

## Ideal Urban Experience

### Our Vision

- Lancaster City has a "signature" look and feel that revolves around our Arts and our Architecture.
- People can easily walk and navigate our City.
- Our retail sector provides residents and shoppers with basic necessities and special niceties.
- There is a variety of entertainment options.
- Our neighborhoods offer a mix of housing options available at various market rates.
- People feel safe and secure.
- It is fun to live in and visit our City.

## Our Customer Service Promise

### Our Promise

City employees embody a culture of excellence in serving our customers. Every customer that we come in contact with will feel they have been...

- Listened to and heard
- Treated respectfully
- Attended to responsively and professionally
- Served well

LANCASTER CITY  
PROVIDES THE IDEAL  
URBAN EXPERIENCE  
FOR ITS RESIDENTS  
AND VISITORS.



120 North Duke Street, P.O. Box 1599

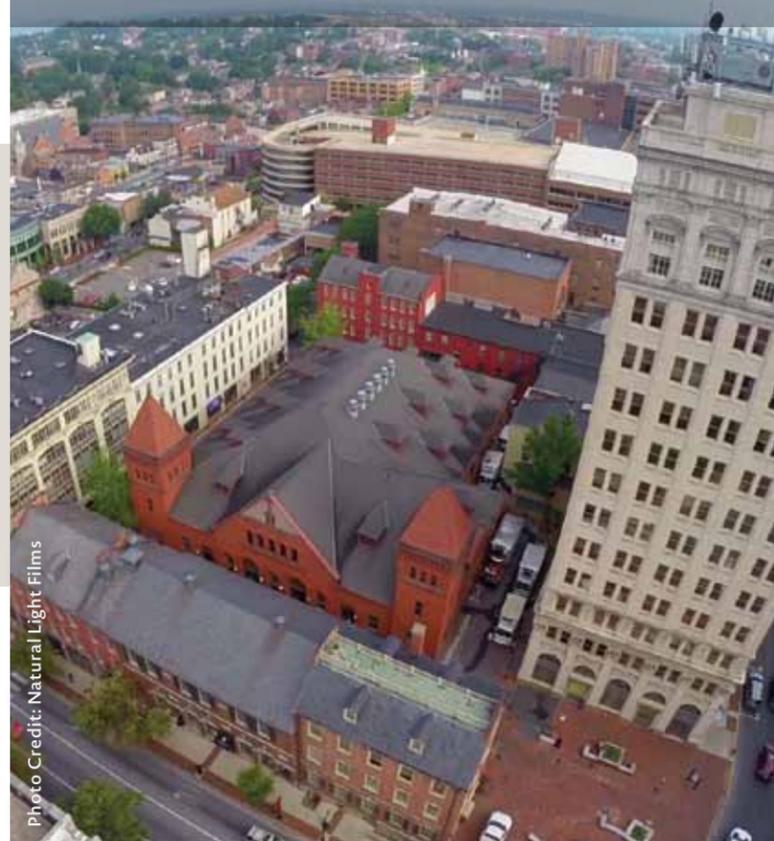
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2015  
—  
2017

STRATEGIC  
PLAN



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## MESSAGE FROM MAYOR RICK GRAY

With the adoption of our City's first Strategic Plan nearly a decade ago, we set out to create the ideal urban experience for our residents and visitors.

Since that time, consistent and systematic code enforcement, combined with an expedited process to address blighted or vacant properties have brought visible improvements to our housing stock. Direct interaction between police and residents at neighborhood meetings, churches, non-profit organizations, and through social media, have strengthened the relationship between our police and the community they serve. These efforts, together with an unprecedented level of investment in our parks and green spaces have enhanced the quality of life in our neighborhoods. At the same time, Lancaster has become a major art and entertainment destination for visitors and a desirable location for empty-nesters and young entrepreneurs looking for a place to call home.

Indeed, much has been done over the past decade to lay the groundwork for creating the ideal urban experience. This, our third Strategic Plan recognizes that creating that ideal experience is a work in progress and a journey that never ends.

Thus, with this Strategic Plan, we focus on the essence and spirit of what makes a City ideal: community, livability, stability, and vitality. This Plan challenges us to expand the opportunities that come with our success to every neighborhood and every resident; to strengthen connections among neighbors and reinforce our sense of community; and to participate — as a community — in the creation of an ideal urban experience. In short, this Strategic Plan challenges us to accept our shared interest in — and responsibility for — creating the ideal urban experience.

Lancaster continues to be one of the most exciting and diverse small cities in the country. Together we will make the City of Lancaster even better.

Sincerely,

J. Richard Gray



LIVABLE

"Endurable and worth continuing."



SUSTAINABLE

"Able to be maintained."



VITAL

"The ability of something to live and grow."



COMMUNITY

"A group of people with shared interests within society."

OUR STRATEGIC FOCUS AREAS	OUR STRATEGIC PRIORITIES	OUR SUCCESS INDICATORS
<p><b>COMMUNITY</b></p> <p>Neighborhood quality of life is improved when residents know one another and share a sense of community. The City of Lancaster supports this quality of life with Property Code enforcement, well-kept public parks, attractive streetscapes, and basic public safety services.</p>	<ul style="list-style-type: none"> <li><b>A</b> Identify new strategies for proactively addressing deteriorating and/or vacant properties throughout the City.</li> <li><b>B</b> Advocate for change in State restrictions on the disposition of vacant commercial properties.</li> <li><b>C</b> Work with residents and organizations to help improve the quality of life in neighborhoods with basic amenities and better connections among neighbors.</li> <li><b>D</b> Develop a plan for increasing access to workforce housing.</li> <li><b>E</b> Explore use of telecommunications technology including wireless broadband to increase communication among neighbors and between neighborhoods.</li> </ul>	<ul style="list-style-type: none"> <li><b>1</b> A Land Bank is established to acquire properties at Tax Claim and Upset Sales.</li> <li><b>2</b> State laws are amended to allow for more accountability from owners of vacant or abandoned properties.</li> <li><b>3</b> Neighborhood businesses partner with residents to implement neighborhood improvements and to sponsor neighborhood events.</li> <li><b>4</b> More residents use the City website Nextdoor service to communicate with neighbors.</li> <li><b>5</b> The City has a fiber network that makes internet access available to all residents and visitors.</li> <li><b>6</b> As residential housing is developed, the City ensures that a balance of market rate and affordable housing is available.</li> </ul>
<p><b>LIVABILITY</b></p> <p>Livable cities are attractive, safe, interesting, and alive. The City of Lancaster has an ongoing commitment to investing resources aimed at making Lancaster the most livable city in Pennsylvania.</p>	<ul style="list-style-type: none"> <li><b>A</b> Establish a creative and sustainable program aimed at recruiting City residents for employment in Police and Fire Bureaus.</li> <li><b>B</b> Seek grants to complement capital funds that can provide for continued implementation of the City's Comprehensive Parks Plan.</li> <li><b>C</b> Employ multiple strategies aimed at increasing access to fresh foods in all City neighborhoods.</li> <li><b>D</b> Adopt integrated infrastructure approach based on Complete Streets program practices.</li> <li><b>E</b> Provide for safe and convenient use of non-motorized methods of transportation.</li> </ul>	<ul style="list-style-type: none"> <li><b>1</b> A Cadet Program is established to recruit City residents for employment in public safety services.</li> <li><b>2</b> Two additional neighborhood parks undergo renovation to include public art and green infrastructure.</li> <li><b>3</b> The number of community gardens and weekend farmers markets is increased throughout the City.</li> <li><b>4</b> A program is in place to support the use of bicycles as a safe form of daily transportation.</li> <li><b>5</b> A walkability study is completed and recommendations are implemented.</li> <li><b>6</b> Funding is secured and work is begun on Northeast greenway project.</li> <li><b>7</b> Select one-way streets are converted to two-way streets to improve flow and calm traffic.</li> <li><b>8</b> Commercial properties that generate high volume off-site consumables have litter receptacles placed in close proximity to their business.</li> <li><b>9</b> Police, Fire, and Housing Inspectors will join forces and convene neighborhood meetings in each sector.</li> </ul>
<p><b>SUSTAINABILITY</b></p> <p>The City of Lancaster works in partnership with non-profits, the business community, and residents to build a culture of stewardship and cooperation. Our work to establish a sustainable culture goes beyond environmental concerns, and includes stability in City finances, and a sense of well-being in our residents.</p>	<ul style="list-style-type: none"> <li><b>A</b> Establish sustainability targets for energy, water, waste, and green house gas emissions.</li> <li><b>B</b> Use "whole-of-life" costing to measure sustainability benefits of public projects.</li> <li><b>C</b> Amend procurement policies to consider environmental and social aspects of purchases.</li> <li><b>D</b> Investigate early replacement of all street lights with LED lamps.</li> <li><b>E</b> Develop a plan for converting all fleet vehicles, where cost effective, to compressed natural gas or electricity.</li> <li><b>F</b> Help facilitate the efforts of residents and businesses to incorporate green strategies and technologies into their homes and facilities.</li> <li><b>G</b> Develop and implement programs to reduce waste and increase residential and commercial recycling.</li> </ul>	<ul style="list-style-type: none"> <li><b>1</b> A plan for converting fleet vehicles to CNG or electricity is being implemented.</li> <li><b>2</b> Purchase decisions take environmental and social impact into consideration.</li> <li><b>3</b> A plan is in place to replace street lights with LED lamps.</li> <li><b>4</b> Incentives are in place to encourage the use of green strategies by businesses and residents.</li> <li><b>5</b> There is a significant decrease in the amount of solid waste disposed of by the City, and a comparable increase in residential and commercial recycling.</li> </ul>
<p><b>VITALITY</b></p> <p>The City of Lancaster works to create a business-friendly environment that attracts investors and ensures economic vitality and growth. The better the relationship between the City and new or existing businesses, the more likely that the City of Lancaster and its residents will prosper.</p>	<ul style="list-style-type: none"> <li><b>A</b> Support initiatives that provide more studio space for artists and opportunities to sell art or artistic performances, thereby ensuring the sustainability of the arts as an economic driver for the City.</li> <li><b>B</b> Commit resources to promoting and marketing the City.</li> <li><b>C</b> Use the CRIZ as an incentive for investors to develop sites that might not otherwise be developed.</li> <li><b>D</b> Identify ways to ensure that publicly funded projects provide job opportunities for City residents.</li> <li><b>E</b> Conduct an inventory and create a database of City businesses.</li> </ul>	<ul style="list-style-type: none"> <li><b>1</b> Additional affordable studio space is available for new and established artists.</li> <li><b>2</b> Opportunities to display, perform, and sell art and artistic productions are expanded.</li> <li><b>3</b> Targeted marketing and promotional materials are developed to attract tourists, businesses, and new residents.</li> <li><b>4</b> The City has thoroughly integrated "a city authentic" brand into all communications (e.g., letterhead, website, etc.).</li> <li><b>5</b> A City Visitors Center is established that provides concierge services to visitors.</li> <li><b>6</b> Social media and telecommunications technology are used to enhance service delivery and engage residents and visitors.</li> <li><b>7</b> Lancaster Square is under development.</li> </ul>

**“PROVIDING THE IDEAL URBAN EXPERIENCE FOR OUR RESIDENTS AND VISITORS.”**

