| 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
• 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
Lancaster, PA

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

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
Businesses relocating / expanding in Greater Downtown represent 1,000 New Workers Between 2010 + 2016
250+ Completed New Units, 350 Planned
Between 2010 + 2016
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)
Aspirations

• Attract and 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
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
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 PÚBLICO #3

CRECIENDO en FUERZA

Jueves el 19TH de Marzo

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 nuestro 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
Hybrid Outreach

Analog + Digital

Radio Broadcast (Bi-Lingual)

Social Media
Surveys

• Online Survey
• ZIP Code Survey
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 50: Manor/W. King Street (combined 85%)
- Largest percentage of residents above the age of 50: Harrisburg Avenue (20%)

GENDER
- All but NEW HOLLAND and SOUTH DUKE were majority Male
- New Holland Avenue: 51% Female
- South Duke Street: 51% Female

Monthly Earnings:

LOWEST EARNINGS:
- South Duke Street: 20% earning $1,250 or less
- South Duke Street: 50% 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

Race & Ethnicity

Largest White pop: Harrisburg (65.4%)
Largest African American pop: S. Duke (24.5%)
Smallest: Harrisburg (51.6%)
Largest Asian pop: New Holland (4.2%)
Largest Two+ Races: S. Pratt/Quiet (5.9%)

Employment: Top Industry Sectors

HEALTHCARE:
- Core/Downtown
- New Holland Avenue
- Manor/West King Street
- Harrisburg

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

Educational Attainment

- Estimated 2013 Mean Household Income (in Dollars)

[Source: LEHD On the Map Tool]

[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
Results (cont’d.)

- Strategies Rooted in Community
- Ownership/Implementation Partners
<table>
<thead>
<tr>
<th>Strategy</th>
<th>#</th>
<th>Recommendation</th>
<th>Critical Action Component</th>
<th>Priority</th>
<th>Lead Organization</th>
<th>Potential Implementation Partner</th>
<th>Estimated Time Frame</th>
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</thead>
<tbody>
<tr>
<td>4A</td>
<td>4A</td>
<td>Foster Commercial Hubs within Neighborhoods (Economic Development)</td>
<td>VH</td>
<td>City</td>
<td>ASSETS, Community Organizations, Entrepreneurs, LOOP, Private Sector</td>
<td>Long</td>
<td></td>
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<td>4B</td>
<td>4B</td>
<td>Street Network and Improved Accessibility</td>
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<td></td>
<td>4B1: Two-Way Street Conversions</td>
<td>L</td>
<td>City</td>
<td>Community Organizations, Downtown Walkability Analysis</td>
<td>Long</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4B2: Circulator</td>
<td>M</td>
<td>City</td>
<td>Higher Ed., LOOP, RRTA</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4B3: Bicycle Network</td>
<td>H</td>
<td>City</td>
<td>Bike Friendly Coalition, A Common Wheel, County, Downtown Walkability Analysis, Future Bike Share, Lancaster Bikes, LCA, LGH</td>
<td>Medium</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>4B4: Gateways and Streetscapes</td>
<td>M</td>
<td>City/Private Sector</td>
<td>Community Organizations, County, Downtown Walkability Analysis, LCA (Clean and Safe, Bike Ambassadors, et al.)</td>
<td>Long</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4C</td>
<td>4C</td>
<td>Commercial Hub Partner Organizations</td>
<td>H</td>
<td>LCA/Community Organizations</td>
<td>City, Neighborhood Anchors, Private Sector</td>
<td>Short</td>
<td></td>
</tr>
</tbody>
</table>
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
16/40 (40%) of the Plan’s “investment opportunity sites” are either under development or newly developed.
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
South Duke Street (Conestoga Plaza)
South Duke Street (Conestoga Plaza)
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
1A | INVESTMENT SITES
101 N. Queen Mixed Use
1A | INVESTMENT SITES

Plum & Walnut Anchor

‘Tobacco Avenue’ Mixed Use Redevelopment/Adaptive Reuse
1A | INVESTMENT SITES

Plum & Walnut Anchor

‘Tobacco Avenue’ Mixed Use Redevelopment/Adaptive Reuse

(EXISTING)
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
2B | CREATIVE SPACES

Pubforge Tech-Working Space
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
September 20, 2016
“This small town in Amish Country is the new Brooklyn”

March 15, 2017
“City on the Rise”

October 6, 2016
“Nine Reasons Why Lancaster, PA is the New Portlandia”

January 20, 2017
“A Pennsylvania Restaurant That’s Hot in More Ways Than One”

March 3, 2017
“Lancaster, Pennsylvania is much cooler than you think”

2013
4th Most Exciting Small City in the U.S.
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
4 | QUALITY OF LIFE
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
Lancaster Bicycle Network (Under Construction)
Lancaster Bike Share (Late 2017 Launch)
Measuring Progress / BUILDING MOMENTUM
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**

- **Per Capita Income Increase to 70% of PA's**: 86%
- **300 Hotel Rooms**: 35%
- **2,500 Residential Units**: 8%
- **100,000 SF of Retail/Restaurant Space**: 155%
- **300,000 SF of Office/Flex Space**: 142%
- **$1 Billion in Privately Led Investment**: 57%

* "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.

**GOAL BY 2030**
"Realize $1 Billion in Private Investment"

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

<table>
<thead>
<tr>
<th>Location</th>
<th>Investment Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outside of Commercial Hubs -</td>
<td>$212,406,719</td>
</tr>
<tr>
<td>CBD</td>
<td>$185,480,849</td>
</tr>
<tr>
<td>Harrisburg Avenue/NW Gateway</td>
<td>$62,473,000</td>
</tr>
<tr>
<td>New Holland/E. Walnut</td>
<td>$21,700,000</td>
</tr>
<tr>
<td>S. Duke</td>
<td>$12,020,000</td>
</tr>
<tr>
<td>S. Prince/S. Queen</td>
<td>$9,385,000</td>
</tr>
<tr>
<td>W. King</td>
<td>$2,381,450</td>
</tr>
</tbody>
</table>
Traffic: In city

Shifting traffic

Hopefully, Gray said, “&regulation on King Street will be mini-
mized.” 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 traveler.”

Tom Smithgall, senior vice president of development for High Real 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 so they can remain open during construction. This side street 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. Temporar-

Constitution to sign to moderate vehicle and pedestrian traffic will be installed.

Dedication 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 on Main Street will be used temporarily for travel.”

“We’re going to keep it as much open as we can,” Gray said.

“There is enough room to avoid that once you know what’s happening.”

wt 228.5 million removal 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 110 rooms, addressing a shortage of hotel rooms needed to attract larger conventions to the ad-
joining 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 be-
gins this week and is expected to take 18 months.

The project to rehabilitate the former Bulova building at 104 N Queen St. is intended to trans-
form the long-vacant spaces into a mix of retail, offices and residences known as 101 NQ.

David Martin, president of Zamagias Pro-

perties, said the plain brick building on North Queen and Orange streets will be replaced with an airy mix of metal and glass. The building itself is expected to begin this summer and completion in 2020.

The plan includes 25 apartment units, condo-

"The city requires that one-

sidewalk on that block of King Street remain open and landscaped—a neces-

sity during construction, Martin said.

Projects on tap

Fulton Financial recently announced plans to build a 30,000-square-foot build-
ing at East King and North Christian streets. The $81 million project will exp-
and Fulton headquarters, providing space for 400 employees.

Fulton Financial execu-
tive vice president Chuck Wender said construction is expected to start in the fourth quarter of this year, with completion by the end of 2019.

The Fulton project will work with a 60-foot expansion of the Marriott across King Street, and a one-

The big build

While landing the financial boon of several big, high-

profile construction proj-

ccts in Lancaster, city offi-
cials are gears up for the inevitable traffic crunch that comes with the territory.

We’ve been discussing it,” Mayor Rick Gray said. “Unfortunately, it’s not happening at the same time... We 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, but all within two blocks of Penn Square. Work on the project is not seamless, although they will overlay.

Work on the Marriott will officially begin this week. The Bulova project will begin next spring, and the Fulton project will start later this year.

Charlotte Kaminowsky, director of public works for the city, said Friday she can’t comment on traffic flow during construction.

However, deputy direc-
tor Matt Motia said his plan is to keep two lanes of traffic open as much as possible throughout the Marriott work, “in the face of some on-street parking.”

CONSTRUCTION ZONE

return the list of three upcoming downtown Lancaster building projects:

- "The Liberty," a 12-unit, 100,000-square-foot planed for the Lancaster Marriott at Penn Square.
- The Bulova Building at the northeast corner of North Queen and East Orange streets.
- A Fulton Financial building that will be built on a green lot at the northeast corner of East King and North Orange streets.

"We’re going to keep that as 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 up on Main Street, I can go down a block and get around it. Then there are ways to avoid that once you know what’s happening.”

LNP | LANCASTER, PA
LESSONS LEARNED
Lesson 1 | Seek Input

**SUCCESSES:**

- 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

SUCCESSES:

✓ 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

SUCCESSES:

✓ **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

SUCCESSES:

✓ 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