



2025 Annual Report

LANCASTER
criz

Managed by
LANCASTER CITY **ALLIANCE**



City of Lancaster Revitalization and Improvement Zone Authority

(as of December 31, 2025)

The Honorable Danene Sorace
MAYOR
City of Lancaster

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

Jeremy R. Young, MURP
ACTING MANAGING DIRECTOR
Vice President, Community & Economic
Development, Lancaster City Alliance

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COMMUNICATIONS MANAGER
Director of Communications,
Lancaster City Alliance

Greg Keasey
PROGRAMS COORDINATOR
Economic Development Manager,
Lancaster City Alliance

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Realty One Group Unlimited

*Jeffrey Pongonis, FASLA, Principal and
Landscape Architect at MKSK, conducts
a visioning exercise with members of the
community at the Lancaster Stadium District
Small Area Plan Public Open House in July 2025.
(Photograph courtesy of LNP | Always Lancaster)*

The Honorable Faith Craig
City Councilor; Small Business Owner;
City Resident

Stephen W. Grosh, Esquire
Attorney, The Law Office of
Stephen W. Grosh

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 (13th Dist.)



*The intersection at West Clay and North Prince
Streets (view facing west), as reimagined with
new infill development as part of the Lancaster
Stadium District Small Area Plan process.
(Rendering courtesy of MKSK)*



City Revitalization & Improvement Zone (CRIZ) Program

A Vital Economic Development Funding Tool for the City of Lancaster

Grants, Loans, and Annual Debt Repayment Assistance to Support Business Growth, Catalytic Investment, and the Development of Vacant/Underutilized Properties, including:

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

Since 2014, more than \$85 million in State & local tax revenues have been returned to the City of Lancaster and distributed, leveraging more than \$150 million in private, local, or federal matching funds invested to support more than \$233 million in economic development.

Construction in progress at the Historic Swan Hotel, 101 S. Queen St. (Photo courtesy of Brentwood Builders)

On the cover: The east tower of the Lancaster Marriott at Penn Square, 14-18 E. King St., financed by the Redevelopment Authority of the City of Lancaster and Penn Square Partners; its public debt was repaid early in 2025 with support from excess CRIZ revenues.

All images courtesy of Lancaster City Alliance unless otherwise specified.

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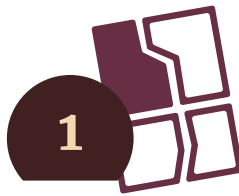
CRIZ Enables MAKE/FILMS Expansion

What is “CRIZ”?

The City Revitalization and Improvement Zone (CRIZ) Program was established by Pennsylvania law (Act 52 of 2013 with amendments through Act 56 of 2024) to spur new growth in cities that have struggled to attract development, helping to revive downtowns and create jobs for the residents in the regions.

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 area.

How does CRIZ work?

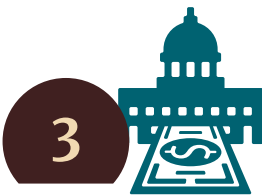


The CRIZ district is a special property-based economic development area in the City of Lancaster totaling less than 130 acres, covering much of the Downtown and Harrisburg Avenue/N. Prince Street “Northwest Gateway” area as well as portions of the Manor Street area and South Duke Street.



Businesses, property owners, and contractors constructing CRIZ-approved projects located within the 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 districts 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 City of Lancaster Revitalization and Improvement Zone Authority is a municipal entity with a Board of Directors appointed by the mayor and Lancaster’s 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 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.



The Commonwealth of Pennsylvania and City of Lancaster certify the qualified taxes reported by businesses and property owners in the CRIZ districts and returns those tax dollars (“increment”) to the Lancaster CRIZ Authority. In 2025 alone, nearly \$12.5 million was returned to the Lancaster CRIZ Authority to support economic development in Lancaster’s Zone, and nearly \$85 million has been returned and distributed to date.



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 Zone and in support of development projects and 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.



Map

LEGEND

 CITY REVITALIZATION AND IMPROVEMENT ZONE



2025 Year in Review

CRIZ Program Highlights

Allocation/Distribution of 2024 CRIZ Incremental Tax Revenues and Matching Funds Invested in 2025

The Lancaster CRIZ Authority allocated or distributed \$12,489,668 from 2024 state and local incremental tax revenues for state-approved CRIZ projects and leveraged \$7,598,156 in developer and property owner matching funds in 2025.

The pie chart and table on pages 15–17 provide a breakdown of the CRIZ Authority’s 2024 CRIZ incremental tax revenue allocations in 2025, including amounts for qualified projects, CRIZ Authority administration, and compliance services.

Since 2014, a total of more than \$85 million in state and local tax revenues have been captured for the city, leveraging more than \$150 million in private investments, and supporting over \$223 million in economic development.

Jeremy Young, Lancaster City Alliance Vice President of Community & Economic Development and Lancaster CRIZ Authority Acting Managing Director, greets members of the public at the Lancaster Stadium District Small Area Plan Public Open House at LCBC | Liberty Place in July 2025. (Photograph courtesy of LNP | Always Lancaster)

New Lancaster CRIZ Brand Identity Developed by Zone-Based Design Agency Goodthree

In September 2025, the Lancaster CRIZ Authority Board finalized a new brand identity developed by Goodthree, a design agency located at 210 W. Grant Street in a designated CRIZ area. The new identity resulted from a collaborative discovery process and in engagement with a special Board committee to ensure alignment with the Authority’s mission and governance values. The new brand identity delivers clarity and consistency across public-facing information. The color palette represents the bipartisan governance, reflecting board appointments by the City’s Democratic mayor and Republican state senator. Funding to support development of the new brand identity was budgeted by the CRIZ Authority across 2023 and 2024.

LancasterHistory’s Stevens & Smith Center for History and Democracy Advances Construction, Announces 2026 Opening and National Park Service Designation

Significant progress continued in 2025 on the Thaddeus Stevens & Lydia Hamilton Smith Center for History and Democracy, a transformative cultural project at the prominent Queen & Vine Streets intersection and gateway in Downtown Lancaster. Construction advanced steadily under the leadership of Benchmark Construction, with the careful restoration and adaptive reuse of multiple historic buildings moving forward alongside the development of immersive exhibit spaces. Exhibit design by Ralph Appelbaum Associates, nationally recognized for creating compelling museum experiences, continued to take shape, bringing powerful stories of equality, freedom, and democracy to life through engaging, interpretive environments.

In recognition of this momentum, Lancaster History announced that the Center will open to the public on May 1, 2026.

The project reached a major milestone in June 2025 with its acceptance into the National Park Service’s Reconstruction Era National Historic Network, positioning the Center as a nationally significant destination for heritage tourism and education.

FourScore Helps Deliver Record 88% CRIZ Filing Compliance Rate to Fuel Funding Generation and Investment

In 2025, Lancaster’s CRIZ Program reached a new milestone in annual reporting compliance, achieving an all-time high 88% filing rate by the June 15 deadline, as documented by the Pennsylvania Department of Revenue. By June 15, 488 unique CRIZ businesses submitted required CRIZ tax reports out of 557 qualified businesses identified by the CRIZ Authority and provided to the Department of Revenue by June 15, 2025. This record outcome reflects the impact of hands-on, local support provided by FourScore, in partnership with the Lancaster City Alliance, to guide businesses through the annual reporting process.



Newly installed exhibits at the Stevens & Smith Center for History and Democracy.

The Lancaster CRIZ Authority has played a key role in advancing the project, providing \$4 million in grant funding through installments approved between 2022 and 2024, toward a total project budget that now exceeds \$19 million. Once complete, the Center is expected to serve as a new cultural anchor for the City, drawing visitors to Downtown Lancaster, strengthening visitor-oriented businesses, and reinforcing continued reinvestment at one of the City’s most important gateway intersections.

Mandatory annual reporting (required by State law) is foundational to the CRIZ Program’s success. The state and local taxes reported by businesses within the Zone determine the amount of incremental revenue returned to Lancaster each year for reinvestment in redevelopment, small business growth, and catalytic community projects. FourScore’s proactive outreach, technical assistance, and one-on-one support helped more businesses file accurately and on time, strengthening the CRIZ funding tool while also helping businesses avoid potential penalties for non-compliance.

New CRIZ-Supported Projects Approved and Pending Approval in 2025

In 2025, the Lancaster CRIZ Authority advanced a set of new, CRIZ-supported investments that reflect the Authority’s core priorities: supporting catalytic redevelopment of vacant and underutilized properties, helping entrepreneurs and small businesses grow, and sustaining key public facilities as vital economic drivers.

- **Historic Swan Hotel Redevelopment** (101 South Queen Street; final approval by the Commonwealth of Pennsylvania in July 2025): The CRIZ Authority approved annual loan repayment assistance for up to a total of \$1,065,469 in eligible loan principal associated with real estate acquisition, project soft costs, and furniture, fixtures, and equipment for the adaptive reuse of the long-vacant, 200+ year-old Swan Hotel into a boutique, contactless stay. See page 13 for more details about the Historic Swan Hotel project.
- **MAKE/FILMS Studio & Corporate Offices** (841 North Prince Street; final approval by the Commonwealth of Pennsylvania pending as of December 31, 2025): The CRIZ Authority approved annual loan repayment assistance for up to a total of \$983,381 in eligible loan principal to support Lavon Studio, LLC (DBA MAKE/FILMS) in acquiring and renovating 841 North Prince Street and outfitting the facility with new furniture, fixtures, and equipment—enabling the company’s relocation and expansion within the CRIZ and strengthening the City’s growing creative economy. See page 14 for more details about the MAKE/FILMS project.
- **Prince Street Garage Ground-Level Retail/ Gallery Space and Transfer of Property into Zone** (111 North Prince Street; final approval by the Commonwealth of Pennsylvania pending as of December 31, 2025): The CRIZ Authority authorized the addition of 111 North Prince Street to the Central Business CRIZ District and approved a one-time grant from CRIZ incremental tax revenues not to exceed \$200,000, payable over a period of five years, to support new construction and related professional services for a new ground-level retail/ gallery space at the publicly owned Prince Street Garage. The new space will help activate Gallery Row and will enable the relocation and expansion of curio. Creative Supply & Gallery.



Elspeth Moffatt (right), Lancaster City Alliance Director of Communications, welcomed owner Bridget Grant (left) and the team behind Alchemy Ramen, a new SBFA grantee at 52 N. Queen St., Rear, to Downtown Lancaster’s food-and-beverage scene in June 2025.

- **Penn Medicine Park 2026 Capital Improvements** (final approval by the Commonwealth of Pennsylvania pending as of December 31, 2025): The CRIZ Authority approved a grant from CRIZ incremental tax revenues in a total amount not to exceed \$733,053, payable over a period of up to multiple years if necessary, to support priority 2026 capital improvements at the publicly owned stadium—an anchor facility and economic driver in the Stadium District. The CRIZ-supported improvements planned for 2026 include: replacement of the original field lights with energy-efficient LEDs; replacement of outdated computer/control systems; upgrading/replacement of interior/concourse lighting (excluding exterior/parking lot lighting); replacement of deteriorated original seating (limited to a section behind home plate); replacement of additional walk-in refrigerators; and architectural design services by Beers + Hoffmann to support façade renovations and a potential new structure at the southwest corner of Prince Street and Stadium Drive/Clay Street in alignment with the CRIZ Authority-driven Stadium District Small Area Plan effort.



The land use vision for the Stadium District, as conceived in the draft Lancaster Stadium District Small Area Plan (as of December 31, 2025). (Image courtesy of MKSK)



Stadium District Small Area Plan Launched in Northwest Gateway Zone to Guide “Phase 2” CRIZ Reinvestment

Planning consultant Jeffrey Pongonis, FASLA, Principal and Landscape Architect at MKSK, conducts a visioning exercise with Stadium District stakeholders at the plan kick-off at Penn Medicine Park’s Silver Ball Arcade in February 2025.

From Strategic Planning to District-Scale Implementation

In February 2025, the Lancaster CRIZ Authority launched and funded a *Lancaster Stadium District Small Area Plan* process for the city’s Northwest Gateway, an area anchored by Penn Medicine Park and extending along Harrisburg Avenue, North Prince Street, and West Liberty Street. The effort pairs a community-informed vision with an implementation-ready framework, ensuring that future CRIZ incremental tax revenue investments in this district are strategic, coordinated, and positioned to unlock catalytic redevelopment.

This initiative grew directly out of the CRIZ Authority’s Strategic Planning Task Force, formed in late 2024 to keep Lancaster’s CRIZ Program nimble and results-driven as the Zone matures. The Task Force emphasized that CRIZ is most effective when it helps projects move from concept to reality by addressing key barriers, not only individual developments with funding gaps, for example, but also by supporting district-scale strategies that can tackle shared challenges such as infrastructure limitations, stormwater capacity, site readiness, and parking.

Building on Phase 1 CRIZ Success on Downtown Projects to Advance Northwest Gateway Development

The Stadium District was identified as a “Phase 2” priority in Lancaster’s original 2013 CRIZ Program application to the Commonwealth, following a successful “Phase 1” focused on Downtown redevelopment centered on the former Lancaster Square site, now Ewell Plaza. Between 2016 and 2022, that strategy was delivered through transformative public-private projects including the Holiday Inn of Lancaster, the 101NQ mixed-use development, a new public plaza, and the mixed-use redevelopment anchored by the Lancaster Public Library and the Christian Street Garage. With those and other Downtown priority developments largely completed, the *Lancaster Stadium District Small Area Plan* represents a deliberate next step: translating Lancaster’s long-standing economic development strategy into a place-based roadmap for the Northwest Gateway.

Public Engagement at the Center of the Process

Public engagement has been central from the outset. The process launched with a Primary Stakeholder Kick-Off at Penn Medicine Park, bringing together property owners, businesses, institutional partners, and district stakeholders to establish shared goals grounded in real-world conditions. In July 2025, the CRIZ Authority and consultant team hosted a Public Open House at Liberty Place, inviting residents to review emerging concepts and provide feedback on land use, connectivity, placemaking, and infrastructure. This dual approach, targeted collaboration with district stakeholders and broad public participation, has shaped a plan that is both visionary and grounded in implementation realities.

Aligning with Lancaster’s Existing Planning Frameworks

The Lancaster Stadium District Small Area Plan is designed to advance the goals of the City of Lancaster’s *Our Future Lancaster* comprehensive plan and complement priorities being refined through the *Building On Strength* economic development planning work, particularly around strengthening gateways, expanding housing and mixed-use opportunities, improving multimodal connectivity, and leveraging targeted public investment to catalyze private reinvestment.

STADIUM DISTRICT PLAN PROCESS LAUNCHED



This draft concept sketch shows how reusing existing buildings and new development with active ground-floor spaces can create a more walkable, vibrant gateway at Prince and Clay streets. (Rendering courtesy of MKSK)

At Charlotte Street and Harrisburg Avenue, the vision creates a welcoming gateway with new mixed-use buildings, structured parking, and the renovation and reuse of historic buildings—bringing new shops, activity, and investment while preserving the district’s character. (Rendering courtesy of MKSK)



From “Shelf Plans” to a Practical and Fundable Roadmap

While the Stadium District has been the subject of planning efforts for decades, many past concepts sat on the shelf for lack of a viable funding mechanism. The CRIZ Program changes that equation. CRIZ incremental tax revenues, potentially leveraged through bond financing, can support near-term public improvements that unlock long-term private investment: street grid extensions, coordinated utilities and stormwater infrastructure, and shared parking solutions that reduce surface lot reliance and enable higher-value, mixed-use development over time.

Lancaster Stadium District Small Area Plan

(Draft as of December 31, 2025)

Vision Statement

The Stadium District will emerge as a vibrant, people-centered urban neighborhood that complements Downtown Lancaster with a dense mix of uses, diverse housing options, and a welcoming public realm. Through strategic investments in infrastructure, walkable streets, and multimodal connections, the district will become a dynamic community hub. Public-private partnerships and targeted funding tools, including CRIZ, will help catalyze context-sensitive redevelopment—shaping a livable, equitable, and connected district for all.

Key Goals

- Establish the district as a compact, mixed-use neighborhood that supports urban living and complements the scale and character of Downtown Lancaster without duplicating its role.
- Enhance the district’s function as a gathering place by cultivating a strong sense of community and reinforcing its identity as a welcoming, people-focused destination.
- Invest in public infrastructure that enables and encourages incremental and context-sensitive development and redevelopment.
- Implement circulation patterns that support balanced mobility options for pedestrians, cyclists, transit, and vehicles, while prioritizing safe, accessible, and comfortable travel for all modes.
- Elevate the public realm and pedestrian experience by focusing on engaging streetscapes and spaces with active frontages, landscape design, and human-scaled amenities.
- Support a range of housing options to ensure affordability and to accommodate current and future residents of Lancaster.
- Leverage public-private partnerships to drive high-impact, community-oriented improvements, aligning policy and funding opportunities with the vision for the district.
- Promote CRIZ funding tools and other local, state, and federal funding opportunities to attract investment and catalyze key projects.

With a final plan anticipated in spring 2026, the *Lancaster Stadium District Small Area Plan* will deliver a practical, fundable roadmap for reinvestment in Lancaster’s Northwest Gateway, positioning the CRIZ Authority and its partners to move from planning to implementation with clarity, coordination, and the financial tools to bring the plan to life.

Former Kunzler & Company, Inc. Plant Site Added to CRIZ District

In 2025, the CRIZ Authority pursued an acquisition of the former Kunzler & Company, Inc. properties at 652 and 655 Manor Street for redevelopment. While the transaction did not move forward, the initiative reflected the Authority’s evolving role as a proactive partner in shaping redevelopment outcomes along the Manor Street corridor, a long-standing priority area for reinvestment in Southwest Lancaster.

The former Kunzler complex represents a rare, large-scale redevelopment opportunity on Manor Street. The primary industrial site at 652 Manor Street encompasses approximately 2.8 acres and more than 133,000 square feet of industrial space across multiple buildings. The adjacent 655 Manor Street, already within the CRIZ, includes the former corporate offices and surface parking. With the facility’s closure in late 2024, the properties emerged as a time-sensitive opportunity to unlock nearly three contiguous acres for future development aligned with community goals.

In April 2025, the CRIZ Authority Board adopted Resolution No. 07-2025, authorizing negotiation of a purchase offer and advancing the addition of 652 Manor Street to the CRIZ so that incremental revenues could support acquisition and early-stage site work. The Authority held a publicly advertised hearing and requested expedited Commonwealth review to proceed on a timeline consistent with market conditions.

The Authority’s intent was to acquire the properties at fair market value and use CRIZ tools to support demolition and site preparation (critical first steps that often determine whether a large, complex site can be repositioned for private investment). The long-standing industrial use had provided jobs but also contributed to recurring quality-of-life concerns for nearby residents, including truck traffic, odors, and hazardous condition responses. The Authority viewed the closure as an opportunity to transition the site toward uses more consistent with neighborhood context.

The Authority sought to ensure redevelopment would align with adopted community plans, including



Aerial view facing southeast of the former Kunzler & Company, Inc. corporate offices (center foreground) and meat products plant/distribution facility (center) at 652 and 655 Manor Street, which closed in late 2024. (Photograph courtesy of Benueel Esh)

Our Future Lancaster and neighborhood revitalization strategies calling for Neighborhood Mixed-Use development. A key component was preserving the historic tavern building at Manor and Third Streets, recognizing that catalytic reinvestment can respect neighborhood history while introducing new housing, small business opportunities, and community-serving uses.

Although the acquisition was not completed, the effort represented an important milestone: the CRIZ Authority working beyond a purely project-by-project reimbursement model toward a more programmatic, tool-driven approach. This shift aligns with priorities advanced by the Strategic Planning Task Force, formed in late 2024, which explored expanded funding tools, including bond financing supported by CRIZ incremental revenues, to enable strategic real estate acquisition, redevelopment readiness, infrastructure improvements, and façade investments across the Zone.

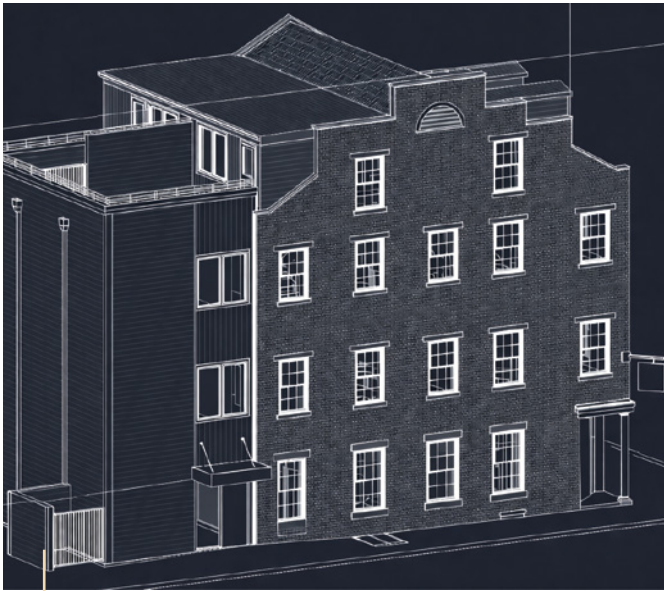
While the Kunzler acquisition did not come to fruition, the work strengthened the Authority’s readiness to pursue future opportunities where strategic intervention can align catalytic redevelopment with community goals.



CRIZ Finances Historic Swan Hotel’s 2026 Return as a Boutique, Contactless Stay at 101 South Queen Street

In May 2025, the Lancaster CRIZ Authority approved financial assistance for Swan Property Holdings, LLC to redevelop the long-vacant historic Swan Hotel at 101 South Queen Street, a prominent gateway building at Queen and Vine Streets in Downtown Lancaster’s CRIZ-designated Central Business District. The Commonwealth of Pennsylvania granted final approval in July 2025, authorizing CRIZ incremental tax revenues to pay eligible debt service.

Lancaster City’s Building On Strength (BOS) Economic Development Strategic Plan identifies Queen & Vine as a priority investment opportunity area and southern gateway, and the project implements that state-approved Downtown economic development strategy. Lancaster City’s 2013 CRIZ Program application specifically targeted the Swan Hotel for redevelopment. The same BOS plan also prioritized the Southern Market (100 South Queen Street), approved for CRIZ assistance in December 2020 and now operating as a major food hall and entrepreneurship hub. The Swan Hotel will anchor new investment across Vine Street from the Thaddeus Stevens & Lydia Hamilton Smith Center for History and Democracy, under construction and approved for CRIZ assistance in October 2022.



Left: Replacement of the roof is in progress at the long-vacant Swan Hotel, 101 S. Queen St. (Photograph courtesy of Brentwood Builders)

Right: Architectural sketch showing the planned restoration and expansion of the Swan Hotel at South Queen & Vine streets. (Drawing by Cornerstone Design + Architects courtesy of Swan Property Holdings, LLC)

Built in 1824 and vacant since 1995, the Swan Hotel will serve as an important resource in the Lancaster City National Historic District. The property will be rehabilitated as an 11-room, contactless boutique hotel (nine studio-style rooms and two one-bedroom loft suites), preserving the historic façade. Work includes interior modernization, a new stair and elevator tower, a finished basement, and accessibility upgrades.

Total project costs are \$3,207,469; \$1,065,469 is CRIZ-eligible (real estate acquisition; renovation professional services; and FF&E). Eligible costs will be financed through \$450,000 in seller financing from the Lancaster County Convention Center Authority and a \$615,469 loan from Finanta. Construction costs of \$1,876,403 will serve as the required match for CRIZ assistance supporting debt service on the \$1,065,469 financing. Non-eligible costs will be covered through equity and private debt. Over ten years, as the historic property at Queen & Vine returns to productivity, projected CRIZ-qualified incremental tax revenues generated will be \$477,148 to repay financing.

CRIZ Enables MAKE/FILMS Expansion with New Production Studio, Corporate Offices at 841 North Prince Street

In September 2025, the Lancaster CRIZ Authority approved financial assistance for Lavon Studio, LLC (DBA MAKE/FILMS) and Make Original, LLC to support the company’s relocation and expansion into a new production studio and corporate offices at 841 North Prince Street in Lancaster’s CRIZ-designated Northwest Gateway. This project directly advances the CRIZ Authority’s core priorities by reinvesting in an underutilized property, supporting entrepreneurial and small business growth, and driving catalytic economic impact through the expansion of a high-performing creative-industry employer within the Zone. Final approval from the Commonwealth of Pennsylvania was granted in January 2026, formally authorizing the use of CRIZ incremental tax revenues to pay down debt service on CRIZ-eligible financing for the project.

The 6,000-square-foot building at 841 North Prince Street will be transformed into a fully equipped creative production hub supporting film, commercial, podcast, and digital content work, anchoring investment along a key corridor connecting Downtown Lancaster and the Stadium District. Planned improvements include interior reconfiguration, a studio fit-out with a cyclorama wall and grid lighting system, multiple editing suites, hair/makeup and lounge areas for talent, a green room and kitchen for client hospitality, and dedicated workspaces for creative and administrative staff. The project will allow MAKE/FILMS, producer of the internationally recognized feature film Brave the Dark, to expand and relocate from its former space at 17 North Prince Street (also within the CRIZ district) and strengthen Lancaster’s growing creative economy.

Total project costs are estimated at \$1,264,380.91. Of this amount, approximately \$983,380.91 will be eligible for CRIZ debt service assistance, including real estate acquisition, renovations

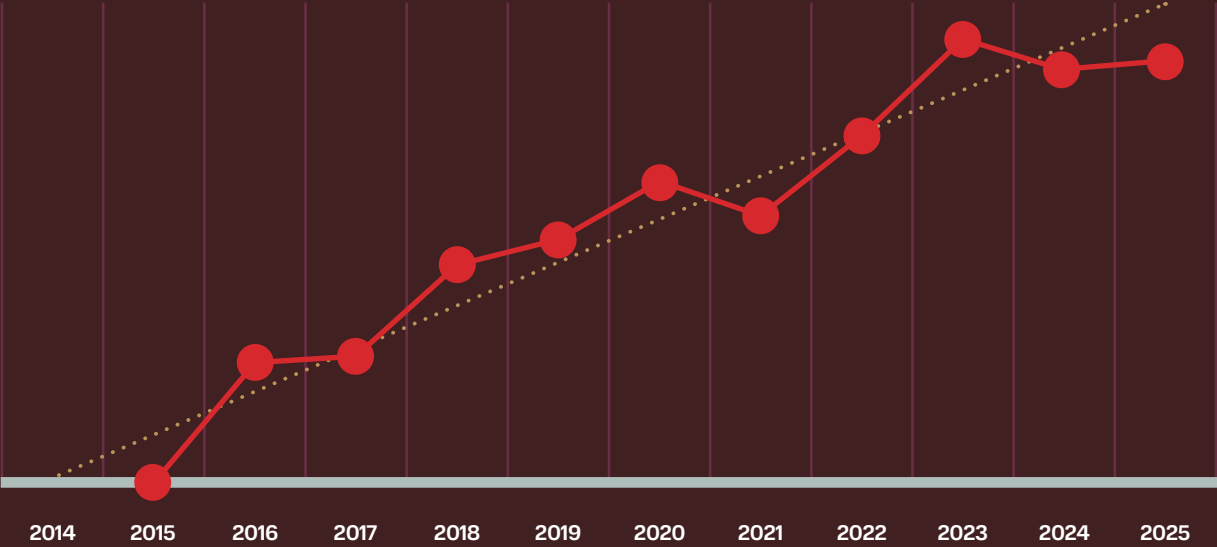


Owner and founder of MAKE/FILMS, Derek Dienner, in the film production company’s new studio, shown under construction at 841 N. Prince St. (Photograph courtesy of MAKE/FILMS)

and related professional services, and the purchase and installation of new furniture, fixtures, and equipment (FF&E). These CRIZ-eligible costs will be financed through a \$744,000 LINKBANK commercial loan, \$139,380.91 in support from a Fulton Bank commercial line of credit, and a \$100,000 CRIZ Authority Small Business Financial Assistance (SBFA) loan. The remaining project costs will be financed through a \$256,000 equity contribution from owner Derek L. Dienner and a \$25,000 SBFA grant from the CRIZ Authority.

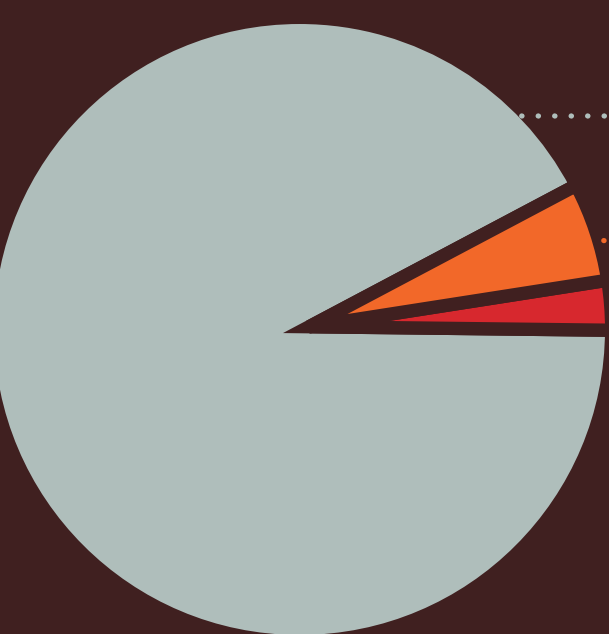
As approved, MAKE/FILMS will be able to utilize CRIZ-attributable state and local taxes generated to repay eligible debt issued to finance the project. With this investment, the CRIZ Program is helping scale a Lancaster-based production company into a purpose-built studio environment, supporting job growth, talent retention, and continued reinvestment in the City’s Northwest Gateway while further diversifying the economic base of Lancaster’s CRIZ district.

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



Total State & Local CRIZ Incremental Tax Revenues Returned to CRIZ Authority for Distribution

Allocation/Distribution of 2024 Qualified CRIZ State & Local Incremental Tax Revenues by Lancaster CRIZ Authority in 2025



93%
\$11,617,984.72

Financial Assistance to CRIZ Authority/State-Approved Projects

5%
\$624,483.41

Administrative Expenses (Program Management, Financial, Legal Services, etc.)

2%
\$247,200.00

Compliance Services

Distribution of
CRIZ Incremental Tax Revenue Expenditures
by Project and Matching Funds Invested through 2025

Year(s) Approved by CRIZ Authority	Project	Project Type	CRIZ Financial Assistance Beneficiary	Address	Financial Assistance Status	CRIZ Incremental Tax Revenues Allocated/ Distributed in 2024	Total CRIZ Incremental Tax Revenues Allocated/ Distributed To Date (Including 2024)	Matching Funds in 2024	Total Matching Funds Invested To Date (Including 2024)
2015 (amended in 2025)	35 N. Queen Street Restaurant (Tikka Shack Indian Grub; formerly Jimmy John's)	Leasehold Improvements, Equipment	Center City 35 NQ, Inc.	35 N. Queen St.	Ongoing (Annual)	\$24,243.21	\$93,146.79	-	\$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 St.	Paid in Full	-	\$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 St.	Paid in Full	-	\$3,300,000.00	\$78,024.36	\$1,707,819.34
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 St.	Paid in Full	\$982,856.82	\$11,774,347.34	-	\$32,732,769.86
2016, 2017, 2018, 2019, 2022, 2023, 2024, 2025	Penn Medicine Park (formerly Clipper Magazine Stadium) Capital Improvements	Renovations, Infrastructure, Furniture, Fixtures, Equipment	Redevelopment Authority of the County of Lancaster	580 N. Prince St.	Paid in Full	-	\$6,265,639.47	\$128,034.74	\$2,662,199.20
2016-2018	The Holiday Inn Lancaster (formerly The Hotel Lancaster)	Real Estate Acquisition, Furniture, Fixtures, Equipment	Square Development, LP	25 E. Chestnut St.	Ongoing (Annual)	\$579,205.88	\$5,348,100.91	-	\$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/ LQS, LLC	101 N. Queen St.	Paid in Full	-	\$1,936,878.78	\$5,383.00	\$40,803,691.71
2018	Christian Street Garage/ Lancaster Public Library/ Ewell Plaza Retail	Professional Design Services, Development Site Preparation, New Construction	Lancaster Parking Authority	151 N. Queen St.	Ongoing (Annual)	\$2,155,979.00	\$14,488,779.84	\$1,567,044.00	\$22,638,809.48
2018	Max's Eatery (Restaurant/Bar)	Business Acquisition, Renovations, Furniture, Fixtures, Equipment	Macodo, LLC	38 W. King St.	Business Closed Permanently; Annual CRIZ Increment Contract Terminated	-	\$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 St.	Paid in Full	-	\$1,112,603.78	-	\$6,527,156.91
2018	551 West (Restaurant/Bar) Expansion	New Construction, Renovations, Furniture, Fixtures, Equipment	Trissler Partners, LLC/ TAFF Enterprises, LLC	551 W. King St.	Paid in Full	\$87,096.12	\$357,038.50	-	\$679,812.17
2019	Ewell Plaza Public Space	Professional Design Services, Development Site Preparation, New Construction	City of Lancaster	125 N. Queen St.	Paid in Full	-	\$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 St.	Ongoing (Annual)	\$81,583.03	\$431,478.97	-	\$1,203,910.83
2019	The Exterior Company Corporate Headquarters	Real Estate Acquisition	The Exterior Company, Inc./311 Harrisburg Ave, LLC	311 Harrisburg Ave.	Ongoing (Annual)	\$343,173.72	\$776,052.51	-	\$3,200,675.81
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 St.	Ongoing (Annual)	\$228,571.12	\$717,133.90	-	\$8,169,527.00
2020	Duke Street Plaza (Retail/ Services Center)	Real Estate Acquisition, Development Site Preparation	Duke Street Plaza, LLC (SACA Development Corporation)	802-820 S. Duke St.	Paid in Full	-	\$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 St.	Paid in Full	-	\$4,000,000.00	\$11,349,291.16	\$15,000,000.00
2023	Transitional Living Center Renovations	Professional Services, Renovations, Furniture, Fixtures, Equipment	Tenfold	105 E. King St.	Paid in Full	\$1,822,229.36	\$2,000,000.00	\$1,800,000.00	\$1,844,442.66
2023	Rendezvous Pizzeria & Steak Shop (Restaurant)	Leasehold Improvements, Furniture, Fixtures, Equipment	Rendezvous Bistro, LLC	243 W. King St.	Ongoing (Annual)	\$28,752.41	\$169,690.75	-	\$241,227.51

Distribution of CRIZ Incremental Tax Revenue Expenditures through 2025
(continued)

Year(s) Approved by CRIZ Authority	Project	Project Type	CRIZ Financial Assistance Beneficiary	Address	Financial Assistance Status	CRIZ Incremental Tax Revenues Allocated/ Distributed in 2024	Total CRIZ Incremental Tax Revenues Allocated/ Distributed To Date (Including 2024)	Matching Funds in 2024	Total Matching Funds Invested To Date (Including 2024)
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.	Ongoing (Annual)	\$22,029.61	\$38,796.91	-	\$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.	Ongoing (Annual)	-	\$112,333.23	-	\$35,629.42
2023	TFB Catering, Inc. Kitchen Facility and Headquarters	Professional Services, Leasehold Improvements, Furniture, Fixtures, Equipment	TFB Properties, LLC	28-30 E. King St.	Ongoing (Annual)	\$385,953.03	\$724,460.06	-	\$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.	Ongoing (Annual)	\$89,715.68	\$175,559.04	-	\$410,677.89
2024	Lancaster City Welcome Center Redesign & Renovation	Professional Services, Renovations, Furniture, Fixtures, Equipment	City of Lancaster	38 Penn Square	Paid in Full	\$1,200,000.00	\$1,600,000.00	-	-
2024	Lancaster County Convention Center: Lancaster County Convention Center Commons on Vine Redevelopment	Professional Services, Renovations, Furniture, Fixtures, Equipment	Lancaster County Convention Center Authority	25 S. Queen St./3 E. Vine St.	Project to Receive One-Time Grant Paid in Installments	\$3,461,411.74	\$4,086,478.34	\$1,481,836.20	\$1,481,836.20
2024	422 Ruby Street Redevelopment	Real Estate Acquisition, Professional Services, Furniture, Fixtures, Equipment	Gray House Property Holding Company, LLC	422 Ruby St.	Ongoing (Annual)	\$2,047.31	\$2,047.31	\$52,631.46	\$52,631.46
2025	Historic Swan Hotel	Real Estate Acquisition, Professional Services, Furniture, Fixtures, Equipment	Swan Property Holdings, LLC	101 S. Queen St.	Ongoing (Annual)	-	-	\$98,476.87	\$98,476.87
2025	MAKE/FILMS Studio & Corporate Offices	Real Estate Acquisition, Professional Services, Renovations, Furniture, Fixtures, Equipment	Lavon Studio, LLC/ Make Original, LLC	841 N. Prince St.	Ongoing (Annual)	\$123,136.68	\$123,136.68	\$303,719.07	\$303,719.07
Total						\$11,617,984.72	\$68,001,217.59	\$16,864,440.86	\$166,784,797.60

The mixed-use commercial/industrial redevelopment at 422 Ruby Street was completed in late 2025.



Investing in Small Business
Lancaster CRIZ’s SBFA
Grant and Low-Interest
Loan Program

The CRIZ Authority’s Small Business Financial Assistance (SBFA) Program, capitalized by a \$5 million bond issue in 2020, offers matching grants of up to \$25,000 and loans of up to \$150,000 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 Program’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 \$175,000 from the SBFA Program.

In calendar year 2025, the following SBFA grants totaling \$247,853 and SBFA loans totaling \$200,000 were awarded from proceeds of the CRIZ Authority’s 2020 Series Note, for a combined \$447,853 in financial assistance awarded to eleven (11) small businesses (see table at right).

In 2025, the SBFA Program supported a diverse range of Lancaster businesses, with 18% of awardees being BIPOC-owned and 55% woman-owned. The program also balanced support between emerging and established ventures: 27% of recipients were startups, while 73% were established businesses. Forty-five percent (45%) of the awardees were new to the CRIZ Zone, while 55% were already operating within it. The Food & Beverage (36%) and Business & Professional Services (18%) sectors were notably represented.

Matching funds invested by 2025 SBFA grant and loan awardees as of December 31, 2025 totaled \$537,420.88, with matching funds investment continuing to grow as grant and loan funds have been drawn down by awardees into 2026.



Owner/founder Marcie Natale and manager Julie Bowers of The Pop Shop highlight some of the unique beverages the new store offers from around the globe at 50 N. Queen St.

2025 Small Business Financial Assistance Awards

Recipient	Description of Funding Award / Project
South County, LLC (DBA South County Brewing Co.)	Grant not to exceed \$25,000.00 for new furniture, fixtures, and equipment to support the development of a new restaurant and bar at 26 West King Street
Neilly's Pantry & Beyond, LLC (DBA Neilly's Gourmet Market)	Grant not to exceed \$21,157.87 to support the purchase of new equipment for the specialty foods store at 101 North Queen Street, Suite 103
M&N Creations, Inc. (DBA The Pop Shop)	Grant not to exceed \$25,000.00 for leasehold improvements and the purchase of new furniture, fixtures, and equipment to support the development of a new beverage shop at 50 North Queen Street
Beech Tree Trading, LLC (DBA Vintage Candy Shop, Lancaster County Vending)	Grant not to exceed \$1,695.20 for new equipment for the confectionary retail and vending business at 38 West King Street
Candy is Sweet, LLC (DBA The Candy Factory)	Grant not to exceed \$25,000.00 for new furniture, fixtures, and equipment to support the development of a coworking facility at 812 North Prince Street
Blakinger Thomas, PC (DBA Blakinger Thomas Law Firm)	Grant not to exceed \$25,000.00 for facade improvements at 28 Penn Square
Lancland Management Corp. (DBA Meedcor Realty)	Grant not to exceed \$25,000.00 for facade improvements at 31-51 North Queen Street
Prince Street Café, LLC (DBA Prince Street Cafe)	Grant not to exceed \$25,000.00 for new fixtures and equipment for the café at 15 North Prince Street
Swan Property Holdings, LLC	Grant not to exceed \$25,000.00 and loan not to exceed \$100,000.00 for professional services in support of renovations and new construction, and new furniture, fixtures, and equipment to support the reuse of the historical Swan Hotel as a contactless/self-service boutique hotel at 101 South Queen Street
Lavon Studios, LLC (DBA MAKE/FILMS)	Grant not to exceed \$25,000.00 and loan not to exceed \$100,000.00 for renovations and new furniture, fixtures, and equipment to support the expansion of the film and media production company at 841 North Prince Street
AuraToe, LLC (DBA Aura Little Cafe)	Grant not to exceed \$25,000.00 for leasehold improvements and new furniture, fixtures, and equipment at the existing espresso room at 44 North Queen Street

CRIZ Authority Adopts Eligibility Criteria for Requests to Transfer Property Into Zone

In March 2025, the Lancaster CRIZ Authority adopted a new policy establishing eligibility criteria for properties to be considered for transfer (addition) into the City Revitalization and Improvement Zone (CRIZ). The policy provides a consistent framework for evaluating future zone expansion requests, ensuring that remaining “banked” acreage is used strategically to advance the CRIZ Program’s purpose: catalyzing reinvestment, supporting business growth, and generating long-term economic impact for the City of Lancaster.

A Policy Designed to Strengthen Strategy and Stewardship

The criteria clarify that properties proposed for inclusion must be tied to a defined redevelopment or expansion initiative, not simply a geographic adjustment. Applications must demonstrate alignment with Lancaster’s broader planning and economic development goals, including compatibility with adopted plans and the City’s long-term vision for growth, reinvestment, and neighborhood vitality.

Since the CRIZ Program relies on the generation of new state and local tax revenues (“increment”) to fund eligible reinvestment, the criteria emphasize measurable outcomes, including incremental revenue growth, job creation, and meaningful capital investment above baseline conditions.

The policy also clarifies that Zone additions are not intended to function as a general benefit for existing businesses absent a substantive redevelopment or expansion case. Inclusion requests should reflect a clear value-add scenario where CRIZ designation supports a project that advances shared community objectives and generates a measurable public return.

By formalizing eligibility criteria for property additions, the Authority reinforced the CRIZ Program’s commitment to responsible stewardship of a limited economic development resource. As Lancaster continues to evolve, this policy ensures future Zone expansions remain aligned with the program’s priorities and long-term sustainability.

The CRIZ district is finite by design. As the program has matured and approached its statutory acreage limit of 130 acres, the Authority recognized the importance of clear, consistent standards to guide when a property should be brought into the Zone. This policy reflects the Authority’s focus on core priorities, including redevelopment of vacant or underutilized properties, catalytic projects, support for entrepreneurs and small business growth, and sustaining key public facilities that serve as economic drivers.

Key Eligibility Considerations

The policy establishes core standards intended to ensure Zone additions remain purposeful, equitable, and aligned with CRIZ’s intended impact. These include:

- Vacancy/underutilization and redevelopment potential consistent with CRIZ’s mission to transform underperforming properties.
- Consistency with local plans and regulations, ensuring reinvestment supports Lancaster’s adopted planning framework.
- Project scale and feasibility, including evidence of a viable development concept and capacity to deliver the proposed improvements.
- Increment generation and economic impact, supported by required tax revenue modeling to demonstrate the project’s potential contribution to the CRIZ revenue base.
- Job creation and business activity, reinforcing the program’s focus on employment and active commerce within the Zone.
- Readiness and accountability measures, including defined project documentation, required property/business authorizations, and a process that supports transparency and public awareness.

Lancaster CRIZ 2025: Building Momentum, Delivering Impact

We are proud to share this 2025 Annual Report, illustrating how the Lancaster City Revitalization & Improvement Zone (CRIZ) continues to serve as a vital engine for our city’s growth. This year, we celebrated a significant milestone with nearly \$85 million leveraged private investments to date to support \$233 million in total economic development. This success is underpinned by the commitment of our business community, which achieved a record 88% in reporting compliance this year.

From the adaptive reuse of the Historic Swan Hotel and the expansion of MAKE/FILMS to the strategic launch of the Stadium District Small Area Plan, 2025 was a year of building momentum and big impact. We have also remained dedicated to our local entrepreneurs, awarding over \$447,000 through the Small Business Financial Assistance program to 11 diverse businesses.

In closing, and most importantly, we extend our sincere gratitude to the CRIZ Authority Board of Directors and the members of the Project Review Committee. Your leadership, thoughtful deliberation, and diligent oversight have been essential to these accomplishments. Your stewardship helps ensure that every CRIZ dollar is invested strategically to revitalize underutilized properties, stimulate private investment, and generate lasting economic impact throughout Lancaster City. As we continue this work in 2026, we remain committed to building on this momentum and advancing a vibrant, connected, and prosperous city for all.



Marshall W. Snively,
Acting Executive Director
CRIZ Authority



Christina Diehl
Chairperson
CRIZ Authority

Aerial view of the Stadium District, facing northwest, with intersection of Harrisburg Avenue and North Prince Street at foreground.
(Photo courtesy of MKSK)





**City of Lancaster Revitalization
and Improvement Zone Authority**

c/o Lancaster City Alliance

**115 East King Street
Lancaster, PA 17602**

717-394-0783

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*Aerial view of the Stadium District,
facing south.
(Photograph courtesy of MKSK)*

**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**