

# Myerstown Borough Mini-Comprehensive Plan



Adopted Final Version 12/11/12

This project was financed in part by a grant from the Lebanon County Board of Commissioners via the 2007 Lebanon County Comprehensive Plan Implementation Funding program.

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# **BOROUGH OF MYERSTOWN**

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## **RESOLUTION NO. 2012 - 21**

### **BOROUGH OF MYERSTOWN**

### **LEBANON COUNTY, PENNSYLVANIA**

**A RESOLUTION** of the Borough Council of the Borough Of Myerstown, Lebanon County Pennsylvania, adopting the *Myerstown Borough Mini-Comprehensive Plan 2012* which includes the most recent version of the Lebanon County Comprehensive Plan (December 2007), as the community planning program for the Borough Of Myerstown.

**WHEREAS**, the Pennsylvania Municipalities Planning Code Act of 1968, P. L. 805, No. 247, as reenacted and amended, permits local and county governments to perform municipal comprehensive planning; and

**WHEREAS**, the Borough Council of the Borough Of Myerstown recognizes the need for a comprehensive community development and planning program to implement Myerstown Borough's short-range and long-range community vision; and

**WHEREAS**, the Borough Council of the Borough Of Myerstown created a Steering Committee to oversee the preparation of the *Myerstown Borough Mini-Comprehensive Plan 2012*; and

**WHEREAS**, the most recent version of the Lebanon County Comprehensive Plan (December 2007) adopted by the Board of Commissioners of Lebanon County serves as the general community planning guidance document for Lebanon County and its municipalities and the most recent version of the Lebanon County Comprehensive Plan (December 2007) is included as part of the *Myerstown Borough Mini-Comprehensive Plan 2012* that is intended to serve as the current proposal for Myerstown Borough's community development and revitalization efforts; and

**WHEREAS**, it is not the intent of the *Myerstown Borough Mini-Comprehensive Plan 2012* to substitute for the general recommendations and policy statements of the most recent version of the Lebanon County Comprehensive Plan (December 2007), however the *Myerstown Borough Mini-Comprehensive Plan 2012* does more

closely examine the micro-climate of Myerstown Borough in developing a unique community vision, related set of goals and objectives, as well as a future land use and development plan and implementation strategies specifically tailored to address the needs of Myerstown Borough. Although the *Myerstown Borough Mini-Comprehensive Plan 2012* document sets forth Myerstown Borough Council's vision, goals, objectives, and initiatives for Myerstown Borough which are supported, complemented, and, in most instances, provided with more detail than the most recent version of the Lebanon County Comprehensive Plan (December 2007) where appropriate, it should be noted that whenever there is a conflict or inconsistency between the information contained in this *Myerstown Borough Mini-Comprehensive Plan 2012* and the most recent version of the Lebanon County Comprehensive Plan (December 2007), the *Myerstown Borough Mini-Comprehensive Plan 2012* document shall take precedence and shall be deemed to amend the applicable content of the most recent version of the general Lebanon County Comprehensive Plan (December 2007) planning document; and

**WHEREAS**, the Planning Commission of the Borough of Myerstown reviewed the *Myerstown Borough Mini-Comprehensive Plan 2012* on August 27, 2012 at an advertised public meeting and recommended its approval to the Borough Council of the Borough Of Myerstown; and

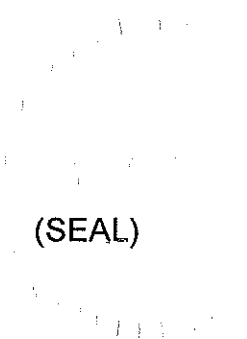
**WHEREAS**, the *Myerstown Borough Mini-Comprehensive Plan 2012* was distributed on September 14, 2012 by regular mail to Jackson Township, Lebanon County, Pennsylvania; the Lebanon County Planning Department; and the Eastern Lebanon County School District for inter-governmental review and comment as required by the Pennsylvania Municipalities Planning Code, Act of 1968, P. L. 805, No. 247, as reenacted and amended, and;

**WHEREAS**, a public hearing, held after the required public notice thereof in conformance with the Pennsylvania Municipalities Planning Code, Act of 1968, P. L. 805, No. 247, as reenacted and amended, was conducted by the Borough Council of the Borough of Myerstown on December 11, 2012 at 7:30 P. M., prevailing time;

**NOW, THEREFORE BE IT RESOLVED**, by the Borough Council of the Borough Of Myerstown, pursuant to Section 302 of the Pennsylvania Municipalities Planning Code, Act of 1968, P. L. 805, No. 247, as reenacted and amended, that the *Myerstown Borough Mini-Comprehensive Plan 2012* and the most recent version of the Lebanon County Comprehensive Plan (December 2007), are hereby officially adopted together with all maps, charts, textual materials, and other related materials intended to form the whole of the plan and such action shall be recorded in the adopted plan.

**FURTHERMORE**, be it resolved by the Borough Council of the Borough Of Myerstown, that this resolution be spread upon the minutes of the Borough Council.

The foregoing **RESOLUTION** was duly adopted by the Borough Council of the Borough of Myerstown on this Eleventh (11<sup>th</sup>) Day of December 2012, to be effective immediately.



*Bryan L. Rittle*

\_\_\_\_\_  
Bryan L. Rittle, President

(SEAL)

ATTEST:

*Eric L. Powell*

\_\_\_\_\_  
Eric L. Powell, Secretary

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## *Project Acknowledgements*

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Michael Behm, President Pro-Tem  
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John Reynolds  
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## 1. Introduction

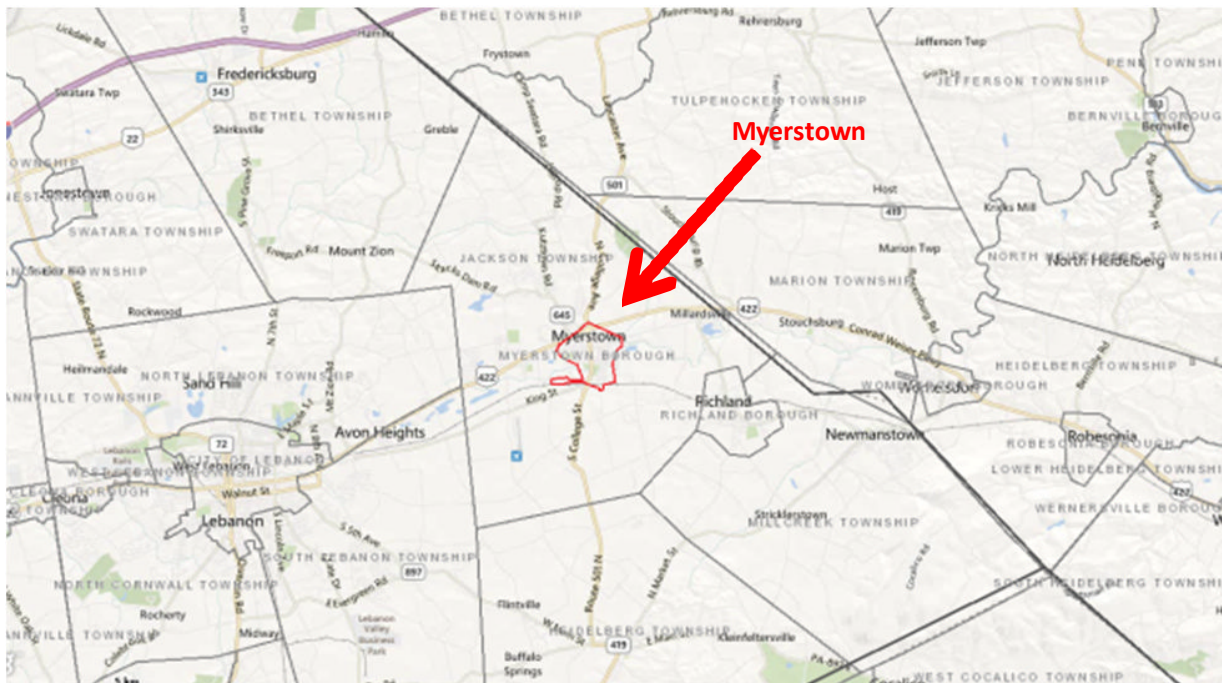
Myerstown Borough is a thriving community drawing residents, business owners, customers, and visitors from around Lebanon, Lancaster, and Berks Counties and beyond to live, work, do business, and play; as it has both the “bones” (established traditional building and development patterns – [core community]) and the “drive” (compassionate hard working folks with ideas and a work ethic). The Mini-Comprehensive Plan sets forth a renewed and coordinated community vision, related set of objectives, and most importantly, a set of action strategies and projects that support the borough’s current and future community planning and development revitalization efforts to continue enhancing the community.





### *a. Locating Myerstown*

Myerstown Borough, is generally considered a traditional core community, and is located in eastern Lebanon County. The City of Lebanon lies approximately 6 miles west of the borough, the City of Reading is approximately twenty-three (23) miles east of the borough, and the City of Lancaster is approximately twenty-five (25) miles to the south of Myerstown. These major urbanized areas are connected to Myerstown by a series of important transportation corridors. The northern portion of the borough is traversed by US-422 running in an east-west pattern, while the Norfolk Southern rail corridor traverses the southern portion of the borough in a similar fashion. PA-501 runs north-south through the center of the borough. The Tulpehocken Creek flows west to east through the borough and is located between US-422 and the Northfolk Southern rail line.



### *b. Building on What Has Come Before*

#### **Policy & Related Regulation Framework**

The current Borough comprehensive plan, The Borough of Myerstown, Lebanon County Comprehensive Plan (1966), has not been updated in over 40 years. The document is very outdated and no longer reflects the needs or the desires of the Borough, nor current and emerging trends, objectives, or strategies in sustainable core community planning and development. Fortunately, Lebanon County recently updated the County's Comprehensive Plan (2007). The Lebanon County Comprehensive Plan is the basis for the Myerstown Borough Mini-Comprehensive Plan.



In 2005, along with a series of other communities and organizations in Lebanon and Berks Counties through which the Tulpehocken Creek flows, the Borough participated with the Lebanon Valley Conservancy and the Berks County Conservancy in the Tulpehocken Greenway Feasibility Study. The purpose of the study was to propose a network of greenways and recreation trails, and related series of strategies to “conserve and protect ... streams, woodlands, and farmlands” along the Tulpehocken Creek.

The Borough does have a zoning ordinance, initially developed in 1979 and subsequently amended numerous times, most recently in the early 2000s. The Lebanon County Subdivision and Land Development Ordinance, most recently amended in 2008, regulates new development within Myerstown Borough.



### *c. Mini-Comprehensive Plan Concept*

Myerstown Borough recognizes the importance of having an updated and uniquely tailored community vision and related set of objectives and strategies that support the Borough's current and future community planning and development revitalization efforts. Therefore, the Borough decided to pursue a mini-comprehensive planning initiative. The mini-comprehensive planning effort focuses on developing a common community vision and related set of objectives; future land use and development plan; and implementation and action strategy based upon local input, insight, and analysis of key trends and issues relating to general community development; neighborhoods and housing; downtown / town center; business development; community facilities & partnerships; mobility; community pride & identity; heritage; environmental / natural resources; community design, etc.

Additionally, the uses of the Mini-Comprehensive Plan are as follows:

- First and foremost, the Mini-Comprehensive Plan provides a means for setting forth a unified group of general and specific proposals for future physical, social, and economic development character enhancements of the borough.
- Second, after adoption, the Mini-Comprehensive Plan will enable the Borough and other officials, residents, and business and property owners to review current issues and future proposals against a clear picture of what the community has reached consensus upon as the





most desirable direction for the future physical, social, and economic development character of Myerstown Borough.

- Third, through the Mini-Comprehensive Plan, the Borough will be able to present a clear picture of its general and specific policies of development to all officials, partners, and entities concerned with the location, timing, and character of the borough's physical, social, and economic development.
- Fourth, the mini-comprehensive planning effort will help educate and provide a forum for Borough and other officials, residents, and business and property owners to review and discuss past and current conditions, issues and opportunities; as well as help set the policy of the borough with respect to current and future physical, social, and economic development.

To be effective, the Mini-Comprehensive Plan should reflect the common community vision and shared goals of the residents, property and business owners, and officials of the community. These goals should range from physical policies, such as the appropriate use and development of land and buildings, to social, economic, environmental, and educational policies. Once these goals are formed, they should represent a context within which public and private decisions may be made regarding the revitalization and enhancement of Myerstown through conservation, rehabilitation, use, reuse, infill, and redevelopment of land, housing, buildings, and other structures; businesses; community infrastructure and services; and the compatible utilization and protection of important manmade and natural resources.



As part of the Mini-Comprehensive Plan, Myerstown Borough Council intends to adopt the most recent version of the Lebanon County Comprehensive Plan as its general guiding community development planning document, but also intends to adopt this Myerstown Borough Mini-Comprehensive Plan document as a specific addendum, and as the current proposal for Myerstown Borough's community development and revitalization efforts. It is not the intent of this Mini-Comprehensive Plan to substitute the general recommendations and policy statements of the most recent version of the Lebanon County Comprehensive Plan, but this Mini-Comprehensive Plan does more closely examine the microclimate of the borough in developing a unique vision and related set of goals and objectives specifically tailored to address the needs of Myerstown. Although this Mini-Comprehensive Plan document sets forth the Borough's vision, goals, objectives, and strategies and projects which are supported, complemented,



and—in most instances—provided with more detail than the Lebanon County Comprehensive Plan where appropriate, it should be noted that whenever there is a conflict or inconsistency between the information contained in this Myerstown Borough Mini-Comprehensive Plan document and the Lebanon County Comprehensive Plan, the Myerstown Borough Mini-Comprehensive Plan document shall take precedence and shall be deemed to amend the applicable content of the general County Comprehensive Plan document (See Appendix 6.a. Lebanon County Comprehensive Plan).

The Myerstown Borough Mini-Comprehensive Plan is the result of:

- field visits and meetings with the Borough (Spring 2009 & Summer 2010);
- two (2) community public meetings (February / July 2012);
- a one (1) day intensive public officials and stakeholders meeting (February 2012);
- series of stakeholder interviews (February 2012);
- Borough Planning Commission meeting (August 2012);
- Borough Council public hearing (November 2012); and
- a series of steering committee workshops (October 2011 – June 2012).

Together these activities helped frame and guide the planning process (See Appendix 6.b. Status of the Community).

Finally, it is important to note, the Mini-Comprehensive Plan is not a solution for all the problems and concerns of the borough, nor is it a finished product only to be reviewed and updated every decade or so. Rather, it is an on-going process and framework which the borough may use as a roadmap or blueprint to guide future decisions relating to current and future physical, social, and economic development.





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## 2. Community Vision

### Community Vision

A vision statement reflects an end-product and should generally not reflect present conditions within the borough. Rather, the vision statement draws a positive image of what Myerstown Borough can and should look like in the future. It should be noted that it is not the intent to substantially change the community's existing development patterns, but rather build upon those patterns and investments as well as to protect and enhance important and unique manmade and natural features.

### *Myerstown's Community Vision Statement*

Myerstown Borough is a desirable eastern Lebanon County core community of officials, residents, business owners, and organizations who actively partner on a variety of community betterment initiatives for maintaining, enhancing, and promoting the community's: clean, friendly, safe, and green image; traditional building and development patterns; sustainable businesses; high quality parks / recreational opportunities, utilities, and services; safe and interconnected transportation network; and unique and important natural and cultural heritage.





### 3. Goals / Objectives

In order to achieve the desired future community vision, the Mini-Comprehensive Plan proposes the following goals and objectives.

#### Goals

Goals are generally desirable conditions to be achieved, usually too general to be measured or quantified. Goals define the broad interest of the borough's officials, residents, business owners, and civic organizations on specific elements/features such as relating to general community development; neighborhoods and housing; downtown / town center; business development; community facilities & partnerships; mobility; community pride & identity; heritage; environmental / natural resources; community design, etc., that when implemented will enable the Borough to attain its desired future vision.

#### Objectives

Each goal is supported by a series of objectives. Objectives are generally more specific and potentially quantifiable ways that when carried out, will enable the Borough to attain its desired goals and community vision.



#### a. Community Partnerships & Cooperation

##### i. Goal

*The borough supports, encourages, and seeks to promote open communication via a variety of media and forums for fostering strong partnerships with a variety of entities, organizations, and groups.*

##### ii. Objectives

The borough supports, encourages, and seeks to:

- A. Maintain, update, and expand public notification to, and communication with residents, businesses, and others via a variety of appropriate and effective media and forums.



- B. Promote and provide a variety of community events, gatherings, and happenings.
- C. Enhance the effectiveness of the borough committees and related groups on a variety of community betterment initiatives.
- D. Continue fostering relationships and partnerships with federal, state, county, and local entities and officials, community and faith-based organizations, business owners, and residents.
- E. Partner with neighboring communities and other entities in sharing resources, facilities, and services, when mutually beneficial.
- F. Partner with neighboring communities other entities for developing solutions for shared regional issues (such as public safety, education, business development, public infrastructure, etc.).
- G. Pursue joint opportunities for collaborative knowledge and information sharing, planning, decision-making, and implementation with neighboring communities and other entities.
- H. Partner with neighboring communities and other entities for providing and receiving input, when making decisions (including development plans) that are likely to impact them directly, the borough, and the region.



## *b. General Community Development*

### *i. Goal*

*The borough supports, encourages, and seeks to provide for a compatible and complimentary mixture of land uses, development patterns, and building designs respecting, supporting, and enhancing the community's established neighborhoods and other developed areas in addition to the natural resources, for accommodating residents and businesses.*

### *ii. Objectives*

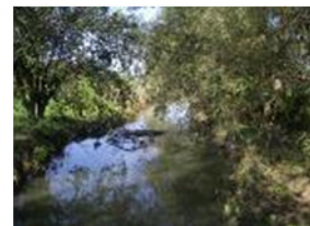
The borough supports, encourages, and seeks to:

- A. Enhance its image as an eastern Lebanon County destination by capitalizing on its location along and exposure from major



transportation corridors connecting the community to major shopping, living, and employment centers.

- B. Ensure development is planned and designed to fit into the character of and enhance the surrounding neighborhoods, via appropriate land use and development design standards.
- C. Protect and enhance the existing predominately lower intensity residential neighborhood areas with appropriate use and design standards.
- D. Protect and enhance the traditional mixed residential neighborhood areas with appropriate use and design standards.
- E. Protect and enhance a compatible mixture of residences and neighborhood-oriented, neighborhood supporting businesses, and other lower intensity business uses in certain areas with appropriate use and design standards.
- F. Develop and orient itself towards a true “downtown / town center” or “central business district” with appropriate use and design standards (see below).
- G. Ensure auto-oriented, auto-dominated, and other more intensive business uses are accommodated for in appropriate areas with appropriate use and design standards.
- H. Ensure more intense commercial and industrial business uses are accommodated for in appropriate areas with appropriate use and design standards.
- I. Ensure community and faith-based organization services and facilities are accommodated for in appropriate areas with appropriate use and design standards.
- J. Ensure natural and environmental resource protection is accommodated for in appropriate areas with appropriate use and design standards.
- K. Ensure heritage resource protection is accommodated for in appropriate areas with appropriate use and design standards.
- L. Identify certain areas of the community as “opportunity areas” due to specific man-made or natural features, conditions, and circumstances such as size, location, features, etc., for possible future development considerations (for input, ideas, planning, design, and implementation).





- M. Promote and enhance the Main Avenue, College Street, and Lincoln Avenue (US-422) corridors with appropriate use and design standards.
- N. Ensure certain larger, traditionally developed or former non-residential buildings (e.g., schools, places of worship, warehouses and other large business buildings) are adaptively reused in a manner that compliments and is compatible with, instead of detracts from, the existing character of the neighborhood, and which also includes a process by which neighbors and the community can provide input.
- O. Ensure business signs fit into the character of the surrounding neighborhood with appropriate use and design standards.
- P. Ensure wireless communications facilities are appropriately located and fit into the character of the community with appropriate use and design standards.
- Q. Ensure new development (infill, replacement, adaptive reuse, redevelopment, etc.) and uses comply with adequate and appropriate performance measures, screening, and other impact mitigating design standards, treatments, and features.
- R. Develop coordinated and attractive gateways into the community.



### *iii. Downtown / Town Center Objectives*

The borough supports, encourages, and seeks to:

- A. Enhance and promote the downtown / town center area as a pedestrian oriented, neighborhood and region serving, niche business accommodating destination.
- B. Provide for the efficient use and compatible reuse of buildings, land, and community facilities and services within the established downtown / town center area or central business district.
- C. Provide for a mixture of compatible building and land uses that encourage complementary non-residential and residential uses within the same building, upon the same lot, and within proximity to one another.





- D. Provide formal and informal community gathering places, opportunities, and links for socialization.
- E. Provide for pedestrian-oriented and pedestrian-scaled development.
- F. Strengthen connections between the downtown / town center with surrounding neighborhoods and other business areas, including those residential uses within the downtown / town center area or central business district.
- G. Provide an attractive, inviting, safe, and green environment for residents, business owners, customers, and visitors.
- H. Accommodate alternative modes of transportation (public transit, pedestrian, and bicycle) and coordinated access by reducing the reliance on the automobile and minimizing the need for off-street parking in the downtown / town center area or central business district.
- I. Accommodate a variety of appropriate on-street and off-street parking enhancements and opportunities.
- J. Provide opportunities for energy efficiency in new construction and reuse of existing buildings to conserve energy and lower costs for businesses and property owners.
- K. Enhance the downtown's / town center's or central business district's image, identity, and safety via public and private improvements supporting a coordinated and attractive streetscape/greening/traffic calming, gateway, and wayfinding program.
- L. Provide for quality design via general design guidelines and standards that help maintain and promote the downtown / town center area or central business district principles mentioned above.



### c. Neighborhoods & Housing

#### i. Goal

*The borough supports, encourages, and seeks to provide for a variety of housing opportunities that are consistent and compatible with the existing neighborhood and housing stock characteristics, for accommodating existing and future residents within:*





- o residential neighborhoods;*
- o traditional mixed neighborhoods; and*
- o the downtown / town center area.*

## *ii. Objectives*

The borough supports, encourages, and seeks to:

- A. Provide for the maintenance, rehabilitation, reasonable expansion, and enhancement of existing housing opportunities in a manner consistent and compatible with the structure and the surrounding neighborhood.
- B. Provide for a variety of safe housing opportunities in various price ranges that are consistent and compatible with existing housing stock within the surrounding neighborhood.
- C. Reduce substandard or dilapidated housing and blight within the community.
- D. Prevent overcrowding of residences and neighborhoods.
- E. Ensure housing is well-kept and safe and surrounding neighborhoods are well-kept, safe, and green by proactively addressing property maintenance and code enforcement issues.
- F. Ensure appropriate interconnections are established within neighborhoods; between neighborhoods; and to a variety of neighborhood serving civic uses and businesses either within neighborhood(s) or close by, especially the downtown / town center.
- G. Provide opportunities to improve energy efficiency to conserve energy and lower costs for residents.
- H. Accommodate de-conversions of business structures originally designed with storefront / ground floors commercial space and which have overtime been converted to residential uses, back to business space.
- I. Accommodate de-conversions of residential structures originally designed for single residences and which have overtime been converted





to multi-unit residences or apartment buildings, back to single residential structures.

- J. Provide for apartment conversions in certain areas, consistent and compatible with the character of and enhances the surrounding neighborhood, with appropriate use and development design standards.
- K. Ensure an appropriate and compatible owner / renter mix.
- L. Ensure the sale and/or leasing of residential units to occur in efficient and effective manner.
- M. Provide opportunities for neighbors to gather, interact, develop, promote, and sustain neighborhood identity and pride.



#### *d. Business Development*

##### *i. Goal*

*The borough supports, encourages, and seeks to promote a compatible and complimentary mixture of sustainable businesses meeting the community's employment and purchasing demands, while also attracting customers and visitors from outside the community.*

##### *ii. Objectives*

The borough supports, encourages, and seeks to:

- A. Accommodate organizations, programs, and activities for sustainable business retention, expansion, recruitment, and creation that complement the community's business environment.
- B. Ensure appropriate and compatible jobs / housing mix.
- C. Enhance opportunities for a variety of home businesses which are designed to fit into the character of the surrounding neighborhood with appropriate use and design standards, in a fashion that does not overpower or detract from the existing residential character of the neighborhood.
- D. Accommodate small scale, neighborhood serving businesses designed to fit into the







character of the surrounding neighborhood with appropriate use and design standards, in the traditional mixed neighborhoods around the downtown / town center, in a fashion that does not overpower or detract from the existing residential character of the neighborhood.

- E. Enhance and promote the downtown / town center area as a pedestrian oriented, neighborhood and region serving, niche business accommodating destination.

- F. Provide for other more intensive business uses, including auto-oriented / dominated businesses and other more intense commercial and industrial at the north and south ends of the borough instead of in the downtown / town center.



- G. Capitalize upon pass-through traffic as a captive audience of potential customers and visitors.

- H. Provide for the appropriate location and development of sustainable businesses that support, compliment, are compatible with, and meet the needs of the surrounding neighborhood and the community.

## *e. Community Facilities & Services*

### *i. Goal*

*The borough seeks to ensure that community facilities, utilities, and services are provided in a sustainable and cost effective manner to meet business and resident demands.*

### *ii. Objectives*

The borough supports, encourages, and seeks to:

- A. Ensure utility service providers maintain and enhance the levels of service to meet existing and future demands.
- B. Further efforts of reducing, reusing, and recycling “waste” related materials.
- C. Ensure community forums are provided for determining desirable and appropriate uses of existing and former civic or public / semi-public buildings and lands.





- D. Pursue longer term capital improvement planning, coordination, budgeting, and implementation for a variety of public service, facility, and equipment needs.
- E. Continue enforcing existing ordinances ensuring the fulfillment of their purposes first; and then evaluate the needs, issues, and impacts, prior to developing new ordinances.
- F. Consider coordinating and possibly consolidating the locations of certain Borough services, operations, and facilities.
- G. Ensure the Borough's staffing, equipment, and facilities are adequately planned, budgeted, and provided for, as well as maintained to meet existing and future demands.
- H. Improve and enhance facilities which are accessible to and visible by the public including the interior and exterior of public buildings, structures, and grounds.
- I. Invest in the planning, maintenance, and enhancement of community parks and related recreational opportunities.
- J. Provide a coordinated set of wayfinding or directional signs guiding residents and visitors to a variety of public facilities and points of interest.
- K. Ensure the high levels of public safety service and quick responses by the police, fire, and other emergency service providers, and support efforts to pursue opportunities for maximizing time, energy, and resources.
- L. Ensure new community (public / semi-public) buildings, structures, and uses are integrated into, compatible with, and enhance the surrounding neighborhood.
- M. Partner with community and faith-based organizations to ensure facilities and services are oriented toward, support, and enhance the surrounding neighborhood.
- N. Continue complying with and regulating stormwater related developments in accordance with the most recent state and federal requirements and monitoring needs for stormwater improvements.
- O. Ensure the levels of service of public water and public sewage are adequately planned and provided for, as well as maintained to meet existing and future demands.





- P. Accommodate and incorporate sustainable and best management principles, concepts, and methods into infrastructure, facility, service, and operation improvements.
- Q. Pursue community betterment initiatives and improvement projects using a variety of public and private technical, financial, professional, and volunteer resources.

## *f. Mobility*

### *i. Goal*

The borough supports, encourages, and seeks to promote safe and efficient access and mobility for people and goods within the community, through preserving and enhancing the well-established, appropriately designed and interconnected network of streets, alleys, public transit, and non-motorized opportunities.

### *ii. Objectives*

The borough supports, encourages, and seeks to:

- A. Mitigate the negative impacts associated with large truck traffic.
- B. Provide for an appropriate and compatible mixture of mobility options for motor vehicles, pedestrians, bicycles, and public transit.
- C. Ensure pedestrian-friendliness and safety in the community through the maintenance and enhancement of the interconnected network of pedestrian improvements including sidewalks, signals, crosswalks, etc.
- D. Ensure speed limits are appropriate and compatible for the surrounding neighborhood and desired conditions.
- E. Better coordinate and link land use, community and economic development, and transportation decisions.
- F. Ensure cost effective maintenance and rehabilitation of existing transportation facilities.
- G. Maintain and enhance the community's interconnected street, alley, and sidewalk network, primarily in the traditional grid-pattern.





- H. Ensure appropriately scaled and right-sized transportation improvements are provided in a sustainable manner minimizing impacts on the surrounding natural and built environment.
- I. Ensure a variety of on-street and off-street parking opportunities in appropriate areas.
- J. Coordinate and reduce visual clutter associated with transportation related and other signs within the public right-of-way.
- K. Maintain and enhance its streetscapes through a coordinated series of pedestrian safety improvements and traffic calming (slowing) techniques including appropriately designed and installed street trees, sidewalks/crosswalks, curb extensions, period style street lights, on-street parking, etc.
- L. Provide and manage the number and location of access points onto certain streets and roadways.
- M. Partner with public transit service providers to assess and ensure route and facility improvements are provided where applicable.



### *g. Community Heritage Resources*

#### *i. Goal*

*The borough supports, encourages, and seeks to preserve, enhance, and promote the community's historic, cultural, and architectural heritage.*

#### *ii. Objectives*

The borough supports, encourages, and seeks to:

- A. Partner with heritage organizations and other entities for identifying, documenting, and/or preserving important historic, cultural, and architectural resources within the community.
- B. Ensure development near certain identified historic, cultural, and architectural resources is sensitive to the surrounding context by taking into consideration details including placement, height, setbacks, color scheme, façade characteristics, screening, buffering, etc.





- C. Increase awareness of the community's history, culture, and architecture through coordinated educational and promotional efforts.
- D. Consider developing specific criteria and review process for increased scrutiny regarding demolition (and/or removal) of certain identified historic, cultural, and architectural resources.



## *h. Environmental / Natural Resources*

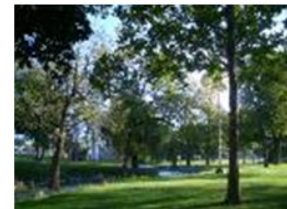
### *i. Goal*

*The borough supports, encourages, and seeks to preserve, enhance, and promote the community's natural and environmental resources.*

### *ii. Objectives*

The borough supports, encourages, and seeks to:

- A. Preserve and enhance of the quality and quantity of natural resources including floodplains, streams and water courses; wetlands; larger stands of trees and vegetation, etc.
- B. Protect and enhance certain important riparian corridors such as Tulpehocken Creek as "greenways" which may include a variety natural, passive recreation, and educational opportunities, and provides connections to other important community assets.
- C. Accommodate green building techniques and other best management practices and sustainable building and development concepts and initiatives.
- D. Accommodate alternative energy which is designed to fit into the character of the surrounding neighborhood with appropriate use and design standards.
- E. Continue complying with and regulating development, within floodplain areas in accordance with the most recent state and federal standards.





- F. Enhance the appearance of the community via a variety of greening initiatives including preservation of existing vegetation, and public and private landscaping improvements using native vegetation, and other appropriate and compatible plantings, shade trees, and street trees.
- G. Enhance opportunities for a variety of local sustainable food production which is designed to fit into the character of the surrounding neighborhood with appropriate use and design standards.





#### 4. Future Land Use and Development Plan<sup>1</sup>

The future land use and development plan textually and graphically serves as the supporting foundation for the borough's future development and policy decisions as they relate to implementing the community vision, goals, and objectives. The plan generally provides residents, business owners, developers, and officials with guidance and inspiration for implementing the desired vision, general and specific characteristics for areas within the borough. The future land use and development plan is based upon two (2) creative and mutually supportive approaches to helping ensure that future development and policy decisions within the Borough are generally undertaken in a manner consistent and compatible with (and enhance where applicable) the existing conditions and the desired future vision, goals and objectives of the community.

Character areas go beyond the traditional general land use categories which predominately focus on "the what, the where, and the when" (the functions). Character areas seek to build upon the traditional "functions" by including "the how" (form) and focusing more holistically on how form and function are integrated and dependent upon one another, as well as how the various man-made features and systems and the natural environment are interrelated. A character area is generally defined as:

"A geographic area which is unique and distinguishable from other areas in the region or locality due to its natural features, predominant land use, mix of land uses, economic relationships, and/or design characteristics of the built environment, and for which a common vision can be articulated regarding its preservation, growth, or change. . . .<sup>2</sup>"

The following describes the character areas for Myerstown Borough. Each character area includes a brief description, a few representative images, and some general and/or specific predominate characteristics and considerations, further detailing the "essence" of the character area. It must be remembered many of these areas are generalized and conceptual in nature, and thus the boundaries of the various character area categories are not meant to be exact.

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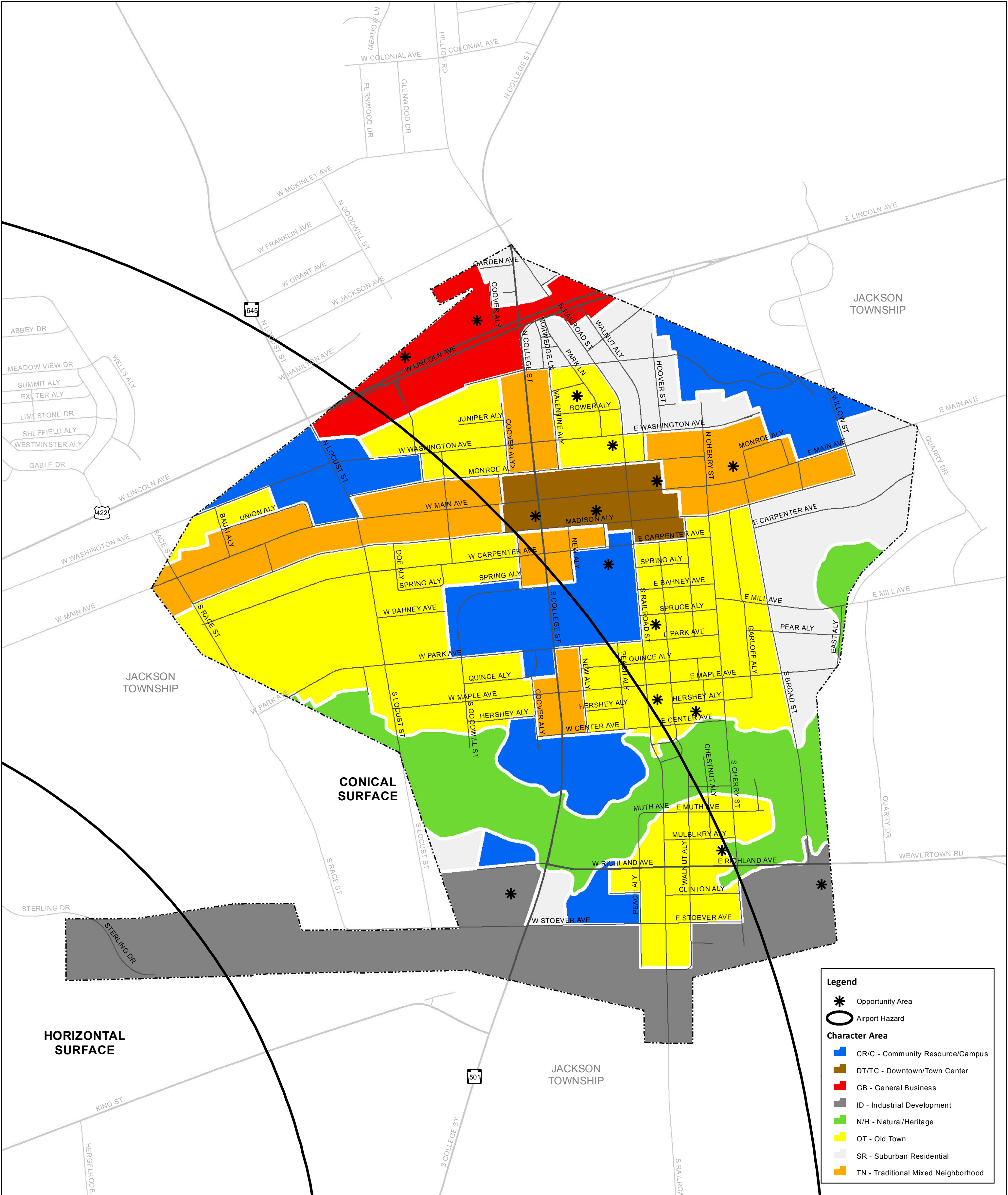
<sup>1</sup>This entire section and the specific character areas shall serve as the required statement of interrelationships of the various plan(s) components per Section 301.a(4.1) of the MPC.

<sup>2</sup> V. Gail Easley and Glenn Coyne (June 2005) *Discovering and Planning Your Community Character, Appendix B*, Jerry Weitz (August 2004) *Character Area Typology and Implementation*, pg 25.



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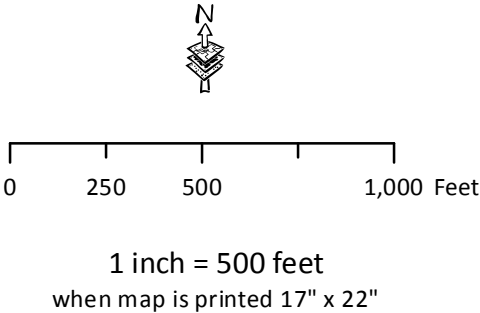


# Myerstown Borough Future Land Use and Development Plan

(Adopted Final Version 12/11/12)

PA State Plane South NAD 1983 (feet)

Map Source:  
2005 Lebanon County GIS  
2010, 2011 PennDOT  
2012 RETTEW Associates, Inc.



**RETTEW**<sup>SM</sup>



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### SUBURBAN RESIDENTIAL AREA



These areas of the borough generally include those areas where newer, “suburban” type lower density residential uses, buildings, and development patterns are predominant. These areas generally possess desirable lower density residential uses and building types and some compatible non-residential uses; one and two story buildings; larger and wider lots which are accessed from driveways to the street; front loaded garages; but also includes sidewalks. The purposes of these areas are to protect, accommodate, and promote these lower density neighborhood areas by providing general and specific design compatibility and performance standards helping to ensure a variety of complimentary, compatible, and desirable residential and non-residential uses through reuse, replacement, and infill development.

#### Neighborhoods & Housing

- Single family detached dwellings
- Single family semi-detached dwellings
- Two family dwellings (corner lots)
- Mobilehome developments
- Accessory dwellings
- Lower to moderate density/intensity development

#### Business Development


- Limited home based businesses
- Stealth telecommunication antenna
- Limited signage

#### Community Facilities & Services

- Schools
- Places of worship
- Daycare facilities
- Park and recreation facilities
- Full range of public services and utilities
- Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)





SUBURBAN RESIDENTIAL AREA	
	
Mobility	<p>2 lane, low to medium volume “local” streets and limited cul-de-sacs (interconnected)</p> <p>Direct access from front of property to street (driveway in front)</p> <p>Pedestrian and bicycle connections (i.e. sidewalks, crosswalks, bike lanes, etc.)</p> <p>Connections to transit routes</p>
Community Heritage Resources	<p>Historic resources / character identified and protected, where present</p>
Environmental / Natural Resources	<p>Retain natural vegetation</p> <p>Green building and development</p> <p>Shade trees and landscaping including native species</p> <p>Accessory alternative energy systems</p> <p>Greenways and trail facilities</p> <p>Urban agriculture</p>
Design	<p>Larger and wider lots which are accessed from the street</p> <p>8,000 - 12,000 sq. ft. lot area (or 4 -5 dwelling units / acre)</p> <p>35% - 50% impervious coverage</p> <p>Mobilehome park standards as applicable</p> <p>Buildings should respect height, setbacks and architectural design of neighborhood (1-2 stories, larger/deeper setbacks, etc.)</p> <p>Limit impact of non-residential operations (e.g., size, hours of operation, design blends with residential character, etc.)</p> <p>Buffer and screening between non-residential and residential uses</p> <p>On-street and limited and coordinated off-street parking facilities</p> <p>Street / site lighting</p>



## OLD TOWN RESIDENTIAL AREA



These areas of the borough generally include those areas where distinctive, well established mixed residential neighborhoods, uses, buildings, and development patterns are predominant. These areas generally possess a desirable mixture of medium to higher density residential uses and building types and compatible neighborhood supported, pedestrian oriented civic and business sales and services (near corners / intersections) in close proximity; multi-story buildings with front porches and orientation toward and abutting the sidewalk; lots with narrower widths and setbacks which are accessed from alleys; coordinated and appropriately designed parking; and sidewalks. The purposes of these areas are to protect and enhance these important traditional mixed residential neighborhoods by providing general and specific design compatibility and performance standards helping to ensure a variety of complimentary, compatible, and desirable residential and non-residential uses through reuse, replacement, and infill development.

### Neighborhoods & Housing

Single family detached dwellings  
 Single family semi-detached dwellings  
 Single family attached dwellings  
 Two family dwellings  
 Multi-family dwellings  
 Accessory dwellings and apartments  
 Moderate to higher density/intensity development

### Business Development

Home based businesses  
 Limited small scale, neighborhood oriented retail, services, and office uses (generally at or near corners / intersections)  
 Lodging facilities (bed & breakfasts)  
 Tourism (e.g., fairs, special events)  
 Stealth telecommunication antenna  
 Limited signage



**OLD TOWN RESIDENTIAL AREA**



Community Facilities & Services	<p>Schools</p> <p>Places of worship</p> <p>Community gathering places</p> <p>Daycare facilities</p> <p>Park and recreation facilities</p> <p>Full range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
Mobility	<p>2 lane, low to medium volume "local" streets and alleys (interconnected)</p> <p>Limit and coordinate curb cuts and safe access from property onto streets (other than alleys) and specifically provide access from the rear of property to alley</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and/or related amenities as applicable</p>
Community Heritage Resources	<p>Historic resources / character identified and protected, where present</p>
Environmental / Natural Resources	<p>Retain natural vegetation</p> <p>Green building and development</p> <p>Shade trees and landscaping including native species</p> <p>Accessory alternative energy systems</p> <p>Greenways and trail facilities</p> <p>Urban agriculture</p>



## OLD TOWN RESIDENTIAL AREA



### Design

Smaller and narrower lots which are accessed from the alley

2,000 - 8,000 sq. ft. lot area (or 5 -20 dwelling units / acre)

50% - 65% impervious coverage

Buildings should respect height, setbacks and architectural design of neighborhood

Limit impact of business and non-residential operations (e.g., size, hours of operation, design blends with residential character, etc.)

Buffer and screening between non-residential and residential uses

On-street and limited and coordinated off-street parking facilities (side or rear yard)

Street / site lighting



### TRADITIONAL MIXED NEIGHBORHOOD AREA



These areas of the borough generally include those areas where distinctive, well established mixed use neighborhoods, uses, buildings, and development patterns are predominant. These areas are generally located along and adjacent to Main Avenue and College Street (major thoroughfares and major bus routes). These areas generally possess a desirable mixture of medium to higher density residential uses and building types and compatible neighborhood and community supported, pedestrian oriented civic and business sales and services in close proximity; multi-story buildings with front porches and orientation toward and abutting the sidewalk; lots with narrower widths and setbacks which are accessed from alleys; coordinated and appropriately designed parking; and sidewalks. The purposes of these areas are to serve as progressive transitions between, and extensions of the downtown / town center and the surrounding old town residential neighborhoods; protect and enhance these important traditional mixed use neighborhoods by providing general and specific design compatibility and performance standards helping to ensure a variety of complimentary, compatible, and desirable residential and non-residential uses through reuse, replacement, and infill development.

#### Neighborhoods & Housing

- Single family detached dwellings
- Single family semi-detached dwellings
- Single family attached dwellings
- Two family dwellings
- Multi-family dwellings
- Accessory dwellings and apartments
- Moderate to higher density/intensity development

#### Business Development

- Home based businesses
- Limited small scale, neighborhood oriented retail, services, and office uses
- Outdoor dining and seating
- Lodging facilities (bed & breakfasts)
- Tourism (e.g., fairs, special events)
- Stealth telecommunication antenna
- Limited signage





### TRADITIONAL MIXED NEIGHBORHOOD AREA



#### Community Facilities & Services

Schools  
 Places of worship  
 Community gathering places  
 Clubs and lodges  
 Daycare facilities  
 Park and recreation facilities  
 Full range of public services and utilities  
 Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)

#### Mobility

2 lane, medium to high volume through streets (Main Avenue and College Street) and 2 lane, low to medium volume "local" streets and alleys (interconnected)  
 Limit and coordinate curb cuts and safe access from property onto streets (other than alleys) and specifically provide access from the rear of property to alley  
 Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)  
 Transit connections, stops, and/or related amenities as applicable

#### Community Heritage Resources

Historic resources / character identified and protected, where present



**TRADITIONAL MIXED NEIGHBORHOOD AREA**



Environmental / Natural Resources

- Retain natural vegetation
- Green building and development
- Shade trees and landscaping including native species
- Accessory alternative energy systems
- Greenways and trail facilities
- Urban agriculture

Design

- Smaller and narrower lots which are accessed from the alley
- 2,000 - 8,000 sq. ft. lot area (or 5 -20 dwelling units / acre)
- 60% - 75% impervious coverage
- Buildings should respect height, setbacks and architectural design of neighborhood
- Limit impact of business operations (e.g., size, hours of operation, design blends with residential character, etc.)
- Screening between non-residential and residential uses
- On-street and limited and coordinated off-street parking facilities (side or rear yard)
- Street / site lighting



## DOWNTOWN / TOWN CENTER AREA



This area of the borough generally includes the distinctive, “historic” central business district of Myerstown, where traditional mixed use, building, and development patterns are predominant. This area is generally situated along, around, and oriented to Main Avenue between the intersections with College Street and Railroad Street, traditionally the major thoroughfares and major bus routes through the community. This traditional heart of and prominent focal point of the borough generally possesses a unique and desirable mixture of medium to higher density residential uses and building types and compatible neighborhood, community, and regionally supported, pedestrian oriented civic and business sales and services in close proximity; multi-story buildings with front porches or stoops and orientation toward and abutting the sidewalk; lots with narrower widths and setbacks which are accessed from alleys; coordinated and appropriately designed parking; and sidewalks. The purposes of this area are to protect and enhance this important traditional mixed use community central business district by providing general and specific design compatibility and performance standards helping to ensure a variety of complimentary, compatible, and desirable residential and non-residential uses through reuse, replacement, and infill development.

### Neighborhoods & Housing

- Single family detached dwellings
- Single family semi-detached dwellings
- Single family attached dwellings
- Two family dwellings
- Multi-family dwellings
- Accessory dwellings and apartments
- Moderate to higher density/intensity development

### Business Development

- Home based businesses
- Retail, services, and office uses
- Outdoor dining and seating
- Lodging facilities (hotels and bed & breakfasts)
- Tourism (e.g., fairs, special events)
- Stealth telecommunication antenna
- Limited signage



**DOWNTOWN / TOWN CENTER AREA**



<p>Community Facilities &amp; Services</p>	<p>Schools</p> <p>Places of worship</p> <p>Clubs and lodges</p> <p>Daycare facilities</p> <p>Park and recreation facilities</p> <p>Full range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
<p>Mobility</p>	<p>2 lane, medium to high volume through streets (Main Avenue and College Street) and 2 lane, low to medium volume "local" streets and alleys (interconnected)</p> <p>Limit and coordinate curb cuts and safe access from property onto streets (other than alleys) and specifically provide access from the rear of property to alley</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and/or related amenities as applicable</p>
<p>Community Heritage Resources</p>	<p>Historic resources / character identified and protected, where present</p>



**DOWNTOWN / TOWN CENTER AREA**



Environmental / Natural Resources

- Retain natural vegetation
- Green building and development
- Shade trees and landscaping including native species
- Accessory alternative energy systems
- Greenways and trail facilities
- Urban agriculture

Design

- Lot area should be based on size of the buildings, and standards; setbacks; impervious coverage; parking, loading/unloading; and other applicable requirements
- 70% - 85% impervious coverage
- Buildings should respect height, setbacks and architectural design of neighborhood
- Limit impact of business operations (e.g., size, hours of operation, design blends with residential character, etc.)
- Screening between non-residential and residential uses
- On-street and limited and coordinated off-street parking facilities (side or rear yard)
- Street /site lighting



**GENERAL BUSINESS DEVELOPMENT AREA**



These areas of the borough generally include those areas where newer, more modern strip-like highway commercial uses, "corporate or franchise" buildings, and development patterns are predominant. These areas are generally situated along and around US-422, a major inter-county thoroughfare. These areas generally possess a wider range of large community and regionally supported automobile-oriented and automobile-dominated business sales and services than are present in the downtown / town center. Features include lots with wider widths and additional street frontage and setbacks; single or variable story buildings with larger building footprints and oriented towards larger, prominent off-street parking lots; coordinated lot access, parking, and loading facilities; and sidewalks and trails. The purposes of these areas are to protect and enhance these important highway business areas by providing general and specific design compatibility and performance standards helping to ensure a wide variety of complimentary, compatible, and desirable commercial and light industrial uses.

Neighborhoods & Housing	Limited to existing residential uses
Business Development	Retail, services, and office uses Shopping and business centers Lodging facilities Motor vehicles sales / service and fueling Drive-in and drive-through facilities Light industrial Billboards Stealth telecommunication antenna and towers Signage





## GENERAL BUSINESS DEVELOPMENT AREA



Community Facilities & Services	<p>Schools (including business and trade schools)</p> <p>Places of worship</p> <p>Clubs and lodges</p> <p>Daycare facilities</p> <p>Park and recreation facilities</p> <p>Full range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
Mobility	<p>4 lane, high volume through street (US-422), access roads, and access drives</p> <p>Limit and coordinate curb cuts and safe access from property onto streets</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and/or related amenities as applicable</p>
Community Heritage Resources	<p>Historic resources / character identified and protected, where present</p>
Environmental / Natural Resources	<p>Retain natural vegetation</p> <p>Green building and development</p> <p>Shade trees and landscaping including native species</p> <p>Accessory alternative energy systems</p> <p>Greenways and trail facilities</p> <p>Urban agriculture</p>



GENERAL BUSINESS DEVELOPMENT AREA



Design

- Lot area based on size of the buildings, and standards; setbacks; impervious coverage; parking, loading/unloading; and other applicable standards
- 50% - 65% impervious coverage
- Building heights should be tied to function of building and setbacks
- Buffer and screening between non-residential and residential uses
- Coordinated off-street parking facilities
- Street / site lighting





## INDUSTRIAL DEVELOPMENT AREA



These areas of the borough generally include those areas where traditional mixed general commercial and industrial business uses, buildings, and development patterns are predominant. These areas are generally situated in the southern portion of the borough with direct access, or in close proximity to the railroad and more intense commercial and industrial areas within Jackson Township. These areas generally possess a wider range of larger and more intense commercial and industrial development and uses, than are present in the general business area and downtown / town center. Features include lots with wider widths and additional street frontage and setbacks; single or variable story buildings with larger building footprints and oriented towards larger, prominent off-street parking lots and loading facilities; coordinated lot access; coordinated and appropriately designed parking and loading facilities; outdoor storage; and sidewalks and trails. The purposes of these areas are to protect and enhance these important business areas by providing general and specific design compatibility and performance standards helping to ensure a wide variety of complimentary, compatible, and desirable intense commercial and industrial uses.

### Neighborhoods & Housing

Limited to existing residential uses  
Watchman / caretaker housing

### Business Development

Light and heavy industrial operations  
Business centers  
Warehousing and distribution  
Railroad related facilities  
Outdoor storage  
Large motor vehicles sales / service and fueling  
Billboards  
Stealth telecommunication antenna and towers  
Alternative energy systems  
Accessory and supportive retail, services, and office uses  
Signage



## INDUSTRIAL DEVELOPMENT AREA



Community Facilities & Services	<p>Schools (including business and trade schools)</p> <p>Places of worship</p> <p>Clubs and lodges</p> <p>Daycare facilities</p> <p>Park and recreation facilities</p> <p>Full range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
Mobility	<p>2 lane, medium to high volume industrial streets</p> <p>Rail sidings</p> <p>Limit and coordinate curb cuts and safe access from property onto streets</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and/or related amenities as applicable</p>
Community Heritage Resources	<p>Historic resources / character identified and protected, where present</p>
Environmental / Natural Resources	<p>Retain natural vegetation</p> <p>Green building and development</p> <p>Shade trees and landscaping including native species</p> <p>Accessory alternative energy systems</p> <p>Greenways and trail facilities</p> <p>Urban agriculture</p>



INDUSTRIAL DEVELOPMENT AREA	
	
Design	<p>Lot area based on size of the buildings, and standards; setbacks; impervious coverage; parking, loading/unloading; and other applicable standards</p> <p>60% - 75% impervious coverage</p> <p>Building heights should be tied to function of building and setbacks</p> <p>Buffer and screening between non-residential and residential uses</p> <p>Coordinated off-street parking facilities</p> <p>Street / site lighting</p>



## COMMUNITY RESOURCE / CAMPUS AREA



These areas of the borough generally include those areas where larger and/or contiguous groupings of important community and regional assets are predominant. These areas generally include such well-established civic, institutional, and related open space uses as the Evangelical Seminary, StoneRidge retirement living facilities and related services, former Myerstown Elementary School property, and places of worship and related cemeteries. Features include lots with wider widths and additional street frontage and setbacks; multi-story buildings with larger building footprints; landscaping and open space; coordinated lot access; coordinated and appropriately designed parking and loading facilities; and sidewalks and trails. The purposes of these areas are to protect and enhance these important community assets by providing general and specific design compatibility and performance standards helping to ensure a wide variety of complimentary, compatible, and desirable civic, institutional, and related open space uses; and providing coordinated connections and linkages to and among important community and regional assets.

### Neighborhoods & Housing

- Single family detached dwellings
- Single family semi-detached dwellings
- Single family attached dwellings
- Two family dwellings
- Multi-family dwellings
- Supportive care living facilities
- Accessory dwellings and apartments
- Watchman / caretaker housing
- Moderate to higher density/intensity development

### Business Development

- Stealth telecommunication antenna and towers
- Accessory and supportive retail, services, and office uses
- Signage




COMMUNITY RESOURCE / CAMPUS AREA



Community Facilities & Services	<p>Schools</p> <p>Places of worship</p> <p>Museums and community gathering places</p> <p>Clubs and lodges</p> <p>Daycare facilities</p> <p>Park and recreation facilities</p> <p>Full range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
Mobility	<p>2 lane, medium to high volume through streets (Main Avenue and College Street) and local streets</p> <p>Limit and coordinate curb cuts and safe access from property onto streets</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and/or related amenities as applicable</p>
Community Heritage Resources	<p>Historic resources / character identified and protected, where present</p>
Environmental / Natural Resources	<p>Retain natural vegetation</p> <p>Green building and development</p> <p>Shade trees and landscaping including native species</p> <p>Accessory alternative energy systems</p> <p>Greenways and trail facilities</p> <p>Urban agriculture</p>



COMMUNITY RESOURCE / CAMPUS AREA	
	
Design	<p>Lot area based on size of the buildings, and standards; setbacks; impervious coverage; parking, loading/unloading; and other applicable standards 50% impervious coverage</p> <p>Buildings should respect height, setbacks and architectural design of neighborhood</p> <p>Buffer and screening between non-residential and residential uses</p> <p>Coordinated off-street parking facilities</p> <p>Street / site lighting</p>



## NATURAL / HERITAGE AREA



These areas of the borough generally include those areas where larger and/or contiguous groupings of important natural and manmade community and regional assets are predominant. These areas generally include community parks and recreation facilities, the historic Isaac Meier Homestead, a portion of the path of the former Union Canal line, the Tupperhocken Creek and related floodplain areas, and other natural, historic resources and open space and/or recreational areas. Features include lots with wider widths and additional street frontage and setbacks; buildings with limited heights and footprints; landscaping and open space; coordinated lot access; coordinated and appropriately designed parking facilities; and sidewalks and trails. The purposes of these areas are to protect and enhance these important community assets by providing general and specific design compatibility and performance standards helping to ensure a wide variety of complimentary, compatible, and desirable civic, recreational, historic, and open space uses; and providing coordinated connections and linkages to and among important natural and manmade community assets.

### Neighborhoods & Housing

Limited to existing residential uses  
 Accessory dwellings  
 Watchman / caretaker housing  
 No to low intensity development

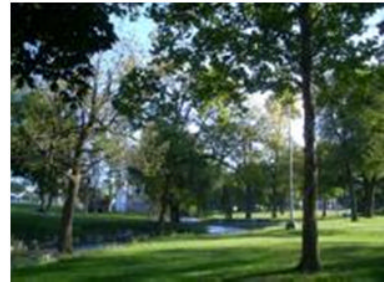
### Business Development

Tourism (e.g., fairs, special events)  
 Outdoor recreation  
 Outdoor recreation related accessory retail and services  
 Outdoor dining and seating  
 Stealth telecommunication antenna  
 Limited signage






## NATURAL / HERITAGE AREA



Community Facilities & Services	<p>Schools</p> <p>Places of worship</p> <p>Museums and community gathering places</p> <p>Clubs and lodges</p> <p>Park and recreation facilities</p> <p>Limited range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
Mobility	<p>Limited width low volume roads</p> <p>Limit and coordinate curb cuts and safe access from property onto streets</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and/or related amenities as applicable</p>
Community Heritage Resources	<p>Historic resources / character identified and protected</p>
Environmental / Natural Resources	<p>Limit development within floodplains</p> <p>Retain natural vegetation</p> <p>Green building and development</p> <p>Shade trees and landscaping including native species</p> <p>Accessory alternative energy systems</p> <p>Greenways and trail facilities</p> <p>Urban agriculture</p>





NATURAL / HERITAGE AREA	
	
Design	<p>Lot area based on size of the buildings, and standards; setbacks; impervious coverage; parking; and other applicable standards 85 - 95% green / pervious coverage</p> <p>Buildings should not be the dominant feature</p> <p>Buffer and screening between non-residential and residential uses</p> <p>Coordinated off-street parking facilities</p> <p>Limited street / site lighting</p>



## OPPORTUNITY AREA



These areas of the borough generally include those locations, sites, facilities, or structures which possess some important circumstance or combination of circumstances (including abandonment, lack of use, and underutilization) that may be favorable or advantageous for reuse, infill, replacement, and/or redevelopment opportunities. These areas generally include vacant and/or underutilized lots and buildings. These areas of the borough generally include those locations, sites, lots, facilities, buildings, or structures that were generally once established as functional and vibrant elements of the neighborhood or community, and over time have become obsolete. These areas which may be abandoned, unoccupied, and/or underutilized include large buildings (retail, office, warehouse, and factory buildings, etc.); large tracts of land; groupings of adjacent buildings (series of homes, commercial or industrial buildings, etc.) on smaller and narrower lots; small buildings; and small tracts of land; accessibility, proximity and access to public utilities, services, and transportation corridors etc. The purpose of these areas are to provide for reuse, infill, replacement, and/or redevelopment opportunities by providing general and specific design compatibility and performance standards helping to ensure a variety of complimentary, compatible, and desirable residential and non-residential uses. Opportunity areas include but are not limited to:

Opportunity Address	Lebanon County Land Use Designation	Additional Information
NS (105-125) West Lincoln Ave.	6001 – Mowed Grass	
NS (289-291) West Lincoln Ave.	2002 – Commercial	
1 Block Lane	2000 – Commercial	
19 North Railroad Street	1101 – High Density Residential	
113 East Main Avenue	3000 – Industrial	
17 East Main Avenue	4300 – Utility	
24 West Main Avenue	2000 – Commercial	
100 West Main Avenue	2000 – Commercial	
101 South Railroad Street	1984 – Institutional	
216 South Railroad Street	3600 – Commercial	
408 South Railroad Street	3600 – Commercial	
17 East Center Avenue	2000 – Commercial	
19 East Richland Avenue	1101 – High Density Residential	
200 East Richland Avenue	3000 – Industrial	
125 West Stoeber Avenue	3600 – Commercial	
	6001 – Mowed Grass	



## OPPORTUNITY AREA



Neighborhoods & Housing	<p>Site specific – Dependent on surrounding neighborhood</p> <p>Incentive – Allow increase density than typically permitted</p> <p>Incentive – Allow range of residential dwelling types than typically permitted</p>
Business Development	<p>Site specific – Dependent on surrounding neighborhood</p> <p>Incentive – Allow limited range of businesses than typically permitted</p>
Community Facilities & Services	<p>Site specific – Dependent on surrounding neighborhood</p> <p>Incentive – Allow limited range of community facilities &amp; services than typically permitted</p> <p>Park and recreation facilities</p> <p>Full range of public services and utilities</p> <p>Stormwater management system (encourage BMPs i.e infiltration areas, vegetated swales, pervious pavers, etc.)</p>
Mobility	<p>Site specific – Dependent on surrounding neighborhood</p> <p>Limit and coordinate curb cuts and safe access from property onto streets</p> <p>Pedestrian and bicycle connections (e.g., sidewalks, crosswalks, bike lanes, etc.)</p> <p>Transit connections, stops, and related amenities</p>
Community Heritage Resources	<p>Historic resources / character identified and protected, where present</p>



## OPPORTUNITY AREA



### Environmental / Natural Resources

- Retain natural vegetation
- Green building and development
- Shade trees and landscaping including native species
- Accessory alternative energy systems
- Greenways and trail facilities
- Urban agriculture

### Design

- Site specific – Dependent on surrounding neighborhood
- Incentive – Allow for reduction in standards for lot area, setbacks; impervious coverage; parking, loading/unloading; and other applicable requirements than typically permitted
- New buildings should respect height, setbacks and architectural design of neighborhood
- Existing buildings should respect the original architectural design and construction of building
- Limit impact of business operations (e.g., size, hours of operation, design blends with residential character, etc.)
- Screening between non-residential and residential uses
- On-street and limited and coordinated off-street parking facilities
- Street /site lighting

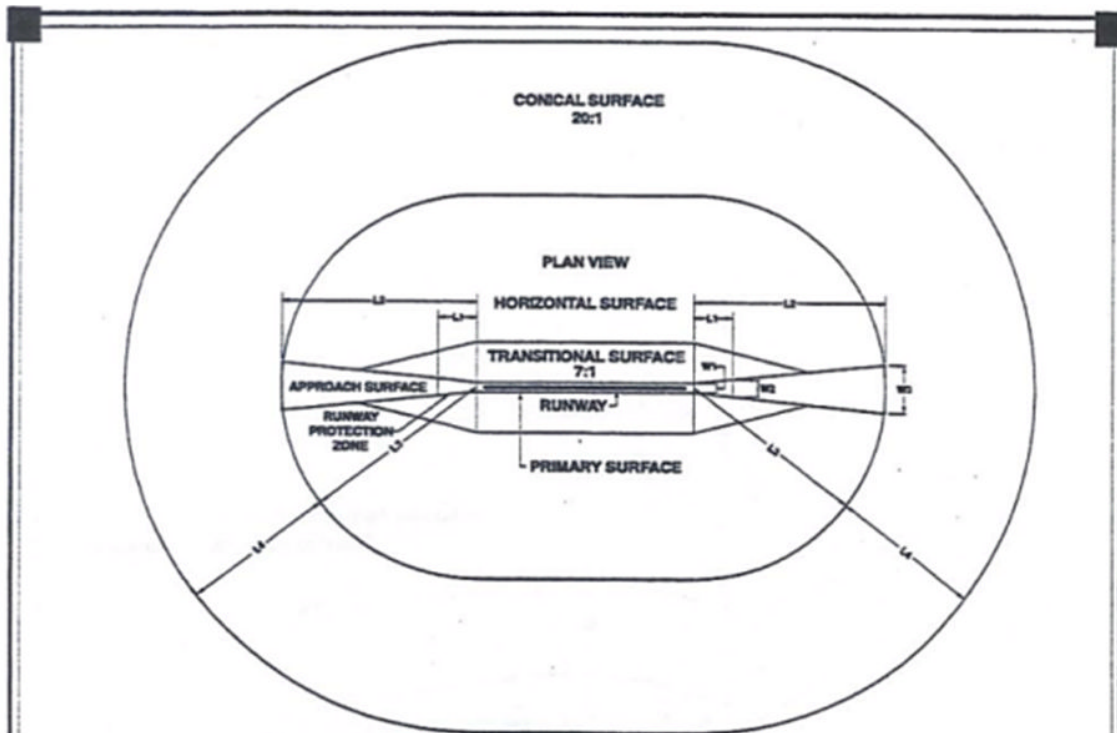


AIRPORT HAZARD AREA	
<p>These areas of the borough generally include those identified by PennDOT within proximity of the Deck Airport (9D4), located in the southwestern portion of Jackson Township. As such, pursuant to Act 164, Chapter 59, Airport Operation and Zoning and Chapter 479 Regulations Relating to Pennsylvania Aviation, PennDOT has designated areas of Myerstown and the surrounding communities as being within specific Deck Airport surface areas. Specifically, portions of Myerstown are located within the conical or the horizontal surface areas. The purpose of these surface areas are to regulate and restrict the heights within these areas to ensure new and established uses, constructed structures, and objects of natural growth within various surface areas consider safety issues around the Deck Airport (9D4); as well as create a permitting process for certain uses, structures, and objects within the surface areas.</p>	
Conical Surface	<p>An imaginary surface extending outward and upward from the periphery of the horizontal surface at a slope of twenty (20) feet horizontally to one (1) foot vertically (or 20:1) for a horizontal distance of four thousand (4,000) feet.</p>
Horizontal Surface	<p>An imaginary plane one hundred fifty (150) feet above the established airport elevation that is constructed by swinging arcs of various radii from the center of the end of the primary surface and then connecting the adjacent arc by tangent lines. The radius of each arc is based on the planned approach.</p>





## AIRPORT HAZARD AREA



FAR PART 77 "IMAGINARY SURFACES" DIMENSION REQUIREMENTS

Runway Type	Runway End		Conical Surface (L1)	Horizontal Surface (L2)	Approach Surface			Approach Slope	Primary Surface Width	Transitional Surface
	Approach	Other			Length (L3)	Inner Width (W1)	Other Width (W3)			
Small Airplanes <sup>1</sup>	V	V	4,000	5,000	5,000	250	1,250	20:1	250	7:1
		NP	4,000	5,000	5,000	500	1,250	20:1	500	7:1
		NP 3/4	4,000	5,000	5,000	1,000	1,250	20:1	1,000	7:1
		P	4,000	5,000	5,000	1,000	1,250	20:1	1,000	7:1
	NP	V	4,000	5,000	5,000	500	2,000	20:1	500	7:1
		NP	4,000	5,000	5,000	500	2,000	20:1	500	7:1
		NP 3/4	4,000	5,000	5,000	1,000	2,000	20:1	1,000	7:1
		P	4,000	5,000	5,000	1,000	2,000	20:1	1,000	7:1
Large Airplanes <sup>2</sup>	V	V	4,000	5,000	5,000	500	1,500	20:1	500	7:1
		NP	4,000	10,000	5,000	500	1,500	20:1	500	7:1
		NP 3/4	4,000	10,000	5,000	1,000	1,500	20:1	1,000	7:1
		P	4,000	10,000	5,000	1,000	1,500	20:1	1,000	7:1
	NP	V	4,000	10,000	10,000	500	3,500	34:1	500	7:1
		NP	4,000	10,000	10,000	500	3,500	34:1	500	7:1
		NP 3/4	4,000	10,000	10,000	1,000	3,500	34:1	1,000	7:1
		P	4,000	10,000	10,000	1,000	3,500	34:1	1,000	7:1
Large and Small Airplanes	NP 3/4	V	4,000	10,000	10,000	1,000	4,000	34:1	1,000	7:1
		NP	4,000	10,000	10,000	1,000	4,000	34:1	1,000	7:1
		NP 3/4	4,000	10,000	10,000	1,000	4,000	34:1	1,000	7:1
		P	4,000	10,000	10,000	1,000	4,000	34:1	1,000	7:1
	P	V	4,000	10,000	10,000/40,000	1,000	4,000/16,000	50:1/40:1	1,000	7:1
		NP	4,000	10,000	10,000/40,000	1,000	4,000/16,000	50:1/40:1	1,000	7:1
		NP 3/4	4,000	10,000	10,000/40,000	1,000	4,000/16,000	50:1/40:1	1,000	7:1
		P	4,000	10,000	10,000/40,000	1,000	4,000/16,000	50:1/40:1	1,000	7:1

1 - In Feet

2 - Less than 12,500 lbs maximum certified takeoff weight

3 - Greater than 12,500 lbs maximum certified takeoff weight

V = Visual approach 20:1

NP = Nonprecision approach 34:1

NP 3/4 = Nonprecision approach with visibility minimums as low as 3/4 statute miles 34:1

P = Precision approach 50:1

Note: L1 is the length of the RPZ and W2 is the outer width of the RPZ as defined by approach visibility minimums

Source: Federal Aviation Administration

1 - In Feet

2 - Less than 12,500 lbs maximum certified takeoff weight

3 - Greater than 12,500 lbs maximum certified takeoff weight

V = Visual approach 20:1

NP = Nonprecision approach 34:1

NP 3/4 = Nonprecision approach with visibility minimums as low as 3/4 statute miles 34:1

P = Precision approach 50:1

Note: L1 is the length of the RPZ and W2 is the outer width of the RPZ as defined by approach visibility minimums

Source: Federal Aviation Administration



Pennsylvania Land Use  
Compatibility  
Guidelines



**FAR PART 77 SURFACES  
AND DIMENSION REQUIREMENTS**

Exhibit  
3



### **Statement Recognizing that Certain Lawful Activities are Governed by other Statutes**

This section shall serve as required statement recognizing that certain lawful activities are governed by other statutes per Section 301.b(1) of the MPC, as this plan was prepared to be consistent and not exceed the requirements of several state enacted policies, such as the State Water Plan. Lawful activities such as extraction of minerals may impact water supply sources and such activities are governed by statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities. Additionally, in implementing the recommendations of this plan, zoning and development regulations and any subsequent policy actions shall be consistent with, and may not exceed, those requirements imposed under the following Acts:

- Act of June 22, 1937 (P.L.1987, No.394), known as “The Clean Streams Law”.
- Act of May 31, 1945 (P.L.1198, No.418), known as the “Surface Mining Conservation and Reclamation Act”.
- Act of April 27, 1966 (1st SP.SESSION, P.L.31, No.1), known as “The Bituminous Mine Subsidence and Land Conservation Act”.
- Act of September 24, 1968 (P.L.1040, No.318), known as the “Coal Refuse Disposal Control Act”.
- Act of December 19, 1984 (P.L.1140, No.223), known as the “Oil and Gas Act”.
- Act of December 19, 1984 (P.L.1093, No.219), known as the “Noncoal Surface Mining Conservation and Reclamation Act”.
- Act of June 30, 1981 (P.L.128, No.43), known as the “Agricultural Area Security Law”.
- Act of June 10, 1982 (P.L.454, No.133), entitled “An Act Protecting Agricultural Operations from Nuisance Suits and Ordinances Under Certain Circumstances”.
- Act of May 20, 1993 (P.L.12, No.6), known as the “Nutrient Management Act,” regardless of whether any agricultural operation within the area to be affected by the plan is a concentrated animal operation as defined under the act.
- Act 13 of 2012 (HB 1950, PN 3048). Although not specifically called out in the MPC, Act 13 of 2012 amends the Oil and Gas Title 58 to permit gas wells; regulate environmental matters relative to gas wells; reenact relevant parts of the Oil and Gas Act; and ensure uniformity of municipal zoning and land use regulations relating to oil and gas operations. Act 13 specifically provides “. . . all local ordinances regulating oil and gas operations shall allow for the reasonable development of oil and gas resources.” Act 13 further defines oil and gas operations to include gas wells, impoundments, compressor stations, processing plants, and equipment maintenance facilities), as well as provides specific standards for regulating the “what”, the “where”, the “how” along with required distances between oil and gas operations and adjacent buildings and other natural and manmade features. Local zoning ordinances may regulate items otherwise not



regulated by Act 13 including the locations of certain oil and gas operations or certain expressed standards and criteria.

### Consistency Analysis

The most recent versions of the Lebanon County Comprehensive Plan and Jackson Township Zoning Ordinance were taken into consideration when preparing the Future Land Use and Development Plan for Myerstown Borough. This activity attempts to secure compatibility with the borough's future land use and developments with the adjoining planned activities of the County and neighboring communities.

#### *Lebanon County Comprehensive Plan*

As stated earlier, this Mini-Comprehensive Plan adopts the most recent version of the Lebanon County Comprehensive Plan, and therefore is based upon and incorporates the base data, information, and mapping used in development of the County Comprehensive Plan. Therefore, the Myerstown Borough Mini-Comprehensive Plan is "generally consistent" and compatible with the most recent version of the Lebanon County Comprehensive Plan, including the County's Land Use Plan.

#### *Jackson Township*

Since the current Jackson Township comprehensive plan has not been updated in over forty (40) years, the current Jackson Township zoning ordinance, last amended in 2011, was taken into consideration when preparing the Future Land Use and Development Plan for Myerstown Borough. The following is a brief discussion of the impact the proposed land use and development within Myerstown Borough will have on Jackson Township.

MYERSTOWN BOROUGH CHARACTER AREA	GENERAL LOCATION	JACKSON TOWNSHIP ZONING DISTRICT	CONSISTENCY / COMPATIBILITY	METHODS TO ACHIEVE CONSISTENCY / COMPATIBILITY
Industrial Development	Southwest through East	Industrial	Consistent / Compatible	N/A
Natural / Heritage	West central through East	Floodplain	Consistent / Compatible	N/A
Old Town	West and Northwest	Medium Density Residential	Consistent / Compatible	N/A
Traditional Mixed Neighborhood	West	Medium Density Residential	Consistent / Compatible	N/A
Community Resource / Campus	Northwest through East	Commercial	Less Consistent / Compatible	N/A
General Business Development	North central thru Northeast	Commercial	Consistent / Compatible	N/A





MYERSTOWN BOROUGH CHARACTER AREA	GENERAL LOCATION	JACKSON TOWNSHIP ZONING DISTRICT	CONSISTENCY / COMPATIBILITY	METHODS TO ACHIEVE CONSISTENCY / COMPATIBILITY
Suburban Residential	East	Medium Density Residential	Consistent / Compatible	N/A
	North central	Low Density Residential	Consistent / Compatible	N/A
	Northeast	Commercial	Less Consistent / Less Compatible	Jackson Township's zoning ordinance requires increased setbacks and yards for non-residential development adjoining residential districts. Additionally standards within Jackson Township's zoning ordinance, requires non-residential uses to have no objectionable, nuisance and/or adverse impacts on adjacent areas.



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## 5. Implementation and Action Strategy

The final section of this plan provides a listing (matrix) of important actions and projects for Myerstown officials, residents, business owners, and organizations to pursue toward realizing the community's vision. Although there are several actions and projects detailed in the implementation matrix, it is important for the future success of the Borough's efforts to focus on a few important, top priority actions and projects (described further below).

Many of the actions and projects are local in nature, and therefore the Borough will be the key local stakeholder having the major responsibility for leading the implementation efforts. Other stakeholders, including individuals, community and civic organizations, and other county and state entities fulfill various roles ranging from those who may be delegated by the Borough Council to lead an effort to those who provide support by offering their time, talent, and/or resources. Throughout different actions and projects, stakeholders and roles of responsibility may change depending upon an action's or project's required level of expertise and capacity.

It should be noted there are numerous resources, including sources of project and program financing that are available from federal, state, and county government, as well as other public and private organizations to carry out the proposed action and projects. The implementation matrix identifies potential funding opportunities; however, it is not an exhaustive list of resources.

### ORGANIZATION / COMMUNICATION / PARTNERSHIPS

It is important for community officials to be organized, and to effectively communicate both internally and externally, in order to build and sustain partnerships for successful community planning and implementation initiatives. The following is a listing of suggested actions and projects for Myerstown:

- Develop a communications and public relations plan to organize and coordinate efforts to share information, ideas, and resources, as well as strengthen relationships with and among Borough elected and appointed officials and staff; residents; business and property owners; community and faith-based organizations; etc.)
- Develop position (job) descriptions for staff, and elected and appointed officials to ensure common understanding of roles, responsibilities, and expectations of specific elected, appointed, paid, and volunteer positions.
- Determine feasibility of reactivating the sewer authority in order to seek to reduce the Borough's debt and reduced ability to obtain financing.
- Determine feasibility of partnering with neighboring communities on municipal initiatives.



- Continue supporting the Myerstown Activity Network (MAN) and other community organizations and related community activities including the Holiday Parade, Grund Sau (Ground Hog), Kerzenlicht Nacht, (Candlelight Night), Heritage Days, Memorial Day Parade, Myerstown Night Out, Country Fair, etc.
- Support the creation and development of a business organization to pursue and support efforts to promote Myerstown's business community.
- Develop a property upkeep / enhancement recognition initiative to encourage and provide incentives for property (land and buildings) improvements.
- Determine the feasibility of pursuing a capital campaign for swimming pool and related facilities improvements.
- Develop a volunteer recognition initiative to encourage and provide incentives for people "donating" their time, skills, and talents serving of community boards, committees, and organizations. Support and/or organize community and property clean up initiatives including participating in the annual United Way Day of Caring.
- Support and/or organize development of "Welcome to Myerstown" type informational and promotional packets for new residents and businesses.

#### PLANNING & ORDINANCES

It is important for a community to have an updated, coordinated, and relevant set of plans and ordinances as part of any successful community planning and implementation initiatives. The following is a listing of suggested actions and projects for Myerstown:

- Upload the Mini-Comprehensive Plan and related ordinance documents to the Borough website to ensure residents, business owners, community organizations, and others have instant access to the most recent versions of the Borough's policies and standards.
- Monitor the effectiveness of the Borough's existing property maintenance ordinance and determine if the ordinance is achieving the desired results, or if modifications are needed; as well as determine the feasibility of developing a new rental housing ordinance to among other purposes, assure non-owner occupied housing units are maintained in a safe and secure manner.
- Update the Borough zoning ordinance to reflect the future land use and development plan and community development objectives of the Mini-Comprehensive Plan.



- Develop a gateway and wayfinding signage program to welcome and direct visitors to and within Myerstown and enhance residents', business owners', and organizations' sense of community pride.

## PROJECT DEVELOPMENT & IMPLEMENTATION

It is important for a community to have an updated, coordinated, and relevant set of plans and ordinances as part of any successful community planning and implementation initiatives. The following is a listing of suggested actions and projects for Myerstown.

- Develop a project management protocol for all project development, funding and implementation activities including identifying leaders and other task-specific responsibilities, deadlines for task completion, a plan for regular communication and reporting, and a system for maintaining information and records.
- Complete the roadway improvement program including continuing to seek funding to complete the remaining roadway projects in the program, and incorporate the remaining (and any new) projects into a future CIP.
- Develop a curb and sidewalk improvements plan for the entire borough. As appropriate, the Borough should incorporate these needed improvements as part of a CIP.
- Continue supporting a parks and related facilities maintenance program to identify, prioritize, and focus maintenance and improvement needs at the borough's parks. The Borough should incorporate these needed improvements as part of a CIP.
- Develop a Capital Improvements Plan that guides the planning, budgeting, and scheduling of capital acquisitions and improvements incorporating among other items:
  - remaining roadway projects on the roadway improvement program as well as other streets;
  - bridge and culvert replacements;
  - stormwater management improvements;
  - major equipment and vehicles;
  - other public buildings, parks and other public improvements.
- Develop a traffic sign inventory and management program to comply with the most recent version of Federal Highway Administration (FHWA)'s Manual on Uniform Traffic Control Devices (MUTCD) by January 2014 (tentative). PennDOT's Sign Inventory and Management program includes the following:



Sign - Basics	Sign - Location	Sign – Position	Sign - Characteristics	Sign – History	Sign – Retroreflectivity Evaluation	Sign Post-Characteristics	Sign – Summary	Sign - Maintenance
ID	Road Name	Road Position	Sign Dimensions	Sign Installat ion Date	Date of Sign Retroreflectivity Evaluation	Sign Post Type	Compliant	Maintenance Required?
Activity #	From	Cardinal Position	Blank Material	Sign Age	Assessment Method Use	Approved Breakaway Sign Support	Engineerin g Study	Description of Maintenance Activities
Inventor y Date	End	Sign Assembl y Position	Sign Color	Expecte d Time to Replace	Management Method Used	Sign Post Condition	Ordinance	
Sign Descripti on	Distance	Sign Lateral Off-Set	Sheeting Material		Minimum Retroreflectivity Obtained?			
Ownersh ip	GPS Data	Sign Height	Sheeting Manufacturer					
			Expected Sign Life					



### a. Implementation Matrix

ACTIONS & PROJECTS	PRIORITY	POTENTIAL PARTNERS	POTENTIAL FUNDING OPPORTUNITIES
<b>ORGANIZATION / COMMUNICATION / PARTNERSHIPS</b>			
Develop a communications and public relations plan	Top	Volunteers	N/A (Internal Activity)
Develop position descriptions for staff, elected officials, and appointed officials	Medium	N/A (Internal Activity)	N/A (Internal Activity)
Determine feasibility of reactivating the sewer authority	Top	N/A (Internal Activity)	N/A (Internal Activity)
Determine feasibility of partnering with surrounding communities on municipal initiatives	Medium	Adjacent municipalities PA DCED Lebanon County	Dependent upon type of project or program Municipal Assistance Program
Continue supporting the MAN and other community organizations and related community activities	Ongoing	N/A (Internal Activity)	N/A (Internal Activity)
Support creation and development of a business organization	Medium	Local Business Owners / Employees	Donations
Develop a property upkeep / enhancement recognition initiative	Low	Community / Faith-Based Organizations Volunteers Local Businesses	Donations
Determine feasibility of pursuing a capital campaign for swimming pool and related facilities improvements	Low	Volunteers Local Businesses	N/A (Internal Activity)
Develop a volunteer recognition initiative	Medium	Community / Faith-Based Organizations Volunteers Local Businesses	N/A (Internal Activity)





ACTIONS & PROJECTS	PRIORITY	POTENTIAL PARTNERS	POTENTIAL FUNDING OPPORTUNITIES
Support and/or organize community and property clean up initiatives	Medium	Community / Faith-Based Organizations Volunteers Local Businesses	Donations
Support and/or organize development of "Welcome to Myerstown" packets	Medium	Community / Faith-Based Organizations Volunteers Local Businesses	Donations
<b>PLANNING &amp; ORDINANCES</b>			
Upload Mini-Comprehensive Plan and related ordinance documents to the Borough website	Medium	N/A (Internal Activity)	N/A (Internal Activity)
Monitor the effectiveness of the existing property maintenance ordinance and determine feasibility of developing a new rental housing ordinance	Top	Volunteers Property Owners	N/A (Internal Activity)
Update the zoning ordinance	Low	PA DCED Lebanon County	Municipal Assistance Program
Develop a gateway and wayfinding signage program	Low	National Endowment for the Arts Lebanon County Tourism Promotion Agency	Our Towns
<b>PROJECT DEVELOPMENT &amp; IMPLEMENTATION</b>			
Develop a project management protocol	Low	N/A (Internal Activity)	N/A (Internal Activity)
Complete the roadway improvement program	Medium	Lebanon County PennDOT	Liquid Fuels



ACTIONS & PROJECTS	PRIORITY	POTENTIAL PARTNERS	POTENTIAL FUNDING OPPORTUNITIES
Develop a curb and sidewalk improvements plan	Medium	PennDOT Lebanon County	N/A (Internal Activity)
Continue supporting a parks and related facilities maintenance program	Ongoing	Community / Faith-Based Organizations Volunteers Local Businesses PA DCNR	Community Conservation Partnerships Program (C2P2)
Develop a Capital Improvements Plan	Top	PA DCED Lebanon County	Municipal Assistance Program
Develop a traffic sign inventory and management program	High	PennDOT – LTAP Adjacent municipalities	N/A (Internal Activity)



### *b. Top-Priority Project Implementation Guide*

Finally, the following (4) “Top Priority Project Implementation Guide” has been developed to provide specific guidance for “kick-starting” implementation. Each of the four (4) top priority projects are provided with a project description, associated plan of action, priority, general time, and estimated costs.



## TOP-PRIORITY PROJECT IMPLEMENTATION GUIDE

### DEVELOP A COMMUNICATIONS AND PUBLIC RELATIONS PLAN

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#### PROJECT DESCRIPTION AND ACTION PLAN:

1. Core Communication Values / Foundation for Communication

The following core values are essential to cultivating effective community communication and public relations:

- Communication is a two way process. The community will work to emphasize and practice active listening and encouraging feedback.
- Communication will be accurate and timely. To be influential, community communication must be credible.
- Communication will be grounded in the interests and language of the receiver in both content and context.
- Communication will be compelling and continuous to compete for the community's attention.
- Evaluation is an essential tool in continual communication improvement.

Through commitment to the above core values, the community will be able to build and maintain a strategic communication system based on a strong foundation, including the following principles:

- Participating entities (e.g., individuals, groups, boards/commissions, organizations, institutions, etc.) are committed to making a good start in the community planning effort and then turning that momentum into an established pattern for communication. Early and continual communications will be key to developing a long-term community communication system.
- No one person or entity will dominate community communication. As in the planning process, all must participate equally.
- Although the community communications and public relations plan has an overall borough goal (objectives, initiatives, and actions), it will respect individuals' and entities' differences.
- The success of the community communication effort will require that the community invest in it. Communication, like all aspects of community cooperation, takes resources. The borough will address, at the earliest possible time, where such resources will come from and how they will manage them over the long term.
- For the plan to achieve sustainable implementation, the communication system needs to come from a stable institutional base. The strategy requires both strong leadership and accountability to ensure the consistent delivery of communication activities.



2. Communication Committee.

Establishment of a communications committee, including Borough elected officials and appointed officials, staff, residents, civic organizations, and community institutions, is important in providing leadership, guidance, oversight, and resources for establishing a sustainable and effective community communication initiative.

3. Communication Ground Rules.

It is important to agree to a set of ground rules for communication at the initial stages of the planning process. They are an important basis for valuing and respecting the individuals and entities within the community. The ground rules define a behavioral model which addresses how individuals work together, communicate, participate, cooperate, and support each other. They may be used to define and standardize procedures, use of time, work assignments, meeting logistics, preparation, minutes, discussion, reporting, respect, and courtesy. To be effective, ground rules must be clear, consistent, agreed to, and followed; furthermore, they should be added to and revised as needed.

Meeting Logistics.

- Individual committees will each establish a schedule of regular meetings based on the scope of their current initiatives on a date and time as agreed to by the committee members. Location of the meeting may rotate locations within the community.
- All meetings will have an agenda. The agenda and any additional materials to be discussed at the meeting will be developed by the respective committee chair or their designee and distributed to committee members ahead of the meeting in enough time to absorb the information.
- Committee members are responsible for contacting the committee chairperson(s) with any agenda items they want to include at least two weeks prior to each meeting. Agenda items can be added at the meeting with the concurrence of the committee members present.
- All committee members are expected to attend regularly scheduled meetings unless they are out of town, on vacation, or sick. If a committee member is unavailable, he or she may have a designated, empowered representative attend in his or her place.
- Meetings will start promptly. All members are expected to be on time. If, for extenuating circumstances a member is late, he/she must catch-up on his/her own.
- Each committee will designate an individual responsible for taking and distributing meeting minutes, including an action item list identifying deadlines and responsible individuals.
- Meeting minutes will be distributed within a reasonable timeframe following each meeting.



Regarding individual rules of engagement, all committee members will:

- Emphasize collaboration and use consensus for important decisions and issues. For less important issues, committees will rely on a subject matter expert with input from others. When the committee cannot reach consensus, an agreed upon alternative method for reaching a final agreement is implemented.
- Practice both active and reflective listening. Before making a point, members will confirm to the group that they appreciate the views of others by restating their point and seeking agreement that they truly understand the prior points.
- Practice self respect and mutual respect.
- Avoid finger pointing—address the process not the individual. Criticize only ideas, not people.
- Focus on the future, instead of getting stuck in the past.
- Watch for "trigger" words – remembering that language **IS** important.
- Be open to new concepts and to concepts presented in new ways. Keep an open mind. Appreciate other points of view.
- Agree to disagree, when necessary.
- Participate enthusiastically.

Regarding committee rules of engagement, all committees will:

- Include everyone in the discussion. Allow each participant to speak on an issue once before anyone gets to speak twice on the same issue.
- Handle differences or conflicts openly and positively. Differing perspectives about issues and approaches will be regarded as *problems to be solved* rather than as *battles to be won*.
- Ensure only one person talks at a time. Allow the person speaking to finish his/her statements. Don't interrupt someone while he/she is talking.
- Avoid the use of "killer" statements; don't shoot down ideas.
- Participate in "one" meeting and discuss items being handled by the entire group. Questions, ideas, and thoughts are shared with the whole group – rather than in sidebar conversations.
- Share the responsibility for keeping each meeting on track (and, when necessary, call for a review of the ground rules).

4. Overall Goal.

The primary goal of the communications and public relations plan is to create a common framework for the effective development and delivery of community communication following the Mini-Comprehensive Plan adoption. Each entity accepts their role in the course of the implementation process to create an environment that will produce positive and constructive communication. Moreover, the community accepts responsibility for





working together to achieve consistent, efficient, and high impact community communication toward the long term visibility and viability of the effort.

5. Focus on Short- and Long-Term Communication.

For the immediate timeframe, the Borough will spend the coming months finalizing the details of the implementation system, engaging entities and individuals (partners in implementation), and beginning implementation. In the short term, the communications and public relations plan will provide an internal structure to define how all involved communicate:

- with staff and any professional advisors;
- among and within the various boards and commissions; and,
- with residents, civic organizations, and community institutions.

Over the long term, the communications and public relations plan will ensure that the community delivers timely, clear, and consistent communication to its stakeholder audiences. The community – based on strong leadership – will ensure that the communication activities keep pace with plan implementation and remain focused on the relevant issues of the region.

Most importantly, the communications and public relations plan will serve as a guide to managing the involvement and, when necessary, conflicting viewpoints of a wide range of stakeholders. Understandably, the participating entities and individuals do not all have the same interests, agendas, or priorities. The communication system provides a process to account for and respectfully accommodate these differences so that the community can take the resulting recommendations seriously. The process will also ensure that the community is ready to take advantage of all opportunities both while developing the plan and as implementation gets underway.

6. Objectives.

The following objectives define what the community wants to achieve through communication.

- Engage all key internal and external audiences impacted by the Mini-Comprehensive Plan.
- Ensure that both internal and external stakeholders understand the goals, objectives, and expected outcomes of the Mini-Comprehensive Plan.
- Exploit innovative and existing communication channels and techniques to maximize awareness and understanding of both the Mini-Comprehensive Plan and the implementation effort.
- Establish an element as part of the implementation effort (e.g., communication committee) to ensure an integrated and consistent approach to sustainable communications within the community and beyond.



7. Key Audiences.

- Municipal Staff
- Local Elected Officials
- Local Appointed Officials
- Public Safety and Emergency Service Providers
- Residents
- Property Owners
- Business Owners
- Community and Faith-Based Organizations
- Community Development Organizations (Local / County)
- Business Development Organizations (Local / County)
- Educational Institutions
- Neighboring Municipalities
- County Officials and Agencies
- State Officials and Agencies
- Federal Officials and Agencies

8. Key Message.

In the short term, the community communications and public relations plan will establish a simple yet clear and effective key message for external communication:

***EXAMPLE: We are making the future of Myerstown brighter. Myerstown Borough officials are teaming with residents, business owners, and community and faith-based organizations to advance the quality of life in our community by identifying, evaluating, and implementing community and economic development strategies consistent with the Mini-Comprehensive Plan. There is great strength in unity, and by coming together to develop and implement the Mini-Comprehensive Plan, these individuals and organizations are greatly enhancing our community's ability to get things done.***

9. Critical Initiatives.

The following critical initiatives will enable the participating communities to operate both during the process to create the plan as well as going forward with implementation.

- Develop and commit to implement both short-term and long-term communications and public relations plans.
- Establish roles, responsibilities, and expectations of committee members as well as any professional advisors.



- Agree upon the approach for dealing with conflicts before they arise. Set up a structure specifically to deal with potential conflicts – such as a communications committee – so that if a situation does occur, there is a neutral path that individual participants, organizations, and/or the community can take to mitigate the negative effects. A communications committee could use a convener to guide the group. The convener role may be better played by a business or community and faith-based partner.

#### 10. Communication Tools.

Methods to carry out the community's communications initiatives will include:

- Media Statements / Press Releases
- Annual Reports
- Website
- Fliers / Brochures
- Letters / Memos / Emails
- PowerPoint Presentations
- Personal Communication
- Annual Meeting/Event
- Newsletters
- Q&A / FAQ Sheets
- Background Papers
- Speakers Bureau
- Videos

#### 11. Specific Actions: Short-Term.

In the short term, communication activities will focus on developing and managing an internal system for the community's implementation framework under which to operate during the planning and capacity building process.

Activity / Message / Method	Audience	Timing / Frequency	Responsibility

#### 12. Specific Actions: Long-Term.

Over the long term, the communications and public relations plan will ensure that the community works proactively to deliver timely, clear, and consistent communications to its stakeholder audiences. Once the communications committee is in place, they will be tasked with the responsibility for developing, implementing and reviewing all communication activities. This committee – based on supportive leadership and strong accountability – will ensure that communication activities keep pace with plan implementation and remain focused on the relevant issues of the community. Recommended long-term communication activities include regular reporting to the boards/organizations, residents, and business



owners regular updates or inserts in community newsletters, development and maintenance of a community website, annual event and related document to report on and celebrate community accomplishments.

13. Evaluation and Improvement.

The community will measure the success of the communications and public relations plan by the extent to which they achieve both their communication and plan implementation objectives. Ongoing evaluation, review and improvements will ensure that communications activities keep pace with the implementation of plan and remain focused on the relevant community issues.

**PRIORITY:** Top

**TIMEFRAME:** Completion in 6 – 12 months.

**COST:** Total project cost will depend on extent of outside assistance utilized.



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## TOP-PRIORITY PROJECT IMPLEMENTATION GUIDE

### **DETERMINE FEASIBILITY OF REACTIVATING THE SEWER AUTHORITY**

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#### **PROJECT DESCRIPTION:**

Myerstown Borough officials seek to determine the feasibility of possibly reactivating the sewer authority, to remove the sewer debt obligation from the Borough and formally transfer the debt to the sewer authority.

#### **ACTION PLAN:**

1. Consult the Borough Solicitor and/or other professional consultant with expertise in municipal authorities. In particular, confirm that the sewer debt obligation currently counts against the Borough's debt service limit.
2. Consult with the Secretary of the Commonwealth about the status of the current Articles of Incorporation and necessary steps for reactivating the sewer authority.
3. Reach out to interested and willing former Sewer Authority members to acknowledge, discuss, and positively address situations and issues, and reestablish relationships. Consider using elements of the Communications and Public Relations Plan throughout the process.
4. Examine and discuss the positives and negatives of reactivating the Sewer Authority.
5. Reach out to former Sewer Authority members to determine interest and willingness to serve on the reactivated Sewer Authority.
6. Consider the need to appoint interested and willing Borough Council members to serve on the Sewer Authority to help with the transition to a sewer authority operation.
7. Make appointments.

**PRIORITY:** High

**TIMEFRAME:** Completion in 8 - 12 months (mid-year 2013).

**COST:** Total project cost will depend on extent of outside assistance utilized.





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## TOP-PRIORITY PROJECT IMPLEMENTATION GUIDE

### **MONITOR THE EFFECTIVENESS OF THE EXISTING PROPERTY MAINTENANCE ORDINANCE AND DETERMINE FEASIBILITY OF DEVELOPING A NEW RENTAL HOUSING ORDINANCE**

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#### **PROJECT DESCRIPTION:**

Myerstown Borough officials seek to review and monitor the effectiveness of the Borough's current property maintenance ordinance, as well as to determine the feasibility of possibly developing a new rental housing ordinance, to ensure buildings, properties, homes, and neighborhoods within Myerstown are clean, well kept, and safe.

#### **ACTION PLAN:**

1. Identify willing and supportive Borough staff, officials, residents (property owners and renters), property owners (rental and owner occupied), etc. having vested interest property maintenance. Consider using elements of the Communications and Public Relations Plan throughout the process.
2. Reach out to the willing and supportive Borough staff, officials, residents (property owners and renters), property owners (rental and owner occupied), etc. to define general property maintenance and rental housing related issues / needs and opportunities.
3. Establish a committee of Borough staff, officials, residents (property owners and renters), property owners (rental and owner occupied), etc. willing to provide guidance and develop a plan to address property maintenance and rental housing related issues / needs and opportunities.
4. Identify committee members' roles and responsibilities.
5. Appoint a Myerstown Borough Project Leader to manage the work program and insure completion of all tasks.
6. Develop a work program with specific tasks, outcomes / deliverables, timeframes, deadlines, and responsible entities.
  - a. Develop and conduct a simple building and property inventory to objectively document information relating to the number and location of owner occupied housing and renter occupied housing, as well as the presence and extent of property maintenance violations in the borough. Based on specific standards from the International Property Maintenance Code, buildings could be ranked as those considered "sound" (no need of minor or major repairs, not dilapidated), "in need of minor repair", "in need major repair", or "dilapidated". Properties may be noted as "well or adequately maintained", or possessing "accessory buildings and structures in need of repair", "sidewalks in need of repair", "inoperable or junked motor vehicles", "outside rubbish and garbage, graffiti, or unsightly outdoor storage", etc.



- b. Develop one or more specific performance measures which may include, but not be limited to the following:
  - i. Number of “dilapidated” buildings; Number of buildings “in need major repair”.
  - ii. Number of properties possessing “inoperable or junked motor vehicles”; Number of properties possessing “accessory buildings and structures in need of repair”; Number of properties possessing “sidewalks in need of repair”; Number of properties possessing “outside rubbish and garbage, graffiti, or unsightly outdoor storage”; etc.
  - iii. Number and types of complaints received.
  - iv. Number and types of inspections conducted.
  - v. Number and types of notices of violation issued.
  - vi. Number and types of cases adjudicated before the Magisterial District Judge.
  - vii. Number and types of cases resolved prior to sending notices of violation; Prior to going to the Magisterial District Judge.
  - viii. Number of days to achieve compliance.
  - ix. Percentage of proactive enforcement vs. reactive enforcement.
  - x. Amount of staff time devoted to property maintenance administration and enforcement; etc.
- c. As part of the work program, establish an initial baseline (1<sup>st</sup> complete year of collecting data) of specific performance measures listed above.
- d. As part of the work program, develop benchmark targets for specific performance measures (e.g., 5% annual reduction in number of “dilapidated” buildings; 15% increase in number of cases resolved prior to going to the Magisterial District Judge; etc.).
- e. As part of the work program, develop specific tasks, outcomes/deliverables, timeframes, deadlines, and responsible entities to address specific issues, properties, and/or areas and move to achieve established performance measure benchmark targets. Consider a balanced mixture of administrative and enforcement strategies; incentive related strategies; education related strategies; etc.
7. Conduct ongoing annual documentation, analysis, and presentation (written and verbal) of the findings and status of specific performance measure and tasks, to officials and the public.
8. Continue to review and evaluate performance measure benchmark targets, specific tasks, outcomes/deliverables, timeframes, deadlines, and responsible entities based upon the annual findings and trends, which may include determining the feasibility of possibly developing a rental housing ordinance.

**PRIORITY:** High

**TIMEFRAME:** Completion of Steps 1 – 5 = 2 to 4 months;  
Completion of Step 6 Work Program = 6 to 12 months.



Completion of Steps 7 - 8 = Annually

**COST:**

Total project cost will depend on extent of outside assistance utilized.



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## TOP-PRIORITY PROJECT IMPLEMENTATION GUIDE

### CAPITAL IMPROVEMENT PLANNING / PROGRAM

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#### PROJECT DESCRIPTION:

The Capital Improvement Plan (CIP) is intended to link the community's vision, Mini-Comprehensive Plan and budget, as well as provide a mechanism toward planning for and implementing projects, developing revenue policy, financing high priority needs, and keeping the community informed about proposed improvements (e.g., infrastructure, and other large one time purchases). At the outset, a great deal of care should be taken to establish the system and process for creating a CIP. This involves the development of both the organizational and, if appropriate, local legislative parameters within which the CIP planning process will operate. These parameters will serve as a framework for both the work of formulating the first CIP and the ongoing use of the CIP as an annual planning, management and fiscal tool.

#### ACTION PLAN:

1. Identify Borough staff and elected and appointed officials. Consider using elements of the Communications and Public Relations Plan throughout the process.
2. Establish a committee of Borough staff and elected and appointed officials to provide guidance and develop a CIP.
3. Identify committee members' roles and responsibilities.
4. Appoint a Myerstown Borough Project Leader to manage the CIP process and insure completion of all tasks.
5. Define and confirm CIP process, forms, policies, procedures.
6. Develop a current inventory of existing capital assets to determine future demands for maintenance, repair, rehabilitation or replacement.
7. Identify needs (e.g., capital projects).
8. Preliminary project scope and cost (capital, operation, and maintenance).
9. Prioritized list of approved projects scheduled for the current year (Year One) and five (5) subsequent fiscal years (using a pre-determined rating system and in a way that reflects the relationship of projects to existing plans, policies, and financial considerations).
10. Develop financing strategies to include identification of estimated revenue from various funding sources.
11. Develop and approve annual CIP budget for upcoming Fiscal Year.
12. Institute annual process to solicit project requests and update CIP.





**PRIORITY:** Top

**TIMEFRAME:** Completion in 6 months.

**COST:** Total Project Cost Estimated \$12,000 - \$20,000 to engage Municipal Planning and/or Engineering Consultant to facilitate the CIP process, provide order of magnitude cost estimates, and prepare final document. Myerstown Borough can defray costs by utilizing Borough staff wherever possible throughout CIP process.



**6. Appendix**

- a. Lebanon County Comprehensive Plan*
- b. Status of Community*

# **Myerstown Borough Mini-Comprehensive Plan**

Adopted Final Version 12/11/12