

FISCAL YEAR 2022

The City of Lancaster, Pennsylvania

ANNUAL ACTION PLAN

Substantial Amendment 1.0 dated xxxxxxxx

For the Program Year
January 1, 2022 to December 31, 2022

For Activities Funded by the Following Federal Program:
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Prepared for the Department of Housing and Urban Development (HUD)



**CITY OF
LANCASTER**

Department of Community Planning & Economic Development

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Danene Sorace, Mayor

Annual Action Plan
2022

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Executive Summary

AP-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

The Department of Housing and Urban Development (HUD) informed the City of Lancaster that it will receive \$1,605,786 in Community Development Block Grant (CDBG) entitlement funding for Fiscal Year 2022. The City of Lancaster fell below the minimum threshold to receive a Fiscal Year (FY) 2022 Emergency Solutions Grant (ESG) allocation due to HUD's formula allocation regulations. To this end, the City will not be receiving direct ESG entitlement funding for the 2022 Program Year.

The City is tasked with leveraging this resource to create and foster a viable, resilient community to develop and implement mutually reinforcing approaches to providing housing, creating quality living environments, and expanding economic opportunities for the principle benefit of low- and moderate-income City residents and households. This plan will describe how the City of Lancaster will utilize this CDBG funding in its 2022 Program Year to improve the City of Lancaster.

The City of Lancaster proposes the following amendments to the 2022 Annual Action Plan:

- Reduce CDBG Program Administration allocation (IDIS Activity #2016 – Matrix Code 21A) by \$34,830 (from \$185,900 to \$151,070.)
- Increase Critical Repair and Lead Hazard Control Program Administration activity in the Maintain Affordable, Good Quality Housing (IDIS Activity #2015 – Matrix Code 14H) by \$113,764 (from \$215,000 to \$328,764).
- Reduce the Neighborhood Crime Reduction through Police Social Worker Position activity in the Promote Neighborhood Quality of Life goal (Matrix Code 05I – IDIS Activity #1931) by \$78,935 (from \$80,000 to \$1,065).

All proposed changes are highlighted in yellow throughout this document. The city will consider and incorporate all public comments received accordingly.

2. Summarize the objectives and outcomes identified in the Plan

During its planning procedures for the 2021 – 2025 Consolidated Action Plan cycle, the City conducted community needs assessments to identify the City of Lancaster's priority community development needs through analyzing pertinent Census Data and contextual market conditions, conducting a needs assessment in collaboration with community stakeholders, service providers, experts, and by collecting input from community members to inform its programmatic approach to utilizing its Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) annual entitlement allocations. Based on its analysis of these data sources, the City has determined that its direct CDBG entitlement and ESG and HOME funds (as allocated and administered in collaboration with the County) will be directed toward accomplishing the following primary objectives during 2022:

1. Maintain Affordable, Good Quality Housing
2. Increase Affordable Housing Opportunities
3. Promote Neighborhood Quality of Life
4. Expand Economic Opportunities

5. Support Homelessness Services

3. Evaluation of past performance

The City's 2021 Consolidated Annual Performance Evaluation Report (CAPER) was used as an evaluation of past performance to assist the grantee in determining its projects and goals for the 2022 Program Year. As a result of this assessment, the City concluded that it has achieved programmatic success in implementing past projects and activities to the benefit of a predominately low- and moderate-income population within the scope of the available resources. As such, it will continue to provide HUD-supported assistance to these projects in 2022.

4. Summary of Citizen Participation Process and consultation process

The City engaged in an extensive citizen participation and consultation process for the formulation of its 2022 Annual Action Plan.

Overview of Citizen Participation Process:

- *May 5th, 2022: Consolidated Annual Performance Evaluation Report (CAPER)/Community Development Forum – Part 1*
 - The City hosted a public meeting to review its 2021 CDBG and ESG accomplishments and create a space where it could provide an educational opportunity for citizens to understand its HUD-funded programming in order to facilitate informed citizen participation. The meeting also highlighted three (3) impactful CDBG and ESG programs: (1) the Neighborhood Crime Reduction through Police Social Worker Program, (2) the Critical Repair Program, and (3) the Domestic Violence Services Program.
 - Six (6) community members attended the meeting. The meeting was recorded and available on the City's YouTube channel for viewing in perpetuity.
 - Comments received during this meeting are detailed below.
- *June 18th, 2022 – July 19th, 2022: 2022 Annual Action Plan Public Comment Period*
 - During this time, the City provided the community with a draft of the plan for public comment made available on the City's website and linked within social media postings.
 - This formal public comment period was advertised in the local paper and on our website.
 - In addition, copies of the Annual Action Plan are available to the public at City Hall.
- *June 30, 2022: 2022 Annual Action Plan Public Meeting/Community Development Forum – Part 2*
 - The City hosted a public meeting to review its 2022 Annual Action plan and to garner public feedback.
 - No community members attended the meeting however it was recorded and is available to view on the City's YouTube channel.
 - The PowerPoint presentation and Information Sheet from this meeting are also available on the City's website in both English and Spanish.
- *July 5th, 2022: City Council Committee Meeting*
 - The Bureau of Lead Safety and Community Development presented the proposed 2022 Annual Action Plan to City Council during a committee meeting.
 - Two (2) members of the public attended the meeting.

- This meeting was open to the general public for comment purposes. Comments received are detailed below.
- *July 12, 2022: City Council Meeting*
 - The Bureau of Lead Safety and Community Development formally put forth its 2022 Annual Action Plan for City Council resolution and received Council approval and adoption.
 - This meeting was open to the public.
 - No further comments were received.

Consultation Process

The City and County collectively engaged in a consultation process to help inform and strengthen its 2022 planning processes and allocation rationale in addition to gleaning relevant data to support future community development strategies. Together, we engaged with various community experts, stakeholders, and service providers to accurately understand and identify the community's current needs related to housing, social services, public infrastructure, planning, economic development, and other community-related needs to develop viable strategies. Please see the Consultation Section below for specific information regarding the entities consulted.

5. Summary of public comments

2021 CAPER Public Meeting:

1. How does the City track demographics for ESG & CDBG?
 - a. The City collects and tracks demographics for each direct benefit activity through subrecipients, program staff, and Empower Lancaster. This is reported in Section CR-10 on page 15 of the 2021 CAPER.
2. Where do Place-based Streetscape Improvement Projects take place?
 - a. Place-based Streetscape Improvements take place in predominantly low-and moderate-income residential neighborhoods.
3. What public facilities is the City improving?
 - a. The City has allocated 2021 CDBG funding to improve Lancaster Rec Center.

General Public Comments Received During Comment Period

1. Verbal Comment Received: Is there funding available for economic development?
 - a. The City has allocated \$20,000 towards economic development activities in 2022 to help fund ASSET's small business development work. The funding available for economic development

is based on findings from the needs assessment which informed the allocation priorities developed for the City's 2021 – 2025 Consolidated Action Plan.

2. Verbal Comment Received: Is there funding utilized and available for external community organizations?
 - a. 2022 funding is allocated to activities conducted by two external organizations: Tenfold and ASSETS. If the City were to identify any additional funding for external utilization, it will engage in a competitive request for proposal process to select a subgrantee(s).
3. Email Comment Received: What is the rationale for allocating funding for Affordable Housing activities?
 - a. Affordable Housing has consistently been identified as one of Lancaster's most important and critical community needs.
4. Email Comment Received: What is the purpose of the Planning & Admin allocation?
 - a. This allocation supports the City in successfully and compliantly administrating its HUD grant portfolio.

Council Meetings Comments

1. ESG Funding: What is the impact of not receiving ESG funding and what are opportunities for alternative funding?
 - a. Existing ESG programs and services have taken a loss because of this but that we are hopeful that we will receive funding from the State, (DCED) to compensate for the shortfall.
2. ESG Funding: What is the actual amount we applied for in DCED application and how is it itemized by program?
 - a. We applied for \$399,628 in funding. Shelter = \$230,184; Homelessness Prevention = \$155,000; Admin = \$14,444.
3. CDBG Funding: What activities does the funding allocated to proactive housing code enforcement support?
 - a. CDBG funding allocated to this activity helps support the salaries and overhead costs of proactive code enforcement efforts utilizing a targeted approach to help rectify unsafe housing conditions in predominately low- and moderate-income City neighborhoods.

Additional information is available in the Citizen Participation (AP-12) Section on page 23 of this plan.

6. Summary of comments or views not accepted and the reasons for not accepting them

As most of the comments received were explanatory in nature, the City answered the question in a sufficient manner so as to satisfy the line of inquiry. While comments related to the amount and types of funding available for external activities coincide with the City's Consolidated Planning processes and priorities, it will examine opportunities to increase its focus on economic development and external programming in future planning efforts.

Lead & Responsible Agencies
PR-05 Lead & Responsible Agencies - 91.200(b)

Agency/entity responsible for preparing/administering the Consolidated Plan

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	CITY OF LANCASTER	Community Planning and Economic Development
HOME Administrator	COUNTY OF LANCASTER	Redevelopment Authority of the County of Lancaster
ESG Administrator	CITY OF LANCASTER	Community Planning and Economic Development

Table 1 – Responsible Agencies

Substantial Amendment Public Contact Information

Jennifer Rummel, Community Development Administrator, jrummel@cityoflancasterpa.gov

Consultation

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

In order to ensure that we are capturing a comprehensive picture of the community's needs, the City and County are collaborating to conduct consultations with relevant services providers and organizations to identify community needs and gaps within Lancaster to help inform our respective Annual Action Plans to utilize Fiscal Year 2022 entitlement funding from the Department of Housing and Urban Development (HUD).

A summary of the consultations conducted is provided in the Table below.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)):

The City of Lancaster is heavily involved in the Lancaster County Homelessness Coalition, which is comprised of many social service agencies, housing counseling agencies, county agencies and public housing authorities. City staff also work closely with other agencies through service provider networks such as the Coalition for Sustainable Housing, the Homeless Outreach Network, Lancaster County Behavioral Health and Developmental Services (BHDS) Advisory Board, and Tenfold's Housing Equality and Equity Resource Center. Finally, our Bureau of Health works in collaboration with the local hospital. All of these partnerships enhance coordination of multidisciplinary services through their collaborative efforts to serve residents in the City.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness:

The Lead Agency of the Continuum of Care (PA-510) is the Lancaster County Homelessness Coalition, hosted by the Lancaster County Housing and Redevelopment Authorities. City representatives serve on the Coalition's Steering Committee and the Joint Funders Committee. The Coalition works with service providers to improve housing stability among chronically homeless individuals and families through emergency shelter, transitional housing, permanent supportive housing, and other supportive services.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS:

All ESG funds are allocated and awarded in coordination with the CoC. We utilize the CoC's performance standards and policies and incorporate them into the City's ESG-funded subrecipient contract terms and conditions. City staff through the participation in the CoC's Joint Funder's Committee have supported the ongoing development and evaluation of grant and program management procedures. The City, County, United Way and Lancaster County Homelessness Coalition serve as the lead agencies in creating a joint application for service programs. This coordination between the lead agencies greatly increases efficiency and effectiveness in the delivery of services and avoids the duplication of services and funding. The City and County jointly solicit, review, and approve grant applications for eligible projects and activities assisted by ESG funds. While the City does not directly fund HMIS administration, the City requires HMIS

participation through its contractual agreements and supports the CoC in overall adherence to HMIS policy and procedures.

**2. Agencies, groups, organizations and others who participated in the process and consultations
(See Table below)**

DRAFT

Agencies, groups, organizations who participated

1	Agency/Group/Organization	Lancaster County Redevelopment Authority
	Agency/Group/Organization Type	Housing PHA Services - Housing Other government - County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City and the Lancaster County Redevelopment Authority coordinated their planning strategies for CDBG, ESG, and HOME funding utilization in 2022. They will continue to coordinate programs and projects via monthly collaborative work sessions.

2	Agency/Group/Organization	City of Lancaster
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Agency - Management of Public Land or Water Resources Agency - Emergency Management Other government - Local Planning organization Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy Lead-based Paint Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	City of Lancaster Community Development staff consulted with the Bureaus of Planning, Police, Property Maintenance and Housing Inspections, Office of Lead Safety, and the Department of Public Works to identify needs and gaps within the City's affordable housing market, public policies, social service delivery mechanisms, lead safe practices and housing goals, and public infrastructure. This process helps the City better understand its needs and enhances intra-Departmental coordination to ensure effective and compliant utilization of grant funding and proactive troubleshooting of potential challenges.
3	Agency/Group/Organization	REDEVELOPMENT AUTHORITY OF THE CITY OF LANCASTER (RACL)
	Agency/Group/Organization Type	Housing Services - Housing Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Non-Homeless Special Needs Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City consulted with RACL to identify challenges and bottlenecks in the creation of affordable housing opportunities within the existing Land Bank and Vacant & Blight mechanisms and programs. The findings from the consultation will help the City formulate a comprehensive understanding of the barriers preventing organizations from creating affordable housing due to current market condition constraints while also improving collaboration between both entities to help develop viable solutions to the City's affordable housing shortage.

4	Agency/Group/Organization	United Way of Lancaster County
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Regional organization
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	A consultation with United Way/211 was conducted in order to glean the challenges faced by their organization in the delivery of services and to identify the unmet needs of those in the community. It was determined that language is a major barrier to the comprehensive delivery of services. A lack of bilingual staff have resulted in the scarcity of timely homeless services and supports. Additionally, an increase in the number of rental assistance referrals or programs would address the spike in the need for housing assistance services.
5	Agency/Group/Organization	Economic Development Company of Lancaster County
	Agency/Group/Organization Type	Regional organization Business Leaders Business and Civic Leaders

	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The County spearheaded the consultation with EDC, generating findings related to the persistent County-wide need for affordable housing and a workforce deficit for low-wage/low-skilled jobs. Articulated general need to work collaboratively across municipal government levels to address housing and workforce issues, which the City and County will work towards coordinating.
6	Agency/Group/Organization	Lancaster County Coalition to End Homelessness
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Other government - County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis Economic Development Anti-poverty Strategy

	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>County and City cross-collaborated to conduct consultation that identified an increase in shelter needs driven by insufficient wages, evictions, unsustainable cost of living increases, and high rental costs. Advised that City/County should provide incentives to build new affordable units and implement a requirement for affordability in all new housing developments built county-wide. City/County governments have pledged to work collaboratively to collective leverage available resources to address homelessness.</p>
7	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p>	<p>COMMUNITY ACTION PARTNERSHIP OF LANCASTER COUNTY (CAP)</p> <p>Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy</p>

	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The City consulted with Community Action Partnership to identify unmet needs and gaps as well as challenges and barriers in the delivery of services for housing services including those who are victims of domestic violence. This consultation provided a greater level of understanding the systemic issues that surround individuals who experienced domestic violence and/or who are fleeing domestic violence. This process allowed the City to better grasp the intricate complexities providers face when working to address the needs of clients who homeless and/or abused.</p>
8	<p>Agency/Group/Organization</p>	<p>YWCA Lancaster</p>
	<p>Agency/Group/Organization Type</p>	<p>Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy</p>
	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The City conferred with the YWCA in an effort to determine housing barriers and underserved needs in the city and county. In this discussion, it was learned that systems do not seem to pair well together. While clients can be qualified for services, often times, these benefits have limitations in monetary amounts, are under the threshold of prospective rental units or individuals encounter barriers with landlord eligibility criteria. Is it believed, an underserved need in the community is the opportunity for actual homeownership.</p>

9	Agency/Group/Organization	Lancaster City Housing Authority
	Agency/Group/Organization Type	Housing PHA Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	LCHA was consulted in an effort to enhance collaboration and coordination between the City and the PHA and to better understand the challenges the organization is facing in its provision of Public Housing. This consultation process will allow the City to be better positioned to address persistent barriers impacting public housing accessibility and availability so that diverse and targeted approaches rectifying persistent barriers can be developed and implemented.
10	Agency/Group/Organization	Lancaster General Health
	Agency/Group/Organization Type	Services-Children Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Lead-based Paint Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City and County elicited input from LGH regarding lead-based health challenges in Lancaster. They advised that generally, there is a lack of experience and knowledge around lead inspection and program management and a need to educate new staff and the community around the basics of lead and dangers of lead poisoning through the implementation of Lead Programming to prevent adverse health outcomes. Proactive property maintenance and code enforcement can help to reduce lead poisoning risks and address lead in properties. The City's Lead Hazard Control has incorporated elements community engagement and education within its Lead-based Paint Strategy and will continue to engage the community in lead-focused outreach in 2022.
11	Agency/Group/Organization	Lancaster Emergency Medical Services Association
	Agency/Group/Organization Type	Health Agency Agency - Emergency Management

	What section of the Plan was addressed by Consultation?	Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	LEMSA was consulted in order to obtain insight on the City's general public health needs and gaps. Outcomes will include enhanced coordination between entities and a better understanding of pervasive and wide-reaching mental and physical health challenges and needs of the community. The City will use feedback from this consultation to develop holistic approaches to addressing Lancaster's mental and physical health needs through methodological assessment and resultant programming.
12	Agency/Group/Organization	Lancaster City Alliance
	Agency/Group/Organization Type	Services-homeless Services-Education Services-Employment Business Leaders Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Anti-poverty Strategy

	<p>Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>A consultation with Lancaster City Alliance was conducted to better understand the needs and challenges faced by their organization and to identify unmet needs of those in the community related to community and economic development. LCA has experienced an increased need in the neighborhood-oriented services they provide, especially within their outreach work as more residents experience housing instability, for their Façade Improvement grants, and for capital improvements around key City corridors. They also detailed increased economic development needs for small businesses as they emerge from the pandemic and are faced with an amplification of constrained resource and workforce conditions precipitated by global supply chain issues, competition, and inflation noting that businesses need working capital and lifelines/assistance/support to ensure economic viability and vitality through complex, unpredictable market conditions. The overarching need for workforce development assistance was identified as a major factor for sustaining affordable housing provision in addition to more transitional housing opportunities. Organizationally, LCA has seen challenges in capacity, staffing, and the rising costs of development over the last year.</p> <p>LCA noted community needs around equitable streetscape programming and an expansion of the City's Critical Repair and Housing Code Enforcement programs to address maintenance challenges for the City's low and very-low-income residents and improve the safety and security City's housing stock. Based on this qualitative data and feedback, the City is exploring additional funding mechanisms and avenues to expand and enhance its housing rehabilitation and code enforcement programming, distribute its streetscape improvements with an intentionally equitable approach, and to support workforce development initiatives to buttress Lancaster's economic development.</p>
13	<p>Agency/Group/Organization</p>	<p>ASSETS, LANCASTER</p>
	<p>Agency/Group/Organization Type</p>	<p>Services-Education Services-Employment Business Leaders Business and Civic Leaders</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Market Analysis Economic Development Anti-poverty Strategy</p>

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The City consulted with ASSETS in order to ascertain socioeconomic and structural conditions impacting Lancaster's economic development and vitality. Outcomes include a better understanding of the physical and financial conditions constraining small business development and success including lack of childcare, restricted public transportation options, and shortage of affordable commercial space.
14	Agency/Group/Organization	Lancaster County Workforce Development Board (LCWDB)
	Agency/Group/Organization Type	Services-Employment
	What section of the Plan was addressed by Consultation?	Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Workforce Development Board was engaged to gain perspective on the County's employment needs, labor force, and job market. LCWDB indicated that biggest issues that affect workforce are access to affordable housing and affordable childcare, and broadband internet access. These issues pose barriers to working parents who are seeking job services. Access to dependable, expansive public transit is a also huge need for job seekers who are often constrained by transportation options. Further, policy and advocacy is needed around fair wages, job training, and workforce development that aligns with job market conditions to alleviate conditions perpetuating poverty.
15	Agency/Group/Organization	Lancaster County Food Hub
	Agency/Group/Organization Type	Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Market Analysis Anti-poverty Strategy

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Lancaster County Food Hub was consulted to ascertain the obstacles and impediments in service delivery for the homeless population and to identify the underserved needs of the community. The City's consultation revealed a lack of sufficient and appropriate space (capacity) to accommodate the volume of clients, and the medical expertise to address the needs of those with mental health and addiction recovery treatment needs. This method has enlightened us to an urgent need for more mental health clinicians and adequate spacing for homeless persons.
16	Agency/Group/Organization	Lancaster County Office of Aging
	Agency/Group/Organization Type	Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis Economic Development Anti-poverty Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	TBD.
17	Agency/Group/Organization	Tenfold
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment

What section of the Plan was addressed by Consultation?	Housing Need Assessment Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Homelessness Strategy Anti-poverty Strategy
Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Tenfold was consulted with the aim of sorting through the hindrances of service delivery and identifying areas of greatest need in serving the homeless population. The challenges faced by this organization mainly relate to the limited supply of housing inventory and the increased demand for these properties. Greatest area of need is in assisting persons eligible for prison release, get released. Many are often denied release due to the inability to provide a viable home address and many experience frequent occurrences of recidivism because of the lack of available programs or services to support them upon release.

Table 2 – Agencies, groups, organizations who participated

Identify any Agency Types not consulted and provide rationale for not consulting

N/A

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Strategic Plan	Lancaster County Homelessness Coalition	Both plans support Homelessness Services through furthering the provision of emergency shelter, rapid rehousing, street outreach, coordinated assessment in collaboration with the Coalition.
City of Lancaster’s Interim Housing Strategy	City of Lancaster	Both plans are focused on improving and preserving the quality, safety, and affordability of City housing stock and increasing the number of affordable housing units for low- and moderate-income residents.

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Building on Strength	Lancaster City Alliance	Both plans identify a need for affordable and mixed-income housing development and more efficient transportation options for travel within City. The plans also support programming promoting entrepreneurship and creating equitable job opportunities through education and resource access while fostering an environment where small businesses can thrive.

Table 3 - Other local / regional / federal planning efforts

FINAL

Citizen Participation

AP-12 Participation - 91.401, 91.105, 91.200(c)

Summary of citizen participation process/Efforts made to broaden citizen participation

A legal advertisement was placed in the Lancaster Newspaper on Saturday, June 18th, announcing a minimum 30-day public comment period. A public meeting was announced via newspaper advertisement on June 13th and subsequently advertised on the City's website and through social media.

The draft plan is currently on the City's website. Any comments will be included as an appendix in the final draft of the 2022 Annual Action Plan and all comments will be considered in the final version of the plan.

The City is committed to developing processes and procedures that effectively engages the public and accurately garners public concerns and comments.

Citizen Participation Outreach (see Table below)

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Advertisement: Public Notices	Non-Targeted/ Broad Community	None	None	N/A	N/A
2	Internet Outreach: Public Posting of AAP	Non-Targeted/ Broad Community	Received verbal comments from community member Received comments via email from two (2) community members	<ul style="list-style-type: none"> - Funding availability for economic development - Funding utilized and available for external community organizations - Rationale for allocating funding for Affordable Housing activities - Purpose of Planning & Admin allocation 	Economic development funding and funding for made available for external community organizations were a lower priority based on community needs assessment and public input during the Consolidated Planning process.	https://cityoflancasterpa.com/wp-content/uploads/2022/06/2022-Draft-Annual-Action-Plan.pdf
3	Public Meeting: Community Development Forum - Part 1	Non-Targeted/ Broad Community Non-English Speaking: Spanish	Six (6) Community Members, three (3) representatives from three (3) community-based organizations, and five (5) City Staff members.	<p>2021 CAPER Meeting:</p> <ul style="list-style-type: none"> - How does the City track demographics for ESG & CDBG? - Where do Place-based Street Improvement Projects take place? - What public facilities is the City improving? 	The City sufficiently answered questions and referenced where to locate the requested information in the CAPER.	https://cityoflancasterpa.com/wp-content/uploads/2022/03/2021-DRAFT-CAPER-FINAL-3.11.2022.pdf
4	Public Meeting: Community Development Forum - Part 2	Non-Targeted/ Broad Community Non-English Speaking: Spanish	Three (3) City staff members.	None	N/A	N/A

5	Public Hearing: Council Committee Meeting	Non-Targeted/ Broad Community	Six (6) Council Members, two (2), Mayor, Community Members in Attendance, nine (9) City Staff members	- ESG Funding: Impact of not receiving funding and opportunities for other funding - CDBG Funding: What activities does the money allocated to proactive housing code enforcement support?	N/A	N/A
6	Public Hearing: City Council Meeting	Non-Targeted/ Broad Community	Six (6) City Council Members, Open to the Public, nine (9) City staff Members	None	N/A	N/A
7	Internet Outreach	Non-English Speaking: Spanish	None	None	N/A	https://cityoflancasterpa.com/wp-content/uploads/2022/07/2022-AAP-Public-Meeting-CDBG-Info-Sheet-Spanish-Version.pdf
8	Internet Outreach	Non-English Speaking: Spanish	None	None	N/A	https://cityoflancasterpa.com/wp-content/uploads/2022/07/2022-AAP-PresentationSpanish-Version.pdf

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The City of Lancaster will utilize the following resources to provide financial assistance and support in furthering its five (5) primary community development goals and objectives in 2022:

1. Maintain Affordable, Good Quality Housing
2. Increase Affordable Housing Opportunities
3. Promote Neighborhood Quality of Life
4. Expand Economic Opportunities
5. Support Homelessness Services

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 2				Expected Amount Available Remainder of Con Plan \$ (2023 – 2025)	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	Public - Federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	\$1,605,786	\$25,000	\$0	\$1,630,786	\$4,842,358.00	2022 Entitlement Amount and estimated 2022 Program Income with estimated 2023 – 2025 estimated entitlement based on FY 2022 allocation and estimated yearly Program Income.

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied:

The City continues to utilize Federal CDBG funding to leverage private, state, and local funding sources. CDBG funds will supplement a variety of programs that have other sources of funding. The Place-Based Streetscape Improvements program uses other state grant funds such as a Keystone Grant as well as City Capital Improvement funds. The 2022 CDBG funding allocated to support the Critical Repair and Critical Repair and Lead Hazard Control Program Administration will leverage the City's \$700,000 Healthy Homes Supplemental funding and a \$9.1M Lead Hazard Reduction Grant from the Department of Housing and Urban Development (HUD) to deliver holistic, impactful approaches to strengthen the City's affordable housing stock and resident wellbeing. The City of Lancaster's internal operating funds will be used to supplement the costs of the Proactive Housing Code Enforcement Program, the Neighborhood Crime Reduction through Police Social Workers Program, and the Public Service City Project Manager.

The CDBG funds used for the Small Business Development (Microenterprise Development) program represents less than 5% of their total program budget (the majority of their budget is comprised of privately raised funds). The Fair Housing Services Program also receives private funds, in addition to state and local funds, and County CDBG assistance.

If appropriate, describe publicly owned land or property located within the jurisdiction that may be used to address the needs identified in the plan:

Publicly owned property will be used to host several core programs that directly address the needs identified in this plan; specifically, City Hall (120 North Duke Street - owned by the City of Lancaster) hosts the City's Proactive Housing Enforcement Programs, Critical Repair Program, Lead Hazard Control Program, the Place-Based Streetscape Improvement management, the Health and Housing Social Worker, and Community Development staff. Further, the Bureau of Police will be used to host the Neighborhood Crime Reduction through Police Social Worker program.

Annual Goals and Objectives
AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Table 6 - Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Maintain Affordable, Good Quality Housing	2021	2025	Affordable Housing	LANCASTER CITY	Maintain Affordable, Good Quality Housing	CDBG: \$811,764	Rental units rehabilitated: 10 Household Housing Units Homeowner Housing Rehabilitated: 10 Household Housing Units Housing Code Enforcement/Foreclosed Property Care: 600 Household Housing Units
2	Increase Affordable Housing Opportunities	2021	2025	Affordable Housing	LANCASTER CITY	Increase Affordable Housing Opportunities	CDBG: \$163,551	Other: 2 Other
3	Promote Neighborhood Quality of Life	2021	2025	Non-Housing Community Development	LANCASTER CITY	Promote Neighborhood Quality of Life	CDBG: \$366,065	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted Public service activities other than Low/Moderate Income Housing Benefit: 1000 Persons Assisted Public service activities for Low/Moderate Income Housing Benefit: 105 Households Assisted
4	Expand Economic Opportunities	2021	2025	Non-Housing Community Development	LANCASTER CITY	Expand Economic Opportunities	CDBG: \$20,000	Businesses assisted: 20 Businesses Assisted
5	Homeless Services	2021	2025	Homeless	LANCASTER CITY	Support Homeless Services	CDBG: \$0 ESG: \$0	As the City did not receive an ESG allocation this Fiscal Year, this goal will be supported through collaboration with the Lancaster County Homelessness Coalition

Goal Descriptions

1	Goal Name	<i>Maintain Affordable, Good Quality Housing</i>
	Goal Description	The City is dedicated to maintaining affordable, good quality housing for all of its residents, particularly those with low- and moderate-incomes. In 2022, this housing goal will be carried out through the City's Proactive Housing Code Enforcement Program, Critical Repair Program, and the administration of the Critical Repair and Lead Hazard Control Programs. These programs have served the community and made significant impact to the improvement of its affordable housing stock, health, and wellbeing over the course of many years. They are a strength in the City's programming and continuing to support them with CDBG dollars is in the community's best interest.
2	Goal Name	<i>Increase Affordable Housing Opportunities</i>
	Goal Description	The City is committed to exploring and investing in opportunities to increase affordable housing opportunities for its residents. In 2022, the City will be leveraging funding from various Federal, state, and local sources to develop and implement community-oriented solutions to the City's affordable housing shortage. Solutions may include, but are not limited to, construction of new housing, acquisition, and/or rehabilitation of existing housing for sale or rent to low- and moderate-income households, and/or homeownership assistance to create affordable housing opportunities for eligible City households with low- and moderate-incomes.
3	Goal Name	<i>Promote Neighborhood Quality of Life</i>
	Goal Description	In 2022, the City will continue to further its objective to promote and improve neighborhood quality of life for all of its residents through developing a well-rounded, resident-lead strategy to address the myriad of factors creating inequitable living conditions by implementing and funding neighborhood-centric programming to sustain a strong livelihood for its residents. The City's current strategies include the Place-based Streetscape Improvement Program, the Fair Housing Services Program, and funding multilevel public service programs such as the Department of Neighborhood Engagement's Project Manager Program, the Neighborhood Crime Reduction through Police Social Worker Program, and the Health & Housing Social Worker programs.
4	Goal Name	<i>Expand Economic Opportunities</i>
	Goal Description	The City recognizes that an essential aspect of a healthy community is economic wellbeing. As such, it is working to create economic opportunities for its residents by funding sustainable projects and businesses that empower our community with the resources, knowledge, and education to build and achieve financial stability.
5	Goal Name	<i>Support Homelessness Services</i>
	Goal Description	The City is dedicated to supporting individuals experiencing homelessness by providing solutions that include outreach, emergency shelter, and rapid rehousing support services. As the City did not receive an ESG allocation this year, this goal will be supported by an external collaboration with the Lancaster County Continuum of Care and Homelessness Coalition.

2022 Planned Projects
AP-35 Projects - 91.420, 91.220(d)

Introduction

The City plans to implement the following projects in 2022, which have been designed to fit within the goals, objectives, and needs identified within its 2021 - 2025 Five-Year Consolidated Action Plan.

#	Project Name
1	2022 CDBG Program Administration
2	The Fair Housing Services Program
3	Critical Repair and Lead Hazard Reduction Program Administration
4	City Planning
5	The Critical Repair Program
6	Proactive Housing Code Enforcement
7	Affordable Housing Development Solutions
8	Place-based Streetscape Improvements
9	Public Service City Project Manager
10	Neighborhood Crime Reduction Through Police Social Worker Program
11	Health and Housing Social Worker Program
12	Small Business Development (Microenterprise Development)

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

In 2022, the City has allocated 52.83% of its CDBG funding towards maintaining affordable, good quality housing and increasing affordable housing opportunities, 28.51% toward improving neighborhood quality of life and 1.23% toward expanding economic opportunities. These percentages are designed to reflect our findings from community needs assessments consistently identifying housing as the City's most pressing need and our 2021 community priority poll in which community members weighed in on what priority needs they felt needed to be addressed in order for our community to thrive.

Project Summary Information
AP-38 Project Summary

1	Project Name	2022 CDBG PROGRAM ADMINISTRATION
	Target Area	City of Lancaster, PA
	Goals Supported	Maintain Affordable, Good Quality Housing Increase Affordable Housing Opportunities Promote Neighborhood Quality of Life Expand Economic Opportunities Support Homelessness Services
	Needs Addressed	Maintain Affordable, Good Quality Housing Increase Affordable Housing Opportunities Promote Neighborhood Quality of Life Expand Economic Opportunities Support Homelessness Services
	Funding	CDBG: \$151,070 (CDBG Program Admin) and \$48,335 (Indirect Admin)
	Description	This project will cover the direct and indirect administrative costs of administering the CDBG program. Costs include salaries, fringes, space rental, audit costs, office supplies, and other administrative costs. Proposed amendment: Reduce CDBG Program Administration allocation (IDIS Activity #2016 – Matrix Code 21A) by \$34,829 (from \$185,900 to \$151,070.)
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	Not applicable.
	Location Description	City of Lancaster, PA
	Planned Activities	See description.
2	Project Name	THE FAIR HOUSING SERVICES PROGRAM
	Target Area	City of Lancaster, PA
	Goals Supported	Maintain Affordable, Good Quality Housing Increase Affordable Housing Opportunities Promote Neighborhood Quality of Life Support Homelessness Services
	Needs Addressed	Maintain Affordable, Good Quality Housing Increase Affordable Housing Opportunities Promote Neighborhood Quality of Life Support Homelessness Services
	Funding	CDBG: \$20,000

Description	In 2022, the City of Lancaster will continue to support the Fair Housing Services Program. This program receives CDBG Administrative funds to address impediments identified in the 2021 Analysis of Impediments to Fair Housing Choice. The Fair Housing Services Activity promotes the provision of fair and equal housing opportunities in the City of Lancaster regardless of a person's race, color, religion, age, sex, ancestry, national origin, disability, or familial status in accordance with City, County, State, and Federal Fair Housing and Landlord Tenant laws. This will be accomplished through education, outreach, training and technical assistance to address impediments identified in the 2021 Analysis of Impediments to Fair Housing Choice. \$20,000 of the City's 2022 CDBG dollars will be committed to help fund this program from July 1, 2022 to June 30, 2023. Through this project, Tenfold's Housing Rights and Resources Center (HRRC) will further Lancaster's fair housing provision by providing education, mediation, outreach efforts, and support services to landlords and tenants in relation to Fair Housing law and landlord/tenant issues to eliminate barriers to fair housing opportunities in the area.
Target Date	6/30/2023
Estimate the number and type of families that will benefit from the proposed activities	At least 80 rental households at risk of eviction or in conflict with their landlord will benefit from this activity through outreach, education, mediation, and resolution efforts relating to Fair Housing rights and responsibilities.
Location Description	Tenfold's Housing Rights and Resource Center (HRRC) and other community locations within the City of Lancaster as needed during project implementation.

	Planned Activities	<p>The City anticipates that Tenfold will undertake the following activities, at a minimum, to further the goals of this project:</p> <ol style="list-style-type: none"> 1. Provision of two (2) Fair Housing trainings in partnership with PHFA and other agencies. 2. Creation and distribution of a digital bi-annual publication that contains Fair Housing information. 3. Provision of technical assistance on Fair Housing issues including facilitating mediations and submission of Fair housing complaint questionnaire to the proper city and/or state enforcement entities. 4. Distribution of the Landlord & Tenant Guide in print and electronically. 5. Provision of consultation and advocacy on issues related to Fair Housing and its close relationship to Landlord/Tenant issues. 6. Consultation and collaboration with City and State Fair Housing enforcement entities 7. HRRC is working with local disability organizations to explore creation of housing opportunities that will increase housing choice for this community. 8. Provision of informational presentations on Section 811 Project Rental Assistance (a program developed to provide low to moderate income individuals with disabilities access to quality housing) to City housing providers as a viable option of expanding/increasing the availability of 811 units throughout the city. 9. Hosting of one (1) Housing Summit providing fair housing information, in partnership with local agencies – format and date contingent on COVID-19 safety measures. 10. Provision of Fair Lending information to consumers through homebuyer classes. 11. Hosting of one (1) Fair Lending network event for City lending institutions – format and date dependent on COVID-19 restrictions and safety measures. 12. Working with local immigrant and resettlement organizations to ensure these populations understand their fair housing rights and that their rights are not being infringed upon. 13. Distribution of the Landlord & Tenant Guide in print and electronically in multiple languages. 14. Utilization of telephonic language lines to serve consumers with varying language needs. 15. Utilization of American Sign Language (ASL) video interpreting service for consumers in need of this service.
3	Project Name	<i>CRITICAL REPAIR AND LEAD HAZARD CONTROL PROGRAM ADMINISTRATION</i>
	Target Area	City of Lancaster, PA
	Goals Supported	Maintain Affordable, Good Quality Housing
	Needs Addressed	Maintain Affordable, Good Quality Housing
	Funding	CDBG: \$328,764

	Description	<p>This project will help cover administrative costs of the City Lead Hazard Control Program and Critical Repair Program in 2022.</p> <p>The City's Lead Hazard Control Program provides risk assessments and financial assistance to income-qualified homeowners for the purpose of reducing or eliminating lead hazards. The work performed is determined by the results of the Risk Assessment and may include repairs to items such as doors, windows, and floors. Licensed and certified contractors will use interim controls and abatement methods when performing the work. The program does not make the property lead-free, instead the property will be considered lead safe. The City of Lancaster will successfully make 500 housing units lead-safe over a 60-month period. The Healthy Homes Supplemental Funding also enables the City to address other health hazards; such as radon, mold, and tripping hazards; in a targeted 120 homes.</p> <p>The Critical Repair program provides financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. Financial assistance provided to very-low and low-income residents will be provided in the form of a grant. Often times, eligible properties are identified through the Lead Hazard Reduction Program applicants. Bureau of Lead Safety and Community Development staff and/or a City Inspector inspect each property to determine the severity. Types of repairs may include: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical.</p> <p>Proposed amendment: Increase Critical Repair and Lead Hazard Control Program Administration activity in the Maintain Affordable, Good Quality Housing (IDIS Activity #2015 – Matrix Code 14H) by \$113,764 (from \$215,000 to \$328,764).</p>
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	The City estimates that at least 10 rental household units and 10 owner-occupied household units will be served through this activity in 2022 for a total benefit to at least 20 low- and moderate -income households.
	Location Description	City of Lancaster, PA
	Planned Activities	Administration of the Critical Repair and Lead Hazard Control Programs in accordance with 24 CFR 570.202(b)(9). Program delivery costs may include staff, other direct costs, and service costs directly related to carrying out housing rehabilitation activities.
4	Project Name	CITY PLANNING
	Target Area	City of Lancaster, PA

	Goals Supported	Maintain Affordable, Good Quality Housing Increase Affordable Housing Opportunities Promote Neighborhood Quality of Life Expand Economic Opportunities
	Needs Addressed	Maintain Affordable, Good Quality Housing Increase Affordable Housing Opportunities Promote Neighborhood Quality of Life Expand Economic Opportunities
	Funding	CDBG: \$50,000
	Description	The purpose of this project is to support the City in conducting planning activities which may consist of data gathering, studies, analysis, and preparation of plans and the identification of actions that will implement resultant plans in accordance with 24 CFR 570.205.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	N/A - Admin Activity
	Location Description	City of Lancaster, PA
	Planned Activities	Eligible planning activities in accordance with 24 CFR 570.205 with a demonstrated need.
5	Project Name	<i>THE CRITICAL REPAIR PROGRAM</i>
	Target Area	City of Lancaster, PA
	Goals Supported	Maintain Affordable, Good Quality Housing
	Needs Addressed	Maintain Affordable, Good Quality Housing
	Funding	CDBG: \$125,000
	Description	In 2022, the City will continue to provide CDBG funding to support its Critical Repair Program. The Critical Repair program provides financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. Financial assistance offered to very-low and low-income residents will be provided in the form of a grant. Often times, eligible properties are identified through the Lead Hazard Reduction Program applicants. Bureau of Lead Safety and Community Development staff and/or a City Inspector will inspect each property to determine the seriousness and provide advisement regarding the critical repairs necessary to rectify health and safety concerns. All repairs need to be deemed as an emergency by the inspector. Types of repairs may include but are not limited to: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical repairs.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	The Critical Repair Program will assist 10 low- and moderate-income, owner-occupied, single-family households in the City of Lancaster.
	Location Description	Any eligible property in the City of Lancaster, PA.

	Planned Activities	<ul style="list-style-type: none"> • Financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. • All repairs need to be deemed as an emergency by the inspector. • Types of repairs may include: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical.
6	Project Name	<i>PROACTIVE HOUSING CODE ENFORCEMENT PROGRAM</i>
	Target Area	City of Lancaster
	Goals Supported	Maintain Affordable, Good Quality Housing
	Needs Addressed	Maintain Affordable, Good Quality Housing
	Funding	CDBG: \$358,000
	Description	The Proactive Housing Code Enforcement Program is designed to improve the health and safety conditions of City homes to prevent deterioration of the City's housing stock, to help maintain affordable, good quality housing, and to stop the spread of blight, particularly in areas principally occupied by low-income persons through proactive systematic and complaint-based code enforcement actions. The City has committed \$358,000 of its 2022 CDBG dollars to help fund this program which will also leverage City general fund dollars, allowing this activity to continue to operate proactively to address the City's critical health-related housing issues. In 2022, this service will contribute to the preservation and improve the quality of affordable housing with a focus on homes in low and very-low-income census tracts in some of City's income-constrained areas such as Census Tracts 9, 8, 10, 14, and 147.
	Target Date	12/31/2022
	Estimate the number and type of families that will benefit from the proposed activities	Approximately 600 rental households will see proactive code enforcement benefits and be brought sufficiently up to the City's code enforcement standards through this activity.
	Location Description	60% of the proactive housing code enforcement work carried out by the City's Bureau of Property Maintenance and Housing Inspections in Code Inspector Sectors 3, 4, 5, 6, 7, 8, 9, and 10 will be supported through this CDBG funding.
Planned Activities	Proactive code enforcement including systematic rental inspections, some complaint-based inspections, condemnations (when necessary), and owner-occupied exterior inspections.	
7	Project Name	<i>AFFORDABLE HOUSING DEVELOPMENT SOLUTIONS</i>
	Target Area	City of Lancaster
	Goals Supported	Increase Affordable Housing Opportunities
	Needs Addressed	Increase Affordable Housing Opportunities
	Funding	CDBG: \$163,551.00

	Description	The City is prioritizing increasing affordable housing for its community members leveraging all resources available. The City has allocated \$163,551.00 in CDBG entitlement funding to use for furthering this effort in 2022, which will help supplement \$429,362 in remaining 2021 CDBG entitlement funding allocated to this project to help strengthen impact. In 2022, the City plans on utilizing a competitive process seeking eligible affordable housing development projects that may include activities such as construction of new housing, homeownership assistance, and acquisition and/or rehab of existing housing, for the purposes of increasing affordable housing opportunities for low- and moderate-income residents.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	The City will determine this metric as a result of the outcomes of the competitive proposal process to determine suitable and eligible housing projects.
	Location Description	City of Lancaster, PA
	Planned Activities	TBD.
8	Project Name	<i>PLACE-BASED STREETScape IMPROVEMENTS PROGRAM</i>
	Target Area	City of Lancaster, PA
	Goals Supported	Promote Neighborhood Quality of Life
	Needs Addressed	Promote Neighborhood Quality of Life
	Funding	CDBG: \$210,000
	Description	In 2022, CDBG entitlement funding will be allocated to support the City's Place-Based Streetscape Improvement Program which installs, improves, and repairs streets, street drains, storm drains, ADA curbs and gutters, sidewalks, crosswalks, streetscapes, and traffic lights/signs in neighborhoods where 51% or more of the residents are low- or moderate-income in an effort to improve and promote neighborhood quality of life and increase the economic viability and livability of socioeconomically disadvantaged areas of the City.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	Activities supported by this project will serve a neighborhood of 500 households.
	Location Description	City of Lancaster, PA
	Planned Activities	Specific planned projects include: TBD
9	Project Name	<i>PUBLIC SERVICE CITY PROJECT MANAGER</i>
	Target Area	City of Lancaster, PA
	Goals Supported	Promote Neighborhood Quality of Life
	Needs Addressed	Promote Neighborhood Quality of Life
	Funding	CDBG: \$80,000

	Description	This project is designed to support the Department of Neighborhood Engagement (DoNE) in their efforts to improve the quality of life for our community through collaboration and the development of well-rounded, resident-lead strategies and increased collaboration between the community and City government through providing financial assistance for a DoNE Program Manager role. The purpose of this activity is to provide project management support for the City's core neighborhood engagement initiatives and activities in order to promote and enhance neighborhood quality of life.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	This project is designed to serve the entire City of Lancaster and at a minimum will provide support and assistance to a neighborhood comprised of at least 500 persons.
	Location Description	City of Lancaster, PA
	Planned Activities	Under this project, the DoNE's Program Manager provides support for the following community and resident-facing programs and activities: 1. Love Your Block Grants 2. Neighborhood Leadership Academy 3. PACE Program 4. City VISTA Program 5. Other City programs that further promote neighborhood quality of life
10	Project Name	<i>NEIGHBORHOOD CRIME REDUCTION THROUGH POLICE SOCIAL WORKER PROGRAM</i>
	Target Area	City of Lancaster
	Goals Supported	Promote Neighborhood Quality of Life
	Needs Addressed	Promote Neighborhood Quality of Life
	Funding	CDBG: \$1,065.44
	Description	In 2022, the City will continue to leverage CDBG funding to assist the Neighborhood Crime Reduction Through Police Social Worker Program in supporting a community-oriented, holistic policing program aimed at preventing crime through engagement and connection in order to proactively assist City residents in need by connecting them to appropriate social services or behavioral or mental health providers. This program will work to resolve issues related to homelessness, wellbeing, mental health, aging, housing, child welfare, and domestic violence. This has helped to improve police-led community outcomes and enhance neighborhood quality of life to the benefit of a predominately low- and moderate-income City area. Proposed amendment: Reduce the Neighborhood Crime Reduction through Police Social Worker Position activity in the Promote Neighborhood Quality of Life goal (Matrix Code 05I – IDIS Activity #1931) by \$78,935 (from \$80,000 to \$1,065).
	Target Date	6/30/2023

	Estimate the number and type of families that will benefit from the proposed activities	This activity will serve a neighborhood service area comprised of at least 500 persons.
	Location Description	City of Lancaster, Police Beats 1 – 6
	Planned Activities	See description.
11	Project Name	<i>HEALTH AND HOUSING SOCIAL WORKER PROGRAM</i>
	Target Area	City of Lancaster
	Goals Supported	Promote Neighborhood Quality of Life
	Needs Addressed	Promote Neighborhood Quality of Life
	Funding	CDBG: \$75,000
	Description	The Health and Housing Social Worker Activity is responsible for providing social service and housing support to the City of Lancaster’s Community Planning and Economic Development Department (CPED) and members of the community through managing a caseload focused on addressing problems related to housing and resident health and wellbeing. In 2022, the Health and Housing Social Worker will continue to assist City-clientele in resolving persistent housing-related issues and in finding and securing affordable housing opportunities in the City while also addressing intersecting health issues impacting housing. This program acts as a liaison between the City and the various social service agencies by providing follow-up and case monitoring related to housing issues through a holistic, coordinated community response that connected clientele to a variety of agencies to address intersecting socioeconomic issues related to housing, as appropriate. This activity actively contributes to furthering the City’s goals to utilize CDBG to promote neighborhood quality of life and to also increase access to affordable housing opportunities.
	Target Date	6/30/2023
	Estimate the number and type of families that will benefit from the proposed activities	At least 25 low- and moderate-income City clientele will be directly served through this activity.
	Location Description	City of Lancaster
	Planned Activities	See description.
12	Project Name	<i>SMALL BUSINESS DEVELOPMENT (MICROENTERPRISE DEVELOPMENT)</i>
	Target Area	City of Lancaster
	Goals Supported	Expand Economic Opportunities
	Needs Addressed	Expand Economic Opportunities
	Funding	CDBG: \$20,000

Description	In 2022, the Small Business Development Activity will offer small business training, mentoring, access to financial tools, and other technical assistance to lower-income City residents who wish to establish or expand microenterprise businesses through ASSETS Lancaster. Participants will attend business-oriented training courses and receive targeted technical skill building and coaching to create and implement sustainable microenterprise business models. Applicants successfully completing the ASSETS training will be eligible to apply for microenterprise loans and financial assistance through various local and State-supported funding mechanisms. All attendees will receive continuous technical assistance and support after training completion. This purpose of this program is to improve the economic development support and outcomes for low- and very-low-income persons seeking to start or expand small businesses in the City of Lancaster.
Target Date	6/30/2023
Estimate the number and type of families that will benefit from the proposed activities	This activity will benefit at least 20 small businesses operated by or started by at least 20 low- and moderate-income City residents.
Location Description	City of Lancaster, PA
Planned Activities	See description.

Geographic Distribution

AP-50 Geographic Distribution – 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

All funds will be utilized within the City of Lancaster. Projects that have direct beneficiaries will only serve low- and moderate-income households, while other programs will provide CDBG funds only in low- and moderate-income areas of the City.

Geographic Distribution

Target Area	Percentage of Funds
LANCASTER CITY	100%

Rationale for the priorities for allocating investments geographically

The City has prioritized investing its CDBG dollars in predominately low- and moderate-income areas of the City in order to infuse these neighborhoods with investment leading to socioeconomic revitalization, sustainability, and stability. It is imperative that low- and moderate-income households and areas receive financial and programmatic assistance through this HUD funding mechanism so as not to exacerbate vulnerabilities.

Homeless and Other Special Needs Activities

91.420, 91.220(i)

Introduction

In 2022, the City of Lancaster will work in coordination with the Lancaster County Homelessness Coalition which is the lead agency in charge of Lancaster's Continuum of Care (CoC) to support homelessness services.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs:

Homeless outreach workers provide street-based and shelter-based outreach to persons experiencing homelessness. These workers build relationships with persons experiencing homelessness and connect them with services.

Lancaster County began its coordinated assessment/single point of entry system, known as Community Homeless Assessment and Referral Team (CHART), in September 2013. CHART contracted with United Way 211 to provide initial client screening into the single point of entry system. CHART workers are mobile, allowing them to conduct face-to-face initial assessments to clients who are at emergency shelters, the daytime drop-in center, on the street or in other areas. Outreach Workers are trained to conduct CHART assessments. This decreases the number of contacts a client needs to work with the obtain the services they need.

CHART does the following:

- Ensures that households at imminent risk of homelessness get the right services at the right time and at the right level;
- Provides a single, trusted access point individuals and families can turn to for homeless prevention services, assessment, light case management and referral to emergency housing and other services to help get back on their feet;
- Focus on diversion and prevention whenever possible with shelter entry only when no other option or resource is available;
- Recognize that a successful SPE is dependent upon full provider buy-in; must have sufficient housing specialists, diversion and rapid re-housing resources; and must include permanent housing resource identification/referral at point of entry.

The City will work to support the County in achieving its 2022 goals related to homelessness. These goals are articulated in the County's 2022 Annual Action Plan.

Addressing the emergency shelter and transitional housing needs of homeless persons:

The Lancaster County Homelessness Coalition continues to monitor the need of emergency and transitional housing. Emergency shelter that can be accessed by any family type is the highest priority to receive funding in 2022 because this is the biggest area of need in the community.

Current City Shelters include: Transitional Living Center (TLC) (overnight and day shelter), YWCA (overnight, for women), Women's Winter Shelter and St Mary's Church (overnight, operates during the winter months to help with overflow), Food Hub Emergency Shelter, hosted by Ebenezer Church (overnight) and the Water Street Mission (overnight). Each shelter provider has plans in place to respond

to emergency/urgent situations (such as COVID-19). Currently, they have ramped up cleaning of the facilities and have ensured that food is available to all individuals and families receiving services from the shelter. Outreach is continuing but using social distancing.

Along with the above-mentioned shelters, there are 28 other locations that offer food to those struggling with food insecurity. These services have adapted to emergency/urgent situations, offering on-site food services for those residing in shelters or being housed in hotels.

CHART assessments are also conducted before any individual or family can enter emergency shelter or transitional housing, except for those fleeing domestic violence. These assessments are designed to match each individual to the service that will best meet their core needs.

The City will work to support the County in achieving its 2022 goals related to homelessness. These goals are articulated in the County's 2022 Annual Action Plan.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again:

Rapid re-housing services are the primary method to make the transition to permanent housing and independent living for persons experiencing homelessness. Rapid re-housing helps chronically homeless individuals and families, families the children, veterans and their families to move out of homelessness and into permanent housing as quickly as possible. Tenfold operates two rapid re-housing activity program "Shelter To Independent Living Program" and "Community Housing Solutions."

The skills and disciplines taught through the provision of rapid rehousing case work services as well and the resources identified in each client's "Housing Plan" worked to prevent formerly homeless persons from returning to homelessness. Self-sufficiency is a primary goal of the program.

The City will work to support the County in achieving its 2022 goals related to homelessness. These goals are articulated in the County's 2022 Annual Action Plan.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions) or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs:

The CoC works with the Lancaster County Children and Youth Agency (CYA) who established the Independent Living (IL) Unit to ensure that youth aging out of foster care are not discharged into homelessness. The IL Unit offers education and supportive services for ages 16-21. Staff members facilitate weekly groups about daily living skills such as budgeting, employment, and cooking; including an advanced group to address specific needs of older IL youth. Community volunteers mentor youth for

ongoing support as they access independent housing.

The Lancaster County Continuum of Care meets with publicly funded institutions to ensure proper discharge planning. The Lancaster County Re-Entry Management Organization (RMO) focuses specifically on citizens returning from corrections institutions and programs. Hospitals, county behavioral health, RMO, housing and other various social service providers are represented at the various levels of the Continuum of Care, including its Homeless Service Provider Network (front-line staff), Continuum of Care Planning Committee (management level staff). City and County staff participate at all levels of the Continuum of Care.

The City will work to support the County in achieving its 2022 goals related to homelessness. These goals are articulated in the County's 2022 Annual Action Plan.

Barriers to Affordable Housing

AAP-75 Barriers to affordable housing -91.420, 91.220(j)

Introduction

The City of Lancaster continues to seek and advance policy and programming to alleviate barriers to accessing affordable housing opportunities for residents and will utilize its 2022 CDBG entitlement allocation to assist in developing and implementing innovative and inclusive approaches to advance its affordable housing priorities.

In 2021, the City commissioned The Center for Regional Analysis to conduct study to develop a methodologically sound dataset for informing the design and implementation of policies and strategies to address the challenge of housing affordability and to identify pervasive barriers preventing residents from accessing and maintaining affordable housing in the City. The study, delivered in October of 2021 and entitled Housing Availability in the City of Lancaster and Implications for Housing Affordability, provided critical quantitative, supply and demand data and analysis laying the necessary contextual foundations from which to develop the City's affordable housing strategies, policies, and programming. The study contributed the following key findings about the City's housing affordability challenges:

- Finding 1: The City's housing affordability is impacted by supply and demand dynamics caused by a limited stock and broad spectrum of housing cost burden due to income disparity which create barriers to accessing affordable housing due to market-driven rental costs that are disproportionate to incomes.
- Finding 2: The City has a housing shortage of about 1,165 – 2,455 homes. This contributes to an increase in housing prices, which may cause housing instability and displacement for lower income residents, further aggravating of the City's housing affordability challenge.
- Finding 3: The type of housing available in the City does not meet the needs of the typical City household, generating further housing inequity in terms of housing cost burden for single income earners and small families. The City would therefore benefit from the production and addition of one- and two-bedroom units to its housing stock.
- Finding 4: The City faces limited opportunities to expand its housing supply due its highly residential nature. It should consider adopting transformative policies supporting extensive and deliberate redevelopment at a large scale to combat the housing shortage utilizing land use and zoning mechanisms and promoting rehabilitation and new construction.
- Finding 5: There is an unequal distribution of housing cost burden based on family size and income, creating further housing equity issues in the City. It is estimated that one-third of the City's households are housing cost-burdened with single, nonfamily households, comprising 40% of the City's households, bearing the bulk of this burden. This finding indicates that incomes are insufficient to meet the cost demands of the City's housing market, compounding the City's affordability challenge.

Equipped with the study's findings, the City is working diligently to create and implement solutions seeking to rectify these conditions to improve its affordable housing availability by leveraging all resources and mechanisms available, including CDBG, ARPA, HOME, HOME-ARP grant mechanisms, among other funding avenues.

In Program Year 2022, the City Lancaster will support and fund several activities aimed at reducing or eliminating barriers to fair housing for persons and households seeking to reside in the City, especially

those of low- and moderate-income, which will be explored in greater depth below.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

The City recognizes the growing challenges in affordability and the need to develop an intentional, collaborative, and impactful housing affordability strategy, policies, and laws that diminish and remove barriers to access and availability. In 2022, the City is undertaking targeted, synergistic actions to remove and ameliorate the negative impact of public policies that function as access barriers to affordable housing opportunities for its residents through the following actions:

First and foremost, the City has developed and adopted an Interim Affordable Housing Strategy, informed by the aforementioned Housing Affordability Study, to direct its work to eliminate affordable housing impediments and to inform the direction and nature of land use and zoning changes to be proposed in the upcoming City Comprehensive Plan. Utilizing the core findings of the report, the City's Interim Housing Strategy has set the following goals and actions seeking to diminish the identified barriers to affordable housing in the City to be achieved by 2026:

Goal 1: *Produce approximately 2000 new units, 300 of which are affordable*

Goal 2: *Protect approximately 14,000 existing units, and improve 100+ units*

Goal 3: *Acquire approximately 200 units for affordability-focused redevelopment*

Goal 4: *Innovate to create approximately 100 new units*

Goal 5: *Sustain existing affordability and neighborhood vitality*

A copy of both the Housing Affordability Study and the City's Interim Housing Strategy are included as attachments to this plan.

The City is also in the process of finalizing its Comprehensive Plan which is reevaluating the City's approaches to land use, zoning, taxation, fees, building and housing codes, and other policies related to community, housing, and economic development in order to facilitate the development and provision of equitable public policies related to housing and promote the provision of improved affordable housing opportunities and improve community development.

Furthermore, the preservation and improvement of affordable housing in low- and very low-income neighborhoods is a long-term goal of the City. Achievement of this goal will continue to be promoted in 2022 through (1) continuous, proactive housing code enforcement by the staff of the City's CDBG-assisted "Proactive Housing Code Enforcement Program," (2) City housing rehabilitation efforts through its "Lead Hazard Control Program," to rehabilitate renter- and owner-occupied housing with detected lead hazards for low- and moderate-income residents, restoring the dwelling units to livable conditions and preventing them from being lost, and (3) the provision of financial and structural assistance to very low-, low-, and moderate-income City homeowners to remediate emergency home repairs through the "Critical Repair Program."

Discussion

In 2022, the "Proactive Housing Code Enforcement Program" will enable the City to implement a dynamic housing code enforcement approach designed to improve health and safety conditions in the homes of lower-income City residents, to help maintain affordable, good quality housing, to prevent deterioration

of the City's affordable housing stock, and to thwart the spread of blight, particularly in areas principally occupied by lower-income persons. This work will primarily focus on bringing rental properties successfully up to code to help improve the quality and safety of housing in predominately disadvantaged and deteriorating neighborhoods.

The City will continue to administer its "Lead Hazard Control Program" for households in Census Tracts 9, 10, 14, and 147 with high need to maintain the condition and integrity of their homes and protect against lead poisoning. The Project serves low- and moderate-income residents. The City will conduct this work through childhood lead poisoning prevention activities that identify children under the age of six that have lead-based paint poisoning or may be subject to lead hazards. The City will work to eliminate their health problems and to control and reduce lead paint hazards in the environment of its children. Lancaster will also continue to operate a "Critical Repair Program" to assist low and moderate-income homeowners facing emergency situations regarding some aspect of their home that is threatening their health, life, or wellbeing and which requires immediate attention and resolution. The Critical Repair Program addresses serious housing problems that cannot wait for the normal rehabilitation program process because of the immediate nature of the emergency. The intent of this project is to help lower-income persons or families remain in their affordable housing despite the occurrence of an otherwise insurmountable emergency. Examples of "critical" situations are when an aging heating system in a home is not properly functioning during cold weather and cannot be repaired, a leaking roof, or a broken sewage pipe that is causing sewage to back up into a house. In order to alleviate financial burdens for beneficiaries below 50% AMI, the Critical Repair program has adjusted its design to provide grants for emergency critical repairs in lieu of forgivable loans requiring liens to reduce the risk of aggravating economic injustice.

The City will also continue to implement the Health and Housing Social Worker activity (formerly entitled "Housing Social Worker") in 2022 to help reduce institutional and socioeconomic barriers to affordable housing by providing a dedicated affordable housing resource that works to connect City residents to better housing opportunities and provides support and education to assist residents in navigating the complex housing and supportive services policies and procedures to enable improved comprehension and access.

Further, the City provides Language Access services to its residents through a Language Access Coordinator to facilitate equitable information accessibility for the City's programs and initiatives to meet the language needs of our diverse City population. Additionally, the Health and Housing Social Worker provides bilingual English and Spanish support to further reduce access barriers to affordable housing. These actions, when combined, will help reduce institutional barriers to affordable housing in the City of Lancaster and demonstrate the proactive steps the City is undertaking to implement policies and programs that make affordable housing more available and accessible for all.

Other Actions

AP-85 Other Actions - 91.420, 91.220(k)

Actions planned to address obstacles to meeting underserved needs:

In 2022, the City plans to address obstacles to meeting underserved needs through the provision of strategic housing rehabilitation and development, public service, public infrastructure, and economic development activities focused on improving the wellbeing and living conditions for Lancaster residents, as detailed below:

- The Critical Repair and Lead Hazard Control Programs will focus on addressing the housing health, wellness, and viability of owner- and renter occupied units, lead-paint testing and remediation, and the preservation of the City's affordable housing stock.
- The Fair Housing Services will provide communal education and mediate issues between landlords and tenants to improve City residents' quality of life, their understanding of fair housing rights, and improve access to affordable housing opportunities and mechanisms.
- The City will provide various public service activities to increase access to and utilization of vital social services available in the City, including helping to fund a holistic, resident-centric Neighborhood Crime Reduction through Police Social Worker Program, a Health and Housing Social Worker dedicated to addressing multifaceted socioeconomic housing challenges of City residents, and a Public Service City Project Manager to improve the quality of life of our community through fostering intra-City collaboration, government transparency, and developing well-rounded, resident-led neighborhood strategies.
- The City will also provide neighborhood based public facility and infrastructure improvements in neighborhoods identified as having high service needs through its planned Place-based Streetscape Improvements Program.
- In 2022, the City plans on seeking proposed solutions and leveraging additional funding sources for the purposes of increasing affordable housing development opportunities for residents through its planned Affordable Housing Development Solutions CDBG activity, in coordination with other affordable housing funding sources such as HOME-ARP. Some solutions might include construction of new housing, homeownership assistance, and acquisition or rehabilitation of existing housing to create more affordable housing units in the City for residents of low- and moderate-income.
- The City is committed to expanding economic opportunities for Lancaster residents and will support the Small Business Development Activity in 2022, which will be aimed at improving the economic development services and outcomes for low- and very-low-income persons. This project will offer small business training, mentoring, access to financial tools, and other technical assistance to lower-income City residents who wish to establish or expand microenterprise businesses. Participants attend business-oriented training courses and receive targeted technical skill building and coaching to create and implement sustainable microenterprise business models.

The City's Critical Repair Program, Lead Hazard Control Program, and Healthy Homes Program all focus

on maintaining owner-occupied housing and addressing deferred maintenance for households under 80% Area Median Income (AMI). The City's Housing and Building Code Enforcement Programs will assist in ensuring the maintenance of housing, businesses, and buildings throughout the City (with a focus on the rental and business community who often struggle with quality and/or affordability). The City will also continue working with Spanish American Civic Association (SACA) Development Corp. and Partners with Purpose (both qualified Community Housing Development Organizations (CHDOs) in their development of affordable housing, particularly in the Southeast area of Lancaster City, which has a concentration of minority and low-income households, on various HOME-assisted initiatives detailed in Lancaster County's Consortium collaboration.

These programs enhance the livability of the property and provide vulnerable residents with an affordable method to stay in a stable, healthy living environment.

Actions planned to foster and maintain affordable housing:

The City's plans to implement activities focused on fostering and maintaining good quality, affordable housing, which is one of the primary objectives driving the allocation priorities of its Community Planning and Development funding.

Since the cost of preserving existing units as affordable often is less than the cost of creating a newly constructed affordable unit, the City will focus a large portion of its 2022 grant funding towards the preservation and maintenance of its affordable housing stock, especially in areas predominately occupied by low- and moderate-income persons and households. Preserving quality among our affordable housing stock also promotes housing stability for our residents. Combined, these factors make preservation a cost-effective strategy when grappling with the need for quality affordable housing in our community. Our community has an aging housing stock and is starting to see the effects of climate change. Without attention to property condition, residents are at risk of lead poisoning and other conditions that may adversely affect their health. They are also at risk of displacement. To help counter these challenges, the City will performance maintenance of affordable housing that will be carried out through the City's Proactive Housing Code Enforcement Program, Critical Repair Program, and City Lead Hazard Control Program to promote the provision of safe, high-quality housing to sustain the City's current housing stock.

Additionally, the community has an urgent need for increased affordable housing to support our low- and moderate-income households. According to the US Census (ACS 5-Year Estimate 2015 - 2019) an estimated 1,868 (or 19.47% of) Lancaster City homeowners and an estimated 5,805 (or 46.45% of) Lancaster City renters are housing cost burdened. The City will take concerted steps to support the provision affordable units, as laid out in its Interim Housing Strategy, which will include exploring and investing in opportunities to increase affordable housing for its community members. Solutions might include construction of new housing, homeownership assistance, and acquisition or rehab of existing housing for the purposes of increasing affordable housing. The Goal Outcome Indicators and Funding Allocations may shift and change as the City's team better learn the need and develop a viable strategy.

The City of Lancaster will also continue to work to support the Lancaster City Housing Authority in their provision of public housing in the City through acting as the Responsible Entity in the environmental review process in order to strengthen and further PHA service provision and goal achievement.

Actions planned to reduce lead-based paint hazards:

In 2022, the City of Lancaster will continue to administer its Lead Hazard Control Program that assists

eligible homeowners with reducing and/or abating lead hazards in their properties. This program has also been expanded to include rental properties.

In 2019, the City was awarded \$9.1M in Lead Hazard Reduction Grant through the U.S. Department of Housing and Urban Development, plus an additional \$700,000 of Healthy Homes Supplemental funding. These dollars will be used to systematically make 500 housing units lead-safe over five (5) years. The funding is enabling the City to scale up its existing Lead Hazard Control Program by hiring additional staff, including outreach workers. The target area encompasses four Census tracts (9, 10, 14, and 147) in the southern half of the City where 16,000 residents live. 61.5% of houses in the focus area were built prior to 1940 and lead-based paint is most likely present in the majority of households within the target area. Over 60% of families in the target area have low incomes and 82.6% of the population is a minority (including 58.6% Hispanic), meaning that this is a problem that is disproportionately affecting the City's most vulnerable populations. Over the next five years, the City of Lancaster will successfully make 500 housing units lead safe. The Healthy Homes Supplemental Funding is also allowing the City to address other health hazards (such as radon, mold, and tripping hazards) in 120 homes. In 2022, the City will eliminate a lien requirement for properties in the program to promote and ensure equitable access for landlords and tenants.

Additionally, the City conducted a community and stakeholder engagement process in Fall of 2021 to develop and update the City's Lead Hazard Control ordinance, which was passed by City Council in April of 2022.

Actions planned to reduce the number of poverty-level families:

In 2016, the Mayor's Commission to Combat Poverty released *One Good Job, A Strategic Plan to Cut Poverty in Half in Lancaster City by 2032*. The plan includes recommendations to reduce poverty in four (4) distinct areas: Workforce, Education, Housing & Community. Additionally, the Mayor's *Block by Block* Strategic Plan identifies a "Sustainable Economy" as a cornerstone of the City's long-term development and seeks to create and maintain sustainable employment opportunities in the City and support family-sustaining jobs that allow residents to grow and thrive as a measure to combat poverty.

In 2022, the City will continue its work to address pervasive housing and socioeconomic issues perpetuating generational poverty for low- and moderate-income families by designing and implementing HUD-assisted programming to further its strategic goals and decrease the prevalence of inequity and incidences of poverty. The following CDBG programs represent actions that City will take in 2022 to ameliorate intersecting conditions and issues sustaining poverty for the City's most vulnerable households in order to enact the necessary transformational change:

1. *The Critical Repair and Lead Hazard Control Programs:* Specifically directed towards benefitting very low-, low-, and moderate-income households and homeowners, in an effort to preserve assets, increase property values, and maintain quality, safe affordable housing by providing the support necessary to address lead hazards and conduct emergency critical repairs at homes within the City's most poverty-stricken neighborhoods.
2. *The Health and Housing Social Worker Activity:* This activity assists City residents in accessing affordable housing opportunities and provides the necessary support in helping to rectify and resolve corresponding social and health related issues negatively impacting housing stability in such a way that seeks to diminish housing insecurity created by poverty.

3. *The Proactive Housing Code Enforcement Activity:* Proactive code enforcement efforts aimed at alleviating unhealthy and unsafe housing and building conditions in socioeconomically challenged areas of the City in an effort to maintain access to high quality, safe, and affordable housing to combat housing inequality and housing cost burden.
4. *The Fair Housing Services Activity:* Furthering the provision and accessibility to quality, safe, and affordable housing through Fair Housing rights outreach, education, and support to reduce and help eliminate housing-based discrimination feeding the cycle of poverty.
5. *The Small Business Development Activity:* Business education, training, mentoring, access to financial tools, and other technical assistance offered to lower-income City residents who wish to establish or expand microenterprise businesses.
6. *The Affordable Housing Development Solutions Activity:* This activity will seek to facilitate solutions to the City's affordable housing shortage by collaborating with community service providers and developers to identify and implement housing projects that improve access to and availability of affordable housing for income-constrained City households to alleviate housing cost burdens that contribute to the perpetuation of poverty.

These activities, when combined, represent intersecting efforts to create solutions to rectify communal experiences of poverty through housing, community, and education-focused interventions.

Actions planned to develop institutional structure:

The Department of Community Planning and Economic Development (CPED) assists with many efforts to overcome gaps in the institutional structure of the service delivery system in the City. Foremost, CPED is the result of a restructuring to increase the availability and accessibility of programs and services targeting low- and moderate-income persons and neighborhoods as well as to advance overall community and economic development goals.

The City recognizes that challenges with institutional structure must be resolved through a collaborative approach across all community stakeholders. Coalitions, partnerships, and networks that facilitate the exchange of information and ideas will continue to be enhanced across all sectors of the community. For example, in 2021 the City stood up a Department of Neighborhood Engagement to provide an official institutional structure to encourage and strengthen community collaboration and create accessible opportunities for dialogue, learning, partnership, civic leadership building, and action between the City government and neighborhood residents to improve City quality of life.

Furthermore, in 2021 the Mayor implemented a citizen-oriented Block by Block Strategic Plan that seeks to further the provision of "Sound Government" as a major pillar. This effort is grounded in the building of structural processes and systems that foster government accessibility, accountability, and transparency to create equitable laws and policies driven by data-informed, citizen-oriented decision making at all levels. In 2022, CPED representatives actively participate on a variety of committees and boards to enhance intra-City collaboration, communication, and relationship-building to continue to develop institutional structures. This involvement helps the City to understand its role and responsibilities. These collaborative entities include:

- Lancaster City Alliance
- Community Action Partnership of Lancaster County

- Redevelopment Authority of the City of Lancaster
- Lancaster County Coalition to End Homelessness
- Lancaster County HOME Consortium
- Lancaster County Behavioral Health & Development Services Advisory Board
- Emergency Food and Shelter Program (Local Board)
- SACA Development Corporation (a qualified CHDO)
- SoWe: Southwest Neighbors
- Elm Street Revitalization Program for Southeast Lancaster

From 2021 – 2025, the City has sought and will continue to seek to achieve the following goals regarding Lancaster’s institutional structure:

1. Strengthen existing public/private partnerships and create new ones to implement programs and deliver services of all types.
2. Promote citizen participation as the cornerstone of every planning process.
3. Create interactive community information systems at the city and neighborhood levels.
4. Create community indicators and benchmarking programs to measure the success of public and private programs and policies.
5. Provide public education and encourage public awareness regarding issues that affect all City residents, but primarily person of low and very low income.
6. Customize housing information and technical assistance.
7. Maximize existing City programs that provide homeownership and rental assistance.
8. Support advocacy and planning activities with organizations whose primary mission relates to the provision of housing for low- and very low-income households.

Actions planned to enhance coordination between public and private housing and social service agencies:

In effort to enhance community coordination, in 2022 City employees will continue to sit on various boards and committee whose memberships provide a network that spans private housing and social service agencies – such as Tenfold, Lancaster County Behavioral Health and Development Services, Lancaster County Refugee and Immigrant Coalition, and the Lancaster County Homelessness Coalition. Further, the City’s Health and Housing Social Worker will continue to direct connection to public and private housing opportunities and provides coordination with supportive social services, as needed. The City will also facilitate continuous agency-level coordination between the Lancaster City Housing Authority, Lancaster County Redevelopment Authority, and the Coalition to streamline provision of affordable housing and supportive services.

The City is involved with SACA, which develops affordable housing for low- and moderate-income households. SACA also provides social services to seniors and others in the community and operates a workforce training facility. One Coalition in particular, the Lancaster County Homelessness Coalition, has made significant strides in enhancing coordination between community stakeholders. The Coalition is made up of a variety of social service, faith-based, mental health providers and housing agencies. While the main goal of the coalition is focused on ending homelessness, housing plays a key part in achieving that goal. The Coalition also allows for partnerships to be built and networking to be done between various agencies. The City will continue to play an active role within this coalition in 2022.

Discussion

In 2022, the City of Lancaster will continue to support the Fair Housing Services Program. This program is

carried out by Tenfold's Housing Rights and Resources Center (HRRC) which receives CDBG administrative funding to address and rectify pervasive impediments identified in the 2021 Analysis of Impediments to Fair Housing Choice through conducting the following activities:

1. Provision of two (2) Fair Housing trainings in partnership with PHFA and other agencies.
Creation and distribution of a digital bi-annual publication that contains Fair Housing information.
2. Provision of technical assistance on Fair Housing issues including facilitating mediations and submission of Fair housing complaint questionnaire to the proper city and/or state enforcement entities.
3. Distribution of the Landlord & Tenant Guide in print and electronically.
Provision of consultation and advocacy on issues related to Fair Housing and its close relationship to Landlord/Tenant issues.
4. Consultation and collaboration with City and State Fair Housing enforcement entities.
HRRC is working with local disability organizations to explore creation of housing opportunities that will increase housing choice for this community.
5. Provision of informational presentations on Section 811 Project Rental Assistance (a program developed to provide low to moderate income individuals with disabilities access to quality housing) to City housing providers as a viable option of expanding/increasing the availability of 811 units throughout the city.
6. Hosting of one (1) Housing Summit providing fair housing information, in partnership with local agencies – format and date contingent on COVID-19 safety measures.
7. Provision of Fair Lending information to consumers through homebuyer classes.
8. Hosting of one (1) Fair Lending network event for City lending institutions – format and date dependent on COVID-19 restrictions and safety measures.
9. Working with local immigrant and resettlement organizations to ensure these populations understand their fair housing rights and that their rights are not being infringed upon.
10. Distribution of the Landlord & Tenant Guide in print and electronically in multiple languages.
11. Utilization of telephonic language lines to serve consumers with varying language needs.
12. Utilization of American Sign Language (ASL) video interpreting service for consumers in need of this service.

The City will also continue to ensure meaningful access to programs and activities by Limited English Proficient (LEP) persons. In 2019, the City of Lancaster implemented its Language Access Plan and hired its first-ever Language Access Coordinator to ensure the implementation and regulation of the Language Access Plan (attached). Federally funded programs carried out by the City (Critical Repair Program and the Lead Hazard Control Program) have documents and information available in both English and Spanish. The City will continue to work regularly with SACA which provides services to the Hispanic community.

SACA is also a CHDO and has received HOME funding to create and renovate affordable housing units. Further, Tenfold also offers first-time homebuyer classes and a down payment assistance program. Documents and classes are available in both English and Spanish.

The City of Lancaster is a part of the Lancaster County HOME Consortium. Please view the County's 2022 Annual Action Plan for a comprehensive understanding of how HOME funding is being utilized to address the identified Impediments to Fair Housing (2021).

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(l)(1,2,4)

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	0

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	100.00%

Discussion

In 2022, the City of Lancaster estimates that it will utilize 100% of its CDBG funding for activities that benefit persons of low- and moderate-income.

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