



COMMERCIAL & INDUSTRIAL REAL ESTATE COUNCIL
of the Lancaster County Association of Realtors®

C&I Council Membership Meeting
Wednesday, April 14, 2021

Lancaster City Economic Development Updates



Marshall W. Snively | President
Jeremy Young | Director of Community & Economic Development



**LANCASTER CITY
ALLIANCE**

We Are a
non-profit

that promotes

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

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

Our Work

We work to reflect the City we serve by providing opportunities for fresh faces to play a part in our organization.

15

Oversee the City's 15-year economic development plan. The plan contains 33 recommendations for the City's success and it is our job to ensure each strategy is moving forward.

Provide a foundation for a strong community through neighborhood development, empowering neighbors to plant trees, Adopt-A-Block, and repair facades.

\$

Leverage corporate and private contributions with supplemental funding from grants and successfully manage each dollar that we receive.

...

Communicate important information to businesses and residents that may affect quality of life such as construction, snow removal, and parking.

+

Enhance public safety for residents and businesses while building a strong foundation for commerce by conducting regular meetings with city-wide safety partners, local merchants, and corporate partners.

+

Manage the Downtown Investment District by providing clean and safe services to property owners invested in the downtown core.

+

Serve several City neighborhoods through our red shirt ambassadors who provide an extra set of eyes and ears for neighbors and businesses.

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

+

Partnering with Lancaster City Alliance provides valuable connections with 100+ community leaders.

We have over 160 volunteers that serve on influential committees and a 14 seat board of directors. Our volunteers are executive level or upper management and represent corporations, small business, and engaged City stakeholders.

Here are the results.

200

Founding member of the Entrepreneurship Coalition garnering 200 participants in the tri-annual Cultivate and Cultivar Entrepreneurs Forum.

100

An expanding tree canopy, since 2018, 100+ trees planted on just S. Prince and S. Queen Streets.

70

Lead role in elevating the City as a great place to invest. Assist over 70 prospects annually looking to invest or locate to the City.

500
80

A clean downtown, our blue shirt clean team removes over 80 tons of leaves and trash annually and maintains over 500 tree wells.

4k
3k

Our 14 ambassadors log nearly 3,000 foot patrol hours and over 4,000 bike miles a year. They work closely with the city government and police to enhance public safety.

.5m

Over a half million dollars leveraged to improve properties in City neighborhoods. With the goal of 85 façade improvements to private properties by mid-2021.

1.2b

The City has strong investor confidence. Since mid 2015 over \$1.16 billion in private sector led investment underway or completed.

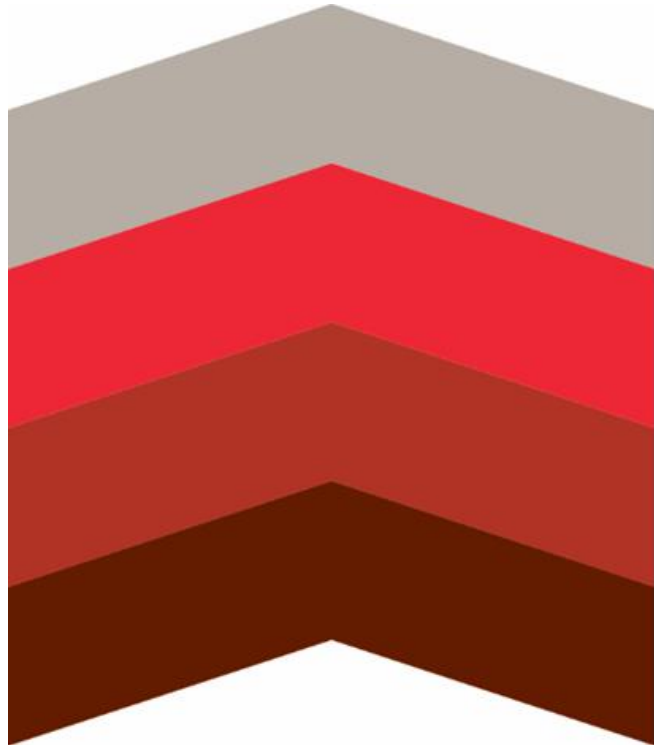
250

Nearly 250 regional corporations, foundations, and individual influencers invest in the Lancaster City Alliance.

Join

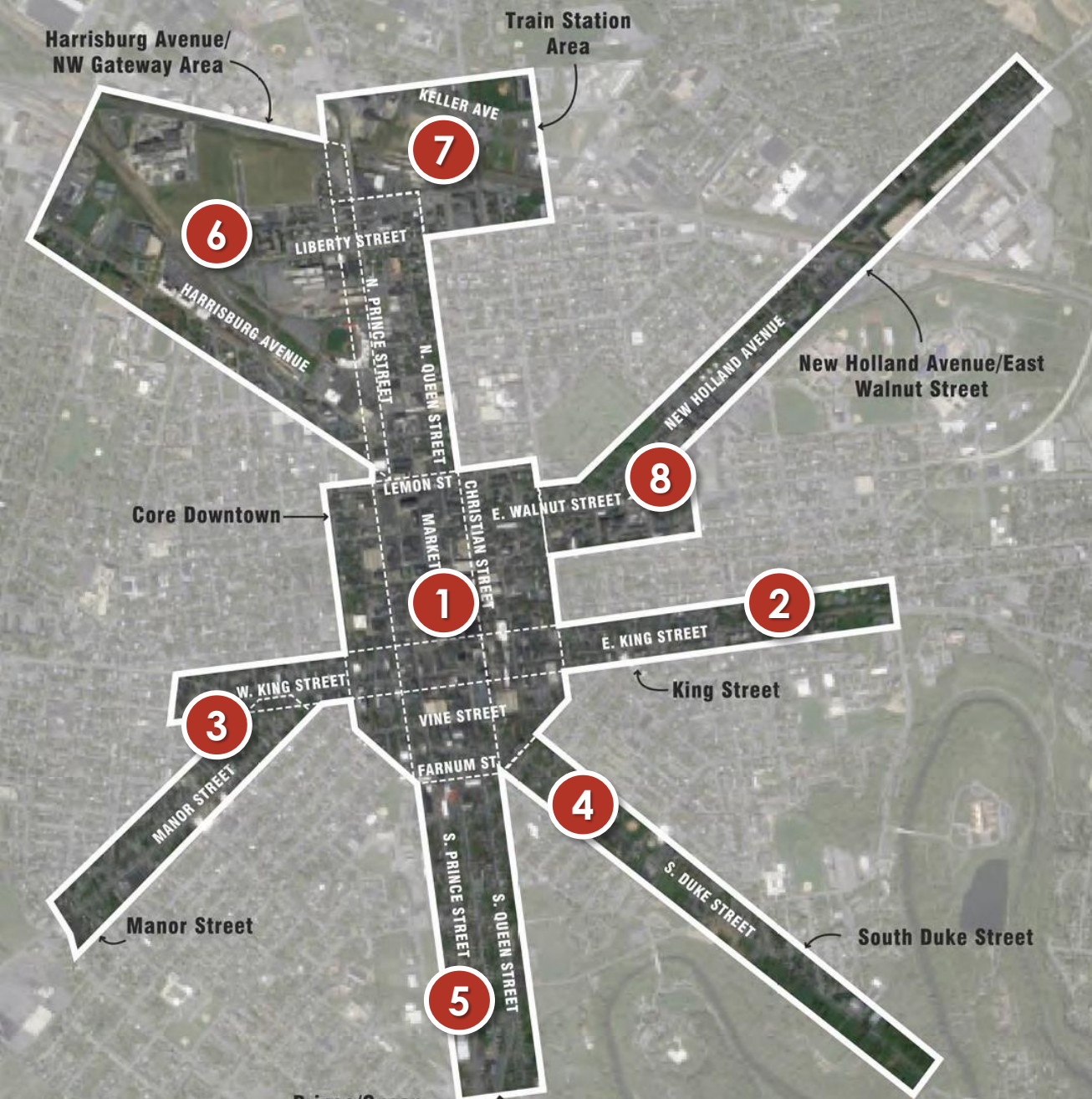
Join a network of diverse stakeholders for the common good of Lancaster City. Lancaster City Alliance harnesses the power of the private sector. We hold a reputation as trusted stewards. We leverage a broad network of engaged leaders with expansive influence. To accomplish all of this, we ask for your support.

For more information visit:
lanastercityalliance.org



BUILDING ON STRENGTH

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



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:

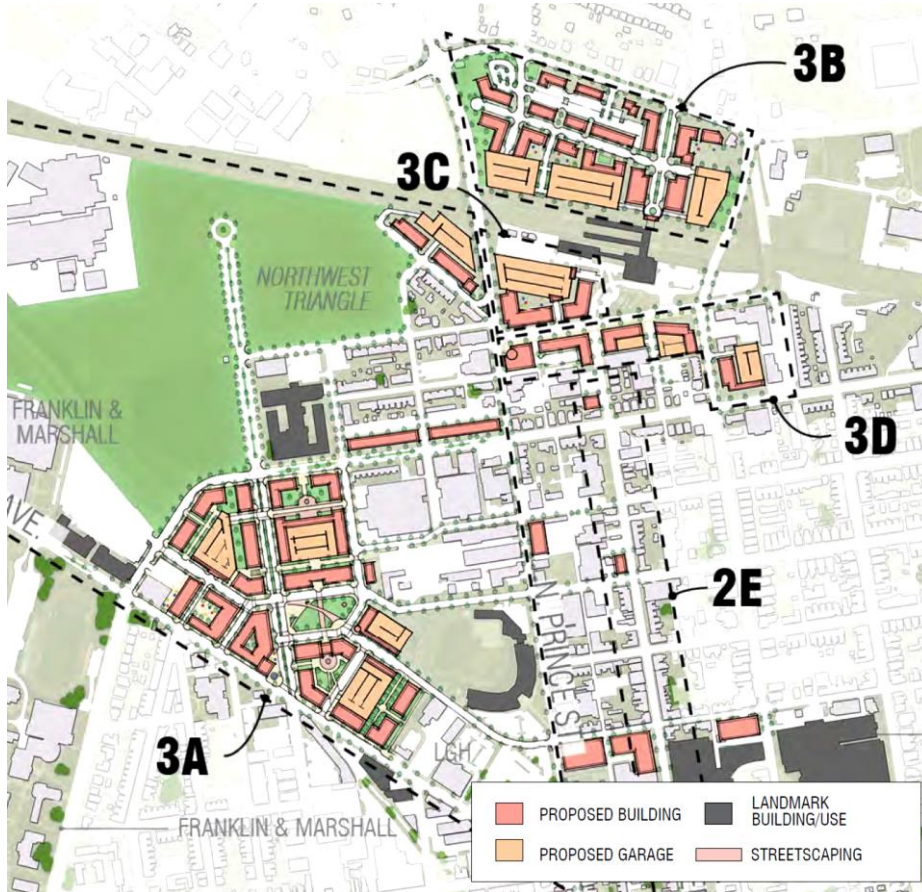
1. Downtown Core
2. East King Street
3. West King and Manor Streets
4. South Duke Street
5. South Prince and Queen Streets
6. Harrisburg Avenue/Northwest Gateway
7. Train Station Area
8. New Holland Avenue/East Walnut Street

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

PLAN ASPIRATIONS

- Attract and retain talent to the City of Lancaster.
- Create jobs that provide a livable wage.
- Leverage educational institutions as partners in creating a skilled workforce.
- Provide equitable opportunities for all Lancasterians.
- Cultivate existing Lancaster businesses to grow with continued success.
- Encourage targeted economic development opportunities to strengthen neighborhoods and increase property values.
- Provide an environment where small businesses and entrepreneurs can thrive.
- Be a national model for urban economic development.

Strategy 1 | Recommendations



● 1A | Investment Sites

● 1B | Market District

● 1B1 | Physical Infrastructure Improvements Surrounding Central Market

● 1B2 | Branding the District

● 1B3 | Private Development Aligning with Goals for Compatible Uses

● 1C | Development Clearinghouse

● 1D | Business Registration Program

PROGRESS INDICATORS:



= Recommendation Advancing



= Limited Progress To Date



= Barriers Impeding Progress

Strategy 1 | Recommendations



- 1E | Building the Market
 - 1E1 | Façade Grant Program
 - 1E2 | Façade Master Plan
 - 1E3 | Building Infrastructure Grants
 - 1E4 | Lancaster High-Speed Internet
- 1F | Land Bank
- 1G | Community Land Trust Subsidiary
- 1H | Plan Funding Program
 - 1H1 | Affordable & Mixed-Income Housing
 - 1H2 | Funding For Strategies 2, 3, and 4

PROGRESS INDICATORS:



= Recommendation Advancing



= Limited Progress To Date



= Barriers Impeding Progress

Strategy 2 | Recommendations



The Candy Factory, co-working space for individuals and businesses

- 2A | Lancaster Creative Spaces Initiative:
Developing Entrepreneurial Ecosystems
 - 2A1 | Innovation Centers
 - 2A2 | Food Hubs
 - 2A3 | Arts Labs
 - 2A4 | Cultivate Lancaster Entrepreneurs
Forums

PROGRESS INDICATORS:



= Recommendation Advancing



= Limited Progress To Date



= Barriers Impeding Progress

Strategy 3 | Recommendations



- 3A | Locate Lancaster Residential Initiative (Resident-Focused)
- 3B | Locate Lancaster Economic Development Initiative
 - 3B1 | Marketing for Residential Development (All Types & Price Points)
 - 3B2 | Attracting Commercial Investment (All Types)
- 3C | Continue Building the City Brand
- 3D | Continue Marketing the City to Local, Regional, and International Consumers

PROGRESS INDICATORS:



= Recommendation Advancing



= Limited Progress To Date



= Barriers Impeding Progress

Strategy 4 | Recommendations



● 4A | Foster Commercial Hubs within Neighborhoods (Economic Development)

● 4B | Street Network and Improved Accessibility

● 4B1 | Two-Way Street Conversions

● 4B2 | Efficient Transportation: Internal City Circulation

● 4B3 | Efficient Transportation: Regional Connectivity

● 4B4 | Bicycle Network

● 4B5 | Gateways and Streetscapes

● 4B6 | Comprehensive Parking Strategy

● 4C | Commercial Hub Partner Organizations

● 4D | Neighborhood Healthy Food Initiative:

● 4D1 | Healthy Corner Stores

● 4D2 | Expand Healthy Food Commercial Development

PROGRESS INDICATORS:



= Recommendation Advancing



= Limited Progress To Date



= Barriers Impeding Progress

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

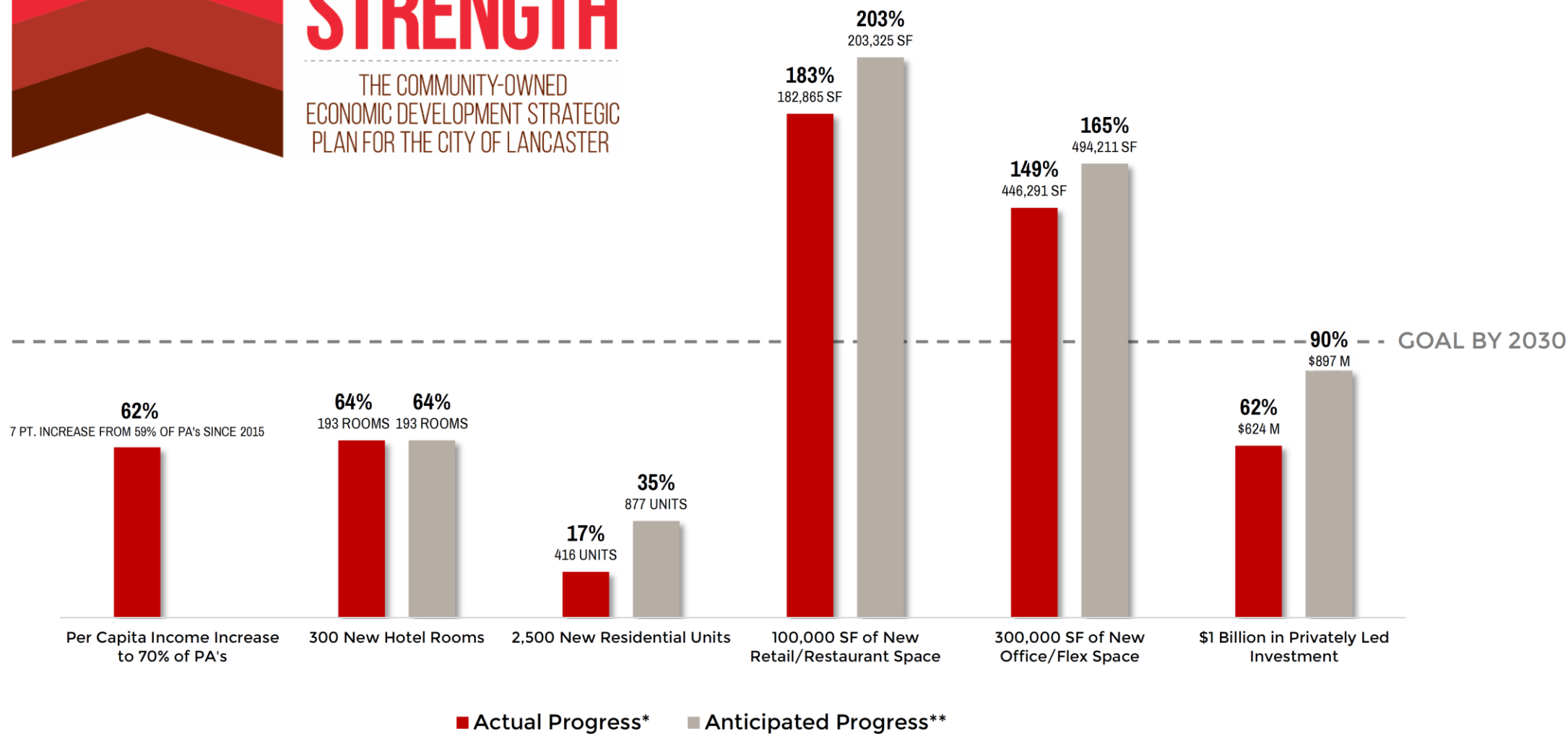


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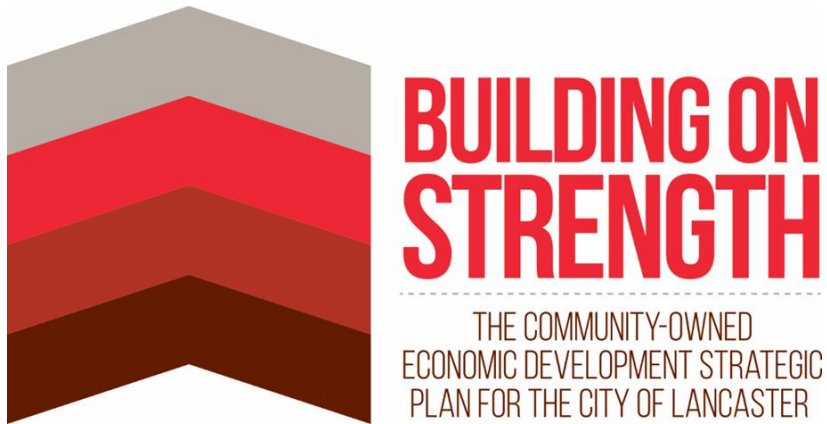
2030 OUTCOMES DASHBOARD

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.



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

March 2020
COVID-19

“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
2 Embracing the Collaborative Economy: Cultivating Entrepreneurs (Creative and Technology)	2A4	Cultivate Lancaster Entrepreneur Forums	Remain a resource for startups/entrepreneurial growth	Entrepreneurship Coalition			
	2B*	Stabilizing Existing Businesses through Strategic Coordination with Lancaster County Economic Recovery Plan	Ensure all guidance and support provided to City businesses (large and small) is consistent with the strategies of the Lancaster County Economic Recovery Plan	EDC, Lancaster Chamber, LCA, Entrepreneurship Coalition	X		
			Convene frequent virtual forums/webinars (at least monthly) for established small businesses to ensure survival, with a focus on up-to-date information on economic recovery resources and post-COVID-19 best practices as the economy reopens	Entrepreneurship Coalition	X		
			Explore best practices and creative/tactical solutions for safely resuming dining and retail including temporary options in the public right-of-way	LCA, City, Merchants/ Restaurateurs	X		X
	2C*	Ensuring Equitable Recovery through Intentional Support of POC (“Person of Color”)-Owned Businesses	Develop a complete and comprehensive inventory of POC-owned businesses	Entrepreneurship Coalition	X	X	X
			Conduct direct outreach to POC-owned businesses		X	X	X
			Ensure access to growth/business opportunities by POC-owned companies		X	X	X

Text in red highlights additions made in response to input received at 5/14 and 6/9 BOS Core Implementation Partners Meetings

Outdoor Dining Provisions





35 new businesses
+9 expanded or relocated
34 closed
Since March 2020

“Maintaining Strength”

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

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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	



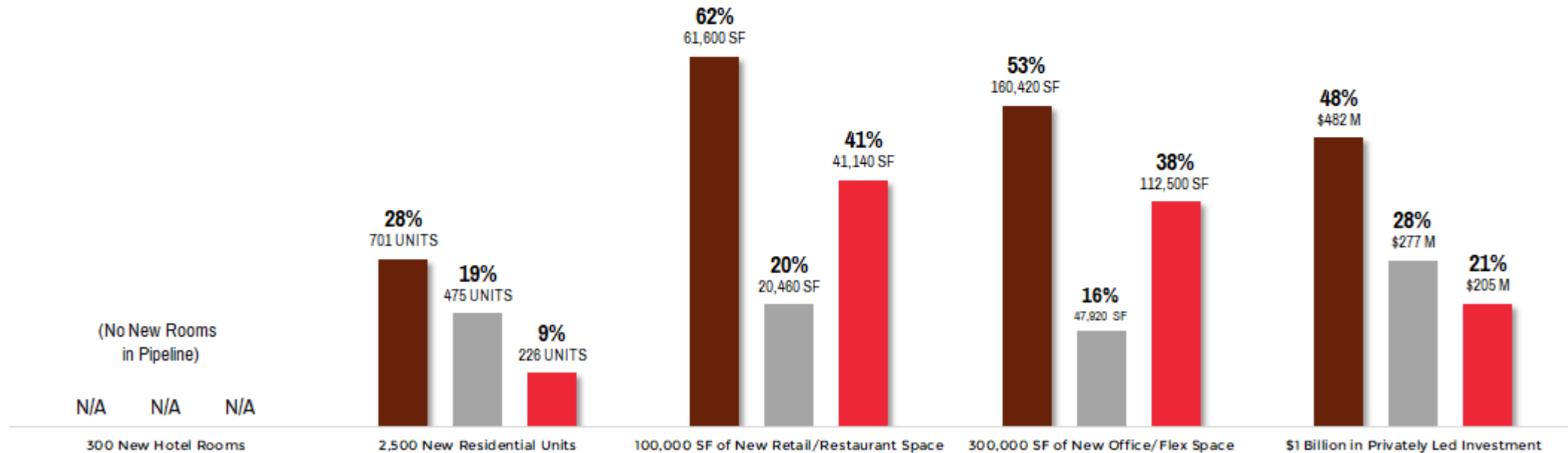
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2030 OUTCOMES DASHBOARD

Post-COVID-19 Progress Assessment

----- GOAL BY 2030



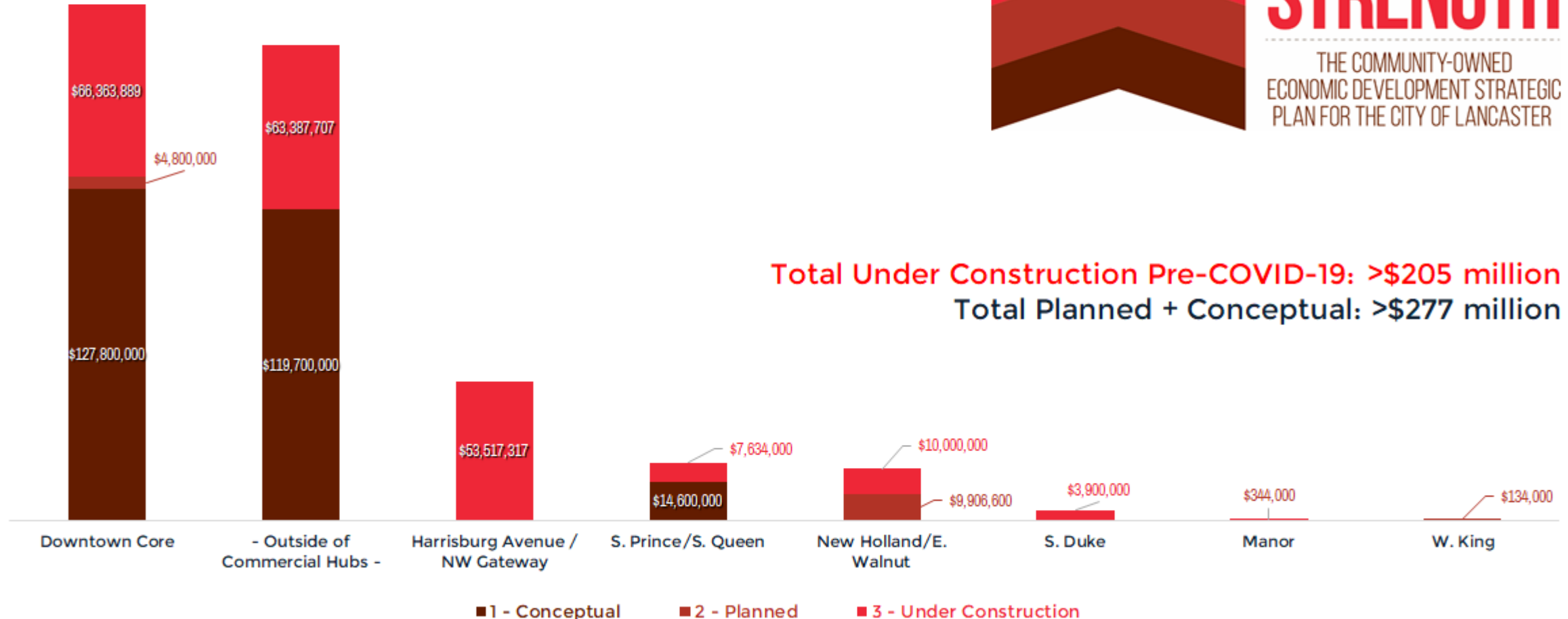
■ Pre-COVID-19 Economic Crisis BOS Progress: "Under Construction" + "Planned" + "Conceptual" ("Completed" Not Shown)

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

■ Currently Under Construction

Privately Led Investment Pre-COVID-19

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



Southern Market Center



Southern Market Center



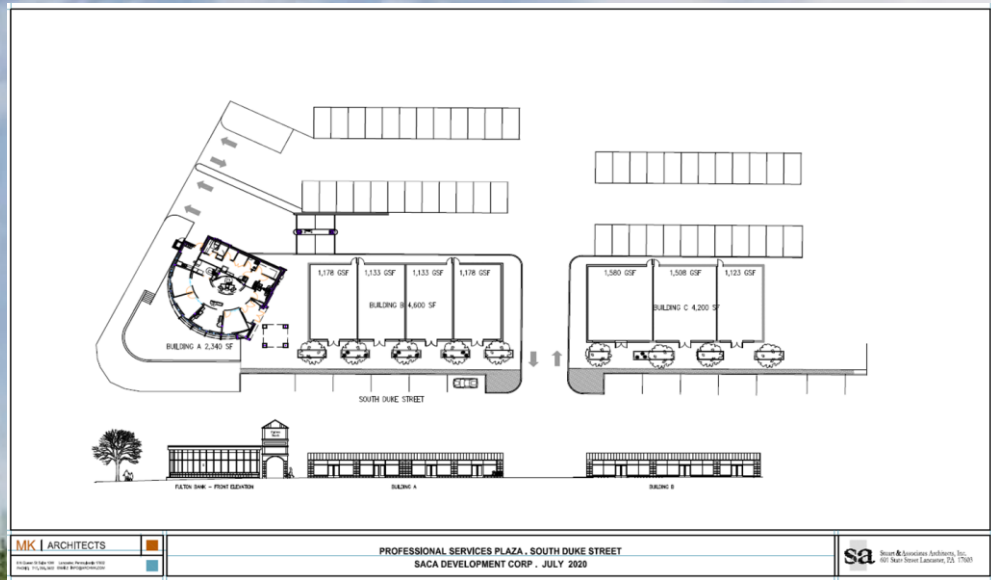
Willow Valley Mosaic Redevelopment



New Holland Avenue: 550 Lofts



S. Duke & Chesapeake: Duke Street Plaza



82 new senior-living apts.,
ground-floor retail/restaurant



The Master Plan, A Collaborative Approach

Initial Working Design and Program

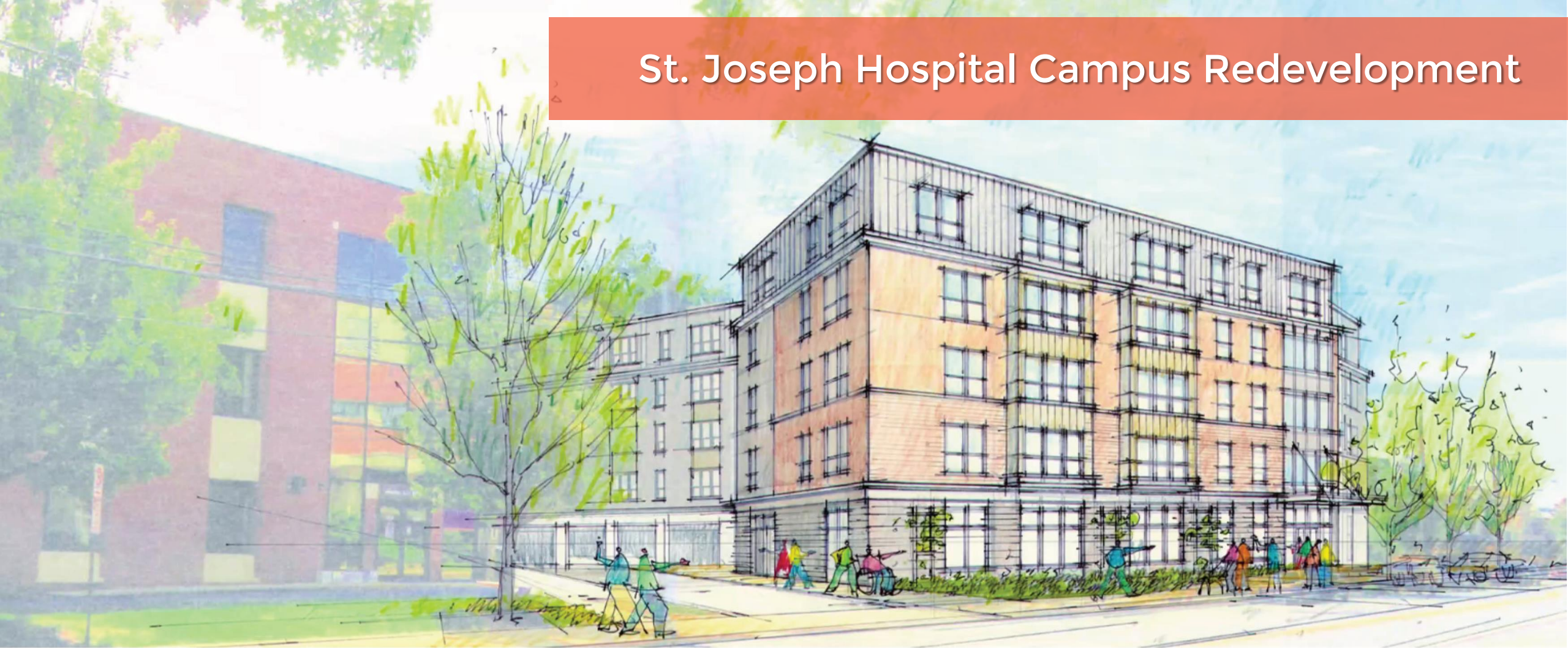
- Combined \$90 million investment
- Historical preservation of 1950 era buildings
- 150-175 market rate rental apartments
- First floor retail for locally owned businesses, approximately 10,000 sq. ft.
- 40,000-50,000 sq. ft. of office space
- 25-30 market rate homes for sale
- 100-120 affordable housing apartments
- Existing UPMC medical services on College Avenue
- Green and sustainable building practices used throughout development
- Above is subject to change based on feasibility, historic requirements and community engagement



St. Joseph Hospital Mixed-Use Redevelopment

- For Sale Housing
- Affordable Housing
- Office
- Multifamily Historic Rehab
- Retail (first floor only)

St. Joseph Hospital Campus Redevelopment



College Avenue Phase I. Perspective.

Project Concept – Queen & Frederick Streets



Façade Improvement Grant Program

PROYECTO EN PROGRESO DE MEJORAS A LA FACHADA DE LA PROPIEDAD

PROYECTOS DE MEJORAS A LA VECINDAD DE *GoWe*

Programa administrado por:



Auspiciado por:



Construcción por:



Gracias a la generosa contribución financier de:



Para más información en español o para solicitar para una contribución para su propiedad, favor de comunicarse con:
Lancaster Housing Opportunity Partnership • (717) 291-9945

A photograph of a two-story red brick building. The ground floor features a central green double door with a small arched transom above it containing the number '120'. On either side of the door are tall, narrow arched windows with white frames. The second floor has similar arched windows. A small black mailbox is mounted on the brick wall to the right of the door. A set of three concrete steps leads up to the door, flanked by two large, ornate stone planters filled with red flowers. The building is set against a clear sky, and a portion of a white car is visible on the left.

Façade Improvement Grant Program

Progress To Date

Projects

Completed: **29**

Under Construction: **23**

In Queue: **27**

Total Investment To Date

\$1.04 million



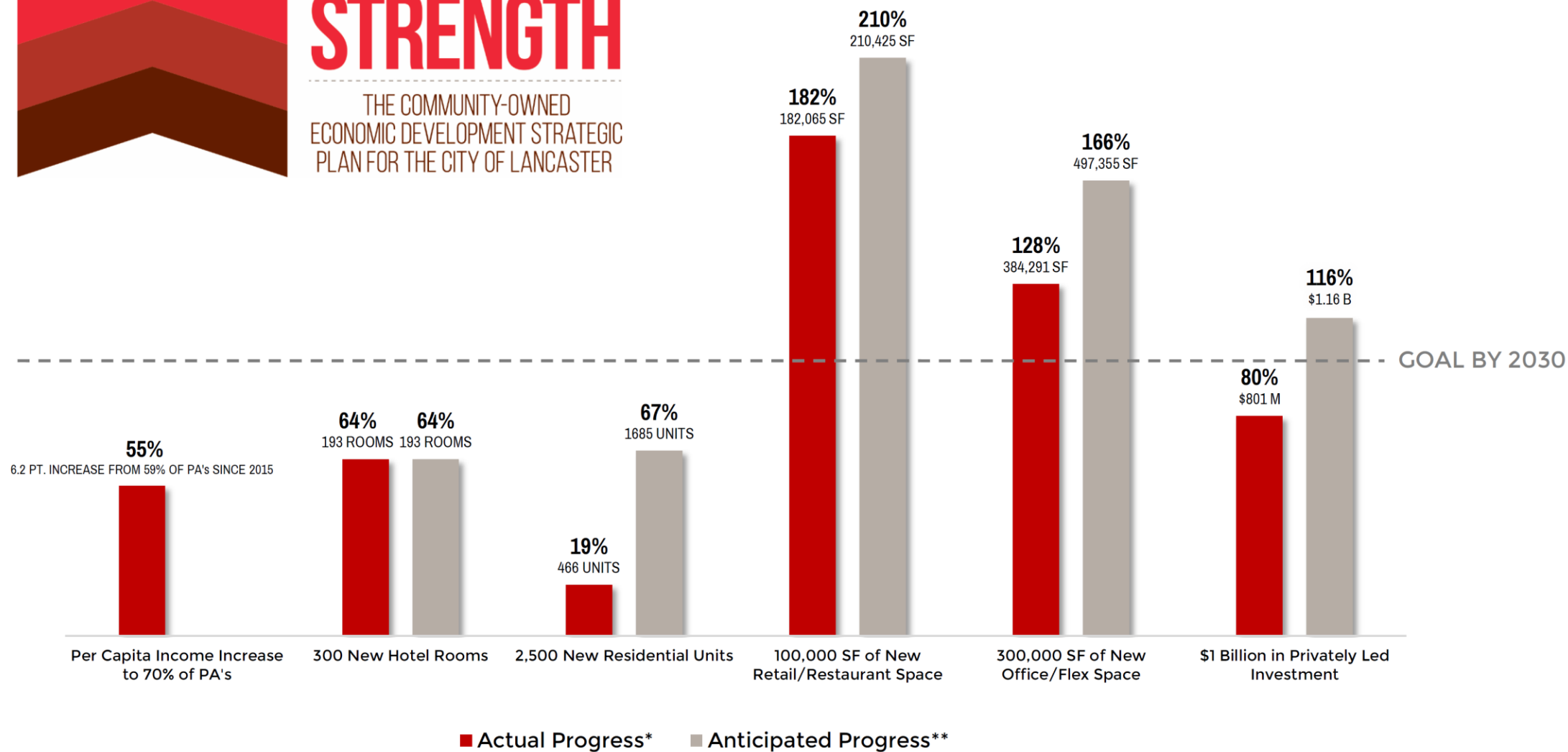


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2030 OUTCOMES DASHBOARD

Progress Since July 2015 (as of March 2021)

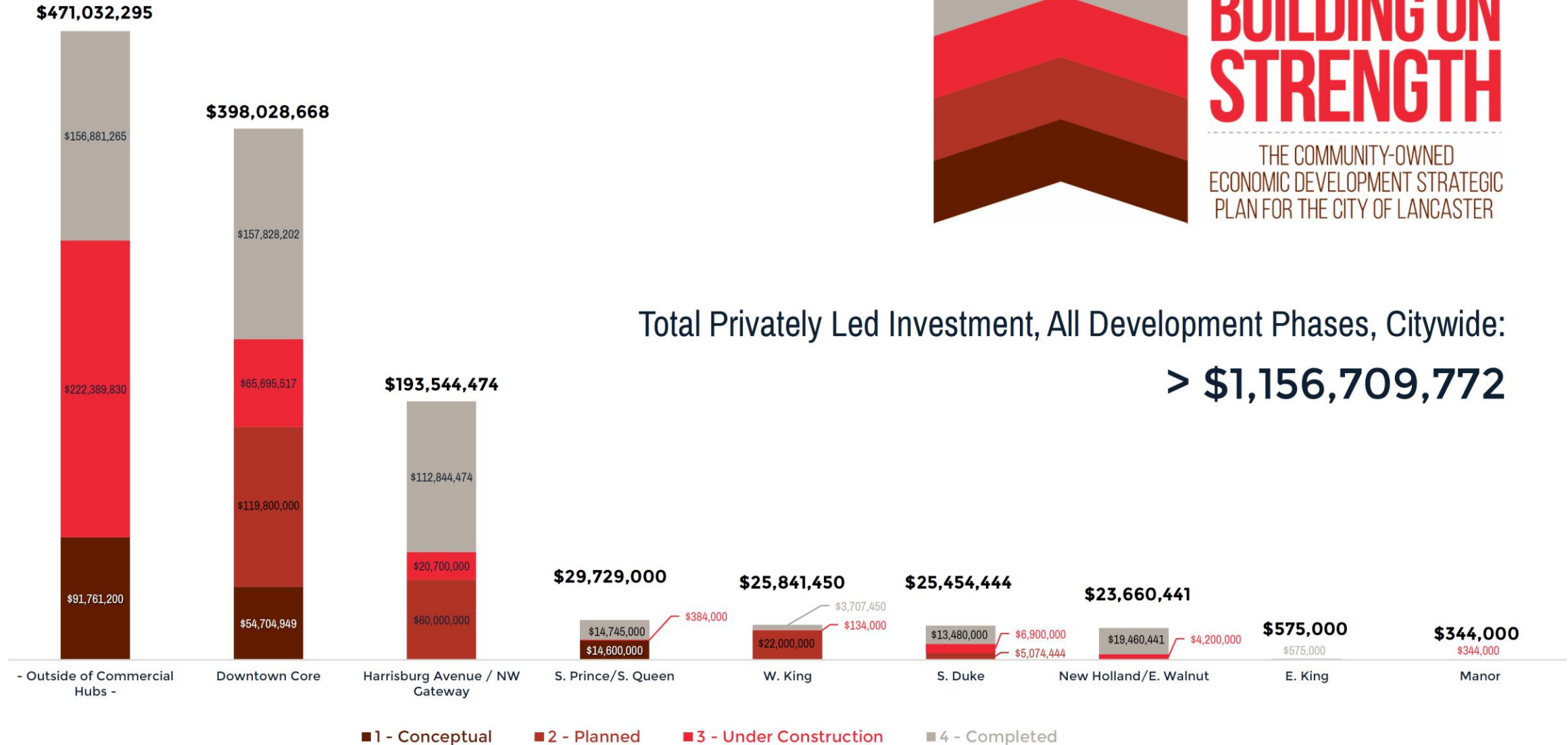


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Privately Led Investment Since July 2015

By Commercial Hub and Current Phase of Development (as of March 2021)



Discussion: Market Trends/Challenges/Projections

Contact Us!



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