

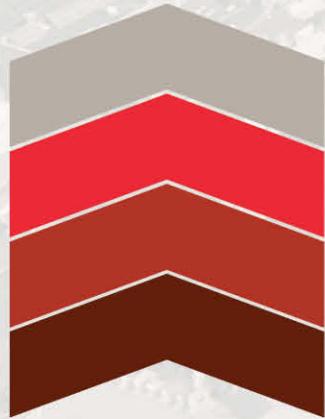
Session/Presentation Title: **Building on Strength: Connecting a Community through Collaborative Economic Development**

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





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 Water Street Extension



North 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



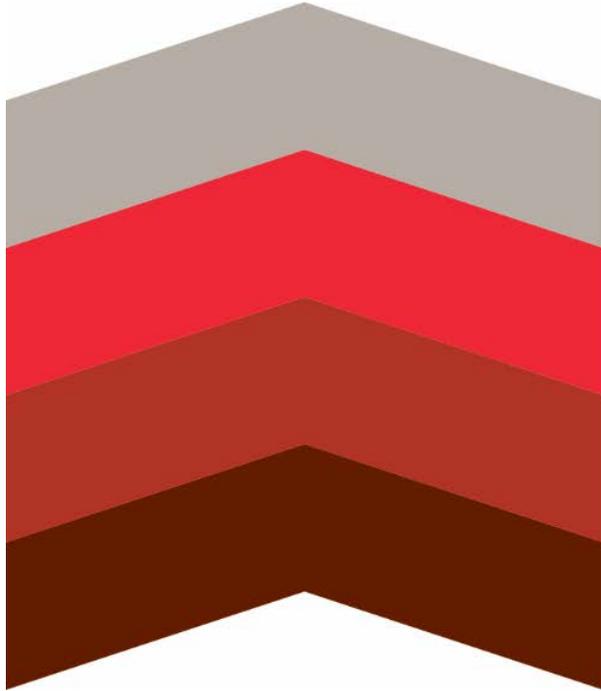
OFFICE

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

Between 2010 + 2016



HOUSING

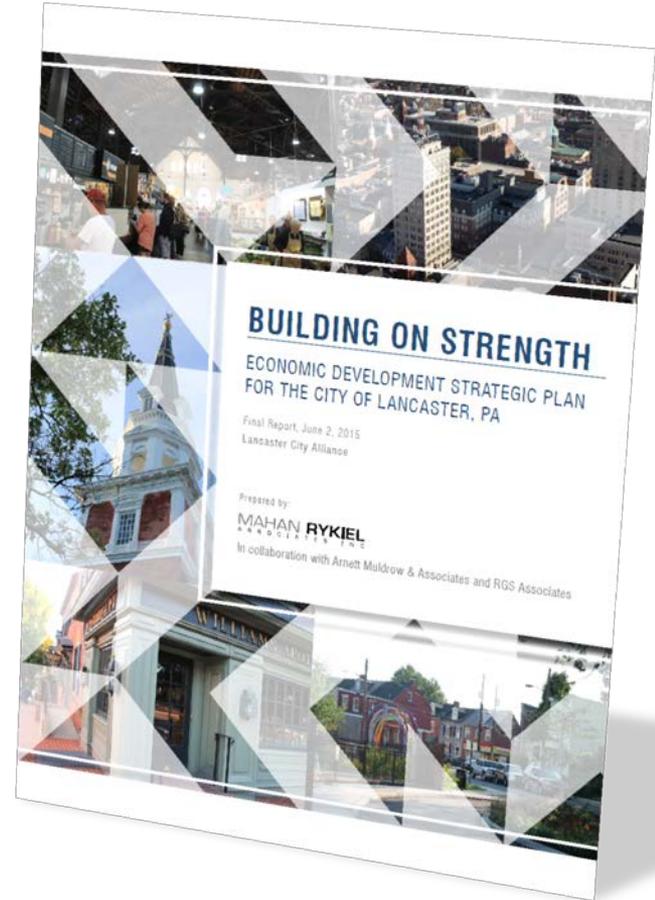


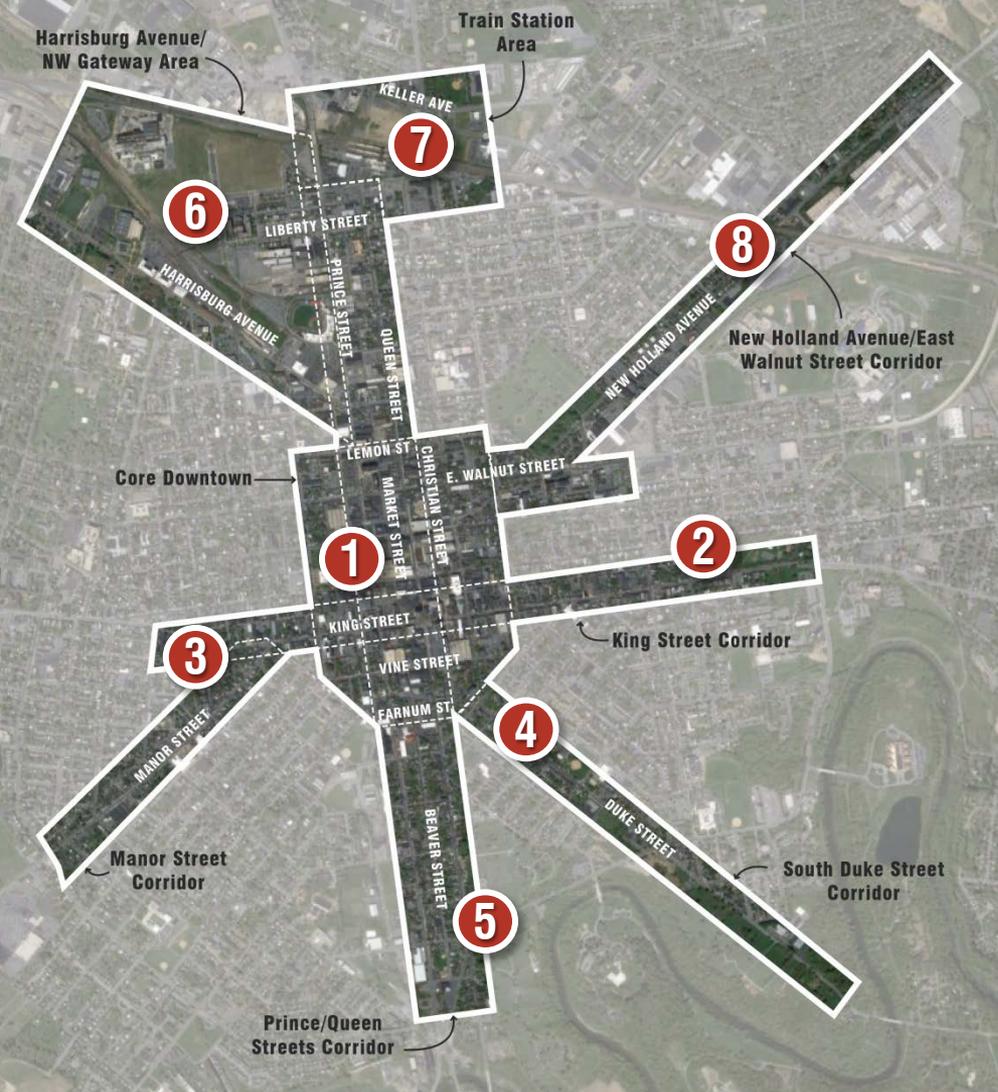
BUILDING ON STRENGTH

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

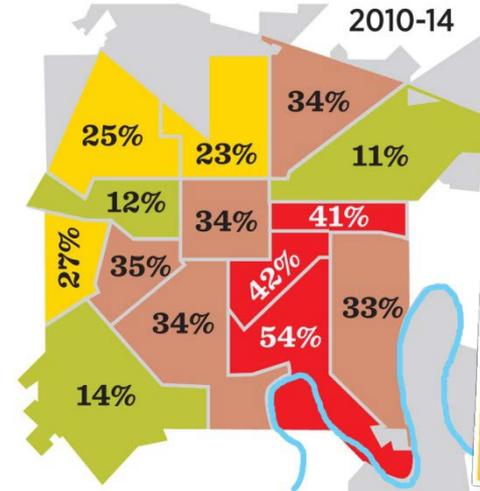
Jeff Speck's Downtown Walkability Analysis (2015)



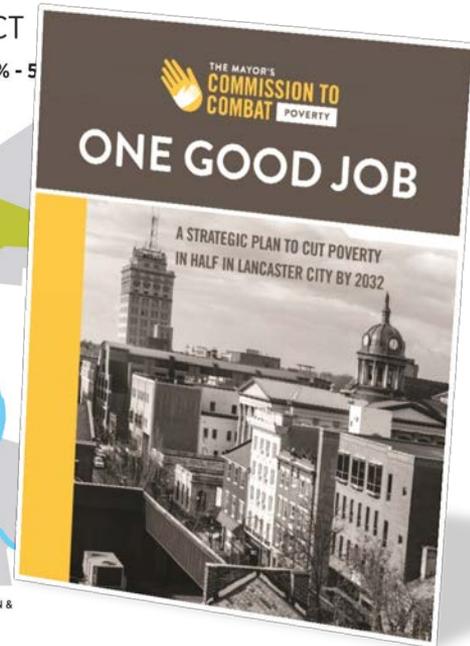
Mayor's Commission to Combat Poverty (2015)

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



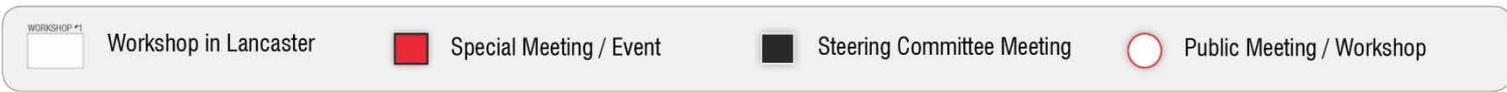
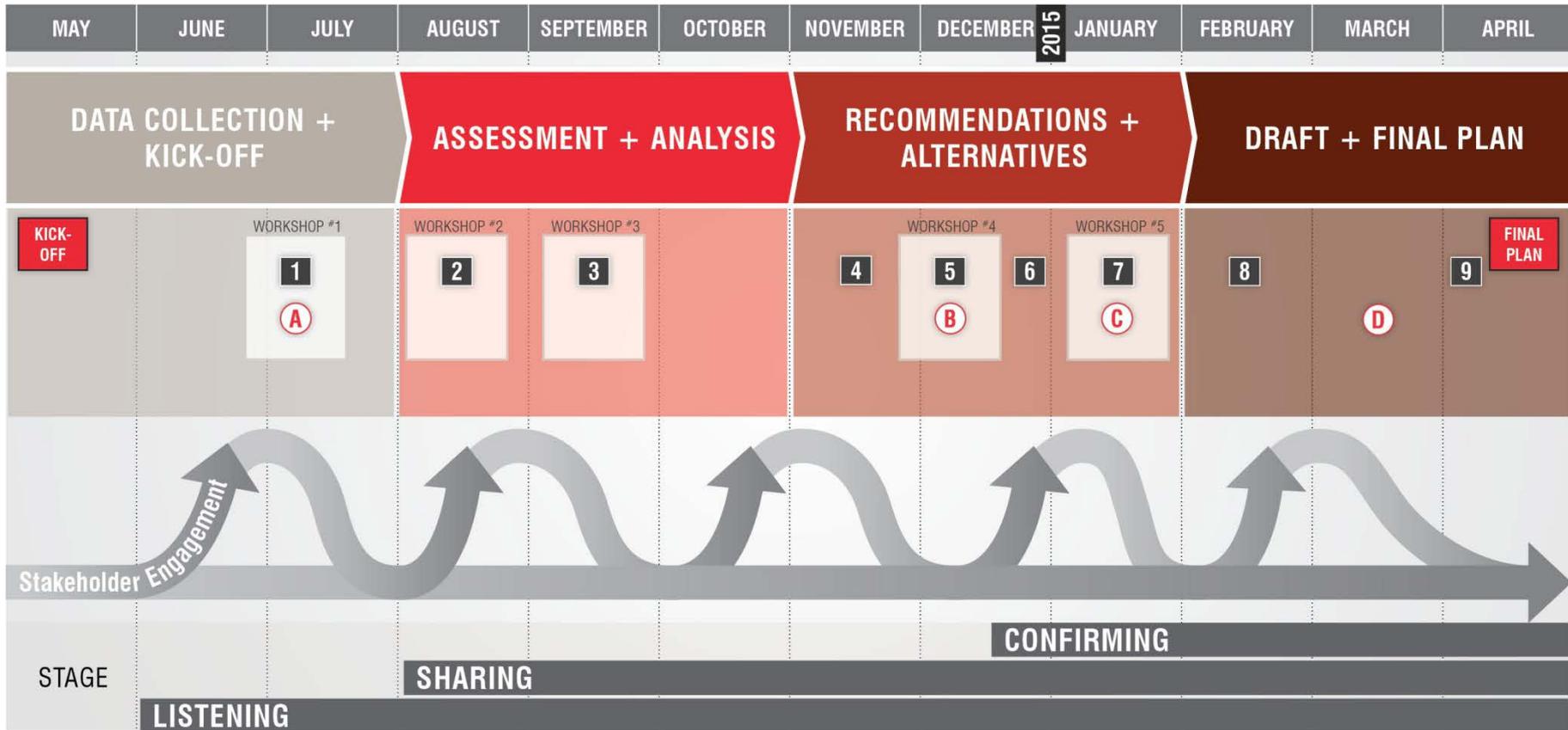
Aspirations

- 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



Community
Leaders/One-on-
One Meetings

Key Stakeholders

Major Property
Owners

LANCASTER CITY ALLIANCE



Steering Committee

Consultant Team

MAHAN RYKIEL
ASSOCIATES INC

 Arnett Muldrow & Associates
Planning | Branding | Economic Development



WORKING GROUP

Arts

Community
Corridors

Education

Entrepreneurs

Faith-Based
Community

Merchants

Listening



Sharing



Confirming



Stakeholder Engagement



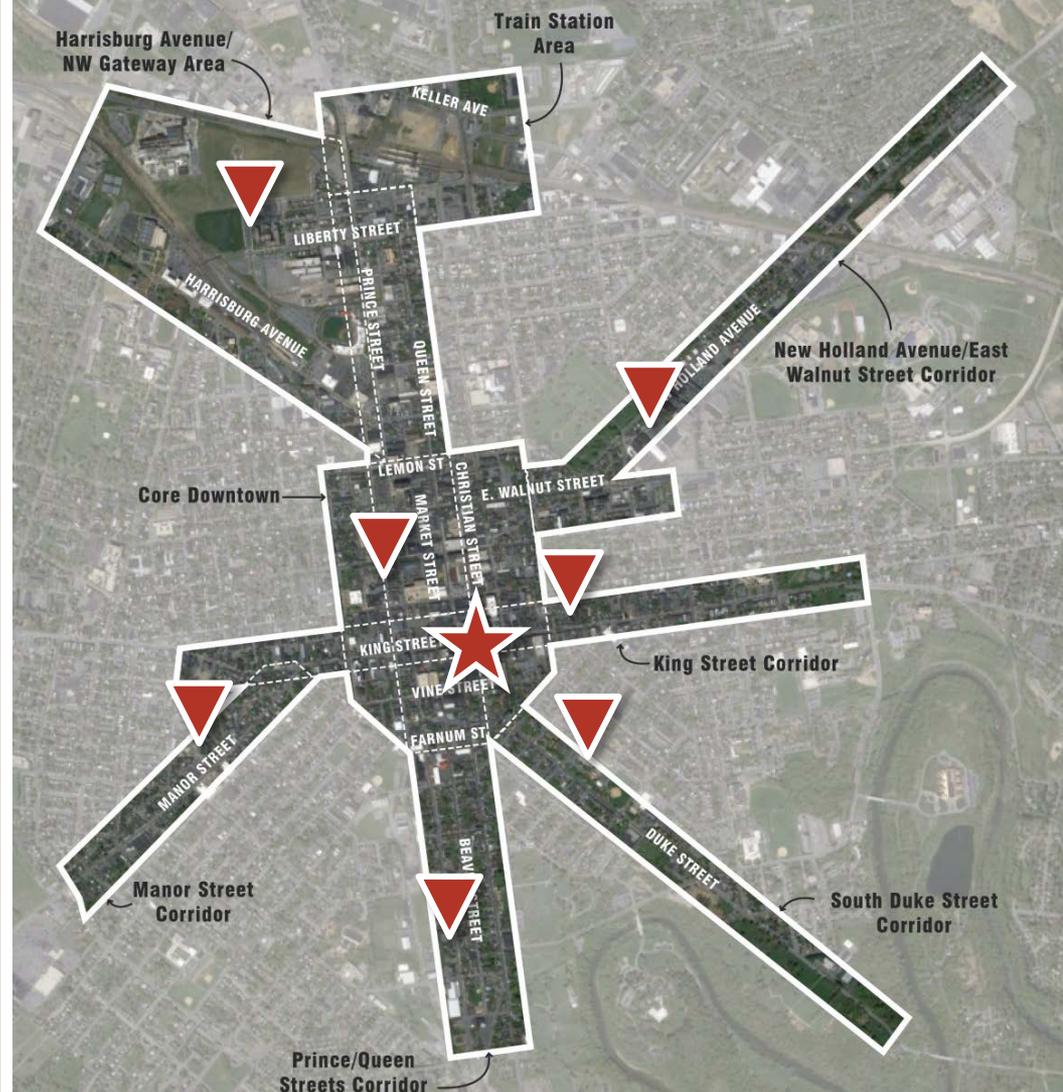
Over 1,000 stakeholders involved

- ✓ 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 PÚBLICO #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 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

The background of the slide shows two individuals sitting on a light-colored couch. The person on the left is wearing a blue and white striped button-down shirt and tan pants, and is holding a silver laptop. The person on the right is wearing a light blue denim shirt over a white t-shirt and red pants. The image is semi-transparent, allowing the text to be overlaid clearly.

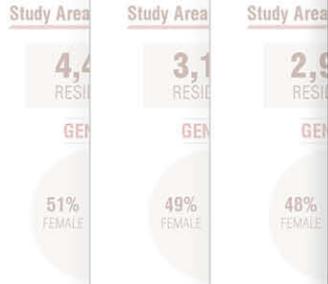
Hybrid Analog + Digital Outreach

Social
Media

Radio
Broadcast
(Bi-Lingual)

NEW EAST SOUTH COM COM COM

COMMERCIAL HUBS: BY COMPARISON



Race & Ethnicity	Study Area 1	Study Area 2	Study Area 3
White Alone	85.4%	24%	76%
Black or African American Alone	10.5%	24%	13%
American Indian or Native Alone	0.1%	0.1%	0.1%
Asian Alone	4.3%	9.6%	13%
Native Hawaiian or Pacific Islander Alone	0.1%	0.1%	0.1%
Two or More Races	2.5%	2.5%	2.5%

Population Breakdowns



- AGE**
- Largest percentage of residents below the age of 30: **Core (34%)**
 - Largest percentage of residents below the age of 55: **Manor/W. King Street (combined 85%)**
 - Largest percentage of residents above the age of 55: **Harrisburg Avenue (20%)**

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/Downtown
 - New Holland Avenue
 - Manor/West King Street
 - Harrisburg

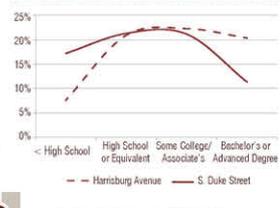
- MANUFACTURING:**
- South Prince/Queen Streets
 - South Duke Street
 - East King Street

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

Race & Ethnicity

- Largest White pop:** Harrisburg (85.4%)
- Largest African American pop:** S. Duke (24.5%)
- Smallest:** Harrisburg (9.6%)
- Largest Asian pop:** New Holland (4.3%)
- Largest Two+ Races:** S. Prince/Queen (2.5%)

Educational Attainment

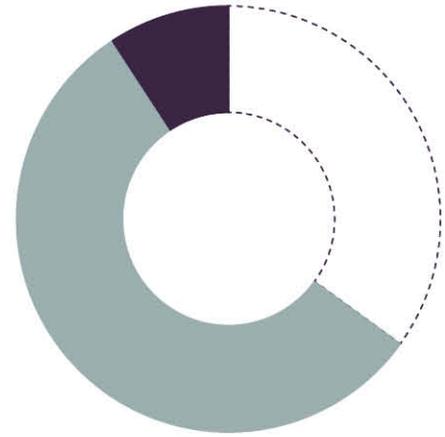


SOURCE: U.S. Census Bureau, 2013. OnTheMap Application. Longitudinal Employer Household Dynamics Program. <http://onthemap.census.gov>

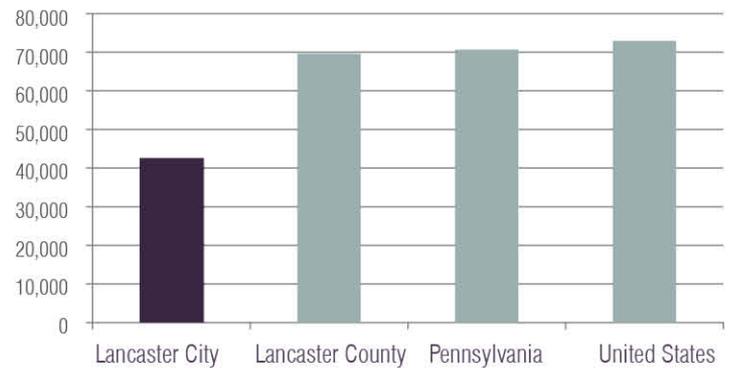
SOURCE: U.S. Census Bureau, 2013. OnTheMap Application. Longitudinal Employer Household Dynamics Program. <http://onthemap.census.gov>



- OUTFLOW
- INFLOW
- LIVE/WORK IN CITY



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

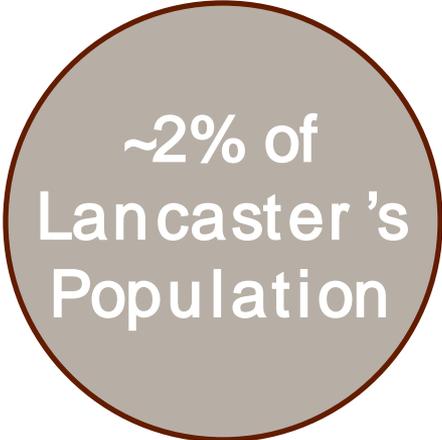


Estimated 2013 Mean Household Income (in Dollars)
[Source: ACS]

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

Results (cont'd.)

- Strategies Rooted in Community
- Ownership / Implementation Partners

Strategy	#	Recommendation	Critical Action Component	Priority	IMPLEMENTATION CONSIDERATIONS			Estimated Time Frame	Tactics	Performance Metrics Examples	PHASING		
					Lead Organization	Potential Implementation Partner	Estimated Time Frame				Funding Level	Potential Funding Mechanisms	Recommendation Overlap
Strategy 1 Expanding Success: Traditional Economic Development Investment	14	Investment Sites (See Separate Matrix for Investment Sites)			LCA/CIA/EDC	City, Commercial Basic, Developers, EDC, SDCI, (FP), Property Owners, State	Long		# of identified investment sites approved for development and/or successfully developed	\$35	CRB, Historic Tax Credits, LEIR, New Market Tax Credits, Private Enterprise, State	18, 19, 20, 24, 35	
	18	Market District			LCA/CIA	Central Market Trust, DD, Mixedland Committee	Medium Long	Designation of an official market district program	% of and/or # of qualifying property uses participating in a market district program	\$5	CRB, DD, Private Sector, State	1A, 20C, 2C, 4C	
	1C	Development Challenge		VM	City	Developers, LCA, Third Party Agencies	Short	Creation of a Developing Challenge	# of development projects initiated annually	\$	Permit Fees	1A, 1E, 18, 38	
	1D	Business Registration Program		VM	City	DD, LCA	Short	Completion of Initial Business Registration Inventory	# of registered businesses	\$	Registration Fees	1A, 18, 38	
	1E	Building the Market	1E1: Popable Goals Program	H	City/LCA	City, Community Organizations, DD, LCA	Short		# of participating property owners, and/or total funds utilized	\$5	State and Foundation Grants	1A, 1H, 48A	
			1E2: Popable Market Plan	M	City/LCA	City, Community Organizations, DD, LCA	Short		# of participating property owners in a concentrated area, and/or # of master plans underway	\$5	State and City Grants	1A, 1H, 48A	
			1E3: Building Infrastructure Goals	M	City	City, County, LCA	Medium		Total grant funds utilized	\$5	Bonds, Federal and State Grants	1G, 48I, 48J	
			1E4: Lancaster High Speed Interest	H	City	City, County, Private Sector	Short		# of properties with improved access	\$35	National, Federal, and State Grants, Private Enterprise	26I, 4A	
	1F	Last Bank	1F1: Last Bank	VM	City Redevelopment Authority	City, County, LCOF	Short	Creation of a Last Bank and Community Last Trust	# of properties held and/or dispersed, housing affordability index	\$35	COBO, Contributed Properties, State Grants	1A, 3A	
	1G	Community Last Trust Subsidy	1F2: Community Last Trust Subsidy	H	LHOP	City, County, LCOF, Community Organizations	Medium			\$35	Crowdfunding, Fraternal Grants, Foundations, State Grants	1A, 3A	
1H	Plan Funding Program		VM	LCA	CFP, City, EDC, Foundations, Private Sector	Short	Establishment of a Capital Campaign	Total private funds secured, Total of public funding funds utilized, defined by project type	\$35	Foundations,	1A, 1E, 1F		
Strategy 2 Embracing the Collaborative Economy: Cultivating Entrepreneurship (Creative and Technology)	2A	Entrepreneur Forum		H	LCA	ASSETS, Ben Franklin Technology Partners, Business community, Coworking spaces, Entrepreneurs, Higher Ed., SACA	Short	First Annual Entrepreneur Forum	Total # of Forum participants, % of satisfied, engaged participants	\$	Contributions, Crowdfunding	26, 35	
	2B	Lancaster Creative Spaces Initiative	2B1: Lancaster Innovation Center	VM	LCA	Ben Franklin Technology Partners, City, Existing Coworking Spaces, Higher Ed., LCA, LCOF, LRP, Maker/11, SCORE, CDD, WB	Medium Long	Creation of a Lancaster Innovation Center	# of participating entrepreneurs/businesses; # of graduated entrepreneurs/businesses; # of organized classes/programs; # of community members provided workforce training; All targeted implementation partners co-branding	\$35	Crowdfunding, Private Enterprise	1A, 1E4, 16, 2A	
			2B2: Rural Lancaster Arts Lab	H	LCA	Central Market Trust, City, H2L, LSR, CDD, SDCI, UGA	Medium	Creation of a Lancaster Arts Lab	# of Lancaster City residents employed; # of regional tour producers participating	\$35	CRB, Crowdfunding, Federal Grants, Foundation, Private Sector, State Grant	1A, 1F, 1G, 2A, 2C	
	2C	Neighborhood Healthy Food Initiative	2C1: The Lancaster Arts Lab	H	LCA	City, Higher Ed., EDC, Existing Arts and Cultural Institutions and Organizations, Pennsylvania College of Art & Design, CDD	Medium	Creation of the Lancaster Arts Lab	\$ generated for arts industries, # of artists utilizing low-cost opportunities	\$35	CRB, Crowdfunding, Foundations, Federal Grants, Private Sector, State Grants	1A, 28, 3C	
			2C2: Central Market Trust, City, Council of Churches, Power Plants Project	M	LDH	CAP Central Market Trust, City, Council of Churches, Power Plants Project	Short - Medium	Creation of a Neighborhood Healthy Food Initiative	# of Neighborhood Markets, # of residents served (calculated within a 1/4 mile radius)	\$5	Crowdfunding, Federal Grants, Foundations, State Grants	1A, 28D, 4C	
3A	Local Lancaster Residential Initiative		H	City	Community Organizations, Discover Lancaster, Employers, LCA, LCAI, LCOF Local Media, LOOP/SDO	Short, Ongoing	Creation of a Local Lancaster Residential Initiative	# of # increase in Lancaster City Residents; # of employees participating in employer-assisted housing programs; # of # increase in housing supply	\$5	Developers, Realtors, Sponsorships, State Grants	1A, 1G, 3D, 4A, 4C, 1H		
3B	Local Lancaster Economic Development Initiative		VM	LCA/CITY	ASSETS, Discover Lancaster, EDC, Higher Ed., LCA, Local Media, LOOP/BB	Short, Ongoing		# of # increase in outside developers locating in community; # of developers/businesses reached through campaigns	\$5	Businesses, Community, County, Developers, Foundations, Realtors, Sponsorships, State Grants	1A, 16, 1D, 1F, 2A		
3C	Building the City Based for Tourism through LOOP (Lancaster Office of Promotion)		M	LOOP	City, DD, Discover Lancaster, LCA, Local Media	Short, Ongoing		Social Media Reach (# of unique visits by webpage, visitors to brochure, etc.), # of visitor guides distributed; # of master businesses; # of attendees at LOOP events, integrated branding	1/6	City, Fees, Private Sector, Sponsorships, State Grants	26B, 3D, 4A		
Strategy 3 Quality of Life: Reconnecting Commercial Hubs	4A	Foster Commercial Hubs within Neighborhoods (Economic Development)		VM	City	ASSETS, Community Organizations, Entrepreneurs, LOOP Power Sector	Long		# of "brand-of" Commercial Hubs, # of net new businesses	\$5	BBB, COBO, City, Foundations, Historic Tax Credits, NDI, State and Fraternal Grants, New Market Tax Credits	Strategy 1, 2A, 3C, 4B	
			4B1: Two-Way Street Conversations	L	City	Community Organizations, Divisiveness Vulnerability Analysis	Long		# of businesses with increased visibility; # of events converted to face-way	\$35	Federal Grants, Local Funds, State Grants	1A, 48T, 48U, 48V	
	4B	Street Network and Improved Accessibility	4B2: Circulator	M	City	Higher Ed., LOOP PBTA	Medium	Creation of a Circulator	# of businesses with improved access (within 1/4 mile of the route); # of additional or enhanced transit stations/berths	\$35	BB, Crowdfunding, Local Grants	1A, 48I, 48J, 48K	
			4B3: Bicycle Network	H	City	Ben Franklin Counties, a Common Wheel, County, Divisiveness Vulnerability Analysis, Police Bike Share, Lancaster Bikes, LCA, LCOF	Medium		# of bike facilities (by type of facility), # of bike share stations	\$5	Crowdfunding, Fraternal Grants, Foundations, Local Grants, Private Sector, State Grants	1A, 48I, 48J, 48K	
4C	Commercial Hub Partner Organizations		H	LCA, Community Organizations	City, Neighborhood Anchors, Private Sector	Short		# of gateway enhancement areas, miles of enhanced streetscape, businesses registered by signage enhancements	\$35	Bonds, Federal Grants, Local Grants, Private Sector, State Grants	1A, 4A, 48I, 48J, 48K, 48L, 48N		
4C	Commercial Hub Partner Organizations		H	LCA, Community Organizations	City, Neighborhood Anchors, Private Sector	Short		# of Commercial Hub/Concessions with affiliated community partner organizations; # of truck captures	\$	Contributions	1F, 2C, 2A, 35, 49		

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

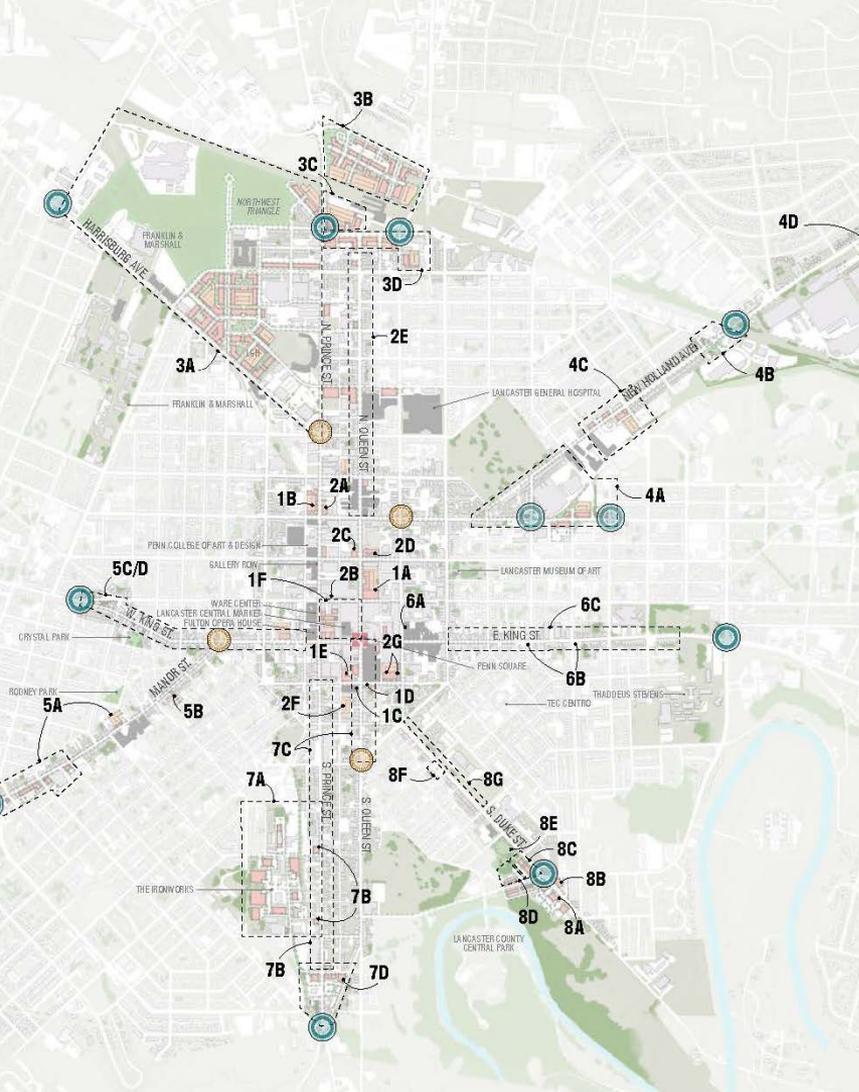
» = In-Progress



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 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
An Affiliate of High Real Estate Group LLC

NEIGHBORHOOD COMMERCIAL / OFFICE FOR LEASE
CALL JEFF KURTZ 717-293-4554 Cell: 717-278-9362

CONESTOGA RIVER PLAZA



CONCEPT BUILDING 'A'



CONCEPT BUILDING 'B'



CONCEPT BUILDING 'C'

Developed by:
 **SACA**
Development Corporation



METRO BANK

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



1A | INVESTMENT SITES

101 N. Queen Mixed Use



(UNDER CONSTRUCTION)

1A | INVESTMENT SITES

101 N. Queen Mixed Use



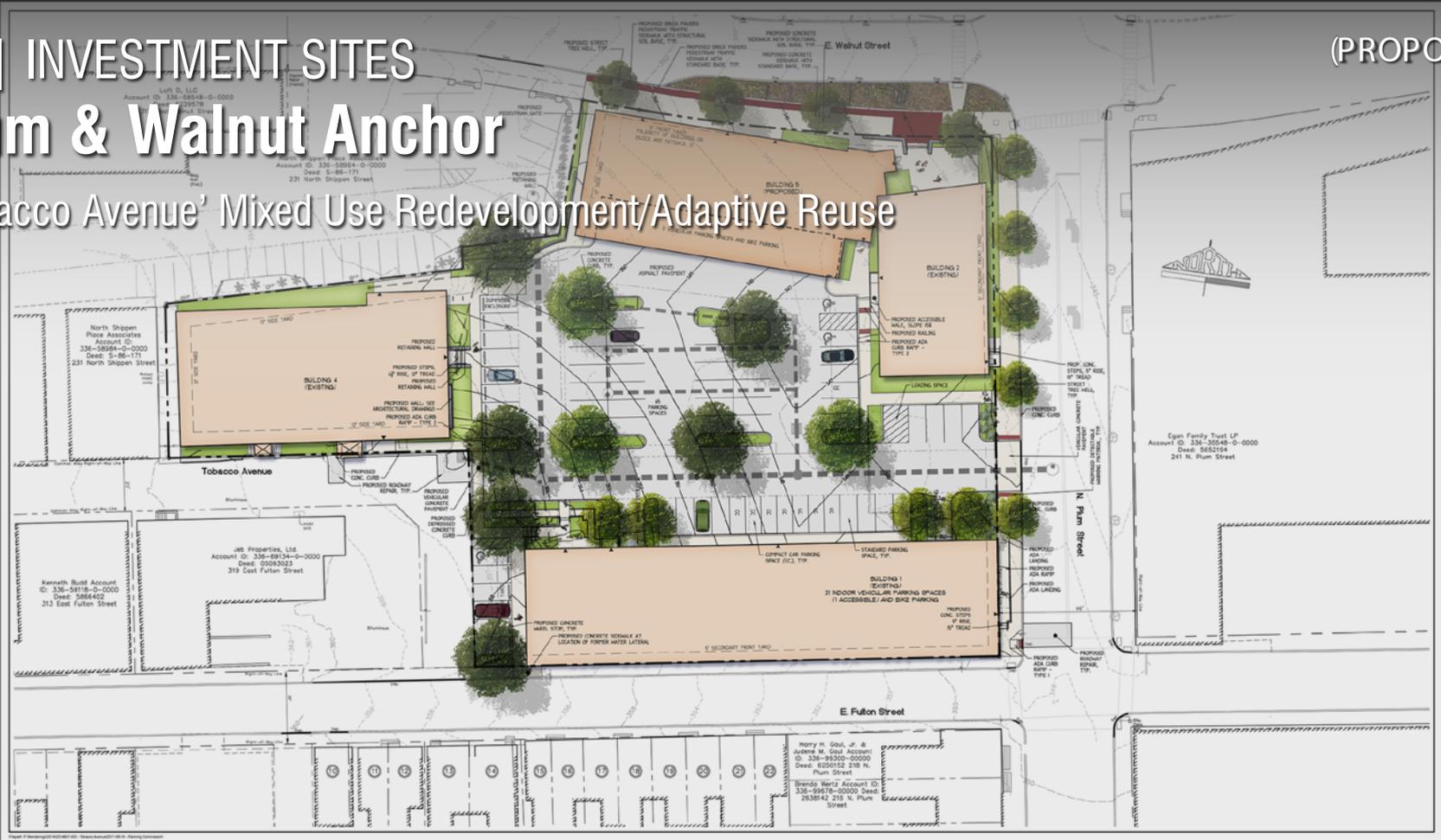
(UNDER CONSTRUCTION)

1A | INVESTMENT SITES

Plum & Walnut Anchor

(PROPOSED)

'Tobacco Avenue' Mixed Use Redevelopment/Adaptive Reuse



Tobacco Avenue

City of Lancaster, Pennsylvania



Tobacco Avenue, LLC

08.16.17

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





STEEPLE VIEW LOF

MAC CHEESE
BARDON SCHWEIG
MASTER PIGS
BARDON SCHWEIG

Photo: [unreadable]

[unreadable]

STRATEGY 2

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

Strategy 2 | Recommendations



- » 2A | Entrepreneur's 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



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



Always Lancaster



Lancaster**History**.org

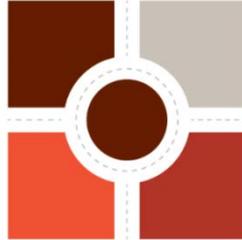
Lancaster County's Historical Society & President James Buchanan's Wheatland



LANCASTER COUNTY, PA
Economic Development Company



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”



January 20, 2017

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



March 15, 2017

“City on the Rise”



October 6, 2016

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



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



Southwest Lancaster Neighborhood Revitalization Strategy



Provided by Lancaster Community Foundation and
LHOP

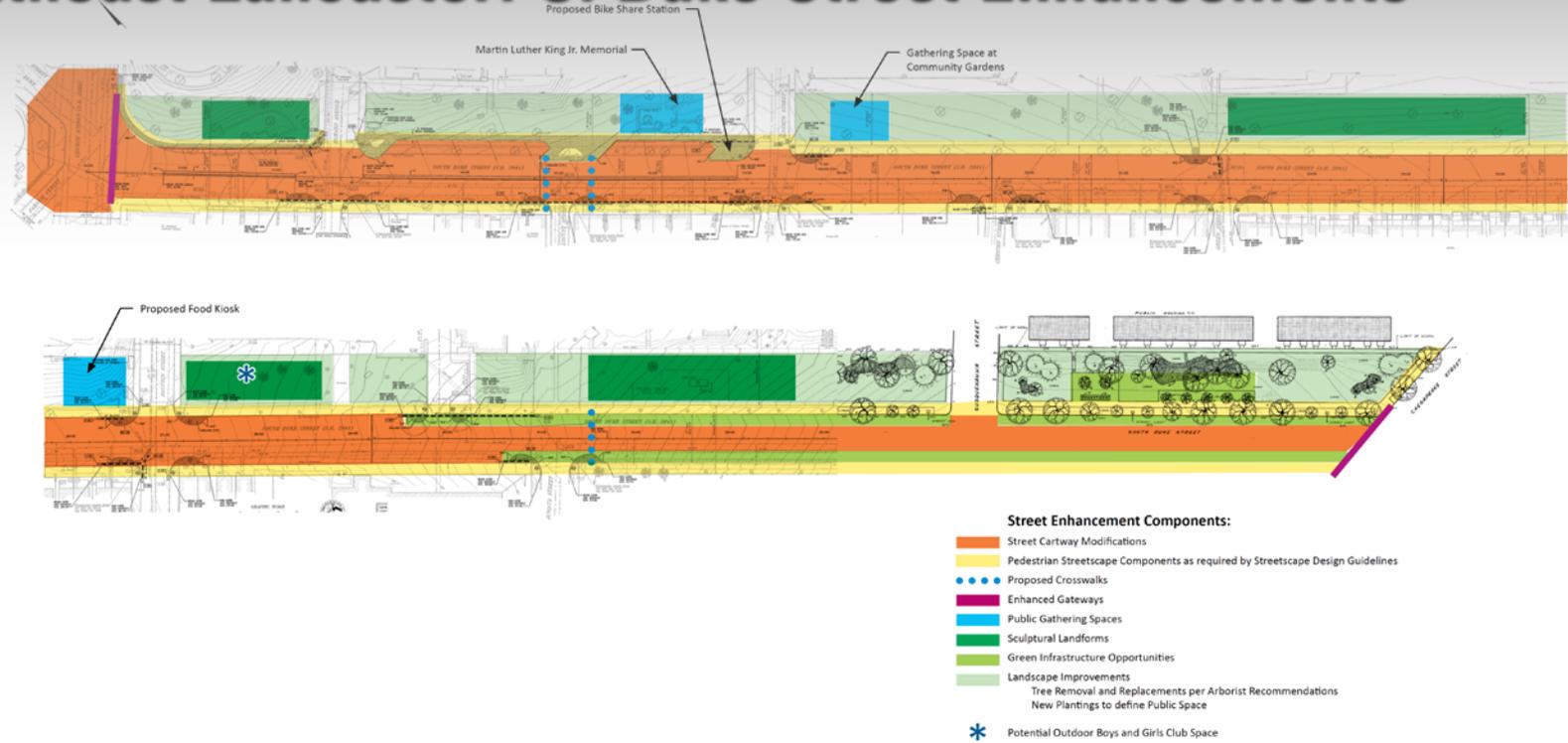
Involving Communities
Improving Homes
IMPACTING LIVES

in West Lancaster

Southwest Lancaster
Neighborhood Revitalization Strategy
Final Report

LHOP
September 20, 2016
URBAN PARTNERS

Southeast Lancaster: S. Duke Street Enhancements

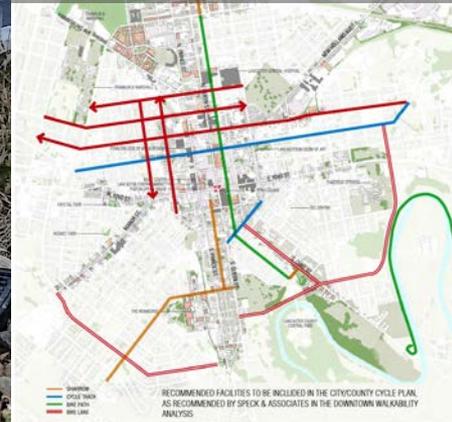


4B | STREET NETWORK + IMPROVED ACCESSIBILITY

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



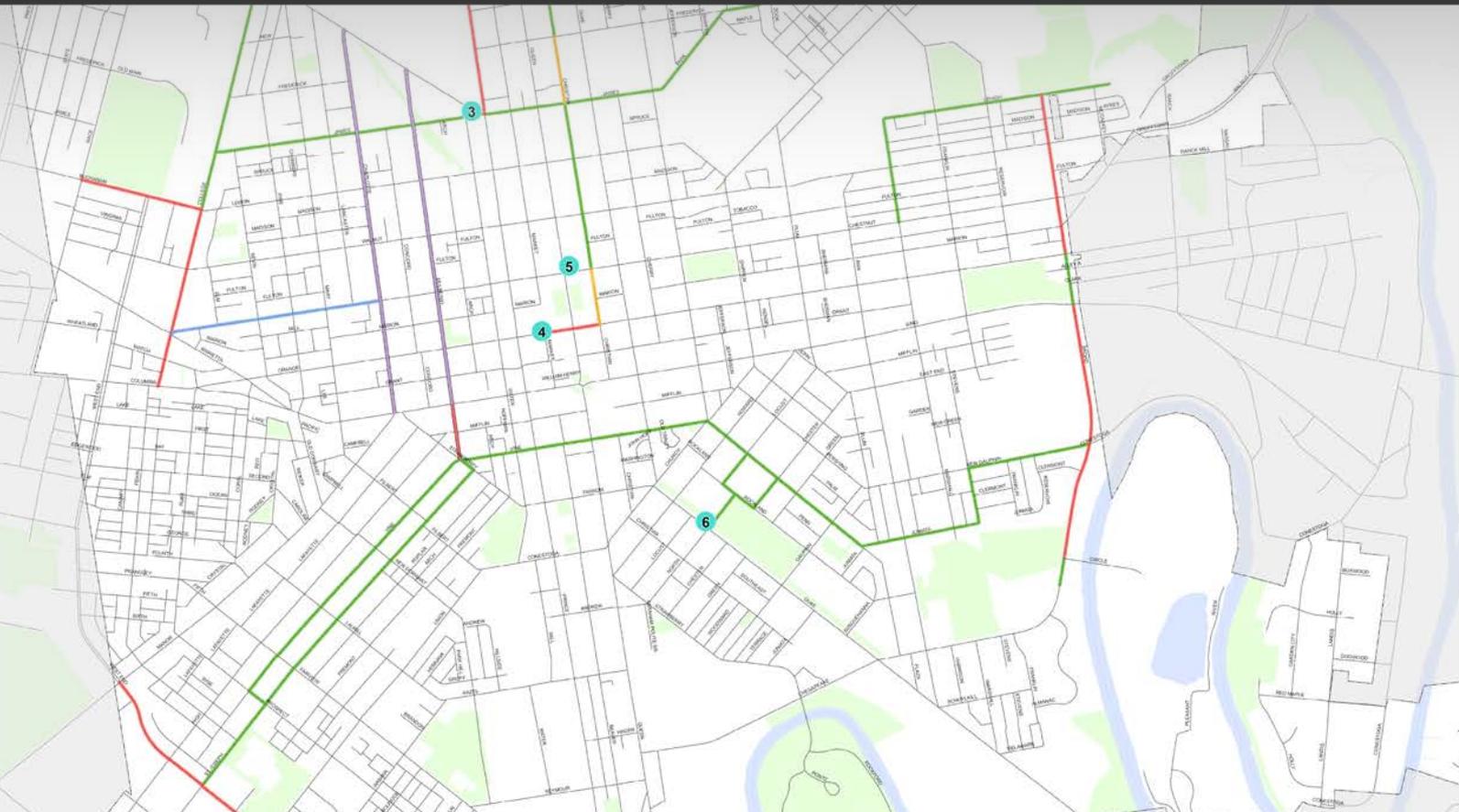
4B3 | BICYCLE NETWORK



4B | STREET NETWORK + IMPROVED ACCESSIBILITY

Lancaster Bicycle Network (Under Construction)

Proposed Bike
Facilities
2017 Implementation



0 500 1,000 2,000
Ft

Proposed Facilities:

- Separated Bikeway
- Bike Lane(s)
- Bike Lane / Sharrow
- Bike Boulevard
- Contra Flow Lane

Existing Facilities:

- Bike Lane(s)
- Bike Lane / Sharrow

Proposed Bike Share Stations:

- 1 Amtrak
- 2 College 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!)

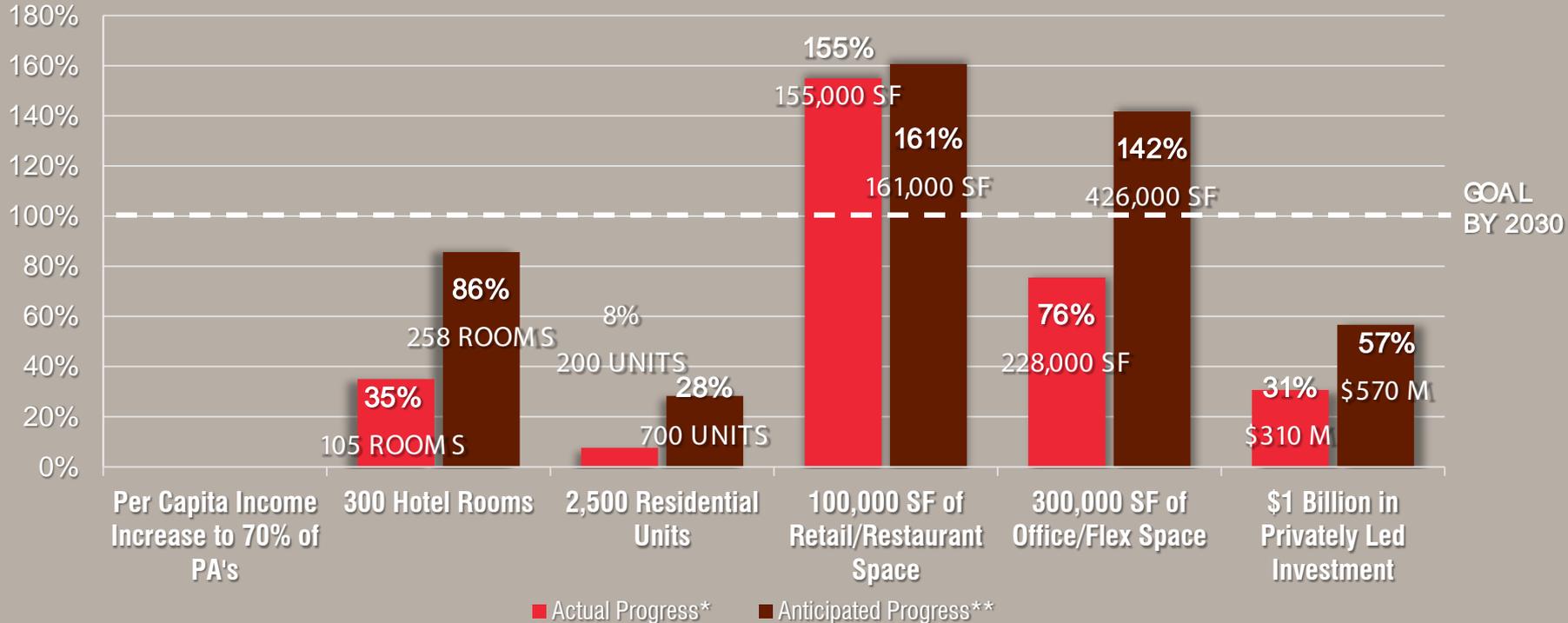
OUTCOMES Planned By 2030

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

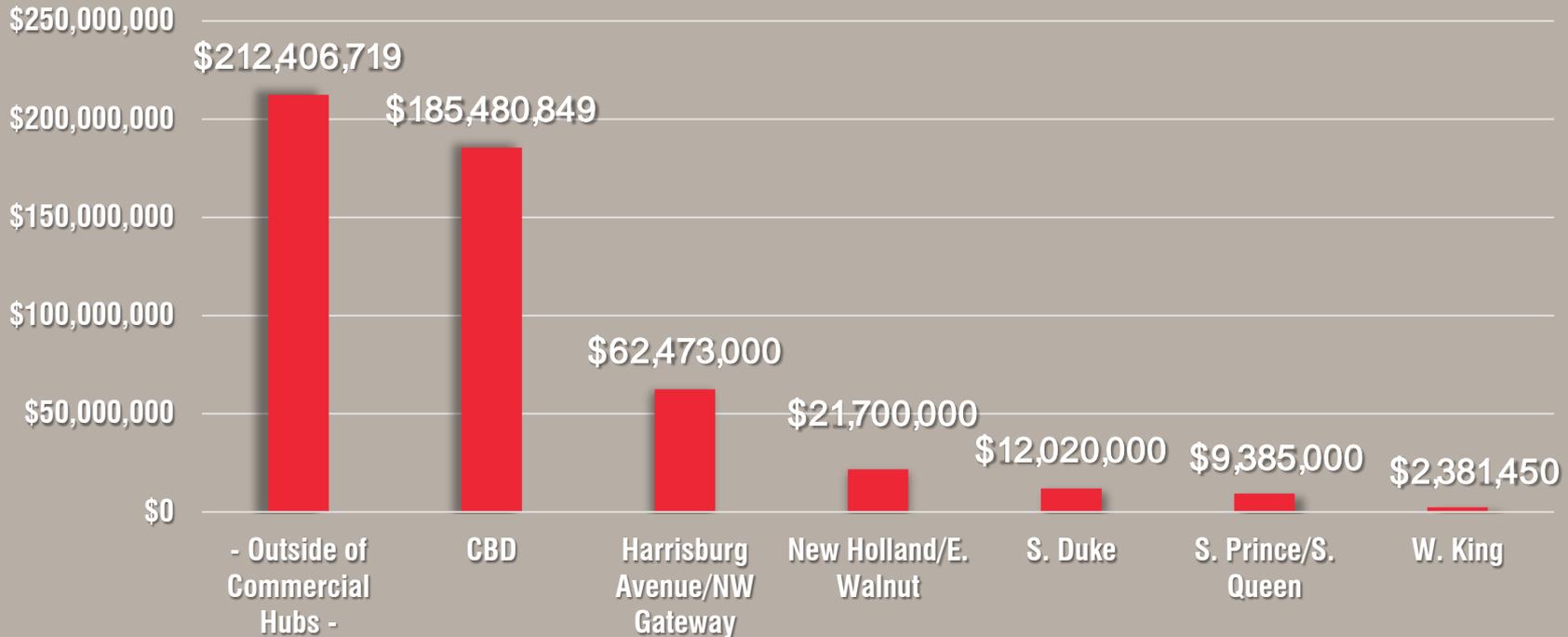


*"Actual" reflects only projects recently completed and currently under construction.

**"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 KNAPP
TKNAPP@LNPNEWS.COM

While lauding the financial boon 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 buildings, 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 over the summer, and the Fulton job starts later this year.

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

However, deputy director Matt Metzler 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 kicks in.

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

Projects on tap

Fulton Financial recently announced plans to build a three-story, 66,000-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 Wenger 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 \$394 million expansion of the Marriott, across King Street, and a



COURTESY CARRY ARCHT



LEIFER PINK ARCHT



COURTESY OF FULTON FINANCIAL

Traffic: In city

Continued from A1
\$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 110 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 Zamagias 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 2019.

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

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 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. 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



Strong Community. Strong Economy. Vibrant City.

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