

*Building On Strength*

# State of the Plan

**Workshop**

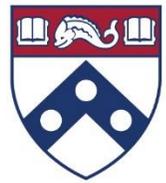
Thursday, April 21, 2022



LANCASTER CITY  
**ALLIANCE**

# Thank you to our Legacy Sponsors

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Penn Medicine  
Lancaster General Health

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COLLEGE

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THE  
*Steinman*  
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REAL ESTATE  
GROUP LLC

# Welcome & Introductions

Marshall W. Snively, President



LANCASTER CITY  
ALLIANCE

# State of the Plan: New Insights & Progress Report

Jeremy Young, Director of Community & Economic Development



LANCASTER CITY  
ALLIANCE

# 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.

# BUILDING MOMENTUM



In just over 7 years, **25** (76%) of the plan's **33** recommendations are in progress. **2** are completed. This is a **15-year plan**.

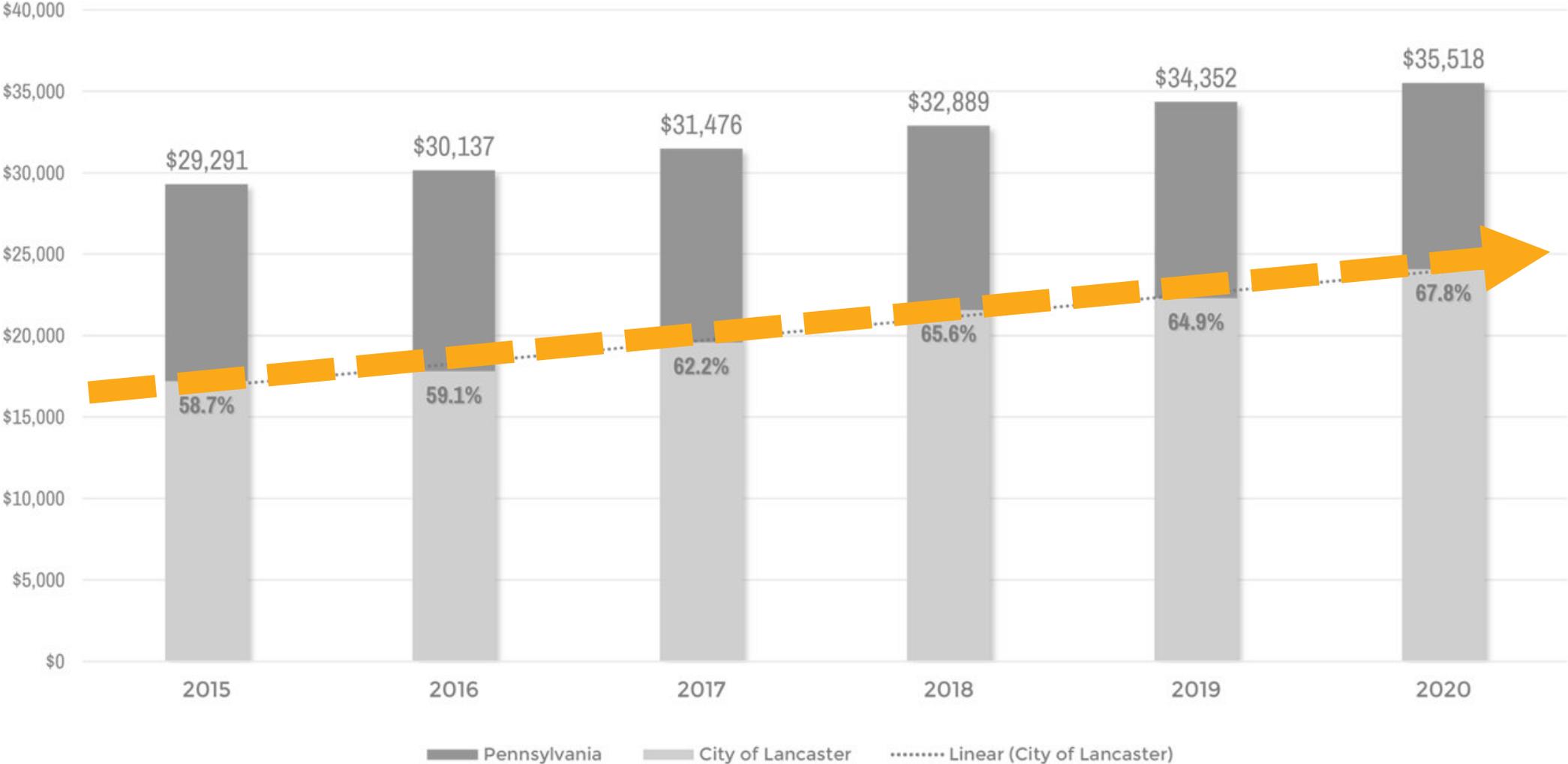
# Strategy 1: Traditional Economic Development

# 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

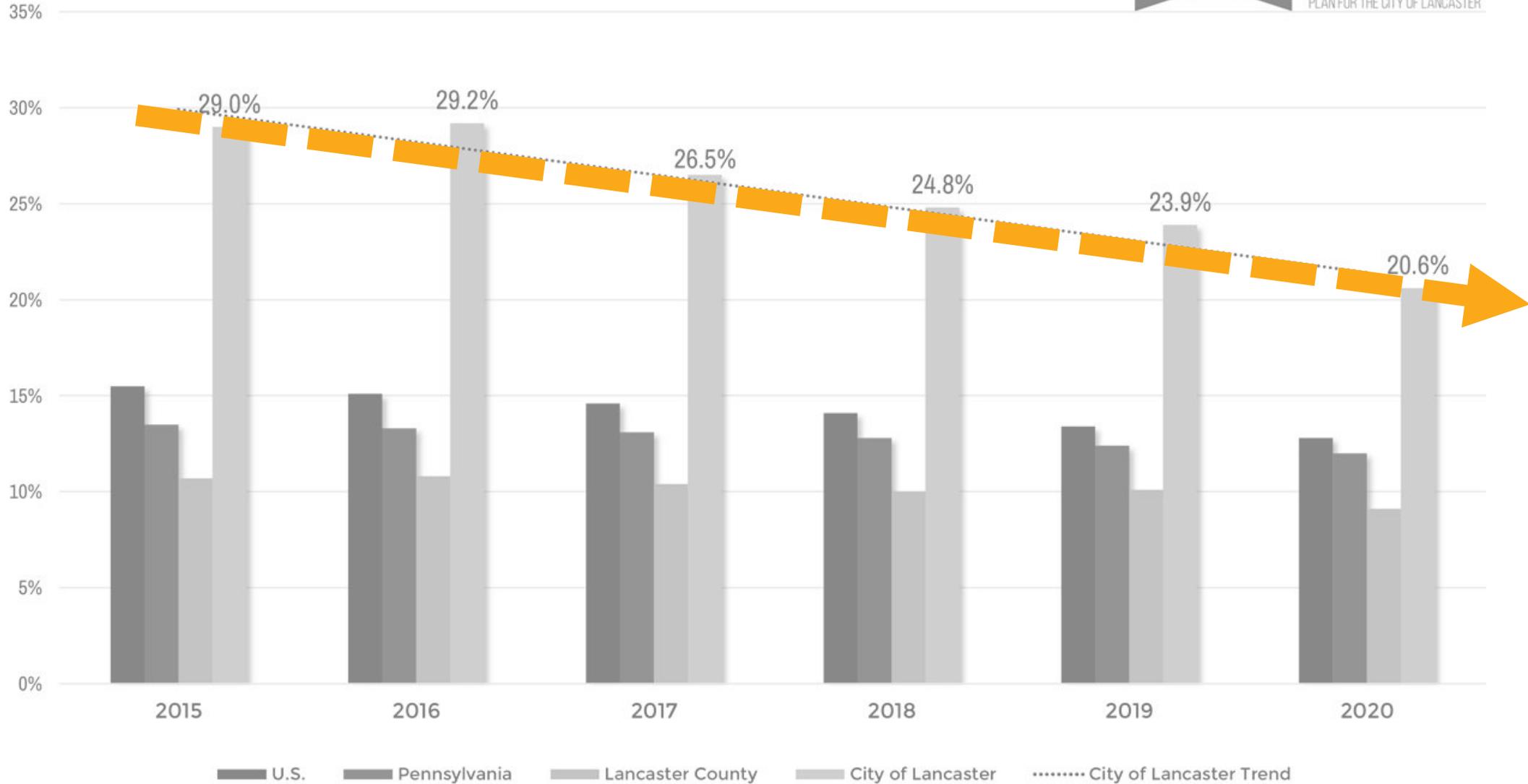
# Per Capita Income in the City of Lancaster Since 2015

and as a Percentage of Pennsylvania's Per Capita Income (as of March 31, 2022)



# Percentage of Population Below Poverty Level Since 2015

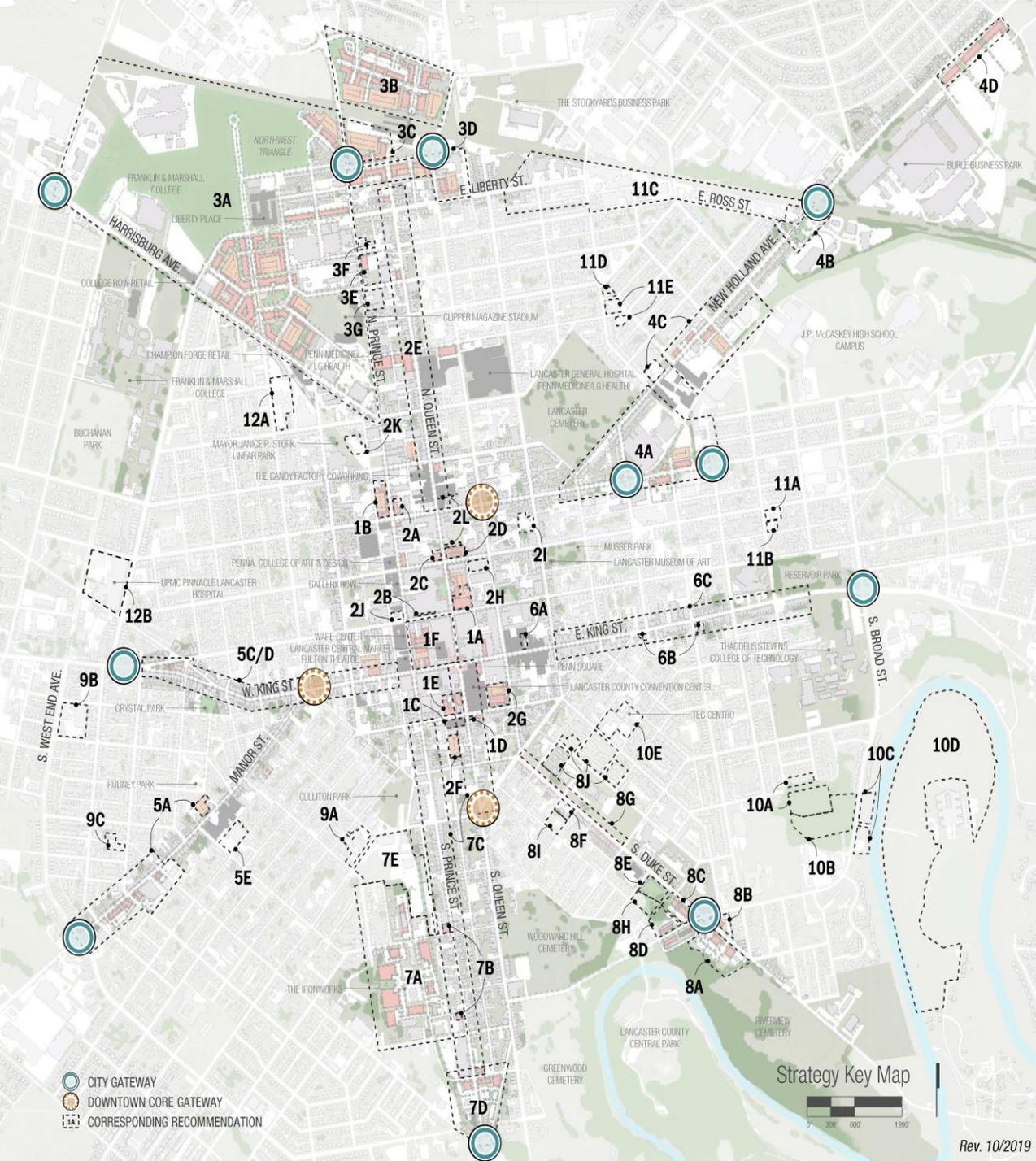
in the City of Lancaster (as of March 31, 2022)



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- See ongoing private investment that will outweigh public investment in economic development

# STRATEGY 1—INVESTMENT SITES: KEY TO ILLUSTRATIVE PLAN



## Area 1: Downtown Core—Primary Opportunities

- 1A: Bulova Site †
- 1B: City Crossings Lot
- 1C: Southern Market †
- 1D: Swan Hotel Corner
- 1E: Queen & 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 & Chestnut Infill (NW Corner)
- 2D: RRTA Garage Air Rights
- 2E: North Queen Street Retail Commercial
- 2F: West Vine/West Farnum Site
- 2G: Penn Square Garage Mixed-Use Opportunity
- 2H: Duke Street Garage Mixed-Use Opportunity\*
- 2I: IREX Surface Parking Lots Infill Development\*
- 2J: Prince & Orange Mixed-Use Redevelopment\*
- 2K: Linear Park Warehouses Adaptive Reuse/Infill\*
- 2L: N. Queen Infill Development \* †

## 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)
- 3E: N. Prince Adaptive Reuse/Mixed-Use Infill Development\*
- 3F: Prince & Ross Redevelopment Opportunity \* †
- 3G: Prince & Clay Warehouses Adaptive Reuse/Infill\*

## 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 †
- 5E: Laurel Street Infill\*

## 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 †
- 7E: Conestoga Street Infill/Redevelopment Opportunity\*

## 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
- 8H: S. Christian & Juniata Infill/Redevelopment\*
- 8I: S. Christian & Chester Infill/Redevelopment\*
- 8J: Hillrise Residential/Mixed-Use Redevelopment\*

## Area 9: Southwest Neighborhoods\*

- 9A: Union Street Adaptive Reuse/Redevelopment\*
- 9B: Slaymaker Infill/Redevelopment\*
- 9C: Ruby & Prangley Adaptive Reuse/Development \* †

## Area 10: Southeast Neighborhoods\*

- 10A: Juniata & Stevens Residential Infill\*
- 10B: S. Broad Mixed-Use Development\*
- 10C: Sunnyside Gateway Mixed-Use Development\*
- 10D: Sunnyside Residential Development\*
- 10E: Cigar Factory/Tec Centro Infill/Redevelopment\*

## Area 11: Northeast Neighborhoods\*

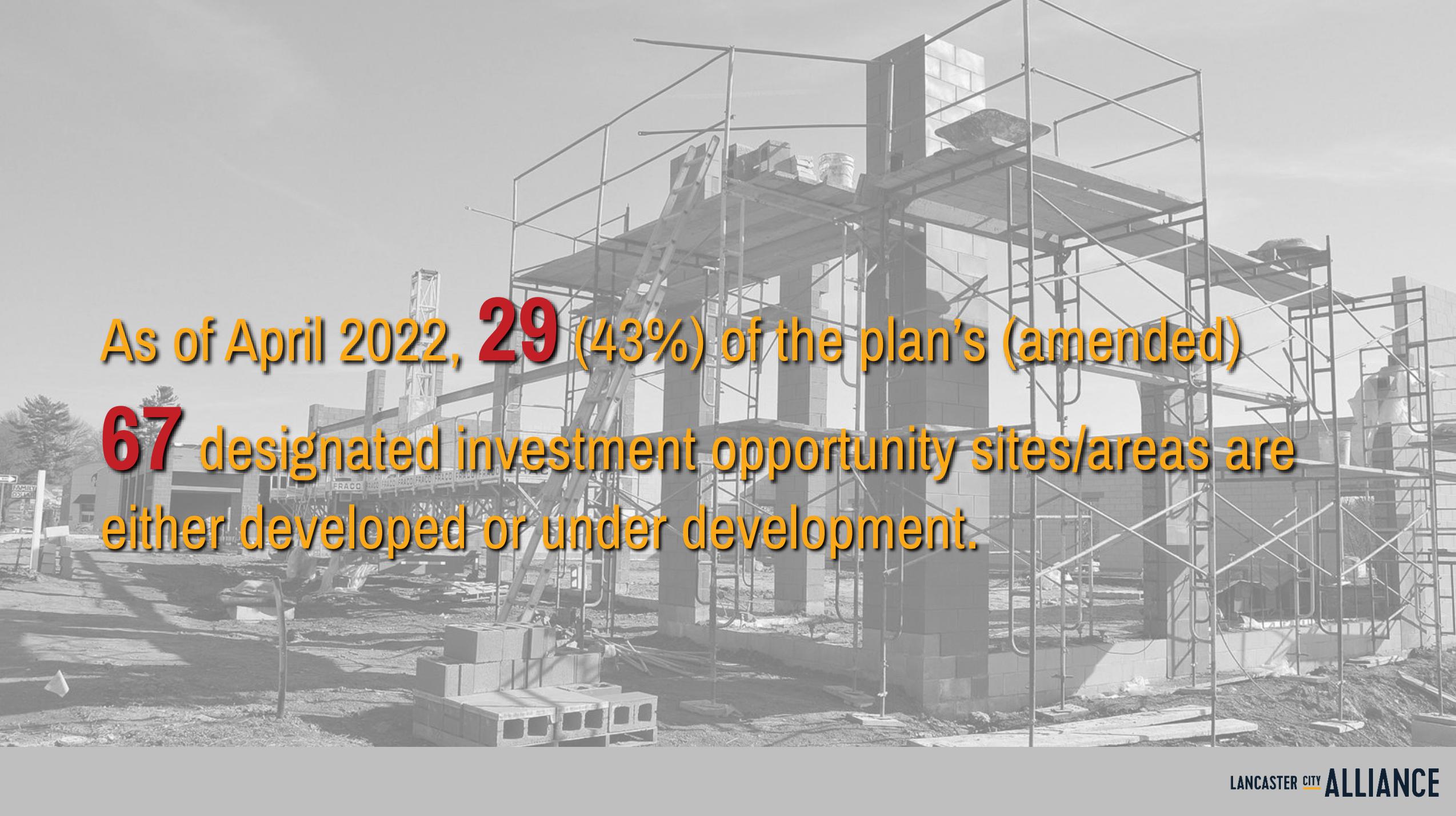
- 11A: Chestnut & Franklin Mixed-Use Infill/Redevelopment\*
- 11B: Franklin & Marion Infill/Redevelopment\*
- 11C: E. Liberty/E. Ross/Ice Industrial Adaptive Reuse\*
- 11D: Hotel Fulton Redevelopment Opportunity \* †
- 11E: Fulton Market Mixed-Use Redevelopment\*

## Area 12: Northwest Neighborhoods\*

- 12A: Charlotte Place Mixed-Use/Residential Opportunity \* †
- 12B: UPMC Lancaster Hospital Redevelopment Opportunity \* †

\* Site added as part of the 2018 plan addendum.

† Site recently developed or under construction as of Jan. 2022.



As of April 2022, **29** (43%) of the plan's (amended)  
**67** designated investment opportunity sites/areas are  
either developed or under development.



# SUCCESS:

**193** new hotel rooms completed or under construction since July 2015; **20** currently under development



# SUCCESS:

**608** new residential units of all types and price points  
completed or under construction since July 2015;  
**1,896** currently under development



# SUCCESS:

**135** new **AFFORDABLE** residential units completed or under construction since July 2015;  
**645** currently under development



# **SUCCESS:**

**184,000 sq. ft. of new retail/restaurant space completed or under construction since July 2015;**  
**56,000 sq. ft. currently under development**



# **SUCCESS:**

**386,000 sq. ft. of new office/flex space  
completed or under construction since July 2015;  
137,000 sq. ft. currently under development**



# SUCCESS:

**\$855 million** in privately led investment since July 2015;  
**\$445 million** currently under development,  
totaling **\$1.3 billion** in all phases



**INTERIM HOUSING STRATEGY**

OCTOBER 2021

**OPPORTUNITY:**

**Align revised housing goals with City Housing Strategy and new Comprehensive Plan**



[CITYOFLANCASTERPA.COM/AFFORDABLE-HOUSING](http://CITYOFLANCASTERPA.COM/AFFORDABLE-HOUSING)



# CHALLENGE:

Community Land Trust stalled, ownership unclear

**RECALIBRATION CONSIDERATIONS:**

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Italicized items represent recommendations suggestions by LCA staff for integration from the "Maintaining Strength" COVID-19 Recovery addendum as well as new ideas.

Items in gray font are agreed upon as COMPLETED (success achieved).

# Strategy 1

## IMPLEMENTATION MATRIX: SUGGESTIONS FOR DISCUSSION (2022 PLAN RECALIBRATION)

#	Recommendation	Critical Action Component	Performance Indicator as of May 2020
<i>Strategy 1   Expanding Success: Traditional Economic Development Investment</i> <b>(NOTE: Consider developing series of recommendations within Strategy 1 specific to the critical need of <u>housing development</u>? If so, consider integration with City Interim Housing Strategy and new City Comprehensive Plan recommendations, under development.)</b>			
1A	Investment Sites ( <b>Reassess sites/evaluate additional sites? Develop general recommendations for commercial hubs (i.e., areas to concentrate higher-density housing?)? If so, align with Comprehensive Plan recommendations currently being developed.</b> )		
1B	Market District (COMPLETED)	1B1: Physical Infrastructure Improvements Surrounding Central Market (COMPLETED)	
		<del>1B2: Market District Branding</del>	
		<del>1B3: Private Development Aligning with Goals for Compatible Uses</del>	
1C	Development Clearinghouse		
1D	Business Registration Program ( <b>Rethink? Alternatives to address the need?</b> )		
<del>1E</del>	Land Bank ( <b>Revise to align with City Land Bank Authority strategy?</b> )		
<del>1F</del>	Community Land Trust ( <b>ADDRESS OWNERSHIP, BARRIERS TO IMPLEMENTATION?</b> )		
<del>1G</del> 1G	Plan Funding Program ( <b>NOTE: May be necessary to call out housing as its own strategy or set of recommendations, as housing has arisen as a key priority issue to address. If so, this recommendation may revert back to its original form supporting funding for plan implementation in general.</b> )	<del>1H1: Affordable &amp; Mixed-Income Housing Funding for Affordable &amp; Mixed-Income Housing (New Construction and Existing Housing Rehabilitation)</del> ( <b>NOTE: May be necessary to include this with housing as its own strategy or set of recommendations.</b> )	
		1H2: Funding for Strategies 2, 3, and 4	
1H*	COVID-19 Era Real Estate Market Assessment*		
1I*	<i>Economic and Rental Housing Metrics Dashboards*</i> (Note: Need to monitor new data in addition to our standard "2030 Outcomes (bricks-and-sticks/investment) progress dashboard, poverty rate, and per capita income? - metrics related to employment and housing affordability?)		

\*Items redlined by the

# STRATEGY 1 RECALIBRATION: SUGGESTED CHANGES TO DATE

Italicized items represent recommendations/suggestions by LCA staff for integration from the "Maintaining Strength" COVID-19 Recovery addendum as well as new ideas.

Items in gray font are agreed upon as COMPLETED (success achieved).

- **1A | Investment Sites:** Reassess sites, evaluate additional sites; develop general recommendations for commercial hubs (ex: areas to concentrate higher-density housing; residential-to-commercial conversions)
- **1B | Market District:** Denote as implemented to convey plan success; limit only to physical infrastructure improvements around the market. Discontinue focus on branding of a "district" around Central Market and developing uses complementary to Market.
- **1G | Plan Funding Program:** Revert back to original focus of coordinated resourcing/financing efforts to achieve successful plan implementation plan-wide; no longer call out affordable housing funding as sub-recommendation (City Housing Strategy/Comp. Plan likely to address).
- **1H | Post-Pandemic Real Estate Market Analysis/Monitoring:** Carry-over from COVID-19 plan addendum; analyze impacts to retail, hotel, office, residential markets
- **1I | Community Socioeconomic Metrics Dashboards:** Carry-over from COVID-19 plan addendum; monitor new data in addition to tracking of investment and income change (ex: poverty rate, housing cost-burden, etc.)

#	Recommendation	Critical Action Component	Performance Indicator as of May 2020
1A	Reassess sites, evaluate additional sites; develop general recommendations for commercial hubs (ex: areas to concentrate higher-density housing; residential-to-commercial conversions)		
1B	Market District (COMPLETED)	1B1- Physical Infrastructure Improvements Surrounding Central Market (COMPLETED) 1B2- Market District Branding	
1G	Plan Funding Program (NOTE: May be necessary to call out housing as its own strategy or set of in general)	1G1- Affordable & Mixed Income Housing Funding for Affordable & Mixed-income Housing (New Construction and Existing Housing) 1G2- Funding for Strategies 2, 3, and 4	
1H	COVID-19 Era Real Estate Market Assessment*		
1I	Economic and Rental Housing Metrics Dashboards* (Note: Need to monitor new data in addition to our standard "2030 Outcomes (bricks-and-sticks/investment) progress dashboard, poverty rate, and per capita income? - metrics related to		

# Strategy 2: Cultivating Entrepreneurs



CULTIVATE  
LANCASTER  
ENTREPRENEURSHIP  
COALITION

WHERE LANCASTER'S ENTREPRENEURS

CONNECT,  
COLLABORATE  
& GROW

**SUCCESS:**

THE CULTIVATE LANCASTER ENTREPRENEURSHIP  
COALITION IS A COLLABORATIVE INITIATIVE SERVING  
LANCASTER'S COMMUNITY OF ENTREPRENEURS, STARTUPS,  
& SMALL BUSINESSES. [LEARN MORE »](#)

The Cultivate Lancaster Entrepreneurship Coalition  
website serves as a 1-stop-shop for entrepreneur  
resources including funding assistance



GET CONNECTED +



GET HELP +



GET FUNDED +



GET OUT THERE +



## **SUCCESS:**

**Cultivate Lancaster Entrepreneur Forums have attracted hundreds of attendees to each event, providing networking opportunities, learning seminars, and 1-on-1 access to mentoring for startups and existing small businesses region-wide**



# LET'S GET BACK TO BUSINESS

When Lancaster County businesses recover and thrive, so does our entire community.

## SUCCESS:

The Cultivate Lancaster Entrepreneurship Coalition and Recovery Lancaster collaborated during during the pandemic to provide critical resources to keep small businesses afloat





# **SUCCESS:**

**Southern Market Lancaster opened in January 2022, serving as a new restaurateur-incubator/food hall, entrepreneur resource hub, and coworking space.**

The background is a faded, grayscale photograph of a city street. On the left, there are large trees with dense foliage. In the center, a group of people is walking. On the right, there are buildings with signs for art galleries. One sign reads 'FREIMAN STOLTZFUS Gallery' and another below it says 'LIZ HESS gallery'.

# CHALLENGE:

**Decreasing affordability of artist studio & retail space  
threatens longstanding arts scene**



# CHALLENGE:

Equitable access to resources by BIPOC entrepreneurs



# **CHALLENGE:**

**Sustainability of the Cultivate Lancaster Entrepreneurship Coalition  
(ownership/management, ongoing resourcing)**

Entrepreneurship Coalition

Millersville University

SMART HEALTH  
INNOVATION LAB

LANCASTER CITY  
ALLIANCE

DUKE STREET  
BUSINESS CENTER  
LANCASTER PUBLIC LIBRARY



LANCASTER COUNTY PA  
Economic Development Co

# OPPORTUNITY:

CITY OF  
LANCASTER  
A City Authentic

MATAMARAN

**\$50,000+** grant-funded strategic planning process aims to help the partners of the Cultivate Lancaster Entrepreneurship Coalition to realize efficiencies and reduce duplication to better serve Lancaster City small businesses



CENTRAL PENN  
Business GROUP ON  
HIGHTOWN

SCORE  
FOR THE LIFE OF YOUR BUSINESS

Lancaster  
Lebanon



COMMUNITY FIRST FUND



LANCASTER COUNTY  
COMMUNITY  
FOUNDATION

S B D C  
PENNSYLVANIA

Small Business Development Center  
Kutztown University

Helping businesses start, grow, and prosper.

PUBFORGE



# OPPORTUNITY:

Advance the year-long efforts of the collaborative “Reinventing Our Communities” cohort to infuse DEI recommendations into economic development



# OPPORTUNITY:

Strengthen and expand our innovative and high-tech industry by increasing awareness of, and growing participation in, the Keystone Innovation Zone (KIZ) Program

**RECALIBRATION CONSIDERATIONS:**

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Italicized items represent recommendations suggestions by LCA staff for integration from the "Maintaining Strength" COVID-19 Recovery addendum as well as new ideas.

Items in gray font are agreed upon as COMPLETED (success achieved).

# Strategy 2

## IMPLEMENTATION MATRIX: SUGGESTIONS FOR DISCUSSION (2022 PLAN RECALIBRATION)

#	Recommendation	Critical Action Component	Performance Indicator as of May 2020
<i>Strategy 2   Embracing the Collaborative Economy: Cultivating Entrepreneurs (Creative and Technology)</i>			
2A	Lancaster Creative Spaces Initiative: Developing Entrepreneurial Ecosystems	2A1: Innovation Centers (Note: Focus more intentionally growing Keystone Innovation Zone (KIZ) program in Lancaster City and steering innovative businesses to the KIZ?)	
		2A2: Food Hubs (Southern Market Food Hall/Incubator) (COMPLETED)	
		2A3: Arts Labs (Note: Consider more of focus on strengthening/reinforcing arts/artists?)	
		2A4: Cultivate Lancaster Entrepreneurs <del>Forum</del> Coalition	
?	<i>Childcare/K-12 Education Provisions to Support City Employment*</i>		

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# Strategy 2

## IMPLEMENTATION MATRIX: SUGGESTIONS FOR DISCUSSION (2022 PLAN RECALIBRATION)

### STRATEGY 2 RECALIBRATION: SUGGESTED CHANGES TO DATE

Performance Indicator as of May 2020

Strategy 2 | Cultivating Entrepreneurs

- **2A1 | Innovation Centers:** New focus on bolstering Keystone Innovation Zone Program to grow innovative/high-tech businesses clustered in the KIZ district
- **2A2 | Food Hubs:** Revised focus on Southern Market Food Hall/Restaurant Incubator; denote as completed/implemented to convey plan success
- **2A3 | Arts Labs:** New focus to affordable artist facilities
- **2A4 | Cultivate Lancaster Entrepreneurs Forum:** Focus on Entrepreneurship Coalition as vehicle for coordinated entrepreneur support by resource providers, including Forum events

# Strategy 3:

## Marketing the City

**NEW YORK POST**

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

**The New York Times**

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

**SUCCESS:**

“Lancaster, Pennsylvania is much cooler than you think”

**National press recognition of the City**

**Paste**

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

**KEYSTONE EDGE**

“City on the Rise”

# DOWNTOWN LANCASTER



Downtown Lancaster is the epicenter of it all, providing the perfect contrast of modern life

## SUCCESS:

**Strengthened partnership between LOOP and Discover Lancaster; Coordinated County-City Marketing**



UPCOMING ART EXHIBITS  
IN LANCASTER, PA

Come see the latest work that



MURALS OF LANCASTER,  
PA

Capturing history, heritage and



INTERNATIONAL DINING  
IN LANCASTER, PA

Restaurants with international



10 REASONS TO VISIT  
DOWNTOWN LANCASTER,  
PA

# OPPORTUNITY:

Leverage the Lancaster City Alliance Marketing ELT  
as strategy lead

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# Strategy 3

IMPLEMENTATION MATRIX: SUGGESTIONS FOR DISCUSSION (2022 PLAN RECALIBRATION)			
#	Recommendation	Critical Action Component	Performance Indicator as of May 2020
<i>Strategy 3   Leveraging the Brand: Marketing Lancaster City</i>			
3A	Locate Lancaster Residential Initiative (Residents)		
3B	Locate Lancaster Economic Development Initiative (Short-term focus on residential development)	3B1: Marketing for Residential Development (All Types & Price Points)	
		3B2: Marketing for Commercial Development (All Types)	
3C	Continue Building the City Brand		
3D	Continue Marketing the City to Local, Regional, and International Consumers		

RECALIBRATION CONSIDERATIONS:

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<i>Strategy 3   Leveraging the Brand: Marketing Lancaster City</i>			
3A	Locate Lancaster Residential Initiative (Residents)		
3B	Locate Lancaster Economic Development Initiative (Short-term focus on residential development)	3B1: Marketing for Residential Development (All Types & Price Points)	
		3B2: Marketing for Commercial Development (All Types)	
3C	Continue Building the City Brand		
3D	Continue Marketing the City to Local, Regional, and International Consumers		

## STRATEGY 3 RECALIBRATION: SUGGESTED CHANGES TO DATE

- No changes suggested as of yet.

# Strategy 4:

## Reinforcing Commercial Hubs/ Quality of Life



# SUCCESS:

**Penn Medicine Lancaster General Health's  
Healthy Neighborhood Corner Store Program Goals Fulfilled**

PROYECTO EN PROGRESO  
DE MEJORAS A LA FACHADA DE LA PROPIEDAD

PROYECTOS DE MEJORAS A LA VECINDAD DE *GoWe*

Programa administrado por:



Auspiciado por:



Construcción por:



Gracias a la generosa contribución financier de:



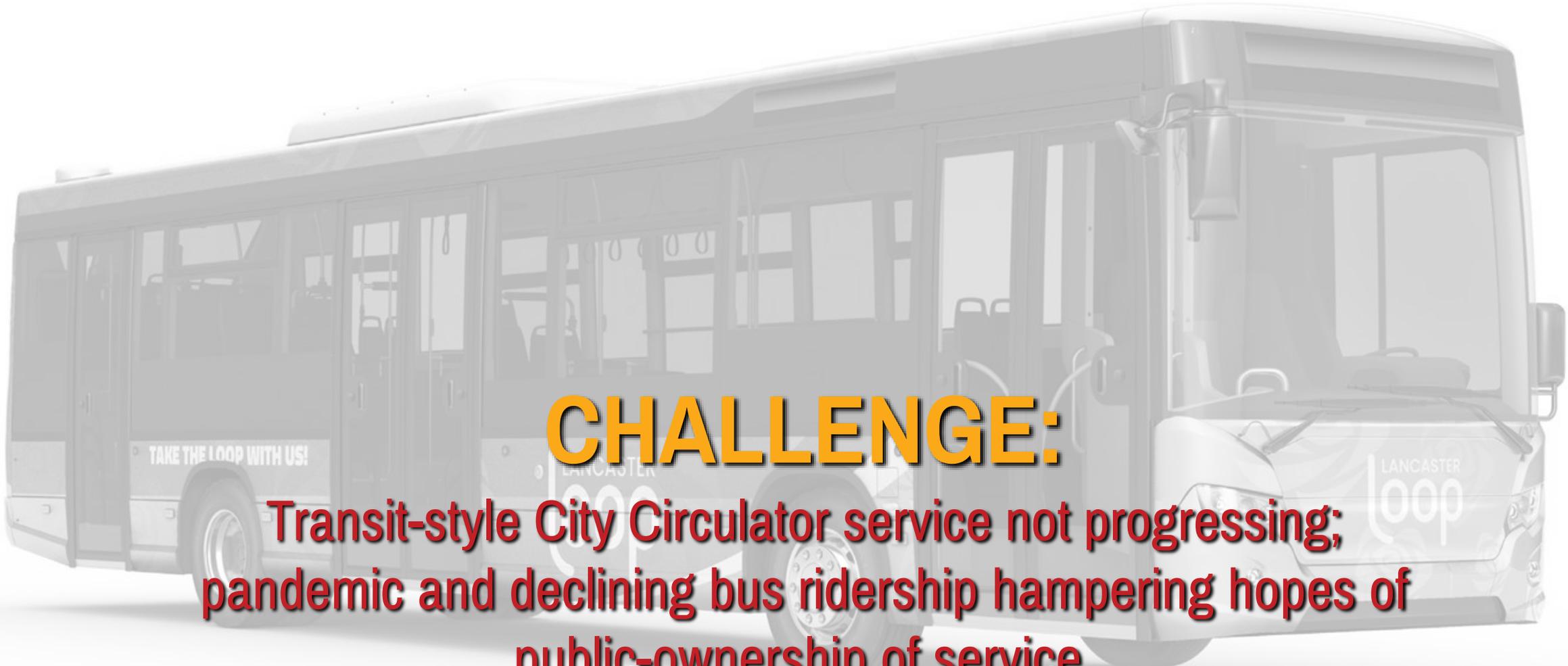
**SUCCESS:**

**Façade Improvement Grant Program achieved 100+ completed projects and awarded \$600K in grants since 2019; catalyzing more than \$1.3MM of neighborhood investment**



# **SUCCESS:**

**Lancaster Active Transportation Plan adopted, bolstering BOS bike/ped recommendations; two-way street conversions completed and bicycle network implementation underway**



# CHALLENGE:

**Transit-style City Circulator service not progressing; pandemic and declining bus ridership hampering hopes of public-ownership of service.**



## **CHALLENGE:**

**Citywide fiber internet network stalled  
and only partially implemented**



# **CHALLENGE:**

**Upper floor development slow to progress;  
funding resources limited and building codes stymie renovations**



# OPPORTUNITY:

Use Vision Zero as the foundation for future walkability and multi-modal transportation improvements



# OPPORTUNITY:

Align goals for neighborhood quality of life and commercial hub growth with the City's new Comprehensive Plan

SoWe COMMERCIAL PROPERTY INFORMATION

PARCEL ID	3380976000000
PROPERTY ADDRESS	601 MANOR ST (1ST FL)
PARCEL ACREAGE	0.13
OWNER NAME	KICKBUSH DONALD W JR
OWNER ADDRESS 1	1025 NORTHGATE DR
OWNER ADDRESS 2	
OWNER CITY, STATE, ZIP	LEBANON, PA 17042
DEED DATE	12/29/2001



Zoom to

# OPPORTUNITY:

Leverage Lancaster City Alliance's Commercial Property Inventory (CPI) as a resource to guide neighborhood-serving retail/service business growth and revitalization of historical storefronts in the commercial hubs



# OPPORTUNITY:

Explore expansion of the City Revitalization & Improvement Zone (CRIZ) to catalyze commercial hub growth in undesignated commercial hub areas

**RECALIBRATION CONSIDERATIONS:**

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# Strategy 4

## IMPLEMENTATION MATRIX: SUGGESTIONS FOR DISCUSSION (2022 PLAN RECALIBRATION)

#	Recommendation	Critical Action Component	Performance Indicator as of May 2020
<i>Strategy 4   Quality of Life: Reinforcing Commercial Hubs &amp; Strengthening Neighborhoods</i>			
4A	<i>Foster Commercial Hubs within Neighborhoods (Economic Development)</i>	<p><i>4A1: Conversion of Historical Storefronts Back to Commercial** (Note: Lancaster City Alliance maintains an inventory of all historical storefronts citywide.)</i></p> <p><i>4A2: Small Business Diversity* (Note: This may focus on ensuring survival of existing businesses feeling economic pressures and displacement risk. See action items from COVID-19 Recovery matrix: Intentional support of POC-owned/culturally diverse businesses by: Developing a complete and comprehensive inventory of POC-owned businesses; Conducting direct outreach to POC-owned businesses; Ensuring access to growth/business opportunities by POC-owned companies )</i></p>	
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 (Organizational)		
4D	Neighborhood Healthy Food Initiative (COMPLETED)	4D1: Healthy Corner Stores (COMPLETED)	
		4D2: Expand Healthy Food-Commercial Development	
<del>1E-4E</del>	<i>Building the Market (MOVED FROM STRATEGY #1)</i>	<i>1E1: Façade Grant Program (MOVED FROM STRATEGY #1)</i>	
		<i>1E2: Façade Master Plan (MOVED FROM STRATEGY #1)</i>	
		<i>1E3: Building Infrastructure Grants (MOVED FROM STRATEGY #1)</i>	
		<i>1E3: Lancaster High-Speed Internet (MOVED FROM STRATEGY #1)</i>	

## STRATEGY 4 RECALIBRATION: SUGGESTED CHANGES TO DATE

- **4A | Fostering Commercial Hubs within Neighborhoods (Economic Development):** new sub-recommendations:
  - **4A1 | Conversion of historical storefronts back to commercial:** return commercial uses to former storefronts to support small business growth and walkable access to goods and services, and expand commercial inventory outside of Downtown
  - **4A2 | Diverse Small Business Preservation:** Carry-over from COVID-19 plan addendum; focus on ensuring survival of existing businesses feeling economic pressures or displacement risk and intentional efforts to increase business diversity Downtown; developing inventory of BIPOC-owned businesses to promote; conduct direct outreach to BIPOC-owned businesses to ensure equitable access to entrepreneur resources. **(Strategy 2 a better fit?)**
- **4D | Neighborhood Healthy Food Initiative:** Revert back to original focus of ensuring healthy and fresh foods in corner stores, and denote as completed/implemented to convey plan success. Eliminate recommendation for expansion of healthy food commercial development.
- **\*\*1E | Building the Market:** Façade Improvement Grant Program, Façade Master Plan, Building Infrastructure Grants, and Lancaster High-Speed Internet recommendations **\*moved from Strategy 1 to Strategy 4\*** recognizing their connection neighborhood/commercial hubs

# Vision for the Future: Discovery Stations

Focus Group Discussions



LANCASTER CITY  
ALLIANCE

## \* BIG QUESTIONS \*

- ❑ What is **ONE (1)** plan aspiration that we are currently achieving, and what is **ONE (1)** that we need to work harder toward?

## 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.

## \* BIG QUESTIONS \*

- ❑ What do we **need to readjust** within this strategy of the plan?
- ❑ What should be this strategy's **number 1 priority** for the next year?
- ❑ How do we better **integrate DEI principles** into this strategy?
- ❑ What groups/partnerships/opportunities are **missing** from the discussion?

# Next Steps

Marshall W. Snively, President



LANCASTER CITY  
ALLIANCE

# Save the Date!

Next *Building On Strength* Community Implementation Partners Meeting:

**October 20, 2022**  
**3:30 – 5:00PM**

*(Core/Community Implementation Partners AND LCA Economic Development & Planning ELT)*





A CITY IN **BLOOM**

SAVE THE DATE

**MAY 12TH**

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