



LANCASTER CITY
ALLIANCE

NEIGHBORHOOD NOTES



Spring 2015

Strong Community. Strong Economy. Vibrant City.

LancasterCityAlliance.org

LCA PROUDLY UNVEILS *BUILDING ON STRENGTH*, THE CITY'S ECONOMIC DEVELOPMENT STRATEGIC PLAN

Culminating from over a year of planning, analysis, outreach and the participation of over 1,000 community stakeholders, LCA in partnership with the City of Lancaster is proud to release *Building on Strength, Economic Development Strategic Plan for the City of Lancaster*. Thanks to the engagement of our community partners, this plan embodies the following Vision, Aspirations, Strategies and anticipated Outcomes that will guide the City's economic growth over the next 10–15 years.

VISION

Lancaster will leverage its track record of success to foster continued economic development throughout the community, cultivate an environment that attracts entrepreneurs and investors to a world-class mid-sized city, and continue to lead the region and nation as a model for successful urban economic development.

ASPIRATIONS

Lancaster aspires to accomplish the following by way of this Plan:

- Attract and retain talent to the City of Lancaster.
- Leverage educational institutions as partners in creating a skilled workforce.
- Provide equitable opportunities for all Lancasterians.
- Cultivate existing Lancaster businesses to grow with continued success.
- Encourage targeted economic development opportunities to strengthen neighborhoods.

- Provide an environment where small businesses and entrepreneurs can thrive.
- Be a national model for urban economic development.

STRATEGIES

Four primary strategies guide the recommendations of this Plan:

1. Strategy 1 | Expanding Success: Traditional Economic Development Investment
2. Strategy 2 | Embracing the Collaborative Economy: Cultivating Entrepreneurs (Creative and Technological)
3. Strategy 3 | Leveraging the Brand: Marketing Lancaster City
4. Strategy 4 | Quality of Life: Reinforcing Commercial Hubs

OUTCOMES

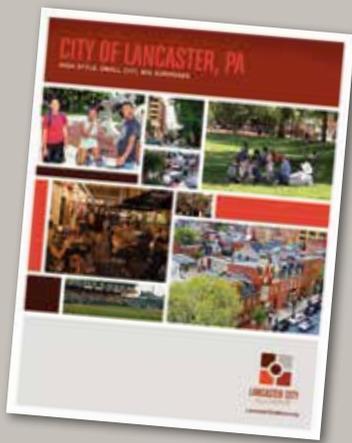
Looking ahead, by 2030 Lancaster City will:

- Create jobs that provide a livable wage.
- Continue to increase the value of property within the City.
- Increase the per capita income to 70% of that of Pennsylvania.
- Have 300 new hotel rooms in Downtown and the commercial hubs.
- See 2,500 new residential units constructed.
- Achieve 100,000 square feet of new and renovated retail/restaurant space in Downtown and the commercial hubs.

- Absorb/create 300,000 square feet of office and flex space.
- Realize \$1 billion in private capital investment.
- See ongoing private investment that will outweigh public investment in economic development.

As a community-driven plan, LCA will need the continued engagement and participation of our Lancaster stakeholders to see these strategies through to implementation. There are many ways to take part in this effort. Please contact LCA at 394-0783 for more information on how you can be involved. The full plan is available at www.LancasterCityAlliance.org.





MARKETING LANCASTER THROUGH NEW PARTNERSHIPS

The City of Lancaster was well represented at three important conferences since last fall. In September 2014, Lancaster City Alliance attended the annual International Council of Shopping Centers (ICSC) regional conference in Philadelphia. ICSC is the largest organization of retailers, real estate professionals and developers in the world, and Lancaster was one of two cities with a booth at the conference that hosted over 2,000 attendees covering Pennsylvania, Delaware and New Jersey. LCA organized the booth to showcase the City and support local real estate teams in meetings with potential tenants.

In December, LCA attended the national ICSC conference in New York and the Mid-Atlantic Conference just outside of Washington D.C. in February.

As part of this marketing initiative, LCA developed a brochure with demographics and highlights of the Lancaster City market (pictured). It is a great tool that is available to anyone marketing Lancaster City and can be downloaded from the LCA website, or please feel free to contact the office for hard copies.

Building on these efforts, LCA recently embarked on a partnership with the Economic Development Company of Lancaster County, Workforce Investment Board, and the Lancaster County Planning Commission to create a cohesive strategy to market the Lancaster Region for business attraction. With funding secured from the business and foundation community, Lancaster will soon be more proactive in showcasing our great community in attracting and recruiting new employers, investors and industries to the City and County. This comprehensive effort is the first of its kind in Lancaster and is a recommendation of the Economic Development Strategic Plan.



From left to right: Steve Dougherty, Dougherty Office Supply; Marshall Snively, LCA & DID; Susan Eberly, Alegre Concierge Services; and Josh Nowak, Lancaster Marriott at Penn Square & the Lancaster County Convention Center

MERCHANT COMMITTEE RECOGNIZES MILESTONES

At the April 15th Merchant Committee Meeting, several Downtown businesses received well-deserved recognition for their long-term investment in Lancaster City. Among those honored included Dougherty Office Supply, which celebrates 45 years and Wavelengths Salon, now 30 years Downtown. Other milestones included Brendee's Irish Pub (current ownership), Mommalicious, Inc. and Sonia Rose, all reaching ten

years, and the Lancaster Marriott at Penn Square and the Lancaster County Convention Center, which celebrated five years in 2014. Through the efforts of the Member Intra-Marketing Subcommittee, these celebrations occur quarterly at the merchant meetings, which are held the third Wednesday of each month at 8:30 AM at the Ware Center. Congratulations to our locally owned and grown businesses that are the heart of our City!

FUNDING FOR NORTHEAST NEIGHBORHOOD STRATEGY ADVANCES



Last summer, leadership from the grassroots organization Neighbors United and the Lancaster City Alliance began formally exploring the opportunity to partner and expand services into a 20-block area of the Northeast adjacent to the current area where the LCA deploys Bike Ambassadors and implements Clean and Safe strategies. After several months of finalizing a strategy and costs, members of Neighbors United, along with several volunteers from the LCA, began calling on businesses and stakeholders in and near the target neighborhood to raise funds to launch the project. At a cost of about \$65,000 each year, which includes the bike patrol, trees, trash receptacles and technical assistance to leverage investment and coordination, the efforts have paid off and stakeholders have so far pledged over half the needed funds to launch the program for the first two years.

FROM LCA'S OUTGOING BOARD CHAIR, ROBERT P. MACINA

Photo Credit: Richard Hentzier/LNP Media Group



Bob Macina, Executive Vice President, Chief Administration Officer and General Counsel, Lancaster General Health, reflects on his tenure as Inception Board Chair as we approach the two-year anniversary of the LCA.

1. What do you see as having been critical to the initial success of LCA as the organization carried forth the legacy responsibilities of JSID and the original Lancaster Alliance? The initial Board understood it was forming a new combined organization, but was not leaving behind the work and values of the JSID or the Lancaster Alliance, the predecessor organizations. There are many opportunities for organizations like the LCA to make a difference in this community. The Board prioritized existing

commitments, yet stayed open to new ways to serve the community. A great example is the leadership role the LCA accepted in the City's economic development planning.

2. What do you see as essential to LCA's impact on the success of Lancaster?

A continued focus on community economic development, quality of life and impactful partnerships, as well as alignment and collaboration with peer organizations and the resolve to be a world-class city.

3. Overall, how do you view the Lancaster community and its ability to thrive into the next decade?

There is so much positive activity in the City. Whether it is the arts, restaurants and pubs, residential developments, or many other indicators of progress, there is a strong sense that the City is moving forward. There are so many people, including the business community, who have devoted time, talent, and resources to making the City a better place to work, to live, and to visit. I think we need to continue to build on our successes, and use the discipline of tools such as the economic development plan to chart additional strategies for positive results.

CLEAN & SAFE TEAMS UPDATE

January through March of this year provided some extreme weather challenges for our Bike Ambassadors and Clean Team braving the cold, rainy, windy and snowy conditions that this winter had to offer. The Ambassadors were mostly on foot this winter addressing quality-of-life issues while engaging with businesses and residents over 6,000 times in their travels. The DID Clean Team worked tirelessly to keep Downtown sidewalks clean and clearing the over 144 curb cuts each time the City was faced with snow or icy conditions.

The Ambassadors addressed over 500 quality-of-life concerns the first quarter of 2015 including notifying the City almost 200 times regarding properties with excessive trash, malfunctioning traffic/pedestrian lights and signage and sidewalks that were snow and ice covered. They also reported almost 20 instances of malfunctioning street lights and assisted emergency personnel with traffic or crowd control nine times.

The DID Clean Team collected over 11,000 lbs. of trash from the Downtown sidewalks, removed 170 graffiti tags and stickers from public spaces and spread over 5,000 lbs. of ice melt on the curb cuts that they cleared to ensure pedestrian safety at intersections.

LCA BOARD AFFIRMS NEW OFFICERS, RENEWALS AND NEW MEMBER

The Lancaster City Alliance is pleased to announce **John T. Reed**, Partner, Barley Snyder LLC, as the 2015-2017 Chairman of the Board, succeeding Robert P. Macina.

David Proulx, Vice President of Finance and Administration/Treasurer, Franklin & Marshall College, will succeed John Reed as Vice Chair. **Lori Pickell**, CFO, Irex Corp., was re-elected to Treasurer, and **Craig Roda**, Senior Vice President/Community Banking, Fulton Financial Corporation, was elected as Secretary.

Joining the Board effective July 1st is **Jan Bergen**, Executive Vice President & Chief Operating Officer, Lancaster General Health. The Board also re-appointed the following Directors: Deborah Brandt, Creative Director & Owner, Moxie House; Lori Pickell, Craig Roda and Pedro Rivera, Secretary of Education, PA Department of Education.

SUPPORTING A BIKE-FRIENDLY COMMUNITY

Creating a more bikeable Lancaster City is a component of the Economic Development Strategic Plan as well as a focus of the recent Jeff Speck Walkability Study. LCA sees this as a critical aspect of an improved quality of life for our community. To that end, over the past three years, LCA has been installing bike racks at retail businesses and restaurants in the Northwest. This has been made possible by the generous support of grants from the Lancaster Bicycle Club.

To date, grant funds have provided for 13 bike racks at favorite establishments including Antonio's Pizza, Campus Grill, Commonwealth on Queen, Dog Star Books, Espino's Pizza, Friendly Mini Mart, Huber's West End Market, Lemon Street Market, Modern Art, Slugger's Pizza, Smiley's Deli & Food Market, Souvlaki Boys Grill and Splits and Giggles.

In addition, this year LCA will be purchasing an additional eight bike racks to be installed throughout the community. Please contact Dave Aichele at 394-0783 if you are interested in having one installed at your business.



LCA's Dave Aichele with Bill Hoffman of the Lancaster Bicycle Club

DID EXPANDS IN NEW FISCAL YEAR



The Lancaster Downtown Investment District Authority (DID) began its 23rd year with a new four-year plan on May 1st, 2015 and will run through April 30th, 2019. Approved by City Council in

January, the plan does not include any assessment fee increases and expands the DID boundaries to include properties on the west side of Water Street from Mifflin Street to Lemon Street and the West Side of Prince Street from King Street to Mifflin Street.

In February, the Lancaster Downtown Investment District Board of Directors

approved the budget for FY15-16. The expansion allowed for a budget of approximately \$420,000. As in the past, the majority of the budget is dedicated to maintaining the Bike Ambassadors and the Clean Team. Funding is also allocated to support Downtown marketing initiatives and the activities of the Merchant Committee as well as administration services of the Lancaster City Alliance.

New this budget year is an increase in Bike Ambassador activity by eight hours a week and an investment of an additional \$10,000 in beautification projects such as tree planting, trash receptacles and bike racks.

The renewal plan and budget can be found at www.LancasterCityAlliance.org by clicking on the blue Lancaster DID box on the home page.

A FOND FAREWELL



Tom Harvey, a familiar face on the LCA Bike Ambassadors and DID Clean Team over the past four years, is moving on to pursue a career with the US Postal Service. Tom began his tenure here in January 2011 as a James Street Improvement District Bike Ambassador after moving to Lancaster from the Philadelphia area, where he served on the bike squad for the University City District. Tom's personable and pleasant approach to not only helping the residents, employees and visitors of Lancaster City but to his fellow workers will be missed. Please join us in congratulating Tom.

MUCH ANTICIPATED INFRASTRUCTURE IMPROVEMENTS MOVE FORWARD



Grant Street under construction

▲ Central Market District Streetscape Improvement Project Underway

The City of Lancaster is investing \$2.5 million to enhance the streetscape around Central Market and adjoining Penn Square area. The project, which is currently underway, will be completed in phases and includes new pavers, landscaping and lighting on Grant Street, Market Street, William Penn Way and, finally, the Heritage Quadrant of Penn Square. During construction access will be maintained to all businesses and Central Market. Work is expected to be complete next summer.

▶ New East/West Connection Nearing Completion on West Liberty Street

This summer, in a partnership with the City's Department of Public Works, Franklin

& Marshall College and Lancaster General Health, a new connection from Liberty Street to College Avenue and Harrisburg Avenue will be completed.

Construction is currently underway to install green infrastructure, parking reconfiguration and road reconstruction of West Liberty Street between N. Prince and Charlotte Streets. F&M and Lancaster General Health's extension of Liberty Street is nearing completion for late June and the roadway is expected to be opened to traffic in July.

Part of the redevelopment of the former Norfolk Southern rail yard, in addition to



Liberty Street Connection to College Avenue underway

the roadway improvements, excavation and grading work on the eastern part of the 28-acre site adjacent to Harrisburg Avenue is complete and the entire site has been top soiled and seeded. The PPL high-voltage lines on the high poles will be buried this summer.

Mulberry Street 2-way Conversion Project Soon to Begin

North Mulberry Street between James Street and King Street will be converted from a two-lane one-way street to a two-way street with a bike lane this year. The project's consultant teams, managed by the City of Lancaster, have been meeting with property owners for 18 months to develop the final plan which will be under construction this summer. The purpose of the project is to not only slow traffic, but to incorporate green infrastructure while providing new paving and signal modifications, curb ramps, a bike lane and sharrows (markings demonstrating a shared lane with cyclists). Mulberry will remain a one-way street between Vine/Strawberry to King. More information and construction updates are available on the LCA website.

HATS OFF TO...

Photo Credit: Meredith Jorgensen



▲ **Nicole Vasquez**, owner of **That Shuu Girl**, for organizing the **Prom Dress Swap** program by partnering with the community and local businesses to provide free dresses and accessories to attend the Prom.

Downtown merchants **Tracy Artus, Owner, Miesse Candies, Matt Titter, Executive Chef at the Pressroom, and Kaitlin Behmer, Owner, TMB**, for giving back to our community by participating in the Woman & Man of the Year Fundraiser in support of the Leukemia & Lymphoma Society of Lancaster.

Phil and Laura Lapp, owners of **neat Foods** and **Kristen Snyder**, owner of **Sophie Stargazer**, for being recognized

with **2015 Small Business Awards by SCORE Lancaster-Lebanon**.

Pedro Rivera, LCA Board Member and former Superintendent of the School District of Lancaster, for his appointment as **State Secretary of Education** by Governor Wolf.

Lancaster General Health for being the only regional hospital to make this year's "**100 Great Hospitals in America**" list from *Becker's Hospital Review*. The alphabetical list is based on research and examination of several reputable hospital ranking sources, such as *U.S. News & World Report*, *Healthgrades* and *Truven Health Analytics*.

▼ **The Fridge** for cracking the Top 10 in **USA Today's** list of the **39 most iconic college town restaurants** in the United States.



▼ The **36 City restaurants and supporters** that made the **2015 Winter Lancaster City Restaurant Week** a huge success. Mark your calendars for the inaugural **Fall Restaurant Week** scheduled for September 21st – 27th.



SHELBY NAUMAN PROMOTED TO VICE PRESIDENT

In her 11 years of work for the Lancaster City Alliance (and previously the James Street Improvement District), most recently as the Director of Neighborhoods & Special Projects, Shelby has demonstrated strong expertise at building partnerships at the grassroots level in neighborhoods and engaging stakeholders at all levels.

Since the inception of LCA, Shelby's role and responsibilities have grown significantly from her initial focus on the Northwest. As Vice President, Shelby's responsibilities now include representing the LCA on a city-wide basis, playing a lead role in community development, fostering collaborative solutions to empower our neighborhoods in building a clean, safe and economically vibrant City of Lancaster.

Shelby is a great asset to the LCA and the City. This is a much-deserved acknowledgement of her years of great work, dedication and expertise. She can be reached at 717-394-0783 or snauman@teamlanc.org





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SAVE THE DATE VELOCITY 2015

September 17, 2015 at Tellus360. Celebrate our great City at this now-annual event showcasing our great merchants and cultural institutions! **Tickets on sale soon!**



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BIKE AMBASSADORS
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