

FISCAL YEAR 2023

The City of Lancaster, Pennsylvania

ANNUAL ACTION PLAN

Substantial Amendment 1.0 dated 02/03/2025

For the Program Year
January 1, 2023 to December 31, 2023

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

Lancaster, Pennsylvania
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Lancaster, PA 17602

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Danene Sorace, Mayor

Annual Action Plan
2023

1

Table of Contents

Executive Summary	3
Lead & Responsible Agencies	7
Consultation	8
Citizen Participation	25
Expected Resources	30
Annual Goals and Objectives	32
2023 Planned Projects	34
Project Summary Information	35
Geographic Distribution	45
Homeless and Other Special Needs Activities	46
Barriers to Affordable Housing	48
Other Actions	51
Program Specific Requirements	58
Appendices	59

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 \$1,524,362 in Community Development Block Grant (CDBG) entitlement funding for Fiscal Year 2023. For the second year in a row, the City of Lancaster fell below the minimum threshold to receive a Fiscal Year (FY) 2023 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 2023 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 2023 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 \$64,077 (from \$185,900 to \$121,823).
- Reduce City Planning allocation (IDIS Activity ID #2068 – Matrix Code 20) by \$24,802 (from \$50,000 to \$25,198).
- Reduce Indirect Admin allocation (IDIS Activity #2067 – Matrix Code 21B) by \$48,355 (from \$48,355 to \$0).
- Increase Critical Repair and Lead Hazard Control Program Administration activity in the Maintain Affordable, Good Quality Housing (IDIS Activity #2015 – Matrix Code 14H) by \$85,236 (from \$215,000 to \$300,236).
- Increase Affordable Housing Development Solutions activity within the Increase Affordable Housing Opportunities goal (Matrix Code 14A – IDIS Activity #2064) by \$51,978 (from \$163,551 to \$215,529) to meet the continuing community need for affordable housing.

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 2023:

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 2022 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 2023 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 2023.

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 2023 Annual Action Plan.

Overview of Citizen Participation Process:

- *March 22nd, 2023: Consolidated Annual Performance Evaluation Report (CAPER) Public Meeting*
 - The City hosted a public meeting to review its 2022 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 the City's (1) the Critical Repair Program and (2) the Lead Hazard Reduction Program.
 - One (1) community member attended the meeting. The meeting was recorded and available on the City's YouTube channel for viewing in perpetuity.
 - No public comments were received during this meeting.
- *March 24, 2023 – April 25, 2023: 2023 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, the City's website, and the Engage Lancaster platform.*
 - *In addition, copies of the Annual Action Plan are available to the public at City Hall.*
- *April 3, 2023: City Council Committee Meeting*
 - The Department of Community Planning & Economic Development (CPED), which administers the City's Community Planning & Development (CPD) grant portfolio, presented its FY2023 Annual Action Plan strategy to City Council and the general public in attendance in-person and virtually.
 - Seven (7) City Counselors, one (1) Mayor, nine (9) community members, and nine (9) City Hall employees attended the meeting.
 - Public and Council comments were received during this session and are detailed in Section 5. Summary of Public Comments, below.
- *April 11, 2023: City Council Meeting*

- CPED formally put forth its 2023 Annual Action Plan for City Council resolution and received Council approval and adoption.
- This meeting was open to the public.
- Additional comments received are detailed below.
- *April 20, 2023: Joint City/County 2023 Annual Action Plan Public Meeting*
 - The City hosted a public meeting to review its 2023 Annual Action Plan and to garner public feedback in collaboration with the County.
 - The meeting was hosted in-person and virtually.
 - One (1) community member attended the meeting.
 - The PowerPoint presentation and Information Sheet from this meeting are being made available on the City's website in both English and Spanish.

Consultation Process

The City and County collectively engaged in a consultation process to help inform and strengthen its 2023 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

General Public Comments Received During Comment Period

- Resident sees a need for programs that provide affordable housing and critical repair services.
- Resident sees a need for services supporting unsheltered children and youth.
- The City is encouraged to work with the Low Income Home Energy Assistance Program, weatherization provider for Lancaster county when non-operable furnaces require repair or replacement. LIHEAP/WAP can cover these costs in certain circumstances. In some instances these cannot be repaired if other elements of the home are damaged so using critical repair to fix those issues and allowing LIHEAP/WAP to fix the furnace allows for the greatest stretching of available funds.
- Are street trees included in the scope? They have a positive impact on physical health and mental wellbeing, and could be installed in conjunction with accessibility improvements where feasible.

Council Meetings Comments

- What is the strategy for ensuring program impact despite budget constraints that continue annually?
- How does the Neighborhood Crime Reduction through Police Social Worker Program work to reduce crime
- What internal positions does CDBG help to fund?
- What costs does the City use CDBG Planning & Administration funding to cover?
- Resident sees a need for CDBG funding to be provided directly to external community organizations as opposed to internally allocated.
- Why did the City not receive ESG funds in 2023?

- Resident and Councilor seeks clarification about the roles and responsibilities of the City and County in the HOME Consortium.
- Resident sees a continuing need for the City to improve its public participation in process related to its HUD funding.

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

All comments received were accepted and incorporated into the plan where applicable.

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

Consolidated Plan Public Contact Information

Brynn K. McGowan, Community Development Administrator, bmcgowan@cityoflanasterpa.gov
 Simone Dia, Community Development Administrator, sdia@cityoflanasterpa.gov

Substantial Amendment Public Contact Information

Jennifer Rummel, Community Development Administrator, jrummel@cityoflanasterpa.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 2023 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 a member of the Lancaster County Homelessness Coalition, which is comprised of over 60 partners representing faith-based organizations, housing providers, private and governmental health providers, mental health providers, and social services providers. City staff are active participants on the Steering Committee and other Coalition committees; the groups and committees frequently discuss initiatives 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.

City staff also work closely with other agencies through service provider networks such as the Coalition for Sustainable Housing, the Homeless Outreach Network, the Eviction Prevention Network, and Tenfold's Housing Rights and Resource Center (HRRC). 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.

Additionally, the CDBG-supported Health and Housing Social Worker works between public and private housing and health providers to connect City residents with safe, quality, and affordable housing opportunities. Also, the Office of Lead Safety partners with housing providers and health agencies to improve housing conditions and reduce hazards detrimental to public health.

These efforts enhance coordination to better serve the housing needs of Lancaster City residents.

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)**

Agencies, groups, organizations who participated

1	Agency/Group/Organization	Lancaster County Housing and 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 2023. 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

	<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>City and County 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. Furthermore, the City of Lancaster has selected an internet service provider, Shentel Communications, through a competitive process to be our municipal broadband partner that will build on existing City-owned fiber to ensure 100% coverage for residential broadband services, including a net no cost option for qualifying households. Shentel plans to commence design and construction immediately upon execution of the final agreement. Shentel will lease, maintain and operate existing City-owned fiber, install additional fiber, and ensure the funding, design, installation, operation and maintenance necessary to deliver universal, equitable broadband services. As well, the City will leverage fiber investments for government use.</p>
3	<p>Agency/Group/Organization</p>	<p>REDEVELOPMENT AUTHORITY OF THE CITY OF LANCASTER (RACL)</p>
	<p>Agency/Group/Organization Type</p>	<p>Housing Services - Housing Other government - Local</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Public Housing Needs Non-Homeless Special Needs 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?	Affordable housing continues to be a pervasive challenge and persistent need. There is a deficit of good quality, safe, affordable housing stock for low- and moderate-income City households that is constrained by high-demand real estate market conditions.
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. The United Way was consulted by CoC staff, to enhance coordination with the organization, UW staff suggested providing additional funding for the 211 program and inviting them to more county-run meetings. They also proposed allowing 211 to do emergency intakes for emergency housing in the evening and on the weekends.

5	Agency/Group/Organization	Lancaster County Workforce Development Board
	Agency/Group/Organization Type	Services – Employment Other government – County Regional organization
	What section of the Plan was addressed by Consultation?	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?	Staff of the workforce development board was consulted virtually. More intentional collaboration between our organizations (City/County) on issues pertaining to workforce activities and funding as well as needs of the ALICE (asset limited, income constrained, employed) population County-wide.
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>The County led the consultation with the CoC, which was conducted in-person. Areas for improved coordination include increasing collaboration among providers in the field and improving communication. Some barriers to the work of the coalition which the authority is coordinating to overcome include increasing capacity through development of new facilities and increasing availability of affordable housing.</p>
7	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p> <p>What section of the Plan was addressed by Consultation?</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>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>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>Consultation was performed via a meeting between Community Action Partnership and staff. During the meeting CAP staff indicated that they felt coordination was good and they have a positive experience when working with partners from county agencies, but stated that increasing the supply of affordable housing in the county should be a priority.</p>

8	Agency/Group/Organization	YWCA Lancaster
	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?	The YWCA was consulted virtually. Staff of the YWCA identified the following areas for improved coordination: data sharing and using the YWCA published County-Wide disparities to inform program management and services. YWCA staff noted that communication has improved over the past year, and that the facility has received a variety of support from the Authority, County, and City for its housing programs.
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. The Lancaster City Housing Authority was consulted virtually. The City's PHA is the only provider of publicly owned and operated housing in the county as the County's PHA does not own or manage any properties. There is an increased need for communication and collaboration between LCHA and the city and county when discussing affordable housing needs and strategies. More resources and focus should be given to the preservation of existing affordable rental housing and the creation of new affordable rental units as there has been an increase in the need for affordable rental housing.
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 LGH work closely together to raise awareness around and address adverse lead-induced health outcomes for young children living in aging housing stock. Proactive property maintenance and code enforcement can help to reduce lead poisoning risks and address lead in properties. The City's Lead Hazard Control Program 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 2023.
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?	Homelessness Needs – Chronically Homeless 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 EMS (LEMSA) was consulted virtually. Increased coordination for services related to community paramedicine for those who are chronically homeless and in need of medical or mental health interventions or services is needed between the City, County, and organization.

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
	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 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. The president of the Lancaster City Alliance was consulted virtually. They identified workforce development and housing as two of the biggest areas of need for Lancaster City and County, with a key issue of identifying one organization to be identified as the lead to build support around. Continued regular engagement and communication is needed to maintain and improve relationship.
13	Agency/Group/Organization	ASSETS, LANCASTER
	Agency/Group/Organization Type	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
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	ASSETS was consulted virtually. Areas identified for increased coordination were engagement and educational opportunities which allow for a discussion of work and needs of small business owners and entrepreneurs in the City and County.
14	Agency/Group/Organization	Lancaster Clean Water Partners
	Agency/Group/Organization Type	Agency – Maintaining Flood Prone Areas Agency – Management of Public Land or Water Resources

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Other – Clean Water Resources
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Lancaster Clean Water Partners was consulted virtually. Increased coordination and discussion is needed around funding availability, clean water and conservation outreach for homeowners and landowners, prioritization of the clean water countywide action plan in new developments.
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. Increased education is needed in the community on the issues of poverty and homelessness, increased resources around the availability of social services to identify gaps and areas of need, and facilitation of partnerships between social service providers by the authority/CoC/City, and better training and resources around the Empower Lancaster software and CHART system.
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?	Staff of the Food Hub was consulted via a meeting with grantee staff from the Human Services department/CoC. Increased education is needed in the community on the issues of poverty and homelessness, increased resources around the availability of social services to identify gaps and areas of need, and facilitation of partnerships between social service providers by the authority/CoC, and better training and resources around the Empower Lancaster software and CHART system.
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 Services-Fair Housing
	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

	<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>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. Tenfold was consulted virtually by representatives from the County and City. The majority of the discussion was centered around the increased need for fair housing services over the past year over 20 fair housing complaints were filed on behalf of city and county residents and the majority of complaints were related to discrimination based on disability status. Housing affordability is also a major issue with many calls received trying to locate affordable units that are also accessible. After the end of the Emergency Rental Assistance Program a lack of funding for eviction prevention has been a big challenge as well and has lead to an increased number of calls. Tenfold staff also discussed the potential for improving coordination through partnering with the county and city on workshops for their monthly housing forums and working to expand municipal outreach around fair and affordable housing at the county level.</p>
18	<p>Agency/Group/Organization</p>	<p>Spanish American Civic Association Development Corp (SACA)</p>
	<p>Agency/Group/Organization Type</p>	<p>Services – Housing Services – Health Services – Employment Regional organization Civic Leaders</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Needs Assessment Market Analysis Economic Development 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 president of SACA was consulted virtually. Housing and human (social) services were identified of key areas of need for the community, with suggestions of increasing the level of communication and coordination across organizations to build capacity to address persistent problems and create a more efficient way to deliver services. A need for increased communication about a county-wide affordable housing strategy was also noted, current discussions focus mainly on the city.</p>

19	Agency/Group/Organization	Lancaster County Emergency Management
	Agency/Group/Organization Type	Agency – Emergency Management Other government – County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment 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 director of LCEM was consulted virtually. Recommended action of forming a task force which incorporates emergency management as a partner in planning and developing strategies around housing needs and anti-poverty strategy to develop holistic solutions. Poverty and affordable housing should be treated like other emergency or disaster situations. There is also a need for funding for disaster response sheltering in emergency displacement scenarios.
20	Agency/Group/Organization	Housing Development Corporation MidAtlantic
	Agency/Group/Organization Type	Housing Regional organization
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	HDC MidAtlantic was consulted virtually. The need for a more collaborative approach was noted as an area for improved coordination, additionally the challenges present in constructing affordable housing due to the slow timeline of land development approvals and difficulty in building dense housing due to zoning restrictions.
21	Agency/Group/Organization	LANCASTER COUNTY HOUSING AUTHORITY
	Agency/Group/Organization Type	PHA Housing
	What section of the Plan was addressed by Consultation?	Housing Needs Assessment Public Housing Needs Market Analysis
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The County Housing Authority is a department of the Redevelopment Authority of the County and was consulted in person. Areas for improved coordination include potential for owning multi-family properties which serve tenants who receive a housing choice voucher or tenants in need of rental assistance, and increasing communication around unit availability or utilizing project-based vouchers for acquisition rehab projects which create or improve affordable rental units.

22	Agency/Group/Organization	Crossnet Ministries
	Agency/Group/Organization Type	Services – homelessness
	What section of the Plan was addressed by Consultation?	Housing Needs 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?	Crossnet Ministries was consulted by Human Services dept./CoC staff. More education around poverty and mentoring was identified as an area for improved coordination.
23	Agency/Group/Organization	Lancaster City Police Bureau - Social Worker
	Agency/Group/Organization Type	Services – homeless Publicly Funded Institution/System of Care Other government – Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	The Lancaster City Police Bureau's Social Worker was consulted via a meeting with CoC staff. There has been an increase in calls related to crisis referrals. Additional case management for currently unsheltered and homeless individuals is needed, as well as increased communication between CoC staff and police social worker.

Table 2 – Agencies, groups, organizations who participated

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

All relevant organizations and agency types were consulted during the City and County's joint consultation process for our 2023 Annual Action Plan.

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.
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

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 Friday, March 24, 2023, announcing a minimum 30-day public comment period. A public meeting held on April 20, 2023 was announced via newspaper advertisement on April 5, 2023 and subsequently advertised on the City's website and through social media.

The 2023 AAP is available on the City's website and its Engage Lancaster community engagement forum. Any comments received are detailed in Section AP-05, Part 5. and have been 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	No comments were received in response to this posting.	No comments were received in response to this posting.	N/A	https://www.cityoflancasterpa.gov/wp-content/uploads/2023/03/DRAFT-2023-Annual-Action-Plan-Public-Comment.pdf
2	Internet Outreach: Public Posting of 2023 AAP	Non-Targeted/ Broad Community	2 Public Comments Received	<p>- The City is encouraged to work with the Low Income Home Energy Assistance Program, weatherization provider for Lancaster county when non-operable furnaces require repair or replacement. LIHEAP/WAP can cover these costs in certain circumstances. In some instances these cannot be repaired if other elements of the home are damaged so using critical repair to fix those issues and allowing LIHEAP/WAP to fix the furnace allows for the greatest stretching of available funds.</p> <p>- Are street trees included in the scope? They have a positive impact on physical health and mental wellbeing, and could be installed in conjunction with accessibility improvements where feasible.</p>	All comments accepted.	<p>Engage Lancaster: https://engage.cityoflancasterpa.gov/en/projects/2023-annual-action-plan</p> <p>LSCD Website: https://www.cityoflancasterpa.gov/wp-content/uploads/2023/03/DRAFT-2023-Annual-Action-Plan-Public-Comment.pdf</p>

3	Public Meeting: Consolidated Annual Performance and Accomplishment Report (CAPER)	Non-Targeted/ Broad Community	1 community member and 5 City Hall employees	None	N/A	https://www.cityoflancasterpa.gov/wp-content/uploads/2023/03/DRAFT-2022-CAPER-FINAL-1.pdf
4	Public Meeting: City/County 2023 Annual Action Plan	Non-Targeted/ Broad Community Non-English Speaking: Spanish	2 County employees, 3 City employees, 1 community member	- Resident sees a need for programs that provide affordable housing and critical repair services. - Resident sees a need for services supporting unsheltered children and youth.	All comments accepted.	https://www.cityoflancasterpa.gov/event/2023-annual-action-plan-public-meeting/

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5	Public Hearing: Council Committee Meeting	Non-Targeted/ Broad Community	7 City Council members, 1 Mayor, 9 community members, 9 City Hall employees	<ul style="list-style-type: none"> - What is the strategy for ensuring program impact despite budget constraints that continue annually? - How does the Neighborhood Crime Reduction through Police Social Worker Program work to reduce crime - What internal positions does CDBG help to fund? - What costs does the City use CDBG Planning & Administration funding to cover? - Resident sees a need for CDBG funding to be provided directly to external community organizations as opposed to internally allocated. - Why did the City not receive ESG funds in 2023? - Resident and Councilor seeks clarification about the roles and responsibilities of the City and County in the HOME Consortium. - Resident sees a continuing need for the City to improve its public participation in process related to its HUD funding. 	All comments accepted.	https://www.youtube.com/watch?v=WC0BsQY8Msg
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6	Public Hearing: City Council Meeting	Non-Targeted/ Broad Community	7 City Councilors; 1 Mayor; approximately 20 City residents and 6 City Hall employees	- What internal positions does CDBG help to fund?	All comments accepted.	https://www.youtube.com/watch?v=i5_GzkVcS1U
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Table 4 – Citizen Participation Outreach

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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 2023:

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	\$1,524,362	\$25,000	\$0	\$1,549,362	\$4,543,086	2023 Entitlement Amount and estimated 2023 Program Income with estimated 2023 – 2025 estimated entitlement based on FY2023 allocation and estimated yearly Program Income with a 5% projected annual decrease based on historical trends.

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 2023 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 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: \$780,811	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: \$215,529	Homeowner Housing Rehabilitated: 2
3	Promote Neighborhood Quality of Life	2021	2025	Non-Housing Community Development	LANCASTER CITY	Promote Neighborhood Quality of Life	CDBG: \$366,000	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

*Includes \$284,235 in projected 2023 Planning & Administration Costs distributed equally towards goals 1 - 4.

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 2023, this housing goal will continue to 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 2023, the City will continue to leverage 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 2023, 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 continuing to use CDBG 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 through the Small Business Development Program.
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 and will also pursue alternative funding opportunities through the Pennsylvania Department of Community and Economic Development (DCED).

2023 Planned Projects
AP-35 Projects - 91.420, 91.220(d)

Introduction

The City plans to implement the following projects in 2023, 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	2023 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 2023, the City has allocated 49.48% of its CDBG funding towards maintaining affordable, good quality housing, 15.14% towards, increasing affordable housing opportunities, 29.50% toward improving neighborhood quality of life and 5.88% 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	2023 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: \$121,823.02
	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 the CDBG Program Administration allocation by \$64,077 (Matrix Code 21A – IDIS Activity #2016) from \$185,900 to \$121,823. Reduce indirect administration costs (Matrix Code 21B – IDIS Activity # IDIS Activity #2067) by \$48,355 from \$48,355 to \$0.
	Target Date	12/31/2023
	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
	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: \$20,000.00

Description	In 2023, 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 2023 CDBG dollars will be committed to help fund this program from July 1, 2023 to June 30, 2024. 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	6/30/2024
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 affirmatively further fair housing in the City:</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	CRITICAL REPAIR AND LEAD HAZARD CONTROL PROGRAM ADMINISTRATION
	Target Area	City of Lancaster, PA
	Goals Supported	Maintain Affordable, Good Quality Housing
	Needs Addressed	Maintain Affordable, Good Quality Housing
	Funding	CDBG: \$300,235.63

	Description	<p>This project will help cover administrative costs of the City Lead Hazard Control Program and Critical Repair Program in 2023.</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 435 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 goal (Matrix Code 14H – IDIS Activity #2015) by \$85,236 (from 215,000 to \$300,236).</p>
	Target Date	12/31/2023
	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 2023 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: \$25,198.45
	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. Proposed amendment: Reduce the City Planning activity (Matrix Code 20 – IDIS Activity #2068) by \$24,802 from \$50,000 to \$25,198.
	Target Date	12/31/2023
	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 2023, 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	12/31/2023
	Estimate the number and type of families that will benefit from the proposed activities	The Critical Repair Program will assist at least 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: \$355,576
	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 complaint-based code enforcement actions. The City has committed \$355,576 of its 2023 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 2023, 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	12/31/2023
	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 activities through predominately complaint-based rental inspections that result in the remediation of violations in order to improve the health and safety of the City's affordable housing stock and adhere to the City's housing code as allowable under 24 CFR 570.202	
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: \$215,528.90

	Description	<p>The City is prioritizing increasing affordable housing for its community members leveraging all resources available. The City has allocated \$215,528.90 in CDBG entitlement funding to use for furthering this effort in 2023, which will help supplement remaining 2022 CDBG entitlement funding allocated to this project to help strengthen impact. In 2023, 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.</p> <p>Proposed amendment: Increase Affordable Housing Development Solutions activity (Matrix Code 14A – IDIS Activity #2064) within the Increase Affordable Housing Opportunities goal by \$51,978 (from \$163,551 to \$215,529) to meet the continuing community need for affordable housing.</p>
	Target Date	6/30/2024
	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 2023, 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	6/30/2024
	Estimate the number and type of families that will benefit from the proposed activities	Activities supported by this project will serve a predominately low- and moderate-income neighborhood of 500 households.
	Location Description	City of Lancaster, PA
	Planned Activities	<p>Specific planned activities include eligible street improvement work supporting:</p> <ol style="list-style-type: none"> 1. The Pedestrian Improvements Project 2. ADA Curb Improvements and Installation in LMI neighborhoods
9	Project Name	<i>CITY PUBLIC SERVICE PROGRAM MANAGEMENT (FORMERLY 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 supporting eligible DoNE program management work. 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	12/31/2023
	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 management activities include eligible work supporting the following community and resident-facing programs: 1. Love Your Block Grants 2. Neighborhood Leadership Academy 3. PACE Program 4. City VISTA Program 5. Trauma-Informed Community Development Training 6. Other City programs that further promote neighborhood quality of life
10	Project Name	<i>POLICE SOCIAL WORKER PROGRAM (FORMERLY 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: \$1,000

	Description	In 2023, 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. Due to current spending trends impacted by an unforeseen reduction in staffing levels, the City has determined to commit \$1,000 in 2023 CDBG funding to this program to allow sufficient time for the activity to fully expend its remaining FY2021 and full FY2022 allocations.
	Target Date	12/31/2024
	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 2023, 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 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	12/31/2023
	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 2023, 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	6/30/2024
	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 2023, 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:

The following represents the jurisdiction's one-year goals for reducing and ending homelessness:

1. Increase shelter capacity;
2. Improve outreach coordination among various service providers;
3. Increase supply of affordable housing that provides transitional housing, rapid rehousing, and permanent housing; and
4. Improve understanding of individual needs through the annual PIT count and utilization of Empower Lancaster (HMIS).

To achieve these goals in the absence of ESG funding, the City will collaborate with the Homelessness Coalition and pursue alternative funding such as through the Pennsylvania Department of Community and Economic Development (DCED). In addition, the Coalition utilizes the Community Homeless Assessment and Referral Team (CHART) as its outreach and coordinated assessment/single point of entry system to assess individual needs and refer services.

The City will work to support the County in achieving its 2023 goals related to homelessness. These goals are articulated in the County's 2023 Annual Action Plan.

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

The Lancaster County Homelessness Coalition continues to monitor the needs of emergency and transitional housing. Emergency shelter that can be accessed by any family type is the highest priority to receive funding in 2023 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), Food Hub Emergency Shelter, hosted by Ebenezer Church (overnight), Community Action Partnership: Domestic Violence Shelter, and the Water Street Mission (overnight). Each shelter provider has plans in place to respond to emergency/urgent situations (such as COVID-19).

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 2023 goals related to homelessness. These goals are articulated in the County's 2023 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 a rapid re-housing activity program called the "Shelter To Independent Living Program."

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 2023 goals related to homelessness. These goals are articulated in the County's 2023 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. The CoC aims to engage a new provider focused specifically on providing rapid rehousing, permanent supportive housing, and supportive services to youth at-risk of and experiencing homelessness.

The Lancaster County Continuum of Care meets with publicly funded institutions to ensure proper discharge planning. The Lancaster County Re-Entry Coalition focuses specifically on citizens returning from corrections institutions and programs and assists with housing and social service connection and coordination.

The City will work to support the County in achieving its 2023 goals related to homelessness. These goals are articulated in the County's 2023 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 2023 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 2023, 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 2023, 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, which is scheduled for formal adoption in 2023. 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 2023 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 2023, 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 8, 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 2023 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 2023, 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 2023, the City plans on seeking proposed solutions to 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 and HOME. 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 2023, 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 2023 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 conditions, 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 (2021: ACS 5-Year Estimate), an estimated 1,832 (or 26.74% of) Lancaster City homeowners and an estimated 5,082 (or 46.29%) 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 2023, 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 435 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 five Census tracts (8, 9, 10, 14, and 147). In 2022, Census Tract 8 was added to expand the program's impact and meet an unmet need. An overwhelming majority 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. Furthermore, over 81.3% of families in the target area have low incomes and 82.21% the population is a minority (including 60.12% Hispanic), meaning that this is a problem that is disproportionately affecting the City's most vulnerable populations.

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 435 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 2023, the City plans to eliminate lead hazards at 100 low- and moderate-income households and will continue to administer an accessible program that intentionally promotes 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, further affirming the City's commitment to creating safe and health living spaces for its residents.

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 2023, 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 continue to take in 2023 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. For 2023, CPED representatives are actively participating 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 Homelessness Coalition
- Lancaster County HOME Consortium
- Emergency Food and Shelter Program (Local Board)
- SoWe: Southwest Neighbors
- Elm Street Revitalization Program for Southeast Lancaster
- Beaver Street Working Group
- Homelessness Response Team
- Eviction Prevention Network
- Tenfold's Housing Rights and Resource Center
- PA Shelter Taskforce
- PA Feeding Taskforce
- Housing Rights and Resource Center

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 2023 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 provide 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 collaborates 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 2023.

Discussion

In 2023, 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.
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. HRRC is working with local disability organizations to explore creation of housing opportunities that will increase housing choice for this community.
7. 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.
8. Hosting of one (1) Housing Summit providing fair housing information, in partnership with local agencies.
9. Provision of Fair Lending information to consumers through homebuyer classes.
10. Hosting of one (1) Fair Lending network event for City lending institutions – format and date dependent on COVID-19 restrictions and safety measures.
11. 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.
12. Distribution of the Landlord & Tenant Guide in print and electronically in multiple languages.
13. Utilization of telephonic language lines to serve consumers with varying language needs.
14. 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 2023 Annual Action Plan for a comprehensive understanding of how HOME funding is being utilized to address the identified Impediments to Fair Housing (2021).

DRAFT

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 2023, the City of Lancaster estimates that it will utilize 100% of its CDBG funding for activities that benefit persons of low- and moderate-income.

Appendices

1 – CDBG 2023 Budget Summary.....	59
2 – Certifications.....	60
3 – HUD Forms.....	64
4 – Citizen Participation Plan.....	71
5 – Public Comment Period and Proof of Publication.....	84
6 – Public Meeting Notice and Public Attendance.....	85
7 – City Council Resolution.....	123
9 – Interim Housing Strategy.....	125
10 – Language Access Plan.....	135

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