

# **Welcome** to the **Annual Business Meeting**



**LANCASTER CITY**  
**ALLIANCE**



# Robert "Teke" Drummond

## Chair, Board of Directors

**Penn Medicine Lancaster General Health**  
Executive Director, Corporate Partnerships

# Board of Directors Meeting

Thursday, June 16, 2022



LANCASTER CITY  
**ALLIANCE**



**Marshall W. Snively**  
**President**



# Annual Business Meeting

Thursday, June 16, 2022



LANCASTER CITY  
**ALLIANCE**



**Lori Herr**  
Team Coordinator



**LANCASTER CITY  
ALLIANCE**

**We Are a**  
**non-profit**

**that promotes**

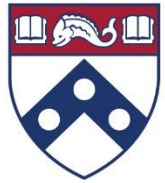
**City growth and stability  
so that Lancaster City  
flourishes and everyone  
shares in its success.**

**We are here to listen,  
collaborate, and connect  
your organization to help it succeed.**



# Thanks to our Legacy Sponsors

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Penn Medicine  
Lancaster General Health

FRANKLIN & MARSHALL  
COLLEGE

**Fulton Bank**

THE  
*Steinman*  
FOUNDATION

**Hi** **HIGH**  
REAL ESTATE  
GROUP LLC



# Thanks to our Visionary Sponsors

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# Jeremy Young

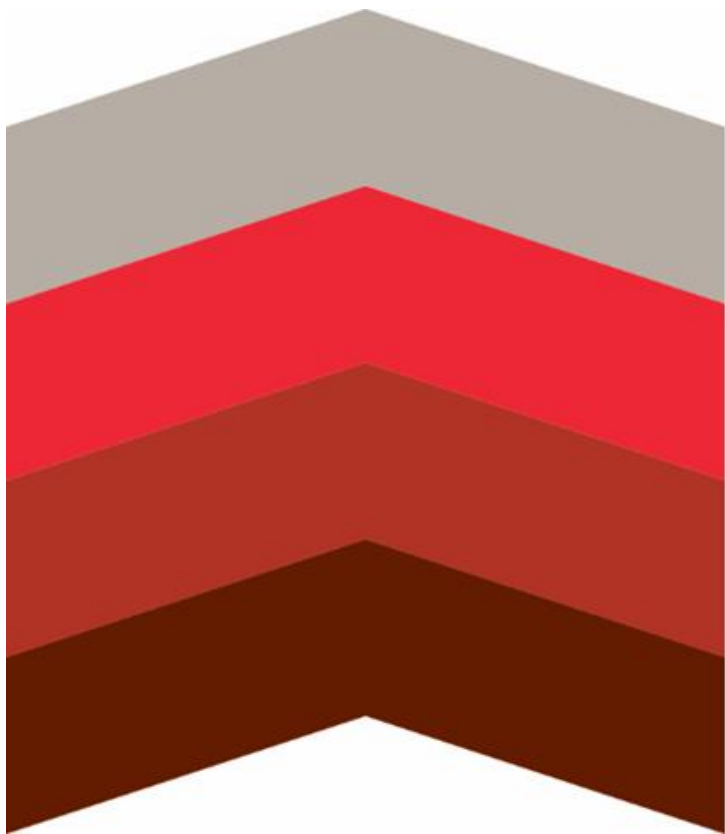
Director of Community & Economic Development



# 2021-22 Year in Review



LANCASTER CITY  
ALLIANCE



# BUILDING ON STRENGTH

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



# Plan Funders



Dennis & Gaye Cox

Bob & Felicia Shoemaker

Craig & Dianne Roda

Scott & Gloria Smith

# 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.

# Steering Committee

(Lancaster City Alliance Economic Development & Planning Executive Leadership Team)

- **Andy Gilburg (Chair)**, Benchmark Construction
- **Alex Brame**, Truist
- **Brett Calabretta**, Warfel Construction
- **Chris Delfs**, City of Lancaster
- **Paul Fulmer**, NAI Commercial Partners, Inc
- **Ken Hornbeck**, High Real Estate Group
- **Jeff Horst**, RKL
- **Lyle Hosler**, Economic Development Company
- **Tom Koppmann**, M&T Bank
- **Will Krasne**, The Steinman Foundation
- **Zachary Love**, PNC
- **Justin Manning**, Mid Penn Bank/City Resident
- **Randy Patterson**, Lancaster CRIZ Authority (Ret.)
- **Vanessa Philbert**, Community Action Partnership
- **Tom Ponessa**, TW Ponessa & Associates
- **Todd Shertzer**, CCS Building Group
- **Jordan Space**, Mid Penn Bank
- **Chris Stump**, HARSCO
- **Ann Swartzbaugh**, Burnham Holdings
- **Sara Tuscher**, The Ecklin Group
- **Jeff Vrabel**, Baker Tilly Virchow Krause, LLP
- **Daniel Wolgemuth**, Warehouse District

# Community Implementation Partners





# Building Momentum



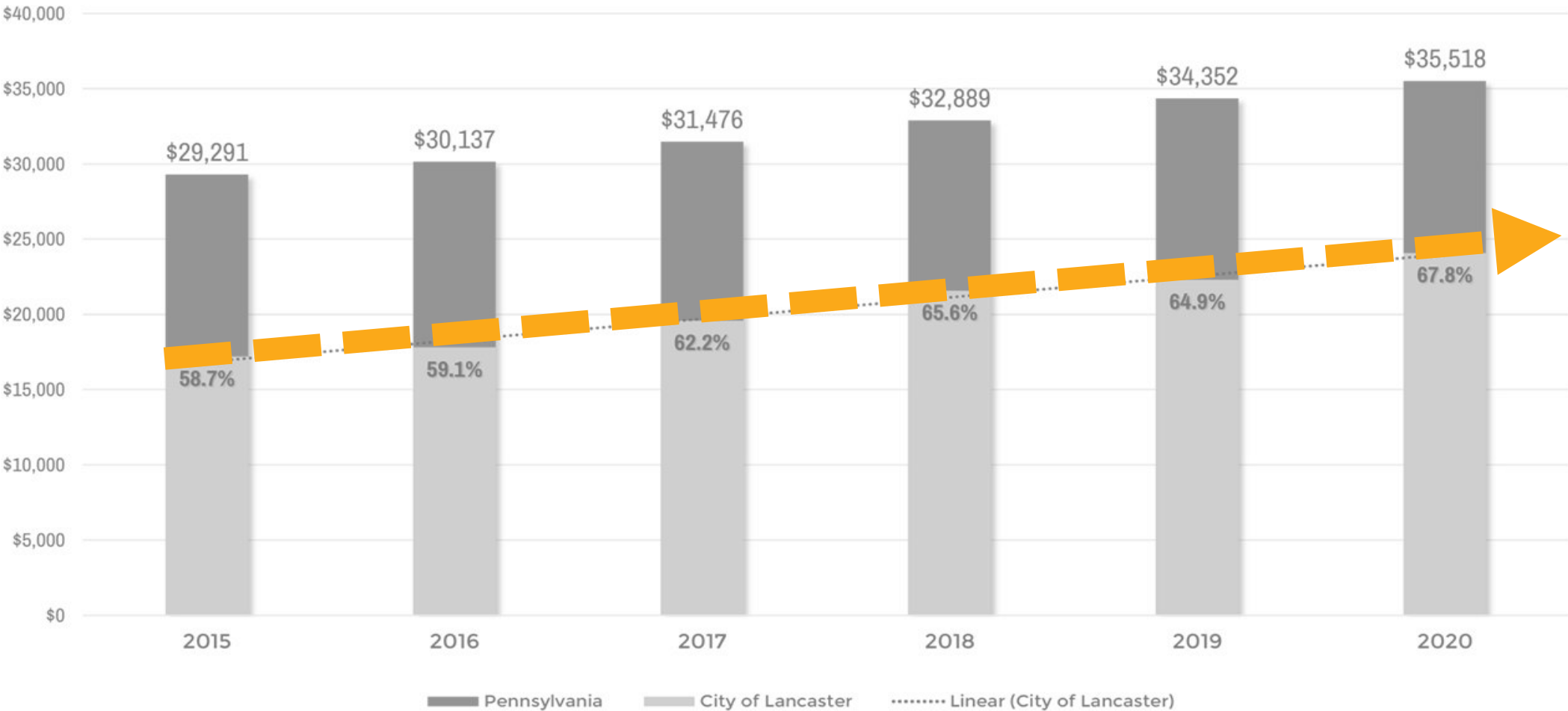
In just over 7 years, **25** (76%) of the plan's **33** recommendations are in progress. **2** are completed. This is a **15-year plan**.

# 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

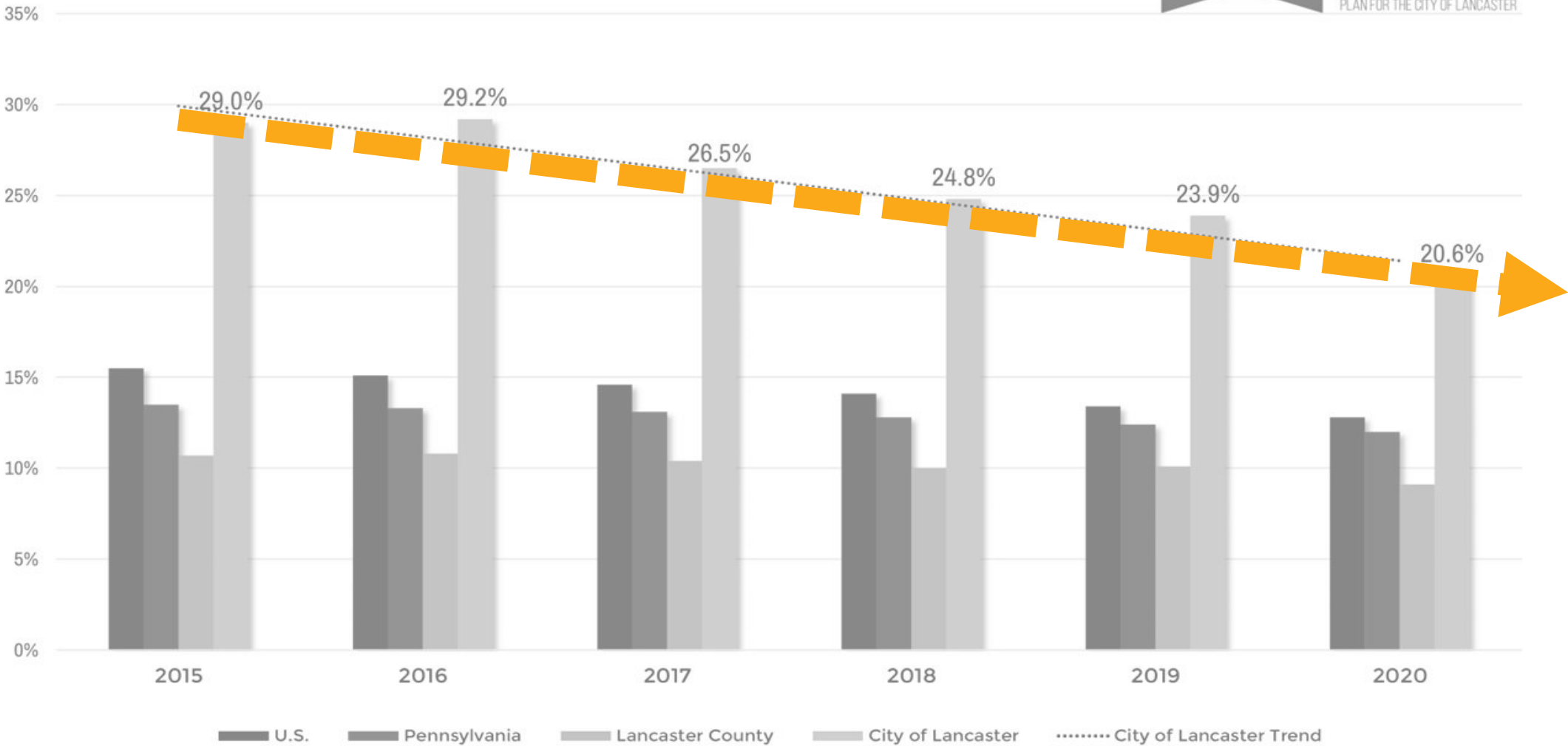
# Per Capita Income in the City of Lancaster Since 2015

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

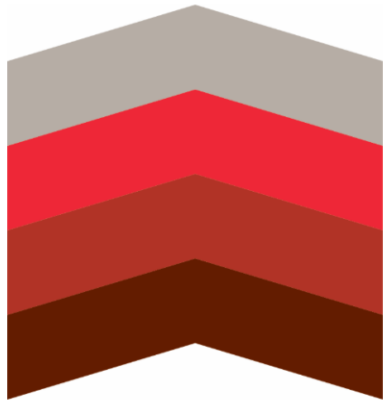


# Percentage of Population Below Poverty Level Since 2015

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





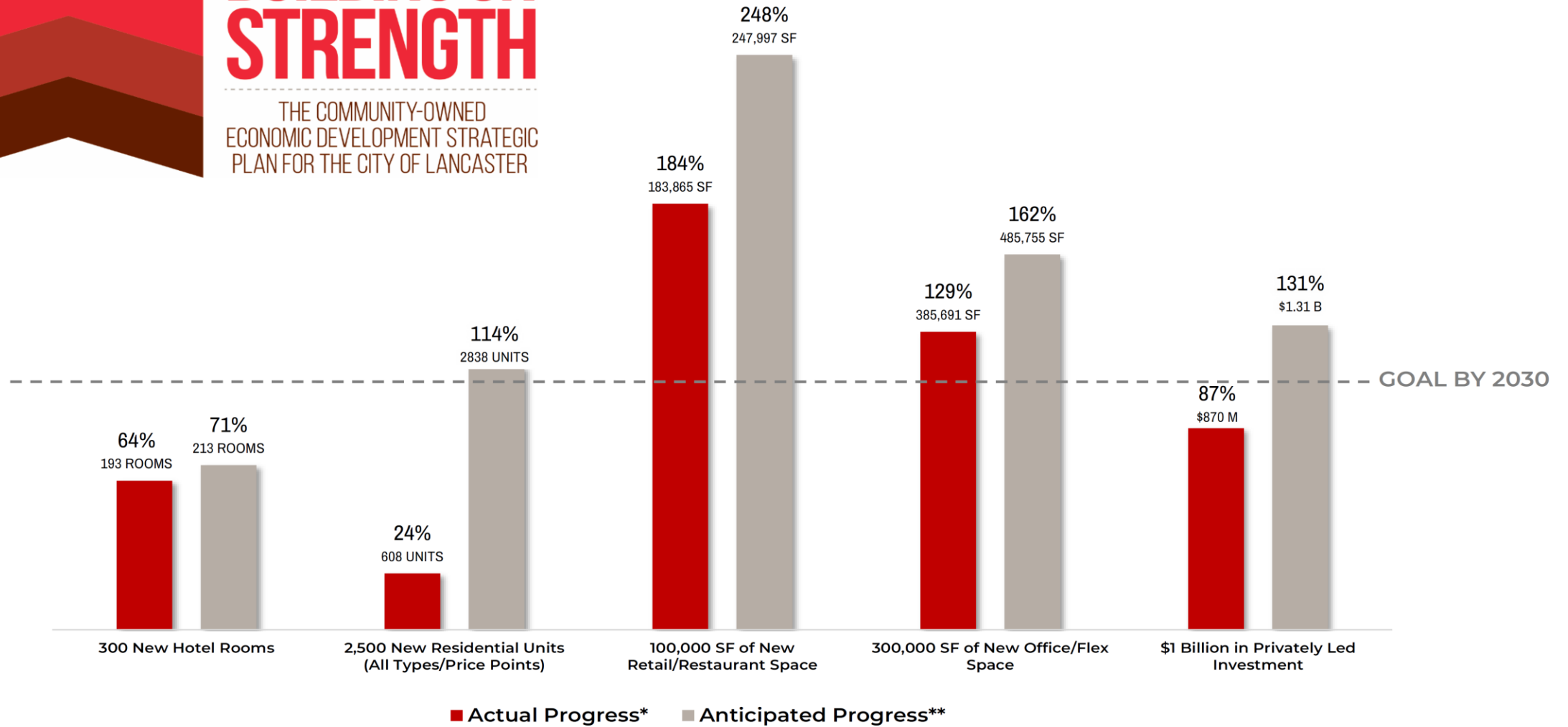


# BUILDING ON STRENGTH

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

## 2030 OUTCOMES DASHBOARD

Bricks-and-Sticks Progress Since July 2015 (as of May 31, 2022)



\*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.

# Strategy 1:

## Traditional 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\*

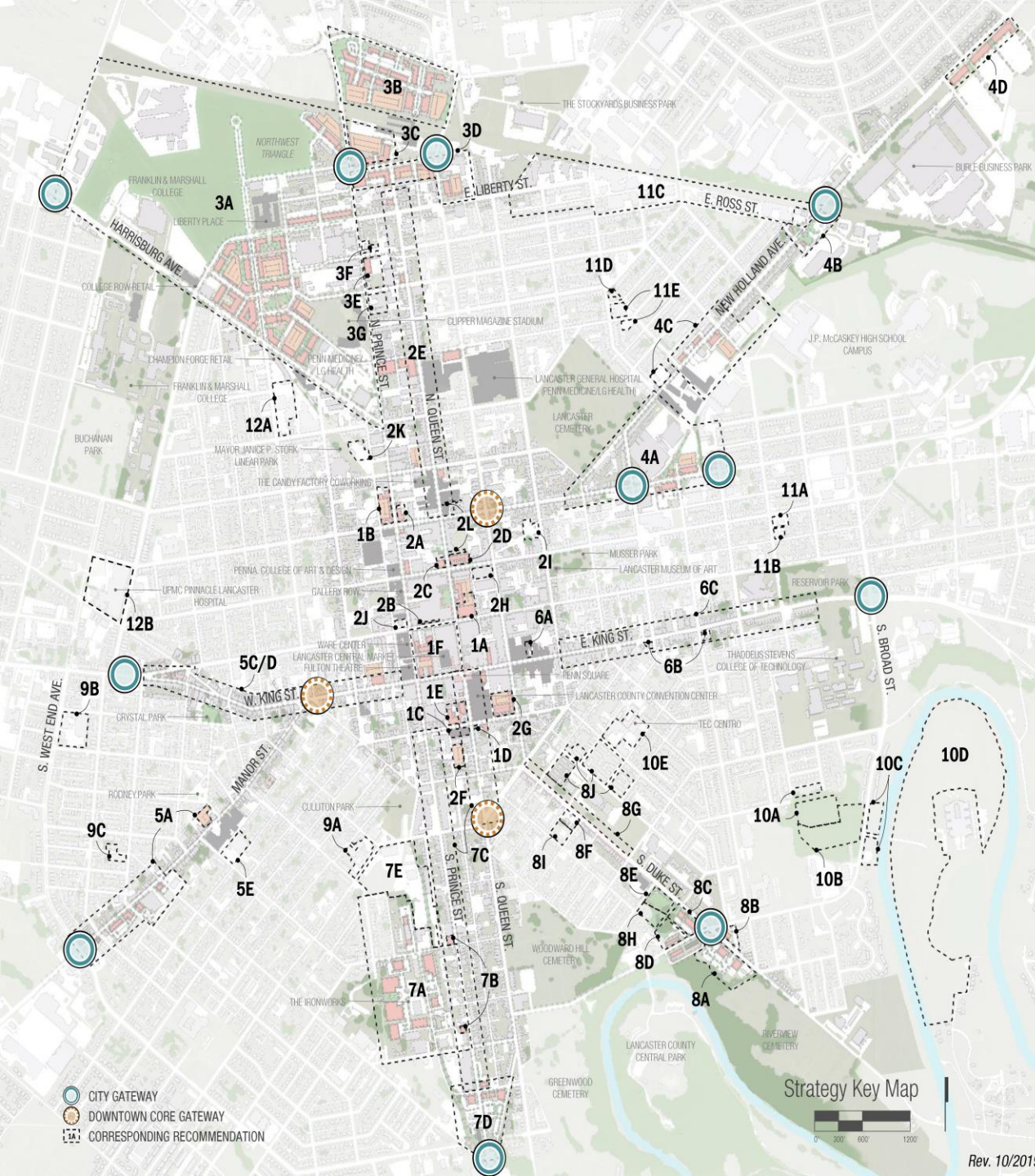
- 11A: Chestnut & Franklin Mixed-Use Infill/Redevelopment\*
- 11B: Franklin & Marion Infill/Redevelopment\*
- 11C: E. Liberty/E. Ross/Ice Industrial Adaptive Reuse\*
- 11D: Hotel Fulton Redevelopment Opportunity\* †
- 11E: Fulton Market Mixed-Use Redevelopment\*

### 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 June 2022.







As of June 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





# SUCCESS:

>600 new residential units of all types and price points  
completed or under construction since July 2015;  
nearly 1,900 currently under development



# SUCCESS:

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



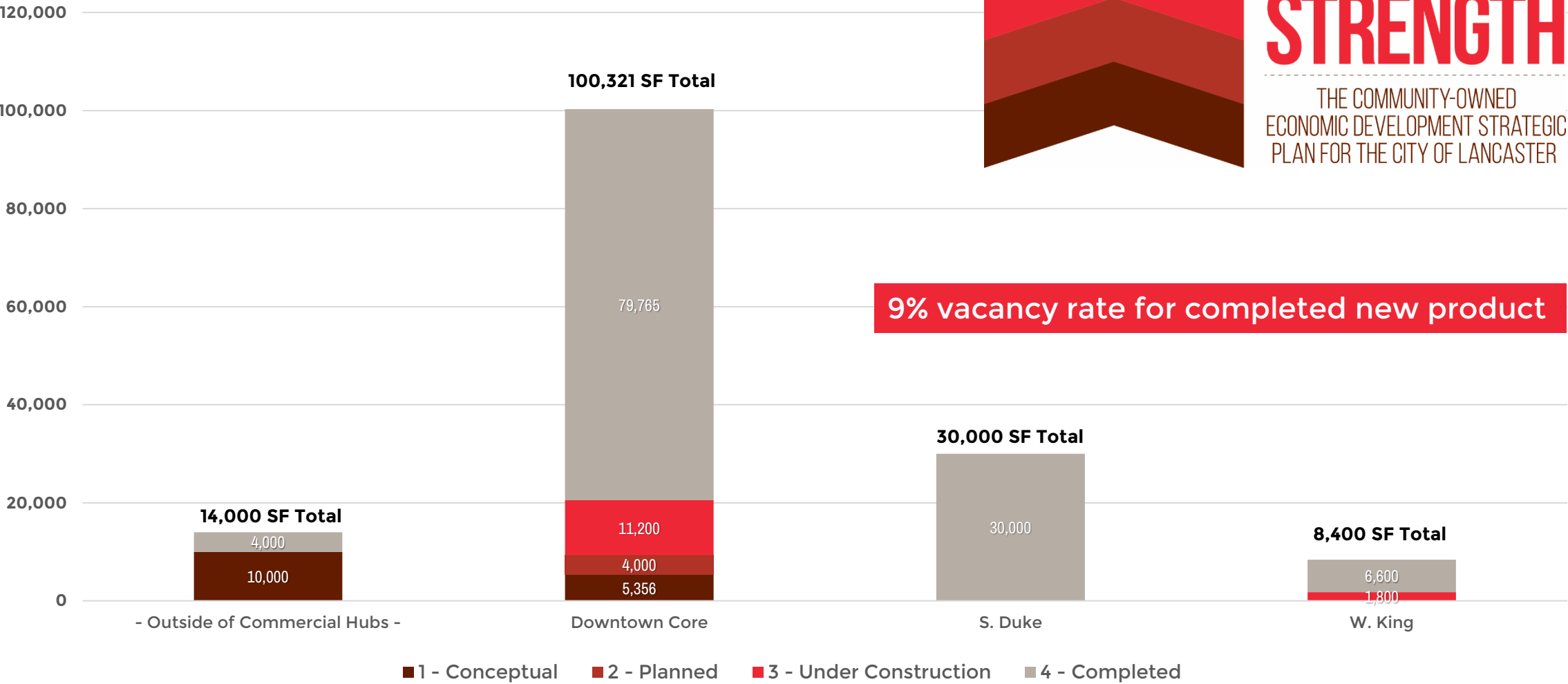


# SUCCESS:

**>180,000 sq. ft.** of new retail/restaurant space  
completed or under construction since July 2015;  
**nearly 60,000 sq. ft.** currently under development

# Retail/Restaurant Space Sq. Ft. Development Since June 2015

by Current Phase of Development and Commercial Hub  
(as of December 2021)



A grayscale photograph of a modern office interior. Large windows on the left and back walls offer a view of a city skyline. In the foreground, a person is seated at a desk, their back to the camera. In the middle ground, two people are standing near a window, looking out. To the right, a person is seated at a desk. The office is furnished with modern desks, chairs, and a large, decorative, perforated metal screen. The floor is covered with a patterned carpet. The overall atmosphere is professional and bright.

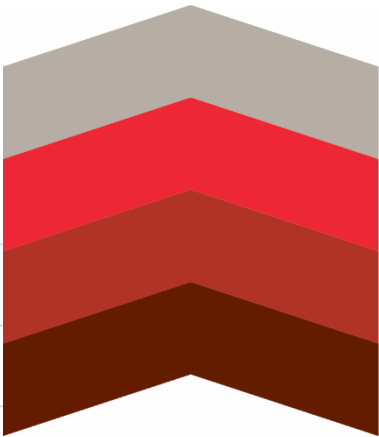
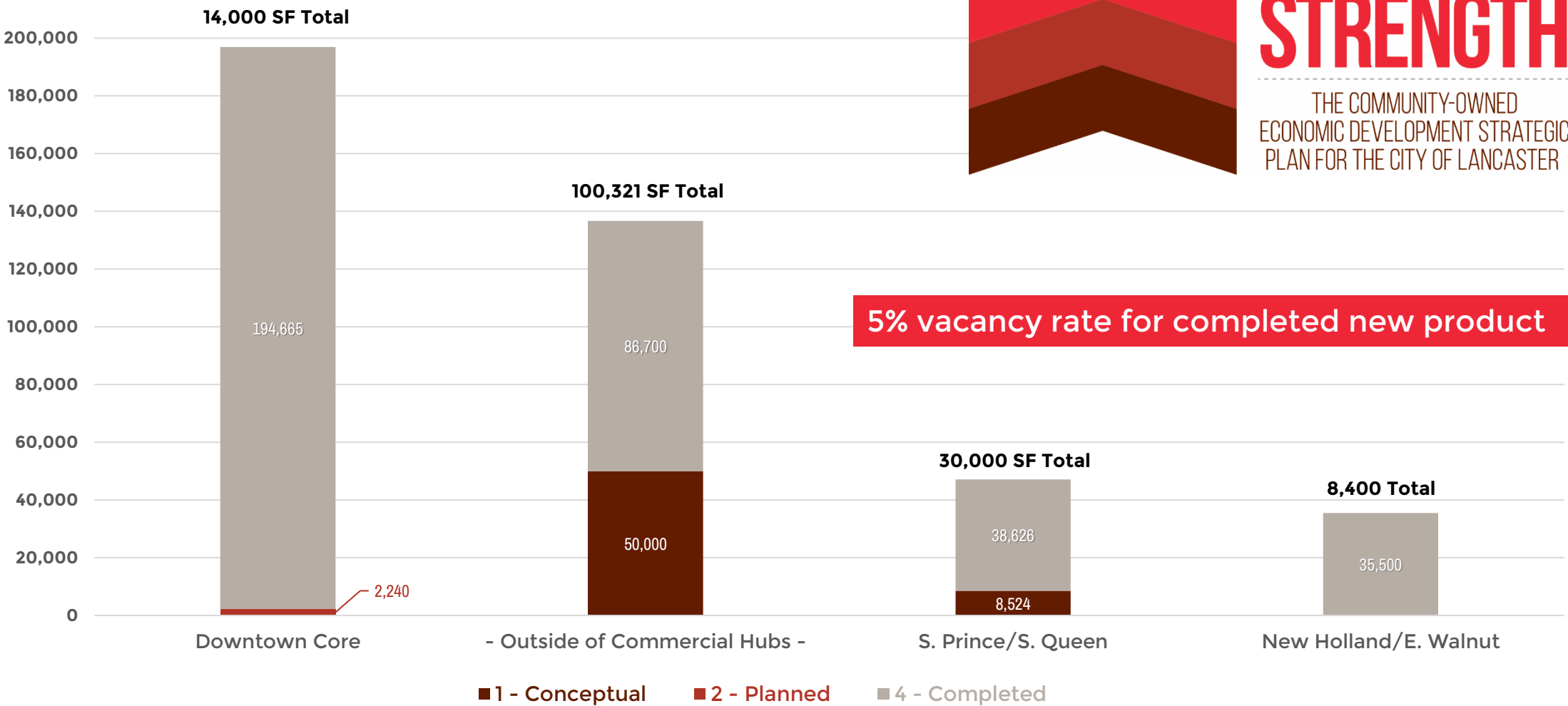
# SUCCESS:

**>380,000 sq. ft. of new office/flex space**  
completed or under construction since July 2015;  
nearly **140,000 sq. ft.** currently under development



# Office/Flex Space Sq. Ft. Development Since June 2015

by Current Phase of Development and Commercial Hub  
(as of December 2021)



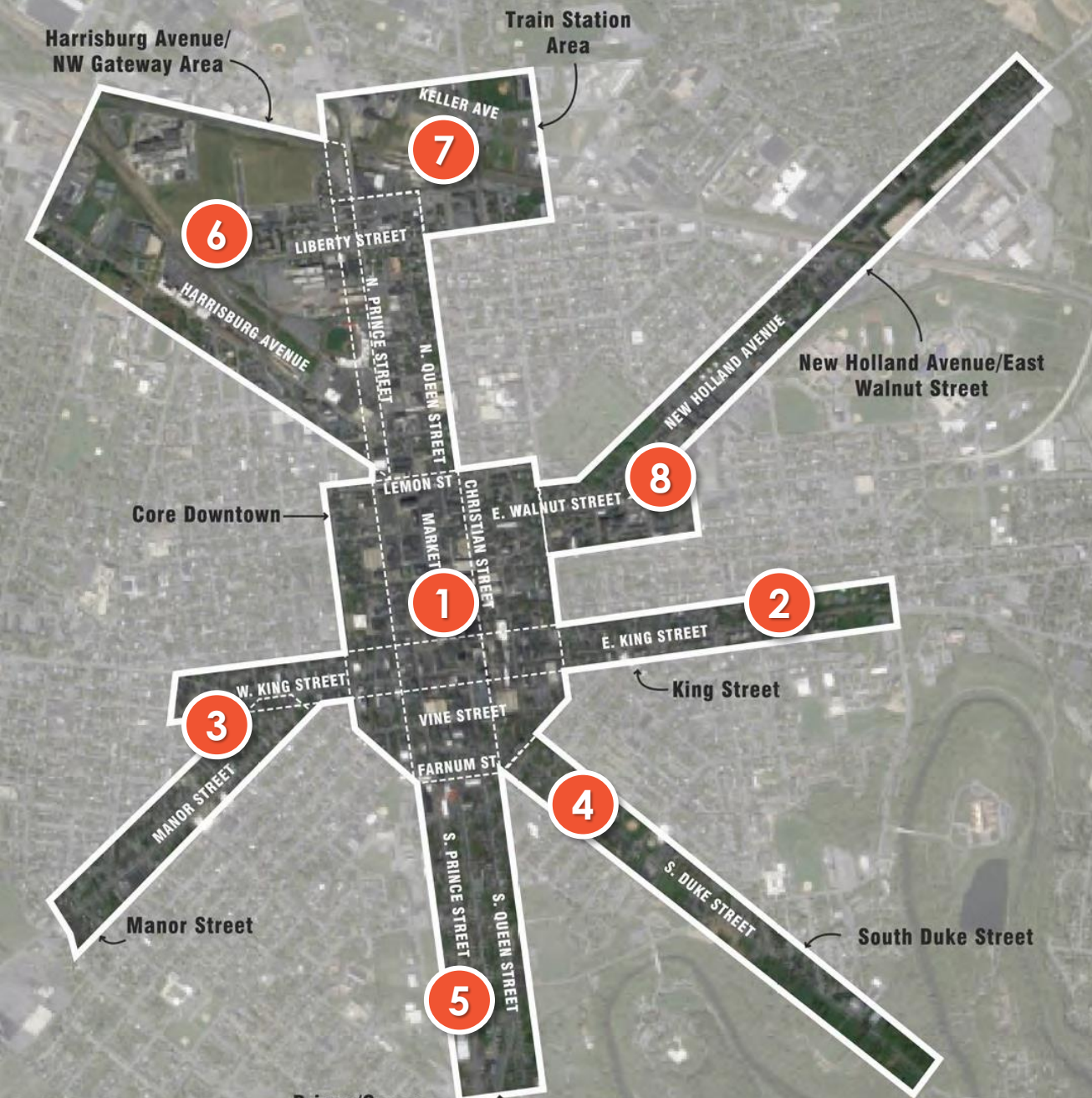
## BUILDING ON STRENGTH

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



# SUCCESS:

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



# 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:

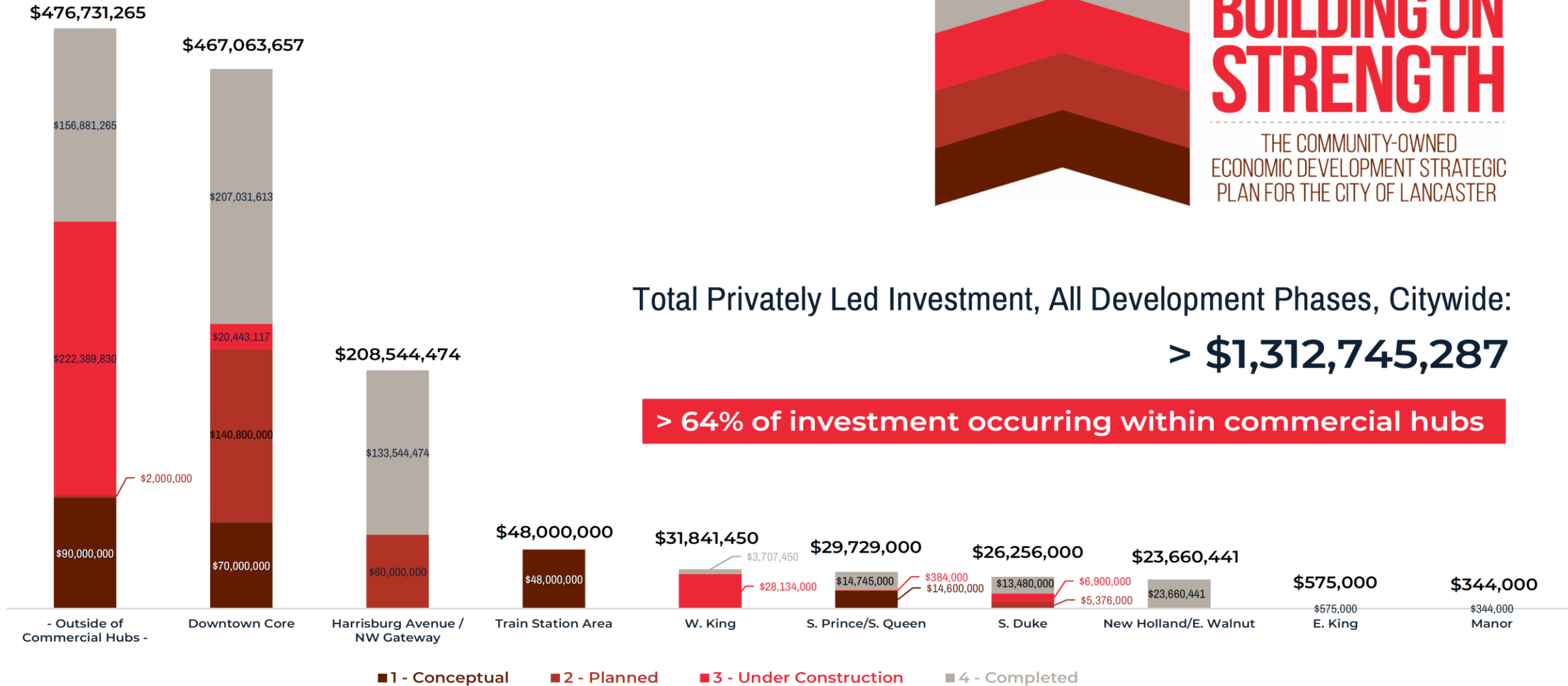
1. Downtown Core
2. East King Street
3. West King and Manor Streets
4. South Duke Street
5. South Prince and Queen Streets
6. Harrisburg Avenue/Northwest Gateway
7. Train Station Area
8. New Holland Avenue/East Walnut Street

These eight areas are important as significant hubs of commercial activity serving the City’s residents and businesses.



# Privately Led Investment Since July 2015

By Commercial Hub and Current Phase of Development (as of May 31, 2022)



# Strategy 2:

## Cultivating Entrepreneurs



## Flow of Goals & Activities





# SUCCESS:

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



**Anne Williams**  
Director of Communications

# Strategy 3:

## Marketing the City

# DOWNTOWN LANCASTER

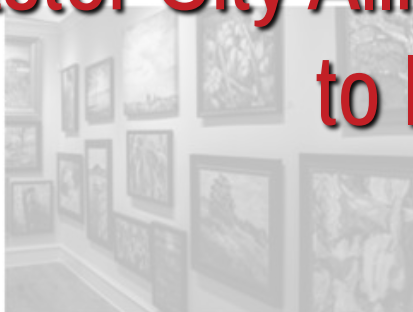


Downtown Lancaster is the epicenter of it all,  
providing the perfect contrast of modern life  
to the rustic allure of surrounding Amish  
country.

## SUCCESS:

EXPLORE THE REGION

**Lancaster City Alliance Marketing Executive Leadership Team  
to lead strategy implementation**



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



*The Washington Post*

“On the trail of Thaddeus Stevens, PA’s equal rights champion”

**FOOD & WINE**

The Best Coffee in Every State

**SUCCESS:**

**National press recognition of the City**

*The New York Times*

“A Global Feast In an Unlikely Spot:  
Lancaster, PA”

**VOGUE**

“Pennsylvania”

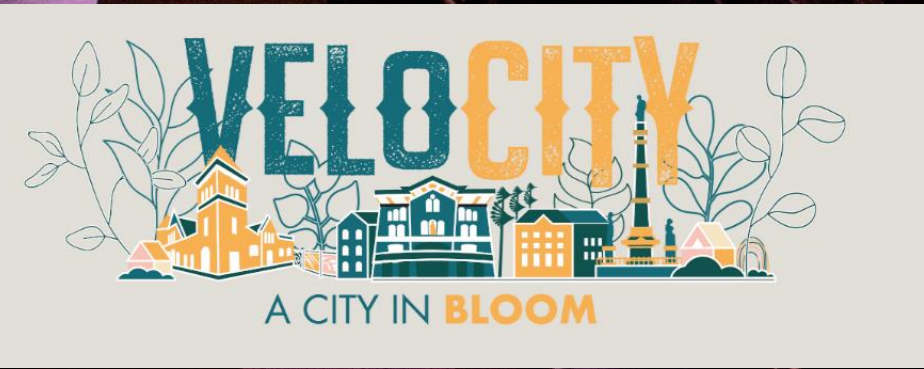
*The New York Times*

“Where American Politics Can Still Work:  
From the Bottom Up”

**Forbes**

Top 10 Coolest Places to Visit







## City Highlights

City of Lancaster Highlights

# SUCCESS:

## New Lancaster City Alliance website



Over \$1.3 Billion

Privately led investment

in downtown Lancaster



Lancaster County  
Convention Center and  
Lancaster Marriott at  
Penn Square

Opened in June of 2009, bringing more than  
200,000 people to the City  
annually.



Pennsylvania's 2nd  
Busiest and the Nation's  
22nd Busiest Amtrak  
Station

Serving over 560,000 passengers  
annually.



Clipper Magazine  
Stadium

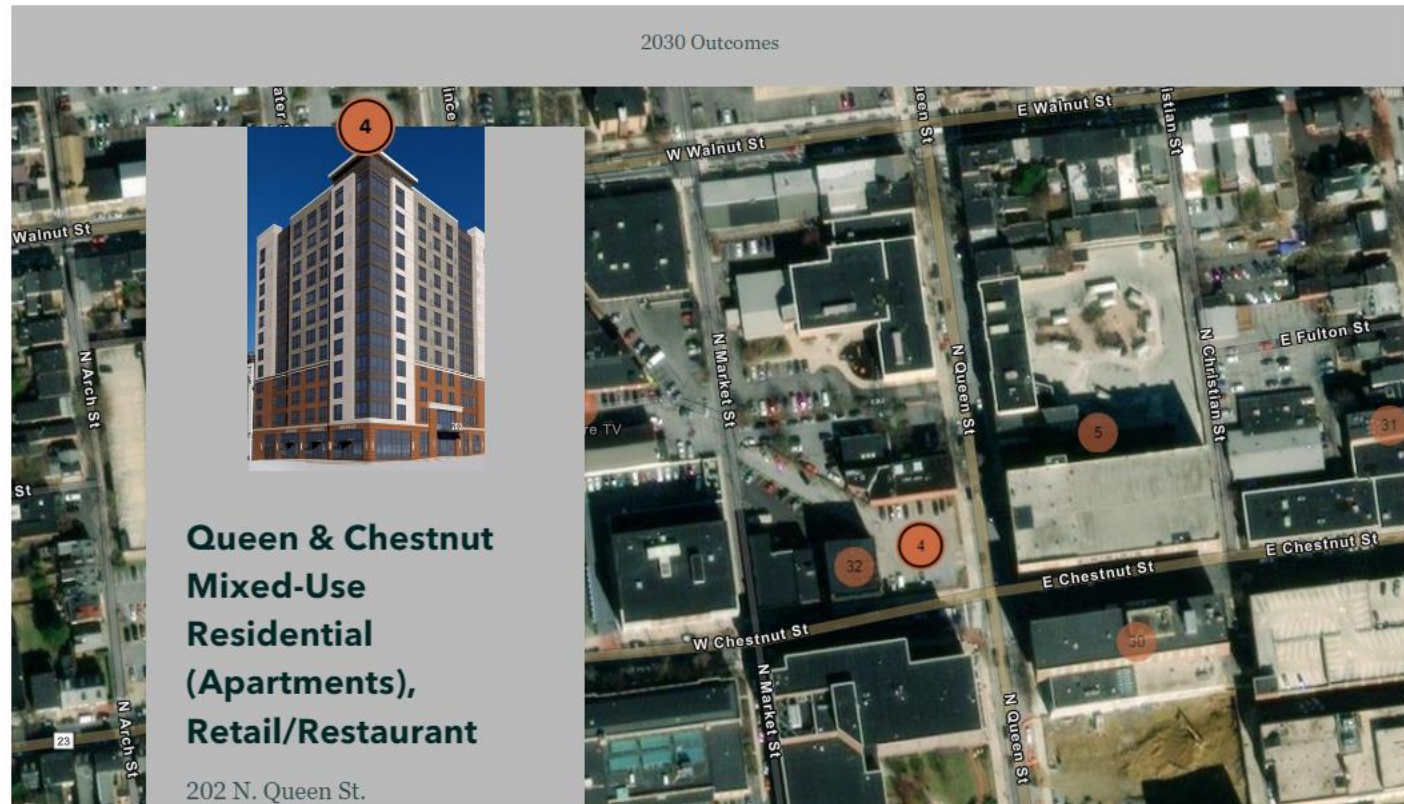
Enjoys 500,000 in annual  
attendance and is the home of the  
Lancaster Barnstormers.



## Building On Strength: Privately Led Investment

Development Activity in the City of Lancaster, PA (since July 2015)  
More than \$1.27 billion completed, under construction, or in the planning stages to date

Click on the map below to explore the private-sector-driven investment activity throughout the City of Lancaster since mid-2015 when the implementation of the Building On Strength Economic Development Plan began.







PROUD SUPPORTER OF

LANCASTER CITY

**ALLIANCE**



**Alex Otthofer**  
Programs & Outreach Coordinator

# Strategy 4:

## Reinforcing Commercial Hubs/ Quality of Life

An aerial, grayscale photograph of a historic town. A large church with a tall, dark steeple is prominent in the upper left. The town is densely packed with multi-story houses, many with dormer windows. Trees are scattered throughout the town, particularly in the foreground and around the church. The overall scene is a typical historic urban landscape.

# **Attractive Neighborhoods: Façade Improvement Grant Program**



LANCASTER CITY  
**ALLIANCE**





# 107 Projects

## Completed or Underway Since 2019

**81** Completed

**20** Actively Under Construction

**6** Construction Starting Soon

**\$571K in grants awarded & leveraged since 2019**  
to support  
**~\$1.3 million in total neighborhood investment**

Generous Funding Support Provided by:







# GoWe

**\$266K in grants awarded since 2019**

**Average Grant Award: \$5,658**

**25% of grantees (LMI homeowners) paying subsidized match**

A grayscale background image of a construction worker wearing a hard hat and safety vest, working on a building facade. The worker is positioned in the center-left, looking down at their work. The building facade features ornate architectural details, including a decorative pediment and a window with a small balcony.

**Façade improvements constructed  
by more than 75 contracting companies**

**30% of contractors City-based  
13% BIPOC-owned  
7% women-owned**





602 Saint Joseph Street





535 Church Street





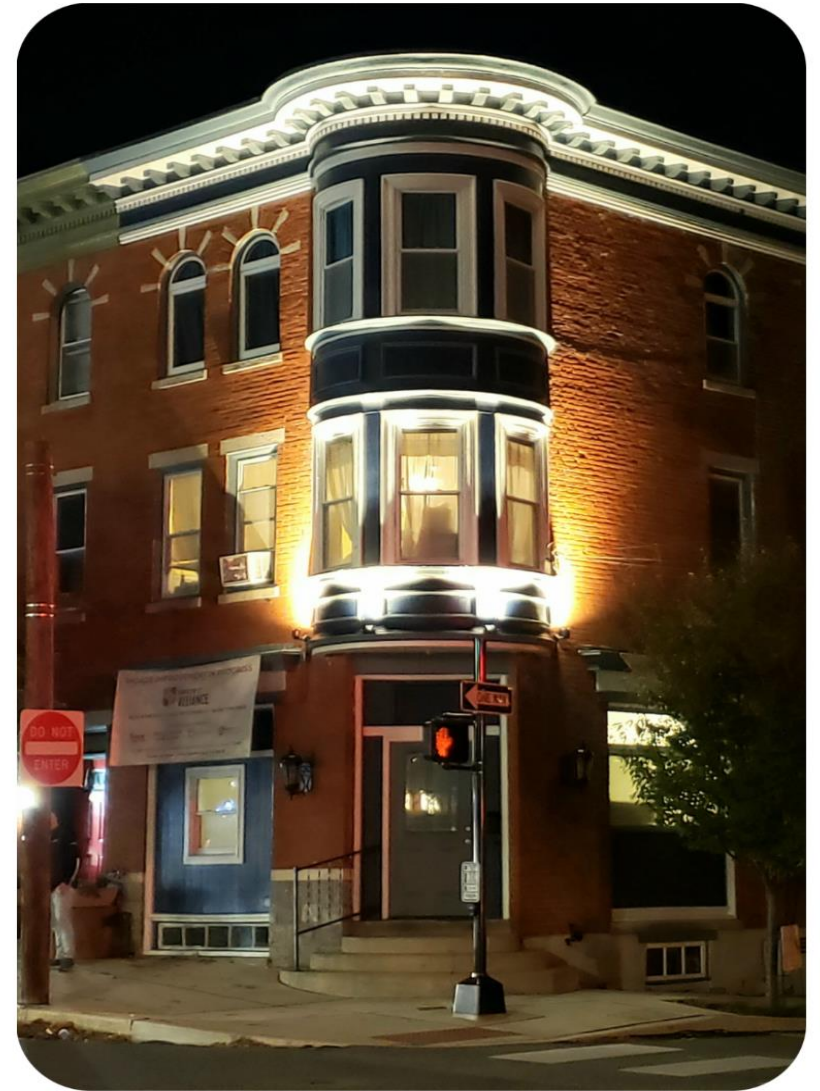
120 East Filbert Street





702-706 Columbia Avenue





401 West King Street







NEIGHBORHOOD FACE-LIFTS

## FINISHING TOUCHES

*Church gets new lights as city improvement program winds down*

**TOM LISI**  
TLISI@LNPNEWS.COM

The newly lit bell tower at Christ Evangelical Lutheran Church in the Southwest neighborhood of Lancaster city is a finale of sorts for Lancaster City Alliance's latest facade improvement program.

The \$500,000 initiative launched in 2019 has helped arrange and fund about 100 face-lifts to mainly home and commercial exteriors in choice parts of the city, a strategy to bring new life to neighborhood buildings where property owners may not have had the money to do it otherwise.

The grants from local and regional foundations are almost entirely spent, said Jeremy Young, director of community and economic development at the nonprofit alliance. The organization manages a host of economic development programs for downtown businesses and increasingly neighborhood-based initiatives, now wants to sell the program's successes to keep it going with a new infusion from donors.

A previous version of the program focused on improving storefronts downtown, on North Queen Street in particular, Young said.

In this round, the Truist Economic Growth Fund at the Lancaster County Community Foundation, High Foundation, Wells Fargo Regional Foundation, the Steinman Foundation and a state grant from the Department of Community and Economic Development all contributed to the \$500,000 program.

The Steinman Foundation is a local, independent family foundation that was funded by the companies that make up Steinman Communications; those companies include LNP Media Group.

For the church, the new lighting comes at a time when the congregation has been restoring the building back to much of its original character from the 1890s, said J. Wesley Burrows, finance chair for the Christ Evangelical Lutheran Church's board. The work is part of an effort to make the building

PROGRAM, page A9



ANDY BLACKBURN | STAFF PHOTOGRAPHER

The bell tower at Christ Evangelical Lutheran Church in Lancaster is illuminated Monday. The funding for the lighting came from Lancaster City Alliance's facade improvement program.



ANDY BLACKBURN | STAFF PHOTOGRAPHER

A stained-glass window is lit up at Christ Evangelical Church in Lancaster on Monday. The church received funding from Lancaster City Alliance's facade improvement program for the lighting.

## Program

Continued from A1

more accessible to nonmember residents in the neighborhood.

An adjacent building owned by the church is now leased to the Literacy Council of Lancaster-Lebanon, which has been a boon to connecting the primarily out-of-town congregation with neighborhood residents.

"Adding the tower and the windows to what we're doing has just — everyone is so happy with how it looks on the inside and outside," Burrows said. "We have more plans for landscaping and things on the outside, so lighting up the tower and windows and so forth just added to the look that we're going for in a complete restoration."

The new lights emphasize the church's historic brick facade and stained-glass windows.

After more than 100 completed projects, Young said, the alliance has collected a waiting list of several dozen property owners interested in assistance should the program get new funding.

## Clustering projects pays off

So far, the alliance has focused the program on commercial corridors like Columbia Avenue and West King Street on the western side of the city, and the entire Southwest neighborhood.

Perhaps a key to the program's popularity has been the signs residents have put in front of their refurbished homes advertising the program.

Madra Clay, a resident on the 300 block of West King Street, said that's how she first found out about it.

"I was able to get the front roof part of my house done, and some

painting around the windows and doors and put some lighting up," Clay said.

Other residents have also been able to use the funding, typically about \$5,000, to install new windows and doors for their home, so long as they face the street.

Most participants need to contribute a 10% match to the grant, Young said, but the alliance has also been able to work with residents who can't afford that by using the city's lead remediation program as the match funding.

Old windows and doors with decades-old paint can qualify for remediation. They can be a common source of lead poisoning at home, Young said. When you open and shut them, he said, the friction can kick up microscopic dust containing lead.

The alliance approached the church with the idea, Burrows said. The program has in part focused on adding some flare to thoroughfares visitors and residents use to enter the city and downtown area — in this case, West King Street.

The greater success of the program, Young said, comes with the ripple effect the projects can have around nearby properties. A restored facade at one property has prompted nearby owners to take on their own maintenance projects without any special funding, Young said.

That snowball effect is evident on West King Street, Clay said.

"When I go out to walk my dogs in the evening, I'm not looking over my shoulders — I feel safer because the neighborhood has improved," said Clay, who's lived at her West King Street home since 1999.

## 'Prioritize homeowners'

Young acknowledged programs like the facade improvement grant

can be a double-edged sword.

Longtime residents in city neighborhoods across the country have learned to associate new investment and improvements with displacement. When areas have become more attractive to wealthier residents, renters in particular have often found themselves priced out and their communities fractured.

That concern, Young said, "led to our intentional effort to really prioritize homeowners in this program, because we recognize that taking advantage of our grant provides an opportunity to those homeowners to build equity and hopefully build stronger roots in their neighborhood."

Of those 100-plus projects, 78% of the properties were residential and 22% were mixed-use, usually a ground-level storefront with upstairs apartments, Young said.

The alliance also worked with Lancaster-based housing nonprofit Tenfold to work with landlords on capital improvements, Young said. In exchange for low-interest loans, the landlords agreed to a deal restricting rents for several years.

If the alliance secures more money to continue the program, Young hopes it will be able to expand to other parts of the city like the Southeast and Northeast, he said.

Recent changes near Clay's home, in part coming from the facade improvement program, have been tremendous, she said.

"It's definitely a place that I want to stay for a long time if I can."

For more information on the facade improvement program, email Lancaster City Alliance at [enhance@teamlanc.org](mailto:enhance@teamlanc.org), or call 717-394-0783.



**David Aichele**

**Director of Clean & Safe Services**

Executive Director, Lancaster Downtown Investment District Authority



# **Clean & Safe Neighborhoods: Ambassador Program**



LANCASTER CITY  
**ALLIANCE**

# Ambassador Coverage Area







**7 days/week coverage**  
**551 hours/week**





## Ambassadors

# 2021-22 Results (Outside of DID)

Bicycle Miles  
**Over 9,000 miles last year**

Foot patrol hours  
**Over 3,200 hours**

Delivery of information to  
residents and businesses  
**Over 700 times**

Business contacts  
**Over 1,600**

Resident contacts  
**Over 5,500**

Directions given to visitors  
**Over 1,000 times**

Graffiti posters and  
stickers removed  
**Almost 800**

Overgrown grass and  
weeds  
**Over 750 reported**

Excessive trash on  
property **Over 200 times**

Overflowing trash cans  
reported **Over 1,600**

Outreach referrals  
**Over 500**





## Trash Receptacle Program





Outreach Specialist

## Sarita Rivera

As Outreach Specialist, she patrols city streets and public spaces to support individuals experiencing homelessness, addiction, and/or mental illness.



An aerial photograph of a city street grid. A large, irregularly shaped area in the center-left is highlighted with a semi-transparent blue overlay, indicating the 'Downtown Investment District'. The surrounding area shows a dense network of streets, buildings, and green spaces.

# Downtown Investment District





## Clean & Safe Team

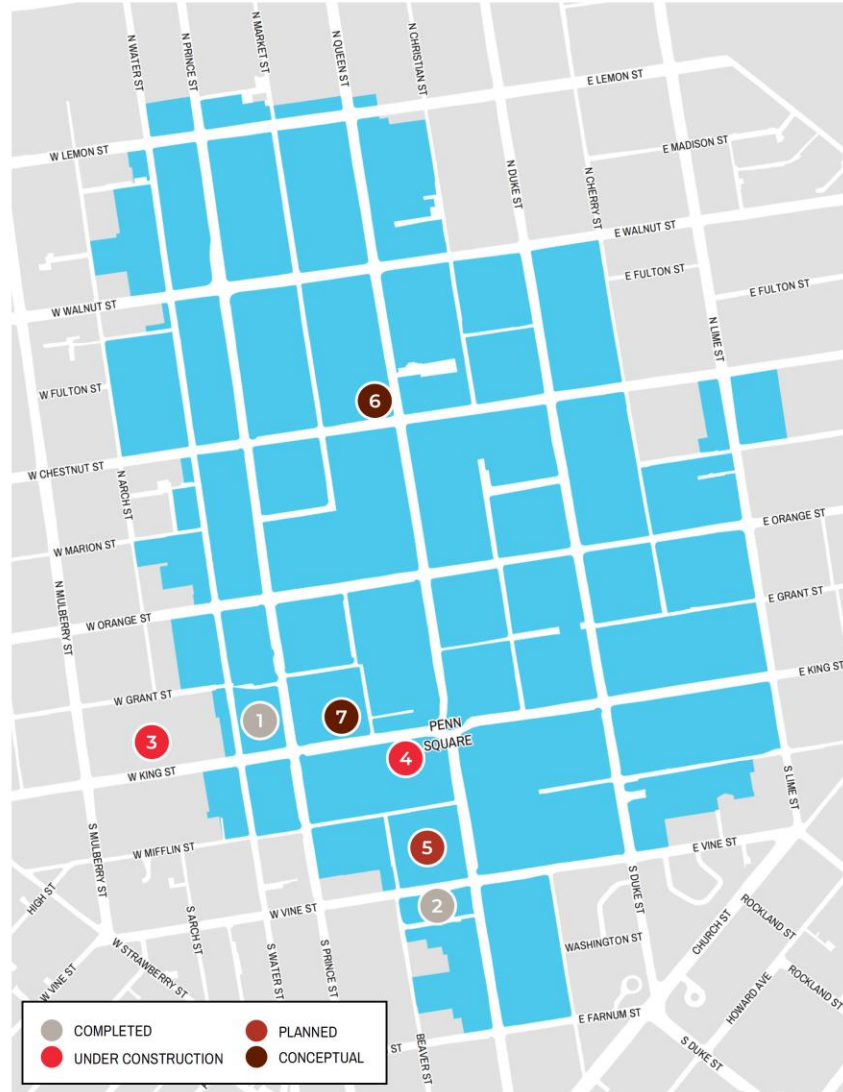
## Annual services, on average, provided in the DID

- Bicycle miles  
Over 3,000 miles a year
- Foot patrol hours 6,000
- Sidewalk sweeping  
Over 1,000 hours
- Delivery of information to  
merchants 231 times
- Directions given to visitors  
Over 850
- Business contacts Over 2,000
- Resident contacts  
Over 10,000
- Trash collected 42 (tons)
- Leaves collected 13 (tons)
- Pressure washer trike hours 35
- Graffiti posters and stickers  
removed Over 600
- Trash cans monitored  
and cleaned 730
- Tree wells maintained  
Over 540
- Mulching 18,000 (lbs.)
- City maintenance  
issues reported 200
- Excessive trash on  
property 200
- Snow removal from  
over 175 curb cuts
- Ice melt 500 (lbs.)



# KEY REVENUE-ENHANCING REDEVELOPMENT PROJECTS

COMPLETED, UNDER CONSTRUCTION, OR IN PLANNING STAGES (AS OF MAY 2, 2022) WITH REVENUE PROJECTIONS



## **MOSAIC BY WILLOW VALLEY COMMUNITIES** (PLANNED; COMPLETION IN 2025)

New Construction; Mixed-Use 55+ Market-Rate Residential/Restaurant/Event Space

Construction Cost (Estimated):	\$110 million
Reassessed Value at Completion (Estimated)**:	\$49.66 million
Current (Pre-Redevelopment) DID Revenue Generated:	\$3,377
Projected Post-Redevelopment DID Revenue Generated** (@ 1.57%):	\$77,954
Projected Post-Redevelopment DID Revenue Generated** (@ 1.65%):	\$81,927
Projected Post-Redevelopment DID Revenue Generated** (@ 1.75%):	\$86,892
Projected Post-Redevelopment DID Revenue Generated** (@ 1.85%):	\$91,857
Projected Post-Redevelopment DID Revenue Generated** (@ 1.90%):	\$94,340



## **202 N. QUEEN** (CONCEPTUAL; COMPLETION IN 2024)

New Construction; Mixed-Use Market-Rate Residential/Retail

Construction Cost (Estimated):	\$35 million
Reassessed Value at Completion (Estimated)**:	\$15.96 million
Current (Pre-Redevelopment) DID Revenue Generated:	\$342
Projected Post-Redevelopment DID Revenue Generated** (@ 1.57%):	\$25,058
Projected Post-Redevelopment DID Revenue Generated** (@ 1.65%):	\$26,335
Projected Post-Redevelopment DID Revenue Generated** (@ 1.75%):	\$27,931
Projected Post-Redevelopment DID Revenue Generated** (@ 1.85%):	\$29,527
Projected Post-Redevelopment DID Revenue Generated** (@ 1.90%):	\$30,324



## **33-47 W. KING** (CONCEPTUAL; COMPLETION IN 2024)

New Construction; Intergenerational Market-Rate & Affordable Residential/Retail

Construction Cost (Estimated):	\$40 million
Reassessed Value at Completion (Estimated)**:	\$18.56 million
Current (Pre-Redevelopment) DID Revenue Generated:	\$1,093
Projected Post-Redevelopment DID Revenue Generated** (@ 1.57%):	\$29,132
Projected Post-Redevelopment DID Revenue Generated** (@ 1.65%):	\$30,617
Projected Post-Redevelopment DID Revenue Generated** (@ 1.75%):	\$32,472
Projected Post-Redevelopment DID Revenue Generated** (@ 1.85%):	\$34,328
Projected Post-Redevelopment DID Revenue Generated** (@ 1.90%):	\$35,526

\*\* Assumes reassessed value of completed project will equate to approximately 45% of construction cost.

\*\*\*Property not currently in the DID; assumes property is successfully added.



# Your investment at work in Lancaster's Downtown Investment District



LANCASTER  
**DOWNTOWN  
INVESTMENT**  
DISTRICT

## The DID Dispatch

BIANNUAL 2022  
EDITION 01/02



### Letter from the Executive Director, David Aichele

**AS A PROPERTY OWNER** in the Downtown Investment District, we are excited for the opportunity to connect with you. The DID values engagement with our community stakeholders so that we can best represent your interests and act upon your concerns. With this newsletter, we hope to bring our businesses and residents closer together to build a better DID.

It is vital that property owners in the DID see how their investment in the district makes an impact and this newsletter will serve as your report on what is happening in Downtown Lancaster. We hope you not only enjoy the newsletter but see the incredible value of being in the DID. To learn more about the DID visit the DID page at [lancastercityalliance.org](http://lancastercityalliance.org). Help us save paper, send your email.

### Lancaster Outreach Specialist Patrols City Streets to Support Individuals Experiencing Homelessness, Addiction, or Mental Illness

**MEET SARITA**, the new Lancaster City Alliance Outreach Specialist. Sarita has a passion for people and is here to assist individuals in the City experiencing homelessness, addiction, and mental illness. She serves as a friendly face to listen and connect people with the support and services they need to safely leave the streets and benefit from the resources our community provides. She will also be checking-in with business owners, documenting interactions with panhandlers, and connecting with residents. We hope you will join us in welcoming Sarita as a critical part of our Team. Thank you to the City of Lancaster for funding this important new position.











# Marshall W. Snively

## President

Acting Executive Director, Lancaster CRIZ Authority



# **Lancaster** **City Revitalization & Improvement Zone** **Authority**

Managed by **LANCASTER CITY ALLIANCE**





## City Revitalization & Improvement Zone (CRIZ)



# CRIZ Program

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**>\$7.8 million**

in 2020 **State and local tax revenues returned to the CRIZ districts in 2021** to support economic development, allocated and distributed by Lancaster City Alliance in our first year managing the CRIZ program





# CRIZ Program

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**\$37.4 million**

in State & local tax revenues returned and distributed since 2014,  
leveraging **\$129.1 million** in private matching funds invested  
to support more than **\$167 million** in economic development

# CRIZ Program

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**\$3.1 million**

in CRIZ **COVID-19 Small Business Recovery Grants** awarded in 2021, keeping many City businesses afloat during the pandemic and providing critical support for payroll, rent, utilities, supplies, and working capital



# CRIZ Program

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## \$5 million

New CRIZ **Small Business Financial Assistance Loan Program** launched internally in early 2022 in partnership with EDC Finance Corporation; will provide maximum \$100K loans to catalyze small business growth and commercial renovations



**Colleen Wagner**  
Executive Leadership Teams Manager





# An Equity Profile for Lancaster



LANCASTER CITY  
**ALLIANCE**

We stand with our communities of color and share in the justifiable anger and frustration after yet another example of senseless violence. We know that we can and must do better to ensure equal representation of our residents and business owners to address racial and structural economic inequities.

**As George Floyd is laid to rest, WE must not rest.**

Lancaster City Alliance calls on our business, merchant, and community partners to stand with us.

**JUSTICE for GEORGE FLOYD  
BE THE CHANGE**

LANCASTER CITY **ALLIANCE**

**May 2020**



**Lancaster City  
Flourishes  
and everyone  
shares in its  
success.**



# Demographics

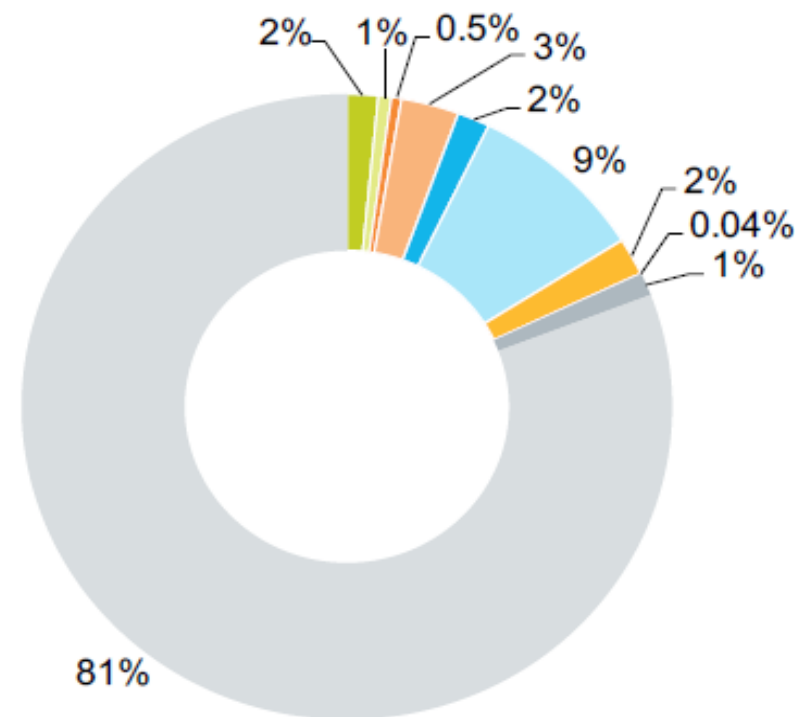
## Who lives in the county?

**The majority of Lancaster County residents are white.** Lancaster County's population is 82 percent white and 18 percent people of color — slightly less diverse than the state of Pennsylvania, which is 76 percent white and 24 percent people of color. The white population includes Amish communities who live in rural Lancaster County, especially in the eastern part of the county. [Elizabethtown College's Young Center for Anabaptist and Pietist Studies](#) estimates that there are over 33,000 Amish residents in the county, or about 7 percent of the white population.

Among communities of color in Lancaster, Latinx residents represent the largest group (11 percent) followed by Black residents (4 percent). The majority of the Black, Latinx, and white populations in Lancaster were born in the U.S., while immigrants are a slightly larger share of the Asian or Pacific Islander population.

Race, Ethnicity, and Nativity, 2019

- Asian or Pacific Islander, Immigrant (2%)
- Asian or Pacific Islander, U.S.-born (1%)
- Black, Immigrant (1%)
- Black, U.S.-born (3%)
- Latino, Immigrant (2%)
- Latino, U.S.-born (9%)
- Mixed/other (2%)
- Native American (0.04%)
- White, Immigrant (1%)
- White, U.S.-born (81%)





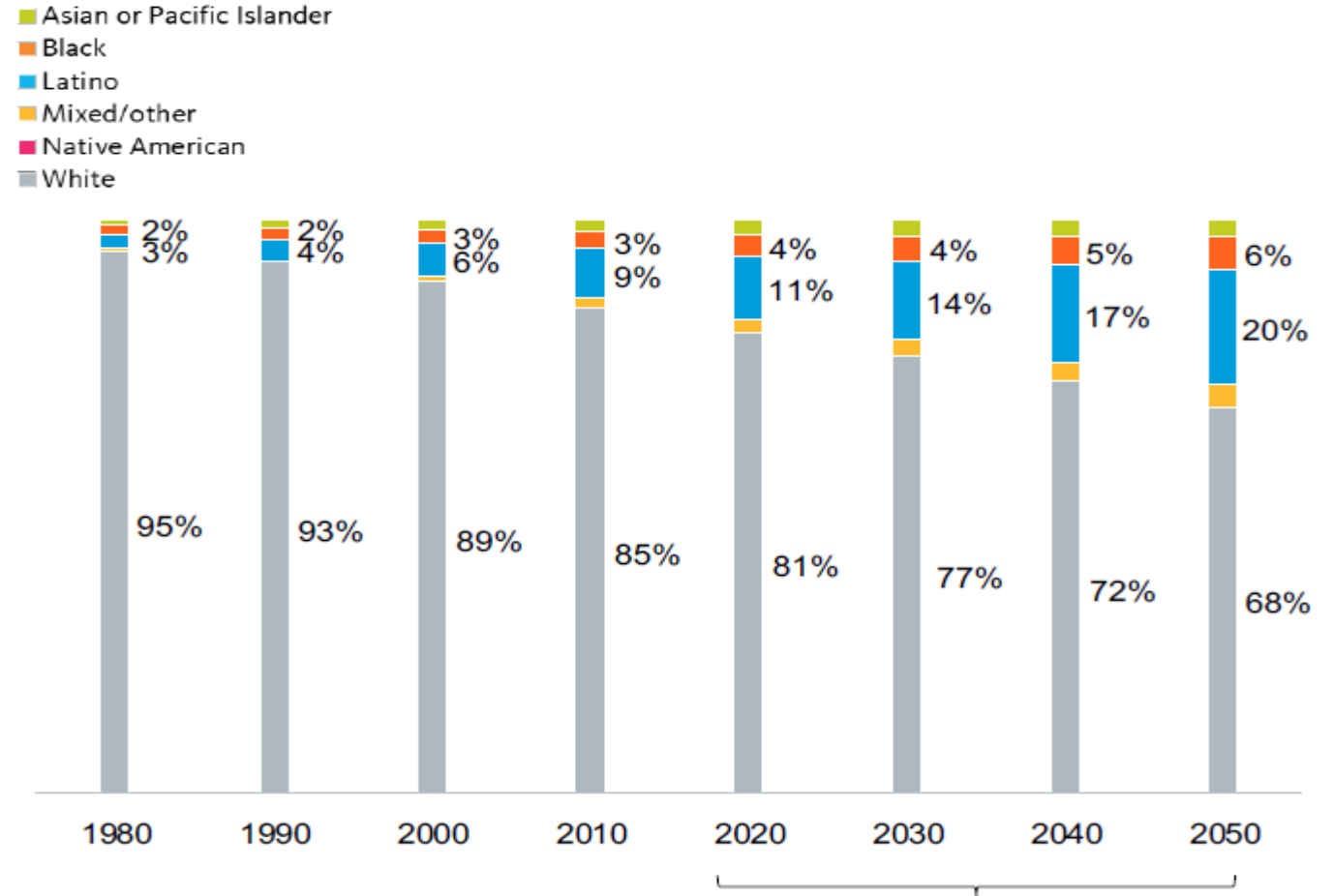
# Demographics

## Who lives in the county and how is this changing?

**The county is experiencing a demographic shift.** Demographic change has occurred more slowly in Lancaster County compared to the nation. However, the proportion of the population who are people of color and immigrants continues to steadily increase in the county.

The increase in the Black and Latinx populations will continue to drive growth in the county. Between 2020 and 2050, the Latinx population to increase from 11 percent to 20 percent of the total population, and the Black population is anticipated to increase from 4 percent to 6 percent.

Racial/Ethnic Composition, 1980 to 2050



Sources: U.S. Census Bureau; Woods & Poole Economics, Inc.

Note: Much of the increase in the Mixed/other population between 1990 and 2000 is due to a change in the survey question on race.

Projected

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# RAMADHAN *kareem*

2022 M - 1443 H

LANCASTER CITY ALLIANCE



# International *Women's* Day March 8

LANCASTER CITY ALLIANCE



LANCASTER CITY ALLIANCE



**LISTEN  
LEARN  
& LEAD**

## **DISABILITY RIGHTS**

**JUNE 6  
6:30 - 8 PM  
YWCA Lancaster**

**MAY  
2022**

Mental Health  
Awareness  
Month

[mhalancaster.org](http://mhalancaster.org)

*You are not alone!*



Happy Pride  
Month

LANCASTER CITY ALLIANCE

BLACK HISTORY MONTH



LANCASTER CITY ALLIANCE





**Marshall W. Snively**  
**President**



**FY2021-22**

# **\$1.2 million in Operations Dollars**

leveraged an additional **\$450K** in grant funds awarded to Lancaster City Alliance to enable programmatic initiatives

**\$155K** - Façade Improvement Grant Program

**\$130K** - Beaver Street Quality of Life Initiative

**\$100K** - Cultivate Lancaster Entrepreneurship Coalition Strategic Planning

**\$65K** - Homeless/Congregant Outreach



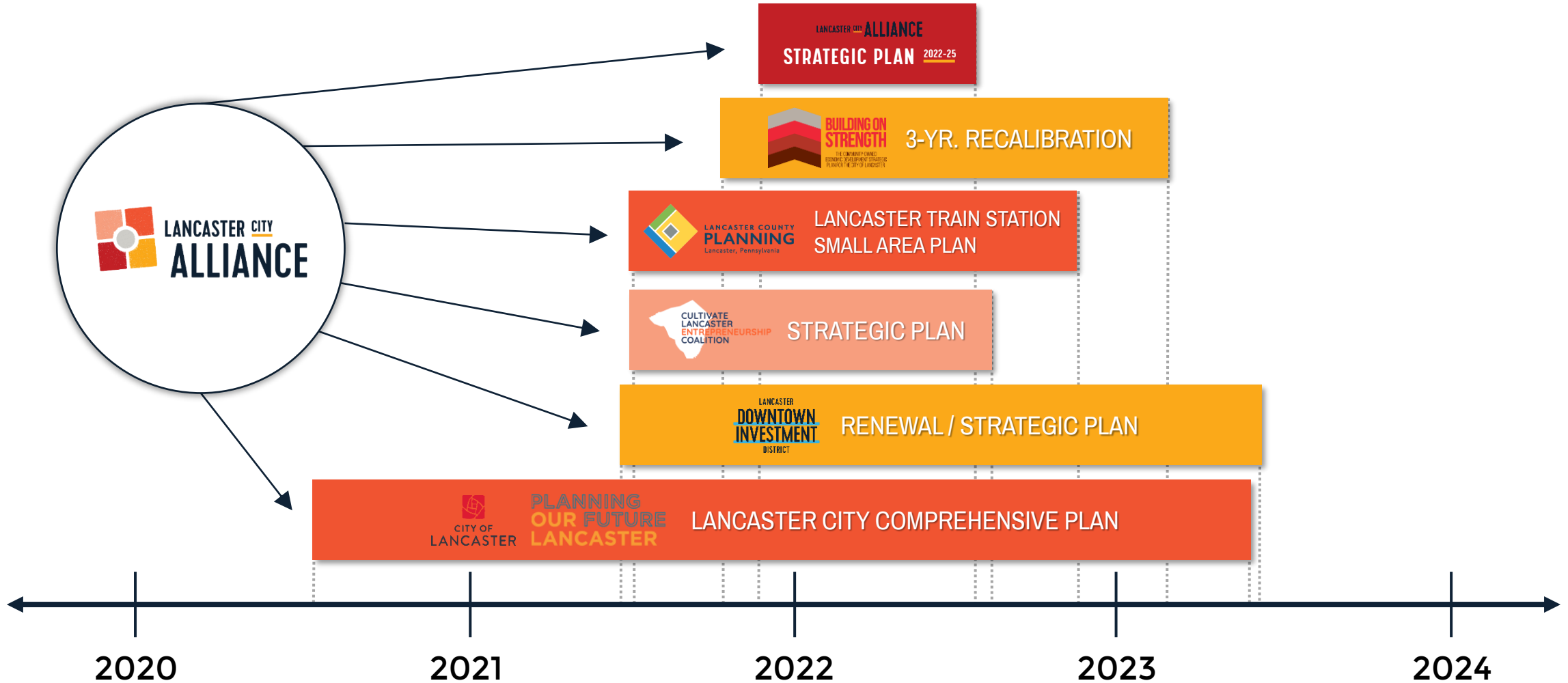
# Vision for the Future

Marshall W. Snively  
Robert "Teke" Drummond  
Richard M. Rankin



LANCASTER CITY  
**ALLIANCE**

# 2021-22: A Year of Planning





# STRATEGIC PLAN 2022-25



Our Winning Aspiration

**Lancaster City  
Flourishes**

and everyone  
shares in its

**success.**

# STRATEGIC PLAN 2022-25

## Our Values

We value action.

We value collaboration.

We value the collective good.

We value **adaptability**.

We value diversity, equity, and inclusion.

We value **leadership**.



# STRATEGIC PLAN 2022-25

## Our Differentiators

We convene diverse stakeholders for the common good of Lancaster City.

We harness the power of the private sector.

We hold a reputation as trusted stewards.

We leverage a broad network of engaged leaders with expansive influence.

We are an accelerant of progress.

# STRATEGIC PLAN 2022-25

## Big Question #1

How do we ensure our organization has the sufficient capacity, well-being, and clarity of focus to achieve our Winning Aspiration?



## Big Question #2

How do we strengthen our organizational identity and behaviors as an active leader?

# STRATEGIC PLAN 2022-25

## Big Question #3

How do we define and measure our success?





# Robert "Teke" Drummond

## Chair, Board of Directors

**Penn Medicine Lancaster General Health**  
Executive Director, Corporate Partnerships



**Richard M. Rankin**  
Vice Chair, Board of Directors

**Murray**  
Chairman, President & CEO



10 Years!



LANCASTER CITY  
ALLIANCE

2013-2023