

Our Strategic Focus Areas

Arts & Entertainment

During the Brookings Institution visioning sessions, a diverse group of community leaders determined that the Arts are essential to the continued revitalization of the City.

LancasterARTS has identified the 10 criteria critical for sustaining the arts and the City is committed to contributing to the arts' sustainability. The City must also facilitate interest and investment in a variety of entertainment options, venues and activities -- with an emphasis on nightlife.

Customer-Centered Culture

The City's Management Team is committed to creating a workplace environment that ensures all City government procedures, activities, decisions and actions are centered on the City's various customers. The team adopted five critical culture characteristics or beliefs that are fundamental to providing professional and outstanding customer service.

Housing

In any city it is necessary to provide housing options at various market-rates. Lancaster's unique challenge is the City's small geographic footprint. Recognizing that a significant component of an ideal urban experience is a critical mass of individuals, the City must promote condominiums and housing that goes up, not out.

Mobility

Another critical component of an ideal urban experience is walkability. How easy is it for pedestrians and vehicular traffic to access downtown and our surrounding neighborhoods? The City will take a five-pronged approach to enhance mobility: improved walkability of major pedestrian corridors; increased parking; improved and increased signage; use of alternative forms of transportation; and reduced truck traffic.

Neighborhoods

The neighborhoods surrounding the City's downtown core are a unique asset. If intentionally cared for, our neighborhoods can provide interesting and appealing backdrops for our visitors and comfortable havens for our residents. Our number one strategic direction is community policing in every neighborhood. Other strategies address the quality of our rental housing as an important part of maintaining safe and clean neighborhoods.

Public Amenities and Ambience

Looks **do** matter. The appearance and "feel" of our City contribute significantly to what our residents and visitors think and say about us. We want to create a sense of connectedness, hospitality, visual delights, and pleasant experiences -- leading those who navigate our sidewalks and streets to believe they are exploring the City's *outdoor living rooms*.

Retail Sector

Development of the retail sector is driven by the DID and the private sector. The City's role is one of influence and not execution. In this role, the City has identified a variety of ways we can work in partnership with the DID to expand the retail sector to better serve residents and, at the same time, to create a vibrant and unique retail experience for visitors.

It All Starts With Our Culture

We are committed to the City of Lancaster and to achieving our vision – *Lancaster City provides residents and visitors with the ideal urban experience.*

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 whom we work. We believe that a combination of creativity, problem-solving skills, a "can do" mindset and accountability are 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 individuals, to make 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.

Our Customer Service 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**

Customers will be pleasantly surprised with their experience.

Our customers are our residents, businesses, and visitors; those who are helping us to grow our city including developers, real estate professionals, and prospective city business owners and managers; those organizations and non-profits who are critical to the city's future success; and our internal customers who assist us in serving our external customers.

City of Lancaster Strategic Plan 2007-2009



Lancaster City provides residents and visitors with the ideal urban experience.

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

"Lancaster City provides residents and visitors with the ideal urban experience."

A Message from Mayor Gray

An old African proverb advises, "A man who doesn't know where he wants to go, doesn't need a map." This Strategic Plan defines where the City of Lancaster is going and provides a map to our future. The Plan represents a convergence of events and ideas that began almost a year ago, when a diverse group of community representatives met to establish a framework for the City's revitalization during Visioning Sessions led by the Brookings Institution. At the same time, we collaborated with marketing professionals with the Pennsylvania Dutch Convention and Visitors Bureau to develop a "branding" concept of the Lancaster City experience. Finally, over the course of several months, the City's entire Management Staff met to formalize and adopt cultural norms and expectations for the delivery of City services.

A vision of a revitalized City that residents and visitors experience as a unique brand, and a renewed commitment to customer service by City government are all about "where we're going." This Strategic Plan is the map that we're following on that journey. The Plan identifies seven strategic focus areas that the City's management team and I will advance during the next two and a half years. Our priorities are reflected in specific strategic directions and our measures of success are clearly established. We hope the City's Strategic Plan excites and energizes you, as it does us. These are very exciting times for the City of Lancaster as we strive to achieve the vision of providing the *ideal urban experience* for our residents and visitors!

The Ideal Urban Experience

- 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 are a variety of entertainment options.
- There are 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.

Our strategic plan for “Providing the ideal urban experience for our residents and visitors.”

OUR STRATEGIC FOCUS AREAS	OUR STRATEGIC DIRECTIONS	OUR SUCCESS INDICATORS
<p>Arts & Entertainment The City of Lancaster will become a major arts destination (visual and performing), providing artistic and entertainment options attracting individuals from the Northeast because of its unique experience and accessibility (location, cost, ambience and hospitality).</p>	<p>A. Brand the City as an arts destination -- “Edge of the East”. B. Create City entertainment and night life. C. Develop partnership(s) to research art-related economic initiatives and sustainable funding strategies. D. Incorporate public art into all park, streetscape, and public places. E. Secure more space for artists and performers to work, to display art, and to showcase the performing arts.</p>	<p><input type="checkbox"/> 1. The City is being branded as the Edge of the East. <input type="checkbox"/> 2. Strategies are identified to ensure the sustainability of the arts. <input type="checkbox"/> 3. Edge of the East “Experience” is successfully initiated and expanded. <input type="checkbox"/> 4. 50,000 additional square feet of space is available for artists’ studios. <input type="checkbox"/> 5. Every new public space project has incorporated some type of art. <input type="checkbox"/> 6. There are more evening entertainment venues (e.g. jazz clubs, cabarets, Indie film space, etc.). <input type="checkbox"/> 7. There is an increase in weekend visitors.</p>
<p>Customer-Centered Culture Create a customer-centered culture in City government to better serve our residents and visitors.</p> <ul style="list-style-type: none"> • Culture of excellence • Power of the individual • Customer-centered • Flexible and adaptable • Teamwork and collaboration 	<p>A. City employees view the public at large as their customers. B. City employees are performing their jobs and delivering services in ways that are congruent with the City’s culture characteristics. C. City employees think and act in terms of serving their internal customers. D. The City’s “Customer Service Promise” is delivered. E. Every employee is serving as an ambassador representing the City to residents and visitors.</p>	<p><input type="checkbox"/> 1. Resident surveys show continually improving satisfaction scores when asked about the City’s customer service. <input type="checkbox"/> 2. Internal employee surveys show continually improving satisfaction scores regarding how they are being served as internal customers. <input type="checkbox"/> 3. The City is earning the reputation of being professional to work with by our customers (residents, businesses, developers, citizens). <input type="checkbox"/> 4. Increased productivity in City government. <input type="checkbox"/> 5. Design and implement a web-based system for citizens to access services and provide feedback. <input type="checkbox"/> 6. The City is proactively anticipating, identifying, and addressing critical issues and items. <input type="checkbox"/> 7. Increased number of intra departmental interactions and partnerships (trash sweeps, rental property task force, etc.)</p>
<p>Housing Provide a variety of quality market-rate housing options.</p>	<p>A. Promote high-density downtown housing for the City. B. Promote the development of condominiums, market-rate, and high quality rental properties. C. Reverse the trend of rental units exceeding the percentage of owner-occupied units in the City. D. Fast-track the redevelopment of blighted and vacant residential properties in the City.</p>	<p><input type="checkbox"/> 1. 300 new market-rate owner-occupied housing units are available for occupancy by 2011. <input type="checkbox"/> 2. Partner with developers to provide convenient parking for high-density housing. <input type="checkbox"/> 3. Incentive programs are implemented encouraging the conversion of single-family rental properties to owner-occupied properties <input type="checkbox"/> 4. From entry into the Vacant Property Program, properties will be ready for sale to homeowners in less than six months; a 50% turnaround reduction.</p>
<p>Mobility Make it easier for pedestrian and vehicular traffic to access the downtown core and surrounding neighborhoods.</p>	<p>A. Encourage alternative transportation (e.g. buses, scooters, motorcycles, bikes, streetcars) to automobiles. B. Assist in enhancing the existing public transportation system to support the City as a visitor destination. C. Make it easy and inviting for residents and visitors to walk the City. D. Ensure convenient parking in Downtown Lancaster.</p>	<p><input type="checkbox"/> 1. Major pedestrian corridors have pedestrian friendly sidewalks. <input type="checkbox"/> 2. The City is accessible to people with disabilities. <input type="checkbox"/> 3. Visitors talk about how easy it is to navigate the City. <input type="checkbox"/> 4. There is better management and utilization of parking space. <input type="checkbox"/> 5. More alternative modes of transportation are seen in the City (e.g., scooters, bikes and motorcycles). <input type="checkbox"/> 6. Reduction of truck traffic on the major corridors.</p>
<p>Neighborhoods Engage in a collaborative relationship with our neighborhoods emphasizing clean, safe and convenient.</p>	<p>A. Implement Community Policing. B. Address parking needs in residential areas. C. Improve the quality of City-wide rental housing. D. Address traffic calming issues. E. Address litter City-wide.</p>	<p><input type="checkbox"/> 1. Community policing is implemented in all neighborhoods. <input type="checkbox"/> 2. Effective relationships are developed between the sector police officers and the residents and businesses. <input type="checkbox"/> 3. Neighborhoods see more police officers on bikes and on foot. <input type="checkbox"/> 4. Litter is the exception not the norm in our neighborhoods. <input type="checkbox"/> 5. Increased parking is available in neighborhoods. <input type="checkbox"/> 6. Select neighborhood city parks are renovated. <input type="checkbox"/> 7. A program is in place ensuring systematic exterior and interior inspection of every rental property once every four years. <input type="checkbox"/> 8. Systems and processes are in place to begin holding City landlords accountable for property maintenance and tenant management. <input type="checkbox"/> 9. Need for housing inspectors to condemn properties due to code violations is significantly reduced. <input type="checkbox"/> 10. Reduced traffic speeds in the neighborhoods.</p>
<p>Public Amenities and Ambience Create an atmosphere enhancing the City’s desired feel and look and incorporate ways for residents and visitors to easily enjoy it.</p>	<p>A. Create public spaces where people want to congregate. B. The City is contributing to a visually stimulating experience. C. There is a consistent look and feel to our City’s public areas, places, etc. D. Enhance the connectivity between the City’s public spaces and attractions. E. The City is considered hospitable and welcoming to residents and guests. F. Embrace technology to improve the City’s livability, facilitate business, and enhance our visitors’ experience. G. Create a public ambience contributing to a sense of “well being” when navigating the City. H. Support the City’s “Visitor Experience” Promise.</p>	<p><input type="checkbox"/> 1. Sidewalks are serving as a stage for arts and entertainment. <input type="checkbox"/> 2. The City’s streetscape design standards have been adopted by the City and are being used. <input type="checkbox"/> 3. Conventioneers and visitors talk about the beauty of the City. <input type="checkbox"/> 4. Noticeable downtown façade improvements, enhancements and restorations are completed. <input type="checkbox"/> 5. Every downtown business in the City has received a Certification of Hospitality. <input type="checkbox"/> 6. Visitor experience is facilitated and enhanced with a visitor center, various visitor information mechanisms, and public restrooms. <input type="checkbox"/> 7. More people are spending time in the City’s public spaces. <input type="checkbox"/> 8. Field-tested wireless service in select areas of the City. <input type="checkbox"/> 9. There are more people on the street with an improved perception of public safety.</p>
<p>Retail Sector Begin the process of expanding our retail sector to better serve residents and to create a vibrant and unique retail experience for visitors.</p>	<p>A. Assist in creating a retail sector that can serve residents during the day and evening. B. Assist in creating a retail sector that attracts county residents. C. Assist in creating the necessary retail sector to support visitors.</p>	<p><input type="checkbox"/> 1. The City and its operations are seen as a catalyst not an impediment to attracting desired retail. <input type="checkbox"/> 2. Retailers are opening in targeted locations. <input type="checkbox"/> 3. Gaps are closed between retail clusters, creating critical mass for extended areas. <input type="checkbox"/> 4. Basic necessary retail is in place for the opening of the Convention Center.</p>