

RECOVERY LANCASTER



August 12, 2020



LANCASTER COUNTY, PA
Economic Development Company



Lancaster Chamber

The What:

- Overview of the Plan
- PPE Distribution
- Small Business Recovery & Sustainability Fund (SBRSF)

The Now What:

- What does SBRSF tell us?
- Center for Regional Analysis Assessment/Outlook

Team approach to implement Plan as outlined in April

Team 1: Funding Business (Strategy 1)

Mission: Ensure all available federal, state, local and private resources are deployed to businesses in need.

Implementing NOW/Planning NOW

- Assessing effectiveness/distribution of CARES Act
- Tracking next federal stimulus projects
- Evaluating other tools – USDA, CDBG, Main Street funding, Other direct assistance, City Emergency Relief Fund
- Assessing other traditional banking tools and/or deferments/workouts
- Developing clear information businesses can understand
- What is the impact of \$ for employees (u/c and PPP) have?

Key Targets:

30- days – Deploy toolkit for businesses to easily understand options; Gaps analysis in business funding support → what's needed and how to fill gap?; criteria for prioritization of funding – how to assess which businesses may not survive?

Team 2: Public Health Mitigation (Strategy 2)

Mission: Mobilize resources to manage public health and safety.

Implementing NOW/Planning NOW

- Scenario plans on timing and on availability of testing (30, 60 or 90 day hit go; testing at current levels/for all first responders; 50% of workforce; 100% of residents)
- Scaled testing operational plan to include sites/facilities; staffing levels; equipment needed; customer service; communications; training; costs, etc.
- Tracing operations plan
- Connections to/between human services needed

Key Targets:

30- days – Two ops plans completed; potential to begin hiring within that window or be prepared to hire; prepared to run simulations if/when safe to do so

Team 3: New Business Normal (Strategies 2 & 3)

Mission: Prepare all businesses with the necessary protocols and procedures for re-opening and ongoing operations.

Implementing NOW/Planning NOW

- Phasing/staging of re-entry by sector/Governor's order
- Assess realities of business closures;
- Strategy specific for small business sub-group <20 empl
- Assess critical path activities (day-care/child care)
- Distrib plan for social mitigation requirements to meet PA Dept. of Health guidelines → utilize local best practices; template HR policies; legal/insurance implications information
- Dynamic/aggressive employment re-hiring/match making plan (testing protocols; training needs)

Key Targets:

30- days – Clear plan for rolling re-opening of business to align with testing capabilities and to meet public health/safety needs

Team 4: Analysis/M Measurement (Strategy 4)

Mission: Monitor and analyze economic conditions and activities to gauge progress.

Implementing NOW/Planning NOW

- Development of plan to track economic recovery; model scenarios; provide guidance to other teams for basic information and more complex analysis
- Pre/post-COVID-19 workbooks
- Public health tracking component
- Cross-team sharing of data/information to guide other team efforts

Key Targets:

30- days – Data/analysis regular updates for business community/community leadership; policy makers; general public; 'signals' to inform teams of challenges/opportunities and/or need to course correct

Team 5: Communications (All Strategies)

Mission: Create a comprehensive communications strategy to maximize understanding and awareness of recovery process.

Implementing NOW/Planning NOW

- Development of coordinated, consistent, easily accessible plan to communicate info from Teams 1 – 4
- Requirement of accessibility to all (Spanish translation, non-internet based)
- Package of trainings and training materials
- Filtering of noise to ensure accuracy and current info in fluid market
- Acknowledge differences for businesses/employees/cons umers

Key Targets:

30- days – Communications plan; ready to go systems/platforms with target audiences

The What:

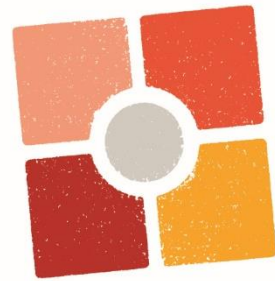
- Overview of the Plan
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The Now What:

- What does SBRSF tell us?
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Questions?



LANCASTER CITY
ALLIANCE

“Maintaining Strength”

The COVID-19 Economic Recovery Addendum to the *Building On Strength* Economic Development Strategic Plan for the City of Lancaster, PA

Priority Recommendations & Actions

** Temporary recommendation to address special economic recovery need*

Strategy	Recommendation No.	Recommendation Name	Action Items	Lead(s)	Overlap with Lancaster County Economic Recovery Plan	Overlap with One Good Job Poverty Reduction Plan	Overlap with Lancaster City Comprehensive Plan Update
1 Expanding Success: Traditional Economic Development	1A	Investment Sites	Identify "at-risk" planned and conceptual development projects	LCA, City			X
			Engage in frequent outreach/check-ins with developers/property owners to track status of projects	LCA, City			X
			Identify project challenges/barriers	LCA, City			X
	1A1*	Real Estate Market Assessment Post-COVID-19 (to guide/inform development activity moving forward)	Dialogue with local industry experts in real estate development, construction, and finance to assess/understand evolving market trends/projections and economic impact of COVID-19 crisis on future development projects	LCA, City, EDC/CRA	X		X
	1C	Development Clearinghouse	Identify additional efficiencies to further streamline development review and permitting processes	City			X
			Build greater development review capacity to ensure project consistency with community design standards	City			X
	1H1	Plan Funding Program: Funding for Affordable and Mixed-Income Housing (New and Existing Housing Rehabilitation)	Frequently track status of all pre-COVID-19 funding tools pending negative fiscal impacts to local/state/federal programs and changing economic climate, and update Funding Matrix accordingly	LCA, Finance Squad, City, Coalition for Sustainable Housing			X
	1H2	Plan Funding Program: Funding for Traditional Economic Development, Cultivating Entrepreneurs, Marketing the City, and Enhancing Quality of Life	Evaluate all pre-COVID-19 funding tools pending negative fiscal impacts to state/federal programs and changing economic climate, and update Funding Matrix accordingly	LCA, Finance Squad			X
			Add COVID-19 economic recovery funding tools to Funding Matrix as they become available, highlighting tools focused on small business stabilization/recovery (i.e., Recovery Lancaster, State small business funding to CDFIs)	LCA, Finance Squad	X		X
	1I*	Economic and Rental Housing Metrics Dashboards	Monitor/analyze various economic data related to business closures, employment levels, wages, and rental housing (i.e., evictions) to gauge impact of COVID-19 economic crisis	City, LCA, EDC/CRA, Poverty Coalition	X	X	
	1J*	COVID-19 Higher Education Impacts Assessment	Assess impacts of COVID-19 on local institutions of higher education and related economic impacts through dialogue between institutional leadership and business community	Higher Ed. Institutions, Lancaster Chamber	X	X	

2030 OUTCOMES



- Increase in the **per capita income to 70% of that of Pennsylvania**
- Create **300 new hotel rooms** in the Downtown and Commercial Hubs
- See **2,500 new residential units** of all types and price points
- Achieve **100,000 square feet of new and renovated retail/restaurant space** in Downtown and Commercial Hubs
- Fill **300,000 square feet of office and flex space**
- Realize **\$1 billion in privately led investment**
- See ongoing private investment that will outweigh public investment in economic development

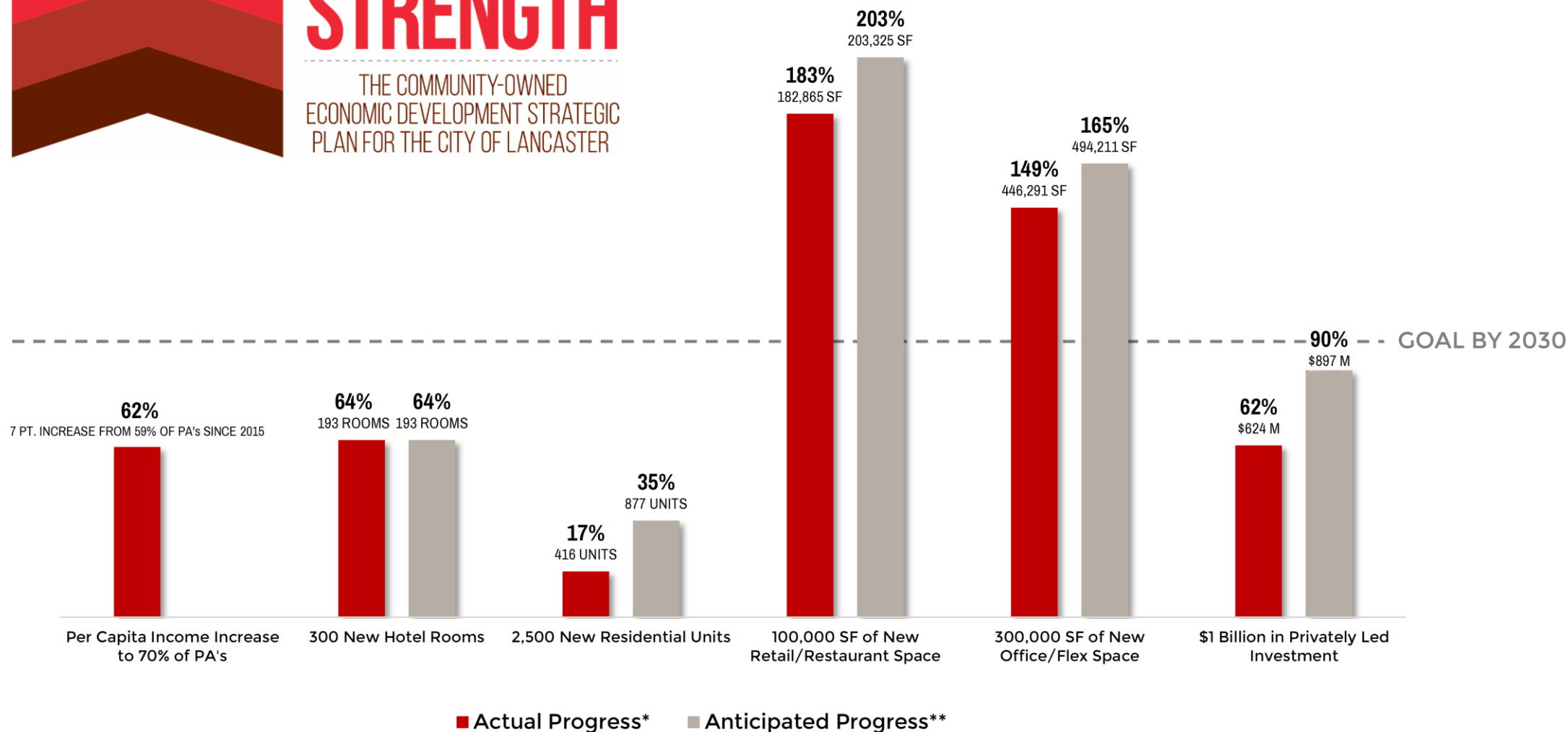


BUILDING ON STRENGTH

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

2030 OUTCOMES DASHBOARD

Progress Since June 2015 (as of March 2020)



*For development-related outcomes, "actual" reflects only projects recently completed and currently under construction.

**For development-related outcomes, "anticipated" reflects projects recently completed and currently under construction, and assumes planned and conceptual development projects will come to fruition.

Total Number of Projects in Pipeline Pre-COVID-19

By Phase of Development & Type

Development Phase	Residential	Office/Flex	Retail/Restaurant	Other	Totals by Development Phase
Under Construction	12	11	12	10	45
Planned	3	1	2	2	8
Conceptual	7	2	1	3	13
Totals by Category	22	14	15	15	66



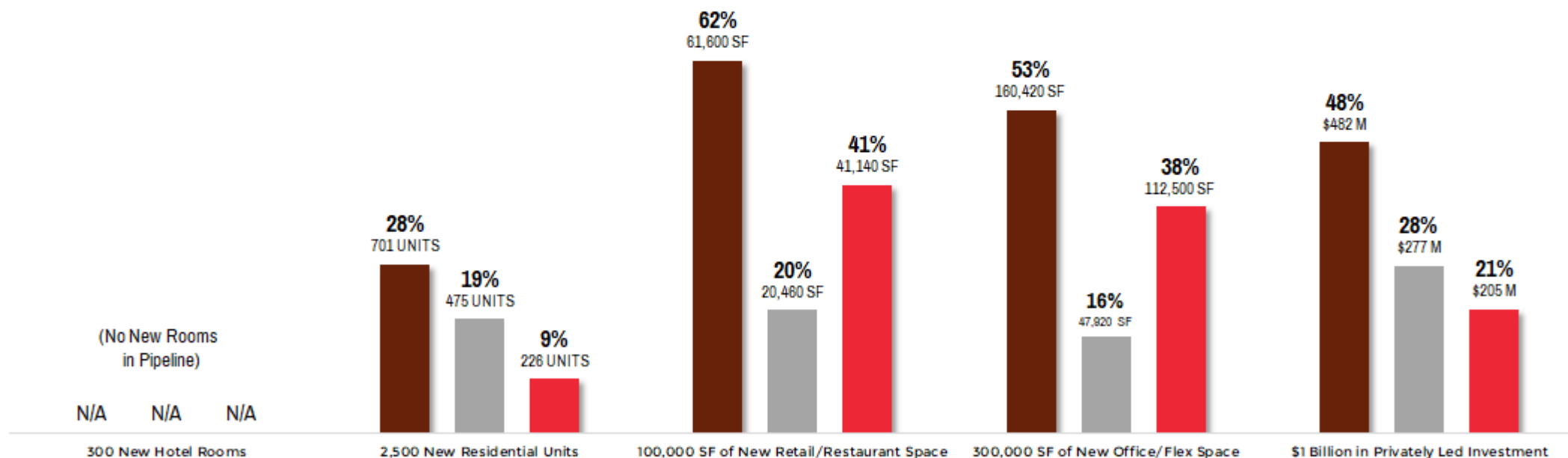
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Post-COVID-19 Progress Assessment

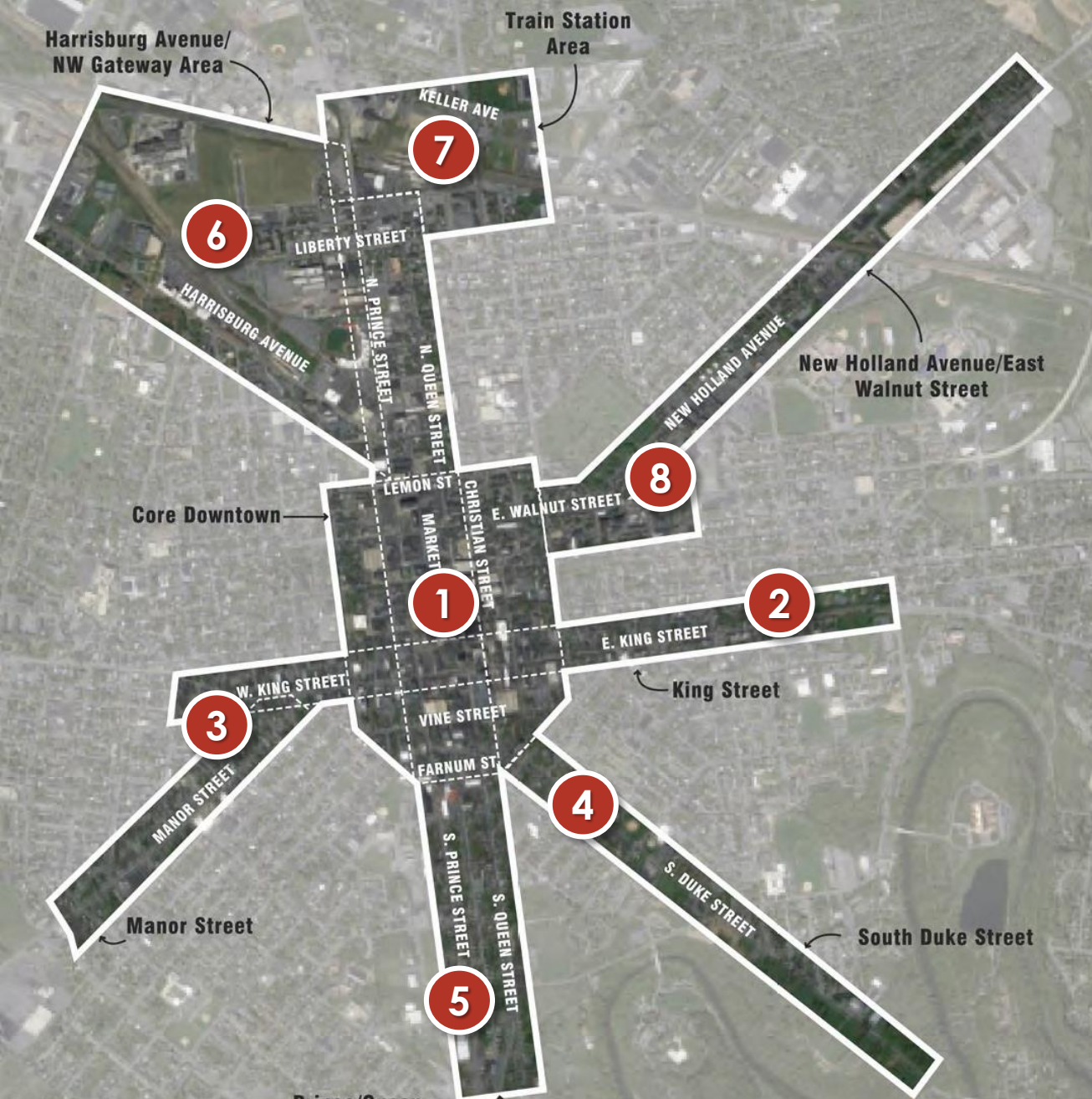
----- GOAL BY 2030



■ Pre-COVID-19 Economic Crisis BOS Progress: "Under Construction" + "Planned" + "Conceptual" ("Completed" Not Shown)

■ May Be In Jeopardy Due to COVID-19 Economic Crisis ("Planned" + "Conceptual")

■ Currently Under Construction



PLAN FOCUS AREAS

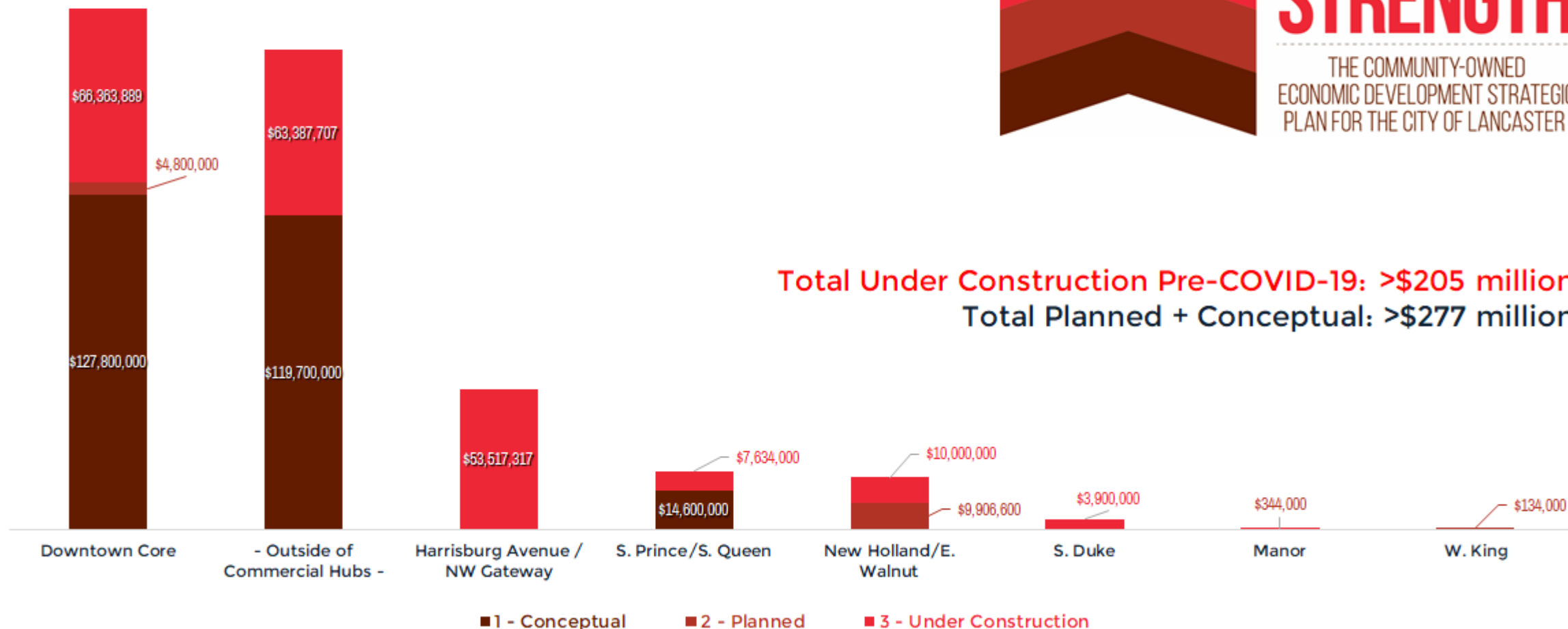
Includes the Downtown Core, in addition to the commercial corridors and gateways (the “Commercial Hubs”), that extend outward from the Downtown Core. These **Commercial Hubs** were grouped into eight geographies:

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

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

Privately Led Investment Pre-COVID-19

By Commercial Hub and Current Phase of Development (as of March 2020)



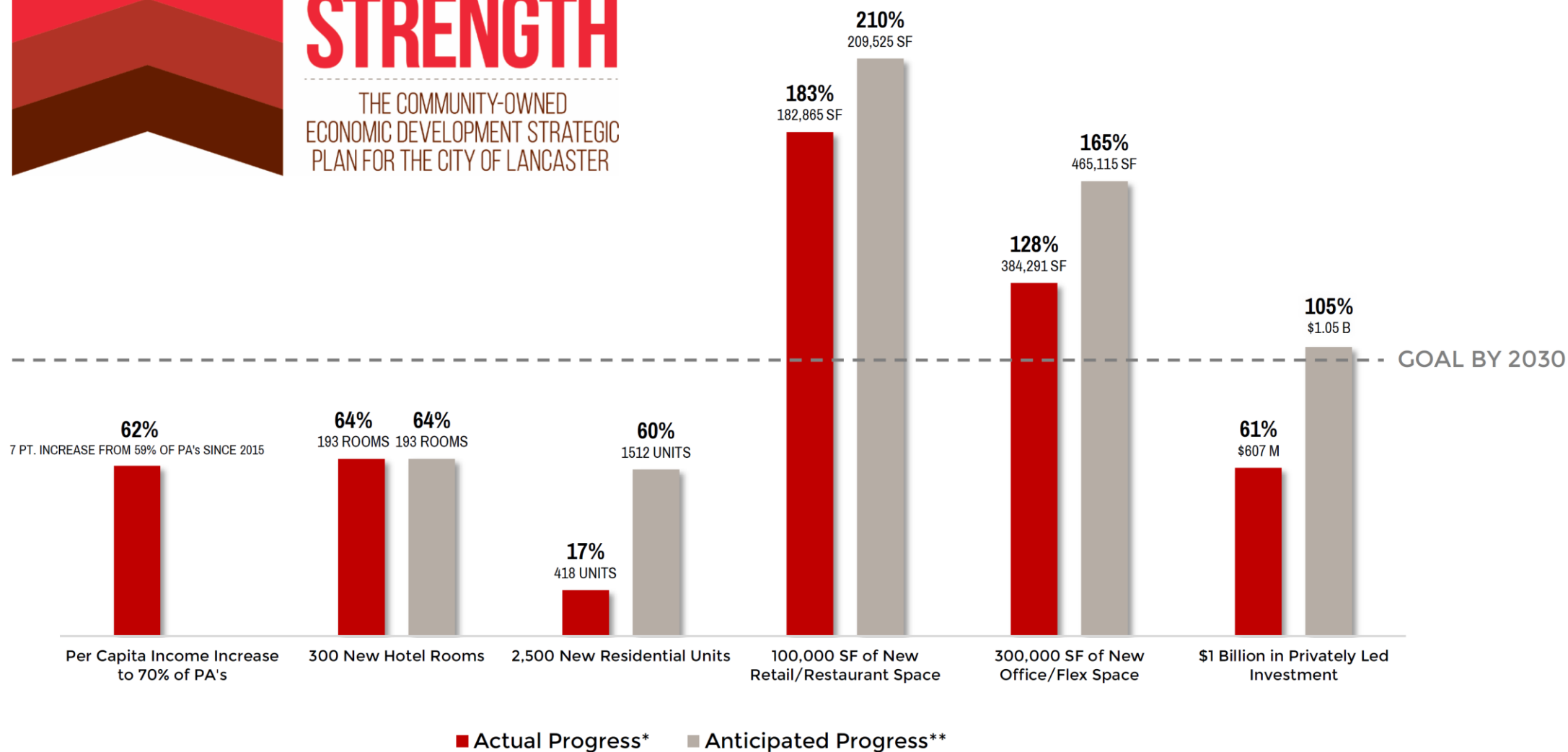


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Privately Led Investment Since July 2015

By Commercial Hub and Current Phase of Development (as of July 2020)

