

The City of Lancaster, Pennsylvania

DRAFT PATHWAYS TO REMOVING OBSTACLES (PRO) TO HOUSING GRANT APPLICATION

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



**CITY OF
LANCASTER**

Department of Community Planning & Economic Development

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Danene Sorace, Mayor

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Section A. Executive Summary

The City of Lancaster, PA is applying for \$10,000,000 of PRO Housing funding from the Department of Housing and Urban Development (HUD) to help identify and remove barriers to affordable housing production and preservation to support low- to moderate-income residents. In 2018 when Mayor Danene Sorace took office, safe, quality and affordable housing was among her top priorities as mayor. Over the past 6 years, the Mayor has spearheaded major changes and initiatives to increase the supply of affordable housing. The City of Lancaster has engaged in robust study of affordable housing needs since 2021. In response to the studies, the City developed an Interim Housing Strategy in October 2021 and embedded policies to increase affordable housing throughout the Comprehensive Plan adopted in 2023. Quantitative and qualitative results demonstrate significant progress toward several of the goals identified in the Interim Housing Strategy including new affordable units created, unprecedented allocation of federal grant money to housing and homelessness services, and adoption of land use strategies to promote affordable housing. The projects in this application will capitalize on these initial successes and support the achievement of the City's affordable housing goals.

The project in this application will be carried out in Lancaster City, a compact urban community of 60,000 people within 7.4 square miles in South Central Pennsylvania. Lancaster is designated a geographic priority area for Affordable Housing by HUD based on the Offpace Factor, meaning that the City's affordable housing supply is not keeping pace with our population. Internal City studies also demonstrate acute need for affordable housing, funding for home repairs to prevent displacement, and housing for people who are unsheltered. Historical structural, financial, community and regulatory barriers all contribute to the challenge of meeting this community need.

The City envisions working with established community partners and stakeholders to create a holistic affordable housing development strategy that invests in two overarching goals: land use planning and implementation funding. A total of six (6) projects have been identified – three (3) under each of the goals – that will directly address regulatory, process, and funding barriers that prevent the City from meeting its increasing deficit of affordable housing.

GOAL #1 Advance Affordable Housing Through Land Use Planning

- Project 1A. Update City Land Use Regulation and Permitting: \$707,855
- Project 1B. Develop Streamlined Accessory Dwelling Unit (ADU) Program: \$369,855
- Project 1C. Conduct Advanced Housing & Redevelopment Planning: \$337,855

GOAL #2 Implement and Fund Key Affordable Housing Initiatives

- Project 2A. Expand Homebuyer Programs: \$398,479.15
- Project 2B: Establish a Housing Impact Fund: \$6,798,384.35
- Project 2C: Support Homeless Housing Opportunities: \$1,000,000
- Administration: \$387,571.50

The accomplishment of these goals will have both near-term and long-lasting benefits for housing supply in Lancaster City with real financial benefits to low- and moderate-income residents. The improvements realized through Goal #1 and the permanent and sustainable housing initiatives in Goal #2 will profoundly impact the quality of housing and life in Lancaster.

Section B: Threshold Requirements and Other Submission Requirements

The City of Lancaster currently meets all threshold and submission requirements for this application.

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Section C: Need

Efforts for affordable housing production and preservation

In 2018 when Mayor Danene Sorace took office, safe, quality and affordable housing was among her top priorities. Strong Neighborhoods is one of the priorities of the Mayor's strategic plan, Building a Stronger and more Equitable Lancaster Block by Block (<https://lancasterblockbyblock.com/>), which includes a goal of Housing Quality and Diverse Housing Supply. Over the past 6 years, the Mayor has spearheaded major changes and initiatives to increase the supply of affordable housing:

- Set the foundation for successful preservation and development of affordable housing through structural and leadership modifications to the Department of Community Planning and Economic Development;
- Commissioned and collaborated in robust study to gather quantitative and qualitative data to support data-driven decisions to increase affordable housing;
- Developed policy documents that support affordable housing development and preservation, including a five-year Interim Housing Strategy and housing-related policies and actions in the Comprehensive Plan completed in October 2023; and
- Realized significant accomplishments since 2018, including securing and allocating over \$20.1 million grant dollars to meet the stated housing goals of the administration.

Structural and leadership innovations/transformations/modifications

Mayor Sorace began the work of strengthening neighborhoods by creating the organizational structure and ensuring the right leadership needed to accomplish the goals of the strategic plan, reorienting the Community Planning and Economic Development department focus from downtown economic and business development to resident and community focus. Major changes included:

- Hiring Christopher Delfs as Director of Community Planning and Economic Development. As a planning professional, Mr. Delfs brought wide experience in marrying economic and community development, and has built the department to balance these two disciplines.
- Creating a Health, Housing and Community Development division within the department to improve synergy between these areas of work, specifically to ensure quality, safe and affordable housing.
- Hiring three new leadership staff within the division of Health, Housing and Community Development who brought the expertise in public health, organizational development, community capacity building, and enforcement needed to change the lens of this work.

Quantitative and Qualitative Data

Demonstrating the Mayor's commitment to data-driven decision making, equity and inclusion, and public engagement the City of Lancaster has engaged in robust study of affordable housing needs since 2021.

- From November 2021-July 2022 the City of Lancaster conducted a public engagement project to gather community feedback about how American Rescue Plan Act (ARPA) funds should be invested in our community, and published an [ARPA Engagement Report](#). This public survey identified the top need as affordable housing, and 5 out of the top 10 needs were related to housing.
- In October 2021, the City published a study of [Housing Availability in the City of Lancaster and Implications for Housing Affordability](#).

- On January 18, 2022, the City published an [Economic & Real Estate Analysis](#) as a part of the City’s Comprehensive Planning process.
- On July 23, 2022, the City hosted a deliberative forum as a part of the Comprehensive Planning process, which included collection of qualitative data on housing availability in the City. See full report: [Planning Our Future: Deliberative Forum Final Report](#)

In addition to City-led studies, multiple government entities and non-profit partners have also studied the need for affordable housing.

- On August 19, 2023, Hourglass Lancaster hosted a deliberative forum on housing in Lancaster County. See all details on the forum and the results: <https://hourglasslancaster.org/housing/>
- In September 2023, HUD designated Lancaster City, PA as a geographic priority area for Affordable Housing. See map [here](#).

Policy responses

1. Interim Housing Strategy

In response to the study in 2021, the City developed an [Interim Housing Strategy](#) to plan to address, mitigate and remove barriers to affordable housing production and preservation.

The housing strategy contains overarching quantitative policy targets, broad strategic goals, and key program tools for implementation of those goals from 2022-2026. At the time of the publication of this strategy in October 2021, it was the stated intention of the City to increase the supply and diversity of housing in the City, with an emphasis on achieving affordable homes for both rent a purchase.

The goals of this plan are to:

- a. Produce approximately 2,000 new units, 300 of which are affordable
- b. Protect approximately 14,000 existing units and improve 1000+ units
- c. Acquire approximately 200 units for affordability-focused redevelopment
- d. Innovate to create approximately 100 new units
- e. Sustain existing affordability and neighborhood vitality

2. Comprehensive Plan Policies

In October 2023, the City of Lancaster adopted a new Comprehensive Plan. The Comprehensive Plan engagement process and analysis revealed a set of core issues related to neighborhoods and housing. These include:

- Expanding the supply of housing, particularly affordable housing
- Improving the quality and safety of the existing housing stock
- Supporting housing stability—enabling people to stay in their homes
- Ensuring adequate shelter and services for people experiencing homelessness

In response to these core issues, affordable housing policies have been developed and integrated across all elements of the Comprehensive Plan. These elements and policies serve as the basis of the goals and projects in this application, and are detailed in Section D.1. below, project design.

Accomplishments

The City has achieved many major key accomplishments since 2018. While this grant application focuses on the areas of the Interim Housing Strategy that continue to face barriers, the city has

seen major successes in improving operations and outcomes to improve the existing functions that support quality housing. In 2022, City Council adopted changes to ordinances related to rental property, property maintenance, and lead hazard control. These legislative changes have prompted significant operational improvements to better ensure the quality of existing affordable housing. Additionally, the city has contributed to the overall affordable housing stock through the Healthy Homes program, the CDBG critical repair program, and the HUD Lead Hazard Control Program. These programs not only improve housing stock, but also require a period of affordability following renovation or remediation.

Quantitative and qualitative results demonstrate significant progress toward several of the goals identified in the Interim Housing Strategy. As of September 30, 2023 these include:

- 16 new affordable units have been produced and an additional 174 are in progress
- 6168 rental units evaluated through systematic rental inspections
- 174 units completed lead hazard remediation
- 29 units received critical repair support
- \$7.4 million of ARPA funds allocated to create and preserve affordable housing which will create 85 new affordable housing units and preserve 443 affordable housing units through renovation
- \$1.6 million of ARPA funds allocated for the Lancaster County Office for the Coalition on Homelessness to support 40 additional low-barrier shelter beds and a hub for homelessness services.
- A new Comprehensive Plan and Future Land Use Plan adopted in October 2023 that promotes many progressive housing strategies
- Acquisition of a significant development tract (formerly part of a city hospital) and its subsequent transfer to a local affordable housing developer for mixed-income development
- The City Redevelopment Authority and Land Bank Authority adopted affordability policies for the properties they assist in redevelopment.
- \$529,000 of CDBG funds allocated to rehabilitate nine (9) scattered site single-family properties for sale and rent to low- to moderate-income residents with corresponding 15-year periods of affordability.
- \$6,720,742 of HOME funds allocated and expended for affordable housing

Acute demand for affordable housing

Lancaster City is a designated geographic priority area for Affordable Housing based on the Offpace Factor meaning that the City's affordable housing supply is not keeping pace with our population. See map [here](#). The projects in this application will support residents in this geographic priority area.

Roughly 52 percent of Lancaster's housing units and many of its commercial and industrial buildings pre-date World War II. Countywide, only 20 percent of the housing stock is that old and nationally, the figure is just 12 percent. Historic buildings are a tremendous asset, but the City's aging building stock and infrastructure require continual reinvestment and adjustment to meet modern standards. Older buildings are more likely to contain hazards such as lead paint and pipes, faulty wiring, or structural damage which can impact the health, safety, and quality of life for residents and businesses. Preservation programs must support adaptive reuse, remediation of hazards, and reinvestment so that all neighborhoods can thrive.

Despite widespread housing maintenance challenges, housing demand has continued to climb. Total vacancy and renter vacancy in the city is low compared to the state. (Figure 3-1). Home prices are also rising quickly, up 68% between 2019 and 2023 (Figure 3-2). These trends have threatened housing affordability and made purchasing a home more challenging for the 53 percent of Lancaster City households who are renters. Many households are considered cost burdened (defined as spending more than 30 percent of gross income on housing). This burden has led to greater housing instability, greater inequity between racial and ethnic groups, and even homelessness. The 20 percent of residents who live below the poverty line are often the most vulnerable to displacement.

Figure 3-1: Vacancy Rates by Housing Tenure, per 2021 ACS

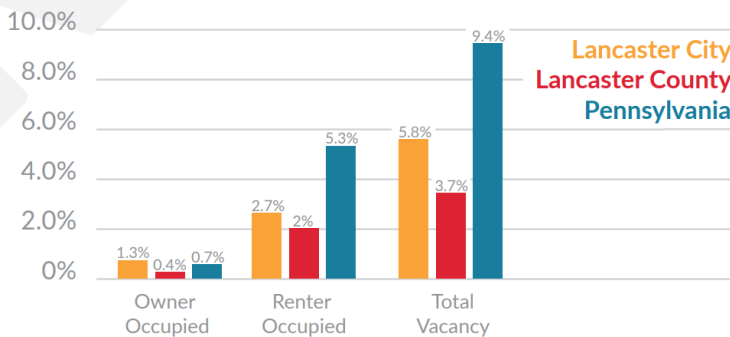
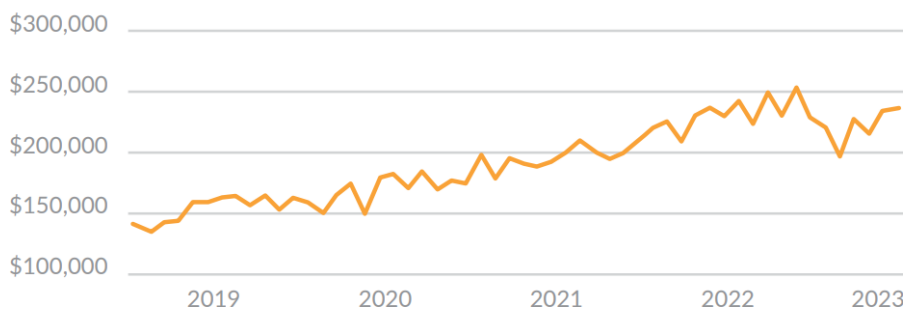


Figure 3-2: Zillow Home Value Index for Lancaster Market Area, 2019-2023



On a fundamental level, residents are concerned about their ability to stay in the neighborhoods where they've recently moved—or have lived all their lives. Conserving existing affordable housing and

production of new affordable housing are both priorities. The City also needs a mix of housing types, responding to changing needs, demographics, and market conditions. This includes housing for seniors and others with special needs, as well as market-rate housing at a variety of price points.

Findings from all the above-mentioned studies point to an acute shortage and demand for affordable housing. Some key findings include:

From the [Housing Availability in the City of Lancaster and Implications for Housing Affordability](#):

- “The City of Lancaster has a housing shortage. The City has approximately 24,300 housing units. The City’s population is 22,100 households. This suggests that 9% of the City’s housing units (2,200) are vacant. This vacancy rate overstates the availability of housing supply. The housing estimate does not reflect several important factors such as: (1) how the housing stock is divided between rental and homeownership markets; (2) how quality reduces the housing supply; and (3) how well housing supply matches the needs of City residents. These factors contribute to more acute shortages in some markets and for some populations.” (p. 4)

- “The City has 22,100 households, occupying 91% of the City’s housing stock. This suggests 9% or 2,200 of the City’s housing units are not occupied. However, the Census Bureau estimates the City’s housing vacancy rate is 2.2% in the homeowner market (220 unoccupied units) and 2.5% in the rental market (320 vacant units). This level of vacancy is very low. 5-10% is considered a healthy vacancy rate, suggesting the City needs an additional 1,165-2,455 housing units (660 to 1,388 in the rental market and 505-1,070 in the homeownership market).” (p. 4)
- “The City’s housing stock does not align with the household composition of its residents.
 - Over half of the City’s housing stock (56%) is comprised of single-family dwellings, with 83% of these units having three or more bedrooms. In contrast, only 30% of the City’s households have children under the age of 18.
 - 22% of the City’s housing units are estimated to have one bedroom, but 30% of the City’s households live alone. (p. 5)
- Housing cost burden is widespread reflecting the income profile of City residents. Median household income in 2019 was \$45,570. This level of income suggests monthly housing costs of \$1,140 (rent or mortgage) imposes a housing cost burden for half of the City’s households. When considering that income distribution looks different based on household composition, the threshold is lower. Nearly 67% of the City’s households are comprised of one individual or family with one head of household, suggesting they have a single income earner. Over half of these households (7,850 households) had annual incomes of less than \$35,000. For these households, the City’s median rent of \$870 exceeds the 30% threshold. The net effect is that one-third of the City’s households are housing cost burdened. (p. 6)

From the [Economic & Real Estate Analysis](#) (page 5):

The following key findings from our market and real estate analysis are provided below and serve as a basis for identifying market-viable redevelopment activities and programs for the city.

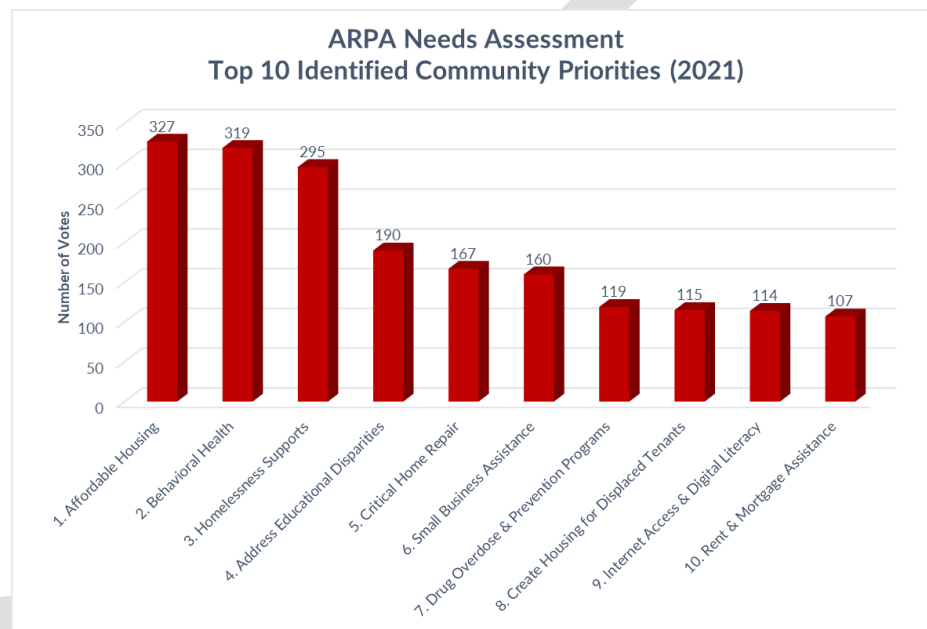
- Finding #1. The city’s housing market is tight and unit type and households are mismatched.
 - Low homeowner and rental vacancy rates signal deeper supply-demand imbalances.
 - Relatively high shares of substandard housing and overcrowding are evident.
 - There is a slight mismatch between housing unit size and household size.
- Finding #2. Pipeline projects have the potential to help meet unmet housing demand from both residents and commuting workers.
 - There is a large supply of prospective housing units in the development pipeline.
 - There is pent-up demand from in-migration and commuting workers.
 - New apartments can help relieve some of the existing housing mismatch.
- Finding #3. Affordable housing will continue to be important.
 - While market rate rental housing may, generally, be affordable to a large swath of the city’s residents, very low- and extremely low-income households will continue to require subsidized housing. This is also an economic development issue, given that many of these very- and extremely-low-income households are headed by service workers employed by local retail and restaurant businesses and need affordable workforce housing.
 - The owner-occupancy housing market is largely unaffordable to many households in the city.

From the City’s [Planning Our Future: Deliberative Forum Final Report](#) page 3:

- “In this session, affordable housing was the dominant theme. Participants often expressed a preference for smaller residential units (for small families or elderly people) and liked the idea of mixed-use buildings, with apartments above stores or offices. In several of the groups, the need for grocery stores within walking distance was emphasized.”

From the [ARPA Engagement Report](#):

Following months of public engagement, city residents identified 10 top priorities the City should be addressing through ARPA funding. The top need identified by residents was affordable housing, and five of the top 10 #1, #3, #5, #8 and #10) are related to housing needs, all addressed in this application.



From the summary of the Hourglass Lancaster deliberative forum on housing (<https://hourglasslancaster.org/housing/>):

- In considering the general state of housing in Lancaster County, participants immediately mentioned the need for more affordable housing. They also voiced concerns about growth in the county, including its impact on traffic and the identity of Lancaster County, and expressed the desire for managed growth.
- On balance, participants preferred decisions about housing development be made at the municipal level rather than countywide, and they expressed support for streamlined regulations, for infill development and adaptive reuse, and for mixed-use, multifamily buildings in Urban Growth Areas as ways to increase housing supply.
- Participants described affordable housing as an urgent problem in Lancaster County and recognized a need to educate the public about affordable housing and those who are in need of it. With respect to strategies for addressing this issue, many participants favored increased government subsidies (though others opposed this approach) and there was widespread agreement on the use of tax and other incentives for developers.
- In their final determinations, affordable housing was, by far, the top priority mentioned by participants, followed by “safe, accessible, and fair” housing and the development of housing near jobs, schools, etc. There was less agreement on the strategies and policies

participants favored for increasing housing in Lancaster County. The two most commonly-mentioned strategies/policies were infill development/adaptive reuse and mixed-use, multifamily buildings in urban growth areas. Participants identified a wide range of potential benchmarks including reducing the number of people who are housing cost-burdened, increasing vacancy rates, and increasing the number of affordable housing units.

From the State Housing and Community Development Committee Panel (October 24, 2023):

- Pennsylvania is currently experiencing a state-wide housing crisis where there is not enough inventory on the housing market to satisfy demand for all income-levels. 235,000 units are needed to meet immediate demand, with 7,000 of those units needed in Lancaster County. However, there is broad underinvestment from public and private sectors driven by low subsidies and market/regulatory constraints increasing development costs.
- Increasing construction costs combined with secondary requirements like labor laws when using Federal/State subsidies increase cost of development, disincentivizing private investment in affordable housing.
 - More/higher subsidies are needed to create more affordable units.
 - \$110,000 is needed per unit to achieve affordability for 60% AMI over 15 years.
- Rental evictions are increasing, educational and mediation services grounded in fair housing rights are needed to prevent evictions and provide financial assistance.
- A diversity of housing options are needed to meet demand and support/anchor economic development and stability.
- Preservation of existing affordable housing through repairs and renovations is just as important as the development of new units – use deed restrictions/covenants to preserve affordability – rehabilitate to include safety, energy efficiency to elongate the useful life of the property.
- Zoning and land development regulations and processes are onerous, financially burdensome, and time-consuming.

Need for funding for home repair

Waitlists for all home repair grants and loans available to City residents demonstrate the acute need for additional home repair grants and loans. The Lancaster County Whole-Home Repairs Program, funded through Pennsylvania Department of Community and Economic Development COVID-19 ARPA Whole-Home Repairs Program, assists qualified Lancaster County homeowners, including Lancaster City residents, in making needed safety and security repairs to their homes. Eligible City residents are eligible for up to \$25,000 as a grant. Currently there is a 3-6 month waiting list for these services. The City allocates \$125,000 in CDBG annually to fund the critical repair program. These funds are granted to eligible families soon after CDBG funds are released, and there is a consistent wait list of 5-10 households for these funds.

Affordable Housing Needs of the Unsheltered

The City of Lancaster has seen a drastic increase in the need for affordable housing options to address housing instability caused by market conditions as evidenced by a recent surge in the number of persons experiencing homelessness. The Lancaster HOME-ARP needs assessment and engagement efforts as well as the most recent Point in Time Count reveal Lancaster City is no different than the rest of the nation as community members struggle to maintain housing due to rent increases and a lack of a livable wage. This year's Point in Time Count (January 25, 2023)

saw the single greatest increase in the number of people experiencing unsheltered homelessness across the county on record, a 435% jump over 2022, as well as a 28% surge in demand for housing crisis services of all kinds. The number of people staying in emergency shelter and the number of people recorded as suffering from chronic homelessness both broke all previous records, as well, increasing by 89 and 60 persons, respectively, and reflecting the need for more shelter beds, increased availability of accessible affordable housing options, and more supplemental services that can help prepare clients to leave the street permanently.

The United Way's 211 Lancaster office received inquiries from 257 households for homelessness prevention services and 349 inquiries for housing related needs for the month of June 2023, alone. Inquirers reported living in a current leased unit (132), places not meant for human habitation (100), living with friends (70), hotels (45) and couch surfing (29). (UWLC 211 Housing/Homelessness Services Report June 2023). Worthy of note is the National Low-income Housing Coalition's Out of Reach data (2023) indicates Lancaster is the fifth most expensive metropolitan area in the Commonwealth. Households need to earn \$24.73 per hour to afford a two-bedroom apartment at fair market value. Based on the Out of Reach data, 31% of Pennsylvanians are renters with an average renter wage of \$20.38. Basic math confirms an hourly differential of \$4.35 per hour causing a significant hardship to rent within Lancaster County, not to mention households making minimum wage (Out of Reach, 2023 Pennsylvania data).

Additionally, the City and County HOME-ARP consultation process (2021) revealed the great level of difficulty that families of four (4) or more face when attempting to find housing, there is a lack of adequate non-congregate shelters which have capacity to accept larger family sizes. In addition to the need for increased permanent rental units, through consultations with partner organizations and service providers the need for increased shelter capacity and duration of shelter operations, specifically for non-congregate shelter settings.

Barriers

While the City has undertaken concerted, targeted steps to address impediments to affordable housing production and preservation, these steps represent the first of many to meaningfully meet the City's affordable housing needs for low- and moderate-income residents. The barriers to achieving adequate affordable housing that persist still are a combination of historic structural barriers, financial factors, community barriers, and regulatory barriers occurring due to local government constraints. In addition to barriers that impact affordable housing specifically, barriers to overall housing development contribute to the overall shortage of housing, which acts as a constraint on the City's population growth. According to the [Housing Availability in the City of Lancaster and Implications for Housing Affordability](#), overall housing shortages drive prices up, and incomes are not adequate to meet market prevailing rental rates. The following barriers remain to be addressed:

Historical structural barriers

Past land use decisions continue to have an impact on health, equity, and income inequality for marginalized communities in Lancaster. These consequences are a result of both explicit and implicit policies throughout the history of the United States. During the 20th Century, practices such as racial covenants, discriminatory lending, and urban renewal resulted in communities of color remaining segregated and denied the opportunity to build generational wealth. Some of these patterns are evident in Lancaster City today, as evidenced through data in the [2021 Analysis of Impediments to Fair Housing Choice](#).

- Home financing data indicates a disparity between denial rates among racial and ethnic groups (needs further study due to small sample size).
- Lancaster County and City of Lancaster are racially and ethnically segregated.
- Homeownership rates for City residents lag behind other municipalities in Lancaster County. This may indicate a lack of homeownership education, financial education and tools, and services for City residents.
- Homeownership rates for people of color are disproportionately low. This may indicate a lack of homeownership education and services for people of color.
- Income and race data from the *2021 Analysis of Impediments to Fair Housing* indicates income varying levels of inequality between white families and families identifying as non-white in Lancaster City. Specifically, black families, Hispanic families of any race, families with two or more races, and families with other race alone have household incomes ranging from \$7,325 to \$20,011 less than white households.

Race	Lancaster County	Lancaster City
White Alone	\$69,851	\$49,168
Black Alone	\$40,725	\$35,702
American Indian and Alaskan Native Alone	\$54,669	\$48,448
Asian Alone	\$77,235	\$58,564
Other Race Alone	\$36,119	\$29,157
Two or More Races	\$54,666	\$41,843
Hispanics of Any Race	\$40,648	\$31,896
Source: Claritas		

The *2021 Analysis of Impediments to Fair Housing* acknowledged that the process of becoming a more inclusive city requires a housing strategy that is underpinned by a commitment to more equitable growth. Understanding the social, racial, economic and other characteristics of a population, as well as how those characteristics change over time, is crucial to evaluating current and future housing needs. Analyzing demographic trends can indicate places or people who may not be served by the housing market and who need assistance or intervention.

The 2021 Interim Housing Strategy demonstrates the City’s commitment to affirmatively furthering fair housing and acknowledging the history of structural racism that has impacted where people live and what resources they have. This means, in part, addressing housing inequality and choice throughout all areas of the city - with an emphasis on creating more housing options for disenfranchised populations, which disproportionately make up the city’s low- and moderate-income households. It means creating more pathways to homeownership in the southern quadrants of the city for existing residents and subsidizing additional affordable rental units (at different price points) in the northern quadrants of the city. It means striving for consistency in housing condition and quality across all quadrants.

In continuation of these acknowledgments and intentions, the City will integrate the study of the impacts of historical practices on current access to safe, quality and affordable housing into

Project 1.A. and incorporate policies that further housing equity in all projects within this application.

Financial barriers

Broad market conditions have a significant impact on the ability of developers to construct or rehabilitate housing units broadly, and affordable housing units in specific. Widespread financial barriers that have exacerbated over the past several years impact developers on every level. Partner affordable housing developers cite increasing construction labor costs, supply costs, and interest rates as current financial ambiguities impacting the financial feasibility of an affordable housing project. Extended time frame from project conception to start of project, often prolonged due to the ability to secure the full subsidy needed to maintain affordability requirements, exacerbate the financial gap as project costs continue to increase throughout the land development process.

As construction costs increase while the Area Median Income, and thus cap on housing costs considered affordable, remains steady, the subsidy needed per new affordable unit continues to increase. Subsidy for significant rehabilitation needed is \$100,000-\$150,000 depending on the size of the unit, up from approximately \$50,000 in 2019. The requirement for adherence to the prevailing wage law can raise the required subsidy even further, and widens the funding gap for each affordable unit. Review of applications for affordable housing funding, including City ARPA, HOME, HOME-ARP, and CDBG demonstrate the increasing cost per unit even after stacking all available sources of subsidy. The amount of total subsidy needed to produce an adequate amount of affordable housing in Lancaster City far outweighs the total available grant dollars. Thus, the City is applying for the maximum grant award, primarily supporting a new housing impact fund for these types of subsidies.

Community barriers

The 2021 report [Housing Availability in the City of Lancaster and Implications for Housing Affordability](#) identified two major local barriers to developing affordable housing.

- FINDING #4. The opportunities to increase housing supply are limited.

The City is highly residential. The extensive integration of housing throughout the City suggests that intentional redevelopment at a substantial scale is needed to ease or eliminate the housing shortage.

- An estimated 88% of the City's parcels have some form of housing on it.
 - As long as there is demand – or interest – in living in the City, limited housing stock will place upward pressure on the cost of housing.
 - The City needs intentionality in developing housing stock with a focus on large scale projects.
 - Intentional development in combination with land use and zoning policy that facilitates housing density are critical to significantly increase housing availability. Small changes in zoning requirements will have limited potential to materially change the supply. Both the rehabilitation of existing low to moderate density housing units and building more medium and high density housing units where feasible are important.
- FINDING #5. Housing cost burden is widespread reflecting the income profile of City residents.

Median household income in 2019 was \$45,570. This level of income suggests monthly housing costs of \$1,140 (rent or mortgage) imposes a housing cost burden for half of the City's households. When considering that income distribution looks different based on household composition, the threshold is lower. Nearly 67% of the City's households are comprised of one individual or family with one head of household, suggesting they have a single income earner. Over half of these households (7,850 households) had annual incomes of less than \$35,000. For these households, the City's median rent of \$870 exceeds the 30% threshold. The net effect is that one-third of the City's households are housing cost burdened.

- The housing shortage is a challenge for a wide range of household incomes, not just the lowest income.
- Household incomes are not adequate to meet market rental rates.

Another significant barrier is the current capacity of affordable housing developers. As the affordable housing shortage is a relatively new problem to the City of Lancaster, affordable housing developers, both commercial and non-profit, are working to build their capacity to meet the demand. Significant knowledge and capacity is required to complete extensive applications, understand the financing source stacking required to acquire the necessary subsidy for new affordable housing developments, and meet the deadlines for applications and acceptance of funds for subsidies.

In addition to these myriad barriers that impact affordable housing development, the lack of affordable housing options in the City creates access barriers for persons experiencing homelessness, further straining our capacity-limited shelter system, while contributing to housing instability for low-income residents. Lancaster lacks adequate available shelter space to house persons experiencing homelessness, both congregate and non-congregate shelter options, especially for families with four (4) or more household members. Current emergency low-barrier shelters in the City have been at capacity since December 2021. The ballooning costs of construction, lack of financial resources, and cumbersome land development processes further exacerbate this issue by creating bottlenecks in shelter renovation and expansion projects inhibiting households to progress within the continuum of care. A lack of adequate permanent, affordable housing opportunities for persons transitioning out of the shelter system causes homeless individuals housed in emergency low-barrier shelters to remain longer than the recommended 30-60 days. Additionally, based on 2022 ACS estimates for Lancaster County, people of color are disproportionately overrepresented in the homeless system. Approximately 4.3% of the Lancaster County population identifies as Black or African American, but from the Point In Time Summary nearly 24% of the homeless persons counted identified as Black or African American. The system and stewards of funding have an important role to play in addressing the existing inequities. While working to end homelessness for everyone, municipal government bodies, and homeless service organizations and agencies must also ensure that policies, program practices, and unconscious bias are not preventing or delaying people of color from accessing services.

Finally, although the community broadly identifies affordable housing as a need, competing priorities within neighborhoods has led to public opposition to affordable housing developments, including formal and expensive lawsuits.

Regulatory barriers

Stacking multiple national, state and local subsidies creates challenges for developers to understand, track and comply with all standards and regulations. Additionally, the timing of

applications often does not align with each other, and many grants are all “last-in” requiring the project to be fully funded otherwise before funding is allocated.

Current local City ordinances and procedures also serve as cumbersome hurdles for affordable housing developers.

- Land use, zoning, ordinances, and redevelopment policies are limiting affordable housing production and preservation constricting market supply and overall affordable housing development.
- SALDO
- Zoning
- Redevelopment policies
- Limited knowledge of available tools and utilizing all tools

The City of Lancaster continues to seek and advance policy and programming to alleviate barriers to accessing affordable housing opportunities for residents and, if awarded, will utilize PRO Housing grant funding to assist in developing and implementing innovative and inclusive approaches to advance its affordable housing priorities. Concurrent to this application, 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, CDBG-CV, HOME, HUD Lead, Healthy Homes, and HOME-ARP sources.

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Section D: Soundness of Approach

Vision

The City envisions creating a holistic affordable housing development strategy that invests in two overarching goals: land use planning and implementation funding. A total of six projects have been identified – three under each of the goals – that will directly address regulatory, process, and funding barriers that prevent the City from meeting its increasing deficit of affordable housing.

Project Framework

GOAL #1 Advance Affordable Housing Through Land Use Planning

- Project 1A. Update City Land Use Regulation and Permitting
- Project 1B. Develop Streamlined Accessory Dwelling Unit (ADU) Program
- Project 1C. Conduct Advanced Housing & Redevelopment Planning

GOAL #2 Implement and Fund Key Affordable Housing Initiatives

- Project 2A. Expand First-time Homebuyer Programs
- Project 2B: Establish a Housing Impact Fund
- Project 2C: Support Homeless Housing Opportunities

Project Design

Despite concerted efforts, dedicating significant resources, and many successes, the acute demand for affordable housing remains and the city is committed to filling these gaps. The PRO Housing funds will contribute to these Interim Housing Strategy goals:

- 300 affordable housing units created
- 40 units redeveloped through the Redevelopment Authority of City of Lancaster
- 30 units redeveloped through Land Bank
- 90 units redeveloped through city-lead conversion
- 40 units permanent supportive housing created
- 20 new accessory dwelling units
- 20 new tiny homes
- Reduced parking requirements
- 250 households served through homeowner protections
- 200 household served with home ownership support
- 100 total homeless shelter beds available; 40 new beds created

GOAL #1 Advance Affordable Housing Through Land Use Planning

Project 1A. Update City Land Use Regulation and Permitting

Regulations for land use and zoning have been adopted over time and in response to particular context and situations. The City's land use regulations need to be comprehensively reviewed and updated to reflect the City's commitment to developing affordable housing, among other priorities. Through this project the City will update the City's land use regulations and permitting functions in accordance with the City's recently adopted [Comprehensive Plan](#), with the specific goal of reducing barriers for affordable housing. Potential ordinance changes may include requirements related to parking, building height, lot coverage, setbacks, minimum unit size, minimum lot size, floor area ratio, and environmental regulations. In particular, this activity will

include updating the City’s Zoning Ordinance, Subdivision & Land Development Ordinance, and designing a streamlined permitting approach for housing production.

The City will hire a consultant to evaluate and recommend changes to approval processes for zoning, land use, and building code permits with the goal of improving, streamlining and modernizing local permitting process. The consultant will recommend ways to build efficiency and minimize requirements that unduly delay the permitting process. This evaluation will include an analysis of potential new by-right permitting procedures and recommend ways to reduce discretionary approvals. Throughout this project, the City will incorporate study of how historical structural barriers perpetuate inequality and inequitable access to affordable housing, and will address these structural inequities throughout all project activities.

The City is currently mapping and analyzing workflows and has purchased new software, City View, to improve the development review and permitting process. However, much work remains to fully implement the new system; this project will evaluate the efficacy of the new system and the consultant will recommend changes for ease of public use, particularly those seeking to create or preserve affordable housing.

Following updates to processes or ordinances, the City will develop public education materials and update the City’s relevant website and ensure these materials are distributed to developers and potential partners to promote affordable housing development. [Building on Strength](#), the economic development strategy of the City of Lancaster managed by Lancaster City Alliance, recommends establishing a Development Clearing House, a one-stop-shop system to facilitate businesses and developers, particularly those that are less experienced or are working on smaller-scale projects, during the development process through project construction. This project will also consider this recommendation as a way to facilitate affordable housing development.

These policies adopted in the Comprehensive Plan will be implemented through Project 1A:

- Policy SNH-1.1: Housing Production - Encourage and welcome housing production in Lancaster City. Minimize regulatory barriers such as lengthy approval processes, exclusive zoning, minimum habitable floor areas, and restrictive parking requirements. Allow and incentivize a variety of different housing types throughout the city, particularly multi-family dwelling types.
- Policy SNH-1.3: Housing Affordability - Prioritize the production and preservation of affordable housing, including projects that mix affordable and market rate housing units. Analyze development regulations including zoning, Subdivision and Land Development Ordinance (SALDO), and the Official Map to identify ways to promote affordable housing. Expand affordable housing options where few exist, particularly in the northern half of the city.
 - Action SNH-1.3A: Funding Sources for Housing - Continue to use federal funds such as HOME and CDBG to subsidize affordable housing. Tap into additional revenue sources to support housing affordability, such as Tax Increment Financing (TIF) and PHARE.
 - Action SNH-1.3B: Housing Partnerships - Partner with landowners of large sites and/or multiple properties to identify opportunities for future affordable housing development and construct affordable housing where feasible.

Project 1B. Develop Streamlined Accessory Dwelling Unit (ADU) Program

In a densely populated city, adding ADUs to existing parcels can increase overall housing stock and contribute to affordable housing opportunities. Through this project, the City will create a clear approval pathway for property owners looking to add an ADU. Staff will seek to modify zoning requirements to reduce regulatory barriers to creating ADUs, such as revising rear yard setback rules, decreasing parking minimums, and eliminating needed variances and special exceptions where possible. The City envisions contracting with an architectural firm to develop pre-approved building plans and site plan templates that can be implemented across a variety of properties without additional waivers or approvals. The City will ensure all residents have education and access to ADU requirements through multilingual educational resources to clarify the ADU approval process and support ADU development.

These policies adopted in the Comprehensive Plan will be implemented through Project 1B:

- Policy SNH-1.6: Housing Inclusion and Innovation - Embrace novel and inclusive forms of housing to meet the diverse needs of all residents. Enable housing innovation such as home sharing, co-housing, accessory dwelling units, tiny homes, micro apartments, and intergenerational and multi-generational housing. Encourage the integration of accessible or visitable design elements in housing to better meet the needs of older adults and persons with disabilities.
 - Action SNH-1.6A: Accessory Dwelling Units (ADUs) - Create a clear approval pathway for property owners looking to add an accessory dwelling unit. Reduce regulatory barriers to creating ADUs, such as rear yard setbacks, parking, and exclusionary zoning. Promote multilingual educational resources that clarify the ADU approval process and support ADU development.

Project 1C. Conduct Advanced Housing & Redevelopment Planning

In October 2021, the City published its first Interim Housing Strategy, documenting broad aspects of the affordable housing policy and strategy of the City. One of the five pillars of the strategy is to acquire properties and redevelop for the express purpose of neighborhood revitalization and affordability. Historically, the City has acquired almost exclusively blighted properties through the property reinvestment process. To meet the policy targets of acquiring properties—through the Redevelopment Authority and Land Bank—to generate at least 70 new units for affordable housing, the City needs to better understand the laws, regulations and best practices of utilizing these tools for redevelopment and affordable housing. [Building on Strength](#), the economic development strategy of the City of Lancaster managed by Lancaster City Alliance, recommends considering creating a Community Land Trust as a subsidiary of the Land Bank to ensure the long-term stability of a neighborhood or Commercial Hub while providing a way to keep pricing affordable for potential leaseholders.

The City will hire a consultant to work with City planners to study applicable redevelopment laws and explore the option for establishing a community land trust. The City will develop an advanced housing and redevelopment strategy and process that includes, at minimum, a new Redevelopment Area Plan, strategic direction for the City Redevelopment Authority and Land Bank Authority, and revised redevelopment procedures. This project will also explore the feasibility of establishing additional tax-increment financing districts and other innovative tools to fund infrastructure improvements or affordable housing development.

Once the consultant completes the analysis, the City will provide technical assistance to governmental authorities, such as the Redevelopment Authority and Land Bank, to implement recommended changes to administrative process and priority actions that promote more affordable housing.

These policies adopted in the Comprehensive Plan will be implemented through Project 1C:

- Policy SNH-3.3: Vacant and Blighted Properties - Support the rehabilitation of vacant and blighted properties in ways that retain their affordability and benefit the community. Such properties should be moved promptly and fairly through the reinvestment process by connecting property owners with services and resources. Acquisition should be used as a last resort.
 - Action SNH-3.3A: Properties with Promise Revitalization Guide Complete "Properties with Promise: A Working Revitalization Strategy for Eliminating and Preventing Blight" to guide the work of the Property Reinvestment Board, Redevelopment Authority, and Land Bank Authority. These entities work together to put vacant and condemned properties into full productive use.

GOAL #2 Implement and Fund Key Affordable Housing Initiatives

Project 2A. Expand Homebuyer & Homeowner Education & Assistance Programs

This project will expand established Homebuyer Programs in the City through Tenfold, a trusted community development partner targeting underserved communities. Programs at Tenfold pair downpayment assistance with homebuyer educational classes. Tenfold also offers financial and housing counseling services to residents who are prospective or existing homeowners. Counseling goals include homebuyer education, homeowner education, financial review and education, budgeting, and setting an action plan to achieve goals or address a crisis. These educational opportunities will be paired with the financial support offered through the establishment of the Housing Impact Fund. Low- and moderate-income residents who receive Housing Impact Fund grants or loans will participate in classes that will help them to maintain their properties and avoid displacement moving forward. Education courses will be offered in person, virtual, in English, in Spanish, and additional languages upon request to ensure they are accessible to all residents.

These policies adopted in the Comprehensive Plan will be implemented through Project 2A:

- Policy SNH-1.9: Home Ownership - Expand individual and cooperative homeownership among low- and moderate-income households to grow generational wealth and reduce the threat of displacement. Support programming to acquire occupied rental units for rehabilitation and sale to tenants.
 - Action SNH-1.9A: First Time Home Buyer Program Continue the First-Time Home Buyer Program, which helps eligible lower-income residents become homeowners and seek resources to serve more eligible households, particularly in those census tracts with home ownership rates below 50%.

Project 2B: Establish a Housing Impact Fund

This project will establish a housing impact fund that addresses the City's biggest barrier to affordable housing – funding.

First, the impact fund will be used to support homeowners to remain in their own, naturally-occurring affordable housing through grants or loans for home repairs. Many homeowners in older homes struggle to maintain the properties due to deteriorating conditions and expensive repairs. The impact fund will prevent displacement through financing for home repairs and can help advance Comprehensive Plan policies and ongoing Age-Friendly initiatives that aim to help city residents age in place.

Second, the City will utilize this project to fund the strategies established through Project 1C, Advanced Housing & Redevelopment Planning, such as targeted acquisition and other implementation costs, which are essential to expand the scope and effectiveness of the City's Redevelopment Authority and Land Bank.

Third, this project will support developers to create or preserve affordable housing. Many developers struggle to include affordable units in new construction or establish affordable housing through renovations and revitalization due to persistent financing gaps. This fund will reduce or eliminate these gaps by subsidizing acquisition costs or providing additional financing for gaps in funding and direct capital for preservation activities. If awarded, the City will partner with non-profit providers and City authorities for implementation based on the outcomes of advanced housing planning (Project 1C.). The City will provide a subgrant to Tenfold's Local Housing Investment Fund and Trust (LHIFT) to inject additional dollars into this existing, revolving loan fund administered by Tenfold Community Lending offering low-interest loans with flexible financing terms to fill financing gaps in affordable housing projects. LHIFT investments can be used for predevelopment costs, construction, and acquisition or rehabilitation of affordable housing. Utilizing Housing Impact Funds for a revolving loan fund creates permanency as funds are repaid and program income is generated sustainably into the future.

The specific allocation of the Housing Impact Fund dollars will be determined following the study and development of strategies identified in Project 1C, Advanced Housing & Redevelopment Planning. Based on previous studies, the City anticipates the following eligible activities to be funded through the Housing Impact Fund:

1. Acquire properties for the development of affordable housing.
2. Financing the construction of new affordable units or the preservation of affordable units through renovation or rehabilitation through low-interest loans with flexible financing terms.
3. Repair owner-occupied homes through grants and loans to preserve naturally-occurring affordable housing and prevent displacement of current residents. These supports to homeowners will be paired with the educational programs included in Project 2A.

These policies adopted in the Comprehensive Plan will be implemented through Project 2B:

- Policy SNH-1.8: Housing Security - Enable residents to stay in their current homes and neighborhoods. Support existing low-income homeowners through loans and grants for home improvements, especially for conditions that may result in condemnation or displacement.
 - Action SNH 1.8-A: Home Repair Programs - Further develop the menu of options for renters and homeowners to protect and preserve the City's aging housing stock through partnerships with other public or private sector funders. The intent is to bolster or complement the City's successful Critical Repair and Lead Remediation programs to reach more homes more quickly and expand the impact on housing quality, accessibility, and safety.

- Policy SNH-1.2: Housing Preservation - Partner with Lancaster City Housing Authority and other relevant agencies and organizations to maintain and upgrade housing units that contribute to a sound supply of subsidized and naturally occurring affordable homes for City residents. This may include the exploration of new financial models to achieve economic feasibility for property managers and developers, including voucher match programs.
- Policy SNH-1.4: Housing Quality and Safety - Proactively protect residential properties and structures through inspections and property maintenance actions. Promote and support programs that improve the quality of both renter- and owner-occupied housing, such as Lead Remediation, Healthy Homes, and the Critical Repair Grants and Loans. Expand support to address other habitability issues such as accessibility, energy efficiency, radon, security and entryways, and pest control.

Project 2C: Support Homeless Housing Opportunities

This project will support opportunities to expand affordable housing for those who are homeless or at high-risk of becoming homeless. Project activities may include emergency low-barrier shelter, non-congregate shelter, crisis housing, temporary housing, or permanent supportive housing for people transitioning out of shelter. The City will work with the designated Continuum of Care, the Lancaster County Homelessness Coalition (housed with the County's Housing & Redevelopment Authority), to identify and quantify housing needs and support solutions to address these gaps.

Populations served under this project will include sheltered and unsheltered homeless populations in the City:

- Those currently housed populations at risk of homelessness;
- Other families requiring services or housing assistance to prevent homelessness; and,
- Those at greatest risk of housing instability or in unstable housing situations.

Funds may support needs identified through the Lancaster HOME Consortium's HOME-ARP needs assessment process, which allocated funding to support the acquisition, development, and rehabilitation of non-congregate shelter space and the development of affordable rental housing for qualifying populations.

This policy adopted in the Comprehensive Plan will be implemented through Project 2C:

- Policy SNH-1.5: Homelessness - Support the expansion and management of human and homeless services to ensure equitable access for all individuals and families at risk of or experiencing homelessness. Collaborate with the Lancaster County Homelessness Coalition (LCHC), Lancaster County Housing and Redevelopment Authority, and other community partners to provide adequate shelter space, transitional and independent living facilities, and wrap-around essential services.
 - Action SNH-1.5A: Homeless Shelter Capacity - Partner with the Homelessness Coalition and appropriate County agencies to expand the number of low-barrier, emergency shelter beds available to persons experiencing homelessness. Establish a supportive services center that can serve as a hub for emergency needs and transitional housing.
 - Action SNH-1.5B: Support for Extremely Low-Income Housing - Review, and where necessary revise, zoning definitions and approval processes to support the

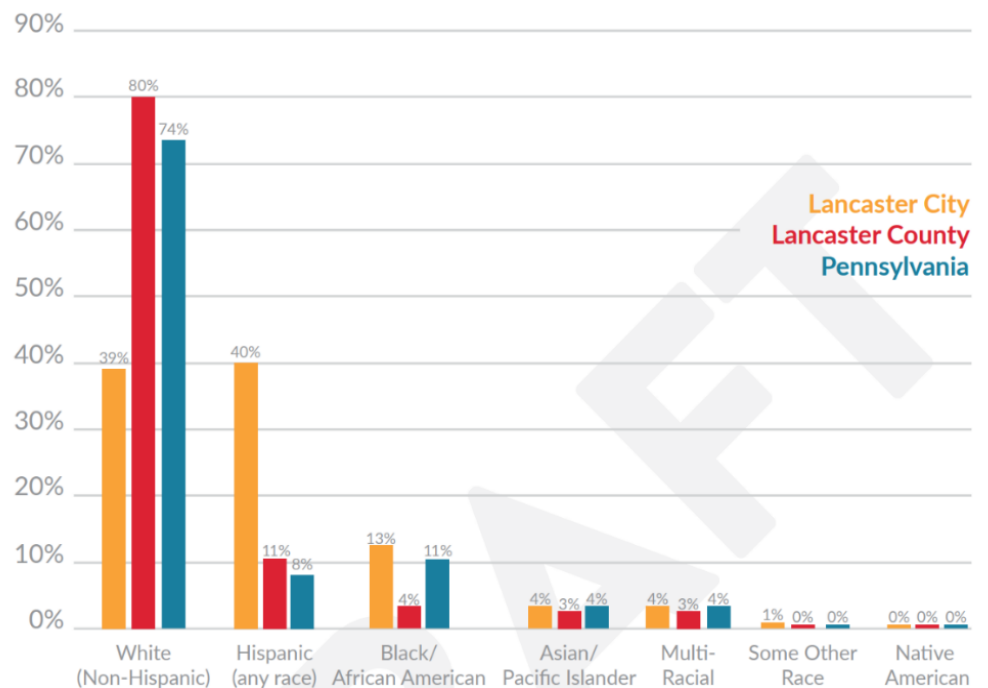
construction of housing serving extremely low-income persons. This includes day or night emergency shelters, transitional and supportive housing, residential care facilities, and group homes.

Geographic scope

The geographic scope of this grant will be the entirety of Lancaster City, which is a compact urban community of about 60,000 people within 7.4 square mile area and a HUD-identified priority geography for affordable housing. The vast majority of residents live within the historic 4-square mile area with parts of the City reaching densities that rival many large U.S. cities, adding a sense of vibrance and walkability. The median income is \$54,145 dollars, with 62.15% of our households being of low- to moderate-income. In 2021, the poverty rate measured about 19%, which is lower than comparable municipalities but still high compared with County and State rates. The City of Lancaster is a diverse and multicultural City, with 40% of our residents identifying as Hispanic or Latino, 39% identifying as White, 13% identifying as Black/African American, 4% identifying as Asian/Pacific Islander and 4% identifying as multi-racial. This holistic affordable housing strategy will consider how all parts of the City can contribute to City housing goals and regional smart growth.

Lancaster is a diverse and multicultural City, with 40% of our residents identifying as Hispanic or Latino, 39% identifying as White, 13% identifying as Black/African American, 4% identifying as Asian/Pacific Islander and 4% identifying as multi-racial. This holistic affordable housing strategy will consider how all parts of the City can contribute to City housing goals and regional smart growth.

Figure 2-1: Race and Ethnicity in the City, County, and State, 2021



Lancaster’s most prevalent land uses are residential (27.6%) and commercial (25.5%). These two uses are located throughout the city, with a central commercial core in the downtown and along major streets. Community services (10.0%), which includes libraries, schools, hospitals, and emergency services, are also located throughout the city. Industrial uses (11.5%) are generally in the annex areas beyond the original city grid. Roughly nine percent of Lancaster’s land is vacant. There is a significant difference in character between the historic core of Lancaster City and the annexed areas on the northwest, northeast, and southeast. The heart of the city is comprised of small parcels that are densely developed, with a fine-grained, urban character. The areas annexed during the mid-20th Century are more suburban, with larger parcels and more auto-oriented building forms.

The City has 16 zoning districts that respond to prevailing character and form. In older parts of the city, zoning recognizes the mixed-use character of neighborhoods. It permits greater densities and more diverse land uses. Compatibility between uses is managed through specific

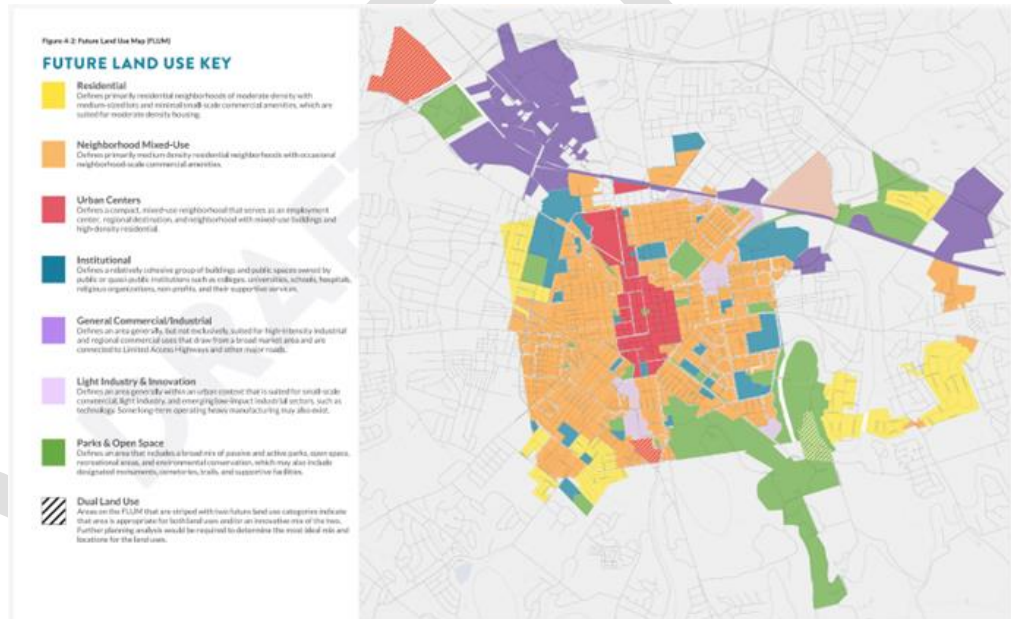
zoning standards, approval conditions for new development, and various codes and regulations. Since the advent of modern city planning, most land use plans have used siloed land use categories. These categories presume that different land uses (such as housing and retail) must be separated and designed principally for convenient access by car. Such categories overlook the importance of mixed-use neighborhoods and the historic form of older American cities. In the historic

core of Lancaster City, neighborhoods are not entirely residential or commercial. They include different uses, building forms, and activities that intersect and co-exist in organic ways.

Lancaster City’s vision for its future land use presents a more holistic vision and strategy for community development. The Future Land Use Map incorporates land use categories that embrace the city’s unique mix of building types and land uses. These categories reinforce Lancaster as a vibrant, distinctive, and walkable community. The policies in this chapter aim to enhance those attributes and even extend them into areas of the City that may see redevelopment in the future.

Special consideration has been given to the relationship between the built environment, the natural environment, and the transportation network. Future land uses reflect and support the transportation system and vice versa. Built areas transition to natural areas in ways that

connect residents to nature and promote resilience and environmental health. The result is a vision for future land use that reflects the policies throughout this Comprehensive Plan and serves as a clear decision-making guide for growth and reinvestment.



Key stakeholders

- Residents of the City of Lancaster
- Lancaster County Housing & Redevelopment Authority
- Spanish American Civic Association Development Corp
- Chestnut Housing Corporation
- Tenfold
- United Way
- Community Action Partnership
- Lancaster County Coalition to End Homelessness
- YWCA Lancaster
- Lancaster City Housing Authority
- Housing Development Corp Mid-Atlantic
- Lancaster City Alliance
- Lancaster County Food Hub
- Lancaster County Office on Aging
- Community Basics, Inc.

- Anchor Lancaster
- Clare House
- Milagro House
- Water Street Mission
- Lancaster Area Habitat for Humanity
- Landis Communities
- Partners With Purpose
- South Ann Concerned Neighbors
- NAACP
- Brightside Opportunities
- Lancaster Downtowners
- Lancaster Equity
- Coalition For Sustainable Housing

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The City of Lancaster regularly engages key stakeholders to further affordable housing objectives.

First, the City of Lancaster partners with all housing organizations in the City on an ongoing basis to secure funding and local government approvals to implement affordable housing projects. We partner on grant applications, work together on land development and zoning approvals, and partner on program implementation. Partners also apply to, and work with, the City (and/or consortium with the County) for the funding and implementation of affordable housing projects. Funding sources include City CDBG, HOME, HOME-ARP, ARPA, and County ESG.

Second, the City of Lancaster participates with the Lancaster County Housing & Redevelopment Authority HOME Consortium to allocate federal HOME and HOME ARP funds. The Consortium partners with public and private entities who provide services and shelter facilities to the above qualifying populations. 16 of these partner organizations were consulted during the development of the HOME-ARP Allocation Plan. These consulted stakeholders have relevant knowledge that can speak to the needs, service gaps, and potential activities that would best benefit qualified populations. Stakeholders consulted included those who work with families or individuals experiencing or at-risk of homelessness, fleeing domestic violence, and other vulnerable qualifying populations. In the development of the allocation plan, the staff from the consortium members consulted with stakeholders and asked for their input concerning the HOME-ARP grant, eligible activities, and the proposed budget. Stakeholders articulated their gap in services and/housing needs by providing written and verbal input. Staff from the Lancaster County Redevelopment Authority synthesized the feedback from consultations, the following table summarizes the feedback received. The Consortium will continue to meet with stakeholders throughout the implementation of the HOME-ARP activities in an effort to assess the ongoing needs of stakeholders' clients. Members of staff from consortium bodies will also strive to collaborate with stakeholders to develop and effectuate strategies that will help end chronic homelessness.

Third, the City had formal engagement with housing partners during the development of the 2023 CDBG [Annual Action Plan](#). City staff consulted with 23 organizations and partners to understand their perspectives regarding housing needs. These housing themes emerged from these conversations:

- There is a need to update and streamline land development, zoning, and other planning processes to support and expedite affordable housing development
- There is a lack of available affordable housing and lack of funding to subsidize affordable housing at the scale needed
- There are challenges with prioritization and managing waitlists for affordable housing and housing choice vouchers.
- There is a need for more focus and resources to preserve existing affordable housing and creation of new affordable housing units; and
- The two main needs/priorities identified were workforce development and housing.

The City of Lancaster is committed to affirmatively furthering fair housing within all realms of its housing and community development projects to ensure the provision of fair and equal housing opportunities 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 proposal includes projects that will be designed and implemented utilizing an equity lens to ensure the City is affirmatively furthering fair housing rights and opportunities utilizing strategic methods that acknowledge and seek to rectify the history of structural racism and segregation in the City. All studies and assessments in this proposal will include institutional assessment and planning approaches that intentionally examine and identify how socioeconomic status, race, and ethnicity correlate to lack of affordable housing access and opportunity (Goal 1) while targeting implementation efforts to serve those at greatest risk of affordable housing disenfranchisement (Goal 2).

First, this project seeks to reassess existing regulations, ordinances, and policies constricting affordable housing availability to conduct the necessary planning activities to remove institutional barriers unduly limiting affordable housing choice and access.

Second, this project contains implementation activities that create more pathways to affordable homeownership and increase affordable housing supply through expanding first-time homebuyer programs, establishing a sustainable housing impact fund to provide needed capital for affordable housing production and purchase, and supporting the expansion of transitional and permanent housing options for our homeless population. These activities will be designed to promote integration in a way that specifically serves historically underserved and marginalized populations, which disproportionately make up our low- and moderate-income households, by creating more equitable affordable housing opportunities throughout the city.

Additionally, The City of Lancaster is fully committed to equity, inclusion, access, and diversity – it is a priority of Mayor Danene Sorace to build a stronger and more equitable Lancaster, block by block, and the City has made commitments to racial and social equity across all departments. In 2019, the City was formally designated as a Certified Welcoming City by the Global Organization Welcoming America – the first in Pennsylvania and one of 18 nationally. Inclusive community engagement and transparency are cornerstones of all City plans, programs, and investments. These social justice commitments are engrained in the strategies below and will be further fortified through a robust public engagement process.

This project will directly improve fair housing and mitigate inequities by providing resources to the low- and moderate-income households. Households who have been Lancaster residents for years and decades are finding it difficult to remain in their homes due to rising costs. Home repair loans can help mitigate displacement and keep people in their homes who have been there for generations. Fixed income older adults.

Homebuyer Program: In 2022, Tenfold served a total of 535 households with homebuyer training, 24% of those served identified as Black or African American households, 35% as White, 2% as Asian, 21% as Other with 54% as Hispanic or Latino and 41% as Non-Hispanic or Latino. 34% were male and 54% were female. 13% under 30% AMI, 24% between 31% and 50% AMI, 35% between 51% and 80% AMI.

Budget and Timeline

The City of Lancaster is requesting \$10M in PRO Housing funding to fund planning and implementation projects that will remove barriers to affordable housing in order to support affordable housing availability and production while providing financial tools for low-and moderate-income residents to equitably access homeownership opportunities. The City of Lancaster will ensure that these programs are cost effective, align with industry best practices,

and are executed using expert consultants and partners/subrecipients with expertise in the affordable housing field. This budget was determined in collaboration with community and industry partners to address the specific needs and projects identified in this application. Internal personnel costs were estimated utilizing current salary and fringe rates for the appropriate labor categories based on level of education and experience required to successfully perform tasks. **The City will be providing a match of \$314,341 for labor costs that will be covered by its General Fund bringing the full cost of grant delivery to \$10,314,341.**

The City of Lancaster is proposing to implement this grant over a period of five (5) years from the date of the grant award (2024 – 2028) and will complete all necessary tasks prior to the expenditure deadline of September 30, 2029. The City is requesting the following grant budget to accomplish the goals and projects referenced in the narrative above:

City of Lancaster PRO Housing Grant: Proposed Budget

Activity	Total	2024	2025	2026	2027	2028
Project 1A. Update City Land Use Regulations and Permitting	\$707,855	\$235,951.67	\$235,951.67	\$235,951.67		
Project 1B. Develop Streamlined Accessory Dwelling Unit Program	\$369,855			\$123,285	\$123,285	\$123,285
Project 1C. Conduct Advanced Housing & Redevelopment Planning	\$337,855	\$168,927.50	\$168,927.50			
Project 2A. Expand Homebuyer and Homeowner Education & Assistance Programs	\$398,479.15	\$79,695.83	\$79,695.83	\$79,695.83	\$79,695.83	\$79,695.83
Project 2B. Establish Housing Impact Fund	\$6,798,384.35		\$1,699,596.09	\$1,699,596.09	\$1,699,596.09	\$1,699,596.09
Project 2C. Support homeless housing opportunities	\$1,000,000	\$500,000	\$500,000			
Administration	\$387,571.50	\$43,063.50	\$86,127	\$86,127	\$86,127	\$86,127
Total:	\$10,000,000	\$1,027,638.50	\$2,770,298.08	\$2,224,655.58	\$1,988,703.92	\$1,988,703.92

Project 1A. Update City Land Use Regulations and Permitting

The City is budgeting a total of **\$707,855** in PRO Housing funding to support this project. This includes \$105,000 for a dedicated PRO Housing Planner (based on an annual salary of \$70,000/year at an estimated hourly rate of \$33.65 for 3120 hours), \$53,655 for fringe costs (51.1% rate), \$50,000 for software, and \$499,200 to contract with three (3) consultants to assist

with this project: One (1) Senior Level Land Use Expert, One (1) Mid-Level Expert, and One (1) Junior Level Coordinator. We estimate that each will provide an average of 130 days of support or 1040 hours over the project timeline at an estimated average daily rate of \$1,280 or \$160/hour based on current market labor rates within the urban planning sector.

Project 1B. Develop Streamlined Accessory Dwelling Unit (ADU) Program.

The City has budgeted **\$369,855** in PRO Housing funding for this project. This includes \$105,000 for a dedicated PRO Housing Planner salary (based on an annual salary of \$70,000/year at an estimated hourly rate of \$33.65 for 3120 hours), \$53,655 for fringe costs (51.1% rate), and \$211,200 to cover architectural firm consulting services for an estimated 165 days or 1320 hours at a rate of \$1,280/day or \$160/hour based on current market labor rates the urban planning sector.

Project 1C. Conduct Advanced Housing & Redevelopment Planning

The City estimates that this project will need **\$337,855** in PRO Housing funding. This includes \$105,000 for a dedicated PRO Housing Planner salary (based on an annual salary of \$70,000/year at an estimated hourly rate of \$33.65 for 3120 hours), \$53,655 for fringe costs (51.1% rate), and \$179,200 for consultant services. The City anticipates contracting for one (1) Senior Level Housing & Redevelopment Expert; and One (1) Mid-Level Housing & Redevelopment Expert. The consultants will each provide a projected average of 70 days of technical support or 560 hours over the project timeline at an estimated average daily rate of \$1,280 or \$160/hour based on current market labor rates within the planning sector.

Project 2A. Expand Homebuyer/Homeowner Education and Assistance Programs

The City of Lancaster will execute a subrecipient agreement with partner, Tenfold, to support its existing homebuyer/homeowner educational and assistance programs and will provide **\$398,479.15** in PRO Housing funding to support eligible program delivery costs that expand Tenfold's capacity to officer homebuyer and homeowner education and assistance. This will include eligible salary, fringe, travel, supply/material, and indirect costs.

Project 2B. Establish a Housing Impact Fund

The City is proposing to utilize **\$6,798,384.35** in PRO Housing grant monies to establish a set of housing impact fund programs that provide capital and subsidy on a grant or loan basis to carry out CDBG-eligible housing activities such as, but not limited to, land/property acquisition, affordable housing development subsidies through establishing a revolving loan fund, and critical home repair, along with eligible program delivery costs to further preservation and production efforts. The City will determine the most effective allocation strategy for this project based on the findings and recommendations resulting from the **Advanced Housing & Redevelopment Planning** efforts within Project 1C to best promote fund sustainability and goal attainment. Currently, we estimate that \$508,524.50 of this budget will be used by partner, Tenfold, for eligible program delivery costs that include salary, fringe, travel, supplies/materials, and indirect costs.

Project 2C. Support Homeless Housing Opportunities

To help address housing market constraints limiting the availability of accessible and affordable housing options for residents experiencing homelessness, the City is proposing to allocate **\$1,000,000** to directly fund the following activities: To help address housing market constraints limiting the availability of accessible and affordable housing options for residents experiencing

homelessness, the City is proposing to allocate **\$1,000,000** to directly fund the eligible costs for the following activities:

- Congregate & Non-Congregate Shelter Renovations and Rehabilitation
- Subsidy for Development of Rental Housing for Qualifying Populations

PRO Housing Grant Administration

This City will hire a Community Development Administrator (CDA) to manage and administer the PRO Housing grant and has allocated **\$387,571.50** for grant administration. The CDA will be responsible for the general oversight of the grant, including ensuring CDBG and PRO Housing grant planning, implementation and regulatory compliance; evaluating validity and effectiveness of projects; grant monitoring and reporting, etc. This includes \$256,500 in direct personnel costs at an estimated annual salary of \$57,000/year or \$27.40/hour for 9360 total hours and anticipated fringe costs of \$131,071.50 based on a 51.1% fringe rate.

Schedule of Proposed Activities

Grant Period: January 31, 2024 - December 31, 2028

General Grant Performance and Administration Milestones

- Recruitment and Hiring of PRO Housing Planner & Community Development Administrator: January 31, 2024 – June 30, 2024.
- PRO Housing Action Plan Publication: January 31, 2024 – June 30, 2024

Project 1A. Update City Land Use & Permitting: July 1, 2024 to December 31, 2026

- Complete Environmental Review: September 1, 2024
- Competitively select and hire consultant: December 1, 2024
- Consultant evaluates and provides recommendations: December 1, 2025
- City reviews recommendations and updates regulations, ordinances, policies, and procedures: December 31, 2026

Project 1B. Develop Streamlined Accessory Dwelling Unit Program: January 1, 2026 to December 31, 2028

- Complete Environmental Review: September 1, 2024
- Work internally to reduce regulatory barriers to ADU development: December 31, 2026
- Competitively select and hire architecture consultant: July 1, 2027
- Develop and finalize ADU plans: July 1, 2028
- ADU Plan Approved and Adoption: December 31, 2028

Project 1C. Conduct Advanced Housing & Redevelopment Planning: July 1, 2024 to December 31, 2025

- Complete Environmental Review: July 1, 2024
- Competitively select and hire consultant: September 1, 2024
- Complete study of redevelopment laws and procedures: March 1, 2025
- Analyze & report findings & recommendations: June 1, 2025
- Revise, draft, finalize, and approve resulting plans & procedures: September 1, 2025

Project 2A. Expand Homebuyer & Homeowner Education & Assistance Programs: January 31, 2024 to December 31, 2028

- Complete Environmental Review: July 30, 2024

- Draft, finalize, and execute subrecipient agreement with Tenfold: August 1, 2024

Project 2B. Establish Housing Impact Fund: January 1, 2025 to December 31, 2028

- Complete Environmental Review: September 1, 2024
- Based on findings from Advanced Housing & Redevelopment Planning, identify viable funding avenues: August 1, 2025
- Draft, finalize, and execute subrecipient agreements for recommended fundings strategies: December 1, 2025

Project 2C. Support Homeless Housing Opportunities: January 31, 2024 to December 31, 2025

- Complete Environmental Reviews: September 1, 2024
- Draft, finalize, and execute subrecipient agreement for shelter renovations/expansion: November 1, 2024
- Draft, finalize, and execute subrecipient agreement for development subsidy for rental housing for qualifying populations: March 1, 2025

If HUD does not award the full \$10 million grant request, the City would reduce the contribution to the Housing Impact Fund (Project 2B), up to 50% of the proposed project budget. This reduction would also result in a reduction of anticipated program income. Based on local housing market studies and stakeholder input, the City expects that the community will continue to need a significant amount of funding to meet the demand for affordable housing in the future, and this amount will continue to exceed all current levels of local, state, and federal funding. In order to help meet the overarching community need for affordable housing, the City and partners will continue to seek additional funding resources for direct implementation, while focusing the PRO Grant resources on the critical planning projects (1A – 1C) that will examine structural barriers and set the foundation for stronger affordable housing development practices and effective communal investment.

Section E: Capacity

Capacity of partners and Staffing Plan

Over the past five years as the housing crisis has continued to escalate, the City has responded by increasing capacity and allocating significant funds for affordable housing creation and preservation. At the same time, existing non-profit organizations and commercial developers have stepped up as partners to address housing shortages. The Lancaster County Housing & Redevelopment Authority has also restructured the Continuum of Care and increased allocation of funds supporting homelessness housing and services.

This capacity is evidenced by the number of affordable housing units created, rehabilitated, or currently under construction. Collectively, we have added 29 affordable housing units since 2021, and there are an additional 186 affordable housing units currently in the land development process or under construction. The City has provided or secured \$10,150,104 for these additional 186 units. Additionally, partners have been rehabilitating properties for the purposes of providing affordable housing.

The City’s partners receiving funding in the past three years include six non-profit organizations/Community Housing Development Organizations; two commercial developers incorporating affordable components into market-rate projects; HDC MidAtlantic, an affordable housing developer; and Lancaster City Housing Authority.

Current projects include:

<u>Organization</u>	<u>Amount of funding</u>	<u>Funding source</u>	<u>Project</u>	<u># of units</u>
Chestnut Housing Corporation	\$550,000	ARPA	New units from 2 blighted properties	8
	\$550,000	HOME		
Community Basics, Inc.	\$500,000	ARPA	New construction	9
Lancaster City Housing Authority	\$1,050,000	ARPA	Rehabilitation of existing towers	270
Lancaster/ Lebanon Habitat for Humanity	\$450,000	ARPA	New construction	7
Partners With Purpose	\$500,000	ARPA	Rehabilitation of existing multi-family units	97
	\$377,730	HOME	Rehabilitation of single-family homes	4
SACA Development Corporation	\$850,000	ARPA	Rehabilitation of existing apartments	30
	\$250,328	HOME	Rehabilitation of single-family homes	4
	\$429,362	CDBG	Rehabilitation of single-family homes	5
Tenfold	\$1,000,000	ARPA	Rehabilitation of apartments	46
YWCA	\$500,000	ARPA	New construction	16
	\$639,0116	HOME		

HDC	\$850,000	HOME	New construction	64
MidAtlantic	\$1,000,000	ARPA	New construction	TBD

Tenfold

Tenfold is a 501(c)(3) nonprofit organization with over 80 years of experience offering critical services to empower neighbors to overcome homelessness, prevent eviction, prepare for homeownership, and access financial stability. We take a holistic approach to serve as a trusted community partner focused on achieving quality, fair and affordable housing that is inclusive to all people through proactive coaching, education, lending, and advocacy. Together, the Tenfold team is multiplying its impact by leveraging their team’s combined expertise and community partners to develop new and innovative ways of addressing the wide range of critical housing needs within our community such as homelessness, renting, homeownership, and community lending.

Lancaster City Alliance

Lancaster City Alliance, an economic development non-profit in Lancaster City, oversees the City Revitalization & Improvement Zone (CRIZ), a program to encourage development and revitalization in Lancaster City. The CRIZ is approximately 130 acres in Downtown Lancaster and in selected areas in the remaining parts of the City. The CRIZ program works by allowing certain state and local taxes to be provided to the CRIZ areas to help finance redevelopment and new construction opportunities.

The focus of the Lancaster CRIZ Program is on the development of vacant and underutilized properties within the City. The CRIZ Act provides that qualified state and local tax revenues may be used for payment of debt service on bonds or loans issued for the acquisition, improvement and development of qualified capital improvements within the CRIZ. The CRIZ Authority has developed a set of guidelines to assist businesses, developers, and other interested parties who may be interested in seeking financing from and through the CRIZ. The CRIZ recently applied for a Residential Development Financial Assistance Program to increase net-new housing units within the CRIZ district for all incomes. This program would issue a bond in the range of \$15-\$20 million to establish a Revolving Loan Fund to provide financial assistance to provide new residential units. Through their years of experience administering the CRIZ, Lancaster City Alliance is well-positioned to partner with the City on a Housing Impact Fund through PRO Housing.

Lancaster County Housing & Redevelopment Authority Office for the Homelessness Coalition

The Lancaster County Homelessness Coalition is the lead agency for PA-510 and is responsible for the oversight of all Continuum of Care (CoC) policies, procedures, and CoC project funding decisions. LCHC is the collaborative applicant for the CoC Program Competition, the Homelessness Management Information System (HMIS) lead, and the Coordinated Entry lead agency for PA-510. The Continuum of Care works to coordinate community-based processes relating to the experience of homelessness and works to build a system of housing and services to address the needs of those at-risk of/currently experiencing homelessness. The CoC works to establish local priorities for system planning and evaluations of system-wide performance with the goal of making homelessness rare, brief, and non-recurring.

The office for the Coalition has the primary focus of bringing together the network of partners to deliver a consistent level of quality services to clients in Lancaster County. As the CoC, the Office for the Homelessness Coalition is equipped to partner with the City on project 2C.

Staffing

This grant proposal will include two (2) new positions to deliver, oversee, and coordinate program and grant activities, a PRO Housing Planner and PRO Housing Community Development Administrator. In addition, the City will dedicate the time and effort of two (2) Senior Planners within the Bureau of Planning to help further projects within Goal 1 (grant match).

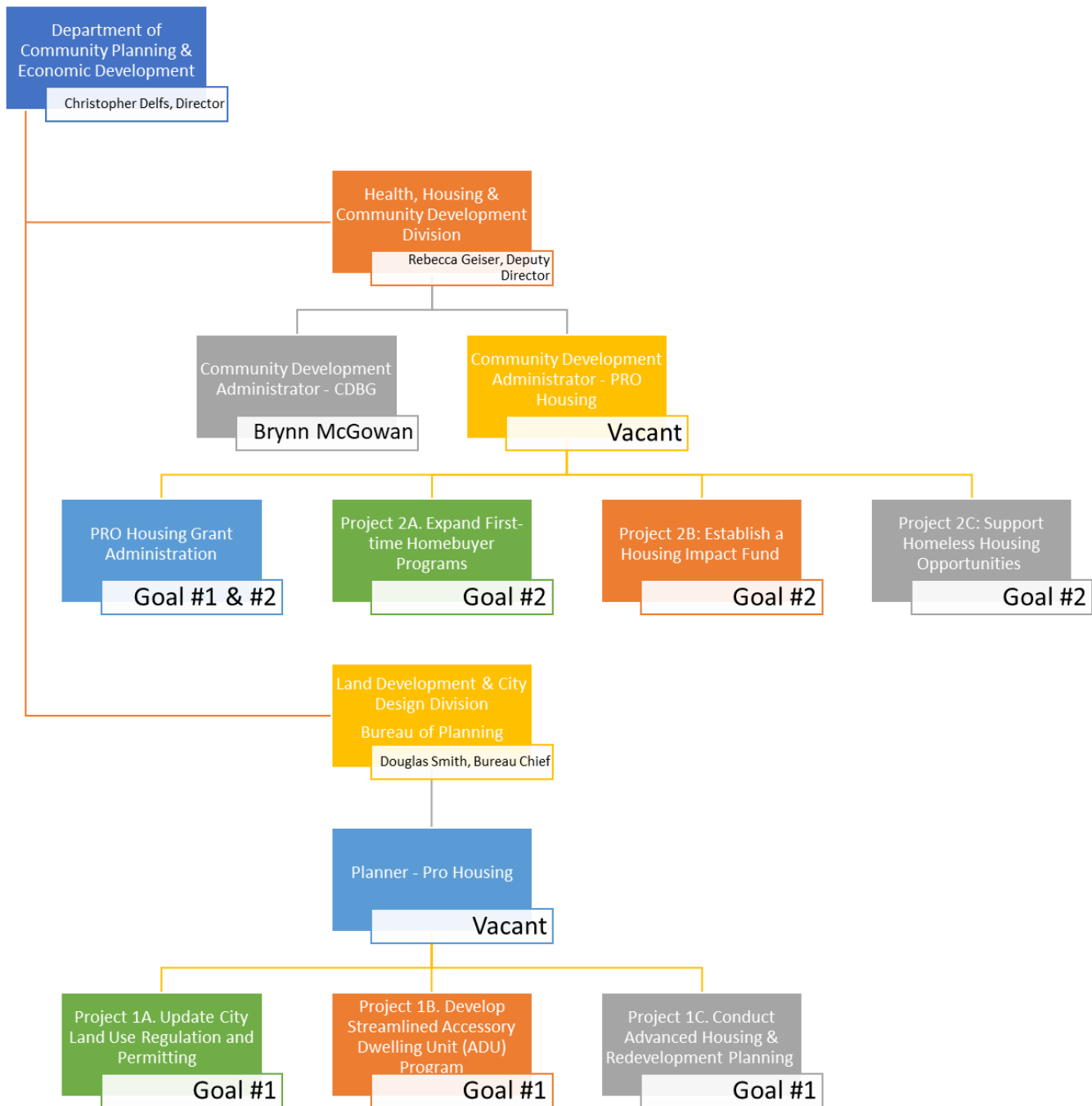
Staff Capacity for Implementation of Goal 1 Projects:

- A. **PRO Housing Planner:** The person occupying this position will spend 100% of their time over the course of 4.5 years, for a total of 9360 hours, at an annual salary of \$70,000/year providing direct planning, implementation, and evaluation support to Projects 1A, 1B, and 1C to advance Goal #1.
- B. **Senior Planner 1:** The City will dedicate 50% of its Senior Planner time working with the PRO Housing Planning and providing guidance, assistance, and technical support in furthering projects 1A, 1B, and 1C in the form of a match. This person will spend 4680 hours over 4.5 years performing these functions at a salary of \$68,959 or \$33.15/hour. This salary will not be charged to the grant but will be covered by the City's General Fund and is captured as match in the budget.
- C. **Senior Planner 2:** The City will also dedicate 25% of the time of a second Senior Planner to assist with the implementation of Project 1B (ADU Program) over three (3) years. This person will spend 1560 hours (520/year) at a salary of \$70,503 or \$33.90/hour. This salary will not be charged to the grant but will be covered by the City's General Fund and is captured as match in the budget.

Staff Capacity for Administration of Goal 2 Projects:

- **PRO Housing Community Development Administrator:** The person occupying this position will spend 100% of their time over the course of 4.5 years, for a total of 9360 hours, at an estimated annual salary of \$57,000/year or \$27.40/hour providing compliant administration of the PRO Housing grant and responsible for managing the implementation of Goal 2 through the subgrantee process.

The organizational chart below depicts the structure of the proposed PRO Housing grant approach within the Department of Community Planning and Economic Development.



The Department of Community Planning and Economic Development (CPED) will be charged with the primary administration of the PRO Housing grant. CPED is comprised of two major divisions, (1) Land Development and City Design and (2) Health, Housing and Community Development, with a total of five Bureaus, which work together to build strong neighborhoods and elevate quality of life for all people who live, work, and play in the City of Lancaster. The Department manages a range of programs that aim to facilitate safe and affordable housing options, support business and job creation, improve the quality of our built and natural environments, champion the design of our civic spaces and facilities, and ultimately protect and enhance the health and wellness of our community members. The Department engages with stakeholders across its programs to glean meaningful input in the execution of its mission. The Department works closely with the Lancaster City Alliance to implement the Building on Strength Economic Development Plan first adopted in 2015. It also actively engages with other agencies, community organizations and neighborhood associations promoting the equity, prosperity, and sustainable development of the City.

The Bureau of Planning is charged with creating and implementing the City's Comprehensive Plan, which guides the physical growth and development of the City and aspires to foster healthy, successful communities—through tools such as zoning, historic preservation, small area planning, site design, and the application of ordinances and programs governing land development practices. The Bureau provides direction and technical assistance to property owners, architects, general contractors and developers regarding zoning, land development, buildings use, property site improvements, rehabilitation of historic structures, and the requirements of City land use, development, and subdivision regulations. The Bureau coordinates interdepartmental reviews of applications for major housing, commercial, and mixed-use development projects, provides technical staff support to the City Planning Commission, and ensures the City's compliance with the Pennsylvania Municipalities Planning Code. One primary purpose of the Bureau's work is to help develop vacant, blighted, and under-utilized sites in a manner that maximizes the quality of land uses and urban design of new projects and knits together the fabric of our City blocks and streets to create a walkable and livable environment. Within the Bureau of Planning resides the Office of Public Art, which works with organizations and individuals in the public and private sectors to facilitate the development of, and information about, public art. Public art celebrates diversity in Lancaster's neighborhoods by promoting the City's culture and history and providing opportunities for residents and stakeholders to participate in the process of planning and selecting public art.

Management of the PRO Housing grant will be shared between the Office of the Director and the Bureau of Planning. The Bureau of Planning will oversee a Planner who will implement and direct planning efforts to advance affordable housing through land use planning (Goal 1) while (2) the Office of the Director will house a Community Development Administrator who will manage overall PRO Housing grant compliance in addition to driving efforts to implement affordable housing initiatives through subrecipient selection procedures and subgrant mechanisms (Goal 2). There will be two full-time staff members dedicated to the program management and administration of the PRO Housing grant. These positions are contingent upon the award of the grant and will be recruited for and hired when the City receives notice of award. Additionally, CPED's Director, the Deputy Director of Health, Housing and Community Development, and the Bureau Chief of Planning will provide guidance and leadership to ensure grant goals are achieved and overall compliance is maintained.

Section F: Leverage

1. Are you leveraging other funding or non-financial contributions?

To be determined.

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Section G: Long-term Effect

This proposal will have both near-term and long-lasting benefits for housing supply in Lancaster City with real financial benefits to low- and moderate-income residents. The funding through this proposal will have a profound impact on achieving the goals the City has set in the Interim Housing Strategy. Through the partnership with the Office for the Coalition to End Homelessness, the City will invest in emergency low-barrier shelter, transitional housing, and permanent supportive housing to support both the acute needs of those sleeping outside as well as broaden availability for housing when individuals are ready to move out of shelter. Local partners currently provide homeownership classes and financial support to first-time homebuyers. In the midst of dramatically rising home sale values – up 68% in Lancaster City between 2019-2023, homeownership programs will provide a more affordable path to owning a home. The housing impact fund created with the dollars from this grant will preserve and create much needed affordable housing in a region that requires about 1,150 new affordable units a year to keep pace with demand. About one-third of the City's households are cost burdened (i.e., spend at least 30% of their income on housing) and some neighborhoods are as high as 50% housing cost burdened. The proposed investments will help ease this financial strain and contribute to residents' economic mobility.

Housing investments must be supported with regulatory and process changes, which will help lower costs, shorten timelines, and reduce legal exposure. Those changes will also ensure that projects assisted by the Housing Impact Fund (Project 2B) will be successful. Affordable housing is opposed across the country, and Lancaster City has also seen critical housing proposals stalled due to lawsuits over Zoning relief. This proposal identifies three planning projects that will significantly reduce barriers to housing production. More specifically, the following anticipated long-term outcomes are anticipated and are aligned with the City's recently created Comprehensive Plan:

- New land use codes that promote a long-lasting progressive housing agenda for the future, including by-right permissions for multi-family across all neighborhoods, promoting infill development, reducing parking requirements, eliminating certain dimensional restrictions for ADUs, and expedited approvals for affordable projects, among other strategies. This will help achieve the City's goal to produce 2,000 new units with 15% minimum being affordable.
- A streamlined ADU approval process that connects willing landowners to pre-approved floor plans, expedited approvals, and financing options. This will help achieve the City's goal to create 100 new units that employ innovative housing design types to facilitate lower-cost units.
- New and innovative redevelopment programs and financial tools that assist the City and its related Authorities with producing and protecting affordable housing. This will help the City achieve its goal to improve 1,000 housing units to ensure their safety and affordability.

Attachments

To be determined.

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