

Our Winning
Aspiration
Lancaster City
Flourishes
and everyone
shares in its
success.



LANCASTER CITY
ALLIANCE

Colleen Wagner

Vice President, Relations
& Administration

● Lancaster City Alliance
●
●



Our Volunteers



LANCASTER CITY
ALLIANCE

Board of Directors

Executive Leadership Teams (ELT's)

Advocacy

Community Safety

**Finance &
Development**

**Economic Development
& Planning**

Marketing

**Chairpersons'
Council**

Our Values

We value **collaboration**.

We value **diversity, equity, & inclusion**.

We value the **collective good**.

We value **action**.

We value **leadership**.

We value **adaptability**.



Our Differentiators

We convene diverse stakeholders for the common good of Lancaster City.

We harness the power of the private sector.

We hold a reputation as trusted stewards.

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

We are an accelerant of progress.

Our Strategic Approach

Our Strategy Screen

Deciding When to Engage

- | | | |
|---|---|---|
| ✓ | ✗ | Is it aligned with our winning aspiration? |
| ✓ | ✗ | Does it have significant stakeholder support? |
| ✓ | ✗ | Are we optimally suited to deliver this? If not, who is optimally suited to deliver this or is there a gap in the market? |
| ✓ | ✗ | Is it sustainable (for the life of the project)? |
| ✓ | ✗ | Does it leverage existing partnerships and/or enable new collaborations? |

Our Approach

Asking the Big Questions

How do we ensure our organization has the sufficient capacity, well-being, and clarity of focus to achieve our Winning Aspiration?

- Strategy Screen our existing initiatives to prioritize impactful work
- Evaluate the structure and purpose of our volunteer groups to ensure they reflect the mission of the organization, drive greater action, and fulfillment for our volunteers.
- Create clear and distinct team roles & professional development growth opportunities that align with furthering the work of Lancaster City Alliance.

How do we strengthen our organizational identity and behaviors as an active leader?

- Be the recognized authority in our field and go-to City resource.
- Develop an effective LCA Communications Strategy.
- As Trusted Stewards, increase our organizational assertiveness.
- Capitalize on our role in managing the economic development-focused municipal authorities.
- Execute the Building On Strength Economic Development Strategic Plan through key projects and initiatives.

How do we define, measure, and communicate our success?

- Identify metrics and goals for our focus areas by the following:
 - Set baselines for metrics across all key LCA programs/operations.
 - Create systems to measure against established goals.
 - Consistently report progress and challenges.
- Ensure the sustainability of the organization through increased focus on the following:
 - Retain current investors
 - Recruitment of new investors.
 - Diversify funding sources.



LANCASTER CITY
ALLIANCE

Our Team

Marshall Snively,
President,
CRIZ Acting Executive Director



Jeremy Young,
VP, Community & Economic Development,
CRIZ Acting Managing Director



Colleen Wagner,
VP,
Administration & Relations



Dave Aichele,
Executive Director
DID,
Director of Clean &
Safe Services



Elsbeth Moffatt,
Director
of
Communications



Greg Keasey,
Economic
Development
Manager



**Ambassadors, Outreach, & Clean
Teams**
Streetplus Contract



Lori Weiler
Team Coordinator



Fran Denlinger,
Office Manager



Mary Elizabeth Wagner,
Community Engagement
Coordinator



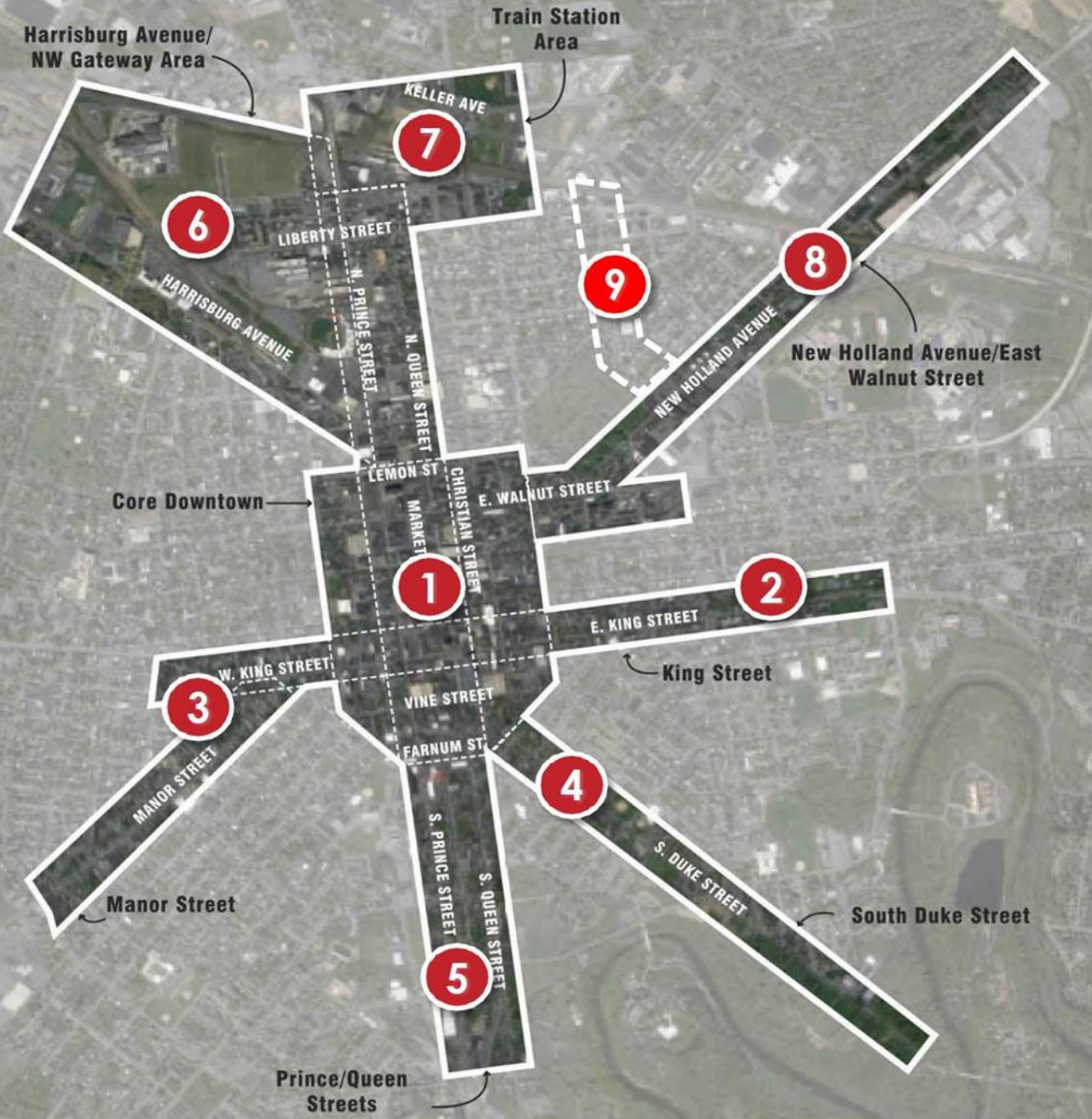
**Kathlene
Sullivan,**
Digital Media &
Engagement
Manager





BUILDING ON STRENGTH

The Community-Owned Economic Development Strategic Plan for the City of Lancaster, PA (2015–2030)



BUILDING ON STRENGTH

The Community-Owned Economic Development Strategic Plan
for the City of Lancaster, PA (2015 - 2030)

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 Street/Columbia Avenue and Manor Street
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
9. *North Plum Street (*NEW*)*

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



BUILDING ON STRENGTH

The Community-Owned Economic Development Strategic Plan
for the City of Lancaster, PA (2015 – 2030)

PLAN STRATEGIES

1. Expanding Success:
Intentional Land Development & Privately Led Investment
2. Strengthening the City's Economy: *Cultivating Entrepreneurs & Sustaining Small Business*
3. Leveraging the Brand: *Marketing Lancaster City*
4. Enhancing Quality of Life: *Revitalizing Lancaster's Main Streets*

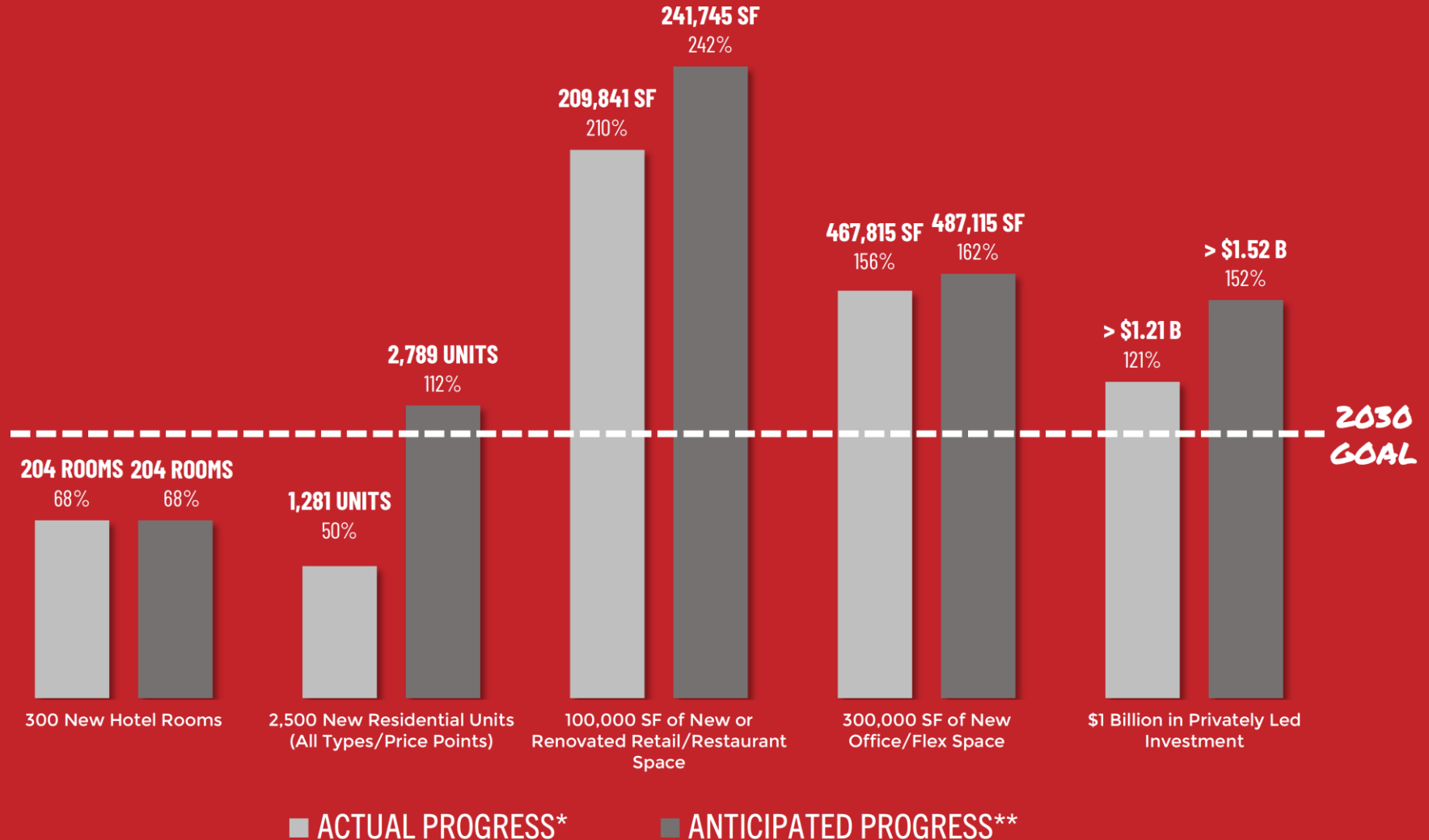


BUILDING ON STRENGTH

The Community-Owned Economic Development Strategic Plan for the City of Lancaster, PA (2015 - 2030)

2030 OUTCOMES DASHBOARD

'Bricks & Sticks' Progress Since July 2015 (as of March 31, 2026)



PROYECTO EN PROGRESO DE MEJORAS A LA FACHADA DE LA PROPIEDAD

PROYECTOS DE MEJORAS A LA VECINDAD DE *GoWe*

Programa administrado por:



LANCASTER CITY
ALLIANCE

Auspiciado por:



Lancaster Housing
Opportunity Partnership

Construcción por:



Community
Action
Partnership
CAPital Construction

Gracias a la generosa contribución financier de:



Wells Fargo
Regional Foundation

Steinman
FOUNDATION

HIGH
FOUNDATION

BB&T ECONOMIC
GROWTH FUND

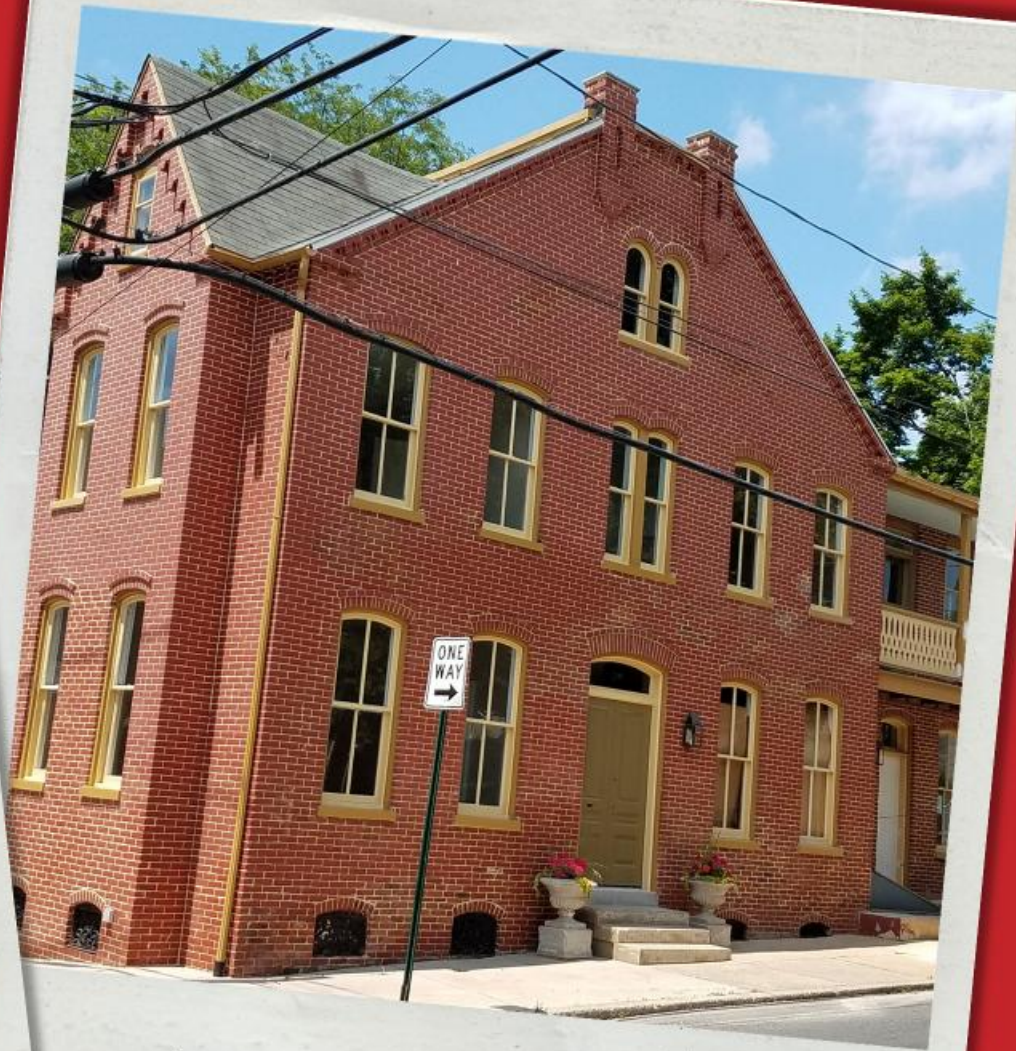
COMMUNITY
FOUNDATION

CITY OF
LANCASTER
A City Alliance

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



120 E. FILBERT ST.



120 E. FILBERT ST.



LANCASTER
**DOWNTOWN
INVESTMENT**
DISTRICT





Light Up Lancaster

A BRIGHT IDEA
IS UNDER CONSTRUCTION.
LANCASTER
DOWNTOWN
INVESTMENT
DISTRICT







Ambassadors, Outreach, & Clean Team





Ambassadors & Clean Team

**700
Maintenance
Reports**

**1,700 Graffiti
Abatements**

**Gave Directions
to 130 Visitors**

**6,600
Business &
Resident
Contacts**

**Logged 1,200
Bike MILES**

**Collected 70
TONS
Trash & Leaves**

**Spread 6
TONS
Mulch**

**Over 750
OUTREACH
Connections**





Welcoming Spaces Action Plan



Private Security



Dedicated Clean Team



City Parks Safety Initiative



Outreach Program



Space Activation Programming





Merchant Milestones

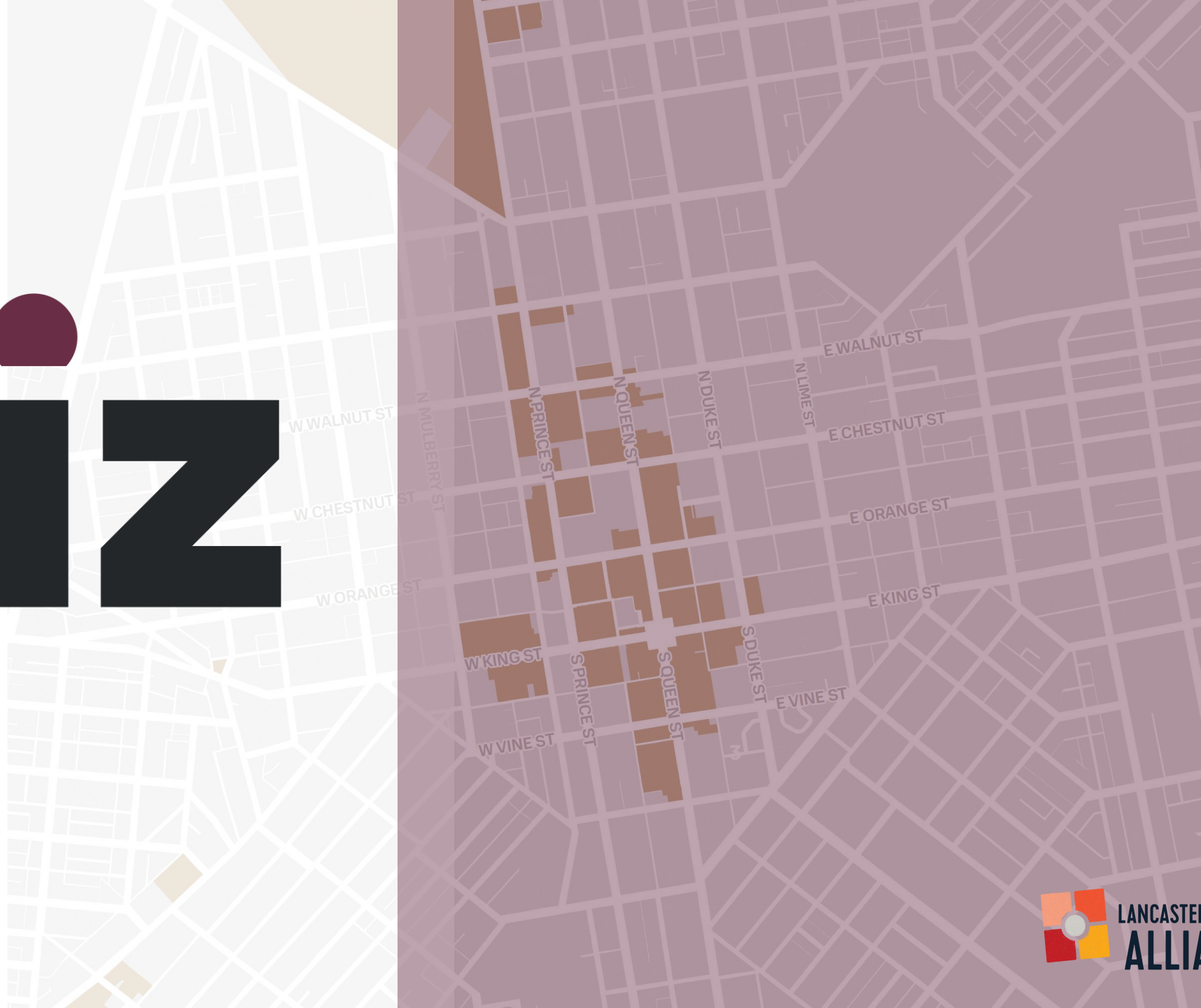




Lancaster City Merchants



LANCASTER **CRIZ**

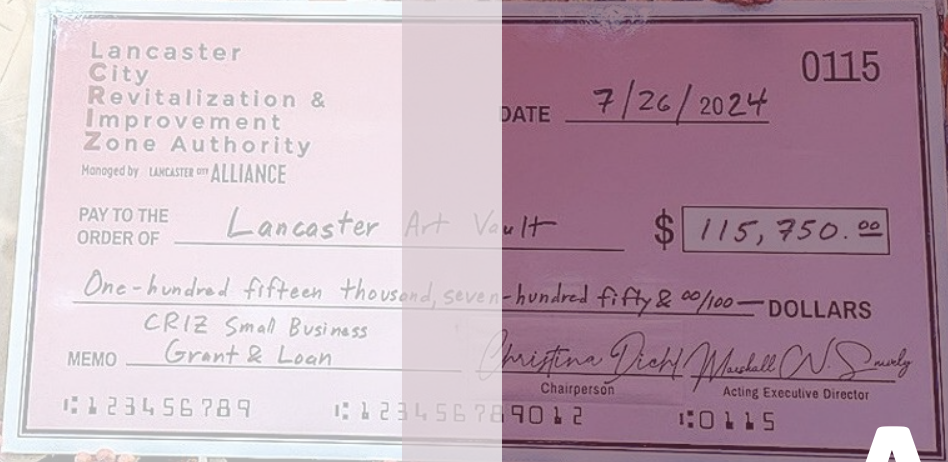


A photograph of a multi-story building under construction, heavily encased in yellow metal scaffolding. Blue plastic sheeting is draped over some of the scaffolding. In the foreground, a chain-link fence runs across the frame. Several construction workers wearing hard hats and high-visibility vests are visible on different levels of the building.

\$85 million in state & local taxes reinvested in **Lancaster City** capital improvement projects and business growth

\$150 Million Leveraged in Private / Local / Federal **Matching Funds**

\$233 Million in total **Economic Development**



Small Business Financial Assistance (SBFA)





Stadium District Planning



LANCASTER CRIZ



Neighborhood Vision

A Framework For Growth



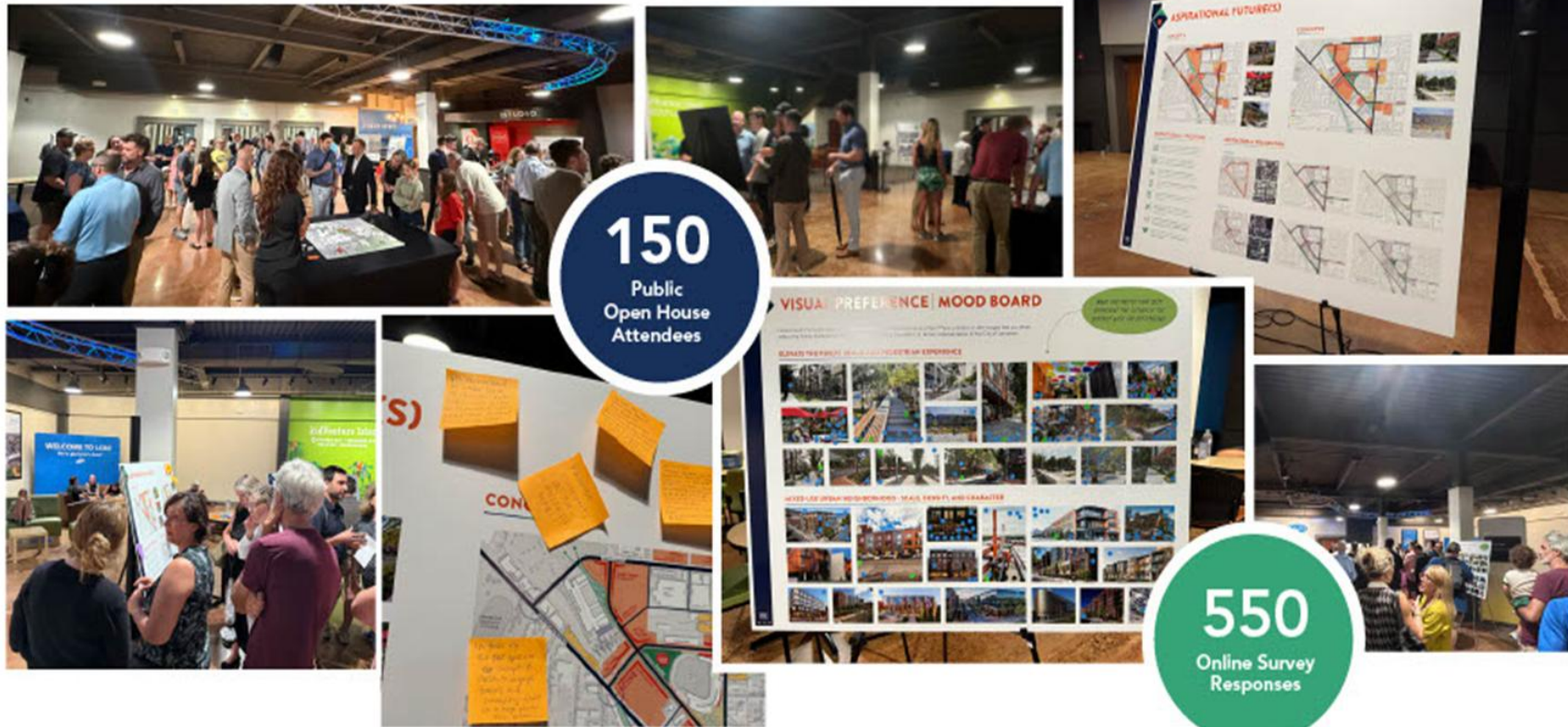
- Intent > Support reinvestment and neighborhood growth by creating conditions for thoughtful, context-sensitive development.
- Approach > Development focused at key nodes and along primary corridors, with a centralized, signature public space as a defining element, and opportunities for dispersed public space throughout.





Engagement Snapshot

Public Open House



150
Public
Open House
Attendees

550
Online Survey
Responses

Public Engagement

Engagement Snapshot

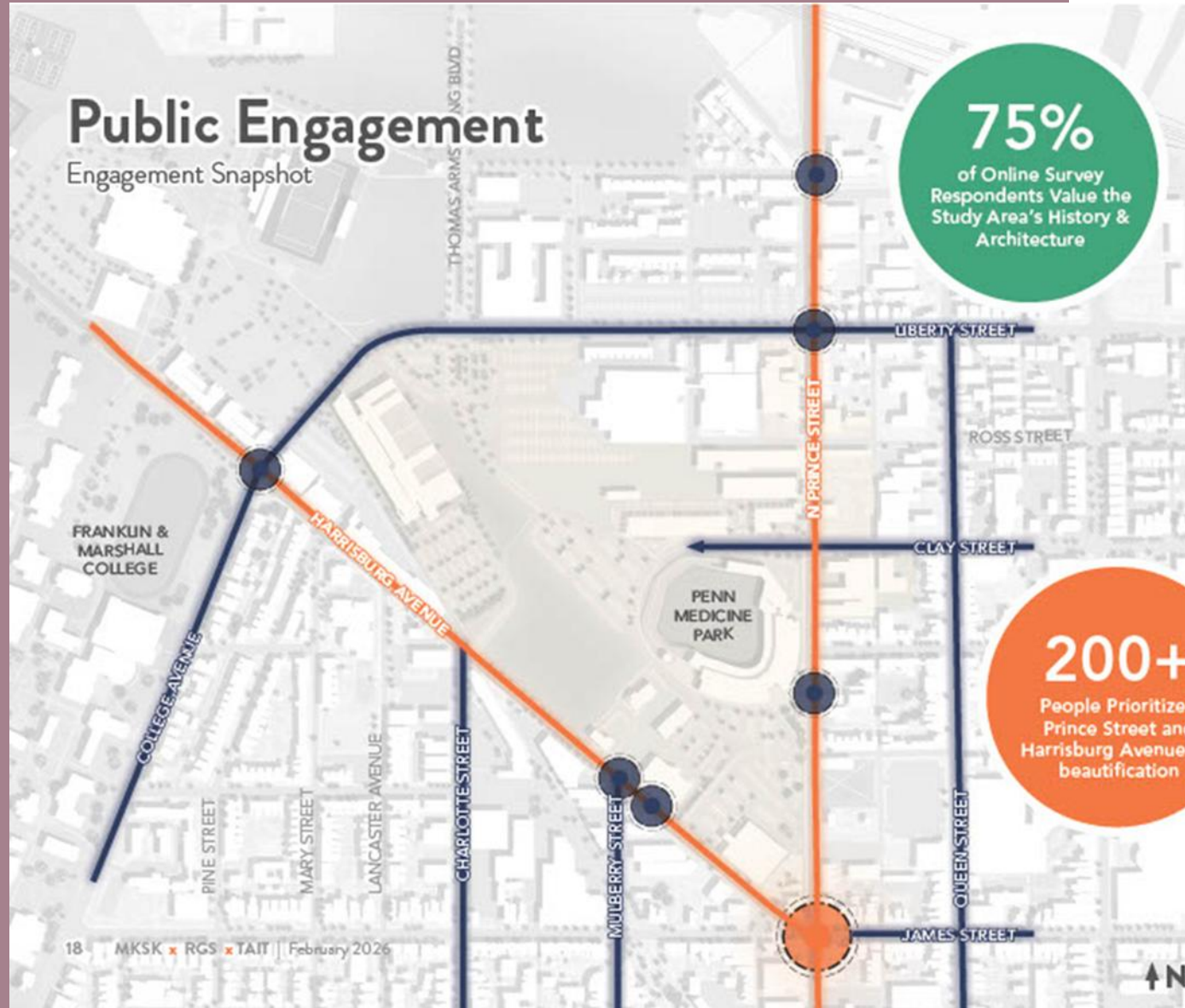
75%
of Online Survey Respondents Value the Study Area's History & Architecture

200+
People Prioritized Prince Street and Harrisburg Avenue for beautification

Top themes from public open house comment cards & post-its:

- Desire for Walkable & Pedestrian Friendly Design.
- Importance of New and Public Space or Greenspace
- Add or Improve Bike Infrastructure
- Design for the Residents of Lancaster
- Focus on Community or Family-Oriented Design
- Need for Housing

- Top Corridors Identified for Beautification
- Additional Corridors for Beautification
- Top District Arrival Gateway
- Additional District Arrival Gateway





Planning Foundation

Understanding the District Today

How Does the District Function Today?



- Collection of individual sites
- Breaks in historic block pattern leading to limited circulation options and weakened pedestrian connectivity
- Limits opportunities for shared streets, public space, or coordinated development.

Land Use Patterns



- Mix of uses, though residential and office uses are notably limited
- Significant portion of the district's land area is occupied by surface parking or remains undeveloped
- Limits daily activity outside of event or work hours

Public Realm Assessment



- Even where streetscape improvements exist, sidewalks are often narrow and not fully accessible for all users
- Few areas combine comfortable pedestrian environments with active, high-quality building frontage

Defining Gateways



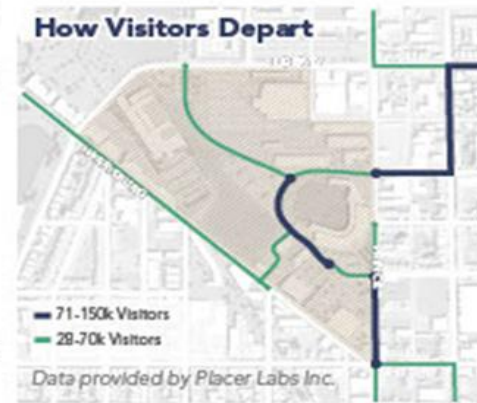
- Regional gateways serve as signature entry points oriented to all modes of transportation
- District gateways function at a more local scale, reinforcing identity and character

How Visitors Arrive



- N Prince Street and Harrisburg Avenue serve as the primary regional access routes to and from the district
- Key entry points at Liberty, Clay, Frederick, and Mulberry Streets
- N Prince Street carries the highest daily traffic volumes

How Visitors Depart



- Harrisburg Avenue, North Prince Street, and Queen Street (via Clay) function as primary departure routes often directing traffic through adjacent neighborhoods following events
- Congestion and limited route flexibility through the district



LANCASTER
CRIZ







Accessible Lancaster



 CITY OF LANCASTER

November

Two-Way Restoration Study

  VISIONZEROLANCASTER.COM



March 27, 2026

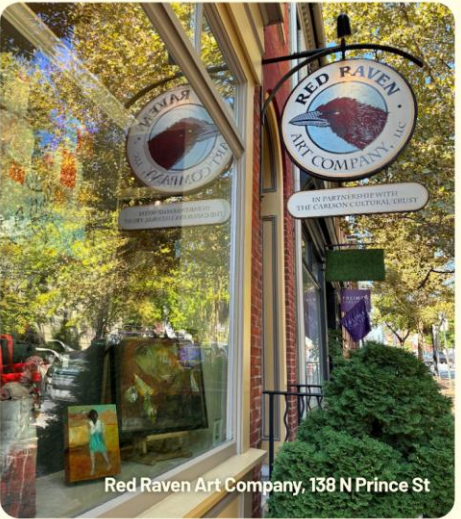
2026 STUDY ADDRESSING DOWNTOWN VACANCIES

Presented by Nancy Keeler, Principal

PRESENTED TO:
LANCASTER CITY ALLIANCE

PRESENTED BY:
ALLIUM DEVELOPMENT GROUP LLC

www.alliumdev.com



Red Raven Art Company, 138 N Prince St

LANCASTER STADIUM DISTRICT PLAN

PHASE 4: FINAL PLAN + IMPLEMENTATION STRATEGY



 **criz**

MKSK + RGS + TAIT | February 2026




 LANCASTER
CENTRAL MARKET.
 THE COUNTRY'S
OLDEST
 CONTINUOUSLY OPERATED PUBLIC
FARMERS' MARKET
 SINCE 1730

MEET ME AT MARKET!

Tuesday, Friday, and Saturday 6 AM - 3 PM

A WALK THROUGH WILL FIND AN ARRAY OF PREPARED FOODS REPRESENTING THE PROUD CULTURAL DIVERSITY OF THE COUNTY; AND LOCALLY SOURCED PRODUCE, MEAT, POULTRY, CHEESES, AND MORE.



Three Marketeers

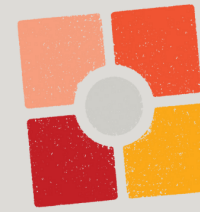
"Oh please," Alice Birchall recalls one person saying to her and her granddaughters as they shopped at the Central Farmer's Market Friday. "I must have a picture of you."

Mrs. Birchall, a 70-year-old Lancaster piano teacher and director of music at St. John's Lutheran Church in Columbia, visits the market every Tuesday and Friday with four-year-old Colleen Scully (right). This year, two-year-old Shawna goes along some-

times, too. "We are usually dressed alike or have on the same colors," Mrs. Birchall says.

Friday, the girls wore dresses Mrs. Birchall made herself. "I spent about four or five hours on each one," she says, adding she bought her dress.

Shawna and Colleen, who carries her own money and buys her own food at the market, are the daughters of Mrs. Linda Scully, Lampeter.



LANCASTER CITY
ALLIANCE



THANKSGIVING WEEK HOLIDAY HOURS

Tuesday 6 am - 3 pm • Wednesday 6 am - 3 pm • Thanksgiving Day closed
 Friday 6 am - 3 pm • Saturday 6 am - 3 pm

Treat yourself in Lancaster City



THIS SUMMER, Lancaster City Alliance invites you to leash up your pup and hit the streets—because there's no better way to explore Lancaster City than with a four-legged friend and a sweet treat in hand! With over 15 new restaurants and retail shops opened in 2025, the City is bursting with flavor and fun.



Spits & Giggles | 500 West Lemon Street
Co-owner Dave Brown with LCA's Colleen Wagner and Helix



Mezcla Ice Cream | 318 South Duke Street
Co-owner Heidi Castillo with LCA's Alex Otthofer and Casper



Lancaster Sweet Shoppe | 141 North Duke Street
Co-owner Jennie Groff with LCA's Greg Keasey and Luna Mae

More Sweet Treat Destinations

- College Treats | 145 College Avenue
- Decades Ice Cream Bar | 438 North Queen Street
- Lancaster Cupcake | 24 West Orange Street
- Messe Candies | 429 North Mulberry Street
- Vintage Candy Shop | 38 West King Street

lancastercityalliance.org



EST. 2013

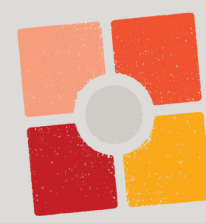
WORKING TO ENSURE THE CITY IS CLEAN, safe, and vibrant for all, Lancaster City Alliance engages diverse stakeholders for the common good of Lancaster. By harnessing the power of the private sector, the nonprofit organization holds a reputation as trusted stewards and works to leverage a broad network of engaged leaders with expansive influence to accelerate progress.

Learn more about their initiatives and how you can get involved on their website.

lancastercityalliance.org

MILESTONES

- Managed the Building on Strength plan to generate nearly \$1.5 billion in privately led investment throughout the City
- 126 Façade Improvements completed in Lancaster City since 2019
- 29 Bare Root Trees planted as a part of the Urban Tree Initiative during the 2024-2025 fiscal year
- Almost 70 tons of miscellaneous trash and leaves collected from Downtown sidewalks
- Six tons of mulch spread in over 650 tree wells in the Downtown Investment District
- 750 connections made by outreach worker leading to 135 people accepting rehab, 104 people seeking shelter or getting housed, and 17 people reuniting with family outside Lancaster County



LANCASTER CITY ALLIANCE



Colleen Wagner,
Lancaster City Alliance,
Lancaster, PA



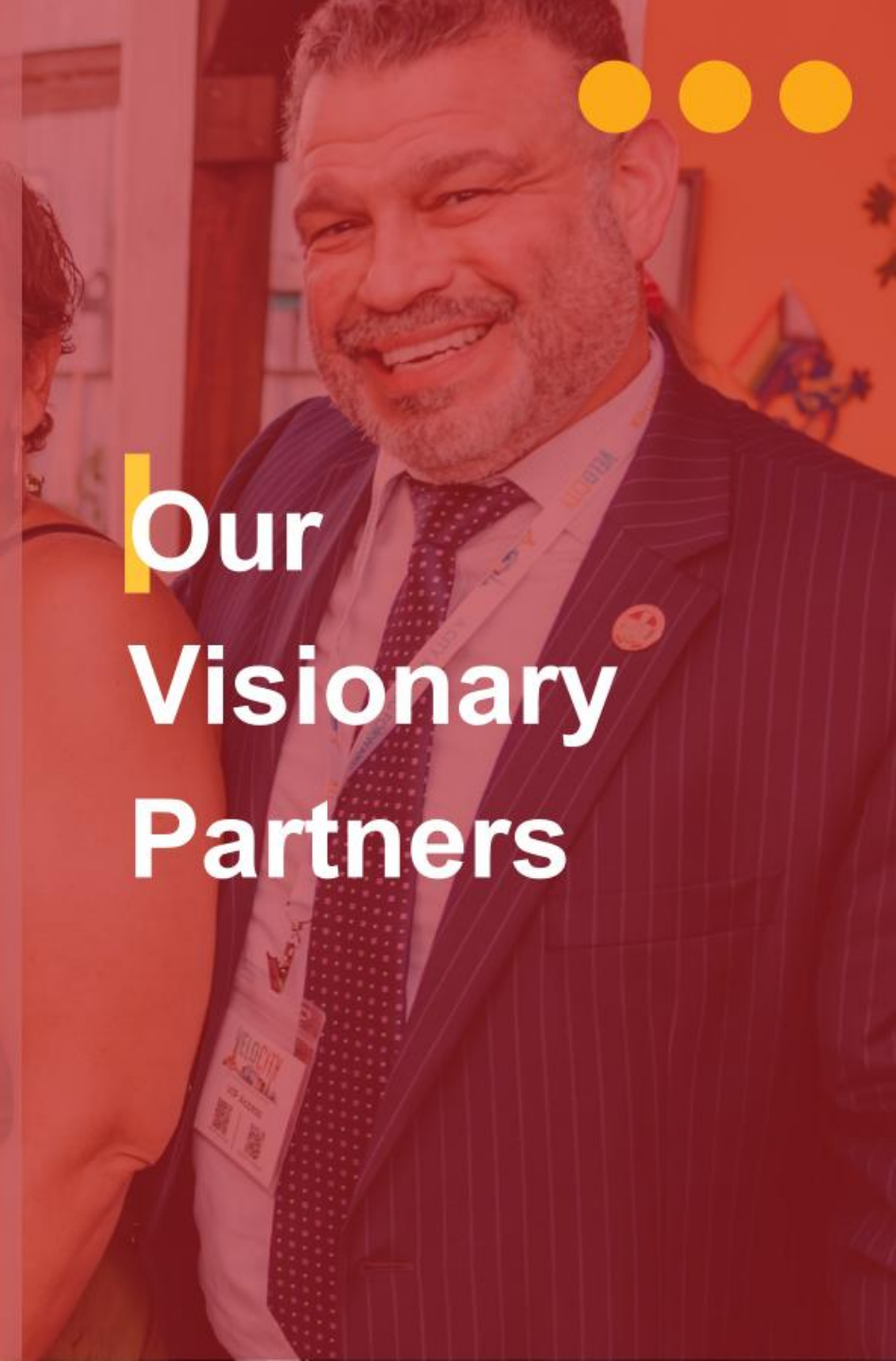


Our Legacy &
Executive
Partners

A group of approximately ten people, including men and women of various ages, are gathered around a red ribbon, preparing to cut it. They are dressed in professional attire. The background shows a brick building with a glass door. The entire scene is overlaid with a semi-transparent red filter. In the top right corner, there are three yellow circles of varying sizes.



Our Visionary Partners





Thank You Mobilizer Partners

- Wohlsen Construction
- ServPro
- Northwest Charitable Foundation
- LCSWMA
- Zamagias Properties
- Parcel B Development Co.
- TriStarr
- Tono Group
- RGS Associates, Inc.
- Baker Tilly US LLP
- Warehouse District
- CCS Building Group
- Cargas Systems
- RKL LLP





Spring 2026!



Icons: Music note, shopping bags, briefcase, wine glass

DOWNTOWN DOLLARS ACCEPTED HERE

LANCASTER CITY ALLIANCE | LANCASTER DOWNTOWN INVESTMENT DISTRICT | CITY OF LANCASTER

Get out and Explore our City
April 13-19, 2026

Thank you for investing in Lancaster City's future.



LANCASTER CITY
ALLIANCE

