Lancaster City:
Red Rose Rising

Danene Sorace
Mayor

Marshall W. Snively
President
The City of Lancaster, PA

- Four square miles
- Population of 60,000
- 40,000 employees
- 8,000 college students
- 1 million visitors per year
Downtown Lancaster
300+ Merchants, Services, Restaurants, & Cultural Attractions
160+ Places to Shop
100+ Culinary Choices
90+ Art Venues
BUILDING A STRONGER LANCASTER
BLOCK BY BLOCK

CITY OF LANCASTER

LANCASTERBLOCKBYBLOCK.COM
LANCASTER COUNTY
LANCASTER INTER-MUNICIPAL COMMITTEE
CITY OF LANCASTER

LANCASTER
ACTIVE TRANSPORTATION PLAN
Walnut Street Protected Bikeway
PUBLIC MEETING

Date: Wednesday, 9/18/2019
Time: 6-7:30 PM
Location:
Boys & Girls Club of Lancaster
116 South Water St,
Lancaster, PA 17603
Contact:
bike@cityoflancasterpa.com

We Need Your Feedback!
Join the City of Lancaster at a public meeting to learn about the Water Street bicycle and pedestrian boulevard and multi-use trail project. There will be a brief presentation followed by an open house where attendees can review plans and images of the proposed improvements, including traffic calming at intersections, a multi-use trail on city property, and green infrastructure.
27% Poverty Rate Citywide
40% South of King Street
“None of us can tackle these massive issues alone. If we create critical mass by all moving in the same direction, then we can make real progress with individuals, institutions, communities and policies.”

- Dan Jurman, Chairperson
  Mayor’s Commission to Combat Poverty
Lancaster city gets age-friendly status

DONNA REED | LNP CORRESPONDENT  Apr 9, 2019

‘A step further’: Lancaster becomes a “welcoming city”

First phase of new water pipeline that serves 1/4 of Lancaster County’s population to cost $34M, span 7 miles
How did we get there?
We Are a non-profit that promotes City growth and stability so that Lancaster City flourishes and everyone shares in its success.

We are here to listen, collaborate, and connect your organization to help it succeed.
Serve several City neighborhoods through our red shirt ambassadors who provide an extra set of eyes and ears for neighbors and businesses.
Manage the Downtown Investment District by providing clean and safe services to property owners invested in the downtown core.
Bicycle Ambassadors & Downtown Clean Team
Oversee the City’s 15-year economic development plan. The plan contains 33 recommendations for the City’s success and it is our job to ensure each strategy is moving forward.
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

‘LDR Plan’ (1998)
Over $1.5 Billion in Investment
2007-2015
More than **250** new housing units completed between 2006 and 2014

**300** new housing units planned for completion by 2017
175 Net NEW businesses,~60 Expanded/Relocated
2007 to mid-2015
Businesses relocating / expanding in Greater Downtown brought about 1,000 new workers during period 2010-2016.
Includes the Downtown Core, in addition to the commercial corridors and gateways (the “Commercial Hubs”), that extend outward from the Downtown Core. These Commercial Hubs were grouped into eight geographies:

1. Downtown Core
2. East King Street
3. West King and Manor Streets
4. South Duke Street
5. South Prince and Queen Streets
6. Harrisburg Avenue/Northwest Gateway
7. Train Station Area
8. New Holland Avenue/East Walnut Street

These eight areas are important as significant hubs of commercial activity serving the City’s residents and businesses.
Over 1,000 stakeholders involved

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

• **15** Year Horizon (2030)
• **4** Broad Strategies
• **33** Recommendations
  › **13** Short-Term
  › **9** Medium-Term
  › **10** Long-Term
PLAN ASPIRATIONS

- Attract and retain talent to the City of Lancaster.
- Create jobs that provide a livable wage.
- Leverage educational institutions as partners in creating a skilled workforce.
- Provide equitable opportunities for all Lancastrians.
- Cultivate existing Lancaster businesses to grow with continued success.
- Encourage targeted economic development opportunities to strengthen neighborhoods and increase property values.
- Provide an environment where small businesses and entrepreneurs can thrive.
- Be a national model for urban economic development.
PLAN STRATEGIES

1. Expanding Success:
   *Traditional Economic Development Investment*

2. Embracing the Collaborative Economy:
   *Cultivating Entrepreneurs*

3. Leveraging the Brand:
   *Marketing Lancaster City*

4. Quality of Life:
   *Reinforcing Commercial Hubs & the Communities They Serve*
Strategy 1 | Recommendations

1A | Investment Sites

1B | Market District
   - 1B1 | Physical Infrastructure Improvements Surrounding Central Market
   - 1B2 | Branding the District
   - 1B3 | Private Development Aligning with Goals for Compatible Uses

1C | Development Clearinghouse

1D | Business Registration Program

PROGRESS INDICATORS:  
- Green = Recommendation Advancing  
- Yellow = Limited Progress To Date  
- Red = Barriers Impeding Progress
Strategy 1 | Recommendations

- 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
  - 1H1 | Affordable & Mixed-Income Housing
  - 1H2 | Funding For Strategies 2, 3, and 4

**PROGRESS INDICATORS:**

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- \(\text{Red} = \text{Barriers Impeding Progress}\)

1 | Expanding Success | Traditional Economic Development
City Revitalization & Improvement Zone (CRIZ)
$3.55 Million in 1st Year of State Program

City Land Bank
$1 Million

New Market Tax Credits
>$19 Million to City development projects since 2016

Biannual Banker Briefings

Quarterly Finance Squad Meetings
As of October 2019, 16 (40%) of the plan’s original 40 designated “investment opportunity sites” are either under development or newly developed.
ORIGINALLY DESIGNATED INVESTMENT OPPORTUNITY SITES

AREA 1: DOWNTOWN CORE – PRIMARY OPPORTUNITIES
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)

AREA 2: DOWNTOWN CORE – SECONDARY OPPORTUNITIES
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

AREA 3: 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)

AREA 4: NEW HOLLAND AVENUE
4A: Plum and Walnut Anchor
4B: Ross Street Gateway
4C: New Holland Avenue Infill
4D: Burle Office Park Infill Development

AREA 5: WEST KING STREET/MANOR STREET
5A: Manor Street Infill/Property Enhancements
5B: Consolidated Parking Resources (Typ.)
5C: West King Infill Development/Property Enhancements
5D: Upper Floor Redevelopment

AREA 6: EAST KING STREET
6A: Excelsior Building
6B: East King Infill Development
6C: Façade/Property Enhancements

AREA 7: SOUTH PRINCE/SOUTH QUEEN STREETS
7A: The Ironworks
7B: South Prince Infill Development
7C: Façade/Property Enhancements
7D: Rebman’s Redevelopment

AREA 8: 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

Denotes Site Recently Developed or Under Development as of October 2019
Privately Led Investment
Holiday Inn Lancaster, Queen & Chestnut Streets
Privately Led Investment
Lancaster Marriott at Penn Square, East Tower Expansion, 14 E. King St.
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Privately Led Investment
52 Senior Living Apartments (Reuse + New Construction), Historic Long Home
Privately Led Investment
Woodstream Corporation, 29 E. King Street
Privately Led Investment
Woodstream Corporation, 29 E. King Street
101 N. Queen Mixed Use
Privately Led Investment
Mixed-Use, 101 N. Queen Street
Public Investment
Ewell Plaza and New Christian Street Garage/Lancaster Public Library
Privately Led Investment
Fulton Theatre Expansion/Retail Rehabilitation/Actor Housing, King & Prince Streets
Privately Led Investment
Fulton Theatre Expansion/Retail Rehabilitation/Actor Housing, King & Prince Streets
Privately Led Investment
‘Best Engine Works’ Mixed-Use Redevelopment, Walnut & Plum Streets
Privately Led Investment
‘Best Engine Works’ Mixed-Use Redevelopment, Walnut & Plum Streets
Privately Led Investment
Conestoga River Plaza Retail Development, S. Duke Street
Privately Led Investment
Affordable Townhouses, Chesapeake Street
Privately Led Investment
Stadium Row Apartments, 812 N. Prince Street
Privately Led Investment
Willow Valley Communities Residential Tower with Ground-Floor Retail, Southern Market Reuse
Strategy 2 | Recommendations

2A | Lancaster Creative Spaces Initiative: Developing Entrepreneurial Ecosystems
   - 2A1 | Innovation Centers
   - 2A2 | Food Hubs
   - 2A3 | Arts Labs
   - 2A4 | Cultivate Lancaster Entrepreneurs Forums

The Candy Factory, co-working space for individuals and businesses

PROGRESS INDICATORS:  ▶️ = Recommendation Advancing  ▶️ = Limited Progress To Date  ▶️ = Barriers Impeding Progress

2 | Embracing the Collaborative Economy| Cultivating Entrepreneurs
Cultivating Entrepreneurs
Triannual “Cultivate Lancaster” Small Business/Startup Networking & Resource Access Events
‘Cultivar’
2nd Annual Mayor’s Hispanic Business Owners Breakfast
Where Lancaster’s entrepreneurs connect, collaborate & grow.
Strategy 3 | Recommendations

- **3A** | Locate Lancaster Residential Initiative (Resident-Focused)
- **3B** | Locate Lancaster Economic Development Initiative
  - **3B1** | Marketing for Residential Development (All Types & Price Points)
  - **3B2** | Attracting Commercial Investment (All Types)
- **3C** | Continue Building the City Brand
- **3D** | Continue Marketing the City to Local, Regional, and International Consumers

**Progress Indicators:**
- Green circle = Recommendation Advancing
- Yellow circle = Limited Progress To Date
- Red circle = Barriers Impeding Progress

**3 | Leveraging the Brand** | Marketing Lancaster City
“This small town in Amish Country is the new Brooklyn”

“Lancaster, Pennsylvania is much cooler than you think”

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

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

“City on the Rise”
The New York Times
July 3, 2018
“Where American Politics Can Still Work: From the Bottom Up”
“Civic coalitions [like those in Lancaster, PA] are succeeding at revitalizing old towns where governmental efforts have failed.”

Forbes
December 6, 2018
14 Best Places To Travel in the US in 2019
“Lancaster, PA: With close proximity to Baltimore, Washington D.C., Philadelphia and New York, this hip little city is on the radar of everyone from foodies to families and is perfect for a weekend retreat.”

This small city, best-known for its Amish and Mennonite communities, is a welcoming home for immigrants, refugees and their cooking.

By Priya Krishna

July 23, 2019

LANCASTER, Pa. — **Lancaster Central Market**, a patchwork of stalls neatly encased in a Romanesque-style downtown building since 1889, has long been a bustling hub where the area’s large Pennsylvania Dutch population sells the fruit, meat, baked goods and other foods produced on farms outside the city.

These days, though, something different is in the air.

The heady scent of spices from the beef samosas at one stall, **Rafiki Taste of Africa**, mixes with the tang of onions and pineapple being chopped for salsa at **Guacamole Specialist**. The low growl of sugar cane being crushed into liquid can be heard at **Havana Juice**. A Puerto Rican flag hangs near the cash register at **Christina’s Criollo**, where empanadas and sweet plantains are on offer.
Strategy 4 | Recommendations

4A | Foster Commercial Hubs within Neighborhoods (Economic Development)

4B | Street Network and Improved Accessibility
   - 4B1 | Two-Way Street Conversions
   - 4B2 | Efficient Transportation: Internal City Circulation
   - 4B3 | Efficient Transportation: Regional Connectivity
   - 4B4 | Bicycle Network
   - 4B5 | Gateways and Streetscapes
   - 4B6 | Comprehensive Parking Strategy

4C | Commercial Hub Partner Organizations

4D | Neighborhood Healthy Food Initiative:
   - 4D1 | Healthy Corner Stores
   - 4D2 | Expand Healthy Food Commercial Development

PROGRESS INDICATORS:  
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4 | Quality of Life | Reinforcing Commercial Hubs
Northeast Lancaster Neighborhood Stabilization
SoWe Mural Project

- 30 murals and growing
Lancaster Tree Tenders

- Over 700 new street trees planted since spring 2017
- Nearly 1,000 yard and riparian buffer trees planted
- Over 1,500 new street-tree planting sites identified
- Thousands of hours of volunteer hours spent
Adopt-a-Block Program
• Over 110 participants signed up to date
• Over 20 miles of adopted streets
Trash Receptacle Adoption Program

• > 90 installations to date
• Adopted by residents and small businesses
FAÇADE IMPROVEMENT IN PROGRESS

NEIGHBORHOOD ENHANCEMENT PROJECT

Program administered by: LANCASTER CITY ALLIANCE

Sponsored by: LHOP Lancaster Housing Opportunity Partnership

Construction by: Community Action Partnership

Grants funded through generous contributions by:

For more information or to apply for a grant for your property, please contact:

Lancaster City Alliance • enhance@teamlanc.org • (717) 394-0783
Front S.T.E.P.S. Façade Improvement/Workforce Development Program
Lancaster City Alliance and Community Action Partnership of Lancaster County
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WELLS FARGO REGIONAL FOUNDATION
$1.25 million
Neighborhood Revitalization Strategy
Planning & Implementation

CITY OF LANCASTER/S. DALE HIGH FAMILY FOUNDATION
$1.6 million
Street Lighting & Trees

S. DALE HIGH FAMILY FOUNDATION
$100,000
Façade Improvements, Street Trees, Trash Receptacles

CITY OF LANCASTER
$1.25 million
Public Space Enhancements

STEINMAN FOUNDATION
$250,000
Housing Rehabilitation

ANONYMOUS DONOR
$200,000
Neighborhood Improvements

WELLS FARGO REGIONAL FOUNDATION
$100,000
Neighborhood Revitalization Strategy Planning

Total Committed to Neighborhood Improvement, South Lancaster City:
> $5 million
In just over 4 years, 25 (76%) of the plan’s 33 recommendations are in progress. This is a 15-year plan.
PLAN’S 2030 OUTCOMES

- Increase in the per capita income to 70% of that of Pennsylvania
- Create 300 new hotel rooms in the Downtown and Commercial Hubs
- See 2,500 new residential units of all types and price points
- Achieve 100,000 square feet of new and renovated retail/restaurant space in Downtown and Commercial Hubs
- Fill 300,000 square feet of office and flex space
- Realize $1 billion in privately led investment
- See ongoing private investment that will outweigh public investment in economic development
**For development-related outcomes, “actual” reflects only projects recently completed and currently under construction.**

**For development-related outcomes, “anticipated” reflects projects recently completed and currently under construction, and assumes planned and conceptual development projects will come to fruition.**
Privately Led Investment Since July 2015
By Commercial Hub and Current Phase of Development (as of October 2019)

Total Privately Led Investment, All Development Phases, Citywide:
> $710,467,348
Questions?
Thank You