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NOVEMBER 2022

PLANNING
OUR FUTURE
LANCASTER

Lancaster Today Report

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INTRODUCTION



The Lancaster Today Report: An Overview

Comprehensive plans establish a vision for the future of a community and inform social, physical, economic, and environmental policy considerations. They offer answers to these questions: What do we want our community to be, and how can we work together to achieve our vision?

A public engagement process helps to assure that the plan addresses the values and priorities of the community. The City of Lancaster purposefully seeks to incorporate diversity, equity, and inclusion into every element of the plan and to give residents opportunities to express their perspectives.

The purpose of the Lancaster Today Report is to offer a foundation for the overall plan and to review a wide range of topics that influence how a city changes.



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THE CITY + REGION



Lancaster City At-A-Glance

ABOUT THE CITY

Lancaster, a city of about 60,000 people in southeastern Pennsylvania, was established in 1734 and serves as the seat of Lancaster County. It is known as the Red Rose City because of its association with Lancaster in England. Two major sources of pride are the preservation of the city's architectural legacy and the wide diversity of people.



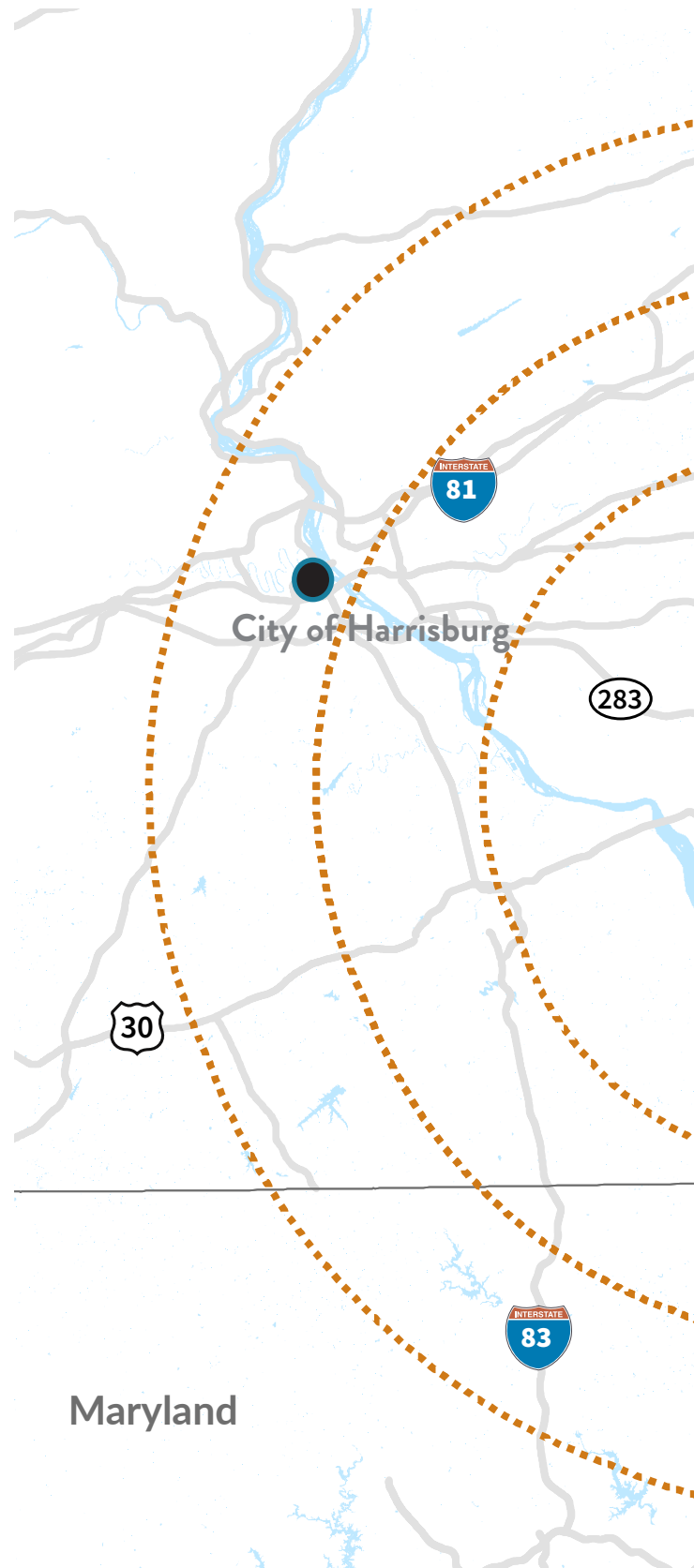


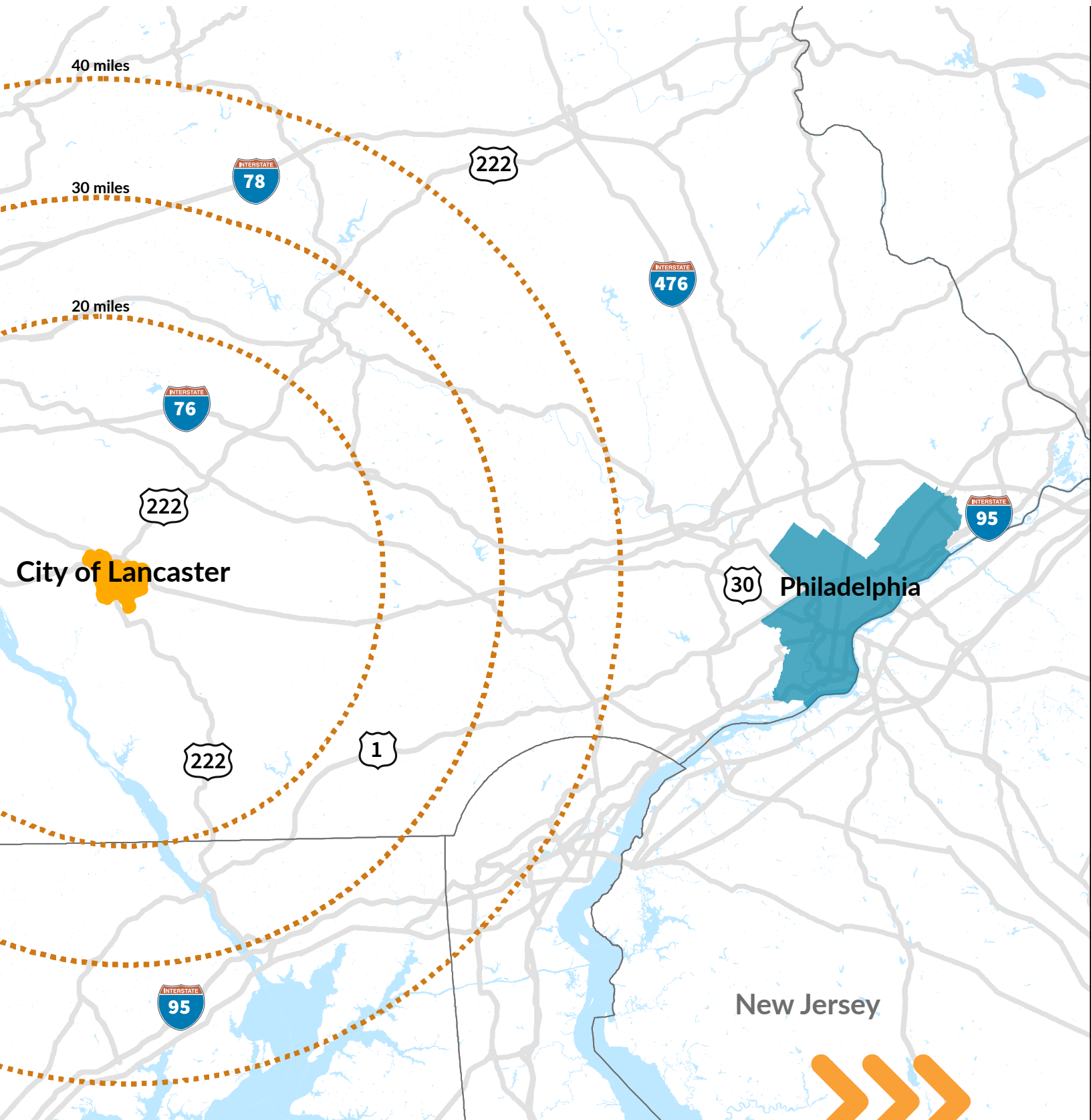
Regional Context

OVERVIEW

Lancaster City is a southeastern Pennsylvania municipality in Lancaster County. The city is about 70 miles west of Philadelphia and 40 miles southeast of Harrisburg in what is referred to as the Central Lancaster County urban growth area. Much of the Central Lancaster County region is low-density, suburban residential and business development with agricultural uses along the periphery. Some of the farms in the Central Lancaster County urban growth area are owned by Amish and Mennonite families.

The city is a compact urban area known for its historic character, mix of businesses and shops, and distinct neighborhoods. The city is a hub for tourism, entertainment and the arts.







Planning Regions

OVERVIEW

Some topic areas in this document take a “deeper dive” into eight Lancaster Planning Regions that were based on U.S. Census Tract and neighborhood boundaries. Each of these eight regions has characteristics that differentiate it from the others.

DOWNTOWN

Downtown is a hub of activity in Lancaster. Its boundaries are Walnut Street, Lime Street, King Street, and Prince Street. This area has a diverse mix of high-density office, commercial and residential uses.

NORTHEAST

The Northeast quadrant generally encompasses the Musser Park, Ross, and East Side neighborhoods and includes the McCaskey High School campus as well as residential and commercial uses.

NORTHEAST EXT.

The Northeast Extension generally encompasses low-density industrial and residential uses.

NORTHWEST

The Northwest quadrant generally includes the College Park and Chestnut Hill neighborhoods. It is primarily residential with other uses, including Franklin & Marshall College and Buchanan Park.

NORTHWEST EXT.

The Northwest Extension includes the Stadium District and features low-density commercial, industrial and residential uses in a suburban development pattern.

SOUTHEAST

The Southeast quadrant generally includes the Stevens, Mussertown, Churchtowne, and Conestoga Heights neighborhoods. It is largely residential with a mix of uses.

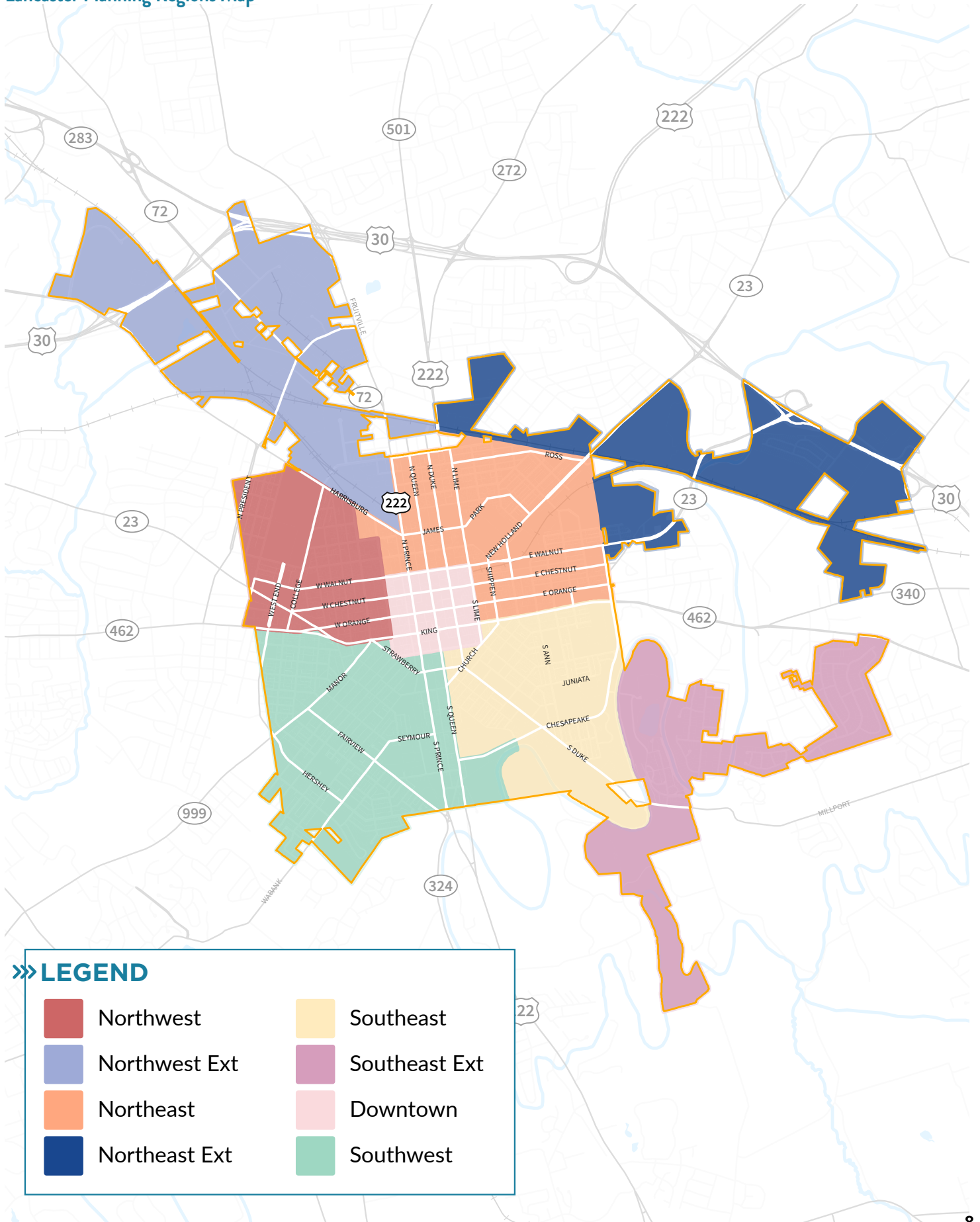
SOUTHEAST EXT.

The Southeast Extension generally encompasses low-density residential development and is strongly influenced by the presence of Lancaster County Central Park.

SOUTHWEST

The Southwest quadrant generally includes the West End, Cabbage Hill, South Side and Prospect Heights neighborhoods. This area is largely residential with mixed uses on Manor Street.

Lancaster Planning Regions Map





Lancaster's Family of Plans

OVERVIEW

Lancaster City has completed several planning efforts to enhance the quality of life for residents, support businesses, and welcome visitors. Recent planning efforts focus on identifying initiatives and strategies to create a more equitable, vibrant, sustainable and safer Lancaster. Plans completed over the last 10 years can be categorized into three overarching themes: transportation, sustainability, and economic development. These plans are summarized to provide an overview of Lancaster's goals and objectives as they relate to creating an inclusive community. These plans also provide a foundation for the Comprehensive Plan.



Transportation

These studies and plans focus on the transportation system and seek to improve safety, walkability and accessibility for all types of users.



These studies align with the Mayor's SAFE PLACES initiative.



Sustainability

These studies and plans focus on mitigating climate change impacts and creating a healthy environment.

These studies align with the Mayor's STRONG NEIGHBORHOODS initiative.



Equitable Economy

Various studies and plans focus on supporting a sustainable and equitable economy for all and increasing job opportunities to support the city's growth and businesses.

These studies align with the Mayor's SUSTAINABLE ECONOMY initiative.



Lancaster's Family of Plans

A brief overview of each plan is provided in the appendix.



Transportation

ACTIVE TRANSPORTATION PLAN (2019)
PARKING STUDY (2019)
DOWNTOWN WALKABILITY ANALYSIS (2015)



Sustainability

TREES FOR PEOPLE URBAN FOREST ACTION PLAN (2020)
GREEN IT! LANCASTER (2019)
MUNICIPAL CLIMATE ACTION PLAN (2019)



Equitable
Economy

LANCASTER CITY LANGUAGE ACCESS PLAN (2020)
LANCASTER PUBLIC ART PLAN (2017)
ONE GOOD JOB (2016)
BUILDING ON STRENGTH (2015)



2

**DEMOGRAPHIC
TRENDS**



Demographic Profile

KEY FINDINGS

- Lancaster City has a young and diverse population compared to Lancaster County and Pennsylvania.
- While population is projected to remain steady into 2026, the city expects to see the fastest growth among those over the age of 65 and between the ages of 35 and 44.
- A large percentage of Lancaster residents are Latino or Hispanic, who cluster in the south side.
- Low- to moderate-income households and those with lower educational attainment are more vulnerable to displacement caused by rising housing costs.

INTRODUCTION

An analysis of demographic trends in Lancaster City, in comparison to Lancaster County and beyond, is essential to understanding the changes taking place in the community. The data presented in this section provide a sense of the people who live and work in Lancaster and will help us plan for the needs of current and future residents.

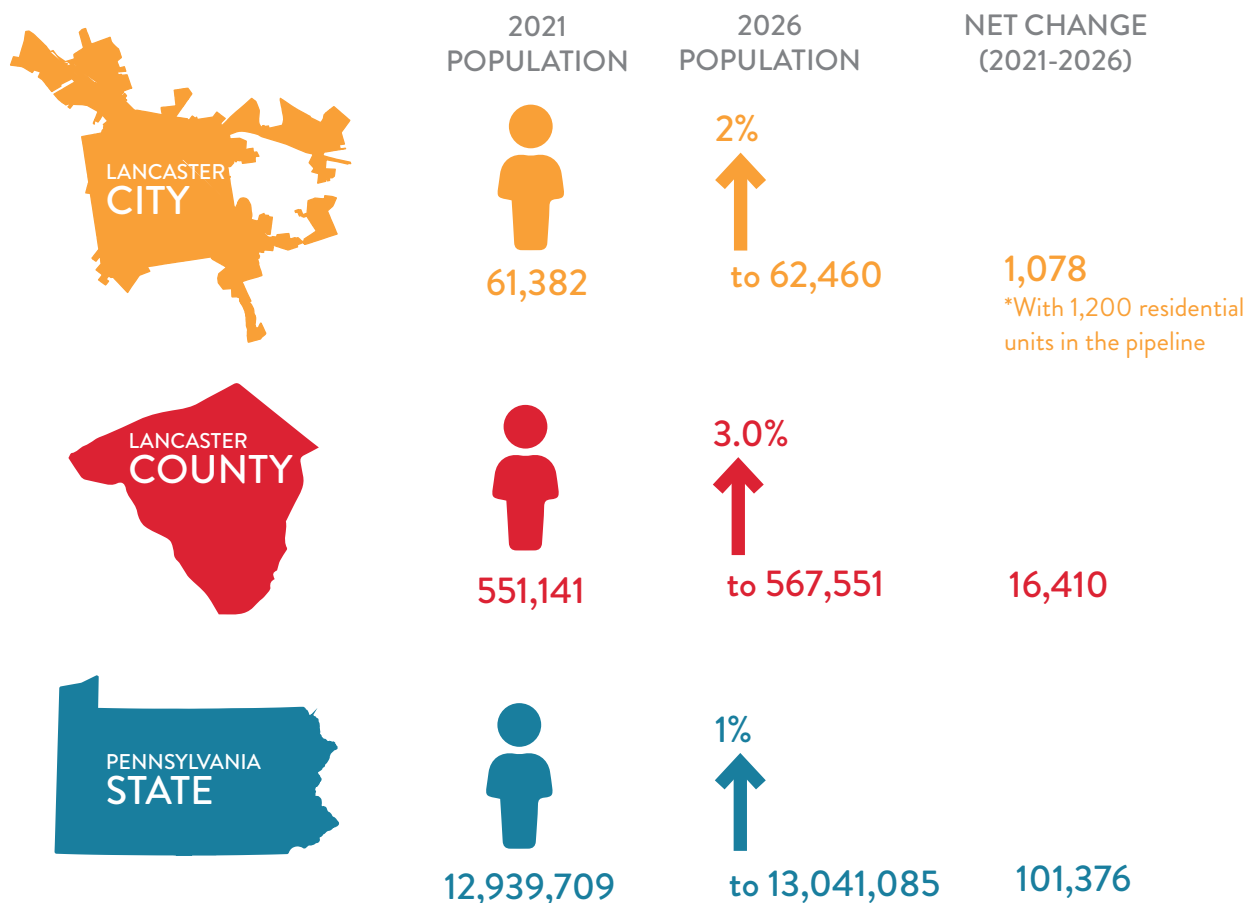
This analysis uses a combination of government data and software analysis to understand and project demographic trends associated with population, age cohorts, income distribution, unemployment, and housing. Socio-economic data in this report is based on current-year estimates and five-year projection data. Socio-economic projections have been adjusted due to the COVID-19 pandemic, where appropriate, as these variables are prone to change. Although impacts may take years to occur, the pandemic is likely to have long-term socio-economic impacts in the city.

Demographic Profile

TOTAL POPULATION

Population in the city has remained steady since 2010 with no significant changes projected through 2026.

Lancaster City has a population of about 61,000 and comprises 10.5% of Lancaster County's population. The city expects to experience flat population growth of 1.8% over the next five years. Total population within Lancaster County is expected to increase by 16,410 residents, or 3% over the same time frame.



Source: US Census Bureau; ESRI; 4ward Planning Inc. 2021



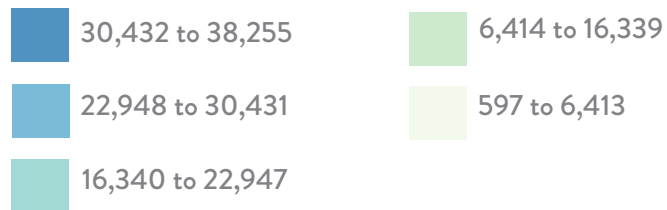
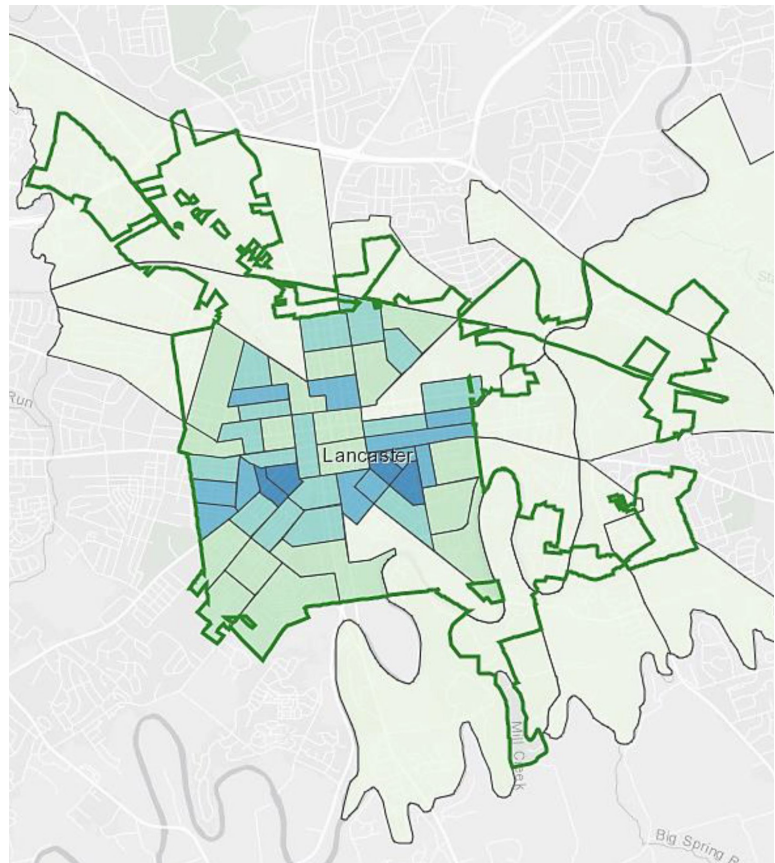
Demographic Profile

POPULATION DENSITY

The highest population density is near Lancaster's downtown core.

Population density in the city is highest in the central portion of Lancaster, with up to 38,255 people per square mile. The most concentrated areas are on the western and eastern borders of the downtown.

Population Density by Block Groups



Demographic Profile

AGE DISTRIBUTION

Lancaster has a young population, however, the percentage of population over 65 years of age is expected to increase over the next five years.

The median age in Lancaster is 33, which is significantly younger than in the County (40) and Pennsylvania (42). The median age is reflective of the city's relatively young and large non-white population and, to a lesser extent, college-aged students at Franklin & Marshall College. The city's relatively large cohort of young people is favorable for businesses hiring entry level workers. Younger people seek housing suitable to their needs, such as studio apartments and one- and two-bedroom units, and use goods and services they can afford.

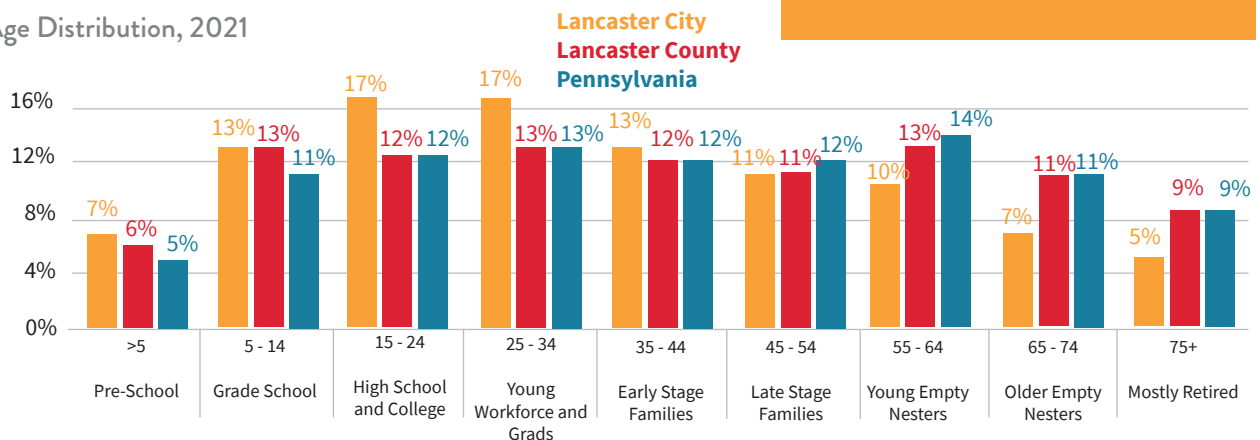
While Lancaster City is relatively young compared to the county and state, the city is expected to see the fastest population growth among adults over 65 (an age cohort mostly composed of retired individuals) and, to a lesser degree, adults ages 35 to 44.

CHANGE SINCE 2010

The population in Lancaster has aged, with a 30% increase in those over 55.

Age	% Change
0 - 4	-8
5 - 9	0
10 - 14	0
15 - 24	-8
25 - 34	6
35 - 44	4
45 - 54	-10
55 - 64	17
65 - 74	50
75 - 84	34
85 +	24

Age Distribution, 2021



Source: ESRI; 4ward Planning Inc. 2021

Demographic Profile

RACE

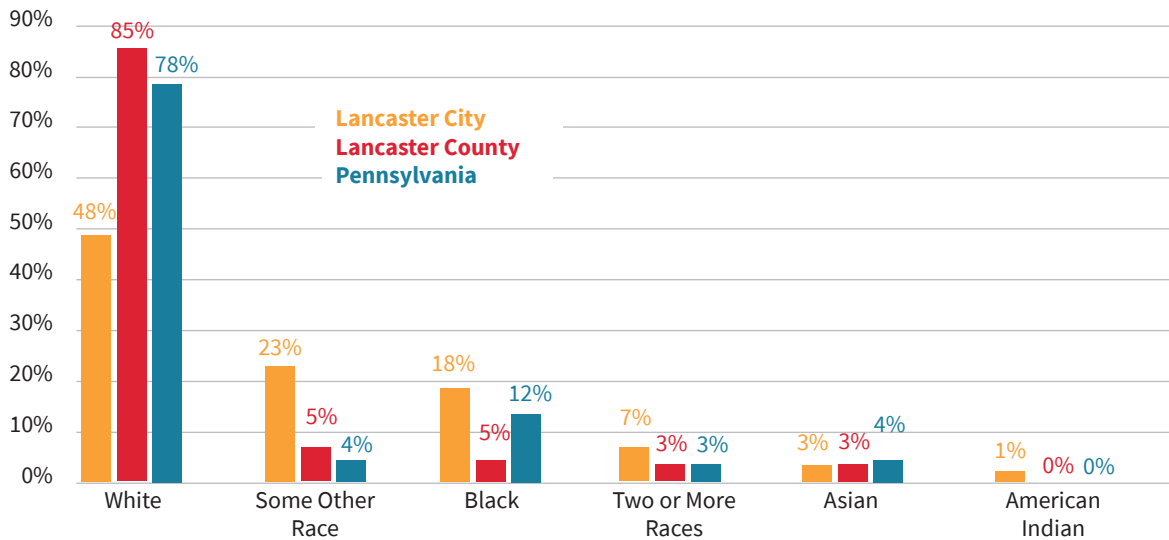
Lancaster City has a diverse racial composition.

The city is more racially diverse than the county and state. Non-white persons (excluding White Non-Hispanic people) currently comprise 39% of residents within the city (compared to 9% in the county).

Race, 2021

LANCASTER'S ETHNICITY

The share of Hispanic or Latino people represents nearly half of all residents at **47%.**



CHANGE SINCE 2010

-10%

+29%

+14%

+18%

+17%

+3%

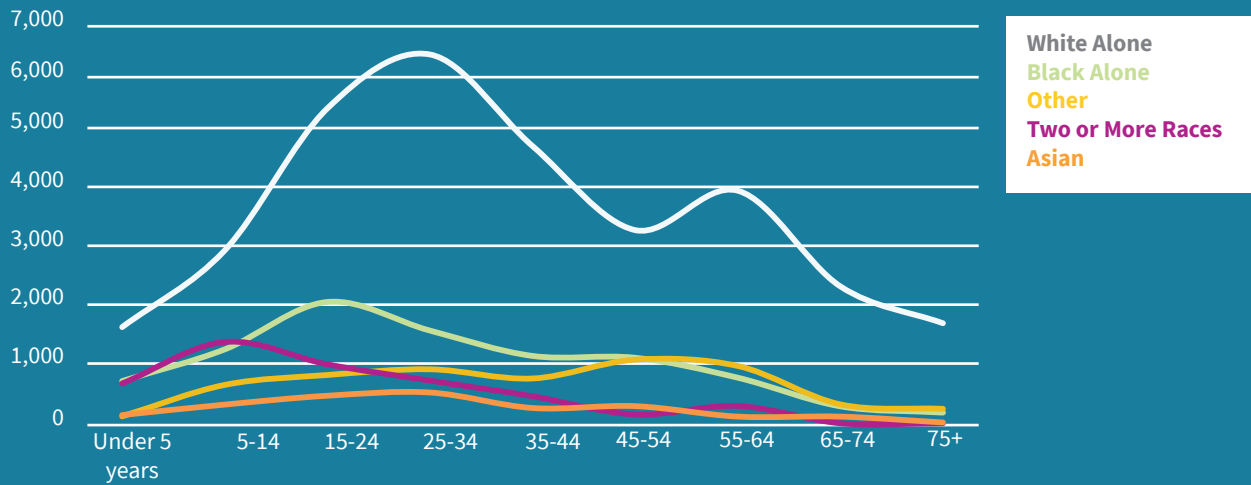


Lancaster has become more racially diverse since 2010, with a decrease of 10% in White population and an increase among all other races.

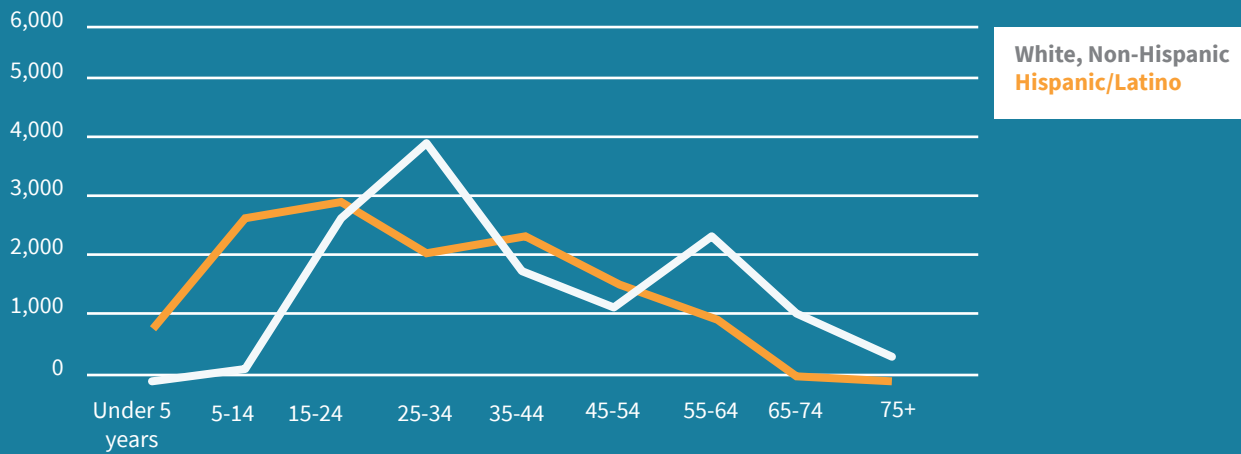


Race + Ethnicity by Age

Race by Age, 2021



Race by Ethnicity, 2021



Source: US Census Bureau; ESRI; 4ward Planning Inc. 2021



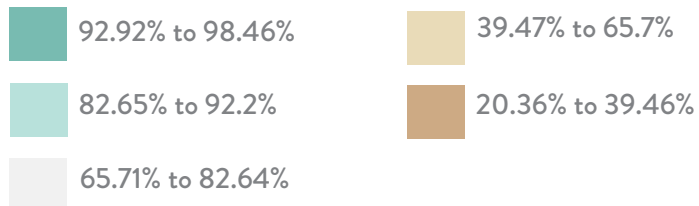
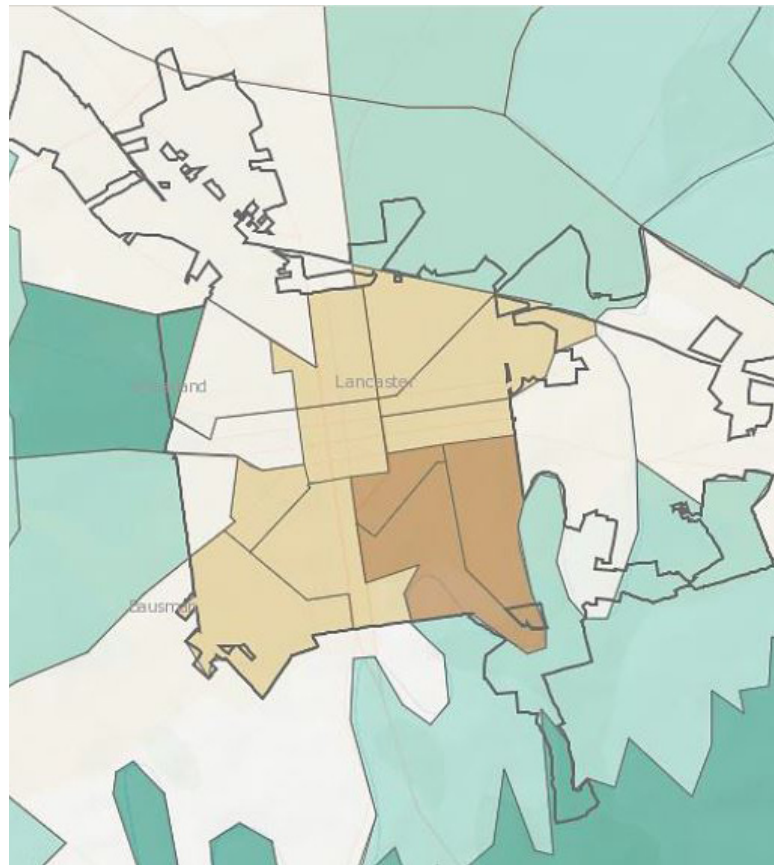
Demographic Profile

NON-WHITE POPULATION

Lancaster is a diverse, multi-cultural community with a large non-white population. The non-white population has increased since 2010.

According to racial makeup data, the highest concentration of non-white residents is in the Southwest quadrant. Additionally, the highest share of Hispanic and Latino residents is in the south side of the city.

Non-Hispanic White Population by Census Tracts



Demographic Profile

EDUCATIONAL ATTAINMENT

Educational attainment levels of city residents is lower than the region.

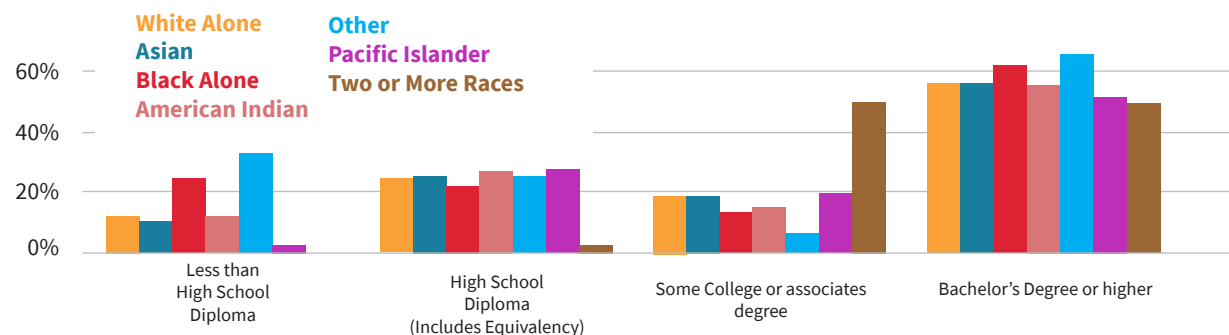
Educational attainment can be a critical driver of long-term income, job, and population growth for a given area. Educational attainment in Lancaster City is lower than that in the county. The share of adult city residents 25 and older holding a bachelor's degree or higher level of education is lower than that in the county (25% and 29% respectively). The share of residents in the city holding a high-school degree or lower level of education is higher than that in the county (20% and 14% respectively). The lower educational attainment level in the city suggests living-wage employment opportunities for many residents will come from industries, such as manufacturing and construction, that need skilled trades people.

Education by Ethnicity

The Hispanic and Latino population has a higher number of those with less than a high school diploma and those with a bachelor's degree or higher.

Level	White	Hispanic/Latino
Less than high school diploma	16%	33%
High school graduate	31%	34%
Some college or associate's degree	24%	22%
Bachelor's degree or higher	29%	11%

Educational Attainment by Race, 2021



Source: US Census Bureau; ESRI; 4ward Planning Inc. 2021



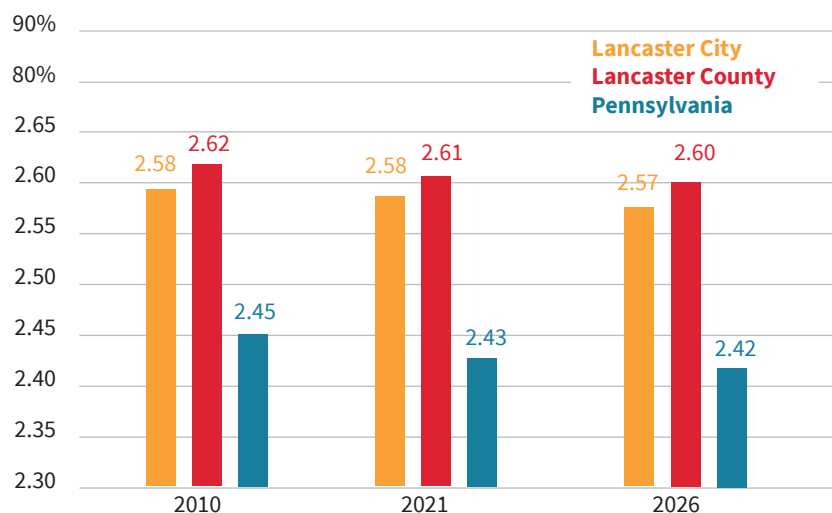
Demographic Profile

HOUSEHOLD SIZE

The average household size in the city is comparable to the county and is anticipated to decrease slightly through 2026.

The average household size in Lancaster City is 2.58, which is slightly lower than Lancaster County (2.60) but higher than Pennsylvania (2.42). The average household size is expected to decrease slightly through 2026, partially due to growth in non-family households. The average household size also varies by household type and race/ethnicity. For example, in 2010, a Latino family household in the city had an average household size of 3.6 people, compared to just 3.0 people for the average white family household. The larger average household size among Latinos is partially due to the higher share of multi-generational households – defined as including two or more adult generations or including grandparents and grandchildren younger than 25. For example, in 2010, 9% of Latino households in the city were multi-generational, compared to 4% of white households. This trend will influence the size of housing needed in the city.

Average Household Size Trends, Lancaster City, 2010-2026



Household Size by Race

Race	Household Size
White	2.3
Black	2.8
Two or more races	3.1
Hispanic	3.2
Some other Race	3.3
Asian	3.4

Source: US Census Bureau; ESRI; 4ward Planning Inc. 2021



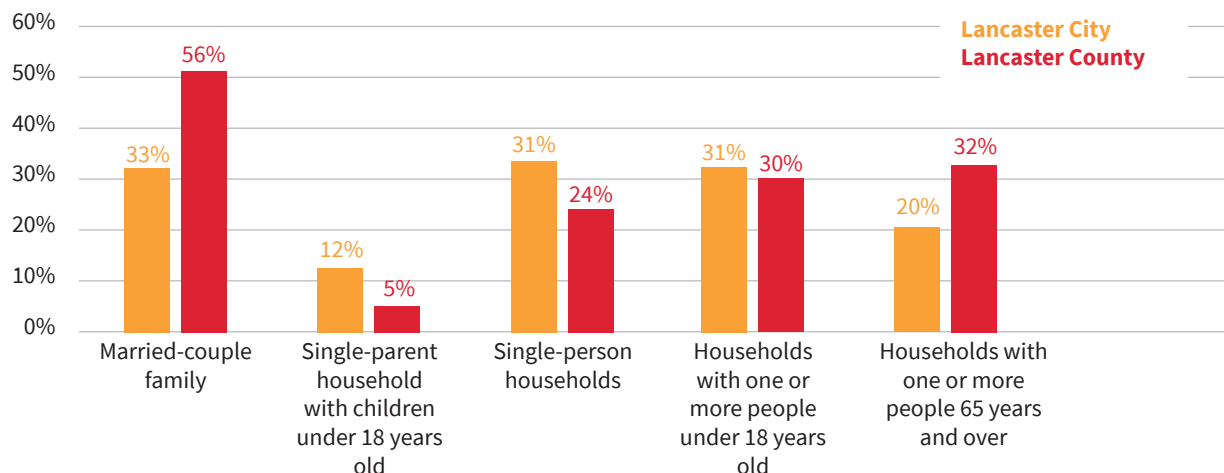
Demographic Profile

HOUSEHOLD COMPOSITION

The city has a higher rate of single-parent households compared to the county and state.

The share of children living with a single parent has been rising nationally over the past few decades, driven by an increase in divorce rates and a rise in births outside of marriage. Single-parent families typically do not have the same human resources available as two-parent families (e.g., earning or childcare potential) and may be more economically vulnerable. According to 2019 data provided by the American Community Survey, Lancaster City has a lower share of married-couple family households and a higher share of single-parent households with children under 18 years. For example, 33% of households in the city are characteristic of married couples, compared to 56% of households in the county. Nearly 12% of households in the city are characteristic of single-parent households with children, compared to 5% of households in the county. This relatively high rate of single-parent households is also a major contributing factor to the city's relatively high poverty rate and will need to be addressed through a combination of public policies and family assistance.

Housing Composition, 2021



Source: US Census Bureau; ESRI; 4ward Planning Inc. 2021



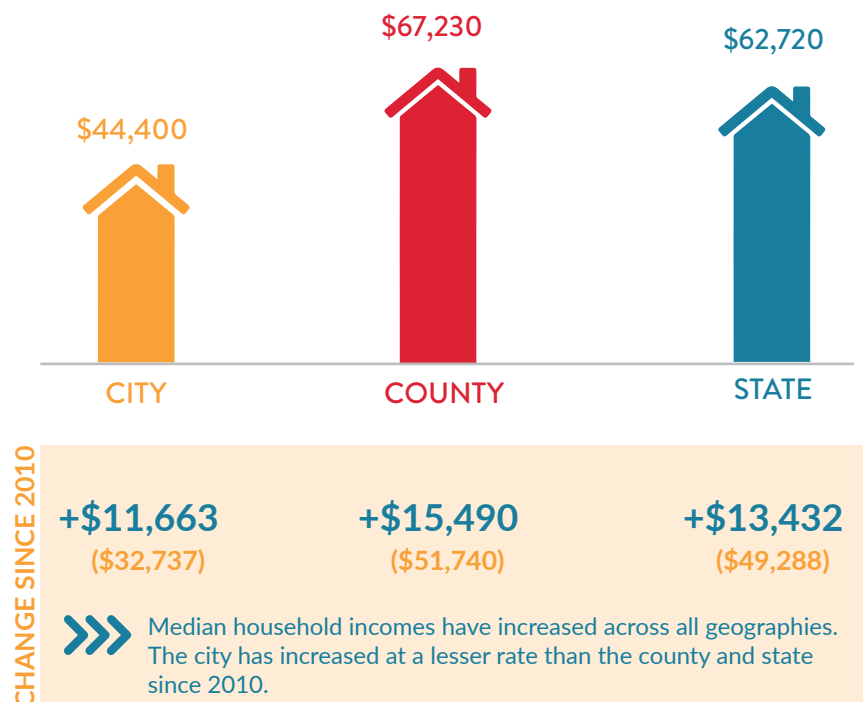
Demographic Profile

MEDIAN HOUSEHOLD INCOME

Median household incomes are lower among city residents as compared to the county and state.

The city has a median household income of about \$44,400, compared to \$67,230 and \$62,720 in the county and state, respectively. Additionally, over 18% of city households have median household income below \$25,000. Educational attainment is typically strongly and positively correlated with earnings, with households and persons with higher levels of educational attainment associated with higher incomes. Lancaster City's lower education attainment is correlated to the lower median household incomes seen in the city as compared to the county.

Median Household Income, 2021



Source: US Census Bureau; ESRI; 4ward Planning Inc. 2021

Demographic Profile

INCOME BY RACE

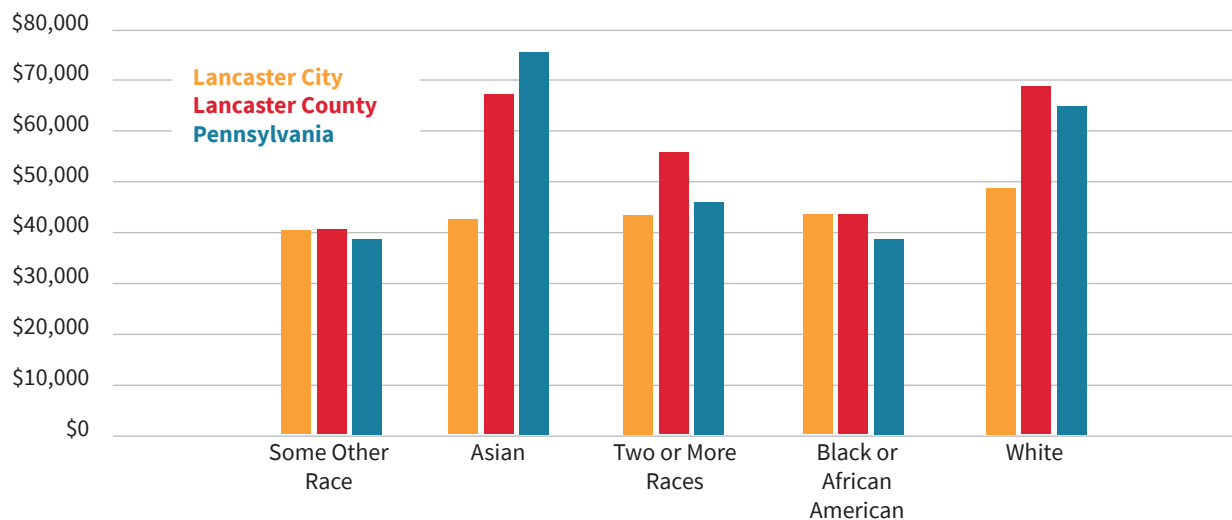
Median household income is generally lower among non-white populations, signifying a gap in economic opportunities among races.

Median household incomes in Lancaster City are highest among white persons (\$55,970) and lowest among households of some other race (\$40,187), a difference of \$15,783.

LATINO HOUSEHOLDS

Latino households have a lower median household income compared to White, Black and Asian households - with a median household income of \$39,570.

Income by Race, 2021



Source: American Community Survey, S1903, 2019: ACS 5-Year Estimates



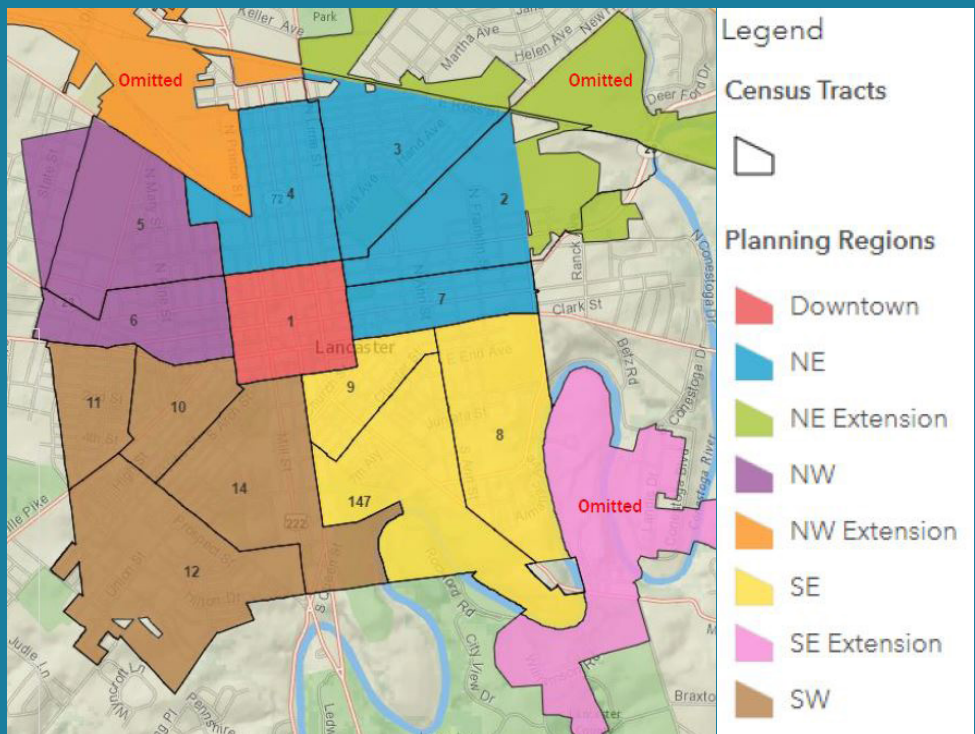
Neighborhood Change Analysis

Lancaster City has struggled with reconciling the advantages of revitalization or investment (e.g., increased property values, decreased vacancy rates) with the negative (e.g., displacement, loss of affordable housing). Increased investment can attract new middle- and upper-income households into existing lower-income neighborhoods, which are often home to low-income people of color. Without preventative measures, revitalization or investment can lead to gentrification (the in-migration of middle- and upper-income households), which can increase demand for housing and rent or home prices resulting in displacement (the out-migration of lower-income populations and people of color).

This analysis explores the following five demographic measures indicative of gentrification using 2000 and 2019 Census TIGER/Line data down to the census tract level (higher margins of error constrain going down to the block group level):

- Median household income
- Median rent
- Average household size
- Share of population 25 and older with a bachelor's degree or higher education
- Share of non-Hispanic White population

These measures were combined to create an Index of Neighborhood Change score table and map, which compares each census tract score to the median for the city, overall. For example, if a given census tract has values that exceed the median value within the city (either higher or lower depending on the indicator) it is given a point. Scores are ranked from low to high, based on the number of indicators exceeded.



Some census tracts were omitted from the Neighborhood Change Analysis to focus on the central region of the city, rather than the annexes.

Neighborhood Change Census Tracts Map



Neighborhood Change Findings

The following findings were derived based on the data analyzed:

»»» Census Tract 4 is at the most risk for neighborhood change

Five measures indicative of gentrification were used to identify census tracts likely experiencing recent displacement pressure in the city from 2000 to 2019. These measures were combined to create an Index of Neighborhood Change score, which compares each census tract score to the median score for the city, generally. Scores are ranked from 0 (low indication of gentrification) to 4 (high indication of gentrification) based on the number of indicators exceeded. Located in the Northeast planning region, Census Tract 4 exceeds four gentrification indicators, suggesting that it may be in most need of displacement intervention.

»»» Displacement intervention is necessary

Preventative displacement measures can help lower income residents and people of color remain in an area and reap the benefits of revitalization (e.g., rising home values, educational levels and incomes; new small business and job opportunities). Philadelphia and other cities have developed preventative displacement measures, such as Longtime Owner Occupant Program and other tax deferral/exemption programs.

Neighborhood Change Score by Census Tract

Planning Region Represented	Census Tract 2019	Neighborhood Change Score	
		Number of Indicators	Potential Risk
Downtown	1	3	Moderate-High
	2	2	Moderate-Low
Northeast	3	3	Moderate-High
	4	4	High
	7	3	Moderate-High
Northwest	5	3	Moderate-High
	6	3	Moderate-High
Southeast	8	3	Moderate-High
	9	2	Moderate-Low
	147	3	Moderate-High
Southwest	10	3	Moderate-High
	11	2	Moderate-Low
	12	0	Low
	14	0	Low

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**ECONOMIC
TRENDS**



Labor + Industry Trends

KEY FINDINGS

- Lancaster has a high concentration of workers employed in the healthcare sector, due to Lancaster General Health employing over 5,000 people.
- The healthcare sector provides jobs ranging from \$30,000 to \$80,000. Meanwhile, the manufacturing sector has experienced a loss of 6,180 jobs since 2002.
- The COVID-19 pandemic increased the unemployment rate in the city, more so than in the county and state. The high unemployment rate coupled with lower educational attainment and median household incomes suggest that many residents are dealing with economic hardship due to job losses before and during the pandemic.

OVERVIEW

A review of labor and industry trends provides an understanding of demand for residential, office, industrial and retail land uses. This section includes an analysis of workforce and commuting trends in the city to project trends and future needs of residents.



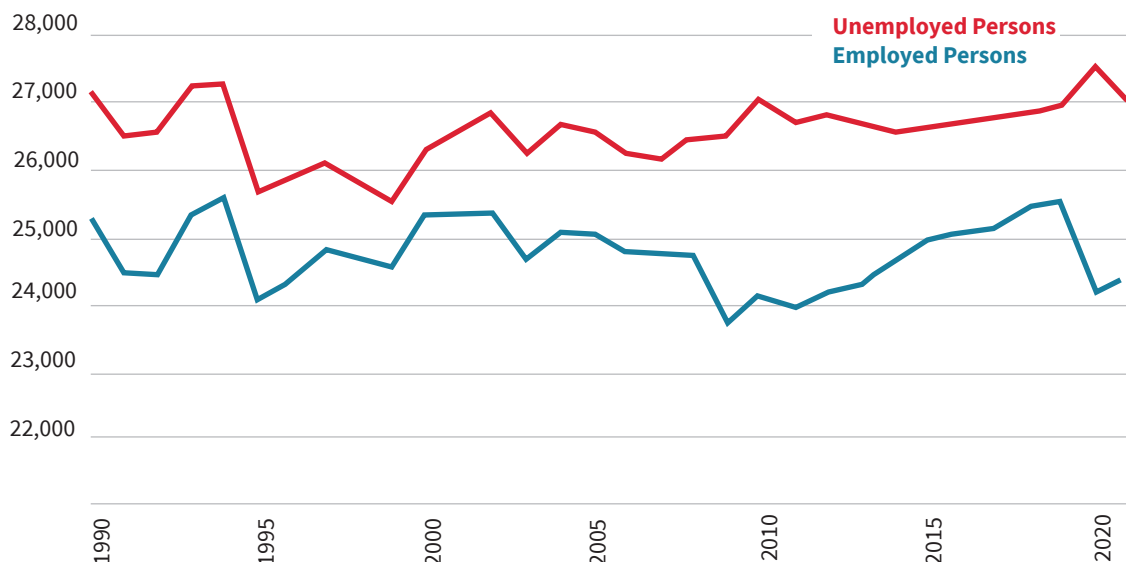
Labor + Industry Trends

LABOR FORCE TRENDS

The city and surrounding region have seen an increase in unemployment likely due to the COVID-19 pandemic, with a spike in the last two years. Unemployment rates were relatively steady from 2010 to 2020.

The U.S. Bureau of Labor Statistics (BLS) defines labor force as all civilians classified as employed and unemployed. According to BLS data, Lancaster City's labor force reached a peak in 2020 of 27,670 people. As of July 2021, there has been an average of 27,080 people (24,460 employed and 2,620 unemployed) in the city's labor force (equivalent to 590 fewer people compared to the average in 2020). The recent decline in the size of the city's labor force may be attributed to the pandemic and the spin-off challenges to the labor force, including childcare and individual health concerns.

Lancaster City Labor Force Trends, 1990 - 2021



Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics, data as of July 2021



Labor + Industry Trends

UNEMPLOYMENT TRENDS

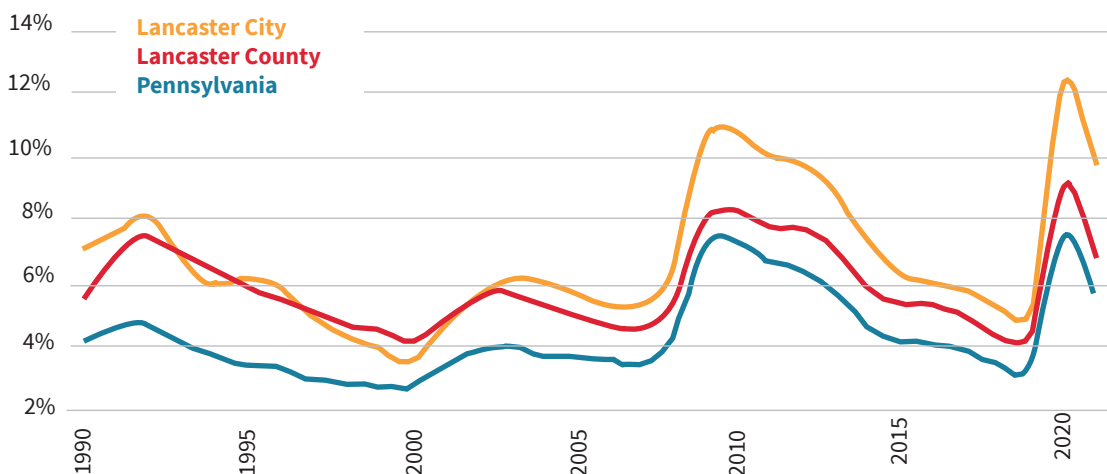
Unemployment levels in Lancaster City and the region were on the lower end prior to the COVID-19 pandemic. More jobs are being filled following the unemployment spike in 2020.

The city's unemployment rate in 2021 was 9.7%, which is higher than the average unemployment rate in the county and state (5.4% and 6.9% respectively). City unemployment steadily declined from 2010 to 2019 following the 2008 recession and rose significantly in 2020 to 12.3% due to the COVID-19 pandemic. Over the past 20 years, the city's unemployment rate has been higher than the county's and state's, indicating city residents may be dealing with greater economic hardship than those living in Lancaster County and Pennsylvania.

Defining Unemployment

The unemployment rate measures the number of individuals in the workforce who do not currently have a job but are actively seeking work.

Unemployment Trends, 1990 - 2021



Source: US Bureau of Labor Statistics, Local Area Unemployment Statistics, data as of July 2021



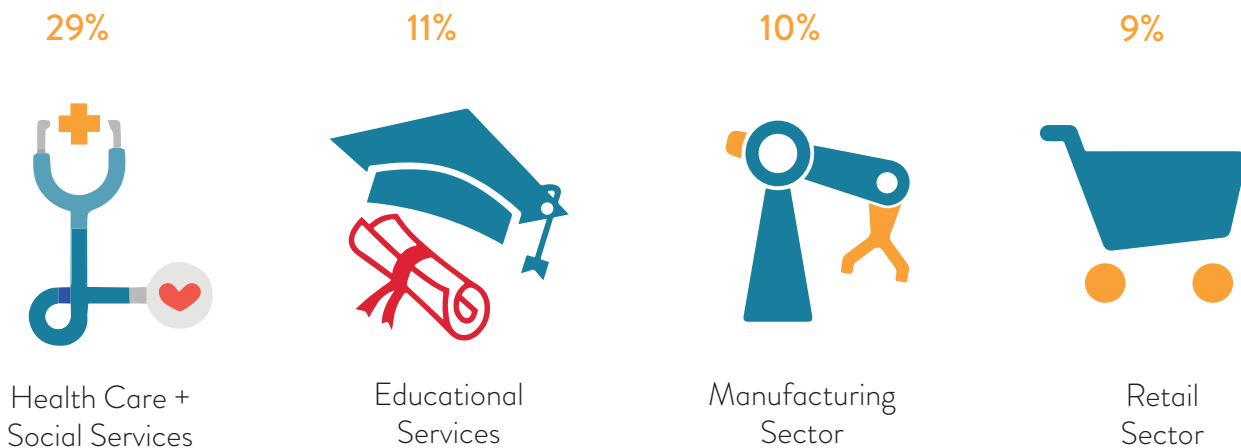
Labor + Industry Trends

EMPLOYMENT SHARE BY INDUSTRY

The largest job sectors in Lancaster City are health care and social assistance, education service, manufacturing, and retail trade. The manufacturing sector in the city is declining despite a strong industry market in the county.

In 2018, Lancaster City hosted an estimated 36,977 jobs. The top industry by employment share, representing 29% of jobs, is the health care and social assistance sector. This job sector has increased by 3,040 jobs since 2002 and is anticipated to increase 1.7% per year through 2028. The city also has a high share of education service jobs (11%), increasing by 3,060 jobs since 2002. The combination of these two sectors suggests there is an “Eds and Meds” cluster within Lancaster. The relatively high share of retail trade sector employment could be due to visitors coming from outside of the county to purchase retail goods and services in the city.

Largest Job Sectors in Lancaster City, 2018



OTHER EMPLOYMENT SECTORS

- Accommodation and Food Services (8%)
- Professional, Scientific and Technical Services (6%)
- Public Administration (4%)

Source: U.S. Census Bureau, Center for Economic Studies, LEHD



Labor + Industry Trends

TOP EMPLOYERS

The healthcare sector strongly influences employment opportunities for city residents.

According to DataAxle data provided by Esri, there are seven employers with over 500 employees in Lancaster City. Lancaster General (Penn Medicine) is the city's largest employer with 8,930 employees.

The health care and social assistance sector is the top industry by employment share within the city, representing 29% of total jobs. The relatively high share of retail trade sector employment is likely due to the visitors coming from outside of the county purchasing retail goods and services. The city also has a relatively high share of jobs in the education services sector (11%), suggesting there are elements of an "Eds and Meds" cluster within Lancaster city.

Top 14 Employers in Lancaster

#	Company Name	Employment Range
1	Lancaster General Hospital	5,000+
2	Lancaster County	1,000 - 2,499
3	LSC Communications	1,000 - 2,499
4	Medliance LLC	1,000 - 2,499
5	School District of Lancaster	1,000 - 2,499
6	LNP Media Group, Inc.	500 - 999
7	Fulton Financial Corp.	500 - 999
8	Red Rose Transit Authority	300
9	Global Industrial Company (formerly Systemax Inc.)	300
10	Community Action Partnership	300
11	Carpet & Tile Mart	300
12	Fulton Bank	280
13	Lancaster Police	260
14	Lancaster County Prison	250



Lancaster County Occupations

The following key findings are derived regarding key occupations in the county:

- Transportation and Material Moving occupations are the top occupation by employment in the county, providing a mean wage of \$36,800 and having an employment LQ of 1.55.
- Production occupations (those involved in the creation of goods and services via manufacturing) have the highest employment LQs (1.63), suggesting the county likely has a competitive advantage in this industry.
- Management occupations provide the highest mean wage at \$110,020.

Company Name	Total Jobs	LQ	Mean Wage
Transportation + Material Moving	31,410	1.55	\$36,800
Production	23,220	1.63	\$40,870
Construction + Extraction	12,260	1.24	\$50,330
Healthcare Support	11,580	1.08	\$31,070
Installation, Maintenance + Repair	10,730	1.17	\$49,770
Life, Physical + Social Science	2,270	1.05	\$54,480
Farming, Fishing + Forestry	920	1.15	\$33,360

LOCATION QUOTIENT (LQ)

Location quotient (LQ) is a measure of industry concentration, indicating how concentrated a certain sector in a given area of study, relative to the nation. It can reveal what makes a particular region “unique” in comparison with the national average. An LQ greater than 1 indicates that sector employment in the study area is more concentrated than it is as the national level.



Labor + Industry Trends

COMMUTING TRENDS

Employees generally come into or leave the city for work, with a small percentage of residents who live and work in Lancaster.

According to primary job data provided by the U.S. Census Bureau, in 2018, 21.5% of Lancaster City residents worked in the city. A total of 31,433 workers commuted into the city and 20,289 residents commuted outside the city for work. From 2002 to 2018, the share of residents living and working in the city declined by 5.3% – a possible indication that an increasing number of employment opportunities exist outside the city.

Comparatively, 66% of Lancaster County residents work in the county, while 72,420 workers commuted into the county. A total of 81,470 residents traveled outside of the county for work and 159,190 residents live and work in the county.



Source: US Census Bureau, On the Map



4

**MARKET TRENDS +
BUSINESS COMMUNITY**



Overview

KEY FINDINGS

- Lancaster County and City have significantly lower vacancy rates for office and industrial spaces compared to the state and nation, suggesting there may be an unmet demand for professional and medical office space.
- Low vacancy and lease rates have drawn the attention of investors to the region. The city's retail market is strong and showcases a high share of eating establishments compared to the region.
- Data suggests local spending in the city at food and beverage establishments is high and people travel to the city for authentic experiences.

INTRODUCTION

This section examines the real estate market to inform land use opportunities and challenges within Lancaster City. It covers the general real estate market in Lancaster County and city specific data regarding the retail, office, and industrial markets.



Real Estate Market

LANCASTER COUNTY MARKETS

Low vacancy and lease rates in the city and region suggest there may be an unmet demand for office and industrial space in the region.

To understand the regional and local market, a review of inventory, sales, vacancy and lease rates, and average rent were compiled for Lancaster County. The following are key takeaways for the office, industrial and retail markets:

- **Office:** While the national office vacancy rate has risen to 17.2%, the rate in Lancaster County is 4.39%. Less space is being vacated since the start of the COVID-19 pandemic, allowing the market to absorb vacant office square footage. Office downsizing will remain a driver for larger corporations, but smaller operations are experiencing success and are in need of more office space in the region.
- **Industrial:** According to second quarter 2021 data, Lancaster County’s average industrial vacancy rate (2.64%) has fallen below pre-pandemic levels (2.85% in 2019) and trends below the national vacancy rate (4.5%). Vacancy is expected to remain low as no major speculative developments are expected to be completed until 2022. Demand remains high for warehousing/flex space.
- **Retail:** The retail vacancy rate in the county peaked in the second quarter

of 2020 during the pandemic (at 218,246 square feet) but has trended downward since then, allowing existing inventory to be absorbed. While inflation remains a threat to consumer confidence and spending, recent retail development continues to meet pent-up demand for space.

Market Indicators: Lancaster County

	Office	Industrial	Retail
Total Inventory (MSF)	16.79	79.87	31.25
Sales (Million)	\$9.98	\$115.04	\$35.63
Sales (SF)	\$114,216	\$1,840,000	\$435,412
Total Vacancy	4.39%	2.64%	4.32%
Total Leased (SF)	42,723	557,909	62,650
Average Rent Change	\$1.18	-\$0.20	\$2.23

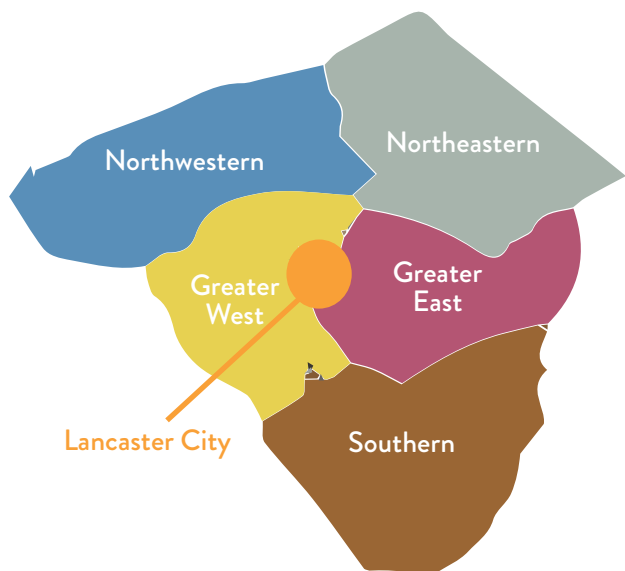
As vacancy rates drop and demand for lease/rent space remains constant, rent and lease rates typically rise. This may place a burden on young entrepreneurs and business owners attempting to start a new business or entity.



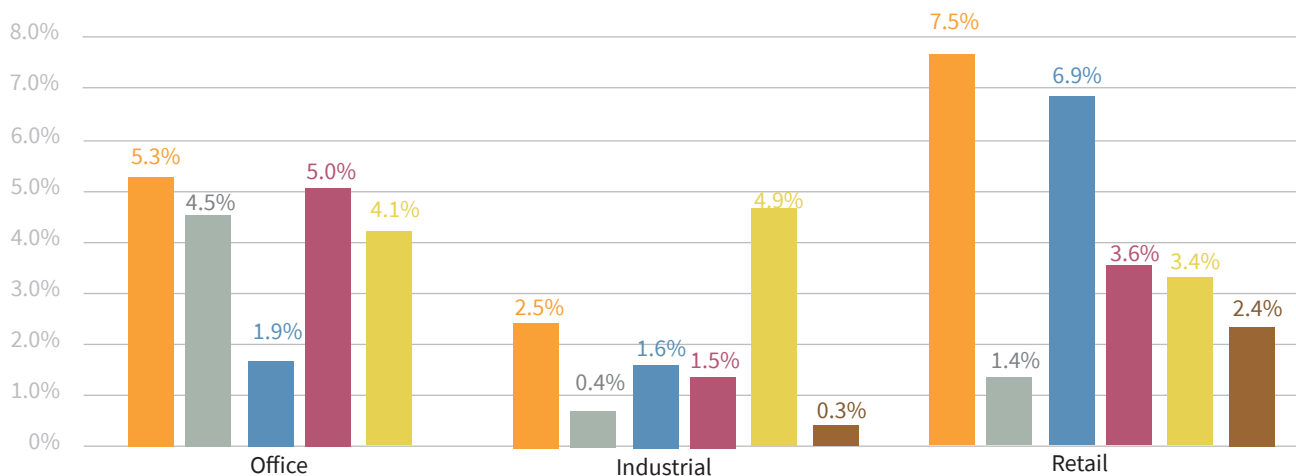
Real Estate Market

LANCASTER COUNTY SUB-MARKETS

According to second quarter 2021 data provided by Rock Commercial Real Estate, compared to the other sub-markets in Lancaster County, Lancaster City has a relatively high retail vacancy rate (7.5%) but relatively comparable industrial and office vacancy rates (2.5% and 5.3%, respectively). As of second quarter 2021, 7,514 net square feet of office space and 2,067 net square feet of industrial space was released back into the market, and 2,905 net square feet of retail space was absorbed.



Vacancy Rates by Sub-market





Retail Market

RETAIL BUSINESS SECTOR

Lancaster City has a high number of eating and drinking establishments as well as clothing and accessory stores, which reflects its position as a regional retail hub.

The retail market was examined to identify potential opportunities in Lancaster over the next 10 - 20 years. The majority of retail establishments within Lancaster City (29%) are characteristic of eating establishments. This percentage is higher than the county (24%) but lower than the state (31%). Many of these retail establishments are downtown.

Highest Share of Retail Businesses in Lancaster City, 2017



Food Services + Drinking Places

City -	28.8%
County -	24.0%
State -	30.6%



Clothing / Accessory Stores

City -	16.5%
County -	7.2%
State -	7.7%



Miscellaneous Stores

City -	11.7%
County -	14.7%
State -	11.1%



Food and Beverage Stores

City -	10.3%
County -	9.7%
State -	8.9%



Retail Market

RETAIL GAP PER HOUSEHOLD

Retail gaps in the city suggest that people living outside the city purchase items inside the city, or city residents consume more than anticipated, given existing income levels.

Retail leakage and surplus indicates where money is being spent in a locality. Lancaster City is experiencing the greatest capture of retail sales in eating establishments, and health and personal care stores. The city is experiencing a leakage of retail sales in specialty food stores, such as Whole Foods Market.

Retail Leakage and Surplus, 2017



SURPLUS

Restaurants / Eating Establishments

City - \$2,451
County - -\$71



SURPLUS

Drinking Establishments

City - \$239
County - \$1



SURPLUS

Health + Personal Care Stores

City - \$772
County - -\$286



LEAKAGE

Specialty Food Stores

City - -\$35
County - \$492



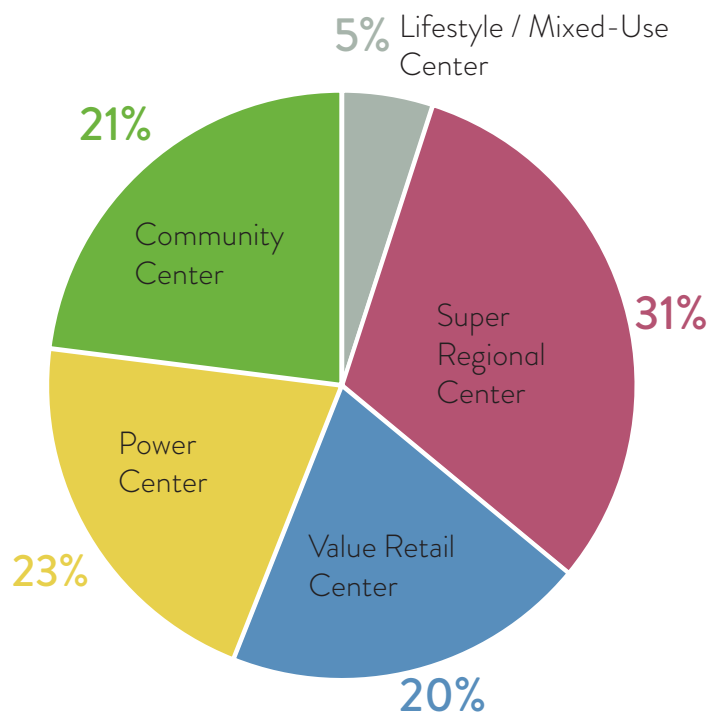
Retail Market

MAJOR SHOPPING CENTERS

Lancaster has two major shopping centers within the city and nine other shopping centers within three miles, which provide a mix of retail options for residents and visitors.

There is just under 1.9 million square feet of space in Lancaster City’s two shopping centers, with an additional 2.7 million square feet of shopping center space within a three-mile drive of the city. The types of shopping centers include:

- Community Center – 200,000 – 499,999 square feet
- Regional Center – 500,000-999,999 square feet
- Super-Regional Center – over 1,000,000 square feet
- Power Center – usually open-air in design with three or more big box stores.
- Value Retail – Tenants are predominantly outlets, discount, off-price retailers.
- Lifestyle / Specialty / Mixed-Use – usually open-air and anchor-less with an upscale mix of tenants. May also include mixed-use combination of retail, office, residential.





Retail Market

MAJOR SHOPPING CENTERS CONT...

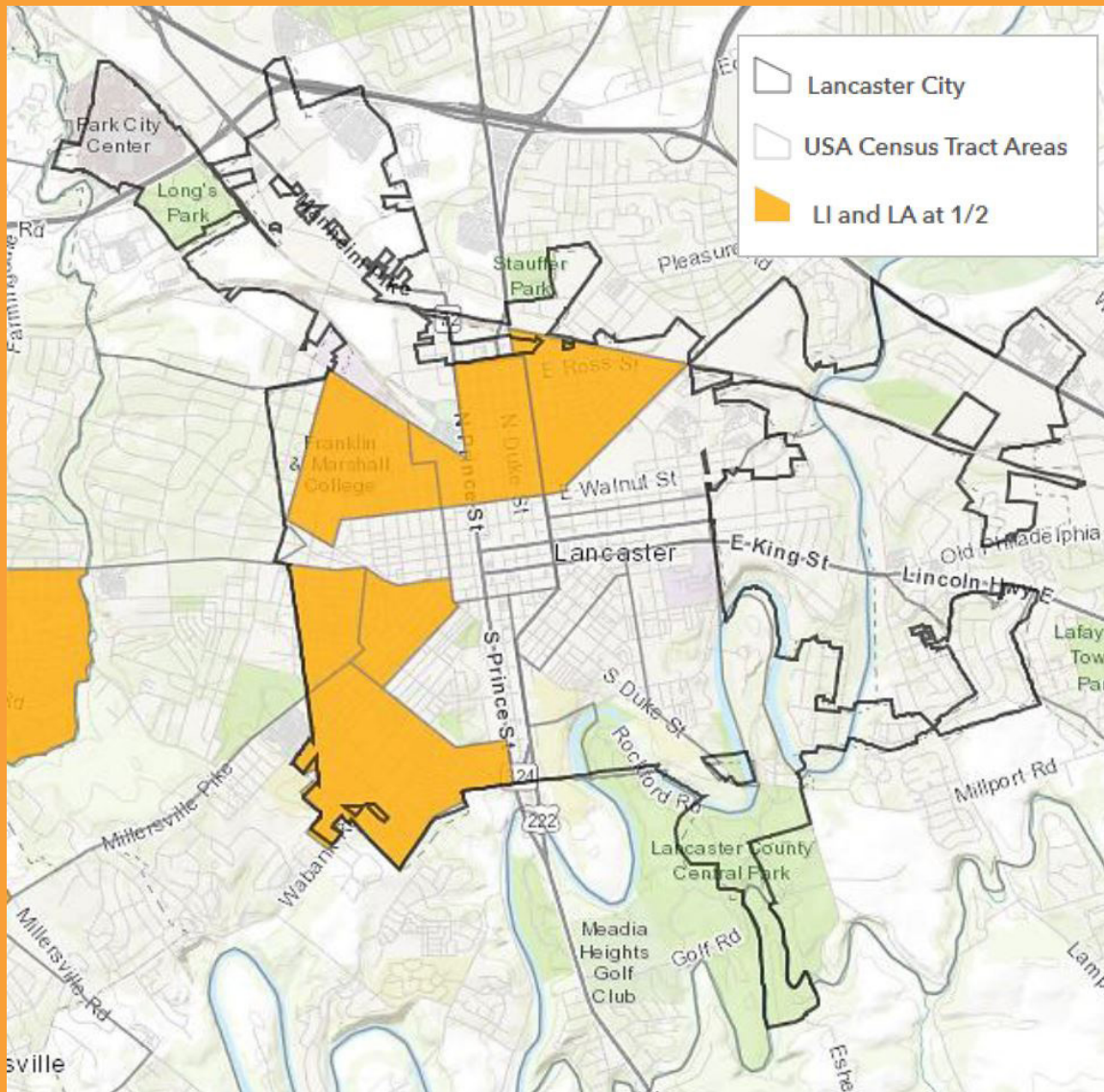
Park City Center is the largest shopping center in the city, containing about 1,400,000 square feet of shopping space with Boscov's, JCPenney, Kohl's, and Round1 Bowling & Amusement as the anchors. There are also three vacant anchor stores. Red Rose Commons is the second largest shopping center in the city with 463,042 square feet of space, anchored by Barnes & Noble Best Buy, Burlington, HomeGoods, OfficeMax, Home Depot, and Weis Markets.

	Year Opened	Year Last Renovated	Center Classification	Square Footage	
Park City Center	1971	2007	Super Regional	1,433,996	★ Located within Lancaster City
Shops at Rockvale	1985	1999	Value-Retail	566,000	
Red Rose Commons	1998	1999	Power Center	463,042	★ Located within Lancaster City
Tanger Outlet Center	1994	-	Value-Retail	375,857	
East Towne Center	1974	1998	Power Center	317,608	
Mill Creek Square	2010	2011	Power Center	285,000	
Kendig Square	1992	-	Community Center	268,207	
Manor Shopping Center	1962	1999	Community Center	248,567	
Lincoln Plaza	1966	-	Community Center	227,694	
Crossings At Conestoga Creek	2018	2019	Lifestyle/Mixed-Use	211,000	
Golden Triangle	1960	2005	Community Center	202,790	
			TOTAL	4,599,761 SF	

Source: Directory of Major Malls, 2021



Healthy Food Access



Access to affordable, healthy food retailers is an important component to a healthy community. Limited access to supermarkets, supercenters, grocery stores, or other sources of healthy and affordable food may make it more difficult for some Americans to eat a healthy diet. The USDA's Food Access Research Atlas identifies "food deserts," where low-income and low-access urban census tracts are more than a half mile from a supermarket. As illustrated in the map above, there are six census tracts in the northwest, northeast and southwest quadrants of Lancaster City that meet the criteria of a 'food desert'. **Given the availability of fresh, healthy food, food accessibility should be a high priority for Lancaster City.**

Source: USDA, Food Access Research Atlas, 4ward Planning Inc. 2021



Business Partnerships

DOWNTOWN BUSINESS COMMUNITY

Lancaster has a vibrant mix of small and large businesses that contribute to its uniqueness and attractiveness.

Lancaster City has a central downtown core generally bounded by Lemon Street, Vine Street, Lime Street, and Water Street. The downtown is comprised of a number of unique businesses, at a variety of scales and offerings - many of which are locally owned by residents. The city boasts a vibrant lifestyle with events, shops and boutiques, food and beverage establishments, art venues and Lancaster Central Market and Southern Market.

BUSINESS PARTNERSHIPS

Lancaster City has a number of organizations committed to ensuring the business community thrives. These organizations include:

- Lancaster City Alliance
- Lancaster Chamber
- ASSETS
- Lancaster Office of Promotion (LOOP)
- Downtown Investment District

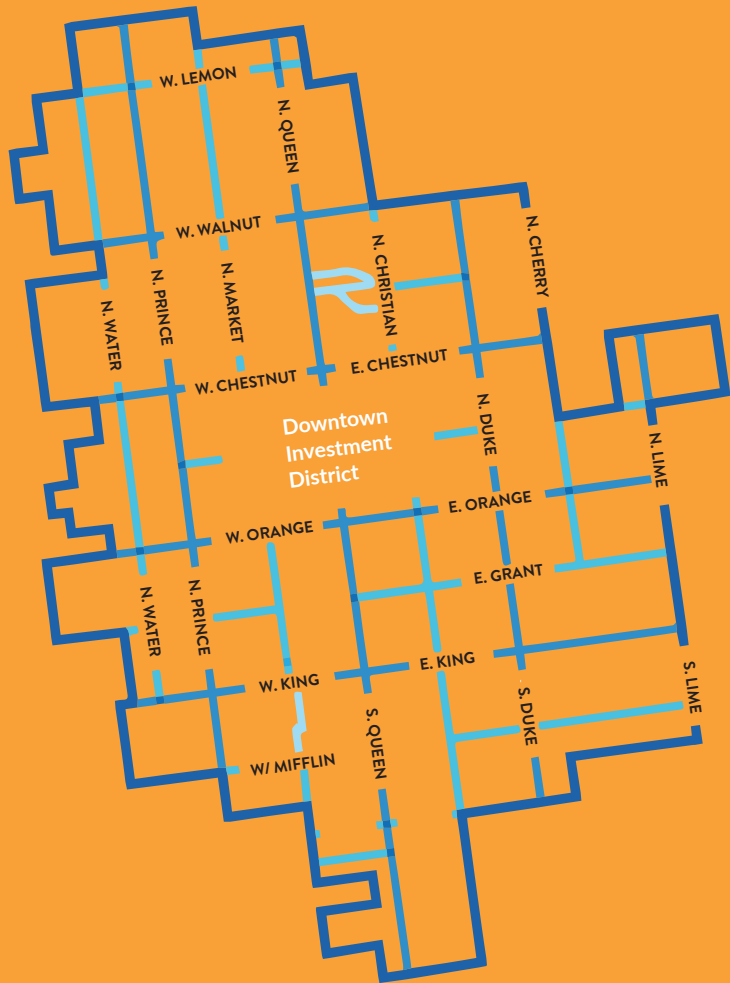


Retail Establishments on N. Prince Street



Downtown Investment District

The Lancaster Downtown Investment District (DID) was created in 1992 by property owners in the Central Business District to provide business, property and administrative services. The DID has an 11-member board that meets monthly to discuss downtown matters and activities.



11 member
BOARD

6,000
AMBASSADOR FOOT PATROL
HOURS

+2,000
BUSINESS CONTACTS

+600
GRAFFITI POSTERS AND STICKERS
REMOVED

+540
TREES MAINTAINED

730
TRASH CANS MONITORED AND
CLEANED



Office + Industrial Market

AVAILABLE SPACE

There is limited office and industrial space for sale in Lancaster City.

According to data provided by LoopNet, there is about 346,000 square feet of office space, 160,000 square feet of industrial space, and 40,000 square feet of flex space available for lease within Lancaster City. About 39% of this space (or 229,290 square feet) is within the Burle Corporate Park. Average lease rates are highest for available office space (\$18.25 per square foot per year) and lowest for industrial spaces (\$6.65 per square foot per year).

There is also about 44,000 square feet of industrial space, 25,000 square feet of office space and 3,000 square feet of flex space available for sale within Lancaster City. Average sale prices are highest for the one available retail space (\$197 per square foot) and lowest for the three office spaces (\$121 per square foot).

Building Space Available by Lease, 2021

Type	Properties	SF	Lease Rate / SF per Year
Office	40	346,144	\$18.25
Industrial	7	160,020	\$6.65
Flex	3	40,626	\$12.00

Building Space Available by Sale, 2021

Type	Properties	SF	Price / SF
Office	3	24,847	\$121
Industrial	1	43,672	\$132
Flex	1	3,240	\$151



5

HOUSING TRENDS



Housing Market

KEY FINDINGS

- Lancaster City has a higher percentage of residents renting their homes compared to the county and state. There is a slight mismatch between the size of housing units and the size of households. There is also a large demand for housing affordable to lower-income residents.
- While there are residential units in the pipeline, more middle-income units and infill housing could create greater housing choice and availability for those looking to remain or move into Lancaster.
- Home prices are rising quickly. Maintaining and enhancing lower-income housing will be important to support the average city resident.

OVERVIEW

To better understand Lancaster City's housing conditions and trends, an analysis of the residential market was examined, drawing upon a range of quantitative and qualitative data sources. This section provides an understanding of current housing tenure, demand and supply, housing conditions, housing choices and prices, and anticipated projects. The findings in this section offer a sense of where housing inequalities exist and what residential options are needed over the next 10 to 20 years.

“

There is a mismatch between the types of homes needed and those that are built.

Advisory Committee
member





Housing Market

HOUSING TENURE

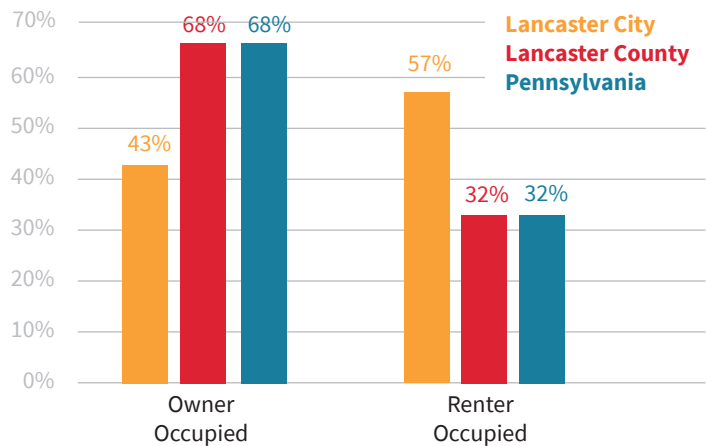
Existing housing tenure suggests there is a strong demand for both renter- and owner-occupancy units at a variety of price points.

Housing tenure refers to whether a housing unit is owner- or renter-occupied. A healthy housing market has a sufficient supply of units for renters and buyers. In 2021, 57% of all occupied housing units in Lancaster were renter-occupied, which is higher than those found in Lancaster County and Pennsylvania (32%). While the share of renter-occupied housing units in all geographies increased from 2000 to 2021, the supply is expected to remain relatively flat through 2026.*

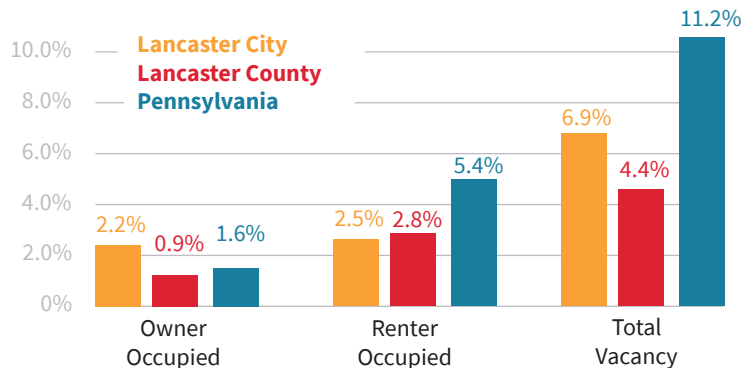
The average vacancy rate in Lancaster City is 6.9%, which is higher than the county (4.4%) but lower than the state (11.2%). The city also has a higher vacancy rate for owner-occupied units but a lower rate for renter-occupied units compared to the county and state. An inventory of vacant units to determine those needing repair should take place to market them for rent or sale

*Lancaster City housing pipeline data indicates there will be an increase in housing supply over the next several years.

Housing Tenure of Occupied Units, 2021



Vacancy Rates by Housing Tenure, 2019

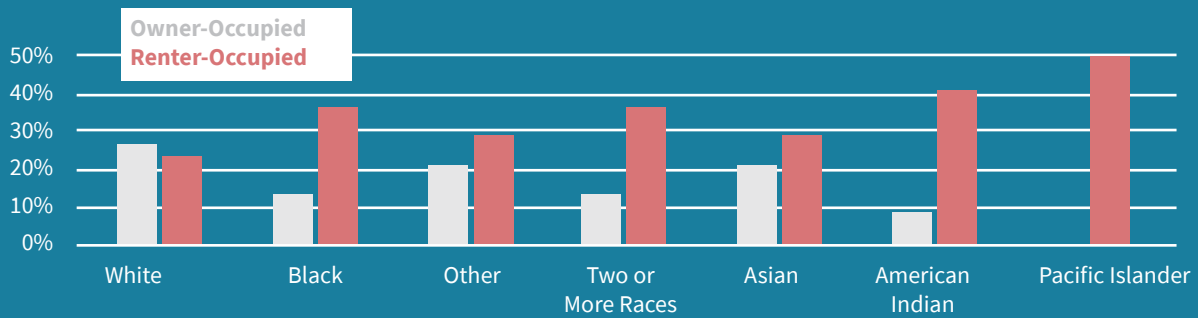




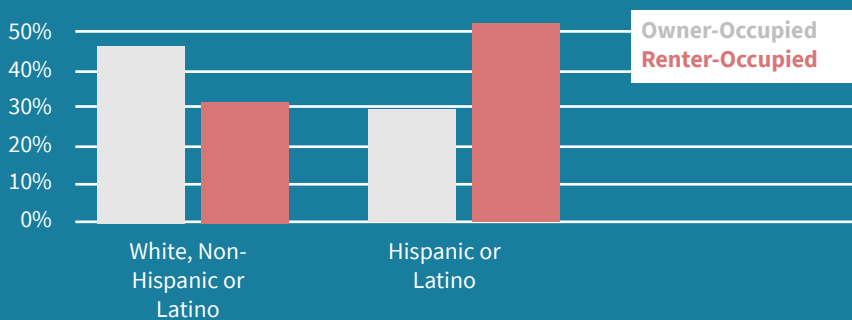
Housing Tenure by Race + Ethnicity

According to the U.S. Census Bureau, there is a slight disparity between races when it comes to home ownership. As seen in both charts below, non-white residents are more likely to rent than own.

Housing Tenure by Race, 2021



Housing Tenure by Ethnicity, 2021



Source: ESRI; 4ward Planning Inc., 2021



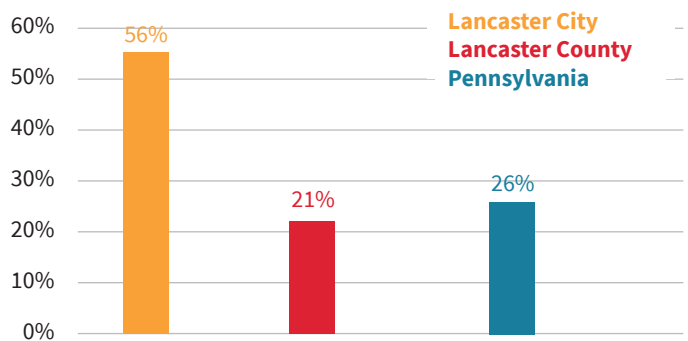
Housing Market

HOUSING STOCK

The city's housing stock is significantly older than the housing in the county and state.

The age of housing units is used to analyze the condition of housing stock in terms of physical needs and historical significance. While housing built before current building codes may present hazards from faulty wiring or lead-based paint, older homes can also have historical significance that enhances community character. Compared to the county and state, Lancaster City's housing stock is relatively old. About 56% of all housing units in the city were built before 1940 compared to 21% in the county.

Housing Built in 1939 or Earlier



Homes on James Street



Basic Housing Conditions

Basic housing condition data is used to select census tracts for special programs or attention. In Lancaster City, 0.8% of occupied housing units lack complete plumbing, 1.2% lack complete kitchen facilities, and 1.0% are considered overcrowded (containing more than 1.51 persons per room). The city has a higher rate of substandard housing than the county and state, and the city should address how to reduce this disparity.



0.8% of the city's occupied housing lacks complete plumbing



1.2% of the city's occupied housing lacks complete kitchen facilities



1.0% of the city's occupied housing is overcrowded (>1.51 persons per room)

>>> Housing Market

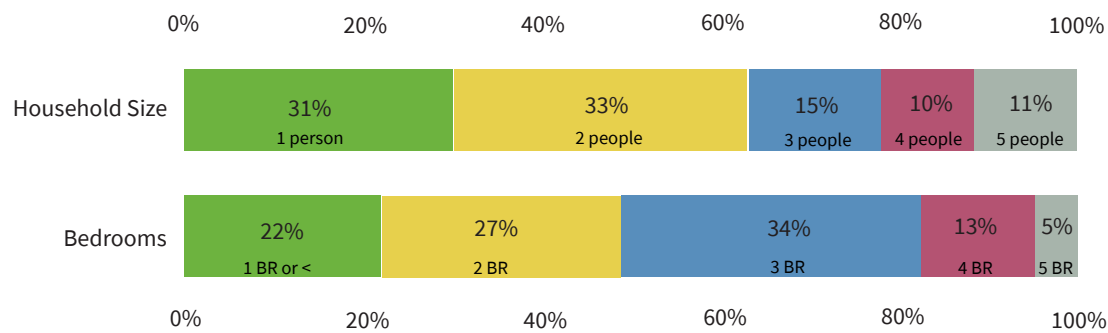
HOUSING CHOICE

There is a demand for smaller housing units in Lancaster City, particularly among young unmarried professionals, people who are divorced, and college students.

One way to measure whether the existing housing stock meets a community's needs is to compare household size to the number of bedrooms within dwelling units. The city has a higher share of one-person households (31% of all households) compared to the county (24%). The city also has a higher share of studio and one-bedroom units (22% of all units) compared to the county (11%). However, it should be noted that multi-generational households have been increasing in the country since 2000, and this is particularly the case within non-white Hispanic households. Larger three- and four-bedroom, single-family attached housing units and duplexes will remain in demand in the city for the foreseeable future.

The share of one- and two-person households in the city combined (64%) is larger than the share of studio, and one- and two-bedroom units, combined (49%). Conversely, the share of three-person households in the city (15%) is much smaller than the share of three-bedroom units (34%).

Household Size Vs. Unit Size in Lancaster City, 2019



Source: 2019 ACS 1-Year Estimates, B11016; DP04



Missing Middle Housing

“Missing Middle Housing”* consists of multi-unit housing types (such as duplexes, four-plexes, and bungalow courts) that provide diverse housing choices and generate enough density to support transit and locally-serving commercial amenities. Although these are a common feature in pre-war building stocks, these housing types have become much less common, especially in Lancaster City.

Promoting the development of Missing Middle Housing in Lancaster could help create greater choice, while still blending into single-family neighborhoods. Missing middle housing options enable a wider range of families to achieve homeownership by offering a wider range of housing options and prices. These units would allow seniors to downsize without leaving their neighborhood. Allowing for accessory dwelling units, for example, would give multi-generation households privacy while sharing the same property.



»» Housing Market

HOUSING VALUE

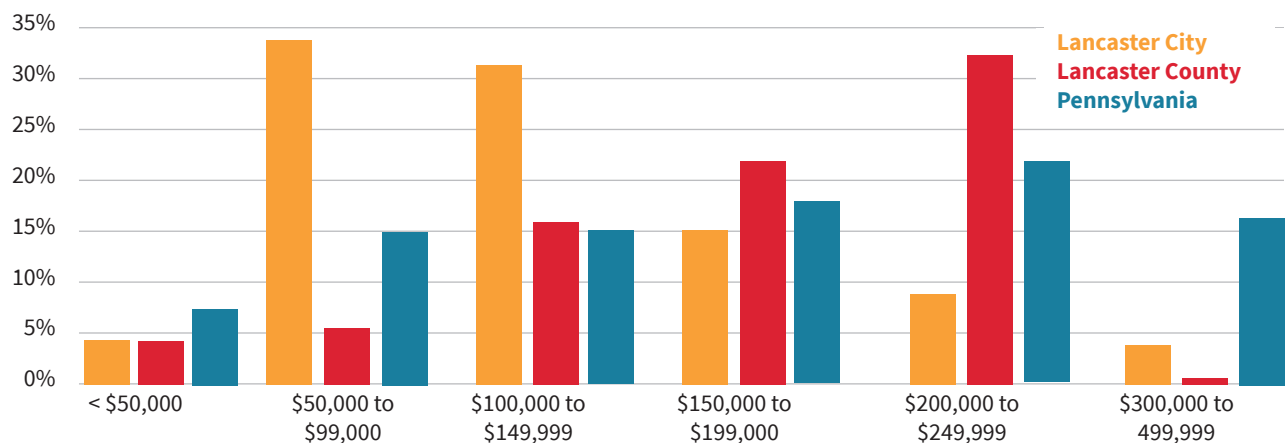
Increase in median housing values may suggest more expensive homes are being built in the city, pricing residents out of home ownership.

The city's 2019 median housing value — which is an estimate of how much a property would sell for if it were for sale according to the U.S. Census Bureau — of \$114,600 was much lower than the county's (\$209,400); however, it has been increasing at a faster rate in recent years. From 2010 to 2019, the median housing value in the city increased by 2.3% per year, compared to 1.5% in the county. Compared to all other geographies, the city has much higher shares of housing units valued between \$50,000 and \$149,000.

Median Home Value, 2019



Housing Value of Owner Occupied Units, 2019



Source: 2010 and 2019 ACS 1-Year Estimates, DP04.



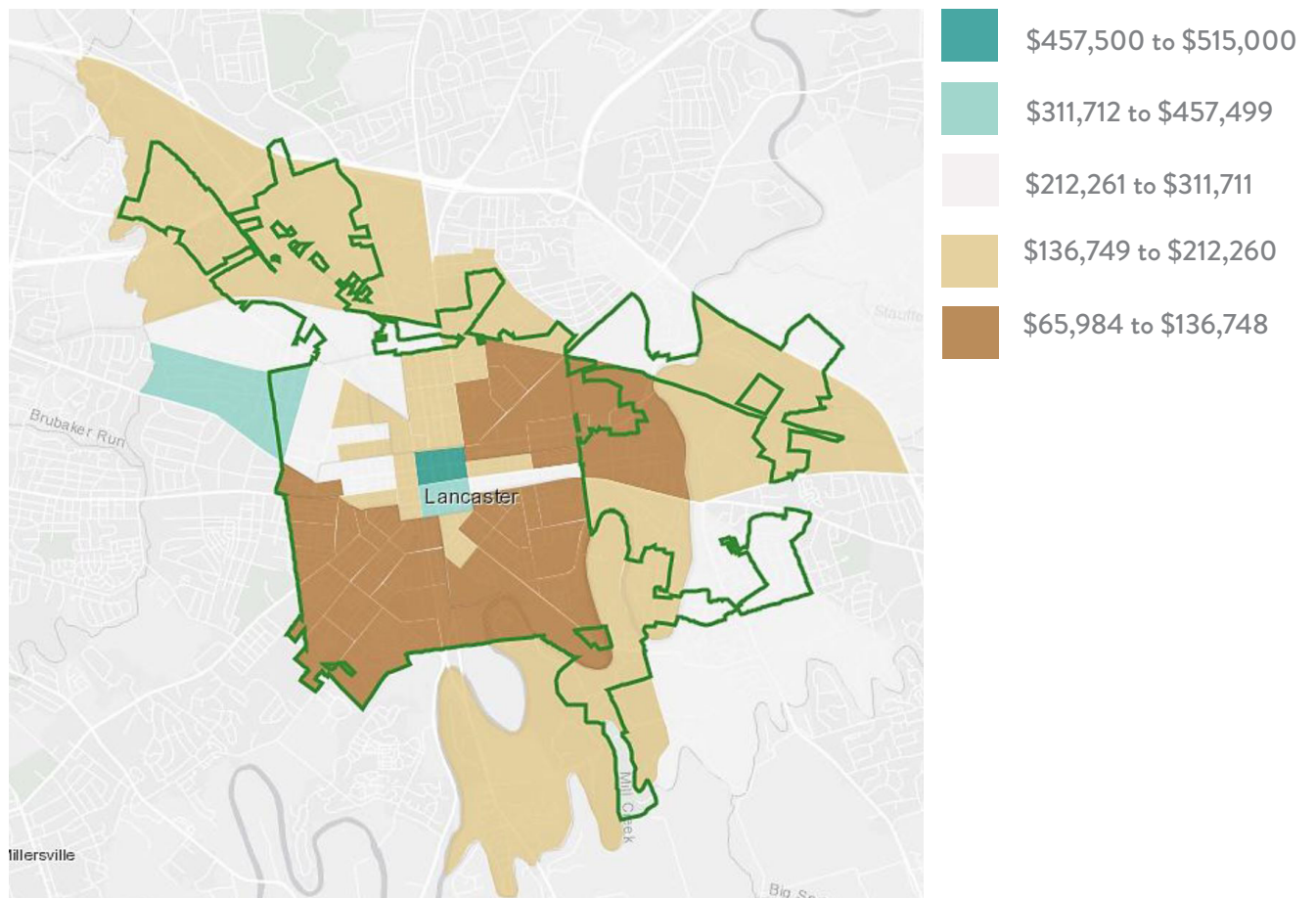
Housing Market

HOME VALUE BY GEOGRAPHY

The downtown area contains the highest home values where much investment has recently taken place.

Median home values are highest in the central downtown area of Lancaster City, reaching values up to \$515,000. This geographic spread of higher home values is also where the greatest investment in businesses and public infrastructure has occurred over the past 10 years. The northeast and southern portions of the city have the lowest median housing values.

Home Value by Block Groups, 2021



Source: ESRI; 4ward Planning Inc., 2021



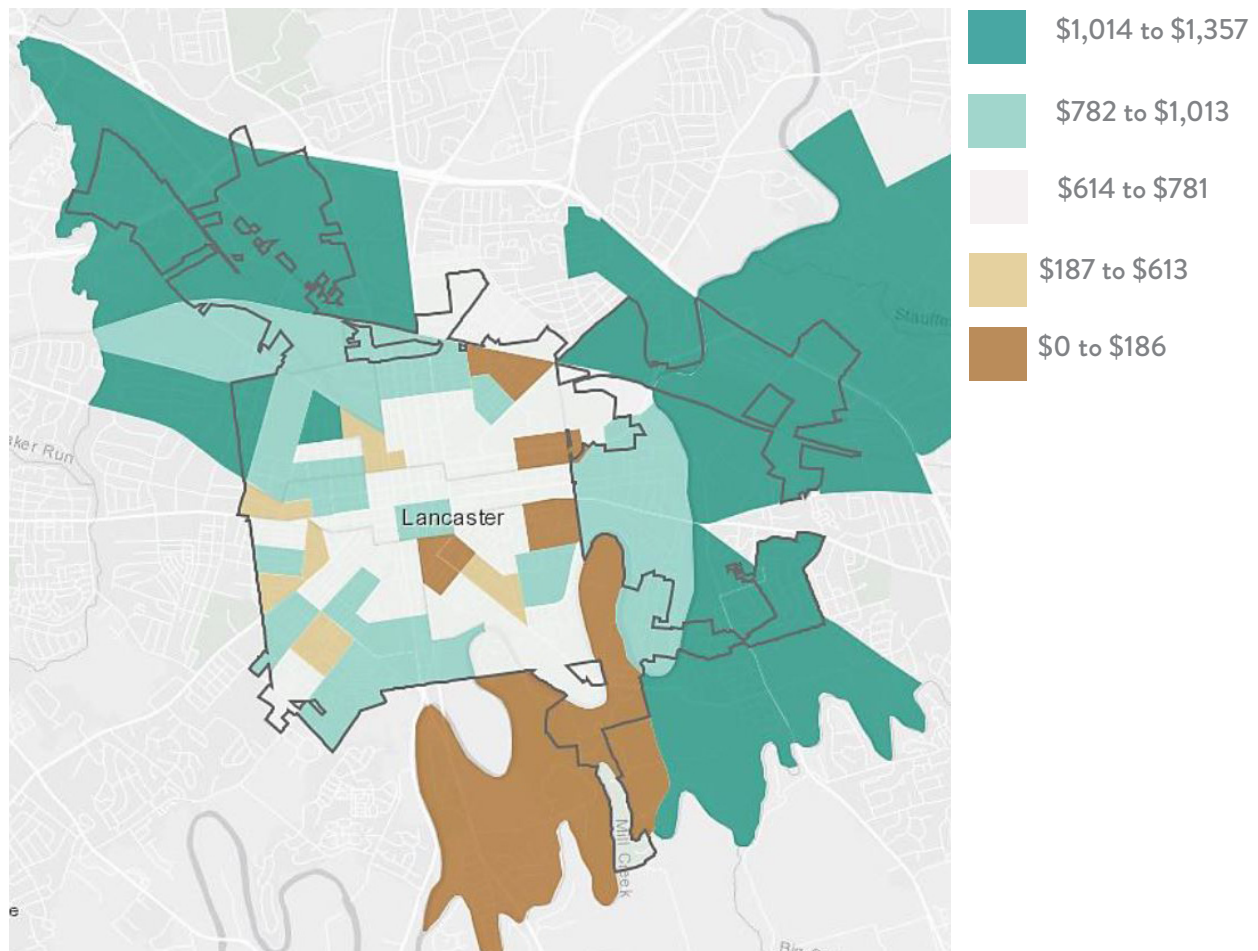
Housing Market

MEDIAN CONTRACT RENT

Higher rental rates are seen on the edges of Lancaster City's boundary.

Median contract rents are highest on the fringes of the city, where the median rent reaches up to \$1,360 per month. Differences in rents are likely partially due to variations in housing age and stock. For example, housing on the fringe is largely composed of newer suburban, single-family housing, with units that are larger in size and bedroom counts.

Median Contract Rent by Block Group, 2021



Source: ESRI; 4ward Planning Inc., 2021



Affordable Rents

Affordable rents by household size for low- and very low-income households in Lancaster City were compared to the county, based on the U.S. Department of Housing and Urban Development estimate for Fiscal Year 2021 Median Family Income of \$83,000 for the Lancaster County income (more generally referred to as area median income or AMI). Generally, average rents by bedroom are affordable to low-income households (80% of AMI) but not very low-income households (50% of AMI). For example, the average studio rent (\$845) in the city would be affordable to a one-person, low-income household (who can afford \$1,163 per month) but not a one-person very low-income household (who can afford \$726 per month).

	Median Family Income	1-person HH	2-person HH	3-person HH	4-person HH	5-person HH
80% of Median Household Income (Low Income)						
Lancaster County, PA	\$83,000	\$46,500	\$53,150	\$59,800	\$66,400	\$71,750
30% of HH Income	\$24,900	\$13,950	\$15,945	\$17,980	\$19,920	\$21,525
Monthly Rent / Mortgage Payment	\$2,075	\$1,163	\$1,349	\$1,495	\$1,660	\$1,794
50% of Median Household Income (Very Low Income)						
Lancaster County, PA	\$83,000	\$29,050	\$33,200	\$37,350	\$41,500	\$44,850
30% of HH Income	\$24,900	\$8,715	\$9,960	\$11,205	\$12,450	\$12,455
Monthly Rent / Mortgage Payment	\$2,075	\$726	\$830	\$934	\$1,038	\$1,121

Average Rent by Bedroom (2021)	Studio	1 BR	2 BR	3 BR	4 BR
Average Annual Rent in Lancaster	\$845	\$1,141	\$1,277	\$1,429	\$1,858

Source: City of Lancaster, 2021 Family Income Guidelines, based on a family income scale adjustment for FY2021 provided by HUD on April 1, 2021

»» Housing Market

HOME SALE TRENDS

Home prices are rapidly increasing. Maintaining and enhancing lower income housing will be important to support the average city resident.

In 2021, Lancaster City home prices rose 14.8% compared to the previous year, selling for a median price of \$241,000. On average, homes in Lancaster City sell after just a week on the market compared to nine days in 2020. There were 195 homes sold in August 2021, down from 207 the previous year. Lancaster's housing market is very competitive with many homes receiving multiple offers and sell for about 1-percent above the asking price. Fueled by low mortgage rates and positive consumer sentiment as the economy recovers from the COVID-19 pandemic, the city's real estate market is experiencing unprecedented demand coupled with limited supply. Interviews with real estate professionals suggest that the city is seeing a lot of buyers from New York, Philadelphia, and Baltimore. As this buying activity continues, fewer long-time city residents will be able to purchase a home in the city.

CITY HOUSING MARKET

MEDIAN SALE PRICE

\$241,000 (+14.8% from 2020)

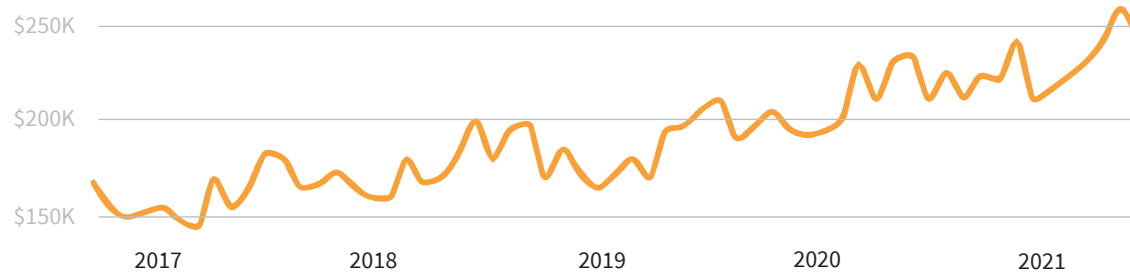
HOMES SOLD

195 (-5.8% from 2020)

MEDIAN DAYS ON MARKET

7 (-17.6% from 2020)

Median Sale Price Trends, 2021





Housing Market

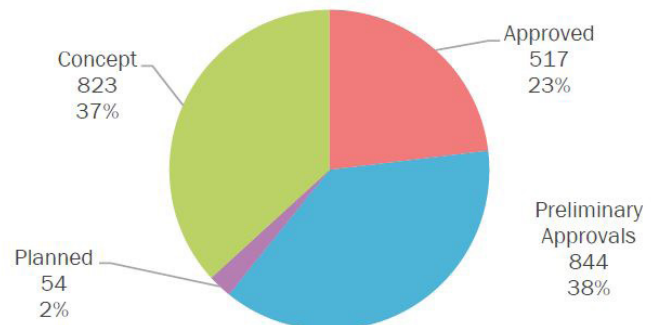
HOUSING PIPELINE

Planned residential projects may help relieve some of the housing mismatch and demand in the city.

There are about 2,240 units in the residential pipeline within the city. About 300 units are affordable at 80% of Area Median Income or AMI. About 240 of the units have been recently built or are under construction. Pipeline units represent a wide range of residential types including:

- Two tower projects; a 20-story age-restricted tower and an 11-story tower
- One co-housing project
- Two adaptive reuse projects: one conversion from office/commercial and one garage building
- One boarding room project
- One downtown luxury project, and two micro apartment projects: one 400-500 square feet and one 260-465 square feet.

Residential Pipeline in Lancaster City



Note: Preliminary approvals (no land development approval) include approvals from a board, commission, or authority, or a staff-level approval. Concept (public or confidential) projects have not submitted for any approvals from local or state bodies (this excludes funding applications).

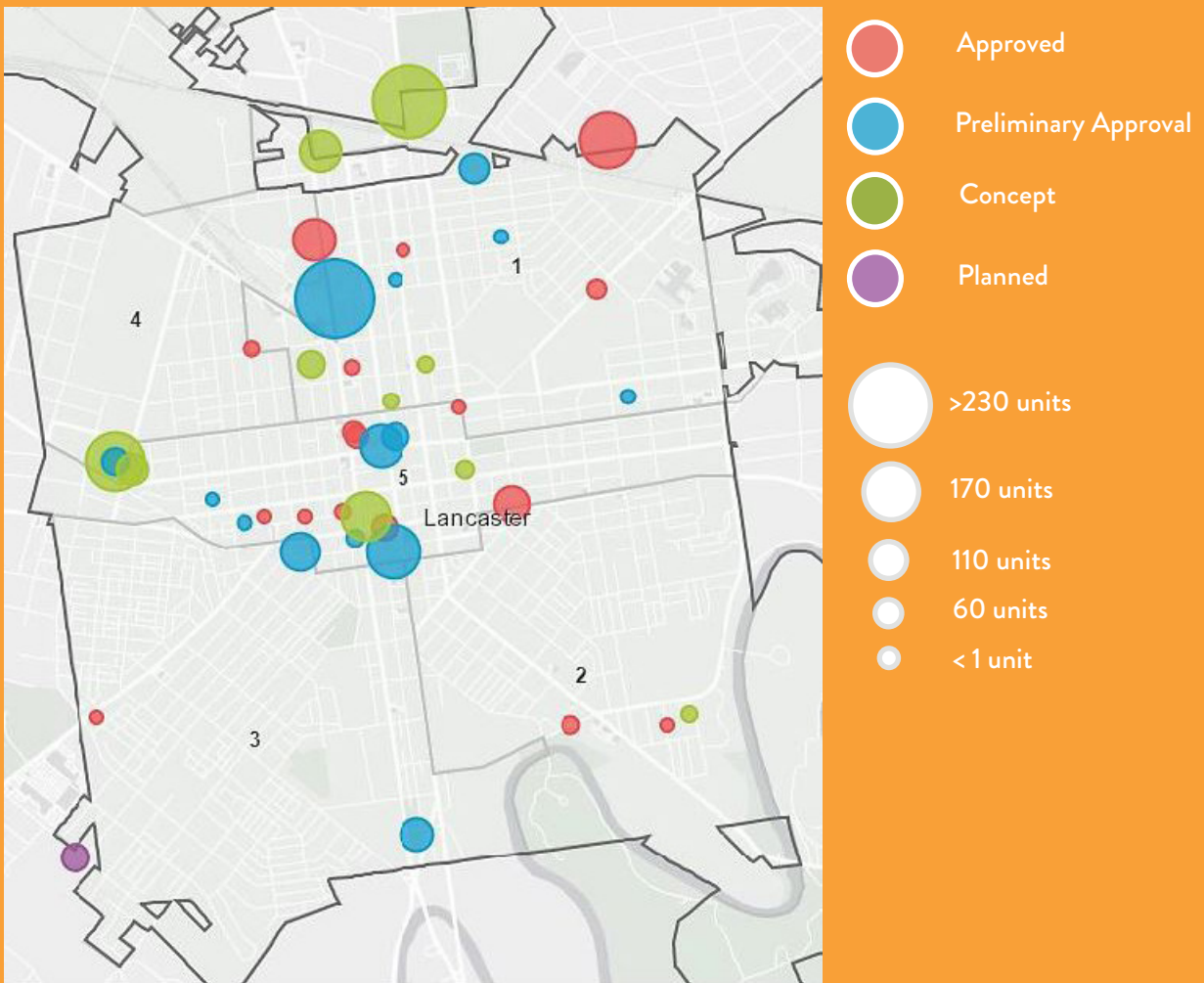
County Housing Pipeline

From 1980 to 2020, an average of 2,020 housing units were permitted in the county per year, 80% of which were single-family homes. Notably, the number of annual housing permits has remained below 1,500 units per year since 2008, compared to a high of 3,500 units per year in the late 1980s. This decrease in new housing permits is likely partially due to the Great Recession of 2008 and the subsequent housing crisis. It should be noted that not all units permitted are ultimately built.

Source: Lancaster City, 2021.



Pending Housing Units in Lancaster City (2021)

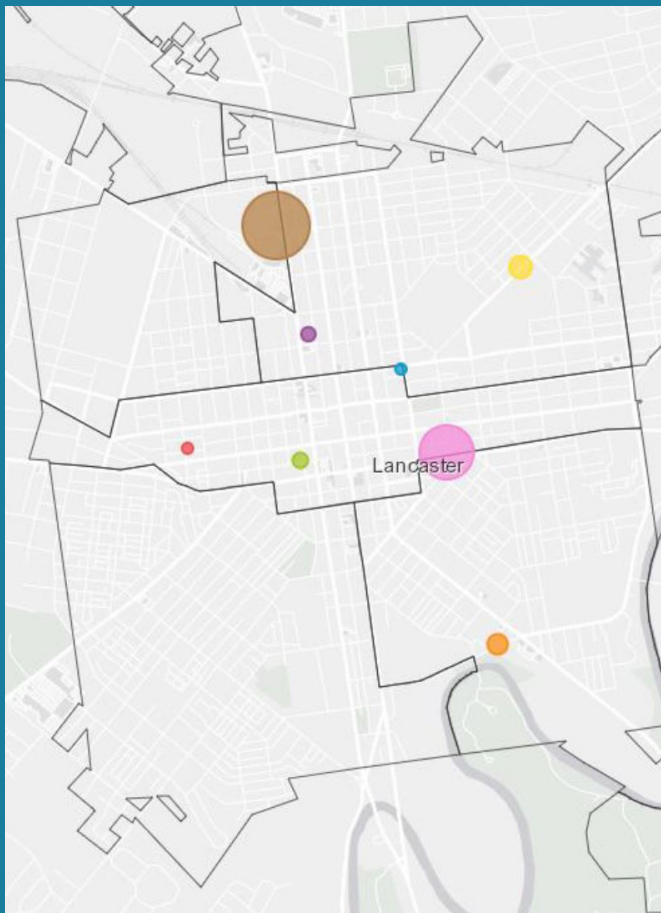


The map shows pending residential units in Lancaster City. These projects are largely located in the central and northern portions of the city.

Source: Lancaster City, 2021.



Housing Under Construction or Leasing in the city (2021)



This map shows recently completed housing or housing under construction within Lancaster City.



Stadium Loft Apartments

Newly built 101-unit apartment building with studios, one-bedroom and two-bedroom units. Rents range from \$1,150 to \$2,020 per month.



550 Loft Apartments

A 22-unit apartment building offering one-bedroom spaces between \$1,300 and \$1,525 per month.



Landis Place

A 79-unit mixed-use 55+ apartment project with 30, one-bedroom and 49, two-bedroom units, between \$1,470 and \$2,640 per month.



Conestoga North

A 18-unit building offering three-bedroom units available for purchase between \$175,000 and \$180,000 to families earning up to 80% of AMI.

»» Housing Market

RESIDENTIAL PERMITS

A total of 5,382 building permits have been issued in Lancaster since 2018.

From 2018 to 2020, 5,382 building permits have been issued in Lancaster City totaling \$58.1 million and 25,000 units. The majority of these permits (1,651) are for the southwest quadrant.

Issued Building Permits (2018 - 2020)

Downtown	109 permits
NE Quadrant	1,481 permits
NE Extension	63 permits
NW Quadrant	1,151 permits
NW Extension	6 permits
SE Quadrant	767 permits
SE Extension	154 permits
SW Quadrant	1,651 permits



North and Locust Neighborhood



Rowhomes in Lancaster City

Source: Lancaster City, 2021.

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CITY SERVICES



Overview

KEY FINDINGS

Lancaster City provides essential utility services, such as water and sewer, as well as emergency services, including fire and police protection to residents. As anticipated development and population in the city increases, the city should consider potential impacts to these services.

INTRODUCTION

Lancaster City provides services to maintain quality of life for residents and support expansion and growth of the community. Topics in this section include water and sewer infrastructure, emergency services, education, and recycling services.



Green Infrastructure Project in Lancaster City



Water Infrastructure

OVERVIEW

Lancaster City provides water to its residents and the surrounding region. Efforts to enhance water quality from potential contaminants should continue.

The Lancaster City Water Bureau, under the City Public Works Department, owns and operates drinking water treatment plants that provide water for over 110,000 residents in the region. The Advanced Wastewater Treatment Plant has a hydraulic capacity of 32.08 million gallons per day. The source of Lancaster's water includes the Conestoga and Susquehanna rivers. This water service area covers all of the city through a series of treated water mains ranging in size from two to 48 inches in diameter, the majority of which are 36 inches. Most of the mains are cast iron pipe. The water infrastructure provided by the city will allow for increased development.

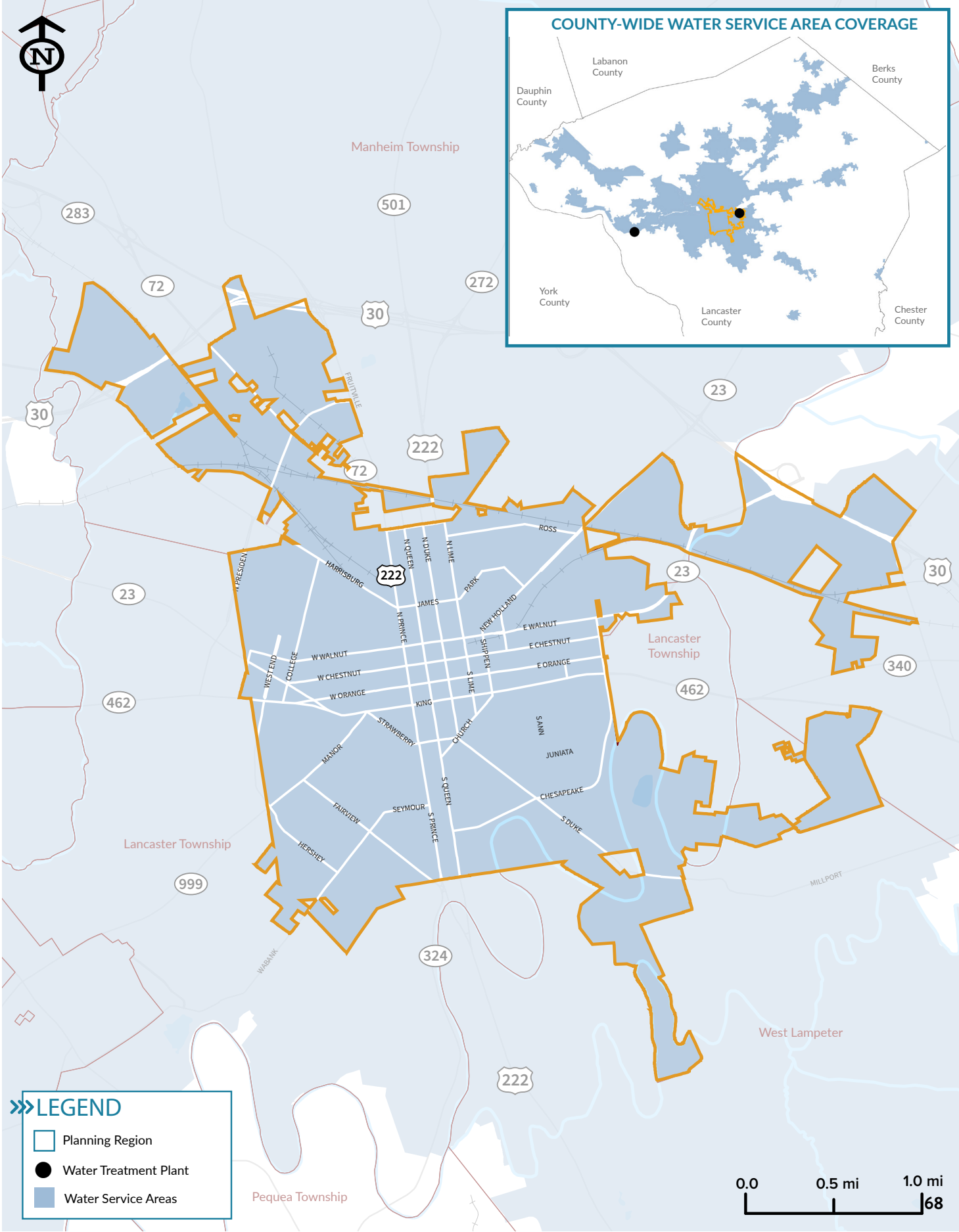
WATER QUALITY

According to the 2020 Annual Drinking Water Quality Report for the city, the water supply has low risk of significant contamination and there were no violations for regulated and unregulated contaminants. The water supply may be susceptible to potential contamination due to nutrient runoff from agricultural land in the region.

City Drinking Water Upgrades

In 2020, Lancaster City was awarded a \$10 million loan to implement infrastructure upgrades to the drinking water system. The money will be used to install three emergency power generators and construct 7,500 feet of water main to supply water in the case of an emergency power outage. This investment is intended to provide safe, secure and clean water infrastructure services that the Lancaster region can rely upon.

Water Infrastructure Map





Sewer Infrastructure

OVERVIEW

Lancaster maintains a combined sewer overflow system and is pursuing means to reduce stormwater runoff and enhance water quality.

The Lancaster City Bureau of Wastewater operates an Advanced Wastewater Treatment Facility on New Danville Pike, just south of the city. This plant has a hydraulic capacity of 32.08 million gallons per day (MGD) with a flow average of about 20 MGD. This means that the plant can support additional flow. The majority of the city is within the sanitary sewer district, except for portions of the northwest extension and Lancaster County Central Park.

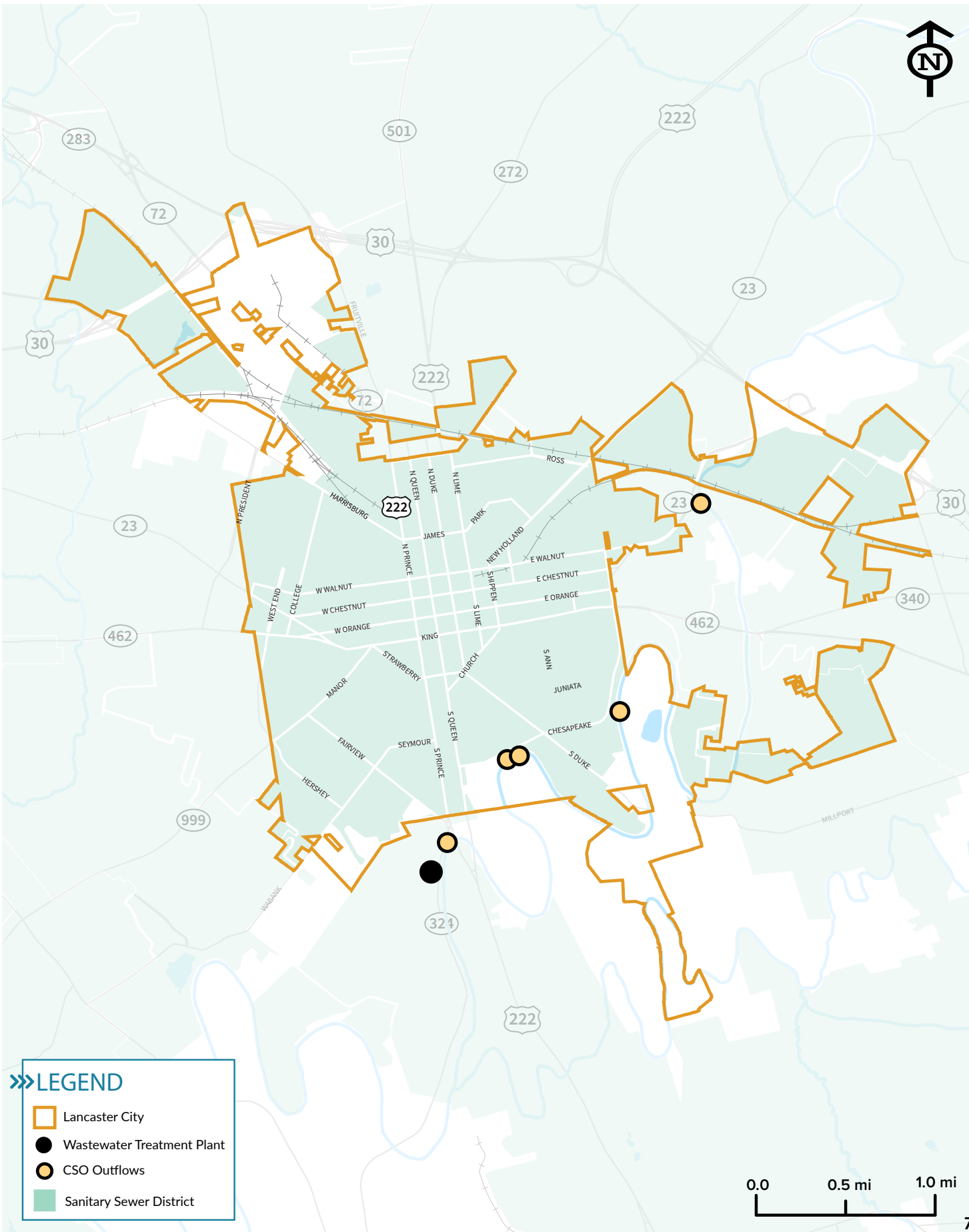
The majority of the sanitary sewer system in Lancaster City is serviced by gravity-fed infrastructure. Several force mains exist, which is a pressurized sewer pipe that conveys wastewater to a higher elevation or across landscapes where deep excavation is not feasible.

Combined Sewer System Overflows



Lancaster City has a combined sewer system, meaning that sewage and stormwater are collected through the same pipe network. The collected water runs through the wastewater treatment plant, where it is processed and discharged into the Conestoga River. When there is heavy rain, not all of the water can be run through the treatment plant, resulting in discharge of raw sewage into the river. Warning lights at five locations notify the public not to enter the river when these events take place.

Sewer Infrastructure Map





Green Infrastructure

To mitigate these overflow events, the city has developed a Green Infrastructure Plan and implemented projects to reduce stormwater flows into the sewer system. Projects include a myriad of green roofs, permeable pavement and rain gardens, with over 57 projects completed between 2010 - 2018, creating over 44 acres of new impervious area.

Tree Planting



The city has prioritized tree planting across city neighborhoods. Today over 9,000 trees contribute to an impressive tree canopy of 28%, with the city striving to reach 40% by 2050. In recent years, the city has planted more than 600 trees on city-owned land in the floodplain to help mitigate stormwater runoff.

“The city should promote completed green infrastructure projects through interpretive signage!”
Advisory Committee member



Curbside Rain Gardens



The city installed vegetated curb extensions on Mullberry Street, near Chestnut and Walnut streets. Vegetated curb extensions capture stormwater runoff with the use of rain gardens, which help to prevent overwhelming the city's combined sewer system. Vegetated curb extensions also create a safer and more enjoyable experience for pedestrians. The city has installed about 140 rain gardens in the last ten years with the intent to build more as opportunities arise.



Green Infrastructure

Green Parking Lots



In recent years, Lancaster implemented four green parking lots (on Plum Street, Dauphin Street, Penn Avenue, and Mifflin Street), covering 2.6 acres and capturing an estimated 2.3 million gallons of stormwater runoff per year. As an example, the public parking lot on Mifflin Street was transformed into a green parking lot with the installation of a large bioretention area, plantings and trees to capture water from heavy rainfall.

“Cisterns could potentially be installed underground to reuse rain water in certain city locations.”

Advisory Committee member



Green Parks



The city has implemented several green infrastructure projects within park spaces, including Brandon Park, Crystal Park, Rodney Park, and the 6th Ward Memorial Park. Several of the parks combine recreational amenities, such as sport courts with porous materials to capture rainwater. The photo to the left shows a porous basketball court in Brandon Park.



Broadband Network

OVERVIEW

There are service gaps in the city's broadband network.

Lancaster City is served by a number of broadband networks that provide internet service to residents and businesses. These providers include Century Link, Frontier, Verizon Fios, Viasat, and Xfinity. According to the Lancaster County Economic Development Company, gaps exist in the broadband infrastructure network and many in the county depend on cell phone service for internet access.

89%

LANCASTER CITY RESIDENTS HAVE INTERNET AT HOME

93%

LANCASTER COUNTY RESIDENTS HAVE INTERNET AT HOME

LanCity Connect



LanCity Connect is a Community-Based Broadband Solution connecting friends, neighbors, and local businesses to the internet. LanCity Connect provides the fastest connection to the Internet by bringing fiber optic network directly to homes with a goal of providing high-speed fiber access to everyone in the city.

The initiative was put on hold in 2021, but the city released an RFP in June 2022 to revive the broadband installation plan, seeking a partner to help build and maintain the network. There are currently 16 miles of fiber optic cable that provides internet to about 161 customers in the city with service options ranging from 50 - 100 megabits per second of speed.



Public Safety

POLICE SERVICES

The Lancaster Police Bureau is initiating programs to improve relationships between officers and the public.

The Lancaster Bureau of Police provides protection services for the community. Services are organized into eight sectors, which generally correspond to the planning regions in this plan. The bureau has about 145 full-time officers.

The Police Bureau is comprised of three divisions:

- Patrol Division: Made up of patrol platoons (split into four shifts) and community outreach. This division also includes the Special Emergency Response Team, community service aides (civilian), the community outreach sergeant, etc.
- Administrative Division: Maintains professional standards, records, training, and jail facilities.
- Criminal Investigation Division: Responsible for special investigations, property crimes, violent crimes, and evidence / crime scene processing.

Community and Police Working Group



The Community and Police Working Group was formed in 2018 to improve trust and cooperation between officers and the public. It is comprised of city government and police representatives, a representative of NAACP, representatives of community benefit organizations and residents. Several initiatives have been completed, including a Use of Force Policy revision, body cameras and language access tools. The bureau has also hired two social workers.



Public Safety

FIRE SERVICES

Lancaster City Fire Bureau is staffed by professional firefighters and responds to over 4,000 calls per year.

The Lancaster Bureau of Fire, established in 1882, has three fire stations::

- Fire Station 1: Northwest Quadrant (425 W. King St.)
- Fire Station 2: Southwest Quadrant (843 Fremont St.)
- Fire Station 3: Northeast Quadrant (333 E. King St.)

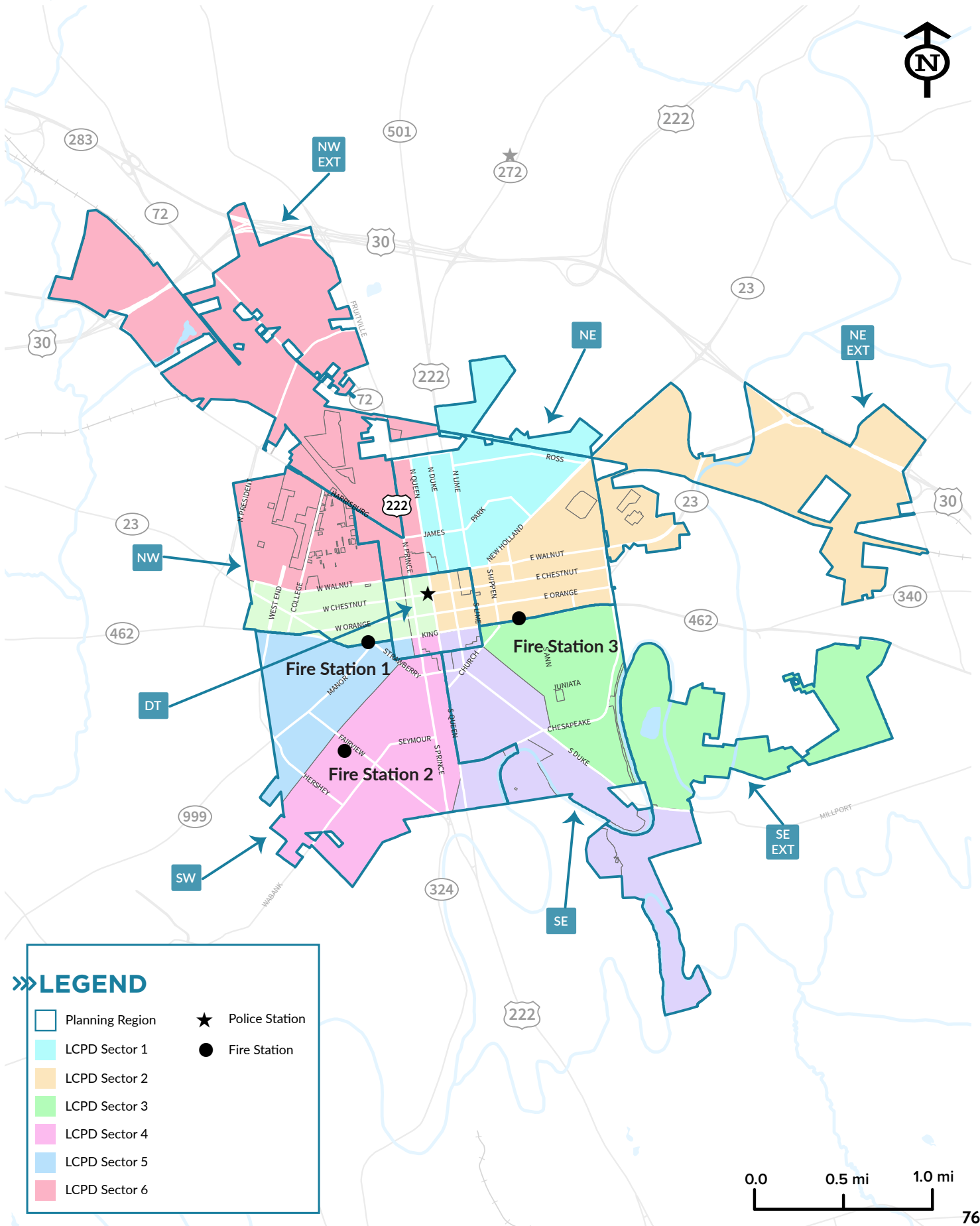
The bureau has 74 uniformed employees in the suppression and fire marshal divisions. The suppression division is responsible for all emergency responses, and the fire marshal division works with the community on inspections, permits, licensing, smoke detector installations and community outreach.



Lancaster City Fire Station No. 3 Built in 2021

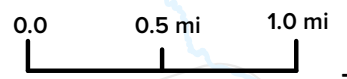
Source: Lancaster City, 2021

Emergency Services Map



»» LEGEND

- Planning Region
- LCPD Sector 1
- LCPD Sector 2
- LCPD Sector 3
- LCPD Sector 4
- LCPD Sector 5
- LCPD Sector 6
- Police Station
- Fire Station





Community Ambassadors

The Lancaster City Alliance Ambassadors and Clean Team was formed to keep neighborhoods safe and livable. Ambassadors, wearing red and blue shirts, patrol the city on foot and bike. They are trained to aid people with directions, highlight amenities and identify issues that need attention. These red and blue shirts are on patrol from 7 a.m. to 11 p.m Monday through Saturday in the Downtown Investment District and the Northwest and SoWe neighborhoods.

“

The ambassadors have been a great asset to the city and the Lancaster City Alliance welcomes the opportunity to work with others to develop strategies to fund ambassadors in city neighborhoods.

David Aichele, Director





Education

SCHOOL FACILITIES

The School District of Lancaster serves about 11,000 students in the city and Lancaster Township.

Lancaster City is served by the School District of Lancaster, which is comprised of 13 elementary schools, four middle schools and one high school. These schools are evenly distributed throughout the city, with four schools in Lancaster Township. Each elementary school has an enrollment of about 500 students.

Quick Statistics

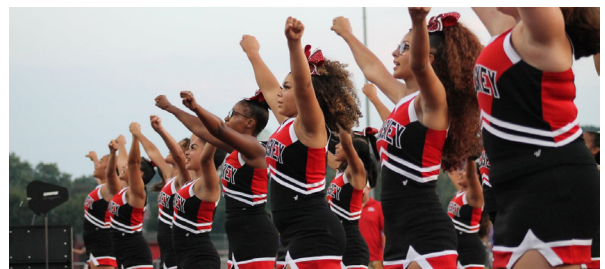
11,161 Students

13:1 Student: teacher ratio

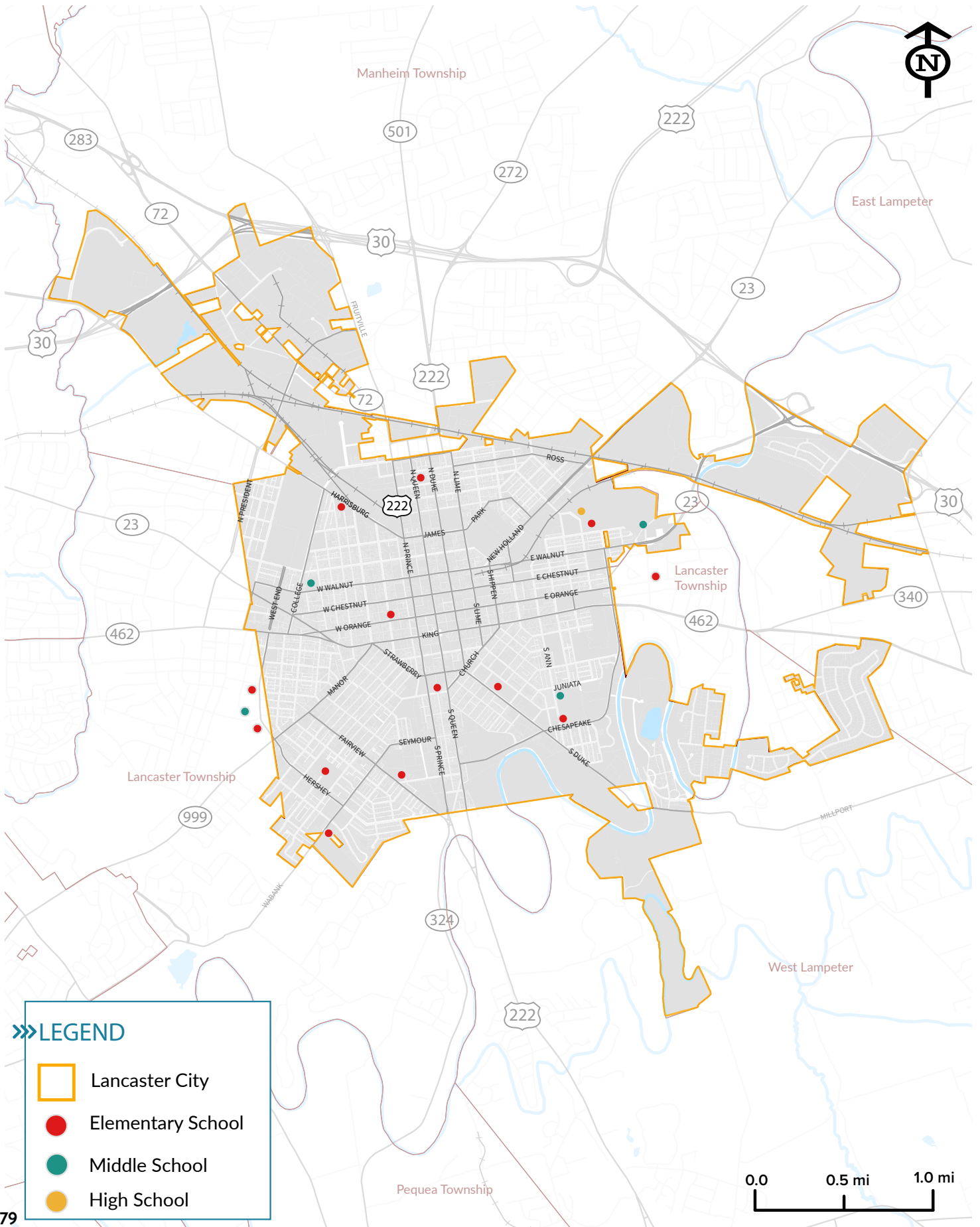
87% Minority enrollment

81% graduation rate

50+ Languages Spoken



School Location Map





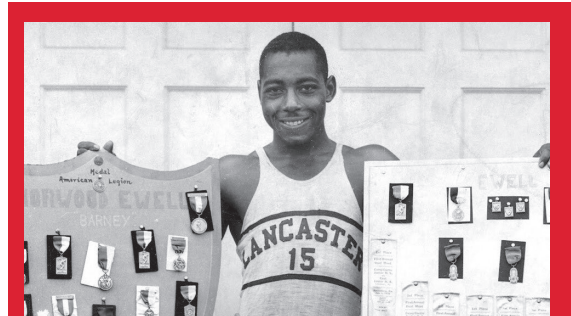
Services

LIBRARY SERVICES

Ewell Plaza was designed to be a space for the community to learn about, engage and celebrate culture.

Lancaster Public Library will soon relocate to Ewell Plaza in a 43,000-square-foot space on the first two levels of the new Christian Street parking garage. The new library facilities will have an expanded children’s library, WiFi, community meeting space, new computers, and a facade that also acts as public art.

The library is expected to open at the new location in 2023.



Henry Norwood “Barney” Ewell with his metals

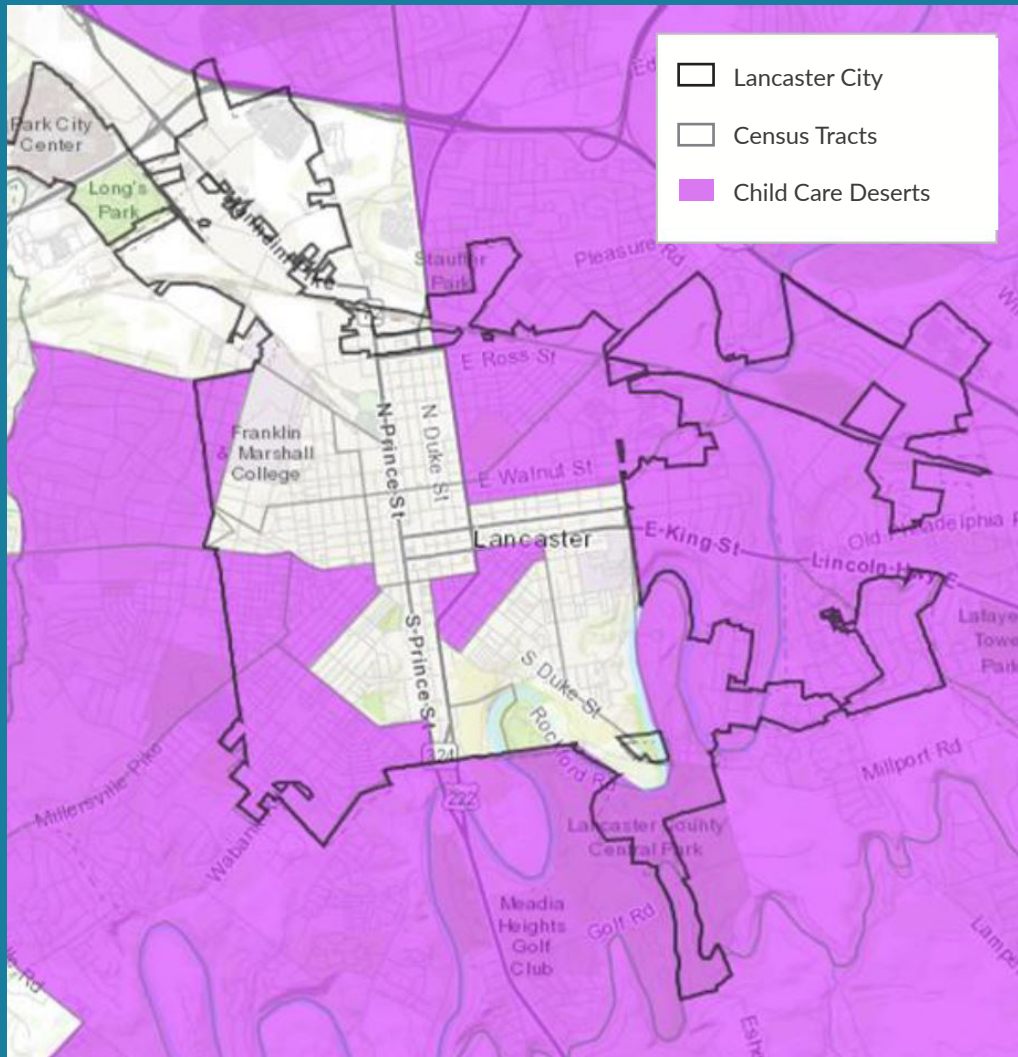
Ewell Plaza, formerly Lancaster Square at the 100 block of North Queen Street was constructed in 2022 in honor of Olympian Barney Ewell’s legacy. The plaza was designed through a community-driven design process that highlights Ewell’s inspiring athletic career and reclaiming space that was taken from the community during Urban Renewal and subsequently forgotten about.



Ewell Plaza



Childcare Deserts



Access to childcare is important to working parents for maintaining employment. According to the Center for American Progress, a childcare desert is any census tract with more than 50 children under the age of five that contains either no childcare providers or so few options that there are more than three times as many children as licensed childcare slots. **Many census tracts in Lancaster City (representing about half of the area) would qualify as an infant and toddler childcare desert.** This shortage of licensed childcare opportunities can have a significant impact on children and their families. Parents may be forced to make trade-offs that result in less engaging and reliable childcare or that harms the family's economic security. The census tracts, indicated in purple, are in all Lancaster City Planning Regions except for downtown and the northwestern annex. **Ensuring opportunities for additional access to childcare services should be a priority for Lancaster City.**

»» Services

HOMELESSNESS IN THE COMMUNITY

The number of unhoused people in Lancaster County increased dramatically from 2021 to 2022.

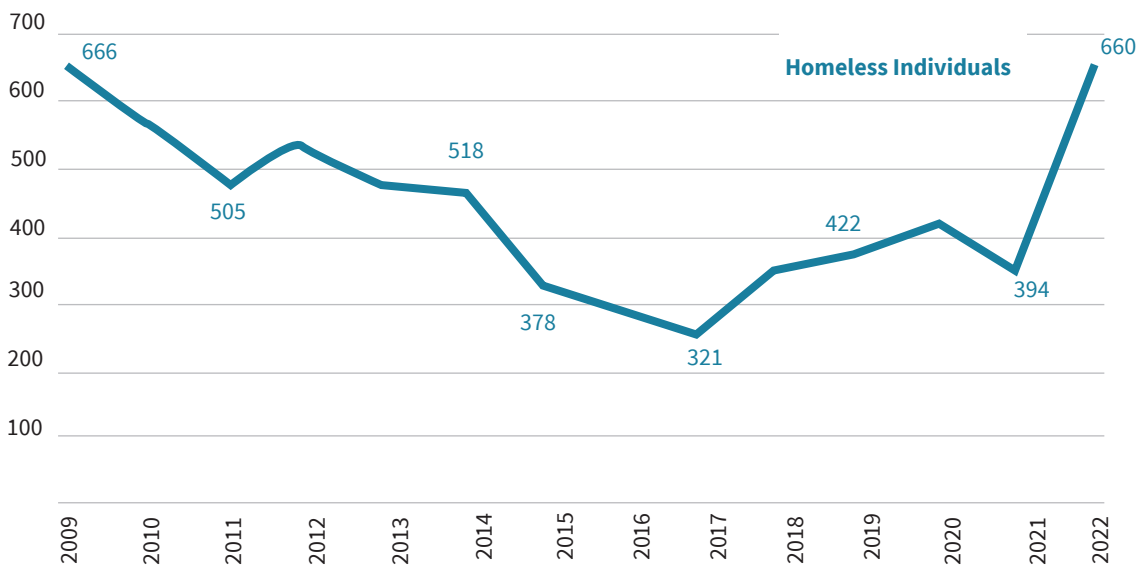
Homelessness is a growing concern. According to the Lancaster County Homelessness Coalition, the number of unhoused people in Lancaster County has more than doubled from 321 in 2017 to 660 in 2022.

Services to Those in Need

In 2021, the Lancaster City Alliance and Lancaster City teamed up to enhance services to residents in crisis. An outreach specialist position was created to assist individuals in the city experiencing homelessness, addiction, or mental illness. This position is intended to provide individuals services and support and engage with people regularly to place them on a path to recovery.

Lancaster County also provides services to homeless individuals and families through the Lancaster County Coalition to End Homelessness.

Homelessness in Lancaster County (2009-2022)



Source: Lancaster County, 2022.

»» City Recycling

OVERVIEW

The city provides recycling services for all residents free of charge.

Lancaster City provides free recycling to residents. Acceptable recyclable items include corrugated cardboard, metal food and beverage cans, plastic bottles and jugs with a neck, and glass bottles and jars.

The city also has a Recycling Drop Off Center on New Holland Avenue. Additional items can be brought to this facility, including office paper, newspaper, magazines, chipboard, books, and metal and glass jars.



In 2021, Lancaster received a \$15,000 Healing the Planet grant from the GIANT Company and Keep Pennsylvania Beautiful to partner with Lancaster Compost Co-Ops, a volunteer-led initiative, to expand its community composting program. The program currently maintains five co-op composting sites throughout the city.

The initiative has over 60 participants (ranging from 14-74 years old), and collects about 1,200 pounds of compostable waste per month.

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7

LAND USE TRENDS



Overview

KEY FINDINGS

- Lancaster City has a diverse mix of land uses with little vacant space for building. It features a densely developed commercial center with residential and retail radiating out along major streets.
- Industrial uses are generally in the northern annexes. Community services such as schools, libraries, police and fire stations, hospitals and colleges comprise about 7% of the city.
- Future land uses and regulations should respond to the needs of a diversifying population and business owners.

INTRODUCTION

This section provides an overview of existing land use and zoning regulations in the city. They provide a basis for planning decisions that ensure resources are protected, encourage appropriate development, and help support a high-quality of life.



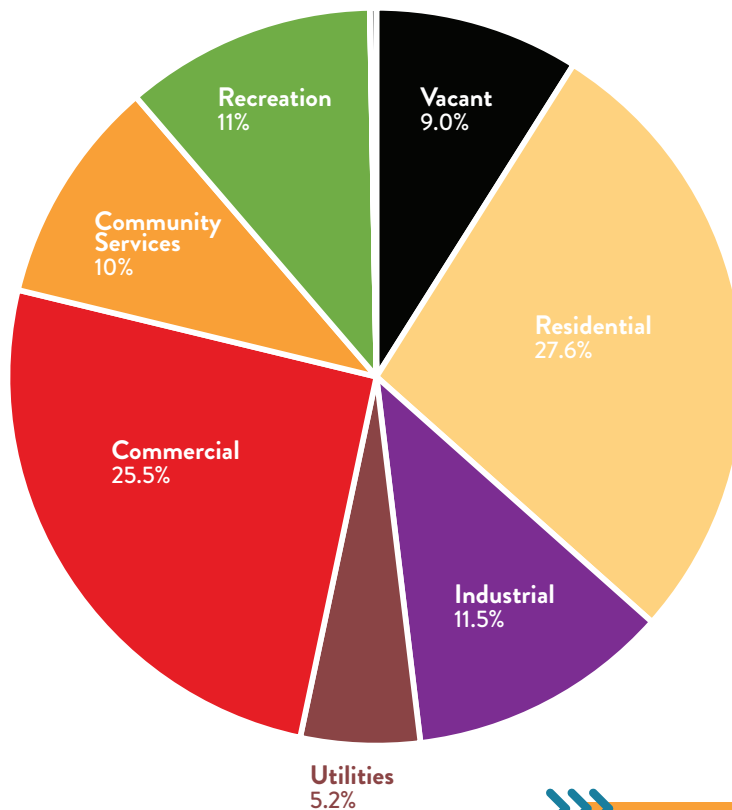
Land Use

OVERVIEW

The majority of the city is comprised of residential and commercial land.

Lancaster's most prevalent land uses are residential (27.6%) and commercial (25.5%). Residential uses are located throughout the city, with a central commercial core in the downtown and along major streets. Community services (7.0%), which includes libraries, schools, hospitals, and emergency services, are also located throughout the city. Industrial uses are generally in the annex areas.

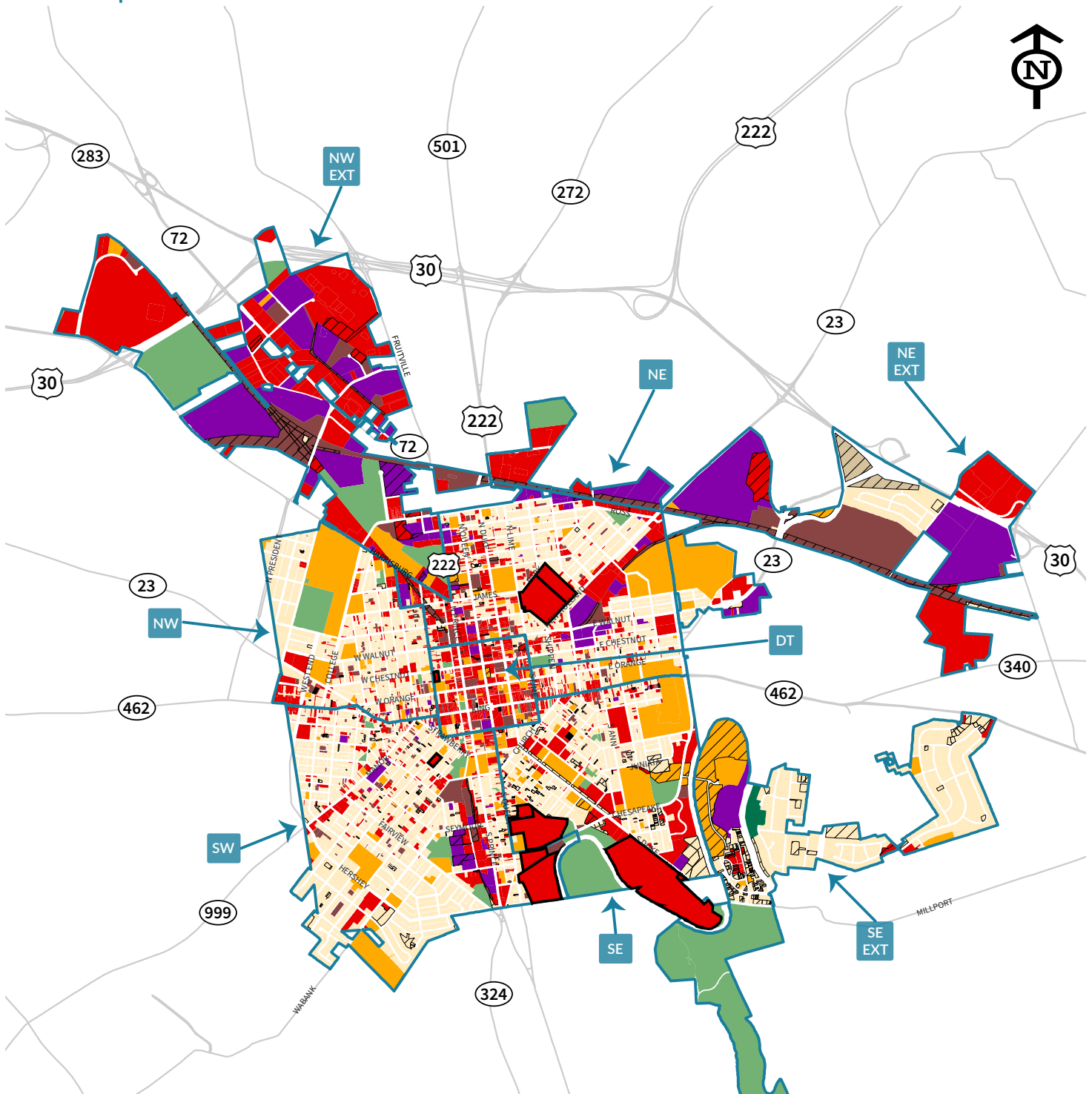
Lancaster Land Uses, 2021



A total of 23% of the city's land use is comprised of roadways and parking lots.

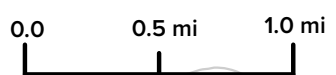
Source: Lancaster City, 2021.

Land Use Map



»» LEGEND

City of Lancaster	Community Services
Planning Region	Entertainment & Recreation
Residential	Agriculture
Industrial	Private Wild Forest Lands
Utilities	Vacant Land
Commercial & Retail	Cemetery





Land Use

This section provides a description of general land uses within each Planning Region.

DOWNTOWN

Lancaster's downtown is primarily commercial land use with a variety of mixed uses, retail services, hotels, and office spaces located primarily on major streets, including Queen, Duke, Chestnut, Orange, and King. The downtown has the highest density in the city with buildings generally ranging from 2 to 7 stories. Community services include Lancaster Central Market, the Lancaster County Courthouse, City Hall and Fulton Elementary School.

Downtown is the mixed-use hub of Lancaster City.

NORTHEAST

Dominant land uses in this quadrant include residential, commercial and community services primarily along New Holland Avenue. Commercial uses include mixed-use facilities such as the Cork Factory Hotel and Lancaster Science Factory, various retail services and the Lancaster Cemetery. Major community services include School District of Lancaster facilities and Penn Medicine Lancaster General Hospital.

This area is primarily residential with prevalent commercial and community service uses.

NORTHEAST EXT.

The northeast extension primarily has industrial and utility uses, such as the BURLE Business Park and LSC Communications. It contains a pocket of single family homes off Pitney Road. Commercial uses consist primarily of retail services, such as big box retail stores with large parking lots.

This area is largely comprised of industrial land uses and is also home to the city's big box retail stores

NORTHWEST

The most prevalent land use in this section of the city is residential. Central to the northwest is Franklin & Marshall College and Buchanan Park.

This area is primarily residential with the strong institutional presence of F&M College.



Land Use

NORTHWEST EXT.

The northwest extension is comprised of commercial and industrial land uses primarily along Manheim Pike. Industrial uses include Armstrong World Industries, Lumsden Corporation, and Yale Electric Supply. This area also includes the Amtrak station and utilities.

This area has low-density commercial and industrial uses.

SOUTHEAST

Commercial, community services, light industrial and residential uses are prevalent in this quadrant. South Duke Street is the major commercial corridor. Community services include Thaddeus Stevens College of Technology and schools.

This area is largely residential with a strong presence of cemeteries and schools.

SOUTHEAST EXT.

Major land uses in the southeast extension include residential and recreational. Lancaster County Central Park is in the southern portion with residential uses on the northern end. Community services include the Lancaster County Youth Intervention Center.

A large portion of this area is comprised of Lancaster County Central Park.

SOUTHWEST

Residential uses are the dominant land use in the southwest section. This area also has commercial uses along Manor Street and South Prince Street. Brandon Park and Culliton Park are also features.

This area is primarily residential.



Penn Square



Restaurants



McCaskey High School



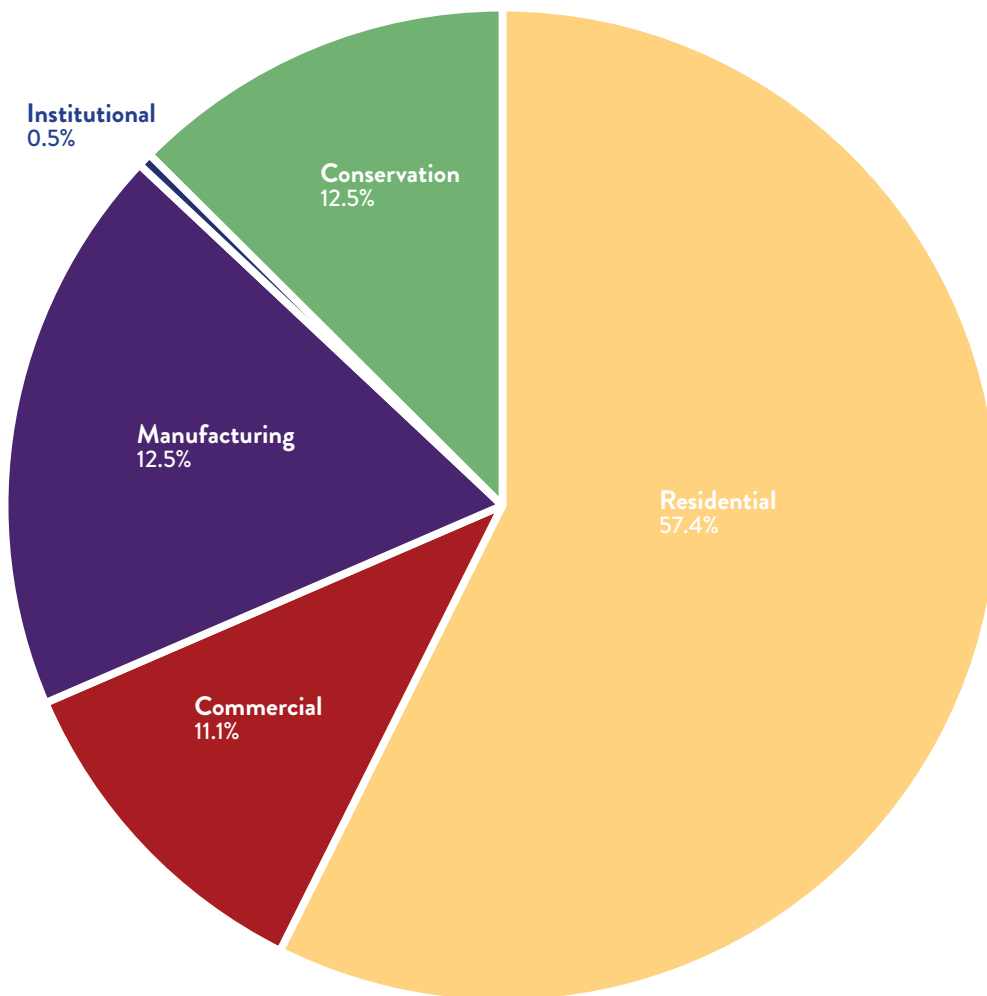
Lancaster City Housing

>>> Zoning

OVERVIEW

Lancaster City is divided into 16 zones that can be summarized into general classifications, as identified in the pie chart. These zoning regulations also provide development standards to address building and site design, such as height, setbacks and parking. Residential districts make up the majority of the zoning within the four primary quadrants, with commercial uses comprising the majority of the downtown core.

Zoning Districts, 2021



>>> Zoning

DOWNTOWN

Downtown is largely zoned Central Business and Central Business Core commercial, which allows a range of commercial, retail, cultural, high-density residential and institutional uses. These districts encourage walkability and a pedestrian sense of place.

The Downtown Planning Region allows higher-density development and encourages walkability.

NORTHEAST

Residential zoning districts are most prevalent in this quadrant, allowing primarily single-family units. Commercial and manufacturing zones along New Holland and East Walnut streets also permit retail services and industrial uses in more auto-oriented areas.

This area is largely zoned residential with commercial and manufacturing spines on New Holland and East Walnut streets.

NORTHEAST EXT.

The northeast extension is primarily zoned Central Manufacturing and Suburban Manufacturing, which is intended to accommodate lower density industrial and commercial uses in proximity to rail. This area also includes the Residential Detached Dwelling and Park and Open Space zoning districts

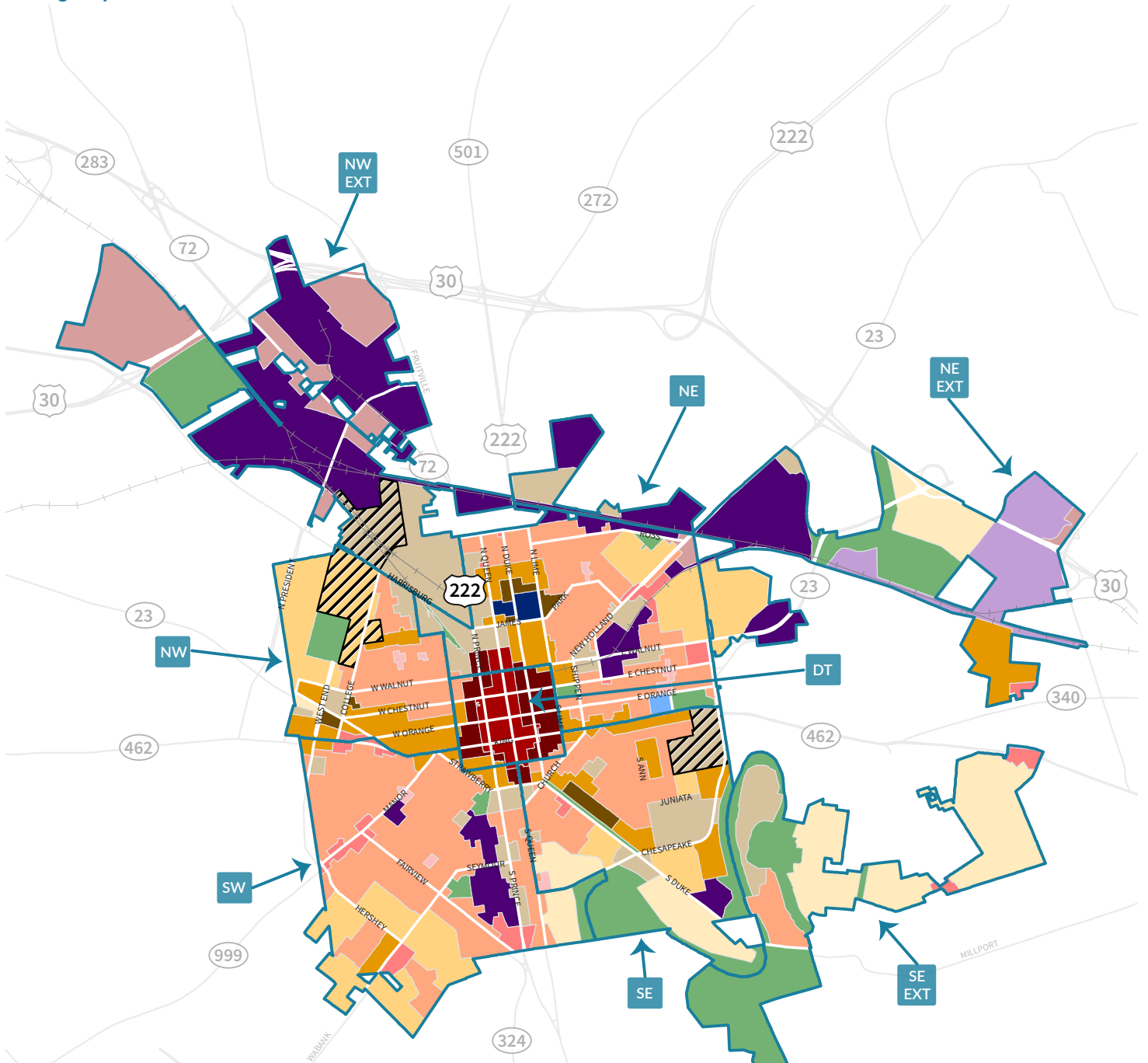
Manufacturing development is primarily permitted in this area.

NORTHWEST

The northwest quadrant is primarily comprised of residential zoning districts, allowing single-family dwellings and neighborhood oriented commercial uses (by special permit). This area also includes the Campus Overlay District, which allows flexibility in dimensional requirements for college and university uses.

Zoning districts in this area primarily allow residential and community service uses.

Zoning Map



»» LEGEND

City of Lancaster	COMMERCIAL	INSTITUTIONAL
Planning Region	C1	HC
RESIDENTIAL	C2	DF
R1	C3	CONSERVATION
R2	CB	PO
R3	CB1	CAMPUS OVERLAY
R4	MANUFACTURING	
RO	CM	
MU	SM	

»» Zoning

NORTHWEST EXT.

This area is primarily zoned Central Manufacturing and Suburban Manufacturing, which supports low-density industrial and commercial uses. The northern portion of this area also includes the Parks and Open Space district, which is intended to protect and preserve public parkland and natural environments.

This area allows for a range of uses, including low-density manufacturing, industrial, and commercial uses.

SOUTHEAST

This quadrant is comprised of various residential zones, which allow a variety of residential types including single- and multi-family units, small professional offices and commercial uses. This area also includes a mixed-use district that permits a variety of residential, commercial, cultural and light industrial uses.

Primary zoning districts include residential, mixed uses and parks and open space.

SOUTHEAST EXT.

The primary zoning districts in this area include Residential Detached Dwellings and Parks and Open Space. The residential district permits low density single-family dwellings, while the Parks and Open Space district protects natural conservation areas encompassed by Lancaster County Central Park. Small pockets are zoned Urban Commercial, which allow retail and commercial uses geared toward vehicular traffic.

Large tracts of land in this area are zoned residential and Parks and Open Space.

SOUTHWEST

This quadrant is primarily zoned residential, permitting attached or rowhouses on smaller lots as well as neighborhood-oriented commercial retail and service uses (by special permit). This area also allows manufacturing and commercial uses on major streets.

This area allows residential and neighborhood-commercial type uses, such as pharmacies and laundromats.

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8

PARKS + RECREATION



Overview

KEY FINDING

- Lancaster City contains a wide variety of recreational and open spaces. The park system within the city limits totals about 426 acres.

INTRODUCTION

Providing access to quality parks and open spaces is essential to enhancing quality of life, neighborhood vitality, and visitation opportunities. This section provides a review of the park and trail system to identify gaps and opportunities to enhance access.





Parks + Recreation

OVERVIEW

There are 24 city-owned parks and one county park in Lancaster City. These parks provide a myriad of recreational opportunities and are complemented by trails and greenways. The parks are frequently used for neighborhood and community gatherings. Many park amenities are accessible for all ages and abilities.

DOWNTOWN

The downtown has access to park spaces, including Ewell Plaza, Binns Park, and Penn Square. Binns Park and sections of Penn Square can be reserved for public use. These spaces, notably Penn Square, are widely used for community gathering purposes and city-wide events.

Downtown has access to a number of gathering spaces but has limited access to green space.

NORTHEAST

The northeast quadrant features Musser Park, Reservoir Park, Sixth Ward Park, and Triangle Park. While not a park, residents also have access to Lancaster Cemetery's walking paths. A portion of this quadrant is underserved and not within a quarter mile walk of a park.

Residents in this area may be underserved by accessible park space, especially those living near North Lime Street.

NORTHEAST EXT.

The northeast extension contains Conestoga Pines Park on Arthur E. Morris Parkway and provides recreational space for the neighborhood directly to the north.

This area contains a large recreational space that can be used by residents and visitors for gathering purposes.

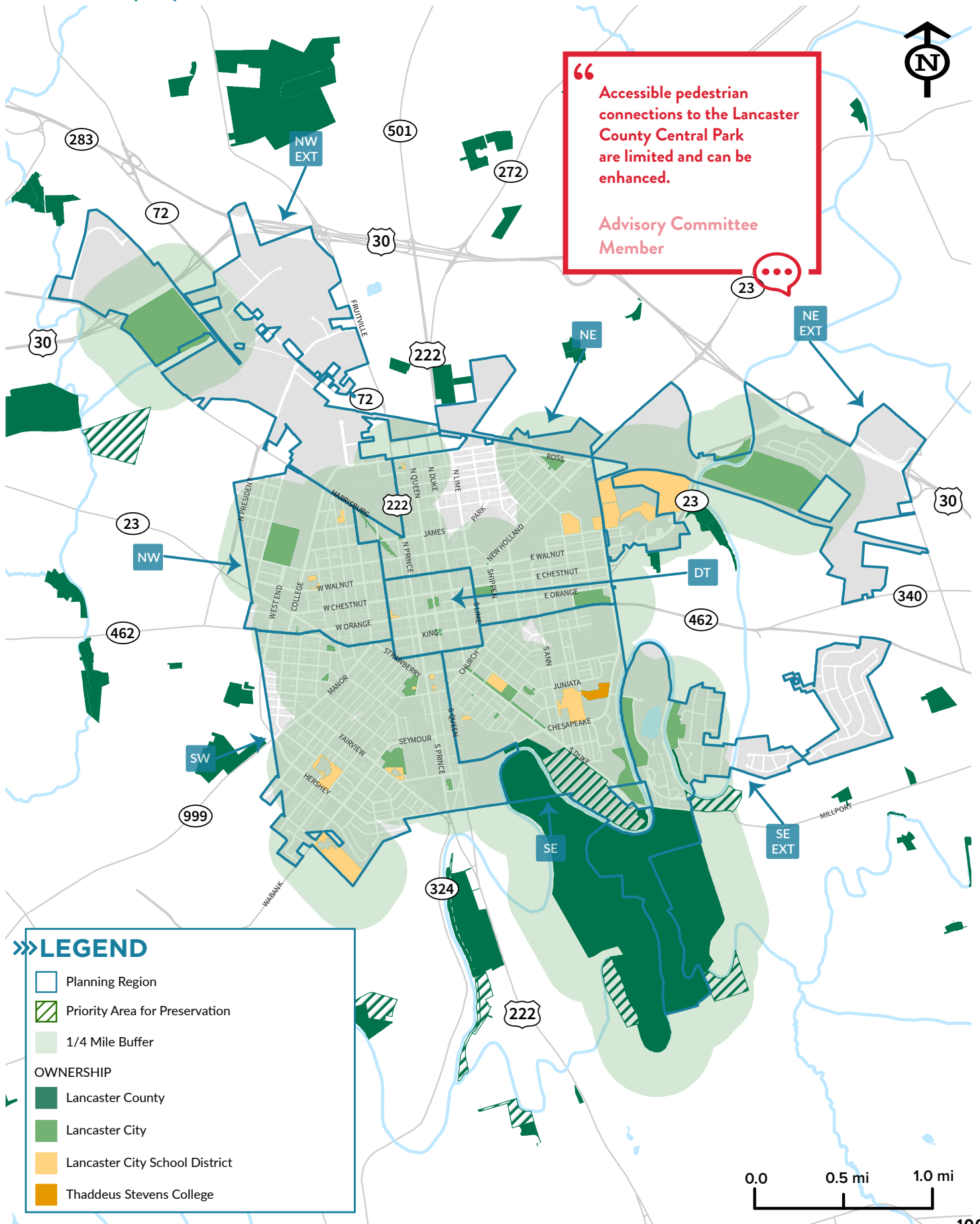
NORTHWEST

Park spaces within the northwest quadrant include Buchanan Park and Wharton Elementary School. This area also has access to the Northwest Corridor Linear Park.

This residential area is well served by parks and open space.

Source: Lancaster City, 2021.

Park Accessibility Map



“ Accessible pedestrian connections to the Lancaster County Central Park are limited and can be enhanced. ”

Advisory Committee Member

»» LEGEND

- Planning Region
- Priority Area for Preservation
- 1/4 Mile Buffer

OWNERSHIP

- Lancaster County
- Lancaster City
- Lancaster City School District
- Thaddeus Stevens College



Parks + Recreation

NORTHWEST EXT.

Long's Park is a 21-acre park in the northwest extension. It features a wide variety of amenities, including restrooms, playgrounds, sport courts, an amphitheater, a concession stand, pavilions, picnic areas and a petting zoo.

Residents in this area live in proximity to a large, programmable space for gathering and events.

SOUTHEAST

While the majority of the southeast quadrant has access to a number of parks, including the South Duke Street Mall, Ewell/Gantz Playground and Lancaster County Central Park, areas near the eastern border are underserved.

This area is well served by park space due to the presence of Lancaster County Central Park.

SOUTHEAST EXT.

The southwest extension contains Lancaster County Central Park, Conestoga Creek Park and Holly Pointe Park. These parks are on the western portion of the area, limiting access to residents on the eastern side of the extension. The eastern side of the annex is the only residential portion of the city that does not lie within a 10-minute walk to a public park.

This area is well served by parks and natural spaces.

SOUTHWEST

The southwest quadrant has seven parks: Crystal Park, Culliton Park, Brandon Park, South End Park, Camba Park, and Blanche Nevin Memorial Park. Amenities within these spaces include playgrounds, sport courts, picnic areas, restrooms, and an indoor recreation center.

This area has access to park and recreational facilities; however, several of these facilities are associated with the School District of Lancaster.

Is there Equitable Access to Parks in Lancaster City?

The National Recreation and Park Association (NRPA) and Trust for Public Land set a 10-minute walk (a half mile) as the optimal threshold for access to parks. Most of Lancaster lies within this distance. The only areas where residents may not be within walking distance to a park is within the Southeast Extension, Northwest Extension, and Northeast quadrant.

The NRPA also has a 1-acre-of-park-space-per-1,000-resident standard; therefore, the City should provide at least 613 acres of parkland. There is about 426 acres of parkland within the city. However, Lancaster County Central Park offers about 345 acres just outside the city, providing 771 acres, which exceeds the national standard.

“

I love the City parks, small city feel and my community.

City resident



South End Park



Culliton Park



Buchanan Park



Dog Park at Buchanan Park

Connecting Residents to Parks



In 2020, Lancaster City completed renovations to Culliton Park, formerly known as Farnum Park, on South Water Street. The city collaborated with the SoWe neighborhood group to gather input on community desires, share designs with the public and obtain feedback, which resulted in a popular space. Park renovations included basketball courts, a splash pad, playgrounds and a staircase that connects homes in the neighborhood to park amenities.



Trails + Connectivity

OVERVIEW

While extensive, the existing multi-use trail system in Lancaster City has gaps. However, quality walking and biking paths are contained within recreational and park spaces. The city itself is compact, walkable and contains a variety of on-road pedestrian and bicycle facilities (described in Section 9). The Lancaster Active Transportation Plan presented a variety of recommendations for improving access and infrastructure, including a better connected bicycle network, sidewalk improvements, protected bike lanes, wayfinding, and shared-use trails.

LANCASTER TRAILS

MULTI-USE	2 miles
HIKING	6 miles
WALKING PATH	0.8 miles

MULTI-USE + HIKING TRAILS

Multi-use and hiking trails within Lancaster City provide healthy recreation and transportation opportunities by providing people of all ages with safe and accessible places to walk, run, and ride a bicycle. These multi-use trails are primarily within Lancaster County Central Park. There are also multi-use trails within Buchanan Park, Reservoir Park, Musser Park and the Northwest Corridor Linear Park.

CONESTOGA GREENWAY TRAIL

Lancaster is home to the Conestoga Greenway Trail in the southeastern portion of the city. It runs along the Conestoga River between the city and Lancaster Township, as well as other hiking trails in Lancaster County Central Park. The Conestoga Greenway Trail provides scenic views of the river and connections to Lancaster County Central Park. The Conestoga River Water Trail, popular for kayaking and canoeing, also follows the path of the river and travels through the city.



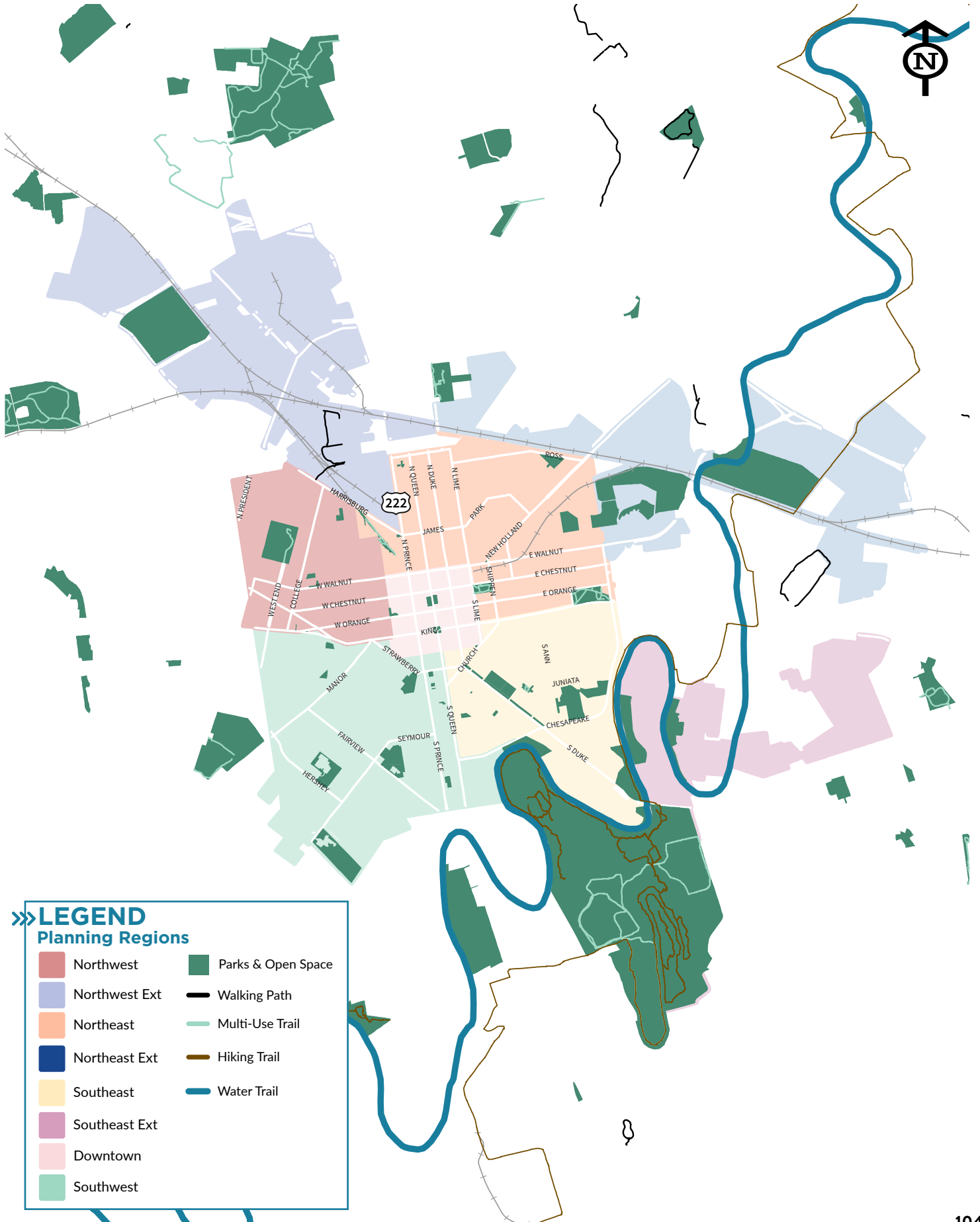
“

The development of trails will aid the City in enhancing walkability throughout Lancaster.

Advisory Committee Member



Trail and Park Network Map





9

**ARTS, CULTURE +
HISTORY**



Overview

KEY FINDINGS

Lancaster City is a regional hub for arts, culture, and history. Lancaster is known nationally for its art galleries, museums and historic sites, and it has one of the largest historic districts in the country.

INTRODUCTION

Lancaster City's past has shaped today's physical and social environment. Lancaster's past is reflected in its street grid, architecture and neighborhoods. The city views these features as defining components of the community to be preserved and celebrated. This section provides an overview of Lancaster's key historic and cultural features.



Historic + Cultural Assets

HISTORIC DISTRICTS

LOCAL HISTORIC DISTRICT

Lancaster City seeks to support preservation initiatives across the city. The city passed ordinances creating two historic districts, which are administered by citizen review boards. The Lancaster Historic District is overseen by the Historical Architectural Review Board (HARB), and the Heritage Conservation District (HCD) is administered by the Historical Commission. Lancaster City Council created the first historic district in 1967, protecting 900 properties. Within this district, alterations to a structure that are visible from streets and alleys are subject to review by the HARB.

LOCAL CONSERVATION DISTRICT

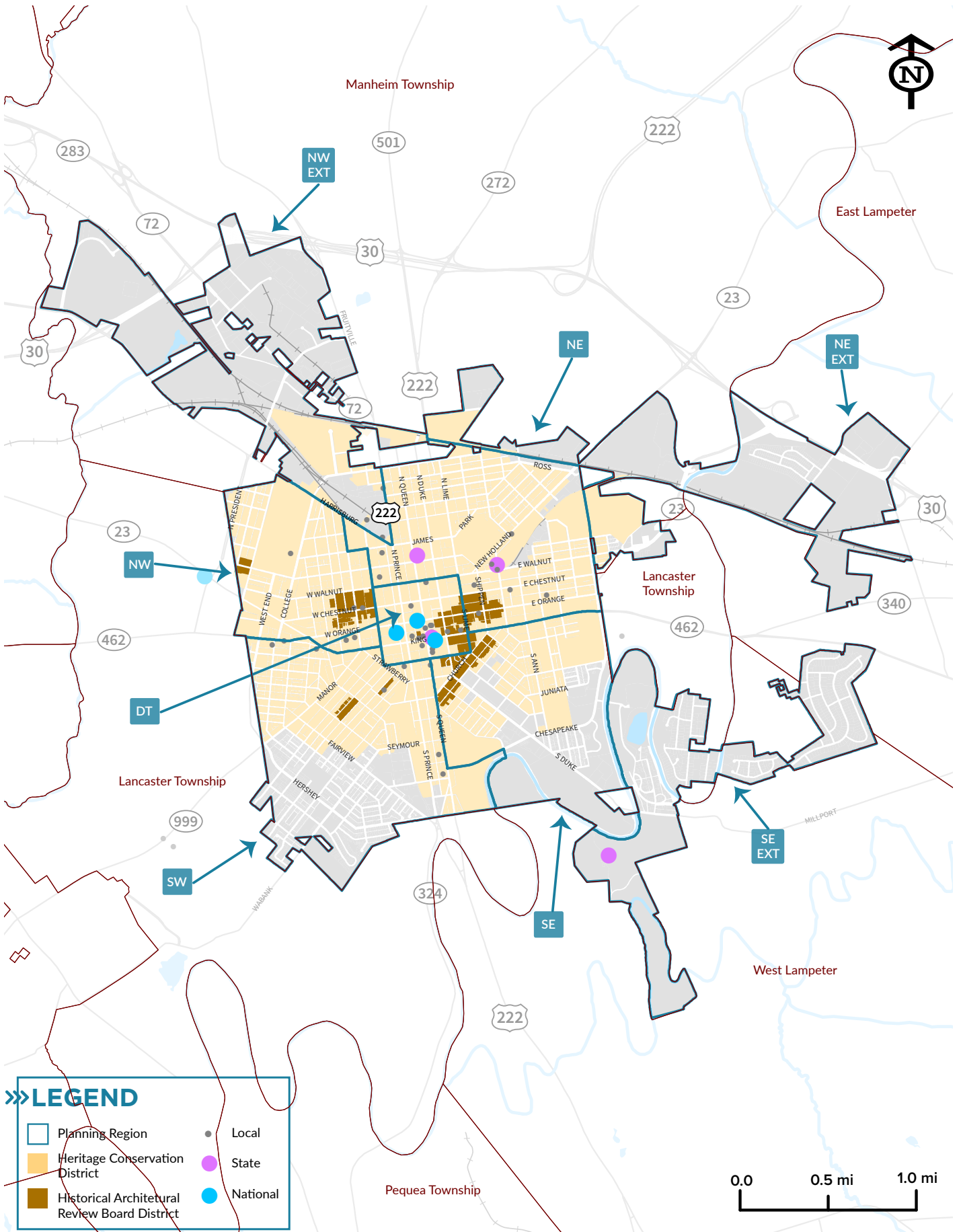
To broaden protection of the city's historic buildings outside the HARB district, City Council in 1999 established the Heritage Conservation District and appointed a Historical Commission to review demolition and construction. Creation of the Heritage Conservation District grew out of citizen input during a comprehensive plan update in the 1990s, with residents expressing concern for historic architecture. The Conservation District encompasses nearly 80% of the city's original four-square-mile hub and contains over 14,000 properties. The combined areas of the HARB and Conservation District overlay the geographic area designated as a federal National Register Historic District.

The Historical Architectural Review Board







The Historical Architectural Review Board (HARB) is made up of seven City Council-appointed members, who review applications for exterior modifications, new construction, and demolition impacting properties within the historic district and make recommendations to City Council.

HARB membership includes one registered architect, one licensed real estate broker, the City's Chief Building Official, and four residents or property owners within the historic district. Each member serves a three-year term. The HARB meets monthly to review applications, discuss projects with applicants, and assess proposed changes. The HARB uses the Secretary of the Interior's Standards and Design Standards as guidelines when reviewing application approvals.

Historic Resources Map



LEGEND

 Planning Region	 Local
 Heritage Conservation District	 State
 Historical Architectural Review Board District	 National



Historic + Cultural Assets

NATIONAL HISTORIC DISTRICT (HERITAGE CONSERVATION DISTRICT)

A sizable area of Lancaster, about four square miles, is a part of the nationally-designated Lancaster City Historic district, listed in the National Register of Historic Places and recognized by the National Park Service, based on an inventory of more than 15,000 properties and sites, making it one of the largest National Register districts in the country.

There are about 50 properties and 11 districts in the city that are individually listed in the National Register. These districts include residential neighborhoods and a number of tobacco warehouse districts across six of the eight planning regions

Local vs. National Historic Districts

Both locally designated historic districts and National Register districts are valuable preservation tools. A National Register district is listed in the National Register of Historic Places and can be used to identify and recognize a community's historic resources, while a local district can be used to protect those resources. National Register districts allow property owners to access federal and state tax incentives and grants for preservation.

The Historic District Act (Act 167 of 1961) allows municipalities in Pennsylvania to designate local historic districts, appoint review boards and establish review procedures to regulate demolition, alteration, and construction of properties within the district by requiring property owners to obtain a Certificate of Appropriateness (COA) before altering or demolishing a historic building, or constructing a new building or an addition.

Proposals requiring a COA are discussed at public meetings of the review boards and authorized by a vote of City Council. This process provides elected officials and residents with opportunities to comment on development projects that impact community character and quality of life.



Historic + Cultural Assets



The Historical Commission

The Historical Commission is comprised of seven City Council-appointed members who review applications for new construction and demolition that have a streetscape impact within the Heritage Conservation District. Unlike the HARB district, minor exterior alterations or modifications are not subject to review within the Conservation District. The Commission is otherwise structured similar to the HARB in that they meet monthly to review proposals and discuss projects with applicants, make recommendations on approval of proposals to City Council based on the Secretary of the Interior's Standards and Design Standards, and its membership includes a registered architect, a licensed real estate broker, the city's Chief Building Official, and four residents or property owners within the Conservation District, each member serving a three-year term.



Historic + Cultural Assets

OVERVIEW

Lancaster City is home to art galleries, museums, and areas of historical significance within each of the planning areas.

DOWNTOWN

Downtown is the central hub of art and cultural activity in Lancaster. It's home to the majority of the art galleries, including Gallery Row, a cluster of over 17 art galleries mainly along the first and second blocks of North Prince Street. Key assets are the Fulton Theater, the Ware Center, and the Trust Performing Arts Center. Downtown is also home to Lancaster Central Market, Southern Market, the Islamic Community Center of Lancaster, the Pennsylvania College of Art & Design, Stevens + Smith Historic Site, the Demuth Museum and the Heritage Press Museum.

NORTHEAST

On the border of the northeast quadrant is the Lancaster Museum of Art, a 4,000-square-foot museum that features exhibitions from regional, national and international artists, as well as educational programs. The Lancaster Science Factory, an interactive museum for children, is also in the northeast quadrant.

NORTHWEST

The northwest quadrant is also home to Franklin & Marshall College, the Phillips Museum of Art, the North Museum of Nature and Science, and the Joseph R. Grundy Observatory.

NORTHWEST EXT.

Long's Park and the Long's Park amphitheater are in the northwest extension.

SOUTHEAST

The southeast quadrant is home to Bethel African Methodist Episcopal Church, which sponsors Living the Experience, an interactive living history program about the Underground Railroad. The Spanish American Civic Association, Boys & Girls Club of Lancaster, The Mix, Crispus Attucks Community Center, and Thaddeus Stevens College of Technology are also in the southeast quadrant.

SOUTHEAST EXT.

Lancaster County Central Park is in the southeast extension. The park is home to Historic Rock Ford, the 1794 home of Revolutionary War General Edward Hand, and includes the John J. Snyder Jr. Gallery of Early Lancaster County Decorative Arts.

SOUTHWEST

The Lancaster Recreation Commission and Brightside Opportunities Center are in the southwest quadrant.



Lancaster Public Art



Thaddeus Stevens College of Technology



An art class at Friendship Heart Gallery



Public Art

OVERVIEW

The arts are vital to Lancaster’s distinctive identity and are valued as an important contributor to the community’s character, quality of life, and economy. The City supports arts and culture activities in many ways, including through engagement and education, by organizing business and cultural opportunities for local artists, and by connecting arts and culture stakeholders (creators, consumers, and facilitators) to converse, innovate, and implement public art.

OFFICE OF PUBLIC ART

In 2010, the City of Lancaster established the Office of Public Art for the purpose of enhancing public places and creating a more vibrant community for Lancaster’s residents, workers, and visitors. The Office of Public Art implements the city’s public art program and works with organizations and individuals in the public and private sector to facilitate the development of, and information about, public art. Public art celebrates diversity in Lancaster’s neighborhoods by promoting the city’s culture and history and providing opportunities for residents and stakeholders to participate in the process of planning and selecting public art.

CREATIVE PROGRAMS, PROJECTS, AND INITIATIVES

PUBLIC ART COMMUNITY ENGAGEMENT (PACE)

PACE is a city program that pairs artists with neighbors to define future public art projects through art-making conversations, and fulfill local art projects that fit the wants, needs, and desires of the residents who will experience them most. The PACE program is a partnership between The City of Lancaster, The Phillips Museum at Franklin & Marshall College, The National Endowment for the Arts, The Lancaster County Community Foundation, The High Foundation, and the Mayor Richard J. and Gail Gray Fund.

LOVE YOUR BLOCK

Love Your Block was formed as a program that brings residents together to complete practical neighborhood improvement projects in their neighborhood that they deem important. The program offers 20 annual grants each with a maximum award of \$500.

ARTFUL INTERSECTIONS

The Artful Intersection initiative brings together artists and the community to plan and create temporary street murals in their neighborhoods. These projects work to connect neighbors, express community culture, and calm vehicular traffic. In 2021, the program was supported by a national grant from Bloomberg Philanthropies, Sherwin Williams, SoWe Neighborhood Group, and the Lancaster Housing Opportunity Partnership / Tenfold.



Public Art



View of an Artful Intersections installation at Crystal and First Streets

TRAIN STATION EXHIBITIONS

As part of the city's mission to provide interesting and unexpected venues to exhibit works that engage the public, an annual rotation of local artists' work is exhibited in the main terminal of the Lancaster Amtrak Station.

ARTS INSTITUTIONS

PENNSYLVANIA COLLEGE OF ART & DESIGN

The Pennsylvania College of Art & Design offers Bachelor of Fine Art (BFA) degrees in six Major program areas: animation and game art, fine art, graphic design, illustration, live experience design, and photography and video. The college also offers several certificate programs and adult professional courses, ranging from communication design to photoshop.



Public Art

THE WARE CENTER, MILLERSVILLE UNIVERSITY

The Ware Center of Millersville University serves not only as host to undergraduate, graduate, and adult learning classes, but also as a hub of cultural activity in the community. Each season, the Ware Center presents a variety of performing arts events, hosts free events during the monthly Lancaster First Friday arts celebrations, and curates a host of diverse community events that help our neighbors and visitors to engage in the community and the world.

PHILLIPS MUSEUM OF ART, FRANKLIN & MARSHALL COLLEGE

The Phillips Museum of Art at Franklin & Marshall College is a forum for the creative process and fosters an understanding and appreciation of the arts, which include contemporary, historical, and multicultural materials. Its purpose is to advance the educational objectives of the college by presenting exhibitions and programs that support the curriculum, by acquisition of relevant objects and artworks, and by providing study and research opportunities for its faculty and students.

THE TRUST PERFORMING ARTS CENTER, LANCASTER BIBLE COLLEGE

Associated with the Lancaster Bible College's Worship and Performing Arts department, the Trust Performing Arts Center is a historic concert venue for music, and a performing arts forum for theater, dance, and lectures. The Trust also includes Square Halo Gallery, a space for contemporary art inspired by faith.

ARTS INSTITUTIONS

THE DEMUTH FOUNDATION

The Demuth Foundation is a nonprofit organization that works to preserve the legacy of artist Charles Demuth, support current local and regional artists, and inspire a new generation of creatives by providing unique exhibitions and engaging educational programs to serve a diverse community. The Foundation operates two art museums in downtown Lancaster, The Demuth Museum and Lancaster Museum of Art. The Demuth Museum is a member of Historic Artists' Homes and Studios, a program of the National Trust for Historic Preservation. The Lancaster Museum of Art is a community-based museum featuring local art and traveling exhibitions.

PENNSYLVANIA GUILD OF CRAFTSMEN

The Pennsylvania Guild of Craftsmen's mission is to create opportunities for traditional and contemporary artisans, craft enthusiasts, and collectors through education, advocacy, and community. Lancaster Designer Craftsmen was formed in 1946 as the Conestoga Valley Chapter and is one of the oldest chapters in the state. It is a membership organization which shares the same purpose as the State Guild: "To encourage and promote the Pennsylvania Crafts and Craftsmen".



Public Art



Mural commemorating activist Ida Gantz and Olympic sprinter Barney Ewell on North Street.

GALLERY ROW

Lancaster City Art Galleries, branded “Gallery Row,” feature a dozen art galleries concentrated on the 100 block of Prince Street in the downtown. The organization sponsors and participates in year-round events including Art Walk, Art + Coffee Crawl, Art on the Street, and First Friday.

ARTS EVENTS

FIRST FRIDAY

On the first Friday of every month, Lancaster City celebrates its art community with new gallery openings, innovative exhibitions, special events, and live performances. Shops and restaurants often extend their hours and host unique promotions in support of Lancaster’s



Public Art

galleries, artisan studios, museums, performing groups, professional theater, symphony orchestra, and art colleges.

MUSIC FRIDAY

On the third Friday of every month, Lancaster City celebrates Music Friday in honor of the city's thriving music scene filled with local bands, musicians, and singer-songwriters. The Lancaster Office of Promotion and nonprofit organization Music for Everyone host the "Music Friday Series" from May to September.

ART WALK

Lancaster ArtWalk is a self-guided tour of the downtown galleries hosted biannually. Exhibitions, meet-the-artist events, children's activities, and live demonstrations are all available for discovery within the independent galleries of Lancaster City.

PRINT CRAWL

Print Crawl is an interactive printing event that occurs on the first Friday in September each year, highlighting the talented design and print communities in the city. Stops include screen printing, letter press printing, stamping, laser cutting, and vinyl graphics.



New Americans in Lancaster

According to the New Americans in Lancaster County Report, which was prepared by the City of Lancaster and Lancaster County, immigrants and refugees are changing the landscape of our community. Between 2014 and 2019, the immigrant population in Lancaster County grew by 16.2% and held over \$455.7 million in spending power, paid \$89.2 million in federal taxes and \$60.1 million in state and local taxes.

Not only has the immigrant population provided economic benefits to the Lancaster community, but there are a myriad of cultural and social benefits, including a variety of locally owned businesses, such as food and beverage establishments and retail shops.



Mustafa Nuur at the Xulbo Food Stand in Lancaster

“

A lot of people are picking up on the economic impact of immigrants in their community — whether they join the workforce, whether they actually open up those small businesses, like I did.

Mustafa Nuur, Xulbo Food Stand





Tourism

OVERVIEW

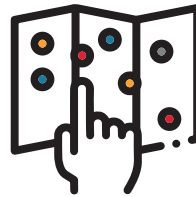
Lancaster City is a focal point of Lancaster County, attracting several hundred thousand visitors each year according to Discover Lancaster. The city is packed with public art, museums, historical attractions, food and beverage options, and retailers.

Lancaster City contains numerous offerings that draw visitors and locals alike downtown, some of the most well-known being the Fulton Theatre, Lancaster Central Market, Gallery Row, the Lancaster County Convention Center, the Ware Center, Wheatland, and Clipper Magazine Stadium.



Festivals + Events

The city, neighborhoods, and local entities regularly host community events and festivals to celebrate all residents and share cultures.



Attractions + Art Community

The city is an attractive place to visit due to a variety of family-friendly activities and places, including parks, museums, and historic sites.



Shopping + Dining

Lancaster has an eclectic variety of locally- owned shops and over 90 food and beverage establishments.



Lodging Options

Lancaster hosts a number of lodging opportunities from bed & breakfasts to commercial outlets, serving all visitors' needs and requests.

Lancaster's Visitor Center

Lancaster City operates a Welcome Center, which is located in Lancaster's historic Old City Hall building constructed in the late 1790s. Formerly known as the Visitor Center, it was renamed Welcome Center in 2022 in conjunction with Welcome Week, an initiative of Welcoming America that encourages neighbors of all backgrounds to come together in the spirit of fostering inclusivity. Anyone can visit the Center to obtain visitor guides, learn about the city's history, and find out about upcoming events.



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10

MOBILITY + ACCESS



Overview

KEY FINDINGS

Lancaster has shifted focus from accommodating motor vehicles to improving the safety and efficiency of non-motorized options. Initiatives such as the Lancaster Active Transportation Plan, Vision Zero and Downtown Walkability Study exemplify Lancaster's commitment to a future where all modes of transportation can easily and safely navigate the city and region.

INTRODUCTION

Lancaster County was developed with a “hub-and-spoke” pattern with the city at the center. Lancaster City has a compact, grid patterned street network, fostering an environment that is walkable and easy to navigate by motor vehicles. This section explores Lancaster's transportation network, multi-modal infrastructure, and transportation.

“

I believe that Lancaster has a lot of land that could also be used for recreational purposes, such as walking paths and bike paths.

Comprehensive Plan
Committee Member





Transportation Network

OVERVIEW

In 1959, Lancaster City converted many of its north-south streets from two-way to one-way traffic. Most of these streets were state roads. In the 1970s, Prince, Queen, Duke, Lime, Walnut, Chestnut, Orange, King and Church streets were converted in a pattern seen across many American cities. At the time, the belief was that one-way streets were more efficient at moving vehicles quickly through the city. But one-way streets can be unsafe for pedestrians and confusing to unfamiliar drivers.

Today, Lancaster is the primary destination for commuting trips for county residents and residents of neighboring counties via routes 30, 283, and 222. Employees in Lancaster have a shorter than average commute time (20.3 minutes) than the average US worker (25.5 minutes). The city is the regional hub for public transit and commuter rail.

Two-Way Traffic Conversions

According to the 2020 Vision Zero Plan, a 2019 Two-Way Conversion Study evaluated the possibility of converting Duke Street, Lime Street, Orange Street, and Church Street from one-way to two-way traffic operations. The study looked at three scenarios: 1) Convert Duke Street together with Church Street; 2) Scenario 1 with the addition of converting Lime Street; and 3) Scenario 2 with the addition of converting Orange Street.

The study found that “both Scenario 1 and Scenario 2 are conditionally feasible to implement, while the implementation of Scenario 3 is not feasible without roadway infrastructure expansion such as roadway widening and intersection geometric improvements.”



“

There are lots of places I'd like to walk or bike to, but obstacles like busy intersections that are not friendly to those types of transit, or lack of sidewalks or paths on busy roads. Causing you to choose to walk on someone's property or walk on the side of the busy street.

Public Comment, Active Transportation Plan





Transportation Network

ROADWAY CLASSIFICATION + AVERAGE ANNUAL DAILY TRAFFIC

Lancaster City has five Federal Highway Administration roadway classifications: expressway, principal arterial, minor arterial, major collector, and local streets.

An **expressway** has large volumes of traffic at high speeds. Expressways typically have direction travel lanes divided by a barrier and limited access points (on- and off-ramps). Route 30 is an expressway. These routes generally carry more than 20,000 vehicles per day.

A **principal arterial** serves high traffic volumes that serve a metropolitan area. They provide a high level of both mobility and access to adjacent properties. These streets carry between 10,000 and 20,000 vehicles per day. Examples of principal arterial roads are Queen and Prince streets.

Minor arterials are interconnected throughout the principal arterial system and distribute smaller levels of traffic. They often augment existing principal arterial roads, have public transportation routes, and generally carry between 5,000 and 10,000 vehicles per day. Examples of minor arterial roads are King Street, Duke Street and Orange Street.

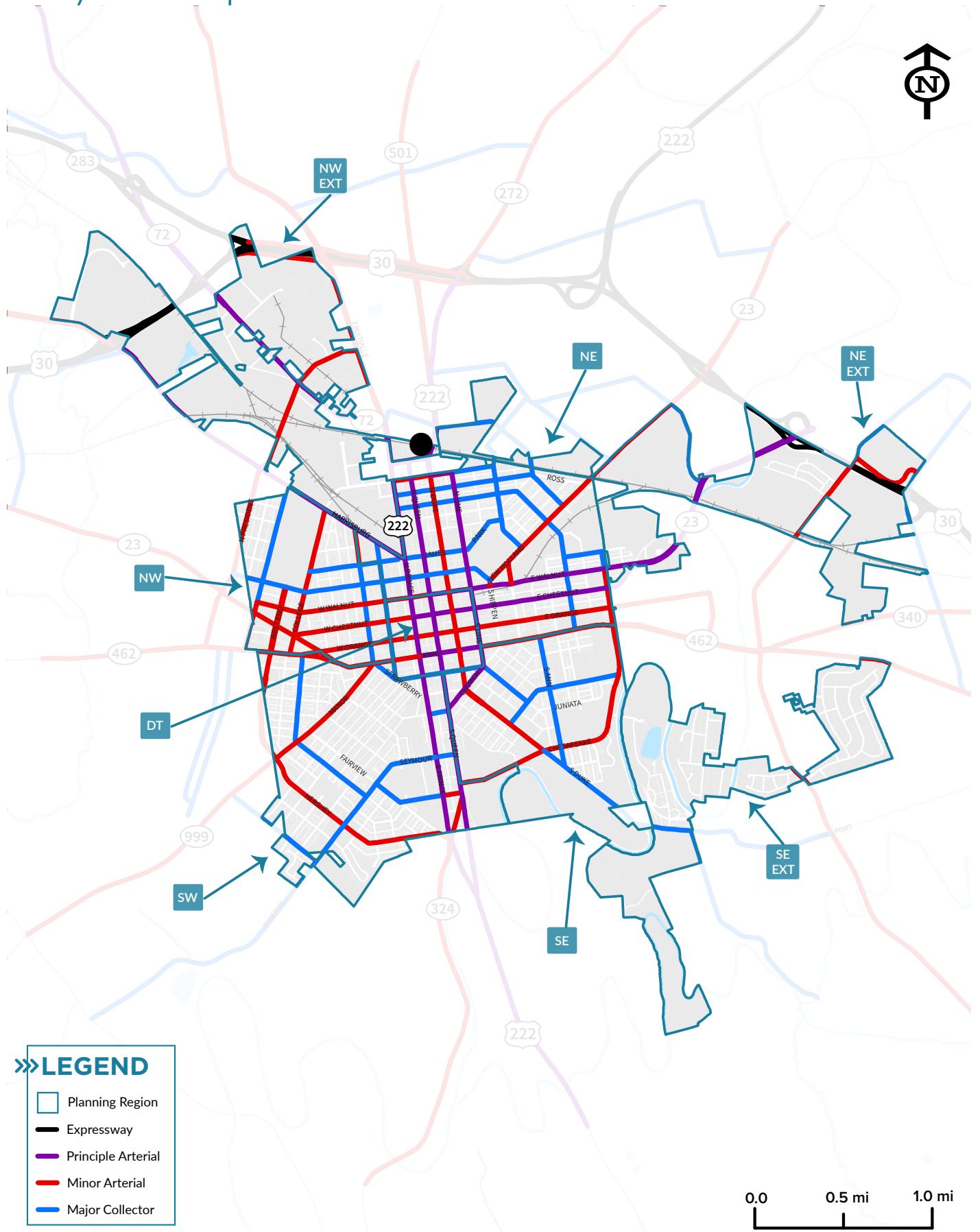
Major collector roads provide both access and circulation within residential neighborhoods, commercial and industrial areas, and “collect” traffic from local roads and feed traffic into the larger arterial network. They tend to be longer and have more travel lanes than minor collector roads, and generally carry between 1,000 and 5,000 vehicles per day. Examples of major collector roads are North Franklin Street and North Charlotte Street.

Local roads can be found throughout Lancaster’s network. They carry smaller volumes of traffic at slower speeds and provide direct access to adjacent properties. Local roads account for the largest percentage of all roadways by mile. Through traffic is often discouraged on local roads. Examples of local roads include residential streets such as Fremont and Poplar streets.

What is AADT?

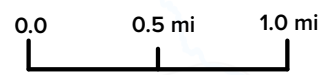
Annual Average Daily Traffic is the total volume of vehicle traffic of a highway or road for a year divided by 365 days. AADT is a simple measurement of how busy a road is on a daily basis.

Roadway Classification Map



»» LEGEND

- Planning Region
- Expressway
- Principle Arterial
- Minor Arterial
- Major Collector





Transportation Network

REGIONAL BUS SERVICE

The Red Rose Transit Authority (RRTA) has operated since 1976, after the acquisition of fixed-route assets of two private carriers. In 2014, the South Central Transit Authority (SCTA) was established to consolidate RRTA and the Berks Area Regional Transit Authority. SCTA has worked to identify service improvements such as rightsizing the level of service for the region, online pass sales, and electric hybrid vehicles.

The SCTA Transit Development Plan Update (2018) recommends more direct routes, consistent scheduling, appropriately spaced bus stops (no more than every quarter mile), additional crosstown routes, and demand-response zones.

Today, the Red Rose Transit Authority operates 18 bus routes throughout Lancaster City and County. RRTA offers day passes, 10 rides, or 31 day passes for the convenience of residents and tourists. RRTA also offers Red Rose Access, a door-to-door transportation service for seniors and individuals with disabilities throughout the county.

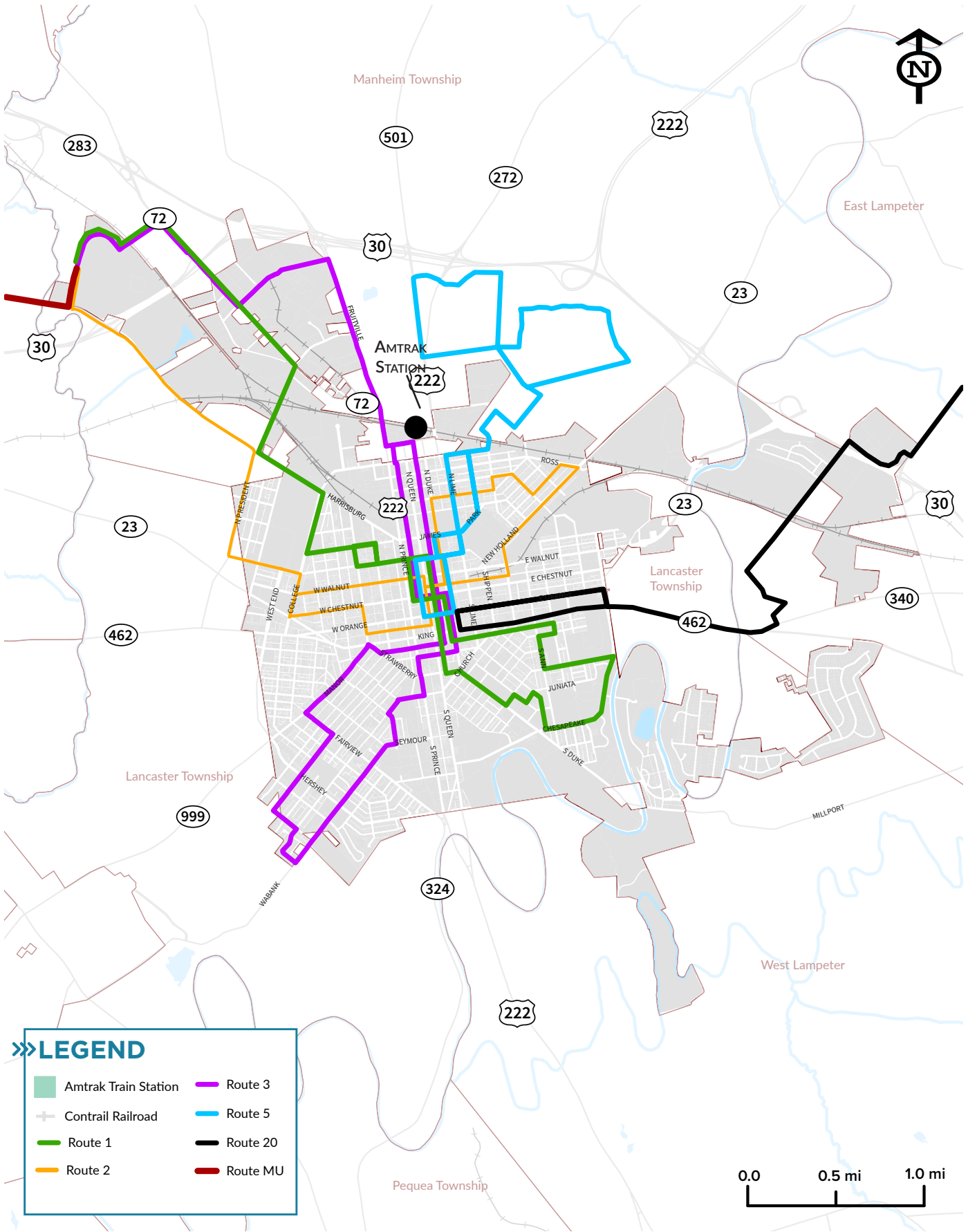
An intercity bus service, OurBus, provides daily trips to New York City. The bus provides service from downtown Lancaster three days a week.

Parking In Lancaster's CBD


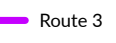

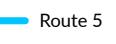




Lancaster's downtown parking facilities were established in response to the urban renewal movement in the 1950s and 60s when the Lancaster Parking Authority was established (in 1966) as a response to the high demand for parking in downtown.

According to a parking study completed in 2019, parking constitutes approximately 14% of land or 16 acres in Lancaster's central business district between parking garages, and on- and off-street parking. There are eight major parking garages within a four-block radius of downtown, which saw a 78% average occupancy rate from January to July 2019 with ample parking available during peak hours. This equates to approximately 3,000 vehicles per day.

Public Transportation Routes Map



»» LEGEND

 Amtrak Train Station	 Route 3
 Contrail Railroad	 Route 5
 Route 1	 Route 20
 Route 2	 Route MU



Transportation Network

PASSENGER RAIL

Lancaster County is served by passenger rail with Amtrak stations in Lancaster City, Mount Joy and Elizabethtown. The Lancaster station was built in 1929 for the Pennsylvania Railroad and is on the National Register of Historic Places.

Lancaster Station, on McGovern Avenue, is an Amtrak station on the Keystone Service between Harrisburg and New York City. The Red Rose Transit Authority provides service to this station via Route 6. The station consists of two island platforms and four tracks, with short- and long-term parking. This station is the second busiest Amtrak station in Pennsylvania, and 21st busiest in the country with a ridership of 577,305 passengers in 2019. A large percentage of passengers travel to and from Philadelphia and other points east.

Lancaster Station is served by the Keystone and Pennsylvanian Services, with 10 eastbound departures on weekdays and seven eastbound departures on weekends. There are 10 weekday westbound departures and eight weekend departures. The Pennsylvanian provides service from New York to Pittsburgh once per day.





Bike Network

OVERVIEW

In recent years, the City has been working to establish bicycling as an affordable and convenient transportation option. The city began integrating bike lanes into street reconstruction and paving projects in 2015 with the installation of over six miles of conventional and protected bikes in the past six years. In 2017, a bike parking program was created, allowing businesses and property owners to sponsor a branded bike rack within the right-of way.

Following adoption of the Active Transportation Plan in 2019, Lancaster City established a program of installing bicycle facilities across the city to promote transportation options, healthy living, and connectivity.

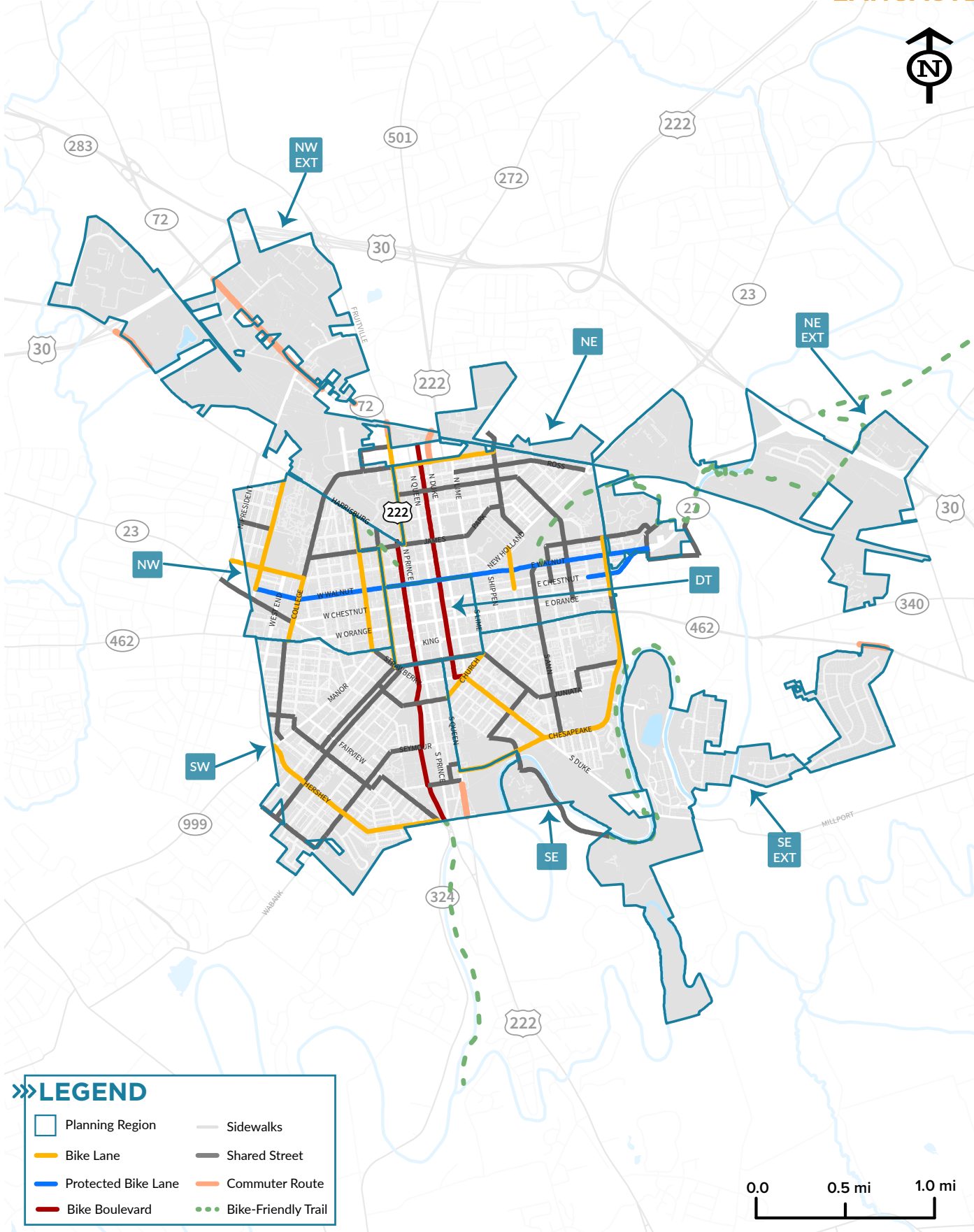
The growing bike network is a series of on-street and off-road bicycling accommodations linking neighborhoods, places of work, parks, schools, and shopping with the goal of creating a safe and comfortable environment for bicyclists of all ages and abilities. Facilities include bike boulevards, shared streets, conventional bike lanes, multi-use paths, bike parking, and a bike share. A westbound separated bike lane was constructed on Walnut Street in 2019 as part of the Greater Lancaster Heritage Pathway, which is a proposed 10-mile facility for non-motorized travel linking employment and recreational facilities on the east and west sides of the city. Additional facilities are in the planning and design stage that will position the network to connect to facilities in neighboring municipalities, include an eastbound partner to Walnut Street on Lemon Street and the north-south Water Street Pedestrian and Bicycle Boulevard project.

Active Transportation Plan (ATP)

Like the Vision Zero Plan, Lancaster's Active Transportation Plan examines walking, cycling, and trail-use with the goal of creating a safe pedestrian and bicycle friendly transportation network throughout Lancaster County. The ATP was a collaboration of the city, Lancaster County Planning Department and the Lancaster Intermunicipal Committee. To create a safer, healthier network, the ATP recommends reducing the level of stress for bicyclists and pedestrians, eliminating gaps in the sidewalk network, implementing a greenway trail, improving connections to transit, and creating a network of mobility hubs to link users to high-demand areas.

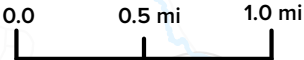
In a survey as part of the ATP, most respondents strongly favored separated facilities, such as protected bike lanes, sidewalks and off-street paths for walking and biking. Most respondents largely stated a perception that motorists do not respect the rules of the road related to bike safety.

Bike Network Map



»» LEGEND

Planning Region	Sidewalks
Bike Lane	Shared Street
Protected Bike Lane	Commuter Route
Bike Boulevard	Bike-Friendly Trail





Bike Network

BIKE SHARE

Bike share in Lancaster was launched in 2017 with 30 bikes in six docking stations downtown, near Franklin and Marshall College and at the Amtrak station. The bike share expanded in 2019 with six “virtual” stations that are bike racks geo-fenced for the bike share. Currently, Bike It Lancaster is Lancaster’s bike share program, in partnership with Tandem Mobility. The bike share is accessible via an app on smart phones. One shortcoming is it doesn’t accept cash or EBT cards, shutting out a population needing affordable transportation. Bike It Lancaster offers free self-guided tours of public art, architecture, and historical landmarks and churches through a partnership with Ride with GPS.



Docking stations are located near activity nodes such as entertainment, shopping, education and employment.



Transportation Safety

HIGH INJURY NETWORK

In November 2020, the City of Lancaster adopted the Vision Zero Action Plan with the aim of eliminating traffic deaths and serious injuries by 2030. Achieving such an ambitious goal will require cooperation and collaboration between city departments, outside agencies and community members. The Vision Zero Plan builds upon the 2019 Active Transportation Plan and 2014 Complete Streets Policy to identify actions to create an environment where individuals of all ages and abilities can safely navigate and eliminate traffic deaths and serious injury.

The Vision Zero Plan addresses the High Injury Network, which is a subset of streets throughout the city where a large portion of serious injury and fatal crashes take place. There are 19 streets in this network, making up 6% of the streets but 77% of fatal crashes and 66% of pedestrian and bicycle crashes. Many of these streets are high-traffic arterials, and 60% are one-way streets with more than one travel lane.

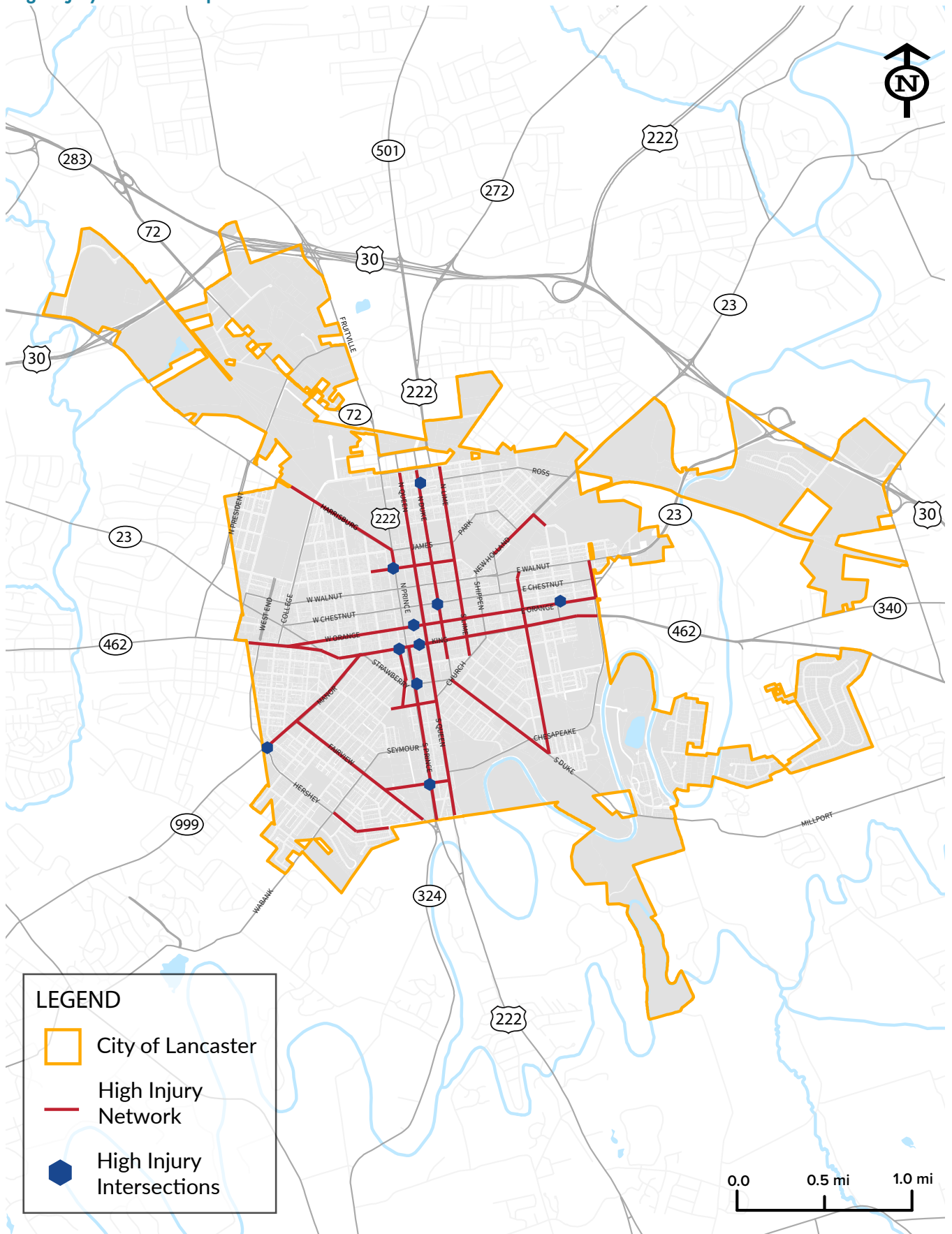
The Lancaster Vision Zero Action Plan recommendations demonstrate a comprehensive, integrated approach to eliminating deaths and life-changing injuries. It highlights the four goals of the plan: equity, safety and slow speeds, culture change, and data. The recommendations include projects that can be implemented quickly by city staff and long-term systemic changes, such as eliminating turns at red lights and establishing a safety communications campaign.

Streets in the High Injury Network	
Ann St.	Lemon St.
Broad St.	Lime St.
Columbia Ave.	Manor St.
Conestoga St.	New Holland Ave.
Duke St.	Orange St.
Fairview Ave.	Prince St.
Franklin St.	Queen St.
Harrisburg Ave.	Seymour St.
Hershey Ave.	Water St.
King St.	

Keystone Communities Program

In December 2021, Gov. Tom Wolf announced \$6 million in Keystone Communities Program funding for 34 projects across 22 counties. Lancaster City received \$450,000 for streetscape improvements along South Ann and Juniata streets. The program supports private/ public partnerships that foster growth and stability in neighborhoods and improve safety for all road users.

High Injury Network Map



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**SOCIAL RESILIENCE +
EQUITY**



Planning for an Equitable Community

OVERVIEW

Lancaster City is a community with a diverse population that contributes to its desirability and vibrancy. However, leaders have recognized historical development has also contributed to many challenges that have resulted in underlying issues and inequities. This planning process is intended to look further than future development and provide a focus on how future development can be guided to create equitable growth for all residents. This comprehensive plan is crafted through an equity lens with a commitment to thinking about vulnerable or marginalized populations at the forefront of the discussion, which will help us to enact a vision of rising tides to lift all boats, where everyone benefits and can thrive - regardless of race, gender, income, age, or ability.

Equitable Growth

A healthy, equitable community provides all its residents complete social, physical and mental well-being. Themes for equitable growth include ensuring Lancaster City is:



Accessible



Affordable



Diverse



Safe



Diversity + Inclusion

Lancaster City government is dedicated to making diversity and inclusion a priority in every department. Completed and ongoing efforts include:



Public Safety

- ✓ Bike Patrols
- ✓ Use of Force Report Data
- ✓ Analysis of Service Calls
- ✓ Body Cameras
- ✓ Reorganization of Police Bureau to Create Office of Community Engagement
- ✓ First and Second Police Social Workers
- ✓ De-escalation Training
- ✓ Community & Police Working Group Strategic Plan
- ⚙️ Accreditation and Review of Policies Related to Protesting
- ⚙️ Community & Police Working Group Expansion
- ⚙️ Complaint & Internal Affairs Process Review
- ⚙️ Share City Policies + Disciplinary Data
- ⚙️ Annual Recruitment, Hiring, & Training Report
- ⚙️ Hire Communications Specialist
- ⚙️ Expansion of Crisis Intervention Support



Community Planning

- ✓ Committed \$2.5 million in HOME funds to build 82 units of affordable housing
- ✓ Secured grant for Lead Elimination
- ✓ Added two Bilingual Staff Members and two Outreach Workers to Promote Equitable Access
- ✓ Allocated ~\$1 Million to emergency rental assistance, critical repair, rapid rehousing, outreach workers, emergency shelter
- ✓ New Redevelopment Authority Affordability Requirements Implemented
- ⚙️ Comprehensive Plan Underway
- ⚙️ Support LGH COVID-19 Vaccine Clinics
- ⚙️ 2nd Round CARES CDBG/Emergency Services Grant
- ⚙️ Affordable Housing supply and demand and Landlord Performance, Housing Quality, and Safety Report
- ⚙️ Realign Resources and Programs including Loan Funds & Land Bank to Focus on Equity
- ⚙️ Support an Affordable Housing Summit



Administrative Services

- ✓ Employee Report to City Council
- ✓ Hire Leadership Development + Diversity Manager
- ✓ Implement Diversity, Equity and Investment Process
- ⚙️ Analyze Civil Service Requirements



Neighborhood Engagement

- ✓ Published Overview of the City Government, Roles, Departments, & Contacts
- ✓ Hosted Neighborhood Leadership Academy (NLA) & JP McCaskey NLA
- ✓ Launched "Engage Lancaster"
- ✓ Merger of Lancaster Office of Promotion into Neighborhood Engagement
- ⚙️ Language Access program / City Government Trainings



Completed



In Progress



Environmental Justice

ENVIRONMENTAL JUSTICE AREAS

The majority of Lancaster City is categorized as a potential environmental justice area based on the definition provided by the Pennsylvania Department of Environmental Protection.

All census tracts in Lancaster City, except for Census Tract 4 divided by the northwest extension and the northeast quadrant, are considered potential Environmental Justice Areas (EJ Area). EJ Areas are defined by the Pennsylvania Department of Environmental Protection as places where residents may not have the same degree of protection from environmental and health hazards as populations outside of the EJ area.

For more information on EJ Areas in Lancaster City [click here](#).

What is an EJ Area?

Environmental justice refers to treating all people fairly in the development, implementation and enforcement of environmental laws, regulations and policies. The DEP considers any census tract where 20% or more individuals live in poverty and/or 30% or more of the population identifies as people of color.



Social Vulnerability

SOCIAL VULNERABILITY INDEX

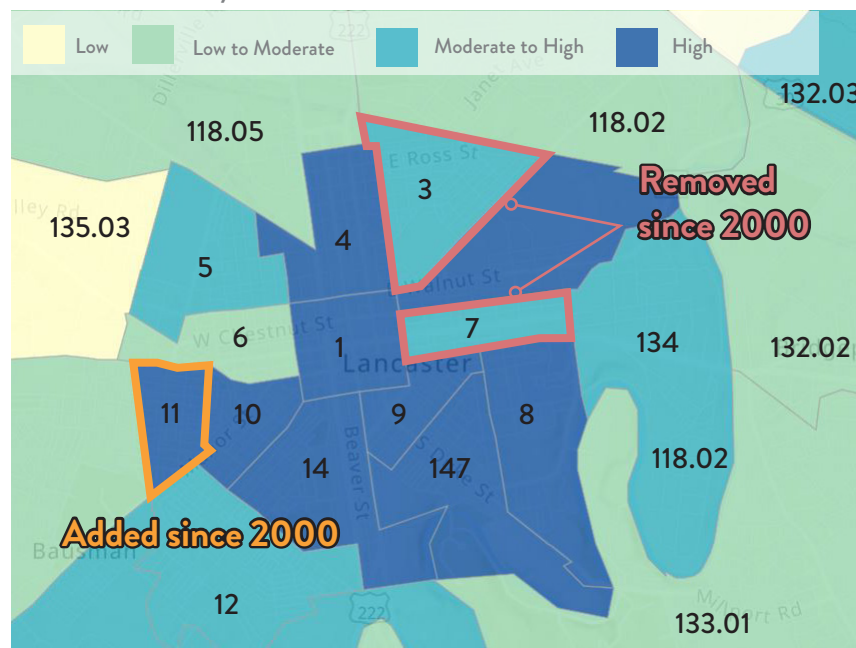
The majority of the city is considered to have a high level of social vulnerability.

Fifteen census tracts in the city are considered to have a high level of vulnerability, according to the 2020 data from the Center for Disease Control Social Vulnerability Index (SVI) in 2020. While the SVI of many census tracts fluctuated between 2000 - 2020, Census Tracts 6, 7, 12, 118.02, 132.03, 133.01, and 134 saw an increase in vulnerability since 2018.

SVI, 2000-2020

Census Tract	2000	2018	2020
1	0.8960	0.9649	0.975
2	0.8510	0.7995	0.7291
3	0.7680	0.6882	0.6949
4	0.9450	0.8448	0.9237
5	0.7420	0.5430	0.5848
6	0.68	0.452	0.7818
7	0.8640	0.6186	0.7276
8	0.9980	0.8402	0.9355
9	0.9970	0.9974	0.9894
10	0.8480	0.9019	0.9014
11	0.7270	0.8409	0.7868
12	0.5050	0.6600	0.8389
14	0.9580	0.9405	0.9620
118.02	0.3870	0.3844	0.7288
118.05	0.7580	0.4280	0.5577
132.02	0.2990	0.4488	0.6322
132.03	0.5230	0.6270	0.9443
133.01	0.2240	0.3285	0.6078
134	0.6240	0.6609	0.7744
135.03	0.0340	0.0224	0.0506
15/16/147	0.9750	0.9919	0.9723

Social Vulnerability Census Tracts, 2018



What is Social Vulnerability?

Social vulnerability is the increased susceptibility to disaster of certain low-income, minority, and other disadvantaged populations. The Centers for Disease (CDC) Control and Prevention Social Vulnerability Index (SVI) indicates the relative vulnerability of U.S. Census Tracts and assesses social factors including unemployment, minority status, and disability. A vulnerability score closer to 1 indicates a higher level of vulnerability.

Source: U.S. Center for Disease Control (CDC), 2021



Health Indicators

AT-RISK POPULATIONS

Lancaster has a large at-risk population for health disparities, which may be heightened by the COVID-19 pandemic.

Basic health indicators provide insight on at-risk populations within communities. Based on data from various sources as noted below, about 7.9% of the city's population does not have health insurance, 18% of households do not have access to a vehicle, 17% of residents have a disability, and 20.6% of the population lives below the poverty level. These rates are higher than the county rates, indicating city residents may be more vulnerable to health disparities.



7.9%

POPULATION WITHOUT HEALTH INSURANCE

Source: American Community Survey, 2021



17%

POPULATION WITH A DISABILITY

Source: U.S. Census Bureau. 2016-2020



18%

HOUSEHOLDS WITHOUT A VEHICLE

Source: U.S. Census Bureau. 2016-2020



20.6%

RESIDENTS LIVING BELOW THE POVERTY LINE

Source: American Community Survey, 2021



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**ENVIRONMENT +
SUSTAINABILITY**



Overview

KEY FINDINGS

Lancaster City has a number of environmental resources that should be celebrated and protected for future generations. Lancaster is a LEED Gold Certified City and has completed several initiatives to create a sustainable and equitable community.

INTRODUCTION

Creating a cleaner and greener environment for residents and visitors is critical to a community's success. Choices the city makes about how to develop will undoubtedly affect the natural environment from a health and sustainability perspective. Lancaster has begun to chart climate change impacts and reduce burdens on the environment through such initiatives as the Municipal Climate Action Plan and Green It! Lancaster. This section includes a review of critical environmental resources and potential impacts in Lancaster City.



Water Resources

WATERBODIES

The Conestoga River is the only surface water body in the city.

The Conestoga River, which runs through the southeastern portion of Lancaster City, provides scenic views and recreational opportunities for residents and visitors. There is one fishing location in the city along Conestoga River in Lancaster County Central Park. Based on DEP PA's water quality monitoring report, the Conestoga River is listed as a Category 5 waterbody, which means there are aquatic life and recreational water quality impairments by pollutants, including agriculture and stormwater runoff. DEP uses a complex water quality monitoring system to gauge levels of impairment in state waterways.



Conestoga River

FLOOD ZONES

There is minimal risk of flooding in Lancaster.

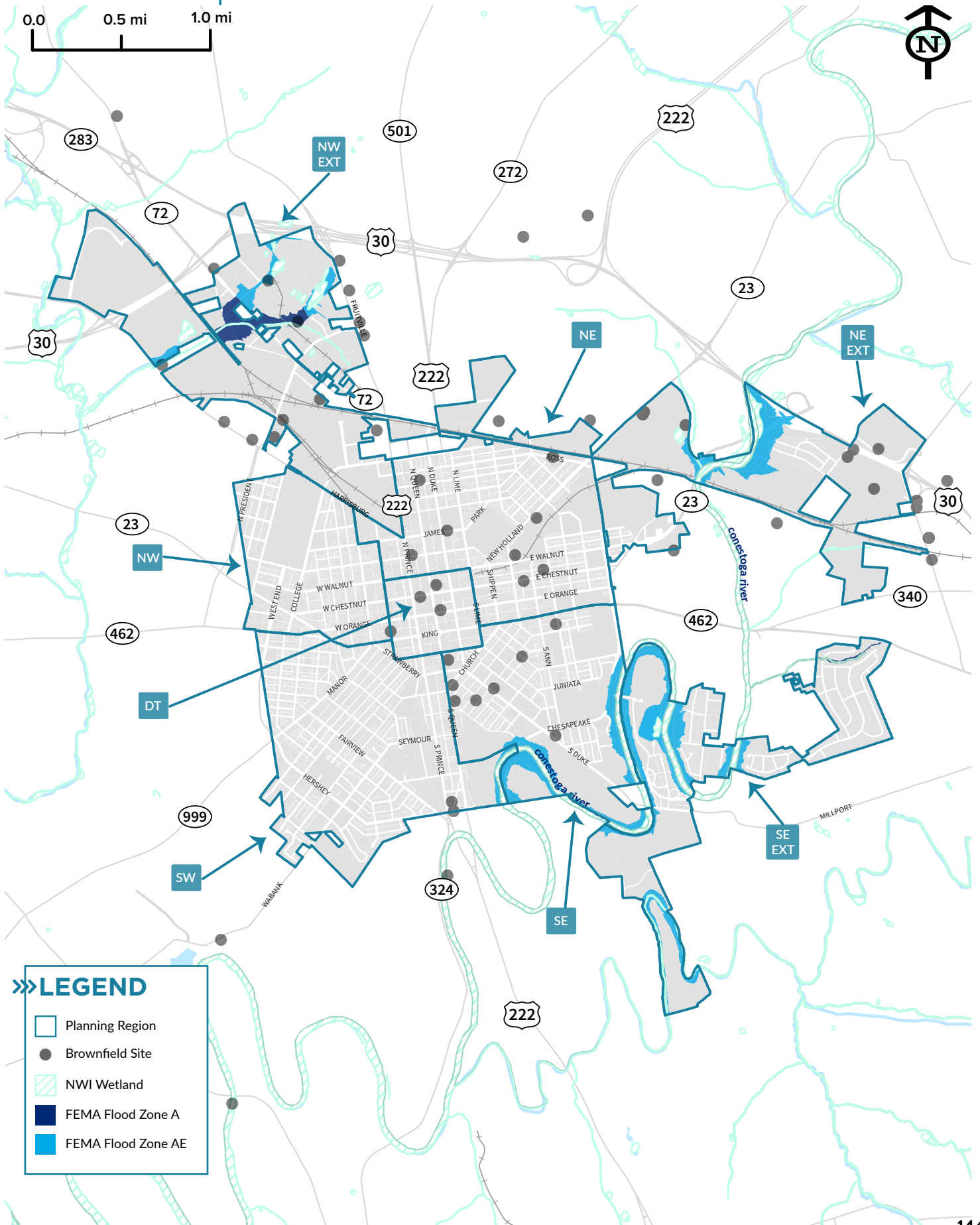
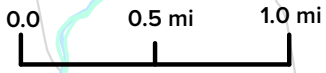
Land immediately adjacent to the Conestoga River in the southeast quadrant, as well as adjacent to the river or its tributaries in the northwest and northeast extensions, are within Federal Emergency Management Act flood zone AE and A. These flood zones present a 1% annual chance of flooding, indicating minimal risk of flood.

WETLANDS






Wetlands in Lancaster are limited to the Conestoga River.

National Wetland Inventory wetlands within the city are limited to land immediately adjacent to the Conestoga River and its tributaries. These wetlands are primarily located in Lancaster County Central Park and do not represent an environmental concern related to development in Lancaster.

Environmental Features Map



»» LEGEND

-  Planning Region
-  Brownfield Site
-  NWI Wetland
-  FEMA Flood Zone A
-  FEMA Flood Zone AE



Environmental Features

AIR QUALITY

The Lancaster region has poor air quality due to farming, manufacturing and vehicle emissions.

According to the American Lung Association, Lancaster County ranks as one of the worst areas for air quality in the nation, with threats to human and environmental health. The County ranked 72 out of 226 metropolitan areas for high ozone days, 24 out of 216 for 24-hour particle pollution, and 36 out of 199 for annual particle pollution.



47.5

FEWER HIGH OZONE DAYS SINCE
1996



1.5

FEWER PARTICLE POLLUTION DAYS
SINCE 2000

TREE COVER

Lancaster has a healthy diversity of tree species and mature tree canopy along most streets.

In 2016, 9,000 trees were inventoried along city streets and within city parks. According to this inventory, the majority of trees were identified as red maple and Norway maple. Overall, the diversity of tree species and tree cover in the city is considered “healthy” and in excellent condition.



Brownfields

POTENTIAL BROWNFIELD SITES

Based on historical land uses, Lancaster City does have multiple brownfield sites; however, many of these have been remediated or redeveloped and do not pose a health threat to residents.

There are several potential brownfield sites throughout Lancaster City, as identified by the U.S. Environmental Protection Agency (EPA). Many of these sites were assessed for environmental contamination through an EPA Assessment Grant awarded to Lancaster County. Many of these sites have undergone Phase I and Phase II Environmental Site Assessments with some having potential contamination in soil and groundwater. Some of these sites have completed environmental remediation or have engineering controls in place to monitor exposure to the community. Other identified sites include those listed in the Resource Conservation and Recovery Act database, which lists sites that have been remediated and redeveloped or remain under environmental monitoring.

RCRA Correction Action

The RCRA Corrective Action program requires facilities that treat, store or dispose of hazardous waste to investigate and clean up contaminated soil, groundwater and surface water. These facilities typically include former manufacturing plants or industrial uses.

For more information on brownfield sites in Lancaster City [click here](#).

What is a brownfield site?

Brownfields are underused properties where the presence or potential presence of hazardous substances, pollutants or contaminants complicates expansion, redevelopment or reuse of the land. These sites often have challenges associated with remediation and redevelopment and may have liability concerns for developers and future property owners.



Climate Adaptation + Sustainability

OVERVIEW

A warming climate will undoubtedly impact the Lancaster community. The way buildings are designed and land is used will significantly impact the energy residents and businesses consume and the greenhouse gases they produce.

Marginalized populations may be at greater risk from climate change impacts since they have fewer resources to respond to changing conditions. The city is committed to ensuring its actions do not significantly hurt these populations and is implementing measures to mitigate our burden on the environment. The City's **Municipal Climate Action Plan**, developed in 2019, charts a path forward with 30 municipal operation strategies to reduce the community's greenhouse gas emissions and set an example for others.

GHG Emissions

Lancaster City households have annual greenhouse gas emissions about 7% lower than the state average and 10% lower than the U.S. average.

Place	Tons of Co2/ year
Lancaster City	48.9
Lancaster County	53.83
Pennsylvania	52.59
US	54.29



Energy

Reducing emissions through renewable energy, LED lighting, and the implementation of energy efficiency behavior standards in municipal buildings.



Waste

Reduce waste, implement composting practices, adaptive reuse of buildings, reuse office equipment, and recycling programs.



Transportation

Reduce emissions produced from the city's vehicle fleet and encourage alternative modes of transportation.



Culture of Sustainability

Dedicate staff to climate change, establish a green team, develop a green meetings policy, integrate sustainability into municipal processes, and implement climate sensitive purchasing policies.



Water + Stormwater

Reduce emissions produced from the city's vehicle fleet and encourage alternative modes of transportation.



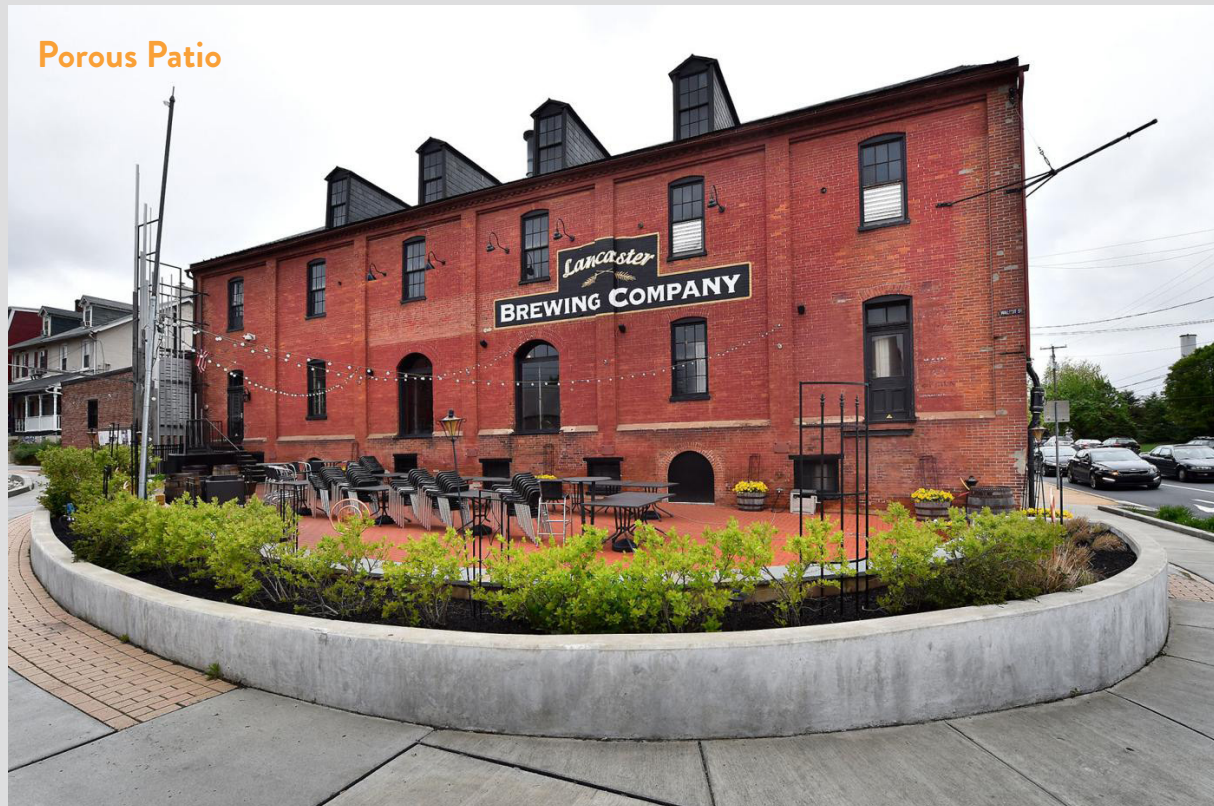
Carbon Offsets

Implement carbon offset programs, coordinate with local farmers to improve practices, tree planting programs, and promote anaerobic digestion and landfill methane capture.

»» LEED Gold Certified Community!



In 2018, Lancaster City was designated as a Leadership in Energy and Environmental Design (LEED) for Cities Gold certification. This designation makes the city one of the first in the country to be certified. LEED for Cities helps leaders and staff measure and track greenhouse gas emissions and other key metrics related to human and environmental health.



The city's designation has encouraged the larger community to commit to sustainability goals. In 2021 Lancaster Brewing Company implemented a series of projects to mitigate impacts on the environment, which included installing a rainwater recapture cistern, which is used to water flowers, and changing product packaging to aluminum.