

## Ideal Urban Experience

*Lancaster City provides the ideal urban experience for its residents and visitors.*

### OUR VISION

- Lancaster City has a “signature” look and feel that revolves around our Arts and our Architecture.
- People can easily walk and navigate our City.
- Our retail sector provides resident and visitor necessities and niceties.
- There is a variety of entertainment options.
- There is a variety of restaurants.
- There is a mix of housing options available at various market rates.
- People feel safe and secure.
- It is fun to live in and visit our City.

## The Importance of City Tourism

Today, tourism is a vital part of a community’s economy. It brings in new money and creates jobs and business opportunities for residents and entrepreneurs. Tourism enhances the vitality of a community by increasing the number of pedestrians on our sidewalks and adding to the cultural diversity of our City. By promoting the City of Lancaster as a destination for tourists, we seek to grow our City’s economy and showcase our City to visitors from around the world who once visited Lancaster County primarily to experience the Pennsylvania Dutch culture. We provide a unique, authentic, culturally diverse urban experience in the midst of the “garden spot of the world.”

## Tourism Strategic Focus Areas

The elements that make for a desirable, livable City for residents also contribute to a desirable tourist destination. The following are the focus areas for City tourism efforts.

1. Market the City of Lancaster as a visitor destination.
2. Package existing attractions and sites.
3. Address visitor infrastructure needs.
4. Create a dynamic mix of tourism-relevant businesses to serve our visitors.

## Our Customer Service Promise

### OUR PROMISE

Every customer that we come in contact with will feel they have been...

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

They will be pleasantly surprised with their experience.

## It All Starts With Our Culture

### OUR BELIEFS

#### *Culture of Excellence*

We are committed to achieving greatness. We will seek out opportunities to do great things; we will set high expectations for ourselves and for those with which we work. We believe that creativity, problem-solving skills, a “can do” mindset and self accountability is the formula for achieving excellence.

#### *Power of the Individual*

Each of us has an opportunity to impact the City in a positive way and we are expected to do so. We take pride in what we do as an individual, making the City the best that it can be.

#### *Customer-Centered*

We do whatever it takes to ensure our customers, both internal and external, are served in an exemplary way. Our operations, processes, and overall management are focused on the customer. We will “own” our customers’ concerns, complaints and problems until they are resolved.

#### *Flexible & Adaptable*

We embrace and are energized by change brought about by our desire to continuously improve, seek a “better way,” and achieve outstanding results.

#### *Teamwork & Collaboration*

We work in a collaborative environment recognizing that the “sum is greater than the parts.” The City’s vision unites us.

**Strategic planning consulting services  
provided by E4 Exchange, Inc., Lancaster, PA.**



## Strategic Plan 2011-2013



## Mayor’s Message



Yogi Berra once said, “If you don’t know where you’re going, you might wind up someplace else.” This is especially true with government. Without a plan that includes specific goals and measurements, you might have the best of intentions but you’ll “wind up someplace else.”

A Strategic Plan challenges us to establish our priorities and identify the path to measurable success over the coming years. This is our second Strategic Plan and, frankly, unusual in a government setting, where the safe approach is to merely react to each crisis as it occurs, with little consideration of long-term consequences.

Though ambitious, this Strategic Plan must be tempered with the reality that our ability to accomplish these goals might be out of our hands. The fiscal realities of local government impose certain limits. That said, the Plan does not specifically include City finances as a focus area because the financial distress experienced by local municipalities is the result of State laws that force an over reliance on property taxes; impose unfair arbitration awards in labor contracts; and establish unaffordable pension benefits for public safety employees. These laws, combined with unfunded state mandates that result in “tax shifting” to local government, threatens our success. Thus, meaningful reform to remove these impediments must occur at the state level if our goals are to be achieved.

Yet still, Lancaster continues to be one of the most exciting and diverse small cities in the Country. This is our plan, not just to keep it that way, but to make it even better.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Richard Gray".

J. Richard Gray



## *“Providing the ideal urban experience for our residents and visitors.”*

OUR STRATEGIC FOCUS AREAS	OUR STRATEGIC PRIORITIES	OUR SUCCESS INDICATORS
<p style="text-align: center;"><b>The Arts</b></p> <p>The City of Lancaster will become a significant arts destination for visual and performing arts recognized for the authenticity of its artists; the variety of arts that can be easily accessed; and the City's obvious support of the arts through its various public art projects and the exposure to art throughout its neighborhoods.</p>	<p>A. Promote and reinforce “a city authentic” brand.            B. Incorporate public art into all parks, streetscapes, and public spaces.            C. Secure more space for artists and performers to work, display art, and showcase the performing arts.            D. Use all City parks as entertainment venues to promote the City's art community.            E. Develop opportunities to locate public art and sponsor events in neighborhoods located outside of the downtown neighborhood.</p>	<ol style="list-style-type: none"> <li>1. Businesses and non-profits incorporate “a city authentic” into their promotional materials.</li> <li>2. The City has thoroughly integrated “a city authentic” brand throughout their operations (e.g., letterhead, website, etc.).</li> <li>3. A City-based organization assumes the lead role in promotion of “a city authentic.”</li> <li>4. All capital projects will incorporate public art of some type.</li> <li>5. The use of City parks as art and entertainment venues increase year over year in every park.</li> <li>6. A joint relationship exists with the art community to add 50,000 square feet for studios, art displays, performing arts, etc.</li> <li>7. Schools, non-profits, and neighborhood organizations are receiving assistance to showcase art in their neighborhoods.</li> </ol>
<p style="text-align: center;"><b>Business Development</b></p> <p>The City of Lancaster effectively creates a “business friendly” environment with the intent of facilitating business growth and expansion. The private sector seeks out new ventures, opens and expands business, and creates jobs. The better the relationship between the City and business (existing and new), the more likely that the City of Lancaster will prosper.</p>	<p>A. Assist with the creation and implementation of a local financing pool.            B. Market the City of Lancaster to retailers and restaurateurs.            C. Facilitate investment in and creation of entertainment and night life venues.            D. Streamline and make less cumbersome the City's approval and permitting process.            E. Target the development of vacant commercial spaces for retail, residential, and office use.</p>	<ol style="list-style-type: none"> <li>1. A local financing pool is in place providing more flexible financing for businesses wanting to locate or expand in the City.</li> <li>2. There is a year over year increase in net growth of retailers and restaurateurs in the City.</li> <li>3. Over a 3-year period, at least 3 new entertainment and/or night life venues open in the City.</li> <li>4. The City's approval and permitting process is seen as reasonable, efficient, and effective.</li> <li>5. There is an increase in the occupancy rate of commercial property in the City.</li> <li>6. There is no first floor vacant space within one block of Penn Square.</li> </ol>
<p style="text-align: center;"><b>Green &amp; Sustainable</b></p> <p>The City embraces the green and sustainable movement because it:</p> <ul style="list-style-type: none"> <li>• Will help to minimize the daily wear and tear on the City's very old infrastructure.</li> <li>• Will lessen the City's negative impact on surrounding environments including the Chesapeake Bay.</li> <li>• Will allow the City to serve as a role model encouraging its residents and businesses to support green and sustainable initiatives.</li> <li>• Signifies a modern city that cares about the environment.</li> </ul>	<p>A. Implement a City-wide philosophy and processes to incorporate green or sustainable initiatives with intent and expected results.            B. Create resources and opportunities to help fund City-wide green initiatives for residential, business, and City projects.            C. Help facilitate the efforts of residents and businesses to incorporate green strategies and technologies into their homes and facilities.            D. Develop and implement programs to reduce waste and increase residential and commercial recycling.</p>	<ol style="list-style-type: none"> <li>1. A “Sustainability Plan” is in place.</li> <li>2. Stormwater overflows to the Conestoga River are appreciably reduced.</li> <li>3. City employees are finding creative ways to implement the City's green initiatives.</li> <li>4. Incentives are in place to encourage the use of green strategies by businesses and residents.</li> <li>5. A minimum of 10 projects designed to incorporate green infrastructure in residential, institutional, and commercial settings are funded.</li> <li>6. Ordinances and internal processes are in place to make it easier for residents and businesses to incorporate green and sustainable initiatives.</li> <li>7. Stormwater utility is in place and credits are available to offset the cost of incorporating green infrastructure.</li> <li>8. Residents are aware of practical and meaningful things they can do to support the City's “Green Infrastructure Plan.”</li> <li>9. A recycling drop-off facility is established to supplement and enhance the curbside collection of recyclables from residents and businesses.</li> <li>10. Commercial entities with organic waste (compostable material) are encouraged to take it to a composting farm.</li> <li>11. There is a continued year over year increase of the tonnage of recyclable material.</li> <li>12. There is a significant decrease in the amount of solid waste disposed of by the City.</li> </ol>
<p style="text-align: center;"><b>Neighborhood Quality of Life</b></p> <p>The City will only be as successful as its neighborhoods. Each strategic priority represents a critical element of neighborhood quality of life and will be a priority for police, fire code enforcement, and public works. This will involve coordinated efforts and teamwork from all City departments. That's why the City will continue to make neighborhoods a priority.</p>	<p>A. Encourage the increase of owner-occupied housing in the City.            B. Promote economic diversity within the City's neighborhoods.            C. Police, in concert with City departments, will focus enforcement efforts on reducing disruptive conduct and nuisance crimes.            D. Work with residents and organizations to help them improve the quality of life in their neighborhood.            E. Litter is the exception not the norm in our neighborhoods.</p>	<ol style="list-style-type: none"> <li>1. American Community Survey data shows there is an increase in economic diversity in our City neighborhoods.</li> <li>2. The Realtor® community is promoting the City's neighborhoods as great places to live.</li> <li>3. Effective relationships are forged between the City police and the neighborhood residents to further reduce nuisance crimes.</li> <li>4. The police meet their goal of responding to nuisance crimes and disruptive conduct within 2 hours at least 80% of the time.</li> <li>5. Chronic problem landlords are indentified, pursued, and prosecuted.</li> <li>6. A reduction in property maintenance code violations and an accompanying reduction in disruptive conduct are achieved.</li> <li>7. Neighborhoods can point to green initiatives that make their neighborhoods more appealing.</li> <li>8. There is increased access to fresh foods for residents within their neighborhoods.</li> <li>9. Litter index improves year over year.</li> <li>10. Commercial businesses that generate high volume off-site consumables have litter receptacles placed in close proximity.</li> </ol>
<p style="text-align: center;"><b>Public Safety</b></p> <p>Feeling safe and secure is at the core of our City's ideal urban experience. Our public safety efforts rely on building partnerships with residents and business owners, and a sense of community with our neighborhoods. These relationships will be based on professionalism, transparency, and ongoing communication. Confidence in the safety of our City will be strengthened by our ability to develop our skills and utilize our resources wisely and efficiently.</p>	<p>A. Employ technology to identify problem areas and track results.            B. Provide ongoing training to maintain a state-of-the art and effective public safety workforce.            C. Increase efforts to prevent situations and conditions that undermine public safety.            D. Remove barriers that may impede access to, or interaction with, public safety personnel.            E. Exploit opportunities to interact with residents, businesses, and neighborhood groups.            F. Enlist residents in improving public safety through awareness of programs and increased public education efforts.</p>	<ol style="list-style-type: none"> <li>1. Police and fire are using technology to inform deployment of personnel and other assets with greater agility, efficiency, and effectiveness.</li> <li>2. Managers, supervisors, and front line personnel are trained in state-of-the art public safety strategies.</li> <li>3. Effective and ongoing relationships are forged between public safety personnel and neighborhood residents.</li> <li>4. Use of smoke detectors increases and property owners are aware of basic crime prevention strategies.</li> <li>5. Police and Fire Bureaus increase community education contacts, programs, and meetings.</li> <li>6. Feedback from the community shows that public safety personnel are regarded as courteous and responsive professionals.</li> </ol>