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Land Use Plan

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The Land Use Plan for Lebanon County is comprised of recommendations and the future land use map. The Land Use Plan emphasizes land use planning that accommodates projected community and economic growth, directs growth to areas of existing or planned infrastructure, and protects sensitive resources from development and its impacts. The core purpose of the Land Use Plan is to manage the amount, intensity, character and timing of development.



The Land Use Plan is presented in four major sections. The first section highlights findings from the *Land Use Profile, Background Study #9* in Appendix I. The second section presents the growth management strategy, including the Future Land Use Map. The third section states the interrelationships of the land use element to other elements of the comprehensive plan. The fourth and final section presents the Land Use Action Plan.

MPC Requirement: *A plan for land use, which may include provisions for the amount, intensity, character and timing of land use proposed for residence, industry, business, agriculture, major traffic and transit facilities, utilities, community facilities, public grounds, parks and recreation, preservation of prime agricultural lands, flood plains, and other areas of special hazards and other similar uses.*

MPC Article III, Section 301(A)(2)

Overview of Findings from the Land Use Profile

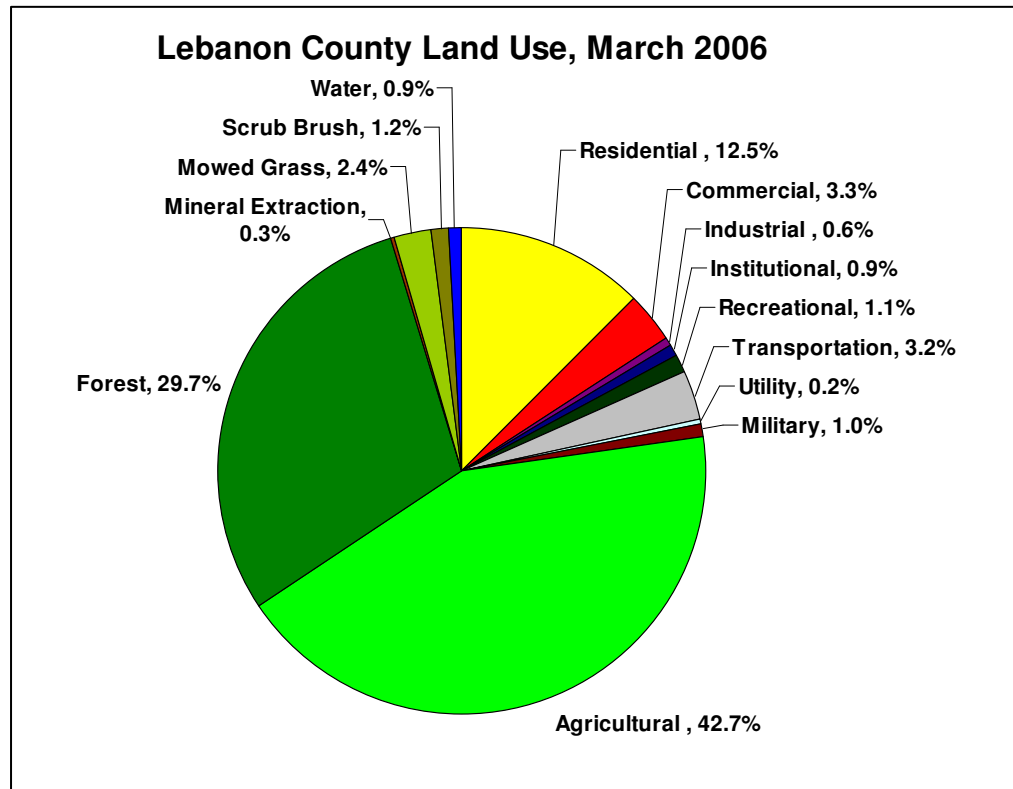
2006 Land Use Inventory

- Lebanon County's land use pattern reflects an open space landscape interspersed with concentrated, intensively developed communities and low density development. The Lebanon Valley is predominantly an agricultural landscape and the northern and southern mountains are predominantly forested; agricultural and forest lands together account for 169,537 acres or approximately 72.4% of the county's total land area. Low density suburban development surrounds concentrated, intensively developed communities as major subdivisions and extends along major transportation corridors. The highest density development is concentrated along Route 422 and in outlying boroughs and villages.
- Of the residential land total, approximately 5,935 acres or 20.2% are high density residential, 22,720 acres or 77.4% are low-density residential, 264 acres or 0.9% are a residential/commercial mix, and 434 acres or 1.5% are seasonal residential lands. In some instances, seasonal properties of such small

size in close proximity to one another have been classified as high density residential.

- Commercial land uses are distributed throughout the county, generally adjacent to residential areas and in downtown centers and occupy 7,738 acres (3.3%) of the county's land area. The eight golf courses represent several of the largest commercial properties.

Figure 5-1 Land Use/Cover Distribution, March 2006



- The county contains approximately 1,321 acres of industrial land, or 0.6% of the total area. Eighty-four percent (84.1%) of the county's industrial lands are located along or near Route 422 and the Norfolk Southern rail corridor.
- Institutional lands used by ambulance companies, cemeteries; community centers, fire companies, hospitals, libraries, municipal locations, police, religious facilities, and schools occupy 2,164 acres, or 0.9% of the county's land area.
- Just over one percent of the county is dedicated to recreation.
- Transportation facilities occupy 7,395 acres or 3.2% of the county's land area. Transportation lands typically comprise less than one percent of the municipal and school district area.
- Land dedicated to utilities, such as treatment plants, storage tanks, and pump stations, occupies 531 acres, or 0.2% of the county's total land area.

- Of the 12,336 acres of the Fort Indiantown Gap Military Reservation in Lebanon County, approximately 2,427 acres are considered developed or built military use. The remainder of the reservation consists of public-semi-public land uses, mowed grass, forest, and scrub brush lands that were delineated as separate land uses/covers.
- Agriculture is the predominant land use in Lebanon County, occupying 99,996 acres and 42.7% of the total county land area. This figure represents lands used for agricultural production activities; it does not include homesteads, woodlands, drives and lanes, and other lands used for non-agricultural activities, though they may occur on farm property. As such, this figure is less than the 124,500 acres reported as “land in farms” for Lebanon County in the 2005/2006 Pennsylvania Agricultural Statistics Bulletin.
- Forest lands are the second largest land use in Lebanon County, at 69,541 acres or 29.7%. Forest lands on the northern mountains include state game lands, Memorial Lake and Swatara State Parks, and Fort Indiantown Gap Military Reservation as well as private lands. Forest lands along the southern border state include game lands, part of the Middle Creek Wildlife Management Area, and extensive private forest land.
- The total land area used for mineral extraction in North Annville, South Annville, South Lebanon and North Londonderry Townships is 599 acres.
- Mowed grass and scrub/brush lands, often called transitional areas, make up 3.6% of county lands.
- Open water includes lands covered by water at 2,109 acres or 0.9%

Brownfields

- Lebanon County has seven Keystone Opportunity Zone (KOZ) sites. The Aspens Business Park, East Lehman Street Site, Lincoln Fifth Corporation Sites, and Fourth Street Complex have each applied for the tax benefits of the Keystone Opportunity Zone program. The former Colonial Theater Property, the 841 Jonestown Road Site, and Seventh and Mifflin Street Site have only received the KOZ designation.
- There are five Superfund sites in Lebanon County. The only site on the National Priorities List, the Whitmoyer Laboratories site, has been reclaimed as the Jackson Recreation Park.
- The City of Lebanon is the only municipality actively quantifying and addressing vacant and underutilized sites. As of mid to late 2006, the City’s Vacant Property Review Board had identified six commercial buildings, 19



commercial sites (totaling 67.3 acres), 19 industrial buildings, and 25 industrial sites (totaling 902.3 acres) as available.

Recent Trends in Land Use and Land Development

- In comparison to the findings and projections of the 1987 Lebanon County Interim Plan, agricultural uses have remained viable; residential lands have nearly doubled; together commercial and industrial lands have increased to 4%-5%; institutional lands have declined slightly (most likely due to differences in defining “institutional” lands); and conservation and other lands have declined slightly.
- Regarding new residential construction, the number of units added annually has increased, particularly in recent years. From 2002 through 2004, approximately 900 homes were built each year. A review of 2004 to 2006 zoning permit data for 17 of the 26 municipalities, all of which are handled by the Lebanon County Planning Department, shows that additions to residential structures are almost as significant, in terms of numbers of projects, as new home construction. Less than three percent of new homes built between 1990 and 2004 were replacement homes. Further analysis by the Lebanon County Planning Department revealed that the number of new homes built in areas without public utilities has been decreasing by number and decreasing more substantially as a percentage of the total homes built. Overall, this confirms the increasing success of directing development to public utility areas.
- From 2002 to 2006, there have been 90 major commercial, industrial, and agricultural-related construction projects, totaling nearly \$250 million in construction costs in Lebanon County. Institutional projects, which include projects at Good Samaritan Hospital, several schools, and a number of churches, received more than half of the major project investments from 2002 to 2006.
- Reuse and redevelopment is actively occurring in the county. Reuse and redevelopment of existing sites account for 61 of the 90 major construction projects, and approximately \$181.4 million or 73% of the total construction costs of \$248 million. One of the largest redevelopment projects in the City of Lebanon is the renovation of Lebanon’s Central Market House on 8th Street and several Cumberland Street properties by Lebanon Landmarks. These results indicate that additions,



expansions, and other kinds of reuse of existing properties generally outnumber new construction projects by 2 to 1 for major projects. Furthermore, the number of commercial/industrial and agricultural projects has stayed steady for the 2004-2006 period, according to zoning permits issued by the Lebanon County Planning Department.

Growth Areas and Corridors

- Based on the land use and housing analyses, Lebanon County is experiencing strong development pressure from eastern and western fronts, the I-81/I-78 corridor, and surrounding its urban core.
- Municipalities in the Palmyra Area School District are experiencing residential development pressures from the west. This growth is primarily residential and has occurred, in large part, as a result of service and employment expansions at the Penn State Hershey Medical Center (HMC) and throughout the Harrisburg-Hershey area.
- The eastern portion of the county, predominantly Jackson and Millcreek Townships, is facing development pressure as rural-minded residents from suburban Reading and suburban Philadelphia relocate to the quiet countryside of Lebanon County. This development pressure is also predominantly residential, including institutional and other special residential types for retired and senior adults.
- Although the largest movement to the suburbs occurred in the 1950s and 1960s, many residents still are relocating from Lebanon City to the Cornwall-Lebanon School District. Both residential and commercial development have increased in this region over the past thirty years.
- The Northern Lebanon School District has grown steadily in residential and commercial uses. Because it is the largest school district region, recent development has not had the same visual impact as it has had in other, smaller regions. Continued growth is projected as a direct result of its location along Interstates 78 and 81, as well as Routes 22 and 72, enabling residents to travel to employment opportunities in the capital region and access interstate and highway connections throughout the mid-state and mid-Atlantic regions.



2020 and Build-out Land Use Projection

- The 2020 land use projection anticipates continued growth in intensive, built uses. The availability of commercial and industrial lands in 2006 suggest that there is capacity for development within designated areas; however, some

growth may occur in greenfield areas, particularly as commercial services strive to locate near consumers. Intensive residential, commercial, industrial, and supporting lands will naturally require additional or expanded community services, recreation facilities, transportation improvements and utility extensions. Of the major uses, residential development will likely have the most significant impact on the land use/cover by 2020. Portions of existing agricultural and forest lands are, in fact, zoned for residential development, while other areas allow limited residential development in agricultural and other conservation-oriented districts. The roughly 38,000 acres projected for residential development is more than adequate to accommodate the 19,748 new residents and 14,500 to 15,500 new housing units anticipated by 2020.

- Based on recent trends and development potential specified by current development ordinances, estimated maximum build-out suggests further conversion of nearly 90,000 acres open space lands to intensive development. The build-out potential shows development of all developable land for the use indicated and, in essence, full occupancy of available lands. Residential lands could increase substantially—nearly four-fold. Commercial and industrial lands could increase by only 300 to 600 acres each. Institutional uses, including community, recreation, transportation and utility facilities, could increase by roughly 3,000 acres to serve residents’ needs. Dedicated recreation lands, would increase based on the current mandatory dedication requirements of the ten municipalities that have such provisions, if suitable lands could be dedicated. Preserved farmland would gradually increase and lands in public ownership as well as lands excluded from development or severely limited by the presence of floodplain, steep slopes, or other natural hazards would remain as open space. The implications for this growth would include significant changes in landscape character, the economy and environmental quality.

Status of Land Use and Land Development Regulations

- Fourteen of the 26 municipalities have no municipal comprehensive plan or have plans that are more than 20 years old.
- All of the 26 municipalities in Lebanon County utilize some form of land use and land development regulation. The Lebanon County Subdivision and Land Development Ordinance provides regulatory guidance for 16 of the 26 municipalities. Annville, Bethel, Cornwall, Heidelberg, Jackson, Lebanon City, North Cornwall, South Lebanon, South Londonderry, and Union have their own subdivision and land development ordinances.
- Twenty-five (25) of the 26 municipalities have zoning regulations; 17 utilize the county planning department for zoning enforcement; 8 provide their own enforcement. Cold Spring Township has no governing body and no zoning ordinance.
- The 2003 International Residential Code is administered and enforced by the county in 17 of 26 municipalities. Seven municipalities—Heidelberg, Jackson,

Lebanon City, Mt. Gretna, North Cornwall, South Londonderry and Union—conduct their own building code enforcement programs. Bethel opted out of available building code enforcement services offered by the county and Cold Spring has no governing body nor any development regulations.

- Twenty-three (23) of 26 municipalities utilize the planning department’s sewage enforcement program for planning module administration; Bethel, Mt. Gretna and Union provide their own enforcement.
- Six municipalities have sewage management programs; 3 utilize the county planning department for enforcement services and North Cornwall, South Londonderry and Union Townships provide their own enforcement.
- Twelve of 17 municipalities, where sewer expansion could occur, have sewage facilities plans that identify areas for future service.
- Nine of the 26 municipalities have (or are developing) a municipal or multi-municipal park, recreation and open space plan.
- Ten of 26 municipalities currently have mandatory dedication of parkland provisions. Additional mandatory dedication of parkland provisions would increase recreational land conservation across the county.
- There is only one municipality, South Londonderry Township, with local environmental advisors to local officials, i.e., Environmental Advisory Councils (EACs).
- There are a growing number of municipalities across Pennsylvania that are using innovative planning and zoning techniques to better guide growth toward their preferred visions for their communities. Model ordinances and best practices are increasingly available. The county and its municipalities have little experience envisioning and guiding the development of innovative (nonconventional) development, e.g., mixed use, cluster, and conservation zoning and subdivision techniques.

Agricultural Land Preservation

- More than 57,000 acres are enrolled in Agricultural Security Areas in 16 municipalities. Agricultural Security Area enrollment is a required stepping stone toward the county’s Agricultural Land Preservation Program.
- The county passed a milestone mark of 10,000 acres of preserved farmland in June 2006; in late 2007, total preserved farmland approached 13,000 acres. Seventeen of 26 municipalities contain land preserved for agriculture. South



Annville, South Lebanon, North Lebanon and Millcreek Townships each have more than 1,000 acres preserved.

- The Clean and Green Program is not used in Lebanon County due to the relative value of current (1968) assessments to current use and market values.

Pennsylvania Land Use Incentives

- Pennsylvania’s Economic Stimulus Package makes 19 grant and technical assistance programs available to Pennsylvania communities to generate new capital through public/private investments, create more jobs, and improve infrastructure and housing. Eight (8) programs were identified as applicable for Lebanon County and its municipalities.

Lebanon County’s Growth Management Strategy

Planned and well-managed growth, “smart growth,” is the focus of the entire comprehensive plan. Smart growth for Lebanon County is growth that contributes to the vitality of existing communities, the economy, and the environment. The Lebanon County Principles for Growth and Resource Conservation, outlined in Chapter 4, establish the expectations for future development in the county. These expectations shape the vision, goals and objectives of each element of the comprehensive plan; their respective action plans outline the changes needed to make these expectations achievable and probable, rather than occasional successes. The Land Use Policy Map relates these priorities to one another and to planned locations for growth and conservation.

Land Use Policy Map

The Land Use Policy Map, or future land use map, designates growth and open space areas as the primary organization for land use policy. Growth and open space areas are further subdivided into eight land use classes.

Growth Areas, where the majority of development is to be guided, are designated for 21% of the county and include five land use classes:

- Downtown Business
- Downtown Neighborhoods
- Suburban Business
- Suburban Neighborhoods
- Village Neighborhoods

Open Space Areas, where the remaining development is to be accommodated, are designated for 74% of the county and include three land use classes:

- Agricultural Areas
- Rural Resource Production Areas
- Natural Areas

The Federal Area, Fort Indiantown Gap, is designated for 5% of the county and has its own land use class, Military Land. The municipal and school district distribution of growth areas, open space areas, and military land is shown in Table 5-1.

These land use classes provide the basic parameters for zoning policy. Though they align closely with municipal zoning district boundaries, they do not constitute zoning districts, as the comprehensive plan is limited to policy recommendations and cannot itself change zoning policy. The description and location of these land use classes are the first step toward a revised land use policy and management approach that will result in desired land use patterns and densities.

The description of each land use class outlines compatible uses as primary or secondary. This recommendation does not exclude other uses that a local municipality may wish to include, rather it is intended to suggest which uses should comprise the preferred majority of uses in each category, i.e., permitted uses, and which may comprise a minority of uses, i.e., conditional uses or special exceptions. When referring to residential densities, the following general scale applies:

- Low Density: less than 4 dwelling units per acre
- Medium Density: 4-8 dwelling units acre
- High Density: 8 or more dwelling units per acre

The description of each land use class also recommends infrastructure as served by public or on-lot systems, natural and historic resource priorities and site and neighborhood/district design features compatible with the desired outcome and footprint of any future development.

These land use classes are not new to Lebanon County. For each class, at least one reference location is given to aid in visualizing the appearance and function based on familiar neighborhoods, districts or landscapes. Additional designations identify locations in the county where the class should be applied.

While these classes are familiar to Lebanon County, conventional development techniques of the past 30 years have not yielded such a wide range of patterns and densities. Therefore, recommended land use practices and tools are also provided for each land use class. These practices and tools are described in the Growth Management Strategies White Paper in Appendix II.

Table 5-1 Distribution of Primary Land Use Designations as shown on the Land Use Policy Map

	Growth Areas		Open Space Area		Military Land	
	Acres	%	Acres	%	Acres	%
Lebanon County	49,210	21.0%	172,900	73.7%	12,336	5.3%
Annvile-Cleona SD	3,444	13.7%	21,649	86.3%	0	0%
Annvile	998	95.9%	43	4.1%		
Cleona	321	59.5%	219	40.5%		
North Annville	697	6.3%	10,361	93.7%		
South Annville	1,429	11.5%	11,026	88.5%		
Cornwall-Lebanon SD	15,521	36.4%	27,113	63.6%	0	0%
Cornwall	3,018	48.3%	3,232	51.7%		
Mount Gretna	92	100.0%	0	0.0%		
North Cornwall	2,425	39.9%	3,650	60.1%		
North Lebanon	5,169	48.3%	5,537	51.7%		
South Lebanon	3,680	26.3%	10,322	73.7%		
West Cornwall	1,138	20.7%	4,372	79.3%		
ELCO SD	8,243	18.1%	37,176	81.9%	0	0%
Heidelberg	973	6.3%	14,468	93.7%		
Jackson	4,292	27.8%	11,134	72.2%		
Millcreek	1,604	12.2%	11,514	87.8%		
Myerstown	488	89.0%	60	11.0%		
Richland	887	100.0%	0	0.0%		
Lebanon SD	2,920	100.0%	0	0.0%	0	0%
Lebanon City	2,667	100.0%	0	0.0%		
West Lebanon	253	100.0%	0	0.0%		
Northern Lebanon SD	9,894	10.4%	72,501	76.5%	12,336	13.0%
Bethel	4,115	18.5%	18,154	81.5%	0	0%
Cold Spring	0	0.0%	17,616	97.0%	544	3.0%
East Hanover	1,305	6.2%	14,068	67.3%	5,533	26.5%
Jonestown	288	71.7%	113	28.3%	0	0%
Swatara	2,220	16.0%	11,676	84.0%	0	0%
Union	1,967	10.3%	10,874	56.9%	6,259	32.8%
Palmyra Area SD	9,188	38.9%	14,460	61.1%	0	0%
North Londonderry	5,902	85.8%	974	14.2%		
Palmyra	1,235	100.0%	0	0.0%		
South Londonderry	2,050	13.2%	13,486	86.8%		

Source: Gannett Fleming, Inc.

Note: Municipal, school district and county sums may not total due to rounding.

Growth Areas

Downtown Business



Purpose:	Accommodate a variety of moderately intensive, small to mid-sized developments integrating residential, commercial, office, institutional, and recreation uses
Primary Uses:	Small to medium scale retail and office, institutional (educational, health care and local government), medium and high density housing
Secondary Uses:	Low density residential, recreation (mini parks and walking trails)
Water & Sewer Service:	Public Water and Public Sewer
Transportation System:	Streets, transit routes and stops (bus and/or rail), sidewalks/crosswalks, on-road bike lanes, off-road trails, wayfinding signage
Natural Resource Priorities:	Greenways, urban forestry, riparian and wetland buffers, wellhead protection
Historic Resource Priorities:	Adaptive reuse of historic structures and sites, conserved building facades, continued use of historic design features in new, infill, or re-development, historic district designations
Design Characteristics:	Mixed-uses within the designation area and within individual sites/structures; "build-to" lines; streetscapes and plazas: sidewalks, signage standards, street trees, benches, lighting, landscaped buffers, on-street and off-street parking (side, rear, structured parking); architectural design guidelines
Land Use Practices & Tools:	Infill/Redevelopment, Traditional Neighborhood Development (TND), Transfer of Development Rights (receiving zone)
Reference Pattern of Development:	Downtown Lebanon and most borough centers in the county; downtown of Annville Township
Additional Designations:	See Land Use Map

Downtown Neighborhoods



Purpose:	Sustain the existing urban neighborhoods; maximize compatible infill and redevelopment
Primary Uses:	Medium and high density residential, neighborhood/small-scale commercial, and institutional (educational, health care and local government)
Secondary Uses:	Low density residential, recreation (mini and neighborhood parks, trails)
Water & Sewer Service:	Public Water and Public Sewer
Transportation System:	Streets, transit routes and stops (bus and/or rail), sidewalks/crosswalks, on-road bike lanes, off-road trails
Natural Resource Priorities:	Greenways, urban forestry, riparian and wetland buffers, wellhead protection
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), conserved building facades/exteriors, continued use of historic design features in new, infill, or re-development, historic district designations
Design Characteristics:	Mixed-uses within the designation area and within individual sites/structures; "build-to" lines; streetscapes: sidewalks, street trees, benches, lighting, on-street and off-street parking (side, rear, structured parking); architectural design guidelines
Land Use Practices & Tools:	Infill/Redevelopment, Traditional Neighborhood Development (TND), Transit Oriented Development (TOD), Transfer of Development Rights (receiving zone)
Reference Pattern of Development:	Residential neighborhoods of the City of Lebanon, the boroughs in the county and Annville and West Lebanon Townships
Additional Designations:	See Land Use Map

Suburban Business



Purpose:	Sustain the existing suburban business centers; enhance their physical connection to adjacent downtown and suburban neighborhoods
Primary Uses:	Commercial retail, commercial office, light industrial/warehousing, institutional (educational, health care and local government)
Secondary Uses:	Recreation (trails), regional commercial, heavy industry (manufacturing), medium and high density residential
Water & Sewer Service:	Public Water and Public Sewer
Transportation System:	Streets, transit routes and stops (bus and/or rail), rail freight, sidewalks/crosswalks or pedestrian/bicycle paths, on-road bike lanes, off-road trails
Natural Resource Priorities:	Open space conservation/greenways, riparian and wetland buffers, minimal impervious cover and maximum infiltration, wellhead protection, natural heritage site buffers and management
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), use of historic design features in new, infill, or re-development
Design Characteristics:	Mixed-uses within the designation area and within individual sites/structures; streetscapes: walking path/sidewalk, signage standards, street trees, landscaped buffers; architectural design guidelines
Land Use Practices & Tools:	Infill/Redevelopment, Cluster Development, Conservation Design, Transit Oriented Development (TOD), Low Impact Development, Transfer of Development Rights (receiving zone)
Reference Pattern of Development:	Tuck Business Park, Lebanon Valley Business Park, Aspens Business Park, Lebanon Rails Business Park
Additional Designations:	Industrial and business parks, interchange areas; see Land Use Map

Suburban Neighborhood



Purpose:	Sustain the vitality of existing suburban neighborhoods; encourage new uses that are compatible with the existing patterns; and provide additional locations to accommodate new residences
Primary Uses:	Medium and low density residential, including single and multi-family units
Secondary Uses:	Recreation (neighborhood and community parks), neighborhood/small-scale commercial, institutional (educational, health care and local government)
Water & Sewer Service:	Public Water and Public Sewer
Transportation System:	Streets, transit routes and stops (bus), sidewalks/crosswalks or pedestrian/bicycle paths, on-road bicycle lanes, off-road trails
Natural Resource Priorities:	Open space conservation/greenways, riparian and wetland buffers, minimal impervious cover and maximum infiltration, wellhead protection, natural heritage site buffers and management
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), use of historic design features in new, infill, or re-development
Design Characteristics:	Mixed-uses within the designation area and within individual sites/structures; streetscapes: walking path/sidewalk, signage standards, street trees, landscaped buffers; architectural design guidelines
Land Use Practices & Tools:	Infill/Redevelopment, Planned Residential Development (PRD), Transit Oriented Development (TOD), Low Impact development, Conservation Design, Transfer of Development Rights (receiving zone)
Reference Pattern of Development:	Creekside (North Cornwall), Wheatland Manor (Jackson), North Ridge Estates (North Annville), Country Squire Estates (South Londonderry), Colonial Village (Union), Mountain Stream Village (Bethel)
Additional Designations:	See Land Use Map

Village Neighborhood



Purpose:	Recognize the importance of the county’s existing villages; protect and enhance historic architectural and development patterns; encourage new uses that are compatible with the existing development patterns; and provide locations to accommodate new residences and compatible neighborhood uses
Primary Uses:	Medium to low density residential, small-scale commercial, and institutional (educational, health care and local government)
Secondary Uses:	Recreation (mini and neighborhood parks, trails), light industrial, high density residential
Water & Sewer Service:	Public Water and Public Sewer (preferred); community system or managed on-lot systems (alternatives)
Transportation System:	Streets/roads, transit routes and stops (bus), sidewalks/crosswalks or pedestrian/bicycle paths, off-road trails
Natural Resource Priorities:	Greenways, urban forestry, riparian and wetland buffers, minimal impervious cover and maximum infiltration, wellhead protection, natural heritage site buffers and management
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), use of historic design features in new, infill, or re-development, historic district designations
Design Characteristics:	Mixed-uses within the designation area and within individual sites; “build-to” lines; streetscapes and public greens: sidewalks, signage standards, street trees, benches, lighting, landscaped buffers; on-street and off-street parking (side or rear parking); architectural design guidelines
Land Use Practices & Tools:	Infill/Redevelopment, Transfer of Development Rights (receiving zone)
Reference Pattern of Development:	Campbelltown, Fredericksburg, Kleinfeltersville, Lawn, Newmanstown, Quentin, Ono, Schaefferstown
Additional Designations:	See Land Use Map

Table 5-2 Distribution of Growth Area Land Use Classes as shown on the Land Use Policy Map

	Downtown Business (acres)	Downtown Neighbrhd (acres)	Suburban Business (acres)	Suburban Neighbrhd (acres)	Village (acres)	Total Growth Areas (acres)
Lebanon County	1,529	4,890	11,287	27,084	4,421	49,210
Percent	0.7%	2.1%	4.8%	11.6%	1.9%	21.0%
Annville-Cleona SD	92	937	962	1,437	16	3,444
Annville	20	688	290			998
Cleona	72	249				321
N. Annville			53	644		697
S. Annville			619	793	16	1,429
Cornwall-Lebanon SD	122	456	3,177	10,528	1,238	15,521
Cornwall			295	1,925	798	3,018
Mt. Gretna					92	92
N. Cornwall		273	502	1,651		2,425
N. Lebanon			1,329	3,840		5,169
S. Lebanon	122	184	888	2,486		3,680
W. Cornwall			163	626	349	1,138
ELCO SD	122	971	3,148	3,357	645	8,243
Heidelberg			164	303	505	973
Jackson		557	1,871	1,864		4,292
Millcreek	36		851	577	140	1,604
Myerstown	63	313	112			488
Richland	23	101	149	613		887
Lebanon SD	1,129	1,308	101	382	0	2,920
Lebanon City	1,086	1,199		382		2,667
W. Lebanon	43	108	101			253
Northern Lebanon SD	38	265	2,646	4,672	2,273	9,894
Bethel	15		970	2,912	218	4,115
Cold Spring						0
East Hanover			174		1,131	1,305
Jonestown	22	265				288
Swatara			139	1,582	499	2,220
Union			1,365	177	425	1,967
Palmyra Area SD	25	953	1,253	6,707	249	9,188
N. Londonderry			449	5,453		5,902
Palmyra	25	953	257			1,235
S. Londonderry			547	1,255	249	2,050

Source: Gannett Fleming, Inc.

Note: Municipal, school district and county sums may not total due to rounding.

Open Space Areas

Agricultural Areas



Purpose:	Protect the viability of the county’s agricultural industry, including crop and livestock farming
Primary Uses:	Crop production, animal husbandry (confined feeding operations, concentrated animal feeding operations), food and fiber processing operations, agricultural supply businesses and related businesses
Secondary Uses:	Limited low density residential, limited recreation (trails), low impact, home- and farm-based businesses
Water & Sewer Service:	On-lot systems
Transportation System:	Roads, on-road and off-road pedestrian/bicycle paths/trails, airfields
Natural Resource Priorities:	Greenways, riparian and wetland buffers, woodland/forest management, wellhead protection, natural heritage site buffers and management
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), historic landscape designations
Design Characteristics:	Buffer intensive uses to reduce conflicts
Land Use Practices & Tools:	Effective agricultural zoning (that limits uses to those compatible with agriculture, minimizes conflicts of existing uses, and manages development potential and impact, e.g., via sliding scale techniques and development placement standards), Agricultural Land Preservation Program, Agricultural Security Area Program, Transfer of Development Rights (sending zone)
Reference Pattern of Development:	Agricultural valley across southern Lebanon County and agricultural uplands across northern Lebanon County
Additional Designations:	See Land Use Map

Rural Resource Areas



Purpose:	Support the viability of the county’s forestry, mining, and other natural resource-based businesses
Primary Uses:	Forestry, mining, and related businesses
Secondary Uses:	Agriculture, limited low density residential, limited recreation (nature preserve, trails), low impact, home-based businesses
Water & Sewer Service:	On-lot systems
Transportation System:	Limited roads (public and emergency access), on-road and off-road pedestrian/bicycle trails
Natural Resource Priorities:	Riparian and wetland buffers, woodland/forest management, wellhead protection, land reclamation, natural heritage site buffers and management
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), conserved building facades/exteriors
Design Characteristics:	Buffer intensive uses to reduce conflicts
Land Use Practices & Tools:	Transfer of Development Rights (sending zone), Conservation Design
Reference Pattern of Development:	Private forested lands of Blue and South Mountains
Additional Designations:	See Land Use Map

Natural Areas



Purpose:	Protect, and where feasible, restore, the county’s most sensitive natural resources from the direct and indirect impacts of development
Primary Uses:	Resource management areas for land and water bodies
Secondary Uses:	Limited public recreation (hunting, fishing, hiking, camping, environmental education), limited residential
Water & Sewer Service:	On-lot systems
Transportation System:	Limited roads (public and emergency access), on-road and off-road pedestrian/bicycle trails, stream access
Natural Resource Priorities:	Riparian and wetland buffers, wellhead protection
Historic Resource Priorities:	Adaptive reuse of historic structures and sites (limited to specified uses), historic landscape designations
Design Characteristics:	Buffer intensive uses with less intensive uses to reduce conflicts with adjacent land use designations
Land Use Practices & Tools:	Conservation Easements, Floodplain ordinance provisions, Riparian buffer ordinance provisions, Transfer of Development Rights (sending zone)
Reference Pattern of Development:	Middle Creek Waterfowl Area, State Parks and Game Lands
Additional Designations:	Floodplains, steep slopes, Natural Areas Inventory sites, local nature parks/natural areas; see Land Use Map

Table 5-3 Distribution of Open Space Land Use Classes as shown on the Land Use Policy Map

	Agriculture (acres)	Rural Resource (acres)	Natural Area (acres)	Total Open Space (acres)
Lebanon County	98,109	28,502	46,289	172,900
% of Lebanon County	41.8%	12.2%	19.7%	73.7%
Annville-Cleona SD	16,802	3,194	1,653	21,649
Annville	0	0	43	43
Cleona	198	0	20	219
North Annville	8,390	724	1,247	10,361
South Annville	8,213	2,470	343	11,026
Cornwall-Lebanon SD	16,775	4,169	6,169	27,113
Cornwall	833	1,408	991	3,232
Mount Gretna	0	0	0	0
North Cornwall	2,980	0	670	3,650
North Lebanon	4,700	286	551	5,537
South Lebanon	6,480	1,578	2,264	10,322
West Cornwall	1,783	897	1,692	4,372
ELCO SD	24,702	7,731	4,742	37,176
Heidelberg	8,883	3,827	1,757	14,468
Jackson	10,080	0	1,054	11,134
Millcreek	5,739	3,904	1,871	11,514
Myerstown	0	0	60	60
Richland	0	0	0	0
Lebanon SD	0	0	0	0
Lebanon City	0	0	0	0
West Lebanon	0	0	0	0
Northern Lebanon SD	31,785	10,706	30,010	72,501
Bethel	9,716	3,104	5,335	18,154
Cold Spring	0	908	16,709	17,616
East Hanover	10,531	1,331	2,206	14,068
Jonestown	0	0	113	113
Swatara	7,804	609	3,263	11,676
Union	3,735	4,755	2,384	10,874
Palmyra Area SD	8,044	2,701	3,715	14,460
North Londonderry	0	788	186	974
Palmyra	0	0	0	0
South Londonderry	8,044	1,913	3,529	13,486

Source: Gannett Fleming, Inc.

Note: Municipal, school district and county sums may not total due to rounding.

Military Land

Fort Indiantown Gap



Purpose:	Reserve and buffer lands for military training and related activities.
Primary Uses:	Federal and state military and homeland security
Secondary Uses:	Limited public recreation (nature preserve, trails) and limited quasi-public use of federal facilities
Water & Sewer Service:	Institutional systems
Transportation System:	Roads, pedestrian/bicycle paths, transit routes and stops, airfield
Natural Resource Priorities:	Riparian and wetland buffers, wellhead protection
Historic Resource Priorities:	Adaptive reuse of historic structures and sites, conserved building facades/exteriors, historic district/landscape designations
Design Characteristics:	Facility or federal architectural design guidelines
Land Use Practices & Tools:	Not applicable
Reference Pattern of Development:	Fort Indiantown Gap
Additional Designations:	None

Table 5-4 Distribution of Military Land as shown on the Land Use Policy Map

	Military Land (acres)	Military Land (% of acres)
Lebanon County	12,336	5.3%
Northern Lebanon SD	12,336	13.0%
Cold Spring	544	4.4%
East Hanover	5,533	44.8%
Union	6,259	50.7%

Source: Gannett Fleming, Inc.

Making the Strategy Work

Lebanon County's foreseeable future is one of growth. The county's population will continue to grow, the amount of development will increase, and the community services needed by that development will expand. The location, rate, intensity and character of that growth will result from a combination of economic market factors and the land use controls administered by local governments.

In Pennsylvania, municipalities are not authorized to stop or prevent growth, but the Pennsylvania Municipalities Planning Code does enable them to plan and manage the growth in the interest of public health, safety and welfare. The MPC further specifies what kinds of regulations and land use tools municipalities may use. Planning tools include the comprehensive plan and the official map. Regulatory tools include subdivision and land development ordinances and zoning ordinances, as well as specialized development techniques, namely planned residential development and traditional neighborhood development. Both planning and regulatory tools are able to be used by intergovernmental arrangements among two or more municipalities.

Many of these basic tools are in place in Lebanon County and its municipalities, as noted in the findings from the profile. Bringing these tools into consistency with the land use plan, as well as other plan elements, is the next step. At minimum, the county and municipalities will need to review these existing tools with these questions in mind:

1. Are they current? Do they contain up-to-date, relevant information needed for local decision-making?
2. Are they coordinated? Is the policy established by the comprehensive plan in agreement or consistent with the regulations in the ordinance or ordinances?
3. Are the regulations consistently administered and enforced? Do decisions and practices adhere to the policy and regulations?

Where responses to these questions are negative, work is needed to update, coordinate and improve consistency among these basic tools. If no action is taken, the conventional practices of local government and the private development sector will continue to yield conventional community development results. Where the responses are affirmative, local government should consider raising the standards of future development by enabling the use of contemporary and innovative development techniques, and using incentives to attract developers to these techniques. In either case, more intensive communication and cooperation among county and local governments is needed to manage growth holistically and prevent leap-frog development from one municipality to another.

Current, Coordinated and Consistent

A clear community development vision and standards that are consistent with the vision are essential. This requires periodic review and occasional adjustment and refinement. As a result of the planning process, local conditions and public interest, several municipalities have already expressed interest in updating their comprehensive plans. The emphasis in any update should be on relevant data and trend analysis to strengthen policy.

Having reached a full or nearly full-built condition is no reason to defer an update or new plan. Funding programs, whether public or private, increasingly rely on

comprehensive plans or other planning documents in their evaluation of applications. A current plan that outlines strategic improvements rates higher than an outdated, general or nonexistent plan when it comes to scoring for grant eligibility.

Coordination of planning and regulations should ensure that the policy outlined in the plan is implemented or carried out through ordinances and functional plans. Ordinances can sometimes stray from the policy established in the comprehensive plan when amendments are made in response to hot topics or special issues. This kind of inconsistency can be the grounds for legal challenges. But coordination also extends into functional planning for facilities and



services such as sewage and on-lot disposal, stormwater and parks, recreation and open space. For example, comprehensive plans and Act 537 plans should show the same or similar plan service areas. Parks recreation, and open space plans should show target areas for new parks in areas planned for such uses. The level of detail is different from these functional plans than the comprehensive plans, but the coordination of need and direction should be obvious.

Having current and coordinated policy and regulations is the “setup” for land use management; consistent administration is the execution and “follow-through.” Proposals and plans need to be acknowledged as just that—proposed ideas, concepts, or strategies. If these proposals meet the minimum criteria for development, they must be approved. If other more efficient, innovative designs are desired, they should become the minimum standard for new development. Waving requirements, rezoning parcels without due consideration, and other diversions from the established policy erodes the integrity of local authority and the character of the community. For example, when adequate land is zoned for residential uses, rezoning of other parcels draws community service demand away from existing and planned areas. Rezoning should be infrequent and approved only after careful consideration of the comprehensive impacts to land use community services, water and sewer systems, transportation, and natural resources. Requirements are established as the minimum standard for all development, not just a wish list for community design.

Using the Best Available Data, Tools and Practices

Based on the path of growth and the widespread need to update policy, municipalities should look for the best available data, tools, and technology to aid them in the update process. The county’s comprehensive planning process has generated a wealth of data and analysis, including data tables and charts, maps, and map data, as well as the narrative reports. This information was purposefully organized for the future use of the municipalities. The county planning department has been a good source of information in the past and is now even better equipped to provide current information. The planning department can also provide technical assistance in acquiring or accessing state and federal data, when needed.

Adding or changing ordinance tools can seem risky to local governments that have become familiar with conventional practices. But again, conventional methods yield conventional results. If communities truly desire more aggressive growth management, change is required. Fortunately other communities in Pennsylvania have already applied the complete range of tools authorized by the MPC. Their experience as success and failure, lessons learned, and suggestions are available through organized seminars, field trips, and individual contacts. Exploring new technologies and methods through the experience of other local governments can lead to informed and relevant application of the best available land use tools.

Eleven land use management techniques are describes in the Growth Management Strategies white paper in Appendix II. Use of selected growth management tools by counties in south central Pennsylvania is shown in Table 5-5.

Table 5-5 Select Development Techniques used by South Central Pennsylvania Counties

County	Growth Management Areas	Transfer of Development Rights	Agricultural Preservation	Impact Fees	Planned Residential Development	Mixed use Areas
Adams	Yes	No	Yes	No	No	No
Berks	Yes; designated growth areas	Yes in the Western Berks Planning Region—Heidelberg, N. Heidelberg, Robesonia and Womelsdorf	Yes	Yes; 3-6 municipalities have traffic impact fees	Yes in a few suburban townships	Yes at the county and municipal levels
Lancaster	Urban Growth Boundaries	Manheim Twp Warwick Twp W. Hempfield Twp Mt. Joy Twp	Only 2 townships don't have effective agricultural preservation zoning	Manheim Twp	Applied Sporadically across county	Yes at county level; a few at municipal level
Schuylkill	Yes; designated growth areas	Discussed as an available tool but not specifically recommended	Yes	No	No	Yes at county level
Tri-County Regional Planning Commission serving Cumberland, Dauphin, and Perry	Planned Growth Areas, as part of Regional Growth Management Plan		Typical 1-acre lot zoning prevails; some sliding scale provisions		Some; seldom with rural municipalities	
York	Growth Area Boundaries; outlined in Comp Plan; affirmed by some municipalities	Shrewsbury Twp Only	Strategy Document issued Feb 2000	None	Manchester Twp	Yes at county level; a few at municipal level

Source: Development Guidelines Report: Land Use, Community Planning and Development in South Central PA, South Central Assembly for Effective Governance, 2002; Berks Vision 2020: A Comprehensive Plan for the County of Berks; Schuylkill County Comprehensive Plan, 2006

Communication and Cooperation

Perhaps the simplest step in making the growth management strategy work is encouraging more vigorous dialogue among public agencies. County and local government, municipal authorities and school districts all share common interests in the vitality of their communities. As each entity makes decisions, it gathers and analyzes data, trends and general information in search of effective and efficient solutions. More frequent sharing of this information among public agencies leads to better community development through cooperative and collaborative planning, funding applications and local investment. This kind of communication is the start of intergovernmental cooperation.

Municipalities in the Northern Lebanon School District have been meeting informally with representatives of the school district for several years. These meetings are held on a bi-monthly to quarterly basis to discuss inter-municipal issues and opportunities. They invite guest speakers, share recent decisions and discuss upcoming actions. The Northern Lebanon group has even conducted some informal research on housing in the school district's region. This is a model approach toward cooperative and collaborative planning and a similar approach has been considered by the municipalities of the Cornwall-Lebanon School District.



Incentives for Innovation and Best Practices

Unconventional practices can also seem risky to developers, builders, and property renovators. Educational seminars, hands-on workshops, and field trips to model developments to see the development and meet with the developer can be time well spent in convincing both the public and private sector sides of the value and benefits of contemporary and innovative practices. Fact and tip sheets can serve to educate all parties, as well as the public, on appropriate use of these alternatives.

Encouraging developers and builders to apply these alternatives may require incentives. Such incentives should not comprise the quality of the development, i.e., reducing minimum standards that affect quality or safety. Rather, they should focus on design features that enable the developer to maximize the return on their investment, such as density bonuses (e.g., extra units) or expedited review and approval of submitted plans.

Interrelationship of Land Use to other Elements of the Comprehensive Plan

Land Use and Transportation

Land use has an implicit tie to transportation. Each use is either an origin or destination for any travel or transportation trip. Keeping frequently visited uses close to one another reduces travel time and the demand for system infrastructure. For example, the need for

roads can be significantly reduced if sidewalks and trails are constructed for travel between residential neighborhoods and schools, parks, and neighborhood shopping areas. New development can also be used to create new connections between existing corridors to offer more and varied route options for daily travel and emergency access.

Community Facilities

Like transportation, land use implies a demand for community services in all but the most remote areas of the community. Whether for residential, commercial, industrial, institutional or even agricultural uses, development places increased demands for public safety and emergency response services, access to medical facilities, clean water, and access to waste disposal facilities on community service providers. No land use is free of service demands. The vision or plan for land use is essential to managing the amount and distribution of the demanded services and the facilities that host them.

Natural Resource Protection

The county's natural assets are a valued commodity that demands consideration. Its agricultural soils and forest vegetation are the raw materials of its resource-base industries. Its supply of high quality water is essential to human and natural communities, present and future. At the same time, the county must view its planning holistically, addressing concerns that extend beyond just environmental policy. Economic, social, fiscal, institutional, and legal constraints oblige the county to view natural resources as a key element, but not the only element of successful community planning.



Historic Resources

Historic resources can define the character of a community. When maintained as an integral part of the community, these resources become landmarks in local culture and references for the design of future development. While the materials and technologies of construction change over time, the scale, pattern, and style of design can be applied as the desired features of local architectural character.

Energy Conservation

The amount and type of energy used to move people and goods in a community is determined in part by patterns of development and the transportation system. The spatial relationships of individual buildings, neighborhoods, communities and regions determine how far and by what means people will travel to work, recreational facilities, schools, religious centers, stores, and entertainment venues and how many of these destinations will send and receive their supplies and products. Zoning practices from the mid to late 20th century have increasingly separated residential neighborhoods from other destinations, resulting in increased travel and more expansive public infrastructure. Land use policies that promote a mix of compatible uses and transportation policies that promote multi-modal travel options can reduce the energy demands of residents, businesses and community facilities and services.

Action Plan

The Land Use Plan for Lebanon County is comprised of recommendations and the future land use map. The Land Use Plan emphasizes land use planning that accommodates projected community and economic growth, directs growth to areas of existing or planned infrastructure, and protects sensitive resources from development and its impacts.

The plan acknowledges that land use decisions in Lebanon County are made at the local level; therefore the county's role is primarily advisory, recommending consistency, compatibility and efficiency of land use planning. Through improved contract services and technical assistance, increased coordination with state and federal agency programs, and the county's development plan review process, the county can provide precedents and best practices for sustainable community development and coordination between land use decision-making and other community investments.



Vision, Goals and Objectives

Vision

Create and adhere to a logical, coordinated land use pattern that provides for a variety of development types and recognizes land and infrastructure capabilities and limitations.

Goals and Objectives

- 1. Provide exemplary leadership in community planning and development.**
 - A. Facilitate consistency between county and municipal planning and development.
 - B. Provide professional guidance to municipal officials and community leaders.
 - C. Advance the application and capability of providing Geographic Information Systems (GIS) data mapping and analysis countywide.

- 2. Direct the majority of new development toward existing communities and utilities.**
 - A. Encourage the appropriate redevelopment of existing vacant or underutilized sites.
 - B. Support the safe cleanup and productive reuse of “brownfield” sites.
 - C. Ensure consistency between land use designation, the availability of public sewer and water service, and transportation system capacity.

- 3. Conserve land needed for rural industries and land patterns indicative of rural character.**
 - A. Promote development techniques that will conserve natural resources, minimize fragmentation of land and cover type, and complement community character.

4. **Protect sensitive environmental resources from the direct and indirect impacts of development.**
 - A. Minimize the destruction and degradation of sensitive environmental resources.

5. **Develop and expand cooperation and communication among public and private partners.**
 - A. Promote regional partnerships for community planning and the provision of public services.
 - B. Expand public relations efforts.

Recommendations

Goal 1:	Provide exemplary leadership in community planning and development.
Objective 1A:	Facilitate consistency between county and municipal planning and development.
Action 1A1:	Support (and help fund) municipal and multi-municipal comprehensive planning efforts throughout the county.
Intended Outcome:	All municipalities in the county will have up-to date municipal or multi-municipal comprehensive plans so they can better respond to, and guide, development pressures and land use changes.
Time Horizon:	Ongoing with emphasis in 2008-2009 and 2010-2011
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department; Municipalities
Support Partners:	School Districts
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP); PA DCED Local Municipal Resources and Development Program (LMRDP); PA DCED Community Revitalization Program (CRP); PA DCED Urban Development Program (UDP)

Action 1A2:	Improve consistency of provisions and the enforcement of municipal and multi-municipal zoning and subdivision and land development ordinances. Ensure their consistency with comprehensive plans.
Intended Outcome:	To the greatest extent possible, zoning ordinances (and enforcement of them) are consistent across the county to allow for rational, planned growth.
Time Horizon:	Ongoing with emphasis in 2010-2011 and 2012-2013
Lead Partners:	Lebanon County Planning Department; Municipalities
Support Partners:	N/A
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)
Action 1A3:	Adopt "Smart Growth" principles and use them as a comparative checklist for community development decisions.
Intended Outcome:	The "Lebanon County Principles for Growth and Resource Conservation" serve as guidelines for evaluating development plans, zoning permits, etc. leading to a consistent application of smart growth principles to projects of all sizes, countywide.
Time Horizon:	Upon adoption
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Municipalities

Action 1A4:	Utilize access management regulatory controls, where applicable, throughout the county. Consider applications along the principal and minor arterials, as well as major and minor collectors, particularly in urbanized and urbanizing areas.
Intended Outcome:	Prevent or reduce traffic congestion and safety hazards that would otherwise result from unmanaged lot access to state and local roadways.
Time Horizon:	Ongoing
Lead Partners:	LEBCO MPO; Lebanon County Planning Department; Municipalities
Support Partners:	School Districts
Funding Sources:	Municipalities; LEBCO MPO
	Revise subdivision and land development ordinances to require development of appropriate transportation facilities for safe motorized and non-motorized travel.
Intended Outcome:	Ensure that new developments provide reasonable transportation choices for citizens.
Time Horizon:	2010-2011 and ongoing as an implementation of planning policy
Lead Partners:	Lebanon County Planning Department; LEBCO MPO
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Action 1A6:	Explore and evaluate the use of the official map as a means to identify potential acquisition for county and municipal purposes.
Intended Outcome:	Identify target parcels or rights-of-way for acquisition; establish a "right-of-first refusal" option for lands that become available or are proposed for development.
Time Horizon:	2012-2013
Lead Partners:	Lebanon County Planning Department; LEBCO MPO; Municipalities; Municipal authorities
Support Partners:	None
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Objective 1B: Provide professional guidance to municipal officials and community leaders.

Action 1B1:	Provide training and education programs to municipal officials and LCPD staff.
Intended Outcome:	LCPD staff and municipal officials share a level of proficiency and stay up-to-date on trends, issues, and innovations in planning.
Time Horizon:	Ongoing, with emphasis in 2008-2009
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department; LEBCO MPO; Municipalities
Support Partners:	Lebanon County Association of Township Supervisors; Pennsylvania State Association of Township Supervisors/Pennsylvania State Association of Boroughs
Funding Sources:	Municipalities; LEBCO MPO

Action 1B2:	Review and tailor model ordinances that encourage mixed-use, resource protection, and other, more creative, zoning schemes. Develop sample guidelines and documents for common studies and planning efforts as references for municipal use.
Intended Outcome:	A common set of references enables municipalities to more easily develop local or multi-municipal ordinances that are consistent with the county comprehensive plan.
Time Horizon:	2010-2011 as an implementation of planning policy
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Objective 1C:	Advance the application and capability of providing Geographic Information Systems (GIS) data mapping and analysis countywide.
Action1C1:	Continue to promote the Lebanon City/County Geographic Information Systems Department as a data source for local government, public agencies, and the public at large.
Intended Outcome:	Utilize the mapping and analytical capacities of Geographic Information Systems (GIS) for land use identification, trend analysis and management.
Time Horizon:	Ongoing
Lead Partners:	LC/CGIS; Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Lebanon County Commissioners

Action 1C2:	Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current data sets.
Intended Outcome:	A state of the art GIS capable of providing data analysis and mapping for county and municipal planning activities.
Time Horizon:	Ongoing
Lead Partners:	LC/CGIS; Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Goal 2:	Direct the majority of new development toward existing communities and utilities.
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Objective 2A:	Encourage the appropriate redevelopment of existing vacant or underutilized sites.
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Action 2A1:	Encourage the use of mixed use development techniques appropriate to urban and suburban areas.
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Intended Outcome:	New developments offer a wider range of housing choices and commercial/retail amenities providing an attractive alternative to typical low-density, single family home developments.
Time Horizon:	Ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP); PA DCED Core Communities Housing Program; PA DCED Local Municipal Resources and Development Program (LMRDP); PA DCED Community Revitalization Program (CRP); PA DCED Urban Development Program (UDP)

Action 2A2:	Facilitate development and growth in desired areas by focusing transportation and utility investments there.
Intended Outcome:	The county and local municipalities coordinate zoning, utility and transportation planning to make development and redevelopment in the desired areas attractive to developers and sustainable by local government.
Time Horizon:	Ongoing
Lead Partners:	LEBCO MPO; Water/Sewer Authorities
Support Partners:	Lebanon County Planning Department; Municipalities
Funding Sources:	LEBCO MPO; PennVEST; PA Infrastructure Bank; Municipalities

Objective 2B:	Support the safe cleanup and productive reuse of "brownfield" sites.
Action 2B1:	Identify and assess brownfield sites and pursue grant and loan programs for redevelopment
Intended Outcome:	Facilitate infill development and reduce the amount of vacant or underutilized land.
Time Horizon:	2012-2013 as an implementation of planning policy
Lead Partners:	Lebanon Valley Economic Development Corporation; Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Pennsylvania Department of Environmental Protection (PA DEP); U. S. Environmental Protection Agency (EPA)

Objective 2C:	Ensure consistency between land use designation, the availability of public sewer and water service, and transportation system.
Action 2C1:	Identify the siting criteria for locating target industries, identify/designate and market these locations to prospective industries.
Intended Outcome:	Identify areas where particular land uses and potential new industries are compatible.
Time Horizon:	2010-2011
Lead Partners:	Lebanon Valley Economic Development Corporation; Lebanon County Planning Department
Support Partners:	Municipalities; Water/Sewer Authorities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP); PA DCED Core Communities Housing Program; PA DCED Local Municipal Resources and Development Program (LMRDP); PA DCED Community Revitalization Program (CRP); PA DCED Urban Development Program (UDP)
Action 2C2:	Explore ways to make re-use and redevelopment less expensive (for example: approving building code exceptions for older buildings, finding additional grant or loan programs intended for redevelopment).
Intended Outcome:	Make redevelopment as attractive and cost-effective as building on undeveloped land to provide a sustainable alternative to greenfields development and to help revitalize Lebanon County's established communities.
Time Horizon:	2012-2013 and ongoing
Lead Partners:	Lebanon County Planning Department; Lebanon Valley Economic Development Corporation
Support Partners:	Municipalities
Funding Sources:	Municipalities; Lebanon Valley Economic Development Corporation

Action 2C3:	Establish airport hazard zoning in municipalities with aviation facilities.
Intended Outcome:	Protection of air space and management of land use/aviation conflicts.
Time Horizon:	2012-2013
Lead Partners:	Municipalities; Lebanon County Planning Department
Support Partners:	PennDOT; Federal Aviation Administration; LEBCO MPO
Funding Sources:	Municipalities; PA DCED LUPTAP; PennDOT

Action 2C4:	Monitor and report non-major commercial and industrial development trends.
Intended Outcome:	Better identify trends in commercial and industrial development and redevelopment to spot opportunities for increased reuse of commercial and industrial sites.
Time Horizon:	2008-2009 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; Lebanon Valley Economic Development Corporation
Funding Sources:	Municipalities

Goal 3:	Conserve land needed for rural industries and land patterns indicative of rural character.
Objective 3A:	Promote development techniques that will conserve natural resources, minimize fragmentation of land and cover type, and complement community character.
Action 3A1:	Work to sustain agriculture and forestry as viable industries by guiding residential development away from large, scattered developments that fragment productive agricultural and forest lands.
Intended Outcome:	Agriculture and forestry, which require relatively large tracts of land, remain viable, and fragmentation of rural land occurs infrequently.
Time Horizon:	2008-2009 and ongoing
Lead Partners:	Municipalities
Support Partners:	Lebanon County Planning Department; Lebanon County Conservation District
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)
Action 3A2:	Review and tailor use of model subdivision and land development ordinances to enable preferred development patterns.
Intended Outcome:	A common set of references enables municipalities to more easily develop local or multi-municipal ordinances that are consistent with the county comprehensive plan.
Time Horizon:	2010-2011 as an implementation of planning policy
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Action 3A3: Encourage municipalities to develop or update their zoning to help protect valuable natural resources. Consider concepts from the 2001 Cornwall Borough Zoning Ordinance as a model for the county and other municipalities.

Intended Outcome: A common set of references enables municipalities to more easily develop local or multi-municipal ordinances that are consistent with the county comprehensive plan.

Time Horizon: 2010-2011 and ongoing

Lead Partners: Lebanon County Planning Department

Support Partners: Municipalities

Funding Sources: Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Action 3A4: Continue farmland preservation efforts. Assess existing agricultural zoning ordinances in comparison to other model agricultural zoning ordinances.

Intended Outcome: Expansion of the Agricultural Security Zone program. Agricultural zoning ordinances reassessed for consistency and effectiveness.

Time Horizon: 2008-2009 and ongoing

Lead Partners: Lebanon County Conservation District; Lebanon County Agricultural Preservation Board; Lebanon Valley Conservancy

Support Partners: Lebanon County Planning Department; Municipalities;

Funding Sources: Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Goal 4: Protect sensitive environmental resources from the direct and indirect impacts of development.

Objective 4A: Minimize the destruction and degradation of sensitive environmental resources.

Action 4A1: Acknowledge the presence, location and vulnerability of sensitive environmental resources in municipal plans and regulations.

Intended Outcome: Local decision makers know which resources are most threatened and where they are located.
Time Horizon: 2008-2009 and ongoing
Lead Partners: Lebanon County Planning Department
Support Partners: Municipalities; Lebanon County Conservation District
Funding Sources: Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Action 4A2: Revise subdivision and land development ordinances to require development proposals to illustrate the location of sensitive environmental resources.

Intended Outcome: Both developers and local municipalities are more aware of sensitive environmental resources and work together to protect them.
Time Horizon: 2008-2009 and ongoing
Lead Partners: Lebanon County Planning Department
Support Partners: Municipalities
Funding Sources: Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Action 4A3:	Promote the use of pre-submission site visits and sketch plans to gain an early understanding of site constraints and opportunities.
Intended Outcome:	Both developers and local municipalities are more aware of sensitive environmental resources and work together to protect them.
Time Horizon:	2008-2009 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Goal 5:	Develop and expand cooperation and communication among public and private partners.
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Objective 5A:	Promote regional partnerships for community planning and the provision of public services.
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Action 5A1:	Continue to provide regular reports of recent and anticipated development trends to municipalities and school districts.
Intended Outcome:	School districts and municipalities have the necessary information to make sound land use decisions.
Time Horizon:	2008-2009 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Lebanon County Commissioners

Action 5A2:	Participate in formal and informal discussions of regional planning: issues, alternatives, and recommendations.
Intended Outcome:	Continuous outreach to the public, developers, municipal and school district officials facilitates cooperation and leads to better land use decisions.
Time Horizon:	2008-2009 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Lebanon County Commissioners

Objective 5B: Expand public relations efforts.

Action 5B1:	Develop an annual report on the implementation progress of the comprehensive plan. This could be prepared as short as a one-page report card or longer multi-page report.
Intended Outcome:	Assessment of progress, re-evaluation of goals and summary for budgetary purposes.
Time Horizon:	2008-2009
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Lebanon County Commissioners

Action 5B2:	Develop a regular news medium, e.g., paper or electronic newsletter, suitable for the public audience.
Intended Outcome:	Publicize planning activities, goals and accomplishments, resulting in informed, supportive municipalities and citizens.
Time Horizon:	2010-2011
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Lebanon County Commissioners
Action 5B3:	Host proposed amendments to public planning documents on the planning department's website. Such might include advance posting prior to public notice requirements.
Intended Outcome:	Encourage citizen input and stakeholder involvement.
Time Horizon:	2010-2011
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Lebanon County Commissioners
Action 5B4:	Continue the working relationship with local news media to publicize milestones in major planning activities, and key statistics in proposed and approved development and construction across the county.
Intended Outcome:	Utilize media opportunities to develop a more informed citizenry.
Time Horizon:	2008-2009
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	Lebanon County Commissioners