

12

Housing Plan

Findings 12-2

**Analysis of Strengths, Weaknesses,
Opportunities and Threats 12-11**

Projected Housing Needs 12-14

**Alternatives for Meeting
Housing Needs 12-20**

Interrelationships of Housing 12-27

The Action Plan..... 12-30



The quality, condition, value, and affordability of the housing stock are extremely important characteristics directly related to the prosperity of Lebanon County. Housing that is suitable and affordable assures a stable property tax base that will continue to appreciate in value. Sound housing encourages well maintained neighborhoods that are conducive to a healthful and pleasing community life. Therefore, it is critical that the county develop a plan which identifies ways to provide a variety of housing types and values for its present and future residents.



The Pennsylvania Municipalities Planning Code (Act 247) requires a housing plan that will meet the housing needs of present and projected residents through provisions for conservation of presently sound housing, rehabilitation of housing in declining neighborhoods, and the accommodation of new housing for households of all income levels.

MPC Requirement: *A plan to meet the housing needs of present residents and of those individuals and families anticipated to reside in the municipality, which may include conservation of presently sound housing, rehabilitation of housing in declining neighborhoods and the accommodation of expected new housing in different dwelling types and at appropriate densities for households of all income levels.*

MPC Article III, Section 301(a)(2.1)

The Lebanon County Housing Plan is presented in six major sections. The first documents findings from the *Housing Profile, Background Study #2* and other planning studies on housing. The second presents analyses of housing options in the county, followed by a third on housing needs. The fourth section discusses the range of alternative available to meet housing needs in the county. The fifth discusses the interrelatedness of housing with land use and economic conditions and demographic changes. The final section, the Housing Action Plan, establishes housing policies through a vision, goal and objectives and outlines strategic approaches to sustain sound housing opportunities for current and projected residents in the county.

Overview Findings from the Housing Profile and Other Housing Studies

Findings from the Housing Profile

A detailed housing statistics report and trends analysis was compiled in preparation for the development of the Housing Plan. This 31-page housing profile presented data acquired from the U.S. Census Bureau, Lebanon County Planning Department (LCPD), and local agency and real estate records. The following are key findings from the profile

that characterize the current conditions and notable trends in Lebanon County's housing market.

- Between 1990 and 2000, housing growth took place in 21 of 26 municipalities in the county. The six municipalities that added the most housing were Jackson Township, North Londonderry Township, North Lebanon Township, North Cornwall Township, South Lebanon Township, and South Londonderry Township. Five municipalities – Cleona



- Borough, North Annville Township, West Lebanon Township, East Hanover Township, and Union Township - experienced a decline in the number of housing units.
- The rate of housing unit growth in the county outpaced growth across the state in four of the six school districts. The Cornwall-Lebanon School District added the most housing units, and the Palmyra Area School District experienced the most significant rate of housing unit increase.
- Housing units are older in the boroughs, Lebanon City, West Lebanon Township and Annville Township than in the other townships of the county.
- Lebanon County had a slightly higher percentage of owner occupied housing than Pennsylvania in 2000. Rental housing is concentrated in the City of Lebanon and the boroughs, specifically Palmyra, Myerstown, and Jonestown Boroughs. Annville Township and North Cornwall Township, which includes the Pleasant Hill area adjacent to the city, also had notably high rental occupancy rates—above 30%.
- Housing values were generally higher in the townships that border Dauphin County, due to their proximity to employment centers and amenities in Harrisburg and Hershey. Mount Gretna Borough had higher housing values due to the historic nature of the homes and the cultural flair of the community. Other anomalies include Cornwall Borough and Heidelberg Township. Housing values were the lowest in the City of Lebanon and the boroughs along Route 422, likely influenced by declining homeownership rates, excessive rental availability, and an aging housing stock.
- The composition of housing types in Lebanon County by number of units per structure is roughly in line with that of the state, though the composition by school district and by municipality varies widely. Most of the newer housing units being constructed and proposed in the townships are single family detached dwellings, which add to the already high concentrations of this type of housing in these areas.

- High density residential development is predominantly concentrated along the Route 422 corridor. Low density residential development has occurred throughout the county dispersed in planned subdivisions and in strip patterns along roadways.
- Overall, Lebanon County’s vacancy rate is 5.7% - within the 4%-6% range considered healthy for a community. From a school district perspective, the Annville-Cleona, Cornwall-Lebanon and Northern Lebanon School Districts had healthy vacancy rates. Vacancy rates in the Palmyra Area School District and ELCO School District were slightly lower than 4%, expressing a tighter housing market. On the other end of the spectrum, the Lebanon School District had a vacancy rate of 8.4%, or roughly 950 units. City officials suggested that this figure was too high and noted their efforts to reduce vacancies in recent years. On the municipal level, 13 of the 26 municipalities in the county had vacancy rates that were below 4%, which is indicative of a high demand for housing units. The highest vacancy rates in the county are found in Mount Gretna Borough and Cold Spring Township and are due to seasonal housing.

Table 12-1 Municipal Vacancy Rates by School District, 2000

School District	Vacancy Rates Below 4%		Vacancy Rates 4%-6%		Vacancy Rates Above 6%	
	Municipality	Vacancy Rate	Municipality	Vacancy Rate	Municipality	Vacancy Rate
Annville-Cleona SD	South Annville	3.0			Annville	6.6
	Cleona	3.7				
	North Annville	3.8				
Cornwall-Lebanon SD	South Lebanon	3.6	Cornwall	4.1	West Cornwall	16.5
	North Lebanon	3.8	North Cornwall	5.3	Mount Gretna.	42.9
ELCO SD	Heidelberg	3.1	Millcreek	4.3		
	Jackson	3.3	Myerstown	5.5		
	Richland	3.3				
Lebanon SD	West Lebanon	3.8			Lebanon City	8.5
Northern Lebanon SD	Swatara	3.7	East Hanover	5.2	Union	8.0
	Jonestown	3.8	Bethel	6.0	Cold Spring	24.0
Palmyra Area SD	North Londonderry	2.4	Palmyra	4.9		
	South Londonderry	3.6				

Source: U.S. Census Bureau

- The projection for additional housing units needed by 2020 ranges from 14,510 to 15,566 units. A range of 5,594 to 5,866 housing units will need to be affordable to lower income households throughout the county by 2020.
- According to the build-out analysis presented in the *Land Use Profile, Background Study #9*, the capacity provided by zoning and utility planning far exceeds the projected housing need of approximately 15,500 units for the year

2020. There is no need to increase the quantity of residentially zoned land while this capacity exists.

- The Lebanon County Housing and Redevelopment Authority, the Lebanon County Housing Rehabilitation Office, and the Lebanon County Community Action Partnership offer programs to combat homelessness and assist residents in meeting their housing needs. Non-profit organizations, such as Habitat for Humanity, are also active in Lebanon County.
 - The Lebanon County Housing and Redevelopment Authority administers the Section 8 Housing Choice Voucher Program, First Time Homebuyers Program, and the Housing Repair Program, which offers housing and rental assistance as well as funding for property repairs needed to bring them up to the community's housing standards. Unfortunately, additional federal budget reductions in the Section 8 program are anticipated over the next few years, potentially reducing the number of assisted families in Lebanon County.
 - The Lebanon County Housing Rehabilitation Office of the Lebanon County Housing and Redevelopment Authority administers the Housing Accessibility Program (ACCESS) to provide grants to low and moderate income persons with permanent disabilities for structural modifications to their home that increase accessibility and reduce the need for institutionalization.
- The Lebanon County Community Action Partnership's mission is to prevent homelessness by providing rental or shelter assistance to families by intervening in cases where eviction is imminent, assisting with future rent and providing transitional and bridge housing. CAP administers the Homeless Assistance Program (HAP) on behalf of the Pennsylvania Department of Public Welfare. HAP is designed to move homeless and near homeless clients towards self-sufficiency. Where appropriate, education, transportation and child care assistance may also be provided.
- Habitat for Humanity of Lebanon County, a nonprofit, ecumenical housing organization, works in partnership with people in need to build and renovate decent, affordable housing. The organization has completed 17 projects in the county since its inception in 1990, and predicts the number of projects completed annually will increase in the coming years. It is also eligible for dedicated funding from the US Department of Housing and Urban Development.



- Bridge of Hope of Lebanon County provides mentoring, education, and financial assistance and helps its families achieve financial self-sufficiency through full time employment and budget management training. To date, however, this program has had limited success with only one family completing the program.
- According to the 2006 Self Sufficiency Standard for PA prepared by PathwaysPA, as reported in the *Economy and Employment Profile, Background Study #3*, a family of five living in Lebanon County with one working adult, one stay-at-home adult, and three children (infant, preschooler, school age) would need an annual income of \$45,265 or an hourly wage of \$21.43 to pay for the annual family and household costs of housing, child care, food, transportation, health care, taxes and miscellaneous expenses. A family of four with two working adults, one school age child and one preschooler would need an annual income of \$39,855, or hourly wage averaging \$9.44. Eight of 22 industries in the Lebanon MSA (Lebanon County) offer average hourly wages equal or higher to \$21.43 and only two (food preparation and serving and personal care and service) offer average hourly wages below this \$9.44. The availability of jobs in these industries and at or near these average wage rates are important to enabling residents to acquire and maintain adequate housing and fulfill basic needs.

Findings from the Public Outreach

The Lebanon County Planning Department sought public input throughout the development of the Lebanon County Comprehensive Plan. This section reports housing concerns found among residents, local officials, and community leaders who participated in the numerous public outreach opportunities provided during the planning process.

- Residents are particularly concerned with the location and rate of residential development in the county and its resultant conversion or loss of open space. They perceive that residential development is unplanned and unmanaged, resulting in what many call “sprawl.” They believe that such development negatively impacts natural resources and rural industries. Residents suggest that a greater portion of development should be located in and around established communities in close proximity to schools and should incorporate a variety of uses. Some residents indicated that development in the northern portion of the county could be targeted to the US 22 corridor to



take advantage of this regional transportation corridor. Through a survey of municipal officials and managers, these leaders indicated that they are open to development alternatives that provide housing and protect open space.

- Residents and community leaders recognize that Lebanon County has a tight housing market. Available units offer narrow choices in number, cost and type for working families. Yet, municipal officials and many residents still favor single family homes on individual lots to all other options and believe that housing is affordable within their respective school districts. This is particularly evidenced by ongoing public opposition to rezoning requests and attempts to amend zoning ordinances to increase densities in existing residential districts. The majority of residents surveyed felt that increasing the number of smaller homes and affordable homes and improving housing options in downtowns were somewhat important to improving housing options in the county. Community leaders were particularly concerned about the lack of low income housing and the comprehensive living costs for working families, as well as the need for assisted living facilities for the elderly, as these conditions can lead to increased homelessness .

- Housing maintenance and housing rehabilitation are also very important to residents, especially in the City of Lebanon and boroughs. Community leaders were particularly concerned about the lack of maintenance by absentee landlords, resulting in declining property values throughout various neighborhoods.



- Community leaders and surveyed residents are concerned with the quality of home construction. Leaders acknowledged that the Lebanon County Planning Department is most familiar with developers working in the county and seems to know which developers build quality homes and which require more careful enforcement, suggesting that more municipalities should take advantage of this knowledge. Seventeen of the 26 municipalities have contracted the Lebanon County Planning Department as a Certified Third Party Inspection Agency to provide administration and enforcement of the Pennsylvania Uniform Construction Code (UCC). The Planning Department began enforcing residential building codes in 1991 with the Council of American Building Officials (CABO) I and II Family Dwelling Code. Currently, it enforces the 2006 version of the International Residential Code.

Findings from Previous Housing Studies

1. Lebanon County Interim Plan, 1987

The *Lebanon County Interim Plan* projected housing needs through 2000. Using the plan's population projections for 1990 and 2000 and an estimate of the housing density ratio, the plan determined needed acreages for each of three residential neighborhood densities. Comparing these to the inventory of available land zoned for residential development, the plan projected that sufficient land would be available for housing needed through the year 2000.

In the plan's utilities section, it concluded that the extension of water and sewer service areas to "...presently developed areas to service existing uses and into undeveloped areas where future development can be encouraged..." was imperative for continued orderly development. Extensions of water and sewer utilities to serve existing developed areas, as well as extensions to serve approved, to-be-constructed development in areas locally planned and zoned for residential uses, were in fact constructed. Further extensions were not necessary due to the abundant supply of undeveloped lands zoned for residential uses and the modest development pressure of the early to mid 1990s.

2. 2005 Community Needs Assessment, A Community Impact Project of United Way of Lebanon County

The United Way of Lebanon County recognized that, despite an excellent quality of life for many, there are persistent social and health concerns for a significant portion of the population. It conducted *The Community Needs Assessment* in 2005 to begin a strategic process for addressing these concerns. The assessment identified affordable, quality housing as one of the ten areas of concern and focuses on the relationship between wages and housing costs and on the contributing economic factors of working individuals and families. These findings include:

- Minimum wage earners can afford a monthly rent of no more than \$268 per month. The fair market rent for a one-bedroom unit in Lebanon County is \$471, according to the Housing Assistance and Resources Program (HARP). The hourly wage in Lebanon that a full-time (40 hours a week) worker must earn to afford a two-bedroom unit at the area's fair market rent is \$11.62.¹ Social Security Income recipients receiving \$579 monthly can afford a monthly rent of no more than \$174. These statistics point to a growing number of people who are unable to find adequate affordable housing in Lebanon County.
- In the United Way Household Survey, 7% of respondents indicated that they have fallen behind or have not been able to pay their rent in the past two years, and 4% indicated the same for their mortgage payments.
- Maintaining employment, and therefore quality housing, depends on other factors. Higher paying jobs some distance from affordable housing, and the cost associated with a vehicle can be a barrier for many individuals. Reliable

¹ National Low Income Housing Coalition.

public transportation is a key factor in providing access to employment. Affordable childcare is also essential to maintaining employment. Many single parents miss significant periods of work, therefore losing wages or even their jobs, due to a lack of childcare or emergency childcare.

- Families without health insurance may be forced to choose between paying medical bills or their rent or mortgage. It is not uncommon for low-income families to receive no health insurance through their employer, yet be over income eligibility limits or on a waiting list for Medicaid or Adult Basic.
- Homelessness was another issue identified in the assessment. The study found that economic stressors, coupled with the lack of an emergency homeless shelter program and the limited availability of affordable housing, have compounded this problem. Lebanon County volunteers participated in the annual federal Housing and Urban Development Street Count in January of 2007 to estimate the number of homeless people and demonstrate the need for an emergency shelter and federal aid. The Patriot News reported that although no homeless persons were found, the bitter cold weather may have been the reason, and HUD may allow another count in warmer months. Though the data to characterize homelessness in Lebanon County is absent, the Lebanon County Community Action Partnership provided more than \$57,000 in rental assistance and more than \$17,000 in motel assistance—evidence that residents would have been homeless without these interventions. Other local organizations, such as the Community Homes at Willow Terrace, are beginning to consider emergency shelter options.

Based on these findings, the project reached the following conclusions.

- The availability of more affordable housing units for rental and purchase is a critical issue.
- There are no public emergency homeless shelter programs for families or individuals who have lost their housing and must have their most basic needs met.
- It is very important to encourage employers in Lebanon County to offer jobs with wages and benefits at a level that allow working people to pay fair market rental prices. In tandem with this, it is essential that the workforce is skilled and educated to meet the demands of these jobs.
- The economic stressors on working families, such as limited access to affordable transportation and the increasing cost of childcare and health insurance, are directly related to the percent of income a household can afford to spend on housing; these issues need to be addressed comprehensively.
- Help is needed for people with behavioral problems that block their access to affordable housing. Philhaven sponsors Partners for Progress, a residential program for homeless persons with mental health disabilities; referrals are only accepted through the county's Mental Health/Mental Retardation office. The

program includes 11 one-bedroom apartments within the City of Lebanon and is managed by a mobile counselor.

3. Comprehensive Market Analysis Reports, Analysis of the Harrisburg-Lebanon, Pennsylvania Housing Market

The U.S. Department of Housing and Urban Development published an Analysis of the Harrisburg-Lebanon, Pennsylvania Housing Market as of October 1, 2005. This report contains valuable data on housing trends that have occurred in Lebanon County and in the Harrisburg-Carlisle and Lebanon Metropolitan Statistical Areas since the U.S. Census of 2000. The following excerpts demonstrate the notable changes the county's housing market has experienced in recent years.

- The average annual number of new households in Lebanon County between 2000 and October 2005, namely 610 households, represents a 55% increase over the average annual number of new households in the county during the 1990s (390 households). The average annual number of single family dwelling permits has increased by 37%, from 490 to 675 permits.
- Construction of townhomes has included affordable new units priced below \$150,000, as well as luxury townhomes priced between \$200,000 and \$250,000. Although vacant rental units increased between 2000 and October 1, 2005, newly constructed apartments continue to be absorbed at a steady pace. Construction of new rental units is expected to continue between 2005 and 2008.
- From 2000 to September 2005, the median price of single-family homes in Lebanon County increased an average of 11.6% annually to \$144,900, according to the Lebanon County Association of Realtors®. During the same period, the number of homes sold in Lebanon County increased an average of 5.5% annually to 1,265 units.
- Lebanon County is becoming increasingly popular because land is available for new construction and existing home prices are relatively affordable compared to neighboring counties. During the early 2000s, average home prices in Lebanon County were significantly lower than in Cumberland and Dauphin Counties.



Analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis)

This section presents a strategic assessment of Lebanon County's housing conditions and trends, considering the current state of the county as well as regional influences. This assessment provides the foundation for housing policies and recommendations that build upon the strengths, improve weaknesses, recognize and seize opportunities, and increase awareness and defend against threats.

Strengths

- **Variety of Housing.** Although single family detached dwellings are prominent in the townships of the county, the boroughs, villages, and the City of Lebanon offer a variety of housing types.

Desirability of Housing.

Lebanon County homes are considered desirable for a variety of reasons. Homes are comparatively affordable to those that exist in neighboring



Dauphin County. Some communities, such as Mount Gretna, offer unique qualities and architectural and artistic attributes in their housing stock. The county is known for a high quality of life that includes a “small town” character, very good schools and community facilities, and recreation opportunities. Furthermore, initiatives such as streetscape improvements and revitalization efforts have increased the appeal of downtown living and entertainment portions in the county.

- **Progressive Approach.** The Lebanon County Planning Department and several municipalities are progressive in their approach to housing and community development issues. Interest in and knowledge of innovative and smart growth development techniques is on the rise.
- **Availability of Housing.** Overall, the county's vacancy rate is within a healthy range; however, this figure masks a few municipalities with abundant vacancies and numerous communities on the edge of a tight housing market.
- **Lebanon County Housing Programs.** There are several programs that are working in the county to provide housing assistance, transitional housing, and skills to encourage residents to become financially self-sufficient. Furthermore, volunteer and private housing assistance groups are present in the county including Habitat for Humanity of Lebanon County and Bridge of Hope of Lebanon County.

Weaknesses

- **Patterns of Development.** Low density residential development uses are dispersed in subdivisions and roadside strip patterns throughout the county. Development patterns of today are often characterized by separated uses, causing dependency on automobiles, and further separation or distance between homes on large lots, resulting in the rapid consumption of open space. Many practices supporting conventional development, such as zoning regulations, pose significant obstacles to proposing and developing alternative patterns of development that may help the county address demographic, public service and infrastructure concerns.
- **Out-migration from the City of Lebanon and Boroughs.** Although the largest movement to the suburbs occurred in the 1950s and 1960s, migration from the City of Lebanon to surrounding communities in the Cornwall-Lebanon School District continues. This small-scale trend of urban flight is apparent throughout the Route 422 corridor, evidenced by increases in the vacancy rates in the urban areas and new construction in the surrounding townships.
- **Affordability of Housing.** Although the price of housing in the county is affordable for workers of Harrisburg and Hershey employment centers, it is not necessarily affordable to residents working in Lebanon County. Local wages have not kept pace with the increases in the price of housing, making it harder for local workers to find a home that they can afford. As a result, some workers seek residence in less expensive communities outside the county, while established residents travel further to places of employment that offer a higher wage and enable them to afford housing in the county. Regardless, commuting consumes income that would otherwise be available for household, cost of living expenses or leisure expenses.
- **Homelessness.** Homelessness has been identified as a major issue by several studies and stakeholders. Statistics on the severity of homelessness are incomplete at this point; however, community leaders acknowledge that homeless persons are living in the county and recommend that more assistance be directed to them. A homeless shelter is one option proposed by the United Way's Community Needs Assessment.



Opportunities

- **Local Revitalization Efforts Underway.** The northwest section of the City of Lebanon is one of 22 Pennsylvania communities participating in the Blueprint

Communities program, an economic development program that emphasizes a holistic approach to community revitalization and economic development. Local citizens, business owners, public officials, and community service representatives are actively contributing to a concerted and cooperative revitalization effort to improve housing and neighborhoods and pursue opportunities for business growth. They aim to improve conditions for current residents and attract others to available properties. One success story is the revitalization work in Annville Township which has focused on improving the downtown business district with streetscape improvements to increase appeal.

- **Successful Development of Workforce Housing.** Deer Lake Apartments is an example of an affordable housing development that has been well received by the community. The rental apartment community is situated among mostly single family homes and overlooking Lion's Lake in North Lebanon Township. Deer Lake is managed by the Housing Development Corporation, based in Lancaster. Diverse housing types such as Deer Lake help to offer housing that is affordable for the resident workforce in the county.
- 
- **Regional Institutions of Higher Education.** The Lebanon Campus of HACC, Lebanon Valley College and the Lebanon County Career & Technology Center are resources for encouraging innovation and new business activity. Providing attractive and affordable housing opportunities for this demographic will invite educated individuals to stay in the county, and in turn boost the economy.
 - **Next Generation Renovations.** Housing in the county has the potential to serve multiple generations. As resident families grow and mature, their housing needs change. In some instances, residents adapt their homes to meet their needs. In other cases, residents relocate to find housing that better meets their needs. When they relocate, they make their former homes available to new or other relocating residents. As this turnover occurs, new owners frequently make significant maintenance investments and upgrades, which help to sustain or increase the value of the home .
 - **Existing Necessary Infrastructure.** Several locations in the county already have the necessary infrastructure in place to accommodate future growth. Encouraging infrastructure improvements in strategically planned locations can assist in directing new housing growth to the most suitable areas of the county.

Threats

- **External Development Pressures.** Many municipalities in the county are identified as being in the path of growth – from the west, from the east along the I-81/I-78 corridor as well as from the urban core. The housing market will undoubtedly expand. Where this growth will occur and how it will impact housing choices must be managed to protect the quality of life residents know today.

- **Jobs/Housing Balance.** Maintaining quality employment opportunities depends in part on the location of housing. Housing for technical and professional employees is a must for expanding and relocating companies.

- **Perceptions of Affordable Housing.** Affordable housing is not well understood. Citizens often associate affordable housing with crime, drugs, and social instability rather than with housing for the everyday workforce of teachers, police officers, health care workers, and civil servants



These workers are finding themselves “priced out” of the local housing market by the demand created by people who have more disposable income and are relocating from Dauphin, Berks and Lancaster Counties. In addition, negative attitudes toward affordable housing opportunities hinder efforts to provide housing for young professionals, young families, and older families interested in down-sizing their homes.

- **Perceptions of Higher Densities.** Ongoing public opposition to rezoning requests and zoning ordinance amendments to increase densities in existing residential districts supports the continuation of sprawling patterns of development and



discourages more compact and cost-effective residential neighborhoods.

Projected Housing Needs

As stated by the Pennsylvania Municipalities Planning Code, municipalities are charged with planning for and accommodating and/or providing housing in a variety of forms, styles, densities, price ranges and locations to house the projected resident population. This responsibility spans the construction of new housing units, as well as the conservation, rehabilitation and reconstruction of the existing housing stock. This section presents the number of housing units needed to house the total populations projected for 2010 and 2020.

Total Housing Needs for 2010 and 2020

Table 12-2 presents the projected number of total housing units needed by 2010 and 2020. Population projections, trends in the average household size, and a vacancy rate were used to project future housing needs at the municipal level and aggregated at the school district and county levels. The total additional housing units needed reflects the need for additional construction, redevelopment or conversion to create additional units.

Table 12-2 Projected Total Housing Units Needed, 2010 and 2020

	Total Housing Units, 2000	Projected Total Housing Units Needed, 2010	Projected Total Housing Units Needed, 2020	Total Additional Housing Units Needed, 2000-2020
Lebanon County	49,320	57,317	63,830	14,510
Lebanon County* (municipal aggregate)	49,320	57,607	64,886	15,566
Annville-Cleona SD	4,459	5,400	6,123	1,664
Annville	1,556	2,199	2,379	823
Cleona	913	966	1,042	129
N. Annville	861	904	933	72
S. Annville	1,129	1,331	1,769	640
Cornwall-Lebanon SD	12,278	14,787	16,475	4,197
Cornwall	1,261	1,675	1,870	609
Mount Gretna	205	147	191	-14
N. Cornwall	2,604	3,073	3,338	734
N. Lebanon	4,234	4,877	5,373	1,139
S. Lebanon	3,030	4,019	4,563	1,533
W. Cornwall	944	996	1,140	196
ELCO SD	6,898	8,680	10,385	3,487
Heidelberg	1,389	1,548	1,733	344
Jackson	2,478	3,626	4,771	2,293
Millcreek	1,090	1,370	1,606	516
Myerstown	1,339	1,498	1,602	263
Richland	602	638	673	71
Lebanon SD	11,566	11,519	11,663	97
Lebanon City	11,220	11,136	11,223	3
W. Lebanon	346	383	440	94
Northern Lebanon SD	5,836	6,882	7,868	2,032
Bethel	1,710	1,917	2,145	435
Cold Spring	25	23	30	5
E. Hanover	1,091	1,303	1,511	420
Jonestown	418	574	599	181
Swatara	1,487	1,817	2,118	631
Union	1,105	1,248	1,465	360
Palmyra Area SD	8,283	10,339	12,372	4,089
N. Londonderry	2,782	3,840	5,046	2,264
Palmyra	3,363	3,529	3,672	309
S. Londonderry	2,138	2,970	3,654	1,516

Source: U.S. Census Bureau, RETTEW Associates, Inc.

The county and municipal projections were based upon their respective data inputs. Municipal projections were then aggregated to determine school district projections and a county level aggregate.

The projections suggest that the county will need between 14,510 and 15,566 new housing units by 2020 to accommodate projected residential growth. The largest number of these homes will be needed in the Cornwall-Lebanon School District, 4,197 units, followed closely by the Palmyra Area School District, 4,089 units. Approximately 3,500 units will be needed in the ELCO School District.

Need for Affordable Housing

Affordable housing must also be considered as a part of future housing needs. Housing is considered to be affordable if a household can afford to rent or buy a habitable dwelling without spending more than 30% of its income on housing and associated costs. Therefore, household income is a primary factor in determining affordable housing values. Some housing specialists characterize affordable housing for moderate-income families as America's workforce housing to distinguish it from housing intended to serve low income populations.²

It is important that an adequate supply of affordable housing units exists in the county to meet the needs of this population. Unfortunately, it is difficult to quantify or even estimate the number of affordable units that exist in the county today, since unit costs for affordable housing units are market-based. Housing unit values as reported by the U.S. Census Bureau may give some indication of the range of costs; however, these values alone are not sufficient since they reflect the respondent's estimate of how much the property (house and lot, mobile home and lot, or condominium unit) would sell for if it were for sale. Property values determined by assessment can give more current, objective and accurate values; however, Lebanon County's assessment values are extremely out-dated and likely do not reflect current market values. A detailed housing inventory could capture this information, though it would be a time-intensive task.

In lieu of market-value data, the percentage of owner and renter occupied households considered to be in the Extremely Low Income category has been used to project the required amount of affordable housing units, as these households represent the most serious cases in the county, face the greatest risk of becoming homeless, and are the most likely to qualify for HUD sponsored programs.

Table 12-3 projects the number of affordable housing units needed by 2010 and 2020. Like the total housing unit projection, the number of affordable housing units needed was projected for each municipality and for the county as a whole. Municipal projections were then aggregated by school district. The county's municipal aggregate projections differ from the county projection due to the averaging of municipal values at the county level.

Countywide more than 5,000 affordable housing units will be needed by 2020. The largest portion of these units will be needed in the Lebanon School District followed by the Cornwall-Lebanon School District. Affordable housing needs for 2,887 units are concentrated in the City of Lebanon, Annville Township, and Myerstown, Jonestown, and Palmyra Boroughs.

² U.S. Department of Housing and Urban Development

Table 12-3 Projected Total Housing Units and Affordable Housing Units, 2010 and 2020

	2000 Total Housing Units	% of Total Households Classified as Extremely Low Income	Projected Total Housing Units 2010	Total Affordable Housing Units Needed 2010	Projected Total Housing Units 2020	Total Affordable Housing Units Needed 2020
Lebanon County	49,320	9.19	57,317	5,267	63,830	5,866
Lebanon County (municipal aggregate)	49,320	n/a	57,605	5,106	64,886	5,594
Annville-Cleona SD	4,459	n/a	5,400	363	6,123	402
Annville	1,556	9.30	2,199	205	2,379	221
Cleona	913	4.20	966	41	1,042	44
N. Annville	861	6.59	904	60	933	61
S. Annville	1,129	4.28	1,331	57	1,769	76
Cornwall- Lebanon SD	12,278	n/a	14,787	925	16,475	1,028
Cornwall	1,261	3.48	1,675	58	1,870	65
Mount Gretna	205	6.15	147	9	191	12
N. Cornwall	2,604	8.86	3,073	272	3,338	296
N. Lebanon	4,234	6.38	4,877	311	5,373	343
S. Lebanon	3,030	5.20	4,019	209	4,563	237
W. Cornwall	944	6.60	996	66	1,140	75
ELCO SD	6,898	n/a	8,680	565	10,385	668
Heidelberg	1,389	4.99	1,548	77	1,733	86
Jackson	2,478	6.25	3,626	227	4,771	298
Millcreek	1,090	4.71	1,370	65	1,606	76
Myerstown	1,339	10.45	1,498	157	1,602	167
Richland	602	6.06	638	39	673	41
Lebanon SD	11,566	n/a	11,519	2,098	11,663	2,119
Lebanon City	11,220	18.53	11,136	2,064	11,223	2,080
W. Lebanon	346	8.88	383	34	440	39
Northern Lebanon SD	5,836	n/a	6,882	532	7,868	606
Bethel	1,710	7.04	1,917	135	2,145	151
Cold Spring	25	25.00	23	6	30	7
E. Hanover	1,091	6.70	1,303	87	1,511	101
Jonestown	418	11.48	574	66	599	69
Swatara	1,487	7.30	1,817	133	2,118	155
Union	1,105	8.42	1,248	105	1,465	123
Palmyra Area SD	8,283	n/a	10,339	539	12,373	679
N. Londonderry	2,782	4.40	3,840	169	5,046	222
Palmyra	3,363	9.54	3,529	337	3,672	350
S. Londonderry	2,138	2.93	2,970	87	3,654	107

Source: U.S. Census Bureau, HUD, RETTEW Associates, Inc.

These figures reflect a total need for affordable units, including existing and to-be-built homes. Fortunately, many of the smaller, older homes in the county are in sound condition and represent an affordable housing option; other older homes may need renovations. The challenge for existing homes lies in their limited availability. Residents tend to hold on to these affordable homes for long periods of time, making the affordable housing market particularly tight.

New construction may supplement this existing housing stock with units that are smaller, more densely clustered and more modest in design than conventional units in order to provide safe, habitable dwellings at a lower cost; however new units still may not offer an affordable option for extremely low income and other at-risk households in Lebanon County. Efforts to broaden the range of values should examine opportunities to increase the number of affordable housing units for owners and renters, improve their distribution throughout the municipalities and school district regions, and improve market access to those households that need them most.

Fair Share Housing

The PA MPC requires all municipalities or multi-municipal planning regions to provide for all types of housing, including a variety of forms and affordability levels for current residents and expected future residents. To ensure that each municipality is providing for its “fair share” of the various types, styles, and ranges of affordability of housing units, the courts have determined that the percentage of land available for multi-family dwellings is relevant. This percentage must be considered in light of population growth pressures within the community and the county, and in light of the total amount of undeveloped land in the community. Where the amount of land for multi-family dwellings is disproportionately small in relation to the above factors, the municipality will be held to be exclusionary.

In evaluating and ruling on fair share cases, Pennsylvania courts have established a distinction between zoning ordinances which fail to provide for a use (“de facto” exclusion), and those which provide for a use but allocate insufficient area for it, creating a “token” provision which results in “de facto” exclusion . The leading cases on fair share, such as Surrick v. ZHB of Upper Providence Township, have tended to deal with “de facto” exclusion and the court rulings on these cases have established the basic criteria, which now serve as the framework for a fair share analysis. Thus, these criteria can be used as a guide for evaluating a municipality’s or region’s fair share standing. The legal cases cited below explain these criteria.

Surrick v. ZHB of Upper Providence Township, 476 Pa. 182, 382 A.2d 105 (1977)

The Pennsylvania Supreme Court used this case to outline a number of factors it considered basic to the evaluation of a community’s ability to provide for its fair share of growth and development. In this case, the question was whether the community was providing its fair share of land zoned for multifamily dwellings or if it was providing only a “token” or disproportionately small amount for this use. The court’s decision stated that, at a minimum, the following factors should be considered:

- **Path of Growth**, i.e. whether or not the community is located in a logical area for population growth and development based on its proximity to large developed areas and projected population growth figures.
- **Present Level of Development**, i.e. current population density, amount of undeveloped land, and the proportion of undeveloped land available for development of multifamily dwellings (or some other housing type).
- **Present Development vs. Path of Growth**, i.e. comparison of anticipated future growth and the amount of undeveloped land allocated for multifamily development (or some other housing type).

Appeal of Silver, 387 A.2d 169 (Pa. Commonwealth. 1978)

In this case, the Commonwealth Court expanded upon the “Surrick Analysis” to include two other factors:

- **Potential Development and Density**, i.e. the number of multifamily dwellings that could be accommodated on the allocated land.
- **Existing and Potential Dwelling Unit Ratio**, i.e. the ratio between multifamily units (MFU) and single-family detached units (SFD). If the ratio increases at a buildout under existing zoning, for example from 1 MFU per 10 SFD to 1 MFU to 6 SFD, then the community’s fair share is improved.

Determination of “Fair Share”

The courts apply two methodologies in determining whether a municipality or region satisfies its fair share needs. For the purposes of this analysis fair share uses include: single-family attached units, also known as duplexes or twins, and townhouses, multifamily units (apartments), and mobile home parks.

- **Test #1** examines the amount of land zoned for fair-share uses and compares it to the total land area of the region (gross acres).
- **Test #2** examines the ratio of fair share units to single-family detached units to determine if they are substantially unequal. If so, the courts will examine whether or not current zoning will permit the ratio to improve at buildout.

Examples of cases in which these two methodologies have been applied include:

- *Warwick Land Development Corp. v. Board of Supervisors of Warwick Township, 376 A.2d 679 (Pa. Commonwealth. 1977).*
- *Williston Township v. Chesterdale Farms, Inc., 341 A.2d 466 (1975).*
- *Cambridge Land Company v. Marshall Township, 560 A.2d 253 (Pa. Commonwealth. 1989).*
- *Appeal of M.A. Kravitz Co., Inc., 460 A.2d 1075 (Pa. 1983).*
- *Hostetter v. N. Londonderry Township, 437 A.2d 806 (Pa. Commonwealth. 1981).*

- Caste v. Whitehall Borough AZB, 453 A.2d 69 (Pa. Commonwealth. 1982).

Alternatives for Meeting Housing Needs

Conservation, Rehabilitation, and Redevelopment of Existing Housing Stock

Quality housing, of sound construction and maintenance, contributes to a healthy, vibrant community. Quality housing attracts residents to available homes, protects citizens from unsafe living conditions, sustains property values and helps to attract and retain employers. A lack of quality housing can depress the local housing values and sales, increase illness and injury rates, and deter economic and other private sector investment.

Quality is an essential component to any structure or new construction project, whether it is part of an addition or renovation project or new home. New construction looks new but may lack sound construction under a new, untarnished exterior. Without adequate maintenance, existing structures deteriorate over time. Ongoing efforts are needed to keep the exterior weather-resistant and to protect the structural integrity of the building itself.

Established communities – particularly those in the path of growth – can sustain and enhance their housing and neighborhoods through a housing revitalization approach, which typically comprises three types of techniques: conservation, rehabilitation, and redevelopment. These measures enable communities to maintain established neighborhoods with lower priced housing for first-time homes buyers, young singles and families, and older families down-sizing their housing needs among others looking for affordable housing options.

Conservation of Existing Housing

This technique is directed toward the prevention of blighted conditions and should be applied to those areas of the county with little or no existing blight. Conservation involves continued maintenance of structures and properties, such as updating plumbing and electrical facilities to address other health and safety issues, as well as the installation of weather proofing improvements to reduce energy dependency, and enforcement of housing and/or building code standards to both owner and renter occupied units.

Rehabilitation

This technique is directed toward the revitalization of deteriorated areas into sound, healthy neighborhoods. Repair and renovation of deteriorating structures can be targeted to a small area, such as a street or block, or to an entire neighborhood.

An area wide renovation and rehabilitation plan can determine which course of action is appropriate. Community Development Block Grant money can be used for housing rehabilitation.

Blueprint Communities

Blueprint Communities is an economic development program sponsored by the Federal Home Loan Bank of Pittsburgh with the University of Pittsburg and several nonprofit, state, and federal agencies. Blueprint Communities is designed to catalyze revitalization in older communities and neighborhoods. It emphasizes a comprehensive approach to community development and encourages communities to approach revitalization holistically, taking into account physical, economic, and social needs. Communities that are accepted into the Blueprint Communities program provide volunteers who receive extensive training on revitalization techniques, housing capacity, civic engagement, planning, and communication, among other assets. Community representatives work on teams to develop a vision, draft community plan, clear action strategy (including a funding strategy) a process to measure outcomes, and a list of next steps to move the process forward. The northwest section of the City of Lebanon is one of 22 Pennsylvania communities in the program.

Redevelopment

This technique replaces severely blighted properties with new housing units. Redevelopment can be led by public authorities or by the private development sector. In either leadership scenario, the developer acquires a property or properties, removes unsafe structures and conditions, rehabilitates remaining structures and develops new buildings that blend into the character of the existing neighborhood. In some cases, a redevelopment project may begin as a public project to assemble the properties into a marketable cluster that is then sold to a private developer. The sale may be contingent upon the developer's agreement to improve the property in accordance with an approved plan. This method, though costly and time consuming, is the most comprehensive method of renewing blighted neighborhoods.

Zoning and Subdivision and Land Development Policy

Growth Management Policies

Many growth management policies can improve the supply and location of affordable housing and accommodate other development needs, thereby increasing the desirability of the community and thus the price of housing. When crafted properly, growth management programs break the chain of exclusion by incorporating policies that increase housing densities, stimulate a mix of housing types and promote regional fair share housing or other inclusionary elements.

Capacity for Future Housing

The *Land Use Profile* presents a detailed inventory of developed and undeveloped lands. The profile analyzes the development potential of undeveloped lands based on the individual municipal zoning provisions and existing and planned utility services. Details of this analysis related to the potential for future housing, or residential units, are shown in Table 12-4.

Current zoning and utility extensions planned through the year 2020 would allow for the development of 11,058 high density units, 6,976 medium density units and 8,736 low density units, a total of 26,770 units in residential zoning districts. Of the potential high

density units, 95% have public water and/or public sewer or will have such utilities by 2020. Of the potential medium density units, 75% have public water and/or public sewer or will have such utilities by 2020.

There is additional potential for 71,552 units outside utility service areas, bringing the total capacity for residential units to 98,322. This condition of extensive development potential outside residentially zoned lands is true of all school district regions; the Palmyra region is the only region with greater capacity within its residential districts (57% of total capacity) than outside of them (43% of total capacity).

Countywide, the capacity provided by zoning and utility planning far exceeds the projected housing need of approximately 15,500 units through the year 2020. Specifically, there is capacity for nearly twice as many housing units in a range of high, medium, and low density types within the existing and planned utility service area. There is clearly no need to increase the quantity of residentially zoned land. In fact, such wide ranging opportunities for residential development outside of residential districts may result in unnecessary development pressure on valuable farmlands, woodlands and other open spaces. Such pressure can be managed by redirecting growth toward existing communities and community service areas, as well as through alternatives to conventional 1-acre lot residential subdivisions.

Table 12-4 Capacity for Future Residential Units on Undeveloped Lands

	<i>Utilities</i>			<i>Total</i>	<i>Percent of total residential unit capacity</i>
	<i>Water and Sewer (existing)</i>	<i>Water or Sewer (existing or planned)</i>	<i>On-lot well / On-lot septic system</i>		
High Density Units	4,754	162	82	4,998	5.1%
	95.1%	3.2%	1.6%		
Medium Density Units	1,505	365	129	1,999	2.0%
	75.3%	18.3%	6.5%		
Low Density Units	4,799	6,449	8,525	19,773	20.1%
	24.3%	32.6%	43.1%		
Subtotal capacity for residential units in residential zoning districts	11,058	6,976	8,736	26,770	
Percent of subtotal	41.3%	26.1%	32.6%	100.0%	27.2%
Non-residential zoning that allows residential uses (agriculture, conservation, commercial)				71,552	72.8%
Total capacity for residential units				98,322	100.0%

Alternatives to Conventional Residential Development

Based upon discussions with municipalities and the Lebanon County Planning Department, alternatives to conventional 1-acre subdivision and residential development are permitted in the county. Many of the municipal zoning ordinances in the county

permit planned residential developments or PRDs. PRD provisions allow variation in dimensional and use requirements to achieve the preservation of sensitive natural areas or historic sites. This is typically accomplished by permitting development to be shifted to more appropriate portions of the site. Within the zoning ordinance, the municipality must specify where PRDs are permitted, the uses to be allowed and standards for density of development. The submission and review procedures and design standards, e.g. for roads, are typically regulated by the subdivision and land development ordinance.

South Annville Township has developed guidelines to encourage open space and greenways in developments near the Annville-Cleona High School complex. The guidelines are similar, but less stringent, to those set forth in the Conservation by Design technique. As applied, a base density of 3 units per acre is permitted, with 3.5 units per acre permitted with design incentives. The amount of open space required is 35%; only 30% is required with design incentives. South Annville's guidelines designate flood plains and drainage courses as mandatory greenways connecting to the school property, and allow flexibility in the placement of additional greenways. All of the greenway trails are to be improved to encourage use.

Jonestown Borough has worked with the Lebanon County Planning Department to allow for a mix of residential uses including some smaller, starter home designs, within the Twin Creeks development. This development is also preserving flood prone areas for recreational use and installing a trail system to connect the development to recreational facilities elsewhere in the borough, as well as the nearby elementary school.

Removing Barriers to Affordable Housing

Housing prices are determined by a series of interacting factors including the price of land, the supply and types of housing, the demand for housing, and mobility in the area. Therefore, the assumption that growth management policies drive up the cost of housing is too simplistic and not always accurate. Selected regulatory barriers to affordable housing and potential solutions are listed in Table 12-5.

Market Demand

Market demand, not land availability, is the primary determinant of housing prices. The strength of the housing market is the most important influence on housing prices, regardless of whether growth management programs are present or not. The effects of growth management policies on housing prices are difficult to itemize because of the variations in policy and implementation, the structure of local housing markets, the patterns of land ownership, and the stringency of other local regulations. Research on the effects of urban growth boundaries suggests that while growth boundaries can affect land values, their effect on housing affordability is unclear.

Conventional versus Contemporary Land Use Regulations

Conventional zoning and other land use controls can limit the supply and accessibility of housing, thereby raising home prices and excluding lower income households. These policies include low density requirements, minimum housing size, and limiting of attached homes. Contemporary regulations can facilitate the construction of affordable housing. Examples of such regulations include the following:

- **Planned Residential Development (PRD)** – An area of land, controlled by a landowner, to be developed as a single entity for a number of dwelling units, or combination of residential and nonresidential uses.
- **Conservation by Design** – Allows for a mix of housing types with the same net density as traditional subdivisions with 50% or more of the land set aside for open space.
- **Traditional Neighborhood Development (TND)** – An area of land for a compatible mixture of residential units for various income levels and nonresidential commercial and workplace uses, including some structures that provide for a mix of uses within the same building
- **Inclusionary Zoning** – Requires developers to make a percentage of housing units in new residential developments available to low and moderate income households. In return, developers receive non-monetary compensation in the form of density bonuses, zoning variances, or expedited permits that reduce construction costs.

Model ordinances can be found in *Appendix III*.

Table 12-5 Regulatory Barriers and Solutions to Affordable Housing

<i>Barriers</i>	<i>Solutions</i>
<i>Supply of Land, Affordable Housing Types, and Design Standards</i>	
<p>1 An insufficient amount of land in the Commonwealth is zoned for medium density (4-8 units/acre) and high density (9 or more units/acre) residential development to meet housing needs</p>	<ul style="list-style-type: none"> • Zone a greater amount of land for medium and high density residential development. • Rezone land to allow differing types of residential structures and to allow mixed use districts. • Reduce or eliminate the minimum site size for PRDs and conservation subdivision designs. • Reduce or eliminate minimum floor area requirements and promote flexibility in establishing criteria for minimum floor area requirements.
<p>2 Zoning favors conventional site design rather than cluster design techniques which can be more cost effective by reducing the amount of infrastructure needed.</p>	<ul style="list-style-type: none"> • Allow PRDs and conservation subdivision designs at higher densities and without special exception or conditional use requirements. • Reduce or eliminate large minimum lot sizes for PRDs and conservation subdivision designs.
<p>3 Lot dimensions such as frontage, front setbacks, and side yard requirements can be excessive and add unnecessary cost while operating as a redundant density control.</p>	<ul style="list-style-type: none"> • Reduce lot frontage and effectually reduce costs for paving, storm water control, and utility installations • Reduce excessive front setbacks and thereby reduce costs for paving, service lines, site clearance, and landscaping • Allow zero lot line and patio and atrium houses on smaller lots which can reduce costs and still provide amenity.

Table 12-5 Regulatory Barriers and Solutions to Affordable Housing
(continued)

Barriers	Solutions
Supply of Land, Affordable Housing Types, and Design Standards	
<p>4 Excessive street widths and construction standards, which are often unrelated to expected uses, can be required in subdivision ordinances</p>	<ul style="list-style-type: none"> • Tailor development standards for streets to expected use or size of development, thereby reducing the cost of other improvements
<p>5 Developers may need incentives to produce affordable units and to encourage infill development on vacant tracts.</p>	<ul style="list-style-type: none"> • Award density bonuses for construction of affordable housing units at controlled, below market rate prices, and for infill development of vacant tracts. • Award density bonuses for rehabilitation of existing substandard housing provided the bonus units are available for low and moderate-income persons.
<p>6 Parking standards can consume more land than necessary, especially in multifamily developments</p>	<ul style="list-style-type: none"> • Reduce the size of a percentage of the stalls to accommodate smaller compact cars. • Different parking standards apply depending on the type and location of development. The following is a list of resources that the County can rely upon to address parking concerns. <i>Parking Standards</i> is a commonly used publication which lists acceptable standards for a large variety of uses. • <i>Dimensions of Parking, 4th ed.</i> ISBN 978-0-87420-827-6 • <i>Parking Management Best Practices</i>, Todd Littman. Published by APA Planners Press, 2006 • <i>High Cost of Free Parking</i>, Donald Shoup. Published by APA Planners Press, 2005 • <i>Effective Community Parking Standards</i>, APA Education, Lincoln Institute of Land Policy. Published by APA Education, 2001 (Audio) • <i>Parking Standards (PAS 510/511)</i>, Michael Davidson, Fay Dolnick. Published by APA Planning Advisory Service, 2002 • <i>Aesthetics of Parking (PAS 411) An Illustrated Guide</i>, Thomas Smith. Published by APA Planning Advisory Service, 1988

Table 12-5 Regulatory Barriers and Solutions to Affordable Housing
(continued)

Barriers	Solution
<i>Supply of Land, Affordable Housing Types, and Design Standards</i>	
<p>Many zoning ordinances limit affordable housing</p> <p>7 opportunities for one and two person households and elderly households</p>	<ul style="list-style-type: none"> • Revise zoning provisions in select areas to facilitate conversion or alteration of an existing single family dwelling into two residential units (an accessory apartment) subordinate to the primary dwelling, or into two or more residential units (residential conversions) • Allow the addition of a single, small elder cottage to a single family lot to be used by either elderly or disabled family members related to the occupant of the principal dwelling and to be removed from the property when no longer occupied. • Adjust zoning ordinances to allow establishment of in-law quarters within existing single family dwellings. • Allow shared housing group homes for foster children, the developmentally and mentally disabled, and the elderly by right in all districts where single family dwellings are permitted.
<i>Application Processing</i>	
<p>1 Lack of uniformity among land use ordinances adds time and increases costs to developers.</p>	<ul style="list-style-type: none"> • Publish advisory guidelines to promote general consistency with the adopted county comprehensive plan and promote uniformity with respect to municipal planning and zoning terminology. • Countywide zoning and subdivision ordinances help to promote uniformity of standards and create cost effective, professional administration of the ordinances. • Encourage joint municipal planning and zoning.
<p>2 Medium and higher density housing developments usually encounter more red tape in the application process.</p>	<ul style="list-style-type: none"> • Allow more land for higher density uses by right. • Allow various types of multifamily structures by right
<p>3 Good community design needs to be actively promoted.</p>	<ul style="list-style-type: none"> • Sponsor educational seminars on good design techniques • Offer assistance in the design process

Source: Pennsylvania Department of Community and Economic Development, Lebanon County Planning Department

Interrelationships of Housing to other Elements of the Comprehensive Plan

Growth, Land Use and Housing: The Path of Development

Lebanon County is experiencing strong development pressure from eastern and western fronts, the I-81/I-78 corridor, and its urban core, as described below.

The Harrisburg-Hershey Influence on the Palmyra Area School District Region

Municipalities in the Palmyra Area School District are experiencing development pressures from the west. Since 1990, the Palmyra Area School District has experienced the largest increase in population. This growth has occurred, in part, as a result of service and employment expansions at the Penn State Hershey Medical Center (HMC) and throughout the Harrisburg-Hershey area. As employers such as HMC continue to expand, more jobs are created and more residents are drawn to the region.

When cost-conscious prospective residents consider housing options, they find that the cost of homes and property taxes are both substantially higher in Derry Township than in western Lebanon County. Until recently, houses in western Lebanon County were more modest in size than those in Derry Township. However, recently constructed homes in North and South Londonderry Townships are beginning to resemble those typical of Derry Township, with similar asking prices.

Commercial and residential development has occurred along PA 39 and US 22 in West Hanover and East Hanover Townships, Dauphin County in recent years. As regional growth continues and new gaming services are introduced at the Penn National Racetrack, East Hanover Township, Lebanon County can expect additional development pressures in the future. Since infrastructure is not widely available in East Hanover Township, such pressure will likely be less intensive than that in North and South Londonderry Townships.

Pressure from Reading/Berks and Philadelphia on the ELCO School District Region

The eastern portion of the county, predominantly Jackson and Millcreek Townships, is facing development pressure as rural-minded residents from suburban Reading and suburban Philadelphia relocate to the quiet countryside of Lebanon County. Much of this immigration has included retired and senior adults. Eastern Lebanon County provides a lower cost of living and a slower, less congested way of life than many locations in southeastern Pennsylvania.

Strong Out-Migration from the City of Lebanon to the Cornwall-Lebanon School District Region

Although the largest movements to the suburbs occurred in the 1950s and 1960s, many residents continue to relocate from Lebanon City to the Cornwall-Lebanon School District. Population projections indicate that South Lebanon Township, North Cornwall Township and Cornwall Borough are expected to grow their population through 2020.

This predicted influx of residents will necessitate an increase in housing units in the Cornwall-Lebanon School District.

Interstate Access in the Northern Lebanon School District Region

The Northern Lebanon School District is projected to grow by more than 2,600 residents by 2020. Nearly half of this population growth is projected to occur in Swatara Township – an increase of more than 1,200 residents from 2000 to 2020. The region’s anticipated growth is a direct result of its location along Interstates 78 and 81, as well as Routes 22 and 72, enabling residents to travel in any direction via a major highway in minimal time.

Housing and the Economy

The housing market and development choices have a direct effect on Lebanon County’s economic situation. Consumer preference and public policy at various levels of government have played a significant role in the changing development patterns that have occurred over the past century. Development patterns of today are often characterized by a separation of uses, auto dependency, and the rapid consumption of open space in suburban and ex-urban areas. In rural areas, formerly robust agricultural economies have been threatened by the encroachment of subdivisions. Many of the practices supporting this type of development pattern such as zoning regulations, subsidized infrastructure and transportation networks, and a lack of regional planning, pose significant obstacles to devising alternatives.

In addition to the barriers to affordable housing that were described previously, there are indirect impacts on the county’s economy as well. The price tag for building the infrastructure necessary to accommodate new developments in low density areas places a higher burden on the taxpayers and local governments than it would in higher-density areas. To the extent that new job growth takes place primarily on the suburban fringe rather than in the central business districts, a regional mismatch emerges that distances many workers from jobs, thereby increasing commuting costs and creating an added challenge for businesses. The costs associated with longer commutes and the growing reliance on private transportation also create additional household expenses.³

Just as the housing market and housing affordability and availability have direct effects on the economy of Lebanon County, the economic stability of the county has a direct influence on the housing market. Lebanon County’s economy has evolved from what was once an economy primarily based on agriculture, to one that was based on mining and steel production between 1840 and the 1970s. Over the past 30 years, Lebanon County’s economy has been in a state of transition and diversification. Today, manufacturing, retail trade, and a variety of service industries are leading employers in the county; utilities services, health care, and social assistance also account for a significant portion of total employment. The percentage of Lebanon County residents traveling outside the county for employment increased between 1990 and 2000 by 24.2%. The total travel time to employment also increased in Lebanon County, as it did in surrounding counties. Attracting and maintaining diverse employment opportunities within Lebanon County, and matching these opportunities with an appropriately skilled workforce are crucial to

³ Affordable Housing and Smart Growth, Making the Connection, Smart Growth Subgroup on Affordable Housing, 2001; available at www.neighborhoodcoalition.org.

maintaining and advancing the local economy. In order to sustain a skilled workforce, it is necessary that housing opportunities exist that correlate with their income level in terms of price, size, and location, and that the employment opportunities provided within the county are those which grant a salary that can bear the costs of housing in the area.

Workforce Housing In Lebanon County

Deer Lake is an affordable rental apartment community situated among mostly single family homes and overlooking Lion's Lake in North Lebanon Township. Income limits apply to all applicants and the community maintains an active waiting list. The apartments feature appliances, private entrances, patios or balconies and other amenities. The community has a community center with kitchenette and play lot for residents' use and on-site management and maintenance. Deer Lake is managed by the Housing Development Corporation, whose headquarters are in Lancaster.

Deer Lake Apartments was one of four affordable workforce housing developments included in a nationwide study by the Fannie Mae Foundation and Peter D. Hart Associates. The study sought to understand more about how America's public perceives workforce housing developments, and whether those perceptions change after a development has been established near their home. A survey polled 310 people in North Lebanon Township and results showed that despite facing intense adversity during the development stages, Deer Lake Apartments has become generally well received by its neighbors.

Considering the balance between the number and types of jobs and the number and types of housing opportunities in conjunction with the population projections for the county will provide a key determinant of the future residential housing needs in Lebanon County. Having too few of either jobs or homes can increase infrastructure and cost burdens on transportation, employment, and tax revenue problems.

The benefits associated with a healthy balance between the number of jobs and the number of households within the community include:

- Reduced commuting times and travel costs for workers
- Increased municipal property, income and business tax revenue from business properties
- Increased support for local employers seeking local workers

The Changing Demographics of Housing Needs

The Growing Senior Population

Pennsylvania's population is aging statewide and Lebanon County is no exception. People are living longer, healthier lives. Over the next 15 to 20 years, many baby-boomers will be reaching ages that designate them as "senior" citizens. As seniors retire from their working lives, they often transition to a lifestyle characterized by more leisure time and potentially capped income. Some may continue living in their homes, but others will seek housing that better suits their lifestyle and/or health care needs.

Senior housing choices, including private housing units (owner occupied or subsidized), elder cottages, independent living, assisted living (personal care home), long-term care nursing facilities and life care communities, are important now and will continue to be important in the future as the number of people in the senior age group increases. The services seniors rely on, such as the VA Hospital, Good Samaritan Hospital, and various medical offices, are generally concentrated in the Cornwall-Lebanon School District, which explains why the district has a relatively large number of senior residents. The Lebanon Valley Brethren Home in North Londonderry and the Evangelical Congregational Church Retirement Village in Myerstown explain higher numbers of seniors in these communities. As the senior population increases in these communities and across the county, the need for senior housing choices as well as for additional services including transportation and health care services will grow, and participation in programs such as Meals on Wheels that directly serve senior citizens may rise.

Retaining Youth and Young People

Increases in enrollment at Lebanon Valley College (LVC) resulted in a relative increase in the percentage of college age individuals in the Annville-Cleona School District. It is vital that adequate housing opportunities are provided for this segment of the population in light of the potential economic and community revitalization effects they have on the county as a whole. Providing services and housing for the college age group and recent college grads will encourage these highly skilled and educated individuals to stay in the county and contribute to community and economic vitality through their taxes and local spending. The Lebanon Campus of the Harrisburg Area Community College (HACC) also affords rationale for providing housing opportunities for college age students and young workers and their families in the City of Lebanon. HACC's commuters could become Lebanon's next generation of residents if nearby housing opportunities for college age students were made available.

Revitalization efforts in the City of Lebanon and streetscape improvements along Route 422 in Annville Township have the potential to stimulate revitalization in other areas of the county. Efforts such as these increase the appeal of these downtown destinations. Amenities such as the farmers market in the City of Lebanon and the Allen Theater and MJ's Coffee House in Annville, are the kinds of leisure and entertainment attractions that younger citizens, as well as others, consider when choosing a place to live.

The Action Plan

The Housing Action Plan identifies a variety of actions for the county and its partners to undertake or to support in order to meet housing needs in the county. The set of actions addressing revitalization, rehabilitation, and redevelopment of deteriorating neighborhoods throughout the county are perhaps the single most important element of this Action Plan.



Together, these actions help to address homelessness and housing affordability while encouraging investment in areas of the county where infrastructure exists. Another essential set of actions is aimed at establishing growth areas and density goals. The remaining actions encompass various other means to increase knowledge, understanding, and collaboration between the many players in the county to work towards solutions for sound, reliable, and affordable housing that accommodates the diverse mix of residents in the communities of Lebanon County.

The Action Plan begins with an overview of the strategic framework of the plan. That is, the goals and objectives that the plan will ultimately help to achieve. This is followed by the set of recommended action items. Recommendations are presented in the recommended order of implementation under each objective. Annual priority-setting may adjust this order based on public support, available funding or other time-sensitive criteria. For recommendations that list “municipalities” as lead partners, the county will need to offer technical assistance to guide municipalities to the relevant data and tools for decision-making and to appropriate funding sources. For each action, an intended outcome, a proposed time horizon, lead and support partners, and funding sources are included.

Vision, Goal and Objectives

Before a plan is set forth, it is important to have a clear and concise vision of what the future housing stock of Lebanon County should provide for its residents. This vision should reflect choices in housing type, location, and costs that are sustainable for the community. The plan's goals must then set the direction for change and present associated objectives that outline the actions the county and its partners should take to accomplish these objectives, ultimately meeting the housing needs of a vital, growing and livable community.

Vision

Lebanon County's varied housing opportunities and unique neighborhoods foster livable communities for all residents. From modern apartments to duplexes/twins and townhomes, to mobile homes, to farm houses and single family homes, residents can find a variety of home sizes and styles. Older homes in the city, in boroughs and villages, or in the rural countryside lend defining character to each neighborhood or landscape. Strategic investments in infrastructure and public spaces help to refresh older neighborhoods, keeping them attractive and livable. Newer homes fit into their neighborhoods, whether urban, suburban, or rural countryside, by patterning orientation, setbacks, building heights and materials after existing homes. Newer neighborhoods include new parks and public spaces and interconnect nearby destinations, such as stores and schools, with sidewalks and trails. Planners, developers, and the local real estate market recognize that age and condition, type and size, location and amenities all contribute to housing costs. Through sound maintenance, revitalization, and careful new construction, Lebanon County communities offer real housing choices for all residents.

Goal

Lebanon County provides a wide range of housing types and affordability throughout the county at appropriate densities based on identified growth areas, access to health and human resources, shopping, employment opportunities, utilities, transportation systems, public transit, and walkability. In conjunction with growth management, growth targets for residential uses are defined as follows:

- At least 80% of new growth will be targeted to areas served by public infrastructure.
 - 25% of this growth will be targeted to the downtown areas principally located in the City of Lebanon, the boroughs and first class townships.
 - 55% will be accommodated in suburban or village areas with existing or planned public infrastructure.
- No more than 20% of new residential growth will be accommodated in areas of the county which are not currently serviced by infrastructure or have no new infrastructure development currently planned.

Achieving these residential development targets is possible, as shown by the abundant capacity for residential units within existing and planned utility service areas in the build-out analysis. Much of this capacity lies in utility-served or to-be-served township lands adjacent to the boroughs and first class townships, as proportioned above. Therefore, these areas will likely need to plan for and promote neighborhood densities higher than 1 unit per acre in these areas to achieve the targets.

Objectives

- A. Promote residential growth compatible with land use policies and existing and planned public infrastructure.
- B. Support and incentivize housing diversity and affordability for all residents.
- C. Encourage efficient design, layout flexibility and quality construction in residential development.
- D. Encourage conservation, rehabilitation, and redevelopment of deteriorating neighborhoods.
- E. Coordinate and consolidate housing programs to meet current needs and address homelessness.
- F. Continue to monitor housing trends, market changes and programs, document data in GIS, and communicate findings with municipalities and school districts.

Recommendations

Goal 1:	Provide a wide range of housing types and affordability throughout the county at appropriate densities based on identified growth areas, access to health and human resources, shopping, employment opportunities, utilities, transportation systems, public transit, and walkability.
Objective 1A:	Promote residential growth compatible with land use policies and existing and planned public infrastructure.
Action 1A1:	Establish the following density targets in conjunction with municipalities: <ul style="list-style-type: none"> • 6.5 dwelling units per acre in areas served by public infrastructure. • 1 dwelling unit per 1.5 acres in areas not served by public infrastructure.
Intended Outcome:	Livable communities with a variety of housing choices for all income levels.
Time Horizon:	Initiate in 2008-2009 and continue throughout plan implementation and municipal planning and plan updates
Lead Partners:	Municipalities; Lebanon County Planning Department
Support Partners:	County School Districts; Lebanon County Builders Association
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP)

Action 1A2:	Sponsor educational seminars for municipal officials and the developers on good housing policy and design techniques.
Intended Outcome:	Encourage more innovative and efficient design that creates a variety of housing opportunities. Provide technical assistance in exploring, adopting and implementing innovative design techniques and conducting responsive public outreach.
Time Horizon:	Initiate in 2008-2009 as municipal plans and plan updates are prepared
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; Lebanon County Builders Association; Realtors; Developers; Engineers; Designers; 10,000 Friends of Pennsylvania
Funding Sources:	Municipalities; PA DCED Community Revitalization Program; PSATS
Action 1A3:	Meet with local builders' association, realtors, developers etc., to gauge interest in various housing initiatives.
Intended Outcome:	Good design in new construction that is supported by county and municipal planning agencies as well as developers and builders.
Time Horizon:	2008-2009
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; Lebanon County Builders Association; Realtors; Developers; 10,000 Friends of Pennsylvania
Funding Sources:	Municipalities; PA DCED Community Revitalization Program; PSATS
Action 1A4:	Encourage the use of innovative development techniques by right as appropriate to downtown, suburban and rural areas, e.g. Traditional Neighborhood Development (TND) and Transit Oriented Development (TOD) in downtown and suburban areas, and Conservation by Design, Planned Residential Developments (PRD).
Intended Outcome:	Compact neighborhood development that fosters livable communities. To allow for innovative and well planned developments while preserving sensitive natural or historic features.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Municipalities; Lebanon County Planning Department
Support Partners:	Lebanon County Builders Association; 10,000 Friends of Pennsylvania
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP); Natural Lands Trust; Ben Franklin Partnership

Action 1A5: Expand the use of Office/Apartment districts to co-locate housing and employment opportunities.	
Intended Outcome:	Employment resources located in proximity to housing opportunities.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Municipalities; Lebanon County Planning Department
Support Partners:	Local businesses; Chamber of Commerce; LVEDC; Lebanon County Builders Association
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Main Street Program; Elm Street Program; Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP)
Action 1A6: Encourage the use of multi-use structures such as first floor commercial/retail uses with upper floor loft apartments.	
Intended Outcome:	Commercial and retail establishments located within walking distance of housing units, promoting walkability and providing a customer base for local businesses, supporting economic viability.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Municipalities; Lebanon County Builders Association
Support Partners:	Lebanon County Planning Department; Local businesses; CLA; Chamber of Commerce
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Main Street Program; Elm Street Program; Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP)

Objective 1B:	Support and incentivize housing diversity and affordability for all residents.
Action 1B1:	Review and guide increases in land acreage zoned for medium and high density residential uses in areas where infrastructure exists and has the capacity to accommodate new development.
Intended Outcome:	Compact growth that encourages housing for a range of household incomes.
Time Horizon:	Initiate in 2008-2009 as municipal plans and plan updates are prepared and continue through 2010-2011 as municipal ordinances are updated
Lead Partners:	Municipalities
Support Partners:	Lebanon County Planning Department; Subject property owners
Funding Sources:	Municipalities; Private developers
Action 1B2:	Provide model inclusionary or inclusive zoning provisions. Such provisions would require major residential developments to include multiple housing types and would be reviewed, revised, and adopted by municipalities as a zoning ordinance amendment.
Intended Outcome:	To foster the development of affordable housing in suburban and urban communities.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Municipalities; Lebanon County Builders Association
Support Partners:	Lebanon County Planning Department; DCED Governor's Center for Local Government Services; HDC and private affordable housing development corporations; 10,000 Friends of Pennsylvania
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Core Communities Housing Program; Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP); HUD

Action 1B3:	Encourage the use of Elder Care Housing Opportunities (ECHO), "Granny Flats", or accessory units/apartments where appropriate.
Intended Outcome:	Increased housing options and cost effective solutions for senior citizens and their family members.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Municipalities; Lebanon County Builders Association
Support Partners:	Lebanon County Planning Department; Lebanon County Area Agency on Aging; Community Homes
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Main Street Program; Elm Street Program; Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP); Housing and Redevelopment Assistance Program (HRA); Core Communities Housing Program
Action 1B4:	Recognize manufactured homes as an affordable housing choice and promote well-designed manufactured home communities.
Intended Outcome:	Increased awareness of manufactured homes as a viable option for low to moderate income residents.
Time Horizon:	Ongoing throughout implementation of the plan
Lead Partners:	Lebanon County Housing and Redevelopment Authority; Municipalities
Support Partners:	Lebanon County Planning Department; Manufactured Housing Association
Funding Sources:	Municipalities

Objective 1C:	Encourage efficient design, layout flexibility and quality construction in residential development.
Action 1C1:	Review minimum lot sizes, lot widths and setbacks in areas served by public infrastructure. Reduce where sufficient capacity exists or is planned to accommodate higher density development.
Intended Outcome:	Increased efficiency in the use of the land and the potential for more affordable housing units.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Municipalities
Support Partners:	Lebanon County Planning Department
Funding Sources:	Municipalities
Action 1C2:	Promote consistent building code enforcement.
Intended Outcome:	Well constructed housing with decreased maintenance and safety issues.
Time Horizon:	Ongoing coordination with local officials
Lead Partners:	Municipalities
Support Partners:	Lebanon County Planning Department; PA Department of Labor and Industry; Lebanon County Builders Association
Funding Sources:	Municipalities
Action 1C3:	Revise regulations to encourage and require neighborhood amenities such as sidewalks, walking and biking trails, and streetscapes appropriate to urban, suburban, and rural areas.
Intended Outcome:	Increase ease of development without compromising important regulations.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates, as well as in coordination with the TIP and Long Range Transportation Plan
Lead Partners:	Municipalities; Lebanon County Builders Association
Support Partners:	Lebanon County Planning Department
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Main Street Program; Elm Street Program; Local Municipal Resources and Development Program (LMRD); Community Revitalization Program (CRP); Urban Development Program (UDP); Community Development Block grants

Objective 1D:	Encourage conservation, rehabilitation, and redevelopment of deteriorating neighborhoods.
Action 1D1:	Provide a model property maintenance ordinance with provisions for rental unit inspections.
Intended Outcome:	Improved safety and maintenance on properties.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP)
Action 1D2:	Provide model provisions for Neighborhood Improvement Districts.
Intended Outcome:	Maintenance and replacement of deteriorating improvements to improve the community.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; Lebanon County Housing & Redevelopment Authority; 10,000 Friends of Pennsylvania
Funding Sources:	Municipalities; PA DCED Core Communities Housing Program
Action 1D3:	Provide provisions and incentives for redevelopment and infill development.
Intended Outcome:	Development of vacant areas and rehabilitation of existing structures in urbanized areas where infrastructure and services are in place.
Time Horizon:	Initiate in 2010-2011 or in conjunction with municipal ordinance updates
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; LVEDC; Community of Lebanon Association; Lebanon County Housing & Redevelopment Authority; 10,000 Friends of Pennsylvania; Pennsylvania Environmental Council
Funding Sources:	Municipalities; PA DCED Core Communities Housing Program; Community Development Block Grant program (CDBG)

Action 1D4:	Encourage adaptive reuse of existing structures.
Intended Outcome:	Utilize existing historic structures for a purpose that applies today.
Time Horizon:	2010-2011 following historic resource inventory
Lead Partners:	Municipalities
Support Partners:	Lebanon County Planning Department; Community of Lebanon Association; LVEDC; Lebanon County Historical Society
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Main Street Program; Elm Street Program; Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP); Housing and Redevelopment Assistance Program (HRA)
Action 1D5:	Support historic district or property designation with letters of support for program applications and housing, land use and historic resources data.
Intended Outcome:	Historic preservation and improved neighborhood appearance.
Time Horizon:	Ongoing with emphasis during comprehensive and preservation planning
Lead Partners:	Municipalities
Support Partners:	Lebanon County Planning Department; Lebanon County Historical Society
Funding Sources:	Municipalities; Federal Historic Rehabilitation Tax Credit Program (US Dept. of Interior / National Park Service); National Trust for Historic Preservation (NTHP) Preservation Services Fund; NTHP Collaborative Pilot Program; PHMC Certified Local Government Program; PHMC History and Museum Grant Program; PA DCED Community Revitalization Program (CRP)

Action 1D6:	Support local municipalities with revising zoning provisions in select areas to facilitate residential conversions, i.e. conversion or alteration of existing single family dwellings into multiple residential units.
Intended Outcome:	Increased range of housing opportunities in select areas (select areas TBD).
Time Horizon:	Ongoing with emphasis after completion of municipal plans or plan updates
Lead Partners:	Municipalities; Lebanon County Planning Department
Support Partners:	Developers and homeowners
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Local Municipal Resources and Development Program (LMRDP); Community Revitalization Program (CRP); Urban Development Program (UDP); Housing and Redevelopment Assistance Program (HRA)
Objective 1E:	Coordinate and consolidate housing programs to meet current needs and address homelessness.
Action 1E1:	Explore feasibility of an emergency homeless shelter for Lebanon County residents. Continue to assess the extent of need through efforts such as homeless street counts and surveys.
Intended Outcome:	Decreased homelessness and improve quality of life for at risk population.
Time Horizon:	2010-2011
Lead Partners:	Lebanon County Coalition to End Homelessness
Support Partners:	Lebanon County Housing and Redevelopment Authority; Lebanon County Planning Department; United Way of Lebanon County; Bridge of Hope of Lebanon County; Local faith-based and religious groups
Funding Sources:	Community Development Block Grant program (CDBG)

Action 1E2: Convene a multi-faceted coalition to improve wages, benefits and access to transportation, childcare and health care coverage for Lebanon County workers as a part of or by incorporating the established Lebanon County Coalition to End Homelessness.

Intended Outcome:	Retain and attract workers to jobs with family sustaining wages and benefits. Provide affordable, energy conscious transportation to local jobs.
Time Horizon:	Ongoing as an annual summit, or as determined by partners
Lead Partners:	Lebanon Valley Chamber of Commerce
Support Partners:	LVEDC; PennDOT; Lebanon County Community Action Partnership; Good Samaritan Health System; Lebanon County Planning Department; Blueprint Communities representatives
Funding Sources:	Municipalities; PA DCED Community Revitalization Program

Action 1E3: Support and expand transitional and bridge housing programs.

Intended Outcome:	Combat homelessness and increase the percentage of people in permanent housing.
Time Horizon:	2012-2013
Lead Partners:	Lebanon County Community Action Partnership
Support Partners:	DCED; Department of Public Welfare; Lebanon County Habitat for Humanity
Funding Sources:	HUD/ Community Development Block Grant program (CDBG)

Action 1E4: Expand programs that foster homeownership and support organizations that provide affordable homeownership solutions, such as Habitat for Humanity of Lebanon County.

Intended Outcome:	Increased homeownership and more affordable housing choices among both owner and rental units.
Time Horizon:	Identification of programs and partners in 2008-2009 and initiate in 2012-2013
Lead Partners:	Lebanon County Housing and Redevelopment Authority
Support Partners:	Lebanon County Community Action Partnership; Lebanon County Planning Department; Lebanon County Habitat for Humanity; Other non-profit organizations such as Bridge of Hope of Lebanon County
Funding Sources:	Municipalities; HUD; PA DCED Core Communities Program; PHFA; USDA Rural Development

Objective 1F:	Continue to monitor housing trends, market changes and assistance programs; document data; and communicate findings with municipalities and school districts.
Action 1F1:	Continue to issue quarterly development reports to municipalities and school districts.
Intended Outcome:	Informed officials at all levels of government.
Time Horizon:	Ongoing
Lead Partners:	Lebanon County Planning Department
Support Partners:	Municipalities; School Districts
Funding Sources:	PA DCED Community Revitalization Program (CRP)
Action 1F2:	Integrate and expand housing data.
Intended Outcome:	Reliable and accurate data for use by Lebanon County Planning Department, municipalities, school districts and housing agencies.
Time Horizon:	Ongoing with emphasis during municipal planning and plan updates, following the national decennial censuses, and in preparation for update of the housing plan element of the comprehensive plan
Lead Partners:	Lebanon County Planning Department
Support Partners:	Lebanon City-County GIS Department; Municipalities; School Districts
Funding Sources:	Municipalities; Pennsylvania Department of Community and Economic Development (DCED): Land Use Planning and Technical Assistance Program (LUPTAP); Local Municipal Resources and Development Program (LMRDP); and Community Revitalization Program (CRP)
Action 1F3:	Maintain the City/County Geographic Information Systems (GIS) geodatabase with up-to-date software and current data sets.
Intended Outcome:	Reliable and accurate data for use by county and local government officials, school districts and the public. Relevant data sets include but are not limited to new subdivisions, new residential developments, zoning, building footprints, aerial photographs. Data management tools, such as permit tracking software, may also streamline inquiries and analyses.
Time Horizon:	Ongoing with emphasis during municipal planning and plan updates, following the national decennial censuses, and in preparation for update of the housing plan element of the comprehensive plan
Lead Partners:	Lebanon City/County Geographic Information Systems Department
Support Partners:	Lebanon County Planning Department; Municipalities; School Districts
Funding Sources:	Municipalities; PA DCED Community Revitalization Program (CRP)

Intentionally Blank