

Steering Committee Meeting #13

Cornwall-Lebanon Regional Comprehensive Plan

Summary

Thursday, February 2, 2012

6pm at South Lebanon Township Municipal Building

Steering Committee Attendees

✓ Robert (Rob) Koehler	Councilman, Cornwall Borough	✓ Curtis (Curt) Kulp	Manager, South Lebanon Twp
✓ Joe Lescisko	Planning Commission And Zoning, Cornwall Borough	✓ David Eggert	Supervisor, South Lebanon Twp
✓ Robert Simmermon	Planning Commission And Zoning, Cornwall Borough	Jonathan (Jon) Beers	Planning Commission Chairman, South Lebanon Twp
✓ Robin Getz	Manager, North Cornwall Twp	✓ Frank Dombrowski	Supervisor, West Cornwall Twp
✓ Kip Kelly	Supervisor, North Cornwall Twp		Planning Commission, West Cornwall Twp
✓ Robert (Bob) Gearhart	Planning Commission Member, North Cornwall Twp	✓ Jeff Steckbeck	Municipal Engineer, Cornwall Borough, West Cornwall Twp
✓ Cheri Grumbine	Manager, North Lebanon Twp	✓ Bob Sentz	Lebanon County Planning
✓ Dawn Hawkins	Former Supervisor, North Lebanon Twp	✓ Julie Cheney	Lebanon County Planning
✓ Charles (Chuck) Allwein	Planning Commission Member, North Lebanon Twp	Kurt Phillips	Cedar Crest School District

Consultant

✓ Michelle Brummer	Gannett Fleming	✓ Brian Funkhouser	Gannett Fleming
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Public Attendees

✓ Sheila Wartluft	North Lebanon Twp Asst Mgr	✓ Marla Pitt	Mt. Gretna
✓ Earl Roberts	North Lebanon Twp resident	✓ Peggy O'Neil	Mt. Gretna
✓ Jon Fitzkee	Lebanon Co Planning/LEBCO MPO	✓ Ned Gibble	S. Londonderry Twp
✓ Pat Allwein	West Cornwall Twp resident	✓ Doug Lorenzen	West Cornwall Twp resident
✓ Pam Bishop	West Cornwall Twp resident	✓ Ellie Salahub	North Cornwall Twp resident
✓ John Feather, Jr.	Mt. Gretna	✓ Ben Wiley	West Cornwall Twp, Chairman, Planning Commission

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1. Welcome and Sign-In

Michelle Brummer welcomed the Steering Committee members and the public to the meeting. She called attention to the agenda, highlighting the various agenda items. She noted that Jon Fitzkee of the LEBCO MPO and Brian Funkhouser of Gannett Fleming were in attendance to assist with the transportation discussion.

2. Summary Issues, Goals and Recommendations

Michelle opened the discussion with reference to the future land use discussion map and the transportation issues map, noting land use and transportation as two key elements of the comprehensive plan and two maps that were promised for this meeting.

Future Land Use Discussion and Map

Michelle noted recent updates to the Future Land Use Discussion map, such as generalized zoning corrections and visual representation of “recommended for rezoning” and “not recommended for rezoning at this time” sites, as well as the intent to prepare a Future Land Use map that shows the recommended changes in the appropriate generalized zoning color.

Cheri Grumbine stated that North Lebanon would like the plan and map to show the Hershey Bare tract, Site A, as “not recommended for rezoning at this time,” though the township is open to alternative uses. She noted his attendance at an earlier Steering Committee meeting, accompanied by his real estate agent, in support of the existing zoning. Michelle noted this change for the map and text and said the comments portion of the land use table could reflect the site’s proximity to transportation access, as well as the township’s willingness to discuss alternative uses. She asked if Cheri would contact Mr. Bare to let him know how his property would be addressed in the plan. Cheri will do so.

The committee also asked about Site CC, the Schmutzy property, listed as “not recommended for rezoning.” Michelle stated that North Lebanon Township expressed concern about environmental conditions of the site and its suitability for development. Someone asked if the site qualifies as a brown field, and if so, does it qualify for brownfield cleanup grant funding? In Maryland, brownfield cleanup has been used as an incentive for re-use. Michelle said that “brownfields” are typically industrial sites, and that she would check on the site’s eligibility for such programs. Jon Fitzkee mentioned the City of Hazelton as a reference for brownfield cleanup and redevelopment.

Kip Kelly stated that the map does not reflect North Cornwall Township’s current zoning, which was updated last fall, and asked if the map could be updated. Michelle said the project was based on the zoning that was in place at the time the project was started. She could have the maps that show zoning updated, if North Cornwall paid for the time to update the maps. She will provide a cost estimate to North Cornwall Township for this service.

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Kip also asked about neighborhood commercial areas near the denser areas of our region. He asked if these were adequately considered on the map. Michelle stated that neighborhood commercial was shown near residential areas where greenfield (undeveloped) land was available and the use made sense. She asked if North Cornwall wanted to consider a neighborhood commercial area in the Pleasant Hill area. She noted the proximity to the 422 highway commercial corridor and its lack of pedestrian connection. If desired, the Chestnut Street or Walnut Street corridors may be places to designate an opportunity for a neighborhood commercial district. Kip said it may be tough to convince people in existing neighborhoods to introduce some commercial areas. Michelle will add text in the plan to support consideration of a neighborhood commercial district for the Pleasant Hill area without designating a specific location.

Jeff Steckbeck indicated that Sites P2, Q, R, and S may change significantly. He discussed how these sites as shown were different from the mark-up provided by West Cornwall last fall. Sites Q and R will likely be combined under residential conservation. Site S is much larger than the input provided, however a deeper zone for one entrance does make sense. Jeff noted that the Planning Commission will meet next on February 22 and provide feedback. Michelle replied that she considered each of the areas of Quentin and weighed the township input with her professional perspective for the committee and municipal consideration. The map presented at the February 16 public meeting will clearly be marked as “draft” and will remain “draft” until the plan is adopted.

Cheri stated that the hearing for the requested rezoning of the Marks-Fisher-Mace property in North Lebanon Township is scheduled for April. She asked if the property should or should not be shown on the map, since the rezoning decision could be made before the draft plan appears before the planning commission. Michelle said not all sites where rezoning requests had been made were shown on the map.

Post-Meeting Note: Gannett Fleming asked for pending rezoning requests (or informal inquiries by landowners) as we began the future land use discussion. This information was requested to understand any rezoning pressures, namely the types and locations of requests, not as a request for specific sites to show on the future land use map. A few of the sites where rezoning requests have been made are shown on the future land use discussion map because they represent opportunities for traditional neighborhood development, economic (commercial) development, or moderate to high density housing – items requested by committee members or identified as long term needs.

Earl Roberts, a resident of North Lebanon, asked for clarification of the Tenaska property shown as “proposed development”, since there has not been any formal township action on the site. Michelle said that the “proposed developments” are a combination of anticipated, proposed, and approved development projects and that the map legend item will be revised.

Transportation Recommendations and Map

Brian Funkhouser directed the Steering Committee to the Transportation Issues and Concerns map and the associated table. There are 33 sites of concern identified in the plan. These are trouble spots

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identified by the Steering Committee and the public. The table provides direction on how to approach solutions for these sites. In some cases, more study or analysis is needed.

Brian asked the committee to confirm that all problem locations were shown. He noted that Tom Kotay of the LEBCO MPO suggested Route 343 w/ Kimmerlings as a problem intersection and the 343 corridor as an additional corridor for a safety audit. North Lebanon representatives agreed both should be added to the table and shown on the map. Jon Fitzkee added that corridor safety audits have been helpful in other communities.

Joe asked about dates for Sites G and H, congestion study of Route 72 and Cornwall Road, programmed for 2016; he thought it was sooner. Jon said the PennDOT Congested Corridor Improvement Program that once paid for these types of studies and improvements (100%) has been eliminated. The MPO intends to conduct a study with its own UPWP funding.

Kip asked if the Lebanon County Heritage Trail could be shown on the map in support of making the routes safer for scenic touring and bicycling. Brian agreed.

Cheri said that the plan mentions the entire 72 corridor, north and south, but the map only shows the southern segment. Please add the north segment to map. Brian agreed.

Kip asked about reason for Site L, the Evergreen Road corridor. Brian indicated this corridor has congestion concerns and suggested that it be included in the Route 72 corridor study. Kip also asked if Zinns Mill Road could be added to the map. Brian agreed and indicated that this road should also be studied in conjunction with the 72 study.

Ben Wiley, Chairman of the Planning Commission in West Cornwall Township, asked about Recommendation 24, Address the Route 72/Zinns Mill Road intersection and the missing link of Zinns Mill bridge as traffic conditions warrant, listed for long term action. Jon Fitzkee confirmed that the intersection and the lack of a bridge are on the county's radar for longer term assessment. Once the 9th and 10th Street bridges are complete, there will be more funding available for smaller projects across the county.

Cheri asked about Recommendation 8, Install municipal signing that meets the latest MUTCD requirements, questioning if the current requirements should be stated as 2009. Brian replied that the using the term "latest" as opposed to "2009" is preferred.

She also asked about Recommendation 14 about sidewalks and whether it should be listed under transportation or land use/land development. Michelle responded that there are several recommendations that could be listed under more than one planning element. The Implementation Schedule has a column that shows each recommendation's multiple relationships.

She also asked if there was a recommendation to encourage interconnectivity to avoid "long drive arounds" to reach a nearby but indirect destination. Michelle responded that this example could be

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added to Recommendation 2 about the official map and that a recommendation would be added to encourage dialogue with developers to achieve interconnectivity.

Cheri corrected Tunnel Hill as 2 words, not one, and said the plan could acknowledge that North Lebanon's recently adopted airport hazard zoning provision could be model for South Lebanon to consider.

Cheri and Robin Getz conferred to say that access mgt provisions apply to 72, 422 and additional state roads in North Cornwall and North Lebanon. Replace West Cornwall with North Cornwall in the text and generalize state highways or cite them all.

Joe asked if Recommendation 11 on page 14 about the inventory of locally owned transportation infrastructure is needed. Brian and Jon responded that there is some general knowledge but not much specific data on the condition of structures, etc. PennDOT has made it a state-wide initiative to improve data so that funding needs and programming can be improved.

Sheila Wartluft, Assistant Manager for North Lebanon Township, asked about Recommendation 9, specifically what is meant by "advocate the same on state "betterment projects." Brian responded that betterment projects are resurfacing, shoulder improvements, etc. performed by the state. Municipalities have an advocacy role, not an action role, in framing the need for these minor improvements.

Joe asked if the plan should say something about developers funding improvements, such as was done in South Annville. Brian replied that the plan does mention public-private partnerships. Bob Sentz, Lebanon County Planning, said that in South Annville, the proposed improvements are part of the development approval process. Developers and township negotiated staged improvements. Robin said some have called it a cooperative improvement plan. Someone questioned if it was a traffic impact fee program. Jon and Bob said that only East Hanover has a traffic impact fee ordinance, put in place in anticipation of Dr. Barr's development. Jon added that preparation of the ordinance is expensive as the municipality pays for the inventory and initial assessment of design solutions. Brian said that traffic impact fee ordinances are more common in suburban Philly. Many more communities rely on negotiation with developers.

The committee asked if there would be a draft plan for the Feb 16 public meeting. Michelle responded that the public meeting will focus on the recommendations. This does not require a cover to cover draft of the plan.

Other Topics

Cheri asked if Recommendation 37 about home- and farm-based businesses should also include apartments, or operated by owner or tenant. Michelle agreed to revise.

Cheri asked about Recommendation 44 on housing, saying the wording wasn't clear. Do we need to plan for more high density housing? Michelle responded that the region has enough residentially

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zoned land for the next 10 years, especially given the current economy. But as each development proposal is approved and constructed, the region moves closer to build-out of its current zoning. This recommendation is meant to raise awareness that a new type of action, such as higher density to incentivize redevelopment or rezoning of agricultural and rural lands, will be needed to continue to provide reasonable opportunities for development, but the timing is uncertain. This plan can 1) raise awareness, 2) call out areas for “future growth” without recommending them for rezoning now, or 3) let the next plan address this need.

Joe commented that people may be happy with the bedroom mentality now, but that may change over time.

Curt expressed that this plan covers 10 years; no longer planning is required.

Pam Bishop, a public attendee, asked to make several comments. First, she referenced a 9/1/2011 letter from Dwight Yoder on behalf of the citizens group, Preserve Mt. Gretna. The letter pointed out that the Lebanon county plan stated there was excess capacity for residential development under municipal zoning and no need to increase residential land, as read during the September meeting. This regional plan needs to state that the five municipalities have sufficient residentially zoned lands to meet the area’s housing needs through the year 2020 with a footnote that the pace of development may move faster or slower.

There was discussion among the committee if a joint zoning ordinance was needed to support the statement about regional capacity. Michelle said that joint zoning is an option that two or more municipalities may pursue as a result of an adopted multi-municipal comprehensive plan. The adoption of this plan is the purpose of this effort. Implementation arrangements do not need to be prescribed in the plan.

Second, Pam drew attention to the natural and cultural resource goals, numbered 8-10, which she thought were responsive to Preserve Mt. Gretna’s concerns, and indicated these were not reflected in the recommendations under these goals. She cited Article 1, Section 127 of the PA Constitution. Michelle responded that some of the land use and land development recommendations, specifically regarding local character, address resource protection and these were not repeated under with the resource protection recommendations.

Third, she referred to Recommendation 70, Consider adopting riparian buffer provisions into Cornwall, North Cornwall and South Lebanon subdivision and land development ordinances. She said that the recommendation is specific to three municipalities, the description reflects the areas that have exceptional value and high quality waters [and are required to have riparian buffers] and later suggests that all municipalities may consider a buffer requirement. She suggested that since the wording “consider adopting” is used, the recommendation addresses all municipalities, not just two or three of the five. Jeff wanted the recommendation to be clear that such a provision only be required when and where required by state and federal regulations. Michelle agreed to revise the wording.

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Cheri asked if Lebanon County Planning Department should be listed as a Support Partner or Lead Partner for recommended changes to the subdivision and land development ordinance, since North Lebanon and West Cornwall use the county subdivision and land development ordinance. Michelle suggested that the county remain a support partner, so that the action and responsibility of requesting that changes lies with the municipal governing body.

Michelle asked about a few specific recommendations:

Recommendation 81: Monitor streams to limit the impact of pollution from mineral extraction and quarry operations. Joe desired to leave it in the plan to recognize the potential for impact.

Recommendation 82: Establish performance criteria to limit environmental impacts, e.g. noise, dust, etc. from industrial production. Joe thought these impacts (noise, dust, truck traffic, etc.) will all come up at public meetings. If we decide to incorporate something into the ordinance, it can at least be a deterrent. Michelle will look for some references on these provisions.

Recommendation 50: Update municipal Act 537 Sewage Facilities Plans was new and asked for concurrence. There was some discussion of the purpose, age and effort required to update these municipal plans. Michelle summarized the purpose as being to assess public utilities (treatment plant, pump stations, and conveyance lines) for capacity and condition, to assess on-lot systems for groundwater contamination, and determine what actions are needed to solve identified needs, such as public sewer extension, on-lot management districts, etc. The 537 plan is both a service plan and resource protection plan prepared in the interest of public health and safety. There was general agreement to include this recommendation and North Lebanon requested that a 2010 plan amendment be acknowledged.

Lastly, Michelle noted that Recommendation 68 regarding hydro-geologic studies was revised to address only lots proposed for on-lot systems, not all lots.

Following the meeting, Cheri submitted to Michelle a list of additional minor grammatical and technical corrections to the recommendations and a few questions for future committee discussion.

In sum and for the Committee, are these recommendations realistic for our Region:

#31. Support investments in rail freight through the State Capital Budget and Rail Freight Assistance

Program. Brian offered this item for awareness of how rail freight improvements are funded.

Admittedly, it has a distant relationship to reducing truck traffic and improving marketability of rail served industrial sites through municipal advocacy (e.g. letters of support).

#43 (now #44) Consider re-evaluating the visitor center location study.

#55 (now #57) Advocate the extension of broadband, cellular phone, and other telecommunications services to accommodate modern business uses, such as global marketing and “work from home” or telecommuting options. Is there a real need for municipal action here?

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#63 (now #65) **Determine the feasibility of a regional recycling and composting program.** Is this of real interest? If so, additional information on the current shared services and county coordinator should be included.

3. Implementation

The Implementation Chapter will include the Implementation Schedule (table) for the March 1 meeting.

Robin asked when the Steering Committee would receive the draft for the March 1 meeting. Michelle will send this file on Feb 23 for advance reading. The committee was asked to provide a mailing address on the sign-in sheet if a hard copy is desired.

4. Public Milestone Meeting #2

Michelle stated that she has started but not completed a PowerPoint presentation for the public meeting. She distributed a handout. She will not review every recommendation, but will group them and characterize them in simpler terms, e.g. fix, improve, maintain, etc. Comments and suggestions are welcome.

5. Right To Know /Request for Future Land Use Map submissions

Michelle was contacted by Dwight Yoder with a Right to Know request for the future land use map. The Borough of Mt. Gretna has also asked for a copy of the map. Committee: be sure materials emphasize the draft nature of the materials.

6. Public Comment

A gentleman in the public audience asked for a description of the process and timing of the remaining steps in the planning project, specifically if a draft plan would be available on Feb 16. Michelle referred to the last agenda item, where upcoming meetings are listed. See notes below.

Marla Pitt asked which area was considered Stoeberdale and how would it be affected by the planned development area designation discussed last month? Michelle circled an area on the map. Marla and others indicated that area shown is Camp Meeting and Mt. Gretna Heights. Stoeberdale is a very small area, one street in from Route 117. Michelle stated that the planned development areas are lands zoned for residential, commercial, industrial and institutional uses. They include existing developed areas and are meant to encourage future development to locate in these areas.

Cheri asked if Recommendation 89, Initiate a certification program for historic farms and/or barns Certification Program, could or should be expanded to include old one-room school houses. Michelle agreed and added that the text could be revised along the lines of “rural buildings typical of the agricultural community,” which could support further agri-tourism efforts.

She also noted that West Lebanon has public water wells that recently became contaminated and asked if the plan should include a goal to address wellhead protection. Michelle agreed that wellhead

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protection recommendation would be a good addition, and added that groundwater wells may be part of the City of Authority's long range plan for water supply throughout its system.

7. Next Meetings

- **February 16** (snow date Feb 23) – **Public Milestone Meeting #2**, at South Lebanon Elementary School, Large Group Instruction Room, 6-8pm
- **March 1 – Steering Committee meeting** (6pm at the South Lebanon Township Building) to review the draft plan (cover to cover). If the plan is accurate and complete, the Steering Committee will forward the draft plan to the municipal planning commissions for their review and consideration.
- **April 5 – Steering Committee meeting**, if additional review/discussion are needed
- **Date/location TBD – Joint Planning Commission Public Meeting** – to hear public comments. If satisfied, they vote to release (distribute) the plan for required reviews and forward the plan and comments to the governing bodies for consideration. Steering Committee members should attend and acknowledge their participation in the preparation of the plan.
- **45 day Public Review** for public, county, adjacent municipalities, and school district. The governing bodies cannot vote on the plan until the review period expires. The municipalities should designate one person to receive and later distribute all comments.
- **Date/location TBD – Joint Governing Body Public Hearing and Adoption** – to hear final public comments. If satisfied, they vote to adopt the plan by resolution. If not satisfied, they should give specific direction to revise the plan to an acceptable draft for reconsideration. If revisions are substantial, the governing bodies must advertise and hold another public hearing. Again Steering Committee members should attend and acknowledge their participation in the preparation of the plan

The meeting adjourned at 8:20pm.

Summary Issues, Goals, and Recommendations

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Issues and Opportunities

1. **Planned Development and Impacts**
How much development is approved and proposed? What are its population, housing, and service need impacts?
2. **Zoning Capacity, Concerns**
How much capacity remains in our zoning districts?
3. **Economic Development Opportunities**
How can we foster economic development?
4. **An Evolving Transportation System**
How do we address maintenance and improvement effectively?
5. **Cooperation in Public Services**
In what ways can we cooperate in providing cost-effective public services?
6. **Conserving Community Character**
How can we better protect and sustain our character as development occurs?
7. **Compliance with State Regulations**
Where do we need to strengthen our plans and policies to fulfill compliance with state regulations?
8. **Opportunities for State Funding**
Where do our needs for improvement align with state funding programs?

Goals for 2022

1. Maintain a balance of developed, urban areas and conserved, rural lands.
2. Encourage development to “fit” with the region’s urban and rural characters.
3. Improve circulation and transportation options.
4. Foster reasonable housing choices in type, cost, and accessibility.
5. Expand and diversify the economic tax base and family-sustaining, living wage employment.
6. Build and maintain sustainable infrastructure.
7. Provide cost-effective local government services.
8. Manage water resources comprehensively.
9. Protect sensitive natural resources from development and its impacts.
10. Preserve significant historic resources and encourage conservation of other historic resources.
11. Protect farmland and the business of farming.
12. Plan, design, and construct projects collaboratively.

Land Use and Development

Goal 1. Maintain a balance of developed, urban areas and conserved, rural lands.

See *Map #, Future Land Use Map, Map #, Land Use Discussion Map*, and *Table 1 Recommended Changes to Municipal Zoning* (page 5) for locations recommended for re-zoning. See also *Table 2 Changes Considered but Not Recommended to Municipal Zoning* (page 8) for other sites considered but not recommended for re-zoning. Additional areas may be considered for rezoning during the zoning update process. Any consideration for rezoning should include outreach from the governing body and planning commission to landowners to gain an understanding of their intent for land development or conservation.

A. Guide the majority of growth to the Planned Development Area. Within this area, municipal policies and regulations should:

- Accommodate at least 90% of community and economic development (measured as number of new lots) to maximize use of infrastructure.
- Increase mixed land use patterns that promote walking, biking, and transit use and social activity, reducing transportation demand and increasing community connections.
- Encourage and catalyze redevelopment of underutilized or blighted areas.
- Ensure consistency between land use designation, the availability of public sewer and water service, and transportation system capacity.

Rec 1. Revise zoning district designations within the Planned Development Area.

Revisions to zoning district designations should aim to:

- Expand commercial zones for office and services. Align permitted uses with adjacent land use, e.g. neighborhood commercial in residential areas along local and urban collector streets and general/highway commercial along arterial streets.
- Retain industrial zones along the rail corridor. Revise (narrow) uses to those that can make best use of the rail access.
- Expand moderate to high density residential zones and mixed use (residential and commercial uses) in the villages, which may include “traditional neighborhood developments” and “transit-oriented developments”.

The *Future Land Use Map, Land Use Discussion Map* and *Table 1* recommend 15 locations for rezoning and document other locations discussed but not recommended for rezoning at this time. As conditions can change even within a few months, additional locations may be considered when rezoning is undertaken. Revisions should also ensure that mixed use buildings are permitted in the appropriate districts, especially in villages.

Time for Action: Short term (0-2 years)

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Lead Partners:	Municipal Officials to delegate preparation of zoning revision; Municipal Planning Commissions to prepare zoning ordinance/map amendments
Support Partners:	Lebanon County Planning Department and adjacent municipalities for zoning amendment review
Funding Sources:	General Funds

Rec 2. Explore and evaluate the use of the official map as a means to identify potential lands for future public facilities, rights-of-way and infrastructure.

Article IV, Official Map, of the Pennsylvania Municipalities Planning Code enables municipalities to show existing *and proposed* public facilities, rights-of-way and infrastructure based on those same items identified in its comprehensive plan. The effect of the official map is to identify and reserve specific lands for future public need, such as a connector road, water or sewer line, a municipal building, or public park. The official map entitles the municipality to up to one year to acquire the specified property from the time the property owner gives notice of intent to build or develop. The map does not constitute or obligate the municipalities to take any action.

Time for Action:	Medium term (3-5 years)
Lead Partners:	Municipal Officials
Support Partners:	Municipal Authorities; Municipal Planning Commissions
Funding Sources:	General Funds

B. Allow development that is conservation-oriented in the Planned Conservation Area.

Within this area, municipal policies and regulations should:

- Minimize forest fragmentation and restore forest connectivity, especially on South Mountain (the Highlands).
- Conserve prime farmland soils for agriculture and other open space uses.
- Preserve lands in large, contiguous blocks.

Rec 3. Enact Conservation by Design provisions in zoning and subdivision and land development ordinances to protect natural resources.

The Conservation by Design subdivision and land development technique limits impacts to ordinance-specified resources while clustering the development potential on the remaining portion of the site. The technique can limit the clearing of woodlands, construction of impervious surfaces on prime agricultural soils, new obstructions to significant viewsheds, and impacts to other ordinance-specified resources. The technique requires authorization in the both zoning and subdivision and land development ordinances. The Natural Lands Trust in Media, PA maintains model ordinances for municipal review and modification. South Annville Township has enacted modified

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provisions to coordinate linked open space among multiple residential developments.

Time for Action: Short term (0-2 years)

Lead Partners: Municipal Officials to delegate preparation of zoning revision; Municipal Planning Commissions to prepare zoning ordinance/map amendments

Support Partners: Lebanon County Planning Department and adjacent municipalities for zoning amendment review

Funding Sources: General Funds

Rec 4. Support farmland conservation efforts (agricultural security areas) and preservation efforts (easements).

Support for these programs entails timely renewal of agricultural security areas, including outreach to non-participating farm owners and letters of support for county farmland preservation applicants. Support may also include financial contributions to the county farmland preservation program.

Time for Action: Ongoing

Lead Partners: Municipal Officials

Support Partners: Municipal Planning Commissions

Funding Sources: n/a for advocacy; General Funds for contributions

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TABLE 1 RECOMMENDED CHANGES TO MUNICIPAL ZONING (DRAFT)

Map ID	Location	Acres Affected	2010 Generalized Zoning	Alternatives Considered	Recommended Zoning Change	Comments (See also note at end of table)
G	US 422	91	Industrial/Manufacturing	▪ Mixed use	Light Industrial/Office (with limited on-site retail)	Zoning other than industrial would isolate an adjacent truck terminal.
H	US 422/Prescott Dr, North	254	Industrial/Manufacturing	▪ Mixed Use	Commercial Office (with limited on-site retail)	Site includes headwaters of Tulpehocken Creek; sensitive development required.
I	US 422/Prescott Dr, South	164	Industrial/Manufacturing	▪ Commercial	Highway Commercial, Commercial Office	High volume traffic highway with more limited access to interstates via PA 72 and PA 501.
J	PA 897 and Short Rd	40	General Commercial, Low Density Residential	▪ Mixed use	Neighborhood Commercial	5 th Avenue already has some commercial activity. Site J could provide a concentrated location for small neighborhood businesses.
L	Cornwall Center, PA 419 and Boyd St	30	Low Density Residential	▪ Village Mixed Use ▪ Village Residential	Village Mixed Use	A residential/commercial neighborhood could re-establish a core at Cornwall Center.
M	East side of PA 72, south of PA 419	54	High Density Residential	▪ Highway Commercial ▪ Neighborhood Commercial ▪ Village Mixed Use	Highway Commercial	Site M was expanded north to include an adjacent parcel fronting Route 419. The site is relatively flat and buffered by adjacent woodlands at the Alden Place. An opportunity for office, retail, or both.
N	West side of PA 72, south of PA 419	23	Highway Commercial, Agriculture	▪ Village Mixed Use	High Density Residential	The site's proximity to the existing village suggests a natural expansion of the village pattern and density. Residential and small scale commercial uses are equally compatible with the surrounding development. A mixed use neighborhood could

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Map ID	Location	Acres Affected	2010 Generalized Zoning	Alternatives Considered	Recommended Zoning Change	Comments (See also note at end of table)
						provide moderate to high density residences and several shops.
P1	Main St, Quentin	9	Neighborhood Commercial, Highway Commercial	<ul style="list-style-type: none"> Neighborhood Commercial Village Mixed Use 	Neighborhood Commercial	Several businesses already exist along Main Street. Economic development that re-uses and rehabilitates existing structures would be ideal.
P2	East side of PA 72, north of PA 419 (Quentin Riding Club)	48	Low Density Residential	<ul style="list-style-type: none"> Neighborhood Commercial Village Mixed Use Conservation by Design 	Neighborhood Commercial	The Riding Club has long ties to this site and community. The feasibility of conserving structures is not known. If feasible, a conservation approach to redevelopment that re-uses structures may be possible. If not, small scale commercial redevelopment that fits the community should be permitted.
Q	Zinns Mill Rd, Quentin	60	Low Density Residential	<ul style="list-style-type: none"> Village Mixed Use High Density Residential 	High Density Residential	The site's proximity to the existing village suggests a natural expansion of the village pattern and density.
R	Zinns Mill Rd	79	Low Density Residential	<ul style="list-style-type: none"> Residential Conservation 	Residential Conservation	The community would like to conserve the open space of Fairview Golf Course. In this rear portion, a "conservation by design" approach could locate houses between the fairways and maintain the path system for pedestrian circulation.
S	PA 72	92	Low Density Residential	<ul style="list-style-type: none"> Commercial 	Commercial Office	The front portion of Fairview Golf Course has higher value for commercial uses. Strip zoning would encourage multiple access points if the land were subdivided. Deeper zoning could

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Map ID	Location	Acres Affected	2010 Generalized Zoning	Alternatives Considered	Recommended Zoning Change	Comments (See also note at end of table)
						encourage single point of entry with internal circulation.
Y	Walnut St, Hebron	8	High Density Residential	<ul style="list-style-type: none"> Neighborhood Commercial Medium Density Residential 	Neighborhood Commercial	Consider opportunity for businesses to serve the local neighborhood without the need for extensive parking.
Z	PA 419, Cornwall	33	Low Density Residential	<ul style="list-style-type: none"> Village Mixed Use 	Village Mixed Use	Like Site L, new development could bolster the vitality of the village center. Impact is limited as portions held by Freeman Estate are deed restricted as open space (farm or park). Evaluate the potential in detail.
AA	E Evergreen Rd at State Drive	15	Industrial	<ul style="list-style-type: none"> Neighborhood Commercial 	Neighborhood Commercial	Site AA, suggested as an alternative to Site K, provides additional business opportunity along busy roads and in proximity to residences.

NOTE: ANY CONSIDERATION FOR REZONING SHOULD INCLUDE OUTREACH FROM THE GOVERNING BODY AND PLANNING COMMISSION TO LANDOWNERS TO GAIN AN UNDERSTANDING OF THEIR INTENT FOR LAND DEVELOPMENT OR CONSERVATION.

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TABLE 2 CHANGES CONSIDERED BUT NOT RECOMMENDED TO MUNICIPAL ZONING (DRAFT)

Map ID	Location	Acres Affected	2010 Generalized Zoning	Alternatives Considered	Recommended Zoning Change	Comments
A	Heilmandale Rd.	121	Industrial/Manufacturing	<ul style="list-style-type: none"> Limited Industrial Office/Institutional 	Light Industrial/Office (with limited on-site retail)	Site is approximately 6 miles from Interstates 81 and 78, primary routes for product distribution to US consumers. Owner and developer are actively seeking development opportunities. Township is concerned about traffic impacts and improvement needs from an intensive industrial use. Township is open to alternative uses and use combinations, as well as innovative approaches to "fit" any proposed development into the Heilmandale area.
B	Long Lane	97	Agriculture	<ul style="list-style-type: none"> Industrial Limited Industrial Office/Institutional 	Light Industrial/Office (with limited on-site retail)	Adjacent to site A, this area has direct access to PA 72 and via Long Lane. Road improvements would likely be needed.
C	Tunnel Hill Rd	20	Agriculture	<ul style="list-style-type: none"> High Density Residential 	No change	Infill opportunity constrained by slope and water resources. Portions protected by easement and wetland conditions. Pansy Hill intersection is already complicated. An open space corridor is preferred.
D	Hill St	41	Agriculture	<ul style="list-style-type: none"> High Density Residential 	No change	
E	PA 72 and Old Ebenezer	53	General Commercial	<ul style="list-style-type: none"> Mixed use 	No change	
F	8th Ave	111	Agriculture	<ul style="list-style-type: none"> Mixed use 	No change	Site was requested to remain in the agricultural district by a previous landowner.
K	E Evergreen Rd at Fonderwhite	27	Agriculture	<ul style="list-style-type: none"> Commercial, Industrial 	No change	Evergreen/Fonderwhite intersection is already problematic. No change unless intersection can be improved. Alternative site, AA, suggested.
O	PA 72 (East side)	84	General Commercial	<ul style="list-style-type: none"> Forest 	No change	Natural resource constraints adequately limit the amount further development or redevelopment.

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Map ID	Location	Acres Affected	2010 Generalized Zoning	Alternatives Considered	Recommended Zoning Change	Comments
						Consider whether the character of future development should be managed along PA 72, as the gateway or entrance corridor to the Lebanon Valley.
T	T PA 72 and Rocherty (NW corner)	53	Agriculture	▪ Commercial, Mixed use	No change	Development potential is deed-restricted by an agreement of multiple property owners.
V	US 322 and PA 117	18	Highway Commercial	▪ Agriculture	No change	This site has no direct access to US 322 or PA 117 but has been zoned commercial for decades.
X	Oak St/Country Club	149	Low Density Residential	▪ Residential Conservation Subdivision ▪ Agriculture ▪ Office Conservation	No change	Conservation by Design is now an approved (but not required) development technique under NCT's 2011 zoning.
W	West side of PA 72, non-frontage lands along Hicks Creek	138	Highway Commercial	▪ Forest ▪ Residential Conservation ▪ Office Conservation	Forest (for rear portion only)	Commercial zoning is preferred for the front portion of this area, though the rear portion abuts Governor Dick lands and could be rezoned to Forest with the landowner agreement.
BB	Suzy Street	11	Industrial		No change, Commercial office	Two smaller parcels remain undeveloped; access would require a costly stream crossing. Alternative zoning would likely be perceived as spot zoning. Explore parcel unification with an adjacent parcel or access by easement to make the site more marketable.
CC	Smutzy Property	288	Agriculture	▪ Residential Conservation	No change	Site is shown on old maps as the location of iron ore mining pits. Soil conditions, i.e. feasibility to support public utilities, are unknown. Consider rezoning with the support of additional

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Map ID	Location	Acres Affected	2010 Generalized Zoning	Alternatives Considered	Recommended Zoning Change	Comments
site information.						

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Goal 2. Sustain the region's urban and rural characters as development occurs.

- A. Encourage new development to "fit" with the region's urban and rural characters:
- B. Revitalize and strengthen identity of villages and neighborhoods.

Rec 5. Conduct a study to define localized urban and rural community characters.

Defining the character that is to be matched or "fit into" involves both what (character) and where (location). Begin by identifying areas where the community or landscape character is distinctive, desirable, and at risk to impact by conventional development techniques. Areas may be urban in context, such as Pleasant Hill, or rural, such as the village of Quentin or the Route 72 corridor across South Mountain.

Second, define the features and characteristics of the landscape and development pattern that make each character area unique. Characteristics may include lot/street pattern, site design including natural vegetation and canopy cover, building size, height, bulk, location and orientation, etc.

Third, determine the boundaries of each character area. For areas of marginal character, consider whether to exclude them, or to include them with the intent of strengthening character as continued development occurs.

Finally, evaluate ways to maintain those characteristics in new development: regulatory requirement or performance incentive. This determination will direct the preparation of the appropriate tool.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon Valley Conservancy; County and local historical societies
Funding Sources:	General Fund for professional services, as needed

Rec 6. Enact overlay zoning to maintain localized characters.

Overlay zoning provides additional requirements and may offer additional benefits in a specified area.

Cornwall Borough's historic overlay requires that new development in Cornwall Center, Miners Village and Burd Coleman model historic design patterns. An alternative approach would reward developers who match new development to documented characteristics with additional lots or units.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Cornwall Borough for its model ordinance and experience
Funding Sources:	General Fund for professional services, as needed

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Rec 7. Install streetscape improvements in villages and neighborhoods.

Existing villages and neighborhoods include Avon, Ebenezer, Hebron, Karinchville, Pleasant Hill, Prescott, Rexmont, Toytown, and the Lehman Street area (11th Avenue to Wal-Mart). These places may not have a traditional center, a square or park, but there was clearly a need for their development at one point in time. Acknowledging these small centers and their historic purpose could incentivize neighborhood pride and private reinvestment, such as property upgrades.

Streetscape elements include pedestrian elements such as sidewalks and crosswalks, sidewalk lighting, street trees and planters, benches and trash/recycling receptacles, community signs and banners, and façade conditions. Improvements can add or update any of these elements as well as street paving, street lighting, and signing. Ideally, any improvements would increase not only the visual appearance of the area, but also its accessibility and walkability. Municipalities should work with local residents to identify potential improvements.

Time for Action: Long Term (6-10 years)

Lead Partners: Municipal Officials and Planning Commissions

Support Partners: LEBCO MPO; PennDOT District 8-0

Funding Sources: PA DCNR TreeVitalize; Liquid Fuels; General Funds; Community Development Block Grants

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Transportation

Goal 3. Improve circulation and transportation options, especially within the Planned Development Area.

In addition to the transportation recommendations beginning on page 14, see *Map # Transportation Issues* and *Table 3 Transportation Issues and Approaches*, below, for locations recommended for study, improvement, or referral.

Table 3 Transportation Issues and Approaches

A	US 422/W Cumberland St	Commercial strip proposed for gateway improvement	Advance the Route 422 Beautification Project; explore funding sources with the LEBCO MPO and PennDOT; partner with the City of Lebanon and West Lebanon, if appropriate
B	US 422/E Cumberland St	Moderate congestion	Ask LEBCO MPO continue to monitor this as a corridor in the county-wide Congestion Management Process (CMP) for potential traffic system management (TSM) improvements; continue enforcement of access management
C	Reist Rd	No shoulder	Paved shoulder should be 4 feet in width; any additional shoulder width is better than none at all. Refer to AASHTO's <i>Policy on Geometric Design of Highways and Streets</i> . "Share the Road" signs could be considered for PA 241.
D	Royal Rd	No shoulder	
E	Forney Rd	No shoulder	
F	PA 241/Colebrook Rd	Narrow shoulder	
G	PA 72/Quentin Rd	Traffic congestion	A comprehensive corridor study of PA 72 and Cornwall Rd has been fully funded and programmed for FFY 2016
H	Cornwall Rd	Increasing traffic volumes	
I	Main St/Quentin	Poor sidewalk conditions	Consider sidewalk construction as a public project; alternatively, provide no- or low-interest loans to property owners for sidewalk repair and/or construction
J	Freeman Dr	No sidewalks	
K	Boyd St/Miners Village	Poor sidewalk conditions	
L	Evergreen Rd	Peak period congestion	Consider including Evergreen Rd as part of above-referenced comprehensive corridor study of PA 72 and Cornwall Rd
M	Evergreen Rd	Poor shoulder conditions	
N	PA 72/Tunnel Hill Rd	Truck traffic concerns	Monitor truck traffic volumes as business park expands; Request a traffic safety analysis from PennDOT; explore a traffic study of PA 72 intersection w/public-private partnership
O	25 th St Underpass	Single lane underpass	Coordinate with LEBCO MPO in programming a project that would create a two-lane underpass
P	Quittapahilla Creek bridges on S Mill St	2, single-lane, state-owned bridges (SR 3023) with Sufficiency Ratings below 50; over 80 years old	Monitor construction of these replacement structures; notice to proceed is expected in March 2012
Q	Int. of PA 72/PA241	No signal actuation for bicyclists	Example site for broader bicycle network improvements. (City of Lebanon to) Explore installation of diagonal-type induction loops that provide bicycle detection. Rectangular loops can

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			also detect bicyclists if detector sensitivity is adjusted. Bicyclist-actuated buttons may be an alternative but not a substitute for detectors.
R	US 422/E. Cumberland St	Poor traffic circulation	Include this intersection in the request for LEBCO MPO monitoring (see Site B)
S	E Evergreen Rd/ Fonderwhite Rd	Limited sight triangle/distance (safety concern)	Address sight limitations (clear sight triangles and regarding) in collaboration with surrounding property owners
T	Industrial park	Truck circulation	Ask the LEBCO MPO to update its CMP to include an examination of goods movement and localized freight issues and concerns, including spot locations such as the industrial park
U	Main St/Quentin	Vertical sight distance	Continue enforcement of Main St speed limit. Request a Roadway Safety Audit for Route 419 from PennDOT District 8-0.
V	PA 419 at Alden St	Intersection geometry	Explore reconfiguration of intersections; public/private partnerships maybe needed
W	PA 419 at Cornwall Rd	Intersection geometry	
X	Rail trail crossing at PA 419	Safety concern	Monitor use and consider use of roadway pavement markings 100 ft from crossing and additional signing (W11-15; W11-15P; W16-2aP) 300 ft from crossing
Y	PA 419, east of Willow St	Horizontal sight distance	Contact County Maintenance Manager to address near-term safety concerns. Request a Roadway Safety Audit for Route 419 from PennDOT District 8-0.
Z	PA 419	Poor drainage	
AA	PA 419 at State Dr	Wide, unmarked shoulder	
BB	PA 419	Horizontal sight distance	
CC	PA 419	Horizontal sight distance	
DD	PA 419 at Rexmont Rd	Horizontal sight distance	
EE	PA 419 at twp line	Horizontal sight distance	
FF	US 322 WB at PA 72 SB	Difficult left turn	To be signalized in conjunction with latter construction phases of The Preserve
GG	PA 72 and Spring Hill Ln	Poor sight distance	Contact PennDOT County Maintenance Manager to address
	Zinns Mill Road missing link	Bridge gap	Consider including Zinns Mill Rd as part of the recommended corridor study of PA 72 and Cornwall Rd
	PA 343	Shoulder conditions and other safety concerns	Contact County Maintenance Manager to address near-term safety concerns. Request a Roadway Safety Audit for Route 419 from PennDOT District 8-0.
	PA 343 at Kimmerlings Road	Vertical sight distance	Include intersection in safety audit

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A. Improve the Region's transportation asset management practices.

Rec 8. Install municipal signing that meets the latest MUTCD requirements.

As municipalities change and update their sign inventories through regular maintenance activities, new signs should satisfy the latest federal standards as required through the Manual on Uniform Traffic Control Devices (MUTCD). (See <http://mutcd.fhwa.dot.gov/index.htm>.) Previous compliance dates to the federal standards could change, but the standards themselves will not. An amendment to the compliance dates originally proposed in August 2011 has not been made official, as of Spring 2012.

Time for Action:	Short Term (0-2 years) and Ongoing in compliance with current federal standards
Lead Partners:	Municipal Engineers and Roadmasters
Support Partners:	n/a
Funding Sources:	Liquid Fuels; General Funds

Rec 9. Improve sub-base and width of roadway shoulders and maintenance practices to accommodate non-motorized travel on local roadways. Advocate the same on state Betterment projects.

Improved shoulders can alleviate the operational complications caused by slow moving horse-drawn buggies and bicyclists along state highways. Wider shoulders is also a significant safety benefit to motor vehicle traffic, particularly in areas surrounded by farmland where slow moving farm equipment is typically present.

Begin with Sites C, D, E, and F on Map 2, Transportation Issues and Concerns, and others that are part of the bicycle route network, shown on Map 3. Where funding is limited, adding or improving shoulders on uphill sections first will give slower moving bicyclists and buggies needed maneuvering space and decrease conflict with faster moving motor vehicle traffic. Roadways with higher AADT (e.g., >1,000) could also be made a priority over lower volume roadways. The AASHTO Guide to the Development of Bicycle Facilities can provide technical guidance for these kinds of improvements.

Time for Action:	Ongoing
Lead Partners:	Municipal Engineers and Roadmasters
Support Partners:	LEBCO MPO; PennDOT District 8-0
Funding Sources:	Liquid Fuels; General Funds; Betterment funds (state projects)

Rec 10. Review the list of regional transportation issues and concerns annually. Update sites,

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conditions and actions as new data becomes available. Advance eligible projects to LEBCO MPO and state highway maintenance concerns to PennDOT District 8-8 (County Maintenance).

Community leaders, engineers and planners should maintain an inventory of local and regional transportation deficiencies. This inventory will then provide a ready list of projects for municipal maintenance and improvement as well as candidate projects for the biennial transportation improvement program or TIP update for at high crash locations prepared by the LEBCO MPO and PennDOT District 8-8 (County Maintenance). Condition data should be shared with LEBCO planning staff for awareness as they coordinate with PennDOT District 8-0 in preparing updated TIPs and locally-owned transportation asset inventories.

Municipalities should formally submit candidate projects that are eligible to receive state and federal funds to the LEBCO MPO during the summer of odd-numbered years (e.g., 2013, 2015, etc.). Projects eligible for Highway Safety Improvement Program (HSIP) funding should be aimed at contributing to a reduction in traffic fatalities and serious injuries on state roads through the implementation of medium cost infrastructure-related highway safety improvements.

Maintenance concerns on the state transportation system could include pavement condition, substandard shoulders, pavement markings, drainage, sight distance concerns, and signing issues and should be shared with the county maintenance manager.

Time for Action: Ongoing
Lead Partners: Municipal Managers, Engineers, and Planning Commissions
Support Partners: LEBCO MPO planning staff
Funding Sources: n/a

Rec 11. Be responsive to the LEBCO MPO's efforts to develop a county-wide inventory of locally-owned transportation infrastructure.

PennDOT continues to work with its planning partners at the regional and county level in developing an inventory of locally-owned transportation infrastructure. Pilot programs are underway across the state. As these conclude, further statewide guidance for the planning partners (e.g., LEBCO MPO) is expected by March 15, 2012, followed by direction to begin collecting local data.

Time for Action: Short Term (0-2 years)
Lead Partners: Municipal Managers and Engineers
Support Partners: Municipal Planning Commissions; LEBCO MPO
Funding Sources: n/a

B. Diversify travel options.

Rec 12. Complete the Lebanon Valley Rail Trail through the Region.

The Lebanon Valley Rail Trail complements the Region's transportation system, providing nearly 15 miles of off-road recreation and transportation opportunities. While it is unclear if federal Transportation Enhancement funding will continue under successor legislation to SAFETEA-LU, completion of this spine is an important step in establishing an off-road trail network in Lebanon County. Completed and planned segments are shown on Map 2, Transportation Issues and Concerns.

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Time for Action:	Long Term (6-10 years)
Lead Partners:	Lebanon Valley Rail to Trails, Inc.; LEBCO MPO
Support Partners:	Municipal Officials
Funding Sources:	LEBCO MPO Transportation Enhancement (TE) funding

Rec 13. Develop a plan for a regional trail network.

A regional trail plan should designate routes that link retail establishments, neighborhoods, schools, recreational areas, major employment areas, and other desired destinations. Both on-road and off-road routes can be part of the plan. The LVRT can act as the spine of the off-road trail network with spurs and loops expanding its reach. The planning process should engage the public in the identification of desired linkages, and should identify an implementation agent or group to lead and encourage trail development. North Cornwall already has a Master Plan for Non-Motorized Trail Connections. Priority trails from this plan and the completed and planned route of the South Lebanon trail are shown on Map 2, Transportation Issues and Concerns.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	LEBCO MPO
Funding Sources:	n/a

Rec 14. Enforce sidewalk and alternative pedestrian facility requirements.

The subdivision and land development ordinance is the primary tool for municipal officials and planners in ensuring that pedestrian linkages such as sidewalks and off-road connections are provided as new neighborhoods are built. Where such provisions are in place, their enforcement is important in providing safe travel facilities for persons of all ages and abilities. Where provisions are lacking or perhaps limited to traditional sidewalks where they may not be appropriate, provisions should be added or updated. All facilities should be compliant with the Americans with Disabilities Act (ADA).

Time for Action:	Ongoing
Lead Partners:	Municipal Officials, Engineers, and Planning Commissions
Support Partners:	Lebanon County Planning Department
Funding Sources:	Private funding

Rec 15. Construct, and where necessary reconstruct, sidewalks in existing neighborhoods through public projects or property owner incentives.

Sidewalks are an important element of a public transportation system. They meet a need for safe travel routes for those who do not or cannot drive. Their construction and maintenance must be supported and backed by municipal leaders. Sidewalk construction or reconstruction is an eligible use of CDBG funds where the residents meet the program criteria. Municipalities can also create a revolving loan fund that would provide low-interest loans to property owners looking to construct or reconstruct their sidewalks. Main Street in Quentin (Map 2, Site I), Freeman Drive in Quentin (Site F), and Rexmont (Site K) are priority locations.

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Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials, Managers and Engineers
Support Partners:	Municipal Planning Commissions; PA DCED
Funding Sources:	Private funding; Community Development Block Grants (CDBG)

C. Improve safety.

Rec 16. Request a traffic safety analysis of the intersection of PA 72 and Tunnel Hill Road.

The intersection of PA 72 and Tunnel Hill Road is characterized by awkward roadway geometry, which makes it challenging for motorists, bicyclists and pedestrians. A traffic safety analysis of the intersection would identify near- and long-term improvements to be made at the intersection. Near-term actions might be addressed by PennDOT maintenance forces (signing/pavement marking improvements, minor capacity upgrades), while longer-term fixes such as major geometric improvements or capacity upgrades could be addressed through the TIP.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials; Municipal Engineers; PennDOT District 8-0
Support Partners:	Planning Commission Members; Adjacent Property Owners
Funding Sources:	General funds and/or Liquid Fuels, depending on the scope of the project

Rec 17. Request corridor safety audits from PennDOT for PA 343 and PA 419.

Safety audits are performed by teams of PennDOT District and County staff, in conjunction with local leaders, to identify major and minor improvements that could reduce crashes and improve safety in specific roadway sections.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials, Engineers and Roadmasters
Support Partners:	Municipal Planning Commissions; LEBCO MPO; PennDOT District 8-0 and 8-8
Funding Sources:	PennDOT Planning funds

Rec 18. Enact airport hazard zoning provisions in South Lebanon Township to protect the approaches to Keller Brothers Airfield.

Airport Hazard Zoning seeks to promote compatibility of adjacent land uses with the sustained operation of an airfield. Zoning is the municipality's only means to control the height of buildings, other structures, and even vegetation that may encroach upon the flight path and become a detriment to the ongoing viability of the airport itself. PennDOT's Bureau of Aviation has developed a model airport zoning ordinance to serve as a guideline. Review the provisions adopted by other Lebanon County municipalities with airfields, including North Lebanon, or visit the Aviation homepage of PennDOT's website for links to the model ordinance and other resources.

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Time for Action:	Medium Term (3-5 years)
Lead Partners:	South Lebanon Officials and Planning Commission
Support Partners:	Lebanon County Planning Department; PennDOT Bureau of Aviation
Funding Sources:	n/a

Rec 19. Enact access management provisions for all major roadways.

Access management provisions of a subdivision and land development ordinance represent an inexpensive technique for managing public safety and traffic flow. Such provisions manage (in many cases, reduce) the number and placement of driveways or decision points along the roadway, increasing safety for motorists, pedestrians, and bicyclists. In addition to safety, improved access management can enhance roadway capacity by removing slow moving and turning traffic. North Cornwall and North Lebanon have adopted access management provisions into their subdivision and land development ordinance or supplemental standards to manage congestion along state highways. Access management applied in advance of development could prevent or mitigate congestion from occurring later on. Lebanon County provisions apply to new development and redevelopment of lots with frontage on arterial or major collector roadways within Lebanon County that are under the jurisdiction of the Lebanon County Planning Department, namely those in North Lebanon and North Cornwall in this Region. See PennDOT Publication #574 for PennDOT's model access management ordinance and the AASHTO publication *A Policy on Geometric Design of Highways and Streets*.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Planning Commissions
Support Partners:	Lebanon County Planning Department; PennDOT District 8-0
Funding Sources:	n/a

Rec 20. Conduct safety audits of pedestrian and bicycle routes to schools, parks and trails.

While the Cornwall-Lebanon School District busses 100% of its students to and from school, citizens undoubtedly walk and bike to nearby schools for recreational activities after hours and on weekends. Whether conducted under the federal/state Safe Routes to School program or as a local safety audit, this process should consider bicycle and pedestrian safety factors such as the availability and condition of sidewalks and crosswalks, signing, pavement markings, fixed objects, and traffic control within walking and biking distances of schools, as well as parks and trailheads. The National Center for Safe Routes to School provides a variety of tools that could support a community-led safety audit: walkability checklist, bikability checklist, instructions for audits, etc. This recommendation could be carried out by members of the municipal planning commissions, with involvement by a municipal or traffic engineer or accomplished through a citizen task force with oversight from the planning commission.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Engineers and Planning Commissions
Support Partners:	Lebanon County Planning Department; School District

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Funding Sources: n/a

D. Increase efficiency, connectivity, and accessibility.

- Address missing links on the locally-owned roadway network.
- Make public transit feasible within Planned Development Areas.
- Address congestion bottlenecks and other impediments to freight movement on the highway network.
- Follow Smart Transportation principles (e.g., Complete Streets) in highway planning and design.

Rec 21. Retime traffic signals on a 5-year cycle and upgrade, as needed.

PennDOT's Bureau of Highway Safety and Traffic Engineering has calculated annual estimated costs for properly maintaining and operating traffic signals. This includes the standard that every signal should be retimed every five years based on current traffic demands. Proper maintenance is not occurring on many traffic signals, and very few traffic signals are retimed to optimize operations. This is particularly critical on suburban arterials that span multiple municipalities. Typical traffic signal maintenance costs are \$3,500/year for maintenance, \$1,500/year for operating efficiency (energy) and \$7,500 once every five years for retiming.

Time for Action: Short Term (0-2 years) to establish ongoing 5year cycle

Lead Partners: Municipal Managers and Engineers

Support Partners: Municipal Officials

Funding Sources: PennDOT CMAQ, Automated Red Light Funding Program (ARLE); Liquid Fuels; General Funds

Rec 22. Expand the congested corridor study of US 422 and conduct a congested corridor study of PA 72.

While PennDOT's Congested Corridor Improvement Program (CCIP) no longer exists, studies should still be undertaken to examine congested corridors across jurisdictional boundaries. Proposed improvements should address roadway geometry, traffic signal operations, access management, multi-modal initiatives, ITS, transportation demand management measures, and planning and zoning practices that are appropriate for a particular transportation corridor.

Lebanon County's Congestion Management Process has identified several corridors that experience recurring congestion, including US 422, PA 72 and Rocherty/Evergreen Roads. Spot locations of concern include the intersection of PA 343 with Kimmerlings Road in North Lebanon Township, and various crash cluster locations along PA 241 in North Cornwall Township. LEBCO MPO has set aside money for a study of the PA 72 corridor (to include synchronization of traffic signals). Municipalities should work through the LEBCO MPO to identify candidates for study.

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Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Roadmasters
Support Partners:	Municipal Planning Commissions; LEBCO MPO; PennDOT District 8-0
Funding Sources:	Studies funded by PennDOT, with engineering and construction costs through the 12 Year Plan.

Rec 23. Monitor travel demand through the 25th Street underpass to establish baseline data and determine operational trends.

This one-lane tunnel under the Norfolk Southern Keystone Line (Map 2, Site O) is a bottleneck for local traffic accessing the Lebanon Valley Mall, the Lebanon Rails Business Park and Union Canal Tunnel Park with a sight distance limitation. A 2005 traffic signal investigation prior to the development of the Lebanon Rails Business Park documented the physical conditions, including the 90-degree turn immediately on the south side of the underpass, and typical use as limited to vehicular traffic. The underpass was rated at level of service B for morning and evening peak in both directions. The report recommended a traffic signal to address the safety (sight distance) concern. As additional parcels in the business park are developed and generate traffic, this location should be monitored to assess any future need for and scale of improvement. Since the structure is owned by Norfolk Southern, its replacement is subject to NS decision-makers. Having accurate information will be necessary to request an improvement or to partner with NS on the replacement.

Time for Action:	Long Term (6-10 years)
Lead Partners:	North Lebanon Township Engineer
Support Partners:	LEBCO MPO; PennDOT District 8-0
Funding Sources:	n/a

Rec 24. Address the Route 72/Zinns Mill Road intersection and the missing link of Zinns Mill bridge as traffic conditions warrant.

Since the removal of the Zinns Mill Road bridge in 2003, traffic has increased on surrounding roadways. Reconnecting Zinns Mill Road could provide an alternative route and help to alleviate congestion of Rocherty Road/Evergreen Road to the north. A study to determine the impacts of replacing the bridge and restoring this corridor is needed. The study should include the potential impacts to the intersections with PA 419 to the west, and Cornwall Road, Lincoln Avenue and State Drive to the east. This study could be performed in conjunction with a congestion study of the PA 72 corridor as described above.

Time for Action:	Long Term (6-10 years)
Lead Partners:	Municipal Planning Commissions
Support Partners:	LEBCO MPO planning staff; PennDOT District 8-0
Funding Sources:	PennDOT

Rec 25. Evaluate the need for park and ride lots throughout the region.

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Park and ride facilities are an essential, yet often overlooked, element of our transportation infrastructure. Growing ridership on Lebanon Transit's "Commuter King" corridor from the Allen Biehler park and ride lot at the I-81/PA 934 interchange to Harrisburg attests to the lot's value in facilitating intermodal transportation. As interest in public transportation and ridesharing continues to grow, it is essential to provide facilities and services that are convenient to and valued by the public. A study could be conducted locally with windshield surveys at ad hoc park and ride locations, or through the use of more sophisticated, analytical tools, such as GIS, in collaboration with Lebanon Transit.

Time for Action: Medium Term (3-5 years)
Lead Partners: Municipal Managers, Engineers and Planning Commissions
Support Partners: LEBCO planning staff; Lebanon Transit; PennDOT District 8-0
Funding Sources: PennDOT Congestion Mitigation/Air Quality (CMAQ) funding

Rec 26. Enact transit-friendly land development standards into the respective county/municipal subdivision and land development ordinances.

Land use and land development patterns can support or discourage the availability of transit service and ridership. Along a given corridor, zoning determines what uses and how many destinations may develop, suggesting whether or not the general public would have interest in service to this corridor. Land development standards influence how accessible and convenient that corridor and its development are to transit service. For example, buildings with large setbacks create long walking distances from transit stops along the roadside to the building entrance. A lack of sidewalk to the building entrance and shade near the transit stop create further disincentives for transit riders. (The *LANTA Land Use Toolkit* was prepared to help the Lehigh and Northampton Transit Agency and its service area municipalities understand how to improve municipal planning in support of transit service, where desired.) In addition, Section 605 of the MPC further provides for the implementation of transportation-based zoning overlay districts in order to manage the traffic generation characteristics of new uses along a transportation corridor.

Time for Action: Long Term (6-10 years)
Lead Partners: Municipal Planning Commissions
Support Partners: LEBCO MPO staff; PA DCED
Funding Sources: n/a

Rec 27. Promote ridesharing services.

Commuter Services of Pennsylvania promotes ridesharing to reduce congestion across a 9-county region that includes Lebanon County. For workers, it hosts an online database of commuters looking to rideshare based on destination/travel route, workday schedule, and flexibility. The non-profit organization also works with employers to market its services at the workplace.

Municipalities can connect residents and local employers to Commuter Services by providing information in municipal newsletters, and posting information about their services and programs at municipal buildings and libraries.

Time for Action: Short term (0-2 years) and Ongoing

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Lead Partners:	Municipal Managers
Support Partners:	Local Employers; LEBCO MPO staff, which maintains a leadership role with Commuter Services
Funding Sources:	n/a

Rec 28. Encourage expansion and interconnectivity of the road network, including connector roads between major roadways and parallel service roads to reduce demand on primary roadways.

Traffic congestion occurs where there is high demand and few, if any, alternative routes. Planning and developing an interconnected network of roadways provides travel route options at least for those traveling to local destinations. Connectivity is most easily illustrated with a grid pattern, whether rigid with streets intersecting at 90-degree angles or curvilinear, adapted to local topography and other barriers. Roadway connectivity can be achieved through formal plans, such as use of the official map to identify planned roadway and utility locations (See Recommendation 2), or through negotiations with developers.

Service or marginal access roads can greatly improve safety and mobility along a highway corridor. They typically run parallel to a primary highway corridor, providing often stop-controlled or signal-controlled access to intensive development at cross streets rather than at multiple driveways. Development of marginal access roads also avoids the purchase of access rights during highway widening and/or upgrades; and positively affects land values and development patterns.

Time for Action:	Ongoing
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Property owners; PennDOT District 8-0
Funding Sources:	Private

Rec 29. Consider innovative alternatives in transportation problem-solving (e.g., roundabouts and other unconventional treatments, etc.)

The current funding environment at the state and national level has placed more incentive on engineers and planners to explore more cost-effective approaches to addressing transportation deficiencies. New methodologies will be needed in coming years to improve safety and capacity without the traditional reliance on the capacity-adding, expensive TIP projects of the past. The planning area municipalities should offer education for its engineers and planning commission members on cost-effective historic and emerging planning techniques, particularly those espoused by PennDOT and its growing emphasis on "Smart Transportation". Municipalities can offer training opportunities to its volunteer planning commission members, or periodically invite subject matter experts to deliver presentations for education and awareness.

Time for Action:	Ongoing
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Municipal Managers
Funding Sources:	General Fund, though some education activities may be free of charge

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E. Coordinate transportation improvements with land use, infrastructure, and other community development decisions.

Rec 30. Revitalize business districts with streetscape improvements.

Existing business districts in the region include the Route 422 corridor west of Lebanon in North Lebanon and North Cornwall (Map 2, Site A), the Route 422 corridor east of Lebanon in North Lebanon and South Lebanon (Map 2, Site B), the Route 72 corridor through North Lebanon and North Cornwall (Map 2, Site G), Main Street in Quentin (under recommended rezoning) (Map 2, Site I), and Cornwall Center (under recommended rezoning).

Improving streetscapes in the business districts can positively impact the appearance, vitality and economic impact of the district. Streetscape elements include pedestrian elements such as sidewalks and crosswalks, sidewalk lighting, street trees and planters, benches and trash/recycling receptacles, bicycle racks, and façade conditions, bearing relationship to the surrounding development and circulation patterns. Improvements can add or update any of these as well as street paving, street lighting, and signing. Any improvements should serve to increase not only the visual appearance of the street, but also its accessibility and walkability. Municipalities should work with merchants in each district to develop a prioritized inventory of improvement needs.

In the case of districts along Routes 422 and 72, these locations are also gateways between the City of Lebanon and the surrounding region. North Cornwall and North Lebanon have conceptual plans for a Route 422 Beautification Project that should be advanced under this recommendation. North Lebanon Township and North Cornwall Township should partner with the City of Lebanon to organize a Gateway Enhancement Project Implementation Group charged with verifying gateway sites, identifying and prioritizing improvements, and exploring funding sources with the LEBCO MPO and PennDOT.

Time for Action:	Long-term (6-10 years)
Lead Partners:	Municipal Managers and Engineers
Support Partners:	LEBCO MPO; PennDOT District 8-0
Funding Sources:	PA DCNR TreeVitalize; Business Improvement District or Transportation Development District; Liquid Fuels; General Funds; Community Development Block Grants

Rec 31. ??? Support investments in rail freight through the State Capital Budget and Rail Freight Assistance Program.

Pennsylvania provides funding assistance in support of the maintenance and construction of rail freight infrastructure. The current program allocation is \$10.5 million. Financial assistance is competitive, and is available on a matching grant basis to railroad companies, transportation organizations, rail users, municipalities and municipal authorities whose proposals, at a minimum, meet certain project eligibility requirements. Funding for rail freight projects is also available through the state's Capital Budget program, which is currently \$20 million/annually. Applicants must have a line item in the Capital Budget in order to be eligible for funding.

Time for Action:	Ongoing
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Lead Partners:	Municipal Managers, Engineers and Planning Commissions
Support Partners:	LEBCO planning staff; PennDOT Bureau of Rail Freight, Ports and Waterways
Funding Sources:	n/a

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F. Plan, design, and construct projects collaboratively.

Rec 32. Develop and maintain a multi-municipal, 5-year Capital Improvement Program.

Future capital (non-recurring) projects and purchases are often in the minds of municipal officials and staff but rarely written down. Capital improvements programming simply means writing down and prioritizing these needs and then determining the financing means and schedule to pay for them. Of course, conditions and priorities change, so the capital improvements program (CIP) is updated each year, deleting the past year and adding a new year to the end of the program.

Capital improvements programming is a planning activity and can be conducted by planning agencies (i.e. municipal planning commissions) and recommended to the governing body under the MPC Section 209.1 (b) (7). The Pennsylvania DCED has developed guidance on developing CIPs as part of its Planning Series publications. See www.newpa.org > Planning Series No. 1 – Local Land Use Controls in PA.

Time for Action:

Lead Partners: Municipal Officials, Managers, and Planning Commissions

Support Partners: Municipal Engineers; LEBCO planning staff; PA DCED

Funding Sources: n/a

Rec 33. Consider pooling a portion of Liquid Fuels allocations to address locations of regional concern.

Collectively, the five municipalities within the Region receive approximately \$805,000 annually (April 1) in Liquid Fuels funding. (This does not include Liquid Fuels funding received by Lebanon County, which may be spent in the planning area.) The programming of Liquid Fuels funding against a prioritized listing of locally owned transportation infrastructure would give the municipalities within the planning area another tool to address transportation concerns that cannot be funded through the TIP. PennDOT Publication 9 includes policies and procedures for use of Liquid Fuels funding. Municipal solicitors should also review the intent of this plan recommendation.

Time for Action:

Lead Partners: Municipal Officials and Planning Commission Members

Support Partners: PennDOT Bureau of Municipal Services; LEBCO MPO Planning Staff

Funding Sources: n/a

Rec 34. Negotiate with developers to maintain, and where practical to improve, the transportation system.

A functional transportation system is an asset to both current and future citizens; a congested, hazard-prone system is not. In principle, municipal zoning should not underestimate its capacity to serve permitted development and developers should help to expand and enhance the community and its infrastructure. Traffic impact fee ordinances are authorized in Pennsylvania but are often costly to prepare. In lieu of this expense, municipalities and private developers

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should collaborate to design, schedule, and at times to fund transportation improvements to maintain the level of service or, where practical, to improve it for all practical modes of travel. Consider a roundtable discussion on the topic of negotiating with developers to explore each other's experience, as well as the experience of other municipalities.

Time for Action: Ongoing

Lead Partners: Municipal Officials and Planning Commission Members

Support Partners: LEBCO MPO Planning Staff

Funding Sources: n/a

Economic Development

Goal 4. Expand and diversify the economic tax base and family-sustaining, living wage employment.

- A. **Ensure available, appropriately zoned land** with shovel-ready infrastructure for leading and target industries and for support industries, particularly services that can be provided at the neighborhood level or through home-based or farm-based locations, within the Planned Development Area.

Rec 35. Revise commercial and industrial zoning per Recommendation 1.

See Recommendation 1, page 2. See also *Table 1*, page 5, and *Map 1, Future Land Use Map*, for potential locations. In addition to locations shown on the map, consider additional opportunities for neighborhood commercial districts in walkable proximity to residential areas, such as in the Pleasant Hill area and in conjunction with rezonings to moderate to high density residential districts. See Recommendation 45.

Rec 36. Review zoning ordinances and align permitted uses in commercial and industrial districts with state and federal investment and incentive programs.

Federal and state administrations are encouraging economic development in energy and technology fields with various capital and workforce programs. Pennsylvania is using analytic tools to track and project workforce needs and direct training to those fields, i.e. the Department of Labor and Industry's High Priority Occupations list. While these priorities will surely change over time, that change should be manageable over the typical 10-year municipal planning horizon. Municipalities should review their ordinances to ensure that barriers to economic development and associated workforce development are minimal, especially where others are incentivizing investment.

Time for Action: Short Term (0-2 years)

Lead Partners: Municipal Officials and Planning Commissions

Support Partners: PA DCED; Lebanon County Planning Department; Lebanon Valley Chamber of Commerce; Lebanon Valley Economic Development Corporation

Funding Sources: General Funds

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- B. Encourage a variety of agricultural business types**, including family farms, specialty crops, community supported agriculture (CSAs), and agri-tourism.

Rec 37. Revise the permitted uses of the agricultural and rural conservation districts to allow agricultural and agri-business uses.

Ensure that all forms of agriculture and agri-business are appropriately permitted (by right, by conditional use or by special exception) and reasonably regulated. Be sure to consider not only production farms but also community supported agriculture (CSA) farms, on-site markets and product stands, and agri-tourism uses, e.g. pick-your-own fruit, corn mazes, farm vacations, and farm bed & breakfast accommodations.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Local Farmers; Lebanon County Planning Department
Funding Sources:	General Funds

- C. Maintain reasonable regulations for businesses.**

Rec 38. Compare regulations of non-agricultural home- and farm-based businesses; consider compiling the most effective regulations as model regulations across the Region.

The home and farm are common locations for start-up businesses and secondary income sources. Each municipality regulates these uses somewhat differently. Discuss what has worked well and what challenges each municipality faces with its current approach. Acknowledge all home types from single-family detached to multi-family units, as well as tenure (owner vs. renter). Consider consolidating best practices for the region and revising municipal regulations accordingly.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials, Managers and Planning Commissions
Support Partners:	Local Farmers; Small business owners; Lebanon County Planning Department; Lebanon Valley Chamber of Commerce
Funding Sources:	General Funds

- D. Market available business locations and service opportunities in cooperation with the county economic development and local business organizations.**

Rec 39. Work with the Chamber of Commerce in marketing commercially zoned lands and

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properties.

Marketing lands zoned for business and industry is not typically a municipal function. However, given the slow economic recovery, municipalities may want to consider unconventional ways of spurring economic development. Meet with area realtors and the Chamber Board and/or staff to brainstorm ways to improve site marketing efforts. Is there a lack of information? Is the accuracy of information an issue? Engage PA DCED if state assistance is needed. Consider these potential municipal activities:

1. Maintain current zoning maps and make them available online. Too often, zoning maps are not available online or grossly outdated. If websites are a source of marketing information, establish means to update and post zoning maps in a timely manner.
2. Submit an annual report and map of commercially and industrially zoned properties to the Chamber. Focus on available properties, if data is available.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Officials and Planning Commissions; Lebanon Valley Chamber of Commerce

Support Partners: Commercial/Industrial Realtors; Lebanon County Planning Department

Funding Sources: n/a

Rec 40. Identify prime volunteer organizations to supplement the Lebanon area community profile.

As prospective businesses evaluate the Lebanon area, some may consider the availability of service and volunteer organizations among their community criteria. Ensuring that a list of the larger organizations, such as the V.A. and the Good Samaritan Hospital, is available and current could create a competitive advantage.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Planning Commissions

Support Partners: Lebanon Valley Chamber of Commerce; Lebanon Valley Economic Development Corporation

Funding Sources: n/a

Rec 41. Establish a feedback mechanism for gathering information from business prospects declining to locate or expand in the Region.

Information on why a business chose not to locate or expand in the Region can be valuable. If the factors can be changed or influenced by municipal action, the information is clearly worth knowing. Consider asking if the Chamber and the EDC ask for such information and how it can be shared with the Region.

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Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials Planning Commissions
Support Partners:	Lebanon Valley Chamber of Commerce, Lebanon Valley Economic Development Corporation
Funding Sources:	n/a

E. Expand heritage tourism.

Rec 42. Designate villages and major sites on the Lebanon County Heritage Trail. Support designation with banners and walking trail guides.

The Lebanon Valley Conservancy leads this initiative. The Conservancy asks municipalities to designate villages and major sites that they would like to have added to the trail route and its marketing materials. It also asked municipalities to sponsor the production of community banners and local walking trail guides.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions; Lebanon Valley Conservancy
Support Partners:	n/a
Funding Sources:	General Funds; Private Sponsorships and Donations

Rec 43. Develop a heritage tourism strategy for the Region.

The Region is home to a few heritage attractions: Cornwall Iron Furnace, the Lebanon Rail Trail, and the Lebanon County Heritage Trail with Mt. Gretna, the Inn 422 and others nearby. For heritage tourism to really contribute to the local economy, more attractions offering more to see and do are needed. Some offerings could come from public actions, such as local landmark designations, while others would come from the private sector.

Consider appointing a citizen task force to explore and possibly develop a heritage tourism strategy for the Region. Consider reviewing heritage tourism strategies and plans for other regions to help scope the effort and determine the need for professional services.

Key tasks include:

1. Review known historic resources. Consider updating the inventory if resources allow.
2. Determine themes that relate multiple sites to an industry, a person, or a time period for local residents and visitors to learn about through resource visits and observation. Consider historic sites, themes and resources beyond the Region's

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borders; these may have ties to the Region's themes and provide opportunities to expand the visitor experience.

3. The Cornwall-Lebanon Route 419 Scenic Byway Modified Corridor Management Plan identified four potential heritage themes for the byway corridor from Quentin to Newmanstown: Cultivating Agriculture, The Iron Industry, Homegrown and Handcrafted Heritage, and Building Community. Additional research could relate sites in North Cornwall and North Lebanon to these themes and advance theme development for potential heritage area designation. (potential PA DCNR C2P2 funding under Heritage Areas)
4. Define what people can see, do, and learn today. Identify additional venues, programs, activities, etc. desired for the tourism experience. Identify historic preservation priorities.
5. Work with the Chamber of Commerce and the Tourism Promotion Agency to identify and promote attractions and hospitality services that entrepreneurs could fill.
6. Determine target audiences and geographic markets and appropriate marketing strategies to reach them.

Time for Action: Long Term (6-10 years)

Lead Partners: Municipal Officials; Lebanon Valley Conservancy

Support Partners:

Funding Sources:

Rec 44. Consider re-evaluating the visitor center location study.

The initial visitor center feasibility study found that the Lebanon Expo was the most suitable site for the county visitor center. If expanding heritage tourism has support in the Region, consider working with the County and the Tourism Promotion Agency to re-evaluate the location in relation to heritage attractions, hospitality sites and anticipated incoming traffic routes.

Time for Action: Long Term (6-10 years)

Lead Partners: Municipal Officials; Lebanon County Tourism Promotion Agency

Support Partners: Lebanon County Commissioners; Lebanon Valley Conservancy

Funding Sources: Lebanon County Tourism Promotion Agency

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Housing

Goal 5. Foster reasonable housing choices in type, cost, and accessibility.

A. Review and strengthen municipal regulations regarding housing development.

Rec 45. Consider designating additional lands for moderate to high density residential development.

Higher density neighborhoods—whether smaller single-family lots or multi-family structures—require less outdoor maintenance time, effort and cost; and encourage more walking and bicycling to connected employment, service and recreational destinations, and support transit use in areas of available service and thus saving on transportation costs, among other benefits. The market demand for these features is increasing among retiring generations who are downsizing their lifestyles and among younger generations that have downsized their American dream.

Though additional capacity for moderate to high density residential uses is not needed in the next 10 years, build-out of the current zoning pattern is in sight. Designation of additional moderate to higher density residential districts would provide for additional choice in the Region's housing stock, namely *modern* moderate to high density units, and may extend the lifespan of the residential zoning footprint without the need to re-zone agricultural lands to residential use.

The region expressed interest in these outcomes at the outset of the planning process.

See also *Table 1*, page 5, and the *Future Land Use and Land Use Discussion Maps* for potential locations.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon County Planning Department
Funding Sources:	General Funds

Rec 46. Establish incentives for developers to provide a variety of housing types and price levels and/or to make a percentage of units available at prices affordable for low to middle income households.

This recommendation aims to expand choice in the housing market, particularly among newer units. Density incentives are the most common incentive type.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon County Planning Department; Recent Residential Developers
Funding Sources:	General Funds

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Rec 47. Establish incentives for developers to incorporate universal design features in new homes. Review online resources and guide developers to such sources.

Universal design is the design of products and environments to be usable by people of all ages, sizes, and abilities, to the greatest extent possible, without the need for adaptation or specialized design. The intent is to make, in this case, housing accessible, convenient and usable by more people at little or no extra cost. Universal design is not an industry standard or a code requirement. However, incorporating some features makes each home more usable and marketable. Municipal Planning Commissions should review online resources and determine which, if any, would be appropriate references to encourage the development of accessible housing stock that is not specifically age-restricted.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Planning Commissions
Support Partners:	Lebanon County Planning Department; Recent Residential Developers
Funding Sources:	n/a

Rec 48. Encourage site design, building orientation, and building design that are energy efficient.

Site design principles to mitigate the need for heating, cooling, and lighting were formalized into many municipal development standards after the energy crisis of the 1970s and are still relevant today. Block winter winds (generally from the north and west) with evergreen vegetation and unheated spaces (garages). Block summer sun and allow winter sun (and radiant heat) with shade trees on the south side of structure. Use windows on the north side of the structure for year-round passive lighting. As ordinances are updated, gaps in these areas should be revised.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials and Planning Commissions; Lebanon County Planning Department
Support Partners:	Lebanon County Planning Department; Recent Residential Developers
Funding Sources:	General Funds, as needed

Rec 49. Ensure that on-site residential energy production is permitted and reasonably regulated.

Public interest in renewable energy has increased and state incentives for residential and commercial applications have further developed this market in Pennsylvania. As planning commissions review their ordinances, they should assess the need to revise or update regulations related to solar panels, wind turbines, and geothermal systems, as

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well as outdoor furnaces.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials and Planning Commissions; Lebanon County Planning Department
Support Partners:	Residential energy contractors
Funding Sources:	General Funds, as needed

B. Consider region-wide solutions to housing needs.

Rec 50. Upon release, review the findings of the 2012 United Way (Lebanon County) Community Needs Assessment and consider shared means of addressing findings for the Region and the wider community.

This report will have findings for the county as a whole. Some may be directly related to the Region and others not. Some conditions may result directly or indirectly from municipal policies. Thoughtful review and discussion of this report is the first step. Where municipal action could have a positive impact, municipalities should consider ways of working together to share the cost of meeting local and county-wide needs.

One particular finding is anticipated. The 2005 Community Needs Assessment found that there was no public emergency housing shelter in Lebanon County. This is still the case and will likely be noted in the report. Donation or lease of an unused structure in municipal ownership (a site held for an undetermined future need) would be a possible contribution toward a solution.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	United Way; Community Service Organizations
Funding Sources:	TBD based on report findings and recommendations

Infrastructure

Goal 6. Build and maintain sustainable physical infrastructure.

Rec 51. Update municipal Act 537 Sewage Facilities Plans.

Act 537 plans typically have a 20-year planning horizon. South Lebanon's plan is dated 1988—24 years old. Cornwall and West Cornwall's plans are each nearing the 20 year horizon, though West Cornwall has made amendments. North Cornwall and North Lebanon plans are in the 5 to 10 year range; North Lebanon made amendments in 2010.

Updating these plans provides a current inventory and assessment of the system and identifies needed maintenance, improvements, and expansion to protect the health, safety and welfare of residents and businesses. It is intended to be proactive, addressing problems before or as they emerge and thus can be undertaken at any time. Where conditions are changing rapidly, an update at 5 or 10 years may be appropriate. Where conditions have had little or no change, the plan may need only minor revision but the process ensures that data, mapping, and associated municipal policies are kept current.

Following the comprehensive plan adoption and zoning amendments, municipalities should at minimum review their existing and future service area maps for consistency with *Map #, Future Land Use Map* and zoning map and amend their 537 plans as appropriate. South Lebanon should pursue a more comprehensive update process.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials; Municipal Authorities
Support Partners:	Municipal Planning Commission; Lebanon Authority
Funding Sources:	PA DEP Act 537 Planning Assistance (reimbursement grant)

Rec 52. Limit water/sewer service to the Planned Development Area.

Water and sewer service should be planned, reasonable and predictable. Exceptions for public health and safety should be few.

The Planned Development Area provides a geographic boundary for both zoning of intensive land uses and water and service areas. Service should follow these principles:

- Extend water/sewer service only within the Planned Development Area, as needed.
- Avoid service extensions into the Planned Conservation Area except to address water quality issues.
- Restrict connections through the Planned Conservation Area for conveyance only, not for local service.

Time for Action:	Ongoing
Lead Partners:	Municipal Officials; Municipal Authorities

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Support Partners: Municipal Planning Commission; Lebanon Authority

Funding Sources: n/a

Rec 53. Identify and prioritize major maintenance and capital improvements to the water and sewer systems.

Whether through a formal (e.g. Act 537) or informal planning process, annually list and prioritize infrastructure needs. Consider scheduling projects and funding through a capital improvement program.

Time for Action: Short term (0-2 years) and Ongoing

Lead Partners: Municipal Officials; Municipal Authorities

Support Partners: Lebanon Authority

Funding Sources: n/a

Rec 54. Adopt on-lot management districts in Cornwall and South Lebanon.

On-lot (disposal or septic system) management requires regular pumping of on-lot disposal system tanks. Pumping of the tank provides property owner an opportunity to identify and fix problems before they become severe and offers the municipality a record of concerns. On-lot management districts are designated areas for the pumping requirement (if not the entire municipality) and are adopted by ordinance. An on-lot management program requires administration to ensure pumping occurs. The Lebanon County Planning Department administers sewage management programs in North Lebanon and West Cornwall Townships. North Cornwall has its own program.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Officials; Municipal Authorities

Support Partners: Lebanon County Planning Department

Funding Sources: General and Authority Funds

Rec 55. Adopt well construction standards.

Because of the Region's karst topography, water flows readily beneath the surface. Well construction standards are intended to protect contaminated water from entering the well. The State Water Plan suggests that well construction standards should address 1) well siting/location (to avoid proximity to potential contamination sources), 2) construction (specifications for grouting, casings and screening materials to preclude the entrance of contaminants), and 3) reporting of post-drilling water quality and quantity to the landowner and the appropriate regulatory agencies.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Officials, Engineers and Planning Commissions

Support Partners: Lebanon County Planning Department

Funding Sources: General Funds

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Rec 56. Adopt wellhead protection zones for public water wells.

Pennsylvania's Wellhead Protection Program is designed to provide for the protection of groundwater resources that serve as a source of drinking water for community water systems. Through the program, wellhead protection areas are delineated, potential sources of contamination are identified, and communities are encouraged to adopt land use zoning and other ordinances to ensure the protection of their water supply.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Water Authorities; Municipal Officials, Engineers and Planning Commissions

Support Partners: PA DEP; Lebanon County Planning Department; Lebanon County Conservation District

Funding Sources: General Funds; Pennsylvania Source Water Protection Program; Pennsylvania Water Resources Education Network; Pennsylvania Rural Water Association

Rec 57. Advocate the extension of broadband, cellular phone, and other telecommunications services to accommodate modern business uses, such as global marketing and "work from home" or telecommuting options.

Is this a real concern?

Time for Action:

Lead Partners: Municipal Officials;

Support Partners:

Funding Sources:

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Public Services

Goal 7. Provide cost-effective local government services.

A. Share and coordinate services where citizen values for service delivery and outcome align; maintain independent service delivery where values are distinctive.

Rec 58. Continue use of state contracts and COSTARS for vehicle, fuel, asphalt and other purchases.

These procurement mechanisms are already in place and should be used to acquire equipment and materials at competitive rates.

Time for Action: Ongoing

Lead Partners: Municipal Officials and Managers

Support Partners: n/a

Funding Sources: n/a

Rec 59. Develop and distribute annually a list of municipal equipment available for occasional shared use.

Such sharing may reduce the need to purchase and maintain multiple pieces of equipment within the region.

Time for Action: Short term (0-2 years) and Ongoing

Lead Partners: Municipal Managers, Roadmasters and Public Works Staff

Support Partners: n/a

Funding Sources: n/a

Rec 60. Consider joint purchase of equipment and coordination of bid lettings.

Where existing procurement mechanisms are not available or not cost effective, consider compiling needs into one bid or procurement. Interest in specific equipment items documented during plan development includes:

- Backhoe (Cornwall)
- Battery backups for traffic signals (North Cornwall, North Lebanon)
- Street sweeper (North Cornwall, South Lebanon)
- Paver (South Lebanon)

Time for Action: Short Term (0-2 years) and Ongoing

Lead Partners: Municipal Officials, Managers, Roadmasters and Public Works Staff

Support Partners: n/a

Funding Sources: n/a

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Rec 61. Consider joint support of specialized staff or contractors.

Especially where the time requirement is less than full-time, such as contracted engineers, planners, inspectors, solicitors, and insurance brokers, a shared position or contract may offer a cost effective solution to greater consistency and higher quality, more specialized service.

Time for Action:	Short Term (0-2 years) and Ongoing
Lead Partners:	Municipal Officials and Managers
Support Partners:	n/a
Funding Sources:	General Funds and Project Funding (grants)

Rec 62. Expand the volunteer roadside maintenance program.

Two programs exist in the Region: PennDOT's Adopt-A-Highway program and North Lebanon's volunteer program. To successfully expand the local program, municipalities should:

- Identify roads in need of roadside maintenance.
- Solicit local volunteers for these roads and other volunteer-identified roadsides.
- Arrange dates for roadside maintenance for municipal awareness and trash collection. Provide volunteers with safety gear and collection bags.
- Recognize volunteers for their efforts.

Time for Action:	Short Term (0-2 years) and Ongoing
Lead Partners:	Municipal Officials and Managers
Support Partners:	n/a
Funding Sources:	General Funds

Rec 63. Expand the community alert system to other interested municipalities.

The North Cornwall Township Police Department has established a community alert (email) system to notify residents of crime and other safety threats. Other municipalities took interest in this community safety initiative.

Time for Action:	Short Term (0-2 years) and Ongoing
Lead Partners:	Municipal Officials, Managers and Police Chiefs
Support Partners:	n/a
Funding Sources:	General Funds

Rec 64. Study the feasibility of regional police service among interested municipalities.

Recognize that the social and economic conditions that determine feasibility change both prior to and over the lifetime of a regional police program. A change in conditions

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should not be considered a failure. An exploratory workshop among an elected municipal official, the municipal manager/secretary, and the municipal police chief facilitated by a potential study coordinator, e.g. from PA DCED Municipal Shared Services program, would be a first step. Consider discussing data needs for the study, integrated public education/participation, success factors and lessons learned from other regionalization efforts.

Time for Action: Medium Term (3-5 years)
Lead Partners: Municipal Officials, Managers and Police Chiefs
Support Partners: Police Departments
Funding Sources: PA DCED

Rec 65. Determine the feasibility of a regional recycling and composting program.

Most residents would likely take materials to their home municipal site, but some may be closer to another municipal site. Determine if there would be cost savings in sharing one administrator.

Time for Action: Medium Term (3-5 years)
Lead Partners: Municipal Officials and Managers
Support Partners: Municipal Planning Commissions
Funding Sources: PA DEP Recycling Technical Assistance Program (\$7500 grant per municipality)

Rec 66. Explore public interest in recreation programs.

Explore resident interest in recreational programs such as sports, fitness and wellness, including hiking/biking clubs, nature study and environmental education, arts and crafts, music and drama, local history, and self-improvement. Solicit interest from all age groups, as well as interest in volunteerism to organize and lead such programs. Evaluate the ability of volunteers to provide recreation services. Where recreation needs exceed volunteer capacity, explore municipal or regional recreation programming by a paid professional. PA DCNR's Peer Study program guides multi-municipal partners in determining the potential for a regional recreation program. This program requires a \$1,000 local match to PA DCNR's \$10,000 grant. PA DCNR's Circuit Rider grant program provides a four-year grant to fund the salary of a regional recreational coordinator. The grant pays 100% in year 1, 75% in year 2, 50% in year 3, and 25% in year 4. The balance of the salary is paid with local funds raised through program fees and charges or paid by the municipalities. The Northern Lebanon region (municipalities and school district) used the Peer Study program in their decision-making to provide recreation services jointly.

Time for Action: Long Term (6-10 years)
Lead Partners: Municipal Officials and Parks and Recreation Boards/Committees

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Support Partners: Municipal Planning Commissions

Funding Sources: PA DCNR Peer Study program, if recreation services are needed

Natural and Historic Resources

Goal 8. Integrate water resources management.

A. Minimize site disturbance and impervious surfaces, and maximize infiltration.

Rec 67. Review and revise regulations to minimize site disturbance.

Review and revise zoning and land development standards to reduce excessive impervious cover requirements, e.g. street widths, parking. *[provide references for best practices]*

Time for Action: Short Term (0-2 years)

Lead Partners: Municipal Officials, Engineers, and Planning Commissions

Support Partners: Lebanon County Planning Department

Funding Sources: General Funds

Rec 68. Incorporate and encourage the use of low impact development approaches.

Incorporate low impact development approaches to reduce the stormwater load, such as permeable/pervious pavement (interlocking concrete, pervious concrete, or pervious asphalt) and curbs without rise (to protect pavement and allows surface flow), and stormwater management techniques, such as vegetated/grassed swales, constructed wetlands, and wet ponds, in addition to conventional dry retention/detention basins, to maximize on-site infiltration. Karst areas of the Region require special consideration; not all techniques are appropriate in karst areas. Consider the use of incentives to encourage the use of these approaches.

[provide references for models and/or best practices]

Time for Action: Short Term (0-2 years)

Lead Partners: Municipal Officials, Engineers, and Planning Commissions

Support Partners: Lebanon County Planning Department

Funding Sources: General Funds

Rec 69. Request a county-led groundwater study to define significant aquifer recharge areas.

Because karst topography and the Region's core development coincide, the county and municipalities need to understand the groundwater capacity and recharge in order to make informed land use decisions. Since the guidance of the county comprehensive plan and the karst topography both extend beyond this Region, the county should coordinate this effort. This was recommendation 1A1 of the Natural Resources Plan of Lebanon County's Comprehensive Plan, 2007. The City of Lebanon Authority also has a stake in

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groundwater supply as a future water source.

In addition, the Swatara Creek watershed was nominated as a critical water planning area in the State Water Plan, 2009. If designated, a critical area resource plan could be developed to identify practical alternatives for assuring an adequate supply of water to satisfy existing and future reasonable and beneficial uses. Improving or at least sustaining groundwater recharge rates are one possible alternative.

Once a study is completed, municipalities should review zoning ordinances to confirm that areas are protected or develop overlay ordinances to protect those areas most critical to groundwater recharge.

Time for Action: Medium Term (3-5 years)
Lead Partners: Lebanon County Planning Department
Support Partners: Municipalities; Lebanon Authority
Funding Sources: PA DEP

Rec 70. Revise ordinances to require predevelopment hydro geological studies for lots to be served by septic systems and when required by federal or state law.

In the absence of a groundwater study, municipalities should continue to seek information to support informed development decisions that protect water resources for existing and future citizens.

Time for Action: Short Term (0-2 years) and Ongoing
Lead Partners: Municipal Officials, Engineers, and Planning Commissions
Support Partners: Lebanon County Planning Department
Funding Sources: General Funds

B. Maintain or improve water quality.

Rec 71. Incorporate stormwater filtration techniques into land development ordinances.

Consider bioretention basins (also known as rain gardens, particularly on single residential lots), bioswales (where conveyance is needed), constructed or stormwater wetlands, and stormwater ponds. Again, karst areas of the Region require special consideration; not all techniques are appropriate in karst areas.

Time for Action: Short Term (0-2 years) and Ongoing
Lead Partners: Municipal Officials, Engineers, and Planning Commissions
Support Partners: Lebanon County Planning Department
Funding Sources: General Funds

Rec 72. Adopt riparian buffer ordinances when and where required by state and federal law; consider adoption of the same for all waterways and waterbodies.

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In 2010, The Environmental Quality Board amended Chapter 102, Erosion and Sediment Control and Stormwater Management, of the state code. Citing scientific literature, PA DEP determined that riparian forest buffers are necessary to protection Exceptional Value and High Quality waters of the Commonwealth from development activities. The proposed rulemaking listed requirements for incorporating riparian forest buffers. As a result of public comment and additional analysis, the final rulemaking made riparian forest buffers not mandatory, but rather an optional BMP that the applicant may choose to manage their post construction stormwater. The amendment also addresses the composition, zones, and management requirements for required riparian forest buffers.

The unnamed headwater tributaries of Chiques (Chickies) Creek in Cornwall and West Cornwall and the unnamed headwater tributaries of Cocalico Creek in South Lebanon are designated high quality cold water fisheries. These municipalities should ensure that appropriate provisions for riparian forest buffers, under both attaining and non-attaining use conditions, are included among optional BMPs for post construction stormwater management.

Municipalities may consider listing similar riparian or riparian buffer provisions for all streams, though such is not required by federal or state law at this time. Lebanon County's Subdivision and Land Development Ordinance includes a provision for riparian buffers for ponds, wetlands and streams. The buffer is to be a minimum of 25 feet wide or the width of the 100-year floodplain, where designated.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials, Engineers, and Planning Commissions
Support Partners:	Lebanon County Planning Department
Funding Sources:	General Funds

Rec 73. Design and install stormwater management improvements on public lands as demonstration projects, where reasonable water quality improvement can be achieved.

Given their public access, public parks and other municipal facilities are ideal locations to demonstrate new technologies and best practices for stormwater management. Sites with water bodies can used to demonstrate riparian forest buffers. Other sites can feature approaches to maximize filtration and infiltration. Projects may be eligible for grant funding, particularly where public education signage or other materials are produced to encourage understanding and boarder use of demonstrated techniques.

Time for Action:	Long Term (6-10 years)
Lead Partners:	Municipal Officials, Engineers, and Planning Commissions
Support Partners:	Watershed Associations
Funding Sources:	General Funds; Watershed Associations

C. Coordinate MS4 Stormwater Management Program services.

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Rec 74. Continue to participate in the Lebanon County Clean Water Alliance.

The Lebanon County Clean Water Alliance provides a forum for municipal officials and staff to learn about regulations and guidance on MS4 stormwater management compliance. By working together, municipalities can share the cost of both learning and program compliance. See also recommendation 75.

Time for Action: Short Term (0-2 years) and Ongoing
Lead Partners: Municipal Officials, Managers, Engineers, and Planning Commissions
Support Partners: Lebanon County Planning Department
Funding Sources: n/a

Rec 75. Regionalize public education efforts required by the MS4 Stormwater Management Program.

Stormwater management education for the public generally consists of principles and practices that are applicable to a wide region. The content of public education messages is not expected to vary substantially, if at all, among the affected (mandated) municipalities in this Region. By working together, municipalities can share the cost of developing and distributing public education messages, which may include newsletter articles, website announcements, mailing, community service announcements via radio or television broadcast, and special event participation, among other modes deemed appropriate and effective.

Time for Action: Short Term (0-2 years) and Ongoing
Lead Partners: Municipal Officials, Engineers, and Planning Commissions
Support Partners: Lebanon County Planning Department
Funding Sources: General Funds

Rec 76. Regionalize service contracts, e.g. for water quality sampling at storm boxes, inlet and outfall mapping, for MS4 Stormwater Management Program compliance.

Program compliance requires data collection and environmental monitoring that have not been typical a part of local government services in this Region. These activities will require specialized staff to be hired, trained, or contracted. These activities are not likely to support a full-time position in each municipality but will require specialized skills. Together, the municipalities could hire or train a circuit rider, a position shared among participating municipalities, or contract services at a cost effective rate.

Time for Action: Short Term (0-2 years) and Ongoing
Lead Partners: Municipal Officials, Engineers, and Planning Commissions
Support Partners: Lebanon County Planning Department
Funding Sources: General Funds

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Goal 9. Protect sensitive natural resources from development and its impacts and restore connectivity and quality, where feasible.

- A. Minimize development activity and impacts in ecologically sensitive areas: floodplains, wetlands, steep slopes, forested areas and sites of state and local natural significance.
- B. Minimize fragmentation and improve/restore connectivity within and between ecologically sensitive areas.
- C. Link resources with existing communities through contiguous open space, conservation greenways, and recreational paths and trails, where appropriate.

Rec 77. Revise zoning to protect floodplains (FEMA updates effective June 2012), wetlands, groundwater recharge areas, and identified natural areas from intensive development.

As inventories and delineations for various natural resources are updated, municipalities should ensure that their protection provisions reflect these revisions.

Time for Action:	Short Term (0-2 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon County Planning Department
Funding Sources:	General Funds

Rec 78. Restore floodplains to open space through acquisition and demolition of developed properties with willing property owners; mitigate repetitive damages through structural and utility elevation projects in partnership also with willing property owners.

PEMA and FEMA recognize that development patterns predate floodplain delineation in many communities. In order to minimize the cost of repetitive flood damages, including the loss of life and property, FEMA funds a variety of flood mitigation projects. Program participation is voluntary and landowners can retract their application up until the time of approval. Municipalities are engaged in the application process as a sponsor and as a reference to local land use policies and flood history.

Time for Action:	Short Term (0-2 years) and Ongoing
Lead Partners:	Municipal Officials, Engineers, and Planning Commissions
Support Partners:	Lebanon County Planning Department; Lebanon Emergency Management Agency; PEMA and FEMA
Funding Sources:	General Funds

Rec 79. Designate greenways for ecological connectivity. Determine which greenways are suitable

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for low impact recreational trails.

Greenways are linear corridors of open space. They can protect linear features such as rivers and streams, and can connect natural areas with corridors for animal migration. In some cases, greenways can be appropriate corridors for recreational trails. A regional greenways planning effort could be integrated with a regional trails plan.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon County Planning Department; Lebanon Valley Conservancy; Watershed Associations
Funding Sources:	General Funds; PA DCNR; Watershed Associations

Rec 80. Seek acquisitions, easements and stewardship plans from willing land owners to protect designated greenway corridors.

Implement greenway conservation with willing land owners.

Time for Action:	Long Term (6-10 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon Valley Conservancy
Funding Sources:	General Funds; PA DCNR; Watershed Associations

Rec 81. Review existing steep slope protection provisions and strengthen them to address the ten aspects of model steep slope regulation.

The ten aspects of model regulations include:

- Topography, Slope Stability, and Drainage and Erosion
- Infrastructure and Access
- Aesthetics and Natural Qualities
- Fire Hazard
- Recreational Values and Open Space

Detailed descriptions of the 10 aspects are listed in the Lebanon County Comprehensive Plan, 2007. Model regulations are available from the Pennsylvania Land Trust Association as well as the Lehigh Valley Planning Commission.

Time for Action:	Short Term (0-2 years) and Ongoing
Lead Partners:	Municipal Officials, Engineers, and Planning Commissions
Support Partners:	Lebanon County Planning Department
Funding Sources:	General Funds

Rec 82. Restore woodland connectivity, especially in riparian areas, and expand urban forests through tree plantings.

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Woodland restoration and tree plantings are a current priority for PA DCNR. Funding is available to support tree planting projects on public lands. Plantings could be incorporated with stormwater management improvements or riparian forest buffer projects.

Time for Action: Medium Term (3-5 years)
Lead Partners: Municipal Officials and Planning Commissions
Support Partners: Other public land owners in the region
Funding Sources: General Funds; PA DCNR TreeVitalize

Rec 83. Monitor streams to limit the impact of pollution from mineral extraction and quarry operations.

While there are no specific concerns at present, municipalities should be aware of the relationship between land use and water resources as it can affect water supply and water quality. If concerns arise, municipalities should advocate monitoring and enforcement by state and federal agencies.

Time for Action: Ongoing
Lead Partners: Lebanon County Conservation District; Municipal Officials and Managers
Support Partners: Lebanon County Planning Department; Watershed Associations
Funding Sources: n/a for advocacy

Rec 84. Consider adopting performance criteria to limit environmental impacts, e.g. excessive noise, dust, etc. from industrial production.

These types of environmental impacts have not been excessive in the Region to date. Federal and state regulations have provided sufficient environmental quality standards for industries that operate in the Region. If industries become more intensive or new industries locate in the Region and more stringent environmental quality standards are desired by citizens, municipalities will need to consider the cost of monitoring and enforcement proposed standards prior to adopting them.

Time for Action: Ongoing
Lead Partners: Lebanon County Conservation District; Municipal Officials and Managers
Support Partners: Lebanon County Planning Department
Funding Sources: General Funds

Rec 85. Encourage mine land reclamation and redevelopment consistent with the community and landscape context.

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There are multiple quarries in the Region. Federal law requires that these operations post bonds to ensure the appropriate closure and reclamation of these sites. The type of reclamation should relate to the host municipality's community development objectives. For example, the Pennsy Supply operation along Route 422 lies is located along a primary highway and would have higher value as a commercial site than open space alone, while open space meadows and woodlands would be an appropriate reclamation type for operations in rural areas of the Region.

If these operations announce closure, the host municipality should meet with owners to discuss reclamation objectives. Early discussions could pave the way for innovative reclamation and development ideas and coordinated actions.

Time for Action:	Ongoing
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	City of Lebanon Authority
Funding Sources:	n/a

Goal 10. Preserve significant historic resources and encourage conservation of other historic resources.

- A. Encourage the continued use of historic building patterns and designs.
- B. Promote an understanding of these resources among citizens and visitors.

Rec 86. Update the historic resources inventory in key locations, such as the Lebanon Heritage Trail corridor and areas experiencing or expected to experience development pressure.

Updating the historic resource inventory can take a significant effort. In order to manage the size of the effort, municipalities should focus on at-risk areas and areas where resources are already being promoted.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials, Engineers, and Planning Commissions
Support Partners:	Lebanon Valley Conservancy
Funding Sources:	General Funds; PHMC

Rec 87. Develop and implement a historic preservation plan for the same key locations.

With an up-to-date inventory, municipalities can develop a plan for which historic resources to protect (and which to leave in private hands), how to protect them (through public ownership or easement), and how to interpret or explain their value to citizens and visitors. A historic preservation plan should include tasks that

- Categorize resources into themes.
- Evaluate alternative means of preservation, conservation, stewardship and

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interpretation.

- Determine a best approach(es) for each property.

Time for Action: Long Term (6-10 years)

Lead Partners: Municipal Officials, Engineers, and Planning Commissions

Support Partners: Lebanon Valley Conservancy

Funding Sources: General Funds; PHMC

Rec 88. Establish incentives for developers to identify and, where feasible, preserve and re-use historic features on proposed development sites.

Historic features have both cultural and economic value. Those values are of course higher when the features are in good, usable condition. Incentives can encourage developers to consider these values and evaluate the feasibility of incorporation and re-use of a historic feature or features in their plans. Such will not be feasible in all cases, but the incentive provides a basis for municipal-developer discussion about the issue. "Historic features" will need to be defined, e.g. by age or by reference to an inventory.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Officials and Planning Commissions

Support Partners: Lebanon County Planning Department

Funding Sources: n/a

Rec 89. Publish design guidelines that promote the voluntary use of vernacular building styles, patterns and materials.

Community character, whether historic or recent, can add cultural and economic value to new construction by designing structures and neighborhoods that look that belong together and belong in their surrounding community or landscape. Local or vernacular building styles often share similar building or building complex layouts, rooflines, door and window placement, and porch design and placement. They may also share material types and dimensions that can often be well-imitated even with modern materials. Photographs, such as those taken in conjunction with a historic resource inventory update, can provide a visual library to review, define and evaluate building styles in the preparation of a patternbook.

Time for Action: Medium Term (3-5 years)

Lead Partners: Municipal Officials and Planning Commissions

Support Partners: Lebanon County Planning Department; Lebanon Valley Conservancy

Funding Sources: TBD

Rec 90. Establish incentives for developers to apply design guidelines. (see also Recommendation 6).

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Once design guidelines have been established, municipalities may want to consider incentives for developers to apply them to new construction.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions
Support Partners:	Lebanon County Planning Department
Funding Sources:	n/a

Rec 91. Initiate a certification program for historic structures related to agricultural communities.

Farms and their barns are one the most recognizable features of rural Lebanon County. Schoolhouses and granges, though fewer, also represent local history in very visible ways. Many are already included in the current historic resource inventory. However, the inventory alone provides little recognition for these sites. A certification program would acknowledge each site with a certificate, plaque or other marker and supplement the inventory of known historic resources for possible reference in land use/development incentives.

Time for Action:	Medium Term (3-5 years)
Lead Partners:	Municipal Officials and Planning Commissions; Lebanon Valley Conservancy
Support Partners:	Lebanon County Planning Department
Funding Sources:	TBD

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Acronyms

Agencies

LEBCO MPO:	Lebanon County Metropolitan Planning Organization, the transportation planning agency for Lebanon County
PA DCED:	Pennsylvania Department of Community and Economic Development
PA DCNR:	Pennsylvania Department of Conservation and Natural Resources
PA DEP:	Pennsylvania Department of Environmental Protection
PennDOT:	Pennsylvania Department of Transportation
PHMC:	Pennsylvania Historical and Museum Commission

Technical Programs

MS4:	Municipal Separate Storm Sewer Systems
TIP:	Transportation Improvement Plan, a four-year list of transportation projects and their funding sources