

FISCAL YEAR 2025

The City of Lancaster, Pennsylvania

DRAFT CONSOLIDATED PLAN

For the Program Years
2026-2030

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

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



**CITY OF
LANCASTER**

Department of Community Planning & Economic Development

Lancaster, Pennsylvania
Municipal Building
120 North Duke Street
Lancaster, PA 17602

www.cityoflanasterpa.gov

Jaime Arroyo, Mayor

EXECUTIVE SUMMARY

ES-05 Executive Summary – 24 CFR 91.200(c), 91.220(b)

1. Introduction

The following Consolidated Plan evaluates and estimates how the City of Lancaster, Pennsylvania will allocate an estimated \$6,400,000 in Community Development Block Grant (CDBG) entitlement funds from the U.S. Department of Housing and Urban Development (HUD) between the years 2026 and 2030. The Consolidated Plan contains information about the County's and City's needs relating to Housing, Homelessness, Public Services, Public Facilities and Infrastructure, and Non-Housing Community Development. This document also includes information on the prioritization of needs, anticipated resources, goals, and strategies to govern the funding decisions over the next five years.

The City of Lancaster is in a consortium with the County of Lancaster pursuant to 24 CFR 92.101. The Redevelopment Authority of the County of Lancaster (LCHRA), who manages the County's CDBG entitlement, is the lead organization. The County, as Lead Entity, will manage the entire HOME allocation on behalf of the Consortium. The County and City agree to carry out eligible activities in accordance with the requirements of 24 CFR Part 92. The City is responsible for submitting, in a timely manner to the County, all information necessary for participation in the Consortium as defined in 24 CFR Part 92, including all information necessary for the Consolidated Plan, the HOME program description and certifications (24 CFR 92.150), and performance reports.

2. Summary of the objectives and outcomes identified in the Plan Needs Assessment Overview.

In preparation for the 2026-2030 Consolidated plan, the City of Lancaster conducted a comprehensive analysis of needs assessments conducted across the City of Lancaster over the past five years, incorporating approximately 5,000 survey responses. The City also held two in-person events and one digital forum to vet understanding of the needs identified in previous surveys. The research produced ten clear community priorities for Lancaster City's low-to-moderate income citizens:

1. Affordable, Quality Housing;
2. Homelessness Services;
3. Public Safety and Crime Prevention;
4. Workforce Development and Fair Wages;
5. Access to Healthcare;
6. Improved Public Transportation and Safer Streets;
7. Healthy Food Access and Security;
8. Mental Health/Substance Abuse Treatment;
9. Economic Development/Small Business Assistance; and

10. Childcare Access

These priority needs are discussed, in detail, in section SP-25 and the resulting five-year goals are discussed in section SP-45.

Community Development staff worked collectively with internal department leadership and established community organizations to identify projects and programs to address each of the top community priorities. These projects are discussed in section AP-35.

3. Evaluation of past performance.

The City of Lancaster succeeded in meeting the program goals during the project period of its most recent Consolidated Plan. The City's 2021–2025 Consolidated Plan focused on five primary objectives: (1) maintaining affordable, good-quality housing; (2) increasing affordable housing opportunities; (3) promoting neighborhood quality of life; (4) expanding economic opportunities; and (5) supporting homeless services.

The City of Lancaster stopped receiving Emergency Solutions Grant (ESG) funding after 2021 and sought alternative funding sources, such as state-funded ESG, to support services for individuals experiencing homelessness. The City succeeded in meeting all other objectives in its Consolidated Plan using CDBG funds.

Between 2021 and 2025, the City rehabilitated 269 rental units and 273 owner-occupied units through its lead hazard and critical repair programs, ensuring safe housing for low-to-moderate-income individuals in Census Tracts 8, 9, 10, 14, and 147. During the same period, CDBG funds supported proactive housing code enforcement in qualifying low and moderate income census tracts to prevent the deterioration of 5,085 rental units, while coordinating cases of elevated blood lead levels with the City's Bureau of Health.

From 2021 to 2025, the City promoted quality of life through streetscape improvements that benefited more than 110,000 low-to-moderate-income individuals, provided social worker intervention through the Police Department and Bureau of Health to more than 10,000 individuals in need, and hosted public events attended by more than 10,000 community members.

Additionally, during this five-year period, the City expanded economic opportunities for 506 small businesses through microenterprise grants and training offered in partnership with ASSETS.

During the same timeframe, the City drew down all but \$264,000 of its CDBG-CV funds. The remaining funds have been encumbered and will be drawn by the June 16, 2026 deadline.

4. Summary of citizen participation process and consultation process.

April 2025 to October 2025: Community Development staff reviewed community surveys collected over the past five years from a variety of target groups to identify recurring themes and priorities. The team analyzed approximately 5,000 responses across nine surveys, followed by two in-person engagement events and one digital forum. This process ensured informed discussions among community organizations, City leadership, and intergovernmental partners and helped the Community Development office identify community funding priorities.

Dates:

March 2, 2026: The City of Lancaster announced a public meeting and the public posting of the City's Consolidated Annual Performance and Evaluation Report (CAPER) in the local newspaper of general circulation.

March 13, 2026: The City of Lancaster posted the CAPER on its website and made printed copies available at public entrances.

March 13, 2026 – March 30, 2026: The City of Lancaster accepted public comments on the CAPER.

March 16, 2026: The City of Lancaster held a public forum on the CAPER. No attendees were present.

April 17, 2026: The City of Lancaster announced a public meeting and the public posting of the City's 2026–2030 Consolidated Plan and 2026 Annual Action Plan in the local newspaper of general circulation.

April 24, 2026 – May 22, 2026: The City of Lancaster accepted public comments on the 2026–2030 Consolidated Plan and 2026 Annual Action Plan.

April 24, 2026: The City of Lancaster posted its 2026–2030 Consolidated Plan and 2026 Annual Action Plan on its website, along with summaries in English and Spanish. The City also made printed summaries available at its public entrances.

May 1, 2026: The City held a public forum at City Hall, open to the public, to present an overview of the 2026–2030 Consolidated Plan and 2026 Annual Action Plan.

May 4, 2026: The City of Lancaster introduced the 2026–2030 Consolidated Plan and 2026 Annual Action Plan to City Council at the May 2026 City Council Committee Meeting. The meeting was in person and livestreamed on YouTube.

May 23, 2026: Public comments were incorporated into the plans or accompanied by an explanation if incorporation was not possible.

May 25, 2026: The public comment period closed.

May 26, 2026: The City Council of Lancaster voted on the 2026–2030 Consolidated Plan, the 2026 Annual Action Plan, and the accompanying resolution.

5. Summary of public comments.

TBD

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

TBD

7. Summary

TBD

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THE PROCESS

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

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

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

Agency Role	Name	Department/Agency
Lead Agency	COUNTY OF LANCASTER	
CDBG Administrator	CITY OF LANCASTER	Community Planning and Economic Development
HOME Administrator	COUNTY OF LANCASTER and CITY OF LANCASTER (Consortium)	Lancaster County Housing & Redevelopment Authorities

Table 1– Responsible Agencies

Narrative (optional):

The Lancaster County Housing and Redevelopment Authority is the lead agency responsible for coordinating the consolidated planning and submission process.

Additionally, Lancaster County is the lead entity of the HOME Consortium it has formed with the City of Lancaster, and agrees to carry out such overall responsibilities, with cooperation of the City, in accordance with 24 CFR 92.101.

The City of Lancaster’s Department of Community Planning and Economic Development is responsible for administering the City’s entitlement Community Development Block Grant (CDBG) dollars described in this Consolidation Plan.

Consolidated Plan Public Contact Information:

Jennifer Rummel, Community Development Administrator, City of Lancaster, 120 N. Duke Street, Lancaster, PA 17602, 717-719-3838; jrummel@cityoflanasterpa.gov.

PR-10 Consultation - 91.100, 91.110, 91.200(b), 91.300(b), 91.215(I) and 91.315(I)

1. Introduction:

While creating its consolidated plan, the City of Lancaster's Community Development team met with individuals and groups, businesses and nonprofits, city-specific and county-wide organizations, and policymakers to understand the greatest community needs and the best approaches to address each of those priorities. The City takes pride in the partnerships it has formed across the City and the County.

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

The City of Lancaster collaborates with the Lancaster City Housing Authority (LCHA) and its non-profit affiliate, Partners with Purpose (PWP), to support community projects and advance efforts to maintain safe, affordable housing within the jurisdiction.

As the responsible entity, the City conducts the required environmental reviews for projects undertaken by both LCHA and PWP that utilize federal funding, including Community Development Block Grant (CDBG) funds, American Rescue Plan Act (ARPA) funds, and public housing capital fund resources.

In 2023, the City of Lancaster invested \$200,000 in ARPA funds and \$169,511 in FY 2022 CDBG funds to support the renovation of six scattered-site rehabilitation projects with Partners with Purpose. In 2025, through a substantial amendment, the City invested an additional \$200,000 in CDBG funds from FY 2023 (\$114,987.84) and FY 2024 (\$85,012.16) to assist in renovating two scattered-site properties. Also in 2025, the City awarded PWP a \$25,000 grant from FY 2025 CDBG funds to support capacity building and strategic planning for the long-term sustainability of its 95 scattered-site properties.

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

The Lead Agency of the Continuum of Care (PA-510) is the Lancaster County Homelessness Coalition (LCCH). The City of Lancaster is a member of the LCCH through two participating staff members, both of whom serve on the City's internal Homelessness Response Team. One staff member sits on the Coalition's Steering Committee, which is responsible for developing and implementing strategic initiatives and programs for individuals and families experiencing or at risk of homelessness. The second staff member serves on both the Joint Funding Committee and the Grants Action Team, which analyze grant proposals and make funding recommendations to the Steering Committee. All committees are composed of professionals with diverse educational and experiential backgrounds. These cross-sector

collaborations strengthen coordination efforts and support a more effective, efficient, and informed approach to serving the City's most vulnerable residents.

The Lancaster County Homelessness Coalition uses its allocated funding to work with service providers to house chronically homeless individuals in permanent supportive housing. This partnership has enabled the Coalition to reach functional zero for homeless veterans. In April 2025, the Joint Funding Committee recommended approval for gap funding to support a project for unaccompanied youth that is expected to open in July 2026.

The Lancaster County Homelessness Coalition specifically supports the following types of programs, each of which is funded through an annual request for proposals: (1) Street Outreach – Engagement (short-term), Assessment, and Case Management; (2) Coordinated Entry Agency; (3) Coordinated Entry Manager; (4) Emergency Day Shelter; (5) Emergency Overnight Shelter (Full Year and Winter Only); (6) Pathways (Rapid Rehousing) – Case Management; (7) Prevention and Diversion – Case Management with Limited Household Financial Assistance; and (8) Special Projects for HUD-Defined Homelessness.

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

Although the City of Lancaster no longer receives an ESG entitlement, City staff remain actively involved in the allocation of Lancaster County ESG funds and in the ongoing governance of the Continuum of Care (CoC). Two City staff members serve on CoC subcommittees:

1. The City's Community Development Administrator serves on the Joint Funding and Grants Action Committee, which oversees the allocation of federal CoC funds.
2. One of the City's police social workers serves on the Steering Committee, which is responsible for approving funding allocations and providing overall program monitoring, coordination, and management.

5. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Complete Table Below

Table 2– Agencies, groups, organizations who participated

1	Agency/Group/Organization	LANCASTER COUNTY HOUSING and REDEVELOPMENT AUTHORITY
	Agency/Group/Organization Type	Housing PHA Services - Housing Other government - County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Lead-based Paint Strategy Public Housing Needs Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City and the Lancaster County Housing and Redevelopment Authorities coordinated their planning strategies for CDBG and HOME funding utilization between 2026-2030. They will continue to coordinate programs and projects via regular collaborative work sessions.

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

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The City of Lancaster met internally with department heads from the Bureau of Health, the Department of Community Development and Economic Planning, the Department of Public Works, the Department of Neighborhood Engagement, the Mayor's Office, and the Bureau of Police to identify the city's most pressing issues and determine how these needs matched the community priorities identified through community engagement. The Department of Community Development was able to match funding with some of the City's needs through a request for proposals process.
3	Agency/Group/Organization	Redevelopment Authority of the City of Lancaster
	Agency/Group/Organization Type	Housing Redevelopment Authority
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Lead-based Paint Strategy Public Housing Needs Non-Homeless Special Needs Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	RACL requests improved coordination with the City of Lancaster in the areas of building codes, property maintenance, and housing inspections. They are interested in coordinating with the City to take on larger-scale projects like improving the stadium district with state grant funding or other similar small area plans.

4	Agency/Group/Organization	United Way of Lancaster County
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Regional organization
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Anti-poverty Strategy Economic Empowerment - VITA
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The United Way is regularly consulted virtually and is satisfied with coordination efforts.

5	Agency/Group/Organization	Lancaster County Homelessness Coalition
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Other government - County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Anti-poverty Strategy

	<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The County led the consultation with the CoC, which was conducted in-person. Areas for improved coordination include increasing collaboration among providers in the field and improving communication. Some barriers to the work of the coalition which the authority is coordinating to overcome include increasing capacity through the development of new facilities and increasing the availability of affordable housing. The Coalition noted that funding is a barrier to their ability to provide critical services to the community.</p>
6	<p>Agency/Group/Organization</p> <p>Agency/Group/Organization Type</p>	<p>COMMUNITY ACTION PARTNERSHIP OF LANCASTER COUNTY</p> <p>Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Health Agency Business and Civic Leaders services - teenage parents; services - food access; services - childcare Major Employer Neighborhood Organization</p>

<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Lead-based Paint Strategy Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy community needs assessment, workforce development/needs, transportation access</p>
<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>CAP was consulted virtually. Their staff would like to see the City of Lancaster maintain equitable representation and engagement of people from all quadrants of the City, especially neighbors from the Southeast and Southwest neighborhoods. CAP is grateful that the City of Lancaster seeks community input as it determines how to allocate funding.</p>

7	Agency/Group/Organization	YWCA Lancaster
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Services - Victims
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The YWCA was consulted virtually. Staff of the YWCA identified the following areas for improved coordination: data sharing and using the YWCA published County-Wide disparities to inform program management and services. YWCA staff noted that communication has improved over the past year, and that the facility has received a variety of support from the Authority, County, and City for its housing programs.

8	Agency/Group/Organization	ASSETS OF LANCASTER
	Agency/Group/Organization Type	Services-Education Services-Employment Business Leaders Civic Leaders Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	ASSETS was consulted virtually. Areas identified for increased coordination were engagement and educational opportunities which allow for a discussion of work and needs of small business owners and entrepreneurs in the City and County.
9	Agency/Group/Organization	Lancaster County Food Hub
	Agency/Group/Organization Type	Services - Housing Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-homeless Services-Health Services-Education Services - Broadband Internet Service Providers Services - Narrowing the Digital Divide Agency - Emergency Management

<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy Mental Health, Addiction, Developmental Disability and Homelessness</p>
<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>The Lancaster County Food Hub hopes to increase coordination in the areas of mental health, addiction, developmental disability, homelessness, zoning, coding, and permitting. The Food Hub and its complementary service providers are interested in building a stronger relationship with the public sector to ensure that homelessness needs continue to be represented as the North Queen Street area continues to attract new businesses.</p>

10	Agency/Group/Organization	Tenfold
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Service-Fair Housing Services - Victims Regional organization Planning organization Civic Leaders Fair Housing Officer
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy

	<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Tenfold's primary request for improved coordination with the City focuses on the ongoing need for increased housing supply and adequate funding for services that support people who are at risk of homelessness or currently experiencing homelessness. Tenfold notes that the local housing stock has not kept pace with demand, and the units that are available are increasingly priced beyond what most families can afford. They believe the City could help ease these pressures by encouraging the development of diverse housing types through zoning and permitting updates (easing parking requirements; allowing different types of housing). Tenfold also emphasized the significant need for services for individuals experiencing or exiting homelessness. Their winter shelter operated at or near capacity almost every night and closed in March, leaving a persistent service gap. The City continues to need direct interventions for people experiencing homelessness, as well as support for those entering housing, receiving financial counseling, or working on household budgeting. Given Tenfold's strong record of implementing successful pilot programs, their staff represents a valuable partner in comprehensive planning for citywide housing initiatives.</p>
11	<p>Agency/Group/Organization</p>	<p>Spanish American Civic Association Development Corp (SACA)</p>
	<p>Agency/Group/Organization Type</p>	<p>Housing Services - Housing Services-Health Services-Education Services-Employment Regional organization Civic Leaders</p>

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Non-Homeless Special Needs Economic Development Market Analysis Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Housing and human (social) services were identified as key areas of need for the community, with suggestions of increasing the level of communication and coordination across organizations to build capacity to address persistent problems and create a more efficient way to deliver services. A need for increased communication about a county-wide affordable housing strategy was also noted; current discussions focus mainly on the City.
12	Agency/Group/Organization	Lancaster City Police Bureau - Social Worker
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment Services - Victims Publicly Funded Institution/System of Care Other government - Local
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Non-Homeless Special Needs Anti-poverty Strategy

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Police Social Worker was consulted virtually and indicated observing a need in mental health wrap-around services, affordable housing, social service hubs, and support services in the community.
13	Agency/Group/Organization	Lancaster City Housing Authority
	Agency/Group/Organization Type	Housing PHA Services - Housing Services-Health Housing - people with disabilities; Housing - elderly persons; Services - Social Services
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Lead-based Paint Strategy Public Housing Needs Market Analysis

	<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Lancaster City Housing Authority was consulted via a Teams call. They clarified the different roles between LCHA and PWP. The City has been helpful in identifying fundraising opportunities for which LCHA may not be directly eligible to apply. They emphasized the importance of planning and continuing to engage with residents, particularly when gathering feedback on city planning, urban forestry (urban greening, green infrastructure, Vision Zero), and providing letters of support for grant funding opportunities.</p> <p>Both PWP and LCHA are pleased to be included in the economic development aspects of City planning and appreciate the engagement with the health and housing social work case manager.</p> <p>They noted that building permits and stormwater permits have contributed to elongated timelines.</p>
14	<p>Agency/Group/Organization</p>	<p>Partners With Purpose</p>
	<p>Agency/Group/Organization Type</p>	<p>Housing Services - Housing Services-Education Services-Employment</p>
	<p>What section of the Plan was addressed by Consultation?</p>	<p>Housing Need Assessment Lead-based Paint Strategy Economic Development Anti-poverty Strategy</p>

<p>How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?</p>	<p>Partners with Purposes (PWP), the non-profit affiliate of the Lancaster City Housing Authority, was consulted via a Teams call. Their goals for improved coordination include critical repairs and portfolio-wide improvements to their 95 scattered-site units occupied by low-income individuals. PWP is especially interested in partnering with the City to fund projects for which they may not be directly eligible to apply but could participate as a subgrantee or beneficiary, supported by a letter of support from the City. PWP also noted that the permitting process has been challenging and has led to extended timelines. They would like an opportunity to provide feedback to the City as it modifies its permitting process.</p>
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6. Identify any Agency Types not consulted and provide rationale for not consulting

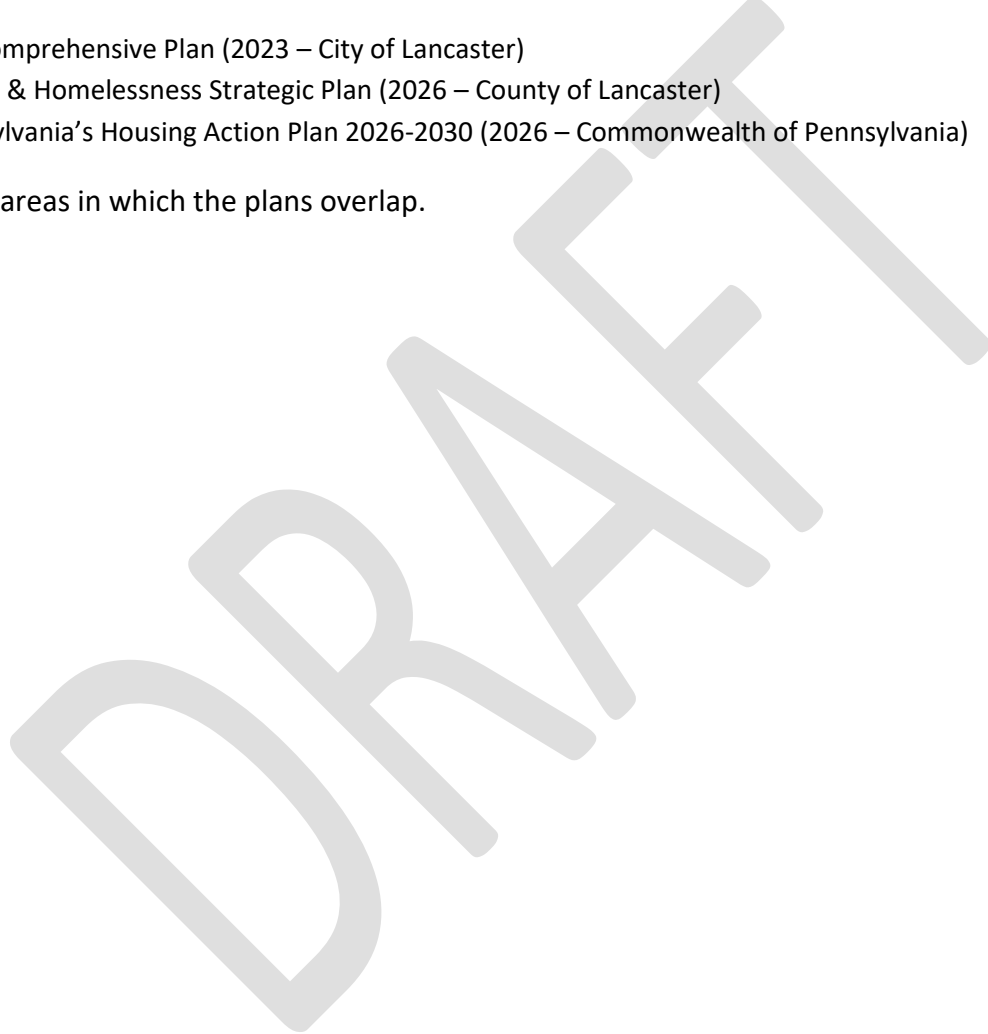
Agencies were selected based on the questions outlined in this plan. Although all City organizations play critical roles, certain organizations were selected to focus on specific components of our community services infrastructure.

7. Other local/regional/state/federal planning efforts considered when preparing the Plan *(complete table below)*

During planning, the City consulted the following documents for areas of improved coordination in addressing community needs:

1. Our Future Lancaster – Comprehensive Plan (2023 – City of Lancaster)
2. Lancaster County Housing & Homelessness Strategic Plan (2026 – County of Lancaster)
3. Commonwealth of Pennsylvania’s Housing Action Plan 2026-2030 (2026 – Commonwealth of Pennsylvania)

The table below details areas in which the plans overlap.



Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Lancaster County Homelessness Coalition	<p>The Lancaster County Homelessness Coalition is a network of health and human service providers, business leaders, public servants, private sector individuals, and people with lived-experience working to eradicate homelessness in Lancaster City and Lancaster County through service coordination, advocacy, public education, and community organizing. For the past 15 years with the County of Lancaster, Lancaster City, and the United Way of Lancaster County's endorsement, the Coalition is transforming the homeless system together with our partners through the following strategies: (1) street outreach, (2) coordinated entry, (3) emergency shelter, (4) day center(s)/day shelter, (5) crisis housing, (6) pathways, (7) permanent supportive housing, (8) homelessness prevention and diversion, and (9) special projects as defined by HUD. The coalition's programs are designed to meet both the immediate needs and create long-term solutions within the community.</p>

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<p>Our Future Lancaster</p>	<p>The City of Lancaster</p>	<p>The City of Lancaster’s <i>Our Future Lancaster</i> comprehensive plan was adopted by City Council on October 24, 2023. The plan identified housing, the economy, and public infrastructure as major opportunities for development and growth. The City’s Consolidated Plan overlaps in the areas of housing – specifically with regard to housing preservation, housing affordability, and the provision of services to individuals without housing. The plans also overlap with the City’s plans to invest CDBG funds in public infrastructure and public facilities to enhance community quality of life.</p>
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<p>The County of Lancaster’s Health and Housing Strategic Plan</p>	<p>The County of Lancaster, Pennsylvania</p>	<p>The Lancaster County Housing and Homelessness Strategic Plan has not yet been released; however, in a consultation with the County, the City was informed of five pillars central to the developing plan: prevention, response to urgent needs, stabilization and long-term support, housing and supply choice, and education and coordination. The City’s consolidated plan aligns with the County’s goals of preventing homelessness, particularly through its Fair Housing program and the eviction prevention initiative being piloted in 2026 through the City’s Fair Housing Officer - Tenfold. The City and the County also share priorities in reducing zoning and permitting barriers and in continuing to leverage cross-sector collaborations to effectively employ limited resources for the benefit of the area’s most vulnerable residents.</p>
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<p>Housing Action Plan</p>	<p>Commonwealth of Pennsylvania</p>	<p>The Commonwealth of Pennsylvania published its first Housing Action Plan based on assessments of local housing markets, Census data, PA Department of Economic Development and Community (DCED). The plan includes a “Call to Action” to local government to modernize ordinances and regulations, invest in aging housing stock, digitize permitting processes, and use local financial tools to leverage existing housing development funds. The City of Lancaster already digitized its permitting system with the activation of “CityView;” and the City is proactive and successful in identifying and securing additional sources of funding to leverage existing affordable housing development funds. The City of Lancaster continues to move toward progress in updating outdated housing stock with its Office of Healthy Home’s Lead Hazard Control Program and Critical Repair Program. The City is in the process of updating its regulations and ordinances through the Bureau of Planning.</p>
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Table 3– Other local / regional / federal planning efforts

8. Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

The City regularly collaborates with the Lancaster County Housing and Redevelopment Authority on housing and homelessness issues. For example... has worked with the County Planning Commission on various initiatives, including tackling impediments in the Analysis of Impediments to Fair Housing and the County’s five pillars for their Housing and Homelessness Strategic Plan. The City also reviewed the state’s Annual Action Plan, Consolidated Plan and the newly published Commonwealth of Pennsylvania Housing Action Plan (2026-2035) in informing the creation of its Consolidated Plan. On April 2, 2026, the City of Lancaster collaborated with the County of Lancaster regarding shared goals in their Strategic Planning Process

9. Narrative (optional)

N/a

PR-15 Citizen Participation - 91.105, 91.115, 91.200(c) and 91.300(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation. Summarize citizen participation process and how it impacted goal-setting:

The Citizen Participation Plan requires that the City of Lancaster holds a minimum of two public meetings during two different stages of the Consolidated Planning Process. The Citizen participation plan also requires a 30-day public comment period and publication of a summary of the plan in a newspaper of general circulation. The City of Lancaster satisfied this requirement with the following outreach events:

Pre-Planning Engagement:

1. 08/10/2025 – Outreach engagement with 224 low-to-moderate income City residents about top community priorities.
2. 08/15/2025 – Outreach engagement with 137 City residents about top community priorities.
3. 08/19/2025 to 10/25/2025 – Outreach engagement (online) with 197 City residents about top community priorities.

Mid-Planning Engagement:

1. 03/23/2026: Began consultations with public and private agencies regarding coordinating strategic planning and areas of improved coordination.
2. 04/10/2026: Concluded consultations with partnering organizations.
3. 04/17/2026: Summary of Consolidated Plan published in newspaper of general circulation along with notice of Public Forum to be held at City Hall on 04/29/2026.
4. 04/24/2026: Complete Consolidated Plan posted to the City of Lancaster’s website along with a brief summary of Consolidated Plan in English and Spanish, a notice of public meeting scheduled for 04/29/2026, and a guide to submit comments.
5. 04/24/2026: Summary of Consolidated Plan published in English and Spanish at public entrances to City Hall along with notice of Public Forum to be held on 04/29/2026.
6. 04/24/2026: Summary of Consolidated Plan published in English and Spanish at local public library to City Hall along with notice of Public Forum to be held on 04/29/2026.
7. 04/24/2026: Public comment period opens.
8. 05/01/2026: Held public meeting #1 at City Hall with an online option to engage community members in a discussion about the Consolidated Plan. All public comments will be reviewed and incorporated or documented in the plan.
9. 05/04/2026: Held public meeting #2 at City Council committee meeting to introduce the Consolidated Plan to City Council and accept public comments and feedback. All public comments will be reviewed and incorporated or documented in the plan.
10. 05/26/2026: Held public hearing at general City Council meeting and public vote on 2026-2030 Consolidated Plan and 2026 Annual Action Plan.

Post-Planning Engagement:

1. 05/22/2026: Public comment period closes after 30 day-requirement. All public comments will be reviewed and incorporated or documented in the plan.

2. Citizen Participation Outreach *(complete table below)*

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
REPEAT ITEMS ABOVE						

Table 4– Citizen Participation Outreach

3. Summary of response/attendance.

TBD – we cannot complete this section until the public comment period closes.

4. Summary of comments received.

TBD

5. Summary of comments not accepted and reasons.

TBD

NEEDS ASSESSMENT

NA-05 Overview

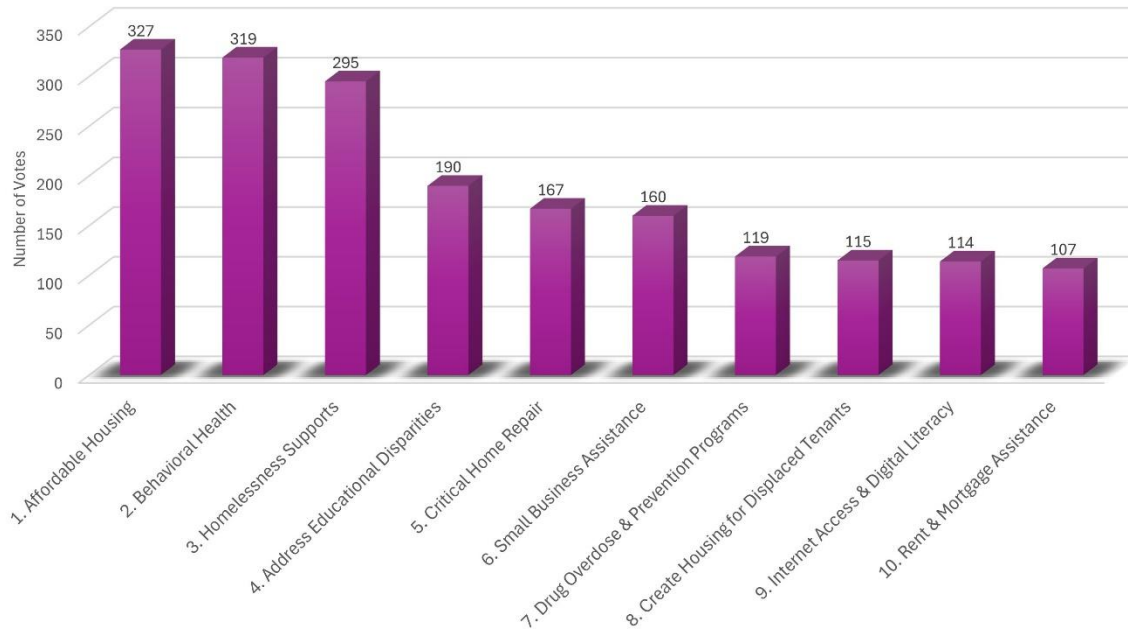
1. Needs Assessment Overview.

Since the submission of the City’s last Consolidated Plan in 2021, the City has benefited from a wealth of studies funded by a collaboration of local, state, and federal organizations, as well as American Rescue Plan Act funding, and championed by Lancaster’s City Council and former Mayor Danene Sorace. These studies included the City’s first major comprehensive stakeholder analysis and needs assessment since 1993, called *Our Future Lancaster (2022)*. Another study, *Healthy Lives, Healthy Lancaster (2025)*, examined the social determinants of health linked to the COVID-19 pandemic. The City also explored the logistics of one of its most severe issues—serious traffic accidents—through a new project called “Project Vision Zero.” *Our Future Lancaster* and *Healthy Lives, Healthy Lancaster* are included as an appendix of this Consolidated Plan.

City of Lancaster’s American Rescue Plan Survey

For seven weeks in the Fall of 2021, The City of Lancaster engaged 599 participants in an online survey to identify the top community needs in response to the COVID-19 pandemic. The online engagement was coupled with seven in-person events, resulting in 1,913 responses. The results showed that the greatest number of people identified housing (12.32%), behavioral health (12.02%), homelessness services (11.12%), educational disparities (7.16%), and critical home repair (6.29%) among some of the greatest community needs.

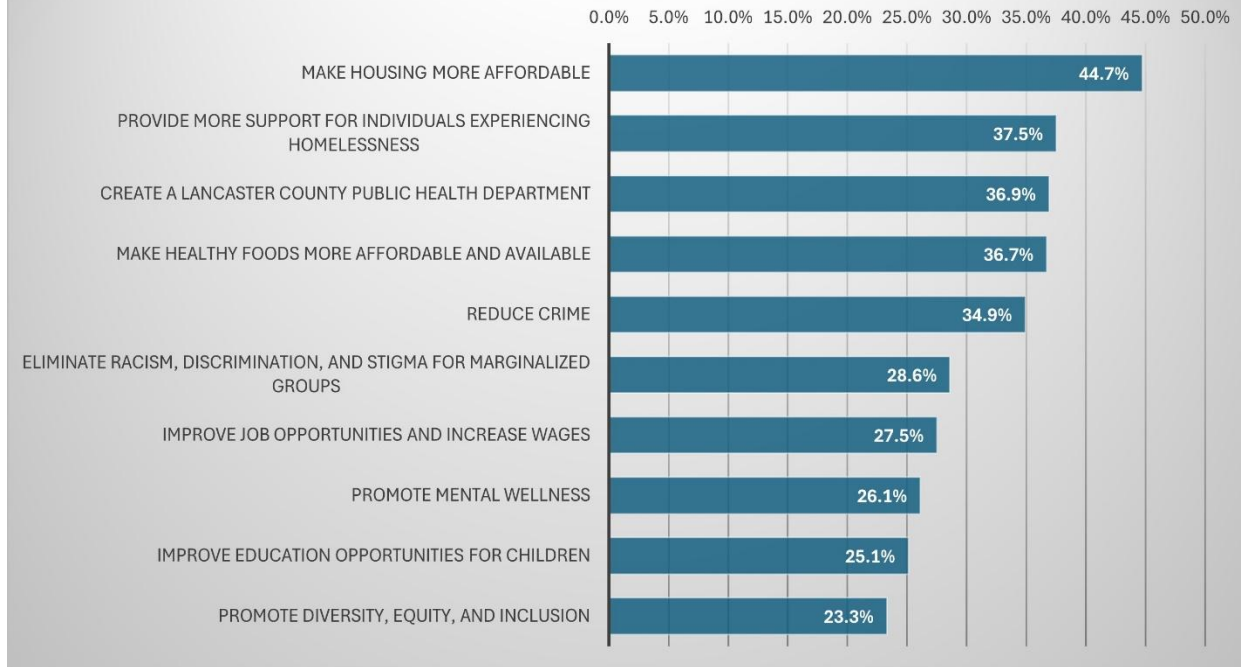
ARPA Needs Assessment Top 10 Identified Community Priorities (2021)



Penn Medicine/Lancaster General Health's COVID Assessment

The City of Lancaster's Health Officer, in conjunction with Penn Medicine/Lancaster General Health, assembled a report in January 2022 based on survey information collected from City residents. A total of 9,200 surveys were mailed to city residents, and 562 residents responded. Again, affordable housing (44.7%) and homelessness services (37.5%) topped the list as the most pressing needs in the community, followed by creating a county public health department (36.9%), healthy food accessibility (36.7%), and criminal activity (34.9%).

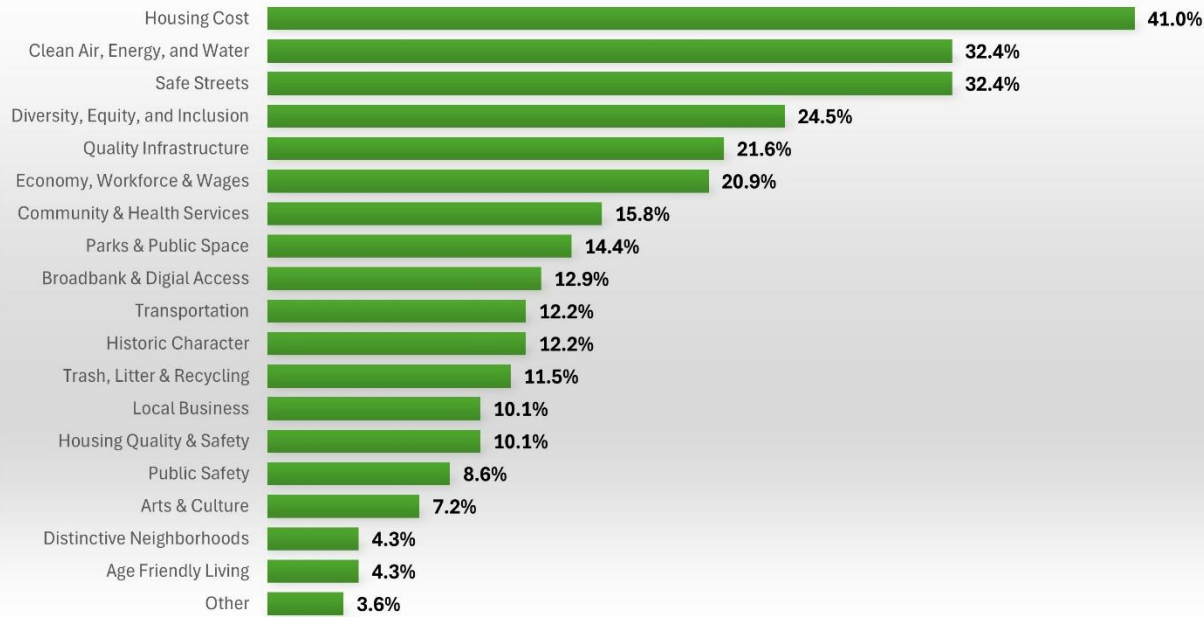
What do you think are the most important community health needs we should FOCUS ON to improve overall health and well-being in Lancaster City?



Our Future Lancaster

Our Future Lancaster was the City’s first comprehensive plan since 1993 and involved 14,000 city residents, 98 community leaders, six funding organizations, and 11 field experts. The survey asked residents to vote for their top three community priorities for the City of Lancaster for the next twenty years. The results showed the number one priority was housing costs (41.0%); followed by Clean Air, Energy, and Water (32.4%) and Safe Streets (32.4%) [tie]; Diversity, Equity, and Inclusion (24.5%); and Quality Infrastructure (21.6%).

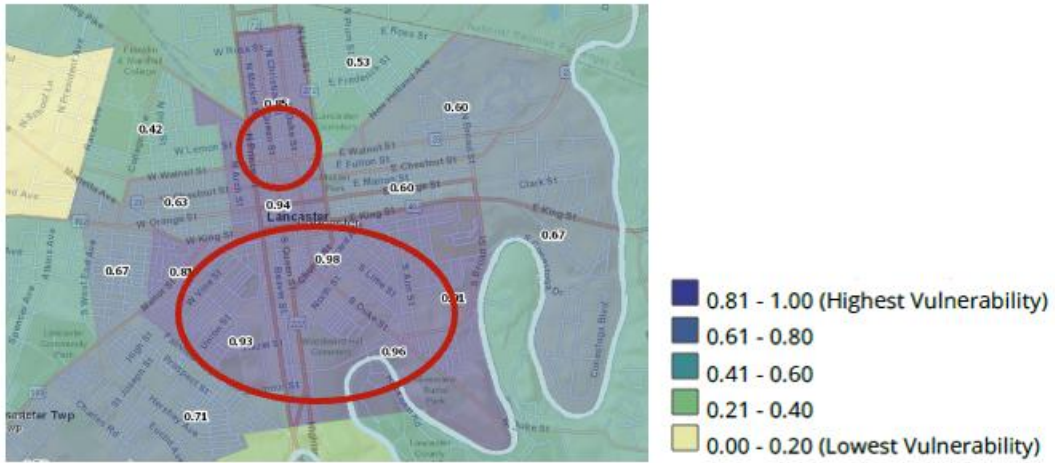
Our Future Lancaster - Online Poll - Priorities



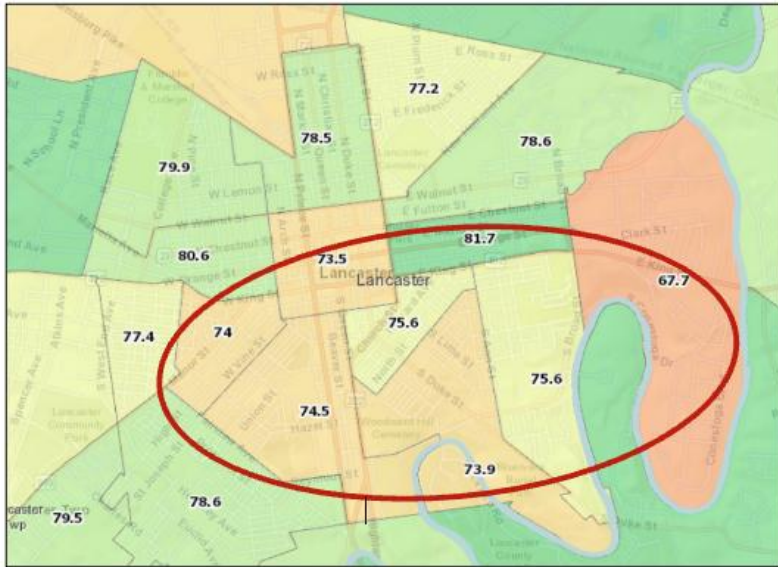
Healthy Lives, Healthy Lancaster

Following the COVID-19 pandemic, the City of Lancaster engaged in a detailed study of the resulting social determinants of health, engaging over 1,000 people at outreach events, connecting with over 100 community organizations, and surveying 1,100 community residents. The study demonstrated a social vulnerability index by Lancaster City Census Tract and directly correlated with life expectancy and produced a list of priorities related to health needs. Topping the list was the need for help paying for food or groceries (38.3%), followed by the need for help paying for general household expenses (37.5%), and the need for help paying for housing (34.0%).

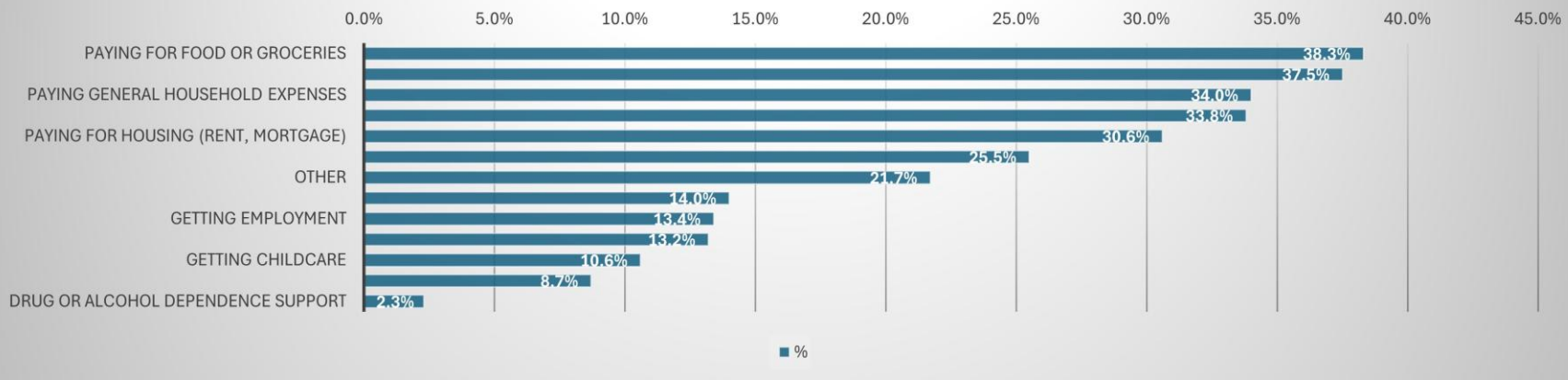
2020 SOCIAL VULNERABILITY INDEX BY LANCASTER CITY CENSUS TRACT



**2010-2015 AVERAGE LIFE EXPECTANCY (IN YEARS)
BY LANCASTER CITY CENSUS TRACT**

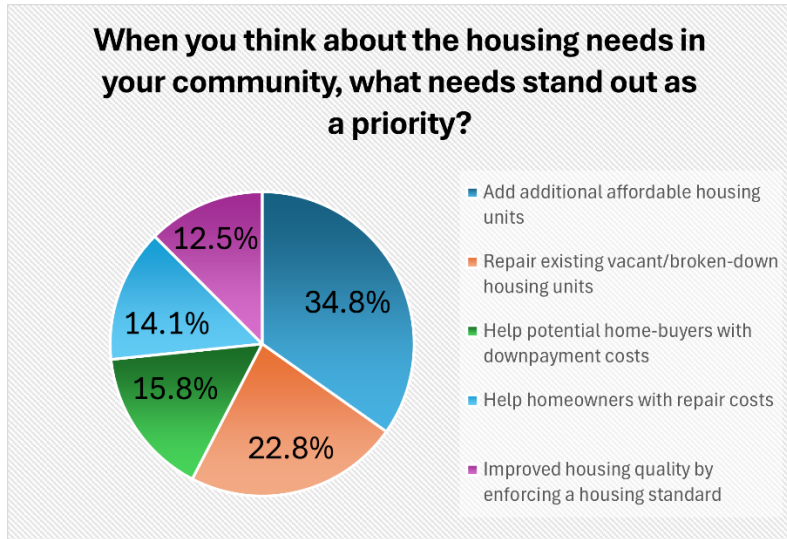


Since the COVID-19 pandemic, have you needed more help with any of these things?



City of Lancaster’s 2021-2025 Consolidated Planning Study

Between January 1, 2021 and February 14, 2021, the City of Lancaster invited the public to vote and comment on the top community priorities. Due to social distancing restrictions, most engagement was performed via the City’s online platform, “Engage Lancaster.” A total of 322 individuals participated, and the results indicated that housing (47%) and homelessness (24%) were the greatest needs in the community. The survey also indicated that the community favored adding additional affordable housing units (34.8%) over repairing vacant and/or broken-down properties (22.8%) or helping potential home buyers with downpayment costs (15.8%).



If the PJ will establish a preference for a HOME TBRA activity for persons with a specific category of disabilities (e.g., persons with HIV/AIDS or chronic mental illness), describe their unmet need for housing and services needed to narrow the gap in benefits and services received by such persons. (See 24 CFR 92.209(c)(2) (ii)) *NOT APPLICABLE*

n/a

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

1. Describe the jurisdiction's need for Public Facilities:

In 2021, the City of Lancaster launched its first comprehensive planning process since 1993, engaging with over 14,000 community members through phone calls, meetings and events, social media, and surveys. The *Our Future Lancaster* study indicated an increased need for recreational programming to serve residents of all ages and abilities to “promote health, fitness, knowledge, creativity, personal growth, and fun” that could be “accessible in all neighborhoods and areas.” The Healthy Lives, Healthy Lancaster study demonstrated the need for expanded access to healthy food. The City invested \$236,400 in maintaining public facilities during the 2021-2025 Consolidated Plan to support recreation and access to healthy food. The City plans to expand that investment with \$250,000 directly to public facilities. The City also intends to allocate funds to maintain public community gardens to improve healthy food access.

2. How were these needs determined? *(option to add table, JPG, Map)*

The needs were determined through analysis of the 2022 Comprehensive Plan *Our Future Lancaster* (2022), the City of Lancaster's first comprehensive plan since 1993. Subsequently, the City of Lancaster published a comprehensive analysis of social determinants of health resulting from the COVID-19 pandemic in 2025 that echoed many of the needs that were identified in the 2022 *Our Future Lancaster* Plan, further justifying the validity of the public facility needs in the City of Lancaster.

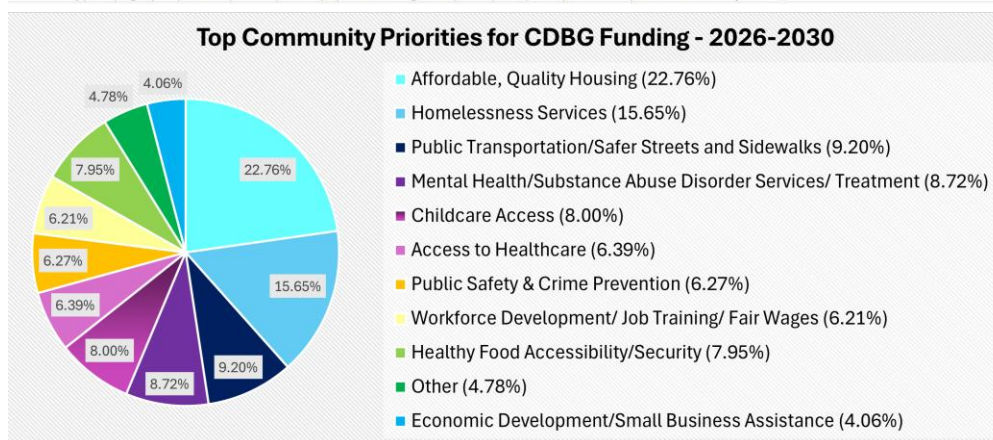
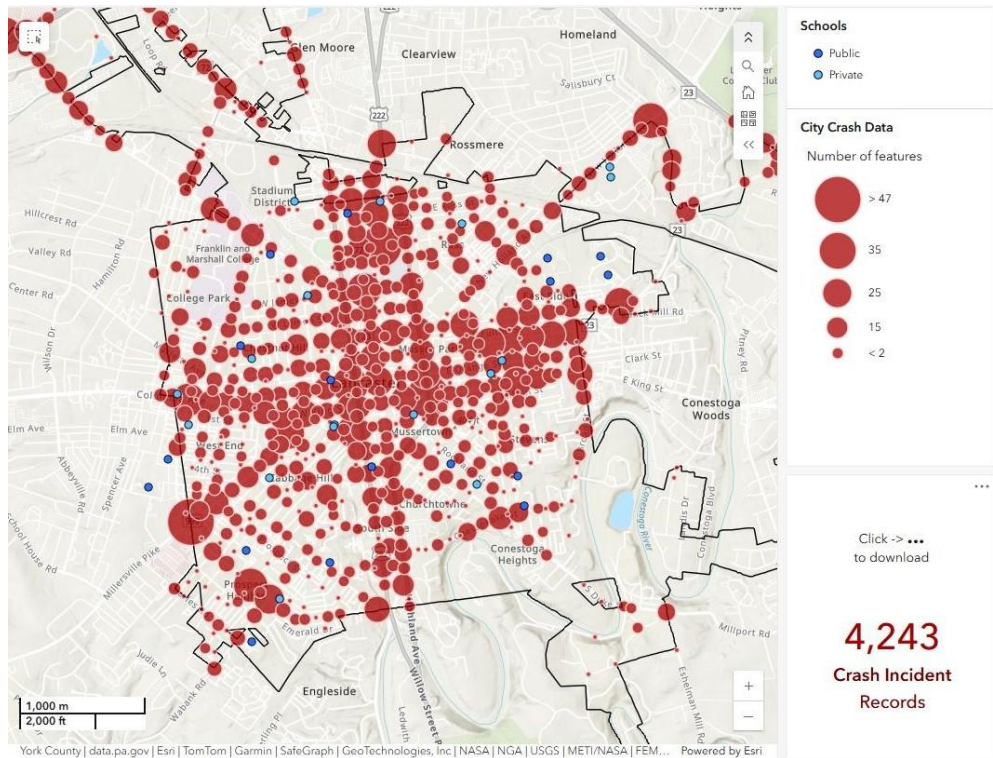
3. Describe the jurisdiction's need for Public Improvements:

In 2020, the City of Lancaster launched a project called “Vision Zero” with a goal to eliminate traffic-related deaths and serious injuries by the year 2030. Topping the list is a prioritized list of street and sidewalk improvements projects, resulting from research that shows that while only 12 percent of people commute by foot, over 25% of deaths and serious injuries on public streets and sidewalks involve a pedestrian. The City of Lancaster's citizens echoed this need with 9.2% of individuals polled voting for safer streets and sidewalks as their number one priority during Fall 2025 outreach events. The City of Lancaster invested \$834,525 in safer streets, sidewalks, and intersections during the 2021-2025 Consolidated Plan and intends to build on this investment during the 2026-2030 consolidated plan. The Department of Public Works also noted the need for replacement of lead water service lines in the City, a radio system for emergency and disaster management, and sidewalk replacement for improved pedestrian access in underserved communities.

4. How were these needs determined? *(option to add table, JPG, Map)*

These needs were determined through PennDOT reports, professional data collection by professional consultants, city planners and engineers, and community engagement by public administrators. Project Vision Zero was funded by the U.S. Department of Transportation and

the Bipartisan Infrastructure Law. Community Development staff hosted in-person public outreach events on August 10, 2025 and August 15, 2025 and one digital public engagement forum between August 19, 2025 and October 25, 2025. These public outreach opportunities received a total of 1,624 responses from 541 participants. Public Transportation/Safer Streets and Sidewalks was voted the top priority by 154 individuals. The map below shows concentrations of serious crashes in the City of Lancaster. “High Injury Networks” or areas of more frequent crashes are represented with larger red circles. These “High Injury Networks” are targets for CDBG investment.

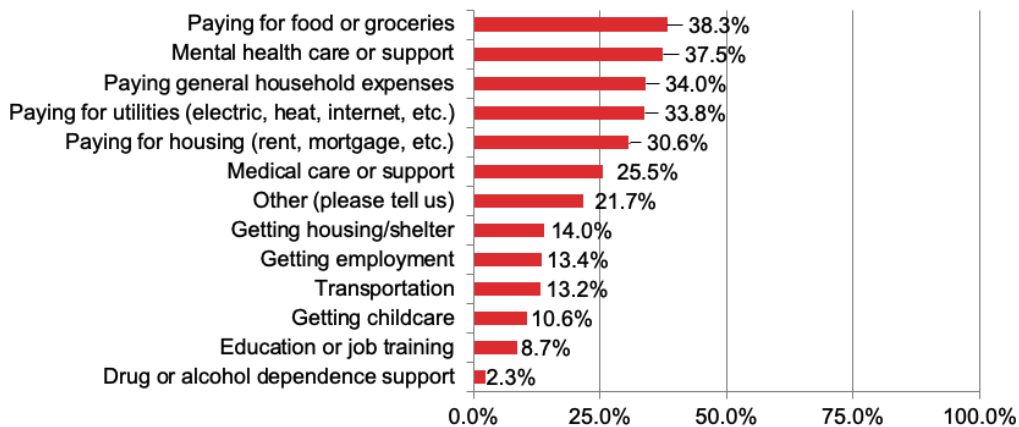


5. Describe the jurisdiction’s need for Public Services:

The *Our Future Lancaster Report* (2022) provided valuable insight into stakeholders’ needs for public service in the City of Lancaster in the post-COVID era. The responses received through

engagement of *Healthy Lives, Healthy Lancaster* and the 2026-2030 Consolidated Plan engagement events yielded similar responses for public service needs: (1) food access and security, (2) mental health access/support, (3) access to medical services, (4) job training/workforce development, (5) childcare access, and (6) substance abuse treatment. Between 2021 and 2025, the City of Lancaster invested \$927,041 in CDBG funds addressing public service needs through the neighborhood engagement program, police social worker program, health and housing social work case manager program, public health services and community health promotion program, and the partner microenterprise program. Between 2021 and 2026, the City invested an additional \$200,000 in CDBG-CV funds increasing access to community services, strengthening emergency alert systems, mitigating proliferation of vector habitat, promoting sustainable produce access systems and community gardens for low-to-moderate income individuals, increasing workforce training and workforce safety programs, and strengthening the street medicine programs. The chart below demonstrates the public’s responses to inquiries about their needs for access to public services during the *Healthy Lives, Healthy Lancaster* (2025) study.

SINCE THE COVID-19 PANDEMIC, HAVE YOU NEEDED MORE HELP WITH ANY OF THESE THINGS? (CHECK ALL THAT APPLY) N=470



6. How were these needs determined? *(option to add table, JPG, Map)*

The needs were determined through analysis of the 2022 Comprehensive Plan *Our Future Lancaster* (2022), the City’s COVID-19 (CDBG-CV) funded *Healthy Lives, Healthy Lancaster* (2025) Assessment of Social Detriments to Public Health, and the City’s most recent public engagement during the 2026-2030 Consolidated Plan planning process in the Fall of 2025.

THIS QUESTION DOES NOT APPEAR IN THE ACTUAL CON PLAN DATABASED, but PERHAPS SHOULD BE ADDRESSED IN THE RESPONSE: **Based on the needs analysis above, describe the State's needs in Colonias (rural communities):**

The City of Lancaster does not contain rural areas and the City of Lancaster's services do not serve rural areas.

HOUSING MARKET ANALYSIS

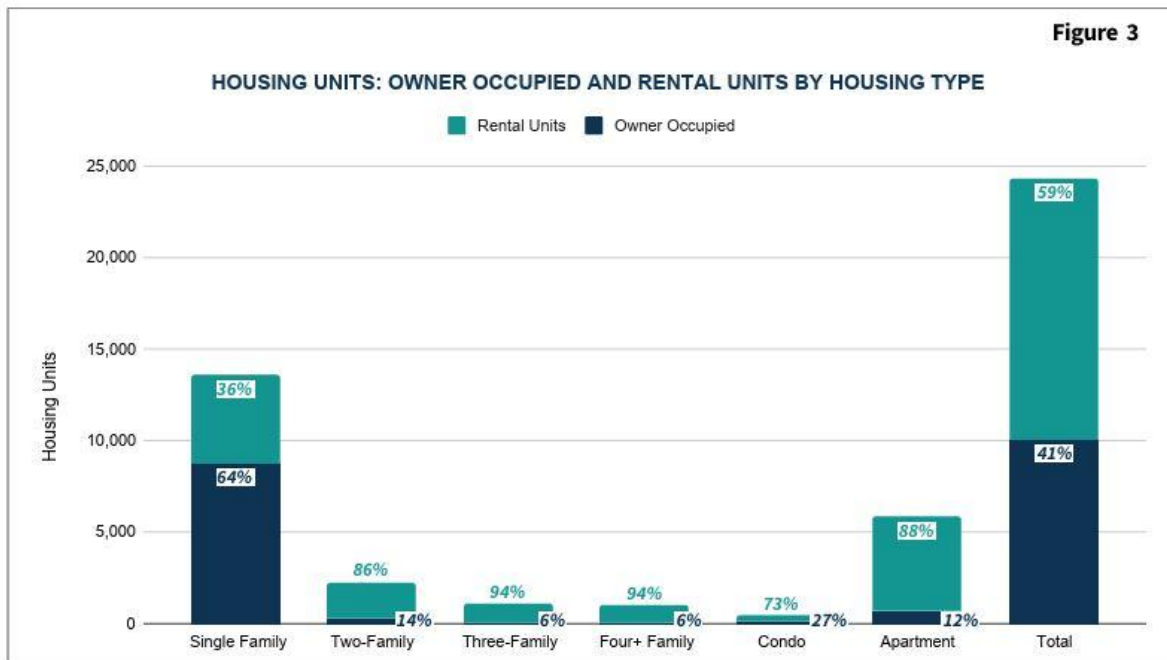
MA-05 Overview

Housing Market Analysis Overview *(option to add table, JPG):*

According to a 2021 report from the Economic Development Company of Lancaster County, the City of Lancaster has 24,000 housing units, with 88% of all City parcels containing some type of residential habitation. The same report indicated that affordable housing options are limited for the 22,100 households residing in the City due to a handful of factors.

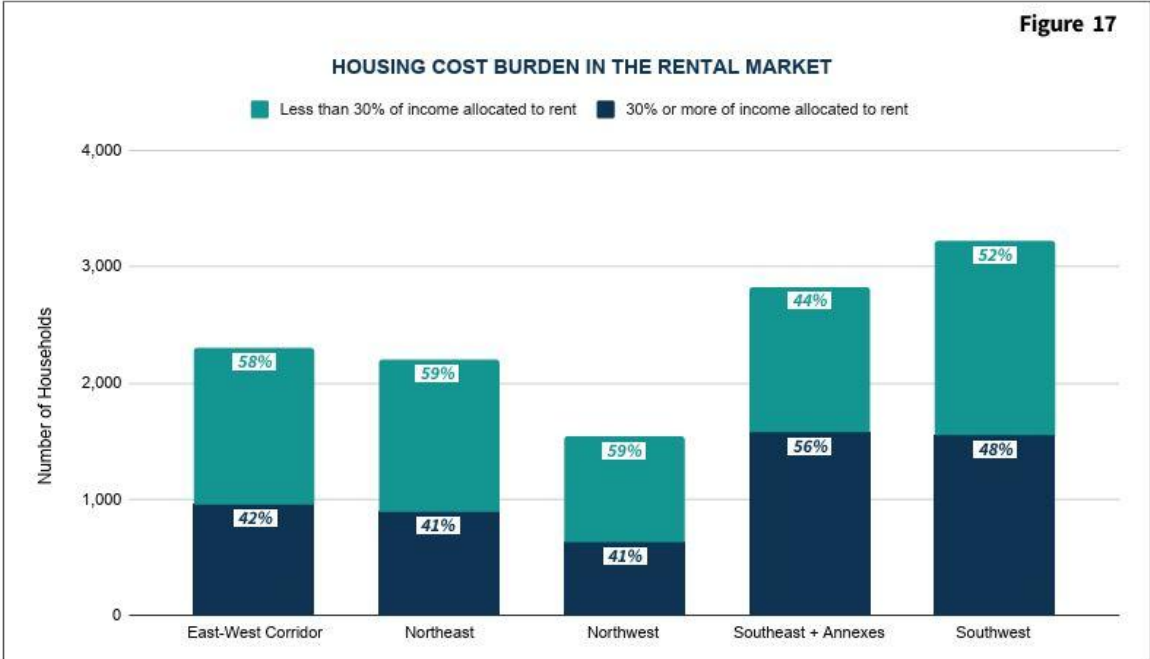
First, more than half (52%) of the homes in the City were constructed prior to World War II and require continual reinvestment to meet modern standards. The City invests in lead paint remediation, critical repairs, and the administration of healthy homes projects to address these issues. The City also intends to invest in the remediation of vacant and blighted properties during this consolidated plan to promptly and fairly move properties through the reinvestment process.

Second, the City has an increased need for single bedroom units, as 30% of households consist of individuals living alone and only 30% of households have children (as indicated in the bar graph below). However, 56% of homes in the City have three or more bedrooms and exceed the size and rental budgets of many households seeking housing.



Third, rental rates increased by 65% between 2019 and 2023, resulting in nearly 50% of renters being cost-burdened (see the graph below). The City is planning a comprehensive zoning and subdivision and land development ordinance rewrite to help address some of these issues facing Lancaster households.

Figure 17



MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

1. Introduction:

Economic Development Market Analysis *(the table below is already filled out, but the last three columns can be edited; notes can be added if alternate source of data is used)*

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	285	0	1	0	-1
Arts, Entertainment, Accommodations	3,314	3,797	13	11	-2
Construction	1,063	1,253	4	4	0
Education and Health Care Services	5,614	12,483	21	36	15
Finance, Insurance, and Real Estate	933	1,484	4	4	1
Information	308	734	1	2	1
Manufacturing	4,459	3,840	17	11	-6
Other Services	950	1,310	4	4	0
Professional, Scientific, Management Services	1,724	3,394	7	10	3
Public Administration	0	0	0	0	0
Retail Trade	2,931	3,934	11	11	0
Transportation and Warehousing	1,354	322	5	1	-4
Wholesale Trade	993	798	4	2	-1
Total	23,928	33,349	--	--	--

Table 5 - Business Activity

Data Source: 2016-2020 ACS (Workers), 2020 Longitudinal Employer-Household Dynamics (Jobs)

Labor Force *(the table below is already filled out, but notes can be added if alternative data is added)*

Total Population in the Civilian Labor Force	32,220
Civilian Employed Population 16 years and over	30,185
Unemployment Rate	6.33
Unemployment Rate for Ages 16-24	25.00
Unemployment Rate for Ages 25-65	2.96

Table 6 - Labor Force

Data Source: 2016-2020 ACS

Occupations by Sector	Number of People
Management, business and financial	5,635
Farming, fisheries and forestry occupations	885
Service	3,655
Sales and office	5,485
Construction, extraction, maintenance and repair	1,775
Production, transportation and material moving	3,165

Table 7 – Occupations by Sector

Data Source: 2016-2020 ACS

Travel Time *(the table below is already filled out, but notes can be added if alternative data is added)*

Travel Time	Number	Percentage
< 30 Minutes	19,642	70%
30-59 Minutes	7,082	25%
60 or More Minutes	1,448	5%
Total	28,172	100%

Table 8 - Travel Time

Data Source: 2016-2020 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older) *(the table below is already filled out, but notes can be added if alternative data is added)*

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	2,585	230	2,560
High school graduate (includes equivalency)	7,230	365	3,210
Some college or Associate's degree	6,525	180	1,290
Bachelor's degree or higher	7,125	175	615

Table 9 - Educational Attainment by Employment Status

Data Source: 2016-2020 ACS

Educational Attainment by Age *(the table below is already filled out, but notes can be added if alternative data is added)*

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	205	325	395	1,395	1,470
9th to 12th grade, no diploma	1,040	995	695	1,580	665
High school graduate, GED, or alternative	3,210	3,140	2,805	4,860	1,880
Some college, no degree	2,645	1,830	1,400	1,905	665
Associate's degree	180	1,005	935	910	185
Bachelor's degree	915	2,750	945	1,335	495
Graduate or professional degree	10	880	825	1,190	500

Table 10 - Educational Attainment by Age

Data Source: 2016-2020 ACS

Educational Attainment – Median Earnings in the Past 12 Months *(the table below is already filled out, but notes can be added if alternative data is added)*

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	22,752
High school graduate (includes equivalency)	27,761
Some college or Associate's degree	31,198
Bachelor's degree	44,158
Graduate or professional degree	57,893

Table 11 – Median Earnings in the Past 12 Months

Data Source: 2016-2020 ACS

2. Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

The City of Lancaster has a robust employment market, hosting 37,000 jobs. However, only 24,460 of the City’s 58,441 residents are employed or seeking employment, meaning that roughly 33.9% of people who are employed in the City of Lancaster do not live in the City of Lancaster.

According to the 2016–2020 American Community Survey, the 2020 Longitudinal Employer-Household Dynamics Report from Census.gov, and *Our Future Lancaster* (2023), the health care and education sectors together account for 37.4% of all jobs in the City of Lancaster, representing 12,483 positions. This reflects an increase from 10,199 jobs (32.9%) reported in the 2021–2025 Consolidated Plan, highlighting continued growth in the local health care industry.

Other major employment sectors include manufacturing, which comprises 11.51% of jobs (down from 13.8% in 2021), and arts, entertainment, and accommodations, which make up 11.39% of jobs (up from 10.8% in 2021).

3. Describe the workforce and infrastructure needs of the business community:

According to the Economic Development Corporation (EDC) of Lancaster, a primary need identified by the business community is stronger coordination and alignment across workforce development programs. While Lancaster benefits from a wide range of institutions and training programs serving multiple industries, these resources are not yet sufficiently coordinated to be easily navigable by employers. This fragmentation can make it difficult for businesses to identify appropriate talent pipelines and for training providers to respond quickly to evolving industry needs.

Efforts are currently underway to address these challenges through the Workforce 2030 initiative, which aims to better align organizations, streamline access, and improve system responsiveness. Continued support for this initiative will be critical to enhancing workforce system effectiveness.

Additionally, many technical training programs are currently operating at or above capacity, with some forced to turn away qualified applicants due to limited resources. Expanding the capacity of these programs is essential to meeting employer demand and supporting business growth across key sectors.

Within the City, several organizations and institutions provide workforce training and microenterprise support, including ASSETS, a local nonprofit that fosters small business and microenterprise development; Tec Centro, a nonprofit focused on training Spanish-speaking trade professionals; and Thaddeus Stevens College of Technology, a two-year residential institution offering 25 academic programs.

4. Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

According to EDC, Lancaster City and the surrounding county are experiencing several significant public and private investments that are expected to impact workforce demand and economic activity over the coming years. Notably, two major life sciences projects in the county and a large-scale data center development within Lancaster City represent substantial private investment and will generate considerable demand for skilled labor.

These projects, particularly the data center, are expected to place increased pressure on the local construction trades, likely contributing to wage escalation and intensifying competition for skilled workers. This dynamic may present challenges for smaller and mid-sized businesses doing a construction project and smaller sub-contracting businesses trying to attract and retain talent.

In addition, a planned correctional facility (jail) project is expected to commence during a similar timeframe, further increasing demand for construction and trade workers. At the same time, many small and growing businesses in the community are seeking to expand, adding to overall workforce demand.

Currently, the most acute workforce shortages are in the electrical and HVAC trades. These gaps highlight the need for expanded workforce development programming, targeted business support, and strategic infrastructure investments to ensure that the region can fully realize the economic benefits of these major projects while supporting the broader business community.

5. How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

Just as the City of Lancaster reported in the 2016-2021 Consolidated Plan, the city's open jobs do not match the skillsets of the city's job seekers. As such, a significant number of people employed in the city do not live in the city (about 33.9%).

6. Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

The City is wealthy in employer hiring networks, job board, and workforce development networks including SACA's Tec Centro, ASSETS, Thaddeus Stevens College, Community Action Partners, the School District of Lancaster, the Workforce Development Board, and the Chamber of Commerce. These organizations work with local employers to understand their needs and collectively promote and provide training in skills and abilities needed by local businesses. (Our Future Lancaster, 2023)

Additionally, the City recently entered into an agreement with Chirisa Technology Parks and Machine Investment Group, the owners of the Lancaster AI Hub, to create a \$10,000,000 Economic Development Fund intended to promote the economic vitality of Lancaster City and foster the economic mobility and success of Lancaster City Residents. This agreement will incorporate the Lancaster Economic Development Company (EDC) in strategy development administration of the funds, which will be held by the Lancaster County Community Foundation.

7. Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)? If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

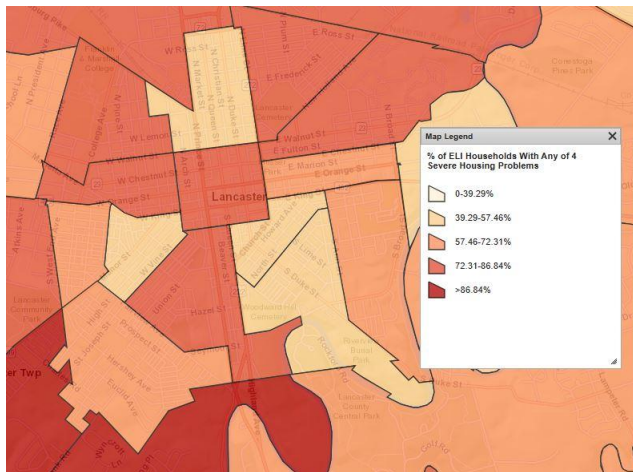
Yes. The City of Lancaster works with Lancaster City Alliance in the development of its Comprehensive Economic Development Strategy. In 2015, the Lancaster City Alliance published its 15-year comprehensive economic plan called "Building on Strength." This plan focuses on retaining talent, protecting historic assets, promoting equitable development, embracing collaborations, marketing the city, reinforcing commercial hubs, cultivating entrepreneurs, and promoting traditional economic development investment. The City of Lancaster continues to partner with the Lancaster City Alliance and the Downtown Investment District Authority in advancing its 15-year economic development plan for the city.

8. Discussion *(option to add table, JPG):*

MA-50 Needs and Market Analysis Discussion

1. Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

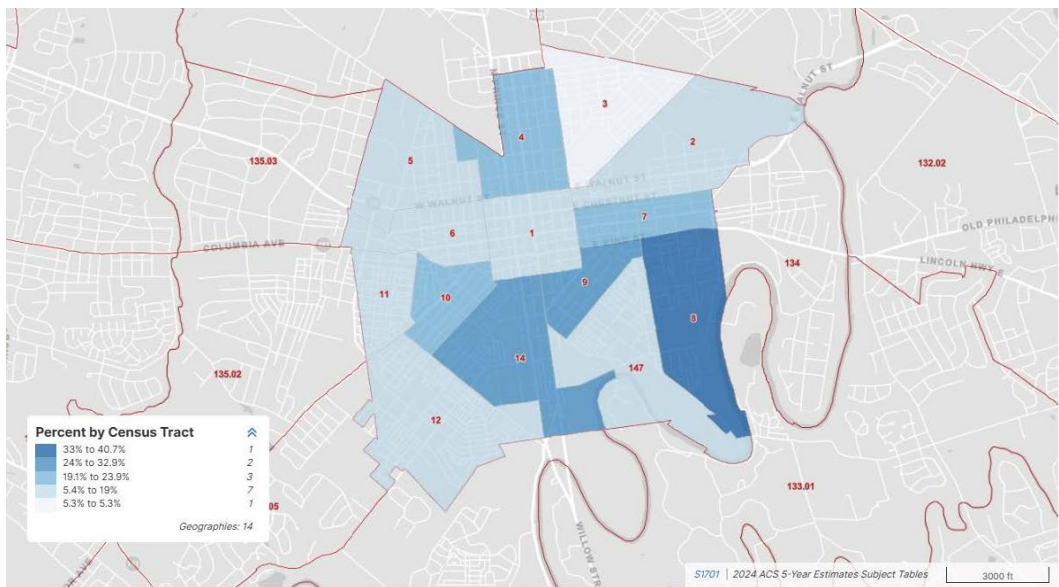
According to the map below, the census groups in the City of Lancaster with the highest percentage of homes with severe housing problems are Tracts 1, 2, 3, 5, 6, and 14 – where between 72.31% and 86.84% of extremely low income households have at least one severe housing problem. According to HUD, severe housing problems refer to one of the following: (1) paying more than 50% of one’s income for rent and utilities, (2) severe overcrowding of more than 1.5 persons per room, or (3) severely inadequate physical conditions including lacking plumbing, kitchen facilities, heating, or electrical.



2. Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

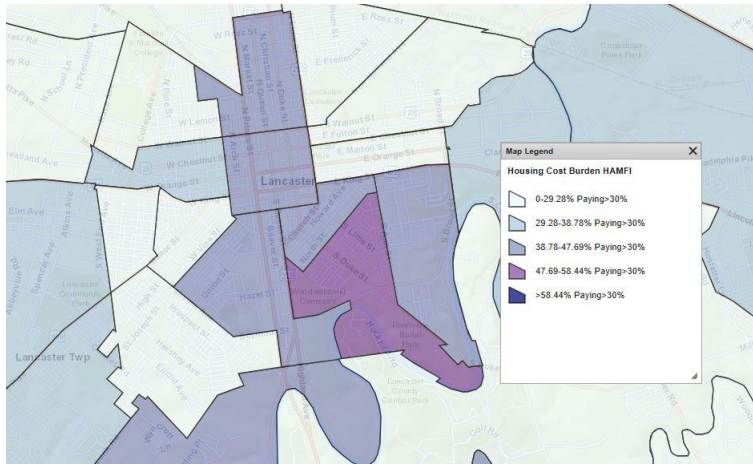
According to a 2025 Geocode Census report from the United States Federal Financial Institutions Examinations Council, the census tracts with the highest concentrations, or percentages of minority populations in the City of Lancaster are Census Tract 174 (with 90.34% minority population), Census Tract 8 (with 87.82% minority population), Census Tract 9 (with 83.36% minority population), Census Tract 14 (with 78.45% minority population) and Census Tract 10 (with 71.27% minority population). Two of these Census Tracts (14 and 147) are considered “low income tracts” by the United States Census pursuant to the attached table. The census tract with the highest poverty rate, pursuant to the attached graphic from the 2024 American Community Survey, is Census Tract 8.

Census Tract	Income Tract Level	Minority Population	Percent Below Poverty	Mean Percentage of Low-Income	Tract Median Family Income	2025 Estimated Tract Median Family Income	# of vacant units	# of units constructed before 1940
County 071, Tract 0147.00	Low	90.34%	30.26%	51.10%	46.62%	\$ 48,438.00	46	733
County 071, Tract 0008.00	Low	87.82%	27.78%	33.80%	87.82%	\$ 42,422.00	90	674
County 071, Tract 0009.00	Moderate	83.36%	38.51%	58.60%	59.45%	\$ 61,769.00	71	898
County 071, Tract 0014.00	Low	78.45%	31.26%	32.30%	44.94%	\$ 46,693.00	233	1252
County 071, Tract 0010.00	Middle	71.27%	16.57%	42.20%	87.42%	\$ 90,829.00	80	1020
County 071, Tract 0012.00	Moderate	65.52%	13.39%	27.82%	75.90%	\$ 78,860.00	20	212
County 071, Tract 0002.00	Middle	63.66%	18.53%	22.30%	83.05%	\$ 86,289.00	73	731
County 071, Tract 0011.00	Middle	58.38%	14.17%	21.40%	86.62%	\$ 89,998.00	110	1009
County 071, Tract 0003.00	Moderate	55.62%	11.50%	45.00%	55.62%	\$ 62,270.00	175	1426
County 071, Tract 0007.00	Middle	53.16%	11.50%	41.90%	53.16%	\$ 89,146.00	62	1014
County 071, Tract 0001.00	Low	51.22%	25.05%	45.50%	42.23%	\$ 43,877.00	65	1,007
County 071, Tract 0004.00	Moderate	49.24%	19.74%	16.90%	73.06%	\$ 75,909.00	216	1223
County 071, Tract 0006.00	Middle	34.79%	18.82%	18.60%	85.53%	\$ 86,866.00	48	1472
County 071, Tract 0005.00	Moderate	27.56%	15.32%	27.90%	27.56%	\$ 73,135.00	88	1401

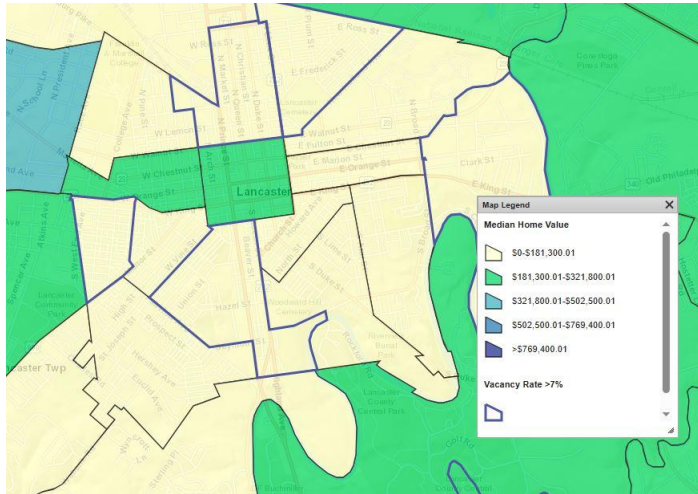


3. What are the characteristics of the market in these areas/neighborhoods?

About 46% of renters in the City are cost-burdened, paying more than 30% of their income on rent. The census tracts with the highest number of cost-burdened renters are tracts numbers 1, 4, 8, 10, 14, and 147, as demonstrated by the map below. According to *Our Future Lancaster* (2023), the majority of real estate investors are people who live outside of the city, meaning that city residents are paying rent to people who live outside of the city, creating “significant economic leakage.”



While the majority of the city’s homes are assessed at \$181,300 or less, their values have increased at least 47% between 2018 and 2023, reducing opportunities for first-time homebuyers.



The shortage of housing available for purchase and the limited land available for creating new homes continues to drive up the price of housing in the City of Lancaster, further contributing to increased housing and rent prices. Rising rents and home prices place the greatest burden on lower-income residents, who are forced to allocate a growing portion of their limited incomes toward housing.

4. Are there any community assets in these areas/neighborhoods?

The neighborhoods that border the Conestoga River in Census Tract 8 are a potential asset for the “Conestoga Riverfront Initiative.” This community of color has been an area of disinvestment for decades. *Our Future Lancaster* (2023) outlines an extensive plan for area revitalization, intermunicipal cooperation, and riverfront recreational development.

5. Are there other strategic opportunities in any of these areas? (option to add JPG, Table)

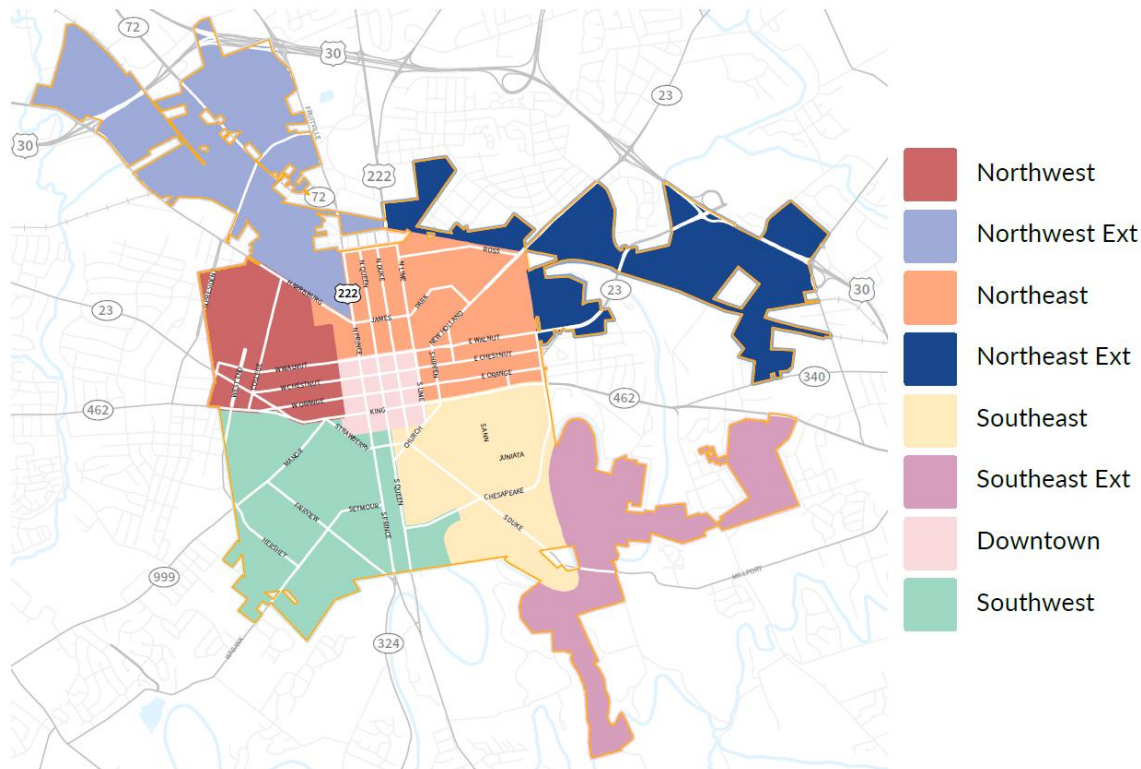
Specific to the housing market, *Our Future Lancaster* (2023) divided the city into multiple neighborhoods for greater in-depth study related to the following core issues:

1. Expanding the supply of housing, particularly affordable housing
2. Improving the quality and safety of the existing housing stock

3. Supporting housing stability – enabling people to stay in their homes
4. Ensuring adequate shelter and services for people experiencing homelessness
5. Conserving the historical and cultural character of our city
6. Celebrating diversity and inclusion
7. Addressing basic quality of life issues such as noise and trash
8. Promoting investment in neighborhoods
9. Ensuring equitable access to resources across neighborhoods

Additional data will be collected from each of the neighborhood groups as detailed in the map below.

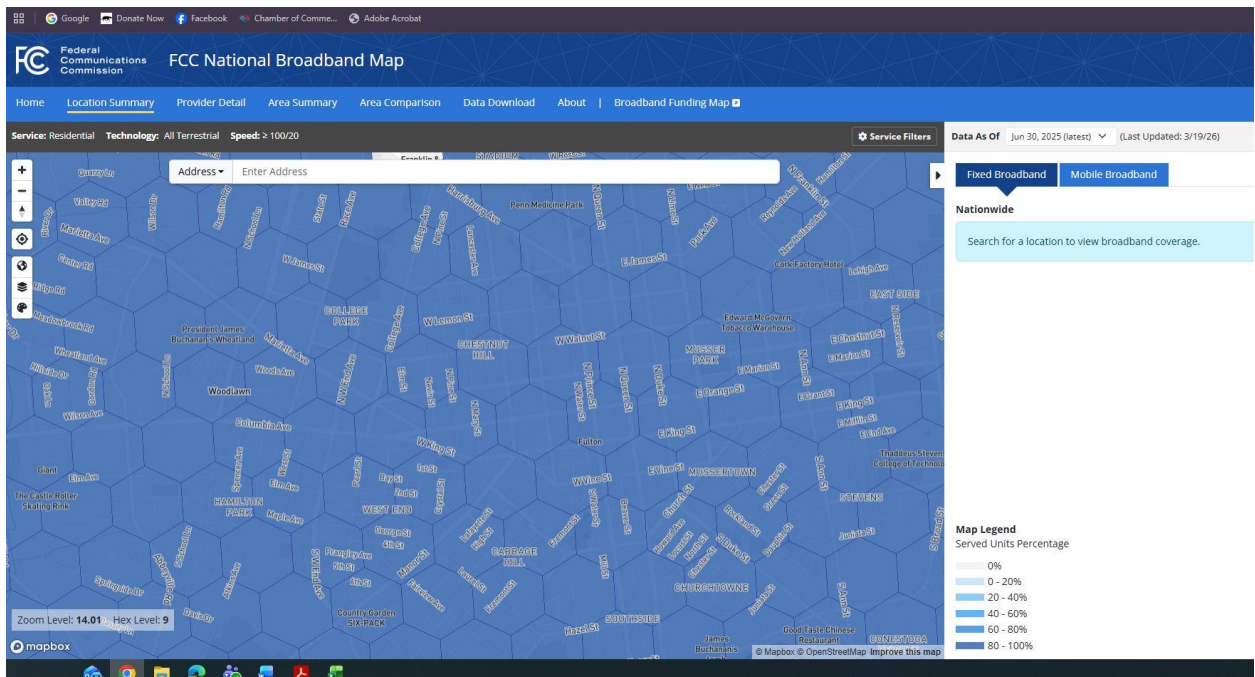
Figure 3-3: Lancaster Planning Regions

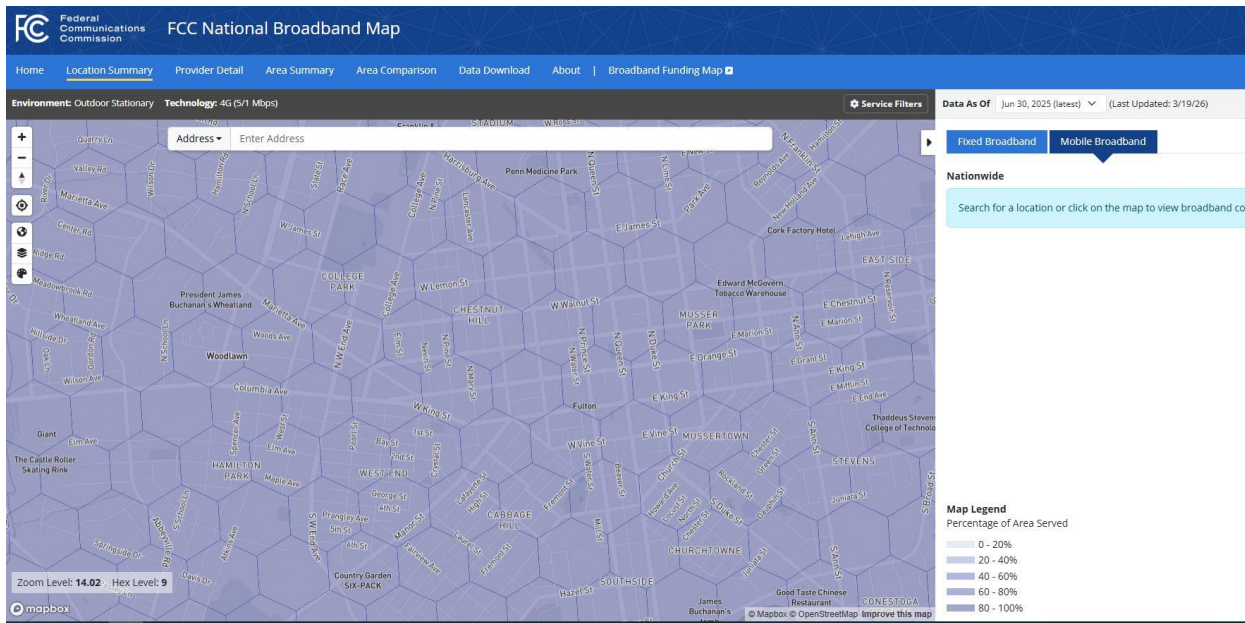


MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

1. Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

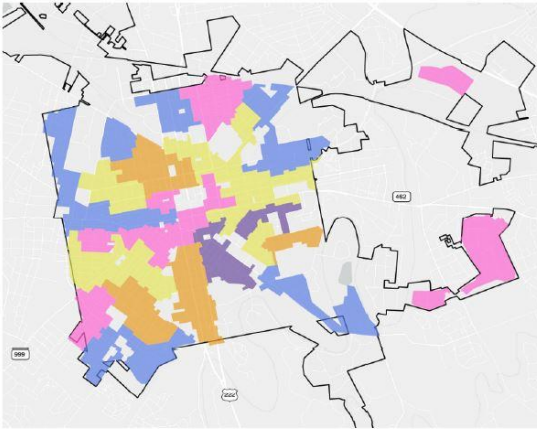
The City of Lancaster has strong broadband access, with more than 95% of residents living in areas where fixed and/or mobile broadband of at least 25/3 megabits per second is available according to the FCC's Fourteenth Broadband Deployment Report (January 19, 2021), U.S. Census Bureau information, and the FCC National Broadband Map (March 31, 2026). This coverage area includes low- and moderate-income households and neighborhoods, ensuring broad access across the community. The City of Lancaster is nearing completion of adding a fiber-optic network across the city for an internet alternative that prefer GloFiber to broadband for internet access. The attached map shows the extensive broadband coverage across the City, both in mobile broadband and fixed broadband.





2. Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction. (option to add JPG, Table)

Lancaster City is served by multiple broadband networks, including Century Link/Lumen, Frontier/ Verizon, Viasat, and Xfinity. Multiple service providers give consumers choices in picking the best plans for their household and business broadband needs. As noted, the City is also nearing the end of fiber-optic installation project. In 2023, the City partnered with GloFiber provider Shentel to install a citywide fiber-optic network across the City by the end of 2026. The attached map shows the planned path of installation for the fiber optic network per the local newspaper of general circulation.



Here's a map showing where Shentel's GloFiber services will be installed through 2026.

City GloFiber construction

Here's when GloFiber construction is expected to begin in each city neighborhood as of January 2025.

- Purple: Construction begins in spring 2025
- Orange: Construction begins in summer 2025
- Yellow: Construction begins in fall 2025
- Blue: Construction begins in winter 2026
- Pink: Construction begins in spring 2026

MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3).

1. Describe the jurisdiction’s increased natural hazard risks associated with climate change.

The City of Lancaster faces increasing natural hazard risks from climate change, led by more frequent and intense rainfall that drives both riverine and flash flooding, overwhelming stormwater systems and increasing erosion, alongside rising temperatures that exacerbate urban heat island effects and public health concerns. At the same time, storms are becoming more intense and localized, placing additional stress on drainage infrastructure and green stormwater systems. Seasonal variability is also shifting, with wetter winters and springs and drier summers, creating a dual challenge of managing excess water followed by potential drought conditions. This variability places significant strain on Lancaster’s aging water and sewer infrastructure—particularly given the City’s reliance on river-based water sources and its historic combined sewer system—both of which must now handle greater peak flows, fluctuating base conditions, and increased risk of overflows, all within a system that was not designed for these changing extremes.

2. Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods. *(option to add JPG, Table)*

Housing occupied by low- and moderate-income (LMI) households in Lancaster City is disproportionately vulnerable to environmental and climate-related risks due to the age and condition of housing stock, concentrated environmental exposures, and limited financial capacity to adapt or recover. Spatial analysis shows that LMI households are clustered in neighborhoods with older buildings, higher housing cost burdens, and greater proximity to pollution sources, resulting in layered risk.

Data from the U.S. Census and public health sources indicate that these areas experience elevated poverty, higher exposure to traffic and industrial emissions, limited green space, and increased rates of housing deficiencies such as lead paint and inadequate plumbing. These conditions contribute to poorer baseline health outcomes, including higher rates of asthma, and reduce resilience to additional stressors. Climate change is expected to intensify these vulnerabilities. Increased frequency of extreme heat and heavy precipitation will place added strain on aging housing and the City’s infrastructure (funded primarily through local taxes and fees). LMI households are less able to absorb rising energy and utility costs, address building deficiencies, or recover from flood-related damages, increasing both short- and long-term risk.



Neighborhoods included in disadvantaged census tracts as per Justice 40 Initiative

CBD: Central Business District (42071000100)
 Ro: Ross (42071000400, 42071000300)
 ES: East Side (42071000200, 42071000700)
 Mt: Mussertown (42071000900)
 Ct: Churchtowne (42071014700)

St: Stevens (42071000800)
 SS: Southside (42071001400)
 Ca: Cabbage Hill (42071001000)
 PH: Prospect Heights (42071001200)
 MP: Musser Park (between census tracts)

Proximity to Hazardous Waste Facilities (CBD, Ro, ES, Mt, St)
 Poverty (CBD, Mt, Ct, SS)
 Lead Paint (CBD, ES, SS, Ca)
 Housing Cost (CBD, Mt, SS)
 Lacking Indoor Plumbing (ES, St, SS)
 Lack of Green Space (CBD, Ro)
 Traffic Proximity and Volume (CBD, Ro)
 Unemployment (Mt, Ca)
 Diabetes (Mt)

Proximity to Risk Management Plan (RMP) facilities (CBD, Ro, ES, Mt, Ct, St, SS, Ca, PH)
 High School Education (CBD, Ro, ES, Mt, Ct, St, SS, Ca, PH)
 Low Income (CBD, Ro, ES, Mt, Ct, St, SS, Ca)
 Linguistic Isolation (Mt, Ct, St, Ca, PH)
 Energy Cost (Mt, Ct, St, SS, Ca)
 Rates of Asthma (CBD, Mt, Ct, SS, Ca)

STRATEGIC PLAN

SP-05 Overview

Strategic Plan Overview

The strategy below required meaningful citizen participation, consultations with community partners, and many reviews of strategic plans and comprehensive reports as described in the Comprehensive Needs Assessment Portion of this Report, including *Our Future Lancaster* (2023) and *Healthy Lives, Healthy Lancaster* (2026). The result is an actionable guide map for the city’s community development priorities for the next five years, broken down into four investment categories:

- Maintaining quality, affordable housing;
- Improving public facilities and infrastructure;
- Improving public health and safety; and
- Planning and administration.

SP-10 Geographic Priorities - 91.415, 91.215(a)(1)

Geographic Area

Table 1 - Geographic Priority Areas

1	Area Name:	LANCASTER CITY
	Area Type:	Local Target area
	Other Target Area Description:	Varying criteria used to identify low-to-moderate income population demonstrate that low-to-moderate populations are not isolated to one census block within the City of Lancaster, but are spread across the city.

	Therefore, funding for services and projects will also be applied to qualifying projects across the city.
HUD Approval Date:	
% of Low/ Mod:	When aggregated, the city of Lancaster has an approximate low-to-moderate income population of 54% based on 2020 U.S. Census data and an approximate low-to-moderate income population of 59% based on 2020 American Community Survey data.
Revital Type:	Housing
Other Revital Description:	
Identify the neighborhood boundaries for this target area.	The boundaries of the target area (the entire city) coincide with city boundaries.
Include specific housing and commercial characteristics of this target area.	Each neighborhood within the City of Lancaster has unique housing and economic needs. Examples of some of these issues are documented in the charts below including concentrations of cost-burdened homes and above-average changes in increase to median rent.
How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	During community engagement, members of the public and several community organizations emphasized the importance of including voices from every neighborhood within the City of Lancaster. In response, the City intentionally structured both in-person events and online engagement efforts to ensure broad representation across all areas of the city. Because CDBG investments in the current Consolidated Plan are project- and program-based rather than neighborhood-based, this citywide approach helps ensure that CDBG funds effectively support low- to moderate-income individuals living throughout Lancaster.

Identify the needs in this target area.	The City’s low-to-moderate population is spread across the city and needs are not limited to one census tract or area. The needs of the community are reflected in the community priorities section in ES-05.
What are the opportunities for improvement in this target area?	The City of Lancaster recently adopted its first Comprehensive Plan in over 20 years which includes a zone ordinance overhaul and a subdivision and land development ordinance revision. These changes will allow for the creation of additional affordable housing and expanded economic opportunities for the city.
Are there barriers to improvement in this target area?	There is limited land for new development within the City of Lancaster and limited natural resources available for preservation in the areas in which land remains undeveloped. Individuals and companies looking to create additional housing units will need to identify alternatives to new development.

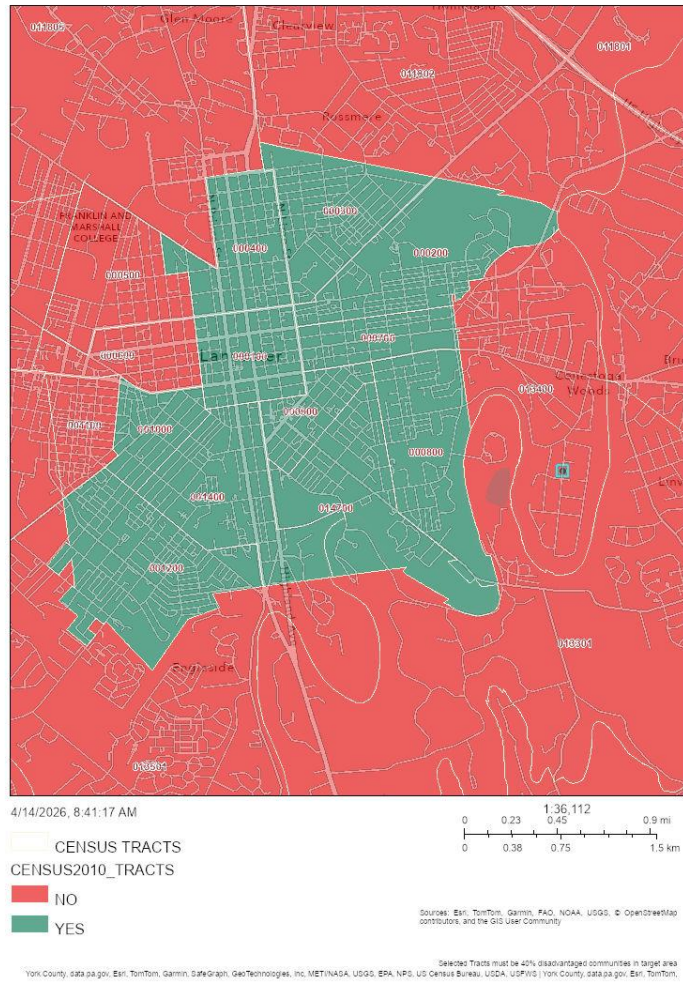
General Allocation Priorities

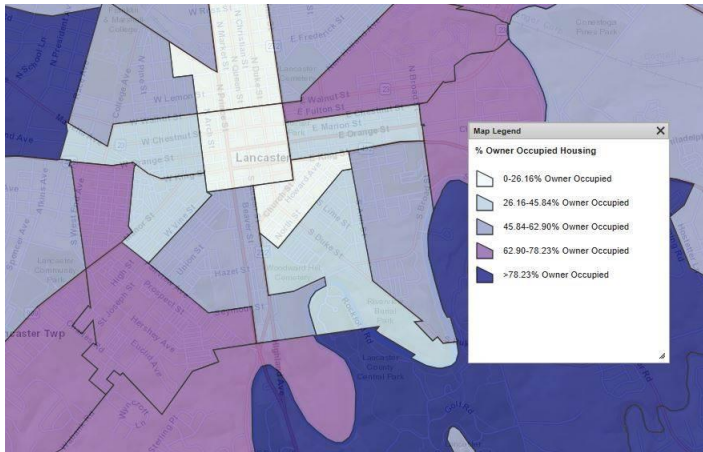
Describe the basis for allocating investments geographically within the state

Historically the City of Lancaster employed HUD’s Office of Lead Hazard Control and Healthy Homes 2022 Notice of Funding Opportunity Map to identify funding-eligible census tracts for targeted critical repair and lead hazard mitigation investments. That map, displayed below, indicates that Census tracts 00100, 00200, 00300, 00700, 00800, 00900, 001000, 001200, 001400, and 014700 were eligible for OLHOHH funding. However, residents of low-and-and-moderate income status with economic and social concerns reside across all census tracts in the City. The attached maps show various indicators of income diversity including home ownership, change in median rent, concentration of severe housing problems, and housing cost burden among HUD Area Median Family Income (HAMFI) each occurring in higher rates in different neighborhoods across the city. According to HUD’s Low-and Moderate-Income Area Data Map based on the 2016-2020 American Community Survey data, when aggregated, 59.50% of the population of the City of Lancaster is Low-and-Moderate-Income, and therefore, CDBG investments in qualifying

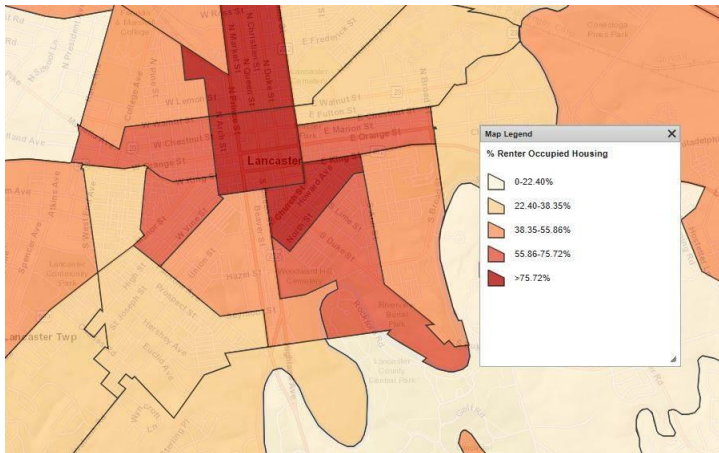
projects across the city will benefit low- and moderate-income residents in every census tract.

HUD OLHCHH NOFO

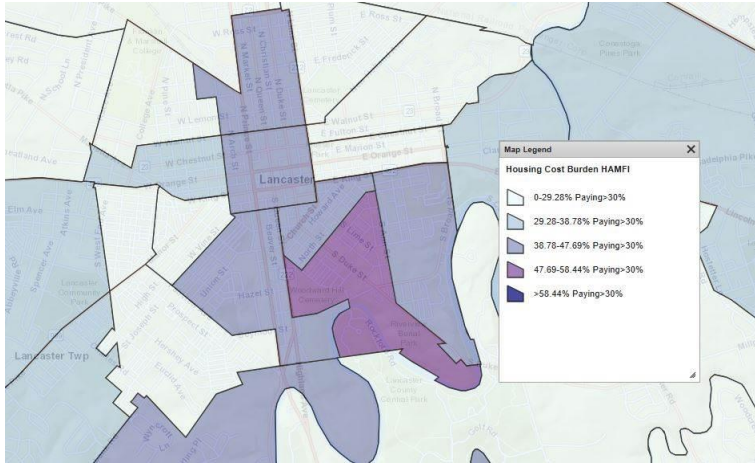




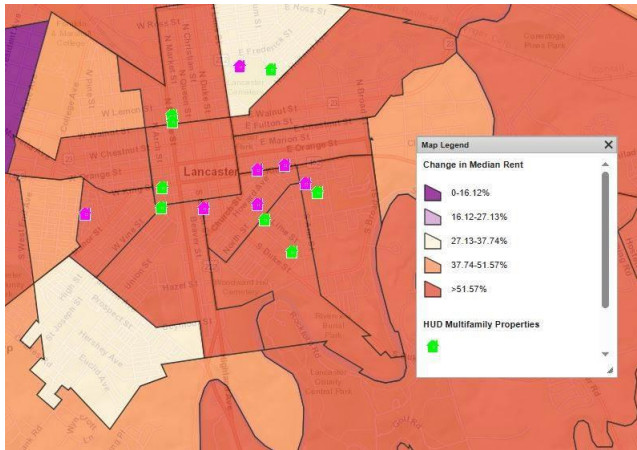
Owner-Occupied Housing - City of Lancaster



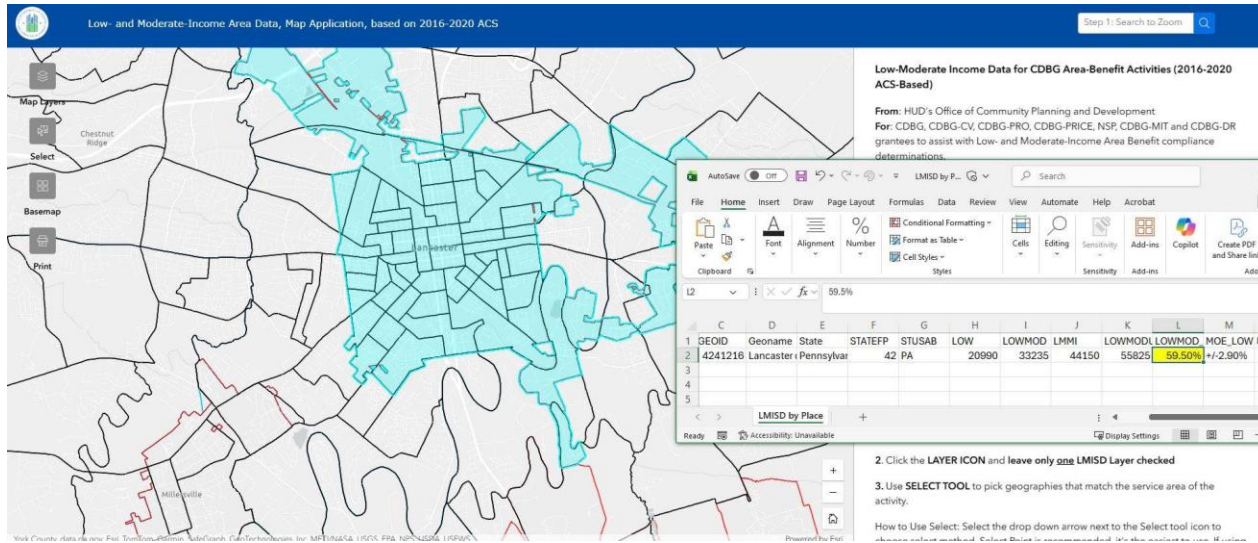
Renter-Occupied Housing - City of Lancaster



Cost-Burdened Households - City of Lancaster



Change in Median Rent - City of Lancaster



Aggregated LMI Population - City of Lancaster

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 12 – Priority Needs Summary

1	Priority Need Name	Maintain Quality, Affordable Housing
	Priority Level	High

	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents
	Geographic Areas Affected	LANCASTER CITY
	Associated Goals	Maintain Quality, Affordable Housing
	Description	The City will invest CDBG funds in activities to maintain quality, affordable housing for low-to-moderate income households across the City of Lancaster. Programs will include Fair Housing Programming, the City's Critical Repair Program, Critical Repair and Lead Hazard Control Administration, and the revitalization of blighted and underutilized properties, creating healthy and safe living spaces for our residents.
	Basis for Relative Priority	Maintenance and preservation of affordable housing is a priority because it is often more cost-effective than creating new housing. More than half (52%) of the City of Lancaster's housing properties predate World War II, and are in critical need of maintenance to prevent deterioration. Fair housing protections are also critical to prevent discriminatory and illegal housing practices for the city's most vulnerable populations.
2	Priority Need Name	Improve Public Health and Safety
	Priority Level	High

Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Non-housing Community Development
Geographic Areas Affected	LANCASTER CITY

	Associated Goals	Improve Public Health and Safety
	Description	The City will invest CDBG to improve public health and safety across the city for low-and-moderate income individuals, small businesses, and the community as a whole. Projects will include the City’s Health and Housing Social Work Case Management Program and the Police Social Worker Program. These programs support low- and moderate-income residents to address housing issues and mental and physical health needs. Public service dollars will also support the Health Bureau to improve access to healthy food, respond to children with lead poisoning, and promote community health education.
	Basis for Relative Priority	The City of Lancaster has a robust social service network with high quality programming available both directly and through referrals. By investing in our public health and safety programs, the City is able to ensure that our community members have adequate access to these resources to provide increased access to healthcare, better food security and safety, homelessness resources, and better community safety overall.
3	Priority Need Name	Improve Public Facilities and Infrastructure
	Priority Level	High
	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Individuals Families with Children Non-housing Community Development

	Geographic Areas Affected	LANCASTER CITY
	Associated Goals	Improve Public Facilities and Infrastructure
	Description	The City plans to invest in key infrastructure and public facilities projects in primarily low- to moderate-income neighborhoods. Infrastructure improvements such as street paving, sidewalk repairs, tree maintenance, and traffic-calming measures will enhance public transportation access and create safer streets and walkways. Investments in public facilities—such as upgrades to the local recreation center—will strengthen the delivery of services to low- and moderate-income residents.
	Basis for Relative Priority	The City’s aging infrastructure requires continual reinvestment and adjustment to meet modern standards and safety requirements. The secondary benefit of improved public transportation and better access to public spaces for recreation improves the quality of life for people across the city.
4	Priority Need Name	Manage Public Planning and Administration
	Priority Level	Low
	Population	Extremely Low Low Moderate Middle Non-housing Community Development
	Geographic Areas Affected	LANCASTER CITY
	Associated Goals	Planning and Administration
	Description	The Planning and Administration allocation will ensure programmatic compliance with local, state, and federal laws, and will fund planning efforts throughout the five-year period, such as small area plans and ordinance revisions.

Basis for Relative Priority	The City of Lancaster plans to maintain the highest standard of public service to the community through full compliance with its application and reporting of CDBG funds. However, this need received a lower ranking because it was not identified as a priority by the community during engagement activities.
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Narrative (Optional)

In developing objectives and outcomes, the City’s intent for this Consolidated Plan is to continue to focus funds on programs and services benefitting low-to-moderate individuals across the city while also meeting the top-ten community priorities identified by all community members in section ES-05:

1. Affordable, Quality Housing;
2. Homelessness Services;
3. Public Safety and Crime Prevention;
4. Workforce Development and Fair Wages;
5. Access to Healthcare;
6. Improved Public Transportation and Safer Streets;
7. Healthy Food Access and Security;
8. Mental Health/Substance Abuse Treatment;
9. Economic Development/Small Business Assistance; and
10. Childcare Access.

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

Based on the City of Lancaster's CPD formula allocation of \$1,442,154 in Community Development Block Grant funds in fiscal year 2026 and an anticipated program income of \$40,000, the City estimated its total available funds for the year 2026 will be \$1,482,154 and utilized this

amount to project the next four years. **Anticipated Resources**

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,442,154	40,000	0	1,482,154	5,382,485	CDBG entitlement funds and estimated program income

Table 13 - Anticipated Resources

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

The City continues to utilize Federal CDBG funding to leverage private, state, and local funding sources. CDBG funds support a variety of programs that have other sources of funding. For example, the City’s critical repair program and office of healthy homes match helps to leverage the City’s \$2M Healthy Homes Production Grant and a \$7.75M Lead Hazard Reduction Grant from HUD to address lead paint hazards and address other housing related health hazards to deliver a holistic and impactful approach to strengthen the City’s affordable housing stock and resident wellbeing.

The City is leveraging CDBG funds against a \$70,000 Municipal Assistance Planning grant from the Commonwealth of Pennsylvania’s Department of Community and Economic Planning. For the sidewalk repair program, the City’s Department of Public Works will be leveraging \$100,000 in local Stormwater Management funds to expand community impact.

The City of Lancaster’s internal operating funds will cover the costs of several programs including the Police Social Work Program (only 20.62% is funded with CDBG dollars), and the Bureau of Health’s Public Health Services and Child Lead Poisoning Response (only 30.03% is funded with CDBG dollars). The Fair Housing Services Program also receives private funds, in addition to state and local funds, and County CDBG assistance.

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan [sic]

Publicly owned property will be used to host several core programs that directly address the needs identified in this plan; specifically, City Hall (120 North Duke Street - owned by the City of Lancaster) hosts the City's Blighted Property Remediation Program, Critical Repair Program, Lead Hazard Control Program, Sidewalk Repair Program for Low-to-Moderate Income Households, the Health and Housing Social Work Case Manager Program, and Public Planning, and Community Development staff. Further, the Bureau of Police will continue to be used to host the Police Social Worker Program.

Discussion

The City of Lancaster's Development and Grants office continues to pursue funding opportunities at the state and local levels to support specific projects and overall operations.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
ASSETS, LANCASTER	Non-profit organizations	Economic Development Non-homeless special needs	Jurisdiction
Community Action Partnership of Lancaster County (CAP)	Non-profit organizations	Homelessness Non-homeless special needs Ownership Rental public facilities public services	Jurisdiction
City Revitalization & Improvement Zone (CRIZ)	Government	Economic Development	State
Lancaster Chamber of Commerce	Non-profit organizations	Economic Development Planning	Region
Economic Development Company of Lancaster County	Non-profit organizations	Planning public services	Region
Lancaster Lebanon Habitat for Humanity	Non-profit organizations	Ownership	Region
HDC Mid Atlantic	CBDO	Ownership Rental	Region
Lancaster Coalition to End Homelessness	Continuum of care	Homelessness	Jurisdiction

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
Lancaster City Alliance	Non-profit organizations	Economic Development Non-homeless special needs Ownership Planning Rental neighborhood improvements public services	Jurisdiction
Lancaster City Housing Authority	PHA	Ownership Public Housing Rental	Jurisdiction
Redevelopment Authority of the County of Lancaster	Redevelopment authority	Homelessness Ownership Planning Rental	Jurisdiction
Lancaster County Workforce Development Board	Government	Economic Development	Jurisdiction
Lancaster General Health	Private Industry	Non-homeless special needs public facilities public services	Region
Spanish American Civic Association Development Corp (SACA)	Non-profit organizations	Economic Development Non-homeless special needs Ownership Rental neighborhood improvements public facilities public services	Jurisdiction
Redevelopment Authority of the City of Lancaster	Redevelopment authority	Ownership Rental	Jurisdiction

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
YWCA	Non-profit organizations	Homelessness Non-homeless special needs public services	Jurisdiction

11. Table 14 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

One of Lancaster’s biggest strengths is its generosity. A 2023 study published in *Lancaster Newspapers* indicated that Lancaster County is the fifth most generous county in the Commonwealth of Pennsylvania (and the top county that is not a part of the Philadelphia mainline), with residents donating roughly 1.76% of their income.

Despite this generosity of heart and the wide range of social programs available to the community, a lack of resources creates a system in which every request for service cannot be answered. The United Way of Lancaster County reports the following most common unmet needs in housing: rental payment assistance, transitional housing, utility assistance, and motel/hotel vouchers.

The City of Lancaster is also vulnerable in its disparities of health issues among people of African American and Latinx descent, especially in low-to-moderate income households. Adults in these households are more likely to die from diabetes and suffer from asthma. The City of Lancaster is investing CDBG funds into projects directly mostly at benefitting low-to-moderate income households to help in mitigating some of these disparities.

The City of Lancaster has strength in its high-quality health care systems. The top employer in the City of Lancaster is Lancaster General, an affiliate of the Penn Medicine Health System. This health system provides world-class healthcare with specialists providing access to advanced medical research and clinical trials.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	
Legal Assistance	X	X	
Mortgage Assistance	X	X	
Rental Assistance	X	X	

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Utilities Assistance	X	X	
Street Outreach Services			
Law Enforcement	X	X	
Mobile Clinics	X	X	
Other Street Outreach Services	X	X	
Supportive Services			
Alcohol & Drug Abuse	X	X	
Child Care	X	X	
Education	X	X	
Employment and Employment Training	X	X	
Healthcare	X	X	X
HIV/AIDS	X	X	X
Life Skills	X	X	
Mental Health Counseling	X	X	
Transportation	X	X	
Other			
Hygiene Services - showers and laundry services	X	X	

Table 15 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) and persons with HIV within the jurisdiction:

The City of Lancaster invests in three positions dedicated to addressing the needs of the homeless: two police social work case managers (whose salary is funded at 20.62% with CDBG funds) and one health and housing social work case manager (whose salary is funded 100% with CDBG funds). All these individuals sit on the City of Lancaster’s Homelessness Response Team, an internal, interdepartmental team focused on the City’s short-term response and coordination with other agencies for unsheltered homeless. This committee promotes information sharing and communications to inform short-term efforts to be taken by the City in the immediate response to homelessness

On a larger scale, the City of Lancaster continues to develop collaborative efforts with the County of Lancaster, the Lancaster County Homelessness Coalition, PA 510 Continuum of Care, and numerous partnering agencies.

In 2025, the City's lead partner in homelessness management, the Lancaster County Homelessness Coalition, made progress toward its goal of consolidating the coordinated entry process by contracting with a single entity for system management. Through this enhanced system management, the City and County ensured that every individual and family receiving services in the City of Lancaster underwent the same standard set of HUD assessments and were prioritized using the same criteria. The City's single point-of-entry system at the United Way has become specialized enough to refer individuals to the most appropriate option based on household composition, including single adults, women with children, couples with children, couples without children, adults with adult children, men with children, and unaccompanied minors.

While services and programs within the City of Lancaster are available to people with HIV and AIDS, there are few services and programs that are specifically marketed to people with HIV and AIDS. The one notable exception is with the Spanish American Civic Association (SACA), who lists a wealth of resources geared toward the HIV/AIDS-positive population on their website. Both the Health and Housing Social Work Case Manager and the Police Social Workers employed by the City of Lancaster and connected to the Homelessness Response Team are aware of these resources and are able to make referrals to these and other resources for people who have needs related to HIV/AIDS.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The biggest "gap" in the City is housing. The City of Lancaster is experiencing a housing shortage of an estimated 1,165 to 2,455 units across rental and homeownership markets, which is contributing to homelessness both in terms of availability of housing and the cost of housing. During public engagement for the 2026-2030 Consolidated Plan, community members identified quality affordable housing and homelessness services as the top two community needs within the City of Lancaster. In addressing the shortage of affordable quality housing, the City also offers more housing opportunities for the homeless or for those at-risk of homelessness.

The City of Lancaster is investing CDBG funds to improve the condition of existing housing stock through critical repair and as a match for lead hazard control administration. The City is also investing in revising its zoning and subdivision and land development ordinances to assist in the creation of accessory dwelling units to provide additional housing options in a city where new development options are limited.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The City of Lancaster’s biggest strength in system delivery is its ability to quickly deliver short-term interdepartmental responses to immediate needs within the system while also coordinating larger, long-term responses with strong community partners like the County of Lancaster, the Lancaster County Homelessness Coalition, and the PA 510 Continuum of Care. The biggest gap in the service delivery system is the limited number of resources available to serve the growing number of people experiencing homelessness. Therefore, collaborative efforts are mandatory.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Maintain Quality, Affordable Housing	2026	2030	Affordable Housing	LANCASTER CITY	Maintain Quality, Affordable Housing		Rental units rehabilitated: 250 Household Housing Unit Homeowner Housing Rehabilitated: 60 Household Housing Unit Other: 10 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
2	Improve Public Health and Safety	2026	2030	Non-Housing Community Development	LANCASTER CITY	Improve Public Health and Safety		<p>Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 1 Households Assisted</p> <p>Public service activities other than Low/Moderate Income Housing Benefit: 300 Persons Assisted</p> <p>Public service activities for Low/Moderate Income Housing Benefit: 500 Households Assisted</p> <p>Businesses assisted: 150 Businesses Assisted</p> <p>Other: 25 Other</p>
3	Improve Public Facilities and Infrastructure	2026	2030	Non-Housing Community Development	LANCASTER CITY	Improve Public Facilities and Infrastructure		<p>Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 10000 Households Assisted</p>

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Planning and Administration	2026	2030	Planning and Administration	LANCASTER CITY	Manage Public Planning and Administration		

Table 16 – Goals Summary

1	Goal Name	Maintain Quality, Affordable Housing
	Goal Description	The City will invest CDBG funds to activities such as Tenfold's Fair Housing Program, the City's Critical Repair Program, Critical Repair and Lead Hazard Control Administration, and the revitalization of blighted and underutilized properties, creating healthy and safe living spaces for our residents.
2	Goal Name	Improve Public Health and Safety
	Goal Description	The City will address public health and safety needs by providing CDBG funding for the successful Health and Housing Social Work Case Management Program and the Police Social Worker Program. These programs support low- and moderate-income residents to address housing issues and mental and physical health needs. Public service dollars will also support the Health Bureau to improve access to healthy food, respond to children with lead poisoning, and promote community health education.
3	Goal Name	Improve Public Facilities and Infrastructure
	Goal Description	The City will apply CDBG funds to key infrastructure projects such as street paving, sidewalk repairs, tree work, and speed calming in primarily low- to moderate-income areas that will result in safer streets and sidewalks. Public facilities projects will improve delivery of services to low- and moderate income residents.

4	Goal Name	Planning and Administration
	Goal Description	The Planning and Administration allocation will ensure programmatic compliance with local, state, and federal laws, and will fund planning efforts throughout the five-year period, such as small area plans and ordinance revisions.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

The City of Lancaster estimates that it will assist in rehabilitating 250 household units between 2026 and 2030 through the Lead Hazard Division of the Office of Healthy Homes in Goal #1. The City estimates it will assist in rehabilitating an additional 60 units between 2026 and 2030 through the critical repair program between 2026 and 2030.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

In 2024, the City was awarded \$7.75M in Lead Hazard Reduction Grant through the U.S. Department of Housing and Urban Development. These dollars will be used to systematically make 300 housing units lead-safe over five (5) years. The funding is enabling the City to scale up its existing Lead Hazard Control Program by hiring additional staff, including outreach workers. The target area encompasses five Census tracts (8, 9, 10, 14, and 147). In 2022, Census Tract 8 was added to expand the program's impact and meet an unmet need. An overwhelming majority of houses in the focus area were built prior to 1940 and lead-based paint is most likely present in the majority of households within the target area. Furthermore, over 81.3% of families in the target area have low incomes and 82.21% the population is a minority (including 60.12% Hispanic), meaning that this is a problem that is disproportionately affecting the City's most vulnerable populations. As noted, CDBG funds were used to leverage \$7.75M in Lead Hazard Reduction Grant and \$2M in Healthy Homes Supplemental funding from the Department of Housing and Urban Development (HUD) to deliver holistic, impactful approaches to strengthen the City's affordable housing stock and resident wellbeing.

How are the actions listed above integrated into housing policies and procedures?

More than 50% of the domiciles in the City of Lancaster were built before World War II, and lead paint is a real threat to the children residing in these homes. The City continues to enforce its Lead Paint Ordinance (Chapter 182 - Lead Poisoning Prevention and Lead Hazard Control), which requires property owners to address lead-paint hazards in which an EBLL child resides. Eligible homeowners may be able to qualify for the City's Lead-Based Paint Program based on income qualifications. The City is investing CDBG funds in childhood lead poisoning response code enforcement during this consolidated plan.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

In 2016, the Mayor's Commission to Combat Poverty released One Good Job, A Strategic Plan to Cut Poverty in Half in Lancaster City by 2032. The plan includes recommendations to reduce poverty in four distinct areas: Workforce, Education, Housing & Community. Additionally, the Mayor's Block by Block

Strategic Plan identifies a “Sustainable Economy” as a cornerstone of the City’s long-term development and seeks to create and maintain sustainable employment opportunities in the City and support family-sustaining jobs that allow residents to grow and thrive as a measure to combat poverty.

In 2026, under a new mayor, the City will continue its work to address pervasive housing and socioeconomic issues perpetuating generational poverty for low- and moderate-income families by designing and implementing HUD-assisted programming to further its strategic goals and decrease the prevalence of inequity and incidences of poverty. The following CDBG programs represent actions that the City will continue to take in 2025 to ameliorate intersecting conditions and issues sustaining poverty for the City’s most vulnerable households in order to enact the necessary transformational change:

1. Critical Repair and Lead Hazard Control Programs: Specifically directed towards benefitting very low-, low-, and moderate-income households and homeowners, in an effort to preserve assets, increase property values, and maintain quality, safe affordable housing by providing the support necessary to address lead hazards and conduct emergency critical repairs at homes within the City’s most poverty-stricken neighborhoods.
2. Redevelopment of Blighted Properties: Under the provisions of Pennsylvania Urban Redevelopment Law, the Redevelopment Authority of the City of Lancaster will acquire certified blighted properties on a spot-blighted basis, perform minor stabilization work, and convey them to private individuals to be rehabilitated for homeownership or investors for rehabilitation and subsequent leasing or sale to owner-occupiers, increasing the number of livable housing units in the City.
3. Childhood Lead Poisoning Response: The City of Lancaster’s public health officer will conduct elevated blood lead level enforcement investigations reported in the City and follow-up by filing related housing code violations, as necessary.
4. The Health and Housing Social Work Case Management Activity: This activity assists City residents in accessing affordable housing opportunities and provides the necessary support in helping to rectify and resolve corresponding social and health related issues negatively impacting housing stability in such a way that seeks to diminish housing insecurity created by poverty.
5. Fair Housing Services Activity: Furthering the provision and accessibility to quality, safe, and affordable housing through Fair Housing rights outreach, education, and support to reduce and help eliminate housing-based discrimination feeding the cycle of poverty.
6. Sidewalk Repair Program: In the City of Lancaster, the sidewalks are public property but their management including the cost of maintenance and repair belongs to the property owner. The Department of Public Works will pilot a sidewalk repair program for income-eligible owner-occupied households to repair or replace sidewalks ahead of planned paving and capital projects within priority

areas like “Safe Routes to School” and the city’s identified “high injury networks.”

8. Public Health Services: This program will support the provisions of public health services and community health promotion activities including supporting the community garden program, addressing vector-control outreach and education, promoting healthy food access and security, and providing food safety and education to businesses.

8. Police Social Work Program: The city will continue to invest CDBG funds into its Police Social Work Program, a community-oriented, holistic policing program aimed at preventing crime through engagement and connection in order to proactively assist City residents in need by connecting them to appropriate social services or behavioral or mental health providers. This program will work to resolve issues related to homelessness, well-being, mental health, aging, housing, child welfare, and domestic violence.

9. Comprehensive Zoning and Subdivision and Land Development Ordinance Rewrite: In support of *Our Future Lancaster*, the City of Lancaster’s Planning Bureau is undertaking a three-pronged project to align the city’s codes with comprehensive planning recommendations. The result will create additional affordable housing opportunities, safer streets, and increased opportunities for economic development.

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

EXPECTED RESOURCES

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

Introduction

Based on the City of Lancaster's CPD formula allocation of \$1,442,154 in Community Development Block Grant funds in fiscal year 2026 and an anticipated program income of \$40,000, the City estimated its total available funds for the year 2026 will be \$1,482,154. For each subsequent year in the five-year consolidated plan, the City of Lancaster estimated a four percent reduction in its CDBG formula

allocation plus \$40,000 in program income.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,442,154.00	40,000.00	0.00	1,482,154.00	5,382,485.00	CDBG entitlement funds and estimated program income

Table 17 - Expected Resources – Priority Table

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

The City continues to utilize Federal CDBG funding to leverage private, state, and local funding sources. CDBG funds support a variety of programs that have other sources of funding. For example, the City’s critical repair program and office of healthy homes match helps to leverage the City’s \$2M Healthy Homes Production Grant and a \$7.75M Lead Hazard Reduction Grant from HUD to address lead paint hazards and address other housing related health hazards to deliver a holistic and impactful approach to strengthen the City’s affordable housing stock and resident wellbeing.

(REQUESTED INFORMATION FROM BETSY ABOUT MATCHING FUNDS)

The City of Lancaster’s internal operating funds will cover the costs of several programs including the Police Social Work Program (only 20.62% is funded with CDBG dollars), and the Bureau of Health’s Public Health Services and Child Lead Poisoning Response (only 30.03% is funded with CDBG dollars). The Fair Housing Services Program also receives private funds, in addition to state and local funds, and County CDBG assistance.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan [sic]

Publicly owned property will be used to host several core programs that directly address the needs

identified in this plan; specifically, City Hall (120 North Duke Street - owned by the City of Lancaster) hosts the City's Blighted Property Remediation Program, Critical Repair Program, Lead Hazard Control Program, Sidewalk Repair Program for Low-to-Moderate Income Households, the Health and Housing Social Work Case Manager Program, and Public Planning, and Community Development staff. Further, the Bureau of Police will continue to be used to host the Police Social Worker Program.

Discussion

The City of Lancaster's Development and Grants office continues to pursue funding opportunities at the state and local levels to support specific projects and overall operations.

ANNUAL GOALS AND OBJECTIVES

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

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Maintain Quality, Affordable Housing	2026	2030	Affordable Housing	LANCASTER CITY	Maintain Quality, Affordable Housing	CDBG: \$770,295.00	Rental units rehabilitated: 50 Household Housing Unit Homeowner Housing Rehabilitated: 12 Household Housing Unit Other: 2 Other
2	Improve Public Health and Safety	2026	2030	Non-Housing Community Development			CDBG: \$251,444.00	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 1 Households Assisted Public service activities for Low/Moderate Income Housing Benefit: 125 Households Assisted Other: 5 Other

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Improve Public Facilities and Infrastructure	2026	2030	Non-Housing Community Development			CDBG: \$250,500.00	Public Facility or Infrastructure Activities for Low/Moderate Income Housing Benefit: 10001 Households Assisted
4	Planning and Administration	2026	2030	Planning and Administration			CDBG: \$219,914.00	

Table 18 – Goals Summary

Goal Descriptions

1	Goal Name	Maintain Quality, Affordable Housing
	Goal Description	In the fiscal year 2026, the City of Lancaster will invest \$770,295 in maintaining quality, affordable housing through the critical repair program, the redevelopment of blighted properties, the Office of Healthy Homes match, and the fair housing program through the local fair housing officer, Tenfold.
2	Goal Name	Improve Public Health and Safety
	Goal Description	During the 2026 fiscal year, the City of Lancaster will invest in improving public health and safety through childhood lead poisoning response code enforcement, public health services, and community health promotion, including wastewater sampling/disease surveillance, health promotion/outreach focused on community health priorities, food access, and the community garden initiatives. The city will also improve public health and safety through the police social work program and the health and housing social work case manager program.

3	Goal Name	Improve Public Facilities and Infrastructure
	Goal Description	During fiscal year 2026, the City of Lancaster will invest CDBG funds in improving public facilities and infrastructure through repairing and replacing damaged sidewalks in school zones and high-injury network areas in identified priority areas as part of larger investments in public infrastructure maintenance and make repairs to public parks and the community's public recreation center to facilitate safe and healthy community activities among the city's low-to-moderate income households.
4	Goal Name	Planning and Administration
	Goal Description	During the 2026 fiscal year, the City of Lancaster will invest CDBG funds in city planning with the revision of the comprehensive zoning and land development ordinance rewrite and ensure programmatic compliance with local, state, and federal laws through funding the position of the community development administrator who is tasked with overseeing the community development block grant program as well as other federal grants that are allocated through the Commonwealth of Pennsylvania.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City of Lancaster has implemented a multi-faceted system to ensure compliance among both internal and external grantees.

1. All projects must undergo strict scrutiny during the Request for Proposals process, during which submissions are evaluated based on their alignment with community-identified priorities, their ability to spend funds according to required timeliness standards, and their capacity to meet a national objective.
2. Managers of selected projects receive a brief orientation to understand their reporting obligations, which may vary depending on the project's matrix code and accomplishment type. Managers are then required to submit timesheets and/or reports on a monthly basis.
3. All subgrantee agreements include clauses requiring compliance with equal opportunity employment and affirmative action laws. Subgrantee contracts also require subcontractors to make their best efforts to engage with small businesses, minority-owned businesses, Spanish-speaking businesses, and women-owned businesses, in accordance with the criteria set forth in Section 3(a) of the Small Business Act.
4. Internal and external subgrantees procuring supplies for CDBG-funded projects are provided with instructions to access the Pennsylvania Department of General Service's Disadvantaged Business Enterprise advanced search feature to guide searched toward minority and women businesses enterprises.
5. Every requisition for reimbursement and timesheet submitted to the CDBG Community Administrator must undergo interdepartmental approval, including review by the Community Planning and Economic Development Director's Office, the Accounting Office, and the Administration Office.
6. The Community Development Administrator conducts monthly check-ins with all internal and external grantees to track and record metrics related to accomplishment type and funds drawn. These metrics are reviewed and approved by the City's executive leadership staff.
7. At the end of each year, metrics are compiled and reviewed with internal and external grantees and the broader community as part of the Consolidated Annual Performance Evaluation Report. Grantee performance informs comprehensive planning for the following Annual Action Plan. For example, if a project is determined to be no longer feasible—as occurred with certain funds initially allocated to COVID-19-related projects in early 2021—the City will review options with leadership, City Council, and the local field office to determine whether a substantial

amendment is warranted.

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

Introduction

Based on the City of Lancaster's CPD formula allocation of \$1,442,154 in Community Development Block Grant funds in fiscal year 2026 and an anticipated program income of \$40,000, the City estimated its total available funds for the year 2026 will be \$1,482,154. For each subsequent year in the five-year consolidated plan, the City of Lancaster estimated a four percent reduction in its CDBG formula allocation plus \$40,000 in program income.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Remainder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	1,442,154.00	40,000.00	0.00	1,482,154.00	5,382,485.00	CDBG entitlement funds and estimated program income

Table 19 - Expected Resources – Priority Table

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

The City continues to utilize Federal CDBG funding to leverage private, state, and local funding sources. CDBG funds support a variety of programs that have other sources of funding. For example, the City's critical repair program and office of healthy homes match helps to leverage the City's \$2M Healthy Homes Production Grant and a \$7.75M Lead Hazard Reduction Grant from HUD to address lead paint hazards and address other housing related health hazards to deliver a holistic and impactful approach to strengthen the City's affordable housing stock and resident wellbeing. The City is leveraging its CDBG investment in City Planning with a \$70,000 Municipal Assistance Grant from the Commonwealth of Pennsylvania's Department of

Community and Economic Planning. The City is also leveraging its investment in the city sidewalk program with \$100,000 in local Stormwater Management fees.

The City of Lancaster's internal operating funds will cover the costs of several programs including the Police Social Work Program (only 20.62% is funded with CDBG dollars), and the Bureau of Health's Public Health Services and Child Lead Poisoning Response (only 30.03% is funded with CDBG dollars). The Fair Housing Services Program also receives private funds, in addition to state and local funds, and County CDBG assistance.

2. If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan [sic]

Publicly owned property will be used to host several core programs that directly address the needs identified in this plan; specifically, City Hall (120 North Duke Street - owned by the City of Lancaster) hosts the City's Blighted Property Remediation Program, Critical Repair Program, Lead Hazard Control Program, Sidewalk Repair Program for Low-to-Moderate Income Households, the Health and Housing Social Work Case Manager Program, and Public Planning, and Community Development staff. Further, the Bureau of Police will continue to be used to host the Police Social Worker Program.

3. Discussion

The City of Lancaster's Development and Grants office continues to pursue funding opportunities at the state and local levels to support specific projects and overall operations.

AP-35 Projects - 91.420, 91.220(d)

Introduction

In 2026, the City of Lancaster plans to allocate 53.4% of its funding to maintain quality, affordable housing. This investment is reflective of the community engagement response in which the highest number of respondents (22.76%) indicated that quality, affordable housing was their top community priority for funding for the 2026-2030 Consolidated Plan. The balance of the funds are being allocated to improving public health and safety (17.4%), improving public facilities and infrastructure (13.9%), and

planning and administration (15.2%).

No.	Project	Goals Supported	Geographic Areas	Needs Addressed	Funding
1	2026 Critical Repair Program	Maintain Quality, Affordable Housing	LANCASTER CITY - Local Target area	Maintain Quality, Affordable Housing	CDBG : \$200,000.00
	Description	<p>In 2026, the City will continue to provide CDBG funding to support its Critical Repair Program. The Critical Repair program provides financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. Financial assistance offered to very-low and low-income residents will be provided in the form of a grant. Frequently, eligible properties are identified through the Lead Hazard Reduction Program applicants. Bureau of Lead Safety and Community Development staff and/or a City Inspector will inspect each property to determine the seriousness and provide advisement regarding the critical repairs necessary to rectify health and safety concerns. All repairs need to be deemed as an emergency by the inspector. Types of repairs may include but are not limited to: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical repairs.</p>			
	Target Date for Completion	06/30/2027			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	The Critical Repair Program will assist at least 12 low- and moderate-income, owner-occupied, single-family households in the City of Lancaster.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Qualifying low-to-moderate income households across the City of Lancaster based on income verification.			

	<p>Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<ul style="list-style-type: none"> • Financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. • All repairs need to be deemed as an emergency by the inspector. • Types of repairs may include: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical. 		
2	<p>Redevelopment of Blighted Properties</p>	<p>Maintain Quality, Affordable Housing</p>	<p>LANCASTER CITY - Local Target area</p>	<p>CDBG : \$365,295.00</p>
	<p>Description</p>	<p>Under the provisions of the Pennsylvania Urban Redevelopment Law, RACL will acquire certified blighted properties, perform minor stabilization work, and convey them to private individuals to be rehabilitated for homeownership or investors for rehabilitation and subsequent leasing or sale to owner-occupiers.</p>		
	<p>Target Date for Completion</p>	<p>06/30/2027</p>		
	<p>Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>The blighted property remediation projects will remediate at least two properties each year. The actions will prevent spot slum/blight.</p>		
	<p>Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>Blighted properties will be remediated on a spot-basis.</p>		
	<p>Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>The Blighted Property Remediation Project will use Community Development Block Grant (CDBG) funds to cover acquisition costs, procedural service requirements, select legal expenses, immediate stabilization work such as pest exterminations and junk hauling, and short-term property maintenance. Acquired properties will be sold subject to deed restrictions requiring either owner-occupancy or sale/lease to a qualified low-to-moderate income household. The project will also cover a portion of the salaries of the staff members managing these projects.</p>		

	2026 Office of Healthy Homes Match	Maintain Quality, Affordable Housing	LANCASTER CITY - Local Target area	Maintain Quality, Affordable Housing	CDBG : \$185,000.00
3	Description	<p>This project will help cover administrative costs of the City Lead Hazard Control Program and Critical Repair Program in 2026. The City's Lead Hazard Control Program provides risk assessments and financial assistance to income-qualified homeowners for the purpose of reducing or eliminating lead hazards. The work performed is determined by the results of the Risk Assessment and may include repairs to items such as doors, windows, and floors. Licensed and certified contractors will use interim controls and abatement methods when performing the work. The program does not make the property lead-free, instead the property will be considered lead safe. The Healthy Homes Supplemental Funding also enables the City to address other health hazards, such as radon, mold, and tripping hazards. The Critical Repair program provides financial and technical assistance for the critical repairs of eligible, owner-occupied, single family housing units in the City of Lancaster. Financial assistance provided to very-low and low-income residents will be provided in the form of a grant. Often, eligible properties are identified through the Lead Hazard Reduction Program applicants. Office of Healthy Homes staff and/or a City Inspector inspect each property to determine the severity. Types of repairs may include: water heaters, broken sewer pipes, non-operable furnaces, roof repair/replacement, structural problems, plumbing and/or, electrical.</p>			
	Target Date for Completion	06/30/2027			
	<p>Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>The Office of Healthy Homes Matching Program will benefit at least 50 low- and moderate- income rental households and at least 12 owner-occupied households in the City of Lancaster.</p>			
	<p>Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>Home will be chosen based on an application process and income verification.</p>			

	<p>Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>Administration of the Critical Repair and Lead Hazard Control Programs in accordance with 24 CFR 570.202(b)(9). Program delivery costs may include staff, other direct costs, and service costs directly related to carrying out housing rehabilitation activities.</p>			
4	<p>2026 Childhood Lead Poisoning Response</p>	<p>Improve Public Health and Safety</p>		<p>Improve Public Health and Safety</p>	<p>CDBG : \$21,721.00</p>
	<p>Description</p>	<p>In 2026, the City of Lancaster’s public health officer will conduct elevated blood lead level enforcement investigations reported in the City and follow-up by filing related housing code violations, as necessary. The Health Officer carries out enforcement and compliance activities for all reported cases of an Elevated Blood Lead Level (EBLL) among children ages 6 and younger, commonly referred to as childhood lead poisoning. This ensures that required actions are completed by property owners and that children are protected from ongoing exposure to lead. The Health Officer reviews lead risk assessments, scopes of work, contracts with licensed lead abatement companies, and clearance documentation to ensure lead-safe housing for children ages 6 and younger. Enforcement actions, including the issuance of citations, are performed as needed. Education about lead-safe practices and information about available community resources is also provided to property owners to help facilitate the process of bringing properties back into compliance.</p>			
	<p>Target Date for Completion</p>	<p>06/30/2027</p>			
	<p>Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>The Childhood Lead Poisoning Response program will benefit at least 5 low-to-moderate income households each year.</p>			
<p>Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>Homes served will be based on reports of elevated blood lead levels.</p>				

	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Costs will include partial salary and fringe of the public health officer carrying out enforcement.			
5	Fair Housing Services	Maintain Quality, Affordable Housing		Maintain Quality, Affordable Housing	CDBG : \$20,000.00
	Description	In 2026, the City of Lancaster will continue to support the Fair Housing Services Program. This program receives CDBG Administrative funds to address impediments identified in the 2021 Analysis of Impediments to Fair Housing Choice. The Fair Housing Services Activity promotes the provision of fair and equal housing opportunities in the City of Lancaster regardless of a person's race, color, religion, age, sex, ancestry, national origin, disability, or familial status in accordance with City, County, State, and Federal Fair Housing and Landlord Tenant laws. This will be accomplished through education, outreach, training and technical assistance. Through this project, Tenfold's Housing Rights and Resources Center (HRRC) will further Lancaster's fair housing provision by providing education, mediation, outreach efforts, and support services to landlords and tenants in relation to Fair Housing law and landlord/tenant issues to eliminate barriers to fair housing opportunities in the area.			
	Target Date for Completion	06/30/2027			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	At least 80 rental households at risk of eviction or in conflict with their landlord will benefit from this activity through outreach, education, mediation, and resolution efforts relating to Fair Housing rights and responsibilities.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Low-to-moderate income households from across the city will be served.			

<p>Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>The City anticipates that Tenfold will undertake the following activities, at a minimum, to affirmatively further fair housing in the City:</p> <ol style="list-style-type: none"> 1. Provision of two (2) Fair Housing trainings in partnership with PHFA and other agencies. 2. Creation and distribution of a digital bi-annual publication that contains Fair Housing information. 3. Provision of technical assistance on Fair Housing issues including facilitating mediations and submission of Fair housing complaint questionnaire to the proper city and/or state enforcement entities. 4. Distribution of the Landlord & Tenant Guide in print and electronically. 5. Provision of consultation and advocacy on issues related to Fair Housing and its close relationship to Landlord/Tenant issues. 6. Consultation and collaboration with City and State Fair Housing enforcement entities 7. HRRC is working with local disability organizations to explore creation of housing opportunities that will increase housing choice for this community. 8. Provision of informational presentations on Section 811 Project Rental Assistance (a program developed to provide low to moderate income individuals with disabilities access to quality housing) to City housing providers as a viable option of expanding/increasing the availability of 811 units throughout the city. 9. Hosting of one (1) Housing Summit providing fair housing information, in partnership with local agencies – format and date TBD. 10. Provision of Fair Lending information to consumers through homebuyer classes. 11. Hosting of one (1) Fair Lending network event for City lending institutions – format and date TBD. 12. Distribution of the Landlord & Tenant Guide in print and electronically in multiple languages. 13. Utilization of telephonic language lines to serve consumers with varying language needs. 14. Utilization of American Sign Language (ASL) video interpreting service for consumers in need of this service. 15. Tenfold will incorporate counseling, mediation, education, and intervention into this service between July 1, 2025 and June 30,
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		2026 to serve additional people in need of support in the City of Lancaster.			
6	2026 Sidewalk Repair Program in Low-to-Moderate Income Neighborhoods	Improve Public Facilities and Infrastructure	LANCASTER CITY - Local Target area	Improve Public Facilities and Infrastructure	CDBG : \$200,500.00
	Description	In 2026, Department of Public Works will pilot a sidewalk repair program for income-eligible owner-occupied households to repair or replace sidewalks ahead of planned paving and capital projects within priority areas like “Safe Routes to School” and the City’s identified “high injury networks.”			
	Target Date for Completion	06/30/2027			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	At least 2,000 individuals in low-to-moderate income households in select block groups in high-injury networks or in safe-school zones will benefit from this project.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Priority will be given to low-to-moderate income households (income-verified) in high-injury networks.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	The Department of Public Works will identify qualifying blocks based on priority, census data, and planned projects. Owner-occupied homes with deteriorated sidewalks that would otherwise warrant a violation will receive letters notifying them that they qualify for a grant to cover the cost of repair or replacement. The department will conduct income verification and assist homeowners through the application and contracting process before completing the repairs.			
7	2026 Health and Housing Social Worker	Improve Public Health and Safety	LANCASTER CITY - Local Target area	Improve Public Health and Safety	CDBG : \$101,343.00

Description	<p>The Health and Housing Social Work Case Manager is responsible for providing social services and housing support to the City of Lancaster’s Community Planning and Economic Development Department (CPED) and members of the community through managing a caseload focused on addressing problems related to housing and resident health and well-being. In 2026, the Health and Housing Social Worker will continue to assist City clientele in resolving persistent housing-related issues and in finding and securing affordable housing opportunities in the City while also addressing intersecting health issues impacting housing. This program acts as a liaison between the City and the various social service agencies by providing follow-up and case monitoring related to housing issues through a holistic, coordinated community response that connects clientele to a variety of agencies to address intersecting socioeconomic issues related to housing, as appropriate. This activity actively furthers the City’s goals to utilize CDBG to promote neighborhood quality of life and to also increase access to affordable housing opportunities.</p>
Target Date for Completion	06/30/2027
<p>Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>At least 50 low- and moderate-income City clientele will be directly served through this activity.</p>
<p>Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>Services will be provided across the city and benefit primarily low-to-moderate income individuals.</p>
<p>Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)</p>	<p>Funds will support salary and fringe for the City's Health and Housing Social Work Case Manager Program. Through this program, the city supports all persons in immediate need of housing through identifying and accessing safe, affordable, and healthy housing and providing social service support to City residents by offering technical assistance, information and referrals to various social service agencies based on resident need.</p>

8	2026 Community Garden Program	Improve Public Health and Safety	LANCASTER CITY - Local Target area	Improve Public Health and Safety	CDBG : \$30,000.00
	Description	In 2026, the City of Lancaster will invest \$30,000 in the maintenance and management of its Community Garden Program, located in a former World War II victory garden in the Lancaster Jewels neighborhood. This garden has evolved into a community project that fosters social engagement and increases access to healthy food for low-to-moderate income households.			
	Target Date for Completion	06/30/2027			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Most program beneficiaries will likely be residents within walking distance of the garden. Priority for gardening plots will be given to low-to-moderate income families.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	This project is measured in terms of number of facilities that benefit; however, it is likely that over 1,000 individuals from low-to-moderate income households will benefit from this project.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Project funding includes supplies and partial salary coverage for a project manager who assists in tending to the garden including recruiting, scheduling, and training volunteers.			
9	2026 Public Health Services and Community Health Promotion	Improve Public Health and Safety		Improve Public Health and Safety	CDBG : \$2,881.00
	Description	In 2026, the Public Health promotion activity will support the provision of public health services and community health promotion in the areas of food safety and nutrition to businesses and residents, healthy food access initiatives, vector control outreach and education, and other health education activities focused on improving health among low-to-moderate income residents and neighborhoods.			

	Target Date for Completion	06/30/2027			
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Project funding will support partial salary and fringe for a staff member who will manage food safety and public sanitation education to businesses and residents, healthy food access initiatives and food education, vector control/mosquito prevention education, and public health emergency preparedness.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	TBD			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	This project is measured in terms of number of facilities that benefit; however, it is likely that over 100 individuals from low-to-moderate income households will benefit from this project.			
10	2026 Police Social Work Program	Improve Public Health and Safety	LANCASTER CITY - Local Target area	Improve Public Health and Safety	CDBG : \$45,500.00
	Description	In 2026, the City will continue to invest CDBG funding to assist the Neighborhood Crime Reduction through the Police Social Worker Program in supporting a community-oriented, holistic policing program aimed at preventing crime through engagement and connection in order to proactively assist City residents in need by connecting them to appropriate social services or behavioral or mental health providers. This program will work to resolve issues related to homelessness, well-being, mental health, aging, housing, child welfare, and domestic violence. This has helped to improve police-led community outcomes and enhance neighborhood quality of life to the benefit of a predominantly low- and moderate-income City area.			
	Target Date for Completion	06/30/2027			

	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	At least 50 low- and moderate-income City clientele will be directly served through this activity.		
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Low-to-moderate income individuals across the City of Lancaster will benefit from this activity.		
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Funds will support partial salary and fringe for the Police Social Workers. The Police Social Workers serve as a bridge to local social services for all City residents, especially those with special needs by providing a crisis response that connects residents in need with local housing and supportive resources such as housing, mental and physical health, homelessness, domestic and substance abuse, among others. The elderly and frail elderly are a frequent population served through this effort.		
11	Comprehensive Zoning and Subdivision and Land Development Ordinance Rewrite, Official Map	Planning and Administration		Manage Public Planning and Administration CDBG : \$70,000.00
	Description	In support of Our Future Lancaster, the City of Lancaster's Planning Bureau is undertaking a three-pronged project to align the City's codes with comprehensive planning recommendations. The result will create additional affordable housing opportunities, safer streets, and increased opportunities for economic development.		
	Target Date for Completion	06/30/2027		
	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Planning & Admin activity - not applicable.		

	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Planning & Admin activity - not applicable.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	CDBG funds will support professional consulting fees to assist with research and implementation of the multiphase plan.			
	2026 CDBG Program Administration	Planning and Administration	LANCASTER CITY - Local Target area	Manage Public Planning and Administration	CDBG : \$149,914.00
	Description	This project will cover the direct and indirect administrative costs of administering the CDBG program.			
	Target Date for Completion	06/30/2027			
12	Estimate the number and type of families that will benefit from the proposed activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Planning & Admin activity - not applicable.			
	Location Description (additional information for this discussion may be available on the AP-36 Project Detail screen)	Planning & Admin activity - not applicable.			
	Planned Activities (additional information for this discussion may be available on the AP-36 Project Detail screen)	Costs include salaries, fringes, space rental, audit costs, office supplies, and other administrative costs as well as capacity building funds for local non-profits.			

Table 20 – Project Information

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

Low-to-moderate income individuals are not isolated to a single area of the city. Therefore, the City of

Lancaster decided to allocate funds on a project and program basis rather than on a location-based strategy.

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

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

All funds will be used in the City of Lancaster. When aggregated, the City of Lancaster's population can be aggregated to meet minimum low-to-moderate income population standards - (54% when using the 2020 United States census data and 59% when using the 2020 United States American Community Survey). However, projects that have direct beneficiaries will only serve low-and moderate-income households and this status will be determined through income verification.

Geographic Distribution

Target Area	Percentage of Funds
LANCASTER CITY	100

Table 21 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

As noted above in Section SP-10, varying criteria can be used to identify low-to-moderate income populations across the City; therefore, CDBG investments in the City of Lancaster will be made on a project or program basis rather than based on geography.

Discussion

As an additional compliance measure, the City uses a variety of reporting methods, including income-verification documentation and demographic-specific characteristic reports when required as part of a subrecipient's agreement. This information enables the City to ensure that low-to-moderate income individuals are the beneficiaries of CDBG-funded programs and projects.

Affordable Housing

AP-55 Affordable Housing - 91.420, 91.220(g)

Introduction

One Year Goals for the Number of Households to be Supported
Homeless
Non-Homeless
Special-Needs
Total

Table 22 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through
Rental Assistance
The Production of New Units
Rehab of Existing Units
Acquisition of Existing Units
Total

Table 23 - One Year Goals for Affordable Housing by Support Type

Discussion

AP-60 Public Housing - 91.420, 91.220(h)

Introduction

The City engages regularly with both the Lancaster City Housing Authority and its non-profit affiliate, Partners with Purpose, as a community partner, subgrantee, and responsible entity.

Actions planned during the next year to address the needs to public housing

The City of Lancaster maintains a relationship with both the Lancaster City Housing Authority and its nonprofit affiliate, Partners with Purpose, to assist in the identification of appropriate funding sources and the investment of CDBG funding for ADA-accessible accommodations, when appropriate. Recently, the City of Lancaster invested \$200,000 into creating accommodations in two properties with ADA accessible features at the entries, bathrooms, stairs, and kitchen. These improvements will be reported in the 2026 CAPER. The City of Lancaster works with public housing partners to apply for funding on their behalf when the entities themselves are not eligible.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

The City of Lancaster invests CDBG funds into the Department of Public Health's Health and Housing Social Work Case Manager who is able to assist individuals in public housing and those at risk of homelessness to navigate the complexities of applying for government-based assistance and other social service programs. Both the Lancaster City Housing Authority (LCHA) and their non-profit affiliate, Partners with Purpose, have praised the City's Health and Housing Social Work Case Manager for her ability to connect with their residents and assist them in accessing benefits quickly. LCHA has also praised the City's Department of Public Works for engaging their citizens in their public planning processes with regard to street planning and public infrastructure, which has given them a sense of pride in the management of their homes and their

neighborhoods.

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

The City's PHAs are not designated as troubled.

Discussion

A more detailed recent history of the City's engagement with the Lancaster City Housing Authority is documented in Section PR-10 Consultation.

AP-65 Homeless and Other Special Needs Activities - 91.420, 91.220(i)

Introduction

In addition to the City's documented engagement with the local Continuum of Care (PA-510) and its representation with the Lancaster County Homelessness Coalition, the City specifically invests CDBG funds into two social work case manager programs to provide direct engagement, support, and referral services to people who are homeless and people who are at-risk of homelessness within the jurisdiction. These programs are outlined in the Project Section (AP-35) as Projects No. 7 and 9.

The City also provides funding to the jurisdiction's designated Fair Housing Officer, Tenfold, to aid the organization in addressing issues identified in the 2021 Analysis of Impediments to Fair Housing Choice and promoting the provision of fair and equal housing opportunities pursuant to city, county, state, and federal laws. (See AP-35, Project No. 5).

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

1. Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

Between 2023 and 2025, City of Lancaster police social work case managers engaged with 193 individuals (14.5% of their total caseload) who were either experiencing homelessness or at-risk of becoming homeless. The police social workers collaborate closely with homeless outreach workers who provide street-based and shelter-based services to people experiencing homelessness. Together, they build relationships and trust with unsheltered individuals, many of whom may be hesitant to accept community assistance.

The City plans to continue funding the Police Social Worker program in 2026 at a level of \$45,500 (approximately 20.62 percent of program salaries) to ensure these professionals can continue strengthening the relationships they have established within the community.

Between 2023 and 2025, the City's Health and Housing Social Work Case Manager responded to 1,116 urgent and emergency inquiries related to housing and shelter services for individuals and families. In 2026, the City plans to continue fully funding this position at \$101,343, covering 100% of the salary and fringe benefits.

Additionally, the City continues to contribute to the County of Lancaster’s PA-510 Continuum of Care and Lancaster County Homelessness Coalition by providing volunteer time, professional expertise, and two dedicated committee members who help guide funding decisions and develop policies that directly support individuals experiencing homelessness or on the path to becoming homeless.

2. Addressing the emergency shelter and transitional housing needs of homeless persons

The City’s Homelessness Response Team (HRT) regularly receives reports that the City’s homeless shelters are at or near capacity on a nightly basis. At the same time, interim housing opportunities like transitional housing have waiting lists across the City. In response, the County’s coordinated entry system utilizes the vulnerability index to prioritize individuals with the greatest needs.

In 2026, the City’s police social workers and health and housing social work case manager will continue to work in synch with the County’s designated coordinated entry system to help assist individuals based on the vulnerability index and the by-name directory to streamline movement from emergency shelters into transitional housing. While individuals are in shelters and waiting for longer-term housing options, both social work case manager programs are also able to assist homeless individuals in accessing emergency supplies and in gathering the information they need to access other types of assistance such as social security and food stamps.

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

City staff will continue to work proactively with partner agencies through service provider networks such as the Coalition for Sustainable Housing, the United Way, the Eviction Prevention Network, and Tenfold’s Housing Rights and Resource Center (HRRC). These collaborations support referrals and service coordination, primarily through the City’s Police Social Work Program and the Health and Housing Social Work Case Manager Program. Additionally, the CDBG-supported Health and Housing Social Work Case Manager

collaborates with both public and private housing and health providers to connect City residents with safe, quality, and affordable housing opportunities.

Through the Lancaster County Homelessness Coalition (LCCH), the City and County will also continue coordinating prevention services with local service providers that offer short-term rental assistance and utility assistance, paired with long-term sustainability planning and case management.

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

In 2026, Community Basics (a local service provider) will open its Valley Youth House, a new affordable housing unit for young homeless adults or teens who are aging out of foster care. This nine-unit home provides 6 dormitory-type units with a shared kitchen and recreational area, as well as 3 complete apartments for more independent young adults or homeless young adults with children. The City of Lancaster supported this effort with ARPA funding.

In 2026, the City's fair housing officer, Tenfold, will pilot a new eviction prevention program that proactively contacts individuals who have received eviction notices and are scheduled for court appearances, through a partnership with participating magistrates. Individuals who choose to participate will be offered housing counseling, landlord mediation, and limited interim financial assistance when warranted. The City supports these efforts through its partnership with Tenfold.

The community's greatest obstacle to increasing access to permanent housing for families in transition is the availability of units. Low-cost housing providers continue to report the need for additional units as well as sustained investment in existing units due to critical repair needs. To help address this challenge, the City will continue to invest in the Office of Healthy Homes' Critical Repair Program and Lead Hazard Control Program in 2026 to preserve existing low-cost housing and increase the availability of safe, quality units in the community.

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

Introduction

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

In 2023, the City of Lancaster's Our Future Lancaster comprehensive plan revealed the need for revision in zoning, subdivision, and land ordinance practices. This need was echoed during the consultation phase of consolidated planning, during which several community partners noted that existing policies and ordinances often elongate timelines and create additional expenses for landowners and developers.

As a result, the City is leveraging CDBG funds and Municipal Assistance Program (MAP) funding from the Commonwealth of Pennsylvania's Department of Community and Economic Development into a comprehensive rewrite of its zoning, subdivision, and land development ordinances with the assistance of professional consultants.

Discussion

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

Introduction

Actions planned to address obstacles to meeting underserved needs

The City has undertaken the following steps to advance equity in delivery of services:

- The City will also continue to ensure meaningful access to programs and activities by Limited English Proficient (LEP) persons. In 2019, the City of Lancaster implemented its Language Access Plan and hired its first-ever Language Access Coordinator to ensure the

implementation and regulation of the Language Access Plan (attached). Federally funded programs carried out by the City (Critical Repair Program and the Lead Hazard Control Program) have documents and information available in both English and Spanish. These programs enhance the livability of the property and provide vulnerable residents with an affordable method to stay in a stable, healthy environment. The City plans to continue to fund language acquisition programs and has included language accessibility in its Citizen Participation Plan.

- The City conducted a comprehensive community needs assessment to identify health disparities with the Lancaster City community that emerged as a result of the COVID-19 pandemic. The City applied over \$200,000 in CDBG-CV funds into pilot programming to address issues including food access and security, food industry safety training, community garden programs, school garden education programs, and emergency response systems that are now in place and thriving. The City has included continued funding of the community garden program and the public health services and community health promotion role as part of its 2026-2030 Consolidated Plan.
- **Actions planned to foster and maintain affordable housing**

As the cost of housing continues to rise, the City of Lancaster made the choice to invest CDBG funds in critical repair and slum and blight remediation instead of the more-costly creation of new housing units through scattered site rehabilitation. This change in strategy allows the city to assist more households every calendar year. The City is also working toward fulfilling its comprehensive zoning, subdivision, and land development ordinance revision which will allow for the addition of accessory dwelling units, easing the shortage of housing units available in the city, which will reduce extreme competition for housing units and ultimately reduce the cost of housing. The City also continues to fund fair housing services through its designated housing officer, Tenfold.

- **Actions planned to reduce lead-based paint hazards**

The City is investing CDBG funds as a match for the Office of Healthy Home's \$2M Healthy Homes Production Grant and \$7.75M Lead Hazard Reduction Grant from HUD to address paint hazards and address other housing-related health hazards to deliver a holistic and impactful approach to strengthen the City's affordable housing stock and resident wellbeing. CDBG funds are also invested in the City's elevated blood lead-level health code enforcement.

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

In 2016, the Mayor's Commission to Combat Poverty released One Good Job, A Strategic Plan to Cut Poverty in Half in Lancaster City by

2032. The plan includes recommendations in four areas: Workforce, Education, Housing and Community.

Households facing housing cost burdens often prioritize certain basic necessities over others; tradeoffs might include monthly rent or mortgage payments, food, health care, and transportation. These trade-offs impact the health, stability, and future of our community members.

- **Actions planned to develop institutional structure**

The Department of Community Planning and Economic Development (CPED) assists with many efforts to overcome gaps in the institutional structure of the service delivery system in the City. The City recognizes that challenges with the institutional structure must be resolved through a collaborative approach across all community stakeholders. Coalitions, partnerships, and networks that facilitate the exchange of information and ideas will continue to be enhanced across all sectors of the community.

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

As noted, the City of Lancaster is a member of the Lancaster County Homelessness Coalition, which is comprised of over 60 partners representing faith-based organizations, housing providers, private and governmental health providers, mental health providers, and social services providers. Two City staff are active participants on the Steering Committee and other Coalition committees. The groups and committees frequently discuss initiatives to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

City staff also work closely with other agencies through service provider networks such as the Coalition for Sustainable Housing, the Homeless Outreach Network, the Eviction Prevention Network, and Tenfold's Housing Rights and Resource Center (HRRRC). Finally, the City's Bureau of Health works in collaboration with the local hospital. All these partnerships enhance coordination of multidisciplinary services through their collaborative efforts to serve residents in the City.

Additionally, the CDBG-supported health and housing social worker case manager works between public and private housing and health providers to connect City residents with safe, quality, and affordable housing opportunities. Also, the Bureau of Public Health's Childhood Lead Poisoning Response Program partners with housing providers and health agencies to improve housing conditions and reduce hazards detrimental to public health.

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

Discussion

PROGRAM SPECIFIC REQUIREMENTS

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

Introduction

Community Development Block Grant Program (CDBG)

Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies

program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed - **\$0**

2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan **\$0**

3. The amount of surplus funds from urban renewal settlements **\$0**

4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan. **\$0**

5. The amount of income from float-funded activities

Total Program Income **\$0**

Other CDBG Requirements

1. The amount of urgent need activities **\$0**

Appendix - Alternate/Local Data Sources

1	Data Source Name n/a – the City of Lancaster used the US Census data provided by HUD.
	List the name of the organization or individual who originated the data set.
	Provide a brief summary of the data set.
	What was the purpose for developing this data set?
	How comprehensive is the coverage of this administrative data? Is data collection concentrated in one geographic area or among a certain population?
	What time period (provide the year, and optionally month, or month and day) is covered by this data set?
	What is the status of the data set (complete, in progress, or planned)?