

# Eastburg 2025



## The East Stroudsburg Borough Comprehensive Plan

Adopted (date)

*Draft as of February 28, 2018*

(funding or other necessary title page acknowledgement)



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# 1 Plan Purpose and Preparation

**This comprehensive plan defines a new vision for quality development and quality of life in East Stroudsburg.**

In 2015, Borough Council determined that East Stroudsburg’s 1990 comprehensive plan had been implemented to the extent possible and that a new plan should be prepared. The Council specified that the new plan would cast a new vision and collective identity for a more unified East Stroudsburg community. The members sought a plan that defined near- and long-term goals and outlined a strategic framework of projects, actions, and initiatives. The plan would include “how-to” action plans to guide implementation by the Borough<sup>1</sup> or with strategic partners to catalyze private investment in the community.

**A comprehensive plan is an adopted policy statement for the Borough’s community and economic development.**

A comprehensive plan addresses various aspects of the community—land use, transportation, housing, community services and utilities, natural resources, and historic resources—with development objectives for the next 10-year period and beyond. Its purpose is to ensure that decisions about development regulations, public infrastructure, services, and programs are complementary.

Comprehensive plans are one of several planning tools authorized by the Pennsylvania Municipalities Planning Code, Act 247 of 1968, as reenacted and amended (MPC). Comprehensive plans are required for counties and voluntary for boroughs and townships. Where a municipal comprehensive plan is established, the municipality is required to review and, as appropriate, renew or update its plan at least every 10 years. Planning tools used by East Stroudsburg and Monroe County are shown in Table 1.1.

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<sup>1</sup> Note on capitalization: Throughout, “Borough” refers to the government entity and “borough” refers to the place.

**Table 1.1 Borough and County Planning Tools**

Planning Tool	East Stroudsburg	Monroe County
Planning Commission	Yes	Yes
Zoning Hearing Board	Yes	Not applicable
Comprehensive Plan	1990	2014
Subdivision & Land Development Ordinance	1992 amended through 2015	No
Official Map	No	No
Zoning Ordinance	1990 amended through 2012	No
Zoning Map	1990 amended through 2015	No
Capital Improvement Plan	Yes	No

Source: East Stroudsburg Borough, Monroe County

## The comprehensive plan is the foundation for any major changes in the Borough's development regulations and infrastructure.

A comprehensive plan demonstrates that a municipality has considered the current and future needs of its community or communities and has agreed upon preferred future conditions and the changes that should occur to achieve those conditions. It provides a rational basis for establishing or revising (if needed) the local zoning ordinance, subdivision and land development ordinance, capital improvement plan, and other planning tools.

A comprehensive plan may also help secure resources for desired improvements. When a municipality requests technical or funding assistance from a public agency, the agency may ask if the requested assistance will support an established need, i.e., one that is documented in the comprehensive plan or other publicly-reviewed and adopted municipal statement. This ensures that granted requests fulfill valid needs.

The comprehensive plan does not add, change, or remove municipal regulations, standards, or budget allocations. The plan may recommend that such action be taken, but each of these changes is put into effect through a separate preparation, review, and approval process. The plan considers their individual and cumulative effects.

## This plan update was prepared with active community participation.

Borough Council appointed a Comprehensive Plan Task Force to provide a representative voice throughout the process. An early publicity campaign promoted a website, [Eastburg2025.mysidewalk.com](http://Eastburg2025.mysidewalk.com), and reached out to the leadership of the Eastburg Community Alliance, East Stroudsburg University (ESU), the Pocono Medical Center, the Stroud Regional

Open Space and Recreation Commission, and local and regional non-profits—as well as to local businesses and ESU students—to identify community issues that needed attention. The 29 issues were compiled into an online survey for ranking by the community.



### Citizens, stakeholders, and Borough officials prioritized six issues as needing to be improved or enhanced by 2025.

Through the survey, citizens expressed that maintenance (“doing it better”) and improvement (“doing it differently”) were both important. The Task Force chose to focus the comprehensive plan on seven topics for which the Borough had authority or influence to make real change.

The Task Force and Borough Council refined the survey results to a list of seven priority issues for planning:

- Community Identity
- Downtown
- Borough-wide Economy
- Housing
- Multimodal Transportation
- Culture and Recreation
- Community Character

For each priority issue, members of the Task Force and stakeholders—those who affect and who are affected by the issue—discussed needs, evaluated better outcomes, and strategized catalytic actions for community and economic development.

#### Planning Timeline





## 2 From 1990 to 2015

### The 1990 comprehensive plan was implemented in anticipation of continued development pressure.

Recommendations for zoning as well as subdivision and land development regulations from the 1990 plan were implemented in anticipation of increased development interest associated with several large-scale infrastructure facilities and regional economic development prospects. These prospects would have generated both short-term construction jobs as well as sustained community and economic growth and employment. They included:

- A solid waste disposal incinerator was expected to be constructed in the borough.
- A sewage sludge pelletization plant was to be built in the East Stroudsburg area.
- The "Steamtown" Project was anticipated to provide passenger rail service from Scranton to the nearby Delaware Water Gap.
- Potential was seen for operating commuter rail service on existing rail lines running through northern New Jersey and into Pennsylvania as an extension of New Jersey Transit. The extension would have made a commute from East Stroudsburg to Newark or New York City possible—though parking and traffic would be major concerns.

However, these prospects failed to materialize and generate the revenue the Borough needed to make more substantial investment in its facilities, such as streets and sidewalks. The Borough was able to complete:

- Development of the old Lackawanna Railroad property on the east side of the Railroad tracks as a municipal parking lot.
- Select improvements to the Borough's parks and recreation facilities.
- A joint recycling program between East Stroudsburg and Stroudsburg.

## **National events in the 2000s had extreme effects on the Pocono region.**

Since the 1960s, the Pocono region had grown due to New York and New Jersey residents seeking affordable housing. In the first years after September 11, 2001, the influx spiked as people fled these urban centers, fearing continued threats on the nation's metropolitan areas. The in-migration quickly consumed available property and drove up housing prices.

Just a few years later, the effects of the Great Recession (2007-2009) and a slow recovery caused both population growth and housing values to reverse trend. According to Monroe 2030, the county's comprehensive plan, "This dramatic change is reflected in the number of home foreclosures, declining school enrollment and a decrease of over 90% in the number of single family building permits issued for the period 2004-2012 . Although the metro area remains a major employment destination for commuters from Monroe County, it is obvious that the region is currently not a major contributor of residents. It appears that significant economic sector improvement will need to occur before the county could experience increased in-migration."

One result is that the prospect of restoring passenger rail service between Scranton and Hoboken, NJ, has become a much longer-term consideration.

## **The East Stroudsburg community made three key redevelopment investments during the same period.**

First, the Borough bought the abandoned International Boiler Works site in 2002 with the intent to ready the site for redevelopment that would be compatible with residential neighborhoods in the northern portion of the borough. As of Summer 2017, the Borough is completing final water quality testing required to obtain the necessary permits and move the property to market via the Pocono Mountain Economic Development Corporation.

Second, a 2009 fire damaged the original train station—the Dansbury Depot—between Crystal Street and the rail line, then operated as a restaurant. A grassroots preservation effort led by the Save the Dansbury Depot Citizens Group worked to save the building from demolition and collaborated with the Borough to relocate and rehabilitate the structure on former railroad land on the east side of the tracks. Dansbury Depot is now the home of the Eastburg Community Alliance, the Borough's "Main Street" or downtown organization. Additionally, the Borough approved a local developer's proposal to construct Trackside Station, a restaurant and apartments, on the depot's former site on Crystal Street. Though the Borough is not financially invested, its approval made the redevelopment possible. Trackside opened in 2012.

Finally, the Borough's fire department outgrew the Acme Hose Company No. 1 fire house on North Courtland Street in 2011. The Borough sold the property to a developer in 2012, also for a restaurant and apartments, however, the property changed hands again and the new owner proposed an auto/light mechanical service shop with apartments above. Citizens initially opposed the auto-oriented use in downtown but grew to accept it. The owner retained the historic character of the fire house and uses the vehicle storage bays as auto service bays.

## **The announcement of improvements to Interstate 80 spurred locals to think again about attracting community and economic growth.**

Following the passage of Act 89 in 2013, which generated additional funding for Pennsylvania's transportation infrastructure, PennDOT announced plans to expand the 3.5-mile section of I-80 from East Stroudsburg to Bartonsville from four lanes to six lanes and to upgrade the interchanges on this section. The project is in design and is slated for completion by 2024. While the improvement does not relocate the interchange as envisioned in the 1990 comprehensive plan, PennDOT and its contractors are working to better transition exiting highway traffic to the Borough's street network.

The prospect of improved access to the borough spurred the Borough to consider local improvements to enhance economic development in the downtown. In 2014, the Borough received a grant from the National Realtors Association for a Smart Growth Assessment. The study team visited the Borough and prepared a report (the "Lynch Report"), that evaluated the community's revitalization efforts and made recommendations for:

- Mutually-beneficial partnership arrangements and collaborations
- Economic development strategies that encourage entrepreneurial development
- Commercial property rehabilitation and re-use
- Marketing strategies that promote a positive image of East Stroudsburg's community center

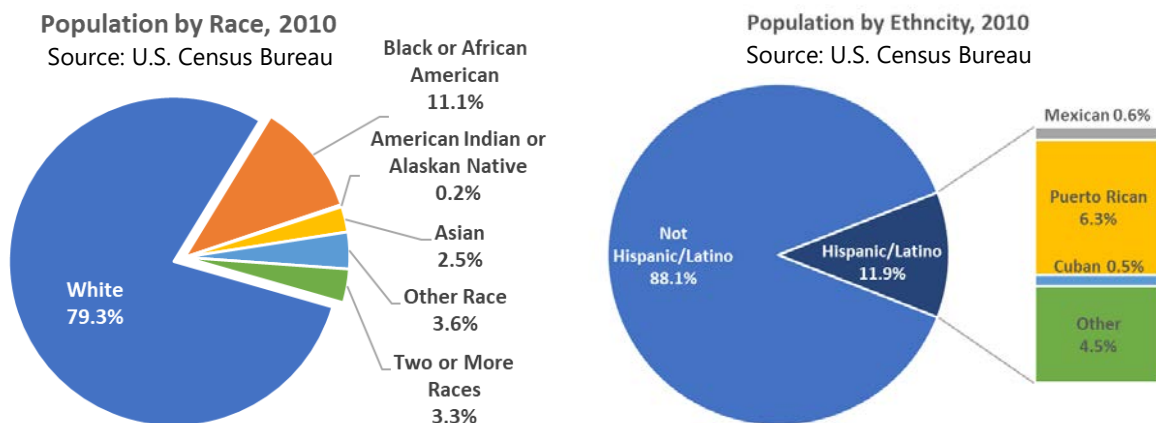
The Borough followed with a Main Street/Elm Street Program Assessment by the PA Downtown Center in 2015 that focused on the Eastburg Community Alliance and its potential to serve as leader for the Lynch Report's implementation and a catalyst for further vitality in the Borough. The assessment noted that some recommendations of the 2014 Lynch Report have been implemented.

With abundant direction but few local dollars, Borough Council determined that an updated comprehensive plan was necessary to put the Borough in better position for funding applications.

## A Recent Snapshot of East Stroudsburg

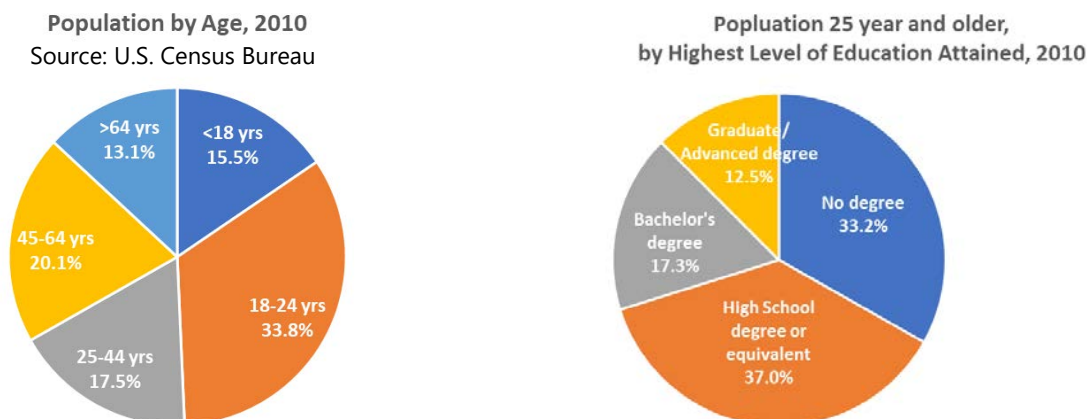
In 2010, there were 9,840 people, 3,175 households, and 1,758 families residing in the borough.

With an area of 2.849 square miles, the population density was 3,454 people per square mile. Population estimates for 2016 prepared by the U.S. Census Bureau reflected growth to a total of 10,189 residents.



Minority race residents comprised 21.7% of the population in 2010, and were estimated to have increased to 23.7% by 2015. Residents of Hispanic and Latino descent comprised 11.9% of the population in 2010; this figure was estimated as unchanged for 2015.

The median age of residents in 2010 was 25.6 years and was estimated to have declined to 24.8 years by 2015. These percentages reflect a strong concentration in the college age group (18- to 24-year-olds), which is estimated to have fallen slightly to 32.2% in 2015.



Among the population 25 years and older, 17 percent held a bachelor's degree and 11 percent held a master's, doctorate, or other professional degree in 2010.

## As expected in a college town, many households are comprised of unrelated individuals.

Of the 3,175 households in 2010, 34.9% were married couples, 12.5% were single female householders, 4.7% were single male householders—all with children—and 44.6% were nonfamily households (unrelated individuals living together or people living alone). Nearly 1 in 3 nonfamily households were single householders living alone, and 13.5% were single seniors (65 years of age or older). Estimates of 2015 household composition indicate that the number of single-led family households and non-family households have both declined. The average household size was 2.38 people and the average family size was 3.02 people.

The Borough's median household income was \$45,536, and the median income for a family was \$59,351. After accounting for inflation, the Borough's median household income has decreased two percent in real value since 2000. Median household income is estimated by the U.S. Census Bureau to have fallen slightly to \$40,833 in 2011-2015—meaning residents as a whole have less purchasing power than they did in 2010.

About 13.9% of families and 17.8% of the total population were below the poverty line in 2010, including 27.8% of those under age 18 and 5.1% of those age 65 or older. Estimates for 2015 indicate that family poverty has improved to 12.4% but poverty among individuals, particularly among those 65 and older, has increased.

## Home ownership has increased since 2010 but housing values are depressed.

As of the 2010 U.S. Census, there were 3,456 housing units in East Stroudsburg Borough. In the borough, 46.5% of the housing units were owner-occupied, 53.5% were renter-occupied, and 8.1% were vacant. The U.S. Census Bureau estimate of housing units in 2015 was 3,564 with an increase in owner-occupied units to 52.0% and an increase in vacant units to 11.1%.

According to the 2010 American Community Survey estimates, 62.2% of housing units are single household units (detached or duplex), 15.8% are 2- to 4-unit structures, 20.4% are 5-unit or larger structures, and 1.9% are mobile homes or similar types of housing. The age of housing units was nearly equally distributed among those built 1939 and earlier, 1940 to 1979, and 1980 to 2010.

The median price of an owner-occupied unit in 2010 was \$212,700 and rose to a peak of \$214,300 in 2012, but fell to \$160,100 in 2015. This decline represents a significant loss in equity for property owners.

## Local employment is heavily focused on education and medical services; regional employment is more diverse.

According to the U.S. Census Bureau, the borough had 427 business establishments within its borders in 2012; educational services data was not fully reported. These businesses employed approximately 7,084 workers. The three industries with the most businesses were health care and social assistance (95; 15 were tax-exempt), retail trade (74), and accommodations and food services (55). Together, they employed 5,401 workers. Workers living in East Stroudsburg in 2014 were most commonly employed in health care and social assistance (729), retail trade (692), and educational services (570), followed by accommodation and food services (421) and manufacturing (276). The majority commuted outside of the borough for work; 30.8% worked within the borough.

More than twice as many local workers (6,846) commute into the borough as leave (3,138) to reach their employment destination. This puts significant pressure on the transportation system, especially considering the few points of access and the physical barrier of the railroad.

Five percent of working residents worked at home in 2014, requiring no journey to work. Among commuters, 75.2% drove alone, 11.4% carpooled, 6.5% walked, 1.5% took public transit, and

0.3% traveled by taxi, motorcycle, or other means.

The U.S. Census Bureau estimates that 59.5% of residents age 16 years and over were employed or actively seeking employment in 2015.

Unemployment rates have typically fallen from January to December in each of the past five years. The unemployment rate in December 2016 was 5.7%.

### Major Employers in Borough

Lehigh Valley Hospital—Pocono

East Stroudsburg University

East Stroudsburg Area School District

### Major Employers in Region

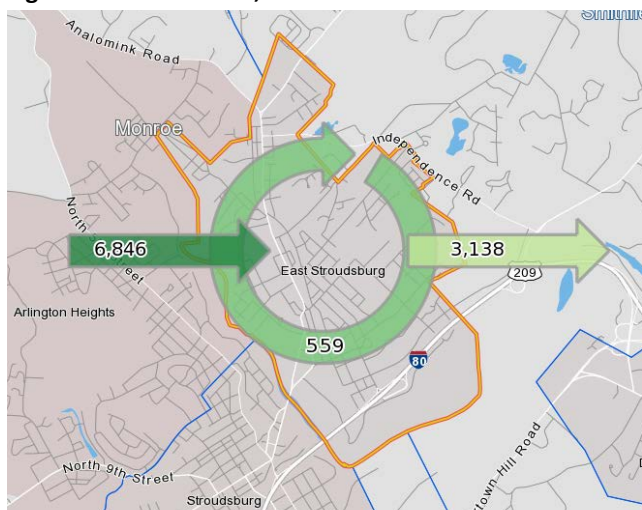
Hayward Laboratories

Royal Chemical

Stroudsburg Area School District

Walmart

**Figure 1 Worker Flows, 2014**



Source: [onthemap.ces.census.gov](http://onthemap.ces.census.gov)

## **Residents have public and private options for primary and secondary education.**

The East Stroudsburg Area School District (ESASD ) serves East Stroudsburg Borough, Smithfield Township, Middle Smithfield Township, and Price Township, as well as two townships in Pike County. According to 2010 census data, East Stroudsburg Area School District served a resident population of 47,430 and a student body of 7,555. In school year 2014-15, ESASD provided basic educational services to 6,979 pupils.

The East Stroudsburg Area School District operates six elementary schools for students from kindergarten to fifth grade, two intermediate schools with sixth to eighth grades, and two high schools with ninth through twelfth grades. The J.M. Hill Elementary School and the Senior High School South are located in the Borough. Students from the Borough are bussed to J T Lambert Intermediate School located along Milford Road spanning the border with Smithfield Township.

The East Stroudsburg Christian Academy is located just outside the municipal boundary in Stroud Township. The academy offers education for kindergarten through twelfth grade. Notre Dame High School, a Catholic institution of the Archdiocese of Scranton, is located at 60 Spangenburg Avenue.

There are approximately 20 preschools in the East Stroudsburg area.

The nearest public library is the eastern Monroe Public Library in Stroudsburg.

## **East Stroudsburg University is a center for education and for business and technology innovation, and entrepreneurship.**

Located in the heart of the Pocono Mountains near the Delaware Water Gap National Recreation Area, East Stroudsburg University (ESU) is a member of the PA State System of Higher Education. ESU offers 55 undergraduate and 23 graduate degrees. The student body is 57% female, 43% male, 21% out-of-state, and 2% international from 26 countries. The 258-acre campus consists of 66 buildings and spans the borough and adjacent Smithfield Township. The campus hosts facilities for academic instruction, nine residence halls housing 2,865 students, and a 1,000-seat dining hall. ESU-associated facilities include a 15-acre University Research and Business Park on the ESU campus along Route 447 in Smithfield Township. Phase 1 of the development included construction of a 51,000-square-foot Center for Innovation and Entrepreneurship to house research and business development units. The campus is patrolled by the East Stroudsburg University Police Department.

ESU has been designated as a Pocono Mountains Keystone Innovation Zone (PMKIZ). It includes strategically zoned commercial and industrial sites across Monroe and Wayne Counties, which provide tax incentives to companies 0-8 years old in designated industry sectors.

## **The health care industry has been expanding in the Pocono region, but the region is still underserved by specialties.**

The Lehigh Valley Hospital–Pocono is located on East Brown Street. Formerly, as Pocono Medical Center, the hospital had more than 200 physicians and more than 1,850 staff members. In addition to its acute care services, affiliated service centers include the ESSA Heart and Vascular Institute, the Dale and Frances Hughes Cancer Center, and the Mattioli Emergency Center. The hospital is a member of the Jefferson Cancer Network.

In Fall 2016, St. Luke’s University Health Network opened a new St. Luke’s Hospital–Monroe Campus, adjacent to Wigwam Road and Route 611 in Bartonsville. The 180,000-square-foot hospital is easily accessed from I-80, Route 33, and Route 611. The hospital has 108 private patient rooms including 12 beds for critical-care patients, a large and efficient emergency room, helipad, operating rooms, a cardiac catheterization lab, and modern diagnostic technology.

According to the Community Health Needs Assessment, 2017, conducted by Lehigh Valley Health Network–Pocono, Monroe County continues to have a lower than expected number of physicians. While there are lower rates of most cancers with exception of lung, the county faces higher-than-expected rates of smoking and heavy drinking. In addition, Monroe County continues to face challenges in areas of behavioral health advocacy and access, substance abuse, and obesity.

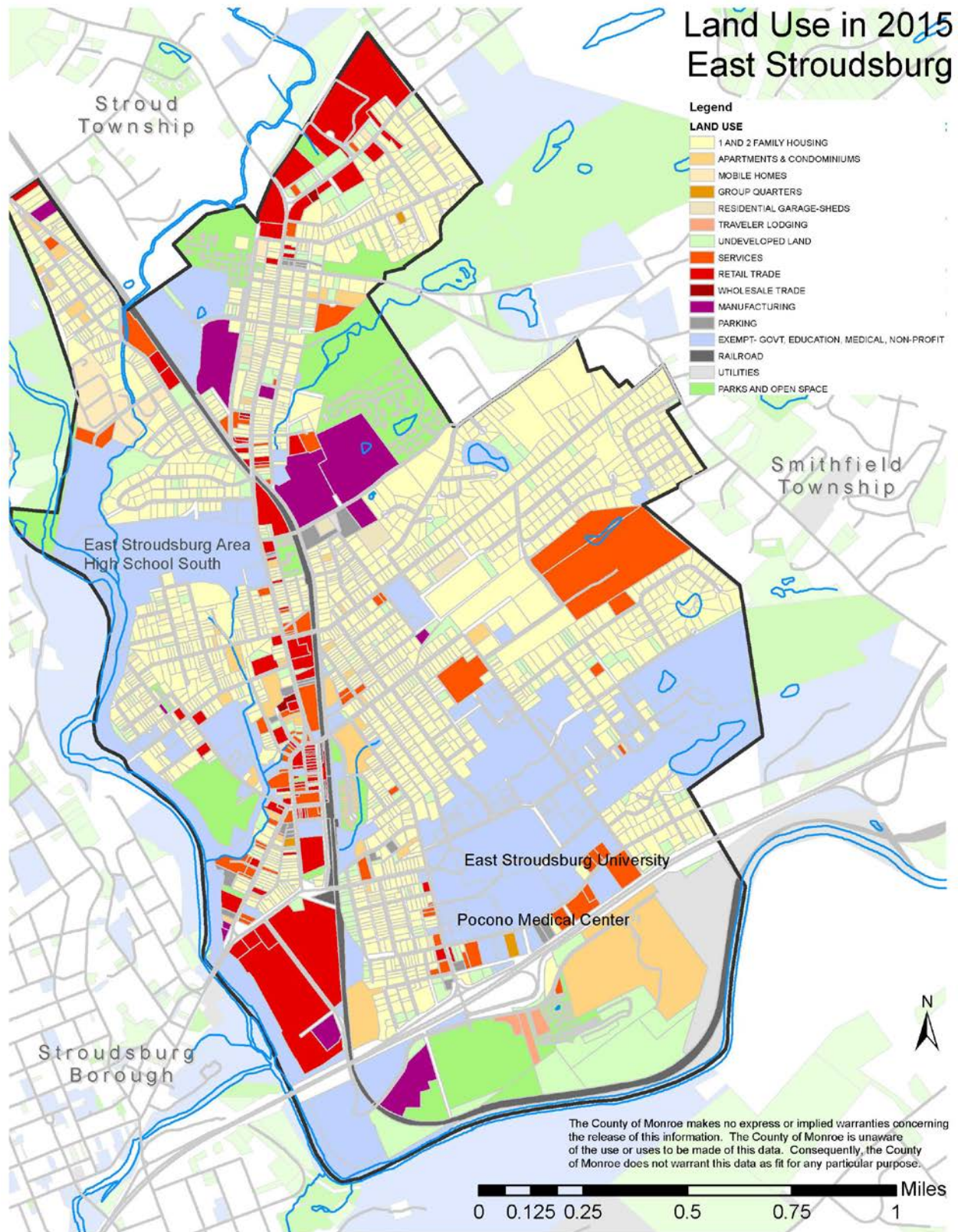
## **Ongoing re-use and re-development of properties in the Borough are vital to the community’s well-being.**

The borough was largely built-out by 2000. The largest land use by acreage is residential and specifically one- and two-family housing. Public uses, principally educational but also including Borough-owned lands for parks, wastewater facilities, etc., and federally-owned land occupied by the levee, are the second-largest category by acreage. These uses are also generally exempt from local property taxes, shifting the cost of local government services to the remaining non-public properties. Commercial retail ranks third.

Over the past 15 years, the borough has experienced the successful re-use/redevelopment of the original railroad depot sites and the fire house as described earlier; sale of the IBW site is expected as soon as final permits are approved. Several vacant and underutilized buildings are available for new owners and perhaps new uses. These include:

- anchor spaces at the Pocono Plaza, 300 Lincoln Avenue;
- the former Rosen’s Furniture and Mattress Superstore, a 51,000-square-foot retail showroom at 268 Washington Street;
- a commercial-residential building adjacent to Rosen’s at 296-308 Washington Street;

Figure 2.1 Land Use, 2015



- multiple buildings on Crystal Street;
- a commercial building (former garden center) at 20 Lenox Avenue;
- a distribution warehouse at 34 North Crystal Street; and
- an industrial building at 80 North Burson Street.

## Local and regional community services protect quality of life.

Police service for East Stroudsburg Borough, Stroudsburg Borough, and Stroud Township is provided by the Stroud Area Regional Police Department (SARPD). The SARPD headquarters is located at 100 Day Street in East Stroudsburg. With its 49 police officers, the SARPD is the largest regional police department in Pennsylvania. Additional law enforcement is provided by the East Stroudsburg University Police Department, which patrols the ESU campus.

The East Stroudsburg Fire Department, Acme Hose Company No. 1, is a partnership of the Borough and a volunteer fire company of approximately 40 active members. The Borough owns and maintains all fire-fighting apparatus and the fire station now at 380 Chestnut St., provides and maintains all fire department equipment and supplies, and provides direct financial support to the fire company.

Suburban Emergency Medical Services, Inc., is the local full-service medical services and transportation provider. It responds to 9-1-1 emergency calls 24 hours a day, 7 days per week, and non-emergency, medically necessary transportation for patient appointments.

The Borough's Public Works Department is responsible for the maintenance of streets, storm drainage, traffic control facilities, the collection lines of the Borough's sewer treatment system, and the distribution system for the Borough's water system. It is also responsible for parks, grounds, building, and vehicle maintenance.

East Stroudsburg Borough has its own local Board of Health and a certified Health Officer, as provided for by the state Borough Code. The Board of Health is appointed by Borough Council and is responsible for public health-related matters within the Borough, including licensing and inspecting restaurants and other public eating establishments.

East Stroudsburg Borough provides mandatory (single-family) residential garbage collection and disposal services through its designated contractor. Larger multifamily properties (more than four units) are ineligible for service through the Borough contract.

The Borough provides a biweekly curbside recyclables collection program with the Borough of Stroudsburg and operates a drop-off recycling center located off Lincoln Avenue. The Borough also offers a curbside yard waste pickup program from April through September, also with drop-off convenience at the recycling center.

## **The Borough's parks and recreation programs are a point of community pride.**

The Borough owns and operates seven municipal park properties and facilities which provide a range of recreational opportunities for the citizens of the borough, from pre-school youngsters through senior citizens. The Borough's summer recreation program is centered around Dansbury Park which includes a public swimming pool. Other park properties include Zacharias Pond Park, Gregory's Pond, Miller Park, the recently acquired Terra Greens golf course property, and the Van D. Yetter Park property along the Brodhead Creek. East Stroudsburg Borough owns the Loder Building, which is leased to and operated by the Monroe County Office on Aging as a senior citizen center for area residents.

The Stroud Region Open Space and Recreation Commission is actively engaged in providing recreational opportunities in the Stroud Region and promoting and preserving its parks and open space. The commission operates a summer day camp program ("Stroud Kids") for six weeks every year at Dansbury Park, a summer basketball program at the Dansbury Park courts, and a late-afternoon recreation program for attendees of the day camp, utilizing the community center building. It also leads local greenway and trail planning and development.

## **Multiple modes of transportation serve residents, businesses, and visitors.**

State highways provide the routes between communities for commerce. Brown Street, Washington Street, Courtland Street, and Milford Road are the local names for U.S. 209 Business, the spine through the borough between Stroudsburg and Milford, Pike County. Four state routes intersect with U.S. 209 Business:

- Bridge Street/Ridgeway Street extend east to Prospect Street at ESU and further as East Brown Street.
- East Broad Street connects the center of town with SR 477/Independence Road.
- SR 447/ Independence Road connects I-80 with communities in northern Monroe County.
- King Street extends northwest along Brodhead Creek into Stroud Township.

State facilities total 6.67 miles of the entire 30.33-mile network. The borough's locally-owned street system comprises the remaining 23.66 miles. Much of the street network is lined with sidewalks that are in varied physical condition.

The Monroe County Transit Authority serves East Stroudsburg with its Red and Yellow routes. The Red route connects the central business district with adjacent Stroudsburg and the Pocono

Medical Center. The Yellow Route serves the northern and eastern portions of the Borough, connecting them with the Stroud Mall and the Delaware Water Gap.

The borough has had continuous rail freight service since the mid-1850s. The rail line eastward from East Stroudsburg to Slateford Junction is used by the Delaware Lackawanna Railroad to service a paper plant at Minisink Hills and transfer freight with Norfolk Southern at Slateford Junction. It also provides local freight service over the segment westward to Scranton. Seasonally, passenger excursions are run from Steamtown, USA—the national historic site in Scranton—to East Stroudsburg and to the Delaware Water Gap.

The Stroudsburg-Pocono Airport is located in adjacent Smithfield Township.

## **The Borough has water and sewer capacity to support growth through redevelopment.**

East Stroudsburg Borough owns and operates its own municipal water supply and distribution system, and sewage collection and disposal system.

Water is drawn from two reservoirs and four groundwater wells. According to the 2016 Annual Drinking Water Quality Report for the Borough's system, its drinking water met or exceeded all federal and state requirements for 2016 water samples.

The water filtration plant was constructed in 1964 and is currently permitted to output up to 2.3 million gallons per day of treated water. Water demand averages just over 1.3 million gallons per day, leaving a reserve capacity of about 1 million gallons per day (43%). The Borough sells water to its 3,800 customers within the borough and sells bulk water to the Brodhead Creek Regional Authority, which serves customers in portions of Smithfield Township and Stroud Township. Bulk water demand is anticipated to increase as development occurs in the neighboring townships; demand within the borough has increased slowly in recent years.

The wastewater treatment system consists of a single treatment facility located at 101 Forge Road in the southeastern portion of the borough. The collection system contains approximately 154,400 linear feet (29.5 miles) of gravity wastewater mains of sizes ranging from 8" to 21" diameters, as well as 3,700 linear feet of 12" force main from the Lincoln Avenue Pump Station to the treatment facility. As of January 2016, approximately 3,800 separate users were billed for wastewater services as well as the bulk connections with Stroud and Smithfield townships.

Major upgrades and replacements are needed at the treatment plant and Lincoln Avenue Pumping Station. The Borough has undertaken some minor replacements and rehabilitation projects but more extensive improvements are needed in the coming years. The Borough has considered the sale of the sewer system as an option to sustain service cost-effectively.

Based on minimal growth in the borough as well as anticipated connections in Smithfield, the 2020 hydraulic loading projection for the plant is calculated to be 1.11 million gallons per day.

This loading corresponds to an average available capacity of 1.14 million gallons per day (49%) at the 2.25 million gallons per day permitted capacity. The treatment plant's available capacity is somewhat lower (39%) when based on the maximum three-month average daily flow. Of that available capacity, the approximate treatment plant capacity remaining per municipality is:

- East Stroudsburg Borough – 993,000 gallons per day
- Stroud Township – 34,000 gallons per day
- Smithfield Township – 111,000 gallons per day

## **Flooding has been the most severe natural hazard to community and economic development in the borough.**

The Pennsylvania Department of Environmental Resources constructed a series of levees and floodwalls in Stroudsburg and East Stroudsburg in 1960 after the devastation of the August 1955 flood, which followed Hurricane Diane and Hurricane Connie just days earlier. A Levee Loop Trail Master Plan indicates that the levee area could be jointly used for recreation.

Earthquakes have occurred in the East Stroudsburg area, though they are not common. Since 1950, 37 historical tornado events with a magnitude of 2 or above were recorded in the local area. A total of 4,779 other extreme weather events within 50 miles of East Stroudsburg were recorded from 1950 to 2010. Thunderstorm winds, hail, and flooding have been most common. Ten major (natural) disasters and two emergencies have been declared. Causes were: floods, 5; storms, 5; winter storms, 2; blizzards, 1; hurricanes, 1; mudslides, 1; snowfall, 1; tropical depression, 1; tropical storm, 1; and water shortage, 1. (Note: Some incidents may be assigned to more than one category).

## **As a historic urban community, East Stroudsburg has already impacted much of its natural resource context.**

The borough's native soils have been disturbed and vegetation cleared by development, and native wildlife has shifted toward available habitat outside the borough. Within the borough, residents still have access to natural resources in borough parks; much greater access is available just beyond the urbanized area.

Brodhead Creek, named for the early settler Daniel Brodhead, is a 21.9-mile tributary of the Delaware River. The creek attracts fly-fishers upstream of the Stroud region. Water quality in Brodhead Creek is high, supporting aquatic life, fish consumption, and recreational uses in most areas. A 2016 American Lung Association State of the Air Report ranked air quality in Monroe County among the cleanest of those in Pennsylvania that monitor air quality.

The Brodhead Watershed Association (BWA), based in Henryville, is a non-profit environmental organization dedicated to protecting and improving water resources and the environment in the Brodhead and Cherry Creek watershed. In 2014, BWA received funding from the National Fish and Wildlife Foundation to develop a Green Infrastructure Plan for the Lower Brodhead, McMichael, and Pocono creeks. The watershed is impaired in this area and does not meet clean water standards for recreational use, such as swimming. The Brodhead, McMichael, and Pocono Creeks Greenways Plan (2002) casts a vision for a recreational and green infrastructure network closely integrated with these waterways.

## **The borough is home to a variety of old, locally valued, and historic structures.**

The Borough is home to a variety of old and locally valued structures, as well as few that meet the standards for a historic designation. The Pennsylvania Historical and Museum Commission's Cultural Resource Database includes 94 records associated with East Stroudsburg. Two buildings are officially listed on the National Register of Historic Places: the East Stroudsburg Armory on Washington Street and the restored East Stroudsburg Railroad Station. Four buildings and one railroad district were eligible for the National Register at the time of their evaluation by the State Historic Preservation Office:

- Denike Center (school) on Prospect Street, built in the Classical Revival style in 1938.
- Loder Family Home, a private residence, built circa 1880.
- Delaware, Lackawanna & Western Railroad Line (Scranton to Slateford Junction), including individual objects: Freight Station Bumper Block (1913), interlocking tower (1908), and the water station (1914).

Another 25 buildings, structures, sites, and districts, dating from 1806 to 1958, were determined not eligible for the National Register. These included two bridges, an ESU district, and the adjacent residential neighborhood district roughly bounded by Elk Street, Prospect Street, Orchard Street, and Braeside Avenue, which was recently reviewed for eligibility as a historic district in advance of the I-80 Exit 308 Interchange Project.

Finally, 49 resources dating from 1780 to 1938 did not have enough information to evaluate their historic significance and determine edibility for the National Register. Among these is a Prospect Street Historic District, submitted for evaluation in 2014.



# 3 Vision and Goals for 2025

## Members of the community had a clear vision from the start.

From the first meetings, the members of the Comprehensive Plan Task Force expressed ideas for physical change in East Stroudsburg that would spark greater connectedness among residents, business and institutional leaders, students, and visitors. Toward that goal, they felt an inclusive vision for the future of East Stroudsburg was the place to start, followed by focused attention to the policies and practices of community redevelopment that the Borough can most directly influence or control.

## The vision for 2025 describes East Stroudsburg as a thriving, cohesive, and collaborative college town in the heart of the Pocono region.

The vision describes the borough as a place different from what East Stroudsburg is today. It characterizes elements of the community as significant and worth retaining and describes new elements that would enhance the community's physical character, its function in serving citizens and visitors, and its culture. It provides the foundation to catalyze and support a new, more inclusive community identity for borough citizens.

The vision for 2025 was crafted by citizen input, reviewed by the Task Force, and affirmed by Borough Council as a milestone to the comprehensive plan's development. Its underlined text indicates the ideas and priorities expressed during the initial public outreach campaign, the first Summer 2016 planning workshop, and early Task Force meetings.

This vision is ambitious! Borough Council, its appointed officials, and staff will not be able to accomplish it alone. But they are essential to establishing the regulatory framework and collaborative partnerships to build a strong future for East Stroudsburg, as outlined in the Implementation section and action plans.

## Our Vision for East Stroudsburg in 2025

East Stroudsburg, Pennsylvania, is thriving. Good jobs anchor investments in well-kept homes and distinctive public spaces, and the town is alive with activity and a fresh wave of community pride. East Stroudsburg attracts college students, job-seekers, employers, shoppers, and outdoor enthusiasts. The community is characterized by:

**Daily, destination, and drop-in businesses in downtown.** Downtown East Stroudsburg appeals to a variety of tastes with diners, cafés, coffee shops, and upscale restaurants offering quick bites and brews as well as leisurely dining; distinctive retail stores carrying books, jewelry, furniture, and gifts; outfitters meeting demand for outdoor recreation gear and guides; and independent and franchise operators providing personal/household and business services. Many establishments feature locally-themed merchandise or specialty dishes. Signs make it easy to find parking, and walking around downtown is pleasant, convenient, and safe.

**A diverse economy of service and manufacturing.** Commerce thrives at major intersections throughout town. Long-time manufacturers are a stable presence at the nexus of North Courtland and the railroad. A regional health-care hub is growing along Prospect and East Brown Streets. Additional retail and auto-oriented services are readily available at the junction of U.S. 209 and PA 447, and along Lincoln Avenue off Brown Street. East Stroudsburg University anchors the intersection of Prospect and Ridgeway Street; its Innovation Center helps transform entrepreneurial spirit into economic success.

**Downtown living and distinctive residential neighborhoods.** East Stroudsburg offers affordable housing options to suit residents in all stages of life, and distinctive neighborhoods are geared toward the specific needs of professionals, families, and students. Apartments and condominiums in downtown and other mixed-use settings offer opportunities to live near jobs, shops, and restaurants for a convenient, walkable urban lifestyle. Residential neighborhoods feature a range of single-family and two-family houses. Owners and renters are motivated to keep properties well maintained.

**Everyday and adventure recreation for residents and visitors.** Living in East Stroudsburg makes it easy to weave walking, bicycling, or group exercise into daily life. Local parks encourage both active and passive recreation, and the nearby Delaware Water Gap National Park and Appalachian Trail invite weekend adventures. Outdoor enthusiasts visiting the region seek out East Stroudsburg for supplies and services.

**Festive celebrations of place and culture.** Community events and activities draw residents, workers, students, and faculty of all ages. Downtown, borough parks, and school and university grounds are venues for holiday festivities, educational and safety events, seasonal concerts, and student and professional performances. Public spaces are clean and safe.

**A complete, multimodal transportation network.** Downtown, business centers, neighborhoods, schools, and parks are all interconnected in East Stroudsburg. Sidewalks and bike routes encourage safe travel on foot or by bicycle. Interconnected trails loop around the town along Brodhead Creek and nearby woodlands. The street network, centered on Courtland and Brown/Ridgeway Streets, is easy to navigate. The Pocono Pony provides bus connections to regional shopping destinations. East Stroudsburg is efficiently connected to distant markets and destinations by highways and freight rail.

## The vision outlines six community development priorities.

To advance the vision, the Task Force focused on the vision elements that the Borough could most directly influence through planning and development regulations, financial tools and incentives, and its own operations. The six priorities are:

- Downtown
- The Borough-wide Economy
- Housing and neighborhoods
- Recreation
- Culture
- Transportation

These priorities address the required elements of community planning—land use, transportation, housing, economy community utilities and services, etc.—some singularly and some in an integrated fashion. See chapter 11 for the explanation.

Note: Other community priorities expressed during outreach, such as those for social issues, were shared with the county planning office and service organizations that address those needs through their organizations and missions.

### Each priority has a strategic goal:

**By 2025, Downtown East Stroudsburg has become a modern, mixed use, centrally located downtown.**

**By 2025, the local economy has diversified into a broad mix of industries anchored by manufacturing, health care, education, and recreation/tourism services.**

**By 2025, housing options have expanded and residential neighborhoods have strengthened their own identities.**

**By 2025, citizens are connected to their daily local destinations by a network that offers transportation choices supported by facilities in a state of good repair, or programmed for improvement.**

**By 2025, recreation has become integral to community life.**

**By 2025, a new community identity is reflected in public spaces and events throughout the borough.**

These goals are further described by the desired outcomes listed on the Vision-to-Action chart. The chart also summaries the projects, actions, and initiatives needed or supportive of the goal.

INSERT - VISION TO ACTION CHART (11x17)

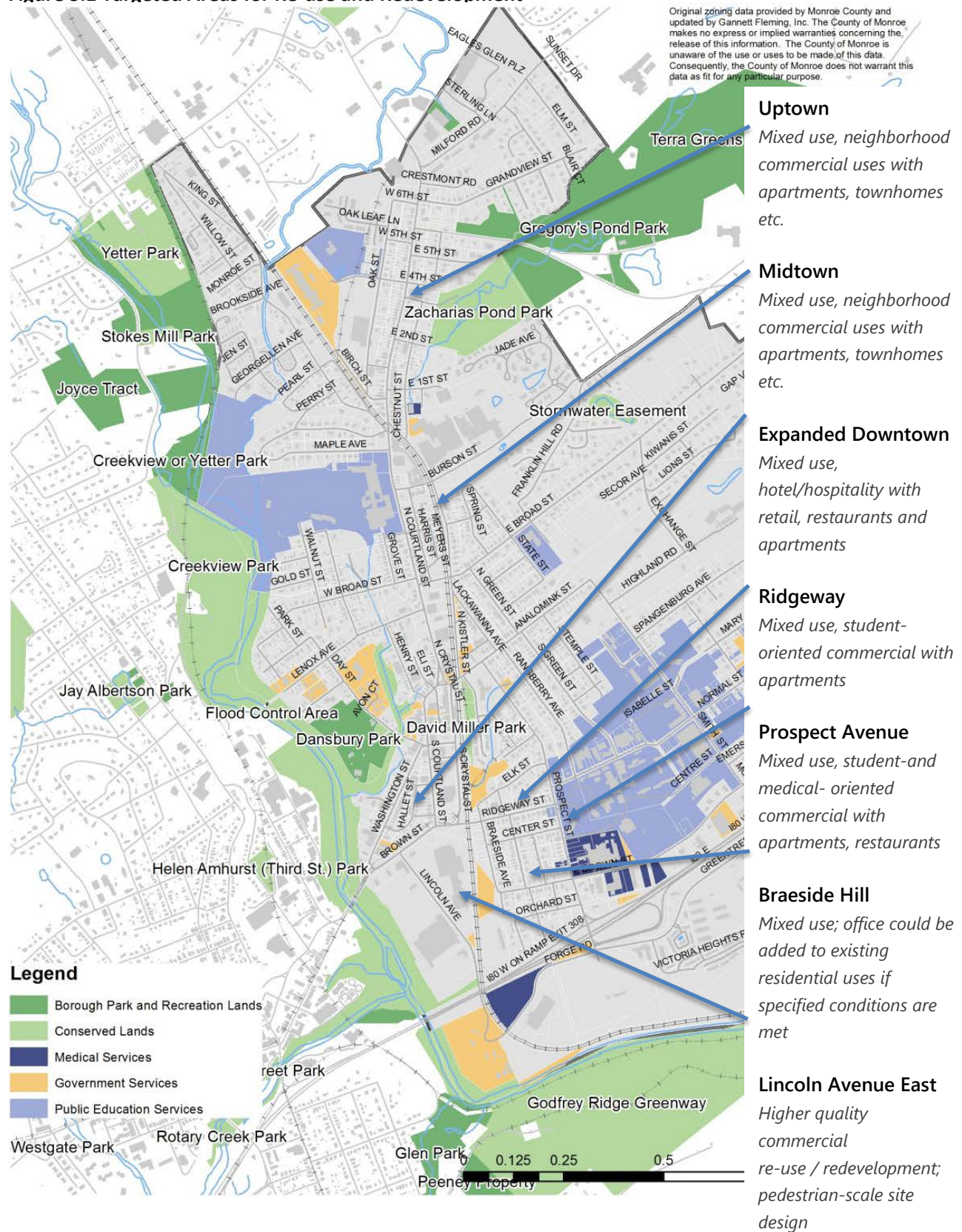
## Re-use and redevelopment are critical to the borough's future.

For East Stroudsburg, the vision and goals reflect changes in the physical environment to support economic growth and community connectedness—physically and socially. The Borough will make some changes directly to its own infrastructure or to influence the design and delivery of other public infrastructure. The private sector can make more dramatic changes to the use of property, shaping existing structures and spaces or redeveloping sites with new construction. This private development can contribute to the following objectives, among others:

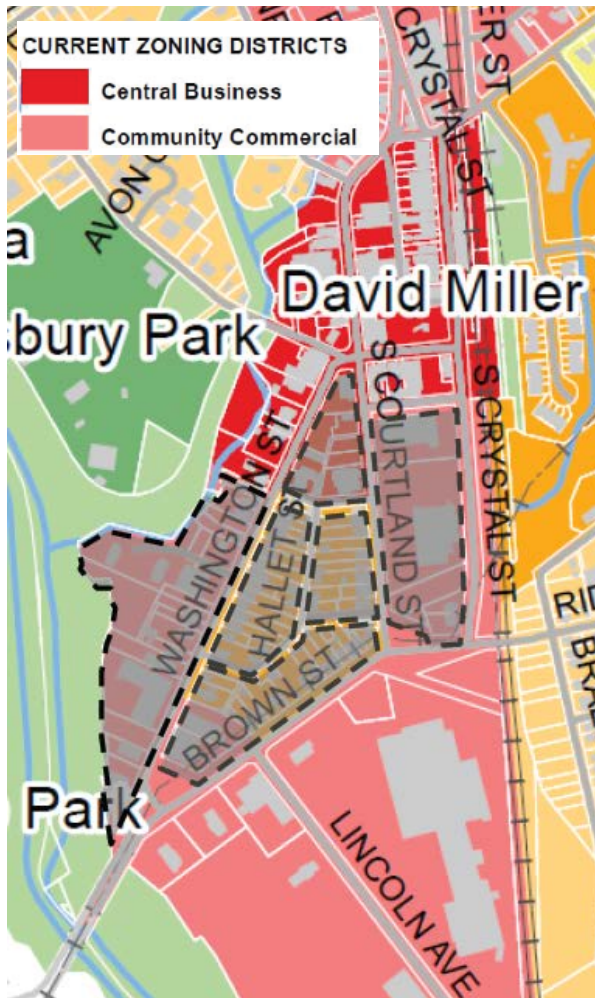
- Diversified and increased services and employment options.
- Housing with modern amenities through property rehabilitation and redevelopment.
- Safer, more connected, and more comfortable sidewalks and streetscapes for pedestrians (and bicyclists).
- Additional parking.

The Borough can ask or incentivize the private sector to take new action by providing new opportunities aligned with market needs and interest through revised regulations for land use and development. Several areas of the borough are identified for targeted re-use and/or redevelopment, as shown in Figure 3.1 and detailed on the following pages.

Figure 3.1 Targeted Areas for Re-use and Redevelopment



## Expanded Downtown



The area shown for an expanded downtown would include the “triangle” and adjacent areas to expand the size of the central business district and accommodate opportunity for the development of modern hospitality services, i.e., a hotel, as well as apartments. Today, Brown, Washington, and Courtland streets make this area the logical, central place for high density business and urban living. The current central business district should not be abandoned, simply extended to the extent that the market permits. It could organically take on a niche food or retail focus.

### About the Expanded Downtown Area

**Area:** 85 parcels spanning 6 blocks totaling 14.95 acres

**Purpose:** Increase mixed use (more commercial uses/variety) and higher density residential units for redevelopment

### Design and Use

#### Permitted Land Uses

- Retail: merchandise, food, drink, restaurants, lodging
- Office/Service; limited automotive uses
- Residential Units: multi-family apartments; prohibited on the ground floor
- Mixed use (within a single structure)
- Public and semipublic
- Government services
- Parking structure
- Transit stop with or without shelter

#### Building:

- Minimum height: 25 feet or 2 stories
- Maximum height
  - at building face: 40 feet or 3 stories
  - at rear: 100 feet or 6 stories

#### Complete Streets and Intersections

- Continuous 8-10-foot pedestrian sidewalks with lighting and street trees
- Bicycle facilities, including lanes, sharrows, or alternate routes and parking
- Serviceable by transit, preferably circulating through the downtown
- Accommodating local and through traffic, both passenger vehicles and trucks
- Underground utilities

**Character Elements**

Greenspace Gateways

- Brown Street at Brodhead Creek
- Courtland Street at Analomink Street
- Analomink Street at the rail line

Wayfinding Signage to Downtown

- from Exit 308
- from Eagle Valley
- From PA 447
- at Brodhead Creek Gateway
- from Dansbury and Zach Pond parks

Building and Public Space Design Guidelines (voluntary)

**Activity**

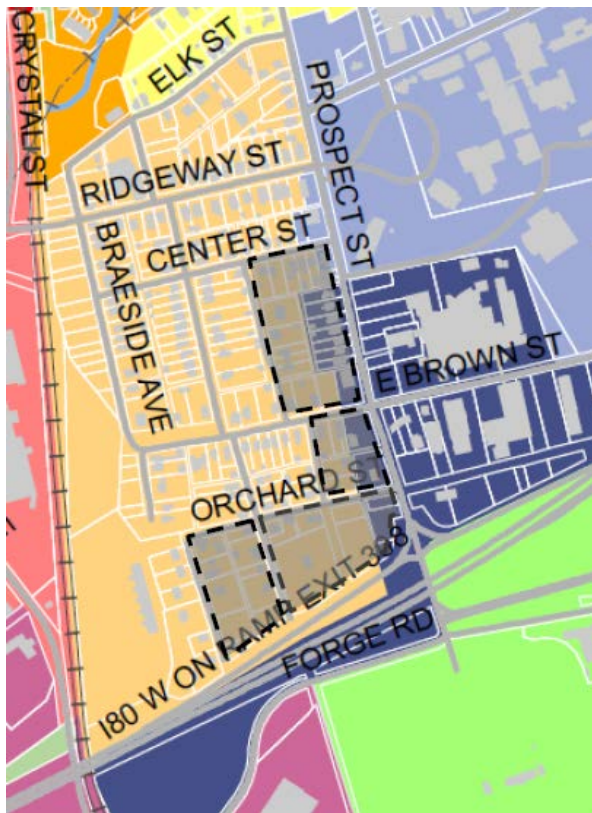
- Retail Events to draw customers
- Community Events with downtown as the venue
- Pocket parks and green spaces
- Street-lined routes to nearby parks

The illustration below shows the triangle area redeveloped with the suggested uses and more greenspace for gathering and integral stormwater management. The thumbnail photographs depict desirable streetscape elements for an urban environment: wide sidewalks, street trees, seating, and plantings.



Concept Illustration provided by Schoonover & VanderHoof Architects, LLC

## Prospect Street



### CURRENT ZONING DISTRICTS

- Community Commercial
- Office Manufacturing
- Institutional Medical
- Institutional University
- Single-Family Residential
- Two-Family Residential
- One & Two Family Residential

Redevelopment along Prospect Street would accommodate modern retail and office uses serving the university and medical campuses and upscale apartments for professionals.

### About the Prospect Street Area

**Area:** 51 parcels spanning 4 blocks totaling 4.07 acres

**Purpose:** Increase mixed use (more commercial uses) and higher density residential units for redevelopment in proximity to the university and medical campus and to downtown

### Design and Uses

#### Permitted Uses

- Retail: merchandise, food, drink, restaurants, lodging
- Office/Service; no automotive uses
- Residential Units: multi-family apartments; prohibited on the ground floor
- Mixed use (within a single structure)
- Public and semipublic
- Government services

#### Buildings

- Minimum height: 25 feet or 2 stories
- Maximum height at building face: 40 feet or 3 stories
- Maximum height of building: 65 feet or 5 stories

#### Complete Streets

- Continuous 10-foot pedestrian sidewalks with lighting and street trees
- Bicycle facilities, including lanes, sharrows or alternate routes, and parking
- Serviceable by transit
- Accommodating local and through traffic, both passenger vehicles and trucks
- Underground utilities, if feasible

**Character Elements & Activity**

- Community events passing through Prospect, e.g., parade, race, etc.
- Green spaces
- Prospect Street Gateway at Orchard Street
- Prospect neighborhood banners
- Wayfinding signage to Prospect/Exit 308 from downtown
- Building and public space design guidelines (voluntary)

The illustration below shows a birds-eye view of the redevelopment concepts at Prospect and Ridgeway Street. Buildings are shown for scale and use, not exact size, style, or detail. A welcoming gateway from I-80 is shown to transition to a comfortable streetscape, and a public space at Ridgeway Avenue would pivot visitors to downtown.



Concept Illustration provided by Gannett Fleming, Inc.

**Examples of Traditional Neighborhood Mixed-Use Development**



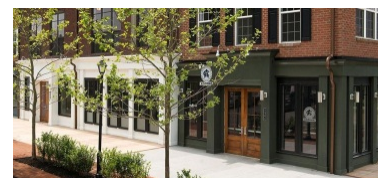
Mount Joy, PA



Lancaster, PA



Bloomsburg, PA



Mechanicsburg, PA

## Ridgeway Street



### CURRENT ZONING DISTRICTS

- Community Commercial
- Institutional Medical
- Institutional University
- Single-Family Residential
- Two-Family Residential
- One & Two Family Residential

Ridgeway Street is a key corridor between the community anchors of downtown and ESU. Refocusing this corridor on pedestrian-oriented uses and creating a wider streetscape would make downtown more accessible for students and faculty and make the campus more accessible to residents.

### About the Ridgeway Area

**Area:** 39 parcels spanning 6 blocks totaling 6.64 acres

**Purpose:** Increase mixed use (add commercial uses) and higher density residential units for redevelopment

### Design and Uses

#### Permitted Uses

- Retail: merchandise, food, drink
- Office/Service; non-automotive only
- Residential units: multi-family apartments; prohibited on the ground floor
- Mixed use (within a single structure)
- Public and semipublic
- Government services

#### Buildings

- Minimum height: 25 feet or 2 stories
- Maximum height: 40 feet or 3 stories

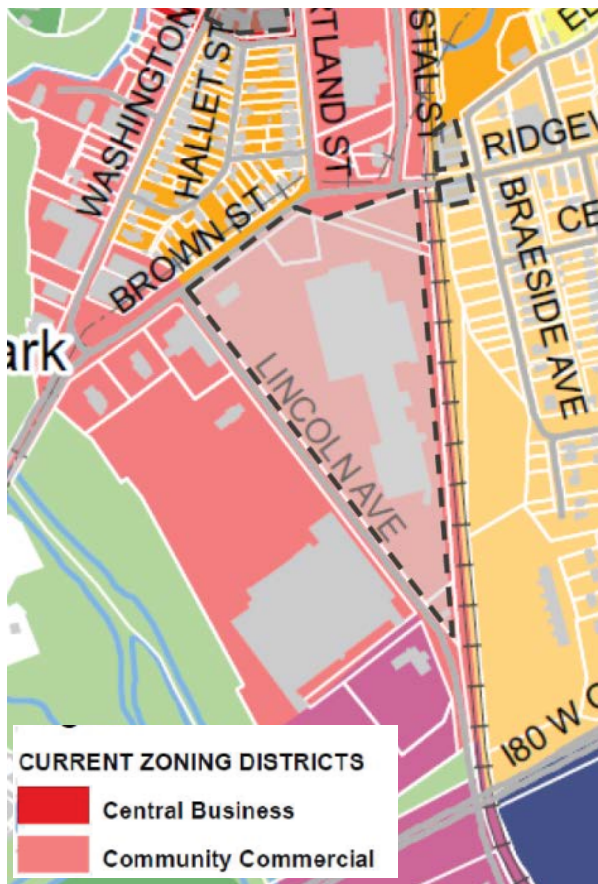
#### Complete Streets

- Continuous 10-foot pedestrian sidewalks with lighting and street trees
- Bicycle facilities, including lanes, sharrows or alternate routes, and parking
- Accommodating local and through traffic, both passenger vehicles and trucks
- Underground utilities
- Community events passing through Ridgeway, e.g., parade, race, etc.

### Character Elements

- Ridgeway Neighborhood Banners
- Building Design Guidelines (voluntary)

## Lincoln Avenue East



At minimum, the Borough would like to see this area become pedestrian-friendly and connected to the downtown; the challenge of topography is noted but could be overcome through terraced walkways and green space. If the market would allow, the Pocono Plaza area could be redeveloped as a lifestyle center—a mixed-use structure with retail and services on the lower floors catering to residents living on the upper floors. Whether redeveloped as mixed use or re-used for commercial alone, this area could further extend the downtown. The area’s potential for redevelopment is heightened by the fact that much of the area is owned as one parcel.

### About Lincoln Avenue East

**Area:** 4 parcels on 1 block totaling 16.7 acres

**Purpose:** Redevelop as a higher quality commercial center; enhance walkability and pedestrian orientation

### Design and Uses

#### Permitted Uses

- Retail: merchandise, food, drink, restaurants, lodging
- Office/Service; limited automotive uses
- Residential Units: multi-family apartments; prohibited from ground floor
- Mixed use (within a single structure)
- Public and semipublic
- Government services
- Parking structure

#### Buildings

- Minimum height: 25 feet or 2 stories
- Maximum height
  - at building face: 40 feet or 3 stories
  - at rear: 65 feet or 5 stories

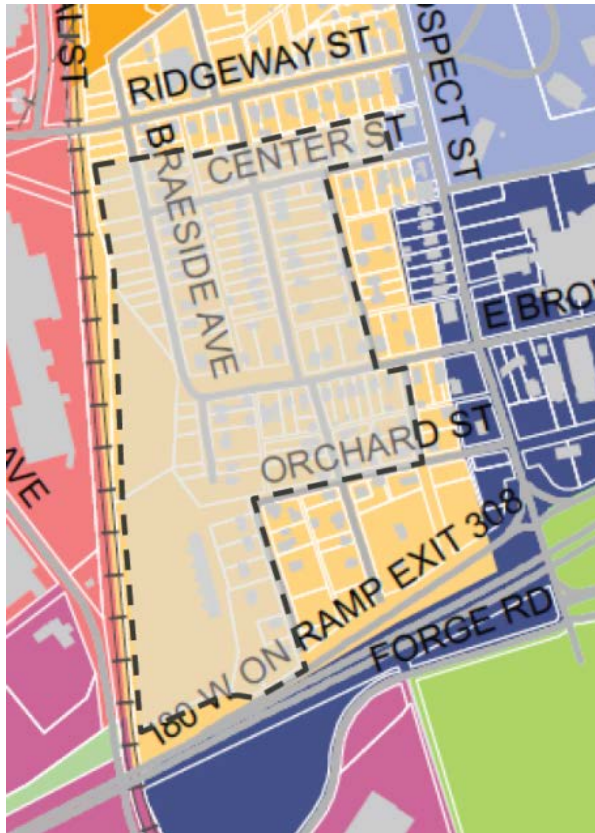
#### Complete Streets and Intersections

- Continuous 8-10-foot pedestrian sidewalks with lighting and street trees
- Bicycle facilities, including lanes, sharrows or alternate routes, and parking
- Serviceable by transit
- Accommodating local and through traffic, both passenger vehicles and trucks

### Character Elements & Activity

- Integrated plaza space for outdoor retail events or community eEvents

## Braeside Hill



### CURRENT ZONING DISTRICTS

<span style="display:inline-block; width:15px; height:15px; background-color: #f06292; border:1px solid #000;"></span>	Community Commercial
<span style="display:inline-block; width:15px; height:15px; background-color: #3949ab; border:1px solid #000;"></span>	Institutional Medical
<span style="display:inline-block; width:15px; height:15px; background-color: #6575b8; border:1px solid #000;"></span>	Institutional University
<span style="display:inline-block; width:15px; height:15px; background-color: #fff; border:1px solid #000;"></span>	Institutional University Administration
<span style="display:inline-block; width:15px; height:15px; background-color: #e91e63; border:1px solid #000;"></span>	Office Manufacturing
<span style="display:inline-block; width:15px; height:15px; background-color: #fff9c4; border:1px solid #000;"></span>	Single-Family Residential
<span style="display:inline-block; width:15px; height:15px; background-color: #ffcc80; border:1px solid #000;"></span>	Two-Family Residential

Braeside Hill is an older residential area. Its structures are a mix of Victorian architecture and contemporary infill. Planning for this area considered the pressures of the nearby educational and medical campuses and the potential for historic preservation/ rehabilitation through office re-use at a scale compatible with larger homes.

### About Braeside Hill

**Area:** 96 parcels spanning 8 blocks totaling 25.41 acres

**Purpose:** Transition to mixed use; retain residential use; allow medical and office uses conditionally

### Design and Uses

#### Permitted Uses

- R2 zoning provisions remain in effect unless proposed acreage meets a minimum size, e.g., 0.5 ac, then additional uses are permitted:
  - Business office
  - Professional office
  - Medical office

#### Buildings

- Minimum height: n/a
- Maximum height: 40 feet or 3 stories

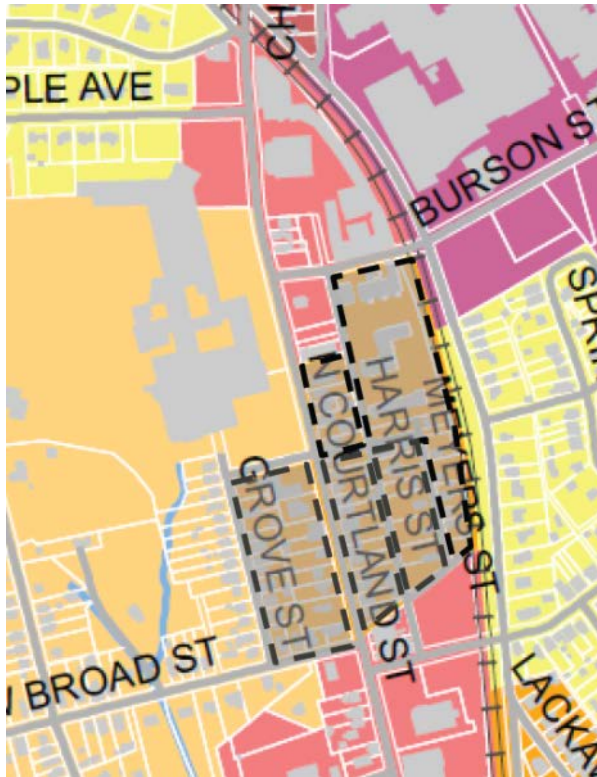
#### Complete Streets

- Continuous 5-foot pedestrian sidewalks with street trees
- Attention to bicycle safety
- Accommodating local traffic

### Character Elements & Activity

- Greenspace/passive park, e.g., memorial or heritage park, along Braeside above rail line with views to downtown
- Building Design Guidelines (voluntary)

## Midtown



### CURRENT ZONING DISTRICTS

- Community Commercial
- Office Manufacturing
- Single-Family Residential
- Two-Family Residential
- One & Two Family Residential

The midtown area was identified to provide a node for smaller-scale neighborhood retail and service uses that could be paired with higher-density apartments in mixed-use structures or blocks with managed access (shared driveways) and common parking areas.

### About Midtown

**Area:** 107 parcels (plus condos) spanning 6 blocks totaling 7.56 acres

**Purpose:** Increase mixed use (more neighborhood-scale commercial uses) and higher density residential units for redevelopment

### Design and Uses

#### Permitted Uses

- Retail: merchandise, food, drink, restaurants
- Office/Service; non-automotive
- Residential units: multi-family apartments
- Mixed use (within a single structure)
- Public and semipublic

#### Buildings

- Minimum height: 25 feet or 2 stories
- Maximum height at building face: 50 feet or 4 stories

#### Complete Streets and Intersections

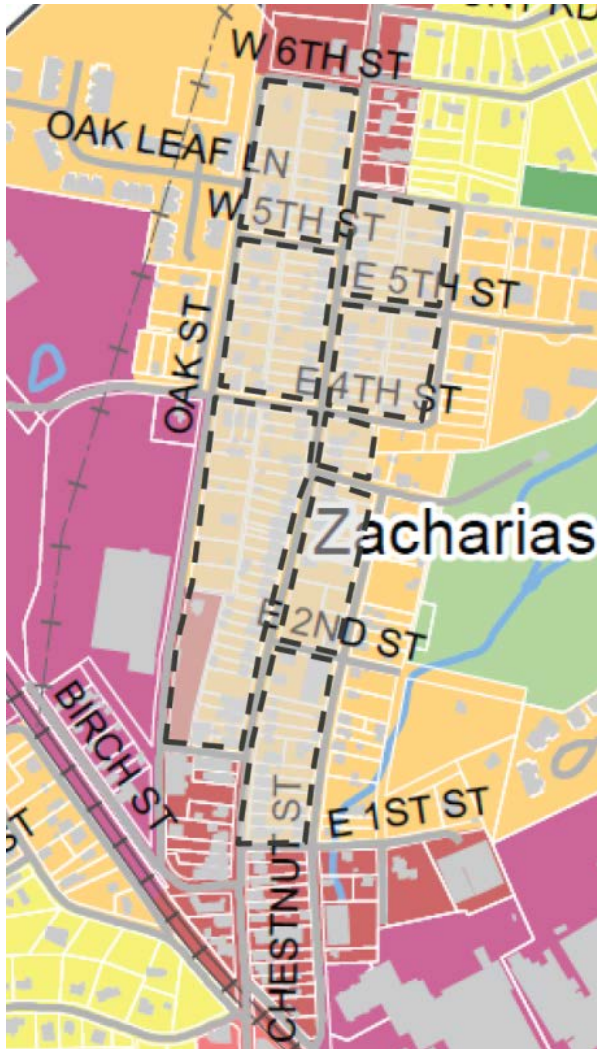
- Continuous 8-foot pedestrian sidewalks with lighting and street trees
- Bicycle facilities, including lanes, sharrows or alternate routes, and parking
- Serviceable by transit
- Accommodating local and through traffic, both passenger vehicles and trucks

### Character Elements & Activity

- Midtown Neighborhood Banners
- New Neighborhood Commercial district



## Uptown



### CURRENT ZONING DISTRICTS

	Heavy Commercial
	Office Manufacturing
	Single-Family Residential
	Two-Family Residential
	One & Two Family Residential

Similarly, uptown was identified to focus opportunity for re-use and redevelopment that increases density, improves streetscape width and design elements, and manages driveway access and parking. The density, use mix, and design details could be the same as midtown or distinctive if desired.

### About Uptown

**Area:** 120 parcels spanning 8 blocks totaling 21.11 acres

**Purpose:** Increase mixed use (more neighborhood-scale commercial uses) and higher density residential units for redevelopment

### Design and Uses

#### Permitted Uses

- Retail: merchandise, food, drink, restaurants, lodging
- Office/Service; non-automotive
- Residential Units: multi-family apartments
- Mixed use (within a single structure)
- Public and semipublic

#### Buildings

- Minimum height: 25 feet or 2 stories
- Maximum height at building face: 50 feet or 4 stories

#### Complete Streets and Intersections

- Continuous 8-foot pedestrian sidewalks with lighting and street trees
- Bicycle facilities, including lanes, sharrows or alternate routes, and parking
- Serviceable by transit
- Accommodating local and through traffic, both passenger vehicles and trucks

### Character Elements & Activity

- Uptown Neighborhood Banners
- New Neighborhood Commercial district



# 4 Downtown

**The building blocks of Downtown East Stroudsburg are management, business mix, physical environment, and projects.**

Downtown East Stroudsburg is located in the heart of East Stroudsburg Borough, centered on the area generally bound by Analomink Street and Borough Hall on the north, the railroad tracks paralleling Crystal Street on the east, Bridge Street and Brown Street on the south, and Washington Street and S. Courtland Street on the west. The primary characteristics that define downtown today are its management, current business mix, physical environment, and recent key development projects.

**The Eastburg Community Alliance plays a key role in management and projects.**

The key downtown institutional asset is the Eastburg Community Alliance (ECA), a non-profit organization that serves the downtown business community. The ECA employs the Main Street Program to provide operations support and direct assistance to businesses while managing the redevelopment of downtown and promoting downtown's social, cultural, and economic opportunities.

The ECA has accomplished many projects that have been instrumental in advancing downtown East Stroudsburg's economy and environment since its creation in 2002. These efforts have largely made downtown what it is today. They include a major streetscape project throughout the downtown (including street lights and banners), a mosaic project along Crystal Street, and murals on the sides of downtown buildings. In addition, the ECA has been responsible for organizing numerous recurring community events, including the weekly farmers market, the outdoor concert series, Freedom Festival (held over the 4<sup>th</sup> of July holiday), Winter Fest, and Train Fest, which bring residents and visitors into the downtown on a regular basis. The organization also established a façade improvement program that has provided hundreds of thousands of dollars in matching grants to downtown property owners for enhancing their buildings' façades. Most recently, the ECA completed a new directory and map of downtown businesses.

While the ECA has been the key agency working toward downtown revitalization, several other East Stroudsburg organizations have been significant partners. These include the Borough, Shade Tree Commission, Pocono Arts Council, Greater Pocono Chamber of Commerce, and Monroe County Farmers' Market Association, among others.

## **Downtown businesses offer dining, shopping, services, and cultural events.**

In 2016, downtown East Stroudsburg's retail offerings focused primarily on dining (full- and limited-service restaurants and bars) of which there are 12, and personal services (hair salons and barber shops) of which there are 10. Except for certain restaurants, such as Trackside Station, these types of retailers tend to serve mainly the immediate residential population and do not draw much of an outside customer base. Other stores include several specialty retailers (such as a florist, cigar store, and yarn and bead store), as well as Frazetta's, a longtime unique costume store that's well-known in the region. A few clothing-related stores and two jewelry stores round out the downtown retail supply, one of which is LizTech, though it has announced its closing after more than 30 years in downtown. These more specialized stores do typically draw customers from a wider area.

There are also a variety of professional services downtown. These range from insurance to architecture and printing, as well as medical service businesses such as dentists, eye care providers, and psychologists. Two auto repair businesses make their home downtown as well.

One of the most significant downtown businesses and important community anchors is the Pocono Community Theater. The three-screen theater offers first-run movies and a forum for showing independent and art films. Two of the three theaters provide stage space for live performances.

## **Downtown is compact as defined by zoning; similar uses extend along the thoroughfares.**

Downtown East Stroudsburg's physical environment is rather typical of a borough its size. The existing commercial district is fairly compact, occupying just a few square blocks. The district is accessed from the south by two pairs of one-way streets—S. Courtland Street and Washington Street—where they eventually rejoin as a two-way street.

Metered on-street parking is available throughout the downtown; on Crystal Street, parking is angled. In addition, there are public off-street parking lots, including one along the pedestrian connection between Crystal Street and S. Courtland Street as well as the South Kistler Street

municipal parking lot adjacent to the Dansbury Depot and to the rear of Trackside Station. There are also several private off-street parking lots dedicated to some of the downtown businesses.

The streetscape was improved throughout the downtown within the last few years, specifically along Anamolink Street, Crystal Street, Washington Street, and S. Courtland Street. Streetscape treatments include lighting, patterned crosswalks, sidewalk treatments, plantings, and banners.

## **Re-use and redevelopment projects demonstrate value for downtown.**

The original train station, the Dansbury Depot, was located between Crystal Street and the rail line. After rail service ended, the depot housed a restaurant until it was damaged by a fire in 2009. This loss resulted in a significant reduction in downtown commercial activity. A grassroots preservation effort led by the Save the Dansbury Depot Citizens Group and ECA worked to move the salvageable historic section across the tracks and restore the building. The depot serves as a new gateway to the downtown and anchor for the commercial district. It now houses ECA's offices, a conference room, and space for community events.

The Dansbury Depot's move across the tracks allowed for the development of a new mixed-use building—Trackside Station—on the former depot site. This new complex, containing downtown's most popular restaurant of the same name as its centerpiece, houses apartments on the upper floors, bringing more residents and customers to the downtown. The Trackside project has significantly contributed toward downtown improvement and vitality and is a critical addition to Crystal Street.

Another recent successful downtown redevelopment project is the Acme Hose Company No. 1 building on S. Courtland Street. The Borough's fire department, specifically its modern equipment, outgrew the fire house in 2011. The Borough sold the property to a developer in 2012 for a trendy restaurant and apartments, a concept that was soon abandoned. The site was sold again in 2013, and now an auto service shop with apartments above occupies the building.

## **Multiple areas need attention to optimize downtown toward the 2025 goal.**

While downtown East Stroudsburg has had many recent successes, several opportunities still exist to achieve the level of revitalization the community seeks. These opportunities include improving relationships/partnerships, physical connections, business diversity, building design and improvements, safety/security, and pursuing new development opportunities.

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## Institutions can be a partner in community identity.

East Stroudsburg University (ESU) and the Lehigh Valley Hospital-Pocono(LVH-Pocono)—both located in East Stroudsburg Borough—are the two largest service institutions in Monroe County. However, the Borough currently does not have a strong partnership with either entity, nor does the ECA, although members of each institution sit on the ECA's board of directors. Multiple downtown stakeholders have indicated this disconnect. Furthermore, downtown stakeholders report that the Borough and downtown don't embrace these institutions or any sort of related identity, and need to better capture their economic impacts. While the medical center has taken the lead on several initiatives in the Borough, there is perceived reluctance by the university to be an ambassador for the East Stroudsburg community.

Recently the university has adopted a strategy to forge new partnerships with the community, which so far has been positive. Improving relationships with both ESU and Lehigh Valley Hospital-Pocono would provide additional benefits for downtown East Stroudsburg. This includes the potential to host events, festivals, and celebrations of each institution downtown, particularly the university, which would improve downtown's profile to these institutions and attract significant spending power.

## Convenient physical connections can strengthen relationships.

Similar to the challenge of partnerships, the downtown is literally disconnected from ESU and Lehigh Valley Hospital-Pocono. While ESU and Lehigh Valley Hospital-Pocono are neighbors, they are both physically separated from downtown. With these major anchors providing students, staff, and visitors as customers, the economic potential for downtown is significant. However, existing physical connections (e.g., roadways and sidewalks) are not signed or treated in a way that would easily or attractively direct anyone associated with the institutions into the downtown. As a result, the Borough hasn't fully capitalized on these assets to the benefit of downtown and struggles to attract new businesses that can better serve students and staff. Furthermore, ESU shuttles bypass downtown East Stroudsburg altogether and take students directly to Stroudsburg. At the same time, most Lehigh Valley Hospital-Pocono staff live outside of the Borough, taking their spending power with them.

To better capture this customer base, physical connections between both ESU and Lehigh Valley Hospital-Pocono and the downtown need to be improved. While it is reported that Ridgeway Street will be receiving treatments to improve physical conditions between these institutions and downtown, there needs to be a comprehensive strategy or design plan for making these physical connections (see Multimodal Transportation Action Plan below). Improvements should

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include signage, landscaping, and lighting along corridors leading into the downtown district from ESU and Lehigh Valley Hospital-Pocono.

### **Diversifying businesses can attract more customers.**

Although downtown East Stroudsburg has several successful and longstanding businesses, the downtown business mix is limited and needs to be diversified to better appeal to the customer base that already exists in the area—residents, students, and employees. Without desired commercial amenities, these consumers go elsewhere to shop, which will continue to limit the vitality of downtown.

Considering this reliable customer base, it appears that downtown could support a variety of new businesses. These include a coffee shop, small grocery store (e.g., food co-op or specialty food store), additional restaurants, a university-affiliated store (e.g., bookstore and/or campus variety store), wellness business (e.g., fitness center and yoga studio), and a hotel/conference center. The Borough should consider undertaking an in-depth market analysis to confirm the demand for these businesses and understand opportunities for other downtown uses.

At the same time, more effort can be directed toward encouraging and recruiting new businesses, likely on the part of the ECA. In addition to assembling market data, this should involve providing prospective businesses with information on space availability, assisting them with borough regulations, and promoting financial incentives (such as the façade improvement program).

### **The development approval process needs to be clear and predictable.**

Several downtown infill development opportunities exist on vacant land that could provide additional retail space along with the potential to add residential, lodging, office, or other mixed-use components to the downtown. However, stakeholders have reported that the Borough's building permitting process for new development or additions to existing buildings is difficult and time-consuming. Such a process that is difficult to navigate is a disincentive to property owners considering improvements and can inhibit the growth and vitality of the downtown.

The Borough should make it simpler for downtown businesses to expand or redevelop, as well as for developers to construct new infill buildings. This could take the form of a development checklist outlining all Borough requirements for the approval process that could be available to applicants. In addition, the ECA could act as an intermediary to provide support to developers and property owners in the downtown and assist with the permitting process.

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## Design guidelines illustrate desired aesthetics for ease of understanding.

From an aesthetics standpoint, downtown East Stroudsburg's buildings have a variety of styles, from traditional to modern. Conditions of the building stock range from new to in need of restoration. While the façade improvement program has had moderate success in encouraging investments in downtown buildings, there is currently no design standard to which property owners are encouraged to adhere.

Design guidelines are a means for establishing preferred qualities to be included in new or modified buildings. Guidelines often involve suggested materials, colors, and features for new buildings to maximize both appearance and function. Collectively, design guidelines often exist in the form of a manual that the Borough, architects, and contractors can refer to in order to achieve a desired development. The Borough or the ECA should develop design guidelines for new buildings or building renovations that contribute to the character of the downtown.

## Redefining downtown by its location and uses can capture the market's attention.

While the downtown core has relatively few vacant storefronts in existing buildings on Crystal, Washington, and S. Courtland Streets, there are some noteworthy larger vacant/underutilized buildings just beyond this area. These sites include the distribution warehouse on N. Crystal Street, as well as Rosen's furniture store on Washington Street and the building next to Rosen's south of the downtown core. This area is known as the Triangle. The proposed "Triangle Project" would improve this mainly residential area bound by S. Courtland, Washington, and Brown streets. The intent is to rezone the area as mixed-use to encourage ground-floor commercial in addition to upper-floor residential uses in new development projects.

South of the Triangle across Brown Street is Pocono Plaza. With the future of this plaza uncertain as a retail use, it should be considered as a potential redevelopment site for mixed-use development as an extension of downtown. In addition to ground-floor retail, the site could contain student housing. This redevelopment would accomplish several objectives for the Borough and downtown: provide new space for additional retail, provide additional housing for ESU students (also customers for downtown retail), and forge a physical connection between the university and downtown via the Triangle, while at the same time easing the pressure of students occupying single-family homes in residential neighborhoods. A master plan for the downtown should be commissioned to identify and tie these development opportunities together.

## Downtown must look and feel safe to prosper.

Another opportunity for downtown is to improve its image. Various stakeholders have mentioned feeling unsafe downtown, a perception largely based on their reaction to loitering, homelessness, or panhandling they may have encountered. As a result of these sentiments, many potential customers could be avoiding the downtown if it is interpreted as an unwelcoming environment. This can inhibit if not damage the vitality of downtown.

To enhance the image of downtown, the Borough and ECA should collectively work to encourage discussions between downtown business owners and the police. This could help educate owners about real versus perceived threats from the transient population and allow them to assist with solutions. Furthermore, the downtown merchants should promote a positive image of downtown at all times, whether through dialog, print, online, or events.

## Goal for Downtown in 2025

**By 2025, Downtown East Stroudsburg has become a modern, mixed use, centrally located downtown.**

The following Action Plan for Downtown suggests specific projects, actions, and initiatives that will guide the expansion of downtown East Stroudsburg in size, location, and use mix.

This table summarizes the projects, actions, and initiatives of the Downtown Action Plan. Several items are not unique to downtown. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Downtown							
Action Item	Leads and Partners					Funding County, Regional, State, Federal (CRSF)	Timing to Begin
	● = lead role ○ = support/participant role						
	East Stroudsburg Borough	Eastburg Community Alliance (ECA)	East Stroudsburg University (ESU)	Lehigh Valley Hospital-Pocono/Health	Other		
<a href="#">A-1: Conduct a Market Analysis</a>	●	○	○	○	County	Borough, CRSF	2018
<a href="#">A-2: Prepare a Master Plan</a>	●	○	○	○		Borough, ECA	2018
<a href="#">A-3: Adopt a Complete Streets Policy</a>	●	○	○	○	County/ MPO	Borough	2019
<a href="#">A-4: Update the Zoning Ordinance and Map</a>	●	○	○	○		Borough, CRSF	2019
<a href="#">A-5: Adopt an Official Map</a>	●	○	○	○		Borough, CRSF	2021
<a href="#">A-6: Provide Design Guidelines</a>	○	●			County	ECA, CRSF	2020
<a href="#">B-1: Advance Capital Improvements</a>	●					Borough	Ongoing
<a href="#">C-1: Launch a Marketing Initiative</a>	○	●				ECA	2018
<a href="#">C-2: Provide Development Guidance</a>	●	○	○	○	County	Borough	2018
<a href="#">C-3: Incentivize Private Development</a>	●				County	Borough, State	2019
<a href="#">C-4: Recruit Retail Establishments</a>	○	●				ECA	2019
<a href="#">D-2: Add Downtown Events</a>	○	●	○	○	Private/ Non-profit	ECA	2020
<a href="#">D-4: Launch a Safety Awareness Initiative</a>	○	●	○		Regional Police	Joint	2020

## **Downtowns across Pennsylvania have proven the use of such tools for revitalization.**

Downtowns are dynamic. Physical, economic, and social conditions change. New efforts and fresh ideas are needed to sustain community and economic activity in the downtown. These communities have taken action in the past few years to redirect their downtowns through planning, infrastructure investments, market analysis and business recruitment, and promotional campaigns to locals and visitors.

### **Township-Led Master Planning for Re-use and Redevelopment**

A block-long section of downtown Annville at the intersection of US 422/East Main and PA 934/North White Oak had been underutilized for years. The corner pizza shop had changed hands many times prior to closing and five properties owned by Lebanon Valley College had not been re-used or redeveloped as once envisioned, so the Township took action. It began with the purchase of the anchor lots, the former Fink Bakery at 25 E. Main and the former Salvatore's Pizzeria in 2007.

In April 2008, the Township created an economic development authority to oversee and finance the estimated \$2.4 million, three-year redevelopment project. More specifically, the authority established a flexible revolving line of credit to acquire and consolidate the properties into one parcel, prepare the site, and market it to developers. The Township received a \$1 million Redevelopment Assistance Capital Program grant from the state, and Lebanon Valley College contributed \$250,000 toward the project.

### **Redevelopment through Infrastructure and Recruiting**

Carlisle Borough's Urban Redevelopment Plan was undertaken in 2012 to create walkable, mixed-use infill redevelopment concepts for the north side of town near the Carlisle Fairgrounds, where three manufacturers closed their doors. A draft plan was presented in May 2013 and final documents are being prepared. The Borough matched local funds to receive state and federal grants for the planning effort. Ordinance amendments or revisions are envisioned to follow.

### **Revitalizing the Heart of Gettysburg**

Despite its historic significance, downtown Gettysburg had modern troubles that it addressed in a 2009 revitalization plan. The downtown was lacking in quality attractions, design standards, public gathering spaces, pedestrian safety, and parking, not to mention gaps in coordination and marketing. The plan outlined projects, partnerships, and customer markets as angles for the revitalization effort. Streetscapes and public restrooms, parking, gateways, and signage would comprise the first phase of improvements and be funded through a Business Improvement District. New civic and public spaces and street realignment would demonstrate commitment to

structural improvements and capture private sector interest. Funding from county, state, and federal agencies would assist in the short-term investment for long-term returns of increased property tax revenue, job retention and creation, and higher sales.

### **Promoting Main Streets in Lewisburg And Lititz**

“Main Street” organizations and similar merchant groups are actively promoting their downtowns locally and afar. Explore Lewisburg is the current slogan of the Lewisburg Downtown Partnership. The website <http://www.lewisburgpa.com> features things to do and current happenings for shoppers and visitors. Its previous slogan, Discover Lewisburg, and website included resources for prospective businesses. Its current business directory lists 176 establishments.

Online and print advertng for Lititz are headed up by Venture Lititz. Its logo is a postmark look-alike for Destination Lititz, Pennsylvania 17543. Its website features the farmers market, 2nd Fridays, and the visitors guide. In addition, the website highlights Lititz as a great place to live and/or to have a business. Venture Lititz promotes Lititz not just locally but throughout Central Pennsylvania. See <http://www.lititzpa.com>.

### **Revitalization in Downtown Swarthmore**

Like East Stroudsburg, Swarthmore is a borough containing an institution of higher learning. In 1999, the Borough embarked on a revitalization plan for its downtown or Town Center, the traditional pedestrian-oriented commercial district that has historically housed a variety of retail, commercial, government, and residential uses. The Town Center is adjacent to the campus of Swarthmore College and a regional rail station. The preferred revitalization strategy, adopted by Borough Council, includes the construction of a 65-room inn, expansion of the Co-op grocery store, extension of Lafayette Avenue to provide better access to customer parking, completion of streetscape improvements, establishment of a technical assistance network for merchants, and extension of the parking permit program for nearby residential areas.

Subsequently, a zoning overlay district has been created for the hotel site, Swarthmore College selected a preferred hotel developer/operator, and construction was completed in April 2016. Businesses within the Town Center agreed to additional assessments which financed desired streetscape improvements. The Borough secured an additional \$850,000 in TEA-21 funding for streetscape and circulation improvements linked to its regional rail station, which have also been completed. The expanded co-op market has been constructed and is functioning profitably, and the Lafayette Street extension that improves Town Center circulation is complete.

### **Hagerstown’s Catalytic Projects for Downtown**

Hagerstown, MD, is another community successfully implementing its downtown revitalization strategy. The City of Hagerstown documented a strong foundation for downtown revitalization

in its 2012 Sustainable Community Plan (SCP), which envisions Downtown as the commercial, institutional, and cultural center of the region. To assist with implementing the SCP, the City identified catalytic initiatives to generate momentum and investment in the downtown. The identification and fine-tuning of these initiatives came as the result of broad community engagement through a variety of focus groups, interviews, and community workshops.

The Catalytic Initiatives include office development, expansion of the Maryland Theatre, support for expansion of the University System of Maryland branch, a hotel/conference center and commemorative park, new and rehabbed housing centered on a new trail, a new office building, expanding downtown arts programming, expanding operations of the downtown farmers market, and expanding home ownership strategies. Overall, the projects provide a 10-year roadmap for public and private investment totaling nearly \$125 million. Three-quarters of these funds will be private investment. Within 10 years, these eight initiatives together are projected to result in 463,000 square feet of development; downtown audiences are expected to increase by 60,000 annually; 875 new full-time equivalent jobs will be created; 178 new or rehabilitated housing units will appear; and the annual tax increment for the City and County governments will increase by more than \$1.8 million.

Since completion of the plan in 2014, the City has moved forward with implementing all eight catalytic projects. Most notably, plans are underway for the theater expansion, the new trail has been constructed, a developer has been chosen for the office building, a downtown building has been rehabbed for student housing and is fully occupied, the farmers market operations have been expanded, downtown events programming has increased, and seasonal pop-up retailing has been successfully implemented.



# 5 The Borough-wide Economy

## Local economic vitality is diversified and driven by businesses, major institutions, and retail centers outside of the downtown.

While downtown East Stroudsburg is a key economic component of the borough with its own focus, the vitality of the local economy today can predominantly be attributed to the borough's large and small businesses, major institutions, and retail centers outside of the downtown. These businesses and employers provide significant jobs and wages to workers and at the same time contribute to the borough's tax base in support of community services. Retaining and attracting businesses is therefore critical to the borough's economic well-being.

## Services, retail, and food lead industries lead local employment.

The Borough of East Stroudsburg had 427 business establishments within its borders in 2012, according to the U.S. Census Bureau. The three industries with the greatest number of businesses were health care and social assistance (95; 15 were tax-exempt), retail trade (74), and accommodations and food services (55). Together they employed 5,401 workers, or 76% of the private-sector workforce. Educational services data was not fully reported.

East Stroudsburg Borough was home to 6,756 jobs as of 2014. This is an employment decrease of 12.9% since 2008 when there were 7,755 workers in the borough. **Table 5.1** shows how these jobs have changed by industry sector from 2008 to 2014.

Despite an overall loss of jobs in the borough from 2008 to 2014, employment in East Stroudsburg grew in the top two industries—Health Care and Social Assistance (by 7.16%) and Educational Services (by 3.11%)—both the top industries in 2008 as well. These industries continue to be the main drivers of East Stroudsburg's economy and have both significantly increased their share of jobs in the borough between 2008 and 2014. A few other select categories grew more modestly in terms of absolute number of jobs, all in professional service-related industries. The largest is Public Administration, which grew by 58.82% and 30 jobs. This is followed by Management of Companies and Enterprises, which grew by 22.22%; Finance & Insurance, which grew by 16.35%; and Professional, Scientific & Technical Services, which grew by 7.61%.

**Table 5.1 Number of Employees by Industry Ranked by 2014 Employee Count**

Industry	2014		2008	
	Count	Share	Count	Share
Health Care and Social Assistance	2,459	36.40%	2,283	29.44%
Educational Services	1,447	21.42%	1,402	18.08%
Retail Trade	831	12.30%	1,262	16.27%
Accommodation and Food Services	528	7.82%	723	9.32%
Manufacturing	478	7.08%	638	8.23%
Administration & Support, Waste Management and Remediation	219	3.24%	329	4.24%
Professional, Scientific, and Technical Services	212	3.14%	197	2.54%
Other Services (excluding Public Administration)	134	1.98%	226	2.91%
Finance and Insurance	121	1.79%	104	1.34%
Construction	84	1.24%	251	3.24%
Public Administration	81	1.20%	51	0.66%
Wholesale Trade	45	0.67%	69	0.89%
Real Estate and Rental and Leasing	34	0.50%	35	0.45%
Transportation and Warehousing	30	0.44%	49	0.63%
Arts, Entertainment, and Recreation	30	0.44%	79	1.02%
Information	12	0.18%	16	0.21%
Management of Companies and Enterprises	11	0.16%	9	0.12%
Agriculture, Forestry, Fishing and Hunting	0	0.00%	0	0.00%
Mining, Quarrying, and Oil and Gas Extraction	0	0.00%	8	0.10%
Utilities	0	0.00%	24	0.31%

Source: On the Map

Job losses in East Stroudsburg occurred in many industry categories between 2008 and 2014. The Borough's third-largest industry, Retail Trade, lost 431 jobs, or 34.15%. The remaining two top five industries, Accommodation and Food Services, and Manufacturing, experienced employment losses of 26.97% (195 jobs) and 25.08% (160 jobs) respectively. The industry category with the biggest percentage loss in East Stroudsburg from 2008 to 2014 was Arts, Entertainment, and Recreation, which lost 49 jobs, or 62.03%.

Workers living in East Stroudsburg in 2014 were most commonly employed in Health Care and Social Assistance (729), Retail Trade (692), and Educational Services (570), followed by Accommodation and Food Services (421) and Manufacturing (276). The majority commuted outside of the borough for work while 30.8% worked within the borough.

Unemployment rates have typically fallen from January to December in each of the past five years. The unemployment rate in December 2016 was 5.7%.

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## The largest local employers require a diverse workforce—from administration and management to technical services to operations and customer service.

### **Lehigh Valley Hospital–Pocono**

Lehigh Valley Hospital–Pocono was formerly known as the Pocono Medical Center. Now a member of the Lehigh Valley Health Network, the hospital provides services to residents and visitors of Monroe County and surrounding counties in Pennsylvania and New Jersey. It has more than 200 physicians and more than 2,000 staff members. The campus in East Stroudsburg includes a 239-bed acute care center, trauma center, and emergency room. Across the street is a 60,000-square-foot cancer center.

### **East Stroudsburg University**

East Stroudsburg University (ESU) is the largest education employer in the borough with more than 1,700 faculty and staff. A member of the PA State System of Higher Education, ESU offers 56 undergraduate and 24 graduate degrees. Its 213-acre campus hosts facilities for academic instruction, 7 residence halls housing 2,200 students, and a 1,000-seat dining hall. ESU-associated facilities include a 15-acre University Research and Business Park on the ESU campus along Route 447 in Smithfield Township. Phase 1 of park development includes the construction of a 51,000-square-foot Center for Innovation and Entrepreneurship to house research and business development units.

### **East Stroudsburg Area School District**

The East Stroudsburg Area School District serves East Stroudsburg Borough, Smithfield Township, Middle Smithfield Township, and Price Township, as well as two townships in Pike County. According to 2010 census data, East Stroudsburg Area School District served a resident population of 47,430 and a student body of 7,555. In school year 2014-15, ESASD provided basic educational services to 6,979 pupils. The district employs 900 people, according to the Pocono Mountains Economic Development Corporation.

### **Retail Centers**

After the health and education industries, retail is the third-largest employer in East Stroudsburg. While some of this employment is captured downtown, the majority is in retailers found in the borough's other shopping centers outside of the downtown. The two primary retail centers are Eagle Valley and Pocono Plaza.

Eagle Valley contains Eagle Valley Mall and Eagle Glen Mall, two adjacent shopping centers located at the intersection of Route 447 and Business Route 209; Eagle Valley Mall is located in Stroud Township. Eagle Valley Mall is anchored by Dollar General, and also contains a tobacco

store, beauty supply store, nail salon, and several restaurants. The plaza also contains some non-retail uses including H&R Block, and an auto tag dealer. Large out-parcels contain the Pocono Wellness & Sports Center and Skylanes Bowling Center. The adjacent Eagle Glen Mall is anchored by Advance Auto Parts, Big Lots, and CVS. This center also contains several restaurants and a Rent-A-Center. Significant non-retail space occupies the shopping center as well, including a Bayada health office, tax service business, and a large Mohegan Sun Off Track Wagering outpost. There are several small vacancies in the plaza as well. Across Route 447 is a Weis Market.

The much smaller Pocono Plaza is located south of downtown across from the Walmart. This 1960s-era shopping center currently has significant vacancy created by the departures of Weis and K Mart. Other smaller vacancies exist. Remaining stores include a PA Wine & Spirits store, two restaurants, a nail salon, hair salon, chocolate store, game store, and dollar store. Several out-parcels along Brown Street contain a variety of restaurants. Walmart, across Lincoln Avenue, is the borough's largest retailer and largest retail employer.

## There's room for new business in the borough.

Several sites exist within East Stroudsburg that are particularly attractive for development or redevelopment due to their size, location, and/or financial incentives. These sites include the former International Boiler Works property, ESU's Keystone Innovation Zone, and several other vacant or otherwise developable parcels throughout the borough.

### **The International Boiler Works Site**

The 11-acre former International Boiler Works (IBW) property is the largest developable site within borough limits. The IBW site is accessible from West Fourth and Birch Streets and has ready access to the Delaware-Lackawanna short line along King Street. The Borough completed the clearing of this abandoned superfund site of arsenic, petroleum, and PCBs, qualifying for a "release of liability" from PA DEP and making it clean enough for industrial (or residential) development. Upon cleanup, the Borough conveyed the property to the Pocono Mountains Economic Development Corporation (PMEDC) to find a tenant or negotiate a sale.

Currently there is a company interested in the site, particularly because of the rail line access. However, there are significant costs that will need to be offset for any successful redevelopment of the site. PMEDC has submitted a Redevelopment Assistance Capital Projects (RACP) business plan to the Commonwealth for a grant on behalf of the interested company and is awaiting approval for the next round of funding. The company hopes to proceed with redevelopment when funding is received.

## Other Sites for Re-use and Redevelopment

Several other key vacant or underutilized parcels exist within borough limits that are potential sites for new development or redevelopment. These include:

- Former Rosen's Furniture and Mattress Superstore: a 51,000-square-foot retail showroom on Washington Street
- 296-308 Washington Street: two commercial units and nine residential units (adjacent to Rosen's)
- Freestanding building on 1.8 acres (2 parcels) at 20 Lenox Avenue
- Distribution warehouse at 34 N. Crystal Street
- Retail building at 15 S. Courtland Street
- Office building at 145 Ridgeway

## State Tax Incentives for Technology-based Business in College Towns

East Stroudsburg University has been designated as the hub of the Pocono Mountains Keystone Innovation Zone (KIZ). Its current boundary reflects the underlying zoning and site suitability for business development. A KIZ is an incentive program that provides tax credits to for-profit companies less than eight years old operating within specific targeted industries within the boundaries of the KIZ. With a total pool of up to \$15 million in tax credits available to KIZ companies annually, the KIZ tax credit program significantly contributes to the ability of young KIZ companies to transition through the stages of growth. A KIZ company may claim a tax credit equal to 50% of the increase in its gross revenues attributable to activities in the KIZ, limited to \$100,000 annually per KIZ company. The University Research and Business Park along Route 447 is part of the Pocono Mountains KIZ.

## Business growth will require ready sites and recruitment.

As a hub of economic activity for the Poconos, East Stroudsburg Borough plays a key role in the regional economy, particularly in health care and education. The Borough must position itself to support the continued success of these key industries as well as create opportunities for new business growth. This should take the form of both physical and programmatic interventions.

Efforts to develop and attract businesses with regional strength will better exploit the borough's workforce and available land, increase tax revenues, increase the spending power of residents, and make downtown retail more viable. Economic strategies should involve improving the retail environment; creating new development and business opportunities in key locations; fostering an improved business climate that provides high-quality employment; and promoting all of these attributes to the outside world. The Borough should maintain an environment that is conducive to accomplishing these strategies through the Action Plan of this comprehensive plan.

### **Retail Environment**

Beyond the downtown, East Stroudsburg's retail mix is fairly limited to community-serving businesses that do not draw customers from much beyond the borough. More diversified retailers would better appeal to the customer base that already exists in the area—including residents, but also students, visitors, and employees. It appears that the borough could support a variety of new businesses that expand its community-serving role but that also could appeal to non-residents without competing with the downtown. The Borough should consider undertaking an in-depth market analysis to confirm the demand for various types of businesses.

With an understanding of the market, more efforts can be directed toward encouraging and recruiting new businesses. This effort should involve providing prospective retailers with information on space availability, assisting them with Borough regulations, and promoting financial incentives, though the effort should be directed at downtown. For existing retailers, the Borough should support initiatives that improve maintenance and aesthetics.

### **Technical Assistance**

In certain instances, existing, new, and/or prospective businesses require technical assistance to help start their business and ensure that it remains successful. This could include tips for pursuing grants, advertising and marketing assistance, tech support, and assistance with preparing a business plan. ESU is a likely partner in providing this assistance. The Borough should promote these services to businesses through its website. Furthermore, the Borough should develop a portal where potential businesses can get all the information they need to consider when moving a business to or starting a new business in East Stroudsburg.

### **Marketing and Recruitment**

The Borough should also promote its KIZ and developable sites to prospective industries, businesses, and developers. The PMEDC has a searchable database of properties available for development that can be easily accessed by prospective developers and/or companies seeking locations to build a new facility. The Borough should work with PMEDC to actively market these sites. This could involve direct outreach to preferred developers with connections to various industries with employers searching for space. Industries to consider targeting include more traditional light industrial users, such as recyclers and warehouse companies, as well as med/tech companies, small manufacturers, and startups.

The developable parcels should also be well-advertised to attract desired industries and firms and ensure the best projects. Furthermore, economic incentives for commercial and industrial development should be clearly promoted. In addition to printed materials, the Borough should include all marketing materials on its website.

## Development Sites

Redevelopment within in East Stroudsburg’s KIZ and/or industrial areas should be encouraged to help create a more sustainable and diverse economy with new employment opportunities. The Borough should ensure that adequate parcels are available for these types of users, address their unique infrastructure requirements, assist with acquiring the land, and facilitate the land development process.

## Approval Process

Several reuse or redevelopment opportunities exist in vacant buildings (identified above) or vacant parcels that could increase tax revenue to the Borough. However, stakeholders have reported that the Borough's building permitting process for new development or additions to existing buildings is difficult and time-consuming.

The Borough should make the process more navigable for new businesses interested in moving to East Stroudsburg or existing businesses interested in expanding. This could take the form of a development checklist outlining all Borough requirements for the approval process that could be available to all applicants looking to develop or redevelop.

## Partnerships with Key Employers

ESU and Lehigh Valley Hospital-Pocono are the two largest employers in East Stroudsburg. However, the Borough currently does not have a strong partnership with either entity. Furthermore, stakeholders report that the Borough doesn’t embrace these institutions or any sort of related identity, and needs to better capture their economic impacts. While the medical center has taken the lead on several initiatives in the borough, there is reluctance from the university to be an ambassador for the East Stroudsburg community.

Recently the university has adopted a strategy to forge new partnerships with the community, which so far has been positive. Improving relationships with both ESU and Lehigh Valley Hospital-Pocono would provide additional benefits to the Borough and the institutions. For the institutions, these benefits include support for expansion projects, a facilitated development process, and assistance with financing. For the Borough, they include increased commitment to the community and the potential for creating more jobs.

## Goal for the Economy in 2025

**By 2025, the local economy has diversified into a broad mix of industries anchored by manufacturing, health care, education, and recreation/tourism services.**

The following Action Plan for Economy lists specific projects, actions and initiatives that will help the Borough retain and strengthen its anchor industries outside of the downtown.

This table summarizes the projects, actions and initiatives of the Action Plan for the Borough-wide Economy. Several items are not unique to this theme. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Economy							
Action Item	Leads and Partners					Funding County, Regional, State, Federal (CRSF)	Timing to Begin
	● = lead role    ○ = support/participant role						
	East Stroudsburg Borough	Pocono Mountains Economic Development Corporation (PMEDC)	East Stroudsburg University (ESU)	Lehigh Valley Hospital- Pocono/ Health	Other		
<a href="#">A-1: Conduct Market Analysis</a>	●		○	○	ECA, County	Borough	2018
<a href="#">A-4: Update the Zoning Ordinance and Map</a>	●		○	○	ECA	Borough, CRSF	2019
<a href="#">B-1: Advance Capital Improvements</a>	●					Borough	Ongoing
<a href="#">C-2: Provide Development Guidance</a>	●		○	○	ECA, County	Borough, CRSF	2018
<a href="#">C-3: Incentivize Private Development</a>	●				County	Borough, State	2019
<a href="#">C-5: Market to Industry and Developers</a>	●	○				Borough	2019
<a href="#">E-4: Add Strategic Staff Position – Economic Development</a>	●	○	○		ECA	Borough	2018



# 6 Housing and Neighborhoods

## **Student rentals are a significant component of the housing market.**

Many college towns have concerns with off-campus student housing. In some communities, apartment complexes serve this use and, to some extent, isolate the impact of concentrations of young people and their behavior. In other places, the private rental market serves this use throughout one or more neighborhoods. The impacts of parking, noise, and behavior on adjacent properties are typically not well-managed by private landlords, whether they live locally or not. This can quickly result in calls to the Borough office asking for “enforcement of regulations” to keep students out, which isn’t that simple under Pennsylvania law.

The need to accommodate off-campus students among residential uses could find a compatible location in downtown or other mixed-use nodes. Mixed-use structures with ground-floor retail and upper-floor apartments have proven to be successful at Trackage Station. At a larger scale, more business units and more residential units could be co-located. Students would provide a steady stream of customers as well as part-time employees for eateries, retail, and services without the need for automotive travel. Parking could be integrated and hidden within or possible under structures. Late-night activity would be expected and welcome. This new development could relieve rental market pressure on neighborhoods.

Several college towns require rental unit registration and annual inspection (or upon a lease agreement). The town of Bloomsburg is one example. This approach helps to ensure that housing is safe for residents. In a college town, registration and inspection provides parents with peace of mind that the housing their son or daughter will occupy meets the minimum code requirements. State College is working to manage the density of off-campus student rentals by regulating the distance between rental units. Other communities, including Kutztown, have addressed the issue in a more limited fashion by managing residential uses and density. These zoning and other regulatory approaches are all intended to direct the market for off-campus student rentals to predictable areas that owners can choose to invest in or to avoid.

East Stroudsburg has had an Ordinance in place requiring the registration, inspection and licensing of residential rental units since June 2013. Public comments during the planning process suggest that the ordinance and its enforcement are not well understood.

## **Current regional housing market conditions are a disincentive to home maintenance and improvement.**

The housing market in the Pocono region experienced significant declines in housing values during the recession. Many property owners have mortgages that exceed the current value of their properties. This creates a disincentive to undertake major maintenance or improvements, since owners don't know if the investment will be returned upon the sale of the property. The market is expected to recover and when values do improve, the Borough will want to be ready to encourage such re-investment. A convenient guide to the kinds of improvement (DIY or contract) that will add value and that require a permit or special approval should be readily available online or in a brochure format.

## **Small improvements in neighborhood-serving infrastructure can help buoy community pride.**

When local infrastructure lacks maintenance, residents can feel like they and their neighborhood are forgotten. Small, targeted improvements that address neighborhood-level concerns—whether a drainage issue, a sidewalk repair, or a poorly lit street corner—cultivate neighborhood pride and result in positive effects on private property maintenance. A well-publicized schedule of planned improvements, along with evidence that as projects are completed, others advance, can spur similar results. A capital improvement plan can address large-scale improvements as well as smaller-scale projects at the neighborhood level.

The Borough's ward system may provide a means to solicit neighborhood needs and practical solutions. Eligible projects should be clear. The Borough's criteria for ranking needs should also be established at the outset and should consider how needs will be balanced with equity to distribute some level of improvement effort across all neighborhoods.

## **Neighborhood events express neighborhood identity.**

In communities with many short-term residents, such as college towns, residents can easily feel unconnected from their neighbors. Community-wide and smaller neighborhood-scale events help to build connections among residents. They find neighbors with shared interests and values during "street clean-up," neighborhood yard sales, and other events and activities that draw them together informally. Casual conversations are a first step toward greater awareness and care for neighbors and over time, can lead to a shared character and identity.

## Corporate and institutional staff underappreciate borough living.

The condition of housing stock and perceived lack of community amenities is the reason that many corporate and institutional employees choose not to live in the borough. Some live elsewhere in the Stroud region and others live in the Lehigh Valley; both locations require commuting that adds daily traffic to the borough's few, narrow access points. If the Borough could attract a portion of the staff to local living, it would benefit from decreased traffic, increased household spending, and stronger relationships with these corporate citizens. The Borough's role in attracting employees to borough living lies in promoting its walkable, small-town qualities, its local parks and recreation programs, its access to regional trails and national recreation lands, and of course, local educational and health care services. Sharing its community vision and highlights of its implementation progress will demonstrate that the Borough is working proactively to improve community conditions for residents and business.

Employers benefit from local residency as well. Their employees spend less time commuting and more time with family and in the community—either through traditional or flexible work schedules. They are also closer to work when emergencies arise. Where employers see these or other benefits, they can incentivize local residency with financial bonuses, direct financial assistance with housing purchase, i.e., down-payment assistance or other awards. As the Borough makes progress in implementing its vision, it should encourage its anchor employers to consider such incentives.

## Goal for Housing in 2025

**By 2025, housing options have expanded and residential neighborhoods have strengthened their own identities.**

The following Action Plan for Housing and Neighborhoods lists specific projects, actions, and initiatives that will help the Borough manage residential uses, build neighborhood identity, and spur maintenance and reinvestment in the housing stock.

This table summarizes the projects, actions, and initiatives of the Action Plan for Housing and Neighborhoods. Several items are not unique to this theme. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Housing							
Action Item	Leads and Partners					Funding	Timing to Begin
	● = lead role    ○ = support/participant role						
	East Stroudsburg Borough	Eastburg Community Alliance (ECA)	East Stroudsburg University (ESU)	Lehigh Valley Hospital-Pocono/Health	Other		
<a href="#">A-4: Update the Zoning Ordinance and Map</a>	●	○	○	○		Borough, CRSF	2019
<a href="#">B-1: Advance Capital Improvements</a>	●					Borough	Ongoing
<a href="#">C-6: Encourage Neighborhood Events</a>	●				Homeowners groups	Borough	2018
<a href="#">C-7: Develop a Home Maintenance Guide</a>	●	○			Realtors Assn.	Borough	2018
<a href="#">C-8: Encourage Employer Incentives for Local Residency</a>	●	●	●	●	Other Corporate	---	2018



# 7 Multimodal Transportation

**The Borough's development pattern is walkable, bikeable and transit-friendly, however its facilities are incomplete.**

The Borough's development pattern is very walkable. Many residential areas are within a ½-mile of downtown, other commercial service areas, borough parks, and public schools. Most properties were developed with sidewalks, though surface conditions vary widely and sidewalk width may be narrow by today's standards. A few important locations lack continuous sidewalk, e.g., the iron bridge (which is under design for replacement) and streets that access public parks.

Patterns that are walkable are also easily bikeable, particularly when support facilities like bicycle parking and local bike repair, make biking more reliable. Communities differ on their approaches to accommodating bicyclists. Some choose to designate bicycle lanes within the right-of-way and others take a share-the-road approach. Some communities take a very detailed approach, designating routes based on levels of bicycling experience (and confidence in traveling with motorized traffic).

While there is limited bus service through the borough today, the potential for additional higher density development in downtown and along various corridors of the borough makes transit service to these locations more practical. Routes can be adjusted as demand increases, or perhaps considered in advance to help attract development with transit amenities. Private development could even include bus pull-offs, transit shelters, and covered, outdoor seating to indicate its desire to be transit-served.

All of these modes are present in the borough today, but not all are kept in view at all times. A "complete streets" policy (typically as a resolution) would formalize the Borough's goal and intent to at least consider the function and value of multiple modes of travel sharing the right-of-way, or making the case for a wider right-of-way. The policy should be worded to require a due diligence effort in considering all modes. If accommodating pedestrians, bicyclists, and/or transit is not practical or feasible, the reasons should be documented.

## The Borough should work to complete its multimodal transportation system through private development and public improvements.

Private development activity at the locations targeted for re-use and redevelopment can be required to provide modern pedestrian, bicycle, and where applicable, transit serviceability in accordance with standards in the Borough's updated zoning and subdivision and land development regulations.

Private businesses may want to provide bicycle parking at their locations, especially those that cater to local residents and students or are health- or environmentally-minded. The ECA or a local bicycle club could act as a sponsor in order to purchase multiple bike racks at a lower cost. The market analysis should assess the potential for a bike repair shop, bike rental, and similar retail services.

On the public side, both PennDOT and the Borough's public works department would program, design, and construct multimodal improvements to their respective transportation facilities. In December 2016, PennDOT Secretary Leslie Richards announced a new level of commitment to serve Pennsylvania communities with transportation improvements that help them reach their community and economic development goals. *PennDOT Connects* requires PennDOT project managers to meet with local representatives and discuss how facilities can better serve all applicable land uses and modes and fit community character at present and as planned for the future. Documentation of needs in a comprehensive plan is recognized by PennDOT as an official plan for the future and its needs and recommendations are to be considered in planning and design phases. These needs can also be reflected in the long-range transportation plan for the region, prepared by the Northeastern Pennsylvania Alliance. The Monroe County Planning Office compiles local needs.

The Borough would take action by applying for funding from public and private sources to replace and upgrade local facilities.

## Goal for Transportation in 2025

**By 2025, citizens are connected to their daily local destinations by a network that offers transportation choices supported by facilities in a state of good repair, or programmed for improvement.**

The following Action Plan for Multimodal Transportation lists specific projects, actions and initiatives that will help the Borough manage and improve transportation facilities for all modes of travel and for persons of all abilities.

This table summarizes the projects, actions and initiatives of the Action Plan for Multimodal Transportation. Several items are not unique to this theme. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Multimodal Transportation							
Action Item	Leads and Partners					Funding	Timing
	● = lead role ○ = support/participant role						
	East Stroudsburg Borough	Eastburg Community Alliance (ECA)	East Stroudsburg University (ESU)	Lehigh Valley Hospital-Pocono/Health	Other		
<a href="#">A-3: Adopt a Complete Streets Policy</a>	●	○	○	○	County/MPO	Borough	2019
<a href="#">B-5: Launch a Sidewalk Improvement Initiative</a>	●				County/MPO, PennDOT, Other Private	Borough, CRSF	2020
<a href="#">B-6: Designate Bicycle Routes</a>	●				County/MPO, PennDOT	---	2018
<a href="#">B-7: Add Bike Parking</a>	●	○	○	○	County/MPO, PennDOT	All	2020
<a href="#">B-9: Enhance Transit Stops</a>	●				County/MPO, PennDOT, Pocono Transit, Private	All	2021



# 8 Cultural Events and Recreation

## **East Stroudsburg is a hub for regional recreation.**

With four borough parks, the Levee Loop trail, and school district and ESU athletic facilities, East Stroudsburg is a hub for recreation in the Pocono region. The swimming pool at Dansbury Park attracts members throughout the Stroud Region. Natural areas within Zacharias Pond Park and Gregory's Park give residents a place to experience nature within an otherwise densely developed community. The Stroud Region Open Space and Recreation Commission operates recreation programs and leads inter-municipal trail development. Faith-based organizations and other non-profits supplement recreation activities for all ages.

## **Recreational demand is high and ever-changing.**

The maintenance needs of existing facilities, particularly specialized facilities like the swimming pool, are a drain on resources. With sports programs growing for boys and girls as well as men and women, fields are in constant use and not permitted to rest and recover. In the case of softball, there are no fields in the borough; girls travel to practice and host games. Some facilities have been misused or abused, resulting in limited access for respectful players. Others are underutilized as recreational interests have changed since their installation. Park improvements are needed to meet these conditions and trends and could be planned in one comprehensive system master plan for all four parks.

## **Existing and potential park use should be considered in master-planning parks and the system as a whole.**

Golf course rounds are decreasing nationwide. The future of Terra Greens as a golf course must be addressed soon to manage financial resources and the real (and perceived) quality of this facility. The Borough should strive to preserve this land, whether as a golf course or another recreation or open space use in the future. The property has great potential for nature-based recreation if not used for golf. Retaining a golf course consultant to optimize operating conditions should be a priority if preservation of the golf use is the community's desire. If not, master planning for a new use should be considered.

Finally, there is no public parkland south of Interstate 80 and poor access across the interstate. Parkland or trail development should be explored in this area.

### **Recreation can be a tool for community-building.**

Racial and ethnic diversity began to rise rapidly with the influx of New York and New Jersey residents after September 11, 2001, and with the growth of ESU. Increasing diversity interrupted the cultural norms of the borough, fragmenting the community to the point that many people say they've lost a sense of the community they knew in the past and don't know how to talk about the community with new residents since it has changed so much.

Recreation can help to bridge the gap between long-time residents and recent arrivals. Arts and crafts programs allow people to express their ideas and values—sometimes cultural ones. Activities take place in public spaces like parks where people have equal access to all facilities. In sports programs, the spirit of competition is generally light and sportsman-like. In these settings, people can be themselves and get to know other residents in community-building ways.

### **Safe places to walk and bicycles are important to wellness and transportation.**

In a town like East Stroudsburg, where recreational destinations are close together, walking and bicycling can be modes of travel as well as means of exercise. The Action Plan for Multimodal Transportation outlines sidewalk and bicycle route recommendations for transportation corridors. For people who want to exercise or otherwise spend time outdoors, trails in parks and recreational settings provide safe places separated from traffic. Both types of facilities should continue to be maintained and further developed as a network to connect community destinations, educational and medical campuses, and regional public lands. This includes connection of the borough to the Delaware Water Gap via safe routes, as well as signage and the strategic and ongoing promotion of this connection. This connection has major importance to attracting people to the borough and it is now missing. The route itself is challenging due to topography and property ownership but it is important to find the way. Right now, there is no sense of this connection locally yet the Delaware Water Gap is one of the best outdoor recreation areas in the USA. It is one of only about 20 national recreation areas in the nation. It is important to improve both the physical connection to it and public awareness about it.

## The Borough and Commission should have clear and coordinated roles for Parks, Recreation, and Open Space.

While many in the community provide recreation programs, the Borough should focus its resources on the maintenance and improvements of park lands and recreational facilities. As the land and facility owner, the Borough should promote use of the parks and facilities, perhaps through greater promotion on its website, and through safe access to the parks by all modes. The Borough should also provide safe places to walk and bicycle either with the parks or within the community.

The Borough should provide support and active engagement with the Stroud Region Open Space and Recreation Commission to coordinate on how local recreation needs are met through its park and facilities and Commission recreation programs. Over time and as capacity allows, the Borough and Commission may want to shift the roles of park planning and maintenance to the Commission. The current director is a Certified Parks and Recreation Professional with expertise in park planning. Her involvement in park planning would be a cost-effective, cost-saving measure to produce results in park improvements of the caliber warranted by the vision of this comprehensive plan. The Commission could also help to develop guidance and evaluate park maintenance, as performed by Borough public works or a separate parks maintenance department of the Borough or Commission.

It's been said, "You can't manage what you can't count." Managing and maintaining parks requires knowing the facilities, their current and expected conditions, and their level of use. This applies to equipment, structures, and park furniture and to turf, grass, and pavement conditions. Expected conditions for the quality of park experience need to be aligned with management activities and resources, funded generally by the Borough and through park/facility use fees that the Borough manages. This alignment could result in converting some areas that are now mowed regularly into meadows, which will save the Borough money for many years to come after the meadows are established.

## Cultural Events and Recreation in 2025

### **By 2025, recreation has become integral to community life.**

The following Action Plan for Cultural Events and Recreation lists specific projects, actions, and initiatives that will help the Borough manage and improve transportation facilities for all modes of travel and for persons of all abilities.

This table summarizes the projects, actions, and initiatives of the Action Plan for Cultural Events and Recreation. Several items are not unique to this theme. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Cultural Events and Recreation							
Action Item	Leads and Partners					Funding	Timing
	East Stroudsburg Borough	SROSRC	East Stroudsburg University (ESU)	Lehigh Valley Hospital-Pocono/Health	Other		
<a href="#">B-2: Improve Parks; begin with the Dansbury Park Swimming Pool</a>	●	○				Borough, State, Private	Ongoing for pool; other parks 2020
<a href="#">B-4: Develop the Trail Network</a>	●	○			County/MPO, PennDOT	Borough, State, Private	2020
<a href="#">D-1: Cross-Promote Events and Amenities</a>	○	●	●	●	ECA	---	2018
<a href="#">D-3: Demonstrate the Value of Recreation</a>	●	○	○	○	ECA	---	2018
<a href="#">D-5: Improve Parks Maintenance</a>	●	○				Borough	2019
<a href="#">E-4: Add Strategic Staff Position – Parks Staff</a>	●					Borough	2018

## 9 Community Character

### The physical design of gateways expresses community identity and pride.

Gateways or entry spaces to a community create first impressions in the minds of those who pass through. For residents who take pride in the community, these spaces can convey comfort as they arrive “home.” For prospective citizens and visitors, these spaces create first impressions of community character.

As the Borough works to redefine its identity, it should look for physical ways to express its identity and character at its gateway locations. This can occur through community identification and wayfinding signage, including its design and setting, and through special attention to pedestrian spaces and bicycle facilities, demonstrating the priority attention that these modes receive in the borough. These locations include:

- Brown Street at Brodhead Creek – the gateway from Stroudsburg
- Prospect Street at Orchard Street – the gateway from Interstate 80
- Eagle Valley – the gateway from the north
- Internal gateways to the downtown
  - Courtland Street at Analomink Street / Crystal Street
  - Analomink Street at or along the rail line
  - Ridgeway at the iron bridge

Community identification signage and wayfinding signage have different purposes and may have different designs. Community identification signage is important to one’s sense of arrival—knowing where you are and what kind of community you’re in. Choice of sign materials should reflect character and also consider required maintenance. A landscaped setting gives further space for character-defining features and seasonal plantings. In any cases, the design should reflect a sense of permanence and uniqueness.

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## **The Borough’s signage systems should be unique to its character and complementary to those of ESU.**

Wayfinding signage is typically more functional in design but can still reflect character in color, font, and other design elements. This type of signage helps people find their way to their destination—Downtown, Dansbury Park, University Campus, Dansbury Depot—by indicating the destination’s direction at various points along typical routes. ESU’s signage system provides a local example. The Borough’s system should be distinct, reflecting its own character, and complementary in sign design and placement.

## **Smaller district or neighborhood signs and banners can draw attention to special areas of the borough.**

Banners integrated into the streetscape can mark downtown, commercial nodes, or other special areas. They can serve a simple identification purpose or they can call out special features of the location or the community as a whole. Banners are already used along Prospect Street to indicate the edge of the borough and the ESU campus.

## **Community Character in 2025**

**By 2025, a new community identity is reflected in public spaces and events throughout the borough.**

The following Action Plan for Community Character lists specific projects, actions, and initiatives that will help the Borough display and market its new identity.

This table summarizes the projects, actions, and initiatives of the Action Plan for Community Character. Several items are not unique to this theme. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Community Character							
Action Item	Leads and Partners					Funding	Timing to Begin
	● = lead role ○ = support/participant role						
	East Stroudsburg Borough	Eastburg Community Alliance (ECA)	East Stroudsburg University (ESU)	Other Public Partners	Other Corporate and Non-Profit Partners		
<a href="#">B-3: Improve Community Gateways</a>	●	○	○	County/MPO, PennDOT	○	Borough	2019
<a href="#">B-8: Enhance Wayfinding</a>	●	○		County/MPO, PennDOT	○	Borough	2020
<a href="#">B-10: Install Community Banners</a>	●	○			○	Borough, Private	2021



# 10 Implementation

## Implementation begins with leadership.

This plan lays out an ambitious vision and action plan for East Stroudsburg. Implementing the action items will require the commitment and allocation of resources to scope and execute each item. This responsibility lies with Borough Council and those it designates.

Council is not alone in its desire to guide community and economic development in ways that improve and benefit the community. Many community partners participated in the preparation of the plan and demonstrated their commitment to serving the community. Other partners should be invited to participate in implementation activities by promoting the vision and specific opportunities for action item leadership and assistance. Leadership Pocono, a program to develop community leaders, is a good source of skilled community organizers and project managers. Given the loyalty that many students have for their educational institutions, alumni organizations for the East Stroudsburg Area School District and East Stroudsburg University should be engaged in promoting the vision and seeking support and assistance in bringing it to fruition.

## Action items are organized implementation activity with guidance on getting started.

The action plans list projects, actions, and initiatives that support each theme of the vision. Actions are presented by category and encompass: zoning and other planning tools, capital improvements, guidance for private development, cultural events and recreation, and implementation leadership.

Each action item includes guidance on why the specific action is necessary as well as a basic scope of effort. Steps necessary to start the action are described as well as the recommended lead and supporting entities responsible for implementing the action. Timeframes are suggested to address most regulatory items first, followed by physical or capital improvements and administrative initiatives; efforts that have already been initiated are listed as ongoing. Costs of required efforts for which the Borough and partners are likely to use technical

assistance are conceptually estimated. Applicable funding sources are suggested as well. Finally, any links to resources or similar examples are offered wherever possible.

**Borough staff may need to be expanded strategically to fully achieve the envisioned Eastburg 2025.**

The Borough may consider additional staff positions to devote steady time and attention to priority projects or areas of service. An economic development director and parks maintenance director are suggested as two positions that would increase the efficiency of achieving desired outcomes.

This table summarizes the projects, actions, and initiatives of the Action Plan for Implementation Leadership. Several items are not unique to this theme. Detailed descriptions explaining all action items begin on page 71. Click the action item name to go to the corresponding action item page for details.

Implementation Leadership							
Action Item	Leads and Partners					Funding	Timing
	● = lead role ○ = support/participant role						
	East Stroudsburg Borough	Eastburg Community Alliance (ECA)	East Stroudsburg University (ESU)	Lehigh Valley Hospital-Pocono/Health	Other		
<a href="#">E-1: Sign Memorandum of Understanding</a>	●	○	○	○	Private and Non-Profit Partners	---	2018
<a href="#">E-2: Appoint an Implementation Task Force</a>	●	○	○	○	Private and Non-Profit Partners	---	2018
<a href="#">E-3: Engage Leadership Pocono and Alumni</a>	●				Implementation Task Force	---	2018
<a href="#">E-4: Add Strategic Staff Positions</a>	●	○	○		PMEDC	Borough	2018



## **ACTION PLAN DETAILS**

### **Action Category A: Zoning & Other Planning Tools**

**A-1: Conduct a Market Analysis**

**Begin in 2018**

<p><b>Why do we need this?</b></p>	<p>A market analysis would determine viable land use options for downtown—such as residential, retail, and office—based on existing and future real estate market conditions.</p> <p>A market analysis for locations beyond downtown would determine viable land use options for the borough—such as retail, office, manufacturing, and research—based on existing and future real estate market conditions.</p> <p>This would enable the Borough to pursue economically-realistic development projects and business enhancement efforts catered specifically to the opportunities that the market can support.</p>
<p><b>What is involved?</b></p>	<p>A market analysis is a report that would identify market opportunities and recommendations. The Borough would hire a consultant with expertise in real estate and economic analysis to prepare the study. A steering committee of key community/downtown stakeholders would be created by the Borough to monitor the study’s progress and provide feedback regarding the process and outcomes. Steering committee members may then be invited to help implement recommendations of the study.</p>
<p><b>How do we begin?</b></p>	<p>As lead entity, the Borough would first need to prepare a request for proposals (RFP) to solicit interest in the project from prospective consultants. The RFP should contain all pertinent information regarding the study, such as recent downtown trends, successes, challenges, involved stakeholders, and expectations of the study’s results. The Borough may elect to research and examine other RFPs for similar market analyses to use as a guide.</p>

**Retail Market Power**

Retail Stores Opportunity

Retail Stores	North Central Retail Trade Area (Census Tract)		
	2016 Demand (Consumer Expenditures)	2016 Supply (Retail Sales)	Opportunity Gap/Surplus
Total Retail Sales & Eating, Drinking Places	\$682,092,164	\$376,303,363	\$305,788,801
Motor Vehicle & Parts Dealers-441	\$96,543,605	\$24,139,154	\$72,404,451
Automotive Parts/Accessories, Tire Stores-4413	\$10,852,915	\$2,720,640	\$8,132,275
Furniture & Home Furnishings Stores-442	\$12,518,230	\$5,648,617	\$6,869,613
Furniture Stores-4421	\$6,674,883	\$3,847,067	\$2,827,816
Home Furnishing Stores-4422	\$5,843,347	\$1,801,550	\$4,041,797
Electronics & Appliances Stores-443	\$13,436,919	\$10,135,413	\$3,301,506
Electronics & Appliances Stores-44314	\$13,436,919	\$10,135,413	\$3,301,506
Household Appliances Stores-443141	\$1,437,042	\$708,593	\$728,449
Electronics Stores-443142	\$11,999,877	\$9,426,820	\$2,573,057
Building Material, Garden Equipment Stores -444	\$61,832,802	\$18,639,429	\$43,193,373

Sample portion of a retail market gap and surplus examination as part of a market analysis.

Who is responsible?				
ESB Lead	ECA Support	ESU Support	LVH-P/Health Support	Other Support County
<b>What is our target schedule?</b>	The project should begin in 2018. A typical market analysis duration is approximately 6 months. The study should be coordinated with the Downtown Master Plan ( <a href="#">Action A-2</a> ) and completed before the recommendation phase of that plan is underway to ensure market feasibility of the recommendations.			
<b>How much will this cost?</b>	A market analysis costs approximately \$25,000. Possible funding sources include Monroe County’s Financial Assistance Program for Local Municipalities (local), the Northeastern Pennsylvania Alliance (regional), the PA Department of Community and Economic Development’s Municipal Assistance Program (state), and HUD’s Community Development Block Grant program (federal), as well as private/corporate and philanthropic entities.			
<b>Where can we find guidance and examples?</b>	<p>More information on the above funding resources can be found here:</p> <ul style="list-style-type: none"> <li>• <a href="#">Financial Assistance Program of Monroe County II</a></li> <li>• <a href="#">Northeastern Pennsylvania Alliance</a></li> <li>• <a href="#">PA DCED Municipal Assistance Program</a></li> <li>• <a href="#">PA DCED Community Development Block Grant (CDBG)</a></li> </ul> <p>Examples of similar projects can be found here:</p> <ul style="list-style-type: none"> <li>• <a href="#">Market Analysis for Erie Downtown Executive Summary</a></li> <li>• <a href="#">Ashton Township Vision Plan</a></li> <li>• <a href="#">Old City District Vision 2026: Real Estate Market Assessment</a></li> </ul>			

**A-2: Prepare a Master Plan**

**Begin in 2018**

<p><b>Why do we need this?</b></p>	<p>A master plan for the downtown would determine how much development is appropriate and how to accommodate it with changes or improvements to infrastructure—i.e., streets, stormwater facilities, parking, and transit. This would enable the Borough to strategically implement development projects and infrastructure improvements in a coordinated fashion. A plan is also a necessary tool for the Borough to pursue implementation funding.</p>
<p><b>What is involved?</b></p>	<p>The Borough would hire a consultant with expertise in urban and regional planning to prepare the plan. A steering committee of key community/downtown stakeholders can be created by the Borough to monitor the plan’s progress and provide feedback regarding the process and outcomes. Steering committee members may then be invited to help implement plan recommendations.</p>
<p><b>How do we begin?</b></p>	<p>As lead entity, the Borough would prepare a request for proposals (RFP) to solicit interest in the project from prospective consultants. The RFP should contain all pertinent information regarding the plan, such as recent downtown trends, successes, challenges, involved stakeholders, and expectations of the plan’s results. The Borough may elect to research and examine other RFPs for similar master plans to use as a guide.</p>



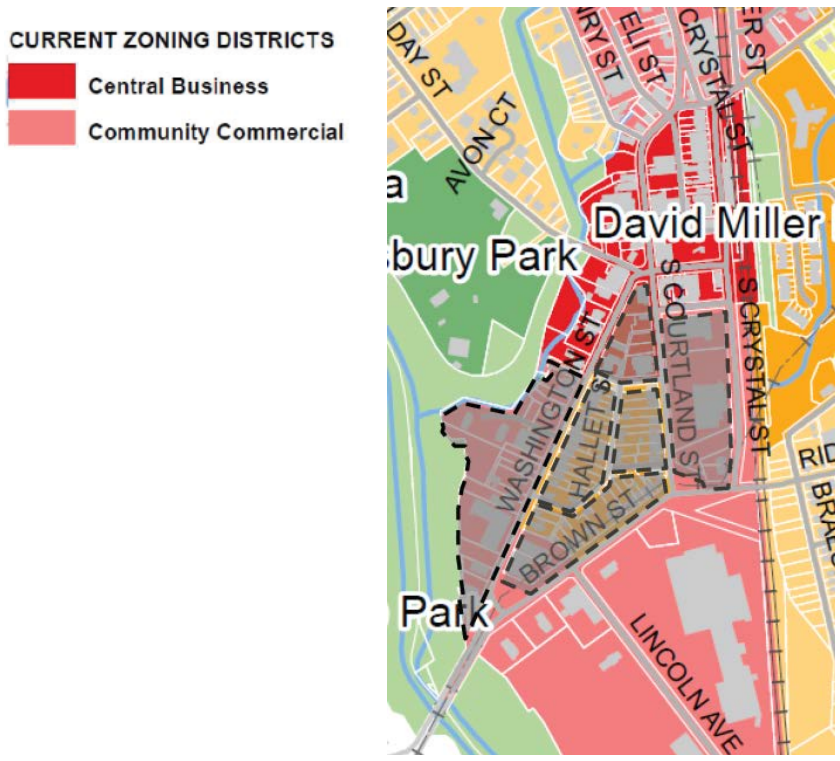
Carlsle Borough prepared a master plan to guide the redevelopment of former manufacturing sites into mixed-use blocks with connecting streets and sidewalks.

Who is responsible?				
ESB Lead	ECA Support	ESU Support	LVH-P/Health Support	
<b>What is our target schedule?</b>	<p>The project should begin in 2018 with preparation and issuance of the RFP. A typical master planning process is approximately 6-12 months. The plan should be coordinated with the completion of the Downtown Market Analysis (<a href="#">Action A-1</a>) to ensure that plan recommendations are economically feasible, with the Zoning Update (<a href="#">Action A-4</a>), and with an Official Map (<a href="#">Action A-5</a>) if specific lands are recommended for infrastructure and public facilities.</p>			
<b>How much will this cost?</b>	<p>A master plan costs approximately \$50,000 to \$75,000. Possible funding sources include Monroe County’s Financial Assistance Program for Local Municipalities (local), the Northeastern Pennsylvania Alliance (regional), the PA Department of Community and Economic Development’s Municipal Assistance Program (state), and HUD’s Community Development Block Grant program (federal), as well as private/corporate and philanthropic entities.</p>			
<b>Where can we find guidance and examples?</b>	<p>More information on the above funding resources can be found here:</p> <ul style="list-style-type: none"> <li>• <a href="#">Financial Assistance Program of Monroe County II</a></li> <li>• <a href="#">Northeastern Pennsylvania Alliance</a></li> <li>• <a href="#">PA DCED Municipal Assistance Program</a></li> <li>• <a href="#">PA DCED Community Development Block Grant (CDBG)</a></li> </ul> <p>Examples of similar master plans include those prepared by Annville Township, Lebanon County, and Carlisle Borough, Cumberland County.</p>			

A-3: Adopt a Complete Streets Policy		Begin in 2019
<b>Why do we need this?</b>	A complete streets policy states the Borough’s intent to accommodate everyone—regardless of age or ability or their modes of travel—within its transportation corridors. As an adopted policy that would have been open for public comment, it would be official. It wouldn’t commit the Borough to building or designating facilities for all modes. However, it should express that walking, bicycling, and transit are important travel choices that the Borough feels residents should have and should be fully considered as roads are maintained and/or improved.	
<b>What is involved?</b>	There are model complete streets policies available online from advocacy organizations. Any model should be either tailored to the borough or used as an example for a new, from-scratch policy.	
<b>How do we begin?</b>	The Borough or its Implementation Task Force would select a few representatives to research several complete streets policies, tailor or prepare a new policy, and recommend it to Borough Council.	
<b>Who is responsible?</b>		
ESB Lead	ECA Support	ESU Support
LVH-P/Health Support	Other Support County/MPO	
<b>What is our target schedule?</b>	The project should begin in 2019 and would take approximately 6 months.	
<b>How much will this cost?</b>	No cost for volunteer effort.	
<b>Where can we find guidance and examples?</b>	<p>Several Pennsylvania communities have adopted complete streets policies:</p> <ul style="list-style-type: none"> <li>• Elizabethtown</li> <li>• Lancaster City</li> <li>• Reading</li> </ul> <p>The <a href="#">National Complete Street Coalition</a>, part of <a href="#">Smart Growth America</a> are good sources of information.</p>	

**A-4: Update the Zoning Ordinance and Map** **Begin in 2019**

<b>Why do we need this?</b>	The zoning ordinance and map provides a predictable location and use pattern for private development market investments. It is the community's tool for managing the use mix and building scale that help to define a district or neighborhood.
<b>What is involved?</b>	The Borough would direct staff or hire a planning consultant to prepare revisions to the ordinance and map to implement the master plan. The revisions might entail changes to the provisions of existing districts, add an overlay district, or create a new district to permit the envisioned development to occur.
<b>How do we begin?</b>	The Borough would program funds for the zoning update, hire a planning consultant with experience in zoning, and assemble a group of downtown representatives to give input on the preparation of the zoning update.



A zoning update for the downtown would revise the provisions of the existing commercial districts to enable mixed use blocks and structures to be redeveloped.

<b>Who is responsible?</b>				
ESB Lead	ECA Support	ESU Support	LVH-P/Health Support	

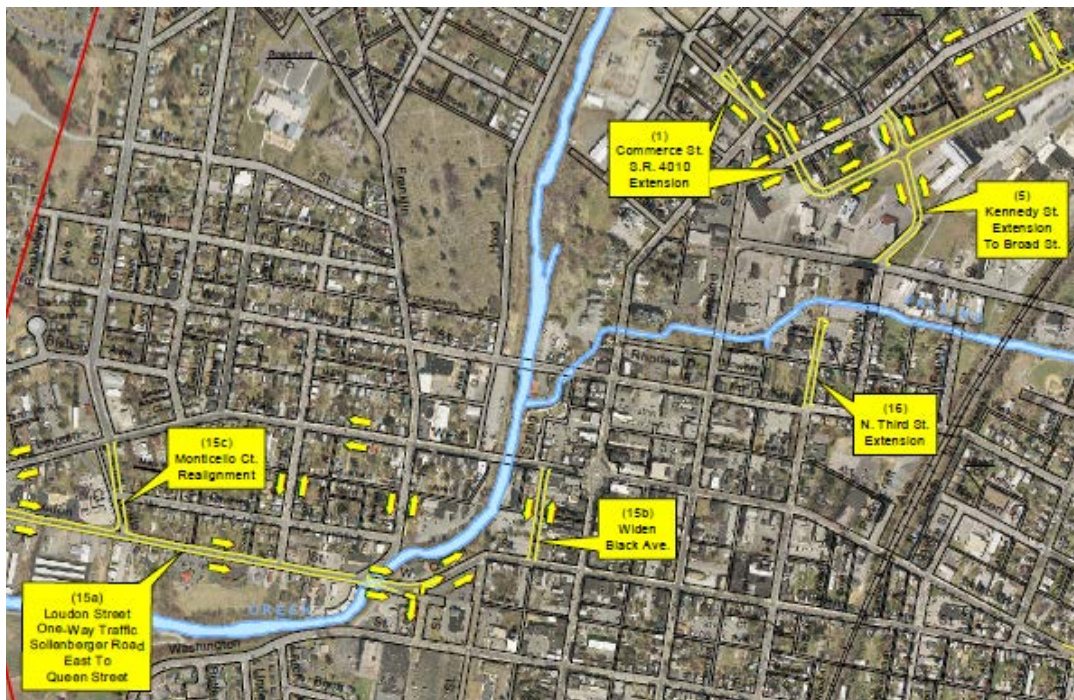
<b>What is our target schedule?</b>	This effort should begin in 2019, and would take approximately 12-18 months. Work should be completed within three years of plan adoption. Coordinate with zoning updates ( <a href="#">Action A-4</a> ).
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<p><b>How much will this cost?</b></p>	<p>It would cost approximately \$30,000 for strategic updates for the targeted redevelopment areas in downtown, other commercial nodes, and residential areas; a comprehensive zoning update would be more. Possible funding sources include Monroe County's Financial Assistance Program for Local Municipalities (local), the Northeastern Pennsylvania Alliance (regional), the PA Department of Community and Economic Development's Municipal Assistance Program (state), and HUD's Community Development Block Grant program (federal), as well as private/corporate and philanthropic entities.</p>
<p><b>Where can we find guidance and examples?</b></p>	<p>In addition to the examples provided in the text, quality planning efforts are recognized with awards each year by the American Planning Association–PA Chapter. <a href="https://planningpa.org/events-training/annual-awards/">https://planningpa.org/events-training/annual-awards/</a></p>

**A-5: Adopt an Official Map**

**Begin in 2021**

<p><b>Why do we need this?</b></p>	<p>An Official Map may be useful in reserving lands for street relocation, stormwater facilities, drainage easements, etc., to support redevelopment in the downtown.</p>
<p><b>What is involved?</b></p>	<p>The Official Map identifies specific lands where public uses are desired, thereby announcing intent to acquire the land for municipal purposes. It makes goals for community development clear and provides a predictable picture of future public uses needed to support those goals. It is similar to a “right of first refusal” to purchase the property, typically within a one-year window.</p> <p>The Official Map is prepared similar to other land use ordinances.</p>
<p><b>How do we begin?</b></p>	<p>The Official Map would be based on the conceptual design needs for public infrastructure as identified in the downtown master plan, or other infrastructure analysis.</p>



The Official Map of Chambersburg Borough shows a variety of transportation improvements the Borough intends to make.

**Who is responsible?**

<p><b>ESB Lead</b></p>	<p><b>ECA Support</b></p>	<p><b>ESU Support</b></p>	<p><b>LVH-P/Health Support</b></p>
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<p><b>What is our target schedule?</b></p>	<p>Begin in 2021. The effort would take approximately 6 months.</p>
<p><b>How much will this cost?</b></p>	<p>Approximately \$10,000. Possible funding sources include Monroe County’s Financial Assistance Program for Local Municipalities (Local), the</p>

	<p>Northeastern Pennsylvania Alliance (regional), the PA Department of Community and Economic Development’s Municipal Assistance Program (state), and HUD’s Community Development Block Grant program (federal).</p>
<p><b>Where can we find guidance and examples?</b></p>	<p>Official maps have been used by:</p> <ul style="list-style-type: none"> <li>• <a href="#">Chambersburg Borough</a></li> </ul> <p>PA DCED offers a tip sheet on the official map <a href="#">here</a>.</p> <p>PA DCED, PennDOT and PA DCNR partnered on this publication: <a href="#">The Official Map: A Handbook for Preserving and Providing Public Lands and Facilities</a>.</p>

**A-6: Provide Design Guidelines**

**Begin in 2020**

<p><b>Why do we need this?</b></p>	<p>Downtown East Stroudsburg’s buildings were constructed in a variety of styles, from traditional to modern. Conditions of the building stock range from new to in need of restoration. While the façade improvement program has had moderate success in encouraging investments in downtown buildings, there is currently no design standard to which property owners or developers are encouraged to adhere. Design guidelines are a means for establishing preferred qualities to be included in new or modified buildings.</p>
<p><b>What is involved?</b></p>	<p>Guidelines often involve suggested materials, colors, and features for new buildings to maximize both appearance and function. Collectively, design guidelines often exist in the form of a manual that the Borough, architects, and contractors can refer to in designing structural and spatial character. Design guidelines that contribute to the character of the downtown should be developed for both new buildings and building renovations. The ECA would hire a consultant with expertise in architecture and historic preservation to prepare the guidelines.</p>
<p><b>How do we begin?</b></p>	<p>As lead entity, the ECA would prepare a request for proposals (RFP) to solicit interest in the project from prospective consultants. The RFP should contain all pertinent information regarding the project, such as specific styles and materials desired for the downtown.</p>

**Storefront Design**

When main streets became important commercial centers in the 19th century, buildings often shared a consistency of design that created a strong visual image. The vitality of the street and the architecture were closely linked. Changes and new additions to main streets’ buildings during the late 19th and early 20th centuries honored the original architecture. Although these changes often altered the original shops, they were consistent in scale and proportion. In recent years, late 19th and early 20th century additions have come into their own right and are considered important elements of earlier buildings.

With new merchandising techniques and changing traditions in main street importance in the mid to late 20th century, many alterations to shop fronts did not take into account original design concepts. Some changes were inappropriate because they tried to copy architectural features found at new competing strip malls or created false historical references. Often, upper floors and signage were covered to hide the architectural character of the original design or to require little or no ongoing maintenance.

When restoring, renovating or rehabilitating your storefront the following guidelines should be considered:

1. Maintain original openings and fabric, including early 20th century architectural elements.
2. Remove inappropriate, non-historic materials.
3. Replace inappropriate storefronts. Keep your design simple. The new design should reflect traditional character and add to the rhythm of the streetscape and building. New design should be in keeping with the building’s overall character. Storefronts should be clearly defined by architectural elements, such as pillars, piers and glass. When removing inappropriate storefronts, be prepared for finding evidence of the original design. In such cases, all effort to restore any discovered original/old materials should be made.

4. Emphasize display windows. The area of glass should be much greater than wall space in storefront design. Shop fronts should be composed almost entirely of glass. Maintain original window proportions if known.
5. Maintain original entries. If original doorways are gone, new doors should be designed and placed – keeping in mind the building’s overall facade and symmetry. Never shorten openings.
6. Restore, renovate or reintroduce storefront bulkheads.
7. Reopen or reintroduce transoms into your storefronts.

**Remember to:**

- Keep your design simple.
- Whenever possible, do not introduce new materials that would not have been originally used.
- Keep the design consistent with the street’s historic structures.
- Maintain existing materials whenever possible.
- Repair rather than replace.
- Use physical evidence as a model for new design.



*The majority of commercial buildings in the Market Towns are made up of similar parts. These include a storefront on the first floor with store entry and possibly another entry for the upper floors, the body of the building consisting of the upper floors with windows, and top with cornice and roof structure. Some key terms are identified at left.*

Sample design guidelines from *Design Guidelines for D&L Corridor Market Towns*

Who is responsible?				
ESB Support	ECA Lead	ESU	LVH-P/Health	Other Support County
<b>What is our target schedule?</b>		The project should begin in 2020 with the preparation and issuance of the RFP. Typical design guidelines take approximately 6 months to complete.		
<b>How much will this cost?</b>		Design guidelines cost approximately \$25,000. Possible funding sources include Monroe County’s Financial Assistance Program for Local Municipalities (local), the Northeastern Pennsylvania Alliance (regional), the PA Department of Community and Economic Development’s Municipal Assistance Program (state), and HUD’s Community Development Block Grant program (federal), as well as private/corporate and philanthropic.		
<b>Where can we find guidance and examples?</b>		<p>More information on the above funding resources can be found here:</p> <ul style="list-style-type: none"> <li>• <a href="#">Financial Assistance Program of Monroe County II</a></li> <li>• <a href="#">Northeastern Pennsylvania Alliance</a></li> <li>• <a href="#">PA DCED Municipal Assistance Program</a></li> <li>• <a href="#">PA DCED Community Development Block Grant (CDBG)</a></li> </ul> <p>Examples of similar projects can be found here:</p> <ul style="list-style-type: none"> <li>• <a href="#">Design Guidelines for the City of Reading, PA</a></li> <li>• <a href="#">Historic District Design Guidelines, West Chester, PA</a></li> <li>• <a href="#">Design Guidelines for the Delaware &amp; Lehigh Corridor Market Towns</a></li> </ul>		



## **ACTION PLAN DETAILS**

### **Action Category B: Capital Improvements**

<b>B-1: Advance Capital Improvements</b>		<b>Ongoing</b>		
<b>Why do we need this?</b>	<p>Capital improvements—whether smaller-scale streetscapes, larger-scale intersection improvements, or new stormwater facilities—demonstrate that the Borough itself is investing to create a more functional physical environment for the downtown. Having a prioritized list of the number, type, and planning-level costs of such projects provides a comprehensive view of community needs. It also identifies how projects are to be funded or financed.</p>			
<b>What is involved?</b>	<p>A capital improvements plan (CIP) includes developing the criteria used to rank needs as future projects, and applying the criteria to a generate the prioritized list of projects with financing strategies. The CIP should be reviewed annually to rank projects that are added and re-scoped, and to remove projects that have been completed.</p> <p>This plan recognizes that needed improvements to the sewer system and its facilities are detailed in other reports and are essential to the community. It also acknowledges that the iron bridge is a current project. Other known public works needs should also be incorporated into a capital improvements plan.</p> <p>Needs identified during planning are specified as the numbered action items B-2 through B-10, following.</p>			
<b>How do we begin?</b>	<p>The Borough would begin by compiling the list of known infrastructure and facility maintenance projects and estimated costs. These would include major public works projects and new projects recommended in the comprehensive plan.</p>			
<b>Who is responsible?</b>				
<b>ESB Lead</b>	<b>ECA</b>	<b>ESU</b>	<b>LVH-P/Health</b>	<b>Other</b>
<b>What is our target schedule?</b>	<p>Various street/bridge and water/sewer infrastructure projects are ongoing. Specific bicycle-pedestrian improvements and public space improvements are listed as Actions B-2 to B-10.</p>			
<b>How much will this cost?</b>	<p>Staff time should be the extent of expended resources necessary for overseeing general public works efforts at a programmatic level. Staff input should include planning/zoning and engineering.</p>			
<b>Where can we find guidance and examples?</b>	<p>CIPs have been used by State College Borough and Patton Township in Centre County and are used informally in many communities across the state.</p>			

**B-2: Improve Parks; begin with the Dansbury Park Swimming Pool**

**Ongoing** for Pool;  
Begin other parks in  
**2020**

<p><b>Why do we need this?</b></p>	<p>Parks and recreation are a source of pride in the community. The number, size, and distribution of parks give “good bones” to the system. To achieve the vision of making the borough a great place in which to live and attracting corporate employees to live in the borough, the parks must be beautiful places in which they choose to spend their leisure and fitness time.</p>			
<p><b>What is involved?</b></p>	<ul style="list-style-type: none"> <li>• Decide upon the quality and type of park furnishings and undertake an improvement plan to replace benches, tables, and trash receptacles with high-quality, well-placed pieces.</li> <li>• Undertake a play equipment replacement program with well-designed play areas. Ask the community what style or styles of play equipment (and even public art) would attract them to live in the downtown.</li> <li>• Upgrade the ballfields; the fields at Zacharias Pond should be the top priority.</li> <li>• Improve all the loop trails with surfacing and the addition of signage for mile markers. Create a “Medical Mile” in one of the parks with Zacharias Pond as the preferred location. Reach out to the Lehigh Valley Hospital-Pocono to partner on this project with the Medical Center as a sponsor for the physical improvements. A Medical Mile would be a designated area in which people can get daily exercise by walking in a pleasant outdoor setting. The Medical Mile would include exhibits about health and physical activity. Medical center prescribers could then use the Medical Mile as the basis for a Park Rx Prescriptions Program to prescribe outdoor exercise featuring the Medical Mile and a new upgraded play area.</li> <li>• Have an assessment done on the ponds to create a plan of action to ensure the long-term health of the ponds.</li> </ul>			
<p><b>How do we begin?</b></p>	<p>Update master plans for all the parks to identify and prioritize changes to facilities.</p>			
<p><b>Who is responsible?</b></p>				
<p><b>ESB Lead</b></p>	<p><b>SROSRC Support</b></p>			
<p><b>What is our target schedule?</b></p>	<p>Maintenance and improvement of the swimming pool should be an ongoing priority. Planning for other park improvements and facility updates/replacements should begin in 2020. Each park master plan update would likely occur over approximately 12 months, followed by plan implementation. Master planning could occur biennially to address all parks within 10 years with facility improvements occurring in the alternate years, or as funds allow.</p>			


<b>How much will this cost?</b>	It would cost approximately \$40,000 for one contract to update all four park master plans. Possible funding sources are PA DCNR and private and philanthropic organizations in the health and wellness arena.
<b>Where can we find guidance and examples?</b>	PA DCNR can provide examples of finished master plans; its recreation grants website provides guidance on grant applications and scopes of work for eligible project types.

B-3: Improve Community Gateways		Begin in 2019		
<b>Why do we need this?</b>	<p>Gateways are where visitors make their first impression of the borough. Is this place welcoming? Are people proud to call this place their community? Is this place unique? What might I find here?</p> <p>Their answers to these questions are based on what they see in the first moments as they drive, walk, or ride into the borough—and more importantly, will help them decide how long they stay.</p>			
<b>What is involved?</b>	<p>Improving gateways involves the design and maintenance of public spaces. Special attention might be paid to the streetscape. A “Welcome to East Stroudsburg” sign might be constructed and landscaped. A gateway intersection might have a unique crosswalk.</p> <p>Alternatively, gateway features can be accommodated within private development proposals, using an easement (if needed) for the Borough’s use of the space.</p>			
<b>How do we begin?</b>	<p>Begin by identifying the gateways in the borough—the places where travelers enter the borough or enter a special area such as downtown. Consider whether all gateways will share common elements and what those elements will be. Prioritize the order in which gateways will be addressed. Begin design of the first gateways.</p>			
<b>Who is responsible?</b>				
ESB Lead	ECA Support	ESU Support	Other Support County/MPO	Other Support Private/Non-Profit
<b>What is our target schedule?</b>	<p>This initiative should begin in 2019. Duration for the first step of identifying and prioritizing sites should take just a few meetings to find consensus over 1-3 months. Design for the first gateway site will take another 1-2 months.</p>			
<b>How much will this cost?</b>	<p>Gateway initiatives can be volunteer-driven and often community-sponsored. The value of each gateway improvement may range from \$5,000 to \$10,000 for (masonry) signs and landscaping; more for complex streetscapes.</p>			
<b>Where can we find guidance and examples?</b>	<p>In local and destination communities where you feel an immediate sense of arrival. This is likely due to clear, consistent design features in the built environment including buildings and streetscapes or plazas and greens.</p> <p>ESU could provide local experience based on its campus master planning history. A section of its current plan addresses gateways and edges.</p>			

<b>B-4: Develop the Trail Network</b>		<b>Begin in 2020</b>		
<b>Why do we need this?</b>	The community’s walkable and bikeable development pattern should be interconnected with off-road corridors that feature the great outdoors of the borough and the region.			
<b>What is involved?</b>	A number of trails are proposed in existing plans. Trails should be prioritized to advance those that connect educational, medical, and recreational destinations within and between Stroud region communities.			
<b>How do we begin?</b>	Existing trails and proximity and routes to the Delaware Water Gap should be promoted.			
<b>Who is responsible?</b>				
<b>ESB Lead</b>	<b>SROSRC Support</b>	<b>County/MPO Support</b>	<b>PennDOT Support</b>	
<b>What is our target schedule?</b>	Begin in 2020 with promotion. Initiate further trail development in 2022.			
<b>How much will this cost?</b>	Costs vary with each trail. Possible funding sources include PA DCNR and private and philanthropic organizations in the health and wellness arena.			
<b>Where can we find guidance and examples?</b>	SROSRC and Monroe County have experience developing trails. DCNR’s regional office can provide additional guidance.			

<b>B-5: Launch a Sidewalk Improvement Initiative</b>		<b>Begin in 2020</b>
<b>Why do we need this?</b>	The community’s walkable and bikeable development pattern should be interconnected with continuous sidewalks and bike routes. Gaps in the current network discourage walking and biking between downtown, the ESU campus, and the hospital area.	
<b>What is involved?</b>	This initiative would identify gaps and deficiencies in pedestrian routes between nodes where private development is expected to renew sidewalk infrastructure, then prioritize them for replacement or improvement.	
<b>How do we begin?</b>	The Borough would appoint a small group to assess the areas between the redevelopment nodes with the assistance of a traffic engineer. A walkability audit could guide the scope of the assessment.	
<b>Who is responsible?</b>		
	<b>ESB Lead</b>	<b>County/MPO Support</b>
	<b>PennDOT Support</b>	<b>Other Private Support</b>
<b>What is our target schedule?</b>	This initiative should begin in 2020, and can be expected to take approximately 3 months. It is best conducted in Spring or Fall.	
<b>How much will this cost?</b>	Staff and citizen volunteers can conduct much of the initial assessment. Design and construction of improvements will vary by location.	
<b>Where can we find guidance and examples?</b>	Walkability audit forms are available online from sources such as the National Center for Safe Routes to Schools.	

<b>B-6: Designate Bicycle Routes</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	Designating existing and future bicycle routes formalizes the Borough's intent to accommodate bicyclists in maintenance and improvement projects.	
<b>What is involved?</b>	This is a primarily a mapping activity that considers current users, safety, and the capacity of the right-of-way. Identify a few key routes between major community destinations and assess how routes can be improved/enhanced for safe use via signage, sharrows, etc. Share desired improvements with the Borough for public works awareness and with Monroe County and PennDOT for potential action.	
<b>How do we begin?</b>	The Borough (or Implementation Task Force) would direct a small group to assess the routes used by bicyclists today and alternative routes, particularly between community destinations. Engineering assistance would be valuable in assessing the feasibility of suggested routes and improvements. A bikeability audit could guide the scope of the assessment.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>County/MPO Support</b>	<b>PennDOT Support</b>
<b>What is our target schedule?</b>	The effort should begin in 2018 and typically takes about 3 months. It is best conducted in Spring or Fall.	
<b>How much will this cost?</b>	Staff and citizen volunteers can conduct much of the initial assessment. Design and construction of improvements will vary by location.	
<b>Where can we find guidance and examples?</b>	Bikeability audit forms are available online.	

B-7: Add Bike Parking		Begin in 2020
<b>Why do we need this?</b>	Conveniently-located bike racks show that bicyclists are welcome. They provide a place to secure a bicycle, much like one would park and lock a vehicle in a parking lot. Without bike racks, residents traveling by bicycle risk their bicycles being stolen; they may feel forced to drive, if they return to the shop, park, or other destination at all.	
<b>What is involved?</b>	<p>Bike racks should be installed in close proximity to community destinations, such as within parks, at schools, and near shops and cultural venues. Smaller racks can be located along wider sidewalk corridors; larger racks are placed on hard-surfaced pads or available parking spaces.</p> <p>Custom bike racks can be designed and produced locally by a metal fabricator. A custom design can reflect community character, e.g., modern and artsy or traditional and functional.</p> <p>Using the same bike rack design as ESU does may help bicyclists find the racks more easily.</p>	
<b>How do we begin?</b>	Identify the major destinations where residents may like to bicycle as their mode of travel. Determine what style of bike rack is preferred. Include outreach to local cycling clubs and potential sponsors.	
		
Bicycle parking can be function and sculptural.		
<b>Who is responsible?</b>		
ESB Lead	County/MPO Support	PennDOT Support
		ECA Support
		ESU/Health Support
<b>What is our target schedule?</b>	Begin in 2020, or as interest and leadership emerges.	
<b>How much will this cost?</b>	The cost of bike racks depends largely on style and source. Prefabricated racks are typically a few hundred dollars, plus installation. Custom racks will cost more and add character to their surroundings.	
<b>Where can we find guidance and examples?</b>	ESU's campus master plan includes examples of bicycle parking.	

<b>B-8: Enhance Wayfinding</b>		<b>Begin in 2020</b>
<b>Why do we need this?</b>	While walkable and bikeable in terms of density, the borough’s circulation patterns are not intuitive. Lot and block patterns that respond to the irregular alignments of Brodhead Creek, the rail line, and the highway system make unique geometries but are not easily navigated. Wayfinding signage is helpful to visitors and to residents because it keeps traffic moving smoothly.	
<b>What is involved?</b>	A wayfinding signage system would direct travelers to common destinations at key points on their expected routes.	
<b>How do we begin?</b>	Begin by identifying destinations to which signage is needed and the key locations for turning movements along primary corridors.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>ECA Support</b>	<b>Other County/MPO</b>
		<b>Other PennDOT</b>
<b>What is our target schedule?</b>	Begin in 2002. Wayfinding projects typically take approximately 3 months for system layout and another 6-12 months for design and installation.	
<b>How much will this cost?</b>	Costs vary with the complexity of the system and design.	
<b>Where can we find guidance and examples?</b>	ESU could provide local experience based on its campus master planning history.	

<b>B-9: Enhance Transit Stops</b>		<b>Begin in 2021</b>
<b>Why do we need this?</b>	Transit stop signage, shelters, and seating make transit service more visible and more appealing, easier to use, and more comfortable for passengers.	
<b>What is involved?</b>	The Borough should keep Pocono Pony abreast as new nodes of transit demand are planned or proposed, and require or perhaps require new development to be transit-friendly with sidewalks, bus pull-off areas, etc.	
<b>How do we begin?</b>	Share the vision and map of targeted re-use and redevelopment locations with Pocono Pony.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>County/MPO Support</b>	<b>PennDOT Support</b>
		<b>Other Pocono Transit</b>
		<b>Other Private</b>
<b>What is our target schedule?</b>	Begin in 2021, though discussion of enhanced transit service routes and stops should be coordinated with a Downtown Master Plan ( <a href="#">Action A-2</a> ).	
<b>How much will this cost?</b>	Cost could be carried by private development/redevelopment.	
<b>Where can we find guidance and examples?</b>	The <a href="#">Lehigh-Northampton Transportation Authority's land use toolkit</a> stresses the need for municipalities and transit agencies to work together to promote transit use and make service expansion feasible.	

<b>B-10: Install Community Banners</b>		<b>Begin in 2021</b>
<b>Why do we need this?</b>	Banners and other special signage call attention to new and unique aspects of a district or neighborhood, such as people, activities, and events past and present. Banners are already used along Prospect Street highlighting the edge between ESU's campus and adjacent neighborhoods.	
<b>What is involved?</b>	Banners require a place or post for mounting, mounting hardware, the banners themselves, and installation costs. Some communities compile these costs, calculate a unit price for each banner, and seek sponsors.	
<b>How do we begin?</b>	Planning begins with the "where"—which location will be highlighted and what facilities or posts are available to display the banners, and the "what"—the features, such as people, activities, and events, that set is apart from other places. The boundaries of the area and the number or density of banners should also be considered, as these will influence the scale and cost of the project.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>ECA Support</b>	<b>Private/Non-Profit Support</b>

<b>What is our target schedule?</b>	Begin in 2021, or as local interest and leadership emerges. May be coordinated with Downtown Master Plan ( <a href="#">Action A-2</a> ) and subsequent private development.
<b>How much will this cost?</b>	The number, size, and style of banner will affect cost. A community in York County advertised a sponsor price of \$150.00 per banner.
<b>Where can we find guidance and examples?</b>	The Borough and ESU have demonstrated experience with banners.



## **ACTION PLAN DETAILS**

### **Action Category C: Guidance for Private Development**

**C-1: Launch a Marketing Initiative** **Begin in 2018**

<p><b>Why do we need this?</b></p>	<p>A marketing initiative or campaign for downtown East Stroudsburg would help promote its attributes to visitors, the region, and borough residents and employees (especially ESU and Lehigh Valley Hospital–Pocono) with the intent of attracting more customers. The initiative should highlight downtown’s unique shops, restaurants, and attractions such as the Pocono Community Theater. Such an effort will become even more critical as downtown grows with new businesses and amenities.</p>
<p><b>What is involved?</b></p>	<p>While a marketing initiative can be prepared by an outside consultant, the ECA could expand its capacity (staff and/or board) to take on the role of enhanced downtown marketing. The ECA should consider developing marketing materials that highlight downtown’s unique destination businesses in the form of flyers, print advertisements, and promotion on ECA’s website. A new business directory has recently been completed toward this end.</p>
<p><b>How do we begin?</b></p>	<p>As the lead entity, the ECA should first determine its capacity to take on more downtown marketing. A board committee has been recommended for this role. Members of the committee should be selected and convene an initial meeting with downtown merchants/stakeholders to determine their marketing needs. A consultant could be considered for assistance.</p>



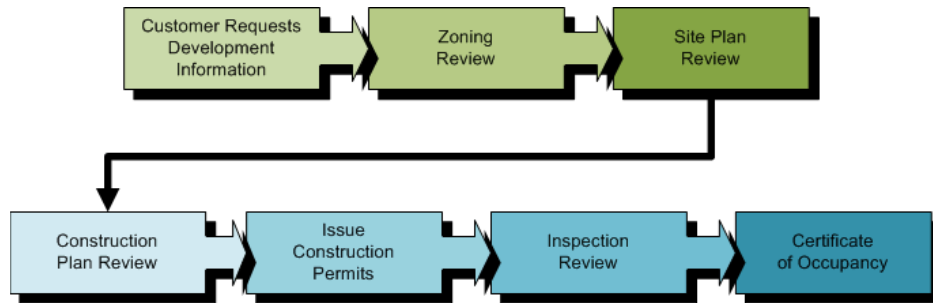
Website for downtown Lititz, PA promoting it as “America’s Coolest Small Town”

Who is responsible?				
ESB Support	ECA Lead	ESU	LVH-P/Health	Other
<b>What is our target schedule?</b>		This effort should begin in 2018 with the convening of the ECA promotion committee. This would likely take up to 3 months. Developing/updating promotional material and organizing events would be an ongoing task. This effort should be coordinated with Add Downtown Events ( <a href="#">Action D-2</a> ) to promote those events through the marketing initiative.		
<b>How much will this cost?</b>		Staff time should be the extent of expended resources necessary for this effort unless a consultant is hired. That level of marketing effort would likely cost around \$20,000.		
<b>Where can we find guidance and examples?</b>		<p>There are many downtown Main Street organizations in Pennsylvania similar to ECA that have robust marketing initiatives. Examples include:</p> <ul style="list-style-type: none"> <li>• <a href="http://quakertownalive.com/">http://quakertownalive.com/</a></li> <li>• <a href="http://www.lititzpa.com/">http://www.lititzpa.com/</a></li> <li>• <a href="https://lewisburgpa.com/">https://lewisburgpa.com/</a></li> </ul>		

**C-2: Provide Development Guidance** **Begin in 2018**

<b>Why do we need this?</b>	The Borough's building permitting process for new development or additions to existing buildings is reportedly difficult and time-consuming. Such a process that is difficult to navigate is a disincentive to property owners considering improvements and can inhibit the growth and vitality of the downtown.
<b>What is involved?</b>	The Borough would make the process more navigable for downtown businesses to expand or redevelop, as well as for developers to construct new infill buildings. In addition, the ECA could act as an intermediary to provide support to developers and property owners in the downtown and assist with the permitting/approval process. Ultimately a user-friendly development checklist outlining all Borough requirements for the approval process should be created and made available to applicants.
<b>How do we begin?</b>	As lead entity, the Borough should first identify the building permitting/ approval process as it currently exists. The Borough should then determine what can be improved, simplified, or expedited to receive, review, and approve development proposals more efficiently.

**Phases of the Land Development Process**



A flowchart can effectively illustrate the major steps of land development from plan review to permitting to occupancy. An accompanying checklist can summarize the requirements for completion of a phase.

<b>Who is responsible?</b>				
<b>ESB Lead</b>	<b>ECA Support</b>	<b>ESU Support</b>	<b>LVH-P/Health Support</b>	<b>Other Support County</b>
<b>What is our target schedule?</b>	This effort should begin in 2018 with the examination of the existing development permitting/approval process and identifying improvements—about a 1-2-month process. The creation of a development checklist should take another 1-2 months for a total of at most 4 months.			
<b>How much will this cost?</b>	Staff time should be the extent of expended resources necessary for this effort. Staff input should include planning/zoning and engineering. One meeting with support partners to review the current process and identify recurring hurdles and delays and another to review suggested remedies should be sufficient.			

<b>C-3: Incentivize Private Development</b>		<b>Begin in 2019</b>											
<b>Why do we need this?</b>	<p>East Stroudsburg’s real estate market is currently sluggish. While there are likely multiple market opportunities for additional uses, there is limited interest from the development community in new downtown projects. This weak market discourages people with spending power to live and shop in East Stroudsburg. The downtown economy therefore needs to be jumpstarted through development incentives.</p>												
<b>What is involved?</b>	<p>The Borough can incentivize private development in two primary ways. One is to create a tax incentive program, such as LERTA (Local Economic Revitalization Tax Assistance) or TIF (Tax Increment Financing). A LERTA would authorize the Borough to provide abatements to owners of new units of a development or owners making improvements to existing properties over a defined time period. A TIF would allow the Borough to use tax revenue to help pay for the development. Alternatively, the Borough can apply for and offer existing state development incentives (through DCED) to prospective developers and business owners. These include Business Opportunities Fund, Growing Greener II, Keystone Communities Program, PA Capital Access Program, and Building PA.</p>												
<b>How do we begin?</b>	<p>For a TIF, LERTA, and/or tax abatement program, the Borough would have to adopt an ordinance that authorizes the granting of abatements. For the state funding programs, the Borough would need to apply for various DCED grants to receive the financing and administer the distribution of funds.</p>												
<b>Who is responsible?</b>	<table border="1"> <thead> <tr> <th style="background-color: #8B4513; color: white;">ESB Lead</th> <th>ECA</th> <th>ESU</th> <th>LVH-P/Health</th> <th style="background-color: #FFDAB9;">Other Support County</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>			ESB Lead	ECA	ESU	LVH-P/Health	Other Support County					
ESB Lead	ECA	ESU	LVH-P/Health	Other Support County									
<b>What is our target schedule?</b>	<p>This effort should begin in 2019 with the adoption of the ordinance that authorizes the granting of abatements. This would likely take at least 6 months. Applying for DCED grant programs and administering the funds will be an ongoing task.</p>												
<b>How much will this cost?</b>	<p>Staff time should be the extent of expended resources necessary for this effort.</p>												
<b>Where can we find guidance and examples?</b>	<p>More information on the above funding resources can be found here:</p> <ul style="list-style-type: none"> <li>• <a href="#">PA DCED Business Opportunities Fund</a></li> <li>• <a href="#">Growing Greener II</a></li> <li>• <a href="#">Keystone Communities Program</a></li> <li>• <a href="#">Pennsylvania Capital Access Program (PennCAP)</a></li> <li>• <a href="#">Building PA</a></li> </ul>												

**C-4: Recruit Retail Establishments** **Begin in 2019**

<b>Why do we need this?</b>	Although downtown East Stroudsburg has several successful and longstanding businesses, the downtown business mix is limited and needs to be diversified to better appeal to the customer base that already exists in the area—residents, students, and employees. Without desired commercial amenities, these consumers go elsewhere to shop, which will continue to limit the vitality of downtown.
<b>What is involved?</b>	Retail recruitment would involve providing assistance to prospective businesses to entice them to locate downtown, an effort likely undertaken by the ECA. In addition to assembling market data, this should involve providing prospective businesses with information on space availability, assisting them with borough regulations, and promoting financial incentives (such as the façade improvement program), all of which should go on the ECA’s website. Outside assistance can also be employed from a retail recruitment firm or commercial brokers familiar with specific segments of the retail industry.
<b>How do we begin?</b>	As the lead entity, the ECA should first determine its capacity to take on downtown retail recruitment. A board committee has been recommended for this role, and members of the committee should be selected. Once the Market Analysis is complete ( <a href="#">Action A-1</a> ), the committee can use the findings to begin identifying preferred retailers to target.



Philadelphia’s retail recruitment program website

Who is responsible?				
ESB Support	ECA Lead	ESU	LVH-P/Health	Other
<b>What is our target schedule?</b>		This effort should begin in 2019 with the convening of the ECA committee. This would likely take up to 3 months. Assembling recruitment material and/or working with a broker would likely take another 6 months. This effort should be coordinated with the Market Analysis ( <a href="#">Action A-1</a> ) to understand viable retail opportunities before the effort begins to recruit retailers.		
<b>How much will this cost?</b>		Staff time should be the extent of expended resources necessary for this effort unless a consultant is hired. That level of recruitment effort would likely cost around \$25,000.		
<b>Where can we find guidance and examples?</b>		<p>Philadelphia has a successful model retail recruitment program that offers demographic information, space availability, and business resources: <a href="http://philadelphiaretail.com/index.aspx">http://philadelphiaretail.com/index.aspx</a>. Although Philadelphia is a much larger city than East Stroudsburg, principles of its retail recruitment program would be applicable to the borough.</p> <p>Carlisle Borough and the <a href="#">Downtown Carlisle Association</a> employ a retail recruiter to help market vacancies in the downtown.</p>		

<b>C-5: Market to Industry and Developers</b>		<b>Begin in 2019</b>			
<b>Why do we need this?</b>	With limited interest from the business community in development and expansion, the Borough needs ensure that its available sites, features and amenities, and incentives are effectively marketed to prospective businesses and developers. This should include promoting its Keystone Innovation Zone (KIZ).				
<b>What is involved?</b>	The Borough should work with PMEDC to actively market the sites on its searchable database of properties available for development through direct outreach to developers with industry connections. The sites should also be well-advertised, and the Borough should include all marketing materials and development incentives on its website.				
<b>How do we begin?</b>	PMEDC should be the lead entity, and the Borough should first coordinate with PMEDC. Together, they should determine how the Borough can best leverage PMEDC's existing marketing resources and promote them to prospective businesses. The Borough can then determine where there are any missing marketing components that it can offer, such as an enhanced website.				
<b>Who is responsible?</b>					
	<b>ESB Lead, if staffed</b>	<b>PMEDC Lead/Support</b>	<b>ESU</b>	<b>LVH-P/Health</b>	<b>Other</b>
<b>What is our target schedule?</b>	This effort should begin in 2019 with the coordination with PMEDC. This will likely take up to 3 months. Developing/updating promotional material and organizing events will be an on-going task. The Market Analysis ( <a href="#">Action A-1</a> ) should be used as a guide in the marketing effort.				
<b>How much will this cost?</b>	Staff time should be the extent of expended resources necessary for this effort.				

<b>C-6: Encourage Neighborhood Events</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	Neighborhood events build relationships among residents, some of whom may be recent arrivals. In a business neighborhood, events and special activities can draw customers.	
<b>What is involved?</b>	The Borough can provide information on the types of events that are allowed (without any special permits needed) and those that require special permission, e.g., for temporary closure of a local street.	
<b>How do we begin?</b>	This information could be provided on the Borough’s website.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>ECA Support</b>	<b>ESU LVH-P/Health Other Support Homeowners Groups</b>
<b>What is our target schedule?</b>	Begin in 2018, in advance of warmer spring weather when residents begin to spend more time outdoors.	
<b>How much will this cost?</b>	Word-of-mouth promotion by Council, board and committee members, etc., and nominal staff time for information updates and distribution should be the extent of expended resources necessary for this effort.	

<b>C-7: Develop a Home Maintenance Guide</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	Local housing stock is in need of maintenance and improvement after the housing market decline of the past decade. Letting property owners know in advance which activities require permits and inspections may prompt early questions and reduce violations that discourage further maintenance.	
<b>What is involved?</b>	Borough staff should identify the most common types of property maintenance concerns and home improvement projects by the need for permit/inspection.	
<b>How do we begin?</b>	This information could be provided on the Borough’s website.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>ECA Support</b>	<b>Realtors Assn. Support</b>
<b>What is our target schedule?</b>	Begin in 2018—again in advance of warmer weather when homeowners contemplate DIY and other home improvements.	
<b>How much will this cost?</b>	If handled by staff as a website update and/or tri-fold brochure, the cost would be nominal. Professionally designed materials would be optional.	

<b>C-8: Encourage Employer Incentives</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	Attracting corporate employees would improve the market for new business.	
<b>What is involved?</b>	The Borough’s role is to lead conversations about the quality of life, cost of living, and amenities the Borough offers and its vision for the future, and how these provide a quality living environment for corporate employees. The employers’ role is to consider the value of local residency by their employees and create incentives as appropriate.	
<b>How do we begin?</b>	Borough Council members, Borough staff, and other leaders can begin discussing the value of the community through everyday conversations.	
<b>Who is responsible?</b>		
<b>ESB Lead to encourage</b>	<b>ESU Lead to implement</b>	<b>LVH-Pocono/Medical Lead to implement</b>
<b>Other Corporate Lead to implement</b>		
<b>What is our target schedule?</b>	Begin in 2018 with conversations about the renewed vision and implementation strategy for the Borough. Update major employers as elements of the plan are fully implemented.	
<b>How much will this cost?</b>	No cost.	



## **ACTION PLAN DETAILS**

### **Action Category D: Cultural Events and Recreation**

<b>D-1: Cross-Promote Events and Amenities</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	Various community, corporate, and quasi-governmental organizations sponsor events throughout the year across a wide variety of interests. Coordinating schedules primarily for awareness and potentially to avoid problematic conflicts and traffic congestion would demonstrate inclusiveness among all audiences and community cooperation.	
<b>What is involved?</b>	Quarterly meetings of community organizations to share annual schedules and changes in near-term schedules and logistics are envisioned.	
<b>How do we begin?</b>	The ECA would convene a meeting to share 2018 event calendars.	
<b>Who is responsible?</b>		
<b>ESB Support</b>	<b>ECA Lead</b>	<b>SROSRC Lead</b>
	<b>ESU Lead</b>	<b>LVH-P/Health Lead</b>
<b>What is our target schedule?</b>	Begin in 2018. Duration will be ongoing.	
<b>How much will this cost?</b>	Cost only in time required for periodic meetings and electronic communication.	

**D-2: Add Downtown Events**

**Begin in 2020**

<p><b>Why do we need this?</b></p>	<p>Although downtown East Stroudsburg has several successful and longstanding events, many of which are organized by the ECA, downtown would benefit from additional events both large and small. More events would contribute to the vitality of downtown by highlighting its unique shops, restaurants, and attractions, thereby drawing more potential customers. The initiative should include events geared toward ESU and Lehigh Valley Hospital-Pocono students, residents, and employees and encourage them to return downtown and better connect downtown to the institutions.</p>
<p><b>What is involved?</b></p>	<p>This effort should involve expanding downtown’s already successful events to a larger audience. This could range from additional large annual events to starting small weekly and monthly events such as extended business hours on a specific night. The ECA could expand its capacity (staff and/or board) to take on the role of organizing additional events. The ECA will have to coordinate with institutions such as ESU and Lehigh Valley Hospital-Pocono for events involving those organizations.</p>
<p><b>How do we begin?</b></p>	<p>As the lead entity, the ECA should first determine its capacity to take on more downtown event organizing. A board committee has been recommended for this role. Members of the committee should be selected and convene an initial meeting with downtown merchants/stakeholders to discuss ideas for new events and how the events can help their businesses.</p>



ESU’s Homecoming Weekend could offer events downtown.

**D: Cultural Events and Recreation**

Who is responsible?				
ESB Support	ECA Lead	ESU Support	LVH-P/Health Support	Other Private/Non-Profit
<b>What is our target schedule?</b>	This effort should begin in 2020, of as interest and leadership emerges. This would likely take up to 3 months. Coordination with local institutions and downtown businesses could begin immediately thereafter.			
<b>How much will this cost?</b>	Staff time should be the extent of expended resources necessary for this effort.			
<b>Where can we find guidance and examples?</b>	<p>Larger annual events coordinated with ESU could include a downtown celebration of students returning in the fall, parents' weekend, or sporting events. For Lehigh Valley Hospital–Pocono, it could include important milestones or anniversaries. Examples of smaller or weekly/monthly events include:</p> <ul style="list-style-type: none"> <li>• First Friday in Bethlehem</li> <li>• Center City Sips in Philadelphia</li> <li>• Third Thursday in Kennett Square</li> </ul>			

D-3: Demonstrate the Value of Recreation		Begin in 2018
<b>Why do we need this?</b>	Recreation services are valuable to participants and to the community at large. Showing levels of participation puts real numbers to data that otherwise may only be anecdotal.	
<b>What is involved?</b>	The value of recreation can be distributed in annual reports of program participation, facility use, volunteerism, and sponsorship. Annual reports can also include updates on facility improvements completed and planned for the coming year. Distribution can occur in hard copy or electronically.	
<b>How do we begin?</b>	Assess what data is already collected and what additional data should be included in the first annual report.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>ECA Support</b>	<b>SROSRC Support</b>
<b>ESU Support</b>	<b>Health Support</b>	
<b>What is our target schedule?</b>	Begin in 2018 by disseminating a very few highlights and key benefits of recreation to residents. Expand each annual report by adding a few more benefits and highlighting how parks and recreation improvements reflect the Borough's broader vision and implementation strategy.	
<b>How much will this cost?</b>	Staff time should be the extent of expended resources necessary for this effort. A visually compelling report may require some design assistance and could be sponsored. Digital dissemination may be sufficient. Print copies should be targeted to prospective employers and residents.	
<b>Where can we find guidance and examples?</b>	The Lancaster Recreation Commission prepares an annual report; find it <a href="#">here</a> .	

D-4: Launch a Safety Awareness Initiative		Begin in 2020
<b>Why do we need this?</b>	In a town with a highly transitional population, it's important to convey that the community is attuned to public safety and taking proactive and preventive actions where feasible. Recommended improvements in sidewalk conditions and lighting expressed elsewhere in the comprehensive plan address safety through physical design. A safety awareness initiative would be a short-term effort to raise citizen awareness of neighborly behaviors and reporting practices.	
<b>What is involved?</b>	This initiative would highlight community policing practices of the Stroud Regional Police Department, inform citizens on what's important to report to the police and other agencies, and promote general awareness for safe conditions in the community. It could be conducted as a poster campaign sponsored by the ECA, a series of Public Service Announcements before ECA events in a designated month, or another small but steady stream of information for citizens.	
<b>How do we begin?</b>	June is National Safety Month and National Night Out occurs in August, but the community should decide the best time of year to promote public safety locally.	
<b>Who is responsible?</b>		
ESB Support	ECA Lead	ESU Support
	LVH-P/Health	Other Regional Police
<b>What is our target schedule?</b>	Begin in 2020, or as local leadership emerges. Duration one month; could be an annual initiative.	
<b>How much will this cost?</b>	The scope and scale of the initiative would be determined locally. Staff and volunteer time should be sufficient for local organization. Private sponsorship of any printed materials would be appropriate.	

D-5: Improve Parks Maintenance		Begin in 2019		
<b>Why do we need this?</b>	Quality parks that are consistently well-maintained will increase community pride and help to attract corporate employees.			
<b>What is involved?</b>	<p>Local standards for park quality need to be established. The Borough and the Stroud Region Open Space and Recreation Commission should agree on the standards and their alignment with available funding. Standards can be revisited as funding grows.</p> <p>Other important initiatives include:</p> <ul style="list-style-type: none"> <li>Develop a sports turf management program.</li> <li>Develop a natural resources management and stewardship plan.</li> <li>Align rental fees with maintenance costs.</li> </ul>			
<b>How do we begin?</b>	Begin by tracking costs to report cost centers such as facilities or by task.			
<b>Who is responsible?</b>				
ESB Lead	ECA	SROSRC Support	County	Other
<b>What is our target schedule?</b>	Begin in 2019, in advance of the spring season. Coordinate with Add Strategic Staff Position – Parks ( <a href="#">Action E-4</a> ).			
<b>How much will this cost?</b>	Estimate of \$2,500 per acre for park maintenance (depending on role of Smithfield Township in maintenance). This is under typical PA costs of \$3,000 and nationwide of \$8,750.			
<b>Where can we find guidance and examples?</b>	The <a href="#">Pennsylvania Recreation and Park Society</a> is a resource for topics related to local parks. PA DCNR’s Bureau of Recreation and Conservation also offers multiple guidance publications on community parks. Ask the Bureau’s <a href="#">regional advisor for suggestions and nearby best practices.</a>			



## **ACTION PLAN DETAILS**

### **Action Category E: Implementation Leadership**

<b>E-1: Sign a Memorandum of Understanding</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	A memorandum of understanding (MOU) or similar document formalizes the commitment of multiple partners to work together to implement the plan and establishes the ground rules for doing so. Some partners work well together naturally, while others appreciate knowing which organizations have agreed to work together. This document allows each partner organization to outline their expectations of the process, projects and initiatives, and outcomes.	
<b>What is involved?</b>	An MOU often details roles and responsibilities of each partner to the partnership. The specific involvement of partners may vary from one project or initiative to the next, and roles can be further specified here.	
<b>How do we begin?</b>	The Borough would outline an MOU and share with organizations it invites to participate or who express interest.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>ECA Support</b>	<b>ESU Support</b>
	<b>LVH-Pocono/Health Support</b>	<b>Other Partners Support</b>
<b>What is our target schedule?</b>	Begin in 2018, immediately following the plan’s adoption. An MOU would typically be executed in 1-2 months. It should be completed before the Implementation Task Force is appointed.	
<b>How much will this cost?</b>	No cost.	
<b>Where can we find guidance and examples?</b>	A sample MOU is provided in the appendix.	

<b>E-2: Appoint an Implementation Task Force</b>		<b>Begin in 2018</b>			
<b>Why do we need this?</b>	Borough Council and staff have existing duties. Appointing an Implementation Task Force would delegate research and recommendation activities to volunteers with time, knowledge, skill, and interest.				
<b>What is involved?</b>	The Implementation Task Force should represent each of the partners who signed on to the memorandum of understanding and others representing broad community perspectives.				
<b>How do we begin?</b>	Many members of the Comprehensive Plan Task Force expressed interest in continuing to participate in the implementation phase. Additional resident, small business, institutional and corporate interest should be solicited.				
<b>Who is responsible?</b>					
	<b>ESB Lead</b>	<b>ECA Support</b>	<b>ESU Support</b>	<b>LVH-Pocono/Health Support</b>	<b>Other Support</b>
<b>What is our target schedule?</b>	Begin in 2018. The effort would take approximately 1-2 months. Coordinate with outreach to Leadership Pocono ( <a href="#">Action E-3</a> ).				
<b>How much will this cost?</b>	No cost.				

<b>E-3: Engage Leadership Pocono and Alumni</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	Leadership Pocono and its alumni are local and regional citizens skilled at community organization and leadership. They offer local expertise and knowledge to research, develop, and advance projects and initiatives.	
<b>What is involved?</b>	The Borough or the Implementation Task Force should share the Eastburg 2025 vision and invite participation in the Task Force or select projects.	
<b>How do we begin?</b>	Representatives of the Borough (e.g., an Implementation Task Force) would request a meeting with Leadership Pocono to share the vision and ask about the numbers and skills of alumni in the local area.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>Implementation Task Force Lead/Support</b>	
<b>What is our target schedule?</b>	This effort should begin in 2018 and would take approximately 1 month. Coordinate with <a href="#">Action E-2</a> .	
<b>How much will this cost?</b>	No cost.	

**E-4: Add Strategic Staff Position – Economic Development**

**Begin in 2018**

<p><b>Why do we need this?</b></p>	<p>The Borough currently does not have a staff person dedicated to economic development efforts. In its quest to attract new industries, businesses, and development, which requires dedicated staffing for the highest degree of success, the Borough should consider hiring an economic development coordinator or manager. This person should also coordinate with Monroe County and PMEDC economic development efforts.</p>			
<p><b>What is involved?</b></p>	<p>The Borough would hire a staff person with expertise in economic development, business recruitment, and/or marketing. This would involve preparing a job description, advertising the job, reviewing resumes of applicants, interviewing qualified applicants, and ultimately hiring the most qualified person. The Borough would need to ensure that it has sufficient finances in its budget to support such a position.</p>			
<p><b>How do we begin?</b></p>	<p>As lead entity, the Borough would first prepare the job description and advertise the position to solicit interest in the job from qualified applicants. The Borough may elect to research and examine job descriptions for similar economic development positions from other municipalities as a guide.</p>			
<p><b>Who is responsible?</b></p>				
<p><b>ESB Lead</b></p>	<p><b>ECA Support</b></p>	<p><b>ESU Support</b></p>	<p><b>LVH-P/Health</b></p>	<p><b>PMEDC Support</b></p>
<p><b>What is our target schedule?</b></p>	<p>The effort should begin in 2018 with discussion of the Borough’s ability to support an additional staff person. If the Borough cannot support the position in its 2019 budget, it should be reconsidered in subsequent years. Once the position is approved, the next step is the preparation and issuance of the economic development staff person job description. This will likely take 1 to 3 months. Advertising and interviewing for the position will take another 3 months for a total of 6 months. The Market Analysis (<a href="#">Action A-1</a>) should be completed prior to the hiring of the staff person so he/she can use the analysis results as a guide in advancing economic development in the borough.</p>			
<p><b>How much will this cost?</b></p>	<p>The Borough should expect to offer \$50,000 to \$75,000 annually for a full-time position.</p>			

<b>E-4: Add Strategic Staff Position – Parks Staff</b>		<b>Begin in 2018</b>
<b>Why do we need this?</b>	The quality of parks maintenance would improve with experienced management.	
<b>What is involved?</b>	The Borough would hire a staff person with expertise in parks and recreation management and maintenance. This would involve preparing a job description, advertising the job, reviewing resumes of applicants, interviewing qualified applicants, and ultimately hiring the most qualified person. The Borough would need to ensure that it has sufficient finances in its budget to support such a position.	
<b>How do we begin?</b>	As lead entity, the Borough would first need to prepare the job description and advertise the position to solicit interest in the job from qualified applicants. The Borough may elect to research and examine job descriptions for similar parks maintenance/management positions from other municipalities as a guide.	
<b>Who is responsible?</b>		
<b>ESB Lead</b>	<b>SROSRC Support</b>	
<b>What is our target schedule?</b>	<p>The effort should begin in 2018 with discussion of the Borough’s ability to support an additional staff person. If the Borough cannot support the position in its 2019 budget, it should be reconsidered in subsequent years.</p> <p>Once the position is approved, the next step is preparation and issuance of the job description. This would likely take 1 to 3 months. Advertising and interviewing for the position would take another 3 months for a total of 6 months.</p>	
<b>How much will this cost?</b>	The Borough should expect to offer \$30,000 to \$40,000 annually for a full-time position.	
<b>Where can we find guidance and examples?</b>	The Pennsylvania Recreation and Parks Society is a resource for job descriptions and pre-qualifications.	



# 11 Plan Compliance

This section demonstrates that the comprehensive plan includes the elements and statements of compatibility and consistency as required by the Pennsylvania Municipalities Planning Code.

**East Stroudsburg’s comprehensive plan fulfills the requirements of the state planning code.**

Table 11.1 compares the borough’s community development priorities to the traditional planning elements as required by the PA MPC.

**Table 11.1 East Stroudsburg’s Community Development Priorities vs. Required Plan Elements**

Required Comprehensive Plan Elements	Community Development Priorities						Expression and Emphasis
	Downtown	Borough-wide Economy	Housing & Neighborhoods	Transportation	Recreation & Culture	Community Character	
Future development objectives	✓	✓	✓	✓	✓	✓	As goals and desired outcomes
Plan for land use	✓	✓					As targeted areas for reuse and redevelopment
Plan for housing needs of present and future residents			✓				With more diverse housing options, improved maintenance, and neighborhood cohesion
Plan for movement of people and goods				✓			With accommodations for bicyclists and pedestrians and enhanced/expanded transit service and stops
Plan for community facilities and utilities					✓		As continued reliance on the Brodhead Creek Regional (water and sewer) Authority

Community Development Priorities							
Plan for the protection of natural and historic resources							To be addressed through design guidelines for select areas
Plan for reliable water supply							As continued reliance on surface water from Michaels Creek and groundwater wells
Statement of development compatibility with neighboring municipalities							No incompatibilities identified; no change in development along municipal borders proposed
Statement of consistency with county comprehensive plan	✓	✓	✓	✓	✓	✓	Described below

### Land uses and zoning remain compatible along the borders.

No land use incompatibilities were identified for resolution along its municipal borders, therefore no recommendations are made for zoning change along the municipal borders. Land use change is only recommended to support reuse and redevelopment in targeted areas within the borough.

### Comprehensive Plans for East Stroudsburg and Monroe County are generally consistent.

The Pennsylvania Municipalities Planning Code requires general consistency between the county comprehensive plan and any municipal comprehensive plans. The requirement ensures that issues that transcend municipal boundaries are effectively coordinated between the municipal and county level.

Monroe County's comprehensive plan, Monroe 2030, was updated in 2014. The plan is presented in three parts. The Overview (Part I) states the county's community and economic development objectives for growth management and land conservation, economic enhancement and workforce training, efficient infrastructure and services, affordable living, preservation of recreational and cultural assets, lower energy consumption, and improved public health. Part I also characterizes external influences on communities and their development, projects moderate population growth, describes developments of regional significance, and explains how plan components work together to achieve the objectives.

Recommendations (Part 2) and Policies (Part 3) describe the county's rationale and planning approaches for each of the functional areas of community and economic development.

Regarding land use, the plan retains the concepts as presented in the county's 1999 plan:

- Development, including reuse and redevelopment, concentrated in major centers, smaller villages and hamlets, including East Stroudsburg Borough
- Intensive development in the major corridors of Routes 611 and 209, again including East Stroudsburg Borough
- Extensive bicycle/pedestrian linkages within intensively developed areas and among adjacent communities, relevant to East Stroudsburg Borough
- Active participation in reforestation efforts with the American Chestnut, encouragement of viticulture in appropriate geographic areas, not relevant to the Borough, and
- Rural and transitional area housing options, also not relevant to the Borough.

The plan's economic policy aims to support and nurture businesses of all sizes, retain existing employers, attract environmentally-friendly businesses, including office uses that support the New York City metro region, promote recreation and the arts for both citizens and visitors, and increase health care capacity, among other topics. These aspects are particularly relevant and consistent with the Borough's priorities for commercial reuse and redevelopment.

In addition, the county plan recognizes a systematic overall primary health care and preventive programs. As home to Lehigh Valley Hospital–Pocono, the Borough is well-positioned to support an expansion of the health care and wellness industry.

The county's housing recommendations and policy emphasize housing supply, cost, quality, and special needs housing. Among these, housing mixed with commercial and institutional uses to improve accessibility for all segments of the population is most aligned with the Borough's housing priorities for diverse, urban and modern housing options.

The transportation recommendations and policy address all modes. Examples of those consistent with the Borough plan include:

- Promote the placement of bus shelters for public transportation.
- Improving bicycle and pedestrian connectivity, particularly between public spaces
- Enhance the environment of bicycle and pedestrian facilities, including the provision of bike racks, traffic calming features, and accessible pedestrian signals and placement of parking lots in rear yards

The county plan also addresses the visual access that travel modes provide to communities. In recognition of how "community character and image affect local residents' collective attitudes

about the places they live and the real estate they own and occupy," the plan recommends that arrival points (gateways) be enhanced. The Borough's plan recommends the same.

Though not a shared written goal or objective, the county's recommendation that the school districts create opportunities for school age children to participate in community based improvements such as development of trails on open space properties and improving historical structures within their community are noted as applicable examples of building community character and connectedness among younger generations.

### **Implementation of this comprehensive plan would have many positive effects on the Borough.**

In addition to achieving the goals and objectives of the plan, changes in the way East Stroudsburg continues to develop its building stock, infrastructure and services will have wide-ranging effects, such as the ones outlined in Table 11.2 below.

**Table 11.2 Effects of Plan Implementation**

	Economic Impact	Environmental Impact	Energy Impact	Fiscal Impact	Social Impact
Downtown	Increased sales Increased number of establishments and jobs	Greening/shading, i.e. reduction of the urban heat effect, and improved air quality from street trees	None	Increase in real estate transfer tax revenue Higher property values from reuse and redevelopment Increase in income tax revenue	Increase in social / community cohesion as people spend more time in downtown
Borough-wide Economy	Same as above	Same as above	Reduction in fuel consumption	None	Same as people spend time in other neighborhood commercial centers
Housing & Neighborhoods	None/Nominal	None/Nominal	None/Nominal	None/Nominal	Increase in neighborhood cohesion
Multimodal Transportation	Increased sales from businesses that serve bicyclists and pedestrians	Reduction in automotive emissions	Reduction in fuel consumption		
Recreation & Culture	Increased sales from businesses that serve outdoor enthusiasts and businesses near event venues	Reduced maintenance costs of naturalized park areas	None/Nominal	None/Nominal	Improved public health measures, e.g., obesity and chronic disease rates
Community Character	None/Nominal	Reduction in automotive emissions Potential for green infrastructure (integrated stormwater management)	None/Nominal	None/Nominal	Stronger organizational coordination

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