
Chapter 9
Implementation Plan

Introduction

The goal of the *Land Partnerships* planning process should not be to simply produce a document. While the *Land Partnerships* planning document provides a tangible record of the planning process proceedings, it does not by its completion represent success. Rather, success should be judged by the implementation of the concepts and strategies contained in the plan.

The following implementation plan presents a fiscally responsible and balanced approach to land preservation in Cumberland County. The implementation plan is fiscally responsible, in that future open space investments will be based upon a modest pilot program that will provide us with experience on the number, type, and costs of projects that are needed in the county. Rather than hastily channeling substantial amounts of funding into a new program, Cumberland County will carefully review various implementation options and select the most efficient and cost-effective land preservation strategies for long term implementation.

The implementation plan is balanced in that the suggested strategies resulted from the input of a diverse group of stakeholders that included municipal governments, conservation organizations, industry associations, and the residents of Cumberland County. The implementation strategies suggested in this chapter are as diverse as the stakeholders responsible for suggesting them. From land acquisition to smart growth planning to education and outreach, *Land Partnerships* presents a balanced, multi-faceted approach to land conservation in Cumberland County.

Implementation Strategies

A variety of types of strategies should be implemented to achieve *Land Partnerships'* goals and objectives. Specific implementation strategies were suggested for each of the core areas discussed in the preceding chapters. These strategies can be further organized by their respective types that include:

- Acquisition and Development Strategies
- Planning Strategies
- Promotion Strategies
- Education Strategies

When implemented together, these strategies provide a comprehensive approach to smart growth and open space preservation.

Acquisition and Development - Acquisition and development strategies include those initiatives that acquire land for farmland preservation, parks and recreation, natural resource protection or initiatives that make capital investments to construct or rehabilitate parks and recreation or other public facilities. Acquisition and development strategies are generally the most

capital intensive yet the most permanent method of implementing the *Land Partnerships* concepts.

Planning - Planning strategies involve the implementation of smart growth, farmland preservation, and open space preservation strategies into county and municipal comprehensive plans, zoning ordinances, subdivision and land development regulations and other land use policies. Planning strategies, when implemented and enforced, are the most effective and cost efficient means for farmland and open space preservation.

Promotion - The responsibility of implementing the concepts found in *Land Partnerships* often falls with organizations outside of Cumberland County and its associated departments. Cumberland County, although not charged with direct implementation authority, should promote the policies and programs of other organizations that may implement concepts found in *Land Partnerships*. Promoting the work of cooperating organizations can be a simple, cost-effective way to preserve prime farmland, protect natural resources, provide park and recreation opportunities and promote the creation of livable communities.

Education - In order to garner continued and enhanced support for the concepts found in *Land Partnerships*, strategies that provide education and outreach opportunities to a variety of stakeholder groups should be pursued. Municipalities, private land owners, farmers, conservation organizations, the development community, and the public at large should be the targets of future educational programs that outline county land conservation policy and the associated costs and benefits. Education strategies can be efficiently implemented and lay the foundation for ongoing support for *Land Partnerships* implementation.

A summary of the strategies, by type, is outlined for Farmland Preservation, Natural Resource Protection, Parks, Greenways & Trails and Livable Communities in Tables 9-1, 9-2, 9-3 and 9-4. These tables also include cost, responsibility and schedule for completion.

Different Strategies - Different Needs - Same Goal

Land Partnerships is more than a land acquisition program...it uses a variety of strategies to achieve land preservation goals in a different way.

- Planning utilizes land use regulations to consider land conservation in every subdivision and land development plan in the county.
- Promotion endorses the programs of other organizations with a land conservation focus.
- Education reminds the public at large of land preservation benefits and encourages their continued support.

**Table 9-1
Farmland Preservation Implementation Strategies**

Strategy	Type	Cost	Responsibility	Schedule
FP1. Cumberland County should increase funding to the State Farmland Preservation Program to more aggressively reduce the backlog of applicants to the agriculture conservation easement program.	Acquisition/ Development	High	PDA CCALPB Landowners	Phase 1
FP2. Cumberland County should encourage partnerships with local municipalities to purchase joint local government/County agriculture conservation easements.	Acquisition/ Development	Moderate	PDA CCALPB Municipalities Landowners	Ongoing
FP3. Cumberland County should pursue funding available through the Federal Ranch & Farmland Program and other alternative funding sources for agricultural easements.	Acquisition/ Development	Moderate	NRCS CCALPB Landowners	Ongoing
FP4. Cumberland County should develop or fund the development of model smart growth and agricultural preservation ordinances for distribution at the municipal level.	Planning	Low	CCPC Municipalities Development Community	Phase 1 & 2
FP5. Cumberland County should promote agricultural security areas and assist municipalities with the development and periodic review of agricultural security areas (ASA).	Planning	Low	CCALPB CCPC Municipalities	Ongoing
FP6. Cumberland County should encourage best management practices on farms preserved through the State Farmland Preservation Program and should assist landowners develop and implement conservation plans.	Promotion	Low	PDA, CCALPB CCCD, NRCS Farm Operator	Ongoing
FP7. Cumberland County should implement a voluntary signage program on preserved farms to raise awareness and support for the State Farmland Preservation Program.	Promotion	Low	CCALPB Landowners	Phase 1

FP8. Cumberland County should support and partner with local stakeholders to promote agriculture through the County.	Promotion	Low	CCPC, PDA, CCCD, NRCS, CAEDC, Pennsylvania Farmland Preservation Association, Penn State Cooperative Extension, Future of Cumberland County Agriculture, Cumberland County Farm Bureau	Ongoing
FP9. Cumberland County should increase the public awareness of the benefits of farmland preservation for the individual farmers, the agriculture industry and the community through educational seminars, workshops, printed materials and website.	Education	Low	CCALPB CCPC CAEDC General Public	Ongoing
FP10. Cumberland County should educate municipal officials and landowners about the benefits of the Clean and Green program, Agricultural Security Areas, Agricultural Conservation Easements, agricultural preservation zoning and smart growth planning.	Education	Low	CCALPB CCPC Landowners Municipalities Development Community	Ongoing

CAEDC = Cumberland Area Economic Development Corporation
CCALPB = Cumberland County Agricultural Land Preservation Board
CCPC = Cumberland County Planning Commission
CCCD = Cumberland County Conservation District
NRCS = Natural Resource Conservation Service
PDA = Pennsylvania Department of Agriculture

**Table 9-2
Natural Resource Protection Implementation Strategies**

Strategy	Type	Cost	Responsibility	Schedule
NRP1. Cumberland County should provide funding and technical assistance to municipalities and non-profits to acquire important natural areas through easements, fee simple acquisition and use of an official map. Priority should be given to areas identified as having high conservation value.	Acquisition/ Development	High	CCPC Conservation organizations Municipalities	Phase 1 & 2
NRP2. Cumberland County should provide funding and technical assistance to municipalities to update land use ordinances to include natural resource protection provisions such as: Conservation subdivision and zoning (Natural Lands Trust's Growing Greener: Conservation by Design), Steep slope management, Floodplain management, Riparian Buffer Protection, Wetland Protection, Woodland Management, Tree Protection, Source Water and Wellhead Protection, and Stormwater Best Management Practices.	Planning	Low	CCPC Municipalities Development Community	Phase 1 & 2
NRP3. Cumberland County should develop or fund the development of model natural resource protection ordinances for distribution at the municipal level.	Planning	Low	CCPC Municipalities Development Community	Phase 1 & 2
NRP4. Cumberland County should coordinate and partner with the Natural Lands Trust to promote Growing Greener: Conservation by Design.	Promotion	Low	CCPC Natural Lands Trust Municipalities	Ongoing
NRP5. Cumberland County should support and partner with local watershed organizations including the Big Spring Watershed Association, Conodoguinet Creek Watershed Association, Letort Regional Authority, and Yellow Breeches Watershed Association, to implement local river conservation plans.	Promotion	Low	CCPC, CCCD Watershed organizations Municipalities	Ongoing

NRP6. Cumberland County should promote the Natural Areas Inventory and encourage its use in municipal land use planning and development.	Promotion	Low	CCPC PA DCNR The Nature Conservancy Municipalities	Ongoing
NRP7. Cumberland County should support and partner with local stakeholders to protect natural resources.	Promotion	Low	CCPC, CCCD, PA DCNR, The Nature Conservancy, Alliance for the Chesapeake Bay, Audubon Pennsylvania, Central Pennsylvania Conservancy, Susquehanna Greenway Partnership, The Highland Coalition	Ongoing
NRP8. Cumberland County should raise public awareness about the importance of protecting Cumberland County's natural resources.	Education	Low	CCPC General Public	Ongoing
NRP9. Cumberland County should educate private landowners about voluntary land conservation options.	Education	Low	CCPC Landowners	Ongoing
NRP10. Cumberland County should conduct educational workshops for municipal officials on natural resource protection regulations.	Education	Low	CCPC Municipalities Development Community	Ongoing

CCPC = Cumberland County Planning Commission
 CCCD = Cumberland County Conservation District
 PA DCNR = Pennsylvania Department of Conservation & Natural Resources

**Table 9-3
Parks, Greenways and Trails Implementation Strategies**

Strategy	Type	Cost	Responsibility	Schedule
PGT1. Cumberland County should provide funding and technical assistance to assist municipalities and non-profits to acquire and develop parkland and trails to meet the needs of current and future residents through easements, fee simple acquisition and use of an official map.	Acquisition/ Development	High	CCPC Park & recreation organizations Municipalities	Phase 1 & 2
PGT2. Cumberland County should provide funding and technical assistance to assist municipalities and non-profits to conserve the 10 County identified greenways for their recreational, cultural and natural resource value.	Acquisition/ Development	High	CCPC Park & recreation organizations Municipalities	Phase 1 & 2
PGT3. Cumberland County should coordinate and partner with the Yellow Breeches Watershed Association, PA Fish & Boat Commission, York County, Pennsylvania Environmental Council, and local municipalities to plan and develop the Yellow Breeches Water Trail.	Acquisition/ Development	Low	CCPC, Yellow Breeches Watershed Association, PA Fish & Boat Commission, PA Environmental Council, York County, Municipalities	Phase 1
PGT4. Cumberland County should coordinate and partner with the Cumberland Valley Rails to Trails Council, municipal partners and private landowners to complete Phase 2 of the Cumberland Valley Trail - Newville to Carlisle Extension feasibility study.	Acquisition/ Development	Low	CCPC, Cumberland Valley Rail Trail Council, Municipalities Private Landowners	Phase 1 & 2
PGT5. Cumberland County should coordinate and partner with Michaux State Forest, Mountain Creek Campground and other local partners to reroute the location of the Cumberland County Biker/Hiker Trail and enhance trail signage and amenities.	Acquisition/ Development	Low	CCPC, Michaux State Forest, Mountain Creek Campground	Phase 1
PGT6. Cumberland County should coordinate and partner with The Nature Conservancy to improve the trail system and parking area at the Mount Holly Nature Preserve.	Acquisition/ Development	Low	CCPC The Nature Conservancy	Phase 2
PGT7. Cumberland County should provide funding and technical assistance to municipalities to develop greenway and open space plans and to update local comprehensive plans to be consistent with Land Partnerships. Multi-municipal planning is strongly encouraged.	Planning	Low	CCPC Municipalities	Phase 1 & 2

PGT8. Cumberland County should encourage and assist municipalities adopt parkland standards and goals consistent with the needs of the community. 10 acres of parkland per 1,000 populations is a recommended minimum standard. 15 acres per 1,000 populations is a recommended goal.	Planning	Low	CCPC Municipalities	Ongoing
PGT9. Cumberland County should encourage and assist municipalities develop mandatory dedication or fee in lieu of regulations. Land dedication requirements should ensure the quality and usability of the dedicated land for recreation purposes. Fee requirements should be reviewed regularly to respond to changing land values.	Planning	Low	CCPC Municipalities	Ongoing
PGT10. Cumberland County should encourage and assist municipalities develop ordinance provisions that require greenway and trail development through the subdivision and land development process.	Planning	Low	CCPC Municipalities Development Community	Ongoing
PGT11. Cumberland County should partner with the Carlisle Area Advocates for Nutrition and Activity (CRANA) to promote parks and trails through the Keystone Active Zone program and to develop a printed guide to parks and trails in Cumberland County.	Promotion	Low	CCPC, Carlisle Regional Advocates for Nutrition and Activity	Phase 1
PGT12. Cumberland County should support and partner with local stakeholders to promote and expand parks, greenways and trails through the County.	Promotion	Low	CCPC, PA Department of Conservation and Natural Resources, PA Department of Transportation, Local park and recreation boards/commissions, Appalachian Trail Conservancy, Cumberland Valley Rails to Trails Council, Rails to Trails Conservancy, Pennsylvania Park & Recreation Society	Ongoing
PGT13. Cumberland County should raise public awareness of the benefits of parks, greenways and trails among all facets of the community through educational seminars, workshops, printed materials and website.	Education	Low	CCPC General public Development Community Municipalities	Ongoing

CCPC = Cumberland County Planning Commission

**Table 9-4
Livable Communities Implementation Strategies**

Strategy	Type	Cost	Responsibility	Schedule
<p>LC1. Cumberland County should encourage municipalities to identify and acquire public open space for parks and recreation and natural resource protection. Land use planning documents should serve as the blueprint for future open space acquisition projects that cannot be achieved through the municipal land development process.</p>	Acquisition/ Development	High	CCPC Non-profits organizations Municipalities	Phase 1 & 2
<p>LC2. Cumberland County should support upgrades to municipal park and recreation facilities and other public open spaces. The County should make strategic investments in public open spaces that are critical to insuring the long-term attractiveness of our existing communities.</p>	Acquisition/ Development	High	CCPC Non-profit organizations Municipalities	Phase 1 & 2
<p>LC3. Cumberland County should support municipal upgrades and investments in aged infrastructure such as sewers and water systems, highways, and public transit. Cumberland County should assist municipalities in identifying and leveraging public and private sources of funding for infrastructure upgrades. County funding for upgrades to municipal sewer and water infrastructure should be considered in the future, especially in light of the funding shortfall anticipated with the upcoming Chesapeake Bay Tributary Strategy.</p>	Acquisition/ Development	High	CCPC Municipalities Municipal Authorities	Ongoing
<p>LC4. Cumberland County should support transportation enhancements that add to the attractiveness, connectivity, and safety of a given community. Projects such as street trees, sidewalks, crosswalks, bike paths, and transit linkages should be considered to increase the curb appeal and safety of Cumberland County's communities.</p>	Acquisition/ Development	Moderate	CCPC PA Department of Transportation Harrisburg Area Transportation Study Municipalities	Ongoing

LC5. Cumberland County should provide funding and technical assistance to local municipalities to update local planning documents including comprehensive plans, zoning ordinances and subdivision and land development ordinances.	Planning	Low	CCPC Municipalities Development Community	Phase 1 & 2
LC6. Cumberland County should develop and launch a countywide brownfield reuse and redevelopment strategy.	Promotion	Low	CCPC, Cumberland Area Economic Development Corporation, Cumberland County Redevelopment Authority	Phase 1
LC7. Cumberland County should encourage infill development. Infill refers to the redirection of new development – housing or commercial – towards existing developed infrastructure, including roads, sewers, schools, etc. This reduces the overall costs to the community of accommodating new growth, assuming the capacity of the existing infrastructure is large enough to handle the growth. Infill development includes development projects on vacant lots or empty parcels within existing developed areas.	Promotion	Low	CCPC Municipalities	Ongoing
LC8. Cumberland County should update the Historic Preservation element of the Cumberland County Comprehensive Plan. The existing communities of the county have a rich history whose preservation attracts residents, businesses, and visitors. The update of the county's historic preservation plan can establish an inventory of the key historic resources in the county and identify protection strategies.	Promotion	Low	CCPC Pennsylvania Historical & Museum Commission	Phase 1
LC9. Cumberland County should support and partner with local stakeholders to promote livable communities through the County.	Education	Low	CCPC, PA Department of Transportation, PA Department of Community and Economic Development, Cumberland County Redevelopment Authority, Cumberland Area Economic Development Corporation	Ongoing
LC10. Cumberland County should conduct educational workshops on smart growth techniques for both the general public and municipal officials in partnership with public and private stakeholders.	Education	Low	CCPC General public Municipalities Development Community	Ongoing

CCPC = Cumberland County Planning Commission

Implementation Plan

The implementation plan outlined for *Land Partnerships* has a five year time frame and includes two phases. Phase 1 represents an implementation and financing plan for 2006 and 2007. Phase 2 includes an implementation strategy for 2008 through 2010. The implementation plan also highlights ongoing initiatives whereby *Land Partnerships* concepts are implemented through the daily activities of the Cumberland County Planning Commission. Ongoing initiatives span the entire 2006-2010 time period.

Phase 1: 2006-2007

The Cumberland County Board of Commissioners has earmarked approximately \$4.6 million in County funds for implementation of Phase 1 of *Land Partnerships*. These funds are to be derived from both the general fund and a bond. Approximately \$3.6 million will go to the State Farmland Preservation Program. The remaining \$1 million is earmarked for implementation of a pilot open space grant program (also titled *Land Partnerships*) and for implementation of several county greenway and open space initiatives.

Phase 1 *Land Partnerships* implementation includes four major components. These four areas listed below and summarized in Table 9-5:

- Growing Greener II farmland preservation investment
- Land Partnerships Pilot Grant Program
- Countywide park, greenway & trail initiatives
- Education & Promotion

Farmland Preservation - In 2006, the Pennsylvania Department of Agriculture will have a record \$100 million for the State Farmland Preservation Program. It is estimated that Cumberland County will derive up \$6.3 million in State funds, for a total of \$9.9 million. This unprecedented matching situation will allow the county to secure conservation easements on approximately 25 farms that comprise over 3,000 acres. In addition, a conservation planning initiative and a farm signage program are part of Phase 1 implementation.

Land Partnerships Pilot Grant Program - Through the pilot *Land Partnerships* Program, municipalities and non-profit organizations will be eligible to receive county funding to implement farmland preservation, natural resource protection, parks and recreation or livable communities projects. The four major funding categories include:

- Land Acquisition
- Park & Trail Development
- Municipal Ordinance Assistance
- Greenway & Open Space Planning

Table 9-5 Phase 1 (2006-2007) - Implementation & Financing Plan				
	County Funding	Leveraged Funding	Total Investment	Priority Activities
Farmland Preservation	\$3.6 M	\$6.3 M	\$9.9 M	<ul style="list-style-type: none"> • Agricultural Conservation Easements • Conservation Planning Assistance • Farm Signage Program <p>Responsibility: CCPC, CCALPB, PDA, CCCD, NRCS, Farm owners & operators</p>
Land Partnerships Pilot Grant Program	\$1.0 M	\$1.0 M	\$2.0 M	<ul style="list-style-type: none"> • Land Partnership Grant Program – 4 major funding categories <ul style="list-style-type: none"> ○ Land Acquisition ○ Park & Trail Development ○ Municipal Ordinance Assistance ○ Greenway & Open Space Planning <p>Responsibility: CCPC, Municipalities, non-profit organizations</p>
County Park, Greenway & Trail Initiatives				<ul style="list-style-type: none"> • Yellow Breeches Water Trail Guide • Cumberland Valley Trail • Cumberland County Hiker-Biker Trail • Countywide Park & Trail Guide <p>Responsibility: CCPC, Municipalities YBWA, PFBC, CVRTC, PA DCNR, CRANA</p>
Education & Promotion				<ul style="list-style-type: none"> • Workshops and/or training: <ul style="list-style-type: none"> ○ Agriculture Preservation Zoning ○ Growing Greener: Conservation by Design ○ Principals of Smart Growth <p>Responsibility: CCPC, Municipalities</p>
Total	\$4.6 M	\$7.3 M	\$11.9 M	

CCCD = Cumberland County Conservation District
 CCPC = Cumberland County Planning Commission
 CCALPB = Cumberland County Agricultural Land Preservation Board
 CRANA = Carlisle Regional Advocates for Nutrition and Activity
 CVRTC = Cumberland Valley Rail Trail Council
 NRCS = Natural Resource Conservation Service
 PDA = Pennsylvania Department of Agriculture
 PA DCNR = Pennsylvania Department of Conservation & Natural Resources
 PFBC = Pennsylvania Fish & Boat Commission
 YBWA = Yellow Breeches Watershed Association

The pilot open space grant program serves the important purpose of gauging interest in the countywide open space preservation program before a major investment is made in such a program. The modest \$1 million investment will help county officials determine the number, type, and cost of projects that are warranted in the county. The pilot program provides a common sense, fiscally conservative start to open space preservation in the county. The pilot program experience will be crucial in developing the activities and scope of investment that should be part of the future Phase 2 open space program.

County Park, Greenway & Trail Initiatives - In addition to the pilot grant program, Phase 1 will address several county park and greenway initiatives. The following projects will be included in Phase 1 *Land Partnerships* implementation:

- Identification of a Yellow Breeches Water Trail and publication of an associated guide.
- Feasibility study and possible extension of the Cumberland Valley Rail Trail from Newville to Carlisle
- Rerouting and reopening of the Cumberland County Hiker Biker Trail from Mountain Creek Campground to Pine Grove Furnace State Park.
- Development of a park and trail guide for Cumberland County.

Education & Promotion - The following workshops or training seminars will be provided during Phase 1:

- Agriculture Preservation Zoning
- Growing Greener: Conservation by Design
- Principals of Smart Growth

Phase 2: 2008-2010

Phase 2 *Land Partnerships* implementation strategies will be considered at the completion of Phase 1. Phase 2 will rely upon the experience and public input gained during Phase 1 to determine the number and type of projects and the associated funding needed for continuation of the *Land Partnerships* Program. Furthermore, Phase 2 funding will be dependent upon the county's financial situation in at the close of Phase 1 in 2007. Any attempts to select implementation strategies or assign associated costs as part of this plan would be premature and not reflect the context in which Phase 2 implementation will occur in 2008.

While this plan does not formally recommend or endorse a financing plan for Phase 2, insight is provided on the impact that various strategies and accompanying funding levels could have on land preservation. Table 9-6 displays a range of implementation options for Phase 2 and their associated costs.

**Land Partnerships
Implementation
Schedule**

2006-2007 – Phase 1

- Growing Greener II farmland preservation investment
- Land Partnerships Pilot Grant Program
- Countywide park, greenway & trail initiatives
- Education & Promotion

Late 2007 – Review of Phase 1

- Types of projects
- Cost effectiveness
- Program demand
- Continued need

2008 – Phase 2

- Identify priority areas
- Identify funding by priority area
- Select strategies for implementation

Late 2010 – Review of Phase 2

- Types of projects
- Cost effectiveness
- Program demand
- Continued need

**Table 9-6
Phase 2 (2008-2010) – Implementation Options**

Element	Option A	Option B	Option C	Comments
Farmland Preservation	\$6,000,000 <ul style="list-style-type: none"> • 2:1 match with state and federal funds • 1000 acres per year 	\$3,000,000 <ul style="list-style-type: none"> • 1:1 match with state and federal funds • 650 acres per year 	\$1,500,000 <ul style="list-style-type: none"> • 1:1 match with state and federal funds • 350 acres per year 	<ul style="list-style-type: none"> • Assumes \$3,000 per acre easement value
Parks, Greenways & Trails	\$3,000,000 <ul style="list-style-type: none"> • Expected need of 1687 acres based on a goal of 15 acres per 1000 residents. • Assumes a 50% municipal match and a 25% state match. 	\$2,000,000 <ul style="list-style-type: none"> • Expected need of 438 acres based on a goal of 10 acres per 1000 residents. • Assumes a municipal/state match of 50%. 	\$500,000 <ul style="list-style-type: none"> • Expected need of 88 acres based on a goal of 8.6 acres per 1000 residents • Assumes a municipal/state match of 50%. 	<ul style="list-style-type: none"> • Parkland needs estimates from Land Partnerships • Assumes \$7,000-\$11,000 per acre cost to acquire parkland
Natural Resource Protection	\$2,000,000	\$1,000,000	\$500,000	<ul style="list-style-type: none"> • Pilot program will provide experience on demand for this investment area
Livable Communities	\$2,000,000	\$1,000,000	\$500,000	Potential activities would include: <ul style="list-style-type: none"> • Comprehensive Planning Assistance • Ordinance Assistance • Brownfields Inventory and Remediation Program • Park renovations • Streetscape & Transportation Enhancements • Infrastructure Assistance
Total Investment 2008-2010	\$13,000,000 \$4.3 million/year	\$7,000,000 \$2.3 million/year	\$3,000,000 \$1.0 million/year	

Ongoing Implementation

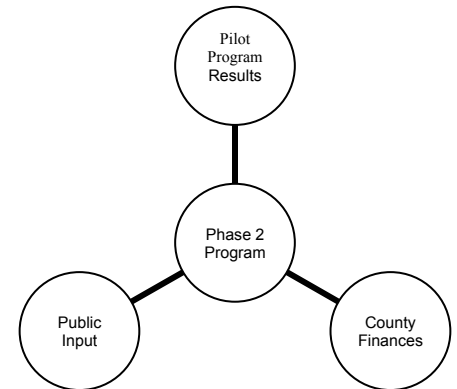
The Cumberland County Planning Commission can implement several of Land Partnerships strategies through their daily planning activities. Such activities do not require additional funding and should be pursued regardless of the results of Phase 1 and the ultimate program selected for Phase 2. *Land Partnerships* concepts should be integrated into the following elements of the Cumberland County Planning Commissions' annual planning program.

- **Planning Reviews** – CCPC staff are required by the Municipalities Planning Code to review and comment on every subdivision and land development application and every ordinance amendment proposed in the county. As noted elsewhere in this plan, sound planning is the best method of farmland and open space preservation. By recommending smart growth techniques in their various planning reviews, the CCPC staff can influence municipal implementation of smart growth techniques.
- **Municipal Technical Assistance** – The CCPC offers free planning technical assistance to municipalities through the Local Planning Assistance (LPA) Program. Municipalities enrolled in the program are assigned a CCPC staff member who can assist the municipality in practically any planning related activity. Municipalities have worked with CCPC staff on ordinance updates, comprehensive plan updates, GIS mapping and fiscal impact analysis. With 28 of the 33 municipalities in the county enrolled, the LPA Program is an excellent conduit for CCPC staff to share *Land Partnerships* concepts with their municipal partners.
- **Planning Outreach Meetings** – The CCPC hosts quarterly lunch meetings with their municipal partners and other agency partners to discuss a wide variety of timely planning issues in the county. These meetings should be used as a platform to discuss open space planning strategies and to educate municipal officials and staff on smart growth planning concepts. In addition the Outreach meetings should be used to network with agency partners whose programs help achieve the goals of *Land Partnerships*.
- **Training Program** – The CCPC launched its inaugural training program in 2005 by hosting training sessions on stormwater management, farmland preservation, transportation planning, and subdivision and land development plan review. As it reviews its annual training priorities, the CCPC should offer training programs related to open space preservation, farmland preservation, and smart growth.

Implementation Context

The following principles will guide future *Land Partnerships* implementation efforts.

- The completion of Phase I will establish experience upon which future *Land Partnerships* implementation will be based.** The projects submitted for funding consideration in the pilot program and public input from the planning process will give the Board of Commissioners insight into which projects have the most public support and are best suited to achieving the goals of *Land Partnerships*. Initiatives selected for Phase 2 funding should represent publicly supported, cost-conscious open space preservation techniques.
- Funding must be considered in the context of the county budget at large.** Funding for Phase 2 of *Land Partnerships* cannot be considered independently from the other programs and services provided by Cumberland County. Capital improvements such as the county jail and the county nursing home will undoubtedly require considerable county funds over the next 5 years. Thus, funding for *Land Partnerships* must be balanced with funding for required public services that are provided by the county. The Board of Commissioners will be tasked with examining the finances of the county in 2008 and making decisions on the amount of funding allocated to Phase 2 implementation.
- Staffing increases may be needed to support a substantial increase in program funding and activity.** The costs of providing additional staff to administer a robust open space preservation program warrant consideration in the development of Phase 2. Increased staffing introduces long-term costs that may last beyond the *Land Partnerships Program*.



Land Partnerships Phase 2 Implementation will be determined by a number of factors.

Beyond 2010

The *Land Partnerships* Program should be evaluated on a regular basis. The *Land Partnerships* Program is a dynamic, living program that should be evaluated every 3 years at a minimum. As time progresses, the amount of investments in the different core areas may change or even be eliminated. Thus, the changing landscape in Cumberland County warrants that the *Land Partnerships* Program undergo a regular review to insure that its initiatives are effectively meeting the county's land preservation goals.

"It is a bad plan that admits of no modification."

Publilius Syrus (~100 BC)