

Lancaster 2020

Shaping Our Future

Preliminary Report | Lancaster, Pennsylvania | November 11, 2008

Nearly 304 diverse community leaders from Lancaster County spent a full day talking together about the future of the community. They developed a vision, identified values, and prioritized opportunities and actions within four topic areas:

1. **Well Being of People**
2. **Connections & Collaboration**
3. **Economic Engine**
4. **Physical Environment**

Participants worked together in small groups discussing and developing ideas. Then, using keypad polling and groupware laptop computers, participants identified room-wide themes and collective priorities. This preliminary report includes the ideas and priorities generated in the Summit.



Participants at the Lancaster 2020 summit filled the room to deliberate on opportunities for creating an even more prosperous, extraordinary and caring community. People gathered at 32 tables of 10, each with a trained facilitator. Photo courtesy of Russell G. Frost of frostimaging.com.

Lancaster's Accomplishments

- Revitalizing downtown Lancaster
- Strong collaborative efforts between different sectors
- Expanding diversity and improving race relations
- Supporting youth success
- Preserving farmland strategically
- Generosity in fundraising efforts
- Growth in volunteerism

Values for a 21st Century Lancaster County

- Preserve cultural heritage
- Civility in debate and conversations
- Equality, respect differences
- Embody spirituality regardless of faith
- Shared responsibility to the community
- Diverse citizen involvement
- Collaboration and cooperation

Vision for a 21st Century Lancaster County

Lancaster values integrity, equality, and freedom. All citizens are appreciated and nurtured. Diversity and change is respected and embraced. Our cultural heritage and traditions are preserved. Inclusion, innovation, and collaboration are the norm.

- All children have access to quality education and have the support needed to make them life-long learners.
- All residents have access to and can afford quality healthcare.
- All residents have access to affordable, safe housing.
- A community-wide public transportation system allows residents of urban, rural, and suburban spaces to get to work, school, and to access other needed services.
- Our economy is strong and dynamic because we lead in job creation, workforce development and green technology.
- We engage in sound environmental practices.
- Our government is streamlined and services are regionalized.
- Citizens are engaged in the democratic process.

79% of participants felt the statement described their vision of Lancaster County in 2020.

Who Attended the Lancaster 2020 Summit?					
Age	Nov. 11	Population	Gender	Nov. 11	Population
15-19	13%	9%	Female	51%	51%
20-34	10%	24%	Male	49%	49%
35-44	24%	17%	Where do you live?		
45-54	26%	19%	City / Borough	32%	
55-64	21%	13%	Suburb	51%	
65 or better	7%	18%	Rural community	17%	
Race/Ethnicity			Where do you work?		
Caucasian	81%	88%	City / Borough	63%	
African-American	9%	3%	Suburb	29%	
Asian American	2%	2%	Rural community	8%	
Latino	7%	7%	Organizational Affiliation		
Other	1%	1%	Non Profit	46%	
			For Profit / Private Sector	22%	
			Public Sector	12%	
			Other (retired, student etc.)	20%	



Photo courtesy of Russell G. Frost of frostimaging.com.

AMERICASPEAKS

Engaging Citizens in Governance

AmericaSpeaks is a nonprofit organization that engages citizens in important public decisions that impact their lives. They are honored to be part of the Lancaster 2020 Summit for Lancaster County. As our partner they have guided the development of this 21st Century Town Meeting with the hope that engaged leaders from all sectors of the community can set a direction for Lancaster County.

Summit Background

Lancaster 2020 is sponsored by The Lancaster Chamber of Commerce and Industry, The Lancaster County Community Foundation, and United Way of Lancaster County. A steering committee comprised of board and staff from these organizations developed the strategy, content, design and invitees of the meeting. Special attention was given to inviting a range of leaders across age, ethnicity, race and sectors. The opportunities within the four topic areas were vetted in many small conversations and at two focus groups.

The summit was made possible through hundreds of hours by committee members, table facilitators, theme team members, and other volunteers such as the ushers and registration people.

Summit Table Discussions

As participants prepared to enter table discussions on the four topics, they were asked to consider the following criteria:

1. Is the opportunity achievable?
2. Will the opportunity benefit the whole community?
3. Will the opportunity provide maximize impact while effectively using resources?

The following page summarizes within each topic area the reasons why participants support existing opportunities, new opportunities which emerged during the dialogue and their top two priority opportunities.

Well-Being of People

Opportunities

- Access to healthcare
- Increase healthy behaviors and lifestyle choices
- Improve financial stability of residents
- Develop more safe and affordable housing choices
- Increase high quality early education programs for at risk youth
- Ensure access to quality education

New Opportunities

- Parenting and family support programs
- Lancaster County safety net
- Engage the faith-based community for spiritual health

Top 2 Opportunities

- Improve financial stability of residents (44%)
- Ensure access to quality education (43%)

Connections and Collaboration

Opportunities

- Increase citizen involvement and volunteerism
- Increase our community's capacity to debate controversial issues
- Recruit and train next generation leaders
- Reduce duplication and improve efficiency of public services
- Increase equity and inclusion

New Opportunities

- Invest in new and existing arts programs for diverse communities
- Technology investments and education

Top 4 Opportunities

- Reduce duplication and improve efficiency of public services (46%)
- Increase equity and inclusion (33%)
- Recruit and train next generation leaders (31%)
- Increase citizen involvement and volunteerism (29%)

Economic Engine

Opportunities

- Retain and attract more college graduates
- Improve technical and vocational training programs
- Align economic and development activities across sectors
- Attract and grow businesses
- Improve infrastructure and public services
- Build a green economy

New Opportunities

- Marketing campaign for Lancaster as a destination for new businesses and college graduates
- Provide job training and employment opportunities for ex-inmates
- Offer work programs for youth

Top 3 Opportunities

- Attract and grow businesses (48%)
- Improve infrastructure and public services (31%)
- Align economic and development activities across sectors (30%)

Physical Environment

Opportunities

- Expand public open space and recreation opportunities
- Establish innovative land-management zoning practices
- Create safe and attractive neighborhoods
- Invest in sound environmental practices
- Attract residents to urban areas

New Opportunities

- Promote awareness and understanding of sustainability practices

Top 3 Opportunities

- Establish innovative land-management zoning practices (54%)
- Create safe and attractive neighborhoods (41%)
- Invest in sound environmental practices (36%)

When asked to vote for their top priority opportunities across all four topic areas, participants expressed the greatest support for:

1. Ensure access to quality education (59%)
2. Attract and grow businesses (51%)
3. Reduce duplication and improve efficiency of public services (34%)
4. Establish innovative land-management zoning practices (34%)

Moving to Action

In this phase of the program, participants moved to a table in the quadrant of the room representing the topic area of greatest interest to them. Once seated in the topic area of their choice, participants dialogued to develop actions for the top two opportunities in their topic. Note: New actions have been abbreviated due to time restraints. All new actions will be included in the final report.

Future Actions: Improve financial stability of residents

- Publicize various educational opportunities to improve employability of residents
- Incorporate financial literacy education into school and adult learning curriculums

Future Actions: Ensure access to quality education

- Increase collaboration between schools and human services with unmet needs
- Funding for state and federal educational mandates

Future Actions: Attract and grow businesses

- Conduct market research to determine new business opportunities
- Educate prospective businesses on what Lancaster County incentives exist

Future Actions: Improve infrastructure and public services

- Increase technology infrastructure
- Identify improvements to the current public transportation system by expanding decision processes to include all consumers

Future Actions: Align economic and development activities across sectors

- Align educational institutions with economic development and bring leaders into the classroom
- Revise the county economic plan to bring together different resources from groups already working on various initiatives

Commitment to Action

The Chamber, Foundation and United Way, the sponsors, committed to continue as a steering committee to spearhead implementation and build on existing initiatives in the community. At the end of the meeting, participants committed to their own organizational and individual commitments to achieve the day's priority opportunities.

Look online at <http://www.lancaster2020.org/> for this preliminary report. Lancaster 2020 Final Report will be posted in January.

The Steering Committee will maintain communication with participants and demonstrate progress through newsletters, emails, web site and by hosting follow-up meetings.

The deep love of this community was evident as participants stepped up to lead the county with renewed enthusiasm.



Participants listened to each other's ideas about the well-being of people, connections and collaboration, the economy, and the physical environment. Photo courtesy of Russell G. Frost of frostimaging.com.