



Southwest Lancaster Neighborhood Revitalization Strategy

Final Report



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EXECUTIVE SUMMARY

The goal for the Southwest Lancaster Neighborhood Revitalization Strategy is to chart a course of action that will enable Southwest Lancaster—its residents and partners—to stem the tide of disinvestment and create a neighborhood that is safe, clean, attractive to economic investment, and welcoming to residents and visitors. This plan depicts a 10-year vision for the future of the neighborhood and implementation goals for the first five years. This document identifies and prioritizes various neighborhood revitalization strategies and also provides cost estimates and a timetable for implementation.

Brief Background of the Study Area

The historical name for the Study Area is Cabbage Hill, a name that traces its origins to the German immigrants who moved into the neighborhood in large numbers starting in the 1840's (see **Figure 1**). With St. Joseph's Parish serving as the most influential religious and social connection for the predominantly German Catholic community, Cabbage Hill was a tight-knit, working class community.

Today, the neighborhood is different demographically and economically. Currently, no single ethnic group represents a simple majority in the Study Area. This rich diversity is acknowledged and celebrated as a wonderful urban mosaic, but maintaining meaningful social connections among residents has become much more challenging compared to the experience of Cabbage Hill's homogenous past.

In the past several years, a number of initiatives have taken place in an attempt to revitalize the Study Area. They include, but are not limited to, the following:

- The establishment of the Keystone Opportunity Zone
- Publication of the Southwest Revitalization Initiatives by the City of Lancaster in 2007
- Lancaster City Alliance's focus on revitalizing Manor Street
- Community organizing by the Lancaster Safety Coalition and Millersville University
- Scattered-site home renovation projects by Lancaster Housing Opportunity Partnership (LHOP)

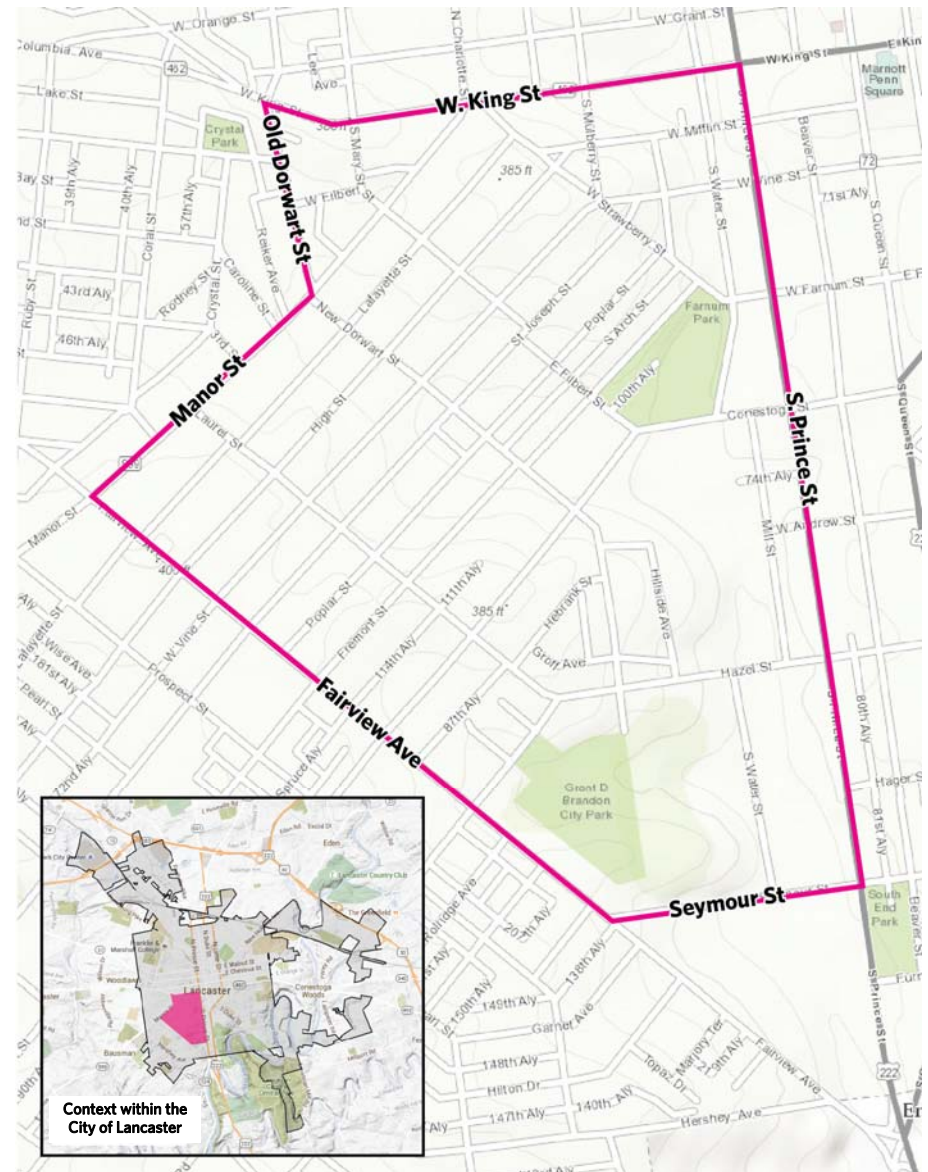


Figure 1: Study Area

Despite these efforts, the Study Area residents continued to face rising poverty rates and a variety of difficult issues that lowered their quality of life. LHOP had been, and will be, committed to rehabilitating vacant homes in the Study Area for first-time homebuyers. But as a community advocate and resource organization for affordable housing county-wide, LHOP's involvement as the lead organizing entity in the Study Area had been restricted previously.

As LHOP and its community partners continued to dialogue with the neighborhood residents and stakeholders about stimulating positive change, it became apparent that what was lacking previously was a resident-driven planning effort that identifies pragmatic action strategies and a community-based "quarterback" to spearhead these efforts. These discussions were the origins of what eventually resulted in this planning effort.

Planning Process

In the fall of 2014, LHOP submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The grant was awarded in the spring 2015 and the planning process kicked off in July 2015. For the purpose of facilitating the planning process, LHOP retained the consultant team consisting of Urban Partners (lead consultant), Baker & Company, and White & Associates.

Guided by a steering committee—which includes residents and representatives from local neighborhood/civic groups, organizations, and social service agencies—the heart of this planning effort was resident and stakeholder engagement. The public outreach strategy includes the use of public meetings/ visioning workshops, focus group meetings, stakeholder interviews, door-to-door visits (particularly to Spanish speaking households), meetings with Latino church leaders/congregations, Spanish radio announcements, and a project website (Southwestlancaster.org). There were also two public meetings at St. Joseph Catholic Church—first to listen to the residents' voices regarding the issues/opportunities they've observed in the neighborhood, then subsequently to obtain feedback for proposed action items.

The planning process also included: 1) a survey of 291 randomly sampled households scattered throughout the Study Area to record their opinions about the neighborhood and various quality of life issues; and 2) an inventory of the physical conditions of all 2,096 properties within the Study Area.

Key concerns raised by the aforementioned community input gathering methods, as well as the analysis of the background data assembled by the consultant team were organized into categories. Task forces were created for each category and community members and stakeholders (including members of the steering committee but not exclusive to that list) met several times in February and March of 2016 to address these concerns. Recommended actions from these task forces were sent back to the steering committee and are set forth in this report.



Figure 2: Steering committee meeting at St. Joseph Church

The proposed action strategies for the revitalization of Southwest Lancaster are organized in six (6) major categories with these vision statements:

- **Neighborhood Connections:** The residents of Southwest Lancaster are closely connected to each other, celebrating the diversity of racial/ethnic backgrounds and sharing a sense of joint responsibility to care for one another.
- **Housing:** Southwest Lancaster is a residential community of choice that offers a variety of housing options, including high-quality, well-managed rental homes and expanded homeownership opportunities for a full spectrum of household income levels.
- **Open Space and Public Realm:** The streets, open spaces, parks, and other public spaces in Southwest Lancaster are clean, safe, and inviting.
- **Community Safety:** Southwest Lancaster is a safe and peaceful neighborhood through the on-going collaboration of residents, community organizations, and public safety agencies.
- **Education:** Southwest Lancaster schools offer high-quality learning environment and supportive services so that every student can attain success. Additionally, adults can find many opportunities for continuing education/technical training.
- **Economic Opportunity:** Southwest Lancaster has economic vitality as evidenced by a revitalized Manor Street commercial corridor and ample supportive programs for entrepreneurs and small business owners.

This report discusses each of the six strategy groupings in greater detail in the ensuing narrative, as well as the proposal to establish LHOP and the SouthWest Neighborhood Leadership Board (SWNLB) as the lead implementer of the action strategies.

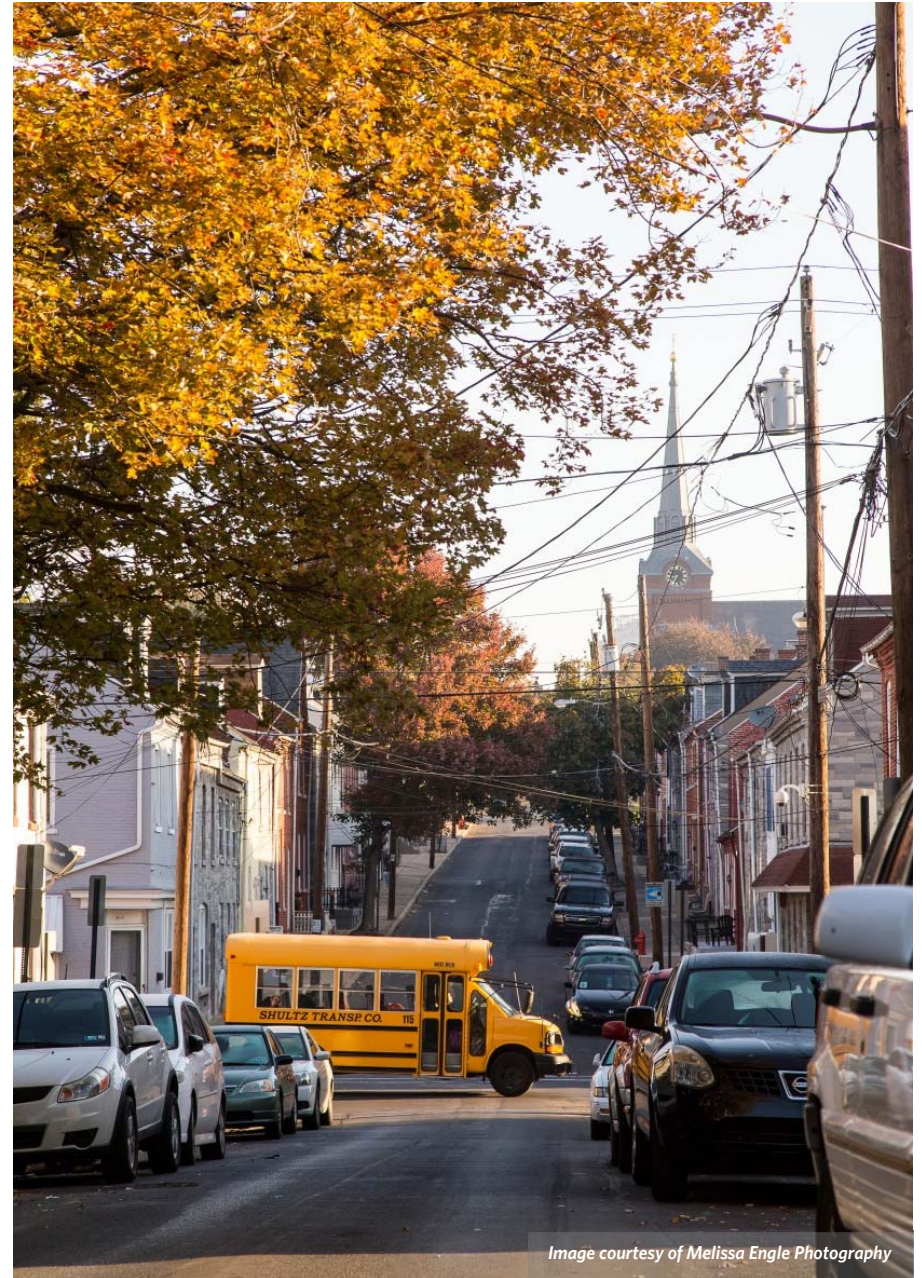


Figure 3: Looking north on St. Joseph Street.

Image courtesy of Melissa Engle Photography

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BACKGROUND

In the fall of 2014, Lancaster Housing Opportunity Partnership (LHOP) submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The grant was awarded in the spring 2015 and the planning process kicked off soon thereafter.

The Southwest Lancaster Neighborhood Revitalization Strategy includes a 10-year vision for the future of the neighborhood and implementation goals for the first five years. This document identifies and prioritizes various neighborhood revitalization strategies and also provides cost estimates and a timetable for implementation.

The Study Area for this project was determined in consultation with the Wells Fargo Regional Foundation, which recommends that neighborhood planning areas are compact to facilitate tracking of progress and outcomes after the plan starts being implemented. While the Study Area does not include all of Southwest Lancaster, all residents of the entire neighborhood were welcomed to participate in the planning process. As illustrated in this report, many of the discussions focus on issues that affect the entire neighborhood.

Specifically, the Study Area is bounded by:

- S. Prince Street to the east;
- Seymour Street and Fairview Avenue to the south;
- Manor Street and Old Dorwart Street to the west; and
- W. King Street to the north (see **Figure 4**).

Goal of the Project

The goal for the Southwest Lancaster Neighborhood Revitalization Strategy is to chart a course of action that will enable Southwest Lancaster—its residents and partners—to stem the tide of disinvestment and create a neighborhood that is safe, clean, attractive to economic investment, and welcoming to residents and visitors.

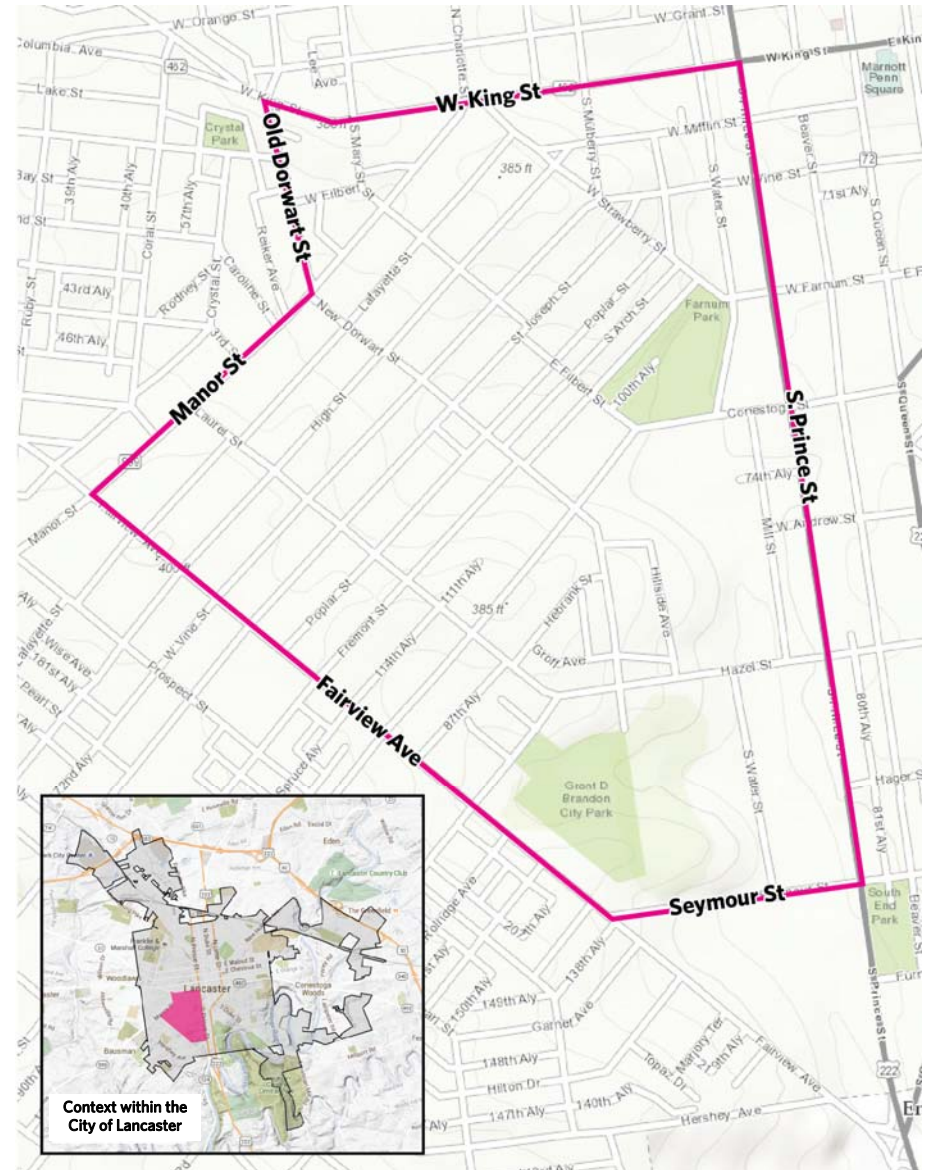


Figure 4: Study Area

For the purpose of facilitating the planning process, LHOP retained the consultant team consisting of Urban Partners (lead consultant), Baker & Company, and White & Associates.

Steering Committee

A steering committee—which includes residents and representatives from local neighborhood/civic groups, organizations, and social service agencies—was formed to guide the planning process and plan development. The members of the steering committee are:

- Karen Bousquet, City of Lancaster
- Lou Butcher, Brightside Opportunity Center
- Jose Colon, Spanish American Civic Association
- Jesus Soto Condor, Habitat for Humanity
- Bianca Cordova, Neighborhood Resident
- David Cruz, Latino Empowerment Project
- Wes Farmer, Lancaster Safety Coalition
- Karl Graybill, Public Works Planner, City of Lancaster, Neighborhood Resident
- Emma Hamme, Lancaster County Planning Commission
- Richard Hecker, St. Joseph Church, Neighborhood Resident
- Ole Hongvanthong, PhotOlé Photography, Local Business Owner
- Jessica King, ASSETS
- Sue Landes, Lancaster City Recreation Commission
- Daisy McFadden, Community Action Program, Neighborhood Resident
- Jenny Miller, Neighborhood Resident
- Jen Orantes, Neighborhood Resident
- Elle Rivera, Community Action Program, Neighborhood Resident
- Valerie Rivera, Lancaster City Recreation Commission, Neighborhood Resident
- Fran Rodriguez, Lancaster County Community Foundation
- Emerson Sampaio, Mayor's Commission to Combat Poverty, Neighborhood Resident
- Karen Schloer, Boys/Girls Club of Lancaster

- Glenn Stoltzfus, Lancaster City Police Department
- Benuka Tamang, SouthEast Lancaster Health Services
- Denise Ziegler, St. Joseph Church

Staff:

- Ray D'Agostino, Lancaster Housing Opportunity Partnership
- Mary Glazier, Millersville University
- Shelby Nauman, Lancaster City Alliance
- Jim Shultz, Lancaster Housing Opportunity Partnership



Figure 5: Steering committee meeting at St. Joseph Church

PLANNING PROCESS

At the heart of this planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident feedback. The public outreach strategy includes the use of public meetings/visioning

workshops, focus group meetings, stakeholder interviews, door-to-door visits (particularly to Spanish speaking households), meetings with Latino church leaders/ congregations, Spanish radio announcements, and a project website (<http://www.Southwestlancaster.org>) (see **Figure 3**).



Figure 6: Photos from kick off block party and public meetings.

Images courtesy of Photo Ole

Public Meetings

On September 23, 2015, the planning team facilitated a public meeting that was held at St. Joseph Catholic Church. Approximately 100 individuals participated in this meeting and rotated through three discussion stations organized into the following topics:

- Economic Opportunity
- Housing
- Quality of Life



Figure 7: Planning team member facilitate discussion at the September 23 public meeting.

At the second public meeting, which was held on March 30, 2016, a set of proposed action items were presented to the general public. Feedback comments were evaluated and have subsequently been incorporated into this document (see **Appendix B** for resident comments and input from the community meetings).

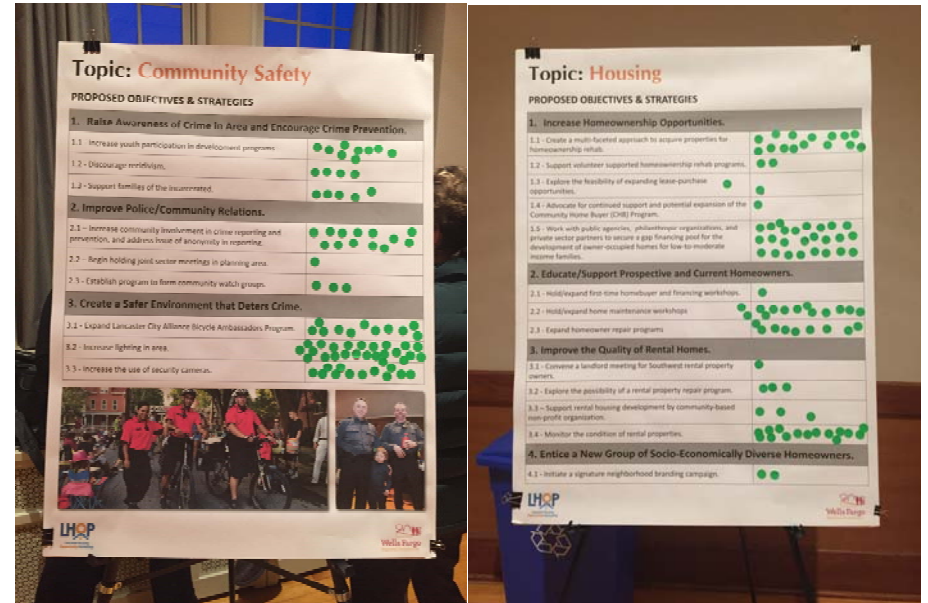


Figure 8: Feedback boards utilized at the March 30 public meeting.



Figure 9: LHOP staff members addressing the March 30 public meeting attendees.

Resident Satisfaction Survey

Working with NeighborWorks America—a community development organization that has been collaborating with the Wells Fargo Regional Foundation on community planning initiatives—a team of surveyors from Millersville University interviewed 291 randomly sampled households scattered throughout the Study Area to record their opinions about the neighborhood and various quality of life issues. **Figure 10** and **Figure 11** below are responses to two seminal questions in the survey: *What is the major reason why you live in this neighborhood?* and *Are you satisfied about living in this community?*

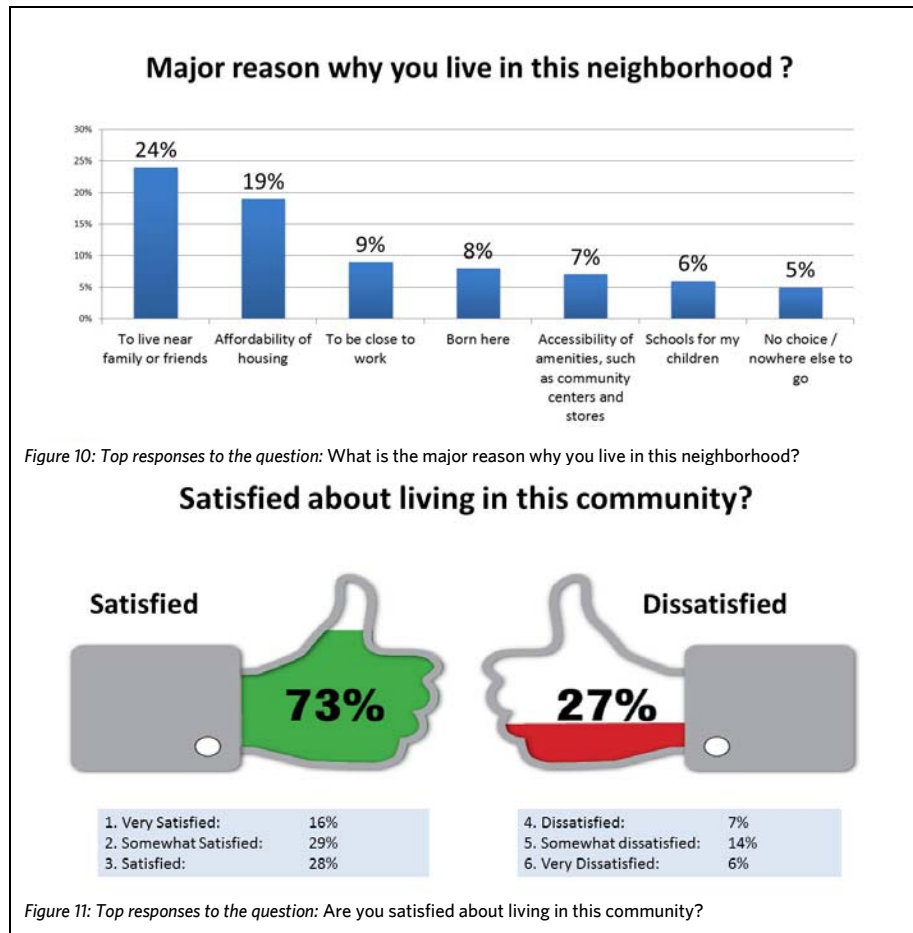


Figure 10: Top responses to the question: What is the major reason why you live in this neighborhood?

Figure 11: Top responses to the question: Are you satisfied about living in this community?

According to the survey results, "to live near family and friends" (24%) and "affordability of housing" (19%) were the top reasons why residents live in this neighborhood. And shown in **Figure 11**, 73% of the respondents were satisfied about living in this community, including 16% who said they were very satisfied. Approximately 20% of the respondents said they were dissatisfied or very dissatisfied (see the location of respondents expressing strong satisfaction or strong dissatisfaction about living in this community in **Figure 12**).

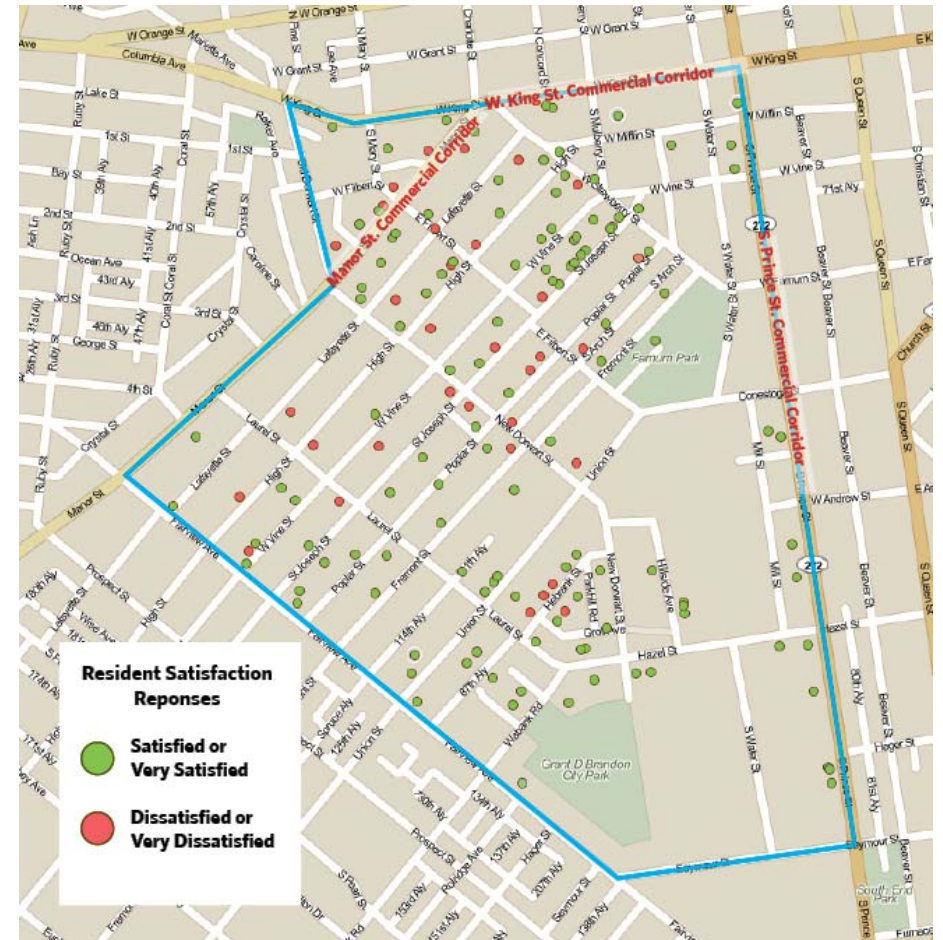


Figure 12: Location of survey respondents who are strongly satisfied or dissatisfied about living in this community.

Physical Conditions Survey

As part of the Property Conditions Survey required by all neighborhood planning efforts supported by the Wells Fargo Regional Foundation, the consultant team conducted an inventory of the physical conditions of all 2,096 properties within the Study Area, 86.5% of which are residential properties.

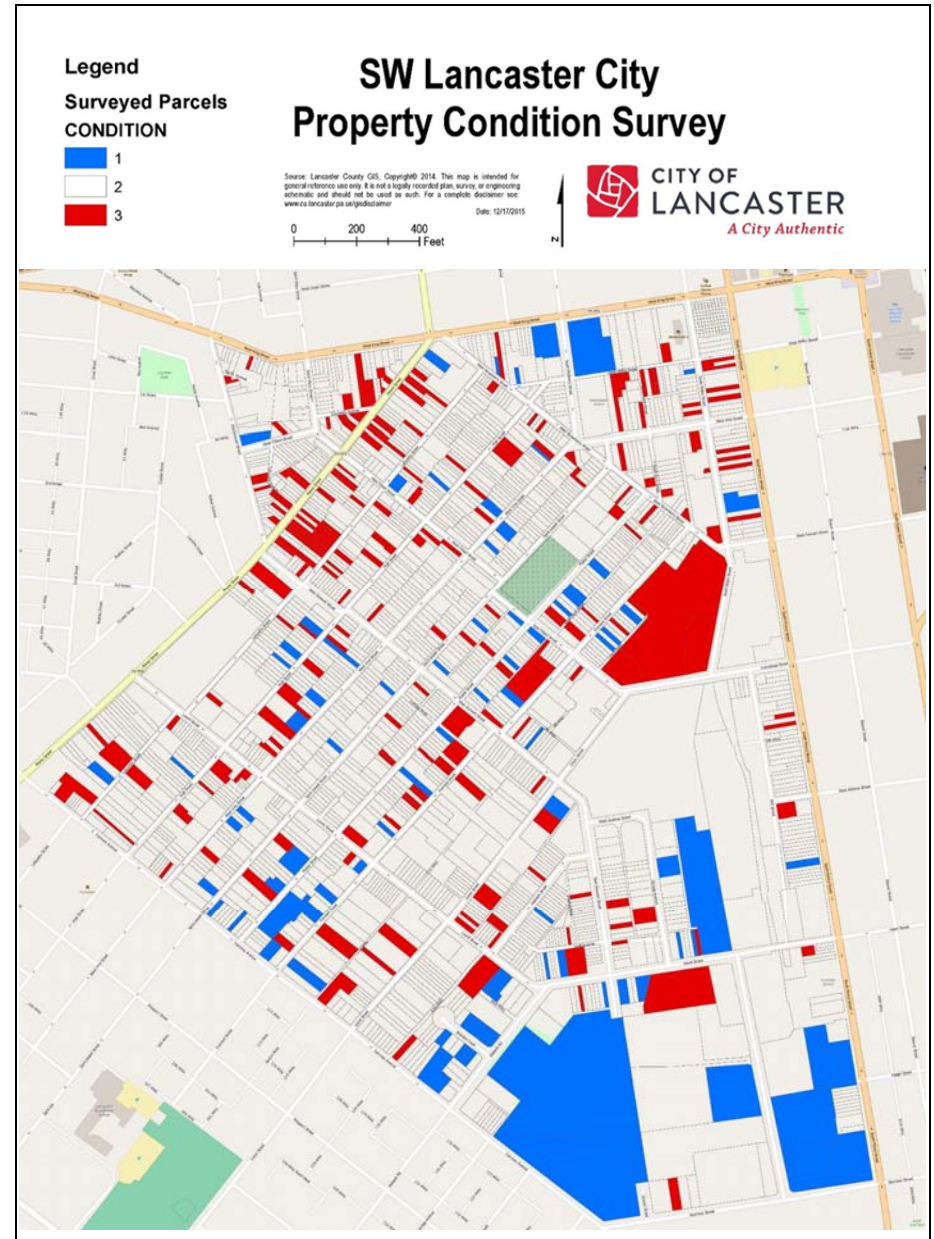
The criteria below were used to assess the exterior condition of each building and property. The physical conditions ratings, from 1 to 3, were determined solely through visual observation from the street or sidewalk and do not account for interior conditions (see **Figure 13**).

The vast majority of the properties (85%) fall in the “Good” category, while 5% are categorized as “Excellent.” Ten percent (10%) of the properties in the Study Area are observed to be Poor, and as shown in **Figure 14** below, the Manor Street corridor is an area of concern from the exterior conditions perspective. Farnum Park, which has the potential to serve as a positive neighborhood amenity, is in very poor physical condition and underutilized.

Figure 13: Examples of Exterior Building Condition Categories in Figure 14

<p>1 Excellent</p> <p>Buildings and properties appear exceptionally well maintained and manicured. Includes new construction.</p>	<p>2 Good</p> <p>Buildings and properties appear to be reasonably maintained. Walls, windows, doors and roof visible from the street generally appear to be in good condition with some indications of wear. Properties are generally clean and maintained at a basic level.</p>	<p>3 Poor</p> <p>Buildings exhibit visual evidence of deterioration and possible structural damage. Properties may appear unmaintained and/or unkempt.</p>

Figure 14: Map Illustrating the Results of the Property Conditions Survey



Relevant Planning Documents

The following plans and documents were reviewed:

- Assets South Lancaster Business Research Project (2014)
- Lancaster Park and Recreation Plan (2009)
- Building on Strength: Economic Development Plan for the City of Lancaster, PA (2015)
- Lancaster Downtown Walkability Analysis (2015)
- Southwest Connection, Southwest Revitalization Initiatives (2007)
- Resource Guide for Southwest Lancaster, LHOP
- LHOP Housing Market Analysis Lancaster County, Pennsylvania (Summary of Findings)
- Lancaster City Tree Inventory (2011)
- Lancaster County Community Resource Guide (2015)
- Lancaster Prospers? An Analysis of Census Data on Economic Opportunities and Outcomes, Floyd Institute for Public Policy, Franklin & Marshall College (2015)

KEY ISSUES TASK FORCES

Key concerns raised by the aforementioned community input gathering methods were organized into categories. Task forces were created for each category and community members and stakeholders (including members of the steering committee but not exclusive to that list) met several times in February and March of 2016 to address these concerns. Recommended actions from these task forces were sent back to the steering committee and are set forth in this report.¹

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student can attain success. Additionally, adults can find many opportunities for continuing education/technical training.

- **Economic Opportunity:** Southwest Lancaster has economic vitality as evidenced by a revitalized Manor Street commercial corridor and ample supportive programs for entrepreneurs and small business owners.

Following a discussion of existing community conditions in the next section, each of the six strategy groupings will be discussed in greater detail in the ensuing narrative sections, as well as the Implementation Matrices in **Appendix A**.

¹ It is anticipated that some of these task forces will continue to meet together and advise the SWNLB as sub-committees.

SUMMARY OF EXISTING CONDITIONS

Demographics

According to the 2014 American Community Survey from the U.S. Census Bureau, the total population of the Study Area is 6,090, which is 3.9% smaller than what was indicated in the 2000 Decennial Census². During the same time period, the population for the City of Lancaster and Lancaster County increased by 5.4% and 11.9%, respectively (see **Table 1**).

Table 1: Population Trends, 2000-2014

	Population 2000	Population 2014	Change in Population (%)
Study Area	6,340	6,090	-3.9%
City of Lancaster	56,347	59,335	5.4%
Lancaster County	470,658	526,839	11.9%

Source: U.S. Census Bureau

Within the Study Area, there are subsections that exhibit different socio-economic and physical characteristics. For the purpose of this analysis, two Subareas have been identified:

- **Subarea 1:** Generally the northern section of the Study Area bounded in the south by New Dorwart Street, St. Joseph Street, E. Filbert Street, and Conestoga Street.
- **Subarea 2:** Generally the southern section of the Study Area bounded in the north by New Dorwart Street, St. Joseph Street, E. Filbert Street, and Conestoga Street (see **Figure 15**).

According to the 2014 ACS, the two Subareas changed between 2000 and 2014 at varying rates. Subarea 1 experienced a population loss at 12.4% while Subarea 2's population increased by 5.1% (See **Table 2**).

² The population and housing unit data for the 2000 Decennial Census are based on a sample size of 100% of the households whereas the 2014 American Community Survey 5-Year Estimates are based on a sample size of approximately 1 out of 8 addresses.

Figure 15: Subareas within the Study Area

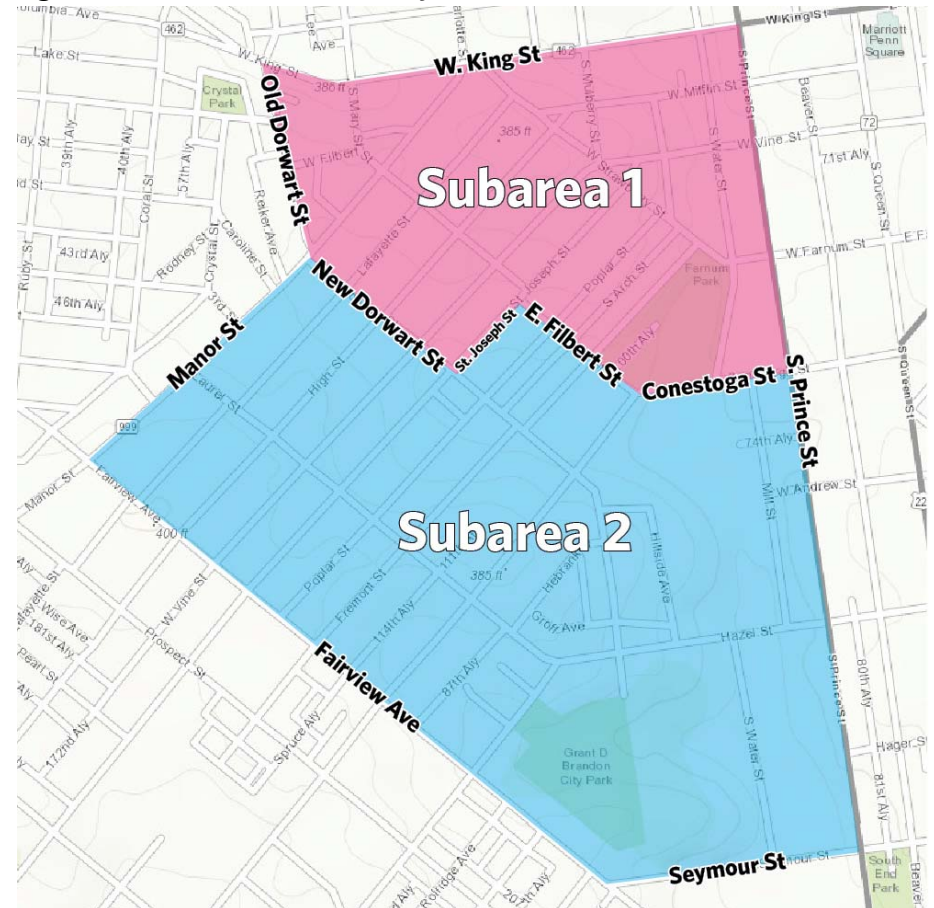


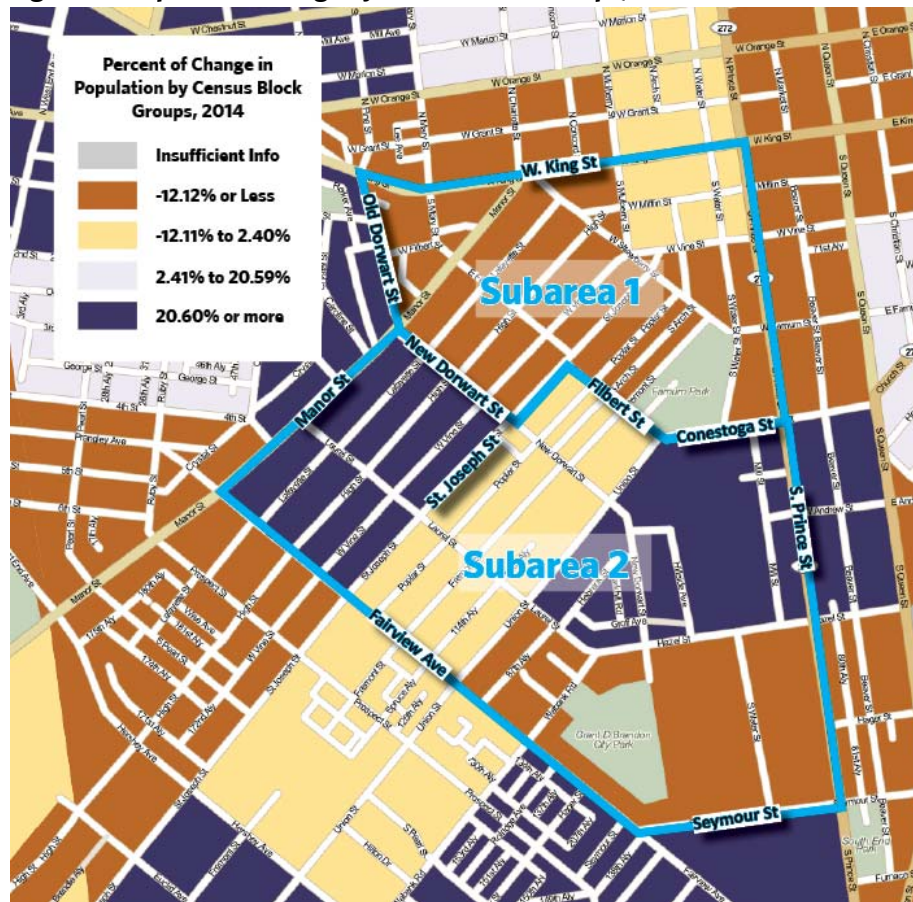
Table 2: Population Trends by Subarea, 2000-2014

	Population 2000	Population 2013	Change in Population (%)
Subarea 1	3,289	2,882	-12.4%
Subarea 2	3,052	3,208	5.1%

Source: U.S. Census Bureau

Figure 16 is a map that illustrates the degrees of population change. The shades of purple indicate population growth and the shades of yellow/brown indicate population loss. It should be noted that all block groups within Subarea 1 shows population loss while in Subarea 2, there are pockets of population growth and decline.

Figure 16: Population Change by Census Block Groups, 2014



Source: U.S. Census Bureau, PolicyMap

According to the 2014 ACS, 48.5% of the residents in the Study Area are Hispanic or Latino, while 27.6% are Non-Hispanic Whites and 16.5% are Non-Hispanic Blacks. The Hispanic or Latino population grew by 18.8%, or 467 residents, since 2000. The Asian population also grew rapidly, from 1.0% of the Study Area population in 2000 to 2.1% in 2014 (see **Table 3**).

Table 3: Ethnic/Racial Composition, 2000-2014

	Study Area 2000	Study Area % of Total Population in 2000	Study Area 2014	Study Area % of Total Population in 2014	Lancaster City % of Total Population in 2014
Non-Hispanic					
White Alone	2,692	42.5%	1,683	27.6%	41.2%
Black Alone	870	13.7%	1,005	16.5%	13.6%
Asian Alone	61	1.0%	129	2.1%	3.1%
All Others	233	3.7%	322	5.3%	2.5%
Hispanic (All Races)	2,484	39.2%	2,951	48.5%	39.7%

Source: U.S. Census Bureau

Compared to city as a whole, the Study Area has a younger population according to the 2014 ACS. Residents who are under 5 years-of-age account for 8.5% of the population, compared to 8.3% for the city as a whole. Residents who are under 18-years-of-age represent 29.7% of the Study Area, compared to 25.2% for the city as a whole. On the other side of the age spectrum, seniors account for 7.1% of the Study Area compared to 9.2% for the city as a whole (see **Table 4**).

Table 4: Age Distribution, 2014

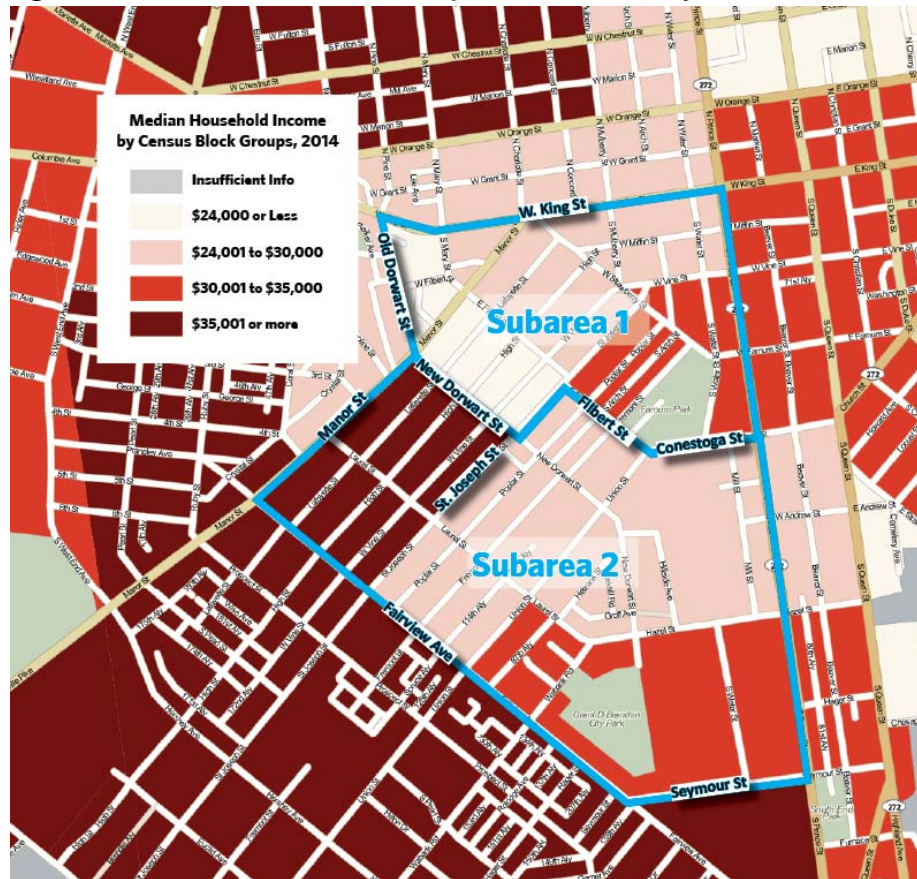
	Study Area Number of People in Age Group	Study Area % of People in Age Group	Lancaster City % of Population in Age Group
Under 5	520	8.5%	8.3%
Under 18	1,806	29.7%	25.2%
Working Age (18-64)	3,854	63.3%	65.6%
Aging (65+)	430	7.1%	9.2%

Source: U.S. Census Bureau

Income & Poverty Status

According to the 2014 ACS, the median household income levels for the Study Area range from \$22,368 to \$35,500 which is equivalent to 66% to 108% for the city as a whole (\$33,772 in 2014). In **Figure 17**, median household incomes are illustrated by block groups in shades of red. The area with the highest household income level is located between New Dorwart Street to Fairview Avenue, and Manor Street to St. Joseph Street.

Figure 17: Median Household Income by Census Block Groups, 2014



Source: U.S. Census Bureau, PolicyMap

The percentage of households under the poverty rate is 28.3% for the Study Area, compared to 24.3% for the city as a whole. Nearly a third

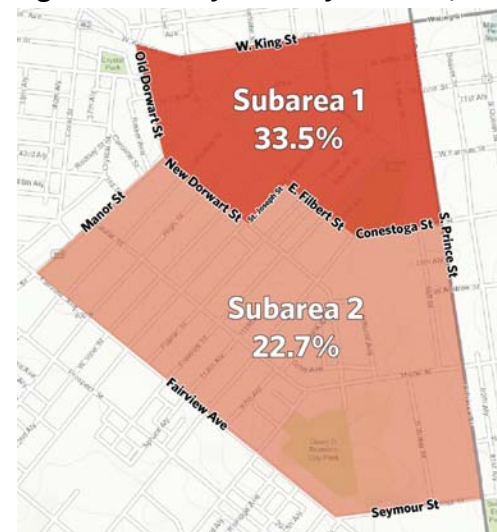
(30.3%) of the Study Area family households are in poverty, compared to 23.9% for the city as a whole. For single-headed family households in the Study Area, the poverty rate is 42.4% for male-headed households and 37.3% for female-headed households. The comparable rates for the city as a whole are 26.8% and 44.8%, respectively (see **Table 5**).

Table 5: Poverty Status, 2014

	% of Households Below Poverty Study Area	% of Households Below Poverty Lancaster City
All households	28.3%	24.3%
Family households:	30.3%	23.9%
Married-couple family:	21.7%	9.9%
Male householder, no wife:	42.4%	26.8%
Female householder, no husband:	37.3%	44.8%
Non-family households:	24.9%	24.8%

Source: U.S. Census Bureau

Figure 18: Poverty Status by Subareas, 2014



Source: U.S. Census Bureau

Figure 18 is a map that illustrates the poverty rates of the two Subareas within the larger Study Area. The overall poverty rate of Subarea 1 is 33.5%, while the estimated rate for Subarea 2 is 22.7%.

The reported poverty rates for female-headed households are 59.0% for Subarea 1 and 45.6% for Subarea 2.

Housing Conditions

At the initial public meeting held at St. Joseph Catholic Church on September 23, 2015, residents expressed that the Study Area has many assets associated with a high quality residential neighborhood. They include: architectural integrity of the housing stock, close walking distance to Downtown, and affordability of homeownership opportunities. On the flip side, they also expressed concern with the lack of maintenance and upkeep from some of the housing stock (particularly the investor owned rental homes) in the Study Area.



Figure 19: A typical street with rowhomes in the Study Area.

Image courtesy of Melissa Engle Photography

Owner-occupied housing represented 36.1% of the housing market in the Study Area in 2014. According to the 2014 ACS, 74.9% of the owner-occupied housing units were built before 1940, compared to 59.1% for the city as a whole (see **Table 6**).

Table 6: Year Owner-Occupied Structure Built

	Study Area	Study Area %	Lancaster City	Lancaster City %
Built 2010 or later	-	-	41	0.4%
Built 2000 to 2009	-	-	201	2.1%
Built 1990 to 1999	32	3.9%	306	3.2%
Built 1980 to 1989	25	3.1%	357	3.7%
Built 1970 to 1979	22	2.6%	254	2.6%
Built 1960 to 1969	17	2.1%	756	7.8%
Built 1950 to 1959	56	6.9%	1,326	13.7%
Built 1940 to 1949	53	6.5%	722	7.4%
Built 1939 or earlier	612	74.9%	5,729	59.1%

Source: U.S. Census Bureau

Table 7 shown below shows the age of renter-occupied structures in the Study Area. According to the U.S. Census Bureau, 60.6% of the rental housing units were built before 1940, compared to 63.2% for the city as a whole.

Table 7: Year Renter-Occupied Structure Built

	Study Area	Study Area %	Lancaster City %
Built 2010 or later	-	-	-
Built 2000 to 2009	6	0.5%	2.0%
Built 1990 to 1999	17	1.3%	1.7%
Built 1980 to 1989	22	1.6%	2.4%
Built 1970 to 1979	68	5.1%	7.5%
Built 1960 to 1969	103	7.8%	5.7%
Built 1950 to 1959	185	13.9%	9.5%
Built 1940 to 1949	122	9.2%	8.1%
Built 1939 or earlier	806	60.6%	63.2%

Source: U.S. Census Bureau

Housing affordability for rental households is a major topic of concern in the City of Lancaster as well as the Study Area. According to the 2014 ACS, more than half of the renter households in the Study Area (51.5%) pay more than 35% of their household income for housing costs, compared to 49.3% of the renter households in the city as a whole and 40.9% in the county as a whole. Nearly one-third of all rental households in the Study Area pay half of their income in housing costs (see **Table 8**).

Table 8: Housing Costs as Percentage of Household Income. 2014

	Study Area %	Lancaster City %	Lancaster County %
Less than 20% of Household Income	15.3%	17.5%	21.5%
20% to 24.9% of Household Income	12.4%	11.2%	12.2%
25% to 29% of Household Income	9.0%	10.2%	10.9%
30% to 34.9% of Household Income	8.9%	7.7%	8.7%
35% to 49.9% of Household Income	18.9%	17.0%	14.8%
50% or more	32.6%	32.3%	26.1%
Not Computed	2.9%	4.2%	5.8%

Source: U.S. Census Bureau

Market Analysis of Sales Housing

The Study Area’s sale housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development and its associated pricing. According to Realquest, which is a comprehensive real estate database service that was utilized for this report, there were 129 home sales in the Study Area from January of 2014 to January of 2016.

In **Table 9** shown on the following page, these sales are segmented into the following categories:

- Foreclosures;
- Investor/Developer Acquisitions;
- Homes Sold by LHOP to Owner Occupants; and
- Conventional Sales between Owner Occupants.

Table 9: Breakdown of Home Sales in the Study Area

	Total Number of Sales	Median Sale Price	Average Sale Price	Average Sale Price/SF	Average Living Space
Foreclosures or Properties Sold by Banking Institutions	19*	\$61,925	\$38,058	\$29.92	1,272 SF
Investor/Developer Acquisitions (Non-Foreclosure)	70	\$62,700	\$69,313	\$45.51	1,523 SF
Homes Sold by LHOP to Owner Occupants	2	\$73,250	\$73,250	\$49.31	1,486 SF
Conventional Sales between Owner Occupants	38	\$62,500	\$67,789	\$53.07	1,277 SF

Source: Realquest, Urban Partners

* 17 purchased by investors

There were 19 foreclosures, 17 of which were homes purchased by investors/ developers, with an average sale price of \$38,058 (or \$29.92/SF). Investors or developers acquiring non-foreclosure homes accounted for 70 transactions, with an average sale price of \$69,313 (\$45.51/SF). Homes transferred between owner occupants totaled 38 transactions (29.5% of the total), with an average sale price of \$67,789 (or \$53.07/SF). Two homes were renovated by LHOP and sold to owner-occupants with an average sale price of \$73,250, or \$49.31/SF.

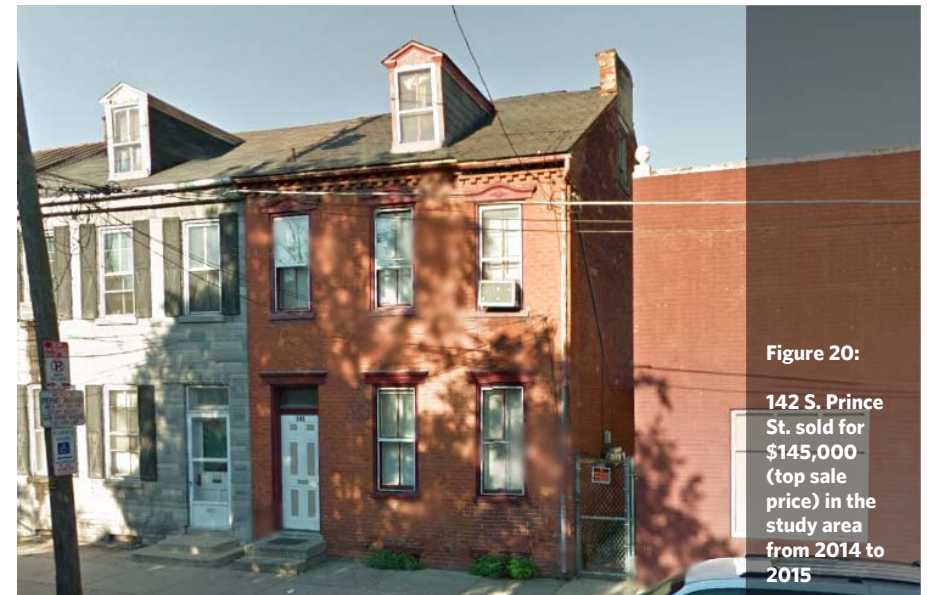
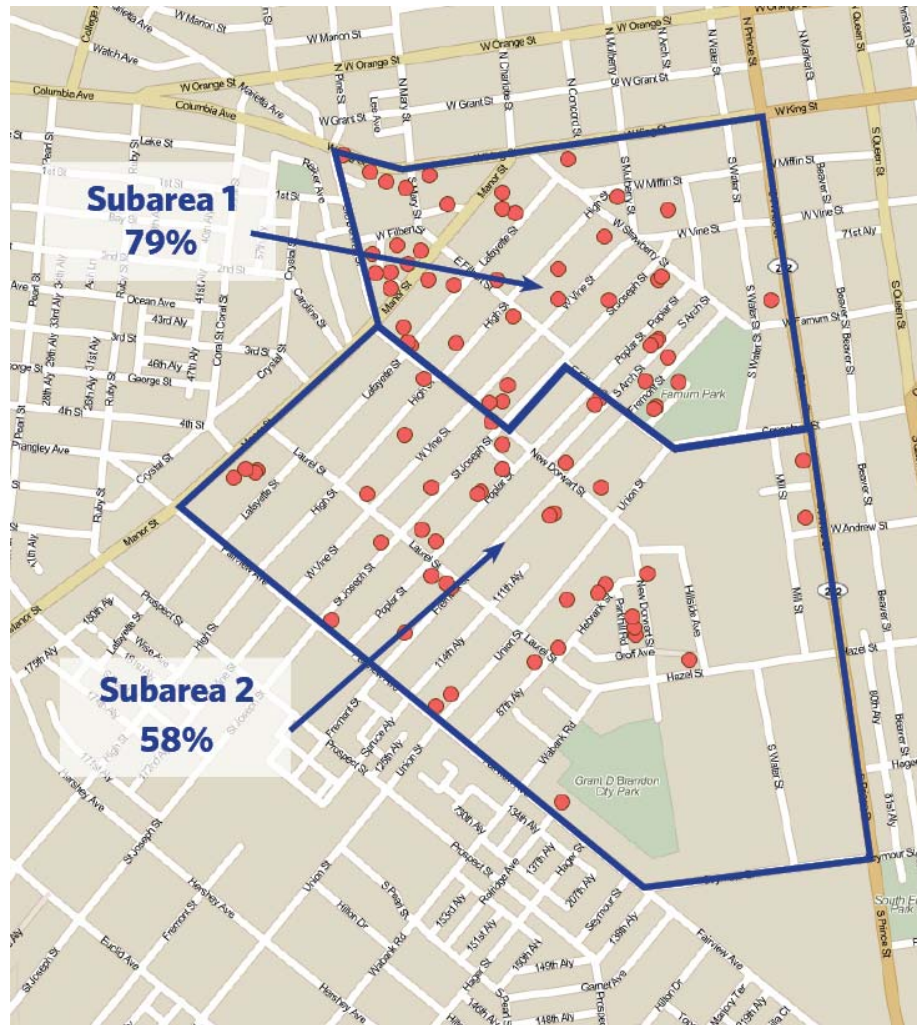


Figure 21 is a map that illustrates the level of housing investor activity by Subareas. From January of 2014 to January of 2016, 79% of all home sales in Subarea 1 were investor related, compared to 58% of all sales in Subarea 2.

Figure 21: Housing Investor Activity as a Percentage of All Transactions by Subarea, 2014-2016



Source: Realquest, Urban Partners



Figure 22: Amish buggy parked on Manor Street advertising investor interest

Employment Status

According to the 2014 ACS, 62.3% of Study Area residents 16 years and over are participating in the civilian labor force. Of these individuals, 14.7% are reportedly unemployed compared to 13.9% for the city as a whole (see **Table 10**).

Table 10: Employment Status (Persons 16 Yrs+), 2014

	2014 (%)
Study Area (Population 16 year and over)	
Employed	85.3 %
Unemployed	14.7%
Lancaster City (Population 16 year and over)	
Employed	86.1 %
Unemployed	13.9%

Source: U.S. Census Bureau

According to the U.S. Census Bureau's *OnTheMap* application, which uses employer payroll tax information to geo-locate jobs within a defined area, the Study Area reported a total of 2,816 employed residents in 2002. In 2013, there were 12.6% additional employed residents (3,170). The sectors with the highest concentration of employment are *Health Care & Social Assistance* with 493 employed residents and *Manufacturing* with 474 employed residents (see **Table 11**).

Table 11: Top Industrial Sectors for Employed Residents

	Count	Share
Health Care and Social Assistance	493	15.6%
Manufacturing	474	15.0%
Retail Trade	425	13.4%
Accommodation and Food Services	344	10.9%
Administration & Support, Waste Management and Remediation	259	8.2%

Source: U.S. Census Bureau

Jobs Located in the Study Area

Since 2002, the Study Area has experienced a significant job growth in terms of percentage increase (albeit a modest growth in the total number of new positions). The U.S. Census Bureau's *OnTheMap* application reports that in 2002, the Study Area was home to 767 jobs. In 2013, the

number increased to 938, which is equivalent to a growth rate of 22.3%. Of the 938 employed persons, however, only 38 (4.1%) are residents of the Study Area.

Sectors experiencing the most job growth are:

- *Manufacturing (191 additional jobs)*
- *Other Services, excluding Public Administration (54 additional jobs)*
- *Accommodation and Food Services (31 additional jobs)*

ASSETS Lancaster, which is a locally based non-profit economic development group, recently conducted a survey of all businesses located in Southwest Lancaster. According to ASSETS, there are 59 private businesses operating in the Study Area. The breakdown of the types of business is as follows (**Table 12**; see **Figure 18** for business locations):

Table 12: Businesses Operating in the Study Area

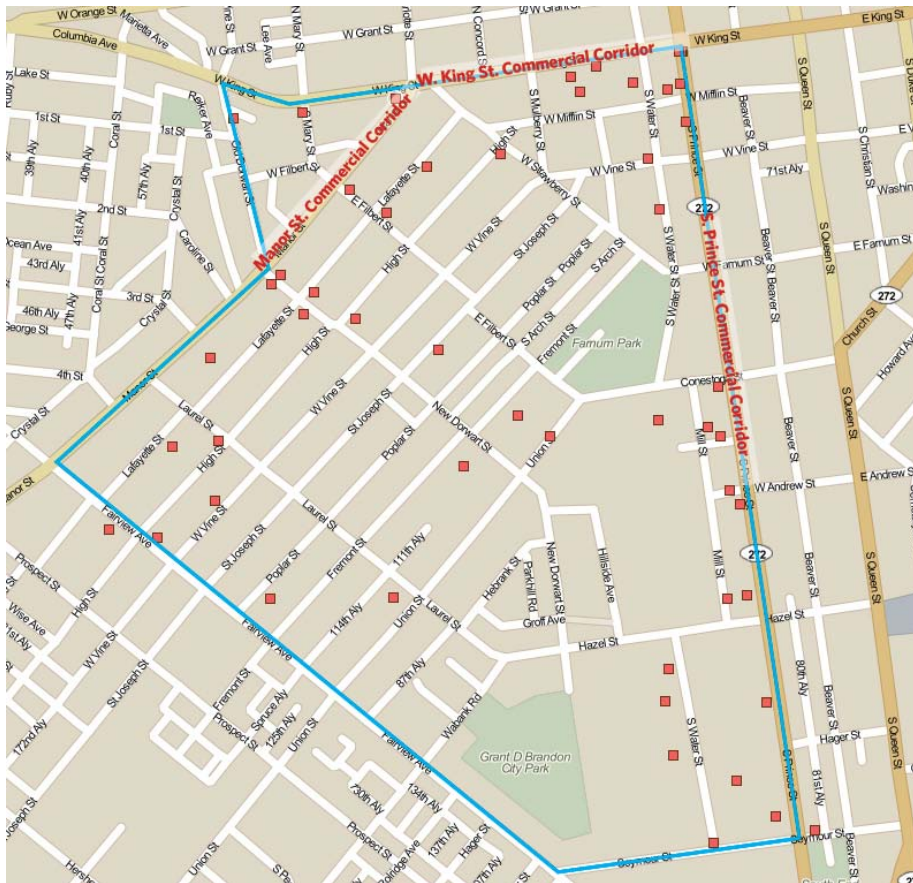
Types of Business	No. of Businesses within Study Area
Construction/Trade/Landscaping	9
Financial/Professional/Technical Service	9
Other	7
Restaurant/Café/Bar	7
Auto Repair/Service/Sales	7
Grocer	6
Retail	4
Child Care	4
Barber/Hair Salon	3
Manufacturing	2
Gas/Convenience Store	1

Source: U.S. Census Bureau

The full roster of the businesses can be found in **Appendix C**. An interactive map of the business in Southwest and Southeast Lancaster is available online by clicking the following link:

<http://www.assetslanaster.org/programs/south-lancaster-city-development/>

Figure 23: Location of Businesses Operating in the Study Area



Source: ASSETS, PolicyMap, Urban Partners

REVITALIZATION

STRATEGIES

① Neighborhood Connections

② Housing

③ Open Space & Public Realm

④ Community Safety

⑤ Education

⑥ Economic Opportunity

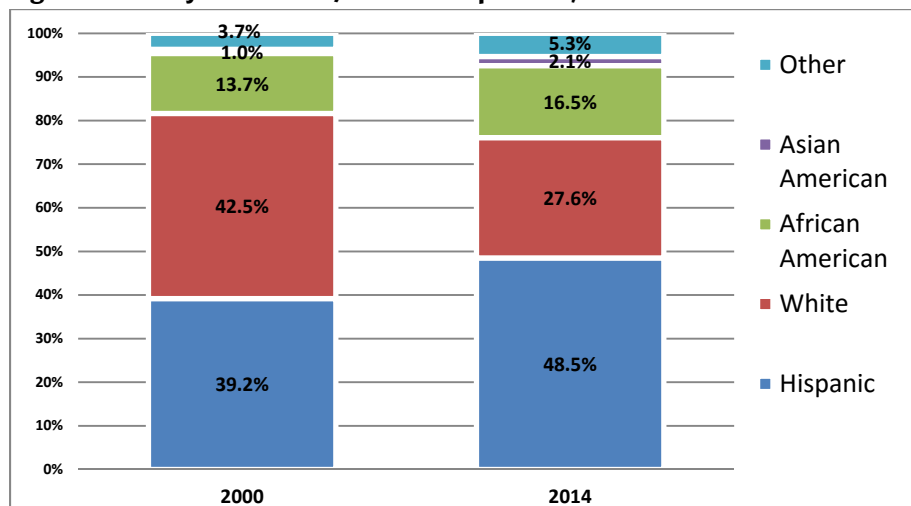
STRATEGIES: 1. NEIGHBORHOOD CONNECTIONS

The historical name for the Study Area is Cabbage Hill, a name that traces its origins to the German immigrants who moved into the neighborhood in large numbers starting in the 1840’s. With St. Joseph’s Parish serving as the most influential religious and social connection for the predominantly German Catholic community, Cabbage Hill was a tight-knit, working class community.

Today, the neighborhood is different demographically and economically. Currently, no single ethnic group represents a simple majority in the Study Area. This rich diversity is acknowledged and celebrated as a wonderful urban mosaic, but maintaining meaningful social connections among residents has become much more challenging compared to the experience of Cabbage Hill’s homogenous past.

According to the 2014 ACS, Hispanic/Latino residents make up 48.5% of the population, followed by Whites (27.6%), African Americans (16.5%) and Asian Americans (2.1%). The Hispanic population grew by 12.3%, or 324 residents, since 2000. Asian Americans also grew rapidly, from 1.0% of the Study Area population in 2000 to 2.1% in 2014 (Figure 24).

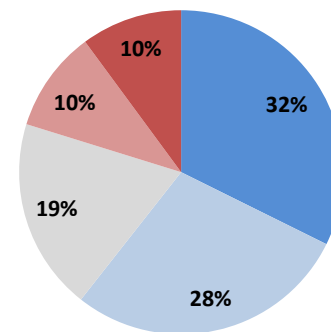
Figure 24: Study Area Racial/Ethnic Composition, 2000-2014



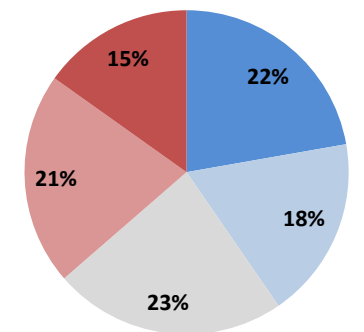
Source: U.S. Census Bureau

The Resident Survey included a series of questions that asked the respondents about the likelihood of obtaining help from their immediate neighbors. When asked, “How likely do you think it is that people in the community would help out when you needed a favor, such as picking up mail or borrowing a tool?”—20% of the residents responded that it is “not at all likely” or “not very likely.” When asked if they expect to obtain a ride somewhere from their neighbors, 36% responded “not at all likely” or “not very likely” (see Figure 25).

Likelihood of Obtaining Help from Neighbors - a Simple Favor (Pick Up Mail, Borrow Tools)



Likelihood of Obtaining Help from Neighbors - a Ride Somewhere



■ Very likely ■ Likely
■ Somewhat likely ■ Not very likely
■ Not at all likely

Figure 25: Resident Survey responses regarding the likelihood of obtaining help from neighbors.

Residents believe that one of the symptoms of a disconnected community is the difficulty that some residents experience in obtaining services and employment training opportunities that are available to the public. Without a centralized coordinating agency that currently serves the neighborhood, information that residents need to access services and programs is not delivered in a consistent and organized manner. By devising an effective communication/outreach strategy and coordinating with local program providers, LHOP and the newly formed SouthWest Neighborhood Leadership Board (SWNLB) will promote and enhance existing resource guides and design a communication strategy that will optimize information dissemination.

VISION STATEMENT

The residents of Southwest Lancaster are closely connected to each other, celebrating the diversity of racial/ethnic backgrounds and sharing a sense of joint responsibility to care for one another.

REVITALIZATION STRATEGIES**1. Establish LHOP as the Lead Entity for Coordinating Revitalization Initiatives.**

In order to bring the neighbors together, to make strong social connections to each other and to connect residents to available resources within the neighborhood and the city, a new community based initiative will be launched by LHOP. Serving as the lead agency to implement the revitalization initiatives of this Plan, LHOP will organize a new entity (SouthWest Neighborhood Leadership Board, or SWNLB) serving as the advisory group to the LHOP Board and staff. To promote local ownership of this entity, the members of the SWNLB and the new LHOP staff member overseeing the implementation of this plan will be comprised primarily of local residents and stakeholders.

2. Develop a Series of Events to Connect Neighbors.

The planning process began with a neighborhood block party, which was extremely well received by the residents who expressed a strong desire to participate in more gathering events in the future. Neighborhood children were out in full force, enjoying the company of their friends in a safe environment (**Figure 26**). Working with partner organizations and community leaders, LHOP will program and publicize a series of events such as Pot Luck Dinners, Summer Block Parties, a Latin-themed “Fiesta” and other events that celebrate the area’s diversity and build neighborhood connectivity.

“Overall it is a Decent Community...Although We Could Use More Community Functions Such as Block Parties.”

Resident Survey Respondent



Figure 26: Neighborhood youth at the Kick-Off Block Party event.

3. Develop a Plan to Market the Neighborhood.

Residents are concerned and frustrated with the negative perceptions of the Study Area. The residents believe that in the eyes of the media and the outside world, Cabbage Hill has become synonymous with crime and poverty. The implementation of this revitalization strategy offers a unique opportunity to address this issue by launching a new marketing strategy for the neighborhood.

One of the ideas that was discussed involved rebranding the neighborhood as “The Hill” to capitalize on the Cabbage Hill name and showcasing the neighborhood’s cultural diversity.

4. Improve Access to Services for Neighborhood Residents.

Without a centralized coordinating agency that serves the neighborhood, information that residents need to access services and programs is not delivered in a consistent and organized manner. LHOP will promote and enhance existing resource guides and design a communication strategy that will optimize information dissemination.

Many of the action items in this category will be completed by coordinating with the "Neighborhood Connectors" programs of the Boys and Girls Club-----an initiative that is funded through a grant from the United Way. LHOP will also work with partners such as Lancaster General Hospital to devise a "time banking" program that's intended to organize residents in identifying resources within the community.

"Here is how it works: I earn a time credit by doing something for you. It doesn't matter what that "something" is. You turnaround and earn a time credit doing something for someone else in your TimeBank Community."

Time Banks, USA

5. Improve Residents' Access to Jobs.

From 2000 to 2014, Lancaster County has added over 9,000 jobs according to the U.S. Census Bureau. Much of this job growth, however, has occurred in areas where transit-dependent residents have a difficult time commuting. Working with CareerLink, the Chamber of Commerce, Tec Centro, Lancaster County Workforce Investment Board, and other agencies involved in workforce development and job placement services, LHOP will maintain an Internet-focused central database of job openings/job training resources, and create multiple ways for residents to access this information.

For those workers in the Study Area that commute to distant employment locations, LHOP will advocate for improved availability/pricing of "Home to Work" transportation (i.e. customize

Transit Authority's off-hours "Access to Jobs" program to better meet needs of the residents). Part of the solution may involve working with Commuter Services of Pennsylvania (www.pacommuterservices.org), which helps to coordinate car-pooling and offers "emergency ride home" services, as well as other services.

Lastly, the funding for "Access to Jobs" may be eliminated as soon as 18 months from this report. Part of this strategy includes monitoring the potential end of this program and responding with a modified off-hour worker transportation service, if necessary.



Figure 27: Lancaster Access service that provides transportation to work within 6 mile radius of the city.

6. Establish a Neighborhood Hub with Offices for the Civic Organization & Programming Space.

The Study Area is in need of a central gathering place for neighborhood services and programs. This hub can double as the satellite offices of LHOP and the SWNLB, but the primary function is to serve as the venue for community programming and events.

STRATEGIES: 2. HOUSING

According to the 2014 ACS, the Study Area is a predominantly renter community at nearly 64% of all households currently renting—compared to 57% for the City of Lancaster and 31% for the County. Residents expressed a desire to increase homeownership opportunities in the Study Area, but the low income levels of existing residents and the prevalence of investor activities have resulted in increasing concentration of rental units. There is widespread belief held by Study Area residents that the increased activity of absentee landlords is destabilizing the neighborhood and eroding the positive aspects of the community (e.g., architectural integrity of the housing stock, close walking distance to Downtown, and affordability of homeownership opportunities).

According to Realquest, which is a comprehensive real estate database service that was utilized for this report, there were 129 single-family home sales in the Study Area from 2014 to 2016. In **Table 15**, these sales are segmented into the following categories: Foreclosures; Investor/Developer Acquisitions; Homes Sold by LHOP to Owner Occupants; and Conventional Sales between Owner Occupants.

Table 15: Breakdown of Home Sales in the Study Area, 2014-16

	Total Number of Sales	Median Sale Price	Average Sale Price	Average Sale Price/SF	Average Living Space
Foreclosures or Properties Sold by Banking Institutions	19*	\$61,925	\$38,058	\$29.92	1,272 SF
Investor/Developer Acquisitions (Non Foreclosure)	70	\$62,700	\$69,313	\$45.51	1,523 SF
Homes Sold by LHOP to Owner Occupants	2	\$73,250	\$73,250	\$49.31	1,486 SF
Conventional Sales between Owner Occupants	38	\$62,500	\$67,789	\$53.07	1,277 SF

Source: Realquest, Urban Partners

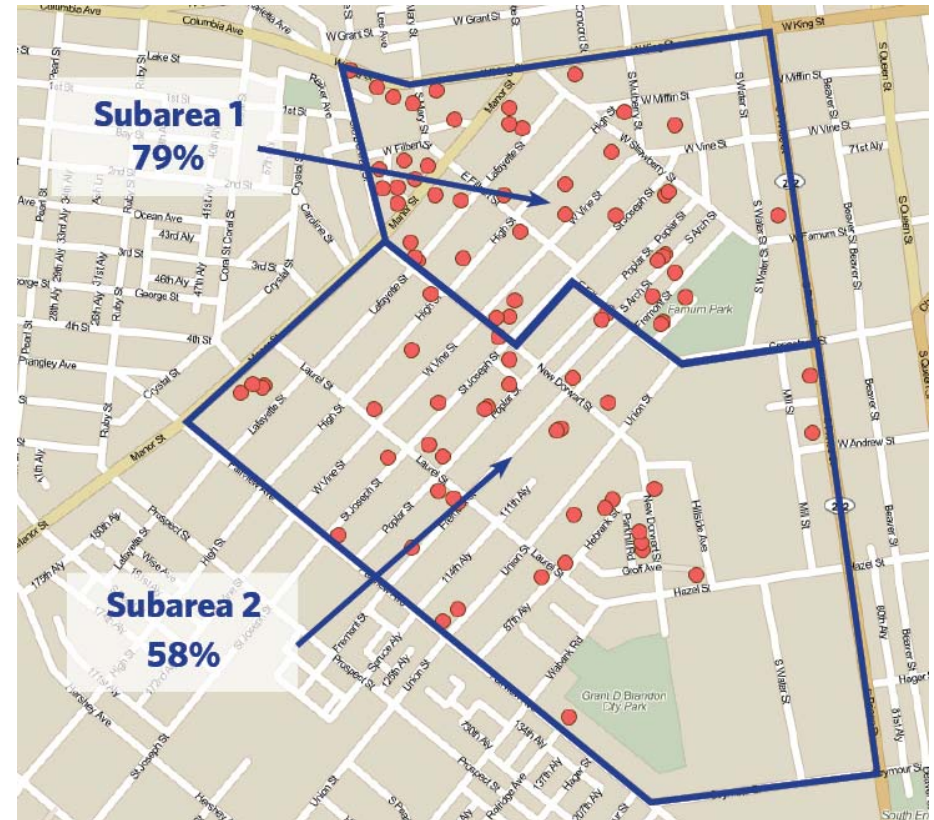
* 17 purchased by investors

There were 19 foreclosures, 17 of which were homes purchased by investors/developers, with an average sale price of \$38,058 (or \$29.92/SF). Investors or developers acquiring non-foreclosure homes accounted for 70 transactions, with an average sale price of \$69,313 (\$45.51/SF). Homes transferred between owner occupants totaled 38

transactions (29.5% of the total), with an average sale price of \$67,789 (or \$53.07/SF). Two homes were renovated by LHOP and sold to owner-occupants with an average sale price of \$73,250, or \$49.31/SF.

Examined as Subareas within the Study Area, the data shows that Subarea 1 is experiencing a much greater impact from investor activity than Subarea 2. From 2014 to 2016, 45 out of 57 residential transactions in Subarea 1 were investor acquisitions (79%), compared to 58% in Subarea 2 (**Figure 28**).

Figure 28: Housing Investor Activity as a Percentage of All Transactions by Subarea, 2014-2016



Source: Realquest, Urban Partners

VISION STATEMENT

Southwest Lancaster is a residential community of choice that offers a variety of housing options, including high-quality, well-managed rental homes and expanded homeownership opportunities for a full spectrum of household income levels.

REVITALIZATION STRATEGIES

1. Identify Lead Organization for Implementing Housing Development Initiatives.

LHOP will convene housing and community development partners in the City of Lancaster and Lancaster County to identify a lead organization that can carry out housing development initiatives within Southwest Lancaster, as well as other parts of the county. Because the staff members of the "Housing Development Organization" will oversee housing strategies related to property acquisition and development, they must possess technical capacity in real estate development and management.

THE NEED FOR A HOUSING DEVELOPMENT ORGANIZATION

"LHOP is primarily a lender and has over the past 3 years financed the acquisition, rehab, and resale of properties in SouthWest Lancaster and Columbia Borough (see a home renovation project completed by LHOP in **Figure 24**). LHOP will continue to grow this part of its work in the community. However, ownership and management of scattered site rental properties takes different skill sets and financial capacity, one that should cut across several organizations to be successful.

Up until several years ago, a subsidiary of the Community Action Program (CAP) of Lancaster County known as CAP Housing was active in Lancaster County acquiring properties for rehab and resale and for rental. The organization went into "hibernation" after the loss of its staff. Leadership of LHOP and of CAP are "resurrecting" CAP Housing by combining the skillsets and financial capacity of several organizations to undertake community development work as well as ownership and management of scattered site rental opportunities. The first meeting of a new CAP Housing Board is scheduled for the end of September 2016."



Figure 29: Picture of the living room of 42 W. Strawberry Street renovated by LHOP.

2. Establish Relationships with Quality Landlords and Developers in the Neighborhood.

Residents are concerned about the rental housing market in the Study Area in general, but they also recognized the difference between quality landlords who are socially responsible and absentee landlords who are minimally engaged with the welfare of their tenants, the condition of their properties, or the neighborhood. In order to continue encouraging positive community involvement from the landlord community, LHOP will convene a series of meetings of the landlords and developers in the neighborhood. To the extent possible, participation in these landlord meetings will be recognized and incentivized so that the general public can be made aware of those who desire to play a positive role in the community.

3. Systematically Intervene on Problem Rental Properties.

LHOP and the Housing Development Organization (HDO) will collaborate with the City to identify and intervene on problem rental

properties in the Study Area. This will involve a multi-faceted approach comprised of:

- i) Monitoring locations of illegal and nuisance activities;
- ii) Working with the City's Code Enforcement Department to eliminate building code violations;
- iii) Assuring that properties being sold are purchased by quality landlords; and
- iv) Initiating a rental property repair/development program.

The end results of this strategy are higher quality rental homes, increased participation from local/civic-minded landlords, increased effective tenant rights advocacy, and the preservation of affordable rental housing.

4. Increase Homeownership Opportunities.

Increasing and stabilizing homeownership in the Study Area will involve a number of agencies and a multi-faceted approach. LHOP and the HDO will secure an acquisition funding pool to finance the purchase of residential properties, and then collaborate with community-minded housing developers (both non-profit and for-profit entities) to engage in owner-occupied housing projects targeting a variety of household income ranges.

LHOP and the HDO will work with Franklin & Marshall College, Lancaster General Hospital, and other employers to expand existing employer assisted housing programs, or create new ones, to cover the Study Area.

For those who are already homeowners, LHOP will secure grant funding to administer a residential façade improvement program. Canvassing the neighborhood to publicize this program will offer a great opportunity for LHOP staff and SWNLB members to meet the neighbors and keep the residents engaged in the implementation of the overall strategy. In addition, LHOP and Habitat for Humanity will continue to administer their volunteer-based housing rehab programs in the Study Area.

Lastly, residents believe that the shortage of parking in the Study Area is an impediment to attracting new homeowners. Very few homes come with garages or off-street parking pads, so the vast majority of the households must regularly vie for a limited supply of on-street parking spaces. LHOP will work with the City to devise pragmatic strategies to expand the number of parking spots in the Study Area and to discourage long-term storage of seldom used vehicles on city streets.

5. Educate/Support Prospective and Current Homeowners.

According to the Resident Survey, of the people who currently rent but would consider purchasing a home in the community, the number one reason (53% of all responses) why they haven't done so is "personal financial situation."

To assist rental households with homeownership aspirations, LHOP will increase its current offering of first-time homebuyer and financing workshops to the residents of the Study Area, and make connections with Tabor Community Services and Spanish American Civic Association (SACA) that offer credit/budget counseling services. In addition, LHOP will collaborate in offering home maintenance workshops to current Study Area residents. This can be accomplished through conventional methods of in-person workshops and also through emails, newsletters, online videos that are distributed throughout the city.



Figure 30: 300 block of Laurel Street.
Image courtesy of Melissa Engle Photography

Currently, Habitat for Humanity is in the process of organizing a survey of existing homeowners in Southwest Lancaster to catalog repair and maintenance needs. As the survey data is being assembled, LHOP and Habitat for Humanity will work together to assist homeowners to secure support from various home repair programs, from both private and public sources.

STRATEGIES: 3. OPEN SPACE AND PUBLIC REALM

According to the 2014 ACS, the Study Area has nearly 1,500 children less than 15 years-of-age (representing close to 25% of the total population). Residents are concerned that there is a lack of parks and other safe spaces for the children to play in the neighborhood. One exception is Brandon Park, which is located in the southern boundary of the Study Area, and was renovated in 2013. Brandon Park is considered a positive asset to the neighborhood (**Figure 31**).



Image courtesy of technergeia.org

Figure 31: New public sculpture at Brandon Park.

Residents are very concerned, however, about the condition of Farnum Park, which is centrally located in the Study Area and within a short distance to the local Boys and Girls Club (Figure 11). There are high incidences of drug activity and homeless individuals regularly loitering in the park. Aside from the evening sports leagues for adults, the park is seldom used by the residents of the Study Area because of the aforementioned reasons.

In addition to concerns about Farnum Park and need for additional open space, residents listed the physical condition of public spaces as one of the poorest aspects of the community. When asked to rate the physical condition of streets, sidewalks, and public spaces in the community, 32% of the Resident Survey respondents indicated that it's "poor" or "very poor." **Figure 32** below is a map showing the locations of survey respondents that indicated public realm conditions are poor or very poor (29% of the survey respondents in Subarea 1 and 16% of respondents in Subarea 2).

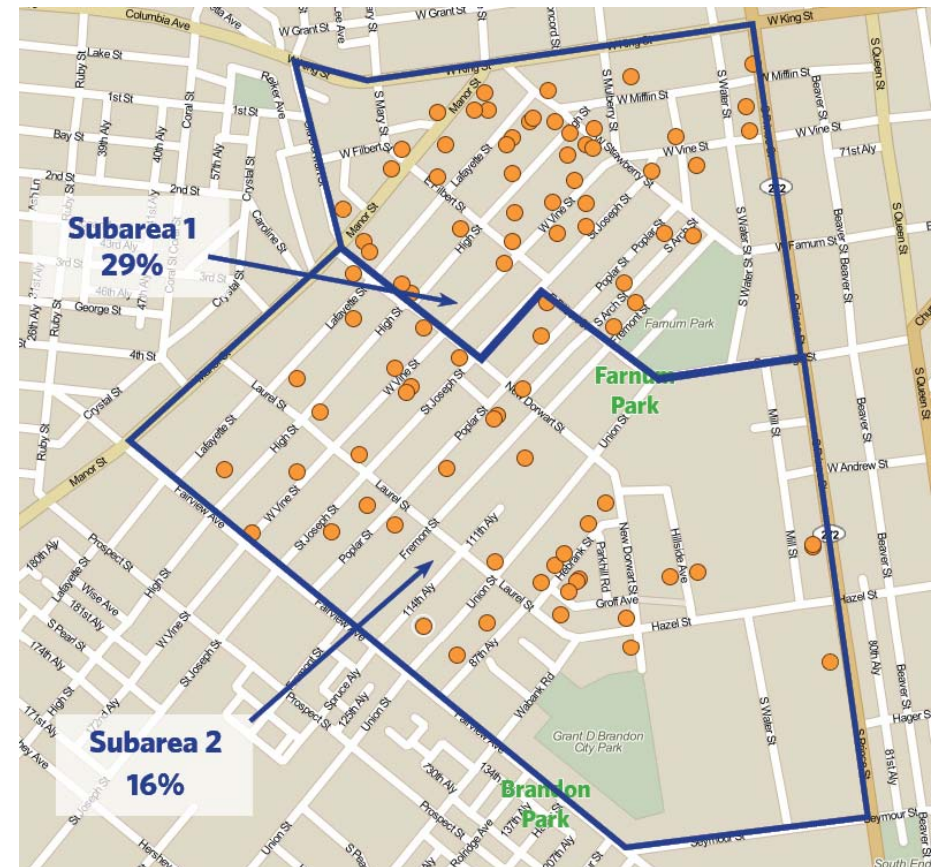


Figure 32: Location of survey respondents expressing concern about public realm conditions.

VISION STATEMENT

The streets, open spaces, parks, and other public spaces in Southwest Lancaster are clean, safe, and inviting.

REVITALIZATION STRATEGIES

1. Revitalize Farnum Park.

The planning process revealed significant resident concern for Farnum Park but it also galvanized them into forming an organized coalition to improve the conditions of the park. A resident group called the “Friends of Farnum Park” has been formed and will mobilize a grassroots effort to help maintain the park and help provide on-going programming. The natural topography of the hilly portion of the park creates an ideal setting for an informal amphitheater which can host family movie nights, concerts, and other events (see **Figure 33** for an example of an art & culture event at a neighborhood park).



Figure 33: Shakespeare in the Park, held every summer at Clark Park in West Philadelphia.

Working with Water Street Mission, which is located directly across from the park, and the City of Lancaster, LHOP will organize on-going oversight (including additional security cameras and safety patrols, if possible), management, and programming.

As of this report, the City of Lancaster is actively seeking grant funding in support of final park design and renovation activities. LHOP and the Friends of Farnum Park will assist the City in obtaining resident input into the redesign and renovation of the park.

2. Create a Sustainable Trash Management Approach.

The residents believe that a multi-faceted approach is required to eliminate trash and litter in the Study Area. First, LHOP will work with the City Bureau of Solid Waste and Recycling to ensure that trash pick-up workers minimize litter during the collection process. Second, a set of low-cost trash cans and a formalized sweeping service—either operated manually on foot or with a sweeper machine—will be considered for the Study Area. Third, LHOP will encourage individual blocks to become members of the City’s Adopt-a-Block program. Lastly, a community outreach program will be organized in an effort to encourage composting and eliminating trash/litter in the neighborhood. This strategy will involve a large network of partners, including Penn State Farm Extension, Lancaster Master Gardeners, Lighten Up Lancaster, and others.

3. Create Additional Open Space Amenities in the Neighborhood.

In addition to Farnum Park and Brandon Park, resident believe that smaller, less formal open space scattered throughout the neighborhood would also be beneficial, especially for younger children. According to the Property Conditions Survey, there are 56 vacant lots scattered in the Study Area.



Figure 34: Green alley for the mid-block shortcut in Cleveland, OH.

Working with the City of Lancaster, LHOP will identify potential parcels and create the ownership/management structure for new pocket parks, open spaces, and playgrounds in the Study Area (see example in **Figure 34**).

STRATEGIES: 4. COMMUNITY SAFETY

According to the Resident Survey, there is tremendous concern about community safety in the Study Area. Of 291 residents surveyed, 135 (or 46%) responded that “Safety in the Community” is what they like least about living in the neighborhood. When asked to rate Safety in the Community, 40% of the residents responded “poor” or “very poor.” **Figure 35** below is a map showing the locations of survey respondents that indicated community safety is poor or very poor (48% of the survey respondents in Subarea 1 and 31% of respondents in Subarea 2).

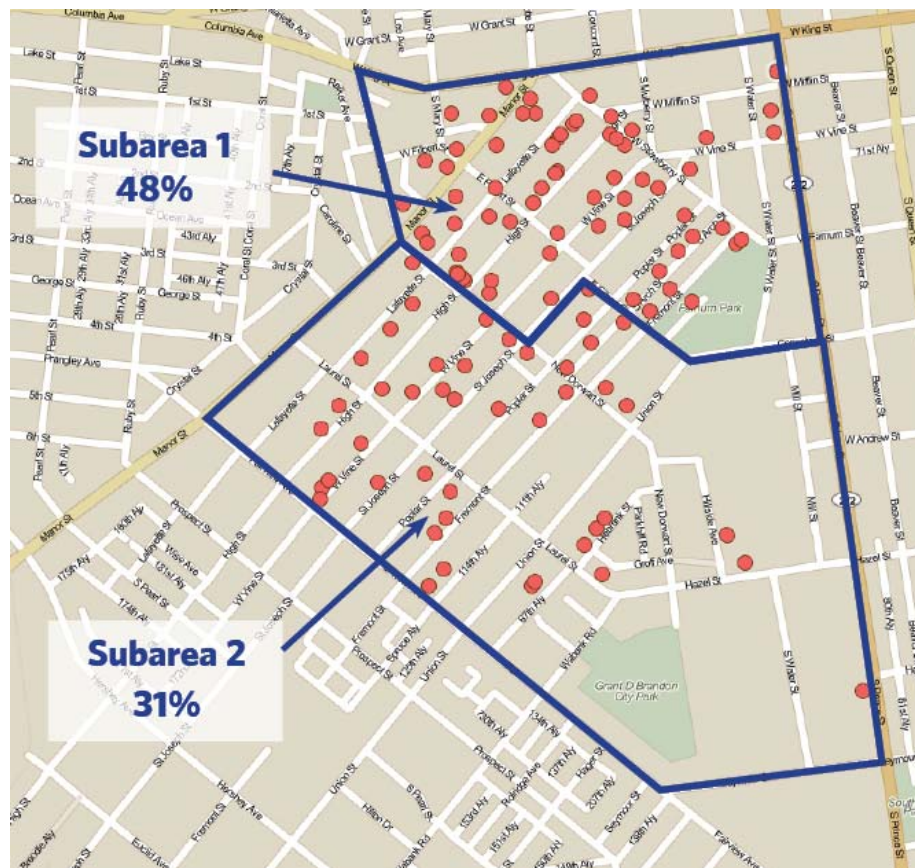


Figure 35: Location of survey respondents expressing concern about safety in the community.

Currently the City does not employ a crime analyst and as a result, there is no coordinated program to publicize timely crime statistics and crime incidence reports to the general public. With the leadership of Sergeant Glenn Stoltzfus who served on the Steering Committee, the Police Department has been actively engaged in this project to improve public safety in the Study Area.

Prior to the planning process for this project, a small group of residents have been meeting on a quarterly basis at St. Joseph Catholic Church to discuss community safety. These meetings are coordinated by representatives from Millersville University and Lancaster Safety (LSC) Coalition staff. Regularly attended by a group of 30-40 individuals, one of the frequent discussion topics has been the residents’ desire to increase video surveillance of the Study Area.

In 2015, Millersville University, along with Dr. Wes Farmer of LSC, published a white paper titled “Perceptions of the Effectiveness of Video Surveillance in Lancaster, PA” (see **Figure 36**)

The paper concludes that video surveillance is most helpful in the prosecution of crime and the resolution of criminal events. Although no direct correlations can be made in the reduction of crime, residents often benefit from an improved perception of community safety.

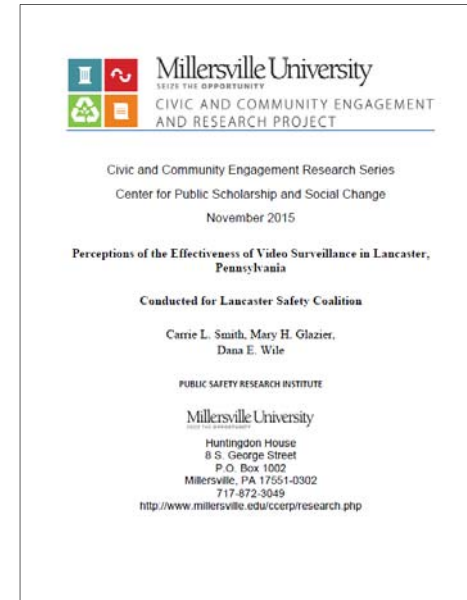


Figure 36: White paper on Video Surveillance practices in Lancaster, PA.

As of this report, LSC monitors a network of 163 closed-circuit cameras throughout the City of Lancaster, some of which are located in the Study Area. Part of the strategies in this section includes the expansion of the video surveillance system.

VISION STATEMENT

Southwest Lancaster is a safe and peaceful neighborhood through the on-going collaboration of residents, community organizations, and public safety agencies.

REVITALIZATION STRATEGIES

1. Offer Positive Community Engagement for At-Risk Populations.

This strategy focuses on delivering positive development programs and support systems for at-risk populations, namely youth from the ages of 14 to 17 and young adults from 18 to 25 years-of age. These may include existing programs at the Boys and Girls Club, Police Athletic League, the Mix at Arbor Place, Lancaster Recreation Commission, and youth mentoring programs.

Working with other partners in the city, LHOP will also advocate for the needs of the ex-offender community so that they don't relapse into criminal behavior. Related to that, LHOP will support the family members of incarcerated individuals by partnering with Ambassadors for Hope.

2. Improve Police/Community Relations.

Working closely with the Lancaster Police Department, LHOP will facilitate greater cooperation between the Study Area residents and police officers. Residents will be regularly reminded of the importance of reporting crime, with a clear explanation of what happens when you contact the police department via 911-call or other methods (i.e., text and email). Joint sector meetings will be held in the Study Area, creating a regular forum of residents and police. Lastly, LHOP will help establish a program to form Neighborhood Watch groups throughout the Study Area.

3. Create a Safer Environment that Deters Crime.

LHOP will work with the Lancaster City Alliance to assess the financial feasibility of extending the patrol area for the Bicycle Ambassadors Program to the Study Area. The residents expressed a strong desire to supplement any resident-led watch program with the presence of these

Ambassadors who currently patrol downtown and the northwest section of the city (**Figure 37**).



Figure 37: Lancaster City Alliance Bicycle Ambassadors.

Poor street lighting is also cited by the residents as a public safety concern, and therefore, LHOP will identify specific areas where additional lighting is needed and then work with the City to raise funds for new light fixtures (for both public street lights and porch lights and other fixtures for individual residences).

Lastly, the Lancaster Safety Coalition (LSC) has been advocating for, and monitoring a network of 163 closed-circuit cameras throughout the City of Lancaster, many of which are located in the Study Area (**Figure 38**). LSC, along with Dr. Mary Glazier and her students from Millersville University, has been organizing community meetings to discuss public safety concerns in the Study Area. LSC and LHOP will: i) publicize the existing camera program to support local camera registration; ii) consider an incentive system to encourage participation from local merchants and property owners; and iii) seek local and federal funding to support monitoring of newly linked cameras.

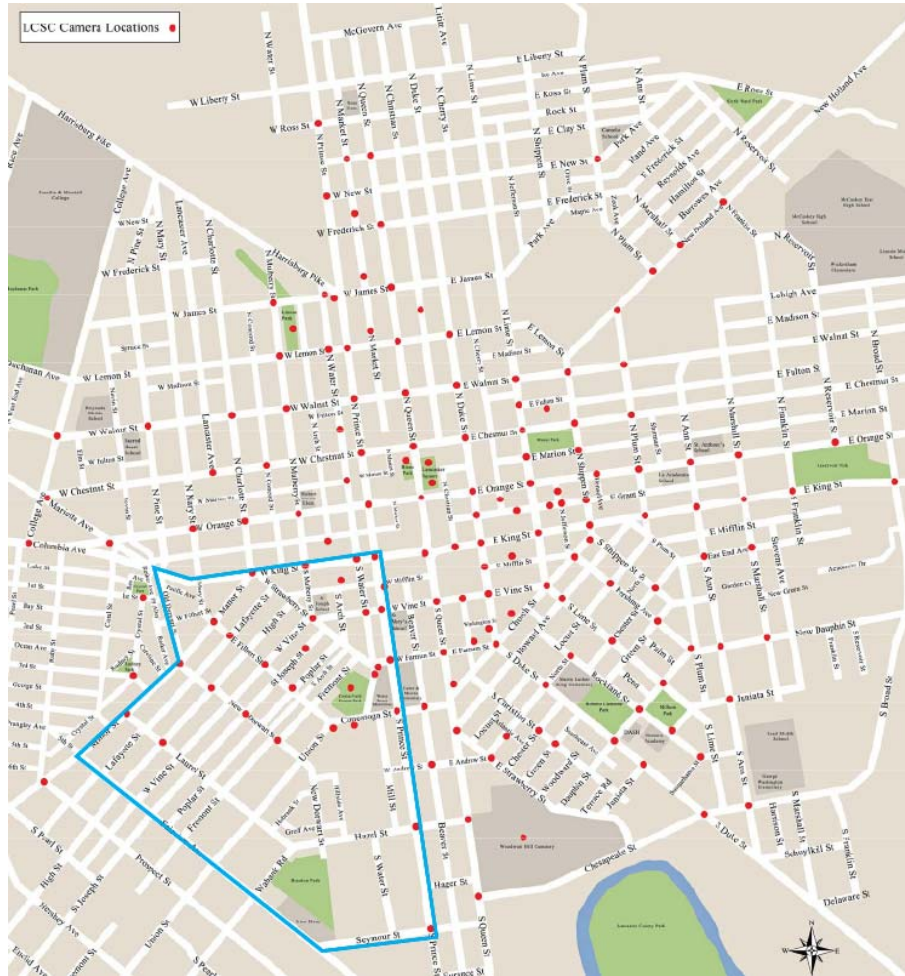


Figure 38: Location of closed circuit cameras monitored by the Lancaster Safety Coalition.

STRATEGIES: 5. EDUCATION

Of 291 residents surveyed, 70 (or 24%) responded that “Schools for My Children” is what they like least about living in the Study Area. The 70 responses trailed only “Safety in the Community” and “My Neighbors” as the most negative aspect of the Study Area.

Price Elementary is the only school that’s physically located within the Study Area, but three other elementary schools are located in close proximity (Fulton Elementary, Lafayette Elementary, and Carter & MacRae Elementary, see location and catchment areas in **Figure 39**).

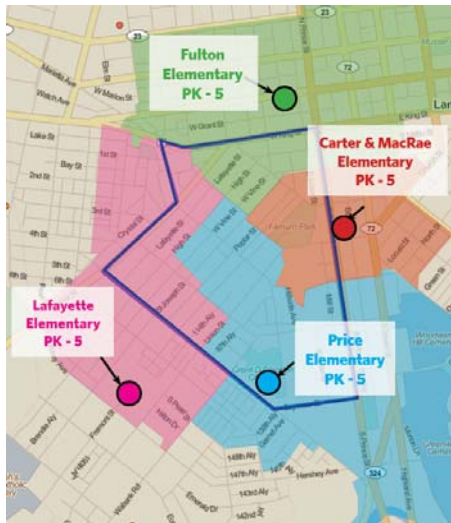


Figure 39: Elementary schools in and near the Study Area.

According to the Pennsylvania Department of Education, standardized testing scores for Price Elementary in 5th grade math and reading aptitude are above the proficiency rate for the school district. Compared to the proficiency rate of the state, however, Price Elementary scores are significantly lower (52% to 75% proficiency rate in 5th Grade math, and 50% to 69% proficiency rate in 5th Grade Reading, see **Table 16**).

Table 16: Proficiency Rate of Standardize Testing Scores, 2014³

	State	District	Price	Fulton	Lafayette	Carter - Macrae
Grade 5 Math	75%	51%	52%	64%	51%	45%
Grade 5 Reading	69%	38%	50%	44%	38%	42%

Source: Pennsylvania Department of Education

³ The results shown are based on the Pennsylvania System of School Assessment (PSSA), which is an annual assessment administered in commonwealth classrooms in grades 3 through 8.

VISION STATEMENT

Southwest Lancaster schools offer high-quality learning environment and supportive services so that every student can attain success. Additionally, adults can find many opportunities for continuing education/technical training.

REVITALIZATION STRATEGIES

1. Increase parent & community involvement at local schools.

This strategy focuses primarily on increasing parental participation at local schools—which includes better attendance at home and school meetings, parent-teacher conferences, and other events throughout the year. LHOP, School District of Lancaster administrative leaders, and residents will collaborate on increasing community participation in schools (e.g., Summer Community Days, career day presentations)

2. Expand Affordable After-School Programming.

Working with the elementary schools, their respective parent-teacher organizations, School District of Lancaster, and local area service providers such as the Boys and Girls, LHOP will develop and provide additional activities for children in the Study Area. Additionally, LHOP will actively explore with the School District the possibility of expanding the community school program (similar to the model used at George Washington Elementary) at various elementary schools in or near the Study Area.

3. Improve Residents' Access to Available Educational and Job Training Resources.

In addition to education for school-aged children, residents also expressed a desire to increase their access to adult learning assets. Lancaster-Lebanon Intermediate Unit 13 (IU13), which is an education service agency, offers community education classes at Bright Side Opportunities Center just south of the Study Area. This strategy aims to partner with IU13 and Bright Side to publicize GED and ESL classes that are available to the public. Additionally, Tec Centro’s vocational training programs and CareerLink’s career readiness, job training and job placement programs will be heavily promoted within the Study Area.

STRATEGIES: 6. ECONOMIC OPPORTUNITY

Since 2002, the Study Area has experienced a significant job growth in terms of percentage increase (albeit a modest growth in the total number of new positions). The U.S. Census Bureau's *OnTheMap* application reports that the Study Area was home to 767 jobs in 2002. In 2013, the number increased to 938 which is equivalent to a growth rate of 22.3%. Sectors experiencing the most job growth are:

- Manufacturing (191 additional jobs)
- Other Services, excluding Public Administration (54 additional jobs)
- Accommodation and Food Services (31 additional jobs)

The largest employer in the Study Area is Kunzler and Company (**Figure 40**), which is a 4th generation family business producing processed meats. According to U.S. Census Bureau's *OnTheMap* application, as of 2013 Kunzler employs approximately 220 employees.



Figure 40: Kunzler and Company, located at 652 Manor Street.

ASSETS Lancaster, which is a locally based non-profit economic development group, recently conducted a survey of all businesses located

in Southwest Lancaster. According to ASSETS, there are 59 private businesses operating in the Study Area, located primarily on or near the three commercial corridors: Manor Street, W. King Street, and S. Prince Street (see **Figure 41**).



Figure 41: Location of Study Area Businesses.

Of the three commercial corridors located in the Study Area, residents expressed the greatest concern for the Manor Street corridor. In particular, the stretch between W. King Street and New Dorwart Street has the highest concentration of blighted properties in the Study Area (**Figure 42**). Most of the commercial properties located in this stretch of Manor Street have either been converted to rental housing properties or have been vacant for many years.

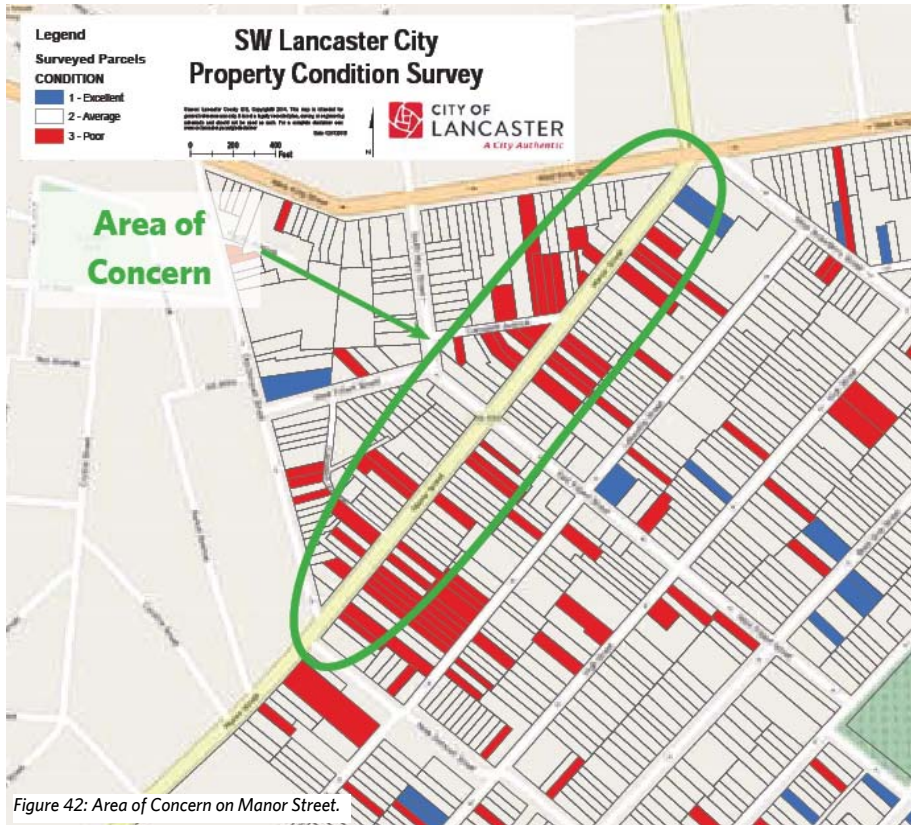


Figure 42: Area of Concern on Manor Street.

As of this report, the City has secured grant funding from the PA Dept. of Community & Economic Development (DCED) to install pedestrian scale lighting along the Manor Street Commercial Corridor. Construction is scheduled to start the summer of 2017.

VISION STATEMENT

Southwest Lancaster has economic vitality as evidenced by a revitalized Manor Street commercial corridor and ample supportive programs for entrepreneurs and small business owners.

REVITALIZATION STRATEGIES

1. Make Concentrated Improvements to Manor Street between King & New Dorwart.

Since the focus area along Manor Street is currently predominantly rental housing, the action items outlined in Housing Strategy 3 will be applied as a high priority to this area. Other strategies to be implemented in this area include:

- Expanding available off-street parking.
- Upgrading public streetscape elements to create a strong gateway at W. King Street, lighting improvements, and pedestrian-safety enhancements.
- Improving safety programming by expanding surveillance camera operation and organizing a Neighborhood Watch.
- Implement a matching façade improvement program.



Figure 43: Commercial property converted to apartments, located at the corner of Manor and Old Dorwart Streets.

Additionally, the HDO identified in Housing Strategy 1 will seek opportunities to acquire and rehabilitate/reconvert former store spaces back to commercial use from apartments. This strategy will also involve recruiting commercial tenants, including arts & maker communities, and where possible, experimenting with "Pop-Up" stores in existing spaces.

2. Reininvigorate Vacant or Underutilized Properties in the Study Area.

In an on-going effort to reoccupy vacant/underutilized spaces in the Study Area, LHOP will develop and maintain a roster of such properties. Additionally, LHOP will encourage and assist current property owners to list available spaces for lease or sale, and market their availability on a Southwest community website.

3. Support SW Lancaster Entrepreneurs

Working with ASSETS, LHOP will make technical support—including periodic workshops and presentations—widely publicized for local entrepreneurs in the Study Area. An important component of this strategy includes encouraging and assisting Study Area youth to develop business ideas.

Additionally, in an effort to improve the community's access to healthy food and to assist local businesses improve their operations, LHOP will establish a working relationship with the Food Trust to launch (or replicate) the Healthy Corner Store Initiative in the Study Area (**Figure 44**). Other potential partners include the Society of St. Andrew, which operates a satellite program in Lancaster County, and Lancaster General Hospital which is working with the PA Department of Agriculture on a healthy corner store initiative in Southeast Lancaster.

Figure 44: Fruit & vegetable display case in a store participating in the Healthy Corner Store Initiative.



"The Food Trust is a nationally recognized nonprofit dedicated to ensuring that everyone has access to affordable, nutritious food and information to make healthy decisions. The Healthy Corner Store Initiative works with corner stores to add a minimum of four new products with at least two healthy products in at least two food categories including: fruits and vegetables, low-fat dairy, lean meats and whole grains. Through the Healthy Corner Store Initiative, stores in the network have received marketing materials, training and, in some cases, equipment to transform the businesses into health-promoting food retailers."

APPENDIX A

IMPLEMENTATION

MATRICES

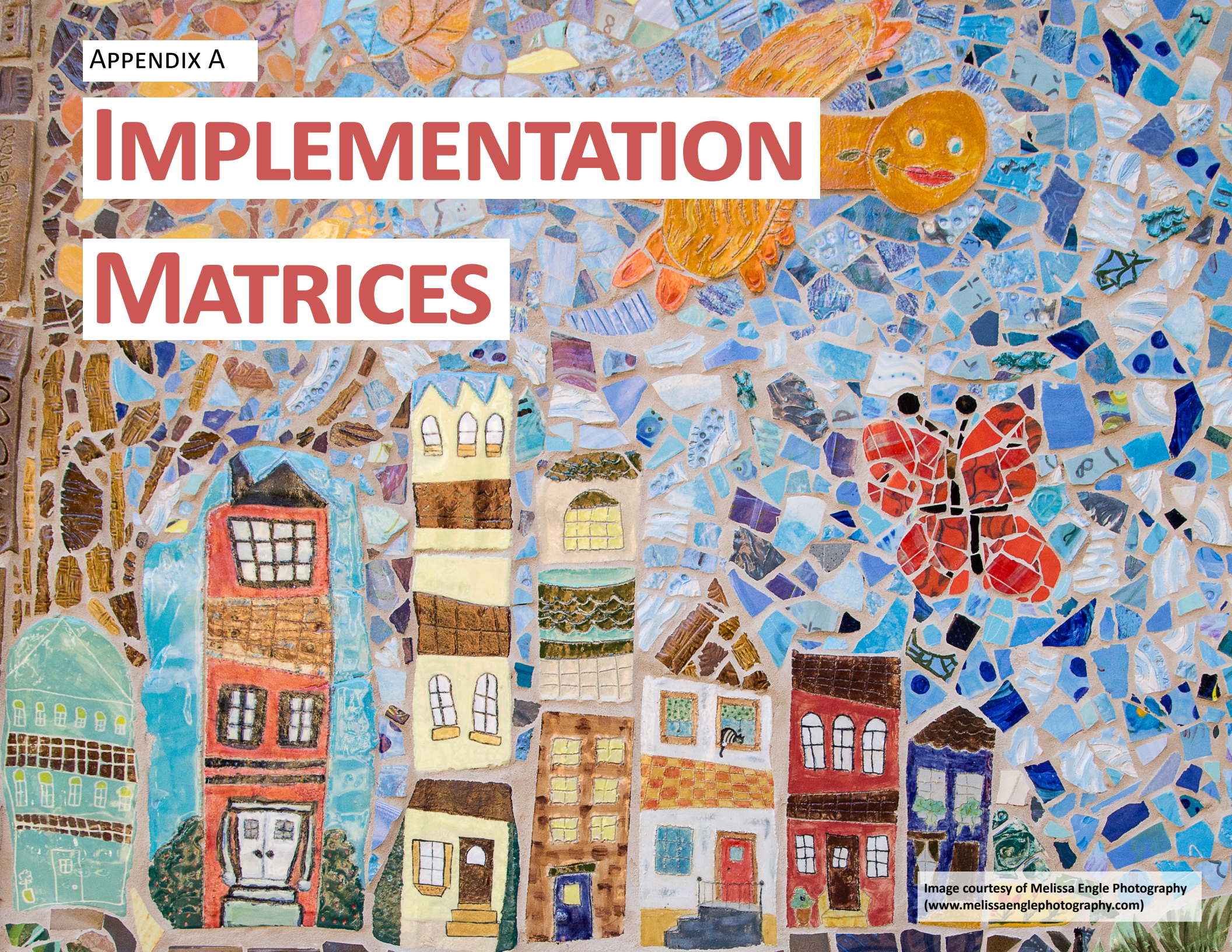


Image courtesy of Melissa Engle Photography
(www.melissaenglephotography.com)

Southwest Lancaster Revitalization Strategy Milestones & Budget

NEIGHBORHOOD CONNECTIONS: The residents of SouthWest Lancaster are closely connected to each other, celebrating the diversity of racial/ethnic backgrounds and sharing a sense of joint responsibility to care for one another.

Strategies	Action Steps	Responsible Party	Supporting Party	Timeframe	Budget	Potential Funding Source
1. Establish LHOP as a Lead Entity for Coordinating Revitalization Initiatives.						
1.1: Organize a community-based civic entity as an advisory board to LHOP.	1.1a: Convene a group of residents and community stakeholders to serve as the Southwest Neighborhood Leadership Board (SWNLB).	LHOP	-	Year 1	Staffing Cost Only	LHOP
	1.1b: Secure funding to hire staff and operations cost.	LHOP	-	Year 1	\$150,000/Year	Wells Fargo Foundation, Private Grants
2. Develop a Series of Events to Connect Neighbors.						
2.1: Identify venues and research insurance coverage for neighborhood events.	2.1a: Research the availability of the Lancaster Recreation Commission Center, Boys/Girls Club, Alpha and Omega Church, Laurel Street Supper Club and St: Joseph Catholic Church as venues for events.	LHOP	-	Year 1	Staffing Cost Only	LHOP
	2.1b: Obtain approval to utilize LHOP certificate of insurance for event series.	LHOP	-	Year 1	Staffing Cost Only	LHOP
2.2: Program and publicize a series of neighborhood gathering events.	2.2a: Plan "Pot Luck Dinners" and other events to be rotated among sites throughout the area.	LHOP	-	Year 2	Staffing Cost Only	LHOP
	2.2b: Hold block parties in the summer.	LHOP	City of Lancaster	Year 2	\$10,000/Year	To be identified
	2.2c: Integrate and promote the Strawberry Festival, The Fiesta, the New Year's Day Meal and other events to create a series of annual events that reflect the area's diversity.	LHOP	Laurel Street Mennonite Church; St. Joseph Church	Year 2	\$5,000/Year	To be identified
3. Develop a Plan to Market the Neighborhood.						
3.1: Begin to brand the neighborhood as "The Hill" to capitalize on the Cabbage Hill name and reflect the neighborhood's diversity.	3.1a: Develop marketing program with implementation start upon plan execution.	LHOP	Neighborhood Connections Task Force (NTCF)	Year 2	\$50,000	To be identified
4. Improve Access to Services for Neighborhood Residents.						
4.1: Increase utilization of resources available to residents.	4.1a: Develop and fund a "Neighborhood Connections" case worker for the SW area, including a plan to assist the immigrant community.	Boys and Girls Club, LHOP	-	Year 1	\$350,000	United Way
	4.1b: Promote and enhance the existing guide to resources using online and other non-digital methods.	LHOP	Millersville University	Year 2	\$10,000/Year	To be identified
	4.1c: Develop neighborhood community bulletin boards on high traffic areas using corner stores, and other resources to be determined.	LHOP	-	Year 2	\$5,000/Year	To be identified
	4.1d: Establish a partnership with Millersville University that would capitalize on the existing support and relationship and which would utilize Millersville students in mutually beneficial ways (i.e., as "ambassadors").	LHOP	Millersville University	Year 2	To be determined	Millersville University, LHOP
4.2: Increase neighborhood incomes through resource sharing programs.	4.2a: Explore ways to utilize the "time banking" program from Lancaster General Hospital to be rolled out in the Summer 2016 (if appropriate).	LHOP	Lancaster General Hospital	Year 1	To be determined	To be identified
	4.2b: Develop neighborhood directory of businesses/skills.	Neighborhood Liaison and the NTCF	ASSETS	Year 2	Staffing Cost Only	LHOP

5. Improve Residents' Access to Jobs.

5.1: Create and maintain Internet-focused central database of job openings.	5.1a: Coordinate with City of Lancaster's efforts to establish Wifi.	LHOP	City of Lancaster	Year 1	Staffing Cost Only	LHOP
	5.1b: Create prime access point for posting of or linkage to company postings of "in-neighborhood" jobs. <ul style="list-style-type: none"> ● Build and maintain relationships with neighborhood-based employers. ● Promote use of this service by neighborhood residents. 	LHOP	-	Year 2	Staffing Cost Only	To be identified
	5.1c: Add connections to regional job postings. <ul style="list-style-type: none"> ● CareerLink. ● Chamber of Commerce. ● Tech Centro. 	LHOP	-	Year 2	Staffing Cost Only	LHOP
	5.1d: Specifically include postings of jobs at nearby health systems: Lancaster General and Lancaster Regional.	LHOP	-	Year 2	Staffing Cost Only	LHOP
	5.1e: Make sure access to this job posting website is included in the Comcast Internet Essentials package.	LHOP	-	Year 2	Staffing Cost Only	LHOP
	5.1f: Educate neighborhood residents to currently available computer/internet access locations such as the Boys and Girls Club & the Duke Street Library.	LHOP	-	Year 2	Staffing Cost Only	LHOP
5.2: Improve availability and pricing of "Home to Work" transportation (i.e: customize Transit Authority's off-hours "Access to Jobs" program to meet needs of Southwest residents.	5.2a: Promote availability of this program.	LHOP	Chamber of Commerce	Year 1	Staffing Cost Only	LHOP
	5.2b: Create subsidy mechanisms to lower current \$3 per ride customer cost.	LHOP	Chamber of Commerce	Year 2	\$200,000	To be identified
	5.2c: Monitor potential end of current funding for "Access to Jobs" (possibly 18 months) and respond with modified worker transportation services if necessary.	LHOP	Chamber of Commerce	Year 2	To be determined	To be identified
	5.2d: Monitor locations of resident employment and assure that "Access to Jobs" provides service to those locations: Get employers to provide program support where needed.	LHOP	Chamber of Commerce	Year 2	Staffing Cost Only	LHOP

6. Establish a Neighborhood Hub with Offices for the Civic Organization & Programming Space.

6.1: Conduct a feasibility analysis.	6.1a: Conduct funding analysis for the launch of the hub and on-site programming.	LHOP	-	Year 1	Staffing Cost Only	LHOP
	6.1b: Identify a willing partner to host a community center, or a suitable property.	LHOP	-	Year 1	Staffing Cost Only	LHOP

HOUSING: SouthWest Lancaster is a residential community of choice that offers a variety of housing options, including high-quality, well-managed rental homes and expanded homeownership opportunities for a full spectrum of household income levels.

Strategies	Action Steps	Responsible Party	Supporting Party	Timeframe	Budget	Potential Funding Source
1. Identify Lead Organization for Implementing Housing Development Initiatives.						
1.1: Help incubate capacity within an existing Lancaster-based organization to carry out housing development objectives citywide, with SW Lancaster as a high priority area.	1.1a: Convene a meeting of housing and community development partners.	LHOP	-	Year 1	Staffing Cost Only	LHOP
	1.1b: Identify lead organization to carry out housing development objectives citywide (i.e., LHOP-incubated HDO).	LHOP	-	Year 1	Staffing Cost Only	LHOP
	1.1c: Secure support from housing and community development partners for on-going operations and access to project-based capital funds.	LHOP	-	Year 2	\$150,000	To be identified
2. Establish Relationships with Quality Landlords and Developers in the Neighborhood.						
2.1: Convene a landlord meeting for Southwest rental property owners.	2.1a: Incentivize their positive community involvement (e.g., provide discounts at hardware stores/home centers, "Gold Star" certification status for marketing purposes, etc.)	LHOP	Housing Task Force	Year 2	\$10,000	LHOP
	2.1b: Provide training and technical support, such as tenant screening.	LHOP	Housing Task Force	Year 2	\$5,000	LHOP
3. Systematically Intervene on Problem Rental Properties.						
3.1: Identify problem rental properties (Manor Street properties addressed in Economic Opportunities).	3.1a: Monitor locations of illegal activity, loitering, excessive noise, other nuisance conditions.	LHOP	Housing Task Force	Year 1	Staffing Cost Only	LHOP
	3.1b: Encourage vigilant code enforcement: Work closely with City's Code Enforcement department to report potential violations.	LHOP, City of Lancaster	Housing Task Force	Year 1	Staffing Cost Only	LHOP
	3.1c: Monitor tenant abuse from landlords, particularly retaliation for the reporting of code violations.	HDO	-	Year 1	Staffing Cost Only	LHOP
	3.1d: Identify problem landlords and maintain community pressure through consistent code enforcement.	HDO	LHOP, Housing Task Force	Year 1	Staffing Cost Only	LHOP-Incubated HDO
3.2: Acquire and rehabilitate problem rental properties (Manor Street properties addressed in Economic Opportunities).	3.2a: Assure that properties listed for sale are purchased by quality landlords. <ul style="list-style-type: none"> ● Monitor listings. ● Identify and develop relationships with quality landlords. ● Encourage quality landlords to purchase available properties or have community-based partner purchase directly. ● Recruit more responsible tenants; provide responsible tenant education. 	LHOP	-	Year 2	Staffing Cost Only	LHOP
	3.2b: Explore the possibility of a rental property repair program.	HDO	-	Year 2	\$200,000	To be identified
	3.2c: Expand existing LHOP program of converting rental properties to owner-occupied homes.	LHOP	HDO	Year 2	\$100,000	To be identified
	3.2d: Assess the feasibility of new rental housing development by community-based non-profit organization.	HDO	LHOP	Year 4	\$50,000	To be identified

4. Increase Homeownership Opportunities.

4.1: Create a multi-faceted approach to acquire properties for homeownership rehab.	4.1a: Establish a system to utilize the Lancaster City Land Bank for acquisition.	LHOP	HDO	Year 1	Staffing Cost Only	LHOP
	4.1b: Secure an acquisition funding loan pool to finance the purchase of residential properties.	HDO	LHOP	Year 2	\$250,000	To be identified
	4.1c: Work with private lending institutions and public agencies (i.e., HUD, PHFA, Redevelopment Authority, City of Lancaster) to transfer condemned and/or foreclosed properties to community ownership:	HDO	LHOP	Year 2	Staffing Cost Only	LHOP-Incubated HDO
	4.1d: Monitor for-sale listings for private acquisition opportunities.	HDO	LHOP	Year 2	Staffing Cost Only	LHOP-Incubated HDO
4.2: Initiate employer assisted housing programs in the Study Area.	4.2a: Work with Franklin & Marshall, Lancaster General Hospital, and other employers to initiate, or expand existing, employer assisted housing programs to cover the Study Area.	HDO	LHOP	Year 1	Staffing Cost Only	To be identified
4.3: Expand the number of parking spots in the Study Area and discourage long-term storage of seldom used vehicles on city streets.		LHOP, City of Lancaster		Year 2	Staffing Cost Only	LHOP
4.4: Initiate a residential façade improvement program in the Study Area.	4.3a: Secure funding to start a matching residential façade improvement program.	HDO	LHOP	Year 3	\$100,000	To be identified
	4.3b: Conduct initial neighborhood canvassing effort to publicize the program.	HDO	-	Year 3	Staffing Cost Only	LHOP-Incubated HDO
4.5 Increase lease-purchase transactions in the Study Area.	4.4b: Develop model standards for lease-purchase sales and identify a sustainable network consisting of realtors, housing counselors, and lending institutions that will support the homebuyers throughout the process.	LHOP, Habitat for Humanity	HDO	Year 3	Staffing Cost Only	LHOP, Habitat for Humanity
4.6: Advocate for continued support and potential expansion of the Community Home Buyer (CHB) Program.		LHOP	HDO	Year 1	Staffing Cost Only	LHOP

5. Educate/Support Prospective and Current Homeowners.

5.1: Hold/expand first-time homebuyer and financing workshops.		LHOP	HDO	Year 1	\$100,000	To be identified
5.2: Hold/expand home maintenance workshops.	5.2a: Hold workshops throughout the year.	LHOP	-	Year 3	\$10,000/Year	LHOP
	5.2b: Supplement with emails, newsletters, video clips that are distributed throughout the city.	LHOP	-	Year 3	\$2,000/Year	LHOP
5.3: Expand homeowner repair programs:	5.3a: Conduct a survey of homeowners in the Study Area and catalog repair/maintenance needs: Assist homeowners to secure support from various home repair programs (i.e., A Brush with Kindness, Weatherization, Critical Home Repair).	Habitat for Humanity	HDO	Year 1	Staffing Cost Only	Habitat for Humanity
	5.3b: Explore the possibility of infusing private funds to increase the volume of activity for the City's home repair programs in the Study Area.	LHOP	HDO	Year 3	To be determined	To be identified

OPEN SPACE & PUBLIC REALM: The streets, open spaces, parks, and other public spaces in SouthWest Lancaster are clean, safe, and inviting.

Strategies	Action Steps	Responsible Party	Supporting Party	Timeframe	Budget	Funding Source
1. Revitalize Farnum Park.						
1.1: Provide on-going oversight for the park.	1.1a: Create a "Friends of Farnum Park" organization that mobilizes the residents to help maintain the park and provide programming support.	Open Space Task Force	-	Year 1	Staffing Cost Only	Open Space Task Force
	1.1b: Provide support for homeless and other individuals that loiter at the park.	Water Street Mission	City of Lancaster, Friends of Farnum Park, Lancaster County Coalition to End Homelessness	Year 1	Staffing Cost Only	Water Street Mission
	1.1c: Work with the City to arrange for additional maintenance of the park.	Water Street Mission	City of Lancaster, Friends of Farnum Park	Year 2	\$25,000/Year	Water Street Mission
	1.1d: Assess the feasibility of Lancaster City Alliance's Bike Squad covering Farnum Park (as well as the rest of the Study Area Strategy in Community Safety 3.1)	LHOP	Lancaster City Alliance, City of Lancaster	Year 2	\$125,000/Year	To be identified
	1.1e: Install additional lighting to address potential hiding spots and other dark areas.	City of Lancaster	Friends of Farnum Park	Year 3	\$200,000	City of Lancaster
	1.1f: Assess the feasibility of adding new security cameras at or near the park.	Lancaster Safety Coalition	Friends of Farnum Park	Year 2	\$5,000	Lancaster Safety Coalition
1.2: Finalize park design.	1.2a: Consider various ways to add "eyes on the park" and improve pedestrian access to the park (e.g: open the fence on Fremont Street and build steps).	City of Lancaster	Friends of Farnum Park	Year 1	\$100,000	City of Lancaster
	1.2b: Assess which short term improvements can be implemented without complicating plans for long-term capital improvements (monitor EPA's decision regarding the City's stormwater management proposal and the need for a storage tank in Farnham Park).	City of Lancaster	Friends of Farnum Park			
	1.2c: Design for the addition of amenities that will attract families with kids (e.g., splash pad).	City of Lancaster	Friends of Farnum Park			
1.3: Add programming and events at the park.	1.3a: Program regularly scheduled and structured activities such as sports leagues.	LHOP, Lancaster Rec	Friends of Farnum Park	Year 1	Staffing Cost Only	LHOP
	1.3b: Hold community service events to clean up/improve the park (e.g., Go Beyond event by Harvest Bible Church).	LHOP	Friends of Farnum Park	Year 1	\$2,000	To be identified
	1.3c: Hold movie nights, neighborhood parties, concerts, etc.	LHOP	Friends of Farnum Park	Year 3	\$25,000/Year	To be identified
2. Create a Sustainable Trash Management Approach.						
2.1: Enhance trash pick up process	2.1a: Work with City to ensure that trash pick-up staff minimize litter during collection process.	Neighborhood Connections Task Force, City Bureau of Solid Waste & Recycling	LHOP	Year 1	Staffing Cost Only	LHOP
2.2: Develop a program to clean streets	2.2a: Establish cost for sweeper machine for area.	LHOP	-	Year 2	Staffing Cost Only	LHOP

2.3: Develop programs to minimize trash	2.3a: Work with the City to install cost-effective trash cans, particularly in front of commercial buildings and at key intersections.	LHOP	City of Lancaster	Year 2	\$20,000	To be identified
	2.3b: Launch anti-litter campaign, including the expansion of the Adopt-A-Block program in the Study Area.	LHOP	City of Lancaster	Year 3	Staffing Cost Only	LHOP
	2.3c: Organize a program to teach residents how to compost.	Penn State Farm Extension/Lancaster Master Gardeners/ Lighten Up Lancaster	LHOP	Year 4	Staffing Cost Only	LHOP
	2.3d: Establish a composting program.	LHOP, Neighborhood Connections Task Force	Penn State Farm Extension/Lancaster Master Gardeners/ Lighten Up Lancaster	Year 4	\$10,000	LHOP

3. Create Additional Open Space Amenities in the Neighborhood.

3.1: Conduct physical analysis of potential parcels in the neighborhood that can be converted to pocket parks, open spaces, and playgrounds.	3.1a: Identify potential conversion parcels based on the property survey.	LHOP	-	Year 1	Staffing Cost Only	LHOP
	3.1b: Investigate the feasibility of converting vacant lots and parking lots into community gardens (e.g. lot on 700 block of St: Joseph Street)	LHOP	Diga Community Garden Program, ASSETS	Year 3	Staffing Cost Only	LHOP
	3.1c: Investigate the feasibility of creating open space on New Dorwart Street between High and Manor; extra-wide roadway may provide opportunity.	City of Lancaster	-	Year 3	Staffing Cost Only	City of Lancaster
	3.1d: Investigate the feasibility of creating a pocket park at the corner of Fremont and Filbert.	City of Lancaster	-	Year 3	Staffing Cost Only	City of Lancaster

COMMUNITY SAFETY: SouthWest Lancaster is a safe and peaceful neighborhood through the on-going collaboration of residents, community organizations, and public safety agencies.

Strategies	Action Steps	Responsible Party	Supporting Party	Timeframe	Budget	Funding Source
1. Offer Positive Community Engagement for At-Risk Populations.						
1.1: Increase youth participation in development programs.	1.1a: Work with existing program providers (such as the Rec Centers, Boys/Girls Club, the Mix at Arbor Place) to publicize and expand programs.	LHOP	Boys/Girls Club, Lancaster Rec Centers, The Mix at Arbor Place, St. Joseph's Club, Millersville University	Year 2	Staffing Cost Only	LHOP
	1.1b: Facilitate agreement with Police Athletic League (PAL) programs for area participation, including "volleys against violence."	LHOP	PAL Program	Year 2		LHOP
	1.1c: Research existing mentoring program(s) targeted at youth 14-17 and persons 18-25.	LHOP	YMCA	Year 3	Staffing Cost Only	LHOP
1.2: Discourage recidivism (i.e: ex-offenders relapsing into criminal behavior).	1.2a: Join advocacy efforts to expand "Ban the Box" policies (that encourage employers to remove criminal background information from their hiring applications).	LHOP	Reentry Management Corporation	Year 1	Staffing Cost Only	LHOP
	1.2b: Assist existing re-entry programs promote their services to the Study Area residents.	LHOP	Probation and Parole/Reentry Management Corporation	Year 2	Staffing Cost Only	LHOP
1.3: Support families of the incarcerated.	1.3a: Engage Ambassadors for Hope program to cover resident needs in the Study Area.	LHOP	Ambassadors for Hope Program	Year 2	Staffing Cost Only	LHOP
2. Improve Police/Community Relations.						
2.1: Increase community involvement in crime reporting and prevention, and address issue of anonymity in reporting.	2.1a: Develop a bilingual brochure on the importance of reporting crime including explaining what happens when you call 911, use Text Tips, Call or e-mail Crime Stoppers and use e-mail through the Police Website.	LHOP	Police Department	Year 1	\$5,000	LHOP, Police Dept.
	2.1b: Distribute brochure at Community Centers, churches, CBOs, organizational websites and schools.	LHOP		Year 1	Staffing Cost Only	LHOP
2.2: Begin holding sector meetings in the Study Area.	2.2a: Establish meeting schedule and locations.	LHOP	Police Department	Year 2	Staffing Cost Only	LHOP
	2.2b: Promote e-mail address for planning area sectors.	Police Department	LHOP	Year 2	Staffing Cost Only	LHOP
	2.2c: Publicize meetings through local churches, organizations and planning area network.	LHOP	Police Department	Year 2	Staffing Cost Only	LHOP
	2.2d: Connect to Neighborhood Watch Groups being formed (See Strategy 2.3).	LHOP	Police Department	Year 2	Staffing Cost Only	LHOP
2.3: Establish program to form Neighborhood Watch groups.	2.3a: Obtain brochure on starting a Neighborhood Watch group.	LHOP	Police Department	Year 1	Staffing Cost Only	LHOP
	2.3b: Hold local meetings to promote the idea and facilitate formation using local resident planning team members as catalyst.	LHOP, Safety Task Force		Year 1	\$2,000	To be identified
	2.3c: Continue promotion and support of groups through formation of Study Area watch association .	LHOP, Safety Task Force		Year 1	Staffing Cost Only	LHOP
3. Create a Safer Environment that Deters Crime.						
3.1: Expand Lancaster City Alliance Bicycle Ambassadors Program.	3.1a: Reach out to the program officers to determine cost.	LHOP	Lancaster City Alliance	Year 1	Staffing Cost Only	LHOP, LCA
	3.1b: Develop program to raise funds.	LHOP		Year 2	Staffing Cost Only	LHOP
	3.1c: Implement expansion into the Study Area.	LHOP	Lancaster City Alliance	Year 2	Project cost reflected in Open Space Strategy 1.1.d.	To be identified

3.2: Increase lighting in area.	3.2a: Identify additional street lighting needs.	LHOP	City of Lancaster	Year 1	Staffing Cost Only	To be identified
	3.2b: Develop cost for installing new street lighting fixtures: Raise funds for program from grants and corporate support.	LHOP	PPL/City of Lancaster	Year 1	Staffing Cost Only	LHOP
	3.2c: Implement the "Light up the Night Campaign" to encourage residents to install and/or turn on porch lights: Seek funding from City's Public Works Dept, UGI, local hospitals to support program.	LHOP	City of Lancaster	Year 2	\$50,000	City of Lancaster
3.3: Increase the use of security cameras.	3.3a: Determine Inventory of current cameras in planning area.	Lancaster Safety Coalition	-	Year 1	Staffing Cost Only	Lancaster Safety Coalition
	3.3b: Publicize the existing camera program to support local camera registration: Consider an incentive system to encourage participation from local merchants and property owners.	LHOP	Local Merchants and Residents	Year 2	Staffing Cost Only	LHOP
	3.3c: Determine locations for new cameras in addition to those on the existing waiting list.	LHOP/ Lancaster Safety Coalition		Year 3	Staffing Cost Only	Lancaster Safety Coalition
	3.3d: Establish budget for new cameras.	Lancaster Safety Coalition	LHOP	Year 3	Staffing Cost Only	To be identified
	3.3e: Working with the police department, seek local, state and federal funding for new camera installation and monitoring (Manor Street cameras are reflected in Open Space Strategy 1.1f).	LHOP/Lancaster Safety Coalition/Police Department/Millersville University	City of Lancaster	Year 4	\$100,000	To be identified

EDUCATION: SouthWest Lancaster schools offer high-quality learning environment and supportive services so that every student can attain success. Additionally, adults can find many opportunities for continuing education/technical training.

Strategies	Action Steps	Responsible Party	Supporting Party	Timeframe	Budget	Funding Source
1. Increase parent & community involvement at local schools.						
1.1: Engage families in school planning, leadership and meaningful volunteer opportunities.	1.1a: Promote and increase attendance in various school events and meetings (e.g., home and school meetings, parent-teacher conferences, back to school nights, etc.)	Home & School Boards, School District of Lancaster	LHOP	Year 1	Staff Costs Only	Home & School Boards, LHOP
	1.1b: Conduct a survey of parents to identify volunteer interests, talents and availability, matching these resources to school programs and staff-support needs.	Home & School Boards, School District of Lancaster	LHOP	Year 2	Staff Costs Only	Home & School Boards, LHOP
	1.1c: Structure a network that links every family with a designated parent representative (e.g., establish a parent telephone tree to provide school information and encourage interaction among parents).	Home & School Boards, School District of Lancaster	LHOP	Year 3	Staff Costs Only	Home & School Boards, LHOP
1.2: Connect students and families to community resources.	1.2a: Increase participation in community volunteer events such as Summer Community Days at Price Elementary.	Home & School Boards, School District of Lancaster	LHOP, Local Business Community	Year 1	Staff Costs Only	LHOP
	1.2b: Increase participation from local businesses, organizations, and entrepreneurs (e.g., making presentations at career days, providing internships/mentoring, providing experiential learning opportunities).	Home & School Boards, School District of Lancaster	LHOP	Year 1	Staff Costs Only	LHOP
2. Expand Affordable After-School Programming.						
2.1: Develop and provide additional activities for children in planning area	2.1a: Develop sites to mirror "Arbor Mix Programming." Potential sites include 100 block of Laurel; CAP Building; Carol Winters Center; The Islamic Center; Programming to CAP's Nature Classroom, St. Joseph Catholic Church, Boys and Girls Club, Community Garden and Carol Winter's Center Weight Lifting Program and the Three Elementary Schools in the planning area.	LHOP	Arbor Mix Program/Potential Site Owners; CAP, Carol Winters Center and Local Schools	Year 4	To be determined	To be identified
	2.1b: Secure funding to offset out-of-pocket costs for youth programming.	LHOP	-	Year 5	To be determined	To be identified
2.2: Expand supplemental programming at local schools.	2.2a: Explore the possibility of expanding after school programs at Price Elementary School.	LHOP	-	Year 2	Staff Costs Only	LHOP
	2.2b: Actively explore with the Lancaster School District the possibility of expanding the community school model at various elementary schools in or near the Study Area.	LHOP	-	Year 2	To be determined	To be identified
3. Improve Residents' Access to Available Educational and Job Training Resources.						
3.1: Ensure that all of the available programs that support education and job training and fully enrolled.	3.1a: Create a catalog of programs that are currently available.	LHOP	-	Year 1	Staffing Cost Only	LHOP
	3.1b: Make connections with operators of the available programs.	LHOP	-	Year 1	Staffing Cost Only	LHOP
	3.1c: Identify open slots and connect residents to fill spots.	LHOP	CareerLink, Bright Side Opportunities Center, SACA	Year 1	Staffing Cost Only	LHOP

ECONOMIC OPPORTUNITY: SouthWest Lancaster has economic vitality as evidenced by a revitalized Manor Street commercial corridor and ample supportive programs for entrepreneurs and small business owners.

Strategies	Action Steps	Responsible Party	Supporting Party	Timeframe	Budget	Funding Source
1. Make Concentrated Improvements to Manor Street between King & New Dorwart.						
1.1: Identify problem rental properties.	1.1a: Focus strategies outlined in Housing Strategy 3.1 to Manor Street.	LHOP, City of Lancaster, HDO, Lancaster City Alliance	Housing Task Force	Year 1	Staffing Cost Only	LHOP
1.2: Acquire and rehabilitate problem rental properties:	1.2a: Focus strategies outlined in Housing Strategy 3.2 to Manor Street.	HDO, LHOP	Housing Task Force	Year 2	Project cost reflected in Housing Strategy 3.2b.	To be identified
1.3: Expand available off-street parking.	1.3a: Undertake comprehensive off-street parking assessment.	City of Lancaster	LHOP, Lancaster City Alliance	Year 2	\$50,000	To be identified
	1.3b: Engage property owners to improve efficiency of rear lot usage and to free up spaces for rent.	City of Lancaster	LHOP, Lancaster City Alliance	Year 2	Staffing Cost Only	LHOP
	1.3c: Encourage adjacent properties to merge parking areas to increase parking spaces.	City of Lancaster	LHOP, Lancaster City Alliance	Year 2	Staffing Cost Only	LHOP
	1.3d: Seek opportunities for selective demolition to improve access to rear parking areas.	City of Lancaster	LHOP, Lancaster City Alliance	Year 3	\$100,000	To be identified
1.4: Upgrade public streetscape elements.	1.4a: Create a strong gateway at King Street with enhanced crosswalk, pedestrian-scale (boulevard) lighting, public art installation. Work with the City to maximize the impact of the \$1 million DCED grant to transform Manor Street.	City of Lancaster	LHOP, Lancaster City Alliance	Year 1	\$300,000	City of Lancaster
	1.4b: Complete corner improvements at Filbert and at Dorwart with enhanced crosswalk (at Dorwart) and pedestrian-scale (boulevard) lighting.	City of Lancaster	LHOP, Lancaster City Alliance	Year 1	To be determined	City of Lancaster
	1.4c: Mid-block upgrades with pedestrian-scale (boulevard) lighting, repair sidewalks: Consolidate stoops where possible, add small corner and mid-block "bumpouts" with trees (west side), use porous paving in parking areas.	City of Lancaster	LHOP, Lancaster City Alliance	Year 1	To be determined	City of Lancaster
1.5: Expand safety programming.	1.5a: Add additional surveillance cameras (maintain current 4 cameras, add 1-2 more cameras per block).	Lancaster Safety Coalition	LHOP	Year 2	Project cost reflected in Community Safety Strategy 3.3e.	Lancaster Safety Coalition
	1.5b: Expand patrolling and Neighborhood Watch (add police patrols).	Lancaster Police Department	Lancaster Safety Coalition, LHOP	Year 2	Staffing Cost Only	Lancaster Police Dept
1.6: Upgrade commercial facades.	1.6a: Implement matching commercial façade grant program: Amass matching funds and promote to property owners. Utilize volunteer labor, if possible, to lower renovation costs.	LHOP	City of Lancaster	Year 4	Project cost reflected in Housing Strategy 4.2a.	To be identified

1.7: Deconvert former store spaces back to commercial use from apartments (focus on Key Corner Properties at King, Filbert, & Dorwart: 420 Manor; 503-5 Manor; 504 Manor; 559 Manor; 560 Manor; & 601 Manor).	1.7a: Where possible, acquire and rehabilitate/reconvert vacant store space: Recruit commercial tenants, including arts & "maker" communities: Where possible, experiment with "Pop-Up" stores in existing spaces.	HDO	City of Lancaster, Lancaster City Alliance	Year 3	\$300,000	To be identified
	1.7b: In other situations, master lease and re-tenant storefront space <ul style="list-style-type: none"> Lease first floor space long-term Create attractive storefronts Sub-lease to commercial users 	HDO	City of Lancaster, Lancaster City Alliance	Year 4	\$100,000	To be identified
	1.7c: If agreeable landlords are in possession, assist them to reconvert and tenant.	HDO	City of Lancaster, Lancaster City Alliance	Year 5	Staffing Cost Only	LHOP-Incubated HDO
	1.7d: Review zoning restrictions and adjust zoning to allow for commercial or housing.	HDO	City of Lancaster, Lancaster City Alliance	Year 5	Staffing Cost Only	LHOP-Incubated HDO

2. Reinvigorate Vacant or Underutilized Properties in the Study Area.

2.1: Reoccupy Vacant or Underutilized Neighborhood Commercial/Industrial Spaces.	2.1a: Develop and maintain roster of vacant or underutilized commercial/industrial space.	LHOP	ASSETS	Year 1	Staffing Cost Only	LHOP
	2.1b: Encourage owners to make such space available for lease or sale.	LHOP	ASSETS	Year 2	Staffing Cost Only	LHOP
	2.1c: List space availability on SW community website.	LHOP	ASSETS	Year 2	Staffing Cost Only	LHOP
	2.1d: Market available space; including touring neighborhood with external entrepreneurs.	LHOP	ASSETS	Year 3	Staffing Cost Only	LHOP

3. Support SW Lancaster Entrepreneurs.

3.1: Connect SW Neighborhood entrepreneurs to support services.	3.1a: Maintain communication with local entrepreneurs.	ASSETS	LHOP, Lancaster City Alliance	Year 1	Staffing Cost Only	ASSETS, LHOP
	3.1b: Make direct connections between local entrepreneurs and existing technical/financial support programs.	LHOP		Year 1	Staffing Cost Only	LHOP
3.2: Organize routine presentations of available services.	3.2a: Invite TA/finance providers to make SW presentations.	ASSETS	LHOP, Lancaster City Alliance	Year 2	Staffing Cost Only	ASSETS
	3.2b: Create periodic venues for such offerings at churches; community meetings; Cultivate Lancaster Entrepreneurs Forum; etc.	LHOP	ASSETS, Lancaster City Alliance	Year 2	\$10,000	To be identified
3.3: Support corner stores to improve community access to healthy food.	3.3a: Establish relationship with the Food Trust to launch (or replicate) the Healthy Corner Store Initiative in SW Lancaster.	LHOP	ASSETS, Lancaster City Alliance	Year 3	\$250,000	Food Trust

Southwest Lancaster Revitalization Strategy

Outcomes

NEIGHBORHOOD CONNECTIONS: The residents of SouthWest Lancaster are closely connected to each other, celebrating the diversity of racial/ethnic backgrounds and sharing a sense of joint responsibility to care for one another.

- Indicators to be used to measure positive outcomes from Neighborhood Connections action strategies: increased resident satisfaction in subsequent NeighborWorks survey, increased levels of regular communication among neighbors (as indicated in the NeighborWorks survey), growth in resident population, ACS estimated unemployment rate, and resident knowledge of available social and employment assistance programs.

Strategies	Outputs	Timeframe
1. Establish LHOP as a Lead Entity for Coordinating Revitalization Initiatives.		
1.1: Organize a community-based civic entity as an advisory board to LHOP.	- Recruit 15-25 potential advisory board members.	Y1 Q1
	- Secure board resolution from LHOP to form the Southwest Neighborhood Leadership Board (SWNLB).	Y1 Q2
	- Secure initial operating funding and hire staff.	Y1 Q2
2. Develop a Series of Events to Connect Neighbors.		
2.1: Identify venues and research insurance coverage for neighborhood events.	- Research the availability of the Lancaster Recreation Commission Center, Boys/Girls Club, Alpha and Omega Church, Laurel Street Supper Club and St. Joseph's Church as Venues for events. Identify at least three venues.	Y1 Q2
	- Obtain approval to utilize LHOP certificate of insurance for event series.	Y1 Q2
2.2: Program and publicize a series of neighborhood gathering events.	- Hold 2 "Pot Luck Dinners" per year.	Y2 Q2
	- Hold monthly block parties in the summer.	Y2 Q2
	- Promote the Strawberry Festival, The Fiesta, the New Year's Day Meal and other events to create a series of annual events that reflect the area's diversity.	Y2 Q4
3. Develop a Plan to Market the Neighborhood.		
3.1: Begin to brand the neighborhood as "The Hill" to capitalize on the Cabbage Hill name and reflect the neighborhood's	- Hold two community meetings specifically to discuss the idea of rebranding the neighborhood.	Y2 Q4
	- Retain a marketing consultant to produce a rebranding strategy.	Y2 Q4
4. Improve Access to Services for Neighborhood Residents.		
4.1: Increase utilization of resources available to residents.	- Launch a website that includes a list of resources/services.	Y2 Q4
	- Produce a brochure that contains a list of resources/services.	Y2 Q4
	- Hold monthly meetings with the "Connections" staff of the Boys and Girls Club to coordinate outreach activities.	Y1 Q2
	- Identify at least two locations for neighborhood community bulletin boards. Install boards that display available resources in English and Spanish.	Y2 Q4
	- Hold quarterly meetings with representatives from Millersville University to explore partnership opportunities.	Y2 Q1
4.2: Increase neighborhood incomes through resource sharing programs.	- Assist Lancaster General Hospital in launching the "time banking" program.	Y1 Q2
	- Develop neighborhood directory of businesses/skills.	Y2 Q2
5. Improve Residents' Access to Jobs.		
5.1: Create and maintain Internet-focused central database of job openings.	- Launch a website that serves as a primary access point for posting of or linkage to company postings of "in-neighborhood" jobs. (same as General and Lancaster Regional).	Y2 Q4
	- Add connections to regional job postings (CareerLink, Chamber of Commerce, Tec Centro), and jobs at nearby health systems: Lancaster General and Lancaster Regional.	Y2 Q4
	- Work with local Comcast rep to make sure access to this job posting website is included in the Comcast Internet Essentials package.	Y2 Q4
	- Distribute a flyer to educate neighborhood residents to currently available computer/internet access locations such as the Boys and Girls Club & the Duke Street Library.	Y2 Q2
	- Maintain bi-monthly communication with City of Lancaster's efforts to establish public WIFI.	Y1 Q2
5.2: Improve availability and pricing of "Home to Work" transportation (i.e: customize Transit Authority's off-hours "Access to Jobs" program to meet needs of Southwest residents.	- Distribute a flyer to promote availability of this program.	Y1 Q2
	- Identify a funding stream (or funder) to lower the current \$3 per ride customer cost.	Y2 Q4
	- Establish quarterly communication with the Transit Authority to monitor potential end of current funding for "Access to Jobs."	Y2 Q1
	- Establish quarterly communication with the Chamber of Commerce to monitor regional employment locations and assure that "Access to Jobs" provides service to those locations.	Y2 Q4
6. Establish a Neighborhood Hub with Offices for the Civic Organization & Programming Space.		
6.1: Conduct a feasibility analysis.	- Conduct funding analysis for the launch of the hub and on-site programming.	Y1 Q3
	- Identify a willing partner to host a community center, or a suitable property.	Y1 Q4

HOUSING: SouthWest Lancaster is a residential community of choice that offers a variety of housing options, including high-quality, well-managed rental homes and expanded homeownership opportunities for a full spectrum of household income levels.

- *Indicators to be used to measure positive outcomes from Housing action strategies: increased mortgage applications and originations, number of infill residential construction, reduction in housing code violations, number of nuisance behavior calls to police, increase of locally based landlords, increased number of prospective homebuyers going through training, and increased homeownership rate & home values.*

Strategies	Outputs	Timeframe
1. Identify Lead Organization for Implementing Housing Development Initiatives.		
1.1: Help incubate capacity within an existing Lancaster-based organization to carry out housing development objectives citywide, with SW Lancaster as a high priority area.	- Convene a meeting of housing and community development partners.	Y1 Q2
	- Identify lead organization to carry out housing development objectives citywide (i.e., LHOP-incubated HDO).	Y1 Q3
	- Secure support from housing and community development partners for on-going operations and access to project-based capital funds.	Y2 Q4
2. Establish Relationships with Quality Landlords and Developers in the Neighborhood.		
2.1: Convene a landlord meeting for Southwest rental property owners.	- Hold semi-annual landlord meetings.	Y2 Q4
	- Provide technical training seminars as part of the semi-annual meetings.	Y2 Q4
3. Systematically Intervene on Problem Rental Properties.		
3.1: Identify problem rental properties (Manor Street properties addressed in Economic Opportunities).	- Work with the Neighborhood Watch groups (Community Safety 2.3) to produce a reporting system for illegal activity, loitering, excessive noise, other nuisance conditions. Also identify problem landlords with repeat offenses.	Y1 Q3
	- Work closely with City's Code Enforcement department to establish a reporting system for potential violations.	Y1 Q2
	- Establish a hotline for reporting landlord retaliation.	Y1 Q2
3.2: Acquire and rehabilitate problem rental properties (Manor Street properties addressed in Economic Opportunities).	- Meet with quality landlords with good track record to encourage purchase of available properties.	Y2 Q4
	- Meet with the City to explore the possibility of a rental property repair program.	Y2 Q4
	- Complete 3 renovations per year of formerly vacant and/or problem rental properties to owner-occupied homes.	Y2 Q4
	- Conduct feasibility study of new rental housing development by community-based non-profit organization.	Y4 Q4
4. Increase Homeownership Opportunities.		
4.1: Create a multi-faceted approach to acquire properties for homeownership rehab.	- Meet with the lending institutions to secure an acquisition funding loan pool.	Y2 Q4
	- Meet with private lending institutions and public agencies (i.e., HUD, PHFA, Redevelopment Authority, City of Lancaster) to transfer condemned and/or foreclosed properties to community ownership:	Y2 Q4
	- Monitor for-sale listings for private acquisition opportunities.	Y2 Q1
	- Establish a system to utilize the Lancaster City Land Bank for acquisition.	Y1 Q2
4.2: Initiate employer assisted housing programs in the Study Area.	- Meet with Franklin & Marshall, Lancaster General Hospital, and other employers to initiate, or expand existing, employer assisted housing programs to cover the Study Area.	Y1 Q2
4.3: Expand the number of parking spots in the Study Area and discourage long-term storage of seldom used vehicles on city streets.	- Number of parking spaces in the Study (both on-street and off-street).	Y2 Q4
4.4: Initiate a residential façade improvement program in the Study Area.	- Secure funding to start a matching residential façade improvement program.	Y3 Q1
	- Complete 5 façade improvement projects per year.	Y3 Q4
4.5: Increase lease-purchase transactions in the Study Area.	- Develop model standards for lease-purchase sales.	Y3 Q4
	- Identify a sustainable network consisting of realtors, housing counselors, and lending institutions that will support the homebuyers throughout the process.	Y3 Q4
4.6: Advocate for continued support and potential expansion of the Community Home Buyer (CHB) Program.	- Maintain communication with the City regarding the CHB program and possible expansion in the future. Explore additional funding sources.	Y1 Q4
5. Educate/Support Prospective and Current Homeowners.		
5.1: Hold/expand first-time homebuyer and financing workshops.	- Offer quarterly first-time homebuyer workshops in the Study Area.	Y1 Q3
5.2: Hold/expand home maintenance workshops.	- Hold semi-annual home maintenance workshops.	Y3 Q4
	- Distribute e-newsletters, video clips that are distributed throughout the city that educate the residents on home maintenance	Y3 Q4
5.3: Expand homeowner repair programs:	- Meet with lending institutions, foundations, and other potential funders to explore the possibility of infusing private funds to increase the volume of activity for the City's home repair programs in the Study Area.	Y3 Q4
	- Conduct a survey of homeowners in the Study Area and catalog repair/maintenance needs: Assist homeowners secure support from various home repair programs (i.e., A Brush with Kindness, Weatherization, Critical Home Repair).	Y1 Q2

OPEN SPACE & PUBLIC REALM: The streets, open spaces, parks, and other public spaces in SouthWest Lancaster are clean, safe, and inviting.

- Indicators to be used to measure positive outcomes from Open Space action strategies: increased usage of neighborhood parks (i.e. Farnum and Brandon), increased number of pocket parks/other smaller open spaces, reduced number of resident complaints about City's trash pickup, and reduction of crime activity & loitering incidences in the parks.

Strategies	Outputs	Timeframe
1. Revitalize Farnum Park.		
1.1: Provide on-going oversight for the park.	- Create a "Friends of Farnum Park" organization.	Y1 Q2
	- Expand support for homeless and other individuals that loiter at the park.	Y1 Q2
	- Meet with the City to arrange for additional maintenance of the park.	Y2 Q1
	- Hold meeting with Lancaster City Alliance to assess the feasibility of the Safety Ambassadors covering the neighborhood.	Y2 Q1
	- Install additional lighting to address potential hiding spots and other dark areas.	Y3 Q4
	- Identify gaps in security camera coverage. Assess budget requirement for new camera installation.	Y2 Q1
1.2: Finalize park design.	- Hold meetings with the City to consider design improvements.	Y1 Q2
1.3: Add programming and events at the park.	- Hold regular programming (at least once a quarter) at the park (movie nights, neighborhood parties, concerts, etc.)	Y3 Q4
	- Hold quarterly community service events to clean up/improve the park.	Y1 Q2
2. Create a Sustainable Trash Management Approach.		
2.1: Enhance trash pick up process.	- Meet with the City to enhance trash pick-up procedures.	Y1 Q2
	Work with City on trash hauler contract to improve trash pick up without resulting in additional litter.	
2.2: Develop a program to clean streets.	- Assess budget requirement for sweeper machine for area.	Y2 Q1
2.3: Develop programs to minimize trash.	- Obtain city approval on cost effect trash cans.	Y2 Q1
	- Install 20 new trash cans throughout the neighborhood.	Y2 Q1
	- Launch anti-litter campaign, including the expansion of the Adopt-A-Block program in the Study Area.	Y3 Q1
	- Establish a composting program, including educational workshops.	Y4 Q2
3. Create Additional Open Space Amenities in the Neighborhood.		
3.1: Conduct physical analysis of potential parcels in the neighborhood that can be converted to pocket parks, open spaces, and playgrounds.	- Produce a catalog of all vacant lots and parking lots in the neighborhood.	Y3 Q1
	- Produce a feasibility analysis of creating pocket parks, side gardens, etc. on vacant lots and/or parking lots.	Y3 Q2

COMMUNITY SAFETY: SouthWest Lancaster is a safe and peaceful neighborhood through the on-going collaboration of residents, community organizations, and public safety agencies.

- Indicators to be used to measure positive outcomes from Open Space action strategies: reduction in crime, resident attendance at police-resident meetings, number of active Neighborhood Watch groups, increased number of security cameras, increased participation in activities & programs by Study Area youth, and reduction of areas with lighting deficiencies.

Strategies	Outputs	Timeframe
1. Offer Positive Community Engagement for At-Risk Populations.		
1.2: Increase youth participation in development programs.	- Work with existing program providers (such as the Rec Centers, Boys/Girls Club, the Mix at Arbor Place) to publicize and expand programs. Utilize the LHOP website and the community bulletin boards.	Y2 Q3
	- Meet with the Police Department to facilitate agreement with Police Athletic League (PAL) programs for area participation, including "volleys against violence."	Y2 Q4
	- Catalog a comprehensive list of existing mentoring program(s) targeted at youth 14-17 and persons 18-25.	Y3 Q2
1.2: Discourage recidivism (i.e: ex-offenders relapsing into criminal behavior).	- Hold meetings with existing re-entry programs and help promote their services to the Study Area residents.	Y2 Q4
	- Join advocacy efforts to expand "Ban the Box" policies (that encourage employers to remove criminal background information from their hiring applications).	Y1 Q2
1.3: Support families of the incarcerated.	- Engage Ambassadors for Hope program to cover resident needs in the Study Area.	Y2 Q4
2. Improve Police/Community Relations.		
2.1: Increase community involvement in crime reporting and prevention, and address issue of anonymity in reporting.	- Develop a brochure on the importance of reporting crime including explaining what happens when you call 911, use Text Tips, Call or e-mail Crime Stoppers and use e-mail through the Police Website.	Y1 Q3
	- Distribute brochure at Community Centers, churches, CBOs, organizational websites and schools.	Y1 Q3
2.2: Begin holding sector meetings in the Study Area.	- Establish meeting schedule and locations.	Y2 Q2
	- Promote e-mail address for planning area sectors.	Y2 Q2
	- Publicize meetings through local churches, organizations and planning area network.	Y2 Q2
	- Connect to Neighborhood Watch Groups being formed (See Strategy 2.3).	Y2 Q2
2.3: Establish program to form Neighborhood Watch groups.	- Obtain brochure on starting a Neighborhood Watch group.	Y1 Q2
	- Hold local meetings (at least 2 within the Study Area) to promote the idea and facilitate formation using local resident planning team members as catalyst.	Y1 Q3
	- Form the Study Area watch association comprised of various Neighborhood Watch groups.	Y1 Q4
3. Create a Safer Environment that Deters Crime.		
3.1: Expand Lancaster City Alliance Bicycle Ambassadors Program.	- See Open Space 1.1.	Y2 Q1
	- Develop program to raise funds.	Y2 Q4
	- Implement expansion into the Study Area.	Y2 Q4
3.2: Increase lighting in area.	- Produce a list of additional street lighting needs.	Y1 Q4
	- Develop cost for installing new street lighting fixtures: Raise funds for program from grants and corporate support.	Y1 Q4
	- Implement the "Light up the Night Campaign" to encourage residents to install and/or turn on porch lights: Seek funding from City's Public Works Dept, UGI, local hospitals to support program.	Y2 Q3
3.3: Increase the use of security cameras.	- Determine Inventory of current cameras in planning area.	Y1 Q1
	- Publicize the existing camera program to support local camera registration: Consider an incentive system to encourage participation from local merchants and property owners.	Y2 Q1
	- Determine locations for new cameras in addition to those on the existing waiting list.	Y3 Q1
	- Establish budget for new cameras.	Y3 Q1
	- Working with the police department, seek local, state and federal funding for new camera installation and monitoring (Manor Street cameras are reflected in Open Space Strategy 1.1f).	Y4 Q3

EDUCATION: SouthWest Lancaster schools offer high-quality learning environment and supportive services so that every student can attain success. Additionally, adults can find many opportunities for

- Indicators to be used to measure positive outcomes from Education action strategies: reduction in mid-year school transfers, increased participation in Home & School groups, increased participation of local businesses in school programs, increased attention at Back-to-School nights and Parent-Teacher conferences, and increased participation in adult learning programs.

Strategies	Outputs	Timeframe
1. Increase parent & community involvement at local schools.		
1.1: Engage families in school planning, leadership and meaningful volunteer opportunities.	- Hold quarterly meetings with home and school leaders to brainstorm ways to promote greater parental participation in schools. (conferences, back to school nights, etc.)	Y1 Q3
	- Conduct a survey of parents to identify volunteer interests, talents and availability, matching these resources to school programs and staff-support needs.	Y2 Q1
	- Produce a network structure that links every family with a designated parent representative (e.g., establish a parent telephone tree to provide school information and encourage interaction among parents).	Y3 Q1
1.2: Connect students and families to community resources.	- Publicize community volunteer events through the website, social media, email distribution lists, etc.	Y1 Q3
	- Hold semi-annual meetings with home and school leaders and local businesses to promote increased community participation in schools.	Y1 Q4
2. Expand Affordable After-School Programming.		
2.1: Develop and provide additional activities for children in planning area.	- Explore potential sites to mirror "Arbor Mix Programming" in the Study Area.	Y4 Q2
	- Secure funding to offset out-of-pocket costs for youth programming.	Y5 Q4
2.2: Expand supplemental programming at local schools.	- Meet with the School District to explore the possibility of expanding after school activities for children in the Study Area.	Y2 Q2
	- Set up quarterly meetings with the Lancaster School District to explore the possibility of expanding the community school model at various elementary schools in or near the Study Area.	Y2 Q1
3. Improve Residents' Access to Available Educational and Job Training Resources.		
3.1: Ensure that all of the available programs that support education and job training and fully enrolled.	- Create a catalog of programs that are currently available.	Y1 Q2
	- Make connections with operators of the available programs.	Y1 Q2
	- Identify open slots and connect residents to fill spots.	Y1 Q2

ECONOMIC OPPORTUNITY: SouthWest Lancaster has economic vitality as evidenced by a revitalized Manor Street commercial corridor and ample supportive programs for entrepreneurs and small business owners.

- Indicators to be used to measure positive outcomes from Economic Opportunity action strategies: increased number of businesses located in Study Area and started by residents, reduction in commercial vacancies, reduced crime and nuisance behavior on Manor Street, and increased commercial property values (especially on Manor Street).

Strategies	Outputs	Timeframe
1. Make Concentrated Improvements to Manor Street between King & New Dorwart.		
1.1: Identify problem rental properties.	- Focus strategies outlined in Housing Strategy 3.1 to Manor Street.	Y1 Q3
1.2: Acquire and rehabilitate problem rental properties.	- Focus strategies outlined in Housing Strategy 3.2 to Manor Street.	Y2 Q4
1.3: Expand available off-street parking.	- Retain a consultant to undertake comprehensive off-street parking assessment.	Y2 Q4
	- Assess specific addresses of properties that may be selectively demolished to improve access to rear parking areas.	Y3 Q4
	- Communicate with property owners to improve efficiency of rear lot usage and to free up spaces for rent.	Y2 Q4
	- Communicate with property owners to encourage adjacent properties to merge parking areas to increase parking spaces.	Y2 Q4
1.4: Upgrade public streetscape elements.	- Create a strong gateway at King Street with enhanced crosswalk, pedestrian-scale (boulevard) lighting, public art installation. Work with the City to maximize the impact of the \$1 million DCED grant to transform Manor Street.	Y1 Q3
	- Complete corner improvements at Filbert and at Dorwart with enhanced crosswalk (at Dorwart) and pedestrian-scale (boulevard) lighting.	Y1 Q3
	- Mid-block upgrades with pedestrian-scale (boulevard) lighting, repair sidewalks: Consolidate stoops where possible, add small corner and mid-block "bumpouts" with trees (west side), use porous paving in parking areas.	Y1 Q3
1.5: Expand safety programming.	- Add additional surveillance cameras (maintain current 4 cameras, add 1-2 more cameras per block).	Y2 Q1
	- Expand patrolling and Neighborhood Watch (add police patrols).	Y1 Q2
1.6: Upgrade facades.	- Amass matching funds and promote to property owners. Utilize volunteer labor, if possible, to lower renovation costs.	Y4 Q1
1.7: Deconvert former store spaces back to commercial use from apartments (focus on Key Corner Properties at King, Filbert, & Dorwart: 420 Manor; 503-5 Manor; 504 Manor; 559 Manor; 560 Manor; & 601 Manor).	- Conduct ownership research on key properties. Establish contact with property owners to discuss their intentions for additional investment.	Y3 Q1
	- Secure acquisition financing for properties from owners willing to sell.	Y3 Q2
	- Recruit commercial tenants, including arts & "maker" communities.	Y3 Q4
	- Experiment with "Pop-Up" stores in existing spaces.	Y3 Q4
	- If agreeable landlords are in possession, assist them to reconvert and tenant.	Y5 Q1
	- Meet with the City to review zoning restrictions and adjust zoning to allow for commercial or housing.	Y5 Q1
2. Reinvalidate Vacant or Underutilized Properties in the Study Area.		
2.1: Reoccupy Vacant or Underutilized Neighborhood Commercial/Industrial Spaces.	- Develop and maintain roster of vacant or underutilized commercial/industrial space.	Y1 Q2
	- Establish contact with owners and encourage them to make such space available for lease or sale.	Y2 Q4
	- List space availability on SW community website.	Y2 Q4
	- Market available space; including touring neighborhood with external entrepreneurs.	Y3 Q4
3. Support SW Lancaster Entrepreneurs.		
3.1: Connect SW Neighborhood entrepreneurs to support services.	- Establish and maintain communication with local entrepreneurs.	Y1 Q2
	- Make direct connections between local entrepreneurs and existing technical/financial support programs.	Y1 Q4
3.2: Organize routine presentations of available services.	- Schedule quarterly presentations from TA/finance providers.	Y2 Q2
3.3: Support corner stores to improve community access to healthy food.	- Meet with the Food Trust to discuss the possibility of establishing the Healthy Corner Store Initiative in SW Lancaster.	Y3 Q2

APPENDIX B

COMMENTS FROM PUBLIC MEETINGS



SUMMARY OF COMMENTS FROM PUBLIC MEETING #1

The planning team facilitated a public meeting that was held at St. Joseph Catholic Church September 23, 2015. Approximately 100 individuals participated in this meeting and rotated through three discussion stations organized into the following topics: Economic Opportunity, Housing, and Quality of Life. The following are detailed summaries of the discussion:

ECONOMIC OPPORTUNITY

1. Business Development/Recruitment
 - Attract new businesses that meet various retail and service needs of the community
 - Attract employers that pay living wages
2. Entrepreneurship
 - Promote a culture of entrepreneurship
 - Create home-based businesses
 - Assist entrepreneurs develop businesses plans
3. Local Business Participation
 - Gather and disseminate information about businesses operating in the area (e.g. to encourage the residents to support local products and stores)
 - Encourage more engagement from the business community
 - Promote communication and cooperation among businesses
 - Promote local hiring practices
4. Supportive Services
 - Need high-quality, affordable childcare services
 - Community resource connection so that residents can locate services that are already being offered (e.g. access to healthcare, economic support services, etc. Explore opportunities with Lancaster Unity)
 - Offer multilingual courses in ESL, financial management, etc (Explore opportunities with Brightside Baptist)
 - Advocate for improvements in public transit (e.g. longer hours, more routes)
 - More banking services
 - Improved access to food banks

5. Workforce Development

- Develop jobs skills (e.g. computer training, etc.)
- Training in non-violent communication and other “softer skills”
- Connecting people to employers

6. Misc

- Better presence of colleges in the area (e.g. Millersville, F&M, etc.)
- Dispel misrepresentation of the area
- Maintaining affordable rent

HOUSING

1. Assets

- Diverse community
- Architectural integrity
- Good location (walkable to downtown)
- People look out for each other
- Public elementary schools work with the community
- Affordable to own
- Sense of community pride
- Having churches in the neighborhood
- Near Brandon Park and other open spaces

2. Code Enforcement

- City not enforcing regulations
- Landlords don't pay fines - difficult to enforce
- Building permits - difficult to obtain, so many don't bother to get one
- There's overcrowding in some apartments
- Some rentals operate without licenses
- Some rentals operate as boarding houses

3. Landlord Issues

- Landlords that do not take care of their properties, or make necessary investments
- Absentee landlords don't respond to concerns, many don't live in the city

- Some property management companies don't care about the community and hard to contact
- Hard to get problem tenants evicted
- Some landlords don't properly screen their tenants

4. Maintenance & Upkeep

- Properties adjacent to problem properties are negatively affected
- Stormwater runoff from poorly maintained properties
- Large trees need to be cut down
- Historic designation makes it difficult/costly for property owners
- "Condemned" houses are blighting influence
- There are holes in the sidewalks
- Prevalence of trash
- Garages to the side of properties are not maintained well

5. Market Conditions

- Rents are not affordable
- As rents decrease, incentivize deconversion to homeownership
- Excessive paperwork to purchase foreclosure properties

6. Resident Relations

- Some renters are disrespectful of neighbors
- Renters are not active in the community
- Explore possibility of expanding patrol areas for neighborhood ambassadors

7. Misc

- Lack of sufficient off-street parking
- There's drug activity - even on majority good blocks

QUALITY OF LIFE

1. Crime

- Concern about safety in general
- Need better street lighting
- Need visible police presence (currently police respond slowly or not at all)

- Curb vandalism and other criminal activity, such as gambling
- Need to organize a community watch program

2. Nuisance Activities

- Excessive noise (motorcycles, cars, young kids yelling/fighting at night, religious functions)

3. Public Safety Concerns

- Sometimes there's traffic but other times cars drive way too fast through the neighborhood.
- Install signs or some device to protect children on the streets

4. Public Spaces

- There's not enough greenery in the neighborhood
- Prevalence of trash
- People don't always pick up after dogs
- Garbage trucks forget trash or make a mess on the street during pickup

5. Resident Engagement

- Use neighborhood block parties and supper clubs to get residents to interact
- Distribute resources available from schools

6. Youth Activities

- Lack of positive activities for kids (especially structured activities)
- Need improvements to the recreation space and park equipment
- Children need additional green space
- Offer mentorship opportunities to kids

7. Misc

- Need more parking
- Better access to healthy food
- Transportation to schools
- There's a vibrant art scene
- Senior citizen center

Summary of Resident Feedback



Southwest Lancaster Neighborhood Revitalization Strategy

PUBLIC MEETING #2

Wednesday, March 30
6:30 p.m. to 8:00 p.m.



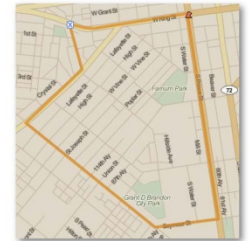
Welcome Board for the meeting.

What is the SW Lancaster Plan?

The **Southwest Lancaster Neighborhood Revitalization Strategy** will include a 10-year vision for the future of the neighborhood and implementation goals for the first five years. The strategy will identify and prioritize various neighborhood revitalization strategies and also provide cost estimates and a timetable for implementation.

- This project is made possible by a Neighborhood Planning Grant from the Wells Fargo Regional Foundation.
- The **map on the right** shows the boundaries of the planning area. This focus area was determined in consultation with the Wells Fargo Foundation, based on their recommendation that neighborhood planning areas be compact to facilitate progress monitoring once the plan begins implementation. Although the focus area does not include the entire neighborhood, **all residents are encouraged to participate** since many of the discussions will focus on issues that affect the entire neighborhood as a whole.
- A **Steering Committee** has been formed to guide the planning process and plan development. The Steering Committee includes residents and representatives from local neighborhood/civic groups, organizations, and social service agencies.

Map: Planning Area



Steering Committee

- Karen Bousquet, City of Lancaster
- Lou Butcher, Brightside Opportunity Center
- Jose Colon, Spanish American Civic Association
- Jesus Soto Condon, Habitat for Humanity
- Bianca Cordova, (Neighborhood Resident)
- David Cruz, Latino Empowerment Project
- Wes Farmer, Lancaster City Safety Coalition
- Emma Hamme, Lancaster County Planning Commission
- Richard Hecker, St. Joseph Church
- Ole Hongvanthong, PhotOlé Photography (Local Business Owner)
- Jessica King, ASSETS
- Sue Landes, Lancaster City Recreation Commission
- Daisy McFadden, Community Action Program (Neighborhood Resident)
- Jenny Miller, (Neighborhood Resident)
- Jen Orantes, (Neighborhood Resident)
- Carmen Otero, (Neighborhood Resident)
- Elle Rivera, Community Action Program (Neighborhood Resident)
- Valerie Rivera, Lancaster City Recreation Commission (Neighborhood Resident)
- Fran Rodriguez, Lancaster County Community Foundation
- Emerson Sampaio, Mayor's Commission to Combat Poverty (Neighborhood Resident)
- Karen Schloer, Boys/Girls Club of Lancaster
- Glenn Stoltzfus, Lancaster City Police Department
- Benuka Tamang, SouthEast Lancaster Health Services
- Denise Zielger, St. Joseph Church



Board explaining the planning process and the goal of the project.

Topic: Neighborhood Connections

PROPOSED OBJECTIVES & STRATEGIES

1. Develop a Program to Increase Neighborhood Unity.

1.1 - Develop a plan to market the neighborhood. <i>(Begin to brand the neighborhood as "The Hill" to capitalize on the Cabbage Hill name and reflect the neighborhood's diversity.)</i>	●●●●●
1.2 - Develop a series of events to connect neighbors.	●●●●●
1.3 - Develop additional activities for children in planning area.	●●●●●●●●●●
1.4 - Develop unifying community assets.	●

2. Improve Access to Services for Neighborhood Residents.

2.1 - Increase utilization of resources available to residents.	●●
2.2 - Increase neighborhood incomes through resource sharing programs.	●●●●●●●●●●

3. Improve Cleanliness of Planning Area

3.1 - Enhance trash pick up process.	●●●●●●●●
3.2 - Develop a program to clean streets.	●●●●
3.3 - Develop programs to minimize trash.	●●●●●●●●●●



Topic: Housing

PROPOSED OBJECTIVES & STRATEGIES

1. Increase Homeownership Opportunities.

1.1 - Create a multi-faceted approach to acquire properties for homeownership rehab.	●●●●●●●●●●
1.2 - Support volunteer supported homeownership rehab programs.	●●
1.3 - Explore the feasibility of expanding lease-purchase opportunities.	●
1.4 - Advocate for continued support and potential expansion of the Community Home Buyer (CHB) Program.	●
1.5 - Work with public agencies, philanthropic organizations, and private sector partners to secure a gap financing pool for the development of owner-occupied homes for low-to-moderate income families.	●●●●●●●●●●

2. Educate/Support Prospective and Current Homeowners.

2.1 - Hold/expand first-time homebuyer and financing workshops.	●
2.2 - Hold/expand home maintenance workshops	●●●●●●●●●●
2.3 - Expand homeowner repair programs	●●●●●●●●●●

3. Improve the Quality of Rental Homes.

3.1 - Convene a landlord meeting for Southwest rental property owners.	●
3.2 - Explore the possibility of a rental property repair program.	●●●●
3.3 - Support rental housing development by community-based non-profit organization.	●●●●●●●●
3.4 - Monitor the condition of rental properties.	●●●●●●●●●●

4. Entice a New Group of Socio-Economically Diverse Homeowners.

4.1 - Initiate a signature neighborhood branding campaign.	●●
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Feedback board for Neighborhood Connections.

Feedback board for Housing.



Topic: Manor Street

PROPOSED OBJECTIVES & STRATEGIES

1. Reconvert Former Store Spaces Back to Commercial Use from Apartments.	
1.1 - Focus on key corner properties at King, Filbert, & Dorwart: (420 Manor; 503-5 Manor; 504 Manor; 559 Manor; 560 Manor; & 601 Manor)	
2. Upgrade Problem Rental Properties.	
2.1 - Replace problem landlords with higher quality landlords.	
2.2 - Maintain pressure on problem landlords.	
3. Expand Available Off-Street Parking.	
3.1 - Encourage expansion of off-street parking.	
4. Upgrade Public Streetscape Elements.	
4.1 - Create a strong Gateway at King Street.	
4.2 - Corner Improvements at Filbert and at Dorwart.	
4.3 - Mid-block upgrades.	
5. Expand Safety Programming.	
5.1 - Add additional surveillance cameras.	
5.2 - Expand patrolling and crime watch.	
6. Upgrade Façades.	
6.1 - Implement matching façade grant program.	
6.2 - Implement "Paint the Town" program.	

Feedback board for Manor Street.

Topic: Open Space

Recommended Upgrades – Farnum Park
Urban Park, Open Space & Recreation Plan, City of Lancaster, 2009

PROPOSED OBJECTIVES & STRATEGIES



1. Revitalize Farnum Park.	
1.1 - Provide on-going oversight for the park.	
1.2 - Monitor EPA's decision regarding the City's stormwater management proposal.	
1.3 - Revisit the preliminary park design outlined in the City's Park, Recreation and Open Space Plan.	
1.4 - Add programming and events at the park.	
2. Create Additional Open Space Amenities in the Neighborhood.	
2.1 - Conduct physical analysis of potential parcels in the neighborhood that can be converted to pocket parks, open spaces, and playgrounds.	
3. Launch a Sustainable Trash Management Campaign.	
3.1 - Install additional public trash cans.	
3.2 - Provide street sweeping service.	
3.3 - Hold community clean up events.	
3.4 - Launch anti-litter campaign.	



Feedback board for Open Space.

Topic: Community Safety

PROPOSED OBJECTIVES & STRATEGIES

1. Raise Awareness of Crime in Area and Encourage Crime Prevention.	
1.1 - Increase youth participation in development programs	
1.2 - Discourage recidivism.	
1.3 - Support families of the incarcerated.	
2. Improve Police/Community Relations.	
2.1 - Increase community involvement in crime reporting and prevention, and address issue of anonymity in reporting.	
2.2 - Begin holding joint sector meetings in planning area.	
2.3 - Establish program to form community watch groups.	
3. Create a Safer Environment that Deters Crime.	
3.1 - Expand Lancaster City Alliance Bicycle Ambassadors Program.	
3.2 - Increase lighting in area.	
3.3 - Increase the use of security cameras.	








Feedback board for Community Safety.

Topic: Economic Opportunity

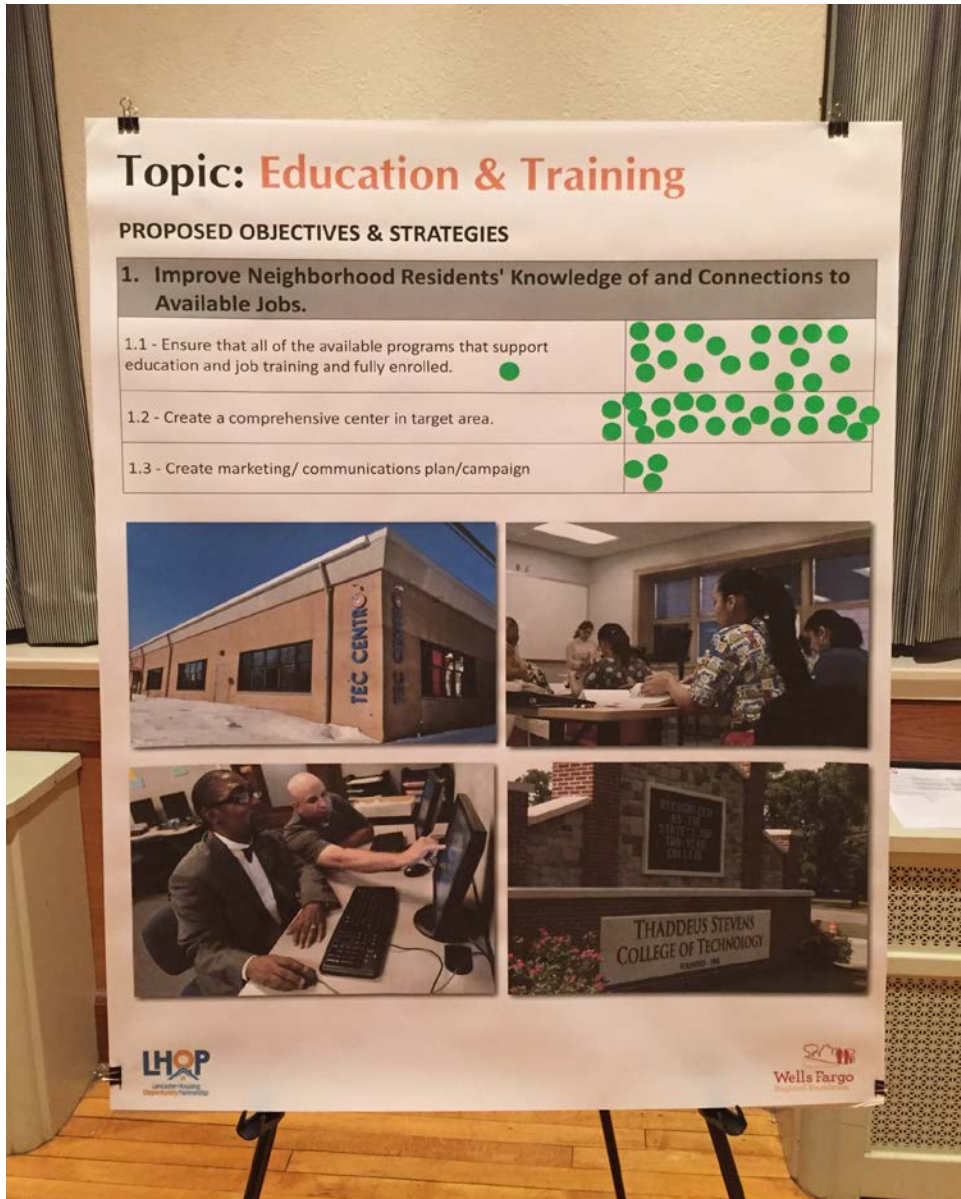
PROPOSED OBJECTIVES & STRATEGIES

1. Improve Neighborhood Residents' Knowledge of and Connections to Available Jobs	
1.1 - Create and maintain Internet-focused central data base of job openings.	
1.2 - Expand Internet access by neighborhood households.	
2. Improve Availability and Pricing of "Home to Work" Transportation.	
2.1 - Customize Transit Authority's off-hours "Access to Jobs" Program to meet needs of Southwest residents.	
3. Expand Employment within the Neighborhood.	
3.1 - Reoccupy vacant or underutilized neighborhood commercial/industrial spaces.	
4. Support SW Neighborhood Entrepreneurs.	
4.1 - Connect SW neighborhood entrepreneurs to support services.	
4.2 - Organize routine presentations of available services.	

Feedback board for Economic Opportunity.



	Top Votes	#
Econ Opp	3.1 - Reoccupy vacant or underutilized neighborhood commercial/industrial spaces.	34
Manor	2.1 - Replace problem landlords with higher quality landlords.	28
Housing	1.5 - Work with public agencies, philanthropic organizations, and private sector partners to secure a gap financing pool for the development of owner-occupied homes for low-to-moderate income families.	25
Safety	3.2 - Increase lighting in area.	23
Training	1.2 - Create a comprehensive center in target area.	22
Open Space	2.1 - Conduct physical analysis of potential parcels in the neighborhood that can be converted to pocket parks, open spaces, and playgrounds.	21
Open Space	3.1 - Install additional public trash cans.	21
Training	1.1 - Ensure that all of the available programs that support education and job training and fully enrolled.	19
Housing	1.1 - Create a multi-faceted approach to acquire properties for homeownership rehab.	15
Housing	3.4 - Monitor the condition of rental properties.	15

Feedback board for Education & Training.

RESIDENT SURVEY

ANALYSIS





SouthWest Lancaster Neighborhood Revitalization Strategy

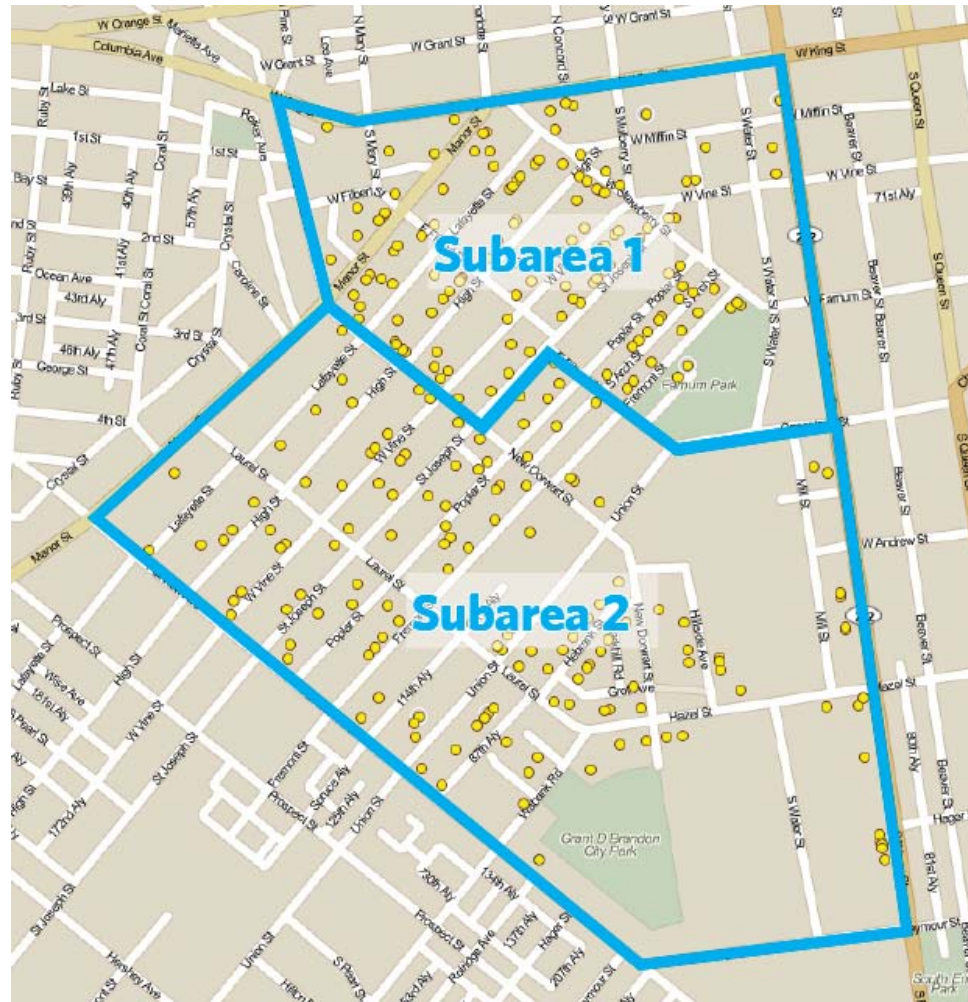
*Resident Survey Analysis
(DRAFT FINAL)*

September 9, 2016

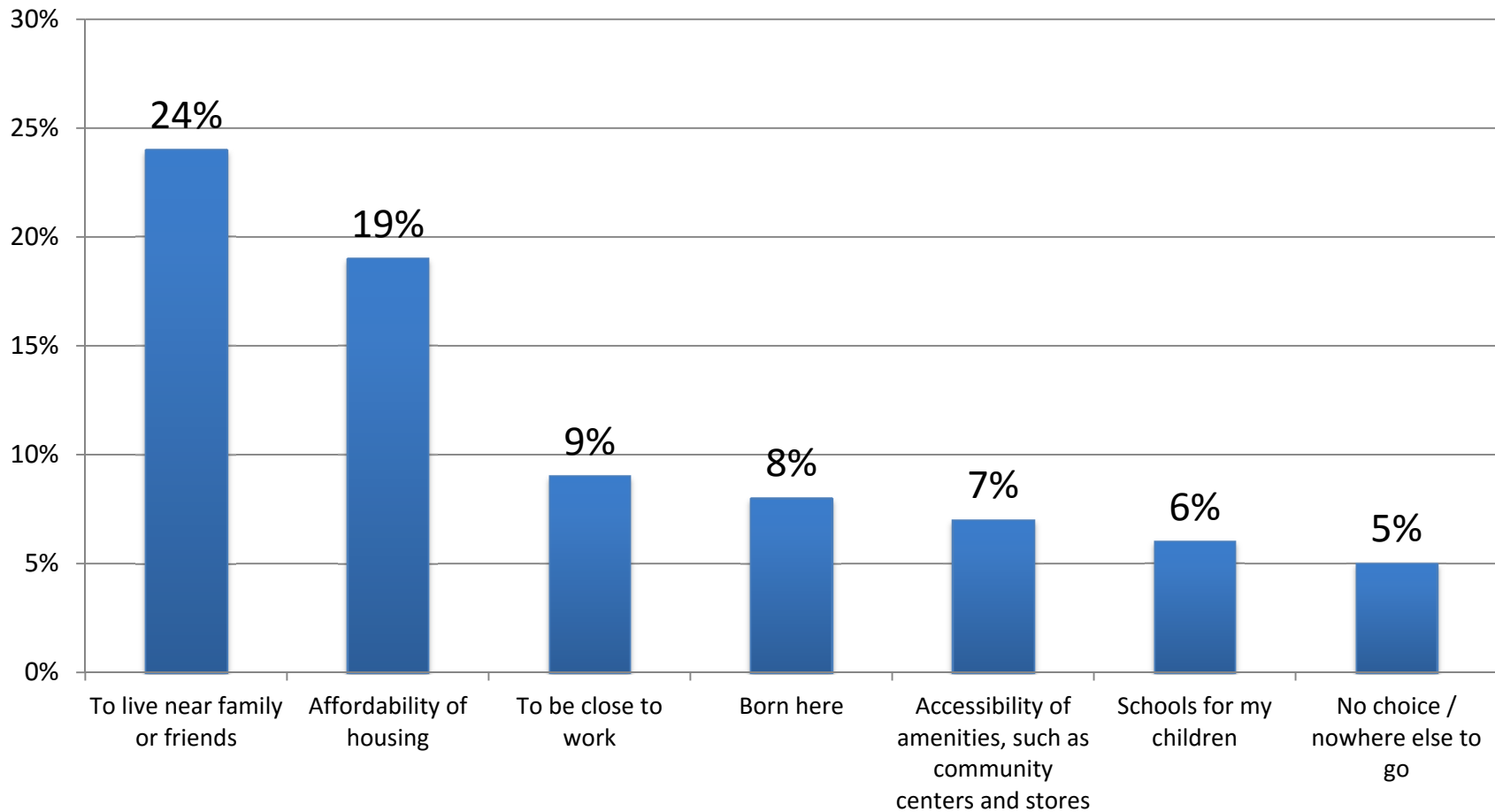


Location of Survey Respondents

- Subarea 1:
140 responses
- Subarea 2:
151 responses



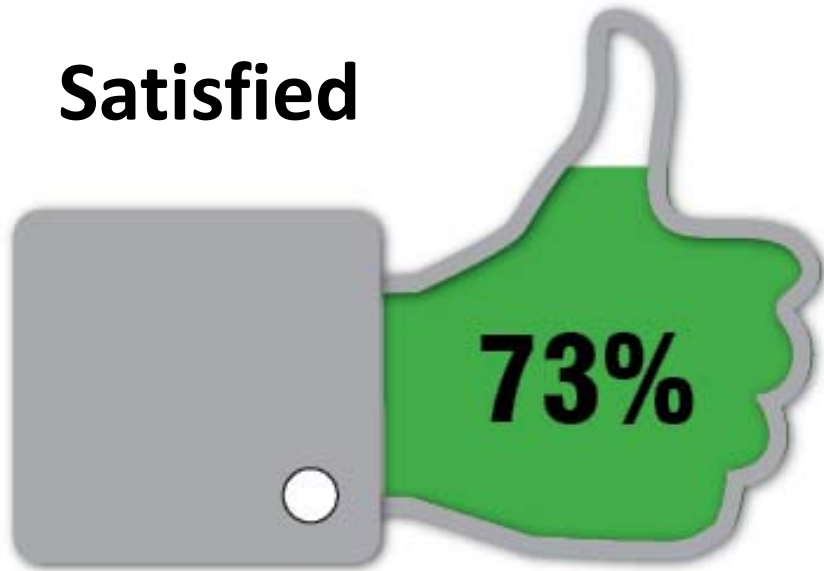
Major reason why you live in this neighborhood ?



Satisfied about living in this community?

(All responses)

Satisfied



Dissatisfied



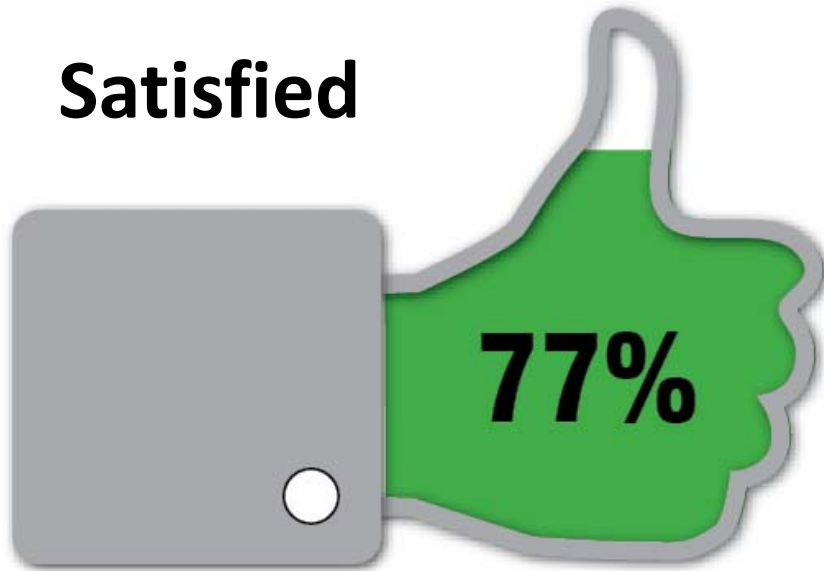
1. Very Satisfied:	16%
2. Somewhat Satisfied:	29%
3. Satisfied:	28%

4. Dissatisfied:	7%
5. Somewhat dissatisfied:	14%
6. Very Dissatisfied:	6%

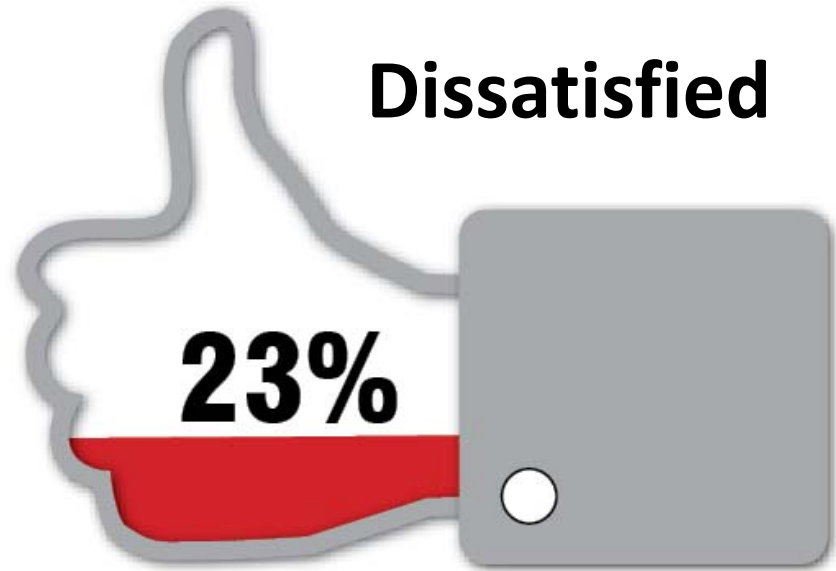
Satisfied about living in this community?

(Recently moved residents, less than 10 years)

Satisfied



Dissatisfied



1. Very Satisfied:	16%
2. Somewhat Satisfied:	30%
3. Satisfied:	31%

4. Dissatisfied:	6%
5. Somewhat dissatisfied:	11%
6. Very Dissatisfied:	6%

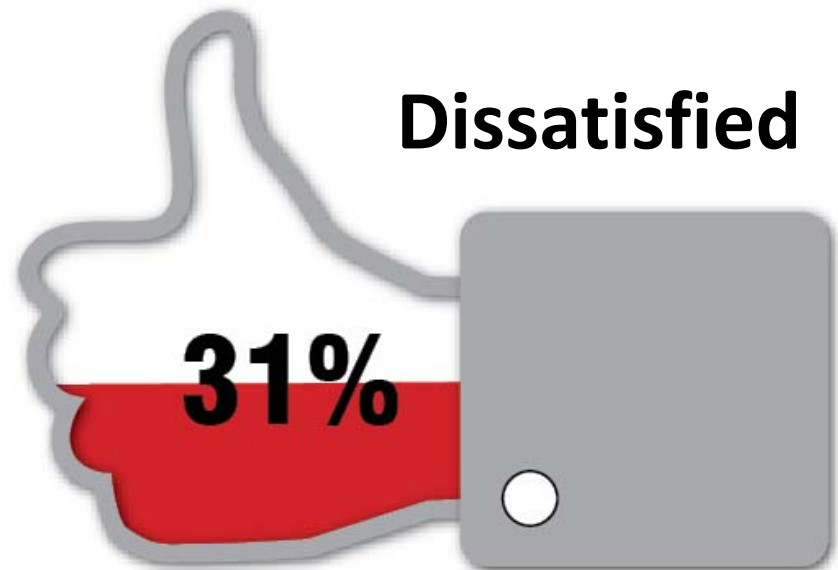
Satisfied about living in this community?

(Long time residents, 10+ years)

Satisfied



Dissatisfied

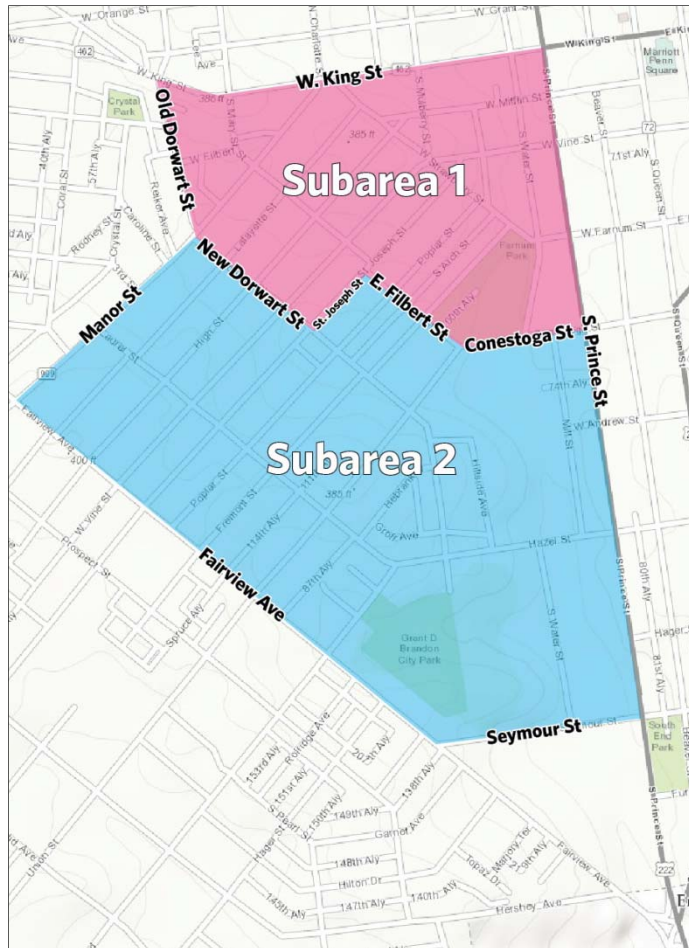


1. Very Satisfied:	17%
2. Somewhat Satisfied:	28%
3. Satisfied:	24%

4. Dissatisfied:	7%
5. Somewhat dissatisfied:	19%
6. Very Dissatisfied:	5%

Satisfied about living in this community?

(By Sub Areas)

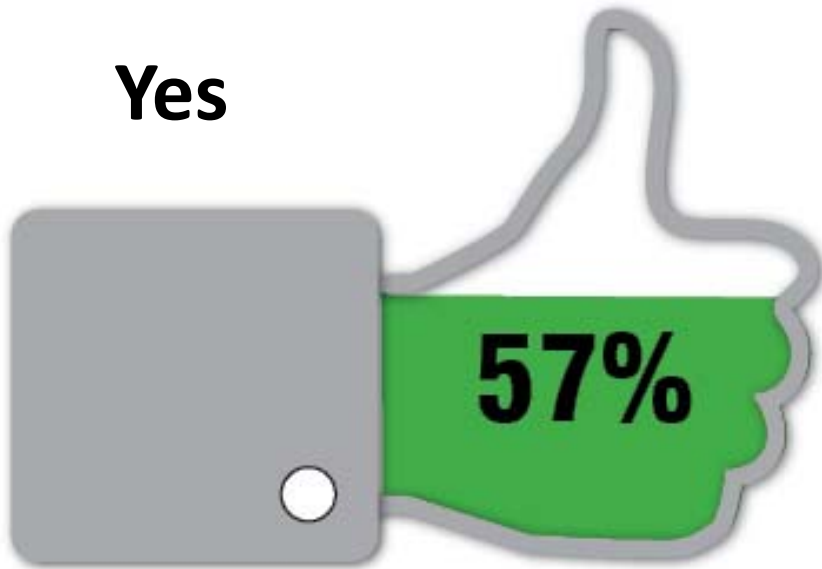


Row Labels	Sub Area 1	Sub Area 2	Grand Total
1. Very satisfied	15.2%	17.2%	16.3%
2. Somewhat satisfied	29.7%	27.6%	28.6%
3. Satisfied	28.3%	28.3%	28.3%
4. Dissatisfied	8.0%	5.5%	6.7%
5. Somewhat dissatisfied	14.5%	14.5%	14.5%
6. Very dissatisfied	4.3%	6.9%	5.7%
Grand Total	100.0%	100.0%	100.0%

Satisfied 73.2% 73.1% 73.1%

Recommend to families with children?

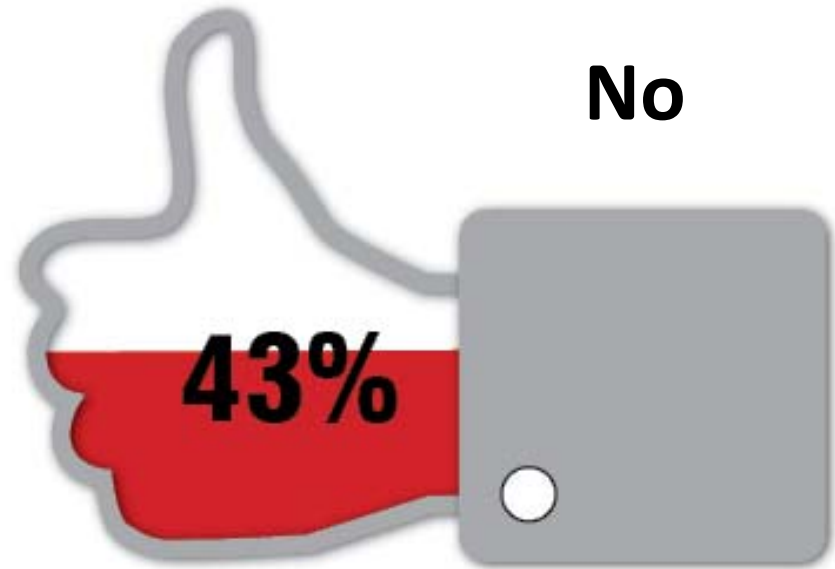
Yes



57%

- 1. Definitely Recommend: 19%
- 2. Probably Recommend: 38%

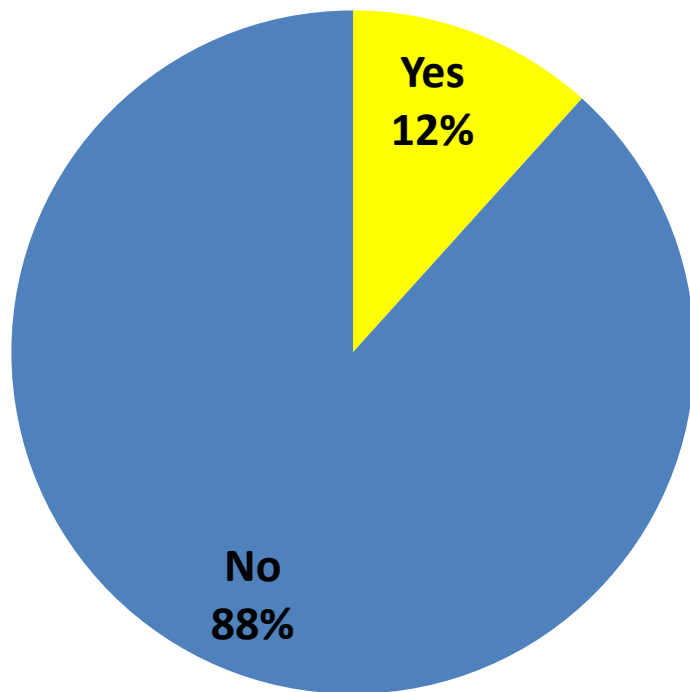
No



43%

- 3. Probably Not Recommend: 29%
- 4. Definitely Not Recommend: 14%

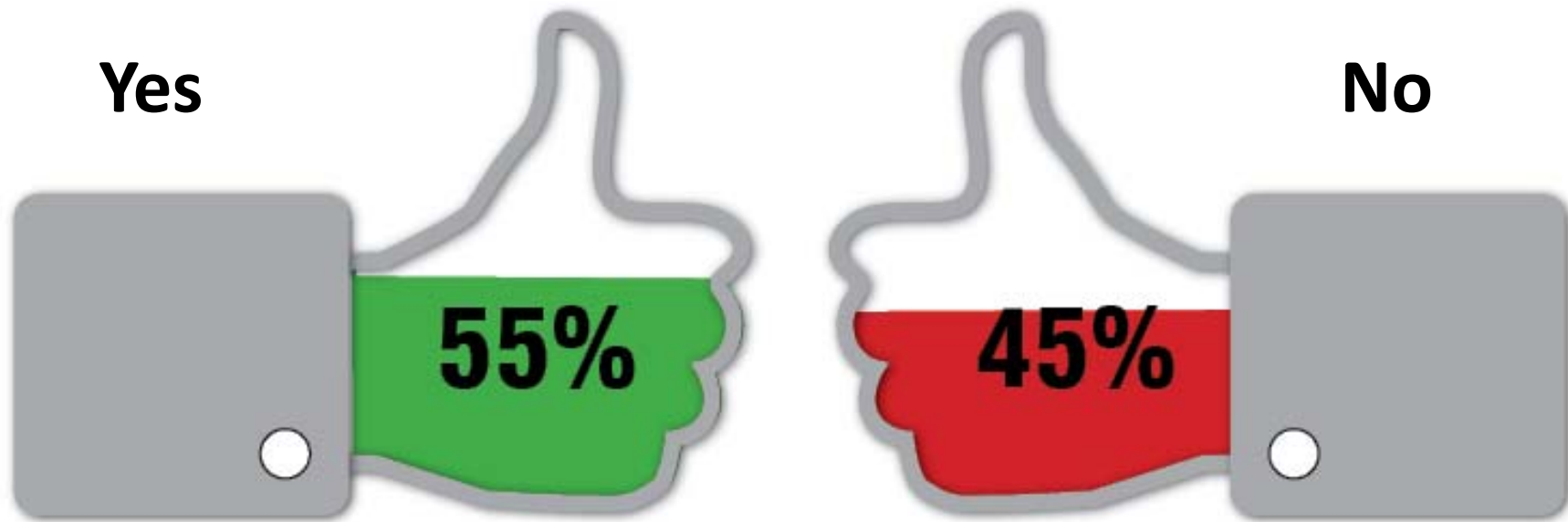
Are there improvements needed at recreation facilities?



What type of improvements?

- Better staff to watch children.
- More Funding.
- More leaders in the community doing community service.
- More scholarships. Another playground.
- Needs more programs and transportation.
- Outdoor Space needed for Boys and Girls club.
- Staffing.

If you had the choice, would you continue to live in this community?



"I LOVE MY NEIGHBORS"

"BECAUSE WE OWN OUR HOME"

"BEEN HERE ALL MY LIFE"

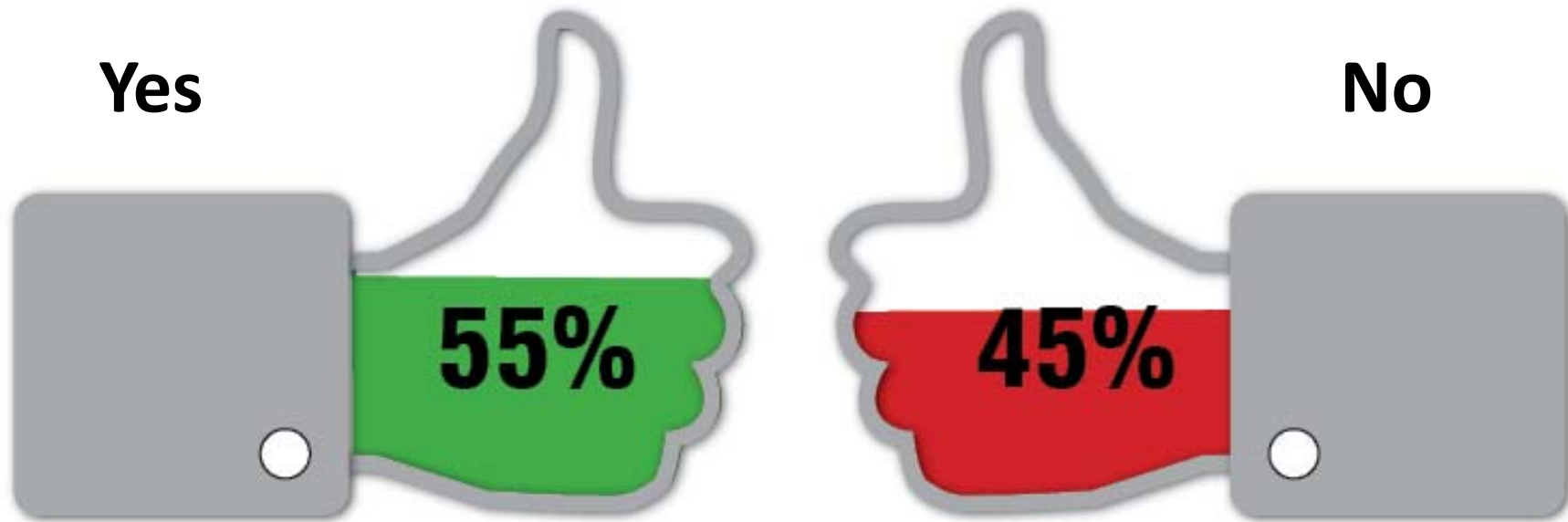
"AFFORDABILITY, PROXIMITY TO THE CITY, STORES, BUS LINES, CHURCH"

"OVERALL IT IS A DECENT COMMUNITY ALTHOUGH WE COULD USE MORE COMMUNITY FUNCTIONS SUCH AS BLOCK PARTIES."

"BECAUSE ALL THE NEIGHBORS STICK TOGETHER AND HELP EACH OTHER OUT"

"BECAUSE THERE IS A LOT OF HELP FOR SENIORS."

If you had the choice, would you continue to live in this community?



“INCREASED CRIME & DRUGS”

“DON’T PREFER THE NEIGHBORHOOD FOR MY KIDS”

“RUNDOWN HOUSES”

“WANT MORE LAND THAN WHAT I HAVE NOW”

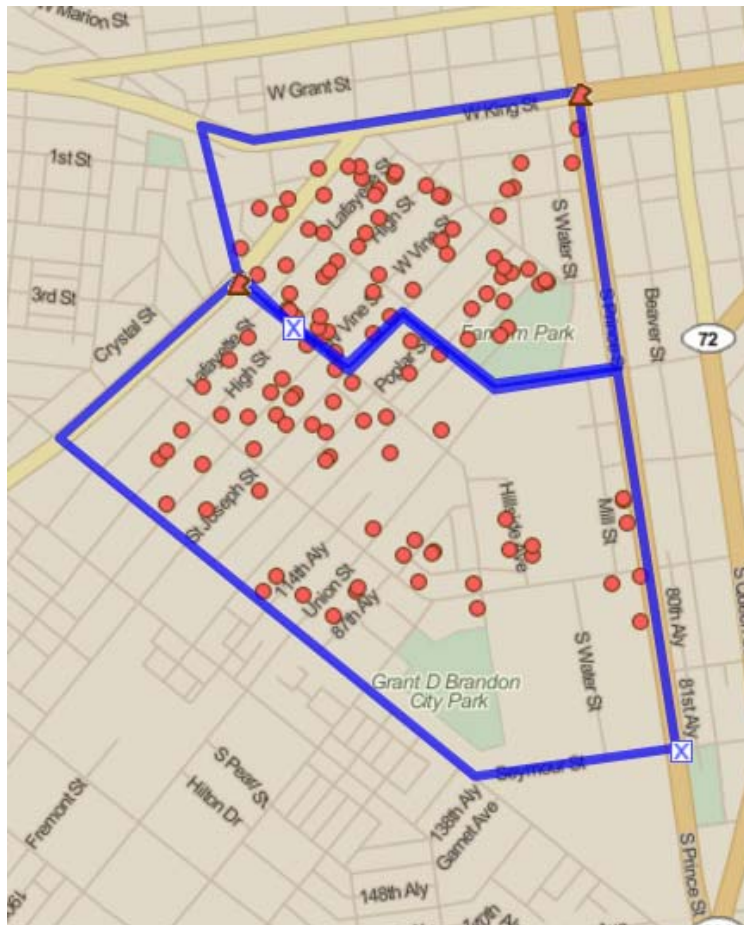
“WANT A BETTER HOUSE”

“MY CHILDREN DO NOT PLAY OUTSIDE DUE TO TRAFFIC”

“ISSUES WITH NEIGHBORS”

If you had a choice, would you continue living in this community?

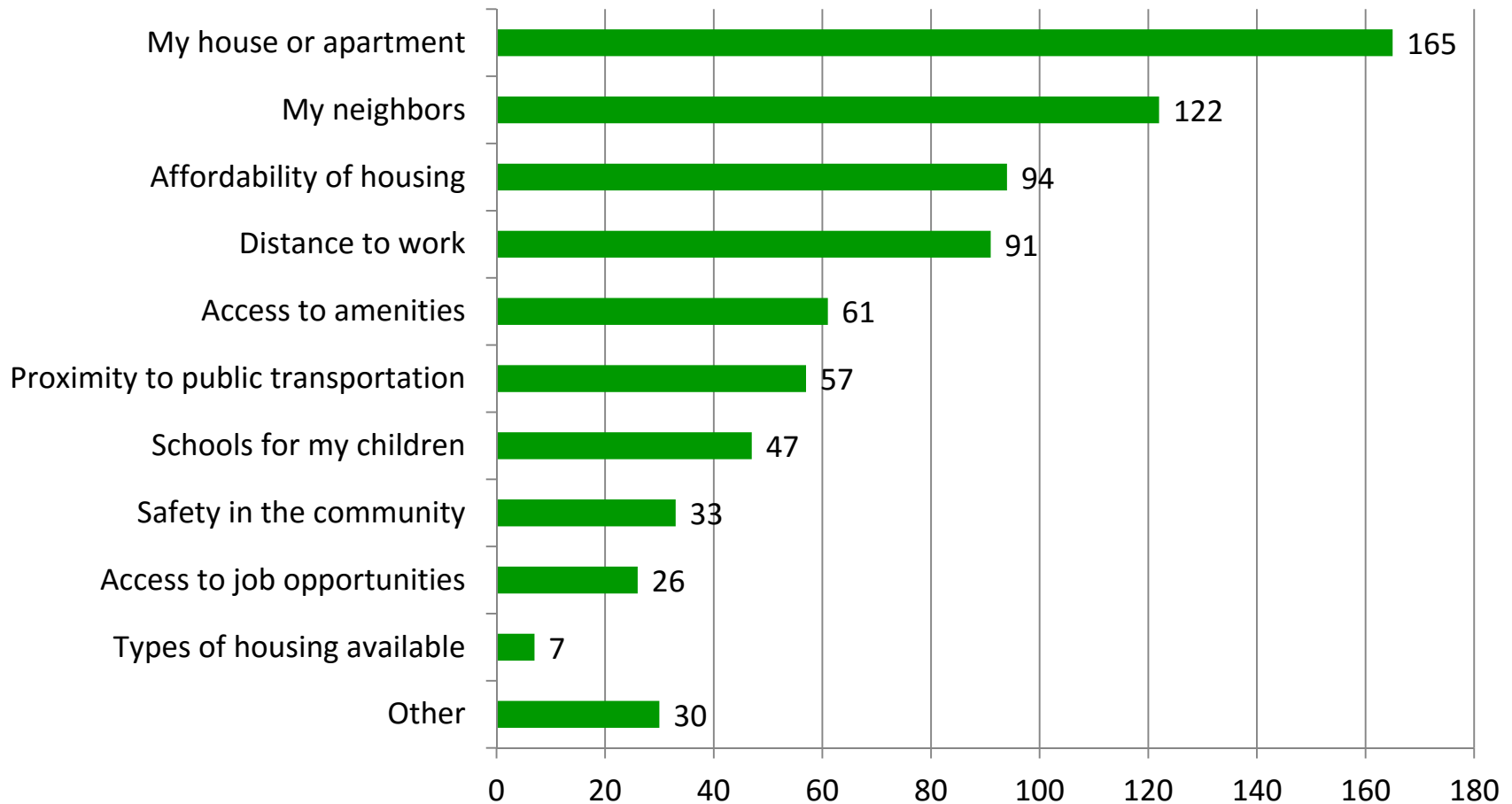
(By Subareas)



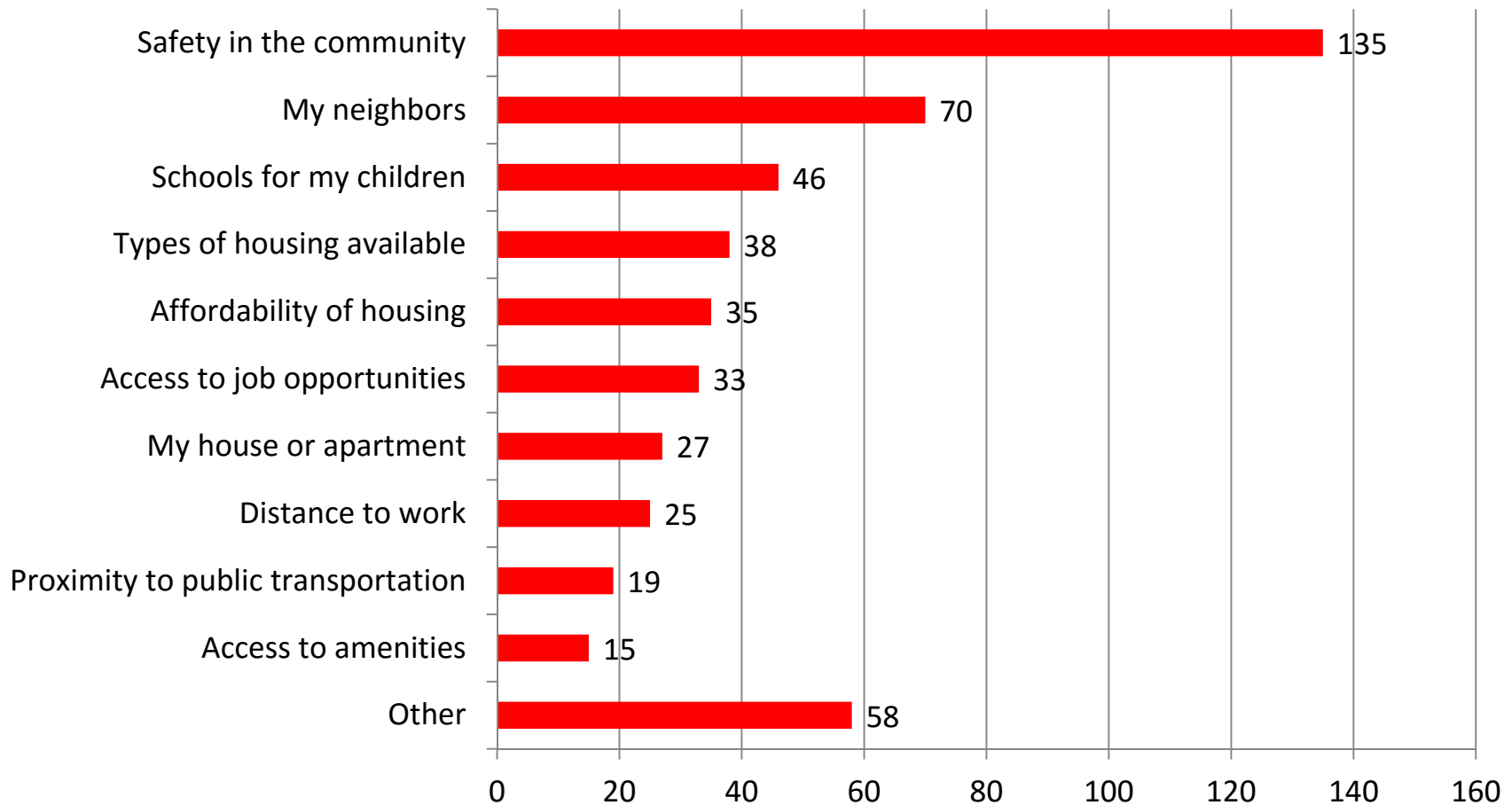
Location of survey respondents who said they would move

- Subarea 1: 64 respondents (46%)
- Subarea 2: 59 respondents (41%)

What are the things that you like **best** about living in this community?

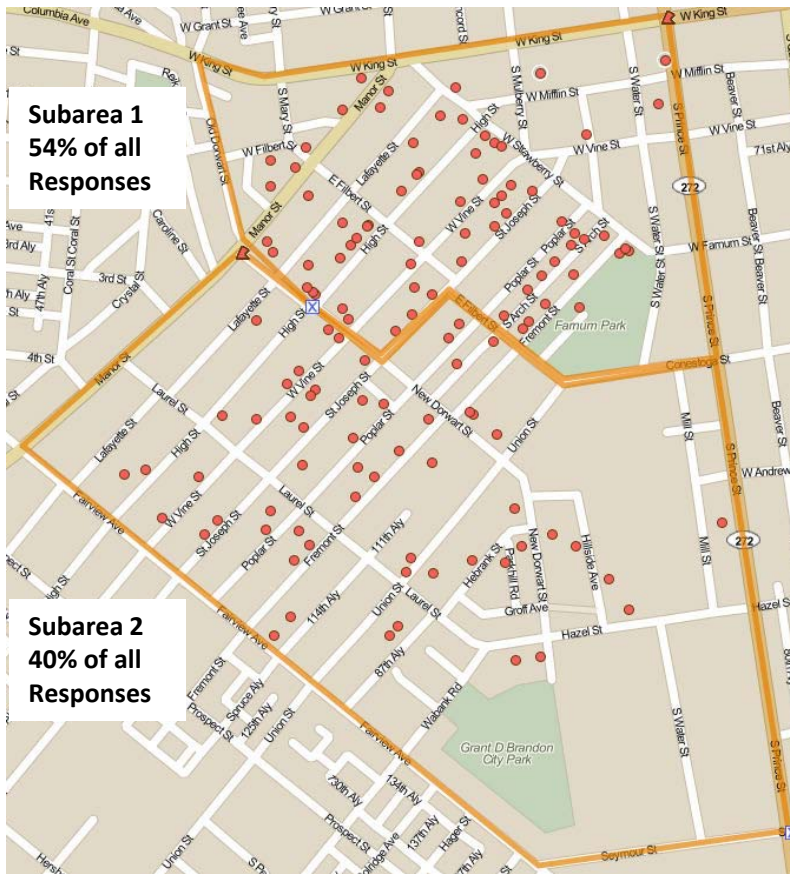


What are the things that you like **least** about living in this community?

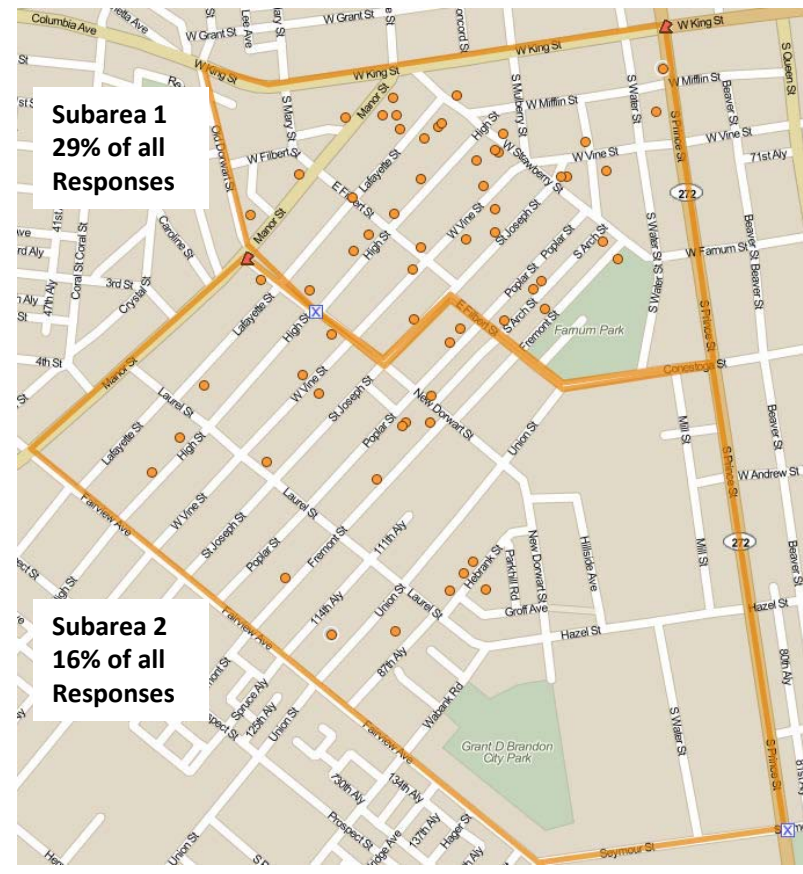


What are the things that you like **least** about living in this community?

Safety in the community



My house or apartment



Own or Rent?



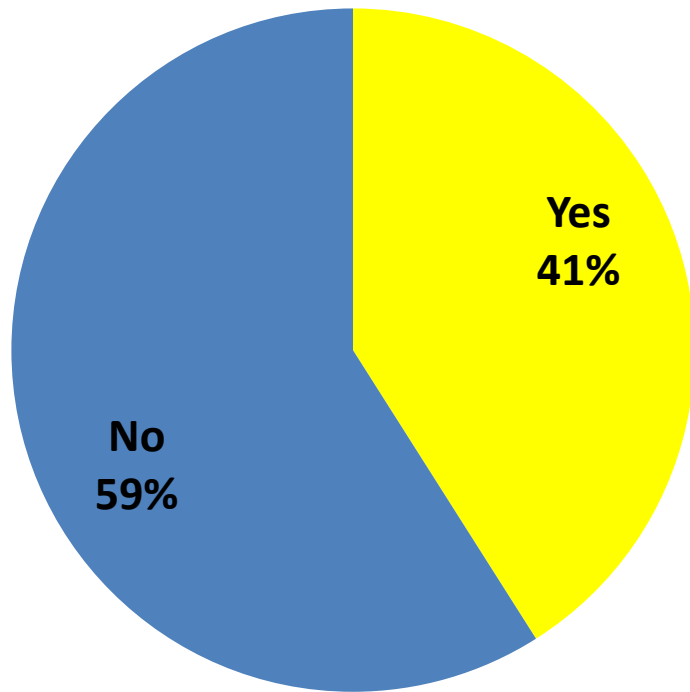
Tenure According to Census Bureau:

- Owner occupied homes: 31.3%
- Renter occupied homes: 68.7%

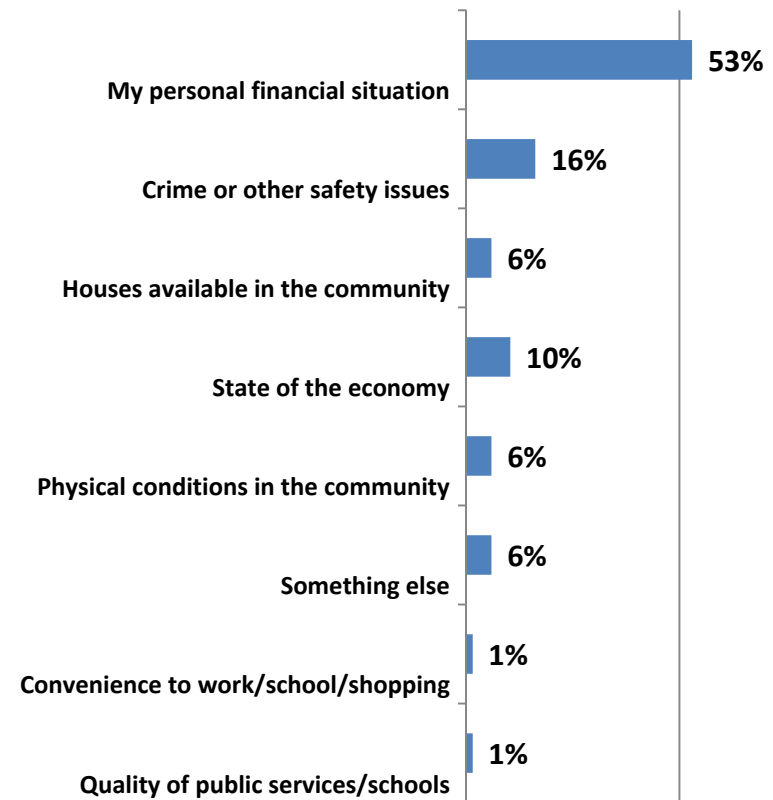
- Residents in owner occupied homes: 37.2%
- Residents in renter occupied homes: 62.8%

Live with
friend/relative,
3%

Would you consider buying a home?

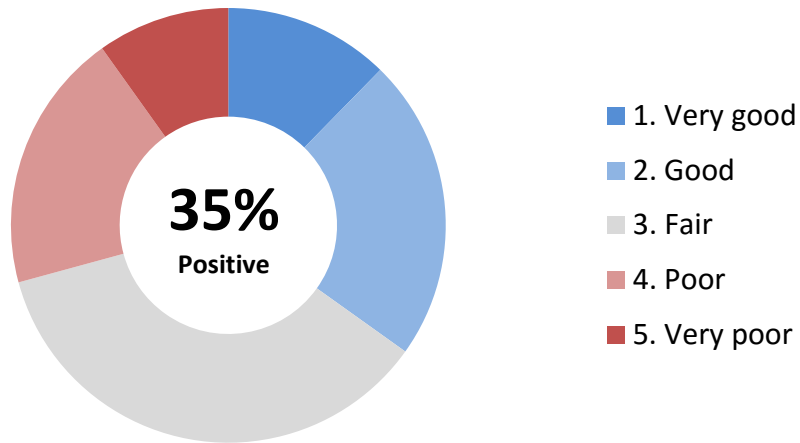


Primary reason for not buying a home?

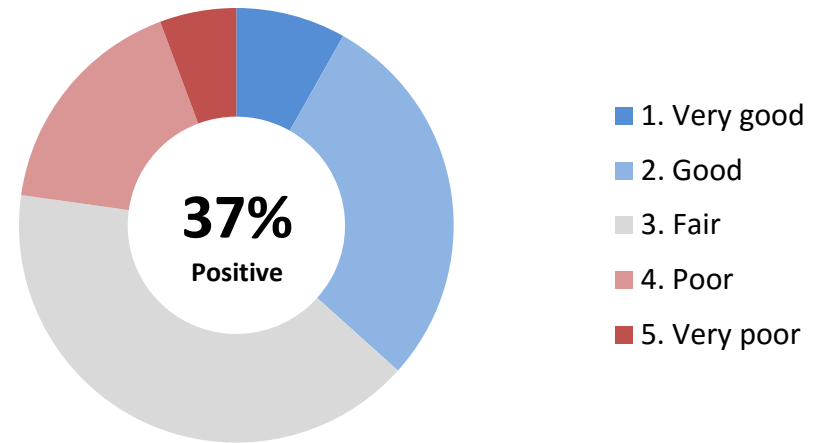


Rate different aspects of community:

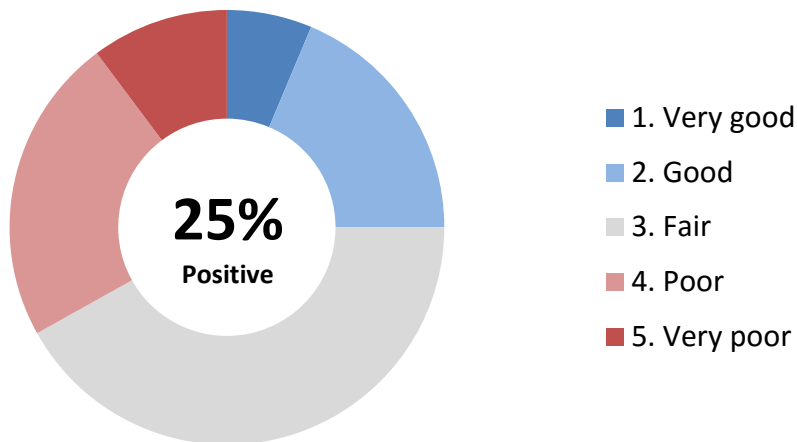
Cleanliness of the Community



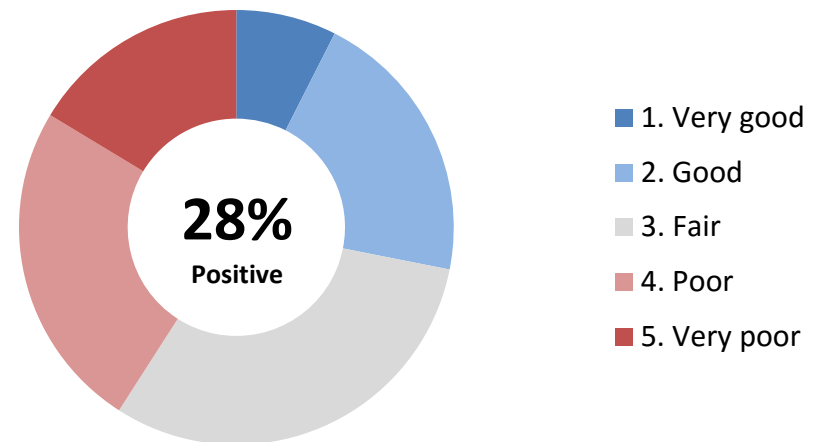
Physical Conditions of Homes



Physical Condition of Public Spaces

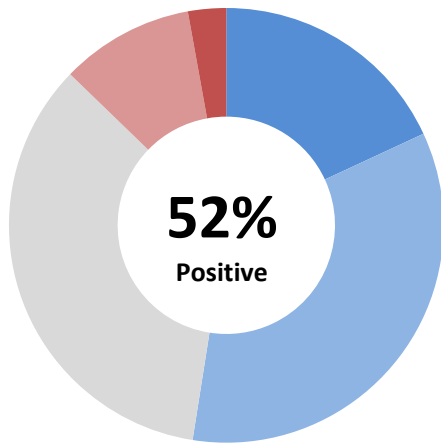


Safety



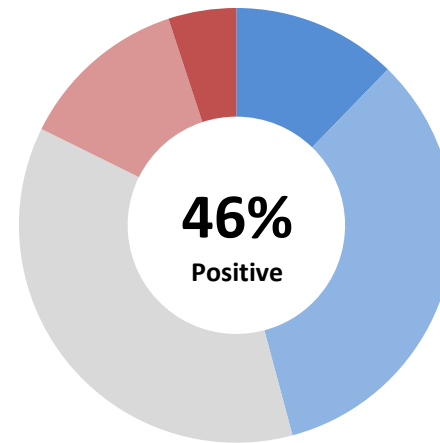
Rate different aspects of community:

Friendly Neighbors



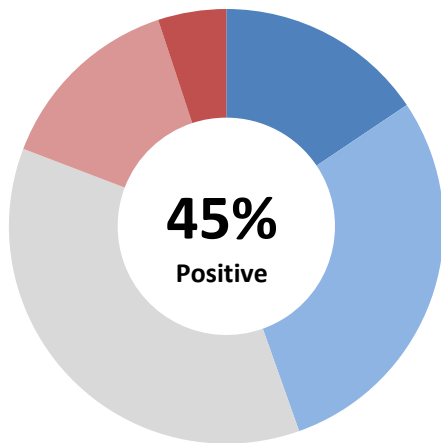
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

Quality of Public Services



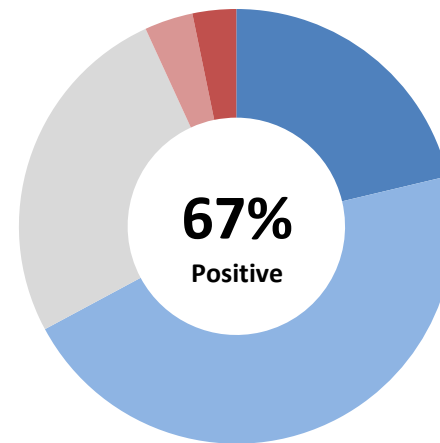
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

Available Goods & Services



- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

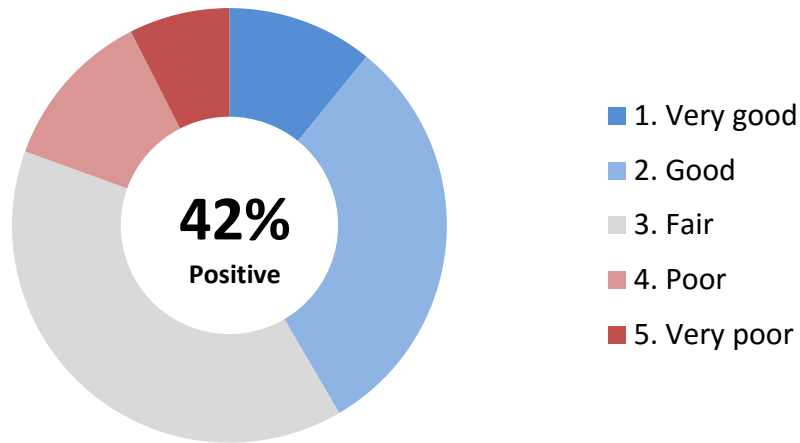
Transportation Access



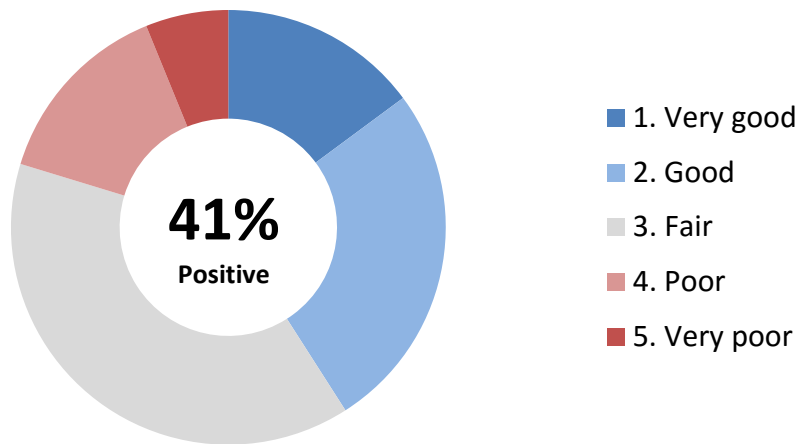
- 1. Very good
- 2. Good
- 3. Fair
- 4. Poor
- 5. Very poor

Rate different aspects of community:

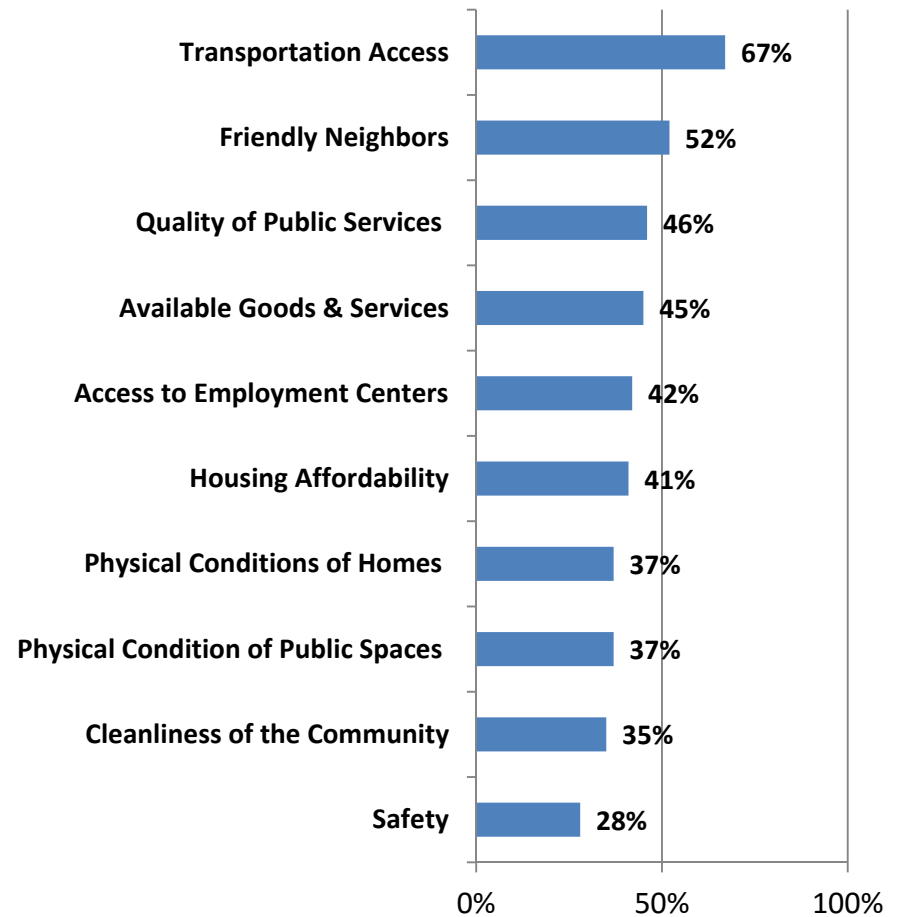
Access to Employment Centers



Housing Affordability

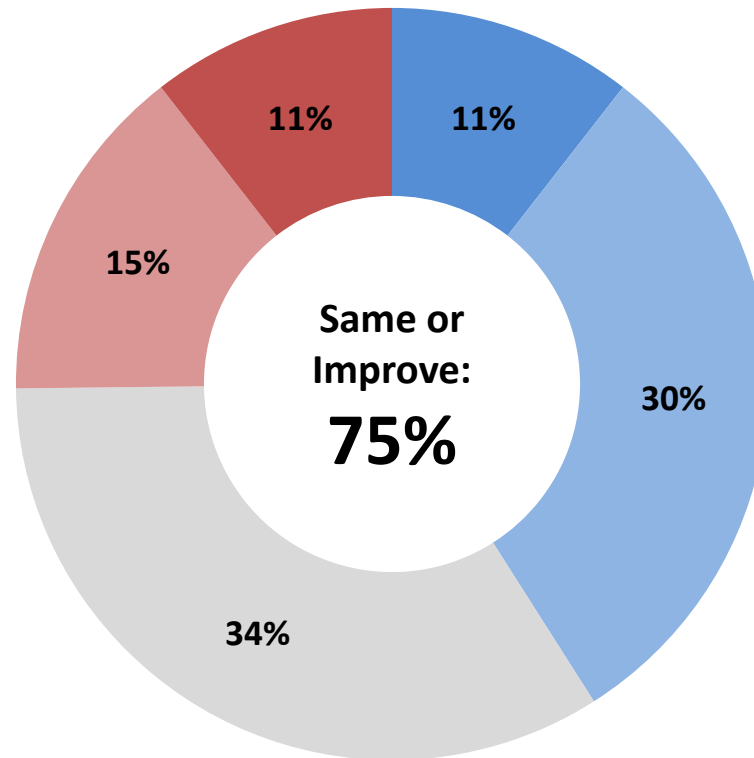


Summary



In the next three years, how would you say this community is likely to change?

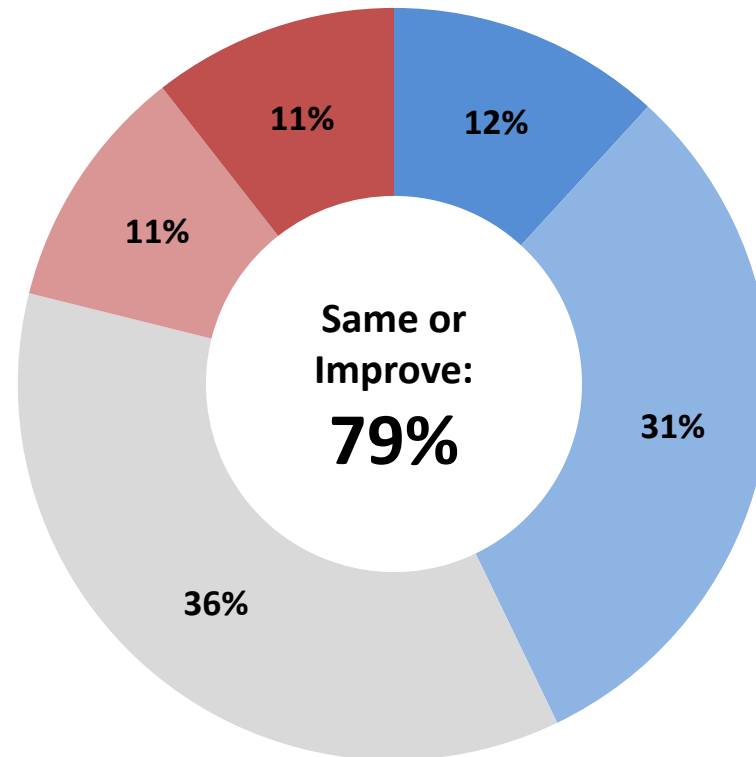
(All responses)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

In the next three years, how would you say this community is likely to change?

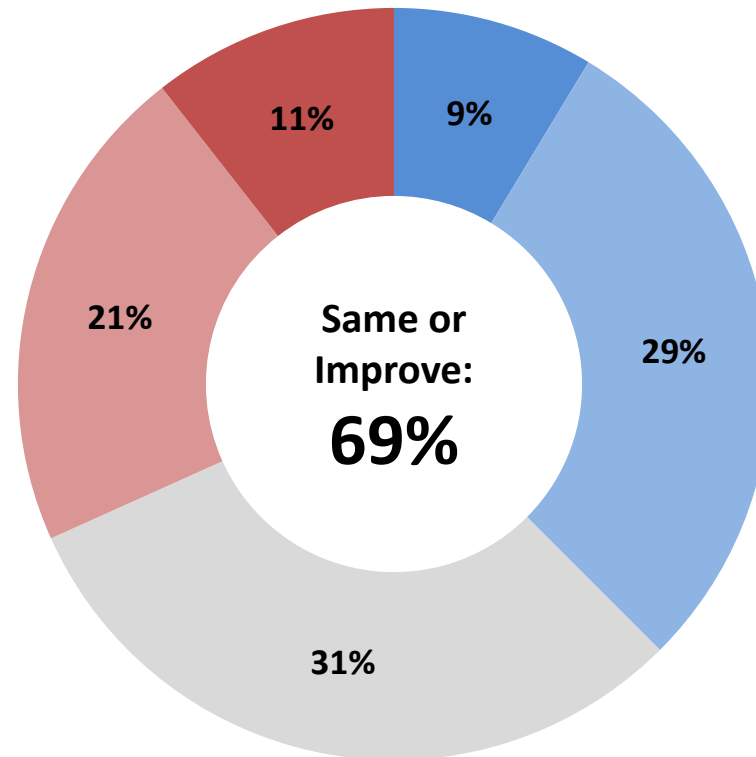
(Recently moved residents, less than 10 years)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

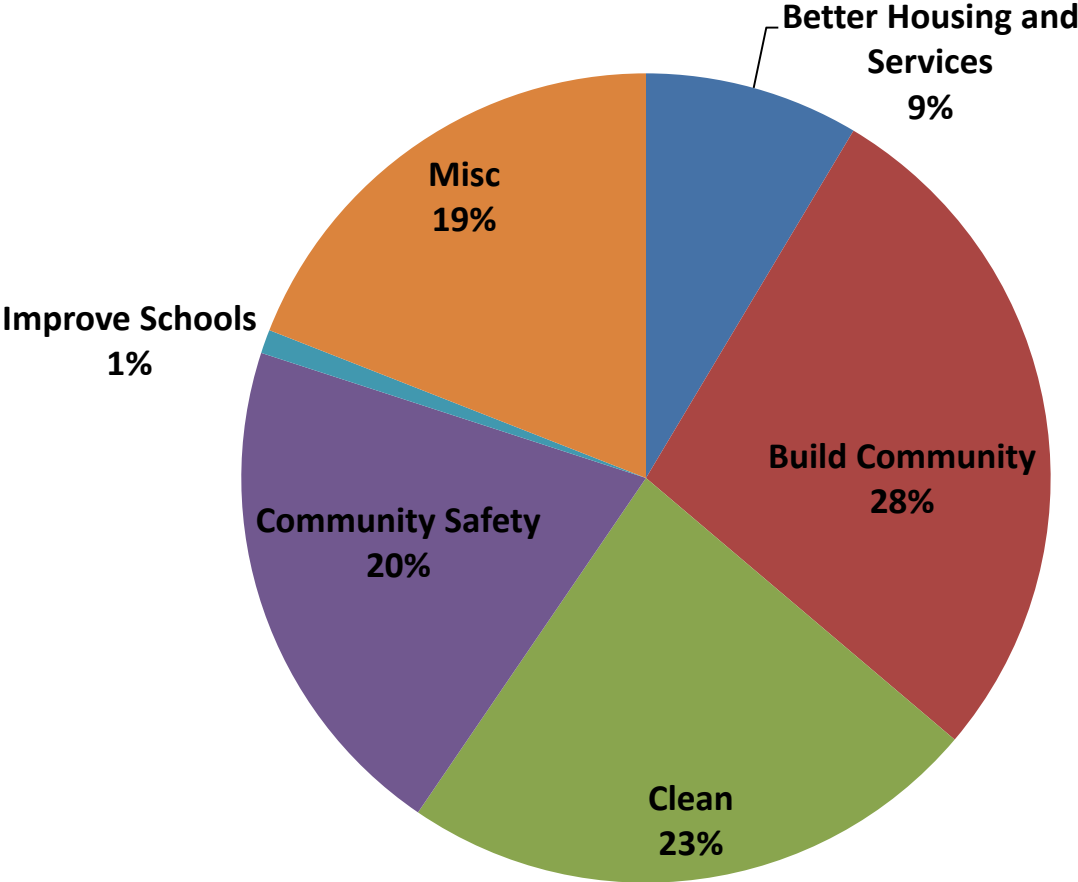
In the next three years, how would you say this community is likely to change?

(Long time residents, 10+ years)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

What can people in this neighborhood do to make it a better place to live?



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APPENDIX D

EXISTING CONDITIONS

REPORT



Image courtesy of Melissa Engle Photography
(www.melissaenglephotography.com)

BACKGROUND

In the fall of 2014, Lancaster Housing Opportunity Partnership (LHOP) submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The grant was awarded in spring 2015 and the planning process kicked off soon thereafter.

The Southwest Lancaster Neighborhood Revitalization Strategy will include a 10-year vision for the future of the neighborhood and implementation goals for the first five years. The strategy will identify and prioritize various neighborhood revitalization strategies and also provide cost estimates and a timetable for implementation.

The Study Area for this project was determined in consultation with the Wells Fargo Regional Foundation, which recommends that neighborhood planning areas are compact to facilitate tracking of progress and outcomes after the plan starts being implemented. While the study area does not include all of Southwest Lancaster, all residents of the entire neighborhood are welcome to participate in the planning process. As illustrated in this report, many of the discussions will focus on issues that affect the entire neighborhood.

Specially, the study area is bounded by:

- S. Prince Street to the east
- Seymour Street and Fairview Avenue to the south, and
- Manor Street and Old Dorwart Street to the west (see **Figure 1**).

Goal of the Project

The goal for the Southwest Lancaster Neighborhood Revitalization Strategy is to chart a course of action that will enable Southwest Lancaster—its residents and partners—to stem the tide of disinvestment and create a neighborhood that is safe, clean, attractive to economic investment, and welcoming to residents and visitors.

For the purpose of facilitating the planning process, LHOP has retained the consultant team consisting of Urban Partners (lead consultant), Baker & Company, and White & Associates. This report represents an examination of existing conditions for the Study Area covering a wide range of socio-economic indicators. In addition to the analysis of third party data and first-hand observations by the consultant team, this report also summarizes the themes that emerged from the initial round of public outreach.

Steering Committee

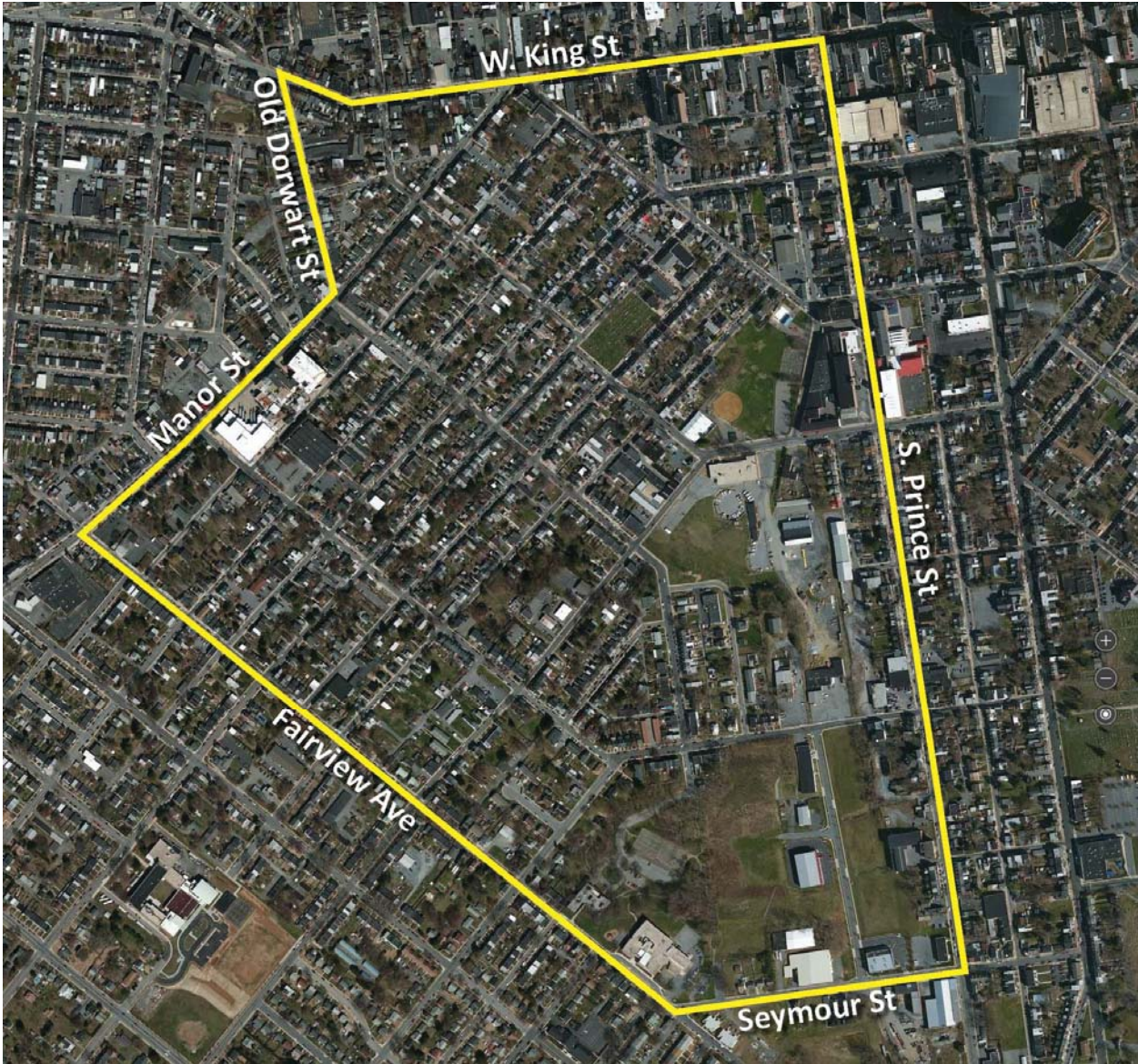
A steering committee—which includes residents and representatives from local neighborhood / civic groups, organizations, and social service agencies—has been formed to guide the planning process and plan development. The members of the steering committee are:

- Karen Bousquet, City of Lancaster
- Lou Butcher, Brightside Opportunity Center
- Jose Colon, Spanish American Civic Association
- Jesus Soto Condor, Habitat for Humanity
- Bianca Cordova, (Neighborhood Resident)
- David Cruz, Latino Empowerment Project
- Wes Farmer, Lancaster City Safety Coalition
- Emma Hamme, Lancaster County Planning Commission
- Richard Hecker, St. Joseph Church
- Ole Hongvanthong, PhotOlé Photography (Local Business Owner)
- Jessica King, ASSETS
- Sue Landes, Lancaster City Recreation Commission
- Daisy McFadden, Community Action Program (Neighborhood Resident)
- Jenny Miller, (Neighborhood Resident)
- Jen Orantes, (Neighborhood Resident)
- Carmen Otero, (Neighborhood Resident)
- Elle Rivera, Community Action Program (Neighborhood Resident)
- Valerie Rivera, Lancaster City Recreation Commission (Neighborhood Resident)
- Fran Rodriguez, Lancaster County Community Foundation
- Emerson Sampaio, Mayor's Commission to Combat Poverty (Neighborhood Resident)
- Karen Schloer, Boys/Girls Club of Lancaster
- Glenn Stoltzfus, Lancaster City Police Department
- Benuka Tamang, SouthEast Lancaster Health Services
- Denise Zielger, St. Joseph Church

Staff:

- Ray D'Agostino, Lancaster Housing Opportunity Partnership
- Mary Glazier, Millersville University
- Shelby Nauman, Lancaster City Alliance
- Jim Shultz, Lancaster Housing Opportunity Partnership

Figure 1: Map of Study Area



SUMMARY OF INITIAL PUBLIC OUTREACH EFFORT

At the heart of this planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident feedback. The public outreach strategy includes the use of public meetings/visioning workshops, focus group meetings, stakeholder interviews, and a project website (<http://www.Southwestlanaster.org>) (see Figure 2 and Figure 3).

Figure 2: Kick-Off Block Party on June 29, 2015



Figure 3: Screenshots of the Southwest Lancaster Website

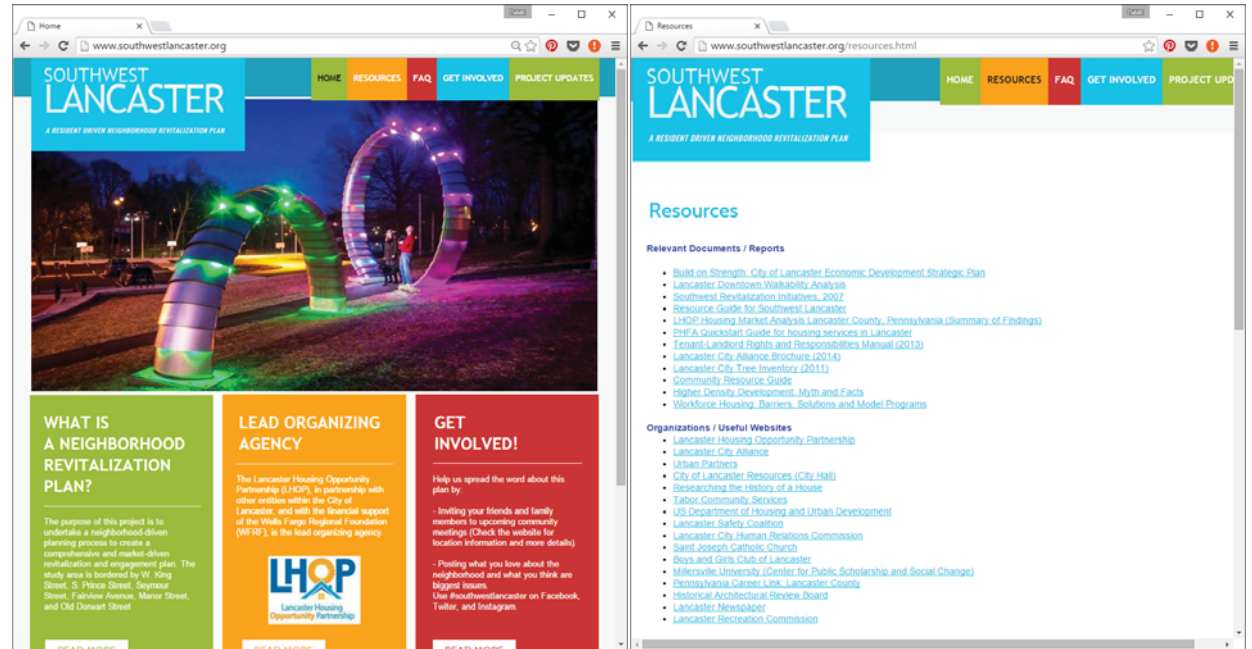


Figure 4: Public Meeting #1 on September 23, 2015

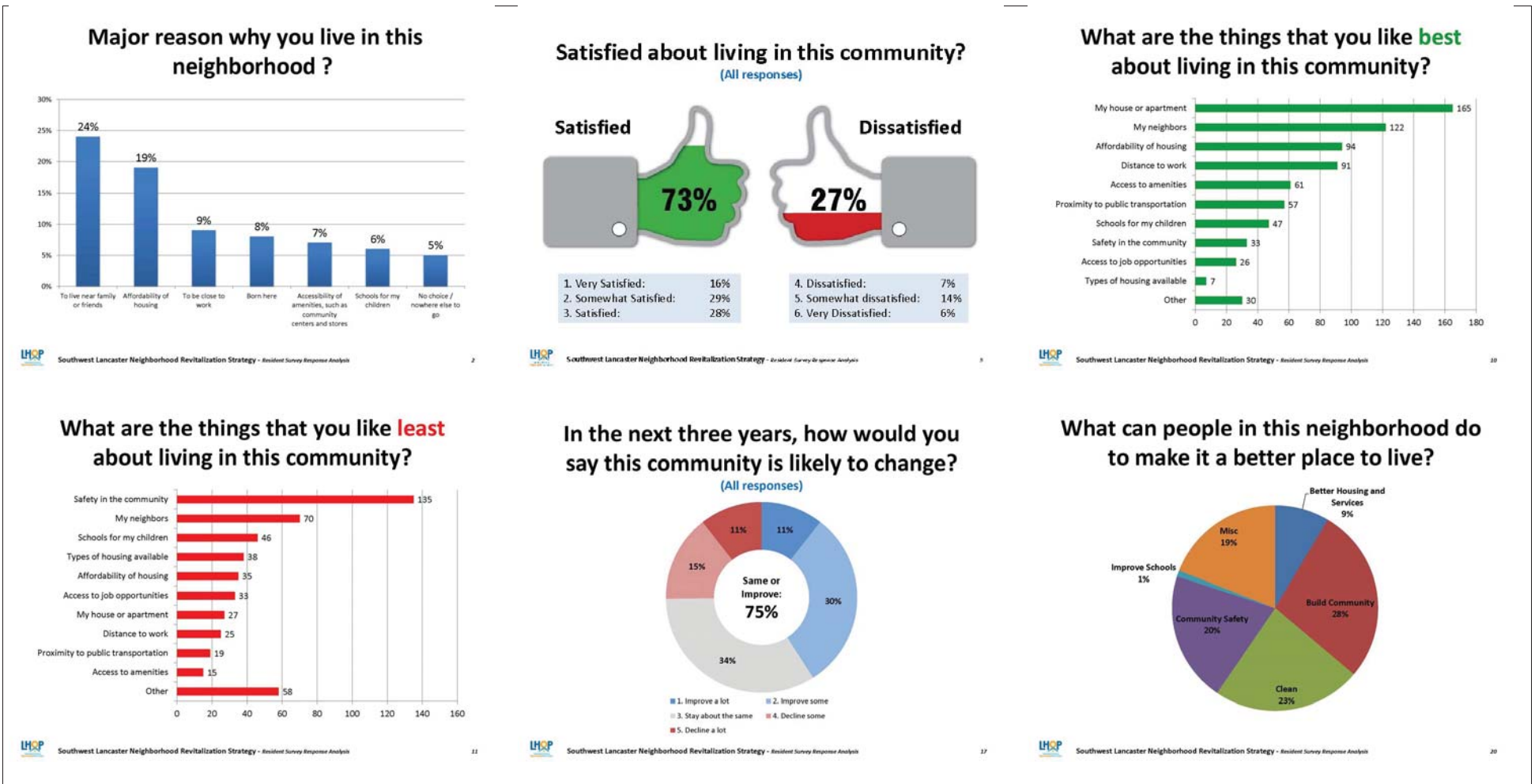


On September 23, 2015, the planning team facilitated a public meeting that was held at St. Joseph Catholic Church. Approximately 100 individuals participated in this meeting and rotated through three discussion stations organized into the following topics:

- Economic Opportunity
- Housing
- Quality of Life (see **Appendix A** for detailed summaries of the discussion).

In addition, a team of surveyors from Millersville University interviewed 291 randomly sampled households scattered throughout the Study Area to record their opinions about the neighborhood and various quality of life issues. The following is a highlight of responses to key survey questions:

Figure 5: Highlight of response from the Resident Survey



For detailed report of the Resident Survey responses, see **Appendix B**.

DEMOGRAPHICS

According to the 2013 American Community Survey from the U.S. Census Bureau, the total population of the Study Area is 6,017, which is 2.7% smaller than what was indicated in the 2000 Decennial Census¹. During the same time period, the population for the City of Lancaster held steady at about 59,300 residents and the County added 3,861 residents (see **Table 1**).

Table 1: Population Trends, 2000-2013

	Population 2000	Population 2013	Change in Population (%)
Study Area	6,181	6,017	-2.7%
City of Lancaster	59,322	59,335	0.02%
Lancaster County	519,445	523,306	0.7%

Source: U.S. Census Bureau

Between 2000 and 2013, the number of housing units in the Study Area declined by 2.9%. Housing vacancy rate declined slightly from 15.6% in 2000 to 15.5% in 2013, compared to the city as a whole which went from 9.0% to 8.1%% in the same time period. The Study Area’s rate of homeownership also dropped from 43.2% in 2000 to 38.1% in 2013 (see **Table 2**).

Table 2: Housing Occupancy and Tenure, 2000-2013

	Housing Units- 2000	(%)	Housing Units - 2013	(%)	% Change
Total housing units	2,557	-	2,482	-	-2.9%
- Occupied units	2,212	84.4%	2,149	84.5%	-2.8%
- Vacant units	345	15.6%	334	15.5%	-3.2%
Owner occupied	955	43.2%	818	38.1%	-14.3%
Renter occupied	1,257	56.8%	1,331	61.9%	5.9%

Source: U.S. Census Bureau

According to the 2013 ACS, 43.7% of the residents in the Study Area are Hispanic or Latino, while 30.4% are Non-Hispanic Whites and 16.9% are Non-Hispanic Blacks. The Hispanic or Latino population grew by 5.8%, or 143 residents, since 2000. The Asian population also grew rapidly, from 3.7% of the Study Area population in 2000 to 6.8% in 2013 (see **Table 3**).

¹ The population and housing unit data for the 2000 Decennial Census are based on a sample size of 100% of the households whereas the 2013 American Community Survey 5-Year Estimates are based on a sample size of approximately 1 out of 8 addresses.

Table 3: Ethnic Composition, 2000-2013

	Study Area 2000	Study Area % of Total Population in 2000	Study Area 2013	Study Area % of Total Population in 2013	Lancaster City % of Total Population in 2013
Not Hispanic					
White Alone	2,692	42.5%	1,829	30.4%	42.7%
Black Alone	870	13.7%	1,015	16.9%	13.1%
Asian Alone	61	1.0%	139	2.3%	3.2%
All Others	233	3.7%	406	6.8%	2.7%
Hispanic (All Races)	2,484	39.2%	2,627	43.7%	38.2%

Source: U.S. Census Bureau

Compared to city as a whole, the Study Area has a younger population according to the 2013 ACS. Residents who are under 5 years-of-age account for 8.8% of the population, compared to 7.9% for the city as a whole. Residents who are under 18-years-of-age represent 31% of the Study Area, compared to 25% for the city as a whole. On the other side of the age spectrum, seniors account for 6.9% of the Study Area compared to 9.1% for the city as a whole (see **Table 4**).

Table 4: Age Distribution, 2013

	Study Area Number of People in Age Group	Study Area % of People in Age Group	Lancaster City % of Population in Age Group
Under 5	529	8.8%	7.9%
Under 18	1867	31.0%	25.0%
Working Age (18-64)	3734	62.1%	65.9%
Aging (65+)	416	6.9%	9.1%

Source: U.S. Census Bureau

According to the 2013 ACS, the median household incomes for the Study Area census block groups range from \$18,594 to \$41,750, which is equivalent to 56% to 125% for the city as a whole (\$33,483 for the City of Lancaster in 2013). In comparison, Lancaster County has a median household income of \$56,483 in 2013, which is well above the range of household incomes for the Study Area as well as the City of Lancaster (see **Figure 5 & 6**).

Figure 6: Study Area Census Block Groups

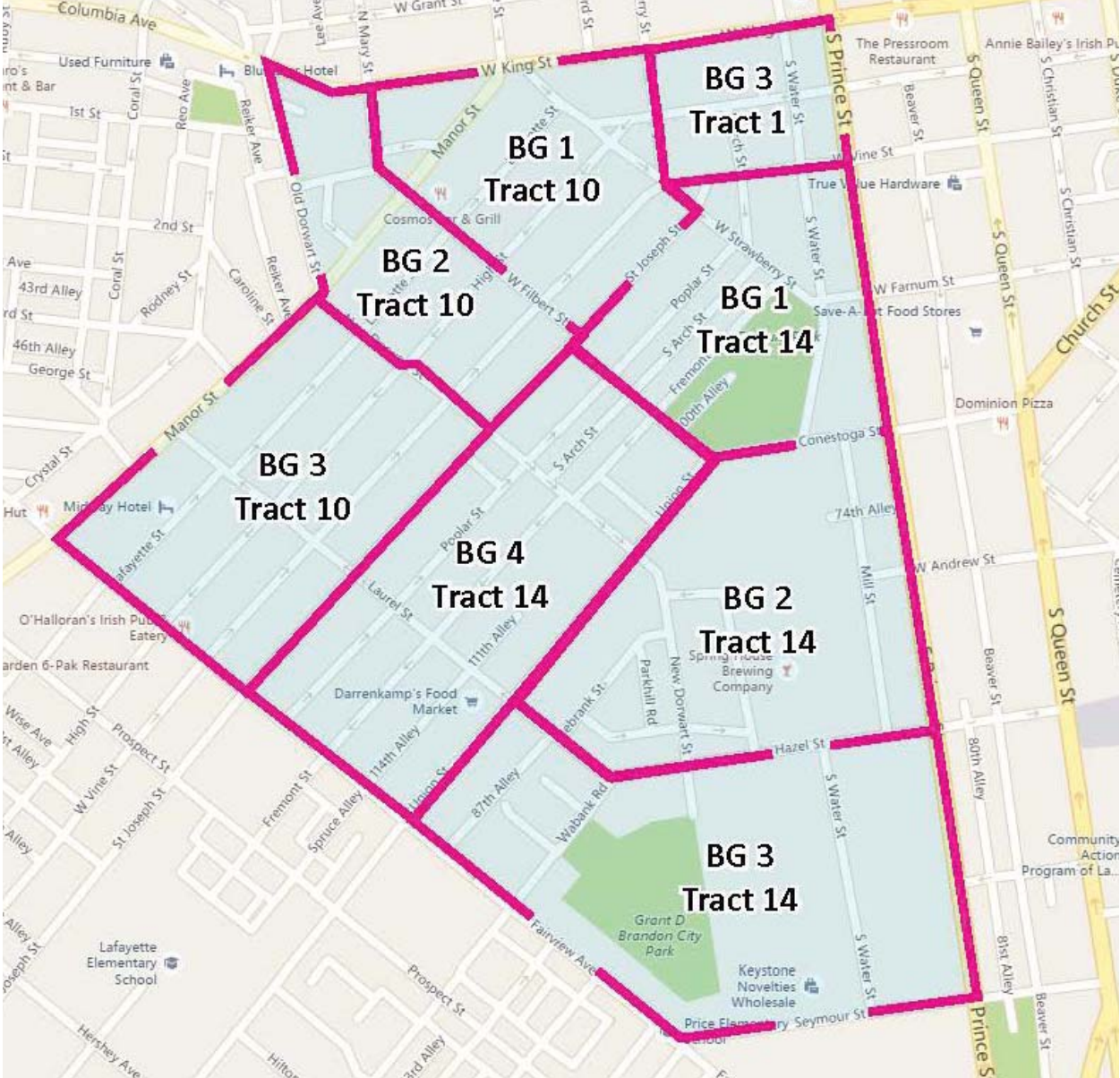
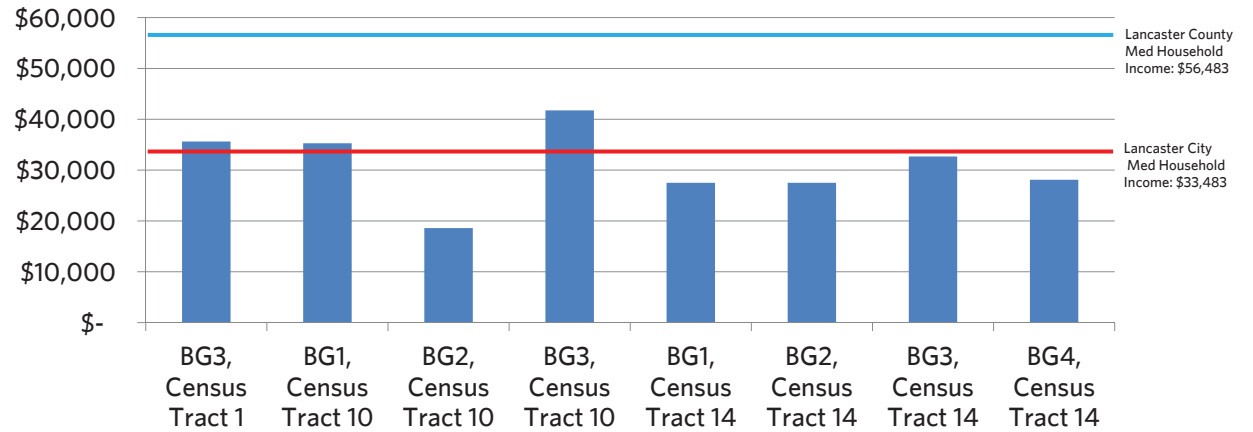


Figure 7: Median Household Income by Block Groups, 2013



Source: U.S. Census Bureau

The percentage of households under the poverty rate is 27.5% for the Study Area, compared to 23.6% for the city as a whole. Nearly a third (31.3%) of the Study Area family households are in poverty, compared to 24.4% for the city as a whole. For female headed family households, the poverty rate is 42.7% for the Study Area and the city as a whole (see Table 5).

Table 5: Poverty Status, 2013

	Number of Households Study Area	Number of Households Below Poverty Study Area	% of Households Below Poverty Study Area	% of Households Below Poverty Lancaster City
Total households	2,149	591	27.5%	23.6%
Family households:	1,339	419	31.3%	24.4%
Married-couple family:	682	154	22.6%	9.9%
Male householder, no wife:	156	51	32.9%	23.5%
Female householder, no husband:	500	213	42.7%	42.7%
Nonfamily households:	810	171	21.1%	21.1%

Source: U.S. Census Bureau

According to the Census Bureau, the Study Area residents aged 25 and older are less educated than those of the city as a whole. Those who possess no more than a high school diploma represent the majority in the Study Area (73.2%), and only 11.2% of the residents hold any type of college degree. For the city as a whole, 21.9% of Lancaster city residents hold college degrees (see **Table 6**).

Table 6: Educational Attainment (25 Years of Age or Older)

	Study Area	Study Area %	Lancaster City %
Less than a 9th grade education	405	11.3%	8.5%
9th to 12th grade, no diploma	629	17.5%	15.8%
High school graduate (includes equivalency)	1,592	44.3%	37.1%
Some college, no degree	561	15.6%	16.9%
Associate's degree	213	5.9%	4.6%
Bachelor's degree	159	4.4%	11.2%
Graduate or professional degree	31	0.9%	6.1%

Source: U.S. Census Bureau

PHYSICAL CONDITIONS

As part of the Property Conditions Survey required by all neighborhood planning efforts supported by the Wells Fargo Regional Foundation, the consultant team conducted an inventory of the physical conditions of all 2,096 properties within the Study Area, 86.5% of which are residential properties.

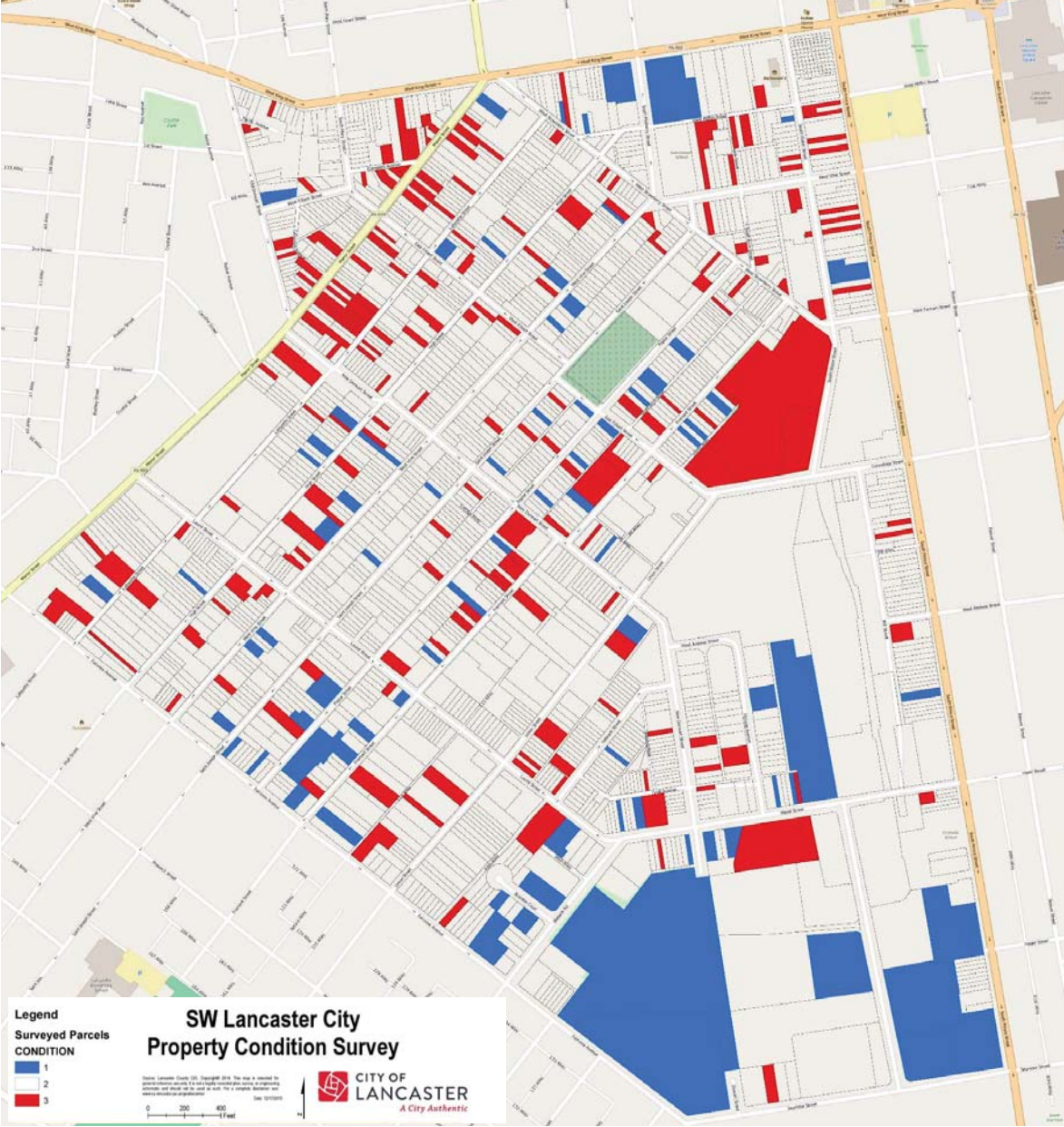
The criteria below were used to assess the exterior condition of each building and property. The physical conditions ratings, from 1 to 3, were determined solely through visual observation from the street or sidewalk (see **Figure 8**).

Figure 8: Examples of Exterior Building Condition Categories



The vast majority of the properties (85%) fall in the Good category, while 5% are categorized as Excellent. Ten percent (10%) of the properties in the Study Area are observed to be Poor, and as shown in **Figure 9** below, the Manor Street corridor is an area of concern from the exterior conditions perspective. Farnham Park, which has the potential to serve as a positive neighborhood amenity, is in very poor physical condition and underutilized.

Figure 9: Map Illustrating the Results of the Property Conditions Survey



OWNER-OCCUPIED HOUSING

Owner-occupied housing represented 38.1% of the housing market in the Study Area in 2013. According to the 2013 ACS, 74.9% of the owner-occupied housing units were built before 1940, compared to 59.1% for the city as a whole (see **Table 7**).

Table 7: Year Owner-Occupied Structure Built

	Study Area	Study Area %	Lancaster City	Lancaster City %
Built 2010 or later	-	-	41	0.4%
Built 2000 to 2009	-	-	201	2.1%
Built 1990 to 1999	32	3.9%	306	3.2%
Built 1980 to 1989	25	3.1%	357	3.7%
Built 1970 to 1979	22	2.6%	254	2.6%
Built 1960 to 1969	17	2.1%	756	7.8%
Built 1950 to 1959	56	6.9%	1,326	13.7%
Built 1940 to 1949	53	6.5%	722	7.4%
Built 1939 or earlier	612	74.9%	5,729	59.1%

Source: U.S. Census Bureau

The owner-occupied housing stock in the City of Lancaster is primarily limited to single family residences, and the Study Area does not deviate from this pattern. According to the 2013 ACS, nearly all of the owner-occupied units (97.6%) are in single family homes, compared to 95.9% for the city as a whole (see **Table 8**).

Table 8: No. of Units in Owner-Occupied Structure Built

	Study Area	Study Area %	Lancaster City	Lancaster City %
1, detached	259	31.7%	2,422	25.0%
1, attached	539	65.9%	6,872	70.9%
2	12	1.5%	157	1.6%
3 or 4	7	0.9%	76	0.8%
5 to 49	-	-	52	0.5%
50 or more	-	-	80	0.8%
Other	-	-	33	0.3%

Source: U.S. Census Bureau

MARKET ANALYSIS

The Study Area’s sale housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development and its associated pricing. According to Realquest, which is a comprehensive real estate database service that was utilized for report, there were 129 home sales in the Study Area within the last 24 months. In **Table 9** shown below, these sales are segmented into the following categories: Foreclosures; Investor/Developer Acquisitions; Clear Arm’s Length Sales between Owner Occupants; and Homes Sold by Investors/Developers to Owner Occupants (see **Appendix A** for locations of these home sales).

Table 9: Breakdown of Home Sales in the Study Area

	Total Number of Sales	Median Sale Price	Average Sale Price	Average Sale Price/SF	Average Living Space
Foreclosures or Properties Sold by Banking Institutions	19*	\$61,925	\$38,058	\$29.92	1,272 SF
Investor/Developer Acquisitions (Non Foreclosure)	70	\$62,700	\$69,313	\$45.51	1,523 SF
Homes Sold by LHOP to Owner Occupants	2	\$73,250	\$73,250	\$49.31	1,486 SF
Clear Arm’s Length Sales between Owner Occupants	38	\$62,500	\$67,789	\$53.07	1,277 SF

Source: Realquest, Urban Partners * 17 purchased by investors



142 S. Prince St. sold for \$145,000 (top sale price) in the Study Area from 2014 to 2015.

There were 19 foreclosures, 17 of which were homes being purchased by investors/ developers, with an average sale price of \$38,058 (or \$29.92/SF). Investors or developers acquiring non-foreclosure homes accounted for 70 transactions, with an average sale price of \$69,313 (\$45.51/SF). Homes transferred between owner occupants totaled 38 transactions (29.5% of the total), with an average sale price of \$67,789 (or \$53.07/SF). Two homes were renovated by LHOP and sold to owner-occupants with an average sale price of \$73,250, or \$49.31/SF (see **Table 9**).

RENTAL HOUSING

Rental housing represented 61.9% % of the housing market in the Study Area in 2013. According to the U.S. Census Bureau, 60.6% of the rental housing units were built before 1940, compared to 63.2% for the city as a whole (see **Table 10**).

Table 10: Year Renter Occupied Structure Built

	Study Area	Study Area %	Lancaster City %
Built 2010 or later	-	-	-
Built 2000 to 2009	6	0.5%	2.0%
Built 1990 to 1999	17	1.3%	1.7%
Built 1980 to 1989	22	1.6%	2.4%
Built 1970 to 1979	68	5.1%	7.5%
Built 1960 to 1969	103	7.8%	5.7%
Built 1950 to 1959	185	13.9%	9.5%
Built 1940 to 1949	122	9.2%	8.1%
Built 1939 or earlier	806	60.6%	63.2%

Source: U.S. Census Bureau

The renter occupied structures in the Study Area are smaller than the city as a whole. According to the 2013 ACS, 84.0% of the renter occupied units are in structures with four units or less, with only 2.6% of the units being in structures larger than 50 units. As a city as a whole, 6.9% of the renter occupied units are in structures with more than 50 units (see **Table 11**).

Table 11: No. of Units in Renter-Occupied Structures

	Study Area %	Lancaster City %
1, detached	13.7%	7.9%
1, attached	32.9%	27.6%
2	14.2%	15.8%
3 or 4	23.2%	20.9%
5 to 49	13.3%	21.0%
50 or more	2.6%	6.9%
Other	0.0%	0.0%

Source: U.S. Census Bureau

Housing affordability for rental households is a major topic of concern in the City of Lancaster as well as the Study Area. According to the 2013 ACS, nearly half of the renter households in the Study Area (48.1%) pay more than 35% of their household income for housing costs, compared to 50.0% of the renter households in the city as a whole and 40.4% in the county as a whole. Three out of ten rental households in the Study Area pay half of their income in housing costs (see **Table 12**).

Table 12: Housing Costs as % of Household Income

	Study Area %	Lancaster City %	Lancaster County %
Less than 20% of Household Income	15.6%	16.2%	21.7%
20% to 24.9% of Household Income	14.6%	12.0%	13.1%
25% to 29% of Household Income	11.1%	11.2%	10.5%
30% to 34.9% of Household Income	7.0%	7.1%	8.5%
35% to 49.9% of Household Income	19.1%	17.7%	15.5%
50% or more	29.0%	32.3%	24.9%
Not Computed	3.5%	3.5%	5.7%

Source: U.S. Census Bureau

EMPLOYMENT

LABOR STATISTICS

According to the 2013 ACS, the Study Area has a total of 4,413 residents 16 years and over. Of those, 2,863 residents (or 64.9%) are participating in the civilian labor force and 2,407 (or 84.1%) are employed. The U.S. Census Bureau estimates that 456 individuals 16 years and over are unemployed, which represents a rate of 15.9%. In comparison, 63.5% of Lancaster city residents 16 years and over are participating in the civilian labor force and 16.1% of those residents are unemployed (see **Table 13**).

Table 13: Employment Status (Persons 16 Yrs+)

	2013	2013 (%)
Study Area (Population 16 year and over)	4,413	
- In civilian labor force	2,863	-
Employed	2,407	84.1 %
Unemployed	456	15.9%
Lancaster City (Population 16 year and over)	46,090	
- In civilian labor force	29,246	-
Employed	24,551	83.9%
Unemployed	4,695	16.1%

Source: U.S. Census Bureau

According to the U.S. Census Bureau’s *OnTheMap* application, which uses employer payroll tax information to geo-locate jobs within a defined area, the Study Area reported a total of 2,816 employed residents in 2002. In 2013, there were 12.6% additional employed residents (3,170). The sectors with the highest concentration of employment are *Health Care & Social Assistance* with 493 employed residents and *Manufacturing* with 474 employed residents (see **Table 14**).

Table 14: Top Industrial Sectors for Employed Residents

	Count	Share
Health Care and Social Assistance	493	15.6%
Manufacturing	474	15.0%
Retail Trade	425	13.4%
Accommodation and Food Services	344	10.9%
Administration & Support, Waste Management and Remediation	259	8.2%

Source: U.S. Census Bureau

JOBS LOCATED IN THE STUDY AREA

Since 2002, the Study Area has experienced modest job growth. The U.S. Census Bureau’s *OnTheMap* application reports that the Study Area was home to 767 jobs in 2002. In 2013, the number increased to 938 which is equivalent to a growth rate of 22.3%. Sectors experiencing the most job growth are:

- *Manufacturing (191 additional jobs)*
- *Other Services, excluding Public Administration (54 additional jobs)*
- *Accommodation and Food Services (31 additional jobs)*

ASSETS Lancaster, which is a locally based non-profit economic development group, that recently conducted a survey of all businesses located in Southwest Lancaster. According to ASSETS, there are 59 private businesses operating in the Study Area. The breakdown of the types of business is as follows:

Table 15: Businesses Operating in the Study Area

Types of Business	No. of Businesses within Study Area
Construction/Trade/Landscaping	9
Financial/Professional/Technical Service	9
Other	7
Restaurant/Café/Bar	7
Auto Repair/Service/Sales	7
Grocer	6
Retail	4
Child Care	4
Barber/Hair Salon	3
Manufacturing	2
Gas/Convenience Store	1

Source: ASSETS Lancaster

The full roster of the businesses can be found in **Appendix C**. An interactive map of the business in Southwest and Southeast Lancaster is available online by clicking the following link:

<http://www.assetslanaster.org/programs/south-lancaster-city-development/>

APPENDIX A: SUMMARY OF COMMENTS FROM PUBLIC MEETING #1

This document is attached as Appendix B of the main document.

APPENDIX B: RESIDENT SURVEY RESPONSES

This document is attached as Appendix C of the main document.

APPENDIX C: ROSTER OF BUSINESSES IN SW LANCASTER

Business Name	Industry	Address
Abreu Auto Svc	Auto Repair/Service/Sales	402 S Prince St
Benji Sr Auto Repairs	Auto Repair/Service/Sales	339 Mill St
Doctor Tire	Auto Repair/Service/Sales	444 S Prince St
El Gigante Body Shop	Auto Repair/Service/Sales	175 Hazel St.
Primo's Auto Repair	Auto Repair/Service/Sales	526 Pacific Ave
Reveron Electronics Inc	Auto Repair/Service/Sales	402 W King St
Smith's Service	Auto Repair/Service/Sales	542 S Prince St
Johnny's Barber Shop	Barber/Hair Salon	112 W King St.
Premier Cuts	Barber/Hair Salon	23 New Dorwart St
The Lab	Barber/Hair Salon	244 W King St.
D & G Daycare	Child Care	326 S Prince St
Maria's Day Care	Child Care	302 S Prince St.
Our Guardian Angel Child Care Center	Child Care	558 High St
Whitaker Family Child Care	Child Care	203 Seymour St
Art Craft Cabinets Inc	Construction/Trade/Landscaping	720 Lafayette St
Diamond Design Kitchen & Bath	Construction/Trade/Landscaping	570 S Water St # A
Dmm Woodworking	Construction/Trade/Landscaping	518 Fremont St
Fritz The Gardener	Construction/Trade/Landscaping	540 S Water St
Garland Construction Inc	Construction/Trade/Landscaping	336 W King St
John Hughes Construction	Construction/Trade/Landscaping	470 Lafayette St
Rhoads Energy	Construction/Trade/Landscaping	624 S Prince St.
Richard James Woodworking	Construction/Trade/Landscaping	727 W Vine St
Two Dudes Painting Co	Construction/Trade/Landscaping	750 Poplar St
Art Printing Co Inc	Financial/Professional/Technical Service	446 Lafayette St
Beacon Associates Llc	Financial/Professional/Technical Service	50 Fairview Ave
Communications Center	Financial/Professional/Technical Service	645 S Prince St
Lebron Tax Service	Financial/Professional/Technical Service	110 W King St.
Liberty Tax Svc	Financial/Professional/Technical Service	18 S Prince St.
One2Oneinc.	Financial/Professional/Technical Service	617 S Water St.
Reveron Communications	Financial/Professional/Technical Service	402 W King St
Strosser Accounting	Financial/Professional/Technical Service	614 Fremont St
Towngeeks Llc	Financial/Professional/Technical Service	502 W King St
Union Street Station	Gas/Convenience Store	517 Union St
Grocery & Deli	Grocer	14 S Prince St.
Mumtaz Grocery	Grocer	100 W Strawberry St
P.B. Grocery Store	Grocer	474 Manor St
Park's Groceries	Grocer	201 W Vine St.
Sunshine Market	Grocer	568 Manor St.
V & F Mini Market	Grocer	705 High St
Kunzler & Company, Inc.	Manufacturing	652 Manor St.
Lancaster Extrusion Inc	Manufacturing	212 Hazel St

Botanica Shango Dina	Other	242 W King St.
Community Room on King	Other	106 W King St.
Dreams Collide Tattoo	Other	102 W King St.
Full Circle Recycling	Other	702 S Prince St.
Rostolsky Recycling Center	Other	214 Conestoga St
Sunshine Art and Design	Other	104 W King St.
Weiss Cleaners	Other	24 New Dorwart St
Autentico Latino Restaurante	Restaurant/Café/Bar	356 S Prince St.
Birds Nest	Restaurant/Café/Bar	10 S Prince
McDonald's	Restaurant/Café/Bar	210 W King St.
O'Halloran's Irish Pub & Eatry	Restaurant/Café/Bar	764 High St
P.J. Bar	Restaurant/Café/Bar	240 W King St.
Par Cafe	Restaurant/Café/Bar	604 Manor St
Starting Gate	Restaurant/Café/Bar	554 Saint Joseph St
Angie's Variety Shop	Retail	50 S Prince St.
Bld Beverage	Retail	136 S Water St
Engleside Beverage Mart	Retail	828 S Prince St
The Image	Retail	713 Union St

Source: ASSETS Lancaster

Map of Businesses

