HOURGLASS | CENTER FOR POLITICS AND PUBLIC AFFAIRS

FACILITATOR'S GUIDE

Deliberative Forum on Housing, Saturday, August 19, 8:30 AM-5:30 PM

Small group session 1: Introductions (9:20 – 9:50)

1. Introductions
    - Explain your role as the facilitator (assist in tracking time and covering the agenda, helping make sure everyone has a chance to give input)

2. Ice-breakers:
    1) On a scale of 1-10 how are you doing today? (Or check-in question of your choice)
    2) Where do you live? How long have you lived in Lancaster County?
    3) What inspired you to respond to this invitation to participate?
    4) Something about you that folks wouldn't guess by seeing you?

3. Establishing ground rules & setting the tone

    Remember the following:
    - This is not a debate; we're working together to find solutions.
    - The reasons a person has for their views are as important as the views themselves. The exchange of reasons is the essence of deliberation.
    - Listen closely to one another to learn from the perspective of others.
    - Show respect for one another even when you disagree with them strongly.
    - Help to include all participants in the discussion. We need to hear from everyone equally.

4. Page through the briefing documents to remind people about the information available and see if there are any questions

Small group deliberation 1 (10:10 – 11:10)

State of County Housing

1) How do you feel about continued growth in the county? Is it positive or negative and why? (7 minutes)

    Follow-up – Are there ways that we can grow that lead to a better quality of life?

Tip *– Keep in mind that growth is driven both by people moving into the area and families from Lancaster County growing and expanding.*

2) Is housing a major concern or priority in our community? (7 minutes)

   Follow-up – How does it compare to other concerns like the economy, education, healthcare, safety, etc.?

3) When it comes to housing locally, what do you think are our greatest ***needs***? (15 minutes)

   Tip *– Think about the <u>types of housing</u> we need (ex: more rental units, more starter homes, more efficiencies or one-bedrooms, or higher rates of homeownership), <u>types of residents</u> we need housing for (ex: more senior housing, more affordable housing, more housing accessible to persons with disabilities), <u>or other ways housing could support the community</u> (ex: more housing near public transportation or jobs, etc.)*

4) ***Please provide group with Handout #1.*** When it comes to *increasing* housing supply in Lancaster County, what are your greatest **priorities**? (15 minutes)

   Tip *–The handout lists example priorities such as affordability, preserving community character, environmental protection, historic preservation, farmland/natural lands preservation, safe/accessible/fair housing, increasing or maintaining home values for existing homeowners, design aesthetics, housing close to jobs/schools/stores, or other priorities*

5) When it comes to *increasing* housing supply in Lancaster County, what are your greatest **concerns**? (15 minutes)

   Tip *– The handout includes sample concerns such as sprawl, impact on traffic and parking, impact on schools, impact on infrastructure such as water/sewer/roads, increased crime, impact on property values, impact on community character, impact on the environment/farmland/natural lands, displacing people who already live in existing neighborhoods or other concerns*

Small group deliberation 2 (11:45 – 12:45)
Increasing Housing Supply

1) Many of the decisions related to new housing projects are made at the municipal (or local) level. What are the benefits of this and what are the drawbacks? Could there be advantages to regional cooperation in solving housing challenges? (10 minutes)

Follow-up – *Are there any decisions related to housing you believe should be made at the county or state level?*

> ***Tip*** *– A municipality is a township, borough, city or town. There are 60 municipalities in Lancaster County which means 60 different zoning ordinances and 500 zoning districts.*

2) Regulations related to housing (including restrictive zoning) drive up the cost and time for new housing projects, and may not allow some types of housing in our community. Do you think these regulations are generally necessary or beneficial? Are there any changes you'd like to see to regulations or zoning restrictions within our Urban Growth Areas to speed up the process, lower costs, or to better meet our community's housing needs? (15 minutes)

   > ***Follow-up –*** What regulations are important for maintaining the health, safety, and quality of life of our community? What types of regulations are getting in the way of achieving our housing goals?
   >
   > ***Tip*** *– See pages 14 & 15 in the briefing document for examples. Regulations for housing are vast and vary from preventing discrimination, to protecting public health and requiring energy efficiency standards. Some regulations like zoning are made at the local level and dictate things like how the land can be used, types of housing allowed to be built, minimum lot sizes, maximum heights, or parking requirements.*

3) ***Please provide group with Handout #2.*** Places2040, the county's comprehensive plan, sets a goal of building an average of 7.5 dwelling units/acre within our Urban Growth Boundaries. Currently we're building 4.6 dwelling units/acre in those areas. Do you believe increasing density should be a priority for these areas? What strategies for increasing housing density are most appealing to you, and why? (15 minutes)

   > ***Tip*** *–The handout provides examples of strategies to increase density such as allowing Accessory Dwelling Units, duplexes or low-rise multifamily buildings in existing single-family home neighborhoods, allowing larger mixed-use, multifamily developments along major transportation corridors, Transit-Oriented Development, Infill Development, Upzoning, or Redevelopment & Adaptive Reuse. For examples of the housing types we're discussing, see page 10 of the briefing document. For a map of the Urban Growth Areas, see page 8 of the briefing document.*

4) New development sometimes faces opposition from people already living in the area. However, if Lancaster County doesn't build more housing, our housing challenges will worsen. How should we address this in our community? (10 minutes)

   Follow-up *– Development can be very controversial, and sometimes a win for one group feels like a loss for someone else. Who are the stakeholders when working on new housing projects? Does community engagement around housing projects help or hinder public support? How can we maximize the public's support for needed community housing?*

5) As Lancaster County considers increasing housing supply, how important is it that housing is located near major activity centers (jobs, schools, shopping, entertainment/recreation) to decrease required car trips? When building new housing, how should we consider transportation infrastructure and parking to ensure greatest quality of life for all county residents? (10 minutes)

   Follow-up *–Keep in mind the variety of ways people get around – walking, biking, driving, transit, etc. What do we need to improve to add new housing without increasing traffic and congestion? Will everyone in this housing need a car? Will everyone need parking? Can parking be provided in ways that add density such as underneath structures or in parking garages? Can short trips be made easier and more pleasant to do without a car?*

Small group deliberation 3 (2:05 – 3:05)
Affordable Housing

1) How urgent is the need for affordable housing in Lancaster County? (5-7 minutes)

   Follow-up – What are the potential impacts of not having enough housing to accommodate all people in our community?

   Tip *– As a reminder, housing is considered affordable if it consumes no more than 30% of a household's income.*

2) Why do you think some people are concerned about affordable housing in their neighborhood? Are these concerns valid? (10 minutes)

   Follow-up *– Are any of these concerns based on myths or misconceptions? Can any of these concerns be mitigated by the types of housing developments we build or services we provide?*

3) When increasing affordable housing in our community, what should be the **top considerations**? (10 minutes)

Follow-up *– Think about who will be living there and their needs. Where should it be located? Is it important that it is spread throughout the county, located in mixed-income neighborhoods, or close to jobs, childcare or transportation? Should services be located on-site or close by? Should we prioritize affordable rental units or homeownership? Should we help low-income households stay in their existing housing by focusing on critical repairs or rent or mortgage assistance?*

4) ***Please provide group with Handout #3***. What **funding options** for affordable housing are most appealing to you? Least appealing? Why? (15 minutes)

   Tip *– The front of the handout includes some funding options for affordable housing such as increasing government subsidies, fees, tax incentives, or philanthropic support from nonprofit organizations.*

5) What **development options** for affordable housing are most appealing to you? Least appealing? Why? (15 minutes)

   Tip *– The back of the handout provides some examples of way we could encourage developers to build more affordable housing such as Inclusionary Zoning, Developer Incentives, or rent control.*

Small group deliberation 4 (3:20 – 4:20)
Priorities & Benchmarks

For the final small group deliberation, you will take everything you discussed today and generate several priorities and benchmarks. When developing these priorities and benchmarks group consensus is the goal, but it is not required and should not be forced. Please note if someone feels strongly about a difference of opinion and that can also be reported. Following the small group deliberation these priorities and benchmarks will be reported out to the larger group.

1) After discussing housing today, what do you feel are the top housing priorities locally? (10-15 minutes)

   Activity *– As a group, generate a list of your top 3-5 priorities.*

   Tip *– For sample priorities, consult Handout #1.*

2) After discussing housing today, what top strategies or policies do you support for addressing the housing challenges that Lancaster County faces? (20 minutes)

Activity *– As a group, generate a list of your top 3-5 strategies/policies*

Tip *– For sample strategies/policies, consult Handout #2 and #3.*

3) After discussing housing today, how do you believe Lancaster County should track if we are successful in our housing goals? (20 minutes)

   Activity *– As a group, generate 3-5 benchmarks for how we'll measure success by 2040. Some examples include "The county will have X more affordable housing units, new housing units will average X dwellings/acre in our urban growth boundaries, Lancaster County will have X% homeownership, Lancaster's vacancy rate will be X," etc.*

   Tip *– Look at the priorities and strategies/policies you identified in the first two activities. What does success look like in these areas? How will Lancaster County know if we're moving in the right direction? For information on where Lancaster County currently stands on those priorities and strategies/policies, consult the briefing document.*

Handout #1

(Note for facilitators: Please hand this out during Question #4 in Small Group Deliberation 1: State of County Housing)

Sample Housing Priorities: (Question 4)

- Affordability
- Preserving community character
- Environmental Protection
- Historic preservation
- Farmland/ natural lands preservation
- Safe, Accessible, and Fair Housing
- Increasing or Maintaining Home Values for existing homeowners
- Design aesthetics
- Housing close to jobs, schools, stores and other needs
- Other

Sample Housing Concerns: (Question 5)

- Sprawl
- Impact on traffic and parking
- Impact on schools
- Impact on infrastructure like water, sewer, roads, etc.
- Increased crime
- Impact on property values
- Impact on community character
- Impact on the environment
- Displacing people who already live in existing neighborhoods
- Other

Handout #2

(Note for facilitators: Please hand this out during Question #3 in Small Group Deliberation 2: Increasing Housing Supply)

Sample Strategies for Increasing Housing Density

- **Allowing Accessory Dwelling Units** in existing single-family home neighborhoods
- **Allowing Duplexes & Low-Rise multifamily buildings** in existing single-family home neighborhoods
- **Allowing larger mixed-use, multifamily developments** along major transportation corridors, in Lancaster City, and municipalities surrounding Lancaster City
- **Encouraging Transit-Oriented Development** (Allowing dense housing around transit hubs such as the train station)
- **Encouraging Infill Development** (Utilizing vacant lots or underutilized spaces within existing neighborhoods for housing development)
- **Upzoning** (Revising zoning regulations to allow for higher density housing in areas currently restricted to lower-density development. Examples include allowing taller buildings, reducing minimum lot size, reducing parking requirements, or reducing setbacks)
- **Encouraging Redevelopment & Adaptive Reuse** (Converting underutilized or outdated buildings, such as old warehouses, factories, or office buildings, into residential spaces)

Tips:

- For a map of the Urban Growth Areas, see page 8 of the briefing document.
- For examples of the housing types we're discussing, see page 10 of the briefing document.

Handout #3

(Note for facilitators: Please hand this out during Question #4 in Small Group Deliberation 3: Affordable Housing)

Sample Funding Options for Affordable Housing: (Question 4)

- **Increased government subsidies**
  - To support the private development of affordable housing
  - To subsidize rents (such as Section 8 vouchers)
  - Paid directly to low-income individuals or families
- **Build more publicly financed and controlled affordable housing**
- **Fees** (For example a small percentage of property taxes, developer fees, or real estate sales directed to support affordable housing initiatives locally)
- **Tax incentives** (may include tax credits, exemptions, or deferrals on property taxes, income taxes, or other applicable taxes for developers who build affordable housing)
- **Philanthropic Support and Nonprofit Organizations**
- **Other**

Sample Development Options for Affordable Housing: (Question 5)

- **Inclusionary zoning** (requiring developers to include some affordable housing units in projects in parts of the county)
- **Developer incentives** (For example, if building affordable housing or including some affordable units they can benefit from faster approvals, parking requirement reductions, density bonuses like taller housing allowances, etc.)
- **Rent control** (policy that limits how much landlords can charge or how quickly they can raise rents)
- **Other**