

JEFFERSON TOWNSHIP
Lackawanna County, PA

MADISON TOWNSHIP
Lackawanna County, PA

SALEM TOWNSHIP
Wayne County, PA

REGIONAL COMPREHENSIVE PLAN

MAY 2007

PREPARED BY

**MARVIN A. BROTTER CONSULTING SERVICES
AND
SHEPSTONE MANAGEMENT COMPANY**

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LACKAWANNA COUNTY**

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REGIONAL COMPREHENSIVE PLAN

JEFFERSON TOWNSHIP, MADISON TOWNSHIP AND SALEM TOWNSHIP

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SECTION I

JEFFERSON TOWNSHIP, MADISON TOWNSHIP AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

COMMUNITY DEVELOPMENT GOALS AND OBJECTIVES

INTRODUCTION

In order to guide the future development of Jefferson Township, Madison Township, and Salem Township, the Planning Commissions from each municipality have formulated the goals set forth below. These goals have guided the planning process for creating this Regional Comprehensive Plan, in that the plans generated by this process have been designed to achieve these goals. The plans will, therefore, serve as a guide to the governing bodies regarding policies and priorities for local governmental action.

The following goals evolved from a joint public meeting that was held in January of 2004. The community input that evening has been supplemented by additional meetings with the Townships' Planning Commissions and by meetings with various Township officials.

In addition, a Community Opinion Survey was distributed to residents in each municipality. The data from the survey has been integrated into this statement of community development goals and objectives. The results of the survey are included in Appendix I at the end of this report.

The purpose of the January meeting was to perform a SWOT¹ Analysis of the Region; that is, the identification of the Strengths, Weaknesses, Opportunities, and Threats that constitute the environment of Jefferson Township, Madison Township, and Salem Township. The SWOT findings are as follows:

REGIONAL SWOT ANALYSIS

Strengths

- Low crime
- Low taxes
- Proximity to rail
- Gravity Rail Heritage
- Excellent school districts
- Community unity
- Emergency services
- Proximity to NY and other cultural amenities
- High visibility locations

¹ SWOT- S = strengths (internal); W = weaknesses (internal); O = opportunities (external); T = threats (external).

- Extensive availability of colleges and universities
- Proximity to major hospitals and related health care facilities
- Access to several interstate highways
- Availability of multiple recreation and entertainment venues

Weaknesses

- Poor road conditions and summer traffic congestion
- Gentrification and unaffordable land

Opportunities

- Sewers
- Growth from rails
- Large amounts of undeveloped land offer potential for planned growth.
- Interstate highway transportation very available
- Increased labor force
- Family attractions (parks, walking trails, and playgrounds), commercial amusement
- Business amenities i.e. the Lackawanna County Stadium, the Wachovia Arena and the Montage area recreation and entertainment complex, Interstate highways, and Scranton/Wilkes-Barre International Airport.
- Craft/skilled industry which would be supported by the skilled workforce in the Region.

Threats

- Growth challenges from new interstate rail service

REGIONAL LAND USE PLANNING AND COMMUNITY DEVELOPMENT GOALS

General Land Use Goals.

- Preserve harmonious land use relationships and neighborhood amenities for both residential and nonresidential development.
- Provide for a broad mix of uses, including residential, commercial, manufacturing, and open space.
- Develop a regional land use plan in order to appropriately guide increased development, as a result of the planned sanitary sewers in Jefferson Township and the proposed rail service to New York.
- Protect farmland

Traffic Safety and Efficiency Goals.

- Develop a regional traffic plan in order to mitigate summer congestion throughout the region; and, also to prevent traffic problems from the development of future traffic generators, i.e. commercial recreation, commercial, and light manufacturing development.
- Improve road maintenance.

Other Development Goals.

- Develop joint recreation projects.
- Maintain the low crime rate.
- Maintain low taxes.
- Diversify the tax base.
- Develop a commercial tax base.
- Improve the public's understanding of land use regulations.
- Maintain and improve spring clean up programs

Quality of Life Goals

- It is the goal of Jefferson Township, Madison Township, and Salem Township to work towards improving the quality of life for all of their residents, present and future. This includes providing sufficient opportunities for employment and community prosperity, reasonable taxes, adequacy of community facilities, a safe and peaceful environment in which to live and work, adequate infrastructure such as streets, sanitary sewers, storm sewers, solid waste disposal, police/fire protection, and special services as needed by certain population groups, such as senior citizens.

JEFFERSON TOWNSHIP SWOT ANALYSIS

Strengths

- Golf Course
- Community unity
- Senior citizen center
- Other senior services like meals-on-wheels, 1x week
- Highway links
- Access to Interstate 84
- Sewers
- Good emergency services
- North Pocono School District
- Availability of vacant land for residential and other forms of development.
- Bookmobile stops at “Smokin Joe’s”, a local grocer/butcher.
- Availability of banking and other financial services.

Weaknesses

- Lack of shopping and restaurants
- Lack of neighborhood recreation.
- Traffic problems on Wimmers Road and Route 348
- Isolation from other municipalities in the County
- Inadequate postal services
- Poor soils and soil erosion in old developments
- Lack of senior transportation services
- Lack of land reserved for industrial uses.
- Blighted properties
- Junk Yards
- Inadequate diversification of tax base

Opportunities

- Residential growth
- Education for citizenry in terms of zoning and land development.
- Trading land with the State in order to use strategic state game lands for private development.
- Large tracts of developable land, with interstate highway access
- State and Interstate highways. Interstate 84 provides access to Interstates 81 and 380. Route 247 in Moasic Lakes area, Archbald Mt. Road in the State Game Lands area, and Salem Mt Road all provide access to Business Route 6, Dickson City, and the Carbondale Area.
- Land currently zoned as S-1 may have potential for development.
- Growth potential as a result of the new sanitary sewer system.

Threats

- Growth challenges as a result of the new sanitary sewer system.

JEFFERSON TOWNSHIP LAND USE PLANNING AND COMMUNITY DEVELOPMENT GOALS

General Land Use Goals.

- Develop a land use plan in order guide the increase in development as a result of the forthcoming sanitary sewers and the large tracts of land available for development.
- Encourage/support new residential and small neighborhood commercial development in the areas to be served by the sanitary sewers.
- Review the Township's land use ordinances and modify them as needed to assure an adequate traffic plan for any future developments that would be major traffic generators.
- Prevent soil erosion.

Residential Development Goals.

- Encourage/support various forms of residential development.
- Provide neighborhood recreation facilities.

Commercial Development Goals.

- Attract high quality commercial development in suitable locations, since poor quality development will discourage both future housing development and future commercial development.
- Secure the development of shopping facilities and restaurants.

Manufacturing Development Goals.

- Attract new manufacturing development that would support the growth of employment opportunities at wages that will attract employees, and in locations that will not detract from the environment of residential developments.
- Preserve suitable land for manufacturing development

Economic Development Goals

- Support economic development that would expand employment opportunities and diversify the tax base.
- Maximize the potential for developable lands.
- Diversify tax base

Traffic Safety and Efficiency Goals

- Improve traffic safety in hazardous areas, especially on Wimmers Road and Route 348.

Other Development Goals

- Improve postal service.
- Provide adequate services to seniors.
- Eliminate blight

MADISON TOWNSHIP SWOT ANALYSIS

Strengths

- Commuter access to the Interstate system, including Interstates 84, 81 and 380.
- Route 690 underpass is low and effectively blocks most commercial traffic from entering the Township.
- Isolation from commercial development and commercial traffic because of above mentioned 690 underpass.
- A lack of intrusion from adverse uses, such as landfills and junk yards.
- Rural character
- Good water quality
- Environmental amenities, such as, the Potter Creek kettle bog, which is on the State's Inventory of Natural Resources. The North Pocono Greenway Trail is also located in the Township.
- Community unity
- Bedroom community
- North Pocono School District
- The Township is located within 15 minutes of all shopping, service, and health resources.
- Good volunteer fire protection.

Weaknesses

- Bedroom community, creates a weak tax base.
- Isolation from other municipalities in the County
- Lack of recreational areas
- Large amount of open space land in Township, but, there are few large tracts.
- Attempting to control development without Zoning.
- Poor Township road conditions.
- While the following Madison Township characteristics are listed as weaknesses, many residents feel that the services offered by nearby surrounding communities (Covington, Hamlin, Daleville, and Moscow) are more than adequate to meet their needs.
 - Lack of shopping and restaurants
 - Lack of postal services
 - Lack of health services
 - Lack of senior services

Opportunities

- Limited commercial accessibility is beneficial to the Township's primary goal of preserving the community's character as a rural bedroom community.

Threats

- People moving into the Township from other areas, as well as those who have moved back to the Township are perceived as a threat. They are the people who want to change things about the Township in order to have more services and amenities. They

are also perceived as the most active segment of the population i.e. voters, attend public meetings, and members of school boards and other organizations.

MADISON TOWNSHIP LAND USE PLANNING AND COMMUNITY DEVELOPMENT GOALS.

General Land Use Goals

- Encourage growth that will diversify the tax base and maintain the bedroom community quality of Madison Township.
- Preserve the Township's rural character
- Protect the Township's water supply.
- Expand recreation opportunities.
- Develop a land use plan that will provide for varying forms of residential development.
- Develop methods of controlling development, while minimizing the loss of property rights.

Traffic Safety and Efficiency Goals.

- Improve local road conditions.

Other Development Goals

- Protect the Township from adverse environmental uses such as landfills and junkyards.
- Protect the Township's environmental resources, such as the Potter Creek Kettle bog.

SALEM TOWNSHIP SWOT ANALYSIS

Strengths

- Rural character of Township
- Community unity
- Proximity to Lake Wallenpaupack
- State Police are located in nearby Cherry Ridge
- Tourism
- Shopping district in Hamlin, on Route 590
- Western Wayne School District
- Senior citizen center
- Access to Interstate 84

Weaknesses

- Traffic congestion problems in Hamlin
- The lack of sanitary sewers on Route 590 limits additional development.
- Lack of employment opportunities
- Lack of larger staple types of businesses that would support other smaller business development in the Township.
- Salem Township has a low pay scale
- The Township's youth are leaving the area for jobs in other towns and states.

Opportunities

- Proximity to Lake Wallenpaupack.
- The Hamlin shopping Center in the Village shopping complex has a sanitary sewer system that is only operating at 5%. It is possible for the Hamlin area to hook up to this sewer system.

Threats

- None identified.

SALEM TOWNSHIP LAND USE PLANNING AND COMMUNITY DEVELOPMENT GOALS.

General Land Use Goals

- Encourage growth that will maintain Salem Township's rural character.

Residential Development Goals

- Encourage/support various forms of residential development.

Commercial Development Goals

- Encourage/support the expansion and improvement of the Hamlin shopping district on Route 590.
- Secure the development of shopping facilities and restaurants.

Manufacturing Land Use Goals

- Attract new manufacturing development that would support the growth of employment opportunities at wages that will attract employees, and in locations that will not detract from the environment of residential developments.
- Preserve suitable land for manufacturing development

Economic Development Goals

- Encourage/support economic development that would expand employment opportunities and diversify the tax base.

Other Development Goals

- Provide adequate services for senior citizens.
- Develop a traffic plan to mitigate congestion problems in Hamlin.

APPENDIX I

COMMUNITY OPINION SURVEY

1. Combined Tabulation For All Three Communities. Individual tabulations are on file in each of the Township Buildings.
2. Jefferson Township Survey Results
3. Madison Township Survey Results
4. Salem Township Survey Results

JEFFERSON, MADISON AND SALEM TOWNSHIP COMMUNITY OPINION SURVEY

COMBINED RESULTS - ALL TOWNSHIPS

Jefferson, Madison and Salem Townships are preparing a Comprehensive Plan. We need your help! Your name has been chosen at random to receive a community survey being sent to only 10% of all voters and taxpayers. Your participation is, therefore, crucial.

This survey is intended to assess your feelings about your Township and your expectations about the future. Please keep this in mind when answering the survey questions. You should read the entire survey before you begin to answer the questions. Some questions ask for only one response while others ask for multiple answers. Also, if more than one person in your household would like to respond to the opinion questions, please feel free to pick up an additional survey form at the Township Buildings or visit the project website at: www.shepstone.net/JMS.

Please return it in the enclosed pre-addressed, postage paid, envelope as soon as possible. Surveys mailed after April 19 cannot be included in the results. The data will be COMPLETELY CONFIDENTIAL and will be tabulated by our consultants. Public meetings are planned for the near future to present the results.

1) Which of these Townships do you live in or have a 2nd home in? (Check for primary residence)		
110	Jefferson Township, Lackawanna County	27.0%
130	Madison Township, Lackawanna County	31.9%
167	Salem Township, Wayne County	41.0%
407	Totals	100.0%

2) How many years in total have you lived in this Township?			How many years in total have you lived in this County?		
64	Less than 5 years	15.8%	36	Less than 5 years	8.9%
44	5 to 9 years	10.9%	27	5 to 9 years	6.7%
39	10 to 14 years	9.7%	26	10 to 14 years	6.4%
33	15 to 19 years	8.2%	22	15 to 19 years	5.4%
49	20 to 24 years	12.1%	35	20 to 24 years	8.6%
169	25+ years	41.8%	254	25+ years	62.6%
6	None - 2nd home	1.5%	6	None - 2nd home	1.5%
404	Totals	100.0%	406	Totals	100.0%

3) How much land do you own in this Township?		
26	None, I rent	6.6%
121	Less than 1 acre	30.6%
22	1 to 2 acres	5.6%
120	2 to 5 acres	30.3%
23	6 to 9 acres	5.8%
18	10 to 19 acres	4.5%
31	20 to 49 acres	7.8%
22	50 to 99 acres	5.6%
5	100 to 149 acres	1.3%
5	150 to 199 acres	1.3%
3	More than 200 acres	0.8%
396	Totals	100.0%

4) What MOST influenced your ORIGINAL decision to live here? (Please check no more than 3)			What are the PRIMARY reasons you CONTINUE to live here? (Please check no more than 3)		
235	Rural atmosphere	27.5%	260	Rural atmosphere	29.9%
168	Born or raised here	19.7%	167	Friends/relatives	19.2%
127	Friends/relatives	14.9%	135	Born or raised here	15.5%
70	Affordable housing	8.2%	75	Low crime rate	8.6%
68	Low taxes	8.0%	65	Close to work	7.5%
62	Close to work	7.3%	55	Affordable housing	6.3%
62	Quality of schools	7.3%	55	Low taxes	6.3%
56	Low crime rate	6.6%	48	Quality of schools	5.5%
5	Quality of services	0.6%	9	Quality of services	1.0%
853	Totals	100.0%	869	Totals	100.0%

5) Which of the following statements BEST describes your opinion of how the Township you live in has changed since the time you first moved here? (Please check only ONE)		
174	The Township has not changed noticeably in its desirability as a place to live.	44.3%
120	The Township has become a less desirable place to live.	30.5%
74	The Township has become a more desirable place to live.	18.8%
25	I have not lived here long enough to form an opinion.	6.4%
393	Totals	100.0%

6)	What do you like LEAST about the Township? (Please check no more than 3)	187	Increased density of population	20.8%				
		125	Cost of services/taxes	13.9%				
		121	Lack of shopping opportunities	13.4%				
		103	Lack of cultural/recreation	11.4%				
		83	Lack of job opportunities	9.2%				
		82	Lack of land use regulation	9.1%				
		65	Quality of services	7.2%				
		62	Transportation difficulties	6.9%				
		59	Too much regulation now	6.5%				
		14	Housing costs	1.6%				
901		Totals	100.0%					
7)	Please rate the importance of each of these aspects of the Township's environment to your personal quality of life: (Circle your rating for each, using the following guide) 1 = Not that important 2 = Slightly important 3 = Moderately important 4 = Very important 5 = Extremely important	Drinking water quality	9	2	13	72	304	1,860
		Air quality	11	5	28	98	260	1,797
		Stream water quality	21	27	50	107	190	1,603
		Wildlife habitat	24	27	78	101	169	1,561
		Mature forests	22	32	91	130	115	1,454
		Scenic views	33	31	82	144	105	1,442
		Farmland	39	37	99	92	126	1,408
		Wetlands	54	58	83	92	109	1,332
		Stream corridors	47	53	96	98	96	1,313
		Historic buildings	80	54	132	76	49	1,133
River access	97	67	103	58	60	1,072		
8)	Please rate the importance of regulating each of these aspects of land development in your Township: (Circle your rating for each, using the following guide) 1 = Not that important 2 = Slightly important 3 = Moderately important 4 = Very important 5 = Extremely important	Protection of farmland	14	17	58	108	200	1,654
		Impact on streams	9	16	73	116	179	1,619
		Commercial dev. near homes	35	25	40	91	208	1,609
		Density of development	24	12	69	95	192	1,595
		Preserving trees at commercial	22	26	83	114	154	1,549
		Scenic impact	24	25	77	125	143	1,520
		Site design and layout	28	28	84	126	128	1,480
		Landscaping	28	27	89	133	111	1,436
		Business signs	51	39	95	85	127	1,389
		Hillside development	40	29	101	114	103	1,372
Historic character	46	51	114	100	80	1,290		
9)	Modern technology and ease of travel has made it possible than ever to conduct businesses from from residential locations.	Do you have an existing home occupation?		Would you like to have a home occupation?				
		59	Yes	14.8%	86	Yes	24.2%	
		340	No	85.2%	270	No	75.8%	
		399	Totals	100.0%	356	Totals	100.0%	
				Reduce	Continue	Increase		
10)	Please tell us to what extent you would generally favor spending your tax money adding, expanding or improving each of these: (Circle your position on each, using the following guide) Reduce = Reduce Spending Continue = Continue Current Level Increase = Increase Spending	Road maintenance	6	1.5%	166	42.3%	220	56.1%
		Special clean-up days	8	2.0%	206	52.7%	177	45.3%
		Police protection	24	6.2%	199	51.6%	163	42.2%
		Other youth-based activities	31	8.1%	212	55.5%	139	36.4%
		More playground facilities	49	12.8%	216	56.4%	118	30.8%
		Fire Protection	6	1.5%	301	76.4%	87	22.1%
		Ambulance services	7	1.8%	297	76.7%	83	21.4%
		Picnic facilities	74	19.5%	235	61.8%	71	18.7%
		Senior activities center	21	5.5%	301	78.8%	60	15.7%

11)	How old are you?	8	<25 yrs	2.0%
		12	25-29 yrs	3.0%
		20	30-34 yrs	5.0%
		36	35-39 yrs	9.0%
		41	40-44 yrs	10.2%
		47	45-49 yrs	11.7%
		47	50-54 yrs	11.7%
		50	55-59 yrs	12.5%
		36	60-64 yrs	9.0%
		34	65-69 yrs	8.5%
		25	70-74 yrs	6.2%
		23	75-79 yrs	5.7%
		22	80+ yrs	5.5%
		401	Totals	100.0%

12)	Where is the last place you lived prior to moving to your current address?		
	135	Elsewhere in the County	33.4%
	84	Elsewhere in Pennsylvania	20.8%
	62	Always lived where I do now	15.3%
	60	New York City/New Jersey Metropolitan Area	14.9%
	33	Elsewhere in U.S. or outside U.S.	8.2%
	30	Elsewhere in Township	7.4%
	404	Totals	100.0%

13)	Are there any children under age 18 years living at home with you?		
	119	Yes	29.7%
	282	No	70.3%
	401	Totals	100.0%

14) Which of the following choices describe your current employment status? (You may choose more than one category)

Householder No. 1:		
168	Employed by others full-time	42.1%
22	Employed by others part-time	5.5%
126	Retired	31.6%
55	Self-employed full-time	13.8%
8	Self-employed part-time	2.0%
2	Student	0.5%
13	Unable to work	3.3%
5	Unemployed, seeking work	1.3%
399	Totals	100.0%

Householder No. 2:		
103	Employed by others full-time	35.8%
42	Employed by others part-time	14.6%
90	Retired	31.3%
26	Self-employed full-time	9.0%
8	Self-employed part-time	2.8%
0	Student	0.0%
13	Unable to work	4.5%
6	Unemployed, seeking work	2.1%
288	Totals	100.0%

15) Please indicate where you work.

Householder No. 1:		
33	The Township	13.5%
71	Elsewhere in County	29.0%
12	Luzerne County	4.9%
19	Monroe County	7.8%
6	Pike County	2.4%
92	Lackawanna/Wayne County	37.6%
6	New Jersey	2.4%
6	New York	2.4%
245	Totals	100.0%

Householder No. 2:		
22	The Township	12.2%
62	Elsewhere in County	34.4%
8	Luzerne County	4.4%
8	Monroe County	4.4%
3	Pike County	1.7%
71	Lackawanna/Wayne County	39.4%
4	New Jersey	2.2%
2	New York	1.1%
180	Totals	100.0%

16) How would you describe your present occupation?

Householder No. 1:		
1 6	Administration support occupation	4.1%
2 5	Contractor, self-employed	6.5%
4 3	Executive/administrative/managerial	11.1%
1 0	Farming, forestry or mining	2.6%
1 5	Handler, cleaner, helper or laborer	3.9%
9	Homemaker	2.3%
1 0	Machine operator/assembler/inspector	2.6%
4	Precision production, craft or repair	1.0%
1	Private household occupation	0.3%
5 5	Professional occupation	14.2%
12 6	Retired	32.6%
1 7	Sales occupation	4.4%
2 4	Service occupation	6.2%
1 8	Technician or support occupation	4.7%
1 3	Transportation or material moving	3.4%
38 6	Totals	100.0%

Householder No. 2:		
1 9	Administration support occupation	6.8%
7	Contractor, self-employed	2.5%
2 0	Executive/administrative/managerial	7.2%
3	Farming, forestry or mining	1.1%
1 5	Handler, cleaner, helper or laborer	5.4%
2 5	Homemaker	9.0%
3	Machine operator/assembler/inspector	1.1%
0	Precision production, craft or repair	0.0%
2	Private household occupation	0.7%
5 3	Professional occupation	19.1%
8 2	Retired	29.5%
1 6	Sales occupation	5.8%
2 0	Service occupation	7.2%
6	Technician or support occupation	2.2%
7	Transportation or material moving	2.5%
27 8	Totals	100.0%

17) How would you rate the quality of the following public and semi-public services?

Please rate the quality of these public and semi-public services:	Fire protection	5	23	86	181	100	1,533
	Ambulance services	10	25	87	176	94	1,495
(Circle your rating for each, using the following guide)	Utilities (e.g. electric)	11	44	102	166	70	1,419
1 = Poor Quality	Public meeting space	25	57	166	100	33	1,202
2 = Fair Quality	Road maintenance	74	95	73	114	34	1,109
3 = Neutral/Undecided	Health care services	39	74	146	92	21	1,098
4 = Good Quality	Police protection	71	78	108	97	28	1,079
5 = High Quality	Township code enforcement	77	62	133	86	23	1,059
	Land use regulation	78	67	157	58	19	1,010

18) Should the Township establish or improve local land use or other regulations with respect to the following:
(Please answer for each issue)

Protecting the right to farm?	370	Yes	92.5%	30	No	7.5%
Regulating junk vehicle storage?	355	Yes	88.8%	46	No	11.5%
Regulating mobile home parks?	354	Yes	88.5%	42	No	10.5%
Protecting the right to timber using sound management practices?	351	Yes	87.8%	46	No	11.5%
Addressing the compatibility of adjacent uses?	315	Yes	78.8%	66	No	16.5%
Regulating the construction of cellular communications towers?	295	Yes	73.8%	103	No	25.8%
Regulating wind power generation facilities?	278	Yes	69.5%	118	No	29.5%

19)	Please compare the importance of each of these development issues: (Circle your rating for each, using the following guide, and comparing the choices)	Land Development Issue No.1						
		Protecting property rights	5	11	46	90	245	1,750
		Managing impact of development	16	19	62	118	175	1,587
COMPARED TO:								
Land Development Issue No.2								
		Developing commercial tax base	37	44	101	87	108	1,316
		Developing bedroom community	71	46	111	70	63	1,091
		Developing bedroom community	71	46	111	70	63	1,091
		Developing bedroom community	71	46	111	70	63	1,091

NOTE: Rankings from left to right, from "not that important" to "extremely important." The number to the far right represents a total ranking. The total ranking gives relatives weights to each ranking (from 1 for "Not that important" up to 5 for "Extremely Important.") and add the results.

20)	Which of the following statements BEST describes your view of zoning as a method of dealing with land use issues? (Please answer based on the experience or need of your own Township)					
	179 I support zoning but favor a limited approach that balances property rights and development regulation.					46.3%
	81 I view zoning as an infringement on my private property rights and, therefore, favor other approaches.					20.9%
	72 I want to see a very strong zoning ordinance that addresses all the major land development issues.					18.6%
	55 I don't know enough about it and I am unsure about the costs and benefits of zoning for my Township.					14.2%
	387 Totals					100.0%

21)	Where would you like to see the Township in the next 10-20 years? Please indicate how important each possible goal is to you. (Circle your rating for each, using the following guide)	Clean and green environment	4	6	41	117	228	1,747
		Preservation of remaining farms	10	21	47	92	227	1,696
		More local shopping	86	58	83	76	94	1,225
		More recreation for residents	68	54	106	95	70	1,224
		Higher quality development	73	48	132	76	59	1,164
		More small-scale industrial jobs	91	49	106	89	55	1,138
		More high valued housing	96	64	121	59	51	1,078
		Extended sewer and water	129	56	87	57	64	1,050
		More affordable housing	101	64	116	63	44	1,049
		Development of tourism industry	162	76	103	22	27	846
		More 2nd-home development	220	80	73	7	12	687

NOTE: Rankings from left to right, from "not that important" to "extremely important." The number to the far right represents a total ranking. The total ranking gives relatives weights to each ranking (from 1 for "Not that important" up to 5 for "Extremely Important.") and add the results.

22) Is there anything else you would like to tell us for use in our Comprehensive Plan or any question where you wished you could offer an answer we didn't offer as a choice? If so, please provide your thoughts below or as attachment.

Development, regulate	23	Spring clean-up day, important	8
Junkyards, clean-up	20	Development, needed	7
Taxes, don't increase	19	Zoning, needed	7
Policing, more needed	12	Recreational facilities, needed	6
Code enforcement, needed	9	Jobs, needed	3
Roads, improve	9	Property clean-up, more needed	3
Regulations, reduce	8	Dog leash law, needed	1
Rural beauty, protect	8		

THANK YOU FOR COMPLETING THIS SURVEY

COMMUNITY SURVEY JEFFERSON TOWNSHIP SURVEY RESULTS

Returned Surveys

Total received - 110 responses

Most (63%) of the responses were from long-term (20 years or more) residents, and most (59%) reported that the Township had not changed much regarding desirability or had become a more desirable place to live. By comparison, only 38% reported that it was a less desirable place to live.

Land Use Goals

- 53% prefer the development of a commercial tax base compared with 47% who prefer the preservation of the area as a bedroom community.

Finances and Local Government Services

- The only significant numbers (10% or more) who desired budget reductions were related to recreation (more playground facilities, and picnic facilities).
- Services for which there was a significant (34% to 70%) response to increase spending was for (in order of priority): road maintenance, police protection, youth-based activities, special clean-up days, and more playground facilities. This is consistent with the identification of the following services that did not receive good scores:
 1. road maintenance
 2. land use regulation
 3. code enforcement
 4. health care services
 5. police protection

Future Development (Next 10-20 years/2015-2025)

- A clean and green environment
- Preserve the remaining farmland
- Extend sanitary sewers and public water supply
- Develop more recreation facilities
- Achieve a higher quality of development
- Develop more local shopping
- Preference for higher quality and higher value development rather than affordable housing

- Future development rejected: affordable housing, tourism, and second home development.

Regulatory Concerns

- Respondents are concerned about the protection of farmland and streams, and they expressed the need to regulate the proximity of commercial development to residential development and the density of development.
- Zoning-Specific (Consider in relation to current ordinance)
 1. More than half (54%) favor a limited approach that regulates development while balancing property rights.
 2. 22% want strong zoning (Combined with the previous statement, this indicates that about 74% of the respondents want some level of zoning.)
 3. 16% would prefer an alternative approach.
 4. Regarding environmental concerns, they expressed the need to protect (in order of priority) drinking water quality, air quality and stream water.
 5. 94% expressed the need to protect the right to farm
 6. 94% desire the regulation of mobile home parks
 7. 93% desire the regulation of junk vehicle storage
 8. 90% expressed the need to protect the right to undertake timbering, provided that sound management practices are utilized.
 9. 86% expressed the need for regulations that would assure the compatibility of adjacent land uses
 10. 81% expressed the need for regulation of cellular communications towers
 11. Slightly more than half (52%) favored the protection of property rights over managing the impact of development

Goals and Objectives

Based on the foregoing survey results, and focus group meetings with the Supervisors and the Planning Commission, it appears that the comprehensive plan and related activities should attempt to direct public policy towards the following:

Land Use and Regulatory Goals

1. Develop land use regulations, including some level of zoning that protect property rights, protect residential development from nonresidential development, protect farmland and the right to farm and to timber, protect the environment, regulate mobile home parks, cell towers, junk vehicle storage, and manage the density of development.
2. In order to achieve farmland preservation goals, the Township should encourage and assist the owners of farmland to participate in the State's Farmland Preservation Program.

3. Improve code enforcement
4. Encourage commercial development, especially shopping facilities, but not including tourism-oriented commercial development. Commercial development to be encouraged in neighborhoods to be served with sewers. Desire for restaurants in commercial areas
5. Preserve land suitable for industrial development and encourage industrial development, but only light industry as needed to meet the need for employment opportunities for local residents
6. Encourage high-end commercial and residential development
7. Discourage additional tourist businesses and second home development.

Facilities and Service Goals

1. Improve road conditions
2. Provide police protection
3. Expand recreation facilities
4. Expand health care facilities

Other Development Goals

1. Support higher quality and value of development
2. Extend sewer and water lines
3. Prevent soil erosion
4. Eliminate blight
5. Improve roadway capacity as needed for future development, and improve traffic safety; e.g. Wimmers Road and Route 348.
6. Achieve a variety of development that will diversify the tax base.

COMMUNITY SURVEY MADISON TOWNSHIP SURVEY RESULTS

More than 1000 survey forms were distributed, and 407, or about 40% were returned. This is an excellent response rate for a mail-in survey. The distribution of returns included 110 from Jefferson Township, 130 from Madison Township, and 167 from Salem Township. The survey probed respondents on their concerns regarding the environment, land use regulation, local government services, and other quality of life issues as described below for each community. Detailed tabulations of the survey results are included in the Appendix

Introduction

A total of 130 responses were received from residents of Madison Township. Most (53%) of the responses were from long-term (20 years or more) residents, and most (72%) reported that the Township had not changed much regarding desirability or had become a more desirable place to live. By comparison, only 24% reported that it was a less desirable place to live. Following are some of the more salient results of the survey.

Regulatory Concerns

- Respondents are concerned about the protection of farmland and the impact of development on streams; and they expressed the need to regulate the proximity of commercial development to residential development and the density of development.
- Zoning-Specific
 1. More than half (52%) favor a limited approach that regulates development while balancing property rights.
 2. 9% want strong zoning (Combined with the previous statement, this indicates that about 61% of the respondents want some level of zoning.)
 3. 21% would prefer an alternative approach.
- Regarding environmental concerns, they expressed the need to protect (in order of priority) drinking water quality, air quality, wildlife habitat and stream water.
- 94% expressed the need to protect the right to farm
- 88% desire the regulation of mobile home parks
- 87% desire the regulation of junk vehicle storage
- 86% expressed the need to protect the right to undertake timbering, provided that sound management practices are utilized.
- 77% expressed the need for regulation of cellular communications towers
- 76% expressed the need for regulations that would assure the compatibility of adjacent land uses
- Slightly more than half (52%) favored the protection of property rights over managing the impact of development

Land Use Goals

- 54% prefer the development of a commercial tax base compared with 46% who prefer the preservation of the area as a bedroom community.

Finances and Local Government Services

- The only significant numbers (10% or more) who desired budget reductions were related to recreation (more playground facilities and picnic facilities)
- Services for which there was a significant (44% to 54%) response to increase spending was for (in order of priority): road maintenance, special clean-up days, and police protection. A related question asks for the evaluation of local services. In order of priority, the following received low scores:
 1. police protection
 2. health care services
 3. land use regulation
 4. code enforcement
 5. road maintenance

Future Development (Next 10-20 years/ 2015-2025)

- A clean and green environment
- Preserve the remaining farmland
- Develop more recreation facilities
- Develop more local shopping
- More affordable housing
- Higher quality of development
- Low scores were given for- more 2nd home development, tourism development, and constructing sewer and water lines.

Goals and Objectives

Based on the foregoing survey results, it appears that the comprehensive plan and related activities should attempt to direct public policy towards the following:

1. Develop land use regulations, including some level of zoning, that protect property rights, protect residential development from nonresidential development, protect farmland and the right to farm and to timber, protect the environment, regulate mobile home parks, cell towers, junk yards, junk vehicle storage, and manage the density of development.
2. In order to achieve farmland preservation goals, the Township should encourage and assist the owners of farmland to participate in the State's Farmland Preservation Program.

3. Encourage commercial development, especially shopping facilities, but not including tourism-oriented commercial development.
4. Encourage industrial development, but only light industry as needed to meet the need for employment opportunities for local residents
5. Improve police protection
6. Expand recreation facilities
7. Expand health care facilities
8. Encourage high-end development
9. Discourage, additional tourist businesses, and second home development.

COMMUNITY SURVEY SALEM TOWNSHIP SURVEY RESULTS

More than 1000 survey forms were distributed, and 407, or about 40% were returned. This is an excellent response rate for a mail-in survey. The distribution of returns included 110 from Jefferson Township, 130 from Madison Township, and 167 from Salem Township. The survey probed respondents on their concerns regarding the environment, land use regulation, local government services, and other quality of life issues as described below for each community. Detailed tabulations of the survey results are included in the Appendix.

Introduction

A total of 167 responses were received from residents of Salem Township. Most (49%) of the responses were from long-term (20 years or more) residents, and most (58%) reported that the Township had not changed much or had become a more desirable place to live. By comparison, only 30% reported that it was a less desirable place to live. Following are some of the more salient results of the survey.

Regulatory Concerns

- Respondents are concerned about the protection of farmland and streams, and they expressed the need to regulate the proximity of commercial development to residential development and the density of development.
- Zoning-Specific
 1. Less than half (36.5%) favor a limited approach that regulates development while balancing property rights.
 2. 24.5% want strong zoning (Combined with the previous statement, this indicates that about 60% of the respondents want some level of zoning).
 3. 24.5% would prefer an alternative approach.
- Regarding environmental concerns, they expressed the need to protect (in order of priority) drinking water quality, air quality and stream water.
- 91% expressed the need to protect the right to farm.
- 88% expressed the need to protect the right to undertake timbering, provided that sound management practices are utilized.
- 88% desire the regulation of junk vehicle storage.
- 86% desire the regulation of mobile home parks.
- 76% expressed the need for regulations that would assure the compatibility of adjacent land uses.
- 66% desire the regulation of cellular communications towers.
- Slightly more than half (53%) favored the protection of property rights over managing the impact of development.

Land Use Goals

- 57% prefer the development of a commercial tax base over the preservation of the area as a bedroom community.

Finances and Local Government Services

- The only significant numbers (10% or more) who desired budget reductions were related to recreation (youth based activities, more playground facilities, and picnic facilities.)
- Services for which there was a significant (30% or more) response to increase spending was for (in order of priority): road maintenance, police protection, youth-based activities, special clean-up days, and more playground facilities. This is consistent with the identification of the following services that received low scores:
 1. land use regulation
 2. code enforcement
 3. road maintenance
 4. police protection
 5. public meeting space

Future Development (Next 10 – 20 years/ 2015-2025)

- A clean and green environment
- Preserve the remaining farmland
- Develop more local shopping
- Create small scale industrial employment opportunities
- Develop more recreation facilities
- Preference for higher quality and higher value development rather than affordable housing
- Future development rejected: Construction of sanitary sewers and public water supply, affordable housing, tourism, and second home development.
(Discuss status of sewers for commercial development on Route 590.)

Goals and Objectives

Based on the foregoing survey results, it appears that the comprehensive plan and related activities should attempt to direct public policy towards the following:

1. Develop land use regulations, including some level of zoning, that protect property rights, protect residential development from nonresidential development, protect farmland and the right to farm and to timber, protect the environment, regulate mobile home parks, and manage the density of development.

2. In order to achieve farmland preservation goals, the Township should encourage and assist the owners of farmland to participate in the State's Farmland Preservation Program.
3. Improve code enforcement
4. Improve road conditions
5. Encourage commercial development, especially shopping facilities, but not including tourism-oriented commercial development. (**Note-tourism conflict**)
6. Encourage industrial development, but only light industry as needed to meet the need for employment opportunities for local residents
7. Provide police protection
8. Expand recreation facilities
9. Encourage high-end development
10. Discourage affordable housing, additional tourist businesses, and second home development.

SECTION II

JEFFERSON TOWNSHIP, MADISON TOWNSHIP, AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

EXISTING LAND USE

INTRODUCTION

This study is primarily concerned with the present use and development of land in Jefferson Township, Madison Township, and Salem Township. In addition, it serves to provide basic information on the various factors which have shaped the present forms of development and, to a large degree, are certain to influence the future. It should be noted that the acreage assigned to each land use category is approximate, and should only be used for general planning purposes.

REGIONAL LAND USE CHARACTERISTICS

The individual Existing Land Use maps for each municipality are included in this Existing Land Use study, following page II-1. After comparing each of the maps, certain similarities between the municipalities become evident. For example, all three municipalities share a linear form of development. Similar to the other rural Townships in Pennsylvania, development is concentrated along the State routes that crisscross Jefferson, Madison, and Salem Townships.

The region is also considered to be a recreation and vacation destination, thus, there are large concentrations of development surrounding the larger bodies of water throughout the study area.

Table No. 1 below details the distribution of land use in Jefferson, Madison, and Salem Townships.

As shown in Table No. 1, the distribution of land uses is similar throughout the region. The Forest and Meadows land use category is the single largest land use in all three Townships, followed by Agriculture and Residential land uses, respectively. In Jefferson Township, however, residential development exceeds the amount of agricultural use.

Table No. 2 through Table No. 4 below detail the distribution of developed land in each municipality. The term, developed land, for the purposes of this study, refers to residential, commercial, industrial, public and semi-public uses and road right-of-ways.

Table No. 1

REGIONAL LAND USE CHARACTERISTICS, IN ACRES
 JEFFERSON TOWNSHIP AND MADISON TOWNSHIP, LACKAWANNA
 COUNTY; AND, SALEM TOWNSHIP, WAYNE COUNTY, PA 2004

<u>Land Use</u>	Jefferson		Madison		Salem		Regional	
	<u>Township</u>	<u>No.</u>	<u>Township</u>	<u>No.</u>	<u>Township</u>	<u>No.</u>	<u>Totals</u>	<u>%</u>
Residential	1,557	3.0	1,203	2.3	2,657	5.0	5,417	10.3
Commercial	147	0.3	30	0.0	464	0.9	641	1.2
Pubic/Semi-Public	146	0.3	68	0.1	79	0.1	293	0.5
Industrial	4	0.0	0	0.0	85	0.1	89	0.1
Agriculture	1,177	2.0	2,026	4.0	4,893	9.2	8,096	15.2
Forest/Meadow	18,023	34.2	7,931	15.0	11,148	21.0	37,162	70.2
Water	460	0.8	182	0.3	534	1.0	1,176	2.1
Road ROW	<u>158</u>	0.3	<u>50</u>	0.1	<u>20</u>	0.0	<u>228</u>	<u>0.4</u>
Total	21,732	NA	11,490	NA	19,880	NA	53,102	100.0

Source: M.A. Brotter Consulting Field Survey, August 2004.

All three municipalities have a similar percentage of developed land. Jefferson Township has the smallest percentage of developed land at 9%, approximately 2,000 acres. Madison Township's developed land represents 12% of the Township's total area; and, Salem Township has the largest percent of developed land at nearly 17% or approximately 3,300 acres.

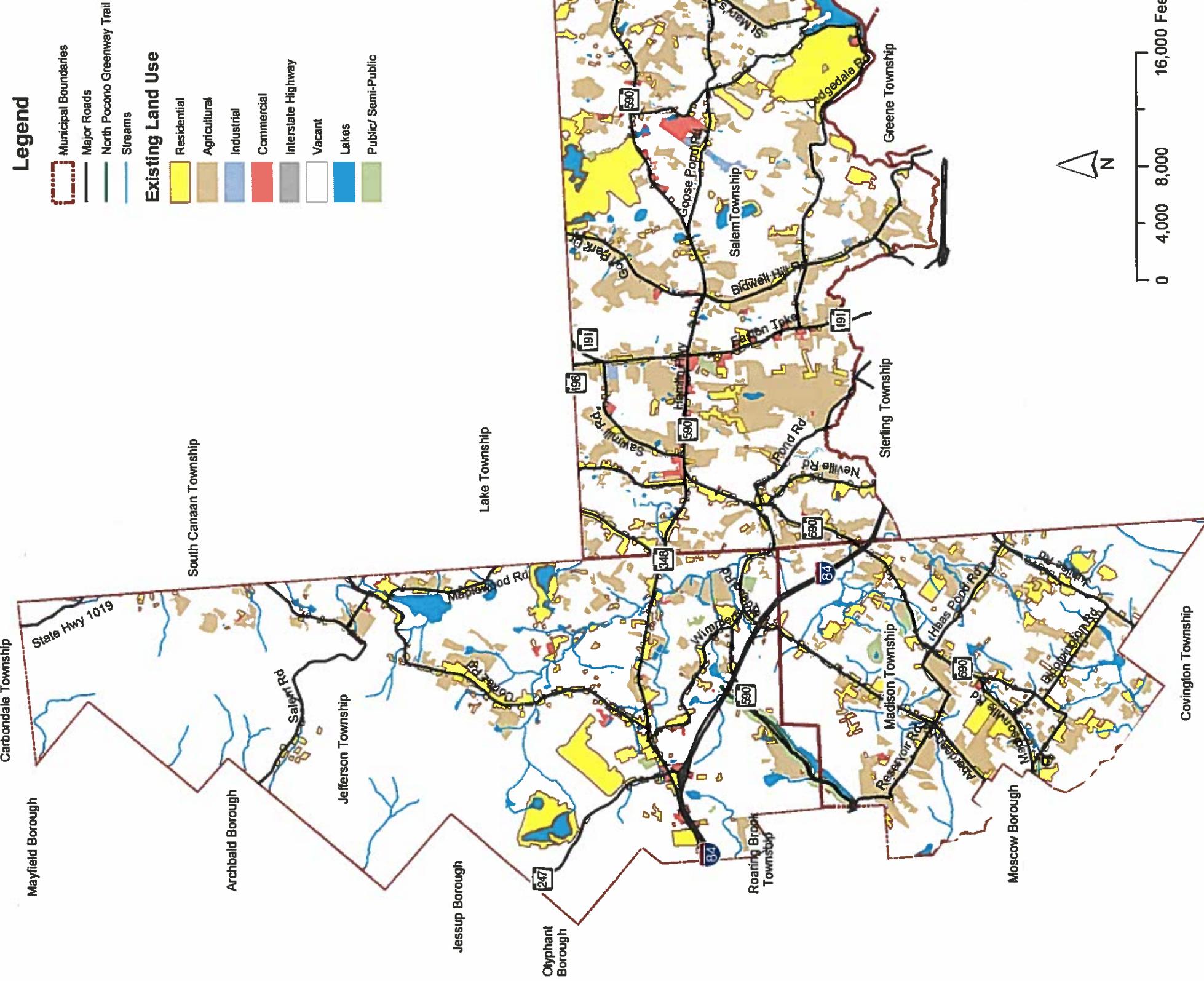
Table No. 2

DISTRIBUTION OF DEVELOPED LAND
 JEFFERSON TOWNSHIP, LACKAWANNA COUNTY, PA 2004

<u>Land Use</u>	No. of Acres	% Developed	% Total Area
Residential	1,557	77.0	7.0
Commercial	147	7.5	1.0
Pubic/Semi-Public	146	7.5	0.7
Industrial	4	0.0	0.0
Agriculture	1,177	-	5.0
Forest/Meadow	18,023	-	83.5
Water	460	-	2.0
Road ROW	<u>158</u>	<u>8.0</u>	<u>0.8</u>
Total	21,732	100.0	100.0

Source: M.A. Brotter Consulting Field Survey, August 2004.

Regional Existing Land Use Jefferson, Madison and Salem Townships August 2004



The preparation of this map was financed "in part" through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development as administered by the Strategic Planning and Program Operations Office, Pennsylvania Department of Community and Economic Development.

Prepared by: Marvin A. Brotter Consulting Services.
GIS and Mapping Services provided by:
ProConoCo
May 2007

*Existing Land Use
Jefferson Township
Lackawanna County, PA
August 2004*

Carbondale Township
Mayfield Borough

Legend

- Municipal Boundaries
- Parcels
- Major Roads
- Local Roads
- Unpaved Roads
- Scattered Residential
- North Pocono Greenway
- Streams

The map displays the following features:

- Municipal Boundaries:** Shown as a thick red line.
- Parcels:** Shown as yellow and brown shaded areas.
- Major Roads:** Shown as thick black lines.
- Local Roads:** Shown as thin black lines.
- Unpaved Roads:** Shown as dashed black lines.
- Scattered Residential Development:** Shown as small black dots.
- North Pocono Greenway Trail:** Shown as a thick green line.
- Streams:** Shown as blue lines.

The map is titled "South Canaan Township" and includes a legend on the left side.

Existing Land Use

Legend for Existing Land Use:

- Residential
- Agricultural
- Industrial
- Commercial
- Interstate Highway
- Vacant
- Water

Bühl/ Semini-Bühl

1. Township Building	2. Church	3. Cemetery	4. Recycling Center	5. Jefferson Volunteer Fire Co.	6. School	7. Lion's Club Recreation Area	8. Jefferson Township Volunteer Ambulance	9. Missionary Retreat Fellowship	10. North Boroco Greenway Trail
11. Seminary	12. Seminary	13. Seminary	14. Seminary	15. Seminary	16. Seminary	17. Seminary	18. Seminary	19. Seminary	20. Seminary

4,000 Feet



The preparation of this map was financed "in part" through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development as administered by the Strategic Planning and Program Operations Office, Pennsylvania Department of Community and Economic Development.

May 2007



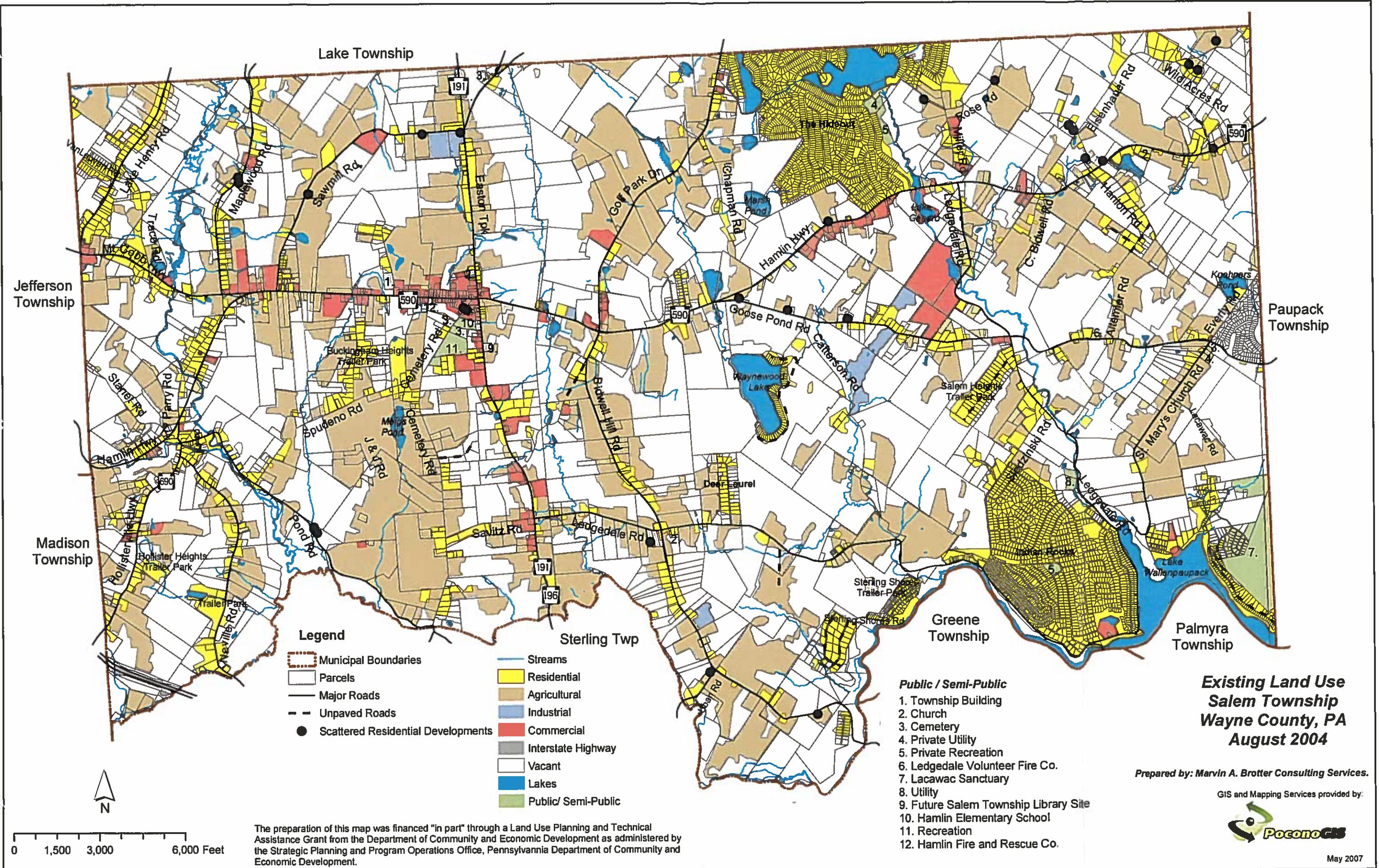




Table No. 3

DISTRIBUTION OF DEVELOPED LAND
MADISON TOWNSHIP, LACKAWANNA COUNTY, PA 2004

<u>Land Use</u>	No. of Acres	% Developed	% Total Area
Residential	1,203	89	11.0
Commercial	30	2	0.3
Pubic/Semi-Public	68	5	0.7
Industrial	0	0	0.0
Agriculture	2,026	-	18.0
Forest/Meadow	7,931	-	69.0
Water	182	-	1.6
Road ROW	50	4	0.4
Total	11,490	100	100.0

Source: M.A. Brotter Consulting Field Survey, August 2004.

Table No. 4

DISTRIBUTION OF DEVELOPED LAND
SALEM TOWNSHIP, WAYNE COUNTY, PA 2004

<u>Land Use</u>	No. of Acres	% Developed	% Total Area
Residential	2,657	80	13.0
Commercial	464	14	2.0
Pubic/Semi-Public	79	2	0.5
Industrial	85	3	0.5
Agriculture	4,893	-	25.0
Forest/Meadow	11,148	-	56.0
Water	534	-	3.0
Road ROW	20	1	0.0
Total	19,880	100	100.0

Source: M.A. Brotter Consulting Field Survey, August 2004.

CONCLUSION

As stated above the region has an abundance of forested areas, interspersed with agricultural land and residential development. Though there are a great many similarities between the municipalities, they each have their own unique characteristics. Undeveloped areas have been analyzed in terms of soil composition as shown on the Development Opportunities and Constraints maps for each of the Townships.

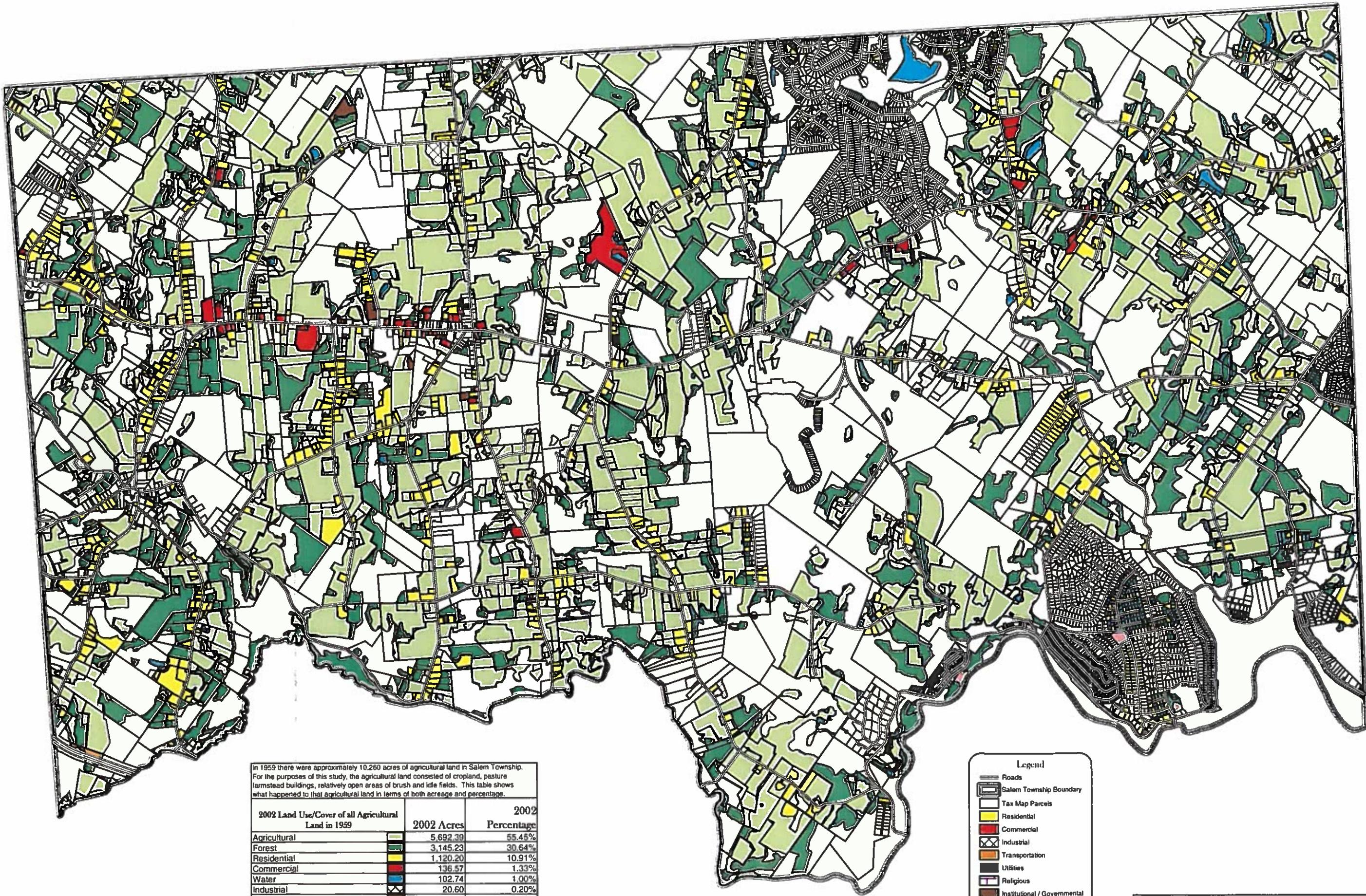
Jefferson Township is the largest of all three municipalities and has the smallest percentage of developed land, with about as much undeveloped land (nearly 20,000 acres) as the other 2 townships, combined. Pa. Route 348 forms the spine of the community serving to support linear development from east to west, with major developments extending to the north and to the south of this highway, especially off Cortez Road, Wimmers Road and Maplewood Road.

Madison Township, unlike the other two municipalities in the study area, has no industrial development and 90% of the developed areas in the Township are residential. Commercial development only accounts for 2% of the total developed land area. This development pattern can be attributed to the lack of an efficient means of ingress into the Township for commercial and industrial vehicles, and to the fact that Madison Township does not have local access to I-81 or I-84. As stated, in *Section I, Community Development Goals and Objectives*, the Township's primary land use goal is to support the "bedroom community" characteristic of the Township.

Salem Township, compared to Jefferson and Madison Townships, is the "developed center" of the study area; though geographically it is not in the center at all. Salem has significantly higher acreages devoted residential, commercial, and industrial land uses, due in part to its proximity to Interstate 84 and the large amount of commercial recreation, in the form of seasonal resorts.

As shown on the map*, Comparison of Agricultural Land from 1959 – 2002, the Township has lost nearly 4600 acres of agricultural land during this 43 year period. This amounts to the loss of approximately 45% of the 10,260 acres of farmland that existed in 1959. Most of the lost farmland that has been developed has gone into residential use, with more than 1100 acres through 2002. Commercial and manufacturing development only utilized about 150 acres of this farmland. The rest of the former agricultural land is mostly in open space use.

* Prepared by the Wayne County Department of Planning



This map was financed "in part" by a grant from the Commonwealth of Pennsylvania Department of Community and Economic Development.

Legend	
Roads	
Salem Township Boundary	
Tax Map Parcels	
Residential	
Commercial	
Industrial	
Transportation	
Utilities	
Religious	
Institutional / Governmental	
Recreational	
Agricultural	
Forest	
Water	
Mining / Extraction	

Comparison of Agricultural Land from 1959 to 2002
Salem Township
 Wayne County, Pennsylvania
 This map was prepared for Salem Township by the Wayne County Department of Planning in May of 2005.



APPENDIX II

JEFFERSON TOWNSHIP, MADISON TOWNSHIP, AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS

INTRODUCTION

This study analyzes the various types of soils within the Townships in order to determine which areas within each Township have the maximum potential for development. The key factor in determining an area's development potential is how suitable the soil is for on-site sewage disposal. While there are numerous soil categories, as described by the Soil Survey of Lackawanna County and Wyoming County, Pennsylvania and the Soil Survey of Wayne County, Pennsylvania, this study groups the soils into six (6) categories as described below.

ANALYSIS

Favorable soil properties and site features are needed for proper functioning of septic tank absorption fields. Septic tank absorption fields are subsurface systems of tile or perforated pipe that distribute effluent from a septic tank into the natural soil. The soil properties and site features considered are those that affect the absorption of effluent and those that affect the construction of the system.

Properties and features that affect absorption of the effluent are permeability, depth to seasonal high water table, depth to bedrock, and susceptibility to flooding. Stones, boulders, and shallow depth to bedrock interfere with the installation of septic systems. Excessive slope may cause lateral seepage and surfacing of the effluent. Also, soil erosion and soil slippage are hazards if absorption fields are installed on sloping soils.

In some soils, loose sand and gravel or fractured bedrock is less than four (4) feet below the tile lines. In these soils the absorption field does not adequately filter the effluent, and ground water in the area may be contaminated. However, on many of the soils that have moderate to severe limitations for use as septic tank absorption fields, a system to lower the seasonal water table can be installed or the size of the absorption field can be increased so that performance is satisfactory. A more detailed site analysis would be necessary in order to determine the feasibility of such a system.

Below is a description of the soils that, based on the above criteria, would act as constraints towards future development potential.

Soils with Slope between 15% and 25%. These areas are characterized as being excessively rocky; with soils that are moderately permeable and have a low available water capacity. The excessive slope creates rapid surface runoff and high rates of erosion. These soils are best suited for woodland wildlife habitats and for pastures. If cultivated crops are grown, agricultural management practices such as the use of cover crops should

be employed in order to mitigate the effects of erosion. The steep slope and low water capacity severely limits on-site sewage disposal. As shown on the Development Opportunities and Constraints Maps these soils comprise approximately 17% of Jefferson Township, 21% of Madison Township, and 9% of Salem Township.

Soils with Slope Greater than 25%. These areas consist of steep, somewhat excessively drained, shallow soils and rock outcrops on steep valley walls and mountain sides and in cliffs along rivers. Slopes range from 25% to 70% and the terrain is extremely rocky. The soils in these areas are moderately permeable and have a very low water capacity. The soil is extremely acidic and surface runoff is very rapid. These areas are poorly suited to any use other than woodland wildlife habitat. The excessively steep slopes severely limit on-site sewage disposal; these areas comprise approximately 12% of Jefferson Township, 3% of Madison Township, and only 5% of Salem Township.

Soils with Seasonal High Water Table (less than 18 inches) from the Surface. These areas are characterized by deep, very poorly drained soil on outwash terraces, mainly in the stream valleys and flood plains. The soil is slowly permeable with an available water capacity that is moderate to high. The soils in this category have a high water table less than 18 inches from the soil surface for long periods throughout the year and surface ponding is typical during wet periods. Surface runoff is very slow. The seasonal high water table is a potential hazard for buildings with subsurface basements. When buildings with basements are constructed on these soils foundation drains with proper outlets should be used to prevent seepage of water into the basements. The slow permeability and seasonal high water table are limitations for on-site sewage disposal. A more in depth analysis of these areas is needed to determine if development is feasible. These areas comprise approximately 25% of the total area in both Jefferson and Madison Townships; however, in Salem Township this soil category represents nearly 70% of the Township's total area.

Soils with shallow depth to bedrock, less than 20 inches. These areas are characterized by nearly level to gently sloping, somewhat excessively drained soil on ridgetops and mountaintops. The soils in these areas are moderately permeable with a low available water capacity. Surface runoff is rapid and rooting depth is restricted by the shallow depth to bedrock. These soils have poor potential for farming and urban uses; and, fair to moderate potential for woodland wildlife habitat. The shallow depths to bedrock, rockiness, and steep slopes are limitations for on-site sewage disposal. In some areas the bedrock under this soil is a potential source of flagstone for buildings, floors, patios, and other construction. As shown on the Development Opportunities and Constraints Maps these areas comprise approximately 10% of the area in Jefferson Township and only 4% of Madison Township's total area. This soil category is not present in Salem Township.

It should be noted that there are two additional soil categories on the Development Opportunities and Constraints Maps. They are: Soils with a slope greater than 25% and a shallow depth to bedrock; and, Soils with slope between 15% - 25% and seasonal high water table. Both of these categories contained soils that fit into more than one soil classification category. The two categories combined total approximately 5% throughout

the entire study area. The natural characteristics of these soils limit on-site sewage disposal.

Quarries, Gravel Pits, and Borrow Pits

Quarries in Jefferson Township and Madison Township were generally mined for flagstone; however, quarries in Salem Township were generally mined for sandstone. After mining is completed, these areas are generally left idle. The lack of soil material and the natural characteristics of the remaining soils prohibit most types of development.

Gravel pits are excavated areas that have been mined for sand and gravel, located in Jefferson Township and Madison Township. Most areas of this map unit are idle. The depth to the water table, slope, and rapid permeability are limitations for most uses.

Borrow pits are areas where gravel and fill material have been excavated for use in construction. Most of these areas are in valleys and streams in Salem Township. Most areas of this unit are idle because the natural characteristics of the soil prohibit most uses.

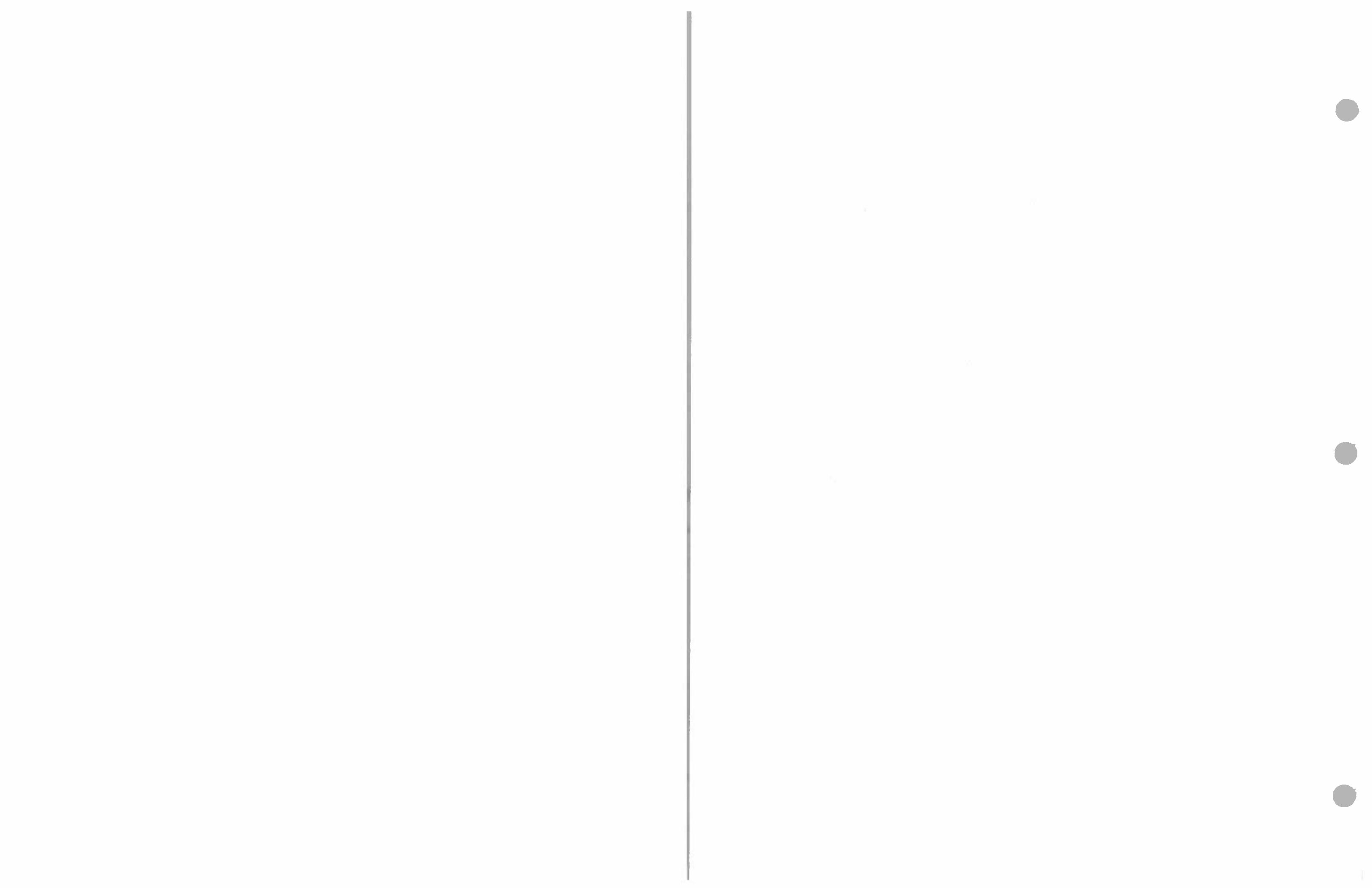
Development Potential

Soils suitable for on-site sewage disposal are shown on the Development Opportunities and Constraints Maps. There is no one area of concentration; rather, these soils are dispersed throughout the Township. Soils suitable for on-site septic systems comprise approximately 30% of Jefferson Township, 40% of Madison Township and only 12% of Salem Township.

The proposed Jefferson Township sewer lines are also shown on the Development Opportunities and Constraints Map for Jefferson Township. The sewer-lines will no-doubt increase the development potential within Township.

Conclusions

According to the Development Opportunities and Constraints maps, all three Townships have a significant amount of soils with a seasonal high water table; however, at approximately 70% of the total area, this is Salem Township's primary development constraint. Jefferson Township's primary constraint is its rocky and steep terrain, however, these constraints are somewhat mitigated by the combination of a proposed public sewer and the existing 30% of developable soils. Madison Township's primary development constraints are steep slopes and a high water table, however, at 40% of its total area, Madison has the largest concentration of soils suitable for on-site septic systems.

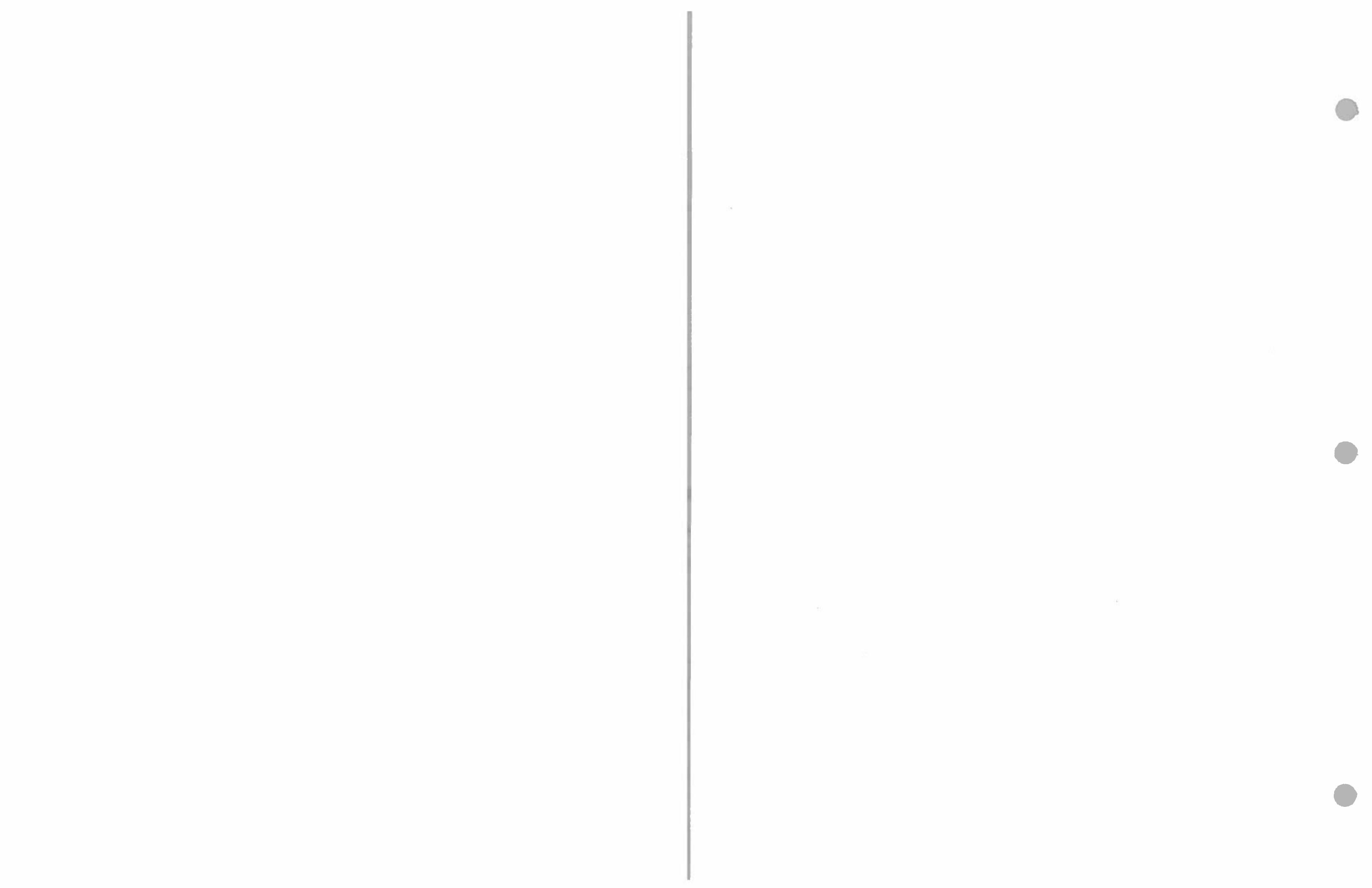


APPENDIX II

DEVELOPMENT OPPORTUNITIES AND CONSTRAINTS

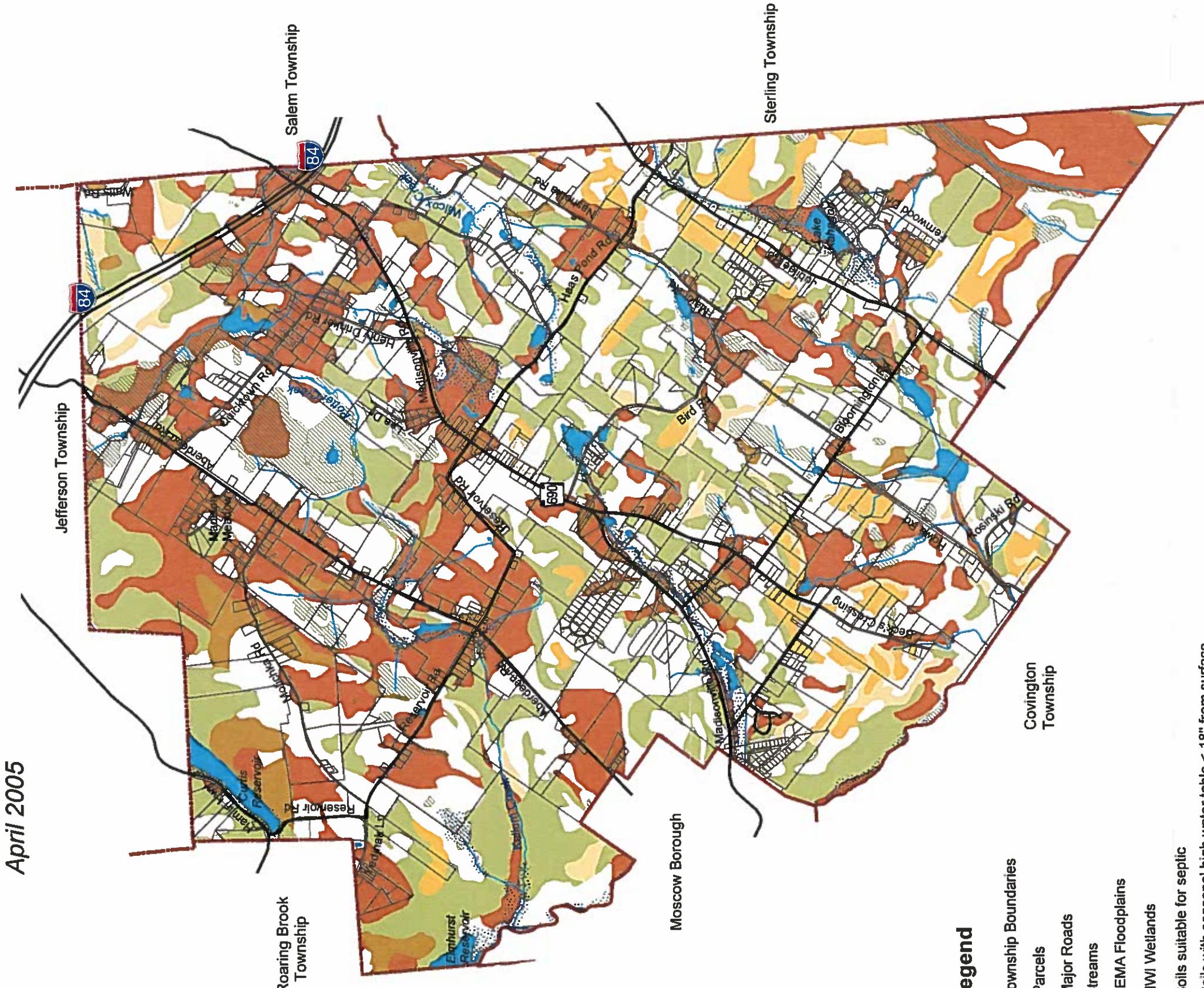
Maps

[Jefferson Township Development Opportunities and Constraints Map](#)
[Madison Township Development Opportunities and Constraints Map](#)
[Salem Township Development Opportunities and Constraints Map](#)





Development Opportunities and Constraints
Madison Township
Lackawanna County, PA
April 2005



Legend

- Township Boundaries
- Parcels
- Major Roads
- Streams
- FEMA Floodplains
- NWI Wetlands
- Soils suitable for septic
- Soils with seasonal high water table $< 18''$ from surface
- Soils with slope between 15-25%
- Soils with slope between 15-25% and seasonal high water table $< 18''$ from surface
- Soils with slope $> 25\%$
- Soils with shallow depth to bedrock $< 20''$
- Water

Prepared by: Marvin A. Brotter Consulting Services.
GIS and Mapping Services provided by:



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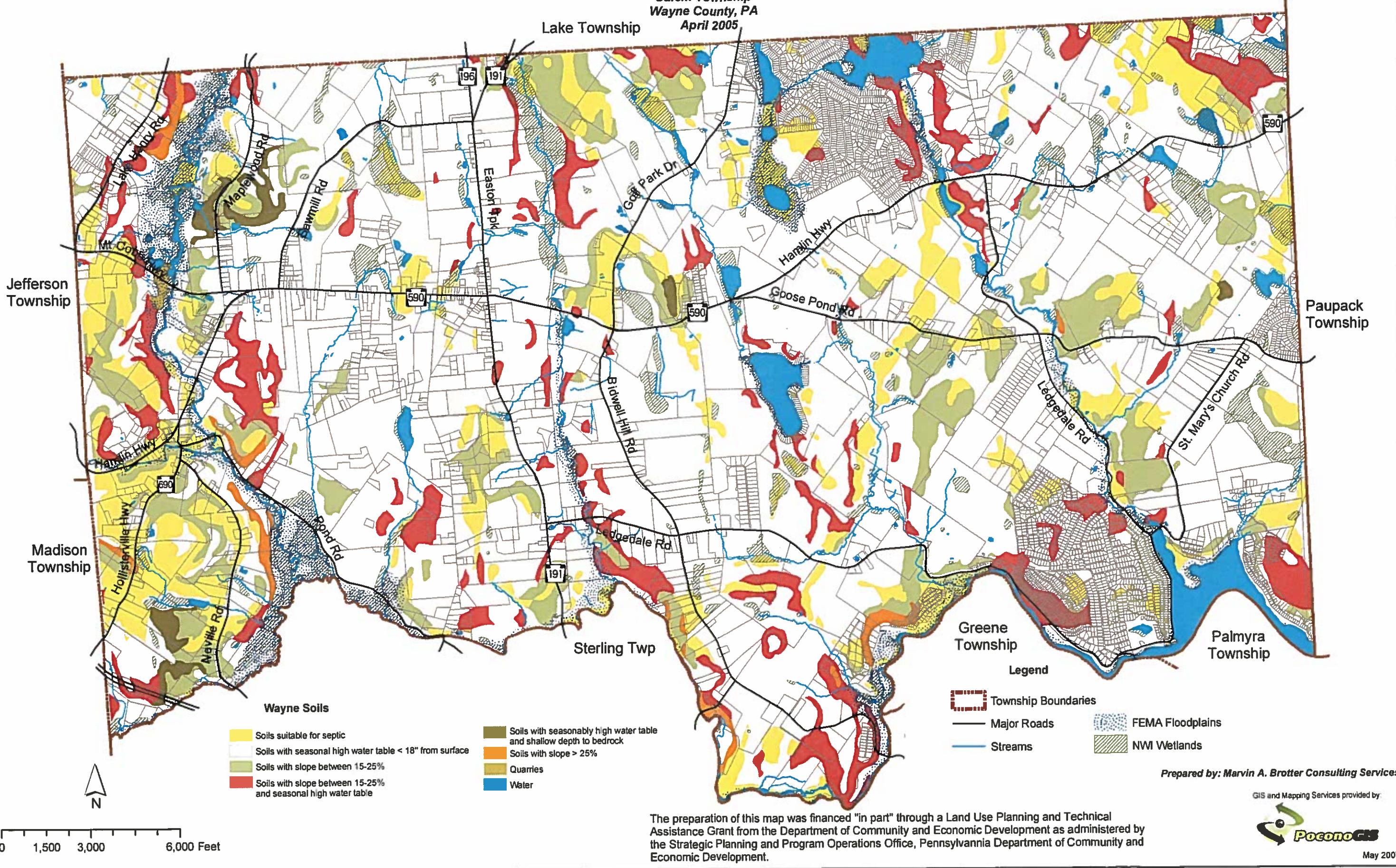
May 2007



Development Opportunities and Constraints

Salem Township
Wayne County, PA
April 2005

Lake Township





SECTION III

JEFFERSON TOWNSHIP, MADISON TOWNSHIP, AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

POPULATION STUDY

INTRODUCTION

This report examines the population of Jefferson Township, Madison Township, and Salem Township from several perspectives, including age, income and other relevant socio-economic characteristics; and, it identifies trends that will affect the future of the communities. A projection of the future population of the Region is also included at the end of this report.

POPULATION TRENDS

As shown in Table No. 1 below, the Region's population has experienced a substantial increase throughout much of the study period, 1960 to 2000. This is in sharp contrast to the relatively small increases seen in Pennsylvania and the decreasing population in Lackawanna County; it is however, similar to the increasing population of Wayne County during the same time period. The decade between 1970 and 1980 witnessed the most significant regional population increase, a staggering 67% when compared to the 4% increase in Pennsylvania and the 2.8% decrease in Lackawanna County. Wayne County also experienced a significant increase of nearly 20% during this time period. Though two (2) of the municipalities in the study area (Jefferson Township and Madison Township) are located in Lackawanna County their trends in population growth are closely tied to the growth trends seen in Salem Township and Wayne County. The increase in population can be partially attributed to the area's proximity to Lake Wallenpaupack. The lake and its surrounding areas are a tourist destination for residents in the tri-state area (NY, NJ, and PA).

It should be noted that all three municipalities had relatively small populations at the start of the study period. Accordingly, percent increases are quite high in the beginning of the study period with the initial population growth, and they level off as the populations become larger.

All three municipalities have tripled in size between 1960 and 2000. Salem Township's population is the largest of the three communities. As noted above, the larger population in Salem Township has led to smaller percent increases when compared to those of Jefferson Township and Madison Township, except between 1990 and 2000 when Salem's population increased by 25%.

Table No. 1

Population Trends, 1960 – 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, Pa

	Jefferson Twp.	Madison Twp.	Salem Twp.	Region	Lackawanna County	Wayne County	Penna.
1960	1,195	788	1,324	3,307	234,531	28,237	11,319,366
1970	1,809	993	1,581	4,383	234,504	29,581	11,800,766
% Change	51%	26%	19%	32%	(0.01%)	5%	4%
1980	3,132	1,659	2,538	7,329	227,908	35,237	11,864,720
% Change	73%	67%	61%	67%	(2.8%)	19%	0.5%
1990	3,438	2,207	2,933	8,578	219,039	39,944	11,881,643
% Change	10%	33%	16%	17%	(3.9%)	13%	0.1%
2000	3,592	2,542	3,664	9,798	213,295	47,722	12,281,054
% Change	5%	15%	25%	14%	(2.6%)	19%	3%

U.S. Census Bureau, Census 2000 Summary File 1

AGE DISTRIBUTION

The age distribution of a community has a significant effect on the types of community facilities and services required to meet the needs of the population. Communities with an aging population will have different facility and service needs than a community with a high proportion of children. For example, communities with an aging population would require more health care and long-term nursing care, but communities with a high proportion of children would require more school rooms and active recreation facilities.

The age distribution of the Commonwealth varies widely from region to region, and from municipality to municipality; it depends on the location, economy and other characteristics of the particular community. The following Tables (No. 2 – No. 7) present the age distribution for the populations of Jefferson Township, Madison Township and Salem Township, based on detailed demographic characteristics from the 1990 and 2000 U.S. Census Reports.

Table No. 2 below gives an age distribution comparison between 1990 and 2000 for Jefferson, Madison, and Salem Townships. Comparing the changes in cohort size between census periods provides information on how population segments are changing and on the factors that influence change, such as fluctuating birth rate and migration patterns.

Table No. 2

Age Distribution, 1990 and 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

<u>Age</u>	<u>Jefferson Township</u>				<u>Madison Township</u>				<u>Salem Township</u>			
	<u>1990</u>		<u>2000</u>		<u>1990</u>		<u>2000</u>		<u>1990</u>		<u>2000</u>	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
<5 yrs	249	7	196	6	167	8	166	7	213	7	244	7
5 – 9 yrs	334	10	229	6	171	8	217	9	215	7	273	8
10-14 yrs	256	7	283	8	209	9	191	8	265	9	262	7
15-19 yrs	216	6	256	7	178	8	177	7	208	7	267	7
20-24 yrs	213	6	178	5	157	7	124	5	166	6	158	4
25-29 yrs	197	6	199	5	153	7	152	6	215	7	177	5
30-34 yrs	324	9	217	6	205	9	210	8	241	8	233	6
35-39 yrs	287	8	261	7	194	9	236	9	213	7	273	8
40-44 yrs	262	8	303	8	151	7	216	8	240	8	294	8
45-49 yrs	335	10	349	10	137	6	195	8	155	5	269	7
50-54 yrs	146	4	325	9	114	5	187	7	113	4	255	7
55-59 yrs	190	5	231	6	74	3	125	5	161	5	221	6
60-64 yrs	114	3	149	4	92	4	95	4	116	4	198	5
65-69 yrs	128	4	130	4	90	4	82	3	114	4	157	4
70-74 yrs	82	2	134	4	51	2	60	2	145	5	167	5
75-79 yrs	24	1	79	2	38	2	53	2	76	3	101	3
80-84 yrs	0	0	48	1	16	1	32	1	29	1	69	2
85 + yrs	52	2	25	1	14	1	24	1	48	2	46	1
Total	3,438	100	3,592	100	2,207	100	2,542	100	2,933	100	3,664	100

U.S. Census Bureau, Census 2000 Summary File 1

Jefferson Township

According to Table No. 2 above, Jefferson Township showed a decrease in the number of births from 1990 to 2000. In the 1990 census, children under the age of 5 numbered 249 and in the 2000 census, they numbered only 196; this represents a 20% reduction in the number of births. The decrease in the Township's birth rate can be explained by examining the changes to the 1990's 10 to 14 years, 15 to 19 years, and 20 to 24 years age cohorts. Ten years later these three age groups now in the 20 to 24 years, 25 to 29 years, and 30 to 34 years age cohorts, respectively, represent the majority of the Township's child bearing age groups; and, they have either experienced a decrease in size or remained relatively stable. The decreases in cohort size can be attributed to an out-migration of families with children and college-bound young adults.

The Township's "Mature Years" segment of the population (25-64 yrs.), which is explained in further detail in Table No. 3 and on page III-6, has experienced a myriad of increases and decreases in cohort size due to in-migration and out-migration of the population. The most significant increase occurred in the 1990's 25 to 29 years age group, which increased by 32% from 197 individuals to 261 individuals in 2000. Conversely, the most notable decreases took

place in the 1990's 45 to 49 years age cohort and the 55 to 59 years age cohort, both of which had a sizable 32% decrease in size. Though the above mentioned decreases are significant, overall there were more increases in cohort size than decreases between 1990 and 2000. This is significant as the "Mature Years" segment of the Township's population comprises the majority of prime income earners.

Madison Township

Madison Township's birth rate remained relatively stable between census periods, as shown in Table No. 2. There were approximately 167 children under the age of 5 in 1990 and in 2000 that number decreased by only 1 to 166 children under the age of 5. The 1990's age cohorts 0 to 9 years which numbered 338 individuals increased by nearly 9% to 368 in the 10 to 19 years age cohorts for 2000. The increased number of children in the Township can be attributed to an in-migration of young families. This is supported by the 21% increase in cohort size for all 1990 age groups between 20 and 44 years. This is an increase of some significance as these age cohorts represent the majority of the Township's prime income earners.

Similar to Jefferson Township, the 10 to 19 years age cohorts which numbered approximately 387 in 1990 experienced a decrease in cohort size between decades. This can be largely attributed to an out-migration of young adults in search of employment opportunities and to college-bound teens. This is significant because these segments of the Township's population represent a majority of the women in their child bearing years and a decrease in cohort size could lead to a future decrease in the Township's birth rate. This segment of the Township's population also comprises a portion of the Township's prime income earners and a loss in this group could be detrimental to the Township's tax base; however, the above mentioned increases in cohort size for the 20 to 44 years groups more than compensates for such losses.

Salem Township.

Salem Township was the only municipality in the study area (Jefferson, Madison, and Salem Townships) to experience an increase in the number of children under the age of 5 years between census periods. The Township's 0 to 9 years age cohorts also showed significant increases between 1990 and 2000. There are two reasons for the increases: the first is an increase in the birth rate; and, the second is a significant in-migration.

The significant in-migration of residents is supported by the increases seen in all of the Township's 1990 age cohorts between 20 and 54 years, when compared to their 2000 counterparts the 30 to 65 years age groups. This is significant as these cohorts comprise the majority of the Township's prime income earners and child bearers. The most substantial cohort size increases were seen in the 0 to 9 years age cohorts and the 30 to 39 years age cohorts, between 1990 and 2000 both groups increased by 24%. The Township should endeavor to provide adequate services for the above mentioned segments of the population, now between the ages of 10 to 19 years and 40 to 49 years.

Regional Trends.

As shown in Table No. 2 above, each municipality experienced a decrease in cohort size for the 1990's 10 to 19 years age groups, when compared with their 2000 counterparts, the 20 to 29 years age groups. As discussed above, a portion of this population's out-migration can be attributed to college-bound residents leaving the area and to residents moving out of the area in search of employment opportunities. In order to stem some of this out-migration, measures should be taken to increase the availability of appropriate employment opportunities.

All three municipalities also experienced a decrease in cohort size for all of the age groups aged 65 years and over. This can be attributed to a degree of out-migration, but the primary cause is from deaths within the population cohorts.

A more detailed comparison of the age distribution in Jefferson Township, Madison Township, Salem Township, Lackawanna County, Wayne County, and the State is presented in the following Table No. 3.

Table No. 3

Age Comparison By Percent, 2000
 Jefferson Township, Madison Township, Salem Township,
 Lackawanna County, Wayne County, and Pennsylvania

<u>2000 Population</u>	<u>Jefferson Twp.</u>	<u>Madison Twp.</u>	<u>Salem Twp.</u>	<u>Lacka- wanna County</u>	<u>Wayne County</u>	<u>P.A.</u>
<u>The Young Years</u>						
Less than 5 years	6	5	7	5	6	6
5 – 17 years	19	21	19	17	18	18
18 – 24 years	6	8	6	8	6	9
The Young Years Subtotal	31	34	32	30	30	33
<u>The Mature Years</u>						
25 – 44 years	27	32	27	26	27	28
45 – 54 years	19	15	14	14	14	14
55 – 59 years	6	5	6	5	6	5
60 – 64 years	4	4	5	5	5	4
The Mature Years Subtotal	56	56	52	50	52	55
<u>The Aging Years</u>						
65 – 74 years	7	6	9	9	10	8
75 years and above	5	4	6	11	8	8
The Aging Years Subtotal	12	10	15	20	18	16

U.S. Census Bureau, Census 2000 Summary File 1

Table No. 3 above, separates the study area's population into three categories: the Young Years, the Mature Years, and the Aging Years. This population breakdown allows for a detailed analysis of the types and kinds of services needed to support each population group and it serves as an economic indicator for the future.

Young Years (0-24 yrs.). The Young Years is an important segment of any population because it represents the area's future income earners and childbearing residents. As shown in Table No. 3 the distribution of Young Years population is similar in all three municipalities, the Counties, and the State. Madison Township at 34% has the highest percentage of residents between the ages of 0 and 24 years while both Lackawanna and Wayne County have the lowest at 30%.

Mature Years (25-64 yrs.). The Mature Years segment of the population represents the area's prime income earners, women in their child-bearing years, and the future elderly population. Throughout the study areas, the Mature Years segment of the population comprises 50% or more of the population. Jefferson Township and Madison Township have a significantly higher proportion of residents in their Mature Years than Salem Township, Wayne County, and Lackawanna County; but, it is only slightly higher than the State's 55%.

Aging Years (65 + yrs). The Aging Years segment of the population represents residents aged 65 years and over. As shown in Table No. 3, of the three (3) municipalities Salem Township has the highest proportion of residents in their Aging Years. Lackawanna County has the highest proportion of elderly overall at 20%.

All three municipalities should concentrate on providing and maintaining services for their senior citizens as this is the least mobile of the population segments; and, in the future this group will increase as residents leave their Mature Years and enter their Aging Years; this is especially true for Jefferson and Madison Townships. As stated above Madison Township has the highest proportion of residents in their Young Years cohort, as well as one of the highest proportions of residents in their Mature Years. The Township should endeavor to provide adequate recreation opportunities for residents in these age cohorts. Although Jefferson Township and Salem Township have an older population when compared to Madison, they too should develop adequate recreation opportunities in order to attract and retain younger families.

Table No. 4 below, gives a regional “Big Picture” look at the cohort changes that have taken place in the study area, between 1990 and 2000.

Table No. 4

Age Comparison By Broad Age Groups, 1990 – 2000
 Jefferson Township, Madison Township, Salem Township,
 Lackawanna County, Wayne County, and Pennsylvania

	<u>“Young Years”</u>		<u>“Mature Years”</u>		<u>“Aging Years”</u>	
	<u>1990</u>	<u>2000</u>	<u>1990</u>	<u>2000</u>	<u>1990</u>	<u>2000</u>
Jefferson Township	37%	31%	53%	56%	10%	12%
Madison Township	40%	34%	50%	56%	10%	10%
Salem Township	36%	32%	50%	52%	14%	15%
Lackawanna County	32%	30%	48%	50%	20%	20%
Wayne County	34%	30%	49%	52%	17%	18%
State	35%	33%	50%	55%	15%	16%

U.S. Census Bureau, Census 2000 Summary File 1.

The decreasing trend of the Young Years cohorts can be seen in varying degrees on the State, county, and local levels; however, the extent of decrease is greatest in the three municipalities. This reflects a decrease in birth rates across the board, but, also a state-wide lack of adequate employment opportunities for twenty-something individuals.

The Mature Years cohort has increased on the State, county, and local levels, which indicates both an aging population as well as a willingness to raise families in Pennsylvania. The 6% increase in Madison Township’s Mature Years population reinforces its desire to develop as a bedroom community.

On the State, county, and local levels the Aging Years segment of the population has either remained stable or increased slightly. This reflects an aging population, which requires specific services; and, it also indicates the need to attract younger families to the area.

Sex Distribution

Madison Township, like most of Lackawanna County, is characterized as having more females than males, primarily due to the latter living longer. However, Jefferson and Salem Townships have slightly more males than females. Conversely, in 1990 there were slightly more females than males in all three municipalities.

Table No. 5

Sex Distribution, 1990 – 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

	Jefferson Township		Madison Township		Salem Township	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
<u>1990</u>						
Male	1,699	49.4	1,101	50	1,457	49.6
Female	1,739	50.6	1,106	50	1,476	50.4
<u>2000</u>						
Male	1,805	50.3	1,249	49.1	1,865	50.9
Female	1,787	49.7	1,293	50.9	1,799	49.1

U.S. Census Bureau, Census 2000 Summary File 1

A comparison of selected female age groups is provided in Table No. 6 below. The current percentage of females in the wage-earning group (20 to 64 years of age) is similar in all three Townships, but higher than Lackawanna County (54%), Wayne County (55%), and Pennsylvania (57%). In Madison Township the percentage of women in their childbearing years (20-34) is higher than any of the other jurisdictions represented in Table No. 6.

Table No. 6

Female Age Distribution Comparison, By Percent, 2000
 Jefferson Township, Madison Township, Salem Township
 Lackawanna County, Wayne County, and Pennsylvania

	Jefferson Twp.	Madison Twp.	Salem Twp.	Lackawanna County	Wayne County	Penna.
0 – 19	26	29	26	23	25	25
20 – 34	16	19	16	17	15	18
35 – 44	16	17	16	14	15	16
45 – 64	29	23	26	23	25	23
65 – 74	8	6	9	10	10	8
75 +	5	6	7	13	10	10
Total	100	100	100	100	100	100

Source: U.S. Census Bureau, Census 2000 Summary File1, Matrices P13 and PCT 12

Age/Sex Distribution.

Combining the data on age and sex characteristics provides a comparison between the sexes for the various age groups. Table No. 7 shows that in Jefferson Township the total number of males exceeds the total number of females in the 5-19 years age groups and in the 20-64 years age groups. Conversely, females substantially exceed males in the 65 years and over age groups. The male/female distribution for the under 5 years age group is nearly evenly divided.

Madison Township's male/female distribution is nearly evenly divided for the under 5 years age category, the 5-19 years age category, and the 20-64 years age category. The exception is the 65 years and over age group where females substantially exceed males.

In Salem Township the total number of males exceeds the number of females in the 0-19 years age groups, and the total number of females greatly outweighs the number of males in that broad age group.

Table No. 7

Age/Sex Distribution, 2000
Jefferson Township and Madison Township, Lackawanna County, PA.
Salem Township, Wayne County, PA

	<u>Jefferson Township</u>			<u>Madison Township</u>			<u>Salem Township</u>		
	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>	<u>Male</u>	<u>Female</u>	<u>Total</u>
Under 5	97	99	196	80	86	166	134	110	244
5 to 9 Years	125	104	229	98	119	217	160	113	273
10 to 14 Years	141	142	283	96	95	191	143	119	262
15 to 19 Years	<u>138</u>	<u>118</u>	<u>256</u>	<u>98</u>	<u>79</u>	<u>177</u>	<u>139</u>	<u>128</u>	<u>267</u>
Total 5-19 yrs.	404	364	768	292	293	585	442	360	802
20 to 24 Years	102	76	178	63	61	124	79	79	158
25 to 29 Years	100	99	199	75	77	152	87	90	177
30 to 34 Years	103	114	217	97	113	210	108	125	233
35 to 39 Years	126	135	261	123	113	236	129	144	273
40 to 44 Years	150	153	303	110	106	216	152	142	294
45 to 49 Years	164	185	349	96	99	195	134	135	269
50 to 54 Years	173	152	325	92	95	187	124	131	255
55 to 59 Years	130	101	231	62	63	125	115	106	221
60 to 64 Years	<u>71</u>	<u>78</u>	<u>149</u>	<u>53</u>	<u>42</u>	<u>95</u>	<u>101</u>	<u>97</u>	<u>198</u>
Total 20-64 yrs.	1,119	1,093	2,212	771	769	1,540	1,029	1,049	2,078
65 to 69 Years	61	69	130	35	47	82	78	79	157
70 to 74 Years	64	70	134	32	28	60	87	80	167
75 to 79 Years	37	42	79	24	29	53	49	52	101
80 to 84 Years	13	35	48	8	24	32	29	40	69
85 to 89 Years	9	8	17	6	13	19	14	22	36
90 Years +	<u>1</u>	<u>7</u>	<u>8</u>	<u>1</u>	<u>4</u>	<u>5</u>	<u>3</u>	<u>7</u>	<u>10</u>
Total 65 + yrs.	185	231	433	106	145	251	260	280	540
Total all groups	1,805	1,787	3,592	1,249	1,293	2,542	1,865	1,799	3,664

Source: U.S. Census Bureau, Census 2000 Summary File 1, Matrices P13 and PCT12.

HOUSEHOLD SIZE AND HOUSEHOLD INCOME

A household is defined by the Census as the total number of persons occupying one housing unit. Household size has been declining in the Country as families with large numbers of children are being replaced by smaller families with only 1 or 2 children. In addition, the increasing number of elderly one (1) person households is a significant factor in the smaller household size.

Table No. 8 below, compares the household size of Jefferson Township, Madison Township, Salem Township, Lackawanna County, Wayne County, and the State.

Table No. 8

Number of Households and Household Size Comparisons, 1990 – 2000

Jefferson Township, Madison Township, Salem Township,
Lackawanna County, Wayne County, and Pennsylvania.

Number of Households	Jefferson Twp.	Madison Twp.	Salem Twp.	Lackawanna County	Wayne County	Penna.
1990	1,199	756	1,044	84,528	14,638	4,495,966
2000	1,321	925	1,400	86,218	18,350	4,777,003
% Change	10%	22%	34%	2%	25%	6%
Household size						
1990	2.87	2.92	2.81	2.50	2.65	2.57
2000	2.70	2.75	2.62	2.38	2.50	2.48

Source: U.S. Census Bureau, Census 2000 Summary File 1

As shown in Table No. 8, all three municipalities and Wayne County experienced significant percent increases in the total number of households when compared with the increases seen in Lackawanna County and Pennsylvania. However, as with the population growth in the area, the relatively small number of households at the beginning of the study period results in a high percent increase. In comparing the numeric increases, Jefferson Township increased by 122 households, Madison Township by 169 households, and Salem Township by a staggering 356 households.

The average household size for the three municipalities is significantly higher than the households sizes of Lackawanna County, Wayne County, and Pennsylvania. This reflects an influx of younger families with children. Table No. 8 also shows that the 2000 household size was smaller than the 1990 average household size in all three municipalities, the counties, and the State.

The following Table No. 9 and Table No. 10 depict the incomes of the residents of the study area.

Table No. 9

Income Comparisons, Adjusted¹, 1990 - 2000
 Jefferson Township, Madison Township, Salem Township,
 Lackawanna County, and Wayne County, PA.

	<u>Per Capita (\$)</u>			<u>Median HH (\$)</u>		
	<u>1990</u>	<u>2000</u>	<u>% Change</u>	<u>1990</u>	<u>2000</u>	<u>% Change</u>
Jefferson Twp.	\$17,132	\$19,021	11	\$42,652	\$43,154	1
Madison Twp.	\$14,226	\$16,864	19	\$37,646	\$43,250	15
Salem Twp.	\$15,498	\$16,947	9	\$33,280	\$36,215	9
Lacka Cty.	\$16,560	\$18,710	13	\$33,253	\$34,438	4
Wayne Cty.	\$15,084	\$16,977	13	\$33,382	\$34,082	2

Source: U.S. Census Bureau, Census 2000

Comparing the adjusted 1990 incomes with the actual 2000 incomes reveals that Madison Township had a significantly larger percent increase in both per capita earnings and household income, when compared with the rest of the study area. It is also interesting to note that the percent change in Per Capita incomes was significantly higher than the percent change in Household Incomes, except in Salem Township where the percent increase was the same. The disparity between the increases in Per Capita income and the increases in Household income are caused by the smaller household sizes throughout the area, as noted in Table No. 8 on page 10.

Jefferson Township had the highest 2000 Per Capita income at \$19,021 and Madison Township and Jefferson Township had the highest 2000 Median Household incomes at \$43,250 and \$43,154, respectively.

Table No. 10 below includes household income data, by income levels.

As shown in Table No. 10, Salem Township has the lowest percentage of residents earning \$50,000 or more, when compared to Madison Township and Jefferson Township. The largest income category for Madison and Salem Townships is comprised of those residents earning between \$25,000 and \$50,000; and, Salem Township has the highest percentage of residents earning less than \$25,000.

¹ The 1990 Per Capita and Household incomes have been adjusted by 34% to reflect inflation between 1990 and 2000 as stated by the Consumer Price Index, in 2000.

Table No. 10

Household Income Distribution, 2000
 Jefferson Township and Madison Township, Lackawanna County, PA.
 Salem Township, Wayne County, PA

	Jefferson Twp.		Madison Twp.		Salem Twp.	
	No.	%	No.	%	No.	%
Less than \$10,000	94	7	46	5	129	9
\$10,000 - \$14,999	60	5	42	5	125	9
\$15,000 - \$19,999	81	6	48	5	82	6
\$20,000 - \$24,999	54	4	50	5	117	8
Total Less than \$25,000	289	22	186	20	453	32
\$25,000 - \$29,999	88	7	69	8	98	7
\$30,000 - \$34,999	108	8	74	8	109	8
\$35,000 - \$39,999	98	7	79	9	98	7
\$40,000 - \$44,999	127	10	80	9	112	8
\$45,000 - \$49,999	64	5	58	6	81	6
Total \$25,000 - \$49,999	485	37	360	40	498	36
\$50,000 - \$59,999	105	8	104	11	151	11
\$60,000 - \$74,999	186	14	105	11	101	7
\$75,000 - \$99,999	108	8	127	14	123	9
\$100,000 - \$124,999	86	7	33	3	33	2
\$125,000 - \$149,999	44	3	5	<1	5	<1
\$150,000 - \$199,999	14	1	0	0	0	0
\$200,000 or more	7	<1	0	0	25	2
Total \$50,000 or more	550	41	374	39	438	31
Total	1,324	100	920	100	1,389	100

Source: U.S. Census Bureau, Census 2000, Summary File 3

EMPLOYMENT

Tables No. 11 and No. 12 show the employment of the Townships' residents by occupation and by industry, respectively, in 2000.

In Table No. 11 below, sales occupations are the dominant occupations in all three municipalities. Jefferson Township has the highest percentage of residents in the management, professional, and sales occupations. Conversely, Salem Township takes the lead in the more labor intensive occupations, such as farming, construction, and transportation. Madison Township has the highest percentage of residents in service occupations, when compared to Jefferson and Salem Townships.

Table No. 11

Employment by Occupation, by Percent, 2000
 Jefferson Township and Madison Township, Lackawanna County, PA.
 Salem Township, Wayne County, PA

<u>Occupation</u>	Jefferson		Madison		Salem	
	<u>Twp.</u>	<u>No.</u>	<u>Twp.</u>	<u>No.</u>	<u>Twp.</u>	<u>No.</u>
Management, business, and financial		185		113		111
Professional		335		170		270
Service		195		257		273
Sales		566		313		364
Farming, fishing, and forestry		12	<1	6	<1	16
Construction, extraction, and maintenance		238	13	169	13	264
Production		230	12	165	13	109
Transportation and material moving		125	7	99	8	175
Total		1,886	100	1,292	100	1,582
						100

Source: U.S. Census Bureau, Census 2000

Table No. 12

Employment by Industry, by Percent, 2000
 Jefferson Township and Madison Township, Lackawanna County, PA.
 Salem Township, Wayne County, PA

<u>Industry</u>	Jefferson		Madison		Salem	
	<u>Twp.</u>	<u>No.</u>	<u>Twp.</u>	<u>No.</u>	<u>Twp.</u>	<u>No.</u>
Agriculture		28		19		23
Construction		153		92		171
Manufacturing		328		190		168
Wholesale trade		53		27		62
Retail trade		242		162		218
Transportation and warehousing		124		106		116
Information		21		25		31
Finance, insurance, and real estate		132		90		49
Professional, management and scientific		90		72		116
Educational, health and social services		440		216		280
Arts, entertainment, and recreation		104		139		169
Public Administration		68		49		62
Other Services		103		105		117
Total		1,886	100	1,292	100	1,582
						100

Source: U.S. Census Bureau, Census 2000

Table No. 12 above, groups employment by industry type. This table shows that the manufacturing, educational, health and social services, and retail trade industries employ the highest percentage of Township residents in all three municipalities. Salem Township is the exception and has a slightly higher percentage of residents in the construction and arts and entertainment industries when compared to manufacturing.

As shown in Table No. 13, there are more males than females employed in all three municipalities, the Counties, and the State. The unemployment rate is significantly lower in Jefferson Township (3.2%) when compared to the other jurisdictions in the study area. Madison Township also has a substantially lower unemployment rate (4.2%) compared with Salem Township, the counties, and the State. Salem Township has the highest unemployment rate compared to Madison and Jefferson Townships, but it is comparable to the rates of the counties and the State.

Table No. 13

Labor Force and Employment, 2000
 Jefferson Township, Madison Township, Salem Township,
 Wayne County, Lackawanna County, and Pennsylvania

	Labor Force				Unemployed		
	Males		Females		Total	No.	%
	No.	%	No.	%			
Jefferson Twp.	1,086	56	862	44	1,948	62	3.2
Madison Twp.	745	55	609	45	1,354	57	4.2
Salem Twp.	905	54	769	46	1,674	92	5.5
Lackawanna County	53,631	53	48,200	47	101,831	5,442	5.3
Wayne County	11,551	54	9,905	46	21,456	1,226	5.7
Pennsylvania	3,181,680	53	2,818,741	47	6,000,421	339,386	5.6

Source: U.S. Census Bureau, Census 2000

EDUCATION

One final factor affecting the area's economic development potential is the educational level of its residents, which directly affects the type of labor force available to attract business and industry. Table No. 14 below, compares the educational attainment of the residents of each municipality, the Counties, and the State.

As shown in Table No. 14 below, Salem Township and Wayne County as a whole have the highest percentages of residents without a high school diploma. Madison Township has a significantly higher percentage of residents with a high school diploma or more when compared to the rest of the study area. Nearly 21% of Jefferson Township residents have a bachelors degree or higher, compared to the 15% in Madison Township and the 14% in Salem Township.

Table No. 14

Education Levels of Persons 25 Years or More of Age, By Percent Jefferson Township, Madison Township, Salem Township, Wayne County, Lackawanna County, and Pennsylvania, 2000

	<u>No High School Diploma</u>	<u>High School Diploma +*</u>	<u>Bachelors Degree +</u>	<u>Totals</u>
Jefferson Township	14	65	21	2,490
Madison Township	15	70	15	1,683
Salem Township	21	65	14	2,495
Lackawanna County	18	62	20	148,116
Wayne County	19	66	15	33,326
Pennsylvania	18	60	22	8,266,284

Source: U.S. Census Bureau, Census 2000.

* Not including a Bachelors Degree or higher

POPULATION PROJECTIONS

There are various methods and approaches to population projections, including relating the municipalities' population to the County's population, as seen below in Table No. 15.

According to the Pennsylvania State Data Center, Lackawanna County's population is projected to decrease from the U.S. Census count of 213,295 in the year 2000 to approximately 209,111 in the year 2020.

The Pennsylvania State Data Center projections for Wayne County were not used for projection purposes because of inconsistencies with the 2000 Census reports. M.A. Brotter Consulting Services projects Wayne County's population to steadily increase from 47,722 in 2000 to approximately 58,810 in 2020, an increase of 1% per year.

Table No. 15

Population Projections Based on Percent of County Population, 1960-2020 Jefferson Township and Madison Township, Lackawanna County, PA Salem Township, Wayne County, PA

<u>Year</u>	<u>Lackawanna County</u>	<u>Jefferson Township**</u>	<u>Madison Township**</u>	<u>Wayne County**</u>	<u>Salem Township**</u>
		<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
1960	234,531	1,195	0.5	788	0.3
1970	234,504	1,809	0.8	993	0.4
1980	227,908	3,132	1.4	1,659	0.7
1990	219,039	3,438	1.6	2,207	1.0
2000	213,295	3,592	1.7	2,542	1.2
2005	212,326**	3,610	1.7	2,760	1.3
2010	211,356*	3,804	1.8	2,958	1.4
2015	210,233**	3,889	1.8	3,153	1.5
2020	209,111*	3,973	1.9	3,345	1.6

Source: * Pennsylvania State Data Center Projections

** M.A. Brotter Consulting Services Projection

Jefferson Township

As shown in Table No. 15 above, Jefferson Township's relationship to Lackawanna County's population is projected to gradually increase from 1.7% in 2000 to 1.9% in 2020. Based upon this projection, the Township's population is expected to increase from 3,592 in 2000 to 3,973 in 2020, this represents an increase of approximately 10% or 19 individuals per year.

Madison Township

Madison Township's relationship to Lackawanna County's population is projected to steadily increase from 1.2% in 2000 to approximately 1.6% in 2020. Based upon this projection the Township's population is expected to increase from 2,542 in 2000 to approximately 3,345 in 2020. This reflects an increase of nearly 32% or approximately 40 individuals per year.

Salem Township

Salem Township's relationship to Wayne County's population is projected to gradually increase from 7.7% in 2000 to 8.1% in 2020. Accordingly, the Township's population would increase from a total population of 3,664 in 2000 to approximately 4,763 in 2020. This reflects an increase of 30% or approximately 55 individuals per year.

Table No. 16 below, details population projections for the Township based on trends from 1960 to 2000.

Table No. 16

Population Projection Based on Forty-Year Trends, 1960-2020
Jefferson Township and Madison Township, Lackawanna County, PA
Salem Township, Wayne County, PA

<u>Year</u>	<u>Jefferson Township</u>	<u>Madison Township</u>	<u>Salem Township</u>
1960	1,195	788	1,324
1970	1,809	993	1,581
1980	3,132	1,659	2,538
1990	3,438	2,207	2,933
2000	3,592	2,542	3,664
2005	3,732*	2,798*	3,890*
2010	3,847*	3,019*	4,171*
2015	3,962*	3,240*	4,453*
2020	4,077*	3,461*	4,734*

Source: * M.A. Brotter Consulting Services Projections

It should be noted that the Townships' population counts for the years 1960 and 1970 were excluded from the projections. The large increases between 1960 to 1970 are considered to be unique occurrences, due in part to the relatively small populations at the beginning of the study period, and they are not likely to be repeated.

Jefferson Township

As shown in Table No. 16, Jefferson Township's population is projected to increase by approximately 3% every five (5) years or 24 people annually. Based upon this projection the Township will have a 2020 population of approximately 4,077.

Madison Township

Based upon the 40-year trend, Madison Township's population is projected to increase from a total of 2,542 in 2000 to approximately 3,461 in 2020. This reflects a 36% increase or nearly 46 individuals annually.

Salem Township

As shown in Table No. 16 above, Salem Township's population is expected to increase by approximately 7% every five (5) years. Based upon this projection the Township will increase from a population of approximately 3,664 in 2000 to 4,734 in 2020. This represents an average annual increase of approximately 54 persons per year.

Table No. 17 below, averages the projections from Table No. 15 and Table No. 16.

Table No. 17

Population Projection Averages
Jefferson Township and Madison Township, Lackawanna County, P.A.
Salem Township, Wayne County, PA, 2020

<u>Year</u>	<u>Jefferson Township</u>			<u>Madison Township</u>			<u>Salem Township</u>		
	Table No. 15	Table No. 16	<u>Average</u>	Table No. 15	Table No. 16	<u>Average</u>	Table No. 15	Table No. 16	<u>Average</u>
2005	3,610	3,732	3,671	2,760	2,798	2,779	3,845	3,890	3,867
2010	3,804	3,847	3,825	2,958	3,019	2,988	4,179	4,171	4,175
2015	3,889	3,962	3,925	3,153	3,240	3,196	4,468	4,453	4,460
2020	3,973	4,077	4,025	3,345	3,461	3,403	4,763	4,734	4,748

Source: M.A. Brotter Consulting Services

Both Table No. 15 and Table No. 16 have rendered different projections for the 2020 populations for Jefferson Township, Madison Township, and Salem Township. To more accurately predict the actual 2020 population an average was tabulated from all of the projections. Based on Table No. 17, in the year 2020, Jefferson Township will have a population of 4,025; Madison Township will be at 3,403; and Salem Township will be at 4,748.

SECTION IV

JEFFERSON TOWNSHIP, MADISON TOWNSHIP AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

HOUSING CONDITIONS STUDY

INTRODUCTION

A field survey of housing conditions was undertaken throughout the Townships of Jefferson, Madison and Salem. The survey covered all residential structures and mixed use (mixed residential and commercial) structures. The survey was undertaken during the Summer of 2004. The purpose of the survey was to determine the extent, the nature and the location of deficient housing that required corrective action such as demolition or rehabilitation. Although it was found that the housing characteristics of all three municipalities were quite different from each other, there were some basic commonalities, as follows: 1) There are relatively few deficient dwelling units in all of the townships; and 2) There are pockets of blight in all of the Townships. Accordingly, it was determined that, in lieu of a housing conditions map, a Blighted Conditions Map has been prepared for each township; this shows the nature and the location of conditions of blight throughout each township. A description of housing conditions and blight conditions follows:

DESCRIPTION OF HOUSING CONDITIONS

Only 1% to 2% of the residential structures were found to be substandard. The criteria established for classifying a building as substandard are: Structures in need of major repairs and/or extensive minor repairs. Major repairs include the replacement of siding, broken windows, roof replacement, or major foundation repairs (e.g. exterior walls are out of plumb.)

DESCRIPTION OF BLIGHT CONDITIONS

A more significant finding of poor housing conditions was conditions of blight having an adverse environmental impact on nearby residential development. The most adverse condition found is indiscriminate junk storage scattered throughout all of the Townships. This included junk cars, tires, trailers, spare parts, and various other materials in disuse and in disrepair. As shown in Tables No. 1, 2 and 3, junk storage incidents found in Salem, Jefferson and Madison Townships, amount to 15, 14 and 19, respectively. These tables identify the locations of each of these junk storage sites.

The study area also contains many seasonal dwellings; and, due to the nature of these dwellings, some are poorly constructed and poorly maintained. This condition is more prevalent in Salem Township, in the vicinity of Lake Wallenpaupack, than in the other townships.

Major concentrations of blight are found in the following areas:

Salem:	Lake Henry Road Cemetery Road Spudeno Road West of Rte 191	Junk Storage And Substandard Structures Junk Storage Substandard Structures Blighted Areas
Jefferson:	Cortez Road Lake Spangenberg Rd. Maplewood Rd.	Junk Storage Junk Storage Substandard Structures
Madison:	Reservoir Rd. Aberdeen Rd. Major Rd.	Junk Storage Substandard Structures Substandard Structures

Table No. 1

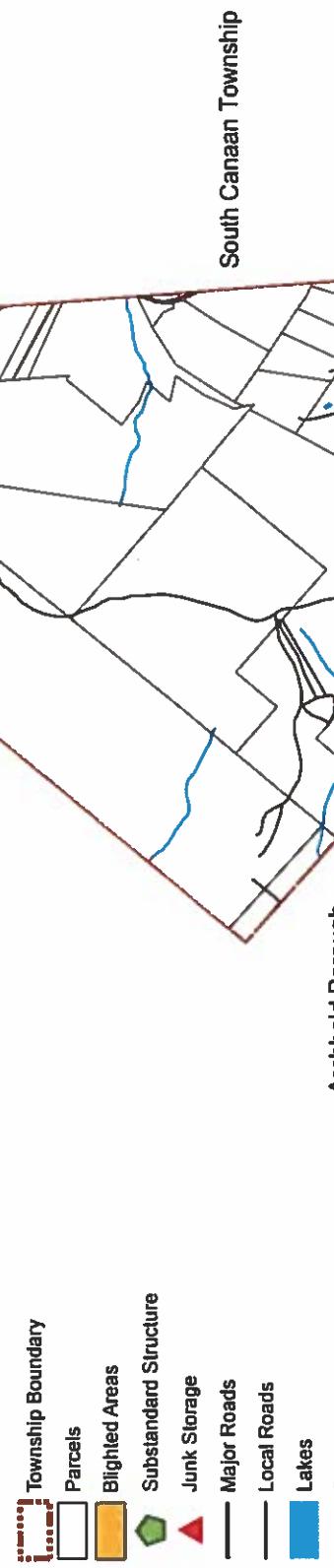
CONDITIONS OF BLIGHT
SALEM TOWNSHIP, WAYNE COUNTY, PA 2004

<u>Street Name</u>	<u>Junk Storage</u>	<u>Substandard Structures</u>
Lake Henry Road	5	3
Traco Road	1	1
Maplewood Road	0	2
Sawmill Road	0	1
SR 590	2	3
Hanlon Road	1	0
Goosepond Road	0	1
Bidwell Hill Road	0	1
Cemetery Road	4	0
Spudeno	2	2
SR 191/196	0	2
Pond Road	0	1
Neville Road	0	2
SR 690	0	1
Lacawac Road	0	1
Savitz Road	0	2
Parry Road	0	1
Total	15	24

Source: Field survey of exterior conditions by Marvin A. Brotter Consulting Services, 2004

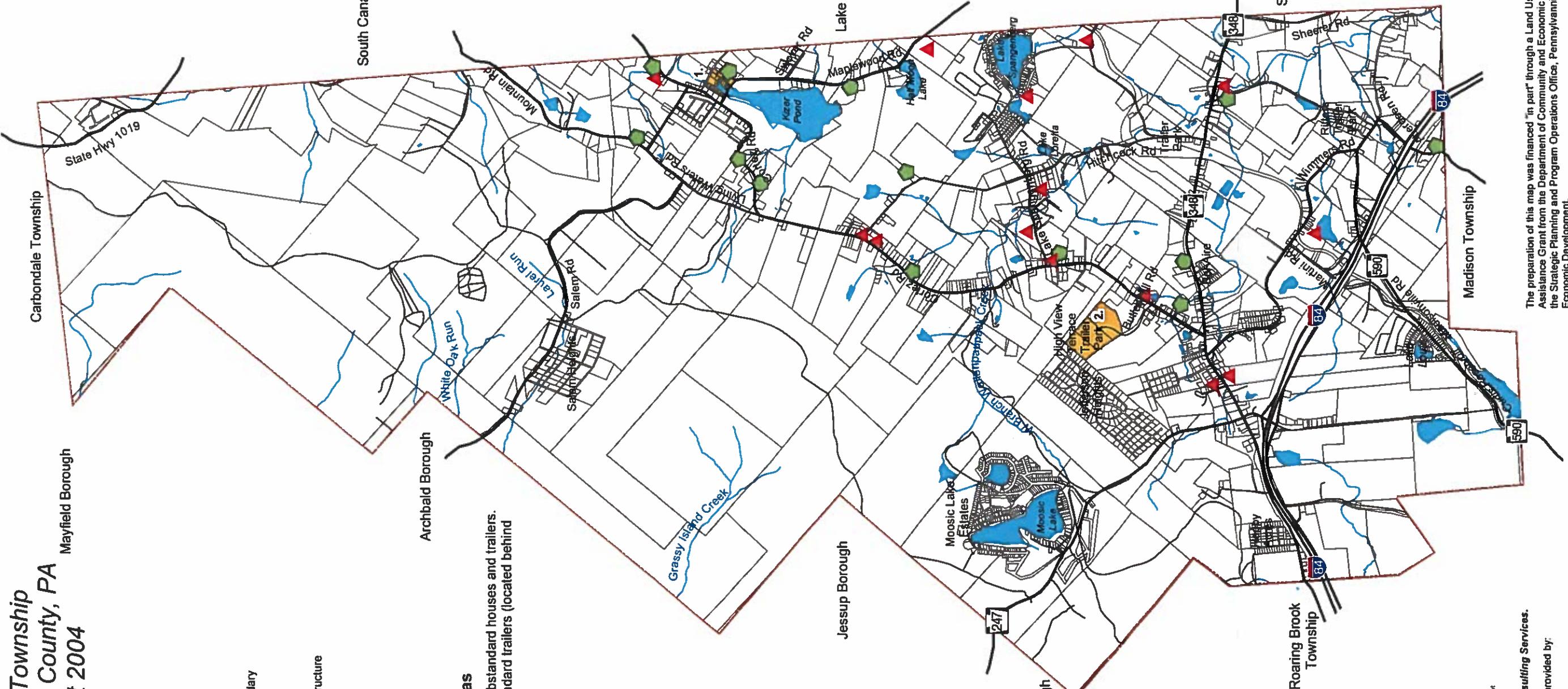
Blighted Conditions
Jefferson Township
Lackawanna County, PA
August 2004

Legend



Blighted Areas

1. Very small lots with substandard houses and trailers.
2. Small lots with substandard trailers (located behind a licensed junk yard).



0 1,000 2,000 4,000 Feet

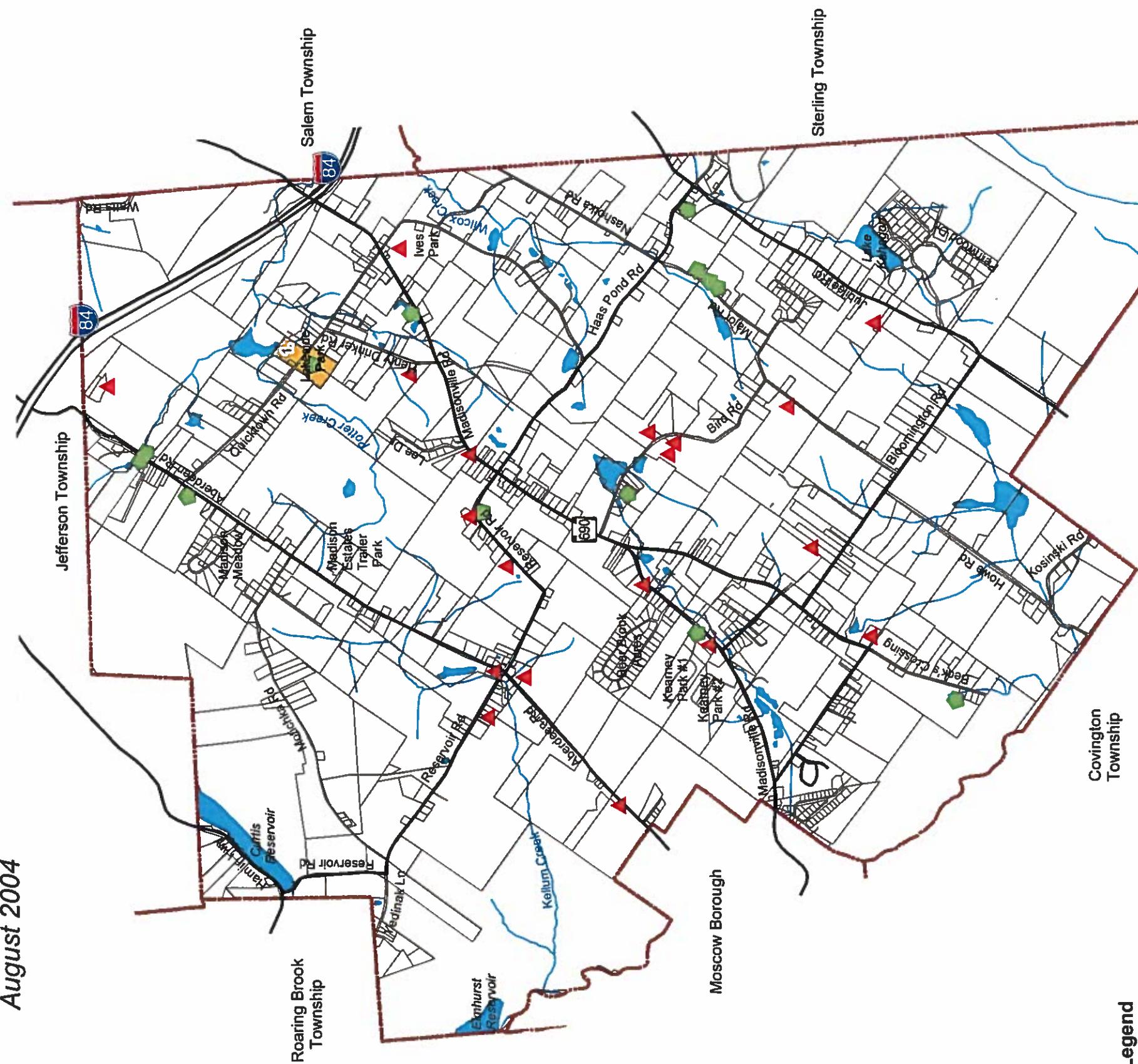
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Prepared by: Marvin A. Brotter Consulting Services.
GIS and Mapping Services provided by:





Blighted Conditions
Madison Township
Lackawanna County, PA
August 2004



Legend

	Township Boundaries
	Parcels
	Blighted Areas
	Substandard Structures
	Junk Storage
	Major Roads
	Local Roads
	Lakes
	Streams

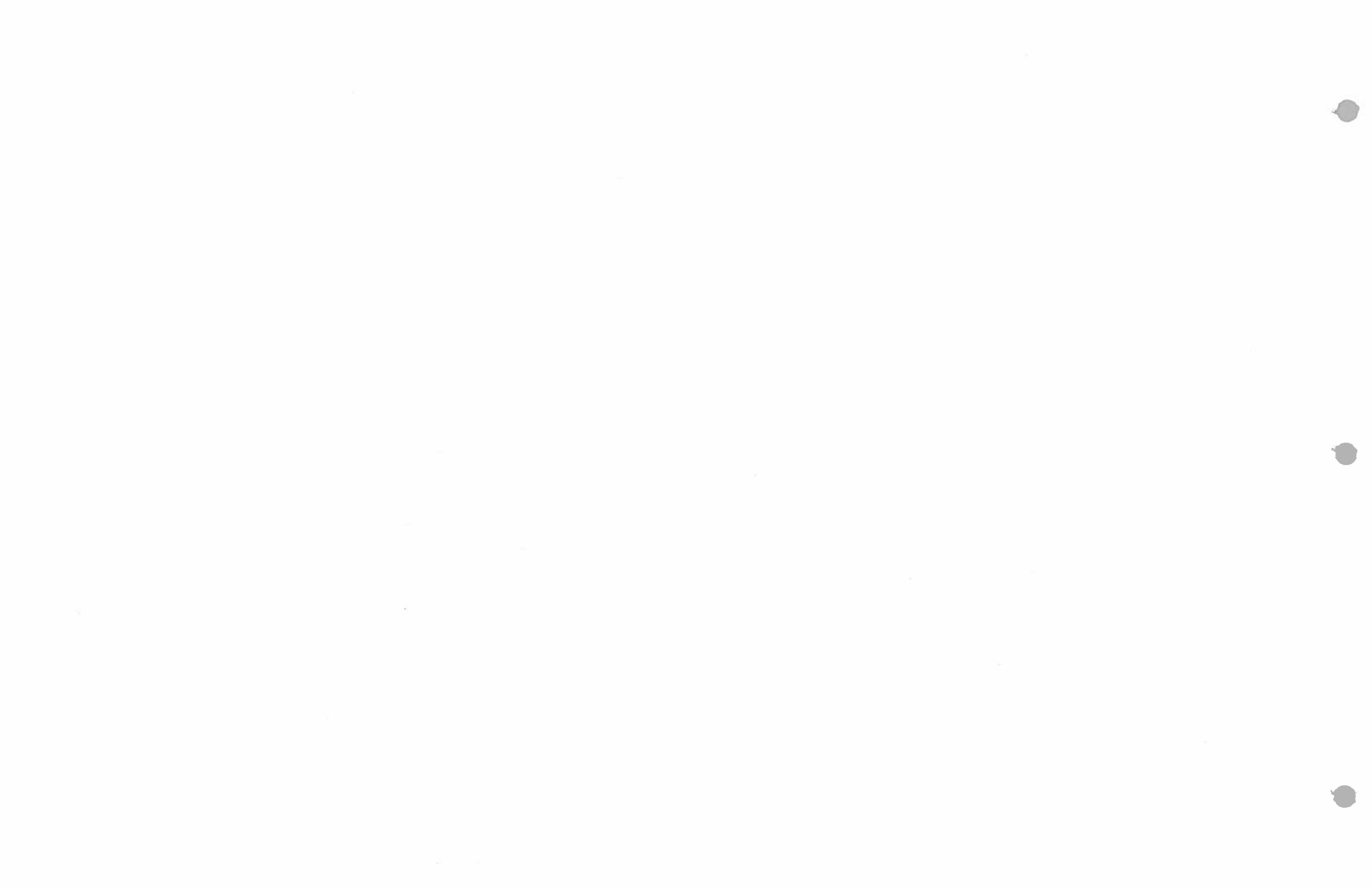
1. Small lots and substandard trailers.

The preparation of this map was financed "in part" through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development as administered by the Strategic Planning and Program Operations Office, Pennsylvania Department of Community and Economic Development.

Prepared by: Marvin A. Brotter Consulting Services.
GIS and Mapping Services provided by:



June 2006



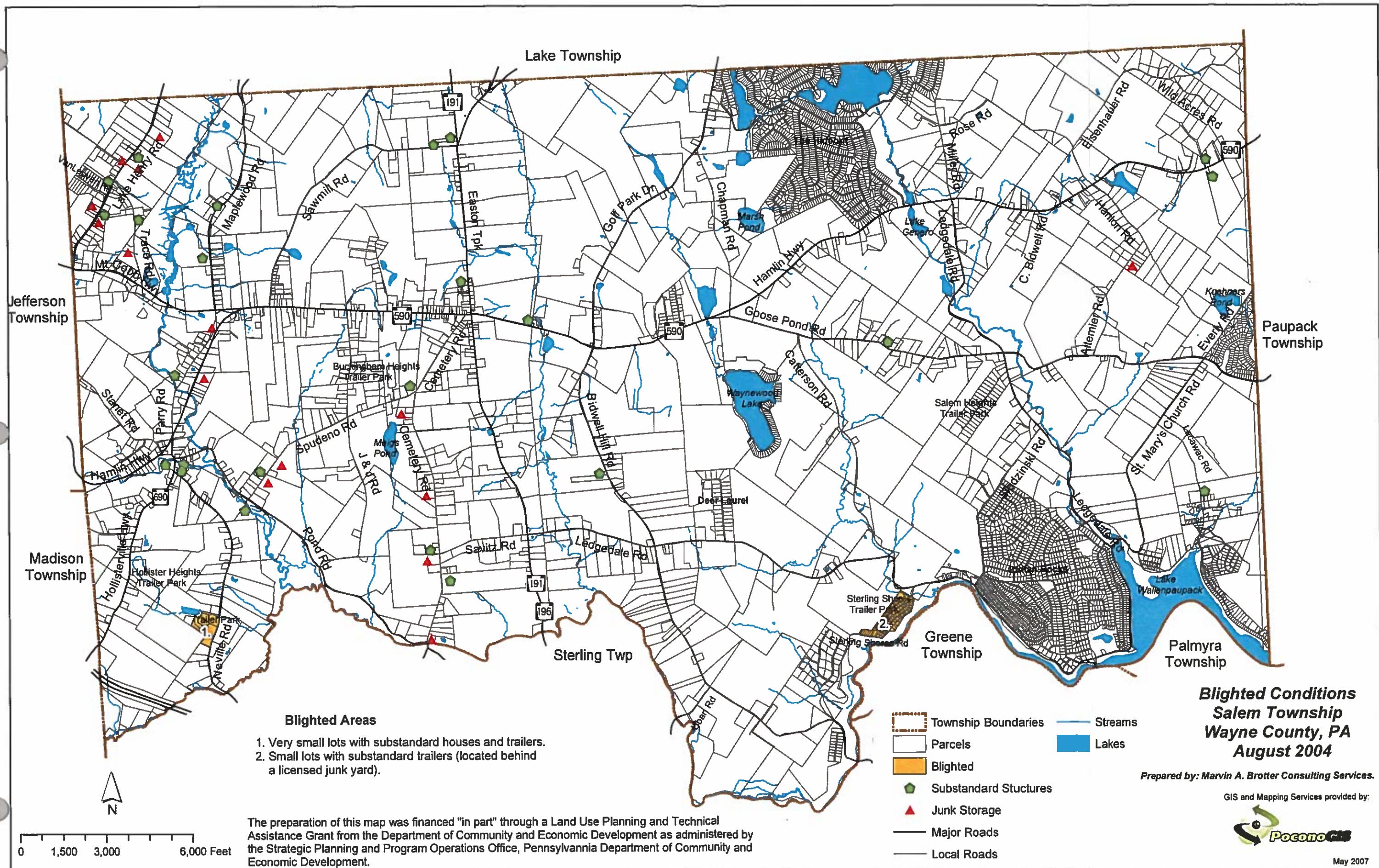




Table No. 2

CONDITIONS OF BLIGHT

JEFFERSON TOWNSHIP, LACKAWANNA COUNTY 2004

<u>Street Name</u>	<u>Junk Storage</u>	<u>Substandard Structures</u>
Aberdeen Road	0	1
Maplewood Road	1	5
Cortez Road	5	2
Hitchcock Road	0	1
Lake Spangenberg Road	4	1
SR 348	3	3
Wimmers Road	<u>1</u>	<u>0</u>
Totals	14	13

Source: Field survey of exterior conditions by Marvin A. Brotter Consulting Services, 2004

Table No. 3

CONDITIONS OF BLIGHT

MADISON TOWNSHIP, LACKAWANNA COUNTY 2004

<u>Street Name</u>	<u>Junk Storage</u>	<u>Substandard Structures</u>
Aberdeen Rd.	4	3
Reservoir Rd.	3	1
Haas Pond Rd.	0	1
Bloomington Rd.	1	0
Henry Drinker Rd.	1	0
Quicktown Rd.	1	1
SR 690	3	2
Bird Rd.	3	1
Major Rd.	1	3
Jubilee Rd.	1	0
Becks Crossing	<u>1</u>	<u>2</u>
Total	19	13

Source: Field survey of exterior conditions by Marvin A. Brotter Consulting Services, 2004

OTHER HOUSING CHARACTERISTICS: MOBILE HOMES

Mobile homes are extremely prevalent throughout all three (3) participating townships. They are not necessarily a blighting influence, but they do tend to lower the value of adjacent residential property. Mobile homes are extremely prevalent throughout all three (3) townships, with 229 in Salem Township, 184 in Jefferson Township, and 218 in Madison Township, for a total of 631 mobile homes.

Mobile homes are found on individual building sites dispersed throughout the residential areas, and in more concentrated areas such as trailer parks. Many of the mobile homes and the mobile home parks are well-maintained and in good condition; but, several are old and poorly maintained. The location of the mobile homes is presented on the Existing Land Use maps, and as described in Table No. 4.

Table No. 4

THE LOCATION OF MOBILE HOMES IN
JEFFERSON, MADISON AND SALEM TOWNSHIPS, 2004

<u>LOCATION</u>	<u>NUMBER OF TRAILERS</u>	<u>LOCATION</u>	<u>NUMBER OF TRAILERS</u>
Salem Township		Jefferson Township	
Lake Henry Road	3	Maplewood Road	26
Traco Road	5	Cortez Road	14
Maplewood Road	4	Hitchcock Road	21
Lake Ariel Hwy. (R. 191-N to Boundary)	2	Lake Spangenberg Road	13
State Route 590	15	Stevens Road	1
Miller Road	5	Highview Terrace Trailer Park *	63
Rose Road	1	SR 348	7
Eisenhouer Road	1	Wimmers Road	34
Wild Acres Road	1	Pumphouse Road	2
Goosepond Road	5	SR 590	3
Ledgedale Road	41	Total	184
Sterling Shores	23		
Forest Glen	2	Madison Township	
Bidwell Hill Road	4	Aberdeen Road	4
Cemetery Road	4	Noshotka Road	2
J & J Road	1	Reservoir Road	4
Buckingham Heights	29	Haas Pond Road	1
Trailer Park		Henry Drinker Road	3
Spudeno	3	Quicktown Road	44
Goose Road	3	SR 690	86
Neville Road	43	Bird Road	7
SR 690	27	Major Road	9
SR 348	7	Jubilee Road	7
Total	229	Bear Brook Road	1
		Becks Crossing	10
		Little League Road	40
		Total	218

* The Highview Terrace Trailer Park is located behind a licensed junk yard and in very poor condition. Dirt lots, substandard trailers and junk throughout. There is also a multi-family structure located in the trailer park.

SECTION V

JEFFERSON TOWNSHIP, MADISON TOWNSHIP, AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

HOUSING NEEDS ANALYSIS

INTRODUCTION

This report is primarily concerned with the evaluation and the analysis of housing needs for current and future residents of Jefferson Township, Madison Township, and Salem Township. The adequacy of the housing stock will be measured in terms of the availability of homeowner units, rental units, units suitable for elderly persons, and unit size and unit price in relation to affordability and space requirements. It should be noted that the figures used in this study are not consistent with the figures used in the Housing Conditions Study. The figures used herein were taken from the 2000 Census, whereas the figures used in the Housing Conditions Study were obtained by separate field studies undertaken in 2004. In addition, the figures used in the Housing Conditions Study related to the number of structures, whereas the figures used here relate to the number of dwelling units.

A dwelling unit, as defined by the U.S. Census Bureau, is “a house, an apartment, a mobile home or a trailer, a group of rooms or a single room occupied as separate living quarters or, if vacant, intended for occupancy as a separate living unit.”.

REGIONAL CHARACTERISTICS

Current and Projected Population Levels. The 2000 Census reported that there were approximately 9,798 persons in Jefferson Township, Madison Township, and Salem Township. This represents a 14% increase from the 1990 total population of 8,578. The region's 2020 projected population is 12,176, an increase of approximately 24%.

As shown in Table No.1, 82% or more of non-family households in the Townships are comprised of householders living alone and 80% or more of all family households are comprised of married couples with or without children.

Table No.1

Household Characteristics
 Jefferson Township, Madison Township, and Salem Township
 Lackawanna County and Wayne County, PA, 2000

<u>Householder Characteristics</u>	Jefferson Township		Madison Township		Salem Township	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Non-family Households	286	21	204	22	372	26
<i>Live Alone</i>	243	85	167	82	309	83
Family Households	1,035	79	721	78	1,028	74
<i>Married Couples</i>	902	87	579	80	837	81
<i>Single Mother Households</i>	44	4	54	7	69	7
Total Households	1,321	100	925	100	1,400	100

Source: US Census Bureau, Census 2000.

Table No. 2

Occupancy and Tenure
 Jefferson Township, Madison Township, and Salem Township
 Lackawanna County and Wayne County, PA, 2000

<u>Housing Units.</u>	Jefferson Twp.		Madison Twp.		Salem Twp.	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
Occupied Housing Units	1,321	86	925	94	1,405	51
<i>Owner-Occupied</i>	1,211	92	848	92	1,154	42
<i>Renter-Occupied</i>	110	8	77	8	251	9
Vacant Units	208	14	60	6	1,359	49
<i>Seasonal units</i>	149	72	40	67	1,237	91
<i>Year-round vacant</i>	59	18	20	33	122	9
Total Housing Units	1,529		985		2,759	

Source: US Census Bureau, Census 2000.

As shown in Table No.2, the majority of occupied units in all three Townships are owner-occupied. Renter-occupied units account for less than 10% of all occupied units in the three communities. Also as shown, seasonal dwelling units are the prevalent type of vacant units in all three communities. This is due to the study area's proximity to Lake Wallenpaupack, a vacation destination for the tri-state area.

Homeowner Vacancy Rates

Ideally, the owner-occupied housing vacancy rate should be approximately 1% to 2%. Higher rates would indicate the abandonment of properties, and lower rates would indicate a housing shortage. Rental properties have a higher turnover rate, and the vacancy rate should be approximately 5% to allow for turnover. Of the vacant units detailed above, Jefferson Township had 14 vacant rental units and 18 vacant sales units, Madison Township had 5 vacant rental units and 19 vacant sales units, and Salem Township had 16 vacant rental units and 34 vacant sales units. The homeowner and renter vacancy rates are based on the above numbers.

Table No. 3

Vacancy Rates by Housing Type
Jefferson Township, Madison Township, and Salem Township
Lackawanna County and Wayne County, PA, 2000

	<u>Homeowner Vacancy Rate</u>	<u>Renter Vacancy Rate</u>
Jefferson Township	1.5	11.3
Madison Township	2.2	6.1
Salem Township	2.9	6.1
Lackawanna County	1.9	8.7
Wayne County	2.7	6.8

U.S. Census Bureau, Census, 2000

As shown in Table No.3, most of the area's vacancy rates are higher than the accepted standards. The 11.3% renter vacancy rate in Jefferson Township indicates an excessive amount of vacant rental units. Wayne County and Salem Township have an excessive homeowner vacancy rate at 2.7% and 2.9%, respectively; this indicates a soft housing market. Wayne County also has an excessive homeowner vacancy rate at 2.7%.

Size of units. Overcrowding in housing units also speaks to the overall adequacy of housing in a municipality. Overcrowded units are characterized as having 1.01 or more persons per room. According to the 2000 Census, Jefferson Township has approximately nine (9) overcrowded homeowner units. Madison Township has approximately 14 owner-occupied units and 6 renter-occupied units with 1.01 or more persons per room. Salem Township has approximately 25 overcrowded owner-occupied units, four of which have 2.01 or more occupants per room, and 12 overcrowded renter-occupied units. Accordingly, there is a need in each municipality for larger rental and sales units.

Age of Householder. Another important characteristic of the Region's housing stock is the age breakdown of residents by owner-occupied housing and by renter-occupied housing as shown in Table No.4 and Table No.5; this offers some indication of the future availability of housing.

Table No. 4

Age of Owner-Occupied Householders
Jefferson Township, Madison Township, Salem Township,
Lackawanna County, and Wayne County, PA, 2000

	<u>Jefferson Twp.</u>		<u>Madison Twp.</u>		<u>Salem Twp.</u>		<u>Lacka. County</u>		<u>Wayne County</u>	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
15 – 24 Years	8	1	11	1	7	1	355	1	137	1
25 – 34 Years	123	10	134	16	151	13	4,968	9	1,414	10
35 – 44 Years	294	25	254	30	231	20	11,285	19	2,875	19
45 – 54 Years	307	25	187	22	241	21	12,749	22	3,213	22
55 – 59 Years	151	12	67	8	105	9	5,057	9	1,386	9
60 – 64 Years	36	3	52	6	98	8	4,523	8	1,251	8
65 – 74 Years	171	14	61	7	170	15	9,692	17	2,508	17
75 – 84 Years	92	8	53	6	142	12	7,741	13	1,570	11
85 + Years	29	2	24	3	14	1	1,914	3	418	3
Total	1,211	100	843	100	1,159	100	58,284	100	14,772	100

Source: U.S. Census Bureau, Census 2000

The data in Table No. 4 reveals that the age distribution of home owners in both counties is nearly identical. Substantial differences between the three townships are: Madison Township has the highest percentage (68%) of homeowners between the ages of 25 and 54 years and the lowest percentage of owners 65 years or older; Salem Township has the highest percentage (28%) of homeowners aged 65 years and older. The significant percentage of older homeowners in Salem Township will result in an increase of homes available for sale; and, this coupled with the high homeowner vacancy rate could lead to an excessive amount of vacant sales housing and a rise in abandoned properties. Salem Township should encourage the use of first time homebuyers' programs which will make sales housing in the Township more affordable for younger families.

Table No. 5

Age of Renter-Occupied Householders
Jefferson Township, Madison Township, Salem Township,
Lackawanna County, and Wayne County, PA, 2000

	<u>Jefferson Twp.</u>		<u>Madison Twp.</u>		<u>Salem Twp.</u>		<u>Lacka. County</u>		<u>Wayne County</u>	
	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>	<u>No.</u>	<u>%</u>
15 – 24 Years	12	11	0	0	25	10	2,339	9	257	7
25 – 34 Years	25	23	25	29	67	28	5,922	21	783	22
35 – 44 Years	47	43	16	19	68	28	5,361	19	786	22
45 – 54 Years	14	12	17	20	40	17	3,657	13	540	15
55 – 59 Years	0	0	3	4	18	7	1,455	5	207	6
60 – 64 Years	12	11	8	9	9	4	1,408	5	189	5
65 – 74 Years	0	0	0	0	4	2	3,223	12	303	8
75 – 84 Years	0	0	9	11	5	2	3,356	12	343	10
85 + Years	0	0	7	8	5	2	1,213	4	170	5
Total	110	100	85	100	241	100	27,934	100	3,578	100

Source: U.S. Census Bureau, Census 2000

As shown in Table No. 5, the majority of renters throughout the study area are in the 25 to 44 years age brackets. It is interesting to note that Madison Township does not have any renters in the 15 to 24 years age category and Jefferson Township doesn't have any renters above the age of 64 years.

Tenure. As shown in Table No. 6, the most prevalent type of owner-occupied housing unit in all three of the Townships has three (3) bedrooms; this is more than half of all the owner-occupied units. The most prevalent type of renter-occupied housing unit in Madison Township and Jefferson Township has two bedrooms; however, in Salem Township the most prevalent type of renter unit has three bedrooms. This is probably due to the high number of seasonal rentals in Salem Township.

Table No. 6

Tenure By Number of Bedrooms Per Occupied Unit, 2000
 Jefferson Township, Madison Township, Salem Township,
 Lackawanna County, and Wayne County, PA, 2000

<u>No. of Bedrooms</u>	<u>Jefferson Township</u>		<u>Madison Township</u>		<u>Salem Township</u>	
	<u>Owner-Occupied</u>	<u>Rental-Occupied</u>	<u>Owner-Occupied</u>	<u>Rental-Occupied</u>	<u>Owner-Occupied</u>	<u>Rental-Occupied</u>
No bedroom	0	0	0	0	0	0
1 bedroom	0	0	42	38	25	3
2 bedrooms	236	20	60	55	189	22
3 bedrooms	725	60	8	7	492	58
4 bedrooms	224	19	0	0	120	14
5 or more bedrooms	26	2	0	0	17	2
Total	1,211	100	110	100	843	100
					85	100
					1,159	100
					241	100

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

As shown in Table No. 7, 50% or more of the owner-occupied and renter-occupied units in the study area are comprised of 1 and 2 person households. Two-person households are most prevalent for all owner-occupied units and for the renter-occupied units in Jefferson Township, while in Madison and Salem Townships the one-person household is most prevalent for renter-occupied units.

Comparing Table No. 6 with Table No. 7 reveals that in all three municipalities there is an inadequate amount of 1 and 2 bedroom units to house the Townships' residents. There are 1,729 one and two person households in Jefferson, Madison, and Salem Townships and only 715 one and two bedroom dwelling units. This requires residents in all three Townships to occupy units that have more bedrooms than the household requires; and, this results in housing costs that are greater than required.

Table No. 7

Tenure By Household Size, 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

<u>No. Person per Hshld</u>	<u>Jefferson Township</u>		<u>Madison Township</u>		<u>Salem Township</u>	
	<u>Owner-Occupied</u>	<u>Rental-Occupied</u>	<u>Owner-Occupied</u>	<u>Rental-Occupied</u>	<u>Owner-Occupied</u>	<u>Rental-Occupied</u>
1 Person	207	17	35	32	127	15
2 Person	406	33	37	34	300	36
3 Person	251	21	23	21	155	18
4 Person	226	19	15	14	173	21
5 Person	91	8	0	0	68	8
6 Person	30	2	0	0	20	2
7 Person or more	0	0	0	0	0	0
Total	1,211	100	110	100	843	100
					85	100
					1,159	100
					241	100

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

HOUSING AFFORDABILITY

The factors that influence housing affordability are housing age and value, household income, and housing costs. Table No.8 through Table No.13 include detailed data on these factors.

Table No. 8 and Table No. 9 include the median housing values, as well as the years that structures were built for homes in the Townships, and in the Counties.

As shown in Table No. 8, Jefferson Township has the highest median housing value when compared to the rest of the study area and Lackawanna County has the lowest. It is interesting to note that between 1990 and 2000 housing values in Wayne County declined significantly, from about \$120,000 (adjusted for inflation) to \$102,000; and, a similar decline occurred in Salem Township. This decline is attributed to the weak housing market that was experienced throughout the Pocono Mountain resort region during the 1990's. By comparison, adjusted housing values in Lackawanna County and in Madison Township remained fairly constant. Jefferson Township, however, experienced a slight decline in housing values.

Table No. 8

Comparative Housing Values¹, 1990 – 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

<u>Community</u>	<u>2000 Median Value</u>	<u>1990 Median Value</u>		<u>% Change²</u>
		<u>Actual</u>	<u>Adjusted²</u>	
Jefferson Township	\$119,300	\$94,400	\$126,500	(6%)
Madison Township	\$115,000	\$86,100	\$115,400	0%
Salem Township	\$112,000	\$93,800	\$125,700	(11%)
Lackawanna County	\$ 93,400	\$68,000	\$ 91,100	3%
Wayne County	\$102,100	\$89,900	\$120,500	(15%)

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data
 U.S. Census Bureau, 1990 Census of Housing and Population

Table No. 9

Year Structure Built, by Percent 1939 – 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

<u>Year Structure Built</u>	<u>Jefferson Township</u>	<u>Madison Township</u>	<u>Salem Township</u>
1999 to March 2000	1	2	1
1995 to 1998	2	14	9
1990 to 1994	6	15	19
1980 to 1989	19	19	24
1970 to 1979	24	22	26
1960 to 1969	15	9	9
1950 to 1959	10	5	3
1940 to 1949	5	2	2
1939 or earlier	18	12	7
Total	100	100	100

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

As shown in Table No. 9, 50% or more of the housing stock in the study area was constructed after 1969. A younger housing stock is also representative of a housing stock that is primarily characterized as being in good to excellent condition with few, if any blighted structures. Table No. 9 also indicates housing growth trends in the study area.

¹ Specified Owner Occupied Housing Units

Total number of owner occupied housing units described as either a one family home detached from any other house or a one family house attached to one or more houses on less than 10 acres with no business on the property.

² Adjusted for 34% inflation between 1990 and 2000.

Comparing the growth that has occurred in the municipalities just since 1990 indicates that housing growth in Jefferson Township was much slower than the growth in Madison and Salem Townships. Only 10% of Jefferson Township's housing stock was constructed during the 1990's. Conversely, Madison Township and Salem Township experienced housing growth at the rate of 31% and 29%, respectively during that decade. Much of Madison Township's increased housing development can be attributed to the attractiveness of the area as a bedroom community. Salem Township's increased development can be linked to the area's proximity to Lake Wallenpaupack; it is attractive as a recreational community. It should also be noted that Jefferson Township is an older community, with nearly 50% of its housing constructed prior to 1970, compared with Salem and Madison townships, where more than 70% of their housing has been built since 1970.

Household Incomes and Housing Costs

Generally, there are two accepted standards in terms of the relationship between income levels and owner-occupied and renter-occupied housing costs. The first such standard deals with renter-occupied housing costs and states that a person can afford to pay thirty (30%) percent of their monthly income for housing costs, which includes rent and utilities. The second standard relates to owner-occupied housing costs and states that a person can afford a mortgage that is approximately 2.5 times their gross annual income.

Incorporating the above standards, Table No. 10 and Table No. 11 below compare household income levels with housing costs.

The data in Table No. 10 and Table No. 11 is presented in percentages rather than in whole numbers, since there are inconsistencies in the 2000 Census data, with different totals for households and for occupied housing units.

Table No. 10 relates incomes and housing costs for renters. The table includes units for which there are no cash rent payments; such units are included in the cost category of "Less than \$250." Nearly all of the units in this cost category are the "no cash rent units."

As shown in Table No. 10, Jefferson Township has a shortage of units in the \$250 to \$349 cost category, however, the surplus found in the less than \$250 cost category compensates for the apparent shortfall. The majority of rental units (95%) in Jefferson Township rent for under \$600 per month; but, only thirty-nine percent (39%) of the households have incomes below the range that could support higher rents; and, only 5% of the units cost more than \$600 per month compared with 61% of the households that could afford to pay higher rents. This indicates that there are ample units at costs that are lower than what residents can afford to pay. This is consistent with the high rate of rental vacancies.

Table No. 10

Comparison of Incomes and Housing Costs for Renter-Occupied Units, by Percent, 2000
 Jefferson Township, Madison Township and Salem Township
 Lackawanna County and Wayne County, PA

Income of <u>Tenant Households</u>	Cost of Renter- <u>Occupied Units</u>	Jefferson <u>Township</u>		Madison <u>Township</u>		Salem <u>Township</u>	
		% hhlds	% units	% hhlds	% units	% hhlds	% units
Less than \$10,000	Less than \$250	10	*21	14	*27	16	*16
\$10,000 to \$14,999	\$250 - \$299	16	13	11	11	13	4
	\$300 - \$349						
\$15,000 to \$19,999	\$350 - \$399	7	55	8	11	5	33
	\$400 - \$449						
	\$450 - \$499						
\$20,000 to \$24,999	\$500 - \$549	6	6	6	34	12	15
	\$550 - \$599						
\$25,000 to \$34,999	\$600 - \$649	21	5	27	17	22	28
	\$650 - \$699						
	\$700 - \$749						
	\$800 - \$899						
\$35,000 to \$49,999	\$900 to \$1249	6	0	21	0	20	4
\$50,000 to \$74,999	\$1250 to \$1899	34	0	9	0	10	0
\$75,000 to \$99,999	\$1900 to \$2499	0	0	4	0	1	0
\$100,000 to \$149,999	\$2500 to \$3749	0	0	0	0	0	0
\$150,000 or more	\$3750 or more	0	0	0	0	1	0
Totals		100%	100%	100%	100%	100%	100%

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

* Includes no cash rent units

Madison Township has a surplus of rental units in all cost categories compared with income ranges, except for units costing more than \$600 per month. The majority of the Township's rental units (83%) rent for under \$600 per month; but, only thirty-nine percent (39%) of the households have incomes below the range that could support higher rents; and, only 17% of the units cost more than \$600 per month compared with 61% of the households that could afford to pay higher rents. As with Jefferson Township, there is an ample number of units at costs that are lower than what residents can afford to pay.

As shown in Table No. 10, Salem Township has a shortage of rental units below \$350. The close proximity of the Township to Lake Wallenpaupack means that rental units in the area are at a premium and the cost per square foot for a rental unit is higher than in Jefferson Township and Madison Township. This is further supported by the surplus seen in the \$600 to \$899 cost category. The Township has an adequate number of rental units

for residents earning more than \$15,000 annually; however, a shortfall remains for residents earning less than \$15,000 annually.

Table No.11

Comparison of Incomes and Housing Costs for Owner-Occupied Units, By Percent
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

<u>Household Income</u>	<u>Unit Value</u> (in \$000's)	Jefferson Township		Madison Township		Salem Township	
		<u>hhlds</u>	<u>units</u>	<u>hhlds</u>	<u>units</u>	<u>hhlds</u>	<u>units</u>
Less than \$15,000	Less than \$35	10	5	9	20	16	11
\$15,000 to \$19,999	\$35 - \$49.9	6	4	4	4	5	2
\$20,000 to \$24,999	\$50 - \$59.9	4	1	5	6	7	3
\$25,000 to \$34,999	\$60 - \$89.9	15	18	14	15	14	20
\$35,000 to \$49,999	\$90 - \$124.9	24	27	25	22	22	28
\$50,000 to \$74,999	\$125 - \$174.9	20	24	24	21	21	20
\$75,000 to \$99,999	\$175 - \$249.9	8	14	15	7	10	10
\$100,000 to \$149,999	\$250 - \$399.9	10	5	4	3	3	3
\$150,000 or more	\$400 or more	2	1	0	2	1	2
Totals		100%	100%	100%	100%	100%	100%

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

Table No. 11 relates incomes and housing costs for homeowners; housing values are correlated with household incomes. Units without mortgages are included, but not shown according to cost, since this information is not known. The benchmark for determining affordability of housing resources is 2.5 times annual income. As shown for Jefferson, 20% of the households are in the first three (3) categories (incomes under \$25,000 per year) and only 10% of the homes are valued at less than \$60,000; but, approximately one-third of all owner-occupied homes in the Township have no mortgages. Accordingly, the apparent shortfall is more than compensated by the units without mortgages. The remaining categories show more than enough units in the range of \$60,000 to \$250,000, and a shortage of units costing more than \$250,000; this shortage, however, is compensated by the surplus of lower cost units.

In Madison Township, there is a surplus of units in the first four categories (incomes under \$35,000) and approximately 24% of the Township's owner-occupied homes are not mortgaged. Accordingly, this more than compensates for the minimal shortage of housing units for incomes ranging from \$35,000 to \$150,000. The above mentioned shortage indicates the Township's ability to support higher housing costs.

As shown in Table No. 11, 28% of the households in Salem Township are in the first three categories and only 16% percent of the homes are valued at less than \$60,000; but, approximately forty percent (40%) of all owner-occupied homes in the Township have no mortgages. Accordingly, the apparent shortfall is more than compensated by the units without a mortgage. The remaining income ranges either show a surplus or break even with the corresponding housing units. Therefore, based on the above analysis Salem Township has an ample number of units at costs that residents can afford.

Table No. 12 and Table No. 13 present housing costs as a percent of household income for persons age 65 years of age and over.

As shown in Table No. 12, the majority of elderly homeowners in the study area pay less than 25% of their income for housing costs. This is an indication that many of the Townships' homeowners 65 years of age and above live in homes that are not mortgaged. However, 20% to 30% of the remaining elderly homeowners pay 35 percent or more of their income towards housing costs.

Table No. 12

Homeowner Housing Costs as Percent of Household Income
For Persons Age 65 Years of Age and Over, 2000
Jefferson Township and Madison Township, Lackawanna County, PA
Salem Township, Wayne County, PA

<u>Percent of Income Spent on Housing</u>	<u>Number of Homeowners</u>			<u>Percentage of Homeowners</u>		
	<u>Jefferson Twp.</u>	<u>Madison Twp.</u>	<u>Salem Twp.</u>	<u>Jefferson Twp.</u>	<u>Madison Twp.</u>	<u>Salem Twp.</u>
Less than 20 percent	121	44	112	55	57	51
20 – 24 percent	40	4	14	18	5	6
25 – 29 percent	11	0	14	5	0	6
30 – 34 percent	0	10	10	0	13	5
35 percent or more	50	15	65	22	20	30
Not Computed	<u>0</u>	<u>4</u>	<u>4</u>	<u>0</u>	<u>5</u>	<u>2</u>
Total	222	77	219	100	100	100

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

As shown in Table No. 13, there are only a small number of elderly renters in the study area. Jefferson Township does not have any renters above the age of 64 years; and, Madison and Salem Townships have a combined total of 30 renters above the age of 64 years. Salem Township has 5 renters paying 35 percent or more for housing costs and Madison Township does not have any residents in this category. Accordingly, this is not a problem in the study area.

Table No. 13

Renter Housing Costs as Percent of Household Income
 For Persons Age 65 Years of Age and Over, 2000
 Jefferson Township and Madison Township, Lackawanna County, PA
 Salem Township, Wayne County, PA

<u>Percent of Income Spent on Housing</u>	Number of Renters <u>Age 65+</u>			Percentage of <u>Renters</u>		
	Jefferson <u>Twp.</u>	Madison <u>Twp.</u>	Salem <u>Twp.</u>	Jefferson <u>Twp.</u>	Madison <u>Twp.</u>	Salem <u>Twp.</u>
Less than 20 percent	-	-	-	-	-	-
20 – 24 percent	-	3	-	-	19	-
25 – 29 percent	-	-	4	-	-	28
30 – 34 percent	-	-	-	-	-	-
35 percent or more	-	-	5	-	-	36
Not Computed	-	<u>13</u>	<u>5</u>	-	<u>81</u>	<u>36</u>
Total	-	16	14	-	100	100

Source: U.S. Census Bureau, Census 2000 Summary File 3 (SF3) – Sample Data

CONCLUSION

The most common dwelling unit throughout the study area is the single family owner-occupied structure. Rental vacancy rates in all three municipalities are high and indicate both a soft housing market and an abundance of units available for rent. Most of the area's homeowners and renters are between the ages of 25 and 54 years of age. All three municipalities have a shortage of one and two bedroom units in both rental and owner housing.

In terms of housing affordability there are an adequate number of housing units at housing costs that are affordable to the area's residents. Salem Township is the only exception, with a shortage of rental units costing less than \$350 per month. The shortage is caused by the area's relatively high number of lower income households, since it would not be reasonable to expect any significant number of units to be available for less than \$350.00 per month. The Wayne County Housing Authority conducts the Housing Choice Voucher program that provides housing assistance for low-income families, the elderly, and the disabled. Local residents in need should be made aware of the availability of this affordable housing program.

SECTION VI

JEFFERSON TOWNSHIP, MADISON TOWNSHIP AND SALEM TOWNSHIP REGIONAL COMPREHENSIVE PLAN

ECONOMIC ANALYSIS

Introduction

The purpose of this section is to examine the strengths, weaknesses, opportunities and threats to economic development within the three municipalities, focusing on the marketable competitive advantages possessed by the communities individually and collectively. The most appropriate target industries for the region are identified together with economic incentives and land use regulations that will serve to support such industries. Techniques to encourage the location of these within areas most suitable for them and to ensure high quality development are also examined. The broader goals of such economic development, of course, are to improve job opportunities, increase wealth and improve the standard of living of residents.

Economic Trends

Demographic trends with respect to the local and regional economy are addressed below:

- **Incomes** - Jefferson, Madison and Salem exhibit a range of incomes that suggest parts of the region are doing quite well compared to the Commonwealth and the U.S. as a whole, while other areas need improvement. Table No. 1 illustrates:

TABLE NO. 1
PER CAPITA INCOME TRENDS

	U.S.	PA	Lackawanna	Wayne	Jefferson	Madison	Salem	J-M-S
Census 1990	\$14,420	\$14,068	\$12,358	\$11,257	\$12,785	\$10,617	\$11,566	\$11,808
Census 2000	\$21,587	\$20,880	\$18,710	\$16,977	\$19,021	\$16,864	\$16,947	\$17,684
Change, 1990-2000	\$7,167	\$6,812	\$6,352	\$5,720	\$6,236	\$6,247	\$5,381	\$5,876
% Change, 1990-2000	49.7%	48.4%	51.4%	50.8%	48.8%	58.8%	46.5%	49.8%
Estimated 2004	N/A	N/A	N/A	N/A	\$23,585	\$21,046	\$20,233	\$21,699
Change, 00-04	N/A	N/A	N/A	N/A	\$4,564	\$4,182	\$3,286	\$4,016
% Change, 00-04	N/A	N/A	N/A	N/A	24.0%	24.8%	19.4%	22.7%
Projected 2009	N/A	N/A	N/A	N/A	\$29,772	\$25,662	\$25,339	\$27,082
Change, 04-09	N/A	N/A	N/A	N/A	\$6,187	\$4,616	\$5,106	\$5,383
% Change, 04-09	N/A	N/A	N/A	N/A	26.2%	21.9%	25.2%	24.8%
1990 (2000 \$'s)	\$19,323	\$18,851	\$16,560	\$15,084	\$17,132	\$14,227	\$15,498	\$15,822
Census 2000	\$21,587	\$20,880	\$18,710	\$16,977	\$19,021	\$16,864	\$16,947	\$17,684
Change (2000 \$'s), 90-00	\$2,264	\$2,029	\$2,150	\$1,893	\$1,889	\$2,637	\$1,449	\$1,861
% Change, 90-00	11.7%	10.8%	13.0%	12.5%	11.0%	18.5%	9.3%	11.8%

Notes:

(1) Estimates and projections supplied by ESRI - Business Information Solutions.

(2) Inflation adjusted data for 1990 based upon changes in Consumer Price Index to yield income in year 2000 dollars.

The data indicates that all three communities made real gains in per capita income between 1990 and 2000. Overall, the 11.8% gain was slightly better the national figure of 11.7% and well above the Commonwealth's 10.8%, although Lackawanna and Wayne Counties did better yet. Madison Township experienced the highest income gain, reflecting its status as a growing bedroom community for Scranton. Growth within Salem Township, by contrast, produced somewhat lower income growth. It is possible that this is a result of the migration of many families with children into that community from the New York - New Jersey metro area. Household income trends (see Table No. 2 below) provide some further insights into what is happening.

TABLE NO. 2
MEDIAN HOUSEHOLD INCOME TRENDS

	U.S.	PA	Lacka-wanna	Wayne	Jefferson	Madison	Salem	J-M-S
Census 1990	\$30,056	\$29,069	\$24,816	\$24,912	\$31,830	\$28,094	\$24,836	\$28,566
Census 2000	\$41,994	\$40,106	\$34,438	\$34,802	\$43,154	\$43,250	\$36,215	\$40,525
Change, 1990-2000	\$11,938	\$11,037	\$9,622	\$9,890	\$11,324	\$15,156	\$11,379	\$11,960
% Change, 1990-2000	39.7%	38.0%	38.8%	39.7%	35.6%	53.9%	45.8%	41.9%
Estimated 2004	N/A	N/A	N/A	N/A	\$49,838	\$49,696	\$41,536	\$46,638
Change, 00-04	N/A	N/A	N/A	N/A	\$6,684	\$6,446	\$5,321	\$6,113
% Change, 00-04	N/A	N/A	N/A	N/A	15.5%	14.9%	14.7%	15.1%
Projected 2009	N/A	N/A	N/A	N/A	\$60,816	\$58,548	\$47,952	\$55,256
Change, 04-09	N/A	N/A	N/A	N/A	\$10,978	\$8,852	\$6,416	\$8,618
% Change, 04-09	N/A	N/A	N/A	N/A	22.0%	17.8%	15.4%	18.5%
1990 (2000 \$'s)	\$40,275	\$38,952	\$33,253	\$33,382	\$42,652	\$37,646	\$33,280	\$38,278
Census 2000	\$41,994	\$40,106	\$34,438	\$34,802	\$43,154	\$43,250	\$36,215	\$40,525
Change (2000 \$'s), 90-00	\$1,719	\$1,154	\$1,185	\$1,420	\$502	\$5,604	\$2,935	\$2,248
% Change, 90-00	4.3%	3.0%	3.6%	4.3%	1.2%	14.9%	8.8%	5.9%

Notes:

(1) Estimates and projections supplied by ESRI - Business Information Solutions.

(2) Inflation adjusted data for 1990 based upon changes in Consumer Price Index to yield income in year 2000 dollars.

As the data indicates, both Madison and Salem Townships exhibited much higher real gains in median household incomes than either of the two counties, the Commonwealth or the nation for the period 1990 to 2000. Jefferson Township grew much more slowly because it started from a higher base compared to other areas. Nonetheless, the fact that all three communities experienced real income gains is important. Many rural areas have seen losses in real income, but in-migration and economic development in Northeastern Pennsylvania have produced increased wealth for Jefferson, Madison and Salem Townships. The three- township area is, on the whole, steadily gaining, from a relative perspective, on the larger regions of which it is part. More importantly, estimates and projections by ESRI - Business Information Solutions (a national data and market research firm) suggest that income growth is continuing at a steady pace. Indeed, it is projected that household incomes within the three municipalities will increase by an average of 18.5% over the next five years.

- **Employment by Industry and Occupation** - The following Table No. 3 breaks down the labor force residing in each community by the industries in which those residents are employed.

TABLE NO. 3
EMPLOYMENT BY INDUSTRY, 2000

	U.S.	PA	Lacka-wanna	Wayne	Jefferson	Madison	Salem	J-M-S
Ag/forestry/mining	1.9%	1.3%	0.5%	3.4%	1.5%	1.5%	1.5%	1.5%
Construction	6.8%	6.0%	5.2%	9.3%	8.1%	7.1%	10.8%	8.7%
Manufacturing	14.1%	16.0%	15.7%	10.6%	17.4%	14.7%	10.6%	14.4%
Wholesale trade	3.6%	3.6%	3.6%	3.0%	2.8%	2.1%	3.9%	3.0%
Retail trade	11.7%	12.1%	13.4%	14.9%	12.8%	12.5%	13.8%	13.1%
Distribution/utilities	5.2%	5.4%	5.5%	5.4%	6.6%	8.2%	7.3%	7.3%
Information	3.1%	2.6%	2.8%	2.6%	1.1%	1.9%	2.0%	1.6%
F.I.R.E.	6.9%	6.6%	6.6%	4.3%	7.0%	7.0%	3.1%	5.7%
Professional/managerial	9.3%	8.5%	6.0%	6.4%	4.8%	5.6%	7.3%	5.8%
Educational/health/social	19.9%	21.9%	24.2%	19.2%	23.3%	16.7%	17.7%	19.7%
Culture/tourism	7.9%	7.0%	6.7%	10.2%	5.5%	10.8%	10.7%	8.7%
Other private services	4.9%	4.8%	5.4%	5.9%	5.5%	8.1%	7.4%	6.8%
Public administration	4.8%	4.2%	4.5%	5.0%	3.6%	3.8%	3.9%	3.8%
TOTALS	100.1%	100.0%	100.1%	100.2%	100.0%	100.0%	100.0%	100.0%

Notes: Source of all data is U.S. Census, 2000.

All three communities exhibit generally above average employment in the construction industry. This reflects the large amount of new building taking place locally in response to in-migration. There is also relatively high employment in retail enterprises, distribution industries (transportation, warehousing and utilities) and other private services. Proximity to Scranton, convenient access to the Interstate highway system and extensive commercial development in the Hamlin area explain much of this. Madison and Salem Township residents are heavily employed in the tourism industry, while Jefferson is not. Lake Wallenpaupack is clearly an influence in this regard.

Jefferson Township, by contrast, has much higher employment in manufacturing and in education, health and social services, due to its proximity to Scranton. Jefferson and Madison residents also have above average numbers of jobs in finance, insurance and real estate (F.I.R.E.) enterprises. There are a number of back office operations in the Scranton area that, no doubt, provide many of those jobs.

The key fact is that Jefferson, Madison and Salem Townships are dependent for jobs on their relationship to Scranton, the convenient access provided by the highway system and regional recreational attractions. Those features, moreover, are the basis of the growth taking place in this region. It is that growth that is generating the construction, retail and tourism related jobs on which local residents rely. Data on employment by occupation (see Table No. 4 following) supports this conclusion.

TABLE NO. 4
EMPLOYMENT BY OCCUPATION, 2000

	U.S.	PA	Lackawanna	Wayne	Jefferson	Madison	Salem	J-M-S
Management/professional	33.6%	32.6%	29.6%	26.8%	27.6%	21.9%	24.1%	24.9%
Services	14.9%	14.8%	15.6%	17.4%	10.3%	19.9%	17.3%	15.2%
Sales and office	26.7%	27.0%	29.1%	24.7%	30.0%	24.2%	23.0%	26.1%
Farming/forestry	0.7%	0.5%	0.2%	1.1%	0.6%	0.5%	1.0%	0.7%
Construction/maintenance	9.4%	8.9%	8.2%	13.3%	12.6%	13.1%	16.7%	14.1%
Production/transportation	14.6%	16.3%	17.4%	16.8%	18.8%	20.4%	18.0%	19.0%
TOTALS	99.9%	100.1%	100.1%	100.1%	99.9%	100.0%	100.1%	100.0%

Notes: Source of all data is U.S. Census, 2000.

Jefferson, Madison and Salem Townships combined exhibit above average employment in services, construction (including extraction and maintenance) and production (including transportation and material moving) occupations. There are, however, fewer persons employed in management and professional occupations compared to national and state patterns. Interestingly, there are some wide variations among the three communities with respect to service occupation employment, with Jefferson Township being well below average and Madison and Salem well above it. This is directly attributable to the importance of tourism as a source of employment in the latter instances. Salem has high employment in construction related occupations as a consequence of the several land developments locally (e.g. the Hideout) in which there continues to be extensive building.

- **Other Economic Indicators** - Census data reveals several additional characteristics regarding the local economy. It experienced relatively low unemployment in 2000, with the highest rate being in Salem Township. Given its greater dependence on tourism as a source of employment this is no surprise - many such jobs are seasonal in nature. Salem Township's labor force also exhibits higher than average numbers of females who have children under 6 years old, more families where both parents work, and much higher proportions of the population on Social Security. These three factors clearly contribute to the generally lower incomes in the Township. Median earnings by male year-round workers for the three communities were very close, ranging from \$32,450 in Salem to \$33,576 in Madison, supporting the conclusion that it is Salem's retired individuals and young families who have the lower incomes.

Area residents find employment in the private sector at higher rates than are typical for the U.S. as a whole. There are also relatively higher proportions of workers who are self-employed in their own business enterprises or home occupations. This is particularly true in Jefferson Township, where governmental employment is also strongest among the involved municipalities (probably due the presence of large numbers of government jobs in nearby Scranton), but still well below the national average.

Poverty rates within Jefferson and Madison are both well below national averages, confirming the relatively strong economies in these localized areas. Poverty statistics, moreover, can be quite misleading as they do not always measure sources of unearned income. Additionally, tourist economies such as Salem's tend to include large numbers of

cash-based enterprises where incomes are underestimated. Therefore, one must be careful in drawing conclusions.

Salem Township residents commute farther to work than those of other communities (see Table No. 5); their average commute is 27.5 minutes, about two minutes longer than the national average. Given that Jefferson and Madison are both closer to Scranton, this is not surprising, but there is another factor. Some 4% of the workforce actually commutes more than 90 minutes to work, reflecting the relationship of Salem to the New York - New Jersey metro area from which many residents have migrated to the Township. Significant numbers retain metro area jobs. Indeed, four buses leave nearby Hawley daily carrying workers to New York City and environs. Many also live in the metro area during the week returning to their homes and families in Salem on weekends.

TABLE NO. 5
OTHER ECONOMIC INDICATORS

	U.S.	Jefferson	Madison	Salem
Employed Persons 16+ Old	129,721,512	1,886	1,292	1,582
Unemployed Persons 16+ Old	7,947,286	62	57	92
Unemployment Rate, 2000	5.8%	3.2%	4.2%	5.5%
% Female	46.7%	45.7%	45.8%	45.8%
% Female w/Children < 6 Years	16.8%	13.4%	14.4%	18.0%
% w/All Parent Working	9.9%	7.9%	7.7%	11.4%
% Private Wage & Salary Workers	78.5%	79.2%	83.1%	82.3%
% Government Workers	14.6%	11.1%	9.5%	10.2%
% Self-employed Workers	6.6%	9.4%	7.4%	7.2%
% of HH's w/Social Security Income	25.7%	25.5%	22.7%	32.9%
% Median Family Income	\$50,046	\$48,966	\$46,467	\$40,602
Median Earnings - Males	\$37,057	\$32,664	\$33,576	\$32,450
Median Earnings - Females	\$27,194	\$22,324	\$25,357	\$19,648
% Families Below Poverty Level	9.2%	1.4%	5.6%	9.3%
% Individuals Below Poverty Level	12.4%	4.5%	6.1%	12.3%
Avg. Minutes to Work, 2000	25.5	24.0	25.7	27.5
% 90+ Minutes to Work, 2000	2.8%	1.0%	2.8%	4.0%

Notes: Source of all data is U.S. Census, 2000.

Strengths, Weaknesses, Opportunities and Threats

Given the above, and discussions with local officials, one can draw several observations regarding the strengths, weaknesses, opportunities and threats to the economy of the three communities.

- **Strengths** - Generally, the three municipalities benefit from low crime rates, low taxes, excellent emergency services, good school districts and lots of community spirit. Their geographic location also provides them with convenient access to major health care facilities, several interstate highways, multiple recreation venues, numerous colleges, rail service, New York City and other cultural amenities.

Jefferson and Salem share a Gravity Railroad heritage and high visibility in terms of traffic. Jefferson also has a high-quality local golf course, an excellent senior citizen center, sewers, land available for development and local financial services. Madison Township offers convenient commuter access to the interstate system, but its separation from more commercial areas (due in part to the limitations of the Route 690 overpass) gives it a rural character that is very appealing to those seeking to locate in a bedroom community; it also has good water sources. Although it has a great deal of commercial activity, Salem Township has a generally rural farm character; its proximity to Lake Wallenpaupack gives support to a strong tourism industry. The Hamlin shopping district provides needed services and a tax base. Salem Township, also, has an excellent senior citizen center.

- **Weaknesses** - Poor road conditions, summer traffic congestion, and rapidly rising land values that often make housing unaffordable for children of existing residents are among the general weaknesses of the area for economic development. Jefferson and Madison Township lack shopping and restaurants but these services are provided in Salem Township and other nearby communities. All three communities are somewhat removed from the traditional major commercial centers in their counties. Nonetheless, Hamlin is clearly developing as one in its own right, a fact which is changing the dynamics for these three communities.

Jefferson Township lacks neighborhood recreational opportunities, local postal service, senior transportation services and land reserved for industrial use. There are also traffic problems in certain areas of the Township (e.g. Wimmers Road). Soils are poor and have produced erosion problems in some of the older developments. There are also blighted properties and junk yards that detract from the appearance of the community, making it difficult to attract new economic development in some areas of the Township. There is currently inadequate diversification of the tax base.

Madison Township, as a bedroom community, also has a weak tax base. Salem Township experiences heavy traffic congestion in Hamlin and lacks the sanitary sewer system to support continued commercial growth. This has restricted employment and entrepreneurial opportunities by preventing the development of larger staple type businesses that would support other smaller business development in the Township.

- **Opportunities** - Generally, the availability of sewage treatment collection and treatment (in Jefferson and the Hideout portion of Salem), convenient access to interstate highways, a growing labor force of skilled individuals, the expectation of rail passenger service and large areas of undeveloped land offer considerable potential for planned growth. There are several opportunities to create new family attractions (e.g. parks, walking trails, and playgrounds) as well as commercial attractions that will appeal to residents migrating to the area from the metro region. The existence of business amenities such as the Lackawanna County Stadium, the Wachovia Arena and the Montage Area Recreation and Entertainment Complex and the Scranton/Wilkes-Barre International Airport suggest similar opportunities to attract new business.

Jefferson Township may have some unique opportunities to trade land with the Commonwealth so as to allow the use of strategically located State Game lands with excellent highway access for private development. Salem Township's proximity to Lake

Wallenpaupack offers opportunities for continued residential, commercial and tourism development. Madison Township's limited commercial accessibility, by contract, can be very beneficial in preserving the community's character and increasing its appeal as a residential environment.

- **Threats** - New interstate rail passenger service could greatly accelerate residential development in the area, outpacing the ability of the Township's to deliver services and support infrastructure. Sewage treatment availability could have some of the same impacts on Jefferson Township. Rapid residential development can also create some cultural conflicts as people moving in from other areas, who are accustomed to more services and amenities, start demanding them.

Overall, Jefferson, Madison and Salem Townships are well positioned for economic development. As a unit they represent a diversity of landscapes as well as business and living environments that offer wide-ranging opportunities. The communities also serve to balance one another in terms of growth patterns, allowing for high quality community development in this area.

Consumer Spending

ESRI - Business Information Solutions has, based on demographic characteristics, estimated consumer spending within the three municipalities for 2004. Table No. 6 includes the results, which indicate that the area produces demand for approximately \$221,650,000 of consumer goods and services annually. There is, in particular, heavy demand for general retail goods, shelter related items, investments and food at home as well as food away from home. These numbers, however, do not measure demand related to tourism, which contributes further to expenditures on food away from home. Tourism also produces spending at lodging places, gasoline stations and entertainment locations.

Although there is extensive commercial development along Route 348 and 590, it is clear that there is still substantial leakage of demand to Scranton, Hawley, Honesdale and Newfoundland where additional suppliers are located. There is, as a result, opportunity for additional commercial development in both Jefferson and Salem Townships. Madison Township is unlikely to attract much commercial activity, however, given its more isolated location out of the mainstream of traffic flow.

TABLE NO. 6
ESTIMATED CONSUMER SPENDING, 2004

	Jefferson	Madison	Salem	Total
Apparel & Services	\$4,136,748	\$2,454,036	\$3,432,289	\$10,023,073
Computers & Accessories	\$384,737	\$222,155	\$311,962	\$918,854
Education	\$1,204,489	\$668,869	\$921,895	\$2,795,253
Entertainment/Recreation	\$4,231,100	\$2,595,646	\$3,603,097	\$10,429,843
Food at Home	\$7,236,717	\$4,516,470	\$6,549,134	\$18,302,321
Food Away from Home	\$4,678,825	\$2,829,999	\$3,967,977	\$11,476,801
Health Care	\$4,353,239	\$2,833,278	\$4,136,652	\$11,323,169
Furnishings & Equipment	\$2,944,611	\$1,736,994	\$2,449,135	\$7,130,740
Investments	\$11,015,479	\$5,239,634	\$6,872,674	\$23,127,787
Retail Goods	\$34,247,807	\$21,496,561	\$30,728,335	\$86,472,703
Shelter	\$16,168,861	\$9,243,009	\$13,123,026	\$38,534,896
TV/Video/Sound	\$1,233,551	\$760,344	\$1,233,551	\$3,227,446
Travel	\$2,322,783	\$1,347,581	\$1,885,669	\$5,556,033
Vehicle Maintenance	\$1,305,899	\$797,473	\$1,170,506	\$3,273,878
TOTALS	\$90,943,361	\$54,065,858	\$76,641,651	\$221,650,870

Notes: Source of all estimates is ESRI - Business Information Solutions.

Economic Development Recommendations

The following are recommendations for encouraging further economic development within Jefferson, Madison and Salem Townships:

1. **Encourage the development of Arlington, Hamlin, Mount Cobb and Daleville (Covington Township) as village centers where commercial services and higher-density housing can be accommodated.** Jefferson and Salem Townships are experiencing a great deal of strip development that is contributing to the local economy on a short-term basis, but also creating congestion and aesthetic deterioration that discourage long-term investments. Developing these four areas as real villages where higher-density development can be actively encouraged will help to address both problems and realize the opportunities that exist to grow the local economy. Continued strip development along Route 590 will delay the solution and exacerbate the congestion and other problems in the interim. It is not growth that is the problem, but rather the manner in which it is taking place currently. Changing the pattern so as to be able to accept and promote economic growth demands the following:
 - a. **Zoning and land development standards should encourage higher densities in these village centers and lower densities outside them.** These regulations should also accommodate mixed-use developments within the village areas, on individual sites and within individual buildings. Developing these centers where services can be obtained closer to the population will help to reduce incidental shopping trips and congestion.
 - b. **Infill development that makes use of existing vacant lots and encourages higher-density use of existing developed properties should be promoted.** These infill

opportunities are, obviously, more easily accomplished in sewered areas such as Mount Cobb and Daleville. The Arlington area, however, is served by the Hideout (Southern Wayne Municipal Authority) system, which could be expanded to service additional areas along Route 590. Although the Hamlin area currently lacks sewers, there may be options for addressing these needs through the employment of small community subsurface or other non-discharge systems that serve multiple businesses. Also, some infill is beginning to take place already as private drive side streets and second-tier lots are being gradually established to take advantage of the high-value commercial locations that Hamlin offers. This needs to be encouraged by allowing for these types of sewage systems, flag lots and similar techniques that accommodate infill development.

- c. **Development extensions perpendicular to Routes 348 and 590 should be encouraged by promoting the extension of accesses and streets to the rear of existing properties.** A grid street network should be encouraged that provides opportunities to access major streets without going through major intersections. Traffic access management tools and land development regulations should be used to spur the development of such a grid.
- d. **Where sewer infrastructure is lacking (Arlington and Hamlin), planning should begin to create that infrastructure.** The Southern Wayne Municipal Authority system may be able to be extended to commercial areas on Route 590 and this should be explored. Hamlin would benefit by construction of an independent sewer system that utilizes either non-degrading discharge and/or spray irrigation technology. The availability of such infrastructure is critical to promote higher density development, allow for infill, create a village center and establish a grid-type highway system that will ultimately relieve congestion and permit further economic growth. Making sewage infrastructure available to these areas will also allow for the smaller lot sizes and higher densities under zoning and land development regulations pursuant to the Municipalities Planning Code.
- e. **Alternate routes that take the pressure off Route 348 and 590 are needed.** The “Hamlin bypass” is an example of such a route that has developed inadvertently with some serious traffic safety issues. It has, nonetheless, been proven necessary by its high rate of use. Upgrading this road to serve in the higher capacity to which it is employed, is critical. Similar bypass routes and alternative routes to I-84 are needed to get through traffic off Route 348 and 590. The Bidwell Hill road may present some similar opportunities and some consideration should be given also to creating another I-84 interchange between Hamlin and Mt. Cobb so this highway can serve as an alternate route to Scranton. Redesign and upgrading of the Hamlin intersection as well as the surrounding highway network is another priority for economic development.
- f. **Other means of transportation that will reduce the number of vehicular trips also need to be considered.** These include park and ride facilities on both the east and west side of Hamlin as well as improved public transportation services.

2. **The three Townships should take an active role in promoting tourism, one of the mainstays of the local economy with much potential for further growth.** Attention is

needed not only to marketing of tourism but also its development. The following measures are appropriate.

- a. **The townships should work with local economic development organizations (e.g., SLIBCO and WEDCO) to extend economic incentives such as revolving loan financing and tax breaks to tourism development projects.** More emphasis on tourist development is needed. There are opportunities under Pennsylvania's First Industries program to engage more directly in tourism development and these should be pursued in cooperation with SLIBCO and WEDCO. WEDCO has, for example, made application for these funds to help promote farm markets and bed and breakfast lodging regionally. Hamlin could be an ideal location for a second farmers market in Wayne County. All three municipalities have potential for development of additional tourist accommodations.
- b. **The Townships should jointly develop some local promotion programs that work off prominent attractions such as Lake Wallenpaupack, the Gravity Railroad and other historical or recreational features.** A combination of a local brochure and website would work well in that regard and provide regional tourism organizations something to work with in promoting this Western Wallenpaupack Region.
- c. **Local trail and tour development should be promoted.** Driving tours and hiking/biking trails that focus on local history, scenery and architecture can be very effective in this regard and provide a foundation for brochure and website development.
- d. **Event opportunities need to be exploited to their fullest potential to serve as tourist attractions and strengthen the sense of community identification with the village centers.** A "Gravity Railroad Days" festival would be such an opportunity. This should be spearheaded by local business groups such as the Southern Wayne Chamber of Commerce.
- e. **Zoning and other land development regulations need to accommodate family recreation businesses such as campgrounds, as well as lodging enterprises.** It is important in drafting and applying land use regulations to allow a fair degree of flexibility in the location of bed and breakfast facilities, campgrounds, farm stands, golf driving ranges, farm tourism attractions, restaurants and similar enterprises. Many zoning ordinances artificially limit the ability to establish such businesses by classifying them as commercial and restricting them to relatively small districts. Because these uses often require being located in rural areas or benefit by such locations, this approach is not workable. Such uses should be given broad discretion to locate throughout the region, subject to land development standards and conditional use review where appropriate.
- f. **More attention is needed to addressing the occasional instances of blight in the area and ensuring that new development rises to a higher standard of development.** Use of junkyard regulations and commercial landscaping standards are two effective means of accomplishing these objectives. Madison and Salem have junkyard regulations they are now updating and enforcing more rigorously. This

process should continue in the interest of making the region more appealing for investment.

3. **Self-employment opportunities need to be welcomed and supported.** Home occupations are already highly prevalent in the area and are becoming more so. This needs to be encouraged with flexible home occupation regulations and other zoning and land development standards that accommodate such uses. The Townships should:
 - a. **Ensure their zoning and land development standards anticipate a wide range of home-occupations and other home-based businesses, according much flexibility to such uses.** The Municipalities Planning Code already recognizes a no-impact classification of home occupations and the Townships should consider also creating low and high impact classifications that distinguish between small professional offices, for example, and a construction business operated from home. Home occupations need to be welcomed but there are widely varying impacts that need to be addressed. Each situation is different. Standards and review procedures need to take this into account, rather than setting “one size fits all” arbitrary standards that either needlessly discourage home occupations or fail to protect the public interest.
 - b. **Support the extension of broadband Internet service throughout their jurisdictions to accommodate tele-commuting enterprises.** While the communications industry is largely unregulated at the local level, the Townships can encourage the provision broadband service in their relationships with cable television companies, for example. These are often municipally franchised and suppliers are typically eager to support municipalities under such situations or to avoid the imposition of franchise rules. Therefore, the communities should be proactive in suggesting to such companies where extensions may be needed.
4. **Economic incentives should be provided to encourage the location of new employers into the area.** The new business park in nearby Sterling Township as well as other existing parks in Olyphant, Archbald, Jessup, Dunmore and elsewhere, are providing many new job opportunities at larger regional plants. There are many spin-off opportunities for smaller business in Jefferson, Madison and Salem Townships. These might include, for example, tool and die companies, print shops and cleaning businesses. These and other industrial development opportunities that are not necessarily tied to sewer, water or business park infrastructures should be encouraged by:
 - a. **Ensuring that zoning and land development regulations are business-friendly and do not subject prospective new enterprises to needless delay or uncertainty.** Pre-approved sites should be encouraged as a technique for avoiding these problems. Creating techniques in zoning or land development regulations that allow for planned unit development are one way to accomplish this.
 - b. **Working closely with local economic development organizations and other jurisdictions to utilize programs such as the Local Economic Revitalization Tax Assistance (LERTA) program and other economic aids that will service to attract such businesses.** Establishing a Keystone Opportunity Zone in the region might help to accomplish this, but in the absence of such a zone, the Townships can still offer incentives to particularly valuable new businesses through the LERTA

program, which abates new taxes associated with desired businesses on a declining scale basis. The Townships are particularly well-suited to small businesses such as metal fabricators that don't require infrastructure, tourism businesses, enterprises that demand large areas for outside storage and service businesses. These are categories that might be encouraged through a LERTA program or similar techniques.

- c. **Avoiding harm to the second-home and construction industries that have sustained the economy for many years.** The townships would be ill-served by land use regulations that simply attempt to brake this growth. Rather the emphasis should be on guiding it. National demographic trends are now creating exceptional demands for resort and second home development, especially active-adult communities. This trend will continue well into the future because the "baby boom" population is just now reaching age 55 and has more accumulated wealth than any previous generation. They are looking to spend that wealth on vacations, second-homes and easy living, having now put their own children through college. This portends much future development for the region and should be welcomed as an opportunity for economic development as well.
- d. **Keeping the costs of local government as low as possible.** Specifically, the townships should avoid those forms and levels of taxes that have driven so many businesses out of metropolitan areas and the Northeast. No single factor may be as important to economic development, based on the experience of the South compared to the Northeast. High taxes make it extraordinarily difficult to attract new businesses even if existing businesses absorb increases due to the cost of moving.
- e. **Using special district financing to address the costs of village type infrastructure (e.g., sewers, sidewalks and lighting) so as to avoid imposing financial burden on others and ensure a tangible relationship of taxes to the value of services rendered.** Special districts are one method of keeping taxes lower and delivering real value for those taxes and service charges that are imposed. They avoid creating high general tax burdens on populations that do not directly gain from public services or improvements, while allowing necessary infrastructure that will support economic development to go forward.

5. **Supporting the retention and expansion of agriculture as an industry by:**

- a. **Allowing for a wide variety of agricultural support businesses under zoning and land development regulations.** These regulations should, for example, allow not only for vineyards but also for wineries and not only for dairy farms but also small dairy processing operations.
- b. **Encouraging the development of agriculture tourism.** The townships should allow for farm stands, petting zoos, corn mazes and similar ventures as part of farm operations. Promotion of these enterprises using tours, trails, brochures and a website is also necessary.

The region, in conclusion, has excellent economic development potential. There are many factors that suggest much of this will take place without any governmental intervention. Indeed, one of the primary challenges is avoiding counter-productive intervention. Notwithstanding this,

it is clear that growth and the manner in which it is handled will determine the quality of economic development opportunities over the long-term. Failure to address it will lead to short-term gains at the expense of long-term improvements. Jefferson, Madison and Salem Townships require an approach that welcomes growth while guiding it. The goal must be long-term sustained growth at a rate the Townships can absorb and from which they can directly benefit. Careless growth can produce unintended consequences and fail to achieve the region's goals. Careless government intervention can do the same. What is demanded is a balanced approach. The above recommendations are designed to achieve this.

SECTION VII

JEFFERSON TOWNSHIP FISCAL ANALYSIS

(Under Separate Cover)

SECTION VIII

MADISON TOWNSHIP FISCAL ANALYSIS

(Under Separate Cover)

SECTION IX

SALEM TOWNSHIP FISCAL ANALYSIS

(Under Separate Cover)

SECTION X
JEFFERSON TOWNSHIP, MADISON TOWNSHIP, AND SALEM TOWNSHIP
REGIONAL COMPREHENSIVE PLAN

INTRODUCTION

This Comprehensive Plan represents the joint and combined efforts of the Township Planning Commissions and the Boards of Township Supervisors for all three (3) participating municipalities. It consists of individual plans for each township, as well as a regional plan that reflects the relationship of the Townships, one to the other. In accordance with the procedure specified by the Pennsylvania Municipalities Planning Code, the proposed plan was distributed to all adjacent municipalities, affected school districts and the County Planning Commissions of Lackawanna County and Wayne County. Comments received from these bodies are reported below.

The Comprehensive Plans consists of the following components:

- Land Use Plan
- Major Thoroughfares Plan
- Community Facilities Plan
- Housing Plan

REGIONAL LAND USE PLAN

INTRODUCTION

Based upon information from the Development Opportunities and Constraints and Existing Land Use maps, a proposed land use plan was developed for the three communities. This plan sets forth very general recommendations for future land use in the region. It represents an evaluation of the suitability of the region for broad categories of possible land uses. It should not, accordingly, be considered a proposed zoning map. Nevertheless, Jefferson Township, which has zoning, and Madison Township, which is considering a simple zoning ordinance, may want to use this information, along with other considerations, in crafting or revising their zoning districts. Salem Township, which has relied upon its Subdivision and Land Development Ordinance and other related ordinances to regulate land use, may also want to use the plan as a foundation for creating conservation subdivision incentives and other land development standards. The categories of land uses proposed are intended to illustrate the range of uses that can reasonably be accommodated in various areas of the region, considering natural constraints, the availability of infrastructure and existing development patterns.

RESIDENTIAL Only one (1) category of residential development is proposed. Generally the residential element of the Land Use Plan is divided into two (2) or three (3) categories, such as low density, medium density and high density. The most critical variable regarding the ability to develop at medium to high density development is the ability of the development to accommodate sewage disposal needs. In the absence of central sewage disposal, there are no alternatives. Development is limited to single family development on lots of one (1) to (2) acres, depending on the percolation rate of the housing sites. In our study area, only Jefferson Township has central sewage disposal facilities; but there are several developments in Salem Township that have central sewage disposal. In those instances, development may take place at higher densities, with single family homes on lots of approximately 15,000 square feet to 30,000 square feet; and the nature of the housing may also be altered to include 2-family homes, town houses and garden apartments. Such alternative development may be developed at densities of 8 units per acre for garden apartments to 30 units per acre for town houses.. The absence of a central sewage disposal system, however, would not preclude cluster development; this type of development that supports the preservation of open space is also feasible where sewage disposal may be undertaken with central septic systems in the areas of common open space.

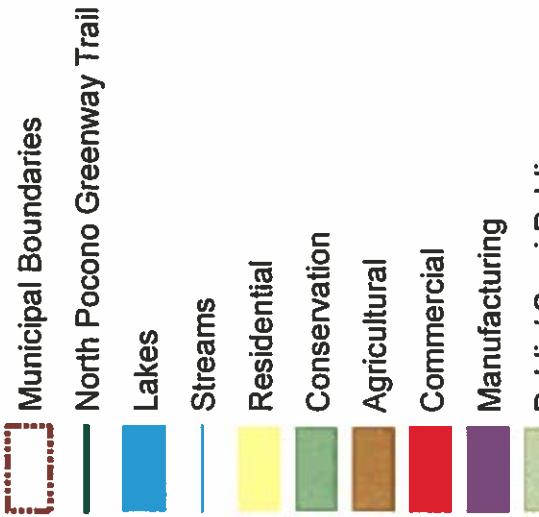
Accordingly, it is proposed that, in general, residential development should be limited to single family homes on lots of 1 to 2 acres, except where central sewage disposal is provided. With central sewage disposal, development may take place in the form and at the densities described above.

COMMERCIAL Commercial areas include retail, wholesale and service businesses of all types. As described below, commercial areas may also include light manufacturing establishments. The existing pattern of development throughout the region is in the form of individual scattered business sites along heavily traveled roads and "strip" development including strip-style shopping centers; although the only substantial strip-type development is in Salem Township, along Route 590 in the Hamlin area. In Salem Township, there is also substantial scattered development on Route 191, south of the Hamlin area; and in Jefferson Township, there is also considerable commercial development along Route 348 between the I 84 interchange and Salem Township. In Madison Township, there are only a few scattered business uses. Due to the traffic problems caused by strip commercial development (as evidenced in the Hamlin area) it is proposed that areas of new commercial development should be configured as development clusters with fewer entrances on major roads.

MANUFACTURING There are a few small manufacturing establishment scattered throughout the region, but no concentrated area of such development. The development of manufacturing facilities requires sites that meet many criteria that are not readily available in most communities, namely: large areas of flat land, good vehicular access, and the availability of essential utility services. It should also be well removed from concentrations of residential development. There are no substantial areas in any part of the region that would support a significant amount of manufacturing development; only one (1) area has been designated for manufacturing development in Jefferson Township.

*Comprehensive Regional Plan
Jefferson, Madison and Salem Townships
December 2006*

Legend



Thoroughfares Plan

- Arterials
- Collectors

A - M Proposed Road Improvements

Paupack Township

Palmyra Township

Greene Township

Salem Township

Sterling Township

Madison Township

Covington Township

Moscow Borough

Roaring Brook Township

Olyphant Borough

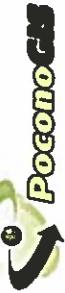
Scale: 0 4,000 8,000 Feet

North Arrow

The preparation of this map was financed "in part" through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development as administered by the Strategic Planning and Program Operations Office, Pennsylvania Department of Community and Economic Development.

Prepared by: Marvin A. Brotman Consulting Services.

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May 2007



In the future, manufacturing development will not be extensive, and it should continue in the same manner as it has in the past, with low intensity manufacturing uses distributed throughout the agricultural and commercial areas of the townships.

AGRICULTURE There are numerous areas of agricultural use throughout the region. These agricultural areas are proposed to continue in agricultural use; but, as noted on the Salem Township map showing the transition from agricultural use to other uses, the amount of land retained in agricultural use has been declining, and it will continue to decline as the value of real estate for other uses continues to rise. Accordingly, there are several State programs designed to offer economic incentives to maintain active agricultural areas, and this has helped to stem the decline of agricultural lands. In addition, due to the open space characteristics of agricultural lands, many other non-agricultural uses are generally accommodated within the agricultural areas; such other uses may include low density residential development, such as single family residential development on one and two acre parcels, and various business uses, especially those that require extensive acreage. Other low intensity uses such as recreational areas would also be suitable in agricultural areas.

CONSERVATION This category of land use covers extensive areas throughout the region. These areas have been so designated on the basis of various characteristics of the land as shown on the Development Opportunities and Constraints maps, namely: areas of steep land, bodies of water, floodplains, and wetlands. The use of land in Conservation areas is intended primarily for the conservation of open space and the protection of environmentally sensitive areas. Throughout the region, there is also considerable agricultural use found in the areas designated for Conservation. Low density (lots of 2 acres or more and cluster housing development) would also be appropriate in areas designated as Conservation areas.

PUBLIC AND SEMI-PUBLIC USES Public uses include those uses that are owned by governmental entities and used to provide services to the community; e.g. municipal buildings, fire houses, schools and public recreation areas.

Semi-public uses are private, non-profit uses that provide community services; e.g. places of worship, cemeteries, recreation areas, etc. These uses are shown on the Existing Land Use maps and the Comprehensive Plan maps for each municipality.

Jefferson Township Land Use Plan

RESIDENTIAL

Residential development is proposed throughout the entire Township, except in areas designated for commercial and manufacturing uses. It is anticipated, however, that most of the future residential development will occur in proximity to the public sanitary sewer system. Certainly, these will be the higher density residential areas, primarily in the southern half of the Township. The residential areas served by the public sanitary sewers will meet the area's housing needs in the form of single family housing, and town houses and various forms of 2-family or multi-family housing. Lower density residential development will continue to occur beyond the reach of the sanitary sewers and in areas designated for Agriculture and for Conservation. Residential development in these areas is expected to be in the form of single family homes on large lots, served by on-site sewage disposal (septic) systems, and in the form of residential conservation (cluster) development with homes on smaller lots that are incorporated into large areas of open space in order to protect the Township's vast wooded and other undeveloped areas.

COMMERCIAL

Although there are numerous individual commercial uses distributed throughout the Township, most of the commercial uses extend along Route 348, especially between Butler Hill Road and the Township's western boundary with Roaring Brook Township. Future commercial development is proposed to be in the form of off-road development, with an interior circulation system that would not interfere with the traveling public. Such future commercial development is proposed to continue along Route 348, as well as in other areas, including the area between Interstate Route 84 and Route 590, and an area extending from Route 348 on Route 247. All of these Commercial areas are in the southern part of the Township. Another Commercial area is proposed in the northerly part of the Township at the western end of Salem Road, where it meets the Archbald Borough boundary line. As this northerly area develops there will also be a need for additional commercial development that will provide convenient retail and service uses that will meet the local needs of such future residential development.

MANUFACTURING

There are only a few manufacturing establishments on individual sites in the southerly portion of the Township; but, overall Jefferson Township is not considered to be an area that would support any significant concentration of manufacturing development. This is due, largely, to the existing pattern of residential development and the hilly terrain of the Township which precludes any extensive manufacturing development. The plan does, however, provide for one area of manufacturing development on the southerly side of I 84, west of its interchange with Route 247.



AGRICULTURE AND CONSERVATION AREAS

The primary Conservation area is in the northern part of the Township, extending east from its common boundary with Archbald Borough. This area is comprised of State game lands. Another area designated for Conservation is also on the westerly side of the Township, extending east from the Township's common boundary with Jessup Borough. These areas are proposed to remain as public open space.

The areas designated for Agricultural use, including low density residential development, are areas that are currently in agricultural use. There are two such areas that are proposed to continue as primarily agricultural areas, including (1) areas in the northern part of the Township, along Cortez Road and Salem Mountain Road, east of the Conservation areas, and (2) areas in the southern part of the Township, especially on the southerly side of Route 590 and I 84, adjoining Madison Township

PUBLIC AND SEMI-PUBLIC

Aside from the State Game Lands, there is relatively little public land in the Township. As shown on the Existing Land Use Map, public uses include the complex in the vicinity of the Township Building, the fire house and the school. There are, however, numerous semi-public uses, including the Lion's Club Recreation area, the Volunteer Ambulance facilities the Missionary Retreat, and several churches and cemeteries. The Township is planning to acquire a substantial site for development as a community park, but the location has not yet been determined. In addition, as residential development expands, there will be a need for several smaller recreation areas/ playgrounds to serve such residential concentrations. Such smaller facilities may be provided by developers and maintained by the Township or private associations.

Madison Township Land Use Plan

RESIDENTIAL

The area proposed for residential development, extends across the middle of the Township, from its western boundary with Moscow Borough to its eastern boundary with Sterling Township. This is the area where existing residential development is concentrated. The only type of residential development envisioned here is low density development on lots of not less than 1 acre. Since there is no central sewage disposal available in the Township, all development is limited to the capacity of the soil for on-site sewage disposal. Other forms of disposal, such as spray irrigation is also feasible; but development will still be limited to single family homes at a density of not more than 1 family per acre. Residential conservation development will also be feasible throughout this area, by providing for private community sewage disposal in areas designated for permanent open space.

COMMERCIAL

There is very little commercial development in the Township; and, due to its geography and its road network, there is very little likelihood of any extensive commercial development in the foreseeable future. There are a few business uses dispersed throughout the Township, with no significant cluster or concentration. There is, however, the intersection of Reservoir Road and Route 690 (Madisonville Road), where there are a few small businesses, and the potential for additional small business development that may be needed to meet local needs. This is a major crossroads intersection, where the east-west road (Route 690) and the north-south road (Reservoir Road) intersect in the middle of the Township. Accordingly, the area on both sides of Reservoir Road, on the northerly side of Route 690, is proposed for small commercial development. Such development would be expected to include convenience types of businesses, such as restaurants, gas stations, food stores, medical and other professional offices, and similar uses.

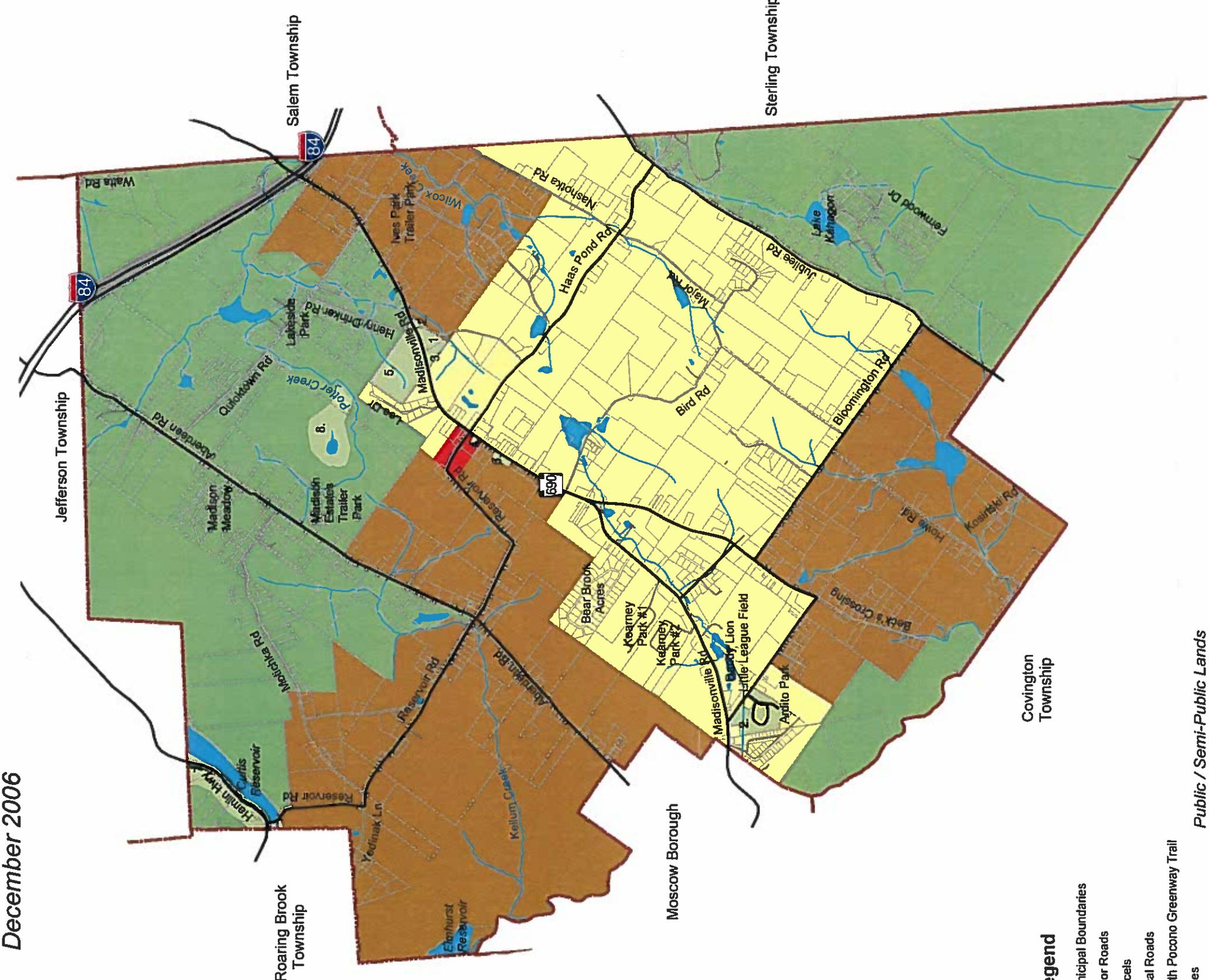
MANUFACTURING

There are no manufacturing uses in the Township, and no manufacturing areas are proposed. There is little, if any potential for such development of any magnitude in the Township, for the same reasons as described for limiting commercial development.

AGRICULTURE AND CONSERVATION AREAS

Most of the Township has been designated for Conservation and for Agriculture. The principal Conservation area is delineated across the northern part of the Township, where it adjoins Jefferson Township. There is also a smaller Conservation area in the southwestern corner of the Township, adjoining Covington Township. These areas have been so designated on the basis of various characteristics of the land as shown on the Development Opportunities and Constraints map. Two (2) key environmental features

**Comprehensive Plan
Madison Township
Lackawanna County, PA
December 2006**



Legend

Municipal Boundaries	Major Roads
Parcels	Local Roads
North Pocono Greenway Trail	Streams
Lakes	Lakes
Public / Semi-Public Lands	Public / Semi-Public Lands
1. Township Building	1. Township Building
2. Recreation	2. Recreation
3. Cemetery	3. Cemetery
4. Church	4. Church
5. Madisonville Fire Co.	5. Madisonville Fire Co.
6. Utility	6. Utility
7. North Pocono Greenway	7. North Pocono Greenway
8. Kettle Bog	8. Kettle Bog
Conservation	Conservation
Agricultural	Agricultural
Commercial	Commercial
Public/Semi-Public	Public/Semi-Public

The preparation of this map was financed "in part" through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development as administered by the Strategic Planning and Program Operations Office, Pennsylvania Department of Community and Economic Development.

Prepared by: Marvin A. Brotter Consulting Services.
GIS and Mapping Services provided by:
Pocono GIS
May 2007



in the northerly Conservation area are the North Pocono Greenway (described more fully, below) and the Potter Creek Kettle Bog (between Aberdeen Road and Quicktown Road).

There is not much difference in terms of the uses proposed for the Agriculture and the Conservation areas, since they would both include agriculture with related agri-business uses, low density (1-acre to 2-acre) residential development, and open space uses such as public and private recreation. The primary difference between these two designations is that the Conservation areas indicate the presence of environmentally sensitive areas that require protection from the potential adverse impact of development. Such areas include wetlands, floodplains, other bodies of water, and areas where the terrain is very steep. Accordingly, the Conservation areas would also be appropriate for larger lot residential development..

There are numerous areas of agricultural use throughout the Township, including about 2600 acres of land under the State's Agricultural Security Program; and three (3) additional areas have been designated for future agricultural use, including:

1. The largest area extends east from Moscow Borough and Roaring Brook Township, extending along both Aberdeen Road and Reservoir Road.
2. Another area encompasses the southern part of the Township, extending south of Bloomington Road.
3. The third area is relatively small area that extends south from I. 84 at the easterly Township boundary.

All of these areas are proposed to be continued in agricultural use, along with other existing agricultural areas included in the proposed Conservation and Residential areas.

PUBLIC AND SEMI-PUBLIC

Public uses in Madison Township consist of the Township complex, on Route 690, south of I. 84. This area includes the Township Building, highway equipment garage, recycling garage, fire house, and a ball field. The ballfield adjoins the Township Building. The ballfield is expected to be eliminated to make room for the expansion of the adjoining cemetery; it will, however, be replaced by a ballfield and park on the other side of the road, adjacent to the Madisonville Fire Company. The fire company plans to develop this recreation area on lands presently owned by the fire company.

As reported above, semi-public uses include, primarily, churches and cemeteries. In addition, there are plans to develop the North Pocono Greenway, a nature trail, at the northwestern corner of the Township, in the vicinity of the Hamlin Highway and the Curtis Reservoir. The Greenway is proposed to extend through the corner of the Township into Jefferson Township to the north and into Roaring Brook Township to the west and the south. Semi-public uses include churches and cemeteries, and the Dandy Lion Little League Field. The field is located off the south side of the Madisonville Road, just east of Moscow Borough.

Salem Township Land Use Plan

RESIDENTIAL

Areas for new low density residential development are generally in areas that are suitable for on-site sewage disposal. Lot sizes of not less than 1 acre to 2- acres should be sufficient to support one- family to 2-family housing development. The area most suitable for such development is along the western edge of the Township, extending from Jefferson and Madison Townships. Other potential low density residential areas are located throughout the Township in areas designated for Agriculture and for Conservation.

Areas for new medium density residential development do not have adequate soil conditions to support on-site sewage disposal. These areas require sanitary sewers, or much larger lots as needed to support on-site sewage disposal. These areas can support town houses, garden apartments and other multi-family housing developments if central sewage disposal is provided. There are three (3) such areas that are currently developed in the Township;

1. The Hideout
2. Indian Rocks
3. Wallenpaupack Lake Estates.

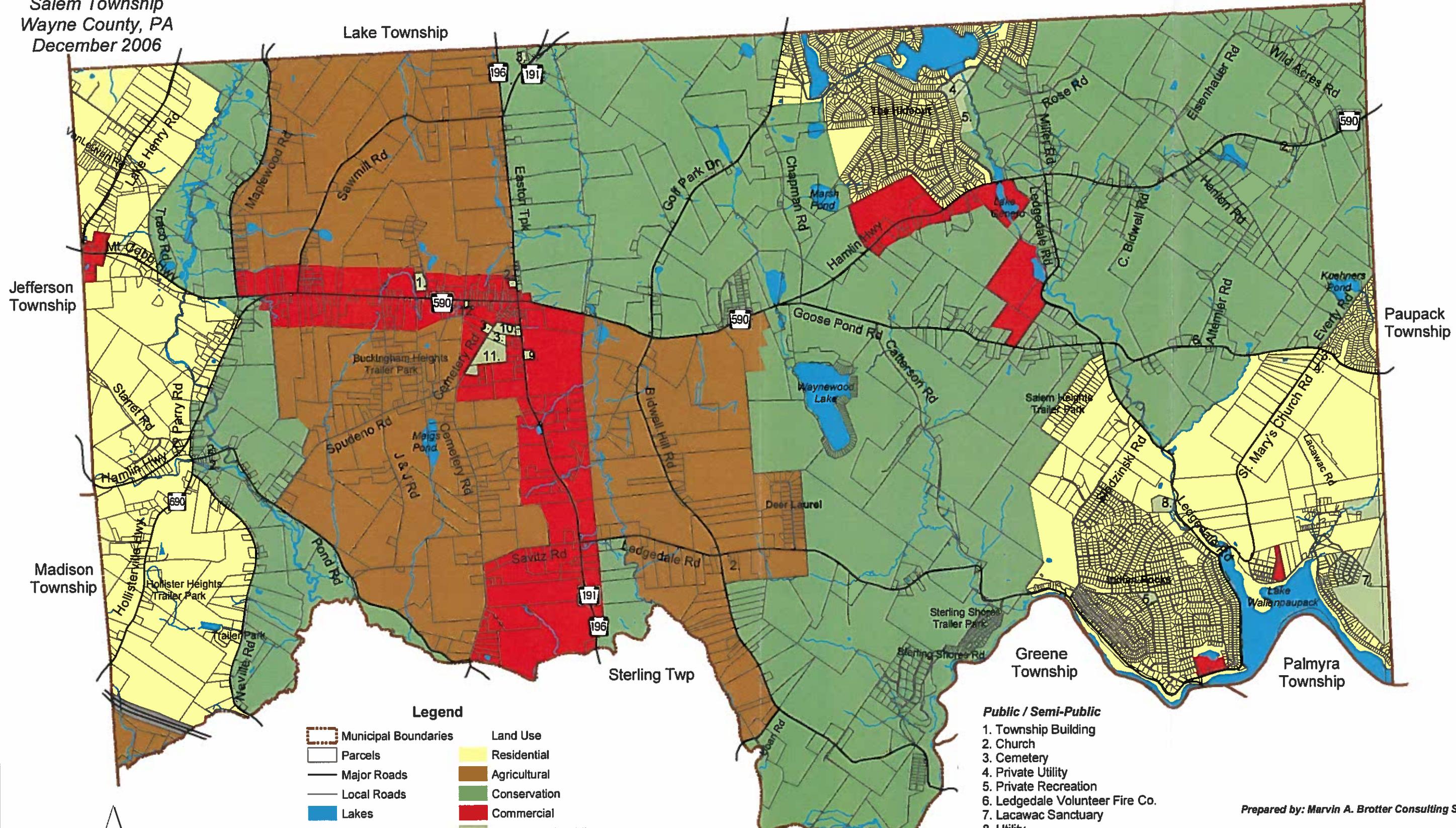
These areas are made up of single family homes. The plan proposes additional areas for medium density development adjacent to The Hideout and Indian Rocks

COMMERCIAL

Commercial development is prevalent primarily in the vicinity of Hamlin Corners, at the intersection of Route 590 and Routes 191/196. In addition, there is substantial commercial development along Route 590, west of Hamlin Corners; along Routes 191/196, south of Hamlin Corners, and on the south side of Route 590 in the vicinity of The Hideout.

Future commercial development is likely to continue along these highway corridors; but, it is proposed that future commercial development should be in the form of off-road development, with an interior circulation system that would not interfere with the traveling public. The primary area proposed for this form of commercial development is on the westerly side of Routes 191/196, just north of Sterling Township and the I.84 interchange with Route 191. Such a shopping center would serve the entire community as well as the tourist trade and the potential employees of the future Sterling Township Business Park. Another potential location for such a commercial development is on the south side of Route 590, extending from its intersection with Sawmill Road.

Comprehensive Plan
Salem Township
Wayne County, PA
December 2006



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The preparation of this map was financed "in part" through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development as administered by the Strategic Planning and Program Operations Office, Pennsylvania Department of Community and Economic Development.

Prepared by: Marvin A. Brotter Consulting Services.

GIS and Mapping Services provided by:



May 2007



Another potential area of commercial expansion is in the vicinity of The Hideout, in order to provide goods and services to the residents of The Hideout as well as the residents of Indian Rocks.

A major tourist facility, Claws and Paws, is also designated as a commercial area on the westerly side of Ledgewood Road, north of Goose Pond Road.

MANUFACTURING

There are a few small manufacturing establishments scattered throughout the Township, but no concentrated area of such development. The development of manufacturing facilities requires a site that meets many criteria that are not readily available in most communities, namely: large areas of flat land, good vehicular access, and the availability of essential utility services. It should also be well removed from concentrations of residential development. No such areas have been identified in Salem Township.

AGRICULTURE AND CONSERVATION AREAS

Most of the Township has been designated for Conservation and for Agriculture. The Conservation areas cover more than half of the Township's land area. Nearly all of the Township east of Routes 191 and 196 is designated for Conservation. These areas have been so designated on the basis of various characteristics of the land as shown on the Development Opportunities and Constraints map.

There is not much difference in terms of the uses proposed for the Agriculture and the Conservation areas, since they would both include agriculture with related agri-business uses, low density (1-acre to 2-acre) residential development, and open space uses such as golf courses and other forms of open space recreation. The primary difference between these two designations is that the Conservation areas indicate the presence of environmentally sensitive areas that require protection from the potential adverse impact of development. Such areas include wetlands, floodplains, other bodies of water, and areas where the terrain is very steep. Accordingly, the Conservation areas would also be appropriate for larger lot residential development, such as lots of 5 acres or more.

There are numerous areas of agricultural use throughout the Township. The most extensive areas are: (1) west of Route 191, north of Route 590; (2) Along J and J Road and Cemetery Road; (3) along Bidwell Road; and (4) along St. Mary's Church Road. All of these areas are proposed to be continued in agricultural use, along with other areas included in the proposed Conservation areas.

PUBLIC AND SEMI-PUBLIC

Public uses in Salem Township consist, primarily, of the Township Building Complex, off Route 590, west of the Hamlin Corners shopping area and two fire houses. The Township Building Complex includes the Township Building, the Township garage, the Senior Center and the salt shed. The Ledgedale Volunteer Fire Company is located on

Goose Pond Road and Altemier Road, and the Hamlin Fire and Rescue Company is located on the south side of Route 590 in the Hamlin Corners shopping area.

Proposed public use areas include a recently acquired 15.8 acre site for a community park, located on Cemetery Road, and the new library site on the easterly side of Routes 191/196, south of Hamlin Corners.

As reported above, semi-public uses include, primarily, churches and cemeteries. In Salem Township, however, another major semi-public use is the Lacawac Sanctuary, located in the southeast corner of the Township.

COMMUNITY FACILITIES PLAN

Introduction

Community facilities consist of the various services that are provided within a municipality to help promote the health, safety and general welfare of the community. The facilities and services addressed in this study include fire protection, recreational facilities, municipal buildings and library facilities. Following is an evaluation of existing facilities and recommendations for their improvement or replacement as well as proposals for new facilities, where applicable.

Jefferson Township Community Facilities Plan

Township Building Site

Township Building The Township Building is a former school building that was built around 1925, about 80 years ago. It is located on Cortez Road, about 1 mile from its intersection with Route 348. There are several facilities located at this site, including the Township garage, the senior center, and a t-ball field. In addition, the recycling center is immediately across the road from the Township Building.

The Township Building is a wood frame structure, without a sprinkler system, in extremely poor condition. Municipal offices are in the basement level; this is the only functioning area of the building. There is no heat and no insulation in the upper floor. In addition, the extremely high ceilings would result in the inefficient use of heating fuel. The roof is missing tiles and it leaks ; and the electrical system needs to be replaced, and the building and the restroom facilities are not handicapped accessible. A CDBG grant (fiscal year 2005) is expected to resolve the accessibility problem, and a recent loan from the Department of Agriculture is to be used for the renovation of the upper floor of this building.

Township Garage The structure is located to the rear of the Township Building. It is in good condition ; but, it is not insulated, and the right side of the structure requires a concrete floor. The space is adequate to meet the storage needs of the Township's road equipment. The Township's road equipment includes :

- 1993 Ford Taurus
- 1972 Ward truck
- 1985 Chevy pick-up truck
- 2003 Sterling dump truck
- 1990 Holden trailer
- 1993 GMC van
- 1996 Ford F350
- 1988 International dump truck
- 1977 Western Star dump truck

Recycling Building As reported above, it is on the easterly side of Cortez Road, across from the Township Building. The structure is nearly 15 years old, and it is in good condition. The roof was replaced in 2004 following a severe storm that blew the roof off the building. Recycling service includes drop-offs on Saturdays, two times per month.

Senior Center This is a one-story cinder block and stucco building that is in good condition. It was refurbished around 1995, when it was converted from a tractor building to its present use. It includes a kitchen, rest rooms, a small utility room, and a meeting room. The seniors meet once each week and the Girl Scouts also meet here.

Recreation There are no township recreation facilities other than the t-ball field adjacent to the municipal building, and the school playground. Because of limited public recreational facilities throughout the study area, most residents use facilities in Archbald, Clarks Summit, Jessup, Moscow, and Springbrook. The Township is, however, seeking land that can be purchased for future recreation development. The 54 acre site of the former Wimmers Grove was considered, but found to be too costly. The Township and the school district are currently formulating plans for a joint undertaking to expand recreational facilities at the Jefferson Elementary School site

Non-Township recreation facilities include the Lions Club recreation area. The site of this area is adjacent to the elementary school, off Route 348, east of Route 247.

Police Protection The Jefferson Township Police Department consists solely of part-time personnel.. There are 3 part-time employees, including the Chief. The office is in the home of the chief, and there are 3 vehicles, including the following:

1985 Chevy Blazer. It is a 4-wheel drive vehicle that needs to be replaced due to its condition; it is only used in bad weather.

1998 Ford Crown Victoria. It is in good condition, so it is not planned to be replaced, until 2008, in keeping with the department's 10-year replacement schedule.

2004 Harley Davidson motorcycle-new, in excellent condition

2006 Ford Crown Victoria-new, in excellent condition

The vehicles have mobile data terminals (J-net system) which maintains their communication with the Lackawanna County Emergency Management System.

Portable radios were upgraded in 2004, but there is still a need to update their technical equipment; the Township is attempting to secure a partial grant from Lackawanna County to update their equipment.

The Township is quite large, covering an area of about 34 square miles. The officers conduct nightly patrols, covering 80-100 miles each night. Since the Township is growing rapidly, there will probably be a need to expand the facilities in order to provide an adequate level of service to the future population of the township.

Jefferson Volunteer Fire Company The Fire Company is housed in an old building, originally built in the 1950's but it was remodeled in 2000, and there are ongoing improvements. It has 5 bays and banquet facilities. Although it is up to code standards

regarding heat, air conditioning and electricity, it still needs a kitchen and a new floor. The exterior of the structure is comprised of cinder block and stucco, but it needs work. Funding is derived from donations, fund raisers, and a 1-mill real estate tax levied by the Township Supervisors; the tax generates about \$20,000.00 per year. In addition, the Township participates in all major equipment purchases. Additional revenue is also generated from monthly breakfast-fund raisers that yield \$500.00-\$700.00 per month.

There are 50 volunteers in the company, with 18-20 active fire fighters. The active members all have pagers that are in good condition.

Response time is 5-7 minutes; but, a major fire fighting problem in the township is the lack of fire hydrants. At a minimum, the Township should require new developments to provide fire hydrants.

The fire company's equipment includes the following:

2003 Ferrara rescue vehicle in excellent condition

1982 International tanker. It has recently required extensive repairs; and, it is the company's first priority for replacement. The replacement cost is about \$240,000.00 including related equipment. A Federal grant has been approved in the amount of \$226,100.00 to cover 95% of the cost. It will be replaced in 2007.

1974 Maxim engine – in fair condition. This is the company's 2nd priority for replacement. The current estimated replacement cost is \$260,000.00 to \$270,000.00, but it will cost more in the future.

1986 Brush truck/pick-up truck in fair condition. This vehicle is on loan from DCNR.

Emergency Ambulance Service The Jefferson Township Ambulance Company is located at the southeast corner of the intersection of Routes 247 and 348, near the I 84 interchange. It is a 1-story brick building with 3 bays. The original structure was erected in 1987, and it was expanded in 2002, with the addition of an office and a new bay. The facility also includes a fully equipped training classroom and a squad (kitchen) area. In addition to Jefferson Township, it serves Elmhurst, Moscow, Hamlin and Jessup. There are 34 volunteers, including 12-15 active members. Personnel equipment is adequate, except for the need for additional portable radios. The building houses the following equipment, and the equipment is maintained on a replacement schedule of approximately 8-10 years.

- 1996 MedTec ambulance to be replaced. A Federal grant is being sought for this purpose. The estimated replacement cost, fully equipped, is about \$250,000.00.
- 2001 Braun Ambulance in very good condition
- 2002 Blazer quick response unit, including ambulance equipment * (To be replaced around 2010 at about \$30,000.00)

- Mobile command unit. A 1990 MedTec ambulance on a Ford Chassis. Converted from an old ambulance following the events of 9-11.

The company makes about 500 calls per year, and additional services include :

- Emergency responses in Lackawanna and Wayne Counties
- Searches
- Swat Teams/Tactical command
- Training throughout the area. There are 6 EMS instructors and 9 CPR first aid instructors.

Utilities

Electric service is provided by PPL

There is no natural gas in the Township

Phone service is provided by Verizon

Water supply is available from on-lot wells, and by the Aqua Water Co. which serves Jefferson Heights and Floral Estates, and other properties in the vicinity of Route 247 and 348, since the wells in the latter area were contaminated by the State's salt shed in that area.

Sanitary Sewers. The Township's sanitary sewer system has been on-line since September 2004. The system is treated by the LRBSA sewage treatment plant. The system currently serves approximately 850 E.D.U's, including nearly 700 dwelling units and several commercial establishments. An extension of the system has been approved and it is currently in the design stage. It will provide for an additional 296 E.D.U's, including about 170 existing dwelling units and another 100 units that are under construction in the Stonefields Estates development.

Solid waste is picked up by private contractors employed by the property owners.

T.V. Cable is provided by Adams and by Adelphia.

*The company does not charge for the use of this equipment.

Madison Township Community Facilities Plan

Township Building Site

The Township Building is located on Route 690, the Madisonville Road.

All of the Township's facilities are in the immediate vicinity of the Township Building, on lands known as the Drinker Estate. The estate comprises an area of about 20 acres, and a portion of the estate (4 acres) is occupied by Township facilities, as follows:

Township Building. It was a 6-room elementary school building in the North Pocono School District; it was constructed in 1928. It is on a 6-acre site that was part of the Drinker estate. It reverted to the estate when the school was vacated, and it was subsequently, in 1995, deeded to the township on a parcel of 4 acres. It cost \$95,000.00 to convert the school to the Township Building and the Township garage. In 1997, it was converted to establish a meeting room and a secretary's office in 2 of the school rooms, while the garage and the road supervisor's office replaced the other 4 rooms. Space is adequate.

The exterior of the building has been retained and the structure is in very good condition. Major repairs recently included the replacement of the roof.

Municipal Garage. Equipment is planned to be replaced on the basis of a 10-year cycle. It is also a goal of the township to utilize general fund monies, rather than borrowed funds, to replace equipment. The garage is in good condition, and there is adequate space that accommodates the following pieces of equipment

1995 Ford F-350 –wheel drive truck. It is in good condition, and planned to be replaced in 2007. The replacement cost is estimated at \$55,000.00.

1979 Mack truck – used for hauling. It is in fair condition, and it is to be replaced with a used truck at a cost of about \$20,000.00.

2004 International heavy duty 4-wheel drive snow plow truck. It was purchased new at a cost of \$112,000.00 to replace a 1991 GMC plow truck. It is in good condition.

1999 John Deere back hoe – it is in good condition and it is planned to be replaced in 2-3 years at a cost of about \$75,000.00.

1980 John Deere loader. It is used as a back-up for the back hoe

1955 #12 CAT grader –There are no plans for the replacement of this major piece of equipment.

Recycling Building In 2005 the Township constructed a recycling building on this site; this was done with the assistance of a \$47,000.00 grant from Department of

Environmental Protection. The building lacks an electrical system and the driveway is unpaved. The Township is seeking a grant to meet these needs. Recyclables are accepted on the 3rd Saturday of each month from 8 A.M. to 11 A.M. Approximately 10% of the households participate in this program.

Salt Shed. Also located on this 4-acre site is the Township's salt shed; it was constructed in 2001 at a cost of about \$90,000.00.

Recreation Area There is a Little League practice field between the Township Building and the cemetery. It is used by the Little League, but the Township maintains the field. At some time in the future, the ball field will be terminated at this location in order to allow for the expansion of the adjoining cemetery.

Other Recreation and Conservation

Dandy Lion Little League. This Little League field is located in close proximity to the Borough of Moscow, on Little League Road, just off the Madisonville Road. It is owned by the North Pocono Little League Association. The League consists of 43 teams from the Townships of Clifton, Covington, Elmhurst, Madison, Roaring Brook, Springbrook, and Thornhurst, and Moscow Borough. It includes a 1 acre field on a 2 acre site. There is a concession stand, and a club house where meetings are held and equipment is stored, and rest rooms; they are all in good condition. Funding is provided from fund-raisers,

The field is in good condition, and work is being performed to repair the backstop and the dugouts. Other improvement needs include:

- Another field (a practice field)
- A warm-up area
- A batting cage
- The fire company has about 5 acres of land for a ball field, a playground, and a skate park. This area is to be developed in about 10 years to replace the ball field next to the Township Building, when the area is needed to expand the adjacent cemetery.
- A greenway trail has been designated in the Township; it is the North Pocono Greenway Trail. It is in the northwest corner of the Township and it extends into Jefferson Township. It runs along the Hamlin Highway and the old gravity railroad, between Hamlin Highway and the Curtis Reservoir. It is proposed to be a 12-mile walking and biking trail along the former Erie & Wyoming Valley Railroad, and adjacent to the Roaring Brook. The trail is proposed to travel from Dunmore through Roaring Brook, Elmhurst, Jefferson, and Madison Townships, and possibly extend to Moscow Borough and Covington Township. It is proposed to be developed by the North Pocono Rotary Club and by Lackawanna County.
- There is an extensive wetlands area in the township; it is identified as the Potter Creek Kettle Bog. The site is a unique, largely undisturbed Kettlehole Bog Natural Community containing three plant species of special concern that should

be protected. It has been identified as a top priority conservation area in the *Lackawanna and Luzerne Counties Open Space, Greenways, & Outdoor Recreation Master Plan*, and the *Lackawanna County Natural Areas Inventory*.

Police Protection The Township has no police department of its own; it is dependent upon the Pennsylvania State Police.

Fire Protection

The fire house is located on the north side of the Madisonville Road, just opposite the Township Building and the ball field. It was constructed in the 1950's, and it was subsequently expanded to include a dining hall and a kitchen. More recently, in 1992, 2 bays were added, and in 1998 1 additional bay was added to provide space for a work area and the tanker. The tanker is removed when the space is needed to work on the other vehicles.

The fire company consists of 25 volunteers; they provide 6-8 persons during the day, and 18-26 fire fighters at night.

Funding for the operation of the fire company is provided by a 2 mill real estate tax that generates about \$25,000.00 per year, and various fund raisers generated by the Ladies Auxiliary. Additional revenue is generated from the rental of the fire house for social functions.

The fire company is part of a mutual aid arrangement with Jefferson Township, Moscow Borough, and Covington Township. Equipment maintained at the fire house, includes:

1986 Chevy brush truck in excellent condition with only 706 miles on it.

- 340 gpm pump with a 250 gallon tank
- it holds all 6 water tanks to fight brush fires

1989 Dodge mini pumper for brush fires in excellent condition with only 2000 miles on it

- 500 gpm pump with a 500 gallon tank
- it is on a Fire body with ladders

1986 GMC 5000 in excellent condition. It was donated and refurbished in 2001

- it is a squad vehicle with a 4000 lb cascade system

1998 International KME in excellent condition with only 2300 miles on it.

- class A pumper -1500 gpm with a 1000 gallon tank

1998 American Eagle class A pumper in excellent condition

- 1500 gpm with a 1000 gallon tank
- 10 man cab

2006 Mack tanker, with a 4500 gallon tank, is in excellent condition.
The replacement cost is about \$100,000.00

Emergency Ambulance Service

Ambulance service is provided by the Moscow Ambulance Company.

Utilities

Electric service is provided by PPL

Phone service is provided by Verizon

Water supply is from on-lot wells, except that some mobile home parks have central water supplies.

Sanitary Sewers. None. On-lot septic systems are the only source of sewage disposal

Solid Waste. Property owners use private contractors for solid waste pick-up

T.V. Cable Adelphia and Adams

Salem Township Community Facilities Plan

Township Building

The Township Building is located off Route 590 on an unnamed road, approximately 1 mile west of Hamlin Corners. It was constructed in 1978 to include a meeting room, an office, and four (4) truck bays. In 2000 it was expanded to include a Senior Center. It is a cinder block and stucco building and it is in excellent condition. In 2001 a pole building was erected on the site for storage. A salt shed is also located on the site. There is a paved parking area, but parking would be inadequate, except for the availability of an unpaved parking area on private property adjoining the Township site.

The following equipment, all in good condition, is stored at this site:

1987 Chevy dump truck
2000 Ford F 450 dump truck (4x4)
2004 Ford F 550 dump truck (4x4)
1991 GMC dump truck (4x4)
1992 GMC Topkick dump truck (4x4)
Austin Western grader
1978 Cat 930 loader
2002 Wacker roller
2005 Case 580 Super M

Recreation and Conservation

The Township has recently purchased 15 acres (reference #11 on the Existing Land Use Map) for recreation development. A topography survey has been completed and DCNR grants have been obtained to support various improvements, including a parking lot, a walking trail, a park pavilion, a ball field, and other related park improvements. The only other public recreation facilities in the Township are the playground and the ball field at the Hamlin Elementary School.

There are, however, extensive private recreational facilities in the Township and in adjacent areas. Many of these private facilities are in major subdivision developments such as The Hideout. The Hideout is the largest development in the Township, with approximately 2900 homes, approximately 900 of which are located in Salem Township. The remaining 2000 units are located in Lake Township along with many of the following recreational facilities:

10 tennis courts	Basketball: 2-indoor 2-outdoor, a Gymnasium
2 indoor tennis	2 pools outdoor, and a swim team
2 beaches	1 lake-power boats, and 2 lakes non-power
1 baseball field	Camp grounds
Club house	9-hole golf course
Game room	Court games – Bocce, horse shoes, etc.

In addition, the residents have requested an indoor swimming pool and this is under consideration, to be determined as the result of a planned referendum.

There is also a proposal under consideration for a community swimming pool that may be constructed in cooperation with adjacent communities.

There are also several other substantial developments that provide recreational facilities that serve their residents, including Wallenpaupack Lake Estates, and Indian Rocks; and, there are commercial and other private recreation facilities in the Township, including:

Claws'n Paws Zoo - A tourist facility with more than 80 species of exotic animals from all over the world, along with a petting zoo and animal shows.

Lake Genero - A park and picnic area near the Hideout

Lacawac Sanctuary - This is a conservation area which provides walking trails and a bird sanctuary. An additional 10 acres was purchased recently in order to provide direct access to Lake Wallenpaupack.

Mason's Soccer Field This is used primarily as a practice field

It should also be noted that Lake Wallenpaupack, a most significant regional recreational facility, forms the southern boundary of Salem Township. Accordingly, this combination of public and private recreational facilities represents an abundance of recreational opportunities for the residents of the Township.

Police Protection There is no Township police department. Police protection is provided by the Pennsylvania State Police, as needed.

Fire Protection

There are 2 Township fire companies: Ledgedale and Hamlin

Ledgedale Fire Co. The Ledgedale Fire Co. is located in the easterly side of the Township on the north side of Goose Pond Road, near Altemier Road. It is a cinder block and stucco building with 4 bays, and it is in good condition. It includes kitchen facilities. There are no lockers or sleep-over facilities. Equipment housed here includes:

2004 Rosenbauer, Spartan Chassis 1250 GPM Hale Pump with Foam Pro System
Excellent Condition

1979 GMC Tanker , 2000 gal. , 750 gpm front mount Hale pump
Good Condition

1986 Chevrolet LDH Supply Truck, with 750 gpm front Hale mount pump
Very Good Condition

2000 Chevy Brush Truck 4x4
Excellent Condition

1990 Dive Rescue Truck , with on board cascade system
Excellent Condition

20ft. Zumro Dive Rescue Boat , with 70 hp jet drive evinrude

16 ft Zodiac Rescue boat with 40 hp Yamaha prop drive

Specialty Equipment:

Ice Alive Rescue Sled
In House Cascade System
Thermal Imaging Camera
Multi Gas Detector
Underwater Communications
Underwater Camera

There is a total of 30 active members. The company responds to about 100 calls per year. Response time is from 5 minutes to 10 minutes, depending on the location of the fire or rescue mission. The operation of the fire company is dependent on annual contributions from the Township in the amount of about \$6,600.00, fund drives, and dinners that are sponsored by their ladies auxiliary.

Hamlin Fire and Rescue Co. This fire company, established in 1962, is located on Route 590, across from the Hamlin shopping center. There are three (3) bays, and a second story has been added over the bay area. Space in the building is adequate; but, the building is about 40 years old and there are structural problems with the walls. An engineering study was undertaken in 2005, and it reported that only minor repairs were required. The company consists of 48 multi-purpose (fire and ambulance) volunteers. There are 8 part time employees that staff the company 19 hours per day, while the volunteers provide staffing 5 hours per day. The following equipment is housed here:

1991 GMC E1 heavy rescue vehicle in very good condition
2004 Braun ambulance on a Ford chassis in excellent condition
1997 Wheeled Coach ambulance on a Ford chassis; it is to be replaced by 2007. \$100,000.00 with trade
2001 Ferrara engine -1500 gpm with a 1,000 gallon tank in very good condition
1988 FMC engine -1500 gpm with a 750 gallon tank in excellent condition
1987 International tanker – 5300 gallon capacity- recently refurbished in very good condition
1998 snow-mobile rescue –pulls a 1970 trailer – both in excellent condition

The following brush fire vehicles are on loan from DCNR:
-1975 Mack 5-ton military truck with a 2,000 gallon tank in good condition

- 1975 Mack 2.5-ton military truck in good condition
- 1985 Chevy pick up truck in good condition

Library A regional library has been constructed on Route 191 across from the elementary school. The library is a county library, owned and operated by the Wayne County Authority. It is on a 2-acre site donated by Saint Johns Episcopal Church of Hamlin. The former public library is also located on Route 191. A Federal grant in the amount of \$100,000.00 was obtained to support this new library. The previous library occupied only 400 square feet in the church; it was extremely overcrowded, and it lacked handicapped accessibility and a community meeting room; and, many books and other materials were stored in a shed.

The new library has an area of 3,000 square feet on the first floor; this space is for all library functions including computer access. There is an additional 3,000 square feet in the lower level. Half of this space is to be used as a community room; and, the other half is to be rented for office space in order to generate revenue needed to amortize the mortgage on the property.

Other libraries serving this area include facilities in Scranton, Newfoundland, Honesdale, and Hawley.

Utilities

Electric service is provided by PPL

Telephone service is provided by AT&T, Sprint, and MCI

Water supply. – mostly on-lot wells, but there are also central water supplies for some of the subdivision developments, including, but not limited to the hideout and Wallenpaupack Lake Estates.

Sanitary sewage disposal is processed with on-lot septic systems; and, there are central sewer systems at the Hideout and at Wallenpaupack Lake Estates

Solid waste is collected by 5 private contractors.

Regional Community Facilities Plan

Community facilities throughout the three (3) townships is limited. The most extensive facilities serving the three (3) municipalities is fire protection, including rescue facilities and ambulance service. These services are mutually available for all three (3) of these townships as well as other nearby municipalities. As described above, recreational facilities in the Townships is limited, except for the private facilities developed in some of the major private developments, such as The Hideout and Indian Rocks. Salem Township is currently developing a community park near the elementary school, and Jefferson Township also plans to develop a community park, although a final location has not yet been established, the Supervisors are working with the North Pocono School District towards the development of additional recreational facilities at the site of the Jefferson Elementary School; and, the Madisonville Fire Company is planning to develop a ball field and a playground on its grounds across from the Township's municipal building. As described above, Lake Wallenpaupack is a major recreational facility that serves the entire area

It is likely that most future recreation development will take place in conjunction with private residential developments. The Townships should, however, consider the development of larger community parks that could be shared among the residents of the three (3) townships. Funding would also be facilitated by such a joint venture, since State funding sources prefer to support such joint efforts.

Except for the Police Department in Jefferson Township, the area has no police force or municipal sanitation services. Madison and Salem Townships are served by the Pennsylvania State Police, and property owners contract individually for their own solid waste disposal. The Townships all share the same philosophy regarding the limitation of government services and government taxes. Areas of potential cooperative interaction by the townships may include:

Planning Commission activities. The respective Township Planning Commissions may share the minutes of their meetings and copies of development applications, especially where there are proposals in the vicinity of shared municipal boundaries. They would each be alerted then as to any developments that may impact their respective road systems and other facilities.

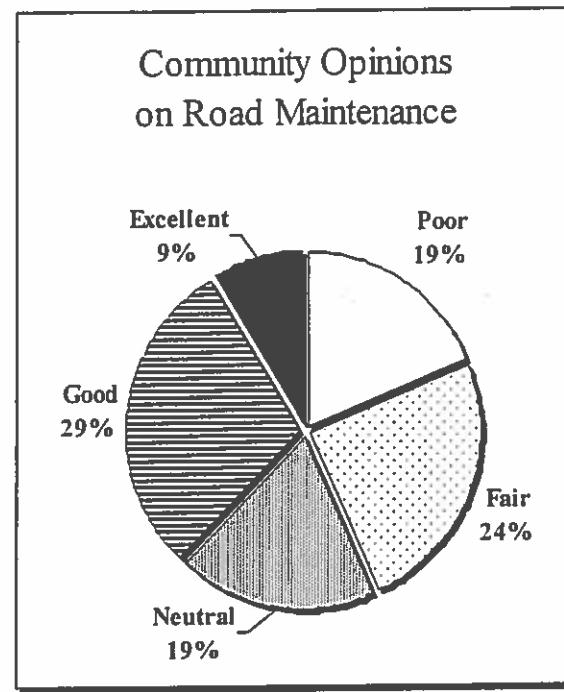
Joint purchasing. The Townships should meet periodically to discuss the equipment and supplies that they purchased, especially as it relates to road maintenance. They may then establish joint purchasing programs where they could benefit from the economy of scale. It has been noted, however, that most major purchases are undertaken through the State's piggy-back system which gives the townships the benefit of large scale purchasing.

Senior citizen services. Considering the rural nature of the townships, and their limited population base, it is not likely that each township requires its own senior citizen center. The facilities in Salem Township and in Jefferson Township facility serve several communities in the area.

THOROUGHFARES PLAN

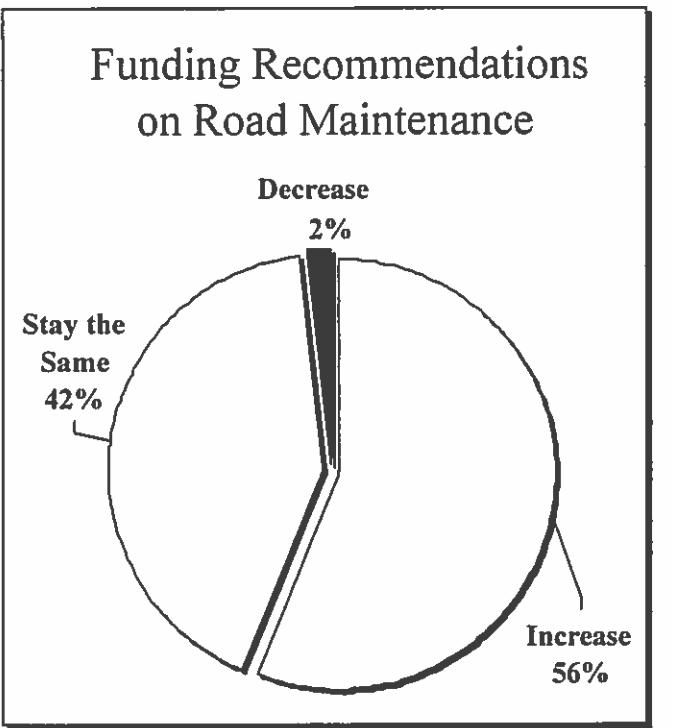
COMMUNITY SURVEY FINDINGS

The Community Survey conducted during assembly of this Comprehensive Plan queried both residents and taxpayers regarding some transportation issues of importance:



1. Some 38% of survey respondents rated road maintenance as good or excellent. Highway maintenance was rated poor by 19% and fair by 24%. The remaining 19% were neutral or had no opinion. The survey question did not distinguish between township and state roads. Many respondents come from other communities where road maintenance duties fall upon other units of government. Therefore, one must apply this data cautiously, recognizing that respondents may be referring to state roads, township roads or a combination of the two. Notwithstanding this, the overall ratings have to be considered quite good considering the rural nature of the area.

2. Road maintenance has historically been a key local government service - one of the most basic expectations of public officials by the voters. Survey respondents confirmed it is of major importance to them as well, some 56% indicating they would increase spending from tax revenues to add, expand or improve on road maintenance. Moreover, respondents overwhelmingly cited road maintenance as their top choice from among nine categories of specific services. No other service generated an "increase spending" response above 50%, suggesting that road maintenance needs to remain the top priority of all three Township Boards of Supervisors.



This data strongly supports the conclusion that taking care of business in Jefferson, Madison and Salem Township means paying attention to transportation issues.

ROAD CLASSIFICATIONS

Every road and highway within the three Townships plays a particular role in moving people and goods. The following table classifies roads by the functions they must play in the future (as opposed to present use) to achieve an efficient flow of traffic.

This network of roads reflects the heavy pace of development in Salem Township, where several local roads have evolved and will need to be upgraded further as collectors. This is a direct consequence of extensive subdivision activity along Lake Wallenpaupack and the buildup of the Hideout as well as other second-home and permanent home communities in the region. A prime example is the Salem Township T-367, otherwise known as Sawmill Road or "the Hamlin Bypass." It serves as a connector between Routes 191/196 and 590, allowing Honesdale-Scranton traffic to avoid the congestion and traffic lights at Hamlin Corners. This once little used Township road was gradually discovered over the years as Hamlin traffic became an obstacle. Its increased use has caused the Township to upgrade the road. This has stimulated still more use. Sawmill Road experiences several problems as a result of its considerable use. It lacks adequate shoulders, has a sharp turn and does not appear to be banked properly for the speeds that

its high-quality pavement encourages. A significant number of accidents have occurred as a result, suggesting a further upgrade will be required in the future.

TABLE NO. 1
FUNCTIONAL HIGHWAY CLASSIFICATIONS

CLASS	FUNCTION	ROADS
ARTERIAL	Carries medium-to-heavy volumes of traffic at moderately high speeds and provides access to and from major traffic generators.	Interstate 84 State Route 191 State Route 196 State Route 247 State Route 348 State Route 590 State Route 690
COLLECTOR	Provides connections between Arterials and Local Roads at relatively slow speeds and carries moderate traffic volumes.	State Route 1012 State Route 1019 State Route 2001 State Route 2002 State Route 2003 State Route 2004 State Route 2005 State Route 2009 State Route 3004 State Route 3005 State Route 3006 State Route 3007 State Route 3008 State Route 3011 State Route 3013 State Route 3017 State Route 3019 Jefferson Township 399 Salem Township 321 Salem Township 331 Salem Township 348 Salem Township 352 Salem Township 356 Salem Township 360 Salem Township 362
LOCAL	Provides direct access to abutting properties and channels Local traffic to Collector Roads.	All other existing roads

This pattern is likely to be repeated. The conversion of second homes to first homes and general growth of the area will force additional local roads into collector service. Table 1 is intended to identify these for purposes of capital improvements programming at the Township level and offering input to the Pennsylvania Department of Transportation (Penn DOT) 12-Year Transportation Plan process.

STATE TRANSPORTATION PLANNING

The Commonwealth develops its plans for highway improvements on a rolling 12 year basis. Updated every few years, this Transportation Plan identifies projects well in advance, allowing time for engineering and funding to be developed. Projects generally move through the process over the years, advancing in priority as this work is accomplished. Nevertheless, new high-priority projects are often introduced into the schedule, meaning that other projects may well remain on the plan for much longer than 12 years. These plans do provide a good perspective on overall needs and priorities as a whole at a given point in time. There are a number of projects on the 12 Year Plan that will affect Jefferson, Madison and Salem Townships, as summarized in, Table No. 2.

**TABLE NO. 2
PENNSYLVANIA 12 YEAR TRANSPORTATION PLAN PROJECTS**

TOWNSHIP	HIGHWAY	PROJECT DESCRIPTION
Jefferson	Interstate 84	Highway restoration
Madison	Interstate 84	Highway restoration
Salem	Interstate 84	Highway restoration
	State Route 191	Safety improvements at 191/196 & T-367 intersection
	State Route 590	Hamlin corners betterment and highway restoration
	State Route 590	Lake Genero bridge replacement
	State Route 3005	Forks Bridge Road bridge replacement
	State Route 3006	Bridge replacement over Ariel Creek

Recent interviews with Penn DOT personnel indicate the following update on these proposals:

1. Intersection of Routes 191, 196 and T-367 (Sawmill Road.) The current proposal is to intersect 196 and 191 at a right angle, further north of the current intersection, and to have T-367 intersect with 196 at a right angle. A public meeting is being planned for the Summer of 2006 to review this proposal. Part of this proposal, however, may require that T-367 become a State road. This can be accomplished if the Township takes responsibility for other State roads. Until this is resolved, this improvement will not take place.
2. Hamlin Corners Improvements needed at this intersection include turning lanes and signal improvements; they are on-hold pending the resolution of the intersection of 191, 196 and T-367 since the two intersections are interrelated.

Penn DOT is also considering the following projects in the study area, in Jefferson Township

Route 348 at Wimmers Road Penn DOT was considering the removal of a cinder block building from this intersection in order to improve visibility; but, they have found that if the cinder block building is removed, there remains a residential building which will still be an obstruction to visibility at this intersection. Accordingly, this project is currently on hold.

Route 348 at Hitchcock Road Penn DOT has studied this intersection and has reported problems related to speeding on Route 348 and a limited sight distance problem for motorists stopped on Hitchcock Road looking right onto PA 348. Readily available solutions include: 1) the need for more aggressive enforcement of the speed limit (45 MPH), 2) the relocation of a guide rail, and 3) cutting the brush behind the guide rail. In addition, Penn DOT recommends that the Township make an effort to get the vertical curve removed on PA 348, west of Hitchcock Road; this may be accomplished by getting the project listed on the Penn DOT's Transportation Improvement Program.

TRAFFIC ANALYSIS

Penn DOT traffic volume data was analyzed to determine the effective level of service for major routes, using methodology recommended in the Highway Capacity Manual.

This analysis assesses the capacity of two-lane highways based on a number of criteria (e.g. lane width, shoulder width, terrain) compared to traffic volume. It calculates a level of service (LOS) suggesting both the nature of current conditions and remaining capacity. The chart below provides a definition for each LOS.

Basic assumptions regarding each of the selected highways were applied based upon inspections by the consultants. These assumptions, however, are generalized in nature and may not apply over the entire stretch of a given highway. There could be very poor and very good conditions on the same road, depending upon the exact location. Therefore, the data must be used cautiously. Moreover, the analysis only addresses highway capacity and not intersection capacity. The latter is much more complicated and requires extensive site-specific data beyond the scope of this Comprehensive Plan.

Notwithstanding this, the capacity analyses provided offer a good overview of general highway needs. It is readily apparent that not only the Hamlin Corners area requires attention but also Routes 348 and 590 from Hamlin to Mt. Cobb. This stretch of highway has become a principal arterial route that needs upgrading from beginning to end. The Lackawanna County portion, in particular, is not receiving the attention it warrants among the County's many other competing priorities. This point needs to be made with County officials as transportation planning proceeds, and as input on the 12-year plan is offered to Penn DOT. The Commonwealth directly involves counties in its process. There is a real opportunity to influence future projects by working together with the County.

TABLE NO. 3
TRAFFIC VOLUMES AND CAPACITIES

HIGHWAY	DESCRIPTION OF LOCATION	ANNUAL AVERAGE DAILY TRAFFIC	CURRENT LEVEL OF SERVICE
Interstate 84	Mt. Cobb interchange	39,552	N/A
State Route 191	Hamlin Corners (SR 590) intersection	5,344	LOS D
State Route 196	Salem Road (SR 191) intersection	2,615	LOS C
State Route 247	Mt. Cobb I-84 interchange	3,854	LOS C
State Route 348	Wimmers Road (SR 2002) intersection	10,510	LOS E
State Route 590	Sawmill Road (Salem T-367) intersection	10,034	LOS E
State Route 690	Madison Township T-355 intersection	2,910	LOS C
State Route 1012	Cortez Road intersection	2,956	LOS E
State Route 1019	Jefferson Township T-428 intersection	700	LOS B
State Route 2001	Lake Henry Road intersection	406	LOS B
State Route 2002	Mt. Cobb Road (SR 348) intersection	660	LOS B
State Route 2003	Benjamin Road intersection	1,171	LOS B
State Route 2004	Madisonville Road (SR 690) intersection	832	LOS B
State Route 2005	Reservoir Road (SR 2004) intersection	799	LOS B
State Route 2009	Reservoir Road (SR 2004) intersection	449	LOS B
State Route 3004	Hollisterville Road (SR 690) intersection	381	LOS B
State Route 3005	Industrial Park Road (SR 3011) intersection	94	LOS A
State Route 3006	Ledgedale Road (SR 3010) intersection	1,297	LOS B
State Route 3007	Hollisterville Road (SR 690) intersection	273	LOS A
State Route 3008	Hamlin Highway (SR 590) intersection	1,297	LOS B
State Route 3011	Chapman Road (Salem T-360) intersection	677	LOS B
State Route 3013	Ledgedale Road (SR 3006) intersection	795	LOS B
State Route 3017	Mt. Cobb Road (SR 348) intersection	545	LOS B
State Route 3019	Mt. Cobb Road (SR 348) intersection	979	LOS B

Levels of Service ("LOS") Definitions
Source: Highway Capacity Manual

LOS	Definitions
A	Level-of-service A represents free flow. Individual users are virtually unaffected by the presence of others in the traffic stream. Freedom to select desired speeds and to maneuver within the traffic stream is extremely high. The general level of comfort and convenience provided to the motorist, passenger, or pedestrian is excellent.
B	Level-of-service B is in the range of stable flow, but the presence of other users in the traffic stream begins to be noticeable. Freedom to select desired speeds is relatively unaffected, but there is a slight decline in the freedom to maneuver within the traffic stream from LOS A. The level of comfort and convenience provided is somewhat less than at LOS A, because the presence of others in the traffic stream begins to affect individual behavior.
C	Level-of-service C is in the range of stable flow, but marks the beginning of the range of flow in which the operation of individual users becomes significantly affected by interactions with others in the traffic stream. The selection of speed is now affected by the presence of others, and maneuvering within the traffic stream requires substantial vigilance on the part of the user. The general level of comfort and convenience declines noticeably at this level.
D	Level-of-service D represents high density, but stable flow. Speed and freedom to maneuver are severely restricted, and the driver and pedestrian experiences a generally poor level of comfort and convenience. Small increases in traffic flow will generally cause operational problems at this level.
E	Level-of-service E represents operating conditions at or near the capacity level. All speeds are reduced to a low, but relatively uniform value. Freedom to maneuver within the traffic stream is extremely difficult and it is generally accomplished by forcing a vehicle or pedestrian to "give way" to accommodate such maneuvers. Comfort and convenience levels are extremely poor, and driver or pedestrian frustration is generally high. Operations at this level are usually unstable, because small increases in flow or minor alterations in patterns will generally cause operational problems at this level.
F	Level-of-service F, by definition, is a condition where highway traffic volume exceeds capacity. Any highway with a service flow rate exceeding the upper limit for LOS E would fall into this category and no other particular criteria apply insofar as capacity formulas are concerned.

ACCIDENT AND SAFETY ANALYSIS

Penn DOT accident data for 1997 through 2001 was analyzed to determine what patterns might exist and where safety improvements are especially important. Table 4 is a summary of the accident data; it includes details on the mix and frequency of accidents by route (without regard to length):



TABLE NO. 4
ACCIDENT HISTORY BY ROUTE, 1997-2001

	Property		Hit Fixed			Poor		Total
	Fatal Accidents	Injury Accidents	Damage Accidents	Angle Accidents	Object Accidents	Other Accidents	Weather Accidents	
Interstate 84	1	26	33	0	37	23	25	60
State Route 191	2	28	23	16	17	20	10	53
State Route 196	1	8	4	8	1	4	3	13
State Route 247	0	11	13	10	10	4	9	24
State Route 348	1	63	28	25	23	44	23	92
State Route 590	2	108	93	47	58	98	41	203
State Route 690	1	34	16	8	30	13	14	51
State Route 1012	2	6	3	1	8	2	4	11
State Route 2002	0	4	1	1	3	1	1	5
State Route 2003	1	24	9	6	22	6	9	34
State Route 2004	0	8	4	3	5	4	4	12
State Route 2005	1	14	7	3	15	4	11	22
State Route 2009	0	6	0	0	5	1	1	6
State Route 3004	0	3	5	0	6	2	3	8
State Route 3006	0	30	14	9	23	12	11	44
State Route 3007	0	2	0	0	2	0	0	2
State Route 3008	1	21	16	9	26	3	12	38
State Route 3011	0	12	6	4	14	0	6	18
State Route 3013	0	3	4	2	5	0	2	7
State Route 3017	0	8	0	3	3	2	2	8
State Route 3019	0	6	6	6	4	2	5	12

Notes: Source of all data is PennDOT traffic reports, 2003. Poor weather involves snow, rain, mud or other non-dry circumstances.

The accident data fully supports earlier observations. Route 590, in particular, experiences a very high number of accidents, more than three times the rate of I-84, which carries four times the traffic and, like Route 590, spans the entire study area. This highway is suffering from its heavy use as it has evolved into a principal arterial. It requires a major overhaul from Hawley to Route 348, but it has yet to receive much attention in the 12 year planning process. Route 348 is, from a practical perspective, an extension of Route 590 in making the connection to the Interstate system at Mt. Cobb. Route 348 demands similar attention, as the accident data evidences. These roads have alignment issues as well as numerous intersection problems (e.g. where Sawmill Road or "the Hamlin Bypass" meets Route 590).

Routes 191 and 690 also exhibit serious alignment problems relative to their speed limits and traffic; that is why there is a relatively higher number of accidents involving the hitting of fixed objects. The same pattern is evident with State Route 2003, State Route 3006 and State 3008. Traffic on these roads has grown to the point that widening and realignment are needed to address safety problems that are causing accidents. Given the growth of the area and the likelihood of continued traffic increases, these needs will only increase, reflecting the higher functions these highways have assumed in the circulation

system. Speed limit studies and restrictions may be required in the interim as a way to reduce the number of accidents.

Although the number of total accidents on route 196 is small, this stretch of highway is barely one-fourth mile in length. However, it includes the Route 191/196 and T-367 (Sawmill Road) intersection. The data illustrates the dangerous nature of the "Hamlin Bypass." There were eight angle (intersection) accidents, one of which involved a fatality. Clearly, this intersection must be addressed, as noted earlier. Sawmill Road itself has also experienced a number of accidents, although they are not part of the accident data supplied by Penn DOT since T-367 is a Township road.

As identified by the respective local planning commissions, there are a number of other specific problems with the regional highway system. The letters preceding the following descriptions are keyed to the Thoroughfare Conditions Map. It should be noted, however, that designations A through D are primarily attributed to L O S levels of D and E; as reported in Table No. 3.

Jefferson Township

B Route 348 and Wimmers Road There is an obstruction to vision caused by a cinder block building at this intersection. Penn DOT is considering the acquisition and the removal of this obstruction, as described above under State Transportation Planning.. The L O S here is "E."

D Cortez Road at Route 1012 has an L O S of "E."

G Route 348 is a heavily traveled, high speed road.

H Route 348 at Cortez Road. Heavy traffic generated by nearby businesses

M Route 348 at Hitchcock Road suffers from a visibility problem.

Madison Township

J Reservoir Road between Madisonville Road and Aberdeen Road There are two (2) hair-pin turns (90 degrees) on this stretch of road, and there are warning signs approaching them; but speeds on this road are excessive.

K Bloomington Road This is an extremely poor road , with poor vertical alignment (very hilly) limiting sight distance. It is also very narrow; as a result of both factors, it is difficult for two (2) cars to pass each other safely.

L Henry Drinker Road and Madisonville Road (Route 690) This is a sight-distance problem caused by a high spot on Route 690 east of Henry Drinker Road. As a result, traffic entering Route 690 from Henry Drinker Road has difficulty seeing westbound traffic on Route 690..

Salem Township

A Hamlin Corners (Intersection of Routes 191/196 and 590) The Hamlin Corners intersection presents a major traffic bottleneck during peak seasonal visitation periods. Its current design does not facilitate right-hand turns as easily as it should. Moreover, the second traffic light serving T-321 is poorly synchronized with the first and interferes with the smooth flow of traffic east and west. As described above, Penn DOT is considering improvements to this intersection. The L O S here is "D."

C Route 590 at Sawmill Road This is a heavily traveled road and a major intersection with many turning movements. The L O S here is "E."

E Sawmill Road This road is known as the Hamlin Bypass. It is narrow, and winding and has no shoulders. It is described more fully, above.

F Intersection of Route 196 and Route 191 The 191/196 and T-367 intersection is at the northern end of the "Hamlin Bypass;" it is a major safety problem. Cars headed south turn off Route 191 across Route 196 traffic; and, traffic heading south on Route 196 has difficulty seeing traffic entering from Route 191. Sawmill Road is also part of this intersection. Reconfiguration of the intersection is needed in order to eliminate this condition. As described above, Penn DOT is considering improvements to this intersection

I Neville Road This is a typical rural road – narrow and winding, and sections of the road have been washed-out.

CONCLUSIONS AND RECOMMENDATIONS

The above analysis suggests a number of specific conclusions and recommendations regarding the transportation network within Jefferson, Madison and Salem Townships. Many of these recommendations depend on the leadership of Lackawanna and Wayne Counties, but the three Boards of Township Supervisors must take the initial steps. Specific conclusions and recommendations include the following:

1. Routes 348 and 590 require major upgrading to better serve in the Principal Arterial role they have taken on with the growth of the area and their role in connecting the popular Wallenpaupack region with the Interstate system and the Wilkes-Barre/Scranton area. Widening, realignment and intersection improvements are required. Study of such a project should be placed on Penn DOT's 12 year plan.
- 2 Other key routes identified above (e.g. State Route 191, 690, 2003, 3006 and 3008) should also be upgraded to accommodate increased traffic, address major safety issues and create additional alternative routes through the area to avoid the congestion at Hamlin. Several specific problems addressed above also need to be tackled, including the "Hamlin Bypass." This will require not only a major

redesign of the Route 191/196 and T-367 intersection, but also a widening and realignment of Sawmill Road, which may well be beyond the capacity of Salem Township. It is proposed that Penn DOT undertake further study of this intersection in order to develop a plan that will improve the safety and efficiency of moving vehicular traffic through this intersection. As described above, a Penn DOT takeover of Sawmill Road is needed for this purpose.

- 3 As described above, many of the area's roads have problems with speeding and failing to observe full-stop-signs. This problem can be alleviated by the installation of warning signs at approaches to stop-signs, and the installation of reflector arrows showing the direction of the curves in the roads.
- 4 All-terrain vehicles (ATV's) are becoming a major problem on rural highways everywhere and particularly within private second-home communities. The three townships may want to consider enacting some local regulations that would confine ATV's to private property. Targeted enforcement of key problem areas from time to time to discourage abuse may also be appropriate. An education program reminding taxpayers of the law is still another approach. Finally, some of the private communities may want to consider developing private ATV parks where these activities could take place without creating unsafe conditions or disturbances for neighbors.
- 5 Certain areas within the more developed areas of the three townships may also warrant future consideration of sidewalks to remove pedestrians from high-volume traffic areas. Funding for these purposes may be available through the Small Cities Community Development Block Grant program and other sources.
- 6 Public transportation within the three townships is limited to senior vans operated by social service agencies; and, the County of Lackawanna Transportation System (COLTS) provides twice-daily services between Daleville and Scranton. There is also private bus service available in Archbald, Hawley, and Scranton. If the population starts to grow more rapidly and continues to age, the area may require a more extensive system. A coordinated demand-responsive service supported by multiple social service entities, where services are bid out to private providers on a zone basis, may be appropriate in such a circumstance.
- 7 Team track rail service is available in nearby Hawley and Scranton. Rail availability can help to attract certain types of industries. Those local services that do exist are dependent upon county and non-profit support.
- 8 Air transportation services are available in Avoca and are an additional asset in promoting economic development. Significantly, the airport is now undergoing major renovations, with a new terminal under construction. There are also smaller airports available in Sterling and Cherry Ridge.

- 9 Councils of government and other informal groups of municipalities in other areas of Pennsylvania have cooperated on highway projects by sharing equipment and manpower to lower costs. This approach not only pays economic benefits through the efficiencies gained, but also lowers capital costs for new equipment, ensures that road improvements are coordinated between adjoining communities and increases the opportunities for leveraging outside funding. Cooperative road projects could also offer some opportunities to do joint capital improvements programming. These three townships should consider working together on selected projects to test the potential for such arrangements.

HOUSING PLAN

INTRODUCTION

As reported in Section V, with few exceptions, the housing stock of the region is adequate to meet the needs of its current residents and future populations. The criteria for determining the adequacy of the housing stock includes the following variables: quality, quantity, size, and affordability. Proposals for meeting these needs are addressed below.

HOUSING QUALITY.

As reported in Section IV, housing quality is not an issue in any of the townships. There are relatively few substandard housing units. The only issue of quality has been identified as blighted conditions caused by junk storage throughout the three (3) townships. It should be noted that, if this condition remains unchecked, it could have significant consequences on the real estate tax base and the real estate tax revenues on which the townships rely to cover the cost of government services.

The townships can address this problem through code adoption and enforcement. Madison Township has recently adopted a nuisance ordinance that addresses this problem. Such ordinances can address this problem in the following manner:

1. Limit the extent of outdoor storage permitted on each property
2. Require screening to hide the junk storage from public view along roadways and to screen the view from adjacent residential properties. Such screening can be in the form of planted buffer areas.

Other issues of blight relate to housing conditions. Substandard housing conditions are generally more prevalent in rental units and in seasonal dwelling units. The problem with seasonal dwelling units is inadequate original construction, especially when the seasonal units get converted to be used for year-round occupancy; and, rental units, especially when vacant, are not maintained at the same level as owner occupied housing units.

Again, the solution lies in code adoption and enforcement. A local property maintenance code would address the problem of vacant rental units; and the State's new Uniform Construction Code should be adequate to address the needs of conversions; but, this would require a local occupancy permit ordinance to identify properties that are being converted to year-round occupancy.

HOUSING QUANTITY

It appears, from the data presented in Section V, that there is more than enough housing in all of the townships, as evidenced by the high vacancy rates for both rental and sales units; it should be noted, however, that a substantial amount of the vacant housing units are in seasonal dwellings; year-round housing units are well-occupied; but, the housing supply is expanding, especially in Jefferson Township where a public sanitary sewer

system has been constructed.. This new development, however, is in the higher price range. The issue then, is not quantity alone, but the quantity required at certain sizes and at certain prices. Size and affordability needs and proposals are described in the following paragraphs.

HOUSING SIZE AND AFFORDABILITY NEEDS

As reported in Section IV, Housing Conditions Study, there are numerous mobile home parks and individual mobile homes distributed throughout the region. In effect, this form of development has provided the area with significant lower housing cost alternatives. This is an especially important housing resource since the cost of land and housing has risen sharply due to homebuyers relocating from the New York Metropolitan Area after having sold their New York area dwellings for prices far in excess of those previously found in the Pocono Mountain area. As a result, local residents in need of housing have experienced housing costs in excess of their financial capability. This will be mitigated somewhat as a result of the large number of homeowners 65 years or older in Salem Township; this will result in an increased number of housing units to be placed on the market, and it should help to reduce prices. As reported in Section V, Housing Needs Analysis, following is a summary of the housing affordability issues that were found:

- With the advent of the central sewer system in Jefferson Township, land and housing costs have risen significantly.
- In Salem Township, the problems relate to rental units. There is a surplus of higher cost units and a shortage of lower cost units for households earning less than \$15,000.00 per year, with insufficient units renting for less than \$350.00 per month. Although the market is not likely to provide units for less than \$350.00 per month, the large number of low income families in the area generate a need that is not being met.
- Due to the elderly population, there is a need for both rental and sales units with one (1) to two (2) bedroom units, but such units are in short supply; this pushes families to units that are larger than needed and more costly than they can afford.
- Conversely, the area experiences some overcrowding in housing due to the shortage of larger units at affordable prices.

CONCLUSIONS AND RECOMMENDATIONS

1. In order to achieve a more balanced population and balanced housing stock, consideration should be given to the establishment of a First Time Home Buyers Program to encourage owner occupancy by younger families at affordable prices. State grants are available to support such an initiative, and it should be coordinated with the programs of the Wayne County Housing Authority and the Lackawanna County Office of Economic and Community Development.
2. Continue to support mobile home park developments that will provide lower cost sales and rental units.

3. Allow for higher residential densities on smaller lot sizes in order to reduce the land cost component of housing costs; provided, however, that adequate sewage disposal is provided.

SECTION XI
JEFFERSON TOWNSHIP, MADISON TOWNSHIP AND SALEM TOWNSHIP
REGIONAL COMPREHENSIVE PLAN

INTERRELATIONSHIP OF PLAN COMPONENTS

INTRODUCTION

There are several components that comprise the Comprehensive Plan including the Land Use Plan, the Community Facilities Plan, the Thoroughfares Improvements Plan, and the Housing Improvement Plan. All of these plan elements are interrelated and joined by the common bond of the Region's community goals and objectives and the individual goals of each municipality, which are all aimed at improving the quality of life for the residents of the Townships of Jefferson, Madison and Salem. Relevant goals include those related to: the environment, the fiscal soundness of each municipality, housing quality and diversity, adequacy of public facilities and services including meeting the special needs of senior citizens and the area's youth, traffic safety, and the overall quality of life of the present and future residents of these communities. The following discussion shows how the planning proposals are interrelated and consistent with these goals.

Regional Environmental Goals

The Land Use Plan has been formulated in order to achieve the various goals enumerated in Section I of this plan. Those goals reflect concerns regarding such issues as compatibility of adjacent uses, the environment, conservation, the preservation of farm land and other open space, the protection of water quality, and the prevention and mitigation of stream pollution.

The general land use goals are to:

1. Preserve harmonious land use relationships
2. Provide for a broad mix of uses
3. Protect farmland.
4. Maintain the "bedroom community" character of the area

These goals are to be achieved in many ways. The Land Use Plan has been designed to preclude incompatible land use relationships; this goal is supported by appropriate provisions in the zoning ordinances of Jefferson and Madison Townships and in the various land use regulations of Salem Township, especially those relating to screening and buffering between residential and nonresidential uses, as well as appropriate provisions for the protection of wetlands, streams and other bodies of water. The Land Use Plan also recognizes the need to protect agricultural operations and to achieve the Conservation objectives related to the preservation and expansion of common open space.

Fiscal Goals

In order to determine the fiscal capacity of the communities, a fiscal analysis was prepared for each one. Remaining financially sound is a primary concern for all three (3) townships. The stated goals include:

1. Maintain low taxes
2. Diversify the tax base
3. Develop a commercial tax base

These goals can be accomplished through the adoption of appropriate fiscal policies and procedures, and through the growth of the real estate tax base. All three (3) townships operate in a very fiscally sound manner; they minimize costs and taxes; they provide needed services in an efficient manner, thereby minimizing costs.

Although diversifying the tax base improves a municipality's ability to increase revenues as a result of a rising tax base, a municipality, such as Madison Township, often chooses to forego nonresidential development in the interest of maintaining its character as a "bedroom" community.

There is very little outstanding debt in any of the communities at this time; but, Capital Improvements Programs have been prepared for each of the communities in order to guide and manage future expenditures without causing any significant variation in their budgets and corresponding tax needs; and, in some cases, this may be best achieved by financing improvements over time. The alternative, where time allows, is to set up a capital improvements fund to which contributions are made on a regular basis, and capital improvements are delayed until there are sufficient funds to pay for them at the time of purchase.

Housing Quality and Diversity Goals

Overall, the quality of housing throughout the area is quite good, although there are several homes in each township that are in need of substantial repairs. However, there are no significant concentrations of substandard housing in any of the townships. In addition, the Housing Needs Analysis (Section V) reports a generally soft housing market with excessive vacancy levels for both rental and sales housing. That study also reveals a limited amount of overcrowding where larger families occupy units with too few bedrooms.

The principal housing goals include:

1. Achieve decent, safe and sanitary housing for all residents
2. Achieve stable residential neighborhood environments that are not adversely affected by blighting influences
3. Achieve a variety of housing types
4. Attract housing development that offers a wide range of costs

In order to accomplish the above goals the Land Use Plan provides for a mix of housing densities and forms.

Although housing conditions in the Townships are generally quite good, there are blighting influences, such as unregulated storage of junk distributed throughout the Townships. These areas have been identified and it is proposed that the Townships adopt regulations to require screening and to prevent the future proliferation of such blighting influences.

In order to address the issue of housing affordability the Housing Plan also calls for participation in First-time Homebuyers Programs, or similar programs that subsidize the cost of purchasing housing for lower income first time home buyers.. Smaller lot size requirements will also help to achieve this goal.

Community Facilities and Services Goals

The Region's community facilities are limited, but generally adequate at the level desired by the residents. The primary goals for the Townships are to maintain the satisfactory level at which services are currently provided, as well as, preparing to meet the future needs of the region's residents. As reported in the Population Study, Section III, the population of the area is growing substantially. Population growth will bring the need for expanded services and facilities. In order to meet these needs, the Community Facilities Plan addresses proposals to improve and to expand facilities and services to meet the area's future needs, especially in terms of recreational facilities, and fire protection; and the respective capital improvements programs provide direction for the scheduling and the financing of needed improvements.

Traffic Safety Goals

Traffic safety is an important element of the quality of life for the Region's residents. The Thoroughfares Plan includes proposals to eliminate various road hazards and to upgrade several roads in order to better serve the land uses that they abut, and to facilitate the movement of vehicular traffic throughout the area. This is also coordinated with the Land Use Plan, to encourage the cluster development of commercial uses, off the major roads, instead of the current ribbon form of development that strings out along many of the area's major thoroughfares.

Conclusion

This section outlines many of the proposals found throughout the joint Comprehensive Plan. Each proposal is aimed at the common goal of improving the quality of life for the residents of the region. Achieving this goal is an ongoing task which involves work on several different fronts including the Region's continued financial soundness, the continued ability to provide adequate community facilities and services, the continued mitigation and prevention of environmental hazards, the continued improvement of traffic safety, and maintaining a high standard of housing quality and housing diversity. The plan includes proposals for policies and actions that will provide for the delivery of

affordable services that will sustain the existing population of the Townships and attract new development, including both residential and nonresidential uses.

SECTION XII
JEFFERSON TOWNSHIP, MADISON TOWNSHIP AND SALEM TOWNSHIP
REGIONAL COMPREHENSIVE PLAN

RELATIONSHIP OF PLANS
TO OTHER JURISDICTIONS

INTRODUCTION

In the course of developing this Comprehensive Plan, concern was given to the plans and zoning ordinances of adjacent municipalities in order to eliminate, or otherwise mitigate conflicts along shared boundary lines. There was also a concern for achieving general consistency with the plans of the school districts, the Lackawanna County Regional Planning Commission, and the Wayne County Planning Commission.

Based on our review of available documents and the distribution of this plan to the above-referenced jurisdictions, there does not appear to be any conflict with their plans, as follows:

ADJOINING MUNICIPALITIES

Lackawanna County Municipalities

Archbald Borough
Carbondale Township
Covington Township
Jessup Borough
Mayfield Borough
Moscow Borough
Olyphant Borough
Roaring Brook Township

Wayne County Municipalities

Greene Township
Lake Township
Palmyra Township
Paupack Township
South Canaan Township
Sterling Township

SCHOOL DISTRICTS

North Pocono School District
Western Wayne School District

COUNTY PLANNING COMMISSIONS

Lackawanna County Regional Planning Commission
Wayne County Planning Commission

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