



COALITION TO COMBAT

POVERTY

YEAR 1 ANNUAL REPORT

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Dear Stakeholders,

I am honored to be writing you this letter as part of our first annual report on the Lancaster Coalition to Combat Poverty's journey. In my opinion, grassroots community work is one of the most fulfilling things that one can do. During this year, I have met extremely talented, dedicated, passionate individuals who helped us push the needle forward on this important movement.

I am here to tell you that we have accomplished important things this first year.

We have changed the narrative in the City of Lancaster around poverty.

We have clearly demonstrated that workforce development, affordable housing, food security, a sense of community, and education are all connected. I have seen perceptions begin to shift. People are talking to each other differently, ensuring that, as we work on this complex issue, we are connecting our resources differently and with the guidance of our community.

Mayor Danene Sorace has demonstrated her commitment to the Coalition's work and has become an ardent activist with us. The Lancaster Chamber has challenged businesses to think differently about their role in economic development as it relates to poverty. We have cross sector collaboration and conversations to a degree not previously seen, as led by the Collective Impact movement at United Way of Lancaster County. The issue of poverty has been raised into the view of our community in a different and more powerful way. We have taken local control and ownership of this issue, turning to ourselves and asking what we can do to help each other. Because that is what Lancaster does. Lancaster is rich with collaboration, helping each other and sharing our resources. It is the reason people want to live here.

As this letter is written:

- » 105 additional children in Lancaster County have access to high quality Pre-K education.
- » Empower Lancaster, a county wide database powered by Caseworthy, offers a single software solution to connect families to services in the most dignified and respectful way possible.



- » CAPital Workforce is employing individuals with barriers to employment into construction jobs who are renovating blighted properties to sell or rent to families living in poverty.
- » Lancaster Equity Community Development Corporation purchased a property on Beaver Street to turn into a community park for children and families to connect and rejuvenate.
- » Neighbor to Neighbor events occurred throughout the city bringing neighbors together to connect and grow. Central Pennsylvania Food Bank assists families seeking training and education by providing them with food so their families don't go hungry while heads of household seek to improve their skills to get that "one good job".

Have we met our year one metrics? We have met many, we have far surpassed others, and we have some that are still in progress. We set bold goals recognizing that we need to do that in order to shift the narrative. And shift the narrative we have!

Lancaster can be proud of the work that is being done and where this work will lead us. I'm excited where we went this year and even more excited to see where we go as I know we will do great things. That is what Lancaster does. Come join us!

Onward!

Jennifer Koppel, MHA

Lancaster Coalition to Combat Poverty Chair



A neighbor-led community cleanup on Beaver Street



INTRODUCTION



Before and after of a house that is owned by Lancaster Equity and being renovated by CAPital Construction



FORWARD

It's hard to believe that 29 months have passed since the former Mayor, Rick Gray, first spoke to me about his concept for a Commission to Combat Poverty, and offered me the opportunity to lead that effort. Since disbanding the Commission in December of 2016, Jennifer (Jen) Koppel, the Chair of the newly formed Lancaster Coalition to Combat Poverty and I have spent the year working with multiple partners to build this new Coalition from the ground up. Where the Commission was formed to study the problem and create a plan, the Coalition had to be formed for the implementation of the plan that had been created.

The Coalition had to be formed for action.

Jen and I held planning meetings, spoke to countless community leaders and community groups, and made recruitment pitches to populate the Action Teams

called for in the "One Good Job" plan. While this was a building year, we also had multiple partners ready to take action on day one, allowing for us to have some hope that we could hit year one milestones. As my team at Community Action Partnership has heard me say many times, we have been building this train while we've been riding on it.

What follows is a report of our first steps on a long journey. As we chart new paths, we find more and more new allies joining us along the way. Even in this first year, we've seen the fruits of our first labors increase exponentially. That is not to say that the work will be easy. Quite the opposite. It is to say, though, that I am even more hopeful now than I was on the day we started this work. Success breeds success. Winning attracts winners to your team. Our small victories will lead to larger ones. When we fail at something, we'll learn, and try again. We are Lancaster, a special place at a distinct moment in history, and we will do this... together.

Dan Jurman, MAR

CEO - Community Action Partnership of Lancaster County

President - Lancaster Equity Community Development Corporation

OVERVIEW

Brief Overview

Year one of implementing “One Good Job” was more of a building year than an implementation year. While several successful initiatives were launched, our main goal was getting all of the Action Teams up and running. That required recruiting members and chairs who were committed to reaching the goals in the plan. We also needed to begin to attract allies in four key areas: residents, local government, business leaders, and nonprofit leaders.

We are proud of our efforts to date, and the short term outcomes we’ve achieved as a community. What follows is the report of our activity and outcomes from the first meeting of the Lancaster Coalition to Combat Poverty in March, 2017 through March, 2018.



Comparing then and now

As we compare our planning year to our first implementation year, the starkest changes are in connectivity. Building on the momentum created by the Mayor’s Commission and United Way’s focus on Collective Impact, we have been able to foster unprecedented trust, consensus and connectivity



between social service providers and community and economic development nonprofits.



Take for instance the building of Lancaster Equity Community Development Corporation, which in addition to investing in housing and additional research, spent much of the year in strategic planning.



This Macro-Nonprofit’s board brings together the leaders of the Community Action Partnership, Spanish American Civic Association, Lancaster Housing Opportunity Partnership, Community First Fund, ASSETS Lancaster, Habitat for Humanity,



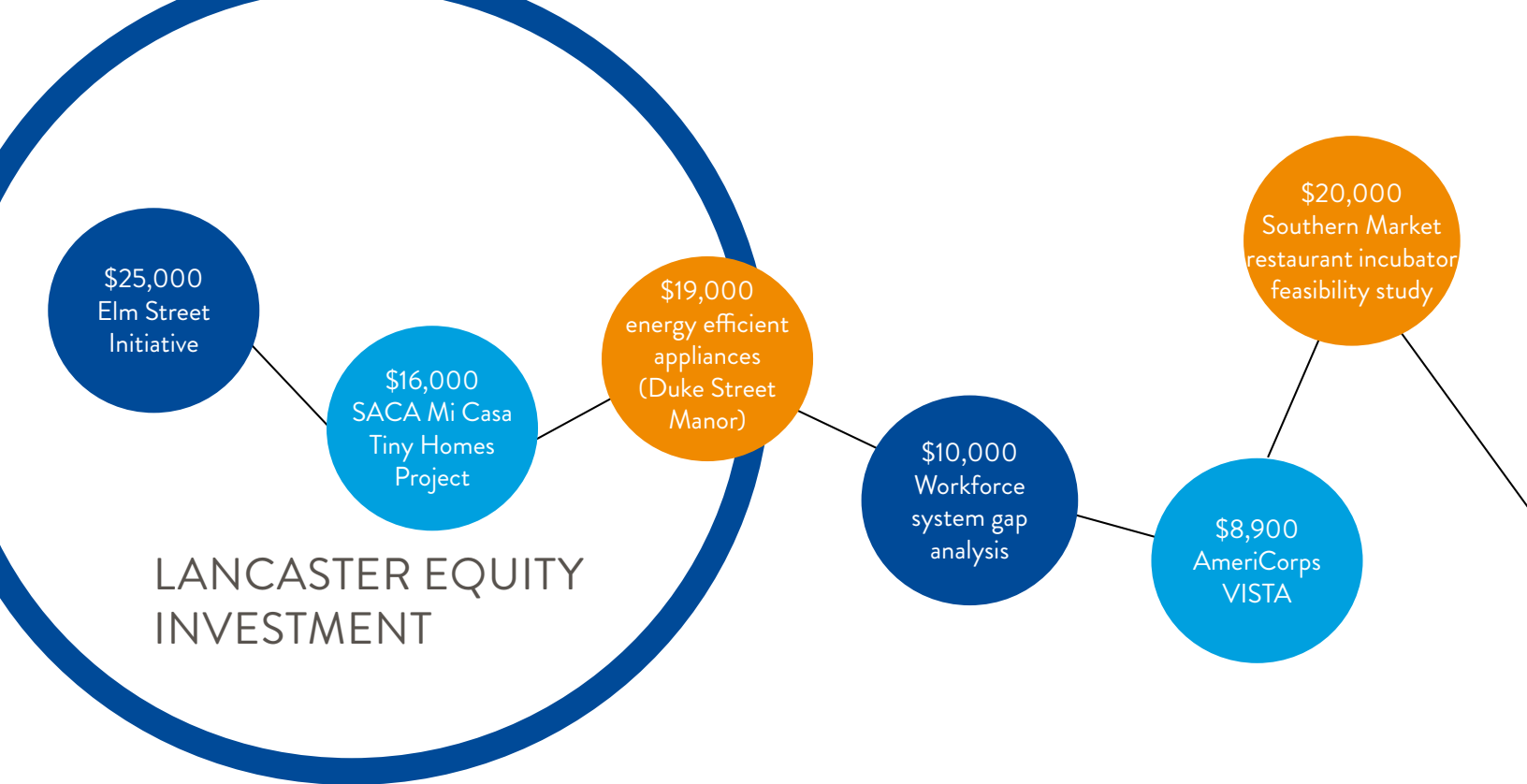
Workforce Development Board, Tabor Community Services, Lancaster County Coalition to End Homelessness, and community residents to create housing and economic opportunities for all residents. Partners leverage each other's strengths to do more good works, take more risks and move faster than traditional nonprofits can.

In addition to connectivity between nonprofits, we have seen significant improvement in our alliances with local government and the business community. Mayor Sorace made the lifting up of all neighborhoods a central tenet of her campaign, and now her administration. The Lancaster Chamber has taken an active role in the work of the Coalition to Combat Poverty by pointing out that every business has a role to play in reducing poverty, and educating local businesses on what those roles might look like for them. Local government, nonprofits, business, and residents are aligning our shared interests and starting to move in the same direction.

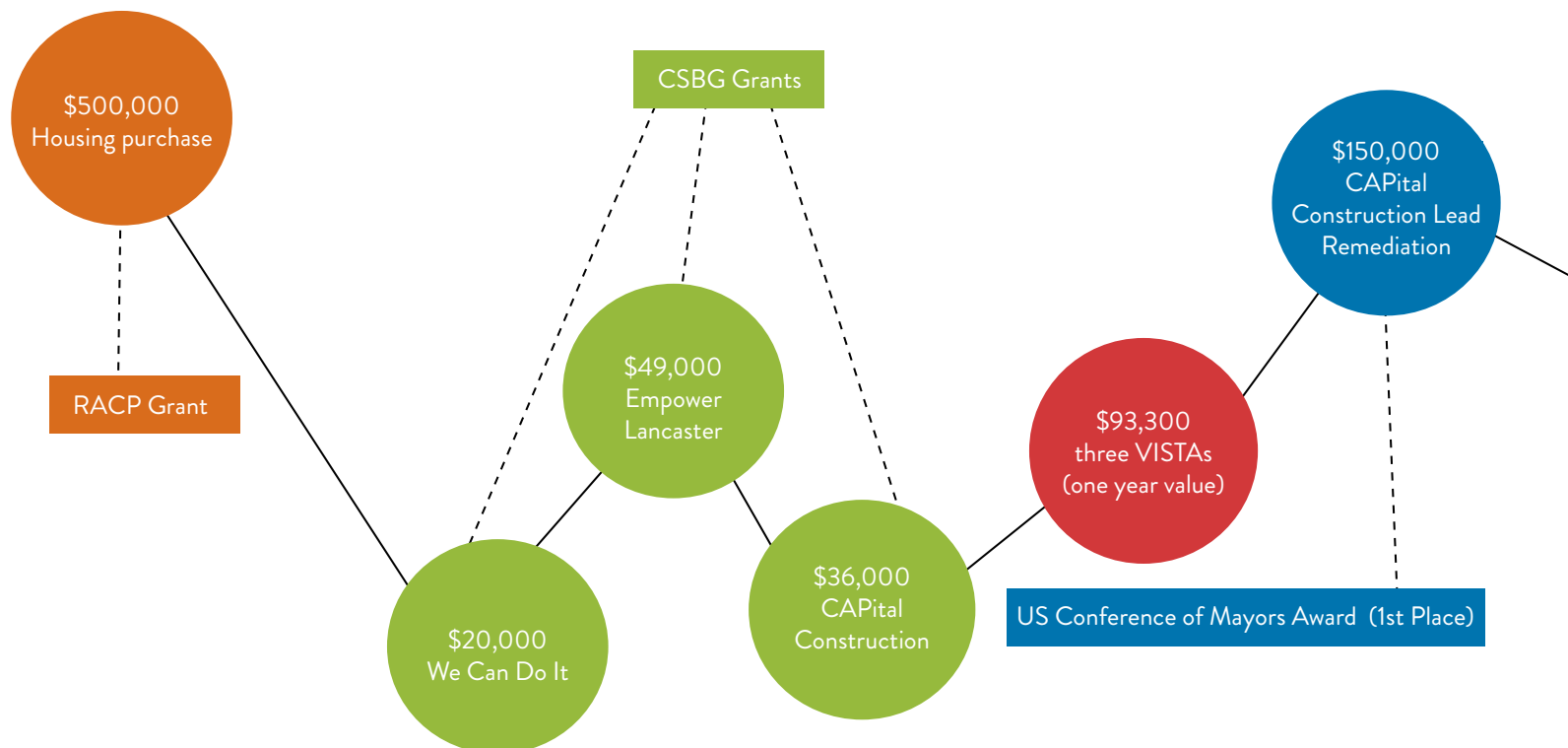
What follows is a list of some of our biggest reasons for celebration from this first year, which is far from

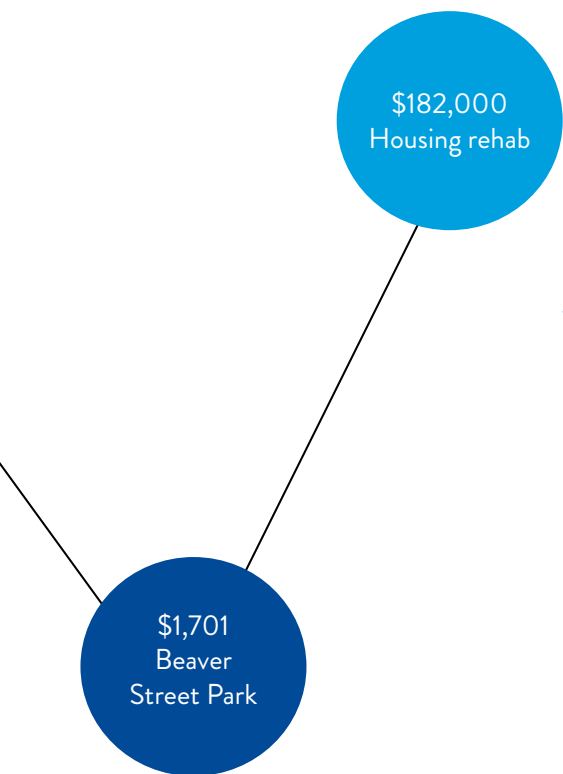
comprehensive. Please note that we know some of the initiatives and programs listed may have been launched without the "One Good Job" plan ever having been published. We're not trying to take credit for everything happening in the city, and we are sure there are many positive things happening in many silos that we do not know about. What's been different since "One Good Job" was written is how we are working strategically to bring all of these initiatives together, and how the plan has inspired us to keep residents at the forefront and each other in mind as we design what is next.





Funding and Investment

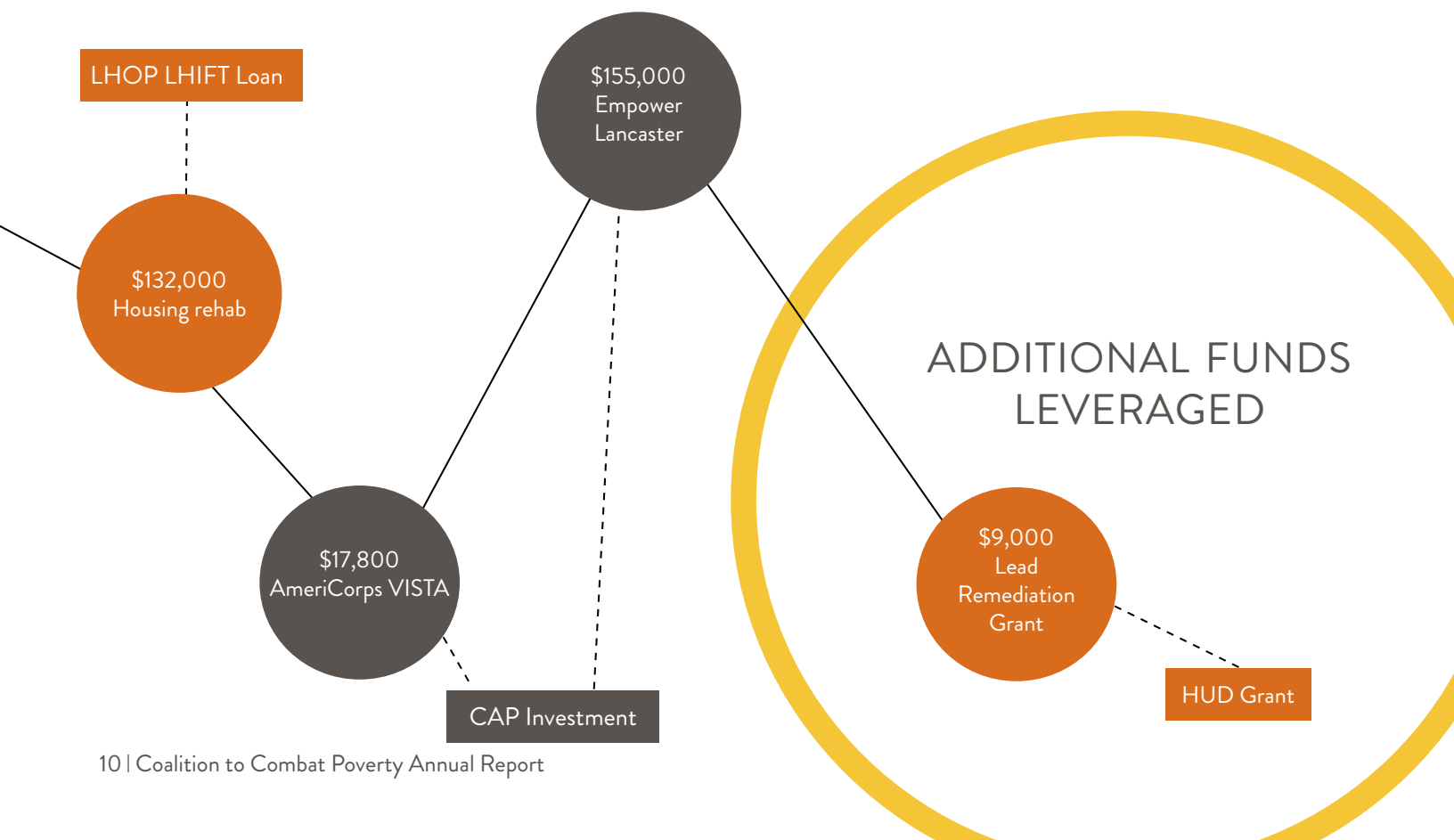




economic opportunity for all

*Lancaster Equity is a new macro-collaborative community development corporation that was created as the result of the recommendations in the Community and Housing sections in the One Good Job plan. To learn more about this organization, see page 17.

\$1,444,701
Total Amount Leveraged



OUR TEAM

“I’m an AmeriCorps Member, and I will get things done!”

The Coalition to Combat Poverty is a group of organizations and individuals committed to action. Upon the publication of One Good Job, however, we thought critically about our capacity to act with urgency and devote personnel to carry forward the recommendations posed by the Plan. It became clear to us that in order to coordinate the efforts of nonprofits, government, churches, businesses, and citizens fighting poverty, the Coalition would need some support. With that in mind, we applied for and were granted three AmeriCorps VISTA members with the help of Community Action Association of Pennsylvania. The cost of participation is approximately \$10,000 per VISTA per year. That annual cost is currently being split between the Community Action Partnership (\$20,000) and Lancaster Equity CDC (\$10,000).

VISTA (Volunteers in Service to America) was founded in 1965 as a domestic counterpart to the Peace Corps and a key component of the War on Poverty. This national service program seeks to eliminate poverty by placing VISTA members in tribal, rural, suburban, and urban communities in all 50 states. The AmeriCorps VISTA mission is to strengthen organizations that alleviate poverty through volunteering and the mobilization of resources.

Our AmeriCorps VISTAs began their term of service in August 2017, and operate in three distinct positions that support the day-to-day workings of the Coalition, including:

Coalition to Combat Poverty Coordinator:

This VISTA coordinates meetings and communication between and among the action teams, stakeholder organizations, and the community at large. She plays an instrumental role in the ongoing development of the Coalition’s structure and influences key partnerships to support the Coalition’s work.



Lancaster Equity CDC Coordinator:

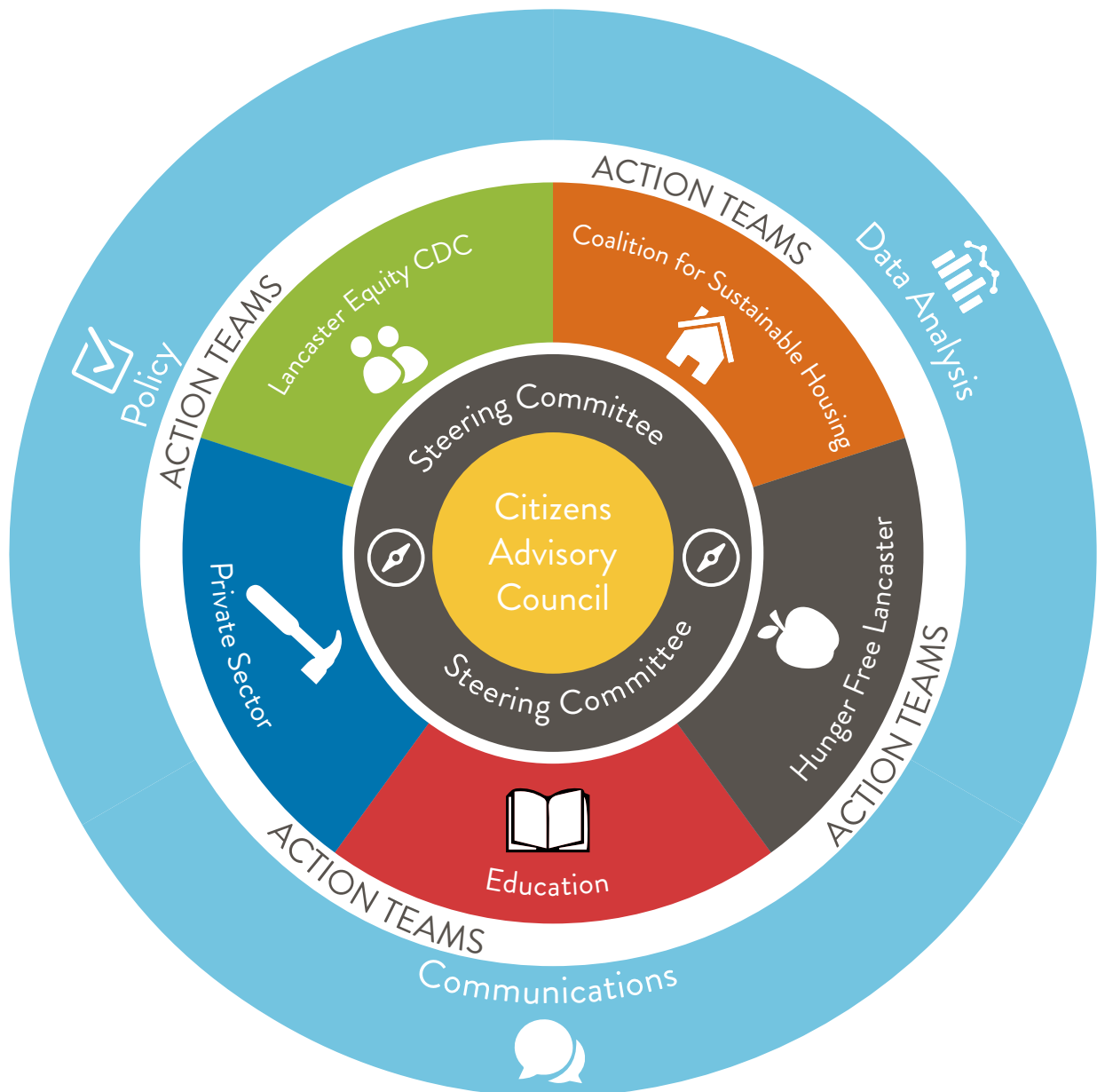
This VISTA works with LECDC to advance their mission by communicating creative, new projects to the board and allowing them to interface with other partners and projects beyond the current scope of the organization. She also acts as a support to the ongoing development of the board and structure of the organization.

Block CAPtain Coordinator:

This VISTA acts as a support for Block Captains and other community leaders as they work to engage their neighbors in promoting positive change in every quadrant of the city. She acts as a liaison between nonprofits, local government, and the community to convey how citizens can tap into Coalition resources that will aid in revitalizing Lancaster’s neighborhoods.

The AmeriCorps VISTA team works closely with one another to ensure that the Coalition’s anti-poverty efforts are communicated and coordinated across scales. Each member will serve for one year before bringing on a successor. The Coalition currently has a three year commitment from the VISTA program to provide members to fill our capacity-building needs. This partnership with the VISTA program is instrumental in allowing the Coalition to rise to the call to action presented in One Good Job.

Coalition Structure



The Citizens Advisory council is the core of The Coalition. This council informs the steering committee which communicates with the action teams. The policy, communication, and data analysis groups act as supports to the five action teams and are charged with conveying the message to a broader audience.



CAPital Construction Lead Remediation Crew



PROGRESS



Neighbors talk about the positive and negative changes brought on by economic development

COALITION INDICATORS

	Year 1	Year 5	Year 10	Year 15
Living Wage Employment	50 families connected	700 families connected	1700 families connected	3000 families connected
Pre-K Access	20% access	35% access	65% access	100% access
Post-Secondary Completion	26% completion rate	34% completion rate	46.5% completion rate	66.5% completion rate
Affordable Rentals	4 properties	12 properties	34 properties	60 properties
New Homeowners	5 properties	27 properties	61 properties	100 properties
Block Captains	3	10	15	20
New Neighborhood Groups	1	3	5	7

The One Good Job plan was created as a plan of action. The matrix above shows the list of measurable goals the Commission set to prove that it is doing what it set out to do: cut poverty in Lancaster in half by 2032. The following pages outline the progress that has been made on these goals.

WORKFORCE

Strategy 1:

Equip heads of household with the necessary skills and training to attain and sustain higher wage and living-wage employment

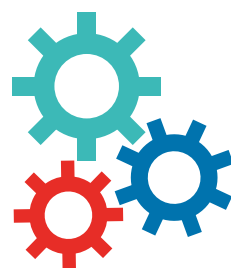
In an effort to identify the gaps between workforce needs and the skills required for employees to attain thriving wage jobs, we began a workforce gap analysis. An ad hoc committee comprised of representatives from ASSETS, the Chamber, EDC, Lancaster Works, the STEM Alliance, and the Workforce Development Board partnered with F&M's Center for Opinion Research to explore collective workforce challenges in the county. Ultimately, the committee determined that the scope of this project fell outside the breadth of their capabilities, and sought partners capable of a narrower investigative approach.



Upon taking office, Lancaster's Mayor, Danene Sorace, immediately laid plans to pick up and complete the gap analysis. With support from City Hall, coLAB has taken the lead on this project, and is in the planning and design phase of a "people-focused, solution-oriented project to understand Lancaster County's Workforce Gap and identify cross-sector solutions." Bridging the Gap is projected to be complete by June 30, 2018. Additional phases of work involving convening stakeholders around proposed Workforce solution implementation will follow the Gap Analysis.

Adult Literacy and Language Training

- » IU 13, Tec Centro and The Literacy Council are providing professional English language acquisition instruction at no cost to participants.
- » The Literacy Council has a newcomer English class that enables immediate access to ESL classes.
- » The Literacy Council offers:
 - ◇ Test of English as a Foreign Language (TOEFL) preparation for individuals seeking postsecondary education



Year 1: Living Wage Employment

Goal:
50 Families connected to living wage employment

*In Progress:
28 Families connected through CAP Navigation
69 Refugees connected through CWS

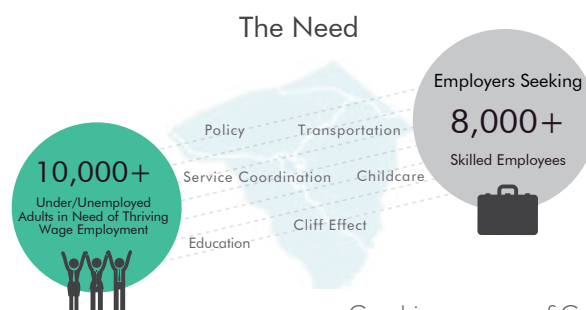
**As we move toward a more collaborative and connected community, we will look to our newly implemented county-wide system, Empower Lancaster, to collect more accurate numbers and comprehensive data.*

- ◇ A medical ESL program for internationally-trained medical professionals
- » IU 13 offers several levels of English language classes and transitional counseling.
- ◇ Mentoring for limited English proficient professionals who want to reclaim their careers.
- » Tec Centro offers English language classes designed to successfully transition students into the skills training programs at Tec Centro.

IU 13, Tec Centro and The Literacy Council meet quarterly to address wait lists to ensure that individual needs are prioritized and people are able to enroll in programs in a timely manner.

BRIDGING THE GAP:

Gap Analysis & Workforce Innovation Lab



Graphic courtesy of CoLAB

Strategy 1 Continued:

The Literacy Council and IU 13 are collaborating with South Central PA Works, the Lancaster Workforce Development Board, HACC, and Lancaster Health Services to pilot integrated Education and Training (IET), a job skills training model that involves collaboration between adult education and postsecondary providers.

In the IET model, postsecondary skills teachers provide training on the technical skills while adult education instructors simultaneously address the foundational knowledge that individuals need to succeed in the workplace. This approach ensures

greater success for participants and reduces the time that it typically takes to complete remedial education prior to entering job training.



An important focus of our collective work is the creation of articulated career pathways where people can begin their training, attain stackable credentials that enable them to step out, work, and then return when they are ready to take the next step.

Momentum gained in literacy and training initiatives by:



Strategy 2:

Align legal structures, employer culture, and support for new small businesses to create a real path to self-sufficiency

ASSETS's Measure What Matters program has engaged more than 80 local businesses in taking the B Impact Assessment (BIA) to measure their social and environmental performance and improve performance in these areas. The Measure What Matters metrics are based on the Chamber's Prosperity Indicators and to the Poverty Commission Private Sector/Workforce goals.

A sub-committee of business owners is convening to help guide ASSETS's launch of a coordinated campaign to grow the Measure What Matters work more broadly in Lancaster County and will form the basis of the Private Sector Working Group. The campaign will be launched in concert with ASSETS at their June 19, 2018 Growing the Impact Economy Breakfast featuring Jay Coen Gilbert, Co-founder of B Lab and B Corporations.



ASSETS continues a "Growing the Impact Economy" breakfast series that introduces and explores more ways for businesses to engage in intentional improvement in their business practices.

HOUSING

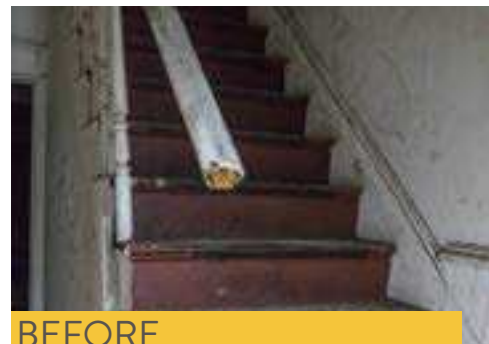
Strategy 1: Increase Homeownership County-Wide



Year 1: Affordable Housing

Goal:
4 affordable rentals
5 new homeowners

Accomplished:
5 affordable rentals
42 new homeowners (6 blighted rehabs)



LHOP has taken the lead on many of the Coalition's efforts around housing. Along with several partners (Impact Missions, SACA, and CAPital Workforce) work to purchase, rehab and resell houses to local low-to-moderate income homebuyers.

In addition, there were 36 new home-buyers throughout the City of Lancaster in 2017 enrolled in LHOP's first-time home-buyer program.

LHOP has also worked with a number of employers to develop Employer Assisted Housing, including Two Dudes Painting, Dana Vaughan State Farm Agent and the Community Action Partnership.



Lancaster City Alliance Map of commerical hubs

Strategy 2: Improve Affordable Renting Environment

Lancaster City Alliance is developing a city-wide geospatial inventory of commercial real estate to include properties that are currently in commercial use, as well as underutilized properties and historically commercial properties that have a different use today (i.e., residential).

The first fieldwork was completed within the boundaries of the SoWe area in Southwest Lancaster City in the summer and fall of 2017. As a result of the fieldwork, 218 properties with commercial characteristics were identified in SoWe.

This work is currently underway in each of the 8 commercial hubs (see map) that correspond with the main corridors that lead in and out of the city. Upon completion of the fieldwork, a survey will begin in the adjacent neighborhoods.

Strategy 2 Continued:

LANCASTER EQUITY

Mission:

Providing Economic Opportunities for Everyone.

Vision:

Lancaster Equity envisions a Lancaster where communities are stabilized and everyone has an opportunity to thrive, whether that be through living wage work, entrepreneurship, or safe and decent affordable housing. We are dedicated to building mixed-income, mixed-use communities that create financial ecosystems that build and retain wealth for all community members.

CAP launched a paid apprenticeship-style social enterprise called CAPital Construction, which is a construction crew that focuses on building the skills of people with barriers to employment. Lancaster Equity and LHOP have both capitalized on the new enterprise and there are currently 4 crews in development: a Lancaster crew, Columbia crew, veterans only crew, and a lead remediation crew.



economic opportunity for all



COMING SOON:

Resident led park project on Beaver Street. This is a collaborative effort between Lancaster Equity and the Block Captains program.

Lancaster Equity Community Development Corporation was created to advance a resident-driven approach to community and economic development. The LECD board is currently made up of executive directors from local community and economic development organizations and is seeking resident representation on their board in 2018.

To date, Lancaster Equity has played a key role in funding events and projects that align with their mission, including: the Workforce Gap Analysis, Southern Market Development Feasibility Study, Neighbor to Neighbor Forum, and initial environmental assessments for the future Beaver Street Park. With the help of LHOP, they have also facilitated the rehabbing of 5 houses in the south side of Lancaster for affordable rental. Though their work to date has taken place solely in the City, LECD plans to expand their scope county-wide.

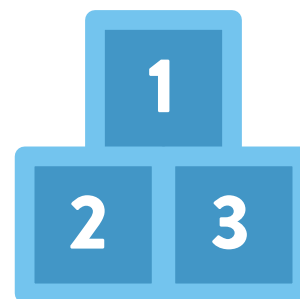
Community Strategy 2:
Develop human and institutional resources in Lancaster's impoverished neighborhoods

EDUCATION

Strategy 1:

Enhance and expand quality, early education, Pre-K and childcare offerings in Lancaster County

Year one was spent building relationships and connectivity between early learning providers. As a result, several initiatives are in the process of expanding access.



Year 1: Pre-K Education Access

Goal: 20%

Achieved: 23%

The Education Team divided into three sub-groups to strategically tackle each level outlined in the One Good Job plan. Organizations and members of the first strategy level worked together to submit applications for 6 collaborative funding opportunities that would expand access to Pre-K in Lancaster County.

In addition, this team collaborated to hire a Prenatal through Grade 3 (P-3) consultant to begin working with the Early Childhood Education and K-12 communities in Lancaster County with the goal to create a common vision and foundation to apply for leveraged funding opportunities in the upcoming year.

A number of other programs and initiatives are taking place to ensure children and families are gaining access to essential benefits and offerings in school and at home:

- » **Parents as Teachers'** evidence-based home-visiting services currently engages with 130 families and plans to expanded to 190 families. The program's partners within the Education Team are integral to the implementation of these services.
- » Approximately 530 families receive home visiting and goal-setting conferences through the **Lancaster County Head Start program** at Community Action Partnership.
- » Lancaster-Lebanon's IU13's **Early Head Start –Child Care Partnership** program offered similar services to 80 families.
- » **Plant the Seed of Learning (PSL)*** is a program that provides resources for families with children from

birth to 2 years of age. This year, the program reached 160 families through workshops and interactive activities.

- » **Systems Aligned in Learning (SAIL)*** has provided financial assistance for 4 providers to obtain their Child Development Associate credential to date.
- » A total of 17 providers completed the **Incredible Years Social Emotional Curriculum** training offered by COBY'S Family Services. Mentors have seen the strategies taught in this class implemented into their everyday practices.
- » With the help of Franklin and Marshall College, **LutherCare for Kids** has created a provider trust survey to measure overall trust with providers and mentors in order to continue assessment of services.
- » **A Family Child Care Rating Scale (FCCRS)** has been distributed to participants of the program, resulting in an average score of 5.05 out of 7. Results from this survey will measure growth in the overall quality of care that is being offered.

**Both PSL and SAIL currently receive funding and support from United Way of Lancaster County as Collective Impact Partners.*



**United
Way**



**United Way of
Lancaster County**

Strategy 2:

Use community resources to equip, strengthen, and expand educational and supplemental offerings for elementary, middle, and high school students



Martin Luther King Jr. Elementary School has been scaled up to a fully functioning Community School.

It accompanies the following community schools in the district: Reynolds and Lincoln Middle Schools; Burrowes, Fulton and Washington Elementary Schools.

In order to better understand the partnerships that have been created in Community Schools and across the district, this portion of the Education team is beginning to create a comprehensive list by interviewing personnel in each school.

Thanks to a partnership with Communities in Schools of PA (CISPA), a shared data system has been implemented across all six sites that captures interventions across all tiers, regardless of lead agency. District-wide collaboration and partnerships continue to be embedded within strategic priorities by putting supports and partnerships in place for all students and families, regardless of Community School Status.

Hunger Free Lancaster is a coalition focused on providing all students and families with nutritious meals during and after school. Hunger Free works to accomplish this through their Community Schools Committee, a branch of the coalition that is made up of service providers and representatives from a number of school districts.



Expanded Access:

Central Pennsylvania Food Bank grew by **28%** the amount of fresh produce, dairy and protein it distributed in Lancaster, a whopping **1,597,024** pounds of wholesome food



Local Food Focus:

Whittel Farm Retreat partnered with local food banks/pantries, to add more than **8,000** pounds of vegetables, **500** pounds of venison into the charitable food network and mobilized more than **250** volunteers



Summer Meals:

For the **1 in 8** Lancaster County children who come from food insecure families, the summer meal program that HFLC coordinates is critical. Last summer they were collectively able to provide more than **106,000** meals.





Strategy 3:
Structure education, pre-k through post-secondary, to increase connectivity with workforce needs and increase post-secondary completion using models proven by the Lumina Foundation's 75 Cities Initiative



This portion of the Education team has focused on building connections with outside organizations, such as the Graduate! Network, supports adult continuing education. Through these partnerships, the group will continue to support adult learners in completing their post-secondary credentialing and in turn connect them to living wage jobs.

District-wide collaboration and partnerships continue to be embedded within strategic priorities by putting supports and partnerships in place for all students and families, regardless of Community School Status.

An exciting new Head Start program that integrates science, technology, engineering, and mathematics (STEM) into its curriculum will be opening up on Millersville Campus. Eurofins Lancaster Laboratories and S. Dale High Family Foundation have funded the



Year 1: Post-Secondary Education

Goal:
26% completion rate

Accomplished:
19% completion rate

first STEM focused Pre-K in Lancaster County. STEM education plays an important role in addressing future workforce needs. Introducing STEM at an early age increases a child's likelihood of seeking careers in science and technology fields. Not only will this revolutionary program inspire future generations of children, it will allow college students with children to focus on completing coursework without the financial stress of quality childcare. Due to the impact programs like this can have on addressing future workforce needs, Head Start anticipates expanding this Pre-K model to two additional locations in the near future.



COMMUNITY

Strategy 1:

Develop human and institutional resources in Lancaster's impoverished neighborhoods



New Neighborhood Groups:

Elm Street
Beaver Street Neighbors
It Starts With Us
West Lancaster Jewels

Year 1: Community Engagement

Goal:

3 block captains
1 new community group

Accomplished:

2 block captains
4 community groups



BLOCK CAPTAINS

In March 2017, two neighborhood leaders were brought on as the first Block Captains to serve the Southeast and Southwest quadrants of Lancaster City. These Block Captains took part in various leadership trainings throughout Spring 2017, including community organizing training with the Lancaster City Alliance and the Strong City Baltimore Neighborhood Institute. Personal and professional development for these Block Captains is ongoing.

Each Block Captain has a unique approach to organizing in their respective quadrants. In the Southeast, our Block Captain's focus is geographically broad. He created the Southeast neighborhood group "It Starts With Us" to give neighbors a space to discuss issues and provide community feedback for potential solutions. This group hosts neighborhood cleanups and continues to look for ways to engage neighbors in community-based problem solving. It Starts With Us also generated the idea for the first annual Light Up Southeast, a tree-lighting ceremony and celebration that extended the holiday spirit from Downtown Lancaster to the Southeast neighborhood. Moving forward, our Southeast Block Captain is looking to narrow his focus, organizing block-by-block.



Above: "It Starts with Us" community clean up. The group organized 2 community clean ups in the Southeast quadrant of the city in Fall 2017.

Our Southwest Block Captain is active primarily on Beaver Street, where she lived for 16 years. Her efforts center on making the street cleaner and greener. She succeeded in connecting residents to resources like recycling bins and getting two segments of the street adopted under the city's Adopt-A-Block program. She has also successfully organized neighbors to begin the community conversation and planning stages of creating a community park in an empty lot on the 300 block of Beaver. Because these residents organized and voiced their desires for a park to the Redevelopment Authority, Lancaster Equity was able to purchase the empty lot for \$1 and plans to raise/invest \$150,000 to turn it into a park.





Photo Credit to Melissa Engle Photography

Numerous partner organizations and groups are taking part in advancing community-based initiatives in Lancaster's Southeast and Southwest quadrants.

In February 2017, Lancaster's Southeast neighborhood was formally adopted under the Elm Street program, a designation that increases opportunities for state funding to local projects. Since then, the Elm Street movement has crafted a plan to increase new commercial development and innovative urban design elements in the Southeast. Elm Street activities include: reconstruction of the S. Duke Corridor, including leasing commercial and retail space in the Conestoga Plaza, reconstruction of S. Duke and Linear Park, advancing block-based initiatives in the form of "Pride Block Projects," and implementing year-round and seasonal lighting in the Southeast area.

In the Southwest, the SoWe neighborhood group continues to actively engage residents in revitalization efforts, with action strategies including: neighborhood connections, housing, open space and public realm, community safety, education, and economic opportunity. In summer 2017 SoWe was awarded a \$1.15 million Wells Fargo Regional Foundation grant to pursue these action strategies, and has made notable progress in creating "a better environment for the neighbors, businesses and organizations that reside in the Lancaster City Southwest Community."

The Lancaster City Alliance (LCA) has been a critical partner in promoting neighborhood initiatives in

all quadrants of the city. LCA's Bike Ambassadors are currently deployed in 50% of Lancaster City's Downtown area and several neighborhoods, including a recent expansion into the SoWe area. These Ambassadors work to increase safety and abate quality of life issues like trash, abandoned vehicles, and graffiti. LCA continues to implement the City's Economic Development Plan, Building On Strength, that focuses on developing commercial hubs, working with entrepreneurs to start local based businesses, developing housing, marketing the city for continued growth, and strengthening Lancaster's neighborhoods.





“We know there are other neighborhood groups in the city; is there a way to meet and learn from them?”

-Community member

In January 2018, first annual Neighbor to Neighbor Forum took place. The idea for this event came about after residents expressed that they wanted the chance to learn from established community groups and organizations that have been successful in addressing their own neighborhoods' concerns. This day-long event gave approximately 100 residents the chance to network, generate conversation, and begin laying the foundation to create community-based change.

Conversation and presentation topics from the day were determined based on residents' interests. These interests were collected via online survey and in-person canvassing all over Lancaster City, and ultimately were distilled into 6 categories, including: Building Community, Neighborhood Leadership, Economic Development, Government 101, Neighborhood Safety, and Diversity and Inclusion. In addition to opportunities to chat and network, residents participated in facilitated

conversations and panel presentations about each of these six topics.

Feedback from this event was overwhelmingly positive, and the day created palpable energy among attendees. As the result of this event, one group of residents took it upon themselves to create another new neighborhood group, the West Lancaster Jewels, who are currently active in the Southwest region of the city.



Looking forward to next year's event, we plan to expand outreach strategies to intentionally draw in underrepresented groups, particularly the Southeast

quadrant. We look forward to continuing to support neighborhood organizing efforts across the city, and plan to host forum follow-ups to further engage neighbors in action-planning sessions to tackle neighborhood issues throughout late spring 2018.

PARTNERSHIPS

The following is a list of organizations that have supported the Coalition through membership and monetary and in-kind donations:

Advantage Lancaster	Lancaster-Lebanon IU 13
American Dairy Association North East	Lancaster Public Library
AmeriCorps VISTA	Lancaster Works
ASSETS	Literacy Council of Lancaster-Lebanon
Beam Consulting	LutherCare for Kids
Benchmark Construction	Millersville University
Blackford Ventures, LLC	NAACP
Boys and Girls Club	Office of Child Development & Early Learning
CAPital Workforce	Paul Risk Construction
CareerLink	Pennsylvania College of Art and Design
Central Pennsylvania Food Bank	Pennsylvania Department of Education
Children Deserve a Chance Foundation	Power Packs Project
City of Lancaster, Pennsylvania Government	Principled Strategy
Coalition to End Homelessness	Prima Design
Cocalico School District	School District of Lancaster
CoLAB	South Central PA Works
Communities in Schools of PA	SoWe
Community Action Partnership of Lancaster County	Spanish American Civic Association and Tec Centro
Community First Fund	Tabor Community Services
Court Appointed Special Advocates	Thaddeus Stevens College of Technology
Crispus Attucks Community Center	The Emerald Foundation
Early Childhood Innovative Connections	The Lancaster Chamber
Economic Development Corp. of Lancaster County	United Way of Lancaster County
Elizabethtown College	Workforce Development Board
Franklin and Marshall College	YMCA
Fulton Financial Corporation	Zion Lutheran Church
Habitat for Humanity	
Harrisburg Area Community College	
Impact Missions	
Lancaster Bar Association	
Lancaster Bible College	
Lancaster City Alliance	
Lancaster County Career and Technology Centers	
Lancaster County STEM Alliance	
Lancaster Equity Community Development Corp.	
Lancaster Farming	
Lancaster General Health/Penn Medicine	
Lancaster Health Services	
Lancaster Housing Opportunity Partnership	

ADDITIONAL SPONSORS

Abe's Tree Farm
Bright Design
Dominos
GIANT
Highmark
Isaac's Restaurants
Meck's Produce
Prince Street Cafe
Sugar Bowl
Toys for Tots
UPMC Pinnacle Lancaster

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Damaris Rau
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Jacob Keeler
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