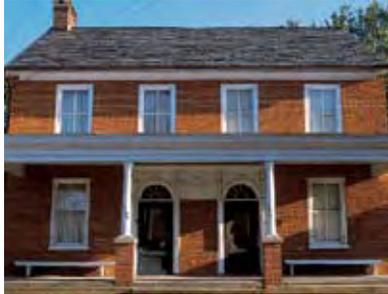


Choices



The Housing Element
April 2006



Vision and Goals of *Choices*, The Housing Element of the Lancaster County, Pennsylvania Comprehensive Plan

Vision

An adequate supply, and diversity, of housing opportunities will be available in Lancaster County to give current and future residents greater choice in housing type and tenure (rental and ownership), location and price for a place to call home.

Goals

1. Leadership at all levels will work cooperatively to implement the Vision of *Choices*.
2. Educational Programs will be pursued to help facilitate an understanding among all stakeholders of the goals, objectives and strategies in *Choices*.
3. Smart Growth planning and zoning tools will be promoted to expand housing choice for current and future residents to the year 2030.
4. Older neighborhoods will be reinvigorated through revitalization strategies that will help expand housing choice through infill, adaptive reuse, mixed-use and other initiatives.
5. Communities in general will be strengthened as viable places to live, work, learn and play.
6. Special attention will be given to below-market and moderate-income households through the promotion of inclusionary housing regulatory tools.
7. Other affordability programs will also be encouraged to help below-market income and moderate-income households achieve safe and affordable housing.

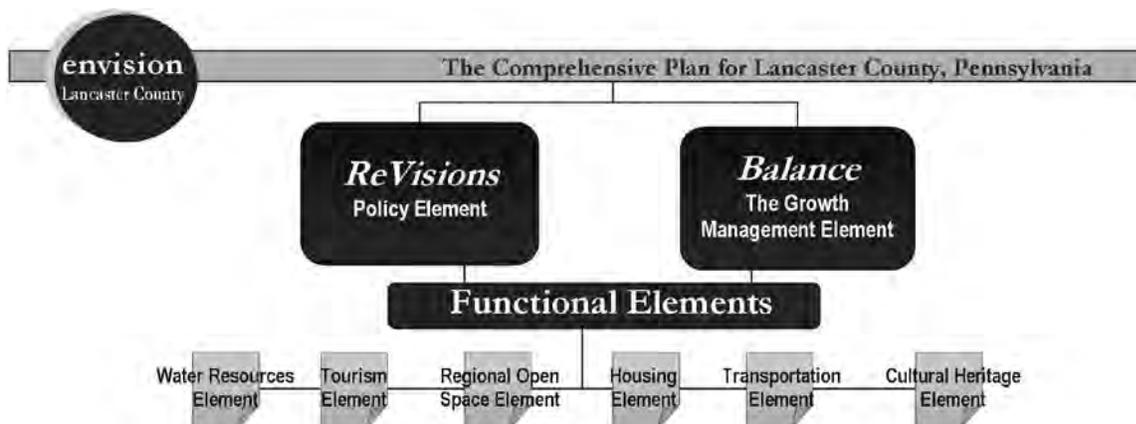


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Acknowledgements

RESOLUTION NO. 28 OF 2006

On motion of Commissioner Shaub, seconded by Commissioner Shellenberger;

WHEREAS, The Board of County Commissioners charged the Lancaster County Planning Commission with developing and implementing the Comprehensive Plan for the County, known as *Envision Lancaster County*; and

WHEREAS, *Envision Lancaster County*, developed by the Lancaster County Planning Commission, and adopted by the County Board of Commissioners, currently includes seven (7) Elements: *ReVisions*, the Policy Element; *Balance*, the Growth Management Element; *Choices*, the Housing Element; the Open Space Element; the Tourism Element; the Transportation Element; and the Water Resources Element; and

WHEREAS, In 2003 and 2004, the Lancaster County Planning Commission appointed three community-led task forces to amend *Envision Lancaster County* through updates to *Balance*, the Growth Management Element; *Choices*, the Housing Element and through the development of a Cultural Heritage Element (*Heritage*); and

WHEREAS, Since their inception, these task forces have generated significant public outreach involving public meetings, written and telephonic surveys, focus groups, media events, and website material; and

WHEREAS, In late January 2006, the public outreach process, and the technical expertise of the task forces, staff, and consultants resulted in complete drafts of *Balance*, the Growth Management Element Update; *Choices*, the Housing Element Update; and *Heritage*, the newly-developed Cultural Heritage Element; and

WHEREAS, The completed draft of *Balance*, the Growth Management Element Update, contains goals, objectives, and strategies designed to guide more of the County's new growth to Growth Areas; strengthen infrastructure within those areas; and create opportunities for redevelopment of those areas through mixed-use, through adaptive reuse of vacant and underutilized buildings, and through infill; and, further, *Balance* contains goals, objectives, and strategies designed to enhance the preservation and protection of the natural and cultural resources of the County; and

WHEREAS, The completed draft of *Choices*, the Housing Element Update, contains goals objectives, and strategies to help increase housing choices for current and future residents by generating more options for housing in terms of housing type, tenure (rental and ownership), location and price; and

WHEREAS, The completed draft of *Heritage*, the Cultural Heritage Element, is based on goals, objectives, and strategies to conserve, preserve, and celebrate the County's unique "sense of place" and community character; and

WHEREAS, Each of these draft documents also contains a host of regulatory tools and incentives that can facilitate implementation of their goals, strategies and objectives; and

WHEREAS, The drafts of these documents were released for a 45-day comment period, extending from February 8, 2006 through March 29, 2006; and

"continued"

WHEREAS, The drafts of these documents were also available for public review on the Lancaster County Planning Commission's website, in libraries, in the office of the Lancaster County Planning Commission, and through a mass mailing to approximately 3,000 elected and appointed officials and other stakeholders during the 45-day comment period; and

WHEREAS, The comments received on these draft documents are focused primarily on a desire for reinforcement of major themes already stated in the drafts, including: (1) the importance of preserving agricultural and natural areas; (2) the importance of strengthening and maintaining urban areas; (3) the importance of providing a strong educational program for municipal officials, the building industry and other stakeholders to facilitate implementation of the amendments; (4) the importance of providing county and other funding to support implementation of the amendments; (5) the importance of adequate infrastructure to support new growth; (6) the importance of consistency between local plans and ordinances and the amendments; and (7) the importance of monitoring; and

WHEREAS, The comments received during the 45-day comment period have precipitated a series of changes that are necessary to: (1) add clarity to existing text; (2) expound on existing text; and (3) add related text regarding existing concepts, policies, goals, and strategies; and

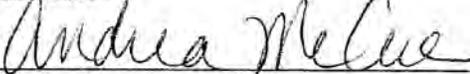
WHEREAS, The Board of Commissioners held a final public hearing today on the draft documents, whereby it provided an opportunity for additional comments on the draft documents and took those comments into consideration with respect to final changes to *Balance, Choices and Heritage*.

NOW THEREFORE, BE IT RESOLVED BY THE LANCASTER COUNTY BOARD OF COMMISSIONERS. That the Board hereby accepts the drafts and anticipated modifications, as described above and acknowledged today, and adopts these documents, with said modifications, as part of *Envision Lancaster County*.

Motion passed unanimously.

DULY ADOPTED this 19th day of April, 2006 by the Board of Commissioners of the County of Lancaster, Pennsylvania, in lawful session duly assembled.

ATTEST:



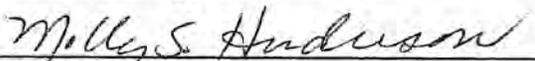
Andrea McCue, Chief Clerk

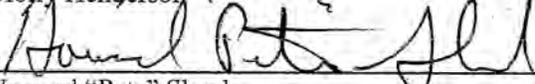
Lancaster County, PA

Date: April 19, 2006

COUNTY OF LANCASTER:


Dick Shellenberger, Chairman


Molly Henderson


Howard "Pete" Shaub

The following people served on the Housing Steering Committee, in their designated capacities, during all or part of the life of the Committee.

Prepared by

Lancaster County Planning Commission
Lancaster County Housing Steering Committee

Consultants

ACP Visioning & Planning, Ltd.
Thomas Comitta Associates, Inc.
Zimmerman/Volk Associates, Inc.

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**Deceased.

Introduction

Choices is the Update to the Housing Element of the Lancaster County Comprehensive Plan. It has been prepared under the authority of the Pennsylvania Municipalities Planning Code (MPC), which stipulates that each Comprehensive Plan must include:

“a plan to meet the housing needs of present residents and of those individuals and families anticipated to reside in the municipality, [through housing activities] which may include conservation of presently sound housing, rehabilitation of housing in declining neighborhoods, and the accommodation of expected new housing in different dwelling types and at appropriate densities for households of all income levels.”

[Article III, Section 301(a)(2.1)]

The Update was led by a Lancaster County Planning Commission appointed Housing Steering Committee which consisted of representatives of municipalities, the development and architectural communities, lending institutions, senior organizations, community development and housing organizations, and various other entities within the private and public sectors. Working closely with Lancaster County Planning Commission staff and a consulting team led by ACP-Visioning and Planning, Ltd. and supported by sub-consultants Thomas Comitta Associates, Inc. and Zimmerman/Volk Associates, Inc., the Housing Steering Committee undertook extensive data collection and analysis, and sought substantial public input in order to identify the goals, objectives, and strategies for *Choices*.

The final *Choices* document has a time horizon that extends 25 years to 2030. Five-year Implementation Plans are an important component of *Choices* and they are designed to closely track progress in the achievement of the goals, objectives and strategies in *Choices*.

The first Implementation Plan sets benchmarks for the five-year period extending from 2005 to 2010. Cooperation between the County, municipalities, the private sector and the nonprofit sector is essential to implementation.

The Benefits Derived from Choices

Choices should be utilized on a regular basis as public and private decisions are made concerning the expansion of housing supply and options in Lancaster County. In that regard, here are ready benefits that can be derived from the use of *Choices*:

- **Municipal Planning** - The County will be working in partnership with each municipality to help the municipality become familiar with the full breath of recommendations contained in *Choices*, highlighting those recommendations which may have particular relevance for the municipality. As available, the County will also provide technical and financial assistance to help municipalities bring their local plans into consistency with *Choices*. This can help facilitate housing supply and options at the local level.
- **Multi-Municipal Planning** – Municipalities, which work in collaboration with each other and the County, can incorporate the goals, objectives and strategies in *Choices* into their multi-municipal planning efforts. This can help facilitate housing supply and options at the regional level.
- **Ordinance Consistency** - Public decision-makers can utilize *Choices* as a guide in their development-related deliberations regarding such matters as zoning and incentives. Flexible ordinances and incentives can help facilitate housing supply and options at the local and/or regional levels.
- **Developer’s Guide** - Property owners and developers should consider and apply the strategies and recommendations in *Choices* in their own planning and investment decisions. Property owners and developers should support municipal efforts to achieve consistency with the recommendations in *Choices*. Such public/private partnerships can help facilitate housing supply and options at the local and/or regional levels.

Organization of the Document

Following this Introduction, *Choices* is organized in the following chapters.

Executive Summary – This chapter provides an overview of the Housing Element Update. It presents the Vision Statement for Housing, and reviews and highlights key recommendations that form the basis of the Update.

The Planning Context – This chapter places the Housing Element Update within the context of the Policy and Growth Management Elements of the Lancaster County Comprehensive Plan.

Community Profile – This chapter outlines the main research findings related to population trends, housing unit production, growth management and density targets, economic outlook, and median housing values. It then presents forecasts for future housing unit needs, and discusses a local market analysis that predicts what types of housing development would best meet these future needs.

Constraints to *Choices* – This chapter includes a regulatory analysis that looks at the strengths and weaknesses of current zoning ordinances in Lancaster County. It also provides a discussion of private sector elements that constrain or support housing choices.

Recommendations – This chapter lists the goals, objectives, and strategies developed by the Steering Committee, which form the core of the Housing Element Update. The implementation of these strategies will lead to the realization of the Vision for Housing in Lancaster County.

Implementation – This chapter focuses on the first five years of the implementation of the Housing Element Update, the period 2005 to 2010. The chapter identifies 11 specific actions that if undertaken will facilitate the implementation of critical goals, objectives and strategies of the Vision.

Appendices – This section offers supporting data, charts, and public process documentation. These appendices include:

- Appendix A: Glossary of Key Terms
- Appendix B: 1990–2000 Population and Housing Data
- Appendix C: Population Forecasts
- Appendix D: Household Projections by Income and Cost Burden
- Appendix E: LCPC/Floyd Institute’s Center for Opinion Research December 2004 Telephonic Survey
- Appendix F: Zoning Analysis

Executive Summary

A. The Vision

The Pennsylvania Municipalities Planning Code (MPC) requires that County Housing Elements address the housing needs of residents at all income levels. With that intent in mind, the Housing Steering Committee established the following Vision for *Choices*:

An adequate supply, and diversity, of housing opportunities will be available in Lancaster County to give current and future residents greater choice in housing type and tenure (rental and ownership), location, and price for a place to call home.

Working in conjunction with Lancaster County Planning Commission staff, and the consulting team, the Housing Steering Committee, consisting of community representatives, met for over 2 years, beginning September 2003. Their work resulted in the seven goals, 20 objectives and 94 strategies which are contained in *Choices*. The Housing Steering Committee based the goals, objectives and strategies in *Choices* on public input, technical research and a residential market study.

The goals objectives and strategies are centered around four key themes:

- Leadership and Cooperation
- Public Education and Awareness
- Smart Growth Policies and Tools to expand housing type and affordability
- Inclusionary Housing Tools and Programs to specifically help households of below-market and moderate-income

Below-market households earn 80% of median household income or less and moderate-income households earn between 81–115% of median household income. For 2000, the median household income was \$45,842. For 2004, the median household income was estimated at \$49,430.

The goals, objectives, and strategies in *Choices* are consistent with the policies and growth management targets of the Lancaster County Comprehensive Plan. A more extensive explanation of how the Housing Element Update dovetails with *ReVisions* (the Policy Element of the County’s Comprehensive Plan), and *Balance* (Growth

Management Element Update) can be found in Chapter 3 (Planning Context).

B. Key Findings and Considerations

This section of *Choices* provides a brief summary of the conditions, trends, and market forces related to housing in Lancaster County. A more detailed summary is provided in Chapter 4 (Community Profile). Also, supporting data is contained in the Appendices.

Population, Households, Housing Units and Tenure

Population growth has remained strong, overall, during the past several decades, even though that growth has not been evenly distributed.

In the 2000 Census, Lancaster County had a population of 470,660, representing an increase of 11.3 percent from 1990.

Between 1990 and 2000, the proportion of population, households, and dwelling units located in Lancaster City and the 18 Boroughs significantly declined, while 26 of the County’s 41 Townships increased their share.

While population continues to grow, the average size of households has declined from 2.83 persons in 1980 to 2.64 in 2000.

Nevertheless, by the year 2030, growth is expected to continue at a strong pace countywide with over 100,000 new residents anticipated by the year 2030.

This decline in average household size is expected to continue. In the meantime, housing unit projections, compiled for *Choices*, forecast a net increase of 53,259 units over the next 25 years, representing an average growth of 2,130 units per year.

In terms of tenure, ownership in the County continues to be strong. The homeownership/

rental ratio for the County in 1990 was 69.4 percent homeownership to 30.6 percent rental. In 2000, it was 70.9 percent homeownership to 29.1 percent rental. In 2004, it was estimated at 72.7 percent homeownership to 27.3 percent rental.

Housing Costs

A Residential Market Study, conducted by Zimmerman/Volk Associates, Inc. was utilized to assist with the development of the goals, objectives and strategies contained in *Choices*. A copy of the study is housed in the Lancaster County Planning Commission's library and a summary of information contained in the study is noted below and in Chapter 4 (Community Profile).

Data from that study show home resale values for the County as a whole in 2004 ranging from \$22,000 to \$2 million, depending on the size. New construction detached units ranged from \$117,000 to \$521,000, depending on size, and new construction attached units ranged from \$170,000 to \$382,000, depending on size. In terms of rent values, the study reported that rents ranged in 2004 for the County as a whole from \$450 per month for a 400 square foot studio apartment to \$1,250 per month for a 1,400 square foot three-bedroom unit.

Housing Need relative to Income

An analysis based on 2000 Census data indicates that 38 percent of all households in Lancaster County earned 80 percent or less than the County's 2000 median household income (\$45,842).

This represents a significant number of households that may be particularly challenged by housing costs. This number is expected to remain steady over the next 25 years, if measures are not taken to expand housing choice and affordability in Lancaster County. In addressing the needs of below-market households, namely those earning 80 percent or less than the median household income, it is important that housing opportunities for this group be provided through mixed-income developments and neighborhoods to avoid concentrating them in isolated areas.

Like other income groups, households earning 80 percent of median household income are often led by persons who play a critical role in our economy and workforce. County and local policies should ensure they have adequate access to safe, decent and affordable housing that is accessible to their jobs and to services and amenities. Likewise, many in this group are seniors or special needs populations who also need safe, decent and affordable housing that is near jobs, services and amenities.

Residential Market Analysis

The residential market study conducted in 2004 as part of *Choices* shows that the market for housing in Lancaster County follows a national trend for more compact forms of housing.

According to Zimmerman/Volk Associates, Inc.'s market study, this trend runs contrary to Lancaster County's recent housing development trends, where between 1990 and 2000 nearly 90 percent of all building permits were issued for single-family detached houses.

Zimmerman/Volk Associates, Inc.'s research reflects the trend for more compact forms of housing is being fueled by the convergence of the two largest generations in the nation's history – the 82 million Baby Boomers born between 1946 and 1964, and the 78 million Millennials, who were born between 1977 and 1996. Boomer households are moving to the empty-nest life stage in increasing numbers, while the Millennials are just leaving the nest. Both are looking for more compact types of housing.

The current potential housing market for new and existing residential units within the County, as identified by Zimmerman/Volk Associates, Inc.'s study, represents 28,000 households who are expected to move within or to Lancaster County each year between 2005 and 2010. These households are utilized to define housing preference, and they may grow at an average of one percent per year. The County's potential housing market (28,000 households) is different than the number of new households expected to be

generated in the County over the life of *Choices* through new growth – See prior section of this Chapter titled *Population, Households, Housing Units and Tenure* and see Chapter 4 (Community Profile).

Lancaster County’s potential housing market studied by Zimmerman/Volk Associates, Inc. encompasses three general segments: Traditional and Non-Traditional Families (71% versus 75% in 2005), Empty Nesters and Retirees (22%), and Younger Singles and Couples (7% versus 3% in 2005). Given this mix, Zimmerman/Volk Associates, Inc. reports that Lancaster County is developing a growing preference for more compact housing in urbanized settings consistent with national trends. That information was a critical factor in the development of the goals, objectives and strategies for *Choices* and in confirming the need for new growth targets under the Growth Management Element Update which promote higher intensity compact development in Urban Growth Areas.

In summary, what the housing market study has shown is that local preference for single-family attached and multi-family dwelling units is likely to increase as the number of households demonstrating preference for single-family detached houses decreases.

C. Public Input

Recognizing the importance of public input, the Housing Steering Committee offered numerous opportunities for those who live or work in Lancaster County to learn about the Housing Element Update process and to provide input at all points along the way. This enabled hundreds of people to get involved through:

- Target group meetings with businesses, seniors, the disabled, minorities, students, and the Plain Sect (Summer 2004);
- A Focus Group Meeting with housing practitioners (Summer 2004);
- A Fall 2004 Public Meeting Series;
- Fall/Winter 2004-2005 Regional Meetings with Municipalities;

Through public outreach activities, residents, municipal officials, businesses, and other stakeholders generated ideas and insights to help formulate goals, strategies and objectives. Examples of their thoughts include the following:

1. Reinvigorate older neighborhoods.
2. Reuse vacant buildings as residential.
3. Promote redevelopment – More support is needed for the City, Boroughs, and urbanized areas of Townships to promote redevelopment and to enhance the economic base and infrastructure in these areas.
4. Create walkable neighborhoods & expand public transit.
5. Expand housing affordability – Low-cost housing tends to be concentrated in the City; if housing choices can be broadened, then housing affordability can be expanded throughout the County.
6. Expand housing mix – The housing products offered do not address the needs of a large part of the population. Many people cannot afford detached, expansive single-family homes, and older residents are finding it difficult to remain in their communities.

- A December 2004 County-wide Telephone Survey conducted by the Floyd Institute for Public Policy Analysis at Franklin & Marshall College on Growth Management and Housing;
- A March 2005 Housing Summit;
- An April 2005 Housing Conference;
- LCPC’s *FYI* newsletter articles in 2004-2005; and
- Ongoing information provided through the LCPC Website and the media.
- February 8–March 29, 2006 Public Comment Period with copies of the draft shared on-line, with elected and other public officials through the mail, in libraries and through more than 40 presentations to over 1,000 people.

Input from the public and findings from the technical and market analyses provide the foundation for the goals, objectives, and strategies recommended in *Choices*.



Lancaster City—East side of 100 Block of South Duke Street

D. Goals, Objectives, and Strategies

As previously noted, the seven goals, 20 objectives and 94 strategies contained in *Choices* are centered around four theme areas. Below you will see how the goals in *Choices* are connected to the theme areas.

- Leadership and Cooperation – This theme area contains one goal which focuses on how to support and coordinate efforts by municipalities, the County, not-for-profit organizations, and the private sector as they strive to implement the Vision in *Choices*.
- Public Education and Awareness – This theme area contains one goal which focuses on the need to raise awareness and understanding of the complex issues raised by *Choices*.
- Inclusionary Housing Tools and Programs to specifically assist households of below-market and moderate-incomes – This theme area contains two goals: Inclusionary Housing Tools and Affordability Programs. It deals with expanding tools and resources to assist families of below-market and moderate-incomes to find adequate housing in the County.
- Smart Growth Zoning Policies and Tools to expand Choice and Affordability – This theme area contains three goals: Growth Management, Revitalization, and Community and Neighborhood Character. The emphasis of the three goals is to create a regulatory environment shared by individual municipi-

palities, which facilitates the creation of diverse housing choices in the County.

Chapter 6 (Recommendations) outlines the goals, objectives and strategies in detail.

E Implementation

The Implementation Chapter of the Housing Element Update focuses on 11 specific actions that will facilitate the implementation of *Choices*. One key action is the creation of an Implementation Committee to assist with carrying out the Update. The Committee should include representatives of local governments, as well as private sector and civic leaders who have a strong interest and expertise in the field of housing.

The Implementation Chapter focuses on the first five years of *Choices*, from 2005 to 2010. This time frame was selected to: (1) encourage close tracking of the goals in *Choices*, (2) ensure consistency with the Policy and Growth Management Elements of the County's Comprehensive Plan, and (3) keep demographic projections and market data current.

F. Benchmarking Success

The growth in housing units is anticipated to total 53,259 units over the 25 year period extending from 2005 to 2030. Therefore, from 2005 to 2010, a growth of 10,652 units is anticipated.

During the first five years of implementation, the Housing Element Update should achieve the following three benchmarks if goals are executed through a collaborative effort by the County, municipalities, the private sector and the non-profit sector.

Diversity in housing mix – By creating consistency between municipal ordinances and the policies of the Comprehensive Plan, the projected 10,652 units expected to be built in the first five years (2005 to 2010) should have an expanded mix of housing type and a mix of housing tenure (homeownership and rental).

Diversity in Location – By adhering to the targets established by the Growth Management Update, 85 percent of all new residential growth should occur in Urban Growth Areas (9,054 units), while no more than 15 percent of new growth should occur in existing developed rural areas (1,598 units).

Diversity in Price – Currently, 22 percent of all households in Lancaster County are cost burdened, meaning they spend more than the federal standard of 30 percent of their gross income for housing. This number is expected to grow to 28 percent by 2010 without measures to close the gap. The gap is the difference between the cost of housing and what a household can afford to pay based on their income. *Choices* provides a range of policies including inclusionary housing programs that can help address a significant amount of this gap. The County will work with municipalities to adopt and implement inclusionary housing programs over the next 5 years. Additionally, it will work in partnership with all stakeholders to increase support for other housing affordability programs, both regulatory and financial, that will help close the gap.

Achievement of these benchmarks will enable *Choices* – along with other elements of the Comprehensive Plan – to strengthen and sustain Lancaster County’s sense of place and quality of life for current and future generations.



Rapho Township—Four Seasons Apartments at Elm Street, an over 55 adult community that is part of a larger development with a mixture of housing types



Lancaster City—Clock Towers, redesigned from a factory into residential condominiums, on Columbia Avenue



Lancaster City—Buckwalter Building, with a mix of commercial space and apartments, on Prince Street



Warwick Township—Newport Square, with a mix of housing types and prices

Planning Context

This chapter provides an overview of the planning context within which *Choices* is being updated; specifically, the chapter highlights the relationship between *Choices* and the Policy and Growth Management Elements of the Lancaster County Comprehensive Plan.

A. The Lancaster County Comprehensive Plan

The Lancaster County's Comprehensive Plan consists of the following Elements: *ReVisions* (Policy) (1999), *Balance* (Growth Management) (2006), Water Resources (1996), Transportation (2004), Open Space (1996), *Heritage* (Cultural Heritage) (2006), Tourism (2005), and *Choices* (Housing) (2006).

***ReVisions* and *Balance* form the policy and land-use framework, respectively, for the other elements in the County's Comprehensive Plan.**

B. ReVisions

ReVisions is the Policy Element of the Comprehensive Plan; it identifies the following six key Smart Growth principles to enhancing and maintaining Lancaster County's unique sense of place and quality of life:

- Preserving and Protecting our Heritage;
- Revitalizing our Urban Communities;
- Developing Livable Communities;
- Creating a Sustainable Economy;
- Investing in our Human Resources; and
- Promoting Strong Leadership.

These six principles have helped to guide the themes, goals, objectives, and strategies on which *Choices* is based.

C. The Growth Management Element (2006)

Balance, the Growth Management Element, sets the County's future land-use framework. It was originally adopted in 1993, and updated in 1997 and, again, in 2006. It includes Growth Areas as its centerpiece. Designed to attract growth around Lancaster City, Boroughs, and urbanized areas of Townships, Growth Areas help to ensure residents' ready access to needed services, while protecting and preserving agricultural and natural areas. In 1993, five Growth Areas were established under Lancaster's newly adopted Growth Management Program through a Cross-Acceptance process that occurred between the involved municipalities and the County. At that time, only 12,000 acres of farmland had been preserved in the County.

Today, Lancaster County has 44 Growth Areas; they include 13 Urban Growth Areas and 31 Village Growth Areas (See Table 3.1).

Additionally, approximately 67,000 acres of farmland have been preserved since 1993, demonstrating the rising success of the County's Growth Management Program and expanding support for preservation efforts led by the Agricultural Preserve Board, the Lancaster Farmland Trust, the Lancaster County Conservancy, and others.



Lancaster County Farmland—Approximately 67,000 acres have been permanently preserved as of 2006.

Table 3.1 Growth Areas

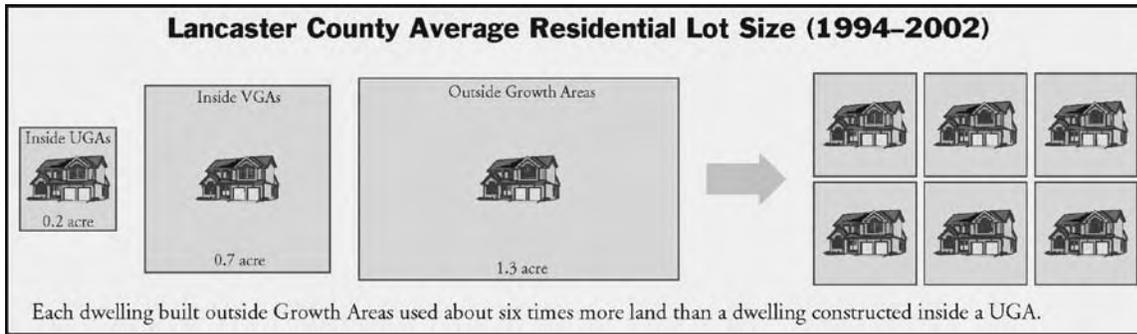
Urban Growth Area	Municipalities	Year Adopted
Central Lancaster	East Hempfield Township	1994
	East Lampeter Township	1995/2003
	East Petersburg Borough	N/A
	Lancaster City	N/A
	Lancaster Township	N/A
	Manor Township	1993
	Manheim Township	1995
	Millersville Borough	N/A
	Mountville Borough	N/A
	Pequea Township	1993
	West Hempfield Township	1996
	West Lampeter Township	1994
	Christiana-Gap	Christiana Borough
Sadsbury Township		1999/2004
Salisbury Township		2003
Cocalico	Adamstown Borough	N/A
	Denver Borough	N/A
	East Cocalico Township	1998/2003
Columbia-Marietta	Columbia Borough	N/A
	East Donegal Township	1995
	Marietta Borough	N/A
Donegal	East Donegal Township	1995
	Mount Joy Borough	N/A
	Mount Joy Township	1997
	Rapho Township	1993
	Terre Hill Borough	N/A
ELANCO North	East Earl Township	1996
	Terre Hill Borough	N/A
ELANCO South	Earl Township	1996
	East Earl Township	1996
	New Holland Borough	N/A
Elizabethtown	Elizabethtown Borough	N/A
	Mount Joy Township	1997
	West Donegal Township	1998
Ephrata-Akron	Akron Borough	N/A
	Clay Township	1995
	Ephrata Borough	N/A
	Ephrata Township	1995
	West Cocalico Township	1995/2003
	West Earl Township	1998/2003
Leola-Bareville	Upper Leacock Township	2003
	West Earl Township	1998/2003
Lititz-Warwick	Lititz Borough	N/A
	Warwick Township	1993
Manheim Central	Manheim Borough	N/A
	Penn Township	1993
	Rapho Township	1993
Strasburg	Strasburg Borough	N/A

Village Growth Area	Municipality	Year Adopted
Bird-in-Hand	East Lampeter Township	2003
Buck	Drumore Township	1994
Chestnut Level	Drumore Township	1994
Clay	Clay Township	1995
Farmersville	West Earl Township	1998/2003
Georgetown	Bart Township	2004
Goodville	East Earl Township	2002
Gordonville	Leacock Township	2001/2003
Hopeland	Clay Township	1995
Intercourse	Leacock Township	2001/2003
Kirkwood	Colerain Township	2004
Lampeter	West Lampeter Township	1994
Little Britain	Little Britain Township	1994
Monterey	Upper Leacock Township	2002
Nickel Mines	Bart Township	2004
Nine Points	Bart Township	2004
Oregon	Manheim Township	1995
Paradise	Paradise Township	2004
Penryn	Penn Township	1993
Refton	Strasburg Township	1995
Reinholds	West Cocalico Township	1995/2003
Ronks	East Lampeter Township	2003
Schoeneck	West Cocalico Township	1995/2003
Smoketown	East Lampeter Township	2003
Soudersburg	East Lampeter Township	2003
Stevens	East Cocalico Township	1998/2003
	West Cocalico Township	1995/2003
Talmage	West Earl Township	1998/2003
Wakefield	Fulton Township	1994
Washington Boro	Manor Township	1993
Witmer	East Lampeter Township	2003
Wrightsdale	Fulton Township	1994
	Little Britain Township	1994

Growth Targets – 1990s to Early 2000s

The Growth Management Element, as originally adopted in 1993, set a target of directing 80 percent of new residential growth to Growth Areas. Additionally, an average density of 5.5 units per acre was set for Urban Growth Areas, with a lower density set for Village Growth Areas in accordance with lower infrastructure capacities. In an effort to monitor these residential targets, the County initiated a *Growth Tracking Report* in 1994.

According to the most recent edition of the *Growth Tracking Report*, the 17,869 units developed in Lancaster County between 1994 and 2002 utilized 8,157 acres of buildable land. Of this buildable land, 37 percent (2,996 acres) was located inside Growth Areas and accounted for 76 percent of the total number of units built during that period. Meanwhile, 63 percent of buildable land developed between 1994 and 2002 (5,161 acres) was outside the Growth Areas, and accommodated only 24 percent of the total number of units built.



Average density during this period was as follows:

- 2.2 dwelling units per acre countywide;
- 5.0 dwelling units per acre in Urban Growth Areas;
- 1.5 dwelling units per acre in Village Growth Areas; and
- 0.8 dwelling units per acre outside Growth Areas.

The information in the *Growth Tracking Report* revealed a need to step up efforts to manage future growth.

D. The Growth Management Element Update (2006)

Balance, the 2006 Growth Management Element Update, covers the same 25-year period as *Choices* – from 2005 to 2030. In order to address the current growth trends and acknowledge the public’s desire to implement stronger growth measures in the future, the Growth Management Element Update is setting new growth management targets. It also provides an updated land use framework for the County, reflected in Map 3.1.

Future Growth Targets – 2005 to 2030

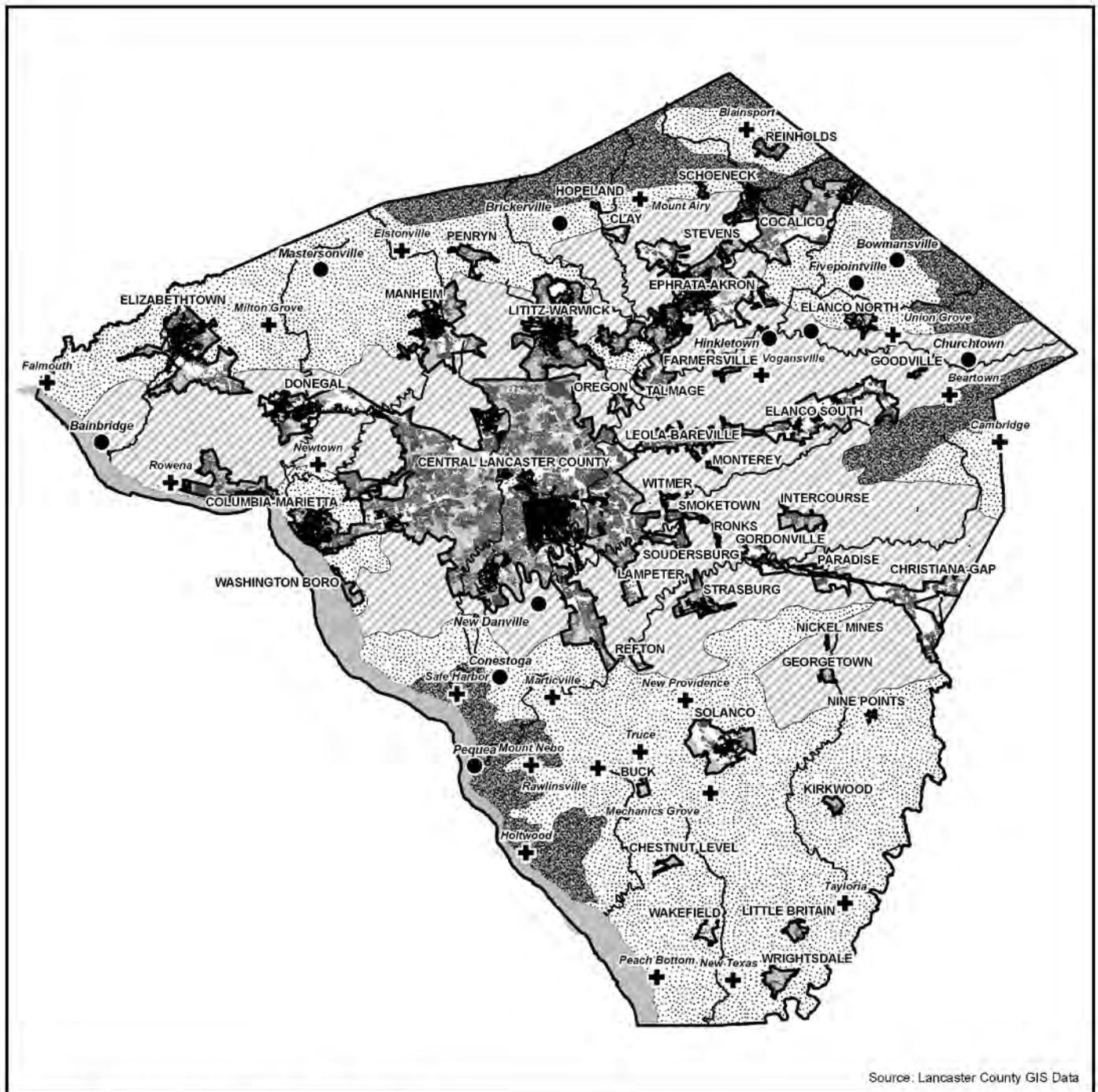
Approximately 31,000 acres of buildable land have been identified within existing Growth Areas in the 2006 Growth Management Element Update. With new targets for growth and density (see box below), and a renewed emphasis on redevelopment for the City and Boroughs under both the 2006 Growth Management Element Update and *Choices*, only 15,000 acres should be required to achieve the 53,259 units needed to accommodate the new growth in households that is anticipated to occur in Lancaster County over the next 25 years. See Chapter 4 of *Choices* (Community Profile) for data on household growth projections.

During the first five-year implementation period for *Choices*, 10,652 units are anticipated to be developed, at a rate of 2,130 per year. The shared policies and goals of the 2006 Growth Management Element Update and the Housing Element Update are designed to promote higher intensity quality development in urban settings. In that regard, the Growth Management and Housing Elements will work in unison to expand housing choices in type, location and price, thus encouraging greater balance in terms of growth and development patterns. Accordingly, the prepon-

The new targets set under *Balance*, the 2006 Growth Management Element Update, are designed to promote more intense compact development in Urban Growth Areas in order to expand housing opportunity and affordability, while reducing and better managing growth in rural areas. The new targets are as follows.

- 85 percent of new growth will be targeted to Urban Growth Areas.
- 12 percent of the new growth targeted to Urban Growth Areas will be steered to the City and Boroughs, along with 55% of new employment related growth, as part of a Revitalization Strategy for those areas.
- No more than 15 percent of new growth will be targeted to Village Growth Areas, Cross-road Communities, Rural Neighborhoods, and Rural Business Areas.
- An average net density of 7.5 dwelling units per acre will be set for Urban Growth Areas.
- An average net density of 2.5 dwelling units per acre will be set for Village Growth Areas.

MAP 3.1 2030 Growth Management Framework Map



Source: Lancaster County GIS Data

GROWTH MANAGEMENT ELEMENT Lancaster County Comprehensive Plan

GROWTH MANAGEMENT FRAMEWORK MAP

Urban Strategy

- Concentrated Building Areas
- General Building Areas
- Core Reinvestment Areas
- General Reinvestment Areas
- Growth Areas

Rural Strategy

- Villages
- Crossroads Communities
- Agricultural Areas
- Natural Areas
- Agricultural with Natural Areas



derance of single family detached development that has occurred in the County over the past decade should give way to a broader mix of unit types throughout all urbanized settings and in existing rural communities, as appropriate. While the development trends of the past decade have helped to sustain and strengthen Townships, it has also contributed to sprawl in rural areas and to a growing neglect of the City and Boroughs. Thus, the time for a more balanced approach has come, particularly as market preferences are showing a desire for more compact housing in urban environments.

E. Cultural Heritage Element

Simultaneous to the Updates to the 2006 Housing and the Growth Management Elements of the County’s Comprehensive Plan is the development of *Heritage*, the Cultural Heritage Element. Three of the six goals of the Cultural Heritage Element concern, in part, the built environment. The first of these goals recognizes that the buildings of Lancaster County are treasured heritage resources that should be identified, conserved and preserved because they define the character of our communities and provide the “sense of place” that makes each community unique. Another goal is to integrate the conservation and preservation of our buildings into the County’s housing and economic development strategies. For example, the restoration, adaptive use or rehabilitation of existing buildings creates construction jobs, improves streetscapes, creates and/or maintains housing and work spaces, and minimizes the need for public expenditures on additional infrastructure while maintaining the characteristics of the community.

These first two goals of *Heritage* are very much in keeping with the Pennsylvania Municipalities Planning Code (MPC) guidelines for Housing Elements. The MPC states, in summary, that a Housing Element must provide housing for current and future residents through the use of such housing activities as conservation of existing housing, revitalization of older neighborhoods, and new construction.



Lancaster City—Old Trinity Place in Old Town



A streetscape in the Village of Kirkwood

Goal three of *Heritage* recognizes that the continued prosperity of Lancaster County’s economy depends upon increasing population and growth in a variety of economic sectors. It also recognizes that housing, in adequate numbers, must be provided to accommodate new growth and to sustain an expanding economy. *Heritage* will provide the tools that can facilitate preservation and conservation of existing buildings to help meet new growth targets, especially in urban areas. It will also provide good design techniques and tools that can help with the construction of new communities in a manner that is contextual to the surrounding environment. *Heritage* tools and techniques will be linked to a larger Smart Growth Toolbox designed as a component of *Balance*, the Growth Management Element.

F. The Smart Growth Toolbox

Balance includes a Smart Growth Toolbox to provide municipalities in Urban Growth Areas with technical, regulatory, and financial incentives to manage higher density growth during the 25-year time horizon established for the Growth Management Element Update, *Choices*, and *Heritage*. The Toolbox also includes tools and incentives to help rural areas absorb and manage smaller amounts of growth in Villages, Crossroads Communities, Rural Neighborhoods, and Rural Business Areas, while preserving farmland and natural areas and strengthening and sustaining the rural economy.

G. Conclusion

The goals, objectives, and strategies contained in *Choices* are consistent with the regulatory recommendations and the new growth targets set by the updated Growth Management Element. They are also consistent with the goals in *Heritage* designed to preserve architectural and other built and natural treasures in Lancaster County. The Smart Growth Toolbox that is included as part of the Growth Management Element Update can be a resource to municipalities, housing developers, housing preservationists and others in providing the incentives and assistance needed to help expand housing choice consistent with the desired development patterns set through the County's Comprehensive Plan.



Village Growth Area: Georgetown, Bart Township



Crossroads Community: Marticville, Martic Township



Potential Rural Neighborhood: Smithville, Providence Township



Potential Rural Business Area: Turkey Hill Dairy, Manor Township

Community Profile

This chapter describes the Lancaster County community and specifically examines the population, housing, and economic trends that will impact *Choices*. The chapter is divided into two main sections, outlined as follows:

Section 1: Existing Conditions

- A. Location and Size
- B. Population
 - Housing Units
 - Households
 - Patterns of Growth
 - Population Sub-groups
- C. Median Household Income
- D. Median Housing Value
- E. Economic Profile

Section 2: Population Trends and Market Potential

- F. Population and Housing Forecasts
- G. Future Housing Needs
- H. Residential Market Potential

Section 1: Existing Conditions

A. Location and Size

The original inhabitants of the area that eventually became Lancaster County were Native Americans, including members of the Susquehannock, Conestoga, Shawnee and Delaware tribes. William Penn, Pennsylvania’s founder, left a legacy of religious tolerance and the area became a haven for those seeking religious freedom. The first European settlers were Mennonites who came in 1710 to occupy approximately 10,000 acres around present-day Willow Street. Amish, German, and English settlers soon followed.

Lancaster County was established as Pennsylvania’s fourth County in 1729, with Lancaster City as its seat. The City of Lancaster is the oldest inland City in America. It was mapped out as a town in 1730, chartered as a Borough in 1742, and incorporated as a City in 1818.

Since its establishment, Lancaster County has been known throughout the world for its breath-

taking landscapes and natural areas, abundant waterways, fertile agricultural land, idyllic villages and communities, and rich architectural and cultural heritage. These attributes have shaped Lancaster County’s sense of place, with each of its 60 municipalities contributing to its character and uniqueness.

The 60 municipalities that make up Lancaster County consist of Lancaster City, 18 Boroughs, and 41 Townships. Located in southeastern Pennsylvania, the County is situated approximately 40 miles west of Philadelphia. It is approximately 950 square miles in size.

In the 2000 Census, Lancaster County had a population of 470,660, representing an increase of 11.3 percent from 1990. While population growth has remained strong over the past several decades, the rate of growth has fluctuated as shown in Chart 4.1.

Population

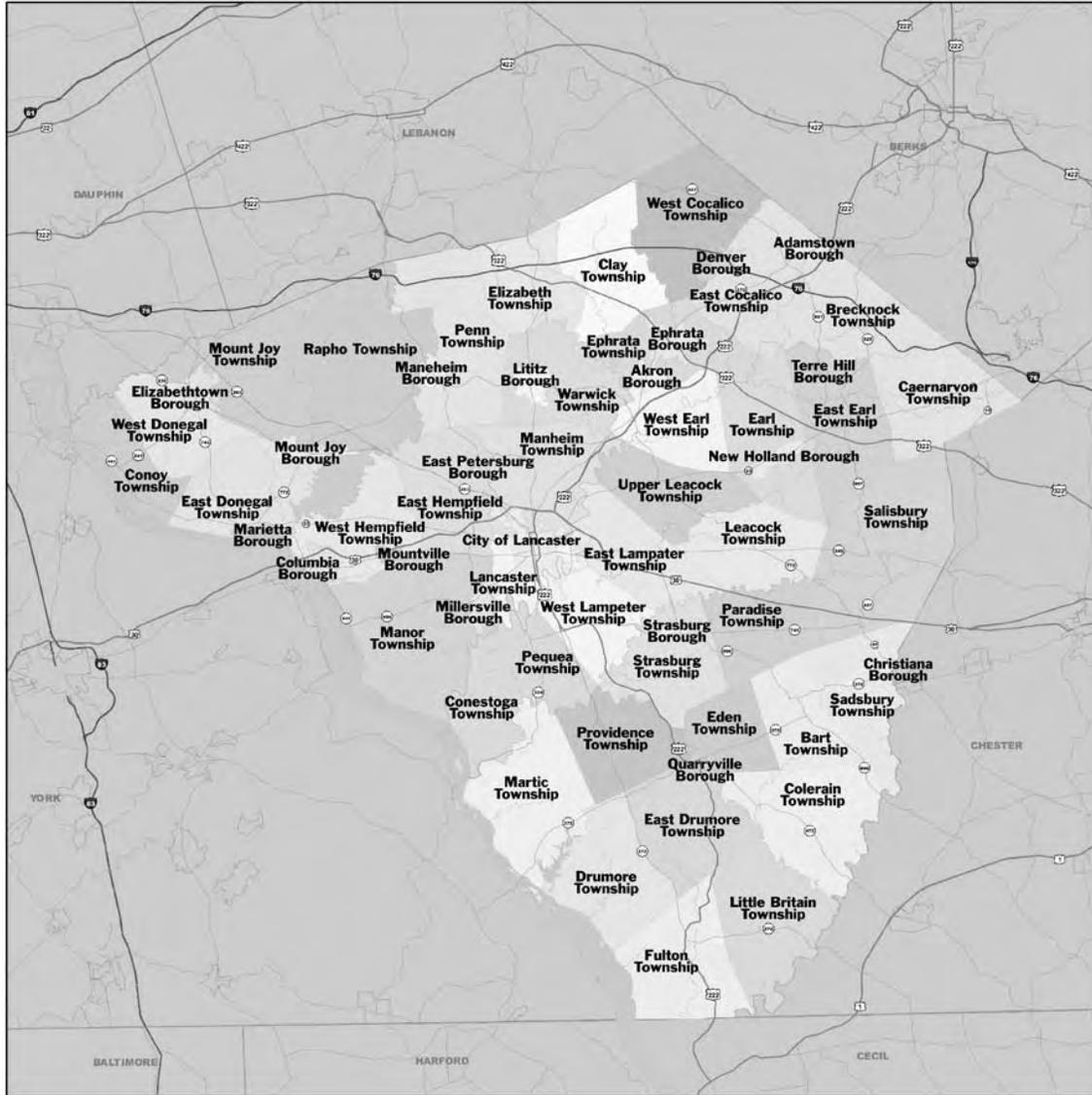
In terms of ethnicity, the County is 91.5 percent White, 2.8 percent African-American, and 2.2 percent Asian according to the 2000 Census. Hispanic and Latino residents (of any race) account for 11.3 percent of the population.

The population in Lancaster County is growing older. The number of residents aged 65 and older increased by 19 percent between 1990 and 2000, from 55,469 to 66,060. Meanwhile, the number of residents aged 25 to 34 decreased by 4.5 percent during this same time period.

Housing Units

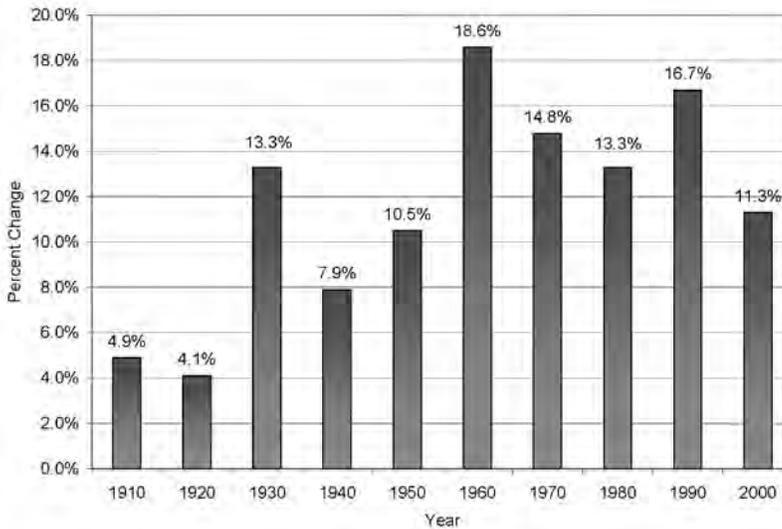
The number of housing units in the County has also been strong as reflected in Chart 4.2. There has been an increase of 27,094 units between 1980 and 1990 (21 percent) and an increase of 23,528 units between 1990 and 2000 (15 percent). The estimated number of units as of 2004 was 186,307 or an increase of 3.51% from 179,990 in 2000.

MAP 4.1 LANCASTER COUNTY AND 60 MUNICIPALITIES



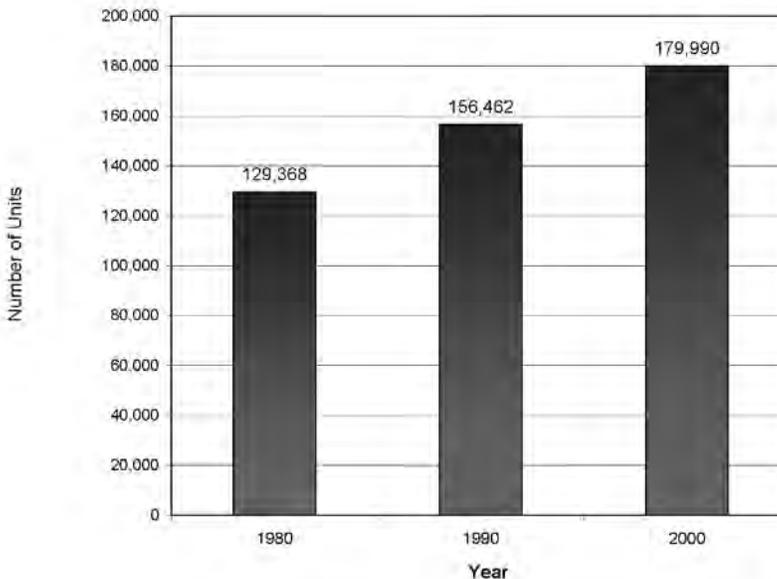
Community Profile

Chart 4.1: Percentage increase in population by decade, 1910-2000



Source: US Census

Chart 4.2: Total Housing Units in Lancaster County 1980-2000



Source: US Census

Households

Between 1990 and 2000, the number of households in the County rose by 14 percent (or 21,619) to 172,575 households. This is notably higher than the population increase of 11.3 percent over this same time period. Average household size has steadily declined from an average of 2.83 persons in 1980, to 2.71 in 1990, to 2.64 in 2000. (See Chart 4.3) The average household size will continue to decline, with 2.60 persons per household projected for 2010.

Patterns of Growth

Based on data in Appendix B (1990–2000 Population and Housing Data Tables), Lancaster County has experienced an uneven distribution of growth.

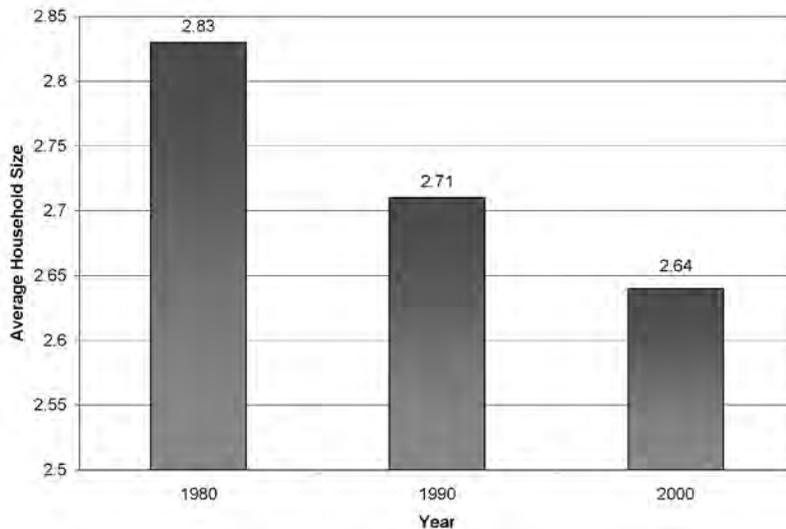
Nine townships experienced particularly high levels of new home construction, in both number and percentage terms. More than 10,100 new units were built in these nine Townships between 1990 and 2000, accounting for over 43 percent of all new housing units constructed in the County during that decade (page B-5). In comparison, the 3,862 new units constructed over the decade in the County’s 18 Boroughs represented just

16.4 percent of the increase in the County’s housing stock.

Population Subgroups

The Pennsylvania Municipalities Planning Code requires that a County’s Housing Element must plan for all current and future residents at all

Chart 4.3: Average Household Size in Lancaster County, 1980-2000



Source: US Census

income levels. These subgroups and their expectations need to be taken into consideration as the County develops strategies to plan for future growth. Unless otherwise noted, the Lancaster County Planning Commission provided statistics for the following sub-populations.

Like any community, Lancaster County has a range of population subgroups, each of which has different needs and expectations with regard to housing choices.

- **Large Families (five or more persons)** – In 2000, this group made up 11 percent of the total number of households. Supply, affordability, and location are important considerations for this group.
- **Small Families (Non-seniors, one and two persons)** – In 2000, this group made up 23 percent of all households. Supply, location, and affordability are important considerations for this group.
- **Seniors** – In 2000, 31 percent of households had at least one member aged 60 years or older. According to the US Census, nine percent of all households in Lancaster County are made up of individuals aged 65 and over who live alone. The desire to remain in a particular loca-

tion, home maintenance, affordability, and location near services are important considerations for this group.

- **Young Adults (Age 20-34)** – In 2000, this group made up 6 percent of the non-family households. The desire for housing near amenities, mass transit, housing affordability, and a variety of housing choices are important considerations for this group.
- **Students** – Lancaster has 42,600 full-time students enrolled in six institutions. Of those, 5,500 live off campus. Assimilating into communities, the desire to be near amenities and mass transit, and housing affordability are considerations for this group.
- **Workforce** – In 2000, over 100,328 households fit into this category. They face affordability and location considerations.
- **Below-Market Rate Households** – In 2000, this group made up 38 percent of all households. They earn 80 percent or less than the median household income. Important considerations for this group include affordability, location, variety of housing types, and access to services including mass transit.

- **Disabled** – The Lancaster County Planning Commission was unable to obtain a definitive count of disabled residents. However, design, location near services, and affordability are important considerations for this group.
- **Homeless** – A United Way survey conducted in 2004 indicated that there are 545 homeless people in shelters, 468 who are non-sheltered, and 410 who are staying with friends or family. The key concern for this group is obtaining access to a continuum of care system, including shelters, transitional housing, and permanent affordable housing.

C. Median Household Income

Information contained in Appendix B is the basis for much of the following historical and current income profile for the County.

Countywide, median household income was \$33,300 in 1990 and rose to \$45,000 by 2000, representing an increase of 35 percent.

In general, incomes were higher in Townships than in other parts of the County. In 2000, 21 of the 41 Townships had median household incomes above \$50,000. At \$55,800, Strasburg Township and Manheim Township had the highest median incomes in 2000. Strasburg also posted the largest dollar and percentage increases in median income, rising \$22,400 (or 67%) between 1990 and 2000 (pages B-9 to B-10).

Median household incomes tended to be lower in the City and the Boroughs. At \$22,200, Lancaster City had the County's lowest median household income in 1990, and it remained in that position in 2000 with a median income of \$29,800. In the year 2000, median household income exceeded \$50,000 in just one of the 18 Boroughs – East Petersburg. Among the Boroughs, Columbia had the lowest median household income in both 1990 and 2000. Lititz had the smallest change in median household income both as a number and as a percent, not only among the 18 Boroughs, but also among all of the County's municipalities.

By 2004, median household income within Lancaster County was \$49,400, just over six percent higher than the national median of \$46,500. In contrast, median home value in the County was \$121,100, approximately 14 percent lower than the national median of \$141,300 (pages B-7 to B-8).

D. Median Housing Values

Homeownership

The homeownership rate in Lancaster County continues to surpass the national rate and also the rates of several surrounding counties. According to Appendix B and census data, in 2004, the estimated homeownership rate was 72.7 percent, while the rental rate was 27.3 percent. Median housing value in Lancaster County rose by 35 percent during the 1990s, from \$89,300 in 1990 to \$121,000 in 2000 (pages B-7 to B-8).

In a pattern similar to household incomes, median housing values tended to be higher in the Townships. In 2000, East Hempfield Township had the County's highest median housing value at \$147,800, up from \$115,400 in 1990. The higher median housing values exhibited in the Townships were in part due to the larger proportions of recently constructed housing units within those municipalities, as compared to the Boroughs.

At \$71,300, Lancaster City had the County's lowest 2000 median housing value. Only three other municipalities had a median under \$100,000; they were the Boroughs of Columbia, Marietta, and Ephrata.

The County's 18 Boroughs—which had the lowest percentage increase in new construction over the decade—generally had lower median housing values. Among the Boroughs, Columbia had the lowest median housing value in both 1990 and 2000, as well as the smallest dollar increase in median housing value. The smallest percentage increase in median housing value was in East Petersburg.

Range of Housing Prices and Rents

According to the housing market study, the asking prices for existing homes in 2004 ranged from \$22,000 for a 1,500 square foot townhouse to \$2,000,000 for a 3,600 square foot mansion. The

base prices for new-construction attached units ranged from \$117,000 for a 1,600 square foot unit to \$521,000 for a 2,100 square foot unit. Base prices for new-construction detached units ranged from \$170,000 for a 1,100 square foot unit to \$382,600 for a 3,500 square foot unit.

In 2004, market-rate rents in the County ranged from \$450 per month for a 400 square foot studio to \$1,250 per month for a 1,400 square foot 3-bedroom unit. This represents a notable increase from 2001, when market-rate rents ranged from \$350 to \$1,055 per month for the same types of units.

E. Economic Outlook

Housing has been a key contributing factor to Lancaster's economy. However, Lancaster County's economy overall is one of the strongest in PA because of its diversity. The economy includes agriculture, tourism, and a range of business and industry sectors. Lancaster has traditionally enjoyed a reputation as a strong manufacturing County. While employment in manufacturing is still well above the national average (20% of the County total compared to 11.3% nationally in 2003¹), the County has lost a significant number of manufacturing jobs since the 1990s, mirroring a nationwide trend.

Looking towards the future, a study by the Lancaster Workforce Investment Board identifies five leading industry clusters (health care, construction, specialty manufacturing, food processing, and communications) in which Lancaster County enjoys significant competitive advantages. These clusters also offer increased opportunities for employee advancement in position and salary. The study recommends supporting and nurturing these clusters to promote a prosperous economy and income levels that help households expand their range of housing options.

In light of these leading clusters, the Economic Development Company (EDC) of Lancaster County and the EDC Finance Corporation sponsored *Lancaster Prospers* in 2003. *Lancaster Prospers* is a strategic plan for countywide eco-

¹ LancasterProspers Background Briefing Paper, 19 August 2003, p. 2

economic development. The plan identifies seven Strategic Action items as the highest priorities to ensure the continued health of Lancaster County's economy:

- I. Create a mechanism for collaborating on regional initiatives;
- II. Establish an economic research capacity for the County/Region;
- III. Develop a countywide economic development marketing plan;
- IV. Create a Research and Development Center;
- V. Support the formation of industry-driven Centers of Excellence;
- VI. Support a comprehensive approach to entrepreneurship; and
- VII. Develop urban centers as attractive places to live, work, and play.

The goals, objectives, and strategies contained in *Choices* demonstrate consistency with the *Lancaster Prospers* initiative, and will particularly facilitate Action item number seven, which calls for the creation of attractive urban centers that offer a mix of housing types at varying affordability levels, that promote jobs/housing balance, and that provide easy access to vital local economies which offer competitive incomes and a variety of goods, services, and amenities.

Jobs-Housing Balance

As land use and economic development patterns in Lancaster County have increased the distances between homes, jobs, and other destinations, commute times are increasing and people are spending more time in their cars. The collective increase in vehicle trips costs individuals and businesses money, affects productivity, creates traffic and congestion that pollutes the environment, and diminishes quality of life for a community.

Ideally, municipalities and regions should aim to ensure that available jobs, and local labor force skills, are aligned and that the homes available to the local labor force are at sizes, prices, and locations appropriate to their needs.

Choices strives to contribute to a balanced jobs-housing ratio by encouraging mixed-use communities, promoting higher intensity of

development, recommending amendments to regulations, offering incentives, and encouraging local governments in Lancaster County to cooperate regionally. All of these measures together can help expand housing choice in terms of type, location and price for the County's workforce.

Section 2: Population Trends and Market Potential

This section provides population and housing unit forecasts over the next 25 years. It also addresses specific needs related to below-market housing, elderly housing, and households experiencing cost burdens and housing problems. The chapter concludes with an analysis of the residential market potential for Lancaster County, including market composition, population draw areas, and housing preferences.

Population and Housing Units Forecasts

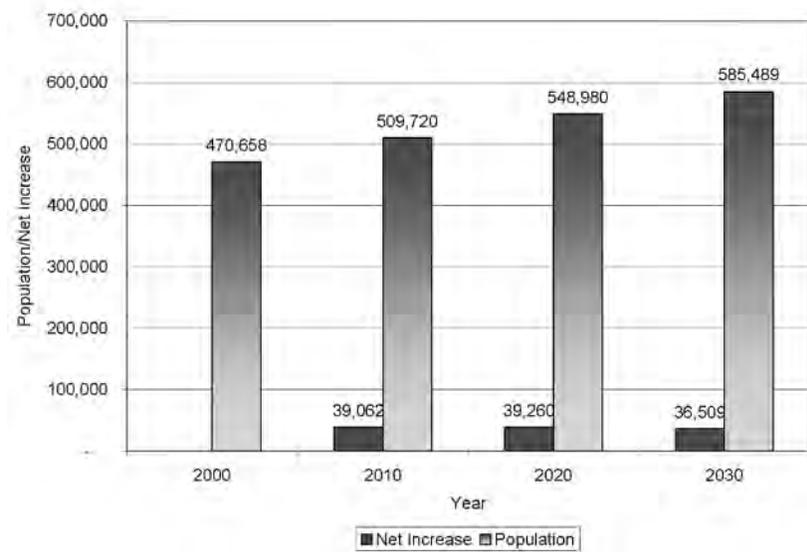
The projections below incorporate two types of forecast methodologies. The Cohort-Component methodology focuses specifically on population, while the Housing Unit methodology aims to determine housing unit growth through the year 2030.

Population Forecasts

In 2002, the Lancaster County Planning Commission conducted forecasts through the year 2030 using the Cohort-

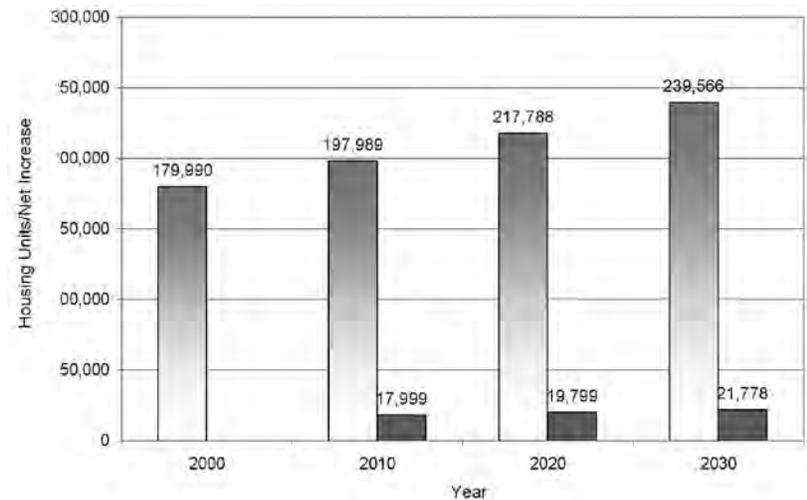
Component technique. Cohort-Component projection is the standard demographic model for forecasting population at varying geographic levels, down to the County level. The name "Cohort-Component" comes from breaking the population down into five-year age and sex cohorts. The cohorts are tracked over time and the forecast takes into account components such as births, deaths, and migration. Based on the population forecasts, Lancaster County will reach 585,487 residents by the year 2030 (see appendix C). This represents a

Chart 4.4 – Population Forecast (Cohort component method - Appendix C)



Source: LCPC, Cohort Component Forecast, 2002

Chart 4.5 – Housing Unit Forecast



Sources: 2004 Claritas Estimates and LCPC, Housing Units Forecasts for 2010 to 2030.

projected increase of 100,757 new residents from the estimated population of 484,730 in 2004, or a growth of nearly 4,000 new residents each year. The results are summarized in Chart 4.4.

Housing Unit Forecasts

To determine how many housing units will be needed by the year 2030, the housing unit methodology was applied. This methodology uses historical housing unit trends derived from census data and projects them overtime. In the case of Lancaster County, census data revealed a declining rate in the growth of housing units, from 20.9 percent for the period from 1980 to 1990 to 15 percent for the period from 1990 to 2000. The housing unit methodology assumes that the declining rate of growth will continue in the current decade (2000 to 2010), leveling out at 10 percent for the period from 2010 to 2030. This projected growth rate was reviewed and accepted by the Housing Steering Committee.

Based on this assumption, housing units will grow from an estimated 186,307 in 2004 to 239,566 in 2030. This represents a net increase of 53,259 units over the next 25 years to 2030, at an approximate growth rate of 2,130 units per year.

See Chart 4.5 on page 4-7.

Housing unit forecasts were cross-checked against Cohort-Component forecasts. Household numbers were converted back into population figures, based upon average household size trends and accounting for residents who live in group quarters. Results showed that the converted population numbers are nearly identical to the County's Cohort-Component population forecasts for the year 2010, differing by only 131 persons. The difference between the two projections increases for the years 2020 and 2030, but remains within a range of three percent. See Table 4.1 for details.

The number of occupied housing units (or households) in Lancaster County will increase from 172,560 in the year 2000 to 229,983 in the year 2030. This number was calculated using a historic vacancy rate of four percent.

G. Projections by Income Levels

The population and housing unit forecasts were also applied in order to assess future housing demand by income in Lancaster County:

- Above-market Households (116 percent of median household income and above)
- Moderate-Income Households (81 – 115 percent of median household income)
- Below-market households (80 percent or below median household income)
- Elderly households
- Households with cost burdens

Chart 4.6 on the opposite page shows a breakdown of all households by income bracket (percentage of area median household income) and by tenure for the year 2000. Chart 4.7 shows how this breakdown will change by the year 2030.

Above-Market Household Forecasts

There were 72,452 households at or above 116 percent of median household income in 2000. This is the income level where a household does not typically qualify for any form of housing assistance but can generally afford market-rate housing prices. Of the 72,452 above market rate households, 58,614 were owners and 13,838 were renters.

In 2030, the estimated number of above market households is 97,007, with 82,553 as owners and 14,454 as renters.

Moderate-Income Household Forecasts

There were 34,775 households at 81 to 115 percent of median household income in 2000. For purposes of this Update, these households are being identified as moderate-income households because they may still qualify for some form of housing assistance even though they are at the median household income level or slightly above. Of the 34,775 moderate-income households, 28,133 were owners and 6,642 were renters.

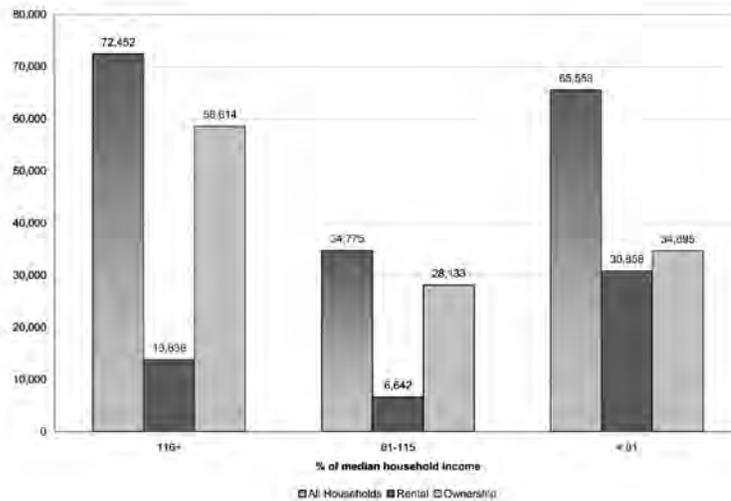
In 2030, the estimated number of moderate-income households is 39,925, with 33,977 as owners and 5,949 as renters.

Table 4.1 – Housing Unit and Population Data Comparison

	2010	2020	2030
Housing Unit method	509,851	556,498	602,776
Cohort-Component method	509,720	548,979	585,489
Difference	131	7,519	17,287

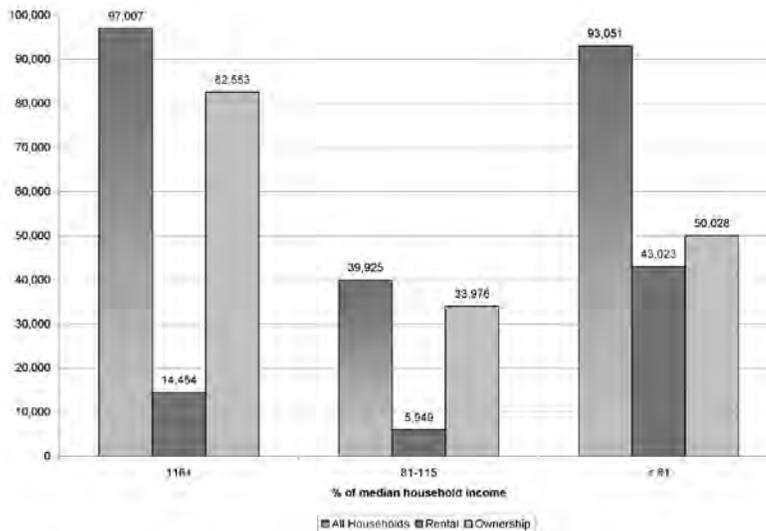
Source: LCPC, Cohort Component Forecast 2002, and Housing Unit Forecast 2005

Chart 4.6 – Households by percentage of median household income and tenure, 2000 (Appendix D)



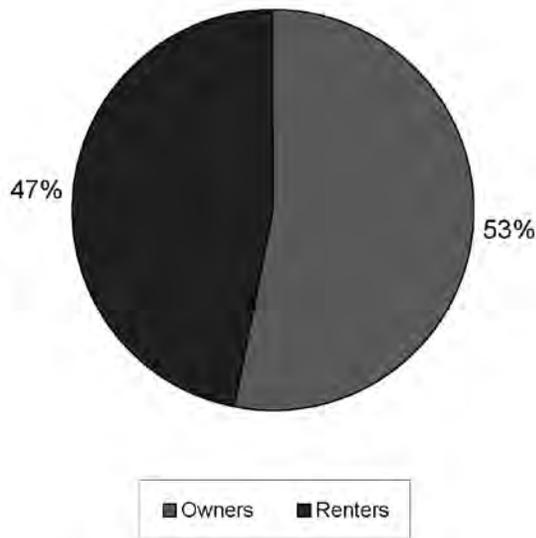
Source: LCPC

Chart 4.7 – Households by percentage of median household income and tenure, 2030 Forecasts (Appendix D)



Source: LCPC

Chart 4.8 – Proportion of owners versus renters among Below-Market Households, 2000



Source: LCPC

Below-market Households Forecasts

There were 65,553 households at 80 percent or below the median household income in 2000. Among the below-market households in 2000, 34,695 or 53 percent were owners and 30,858 or 47 percent were renters. See Chart 4.8 and Table 4.2.

The 2000 proportion of below-market households is expected to remain fairly constant to 2030, if intervention through the policies of this Update and the Growth Management Element are not pursued.

Table 4.2 – Below-market households (< 80% of median household income) through 2030

Year	2000	2010	2020	2030
Below-market Rental Households	30,858	34,689	38,642	43,023
Below-market Ownership Households	34,695	39,476	44,445	50,028
Total Below-market Households	65,553	74,165	83,087	93,051

Source: LCPC, Future Housing Needs, Appendix C

Elderly Households

Over the next 25 years, 56,472 elderly households are projected, and they will account for nearly one quarter of all 229,983 projected households in the County; approximately one half of them will be below-market, with incomes at 80 percent or less than the median household income. See Table 4.3 for further details.

Cost Burdens

Households which are cost burdened are defined as those that pay more than the federal standard of 30 percent of their gross income for housing. A household is extremely cost burdened if they pay more than 50 percent of their gross income for housing.

An examination of cost burdens provides an indication of the degree of affordability in a community. The number of households experiencing cost burdens in Lancaster County is projected to steadily increase over the next 25 years. Of these, the majority will be ownership households.

This figure of 22 percent could increase to 28 percent in 2010, and 33 percent in 2020. By 2030, 38 percent of all households are projected to face a cost burden greater than 30 percent of gross income. See Table 4.4.

In 2000, 22 percent of all households had a cost burden greater than 30 percent of their gross income.

In 2000, eight percent of all households experienced a cost burden greater than 50 percent of their gross income.

This figure is anticipated to increase to ten percent in 2010, 12 percent in 2020, and 13 percent in 2030. See Table 4.4.

Turning the Tide

Close monitoring of the progress made under *Choices* can provide an indication of how quickly the tide can change through corrective policies, thus providing more affordability across the board for all households and especially for

Table 4.3 – Below-market elderly households (< 80% of median household income), through 2030

Year	2000	2010	2020	2030
Below-market Elderly Rental Households	8,185	9,173	10,252	11,474
Below-market Elderly Ownership Households	16,133	16,077	15,635	14,873
Total Below-market Elderly Households	24,318	25,250	25,886	26,347

LCPC, Future Housing Needs

Close monitoring of the progress made under *Choices* is an important part of the Implementation Plan. That is why the Implementation Plan contained in *Choices* will be pursued in 5-year increments. If indeed the goals, objectives and strategies of *Choices* – along with the policies and goals of the Growth Management Element Update – can promote choice in housing type, location and price, the projections for continuing high levels of cost burdened households, including elderly households, can be addressed.

working, elderly, and other households who are cost burdened. If tracked data does not show that the tide is turning quickly enough, then that will be an indication that efforts need to be adjusted and/or accelerated.

Table 4.4 - Total number of households facing cost burdens through 2030 (Appendix D)

Year	2000	2010	2020	2030
Cost Burden > 30%	38,835	52,393	69,506	86,260
Cost Burden > 50%	14,339	18,751	24,264	30,590

Source: LCPC

H. Residential Market Potential

Methodology

The characteristics of the potential market for new and existing housing units in Lancaster County were identified using Zimmerman/Volk Associates, Inc.’s proprietary target market methodology. It examines the market potential over a five year period. This methodology was developed in response to the challenges inherent in the application of conventional supply/demand analysis to urban development and redevelopment. Such conventional analysis typically ignores the potential impact that a newly-introduced housing supply can have on settlement patterns. This impact can be substantial, particularly when that supply is specifically targeted to match the housing preferences and economic capabilities of the draw area households.

In contrast to conventional supply/demand analysis—which is based on supply-side dynamics and baseline demographic projections—target market analysis determines the depth and breadth of the potential market derived from the housing preferences and socio-economic characteristics of households in the defined draw areas. Because it considers not only basic demographic characteristics, such as income bracket and age, but also less-frequently analyzed attributes such as mobility rates, lifestyle patterns and household compatibility issues, the target market methodology is particularly effective in defining a realistic housing potential for urban development and redevelopment, especially in locations where there has been no comparable residential development.

More than 28,000 households represent the potential market for new and existing housing units within the County. Based on migration data, and verified by anecdotal information obtained from real estate brokers, sales persons, leasing agents, and other knowledgeable sources, these 28,000 households will come from four general locations, known as draw areas.

Nationally, the market for more compact forms of housing, particularly within urban neighborhoods, is now being fueled by the convergence of the two largest generations in the nation's history: the 82 million Baby Boomers born between 1946 and 1964, and the 78 million Millennials, who were born from 1977 to 1996.

Table 4.5 – Potential Housing Market by Draw Area

Lancaster County (Local Draw Area):	74.3%
Chester, York, Berks, Dauphin, Lebanon (Regional Draw Area):	9.2%
Bucks (Philadelphia Draw Area):	2.3%
Balance of US (National Draw Area):	14.2%
Total:	100.0%

Source: Zimmerman/Volk Associates, Inc., 2005.

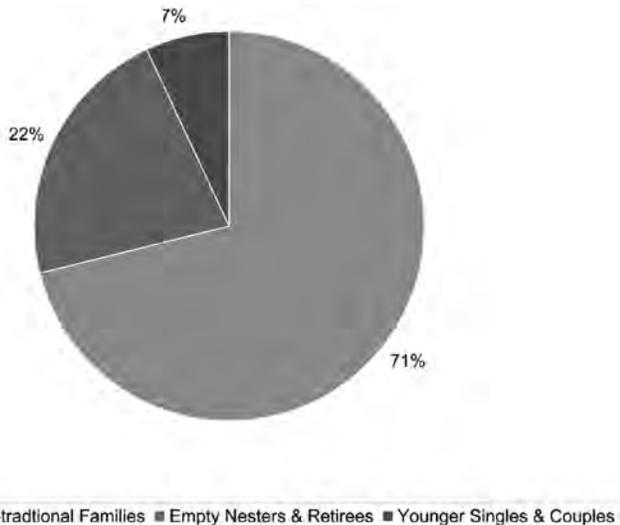
Population Dynamics

As Boomer households move from the full- to empty-nest life stage in increasing numbers, they are having a substantial impact on urban housing, particularly in downtowns. Meanwhile, Millennials are just leaving the nest, and as has been the case with preceding generations, they are moving into multi-family housing. These two nearly synchronous demographic waves will peak sometime in the next decade and continue beyond 2020.

These national trends are evident in Lancaster County, resulting in considerable market potential for new housing within more compact forms of development, located in more urbanized areas, over the next five years.

The draw areas for Lancaster County are delineated in Table 4.5.

Chart 4.9 - Target Market Distribution in Lancaster County: Current Market Potential



Source: Zimmerman/Volk Associates, Inc.

The potential market encompasses three general market segments: Traditional and Non-Traditional Families, Empty Nesters and Retirees, and Younger Singles and Couples.

These segments are described in Chart 4.9 and below.

- **Traditional and Non-Traditional Families represent the largest general market segment.** This segment currently represents 75% of the market distribution for Lancaster County, however, this segment is anticipated to shrink to 71%. Traditional families generally consists of two parents and two or more children. Non-traditional families, which during the 1990s became an increasingly larger proportion of all US households, encompass a wide range of family households such as a single parent with one or more children, an adult caring for younger siblings, or a grandparent with custody of grandchildren.
- **Empty Nesters and Retirees comprise the second largest market segment.** This segment currently represents 22% of the market distribution and is expected to hold at that rate. Empty nesters are households that have grown children who have recently moved away. Retirees make up another large percentage of this segment.
- **Younger Singles and Couples.** This segment currently represents 3% of the market distribution and is expected to grow to 7%. This type of childless household makes up the smallest general market segment. See Chart 4.9.

Housing Preferences

The housing market study reflects that more than 70 percent of the market prefers some form of ownership housing. Of the remaining 30 percent that comprise the market for rental dwelling units, some are renters by choice; many, however, would prefer to own but cannot afford the type of housing they want in neighborhoods where they would consider living.

This means considerable market potential for new housing within more compact forms of development, located in more urbanized areas, over

Based on the projected shifts in the potential housing market in Lancaster County over the next five years, multi-family and single-family attached dwelling units should represent larger proportions of new housing construction to correspond more closely to the housing preferences of changing market demographics.

the next five years and beyond. These projections are consistent with the Growth Management Element Update targets, which state that 85 percent of new growth should occur in Urban Growth Areas and no more than 15 percent should occur in rural areas.



Lancaster City—Concept homes for Sunnyside Peninsula.



Mount Joy Borough—Sassafra Terrace Apartments. A redeveloped former industrial building.

Constraints

This chapter summarizes constraints to greater housing choices in Lancaster County. The findings indicate that real opportunities exist to affect diversity in housing through: the review and amendment of existing zoning regulations by local municipalities; the strengthening of existing programs; and the raising of general awareness of the conditions that hinder or facilitate housing choices. For more information see Appendix E: Zoning Analysis.



Millcreek in West Lampeter Township contains a mix of housing options and is in a Traditional Neighborhood Development District.

A. Zoning Ordinances Analysis

The 60 municipal Zoning Ordinances in Lancaster County were reviewed and analyzed to determine their strengths and weaknesses, to recognize local best practices, and to identify recommendations that promote greater choices.

Strengths and Weaknesses

Several key findings from the analysis include the following.

- Lancaster City and the Boroughs offer the broadest range and diversity of housing types.
- The Townships provide for various and diverse types of compact development as an option to conventional tract development. However, the land area on which cluster development, planned residential development, and traditional neighborhood development may apply is somewhat limited in terms of total acreage.
- The process for land development plan approval seems to be relatively simple for conventional single-family detached dwellings on larger lots, and relatively

Most municipalities could easily amend their ordinances to provide for more housing choices by simply enabling mixed-housing types, two-family dwellings, second floor apartments above first floor retail, accessory apartments, and granny flats. Only one municipality, Mount Joy Borough, explicitly addresses housing affordability.

complex for optional compact forms of housing through clustering.

- Several municipalities provide for a “village zone” or village overlay zone that allows for village-type residential in commercial or central districts.

Local Best Practices

Some individual municipalities have already implemented regulations that directly address the findings listed above.

Several examples of local regulatory models for other jurisdictions to follow are cited below.

- **Traditional Neighborhood Development (TND) Districts in West Lampeter and East Hempfield Townships, and Mount Joy Borough;**
 - **Planned Residential Development (PRD) Districts in Manheim and Manor Townships;**
 - **Cluster development in Warwick Township, Manheim Borough, and Rapho Township;**
 - **Transferable Development Rights (TDR) in Manheim and West Hempfield Townships; and**
 - **Planned Retirement Community in Columbia Borough and East Hempfield Township.**
-



Lancaster City—Church Street Towers is affordable housing for seniors and the disabled

Recommendations

The analysis of municipal zoning ordinances led to a number of key recommendations.

- Increase total acreage for cluster/compact development in additional zoning districts.
- Amend zoning ordinances, using the models cited above, to explicitly provide for: mixed housing types, two-family dwellings, apartments above commercial space, granny flats, smaller lot sizes, TNDs, Transit Oriented Development (TOD), and TDRs.
- Improve the conditions under which development of alternative housing types may be more attractive, such as: allow for state mandated no-impact home-based business opportunities; allow for smaller lot sizes to allow for shallower setbacks; allow for one more story of building height; be more flexible with parking requirements and maximum lot coverages; and allow for compact/cluster development by-right rather than as a conditional use option.
- Engage in increased communications between developers and municipal officials to strive for a shared vision regarding housing diversity.
- Encourage codes that promote a traditional neighborhood form and structure, so that new housing will be more attractive and in accordance with prescribed design guidelines.

- Encourage multi-municipal TDR (Transferable Development Rights) in an effort to designate rural zones as sending areas, and urban zones as receiving areas.

These recommendations are included in the goals, objectives, and strategies of the Housing Element Update.

B. Other Constraints to Housing Choices

In addition to regulations, other factors affect housing choices, among them housing discrimination and predatory lending practices.

Housing Discrimination

Targeted meetings were conducted as part of the Housing Element Update, involving minorities and the disabled population, among others. These meetings revealed that housing discrimination manifests itself in a variety of forms in spite of programs designed to limit it.

The Fair Housing Action Committee, a partnership of public and private organizations staffed by the Lancaster County Human Relations Commission, has worked since 1998 to raise awareness of and reduce all known forms of housing discrimination. That is covered by federal, state and local laws. This Committee was created as a recommendation of the *1998 Joint Analysis of Impediments to Fair Housing* document produced by the City of Lancaster and the County of Lancaster together with the Lancaster County Housing and Redevelopment Authorities.

Although the Committee has had some success, the County's Human Relations Commission and the County's Housing and Redevelopment Authorities have recommended that the 1998 Impediments Analysis be updated with the completion of the County's Consolidated Plan. The Consolidated Plan is the County's proposal for the use of federal funding assistance under housing programs provided through the US Department of Housing and Urban Development.

Predatory Lending

Predatory lending involves abusive lending practices that include: making a mortgage loan to an individual who does not have the income to repay it; repeatedly refinancing a loan and charging high points and fees each time; and “packing” credit insurance into a loan. It often results in personal bankruptcy, real estate foreclosure, and sub-prime lending.

A 2003 South Central Assembly for Effective Governance study of predatory lending suggested that predatory lending is on the rise.¹ This study, along with reports of predatory lending problems in other parts of the State, raised the awareness of the Pennsylvania Department of Banking, which in turn commissioned a statewide study of the issue.

The State and the South Central Assembly are currently augmenting existing programs to combat predatory lending.

Other Conditions

Table 5.1 on page 5-4 summarizes conditions that hinder or favor the creation of greater housing choices. While the table focuses on Affordable Housing (e.g., below market rate housing affordable to households at 80 percent or below the median household income), all issues that are noted in column 1 can create barriers to housing production in general and, therefore, they should all be addressed in order to facilitate housing choice and affordability for all consumers.



Mount Joy Borough's Traditional Neighborhood Development Ordinance is being used by Charter Homes to develop Florin Hill which will have housing for diverse income levels, as well as a mix of commercial and office uses.

¹ The statewide study, entitled Mortgage Foreclosure Filings in Pennsylvania, was published in 2005 by the Reinvestment Fund, and reveals that predatory lending is increasing in the state. The study is available online at http://www.trfund.com/policy/PA_Foreclosures.htm.

Table 5.1 – Elements Conducive and not Conducive to Housing Choices

Issues	Elements not conducive to providing affordable housing	Elements conducive to providing affordable housing	
Development Process	Delayed Approval Process (Time Consuming Plan Reviews)	Accelerated Approval Process	
Regulatory issues / Incentives	Zoning Limits on Multi-Family Development	Higher Density Zoning	Building Height Increases
	Exclusionary and Large Lot Zoning	Inclusionary Zoning (Uses; Densities; Min. Lot Area/DU; Parking)	Density Bonuses
	No Affordable Housing Requirement	Affordable Housing Requirement (e.g., 10% of total housing units)	
	NIMBY Attitude (and Time Consuming Zoning Disputes)	Flexibility With Code Requirements	
Development Costs	Excessive Infrastructure Costs (Sewer and Water, Street Widths)	Development Within Existing Infrastructure Service Areas (Public Water, Public Sewer, Mass Transit)	Narrower Streets
	High Development Costs, including Labor and Materials	Partnerships with Banks and Developers that Provide Affordable Housing	Tax Increment Financing
	Increased Sale Price of Land	Reduced Sale Price of Land	
	High Development Fees and Impact fees	Reasonable Development and Impact Fees	
Home Financing	High Mortgage Finance Rates and Predatory Lending	Creating better financial mechanisms for homeowners	
	Increased Property Taxes	Reduced Property Taxes	
	Lack of Housing Subsidies	Improved Housing Subsidies	
Transportation	Limited Access to Mass Transit	Close Proximity to Mass Transit	
	Shortage of Skilled Labor	Better Jobs Access	
Types of Development	Gated Communities	Accessory Apartments / Granny Flats	Condominium Units (in low to mid-rise buildings)
	No Apartments	Adaptive Reuse, including loft conversions of industrial buildings	Conversion of Single-family homes to two-family and multi-family homes
	Single-family detached homes dominate	Apartments, including apartments above commercial	Age qualified housing/ ECHO housing/ Elder cottages
		Group Homes/ Shared housing	Subsidized Rental Housing
		Manufactured housing	Rehabilitation of existing housing
		Live-Work Units	Mixed price, mixed type, mixed use housing
		Workforce housing	Infill development
Key Actors and Programs		Community Development Corporations (CDCs), Housing Development Corporations	Employer Assisted Home Ownership Programs
		Non Profit Involvement (Habitat for Humanity)	Keystone Opportunity Zones (KOZ)
		Home Builders/Developers willing to accept lower profit margins	

Source: Thomas Comitta and Associates, Inc.

Recommendations

The goals, objectives, and strategies of the Housing Element Update have been developed and refined through an extensive process of public involvement activities and technical studies. This chapter, which presents the recommendations, is divided into the following sections:

- Section 1: The Vision for Housing in Lancaster County, and
- Section 2: Goals, Objectives, and Strategies to implement the Vision for Housing in Lancaster County.

Section 1: The Vision for Housing in Lancaster County

The Vision for Housing was formulated based on Lancaster County residents' aspirations for the future, as expressed through the Housing Element Update Fall 2004 public meetings, a countywide survey, and related community participation activities including a Housing Summit and a Housing Conference, both of which took place in 2005.

The Vision for Housing

An adequate supply, and diversity, of housing opportunities will be available in Lancaster County to give current and future residents greater choice in housing type and tenure (rental and ownership), location, and price for a place to call home.

Through the combined application of existing community values, policies in the Comprehensive Plan, and local support, Lancaster County should be able to provide current and future residents over the next 25 years with an adequate supply and diversity of housing types, tenures, locations, and prices, in a manner that is consistent with the County's desired development patterns and strategies for future growth.

Moreover, as supply and diversity in housing type and tenure are expanded, housing affordability for the County as a whole should improve. Recognizing that some segments of the population may require even greater help in terms of affordability, the adoption and implementation

of inclusionary housing programs serving below-market and moderate-income households is one important goal of *Choices*, along with advocacy efforts to expand both regulatory and financial programs to help these households access safe, decent, and affordable housing.

Section 2: Goals, Objectives, and Strategies to Implement the Vision for Housing in Lancaster County

The following four areas are inextricably linked to the successful implementation of the Housing Element Vision:

- A. Leadership and Cooperation;
- B. Public Education and Awareness;
- C. Smart Growth Zoning Policies and Tools to expand Housing Supply and Diversity of Housing Type and Tenure, and to Improve Housing Affordability for all Lancasterians; and
- D. Inclusionary Housing Tools and Programs to specifically assist Households of below-market and moderate-incomes.

Housing Goals, Objectives, and Strategies for each of these four areas are included below.

A. Leadership and Cooperation

The implementation of the Vision for Housing will require committed, coordinated efforts by municipalities, the County, not-for-profit organizations and institutions, and the private sector.

Goal – Government, not-for-profit organizations and institutions, the private sector, and the community in general will work collaboratively to implement the County's housing goals by encouraging good management of land, effective design tools and techniques, conservation of buildings and other treasured resources, and efficient and innovative construction practices.

Objective A.1

The County will facilitate alliances with and between municipalities, other government entities, not-for-profit organizations and institutions, the private sector, and the community in general, in order to appropriately plan for and develop quality housing that offers a variety of choices and that helps strengthen, build, and sustain viable neighborhoods.

Strategies

- A.1.1 Promote an understanding of the County’s overall housing needs and work together to address those needs.
- A.1.2 Coordinate the Coalition for Smart Growth’s Advocacy Program and the Planning Commission’s Envision Series. Through a co-ordinated effort, these programs could be utilized to educate the community at-large on the various components of the Smart Growth Toolbox, and on housing-related policies and incentives that encourage a sufficient supply and diversity of housing for current and future residents consistent with desired development patterns and strategies.
- A.1.3 Encourage a commitment among municipalities to modify plans and regulations to ensure that local housing needs are met and that the County’s overall housing needs are sufficiently addressed.
- A.1.4 Encourage collaboration among municipalities to promote regional planning activities such as shared housing strategies and common zoning.
- A.1.5 Facilitate partnerships between local governments, not-for-profit organizations and institutions, the private sector, and the community in general on ways to strengthen and sustain existing neighborhoods in Urban Growth Areas through smart growth techniques that promote housing affordability, diversity and good design.

Coordinate with the Envision Lancaster County Steering Committee, the Land Recycling Committee, the Lancaster County Housing and Redevelopment Authorities, *Lancaster Prospers* and others to employ the proposed Reinvestment Strategy under the County’s Comprehensive Plan that is targeted to the City, Boroughs and urbanized areas of Townships.

- A.1.6 Encourage municipalities, not-for-profit organizations and institutions, the private sector, and the community in general to cosponsor design competitions, charrettes, seminars, etc. that promote housing affordability, diversity in housing type and tenure, and smart design of new neighborhoods and mixed-use development on Buildable Lands within Urban Growth Areas.
- A.1.7 Encourage municipalities, not-for-profit organizations and institutions, the private sector, and the community in general to explore smart growth planning practices to increase rural housing opportunities and affordability while reducing sprawl and maintaining the unique character of villages and other rural communities through conservation, infill, and revitalization.
- A.1.8 Create a forum for lenders to exchange information on underwriting loans for mixed-use development, new low-interest loan products for homebuyers interested in redeveloped or reused properties, and financing for development of multi-family rental and ownership projects.

B. Public Education and Awareness

In order to achieve the Vision, municipalities, not-for-profit organizations and institutions, the private sector, and the community in general—including housing producers and consumers—have to be aware of the components of the Vision, including the County’s varied housing needs and the regulations, incentives, programs, and models available to them to design, develop, purchase, or rent housing.

Goal – Educate residents, developers, government officials, and not-for-profits on key information in the Housing Element.

Objective B.1

Conduct an ongoing information dissemination and awareness campaign.

Strategies

- B.1.1** Establish a system for periodic updates of the demographic projections and market data contained in the Housing Element:
- a. Keep current information on household demographics for Lancaster County, using the Census, American Community Survey reports, sources maintained by not-for-profit organizations and institutions, and private or state-operated demographic firms.
 - b. In coordination with the Lancaster Chamber of Commerce & Industry, the Lancaster County Workforce Investment Board, and the Lancaster County Association of Realtors® (LCAR®) continue to track information on Lancaster’s workforce, incomes, progress in addressing the jobs/housing balance in the County, and in meeting the overall housing needs of the diverse segments of the workforce.
 - c. In coordination with the Lancaster County Housing and Redevelopment Authorities (LCHRA), LCAR® and not-for-profit organizations and institutions, continue to track the housing needs of

below-market and moderate-income households and special populations.

- d. In coordination with the County’s Human Relations Commission, LCHRA, and LCAR® continue to track efforts to promote the application of equal opportunity in housing.
- e. Link the Housing Element web page to the County’s *Consolidated Plan* which provides information on the housing needs of all below-market and moderate-income households and a Countywide strategy for housing opportunities to help meet those needs.
- f. In coordination with the Building Industry Association of Lancaster County, LCAR®, and the US Census, maintain periodic updates on median housing prices for ownership and rentals in Lancaster and nearby counties.
- g. In coordination with the Lancaster Chamber of Commerce & Industry provide periodic status reports on the relationship between housing supply and economic growth.

B.1.2 Create annual reports to track implementation of the Housing Element Update.

B.1.3 Utilize the Housing Element web page on the Planning Commission’s website to keep the public informed of the key goals stated in *Choices*, progress in meeting the goals, changes in demographics, changes in median owner and rental housing prices in the County, key trends in the housing industry, local, regional and national housing events, and more.

B.1.4 Create a link from the Housing Element’s web page to the Smart Growth Toolbox. The Toolbox will be a web-based resource for municipalities and others to access critical information with regard to plans, regulations and funding resources that promote

housing affordability, diversity in types and tenure, and smart design. It will also contain examples of these resources and peer contact information for municipal managers and others who want to follow-up and learn more about given examples.

- B.1.5 Continue to utilize the Planning Commission’s newsletter as a resource for sharing housing-related information.
- B.1.6 Utilize the Planning Commission’s Smart Growth Leadership Awards Program to recognize best practices in housing affordability, diversity in type and tenure, and design practices.
- B.1.7 Update the Housing Element every five years to ensure consistency with the Policy and Growth Management Elements of the County’s Comprehensive Plan and to keep demographic projections and market data current.

Objective B.2

Provide customized housing information and technical assistance.

Strategies

- B.2.1 Encourage municipalities to coordinate with the County in the application of Smart Growth Audits recommended under the Growth Management Update. The purpose of the Audits is to identify any inconsistencies between local and multi-municipal plans and policies and the County’s Comprehensive Plan, as updated through the Housing and Growth Management Elements. Consistent with B.1.4, encourage municipalities to take advantage of the Smart Growth Toolbox to address those inconsistencies and to enhance their opportunities to expand housing affordability, diversity in terms of types and tenure, smart design, and neighborhood character.

- B.2.2 Support the creation of a Smart Growth Circuit Rider in the Lancaster County Planning Commission who, along with Community Planners, can assist municipalities in bringing their plans, ordinances, and regulations into consistency with the smart growth policies promoted through the County’s Comprehensive Plan, as updated through the Housing and the Growth Management Elements.
- B.2.3 Provide technical assistance to developers – both market-rate and not-for-profit – to encourage adherence to regulations that are adopted by municipalities, and to encourage the expansion of housing opportunities.
- B.2.4 Encourage not-for-profits and market-rate developers to partner on projects that promote mixed-income units, with an inclusionary housing component targeted to households of below-market and moderate-income. Help identify opportunities and model agreements to facilitate such partnerships.
- B.2.5 Provide technical assistance to employers in developing programs for employees such as housing referral programs, loan programs to purchase homes, ride-sharing programs, etc.

C. Smart Growth Zoning Policies and Tools

Smart Growth Zoning Policies and Tools will play a critical role in the implementation of the Housing Vision. They provide the foundation for creating housing choices within the context of the land use solutions identified as part of the Growth Management Element of the County’s Comprehensive Plan.

The Zoning Policies and Tools section includes the following goals:

- Goal C-1: Growth Management
- Goal C-2: Revitalization
- Goal C-3: Community and Neighborhood Character

Objectives and strategies are listed for each of the goals.

C-1: Growth Management

The County will encourage local municipalities and cooperate with them in bringing forth the growth management goals, objectives and strategies reflected below and contained within the Growth Management Element of the County’s Comprehensive Plan.

Goal – Smart growth planning and zoning tools and programs, such as those contained in the Smart Growth Toolbox, will help guide growth and development patterns, expand housing supply, encourage diversity in housing types and tenure, and increase overall affordability.

Objective C-1.1

Utilize the Urban Growth Area Strategy and the Rural Strategy in the Growth Management Element Update as the framework for addressing the County’s housing needs, consistent with desired development patterns and growth strategies.

Strategies

- C-1.1.1** Plan for 85 percent of new residential growth to occur in Urban Growth Areas, with housing development targeted to defined areas including Reinvestment Areas (Core Reinvestment Areas and General Reinvestment Areas), and

Buildable Lands Areas (Concentrated Building Areas and General Building Areas).¹

- C-1.1.2** Plan for no more than 15 percent of new residential growth in rural areas to occur in Rural Centers to reduce scattered, low-density development.²
- C-1.1.3** Plan for proposed new density targets in the Growth Areas: an average of 7.5 dwelling units per net acre in Urban Growth Areas and an average of 2.5 dwelling units per net acre in Village Growth Areas.

¹ Under the Growth Management Element Update, Core Reinvestment Areas are the City and Boroughs and are targeted for high-density residential and mixed-use development. General Reinvestment Areas are developed areas within Urban Growth Areas but they are located outside the Core Reinvestment Areas. These areas are not as old as Core Reinvestment Areas and are not yet ready for significant reinvestment activity. Concentrated Building Areas are Buildable Lands that contain high infrastructure capacity that can accommodate high-density residential zoning by right, Mixed-Use Centers (see below), or a combination of both. General Building Areas include all Buildable Lands outside Concentrated Building Areas; they are characterized by a lower level of infrastructure and thus development would occur at a less intense level than in Concentrated Building Areas. The Growth Management Element Update contains three types of Mixed-Use Centers to be located in Reinvestment Areas and Concentrated Building Areas in Urban Growth Areas: (1) Housing Mixed-Use Centers with housing as the primary use; (2) Employment Mixed-Use Centers with employment as the primary use; and (3) Retail Mixed-Use Centers with retail as the primary use.

² Under the Growth Management Element Update, Rural Centers are areas of existing development that have characteristics favorable for establishing a compact pattern and defined edge. There are four types of Rural Centers: Crossroads Communities are currently defined as a compact gathering of 20-50 dwelling units with a distinct identity in a rural area where there is generally no public water and sewer. Villages are currently defined as pedestrian-oriented areas with 50 or more dwelling units, that have a radius of one-quarter to one-half mile from edge to center and should be provided with public water and sewer where appropriate. Rural Neighborhoods are areas of existing residential development or subdivisions with undeveloped lots or adjacent land that would be appropriate to accommodate a portion of a Township’s future land use needs. Business areas are existing developed areas with undeveloped lots with the potential to expand or add uses.

Objective C-1.2

Expand land use regulations and incentives to facilitate the creation of higher density, compact, mixed-use neighborhoods and districts, utilizing resources within the Smart Growth Toolbox and mentioned within this section.

Strategies

- C-1.2.1 Designate Reinvestment and Buildable Lands Areas to expand housing opportunities in Urban Growth Areas consistent with desired growth patterns and strategies.
- C-1.2.2 Designate Rural Centers to absorb new rural residential development in a coherent manner that minimizes sprawl and maximizes the preservation of farmland and natural areas.
- C-1.2.3 Establish consistency between local zoning ordinances and the higher density targets in Growth Areas under the Comprehensive Plan.
- C-1.2.4 Use the Lancaster County Zoning Lexicon as a model to coordinate zoning terms and definitions within planning regions.
- C-1.2.5 Adopt legislation that enables innovative Transfer of Development Rights Programs.
- C-1.2.6 Adopt transit-oriented development ordinances to promote jobs/housing balance, more walkable communities, reduced vehicular congestion, and fewer conflicts between vehicular and non-vehicular traffic.
- C-1.2.7 Amend zoning ordinances to allow additional building height where appropriate, in order to provide for increased housing density.
- C-1.2.8 Revise minimum lot sizes to support implementation of proposed densities.
- C-1.2.9 Allow mixed-use development by right, or by conditional use when explicit standards and criteria are stated in zoning ordinances. Mixed-Use Centers should be

encouraged in Reinvestment and Concentrated Building Areas of Urban Growth Areas. The Housing Mixed-Use Center concept would have residential as the primary use with local retail, institutions, employment, and open space as secondary uses.

- C-1.2.10 Adopt innovative and mixed-use neighborhood design tools and incentives to help shape the physical character of neighborhoods (e.g., form-based zoning). Allow for flexible and mixed building types such as live-work units, apartments, condominiums above non-residential uses, and accessory units linked to single-family units.
- C-1.2.11 Adopt adaptive reuse ordinances.
- C-1.2.12 Enact No-Impact Home-Based Business provisions for all residential districts, consistent with the Pennsylvania Municipalities Planning Code.

Objective C-1.3

Promote development patterns that reduce the need for automobile travel, enhance neighborhood connectivity, and ensure low traffic in residential areas.

Strategies

- C-1.3.1 Encourage non-vehicular transportation by requiring developments to provide walkways and bikeways and by providing incentives for locating development along bus and train routes.
- C-1.3.2 Support funding for mass transit and transportation-related enhancements to make communities safer, to reduce congestion, and to reduce motorized vehicular conflicts with pedestrians, bikes, and buggies.
- C-1.3.3 Support transit-oriented development and ride-share programs to more efficiently connect employees to jobs, while reducing traffic congestion, air pollution, and other transportation-related costs.

Objective C-1.4

Reduce constraints that increase costs, time, and uncertainty for completing housing development applications.

Strategies

- C-1.4.1 Streamline the Preliminary Plan Approval and the Final Plan Approval processes.
- C-1.4.2 Reduce or waive fees for projects meeting goals in areas such as affordability, income mix, and transit-orientation.
- C-1.4.3 Use a single fee for the Final Plan Application.
- C-1.4.4 Educate municipal officials and developers about time-efficient ways to manage the land development approval process.
- C-1.4.5 Expand the existing expedited land development approval process to include housing development in Designated Growth Areas.

C-2: Revitalization

Goal—Older neighborhoods in the City, Boroughs, and urbanized areas of Townships will be reinvigorated and revitalized through investments that rehabilitate older occupied buildings, reclaim underutilized and vacant buildings, and redevelop blighted areas and brownfields consistent with the Reinvestment Strategy under the County’s Comprehensive Plan.

Objective C-2.1

Promote urban infill, redevelopment, and higher density development in Reinvestment Areas.

Strategies

- C.2.1.1 Assist municipalities in planning for housing development through the use of smart growth regulations that can achieve 12 percent of targeted new growth in Core Reinvestment Areas (the City and Boroughs) as part of the overall 85 percent growth target for Urban Growth Areas.

- C.2.1.2 Encourage a density target of 7.5 units per net acre and higher to foster investment and expanded housing in Revitalization Areas as recommended in the Comprehensive Plan.
- C.2.1.3 Assist municipalities in the promotion of Mixed-Use Centers, particularly the Housing Mixed-Use Center, to facilitate revitalization and high-density, compact, mixed housing developments in the Revitalization Areas as recommended in the Comprehensive Plan.
- C.2.1.4 Assist municipalities in pursuing reinvestment activities as needed in General Reinvestment Areas (existing developed areas within Urban Growth Areas that are outside of the Core Reinvestment Area).
- C.2.1.5 Utilize Tax Increment Financing (TIF) to stimulate the reuse of vacant and under-utilized buildings.
- C.2.1.6 Leverage appropriate federal and state programs, and related community and economic development programs to promote revitalization efforts.

Objective C-2.2

Develop a Countywide neighborhood conservation program.

Strategies

- C-2.2.1 Enact ordinances designed to facilitate the rehabilitation of abandoned properties, modeled after the New Jersey Abandoned Properties Rehabilitation Act.
- C-2.2.2 Adopt legislation that enables Transfer of Development Rights from historic properties to developers who could then build higher densities in targeted redevelopment areas.
- C-2.2.3 Supplement federal or state government programs for rehabilitation of historic buildings.

- C-2.2.4 Develop a program to train craftsman and contractors in historic building restoration and rehabilitation.
- C-2.2.5 Support owner/multi-family rehabilitation programs for non-historic buildings affordable to below-market and moderate-income households.
- C-2.2.6 Leverage recommendations in the Heritage Element of the Comprehensive Plan.

C-3: Community and Neighborhood Character.

Goal – Strengthen and maintain communities and neighborhoods as viable places for people to live, work, learn, and play while simultaneously promoting their individual sense of place and uniqueness.

Objective C-3.1

Inventory, clean up, and reuse brownfield sites.

Strategies

- C.3.1.1 Develop a Countywide inventory of properties that meet the definition of brownfields.
- C.3.1.2 Prioritize brownfields redevelopment opportunities in the County.
- C.3.1.3 Designate brownfield properties for inclusion within Keystone Opportunity Zones to provide tax incentives.
- C.3.1.4 Secure resources to assist with the assessment and remediation of brownfields.

Objective C-3.2

Coordinate design, building, and community maintenance programs.

Strategies

- C-3.2.1 Develop graphic codes and a model manual of design guidelines.
- C-3.2.2 Coordinate implementation of the building code among municipalities.
- C-3.2.3 Create a Countywide maintenance code.

- C-3.2.4 Develop community maintenance guidelines for street cleaning, litter control, and leaf and trash pickup.

Objective C-3.3

Encourage streetscape, main streets, squares, parks, and open space opportunities to help build neighborhood character and quality of life.

Strategies

- C.3.3.1 Encourage beautification efforts to define streetscapes on primary streets in order to create a distinct sense of place and destination within communities and neighborhoods.
- C.3.3.2 Encourage Main Street programs that promote economic prosperity and provide ready access to mixed uses including housing, entertainment, jobs, shopping, and institutional uses within a community.
- C.3.3.3 Encourage parks, walkways, squares, and open space that link to and between neighborhoods and the community center.

D. Inclusionary Housing Tools and Programs to Assist Households of Below-market and Moderate Income

While policies, regulatory tools, and incentives in the Smart Growth Toolbox and in this chapter are designed to help improve housing affordability for the County as a whole, more efforts are needed to assist below-market and moderate-income households in meeting their housing needs.

The County’s Housing and Redevelopment Authorities prepare the County’s *Consolidated Plan*, which is the County’s plan for the use of federal funding assistance provided through the US Department of Housing and Urban Development. The *Consolidated Plan* also serves as the County’s strategic plan, which identifies the housing needs of below-market and moderate-income households including the homeless, and provides an implementation strategy to help meet those needs.

However, because funding through the *Consolidated Plan* and other sources is not sufficient to meet the total housing needs of below-market and moderate-income households in the County, many of whom are working families or on fixed-incomes (e.g., seniors or disabled), more work needs to be done to address the housing needs of these groups. For that reason, one of the goals of this Update is to expand inclusionary housing opportunities affordable to below-market and moderate-income households through specific tools and programs.

D-1: Inclusionary Housing Tools

Goal – The range of housing choices will be expanded in Growth Areas through a variety of land-use tools that increase housing affordability, with added tools to help address the housing needs of below-market and moderate-income households through inclusionary housing measures.

Objective D-1.1

Strengthen municipal Zoning Ordinances to provide for more inclusionary housing that will be affordable to below-market and moderate-income households.

Strategies

- D-1.1.1 Utilize model zoning ordinances through the Growth Management Update Smart Growth Toolbox to facilitate inclusionary housing opportunities.
- D-1.1.2 Establish a target minimum percentage for inclusionary housing, such as fifteen percent.
- D-1.1.3 Provide technical assistance and funding through the Smart Growth Toolbox to assist municipalities in updating zoning ordinances and to coordinate ordinances between municipalities to incorporate inclusionary housing provisions.

- D-1.1.4 Review and update municipal zoning ordinances periodically to reflect demographic changes and to ensure a balanced regional supply of housing for below-market and moderate-income households and special needs population.

Objective D-1.2

Promote the development of accessory dwelling units (ADUs), also known as granny flats or in-law apartments, within new and existing single-family developments to promote inclusionary housing opportunities.

Strategies

- D-1.2.1 Expand the use of ADUs.
- D-1.2.2 Provide incentives for new housing developments that include a percentage of ADUs.

Objective D-1.3

Design innovative housing styles that promote housing affordability and inclusionary units for below-market and moderate-income households within development projects.

Strategies

- D-1.3.1 Work with private builders and developers to create innovative housing designs that promote variety and affordability across the board.
- D-1.3.2 Encourage private builders to work in partnership with not-for-profits to develop innovative housing designs that promote inclusionary units seamlessly meshed with market-rate units.
- D-1.3.3 Develop incentives, such as density bonuses and modified parking and street requirements, in order to encourage municipalities and developers to utilize the traditional neighborhood development approach with an inclusionary housing component.

Objective D-1.4

Encourage municipalities to establish higher-density and mixed-use areas as appropriate.

Strategies

- D-1.4.1 Identify and promote successful examples in Lancaster County of mixed-income neighborhoods and developments.
- D-1.4.2 Create an incentive system that rewards municipalities for supplying affordable housing, greater densities, or innovative development types when applying for County assistance.

D-2. Affordability Programs

In addition to policies and zoning tools, funding programs aimed at expanding homeownership and rental opportunities will help support implementation of the Housing Vision.

Goal—Expand resources to assist families of below-market and moderate-incomes to find adequate housing.

Objective D-2.1

Maximize existing Countywide programs that provide homeownership and rental assistance.

Strategies

- D-2.1.1 Expand relationship with Fannie Mae to develop additional homeownership programs tailored to Lancaster County’s identified needs.
- D-2.1.2 Expand relationship with the State to leverage opportunities under the Keystone Housing Program to increase funding for first-time homebuyers, rental, and rural housing.
- D-2.1.3 Promote self-help programs designed to increase community pride and not-for-profit or private involvement.

- D-2.1.4 Promote the use of two-unit dwellings, with one unit owner-occupied and the other for rent, to increase the availability of both affordable owner- and renter-occupied housing.
- D-2.1.5 Promote innovative housing programs such as “Homesharing” services.
- D-2.1.6 Improve cooperation among existing housing organizations in addressing homeownership and rental programs.
- D-2.1.7 Inventory and map all surplus lands and structures belonging to public agencies that may be available for residential use.

Objective D-2.2

Expand current programs to help families buy homes, and help current homeowners keep up their homes.

Strategies

- D-2.2.1 Facilitate not-for-profit or public-private partnership programs that help acquire or donate land for first-time homebuyers and multi-family developments, which are affordable to households of below-market and moderate-incomes and are consistent with desired growth and development patterns in the County.
- D-2.2.2 Expand the scope of the existing Lancaster County Housing Trust Fund services.
- D-2.2.3 Develop significant foundation and corporate funding to supplement the Lancaster County Housing Trust Fund.
- D-2.2.4 Set targets for the expansion of programs to enhance inclusionary housing incentives and related resources.

Objective D-2.3

Educate policymakers, residents, business leaders, and not-for-profits on inclusionary housing and related programs.

Strategies

- D-2.3.1 Conduct an annual Housing Summit:
 - a. Involve developers of inclusionary and market-rate housing, government officials and civic organizations in developing and implementing a Housing Summit.
 - b. Pursue creative ideas for partnerships, funding, design, and construction of affordable housing opportunities.
- D-2.3.2 Engage and educate the public through innovative participatory tools such as design charrettes.

Objective D-2.4

Support advocacy and planning activities with organizations whose primary mission relates to the provision of housing for below-market and moderate-income households.

Strategies

- D-2.4.1 The County will assist in the effort to build a coalition of housing organizations to take the lead in advocacy surrounding the needs of below-market and moderate-income households.

D-2.4.2 Continue to coordinate with the Lancaster County Housing and Redevelopment Authorities on gathering information from the Housing Element, such as income data for households, that can be utilized for the County's *Consolidated Plan*. The *Consolidated Plan* governs the use of US Department of Housing and Urban Development funds, including funds for emergency and transitional housing for the homeless, permanent rental housing, and homeownership opportunities for below-market and moderate-income households.

D-2.4.3 Coordinate with United Way, the Lancaster County Housing and Redevelopment Authorities and the County's Continuum of Care on collecting data and resources to address the homeless.

D-2.4.4 Communicate with State and Federal Delegations on the need for housing assistance to support below-market and moderate-income households.

D-2.4.5 Continue to work with the Lancaster County Human Relations Commission to ensure that all residents of Lancaster County are able to obtain fair housing free from discrimination, as covered by federal, state, and local fair housing laws.

Implementation

Goals, Objectives, and Strategies

The Executive Summary provided a brief description of the goals which are included in *Choices*. The Recommendations Chapter (Chapter 6) provided a detailed description of the goals, objectives and strategies.

This chapter focuses on implementation, including: a) a brief description of the goals; b) specific actions for implementation; and c) an implementation matrix reflective of the goals, objectives and strategies and the actions for implementation.

Goals - the seven goals, 20 objectives and 94 strategies contained in *Choices* are centered around four theme areas.

The goals are connected to the theme areas as follows:

- Leadership and Cooperation – This area contains one goal which focuses on how to support and coordinate efforts by municipalities, the County, not-for-profit organizations, and the private sector as they strive to implement the Vision.
- Public Education and Awareness – This area contains one goal which focuses on the need to raise awareness and understanding of the complex issues raised in *Choices*.
- Smart Growth Zoning Policies and Tools to expand Choice and Affordability – This area contains three goals: Growth Management, Revitalization, and Community and Neighborhood Character. The emphasis of the three goals is to create a regulatory environment shared by individual municipalities, which facilitates the creation of diverse housing choices in the County.
- Inclusionary Housing Tools and Programs to specifically assist Households of Below-market and Moderate-Incomes – This area contains two goals: Inclusionary Housing Tools and Affordability Programs. It deals with expanding tools and resources to assist families of below-

market and moderate-incomes to find adequate housing in the County.

Specific Actions for Implementation -Eleven specific Actions are outlined in this chapter, which will facilitate the complex implementation of Choices.

Each of the specific Actions described in this section identifies a time frame for initiation and lists the entities that are primarily responsible for implementing the Action.

These specific Actions should be initiated immediately, and should continue as necessary over the course of the next five years. This discreet horizon was set in response to the need for periodic updates of demographic projections, as well as the desire to update *Choices* every five years to ensure

Four key entities have been identified to take responsibility for implementing Actions and addressing supporting strategies:

- **The County – includes Lancaster County government: the Lancaster County Commissioners, the Lancaster County Planning Commission, and various departments that can assist in implementation.**
 - **Local municipalities – includes the City, Boroughs, and Townships that are part of Lancaster County, 60 in all. Responsibilities for implementation within the municipalities might fall on the elected officials, planning commissioners, appointed officials, and staff.**
 - **The private sector – includes lending institutions, investors, developers, homebuilders, and realtors.**
 - **Not-for-profit organizations – includes not-for-profit lenders, housing assistance providers, homeowners' associations, and community development organizations, among others.**
-

Implementation

consistency with *ReVisions* (Policy) and *Balance* (Growth Management) Elements of the County's Comprehensive Plan and to keep demographic projections and market data current. Although these Actions focus on the first five years, many of the activities that they facilitate will continue well beyond this initial time period.

The other entity that is referenced in this chapter is the Implementation Committee, which will play a very important role in advancing the specific Actions that are described in detail below.

Action 1: Establish an Implementation Committee

The County will establish an Implementation Committee to assist with implementation of Choices.

Committee members should include representatives of local governments, as well as private and civic sector leaders with strong housing interest and expertise. Possible roles of the committee include brokering implementation partnerships, monitoring implementation progress, and providing ongoing input to local municipalities, planning commissions, and the community at large. The Housing Steering Committee members are excellent candidates for the Implementation Committee. This Committee would work in conjunction with the Envision Lancaster County Steering Committee which would be responsible for leading the implementation of key provisions which transcend all elements of the Comprehensive Plan.

Time Frame: 2006, ongoing
Primary Responsibility: County

Action 2: Convene municipalities

The County, working closely with the Implementation Committee, should convene local municipalities and engage them in formal and informal cooperative housing-related regional planning activities. The tools following can facilitate the implementation of Action 2.

Tools – Regional breakfast forums, roundtables of elected officials convened to address ad-hoc housing issues, presentations and workshops targeted to individual municipalities.

Time Frame: 2006, ongoing
Primary Responsibility: County, Implementation Committee, local municipalities

Action 3: Engage non-government partners to assist with implementation

The Implementation Committee should identify and engage citizens, civic organizations, institutions, and businesses that can assist in implementing key strategies of the Housing Update. On particular strategies, and assisted by the County, a public-private task force could be appointed to lead the implementation of a specific strategy. The tools listed below can facilitate the implementation of Action 3.

Tools – Pilot demonstration projects, charrettes, and design competitions that bring together a diversity of implementation players from the private and not-for-profit sectors.

Time Frame: 2006, ongoing
Primary Responsibility: Implementation Committee, Private sector, Not-for-profit organizations

Action 4. Convene organizations that collect demographic and housing market data

The County should convene organizations that assemble demographic and housing market data in order to set up criteria for collecting and updating data, and to reach consensus regarding data sharing protocols. Potential organizations to include are: the Lancaster Chamber of Commerce & Industry, the Lancaster County Workforce Investment Board, Lancaster County Housing and Redevelopment Authorities, the County's Human Relations Commission, the Building Industry Association of Lancaster County, and the Lancaster County Association of Realtors®. The following tools can facilitate implementation of Action 4.

Tools – Census, the American Community Survey, the *Consolidated Plan*, web based linking and posting, periodic electronic bulletins, newsletters, the Planning Commission’s Smart Growth Leadership Awards.

Time Frame: 2006, ongoing
Primary Responsibility: County, private sector, not-for-profit organizations

Action 5. Develop information sharing programs on issues related to housing

Choices calls for some innovative development concepts. The County should organize educational programs and materials, drawing upon examples from other communities as well as from local review of development regulations and practices. This information is vital to elected officials, for-profit and not-for-profit developers, and the general public in their efforts to improve housing choices in the County. These educational programs should stay abreast of changes to the regulatory environment of individual municipalities. They should focus on facilitating the adoption of innovative development strategies that increase choices in housing (e.g. create a mix of housing sizes, encourage diversity in price, and reach the target goal of 85 percent of all new development occurring within designated Growth Areas).

Tools – Smart Growth Audits, Smart Growth Circuit Rider, Smart Growth Toolbox, seminars and workshops.¹

Time Frame: 2006, ongoing
Responsibility: County

Action 6: Convene working sessions with local municipalities to facilitate the implementation of the regulatory tools and incentives recommended by the Update

Choices identifies an array of objectives and strategies that recommend regulatory changes and incentives and that, if implemented, can increase housing choices available in the County. These objectives include: directing residential growth to the target areas defined by the Growth Management Element Update, amending zoning ordinances, streamlining approval processes, and promoting redevelopment and infill. Such changes should occur during the first five years of the Housing Element Update’s lifespan. During this period, the County should convene workshops and working sessions with individual municipalities to share objectives and strategies, share information about available programs and funding sources, broker cooperative efforts among municipalities, and encourage the implementation of programs and regulations. All 60 municipalities should be invited to participate in these activities. The tools listed below can facilitate implementation of Action 6.

Tools – Smart Growth Toolbox, Zoning Lexicon, analysis of zoning ordinances (available in Appendix F: Zoning Analysis.)²

Time Frame: 2006, ongoing
Responsibility: County, local municipalities

Action 7: Coordinate changes in development patterns with transportation investments

Choices seeks to encourage development patterns that reduce the need for automobile travel and enhance neighborhood connectivity. Changes in development patterns should be supported by investments in transportation-related investments including funding for mass transit. The County should ensure that transportation investments are consistent with and support changes in development patterns. The following partners can facilitate implementing Action 7.

¹ These are tools that are included as part of the Growth Management Element Update and each is described in Appendix A, the Glossary of Key Terms.

² These are tools that are included as part of the Growth Management Element Update and each is described in Appendix A, the Glossary of Key Terms.

Partners –Transportation Division of LCPC and the transportation long-range planning process.

Time Frame: 2006, ongoing
Responsibility: County, local municipalities

Action 8: Convene lenders, foundations, and not-for-profits to increase availability of funding for existing home ownership and rental programs

The County should convene an annual meeting of lending institutions, foundations, and not-for-profit housing providers in order to maximize availability of funds for existing home ownership and rental programs. The following tools or partners can facilitate the implementation of Action 8.

Tools and Partners – Lancaster County Housing Trust Fund, Community Development Financial Institutions (CDFI), donated land banking.

Time Frame: 2006, ongoing
Responsibility: County, private sector, not-for-profit organizations

Action 9: Develop creative housing styles that are affordable

The County, working with individual municipalities, the Building Industry Association of Lancaster County, individual homebuilders, and architects should develop an award and incentive program to encourage the development of innovative housing styles that facilitate the seamless inclusion of affordable housing units with market rate units.

Tools – Design competitions, charrettes

Time Frame: 2006, ongoing
Responsibility: County, private sector, not-for-profit organizations

Action 10: Monitor the implementation of the Housing Element Update

Throughout the implementation of the strategies outlined in Chapter 6: Recommendations, and in this chapter, the Implementation Committee

should carefully monitor the outcomes to determine if the changes are leading to the desired results expressed in the Update. The Committee should identify implementation areas that require particular attention, and address them during the next Housing Element Update.

Tool – Scheduled meetings and reviews by the Implementation Committee.

Time Frame: 2006, ongoing
Responsibility: Implementation Committee

Action 11: Periodically update the Housing Element

The Housing Element of the County’s Comprehensive Plan should be updated on a five-year basis. This is generally a sufficient timeframe to reassess changing conditions that may affect the Plan’s policies. If circumstances in the County change dramatically, an update could be initiated within a shorter time frame. The Lancaster County Planning Commission should take responsibility for initiating the process.

Tools – Working with the Implementation Committee, the County should convene or reconvene the Housing Element Steering Committee to design the update process and target areas that will require updating.

Time Frame: 2010
Responsibility: County

Summary of Objectives and Strategies

The following matrix summarizes the objectives and strategies of the Housing Element Update, with an indication of responsible parties, time frame, and relationship to the 11 Actions listed above.

In those cases where the Primary Responsibility parties are capable of implementing a strategy as it stands, and do not require the aid of a facilitating or preparatory action, then no specific Action is referenced in the matrix.

Implementation Matrix

A. LEADERSHIP AND COOPERATION				
Goal – Government, not-for-profit organizations and institutions, the private sector, and the community in general will work collaboratively to implement the County’s housing goals by encouraging good management of land, effective design tools and techniques, conservation of buildings and other treasured resources, and efficient and innovative construction practices.				
Objective A.1 - The County will facilitate alliances with and between municipalities, other government entities, non-profit organizations and institutions, the private sector, and the community in general to appropriately plan for and develop quality housing that offers a variety of choices and that helps strengthen, build, and sustain viable neighborhoods.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
A.1.1	Promote an understanding of the County’s overall housing needs and work together to address those needs.	County, Local Municipalities, Private sector, Non-for-profit	2006/on-going	Action 2
A.1.2	Coordinate the Coalition for Smart Growth’s Advocacy Program and the Planning Commission’s Envision Series. Through a coordinated effort, these programs could be utilized to educate the community at-large on the various components of the Smart Growth Toolbox, and on housing-related policies and incentives that encourage a sufficient supply and diversity of housing for current and future residents, and are consistent with desired development patterns and strategies.	County	2006/on-going	
A.1.3	Encourage a commitment among municipalities to modify plans and regulations to ensure that local housing needs are met and that the County’s overall housing needs are sufficiently addressed.	Local Municipalities, County	2006/on-going	Action 2
A.1.4	Encourage collaboration among municipalities to promote regional planning activities such as shared housing strategies and common zoning.	Local Municipalities, County	2006/on-going	Action 2

Implementation

A.1.5	Facilitate partnerships between local governments, not-for-profit organizations and institutions, the private sector, and the community in general on ways to strengthen and sustain existing neighborhoods in Urban Growth Areas through smart growth techniques that promote housing affordability, diversity and good design. Coordinate with the Envision Lancaster County Steering Committee, the Land Recycling Committee, the Lancaster County Housing and Redevelopment Authorities, <i>Lancaster Prospers</i> and others to employ the proposed Reinvestment Strategy under the County's Comprehensive Plan that is targeted to the City, Boroughs and urbanized areas of Townships.	County, Local Municipalities, Private sector, Non-for-profit	2007-2008/ongoing	Action 3
A.1.6	Encourage municipalities, not-for-profit organizations and institutions, the private sector, and the community in general to cosponsor design competitions, charrettes, seminars, etc. that promote housing affordability, diversity in housing type and tenure, and smart design of new neighborhoods and mixed-use development on Buildable Lands within Urban Growth Areas.	County, Local Municipalities	2007-2008/ongoing	Action 3
A.1.7	Encourage municipalities, not-for-profit organizations and institutions, the private sector, and the community in general to explore smart growth planning practices to increase rural housing opportunities and affordability while reducing sprawl and maintaining the unique character of villages and other rural communities through conservation, infill, and revitalization.	County, Local Municipalities, Private Sector, Not-for-profit	2007-2008/ongoing	Action 3
A.1.8	Create a forum for lenders to exchange information on underwriting loans for mixed-use development, new low-interest loan products for homebuyers interested in redeveloped or reused properties, and financing for development of multi-family rental and ownership projects.	County, Private sector	2006	Action 8

B. PUBLIC EDUCATION AND AWARENESS				
Goal – Educate residents, developers, government officials, and not-for-profits on key information in the Housing Element.				
Objective B.1 - Conduct an ongoing information dissemination and awareness campaign.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
B.1.1	Establish a system for periodic updates of the demographic projections and market data contained in the Housing Element	County	2006/on-going	Action 4
B.1.2	Create annual reports to track implementation of the Housing Element Update.	County	2006/on-going	Action 4
B.1.3	Utilize the Housing Element web page on the Planning Commission's website to keep the public informed of the key goals stated in the Update, progress in meeting the goals, changes in demographics, changes in median owner and rental housing prices in the County, key trends in the housing industry, local, regional and national housing events, and more.	County	2006/on-going	Action 4
B.1.4	Create a link from the Housing Element's web page to the Smart Growth Toolbox. The Toolbox will be a web-based resource for municipalities and others to access critical information with regard to plans, regulations and funding resources that promote housing affordability, diversity in types and tenure, and smart design. It will also contain examples of these resources and peer contact information for municipal managers and others who want to follow-up and learn more about given examples.	County	2006/on-going	Action 4
B.1.5	Continue to utilize the Planning Commission's newsletter as a resource for sharing housing-related information.	County	2006/on-going	Action 4
B.1.6	Utilize the Planning Commission's Smart Growth Leadership Awards to recognize best practices in housing affordability, diversity in type and tenure, and design practices.	County, Private sector, Not-for-profit	2006/on-going	Action 4
B.1.7	Update the Housing Element every five years to ensure consistency with the Policy and Growth Management Elements of the County's Comprehensive Plan and to keep demographic projections and market data current.	County	2010	Action 11

Implementation

Objective B.2 - Provide customized housing information and technical assistance.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
B.2.1	Encourage municipalities to coordinate with the County in the application of Smart Growth Audits as proposed under the Comprehensive Plan. The purpose of the Audits is to identify any inconsistencies between local and multi-municipal plans and policies and the County's Comprehensive Plan, as updated through the Housing and Growth Management Elements. Consistent with B.1.4, encourage municipalities to take advantage of the Smart Growth Toolbox to address those inconsistencies and to enhance their opportunities to expand housing affordability, diversity in terms of types and tenure, smart design, and neighborhood character.	County, Local municipalities	2006/on-going	Action 5
B.2.2	Support the creation of a Smart Growth Circuit Rider in the Lancaster County Planning Commission who, along with Community Planners, can assist municipalities in bringing their plans, ordinances, and regulations into consistency with the smart growth policies promoted through the County's Comprehensive Plan, as updated through the Housing and the Growth Management Elements.	County	2006/on-going	Action 5
B.2.3	Provide technical assistance to developers – both market-rate and not-for-profit – to encourage adherence to regulations that are adopted by municipalities, and to encourage the expansion of housing opportunities.	County, Private sector, Not-for-profit	2006/on-going	Action 5
B.2.4	Encourage not-for-profits and market-rate developers to partner on projects that promote mixed-income units, with an inclusionary housing component targeted to households of below-market and moderate-income. Help identify opportunities and model agreements to facilitate such partnerships.	County, Private sector, Not-for-profit	2006/on-going	Action 5
B.2.5	Provide technical assistance to employers in developing programs for employees such as housing referral programs, loan programs to purchase homes, ride-sharing programs, etc.	County, Private sector, Not-for-profits	2006/on-going	Action 5

C. SMART GROWTH ZONING POLICIES AND TOOLS				
C-1: Growth Management Goal – Smart growth planning and zoning tools and programs, such as those included in the Smart Growth Toolbox, will help guide growth and development patterns, expand housing supply, encourage diversity in housing types and tenure, and increase overall affordability.				
Objective C-1.1 - Utilize the Urban Growth Area Strategy and the Rural Strategy contained in the Growth Management Element Update as the framework for addressing the County's housing needs, consistent with desired development patterns and growth strategies.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C-1.1.1	Plan for 85% of new residential growth to occur in Urban Growth Areas, with housing development targeted to defined areas including Reinvestment Areas (Core Reinvestment Areas and General Reinvestment Areas), and Buildable Lands Areas (Concentrated Building Areas and General Building Areas).	Local municipalities, County	2006/on-going	Action 6
C-1.1.2	Plan for no more than 15% of new residential growth to occur in existing developed areas within rural communities with new non-farm housing development targeted to Village Growth Areas, Rural Centers, and Crossroads Communities to reduce scattered, low-density development.	Local Municipalities, County	2006/on-going	Action 6
C-1.1.3	Plan for proposed new density targets in the Growth Areas: an average of 7.5 dwelling units per net acre in Urban Growth Areas and an average of 2.5 dwelling units per net acre in Village Growth Areas.	Local Municipalities, County	2006/on-going	Action 6
Objective C-1.2 - Expand land use regulations and incentives to facilitate the creation of higher density, compact, mixed-use neighborhoods and districts, utilizing resources within the proposed Smart Growth Toolbox and mentioned within this section.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C-1.2.1	Designate proposed Reinvestment and Buildable Lands Areas to expand housing opportunities in Urban Growth Areas consistent with desired growth patterns and strategies.	Local Municipalities, County	2006/on-going	Action 6
C-1.2.2	Designate Rural Centers to absorb new rural residential development in a coherent manner that minimizes sprawl and maximizes the preservation of farmland and natural areas.	Local Municipalities, County	2007-2008/on-going	Action 6
C-1.2.3	Establish consistency between local zoning ordinances and the recommended higher density targets in Growth Areas under the Comprehensive Plan.	Local Municipalities, County	2006/on-going	Action 6

Implementation

C-1.2.4.	Use the Lancaster County Zoning Lexicon as a model to coordinate zoning terms and definitions within planning regions.	Local Municipalities, County	2006/on-going	Action 6
C-1.2.5	Adopt legislation that enables innovative Transfer of Development Rights Programs.	Local Municipalities	2006/on-going	Action 6
C-1.2.6	Adopt transit-oriented development ordinances to promote jobs/housing balance, more walkable communities, reduced vehicular congestion, and fewer conflicts between vehicular and non-vehicular traffic.	Local Municipalities	2006/on-going	Action 6
C-1.2.7	Amend zoning ordinances to allow additional building height where appropriate, in order to provide for increased housing density.	Local Municipalities	2006/on-going	Action 6
C-1.2.8	Revise minimum lot sizes to support implementation of new densities.	Local Municipalities	2006/on-going	Action 6
C-1.2.9	Allow mixed-use development by right, or by conditional use when explicit standards and criteria are stated in zoning ordinances. Mixed-Use Centers as recommended under the Comprehensive Plan should be encouraged in Reinvestment and Concentrated Building Areas of Urban Growth Areas. The Housing Mixed-Use Center concept would have residential as the primary use with local retail, institutions, employment, and open space as secondary uses.	Local Municipalities	2006/on-going	Action 6
C-1.2.10	Adopt innovative and mixed-use neighborhood design tools and incentives to help shape the physical character of neighborhoods (e.g., form-based zoning). Allow for flexible and mixed building types such as live-work units, apartments, condominiums above non-residential uses, and accessory units linked to single-family units.	Local Municipalities	2006/on-going	Action 6
C-1.2.11	Adopt adaptive reuse ordinances.	Local Municipalities	2006/on-going	Action 6
C-1.2.12	Enact No-Impact Home-Based Business provisions for all residential districts, consistent with the Pennsylvania Municipalities Planning Code.	Local Municipalities	2007-2008/on-going	Action 6

Objective C-1.3 - Promote development patterns that reduce the need for automobile travel, enhance neighborhood connectivity, and ensure low traffic in residential areas.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C-1.3.1.	Encourage non-vehicular transportation by requiring developments to provide walkways and bikeways and by providing incentives for locating development along bus and train routes.	Local Municipalities	2009-2010/on-going	Action 7
C-1.3.2.	Support funding for mass transit and transportation-related enhancements to make communities safer, to reduce congestion, and to reduce motorized vehicular conflicts with pedestrians, bikes, and buggies.	Local Municipalities	2009-2010/on-going	Action 7
C-1.3.3	Support transit-oriented development and ride-share programs to more efficiently connect employees to jobs, while reducing traffic congestion, air pollution, and other transportation-related costs.	Local Municipalities	2006/on-going	Action 7
Objective C-1.4 Reduce constraints that increase costs, time, and uncertainty for completing housing development applications.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C-1.4.1	Streamline the Preliminary Plan Approval and the Final Plan Approval processes.	Local Municipalities	2007-2008/on-going	Action 6
C-1.4.2	Reduce or waive fees for projects meeting goals in areas such as affordability, income mix, and transit-orientation.	Local Municipalities	2007-2008/on-going	Action 6
C-1.4.3	Use a single fee for the Final Plan Application.	Local Municipalities	2007-2008/on-going	Action 6
C-1.4.4	Educate municipal officials and developers about time-efficient ways to manage the land development approval process.	Local Municipalities	2006/on-going	Action 5 Action 6
C-1.4.5	Expand the existing expedited land development approval process to include housing development in Designated Growth Areas.	Local Municipalities	2007-2008/on-going	Action 6

Implementation

<p>C-2: Revitalization Goal—Older neighborhoods in the City, Boroughs, and urbanized areas of Townships will be reinvigorated and revitalized through investments that rehabilitate older occupied buildings, reclaim underutilized and vacant buildings, and redevelop blighted areas and brownfields consistent with the Reinvestment Strategy under the County’s Comprehensive Plan.</p>				
<p>Objective C-2.1 - Promote urban infill, redevelopment, and higher density development in Reinvestment Areas consistent with the Comprehensive Plan.</p>				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C.2.1.1	Assist municipalities in planning for housing development through the use of smart growth regulations that can achieve 12% of targeted new growth in Core Reinvestment Areas (the City and Boroughs) as part of the overall 85% growth target for Urban Growth Areas.	County, Local Municipalities	2006/on-going	Action 6
C.2.1.2	Encourage a density target of 7.5 units per net acre and higher to foster investment and expanded housing in Revitalization Areas consistent with the Comprehensive Plan.	County, Local Municipalities	2006/on-going	Action 6
C.2.1.3	Assist municipalities in the promotion of Mixed-Use Centers, particularly the Housing Mixed-Use Center, to facilitate revitalization and high-density, compact, mixed housing developments in the Revitalization Areas consistent with the Comprehensive Plan.	County, Local Municipalities	2006/on-going	Action 6
C.2.1.4	Assist municipalities in pursuing reinvestment activities as needed in General Reinvestment Areas (existing developed areas within Urban Growth Areas that are outside of the Core Reinvestment Area).	County, Local Municipalities	2009-2010/on-going	Action 6
C.2.1.5	Utilize Tax Increment Financing (TIF) to stimulate the reuse of vacant and under-utilized buildings.	County, Local Municipalities	2007-2008/on-going	Action 6
C-2.1.6.	Leverage appropriate federal and state programs, and related community and economic development programs to promote revitalization efforts.	County	2006/on-going	
<p>Objective C-2.2 - Develop a countywide neighborhood conservation program.</p>				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C-2.2.1	Enact ordinances designed to facilitate the rehabilitation of abandoned properties, modeled after the New Jersey Abandoned Properties Rehabilitation Act.	Local Municipalities	2007-2008/on-going	Action 6

C-2.2.2	Adopt legislation that enables Transfer of Development Rights from historic properties to developers who could then build higher densities in targeted redevelopment areas.	Local Municipalities	2006/on-going	Action 6
C-2.2.3.	Supplement federal or state government programs for rehabilitation of historic buildings.	Local Municipalities	2007-2008/on-going	
C-2.2.4	Develop a program to train craftsman and contractors in historic building restoration and rehabilitation.	Not-for-profits	2009-2010/on-going	Action 3
C.-2.2.5	Support owner/multi-family rehabilitation programs for non-historic buildings affordable to below-market and moderate-income households.	Not-for-profits	2007-2008/on-going	Action 3
C-3: Community and Neighborhood Character. Goal – Strengthen and maintain communities and neighborhoods as viable places for people to live, work, learn, and play while simultaneously promoting their individual sense of place and uniqueness.				
Objective C-3.1 Inventory, clean up, and reuse brownfield sites.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C.3.1.1	Develop a countywide inventory of properties that meet the definition of brownfields.	County	2007-2008	
C.3.1.2	Prioritize brownfields redevelopment opportunities in the County.	County	2009-2010	
C.3.1.3.	Designate brownfield properties for inclusion within Keystone Opportunity Zones to provide tax incentives.	County	2009-2010	
C.3.1.4	Secure resources to assist with the assessment and remediation of brownfields.	County	ongoing	
Objective C-3.2 - Coordinate design, building, and community maintenance programs.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C-3.2.1	Develop graphic codes and a model manual of design guidelines.		2007-2008	
C-3.2.2	Coordinate implementation of the building code among municipalities.	Local Municipalities, County	2006/on-going	Action 6
C-3.2.3	Create a countywide maintenance code.		2007-2008	
C-3.2.4	Develop community maintenance guidelines for street cleaning, litter control, and leaf and trash pickup.	Local Municipalities, County	2009-2010	

Implementation

Objective C-3.3 - Encourage streetscape, main streets, squares, parks, and open space opportunities to help build neighborhood character and quality of life.

	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
C.3.3.1	Encourage beautification efforts to define streetscapes on primary streets in order to create a distinct sense of place and destination within communities and neighborhoods.	County, Not-for-profits	2006/ongoing	Action 3
C.3.3.2	Encourage Main Street programs that promote economic prosperity and provide ready access to mixed uses including housing, entertainment, jobs, shopping, and institutional uses within a community.	County, Not-for-profits	ongoing	Action 3
C.3.3.3	Encourage parks, walkways, squares, and open space that link to and between neighborhoods and the community center.	County, Not-for-profits	ongoing	Action 3

D. INCLUSIONARY HOUSING TOOLS AND PROGRAMS TO ASSIST HOUSEHOLDS OF BELOW-MARKET AND MODERATE INCOME

D-1: Inclusionary Housing Tools

Goal – The range of housing choices will be expanded in Growth Areas through a variety of land-use tools that increase housing affordability, with added tools to help address the housing needs of below-market and moderate-income households through inclusionary housing measures.

Objective D-1.1 - Strengthen municipal Zoning Ordinances to provide for more inclusionary housing that will be affordable to below-market and moderate-income households.

	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-1.1.1	Utilize model zoning ordinances through the Growth Management Update Smart Growth Toolbox to facilitate inclusionary housing opportunities.	Local Municipalities	2006/ongoing	Action 6
D-1.1.2	Establish a target minimum percentage for inclusionary housing, such as fifteen percent.	Local Municipalities	2006/ongoing	Action 6
D-1.1.3	Provide technical assistance and funding through the Smart Growth Toolbox to assist municipalities in updating zoning ordinances and to coordinate ordinances between municipalities to incorporate inclusionary housing provisions.	Local Municipalities	2006/ongoing	Action 6
D-1.1.4	Review and update municipal zoning ordinances periodically to reflect demographic changes and to ensure a balanced regional supply of housing for below-market and moderate-income households and special needs population.	Local Municipalities	2006/ongoing	Action 6

Objective D-1.2 - Promote the development of accessory dwelling units (ADUs), also known as granny flats or in-law apartments, within new and existing single-family developments to promote inclusionary housing.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-1.2.1	Expand the use of ADUs.	Local Municipalities	2006/on-going	Action 6
D-1.2.2	Provide incentives for new housing developments that include a percentage of ADUs	Local Municipalities	2006/on-going	Action 6
Objective D-1.3 - Design innovative housing styles that promote housing affordability and inclusionary units for below-market and moderate-income households within development projects.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-1.3.1	Work with private builders and developers to create innovative housing designs that promote variety and affordability across the board.	County, Private sector	2007-2008/on-going	Action 9
D-1.3.2	Encourage private builders to work in partnership with not-for-profits to develop innovative housing designs that promote inclusionary units seamlessly meshed with market-rate units.	County, Private sector	2007-2008/on-going	Action 9
D-1.3.3	Identify incentives, such as density bonuses and modified parking and street requirements, in order to encourage municipalities and developers to utilize the traditional neighborhood development approach with an inclusionary housing component.	County	2006/on-going	Action 9
Objective D-1.4 - Encourage municipalities to establish higher-density and mixed-use areas as appropriate.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-1.4.1	Identify and promote successful examples in Lancaster County of mixed-income neighborhoods and developments.	County	2006/on-going	Action 5
D-1.4.2	Create an incentive system that rewards municipalities for supplying affordable housing, greater densities, or innovative development types when applying for County assistance.		2006/on-going	

Implementation

D-2: Affordability Programs Expand resources to assist families of below-market and moderate-incomes to find adequate housing.				
Objective D-2.1 Maximize existing countywide programs that provide homeownership and rental assistance.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-2.1.1	Expand relationship with Fannie Mae to develop additional homeownership programs tailored to Lancaster County's identified needs.	County	2006/on-going	Action 8
D.2.1.2.	Expand relationship with the State to leverage opportunities under the Keystone Housing Program to increase funding for first-time homebuyers, rental, and rural housing.	County	2006/on-going	Action 8
D.2.1.3	Promote self-help programs designed to increase community pride and non-profit or private involvement.	County, Not-for-profits	2007-2008/on-going	
D.2.1.4	Promote the use of two-unit dwellings, with one unit owner-occupied and the other for rent, to increase the availability of both affordable owner- and renter-occupied housing.	County, Local Municipalities	2007-2008/on-going	
D.2.1.5	D.2.1.5 Promote innovative housing programs such as "Homesharing" services.	County, Not-for-profits	2007/on-going	Action 8
D.2.1.6	Improve cooperation among existing housing organizations in addressing homeownership and rental programs.	County, Not-for-profits	2006/on-going	Action 8
D.2.1.7	Inventory and map all surplus lands and structures belonging to public agencies that may be available for residential use.	County	2007-2008	
Objective D-2.2 - Expand current programs to help families buy homes, and help current homeowners keep up their homes.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-2.2.1	Facilitate not-for-profit or public-private partnership programs that help acquire or donate land for first-time homebuyers and multi-family developments, which are affordable to households of below-market and moderate-incomes and are consistent with desired growth and development patterns in the County.	County, Private sector, Not-for-profits	2006/on-going	Action 3 Action 8
D-2.2.2.	Expand the scope of the existing Lancaster County Housing Trust Fund services.	Not-for-profits, Private sector	2006/on-going	Action 8
D.2.2.3	Develop significant foundation and corporate funding to supplement the Lancaster County Housing Trust Fund.	Not-for-profits, Private sector	2006/on-going	Action 8

D-2.2.4	Set targets for the expansion of programs to enhance inclusionary housing incentives and related resources.	County, Local municipalities	2006/on-going	Action 2
Objective D-2.3 - Educate policymakers, residents, business leaders, and not-for-profits on inclusionary housing and related programs.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-2.3.1	Conduct an annual Housing Summit: a. Involve developers of inclusionary and market-rate housing, government officials and civic organizations in developing and implementing a Housing Summit. b. Pursue creative ideas for partnerships, funding, design, and construction of affordable housing opportunities.	County, Not-for-profits	2006/on-going	Action 5
D-2.3.2	Support advocacy and planning activities with organizations whose primary mission relates to the provision of housing for below-market and moderate-income households.	County, Not-for-profits	2006/on-going	
Objective D-2.4 - Support advocacy and planning activities with organizations whose primary mission relates to the provision of housing for persons of below-market and moderate-income households.				
	Strategy	Primary Responsibility	Time Frame for Initiation	Facilitated by
D-2.4.1.	The County will assist in their efforts to build a coalition of housing organizations to take the lead in advocacy surrounding the needs of below-market and moderate-income households.	County, Not-for-profits, Private Sector	2006/on-going	
D-2.4.2	Continue to coordinate with the Lancaster County Housing and Redevelopment Authorities on gathering information from the Housing Element, such as income data for households, that can be utilized for the County's Consolidated Plan. The Consolidated Plan governs the use of US Department of Housing and Urban Development funds, including funds for emergency and transitional housing for the homeless, permanent rental housing, and homeownership opportunities for below-market and moderate-income households.	County	ongoing	Action 4

Implementation

D-2.4.3	Coordinate with United Way, the Lancaster County Housing and Redevelopment Authorities and the County's Continuum of Care on collecting data and resources to address the homeless.	County, Not-for-profit	ongoing	Action 4
D-2.4.4	Communicate with State and Federal Delegations on the need for housing assistance to support below-market and moderate-income households.	County	2006/ongoing	Action 8
D-2.4.5	Continue to work with the Lancaster County Human Relations Commission to ensure that all residents of Lancaster County are able to obtain fair housing free from discrimination, as covered by federal, state, and local fair housing laws.	County	ongoing	Action 5

Appendix A

Glossary of Key Terms

A

ADA (American with Disabilities Act)

A law passed by Congress in 1990, which established a clear and comprehensive prohibition of discrimination on the basis of disability. The law requires equal access to public buildings and places of employment for people with disabilities. Subsequent amendments have extended the access requirement to telecommunications, information on the Internet, and more.

Accessory Dwelling Unit (ADU)

A second separate living unit on a single-family property. This is a popular senior housing option for people who want to stay in their homes, and a potential source of care giving between an older person and a friend, neighbor or relative, providing the convenience of physical closeness while maintaining privacy. It can provide additional income for the landlord, and low rent for the tenant.

Adaptability

The ability of certain elements of a dwelling unit, such as kitchen counters, sinks and grab bars to be added, raised, lowered, or otherwise altered, to accommodate the needs of persons with or without disability, or to accommodate the needs of persons with different degrees of disability.

Adaptive Reuse

A process that adjusts some aspects of buildings for new uses while retaining the building's exterior appearance.

Affordable Housing

A housing accommodation that costs the household no more than 30 percent of household income.

Assisted Housing

Housing where the monthly costs to the tenant are subsidized by federal or other programs.

Assisted Living

State-licensed housing units often offered at retirement communities with services that include meals, bathing, dressing, laundry, housekeeping, medication reminders, and other routine personal needs. Assisted living is generally regarded as a step or two below skilled nursing in level of care. Assisted living may also be referred to as Personal Care, Board and Care, Residential Care, Boarding Home, etc. Assisted living units range in size from small homes housing 6 to 12 people to large full service facilities.

B

Baby Boomers

The largest generation of people in United States history; those born between 1946 and 1964.

Below-market

Housing that is affordable to a household income 80% or less than the County median household income.

Buildable Lands

Those areas within Urban Growth Areas which have not yet been converted to an urban pattern and are not constrained from such development by environmental conditions. There are approximately 31,000 acres of Buildable Lands in Lancaster County's Urban Growth Areas.

C

Cluster or Compact Development

Buildings concentrated together in specific areas to minimize infrastructure and development costs while achieving the allowable density and preserving natural lands on the site.

Cohort

A group of people identified with a common demographic characteristic, such as an age group (5-10).

Cohort-Component Method

A method of projecting a total population by measuring and extrapolating the fertility, mortality, and migration characteristics of defined age and gender groups.

Comprehensive Plan

The official public document prepared in accordance with the Pennsylvania Municipalities Planning Code consisting of maps, charts, and textual material, that constitutes a policy guide to decisions about the physical and social development of a municipality.

Concentrated Building Area

Concentrated Building Areas are Buildable Lands that can accommodate more intense development patterns due to the availability of the following infrastructure:

- Utilities: Located within water and sewer service areas
- Access: Has ready vehicular access to the upper level transportation network and potential public transit service

Concentrated Building Areas can accommodate high-density residential zoning by right, Mixed-Use Centers or a combination of both.

Condominium

A real estate project in which each unit owner has title to a unit in a building, an undivided interest in the common areas of the project and sometimes the exclusive use of certain limited common areas.

Connectivity

A measure of how walkable and integrated a transportation network is.

Consolidated Plan

The County's plan for the use of federal funding assistance provided through the US Department of Housing and Urban Development. The Consolidated Plan also serves as the County's strategic plan, which identifies the housing needs of below-market and moderate-income households including the homeless, and provides an implementation strategy to help meet those needs.

Continuing Care Retirement Community (CCRC)

Housing planned and operated to provide a continuum of accommodations and services for seniors, including but not limited to independent living, congregate housing, assisted living, and skilled nursing care. A CCRC resident contract often involves either an entry fee or a buy-in fee

in addition to the monthly service charges, which may change according to the medical services required. Entry fees may be partially or fully refundable. The fee is used primarily as a method of privately financing the development of the project and as payment for future health care. CCRCs are licensed by the state.

Cost-Burdened

Paying more than 30% of household income towards rent or for mortgage principal and interest, real estate taxes, and insurance.

Crossroads Community

A compact gathering of generally 20 to 50 dwellings with a distinct identity in a rural area, typically at a crossroads. A Crossroads Community often has a central gathering place, and may have a few supporting commercial or public uses. Where appropriate these communities may be the focus for a limited amount of development as an alternative to rural sprawl. Only development that is compatible with the traditional character and small scale of these communities, and which is feasible to support with rural infrastructure, should be permitted in these centers. A list of Crossroads Communities can be found in the 2006 Growth Management Element Update.

D

Demographics

Population data, such as age, gender, income, education.

Density

The number of dwelling units or units of occupancy per acre.

Developer

Any landowner, agent of such landowner, equitable owner, or tenant with the permission of the landowner, for whom subdivision or land development plans are being or have been made.

Development Plan

The provisions for development, including a planned residential development, a plat of subdivision, all covenants relating to use, location and bulk of buildings and other structures, intensity of use or density of development, streets, ways and parking facilities, common open space and public facilities.

E

Elderly

Individuals aged 65 years and older.

Employer-Assisted Housing

A special housing initiative that offers several different ways for employers to work with local lenders to develop plans to assist their employees in purchasing homes.

Empty Nesters and Retirees

The second largest market category of the three studied in this element, consisting of older households, including the early Baby Boomers. The other two market categories are Traditional & Non-Traditional Families, and Younger Singles & Couples.

Extremely Low Income

Household income at or below 30% of area median, as defined by HUD (US Department of Housing and Urban Development).

F

Fair Housing Act

A United States law that prohibits discrimination in all facets of the home buying or rental process on the basis of race, color, national origin, religion, sex, familial status, or disability.

Family

A household comprised of one or more individuals who are related by birth, marriage, or adoption.

Fannie Mae

Fannie Mae is a private shareholder-owned company that works to make sure mortgage money is available for home buyers across the country. It does not lend money directly but works with lenders to provide them with mortgage funds.

Final Plan

A land development (including subdivision) or Planned Residential Development Plan authorizing the applicant to develop land.

Forecast

A prediction about the future, in this case using demographic data and mathematical extrapolation techniques.

Freddie Mac

Freddie Mac, like Fannie Mae, does not make mortgage loans directly. Instead it buys home mortgages from lenders including commercial banks, mortgage banks, savings institutions and credit unions across the country in order to assist those lenders in securing funds to make new home mortgages.

G

General Building Area

Presently undeveloped land within an Urban Growth Area that has less available infrastructure (water, sewer, transportation access) than Concentrated Building Areas and thus may not be appropriate for the highest intensity uses.

Geospatial Information System

Formerly known as Geographic Information System, a computer-based system that links the spatial location of map features to text information and databases.

Group Quarters

Dormitories, fraternities, sororities, nursing homes, barracks, orphanages, prisons, etc.

Growth Areas

Regions within the County that include and surround a city, borough, or village and, within which, residential and mixed-use development is permitted or planned for at densities of one unit to the acre or more; commercial, industrial or institution uses are permitted or planned for; and public infrastructure services are provided or planned.

Growth Tracking Report

A report distributed by the Lancaster County Planning Commission identifying the measurable changes of growth on the land of the County.

Gross Density

The number of dwelling units or units of occupancy per acre, including easements, rights-of-way, and publicly dedicated improvements, such as streets, parks, and stormwater management facilities.

H

Heritage

Our historic and natural resources, cultural identity, and traditional activities.

Historic Resources

Include villages and crossroads communities, rural landscapes, buildings, and cultural traditions.

Homeless Family

A family that is without a home and that includes at least one parent or guardian and one child under the age of eighteen, a homeless pregnant woman, or a homeless person in the process of securing legal custody of a person under the age of eighteen.

Homeless Individual

An unaccompanied youth (seventeen years of age or under) or an adult (eighteen years or older) without children, and without a home.

Homeowners' Association

A nonprofit association that manages the common areas of a PRD (Planned Residential Development) or condominium project. In a condominium project, it has no ownership interest in the common elements. In a PRD project, it holds title to the common elements.

Homesharing

A program where unrelated individuals are encouraged to live together for mutual benefit and compatibility.

Household

All people who occupy a particular housing unit as their primary residence. The primary residence is the place where the occupants live and sleep most of the time.

Housing Expense Ratio

The percentage of gross monthly income that goes toward paying housing expenses.

Housing Mixed-Use Center

Will have residential as its primary use and local retail, institutions, employment, and open space as secondary uses. The minimum spatial requirements are the 50% of the land area be devoted to residential use and 10% of the land area be devoted to open space. The minimum intensity of residential development should be: 15 Dwelling Units (DU)/Acre.

Housing Types

Single-family (including mobile home), two-family, and multi-family dwellings.

Housing Unit

A dwelling unit, group of rooms, or single room occupied or intended for occupancy as separate living quarters. Note that institutional and commercial establishments that have single-family houses or individual apartments with direct access, where staff live and eat separately, such as some residential hotels, and units for college professors, are housing units. Military housing for singles is not covered, but housing where civilian family members live is, if it meets the definition of a housing unit.

HUD (US Department of Housing and Urban Development)

Established in 1965, HUD works to create a decent home and suitable living environment for all Americans; it does this by addressing housing needs, improving and developing American communities, and enforcing fair housing laws.

I

Inclusionary Housing

A zoning requirement where residential development must include a proportion of affordable housing units.

Infill Development

Infill development attempts to create new and usually higher density uses on a site in an existing neighborhood that is generally underutilized or vacant.

Infrastructure

The basic facilities and equipment necessary for the effective functioning of a community, such as the means of providing water service, sewage disposal, electric and gas distribution, education, communications, and the transportation network.

L

Landowner

The legal, beneficial, equitable owners of land or a lease, or another person having a proprietary interest in land.

Livable Communities

Alternatives to the conventional patterns of development that have occurred in Lancaster County since World War II. Livable communities provide for the everyday social, physical, and recreational needs of residents; promote a sense of community; and are sensitive to the natural, historical, architectural, and cultural heritage of the area. Livable communities are characterized by the following elements: multi-purpose interconnecting streets, a variety of housing types at a variety of densities, a mix of uses, and open space designed as a focal point for the community.

Live/Work Unit

A dwelling unit that contains space for a home-based business or enterprise conducted by the dwelling’s occupants.

Low Income

Household income that does not exceed 80% of the median income for the area, as determined annually by HUD.

M

Median

The middle number in a list of numbers, from smallest to biggest. It is the value above which and below which half of the cases fall, the 50th percentile. The median is not necessarily the same as the mean.

Median Household Income

One of two primary measures of average household income. It divides the household income distribution into two equal parts: one-half of the households fall below the median household income, and one-half above it.

Millennials

There are 78 million Millennials in the US who were born from 1977 to 1996.

Mixed-Use

Refers to development projects or zoning classifications that provide for more than one use or purpose within a shared building or development area. Mixed-use allows the integration of compatible commercial, retail, office, medium to high-density housing, and in some cases light industrial uses. These uses can be integrated either horizontally, or vertically in a single building or structure.

Moderate Income

A household whose income is between 81 and 116 percent of the median household income for the area.

Modest and Fixed Income

Household income is generally below the average income for a geographic area.

Appendix A

Multi-Family Dwelling or Housing

Two or more principal dwelling units within the same building and on the same property.

Multimunicipal

Involving more than one local municipality (borough, city, or township).

N

Net Acre

Net Acre is the amount of actual acreage that may be used for building lots after installation of streets and infrastructure.

Net Density

The number of dwelling units or units of occupancy per acre, excluding easements, rights-of-way, and publicly dedicated improvements, such as streets, parks, and stormwater management facilities.

No-Impact Home-Based Business

A business or commercial activity administered or conducted as an accessory use which is clearly secondary to the use as a residential dwelling and which involves no customer, client or patient traffic, whether vehicular or pedestrian, pickup, delivery or removal functions to or from the premises, in excess of those normally associated with residential use.

O

Overcrowded

A housing unit containing more than one person per room.

P

PITI (Principal, Interest, Taxes, and Insurance)

The four elements of a monthly mortgage payment; payments of principal and interest go directly towards repaying the loan while the portion that covers taxes and insurance (homeowner's and mortgage, if applicable) goes into an escrow account to cover the fees when they are due.

Pennsylvania Municipalities Planning Code (MPC)

Act 247 of 1968 as amended, empowers cities of the second class A, and third class, boroughs, incorporated towns, townships of the first and second classes including those within a county of the second class and counties of the second class through eighth classes, individually or jointly, to plan and govern their development.

Preliminary Plan

A land development (including subdivision) plan which upon approval, vests development rights for a specified period of time.

Planned Residential Development (PRD)

An area of land, controlled by a landowner, to be developed as a single entity for a number of dwelling units, or combination of residential and nonresidential uses, the development plan for which may not correspond in lot size, bulk, type of dwelling, or use, density, or intensity, lot coverage and required open space to the regulations established in any one district created, from time to time, under the provisions of a municipal zoning ordinance.

Potential Housing Market

Potential Housing Market is a methodology utilized by Zimmerman/Volk Associates, Inc. for determining the depth of a potential housing market based on the housing preferences and socio-economic characteristics of targeted households in defined draw areas.

Predatory Lending

Abusive lending practices that include making a mortgage loan to an individual who does not have the income to repay it or repeatedly refinancing a loan, charging high points and fees each time and "packing" credit insurance on to a loan.

R

Realtor

A real estate agent or broker who is a member of the NATIONAL ASSOCIATION OF REALTORS, and its local and state associations.

Real Property

Real estate - land, appurtenances, and any legal estate, interest, benefit, and right, including anything of a permanent nature such as structures, trees, minerals and the interest, benefits and inherent rights thereof, including leasehold interests, terms for years, and liens by way of judgment, mortgage or otherwise.

Redevelopment

Refers to public and/or private investment made to re-create the fabric of an area, revitalizing old buildings or structures and/or replacing them with new ones. Redevelopment can help to meet market needs for residential and/or commercial development in older areas.

Reverse Annuity Mortgage

Also known as “home equity conversion mortgage,” these mortgages involve borrowing against home equity for retirement or income and sometimes do not need to be repaid until after the owner’s death.

Rural Business Areas

Rural Business Areas are a type of Rural Center. They are existing developed areas with undeveloped lots with the potential to expand or add uses.

Rural Centers

Rural Centers are areas of existing development that have characteristics favorable for defining a compact pattern and defined edge. There are four types of Rural Centers: Crossroads Community, Villages, Rural Neighborhoods and Business Areas.

Rural Historic Landscape

For the purposes of the National Register of Historic Places, a rural historic landscape is defined as a geographical area that historically has been used by people or shaped or modified by human activity, occupancy, or intervention and that possesses a significant concentration, linkage or continuity of areas of land use, vegetation, buildings and structures, roads and waterways, and natural features.

Rural Neighborhoods

Areas of existing residential development or subdivisions with undeveloped lots or adjacent land that would be appropriate to accommodate a portion of a township’s future land use needs. The purpose of Rural Neighborhoods is to focus future residential development in areas where it already exists, on land that is currently subdivided, or on land adjacent to or between existing subdivisions. Rural Neighborhoods should be limited in scope and developed in a compact pattern with a defined edge.

Rural Neighborhoods are not intended to attract growth, but to accommodate growth that would otherwise occur as rural sprawl in a compact area. Rural Neighborhoods will be designated and land use targets set on a case-by-case basis through municipal and multi-municipal planning processes.

Rural Residential Zoning

Provides for development of residential units on a minimum lot size of one acre up to a maximum of 10 acres, which has been generally recognized as the minimum farm size.

S

Section 8 Housing Choice Voucher Program

A HUD tenant-based rental assistance program.

Senior Citizen Community

An age-restricted neighborhood, meaning that at least one member of each household is at least 55 years or older.

Sheltered

Families and persons whose primary nighttime residence is a supervised publicly or privately operated shelter, including emergency shelters, transitional housing for the homeless, domestic violence shelters, residential shelters for runaway and homeless youth, and any hotel/motel/apartment voucher arrangement paid because the person is homeless. This term does not include persons living doubled up or in overcrowded or substandard conventional housing. It is also a term referencing people who have housing.

Smart Growth

A land-use planning and growth management approach that recognizes connections between development and the quality of life as defined by the six key focus areas of the County's Comprehensive Plan.

Smart Growth Toolbox

The Growth Management Element Update of the County's Comprehensive Plan includes a Smart Growth Toolbox. It consists of innovative and effective policy, regulatory, and capital investment tools that will be made available to municipalities and the County to assist them in implementing the Growth Management and Housing Element Updates.

Sprawl

An unplanned land development pattern primarily characterized by low density development and the strict separation of different land uses. Sprawl is highly dependent on the use of the automobile, extremely land consumptive and expensive to service with infrastructure and utilities.

Subdivision

The division or redivision of a lot, tract, or parcel of land by any means into two or more lots, tracts, parcels.

Substandard Housing

A dwelling unit that is either dilapidated or unsafe, thus endangering the health and safety of the occupant, or that does not have adequate plumbing or heating facilities.

T

Target

A desired outcome, a measure to be achieved in a stated time period.

Tax Increment Financing (TIF)

The capture of real estate taxes from new development and application of that money to assist or stimulate that development.

Tenure

The right by which housing is held, either rental or owner-occupied.

Transient Housing

Housing units intended for occupancy for periods of less than 30 days or housing where the occupants are provided customary hotel services such as room service for food and beverages, maid service, furnishing and laundering of linen, and bell person service.

Traditional Neighborhood Development (TND)

An area of land developed for a compatible mixture of residential units for various income levels and nonresidential commercial and workplace uses, including some structures that provide for a mix of uses within the same building. Residences, shops, offices, workplaces, public buildings, and parks are interwoven within the neighborhood so that all are within relatively close proximity to each other. Traditional neighborhood development is relatively compact, limited in size and oriented toward pedestrian activity. It has an identifiable center and a discernible edge. The center of the neighborhood is in the form of a public park, commons, plaza, square or prominent intersection of two or more major streets. Generally, there is a hierarchy of streets laid out in a rectilinear or grid pattern of interconnecting streets and blocks that provides multiple routes from origins to destinations and is appropriately designed to serve the needs of pedestrians and vehicles equally.

Transit-Oriented Development (TOD)

A mixed-use neighborhood surrounding a transit station or stop that is designed to encourage transit use and pedestrian activity.

Transferable Development Rights (TDR)

The attaching of development rights to specified lands which are desired by a municipality to be kept undeveloped, but permitting those rights to be transferred from those lands so that the development potential which they represent may occur on other lands where more intensive development is deemed to be appropriate.

Traditional and Non-Traditional Families

Traditional families generally consists of two parents and two or more children. Non-traditional families, which during the 1990s became an increasingly larger proportion of all US households, encompass a wide range of family households such as a single parent with one or more children, an adult caring for younger siblings, a grandparent with custody of grandchildren, etc.

U

Urban Growth Area (UGA)

An area that is designated as appropriate for future development and includes a city or borough at its center, developed portions of townships, and enough development capacity to meet future land use needs over a 25-year period without constraining the development market.

Urban Areas

Cities, boroughs and portions of surrounding suburban townships that have a wide range of housing, education, health and human services, as well as cultural and recreational opportunities, which are supported by a full range of public and services.

V

Very Low Income

Household income at or below 50% of area median income.

Village

A compact, primarily residential community with a well-defined edge, which may have a focal point or center. A village has a mix of uses, including supporting commercial and public uses and one or more central gathering place. A village generally has 50 or more dwellings and is pedestrian-oriented, with a radius of between one-quarter to one-half mile from center to edge.

Village Growth Area (VGA)

An area that is designated as appropriate for future development and includes a traditional village core, adjacent developed portions of a township, and additional land to absorb a portion of a township’s future land use needs over a 25-year period while maintaining village scale, character, and a defined edge.

Visitability

Homes designed so a person in a wheelchair or a walker can get in and out of the first floor and be able to use a first floor bathroom. It is a limited kind of Inclusive or Universal Design.

Voucher

A government payment to, or on behalf of, a household, to be used solely to pay a portion of the household’s housing costs in the private market. Vouchers are considered rental-based assistance because they are not typically connected to a particular property or unit (although they may be “project-based” in some cases) but are issued to a tenant. HUD Section 8 includes vouchers.

W

Walkable

Safe, convenient, and attractive pedestrian access to goods (such as housing, offices, and retail) and services (such as transportation, schools, libraries, parks). Typically, “walkability” is provided with connected walkways and streets, human-scale streetscapes, mixed land uses, and compact design.

Y

Younger Singles & Couples

Young adults who are childless singles and couples.

Z

Zoning

A local government regulatory mechanism that divides the land into districts and controls the bulk, intensity, location, size, and use of land and structures.

Zoning Lexicon for Lancaster County

Advisory guidelines prepared by the Lancaster County Planning Commission and intended to promote general consistency with the adopted County comprehensive plan and to promote uniformity with respect to local planning and zoning terminology and common types of municipal land use regulations in the county.

Appendix B

Change in Population
Lancaster County, Pennsylvania
1990 - 2000

<i>Geographic Entity</i>	<i>... 1990 ...</i>	<i>... 2000 ...</i>	<i>... Change 1990 - 2000 ...</i>	
			<i>Number</i>	<i>Percent</i>
Lancaster County	422,822	470,660	47,838	11%
<i>City</i>				
Lancaster	55,551	56,348	797	1%
Share of Total:	13.1%	12.0%	1.7%	
<i>Boroughs</i>				
Adamstown	1,108	1,203	95	9%
Akron	3,869	4,046	177	5%
Christiana	1,045	1,124	79	8%
Columbia	10,701	10,311	-390	-4%
Denver	2,861	3,332	471	16%
East Petersburg	4,197	4,450	253	6%
Elizabethtown	9,952	11,887	1,935	19%
Ephrata	12,133	13,213	1,080	9%
Lititz	8,280	9,029	749	9%
Manheim	5,011	4,784	-227	-5%
Marietta	2,778	2,689	-89	-3%
Millersville	8,099	7,774	-325	-4%
Mount Joy	6,398	6,765	367	6%
Mountville	1,977	2,444	467	24%
New Holland	4,484	5,092	608	14%
Quarryville	1,642	1,994	352	21%
Strasburg	2,568	2,800	232	9%
Terre Hill	1,282	1,237	-45	-4%
Subtotal:	88,385	94,174	5,789	7%
Share of Total:	20.9%	20.0%	12.1%	
<i>Suburban Townships</i>				
East Cocalico	7,809	9,954	2,145	27%
East Hempfield	18,597	21,399	2,802	15%
East Lampeter	11,999	13,556	1,557	13%
Ephrata	7,116	8,026	910	13%
Lancaster	13,187	13,944	757	6%
Manheim	28,880	33,697	4,817	17%
Warwick	11,622	15,475	3,853	33%
West Hempfield	12,942	15,128	2,186	17%
West Lampeter	9,865	13,145	3,280	33%
Subtotal:	122,017	144,324	22,307	18%
Share of Total:	28.9%	30.7%	46.6%	

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Appendix B

Change in Population
Lancaster County, Pennsylvania
1990 - 2000

Geographic Entity	... 1990 2000 Change 1990 - 2000 ...	
			Number	Percent
Semi-Rural Townships				
Clay	5,050	5,173	123	2%
Earl	5,515	6,183	668	12%
East Donegal	4,484	5,405	921	21%
East Drumore	3,225	3,535	310	10%
East Earl	5,491	5,723	232	4%
Eden	1,857	1,856	-1	0%
Manor	14,130	16,498	2,368	17%
Mount Joy	6,227	7,944	1,717	28%
Penn	6,760	7,312	552	8%
Pequea	4,512	4,358	-154	-3%
Providence	6,071	6,651	580	10%
Rapho	8,211	8,578	367	4%
Sadsbury	2,712	3,025	313	12%
Salisbury	8,527	10,012	1,485	17%
Strasburg	3,688	4,021	333	9%
West Donegal	5,605	6,539	934	17%
West Earl	6,434	6,766	332	5%
Subtotal:	98,499	109,579	11,080	11%
Percent:	23.3%	23.3%	23.2%	
Rural Townships				
Bart	2,774	3,003	229	8%
Brecknock	5,197	6,699	1,502	29%
Caernarvon	3,946	4,278	332	8%
Colerain	2,867	3,261	394	14%
Conestoga	3,470	3,749	279	8%
Conoy	2,687	3,067	380	14%
Drumore	2,114	2,243	129	6%
Elizabeth	3,691	3,833	142	4%
Fulton	2,688	2,826	138	5%
Leacock	4,668	4,878	210	4%
Little Britain	2,701	3,514	813	30%
Martic	4,362	4,990	628	14%
Paradise	4,430	4,698	268	6%
Upper Leacock	7,254	8,229	975	13%
West Cocalico	5,521	6,967	1,446	26%
Subtotal:	58,370	66,235	7,865	13%
Share of Total:	13.8%	14.1%	16.4%	

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Change in Households
Lancaster County, Pennsylvania
1990 - 2000

<i>Geographic Entity</i>	<i>... 1990 ...</i>	<i>... 2000 ...</i>	<i>... Change 1990 - 2000 ...</i>	
			<i>Number</i>	<i>Percent</i>
Lancaster County	150,956	172,575	21,619	14%
<i>City</i>				
Lancaster	21,189	20,933	-256	-1%
Share of Total:	14.0%	12.1%	-1.2%	
<i>Boroughs</i>				
Adamstown	447	501	54	12%
Akron	1,561	1,622	61	4%
Christiana	384	383	-1	0%
Columbia	4,220	4,287	67	2%
Denver	1,068	1,266	198	19%
East Petersburg	1,574	1,708	134	9%
Elizabethtown	3,674	4,271	597	16%
Ephrata	4,894	5,477	583	12%
Lititz	3,132	3,732	600	19%
Manheim	2,060	1,989	-71	-3%
Marietta	1,092	1,092	0	0%
Millersville	2,214	2,335	121	5%
Mount Joy	2,563	2,839	276	11%
Mountville	763	1,018	255	33%
New Holland	1,835	2,084	249	14%
Quarryville	691	838	147	21%
Strasburg	1,004	1,110	106	11%
Terre Hill	439	454	15	3%
Subtotal:	33,615	37,006	3,391	10%
Share of Total:	22.3%	21.4%	15.7%	
<i>Suburban Townships</i>				
East Cocalico	2,740	3,461	721	26%
East Hempfield	7,060	8,552	1,492	21%
East Lampeter	4,622	5,342	720	16%
Ephrata	2,276	2,691	415	18%
Lancaster	5,335	5,892	557	10%
Manheim	10,656	12,961	2,305	22%
Warwick	3,970	5,568	1,598	40%
West Hempfield	4,515	5,427	912	20%
West Lampeter	4,018	5,284	1,266	32%
Subtotal:	45,192	55,178	9,986	22%
Share of Total:	29.9%	32.0%	46.2%	

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Appendix B

Change in Households
Lancaster County, Pennsylvania
1990 - 2000

Geographic Entity	... 1990 2000 Change 1990 - 2000 ...	
			Number	Percent
Semi-Rural Townships				
Clay	1,633	1,759	126	8%
Earl	1,613	2,019	406	25%
East Donegal	1,538	1,941	403	26%
East Drumore	948	1,055	107	11%
East Earl	1,664	1,738	74	4%
Eden	544	578	34	6%
Manor	5,260	6,464	1,204	23%
Mount Joy	2,169	2,896	727	34%
Penn	2,294	2,606	312	14%
Pequea	1,566	1,581	15	1%
Providence	2,119	2,387	268	13%
Rapho	2,861	3,075	214	7%
Sadsbury	779	880	101	13%
Salisbury	2,634	3,027	393	15%
Strasburg	1,170	1,275	105	9%
West Donegal	1,593	2,474	881	55%
West Earl	1,983	2,201	218	11%
Subtotal:	32,368	37,956	5,588	17%
Percent:	21.4%	22.0%	25.8%	
Rural Townships				
Bart	773	820	47	6%
Brecknock	1,604	2,115	511	32%
Caernarvon	1,129	1,269	140	12%
Colerain	809	964	155	19%
Conestoga	1,249	1,374	125	10%
Conoy	932	1,103	171	18%
Drumore	682	739	57	8%
Elizabeth	1,206	1,303	97	8%
Fulton	891	932	41	5%
Leacock	1,342	1,426	84	6%
Little Britain	829	1,115	286	34%
Martic	1,460	1,713	253	17%
Paradise	1,396	1,554	158	11%
Upper Leacock	2,451	2,777	326	13%
West Cocalico	1,839	2,298	459	25%
Subtotal:	18,592	21,502	2,910	16%
Share of Total:	12.3%	12.5%	13.5%	

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Change in Housing Units
Lancaster County, Pennsylvania
1990 - 2000

<i>Geographic Entity</i>	<i>... 1990 ...</i>	<i>... 2000 ...</i>	<i>... Change 1990 - 2000 ...</i>	
			<i>Number</i>	<i>Percent</i>
Lancaster County	156,462	179,952	23,490	15%
<i>City</i>				
Lancaster	22,468	23,024	556	2%
Share of Total:	14.4%	12.8%	2.4%	
<i>Boroughs</i>				
Adamstown	457	533	76	17%
Akron	1,593	1,687	94	6%
Christiana	401	391	-10	-2%
Columbia	4,452	4,595	143	3%
Denver	1,091	1,298	207	19%
East Petersburg	1,601	1,776	175	11%
Elizabethtown	3,785	4,483	698	18%
Ephrata	5,047	5,672	625	12%
Lititz	3,217	3,827	610	19%
Manheim	2,104	2,075	-29	-1%
Marietta	1,144	1,168	24	2%
Millersville	2,324	2,469	145	6%
Mount Joy	2,628	2,957	329	13%
Mountville	791	1,041	250	32%
New Holland	1,885	2,159	274	15%
Quarryville	724	864	140	19%
Strasburg	1,032	1,135	103	10%
Terre Hill	446	454	8	2%
Subtotal:	34,722	38,584	3,862	11%
Share of Total:	22.2%	21.4%	16.4%	
<i>Suburban Townships</i>				
East Cocalico	2,824	3,557	733	26%
East Hempfield	7,446	8,751	1,305	18%
East Lampeter	4,794	5,619	825	17%
Ephrata	2,322	2,751	429	18%
Lancaster	5,534	6,075	541	10%
Manheim	11,009	13,449	2,440	22%
Warwick	4,077	5,707	1,630	40%
West Hempfield	4,639	5,539	900	19%
West Lampeter	4,109	5,451	1,342	33%
Subtotal:	46,754	56,899	10,145	22%
Share of Total:	29.9%	31.6%	43.2%	

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Appendix B

Change in Housing Units
Lancaster County, Pennsylvania
1990 - 2000

Geographic Entity	... 1990 2000 Change 1990 - 2000 ...	
			Number	Percent
Semi-Rural Townships				
Clay	1,669	1,799	130	8%
Earl	1,656	2,126	470	28%
East Donegal	1,563	2,010	447	29%
East Drumore	968	1,079	111	11%
East Earl	1,710	1,791	81	5%
Eden	555	606	51	9%
Manor	5,431	6,694	1,263	23%
Mount Joy	2,213	2,957	744	34%
Penn	2,335	2,671	336	14%
Pequea	1,600	1,626	26	2%
Providence	2,181	2,486	305	14%
Rapho	2,916	3,185	269	9%
Sadsbury	803	894	91	11%
Salisbury	2,704	3,112	408	15%
Strasburg	1,192	1,278	86	7%
West Donegal	1,631	2,560	929	57%
West Earl	2,033	2,283	250	12%
Subtotal:	33,160	39,157	5,997	18%
Percent:	21.2%	21.8%	25.5%	
Rural Townships				
Bart	791	840	49	6%
Brecknock	1,662	2,161	499	30%
Caernarvon	1,155	1,303	148	13%
Colerain	835	989	154	18%
Conestoga	1,289	1,409	120	9%
Conoy	953	1,130	177	19%
Drumore	790	819	29	4%
Elizabeth	1,269	1,336	67	5%
Fulton	1,006	1,043	37	4%
Leacock	1,375	1,476	101	7%
Little Britain	855	1,156	301	35%
Martic	1,524	1,789	265	17%
Paradise	1,436	1,600	164	11%
Upper Leacock	2,528	2,854	326	13%
West Cocalico	1,890	2,383	493	26%
Subtotal:	19,358	22,288	2,930	15%
Share of Total:	12.4%	12.4%	12.5%	

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Change in Housing Value
Lancaster County, Pennsylvania
1990 - 2000

<i>Geographic Entity</i>	<i>... 1990 ...</i>	<i>... 2000 ...</i>	<i>... Change 1990 - 2000 ...</i>	
			<i>Number</i>	<i>Percent</i>
Lancaster County	\$89,300	\$121,000	\$31,700	35%
<i>City</i>				
Lancaster	\$59,200	\$71,300	\$12,100	20%
Share of Total:	66.3%	58.9%	38.2%	
<i>Boroughs</i>				
Adamstown	\$77,400	\$105,300	\$27,900	36%
Akron	\$89,700	\$113,700	\$24,000	27%
Christiana	\$83,000	\$103,500	\$20,500	25%
Columbia	\$55,000	\$73,700	\$18,700	34%
Denver	\$79,400	\$101,400	\$22,000	28%
East Petersburg	\$90,600	\$111,100	\$20,500	23%
Elizabethtown	\$83,500	\$110,200	\$26,700	32%
Ephrata	\$79,200	\$99,100	\$19,900	25%
Lititz	\$82,800	\$104,900	\$22,100	27%
Manheim	\$77,500	\$103,000	\$25,500	33%
Marietta	\$63,000	\$90,300	\$27,300	43%
Millersville	\$87,600	\$113,900	\$26,300	30%
Mount Joy	\$72,800	\$107,400	\$34,600	48%
Mountville	\$85,600	\$108,800	\$23,200	27%
New Holland	\$92,800	\$117,500	\$24,700	27%
Quarryville	\$85,600	\$118,400	\$32,800	38%
Strasburg	\$96,900	\$121,600	\$24,700	25%
Terre Hill	\$84,700	\$110,100	\$25,400	30%
<i>Suburban Townships</i>				
East Cocalico	\$92,100	\$122,300	\$30,200	33%
East Hempfield	\$115,400	\$147,800	\$32,400	28%
East Lampeter	\$96,800	\$129,500	\$32,700	34%
Ephrata	\$94,600	\$129,600	\$35,000	37%
Lancaster	\$92,700	\$110,800	\$18,100	20%
Manheim	\$112,900	\$139,600	\$26,700	24%
Warwick	\$104,700	\$131,600	\$26,900	26%
West Hempfield	\$93,500	\$121,400	\$27,900	30%
West Lampeter	\$98,100	\$133,300	\$35,200	36%

SOURCE: United States Census Bureau;
 Zimmerman/Volk Associates, Inc.

Appendix B

Change in Housing Value
Lancaster County, Pennsylvania
1990 - 2000

<i>Geographic Entity</i>	<i>1990</i>	<i>2000</i>	<i>Change 1990 - 2000</i>	
			<i>Number</i>	<i>Percent</i>
<i>Semi-Rural Townships</i>				
Clay	\$99,200	\$126,800	\$27,600	28%
Earl	\$101,800	\$143,300	\$41,500	41%
East Donegal	\$87,400	\$111,700	\$24,300	28%
East Drumore	\$99,100	\$135,300	\$36,200	37%
East Earl	\$97,700	\$124,000	\$26,300	27%
Eden	\$92,000	\$125,300	\$33,300	36%
Manor	\$90,700	\$117,200	\$26,500	29%
Mount Joy	\$91,100	\$121,800	\$30,700	34%
Penn	\$95,400	\$124,100	\$28,700	30%
Pequea	\$96,700	\$122,000	\$25,300	26%
Providence	\$88,200	\$119,000	\$30,800	35%
Rapho	\$92,100	\$128,000	\$35,900	39%
Sadsbury	\$106,800	\$138,900	\$32,100	30%
Salisbury	\$102,000	\$139,400	\$37,400	37%
Strasburg	\$102,800	\$142,700	\$39,900	39%
West Donegal	\$88,200	\$130,400	\$42,200	48%
West Earl	\$95,200	\$126,600	\$31,400	33%
<i>Rural Townships</i>				
Bart	\$92,000	\$132,500	\$40,500	44%
Brecknock	\$96,400	\$134,200	\$37,800	39%
Caernarvon	\$103,600	\$140,500	\$36,900	36%
Colerain	\$120,200	\$145,900	\$25,700	21%
Conestoga	\$89,000	\$120,400	\$31,400	35%
Conoy	\$75,800	\$125,500	\$49,700	66%
Drumore	\$88,600	\$129,000	\$40,400	46%
Elizabeth	\$95,800	\$126,000	\$30,200	32%
Fulton	\$79,100	\$118,800	\$39,700	50%
Leacock	\$112,800	\$149,600	\$36,800	33%
Little Britain	\$94,100	\$138,300	\$44,200	47%
Martic	\$88,800	\$130,800	\$42,000	47%
Paradise	\$93,100	\$128,200	\$35,100	38%
Upper Leacock	\$97,700	\$134,500	\$36,800	38%
West Cocalico	\$87,900	\$123,200	\$35,300	40%

SOURCE: United States Census Bureau;
 Zimmerman/Volk Associates, Inc.

Change in Household Income
Lancaster County, Pennsylvania
1990 - 2000

<i>Geographic Entity</i>	<i>... 1990 ...</i>	<i>... 2000 ...</i>	<i>... Change 1990 - 2000 ...</i>	
			<i>Number</i>	<i>Percent</i>
Lancaster County	\$33,300	\$45,800	\$12,500	38%
<i>City</i>				
Lancaster	\$22,200	\$29,800	\$7,600	34%
Share of Total:	66.7%	65.1%	60.8%	
<i>Boroughs</i>				
Adamstown	\$31,300	\$43,600	\$12,300	39%
Akron	\$36,000	\$45,400	\$9,400	26%
Christiana	\$32,800	\$48,300	\$15,500	47%
Columbia	\$23,500	\$32,400	\$8,900	38%
Denver	\$31,300	\$49,100	\$17,800	57%
East Petersburg	\$40,200	\$52,200	\$12,000	30%
Elizabethtown	\$31,100	\$42,800	\$11,700	38%
Ephrata	\$30,900	\$41,600	\$10,700	35%
Lititz	\$35,200	\$40,400	\$5,200	15%
Manheim	\$30,500	\$41,900	\$11,400	37%
Marietta	\$29,100	\$40,600	\$11,500	40%
Millersville	\$30,000	\$38,400	\$8,400	28%
Mount Joy	\$31,600	\$45,100	\$13,500	43%
Mountville	\$34,800	\$45,400	\$10,600	30%
New Holland	\$33,200	\$44,400	\$11,200	34%
Quarryville	\$29,600	\$35,800	\$6,200	21%
Strasburg	\$33,300	\$47,800	\$14,500	44%
Terre Hill	\$31,900	\$47,100	\$15,200	48%
<i>Suburban Townships</i>				
East Cocalico	\$32,800	\$50,500	\$17,700	54%
East Hempfield	\$44,000	\$54,400	\$10,400	24%
East Lampeter	\$34,700	\$46,200	\$11,500	33%
Ephrata	\$35,200	\$48,000	\$12,800	36%
Lancaster	\$35,900	\$44,500	\$8,600	24%
Manheim	\$41,500	\$55,800	\$14,300	34%
Warwick	\$41,300	\$55,000	\$13,700	33%
West Hempfield	\$38,500	\$50,500	\$12,000	31%
West Lampeter	\$36,500	\$51,000	\$14,500	40%

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Appendix B

Change in Household Income
Lancaster County, Pennsylvania
1990 - 2000

Geographic Entity	... 1990 2000 Change 1990 - 2000 ...	
			Number	Percent
Semi-Rural Townships				
Clay	\$36,400	\$50,500	\$14,100	39%
Earl	\$33,000	\$39,300	\$6,300	19%
East Donegal	\$37,500	\$55,400	\$17,900	48%
East Drumore	\$34,700	\$47,200	\$12,500	36%
East Earl	\$32,000	\$48,100	\$16,100	50%
Eden	\$31,100	\$44,600	\$13,500	43%
Manor	\$36,900	\$47,800	\$10,900	30%
Mount Joy	\$38,200	\$52,400	\$14,200	37%
Penn	\$36,600	\$47,200	\$10,600	29%
Pequea	\$37,000	\$53,000	\$16,000	43%
Providence	\$31,400	\$45,000	\$13,600	43%
Rapho	\$34,400	\$50,100	\$15,700	46%
Sadsbury	\$35,500	\$53,800	\$18,300	52%
Salisbury	\$31,900	\$45,800	\$13,900	44%
Strasburg	\$33,400	\$55,800	\$22,400	67%
West Donegal	\$40,700	\$53,900	\$13,200	32%
West Earl	\$36,100	\$51,500	\$15,400	43%
Rural Townships				
Bart	\$33,000	\$45,300	\$12,300	37%
Brecknock	\$35,900	\$51,500	\$15,600	43%
Caernarvon	\$32,900	\$47,900	\$15,000	46%
Colerain	\$32,000	\$47,000	\$15,000	47%
Conestoga	\$35,900	\$51,900	\$16,000	45%
Conoy	\$31,000	\$48,800	\$17,800	57%
Drumore	\$35,000	\$47,300	\$12,300	35%
Elizabeth	\$36,800	\$50,700	\$13,900	38%
Fulton	\$29,600	\$41,400	\$11,800	40%
Leacock	\$29,500	\$36,900	\$7,400	25%
Little Britain	\$33,600	\$51,000	\$17,400	52%
Martic	\$35,800	\$52,100	\$16,300	46%
Paradise	\$32,500	\$42,000	\$9,500	29%
Upper Leacock	\$31,400	\$45,400	\$14,000	45%
West Cocalico	\$35,400	\$53,000	\$17,600	50%

SOURCE: United States Census Bureau;
Zimmerman/Volk Associates, Inc.

Appendix B

Appendix C

Lancaster County Population Forecasts 2000 - 2030

	1980	1990	2000	2010	2020	2030
Municipality	Census	Census	Census	Average of Linear Pro- jections	Average of Linear Pro- jections	Average of Linear Projections
Adamstown B	1,107	1,108	1,201	1,198	1,194	1,186
Akron B	3,471	3,869	4,046	4,244	4,432	4,588
Bart T	2,235	2,774	3,003	3,288	3,569	3,825
Brecknock T	4,088	5,197	6,699	7,588	8,487	9,342
Caernarvon T	3,392	3,946	4,278	4,742	5,215	5,661
Christiana B	1,183	1,045	1,124	1,116	1,107	1,095
Clay T	3,718	5,050	5,173	5,762	6,357	6,918
Colerain T	2,118	2,867	3,261	3,692	4,132	4,555
Columbia B	10,466	10,701	10,311	10,123	9,943	9,746
Conestoga T	3,032	3,470	3,749	4,047	4,339	4,598
Conoy T	2,309	2,687	3,067	3,334	3,595	3,829
Denver B	2,018	2,861	3,332	3,666	3,990	4,283
Drumore T	1,682	2,114	2,243	2,484	2,727	2,954
Earl T	5,125	5,515	6,183	6,583	6,967	7,298
East Cocalico T	6,354	7,809	9,954	11,291	12,653	13,961
East Donegal T	4,063	4,484	5,405	5,996	6,592	7,149
East Drumore T	2,496	3,225	3,535	4,002	4,486	4,959
East Earl T	4,872	5,491	5,723	5,960	6,181	6,360
East Hempfield T	15,152	18,597	21,399	23,844	26,301	28,605
East Lampeter T	9,760	11,999	13,556	14,763	15,937	16,990
East Petersburg B	3,600	4,197	4,450	4,702	4,941	5,143
Eden T	1,498	1,857	1,856	2,062	2,273	2,476
Elizabeth T	2,379	3,691	3,833	4,386	4,961	5,528
Elizabethtown B	8,233	9,952	11,887	12,923	13,924	14,816
Ephrata B	11,095	12,133	13,213	14,010	14,771	15,422
Ephrata T	4,789	7,116	8,026	9,284	10,606	11,931
Fulton T	2,229	2,688	2,826	3,067	3,304	3,517
Lancaster C	54,725	55,551	56,348	56,154	55,945	55,553
Lancaster T	10,833	13,187	13,944	14,848	15,709	16,451
Leacock T	4,119	4,668	4,878	5,146	5,401	5,617
Lititz B	7,590	8,280	9,029	9,483	9,913	10,270
Little Britain T	2,131	2,701	3,514	4,034	4,572	5,100
Manheim B	5,015	5,011	4,784	4,648	4,521	4,391
Manheim T	26,042	28,880	33,697	36,621	39,482	42,049
Manor T	11,474	14,130	16,498	18,229	19,942	21,514

Appendix C

Continued on next page.

	1980	1990	2000	2010	2020	2030
Municipality	Census	Census	Census	Average of Linear Projections	Average of Linear Projections	Average of Linear Projections
Marietta B	2,740	2,778	2,689	2,652	2,617	2,575
Martic T	3,286	4,362	4,990	5,671	6,373	7,054
Millersville B	7,668	8,099	7,774	7,992	8,195	8,345
Mount Joy B	5,680	6,398	6,765	7,152	7,522	7,835
Mount Joy T	5,128	6,227	7,944	8,941	9,946	10,896
Mountville B	1,505	1,977	2,444	2,723	2,999	3,253
New Holland B	4,147	4,484	5,092	5,368	5,629	5,849
Paradise T	4,084	4,430	4,698	4,906	5,102	5,263
Penn T	5,865	6,760	7,312	8,151	9,017	9,849
Pequea T	3,557	4,512	4,358	4,668	4,967	5,230
Providence T	4,781	6,071	6,651	7,657	8,740	9,851
Quarryville B	1,558	1,642	1,994	2,109	2,217	2,310
Rapho T	7,157	8,211	8,578	9,355	10,132	10,844
Sadsbury T	2,048	2,712	3,025	3,424	3,835	4,232
Salisbury T	7,126	8,527	10,012	11,207	12,419	13,567
Strasburg B	1,999	2,568	2,800	3,037	3,265	3,469
Strasburg T	3,188	3,688	4,021	4,364	4,700	5,003
Terre Hill B	1,217	1,282	1,237	1,252	1,266	1,273
Upper Leacock T	6,569	7,254	8,229	8,681	9,109	9,469
Warwick T	8,213	11,622	15,475	18,084	20,828	23,586
West Cocalico T	4,948	5,521	6,967	7,668	8,359	8,989
West Donegal T	4,862	5,605	6,539	7,233	7,927	8,570
West Earl T	5,552	6,434	6,766	7,306	7,834	8,305
West Hempfield T	8,239	12,942	15,128	17,638	20,285	22,954
West Lampeter T	6,836	9,865	13,145	15,161	17,227	19,238
Totals	362,346	422,822	470,658	509,720	548,979	585,489

Appendix D

Appendix E

Housing and Growth Management Survey Results

December 2004

Prepared by the Floyd Institute's Center for Opinion Research
At F&M College for The Lancaster County Planning Commission

>Q1< All things considered, would you say Lancaster County is...

36%	Excellent
51%	Good
11%	Fair
2%	Not so good
1%	Poor

>Q2< Overall, do you think the COUNTY is getting better, getting worse, or staying the same as a place to live?

22%	Getting BETTER
35%	Getting WORSE
39%	Staying the SAME
5%	Do Not Know

>Q5< What is the MAIN issue that must be solved or addressed to improve the QUALITY of LIFE in Lancaster County?

24%	Development sprawl, too fast, Keep farm
15%	Crime: violence, not safe, drugs
10%	TRAFFIC: heavy, noisy, delays
7%	Jobs: more, higher pay
7%	Taxes: increasing, high
6%	ROADS: roads too narrow, crowded
4%	NOTHING I don't like
2%	Activities- nothing to do
2%	Schools: low achievement, crowded
1%	Air quality
1%	Better, more affordable housing
1%	Diversity: limited cultural opportunities
1%	Government
1%	Moral or religious issues
1%	Neighbors
1%	Overcrowding
1%	Services: no bus, no public water
1%	Stores: limited, close early
0%	Gossip: small towns talk about you
0%	Smells: farm or factory
9%	OTHER
5%	Do Not Know

Note: Only responses endorsed by at least 1% of respondents were included. Responses endorsed by less than 1% are included in the "other" category.

Appendix E

>Q6< How many YEARS have you lived in Lancaster County?

18.18 mean number of years

>CITY< What is the name of the BOROUGH, TOWNSHIP OR CITY in which you live?

1%	Adamstown B	2%	Lititz B
1%	Akron B	1%	Manheim Borough
2%	Brecknock T	7%	Manheim Township
1%	Caernarvon T	6%	Manor T
2%	Clay T	1%	Marietta B
1%	Colerain T	2%	Martic T
2%	Columbia B	2%	Millersville B
1%	Conestoga T	1%	Mountville B
1%	Conoy T	1%	Mt Joy Borough
1%	Denver B	2%	Mt Joy Township
1%	Drumore T	2%	New Holland B
1%	Earl Township	1%	Paradise T
1%	East Cocalico	1%	Penn Township
2%	East Donegal T	1%	Pequea T
1%	East Earl T	1%	Quarryville
5%	East Hempfield	3%	Rapho Tnshp
3%	East Lampeter	2%	Salisbury T
1%	East Petersburg	1%	Providence T
1%	ELIZABETH TNSHP	2%	Upper Leacock
3%	ELIZABETH TOWN	2%	Warwick
2%	Ephrata Borough	1%	West Cocalico
1%	Ephrata Township	1%	West Donegal
1%	Fulton T	1%	West Earl T
10%	Lancaster City	4%	West Hempfield
5%	Lancaster Township	3%	West Lampeter
1%	Little Britain		

>Q7< How many YEARS have you lived at your PRESENT ADDRESS?

12.09 mean number of years

>Q3<What do you like BEST about your community?

19%	Quiet, peaceful
16%	People: friendly, caring, nice
15%	Country, Rural, farms, open space
9%	Convenient location
9%	Size: small, not crowded
8%	Neighborhood, community feel
3%	School system
2%	Activities in area
2%	Appearance, clean
2%	Family friendly
2%	Safety, low crime rate
1%	Affordable
1%	Amish-Mennonite influence
1%	Diversity, multi-cultural
1%	Escape CITY environment
1%	House itself: quality, style
1%	Nothing
1%	Shopping: good, convenient
0%	City services: water, sewer, bus
0%	Job determined move
0%	Lived here for years
0%	Price of house
0%	Relatives live in area
3%	OTHER
1%	Do Not Know

Appendix E

>Q4< What do you like LEAST about your community?

19%	NOTHING I don't like
18%	TRAFFIC: heavy, noisy, delays
12%	Development sprawl, too fast, Keep farm
6%	Crime: violence, not safe, drugs
4%	ROADS: roads too narrow, crowded
4%	Taxes: increasing, high
3%	Activities- nothing to do
3%	Stores: limited, close early
2%	Diversity: limited cultural opportunities
2%	Neighbors
2%	Services: no bus, no public water
2%	Too conservative
1%	Appearance
1%	Bad location
1%	Better, more affordable housing
1%	Bike pass on roads
1%	Downtown
1%	Gossip: small towns talk about you
1%	Government
1%	Jobs: more, higher pay
1%	Noise
1%	Overcrowding
1%	Schools: low achievement, crowded
1%	Smells: farm or factory
1%	Tourists
8%	OTHER
5%	Do Not Know

>Q8< Do you currently OWN or RENT your home?

78% OWN home [skip Q9]
 21% RENT

>Q9< Are you satisfied or DISsatisfied with your chances of OWNING a home within the NEXT FIVE YEARS?

(N = 135)
 38% VERY Satisfied
 34% SOMEWHAT Satisfied
 8% SOMEWHAT DISsatisfied
 10% VERY DISsatisfied

 11% Do Not Know

>Q10< In what TYPE of home do you reside? Is it...

- 73% A single-family detached home (includes half of a single-duplex)
- 13% A townhouse or row home (semi-attached)
- 1% A condominium
- 10% An apartment
- 3% Mobile home/trailer

>Q11< Are you satisfied or DISsatisfied with your current housing?

- 73% VERY Satisfied
- 20% SOMEWHAT Satisfied
- 5% SOMEWHAT DISsatisfied
- 3% VERY DISsatisfied

>Q12_5y< How likely is it that you will still be living in your current housing FIVE YEARS from now? Would you say it is ...

- 57% Very likely
- 13% Somewhat likely
- 7% Somewhat unlikely [skip to Q13]
- 20% Very unlikely [skip to Q13]

- 3% Do Not Know

>Q12_10y< How likely is it that you will still be living in your current housing TEN YEARS from now? Would you say it is ...(N=457)

- 56% Very likely
- 18% Somewhat likely
- 8% Somewhat unlikely [skip to Q13]
- 10% Very unlikely [skip to Q13]

- 7% Do Not Know

>Q12_15y< How likely is it that you will still be living in your current housing FIFTEEN YEARS from now? Would you say it is ...(N=375)

- 52% Very likely
- 22% Somewhat likely
- 9% Somewhat unlikely
- 5% Very unlikely

- 13% Do Not Know

>Q13< Before moving to your present community, did you look for housing in any other community?

- 46% Yes
- 54% No

>IntQ14< Please rate the community where you live in the following areas using excellent, good, fair or poor

	Excellent	Good	Fair	Poor	Do Not Know
As a place to raise a family	51%	39%	24%	20%	1%
As a place to find a good job	12%	38%	24%	20%	5%
On the quality of day-to-day shopping that is nearby	30%	44%	17%	8%	0%
On the quality of the public healthcare services	27%	47%	14%	7%	5%
For its police and fire protection	35%	52%	8%	4%	1%
For the general appearance of the area	42%	47%	9%	2%	0%
For the parks and outdoor recreation facilities that are nearby	32%	46%	14%	5%	3%
On the dining and entertainment activities that are nearby	20%	43%	22%	13%	2%

>Q15< What attracted you to your present community?

19%	Convenient location
14%	School system
13%	Lived here for years
11%	Country, Rural, farms, open space
11%	Relatives live in area
9%	House itself: quality, style
9%	Quiet, peaceful
8%	Price of house
7%	Job determined move
6%	Neighborhood, community feel
4%	Affordable
4%	Size: small, not crowded
3%	Appearance, clean
3%	Family friendly
2%	Activities in area
2%	Escape CITY environment
2%	People: friendly, caring, nice
2%	Safety, low crime rate
1%	Amish-Mennonite influence
1%	Diversity, multi-cultural
1%	General Positive
1%	Nothing
1%	Shopping: good, convenient
0%	City services: water, sewer, bus
8%	OTHER
1%	Do Not Know

Note: Percentages add to more than 100%, because multiple responses were accepted.

>Q16< Do you think CRIME is a VERY SERIOUS PROBLEM in the community you currently live in, FAIRLY serious, only SOMEWHAT serious, or NOT a serious problem at all?

- 6% VERY SERIOUS PROBLEM
- 10% FAIRLY serious
- 33% Only SOMEWHAT serious
- 50% NOT a serious problem at all

- 1% Do Not Know

>IntQ17< In thinking about DEVELOPMENT in Lancaster County (including stores and new housing development) do you AGREE or DISAGREE with each of the following statements...

	Strongly Agree	Agree	Disagree	Strongly Disagree	Do Not Know
My local government has been successful at directing managing growth in my community	18%	46%	15%	14%	7%
My local government should expand its efforts to direct manage growth and change in my community	43%	33%	10%	9%	5%
The county & local governments should work together to plan future growth	76%	19%	1%	3%	1%
My local government should allow development to take place in more areas	13%	22%	22%	41%	3%
It is important to balance new growth with the preservation of agricultural land, natural areas and open space	82%	12%	1%	3%	2%
The county's boroughs & the city are important to maintain and strengthen as places to live & work	70%	26%	1%	1%	2%
Future development in the county should be guided close to or within areas already developed	53%	32%	8%	4%	4%
Future development in the county should be guided to make the best use of existing infrastructure and services that are already in place	69%	25%	2%	2%	3%
Future development in the county should include a mix of housing types, such as single family homes, condominiums, and town-houses	43%	35%	9%	12%	2%
Future development in the county should include residential prop. and commercial and retail prop. within the same development	17%	26%	27%	25%	4%

Appendix E

>AGE< What was YOUR age on your last birthday?

13%	18-24
17%	25-34
21%	35-44
18%	45-54
11%	55-64
19%	65 or older

>EDUC< What was the HIGHEST grade level of schooling YOU have completed?

13%	Non high school graduate
37%	High school graduate
12%	Some college
9%	Two-year or tech degree
17%	Four year college degree
12%	Postgraduate degree

>Hisp< Are you Hispanic or Latino?

5%	YES
95%	NO

>RACE< Which one or more of the following best describes your racial background?

94%	White
2%	Black or African American
0%	Asian
0%	Native Hawaiian or Other Pacific Islander
0%	American Indian, Alaska Native
3%	Other (specify)

>MAR< What is your CURRENT marital status, are you married, separated, divorced, or a widower?

17%	Single, Never Married
64%	Married
2%	Separated
8%	Divorced
9%	Widow, Widower

>INC1< And, just for statistical purposes, we need to know if your total family income is above or below \$30,000 per year?

77%	Above \$30,000 per year
22%	Below \$30,000 per year
1%	Do Not Know

>INCOME< Is that 30-40, 40-50, 50-75 or over \$75,000 per year?

4%	Under \$15,000
17%	\$15-\$30,000
14%	\$30-40,000
18%	\$40-50,000
19%	\$50-75,000
24%	Over \$75,000
4%	Do Not Know

>NumA< Including yourself, how many ADULTS 18 years of age or older CURRENTLY live in this household?

24%	One
63%	Two
9%	Three
5%	Four or more

>Gender< What is your gender?

47%	Male
53%	Female

Appendix F

Zoning Analysis for Lancaster County Comprehensive Plan: 2030 Housing Element Update

Overview:

This Profile is intended to serve as a tool to analyze:

- housing opportunities provided by Lancaster County municipalities;
- creative zoning ordinances with housing provisions that can be emulated by others; and
- refinements that might be considered by various municipalities to promote greater housing choices.

This Zoning Ordinance analysis includes Findings and Recommendations as listed below.

Findings:

The findings to date include:

1. The City and the Boroughs have the highest dwelling unit density provisions.
2. The City and the Boroughs offer the broadest range of housing types and housing diversity.
3. Most municipalities have some type of compact development option that offers an increase in density such as: cluster development, open space design option, planned residential development, and traditional neighborhood development.
4. Mixed use housing types are implied, but often are not explicit.
5. Several municipalities provide for a Village Zone or Village Overlay Zones, and several allow for village-type residential in their C-1 District
6. Many municipalities, especially in the rural areas, allow mobilehome parks at 5 to 6 dwelling units per acre.
7. Some municipalities explicitly permit “Two Family Dwellings”, as required.

8. Some municipalities explicitly address: Live/Work Units, and second floor dwelling units, in their C-1 type Districts.
9. Some municipalities address Accessory Apartments or “Granny Flats”.
10. Some municipalities address: “No-Impact Home-Based Business” as required by the MPC.
11. Most of the Zoning Ordinances do not explicitly address housing affordability.
12. Many Zoning Ordinances predominantly allow for conventional lots, and do not generally promote residential development as a neighborhood concept.
13. Except for residential lots in an Agricultural Zoning District, no municipality specifies a minimum residential density within the Urban Growth Area and Village Growth Area.
14. Most Zoning Ordinances allow conventional lot by lot development, “By-Right”. In contrast, more creative compact type development provisions require special approvals such as Conditional Use and Special Exception procedures which are currently more difficult to achieve.
15. Most Zoning Ordinances reflect a trend of increased or improved housing opportunities, albeit limited in the total percentage of land available for higher density development.
16. Most of the Zoning Ordinances address the requirements of the Pennsylvania Municipality Planning Code by providing for a variety of housing types.

These Findings were used to create the Recommendations that follow.

Recommendations

Municipal Zoning Ordinances could be strengthened, and could provide for more housing choices. Zoning Ordinance Amendments could be enacted to:

1. Explicitly provide for two-family dwelling units.
2. Be consistent with state requirements for No-Impact Home-Based Business in all residential zoning districts.

Appendix F

3. Allow apartments above first floor commercial, and live-work units, in Neighborhood Commercial Districts.
4. Allow Accessory Apartments and Granny Flats as a secondary dwelling unit.
5. Allow smaller lot single-family detached dwelling units, especially for lots smaller than one acre.
6. Allow shallower front and side yard setbacks.
7. Allow at least one more story of building height to provide additional housing capacity.
8. Allow for mobilehome park and manufactured home development at an increased density of 5 to 6 dwelling units per acre, and allow for “cottage development”/”village development” at 5 to 6 du/ac.
9. Refine cluster development provisions to calculate density based on gross tract acreage, versus net tract acreage after subtracting flood plain, steep slopes, wetlands, etc. (ad allow for smaller lot sizes where adequate sewage disposal systems exist).
10. Provide more areas for cluster/compact development by allowing same in additional zoning districts.
11. Provide more opportunities for mixed-use housing on the same block, in the same neighborhood (i.e. single-family detached, two-family, and multi-family).
12. Provide for Traditional Neighborhood Development (TND) as another housing development type to emulate the existing mixed-use and hamlets of Lancaster County.
13. Enable TND to have a dwelling unit density bonus if affordable housing is proposed and built.
14. Add Transit Oriented Development (TOD) provisions to encourage a transit-oriented neighborhood structure for development around mass transit stations.
15. Encourage inclusionary housing by addressing components related to housing, such as: parking, setbacks, lot coverages, and the like.
16. Allow compact/cluster development by-right and conventional one acre and greater lot sizes as a conditional use or special exception.
17. Encourage a process for increased communication between the municipality and the developers to devise a shared vision regarding housing development and impacts.
18. Encourage a use of graphic codes, and a manual of design guidelines.
19. Encourage Form-Based Zoning to help shape the form and character of the neighborhood.
20. Encourage a variety of municipal and multi-municipal programs for TDR – Transferable Development Rights:
 - a. for municipalities partially within Urban and Village Growth Areas (the “sending areas” could be the R – Rural Agricultural type Districts, and the “receiving areas” could be higher intensity Districts within the Growth Areas); and
 - b. within and between Urban and Village Growth Areas in order to achieve higher densities, greater building heights or greater building coverages, in exchange for land conservation in other areas.

Several Zoning Ordinances can be considered as models for compact, mixed-use, sustainable development. The following models can be emulated:

1. Density Bonus for Affordable (Inclusionary) Housing
 - a. Mount Joy Borough: TND – Traditional Neighborhood Development, Section 308
2. Traditional Neighborhood Development (TND)
 - a. West Lampeter Township: NDO – Neighborhood Design Option, Section 829
 - b. East Hempfield Township – Neighborhood Design Overlay Zone (NDO), Section 612
3. Planned Residential Development (PRD)
 - a. Manheim Township: Planned Residential Development, Article 16A
 - b. Manor Township: Planned Neighborhood Development, Section 457.13

4. Planned Retirement Community
 - a. East Hempfield Township: Planned Retirement Community Overlay Zone, Section 216
 - b. Columbia Borough: Retirement Community, Section 402.A.34.
5. Live-Work Units and Apartments Above Commercial
 - a. Ephrata Borough: Central Business District (CBD), Article VII
6. Cluster Development
 - a. Manor Township: Cluster Developments, Sections 414, 415, 416
 - b. Manheim Borough: Village Cluster Development, Section 436
 - c. Rapho Township: Village Overlay Zone, Section 206
 - d. Strasburg Borough: Village Overlay Development, Section 441
 - e. Warwick Township: Village Overlay Zone, Section 213
7. Transferable Development Rights (TDR)
 - a. Manheim Township: Article 24A
 - b. West Hempfield Township: TDR, Article 1100
8. No-Impact Home-Based Business
 - a. West Hempfield Township: Article 200
9. Modifications of Ordinance Provisions
 - a. Manheim Township: PRD Modifications, Section 1655
 - b. West Lampeter Township: NDO Modifications, Section 829.21
10. Conditions of Approval
 - a. West Lampeter Township: Typical Conditions for a Neighborhood Design Option Development

Lancaster County Planning Commission

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