Breakout Session Notes: E. King

12/03/14

**Question # 1 - Which ideas resonate most...Positively? Negatively?**

*(Note: Some of these comments were general thoughts and observations and weren’t necessarily related to the notion of ideas that resonate)*

<table>
<thead>
<tr>
<th>1. COLLABORATION CENTER</th>
<th>Bringing people together is the way of the future</th>
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<tbody>
<tr>
<td>2. ENGAGING PROCESS</td>
<td>Is this the best format?</td>
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<tr>
<td></td>
<td>» Need additional efforts to ask for feedback</td>
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<td></td>
<td>» Presence at markets—Street teams</td>
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<td>3. INVESTMENT DISTRICTS</td>
<td>Opportunities to expand downtown</td>
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<tr>
<td></td>
<td>» Capitalize on living and doing business</td>
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<td>4. FOOD HUBS</td>
<td>Support for recommendation</td>
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<td></td>
<td>» Food trucks</td>
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<td></td>
<td>» 100 Block of E. King, starting to see this happen; need to develop as a hub</td>
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<tr>
<td></td>
<td>» All are missing the Roaring Brooke</td>
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<td>5. CLEAN/GREEN</td>
<td>Real need along E. King</td>
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<tr>
<td></td>
<td>» After 300 block, not comfortable to continue</td>
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<td></td>
<td>» One woman is already organizing cleanup groups</td>
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<td>6. RESIDENTIAL</td>
<td>Housing upgrades needed</td>
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<tr>
<td></td>
<td>» Huge majority of renters along E. King</td>
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<td></td>
<td>» After Lime Street, very few businesses; how fit commercial into residential?</td>
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<tr>
<td></td>
<td>» 50% of south side of the 400 block of E. King (434-)</td>
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<td></td>
<td>» Landlords who don’t care</td>
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<td>7. STRENGTHENING AREA</td>
<td>Has evolved in recent years</td>
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<td></td>
<td>» Increasing investment</td>
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<td>8. FIRST STEP</td>
<td>Code enforcement</td>
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<td></td>
<td>» Need stronger regulations</td>
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<td>9. TRAFFIC</td>
<td>Many cars speed through</td>
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<td></td>
<td>» Discomfort riding bikes, although it’s a Statewide bike route</td>
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<td></td>
<td>» Must be more walkable</td>
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<td></td>
<td>» Traffic calming</td>
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<td></td>
<td>» Students at Thaddeus Stevens don’t walk</td>
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<tr>
<td></td>
<td>» Removing lane of parking for bike—walkability study</td>
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<td></td>
<td>» South roads add safety element</td>
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</tbody>
</table>
10. CRIZ  Adjusting boundaries
11. TAXES  Section of Philadelphia has a moratorium on real estate taxes—10 yr. period
   » Can attract money, tax abatement

**Question # 4 – Does your “Neighborhood Center” have its own, unique identity? How would you describe it? How is it distinguished from the other centers?**

1. DIVERSITY  Tap into
   » Diversity of restaurants, retail

2. HISTORIC  Pursuing historic aspect
   » One of the oldest highways

3. ENVIRONMENTAL  Sustainability/Historic Uses/Adaptive Reuse
   » Green, conservation
   » Working with Thaddeus Stevens
   » 700 block of E. Marion

4. CONVENTION CENTER “DISTRICT”

**Question # 2 – Moving forward, is there anything we should expand upon? Anything missing?**

1. BUSINESS DEVELOPMENT PLAN  Need a strategic plan to steer the right businesses into the most appropriate locations
   » Leverage existing initiatives, commercial successes
   » Business at NE Lime/King—is it ever open?
   » King and Plum: great opportunity for restaurant
     o Concern whether can attract people to patronize
   » For businesses to get a foothold, need more humanitarian based businesses (i.e. help families)
     » The tools are not available

2. CONNECTING TO AMISH  E. King is a major connection from the Visitor’s Center to the Amish
   » Everyone sees this, but nothing pulls them in

3. AMAZING ARCH

4. LANDLORDS  Can be a challenge

5. SOCIAL INITIATIVES  Using Church World Services and Tabor
   » Assets to build upon?
   » Diversity

6. COUNTY  Opportunity to work with Township
   » Tourist busses stop on the street
   » Carriages bring visitors in
   » 2-way street
     o Better for businesses
7. **HOTELS**  
   County study of intersections  
   - E. King/Bridgeport/Lampeter

   Need more hotels closer to core/convention center  
   - East King: buildings conducive to boutique hotels
   - 2 B&Bs past Thaddeus Stevens
   - Back half of press building

8. **FULTON BANK**  
   Only Lancaster bank  
   - Invested in project; believed in it

9. **TOURISM**  
   Untapped in the city  
   - Marriott getting the same feedback
   - Sundays: most disappointing, everything is closed

10. **RESERVOIR PARK**  
    Great asset; destination  
    - Could use improved signage
    - Potential hub for bikes/biking

11. **PRISON**  
    Long-term opportunity?
## Breakout Session Notes: Manor/W. King

12/03/14

**Question # 1 - Which ideas resonate most...Positively? Negatively?**

*(Note: Some of these comments were general thoughts and observations and weren’t necessarily related to the notion of ideas that resonate)*

| 1. **MAKER’S CENTER** | Interest and excitement  
Potential Locations:  
» Porter’s, Blue Star building  
» Would it be one building? Or many?  
» A vacant property on the 600 block of Manor—near New Dorwart?  
Strawberry Hill  
Desire to tie arts and community into concept |
| 2. **ONGOING CONVERSATION** | Needed discussion |
| 3. **WALKABILITY** | Strong interest in making area more walkable and bikeable |
| 4. **PARKING** | Cannot ignore parking challenge  
» Need to accommodate events  
» Garage: wrapped or not? Some disagreement over benefits of wrapping  
  o Consider impact on homeowners |
| 5. **CLEAN/SAFE** | Improve appearance and perception of safety  
» Need more police presence  
  o Bike ambassadors  
» Crime and drug activity: existing challenge  
  o Poplar Street  
  o St. Josephs  
  o People had personally experienced incidents  
» Need for improved lighting |
| 6. **VEHICULAR TRAFFIC** | Crowded streets; high traffic; unsafe for pedestrians/pedestrians create challenge by crossing roads  
» Intersection at King and Manor is hectic  
» Need traffic calming |
| 7. **PEDESTRIAN SAFETY** | High pedestrian traffic  
» Few crosswalks |
| 8. **FOOD ESTABLISHMENTS** | Increased and more diverse food/eateries |
| 9. **LITTER** | Not enough trash receptacles |
10. **TRANSITORY**  | Consideration for transitory nature of makers’ spaces  
| | » Adaptability  
| | » Establish some stability despite transitory nature  

11. **SHARED SPACE DISTRICTS**  | Need strategy for sharing  
| | » Efficiently use land  
| | » Could use shared parking strategy  

12. **EXISTING PROGRAMS**  | Enhance existing and ongoing programs  
| | » Expand First Fridays  
| | » Crystal Park renovations  
| | » Workforce training and youth programs  
| | » LHOP’s programs and involvement  
| | » Millersville and Safety Coalition  

13. **ENGAGE COMMUNITY**  | Neighborhood clean-ups  

14. **OLD STOREFRONTS**  | Historic storefronts now underutilized or used as residence  
| | » Desire to restore to commercial use  
| | » Sunshine Art and Design, Others have reactivated historic storefronts  
| | » Provide assistance to owners and tenants  

15. **ANCHORS**  | How to engage key anchor institutions?  

16. **CITY-SPONSORED SPACE**  | Potential space to feature artist/makers gallery  

17. **COMMUNITY AWARENESS**  | Businesses need advertising/marketing  

**Question # 4 – Does your “Neighborhood Center” have its own, unique identity? How would you describe it? How is it distinguished from the other centers?**

1. **SENSE OF PLACE**  | At present, difficult  
2. **GATEWAY**  | No “gateway”  
| | » But maybe this phrase is not as meaningful?  
3. **CUSTOMERS**  | Young and retired people  
4. **“THE HILL”**  | German Catholic heritage, historic occupants  
| | » Now is mostly Hispanic  
| | » Need to keep current, present-day residents vs. today  
5. **DIVERSITY**  | Many unique groups, leads to pride of place  
6. **ESTABLISHING AN IDENTITY**  | Local arts could pain trash cans, add elements to the community  
| | » Grassroots (the more so, the better)  
| | » “DIY” Community  
7. **WELCOMING**  | Bringing people together  
8. **EXISTING PROGRAMS**  | Lancaster Unity
9. FINDING THE “DOMINO” Identify a movement which will demonstrate the potential
10. HISTORICALLY WALKABLE City originally built for walking
11. CHURCHES Wanting to be more involved
   » Potential host of makers spaces
   » Tax complications?

Question # 2 – Moving forward, is there anything we should expand upon?
Anything missing?

1. GROCERY Affordable food
2. RESTAURANTS More diversity
   » Ethnic places
3. HOUSEHOLD CONVENIENCES Stores for everyday needs
   » Hardware
   » Butcher
   » Pet Shop
   » Bakeries
   » Laundromats (some say these are excessive, others find them lacking)
   » Art galleries
   » Pharmacies (although one (or more) already exist in community
   » Daycare (some say Mom N’ Pop daycares exist)
4. COMMUNITY GARDENS Put on public property
   » Food, education
   » 200 W. Vine Street = Vacant
   » Example: Reading, PA
5. LATINO DANCE CLUB Need for safe and comfortable dance club
6. FAMILIES AND CHILDREN Need safe, better places for children to play

Question #3 – We’ve heard feedback on the term “Neighborhood Centers.” Is there a more appropriate classification? Gateways? Commercial Hub? Other?

1. Public spaces
2. District/Neighborhood Business District
3. Micro-Downtowns
4. City Center
5. Village Center
6. Grassroots Areas
7. Collaborative centers
8. Community Core
9. Cultural center — Asking, what’s the status of the center or Prince Street?
MEETING MINUTES

MEETING DATE: December 3, 2014 (6:00-8:00PM)

PROJECT: Lancaster City Alliance
Lancaster Economic Development Strategic Plan

PROJECT NO: 2014C52-001

MEETING LOCATION: Southern Market Center

ATTENDEES: South Duke Street Corridor Stakeholders

The following is a summary of the input provided:

Question # 1 - Which ideas resonate most...Positively? Negatively?
(Note: Some of these comments were general thoughts and observations and weren’t necessarily related to the notion of ideas that resonate)

Positively

1. Branding
Highlighting the history and diversity of the area;

2. Religion
Influence and role that churches play in strengthening the neighborhood;

3. SACA
The significant role they play within this community;

4. Churches
Greater involvement/engagement with churches in communicating the intentions of the economic development plan to leverage understanding and buy in;

5. Makers Group
Entrepreneurial spirit clearly exists but this area lacks resources
   - financial and working spaces;

6. Early Start
   STEM/STEAM programs with/between education institutions
   - positive influence critical to younger generations;

7. Financial
   Access and connections to financial resources/micro loans
   - Assets to support new business growth;

8. Gardening
   Establish community pride and provide fresh/local foods accessible to residents in need;
   - Show community how to use the products from gardens
   - Tie to ethnic diversity (recipes, vendors that sell ethnic specialties, promote as cultural food source in the City)

9. Connecting
   Many similar initiatives but no clearinghouse or way of communicating activities
   - Lancaster Unity Facebook page was started as one person’s attempt to establish connections

Negatively
1. Hotels  No need for more hotels;
2. “South Ward” Label  Deep history in this area; plan provides an opportunity to change public perception about this part of the City;
3. Landowner Accountability  Absenteeism, property maintenance, residential background checks;
4. Community Events  Events overlap, lack of coordinated promotions.

Question #2 – Moving forward, is there anything we should expand upon? Anything missing?

1. Green Space Opportunity  Behind Hand Middle School;
2. Tourism Map  Inclusion of streets and features beyond Vine St.; Perception is that the message being sent is that this part of the City doesn’t exist;
3. Historic  Opportunity to promote and develop a Historic Markers program to engage our rich history;
4. Fresh Foods / Produce  Expand upon fresh foods/produce as an economic driver;
   - Some resources exist; some overpriced for the neighborhood
5. Underground Businesses  Many informal businesses exist in these neighborhoods; organized and provide an income, but residents reluctant to grow them to the point of awareness;
6. Education  Don’t miss the importance of creating viable connections between schools and training resources (college students mentoring high school and elementary students; agency and non-profit roles).

Question #3 – We’ve heard feedback on the term “Neighborhood Centers.” Is there a more appropriate classification? Gateways? Commercial Hub? Other?

1. Branding  Brand “places” under their historic, traditional names (IE: Churchtown, Cabbage Hill, etc.);
2. Potential Names  Cultural Hubs, Neighborhood Hubs, Neighborhood Cores
   - Specific suggestion for this area: Riverside Cultural Corridor
3. Social Media Blitz  Ask the community/residents to name their neighborhoods using social media (IE: Lancaster Barnstormers)

Question #4 – Does your “Neighborhood Center” have its own, unique identity? How would you describe it? How is it distinguished from the other centers?
1. Strong Ethnicity Opportunities for Ethnic Restaurant or Dance Destinations?
   - “Root” music, dance studios, ethnic food sources
2. Community Pride
3. Deep History
4. Multi-Cultural Diverse before “diversity” was quioned
5. Youth Oriented Activities A lot of young people in this section of the City; seen as an opportunity if harnessed and educated on what’s available to them
6. Festivals Celebrations of ethnic diversity, opportunities for the community to gather and celebrate

An observation was made by one of the participants that many of the comments offered by this group dealt more with quality of life matters rather than the economic development opportunity matters at hand. Dominant opinions expressed by several of the participants is largely what drove these discussions and may not have fully addressed the spirit of the intended questions. Contact me for any needed clarifications.

Respectfully,

Mark
Breakout Session Notes: S. Prince/Queen

12/03/14

Question # 1 - Which ideas resonate most...Positively? Negatively?
(Note: Some of these comments were general thoughts and observations and weren’t necessarily related to the notion of ideas that resonate)

1. MAKERS SPACE
   Not necessarily for people coming in
   » More affluent connotation
   » Be able to hire

2. EXISTING PROGRAMS
   Some recommendations exist; or supporting efforts exist
   » Council of Churches - Food Hub
   » Career Link: Rochester, NY
     o Salvation Army; GED Service Industry
   » Pathway to Hope—for kids
   » Positioning the partners now

3. EXTENDING DOWNTOWN
   Extend look and feel
   » Sidewalks
   » Lighting
   » Trash Cans

4. PARKING
   No place to park
   » Challenge when living downtown
   » 100 Block of S. Queen, difficult to park

5. TRANSIENCE
   Transient nature of the neighborhood
   » Concentration of boardinghouses

6. STREETS/ CORRIDORS
   Street was core by reached into the neighborhoods
   » Location is important in larger scales
   » Kids biking in the street

7. ACCELERATOR PROGRAM
   Can allow businesses to hire people where they are

Question # 4 – Does your “Neighborhood Center” have its own, unique identity? How would you describe it? How is it distinguished from the other centers?

1. CABBAGE HILL
   Identity is now gone
Question #2 – Moving forward, is there anything we should expand upon? Anything missing?

1. SOCIAL CHALLENGES
   - Currently not representative of population (in terms of poverty, race)
     » 30% poverty rate; 40% working poor
     » Raising opportunities for those
     » United Way: reduce poverty by 2025, collaborate with plan

2. ECONOMIC OPPORTUNITY
   - Need to create economic opportunity
     » More companies that can hire from the community
     » More thriving wage jobs

3. ETHICAL WAGES
   - Existing businesses

4. ABSENTEE LANDLORDS
   - Need to address absentee landlords
     » Landlords/Tenants: not as much pressure in the south
Question #1 - Which ideas resonate most...Positively? Negatively?

(Note: Some of these comments were general thoughts and observations and weren’t necessarily related to the notion of ideas that resonate)

1. We like the ideas of the mixed use development – the challenge has always been how do we ensure that it is developed in the right way?
2. We have no control of the land in Manheim Township – the Township does not require the kind of development that we all desire, nor is the owner known for this kind of development – they tend to develop “pad sites”.
3. Planning Team Response: Manheim Township has an overlay district that does provide incentives to develop mixed-use development in an urban form and concept we show reflects concept as it appears in their zoning ordinance. Property owner not required to develop under the overlay district, however. Also, TRID (Transit Revitalization Investment District) is a mechanism to incent the right kind of development – we are encouraging that City of Lancaster and Manheim TWP partner on this.
4. Our idea of “right kind of development” is different than the property owner’s idea of “right kind of development”.
5. We need to reach out to the owner of this property and encourage the right kind of development.
6. What does the community want? Have been trying to contact property owner so PennDOT can build parking deck and do it in the right location.
7. Like idea of Maker’s centers and capitalizing on entrepreneurial spirit of the community.
8. Good transit is critical in downtown – bus stops not well marked and people use the bus as a last resort.
   a. Could bus stops be marked more noticeably and brightly?
   b. How can we incent people to use bus/transit rather than taking cars?
   c. People use their cars to go everywhere...this is a problem.
9. Concern about rail being a public hazard...pedestrians having to cross
10. Another participant shared that rail systems are very different from the old days....rails set into pavement and very conducive to pedestrian and vehicular traffic. Participant thought it was important to get good information out regarding rail technology and dispel misconceptions.
11. Some in favor of rubber wheel trolley....ability to experiment with different routes vs. the permanence of rails.
12. Others like the rail because it is an investment in a particular area and it can’t be moved. Therefore, better chance for economic development.
13. Kids walk the streets and need safe places to walk.
14. Some people do walk a lot...others do not, feeling streets aren’t safe.
15. Walkable streets and open spaces are important.

Question #2 – Moving forward, is there anything we should expand upon? Anything missing?

1. Strategies need to be paired with the tools and tactics to implement them.
2. Parking needs to be addressed at the train station...the improvements and new canopy make it difficult to use (this was one person’s comment).
3. Emphasized the need to have all the players of the Northwest Triangle area (i.e. Amtrak, LGH, F&M, et al.) come together in the same room.

Question #3 – We’ve heard feedback on the term “Neighborhood Centers.” Is there a more appropriate classification? Gateways? Commercial Hub? Other?

No discussion on this topic.

Question #4 – Does your “Neighborhood Center” have its own, unique identity? How would you describe it? How is it distinguished from the other centers?

No discussion on this topic.
Breakout Session Notes: New Holland

12/03/14

Question # 1 - Which ideas resonate most...Positively? Negatively?
(Note: Some of these comments were general thoughts and observations and weren’t necessarily related to the notion of ideas that resonate)

1. CITY TAXES
   Cost inhibitive (40 mils all in)
   » Funding of schools, plays a part in. State support has been dropping
   » Tax abatement for individual property owners?

2. FAMILIES
   Draws in more family residents
   » Area known, recognized as family-friendly

3. HIGH TRAFFIC ROADWAY
   Streets function as throughways
   » Pedestrian safety
   » Families, residents on one side; businesses on the other
   » Employees parking across the street, trouble crossing
   » School area has crossing guards
   » No pedestrian pads at intersections/traffic lights
   » Tie into walkability study, speck
   » High traffic
   » City was originally built for walking=the best way to enjoy the city
     o Rather than force cars into the city fabric

4. BURLE CENTER
   Opportunity
   » Green space, major open space
   » Opportunity for trails
   » DOD Contractor in building
   » Surface parking is excessive
   » Keep employees in the area

5. DISCONNECTED
   Area disconnected from downtown
   » Physical and mental disconnect

6. TRAIN STATION
   Lack connection of train station to city/downtown
   » Could use strategic marketing at various train destination points
     (e.g. to Manhattan stations, “Spend the day in Lancaster”)

7. VALUE OF PROPERTY
8. LACK OF OUTDOOR SPACE
9. LITTER
   Should be a municipal responsibility, but trash can is the property owner’s
responsibility
» Perceptions, visitors
» Neighbors United, Lancaster Unity interested in trash solutions
» Existing programs, teams water plants weekly; potential similar program for trash?
» Lancaster Unity does clean-ups with PennDOT

10. BEAUTIFICATION
11. MIXED-USE Presently, area is dark after 5pm
» Parking lots continue to be lit
» Parking lots could have alternate uses
12. GREENWAY TRAIL Could make or break
13. SHOPPING CENTER Need increased businesses for lunchtime errands

Question # 4 – Does your “Neighborhood Center” have its own, unique identity? How would you describe it? How is it distinguished from the other centers?

1. IDENTIFICATION, PRIDE OF PLACE Current identity is by street/intersection
» Past: significant demographic shifts (ethnic community identities have dissolved)
» Diversity
» Portions are more, very commercial (clusters are more retail)
» Eager to identify self with a community

2. NEIGHBORHOOD Area is the city’s neighborhood (i.e. residential)
» Begging for partitioning into “neighborhoods”; would be embraced in East side, city-wide

3. EMPLOYMENT HUB

4. PUB CRAWL

5. FOOD Lack of a grocery, small food markets
» Corner stores located sparingly throughout
» Limited access to healthy, quality food
» West End Market, good example

6. MAJOR BRAND? Food + Greening + Walkability

7. STREETSCAPE/SAFETY Need improved wayfinding
» Poor lighting
» Numerous ped/bike accidents

8. POSITIVITY Number of positive elements, trends
» Buy into the community

9. TOBACCO ARTS DISTRICT
10. “EAST SIDE” Too broad, encompassing
11. SILK MILL Manheim Township property
» Tipping point for the neighborhood; catalyst project
12. WALKABILITY
   As part of brand
   » “Walk this City” model
   » Potential app, walking tour of Lancaster
     o LOOP?

Question # 2 – Moving forward, is there anything we should expand upon?
Anything missing?

1. CRIME AND SAFETY
   Create an environment that fosters prosperity
   » Need increased police patrolling
   » Publicity of incidents leads to perceptions
   » Heroin use increasing

2. RESIDENTS
   Must change the dependency and resentment
   » Address poverty
   » Income disparity

3. “CLASSIC” NEIGHBORHOOD
   Combination of residences and living wages
   » Major businesses (with nationwide presence)