

10

Greenscapes The Open Space, Greenways, and Recreation Plan

Findings	10-3
Strengths, Weaknesses, Opportunities, and Threats	10-12
Guiding Principles	10-14
Countywide Mandatory Dedication of Parkland	10-17
Interrelationships of Open Space, Greenways and Recreation	10-20
The Action Plan.....	10-22



Lebanon County has a unique collection of special places, wonderful landscapes, and a variety of parks that need to be positioned as major assets. The purpose of this plan is to provide the foundation for a new way of thinking about Lebanon County and its parks, recreation, and open space system. These precious assets need to be rooted in a strong foundation of countywide commitment and public support. Together, Lebanon County and its many partners have the potential to define Lebanon County's greenscapes as a network of parks, trails, greenways, and recreation opportunities that are distinct in Pennsylvania. Lebanon County's *Greenscapes*, the comprehensive plan for parks, recreation and open space, focuses on the resources, energy, and strategies for launching this area as a premiere place in which to live, work, and visit.



Greenscapes focuses on the core elements of a high quality recreation system: parks, recreation, greenways and trails. The plan identifies a variety of actions for the county and its partners to undertake in support of the quality of life these facilities and services offer to Lebanon County residents. The actions are designed to build upon the scenic beauty and important natural resources, capitalize on the elements of a park and recreation system that are already in place, harness fragmented resources aimed at a common vision and goals, and tap into the human and financial prospects that are already working. The plan recognizes both the tremendous potential and the limited resources available within the county. Accordingly, it recommends strategies that are rooted in collaboration and that are supported by a mix of public and private partnerships. One thing is certain, Lebanon County cannot be the sole provider of parks and recreation. But the county can be the catalyst for spurring a countywide system of parks and recreation facilities joined by a network of greenways and trails.

The plan is presented in six parts. The first section is an overview of key findings from the *Open Space, Greenways and Recreation Profile, Background Study #5*. The second is a strategic analysis of the strengths, weaknesses, opportunities and threats therein. The third outlines guiding principles for improving parks, recreation and open space throughout the county and a list of key initiatives and roles for public and private sector partners. The fourth explores a county leadership role for the acquisition of additional parkland. The fifth emphasizes the interrelationships of parks, recreation and open space with other community development topics. The final section is the action plan, framed by the goals and objectives and subsequent recommendations. The plan is accompanied by the Parks, Trails, Greenways and Open Space Map.



Overview of the Open Space, Greenways and Recreation Profile

Key Findings of the Profile

The *Open Space, Greenways and Recreation Profile* presents a detailed inventory of park, recreation and open space assets in Lebanon County. It lists each recreation site, trail, and greenway and characterizes planning, programs and initiatives at regional, county and local levels. In conjunction with the findings of public participation activities, it analyzes how well current parkland, recreation facilities, greenways, trails, recreation programs and services, and management meet resident needs.

Parkland

Lebanon County has a diverse range of park and recreation lands that offer residents opportunities to recreate close to home at municipal parks and schools with family and friends, explore the natural resources of the county in the State Parks and State Game Lands, immerse themselves in the history and culture of the county, and hike trail corridors in the great outdoors. Taken together, Lebanon County has the physical components of a comprehensive park system. Conclusions about parkland in Lebanon County include the following:

1. **County Parks** – Lebanon County owns three park sites and is co-trustee of the Clarence Schock Memorial Park at Governor Dick. With these properties, Lebanon County has assumed a role in parks and recreation, namely for ownership of special purpose sites: a memorial, a historic landmark, a rail trail and a natural area with environmental education facilities.
2. **Municipal Parks** – Twenty of the 26 municipalities in Lebanon County have one or more municipal parks. Municipal parks provide traditional close-to-home recreation opportunities such as sports fields and courts, picnic areas, and playgrounds.
3. **Schools** – The six school districts of Lebanon County have land dedicated to recreation purposes and are regional hubs for recreation activities.
4. **Private Recreation Lands** – Lebanon County has numerous private parks, golf courses, campgrounds, and fish and game clubs. These facilities supplement the public parks and are typically membership or fee-based operations.
5. **Parkland Acreage** – Parkland owned by the municipalities and the county totals 820.9 acres, which equates to approximately 6.82 acres per 1,000 residents. The prevailing standard for local parkland established by the National Recreation and Park Association has been 10.5 acres of parkland per 1,000 residents over the past



- 30 years.¹ There is substantial need for additional local parkland; this conclusion is supported by recreation providers. The primary purpose of state park and game lands is resource conservation; these are not included in acreage calculations for lands primarily dedicated to recreation.
6. **Parkland Acquisition** – Some municipalities are actively pursuing parkland acquisition. Ten of 26 municipalities in the county currently have mandatory dedication of parkland ordinances. Enacting mandatory dedication ordinances is an effective means for municipalities to obtain parkland as they grow. The Mandatory Dedication of Parkland provision in the Pennsylvania Municipalities Planning Code (MPC) enables communities to acquire parkland or develop recreation facilities at no cost through the land development process. Details are available beginning on page 14 of the *Open Space, Greenways and Recreation Profile, Background Study #5*.
 7. **Distribution of Parkland** – Parkland is not evenly distributed throughout Lebanon County. The northern and southern areas of the county have significant natural resource park acreage in State Parks, State Game Lands, and the Fort Indiantown Gap Military Reservation; however, their emphasis is on resource conservation, not public recreation, therefore they are not technically considered local public parkland. Community parks are generally clustered among the City of Lebanon and North Lebanon and South Lebanon Townships. With the exception of Jonestown and Myerstown Boroughs and East Hanover Township, most communities beyond the City of Lebanon and its suburbs do not have convenient access to traditional community parks with a mix of recreation activities. Neighborhood and mini parks are found in a handful of communities, though not in strong proportion to population centers where they are needed to offer close-to-home recreational opportunities.

Recreation Facilities

Recreation facilities are the fields, courts, playgrounds, picnic areas, pavilions and playgrounds that recreation participation requires. Recreation facilities should meet the local demand of individuals, families, community organizations, and athletic leagues.

1. **Recreation Needs** – Recreation facilities do not meet current needs in their number, type, condition or distribution. Facilities should be developed to accommodate user needs and sustained recreation trends. Sports fields and courts



¹ Extensive state land is available for limited public recreation in the county. Because the primary use of these lands is resources conservation, not public recreation, these lands are not tabulated as local park and recreation lands.

- should be developed to meet program needs. Non-traditional sports such as skateboarding and Frisbee golf should be developed where community outreach indicates a need and where the popularity of the activity is evident.
2. **Safety and Accessibility** – Facilities vary in their safety maintenance and provisions for accessibility. Park facilities should meet the requirements of the Americans with Disabilities Act (ADA). Playgrounds should be renovated to meet the guidelines of the Consumer Product Safety Commission (CPSC) guidelines.
 3. **Recreation Trends** – Emerging sports, expanding sports seasons, younger participation ages, growing participation, active seniors, more girls playing sports, and other trends are all influencing the need for additional recreation facilities. More diverse facilities are needed throughout the county.
 4. **Fitness and Wellness** – In 2001, the U.S. Surgeon General identified obesity as an epidemic in the U.S., citing nearly twice as many overweight children and almost three times as many overweight adolescents as there were in 1980. This resulted in major public health concerns for chronic disease. Providing parks and recreation facilities in communities for physical activities is an important action to combat this epidemic.

Greenways

Greenways are corridors of protected public and private land established along rivers, streams valleys, ridges, abandoned rail corridors, utility rights-of-way, canals, scenic roads, or other linear features. They link recreational, cultural, and natural features; provide pathways for people and wildlife; protect forests, wetlands, and grasslands; and improve the quality of life for everyone. Creating a network of green corridors throughout Lebanon County is one means of protecting the landscape character of Lebanon County while enhancing citizens' quality of life.

1. **Understanding of Benefits** – Greenways are a recent approach to conservation along linear corridors in Lebanon County. Residents and community leaders have been introduced to the numerous benefits of greenways primarily through studies, such as the Tulpehocken Greenway initiative. Greenway benefits are economic, social, transportation, ecological, recreation, and environmental education in nature, as detailed on page 24 of the *Open Space, Greenways and Recreation Profile, Background Study #5*. Communication and outreach are important to educate landowners about the importance of greenways and their benefits.
2. **Regional Greenways** – The Kittatinny Ridge, Highlands, and Tulpehocken Greenways traverse portions of Lebanon County and link the county regionally beyond its borders. The Kittatinny Ridge and Highlands Greenways have been identified as major greenways in the county.
3. **Greenway Resources** – Lebanon County has the linear resources to develop a system of interconnected greenways. The Swatara Creek, Little Swatara Creek, Quittapahilla Creek, Tulpehocken Creek, and Conewago Creek all present greenway opportunities.
4. **Connections** – The greenways corridors in the county generally run east-west and north-south. Interconnections are needed to expand the system and provide greater mobility for recreation and wildlife. Municipalities should champion

local links to connect the major and minor greenways to parks, residential neighborhoods, commercial areas, schools, and other community destinations.

5. **Stream Access** – Greenways along streams are important to provide access for fishing and stream activities and to protect ecologically sensitive riparian buffers.

Blueways

Blueways are river and stream corridors of protected open space used for conservation and recreation purposes. They protect natural, historical, cultural, and recreational resources and preserve scenic landscapes.

6. **Blueways** – The Swatara Creek Water Trail is a “blueway” corridor along the Swatara Creek that links Dauphin and Lebanon Counties. The Swatara Creek, Little Swatara Creek, Quittapahilla Creek, Tulpehocken Creek, and Conewago Creek also present blueway opportunities.



7. **Partners** – Lebanon Valley Conservancy and the Berks County Conservancy are partners on the Tulpehocken Greenway initiatives. Continuing to work with these conservancies, water associations, and other partners to protect greenways in the county is critical.
8. **Open Space Protection** – Though open space is still abundant in the county, little is protected for future parkland, local resource conservation, and heritage landscapes for future generations. Work is needed to integrate recreation with long term community planning, e.g. develop plans and ordinances, adopt official maps, seek conservation easements, and use other land use planning tools to tie greenway initiatives to their open space protection initiatives.

Trails

Lebanon County is fortunate to have seven recreation trails in place and additional linear resources that present trail opportunities. Trails are important recreation assets as they are widely used by the broad population and their use promotes health and wellness.

1. **Rail Trails** – The success and popularity of the Lebanon Valley Rail Trail (LVRT) provides momentum for expanding trails throughout the county. The Stony Creek Valley Railroad Grade Trail and the Swatara State Park Trail in northern Lebanon County provide trail opportunities in a natural protected setting.



2. **Regional Long-Distance Trails** – The Appalachian National Scenic Trail and the Horseshoe Trail provide long-distance footpaths for hiking and link Lebanon County to adjacent counties.
3. **Urban Trails** – The Whitmoyer Trail provides a paved corridor through the center of the City of Lebanon. A walking trail winds throughout the 100+ acre Coleman Park.
4. **Trails under Development** – The South Lebanon Township trail could be a model for other municipalities to link neighborhoods with schools, parks and other community destinations.
5. **Trail Opportunities** – Opportunities for new and expanded trails exist in Lebanon County. Work is underway to extend the Lebanon Valley Rail Trail north to the City of Lebanon and a feasibility study has been funded to explore an extension from the city north to Swatara State Park. The extension of the Lebanon Valley Rail Trail north provides a north-south link that will complement the primarily east-west greenway corridors that currently exist. Other corridors and trail routes, such as the recently conceived Lebanon County Heritage Trail and the trail links from Coleman Park to LVRT and Union Canal Tunnel Park, could help to create a comprehensively connected community.
6. **Coordination** – Trails, like greenways, are typically related to linear resources that may extend beyond municipal and county boundaries. Development of a comprehensive trail system will require communication and coordination with partners that span many jurisdictions. Expanding the system to maximize community connections will require coordination with PennDOT, DCNR and many other agencies and groups.



Programs and Services

Recreation opportunities are vitally important to the quality of life. Recreation is the third most important factor in the decision of executives deciding where to locate a business. Where Lebanon County stands in terms of programs and services is summarized as follows:

1. **The Great Outdoors** – The Commonwealth of Pennsylvania is a major provider of recreation opportunities in Lebanon County. Nature based recreation is plentiful with over 30,000 acres of state parks, game lands, historic areas, and forests in the county. Hunting, fishing, trapping, boating, hiking and other outdoor opportunities abound here. The Middle Creek



Waterfowl Project is a regionally significant outdoor recreation asset, especially known for bird watching opportunities.

2. **County Recreation Programs** – Lebanon County does not provide recreation services directly. There is some limited facilitation of recreation at the county level including support of the Clarence Schock Environmental Education Center, support of the county rail trail, funding for Coleman Park and outreach to municipalities and school districts for planning purposes for this plan.
3. **Potential Economic Engine** – Tourism is untapped in Lebanon County compared with its neighbors of Dauphin, Berks and Lancaster Counties.

Recreation is a Deciding Factor for Businesses in Pennsylvania

- When the Pella Corporation was evaluating locations for a manufacturing plant, executives narrowed its site selection to Bedford County or Adams County. Although both counties offered favorable business conditions in terms of facilities, workforce and access to transportation, Adams County won out because the decision-makers determined that there was more to do recreationally in Adams County, which would help the company attract and retain the kind of work force they needed.
- When company leaders were evaluating the former Pennsylvania House manufacturing site as a potential location for a new business, they were attracted by the adjoining premiere destination park and swimming pool. They brought their families back the next week to show them the recreation facilities and other things to do that made the area a desirable place of residence for families.
- Quality of life including access to recreational sites and programs is key to attracting new industry and jobs – particularly high-tech industry, which has few limitations to its location. When a business looks for a new location, business leaders develop a short list of three or four communities that meet their basic needs and the needs of their workforce. Quality of life is one of the biggest factors in choosing the winner from the contenders. Expanding recreational opportunities, developing parks and trails, cleaning up streams, preserving history, providing cultural programs at heritage centers... these are all components to broader economic-development efforts.
~Congressman Jack Murtha, ranking member of the House Appropriations Sub-Committee

4. **Fragmented Services** – Recreation programs and services are available in Lebanon County; however, they are scattered and not coordinated. Better coordination and promotion of parks and recreation would enhance public service and better allocate available funding.
5. **Among 26 Municipalities, there is only one local parks and recreation association.** The Palmyra Area Recreation and Park Commission is the only full service municipal recreation services department in Lebanon County. PARPC has four partners: Palmyra Borough, North Londonderry Township, South Londonderry Township and the Palmyra Area School District. PARPC offers over 200 programs annually and could serve as a model to other municipalities and school districts in the county
6. **Gaps in Close-to-Home Recreation** – Opportunities for the citizens are focused primarily on sports, youth activities, summer recreation and community festivals. There are gaps in service in community recreation: programs for all age groups from pre-school through active aging adults; the arts, music, and drama; environmental education; self-improvement; fitness and wellness; and access to

facilities such as trails for self-directed recreational pursuits. Services for a diversifying, aging population are needed. Services to the Latino community and low-income residents also should be a priority. People of all ages need to have recreation opportunities that they can enjoy year-round throughout their lifetime.

7. **Volunteer Support** – Volunteer organizations such as athletic associations and parks and recreation boards provide most of the organized programs.
8. **Role of School Districts** – School districts are crucial to community recreation programs and services. All six districts host some sort of community recreation at their facilities. Several provide services for senior adults.
9. **Lebanon City: Need for urban recreation opportunities** – Recreation programs and services are greatly needed in the City of Lebanon. Fortunately, partnerships are emerging, notably with the Lebanon YMCA. The Lebanon Area School District has also stepped up to provide support for community recreation. The City of Lebanon and the Coleman Park Board of Trustees have decided to prepare a master plan to update Coleman Park.
10. **Nature: the Next Frontier** – Lebanon County is just beginning to become involved in the environmental education field. The programs that began in 2005 have already proven to be popular. Developing expertise in programming and environmental education, increased promotion, partnership development and revenue generation is needed.
11. **Importance of increasing public awareness** – Promoting recreation programs and services to increase public awareness of the opportunities is crucial.
12. **Related support issues** – Transportation to and from recreation sites is important for those who do not or choose not to drive. Safe access to public recreation areas via non-motorized transportation pathways is needed.
13. **Programs depend upon facilities** – Facilities need to keep pace with recreation participation and trends. Sports fields, indoor recreation, nature areas, trails and pathways and winter sports areas are all needed.
14. **YMCA as a regional service provider** – The Lebanon Valley YMCA is a major provider of recreation programs year round for people of all ages. The YMCA provides major recreation programs in partnership with school districts and the City of Lebanon and handles before and after school child care programs.
15. **Partnerships** – There is a need for more public/private partnerships, like the AES Ironwood and Avon Playground collaboration.
16. **Indoor Recreation** – School districts offer indoor facilities for community recreation use. Each one is working towards as much community use for recreation as possible. However, there are inherent limitations in when school facilities can be used for recreation. Demands can exceed capacity such as requests for gyms for indoor sports. More facilities for year round use would expand recreation opportunities.



17. **Self-Directed Opportunities** – Not all recreation opportunities need to be organized scheduled programs. Opportunities that citizens can undertake at their own discretion need to be available and promoted. Examples include trails for walking and biking, social gathering places and natural areas for peaceful enjoyment. Establishing these types of opportunities is half the battle – the other half is creating public awareness about them.
18. **Cutting Edge Planning in the County** – The Northern Lebanon School District is exploring ways to provide recreation services for people of all ages, not just students. Furthermore, the district is also examining how to provide transportation to recreation destinations for the non-driving population. Transportation is a key factor in access to recreation and is frequently cited as the chief block to recreation by senior adults.

Management and Financing

Over the long term, about 75 percent of the lifetime cost of parks is spent on operations and maintenance. It is relatively easier to obtain the funding to acquire land and build facilities than it is to get funds to operate and manage them. This is epitomized in Lebanon County. The county has received over \$12 million in grants for parks and recreation in the last twenty years but there is no staff in place to manage, program, maintain and promote these facilities. The management of parks and recreation is a major challenge for Lebanon County. Establishing, enhancing, and sustaining a mix of public-private partnerships and financing will be the foundation of a successful countywide system of parks and recreation. Conclusions about recreation management and financing in Lebanon County include the following:

1. **A County in Transition** – The rural history of the county underscores the present approach to recreation management and financing. Recreation management is largely in response to needs as they grew over time. Volunteers, schools and faith based institutions offered services in recognition of the needs of their community or special interests. The rural municipalities with limited budgets and staff could only provide the facilities while community based organizations provided the recreation programs.
2. **Need for Lebanon County to have a defined role in parks and recreation** – Although Lebanon County owns or has interest in over 1,200 acres of parkland, the county does not have a parks and recreation department. Consideration should be given to establishing a formal county role in parks and recreation given the holdings of the county including the Clarence Shock Environmental Education Center. This role does not necessarily require the establishment of a parks department; it could be accomplished through other organizational strategies.
3. **Urban Recreation** – Parks and recreation in the City of Lebanon has experienced major challenges over the last ten years. Prior to the severe financial austerity in the city, there was a full-time



professional parks and recreation department. Today, the city has lost funding and staff for parks and recreation. The Lebanon School District and the YMCA have stepped up to assist the City in recreation programs for youth.

4. **City-County Peer Project** – The Peer-to-Peer Study already funded by PA DCNR to explore the potential for a Lebanon County/Lebanon City partnership in public recreation should be re-constituted in two ways. Consideration should be given to revising the city portion to a city-Lebanon School District partnership rather than a city-county partnership; the city and school district have more common threads and vested interests that could serve as a stronger foundation for a recreation partnership. Consideration should be given to revising the county portion as a peer study for the sustainability of the Clarence Schock Environmental Education Center.
5. **Lack of Organization** – The organization and operation of parks and recreation in Lebanon County is generally fragmented and needs to be organized and coordinated.
6. **Regionalization with PARPC as the Model** – PARPC is a model that demonstrates how small jurisdictions working together along with the school district can have a parks and recreation system that would not be possible with independent entities. The creation of additional regional parks and recreation systems should be considered. Rather than having 23 other municipalities operating independently, several regional associations could be formed. These could be contiguous with school districts for maximum efficiency and coordination.
7. **Maintenance Management** – Parks and recreation facilities systems in the county operate without formal written maintenance management programs. Yet a considerable amount of grant funding and other capital improvement funds have been invested in parks and recreation facilities to maintain them for the health, safety and welfare of the citizens as well as to protect the investment in these community assets.
8. **Recreation planning, direction and evaluation** – There is no formal planning, budgeting and evaluation of parks and recreation in Lebanon County.
9. **Public needs** – There is no on-going needs assessment regarding parks and recreation in Lebanon County.
10. **Need for trail management** – As a countywide trail network is planned and developed, the creation of an entity that would oversee Lebanon County Trails should be considered.
11. **Recreation funding** – Operating budgets for parks and recreation are lower than the state averages. Budgets that were made available for this project indicate that per capita investment is less than \$5 in municipal spending in contrast to a statewide average of about \$26.
12. **Capital Funding** -The main sources of capital funding for parks and recreation are state grants under the Keystone Community grant program, Growing Greener and the Department of Community and Economic Development. At the federal level, the Transportation Enhancement Act has provided capital funding for trails. The Community Development Block Grant program has provided local funding for recreation and parks improvements.

Strengths, Weaknesses, Opportunities, and Threats

The following section is an assessment of Lebanon County's recreation strengths and weaknesses, as well as the opportunities and threats that could have an impact on the county's future creation and support of a countywide system of parks and recreation. This assessment provides the foundation for the strategies designed to harness countywide resources towards a common vision for parks and recreation in Lebanon County.

Strengths

- Lebanon County has the pieces in place for a comprehensive park and recreation system of natural resource areas, State Parks, State Game Lands, historic and cultural resources, community parks, and trails.
- There is an extensive volunteer network and a strong sense of community in which people have the propensity to “pitch in” for parks and recreation.
- There is a track record of successful fundraising i.e. for the Clarence Shock Environmental Education Center and the Lebanon Valley Rail Trail).
- There has been a favorable reaction of school districts and municipalities to the county undertaking and seeking input for this parks and recreation plan.
- Related organizations are favorable to the county showing a leadership role in facilitating a countywide system of parks and recreation through partnerships.
- PARPC is a successful model of a regional recreation partnership that has operated for nearly 30 years.
- Parks and recreation is recognized as a key to the quality of life here.
- Key stakeholders are very much interested in a formal system of communication and sharing about parks and recreation efforts.
- Lebanon County has considerable support from the Commonwealth of Pennsylvania in the form of funding and technical assistance.



Weaknesses

- Lack of parkland to meet current resident needs for close-to-home recreational activities.
- Lack of dedicated parks and recreation staff at the county level could create missed opportunities. It is already difficult for the county to manage the current load of approved grant funding.



- Lack of budget for parks and recreation operations.
- Focus is on capital development without adequate support for operations and management.
- Recreation services are fragmented with little coordination throughout the county.
- Volunteers are stretched thin and in need of assistance. Major efforts such as trail planning, construction and maintenance may outlast current volunteer support.
- Fear of regionalization by municipalities could preclude partnerships.

Opportunities

- Key stakeholders appear to be interested in collaboration in parks and recreation.
- Lebanon County could serve as the catalyst to spur the establishment of a countywide system of parks and recreation through partnerships and municipal relationships.
- Development pressure is not as great as surrounding counties and there are still opportunities for land and corridor acquisition and protection.
- Tourism could become an economic engine for recreation in Lebanon County.
- State Business Development Initiatives. There is a strong commitment at the state level to aggressively address workforce development, including many programs that provide training at low-to-no cost to area residents and businesses. In addition, the Rendell Administration has recently completed (2004-05) a Performance Management Plan to better coordinate the 22 programs included in the Commonwealth's Workforce Development System and make them more accountable.
- Regional Institutions of Higher Education. The various educational institutions in the county, including HACC, Lebanon Valley College, and the Career and Technology Center (CTC) are excellent resources, not only for their role as educators, but also for the promotion and encouragement of innovation and new business start-ups.



Threats

- Development pressures will drive up the cost of land that would prevent the acquisition of land for parks and much needed recreation facilities.
- Indoor recreation facilities may not be affordable. Private and commercial enterprises could deter the establishment of public indoor recreation facilities.
- Inadequate funding will not support parks and recreation operations.
- Lack of formal maintenance management systems will lead to deferred or sub-par care of parks and recreation facilities.

- Volunteers for major regional facilities such as the rail trail may not be able to continue over the long term.
- Benefits of parks and greenways are not widely perceived.
- Development may consume key parcels necessary to form corridors or linkages.

Guiding Principles for a Countywide Parks, Recreation and Open Space System

These guiding principles begin to set a new direction for multiple aspects of the countywide parks, recreation and open space system. They build upon the assets and opportunities for the future development of the system.

- Foster a system of connections that will tie people to the parks and countryside and parks to the people.
- Bond parks, trails, recreation, and open space to the quality of life of Lebanon County.
- Incorporate natural and cultural resources, parks, recreation, greenways and trails as key tourism features that will contribute to the economic vitality of Lebanon County.
- Harness the many disparate parks, recreation areas, and service providers into a network of partnerships driven by a common vision for parks and recreation.
- Build on the sense of community to attain a strong sense of commitment for parks and recreation at the county, regional, and local level.
- Incorporate considerations of the wide range of communities ranging from the urban culture of the City of Lebanon to the growing suburban communities, historic boroughs, and the charming rural areas evocative of the roots of Lebanon County.
- Recognize the limited resources and the need for creative approaches to parks and recreation. Lebanon County cannot be the sole, or even the major, provider of parks and recreation. Building upon the successful history of recreation collaborations on everything from the Lebanon Valley Rail Trail and Clarence Schock Memorial Park to the Palmyra Area Parks and Recreation Commission and school district support will be vital in the future.

These guiding principles can be a reference to which individuals, agencies and local government partners compare their activities and decisions. Will this action promote the protection of sensitive environmental sites? Will this approval foster sound growth and development in our community? Will this new park help to reflect the available natural resources to park visitors? If the answer is yes, partners should feel confident in advancing their actions and approvals. If the answer is no, they should consider what alternatives could better align with these principles.

The Blueprint for Action

The “blueprint” outlines 10 initiatives for assembling the current parks and recreation facilities and natural and cultural resources into a true park system that can meet residents’ recreational needs. It also outlines roles for public and private partners as detailed later in the Action Plan.

Initiatives for System Development

1. Adopt the vision for parks and recreation in Lebanon County. Use it as the guide to decision-making related to parks, recreation, greenways and trails.
2. Take a leadership role in establishing public and private partnerships for the purpose of creating a countywide system of parks, recreation facilities, greenways and trails.
3. Establish a countywide advisory committee composed of members representing municipalities, school districts, state park and recreation agencies, community organizations, people with special needs and those of various ages, interests and geographic locations of Lebanon County. Their purpose would be to work towards the implementation of the Open Space, Greenways and Recreation Plan.
4. Develop a plan for the spine of a county trail system connecting hubs and attractions. Set a target goal with time frames for a designated number of miles to be developed. Work with the municipalities in establishing local trails to connect to the county system and beyond. Incorporate this as part of the local/regional planning process.
5. Coordinate with the Lebanon County Tourist Promotion Agency to use parks, recreation, greenways, trails, cultural resources and eco-tourism to attract visitors. Heritage and agri-tourism popularity is also growing and could be emphasized in Lebanon County.
6. Coordinate with regional organizations, adjacent counties, and government agencies regarding parks, recreation, trail, and greenway opportunities to maximize the benefits for the citizens of Lebanon County.
7. Tie park, trail and greenway opportunities to conservation and resource protection initiatives to maximize the benefits and expand funding opportunities.
8. Promote parks, recreation and trails. Increase public awareness about the unique assets of Lebanon County. Make this a major initiative with a state-of-the-art website, newsletters, and a direct mail list for both postal and e-mail contacts.
9. Document the benefits of parks, recreation, greenways and trails. Advertise these benefits to key stakeholders, the public and private enterprise.
10. Explore opportunities to upgrade facilities and maximize use at major parks such as Coleman, South Hills, Stoevers Dam and Levitz.

Roles for Public and Private Partners

11. Role of Lebanon County: Focus county parks on historical, cultural and environmentally significant sites. The county would provide special use parks that offer unique facilities and opportunities that have a countywide appeal. Lebanon County would not establish a parks and recreation department but would establish a staff position within county government to oversee county related parks and recreation functions including coordination of county facilities,



funding, and primarily outreach and partnership development. The Parks and Recreation Coordinator would offer technical assistance, grant information and support, and serve to bring people and organizations together. The Coordinator could participate as a task force member for countywide major special events targeted at tourism. The county could consider the establishment of a county parks and open space program supported by financing for planning, land conservation, parks and trails.

12. Consideration should be given to establishing a Lebanon County Rail Trail Authority. The county could work in partnership with the Lebanon County Tourist Promotion Agency to configure and fund the organization. The further development of a countywide trail system requires dedicated paid staff. The demands of a comprehensive countywide trail system exceed the capacity of volunteers alone. However, volunteers would continue to play a key role in the planning, development and operation of trails.
13. Role of Municipalities: Municipalities would participate as partners in the countywide system by providing close-to-home recreation opportunities. Work toward having a parks and recreation advisory board in every municipality or multi-municipal region. Obtain 15 acres of parkland per thousand residents and/or at least one park preferably of at least 10 acres in each municipality.. Municipalities would develop their own parks, recreation and open space plans as an important step in creating a countywide parks and recreation system. Ideally, these plans would be done as multi-municipal plans, most preferably aligned with school district boundaries. Through zoning, municipalities should allow commercial recreation uses to develop in proximity to population centers and major recreation areas. This would include facilities and programs, in partnership with community organizations
14. Role of School Districts: School districts would continue to be the hub of community recreation with their indoor and outdoor facilities. They would participate and partner in developing the multi-municipal parks and recreation plans. For this reason, the Lebanon School District is recommended as a partner to the City of Lebanon for the completion of its peer study.
15. Role of Private Non-Profit Organizations: Non-profit service providers, including the Clarence T. Schock Foundation, Lebanon Valley Family YMCA, Levitz Park community sports organizations volunteers, and the Lebanon Valley Rail Trail, would continue to play a key role in recreation programs and collaborative maintenance of facilities.
16. Role of Private/Commercial Recreation Operations: Commercial recreation facilities would continue to offer specialized and advanced recreation services. These establishments are valuable supplements to a recreation system at essentially no cost to the taxpayer.



Countywide Mandatory Dedication of Parkland

As a county of the 5th class, Lebanon County can amend its county-wide Subdivision and Land Development Ordinance (SALDO) to include mandatory dedication of parkland or fees in-lieu of parkland (53 P.S. 10501, 10503(11)). By amending its SALDO to include mandatory dedication, such dedication will be required in all of Lebanon County's constituent municipalities except the ten that have adopted their own SALDOs. These ten municipalities are: Lebanon City, the Borough of Cornwall, and Annville, Bethel, Heidelberg, Jackson, North Cornwall, South Lebanon, South Londonderry and Union Townships. Mandatory dedication provisions are included in the local SALDOs, with the exceptions of Lebanon City and Heidelberg Township.

In order to achieve county-wide consistency, Lebanon County could suggest to these municipalities, when it sends the draft of its updated comprehensive plan, that they amend their SALDOs to adopt, by reference, the County's Mandatory Dedication provision (53 P.S. 10502 (c)). Mandatory dedication also requires a formally adopted recreation plan (53 P.S. 10503(11)(iv)). If these municipalities do not yet have recreation plans, they may be able to adopt the County's plan by reference as well. Determining this for certain will require further research.

The 16 municipalities that utilize the county SALDO include: the boroughs of Cleona, Jonestown, Mt. Gretna, Myerstown, Palmyra, and Richland and the townships of West Lebanon, Cold Spring, East Hanover, Millcreek, North Annville, North Lebanon, North Londonderry, South Annville, Swatara and West Cornwall. North Lebanon and Swatara Townships have supplemental development regulations for mandatory dedication. The remaining 14 municipalities would immediately benefit from mandatory dedication provisions in the county SALDO.

Management Approach

In order for Lebanon County to manage the mandatory dedication of parkland or fees-in-lieu of parkland, the County should delegate the responsibility for this function to a specific position. In order for this workload to be manageable, the process for the mandatory dedication of land should be as simple and streamlined as possible. This position would insure that the maximum amount of parkland meeting identified criteria is dedicated or that the fair value of the land is provided as a fee-in-lieu of dedication. In addition, it is essential that this position be responsible for overseeing the requirements to house the fees collected in a proper account and to see that the fees are expended within the required timeframe of three years. The rules and regulations for the process should be established by Lebanon County and approved by the County Solicitor.

Fee Guidelines

The Mandatory Dedication of Land Ordinance would be based upon this plan as the county's formally adopted recreation plan in accordance with the 53P.S. 10503 (11)(iv) requirement. The parkland standard would be 15 acres per thousand residents. The fee-in-lieu option is an alternative to parkland dedication. The approval of fee-in-lieu should consider the availability of land suitable for parks as well as the need for funds to improve existing parkland. The following guiding principles are recommended to maintain a simple fee setting process:

1. One fee should be established for Lebanon County. As land values across the county vary, fees based on region or multipliers to the county baseline fee may be used to address these variances in the real estate market. (see further discussion of options below)
2. The fee should be based upon the fair market value of the developed land.
3. The fee in lieu should be established and remain in place for two to three years. At the end of this time, the fees would be evaluated and updated in accordance with the current market values.

Potential Organizational Units for Fees-In-Lieu of the Mandatory Dedication of Parkland

The following categories provide an organizing structure for formulating fees-in-lieu of the dedication of parkland:

1. Individual Municipality – Setting fees by municipality is the traditional approach. However, this is typically done when a municipality has its own Mandatory Dedication of Land Ordinance. Lebanon County could be managing the fees-in-lieu of dedication for as many as 16 municipalities. Setting fees by municipality would be complex and inconsistent with a regional approach.
2. Countywide – Establishing one fee for all of Lebanon County would result in a fee that would be so generic as to not fit any area or community in particular. One fee might be too high for some places such as slow growth/no growth areas and too low in other areas where development is fast-paced.
3. Multi-municipal regions in relation to the path of growth – Since development pressures influence the market value of land, the rate of growth could be an organizing basis for sub-county regions. Since this plan is recommending school district based planning areas, consideration could be given to using these planning regions as the basis for fees: one fee per developed lot or dwelling unit applicable to the school district as a whole. The Comprehensive Plan identifies three types of growth for its six planning regions: four regions in the path of growth, one slow growth area, and one stabilizing area. The districts, their municipalities and types of growth areas are:
 - Path of Growth Areas:
 1. Western Path impacting the Palmyra area. Including North Londonderry, South Londonderry, and the Borough of Palmyra, or the Palmyra Area School District.
 2. Expansion of the greater Lebanon area impacting municipalities including North Lebanon, South Lebanon, North Cornwall, West Cornwall, Mt. Gretna, and Cornwall, or the Cornwall–Lebanon School District.
 3. Eastern Path impacting eastern municipalities, including Jackson, Myerstown, Richland, Millcreek and Heidelberg, or the ELCO School District region.
 4. I-81/I-78 corridor impacting northern municipalities including Bethel, Cold Spring, East Hanover, Swatara, Union and Jonestown, or the Northern Lebanon School District.

- Slow Growth Area:
 1. Annville-Cleona School District region of Annville, Cleona, North Annville and South Annville, though sewer extensions and anticipated development will result in several hundred new homes and residents in South Annville Township over the next 10-20 years.
- Stabilizing Area
 1. Lebanon School district region comprising the City of Lebanon and West Lebanon.

Analysis of Potential Organizational Units for Fees-In-Lieu of the Mandatory Dedication of Parkland

A feasibility evaluation of the above listed options yielded the following conclusions:

1. Setting fees by individual municipality is too cumbersome and would likely generate a workload beyond county staffing capacity.
2. Setting one countywide fee would be fraught with inequity for this number of municipalities with varying factors affecting real estate values.
3. Setting fees by school district and type of growth has merits for consideration, since there is a correlation between rate of growth and the school district region:
 - The fee basis would be consistent with this plan and the organizing structure for parks, recreation, open space and greenways.
 - The fees could be more equitably set based on more accurate market values of a specific sub-region of the county.
 - The school district boundaries would also provide the geographic service area for distribution of fees starting with the municipality in which the fees were generated as the first priority followed by other areas within the district. Consideration could be given to setting planning areas within the district composed of each municipality and then an overlay district for the school district as a whole in which large community or regional parks could be located or fees used for recreation facilities.
 - A total of six fees would need to be set. This is a manageable number for Lebanon County to oversee.

Recommendation

The preferred basis for the fee-in-lieu of mandatory dedication structure is by school district, requiring six fee structures to be established. This could be developed as a base fee with a multiplier for each school district region for simplicity.

Interrelationships of Open Space, Greenways and Recreation

Natural Resources

The Commonwealth of Pennsylvania has recently identified parks and recreation as a key to the future protection of the state's natural resources.

Our future quality of life depends on our ability to understand, appreciate and enjoy Pennsylvania's natural bounties. We simply cannot afford to lose our connection with the outdoors - a connection that is part of our rich tradition and provides the balance vital for a prosperous future. Disturbingly, trends indicate that the bond between the citizens of the Commonwealth and our precious natural resources is weakening.

Governor Edward Rendell, 2007

Green spaces protect habitat, bio-diversity and ecological integrity. They help to improve air quality by removing pollutants from the air. Outdoor recreation is one of the best approaches to fostering environmental education and a stewardship ethic among citizens, which are a key to long-term sustainability.

Housing

Increases in the price of residential property are positively affected by the quality of recreation facilities and negatively affected by the distance from them. Proximity to open space improves the visual environment and consequently the quality of life. Many studies have revealed that property value increases where property is located beside or near open spaces, traditional parks and greenways. Property values are highest near greenways that emphasize natural open space (not highly developed facilities) and that have effective maintenance and security. In urban areas, open space, greenways and parks help residential areas by providing a place to retreat from the noise, heat pollution and stress of compact living. They also provide relaxing places of shade and have a cooling effect on the urban environment. Parks and open space are essential features of desirable housing.



Transportation

Trails are typically viewed primarily as recreation facilities, but when planned correctly, and developed with the needs of commuters in mind, trails can serve as transportation corridors for commuters traveling to and from work, school, or other destinations. A comprehensive network of county and local municipal trails that connects residential areas with community destinations offers opportunities for alternative modes of commuter transportation. Promoting bicycle and pedestrian commuting has many positive outcomes including reducing traffic congestion, improving air quality, contributing to energy conservation, improving the environment, and promoting the fitness, wellness and overall physical health of participants.

Community Services

Recreation, open space and greenways are integral to overall community services. They help to improve the quality of life by reducing anti-social behavior, building strong family bonds, creating a sense of community and contributing to human development. By providing positive experiences throughout a lifetime, recreation helps to deter the associated costs of the justice system, incarceration, counseling, youth and family services and so on. Parks and recreation help to keep citizens fit and healthy. The U.S. Surgeon General has named municipal parks and recreation as a powerful weapon in the fight against obesity and the lack of physical activity, the number one public health issue in America today. Open space, greenways and recreation contribute to mental health by reducing stress isolation and loneliness. They are often the catalysts for building strong self-sufficient communities where trail groups, art guilds, sports and fitness leagues, volunteer organizations, and park stewards are a part of the fabric of daily life.

Economic Development

Recreation, greenways and open space are significant economic generators. They increase property values. For example, property values near open space and golf courses increase at higher rates than properties with other kinds of views. They are also prime economic development and relocation magnets. Having lots of things to do in a community as well as trails, parks and recreation facilities helps to attract businesses and prevent the “brain drain”, the loss of young wage earners to other areas of the country. Recreation, sports and physical fitness activities, trails and the great outdoors help to improve work performance through increased productivity, decreased absenteeism, lower staff turnover and reduced on-the-job accidents.

Investment in parks, recreation, trails, sports and open space yields large economic returns in the form of money generated by events, capital development, and provision of ongoing services. In 2003, Pennsylvanians spent over \$11.5 billion on recreational activities such as hunting, fishing, sports participation, skating, winter sports and so on. Recreation revenues in Lebanon County totaled about \$103 million.

How much is a trail worth?

The York Heritage Rail Trail generates over \$10 million annually in the York County economy.

Outdoor Recreation, Historic and Cultural Resources & Tourism

Tourism is the second leading industry in Pennsylvania, after agriculture. Heritage tourism and outdoor recreation travel represent a significant portion of the Commonwealth’s tourism. Nearly one out of every four tourism dollars is spent for outdoor recreation travel. Outdoor recreation tourism is growing at twice the rate of the total traveler expenditures in



Pennsylvania. This is good news for Lebanon County with its plethora of municipal, county, state and private parks and environmental lands.

Heritage tourism, also in a growth mode, includes a mix of historic and cultural activities and attractions often in the outdoors. This trend is likely to continue as heritage tourists increasingly tend to be older and more affluent. Projections suggest that more older people will be engaging in – and spending their recreational dollars on – heritage, cultural and outdoor recreation tourism in the future.

The Action Plan

The Action Plan identifies actions for the county to undertake or to support to establish a true countywide park, recreation, greenway and trail system. The actions are designed to build upon the strengths identified in the previous section, to address the county's weaknesses, to capitalize on its opportunities, and to prepare a defense against the threats. It casts the vision and framework needed to organize and initiate fruitful investments.



More detailed planning will be needed to serve the development of the system long term – perhaps through a plan update after staff and funding are in place and local priorities are established.

The action plan recognizes the limited resources available within this relatively small county and recommends strong partnerships with other public, non-profit, and private organizations serving residents' recreational needs. The Action Plan avoids extravagant and grandiose initiatives that would be beyond the reach of Lebanon County and its partners by 2020. While the recommendations may seem numerous, many are indeed interrelated, e.g. funding action items detail the means to fund planning, development and management action items. In other cases, recommendations are cumulative, meaning one action item build the capacity and structure needed for later ones, all leading toward the goal. Initial priorities for implementation are listed in *Chapter 15, Implementation*.

Vision

By the year 2020, Lebanon County will have a first class countywide system of parks, recreation and conservation areas all linked through a connected system of trails and greenways. Combined, the system will be known far and wide as a model greenscapes system. The major state & regional parks, game lands, and forests serve as anchors that are linked to close-to-home parks through trails and greenways. Collaboration will continue to promote successful regional efforts. Collectively, state, county, regional, municipal and private recreation and conservation areas will meet the needs of people who live, work and visit here. The plentiful recreation opportunities will help to attract and retain citizens and businesses. Young citizens and new enterprises will see Lebanon County as a great place in which to work, play, raise a family and enjoy life. Tourists will regard Lebanon County as a top destination in which to enjoy the great outdoors, scenic beauty, history and culture, as well as the plentiful recreation events and activities.

Goal and Objectives

- 1. Establish a countywide system of parks and recreation areas comprised of state, county, regional, municipal, and private lands for present and future resident recreation.**
 - A. Acquire and develop adequate park land to serve residents.
 - B. Promote and facilitate the adoption of mandatory dedication ordinances that require the dedication of parkland or a fee-in-lieu based on the fair market value of land.
 - C. Update and renovate parks, recreation facilities, and trails to meet accepted standards and residents' recreation facility needs.
 - D. Integrate parks, recreation facilities, greenways, and trail planning into county and community planning.

- 2. Develop a countywide network of greenways and trails to create a connected county.**
 - A. Expand and enhance existing greenways and recreation trails.
 - B. Facilitate local planning for parks, recreation, greenways, trails and open space conservation.
 - C. Grow the greenway network through the local development process.
 - D. Work to raise public awareness about the benefits of greenways and trails throughout the county.

- 3. Facilitate and promote a wide range of recreation opportunities to people of all ages who live in, work in, and visit Lebanon County.**
 - A. Adopt the position that Lebanon County will not directly provide recreation programs and services but will facilitate and support the efforts of other providers of services.
 - B. Focus and strengthen efforts for providing close-to-home recreation.
 - C. Focus and strengthen efforts for providing resource based recreation.
 - D. Focus and strengthen efforts for promoting recreational areas within the county's tourism market.

- 4. Plan and manage parks, recreation and open space in Lebanon County through partnerships, collaboration for the greatest public benefit and responsible uses of recreation resources.**
 - A. Establish an organizational structure for parks and recreation planning and assistance at the county level.
 - B. Create a Lebanon County Trail Authority.
 - C. Reconstitute the Peer Study regarding the City of Lebanon parks and recreation management.
 - D. Follow the recommendations of the Peer Study of the Clarence Shock Environmental Education Center.

- 5. Invest in parks and recreation to enhance the health, safety, and welfare of the citizens and to contribute to the economic vitality of Lebanon County.**
- A. Provide adequate financial support for Lebanon County to facilitate partnership development, outreach and technical assistance for parks, recreation, and trails.
 - B. Explore the establishment of a capital improvement program based upon decisions made for implementing this plan.

Recommendations

Goal 1:	Establish a countywide system of parks and recreation areas comprised of state, county, regional, municipal, and private parks and recreation areas for present and future generations.
Objective 1A:	Acquire and develop adequate park land to serve residents.
Action 1A1:	By adoption of this plan, establish a goal of a minimum of 15 acres of parkland per 1,000 residents of Lebanon County.
Intended Outcome:	Formalize policy and establish methods to acquire parkland in proportion to countywide and local recreation needs.
Time Horizon:	Upon adoption
Lead Partners:	Lebanon County Commissioners; Municipalities
Support Partners:	Recreation Service Providers; Lebanon County Planning Department
Funding Sources:	County and municipal funds and state grants from Pennsylvania Department of Community and Economic Development (DCED) or Department of Conservation and Natural Resources (DCNR) for plan and ordinances updates to establish policy and incorporate mandatory dedication and fee-in-lieu provisions

Action 1A2:	Support municipal park and trail acquisition and development efforts. Target having a park in every community.
Intended Outcome:	Acquire parkland for current and future recreation needs.
Time Horizon:	Ongoing
Lead Partners:	Municipalities
Support Partners:	Lebanon County Commissioners (letters of support, local funding program); Lebanon County Planning Department (grant assistance)
Funding Sources:	Lebanon County Growing Greener allocation; DCNR Community Conservation Partnership Program (C2P2); Non-profit sector contributions (cash and in-kind services)
Action 1A3:	Work in partnership with school districts and municipalities to develop regional parks for active recreation in conjunction with school campuses.
Intended Outcome:	Build on the past success of school sites as recreation hubs to develop larger, more diverse recreation destinations.
Time Horizon:	2008-2009 comprehensive plan implementation workshop with school district representatives; on-going outreach and coordination
Lead Partners:	School Districts; Municipalities within each district
Support Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Funding Sources:	School Districts; County funds (staff assistance); Municipalities
Action 1A4:	Target acquisition of special use parks that provide unique facilities that will benefit citizens countywide. Tie these special use facilities to county tourism initiatives.
Intended Outcome:	Continue to provide special use facilities, e.g. skateboard park, aquatic facilities, spray pads, tournament quality athletic facility, public garden, ice rinks, etc.
Time Horizon:	Ongoing review of acquisition opportunities
Lead Partners:	Lebanon County Commissioners; Lebanon County Park and Recreation Advisory Committee (see Action 4A2); Municipalities
Support Partners:	Historical Society; Governor Dick Board of Directors; Other private sector partners involved in site/facility management
Funding Sources:	DCNR-Community Conservation Partnership Program (C2P2); Private land donations/easements

Action 1A5:	Support acquisition of land or easements along streams to provide public access and resource protection.
Intended Outcome:	Increase access to public waterways for water-based recreation.
Time Horizon:	Ongoing review of acquisition opportunities
Lead Partners:	Watershed organizations; Conservation District; DCNR; PA Fish and Boat Commission; Lebanon Valley Conservancy
Support Partners:	Lebanon County Commissioners; Developers
Funding Sources:	DCNR Community Conservation Partnership Program (C2P2); Private land donations/easements; Mandatory dedication
Objective 1B:	Promote and facilitate the adoption of mandatory dedication ordinances that require the dedication of parkland or a fee-in-lieu based on the fair market value of land.
Action 1B1:	Develop and distribute a model mandatory dedication of land ordinance that can be adopted into local and county subdivision and land development ordinances.
Intended Outcome:	Increase use of mandatory dedication as a means to acquire parkland for future residents as development occurs.
Time Horizon:	2008-2009 or as an implementation of up-to-date municipal comprehensive plans
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	County funds (staff assistance)
Action 1B2:	Develop county-municipal agreements for Lebanon County to manage the Mandatory Dedication of Parkland Ordinance for the municipalities without such an ordinance in place.
Intended Outcome:	Provide the means to carry out a Mandatory Dedication of Parkland Ordinance for municipalities countywide.
Time Horizon:	2008-2009
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	County funds (staff assistance)

Action 1B3:	Review mandatory dedication fee schedules every two to three years to align fee-in-lieu requirements with the fair market value of land.
--------------------	---

Intended Outcome: Maintain mandatory dedication provisions that will generate fees in proportion to land and development value.

Time Horizon: Ongoing

Lead Partners: Lebanon County Planning Department

Support Partners: Municipalities

Funding Sources: County funds (staff assistance)

Objective C:	Update and renovate parks, recreation facilities, and trails to meet accepted standards and residents' recreation facility needs.
---------------------	--

Action 1C1:	Support municipal park and trail improvements for access and safety.
--------------------	---

Intended Outcome: Bring facilities into compliance with ADA and Consumer Product Safety Commission standards.

Time Horizon: 2008-2009 and on-going

Lead Partners: Municipalities

Support Partners: Lebanon County Planning Department

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); Private land donations/easements; Community Organizations; County funds

Action 1C2:	Support municipal park and trail master planning and associated improvements to update facilities.
--------------------	---

Intended Outcome: Renovate and expand existing facilities to meet contemporary recreational needs.

Time Horizon: 2008-2009 and ongoing

Lead Partners: Municipalities

Support Partners: Lebanon County Planning Department

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); Private land donations/easements; Community Organizations; County funds

Objective 1D:	Integrate parks, recreation facilities, greenways, and trail planning into county and community planning.
Action 1D1:	Encourage municipalities to develop local recreation and open space plans, preferably as multi-municipal planning regions.
Intended Outcome:	Establish local recreation needs and priorities.
Time Horizon:	2012-2013 and on-going
Lead Partners:	Lebanon County Planning Department; Municipalities
Support Partners:	School Districts
Funding Sources:	DCNR Community Conservation Partnership Program (C2P2); DCED Land Use Planning and Technical Assistance Program (LUPTAP); County funds
Action 1D2:	Include review of the county open space, greenways and recreation plan in the planning department's SALDO review process.
Intended Outcome:	Advance the development of the countywide system of parkland, greenways and trails through provisions of the development process.
Time Horizon:	Upon adoption
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; Developers
Funding Sources:	County funds (staff assistance)

Goal 2: Develop a countywide network of greenways and trails to create a connected county.

Objective 2A: Expand and enhance existing greenways and recreation trails.

Action 2A1: Implement the recommendations of the feasibility study for the Lebanon Valley Rail Trail extension from the City of Lebanon to Swatara State Park.

Intended Outcome: Establish a north-south recreation “arterial” as the spine to the county’s trail network.

Time Horizon: 2008 and ongoing

Lead Partners: Lebanon Valley Rails-to-Trails; Trail Authority

Support Partners: Lebanon County Planning Department; Municipalities; DCNR; City of Lebanon School District; LEBCO MPO

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); PennDOT Transportation Enhancement; PennDOT Hometown Streets / Safe Routes to School Program

Action 2A2: Connect the Whitmoyer Trail (Quittie Trail) and the Coleman Park Trail to the Lebanon Valley Rail Trail, west of the City of Lebanon, as a Union Canal Connector Trail or Greenway.

Intended Outcome: Establish local links to connect the City of Lebanon to the county trail spine.

Time Horizon: 2010

Lead Partners: Lebanon Valley Rails-to-Trails; West Lebanon Township; City of Lebanon

Support Partners: Lebanon County Planning Department; Coleman Park Board of Trustees

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); PennDOT Transportation Enhancement; PennDOT Hometown Streets / Safe Routes to School Program

Action 2A3:	Link the Clarence Shock Environmental Education Center to the Lebanon Valley Rail Trail.
Intended Outcome:	Establish a local link to the county trail spine.
Time Horizon:	2008
Lead Partners:	Lebanon Valley Rails-to-Trails; Governor Dick (Board of Directors)
Support Partners:	Lebanon County Planning Department; Municipalities; PA State Game Lands
Funding Sources:	DCNR Community Conservation Partnership Program (C2P2)
Action 2A4:	Work collaboratively with the Kittatinny Ridge, Highlands, and Tulpehocken Greenways initiatives to expand these regional greenways in Lebanon County.
Intended Outcome:	Conservation and interpretation of resources along these designated greenways.
Time Horizon:	Ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; State Agencies; Conservancy groups; Adjacent Counties
Funding Sources:	County funds (staff assistance)
Action 2A5:	Assess the feasibility of a Union Canal trail from Union Canal Tunnel Park to the Swatara Creek. Begin by identifying any unclaimed parcels of the Union Canal right-of-way and claim for the park or trail.
Intended Outcome:	Expand the Union Canal Tunnel Park.
Time Horizon:	2010-2011
Lead Partners:	Lebanon Valley Conservancy; Lebanon County Historical Society; Swatara Creek Watershed Association
Support Partners:	Lebanon Valley Rails-to-Trails; Lebanon County Planning Department; Municipalities
Funding Sources:	DCNR Community Conservation Partnership Program (C2P2)

Objective 2B: Facilitate local planning for parks, recreation, greenways, trails and open space conservation.

Action 2B1: Develop a project fact sheet that highlights the South Lebanon Township trail as a model for municipal greenway and trail master planning.

Intended Outcome: Re-use a process that has been successful as a “how to” local example to other communities.

Time Horizon: 2010-2011

Lead Partners: Municipalities

Support Partners: South Lebanon Township (as peer); LEBCO MPO

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); PennDOT Transportation Enhancement; PennDOT Hometown Streets / Safe Routes to School Program

Action 2B2: Consider applying for a block grant from PADCNr to undertake multi-municipal park, recreation and open space plans.

Intended Outcome: Create an incentive for local planning.

Time Horizon: 2008-2009

Lead Partners: Lebanon County Commissioners; Lebanon County Planning Department

Support Partners: Municipalities; School Districts; Trail organizations; Lebanon Valley Conservancy

Funding Sources: DCNR; Potential county and municipal match (cash or in-kind services)

Action 2B3: Develop the multi-municipal planning program formed with respect to school districts as planning areas and incorporating school districts into the planning process.

Intended Outcome: Use block grant and other funds to provide a funding program prioritized for regional planning.

Time Horizon: 2008 and ongoing

Lead Partners: Lebanon County Commissioners; Lebanon County Planning Department

Support Partners: Municipalities; School Districts

Funding Sources: Potential Block grant funding through PADCNr to be matched with county and municipal sources

Action 2B4: Encourage municipalities to create community-wide greenway networks and connect to the county identified greenways and trails. Focus on encouraging multi-municipal greenway and trail planning.

Intended Outcome: Improve connectedness of the recreation system and extend greenways and trails throughout the county to local destinations.

Time Horizon: 2012-2013 and ongoing

Lead Partners: Lebanon County Commissioners; Lebanon County Planning Department

Support Partners: Municipalities; Trail Authority; Lebanon Valley Conservancy; Watershed Associations

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); PennDOT Transportation Enhancement; PennDOT Hometown Streets / Safe Routes to School Program

Action 2B5: Determine priorities for greenway planning and implementation.

Intended Outcome: Prepare and communicate priorities to raise public support and acquire funding.

Time Horizon: 2012-2013 in conjunction with greenway planning studies

Lead Partners: Municipalities; Lebanon Valley Conservancy

Support Partners: Lebanon County Planning Department

Funding Sources: DCNR Community Conservation Partnership Program (C2P2)

Action 2B6: Set goals for accomplishing an identified length of greenway segment annually (e.g., a mile a year, an identified link, etc.) or other progress milestone.

Intended Outcome: Raise awareness for intent to develop the system over time and ultimately report that interim and final goals were achieved.

Time Horizon: 2012-2013 following municipal greenway and trail planning

Lead Partners: Lebanon Valley Conservancy

Support Partners: Lebanon County Commissioners; Lebanon County Planning Department; Municipalities; Watershed Associations

Funding Sources: DCNR Community Conservation Partnership Program (C2P2) (via greenways plan implementation)

Action 2B7:	Continue to support greenway partners.
Intended Outcome:	Support others in their efforts to conserve and promote greenways.
Time Horizon:	Ongoing
Lead Partners:	Lebanon Valley Conservancy and the Berks County Conservancy
Support Partners:	Lebanon County Planning Department; Lebanon County Conservation District; Municipalities; Watershed Associations
Funding Sources:	County funds (for policy decision and staff assistance)
Action 2B8:	Acquire key parcels along trails and greenways to provide destinations, points of interest, trail access, etc.
Intended Outcome:	Interpretation of trailside resources and convenience for trail users.
Time Horizon:	2008-2009 for greenways and trails, as of 2007, 2014-2015 following local greenway and trail planning and ongoing
Lead Partners:	Lebanon Valley Conservancy; Lebanon Valley Rails to Trails
Support Partners:	Lebanon County Conservation District; Preservation Trust of Lebanon County Commissioners; Lebanon County Historical Society
Funding Sources:	PennDOT; DCNR; County funds; Mandatory dedication funds; Private donations
Action 2B9:	Explore and evaluate the use of the official map as a means to identify potential acquisition for county and municipal purposes.(Land Use Plan, Goal 1, Objective A, Action Item 6)
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:	Municipal budgets; Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP)

Objective 2C: Grow the greenway network through the local development process.

Action 2C1: Encourage the incorporation of conservation strategies into plans and ordinances and using conservation tools.

Intended Outcome: Advance the conservation of greenways by utilizing natural or soft engineering solutions to stormwater management facilities

Time Horizon: 2010-2011 for incorporation into county subdivision and land development ordinance

Lead Partners: Lebanon County Planning Department

Support Partners: Municipalities; Developers; Lebanon County Conservation District; Lebanon Valley Conservancy

Funding Sources: County funds (staff assistance)

Action 2C2: Develop driving tours based on countywide themes, such as agriculture and heritage.

Intended Outcome: Provide a mechanism for interpreting widely dispersed but related cultural resources.

Time Horizon: 2010-2011 as in implementation of the historic preservation plan

Lead Partners: Lebanon County Historical Society

Support Partners: Lebanon County Tourist Promotion Agency; PA Department of Agriculture; Lebanon Valley Chamber of Commerce; LEBCO MPO

Funding Sources: Department of Agriculture; DCED; Lebanon County Chamber of Commerce; PennDOT; DCNR

Objective 2D: **Work to raise public awareness about the benefits of greenways and trails throughout the county.**

Action 2D1: **Work cooperatively with conservation partners to promote the ecological benefits of greenways.**

Intended Outcome: Increase understanding of the need and benefits of natural resource conservation.

Time Horizon: Ongoing

Lead Partners: Lebanon Valley Conservancy; Berks County Conservancy; Watershed Associations

Support Partners: Conservation District; School Districts; Lebanon County Planning Department

Funding Sources: County funds (staff assistance)

Action 2D2: **Work cooperatively with health and wellness partners to promote fitness and wellness benefits.**

Intended Outcome: Increase understanding of the benefits of outdoor recreational activity.

Time Horizon: Ongoing

Lead Partners: Health care community; Lebanon Valley YMCA

Support Partners: School Districts; Pennsylvania Advocates for Nutrition and Activity (PANA)

Funding Sources: Local partner contributions; PANA

Goal 3:	Facilitate and promote a wide range of recreation opportunities to people of all ages who live, work, and visit Lebanon County.
----------------	--

Objective 3A:	Adopt the position that Lebanon County will not directly provide recreation programs and services but will facilitate and support the efforts of other providers of services.
----------------------	--

Action 3A1:	Define and publicize the county's position.
--------------------	--

Intended Outcome:	Focus the county's financial support toward special use facilities and its advocacy support toward efforts consistent with the plan.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Commissioners
Support Partners:	N/A
Funding Sources:	County funds (publications and staff outreach)

Objective 3B:	Focus and strengthen efforts for providing close-to-home recreation.
----------------------	---

Action 3B1:	Facilitate close-to-home recreation opportunities by assisting municipalities and school districts in planning parks and recreation systems and services.
--------------------	--

Intended Outcome:	Increase close-to-home recreation facilities and services.
Time Horizon:	2008 and ongoing
Lead Partners:	Municipalities; School Districts
Support Partners:	Lebanon County Planning Department; Lebanon Valley YMCA
Funding Sources:	Public and private resources including taxes, grants, gifts, bequests, partnerships, and sponsorships.

Action 3B2:	Provide technical assistance to the municipalities regarding parks, recreation facilities, services, and grants.
Intended Outcome:	Increase the quality of recreation facilities and services developed in the county.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; DCNR; School Districts
Funding Sources:	DCNR Community Conservation Partnership Program (C2P2); PRPS (RecTAP); County funds (staff assistance)
Action 3B3:	Create a program to provide outreach to municipalities and school districts regarding funding, grant rounds, and development of grant applications to acquire parkland and develop recreation facilities to be used for close-to-home recreation.
Intended Outcome:	Increase awareness for available local and state assistance for developing recreation systems and programs.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	County funds (staff assistance for grant application and administration)
Action 3B4:	Provide information about grants for programs such as Council on the Arts grants.
Intended Outcome:	Increase awareness for available local and state assistance for developing diverse recreation programs, including arts and crafts.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	County funds (staff assistance)

Action 3B5: Serve as a resource to inform municipalities about recreation trends, workshops, seminars, websites, and professional organizations that local organizations can tap into in planning and delivering services.

Intended Outcome: Increase awareness for available local and state assistance for developing recreation systems and programs.

Time Horizon: 2008 and ongoing

Lead Partners: Lebanon County Planning Department

Support Partners: Municipalities; School Districts; PRPS; DCNR

Funding Sources: DCNR Community Conservation Partnership Program (C2P2); County funds (staff assistance)

Action 3B6: Provide technical assistance to municipalities on trail planning, development funding and coordination with land development.

Intended Outcome: Increase awareness for available local and state assistance for developing local trail systems and connecting to the county trail system.

Time Horizon: 2008 and ongoing

Lead Partners: Lebanon County Planning Department; LEBCO MPO

Support Partners: Lebanon Valley Rails-to-Trails; Municipalities; School Districts

Funding Sources: County funds (staff assistance for grant application and administration)

Objective 3C:	Focus and strengthen efforts for providing resource based recreation.
Action 3C1:	Brand Lebanon County as a prime location for recreation in the "Great Outdoors" with its more than 30,000 acres of recreation lands. Create an advertising and public awareness campaign to make people aware of these resources, their significance and the recreational opportunities within.
Intended Outcome:	Increase public appreciation for natural resources and public support for conservation of natural resources, open space and parkland.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Planning Department; Clarence T. Schock Environmental Education Center
Support Partners:	Lebanon County Conservation District; Lebanon County Tourist Promotion Agency; PA State Game Commission; PA Fish and Boat Commission; DEP; DCNR; DCED
Funding Sources:	County tourism funds Potential school district support in form of technical assistance and programs
Action 3C2:	Support efforts to implement the Swatara State Park Master Plan.
Intended Outcome:	Complete development of the state park as planned.
Time Horizon:	2008 and ongoing
Lead Partners:	DCNR
Support Partners:	Lebanon County Planning Department; Municipalities; Lebanon County Tourist Promotion Agency
Funding Sources:	State grant funding under PA DCNR; State Park Budget funds; Private fundraising initiatives for targeted facilities; Volunteer labor and equipment.

Action 3C3:	Strive to keep public access for water based recreation through effective planning, easements and acquisition.
Intended Outcome:	Provide and protect access to waterways for recreation enthusiasts.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Planning Department; Municipalities
Support Partners:	Watershed Associations; Lebanon Valley Conservancy; PA Fish and Boat Commission; DCNR; Developers
Funding Sources:	Department of Conservation and Natural Resources; PA Fish and Boat Commission; PA Game Commission
Action 3C4:	Provide information to landowners on the recreational use of land immunity laws that protect landowners who allow access to their lands for recreational purposes.
Intended Outcome:	Educate landowners to increase access and easements on private lands for recreational uses.
Time Horizon:	2008 and ongoing
Lead Partners:	Lebanon County Planning Department; Lebanon Valley Conservancy; Lebanon County Conservation District; Lebanon Valley Rails-to-Trails
Support Partners:	Municipalities
Funding Sources:	Grants; Partner in-kind services and activities

Objective 3D:	Focus and strengthen efforts for promoting recreational areas within the county’s tourism market.
Action 3D1:	Integrate state and county park and recreation facilities into county tourism promotion. This could include the state parks, game lands, fish & boat areas, fishing, hunting and trails.
Intended Outcome:	Provide information on recreational destinations to travelers.
Time Horizon:	2009 and ongoing
Lead Partners:	Lebanon County Commissioners; Lebanon County Tourist Promotion Agency
Support Partners:	Private sector tourism related businesses; Volunteer groups that serve parks and trails; Realtors
Funding Sources:	Tourism budget
Action 3D2:	Create a mechanism to track the value of recreation facilities in terms of economic development impact.
Intended Outcome:	Establish the connection between recreation and economic development.
Time Horizon:	2009 and ongoing
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department; Lebanon Valley Economic Development Corporation; Lebanon Valley Chamber of Commerce; private contractors to conduct research on site at facilities such as trails
Support Partners:	Lebanon County Tourist Promotion Agency; Realtors; Business owners
Funding Sources:	Funds from all partners (staff assistance for development)
Action 3D3:	Designate a staff person to work with the Lebanon County Tourist Promotion Agency to increase the role of county recreation and trails in tourism.
Intended Outcome:	Provide timely accurate information to the Lebanon County Tourist Promotion Agency.
Time Horizon:	2009 and ongoing
Lead Partners:	Lebanon County Tourist Promotion Agency
Support Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Funding Sources:	County funds (staff assistance)

Action 3D4:	Include the Clarence T. Schock Environmental Education Center and trails in tourism once they are established to the level that they can be promoted.
Intended Outcome:	Showcase the environmental resources through tourism.
Time Horizon:	2008 and ongoing
Lead Partners:	Governor Dick Board of Directors; Lebanon Valley Rails-to-Trails
Support Partners:	Lebanon County Tourist Promotion Agency
Funding Sources:	Tourism budget
Action 3D5:	Review peer counties for their promotion of recreation destinations through tourism.
Intended Outcome:	Recognize that facilities need to be premiere in design, management, and programming in order to be promoted and used to attract tourists.
Time Horizon:	2009 and ongoing
Lead Partners:	Lebanon County Tourist Promotion Agency
Support Partners:	Lebanon County Planning Department; Park and trail managers; Park and trail friends groups
Funding Sources:	County funds; DCNR Peer Programs

Goal 4:	Plan and manage parks, recreation and open space in Lebanon County through partnerships and collaboration for the greatest public benefit and responsible use of recreation resources.
Objective 4A:	Establish an organizational structure and responsibilities for parks and recreation planning and assistance at the county level.
Action 4A1:	Designate a county recreation planner. Designate that the chief role of the county recreation planner regarding county parks and recreation is planning, outreach and partnership development.
Intended Outcome:	<p>Increase recreation, greenway and open space planning, outreach and partnership development at the county level.</p> <p>Assign the following responsibilities to the county parks and recreation planner:</p> <ul style="list-style-type: none"> • Outreach to the municipalities regarding the development of parks and recreation systems. • Outreach to school districts as key stakeholders in parks and recreation. • Advise municipalities regarding grant applications, funding cycles and technical assistance in developing projects and grant applications. • Provide technical assistance regarding local parks and recreation planning, ordinances, mandatory dedication of parkland, etc. • Serve as the liaison to the Lebanon County Parks, Recreation and Trails Advisory Committee, to be established as part of the implementation of this plan. • Develop planning guidelines for municipal parks and recreation plans and foster regional planning. • Administer county parks, recreation and trail grants. • Develop workshops or seminars in partnership with other entities to build capacity for recreation throughout Lebanon County. • Collaborate with the Lebanon County Tourist Promotion Agency on tourism.
Time Horizon:	2008-2009 and ongoing
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Support Partners:	N/A
Funding Sources:	<p>Two options: 1) County funds for a new staff position in the planning department or 2) a DCNR Circuit Rider Position, initially funded by DCNR and the county for the first four years. Thereafter the position would be supported by a mix of public and private sources through taxes, fees, charges, leases, sales, permits, partnerships, sponsorships grants, gifts and bequests. The first option may also be funded by multiple sources over time.</p>

Action 4A2:	Create a Lebanon County Parks, Recreation and Trails Advisory Committee.
Intended Outcome:	Include representatives of municipalities, school districts, Lebanon Valley College, Lebanon County Tourist Promotion Agency, businesses, the arts, sports, trails, environmental interests, state parks/forests/game lands, geographically well-distributed to advocate for the county as a whole. Designate a county commissioner as a liaison to the Parks and Recreation Advisory Committee. Establish a mission, roles and responsibilities for the Committee. Develop operating guidelines.
Time Horizon:	Build advocacy for the development of the recreation opportunities. 2010
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Support Partners:	Stakeholders including but not limited to those listed above
Funding Sources:	County funds (staff assistance)

Action 4A3:	Develop and maintain a lively, current website as the "go to" resource for information about parks and recreation in Lebanon County. Establish links between this site and the tourism website. Use a webmaster that has state-of-the-art design and operation expertise.
Intended Outcome:	Increase public awareness of recreation opportunities.
Time Horizon:	2008-2010
Lead Partners:	Lebanon County initially to be transferred to the Lebanon County Trail Authority
Support Partners:	Lebanon County Tourist Promotion Agency
Funding Sources:	Lebanon County (staff assistance); Tourism budget

Objective 4B: Create a Lebanon County Trail Authority.

Action 4B1: Create a Lebanon County Trail Authority. Use the York County Rail Trail Authority as a model.

Intended Outcome: Organization of an administrative board for trail initiatives to further the initiatives of trail advocates and increase funding opportunities.

Time Horizon: 2008

Lead Partners: Lebanon County Commissioners

Support Partners: Lebanon County Tourism Promotion Agency; Lebanon Valley Rails-to-Trails; Lebanon County Planning Department

Funding Sources: County funds (staff assistance)

Action 4B2: Establish the position of the Lebanon County Trail Coordinator. If it is not realistic to create both a Recreation Planner and a Trail Coordinator position, the county could consider combining these responsibilities into one position.

Intended Outcome: Formally establish a point person for trail planning, coordination and outreach. Charge the Coordinator with planning the countywide trail system, securing funds through grants and fundraising, providing technical assistance to municipalities and trail groups for the further planning and development of trails, negotiating agreements with municipalities and private partners for trail maintenance and management, serving as the coordinator to the Trail Advisory Committee, and promoting trails. Seek funding for this position from the hotel tax over a five to ten year time frame. This will provide the stability required to develop the system. The rationale for this request is that trails are an economic engine of tourism that generate visitation and overnight stays.

Time Horizon: 2010-2011

Lead Partners: Lebanon County Trail Authority

Support Partners: Lebanon County Tourism Promotion Agency; Lebanon Valley Rails-to-Trails; Lebanon County Planning Department; Local Municipalities and their recreation boards/committees; School Districts; other private recreation and trail organizations; PA DCNR (representing state parks)

Funding Sources: County; PA DCNR

Action 4B3:	Document the benefits of trails in Lebanon County as well as provide materials to showcase successful trails as educational materials for the public.
Intended Outcome:	Increase public appreciation of trails, use of trails and support for trail development.
Time Horizon:	2009 and ongoing
Lead Partners:	Lebanon County Trail Authority
Support Partners:	Lebanon County Tourism Promotion Agency; Lebanon Valley College; Private marketing company; LVRT; HACC
Funding Sources:	County; PA DCNR
Action 4B4:	Establish a Lebanon County Trail Advisory Committee as an advisory and advocacy arm of the Trail Authority.
Intended Outcome:	Build advocacy for the development of trails through a committee that may more broadly represent citizen interests than the Authority alone.
Time Horizon:	2009
Lead Partners:	Lebanon County Trail Authority
Support Partners:	Lebanon County Commissioners; Lebanon County Planning Department; Lebanon Valley Rails-to-Trails
Funding Sources:	Trail Authority (staff time)

Objective 4C: Reconstitute the Peer Study regarding City of Lebanon parks and recreation management.

Action 4C1: Restructure the parks and recreation management study to pair the City of Lebanon with the Lebanon School District rather than Lebanon County.

Intended Outcome: Pair the city with the best partner for harnessing resources and addressing issues. The city and the school district have more resources and issues in common than the city and the county do regarding parks, recreation, programs, services, management, financing, and staffing. Use the Peer Study to determine how the city and the school district could develop a regional recreation, parks and trail system.

Time Horizon: 2008-2009

Lead Partners: City of Lebanon

Support Partners: Lebanon School District

Funding Sources: DCNR Peer Program with match funded by the school district and the city (\$500 each)

Objective 4D: Follow the recommendations of the Peer Study of the Clarence Shock Environmental Education Center.

Action 4D1: Institute actions and policies regarding programs, staff, and funding as a management and program plan for the Environmental Education Center.

Intended Outcome: Enhance programs and associated support to create a premiere environmental center.

Time Horizon: 2008-2009

Lead Partners: Clarence T. Schock Foundation

Support Partners: Lebanon County Commissioners; Lebanon County Conservation District

Funding Sources: Clarence Schock Foundation and Lebanon County

Action 4D2: Grow the Environmental Education Center over time through a mix of public support and partnerships.

Intended Outcome: Expand support for the center.
Time Horizon: 2009 and ongoing
Lead Partners: Clarence T. Schock Foundation
Support Partners: Lebanon County Commissioners; Lebanon County Tourist Promotion Agency
Funding Sources: Clarence T. Schock Foundation; County; Fundraising; Fees and charges; Grants; Gifts and bequests; Partnerships and sponsorships

Goal 5: Invest in parks and recreation to enhance the health, safety, and welfare of the citizens and to contribute to the economic vitality of Lebanon County.

Objective 5A: Provide adequate financial support for Lebanon County to facilitate partnership development, outreach and technical assistance.

Action 5A1: Provide seed money to develop materials, workshops and so on for parks and recreation planning, outreach and development efforts.

Intended Outcome: Communication and education.
Time Horizon: 2009
Lead Partners: Lebanon County Commissioners; Lebanon County Planning Department
Support Partners: Municipalities; School Districts
Funding Sources: Public and private grants; County funding (for local match)

Action 5A2: Support the operational funding needs of the county park sites through a mix of tax funds, partnerships and non-tax funds.

Intended Outcome: Provide a basic level of support that could leverage partnerships and volunteerism to maintain quality recreation facilities and sites.
Time Horizon: 2008 and ongoing
Lead Partners: Lebanon County Commissioners
Support Partners: Park and trail friends groups
Funding Sources: Base line of county funds to be leveraged with a mix of other non-tax sources

Action 5A3:	Develop an impact statement to project future operating costs and funding sources before undertaking new county park projects. If sufficient funds are not available, decline the project.
Intended Outcome:	Consideration of long term impacts of new facilities prior to commitment.
Time Horizon:	2009
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Support Partners:	Managers; Friends groups and others involved in facilities, trails and programs
Funding Sources:	County funds (staff assistance)
<hr/>	
Objective 5B:	Explore a capital improvement program based upon decisions made for implementing this plan.
Action 5B1:	Consider a Lebanon County Parks, Recreation and Open Space Program. Using a bond program, the county could provide financial support to match grants for multi-municipal parks, recreation and open space planning, land acquisition, conservation easements, and trails. For communities with enough parkland, funds could be used for facility development.
Intended Outcome:	Expand recreation opportunities by providing local match for state grants.
Time Horizon:	2008 an ongoing
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Support Partners:	Municipalities; School Districts; Non-profit recreation partners
Funding Sources:	Potential county and municipal open space and park fund
<hr/>	
Action 5B2:	Provide information to municipalities on sources of potential funds for parkland such as the mandatory dedication of parkland ordinance.
Intended Outcome:	Promote funding options to advance the development of recreation opportunities.
Time Horizon:	2009 and ongoing
Lead Partners:	Lebanon County Commissioners; Lebanon County Planning Department
Support Partners:	Municipalities; Lebanon Valley Conservancy
Funding Sources:	County funds (staff assistance)

Action 5B3:	Explore the dedication of a portion of the hotel tax for parks and recreation efforts related to tourism. Consider developing a grant program through the hotel tax to municipalities and organizations that would create attractions or sites that foster tourism.
Intended Outcome:	Increase funding for the development of parks, recreation, and trails and for the conservation of open space related to tourism.
Time Horizon:	2008-2009
Lead Partners:	Lebanon County Commissioners
Support Partners:	Lebanon Valley Tourism Promotion Agency
Funding Sources:	County funds (staff assistance)