

# *Exeter Borough Strategic Comprehensive Plan (2019)*

## *Appendices*

*Appendix A: Comprehensive Plan Maps*

*Appendix B: Demographic Profile*

*Appendix C: Community Survey*

*Appendix D: Business Survey*

*Appendix E: Blighted Property Tools*

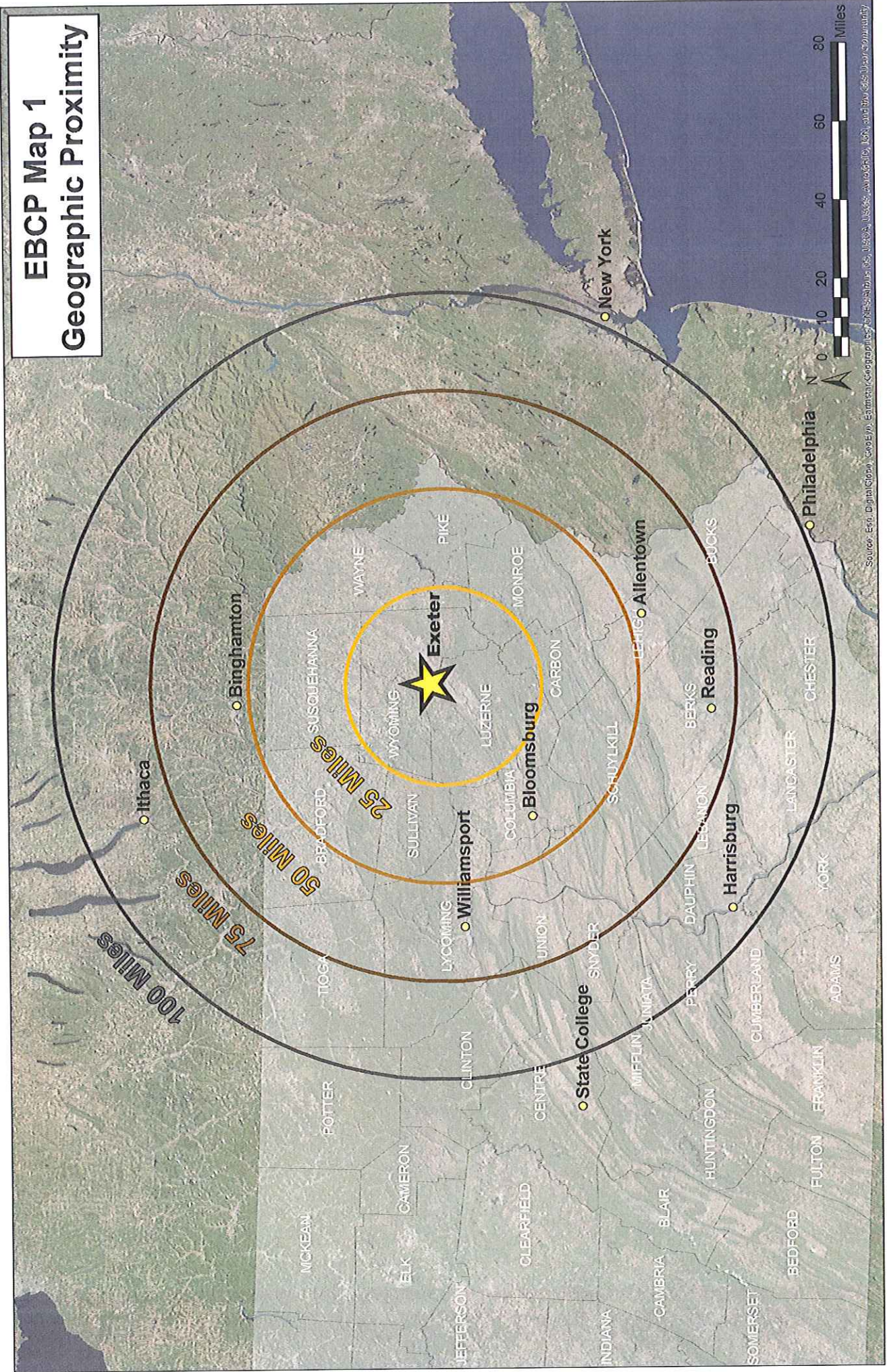
*Appendix F: Exeter Borough Resolution*

***Exeter Borough Strategic  
Comprehensive Plan (2019)***

***Appendix A***

***Comprehensive Plan Maps***








# EBCP Map 1 Geographic Proximity



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNR/Satellite US, USDA, USGS, AeroGRID, IGN, and the GIS User Community

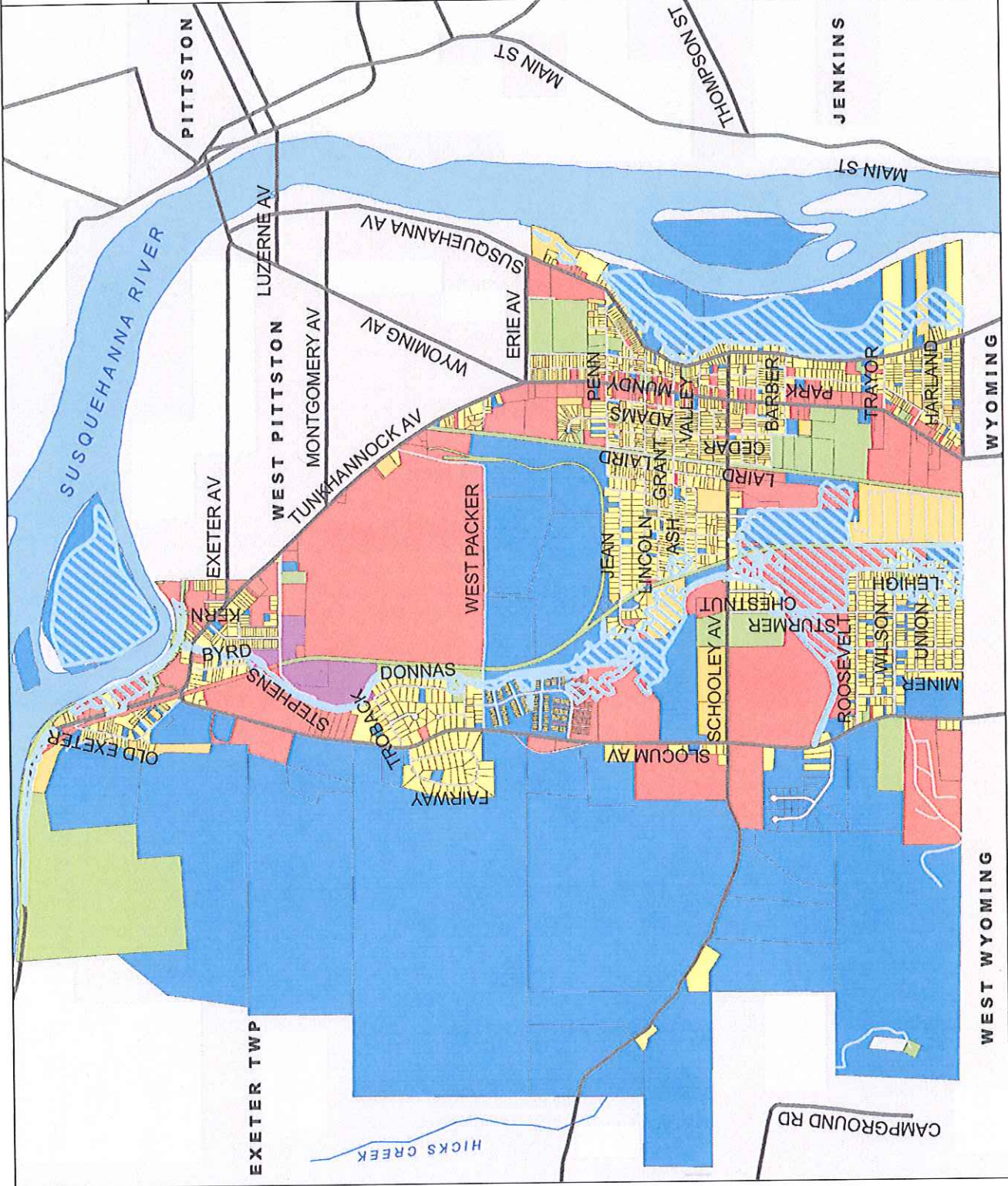
# EBCP Map 2 Existing Land Use

## Legend

-  SF Residential
-  MF Residential
-  Commercial
-  Industrial
-  Institutional
-  Vacant or Undeveloped
-  100 Year Flood Plain



Source: Laramie County GIS Mapping Department, Perspectives Spatial Data Access, & Create Borough



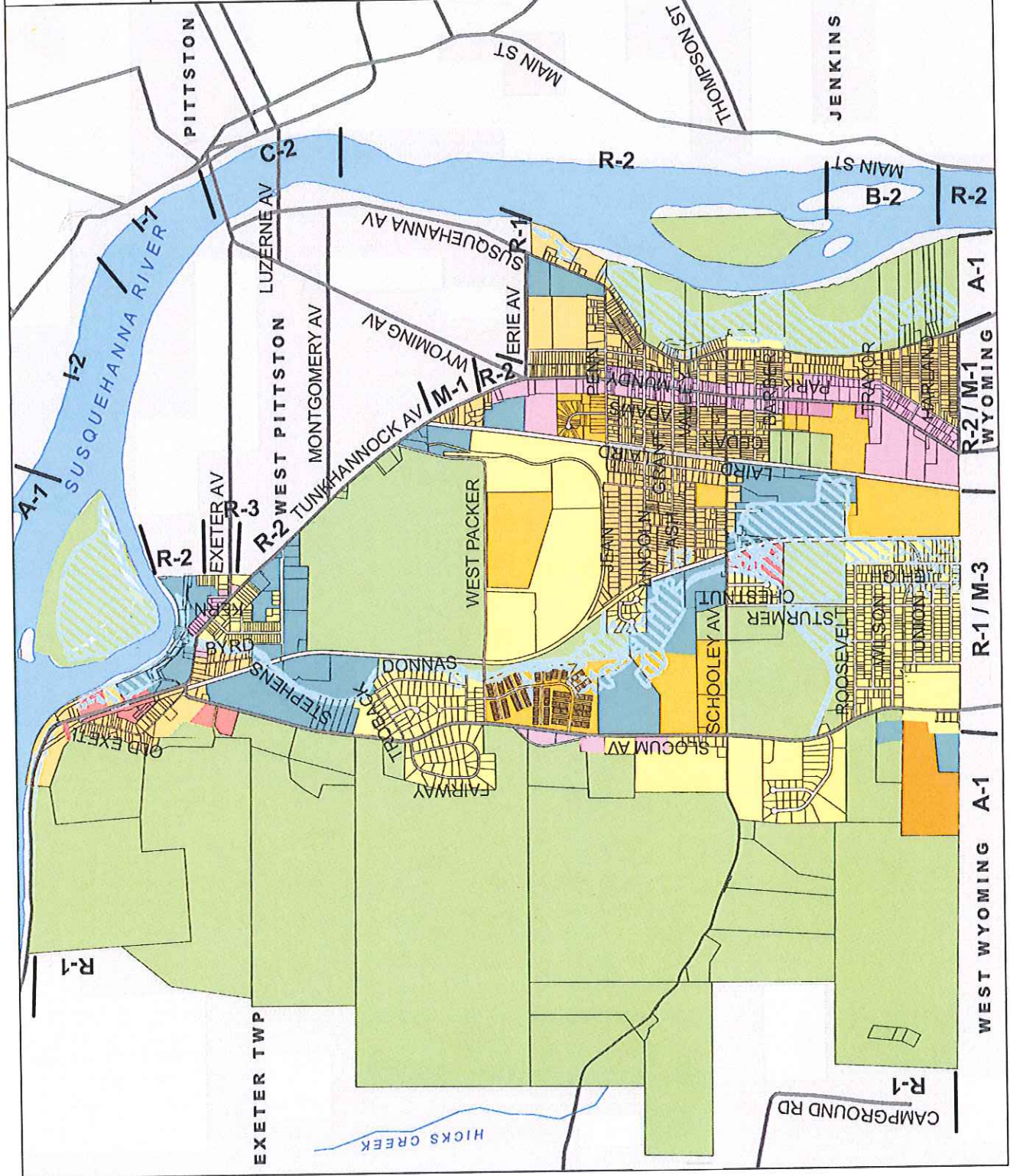
# EBCP Map 3 Existing Zoning

## Legend

- B-2 General Business
- B-3 Highway Services
- C-1 Conservation
- I-1 General Industry
- R-1 One-Family Residential
- R-2 Two-Family Residential
- R-3 Multi-Family Residential
- 100 Year Flood Plain

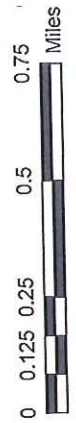
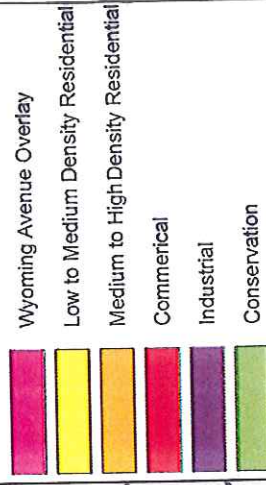


Source: Luzerne County GIS/Mapping Department, Pennsylvania Spatial Data Access, & Esri/arcgis.com

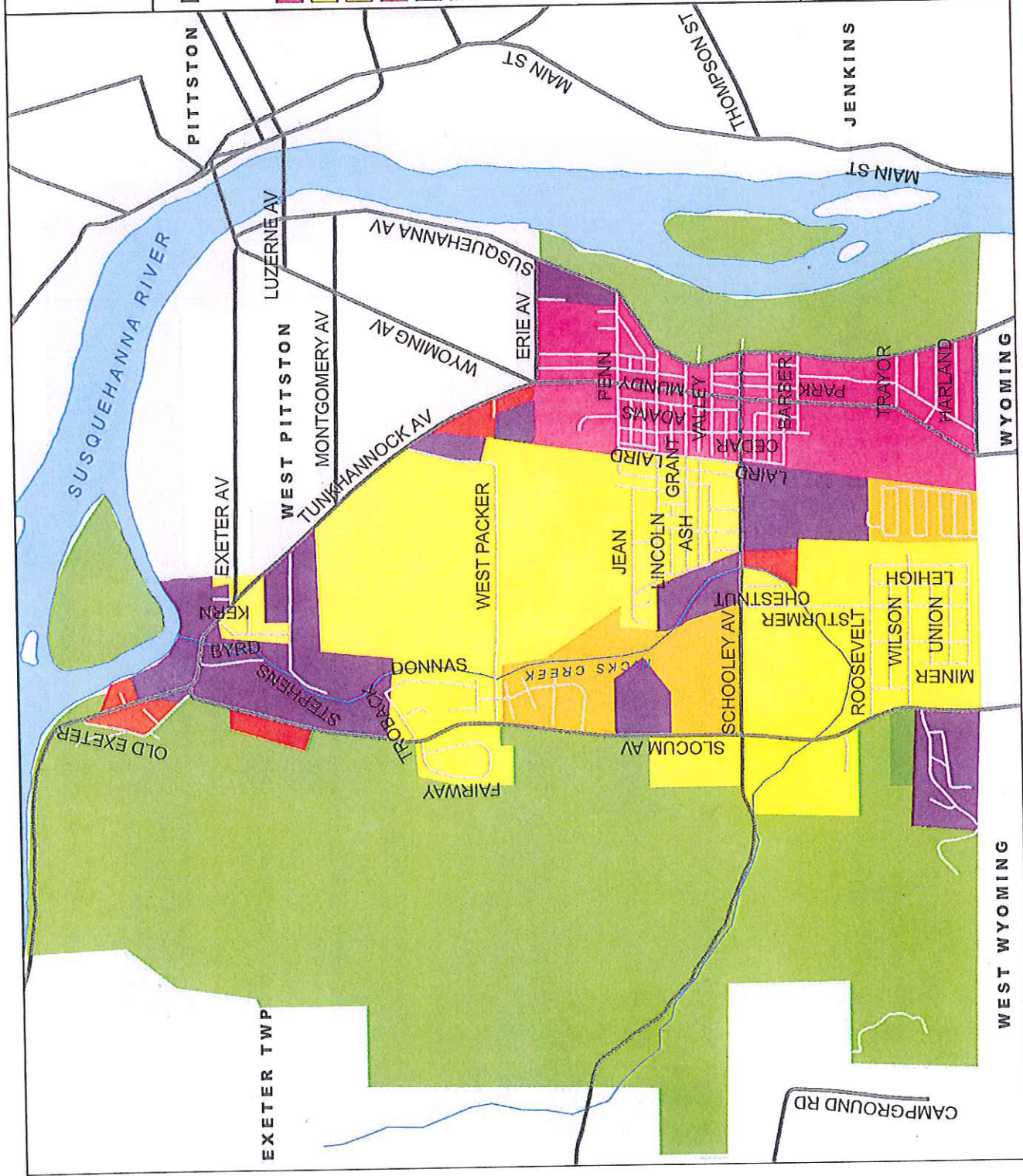


# EBCP Map 4 Future Land Use

## Legend



Source: Luzerne County GIS/Mapping Department, Pennsylvania Spatial Data Access, & Esri's Deegree

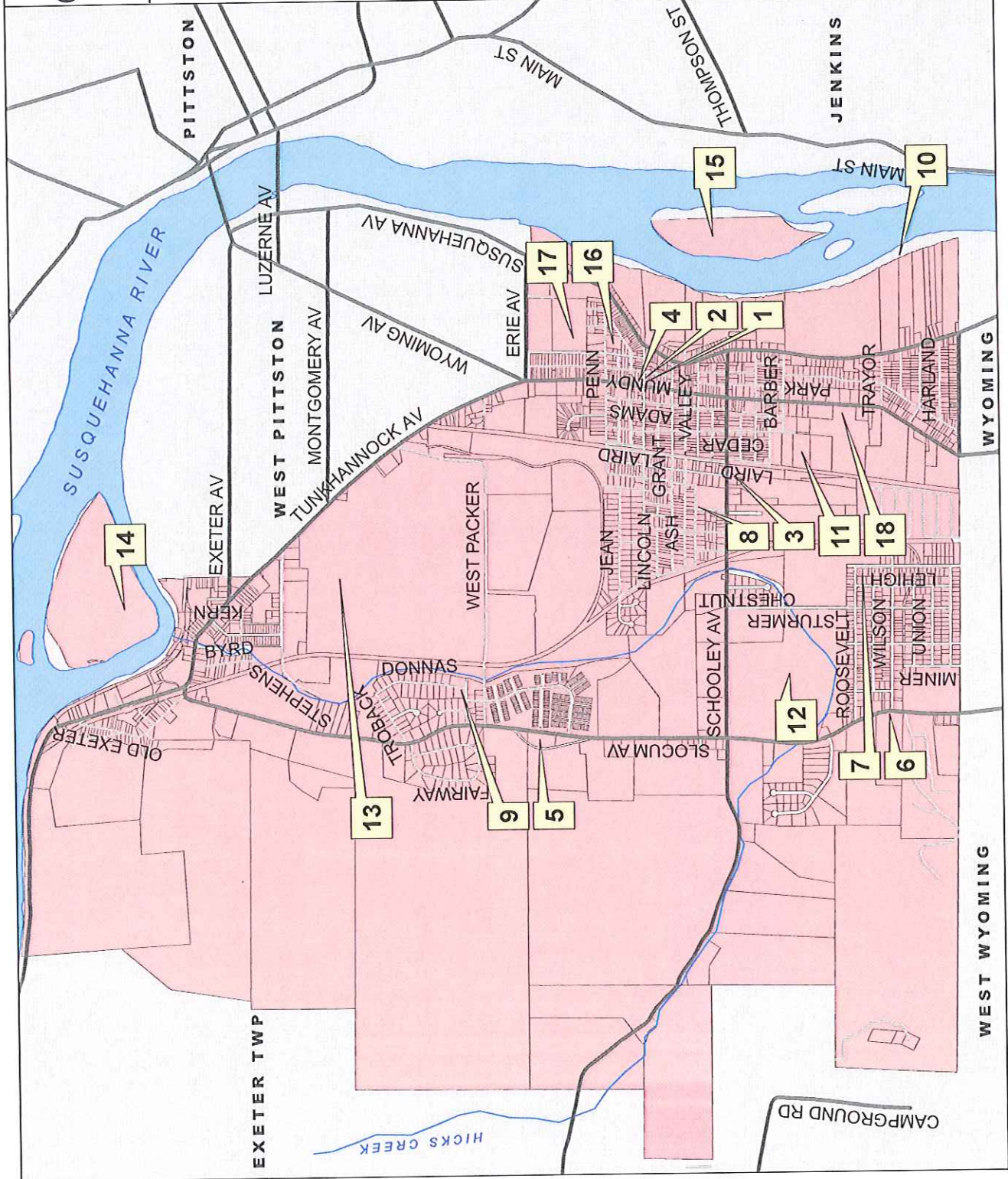


# EBCP Map 5 Community Facilities and Services

- 1) Exeter Borough Building
- 2) Exeter Borough Police Department
- 3) Exeter Fire Department
- 4) Exeter Ambulance Association
- 5) Exeter Borough Public Works
- 6) Exeter Recycling Center
- 7) Lehigh Street Park
- 8) Thomas Street Park
- 9) Donna's Way / Hick's Creek Natural Park
- 10) West Side Trail
- 11) Exeter Little League and Junior Football Park
- 12) Four Season Golf Course
- 13) Fox Hill Country Club and Golf Course
- 14) Scovell Island
- 15) Wintermoot Island
- 16) JFK Elementary School / Wyoming Area Kindergarten Center
- 17) Wyoming Area Secondary Center
- 18) Wyoming Area Catholic School








Source: Luzerne County GIS Mapping Department, Pennsylvania Spatial Data Access, & Center Borough



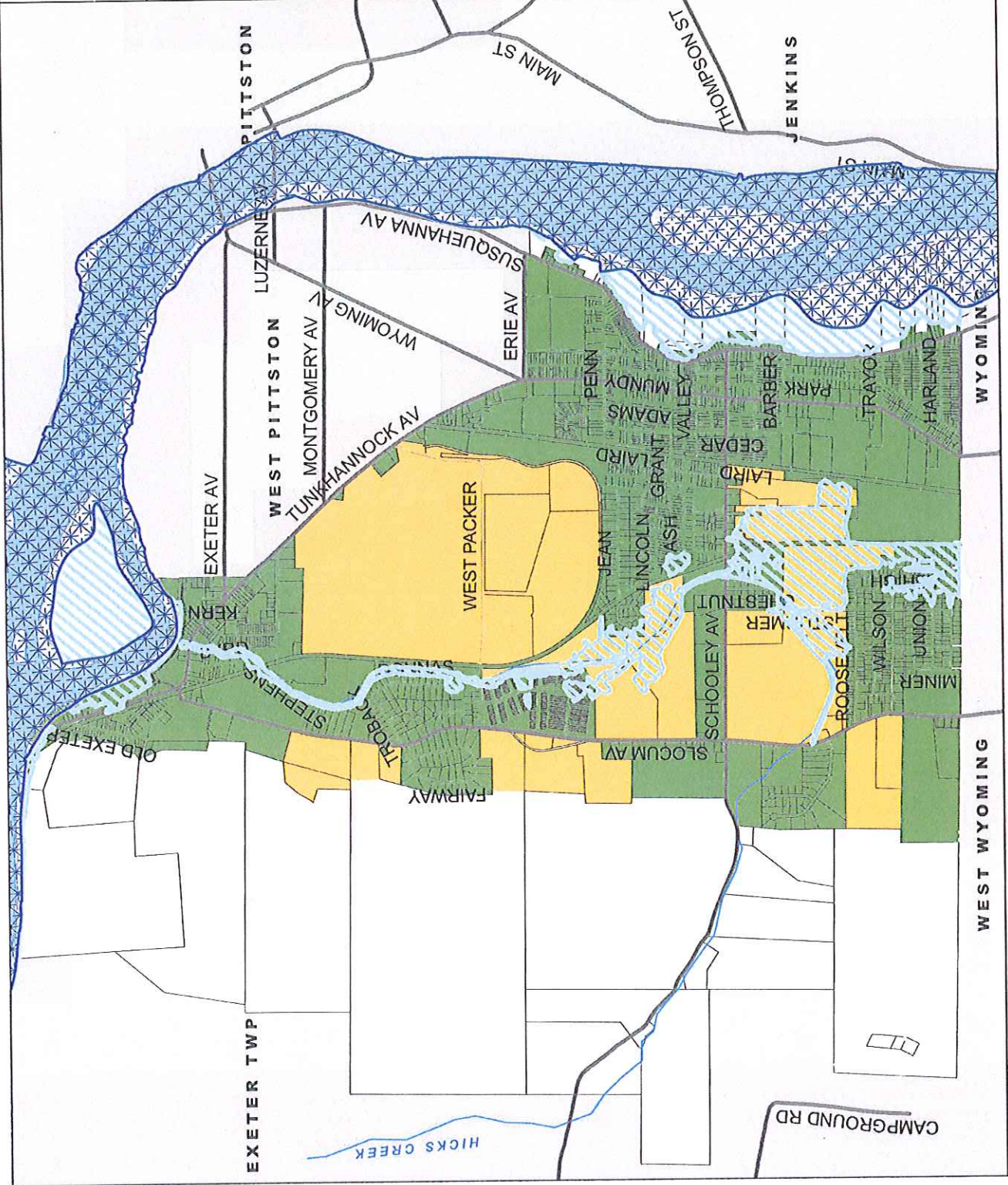
# EBCP Map 6 Utility Services

## Legend

-  Existing Utility Services
-  Future Utility Services
-  Limited Utility Services
-  Floodway
-  100 Year Flood Plain









Source: Luzerne County GIS/Mapping Department, Pennsylvania Spatial Data Access, & Esri/arcgis.com





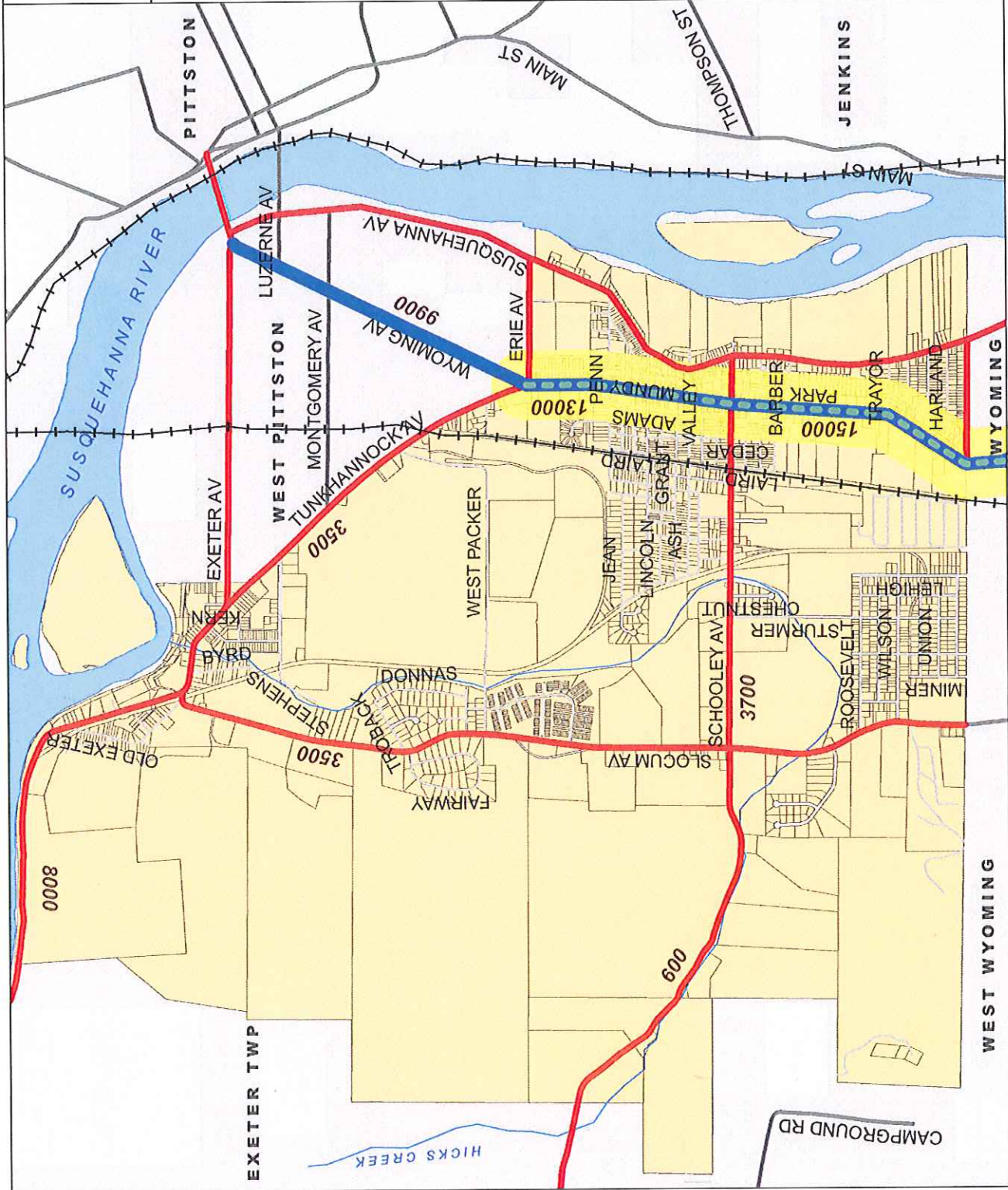
# EBCP Map 7 Transportation

## Legend

-  Arterial Road
-  Collector Road
-  Wyoming Avenue Streetscape Improvement
-  West Side Trail
-  Railroad
-  Average Daily Traffic Counts (PennDOT 2016)



Source: Luzerne County GIS Mapping Department, Pennsylvania Spatial Data Access, Esri, DeLorme, & PennDOT



***Exeter Borough Strategic  
Comprehensive Plan (2019)***

***Appendix B***

***Demographic Profile***

Table DP-1 - Profile of General Population and Housing Characteristics: 2010

Geographic area:

Exeter borough, Luzerne County

Subject	Number	Percent	Subject	Number	Percent
Total population	5,652	100.0%	<b>HISPANIC OR LATINO</b>		
<b>SEX AND AGE</b>			Total population	5,652	100.0%
Male	2,640	46.7%	Hispanic or Latino (of any race)	61	1.1%
Female	3,012	53.3%	Mexican	15	0.3%
			Puerto Rican	31	0.5%
			Cuban	3	0.1%
Under 5 years	295	5.2%	Other Hispanic or Latino [5]	12	0.2%
5 to 9 years	272	4.8%	Not Hispanic or Latino	5,591	98.9%
10 to 14 years	318	5.6%			
15 to 19 years	311	5.5%	<b>RELATIONSHIP</b>		
20 to 24 years	276	4.9%	Total population	5,652	100.0%
25 to 29 years	306	5.4%	In households	5,534	97.9%
30 to 34 years	292	5.2%	Householder	2,463	43.6%
35 to 39 years	401	7.1%	Spouse [6]	1,064	18.8%
40 to 44 years	405	7.2%	Child	1,450	25.7%
45 to 49 years	429	7.6%	Own child under 18 years	954	16.9%
50 to 54 years	416	7.4%	Other relatives	287	5.1%
55 to 59 years	341	6.0%	Under 18 years	93	1.6%
60 to 64 years	411	7.3%	65 years and over	84	1.5%
65 to 69 years	325	5.8%	Nonrelatives	270	4.8%
70 to 74 years	235	4.2%	Unmarried partner	162	2.9%
75 to 79 years	209	3.7%	In group quarters	118	2.1%
80 to 84 years	210	3.7%	Institutionalized population	113	2.0%
85 years and over	200	3.5%	Noninstitutionalized population	5	0.1%
Median age (years)	44.4	(X)			
			<b>HOUSEHOLDS BY TYPE</b>		
16 years and over	4,712	83.4%	Total households	2,463	100.0%
18 years and over	4,582	81.1%	Family households (families) [7]	1,543	62.6%
21 years and over	4,402	77.9%	With own children under 18 years	566	23.0%
62 years and over	1,413	25.0%	Husband-wife family	1,064	43.2%
65 years and over	1,179	20.9%	With own children under 18 years	344	14.0%
<b>RACE</b>			Female householder, no husband present	348	14.1%
One Race	5,621	99.5%	With own children under 18 years	167	6.8%
White	5,496	97.2%	Nonfamily households [7]	920	37.4%
Black or African American	67	1.2%	Householder living alone	786	31.9%
			Householder 65 years and over	361	14.7%
American Indian and Alaska Native	6	0.1%	Households with individuals under 18 years	636	25.8%
Asian	26	0.5%	Households with individuals 65 years and over	817	33.2%
Asian Indian	4	0.1%	Average household size	2.25	(X)
Chinese	10	0.2%	Average family size [7]	2.82	(X)
Filipino	6	0.1%			
Japanese	-	-	<b>HOUSING OCCUPANCY</b>		
Korean	4	0.1%	Total housing units	2,626	100.0%
Vietnamese	-	-	Occupied housing units	2,463	93.8%
Other Asian [1]	2	-	Vacant housing units	163	6.2%
Native Hawaiian and Other Pacific Islander	-	-	For rent	50	1.9%
Native Hawaiian	-	-	Rented, not occupied	10	0.4%
Guamanian or Chamorro	-	-	For sale only	22	0.8%
Samoan	-	-	Sold, not occupied	11	0.4%
Other Pacific Islander [2]	-	-	For seasonal, recreational, or occasional use	10	0.4%
Some Other Race	26	0.5%	All other vacants	60	2.3%
Two or More Races	31	0.5%	Homeowner vacancy rate (percent) [8]	1.2	(X)
White; American Indian and Alaska Native [3]	-	-	Rental vacancy rate (percent) [9]	6.7	(X)
White; Asian [3]	10	0.2%			
White; Black or African American [3]	15	0.3%	<b>HOUSING TENURE</b>		
White; Some Other Race [3]	1	-	Occupied housing units	2,463	100.0%
Race alone or in combination: [4]			Owner-occupied housing units	1,775	72.1%
White	5,522	97.7%	Population in owner-occupied housing units	4,144	(X)
Black or African American	87	1.5%	Average household size of owner-occupied units	2.33	(X)
American Indian and Alaska Native	8	0.1%	Renter-occupied housing units	688	27.9%
Asian	36	0.6%	Population in renter-occupied housing units	1,390	(X)
Native Hawaiian and Other Pacific Islander	-	-	Average household size of renter-occupied units	2.02	(X)
Some Other Race	30	0.5%			

X Not applicable.

Source: U.S. Census Bureau, 2010 Census.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent

because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households.

"Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Table DP-1 - Profile of General Population and Housing Characteristics: 2010

Geographic area:  
Luzerne County

Subject	Number	Percent	Subject	Number	Percent
<b>Total population</b>	<b>320,918</b>	<b>100.0%</b>	<b>HISPANIC OR LATINO</b>		
<b>SEX AND AGE</b>			<b>Total population</b>	<b>320,918</b>	<b>100.0%</b>
Male	156,829	48.9%	Hispanic or Latino (of any race)	21,491	6.7%
Female	164,089	51.1%	Mexican	3,933	1.2%
Under 5 years	16,528	5.2%	Puerto Rican	5,443	1.7%
5 to 9 years	17,314	5.4%	Cuban	314	0.1%
10 to 14 years	18,466	5.8%	Other Hispanic or Latino [5]	11,801	3.7%
15 to 19 years	22,008	6.9%	Not Hispanic or Latino	299,427	93.3%
20 to 24 years	20,473	6.4%	<b>RELATIONSHIP</b>		
25 to 29 years	18,032	5.6%	<b>Total population</b>	<b>320,918</b>	<b>100.0%</b>
30 to 34 years	17,161	5.3%	In households	309,127	96.3%
35 to 39 years	19,512	6.1%	Householder	131,932	41.1%
40 to 44 years	22,014	6.9%	Spouse [6]	59,213	18.5%
45 to 49 years	24,315	7.6%	Child	85,943	26.8%
50 to 54 years	24,465	7.6%	Own child under 18 years	57,782	18.0%
55 to 59 years	22,549	7.0%	Other relatives	15,852	4.9%
60 to 64 years	20,486	6.4%	Under 18 years	5,508	1.7%
65 to 69 years	15,461	4.8%	65 years and over	3,719	1.2%
70 to 74 years	12,083	3.8%	Nonrelatives	16,187	5.0%
75 to 79 years	10,730	3.3%	Unmarried partner	9,382	2.9%
80 to 84 years	9,787	3.0%	In group quarters	11,791	3.7%
85 years and over	9,534	3.0%	Institutionalized population	7,371	2.3%
Median age (years)	42.5	(X)	Noninstitutionalized population	4,420	1.4%
16 years and over	264,650	82.5%	<b>HOUSEHOLDS BY TYPE</b>		
18 years and over	256,118	79.8%	<b>Total households</b>	<b>131,932</b>	<b>100.0%</b>
21 years and over	241,981	75.4%	Family households (families) [7]	83,091	63.0%
62 years and over	69,618	21.7%	With own children under 18 years	32,512	24.6%
65 years and over	57,595	17.9%	Husband-wife family	59,213	44.9%
<b>RACE</b>			With own children under 18 years	20,597	15.6%
One Race	316,015	98.5%	Female householder, no husband present	16,963	12.9%
White	290,943	90.7%	With own children under 18 years	8,805	6.7%
Black or African American	10,767	3.4%	Nonfamily households [7]	48,841	37.0%
American Indian and Alaska Native	558	0.2%	Householder living alone	41,481	31.4%
Asian	3,135	1.0%	Householder 65 years and over	18,883	14.3%
Asian Indian	1,164	0.4%	Households with individuals under 18 years	36,036	27.3%
Chinese	580	0.2%	Households with individuals 65 years and over	41,632	31.6%
Filipino	348	0.1%	Average household size	2.34	(X)
Japanese	81	-	Average family size [7]	2.94	(X)
Korean	250	0.1%	<b>HOUSING OCCUPANCY</b>		
Vietnamese	370	0.1%	<b>Total housing units</b>	<b>148,748</b>	<b>100.0%</b>
Other Asian [1]	342	0.1%	Occupied housing units	131,932	88.7%
Native Hawaiian and Other Pacific Islander	57	-	Vacant housing units	16,816	11.3%
Native Hawaiian	19	-	For rent	3,887	2.6%
Guamanian or Chamorro	19	-	Rented, not occupied	236	0.2%
Samoan	5	-	For sale only	2,184	1.5%
Other Pacific Islander [2]	14	-	Sold, not occupied	698	0.5%
Some Other Race	10,555	3.3%	For seasonal, recreational, or occasional use	3,412	2.3%
Two or More Races	4,903	1.5%	All other vacants	6,399	4.3%
White; American Indian and Alaska Native [3]	615	0.2%	Homeowner vacancy rate (percent) [8]	2.4	(X)
White; Asian [3]	639	0.2%	Rental vacancy rate (percent) [9]	8.4	(X)
White; Black or African American [3]	1,856	0.6%	<b>HOUSING TENURE</b>		
White; Some Other Race [3]	774	0.2%	<b>Occupied housing units</b>	<b>131,932</b>	<b>100.0%</b>
<b>Race alone or in combination: [4]</b>			Owner-occupied housing units	89,742	68.0%
White	295,183	92.0%	Population in owner-occupied housing units	219,622	(X)
Black or African American	13,250	4.1%	Average household size of owner-occupied units	2.45	(X)
American Indian and Alaska Native	1,631	0.5%	Renter-occupied housing units	42,190	32.0%
Asian	3,988	1.2%	Population in renter-occupied housing units	89,505	(X)
Native Hawaiian and Other Pacific Islander	272	0.1%	Average household size of renter-occupied units	2.12	(X)
Some Other Race	11,827	3.7%			

X Not applicable.

Source: U.S. Census Bureau, 2010 Census.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent

because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households. "Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-

occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

Table DP-1 - Profile of General Population and Housing Characteristics: 2010

Geographic area:  
Pennsylvania

Subject	Number	Percent	Subject	Number	Percent
<b>Total population</b>	<b>12,702,379</b>	<b>100.0%</b>	<b>HISPANIC OR LATINO</b>		
<b>SEX AND AGE</b>			<b>Total population</b>	<b>12,702,379</b>	<b>100.0%</b>
Male	6,190,363	48.7%	Hispanic or Latino (of any race)	719,660	5.7%
Female	6,512,016	51.3%	Mexican	129,568	1.0%
Under 5 years	729,538	5.7%	Puerto Rican	366,082	2.9%
5 to 9 years	753,635	5.9%	Cuban	17,930	0.1%
10 to 14 years	791,151	6.2%	Other Hispanic or Latino [5]	206,080	1.6%
15 to 19 years	905,066	7.1%	Not Hispanic or Latino	11,982,719	94.3%
20 to 24 years	874,146	6.9%	<b>RELATIONSHIP</b>		
25 to 29 years	781,527	6.2%	<b>Total population</b>	<b>12,702,379</b>	<b>100.0%</b>
30 to 34 years	729,592	5.7%	In households	12,276,266	96.6%
35 to 39 years	764,287	6.0%	Householder	5,018,904	39.5%
40 to 44 years	851,382	6.7%	Spouse [6]	2,417,765	19.0%
45 to 49 years	955,763	7.5%	Child	3,517,169	27.7%
50 to 54 years	984,641	7.8%	Own child under 18 years	2,491,195	19.6%
55 to 59 years	879,048	6.9%	Other relatives	637,999	5.0%
60 to 64 years	743,296	5.9%	Under 18 years	239,819	1.9%
65 to 69 years	553,002	4.4%	65 years and over	122,261	1.0%
70 to 74 years	426,536	3.4%	Nonrelatives	684,429	5.4%
75 to 79 years	362,332	2.9%	Unmarried partner	332,717	2.6%
80 to 84 years	311,761	2.5%	In group quarters	426,113	3.4%
85 years and over	305,676	2.4%	Institutionalized population	197,112	1.6%
Median age (years)	40.1	( X )	Noninstitutionalized population	229,001	1.8%
16 years and over	10,260,299	80.8%	<b>HOUSEHOLDS BY TYPE</b>		
18 years and over	9,910,224	78.0%	<b>Total households</b>	<b>5,018,904</b>	<b>100.0%</b>
21 years and over	9,331,047	73.5%	Family households (families) [7]	3,261,307	65.0%
62 years and over	2,390,028	18.8%	With own children under 18 years	1,352,324	26.9%
65 years and over	1,959,307	15.4%	Husband-wife family	2,417,765	48.2%
<b>RACE</b>			With own children under 18 years	919,067	18.3%
One Race	12,464,544	98.1%	Female householder, no husband present	614,047	12.2%
White	10,406,288	81.9%	With own children under 18 years	324,578	6.5%
Black or African American	1,377,689	10.8%	Nonfamily households [7]	1,757,597	35.0%
American Indian and Alaska Native	26,843	0.2%	Householder living alone	1,433,415	28.6%
Asian	349,088	2.7%	Householder 65 years and over	572,625	11.4%
Asian Indian	103,026	0.8%	Households with individuals under 18 years	1,498,948	29.9%
Chinese	84,812	0.7%	Households with individuals 65 years and over	1,398,662	27.9%
Filipino	21,948	0.2%	Average household size	2.45	( X )
Japanese	6,492	0.1%	Average family size [7]	3.02	( X )
Korean	40,505	0.3%	<b>HOUSING OCCUPANCY</b>		
Vietnamese	39,008	0.3%	<b>Total housing units</b>	<b>5,567,315</b>	<b>100.0%</b>
Other Asian [1]	53,297	0.4%	Occupied housing units	5,018,904	90.1%
Native Hawaiian and Other Pacific Islander	3,653	-	Vacant housing units	548,411	9.9%
Native Hawaiian	940	-	For rent	135,262	2.4%
Guamanian or Chamorro	968	-	Rented, not occupied	9,386	0.2%
Samoan	453	-	For sale only	64,818	1.2%
Other Pacific Islander [2]	1,292	-	Sold, not occupied	20,131	0.4%
Some Other Race	300,983	2.4%	For seasonal, recreational, or occasional use	161,582	2.9%
Two or More Races	237,835	1.9%	All other vacants	157,232	2.8%
White; American Indian and Alaska Native [3]	27,502	0.2%	Homeowner vacancy rate (percent) [8]	1.8	( X )
White; Asian [3]	36,127	0.3%	Rental vacancy rate (percent) [9]	8.1	( X )
White; Black or African American [3]	87,287	0.7%	<b>HOUSING TENURE</b>		
White; Some Other Race [3]	27,627	0.2%	<b>Occupied housing units</b>	<b>5,018,904</b>	<b>100.0%</b>
<b>Race alone or in combination: [4]</b>			Owner-occupied housing units	3,491,722	69.6%
White	10,604,187	83.5%	Population in owner-occupied housing units	8,974,740	( X )
Black or African American	1,507,965	11.9%	Average household size of owner-occupied units	2.67	( X )
American Indian and Alaska Native	81,092	0.6%	Renter-occupied housing units	1,527,182	30.4%
Asian	402,587	3.2%	Population in renter-occupied housing units	3,301,526	( X )
Native Hawaiian and Other Pacific Islander	12,424	0.1%	Average household size of renter-occupied units	2.16	( X )
Some Other Race	352,183	2.8%			

X Not applicable.

Source: U.S. Census Bureau, 2010 Census.

[1] Other Asian alone, or two or more Asian categories.

[2] Other Pacific Islander alone, or two or more Native Hawaiian and Other Pacific Islander categories.

[3] One of the four most commonly reported multiple-race combinations nationwide in Census 2000.

[4] In combination with one or more of the other races listed. The six numbers may add to more than the total population, and the six percentages may add to more than 100 percent

because individuals may report more than one race.

[5] This category is composed of people whose origins are from the Dominican Republic, Spain, and Spanish-speaking Central or South American countries. It also includes general origin responses such as "Latino" or "Hispanic."

[6] "Spouse" represents spouse of the householder. It does not reflect all spouses in a household. Responses of "same-sex spouse" were edited during processing to "unmarried partner."

[7] "Family households" consist of a householder and one or more other people related to the householder by birth, marriage, or adoption. They do not include same-sex married couples even if the marriage was performed in a state issuing marriage certificates for same-sex couples. Same-sex couple households are included in the family households category if there is at least one additional person related to the householder by birth or adoption. Same-sex couple households with no relatives of the householder present are tabulated in nonfamily households.

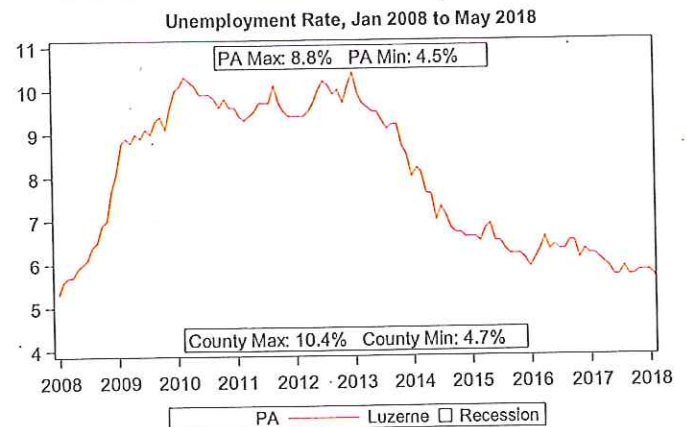
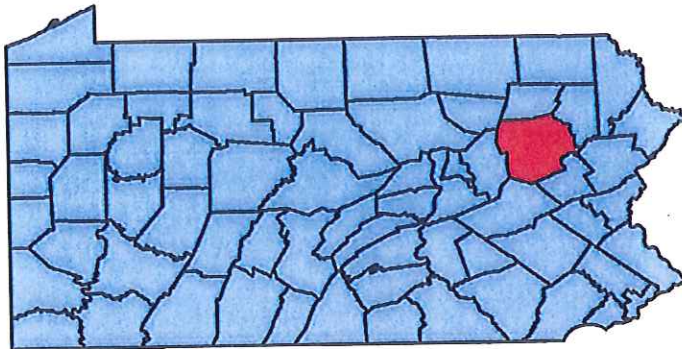
"Nonfamily households" consist of people living alone and households which do not have any members related to the householder.

[8] The homeowner vacancy rate is the proportion of the homeowner inventory that is vacant "for sale." It is computed by dividing the total number of vacant units "for sale only" by the sum of owner-occupied units, vacant units that are "for sale only," and vacant units that have been sold but not yet occupied; and then multiplying by 100.

[9] The rental vacancy rate is the proportion of the rental inventory that is vacant "for rent." It is computed by dividing the total number of vacant units "for rent" by the sum of the renter-occupied units, vacant units that are "for rent," and vacant units that have been rented but not yet occupied; and then multiplying by 100.

# Luzerne County Profile

July 2018



2016 Population		
Demographic	County	PA
Total Population	318,917	12,783,977
Female	161,787	6,528,935
Male	157,130	6,255,042
Population by Race		
White	89.6%	81.4%
Black	4.0%	11.0%
Other	6.4%	7.6%
Hispanic Origin (all races)	9.3%	6.6%
Population by Age		
Ages 0 to 17	19.7%	21.2%
Ages 18 to 24	9.2%	9.6%
Ages 25 to 34	12.0%	12.8%
Ages 35 to 44	11.8%	11.9%
Ages 45 to 54	14.4%	14.1%
Ages 55 to 64	14.0%	13.8%
Ages 65 to 74	10.0%	9.0%
Ages 75 and Older	9.0%	7.7%
Median Age	43.0	40.6

Source: U.S. Census 5 Year Estimate 2012-2016 (Tables: DP05 and B01001)

2016 Veterans	County	PA
Total Veterans	24,034	840,258
Median Veteran Income	\$30,131	\$34,835
Median Non-Veteran Income	\$25,028	\$27,380
Veteran Unemployment Rate	4.1%	6.3%

Source: U.S. Census 5 Year Estimate 2012-2016 (Table: S2101)

Online Job Postings	County	PA
May 2018	4,196	213,275
May 2017	4,595	214,741
Annual Volume Change	-399	-1,466
Annual Percent Change	-8.7%	-0.7%

Source: The Conference Board Help Wanted OnLine™

Income	County	PA
Per Capita Personal Income	\$41,809	\$50,742
Total Personal Income	\$13,227,790	\$648,694,472
Median Household Income	\$46,577	\$54,895
Median Family Income	\$61,155	\$69,960

Note: Total Personal Income is displayed in thousands.  
 Note: Median Incomes are in 2016 adjusted dollars.  
 Source: Personal Incomes - Bureau of Economic Analysis (BEA) - 2016  
 Source: Median Incomes - U.S. Census 2012-2016 (Tables: B19013 & B19113)

Local Area Unemployment Statistics		
May 2018	County	PA
Unemployment Rate	4.7%	4.5%
Labor Force	156,500	6,364,000
Employed	149,200	6,081,000
Unemployed	7,300	283,000

Notes: Current month's data are preliminary. Data are Seasonally Adjusted.

Unemployment Compensation Exhaustees				
Jun 2017 to May 2018 Pre-UC Industry	Volume		Percent of Total	
	County	PA	County	PA
Natural Resources & Mining	20	740	0.5%	1.0%
Construction	290	9,650	10.0%	10.5%
Manufacturing	440	10,750	15.0%	11.5%
Trade, Transportation & Utilities	790	19,090	27.0%	21.0%
Information	30	1,840	1.0%	2.0%
Financial Activities	120	4,950	4.0%	5.5%
Professional & Business Services	620	17,780	21.5%	19.5%
Education & Health Services	330	14,720	11.5%	16.0%
Leisure & Hospitality	150	6,950	5.0%	7.5%
Other Services	40	2,540	1.5%	3.0%
Government	20	990	0.5%	1.0%
Info Not Available	50	2,000	1.5%	2.0%
Total	2,900	92,000	100%	100%

Note: Percentages less than 0.5% will be displayed as 0.0%.  
 Source: Pennsylvania Unemployment Compensation System

Top 10 Employers by Employment in Q4 of 2017
Federal Government
Amazon.com DEDC LLC
State Government
Geisinger Wyoming Valley Medical Ce
Wilkes-Barre Hospital Company LLC
NBC Pittston Merchants Inc
Hazleton Area School District
Luzerne County Government
Wal-Mart Associates Inc
Downs Racing LP

Source: Quarterly Census of Employment and Wages

Center for Workforce Information & Analysis

Quarterly Census of Employment and Wages, 2017 Annual Averages									
NAICS	NAICS Description	Estab.		Employment		Employment %		Wages	
		County	LQ	County	PA	County	PA	County	PA
	Total, All Industries	7,422	1.00	144,836	5,799,592	100.0%	100.0%	\$42,324	\$53,998
11	Agriculture, Forestry, Fishing and Hunting	12	0.05	33	24,581	0.0%	0.4%	\$33,229	\$35,103
21	Mining, Quarrying, and Oil & Gas	23	0.54	348	25,783	0.2%	0.4%	\$57,228	\$89,578
22	Utilities	36	2.44	2,133	34,949	1.5%	0.6%	\$104,747	\$96,284
23	Construction	575	0.78	4,987	257,116	3.4%	4.4%	\$51,935	\$64,264
31-33	Manufacturing	329	1.14	15,944	562,405	11.0%	9.7%	\$50,868	\$61,109
42	Wholesale Trade	360	0.96	5,247	218,887	3.6%	3.8%	\$56,544	\$79,633
44-45	Retail Trade	1,161	1.13	17,804	630,234	12.3%	10.9%	\$26,728	\$28,281
48-49	Transportation and Warehousing	318	2.09	15,466	296,457	10.7%	5.1%	\$39,739	\$48,045
51	Information	82	1.30	2,808	86,762	1.9%	1.5%	\$51,721	\$77,707
52	Finance and Insurance	400	0.82	5,309	260,748	3.7%	4.5%	\$59,041	\$91,720
53	Real Estate and Rental and Leasing	200	0.62	982	63,643	0.7%	1.1%	\$42,868	\$58,260
54	Professional and Technical Services	583	0.42	3,758	356,890	2.6%	6.2%	\$57,037	\$91,945
55	Management of Companies and Enterprises	54	0.43	1,466	136,150	1.0%	2.3%	\$71,449	\$127,011
56	Administrative and Waste Services	396	1.29	10,241	316,901	7.1%	5.5%	\$31,237	\$35,513
61	Educational Services	161	0.84	10,141	481,466	7.0%	8.3%	\$45,638	\$55,671
62	Health Care and Social Assistance	1,083	0.98	25,520	1,041,798	17.6%	18.0%	\$47,048	\$49,450
71	Arts, Entertainment, and Recreation	93	0.57	1,426	99,619	1.0%	1.7%	\$23,218	\$31,559
72	Accommodation and Food Services	754	1.01	11,842	470,573	8.2%	8.1%	\$16,828	\$18,123
81	Other Services (Except Public Administration)	670	0.75	3,710	199,029	2.6%	3.4%	\$26,437	\$32,694
92	Public Administration	137	0.96	5,674	235,601	3.9%	4.1%	\$51,934	\$59,484
	Total, Suppressed Local Industries	0		0		0.0%			
Company Ownership									
	Total, All Ownership	7,422	1.00	144,836	5,799,592	100.0%	100.0%	\$42,324	\$53,998
	Private Ownership	7,120	1.00	127,526	5,124,875	88.0%	88.4%	\$40,960	\$53,672
	Federal Ownership	54	1.35	3,274	97,174	2.3%	1.7%	\$66,589	\$74,249
	State Ownership	38	1.01	3,364	133,286	2.3%	2.3%	\$60,199	\$60,157
	Local Ownership	210	0.96	10,672	444,258	7.4%	7.7%	\$45,543	\$51,488

Notes: 'Estab.'-Establishments. 'LQ'-(Location Quotient) is the percent of county employment by sector divided by the percent of PA's employment by sector.

Occupational Wages, 2016 Annual Averages					
SOC Code	Major Occupational Group	Entry-Level Wage		Average Wage	
		County	PA	County	PA
00-0000	Total, All Occupations	\$20,299	\$21,180	\$41,668	\$47,540
11-0000	Management	\$55,184	\$59,330	\$106,063	\$121,830
13-0000	Business & Financial Operations	\$37,976	\$42,350	\$66,691	\$72,010
15-0000	Computer & Mathematical	\$27,629	\$47,270	\$59,764	\$81,100
17-0000	Architecture & Engineering	\$45,423	\$46,120	\$73,326	\$77,940
19-0000	Life, Physical & Social Science	\$38,117	\$37,870	\$71,053	\$69,000
21-0000	Community & Social Services	\$27,217	\$27,080	\$42,526	\$42,840
23-0000	Legal	\$31,432	\$42,190	\$67,604	\$102,140
25-0000	Education, Training & Library	\$26,044	\$26,180	\$56,362	\$55,760
27-0000	Arts, Design, Entertainment, Sports & Media	\$17,785	\$22,970	\$42,603	\$49,500
29-0000	Healthcare Practitioners & Technical	\$33,343	\$37,020	\$68,956	\$74,590
31-0000	Healthcare Support	\$21,485	\$21,210	\$30,073	\$29,880
33-0000	Protective Service	\$22,211	\$20,880	\$45,472	\$43,740
35-0000	Food Preparation & Serving Related	\$17,247	\$17,250	\$21,585	\$22,530
37-0000	Building & Grounds Cleaning & Maintenance	\$17,313	\$18,660	\$26,025	\$27,550
39-0000	Personal Care & Service	\$17,362	\$17,770	\$23,923	\$25,190
41-0000	Sales & Related	\$17,338	\$17,790	\$33,618	\$40,850
43-0000	Office & Administrative Support	\$21,629	\$22,510	\$33,745	\$36,500
45-0000	Farming, Fishing & Forestry	\$22,641	\$19,190	\$49,467	\$31,120
47-0000	Construction & Extraction	\$26,353	\$29,860	\$43,820	\$49,610
49-0000	Installation, Maintenance & Repair	\$27,286	\$27,650	\$44,118	\$45,620
51-0000	Production	\$22,527	\$23,850	\$35,893	\$38,130
53-0000	Transportation & Material Moving	\$22,771	\$20,900	\$33,577	\$35,590

Note: 'ND' represents Non-Disclosable information.



***Exeter Borough Strategic  
Comprehensive Plan (2019)***

***Appendix C***

***Community Survey***



# Exeter Borough Community Survey

490 RESPONSES  
20.2% OF TOTAL HOUSING UNITS

1. I have been a resident of or property owner in Exeter Borough for;

20.5 Less than 10 Years.

33.2 10 to 20 Years.

45.1 Over 20 Years.

1.2 I'm not a resident or property owner but I want to help Exeter Borough.

3. The average age of the residents within your household is;

1.8 Less than 20 years.

14.7 60 to 70 years.

7.4 20 to 30 years.

13.5 Over 70 years.

18.7 30 to 40 years.

1.2 I'm a property

20.2 40 to 50 years.

owner, but do not

22.5 50 to 60 years.

live in Exeter.

5. In the last 10 years, quality of life in Exeter Borough has;

9.9 Improved over time.

44.2 Stayed the same.

40.1 Declined over time.

5.8 No Opinion.

7. What is the most valuable community asset within Exeter Borough? (select one)

5.4 Historic or Cultural Heritage.

5.7 Emergency Management Services.

17.5 Local Businesses.

11.7 Employment Opportunities.

16.3 Geographic Proximity.

5.5 Local Parks and Recreation.

11.5 Wyoming Area School District.

12.5 Cost of Living.

9.2 Friends and Relatives.

4.2 Other.

9. Would you favor a tax increase or special assessment fee to provide, maintain or enhance the local parks and/or recreation facilities within Exeter Borough?

15 Yes

45.3 No

32.5 I need more information.

7.2 No opinion.

2. How many people live in your home on a regular basis?

17.4 1 person.

1.2 I'm a property owner, but do not live in Exeter.

40.2 2 persons.

20.1 3 persons.

14.2 4 persons.

6.9 5 or more persons.

4. My primary place of residence is a;

61.2 Single-Family Dwelling.

1.2 I'm a property owner, but do not live in Exeter.

11.2 Semi-Detached/Duplex.

13.6 Townhouse.

9.2 Apartment.

2.2 Mobile Home.

1.4 Care Facility.

6. In your opinion, what is the most vital issue facing Exeter Borough? (select one)

27.4 Public Safety.

27.9 Sustainability as a community.

22.1 Our local business community.

7.9 Community spirit and participation.

9 Schools/Public Education.

5.7 Other.

8. What would you consider to be your favorite park, recreation facility, natural feature or open space area within Exeter Borough? (select one)

22.7 Little League/Mini Football complex.

11.9 Playgrounds at Thomas & Lehigh Streets.

5.6 Donna's Way Natural Park.

25.2 The Susquehanna River.

18.1 West Side Rails to Trails path (on Wyoming Ave.)

16.5 Golf at Exeter Borough golf courses.

10. How much value do you place on local police coverage in Exeter Borough? (select one)

40.1 Essential, we need coverage by our own dept. 24/7.

24.2 Acceptable, the current police coverage is adequate.

5.8 Not necessary, the State Police and other towns can do the job.

15.2 Regionalization should be strongly considered.

14.7 I need more information.

## Community Survey Page 2 of 4

11. What value do you place on fire prevention and protection coverage in Exeter Borough?

- 38.7 Important, we need our own fire department services.
- 16.3 Acceptable, the current system is adequate.
- 24.7 We need better fire protection coverage and equipment.
- 15.2 Regionalization should be strongly considered.
- 5.1 I need more information.

13. How safe do you feel in your neighborhood?

- 18.2 Very safe, I know all my neighbors.
- 35.3 Adequately safe, we haven't had major problems with crime.
- 38.7 Concerned, the residents and quality of housing have deteriorated and we are more cautious.
- 7.8 Not at all, I would not advise anyone to walk in my neighborhood after dark.

15. Do you favor opportunities, like tax incentives, for commercial, industrial and/or institutional developments in order to enhance economic growth in Exeter Borough and improve the local tax base?

- 40.5 Yes.
- 17.2 No.
- 37.2 I need more information.
- 5.1 No opinion.

17. Would you support a "community-driven" strategy where all residents are invited to meet regularly to exchange and suggest ideas for the future of Exeter Borough?

- 55.9 Yes.
- 12.4 No.
- 24.5 I need more information.
- 7.2 No opinion.

19. What non-residential use would you like more of in Exeter Borough?

- |   |  |
|---|--|
| <input type="checkbox"/> 6.3 Business Offices.              | <input type="checkbox"/> 7.7 Hotel or Motel. |
| <input type="checkbox"/> 19.2 Farmers Market.               | <input type="checkbox"/> 7.1 Retail Sales.   |
| <input type="checkbox"/> 15.4 Medical Center.               | <input type="checkbox"/> 13.1 Restaurant.    |
| <input type="checkbox"/> 1.8 Personal Services.             | <input type="checkbox"/> 0.8 Other.          |
| <input type="checkbox"/> 9 Community Center.                |  |
| <input type="checkbox"/> 10.5 Entertainment Complex.        |  |
| <input type="checkbox"/> 9.1 Bank or Financial Institution. |  |

21. What community services need improvement? (select one)

- 14.8 Administrative Services.
- 36.3 Road Maintenance and Improvements.
- 14.7 Improved snow removal methods.
- 12.5 Solid Waste Disposal/Recycling.
- 17.1 Zoning and Code Enforcement.
- 4.6 Other.

12. Would you favor a tax increase or special assessment fee to maintain and/or enhance emergency management service?

- 22.3 Yes.
- 34.2 No.
- 40.1 I need more information.
- 3.4 No opinion.

14. What is your opinion on the housing conditions within Exeter Borough? (select one)

- 41.9 The housing seems adequate.
- 24.2 The housing is in poor condition.
- 21.5 Some quality housing is available.
- 12.4 There are too many rental units.

16. Do you support providing technical assistance and organizational support to promote revitalization, adaptive reuse and economic development opportunities within Exeter Borough?

- 46.1 Yes.
- 14.7 No.
- 21.5 I need more information.
- 12.4 No opinion.

18. What types of businesses do you visit most often in Exeter Borough? (select one)

- 24.7 Restaurant.
- 10.6 Business Offices.
- 14.8 Medical or Dental Office.
- 20.8 Convenience Store/Market
- 3.7 Personal Services Establishment.
- 12.5 Retail Sales
- 10.8 Bank.
- 2.1 Other.

20. How could our business district become more vibrant or appealing? (select one)

- 10.8 Improved pedestrian accessibility.
- 32.3 Elimination of blighted properties.
- 22.5 Streetscape improvements.
- 19.5 Improve Store Fronts.
- 6.2 Gateway improvements.
- 8.7 Beautification and litter reduction.

Community Survey Page 3 of 4

22. In your opinion, the road system within Exeter Borough is? (select one)

12.2 Very good, needs minimal improvement.

26.8 Adequate, meets the community's needs.

30.4 Poor, we have multiple or significant problems.

29.4 We need some improvements.

1.2 No opinion.

24. Would you support the expansion of public transportation opportunities?

42.9 Yes.

16.2 No.

26.9 I need more information.

14 No opinion.

26. If a friend or relative visits you from out of town, where would you take them?: (select one)

33.2 I would stay local and show them Exeter Borough and the surrounding community.

52.7 I would take them somewhere outside of Exeter Borough.

14.1 I would do nothing.

28. What event could generate community pride or recognition in Exeter Borough? (select one)

25.7 Community Fair or Carnival.

22.7 Ethnic Heritage Day.

18.6 Exeter Proud Day.

17.9 First Responder Day.

9.6 Seasonal Parade.

5.5 Other.

30. What form of communication do you prefer in order to be informed of community events? (select one)

34.7 Exeter Borough Website.

11.6 Standard Mail.

12.3 E-Mail.

14.1 Social Media.

12.7 Quarterly Newsletter.

11.4 Newspaper.

3.2 Other.

32. Would you be interested in attending informational classes/seminars at the borough building put on by professionals on subjects such as retirement, health issues, home safety, zoning, starting a community garden, improving our neighborhoods to name a few?

42.7 Yes

21.3 No

36.1 Need more information

23. How far do you travel to work (1-Way) on an average day?

38.1 Less than 10 miles.

18.7 10 to 25 miles.

6.3 25 to 50 miles.

1.6 Over 50 miles.

12.6 I work at home / have a home business.

22.7 I am retired / no longer in the work force.

25. Non-motorized methods of transportation should be encouraged within Exeter Borough?

49.8 Yes.

12.8 No.

24.9 I need more information.

12.5 No opinion.

27. What would you like Exeter Borough to be known for within a regional market? (select one)

15.7 Historic and Cultural Heritage.

11.9 Food and Beverages.

21.3 Business District.

37.1 Family Friendly Community.

9.9 Seasonal Parade.

4.1 Other.

29. Have you attended an Exeter Borough Council Meeting? If so, how many?

42.7 Less than 5 meetings.

17.8 6 to 20 meetings.

8.1 More than 20 meetings.

31.4 I have not attended any meetings.

31. Are you familiar with Exeter Proud? (select one)

38.9 Yes.

26.3 No.

30.8 I would like more information.

3.1 No opinion.

33. In order to revitalize Exeter, it takes more than seven people on Council. How interested are you to join with other concerned residents to strategize, design and implement ideas to re-energize our community?

18.7 Very interested, I'd like to donate my time and talents.

28.3 Interested, but I don't have time.

37.1 I need more information

15.9 Not interested, let someone else do the work.

Please visit Exeter Proud at: [www.facebook.com/exeterproud/](http://www.facebook.com/exeterproud/)

Meetings at the Exeter Borough Building on the 3rd Monday at 7:00 pm

Instructions for submitting your Community Survey:

- 1. Due Date:** Please respond by July 31, 2018
- 2. Mail:** You may mail your completed response to:  
Exeter Borough Community Survey  
Exeter Borough Building  
1101 Wyoming Avenue  
Exeter, PA 18643
- 3. Drop Off:** You may drop off your completed responses at the following locations:  
Exeter Borough Building  
First National Community Bank  
Gober's Deco Lounge  
Kuharchik Construction  
American Grill  
Donut Connection  
Sabatini's Restaurant  
Rodano's Express
- 4. On-line:** Please visit <http://www.exeterborough.com/> for an on-line version or response option.

Exeter Borough Community Survey  
Exeter Borough Building  
1101 Wyoming Avenue  
Exeter, PA 18643

To:

Community Survey  
288 Mail Responses  
202 Online Responses  
490 Total Responses  
20.2% of Total Housing Units  
2427 Housing Units (2016)

## Exeter Borough Community Survey

Issued by Exeter Borough and Exeter Proud

Please respond by July 31, 2018.



[www.exeterborough.com/](http://www.exeterborough.com/)



exeterproud

[www.facebook.com/exeterproud/](https://www.facebook.com/exeterproud/)

***Exeter Borough Strategic  
Comprehensive Plan (2019)***

***Appendix D***

***Business Survey***

# EXETER BOROUGH BUSINESS SURVEY

## 28 RESPONSES

### 35% OF TOTAL BUISNESSES (80)

1. My business has been operating within Exeter Borough for:  
(select only one)

- 17.9 Less than 10 Years.  
 14.2 10 to 20 Years.  
 67.9 Over 20 Years.  
 0 I'm not a business owner but want to help Exeter Borough.

3. The average age of my clients, patrons or target customers is: (select only one)

- 10.7 Less than 20 years.  
 42.9 20 to 60 years.  
 14.2 Over 60 years.  
 32.3 All age groups.

5. In the past 10 years, the "business climate" in Exeter Borough has;  
(select only one)

- 21.4 Improved over time.  
 25 Stayed the same.  
 39.4 Declined over time.  
 14.2 No Opinion.

7. How much value do you place on emergency management services in Exeter Borough? (select only one)

- 50 Essential, we need police and fire protection coverage 24/7.  
 21.4 Acceptable, the current emergency management services are adequate.  
 21.4 Not necessary, Exeter Borough should consider regional and state options.  
 7.2 I need more information.

9. Do you favor expanding opportunities, such as tax incentives, for commercial, industrial and/or institutional developments to enhance economic development in Exeter Borough? (select only one)

- 57.1 Yes.  
 7.2 No.  
 28.5 I need more information.  
 7.2 No Opinion.

2. How many people are employed at your business location within Exeter Borough? (select only one)

- 17.8 1 person.  
 42.9 2 to 10 persons.  
 10.7 11 to 20 persons.  
 25 Over 20 persons.  
 3.6 I have a seasonal business that provides temporary employment opportunities.

4. How far do your clients, patrons or target customers travel to your business location? (select only one)

- 7.2 Less than 1 mile.  
 42.9 1 to 10 miles.  
 10.7 11 to 25 miles.  
 17.8 Over 25 miles.  
 7.2 I do business by telephone, internet, social media or consultation.  
 14.2 I provide my business services on location or at the job site.

6. In your opinion, what is the most vital issue facing local businesses in Exeter Borough? (select only one)

- 21.4 Public Safety.  
 35.7 Sustainability as a community.  
 25 Our local business community.  
 7.2 Community spirit and participation.  
 0 Schools/Public Education.  
 10.7 Other.

8. Would you favor a tax increase or special assessment fee to maintain and/or enhance our emergency management and response services within Exeter Borough? (select only one)

- 17.8 Yes.  
 42.9 No.  
 35.7 I need more information.  
 3.6 No opinion.

**Business Survey Page 2 of 4**

**10.** Do you support providing technical assistance and organizational support to promote revitalization, adaptive reuse and economic development opportunities within Exeter Borough? *(select only one)*

- 57.2 Yes.
- 7.1 No.
- 28.6 I need more information.
- 7.1 No Opinion.

**12.** Do you support a "community driven" strategy where all local business owners are invited to meet regularly to exchange and suggest ideas for the future of Exeter Borough? *(select only one)*

- 75 Yes.
- 3.6 No.
- 14.3 I need more information.
- 7.1 No Opinion.

**14.** What non-residential use would you like more of in Exeter Borough? *(select only one)*

- |  |   |
|--|---|
| <input type="checkbox"/> 17.8 Business Offices.      | <input type="checkbox"/> 10.7 Hotel or Motel. |
| <input type="checkbox"/> 17.8 Farmers Market.        | <input type="checkbox"/> 17.8 Retail Sales.   |
| <input type="checkbox"/> 10.7 Medical Center.        | <input type="checkbox"/> 0 Restaurant.        |
| <input type="checkbox"/> 3.6 Personal Services.      | <input type="checkbox"/> 0 Other.             |
| <input type="checkbox"/> 3.6 Community Center.       |   |
| <input type="checkbox"/> 14.4 Entertainment Complex. |   |

**16.** Which of the following community service needs the most improvement? *(select only one)*

- 25 Administrative Staff.
- 28.6 Road Maintenance and Improvements.
- 7.1 Improved snow removal methods.
- 0 Solid Waste Disposal/Recycling.
- 32.2 Zoning and Code Enforcement.
- 7.1 Other.

**18.** What local zoning or code requirements create an obstacle for your business? *(select only one)*

- 10.7 Sign requirements are too restrictive or not flexible.
- 10.7 Parking requirements are too restrictive or not flexible.
- 25 Building permit applications need to be expedited.
- 25 Zoning and property maintenance violations need to be enforced.
- 10.7 Property re-use and revitalization tools and incentives need to be evaluated.
- Other.

**11.** Would you be interested in serving on a local community economic development committee? *(select only one)*

- 42.9 Yes.
- 17.8 No.
- 32.1 I need more information.
- 7.2 No Opinion.

**13.** What type of community improvements would make the most impact on your business? *(select only one)*

- 39.4 Streetscape Improvements.
- 21.3 Parking.
- 7.1 Traffic Control.
- 28.6 Store Front Improvements.
- 3.6 Other.

**15.** How could our business district become more vibrant or appealing? *(select only one)*

- 7.1 Improved pedestrian accessibility.
- 42.9 Elimination of blighted properties.
- 28.6 Streetscape Improvements.
- 21.4 Improve Store Fronts.
- 0 Beautification and litter reduction

**17.** Non-motorized methods of transportation should be encouraged within Exeter Borough?

- 60.7 Yes.
- 3.6 No.
- 14.3 I need more information.
- 21.4 No opinion.

**19.** What would you like Exeter Borough to be known for within a regional market? *(select only one)*

- 17.8 Historic and Cultural Heritage.
- 17.8 Food and Beverages.
- 21.4 Business District.
- 39.4 Family Friendly Community.
- 3.6 Seasonal Parade.
- 0 Other.

20. What form of communication do you prefer in order to be informed of community events? *(select only one)*

- 21.4 Exeter Borough Website.
- 10.7 Standard Mail.
- 32.2 E-Mail.
- 21.4 Social Media.
- 10.7 Quarterly Newsletter.
- 3.6 Newspaper.
- 0 Other.

22. Are you familiar with Exeter Proud? *(select only one)*

- 71.4 Yes.
- 7.2 No.
- 14.2 I would like more information.
- 7.2 No opinion.

24. How satisfied are you with your present business location within Exeter Borough? *(select only one)*

- 42.9 Very Satisfied.
- 50 Satisfied.
- 7.1 Not Satisfied.
- 0 We are looking to relocate to another location within Exeter Borough.
- 0 We are looking to move out of Exeter Borough.

26. If financial assistance or matching funds are obtained, would you consider building improvements to your façade or streetscape appearance in order to minimize undesirable conditions? *(select only one)*

- 67.9 Yes.
- 7.1 No.
- 21.4 I would like more information.
- 3.6 No Opinion.

28. Are you satisfied with technological infrastructure within Exeter Borough? *(select only one)*

- 21.4 Yes.
- 28.6 No.
- 42.9 I would like more information.
- 7.1 No Opinion.

21. Have you attended an Exeter Borough Council Meeting? If so, how many?

- 42.9 Less than 5 meetings.
- 21.4 6 to 20 meetings.
- 3.6 More than 20 meetings.
- 32.1 I have not attended any meetings.

23. Does your business own or lease the space in which it is located? *(select only one)*

- 64.3 We own the property.
- 28.6 We lease the property or rent space.
- 7.1 We are looking to relocate to another location within Exeter Borough.
- 0 We are looking to move out of Exeter Borough.

25. Do you plan to expand your business operations within Exeter Borough over the next 5 years? *(select only one)*

- 35.7 Yes.
- 28.6 No.
- 35.7 Depends on various factors.

27. What percentage of your employees live within Exeter Borough? *(select only one)*

- 28.6 More than 75 percent.
- 25 50 to 75 percent.
- 39.3 Less than 50 percent.
- 7.1 I do not have any employees.



**Buisness Survey Page 4 of 4**

Instructions for submitting your Business Survey:

- 1. Due Date:** Please respond by July 31, 2018
- 2. Mail:** You may mail your completed response to:  
Exeter Borough Community Survey  
Exeter Borough Building  
1101 Wyoming Avenue  
Exeter, PA 18643
- 3. Drop Off:** You may drop off your completed responses at the following locations:  
Exeter Borough Building  
First National Community Bank  
Gober's Deco Lounge  
Kuharchik Construction  
American Grill  
Donut Connection  
Sabatini's Restaurant  
Rodano's Express

Exeter Borough Business Survey  
Exeter Borough Building  
1101 Wyoming Avenue  
Exeter, PA 18643

To:

**BUISNESS SURVEY**

80 Buisnesses (Estimated)

28 Responses

35% Response Rate

## **Exeter Borough Business Survey**

Issued by Exeter Borough and Exeter Proud

Please respond by July 31, 2018.



[www.exeterborough.com/](http://www.exeterborough.com/)



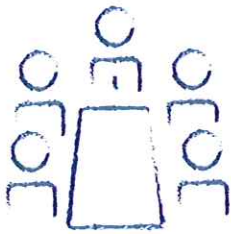
**exeterproud**

[www.facebook.com/exeterproud/](https://www.facebook.com/exeterproud/)

***Exeter Borough Strategic  
Comprehensive Plan (2019)***

***Appendix E***

***Blighted Property Tools***



**we can  
DO this!**

# A Five-Step, Fast-Track Blight Plan

by **Chris Gulotta** for the



**Housing Alliance  
of Pennsylvania**



Housing Alliance  
of Pennsylvania

## **We Can DO This! A Five-Step, Fast-Track Blight Plan**

**March 2016**

**by Christopher Gulotta  
for the Housing Alliance of Pennsylvania  
Liz Hersh, Executive Director**

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## ABOUT THE AUTHOR



Christopher Gulotta is the former executive director of the Redevelopment and Housing Authorities of Cumberland County. In 2010, Chris left the authorities after 30 years to form The Gulotta Group, LLC, which provides technical assistance to community development professionals on a variety of issues, including organizational strategic planning and development, neighborhood revitalization, and community economic development. Chris has worked with a number of communities across the Commonwealth of Pennsylvania in addressing blighted-property concerns in general and forming land banks in particular.

## ABOUT THE HOUSING ALLIANCE OF PENNSYLVANIA



Housing Alliance  
of Pennsylvania

Founded in 1985, the Housing Alliance of Pennsylvania is a statewide membership and advocacy coalition that provides leadership and a common voice for policies, practices, and resources to ensure that all Pennsylvanians, especially those living with low incomes, have access to safe, decent, accessible, and affordable homes.

Today seen as a leading expert on blight policy, the Housing Alliance published its first research report in 2003. *Reclaiming Abandoned Pennsylvania* became an agenda for the new blight tools that have now become law including Blighted and Abandoned Property Conservatorship, Land Banks, and Property Donation.

## INTRODUCTION

**We Can Do This! A Five-Step, Fast-Track Blight Plan** describes a systematic, proven, and inexpensive way for municipalities and counties to develop a comprehensive strategy to address blight. It is your “411,” a how-to guide for a local, customized, stakeholder-driven method.

## TARGET AUDIENCE

Local leaders have long sought guidance in wrapping their arms around the blight problem so that the effort of preventing, remediating, and repurposing blighted properties can move forward.

Depending on the jurisdiction, these local leaders may come from the public, nonprofit, or private sector. They may be—

- **Elected officials** at the county and municipal levels
- **Appointed public officials** from a variety of public agencies, such as community development, housing, and planning
- **Nonprofit organizations** that seek to improve the quality of life in a community, including those engaged in economic development, neighborhood revitalization, and affordable housing
- **Business and civic leaders** concerned about their community’s future and health

## WHERE DO WE BEGIN?

One frustration expressed by people who recognize the need to address blight in their communities is, “Where do we begin?” Attacking the challenge can be overwhelming, which frequently results in postponing efforts to deal with blighted properties.

Three counties in Pennsylvania—Clearfield, McKean, and Northumberland—have used the “Fast-Track Method” described in this publication to reach consensus on the most effective strategies to address their local blight. More about their experiences appears in brief case studies provided throughout the document as well as in the *Results to Date* section following Step 5.

### Fast-Track Your Blight Plan

The perceived amount of time it takes to craft a comprehensive strategy to counter blight can cause communities to delay. The perception is that the process will be lengthy, costly, and burdensome to staff, who are already stretched thin. The process described in this guide, however, can be achieved in four months, and with minimal cost. It is proven, straightforward, streamlined, and effective.



## HOW THE FIVE-STEP, FAST-TRACK METHOD WORKS

The process begins with a quick assessment of the local blight problem. A blight task force is established, meets to discuss the nature and extent of local blight, and identifies possible strategies to address it. Participants engage in a consensus-building exercise designed to help them select the strategies most appropriate for their community. A comprehensive blight strategy report documents what they have decided and is released at a joint meeting of the task force with local, county, and/or municipal officials. The meeting launches the implementation process.



**Step 1: Gain Consensus for Developing a Blight Plan**



**Step 2: Assess the Nature and Extent of the Blight**



**Step 3: Convene a Blight Task Force**



**Step 4: Engage Municipal Officials**



**Step 5: Identify Priority Action Steps and Implement Them**

This Five-Step, Fast-Track Method has paid significant dividends for the counties that have embraced it. They have attracted new money to address blight, because funders increasingly want to see a comprehensive plan with clearly identified steps to carry it out, strong local buy-in, and consensus on how to move forward. A blight strategy builds confidence among funders and investors that the money will be well used and make an impact.



## Keys to Success

The following are essential ingredients in developing a successful comprehensive blighted-property strategy:

- 🔑 **Engagement of Political Leadership**
- 🔑 **Commitment of Staff Resources**
- 🔑 **Engagement of Stakeholders**
- 🔑 **Assessment of the Nature and Extent of the Blight**
- 🔑 **Engagement of Municipalities**
- 🔑 **Commitment to Implementation**

The keys are discussed in more detail under the various steps for completing the blight strategy plan.

# STEP-BY-STEP EXPLANATION OF THE FAST-TRACK METHOD



## Step 1: Gain Consensus for Developing a Comprehensive Blighted-Property Strategy

### Engagement of Political Leadership

The decision to undertake a comprehensive blighted-property strategy should be made by the elected political leadership in the jurisdiction, whether that jurisdiction covers a county, a region within the county, or a single municipality. Although some political leaders will see the need for the strategy without any urging, a typical situation involves staff or local leaders' approaching the political leadership about the strategy's importance.

Gaining the support of political leaders is essential for several reasons. First, the political leadership is needed to appoint the members of the blight task force, which will develop the comprehensive blight strategy. This will add legitimacy to the task force's work, so that its recommendations can hold weight. Second, costs may be incurred in completing the comprehensive blight strategy, particularly if an external facilitator is retained to help identify the most appropriate strategies for dealing with blight. The political leadership makes the final decision on the source of funds needed to complete the task force's work.

### Commitment of Staff Resources

As mentioned above, one or more staff members in key organizations that see the importance of aggressively

tackling blight will need to take the lead. That involves sitting down with the appropriate elected officials to talk about the need for a comprehensive blighted-property strategy. Assuming that staff members get the green light from political leaders, the work is just beginning.

### Responsibilities of the Staff

The responsibilities of the staff include (a) engaging a facilitator to lead the process, (b) conducting the blighted-property assessment, and (c) handling task force administrative duties. These are described on *the following page*.

Representatives of local organizations—such as economic development, redevelopment, community development, housing, planning commission, and local nonprofit staff—can encourage political leaders to see the value in this endeavor by connecting the dots between elected officials' favorite policies or projects and preventing and remediating blight. As examples, policies may include economic development (specifically, creating jobs and expanding business activity), neighborhood revitalization, and reducing crime. Effective staff members or local leaders will be able to show how dealing with blighted properties translates into successful outcomes.

### a. Engage the Services of an Internal or External Facilitator to Lead the Process

Because staff members from the lead agency may be unintentionally biased in favor or against certain strategies, and about the causes of blight, they should probably not facilitate the meetings. A consultant or external facilitator is an option, but funds will be needed to cover the expense. Another option is an experienced facilitator who lives in the community—possibly someone who works for a local company, college or university, or nonprofit agency. The role of the facilitator is described more fully in *Step 3*.

### b. Conduct the Blighted-Property Assessment

Completing the blighted-property assessment is essential. Before the task force's first meeting, staff members from the lead agency will need to draft and implement a survey instrument targeting municipalities.

### c. Handle Administrative Duties When the Blighted-Property Task Force Convenes

Staff from the lead agency should be prepared to send meeting notices to task force members, keep notes of task force meetings, and assist in drafting the comprehensive blight strategy report. Even after the report is published, the work of the lead agency staff is not complete. They will need to convene an "action team" to focus on implementing the report's recommendations.

## Engagement of Key Stakeholders

To succeed, the jurisdiction will need to bring together key stakeholders who are directly or indirectly affected by blight.

Communities that have used this approach have included stakeholders in a task force charged with formulating a comprehensive strategy.

Criteria for selecting stakeholders to serve on such a task force might include those with particular insight, capacity, or resources to address the challenges of blighted properties. Representatives from county planning commissions, local government, economic development agencies, the county tax claim bureau, local chambers of commerce, nonprofit community development and housing organizations, councils of government, and redevelopment and housing authorities are typical organizations represented on the task force. To give the undertaking some legitimacy (as mentioned above), it is a good idea for a county or municipal government body to appoint the task force.

Key stakeholders typically include residents, businesses, organizations tasked with addressing blight, and organizations such as colleges and hospitals located in neighborhoods that have a significant number of blighted properties.

## Case Study: McKean County

In McKean County, the redevelopment authority took a lead role in advocating for the formation of a blighted property task force. The authority's executive director approached the county commissioners, offering to provide the staff services needed to support the task force's work, including sending meeting notices and agendas, arranging for a meeting room, and reaching out to municipal officials to share the report's recommendations.

Dusti Dennis, the redevelopment authority's executive director, reports: "The work of the task force and the completion of the comprehensive blight strategy have given us a blueprint for effectively addressing blight in McKean County."



## Step 2: Assess the Nature and Extent of the Blight

A comprehensive strategy to address blight must be based on data, not anecdotes. Municipalities are often in the best position to supply information on the nature and extent of blighted properties, but they must be given a definition of blight. One complication encountered in crafting a comprehensive strategy is the variety of thoughts about what constitutes a blighted property. We recommend using the definition of blight from Pennsylvania's Urban Redevelopment Law, because many legislative tools deployed to address blight require that targeted properties meet the law's definition.

### Survey Questions about Municipal Effort

Has the municipality enacted—

- A nuisance ordinance or property maintenance code?
- A landlord registration ordinance?
- A rental housing inspection program?
- A ticketing ordinance to address blight?
- An ordinance allowing the municipality to escrow fire insurance proceeds, as provided by state law?

### Definition of Blighted Property in Urban Redevelopment Law

35 P.S. § 1712.1

(c) Blighted property shall include:

- (1) Any premises which because of physical condition or use is regarded as a public nuisance at common law or has been declared a public nuisance in accordance with the local housing, building, plumbing, fire and related codes.
- (2) Any premises which because of physical condition, use or occupancy is considered an attractive nuisance to children, including but not limited to abandoned wells, shafts, basements, excavations, and unsafe fences or structures.
- (3) Any dwelling which because it is dilapidated, unsanitary, unsafe, vermin-infested or lacking in the facilities and equipment required by the housing code of the municipality, has been designated by the department responsible for enforcement of the code as unfit for human habitation.
- (4) Any structure which is a fire hazard, or is otherwise dangerous to the safety of persons or property.
- (5) Any structure from which the utilities, plumbing, heating, sewerage or other facilities have been disconnected, destroyed, removed, or rendered ineffective so that the property is unfit for its intended use.
- (6) Any vacant or unimproved lot or parcel of ground in a predominantly built-up neighborhood, which by reason of neglect or lack of maintenance has become a place for accumulation of trash and debris, or a haven for rodents or other vermin.
- (7) Any unoccupied property which has been tax delinquent for a period of two years prior to the effective date of this act, and those in the future having a two-year tax delinquency.
- (8) Any property which is vacant but not tax delinquent, which has not been rehabilitated within one year of the receipt of notice to rehabilitate from the appropriate code enforcement agency.
- (9) Any abandoned property. A property shall be considered abandoned if: (i) it is a vacant or unimproved lot or parcel of ground on which a municipal lien for the cost of demolition of any structure located on the property remains unpaid for a period of six months; (ii) it is a vacant property or vacant or unimproved lot or parcel of ground on which the total of municipal liens on the property for tax or any other type of claim of the municipality are in excess of 150% of the fair market value of the property as established by the Board of Revisions of Taxes or other body with legal authority to determine the taxable value of the property; or (iii) the property has been declared abandoned by the owner, including an estate that is in possession of the property.

A good starting point is to ask municipalities to complete a survey about blight. The survey has three main elements: (a) identify problem properties in detail, (b) identify relevant locational information, and (c) identify what tools, if any, are already in place to address the problems.

### Identify Each Problem Property

- What is the address of the blighted property?
- Who owns the property? For how long? Is the owner an absentee?
- Does the property have structures, or is it vacant?
- If the property is vacant, for how long?
- If the property is occupied, is it owner or renter occupied?
- Is the property tax delinquent? If so, at what stage (such as judicial sale or county repository)?
- Is the property subject to a foreclosure action or owned by an estate?
- (OPTIONAL) Provide photos of each property (can be taken with smart phones by volunteers or students).

### Identify Relevant Locational Information

It is helpful to know whether the property is located on a gateway street, in a neighborhood revitalization area, in a central business district, or in a floodplain. The information will be useful in determining funding that might be available to address the problem. It may also help in prioritizing which problems to tackle first,

because the community will probably be unable to take on all problem properties at once.

### Identify Existing Tools to Address Blight

The last portion of the survey should document what the municipality is already doing to address blight. A municipality may indicate that it has a problem with blighted properties but has no effective nuisance ordinance or property maintenance code. If the municipality does have ordinances to address blighted properties, it is important to determine the extent to which the ordinances cover issues such as abandoned vehicles, uncut vegetation, dangerous structures, and the improper disposal of trash.

*A sample municipal survey of blighted properties is provided on the following two pages.*

The lead organization—such as the redevelopment authority, community development agency, or planning commission—can take responsibility for mailing or emailing the survey and compiling the results. Consideration should be given to using an online survey product, such as Survey Monkey, to save time and money. To increase the response rate, follow-up calls will be needed to municipalities that don't return the survey on time.

When the survey results are compiled, a picture of the nature and extent of blight will emerge, as will a sense of the effectiveness of municipal efforts to address the blight. If possible, the data should be mapped. Local universities and colleges are often a useful resource for mapping or GIS services. The information will lay the foundation for the task force's work in crafting the comprehensive blighted-property strategy.

## Case Study: Clearfield County

Jodi Brennan and Lisa Kovalick of the Clearfield County Planning Commission took the lead in the blight assessment process by drafting the survey document and sending it to municipalities. Thirty-three of 51 municipalities responded. Twenty-four of the 33 responded that they had a blighted- or abandoned-property problem. Sixteen of the 33 reported that they had no property maintenance code and that 70% of the 323 blighted properties were located in communities that had no property maintenance code.

Rental properties led the list of types of properties that were blighted, but only three municipalities had a rental registration ordinance.

"This information was extremely helpful to the task force in looking at the cause of blighted properties and crafting solutions," said Brennan, the planning commission's executive director.

# Blighted Properties Survey

Name of Municipality: \_\_\_\_\_  
 Person Completing this Survey: \_\_\_\_\_  
 Address: \_\_\_\_\_  
 City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Please use the following definition when completing this survey:

A property is considered blighted when...

- The property exhibits signs of deterioration sufficient to constitute a threat to human health and safety or,
- The property has been declared a public nuisance by the local government or,
- The property is an attractive nuisance to children including abandoned wells, shafts, basements, and unsafe fences or structures or,
- Any structure from which the utilities, plumbing, heating, sewerage of other basic facilities have been removed or disconnected so the property is unfit for human habitation or,
- The property has otherwise been declared by the municipality as unfit for human habitation or,
- The land is abandoned for at least six months and there are unpaid municipal liens against the property or the liens placed against a property are 150% in excess of the value of the property.

1. Do you feel that blighted properties are a problem in your municipality?  Yes  No
2. How many blighted properties are in your municipality? \_\_\_\_\_
3. Please provide the addresses of the properties that are blighted in your municipality and answer the following questions for each. *(Attach additional sheet if necessary.)*

Address of property	Is there a structure on the property? <i>(circle response)</i>	If yes, is that structure vacant or occupied? <i>(circle response)</i>	If the structure is occupied is it a homeowner unit (HU) or rental? <i>(circle response)</i>	Approx. how long has the property been blighted?	Is it owned by someone who lives outside of the county? <i>(circle response)</i>	Approx. how long has the current owner owned the property?	Why is the property blighted? Enter a code from the list below*
	Yes / No	Vac / Occ	HU / Rental		Yes / No		
	Yes / No	Vac / Occ	HU / Rental		Yes / No		
	Yes / No	Vac / Occ	HU / Rental		Yes / No		
	Yes / No	Vac / Occ	HU / Rental		Yes / No		
	Yes / No	Vac / Occ	HU / Rental		Yes / No		
	Yes / No	Vac / Occ	HU / Rental		Yes / No		
	Yes / No	Vac / Occ	HU / Rental		Yes / No		

\*Reasons for blighted property: \_\_\_\_\_

- |   |  |
|---|--|
| (a) Elderly homeowner; unable to keep up with home<br>(b) Property owner is deceased; property is not being maintained by the heirs | (c) Absentee owners (live outside of the area)<br>(d) Owners/Landlord does not properly maintain property<br>(e) Other <i>(please write in response)</i> |
|---|--|

*continued on next page*

## Blighted Properties Survey

(page 2 of 2)

4. Does your municipality have a property maintenance code?  Yes  No

If yes, do you have adequate staff to enforce the property maintenance code?  Yes  No

5. If you answered *Yes* to the previous question (#4), how does the code address blight? (*check all that apply*)

abandoned vehicles

uncut vegetation

unsafe structures

improper disposal of trash

other (*Please specify:* \_\_\_\_\_)

6. If your municipality does not have a property maintenance code, are you interested in learning more about what is covered by a property maintenance code?  Yes  No

7. Please tell us what barriers you are facing in adopting a property maintenance code:

---

---

---

8. Do you have a landlord registration ordinance?  Yes  No

If not, are you interested in learning more about a landlord registration ordinance?  Yes  No

9. Has your municipality enacted a ticketing ordinance for code violations?  Yes  No

If not, are you interested in learning more about an ordinance that would allow your municipality to ticket for code violations?  Yes  No

10. Has your municipality enacted an ordinance that allows the municipality to escrow fire insurance proceeds?

Yes  No

If not, are you interested in learning more about a fire insurance proceeds escrow ordinance that would require insurance companies to share the proceeds of fire insurance with the municipality for the demolition of the property in the event of fire?  Yes  No

**Thank-you for completing this survey!**

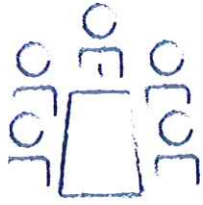
**Please return by \_\_\_\_\_ (date) to:**

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---

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## Step 3: Convene Blight Task Force

The purpose of the blight task force is to lead a process that answers these questions: **How would my community be better if blight were less prevalent? In the end, what will this community look like, and how will attacking blight yield dividends?**

When the members of the task force have been appointed and the blighted-property survey has been completed, the task force work can begin.

Three meetings, spaced about one month apart, will be needed to reach consensus on the nature and extent of the blighted-property problem, guiding principles for the task force, and effective strategies for addressing blighted properties. Task force members should be given a clear idea of their responsibilities in the appointment letter they receive from the governing body that has

selected them. The responsibilities include attendance and active participation at all meetings and background reading about the tools available to address blighted properties.

After the task force has been appointed by the political leadership of your community, the initial meeting should be convened. The blight survey results should be sent to members to review well before the first meeting (at least two weeks).

The next section describes how to approach agenda topics and what should emerge from the discussion.

### a. Welcoming remarks by the chief elected official of the organization that appointed the task force members

During opening remarks, the chief elected official should clarify that the mission of the task force is to formulate a comprehensive blight strategy and that an action team, composed of representatives of organizations that will have a lead role in carrying out the plan, will be formed after the task force completes its work.

### b. Discussion of survey results about the nature and extent of the problem as well as the current level of effort

Various questions can be posed about the summary tabulation of the blight-survey results:

- What do the survey results tell us about the extent of blight found?
- What light does the survey shed on possible causes of the blight?
- How would you describe the level of effort your municipality is making to address blight?

### Initial Task Force Meeting: *What's on the Agenda?*

- a. Welcoming remarks by the chief elected official of the organization that appointed the task force members
- b. Discussion of survey results about the nature and extent of the problem as well as the current level of effort
- c. Discussion and consensus-forming on guiding principles for the task force
- d. Discussion of the impact of blight on community and economic development efforts
- e. Discussion and consensus-forming on what success will look like (quantifiable goals if possible)
- f. Initial task force training on the array of tools to address blight

### c. Discussion and consensus-forming on guiding principles for the task force

After the discussion of survey results, principles that will guide the task force should be addressed. The principles will serve as a set of ground rules for discussion and achieving consensus and for highlighting shared thinking about the process.

### d. Discussion of the impact of blight on community and economic development efforts

In discussing the impact of blight on quality of life and on efforts to expand the economic base, a good question to ask is, “How would my community be better if blight were less prevalent?” An open-ended question, it encourages the task force to focus on the essential question: “In the end, what will this community look like, and how will attacking blight yield dividends?”

### e. Discussion and consensus-forming about what success will look like (quantifiable goals if possible)

At its first meeting, the task force will also want to talk about what constitutes a successful effort to prevent, remediate, and reuse blighted properties. In the early years, this can be quantified in terms of outputs rather than outcomes. Outputs might include the number of blighted properties demolished or rehabilitated or the reduction in municipal costs related to fire and police protection as a result of blight remediation.

Over time, however, the community will want to measure longer-term goals. They include increased property values and an increase in the tax base and business activity, as the chilling effect that blight has on economic activity is reduced through aggressive remediation and redevelopment.

### f. Initial task force training on the array of tools to address blight

The final item on the agenda is to begin educating task force members about effective tools. The members will come from a variety of fields, and many may not be aware of the extensive toolkit that exists for preventing and remediating blighted properties.

An excellent compendium of strategies to address blighted properties is the July 2014 Housing Alliance publication, *From Blight to Bright, a Comprehensive Toolkit for Pennsylvania* <http://www.nxtbook.com/nxtbooks/swell/fromblighttobright>. Six to eight tools should be extracted from the report for a summary discussion at the end of the first task force meeting. Topics could include Blighted and Abandoned Property Conservatorship, Denials of Permits for Tax-Delinquent Properties, Disqualification of Owners at Tax Sales, Creation of a Land Bank, and a Ticketing Ordinance for Code Violations.

At this stage, the goal is not to overwhelm the task force with information about tools and strategies, but to provide a ray of hope: specific ways to successfully address blight do exist.

Before adjourning the first task force meeting, the members of the task force should be assigned to read *From Blight to Bright* cover to cover before the next meeting so that they can gain greater knowledge of what communities can do to arrest blight. Task force members should be given either the printed version or a link to access the handbook online. They should also begin considering the strategies they think will best meet the challenges in their jurisdiction.

## Clearfield County Guiding Principles: A Partial List

- The process and outcomes must be respectful of the rights of property owners in the context of creating an environment that will encourage private investment, with the desired effect of improved quality of life and a more stable tax base. This is a balancing act that will require considerable discussion throughout the process.
- Localities are in the best position to decide if a strategy is appropriate and workable.
- Collaboration among various players will be important in developing and implementing strategies.
- The process is very much an educational one, where information is shared with key players and stakeholders.

## Second Task Force Meeting: What's on the Agenda?

- a. Review of notes from first meeting (distributed in advance)
- b. Quick review of strategies in reading assignment *From Blight to Bright, a Comprehensive Toolkit for Pennsylvania*
- c. Consensus-building exercise to determine most effective strategies
- d. Review of task force thoughts about priority strategies

The second task force meeting should be scheduled about a month after the first. That gives enough time for task force members to process the material in *From Blight to Bright* and to think about what strategies would be most appropriate given the dynamics of their jurisdiction.

The purpose of the second meeting is to quickly review the strategies and tools referenced in *From Blight to Bright* and to reach consensus on the most effective comprehensive approach to countering blight.

### a. Review of Notes from First Meeting

Notes should be distributed in advance of meeting.

### b. Review of Strategies from Reading Assignment *From Blight to Bright, a Comprehensive Toolkit for Pennsylvania*

The first part of the meeting will be used to clarify or answer any questions about the material in *From Blight to Bright*. This can be accomplished with a PowerPoint presentation that summarizes the main strategies and tools referenced in the publication. The purpose of the presentation is not to present an exhaustive explanation for each strategy or tool, but to provide basic information and to give task force members the opportunity to ask questions. Because of the number of strategies and tools described in *From Blight to Bright*, this part of the meeting typically lasts at least an hour, depending on the number of questions from the task force.

### c. Consensus-Building Exercise to Determine the Most Effective Strategies

Before the meeting, the facilitator should group the strategies into one of three categories:

- Prevention
- Remediation
- Redevelopment

The facilitator should write a brief summary of each strategy on a letter-size piece of paper (one piece of paper for each strategy) and place the strategy into one of the three groups. The group headings and the strategies under each group should be taped onto a blank wall in the meeting room.

## Northumberland County Blight Strategy Plan, Top- and Middle-Tier Strategies: A Partial List

- Encourage municipalities to implement provisions of Act 90 of 2010.
- Encourage municipalities to take advantage of laws that prohibit bad actors from purchasing additional properties at tax sales.
- Encourage municipalities to ticket for code violations as summary offenses.
- Encourage district attorney to charge repeat code violators with second-degree misdemeanor under the PA Crimes Code.

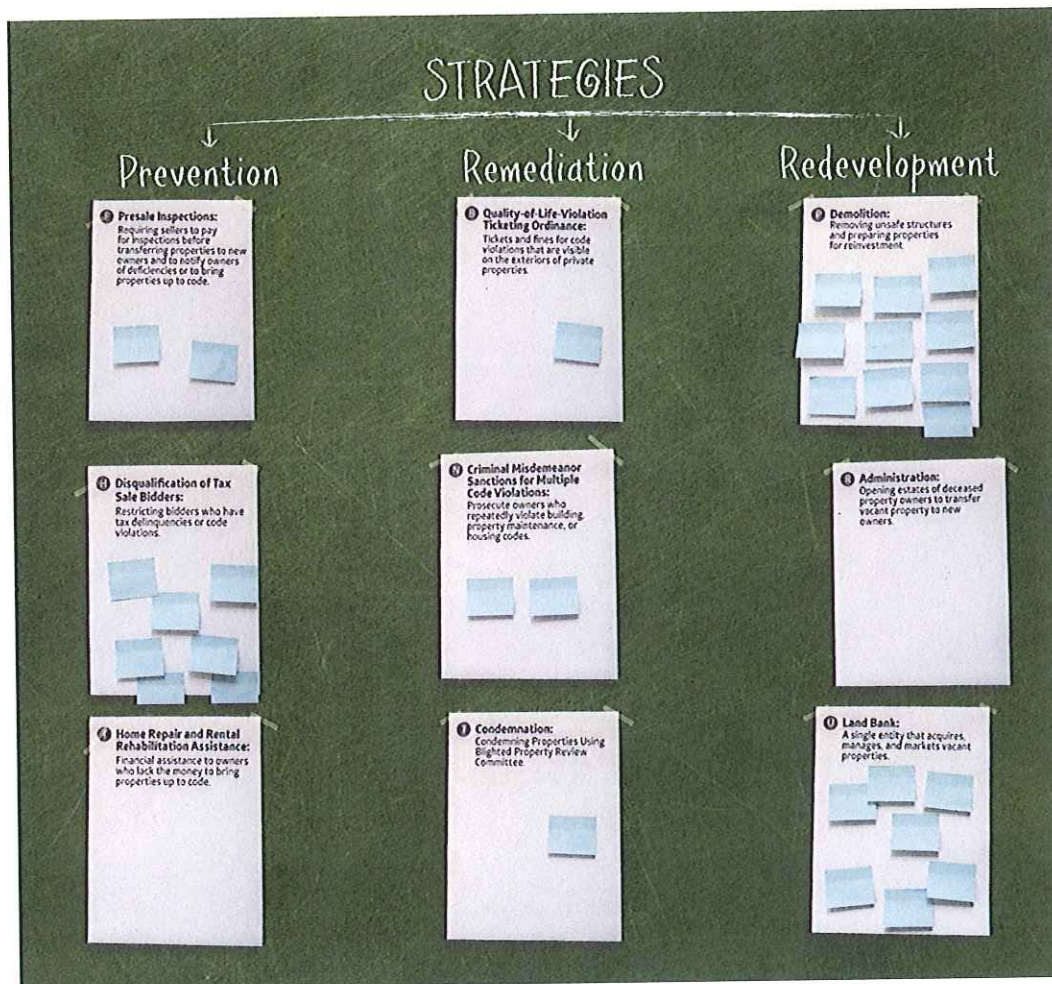
Each task force member is given five to seven sticky notes. The facilitator will then pose this question: “Based on your understanding of the strategies that are posted on the wall, which will be the most effective in addressing blight in this county [or municipality].” Task force members are given about 15 minutes to use their sticky notes as votes to indicate their preferences. They do this by placing their notes on the strategies that they think will be most effective.<sup>1</sup>

Because the result of the voting is graphic, the top-tier strategies (usually five or six) immediately become apparent. Below the top is a middle tier of strategies that have received votes but not as many as the top tier.<sup>2</sup> The middle-tier strategies may be important and should be discussed and identified as such in the comprehensive blight strategy report. The lower-tier strategies that received only a few votes or no votes at all should not be discussed in the report, because there is no consensus about them.

**d. Review of Task Force Thoughts about Priority Strategies**

After this segment, the facilitator will review the results of the voting with the task force. This involves tallying the votes (sticky notes) placed on each item.

Before adjourning the meeting, the facilitator will instruct task force members to expect a draft strategy report detailing the top- and middle-tier strategies. The draft report will be sent out at least a week before the third meeting, to give members ample opportunity for review.



1 If task force members feel strongly about a particular strategy, they may be allowed to place more than one sticky note on it; to avoid skewing the results, however, there should be a limit to the number of sticky notes a member may place on one item.

2 The number of votes that distinguish the top tier from the middle tier will vary. The facilitator may want to suggest the cut-off in terms of number of votes and ask the task force to react to the suggestion.

### Third Task Force Meeting: *What's on the Agenda?*

- a. Review of notes from second meeting
- b. Review of draft comprehensive blight strategy task force report
- c. Feedback from task force members on report
- d. Discussion about agenda for the last meeting

#### a. Review of Notes from Second Meeting

Notes should be distributed in advance.

#### b. Review of Task Force's Draft Report

The draft blight strategy report can be written by an individual such as a paid consultant or volunteer, or by a team of volunteers. The report should consist of the following sections:

- Introduction, which discusses the formation of the task force, guiding principles, and members of the task force
- Survey data on the nature and extent of blight and the level of effort in addressing blight
- Impact of blight on community and economic development
- Desired outcomes

- Priority strategies that emerged from the task force deliberations
- Possible next steps

The report will be given to task force members before the third meeting, but time should be reserved at the beginning of that meeting to briefly review the report's contents.

#### c. Task Force Members' Feedback on Report

Feedback on the report should be invited. One challenge will be to reach a consensus on the validity of comments made by individual members. Although all feedback should be encouraged, the final report needs to reflect the thinking of the entire task force rather than of an individual member. Thus, a trained facilitator can be helpful.

#### d. Discussion of Agenda for the Last Meeting

Before adjourning, the purpose of the next and final meeting of the task force should be discussed. The last meeting of the task force will be critical because is an opportunity to engage more municipal officials in the process. Task force members should be encouraged to spread the word about this meeting with any municipal officials they know to maximize turnout.



## Step 4: Engage Municipal Officials

After the draft report has been discussed and consensus on the feedback has been reached at the third task force meeting, a final meeting should be scheduled. It is a joint meeting of the task force and municipal officials. Each municipality in the county (assuming the task force is countywide) should be invited to send one or more representatives. They could include elected municipal officials as well as key staff members, such as the manager and code enforcement officers.

### Final Meeting of the Task Force: *What's on the Agenda?*

- Summary of final task force report, with emphasis on priority strategies
- Feedback on report recommendations
- Discussion of possible next steps

The final task force meeting is crucial because it provides an opportunity to include municipal government officials who have an interest in dealing with blighted properties. This is particularly important when the comprehensive strategy is being developed countywide. The reason is that the task force probably includes only a fraction of the municipalities, because of the need to limit its size. The bottom line is that the vast majority of the strategies included in the *From Blight to Bright* will need municipal action. Further discussion of the agenda follows.

#### a. Summary of Final Task Force Report, with Emphasis on Priority Strategies

The meeting should begin with a presentation on the task force strategy report, with a focus on its recommended strategies.

#### b. Feedback on Report Recommendations

After the presentation, attendees should be encouraged to provide feedback and to ask questions.

To encourage municipal officials to implement strategies included in the report, sample ordinances should be made available to them at the meeting. For example, if the recommended strategies include ticketing for code violations, denying permits, and initiating a rental housing licensing program, hard copies of sample ordinances related to these strategies should be handed out to any municipal officials who believe that those would be effective approaches in their municipalities.

#### c. Discussion of Possible Next Steps

Municipal officials should leave the meeting equipped with new ideas to address blight, as well as the documents needed to implement the specific strategies that could be useful to their jurisdictions.

### Before adjourning the fourth and final meeting, it is important to discuss next steps, such as—

- Pursuing funding to acquire and demolish or rehabilitate blighted properties
- Technical assistance to municipalities in drafting ordinances to address blight
- Other initiatives, such as engaging a circuit rider code official who could serve two or more local governments
- The formation of an "action team" to oversee the implementation of the report recommendations



## Step 5: Identify Priority Action Steps and Implement!

“The blight strategy created a foundation for action among a variety of organizations that have a number of resources to effectively address blight.”

—Ed Christiano, executive director of the Northumberland County Housing Authority, crediting the Fast-Track Blight Plan for his county’s success in tackling blight

### Commitment to Implementation

The task force’s development of a comprehensive blight strategy is just the beginning of the process of effectively addressing blight. Although the process described above can be concluded in as little as four months, effectively countering blight is an ongoing endeavor that demands considerable focus.

### The Action Team

**To ensure implementation of the plan, an action team should be formed.** The team will consist of representatives from each organization that will have a role in putting the plan into action.

**The job of the action team is to develop a detailed action plan for each strategy recommended in the report.** Typically, an action plan includes the tasks necessary to implement each strategy, the time frame for accomplishing those tasks, the lead organization(s) for accomplishing each task, the resources (financial or other) that will be needed, and a method to measure success. An example of such an action plan appears on the next page.

The work of the action team is not finished with the completion of the action plan. The action team will want to meet quarterly to assess progress in accomplishing tasks, update the plan periodically, and

identify prominent blighted properties that might be good opportunities for redevelopment and reuse.

**The action team should consider forming a redevelopment team to look more closely at prominent blighted properties that are deemed good opportunities for redevelopment.** The redevelopment team should include organizations whose missions include undertaking such projects. Members would typically include the redevelopment authority, a land bank, an economic development corporation, nonprofit development corporations, and municipal officials. In most cases, the goal of the redevelopment team is to tee the project up for a private developer or investor by obtaining site control, completing preliminary environmental due diligence, and managing other risks that would make the property difficult to develop from a private developer’s perspective. In some cases, a nonprofit organization may be the best option for redevelopment. To undertake the project, the redevelopment team can initiate discussions with appropriate nonprofit organizations.

### Typical Action Plan Elements

- Tasks to be completed
- Time frame
- Lead organization for each task
- Resources
- Measuring Success

## Sample Action Plan

Strategy and Tasks	Lead Organization	Time Frame for Accompl.	\$ Resources Required	Measurements of Success
<b>STRATEGY 1.</b> Encourage municipalities to adopt comprehensive property maintenance codes	Planning commission			Four communities adopt a property maintenance code within 12 months
<b>Task a.</b> Identify which municipalities do not have a property maintenance code		Jun 30	none	
<b>Task b.</b> Reach out to municipalities to gauge their interest in adopting a property maintenance code		Sept 30	none	
<b>Task c.</b> Retain consultant to work with municipalities in drafting an appropriate ordinance		Dec 31	\$7,500	
<b>STRATEGY 2.</b> Use the conservatorship process to deal with long-time blighted properties	Redevelopment authority			Three conservatorship actions filed within 12 months
<b>Task a.</b> Identify properties appropriate for conservatorship action		Mar 31	none	
<b>Task b.</b> Develop pool of funds to undertake rehab or demolition of properties		Sept 30	\$100,000	
<b>Task c.</b> Retain legal services to file conservatorship actions		Sept 30	\$10,000	



# RESULTS TO DATE OF THE FAST-TRACK METHOD



## McKean County

McKean County, which completed its comprehensive blighted-property strategy in 2013, recently formed a Blighted Property Review Board. The board, which is authorized by the Pennsylvania Urban Redevelopment Law, permits redevelopment authorities to acquire vacant, blighted properties using eminent domain. That was one of the top strategies identified in McKean County's Comprehensive Blight Strategy.

In the past year, McKean County gave five municipalities technical assistance to rewrite their ordinances on nuisances, dangerous structures, and property maintenance to make them more effective in addressing blighted properties.

The redevelopment authority has used Act 137 and community development block grant funds to demolish four structures, including one commercial building.

*Top, L-R:*  
Front, rear, and side of blighted property that was demolished.

*Right:*  
The park that was built in its place.



**AFTER**



## Clearfield County

To demolish blighted structures, Clearfield County has applied for Pennsylvania Housing Affordability and Rehabilitation Enhancement Act (PHARE) funds through the Pennsylvania Housing Finance Agency. Since completing its comprehensive blight strategy in 2014, the county has tapped into PHARE funds through the Pennsylvania Housing Finance Agency to demolish and rehabilitate deteriorated properties. To date, more than \$130,000 has been awarded from that source.

In addition, several blight strategies identified in the comprehensive blight strategy are moving forward:

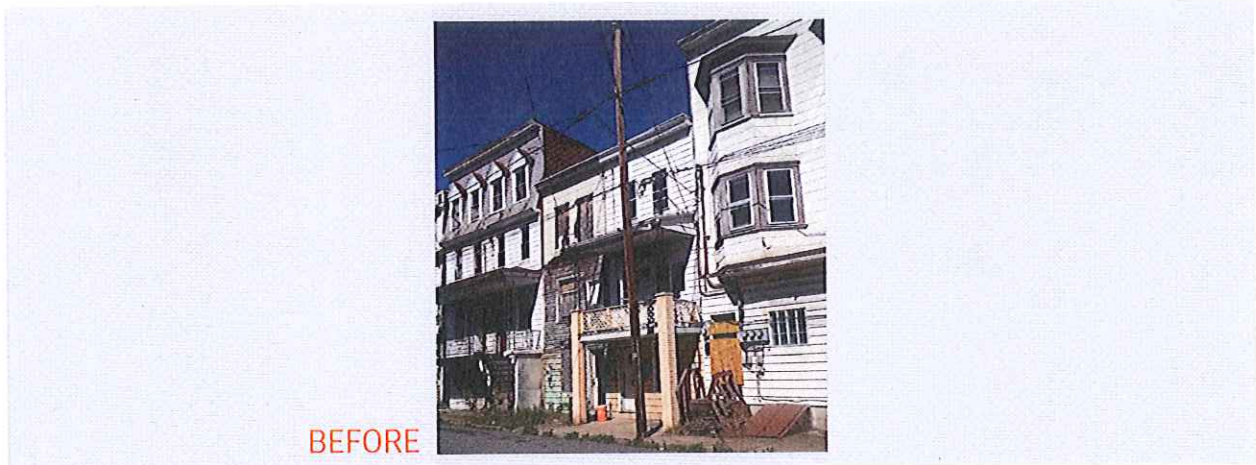
- The county is developing an education program to promote public awareness of the tax sale process. The objective is to encourage a greater number of responsible people to bid on the properties.
- The planning and community development office has completed a maintenance guide that is distributed to housing providers and consumers. The guide emphasizes the importance of keeping up with property repairs, rather than deferring them, and cost-effective approaches to repairs.
- The Moshannon Valley COG has provided leadership in encouraging five municipalities to adopt or update property maintenance

codes. The COG will provide code enforcement services through a joint cooperation agreement with the municipalities.

- Finally, the City of Dubois is considering the implementation of a rental-housing licensing program; several communities are considering the enactment of a ticketing ordinance.

In each case, the planning process helped build a shared understanding of the problems, the political will to address them, and a consensus about what to do first. The plan provided a platform from which to raise needed funds. The use of the 5-Step, Fast-Track Method made these steps forward possible.





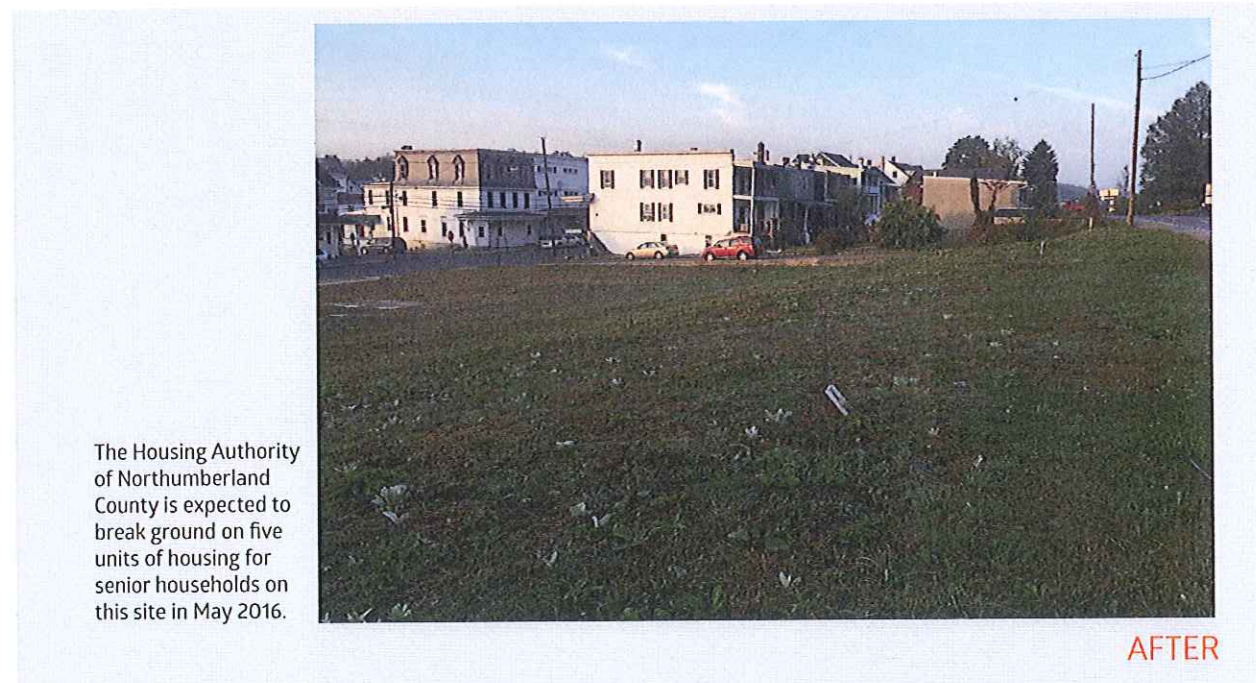
## Northumberland County

Northumberland County has been highly successful in its efforts to prevent and remediate blighted properties. In the past three years, 37 blighted properties have been demolished and two have been rehabilitated. The county established Pennsylvania's tenth land bank in December 2015, building on the blight plan work completed three years before.

The housing authority led the effort to undertake a blighted-property strategy in 2012, and it has provided leadership to secure funding and to use new tools that address blight, including conservatorship and land banking. It was instrumental in spearheading efforts

to secure more than \$1.5 million in funding through the Pennsylvania Department of Community and Economic Development, specifically to acquire and rehabilitate or demolish blighted properties. In addition, the housing authority has secured a variety of funding sources to construct new housing for seniors on a previously blighted site.

Municipalities in the county pledged more than \$300,000 in community development block grant funds as a match for a state grant that the municipalities used to tear down 12 blighted structures.



The Housing Authority of Northumberland County is expected to break ground on five units of housing for senior households on this site in May 2016.

## CONCLUSION

Frequently, community efforts to address blight are stymied by the lack of a comprehensive blight plan that focuses and coordinates the resources and talents of organizations to effectively counter blight. **The process of developing the comprehensive strategy must be inclusive in order to gain the buy-in of those organizations.** This publication has described a step-by-step process that can be led by an internal or external facilitator and can be completed in a relatively short time so that community momentum to address blight persists.

**Also, a comprehensive blight strategy should put the community in a better position to compete for funding from public and private sources** because it demonstrates consensus about how blight should be tackled and which organizations will take the lead. Funders want to know that the process for developing the comprehensive strategy has included key stakeholders and that the strategies are based on needs and on data about the nature and extent of blighted properties particular to the community. With a sound, comprehensive strategy and adequate resources, successful outcomes are just around the corner.

## ACKNOWLEDGMENTS

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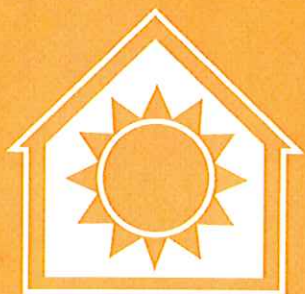
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## **MUNICIPAL SPOT SLUM AND BLIGHT CLEARANCE PROGRAM**

**Program Objective:** The primary objective of the Municipal Spot Slum and Blight Clearance Program is to aid municipalities in eliminating conditions which constitute a menace to health, safety and overall deterioration of neighborhoods. This program is designed to enable the municipality to upgrade neighborhoods through the elimination of slum and blight. Activities may include municipally or privately owned properties, as well as properties that were not eligible for funding under the County's Scattered Site Demolition Program.

**Funding Source:** Funds are derived from the municipality's allocation from the County's Community Development Block Grant Program. The municipality may utilize all or part of its CDBG allocation to carry out spot slum and blight clearance activities.

**Eligible Funding Recipients:** Boroughs and Townships who participate in the County's Community Development Program are eligible to carry out the Municipal Spot Slum and Blight Clearance Program by designating all or part of their Community Development allocation for demolition activities. Allocations are provided to each municipality on a rotating basis, approximately once every 3 years. The County will notify you when your funding cycle is approaching and provide Local Needs Forms and appropriate guidance for selection of priority activities. Each individual project will require compliance with procedures listed below. Funds are not available for private individuals; however, the municipality may include privately owned properties in their program, with the owner's consent. Note: Properties owned by a member, officer, employee, elected official or any other public official of the Municipality applying for funding who exercises any function with respect to the demolition activities are ineligible.

**Eligible Structures:** Demolition funding is available for razing municipally or privately owned properties which are in a deteriorated state. All structures must be vacant. Funds may not be utilized for properties that will create displacement of occupants.

**Eligible Costs:** Demolition of structure, and removal of debris and environmental contaminants are all eligible costs under this program. Legal fees, engineering fees, advertising, asbestos inspections and all other fees are not eligible for funding.

**Post Demolition Use of Site:** The County must be advised at the time of application of the intended use of the site after demolition. If the site is not intended to remain vacant, the proposed use must meet County eligibility/fundability requirements and may require additional regulatory compliance.

**Liens:** It is the option of the municipality to place a lien against the property for all or part of the costs associated with razing the structure. It is also the municipality's option to require some financial participation by the property owner. In the event the municipality is desirous of placing a lien on the property, a sample of the note and mortgage utilized by the County can be requested.

### Additional Program Requirements:

#### **Municipally Owned Properties**

- The municipality must submit a demolition application to the County, along with required supportive documentation.
- Approved activities must be carried out in accordance with program requirements, including County bidding procedures, execution of Release and Right of Entry Certification, asbestos analysis, and completion of required legal certifications. An information packet and guidance will be provided by the County.

#### **Privately Owned Properties**

- Requests must come through the municipality.
- The Municipality must submit a demolition application to the County, along with required supportive documentation.
- Approved activities must be carried out in accordance with program requirements, including County bidding procedures, execution of Release and Right of Entry agreements, asbestos analysis, and completion of required legal certifications. An information packet and guidance will be provided by the County.



## MUNICIPAL SPOT SLUM AND BLIGHT CLEARANCE PROGRAM

### APPLICATION PROCEDURES

The Municipality is advised by the County of its ability to include activities for funding under the Community Development Block Grant Program, in the County's application to the Department of Housing and Urban Development. The County will provide a Local Needs form to the Municipality for designation of priority activities. Guidance will be provided by the County throughout this process to insure that selected activities are eligible and fundable. Should the Municipality desire to use all or a portion of its allocation on demolition activities, it must be included on the Local Needs Form. Specific properties may be identified at this time or the request may be to carry out a scattered site demolition program, with applications for specific sites to be submitted to the County on a case-by-case basis. The County will advise the municipality once HUD approval is received. Once HUD approval is received, the following application procedures must be carried out for each property to be demolished with CDBG funds.

1. The Municipality submits a demolition application to the County, along with required supportive documentation.
2. The County will review this information based upon program guidelines. The County will seek approval from the State Historic Preservation Office to proceed with demolition activities. This process will take 30 days from the time of submission to the State. Notice will be provided if project receives preliminary approval.
3. Municipality will obtain and submit the Asbestos Inspection Report. In the event findings in the Asbestos Inspection Report will impact on the initial cost estimate, a revised estimate should also be submitted at this time for consideration. Note: It is recommended that the Municipality wait until notice of preliminary approval is received before seeking an asbestos inspection to insure the property is eligible for demolition prior to incurring inspection costs.
4. Upon receipt and review of all required documentation, formal approval will be issued by the County through provision of a Demolition Cooperation Agreement for an amount not to exceed the estimated demolition costs. Note: Multiple demolition projects can be included in one cooperation agreement if all properties are identified and appropriate documentation has been submitted for each individual property prior to preparation of the co-op. If not, individual co-ops will be required for each activity.

5. The Municipality will return the executed co-op to the County, along with a copy of bid specifications for County review and approval.
6. Upon County approval of specs, Municipality will carry out bidding process. Bids will be reviewed and Municipality selects a contractor, based upon County's bidding requirements, and submits the advertisement, bid packet, bid tabulation sheet, and notice of selected contractor to County.
7. Upon receipt of documents, the County will schedule a pre-demolition conference, at which time the executed contract between the municipality and the contractor will be submitted, along with evidence of contractor insurance and dumping certificates. Demolition may commence upon approval by the County.
8. Upon completion of the project, the municipality must submit to the County the Asbestos Abatement and Demolition/Renovation Notification Form (if applicable); copy of the contractor's bill; and the Certificate of Completion and Request for Payment, executed by Municipality.

**FOR FURTHER INFORMATION CONTACT:**

**Luzerne County Office of Community Development  
54 W Union St., Wilkes-Barre, PA 18701  
Wilkes-Barre – (570) 824-7214**

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***Exeter Borough Strategic  
Comprehensive Plan (2019)***

***Appendix F***

***Exeter Borough Resolution  
For Municipal Adoption***