

Steering Committee Meeting #12

Cornwall-Lebanon Regional Comprehensive Plan

Summary

Thursday, January 5, 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
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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
✓ Pat Allwein	West Cornwall Twp resident	✓ Dough Lorenzen	West Cornwall Twp resident
✓ Pam Bishop	West Cornwall Twp resident	✓ Ellie (?)	West Cornwall Twp resident

1. Welcome and Sign-In

Michelle Brummer welcomed Steering Committee members and public attendees to the meeting. Every committee member was present.

Steering Committee Meeting #12

Cornwall-Lebanon Regional Comprehensive Plan

2. Summary Issues, Goals and Recommendations

Michelle had distributed a 13-page handout to the committee members prior to the meeting. This handout had three sections. The first was a summary list of the issues and opportunities to set the stage for discussion of the goals and recommendations. The second is goals and the third, recommendations, both expanded and revised from previous handouts.

At the meeting, she distributed a map showing the Planned Development and Planned Conservation Areas. The point of this map is to define areas for most development (based on the current commercial, industrial, and residential zoning districts) and areas for most conservation (ag and forest districts) as a growth management principle.

Michelle asked the committee members for their impression of the draft recommendations and for comments on any to remove, revise, or add? She noted that some members had already shared specific additions and revisions. Each member of the committee offered his or her assessment. Most expressed agreement or satisfaction with the draft recommendations.

Highlights of specific comments are listed here.

Jeff: Goals and ideas such as “preservation, conservation, and restoration” are lofty with intent to accomplish good things which we all agree on. However, the way these ideals are accomplished could affect property rights. I have expressed my concern for this since our first meeting. If government, be it federal, state or local, implements rules, regulations or laws which take away land owner rights and values, then that government should compensate the property owner for the taking. All people benefit from those lofty ideals, so all people should pay for the taking.

Joe: I’m most concerned about transportation and how we recommend improvements to major corridors that don’t result in corridors like Route 30 and Route 72 in Lancaster.

Dave: Neighborhood reinvestment is needed. In South Lebanon’s case, much of the CDBG funds for reinvestment have “improved” lots to increase parking and created other non-taxable property.

Jon: Also concerned about traffic.

Robin: Suggested additions:

- Page 4-Transportation recommendations, I would add 5. Continue to look for (or be cognizant of) viable pedestrian and/or multi-modal connections with neighboring municipalities based on creating “destinations”.
- Page 6-Recommendations, I would add 6. Encourage parallel service roads where practical as a method to “lighten” the primary road loads.
- Page 7-Recommendations, I would include the reference as previously discussed to consider using a shared Transfer of Development Rights (TDR) methodology.

Steering Committee Meeting #12

Cornwall-Lebanon Regional Comprehensive Plan

- Page 8-Economic Development Recommendations, as discussed with looking for ways to create features to draw business (and appease executive level spouses) identify prime volunteer areas such as the V.A., Good Samaritan Hospital as staples for those who are extremely community service minded.
- Page 9-Infrastructure Recommendations, I would add consideration of adding well construction standards as a way to assist in preserving the region's water quality. (This could also be included in the Natural Resources. I am not sure of the best location)
- Page 11-Natural & Historic Resources I would include consideration of predevelopment hydro geological studies as a method of providing water quality/quantity determinations. (If we are keen on obtaining capacity letters for all other utilities, why not include this most important resource as well).

Sheila: Farmland preservation is important in North Lebanon, not just in the valley. The NLT Board of Supervisors has contributed to the farmland preservation program for many years. Recommendations about farmland protection should apply to farmland across the region, not so selectively. Also, it's not clear whether the recommendations address 10 year or 20 year housing needs.

Michelle referred to the map of Planned Development and Planned Conservation Areas. She mentioned that the analyses show there is sufficient residentially zoned land for the projected population, and that's why there is no recommendation to expand residential zoning, in general. The fair share housing analysis, discussed in December, showed that multi-family units will comprise a smaller share of the housing stock as approved developments are completed in the latter half of the 10 year planning horizon. Therefore the risk of challenge increases over time. The plan should encourage local officials to start thinking about how to balance housing opportunities before circumstances reach a real, quantifiable imbalance.

Earl: The plan needs to clearly state the regional land use policy. It will serve as an economic catalyst, along with the physical and human infrastructure (law enforcement, fire protection, etc.) available to support economic activity and employment.

Julie: There are several references to cooperation. Incorporate others, where appropriate.

Chuck: We need to plan for (road) connections to avoid driving 4 miles to travel less than one mile.

Bob G: To support farmland preservation, we need to sustain compensation and improve farmer opportunities for revenue. We also need to protect and restore the floodplain wherever possible. Some redevelopment can occur if done well (no risk and no impact to others).

Bob S: Acknowledge the existing regulations as models for others. Keep and possibly expand emphasis on mixed use.

Kip: I agree with building connections, whether gridded streets or informal shared use paths. We need to plan these ahead of future growth. The plan can recommend short term actions and reflect a long term vision. Add a goal about farmland protection.

Steering Committee Meeting #12

Cornwall-Lebanon Regional Comprehensive Plan

Frank: I'm concerned about stifling development. Some things are unnecessary – sidewalks, no one uses them. We need to keep it flexible.

Cheri: The NLT Board of Supervisors has contributed to the farmland preservation program for many years. Farmland protection is important to all of us.

Michelle asked if anyone had more specific revisions to suggest, specifically any revisions that would address the concerns of other members. Jeff said he had several comments. These comments and others are reflected in the revisions to the draft recommendations as shown at the end of the meeting summary.

Dawn asked if the plan could be used to direct a developer to another municipality. Michelle responded that if there was a need for the type of proposed development in another municipality, referring the developer to that municipality would be appropriate, though informal. This led to discussion, asking would the adoption of the Regional Comp Plan allow for the five municipal partners to start sharing their zoning districts? Jeff stated that the adoption of a regional comprehensive plan, in and of itself, is not sufficient for shared zoning. West Cornwall's solicitor has reviewed the matter and indicated that a second step in the form of adoption of a regional zoning map would be necessary. He stated that the Steering Committee should not rely upon his comments or the West Cornwall solicitor, but should get an official legal opinion from the committee's independent solicitor Scot Feeman. Committee members then talked about implementation of the land use recommendations. Some were open to a regional zoning map (to delineate districts and share uses) where each municipality would have its own regulations. There were questions about how this regional zoning map would be developed and managed. Would the willing municipalities prepare a zoning map that includes the recommended rezonings? Would the municipalities individually consider the recommended rezonings, then move to a regional zoning effort? Who would make decisions on rezonings after the regional map is in place--just the home municipality to the parcel, or would any review or consensus from other municipalities be required? Jeff asked if the solicitor hired for the regional comp plan could review the regional zoning options. Robin said she would look into it.

After the meeting, Robin reported that the solicitor review services were limited to the planning partnership, not their implementation organization or methods. Michelle will bring examples of regional zoning approaches to the February meeting.

There were also questions about how the municipalities would continue to work together. Michelle stated that there is a range of options from an informal working group to a formal entity that might include sub-committees for special topics, e.g. a landmarks commission. The monthly municipal manager's meeting was acknowledged as a good practice and valuable for staff. A means of information sharing among appointed volunteers, e.g. planning committee and commission members, could be valuable on an occasional basis or more frequently if the pace of development increases.

Steering Committee Meeting #12

Cornwall-Lebanon Regional Comprehensive Plan

For the February meeting, Michelle will have a future land use map that recommends specific areas for rezoning as well as the transportation recommendations map.

3. Public Comment

Pam Bishop asked when the recommendations would be available for public review and for how long and what would be presented at the Feb 16 public meeting. Michelle responded that the draft recommendations would be presented, the draft future land use map, and the draft transportation improvements map. There will be an opportunity for discussion at the meeting and Michelle can be contacted after the meeting. The committee will meet again in March, and if needed in April before starting the formal 45-day public review process in the spring.

A resident of Mt. Gretna and member of the Pennsylvania Chautauqua thanked the committee members for their time and effort in planning for the region. She said that Mt. Gretna is a unique place that should be preserved.

4. Next Meetings

- February 2 – Review revised draft recommendations and future land use and transportation recommendations maps
- February 16 (snow date Feb 23) – Public Milestone Meeting #2, at South Lebanon Elementary School, Large Group Instruction Room, 6-8pm

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

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. ~~Require~~ Encourage development to “fit” with the region’s urban and rural characters.
3. Improve circulation ~~of all modes and transportation options, especially in urban/suburban development areas.~~
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 ~~(economically, environmentally)~~ 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~~ Conserve significant historic resources and encourage conservation of other historic resources.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

~~10.11.~~ Protect farmland and the business of farming.

~~11.12.~~ Plan, design, and construct projects collaboratively.

Land Use and Development

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

See Table # (page #) for locations recommended for re-zoning. Additional areas may be considered for rezoning during the zoning update process.

A. Within the Planned Development Area, municipal policies and regulations should:

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

Recommendations

1.A.1. Revise zoning within the Planned Development Area to:

- i. 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.
- ii. Retain industrial zones along the rail corridor. Revise (narrow) uses to those that can make best use of the rail access.
- iii. 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”.
- iv. Permit mixed use buildings in the villages.

1.A.2. Explore and evaluate the use of the official map as a means to identify potential acquisition for public purposes such as public facilities and infrastructure including transportation rights-of-way.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

B. Within the Planned Conservation Area, municipal policies and regulations should:

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

Recommendations

- 1.B.1. Enact Conservation by Design provisions in zoning and subdivision and land development ordinances to protect ~~natural resources forested areas of West Cornwall, Cornwall and South Lebanon. (others?)~~
- 1.B.2. Support farmland conservation efforts (agricultural security areas) and preservation efforts (easements), ~~particularly across the southern valley.~~

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

- A. ~~Require-Encourage~~ new development to "fit" with the region's urban and rural characters:**

Recommendations

- 1.A.1. Review Cornwall Borough's historic overlay as a model of historic character protection provisions.
 - 1.A.2. Define areas where landscape character is distinctive, desirable, and at risk to impact by conventional development techniques. Areas may be urban or rural in context. Consider areas such as the village of Quentin and the Route 72 corridor across South Mountain and its role as a gateway to the Lebanon Valley
 - 1.A.3. Define the characteristics of the existing landscape and development that make each unique. Characteristics may include lot/street pattern, site design including natural vegetation, building size, height, bulk, location and orientation, etc.
 - 1.A.4. Incorporate overlay zones with appropriate supplemental standards that require duplications of the area's unique characteristics within the area of existing character as well as adjacent areas that are planned for development.
- B. Revitalize and strengthen identity of villages and neighborhoods.** Avon, Ebenezer, Hebron, Karinchville, Pleasant Hill, Prescott, Rexmont, Toytown, and Weavertown. 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 a property upgrades.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

Recommendations

- 2.B.1. Install (or renew) treescapes (with or without sidewalks,) such as South Lebanon Township did on Route 422 /Walnut Street, for any or all of the abovementioned villages and neighborhoods.

Transportation

3. **Improve circulation ~~of all modes~~ and transportation options**, especially within the Planned Development Area.

See Table # (page #) for locations recommended for study and/or improvement.

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

Recommendations

- 3.A.1. Install municipal signing that meets federal requirements by target deadlines ~~for planning (January 2012), ground-mounted signs (2015) and overhead guide signs and street name signs (2018)~~.
- 3.A.2. Improve sub-base and width of roadway shoulders and maintenance practices to accommodate non-motorized travel on local roadways, beginning with those identified in the Table #. Advocate the same on state Betterment projects.
- 3.A.3. Review the list of regional transportation issues and concerns annually. Update sites, conditions and actions as new data becomes available.
- 3.A.4. Be responsive to the LEBCO MPO's efforts to develop a county-wide inventory of locally-owned transportation infrastructure.
- 3.A.5. Consider pooling a portion of Liquid Fuels allocations to address locations of regional concern.

B. Diversify travel options.

Recommendations

- 3.B.1. Work with the County, municipal partners, the LVBC and other partners in completing the Lebanon Valley Rail Trail through the Region.
- 3.B.2. Develop a regional trails plan for LVRT spurs and other non-motorized travel routes.
- 3.B.3. Require developers to construct sidewalks and off-road connections to parks, schools and trails ~~in conjunction with as part of~~ new land developments ~~proposals and in existing neighborhoods~~.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

- 3.B.4. Support the construction of new sidewalks or reconstruction of existing sidewalks in existing neighborhoods through no- or low-interest loans to property owners or public projects.
- 3.B.5. Continue to look for (or be cognizant of) viable pedestrian and/or multi-modal connections with neighboring municipalities based on creating “destinations”.

C. Improve safety.

Recommendations

- 3.C.1. Conduct a traffic safety analysis of the intersection of PA 72 and Tunnelhill Road to identify needed geometric and other safety improvements.
- 3.C.2. Request a corridor safety audit(s) from PennDOT for: _____ (need suggested corridors)
- 3.C.3. Enact airport hazard zoning provisions (South Lebanon Township) to protect the approaches to Keller Brothers Airfield and become compliant with Pennsylvania’s Airport Hazard Zoning law (Act 164).
- 3.C.4. Enact access management provisions into the ~~respective county/municipal~~ Cornwall and South Lebanon subdivision and land development ordinances to improve safety, maximize capacity and reduce congestion, especially along state highways with average daily traffic volumes in excess of 10,000 vehicles.
- 3.C.5. Conduct safety audits of pedestrian and bicycle routes to schools, parks and trails.

D. Increase efficiency, connectivity, and accessibility by:

- iv. Addressing missing links on the locally-owned roadway network.
- v. Making public transit feasible within Planned Development Areas.
- vi. Addressing congestion bottlenecks and other impediments to freight movement on the highway network.
- vii. Following Smart Transportation principles (e.g., Complete Streets) in highway planning and design.

Recommendations

- 3.D.1. Retime traffic signals on a 5-year cycle and upgrade as needed.
- 3.D.2. Conduct congested corridor studies of US 422 (from Center Street, Cleona through Lebanon City), PA 72 North (North Lebanon), and PA 72 South (from Lebanon City

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

to Quentin) to identify needed operational and demand management measures, and anticipated measures based on land use planning.

- 3.D.3. Monitor travel demand through the 25th Street underpass to establish baseline data and determine operational trends. (further direction needed, i.e. If/Then)
- 3.D.4. Address the Route 72/Zinns Mill Road intersection and the missing link of Zinns Mill bridge as traffic conditions warrant.
- 3.D.5. Is there a need for park and ride lots within the Region?
- 3.D.6. Enact transit-friendly land development standards into the respective county/municipal subdivision and land development ordinances to support the expansion of transit service.
- 3.D.7. Is there a municipal role to be had with Commuter Services?
- 3.D.8. Encourage parallel service roads where practical as a method to “lighten” the primary road loads.

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

Recommendations

- 3.E.1. Collaborate with the City of Lebanon in continuing efforts at revitalizing gateways from the Region along US 422 and PA 72.
- 3.E.2. Make streetscape improvements in business districts.
- 3.E.3. Support investments in rail freight through the State Capital Budget and Rail Freight Assistance Program.

F. Plan, design, and construct projects collaboratively.

Recommendations

- 3.F.1. Work with the LEBCO MPO in programming projects for inclusion in the County transportation improvement program (TIP) for Highway Safety Improvement Program (HSIP) funding at high crash locations.
- 3.F.2. Coordinate with the county maintenance manager at PennDOT District 8-~~80~~ in addressing identified low-cost safety concerns such as sight distance and drainage issues on state-owned roadways throughout the Region.
- 3.F.3. Work with municipal roadmasters in addressing identified maintenance concerns. ~~More expensive p~~Projects over and above normal maintenance and operations

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

work should be identified in a multi-municipal Capital Improvement Program (CIP).

- 3.F.4. Develop and maintain a multi-municipal, 5-year Capital Improvement Program (CIP), going beyond projects that are eligible for federal funding through the LEBCO MPO TIP. Prioritize investment in transportation infrastructure within Planned Development Areas.
- 3.F.5. Consider innovative alternatives in transportation problem-solving (e.g., roundabouts and other unconventional treatments, etc.)

Economic Development

- 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.

Recommendations

- 4.A.1. Revise zoning within the Planned Development Area to:

- i. Expand commercial zones for office, light industrial, and support services, including retail. Align permitted uses with adjacent land use, e.g. neighborhood commercial in residential areas along local and urban collector streets, general/highway commercial along arterial streets.
 - ii. Retain (heavy) industrial zones along the rail corridor. Revise (narrow) uses to those that can make best use of the rail access.
 - iii. Permit contemporary business uses, such as green manufacturing, renewable energy production, and technology-related businesses, and workforce development facilities in business zoning districts.
 - iv. Designate mixed use village zoning districts and allow mixed use buildings.
- B. **Encourage a variety of agricultural business types**, including family farms, specialty crops, community supported agriculture (CSAs), and agri-tourism.

Recommendations

- 4.B.1. Revise the permitted uses (by right, by conditional use, or by special exception) of the agricultural and rural conservation districts to allow various agricultural uses, including family farms, specialty crop, community supported agriculture (CSA),

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

and agri-tourism attractions, e.g. permit on-site farmer's markets/roadside farm stands, as appropriate by district.

C. Maintain reasonable regulations for businesses.

Recommendations

4.C.1. Compare regulations of home- and farm-based businesses. Discuss what has worked well and what challenges each municipality faces with its current approach. Consider consolidating best practices into a model ordinance for the region.

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

Recommendations

4.D.1. Work with the Chamber of Commerce in marketing commercially zoned lands and properties.

4.D.2. Identify prime volunteer areas such as the V.A., Good Samaritan Hospital as staples for those who are extremely community service minded.

4.D.3. Establish a feedback mechanism for gathering information from business prospects declining to locate or expand in the Region.

Partners: Lebanon Valley Chamber of Commerce, Lebanon Valley Economic Development Corporation

E. Expand heritage tourism.

Recommendations

4.E.1. Designate villages on the Lebanon **County** Heritage Trail. Support designation with banners and walking trail guides.

4.E.2. Initiate a heritage tourism strategy. Key steps include:

v. Review known historic resources. Consider updating the inventory if resources allow.

vi. Determine key themes for local residents and visitors to learn about through resource visits and observation. Consider historic sites, themes and resources beyond the Region's borders; these may have ties to ~~this~~ Lebanon County's themes and provide opportunities to expand the visitor experience.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

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 DCNR C2P2 funding under Heritage Areas)

- vii. Define what people can see, do, and learn today. Identify additional venues, programs, activities, etc. desired for the tourism experience. Identify historic preservation priorities.
- viii. Work with the Chamber of Commerce and the Tourism Promotion Agency to identify and promote attractions and hospitality services that entrepreneurs could fill.
- ix. Determine target audiences for key themes and marketing strategies.
- x. Consider re-evaluating the visitor center location study in relation to heritage attractions, hospitality sites and anticipated incoming traffic routes.

Housing

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

A. Review and strengthen municipal regulations regarding housing development.

Recommendations

- 5.A.1. [Consider](#) ~~Designate~~ additional lands for higher density residential development, especially as the current list of planned single-family residential subdivisions is constructed.
- 5.A.2. [Establish incentives for developers](#) ~~Consider requiring residential subdivisions~~ to provide a variety of housing types and price levels.
- 5.A.3. [Establish incentives for developers to make](#) ~~Consider requiring that~~ a percentage of units ~~in new residential subdivisions be made~~ available at prices affordable for low to middle income households.
- 5.A.4. [Establish incentives for](#) ~~Encourage~~ developers to incorporate universal design features in new homes. Review online resources and guide developers to such sources.
- 5.A.5. Encourage site design, building orientation, and building design that are energy efficient and enable the potential for on-site energy production.

B. Consider region-wide solutions to housing needs.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

Recommendations

- 5.B.1. Review the findings of the 2012 United Way Community Needs Assessment. Consider recommendations made to the community and shared means of addressing other findings. One anticipated finding is that there is no public emergency housing shelter in Lebanon County.

Infrastructure

6. Build and maintain sustainable infrastructure.

Recommendations

- 6.1. Extend water/sewer service only within the Planned Development Area. Avoid service extensions into the Planned Conservation Area except to address water quality issues. ~~Reserve~~ Restrict connections through the Planned Conservation Area for conveyance only, not for local service.
- 6.2. Identify and prioritize major maintenance and capital improvements to the water/sewer systems. Schedule projects and funding through a capital improvement program.
- 6.3. Adopt on-lot management districts in Cornwall and South Lebanon.
- 6.4. Adopt well construction standards.
- 6.5. 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.

Public Services

7. Provide cost-effective local government services.

Recommendations

- 7.1. Continue use of state contracts and COSTARS for vehicle, fuel, asphalt and other purchases.
- 7.2. 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.
- 7.3. Consider joint purchase of equipment and coordination of bid lettings.
- | | |
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| Equipment desired by municipality | |
| CB: Backhoe | NCT, SLT: Street sweeper |
| NCT, NLT: Battery backups at all signals | SLT: Paver |

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

- 7.4. Consider joint support of specialized staff or contractors, especially where the time requirement is less than full-time. Consider this option for contracted engineers/inspectors, solicitors, and insurance brokers in pursuit of higher quality, more cost-effective service.
- 7.5. Expand volunteer roadside maintenance program. Identify roads in need of roadside maintenance. Solicit local volunteers for these and volunteer-identified roadsides. Recognize volunteers for their efforts.
- 7.6. Expand the community alert system to other interested municipalities.
- 7.7. 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 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.
- 7.8. 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.
- 7.9. 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](#)

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

district) used the Peer Study program in their decision-making to provide recreation services jointly.

Natural and Historic Resources

8. Manage water resources comprehensively.

- A. Minimize site disturbance and impervious surfaces, and maximize infiltration.
- B. Maintain or improve water quality.
- C. Restore impaired streams and apply best practices for stream protection.
- D. Coordinate MS4 Stormwater Management Program services.

Recommendations

- 8.1. Review zoning and land development standards for excessive impervious cover requirements, e.g. parking. Incorporate low impact development and design standards.
 - 8.2. Conduct a study to define significant aquifer recharge areas. Review zoning ordinances to confirm that areas are protected or develop overlay ordinances to protect and preserve those areas most critical to groundwater recharge.
 - 8.3. Consider requiring predevelopment hydro geological studies as a method of providing water quality/quantity determinations.
 - 8.4. Adopt riparian/stream buffer ordinances into Cornwall, North Cornwall and South Lebanon subdivision and land development ordinances.
 - 8.5. Design and install stream improvements where reasonable water quality improvement can be achieved.
 - 8.6. Continue to participate in the Lebanon County Clean Water Alliance.
 - 8.7. Regionalize public education efforts and service contracts, e.g. for water quality sampling at storm boxes, inlet and outfall mapping.
- ### **9. Protect sensitive natural resources from development and its impacts and restore connectivity 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.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

Recommendations

- 9.1. Revise zoning to protect floodplains (FEMA updates effective June 2012), wetlands, groundwater recharge areas, and identified natural areas from intensive development.
 - 9.2. Restore floodplains through acquisition and demolition of developed properties and mitigate repetitive damages through structural and utility elevation projects in partnership with willing property owners.
 - 9.3. Review existing steep slope protection provisions and strengthen them to address the ten aspects of model steep slope regulation. Detailed descriptions are listed in the Lebanon County Comprehensive Plan, 2007.
 - Topography
 - Slope Stability
 - Drainage and Erosion
 - Infrastructure
 - Access
 - Aesthetics
 - Natural Qualities
 - Fire Hazard
 - Recreational Values
 - Open Space
 - 9.4. Designate greenways for ecological connectivity. Determine which greenways are suitable for low impact recreational trails.
 - 9.5. Seek acquisitions, easements and stewardship plans to protect conservation greenway corridors. [Partner: Lebanon Valley Conservancy](#)
 - 9.6. Restore woodland connectivity, especially in riparian areas, through tree plantings.
10. [Preserve significant historic resources and encourage conservation of other historic resources](#)~~Conserve significant historic resources.~~
- A. Encourage the continued use of historic building patterns and designs.
 - B. Promote an understanding of these resources among citizens and visitors.

Recommendations

- 10.1. Update the historic resources inventory in key locations, such as the Lebanon Heritage Trail corridor and areas experiencing or expected to experience development pressure.
- 10.2. Develop and implement a historic preservation plan for the same key locations.

Summary Issues, Goals, and Recommendations

Revised Draft January 19, 2012

- 10.2.a Identify ~~opportunities alternatives~~ for preservation/ ~~conservation~~, stewardship and interpretation.
 - 10.2.b. Evaluate alternative means of preservation/ ~~conservation~~, stewardship and interpretation.
 - 10.2.c. Select a best alternative for each property.
 - 10.5. ~~Establish incentives for~~ Require developers to identify and, where feasible, preserve and re-use historic features on proposed development sites.
 - 10.6. Initiate a certification program for historic farms and/or barns.
 - 10.7. ~~Adopt design standards or p~~ Publish design guidelines that promote the continued use of vernacular building styles, patterns and materials.
 - 10.8. ~~Establish incentives for developers to apply design guidelines.~~ (see also Recommendation 2A6-2A9)
11. **Manage forestry and mineral extraction for economic and environmental sustainability.**
(review and merge with natural resources)
- A. Minimize effects on the natural environment, including the potential for pollution of the groundwater, that are associated with mineral extraction and quarrying operations.

Recommendations

- 1. Monitor streams to limit the impact of pollution from mineral extraction and quarry operations.
- 2. Establish performance criteria to limit environmental impacts, e.g. noise, dust, etc.
- 3. ~~Adopt~~ Encourage mine land reclamation ~~provisions into local ordinances.~~