EXECUTIVE SUMMARY

In 2014, the Lancaster City Alliance (LCA) sought out to develop a long-term economic development strategy for the City of Lancaster, accounting for progress made over the last decade, and setting goals for future economic development activity. The purpose of this strategy is to create an appropriate environment for fostering continued economic growth and quality of life enhancements.

The City entered into this planning process from a position of advantage, largely the result of over 15 years of coordinating and implementing the strategies identified in the Lancaster Economic Development Action Agenda (LDR Plan), produced in 1998. Due to the success in implementing many of the recommendations outlined in the LDR Plan, which contributed to years of continued growth, Lancaster embarks on today's initiative in a favorable position.

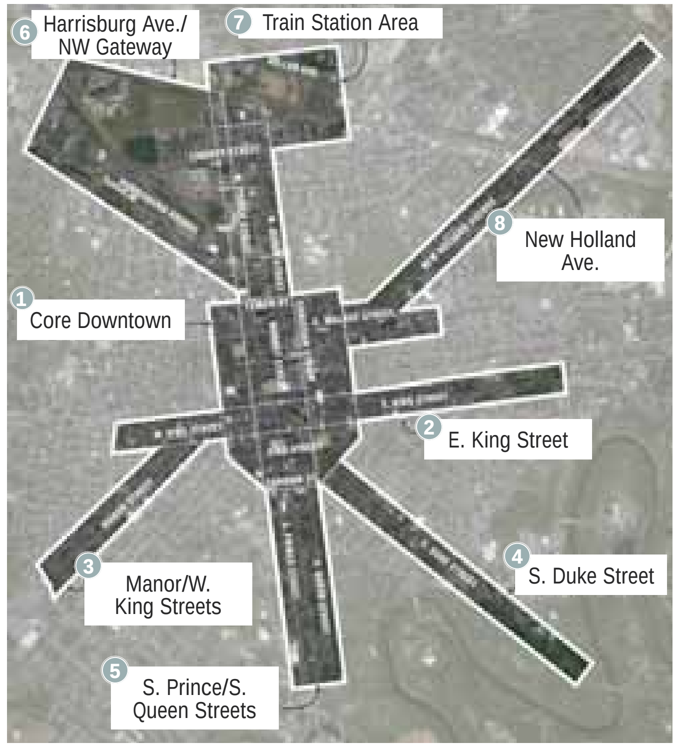
Today, following a track record of successful endeavors, Lancaster is characterized as a good place in which to invest, a community with access to numerous amenities, and is recognized for its thriving arts community and strong entrepreneurial spirit. Rather than waiting for the upward trend to peak and decline, Lancaster City chose to build upon the strengths and opportunities gained from previous years of economic growth by creating an economic development strategy that would guide Lancaster for the next decade and beyond. Thus, this effort is not a sequel to previous plans; instead, this Plan is a fresh look at Lancaster City and a tool for attracting continued investment. Navigating from a position of advantage, Lancaster is today *building on strength*.

This Plan strives to create an environment that fosters growth and development, elevates the economic well being of Lancastrians, and sets a foundation for healthy urban economic development for the coming years.

Background

While Lancaster City covers a land area of 7.24 square miles, the focus for this Plan includes the Downtown Core and the "Commercial Hubs" that extend outward from the Downtown Core and serve as neighborhood centers. In total, the Commercial Hubs were grouped into eight geographies:

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



Approach & Methods of Research

This Plan is the result of a yearlong planning process which engaged in analytical research in addition to discussions and collaboration among stakeholders — community members, residents, property owners, businesses, city agencies, and investors — and the Consultant Team ("the Team"). Plan development utilized a three-part approach which included five workshop periods in Lancaster. The approach began with "listening" and understanding Lancaster's assets, challenges, opportunities, and threats, then included "sharing" of ideas through an iterative process with stakeholders and the public. The planning process concluded with "confirming" recommendations with a clear implementation plan, summarized in the Implementation Matrix.

STAKEHOLDER ENGAGEMENT

This Plan is crafted to be primarily private-sector driven — supported and supplemented by public-sector involvement.

Public input was nevertheless a critical component in the planning process, which was heavily infused with strong partnerships and direct engagement with stakeholders. Through forums both large and small — interviews, focus groups, surveys, roundtables, public meetings and facilitated discussions, in addition to other community engagement opportunities — constituents discussed and identified a variety of ideas and opinions regarding Lancaster's future.

BACKGROUND MATERIALS

Lancaster has initiated numerous planning studies and master plans over the years, and has demonstrated a successful track record of implementation. It is important that this economic development draws from, builds upon, and integrates these prior plans and studies. Some of the most notable materials referenced include:

- Downtown Walkability Analysis (Speck Study, 2015)
- City of Lancaster Strategic Plan (2015)
- High Commercial and Industrial Market Overview (2013/2014)
- Lancaster Housing Market Analysis (Zimmerman/Volk, 2013)
- Lancaster Redevelopment Opportunities: A Study of underutilized properties, and strategies for revitalization (2010)
- Urban Park, Recreation and Open Space Plan for the City of Lancaster (2009)
- The Northeast and Southwest Neighborhood Revitalization Initiative Plans (2007)

In addition to a 19-member Steering Committee, the project involved members of a larger, 40-member Working Group that facilitated vetting of research and recommendations. Including meetings with these two groups, stakeholder engagement was organized in a variety of formats:

- Steering Committee Meetings
- Working Group Meetings
- Commercial Hub Meetings
- Public Meetings
- Focus Group Discussions (Arts; DID Merchant Committee; Education; Entrepreneurs; Faith-Based and Community; Key Business Owners; Property Owners and Real Estate Professionals)
- One-on-one leadership interviews

Photo courtesy of LCA

Key Findings

Through data collection and community engagement, the Team was able to identify the characteristics — both real and perceived — which define the spirit of Lancaster City. Intertwined into the visioning process, these observations formed the foundation for this Plan's recommendations.

The health of Lancaster City and its economy can be attributed, in part, to the implementation of suggestions identified in the 1998 LDR Plan. More than just from that Plan's recommendations, however, Lancaster has largely benefited from the presence of key institutions and their "legacy stakeholders," leading organizations, strong private sector partners, and a community that is fundamentally ambitious and commendably hard working. In recent decades, this ambition has risen to the surface — visible and revealing itself in the form of locally-owned businesses and enterprises, unique shops and storefronts, and in an overall appreciation and respect for support and collaboration within the community. It becomes clear that the people of Lancaster are what make it so vibrant; and so, it is necessary to understand: just *who* is Lancaster?

Between 2013 and 2018, Lancaster's population is expected to increase by 1,279 residents, to 61,470 residents. This increase of just over 2% indicates growth at a quicker pace than growth statewide and in most counties in the area, as well as in many regional cities. It demonstrates that Lancaster is gaining momentum as a great place to live — mirroring national trends that point to the desire for people to move back into cities — which bodes well for future investment in Lancaster City.

Lancaster is incredibly and uniquely diverse, as is reflected in the population's racial and ethnic composition. Recognizing this, it is crucial to accommodate the diverse needs and values of Lancaster's residents.

Poverty is a major discussion point and challenge facing Lancaster and its residents, where the poverty rate is 30%. While addressing poverty directly is not in the scope of this project, this Plan is indeed able to address the *elements of poverty* — housing affordability, employment opportunities, access to capital, etc. Poverty is a much broader issue that cannot be tackled by this effort alone; rather, it will require a coordinated and comprehensive effort that involves many entities throughout Lancaster City and its neighboring communities within Lancaster County.

RETAIL MARKET

The retail market analysis defines a primary, secondary, and combined trade area. The primary trade area is the City of Lancaster itself, and has $739.6 million in consumer retail spending compared with $269.9 million in retail sales inside the City Limits. Consequently, it leaks sales to the tune of $442.7 million annually. The secondary trade area, which includes five nearby ZIP Codes — 17579 (Strasburg), 17584 (Willow Street), 17554 (Mountville), and 17551 (Millersville), as well as 17601, 17602, and 17603 outside of City limits. The secondary trade area is a larger retail market with $2.4 billion in spending and $3 billion in sales resulting in $579.2 million of imported dollars. Combined, the trade areas gain sales of $136.5 million, largely as a result of the retail shopping concentrated in adjacent townships and the presence of a large outlet center. When examined as a whole, the combined trade area points to the following opportunities:

- Building material & garden equipment stores have clustered into large big box stores nationwide, but this does not necessarily forego a targeted, appropriately scaled opportunity within the Commercial Hubs.
- Food related retail, both in restaurants and grocers, represents a significant opportunity citywide and is further emphasized when examining the Commercial Hubs specifically. This remains a key opportunity.
- While General merchandise has also gravitated into big box stores, retailers such as dollar stores have recently become a fixture in urban locations where larger building footprints simply cannot be developed. These stores provide basic goods to neighborhood residents, but their design should be are carefully regulated.
- Other specialty retail shows promise within each Commercial Hub, but each category of specialty retail should be carefully vetted to understand nearby competition and the potential to fill a real need.

OFFICE MARKET

The office market in Lancaster has opportunities and challenges. Among the challenges are:

- Lower rents than competitive markets. This verifies anecdotal evidence that suggested commanding higher rents is an obstacle to redevelopment and development of space.
- An excess of office space is currently available; though, with the notable exception of Liberty Place, the majority of the space is smaller in size.
- There is a dearth of available Class A space listed on the MLS and LoopNet within Lancaster City Limits, particularly Downtown.
- The median space size is 4,796 square feet.
- The real availability of space as reflected on the market is an inaccurate reflection of the amount of space that might potentially be available if upper floor space is factored in.

The opportunities, however, reflect a positive outlook:

- The market has a long-term history of positive net absorption.
- National trends point to market demand shifting to downtown and urban locations in lieu of suburban style spaces.
- Flexible and open floorplan space is growing in demand, presenting opportunities for ongoing growth in “creative” spaces for offices. This growth is already evident in Lancaster.
- The potential for office clustering around strong industries in Lancaster County, such as food and live entertainment, could lure headquarters space if marketed within a development opportunity.

HOTEL MARKET

- With the exception of 2009, tourism spending in Lancaster County has increased each year since 2005. Within the nine-county "Dutch Country Road" tourism region, Lancaster County is second only to Dauphin County in tourism spending.
- The tourism spending correlates with excise tax increases in lodging; 2014 was a banner year with spending of $155.4 million, an increase of 10.6% over 2013 revenues.
- Occupancy rates, average daily rates, and revenue per available room have all been increasing in Lancaster.
- National trends point to urban locations for hotels as an increasing trend that will work in Lancaster's favor. Renovation of existing hotel properties to meet pent-up demand and rising consumer expectations is raising the bar on hotel offerings.
- These same trends indicate a strong demand for "select-service" category hotels — which bridge the gap between luxury and economy. Such hotel brands include Hotel Indigo (IHG), Courtyard by Marriott, Canopy (Hilton), and Aloft (Starwood).Locating these hotels in Downtowns points to a positive trend toward more hotel development in Downtown Lancaster.
- Interviews with tourism officials at Discover Lancaster and representatives of the Lancaster County Convention Center indicate that some conferences may not be coming to Lancaster because of a lack of Downtown hotel rooms. Moreover, the concentration of institutions such as Lancaster General Health, Franklin and Marshall College, and the Pennsylvania College of Art and Design will have increasing pressure to have hotel rooms proximate to their locations.

HOUSING MARKET

The housing analysis will cite key points in the Zimmerman/ Volk Study for consideration, with the strong recommendation that this original study be reviewed in detail. Some salient points are as follows:

- Countywide analysis shows 5,584 "moves" per year between 2008 and 2012.
- As determined by the target market methodology, more than 23,000 households represent the annual potential market for new and existing housing units in Lancaster County each year over the next five years. The five-year total potential market exceeds 115,000 households.
- There is a severe shortage of rental housing Countywide at all price points.
- In Lancaster City, the analysis shows that the five-year capture for new housing would range from 2098 to 3457 units. Per year, this equals to a range of 420 to 691 housing units from 2013 to 2017.
- A disconnect with building permits issued and future demand for housing, which results in a decline in demand for single-family detached housing, points to stronger future demand.
- The study states: "A continuation of current trends in Lancaster County—with the emphasis on new for-sale housing construction concentrated in single-use, single-family subdivisions, new rental construction largely limited to market-rate rents, and a lack of diversity in both housing types and affordability—risks economic stagnation and declines in housing values."
- The macro trends work in Lancaster's favor as millennials and empty-nesters seek urban alternates to the traditional single-family detached house. More importantly, Lancaster County will undergo a shift from a predominance of empty-nesters to a more balanced demand from Generation X and Millennials.

SUMMARY OF INPUT

In addition to the professional analysis and input provided by the consultants, the public planning process allowed the Team to better tailor their recommendations to the particular needs of Lancaster City. Direct engagement with stakeholders provided an opportunity to receive commentary on perceptions, values, and preferences within the community that could not be ascertained from data collection alone. The various Commercial Hubs and districts represent unique identities, each serving a different set of needs and interests. The process encouraged creating a high quality — both aesthetically and functionally — environment that will help realize the recommendations of this economic development plan. This input is summarized on the following pages.

CULTURE & COMMUNITY

The community is proud of its cultural and community assets, including a strong arts scene, America's oldest public market, local businesses, a network of services and institutions that strive for equity, and a growing creative class interested in Lancaster's prosperity.

DOWNTOWN

Downtown is regarded as a highly valuable asset. Signs of significant investment are evident, and there are additional opportunities to dispel some lingering negative perceptions while reinforcing the Downtown as a vibrant place, filled with attractions, eateries, shops, and more.

INVESTMENT

Continued investment is desired throughout the community, focusing on housing at all levels (including workforce housing), infrastructure, office space, upper story development, and public education. Lancaster should strive to continue to attract and retain young professionals, families, and empty-nesters, alike.

LOCAL

Residents value the strong mix of local retailers and eateries and want to continue to support the local economy.

COMMERCIAL HUBS

There are many opportunities to extend amenities from Downtown — such as streetscaping, clean and safe programs, facade improvements, etc. — into Commercial Hubs in order to reinforce identities, enhance the quality of life, and establish them as viable places in which to invest.

RETAINING TALENT

Lancaster is booming with talented professionals, creative entrepreneurs, and with fast-growing companies. Keeping these powerful drivers in the City offers an opportunity to establish Lancaster as a hotspot for innovation and economic development.


Photo courtesy of LCA

ACCESSIBILITY

Accessibility — in terms of walkability, bikeability, and transit — is highly valued throughout the community. Opportunities to build upon enhancements being made or considered, and to extend from the Downtown into the Commercial Hubs.


Photo courtesy of LCA

DIVERSITY

Lancaster City's population is diverse. There is opportunity to celebrate and display this diversity throughout the Downtown and Commercial Hubs, and to express the distinct identities of each neighborhood.

HISTORIC APPRECIATION

There is a strong appreciation for and emphasis on protecting historic assets in Lancaster, which boasts a rich and intact architectural heritage.


Photo courtesy of LCA

EQUITABLE DEVELOPMENT

Lancaster residents are faced with different opportunities, in terms of education and employment. Job and skills training will increase access to opportunities, grow Lancaster's workforce, and generate jobs that offer a livable wage.

CHALLENGES OF A THIRD CLASS CITY

Fully implementing the recommendations in this plan will require connections with the General Assembly in Harrisburg. Key changes will enhance the ability of Lancaster to perform and thrive.


Photo courtesy of LCA

PARTNERSHIPS

Valuable partnerships have been forged throughout Lancaster. Partnerships with legacy stakeholders, and within and between public and private sectors should be nurtured to foster the potential growth and development future projects.

Recommendations

VISION

The 1998 LDR Plan Vision statement still holds true and has been expanded to reflect Lancaster's 2015 position of advantage.

The 1998 Vision

We see Lancaster City as a vibrant urban community where people will choose to live, work, worship, learn, play, and celebrate our diverse heritages.

We see Lancaster City as:

» A friendly environment in which to promote business development and retention, job creation, technology and research industries, and investor activity;
» The dynamic hub of Lancaster County's financial, legal, medical, educational, and governmental activities; and
» An exceptional destination and special experience for residents and for visitors from the northeastern US and throughout the world who are attracted to Lancaster's heritage, arts, cultural, unique retailing, and entertainment activities.

We see a sustained, action-driven, private/public, committed inclusive leadership, in partnership with an enthusiastic and involved community, making this vision a reality.

2015 Vision

Lancaster will leverage its track record of success to foster continued economic development throughout the community, cultivate an environment that attracts entrepreneurs and investors to a world class mid-sized city, and continue to lead the region and nation as a model for successful urban economic development.

ASPIRATIONS

Lancaster aspires to accomplish the following by way of this Plan. The aspirations are listed in no particular order, as each are of equal importance:

» 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.

Strategies

Four primary strategies guide the recommendations of this Plan:

Strategy 1 | Expanding Success: Traditional Economic Development Investment
Strategy 2 | Embracing the Collaborative Economy: Cultivating Entrepreneurs (Creative & Technological)
Strategy 3 | Leveraging the Brand: Marketing Lancaster City
Strategy 4 | Quality of Life: Reinforcing Commercial Hubs

The strategies and their recommendations are described in more detail, beginning on page xvi.

Plan Outcomes | Looking Ahead: The Future of Lancaster City

By 2030 Lancaster City will:

- Increase in the per capita income to 70% of that of Pennsylvania.
- Have 300 new hotel rooms in the downtown and commercial hubs.
- See 2,500 new residential units.
- Achieve 100,000 square feet of new and renovated retail/restaurant space in the downtown and commercial hubs.
- Fill/create 300,000 square feet of office and flex space.
- Realize $1 Billion in private capital investment.
- See ongoing private investment that will outweigh public investment in economic development.

Conceptual plan for redevelopment of the area surrounding the Train Station

South Duke Street Commercial Hub (8A-8E)

LANCASTER
High Speed. As Fast As Possible.

Possible logo for a potential Citywide Local Area Network (LAN) infrastructure

Strategy 1 | Expanding Success: Traditional Economic Development Investment

A. Investment Sites
Identify key sites within the study area that present short and long-term opportunities for investment. Investment includes significant development areas, key development sites and infill, major/minor building renovations, upper floor redevelopment, and short-term small scale interventions leading up to potential longer-term redevelopment. (Some projects are described in detail on the following pages.)

B. Market District
Build upon and celebrate the Lancaster Central Market — a national treasure — by supporting and encouraging complementary uses adjacent to it in a market district. Uses may include commercial kitchens, display kitchens and culinary programs at institutions of higher learning in addition to upper level housing, office and hotel uses. Extend aspects of the market district into the commercial hubs.

C. Development Clearing House
Establish a one-stop-shop system to facilitate businesses and developers, particularly those that are less experienced or are working on smaller-scale projects, during the development process through project construction. This could include providing guidance to developers in the selection of consultants and contractors knowledgeable in urban development.

D. Business Registration Program
Implement plans to inventory and record all businesses located in Lancaster City.

E. Building the Market
Provide a variety of incentives to tenants, investors, and property owners to help close the “gap” between achievable rental rates and the costs of new construction and rehabilitation. Specific incentives include:

1E1 | Façade Grant Program: Expand façade grant program to become a city-wide initiative and extend into the Commercial Hubs.

1E2 | Façade Master Plan: Target specific blocks within the Downtown and Commercial Hubs for multiple façade improvements as part of a façade master plan to make an immediate and significant impact. Couple targeted façade improvements with streetscape enhancements.

1E3 | Building Infrastructure Grants: Provide infrastructure grants to facilitate upper floor redevelopment and help offset costs associated with elevators, sprinklers, etc.

1E4 | Lancaster High Speed Internet: Continue with current partnership to implement broadband internet to sustain existing businesses and attract new ones.

INVESTMENT SITES | KEY TO ILLUSTRATIVE PLAN (FOLLOWING PAGES)

AREA 1: DOWNTOWN CORE-PRIMARY OPPORTUNITIES
1A: Bulova Site
1B: City Crossings Lot
1C: Southern Market
1D: Swann 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

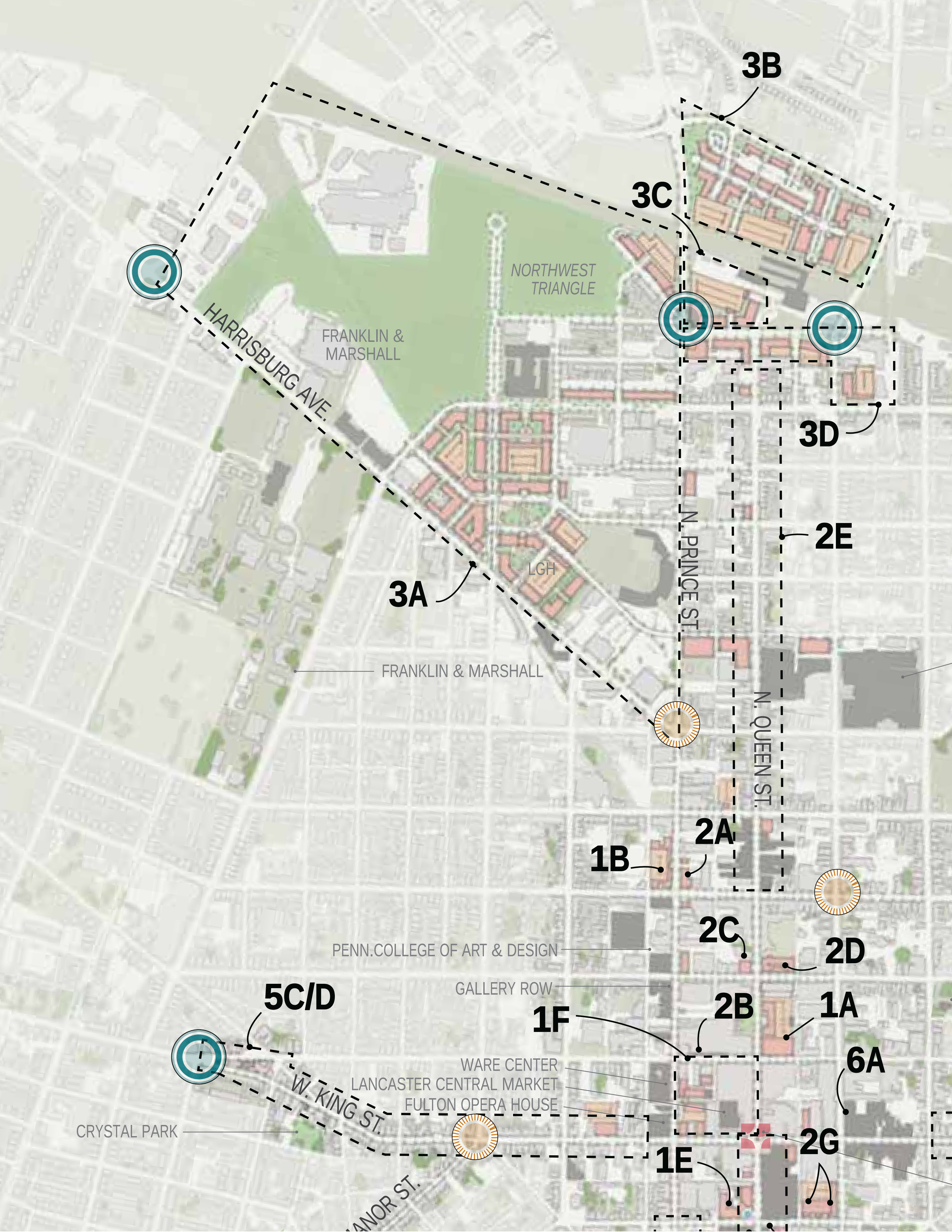
AREA 6: EAST KING STREET
6A: Excelsior Building
6B: East King Infill Development
6C: Façade/Property Enhancements

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

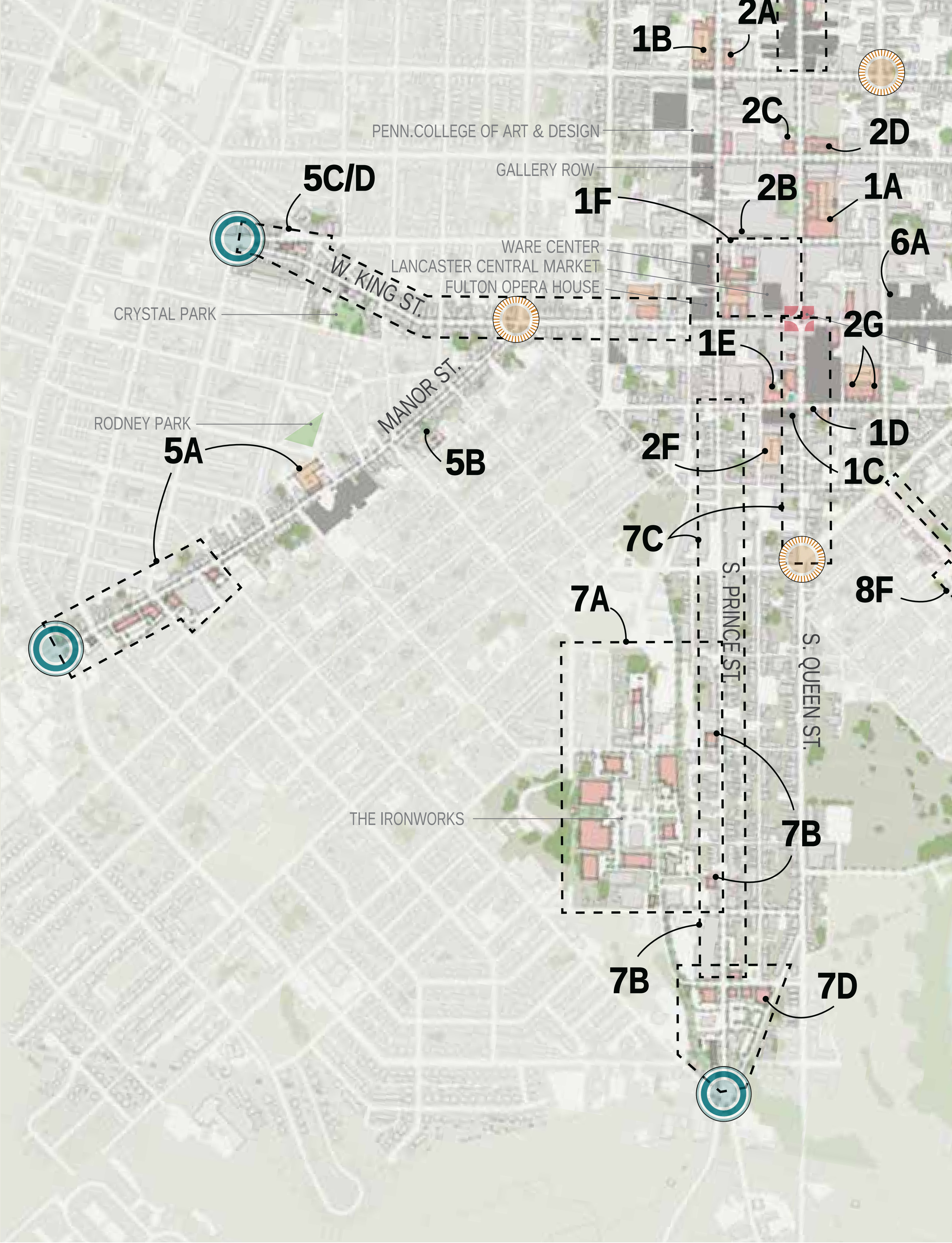
New Holland Avenue Improvements (4C)

Manor Street Improvements (5A)



3B
3C
NORTHWEST TRIANGLE
FRANKLIN & MARSHALL
HARRISBURG AVE.
3D
2E
N. PRINCE ST.
LGH
3A
FRANKLIN & MARSHALL
N. QUEEN ST.
2A
1B
2C
2D
PENN.COLLEGE OF ART & DESIGN
GALLERY ROW
5C/D
1F
2B
1A
6A
WARE CENTER
LANCASTER CENTRAL MARKET
FULTON OPERA HOUSE
W. KING ST.
CRYSTAL PARK
2G
1E
MANOR ST.


ILLUSTRATIVE PLAN
CITY GATEWAY
DOWNTOWN CORE GATEWAY
1A
CORRESPONDING RECOMMENDATION
AREA-WIDE RECOMMENDATION
4D
4C
4B
4A
6C
6B
NEW HOLLAND AVE.
E. KING ST.
LANCASTER GENERAL HOSPITAL
LANCASTER MUSEUM OF ART
PENN SQUARE



2A
1B
2C
PENN.COLLEGE OF ART & DESIGN
2D
GALLERY ROW
5C/D
1F
2B
1A
6A
WARE CENTER
LANCASTER CENTRAL MARKET
FULTON OPERA HOUSE
W. KING ST.
CRYSTAL PARK
2G
1E
MANOR ST.
RODNEY PARK
1D
5A
2F
5B
1C
7C
8F
7A
S. PRINCE ST.
S. QUEEN ST.
THE IRONWORKS
7B
7B
7D


4A
LANCASTER MUSEUM OF ART
6C
E. KING ST.
PENN SQUARE
6B
THADDEUS STEVENS
TEC CENTRO
8G
S. DUKE ST.
8E
8C
8B
8D
8A
LANCASTER COUNTY
CENTRAL PARK
ILLUSTRATIVE PLAN
CITY GATEWAY
DOWNTOWN CORE GATEWAY
1A
CORRESPONDING RECOMMENDATION
AREA-WIDE RECOMMENDATION

LNP Site/Southern Market/Swann Hotel (1C, 1D, 1E, 2F)

City Crossings/HDC Property Infill (1B, 2A)

F. Land Bank

Establish a Land Bank to acquire individual blighted properties and prepare them for sound investment.

G. Community Land Trust Subsidiary

Consider creating a Community Land Trust as a subsidiary of the Land Bank to ensure the long-term stability of a neighborhood or Commercial Hub while providing a way to keep pricing affordable for potential leaseholders.

H. Plan Funding

Continue to utilize existing funding mechanisms such as LERTA (Local Economic Revitalization Tax Assistance Act), TIF (Tax Increment Financing), CRIZ (City Revitalization and Improvement Zone), KOZ (Keystone Opportunity Zone), State Historic Tax Credits and the Community First Fund. Additionally, give serious consideration to engaging a broad partnership of entities in establishing a fund ("The Lancaster Fund") for economic development.

Strategy 2 | Embracing the Collaborative Economy: Cultivating Entrepreneurs

A. Entrepreneurs Forum

Host regular forums (a minimum of two per year) to engage the entrepreneurial community, gather feedback on policies and programs, and brainstorm about ways to continue to foster the entrepreneurial climate in Lancaster.

B. Lancaster Creative Spaces Initiative

Capitalize on the national trend of growth in coworking spaces while continuing to foster environments for creativity and places to develop skills and job training. Specific initiatives include:

2B1 | Lancaster Innovation Center: Establish a makerspace combined with support from an incubator program and jobs skills training located within or near the edge of the Downtown Core.

2B2 | Harvest Park Lancaster: Establish a food hub that continues to foster the food industry that is so important to the history (and present) of Lancaster and provides jobs skills training and employment. Tie into university culinary programs, serve as an intermediary in connecting restaurants with farmers (where connections currently don't exist) and continue to foster programs such as those at Tech Centro that help people get certified in food industry jobs.

2B3 | The Lancaster Arts Lab: Build upon the market success of Gallery Row by providing small studio spaces for artists, artist housing and gallery space in the general vicinity of Gallery Row/Pennsylvania College of Art & Design and West King Street. Involve Pennsylvania College of Art & Design in any discussions to explore this concept.

A community working space inside the Candy Factory

C. Neighborhood Healthy Food Initiative
Establish a healthy food initiative that includes partnerships with existing entities such as Lancaster General Health, the Lancaster Central Market Trust, and other partners and extend into the Commercial Hubs.

Strategy 3 | Leveraging the Brand: Marketing Lancaster City

A. Locate Lancaster Residential Initiative
Coordinate with current marketing initiatives and partner with the real estate and development community to profile incentives for moving to and highlighting benefits of living in Lancaster City.

B. Locate Lancaster Economic Development Initiative
Establish a joint venture between the Lancaster City Alliance and the Economic Development Corporation of Lancaster to market the opportunities for investment in Lancaster and to provide a dedicated web portal that connects the partnering economic development entities under a single “gateway.”

C. Continue Building the City Brand for Tourism through LOOP (Lancaster Office of Promotion)
Continue to develop marketing materials that profile shopping, dining, events, and opportunities to explore Lancaster City, extending beyond Downtown to places “off the beaten path.”

Strategy 4 | Quality of Life: Reinforcing Commercial Hubs

A. Foster Commercial Hubs within Neighborhoods
Recognize the unique character and cultures of Lancaster’s Commercial Hubs, and establish those identities through branding and place-making techniques.

B. Street Network and Improved Accessibility
Build upon city-wide efforts to enhance streetscapes, provide better walkability, bikeability, and transit opportunities. Focus on networks that reinforce quality of life in Downtown and the Commercial Hubs and those that reinforce critical connections throughout the City.

4B1 | Two-way Street Conversions: Continue to explore long-term opportunities to work with PennDot and consider additional one-way to two-way street conversions in addition to those currently being proposed.

4B2 | Circulator: Establish a north-south and east-west circulator system that provides convenient access among attractions, jobs, housing and the Amtrak Station. Consider contemporary rubber-wheeled system as initial phase.

4B3 | Bicycle Network: Continue to develop and implement Lancaster’s cycling plan, particularly those recommendations that reinforce other initiatives of this economic development strategy.

4B4 | Gateways and Streetscapes: Enhance City and Commercial Hub gateways to promote positive first impressions. Enhance streets that are central to the identity and walkability of the Commercial Hubs and those that strengthen connections among areas of investment. Enhancements include streetscape treatment and updated wayfinding signage, expanded throughout the Study Area.

Looking South on Prince Street at Gallery Row

C. Commercial Hub Partner Organizations
Strengthen Commercial Hubs by organizing advocacy groups that can spearhead “clean and green” efforts and organize events. Develop in such a way that over time, groups can become formalized with mission statements, funding mechanisms, staff and a stronger volunteer network.

Gateways and Streetscaping Locations and Recommendations

Implementation

The Building on Strength Plan is a framework to guide growth and improvements in the City of Lancaster over the next ten years, and beyond. Implementation of the recommendations will occur incrementally by way of partnerships among many public and private entities. This Plan is intended to be a guiding, yet flexible document. Additionally, it is important to view the Plan as a "menu" of projects, particularly as related to redevelopment opportunities. Similarly, opportunities may arise for properties not illustrated in this Plan. The same concepts in this Plan, however, can be applied to these properties.

As the Plan moves through implementation, representatives of the lead organization and potential implementation partner groups — as well as those of other stakeholder groups — should continue to meet on a regular basis to allow for on-going communication and coordination.

The Implementation Matrix is an evolving tool. Some of the cells are intentionally vague or lacking detail, as this additional information will develop and be identified as this Plan's recommendations are individually addressed. Information identified under Potential Implementation Partner, Estimated Time Frame, Tactics, and Performance Metrics Examples, as well as data in the "Potential Funding Mechanisms" columns, include initial ideas only. As Partners are identified and finalized, it will become their responsibility to further develop the tactics and metrics for success. In this regard, Building on Strength is very much a community owned and implemented plan.

The full Implementation Matrix is located in the Implementation Chapter.

Detail of potential redevelopment of Harrisburg Ave./Northwest Gateway