

PEQUEA VALLEY STRATEGIC PLAN



Adopted by:

Salisbury Township
October 21, 2014
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Leacock Township
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Resolution No. 8-2014

Paradise Township
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PEQUEA VALLEY STRATEGIC PLAN

Setting the Scene

The Pequea Valley communities of Salisbury, Paradise, and Leacock Townships are located in east central Lancaster County. Together the three predominantly rural communities make up the Pequea Valley School District. The communities are located primarily in the Mill Creek and Pequea watersheds, with the exception of a small portion of Salisbury, which is located in the West Branch of Brandywine Creek. Agriculture is the largest industry, and much of the farm land is owned by Old Order Amish and Mennonites. Tourism is an important industry for the entire county, including this region. This is particularly true of Leacock and Paradise Townships – both in the villages and on farms. Intercourse Village is located at the intersection of Old Philadelphia Pike and Newport Road, and is the urban area for Leacock Township. Route 30 runs through all three townships with development densities that support commercial, industrial, and higher density housing along the corridor.

Purpose of the Plan

Each township has an adopted comprehensive plan in place, though the Salisbury and Paradise plans are more than 17 years old, dating from 1990 and 1997 respectively. Leacock adopted its current plan in 2001 and updated it in 2003. The existing comprehensive plans include extensive documentation of conditions as they existed ten or more years ago, and much of that documentation is still accurate today. Representatives from all three townships have expressed an interest in updating key plan elements to maximize their effectiveness and identify opportunities for the townships to work together to provide high-quality and cost-effective services for their constituents.

This plan focuses on the specific issues raised by each township in the planning process. These included stormwater management, preservation of large tracts of farmland, management of farm-based businesses, and preservation of community character in the face of new infrastructure investments, including a state road expansion in Salisbury and the extension of public water to the Village of Intercourse. The plan is not meant to function as a full update to the comprehensive plans and should be used in concert with each community's adopted comprehensive plan.

Progress, Activities, and Issues Related to Comprehensive Plan

The following sections outline issues raised in discussions with the Steering Committee, township zoning officers, and the Lancaster County Planning Commission. It is by no means a comprehensive analysis of current conditions and is meant to document current status on key elements and priorities for moving forward.

While the plans vary in age and specific recommendation, goals, and objectives are similar between the three townships. The planning research did not reveal major areas of disagreement that would act as a barrier for working together on plan implementation and provision of public services.

The next few sections summarize key issues raised in comprehensive plan implementation, upcoming regulatory and administration needs, and focus on potential strategies that each individual township or the entire Region could undertake.

Land Use

Farm/Residential Based Businesses

Regulation of farm-based businesses has been a challenge throughout the region, and all three townships have developed means for working with local farm based business owners. Over the past several years, Salisbury Township has experienced challenges in regulating farm businesses, which are limited to a maximum size of 4,000 square feet. Salisbury has been actively working with farm-based businesses to move out of agricultural and residential districts as they grow. The township recently implemented a permitting and inspection program that is resulting in greater compliance with size and zoning regulations.

Paradise and Leacock Townships also limit the size of farm-based businesses (6,000 and 4,000 square feet, respectively), and have worked with larger businesses to persuade them to move off-farm. This has worked well in part due to the availability of nearby business locations; however, Paradise has also done direct outreach and education in the Amish community about the benefits of moving a business off-farm. Many younger Amish are interested in off-farm work, which is a transition that should help manage businesses with farm roots.

Open Space & Natural Resource Protection

The ordinances of all three townships do a good job of protecting farmland and farming as a business, but pay less attention to the preservation of natural resources. Significant natural assets exist throughout the region, including the Welsh Mountains, and natural lands areas in Salisbury and Paradise Townships that are part of the Highlands Conservation Area. The development ordinances of all three townships should be reviewed and revised to ensure that they adequately protect:

- Water resources
- Woodlands
- Steep slopes
- Unique geologic features
- High quality streams and riparian buffers
- Floodplains
- Sensitive topography and soils

Some tools to consider include:

- Groundwater protection provisions
- Stream bank setback and riparian buffer restoration provisions
- Enhanced floodplain development restrictions
- Development of a comprehensive environmental protection overlay district
- Enabling cluster development and/or density bonuses for protection of environmental features
- Partnering with the Lancaster County Conservancy to preserve key natural lands within the region.

Many of these resources have already been identified for preservation, conservation, or restoration by the county in *Greenscapes: the Green Infrastructure Element* (2009).

Community Character

Availability of public water service is increasing in the Pequea Valley. The provision of public water could stimulate an interest in future development in areas with water service. The townships are concerned about potential impacts of the provision of this new infrastructure on community character in its Designated Growth Areas. This is

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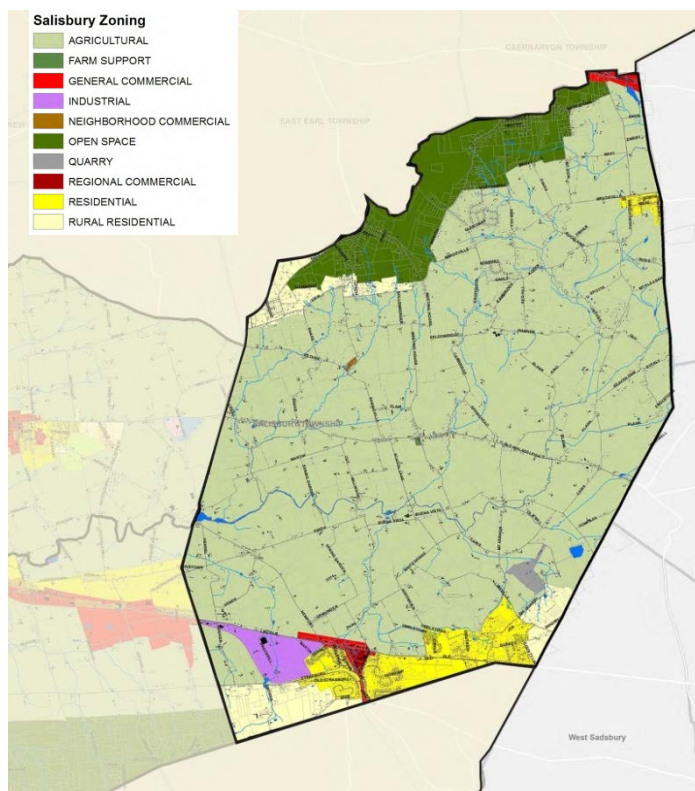
a particular concern in Leacock Township in its Village Commercial Area. Specifically, there is concern that public water may encourage the demolition of existing historic properties and stimulate new incompatible tourism development in its place.

Leacock Township has adopted a Village Overlay Zone for the Village of Intercourse with the purpose of providing for the continuation of the historic “rural village development pattern” and provide for both new development and the reuse of existing buildings in a manner that is consistent with existing development patterns and building characteristics. However, the existing overlay zone does not effectively provide all of the necessary protections to achieve the desired results articulated in the purpose statement.

Currently none of the Pequea Valley townships have zoning or other ordinance provisions that could prevent a commercial chain, for example, from demolishing an existing structure and replacing it with “off the shelf” franchise-type architecture. Further, there are no provisions for regulating, or even guiding, the type of architectural style and building characteristics the village and commercial districts.

Each municipality should review its current ordinances and consider developing a stronger approach to preserving the integrity and enhancing the community character in the Region’s villages and commercial districts. This could include adopting procedures and ordinances to discourage outright demolition or demolition through neglect. The region has the benefit of have significant heritage resources that include both built fabric and heritage landscapes, all of which need to be considered in developing a more holistic approach to community character.

Community-Specific Land Use Issues



Salisbury

Commercial and industrial land is concentrated along Route 30 in the southwest corner of the township, with some land zoned for regional commercial use located in the far northeast corner. The commercial and industrial land located along Route 30 has good access to public wastewater to meet the needs of most users. Major development in this area includes a 300,000 square foot warehouse facility, which has been designed to accommodate a 100,000 square foot expansion. At the time this plan was prepared, a 1 million square foot distribution center was under construction. This area is served by the only source of public water (privately owned) in the Township, which currently supplies these and several other facilities. The industrially zoned area has development capacity to spare, and Salisbury Township should review the uses permitted in the industrial district to ensure that they meet

the township’s economic goals and are compatible with and/or adequately buffered from adjacent residential

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zoning. The area is also served by the only source of public water in the township, which currently supplies only the industrial district.

In contrast to the area along Route 30, the northern border of the township is primarily woodland. This area, including the Welsh Mountains, is a significant natural resource for the entire region. Adjacent to the woodlands at the northeast border of Salisbury Township, a small area of land is zoned Regional Commercial. It is currently developed with industrial uses, including a salvage yard and recycling center. Given the current use, it may make sense to rezone this area of the township for heavy industrial uses and reserve the current industrial area for light industrial, warehousing, and office uses.

Township land that is zoned Regional Commercial is fully developed. Salisbury should consider whether to expand the existing Regional Commercial zone and whether there are other areas of the township that might be appropriate for this use, with the understanding that it would need to be supported by public sewer and perhaps public water as well. Prime areas to consider include the north side for Route 30 from the boundary with Paradise Township to the existing Regional Commercial District, and the north side of Route 30 from Route 897 to Hoffmeier Road.

Salisbury Township has two small areas zoned for Neighborhood Commercial use. The vision for these areas in the 1990 Comprehensive Plan was to create walkable commercial nodes in small village areas. This land development pattern has not transpired, and these small commercial areas have not flourished. Many Neighborhood Commercial zoned parcels are too small to support a business with on-site wastewater disposal, and the areas are unlikely to receive public sewer services. The zoning for these areas should be reconsidered.

Nearly all land along Route 340 in Salisbury is zoned for agricultural use; however there is a small area at the southwest corner of the intersection of Routes 340 and 897 that is currently in a Farm Support Zone. There are a number of properties near this intersection that have non-conforming or near non-conforming farm-based businesses on them. It may be beneficial to increase the size of the Farm Support Zone or to rezone a large area along the 340 corridor to allow for commercial uses that are compatible with agriculture along the Route 340 corridor.

Salisbury Township has a quarry district, where active quarrying is taking place. The Township should consider future reclamation potential for the former and active quarries, understanding what land uses are possible and desirable in this location.

Finally, Salisbury has no specific zoning or other regulation of historic structures. It relies on Pennsylvania Historical and Museum Commission for advice and process on any modifications to historic structures. Though only two properties are listed on National Register of Historic Places, more than 70 heritage resources were identified in the Township's 1990 Comprehensive Plan. Salisbury may want to consider tools to manage change in the Township's heritage resources, particularly in the village of Gap and other areas as they relate to the unique rural and agricultural identity of Salisbury and its residents.

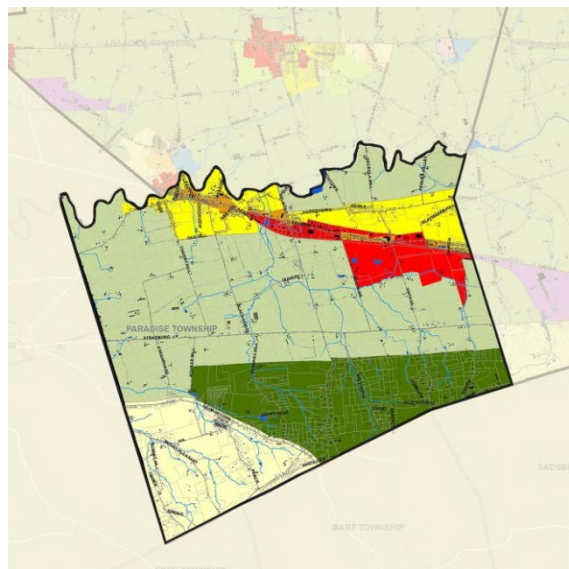
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Paradise

Commercial and residential development in Paradise Township is concentrated along Route 30, supplemented by an area of land zoned for rural residential development at the southwest corner of the Township. Remaining land is zoned for agricultural or open space uses.

Paradise Township has completed a number of zoning changes since 2005. While none of the amendments were specifically called for in the 1997 plan, the changes are generally consistent with its goals and objectives. Specific changes have addressed major land use concerns in the Township and include:

- Adoption of a village mixed-use district that reflects current and desired use of this area (2011)
- Residential zoning changes that permit smaller lots (5,000 square feet) in areas with public sewer (2007)
- Flood zone overlay to protect water resources and guard against flooding (2005)
- Clarifying and expanding definitions and procedures (2006)

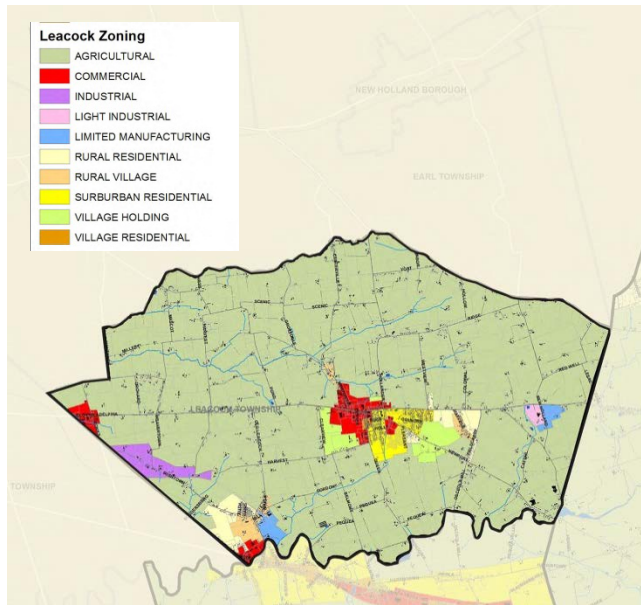


Paradise Township currently includes two Designated Growth Areas, a Village Growth Area and an Urban Growth Area. It should consider consolidating them into a single Village Growth Area. Urban Growth Areas are expected to have true urban development densities, at 7.5 dwelling units per acre. A Village Growth Area target density is 2.5 dwelling units per acre, an average that is far more consistent with the rural and small town development patterns of Paradise.

Leacock

Leacock Township's Comprehensive Plan is the most recent of the three (2003), and the Township's zoning officer stated that it accurately reflects the Township's goals and objectives. The most intense development appears in the Village of Intercourse near the intersection of Old Philadelphia Pike and Newport Road. The Township's largest commercial district is located here, surrounded by residential development and two Village Holding Areas meant to accommodate future growth, but held in agricultural use today. Leacock Township is currently working with the Lancaster County Planning Commission to create Village Design Standards/Guidelines. The Design Standards/Guidelines will encourage new development to complement the scale and design of the existing building stock in the Village of Intercourse.

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The Village of Gordonville is more rural in nature and includes commercial, limited manufacturing, and rural residential uses. Some more commercial development is located at the western border of the Township along Old Philadelphia Pike. Industrial uses are located at the western border of the Township off of Irishtown Road, and light industrial uses are located near the eastern border along Old Philadelphia Pike.

In 2010, the Township updated its Zoning Ordinance and made amendments to its Subdivision and Land Development Ordinance (SALDO) to reflect current development review practices. The Township recently adopted regulations to manage windmills and solar panels and is updating its SALDO to address outstanding stormwater and street issues.

Tourism is an important element of Leacock Township's economy, enjoying a very prosperous tourism industry focused in the village of Intercourse along Routes 340 and 772. This compact rural center provides an attractive, walkable environment for visitors to explore. Shops, restaurants, and lodging options are generally small in scale and reflect the village's rural and historic character. Continued expansion of the tourism industry is important to the Township to expand the tax base, increase local jobs, and provide goods and services to residents and visitors.

During the planning process, Leacock prepared a plan for expanding of the village's tourism industry within the existing footprint of the Village Overlay Zone identified in the Leacock Zoning Ordinance. Such compact development will ensure that new development occurs within the Village Growth Area, reducing land development pressures on agricultural land. The land use recommendations in this plan include tourism strategies for all three municipalities to consider, and the complete Leacock Tourism Plan is included as an appendix to the Strategic Plan.

Transportation

Pequea Valley is served by state, Township, and private roads. The roads owned and operated by PennDOT are important regional highways including Routes 30, 41, 340, 322, 772, and 741. As local governments, the townships have little control over the timing of improvements to these facilities and limited control over design – particularly as a route's importance as a regional resource increases.

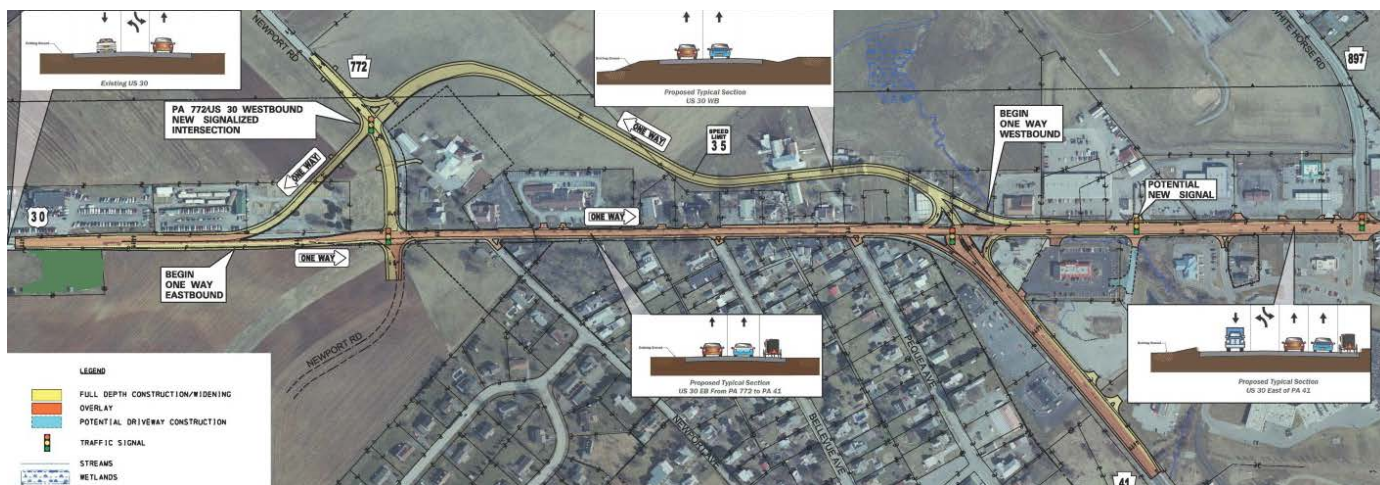
On local roads, the townships have greater control, but also greater responsibility for maintenance and improvements. Roadway maintenance has been a common shared service among municipalities who work together. Equipment can be shared, reducing capital costs. Pooling staff resources for projects can result in getting the work done more quickly and at lower cost.

The townships' current comprehensive plans lay out a number of transportation priorities, including road maintenance and improvement projects, advocating for improvements on Route 30, and road safety and maintenance issues related to buggy traffic. Improvements to both the roadway itself and to traffic flow may

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increase speed along major corridors, requiring additional amenities and protections for pedestrians, bicyclists, and buggies.

A major project currently under design is the Route 30/41 Intersection improvement project in Salisbury Township. PennDOT is working on designs to improve this intersection to address high traffic volumes and safety issues. These state routes serve both local and regional needs and are used by long-distance truckers, commuters, tourists, and non-motorized vehicles, including substantial buggy traffic. This mix of users often creates conflicts, which leads to both congestion and accidents.



The current design proposal involves creating a one-way loop along Route 30 between Routes 41 and 772. Westbound traffic would travel along a newly constructed road immediately to the north of the current Route 30 alignment. Eastbound traffic would continue to operate on the existing alignment. Signal improvements and roadway widening would occur east of Route 41 to Route 897.

Water and Wastewater Infrastructure

Public water and sewer service is limited in Pequea Valley. Private wells are generally adequate to meet the needs of residential and commercial uses in the Region, though some industrial users have water needs larger than can typically be met by private wells. Jo Ann Realty, through the development of portions of Salisbury's Industrial District, recently received PUC approval to sell water from its well near Route 772 and Brackbill Road. This service has the potential to support additional commercial and industrial development opportunities. Paradise does not currently have public water service or any plans to construct it.

In Leacock, Intercourse Village will receive public water service as a part of a DEP mandate due to poor well water quality. DEP will fund much of the construction, though the Township will need to cover a portion of the costs. Leacock Township has expressed concern that access to public water could increase development pressure in Intercourse and surrounding rural area. Its agricultural zoning designation protects adjacent farmland from further development. In 2012, the Leacock Township prepared a tourism plan that included detailed building scale, site design, and streetscape standards to protect the Village of Intercourse from large-scale development that is incompatible with the existing small-town community character.

Public wastewater is fairly limited in all three townships as shown in the Water Supply and Wastewater System Map at the end of this document. It generally centers in and around Gap and the north side of Route 30 east of

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Gap in Salisbury and along Route 30 in Paradise. Leacock has the greatest extent of wastewater service, with most of its two village areas covered along with a considerable amount of land south of Old Philadelphia Pike between Old Leacock and Queen Roads.

Stormwater

Pennsylvania counties and municipalities are facing numerous and changing stormwater management permitting and maintenance requirements from the Pennsylvania Department of Environmental Protection. These increased requirements were a key reason the Region decided to prepare this strategic plan. As the three townships work to understand the new requirements, they are seeking opportunities to work together to reduce the individual effort need to implement the new stormwater regulations. The paragraphs below summarize the current status of stormwater regulations and to provide a discussion framework for identifying ways this strategic plan could play a role in helping the townships meet the expanding requirements.

Act-167

In 2013, the Pennsylvania Department of Environmental Protection (PADEP) required every county in the Pennsylvania Commonwealth to develop stormwater management plans to implement the minimum stormwater design standards in county-wide Act 167 stormwater management plans. The Lancaster County Act 167 Plan was adopted in April 2013 and readopted with amendments along with *Blueprints: An Integrated Water Resources Plan for Lancaster County* in October 2013.

The plan includes a model ordinance that municipalities can use to set requirements for water quality, quantity (peak rate) management, infiltration, and stream channel protection. Additionally, the model ordinance specifies and regulates updated practices with regard to inspections, operations, and maintenance of proposed stormwater management facilities. *Blueprints* and the model ordinance became final upon approval by the PADEP on November 7, 2013. Municipalities are now charged with preparing stormwater ordinances that are consistent with *Blueprints* and the model ordinance.

Leacock Township adopted an amended stormwater management ordinance consistent with *Blueprints* in May 2014. Salisbury did so in June 2014, and Paradise Township amended its ordinance to be consistent with *Blueprints* in July 2014.

National Pollutant Discharge Elimination System (NPDES)

Municipalities classified and listed by the Pennsylvania Department of Environmental Protection (PADEP) as “MS4s within urbanized areas” are required to obtain a permit for stormwater discharges under the National Pollutant Discharge Elimination System (NPDES). MS4s are defined as “Municipal Separate Storm Sewer Systems” that are owned by a state, city, town, village or other public entity, and discharge to waters of the United States. Leacock, Paradise, and Salisbury townships are all listed by PADEP as MS4s. As MS4 communities, each township is required to develop and implement a stormwater management program. Such programs can be prepared and implemented individually or jointly.

Under the MS4 Program, permit holders are required to incorporate the following six elements (known as minimum control measures) into their stormwater management programs, and have best management practices that satisfy the following criteria:

- Public education and outreach
- Public involvement and participation

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- Illicit discharge detection and elimination
- Construction site runoff control
- Post-construction stormwater management in new development and redevelopment
- Pollution prevention and good housekeeping for municipal operations and maintenance

Total Maximum Daily Load (TMDL) Limits

Another issue facing MS4s are TMDL limits, which are important on both on a local level, and at the Chesapeake Bay Watershed level. The U.S. Environmental Protection Agency defines a TMDL as “a calculation of the maximum amount of a pollutant that a water body can receive and still meet water quality standards, and an allocation of that load among the various sources of that pollutant.” Pollutant sources are characterized as either point sources or nonpoint sources. MS4’s discharging to any portion of a water body for which an applicable Total Maximum Daily Load (TMDL) requirement has been approved must develop an MS4 TMDL Plan. All MS4 communities within the Chesapeake Bay Watershed, which includes the Pequea Valley, must also prepare a Chesapeake Bay Pollutant Reduction Plan. The plan may be accomplished through already existing regional TMDL plans or may need to be implemented by individual municipalities.

The Chesapeake Bay TMDL will be addressed statewide and locally by Pennsylvania’s Watershed Implementation Plan. Pennsylvania has chosen to implement reduction activities, by assigning pollution reduction targets at a county level. Local MS4 permit holders within the county will contribute to county level targets. The EPA expects that contributing states will have controls in place by 2017 that would achieve at least 60 percent of the necessary reductions, and to have all the controls in place by 2025.

Next Steps

Staying up to date on the regulatory and permitting requirements is important and will require concerted effort by all three townships over the next couple of years. Regulations and implementation deadlines will be constantly changing and evolving.

Pequea Valley municipalities will need to continue to work with Lancaster County to stay aware of the local stormwater code and policy revisions that will be implemented to meet Act-167 regulations, specifically any code modifications or restrictions that may be required for new development or redevelopment. Municipalities will eventually be required to adopt and implement appropriate policies and procedures that maintain compliance with county level goals and policies.

All regulated MS4’s will also need to keep their NPDES permits current, and ensure that the conditions of their individual or general permit are being met. This is another area in which all three municipalities should be in communication with Lancaster County to understand the strategic goals being established with regard to the Pennsylvania Watershed Implementation Plan in conjunction with the Chesapeake Bay TMDL and, ultimately municipal responsibilities in meeting those goals. The county itself has no formal jurisdiction in the process, but is an important resource for understanding how to implement regional goals.

Key issues for Pequea Valley communities will be agricultural protections including manure management, stream protections, and erosion and sediment controls.

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Regional Coordination

The following sections list some areas that Salisbury, Paradise, and Leacock townships might consider working together to implement this strategic plan, individual comprehensive plans, and continue to provide high-quality, cost effective services to each community and the Region as a whole.

Development Review

Each township should coordinate its development review process with its neighbors. Shared staffs and consultants could provide some cost efficiencies and consistency between townships for items of shared interest, but may not be practical if the townships find themselves opposing a development supported by another township.

Public Safety

The townships are too small to have their own police forces and either contract for services or use Pennsylvania State Police. The potential cost and service implications of multi-municipal agreements for services – either from a neighboring municipality or the Pennsylvania State Police should be considered. Fire and emergency services are provided by volunteer organizations, which unlike many of their counterparts throughout the state and nation are strong in the Pequea Valley, due to the active participation of community volunteers.

Transportation

Two major areas the Region could share transportation responsibilities are road maintenance and advocacy for improvements. The benefits of sharing road maintenance are discussed in the transportation section above. By joining together to advocate for improvements to state and other facilities, the townships would create a stronger voice and consistent message, which can make it easier for PennDOT and other agencies to justify investments in the Region's roads.

Stormwater Management Regulation and Administration

As discussed above stormwater management requirements are changing and increasing rapidly. Few communities in the state are ready to take on these challenges, and small communities like Salisbury, Paradise, and Leacock townships are at a particular disadvantage given their large land area and limited staff. This area should be a key focus for expanding the townships' regional coordination and service sharing. MS4 stormwater requirements will require additional effort on the part of the townships, but also provide an opportunity for increased collaboration. *Blueprints: An Integrated Water Resources Plan for Lancaster County*, also encourages regional stormwater management planning.

Water and Wastewater System Management

This topic may offer limited potential for the townships to work jointly, due to considerable physical separation between their Designated Growth Areas and infrastructure systems; however, there may be opportunities to work with other neighbors providers. Salisbury currently provides wastewater services to Sadsbury Township.

Goals, Objectives & Potential Strategies to Pursue

The following pages outline a draft set of Strategic Update goals, objectives and potential strategies for the townships to consider. The goals and objectives should reflect the Region's future vision for itself. They are meant to guide the townships' staff, Planning Commissions, and elected officials in decisions about investments in and the regulation of land use, transportation, environmental protection, infrastructure, and community facilities.

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Some proposed strategies are relatively simple and/or reflect projects already planned or underway. Others describe significant undertakings for the Region and each township.

Land Use

Goal: Preserve and enhance the Region’s valuable agricultural and natural land areas to support continued prosperity and sustainability

Objectives

- Limit new development outside the Designated Growth Areas
- Limit water and wastewater service extensions outside of the Designated Growth Areas
- Continue farmland preservation initiatives, and seek new tools to ensure farm land preservation
- Continue to explore ways to expand agricultural preservation initiatives from protection of farmland to support of farming as an industry
- Protect large areas of forest and woodlands
- Protect riparian corridors

Strategies

- Enhance regulations for farm-based businesses to maximize their potential to preserve farming, farmers, and farmland, integrating best practices from each township’s current programs, including:
 - Regulation of the use itself and maximum size as under the conditional use and/or special exception provisions of the zoning ordinance
 - Regulation of development standards associated with the use under the subdivision and land development ordinance
 - Issuance of permits as a tracking and enforcement device
 - Regular (e.g. annual, biannual) inspection of the business as a part of permit renewal
- Use the Blue Ribbon Commission Report for Agriculture in Lancaster County, as well as the Agricultural Zoning District Guidelines for Lancaster County as a basis for developing and amending agricultural zoning districts.
- Revise zoning designations in rural areas as needed to maximize protection of farming and farmland; including consideration of:
 - Effective agricultural zoning
 - Standards for placement of additional farm structures or family homes to reduce loss of viable farm land
 - Incentives to reuse and maintain the “farm appearance” of farm structures used for non-farm businesses
- Identify financial and policy incentives to preserve farming as an industry including:
 - Supporting farm subleasing to consolidate production on agricultural land held in separate ownership
 - Supporting farm cooperatives to harvest, process, sell, and ship products cost-effectively
 - Develop tax and stormwater policies to enhance the financial feasibility of the use of greenhouses to increase production and extend the growing season
- Adopt Designated Rural Areas in each township to recognize the importance of and maintain and enhance the viability of local agricultural and rural communities and economies
- Implement conservation zoning and natural resource protection standards to preserve forest, woodlands and riparian areas

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Goal: Focus new development inside formally adopted Growth Areas where there is sufficient infrastructure to create compact neighborhoods and thriving economic centers

Objectives

- Discourage linear patterns of development contiguous to major roadways and country lanes, and encourage crossroads and village-style patterns
- Develop tools to effectively regulate agri-tourism so that it is consistent with the Region's rural way of life and an effective contributor to the local economy
- Strengthen water resource management
- Encourage infill and reuse rather than development of open land

Strategies

- Review Lancaster County's model Subdivision and Land Development Ordinance for tools to support attractive, compact, and walkable neighborhoods and commercial district development
- Review and revise zoning, development, and design standards for the areas of the Region that have recently or will soon receive public water service to ensure that new development is consistent with the land use, economic, and community character goals of each township
- Consider adoption of agricultural holding areas to designate areas of potential future growth
- Review and revise zoning and subdivision ordinances to ensure that development and design standards protect the rural and small town character of each township's Designated Growth Areas, as well as natural resources
- Paradise Township should review its Urban Growth Area and Village Growth Area and consider consolidating them into a single Village Growth Area
- Salisbury Township should review its commercial and industrial zoning districts and mapping to reflect changes as appropriate to reflect local goals, economic development opportunities, and actual use of the land. Specific issues to consider include:
 - Consider shifting land currently zoned Regional Commercial at the northeast corner of the township to Industrial consistent with its use as a salvage yard and recycling center
 - Consider shifting some industrially zoned land along Route 30 to Regional Commercial to create more commercial land and encourage development consistent with adjacent residential uses
 - Consider creating an R-2 district with a design/cluster development overlay adjacent to the industrially zoned land located on Route 30 to create attractive new development that reduces impervious surface coverage and preserves tracts of open space
 - Consider zoning changes, design guidelines and demolition delay ordinances as a way to retain the quality and historic values of the Gap community
 - Continue working with local farmers, Lancaster County and others to remain proactive in the protection of farmland

Tourism

Goal: Encourage ongoing investment in the Region's thriving tourism industry in a manner that preserves and protect village and rural character.

Objectives

- Maintain and enhance a small-scale attractive and walkable village atmosphere in Intercourse and Paradise

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- Support the health and vitality of agricultural resources and industry
- Create opportunities for visitors to learn about the cultural and heritage resources of rural Lancaster County
- Preserve and enhance the character of rural roads in and adjacent to the Region, particularly along Routes 340 and 772

Strategies

- Consider adopting demolition ordinances for Intercourse and Paradise village areas to preserve historic and small-scale character
- Work with Lancaster County or a design and planner firm to create a vision design plan to illustrate a desired infill and development plan for Intercourse and Paradise Villages
- Create streetscape standards to support attractive, compact development that can be effectively served by multiple modes of transportation. Issues to consider include:
 - Sidewalk plan
 - Driveway access standards
 - Pedestrian crossing plan
 - Bicycle access plan
 - Shuttle service feasibility study
 - Shared parking strategy
 - Gateway improvement strategies
 - Wayfinding and interpretive signage
- Implement scenic byway sign controls that limit the number, size, and design of advertising signs along Route 340
- Create development standards to preserve and enhance village character
- All three townships should use the Lancaster County Agri-tourism Guidelines and model ordinance to develop reasonable regulation of the industry so that it supports regional land use and economic goals and meets relevant state requirements

Housing

Goal: Provide high-quality housing opportunities in appropriate areas to meet the needs of current and future residents, regardless of household size, age, ethnicity or income

Objectives

- Encourage innovation in site design and promote residential diversity in building types and materials to support compact development types within Designated Growth Areas
- Encourage rural housing development standards that minimize consumption of farmland and respect the cultural needs of the Region's plain sects
- Encourage affordable home ownership and rental housing options for residents of all ages and income levels to meet the needs of current residents and ensure the Region is able to attract a diverse population in the future

Strategies

- Review and revise residential zoning standards to ensure that they support regional land use and housing goals and objectives
- Stabilize older residential housing stock through effective code enforcement

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- Encourage ongoing investment in older homes by ensuring that zoning development standards are consistent with the built environment in older neighborhoods – reducing the need for zoning variances for things like setbacks, minimum lot size, etc.
- Review local ordinances and regulations to encourage the provision of adequate workforce housing in the Region

Transportation

Goal: Provide a transportation network that meets current and future motorized and non-motorized transportation demands while preserving the Region's community character and desired land use patterns.

Objectives

- Coordinate regional transportation improvement strategies to maximize impact and benefit
- Support a network of sidewalks, bicycle facilities, and trail systems to encourage pedestrian and other non-motorized transportation in village and residential areas

Strategies

- Consider adoption of a regional Official Map reflecting planned and/or desired vehicular, transit, and pedestrian improvements
- Coordinate with PennDOT, Lancaster County and others as appropriate to effectively advocate for transportation improvements in the Region
- Continue to work with PennDOT to implement Route 30 intersection and capacity improvements between Routes 41 and 772

Water and Wastewater Infrastructure and Community Facilities

Goal: Maintain and enhance high-quality and cost-effective systems with Designated Growth Areas that will support economic development and community needs, reinforce desired land use patterns and ensure long-term financial stability

Objectives

- Provide for adequate water and wastewater supply and rate structure to support economic development, residential needs, and firefighting
- Coordinate water and wastewater extensions with land use policy
- Ensure that wastewater systems protect local watersheds and contribute to meeting the standards of the Chesapeake Bay Pollutant Reduction Plan and the requirements of the Pennsylvania DEP permitting process
- Create funding streams to manage existing and potential new recreation facilities

Strategies

- Develop and implement wastewater strategies for rural areas to address malfunctioning on-lot systems without increasing development pressures outside of the UGA. Use the Lancaster County Wastewater Strategies for Urban Areas as a tool in creating those strategies
- Investigate the potential for a regional wellhead protection program and prepare a Source Water Protection Plan
- Investigate inflow and infiltration reduction programs

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- Investigate nutrient trading – between regional authorities and/or other uses – as a tool to minimize the cost of complying with the standards of the Chesapeake Bay Agreement
- Leacock should develop a recreation fee in lieu of land dedication for development to fund recreation capital needs similar to those found in Salisbury and Paradise townships

Water Resources

Goal: Protect the Region’s vital water resources including, wetlands, floodplains, water resources, and important habitat areas

Objectives

- Investigate a regional and integrated approach to stormwater management and MS4 requirements in the Region
- Improve nutrient management

Strategies

- Create a regional structure to manage stormwater and the MS4 process for all three municipalities. Specific steps will include:
 - Develop a shared management structure between the townships
 - Hire a professional engineer or qualified consulting firm to operate the program
 - Renew/pursue appropriate NPDES permits, individually or together as appropriate for each township
 - Revise stormwater, SALDO, zoning, and other relevant ordinances to meet the requirements of NPDES permits and the Lancaster County 167 Plan as anticipated by the Pennsylvania DEP, when adopted. Amendments could address:
 - Best management practices (BMPs) for sediment and erosion control during construction and ongoing stormwater management
 - Enhanced protection of riparian corridors and forested buffers along stream banks
 - Enhanced nutrient management regulations
 - Inclusion of stormwater retrofits in redevelopment and street rebuilding projects
 - Revisions to floodplain ordinances to ensure adequate protections of water features
 - Provision of model infiltration system designs to applicants with small-scale small projects to increase compliance with stormwater requirements
 - Consider the role of green infrastructure in stormwater management

Heritage Resources

Goal: Conserve the Region’s natural, cultural, and heritage resources

Objectives

- Promote the preservation and, where appropriate, adaptive reuse of historic properties
- Promote cultural and heritage tourism in the Region
- Protect environmentally sensitive land areas including woodlands and steep slopes

Strategies

- Complete a heritage and cultural resources survey for the Region
- Adopt design guidelines for infill development that are protective of heritage resources or adjacent historic districts

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- Consider development of a comprehensive environmental protection overlay district and/or effective conservation zoning per the Lancaster County model conservation ordinance

Regional Coordination

Goal: Provide high-quality, cost effective public services for the Pequea Valley Region.

Objective

- Identify and pursue future opportunities to coordinate service provision

Strategies

- Pursue a regional approach to stormwater management and MS4 compliance as outlined in the Water Resources section above
- Pursue sharing and coordination of water and wastewater systems within the Pequea Valley Region and/or with other adjacent municipalities as appropriate
- Work together to advocate for regional needs with private, county, state, and federal agencies.
- Consider a program to share equipment and/or staff for local road and other public works projects
- Consider creating a regional “Planning Office” that would be responsible for addressing issues of a regional concern, as well as provide administrative services as deemed necessary per each municipality
- Evaluate the need and cost impacts of sharing police services through the Pennsylvania State Police, partnership(s) with adjacent municipalities, or some other form of service delivery

Appendix A: Pequea Valley Demographic Profile

Demographic Overview

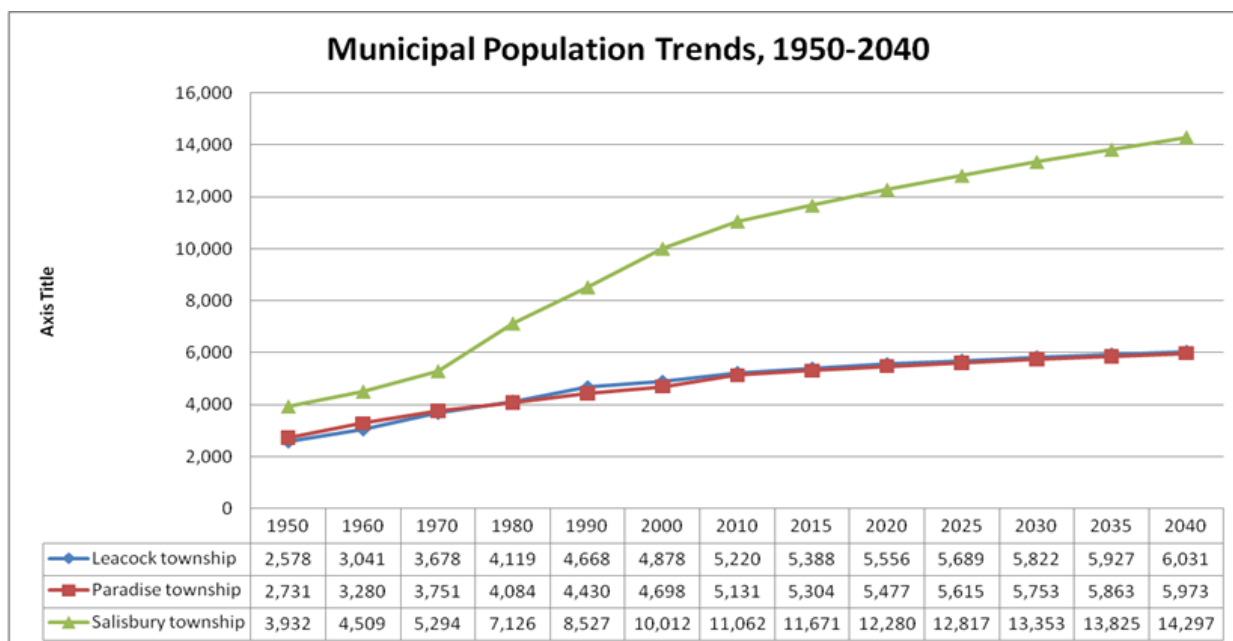
Understanding facts about the size and nature of the population of an area is essential to making decisions about land use, housing and the provision of services for residents. This appendix will present an overview of the characteristics of the current population, as well as population and housing projections for the region. It also includes a description of housing characteristics for each municipality.

Demographic Summary

The Pequea Valley Region is characterized by a slightly younger, less affluent population, with very little minority presence, and lower education levels than Lancaster County as a whole. The growth of the plain-sect population and the influx of new residents along the major transportation corridors have increased the populations of these sparsely populated rural townships over the past 60 years.

Population Trends

The area saw substantial growth in the 1970s and 1980s, with growth rates as high as 34% over 10 years. Population increases have continued though, albeit at a slower rate, with growth rates of nearly 10% between 2000 and 2010. Despite marked growth over the last 60 years, population growth is projected to slow between now and 2040 (the extent of the Lancaster County Planning Commission's population projections). The three townships experienced growth every decade between 1950 and the current 2010 Census; however, Salisbury Township has seen the most significant growth as its population grew from 3,932 in 1950 to 11,062 in 2010. The projections shown below are from the Lancaster County Planning Commission. Based on these projections, the population of the three townships is likely to continue to increase, but at a slightly slower rate than the previous decades.



Source, U.S. Census Bureau, 2010 and Lancaster County Planning Commission

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Table A1: Population Trends

Municipality	1950	1960	1970	1980	1990	2000	2010	2015*	2020*	2025*	2030*	2035*	2040*
Leacock Township	2,578	3,041	3,678	4,119	4,668	4,878	5,220	5,388	5,556	5,689	5,822	5,927	6,031
Paradise Township	2,731	3,280	3,751	4,084	4,430	4,698	5,131	5,304	5,477	5,615	5,753	5,863	5,973
Salisbury Township	3,932	4,509	5,294	7,126	8,527	10,012	11,062	11,671	12,280	12,817	13,353	13,825	14,297
Region	9,241	10,830	12,723	15,329	17,625	19,588	21,413	22,363	23,313	24,121	24,928	25,615	26,301

Source: U.S. Census Bureau, 2010 and *LCPC Population Projections

As, **Table A1** shows, the population of the Region more than doubled from 1950 to the 2010 Census; however, the LCPC population projections have an approximately 23% growth rate occurring between 2010 and 2040 for the Pequea Valley Region. Leacock Township, starting from a smaller base, is projected to increase by an additional 16% between 2010 and 2040, experiencing an increase of 811 persons. Paradise Township is projected to increase by 16% percent, growing by 842 persons. Salisbury Township, the largest of the three townships in land mass, is projected to increase by almost 29%, or 3205 persons, by 2040. Salisbury Township has seen a substantial growth rate each decade starting from the 1970 Census to the 2010 Census. The LCPC Population Projections have that growth rate becoming steadier within the next 30 years with an anticipated growth rate of approximately 7-10% each decade, which is slightly lower than last decade, and significantly lower than growth rates experienced at the peak.

Residency

Figures from the U.S. Census Bureau's American Community Survey indicate that approximately 11,452 people moved into Lancaster County from some other county in Pennsylvania between 200 and 2010, 547 of which moved to the region. The figures also indicate that 846 people have moved to the Pequea Region from within Lancaster County. Additionally, the figures indicate that 101 people moved from another state into the region over this 10-year period.

Figures on the length of time people have resided in their homes reveal that the region has a very stable population base. **Table A2**, Length of Residence, indicates that 92.7% of households resided in the same house as they did a year ago. This compares to 87.8% for Lancaster County, 87.4% for Pennsylvania, and 84.2% nationally.

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Table A2: Length of Residence (2006 to 2010)

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Total:	4,982	4,964	10,648	20,594	504,118	12,473,016	300,061,429
Same house 1 year ago	4,562	4,697	9,823	19,082	442,617	10,905,982	252,727,620
Moved within same county	308	159	379	846	40,154	935,392	28,240,219
Moved from different county within same state	92	68	387	547	11,452	335,434	9,966,140
Moved from different state	20	40	41	101	7,396	245,508	7,284,354
Moved from abroad	0	0	18	18	2,499	50,700	1,843,096

Source: U.S. Census Bureau, 2006-2010 American Community Survey

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Same house 1 year ago	91.6%	94.6%	92.3%	92.7%	87.8%	87.4%	84.2%
Moved within same county	6.2%	3.2%	3.6%	4.1%	8.0%	7.5%	9.4%
Moved from different count within same state	1.8%	1.4%	3.6%	2.7%	2.3%	2.7%	3.3%
Moved from different state	0.4%	0.8%	0.4%	0.5%	1.5%	2.0%	2.4%
Moved from abroad	0.0%	0.0%	0.2%	0.1%	0.5%	0.4%	0.6%

Source: U.S. Census Bureau, 2006-2010 American Community Survey

Households

Approximately 81 percent of the population in the region lives in family households, with the remaining 19 percent living in non-family households. The percentage of family households exceeds the US figure of 68 percent in all three municipalities. The percentage of householders living alone is also well below the US figure (25.8 percent) in all three municipalities. Nielson Claritas, a private firm that provides demographic and economic data, projects that from 2011-2016 the number of households will increase by 3.25% for Paradise, 3.95% for Leacock, and 4.67% for Salisbury Township. This data is especially important for understanding future housing needs.

The average household size of the three municipalities according to 2011 Census estimates was 3.19 persons. The average household size in Paradise Township is slightly lower than the other two municipalities at 2.91 persons per household, while Salisbury Township was at 3.32 persons per household and Leacock Township at 3.35 persons per household. These are much larger than average household sizes for Lancaster County and the state, which are 2.19 and 2.49, respectively. This household size is directly related to the significantly higher percentages of family-households in the region, and the age characteristics of residents, presented in the next section.

Age Characteristics

Table A3 breaks down the population of each of the three municipalities and the region by age cohort and compares these figures to county, state and national percentages. There are noticeable differences both among the municipalities and in comparison to the county, Commonwealth, and nation.

Table A3: Age Characteristics

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Age 0 to 4	12.52%	8.34%	10.50%	10.50%	7.11%	5.94%	6.94%
Age 5 to 9	9.02%	7.92%	8.46%	8.47%	6.80%	5.91%	6.71%
Age 10 to 14	8.71%	7.35%	8.75%	8.42%	6.70%	6.04%	6.53%
Age 15 to 17	4.51%	4.55%	5.03%	4.79%	4.32%	4.14%	4.16%
Age 18 to 20	4.89%	4.20%	4.03%	4.28%	4.30%	4.34%	4.26%
Age 21 to 24	5.71%	5.52%	5.36%	5.48%	5.08%	5.23%	5.47%
Age 25 to 34	15.26%	13.64%	12.79%	13.59%	12.20%	12.15%	13.34%
Age 35 to 44	10.45%	10.87%	11.58%	11.14%	12.12%	12.72%	13.28%
Age 45 to 54	8.60%	12.75%	12.99%	11.86%	14.28%	14.97%	14.30%
Age 55 to 64	7.88%	10.83%	10.22%	9.79%	11.98%	12.67%	11.71%
Age 65 to 74	7.04%	8.08%	6.43%	6.96%	7.58%	7.97%	7.17%
Age 75 to 84	3.82%	4.40%	2.92%	3.49%	5.13%	5.37%	4.26%
Age 85 and over	1.60%	1.56%	0.94%	1.25%	2.42%	2.53%	1.88%
Age 18 and over	65.24%	71.84%	67.27%	67.83%	75.08%	77.97%	75.67%
Age 21 and over	60.35%	67.64%	63.24%	63.55%	70.78%	73.63%	71.40%
Age 65 and over	12.46%	14.04%	10.29%	11.69%	15.13%	15.87%	13.31%
Median Age	28.04	33.89	31.16	30.93	37.89	39.91	36.95

Source, Nielson Claritas 2011 Estimates

Throughout the region, the average percentage of school-age persons is higher than county, state, and national figures. The percentage of young adults (age 18 to 34) is similar to both state and national averages, but from that cohort forward, the percentages are lower than national figures. The result is that the Pequea Valley Region has a median age (30.93) lower than the county, state, and nation by 6-9 years. Leacock Township has the lowest median age (28.04), in part because of the relative strength of the age 0 – 34 cohorts and the smaller size of its middle-aged cohort. The percentage of seniors (65+) in the region is lower than both county and state, further contributing to the low median age.

Nielson Claritas' projections for 2016 indicate that the numbers of youths and seniors in the population will essentially stay the same over the next 5 years in all three municipalities. The projected increases in population will likely be a result of larger young adult and middle-aged cohorts. The changes in relative percentages of different age cohorts will also affect projected median age. Leacock Township will have the youngest median age, 28.48, by 2016, and Paradise Township is expected to have the highest median age, 33.89.

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Racial/Ethnic Characteristics

The racial composition of the Region according to the Nielson Claritas 2011 Estimates is shown in **Table A4**. The local population is predominantly white, with percentages of less than 1% each for African Americans, Asians and other ethnic groups. The Hispanic population is also very small relative to US and Lancaster County figures.

Table A4: Racial Characteristics

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
White Alone	97.39%	97.66%	96.97%	97.23%	89.12%	82.54%	71.99%
Black or African American Alone	0.72%	0.91%	0.81%	0.81%	3.30%	10.60%	12.45%
American Indian and Alaska Native Alone	0.17%	0.14%	0.10%	0.13%	0.18%	0.20%	0.95%
Asian Alone	0.74%	0.06%	0.59%	0.50%	1.68%	2.52%	4.50%
Native Hawaiian and Other Pacific Islander Alone	0.02%	0.06%	0.04%	0.04%	0.04%	0.04%	0.17%
Some Other Race Alone	0.29%	0.24%	0.48%	0.38%	4.01%	2.43%	6.90%
Two or More Races	0.67%	0.93%	1.01%	0.91%	1.67%	1.67%	3.05%
2011 Estimated Population Hispanic or Latino by Origin							
Hispanic or Latino	0.9%	1.2%	1.6%	1.3%	7.9%	5.3%	16.1%

Source, Nielson Claritas 2011 Estimates

The 2011 estimates from Nielson Claritas show increases in the percentages of blacks and Hispanics. However, the increases in total numbers and percentages are negligible in all three municipalities. The projections indicate some increase in these population groups over time, but statistical indications show that this region will continue to have a much higher rate of white population than found in the county, state, or nation.

Educational Attainment

Educational attainment figures are important for assessing the types of jobs and industries an area can support. The educational attainment figures for each of the three municipalities and the Region are shown in **Table A5**.

Table A5: Educational Attainment

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Less than 9th grade	42.58%	15.51%	18.40%	23.27%	7.83%	3.99%	6.32%
Some High School, no diploma	18.94%	14.80%	12.89%	14.76%	9.64%	8.62%	8.77%
High School Graduate (or GED)	23.85%	41.27%	39.48%	36.32%	38.90%	37.82%	28.92%
Some College, no degree	7.17%	13.79%	10.92%	10.76%	14.54%	16.10%	20.79%
Associate Degree	1.50%	3.74%	5.20%	3.99%	5.71%	7.24%	7.47%
Bachelor's Degree	4.21%	7.51%	9.10%	7.58%	15.57%	16.18%	17.52%
Master's Degree	1.29%	2.47%	3.17%	2.56%	5.63%	6.96%	7.12%
Professional School Degree	0.03%	0.78%	0.69%	0.56%	1.35%	1.87%	1.94%
Doctorate Degree	0.42%	0.13%	0.14%	0.20%	0.82%	1.21%	1.14%

Source, Nielson Claritas 2011 Estimates

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These figures are very revealing. Significantly higher percentages of residents over 25 did not graduate or even attend high school. The less than 9th grade attainment percentages found in the Pequea Valley Region can be specifically attributed to the plain-sect population, where an education beyond the basics is perceived not to be necessary. The region also has a slightly lower percentage of high school graduates relative to county and state figures. Furthermore, the percentages of persons with a post-secondary education are low. Thus, the overall educational attainment level is lower than state and national figures.

The explanation for this may be attributed to several factors. First, some residents, even those outside the plain-sect communities, graduate from high school and go to work in agriculture or agricultural-related businesses, and feel that they do not need or want further education. In part, it may also reflect the “brain drain” that many Pennsylvania and rural communities face as educated young people leave the area for better jobs elsewhere in the country.

Housing Analysis

Tenure and Vacancy

According to the Nielson Claritas 2011 Estimates, Leacock Township had 1,624 housing units, of which 1,570 (96.7 percent) were occupied. The same year, Paradise Township had 1,732 housing units, of which 1,685 (97.3 percent) were occupied, and Salisbury Township contained 3,450 units with 3,359 (97.4 percent) occupied. The Region’s vacancy rate was 2.8% as of 2011, which is reflective of today’s housing market in rural municipalities with limited rental opportunities. The region is also predominantly owner-occupied. The owner-to-renter ratio in Leacock Township is close to the national figure, but Paradise and Salisbury Townships have higher percentages of owner-occupied units. (See **Table A6**)

Table A6: Housing Ownership by Percent

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Housing Units	1,624	1,732	3,450	6,806	200,994	5,588,443	130,370,003
Occupied Units	1,570	1,685	3,359	6,614	193,026	5,018,137	116,862,390
Owner-occupied	1,025	1,192	2,623	4,840	135,587	3,561,604	77,595,191
Renter-occupied	545	493	736	1,774	57,439	1,456,533	39,267,199
Vacant	54	47	91	192	7,968	570,306	13,507,613

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Occupied Units	96.7%	97.3%	97.4%	97.2%	96.0%	89.8%	89.6%
Owner-occupied	65.3%	70.7%	78.1%	73.2%	70.2%	71.0%	66.4%
Renter-occupied	34.7%	29.3%	21.9%	26.8%	29.8%	29.0%	33.6%
Vacant	3.3%	2.7%	2.6%	2.8%	4.0%	10.2%	10.4%

Source, Nielson Claritas 2011 Estimates

Housing Types

Table A7 shows the percentages of housing by types in the three municipalities, as per the Nielson Claritas 2011 Estimates. All three Townships have above average shares of single-family detached housing units. The percentage

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of mobile homes or trailer units is also higher than county, state, and national levels. The regional percentage of mobile home or trailer units is 11.58%, and Salisbury Township has 14.96% of its dwelling units in this category, compared with state and national averages in the 4-7% range. The agrarian and/or rural nature of these three municipalities and the limited public sewer and water service outside of the designated growth areas heavily influence the development of single-family attached and detached units rather than multi-family units.

Table A7: Housing Units by Units in Structure

Housing Units by Units in Structure	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
1 Unit Attached	13.49%	11.14%	5.97%	9.08%	19.19%	18.08%	5.73%
1 Unit Detached	66.81%	69.00%	74.72%	71.38%	57.83%	57.14%	61.60%
2 Units	8.37%	5.43%	2.17%	4.48%	3.82%	4.91%	3.90%
3 or 4 Units	3.76%	4.21%	1.28%	2.62%	4.83%	4.26%	4.49%
5 to 19 Units	0.68%	0.64%	0.90%	0.78%	6.23%	5.84%	9.42%
20 to 49 Units	0.00%	0.00%	0.00%	0.00%	1.35%	1.84%	3.44%
50 or More Units	0.37%	0.00%	0.00%	0.09%	2.45%	3.52%	4.66%
Mobile Home or Trailer	6.53%	9.58%	14.96%	11.58%	4.28%	4.40%	6.67%
Boat, RV, Van, etc.	0.00%	0.00%	0.00%	0.00%	0.01%	0.01%	0.08%

Source, Nielson Claritas 2011 Estimates

Growth and Projections

The Nielson Claritas projections anticipate limited growth in the number of households over the next years, largely due to the current housing market and nationwide economic situation. The Nielson Claritas figures show the percentage of vacant units to basically maintain their 2011 levels. **Table A8** shows these projections in terms of both numbers of units and households.

Table A8: Household Trend Estimates and Projections

	Leacock		Paradise		Salisbury		Region		Lancaster County	
	2011 Estimate	2016 Projection	2011 Estimate	2016 Projection	2011 Estimate	2016 Projection	2011 Estimate	2016 Projection	2011 Estimate	2016 Projection
Housing Units	1,624	1,688	1,732	1,789	3,450	3,594	6,806	7,071	200,994	209,277
Households	1,570	1,632	1,685	1,740	3,359	3,498	6,614	6,870	193,026	201,036
Vacant	54	56	47	49	91	96	192	201	7,968	8,241

Source, Nielson Claritas 2011 Estimates

Age of Units

Due to the fact that all three townships experienced their greatest population increases between 1970 and 2000, large shares of the housing stock are from this time period. Approximately 35% of Paradise Township's, 40% of Leacock Township's and 57% of Salisbury Township's housing stock were constructed during these three decades. Though this may seem relatively recent, the oldest of these dwelling units are approaching 40 years of age. In addition, significant shares of the housing stock all three Townships were constructed prior to 1940. Since close to

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one-fourth of the housing stock in the region is 70+ years old, the three municipalities should consider preservation and rehabilitation as a tool to protect the historic and cultural integrity of the housing stock and the significant rural and agricultural landscape these three municipalities share.

Table A9: Year Structure Built

2011 Estimated Housing Units by Year Structure Built

Year/Period	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
2000 or Later	9.91%	8.20%	10.41%	9.73%	11.86%	8.75%	14.25%
1990 to 1999	11.45%	13.80%	19.57%	16.16%	14.31%	9.33%	14.21%
1980 to 1989	10.71%	8.31%	20.72%	15.18%	14.14%	9.44%	13.78%
1970 to 1979	17.67%	13.28%	16.87%	16.15%	13.28%	12.48%	16.07%
1960 to 1969	9.54%	13.80%	6.38%	9.02%	9.14%	10.24%	11.61%
1950 to 1959	6.71%	7.33%	5.65%	6.33%	9.34%	13.30%	11.00%
1940 to 1949	2.03%	5.08%	3.10%	3.35%	5.24%	8.65%	6.00%
1939 or Earlier	31.96%	30.20%	17.30%	24.08%	22.67%	27.82%	13.08%
Median Year Structure Built	1970	1965	1980	1974	1973	1960	1975

Source, Nielson Claritas 2011 Estimates

Housing Values

The three townships are bucolic in nature, offer a great quality of life, and have many working farms mostly owned by the plain-sect population, which limits the potential for future residential development of the farms. This has created land pressures that have raised the cost of housing above the county, state, and national median values. Lancaster County has been somewhat insulated from the housing crash many parts of Pennsylvania and nation have experienced, so housing values have not dropped significantly in this region nor are they expected to in the future. **Table A10**, below, shows that estimated housing values in the three Townships are higher than the county median value, but not to the extent that precludes potential homebuyers from being able to afford housing in any of these three townships. Approximately 55 percent of owner occupied homes were valued between \$150,000 and \$300,000. In the highest ranges, 6.63 percent of homes were valued between \$500,000-999,999, and just 2.19 percent of the region's homes were valued at above \$1,000,000.

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Table A10: Estimated All Owner-Occupied Housing Units by Value – 2011

2011 Estimated All Owner-Occupied Housing Units by Value	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Less than \$20,000	3.80%	0.34%	0.95%	1.40%	1.32%	2.28%	2.57%
\$20,000 to \$39,999	3.71%	0.00%	3.24%	2.54%	1.75%	3.84%	3.61%
\$40,000 to \$59,999	2.05%	0.34%	3.13%	2.21%	1.21%	5.53%	4.79%
\$60,000 to \$79,999	1.76%	0.50%	1.56%	1.34%	1.72%	6.74%	5.75%
\$80,000 to \$99,999	0.10%	2.10%	2.55%	1.92%	3.30%	7.93%	7.02%
\$100,000 to \$149,999	6.44%	14.60%	10.37%	10.58%	19.63%	22.08%	19.53%
\$150,000 to \$199,999	12.98%	27.68%	22.30%	21.65%	28.34%	16.92%	14.79%
\$200,000 to \$299,999	36.10%	32.38%	32.63%	33.31%	28.11%	18.89%	18.46%
\$300,000 to \$399,999	12.68%	9.06%	12.73%	11.82%	7.76%	7.51%	9.20%
\$400,000 to \$499,999	5.27%	3.86%	4.31%	4.40%	2.86%	3.45%	4.97%
\$500,000 to \$749,999	6.54%	4.95%	1.64%	3.49%	2.44%	3.14%	5.49%
\$750,000 to \$999,999	4.29%	2.27%	3.09%	3.14%	0.95%	0.94%	2.03%
\$1,000,000 or more	4.29%	1.93%	1.49%	2.19%	0.62%	0.77%	1.79%
Median Value	\$253,108	\$213,731	\$218,049	\$225,062	\$187,170	\$154,772	\$172,751

Source, Nielson Claritas 2011 Estimates

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Median Annual Household Income	52,214	52,686	61,987	55,629	54,765	50,398	51,914
Median Monthly Mortgage Payment	837	1,209	1,145	1,064	1,092	978	1,126
Percent of Household Income	19%	28%	22%	23%	24%	23%	26%

Source: U.S. Census Bureau, 2006-2010 American Community Survey

Nielson Claritas data show that regional home values increased by over 67.2 percent in the period 2000 to 2011, a fact of which many residents and potential home buyers are well aware. The projected increases between 2011 and 2016, however, are much more moderate, in the range of 10 percent, as **Table A11** shows.

Table A11: Median All Owner-Occupied Housing Unit Value Trend

Median All Owner-Occupied Housing Unit Value Trend

	Leacock Township			Paradise Township			Salisbury Township		
	2000 Census	2011 Estimate	2016 Projection	2000 Census	2011 Estimate	2016 Projection	2000 Census	2011 Estimate	2016 Projection
Median Value	\$152,738	\$253,108	\$272,270	\$128,2433	\$213,7311	\$238,4355	\$132,1922	\$218,062	\$243,412
Increase		\$100,370	\$19,162		\$85,488	\$24,704		\$85,857	\$25,382
% Increase		65.7%	7.6%		66.7%	11.6%		64.9%	11.6%

Source, Nielson Claritas 2011 Estimates

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Affordability – Owner Market

Median mortgage payments according the American Community Survey 2006-2010 were within \$100 of state and national figures, and the percent of homeowners who are “cost-burdened,” defined as paying more than 30 percent of income for shelter, was very low in the Pequea Valley region. The average housing burden was 19% of household income in Leacock Township, 22% in Salisbury Township, and 28% in Paradise Township.

However, the picture has changed for those looking to purchase a home in the region, in large measure because of the dramatic increase in housing prices prior to the collapse of the housing bubble. Housing prices have increased much faster than incomes, and affordability is an issue for residents seeking to purchase a home. Trulia.com, a real estate search website indicates that the average listing price by zip code for a home in the Region is approximately \$233,255 as of August 2012. The median sales price by zip code ranged from \$126,900 – \$225,000 during May-July 2012. The estimated median household income for the region is \$55,629 per the American Community Survey. Using the National Association of Realtors Affordability Calculator, a household at that income could afford a home valued at \$206,329 (monthly payments of \$1,298. The current listing price of homes in the region is higher than what median household income earners can currently afford, and, with lenders having more stringent standards than prior to the housing crash, affordability is an issue in the region even with the historically low mortgage interest rates.

It should be noted that, to some extent, housing prices are influenced by the external nature of the market. That is, households coming from outside the Region may well see housing prices in the Region as affordable relative to prices in their area. This inflation can create a situation in which all housing prices rise to some degree. However, the collapse of the housing “bubble” and increased standards for loans has certainly affected the market, resulting in smaller monetary appreciation of housing than we saw in the preceding decade. The housing market has begun to improve, but the future outlook is uncertain at this time due to regulatory changes and stagnant incomes.

Affordability - Rental Market

The situation is different for renters in the Region. **Table A12** shows the structure of rents in 2010. There were 1,774 rental units in the three municipalities. Despite the relative paucity of rental units across the Region, the median gross rent was \$754, approximately 11.5 % below the national median. The Pequea Valley Region saw almost two-thirds (62.5 percent) of the units rented for between \$500 and \$1,000. The next largest group (18.5 percent) rented for between \$1,000 and \$1,499. There were only 13 rents greater than \$1,500 and they were all located in Paradise Township. Just over 11% of households paid no cash rent. According to the 2010 American Community Survey, the ratio of household income to rent costs was below the state and national rates. The median rent is lower than fair market value in Lancaster County for a two bedroom apartment according to the National Low Income Housing Coalition and HUD; however, the current economic climate still makes affordability a challenge for families with limited earning potential.

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Table A12: Gross Rent – Renter Occupied Units

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Total:	553	373	664	1,590	57,126	1,431,969	38,146,346
With cash rent:	481	319	608	1,408	54,519	1,341,115	35,969,315
<\$200	8	0	0	8	691	41800	811,017
\$200 to \$299	14	0	0	14	1,001	58,782	1,227,352
\$300 to \$499	48	25	160	233	4932	180026	3,526,622
\$500 to \$749	137	128	223	488	17,779	407745	8,956,458
\$750 to \$999	232	62	97	391	16,682	337691	8,772,933
\$1,000 to \$1,499	42	91	128	261	10,524	237,390	8,457,813
>\$1,500	0	13	0	13	2,910	77,681	4,217,120
No cash rent	72	54	56	182	2,607	90,854	2,177,031
	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
With cash rent:	87.0%	85.5%	91.6%	88.6%	95.4%	93.7%	94.3%
<\$200	1.7%	0.0%	0.0%	0.6%	1.3%	3.1%	2.3%
\$200 to \$299	2.9%	0.0%	0.0%	1.0%	1.8%	4.4%	3.4%
\$300 to \$499	10.0%	7.8%	26.3%	16.5%	9.0%	13.4%	9.8%
\$500 to \$749	28.5%	40.1%	36.7%	34.7%	32.6%	30.4%	24.9%
\$750 to \$999	48.2%	19.4%	16.0%	27.8%	30.6%	25.2%	24.4%
\$1,000 to \$1,499	8.7%	28.5%	21.1%	18.5%	19.3%	17.7%	23.5%
>\$1,500	0.0%	4.1%	0.0%	0.9%	5.3%	5.8%	11.7%
No cash rent	13.0%	14.5%	8.4%	11.4%	4.6%	6.3%	5.7%
	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Median household income (yearly)	52,214	52,686	61,987	55,629	54,765	50,398	51,914
Median gross rent (monthly)	781	777	704	754	789	739	841
% of Household Income	17.9%	17.7%	13.6%	16.3%	17.3%	17.6%	19.4%

Source, Nielson Claritas 2011 Estimates

Economic Analysis

Income

Understanding the relationship between households and income is essential to the planning process. The educational attainment figures do not present a promising outlook for incomes, but, in this instance, those figures are misleading, in part due to the presence of the plain-sect whose educational attainment is limited, but the earning potential from farming and business ownership is high. The region had a nearly equal median income to the rest of the nation, but a lower median income than the county, as **Table A13** demonstrates.

Table A13: Household Income – 2010

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Less than \$15,000	16.05%	8.90%	8.43%	10.36%	8.72%	13.35%	12.92%
\$15,000 to \$24,999	9.11%	9.73%	8.01%	8.71%	9.57%	11.53%	10.77%
\$25,000 to \$34,999	9.87%	11.99%	10.45%	10.70%	11.19%	11.50%	11.10%
\$35,000 to \$49,999	22.42%	21.19%	19.32%	20.53%	17.34%	15.78%	15.50%
\$50,000 to \$74,999	19.24%	24.04%	22.15%	21.94%	23.73%	19.65%	19.49%
\$75,000 to \$99,999	9.81%	12.64%	15.39%	13.37%	13.76%	11.68%	11.91%
\$100,000 to \$124,999	6.94%	5.46%	8.40%	7.30%	7.49%	7.02%	7.35%
\$125,000 to \$149,999	3.25%	2.49%	3.51%	3.19%	3.61%	3.72%	4.04%
\$150,000 to \$199,999	3.31%	2.08%	2.08%	2.37%	2.30%	2.69%	3.24%
\$200,000 to \$499,999	0.00%	1.31%	2.08%	1.39%	1.99%	2.54%	3.04%
\$500,000 or more	0.00%	0.18%	0.18%	0.14%	0.32%	0.53%	0.64%
2011 Estimated Median Household Income	\$45,014	\$48,718	\$54,284	\$49,779	\$53,359	\$47,949	\$49,726
2011 Estimated Per Capita Income	\$16,037	\$20,460	\$19,925	\$19,095	\$24,625	\$25,643	\$25,728
2011 Families Below Poverty	13.77%	6.51%	8.18%	9.09%	6.01%	8.42%	10.12%

Source, Nielson Claritas 2011 Estimates

The income figures for the three municipalities show their relative financial stability. Forty-three percent of households earn between \$35,000 and \$75,000. There is a small percentage of households who earn between \$200,000-500,000, but at the same time, there are minimal number of very low income households, and the average percentage of persons in poverty according to 2011 estimates was slightly less than the national average, but higher than county and state levels. The per capita income figure is below the county, state and national figures, but the higher number of persons per household plays a large factor in this calculation.

Going forward, Nielson Claritas projects that incomes will rise about 1.7 percent in Leacock Township, approximately 1.8 percent in Paradise Township and 2.7 percent in Salisbury Township between 2011 and 2016. Nielson Claritas projects a median income of \$50,386 in 2016 for the region. This relatively small increase in

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income is an indication of how the economic downturn has affected the rate of increase of household incomes within the region.

Labor Supply

The supply of labor in an area is key decision-making factor for expanding or relocating businesses. The labor supply in the region appears to be tight for a number of reasons. The labor market, defined as those persons over the age of 16, was 15,193, according to the 2011 Nielson Claritas Estimates. Of this population, 10,010 persons were in the workforce, resulting in a labor force participation rate of 65.9 percent, which is within two percentage points of the state and national figures. **Table A14** shows these and other labor force statistics.

Table A14: Labor Force Characteristics

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
In Labor Force	65.7%	64.4%	66.7%	65.9%	67.0%	63.4%	65.2%
All parents in family in labor force	27.9%	33.5%	44.0%	37.8%	60.6%	69.3%	68.5%
Worked at Home	20.74%	11.16%	9.16%	12.41%	4.99%	3.56%	4.15%
2011 Estimated Average Travel Time to Work in Minutes	28.55	25.91	28.98	28.13	23.93	27.69	27.59

Source, Nielson Claritas 2011 Estimates and American Community Survey of Census Bureau

The percentage of participation in the three municipalities was 65.7 percent in Leacock, 64.3 percent in Paradise Township and 66.7 percent in Salisbury Township. The three municipalities had significantly lower percentages of “all parents in the labor force,” than the county, state, and nation, which ranged from 60.6 to 69.3 percent. The regional percentage was only 37.8 percent, which most likely could be attributed to the significant plain-sect population in this region. The plain-sect population also plays a role in the large number of persons working at home. The high percentage of home-based workers is reflective more of people employed in home based businesses (farms, agricultural support, and rural businesses) than of the presence of telecommuters. Commute time to work is similar to county, state, and national levels which are near 30 minutes. This is likely because the region is close to employment centers in both Lancaster and Chester counties making the commute relatively short.

The relatively high percentage of persons in the workforce, combined with the 11.7 percent of persons of retirement age, indicate that there is little “slack” in the labor market, even in light of the high unemployment rates throughout the United States. Lancaster County’s unemployment rate is 6.9 percent as of July, 2012 which is lower than state and national averages.

Occupation and Industry

Closely related to the income figures are statistics for occupations and industries of employment for the Region. This data addresses wage and skills data in an indirect fashion, demonstrating what types of work experience and employment residents typically have. **Table A15**, from the Nielson Claritas 2011 Estimates data, reveals that the three municipalities have a higher than average percentage of workers in agriculture, production, construction and extraction, and transportation and material moving, and significantly lower percentage of workers in business and financial operations, or other professional occupations. Office and administrative support are also below national figures, while food preparation and serving related occupations is above the national percentage. The production/transportation figures reflect the strength of manufacturing in the entire Lancaster/York County area.

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The high percentage of persons in the construction occupations stems from the numerous smaller special trades contractors and rural businesses located in the region.

In terms of the industries in which residents work, the region has more than twice the percentage of agricultural workers than the county, which is already statistically high. Construction and Extraction and Production are also very well represented in the region, with figures well above county, state, and national levels. Sales and Related Occupations are similar to those in the rest of the county and state, but slightly lower than national figures. Other industries, such as Education, Training, and Library; Healthcare Practitioners and Technical; and Personal Care are relatively weak in comparison with national, state and county levels.

Table A15: Percentage of Workers by Occupation and Industry

	Leacock	Paradise	Salisbury	Region	Lancaster County	Pennsylvania	Nation
Management , Including Farmers and Farm Managers	11.84%	11.19%	10.28%	10.87%	9.40%	9.06%	9.67%
Business and Financial Operations	0.63%	1.83%	1.25%	1.24%	3.13%	4.33%	4.43%
Computer and Mathematical	0.34%	0.37%	0.64%	0.50%	1.44%	2.23%	2.41%
Architecture and Engineering	0.34%	0.83%	1.41%	1.01%	1.58%	1.82%	1.89%
Life, Physical, and Social Science	0.00%	0.29%	0.79%	0.48%	0.85%	1.09%	0.94%
Community and Social Services	1.31%	0.58%	1.25%	1.10%	1.76%	1.98%	1.63%
Legal	0.25%	0.12%	0.00%	0.09%	0.49%	1.14%	1.16%
Education, Training, and Library	4.89%	2.91%	3.05%	3.45%	5.43%	5.82%	5.92%
Arts, Design, Entertainment, Sports, and Media	0.97%	0.12%	0.54%	0.54%	1.27%	1.55%	1.87%
Healthcare Practitioners and Technical	1.69%	2.45%	5.07%	3.63%	5.40%	6.26%	5.22%
Healthcare Support	1.05%	1.54%	1.18%	1.23%	2.38%	2.65%	2.32%
Protective Service	2.19%	0.67%	1.20%	1.30%	1.15%	1.95%	2.20%
Food Preparation and Serving Related	6.03%	7.65%	8.56%	7.74%	5.47%	5.48%	5.46%
Building and Grounds Cleaning, and Maintenance	2.74%	4.37%	2.12%	2.81%	3.15%	3.48%	3.90%
Service : Personal Care and Service	1.31%	2.08%	1.79%	1.75%	2.73%	3.11%	3.43%
Sales and Related Occupations	10.75%	9.73%	10.55%	10.40%	10.20%	10.58%	11.28%
Office and Administrative Support	9.73%	14.68%	12.80%	12.52%	14.52%	14.70%	14.12%
Farming, Fishing, and Forestry	4.64%	1.87%	1.37%	2.27%	0.91%	0.39%	0.70%
Construction and Extraction	15.34%	13.68%	12.90%	13.67%	6.82%	5.10%	5.76%
Installation, Maintenance, and Repair	3.37%	3.37%	4.26%	3.83%	3.67%	3.47%	3.40%
Production	12.90%	9.98%	10.78%	11.09%	10.03%	6.86%	6.25%
Transportation and Material Moving	7.71%	9.69%	8.23%	8.46%	8.21%	6.96%	6.04%

Source, Nielson Claritas 2011 Estimates

Consumer Buying Power

Estimated consumer expenditures for 2011, provided by Nielson Claritas, were nearly identical in all three townships. Residents throughout the region spent an average of 63 percent of their income on all retail stores. The only consumer expenditures with significant differences were auto dealers, with a 2.15% difference between Leacock and Salisbury Townships. The demographics of the region certainly reflect the similarity that exists between these three municipalities, which in-turn is represented in how the population spends its income on a daily basis.

Appendix B: Leacock Township Tourism Plan

Introduction

With nearly 90 percent of land in farm use, Leacock Township is primarily an agricultural community; yet it also enjoys a very prosperous tourism industry focused in the Village of Intercourse along Routes 340 and 772. This compact rural center provides an attractive, walkable environment for visitors to explore. Shops, restaurants, and lodging options are generally small in scale and reflect the Village's rural and historic character.

Continued expansion of the tourism industry is important to the Township to expand the tax base, increase local jobs, and provide goods and services to residents as well as visitors. Tourism goals in Leacock Township are and should continue to be generally consistent with the goals and strategies outlined in the Lancaster County Strategic Tourism Development Plan, which was adopted by the Lancaster County Board of Commissioners in 2005.

It is the Township's objective that expansion of the Village's tourism industry occur within the existing footprint of the Village Overlay Zone identified in the Leacock Zoning Ordinance. Such compact development ensures that new development occurs within the Village Growth Area and focuses it within the Village Overlay, the core of the Village, reducing land development pressures on agricultural land. Historically, the growth potential of the Village of Intercourse has been limited because the area lacks public water; however, due to well contamination issues, public water service will be instituted, currently planned for installation by the end of 2015. The public water service could be expanded into the Village Holding Area for a relatively low cost. As it planned for water service to the Village, the Township became concerned that this expanded infrastructure would increase development pressure in and around the Village Overlay Zone. Specifically, there is concern that public water may encourage the demolition of existing historic properties and stimulate new incompatible tourism development in its place.

The purpose of this plan is to guide how future development can occur in the Village Overlay Zone to support the ongoing growth of the tourism industry in a manner that protects the historic character of the Village and prevents expansion of urban uses onto rural land. The plan goes beyond land use recommendations and includes a specific set of strategies to facilitate growth and protect and enhance the character of the Village and surrounding Township areas, including pedestrian and streetscape enhancements, gateway improvements, signage programs, bicycle facilities, and an investigation of the feasibility of shuttle services.

Leacock Township Tourism Vision

Tourism is an important element of Leacock Township's economy. The Township encourages it to grow in a manner that preserves land for agricultural use and protects and enhances both the Village and surrounding rural character. Tourism goals for the Village and rural areas of Leacock are briefly summarized below:

- Intercourse Village – Preserve and protect community character
 - Maintain and enhance a small-scale attractive, and walkable village atmosphere
 - Offer experiences that support and complement the surrounding rural character
- Rural Areas – Create and support authentic agritourism opportunities
 - Support the health and vitality of agricultural resources and industry
 - Create opportunities for visitors to learn about the cultural and historic resources of rural Lancaster County

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- Preserve and enhance the character of rural byways in and adjacent to the Township, particularly Routes 340 and 772

Implementation Tools

The sections below outline a comprehensive set of strategies to preserve and enhance the village and rural character of Leacock Township. Implementation of these programs and policies will improve the visitor experience, enhance the economic potential of the local tourism industry, and enrich residents' quality of life. The recommendations below represent a significant undertaking, and full implementation will likely occur over a period of years. At the end of the report, the plan breaks out several high-priority projects that should be implemented in the first year to protect resources and ensure that opportunities are not missed and that resources are not lost. An implementation schedule has been included on the last page.

Demolition Ordinance

The township is currently working with the Lancaster County Planning Commission to prepare a demolition review ordinance that will be incorporated into the Leacock Township Zoning Ordinance. Adoption is anticipated by the end of 2014.

Historic Tax Credits

Village properties listed on the National Register for Historic Places are eligible for historic tax credits. The Township could provide information on federal and Pennsylvania historic tax credit programs to owners of eligible and potentially eligible properties.

Village Vision Design Plan

As an early step in the planning process, the Township should work with the Lancaster County Planning Commission to create a Vision Design Plan to illustrate desired infill and development in the Village of Intercourse for all areas covered by the Village Overlay Zone in the Township Zoning Ordinance. The Vision Design Plan will be a useful tool to communicate the plan vision and benefits to the overall community – not only to visitors. It can be used as a basis for developing the more detailed plan and policy tools described below. The plan should show:

- Size, massing, and orientation of existing and new structures
- Parking location and consolidation approaches
- Proposed gateway locations
- Location of a proposed visitors' center or kiosk
- Continuous sidewalks and pedestrian crossing locations
- Bike route(s)

Create Development Standards to Preserve and Enhance Village Character

The township should adopt development standards to ensure that new development is consistent with the Vision Design Plan and contributes to and enhances the built environment and multi-modal accessibility in the Village of Intercourse. The development standards should reflect the existing built environment and the complete streets plan described above. They will become an important tool to implement many of the designs recommended in that plan through new development.

The development standards should be incorporated into the Village Overlay Zone to implement a comprehensive package of traditional neighborhood development (TND) standards as permitted by the Pennsylvania

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Municipalities Planning Code. In developing a TND overlay, the Township should consider its interest in and ability to effectively review and administer the far more detailed development and design standards contained in such an overlay. The Township will likely need to retain professional urban design/landscape architecture assistance to effectively review development applications in the TND Village Overlay to ensure that the design standards are met and that new development will contribute to the overall vision for the Village of Intercourse.

Particularly relevant issues consider in a TND overlay for the Village of Intercourse include the following:

- Building design standards
 - Minimum and maximum building height
 - Maximum building foot print
 - Requirements for active uses on ground floor
 - Additional detail on building orientation and entrances
 - Windows
 - Façade articulation
 - Roofs
 - Materials
 - Signs
 - Screening of utility areas
- Structure rehabilitation standards for reuse of existing structures
- Administration and oversight procedures
 - Process
 - Staffing needs
 - Fee structure

Complete Streets and Streetscape Plan

The Township should develop a comprehensive multi-modal transportation plan and supporting streetscape improvement program that is consistent with the Village Design Plan to enhance community character and create safe access and circulation by all modes of transportation in the Village of Intercourse and along Routes 340 and 772. It should work with the Lancaster County Planning Commission, Lancaster General Hospital and other partners to implement plan programs. The plan should include:

- Street connectivity plan and internal street network map
- Sidewalk plan, including cross sections, that identifies:
 - Minimum and preferred widths
 - Materials (concrete, decorative pavers, etc.)
 - Landscaping designs to improve the pedestrian experience, recognizing that sidewalk widths will be limited in some areas of the Village. Depending on available width, landscaping could include street trees, planted buffer strips, ground mounted planters, planter boxes on building fronts, and hanging planters.
 - Lighting plan identifying fixture type and spacing
 - Amenity plan identifying potential locations for plaza areas and locations and fixture types for benches, trash/recycling receptacles, and bicycle racks
- Pedestrian crossing plan, including location and design for all street crossings in the Village considering:
 - The use of bulb-outs to shorten crossing distances, calm traffic, and make crossing safer
 - Textured crosswalks, rather than simple painted designs

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- Pedestrian crossing signals, including countdown signals at existing signalized intersections and the potential to install flashing pedestrian signals at non-signalized intersections and at mid-block crossings
- Bicycle access plan that includes:
 - Identification and marking of safe routes through the Village
 - Park and ride locations to allow visitors to park at a central location and then travel by bicycle through the Village and agricultural areas
 - Signage and other improvements along Routes 340 and 772 to enhance cycling safety and access
- Shuttle service feasibility analysis that considers issues such as:
 - Ridership potential
 - Service levels needed to effectively serve visitors
 - Operational cost
 - Impacts on traffic
 - Parking needs
- Parking design standards that include:
 - Parking lot design standards (landscaping, pedestrian access, lighting)
- Driveway access standards and consolidation recommendations
- Shared parking strategy that considers opportunities to create a “park once” experience

Gateway Improvement Plan

The Township should develop a gateway improvement plan that identifies locations and design for gateway improvement concepts and signage for entrances to the Village along Routes 340 and 772.

Wayfinding and Interpretive Signage Program

The Township should develop a signage and wayfinding program for the Village and Routes 340 and 772. The program should create a consistent graphic identity including logo, gateway identification, directional signs, designated areas, visitor information, and interpretive signage. It should include web based and other electronic media as well as traditional signage. The graphic and visual identity package should accommodate/coordinate with existing wayfinding programs and be compatible with PennDOT’s Tourism Oriented Destination Signage (TODS) Program and with countywide wayfinding goals and standards set by the Lancaster County Planning Commission. Development of vehicular, bicycle, and pedestrian wayfinding systems should be coordinated with Lancaster County Planning Commission staff.

Heritage Byway Designation

In addition to the wayfinding program described above, the township should work with the Lancaster County Planning Commission to pursue designation of Pennsylvania Route 340 as a Lancaster County Heritage Byway and consider possible designation of the route as a Pennsylvania Byway. Management of signage to preserve and enhance cultural and heritage vistas should be an important goal of the program.

Façade improvement Program

Prior to the economic recession, it was not uncommon for the Pennsylvania Department of Community and Economic Development to make funding available for façade improvement programs, particularly in historic communities. If state or other grant funds become available again, the Township should consider implementing a façade improvement program to facilitate ongoing investment in existing building exteriors in the Village of

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Intercourse. A typical façade improvement program provides matching grants to local business and property owners for a designated set of improvements that typically include:

- Door and window replacement
- Exterior painting
- Lighting
- Sign renovation and/or replacement
- Storefront remodeling

Grant matches are typically capped at a maximum percentage of total cost – often 50 percent – and a total dollar value, which could range from as little as \$2,000 to as much as \$20,000 depending of the resources of the program and the types of improvements made. Grant recipients are generally required to meet specific design standards to ensure that the improvements are consistent with the desired character of the business district.

Agritourism Policies

The Township should use the Lancaster County Planning Commission (LCPC) Agritourism Guidelines to develop policies to manage authentic agritourism related activities, experiences and uses that will support the business of farming while providing safe and attractive opportunities for visitors to learn more about area culture and the practice of farming. As a starting point, the Township should integrate relevant portions of the LCPC model zoning ordinance language for agritourism uses into its farm-based business regulations. In drafting the zoning language, particular attention should be paid to the monitoring and enforcement element. Permits should be considered as a tracking and enforcement device with annual inspections required as a part of permit renewal.

Immediate Implementation Steps

As stated at the beginning of the report, this plan recommends an ambitious strategy of improvements and policy changes for Leacock Township that will take years to implement. The following strategies should be implemented in the first year to set the stage for future initiatives and protect important resources:

- Demolition review ordinance to protect historic structures
- Vision design plan to raise awareness and build support for plan implementation
- Key zoning and subdivision changes needed to protect community character and/or leverage private investment for public benefit, including:
 - Agritourism standards
 - Minimum building height
 - Maximum building foot print
 - Sidewalk design standards
 - Streetscape design standards (trees, lighting, pedestrian amenities)
 - Shared parking and shared parking access
 - Prohibit drive-through facilities

Implementation Schedule	
Time Frame	Strategy
Within 12 months	Adopt Demolition Ordinance
Within 12 months	Create Village Vision Design Plan and Development Standards
Within 12 months	Create an Official Map for the Village of Intercourse

Pequea Valley Strategic Plan

Within 12 months	Develop a Façade Improvement Program
	Prepare Complete Streets and Streetscape Plan
1 to 3 years	<ul style="list-style-type: none"> ▪ Driveway access standards and consolidation recommendations
1 to 3 years	<ul style="list-style-type: none"> ▪ Pedestrian crossing plan, including location and design for all street crossings
1 to 3 years	<ul style="list-style-type: none"> ▪ Shuttle service feasibility analysis
1 to 3 years	<ul style="list-style-type: none"> ▪ Shared parking strategy
1 to 3 years	Prepare Gateway Improvement Plan
1 to 3 years	Develop Wayfinding and Interpretive Signage Program
1 to 3 years	Adopt Scenic Byway and Signage Management Program
3 to 5 years	Develop Agritourism Policies

Appendix C: Mapping

Community Facilities

Transportation – Ownership

Water Supply and Wastewater System

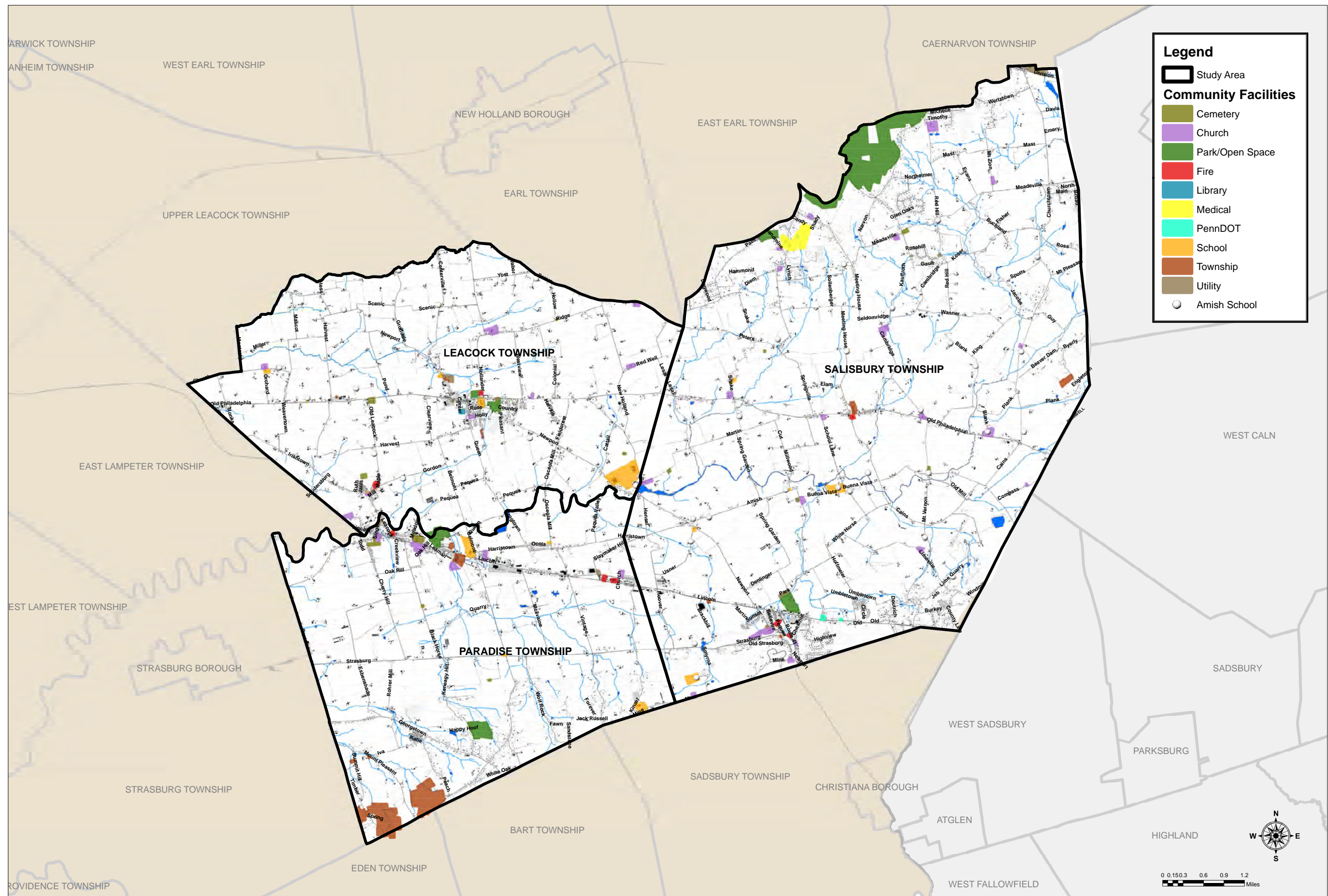
Zoning

Future Land Use

Leacock Future Land Use

Paradise Future Land Use

Salisbury Future Land Use

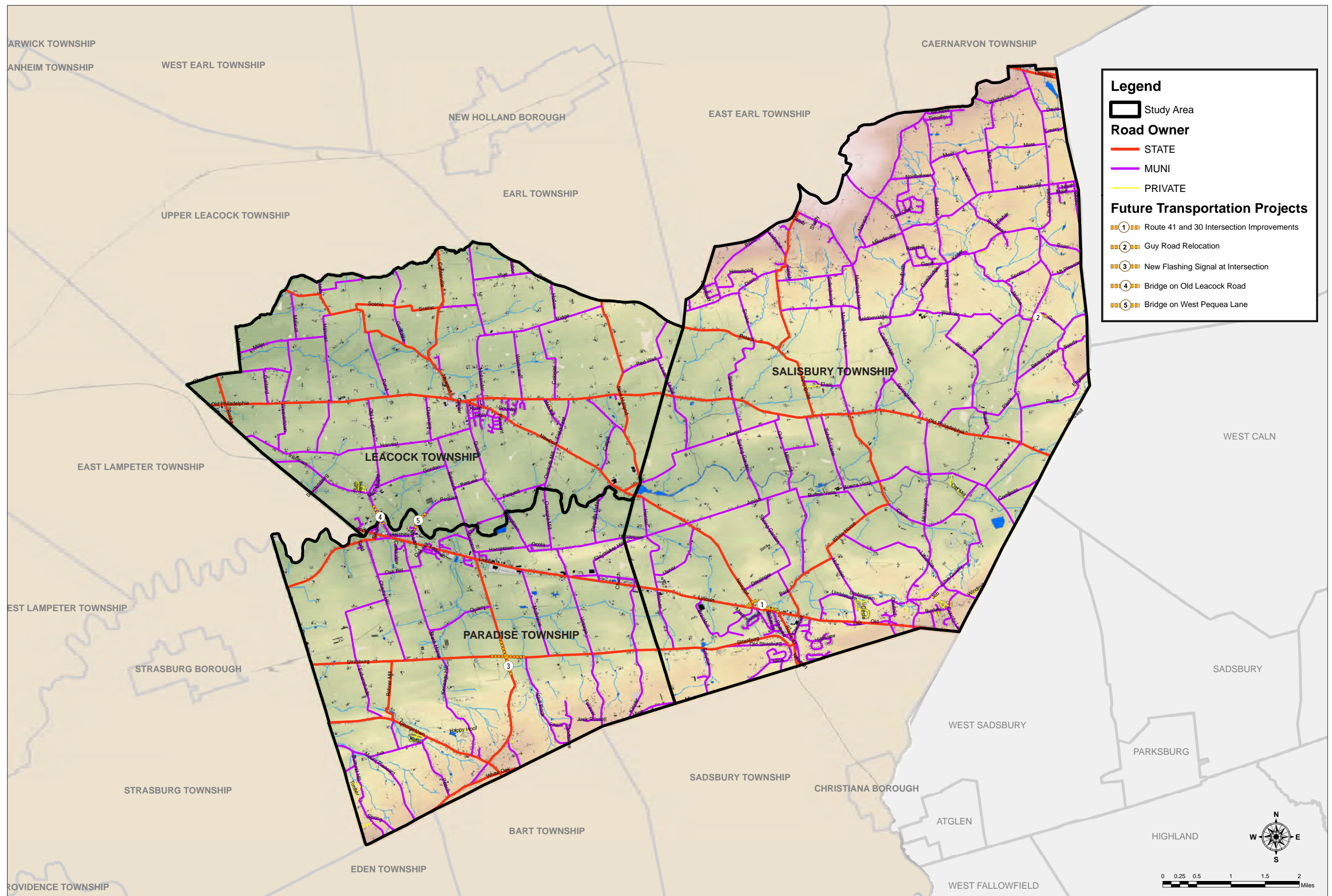


COMMUNITY FACILITIES

PEQUEA VALLEY STRATEGIC PLAN

SOURCES: LANCASTER COUNTY; PASDA



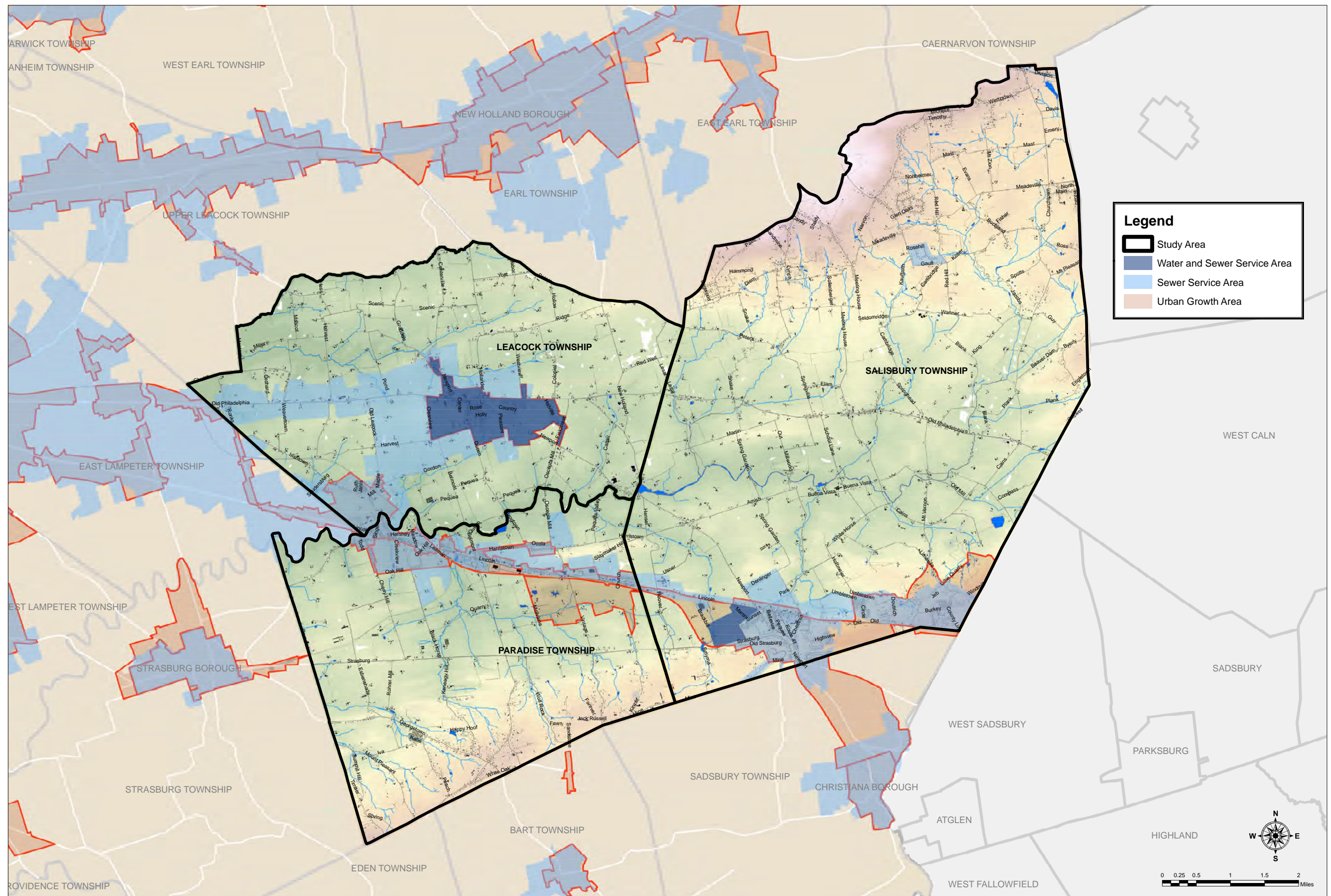


TRANSPORTATION - OWNERSHIP

PEQUEA VALLEY STRATEGIC PLAN

SOURCES: LANCASTER COUNTY, PASDA



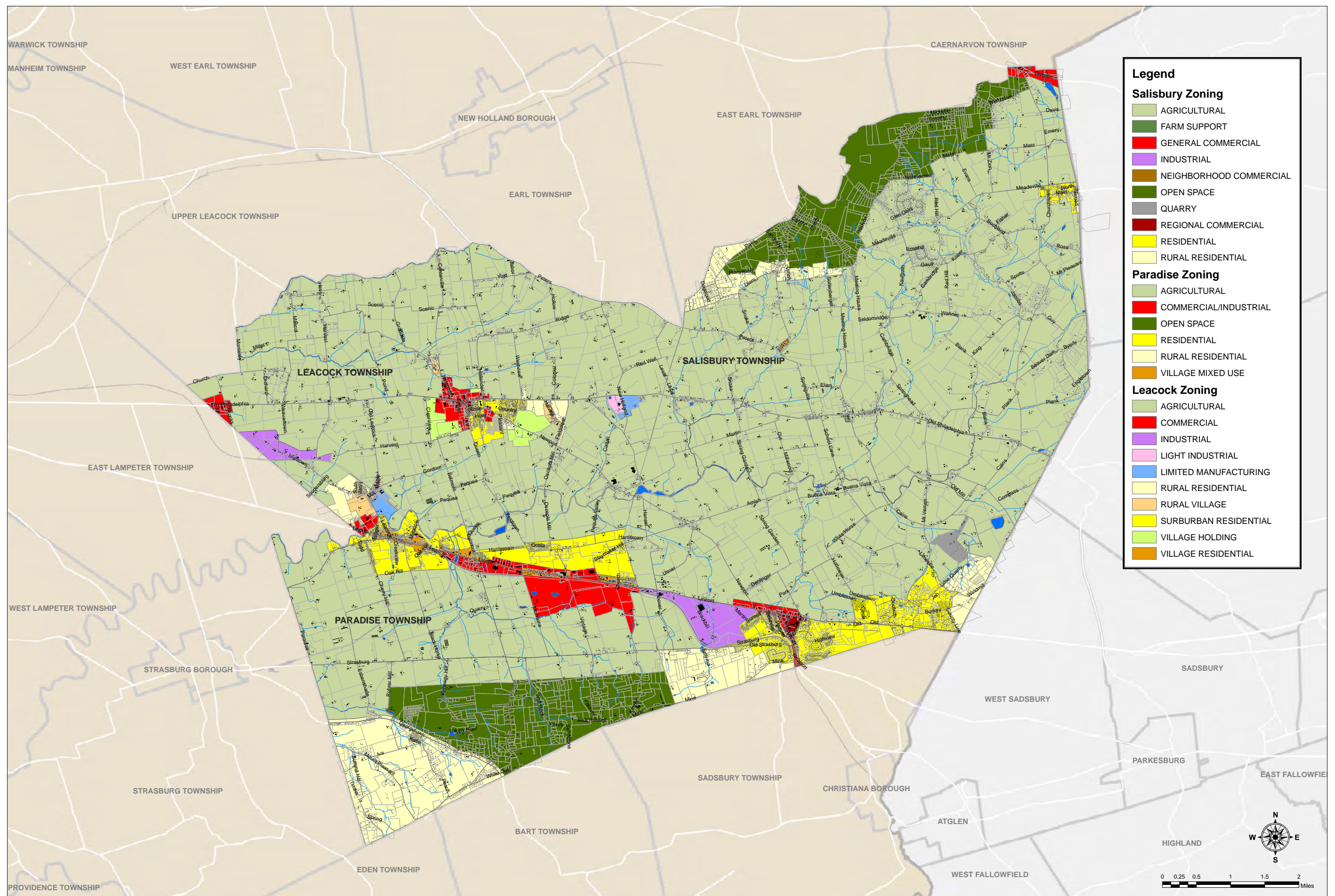


WATER SUPPLY AND WASTEWATER SYSTEM

PEQUEA VALLEY STRATEGIC PLAN

SOURCES: LANCASTER COUNTY; PASDA



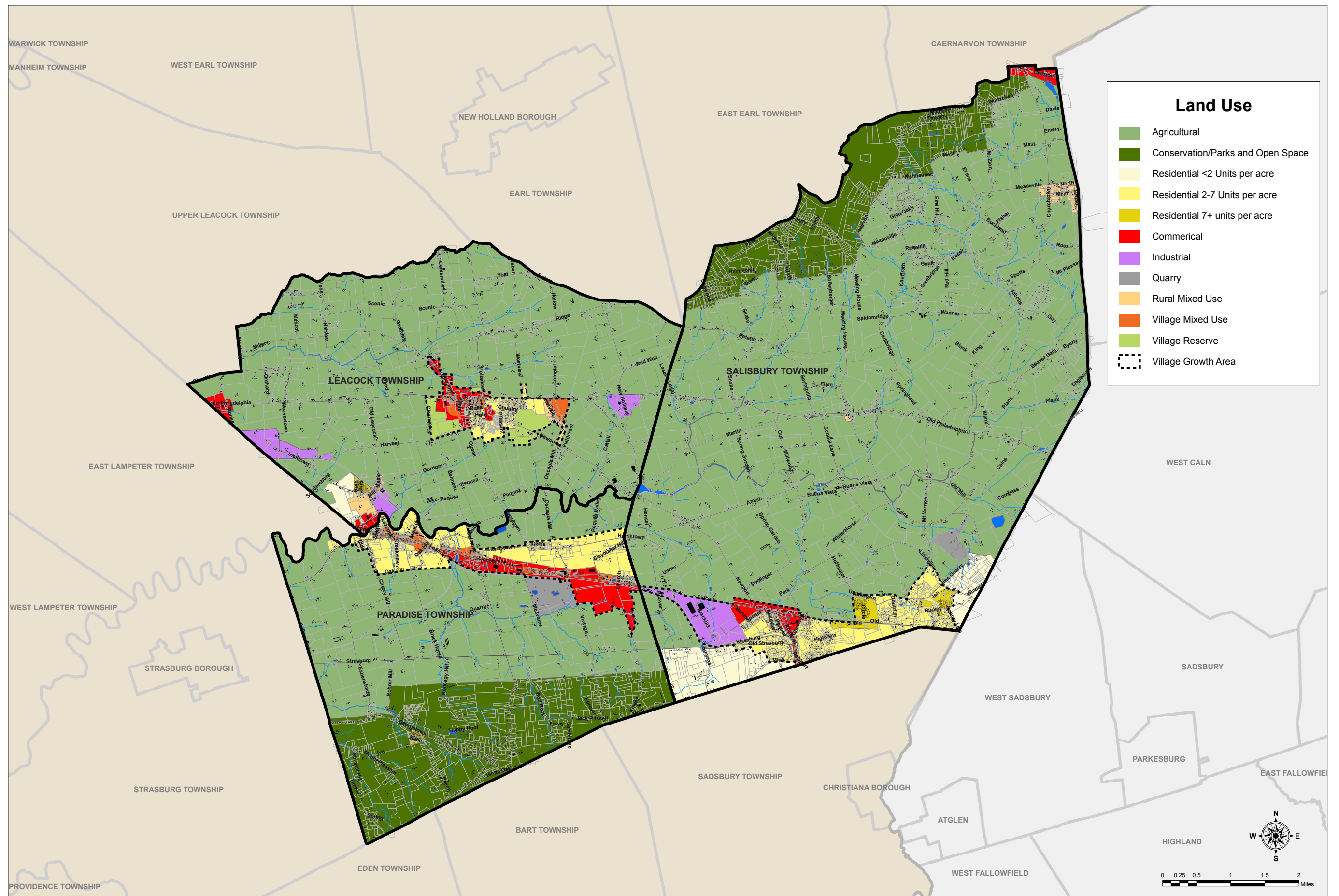


ZONING

PEQUEA VALLEY STRATEGIC PLAN

SOURCES: LANCASTER COUNTY, PASDA



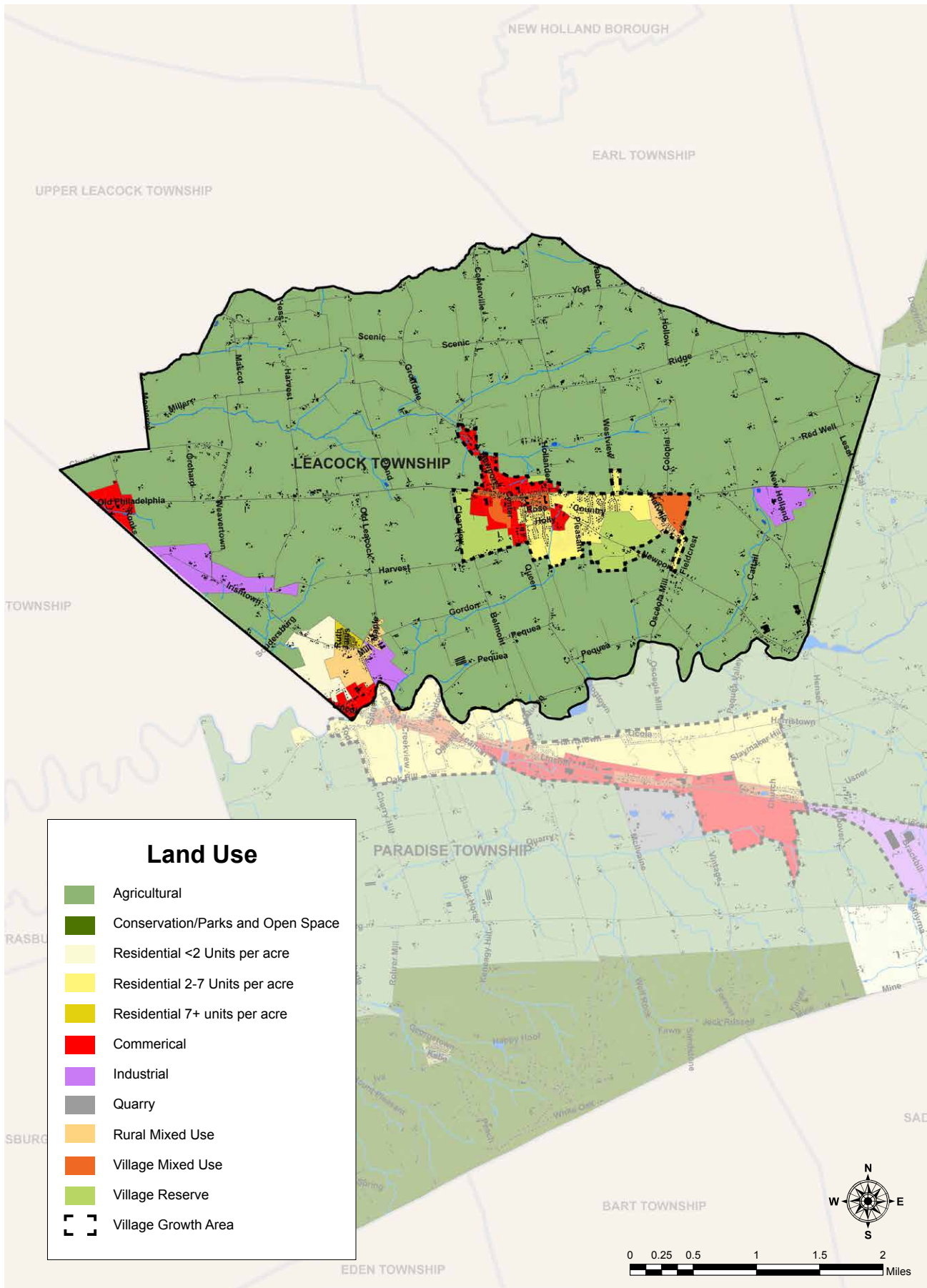


FUTURE LAND USE

PEQUEA VALLEY STRATEGIC PLAN

SOURCES: LANCASTER COUNTY; PASDA



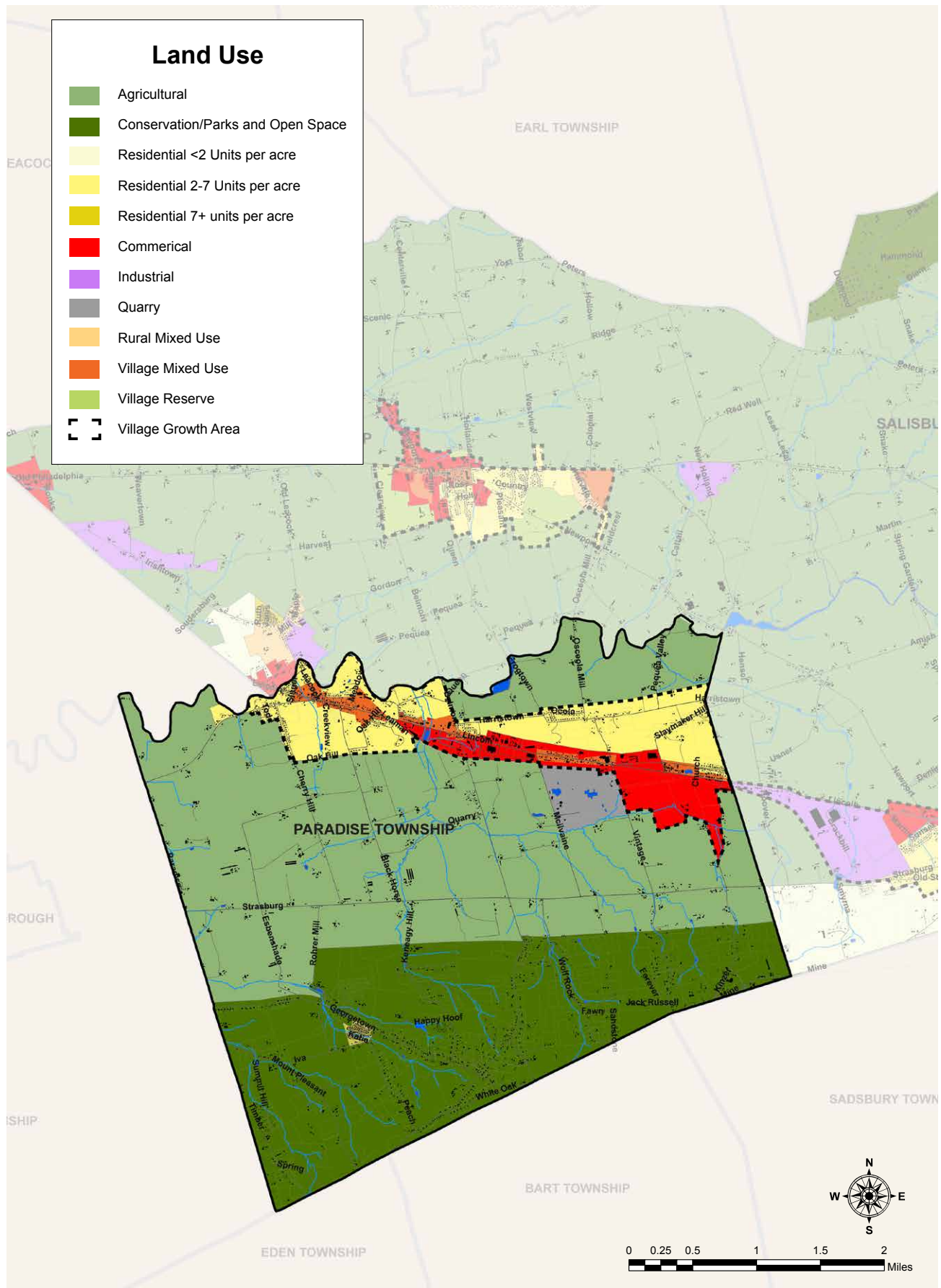


FUTURE LAND USE: LEACOCK TOWNSHIP

PEQUEA VALLEY STRATEGIC PLAN

SOURCES: LANCASTER COUNTY, PASDA



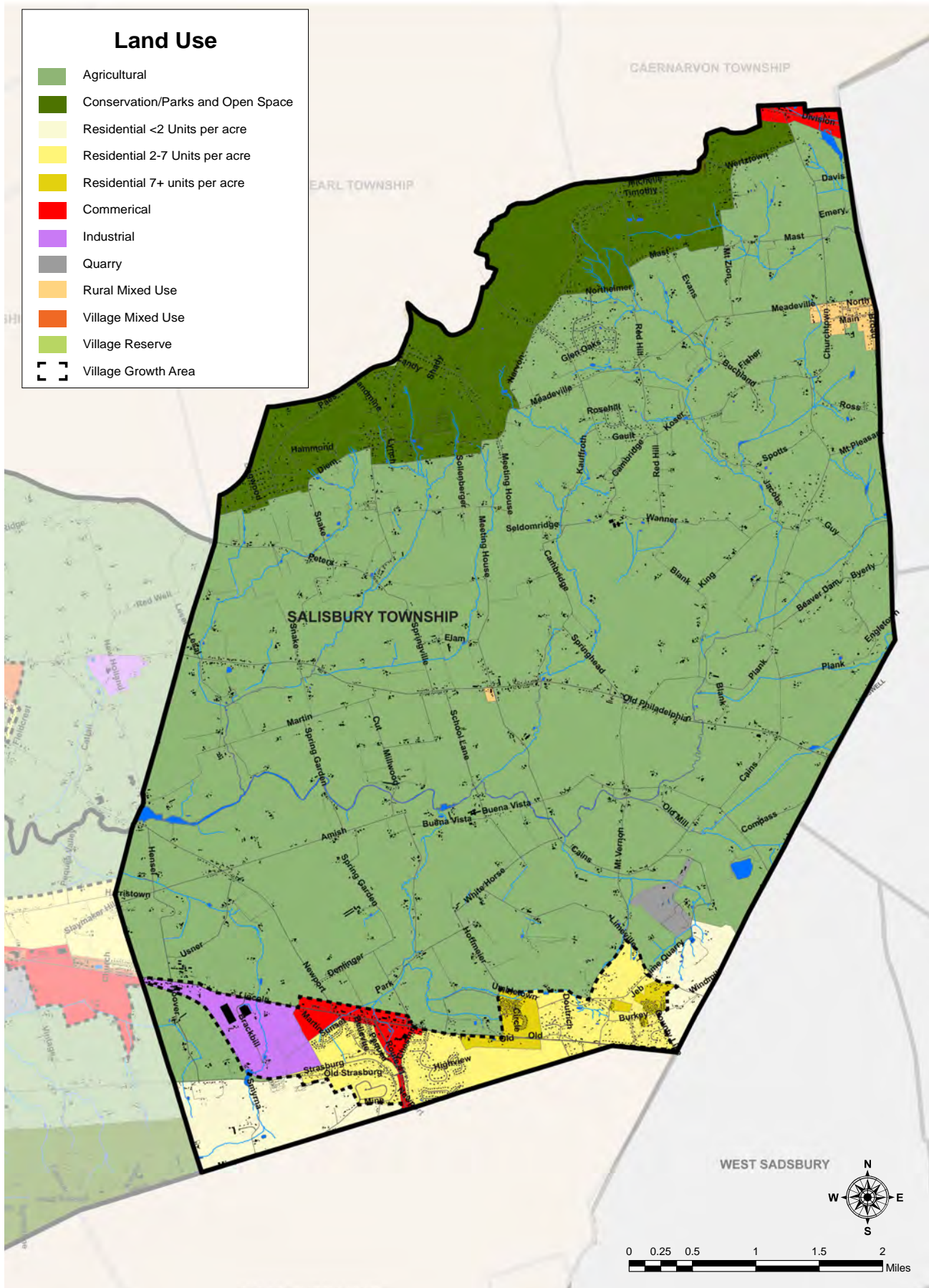


FUTURE LAND USE: PARADISE TOWNSHIP

SOURCES: LANCASTER COUNTY, PASDA

PEQUEA VALLEY STRATEGIC PLAN





FUTURE LAND USE: SALISBURY TOWNSHIP

SOURCES: LANCASTER COUNTY, PASDA

PEQUEA VALLEY STRATEGIC PLAN



