

Session/Presentation Title: **Building on Strength: Connecting a Community through Collaborative Economic Development**

Presenters:

- » **Tom McGilloway, PLA** | Mahan Rykiel Associates
- » **Marshall Snively** | Lancaster City Alliance
- » **John Hershey, RLA** | RGS Associates

PA-APA 1028 Annual Conference | State College | October 23, 2017





BUILDING ON STRENGTH

Connecting a Community

Through Collaborative Economic Development

- 
- An aerial photograph of a city street, likely in a historic district, showing a mix of brick buildings, trees, and parked cars. A large red semi-transparent rectangle is overlaid on the left side of the image, containing a bulleted list of five items in white text.
- **Introduction + Background**
 - **Process + Engagement**
 - **Recommendations**
 - **Measuring Progress**
 - **Lessons Learned**

INTRODUCTION

Speakers



Tom McGilloway

Principal

Mahan Rykiel Associates



John Hershey

Client Manager | Associate

RGS Associates



Marshall Snively

President

Lancaster City Alliance

Key Team Members (Not Present)



Megan Griffith, AICP

Associate Planner

Mahan Rykiel Associates



Tripp Muldrow, AICP

Principal

Arnett Muldrow & Associates

City of Lancaster, PA



GREIST BUILDING AND PENN SQUARE, LANCASTER, PA.

107934

Lancaster, PA

- 4 Square Miles
- Population of 60,000
- 40,000 employees
- 8,000 college students
- 1 Million visitors/year





Downtown Lancaster



**300+ Merchants, Services,
Restaurants, + Cultural Attractions**



160+ Places to Shop





100+ Culinary Choices





90+ Art Venues



1998 'LDR' Plan

Lancaster's Economic Development Action Agenda

***Strategies for Prince Street, Downtown and
South Duke Street in the 21st Century***



Downtown's New Lancaster Square



South Duke Street Historic Core



South Duke Street Extension



South Prince Street Employment Campus

Prepared for:

The Lancaster Campaign • The Economic Development Action Group



**Over \$1.5 Billion in
investment**

Between 2007 + 2015

Retail, restaurant, cultural, +
service businesses

130 + Net NEW,
~60 Expanded

Between 2007 + 2015



BUSINESS

Businesses relocating / expanding
in Greater Downtown represent

1,000 New Workers

Between 2010 + 2016



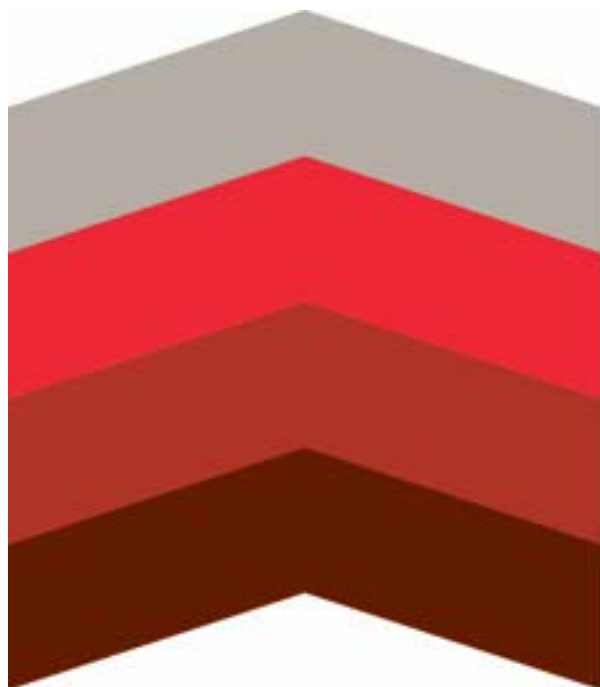
OFFICE

**250+ Completed
New Units,
350 Planned**

Between 2010 + 2016



HOUSING

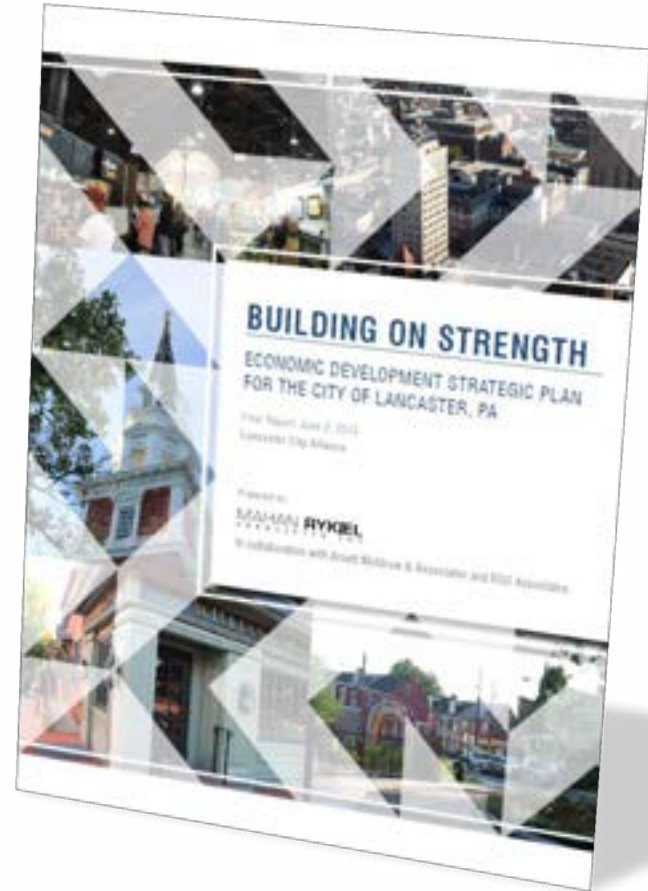


BUILDING ON STRENGTH

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

The Plan

- 15-Year Horizon
- 4 Broad Strategies
- 25 Recommendations
 - › 12 Short-Term
 - › 9 Medium-Term
 - › 4 Long-Term





Focus Areas

8 “Commercial Hubs”

1. Downtown Core
2. E. King Street
3. W. King + Manor Streets
4. S. Duke Street
5. S. Prince + Queen Streets
6. Harrisburg Avenue/NW Gateway
7. Train Station Area
8. New Holland Avenue

Concurrent Efforts

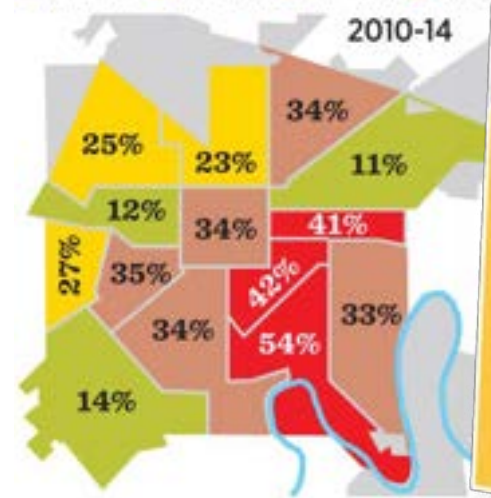
Jeff Speck's Downtown Walkability Analysis (2015)



Mayor's Commission to Combat Poverty (2015)

CITY POVERTY BY CENSUS TRACT

11% - 20% 21% - 30% 31% - 40% 41% - 50%



SOURCE: FLOYD INSTITUTE FOR PUBLIC POLICY WHITE PAPER ON POVERTY, FRANKLIN & MARSHALL COLLEGE



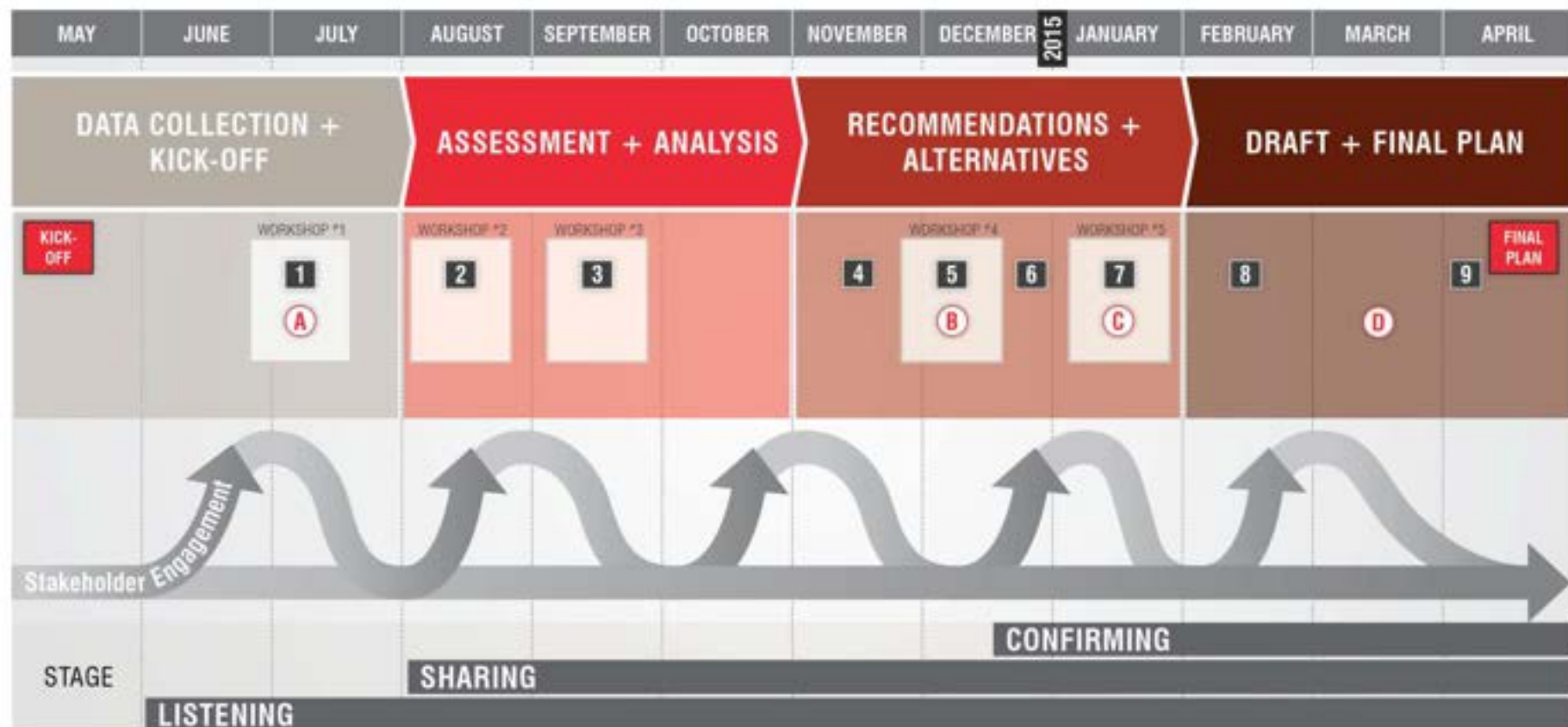
Aspirations

- Attract + retain **talent**.
- **Create jobs** that provide a **livable wage**.
- **Leverage educational institutions** for a skilled workforce.
- Provide **equitable opportunities** for all.
- Cultivate **existing businesses to grow**.

Aspirations (cont'd.)

- Encourage **targeted economic development opportunities** to strengthen neighborhoods + increase property values.
- Provide the **environment to thrive** for small businesses and entrepreneurs.
- Be **a national model for urban economic development.**

PROCESS + ENGAGEMENT



Workshop in Lancaster
 Special Meeting / Event
 Steering Committee Meeting
 Public Meeting / Workshop

**Community
Leaders/One-on-
One Meetings**

Key Stakeholders

**Major Property
Owners**

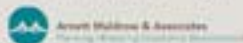
LANCASTER CITY ALLIANCE



Steering Committee

Consultant Team

**MAHAN RYKIEL
ASSOCIATES INC.**



WORKING GROUP

Arts

Community
Corridors

Education

Entrepreneurs

Faith-Based
Community

Merchants

Listening



Sharing



Confirming



Outreach Toolbox

- Face-to-Face Touchpoints
- Networks
- Surveys
- Media/Digital Outreach



Stakeholder Engagement

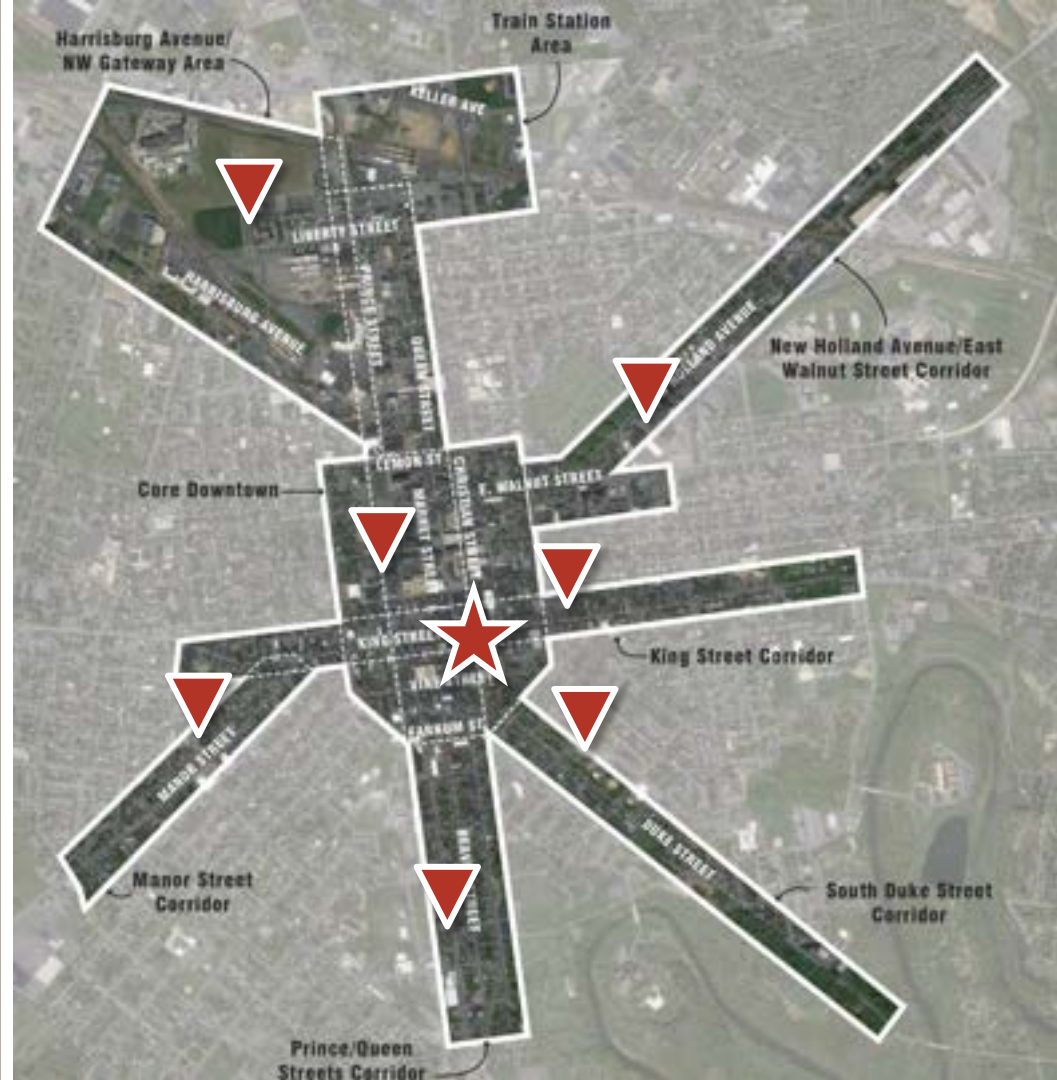
Over 1,000 stakeholders involved

- ✓ 100+ Meetings/Forums — Large & Small
- ✓ 1-on-1 Interviews
- ✓ Focus Groups
- ✓ Public Surveys
- ✓ Roundtables
- ✓ 3 Public Meetings

Coming to the Community

- Bring the meeting to them
- Central public meetings

▼ Community / Merchant Meeting
★ Public Meetings / Focus Groups





Establishing Trust

- Champions
- Existing Community Resources





40% Hispanic
30% Speaking Spanish at Home

LANCASTER CITY ECONOMIC
DEVELOPMENT STRATEGIC PLAN

ONLINE SURVEY



Please share
your thoughts!



www.surveymonkey.com/s/CF3Q36R

Un plan estratégico del Desarrollo
Económico por Ciudad Lancaster

ENCUESTA EN LÍNEA



¡¡Por favor,
compartir sus
pensamientos!!



www.surveymonkey.com/s/CF3Q36R

REUNIÓN PÚBLICA #3

Jueves el
19TH de
Marzo

CRECIENDO en FUERZA

McCaskey East

6:30-8:30
por la tarde



UN PLAN ESTRATÉGICO DEL DESARROLLO ECONÓMICO POR LA CIUDAD DE LANCASTER

Enfocando en el centro y centros comerciales que sirve barrios de la ciudad

Presentación del proyecto del plan/ Discusión 6:30-8:30 por la tarde

- Ver los hallazgos de Presentación de Borrador (Presentation of Draft) y recomendaciones que formarán el futuro de nuestra ciudad, culminante de más de 10 meses de investigación y dirección de la comunidad.
- Proporcionar entrada importante y realimentación en grupos pequeños en preparación del plan final en mayo.

— SE PROPORCIONARÁN APERTIVOS —



Por más información, visita:

www.LancasterCityAlliance.org

Se une nuestro evento en Facebook!

#BuildingOnStrength

The background of the slide shows two individuals sitting on a light blue couch. The person on the left is wearing a blue and white striped long-sleeved shirt and tan pants, and is holding a silver laptop. The person on the right is wearing a light blue button-down shirt over a white t-shirt and has dreadlocks. A red patterned garment is partially visible on the far right. The text is overlaid on this image.

Hybrid Analog + Digital Outreach

Social
Media

Radio
Broadcast
(Bi-Lingual)

Surveys

- Online Survey
- ZIP Code Survey



NEW EAS' SOU COM COM COM

COMMERCIAL HUBS: BY COMPARISON

Population Breakdowns

1,426
SMALLEST

SOUTH DUKE
(6% OF STUDY AREA)

4,479
LARGEST

NEW HOLLAND
(20% OF STUDY AREA)

AGE

- Largest percentage of residents below the age of 30: **Core** (34%)
- Largest percentage of residents below the age of 55: **Manna/W. King Street** (combined 85%)
- Largest percentage of residents above the age of 55: **Harrisburg Avenue** (39%)

GENDER

As for **NEW HOLLAND** and **SOUTH DUKE** were majority Male

- New Holland Avenue**: 51% Female
- South Duke Street**: 51% Female



Breakdown of 1,426 South Duke

Monthly Earnings

LOWEST EARNINGS:

- South Duke Street**: 28% earning \$1,250 or less
- South Duke Street**: 55% earning between \$1,251 and \$3,333

HIGHEST EARNINGS:

- Harrisburg Avenue**: 35% earning above \$3,333
- New Holland Avenue**: 34.5% earning above \$3,333

Employment: Top Industry Sectors

HEALTHCARE:

- Core/Coomben
- New Holland Avenue
- Manna/West King Street
- Harrisburg

Manna/West King & Harrisburg have significant Finance & Insurance Employment Sectors

MANUFACTURING:

- South Prince/Queen Streets
- South Duke Street
- East King Street

Race & Ethnicity

Largest White pop: Harrisburg (55.4%)

Largest African American pop: S. Duke (24.5%)
Smallest: Harrisburg (9.5%)

Largest Asian pop: New Holland (4.3%)

Largest Two + Races: S. Prince/Queen (2.5%)



ETHNICITY:

Hispanic Populations:

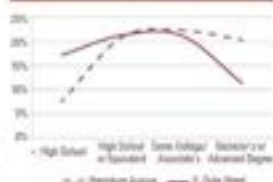
S. Duke (5.0%)

South Prince/Queen (3.8%)

East King (3.0%)

Harrisburg (1.3%)

Educational Attainment

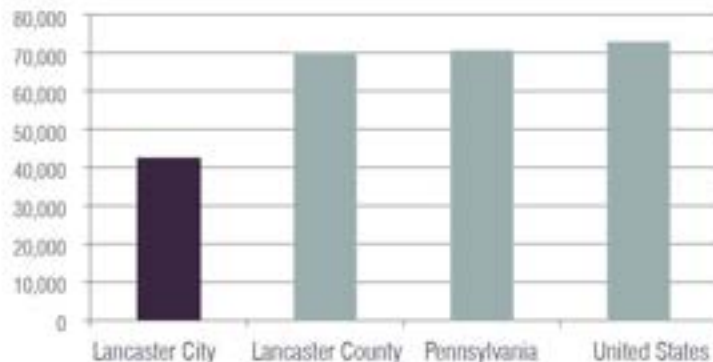


MAHAN RYKIEL
CATERPILLAR 444 221 1212

- OUTFLOW
- INFLOW
- LIVE/WORK IN CITY



Lancaster City Workforce Inflow/Outflow in 2011
[Source: LEHD On the Map Tool]

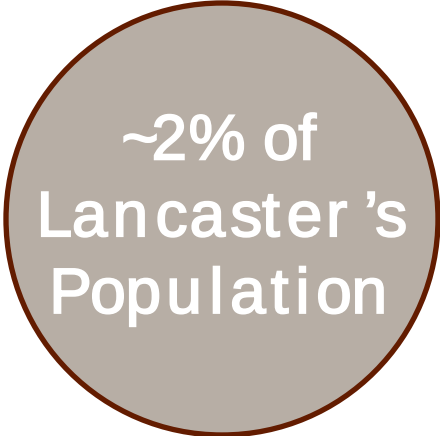


Estimated 2013 Mean Household Income (in Dollars)
[Source: ACS]

Engagement Results

By the Numbers:

- ✓ **33** Merchants
- ✓ **59** Steering Committee/Working Group Members
- ✓ **79** Commercial Hub Meeting Attendees
- ✓ **80** Workshop Participants
- ✓ **121** Public Meeting Attendees
- ✓ **164** Focus Group Participants
- ✓ **480** Surveys



~2% of
Lancaster's
Population

- Strategies
Rooted in
Community
- Ownership /
Implementation
Partners

Strategy	ID	Description	Status	Project Details					Progress (%)	Risk Level	Impact
				Project Name	Owner	Start Date	End Date	Current Status			
Strategic Pillar 1: Core Business Operations	1	Product Development - New Feature X	Active	Project Alpha	John Doe	2023-01-01	2023-12-31	75%	Medium	High	
	2	Marketing Campaign - Q3 Launch	Active	Project Beta	Jane Smith	2023-07-01	2023-09-30	90%	Low	Medium	
	3	Customer Support - New Portal	Active	Project Gamma	Mike Johnson	2023-03-01	2023-06-30	100%	Low	Medium	
	4	Finance & Operations - New Reporting	Active	Project Delta	Sarah Lee	2023-02-01	2023-05-31	80%	Medium	High	
	5	Human Resources - New Recruitment	Active	Project Epsilon	David Kim	2023-04-01	2023-07-31	60%	Low	Medium	
	6	IT & Infrastructure - New Server Migration	Active	Project Zeta	Emily White	2023-01-01	2023-04-30	100%	Low	Medium	
	7	Legal & Compliance - New Privacy Policy	Active	Project Eta	Robert Brown	2023-05-01	2023-08-31	50%	Low	Medium	
	8	Operations & Logistics - New Warehouse Setup	Active	Project Theta	Lisa Green	2023-06-01	2023-09-30	40%	Medium	High	
	9	Product Development - New Feature Y	Active	Project Iota	John Doe	2023-01-01	2023-12-31	75%	Medium	High	
	10	Marketing Campaign - Q4 Launch	Active	Project Kappa	Jane Smith	2023-10-01	2023-12-31	20%	Low	Medium	
Strategic Pillar 2: Expansion Initiatives	11	Product Development - New Market Entry	Active	Project Lambda	John Doe	2023-01-01	2023-12-31	75%	Medium	High	
	12	Marketing Campaign - New Region	Active	Project Mu	Jane Smith	2023-07-01	2023-09-30	90%	Low	Medium	
	13	Customer Support - New Language	Active	Project Nu	Mike Johnson	2023-03-01	2023-06-30	100%	Low	Medium	
	14	Finance & Operations - New Currency	Active	Project Xi	Sarah Lee	2023-02-01	2023-05-31	80%	Medium	High	
	15	Human Resources - New Local Hiring	Active	Project Omicron	David Kim	2023-04-01	2023-07-31	60%	Low	Medium	
	16	IT & Infrastructure - New Local Server	Active	Project Pi	Emily White	2023-01-01	2023-04-30	100%	Low	Medium	
	17	Legal & Compliance - New Local Laws	Active	Project Rho	Robert Brown	2023-05-01	2023-08-31	50%	Low	Medium	
	18	Operations & Logistics - New Local Distribution	Active	Project Sigma	Lisa Green	2023-06-01	2023-09-30	40%	Medium	High	
	19	Product Development - New Local Feature	Active	Project Tau	John Doe	2023-01-01	2023-12-31	75%	Medium	High	
	20	Marketing Campaign - New Local Ad	Active	Project Upsilon	Jane Smith	2023-10-01	2023-12-31	20%	Low	Medium	
Strategic Pillar 3: Innovation & Research	21	Product Development - New Tech R&D	Active	Project Phi	John Doe	2023-01-01	2023-12-31	75%	Medium	High	
	22	Marketing Campaign - New Tech Awareness	Active	Project Chi	Jane Smith	2023-07-01	2023-09-30	90%	Low	Medium	
	23	Customer Support - New Tech Helpdesk	Active	Project Psi	Mike Johnson	2023-03-01	2023-06-30	100%	Low	Medium	
	24	Finance & Operations - New Tech Investment	Active	Project Omega	Sarah Lee	2023-02-01	2023-05-31	80%	Medium	High	
	25	Human Resources - New Tech Training	Active	Project A	David Kim	2023-04-01	2023-07-31	60%	Low	Medium	
	26	IT & Infrastructure - New Tech Infrastructure	Active	Project B	Emily White	2023-01-01	2023-04-30	100%	Low	Medium	
	27	Legal & Compliance - New Tech Regulations	Active	Project C	Robert Brown	2023-05-01	2023-08-31	50%	Low	Medium	
	28	Operations & Logistics - New Tech Logistics	Active	Project D	Lisa Green	2023-06-01	2023-09-30	40%	Medium	High	
	29	Product Development - New Tech Prototype	Active	Project E	John Doe	2023-01-01	2023-12-31	75%	Medium	High	
	30	Marketing Campaign - New Tech Demo	Active	Project F	Jane Smith	2023-10-01	2023-12-31	20%	Low	Medium	

Strategy	#	Recommendation	Critical Action Component	Priority	Lead Organization	Potential Implementation Partner	Estimated Time Frame
Strategy 4 Quality of Life: Reinforcing Commercial Hubs	4A	Foster Commercial Hubs within Neighborhoods (Economic Development)		VH	City	ASSETS, Community Organizations, Entrepreneurs, LOOP, Private Sector	Long
	4B	Street Network and Improved Accessibility	4B1: Two-Way Street Conversions	L	City	Community Organizations, Downtown Walkability Analysis	Long
			4B2: Circulator	M	City	Higher Ed., LOOP, RRTA	Medium
			4B3: Bicycle Network	H	City	Bike Friendly Coalition, A Common Wheel, County, Downtown Walkability Analysis, Future Bike Share, Lancaster Bikes, LCA, LGH	Medium
			4B4: Gateways and Streetscapes	M	City/Private Sector	Community Organizations, County, Downtown Walkability Analysis, LCA (Clean and Safe, Bike Ambassadors, et al.)	Long
	4C	Commercial Hub Partner Organizations		H	LCA/Community Organizations	City, Neighborhood Anchors, Private Sector	Short

RECOMMENDATIONS

STRATEGY 1

Expanding Success:

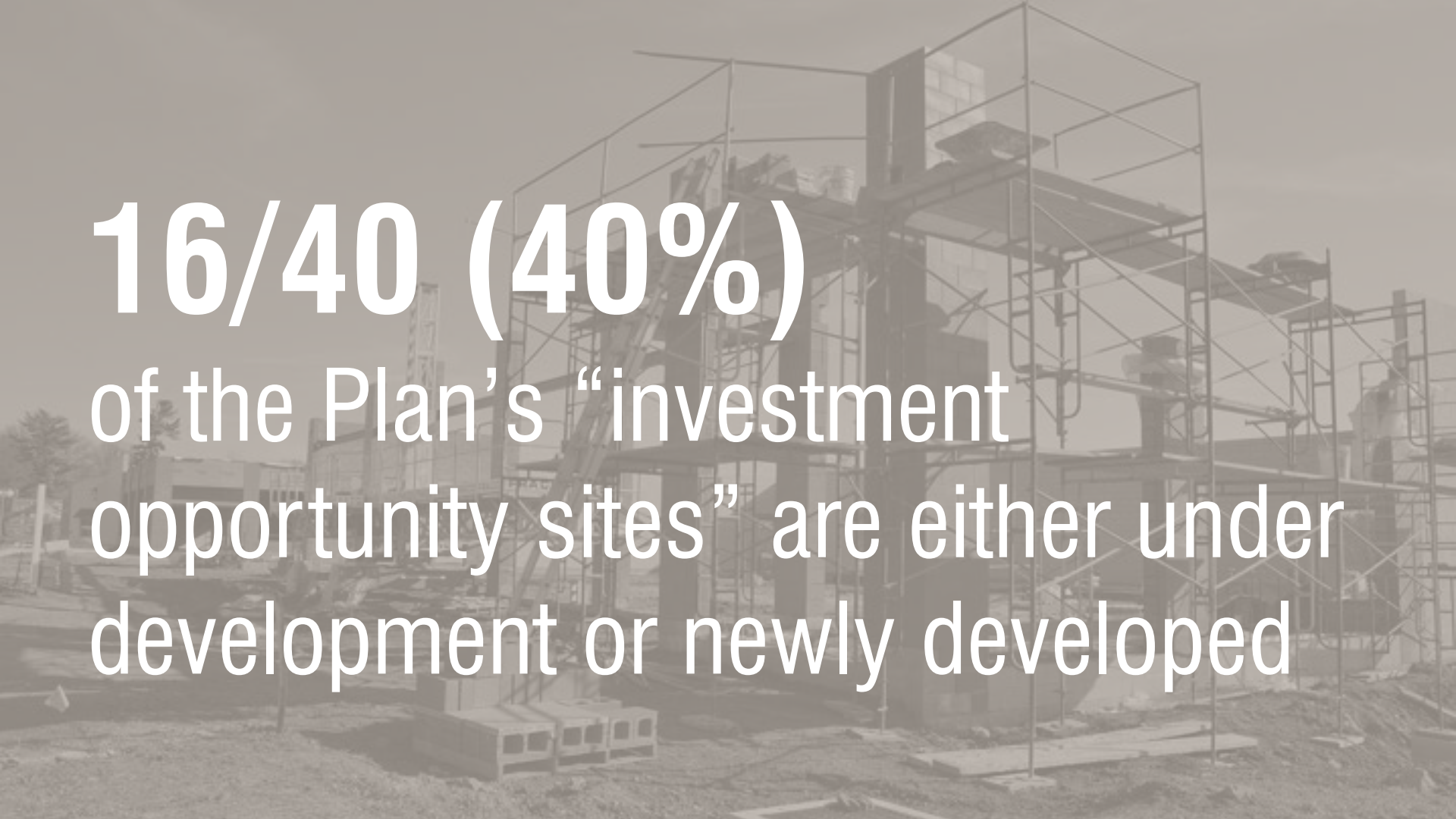
Traditional Economic Development

Strategy 1 | Recommendations



- » 1A | Investment Sites
- » 1B | Market District
- » 1C | Development Clearinghouse
- » 1D | Business Registration Program
- » 1E | Building the Market
 - » 1E1 | Façade Grant Program
 - » 1E2 | Façade Master Plan
 - » 1E3 | Building Infrastructure Grants
 - » 1E4 | Lancaster High-Speed Internet
- » 1F | Land Bank
- » 1G | Community Land Trust Subsidiary
- » 1H | Plan Funding Program

» = In-Progress

A grayscale photograph of a multi-story building under construction. The structure is heavily encased in a complex network of metal scaffolding. In the foreground, there are stacks of construction materials, including what appear to be concrete blocks or bricks. The overall scene depicts an active development project.

16/40 (40%)

of the Plan's "investment
opportunity sites" are either under
development or newly developed

INVESTMENT OPPORTUNITY SITES

DOWNTOWN CORE- PRIMARY

1A: Bulova Site

1B: City Crossings Lot

1C: Southern Market

1D: Swan Hotel Corner

1E: Queen and Vine Site
(LNP)

1F: Market District Sites

1G: Upper Floor
Redevelopment

(Throughout
Downtown)

DOWNTOWN CORE – SECONDARY

2A: HDC Property Infill

2B: Prince Street
Garage Site

2C: Queen and Chestnut
Infill (NW Corner)

2D: RRTA Garage Air
Rights

2E: North Queen Street
Retail Commercial

2F: West Vine/West
Farnum Site

2G: Penn Square Mixed-
Use Opportunity

HARRISBURG AVENUE/ TRAIN STATION AREA

3A: Northwest Triangle

3B: Train Station North
(Keller Avenue
Properties)

3C: Train Station West

3D: Train Station South
(McGovern Avenue
Properties)

NEW HOLLAND AVENUE

4A: Plum and Walnut
Anchor

4B: Ross Street Gateway

4C: New Holland Infill

4D: Burle Office Park
Infill Development

WEST KING/MANOR STREETS

5A: Manor Street
Infill/Property
Enhancements

5B: Consolidated
Parking Resources
(Typ.)

5C: West King Infill
Development/Property
Enhancements

5D: Upper Floor
Redevelopment

EAST KING STREET

6A: Excelsior Building

6B: East King Infill

Development

6C: Façade/Property
Enhancements

SOUTH PRINCE/SOUTH QUEEN STREETS

7A: The Ironworks

7B: South Prince Infill
Development

7C: Façade/Property
Enhancements

7D: Rebman's
Redevelopment

SOUTH DUKE STREET

8A: Conestoga Plaza

8B: Conestoga East

8C: Conestoga North

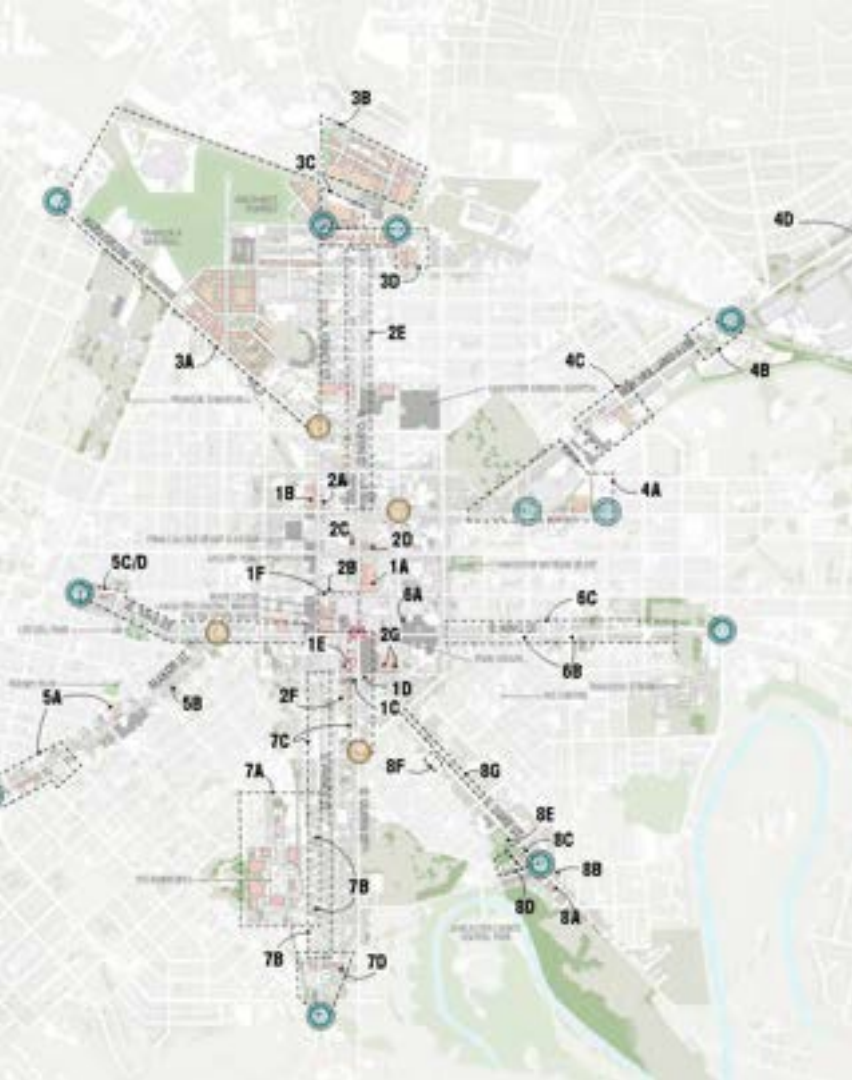
8D: Residential Infill
Opportunity

8E: South Duke Square

8F: South Duke Infill

Development

8G: Outdoor Market



Development **Financing** Advancements

- ✓ **City Land Bank**
\$1 Million (over 4 yrs.)
- ✓ **New Market Tax Credits**
\$19 Million to City development projects since 2016
- ✓ **City Revitalization & Improvement Zone (CRIZ)**
\$3.55 Million in 1st Year of State Program
- ✓ **Biannual Banker Briefings**
- ✓ **Quarterly Finance Squad Meetings**

1A | INVESTMENT SITES

South Duke Street (Conestoga Plaza)

HIGH ASSOCIATES, INC.
An Affiliate of High Real Estate Group LLC

NEIGHBORHOOD COMMERCIAL / OFFICE FOR LEASE
CALL JEFF KURTZ 717-293-4554 Call: 717-378-9362

CONESTOGA RIVER PLAZA

CONCEPT BUILDING 'A'

CONCEPT BUILDING 'B'

CONCEPT BUILDING 'C'

Developed by:
SACA
Development Corporation

SALE PENDING

METRO BANK

CSP



South Duke & Chesapeake Streets

1A | INVESTMENT SITES

South Duke Street (Conestoga Plaza)



South Duke & Chesapeake Streets

1A | INVESTMENT SITES

Hotel Lancaster Renovations + Marriott Hotel Expansion

192 New Hotel Rooms Downtown



1A | INVESTMENT SITES

101 N. Queen Mixed Use



(EXISTING)

1A | INVESTMENT SITES

101 N. Queen Mixed Use



(UNDER CONSTRUCTION)

1A | INVESTMENT SITES

101 N. Queen Mixed Use



(UNDER CONSTRUCTION)

1A | INVESTMENT SITES

Plum & Walnut Anchor

(PROPOSED)

'Tobacco Avenue' Mixed Use Redevelopment/Adaptive Reuse



1A | INVESTMENT SITES

(EXISTING)

Plum & Walnut Anchor

'Tobacco Avenue' Mixed Use Redevelopment/Adaptive Reuse



1A | INVESTMENT SITES

(PROPOSED)

Plum & Walnut Anchor

'Tobacco Avenue' Mixed Use Redevelopment/Adaptive Reuse





STRATEGY 2

Embracing the Collaborative Economy:
Cultivating Entrepreneurs (Creative + Tech)

Strategy 2 | Recommendations



- » 2A | Entrepreneurs Forum
- » 2B | Lancaster Creative Spaces Initiative
 - » 2B1 | Lancaster Innovation Center
 - » 2B2 | Harvest Park Lancaster (Food Hub)
 - » 2B3 | The Lancaster Arts Lab
- » 2C | Neighborhood Healthy Food Initiative

» = In-Progress

CULTIVATE LANCASTER

ENTREPRENEURS FORUM



2B | CREATIVE SPACES

Pubforge Tech-Working Space



2B | CREATIVE SPACES

Candy Factory Co-Working Expansion



STRATEGY 3

Leveraging the Brand:
Marketing Lancaster City

Strategy 3 | Recommendations



- » 3A | Locate Lancaster Residential Initiative
- » 3B | Locate Lancaster Economic Development Initiative
- » 3C | Building the City Brand for Tourism through LOOP (Lancaster Office of Promotion)

» = In-Progress



THE TRUST
PERFORMING ARTS CENTER



LANCASTER CITY
ALLIANCE



**CITY OF
LANCASTER**
A City Authentic



**CITY OF
LANCASTER**
OFFICE of PROMOTION





September 20, 2016

“This small town in Amish Country
is the new Brooklyn”

KEYSTONE EDGE

March 15, 2017

“City on the Rise”

PastE

October 6, 2016

“Nine Reasons Why Lancaster, PA
is the New *Portlandia*”



2013

4th Most Exciting Small City in the U.S.

The New York Times

January 20, 2017

“A Pennsylvania Restaurant That’s
Hot in More Ways Than One”

DAILY NEWS

March 3, 2017

“Lancaster, Pennsylvania is much
cooler than you think”

STRATEGY 4

Quality of Life:

Reinforcing Commercial Hubs

Strategy 4 | Recommendations



- » 4A | Foster Commercial Hubs within Neighborhoods (Economic Development)
- » 4B | Street Network and Improved Accessibility
 - » 4B1 | Two-Way Street Conversions
 - » 4B2 | Circulator
 - » 4B3 | Bicycle Network
 - » 4B4 | Gateways and Streetscapes
- » 4C | Commercial Hub Partner Organizations

» = In-Progress

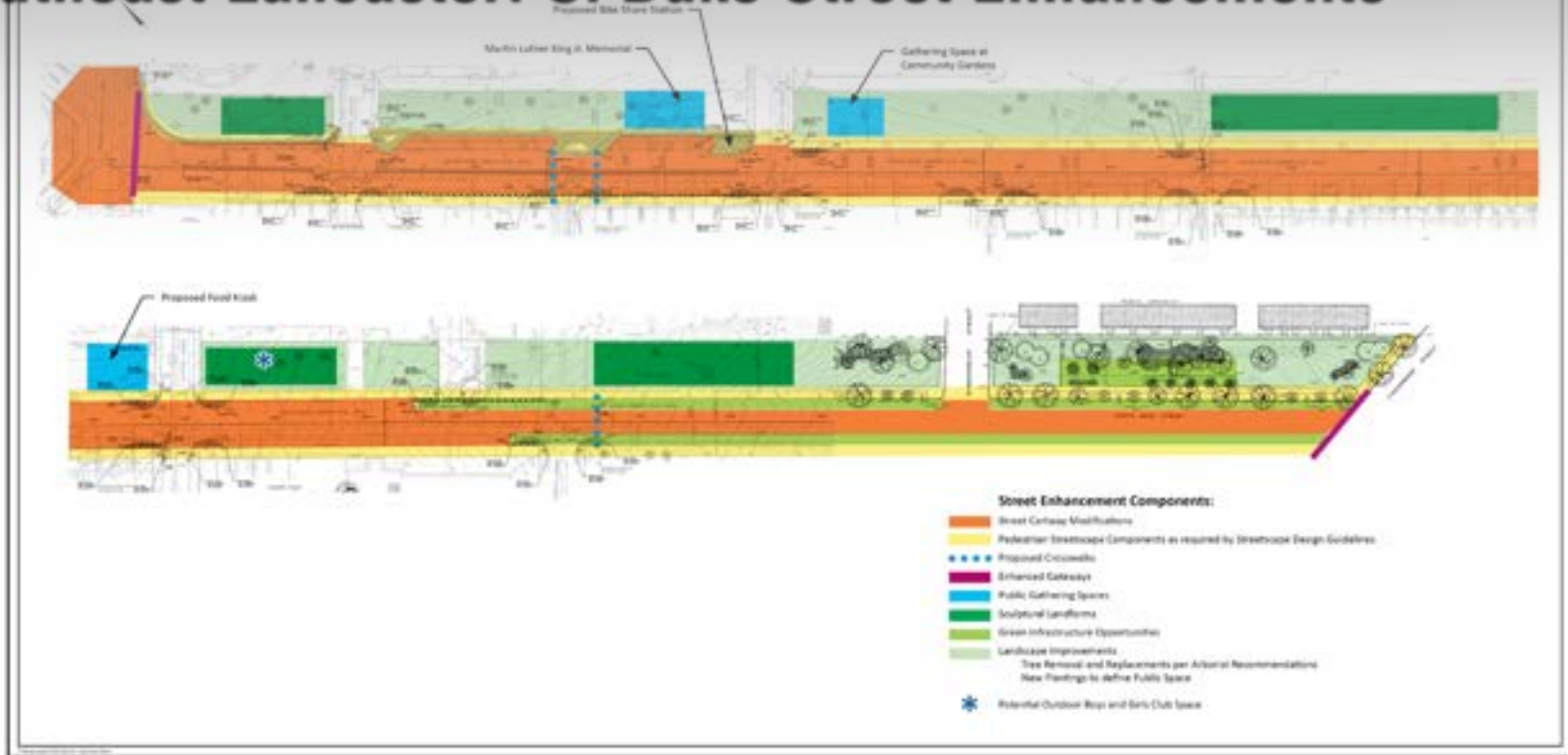
Neighbors United (Northeast) Bicycle Ambassador Expansion



Southwest Lancaster Neighborhood Revitalization Strategy



Southeast Lancaster: S. Duke Street Enhancements



4B | STREET NETWORK + IMPROVED ACCESSIBILITY

North Mulberry Two-Way Conversion, Bike Lane, + Green Infrastructure



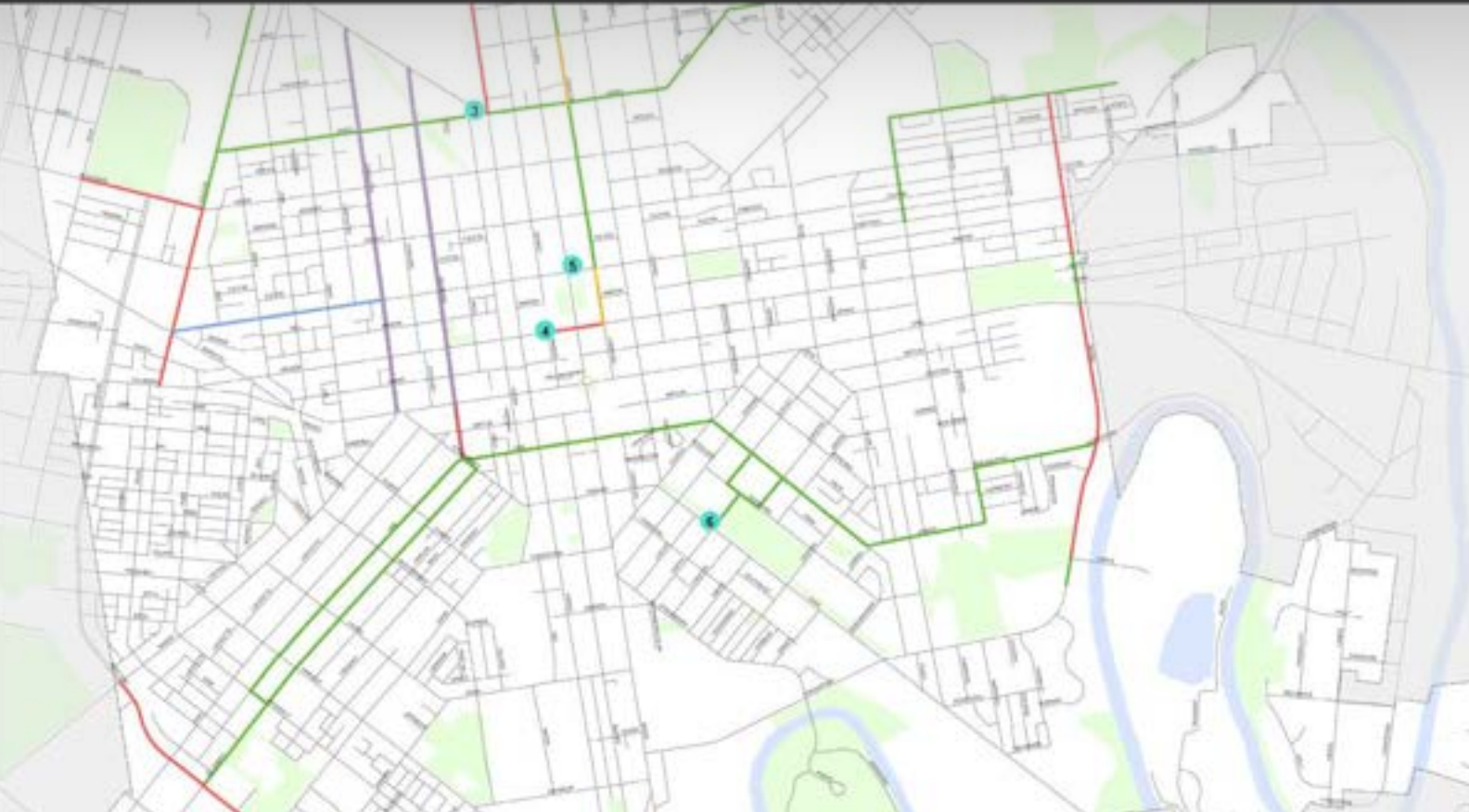
4B3 | BICYCLE NETWORK



4B | STREET NETWORK + IMPROVED ACCESSIBILITY

Lancaster Bicycle Network (Under Construction)

**Proposed Bike
Facilities**
2017 Implementation



Proposed Facilities:

- Separated Bikeway
- Bike Lane(s)
- Bike Lane / Shoulder
- Bike Boulevard
- Comma Flow Lane

Existing Facilities:

- Bike Lane(s)
- Bike Lane / Shoulder

Proposed Bike Share Stations:

- 1 Airport
- 2 Cottage Row
- 3 Rotary Park
- 4 Gallery Row
- 5 Queen Street Station
- 6 South Duke Street

4B | STREET NETWORK + IMPROVED ACCESSIBILITY Lancaster Bike Share (Late 2017 Launch)



Measuring Progress /
BUILDING MOMENTUM

In 27 Months . . .

June 2015
(Plan Completion)



September 2017

21/25 (84%)

of the Plan's recommendations
are in-progress

21/25 (84%)

of the Plan's recommendations
are in-progress

(This is a 15-Year Plan!)

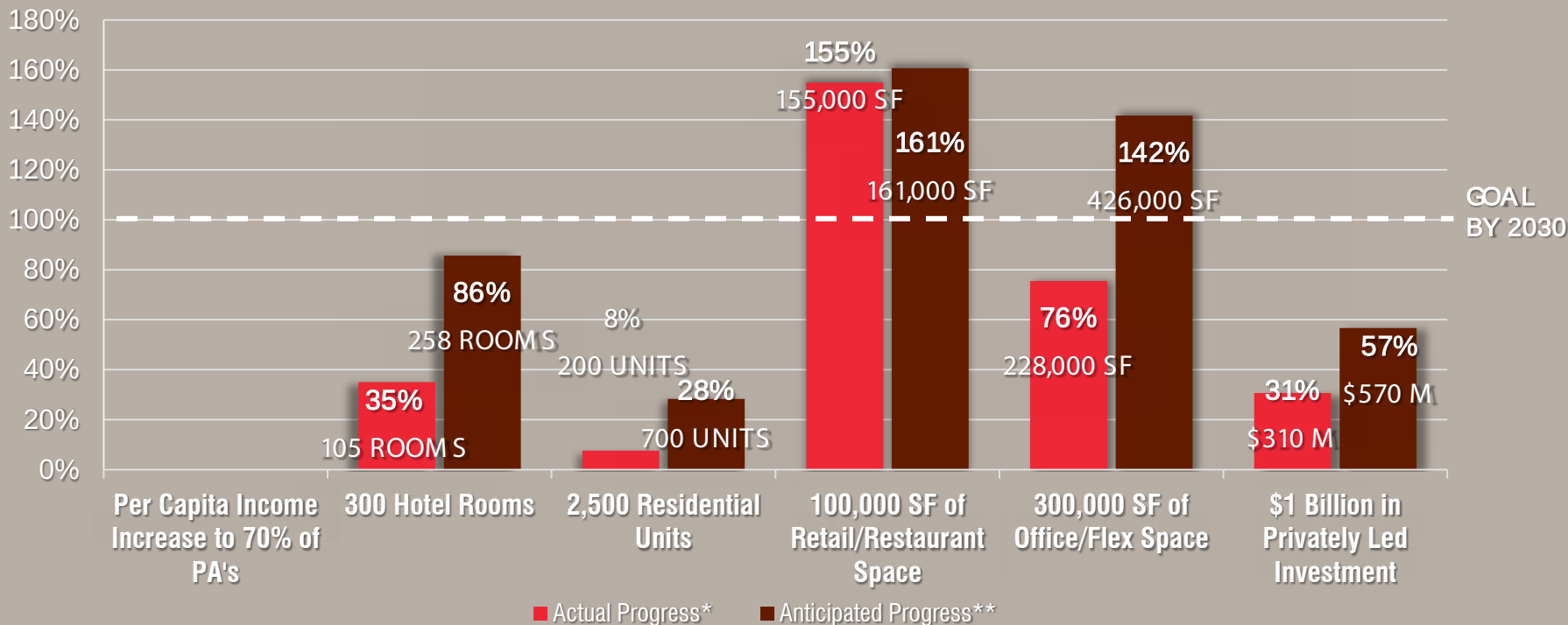
OUTCOMES Planned By 2030

1. Increase the per capita income to 70% that of Pennsylvania.
2. Create 300 new hotel rooms.
3. See 2,500 new residential units of all types/price points.
4. Achieve 100,000 SF of new +renovated retail/restaurant space.

OUTCOMES Planned By 2030 (cont'd.)

5. Fill 300,000 SF of office +flex space.
6. Realize \$1 billion in privately-led investment.
7. See ongoing private investment that will outweigh public investment in economic development.

PROGRESS Toward Outcomes

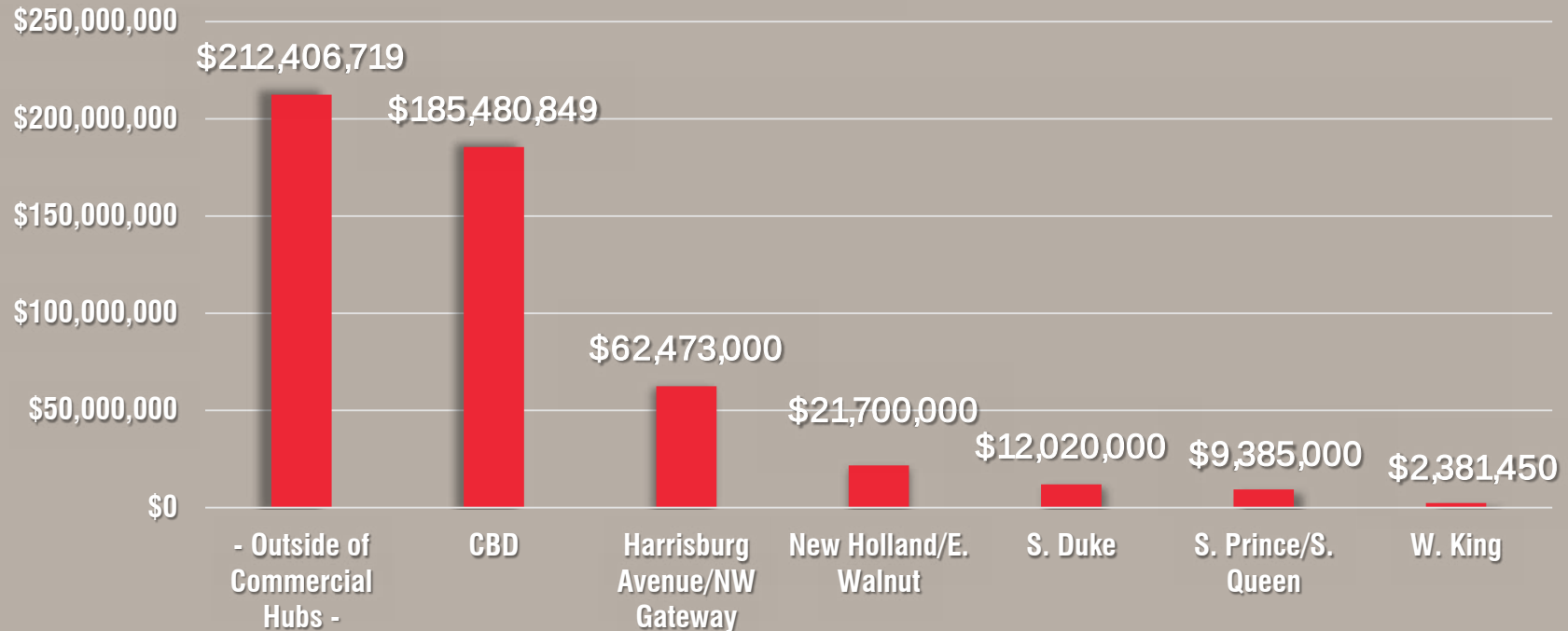


* "Actual" reflects only projects recently completed and currently under construction.

** "Anticipated" reflects projects recently completed and currently under construction, and also assumes planned and conceptual development projects will come to fruition.

“Realize \$1 Billion in Private Investment”

Privately-Led Investment in Dollars, by Commercial Hub
(Various Phases of Development)



THE BIG BUILD

Planners work to minimize traffic crunch in downtown Lancaster with three major construction projects slated to begin in city

TOM SNAPP
LNP STAFF WRITER

While landing the financial boom of several big, high-profile construction projects in Lancaster, city officials are gearing up for the inevitable traffic crunch that comes with the territory.

"We've been discussing it," Mayor Rick Gray said Friday. "Fortunately, it's not all happening at the same time. ... We'll have to make adjustments as each project comes up."

Major projects are planned at the Lancaster Marriott at Penn Square, Fulton Financial and the former Bulova building, all within two blocks of Penn Square. Work on the projects is not concurrent, although they will overlap.

Work on the Marriott is scheduled to begin this week. The Bulova project will begin next summer, and the Fulton job starts later this year.

Charlotte Katsenouris, director of public works for the city, said Fulton isn't concerned on traffic flow during construction.

However, deputy director Scott Martine said the plan is to keep two lanes of traffic open on King Street throughout the Marriott work — at the expense of some on-street parking —

and builders will do their best to keep both lanes open once the Fulton project begins.

The city requires that one street on that block of King Street remain open and handicapped-accessible during construction, Martine said.

Projects on tap

Fulton Financial recently announced plans to build a three-story, 400,000-square-foot building at East King and North Christian streets.

The \$21 million project will expand Fulton headquarters, providing space for 400 employees.

Fulton Financial executive E. Philip Wangue said construction is expected to start in the fourth quarter of this year, with completion by the end of 2018.

The Fulton project will overlap with a \$30.4 million expansion of the Marriott, across King Street, and a

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\$28.5 million renovation of the former Bulova building at North Queen and Orange streets.

Marriott project

The 68,100-square-foot Marriott project will expand the hotel by 100 rooms, addressing a shortage of hotel rooms needed to attract larger conventions to the adjoining Lancaster County Convention Center, according to Mark Fitzgerald, Penn Square Partners executive vice president and chief operating officer.

The new Marriott tower — which also includes first-floor retail space and a rooftop lounge — requires demolition of properties at 14, 16 and 18 E. King St. Work begins this week and is expected to take 18 months.

The project to rehabilitate the former Bulova building at 101 N. Queen St. is intended to transform the long-vacant space into a mix of retail, offices and residences known as 101 NQ.

David Martens, president of Zanzig Properties, said the plain brick walls at North Queen and Orange streets will be replaced with an airy mix of metal and glass. The building itself will be gutted.

Work is expected to begin this summer and conclude in 2018.

The plan includes 35 apartment units, condominiums on the fourth floor and 20,000 square feet of street-level retail.

Traffic: In city

Shifting traffic

Hopefully, Gray said, "the disruption on King Street will be minimized."

It's "certainly to their advantage to keep traffic flowing," he said.

But it's hard to make plans in advance, he said, because construction schedules are fluid.

"We just have to accommodate the inconvenience in the short term for the long-term improvement," Gray said. "You continually have to adjust things to keep the flow of traffic as smooth as possible ... and accommodate both the construction and the travelers."

Tom Smithgall, senior vice president of development for High Road Estate Group LLC, said the group has "worked closely with the city to develop a traffic control plan that will minimize the construction impact of the Marriott expansion."

Smithgall said both lanes on King Street will be shifted as they can remain open during construction. The sidewalk on the south side of East King Street will be closed to pedestrians.

Stripes will be painted on East King and barricades will be erected in the first week of May to indicate new traffic patterns, he said. Temporary control signs to moderate vehicle and pedestrian traffic will be installed.

Demolition of the buildings on King Street is scheduled to begin



May 8, Smithgall said.

The mayor doesn't anticipate traffic being diverted from the work areas, although parking lanes will be used temporarily for travel.

"We're going to keep as much open as we can," Gray said.

"It's one of the great things about the grid in the city," Gray added. "If I know if traffic is jammed on Chestnut Street, I can go down a block and get around it. There are ways to avoid it once you know what's happening."

LESSONS LEARNED

Lesson 1 | Seek Input

SUCSESSES:

- ✓ **Bolster engagement** with numerous, diverse touchpoints
- ✓ **Leverage trusted community members** as champions
- ✓ **Elevate residents + foster plan ownership** via engagement
- ✓ **Recognize + complement** other efforts, making connections
- ✓ **Bring the meetings to the community**

Lesson 1 | Seek Input

TO REMEMBER:

- ☐ **Have patience** when listening to community voices that are new at the table
- ☐ **Demonstrate progress at each milestone**
- ☐ **Set the stage** without being repetitive to “regulars”
- ☐ **Explore a deeper, targeted engagement approach** for Hispanic population (bi-lingual promotion is important, but insufficient)

Lesson 2 | Social Equity

SUCSESSES:

- ✓ **Include Commercial Hubs** for a more equitable, holistic plan
- ✓ **Define the limited scope** but acknowledge peripheral concerns
- ✓ **Balance the goals of Economic Development** with larger issues of poverty, unemployment, etc.
- ✓ **Emphasize the importance of connections**

Lesson 3 | Logistics

SUCSESSES:

- ✓ **Identify aspirations + outcomes** to measure success to gain credibility
- ✓ **Demonstrate commitment** with transparency + diligence
- ✓ **Delegate + share responsibility** for implementation
- ✓ **Remain resilient** in the face of changing administrations

Lesson 3 | Logistics

TO REMEMBER:

- ❑ **Limit + balance** the size of committees for manageability
- ❑ **Invite diverse representation** for project committees

Lesson 4 | Think Outside the Box

SUCSESSES:

- ✓ **Think beyond “traditional” Economic Development** and tap the creative
- ✓ **Demonstrate the relevance** of quality of life recommendations—without which, not much else will succeed
- ✓ **Shift away from “big projects”** to leveraging those projects into ongoing economic development

QUESTIONS + ANSWERS



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