

2023 Annual Report

Lancaster

City

Revitalization &

Improvement

Zone

Managed by LANCASTER CITY **ALLIANCE**

City Revitalization & Improvement Zone (CRIZ) Program

A Vital Economic Development Funding Tool for the City of Lancaster

Grants, Loans, and Annual Debt Service Assistance to Support Business Growth and the Development of Vacant/Underutilized Properties, supporting:

- *Real Estate Acquisition*
- *Site Preparation and Infrastructure*
- *Real Estate Development Soft Costs (ex: Architectural, Engineering, Surveys, Legal Fees)*
- *New Construction*
- *Façade Improvements*
- *Interior Renovations (including Leasehold Improvements)*
- *Furniture, Fixtures, and Equipment*

Since 2014, more than \$60.7 million in state and local tax revenues have been returned and distributed to the City of Lancaster, leveraging more than \$143.4 million in private matching funds invested to support more than \$204 million in economic development.

On the cover: The Holiday Inn of Lancaster's Imperial Terrace

All photos courtesy of Lancaster City Alliance unless otherwise specified

A landscaping crew installs new street trees and a new sidewalk in front of the newly constructed Landis Place on King mixed-use development, home of the revived Rendezvous Pizzeria & Steak Shop, 243 W. King Street, which was supported by CRIZ funding.

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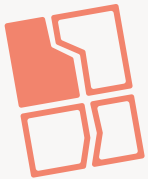
Mandatory CRIZ
Reporting: Simplified
Each Year Thanks
to FourScore

What is CRIZ?

The City Revitalization and Improvement Zone (CRIZ) Program was established by Pennsylvania law (Act 52 of 2013 and amended under Act 84 of 2016) to spur new growth in cities that have struggled to attract development and reinvestment, help revive downtowns, and create jobs for the residents in participating communities. A CRIZ is an area of up to 130 acres, comprised of parcels designated by an authority to capture state and local taxes for the purpose of improvement and development in the designated CRIZ district.

The Lancaster CRIZ Authority is a municipal entity with a bipartisan Board of Directors appointed by Lancaster's mayor and state senator. The Authority was created in 2013 to oversee Lancaster's CRIZ Program and approves financial assistance made possible by the annual capture of specific state and local taxes to support development projects and other capital improvements, small business expansion, and job creation in the City of Lancaster. In 2021, the CRIZ Authority contracted with the nonprofit Lancaster City Alliance to manage the CRIZ Program.

How does CRIZ work?



The City Revitalization and Improvement Zone (CRIZ) district is a special property-based economic development area in the City of Lancaster currently totaling approximately 111 acres—covering much of Lancaster City's Downtown and "Northwest Gateway" area near Harrisburg Avenue and N. Prince Street as well as portions of Manor and S. Duke streets.



The Commonwealth of Pennsylvania and City of Lancaster certify the qualified taxes reported by businesses and property owners in the CRIZ district and return those tax dollars ("increment") to the Lancaster CRIZ Authority. In 2023 alone, more than \$13 million was returned to the Lancaster CRIZ Authority to support economic development in the City of Lancaster's CRIZ and more than \$60.7 million has been returned and distributed to date.



All businesses, property owners, and contractors constructing approved CRIZ projects located in the CRIZ district are required by state law to file annual confidential reports between April 1 and June 15 to the PA Department of Revenue and the City of Lancaster on the amount of qualified taxes (ex: PA Sales Tax, PA Employer Withholding Tax, Local Earned Income Tax, and others) generated by their business during the previous tax year. Businesses, property owners, and contractors doing business in the CRIZ district do not incur any additional taxes as a result of being located in the CRIZ district. **The CRIZ Program's success and the amount of funding generated for the program is dependent on businesses fulfilling this reporting responsibility annually.** The CRIZ Authority contracts with FourScore to provide a free service to help businesses submit their forms each year.



Qualified state and local tax revenues ("increment") returned to the Lancaster CRIZ Authority may be used for payment of debt service on loans issued for the acquisition and/or qualified capital improvements within the CRIZ district and **in support of development projects, other capital improvements, and business growth.** The CRIZ Authority may also use the increment to issue bonds to fund special projects or programs such as the CRIZ Small Business Financial Assistance (SBFA) Grant & Loan Program created in 2018.

2023 Year in Review: CRIZ Program Highlights

Allocation/Distribution of 2022 CRIZ Incremental Tax Revenues and Matching Funds Invested in 2023

The Lancaster CRIZ Authority allocated or distributed \$12,158,923 from 2022 state and local incremental tax revenues for state-approved CRIZ projects and leveraged \$11,016,623 in developer and property owner matching funds in 2023.

The pie chart and table on pages 13-15 provide a breakdown of the CRIZ Authority's 2022 CRIZ incremental tax revenue allocations in 2023, including amounts for qualified projects, bond debt service, CRIZ Authority administration, and compliance services.

Since 2014, over \$60.7 million in state and local tax revenues have been captured for the city, leveraging \$143.4 million in private investments and supporting over \$204 million in economic development.

Lancaster Public Library Relocates to CRIZ-Financed Ewell Plaza

In May 2023, Lancaster Public Library relocated from 125 N. Duke Street to its new home at 151 N. Queen Street on the ground-level and second floor of the Christian Street Garage. The garage, the Library shell, and adjacent Ewell Plaza retail space below the Holiday Inn's Imperial Terrace, was developed by the Lancaster Parking Authority and the bonds that financed their construction are being repaid from annual CRIZ incremental tax revenues. These projects have contributed to the approximately \$100 million redevelopment of the former Lancaster Square in the 100 block of N. Queen Street (now known as Ewell Plaza), which was a key funding priority of the CRIZ Authority and Lancaster's strategic CRIZ plan approved by the state in 2013. The Lancaster Public Library's fit-out of the CRIZ-financed shell provided by Lancaster Parking Authority was funded through its own capital campaign.



In May 2023, the Lancaster Public Library celebrated its move from its longtime location at 125 N. Duke Street to a new, state-of-the-art facility at 151 N. Queen Street, featuring frontage on the newly developed Ewell Plaza within the Lancaster Parking Authority's Christian Street Garage facility, financed by CRIZ revenues. (Photograph courtesy of Lancaster Public Library)

New CRIZ-Supported Projects in 2023

In 2023, the Lancaster CRIZ Authority and Commonwealth of Pennsylvania approved several projects to receive financial assistance from the CRIZ Program, including:

- Tenfold's Transitional Living Center, offering safe, modernized short-term shelter at 105 E. King Street for individuals experiencing homelessness.
- A new catering kitchen and headquarters for TFB Catering, Inc. at 28-30 E. King Street.
- Revival of The Rendezvous Pizzeria & Steak Shop at 243 W. King Street.
- Expanded kitchen for Shot & Bottle in the historic Griest Building at Penn Square.
- Issei's relocation to, and expansion at, 38 W. Orange Street.

These projects align with Lancaster's development goals, supporting community needs, culinary innovation, and preserving historic spaces while enhancing Downtown's vibrancy.

Small Business Financial Assistance (SBFA) Program Success: Nearly \$1 Million Awarded

In 2023, the CRIZ Authority's Small Business Financial Assistance (SBFA) program awarded a total of \$961,244 in grants and low-interest loans to a total of twenty-one (21) diverse businesses, with 24% awarded to person-of-color-owned businesses and 38% to woman-owned businesses. The food and beverage sector (52%) and retail (29%) were notably represented.

Residential Development Financial Assistance (RDFA) Program Proposed

In fall 2023, the CRIZ Authority proposed a new CRIZ funding program to the Commonwealth of Pennsylvania for approval consideration, designed to support multi-unit residential and mixed-use developments in the CRIZ district. If approved, the Residential Development Financial Assistance (RDFA) Program would offer below-market loans up to \$2 million and grants up to \$100,000 for projects prioritizing affordable housing, upper-story redevelopment, and net new residential units. The RDFA Program could help address housing market barriers and support Lancaster's goal of 2,500 new housing units by 2030. However, as of early 2024, residential development remains ineligible for CRIZ funding under current state law, and the CRIZ Authority continues to advocate for necessary legislative changes to permit it.



Riley Kaminski, Co-Owner and Head Chef at The Rendezvous
(Photography courtesy of Fig magazine)



Donna & Andre Pham, owners of Issei
(Photography courtesy of Fig magazine)

Transformative Support: CRIZ Funds Approved for Renovation of Tenfold's Transitional Living Center

The Lancaster CRIZ Authority and the Commonwealth of Pennsylvania approved up to \$2 million in financial assistance for Tenfold's Transitional Living Center (TLC) at 105 E. King Street to support an extensive renovation of this critical short-term housing facility. The approval has enabled TLC to leverage CRIZ-attributable tax revenues to finance the project, with funds to be disbursed over a five-year period based on the success of Tenfold's "Journey Home" Renovation Project Capital Campaign.

Operating since 1986 in the historic Hotel Weber which was built in 1910, the TLC provides 52 units of short-term housing and supportive services to individuals, couples, families, and veterans experiencing homelessness, with an average stay of five to six months. However, the aging building now requires substantial updates to ensure the continued safety, comfort, and viability of its services. Without these renovations, this vital facility could face closure, which would impact Lancaster's ability to address homelessness—a challenge exacerbated since the COVID-19 pandemic.



The Transitional Living Center, operated by nonprofit organization Tenfold, was approved in 2023 for up to \$2 million in CRIZ funds to support major renovations to the short-term housing shelter at 105 E. King Street. (Rendering courtesy of Tenfold)

The TLC renovation project includes a comprehensive modernization of the interior, including ADA-compliant access, and a restoration of portions of the historical façade, enhancing the streetscape along East King Street. This renovation aligns with the *Building On Strength* economic development plan, which prioritizes a clean, safe, and attractive Downtown Lancaster and aims to preserve Lancaster's historic character in the National Historic District.

The \$8.1 million project budget includes labor costs in compliance with the Pennsylvania Prevailing Wage Act. CRIZ assistance will be the final funding source, ensuring local donations reach the campaign goal before CRIZ funds are applied. This "last dollar in" approach allows the TLC to continue its mission while strengthening Lancaster's social and economic fabric.

CRIZ Program Spurs Growth in Lancaster's Celebrated Culinary Scene

The CRIZ Authority and Commonwealth of Pennsylvania approved applications from a total of five (5) Downtown Lancaster food & beverage/hospitality businesses in 2023, empowering the establishments to reimagine and elevate their offerings, while creating new job opportunities and drawing locals and visitors into the city's vibrant Downtown Core and further strengthening the City of Lancaster's nationally-recognized culinary scene.



The Kaminski family celebrates the soft opening of the new Rendezvous Pizzeria & Steak Shop at 243 W. King Street in November 2023. Rendezvous Bistro, LLC, was approved in 2023 to utilize the CRIZ-attributable state and local taxes generated at 239-243 W. King Street to support repayment of loans that financed the development of the new restaurant.

The Rendezvous Pizzeria & Steak Shop Returns to West King Street with a Modern Twist

The Lancaster CRIZ Authority approved financial assistance for Rendezvous Bistro, LLC on July 25, 2023, with final approval by the Commonwealth of Pennsylvania on October 31, 2023. This assistance provides annual access to CRIZ-qualified incremental tax revenues, allowing the business to service debt on loans needed to fund leasehold improvements, professional design services, and new furniture, fixtures, and equipment for the development of The Rendezvous Pizzeria & Steak Shop. The new restaurant, located at 243 W. King Street, opened in winter 2023.

The Rendezvous Pizzeria & Steak Shop honors the legacy of the original Rendezvous Steak Shop, a cherished local eatery founded by co-owner Edward Kaminski's uncle,

Roger Gaspari, in 1951. The former steak shop, a community staple until its closure in December 2019, held a special place in Lancaster's culinary history, and the Kaminski family's revival brings that tradition back to life in the heart of the city.

Operating in the newly completed Landis Place on King, a mixed-use development at 239 W. King Street, the restaurant offers a modern European-style bistro experience. Serving Neapolitan wood-fired pizza, the iconic Rendezvous cheesesteak, sandwiches, salads, and fries, The Rendezvous Pizzeria & Steak Shop has a fast-casual, limited-service format. The restaurant provides seating for 38 guests indoors and 12 outdoors and operates six days a week, creating approximately 9-10 full-time jobs.

The \$453,000 project received additional funding support, including \$125,000 in CRIZ Small Business Financial Assistance (grant/loan) and a \$50,000 loan from Finanta (formerly Community First Fund), among other private financing.

Spring House Brewing Company Unveils The Coffin Bar & Kitchen on West Lemon Street

The Lancaster CRIZ Authority and Commonwealth of Pennsylvania approved financial assistance in 2023 to support the development of The Coffin Bar & Kitchen, a new venture from Spring House Brewing Company, at 28-30 W. Lemon Street in Downtown Lancaster. This CRIZ funding, provided as annual access to incremental tax revenues generated by the business, will reimburse costs related to the acquisition of the property and professional design services essential for renovations. The project brings new life to the former Alley Kat Restaurant and Bar, transforming it into a uniquely branded space featuring a bar, dining room, and outdoor seating with a spooky, playful vibe.

Spring House Brewing Company, founded in 2006, has been a staple in Lancaster since opening The Taproom

by Spring House Brewing Co. in 2011 in the historic Hager Department Store building on W. King Street near Lancaster Central Market. Moving from a leased space to owning their own property on West Lemon Street aligns with Spring House's expansion goals and allows the brand to fully embrace its spooky theme in both atmosphere and offerings. The new location features a curated selection of Spring House beers, cocktails, and a variety of cuisine.

The \$830,000 project received additional funding support, including \$25,000 in CRIZ Small Business Financial Assistance (SBFA) grant funding, a \$200,000 construction loan, and contributions from owners Matt and Greg Keasey, who also secured a U.S. Small Business Administration loan. With renovations complete, The Coffin Bar & Kitchen opened in fall 2023, creating approximately 7 full-time and 17-22 part-time positions, and offering a seating capacity of 71 patrons indoors and 12 outdoors.



Spring House Brewing Company owners Matt Keasey (center) and Greg Keasey (right), along with Director of Business Development Scott Richardson (left), ceremoniously open The Coffin Bar & Kitchen for business in October 2023.



Andrew (left) and Kate (right) Martin, owners of Shot & Bottle (Photography courtesy of Fig magazine)



The Shot and Bottle Shop LLC, was approved in 2023 to utilize the CRIZ-attributable state and local taxes generated by the business to support repayment of a loan that financed the expansion of Shot & Bottle's kitchen facilities in the basement of the Griest Building at 2 N. Queen Street. (Photography courtesy of Shot & Bottle)

Shot & Bottle Expands Kitchen Facilities in Historic Griest Building to Address Growing Demand

In September 2023, the Lancaster CRIZ Authority approved financial support for The Shot and Bottle Shop, LLC, with final approval by the Commonwealth of Pennsylvania on December 22, 2023. This assistance allows Shot & Bottle to leverage incremental tax revenues generated by the business to service debt on a project loan that funded the expansion of its kitchen facilities. Located on the ground-floor of the historic Griest Building at 2 N. Queen Street, Shot & Bottle is an upscale restaurant and bar known for its locally crafted cocktails, featuring the spirits of the restaurant and bar's sister company Thistle Finch.

Since opening in 2018, Shot & Bottle has gained a reputation for its handcrafted drinks and vibrant atmosphere, drawing patrons to its indoor dining area and seasonal patio. Despite success, the restaurant faced limitations due to the confined space of its basement kitchen, especially with cold storage and preparation areas.

The approved expansion project involved leasing an additional 300 square feet adjacent to the current kitchen, allowing for a second walk-in cooler and additional prep space. This expansion will not only ease operational challenges but also support the restaurant's continued growth, including a goal to add at least five new employees over the next three years.

The project, constructed by Ebersole Brothers and designed by Hammel Associates Architects, began in September 2023 and was completed by year's end. With total costs estimated at \$148,398, Shot & Bottle contributed \$24,583 in capital, secured a \$98,815 CRIZ Small Business Financial Assistance (SBFA) loan, and received a CRIZ SBFA \$25,000 grant.



Sun & Moon Realty, LLC (for Pham Enterprise, LLC) was approved in 2023 to utilize the CRIZ-attributable state and local taxes generated by the businesses to support repayment of loans that financed the relocation of Issei from 44 N. Queen Street to 38 W. Orange Street, enabling the restaurant to own its real estate and expand into a larger footprint with a full-service bar. (Photography courtesy of Fig magazine)

Issei Relocates and Expands at 38 West Orange Street

In 2023, the Lancaster CRIZ Authority approved financial assistance for Sun & Moon Realty, LLC, the real estate ownership entity for Pham Enterprise, LLC, to support Issei's relocation from 44 N. Queen Street to a larger facility at 38 W. Orange Street. The CRIZ funding allows the business to leverage incremental tax revenues to service debt related to real estate acquisition, helping Issei own its new space and expand its offerings. Final Commonwealth of Pennsylvania approval was provided in January 2024.

Owned by Andre and Donna Pham, Issei has long been a favorite in Lancaster for its Japanese ramen dishes and welcoming atmosphere. With the new location, opened in March 2024, Issei has gained a larger kitchen, a fully stocked bar, and dual dining spaces to accommodate

both casual and quick-service patrons. Additionally, the move facilitates special event catering, an area previously limited by space constraints at its former location.

The new venue introduces a Japanese “izakaya” concept, featuring Japanese drinks and a tapas-style menu, adding a unique cultural and culinary offering to Lancaster’s dining scene. Market research underscores Issei's distinctive role in Downtown Lancaster’s culinary sphere, blending quality, family-friendly service, and innovative Japanese cuisine.

With total project costs of \$1.66 million, Pham Enterprise LLC, has invested \$227,982, supplemented by a \$25,000 CRIZ Small Business Financial Assistance (SBFA) grant, a \$100,000 CRIZ SBFA loan, a \$708,472 loan from Finanta (formerly Community First Fund), and a \$601,739 U.S. Small Business Administration (SBA)-504 loan secured via EDC Finance Corporation.

From Lititz to Downtown Lancaster: CRIZ Authority Backs TFB Catering, Inc.'s New Headquarters and Kitchen

The Lancaster CRIZ Authority approved a financial assistance package for TFB Properties, LLC/TFB Catering, Inc. on June 27, 2023, with final approval by the Commonwealth of Pennsylvania on October 11, 2023. This support allowed the entities to access CRIZ-qualified incremental tax revenues, enabling them to service debt on eligible project loans. The funding helped cover the costs of leasehold improvements, design services, and new equipment needed to establish a state-of-the-art catering kitchen in the formerly vacant third-floor space above Annie Bailey's Irish Public House and Conway Social Club, located in Downtown Lancaster's Central Business CRIZ District.

Established in 2013, TFB Restaurants & Co. became a staple in Downtown Lancaster, enhancing Annie Bailey's reputation as a popular destination. In 2019, they expanded by adding the Conway Social Club, and by 2020, their umbrella company

TFB Hospitality Group launched TFB Catering, Inc. in Lititz, PA, which grew quickly, generating over \$6 million in revenue and creating 100 new jobs.

The move to Downtown Lancaster, enabled by CRIZ assistance, has strategically repositioned TFB Catering, providing a central location in the county with easy access to major highways and proximity to prominent event venues downtown that are capable of hosting large-scale gatherings. This transition is expected to create approximately 25 new jobs and boost Lancaster's event catering capacity.

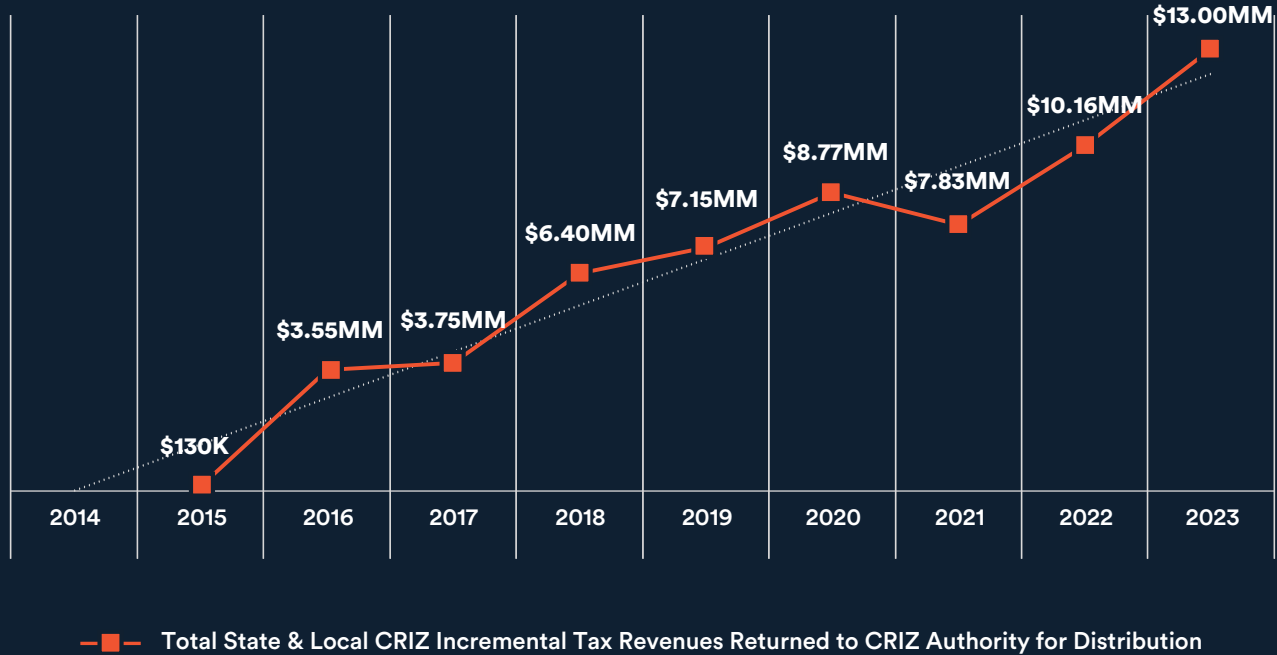
Construction by Benchmark Construction began in October 2023 and was completed in January 2024. The project's total cost of \$1.26 million was financed by loans from Fulton Bank.

This development further supports Lancaster's economic growth and showcases the impact of CRIZ assistance in revitalizing vacant and underutilized upper floors in the Downtown Core.

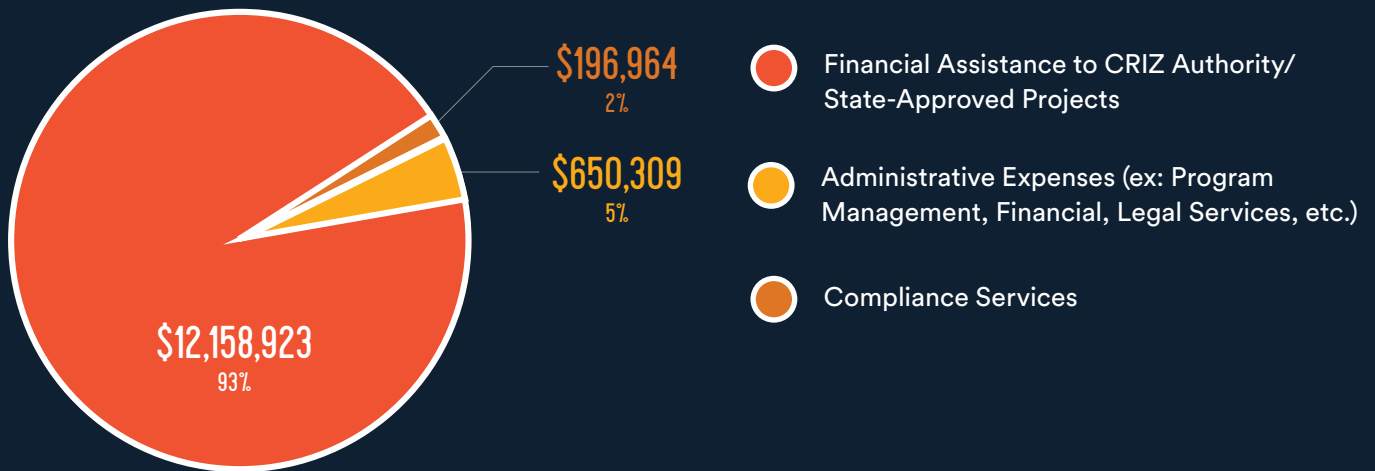
TFB Catering, Inc., part of the TFB Hospitality Group, was approved in 2023 to utilize the CRIZ-attributable state and local taxes generated by the businesses at 28-30 E. King Street to support repayment of loans that financed the development of a new catering kitchen facility above the popular Annie Bailey's Irish Public House restaurant and bar. (Photography courtesy of TFB Catering and Fig magazine)



Certified CRIZ Incremental Tax Revenues Received Annually from Previous Tax Year Reporting



Allocation/Distribution of 2022 Qualified CRIZ State & Local Incremental Tax Revenues by the Lancaster CRIZ Authority in 2023



Distribution of CRIZ Incremental Tax Revenue Expenditures by Project and Matching Funds Invested Through 2023

Year(s) Approved	Project	Project Type	CRIZ Financial Assistance Beneficiary	Address	CRIZ Incremental Tax Revenues Allocated/ Distributed in 2023	Total CRIZ Incremental Tax Revenues Allocated/ Distributed to Date (Through 2023)	Matching Funds Invested in 2023	Total Matching Funds Invested to Date (Through 2023)
2015	Jimmy John's Restaurant	Leasehold Improvements, Equipment	Center City 35 NQ, LLC	35 N. Queen Street	\$-	\$68,903.58	\$-	\$299,346.31
2016	Plaza Centro Neighborhood Retail Center (initially called Conestoga River Plaza)	New Construction	Conestoga Plaza, LP (for SACA Development Corporation)	902-910 S. Duke Street	\$-	\$116,624.46	\$-	\$7,666,517.57
2016	Lancaster County Convention Center Capital Improvements	Renovations, Furniture, Fixtures, Equipment	Lancaster County Convention Center Authority	25 S. Queen Street	\$-	\$3,300,000.00	\$60,873.07	\$1,513,203.68
2016	Lancaster Marriott at Penn Square Hotel Expansion	Real Estate Acquisition, Furniture, Fixtures, Equipment	Redevelopment Authority of the City of Lancaster	14-18 E. King Street	\$3,204,054.77	\$7,432,460.69	\$1,235,107.92	\$32,732,769.86
2016, 2017, 2018, 2019, 2022, 2023	Clipper Magazine Stadium Capital Improvements	Renovations, Infrastructure, Furniture, Fixtures, Equipment	Redevelopment Authority of the County of Lancaster	580 N. Prince Street	\$602,243.60	\$5,638,337.99	\$386,905.00	\$2,388,637.46
2016-2018	The Holiday Inn Lancaster (formerly The Hotel Lancaster)	Real Estate Acquisition, Furniture, Fixtures, Equipment	Square Development, LP	25 E. Chestnut Street	\$439,803.17	\$4,250,142.65	\$49,708.63	\$16,210,567.65
2017	"101NQ" Office/Retail/ Residential Facilities (Cargas Corporate Headquarters and LNP Media Group Corporate Headquarters) (formerly the "Bulova Building")	Environmental Remediation	QS Zamagis, LLC and LQS, LLC	101 N. Queen Street	\$-	\$1,936,878.78	\$158,180.79	\$40,143,059.38
2018	Christian Street Garage/ Lancaster Public Library/ Ewell Plaza Retail	Professional Design Services, Development Site Preparation, New Construction	Lancaster Parking Authority	151 N. Queen Street	\$4,771,401.65	\$10,229,621.84	\$7,098,548.00	\$17,977,696.48
2018	Max's Eatery (Restaurant/Bar)	Business Acquisition, Renovations, Furniture, Fixtures, Equipment	Macodo, LLC	38 W. King Street	\$-	\$163,788.54	\$-	\$1,219,954.70
2018	29 East King Office & Retail Facilities (Woodstream Corporate Headquarters)	Façade and Interior Renovations	29 East King Street, LLC	29 E. King Street	\$-	\$1,112,603.78	\$-	\$6,527,156.91
2018	551 West (Restaurant/Bar) Expansion	New Construction, Renovations, Furniture, Fixtures, Equipment	Trissler Partners, LLC and TAFF Enterprises, LLC	551 W. King Street	\$79,450.50	\$181,340.77	\$-	\$679,812.17
2019	Ewell Plaza Public Space	Professional Design Services, Development Site Preparation, New Construction	City of Lancaster	125 N. Queen Street	\$-	\$2,839,705.48	\$-	\$583,258.21
2019	Double C (Restaurant/Bar)	Real Estate Acquisition, Renovations, Furniture, Fixtures, Equipment	Double C, LLC and Grip & Rip, LLC	220 N. Prince Street	\$84,723.46	\$267,085.82	\$-	\$1,203,910.83
2019	The Exterior Company Corporate Headquarters	Real Estate Acquisition	The Exterior Company, Inc.	311 Harrisburg Avenue	\$309,886.50	\$309,886.50	\$-	\$3,200,675.81
2019	Norbu Restaurant (PENDING COMMONWEALTH OF PA APPROVAL)	Professional Services, Leasehold Improvements	Christian Street Court Associates, LP	38 N. Christian Street, Suite 100	\$15,721.40	\$15,721.40	\$41,371.44	\$259,496.39
2020	Southern Market (Food Hall/Bar, Offices, Entrepreneur Incubator)	Real Estate Acquisition, Furniture, Fixtures, Equipment	Lancaster Equity, Inc. and Willow Valley Communities	100 S. Queen Street	\$214,487.96	\$293,282.36	\$443,139.00	\$8,089,731.00
2020	Duke Street Plaza (Retail/Services Center)	Real Estate Acquisition, Development Site Preparation	Duke Street Plaza, LLC (SACA Development Corporation)	802-820 S. Duke Street	\$1,192,396.00	\$2,147,396.00	\$-	\$459,961.17
2022	Thaddeus Stevens & Lydia Hamilton Smith Center for History & Democracy	Professional Design Services; Leasehold Improvements, Furniture, Fixtures, Equipment	LancasterHistory.org	45-47 S. Queen Street	\$901,464.64	\$1,373,201.74	\$225,366.16	\$319,713.58



Left: Construction crews retrofit the historical 19th-century tobacco warehouse at 311 Harrisburg Avenue into the 21st-century headquarters of The Exterior Company, Inc. in 2021.

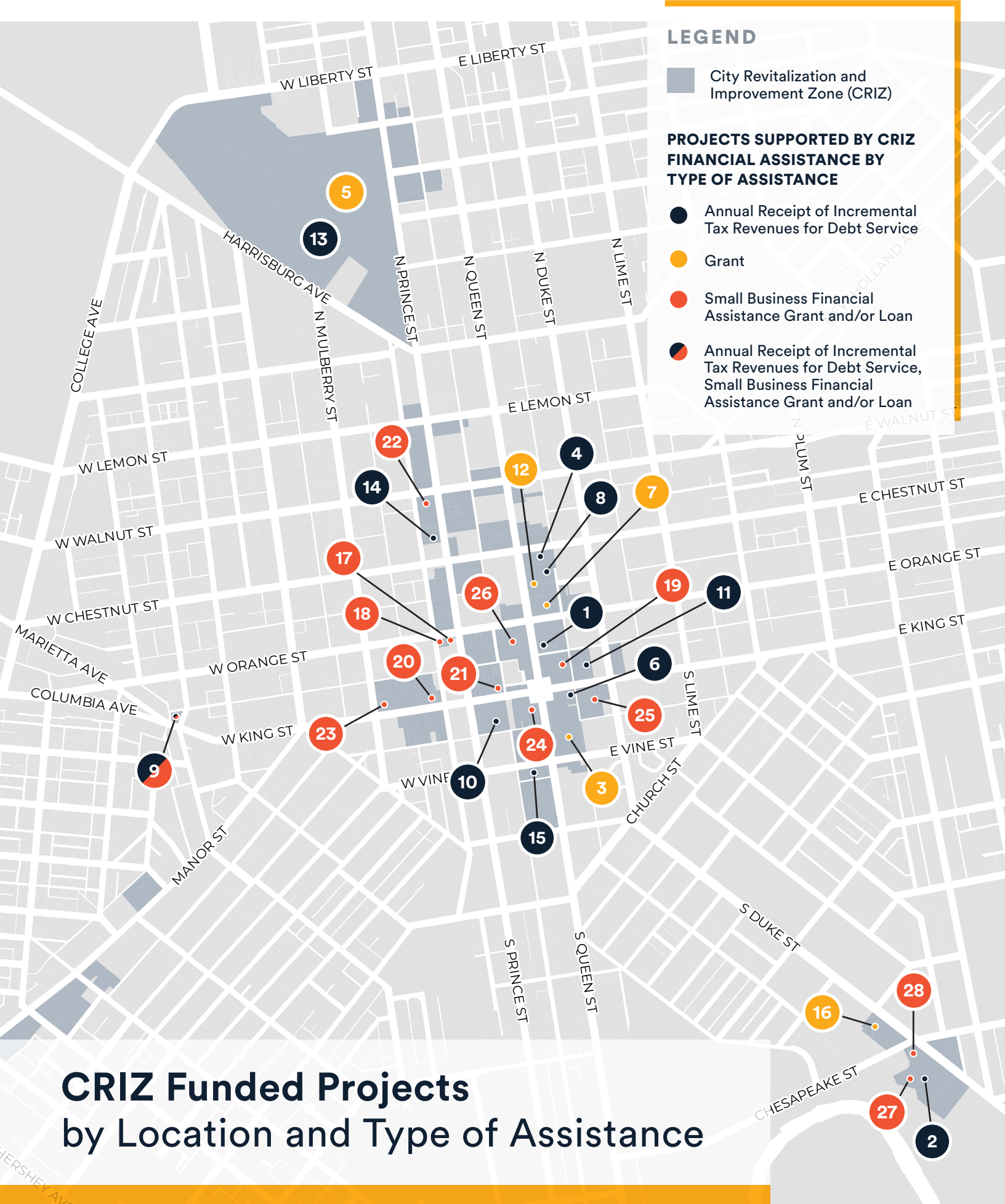
Right: The newly completed headquarters of The Exterior Company as seen in 2023.



Year(s) Approved	Project	Project Type	CRIZ Financial Assistance Beneficiary	Address	CRIZ Incremental Tax Revenues Allocated/ Distributed in 2023	Total CRIZ Incremental Tax Revenues Allocated/ Distributed to Date (Through 2023)	Matching Funds Invested in 2023	Total Matching Funds Invested to Date (Through 2023)
2023	Transitional Living Center Renovations	Professional Services, Renovations, Furniture, Fixtures, Equipment	Tenfold	105 E. King St.	\$76,417.18	\$76,417.18	\$19,104.30	\$19,104.30
2023	Rendezvous Pizzeria & Steak Shop (Restaurant)	Leasehold Improvements, Furniture, Fixtures, Equipment	Rendezvous Bistro, LLC	243 W. King St.	\$-	\$-	\$80,871.72	\$80,871.72
2023	The Coffin Bar & Kitchen by Spring House Brewing Company (Restaurant/Bar)	Real Estate Acquisition, Professional Services, Furniture, Fixtures, Equipment	The Taproom Spring House Brewing Co.	30 W. Lemon St.	\$-	\$-	\$280,000.00	\$280,000.00
2023	Shot & Bottle (Restaurant/Bar) Kitchen Expansion	Professional Services, Furniture, Fixtures, Equipment	The Shot and Bottle Shop, LLC	2 N. Queen St.	\$74,974.72	\$74,974.72	\$29,679.60	\$29,679.60
2023	TFB Catering, Inc. Kitchen Facility and Headquarters	Professional Services, Leasehold improvements, Furniture, Fixtures, Equipment	TFB Properties, LLC	28-30 E. King St.	\$148,465.54	\$148,465.54	\$270,178.60	\$270,178.60
2023	Issei Noodle (Restaurant/Bar) Relocation and Expansion	Real Estate Acquisition, Furniture, Fixtures, Equipment	Sun & Moon Realty, LLC (for Pham Enterprise, LLC)	38 W. Orange St.	\$43,432.56	\$43,432.56	\$678,960.99	\$678,960.99

TOTALS: \$12,158,923.65 \$42,020,272.38 \$11,057,995.22 \$142,834,264.37

See maps on page 16 & 18 for locations of projects listed above



LEGEND

City Revitalization and Improvement Zone (CRIZ)

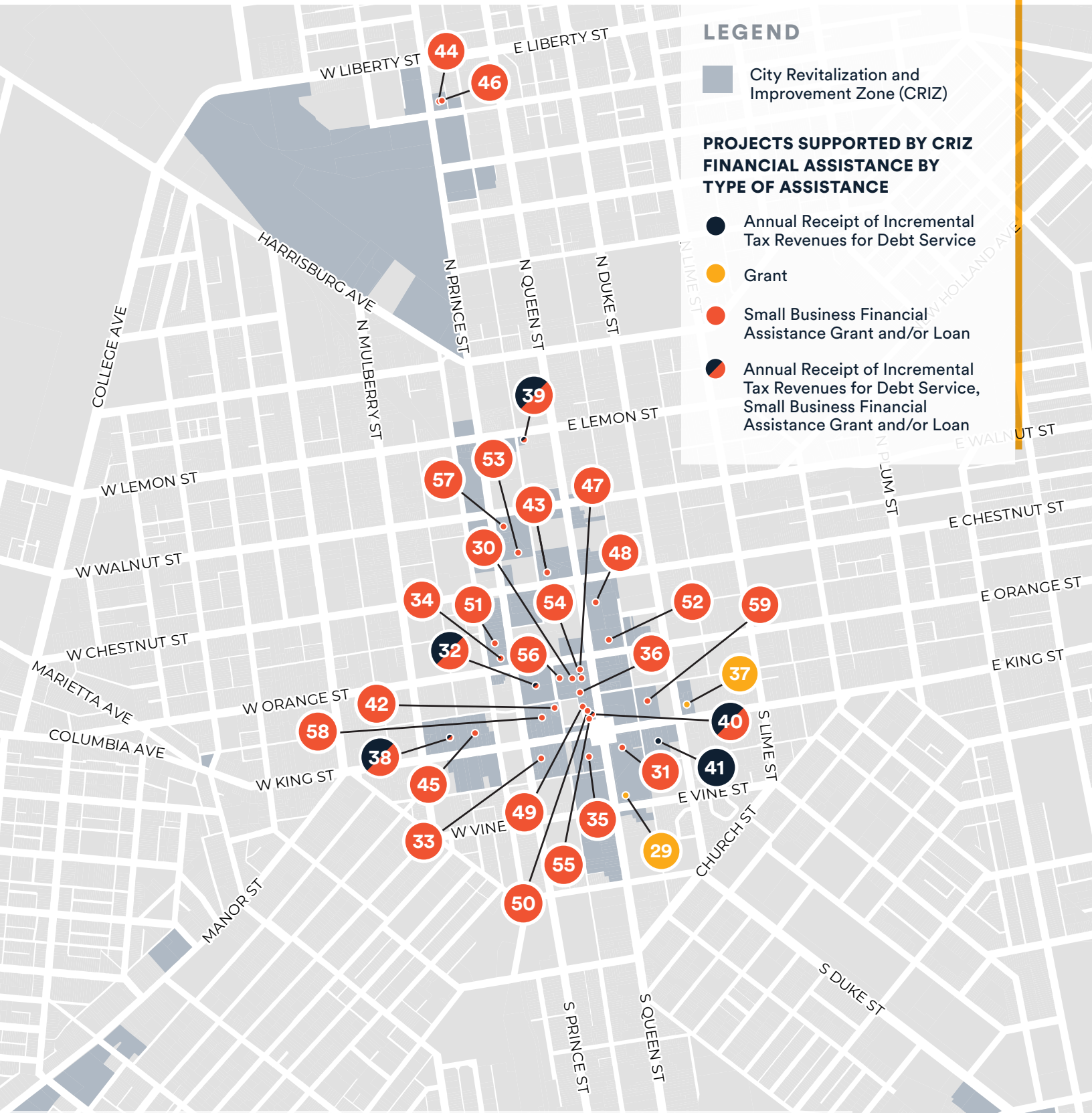
PROJECTS SUPPORTED BY CRIZ FINANCIAL ASSISTANCE BY TYPE OF ASSISTANCE

- Annual Receipt of Incremental Tax Revenues for Debt Service
- Grant
- Small Business Financial Assistance Grant and/or Loan
- Annual Receipt of Incremental Tax Revenues for Debt Service, Small Business Financial Assistance Grant and/or Loan

CRIZ Funded Projects by Location and Type of Assistance

Map No.	Project	Address	CRIZ Financial Assistance Type
1	Jimmy John's (Restaurant): Real Estate Acquisition	35 N. Queen Street	Annual Receipt of Property/Business-Generated Incremental Tax Revenues for Debt Service
2	Plaza Centro Neighborhood Retail Center: Real Estate Acquisition, Site Preparation, Infrastructure	902-910 S. Duke Street	Grant
3	Lancaster County Convention Center: Capital Improvements, Fixtures, Furniture, Equipment	25 S. Queen Street	Grant
4	The Holiday Inn of Lancaster: Real Estate Acquisition	25 E. Chestnut Street	Annual Receipt of Incremental Tax Revenues for Debt Service
5	Clipper Magazine Stadium: Capital Improvements, Fixtures, Furniture, Equipment	580 N. Prince Street	Grant
6	551 West (Restaurant/Bar) Sky Bar Expansion: Professional Design Services, New Construction, Renovations	551 W. King Street	Annual Receipt of Property/Business-Generated Incremental Tax Revenues for Debt Service
7	101NQ Mixed-Use Retail/Office/Residential (formerly Bulova Technologies): Environmental Remediation	101 N. Queen Street	Grant
8	Christian Street Garage/Lancaster Public Library/Ewell Plaza Retail: Demolition, New Construction	151 N. Queen Street	Annual Receipt of Incremental Tax Revenues for Debt Service
9	551 West (Restaurant/Bar) Skybar Expansion: Professional Design Services, New Construction, Renovations, Equipment	551 W. King Street	Small Business Financial Assistance Grant; Annual Receipt of Incremental Tax Revenues for Debt Service
10	Max's Eatery (Restaurant/Bar): Acquisition of Business Assets, Equipment	28 W. King Street	Annual Receipt of Incremental Tax Revenues for Debt Service
11	29 East King (Woodstream Building): Façade Improvements, Interior Renovation	29 E. King Street	Annual Receipt of Incremental Tax Revenues for Debt Service
12	Ewell Plaza (formerly Lancaster Square) Public Space: Professional Design Services, New Construction	125 N. Queen Street	Grant
13	The Exterior Company Corporate Headquarters: Real Estate Acquisition	311 Harrisburg Avenue	Annual Receipt of Incremental Tax Revenues for Debt Service
14	Double C (Restaurant/Bar): Real Estate Acquisition, Renovations, Furniture, Fixtures, Equipment	220 N. Prince Street	Annual Receipt of Incremental Tax Revenues for Debt Service
15	Southern Market Lancaster (Food Hall/Bar, Offices, Entrepreneur Incubator): Real Estate Acquisition, Fixtures, Furniture, Equipment	100 S. Queen Street	Annual Receipt of Incremental Tax Revenues for Debt Service
16	Duke Street Plaza Mixed-Use: Real Estate Acquisition, Demolition, Site Preparation	802-820 S. Duke Street	Grant
17	Citronelle: Construction	110 W. Orange Street	Small Business Financial Assistance Grant
18	Cutting Edge Barber Academy: Renovations	114 W. Orange Street	Small Business Financial Assistance Grant
19	Blazin' J's Restaurant: Equipment	15 E. King Street	Small Business Financial Assistance Grant
20	Mary's Creation Studio: Equipment	209 W. King Street	Small Business Financial Assistance Grant
21	The Taproom (Spring House Brewing Company): Leasehold Improvements	25 W. King Street	Small Business Financial Assistance Grant
22	Our Town Brewery: Leasehold Improvements	252 N. Prince Street	Small Business Financial Assistance Grant
23	Sara's Grocery & Deli: Façade Improvements	259 W. King Street	Small Business Financial Assistance Grant
24	Tread House: Equipment	28 Penn Square, Suite 160	Small Business Financial Assistance Grant
25	Annie Bailey's Irish Public House: Equipment	28-30 E. King Street	Small Business Financial Assistance Grant
26	IAMSHOPLIFE Hair Studio: Furniture, Fixtures, Equipment	52 N. Queen Street	Small Business Financial Assistance Grant
27	Home 1st Realty: Leasehold Improvements, Equipment	910 S. Duke Street, Suite 104	Small Business Financial Assistance Grant
28	A Concrete Rose Book Bar: Equipment	910 S. Duke Street, Suite 105	Small Business Financial Assistance Grant

Map No.	Project	Address	CRIZ Financial Assistance Type
29	LancasterHistory's Thaddeus Stevens & Lydia Hamilton Smith Center for History & Democracy: Professional Design Services, Leasehold Improvements, Fixtures, Furniture, Equipment	45-47 South Queen Street	Grant
30	Babylon Kebab Grill: Professional Services, Leasehold Improvements, Equipment	52 N. Queen Street, Suite 7A	Small Business Financial Assistance Grant, Loan
31	Drift Spa: Leasehold Improvements, Fixtures, Furniture, Equipment	25 S. Queen Street	Small Business Financial Assistance Grant, Loan
32	Issei (formerly Issei Noodle) (Restaurant/Bar): Real Estate Acquisition, Acquisition of Business Assets, Furniture, Fixtures, Equipment	38 W. Orange Street	Small Business Financial Assistance Grant, Loan; Annual Receipt of Incremental Tax Revenues for Debt Service
33	Champ's Barber School: Real Estate Acquisition	54 W. King Street	Small Business Financial Assistance Grant
34	Passerine: Furniture, Equipment	114 N. Prince Street	Small Business Financial Assistance Grant
35	Ville & Rue: Leasehold Improvements	8 W. King Street	Small Business Financial Assistance Grant
36	BellaBoo: Leasehold Improvements, Fixtures	32 N. Queen Street	Small Business Financial Assistance Grant
37	Transitional Living Center Renovations: Professional Design Services, Renovations, Furniture, Fixtures, Equipment	105 E. King Street	Grant
38	The Rendezvous Pizzeria + Steak Shop: Leasehold Improvements, Fixtures, Furniture, Equipment	243 W. King Street	Small Business Financial Assistance Grant, Loan; Annual Receipt of Incremental Tax Revenues for Debt Service
39	The Coffin Bar & Kitchen by Spring House Brewing Company: Furniture	30 W. Lemon Street	Small Business Financial Assistance Grant; Annual Receipt of Incremental Tax Revenues for Debt Service
40	Shot & Bottle: Leasehold Improvements, Equipment	2 N. Queen Street	Small Business Financial Assistance Grant, Loan; Annual Receipt of Incremental Tax Revenues for Debt Service
41	TFB Catering, Inc. Kitchen Facility and Headquarters:	28-30 E. King Street	Annual Receipt of Incremental Tax Revenues for Debt Service
42	Lancaster Cigar Bar/Lancaster Sports Bar: Professional Services, Furniture, Fixtures, Equipment	25 W. King Street	Small Business Financial Assistance Grant, Loan
43	Teck's News Stand: Façade Improvements	19 W. Chestnut Street	Small Business Financial Assistance Grant
44	Little Mutants Fermentary Company: Leasehold Improvements, Equipment	841 N. Prince Street	Small Business Financial Assistance Grant
45	Denim Coffee Company: Leasehold Improvements, Furniture, Fixtures, Equipment	221 W. King Street	Small Business Financial Assistance Grant, Loan
46	Endo Productions Company: Equipment	841 N. Prince Street	Small Business Financial Assistance Grant
47	Ream Jewelers: Façade Improvements	58-60 N. Queen Street	Small Business Financial Assistance Grant
48	Busy Bodies Play Café: Furniture, Equipment	171 N. Queen Street	Small Business Financial Assistance Grant
49	In White: Leasehold Improvements, Fixtures, Furniture, Equipment	18 N. Queen Street	Small Business Financial Assistance Grant
50	AJ's: Equipment	12 N. Queen Street	Small Business Financial Assistance Grant
51	Nooks: Leasehold Improvements, Fixtures, Furniture, Equipment	112 N. Prince Street	Small Business Financial Assistance Grant
52	Diyo Fusion: Fixtures, Furniture, Equipment	101 N. Queen Street, Suite 115	Small Business Financial Assistance Grant, Loan
53	Limitless Lancaster 24-Hour Fitness: Leasehold Improvements, Equipment	221 N. Prince Street	Small Business Financial Assistance Grant
54	The Snack Stand: Leasehold Improvements, Fixtures, Furniture, Equipment	50 N. Queen Street	Small Business Financial Assistance Grant
55	Maintained Properties (Short-Term Visitor Rentals): Professional Services, Fixtures, Furniture, Equipment	12 N. Queen Street	Small Business Financial Assistance Grant, Loan
56	Infantree: Leasehold Improvements, Fixtures, Furniture, Equipment	45 N. Market Street, Suite 1007	Small Business Financial Assistance Grant
57	Endo Café: Leasehold Improvements, Fixtures, Furniture, Equipment	237 N. Prince Street	Small Business Financial Assistance Grant
58	Rural City Beer Co.: Leasehold Improvements, Fixtures, Furniture, Equipment	25 W. King Street, Units F-G	Small Business Financial Assistance Grant
59	Bert & The Elephant: Professional Services, Furniture, Fixtures, Equipment	29 E. King Street	Small Business Financial Assistance Grant



CRIZ Funded Projects
by Location and Type of Assistance

CRIZ Authority's SBFA Program Bolsters Small Business Growth in Lancaster

In January 2023, the Lancaster CRIZ Authority strategically applied \$3.75 million in CRIZ incremental revenues from 2021 to pay off debt associated with its 2020 Series Note. This debt payoff marks a significant step in financing Lancaster's \$5 million Small Business Financial Assistance (SBFA) Program fund, which has provided crucial financial aid to local businesses since its inception.

Approved by the Commonwealth of Pennsylvania, the SBFA Program offers matching grants of up to \$25,000 and loans of up to \$100,000 to help businesses within the CRIZ district grow, and provides support for renovations, real estate purchases, and new fixtures, furniture, and equipment.

The CRIZ Authority partners with EDC Finance Corporation to issue the SBFA's fixed, low-interest loans to qualifying small businesses within the CRIZ districts. As loans are repaid, proceeds are paid into a revolving loan fund to sustain the program long-term. Loans may be issued in combination with grants of up to \$25,000, for a total financial assistance opportunity of up to \$125,000 from the SBFA Program. Together, these funding tools have been envisioned as a boon to small business growth and smaller-scale investment.

In the 2023 calendar year, the following SBFA grants totaling \$484,236.61 and SBFA loans totaling \$477,007.00 were awarded from proceeds of the CRIZ Authority's 2020 Series Note, for a combined \$961,243.61 in financial assistance:

- **Lancaster Cigar, LLC (DBA Lancaster Cigar Bar and DBA Lancaster Sports Bar):** Grant not to exceed \$25,000 and loan not to exceed \$100,000 for renovations, professional design services in support of the same, and new fixtures, furniture, and equipment to support the expansion of existing business Lancaster Cigar Bar and the development of a new sports bar and restaurant, Lancaster Sports Bar, at 25 W. King Street
- **MP Lancaster Enterprise, LLC (DBA Teck's News Stand):** Grant not to exceed \$20,755.23 to support façade improvements at 19 W. Chestnut Street
- **Little Mutants Fermentary Company:** Grant not to exceed \$25,000 for leasehold improvements to support the development of a new brewery and taproom at 841 N. Prince Street
- **Denim Coffee Company:** Grant not to exceed \$25,000 and loan not to exceed \$100,000 for leasehold improvements and new furniture, fixtures, and equipment to support the development of a new café at 221 W. King Street
- **The Taproom Spring House Brewing Co. (DBA The Coffin Bar & Kitchen by Spring House Brewing Company):** Grant not to exceed \$25,000 for new furniture in support of the relocation and expansion of the business and the development of a new restaurant and bar at 30 W. Lemon Street
- **TAFF Enterprises, LLC (DBA 551 West):** Grant not to exceed \$25,000 for leasehold improvements and new equipment for restaurant and bar 551 West at 551 W. King Street
- **Endo Productions Company:** Grant not to exceed \$25,000 for new equipment to support the manufacturing and distribution of a new cannabidiol (CBD)/tetrahydrocannabinol (THC) seltzer beverage product at 841 N. Prince Street
- **Ream Jewelers:** Grant not to exceed \$17,735.05 for building renovations at 58 N. Queen Street
- **Busy Bodies Play Café, LLC (DBA Busy Bodies Play Café):** Grant not to exceed \$25,000 for new equipment and furniture for a new children's indoor play space and family event space on Ewell Plaza at 171 N. Queen Street
- **In White, LLC (DBA In White):** Grant not to exceed \$25,000 for new furniture, fixtures, and equipment to support the expansion of the existing retail bridal shop and the addition of a women's formal wear department at 18 N. Queen Street
- **Black Apron Designs, LLC (DBA AJ's):** Grant not to exceed \$20,000 for leasehold improvements and new equipment to support the development of a new prepared foods and butcher shop at 12 N. Queen Street
- **Nook Books, LLC (DBA Nooks):** Grant not to exceed \$20,833 for leasehold improvements and new fixtures and furniture in support of the relocation and expansion of the existing retail children's book store into a family-oriented art gallery, boutique, and book store at 112 N. Prince Street



Diyo Fusion, a new Nepalese restaurant at 101 N. Queen Street, owned and founded by owner/chef Mohan Pradhan, left, of popular restaurant Himalayan Curry & Grill (22 E. Orange St.), was the recipient of a Small Business Financial Assistance Grant and Loan in 2023. (Photo courtesy of Brian Nguyen)



Alicia Rutter, right, of Black Apron Designs, LLC doing business as "A.J.'s," located at 12 N. Queen St., proudly receives a ceremonial check from representatives of the CRIZ Authority for \$20,000 in committed Small Business Financial Assistance grant funds for new kitchen equipment.

- **The Shot and Bottle Shop, LLC (DBA Shot & Bottle):** Grant not to exceed \$25,000, and loan not to exceed \$93,718.40 for leasehold improvements, professional services in support of the same, and new equipment to support the expansion of the kitchen facilities of the existing restaurant and bar Shot & Bottle at 2 N. Queen Street
- **Shree Vibhuti, Inc. (DBA Diyo Fusion):** Grant not to exceed \$25,000 and loan not to exceed \$78,192 for leasehold improvements and new furniture, fixtures, and equipment to support the development of a new Nepali restaurant, Diyo Fusion, at 101 N. Queen Street, Suite 115
- **Sphere, LLC (DBA Limitless Lancaster 24-Hour Fitness):** Grant not to exceed \$25,000 for leasehold improvements and new equipment for the existing 24-hour fitness center at 221 N. Prince Street
- **M&N Creations, Inc. (DBA The Snack Stand):** Grant not to exceed \$9,913 for leasehold improvements and new fixtures, furniture, and equipment to support the development of a new international snack foods retail shop at 50 N. Queen Street
- **Maintained Properties, LLC:** Grant not to exceed \$25,000 and loan not to exceed \$100,000 for new fixtures, furniture, equipment, and professional services in support of renovations for the development of new short-term visitor rental units at 12 N. Queen Street
- **The Infantree, LLC (DBA Infantree):** Grant not to exceed \$20,000 for leasehold improvements and new fixtures, furniture, and equipment to support the expansion of the marketing agency at 45 N. Market Street, Suite 1007

- **Endo Cafe:** Grant not to exceed \$25,000 for leasehold improvements and new furniture, fixtures, and equipment to support the addition of a cannabidiol (CBD)/tetrahydrocannabinol (THC) beverage bar at the existing café at 237 N. Prince Street
- **Rural City Beer Co., LLC (DBA Rural City Beer Co.):** Grant not to exceed \$25,000 for leasehold improvements and new furniture, fixtures, and equipment to support the development of a new taproom and restaurant at 25 W. King Street, Units F-G
- **Bert's Bottle Shop, LLC (DBA Bert & The Elephant):** Grant not to exceed \$25,000 for new fixtures, furniture, equipment and professional design services in support of renovations for the development of a new Belgian-style restaurant and bar at 29 E. King Street

In 2023, the SBFA Program supported a diverse range of Lancaster businesses, with 24% of awardees being BIPOC-owned and 38% woman-owned. The program also balanced support between emerging and established ventures: 24% of recipients were startups, while 76% were established businesses. Nearly half of the awardees (48%) were new to the CRIZ Zone, while 52% were already operating within it. Industry representation was broad, with most recipients from the food and beverage sector (52%) and retail (29%), alongside businesses in entertainment, fitness, hospitality, and professional services.

Matching funds invested by 2023 SBFA grant and loan awardees in the 2023 calendar year totaled \$335,470.73, with matching funds investment continuing to grow as grant and loan funds have been drawn down by awardees into 2024.



Mandatory CRIZ Reporting: Simplified Each Year Thanks to FourScore

Success of CRIZ Program and Amount of Funding Generated for Economic Development Dependent on Businesses Fulfilling Annual Reporting Responsibilities

Each year, Lancaster's City Revitalization & Improvement Zone (CRIZ) businesses are reminded of the crucial step to submit their annual CRIZ-attributable state and local tax forms, a requirement under state law. With approximately 500 businesses nestled in the CRIZ, the task is monumental but essential for the economic vitality of Lancaster. The Lancaster CRIZ Authority, in collaboration with FourScore, aims to ensure that all CRIZ businesses meet their annual reporting requirements, helping to maximize the amount of CRIZ funding available for economic development in Lancaster. In addition to bolstering the city's growth, accurate reporting shields businesses from potential fines of up to \$1,000 from the Pennsylvania Department of Revenue for non-compliance.

Deana Zosky, President of FourScore, emphasizes the firm's mission to support Lancaster's business community: "It's a significant undertaking every year to ensure each business is accounted for, especially with the dynamic nature of business operations. But every report filed is a step towards furthering reinvestment and economic growth in the City of Lancaster."

Located at 115 E. King Street, FourScore provides free hands-on assistance to filers, thanks to funding from

the CRIZ Authority. Zosky and her team guide business owners through the reporting process, answering questions and helping prepare necessary forms. "Our aim is to alleviate the stress and confusion surrounding the reporting process. We believe in making things as smooth and efficient as possible for business owners," she says.

As businesses prepare for the reporting period between April 1 and June 15, FourScore's team stands ready to assist. Zosky underscores the broader impact of diligent reporting: "Through compliance, we're not just meeting regulatory requirements; we're actively contributing to Lancaster's transformation. Each report contributes to a pool of resources that finance local redevelopment projects, benefiting the entire community."

The CRIZ program, designed to spur revitalization efforts, allows certain state and local taxes to be reinvested into Lancaster's development. By adhering to the reporting requirements, businesses play a pivotal role in enhancing Lancaster's economic landscape, reducing vacancies, creating job opportunities, and supporting a vibrant city environment.



Deana Zosky of FourScore
(Photography courtesy of FourScore)



FourScore delivers post cards to all businesses in the CRIZ each year prior to the April 1 reporting period beginning, encouraging businesses to take advantage of their free services to ensure their reporting obligations are fulfilled as required by law.



"New Lancaster Rainbow": The public art installation on the façade of the Christian Street Garage/Lancaster Public Library, under construction in spring 2024. Its cost contributed as match to CRIZ funds invested in the facility's construction.

CRIZ Program Managed by Lancaster City Alliance

In 2021, the Lancaster CRIZ Authority Board of Directors approved the nonprofit organization Lancaster City Alliance as the new management entity for the CRIZ Program, with Lancaster City Alliance President Marshall W. Snively serving as Acting Executive Director. Recognizing the nonprofit's qualified staff and resources, economic development expertise, and administrative and communications capabilities, the Authority identified

Lancaster City Alliance as ideally suited to take over management of the CRIZ Program from City of Lancaster government. Lancaster City Alliance's history and experience managing the Downtown Investment District Authority and *Building On Strength*, the City of Lancaster's Economic Development Strategic Plan (2015-2030), has helped to ensure the continued success and growth of this important economic development tool for the city.

Lancaster City Revitalization & Improvement Zone Authority

Danene Sorace
MAYOR
City of Lancaster

Marshall W. Snively
ACTING EXECUTIVE DIRECTOR
President, Lancaster City Alliance

Jeremy Young
ACTING MANAGING DIRECTOR
Director of Community & Economic Development,
Lancaster City Alliance

Board of Directors

Christina Diehl
CHAIRPERSON
Realtor, Coldwell Banker;
City Resident

Mark Vergenes
VICE CHAIRPERSON
President, MIRUS Financial Partners

Olivia Atlasik
TREASURER
Financial Associate, Raymond James;
City Resident

Shelby Nauman
SECRETARY
CEO, Tenfold

Rebecca Addington
ASSISTANT SECRETARY
Small Business Owner, Ville & Rue;
City Resident

Christine Connelly
Senior Real Estate Specialist,
Realty One Group Unlimited

Faith Craig
City Councilor; Small Business Owner;
City Resident

John T. Reed, Esquire
Attorney and Partner, Barley Snyder

Heather Valudes
President & CEO, Lancaster Chamber

Chris Delfs (Non-Voting Member)
Director, City of Lancaster Department
of Community Planning & Economic
Development

Terrance Trego (Non-Voting Member)
Deputy Chief of Staff, Office of State
Senator Scott Martin

Administration of the City Revitalization and Improvement Zone Program
at the Commonwealth of Pennsylvania by:



Rick Siger, Secretary



Patrick Browne, Secretary



Uri Monson, Secretary

Josh Shapiro,
Governor