



LANCASTER CITY
ALLIANCE

**NEIGHBORHOOD
NOTES**



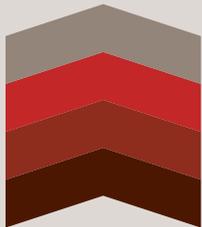
2017 | Edition 1

Strong Community. Strong Economy. Vibrant City.

LancasterCityAlliance.org

INVESTMENT GROWTH STEADY

NEW TOOLS MAY ACCELERATE ADDITIONAL GROWTH



**BUILDING ON
STRENGTH**

THE COMMUNITY-OWNED
ECONOMIC DEVELOPMENT STRATEGIC
PLAN FOR THE CITY OF LANCASTER

January 2017 marks 18 months since the implementation of *Building On Strength*, the City of Lancaster's Economic Development Strategic Plan, began. Among the 15-year plan's ambitions is a goal to achieve **\$1 billion of new, privately led investment by 2030**, not only in the Downtown core, but throughout the City and its Commercial Hubs, including E. King Street; Manor Street/W. King Street; S. Duke Street; S. Prince Street/S. Queen Street; Harrisburg Avenue/NW Gateway; the Train Station area; and New Holland Avenue/E. Walnut Street. In addition to functioning as major transportation arteries and City gateways, these corridors provide an opportunity to serve as vital neighborhood-oriented commercial centers as they did in years past.

Since LCA began monitoring progress on *Building On Strength*, the City has shown tremendous movement toward its \$1 billion goal, with **over \$412 million in projects in various phases of development as of December 2016**, including projects recently completed, currently under construction, and in the planning stages. These projects represent over 250 new hotel rooms, nearly 750 new residential units (at various price points), 250,000 square feet of new retail/restaurant space, and over 330,000 square feet of new office/flex space citywide.

As expected, with the exception of several large-scale projects in various phases located outside of the Downtown Core and the Commercial Hubs, the largest investments since July 2015 have been focused in the **Downtown Core/Central Business District (\$119.9 million**, including the planned \$30 million Marriott Hotel expansion, the \$18 million Press Building and \$9.5 million Keppel Building adaptive reuse projects) and the **Harrisburg Avenue/NW Gateway Commercial Hub (\$61.5 million**, including the planned \$30 million Lancaster General Behavioral Health Center and \$26 million in development on the Franklin & Marshall College campus). This continues a growth trend in these areas dating back over the last decade-plus.

Outside of the Downtown Core and Harrisburg Avenue/NW Triangle Commercial Hub, LCA is pleased to report steady growth representing nearly

\$28 million of investment in the following Hubs since July 2015: **S. Duke Street (\$12 million**, including \$10.8 million in retail space at the new Conestoga River Plaza); **S. Prince Street/S. Queen Street (\$9.5 million**, including a \$6.6 million renovation of Historic St. Mary's Church and \$2.7 million of investment within the Keystone Opportunity Zone incentive area); **New Holland Avenue/E. Walnut Street (\$3.7 million)**; and **Manor Street/W. King Street (\$2.4 million**, including nearly completed conversions of the former Porter Furniture Building and former Blue Star Hotel into multi-family residential, and conversion of the former Lancaster County Office building at 225 W. King Street into a C-Town supermarket).

In addition to tracking new, privately led investment within the specific Commercial Hubs outlined in *Building On Strength*, LCA is also tracking development that is occurring outside of the Hubs, including

Cont'd inside



Conestoga River Plaza under construction

Cont'd from cover

projects located between Hubs or within City neighborhoods. Since July 2015, **investment occurring outside of the Hubs** (representing projects in various phases of development) **totals nearly \$203 million** and includes the \$2 million recently completed new home of TONO Architects and Luca restaurant on W. James Street; the \$67 million Lancaster General

expansion currently under construction on N. Lime Street; the \$35 million campus of Clio Health underway at the Stockyards; and the \$17.9 million senior housing concept on N. West End Avenue.

While over \$412 million in potential investments since July 2015 is very encouraging and represents 41% progress toward the goal of \$1 billion in investment by 2030, **it is important to recognize that**

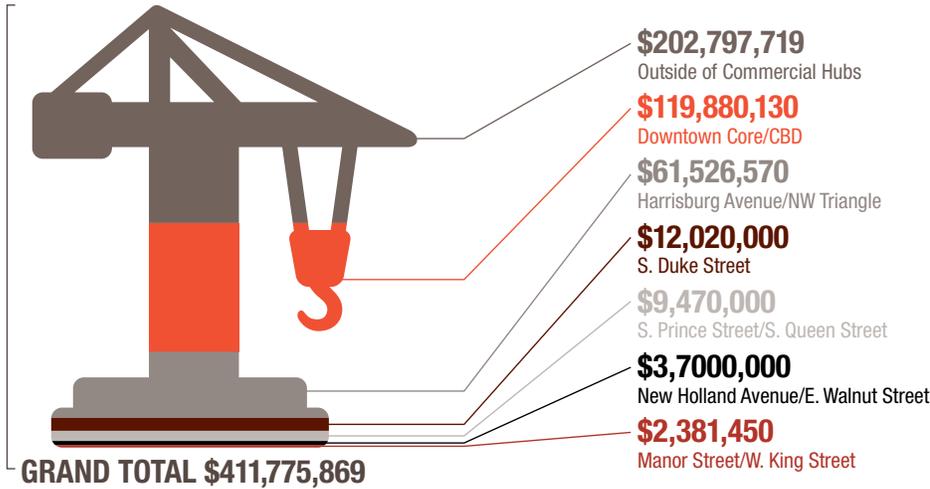
more than half of this investment is still in the planning or conceptual phases.

Therefore, there is still work to do before ground can be broken and many of these projects can come to fruition.

Continued investment in the City's Commercial Hubs will be facilitated by, and in some cases may depend on, identifying and utilizing all available financing tools and opportunities. The *Building On Strength* Steering Committee, Finance Squad, and other partners in the financing field are making considerable progress in identifying and sharpening needed financing mechanisms to augment private sector capital strategies. With the announcement of \$45 million in federal New Markets Tax Credits (available via the Community First Fund), advancement on a new City Land Bank, the recent availability of \$3.5 million in City Revitalization and Improvement Zone (CRIZ) funds, additional grants awarded through BB&T's Economic Growth Fund, and progress on the creation of a County Land Trust, we are making great strides. Every development project and opportunity is unique in some respects; however, and LCA will continue to clarify the need for and seek all available financial remedies to promote taking projects from concept to completion.

Privately Led Investment in Dollars by Commercial Hub

(Various Phases of Development) // Goal: \$1 Billion by 2030



LCA LEADERSHIP GROWS WITH NEW BOARD AND EXECUTIVE LEADERSHIP TEAM MEMBERS

Since July 1, 2016, LCA is pleased to welcome the following new members to our Board of Directors

- **Dr. Aminta Hawkins Breaux, Ph.D.**, Vice President for Advancement, Division of Advancement– Duncan Alumni House, Millersville University
- **Robert “Teke” Drummond**, Special Assistant to the Chief Executive Office, Lancaster General Health/Penn Medicine
- **Rick Rankin**, Chairman, President & Chief Executive Officer, Murray Securus
- **Ralph Martin**, Vice President, Steinman Communications

The Economic Development & Planning Executive Leadership Team welcomes the following new members:

- **Alex Brame**, Senior Vice President, Market President BB&T
- **Tom Koppmann**, President, Southeast PA Region, M&T Bank

A THANK YOU TO OUR EXTRAORDINARY SUPPORTERS



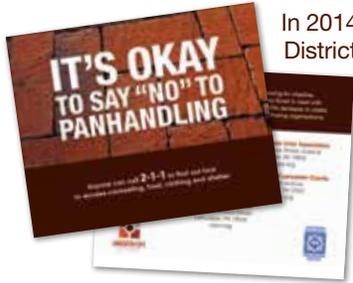
Bob and Felicia Shoemaker host the LCA display at the Great Giving Gig.

Lancaster City Alliance is a non-profit organization that depends on support from a broad range of stakeholders to achieve a vision for Lancaster's future. We thank our generous residents, business owners and stakeholders for your support during our fall grassroots campaign. Thanks to you, LCA raised over \$20,000 in a 24-hour period during the Extraordinary Give on November 18th, 2016.

To celebrate the Extraordinary Give, Lancaster City Alliance participated in and helped plan the Great Giving Gig at Tellus360 that evening. Almost 2,000 people attended the event which encouraged participants to give to their favorite non-profits while enjoying live entertainment, local food, and beverages.

In addition to LCA, the event was hosted by non-profit organizations Arch Street Center, CASA of Lancaster County, Church World Service, Clare House, City of Lancaster Office of Promotion, Lancaster Creative Factory, Music For Everyone, North Museum of Nature & Science, Vision Corps and YWCA of Lancaster.

AGGRESSIVE PANHANDLING LEGISLATION RECENTLY PASSED



In 2014, LCA, in partnership with the Downtown Investment District, merchants, businesses, service providers and Spencer Advertising, launched a successful initiative to educate the community that “It’s Okay to Say ‘No’ to Panhandling,” by encouraging those who wanted to help to give to worthy organizations working to end homelessness instead of to people asking for money on the street. Through the campaign, Downtown saw an almost 50% reduction in visible panhandling in four short months.

In early 2016, a new and aggressive group of panhandlers emerged. The actions of these panhandlers defiantly taking advantage of the generosity of our community prompted Lancaster City Government to adopt on December 12, 2016, a new ordinance to address aggressive panhandling by stipulating where one can ask for money. Prohibited areas include those within 25 feet of the perimeter of an outdoor or sidewalk café, vehicular traffic lanes, on private property without the owner’s permission, within 20 feet of a public toilet or entrance to or exit from any financial institution, check cashing business or ATM machine.

This new ordinance gives Lancaster City Police the tool they need to actively address those individuals who are creating a negative experience for our residents, businesses, workers and visitors.

We are fortunate to be part of such a generous community, and the more successful the City becomes, the more others may want to take advantage of our generosity. If you want to help those in need, please make sure your money is going to the right place by giving to the many organizations that are providing the services that are truly helping people. It’s OK to Say “No” to Panhandling!

MEET LISA DARLINGTON, NEW CLEAN AND SAFE TEAM OPERATIONS MANAGER



Lisa Darlington with Clean Team member Bill Santiago

In November of 2016, Lisa Darlington was hired by LCA contractor Block by Block, Inc. to serve as the new Operations Manager of the Clean & Safe Teams for the Lancaster City Alliance and the Downtown Investment District.

Lisa was born and raised in Lancaster, Pa. and is a 1989 graduate of J.P. McCaskey. After graduating high school, she joined the United States Navy where she served until 2003.

Upon her return to Lancaster, Lisa pursued a career in law enforcement. She began at Franklin and Marshall College as a Public Safety Officer, attended the PA State Police Academy in 2008 and joined the Akron Borough Police Department and then served as a police officer with the Veteran’s Affairs Police Department.

Lisa holds a Bachelor’s Degree in Criminal Justice and is currently working on a dual Master’s Degree in Legal Studies and Organizational Leadership. Lisa looks forward to the opportunity of creating a positive experience for the residents, business and visitors of her hometown.



CLEAN & SAFE HIGHLIGHTS

JULY THRU DECEMBER 2016 STATS

DID CLEAN TEAM

TRASH AND LEAVES COLLECTED FROM SIDEWALKS

25 tons   

STICKERS REMOVED FROM PUBLIC SPACES

104    

DID/NORTHWEST AREA AMBASSADORS

LOGGED MILES ON PATROLLING BIKES

9,500  

CONTACTED PPL ABOUT BROKEN STREET LIGHTS

24x   

REMOVAL OF GRAFFITI TAGS FROM PUBLIC SPACES

600    

REPORTED EXCESSIVE TRASH INCIDENTS

439   

ASSISTED VISITORS WITH DIRECTIONS

>1000x   

MADE CONTACT WITH CITY RESIDENTS, BUSINESSES AND PEOPLE IN NEED

>15,000x   

NORTHEAST AREA AMBASSADORS

LOGGED MILES ON PATROLLING BIKES

600  

CONTACTED PPL ABOUT BROKEN STREET LIGHTS

4x   

REMOVAL OF GRAFFITI TAGS FROM PUBLIC SPACES

114    

REPORTED EXCESSIVE TRASH INCIDENTS

91   

ASSISTED VISITORS WITH DIRECTIONS

11x   

MADE CONTACT WITH CITY RESIDENTS, BUSINESSES AND PEOPLE IN NEED

>624x   

CITY MAINTENANCE ISSUES, POTHOLES, STREET SIGNS NEEDING REPLACED

12x   

WELCOME JEREMY YOUNG

As LCA's Community & Economic Development Manager, Jeremy Young assists in implementing and tracking progress on *Building On Strength*, the City of Lancaster's 15-year economic development strategic plan. He also focuses on enhancing neighborhood quality of life. Jeremy has a broad range of experience in city planning on the east and west coasts of the U.S., including neighborhood organizing and community development, and he has expertise in policy, demographic, and geospatial/GIS analysis. He earned a Master's Degree in Urban and Regional Planning with a specialization in Regional Economic Development, as well as a Graduate Certificate in Real Estate Development, from Portland State University in Oregon. He also earned a B.A. in Geography from Millersville University of Pennsylvania and is a proud graduate of J.P. McCaskey High School. Jeremy and his wife, Melissa, and two young sons, Everett and Julian, live in Southwest Lancaster City.



Jeremy Young addressing Reynolds students

LCA ENGAGES REYNOLDS MIDDLE SCHOOL STUDENTS DURING CAREER DAY

At the invitation of school counselors Christina Lampo and Jacqueline Martin, LCA's new Community & Economic Development Manager, Jeremy Young, engaged with nearly 150 students from grades 6-8 at Reynolds Middle School as part of the school's annual Career Day on December 14, 2016. Jeremy exposed the students to the field of community and economic development planning as a possible career path, and explained how LCA and its partners are working to make Lancaster City a cleaner, safer, and more vibrant place in which to live, work, learn, play, and do business. He encouraged the students to say "hello" to LCA's Bicycle Ambassadors whenever they see them in their neighborhood and explained why it's important to take advantage of sidewalk trash receptacles rather than littering. The students displayed excitement as they were shown before-and-after images of underutilized buildings that have since been revitalized in the City's Downtown and Commercial Hubs.

SOUTHWEST NEIGHBORHOOD REVITALIZATION EFFORT TAKES NEXT STEPS

In a strong display of support, Lancaster's City Council endorsed on October 11, 2016 the recently completed Southwest Lancaster Neighborhood Revitalization Strategy. The resident-driven plan, unveiled at a public meeting on September 28, 2016 at St. Joseph Church, was developed under the guidance and with the support of the Lancaster Housing Opportunity Partnership (LHOP) and LCA and was made possible by a generous grant of \$100,000 from the Wells Fargo Regional Foundation (WFRF).

Since the completion of the plan, LHOP has coordinated the formation of a new Southwest Neighborhood Leadership Board (SWNLB) to advance the implementation of the Plan's many goals over the next five years. The Board, comprised of neighborhood

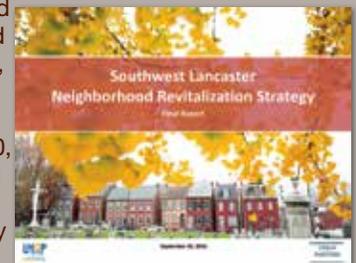
residents and stakeholders, held its first meeting on November 30, 2016 and will continue to meet monthly on the fourth

Wednesday of each month at 5:30 pm in the St. Francis Room at St. Joseph Church. SWNLB meetings are open to the public and residents and stakeholders are encouraged to attend.

As LHOP and the SWNLB look to begin advancing both short-term and long-term action items intended to improve neighborhood quality of life and spur commercial and residential reinvestment, LHOP has applied for an additional \$1.25 million in implementation funds from the WFRF, available in \$250,000/year installments over five years. LHOP anticipates a funding decision from WFRF in early 2017.

Complementing this momentum in the Southwest and as part of implementation of *Building On Strength*, the City of Lancaster recently announced a pedestrian lighting project on the Manor Street and West King Street corridors in an effort to improve walkability and enhance public safety. Lighting installation is anticipated for late 2017.

To view and download the Southwest Lancaster Neighborhood Revitalization Strategy final report, please visit southwestlancaster.org/project-updates.html.



MAKING SMALL BUSINESS SATURDAY SMALL BUSINESS EVERY DAY!

Lancaster City Alliance was selected to become a Neighborhood Champion for the American Express Shop Small campaign for Small Business Saturday held on November 26, 2016. Growing in popularity, this event has become one of the busiest days for merchants and the Member Intra Marketing Committee (MIM) of the Downtown Investment District's Merchant Meeting was determined to do everything they could to ensure that 2016 was the best Small Business Saturday possible.

Taking some cues from the marketing materials available through the Neighborhood Champion Program, the committee created a #SHOPSMALL Selfie event for the day that would begin with a social media blitz to remind consumers to reserve their holiday spending for Saturday, November 26th with their friends and neighbors in the boutiques, galleries and eateries in the City of Lancaster. The over 50 small business participants were supported with window posters, selfie



The Framing Concept at 328 North Queen St.

signs and a robust social media campaign by LCA. This resulted in a Small Business Saturday that saw the City of Lancaster bustling with activity and teeming with shoppers. LCA's "SHOPSMALL Selfie" contest had hundreds of entries to draw from for the two lucky, random winners.

An online survey of business participants found 41.8% were "Crazy (busy) the whole time!" and 83% reported that their customers had heard about Small Business Saturday from social media. It was exactly the sort of scene the MIM committee had hoped for when they applied to become a Neighborhood Champion.

As we celebrate the success of the campaign, we must recognize that #ShopSmall should not be limited to one day on the calendar.

Lancaster City Alliance and the Downtown Investment District remind the community that it is our merchants that make our city so special and unique. They do so not only in product and services but in their genuine caring and support of Lancaster as a whole — often without celebration. So, remember that they are your friends and neighbors here in the City of Lancaster and support them not only during the holiday shopping season, but all year long! #SHOPSMALLEVERYDAY

CULTIVATE LANCASTER ENTREPRENEURS FORUM CONTINUES TO GROW & EVOLVE



Cultivate Lancaster Entrepreneurs Forum held at the Southern Market Center

CULTIVATE LANCASTER

ENTREPRENEURS FORUM

On December 8, 2016, almost 200 aspiring entrepreneurs and resource providers converged for the third *Cultivate Lancaster Entrepreneurs Forum*, this time held at the Southern Market Center. Different from the previous events, this time participants had the opportunity to attend breakout sessions based on the specific needs of their business or idea. Attendees also had

the opportunity to meet one-on-one with mentors from SCORE. There was also plenty time for networking and opportunity to try food and product in a great sampling of Lancaster's local small businesses. Assets Lancaster continues to be the lead partner with LCA as well as a great committee including members from Fig Industries, Candy Factory, the Premise Studio, Industrial Resolution and Full Tank. Presenting sponsors for the event were Millersville University and Pubforge. For more information, please visit www.cultivatelancaster.com.

POVERTY COMMISSION RELEASES REPORT

The Mayor's Commission to Combat Poverty released "ONE GOOD JOB: A Strategic Plan to Cut Poverty in Half in Lancaster City by 2032" on December 15, 2016, following 14 months of research, public hearings and focus groups.

LCA's Shelby Nauman served on the Plan's working group focused on Capital & Connections.

Mayor Gray created the Commission in 2015 following data that showed that poverty rates were rising in Lancaster City and in part as a result of the feedback LCA received in talking to over 1500 stakeholders during the development of the *Building On Strength* Plan starting in 2014.

Implementation of "ONE GOOD JOB" will be managed by the Community Action Partnership and a coalition of community-based partners. To view the plan please visit: <http://combatpovertylancaster.org/>





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SAVE THE DATE

Lancaster City
Restaurant Week
March 6-12



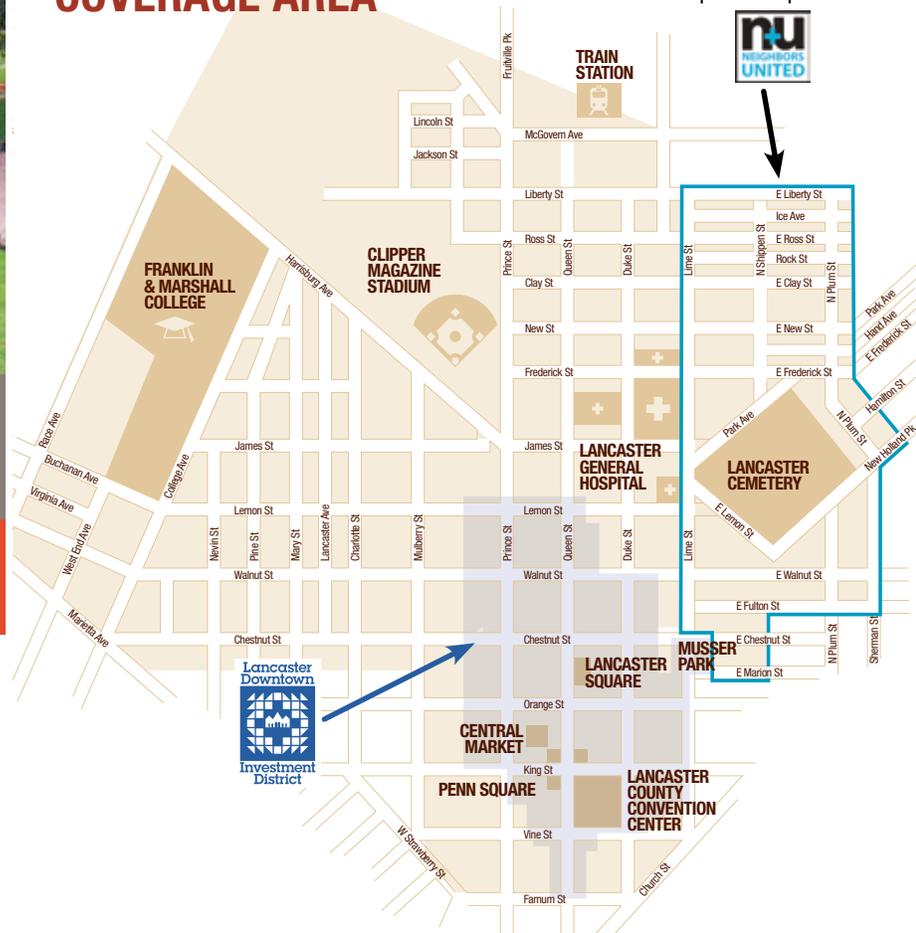
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