

Lancaster City: Red Rose Rising



Danene Sorace
Mayor



Marshall W. Snively
President



APA-PA2019



CITY OF
LANCASTER

A City Authentic

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

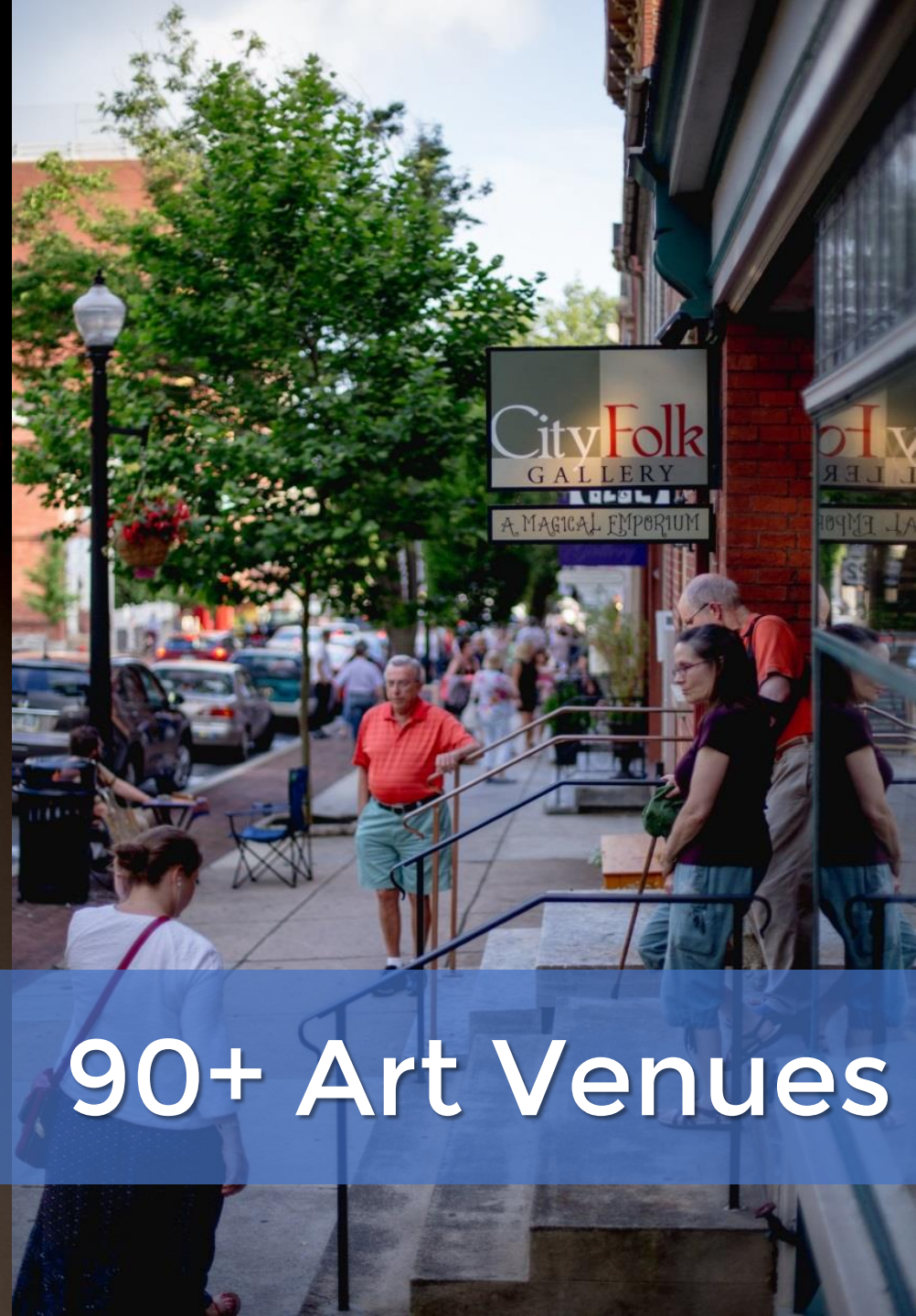


160+ Places to Shop





100+ Culinary Choices



90+ Art Venues



BUILDING A STRONGER LANCASTER

BLOCK BY BLOCK

BUILDING A STRONGER LANCASTER

BLOCK BY BLOCK



STRONG NEIGHBORHOODS



SAFE STREETS



SECURE INCOME



SOUND GOVERNMENT



LANCASTER COUNTY

LANCASTER INTER-MUNICIPAL COMMITTEE

CITY OF LANCASTER

LANCASTER

ACTIVE TRANSPORTATION PLAN



Walnut Street Protected Bikeway



WATER STREET Bicycle and Pedestrian Boulevard

*Creating a continuous
walkable, bikeable corridor
from Harrisburg Avenue to
Fairview Avenue*

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@cityoflanasterpa.com

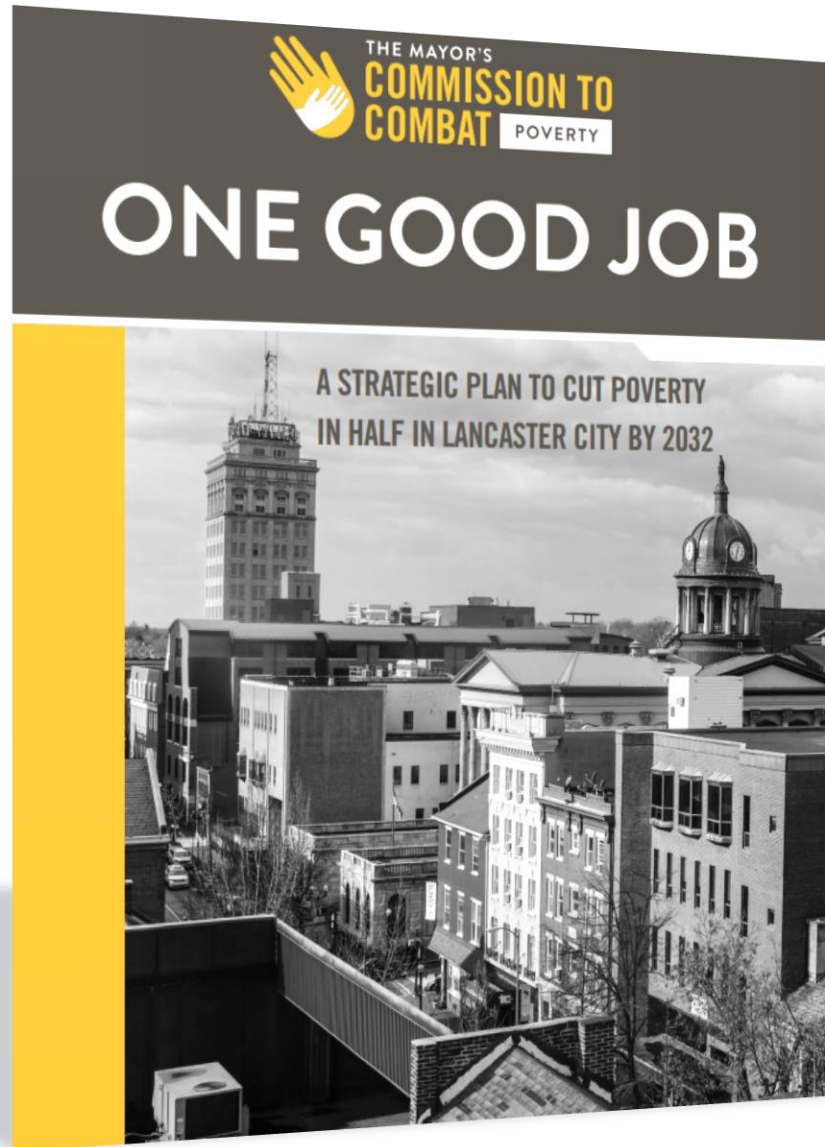
We Need Your Feedback!

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.



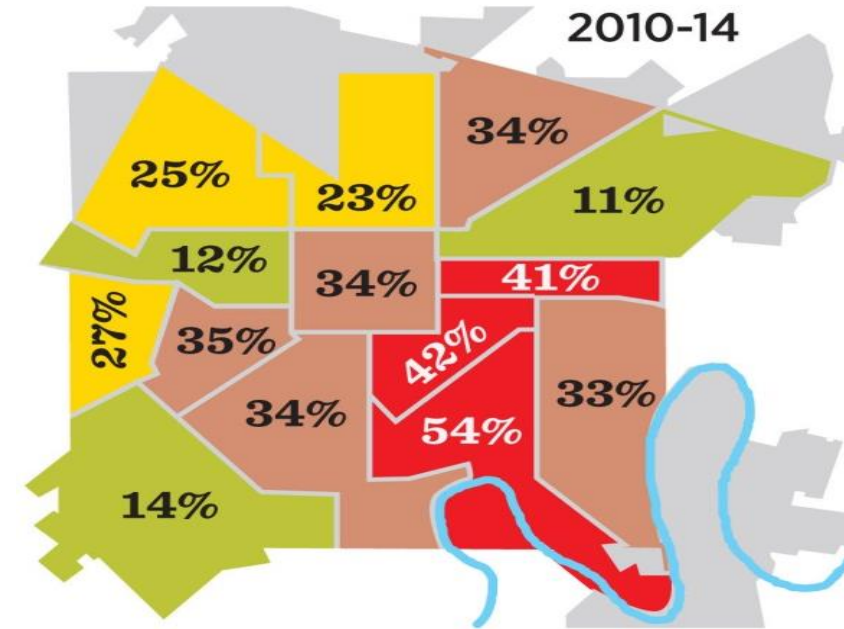


27% Poverty Rate Citywide
40% South of King Street



CITY POVERTY BY CENSUS TRACT

11% - 20% 21% - 30% 31% - 40% 41% - 54%



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

"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

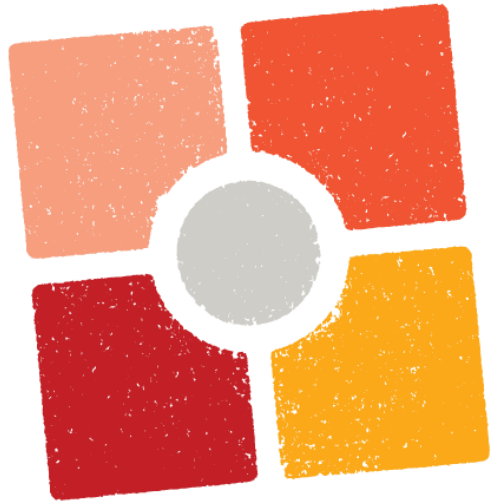
DONNA REED | LNP CORRESPONDENT Apr 9, 2019

'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?



LANCASTER CITY
ALLIANCE

We Are a **non-profit**

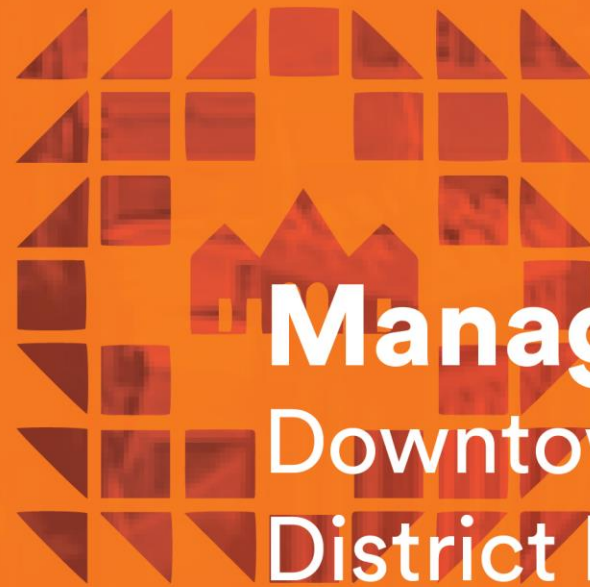
that promotes

**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



15

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.

'LDR Plan' (1998)

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

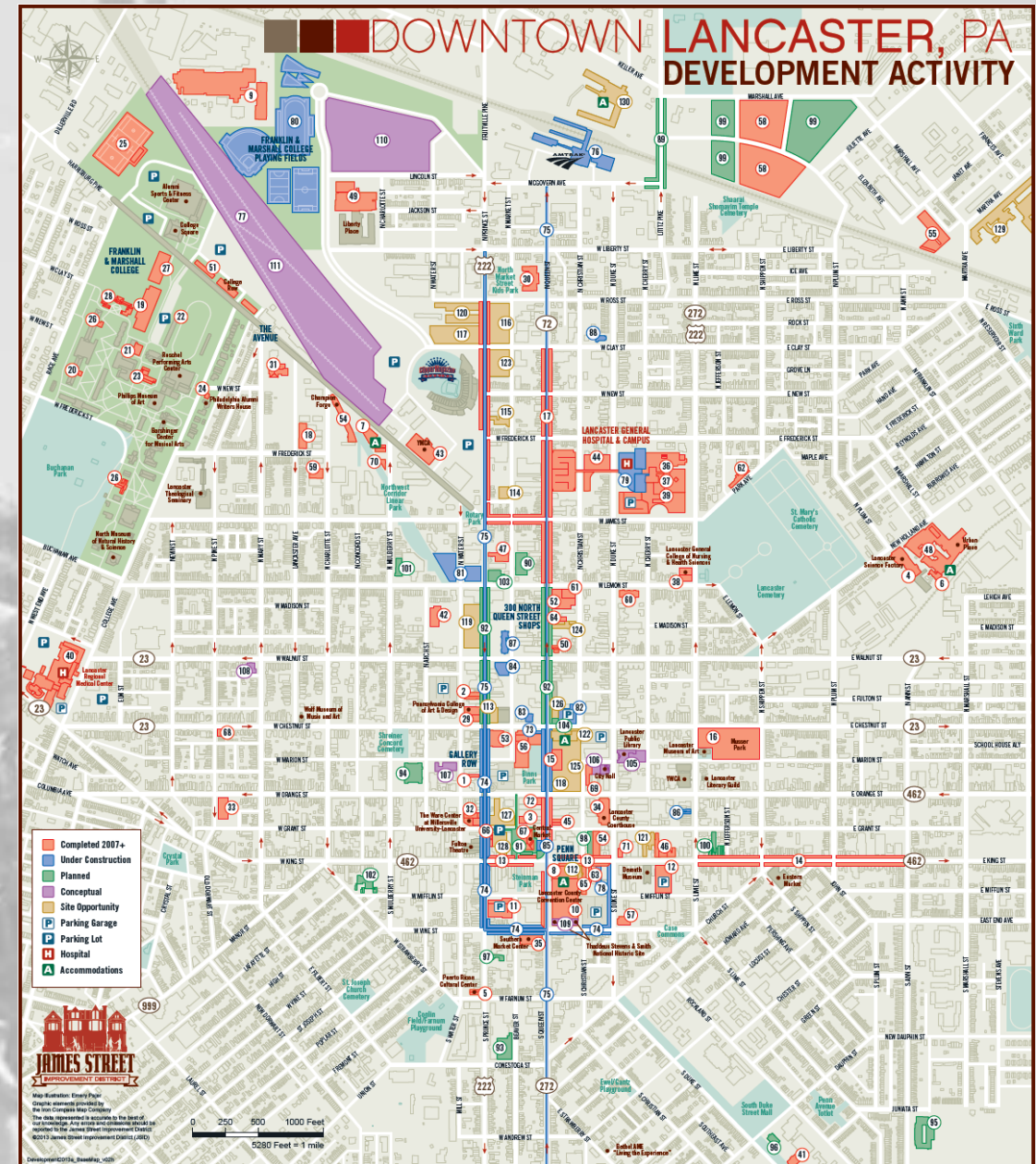


North Prince Street Employment Campus

Prepared for:

The Lancaster Campaign • The Economic Development Action Group

Over \$1.5 Billion
in Investment
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



BUILDING ON STRENGTH

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

Lead Sponsor



Pacesetters



Planners



Investors

Dennis & Gaye Cox

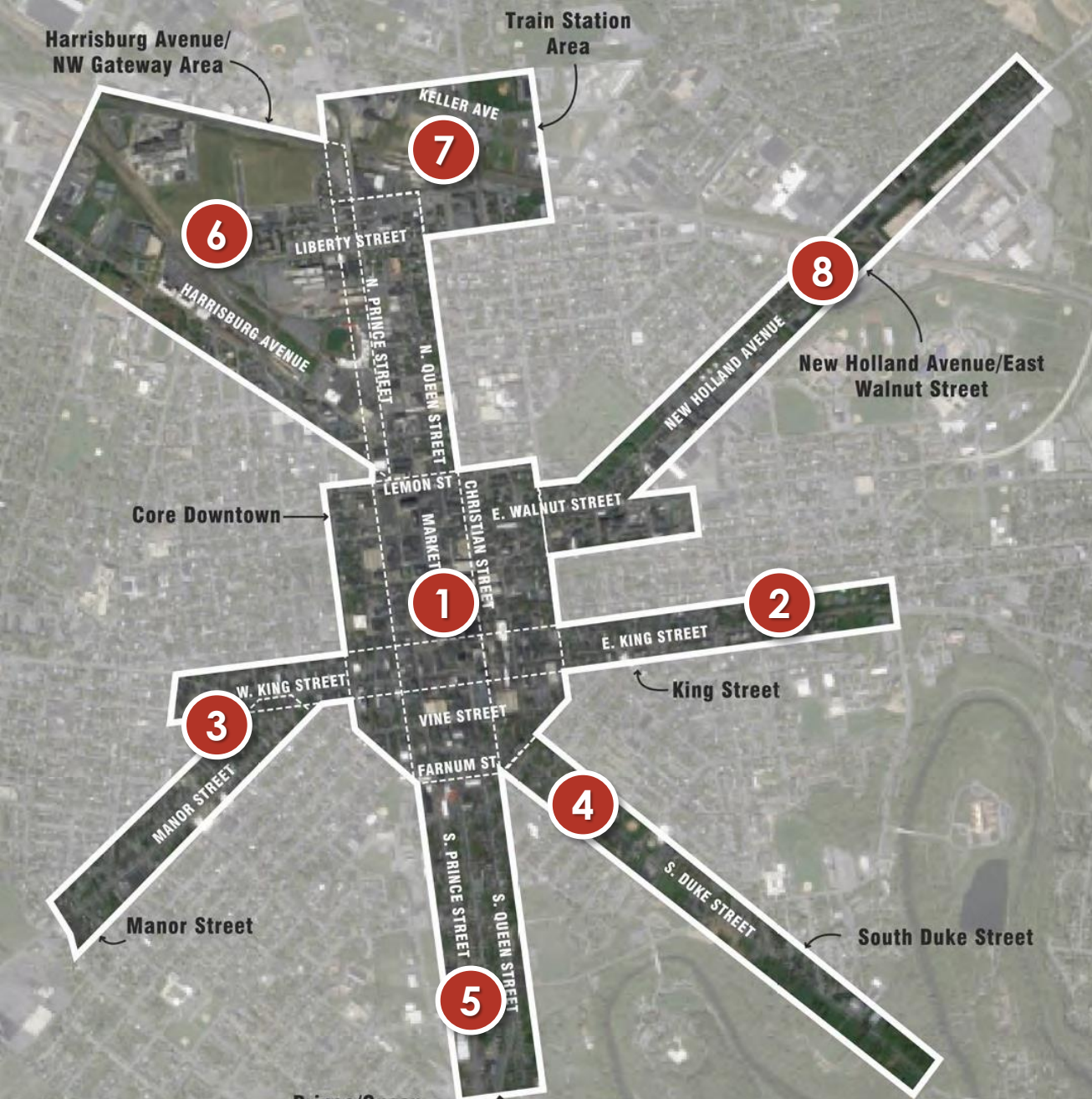
Bob & Felicia Shoemaker



Craig & Dianne Roda



Scott & Gloria Smith



PLAN FOCUS AREAS

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.

Listening

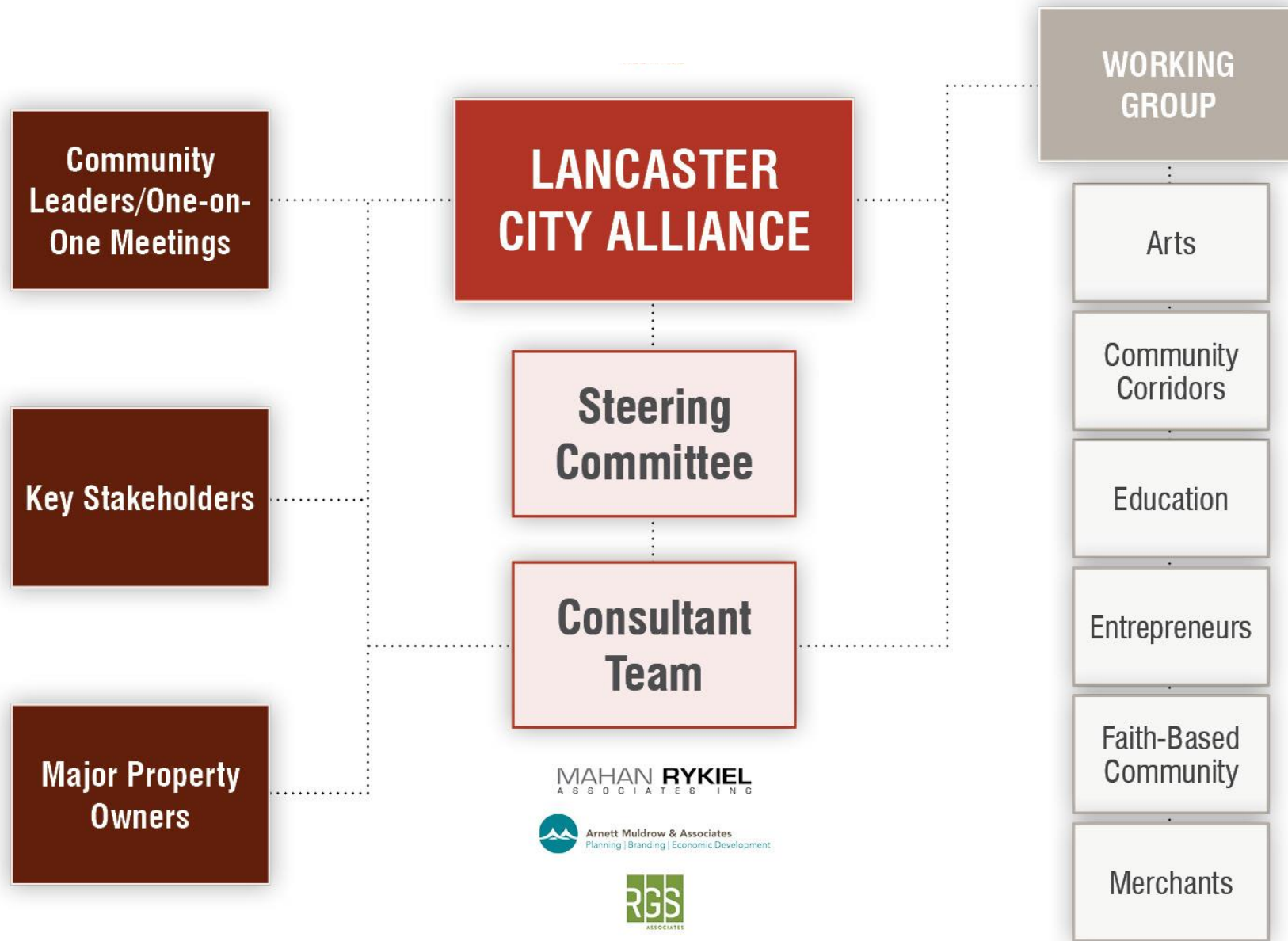


Sharing



Confirming





Stakeholder Engagement

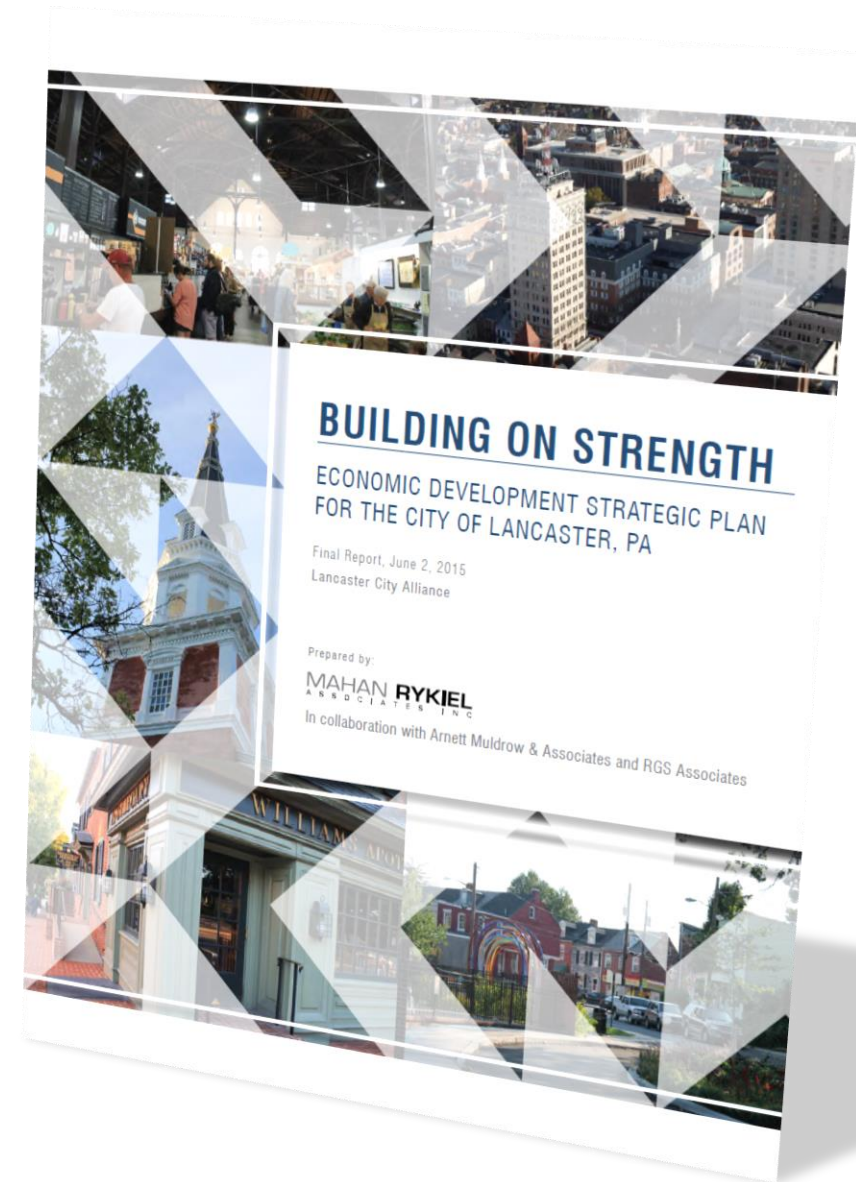
A grayscale background image showing a group of people in a meeting. In the foreground, a man with glasses and a white shirt is leaning over a table, writing on a document. Another man in a dark shirt is also leaning over the table, looking at the document. A woman in a patterned top is standing behind them, looking on. The scene is a professional meeting or workshop.

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 Lancasterians.
- 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:



= Recommendation Advancing



= Limited Progress To Date



= 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:



= Recommendation Advancing



= Limited Progress To Date



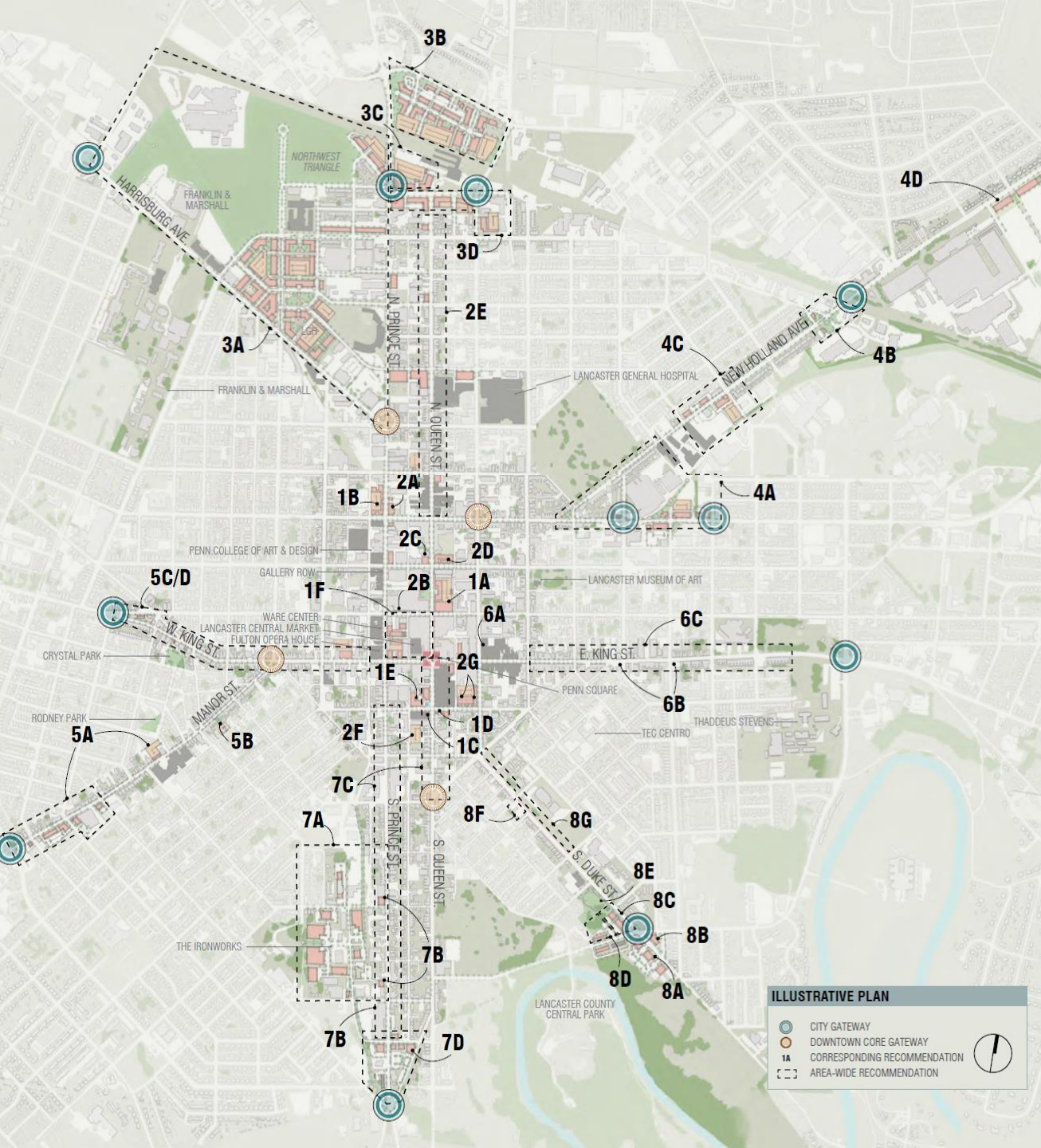
= Barriers Impeding Progress

Development Financing Advancements

- ✓ **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.



Privately Led Investment

Lancaster Marriott at Penn Square, East Tower Expansion, 14 E. King St.



Privately Led Investment

52 Senior Living Apartments (Reuse + New Construction), Historic Long Home



Privately Led Investment

Woodstream Corporation, 29 E. King Street



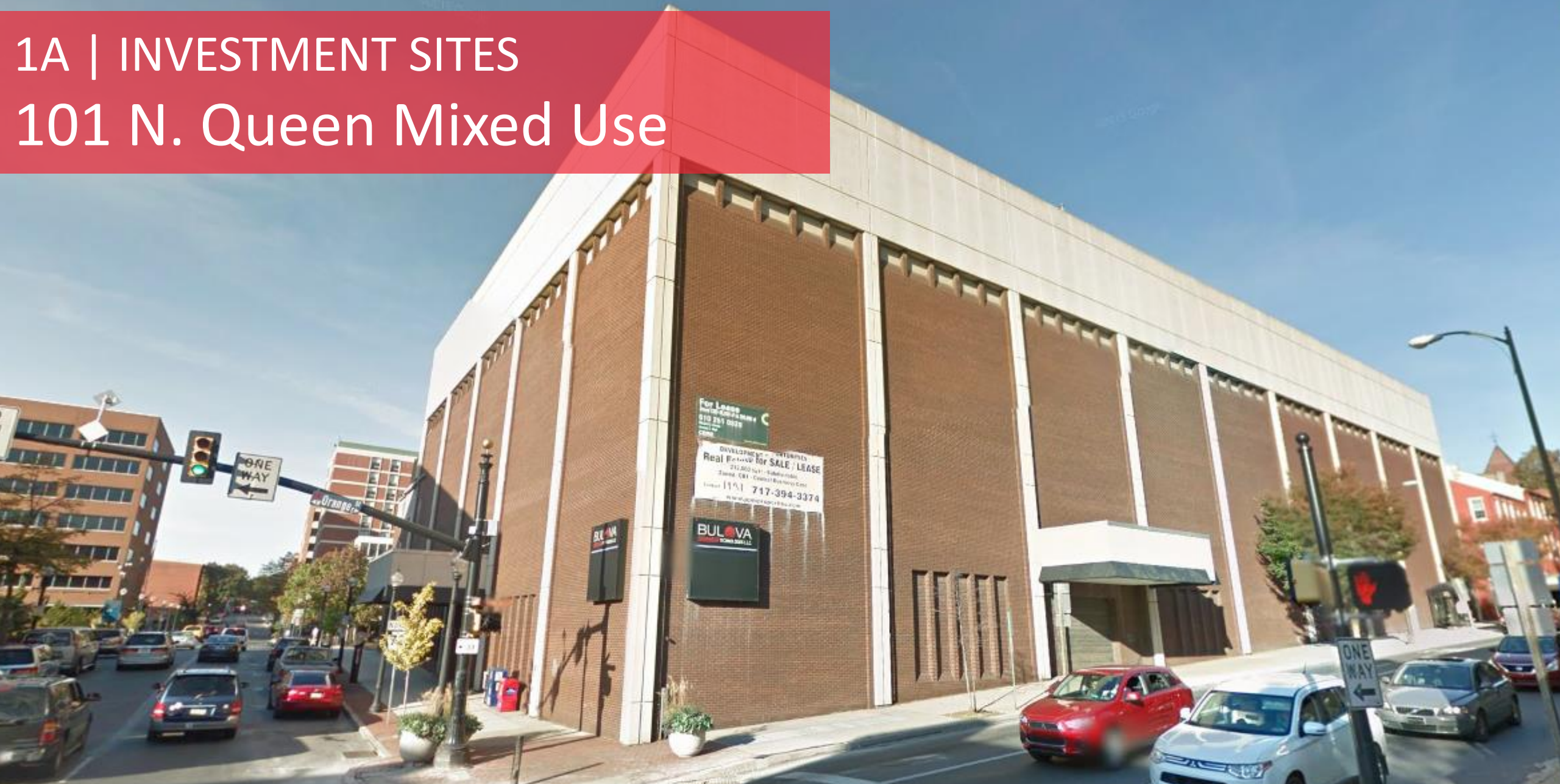
Privately Led Investment

Woodstream Corporation, 29 E. King Street



1A | INVESTMENT SITES

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



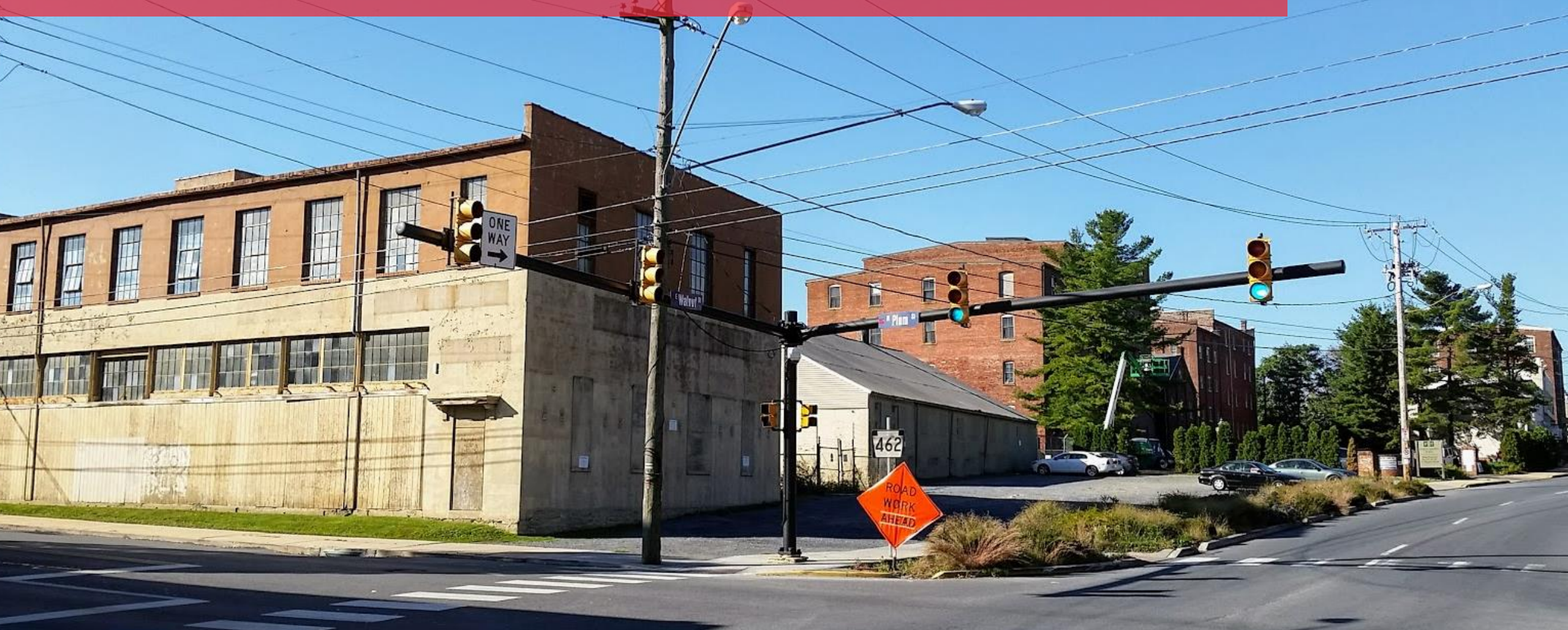
Privately Led Investment

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

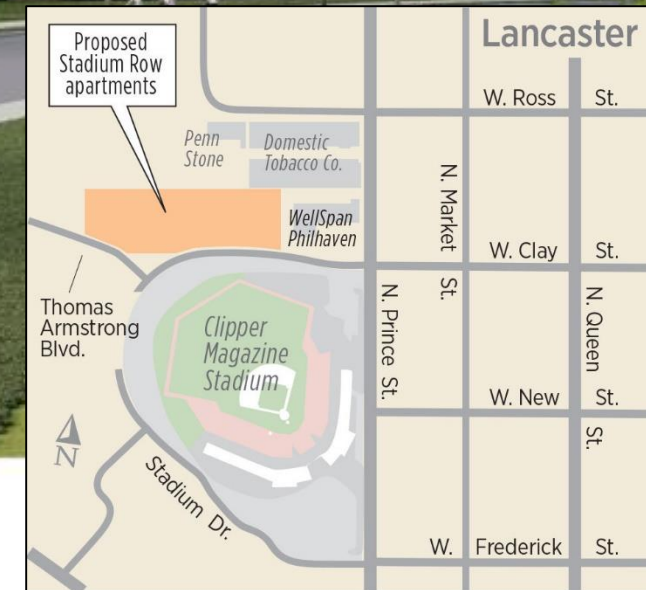


Privately Led Investment

Stadium Row Apartments, 812 N. Prince Street



STADIUM ROW
front elevation





WILLOW VALLEY
COMMUNITIES



LANCASTER
EQUITY
economic opportunity for all

Privately Led Investment

Willow Valley Communities Residential Tower with Ground-Floor Retail,
Southern Market Reuse

Strategy 2 | Recommendations



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

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

PROGRESS INDICATORS:



= Recommendation Advancing



= Limited Progress To Date



= Barriers Impeding Progress



CULTIVATE LANCASTER

ENTREPRENEURS FORUM

Cultivating Entrepreneurs

Triannual "Cultivate Lancaster" Small Business/Startup Networking & Resource Access Events

CULTIVAR

LANCASTER

ENTREPRENEURS FORUM

Bienvenido



Lancaster Chamber
People | Business | Community

SEGUNDO DESAYUNO ANUAL DE DUEÑOS
DE NEGOCIOS HISPANOS OFRECIDO POR LA
ALCALDESA SORACE

MONDAY, OCTOBER 7

‘Cultivar’

2nd Annual Mayor’s Hispanic Business Owners Breakfast

Where Lancaster's entrepreneurs
connect, collaborate & grow.

'CultivateLanc'

Online One-Stop Shop for Entrepreneur Resources

Start Here.

Explore the ecosystem of business resource providers that are dedicated to growing Lancaster.

Save the Date.

Stay on top of upcoming workshops, application deadlines & networking events on the Entrepreneur

Get Connected.

The biannual Cultivate Lancaster Entrepreneurs Forum connects Lancaster's innovators, influencers &

Support Innovation.

Cultivate Lancaster is supported by businesses & organizations interested in business & local business

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: ● = Recommendation Advancing

● = Limited Progress To Date

● = Barriers Impeding Progress

NEW YORK POST

September 20, 2016

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

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”

PastE

October 6, 2016

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

KEYSTONE EDGE

March 15, 2017

“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.”



October 8, 2019
#3: Lancaster, PA

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.”

The New York Times



At Upohar, a vegetarian restaurant in Lancaster, Pa., where several kitchen staffers are immigrants and refugees, the menu changes depending on who is behind the pass. Jason Varney for The New York Times

A Global Feast in an Unlikely Spot: Lancaster, Pa.

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:



= Recommendation Advancing

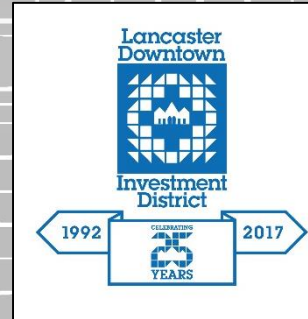


= Limited Progress To Date



= Barriers Impeding Progress

Neighborhood Partner Organizations



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:



Sponsored by:



Construction by:



Grants funded through generous contributions by:



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

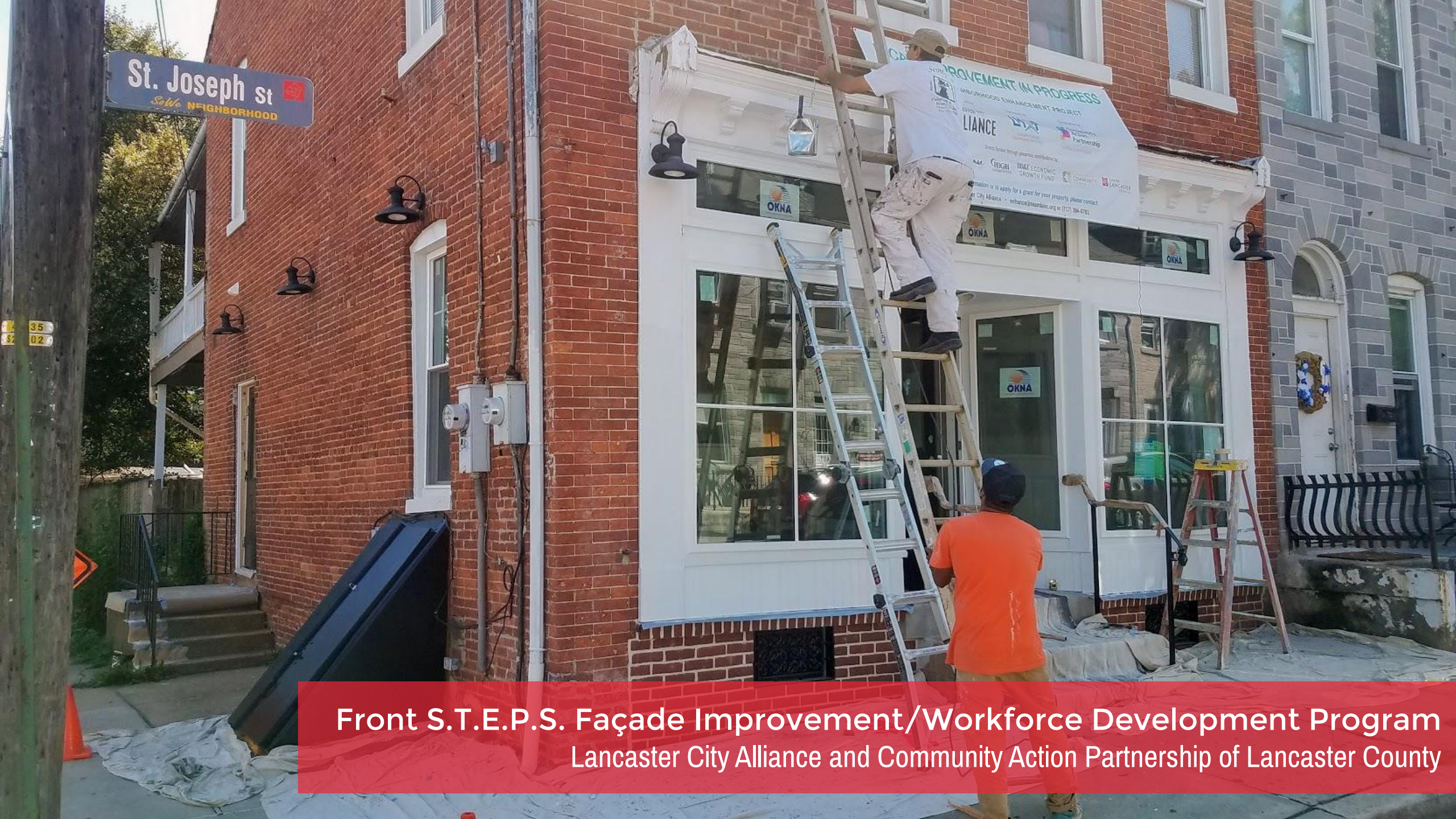
Lancaster City Alliance • enhance@teamlanc.org • (717) 394-0783



Front S.T.E.P.S. Façade Improvement/Workforce Development Program
Lancaster City Alliance and Community Action Partnership of Lancaster County



Front S.T.E.P.S. Façade Improvement/Workforce Development Program
Lancaster City Alliance and Community Action Partnership of Lancaster County



St. Joseph st
SoWe NIGHBORHOOD

IMPROVEMENT IN PROGRESS
NEIGHBORHOOD ENHANCEMENT PROJECT
ALLIANCE
Partnership
OKNA
OKNA
OKNA

Front S.T.E.P.S. Façade Improvement/Workforce Development Program
Lancaster City Alliance and Community Action Partnership of Lancaster County

CITY OF LANCASTER/
S. DALE HIGH FAMILY FOUNDATION

\$1.6 million

Street Lighting & Trees

S. DALE HIGH FAMILY FOUNDATION

\$100,000

Home Repair Program

WELLS FARGO REGIONAL FOUNDATION

\$100,000

*Neighborhood Revitalization Strategy
Planning*

WELLS FARGO REGIONAL FOUNDATION

\$1.25 million

*Neighborhood Revitalization Strategy
Planning & Implementation*

S. DALE HIGH FAMILY FOUNDATION

\$100,000

*Façade Improvements, Street Trees, Trash
Receptacles*

CITY OF LANCASTER

\$1.25 million

Public Space Enhancements

ANONYMOUS DONOR

\$200,000

Neighborhood Improvements

STEINMAN FOUNDATION

\$250,000

Housing Rehabilitation

**Total Committed to Neighborhood Improvement,
South Lancaster City:**

> \$5 million

BUILDING MOMENTUM



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

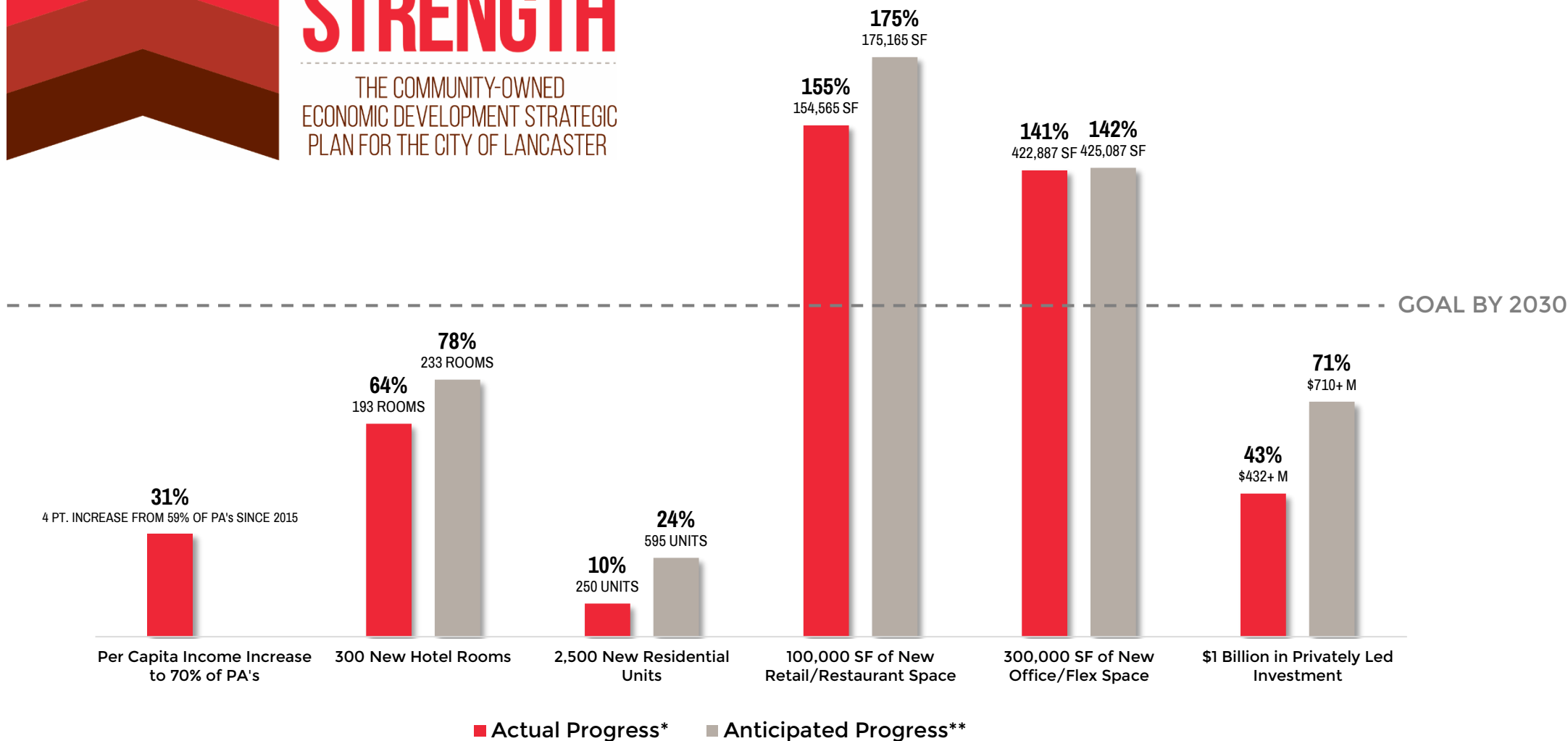


BUILDING ON STRENGTH

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

2030 OUTCOMES DASHBOARD

Progress Since June 2015 (as of October 2019)

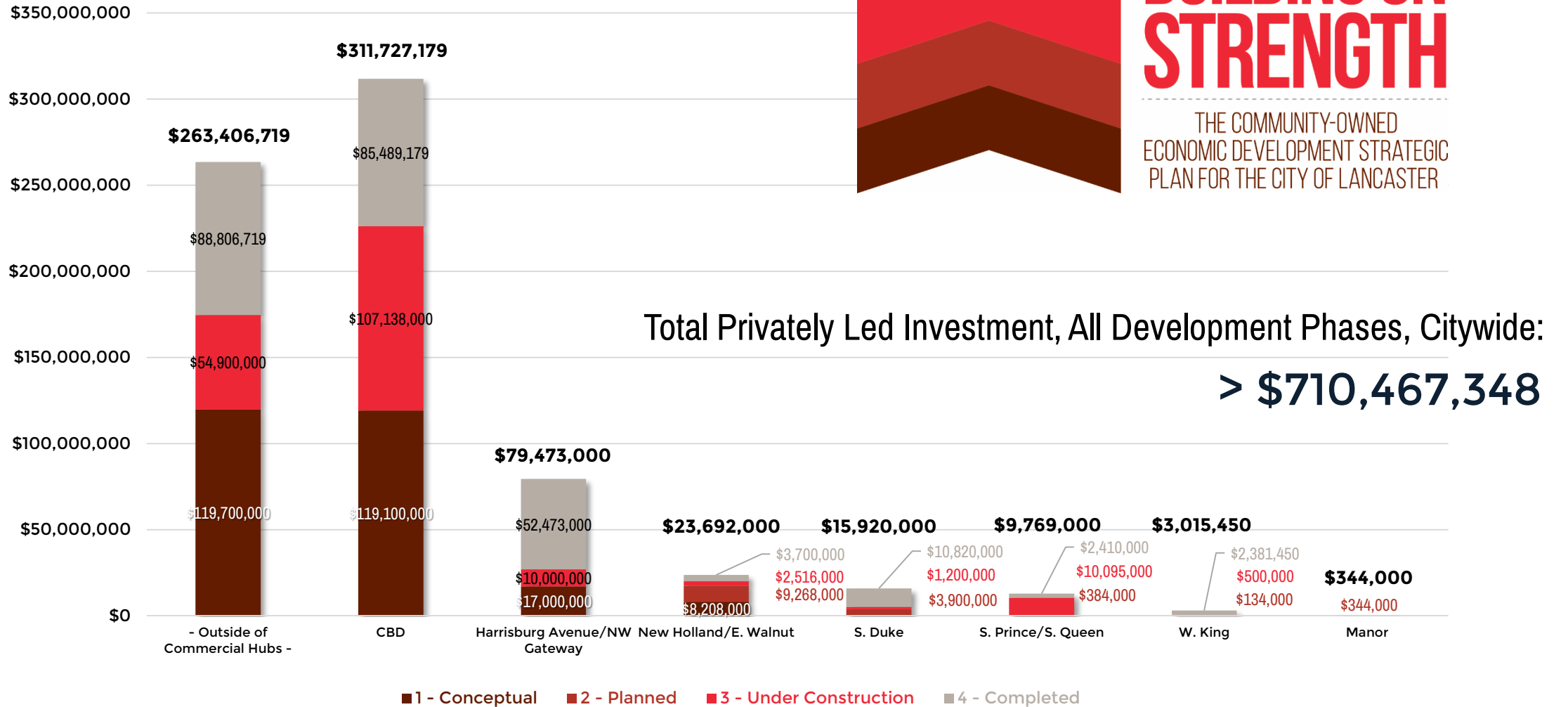


**For development-related outcomes, "actual" reflects only projects recently completed and currently under construction.*

***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)



Questions?



LANCASTER CITY
ALLIANCE



CITY OF
LANCASTER
A City Authentic

Thank You



LANCASTER CITY
ALLIANCE



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