

CHESTER COUNTY APPLICATION
FOR PATHWAYS TO REMOVING OBSTACLES
PRO HOUSING GRANT
SEPTEMBER 26TH, 2024
DRAFT

The Chester County Planning Commission (CCPC) announces an intent to apply for the U.S. Department of Housing and Urban Development (HUD) Pathways to Removing Obstacles to Housing (PRO Housing) grant. The draft application will be available for public comment at chescoplanning.org from September 26th, 2024, through October 10th, 2024. Paper versions will be made available upon request. Interested parties are invited to make comments directly to CCPC or at the Chester County Planning Commission Board Meeting to be held on Wednesday, October 9th, 2024, at the Chester County Government Service Center located at 601 Westtown Road, West Chester, PA 19380 from 2:00pm-4:00pm. Spanish speaker will be available. Spanish materials available upon request. CCPC is requesting funding for four initiatives to remove barriers to developing and preserving housing in the county. All communications relative to this application are to be addressed to the Chester County Planning Commission, 601 Westtown Road, Suite 270, P.O. Box 2747, West Chester, PA 19380.

Chester County Planning Commission (la comisión de planificación del condado de Chester (CCPC)) anuncia la intención de solicitar el subvención del U.S. Department of Housing and Urban Development (el departamento de vivienda y desarrollo urbano de los Estados Unidos (HUD)) Pathways to Removing Obstacles of Housing (Caminos a la eliminación de limitaciones del casas (PRO)). Una copia de la solicitud que está en proceso de escritura estará disponible para comentarios del público en chescoplanning.org desde el 26 de septiembre de 2024 hasta el 10 de octubre de 2024. Si lo solicita, podemos facilitarle una copia del documento. Aquellos que estén interesados están invitados a hacer comentarios directamente a CCPC o en el reunión de la junta de la Chester County Planning Commission Miércoles, 9 de octubre de 2024 en el Chester County Government Service Center (el centro de servicios del gobierno del condado de Chester) ubicado en 601 Westtown Road, West Chester, PA 19380 de 2:00pm-4:00pm. Se dispondrá de un hablante de español Material en español dispoible si se solicita. La CCPC solicita financiación para cuatro iniciativas destinadas a eliminar las limitaciones que impiden desarrollar y mantener viviendas en el condado. Todas las comunicaciones relativas a esta solicitud deben dirigirse a la Chester County Planning Commission, 601 Westtown Road, Suite 270, P.O. Box 2747, West Chester, PA 19380.

TABLE OF CONTENTS

EXHIBIT A EXECUTIVE SUMMARY..... 2

EXHIBIT B THRESHOLD REQUIREMENTS AND OTHER SUBMISSION
REQUIREMENTS..... 3

EXHIBIT C NEED..... 4

EXHIBIT D SOUNDNESS OF APPROACH..... 15

EXHIBIT E CAPACITY..... 31

EXHIBIT F LEVERAGE..... 33

EXHIBIT G LONG-TERM EFFECT..... 34

EXHIBIT A EXECUTIVE SUMMARY

The Chester County Planning Commission (CCPC), supported by the Chester County Department of Community Development (CCDCD) is requesting funds to further address barriers to affordable housing in Chester County, Pennsylvania, and its 73 municipalities.

EXHIBIT B THRESHOLD REQUIREMENTS AND OTHER SUBMISSION REQUIREMENTS

The County of Chester understand and meets all threshold eligibility requirements.

- *Limited English Proficiency*: Notice of the application was provided in Spanish, and Spanish assistance was made available to provide feedback. The Chester County Planning Commission will make available a Spanish speaking staff member while implementing the grant initiatives. The Chester County Department of Community Development (CCDCD) updates the language Access Plan every five years, the Chester County Planning Commission will follow this plan.
- *Physical Accessibility*: While soliciting public feedback on the PRO Housing Grant application, the Chester County Planning Commission held a public meeting at the Chester County Government Services building, an accessible building. In implementing the four proposed initiatives all public meetings will be held at physically accessible locations.
- *Environmental Review*: All initiatives will comply with applicable environmental requirements.

EXHIBIT C NEED

Demonstrate your progress and commitment to overcoming local barriers to facilitate the increase of affordable housing production and preservation, primarily by having enacted improved laws and regulations.

Chester County Planning Commission (CCPC)

CCPC and its staff work in partnership with federal, state, and regional agencies and municipal governments to fulfill the mission that is devoted to preserving and improving the quality of life for all Chester County residents. CCPC works to implement Landscapes3, Chester County's comprehensive plan through a variety of programs and partnerships.

CCPC consists of six divisions: Administration Services, Office Administration and Communications, Multimodal Transportation Planning, Sustainability, Design and Technology, and Community Planning, and employs 36 staff. Staff bring experience and expertise in a variety of planning subjects including zoning, land use, comprehensive planning, historic planning, economic development, housing planning, sustainable planning, ArcGIS, graphics, and communication.

With housing prices continuously rising, the Chester County Planning Commission Board and leadership recognized the need for increased efforts to address the lack of affordable housing in the county. In 2019 CCPC expanded their housing initiatives, which previously consisted primarily of data collection, to include a municipal housing advocacy program. In 2019, CCPC expanded their housing initiatives, which previously consisted primarily of data collection, to include a municipal housing advocacy program. The program works to support the Chester County Department of Community Development's (CCDCD) work of advancing affordable housing and works closely with municipalities to increase the quantity of naturally occurring affordable housing. The program works to support the Chester County Department of Community Development's (CCDCD) work of advancing affordable housing and works closely with municipalities and housing organization partners to increase the quantity of naturally occurring affordable housing. This is accomplished through advocating for the need for affordable housing, working to improve development processes, encouraging municipalities to remove overburdensome regulations, and supporting upzoning to allow for community appropriate housing types.

Planning work in the county is guided by Landscapes3, the comprehensive plan. Specifically, housing is addressed under the Live goal: *to nurture diverse and well-rounded communities with a balance of residential opportunities and convenient access to community facilities, services, and amenities*. With specific objectives related to removing barriers to affordable housing production and preservation:

- Objective a: Provide opportunities for a diverse housing mix that complements community character and contributes to vibrant, safe, and inclusive neighborhoods.
- Objective b: Accommodate housing at costs accessible to all residents in locations close to job opportunities.

Chester County Department of Community Development (CCDCD)

The mission of CCDCD is to equitably advance housing affordability solutions, provide homeless outreach services, and invest in neighborhood revitalization as stewards of public funding so that individuals and families can thrive in vibrant, supportive, and inclusive communities.

CCDCD's goals include:

- Support Affordable Housing Activities
- Support Efforts to Prevent and End Homelessness
- Support Vital Public Service Activities
- Support Public Facility and Infrastructure Improvements
- Support Economic Development

These goals seek to address priority needs, including:

- Targeted Vulnerable Populations
- Fair Housing
- General Occupancy Rental Units
- Homeless Prevention
- Housing Stabilization Services
- Promoting and Sustaining Homeownership
- Public Facilities
- Public Infrastructure

In addition to implementing the Community Development Block Grant (CDBG), HOME Investment Partnerships Program, and Emergency Solutions Grant (ESG), DCD serves as the Continuum of Care (CoC) lead agency in Chester County. DCD also administers Community Services Block Grant (CSBG), Pennsylvania Human Services Block Grant (HSBG) and Pennsylvania Housing Affordability and Rehabilitation Enhancement (PHARE) state housing trust funds.

Improved laws, regulations, or land use local policies

As a county of the Commonwealth of Pennsylvania, Chester County does not have the authority to directly enact and enforce codes, zoning, and regulations. Instead, the county can advocate for best practices and incentivize municipalities to implement change. Due to CCPC's staff capacity, the organization has been at the forefront in assisting municipalities to plan and remove barriers for affordable housing. Previously, CCPC has utilized its staffing and financial capacity to provide municipal guidance, fund planning grants, and provide housing zoning analysis and zoning work at no-cost to municipalities. This work has directly resulted in updated zoning to remove barriers to housing. Projects relating to improved laws, regulations, or land use local policies include:

- *Housing Needs Assessment:* CCPC is currently finalizing a housing needs assessment for the county, which focused on the need for affordable housing. The assessment included data and trend analyses as well as projections for the county's future housing need.

- *Vision Partnership Program Planning Grants:* Established in 1996, CCPC’s Vision Partnership Program (VPP) is a competitive grant program with awards of up to \$60,000, with a 40% match requirement, to implement large scale planning and zoning projects at the municipal level. Planning to increase housing supply and remove barriers to affordable housing is an eligible expense. In 2024, because of the 2023 Starter Home Pilot (see below), the first municipality applied for a VPP to specifically address housing unaffordability. In 2024 CCPC launched a new grant program as a subset of the existing large planning grants. The program offers rolling small grants to provide gap financing to municipalities to implement initiatives in specific priority areas, including housing.
- *Starter Home Pilot Project:* As a result of research conducted on county programs to implement housing, CCPC initiated the Starter Home Pilot in 2023. While initially conceived to develop housing on municipal land as demonstrative projects, after meeting with municipalities CCPC found a greater need for zoning assistance. CCPC completed reviews for six municipalities of their zoning codes and provided recommendations to remove barriers to developing additional housing. This pilot has resulted in initial successes with one smaller zoning amendment and one municipality incorporating recommended zoning strategies into their ongoing full zoning code update.
- *Waiving of Fees:* In 2023 CCPC enacted changes to its fee schedule to waive fees for affordable housing project proposals.
- *Zoning Updates:* CCPC has utilized its staff capacity to provide recommendations to individual housing proposals and draft updated zoning for municipalities. This has included minor zoning amendments in 2024 as a direct result of the Starter Home Pilot Project.
- *Targeted Municipal and Organizational Outreach:* From 2020 through 2024, CCPC has given over 10 presentations at municipal planning and board meetings to encourage diverse housing. Additionally, CCPC staff have given multiple presentations and talks on the need to remove zoning barriers to increase affordable housing production. During these presentations CCPC provides municipalities with strategies to address housing through updating zoning to removing barriers.
- *Resources on Updating Zoning and Regulations to Remove Barriers to Affordable Housing:* As part of the A+ Homes initiative, CCPC completed a series of four planning guides: (1) 2020 Cost of Housing Guide focusing on removing excess regulations and burdensome processes to lower the cost of construction. (2) 2020 Aging-Friendly Guide providing strategies to plan for the county’s aging population and remove barriers to allow for smaller more affordable housing. (3) 2022 Missing Middle guide to encourage municipalities to incorporate additional housing types into their zoning districts as to provide more naturally occurring affordable housing options. Additionally, CCPC provides municipalities with short form planning best practices through online “eTools”. The eTools provide an overview of a planning topic and planning strategies for municipalities to address. CCPC has created 24 housing eTools including accessory dwelling units, adaptive reuse, affordable housing bonuses, farmworker housing, housing

rehabilitation, infill development, tiny-homes, residential conversions, and manufactured housing.

Through providing best practices guidance and incentive funding through VPP, CCPC has seen success in municipalities improving laws, regulations, or land use local policies including recent projects such as:

- *2018 Elverson Borough Zoning and Subdivision Ordinance Update:* CCPC worked with the Borough to expand their Town Center zoning district and decrease minimum lot size for some housing types while adjusting setbacks. This has resulted in infill development within this district as observed via Act 247 reviews (subdivision and land development applications).
- *2019 Penn Township Zoning Ordinance Update:* CCPC worked with the Township to update their zoning ordinance to allow ADUs and adaptive reuse in specific districts.
- *2020 Parkesburg Borough Updated Comprehensive Plan:* CCPC worked with the Borough to develop a new comprehensive plan. The new borough comprehensive plan supports housing opportunities through updated goals and objectives as well as recommendations including the following: 8-3: Review and amend zoning as necessary, to include a variety of housing types and affordable housing; 8-5: Support opportunities for the promotion of affordable housing through partnerships, federal grants, programs, and/or tax incentives.
- *2023 Pennsbury Township Zoning Ordinance Update:* CCPC worked with the Township to update their zoning ordinance to allow ADUs and adaptive reuse in specific districts.
- *2023-2025 Borough of Phoenixville Zoning Update:* As part of an ongoing zoning update, Phoenixville is looking to incorporate further housing diversity through the allowance of ADUs and other housing types in existing zoning districts. The zoning update was funded in 2023 in part by a VPP grant.
- *2023 Borough of Parkesburg Zoning Work:* In 2023, as a result of the Starter Home Pilot, CCPC drafted zoning for the Borough. Parkesburg Borough intends on adopting Traditional Neighborhood Development (TND) as a use in the R-2 zoning district on larger tracts. TND development will be required to be generally consistent with a design guide in the subdivision and land development ordinance. TND development allows for a variety of housing types at a higher density than is otherwise permitted by the R-2 district, in addition to required open space and in conformance with urban center design standards consistent with the borough setting. This amendment should occur sometime in the last quarter of 2024.
- *2023 Kennett Township Zoning Ordinance Update:* CCPC worked with the Township to update their zoning ordinance, which provides a variety of housing types centered around the Urban Center of Kennett Square Borough. The update allowed for ADUs, a variety of uses in two villages, and residential conversions in various districts.

- *2024 East Brandywine Township Zoning Ordinance Update:* CCPC worked with the Township to allow ADUs, single-family residential conversions, adaptive reuse, and traditional neighborhood development in the Guthriesville Village area.
- *Ongoing New Garden Township Zoning Update:* As a result of the 2023 Starter Home Pilot, in 2024 New Garden Township applied and received VPP funding to complete a zoning update. The zoning update is ongoing but has a focus on increasing housing production to promote affordable housing in the Township.
- *Ongoing West Grove Borough Zoning Ordinance Update:* CCPC is working with West Grove Borough to update its zoning ordinance following a new comprehensive plan adopted in 2022. Changes include adding accessory dwelling units (ADUs), allowing for mixed-use (apartments above nonresidential) by-right as opposed to by conditional use in the downtown (C-1 District), and some adjustments to area and bulk requirements (for example, minimum lot size for twins was reduced to the same as for detached units, to half that size for twins). The amended ordinance should be adopted in early 2025.

Other recent actions taken to overcome barriers to facilitate the increase of affordable housing production and preservation

Chester County Planning Commission (CCPC)

CCPC has completed the following additional housing initiatives from 2019-2024:

- *A+ Homes Program:* In 2019 CCPC hired a marketing consultant to generate language and marketing materials to assist the county to speak with residents and municipalities about housing. As a result, CCPC created the A+ Homes program, which uses positive terminology and alternative phrases (affordably-priced, adaptable, accessible, aging-friendly, attractive) to market affordable housing, and provide facts and information to combat resident opposition. Much of CCPC’s housing work is marketed and created under this program.
- *Annual Housing Forums:* CCPC hosts an annual housing forum to address housing issues. Beginning in 2020, CCPC has hosted four housing forums, and will host a 2024 forum on 10/30/2024.
- *Support of External Organizations:* From 2022 through 2024, CCPC staff has coordinated with and provided support to citizen-led advocacy groups working to address “Not In My Back Yard (NIMBYism)” through promotion of “Yes In My Back Yard (YIMBYism)”.
- *Housing Marketing Videos:* From 2020-2023 CCPC created three videos that feature County residents telling their stories of both seeking and acquiring access to affordable

housing. These videos put a face on this issue to both humanize and clearly demonstrate the importance developing additional affordable housing in the County.

- *Housing Opportunity Areas Map*: With 73 separate municipalities each with different regulatory structures, identifying properties with appropriate zoning to advance affordable housing options can be burdensome. To address this issue, in 2020 CCPC created a map of areas located in growth areas, as defined in the Landscapes3 comprehensive plan, that allow different housing types.
- *Land Bank Research*: Beginning in 2021, CCPC conducted extensive research into the feasibility of the creation of a land bank. This has included interviewing other land banks and joining the PA Land Bank Network.
- *Employer Supported Housing*: Since 2021, CCPC has completed extensive research on employer supported housing research. In 2025 CCPC plans to continue this work through an employer supported housing survey and guide.
- *Commercial Landscapes Series*. Developed by CCPC in 2017, the Commercial Landscapes series highlights the importance of repurposing significant commercial areas in Chester County and realistic strategies to ensure their long-term vibrancy that best reflect contemporary development trends. As it relates to housing, the series recommends incorporation various types of housing as part of redevelopment of commercial areas such as office parks, brownfields, and greyfields.
- *Chester County Commissioner's Housing Initiative*: In 2022, on behest of the Chester County Commissioners, CCPC researched potential initiatives for the county to undertake to address housing unaffordability.
- *Organized Citizen Advocacy*: CCPC partners with and supports citizen advocacy groups working proactively to identify strategies to implement and encourage municipalities to advance more diverse and affordable housing options throughout. As of 2024, three of these groups have been established to advance these housing efforts in greater Phoenixville, West Chester, and Southern Chester County (Kennett Square). In 2024 CCPC facilitated a meeting of citizen advocacy groups to allow each group to collaborate and learn from one another what has and has not been successful in advancing these efforts in their areas of the County. This is envisioned to become more of a recurring meeting hosted by the CCPC moving forward. CCPC will further support their efforts by creating an informational database and listserv for the organizations to share information.
- *Housing Case Studies*. To showcase local affordable housing developments, CCPC has developed a series of case studies that highlight successful approaches for, and examples of affordable housing in Chester County. These case studies provide an overview of each development as well as testimonials from residents and/or persons involved with their development to humanize affordable housing across the County.

The Chester County Department of Community Development

CCDCD has completed the following additional housing initiatives from 2019-2024:

- *1,000 Units in 10 Years:* In 2022, DCD set an ambitious goal of adding 1,000 affordable units to the county's inventory over 10 years. This goal comes with many challenges, including the availability of land and rising construction costs. However, through dedication and collaboration, DCD has met over 30% of that goal in the first two years, with 111 units opened and 204 under development.
- *Whole Homes Repair:* In 2023, the Whole Home Repairs Program was launched. Whole Home Repairs providers received 163 applications from Chester County homeowners to the participating providers, Good Works, Good Neighbors, Habitat for Humanity, and the Housing Partnership of Chester County.
- *Affordable Housing Trust Fund:* Chester County created the Affordable Housing Trust Fund, which collects funds through real estate transfer fees to fund affordable housing projects. CCDCD manages and distributes these funds.
- *Community Revitalization Program:* In 2023 CCDCD adjusted their Community Revitalization Program, a program that funds infrastructure projects, to allow for affordable housing projects to qualify for funding.
- *House America:* CCPC partnered with HUD and the US Interagency Council on Homelessness (USICH) to participate in House America. The program has a commitment to re-house 150 households, and to add 350 affordable units to the County's development pipeline that will serve people exiting homelessness.
- *Affordable Housing Developer Collaborative:* The Chester County Partnership to End Homelessness created a county-wide Affordable Housing Developer Collaborative, bringing together traditional and new stakeholders with the goal of finding and executing creative solutions to address barriers and develop and preserve affordable housing.
- *County American Rescue Plan Act (ARPA) Funds:* CCDCD utilized ARPA funds to fund the construction of new affordable housing units.

Do you have acute need for affordable housing? What are your remaining affordable housing needs and how do you know?

Chester County is identified as a Priority Geography in the PRO Housing materials provided by HUD. The County was identified as having a Housing Affordability Factor of 1.46, the second highest in the Commonwealth of Pennsylvania, which was identified as having a Housing Affordability Factor threshold of 1.29. As defined in the materials provided by HUD, the higher HAF means the county has insufficient affordable housing, measured as number of households at

80% HAMFI divided by the number of affordable and available units for households at 80% HAMFI.

CCPC has conducted extensive research, data collection, and stakeholder input to understand the need and barriers for affordable housing in the county:

- *Annual Home Sales Report*: Since 1990, Chester County has completed an annual housing sales report to analyze housing sales, prices, and new construction.
- *Housing Options Task Force (HOTF)*: In 2011, as part of implementation efforts of the County comprehensive plan *Lanscapes2*, CCPC created the HOTF, a group of local stakeholders to advance greater diversity of housing options throughout the County. The HOTF held a series of ten, different topical workshops on housing in 2011 and developed a formal action plan in June 2012 to advance implementation efforts.
- *Housing Choices Committee (HCC)*: In 2019, as part of implementation efforts of the County comprehensive plan *Lanscapes3*, CCPC created the HCC, a group of local stakeholders, to promote affordable housing countywide, through providing guidance on development of tools and materials to inform municipalities, partners, and the public on this issue, assisting with the development of public events, and developing or refining initiatives to support affordable housing efforts.
- *Cost of Housing Guide*: In 2020 CCPC completed research into the cost of construction for housing in the county.
- *Aging-Friendly Housing Guide*: In 2020 CCPC completed an analysis of need and trends for residents aged 55 and older.
- *Chester County Commissioner's Housing Initiative*: In 2022, on behest of the Chester County Commissioners, CCPC researched potential initiatives for the county to undertake to address housing unaffordability. The project included stakeholder interviews with developers, business owners, municipalities, residents, architects, realtors, and local organizations to identify needs and priorities.
- *Missing Middle Housing Guide*: In 2022 CCPC completed an analysis of land where Missing Middle housing is permitted by zoning in areas targeted for growth.
- *Chester County Housing Assessment*: In 2024, CCPC completed a housing assessment to understand current housing trends and needs.
- *Convening of Housing Organizations*: In Q4 of 2024, CCPC will host a convening of housing organizations. To prepare, a questionnaire was sent to housing organizations and developers to determine current capacities and needs.

- *Stakeholder Outreach:* CCPC has met with numerous stakeholder groups including local housing organizations, realtors, business organizations, transportation organizations, builders, developers, architects, and advocacy organizations.

Through this analysis and input, CCPC has confirmed that the county has insufficient affordable housing and identified an acute need to address housing unaffordability within the county. Additionally, CCPC knows the true need for affordable housing in the county to be higher than what the HAF indicates.

Chester County is one of the fastest growing counties in southeast Pennsylvania according to US Census data, with projected continued growth of 117,455 residents between 2020 and 2050 based on the Delaware Valley Regional Planning Commission projections. The county will need to add approximately 42,250 housing units to accommodate the growing population. According to Realtor.com data, Chester County has the second highest median home sale price (\$610,000) in Pennsylvania, with homes often selling above the median listing price (\$570,000). Data collected through Chester County Assessment reveals that median home sale prices have been steadily increasing, up to \$492,000 in 2023, the highest historically in the county, even after adjusting for inflation. Likewise, median rent prices have been steadily increasing, up to \$1,719 in 2023 according to US Census data, and are significantly higher than that of the Philadelphia MSA, Pennsylvania, and the nation.

Despite increasing population and home sale prices, the construction of new housing supply has not kept pace. Only 13,541 new units were added between 2010 and 2019, less than half of the 31,211 units built from 2000 to 2009. Further limiting housing supply is decreasing housing turnover caused by an aging population who is living longer than previous generations. As of 07/12/2024, the county affordable housing waitlist was at 4,743 households. This figure does not include the waitlist for housing vouchers.

The limited housing supply has caused a multitude of affordability issues for Chester County residents, especially for residents earning under 100% Area Median Income (AMI). Chester County has a high median income of \$120,903 according to 2023 US Census data. The median income has been steadily increasing, and although the percentage of cost burdened households has decreased for households owning their homes, this has largely been due to lower income households being priced out in the county. In analysis of US Census data conducted by CCPD the number of households earning less than \$50,000 was found to have decreased by 9% and households earning between \$50,000 and \$100,000 decreased by 7%, while households earning between \$100,000 and \$200,000 increased by 3%, and households earning \$200,000 or more increased by 14%. While Chester County accounts for 8% of the Philadelphia MSA population, it has only 5% share of low-income households (defined as those earning \$50,000 or less) according to US Census data. Renters are becoming increasingly housing cost burdened, according to US Census data 45% of renters were cost burdened (paying over 30% of their income towards housing) in 2022.

CCPC completed an analysis of US Census 2022 data, which compared the number of existing housing units (both rented and owned) by price to the number of households who could afford them. The analysis found a lack of 8,498 units for households earning up to 50% AMI, and 1,888 for those earning up to 60% AMI. The housing gap is even more pronounced when looking only at owned homes., the county has a deficit of approximately 33,966 units for households earning

up to 60% AMI, 36,274 units for households earning up to 80% AMI, 28,927 units for households earning up to 100% AMI, and 21,412 units for households earning up to 120% AMI.

The raising housing prices and lack of supply have disproportionately impacted residents of color in the county. According to US Census data, homeownership rates for Asian, and Black or African American households have decreased at rates faster than for white households, decreasing from 2012 to 2022 by 4%, 3%, and 1% respectively.

Chester County contains 73 municipalities, which range from rural farming communities to urban boroughs. Despite the high need for affordable housing across the county, much of both the naturally occurring affordable housing and subsidized housing has been concentrated in the boroughs, especially the City of Coatesville. While the county's urban areas contain only 16.8% of the total population, they contain 39% of the county's residents below the poverty level.

What key barriers still exist and need to be addressed to produce and preserve more affordable housing?

CCPC, through research, conversations with stakeholders, and in completing planning processes for the Landscapes3 comprehensive plan, has identified the following principal barriers to increasing the housing supply and decreasing barriers to affordability:

Restrictive zoning

CCPC completed a study of zoning regulations in areas identified for growth in the Landscapes3 comprehensive plan for where Missing Middle housing (defined as accessible dwelling units, twins, duplexes, single-family residential conversions, townhomes, triplexes, quadplexes, small scale apartments, live-work units, or adaptive reuse) were permitted. The analysis found that most municipal zoning does not allow Missing Middle housing. Missing Middle housing types are allowed in 38% of residentially zoned land in areas targeted for residential growth at all (by-right, special exception, or conditional use), and only 23% by-right.

Overly burdensome regulations and processes

Outreach with housing builders and engineers identified housing regulations such as open-space, stormwater management, road width, and parking requirements to add overly burdensome costs to the development of housing. Developers in the county have stated that approval processes vary vastly between municipalities and often are long and complicated. These approval process issue drive up the cost of development for affordable housing.

High land costs

In conversations with stakeholders including affordable housing developers, high land costs were identified as a leading barrier to affordable housing production. In an analysis completed by the Federal Housing Finance Agency, the 2022 land value per quarter acre standardized lot was \$133,500, up from \$82,200 in 2012.

Resident opposition

In outreach to municipalities and guidance provided by the Housing Choices Committee, resident opposition was identified as a major barrier to construction of any housing, especially

higher-density and affordable housing. Over time the public has developed a negative impression of "affordable housing", linking it to the negative perceptions of public housing initiatives of the 1940's through 1960's. Based on this, some communities will discourage households with income-levels below the area median. Other communities simply resist change, adopt a "no-growth" philosophy, and reject any proposal for development regardless of its nature. Recent increasing flooding caused by climate change has created additional concerns for residents who incorrectly attribute the increased flooding to new development.

Lack of municipal staffing capacity

Although affordable housing is a primary concern for many municipalities, they often do not have staff capacity to implement zoning changes. Of the county's 73 municipalities, 55 (75%) have 10,000 or fewer residents and have limited resources. Furthermore, as affordable housing is often controversial in the county due to resident opposition, many municipal elected officials are hesitant to address the issue.

Lack of infrastructure

Due in part to continued growth pressures, infrastructure to support further development of affordable housing has not always kept pace. Access to public sewer and water becomes more difficult to access further removed from the boroughs and more developed eastern areas of the County. Road infrastructure in many areas was developed prior to suburban expansion across the County and experiences significant congestion and delay. Excluding rail service along the Main Line, this is further exasperated with limited public transportation options available throughout the County.

Lack of a centralized housing organization

Although there are numerous organizations working to address housing related issues throughout Chester County, there is not a centralized organization to serve as a leader for these efforts. This type of organization is essential in coordinating efforts spanning multiple jurisdictional boundaries as well as serving as a clearinghouse for best practices as they relate to housing diversity and affordability.

Discriminatory attitudes and practices

Discrimination in matters related to housing, though illegal, occurs in Chester County municipalities. According to Chester County's Analysis of Impediments to Fair Housing Choice (2005), the most frequent acts of discrimination in the county are directed against members of racial minorities, persons with disabilities, and families with children. Many residents, including local landlords and land use decision makers, may not be educated about fair housing rights and responsibilities. Through conversations with local housing partner organizations, CCPC has learned that discriminatory attitudes have resulted in issues such as landlords not accepting vouchers.

EXHIBIT D SOUNDNESS OF APPROACH

What is your vision?

Chester County is proposing the following four initiatives to address housing barriers in the county:

Initiative 1: Creation of Land Bank

CCPC proposes the creation of the Chester County Land Bank, henceforth referred to as the Land Bank, to acquire and distribute land at decreased costs for the creation of affordable housing construction (for households earning up to 100% AMI). The Land Bank would be instrumental in the county’s approach to removing the barrier of high land costs. The Land Bank would provide the county with a tool to acquire low-cost land. The Land Bank would also serve as a centralized location for land acquisition for affordable housing.

Proposed Land Bank Activities Through PRO Housing Funding	Barriers Addressed
Obtain land bank designation, designate staff, and form board of directors.	<ul style="list-style-type: none"> • Lack of centralized housing organization
Creation of list of targeted properties in collaboration with municipalities. Focus on blighted properties, brownfields, properties in employment centers, infill development, and publicly owned land.	<ul style="list-style-type: none"> • Concentration of affordable housing to limited municipalities.
Acquisition of land through tax sales and distribution to affordable housing developers at low costs.	<ul style="list-style-type: none"> • High Land Costs.
Initiation and utilization of demolition funds to remove barriers to housing construction on the Land Bank sites.	<ul style="list-style-type: none"> • Lack of infrastructure. • High land costs.

Pennsylvania governs land banks through Act 153 of 2012, which grants governing bodies the ability to obtain a land bank designation. Either an existing redevelopment authority or a new organization can manage a land bank. Land banks primarily acquire land through tax sales but can also obtain land through other mechanisms such as donation or purchase on the open market. In Pennsylvania there are two forms of tax sales; upset tax sales, where the property is obtained with remaining tax obligations, and judicial tax sales, where the property is obtained free and clear. Land banks in Pennsylvania can have first bid on upset tax sales and are able to clear tax obligations on the properties. Land banks can also obtain land on the open market, donation, or by other methods. The Chester County Land Bank would utilize these means of acquiring properties, especially tax sales, to purchase then donate or sell land to nonprofit developers, or other developers upon land bank board approval, at low costs to develop affordable housing for households earning up to 100% AMI. Land banks in Pennsylvania are required to put in procedures to minimize displacement and keep current residents in housing obtained through the land bank.

CCPC will staff the land bank. As the county does not have a currently active Redevelopment Authority, a separate board of directors will be created for the Land Bank. CCPC would identify the Board, following Act 153 of 2012 requirements, to be a working board with the following representatives:

- 1) Chester County Economic Development Council (CCEDC) representative
- 2) CCDCD representative
- 3) CCPC representative
- 4) Real estate professional
- 5) Developer professional
- 6) Municipal representative
- 7) Community member representative

Staff and the Board will create bylaws, a budget, policies, and procedures. Land Bank staff will create agreements with:

- The Chester County Tax Clam Bureau to allow for the purchase of properties from tax sales.
- Municipalities to allow tax recapture by the Land Bank.
- Developers for the disposition of land from the Land Bank.

Under Act 152 – 2016 County Demolition Fund, the county could pass an ordinance to collect fees up to \$15 for each deed and mortgage recorded in the county. This collected funding would then be used by the Land Bank to clear blighted buildings and prepare land to enable the development of affordable housing units. CCPC is requesting funding from the PRO Housing grant to initiate the demolition fund. This fund would be utilized to clear properties obtained through the Chester County Land Bank and prepare them for affordable housing development.

The Land Bank would prioritize obtaining blighted properties, brownfield sites, sites in housing need areas or areas of employment, sites with opportunities for infill development, publicly owned land, larger parcels, and with zoning to maximize housing creation. CCPC will work with municipalities to update zoning to encourage increased affordable housing production on sites targeted for acquisition.

The Land Bank will distribute land at no to low cost to affordable housing developers for the creation of affordable housing. Developed housing could include new construction, rehabilitation of existing housing, or conversion of non-residential into residential units. Final housing could be either rental or for-sale housing. All local rules and ordinances would need to be followed during development. There will be no minimum or maximum unit requirements to receive land through the Chester County Land Bank; however, proposals that maximize the number of quality new units will be prioritized. Additional land disposition policies and procedures will be developed by the Land Bank Board.

To be eligible to receive or purchase land through the land bank, developers would first need to apply to be an approved land bank developer, meeting the following criteria:

- Be 501 C 3 registered non-profit organizations or receive special approval of the land bank board.

- Certify all development of land bank properties will be used for housing for households earning up to 100% AMI.
- Certify housing will remain affordable for a minimum timeframe, to be determined by the Land Bank Board.
- Additional criteria to be determined by the Land Bank Board.

Developers who fail to comply with the criteria would be removed from the approved developer list, and the Land Bank would retain options of re-acquiring all properties the developer previously had obtained through the Land Bank. Full land distribution policies will be developed by the Land Bank Board upon appointment and will include mechanisms for land distribution in the case of multiple developer interest.

In partnership with the Land Bank, CCPC would continue other planning efforts including promoting deed restriction and Community Housing Land Trust models (entering into long-term ground leases, selling buildings upon the land at affordable prices, and capping the appreciation upon resale of the unit) to assist developers in ensuring maintained affordability.

The model of distributing land to developers for the development of affordable housing has seen success in Chester County in the Borough of Phoenixville. There, the Phoenixville Affordable Housing Council partnered with the Borough to create a housing fund. The partnership then distributed land to Habitat to Humanity to develop affordable housing units. Habitat for Humanity ensured the housing remained affordable by utilizing the Community Housing Land Trust model. CCPC will collaborate with the Phoenixville Affordable Housing Council when developing policies for the Land Bank.

Initiative 2: Municipal Planning Workshops

In 2023 CCPC completed the Starter Home Pilot initiative, a program that worked with municipalities to identify zoning changes to encourage the development of affordable housing. The initial program had six municipal participants and resulted in one minor zoning update, and a full zoning update incorporating the recommended changes. Based on the success of this program, CCPC proposes leading a series of housing workshops to jumpstart and supplement municipal housing initiatives. Like the Starter Home Pilot initiative, CCPC would provide personalized zoning recommendations to remove zoning barriers to affordable housing to all participating municipalities. Through the housing workshops, the county will expand the reach and impact of the work initiated in the Starter Home Pilot. The initial Starter Home Pilot worked with six municipalities over the course of a year. Through PRO Housing Grant funding, CCPC could expand these efforts to up to 20 municipalities per year.

The workshops will provide municipalities with best practices to remove barriers to housing including but not limited to upzoning, inclusionary density bonuses, Missing Middle Housing, creating pre-approved smaller housing types, removing excess regulatory barriers, deed restrictions, Community Housing Land Trusts, regulating required land by the size of building the and not unit, the inclusion of triplexes and quadplexes as new uses, minimizing parking requirements, applying short-term-housing regulations uniformly, allowing for residential

conversions, implementing form-based codes, allowing accessory dwelling units, decreasing required acreage, and allowing diverse housing forms by-right.

After presentations the workshops will provide municipalities with opportunities to meet individually with CCPC planners, the Department of Community Development, Fair Housing organizations, and other experts from partner housing organizations to develop methods of addressing housing unaffordability.

Proposed Housing Workshop Activities Through PRO Housing Funding	Barriers Addressed
Hiring a planner or consultant to work with staff to complete municipal zoning reviews and provide suggestions for zoning changes to encourage diverse housing types.	<ul style="list-style-type: none"> • Restrictive zoning. • Lack of municipal staffing capacity. • Overly burdensome regulations and processes. • Concentration of affordable housing to limited municipalities.
Presentation of planning best practices to address housing barriers.	<ul style="list-style-type: none"> • Restrictive zoning. • Overly burdensome regulations and processes.
Individual strategy meetings between planners and municipalities to develop strategies to remove barriers relating to zoning, regulations, and processes.	<ul style="list-style-type: none"> • Restrictive zoning. • High land costs. • Overly burdensome regulations and processes. • Lack of municipal staffing capacity • Concentration of affordable housing to limited municipalities.
Individual strategy meetings between municipalities and Fair Housing organizations.	<ul style="list-style-type: none"> • Discriminatory attitudes and practices.
Individual strategy meetings between municipalities and the Department of Community Development	<ul style="list-style-type: none"> • Concentration of affordable housing to limited municipalities. • Discriminatory attitudes and practices.
Hiring of a marketing consultant and partnership with local housing organizations to provide municipalities with strategies to address resident opposition.	<ul style="list-style-type: none"> • Resident opposition. • Lack of municipal staffing capacity • Restrictive zoning.
Individual meetings with municipalities and developers to discuss and identify site opportunities for affordable housing, including on publicly owned land.	<ul style="list-style-type: none"> • High land cost. • Concentration of affordable housing to limited municipalities.
Individualized meetings between municipalities and CCPC design staff to discuss best practices in housing design.	<ul style="list-style-type: none"> • Resident opposition.

CCPC proposes hosting four workshops per year, each with a maximum capacity of ten municipalities. Over the course of six years, CCPC aims to reach 40 municipalities. To further encourage workshop attendance, municipalities would be required to attend or be registered to attend a workshop, or have previously participated in the Starter Home initiative, to obtain funding through Initiative 3 (see below) and would be guaranteed no-cost minor zoning writing assistance after attending. The minor zoning work could include but is not limited to model ordinances or site-specific zoning updates – both for the purposes of removing barriers to affordable housing by increasing density.

The four annual workshops will be hosted in different regions of the county to ensure accessibility to the workshops for rural municipalities. Through PRO Housing Grant funding, CCPC will hire a planner or consultant to conduct and provide participating municipalities with zoning analyses following the Starter Home format completed by CCPC in 2023. While the workshops will be free for municipalities to attend, they will be required to provide CCPC with specifically requested information on their current housing needs and efforts prior to attending.

At the workshop, CCPC planners and CCDCD staff would provide presentations on:

- The need for affordable housing and information to help municipalities understand the real and not perceived impacts of affordable housing to address resident opposition based on the work completed for the housing assessment and A+ Homes program.
- Funding available from CCDCD programs for creating infrastructure improvements.
- Strategies and support to remove zoning, regulatory, and procedural barriers to affordable housing production – based on the work previously completed through the A+ Homes program and planning guides.
- Guidance on Fair Housing compliance.
- Strategies to increase usage of DCD and partner programs including LIHTC, vouchers, Whole Home Repair, and others.
- Strategies to preserve affordable housing including deed restrictions and Community Housing Land Trusts.

After presentations, municipalities will meet individually with planners, DCD staff, a Fair Housing organization, an organization working on addressing resident concerns, and additional housing organizations to be determined at the 2024 housing organization convening. During these meetings, staff and partner organizations will collaborate with each municipality to create suggestions targeted to their individual municipality needs. CCPC will host a training for all organizations prior to the first workshop. Partner organizations will be hired as consultants.

- The Housing and Economic Planner IV will work with municipalities to develop strategies for problem properties in collaboration with the Initiative 1: Land Bank (see above).
- (1) Community Planner IV will work with municipalities to review zoning, regulatory, and procedural strategies to further affordable housing.
- (1) Sustainability Planner will work with municipalities to ensure housing initiatives match sustainability initiatives and adapt to increasing stormwater management challenges caused by climate concerns.

- (1) Historic Preservation Planner will work with municipalities to identify opportunities for adaptive reuse
- (1) Design staff will work with municipalities to incorporate best practices for form.
- (1) partner organization to provide implementable information and promote Fair Housing compliance.
- (2) DCD staff to provide municipalities with updated HUD eligibility areas, LIHTC and other DCD programs.
- (1) Representative from the Housing Authority of Chester County (HACC) to provide information and create strategies to educate property owners on the voucher rental assistance program.
- (1) Marketing consultant to assist municipalities on developing language to assist in addressing resident opposition.
- (1) Organization working on addressing resident opposition to develop strategies
- Additional opportunities to meet with affordable housing developers to market individual sites.

To further implement the strategies presented and created during one-on-one meetings, CCPC proposes Initiative 3: Municipal Planning and Implementation Pilot Grants (see below).

Initiative 3: Municipal Planning and Implementation Grants

Through PRO Housing Grant funding, the county will expand the existing Vision Partnership Program to include funding earmarked specifically for housing projects. HUD PRO Housing funding will enable CCPC to lower the required municipal match to encourage municipal participation. The completed planning and implementation projects would then serve as demonstration projects for future municipal VPP grants.

Proposed Housing Pilot Grants Activities Through PRO Housing Funding	Barriers Addressed
Dispersion of six grants of up to \$90,000 each for large-scale planning projects resulting from Initiative 2: Housing Workshops	<ul style="list-style-type: none"> • Restrictive zoning. • Overly burdensome regulations and processes. • Lack of municipal capacity.
Dispersion of twelve small grants of up to \$14,000 for small-scale implementation efforts resulting from Initiative 2: Housing Workshops	<ul style="list-style-type: none"> • Restrictive zoning. • Overly burdensome regulations and processes. • Lack of municipal capacity. • Lack of infrastructure

CCPC currently administers planning grants under the Vision Partnership (VPP) program, and smaller rolling grants for implementation. Although housing projects are eligible for both grants, the county has seen minimal applications for housing specific projects. This is due to a variety of factors including minimal municipal staffing capacity, resident opposition to housing, and a substantial match requirement.

To be eligible for funding, municipalities will first participate in or register for an Initiative 2: Housing Workshop or have previously participated in the Starter Home Pilot. Projects will be required to demonstrate consistency with the strategies developed during housing workshop one-on-one meetings. CCPC will offer continued support to implement the developed strategies.

The housing-specific supplemental VPP grants will broaden eligible expenses. The grants will provide municipalities with up to \$90,000 with a 10% municipal match in funding for eligible projects including:

- Creation of affordable housing plans.
- Updating zoning to allow for increases in housing density through approaches including but not limited to upzoning, inclusionary density bonuses, inclusion of triplexes and quadplexes as new uses, minimizing parking requirements, applying short-term-housing regulations uniformly, allowing for residential conversions, implementing form-based codes, allowing accessory dwelling units, decreasing required acreage, and allowing diverse housing forms by-right.
- Planning for the preservation of affordable housing supply through mechanisms including but not limited to deed restriction and Community Housing Land Trusts.
- Planning and implementation of projects to improve approval processes to remove housing barriers.
- Updating regulations to facilitate affordable housing development.
- And other projects upon review.

The supplemental implementation grants will provide municipalities with up to \$14,000, with a required 10% match to implement short-term planning and other housing efforts to remove barriers and preserve existing affordable housing including:

- All projects eligible under the large-scale planning grants.
- Outreach for affordable housing initiatives such as acceptance of vouchers.
- Implementation of outreach to address resident concerns.
- Municipal housing studies.
- Completing infrastructure improvements to facilitate affordable housing.
- And other housing projects upon review.

To ensure municipal grants fulfill the PRO Housing guidelines, CCPC will review, and rank applications based on the following criteria:

- CCPC will diversify grants to different regions of the county, and ensure a mixture of rural, suburban, and urban communities receive funding.
- CCPC will prioritize municipalities where zoning changes would have the greatest impact on increasing housing supply.
- CCPC will prioritize municipalities with high housing costs and that lack of affordable housing units.
- Applications that result in a loss of housing will not be eligible to receive funding.

CCPC would utilize the current framework utilized for administering VPP grants. Grantees would need to execute a Scope of Work. CCPC would not provide planning or implementation

work for the grants. Current CCPC VPP grants provide funding to municipalities to contract with consultants or planning agencies. Each grant is assigned a CCPC staff monitor to ensure the program remains consistent with the drafted scope of work.

Initiative 4: Creation of A+ Homes Marketing and Education Campaign

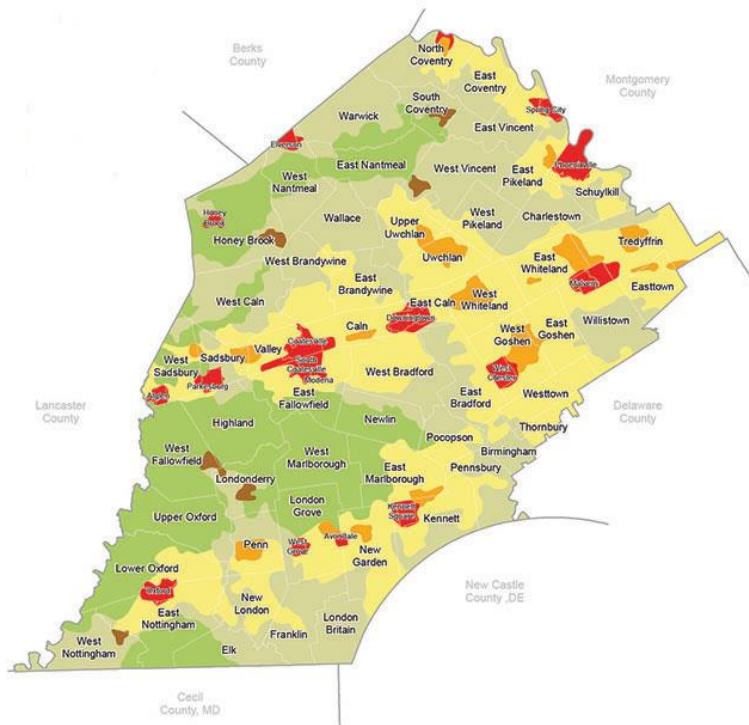
The A+ Homes program, an initiative of CCPC, was created to generate language, tools, and information to help minimize resident opposition to affordable housing. The program has seen success as new housing partnerships have emerged including with the Economic Development Council, the Chamber of Commerce, and municipal officials and staff. The program has focused on advocating for housing to organizations and municipalities. CCPC proposes building on the A+ homes program to increase advocacy directly to residents, landlords, and employers.

Proposed Housing Pilot Grants Activities Through PRO Housing Funding	Barriers Addressed
Hiring of marketing consultant for campaign addressing need and community benefits of housing	<ul style="list-style-type: none"> • Resident opposition. • Discriminatory attitudes and practices.
Outreach to landlords regarding housing vouchers and Fair Housing.	<ul style="list-style-type: none"> • Discriminatory attitudes and practices.
Partnership with local advocacy groups to develop strategies to create citizen advocates.	<ul style="list-style-type: none"> • Resident opposition. • Discriminatory attitudes and practices.

CCPC has collected and analyzed data demonstrating the need and community benefits of housing. CCPC proposes hiring a consultant to develop a marketing campaign to promote housing diversity in the county. The marketing campaign is planned to include emails and online advertisements, as well as other strategies identified by the marketing consultant. In partnership with these efforts, CCPC will increase outreach and marketing to landlords to increase housing opportunities. CCPC will also partner with local advocacy groups to support their work in creating citizen advocates.

What is your geographic scope?

CCPC is guided by Landscape3, the county’s comprehensive plan, which aims to balance growth and preservation. The Landscapes Map is Chester County's guide for growth and rural resource protection to help achieve our vision. The map's six categories — four in the Growth Areas and two in the Rural Resource Areas — guide future growth while protecting the special characteristics of the county. Each landscape may be appropriate for multiple land uses, with the mix and intensity varying to reflect the character of the specific landscape.



Chester County is in Southeast Pennsylvania. The county contains various types of communities, ranging from suburban communities largely connected to the City of Philadelphia to the East, to rural agricultural communities to the West. Each community has individual housing needs. Many of the more urban boroughs have incorporated some higher density housing forms but have remaining zoning changes that could be made to remove barriers, struggle with housing challenges of maintaining affordability, homeownership, and resident opposition stemming from increased apartment growth. Suburban townships have the greatest need for removing zoning barriers to housing. Rural communities could add lower density housing types such as accessory dwelling units and have needs for affordable farmworker housing. The four initiatives proposed would remain flexibility for the county to work individually with municipalities to meet their unique needs.

Initiative 1: Creation of Land Bank

The land bank will partner with individual municipalities to generate a list of their problem properties. The county will prioritize publicly owned land, areas near employment centers, and brownfield sites –located throughout the county.

Initiative 2: Housing Workshops

The workshops will be hosted in different regions of the county to cater to their unique needs and help ensure accessibility, an important consideration when working with all communities, especially those in rural settings.

Initiative 3: Municipal Planning and Implementation Grants

The grant program focus is to create demonstrative projects in addition to actively addressing barriers in the communities it serves, the county will prioritize funding projects in a variety of types of communities. CCPC will work to award grants to rural, suburban, and urban communities in different regions of the county.

Initiative 4: Creation of A+ Homes Marketing and Education Campaign

The marketing campaign will focus on the full county.

Who are your key stakeholders? How are you engaging them?

As a county planning commission, CCPC primarily works to support its 73 municipalities. In its housing advocacy role, CCPC works with stakeholders including residents, employees, municipal officials, developers, employers, builders, architects, Realtors, housing organizations, and economic development organizations. CCPC has completed extensive stakeholder engagement with these groups, which has resulted in the four proposed initiatives.

- *Landscapes3 Comprehensive Plan*: To understand the trends and issues facing the county, CCPC completed 14 stakeholder meetings with 255 stakeholders, seven stakeholder surveys with 1,036 responses, one public survey with 5,978 responses, 28 community events with 700 interactions, ten steering committee meetings with 27 members, six public meetings with 2540 participants, 71 presentations, and two photo contests with 600 entries.
- *Housing Options Task Force (HOTF)*: In 2011, as part of implementation efforts of the County comprehensive plan *Landscapes2*, CCPC created the HOTF, a group of local stakeholders to advance greater diversity of housing options throughout the County. The HOTF held a series of ten, different topical workshops on housing in 2011 and developed a formal action plan in June 2012 to advance implementation efforts.
- *Housing Choices Committee (HCC)*: In 2019, as part of implementation efforts of the County comprehensive plan *Landscapes3*, CCPC created the HCC, a group of local stakeholders, to promote affordable housing countywide, through providing guidance on development of tools and materials to inform municipalities, partners, and the public on this issue, assisting with the development of public events, and developing or refining initiatives to support affordable housing efforts.
- *Chester County Commissioner's Housing Initiative*: In 2022, on behest of the Chester County Commissioners, CCPC researched potential initiatives for the county to undertake to address housing unaffordability. The project included stakeholder interviews with developers, business owners, municipalities, residents, architects, realtors, and local organizations to identify needs and priorities.
- *Chester County Association of Township Officials (CCATO) Coordination*: From 2020-2024 CCPC has coordinated with CCATO through hosting presentations with

opportunities for feedback to understand municipalities' needs and priorities in relation to housing.

- *Chester County Engineers (CCE) Coordination:* In 2023 CCPC has coordinated with CCE through hosting presentations with opportunities for feedback to understand engineers' needs and priorities in relation to housing.
- *Suburban Realtors Alliance:* In 2023 CCPC met with the suburban Realtors Alliance and County Commissioners to discuss housing affordability needs in the county.
- *Citizen advocacy group coordination.* In 2024 CCPC facilitated a meeting of citizen advocacy groups to allow for each group to collaborate and learn from one another what has and has not been successful in advancing these efforts in their areas of the County. This is envisioned to become more of a recurring meeting hosted by the CCPC moving forward.
- *Convening of Housing Organizations:* In Q4 of 2024, CCPC will host a convening of housing organizations. To prepare, a questionnaire was sent to housing organizations and developers to determine current capacities and needs.
- *Presentations:* CCPC has given presentations to and met with local business groups, realtors, builders, developers, and municipalities on the A+ Homes program and zoning for affordable housing.

In addition to the prior stakeholder engagement CCPC completed the following stakeholder engagement specific to this application for PRO Housing funding:

- The application was developed in partnership with the Chester County Department of Community Development.
- A draft of the application for funding was made available for public comment and review beginning 09/26/2024. CCPC accepted public comment and feedback from 09/27-2024 through 10/10/2024.
- Notice of the availability of the draft application was advertised by:
 1. Posting on CCPC, CCDCD, and County website.
 2. Advertising in the West Chester Daily Local.
 3. The application was sent out to housing partner organizations and the Housing Choices Committee through email for comment.
- Members of the public or organizations were invited to attend the Chester County Planning Commission Board Meeting on 10/09/2024 to provide public comment.

CCPC will continue to engage stakeholders during the implementation of the four initiatives:

- Continued collaboration with partner housing organizations as

- Hosing meetings of the Housing Choices Committee.
- Appointing representatives onto the Land Bank Board.

How does your proposal align with requirements to affirmatively further fair housing?

Stakeholder engagement has revealed that although illegal, discriminatory practices still exist and are a major barrier to affordable housing in Chester County. Many landlords in the county will not accept housing vouchers.

Analysis completed by CCPC and DCD has found that affordable housing in the county is clustered, largely in the county’s boroughs and one city, Coatesville. While the county’s urban areas contain only 16.8% of the total population, they contain 39% of the county’s residents below the poverty level.

County/ Municipality	Population for Whom Poverty Status is Determined		Below Poverty Level		Individuals below Poverty Ratio - 200 Percent of Poverty Level	
	Count	Percentage	Count	Percentage	Count	Percentage
Chester County Total	523,110	100%	31,170	6.0%	75,830	14.5%
Boroughs and City	87,870	16.8%	12,169	39.0%	25,787	34.0%
Townships	435,240	83.2%	19,001	61.0%	50,043	66.0%

Source 2023 US Census ACS 1-Year

The four proposed initiatives will all work to diversify the locations of affordable housing, expanding housing choices into suburban and rural areas, traditionally those of high home costs. In addition, the proposed initiatives will work to further fair housing in the following ways:

- *Initiative 1: Creation of a Land Bank* will acquire properties throughout the county and distribute them for the development of affordable housing. Furthermore, the county will be able to ensure Fair Housing practices are maintained on properties purchased through the landbank through the execution of agreements.
- *Initiative 2 Housing Workshops* will directly work to further Fair Housing by providing presentations to participating municipalities on Fair Housing requirements.
- *Initiative 3: Municipal Planning and Implementation Grants* will require all grant recipients to follow Fair Housing requirements.
- *Initiative 4: Creation of an A+ Homes Marketing Campaign* will directly include an outreach initiative to landlords to facilitate increased voucher acceptance. The campaign will work to address resident concerns including discriminatory attitudes.

What are your budget and timeline proposals?

Initiative 1: Creation of Land Bank	
Identify and elect Land Bank Board of directors	2025 Q1-2025 Q2
Draft, adopt, and file a land bank establishing ordinance.	2025 Q3
Create and execute bylaws, policies, budget, and agreements.	2025 Q3-2026 Q1
Initiate demolition fund.	2025 Q4 - 2026 Q2
Open applications for developers to become approved to acquire land through the Land Bank	2026 Q2
Acquire and distribute properties. Utilize demolition fund as needed.	2026 Q3-2030 Q4
Initiative 2: Municipal Planning Workshops	
Finalize participating organizations.	2024 Q4 - 2025 Q1
Market and outreach to municipalities for participation.	2025 Q3-2031 Q1
Host training for participating organizations.	2025 Q3
Hire planner or consultant to complete zoning reviews.	2025 Q3
Complete zoning reviews and analyses to remove barriers to affordable housing.	2025 Q3 - 2031 Q3
Host housing workshops.	2025 Q4-2030 Q4
Complete additional minor zoning updates upon request.	2026 Q1-2030 Q4
Initiative 3: Municipal Planning and Implementation Pilot Grants	
Draft policies for expanded VPP grant	2025 Q1-2025 Q2
Administer supplemental housing planning grants.	2025 Q4-2030 Q4
Administer supplemental implementation grants	2025 Q4-2030 Q4
Initiative 4: Creation of A+ Homes Marketing Campaign	
Hiring of marketing consultant and development of marketing campaign.	2025 Q1- 2025 Q4
Outreach to landlords.	2026 Q1 – 2030 Q4
Collaboration with advocacy organizations.	2025 Q1 – 2030 Q4
Administration of marketing campaign.	2026 Q1 - 2030 Q4

LAND BANK (\$799,924)	PRO HOUSING ASK	IN KIND
	\$514,454	\$285,470
Administration (staffing, travel, and materials)	\$50,000	\$285,470
Filing fees	\$500	\$0
External professional services	\$38,954	\$0
Land acquisition, distribution, marketing, and fees	\$375,000	\$0
Demolition fund initiation	\$50,000	\$0
MUNICIPAL PLANNING WORKSHOPS (\$329,228)	PRO HOUSING ASK	IN KIND
	\$98,400	\$230,828
Presentations and meeting staff	\$60,000	\$230,828
Materials	\$1,500	\$0
Location rental	\$22,500	\$0
Additional planner	\$14,400	\$0
MUNICIPAL PLANNING & IMPLEMENTATION GRANTS (\$940,687)	PRO HOUSING ASK	IN KIND
	\$690,000	\$250,687
Large Planning Grants	\$540,000	\$60,000
Small implementation grants	\$150,000	\$18,000
Staffing	\$0	\$172,687
CREATION OF AN A+ HOMES MARKETING CAMPAIGN (\$120,856)	PRO HOUSING ASK	IN KIND
	\$65,000	\$55,856
Marketing contract	\$50,000	\$0
Online marketing campaign	\$15,000	\$0
Staffing	\$0	\$55,856
ALL INITIATIVES (\$2,190,695)	PRO HOUSING ASK	IN KIND
	\$1,367,854	\$822,840

EXHIBIT E CAPACITY

What capacity do you and your Partner(s) have? What is your staffing plan?

If awarded, CCPC will lead the implementation and management of the grant in collaboration with CCDCD. CCPC has staff capacity and expertise in removing zoning and regulatory barriers, while CCDCD has experience managing and reporting HUD grants.

Initiative 1: Creation of Land Bank

Chester County Planning Commission: Housing and ED Planner IV, (1) Community Planner, Administrative Staff, Graphics Staff, Executive Director.

- Housing and ED Planner IV, and (1) Community Planner IV will provide staffing for the land bank. Rolls include creation and maintenance of list of targeted properties, drafting and executing agreements, acquiring and distributing properties.
- The Executive Director will serve on the working board.
- Administrative and graphics staff will provide support to the land bank.

Department of Community Development: Executive Director

- Serve on the working board of directors.

Partner Organizations: To be determined.

- Serve on the working board of directors.

Initiative 2: Housing Workshops

Chester County Planning Commission: Housing and ED Planner IV, (5) Community Planner IV, Community Planning Director, (1) Sustainability Planner, (1) Historic Planner, (1) Community Planner II, (1) Hired planner/consultant, Administration, Graphics.

- Contingent on funding, one planner/consultant, in collaboration with the Planner II and Housing and ED Planner IV, will be hired to review municipal zoning codes for current residential use types. Housing and ED Planner IV and (1) Community Planner IV will draft recommendations.
- CCPC has a graphics department who will assist with creating final versions of zoning analysis and materials for workshops.
- Housing ED Planner IV, (1) Community Planner IV, and Community Planning Director will provide planning and organizational work for the workshops with support from administrative staff.
- Housing ED Planner IV, (1) Community planner IV, Sustainability Planner, and Historic Planner will provide presentations and individual meetings at the workshops.
- (5) Community Planner IV will provide no-cost minimal zoning drafting after the workshop.

Department of Community Development: Planning Staff

- Staff will provide presentations and meetings during the workshops.

Partner Organizations: To be selected after 2024 Housing Organization Convening.

- Staff from partner organizations will provide presentations and meetings on Fair Housing, vouchers, resident oppositions, and other topics as required.

Initiative 3: Municipal Planning and Implementation Grants

Chester County Planning Commission: Housing and ED Planner IV, (5) Community Planner IV, Director of Community Planning

- Director of Community Planning and Housing and ED Planner IV will oversee and administer the expanded Vision Partnership Program grants.
- (5) Community Planner IV, and Housing and ED Planner will monitor grants to ensure compliance with scope of work.

Initiative 4: Creation of A+ Homes Marketing Campaign

Chester County Planning Commission: Housing and ED Planner IV

- Housing and ED Planner IV will support the marketing campaign and coordinate between the hired consultant and CCPC.

EXHIBIT F LEVERAGE

Are you leveraging other funding or non-financial contributions?

CCPC will leverage staff time throughout the department. Additionally, municipalities receiving funding through the grant programs will be required to contribute a 10% match.

Item	Amount
Staffing Time	\$742,340
Leveraged Match Funding	\$78,000

TITLE	SALARY WITH FRINGE	TOTAL COMBINED HOURS				IN-KIND				TOTAL
		LAND BANK	HOUSING WORKSHOPS	HOUSING GRANTS	MARKETING CAMPAIGN	LAND BANK	HOUSING WORKSHOPS	HOUSING GRANTS	MARKETING CAMPAIGN	
Housing and ED Planner IV	\$58.49	2912	485	485	210	\$170,323	\$28,368	\$28,368	\$12,283	\$239,341
Community Planner IV	\$58.49	728	1043	1379	210	\$42,581	\$61,005	\$80,658	\$12,283	\$196,526
Community Planning Director	\$48.96	168	168	168	0	\$8,225	\$8,225	\$8,225	\$0	\$24,676
Sustainability Planner	\$48.96	0	315	0	0	\$0	\$15,422	\$0	\$0	\$15,422
Graphics Supervisor	\$51.21	210	525	210	210	\$10,754	\$26,885	\$10,754	\$10,754	\$59,148
Graphics I	\$35.09	210	525	210	210	\$7,369	\$18,422	\$7,369	\$7,369	\$40,529
Admin Support	\$41.34	420	945	525	42	\$17,363	\$39,066	\$21,704	\$1,736	\$79,869
Executive Director	\$85.28	210	84	84	35	\$17,909	\$7,164	\$7,164	\$2,985	\$35,221
Communications Coordinator	\$40.22	210	525	210	210	\$8,446	\$21,116	\$8,446	\$8,446	\$46,454
Tech/Communications Supervisor	\$49.09	0	105	0	0	\$0	\$5,154	\$0	\$0	\$5,154
TOTAL						\$282,970	\$230,828	\$172,687	\$55,856	\$742,340

EXHIBIT G LONG-TERM EFFECT

What permanent, long-term effects will your proposal have? What outcomes do you expect?

Initiative 1: Creation of Land Bank

As a result of PRO Housing funding, this initiative would have the following outcomes:

- Creation of (1) land bank
- Initiation of (1) demolition fund
- Creation of (100) new affordable housing units

The land bank will provide the county with a new tool to acquire and distribute land at reduced prices to combat the high land costs in the county. After initial funding, the Land Bank Board will enact a plan to continue to fund the land bank through methods such as municipal fees, land sales, and/or tax recapture of properties.

All properties distributed through the land bank would be required to remain affordable for a period to be determined by the Land Bank Board.

Initiative 2: Housing Workshops

As a result of PRO Housing funding, this initiative would have the following outcomes:

- Hosting of (15) housing workshops, with a total attendance of (40) municipalities.
- Zoning analysis and personalized housing strategies for (40) municipalities.
- Minor zoning revisions for (15) municipalities to remove barriers to affordable housing.
- Participation in (6) Vision Partnership Supplemental Housing Planning grants and (15) Vision Partnership Program Supplemental Housing Implementation grants.

The housing workshops will provide municipalities with the information they need to update their zoning codes and regulations and increase usage and participation in DCD and partner organization programs. The housing workshops are an extension of the Starter Home Pilot program, which out of six participating municipalities saw one minor zoning revision to allow increased units on a specific site, and one full zoning revision with a focus on increasing housing to address affordability. The zoning and regulation updates that will occur because of the housing workshops will allow for continued increased housing in the long-term.

Initiative 3: Municipal Planning and Implementation Grants

As a result of PRO Housing funding, this initiative would have the following outcomes:

- Administration of (6) VPP Supplemental Housing Planning grants resulting in major zoning updates, housing plans, and housing preservation plans.
- Administration of (12) VPP Supplemental Housing Implementation grants for projects including the construction of new affordable housing, and planning studies.
- One new annual future VPP grant application for housing.

The housing grants will provide municipalities with funding to implement necessary zoning and other changes to remove barriers to affordable housing. The funded projects will then serve as demonstrative projects for future municipalities to implement. As many municipalities have been

hesitant to implement zoning and other changes to address housing affordability due to the lack of local innovative examples, the funded projects will help to encourage future municipalities to apply for general VPP grants.

Initiative 4: Creation of A+ Homes Marketing Campaign

As a result of PRO Housing funding, this initiative would have the following outcomes:

- Increased local support for housing as measured by marketing campaign engagement.
- Outreach to (150) landlords on vouchers.
- Outreach to (73) municipalities.

Local municipalities often face difficulties in removing barriers to housing due to high levels of resident opposition. The A+ Homes marketing campaign will help to ease resident concerns, create resident and municipal advocates, and make it easier to implement affordable housing initiatives. The initiative will also help municipalities to better understand and utilize CCPC and their partners as a resource to assist in implementing affordable housing initiatives.