

**06**

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# **IMPLEMENTATION STRATEGY**



EXIT

CHILDREN  
BE SUPER  
AT ALL

CITY OF LANCASTER  
LANCASTER EAST END SMALL AREA PLAN - OPEN HOUSE

What type of housing would you like to see on the site? (Check the checkboxes in green on the site)



Yellow sticky note with handwritten text.



Green checkmarks and logos for Green City Living and Kinley Vision.

Public Open House Lancaster East End Small Area Plan (WRT)

Implementation of the East End SAP will require coordination across multiple government sectors, between the public and private sectors, and between developers and the local community. During the development of Our Future Lancaster Comprehensive Plan, the City identified the East End and the potential redevelopment of the Prison site as a candidate for a 'small area plan' to build a community-supported vision for the future of the site and the surrounding neighborhood.

The East End SAP is the outcome of this process and is intended to be the guiding document for the third-party developer that will eventually acquire the site. The East End SAP has been formally adopted by the City of Lancaster as the Small Area Plan for the East End and its recommendations are intended to guide future zoning updates, land development, and community development priorities.

### **PSA IMPROVEMENTS**

Improvements within the PSA such as the potential one to two-way conversions, multimodal improvements to enhance the safety of pedestrians and cyclists, the Reservoir Park Master Plan, and implementation of comprehensive green infrastructure enhancements are initiatives being led by City departments and are in various stages of planning implementation. Citywide efforts such as the Zoning Update, implementation of the Vision Zero Plan (multimodal safety improvements), and recommendations from the one to two-way conversion study will be key tools to lay the foundation for implementation of the East End SAP.

### **COUNTY PRISON SITE**

The existing County Prison site is county-owned and it is anticipated to go through a disposition process to transfer the site to a third-party developer. The East End SAP strongly recommends that the County seek one master developer for the site to ensure the coherent redevelopment of the site.

The timeline for implementation is variable and depends on the pace at which the County begins the process for construction of the new prison and prepares to close their facility at 625 E King Street. The County anticipates this process to take at least 5 years and the timeline for breaking ground on the redevelopment of the Prison site is likely within a 10-year planning horizon. Due to the many factors that can impact the overall timeline for implementation, the ability for this Plan to be flexible and respond to changing market and community needs is a priority for implementation.

## LAND DISPOSITION AND ACQUISITION

The County has committed to including the East End SAP as a reference document in their Request for Qualifications/Proposals (RFQ/RFP) to ensure responding developer partners are informed of the community-supported vision for the site and the East End. The expectation for any future developer partner is that they will utilize the East End SAP as a basis for moving forward with their redevelopment plan and process.

## Phasing Plan: Funding and Land Development

The redevelopment of the County Prison site will be a catalytic project for the East End and is a core component for implementation of the East End SAP. The County of Lancaster is responsible for the disposition of the site and will lead the process of procuring a third-party developer to redevelop the site.

The following recommendations on phasing and land development provide an outline for how the City and County can collaboratively support the redevelopment process beginning with site preparation through the development process.

### PHASE 1: SITE PREP AND REMEDIATION

In order for the Prison site to be a fiscally viable candidate for redevelopment, it will be necessary to deliver the site as clean and buildable following the decommissioning of the prison facilities. During the development of the East End SAP, community partners,

local developers, and city leadership and staff emphasized the importance of demolishing the prison buildings and performing remediation of the site to make it marketable and viable for development. Without demolishing the buildings and remediating the site, the land will hold a negative value for prospective developers due to the costs associated with demo and remediation. While it is a substantial investment for the County to complete the demolition and remediation process, doing so will lay the groundwork for a competitive procurement process that will ideally result in the implementation of the East End SAP.

The Commonwealth supports multiple funding and loan programs to assist with the upfront costs of redevelopment such as demolition, remediation, and site preparation. For the demolition, remediation, and site preparation costs, the County could submit an application for the Pennsylvania Strategic Investments to Enhance Sites Program (PA SITES) either for a grant or loan. PA SITES was launched in 2023 and has provided significant funding and financing support to redevelopment and greenfield projects across the Commonwealth. The brief description of the program is below:

### PA SITES

- **Program Description:** The Construction Grants and Loans component of PA SITES provides grants and loans to serve as gap financing for strategic sites that need financial assistance to help reduce development risk for businesses. The grant and loan funding is intended to help finance strategic investments that will enhance sites across the Commonwealth to effectively compete for expanding and relocating businesses. The program will help reduce development risk

for businesses by timeline reduction from the development of public infrastructure or reducing unknown development costs.

- **Eligibility:** A project is eligible for funding if it redevelops, reuses, or revitalizes a previously utilized site for future use by businesses or others which is consistent with an existing comprehensive municipal plan, and the site is zoned for such development at the time of application. This includes but is not limited to a former or underutilized industrial, commercial, military, mining, railroad or institutional site or building. An institutional site includes, among other things, a former school or hospital.
- **Uses of Funds include:**
  - Demolition of existing structures at the site and removal of abandoned foundations at the site.
  - The rehabilitation of existing on-site buildings if the applicant can demonstrate that the potential for site reuse will be greater with the existing structure or structures.
  - The clearing and preparation of land for construction. 6. Environmental site assessment and remediation.
  - Related engineering, design, and inspection costs. (Maximum of 10% of actual construction costs).
  - Signage, landscaping, and street lighting.
  - Administrative costs, permit fees, legal costs, and expenses for other professional services. (Not to exceed 5% of the total grant or loan award).
  - Infrastructure improvements on and around the site.

- **Grant Awards:** There is no limit on the amount of grant funding that may be provided to an applicant. Applicants must demonstrate the need for the assistance and the ability to complete the project based upon available funding, including non-state sourced matching funds.
- **Loan Financing:** There is no limit on the amount of loan financing that may be provided to an applicant. Loan amounts will be determined by the scope of the project, the amount of additional funds available to the applicant through other public and private sources, the estimated value of the site upon completion of site development activities, and the agreement of the applicant to make other financial resources available as necessary to repay the loan.

## **PHASE 2: LAND DISPOSITION VIA RFP/RFQ**

As previously mentioned, the County would like to dispose of the site and put it out to bid to a third-party developer. This process would most likely be through a RFP/RFQ issued by the County. The East End SAP will be an appendix to the RFP/RFQ as the recommended plan for the redevelopment of the Prison site and surrounding neighborhood.

## **PHASE 3: LAND DEVELOPMENT**

Once the site is procured by the third-party developer, any future redevelopment of the site will need to go through the City of Lancaster's land development process. This process will require the developer to work closely with the community, City, County, and other regulatory agencies to establish the vision, phasing, and redevelopment process and receive the necessary approvals.

# Implementation Timeline

The City has taken a proactive approach to planning for the East End in anticipation of the closure of the Lancaster County Prison. It is expected that the construction of the new prison site will take multiple years to complete and then it will be necessary to implement training of staff within the new facility prior to being able to begin transfer of inmates. It will then take quite some time to fully decommission the prison facility at 625 E King Street to secure the site and prepare for next steps.

Overall, the potential timeline for implementation of the East End SAP is hopefully within the next five to ten-years. Ensuring the East End SAP is flexible enough to respond to community needs and market realities is essential. The vision presented in this Plan reflects the priorities of today's East End neighbors, community leaders, businesses, nonprofits, institutions, and city leadership. It is necessary that the future developer of the Prison site, the City of Lancaster, and the County continue to engage, consult, and collaborate with the East End community as the project progresses in order to adapt and 'right size' the Plan to fit the needs and priorities of the community.