



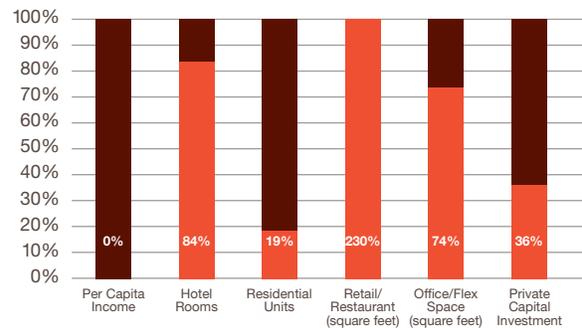
A YEAR IN REVIEW

Building On Strength, the economic development strategic plan for the City of Lancaster, was launched by Lancaster City Alliance (LCA) in June of 2015. It represents the insights of our community alongside the advice of our professional consulting team and sets priorities to develop Lancaster into a world-class City. We are focused on delivering the stated outcomes as presented in this dynamic 15-year Plan, and after one year into implementation, we are gratified to share our progress. This progress is due, in large part, to the strong effort of our partners and the engaged Lancaster Community. Please visit LancasterCityAlliance.org for additional details, and thank you for your support.

OUTCOMES BY 2030

- Increase in the per capita income to **70%** of that of Pennsylvania
- Create **300** new hotel rooms in the Downtown and Commercial Hubs
- See **2,500** new residential units of all types and price points
- Achieve **100,000** square feet of new and renovated retail/restaurant space in Downtown and Commercial Hubs
- Fill **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

OUTCOMES PROGRESS As of June 2016



STRATEGY 1

1A Investment Sites

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

- Over 30 commercial real estate projects were completed, underway, or being planned by the end of 2015.
- Two proposals were received for the redevelopment of three properties at the intersection of S. Queen and Vine Streets; the Swan Hotel and adjacent lot on E. Vine, Southern Market Center and the former printing facilities of Lancaster Newspapers.
- South Central Transit Authority (SCTA) released a Request for Proposals for the development of the air rights above the RRTA garage at N. Queen & E. Chestnut Street.
- The South Duke Street Commercial Hub has been identified as an early priority. Fueled by the progress at the Conestoga River Plaza project, primary commercial property owners were convened to envision the future and how plans of the individual property owners merge with suggestions from the *Building On Strength* plan. LCA will take the same approach in reviewing needs and opportunities with the West King Street commercial property owners.
- As the Central Business District (Downtown) has achieved significant private sector growth, LCA

convened the primary commercial property owners to review the investment site ideas and related parking needs, as outlined in *Building On Strength*.

1C Development Clearinghouse

Plan Recommendation: Establish a one-stop-shop system to facilitate businesses and developers.

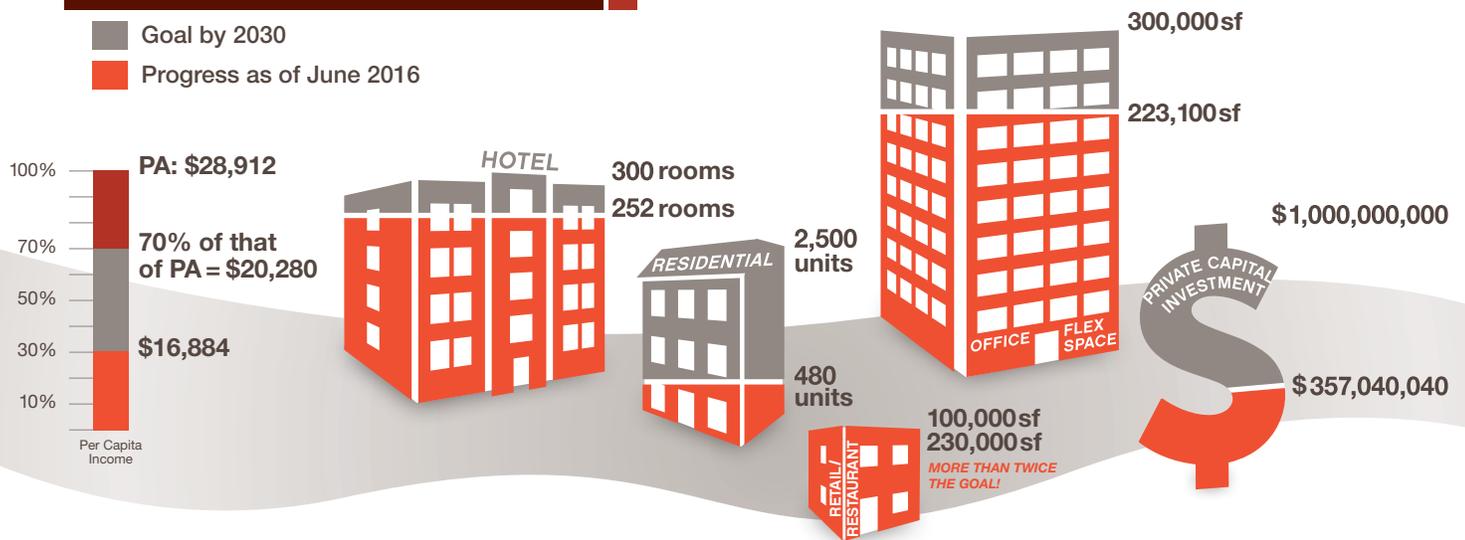
- Developers are benefitting from the City consolidating its economic development workforce in the expanded City Hall.
- The City has created a team approach to reviewing major projects, encouraging developers to meet with all City Departments regularly as part of a project's timeline.
- The City is establishing a new municipal software system that will track permitting and licensing required for any City project, ensuring a more coordinated City review and approval process.

1D Business Registration Program

Plan Recommendation: Record all businesses located in Lancaster City.

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

PLAN OUTCOMES



Infographics represent projects that are complete, under construction, planned and conceptual

1E Building the Market

Plan Recommendation: Provide a variety of incentives to tenants, investors, and property owners to help close the “gap” between achievable rental rates and the costs of new construction and rehabilitation.

- The City has started the installation of High Speed Internet and Wi-fi is now available in City parks. For more information, visit cityoflancasterpa.com/network-overview

1F Land Bank

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

- Led by the efforts of the Lancaster County Housing and Redevelopment Authority (LCHRA), the Lancaster County Land Bank Authority was approved by the Lancaster County Commissioners. The Authority will help facilitate the conversion of vacant and blighted properties back to productive uses.
- The City has received \$1 million to fund a City focused Land Bank from the developer of the Shoppes at Belmont along the border of the City and Manheim Township. The City drafted its Land Bank Ordinance and it is expected to be presented to City Council for approval by Fall of 2016.

1G Community Land Trust

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

- Lancaster Housing Opportunity Partnership (LHOP) is implementing activities that define Community Land Trusts in combination with the development of a broad strategic plan based on the Coalition for Affordable Housing (C4SH) led by LHOP.

1H Plan Funding Program

Plan Recommendation: Continue to use existing funding. Additionally, consider engaging a broad partnership of entities in establishing a fund.

- The Economic Development Strategic Plan Steering Committee and Finance Squad members have prioritized the 40 + identified investment sites.
- The Finance Squad was created to identify the essential financing tools available and by the end of year one, two thirds of the tools were used. 2016 priorities include advocating key legislative changes to improve the usefulness of the CRIZ, identifying key opportunities for New Markets Tax Credits, and investigating an urban funding project throughout the county.
- Patient capital funding discussions continue to create capital for catalytic projects.
- Crowd Funding is being explored in cooperation with an established Pittsburgh, PA program. More information is available at smallchange.com.

STRATEGY 2

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.

- Two *Cultivate Lancaster Entrepreneur Forums* were successfully hosted at the Candy Factory and Two-Dudes painting. Each forum attracted attendees who had the opportunity to discuss ideas and challenges with both peers and the many resource providers that Lancaster City has to offer. Through these connections, serious conversations are occurring surrounding Makers Spaces and Food Hub initiatives developing in several locations of the City.

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 extends into the Commercial Hubs.

- The City of Lancaster is researching the installation of Food Kiosks and a Demonstration Kitchen on S. Duke Street in partnership with San Juan Bautista Church.
- Hunger-Free Lancaster County launched the *Wittel Farm Growing Project*, a farm in Elizabethtown that runs solely through volunteers and will grow fresh produce for food-insecure people in Lancaster County. The first growing season began on two acres with a goal to expand to 25 acres by next year.
- LG Health has recruited 20 stores into the *Healthy Corner Stores initiative*. Identifiable by the circular blue signs in their windows, these stores have gradually increased the number and variety of healthy foods they sell and have displays in the store to help customers identify these items. The next phase will include assistance to improve each store's capacity to sell fresh foods through refrigeration units, new displays, etc.

STRATEGY 3

3A Locate Lancaster Residential Initiative

Plan Recommendation: Coordinate with current marketing initiatives and partner with the real estate and development community to profile incentives for moving to and highlighting benefits of living in Lancaster City.

- Over 300 tickets were sold to the inaugural Lancaster Young Professionals (LYP) Urban Living tour, which featured 12 different Lancaster City Homes in a variety of neighborhoods and showcased the diversity of living, working, and playing in 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.

- Work is underway on a marketing initiative to retain and grow existing businesses while attracting new business and jobs to the region. **Locate Lancaster** 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**, developed by Lancaster City Alliance.
- Marketing the City for investment continues as Lancaster was represented at the following conferences over the last year. Putting our City in front of hundreds of prospective investors results in several regional real estate development companies currently evaluating multiple City sites.

- Urban Land Institute (ULI)
- International Center Shopping Centers (ICSC)
- Maryland Economic Development Association (MEDA)

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.”

- The VisitLancasterCity.com website continues to grow in visits, users and page views.
- The Lancaster Office of Promotion (LOOP) reported growth in tourism since opening the interactive and City-focused Visitor Center in July 2015. There have been over 10,000 visitors to date, representing 40 different countries and over 40 states.
- LOOP and Discover Lancaster are leading the tourism task group, which will meet to discuss collective resources and how best to deploy those resources to continue building the City brand.

STRATEGY 4

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.

- North Mulberry Street (between Harrisburg Avenue and W. King Street) is being converted to a 2-way street with a bike lane that runs north. Once funding is secured, a conversion on North Charlotte Street is planned to begin in 2017. Based on the 2015 Walkability Study, the City has a plan for additional two-way street conversions. Updates available on the City's blog at cityoflancasterpa.com.

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.

- Lancaster City, Lancaster County, and the Lancaster InterMunicipal Committee (comprised of first ring suburbs to Lancaster City and representing 30% of the County's population) have joined together to hire one consultant, ALTA, in developing a bike plan Lancaster City and County. This alliance brings value to the project in terms of cost savings and continuity in analyzing non-motorized transportation needs over a broader area. The plan will recommend strategies for building infrastructure including several bike trails that will provide greater connectivity within Lancaster City neighborhoods.
- The West Chestnut Street contra-flow bike lane pilot project will be evaluated later this year by the City Traffic Commission. The proposal would eliminate a lane of travel from a segment of W. Chestnut Street and parking will buffer bike riders from traffic flow.

4B4 Gateways and Streetscapes

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

- 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.
- West King/Manor Street—To continue the Downtown streetscape improvements, the City of Lancaster has applied to the State for funds to install 77 pedestrian style lights along both sides of W. King Street between Prince Street and Charlotte Street, and eight blocks of Manor Street starting at King Street.
- In May 2016, City Council approved amending the Streetscape ordinance boundaries. The expanded area aligns with the commercial hubs identified in the *Building On Strength* Plan and aims to enhance these vital corridor areas by enforcing uniform standards that allow for enhanced streetscape treatments.
- The City has entered the final phase of the Central Market streetscape project in the Northwest quadrant of Penn Square and anticipates its completion by October 2016, weather permitting.
- The City has hired consultants to prepare a Public Art Master Plan to be completed later this Fall. The City has engaged over 100 community members for feedback as the plan is developed.

4C Commercial Hub Organizations

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

- Since June 2015, ten Commercial Hub Meetings have been held and attracted over 300 individuals. Neighbors and stakeholders shared ideas and are eager to work together with neighborhood anchor organizations to improve quality of life.

- South Duke Street (2)
- South Prince Street/South Queen Street (2)
- West King Street/Manor Street (2)
- East King Street
- New Holland Avenue
- The Manor Street Task Force, comprised of property owners, elected officials, planners, and neighborhood residents, finalized recommendations by June 2016 to revitalize Manor Street
- Central Business District

- Community input included the desire to conduct neighborhood safety audits and surveys to determine grassroots priorities. LCA will format a safety audit for a neighborhood driven process and work with Millersville University to develop a survey draft.
- Through a fundraising partnership with Neighbors United, a community lead organization, the Northeast Neighborhood Revitalization Strategy has deployed LCA Bike Ambassadors, the installation of trees and trash receptacles, and block captain recruitment.
- The neighborhood-driven Southwest Plan has reached the final phase. Lancaster Housing Opportunity Partnership (LHOP) intends to submit an application to Wells Fargo in September 2016 for funds to implement the Plan and will serve as the lead agency supporting implementation, which includes hiring a neighborhood coordinator, facilitating the Neighborhood Steering Committee, and being a pass-through for funding to implement the Plan.
- Spanish American Civic Association (SACA) will apply for a grant through the PA Department of Community and Economic Development for the Southeast area to be designated as a State Elm Street Program. The application will pursue a planning grant, program designation, and a Residential Reinvestment Grant that will support community development, grassroots leadership, and physical improvements that help define the neighborhood and create neighborhood pride.



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