Macungie Borough

Downtown Master Plan

December 2010

MACUNGIE BOROUGH DOWNTOWN MASTER PLAN

Lehigh County, Pennsylvania

Urban Research and Development Corporation
Bethlehem, PA

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MACUNGIE BOROUGH
DOWNTOWN MASTER PLAN

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INTRODUCTION

INTRODUCTION

Vision Statement

The Macungie Business Revitalization Committee has clear ambitions for the future of the community's downtown area. The following Vision Statement paints a picture of how Downtown Macungie should appear and should function as these ambitions become fulfilled.

"Downtown Macungie will become a more vibrant, pedestrian-friendly downtown. A well-designed streetscape, ample parking and a thriving business climate will attract more customers for existing businesses and increased investment in new businesses. More property owners will preserve and enhance downtown buildings, especially historic structures. New and adaptive reuses in these buildings will infuse new life in the downtown by expanding the variety of goods and services available to both local residents and visitors.

Business persons, visitors and residents (young ones and old ones alike) will continue to benefit from Macungie's parks, trails, community celebrations and other special events. Customer-friendly downtown merchants will be well organized and work in close cooperation to better promote and publicize their downtown. Macungie's reputation as safe and affordable place to live, work, and visit will continue to spread throughout the Lehigh Valley and points well beyond."

Macungie will be widely viewed as a unique downtown center based on the Borough's special character and setting. The following attributes, among others, will set Macungie apart and help establish a strong sense of place for the Borough. People will identify Macungie as....

- *An attractive small town close to the urbanized areas of Allentown, Bethlehem and Easton, including those cities' arts and institutions of higher learning;*
- *A community with historic architectural charm that is still convenient to the large-market cultural attractions and business activity of New York and Philadelphia;*
- *A neighborhood-oriented location where residents are known, and publicly-recognized for, their commitment to high standards of property maintenance;*
- *A family-friendly place with many owner-operated specialty businesses that provide highly personalized, old-time service;*
- *A community that openly welcomes craftsmen, artists, tradesmen and tele-commuters looking for inexpensive live-work space in a distinctive locale;*
- *A Borough whose renowned Das Awkscht Fescht auto show symbolizes the local commitment to year-round community celebrations held in and around the town's public green space;*

- *A community that reaches out to involve residents and local business people in local government, public recreation, historic preservation and other civic affairs;*

- *A town that embraces "New Urbanism" in its community planning—an attempt to preserve and recreate the best design features of classic, old-time small towns.*

Purpose

Macungie Borough has a vibrant downtown surrounded by attractive, well-maintained neighborhoods. Macungie has been an active partner in Lehigh County's Borough Business Revitalization Program and part of the Main Street Program sponsored by the Pennsylvania Department of Community and Economic Development.

Specific revitalization activities have enhanced Macungie's visual appeal and helped its commercial core remain competitive. However, the Borough realizes there is much more work to do. This Downtown Master Plan outlines a comprehensive strategy on how to continue improving the character, economic vitality, and image of downtown Macungie.

To prepare this Downtown Master Plan, Macungie evaluated conditions, set goals and formulated strategies for the future in four important areas:

- *Land Use, Business Mix and Redevelopment Patterns* - who occupies the downtown, what condition are local buildings in, and are there significant vacant and underutilized properties?

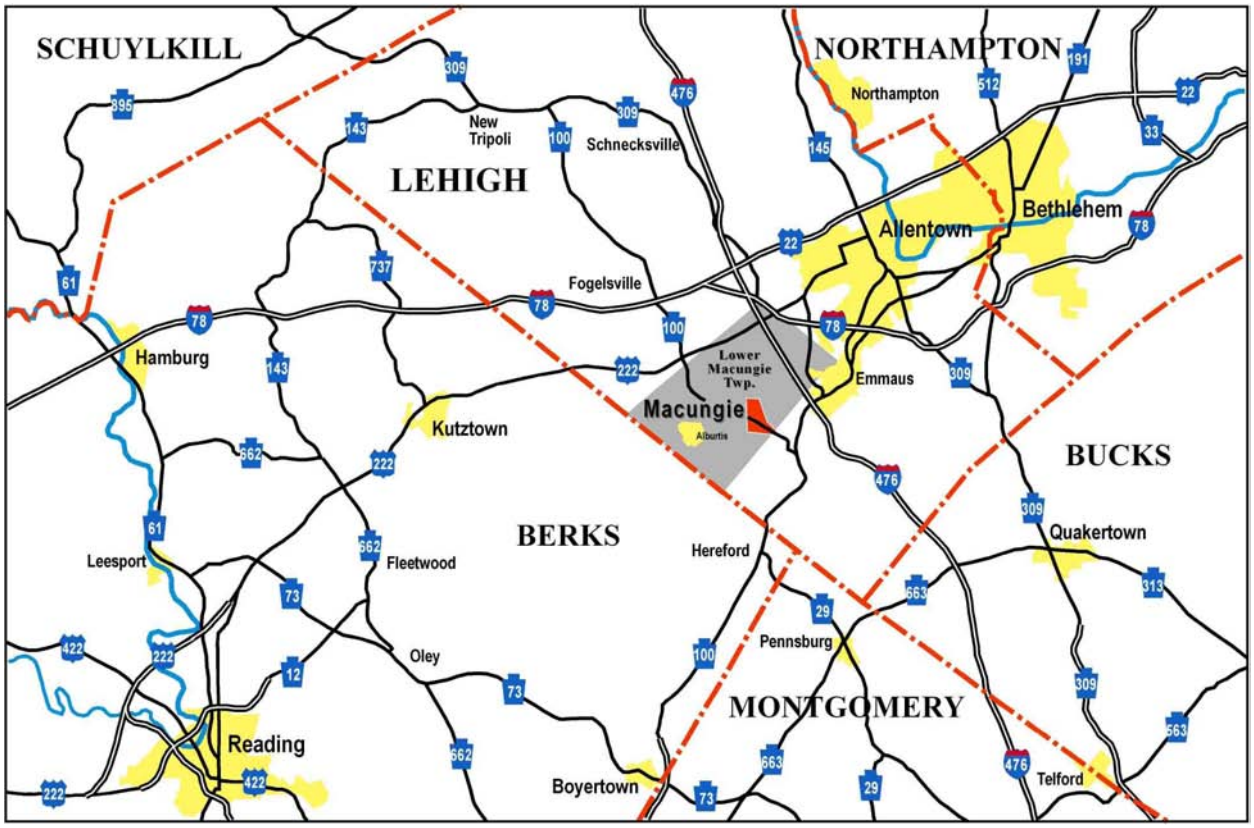
- *Vehicular Circulation and Parking* - how does traffic flow within and through the downtown, and is there enough convenient public parking?

- *Pedestrian Circulation and the Streetscape Environment* - do sidewalks, crosswalks, street lights, and similar amenities provide a safe, pedestrian-friendly environment?

- *Business Promotion and Organization* - what coordinated efforts exist to generate new customers for existing businesses, and recruit new businesses to locate in the downtown?

Geographic Setting

Macungie Borough is a small community of just over 3,000 residents located in southwestern Lehigh County. It is approximately 6 miles southwest of downtown Allentown. PA 100 is the Borough's main thoroughfare. To the north, it connects Macungie with I-78 via Lower Macungie Township and Upper Macungie Township. To the south, PA 100 extends along the Berks County - Montgomery County boundary into Chester County, and eventually to the Downingtown exit of the Pennsylvania Turnpike (I-76). Macungie Borough is densely developed with a traditional, small town, "Main Street" business area. The townships that surround Macungie are long-time agricultural areas that have recently experienced significant suburban-style growth.



Planning Context and Related Activities

Macungie has pursued downtown revitalization on many fronts through a Volunteer Revitalization Committee. In recent years, the Borough has initiated or completed the following:

- A facade renovation grant program for residential and commercial properties
- A market survey identifying the need locally for specific types of retail and service business
- A directory of existing downtown businesses
- An inventory of vacant and available buildings downtown
- A brochure describing a self-guided historic walking tour of the Borough
- A guide for new and prospective businesses called "Working With Macungie"
- A fully-engineered streetscape improvements plan now awaiting construction funding
- A "Properties of Pride" program that awards particularly well-maintained properties.
- A Farmers Market held in Macungie Memorial Park
- A trail head and initial phases of a Borough-wide trail system
- A Walkable Communities analysis that identifies needed pedestrian safety improvements

Macungie is also active in regional planning. The Borough prepared the Macungie Area Regional Trail Network Plan in 2004 in coordination with Alburtis Borough and Lower Macungie Township. In 2005, Macungie Borough adopted the Southwestern Lehigh County Comprehensive Plan, which also included Alburtis Borough, and the townships of Lower Macungie, Lower Milford, and Upper Milford. In 2008, Macungie Borough participated in preparing the Southwestern Lehigh County Parks, Recreation and Open Space Plan, with Emmaus Borough, Lower Milford Township and Upper Milford Township.

Plan Format

Following this Introduction, the Macungie Borough Downtown Master Plan has three major parts:

- Existing Conditions Analysis
- Revitalization Goals and Recommendations
- Implementation

Existing Conditions Analysis

This initial section of the Plan is a status report on existing trends and conditions (strengths, weaknesses opportunities, and threats). The assets and constraints most likely to influence the future of Macungie are identified and discussed.

Revitalization Goals and Recommendations

This section describes what the Borough hopes to accomplish by devoting time, money and organizational resources to sustaining its revitalization. The recommendations describe the physical improvements and other actions the Borough and others should take to realize the goals identified above.

Implementation

More than goals and recommendations are needed for revitalization to succeed. The Implementation section of the plan is a step-by-step approach to organizing, funding and carrying out the plan's goals and recommendations. This section describes which recommendations should be priorities, who should be responsible for ensuring the recommendations are carried out, and where the necessary funding assistance could come from.

EXISTING CONDITIONS ANALYSIS

EXISTING CONDITIONS ANALYSIS

Assets and Constraints

The assets and constraints most likely to influence the future of downtown Macungie are identified below. The assets are the study area's strong points, those aspects of the downtown that should encourage new investment and stimulate additional consumer spending. The constraints are existing and potential weaknesses that the Borough and other stakeholders need to address so that the downtown can continue to revitalize in the future. This list of assets and constraints derives from:

- Discussions held at Business Revitalization Committee workshop meetings
- Surveys of local merchants
- Investigations by the consultant retained to prepare this plan
- Related analysis the Borough has completed in recent years.

Land Use, Business Mix, Redevelopment Pattern

Assets

1. A small number of key landowners.

   Two or three individuals control the future of several downtown properties. Getting these landowners to become active partners in Macungie's revitalization plan could trigger facelifts for several building facades and lead to the attraction of viable new uses for key underutilized parcels.

2. Small town, customer-friendly service.

   Macungie's traditional Main Street business district is perfect for consumers looking for an alternative to chain stores and regional malls. Owner-operators of small business in the downtown provide personalized service on a neighbor-to-neighbor basis.

3. Commitment to historic preservation and property maintenance.

   Despite notable exceptions, properties in and around the downtown are generally in excellent shape. The Borough's facade improvement program, its practice of designating historic buildings and Macungie's program that publicly recognizes exemplary property maintenance all

encourage pride in the community and provide an incentive for owners to invest in keeping their properties attractive.

4. Weekly farmer's market.

Macungie followed the example of many successful towns by establishing a once per week farmers market in a convenient location. These markets provide an open air forum where growers provide fresh foods directly to local consumers. Farmers markets also have the potential to spin off new customers for the downtown's other businesses.

5. Safe environment, low crime rate, affordable real estate prices.

Macungie's streets are safe to walk day or night. Crimes against persons, break-ins and vandalism are minimal. Security concerns are not an issue for business persons contemplating investing in downtown Macungie or people just planning an evening out. Moreover, the cost of commercial real estate in Macungie compares favorably with most growing, suburban locations in the Lehigh Valley.

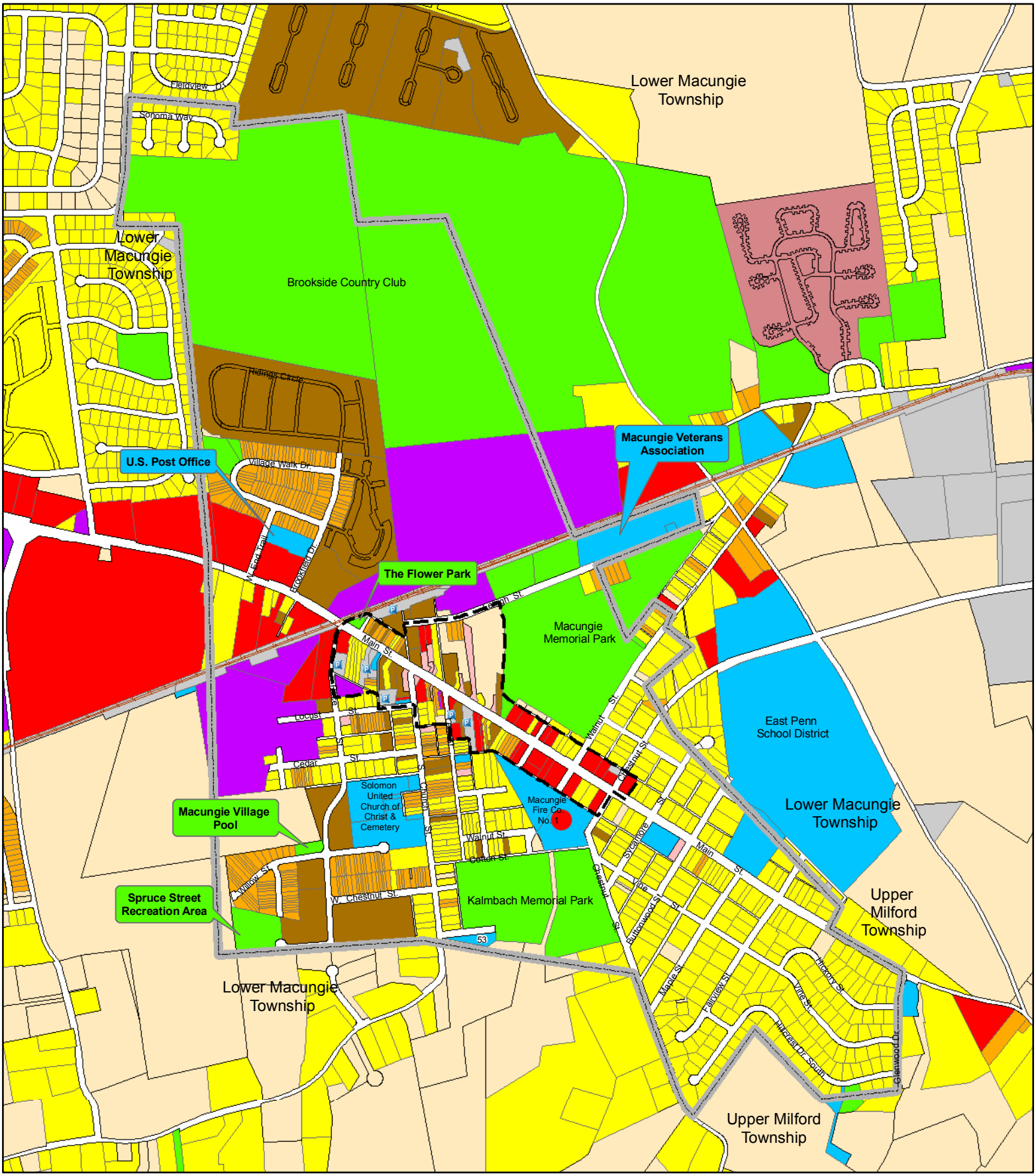
6. A variety of casual eating and drinking establishments.

While short on fine dining opportunities, Macungie offers a variety of casual restaurants. The downtown has a diner, a pizza shop, taverns, and a Subway franchise, among others. Local residents and other consumers have legitimate choices about where to eat in the downtown.

Constraints

1. Signs of disinvestment.

Some exterior building facades show evidence of disinvestment and create an unsightly, gap tooth effect along certain downtown blocks. One of the Borough's biggest challenges is to find the right mix of strong enforcement procedures and financial incentives that will spur



Sources:
LVPC, URDC

0 1,100 Feet

- Single-Family Detached
- Single-Family Attached
- Multi-Family
- Mixed Use
- Commercial
- Industrial
- Parks & Other Recreation
- Public & Quasi-Public
- Transportation & Utilities
- Agricultural & Vacant
- Town Center Zoning District

Generalized Existing Land Use

Macungie Borough Downtown Master Plan

URDC
Urban Research & Development Corporation
28 West Broad St. ♦ Bethlehem, PA 18018 ♦ 610-865-0701

reluctant property owners into fixing up neglected building facades. Other communities in the Lehigh Valley and elsewhere have employed this "carrot and stick" approach successfully.

2. Lack of anchor uses and missing goods and services.

   Macungie's downtown is a collection of small businesses. There are no sizeable restaurants, entertainment venues or other attractions that serve as local anchors. Beyond that, the mix of businesses downtown is missing certain key retail and service uses, namely a bakery, a fine dining spot, a clothing store and a dry cleaner, among others.

3. Underutilized properties.

   There are vacant buildings in the downtown and underused properties that should be housing higher and better uses. Some are small infill structures. The former Shelley Lumber site, located on the west side of Macungie Memorial Park, is the largest. The challenge is to identify and attract reuses for these sites that will: a) provide jobs; b) increase the local tax base; and c) generate spin off business for existing retail and service providers.

4. Underused upper stories.

   Finding viable uses for the upper floors of commercial properties is a problem faced by most small downtowns, including Macungie. With exceptions, second floor offices are often marginal uses. Upper floor residential uses are frequently low-rent apartments that cater to a somewhat transient population.

5. A nearby shopping center.

   A large shopping center is located partially in Macungie Borough and partially in Lower Macungie Township, just north of the Borough. The grocery store, restaurants, liquor store, mini-mart and other uses there compete with the retailers and service providers in downtown Macungie.

6. Weak national economy and state funding problems.

   In addition to the national recession, State funding assistance for community development and related aid has been cut severely due to problems balancing the Pennsylvania's state budget. Hopefully, some of these funds will reappear in the future, but the current fiscal situation in Harrisburg is not encouraging.

Vehicular Circulation and Parking

Assets

1. A wide Main Street.

   Main Street through the downtown features a cartway wide enough to accommodate traffic medians and left turn lanes in selected locations. Macungie has a conceptual master plan for calming downtown traffic, making the downtown more pedestrian-friendly and improving the appearance of the downtown street-scape. At this time, the Borough is

continuing to refine the specific improvements that should be part of this plan. A search for funding assistance to help engineer and construct these types of improvements is on-going. Prior to preparing this concept plan. Macungie funded a "walkability" study that identified impediments to pedestrian safety along Main Street. The Borough's aim is to manage vehicular traffic in a better manner and make the downtown a safer, more attractive place for pedestrians.

2. Adequate parking.

The downtown offers free on-street parking along both sides of Main Street. In addition, back alleys provide rear access to off-street parking. The amount and location of parking in the downtown is sufficient, at least for the present given current levels of demand.

3. Bus service.

Lehigh and Northampton Transportation Authority (LANTA) provides fixed route bus service between Macungie and Northampton via Emmaus, Allentown and Catasauqua. The Route D bus stops at Main and Race Street in Macungie seven times each weekday between 6:45 a.m. and 5:45 p.m.

4. Traffic signal at Main and Chestnut.

Chestnut Street directly connects Macungie with Emmaus. The traffic signal at Main Street and Chestnut Street is the only traffic signal in the downtown study area. It helps maintain an orderly flow of through traffic along Main Street and regulates turning movements on and off Main Street.

Constraints

1. Traffic noise and speed.

The heavy volume of truck and other traffic along Main Street through the downtown is noisy and not compatible with the goal of promoting Macungie's

commercial area as a traditional, small town business district. The posted speed limit of 35 mph creates a challenge for pedestrians trying to cross this wide street safely. The volume and speed of traffic downtown also perpetuates the notion that downtown Macungie is a place to "go through" rather than a place to "go to".

2. Lack of off-street parking.

   As mentioned above, parking is currently adequate to accommodate average day-to-day demand. However, the absence of paved off-street parking for public use could be viewed as a disadvantage in the future by a prospective investor considering the advantages and disadvantages of locating a business in downtown Macungie.

3. Poor sight distance at Main and Church.

   Church Street intersects Main Street at roughly a forty-five degree angle rather than a ninety degree angle. As a result, motorists trying to turn either right or left from Church Street on to Main Street cannot adequately see on-coming traffic. Because of established businesses fronting on Main Street at both sides of this intersection, there is no convenient opportunity to correct the poor geometry of this intersection.

Pedestrian Circulation and the Streetscape Environment

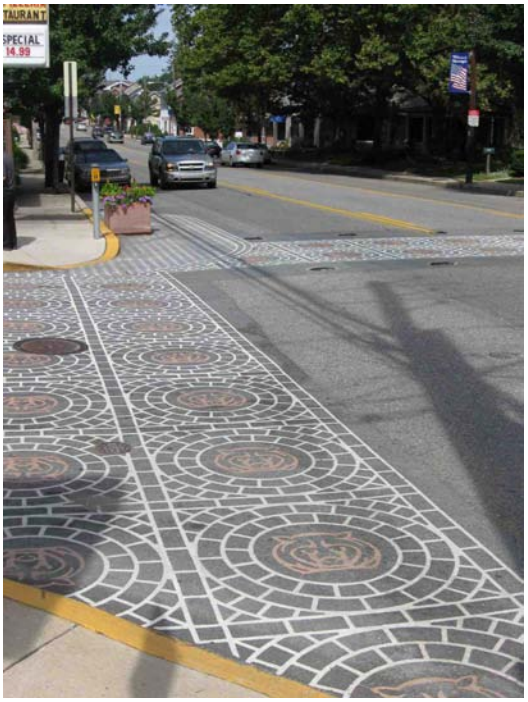
Assets

1. Attractive environment along Main Street.

   Macungie is fortunate to have so many attractively landscaped and well-maintained parcels along Main Street, particularly residential properties. The pride of place emanating from these properties provides a very favorable first impression of the Borough. Litter and trash are barely visible along this corridor. In addition, the Borough's picturesque Flower Park and large public park used for community events is a unique community asset not found in other Lehigh Valley downtowns.

2. A walkable community.

   The term "walkable community" refers to a town that provides convenient pedestrian access to its main commercial areas, recreation opportunities, and residential neighborhoods. There are aspects of the Borough's pedestrian accommodations that need improvement (see next section). However, the extent and convenience of Macungie's sidewalk system is a definite asset.



Constraints

1. Multiple streetscape needs.

   In 2008, the Borough completed a PennDOT-sponsored study of Macungie's streetscape needs. This analysis pointed out numerous poor sidewalk conditions, pedestrian choke points, obstructions to pedestrians, cross-walk problems, sight distance difficulties, and the need for updated curb cuts, among other shortcomings. In a related matter, Macungie does not have enough street trees or pedestrian-scale street lights. Macungie's concept plan for traffic calming and streetscape enhancements address many of these concerns. However, the Borough has not yet finalized important aspects of this plan or secured the funding needed to implement it.

2. Pedestrian crossing concerns.

   As mentioned elsewhere, there is a traffic speeding problem on Main Street and Main Street itself has a wide cartway. These two conditions combine to create safety problems for people attempting to cross Main Street on foot, particularly during peak hour traffic. A median has been proposed along parts of Main Street as part of the streetscape improvement plan noted above. This median would act as pedestrian refuge so that people do not necessarily have to cross the entire width of Main Street without stopping. Bulb out curbs have also been proposed that would reduce the distance that has to be crossed at key intersections. These and other aspects of Macungie's streetscape improvement strategy are still under discussion.

3. Understated gateways.

   The main vehicular entrances to downtown Macungie do not adequately say "welcome to Macungie". Welcome signs are too small and/or obscured. There are no banners in these locations. lighting is poor, and there is no enhanced landscaping there. Effective community entranceways signal that you are entering a special place. Entrances to downtown Macungie at Chestnut Street and at either end of Main Street do not effectively convey that message.

4. Unattractive business signs.

   There are several examples of attractive business signs in downtown Macungie. Unfortunately, there are also cheap and unsightly signs that detract from the downtown's overall image and appearance. Deteriorating signs, signs with a hodge-podge of unmatching letter styles, and poorly located signs do not reflect well on the downtown. Signs should be professionally designed, constructed and installed. They should also be well-maintained.

5. No wayfinding signs.

   Many communities, universities, airports, museums and others have designed and implemented a system of coordinated wayfinding signs to help visitors navigate to key locations. These signs have a dual purpose. They direct people to important destination and, at the same time, they promote and advertise local attractions. Macungie does not have any such system of coordinated public signs.

Business Promotion and Organization

Assets

1. Tasks already accomplished.

   Macungie has taken several steps to organize its revitalization effort. The Borough has a Business Revitalization Committee, has prepared an inventory of vacant and available commercial space, and has compiled a directory of existing businesses. Beyond that, market surveys have been conducted to identify the need locally for specific retail and service businesses. In addition, to adding structure to Macungie's approach, these activities have helped to generate a community consensus on the importance of a coordinated revitalization program.

2. Cooperation with Lehigh County and Lehigh Valley Chamber.

   Macungie participated actively in the Lehigh County/Lehigh Valley Chamber of Commerce Borough Business Revitalization Program. Through this initiative, Macungie received marketing help and other forms of professional economic development services. The Borough also received the benefit of being exposed to methods and techniques other Lehigh Valley communities have used to help attain their own similar revitalization goals.

Constraints

1. Shortage of local people willing to get involved in community affairs.

   Macungie is an older borough not one of the developing Lehigh Valley townships that attracts families and single people in droves. Consequently, the Borough's public and private leadership pool is not growing compared to what might be found in the typical growing suburb. While these demographics do not currently present a significant problem, the Borough needs to make an extra effort to reach out to involve more local people for the future.

2. No branding initiative.

   Despite the myriad of special events and revitalization activities Macungie has organized, the Borough has not yet established a "brand". This refers to a customized logo, slogan, and or and stylized graphic look that appears on all official promotional material developed by the Borough. While Macungie is not eligible for this particular program, the Delaware Valley Regional Planning Commission offers low cost professional assistance in developing a community brand to all municipalities who participate in its Classic Towns promotional program.

Summary of Existing Conditions

TOPIC	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Land Use, Business Mix, and Redevelopment Patterns	• A small number of owners control several key properties • Many owner-operators that provide small-town, customer-friendly service • TC zoning already control nuisance uses (e.g., adult uses) • Long lots • Commitment to historic preservation • Weekly farmer's market • Affordable real estate prices • Safe environment / low crime rate • Variety of eating-drinking establishments	• Lack of retail stores and anchor building • Underused upper stories • Some underused land and buildings • Certain neglected properties show evidence of disinvestment • Absence of entertainment venues that attract people (movies, play-house, etc.) • Maximum building coverage (75%) is too small • "Missing" goods and services* • Lack of attractive rental housing	• Former lumber yard site at 135 East Main Street (Main Street & Lumber Street) • 52 West Main Street site at the southeast corner of Main Street and Race Street across from the Borough's Flower Park • Underused areas, vacant lots/buildings, and upper stories • Wachovia Bank - potential Community Reinvestment Act funds • Downtown Plan can help stimulate private and public investment	• Outlying shopping areas competing with downtown • Additional retail uses moving out or closing • Deterioration /blight • Lack of site control and/or unwilling property owners to make desired projects happen • Weak economy and shortage of state funding assistance (e.g., PA DCED) • Lack of local funding

TOPIC	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Vehicular Circulation and Parking	• Traffic signal at Main and Chestnut (helps control and slow traffic) • Width of Main Street allows for turning lane and medians at select locations • On-street parking (both sides of Main Street) • Back alleys for rear access and circulation • Regional Trail Plan completed; Phase 1 connects into downtown and several parks • LANTA Route D bus service	• Truck traffic • Traffic speed • Lack of public off-street parking • Poor intersection geometry at Main and Church streets (and lack of traffic signal) • Sight distance problems at intersections • Missing links in trail system	• Potential for additional trail connections • Implementation of Streetscape Plan will help calm traffic and improve sight distances (bulb-outs, median, crosswalks, signage) • On-street parking setback distances can be increased at intersections to improve sight distances • Widening of select streets (e.g., Lumber) and consideration of making Cotton St. one-way in the half block east of Church St. might improve circulation, as suggested in the regional Comprehensive Plan.	• Shortage of state funding assistance (PA DCED, PennDOT, etc.) • Lack of local funding • Status of Lumber Street • Increased Main Street traffic volume (beyond the current 15,000 ADT) • Increased truck traffic • Conflicts between motorists and pedestrians

TOPIC	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
The Streetscape Environment (curbs, sidewalks, crosswalks, street trees, street lights, public signage, gateways, urban open spaces, etc.)	• Streetscape plan already prepared and under consideration by Borough Council • Many attractive, nicely landscaped front yards (flowers, plant materials, etc.) • Beautiful Flower Park and Macungie Memorial Park • General absence of trash, litter, etc. • Generally, a very walkable community • Established facade program, with design guidelines in place	• Problems crossing Main Street on foot • ADA and pedestrian signage problems • Understated gateways • Some sidewalks and curbs in poor condition (uneven, cracked, missing, etc.) • More facades need treatment • Need for more cooperation, understanding and involvement among some property owners • Lack of coordinated signage (some projecting signs too high, not attractive, sandwich boards signs different sizes, etc.) • Lack of pedestrian scale street lights. • Some missing street trees, and many old street trees • Overhead powerlines	• Opportunities exist for adding medians, bulb outs, street lights, street trees, new crosswalks and signage and facade improvements through plan implementation • Opportunities exist to enhance the "spirit of cooperation" and change attitudes through stakeholder interviews and meetings	• Shortage of state funding assistance • Lack of local funding • Lack of cooperation among property owners

TOPIC	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Business Promotion and Recruitment Practices	• Market Gap Analysis study completed • Local purchasing power • Existing Downtown Revitalization Program Committee in place • Vacant property inventory • Business directory • Recent involvement in the County's Borough Business Revitalization Program • "Properties of Pride" program • Special events that bring people into downtown (Farmers Market, Das Awkscht Fescht, etc.) • Borough's Historical Society helps promote historical assets • Historic Walking Tour • Good relationships with media • Existing website	• Lack of downtown retail stores makes it difficult to recruit other retail • Macungie has not attempted to "brand" itself • Shortage of involvement by young people?	• Gap Analysis can be used to help target select types of businesses to recruit • Opportunities for both new retail and expansion of existing businesses (business survey can help with this) • Opportunities for additional special events and downtown activities	• Reduced funding for PA Main Street promotional initiatives • Limited / weak promotion and recruitment without on-going MBRP • Weak economy

TOPIC	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Other Items	• Downtown revitalization in Macungie is a major recom-mendation in the South-western Lehigh Regional Comprehensive Plan and has the support of Borough Council • Active MBRP Committee • Civic-minded community, with organizations with common goals and active volunteers • Downtown public buildings/ activity center (e.g., Borough Hall, Post office, places of worship)	• Lack of full cooperation among MBRP and some other organizations • May not have all components of a complete, sustainable organizational structure required by PA DCED (501c3 status, active subcommittees, local funding commitment, etc.)	• Opportunities exist to strengthen partnerships and re-establish subcommittees for implementation	• Lack of and/or reduced funding (PA DCED and Borough local funding)

"Missing" goods and services:

* fine dining
* family dining
* bakery
* hardware
* clothing / shoes
* dry cleaning

REVITALIZATION GOALS AND RECOMMENDATIONS

REVITALIZATION GOALS AND RECOMMENDATIONS

Revitalization Goals

The following goal statements set the tone and direction for Downtown Macungie's on-going revitalization. These goals address the revitalization assets and constraints identified in the preceding chapter. They are also the basis for the recommendations included in this chapter.

Land Use, Business Mix, Redevelopment Pattern

1. Make better use of underutilized land and underutilized buildings in the downtown.
2. Encourage more owner-occupied uses in the downtown, such as units where people live and work in the same building.
3. Maintain the downtown's historic character.

Vehicular Circulation and Parking

1. Make transportation to, from, and within downtown as convenient and safe as possible.
2. Provide ample opportunities for "short-term" and "long-term" downtown parking.

Pedestrian Circulation and the Streetscape Environment

1. Make the downtown streetscape more visually attractive.
2. Make Downtown Macungie more pedestrian friendly.

Business Promotion and Organization

1. Promote Downtown Macungie as a quaint, vibrant downtown that serves as a regional commercial center.
2. Help businesses start-up, stay and expand in the downtown.
3. Identify and recruit desirable downtown retail establishments, such as commercial services, selected eating establishments, and entertainment, and other uses.
4. Capitalize on the built-in residential market, special events, travelers and trail users, local employment centers to increase downtown purchases.
5. Use a "sustainable" lead organization to spearhead on-going downtown revitalization and master plan implementation.
6. Follow a prioritized Action Program to guide implementation.
7. Identify and use a variety of funding sources to implement the plan.

8. Use the State Main Street Program's 4-Point Approach focused around the topics of organization, design, promotion and economic restructuring to implement the plan.

9. Get private property owners more involved with the Borough government's downtown revitalization initiatives.

Revitalization Recommendations

The following recommendations are the heart of this Downtown Master Plan. They identify opportunities for revitalization and spell out how the Borough should go about capitalizing on these opportunities. Macungie can act on some of these opportunities right away. Others will depend more on market forces and may take more time to materialize.

If and when they are implemented, the recommendations described below will improve physical and economic conditions in the Borough. In turn, these improvements in the local business climate should trigger more interest and more investment in the area. This is how successful communities jump-start their downtown, build momentum and generate enhanced levels of activity.

Macungie does not need or desire dramatic transformation. Much of Downtown Macungie's appeal is rooted in its unique and timeless small town character. Nonetheless, there are many possibilities for improvement and revitalization that deserve special attention. Like the goals outlined in the previous section, these recommendations are organized into the following categories:

- Land Use, Business Mix, Redevelopment Pattern
- Vehicular Circulation and Parking
- Pedestrian Circulation and the Streetscape Environment
- Business Promotion and Organization

Land Use, Business Mix, Redevelopment Pattern

1. <u>Use the accompanying sketch plans to show potential investors possibilties on how the former lumber yard site at 135 East Main Street could be redeveloped for retail or mixed retail/office use.</u>

   The former lumber yard site at 135 East Main Street (Main Street and Lumber Street) is 4.7 acres of vacant ground on the west side of Macungie Memorial Park between Main Street and Lehigh Street. The conceptual sketch plans on the following two pages illustrate two ways the property could be redeveloped. The plans each show approximately 27,000 square feet of retail space. One plan distributes this building space between two buildings. The other plan accommodates three buildings. In each case, the buildings are envisioned as one-story structures with parking, convenient access for service vehicles, and an adjacent central landscaped plaza. Each plan also includes a through road between Main Street and Lehigh Street . This road would be located at the rear of the buildings and safely separated from pedestrian traffic. *Note: These plans show high density development as one possible scenario. Other less densely developed schemes are also possible.*

The redeveloped lumber yard site could accommodate a wide variety of retail uses. A mix of retail and office uses would also be appropriate. While no formal market analysis has been done to test this idea, one possibility would be to try to attract craftsmen, artisans and antique dealers who together would create an old-time village theme for the site.

2. Encourage further redevelopment of the 52 West Main Street site (the southeast corner of Main Street and Race Street) site in a manner compatible with the existing physical character of the downtown.

This is a 20,000 square foot property at the southeastern corner of Main Street and Race Street across from Macungie's Flower Park. While the current owner has recently rehabilitated this structure, there is potential for a second building on the site. In the future, the Borough should try to use its approval powers to help ensure that the site layout and design of any newly proposed building on this site is compatible with the character of the downtown:

- Any new building should not exceed two to two and one half floors
- Any new building should front as close as possible to Main Street
- Mixed use should be encouraged
- Parking should be to the side and rear
- Windows should be a prominent part of the front facade
- Modern architecture should be avoided

3. Provide incentives for live-work spaces.

People who live and work in the same place occupy live-work spaces. Artist lofts are one example. Other examples include architects, lawyers and anyone else who has their main work space in their home. Telecommuters are another, emerging market for live-work spaces. Live-work spaces are most frequently associated with older industrial areas where abandoned buildings have been transformed into individual units typified by high-ceilings, large windows, exposed pipes, and a minimum of ornamentation.

Many successful live-work projects are in larger cities, where sizeable older industrial buildings are most prevalent and the demand for these types of spaces is currently highest. Live-work projects are also found in smaller downtowns, especially downtowns with a strong industrial heritage tied to one or two large employers who have closed down or relocated to more modern quarters. Live-work spaces in small towns can also be an opportunity to reoccupy vacant two-story buildings along the main thoroughfare. While it is a niche market, vacant Main Street stores could undergo new life as offices or studios for people who want to work on the ground level and live upstairs.

In one successful program, a mid-sized community (population 20,000), offered low-interest loans for live-work spaces. In another community, grants were available to complete feasibility studies and architectural plans. In cooperation with local banks, Macungie could provide similar financial incentives. The resulting rehabilitated spaces could help energize the local economy and bring a new pool of talented and energetic people to community affairs.

Another possible incentive might be to adjust parking requirements for owner-occupied single family, live-work units that front on Main Street. Live-work units would still be promoted elsewhere in the Borough regardless of whether the occupant is an owner or a tenant. But only owner-occupied live-work units on Main Street would be exempt from the parking requirements associated with the business part of their property.

4. Emphasize filling notable gaps in the downtown's retail and service offerings.

The SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis conducted for this Revitalization Plan, the related committee discussions and the business surveys have identified specific goods and services missing in Macungie. The Borough has more than its share of some business types but does not offer certain items that, if present, would boost the volume of people desiring to come and spend money in the downtown. Often, the Borough does not have a choice in which permitted business types choose to locate here. However, the following are types of businesses that should be among the Borough's recruitment priorities:

- fine dining
- a bakery
- a hardware store
- a specialty clothing store, including appropriate vintage or second hand clothing stores
- a shoe store

There are many examples of successful small businesses offering these types of goods that have flourished in boroughs throughout eastern and central Pennsylvania and elsewhere.

The Leakage (Gap) Analysis that was prepared for Downtown Macungie can be used to identify the strengths and weaknesses in the local retail market. By comparing expenditures with sales for specific retail segment, it is possible to identify "gaps" in retail trade. A surplus in consumer expenditures (demand) for a specific retail sector verses sales (supply) indicates a "gap" and potential under-served market for that specific retail sector. A summary table showing the results of the Leakage (Gap) Analysis is included in the Appendix of this report.

5. Add signs as an eligible activity under the Borough's downtown facade improvements grant program.

Through its facade improvement grant program, Macungie has distributed over $16,462 since 2007 to assist in repairing and beautifying building six facades in the Borough. The program has generated $31,146 in private investment and is generally viewed as a success. The Borough should consider expanding it to make upgrading and replacing private business signs an eligible activity.

Borough of Macungie

Lehigh County, Pennsylvania

The Former Lumber Yard
(135 East Main Street)
Retail Shoppes Option

Total Acres: 4.7
Total Building Square Footage: 26,800 +/-
Total Parking Spaces: 140

Borough of Macungie

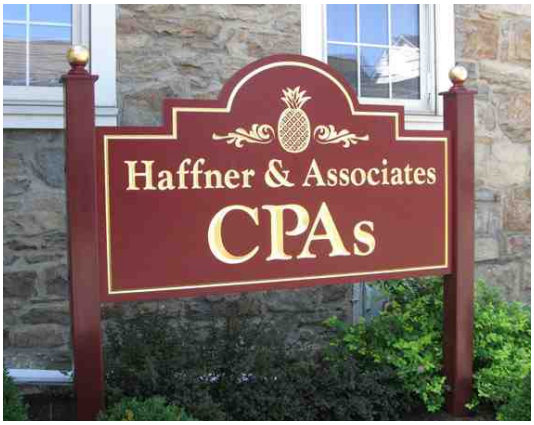
Lehigh County, Pennsylvania

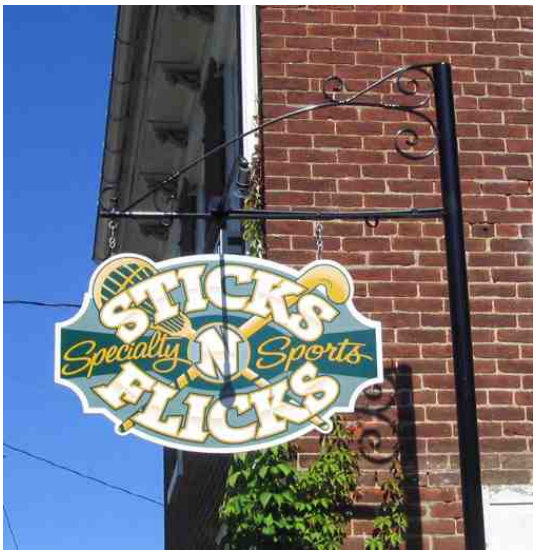
The Former Lumber Yard

(135 East Main Street)

Antique and Artisan Shoppes Option

Total Acres: 4.7
Total Building Square Footage: 27,200 +/-
Total Parking Spaces: 138





Sign guidelines are important to protect property values, maintain an attractive business environment, promote aesthetics and reduce visual pollution. There are several attractive and eye-catching business signs along the Main Street corridor that could serve as examples. More specifically, the Borough should establish the following sign guidelines as minimum requirements for receiving a sign grant:

- No internally illuminated signs
- Signs must be made of wood or a material that mimics the appearance of wood
- No sandwich board, A-frame, or other temporary signs
- Signs can be no larger than a certain size
- No off premises signs
- No signs that have banners, pennants, streamers, or other moving devices
- No signs that have changing messages, flashing, rotating or other moveable elements
- No signs affixed to a roof, chimney or balcony
- No signs that make substantial use of florescent materials or finishes

6. <u>Amend the Borough zoning ordinance by adding design requirements and design guidelines.</u>

Many municipalities adopt design requirements and/or voluntary design guidelines to help ensure that property owners complete new buildings and structures, and alteration to existing buildings and structures, in a manner consistent with the prevailing community character. A few examples of design regulations and voluntary design guidelines that Macungie could consider incorporating into its zoning ordinance are as follows:

<u>Example 1</u> - *Building Orientation:*

Principal buildings on smaller lots shall be located to have their front facade facing towards a public street. A new principal building shall not be oriented to front toward a parking area.

Example 2 - *Architectural Features:*

- Architectural features and materials shall reflect existing historic details and materials in the surrounding area.
- Architectural features, materials, and the articulation of a facade of a building shall be continued on all sides visible from a public street.
- Porches, pent roofs, roof overhangs, hooded front doors or other similar architectural elements shall define the front entrance to all principal buildings.
- For commercial or mixed use buildings with commercial uses on the first floor, no less than 20 percent of the front facade facing onto a public street on the ground floor shall consist of window or door openings of glass, plexiglass or similar transparent materials. No more than 60 percent of the front facade of a building facing onto a public street shall consist of glass, plexiglass or similar surfaces.

Example 3 - *Location of Parking:*

Vehicle parking and any garage doors should be placed to the rear of buildings as opposed to between buildings and the street. Where rear parking is not practical, then parking should be provided to the side of a building. Where a driveway needs to enter from the front, the garage should be setback further from the street than the building, and the driveway should be as narrow as practical through the front yard.

Example 4 - *Utilities:*

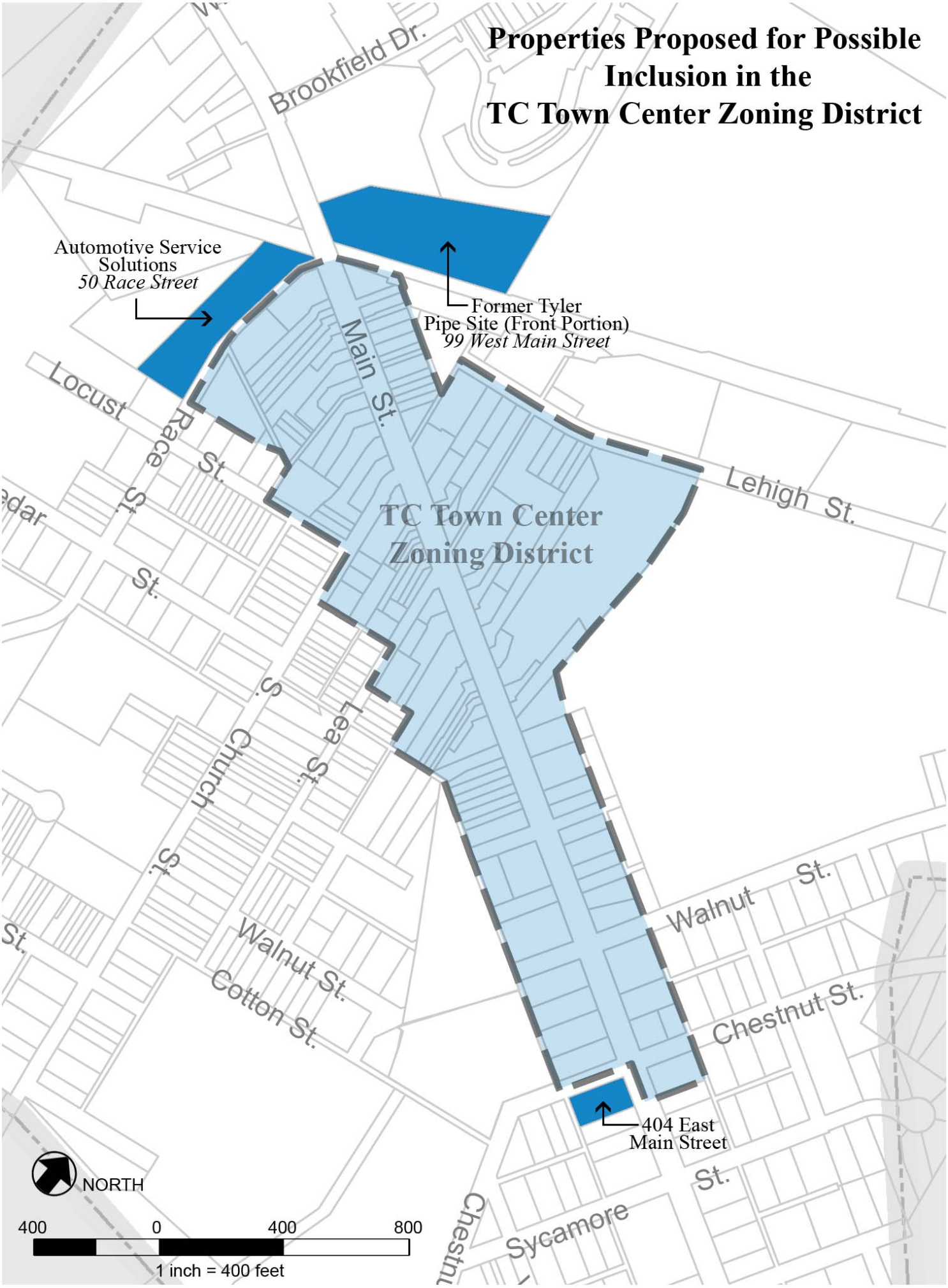
New utilities should be placed underground. Where that is not practical, they should be placed in less visible parts of the site. For example, new above-ground utility lines should be extended from the rear of the property instead of the front.

7. Consider expanding the TC Town Center zoning district.

The TC Town Center zoning district encompasses most of primary business area in downtown Macungie. However, the boundary of this district currently excludes three properties whose future redevelopment could have significant benefits. On the western end of the TC Town Center district the boundary could be expanded to include Automotive Service Solutions at 50 Race Street and the vacant site of the former Tyler Pipe Co. building at 99 West Main Street.

Before the current economic downtown hurt the State's fiscal condition, an 18,000 s.f., 2-floor addition to the Automotive Service Solutions building was receiving consideration for State funding assistance. When the fiscal picture brightens, these plans may resurface.

Properties Proposed for Possible Inclusion in the TC Town Center Zoning District



In 2006, Tyler Pipe Co., also on the western end of the TC Town Center district, closed its pipe foundry and laid off approximately 180 workers after a fire. This large parcel offers an opportunity for a major reuse in close proximity to the downtown. Both Automotive Service Solutions at 50 Race Street and the former Tyler Pipe property at 99 West Main Street are zoned M Manufacturing. A change to TC Town Center would permit a wider range of uses to locate at these highly visible sites at the western gateway to downtown Macungie.

At the eastern end of the downtown, a large single-family home with a detached garage at 404 East Main Street is the only property at the intersection of Main Street and Chestnut Street that is not part of the TC Town Center zoning district. Rezoning 404 East Main Street from its current R-10 low density residential classification to TC would provide the flexibility needed to accommodate a commercial use on that lot if and when such a use is proposed. The other three corners of the Main Street and Chestnut Street intersection are each now in commercial use. To provide for a fully viable commercial use there in the future, Council should weigh the need to rezone both of the tax parcels that are now part of the 404 East Main Street property.

8. <u>Explore community branding to help market the Borough as a niche-oriented small town.</u>

Macungie cannot compete effectively with shopping centers and other suburban locations for attracting supermarkets and larger chain stores. Instead, the Borough's marketing should continue promoting its small-town environment,

customer-friendly service, locally-focused owner-operators, specialty goods and other attributes common to classic Main Street communities.

Community branding (or place branding) is a hot topic in economic development circles. Community branding is a process by which a town tries to refine and improve its public image. Because word of mouth is such a powerful form of marketing, the idea is to shape what people think and say about your town by identifying and publicizing your most favorable assets. Slogans, logos, street banners and wayfinding signs are common ways to display a community's brand.

But branding itself is a more comprehensive process that includes trying to manage your overall image, such as how your community's major thoroughfare looks, the reputation of the school system, and the tone and content of your community's media coverage.

Branding is a two-step process. The first step is to determine what the brand should be and the second step is create a plan for marketing that brand. Macungie should investigate the basics of branding to: a) help shape the Borough's public image; and b) understand what competitor communities are doing in their marketing.

Vehicular Circulation and Parking

1. Reduce parking requirements for certain types of Town Center businesses.

   Section 345-23 of the Borough's zoning ordinance lists the number of parking spaces required for both residential and non-residential uses. Section 345-20(f)4 provides special flexibility for properties located in the TC Town Center zoning district:

   – As a special exception requiring Zoning Hearing Board approval, applicants can pay a one-time fee of $2,000 per space in lieu of providing parking if they prove they cannot meet parking regulations. The Borough is allowed to use the revenues collected under this regulation only for acquiring, leasing or improving land for public parking.

   – Required parking spaces must be situated on-site unless, as a special exception requiring Zoning Hearing Board approval, applicants can guarantee by showing a signed lease that a method of providing spaces is available within 200 feet of the subject site's entrance.

   – Where no room for parking spaces exists to the side or rear of the use being served, up to three parking spaces can be placed between the Main Street curb and the front of a principal building. As a special exception use requiring zoning hearing board approval, four or more such spaces are allowed in this location provided a) no feasible alternative exists; and b) the proposed spaces will not interfere with pedestrian movements along Main Street. (Municipalities often prohibit or discourage front yard parking in their town centers because of the desire to have buildings placed very near the curb line rather than set back from the street.)

Despite these flexible parking requirements in the TC zoning district, the small lots and densities prevalent in the downtown area can still make Macungie's parking regulations difficult to meet without paying the $2,000 per space fee referenced above.

Across the country, many communities have reduced or simplified parking requirements in the downtown area to reduce construction costs, stimulate adaptive reuse of older buildings, and provide incentives to occupy for upper floors. Some communities have eliminated parking requirements in the downtown altogether for certain smaller uses. Others have eliminated parking requirements where off-street public parking areas exist nearby. Still others have no parking requirements at all in their downtown—although these are typically high density urban areas where walking, public transit use and bicycling are widespread.

Macungie is not ready to eliminate its downtown parking requirements because there is no off-street public parking in the Town Center district and public transit use is limited. However, the Borough should consider the following measures to ensure that its parking requirements are not unduly restricting future business investment in the Town Center:

– For Town Center business owners who live in the same building occupied by their business (owner-occupied, single-family, live-work units), the parking requirement would normally be two spaces for their dwelling unit plus however many spaces are required for their business use. To provide an incentive for such uses in the Town Center, the Borough could eliminate the parking requirement for the business part of the use and thus reduce the total parking requirement to two spaces.

– Most towns consider bed & breakfast inns to be a very desirable use because they are typically located in a well-preserved older homes and they bring visitors to the community. The Borough now requires bed & breakfast inns to provide 1 space per rental unit, plus 2 spaces per dwelling unit, plus 1 space for each employee who does not live on the premises. Eliminating the employee requirement and reducing the dwelling unit requirement to one parking space would be one way to help encourage this type of use.

– Restaurants, pubs, auto repair facilities, banks, and funeral homes are among the intensive commercial uses that typically draw a number of customers at any one time. In contrast, small clothing stores, jewelers, barber shops and offices under a certain size do not typically attract a crowd of patrons at once. The parking requirements in Macungie's zoning ordinances for commercial uses already differ depending upon the size and type of the use proposed. However, to ensure parking requirements are not viewed as a disincentive in the Town Center, the Borough should consider further differentiating its parking regulations by reducing the requirements for "smaller" uses. A zoning amendment could be considered that begins with the intention of reducing parking requirements for "smaller" uses in the Town Center by an average of 50% or some other agreed-upon target.

2. <u>Strive to ensure that some of the parking spaces established for the former lumber yard reuse project at 135 East Main Street become available for general public parking.</u>

   The two concept plans shown for the future of the former lumber yard site on the following pages each include approximately 140 off-street parking spaces. These spaces are primarily intended to provide adequate parking for the future commercial uses envisioned there. However, the portion of the proposed parking area located near the projected site entrance from Main Street could also do double duty by providing convenient parking for patrons of other Main Street businesses. Provided the Borough can arrange a lease with the future site owner, the ten or so parking spaces nearest Main Street could be designated as a short-term (maximum1-hour) off-street public parking. In turn, the Borough could reduce the future site owner's off-street parking requirement by an equivalent amount.

3. Continue to consider the traffic calming measures recommended in the Borough's streetscape concept plan.

   Macungie prepared a streetscape and traffic concept plan for the Main Street corridor between Chestnut Street and the railroad tracks at Race Street. The proposed improvements are designed to enhance the appearance of the corridor, improve pedestrian safety and reduce noise by slowing down traffic, particularly speeding truck traffic. This concept plan also aims to assist physically disabled pedestrians. Components of the plan include:

   – Street trees
   – New sidewalks and curbs
   – New crosswalks
   – Curb ramps for physically disabled persons
   – Bulb outs to reduce the distance across Main Street
   – A center turn lane
   – Landscaped medians at selected locations along the corridor

   The pros and cons of this concept plan are still being discussed in the community and the plan has been submitted for preliminary PennDOT review. The plan has very worthy objectives. Borough Council should continue to work on finalizing major design details.

4. Use the long lots between Hickory Street and Main Street to meet more parking needs through shared parking arrangements.

   Hickory Street is an alley that runs parallel to the south side of Main Street between Fairview Street and a point west of Poplar Street. Nearly all of the properties that back onto Hickory Street are long lots that extend all the way thorough to Main Street. In most cases, the businesses on these lots front on Main Street but occupy only a portion of the entire parcel. If these sites are reused in the future as commercial properties, this provides the opportunity to locate more parking spaces to the rear of these properties, if and when additional parking is needed to support more intensive uses. Because all of these rear yards are adjacent to each other, this is also an ideal place to implement shared parking arrangements between neighboring uses.

   The conceptual illustration shown to the right shows how shared parking could be implemented with green space incorporated into the layout of a shared parking lot. The location and lot lines are hypothetical and do not represent an actual set of properties in Macungie Borough.

5. Look for long range opportunities to create off-street parking.

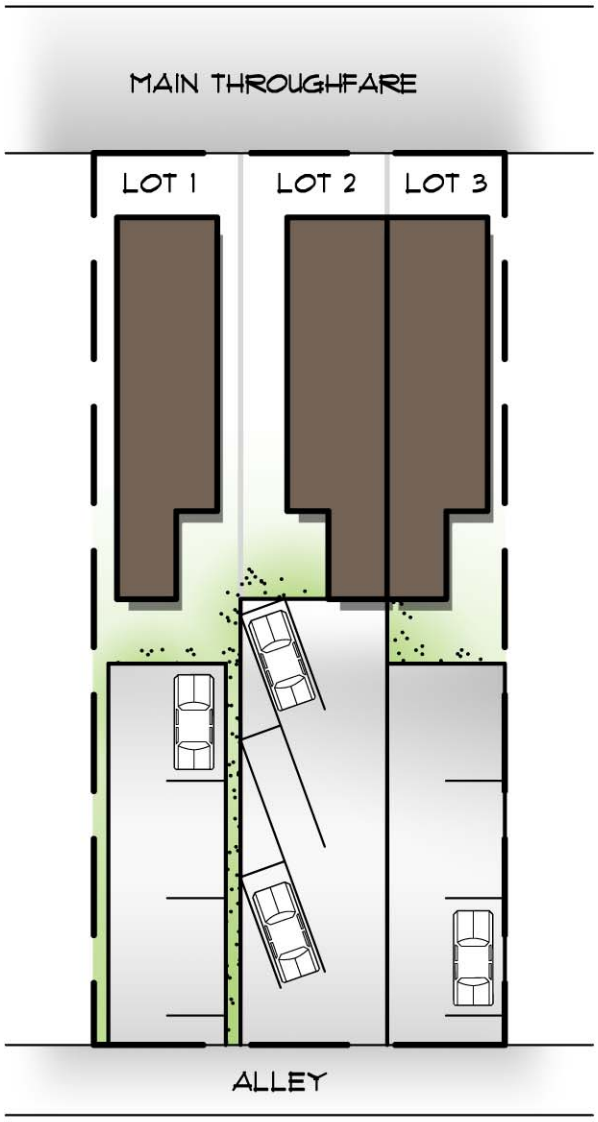
   There is not currently a severe parking shortage along the Main Street corridor. Sometimes people may be somewhat inconvenienced, but by and large, short-term parking spaces are obtainable.

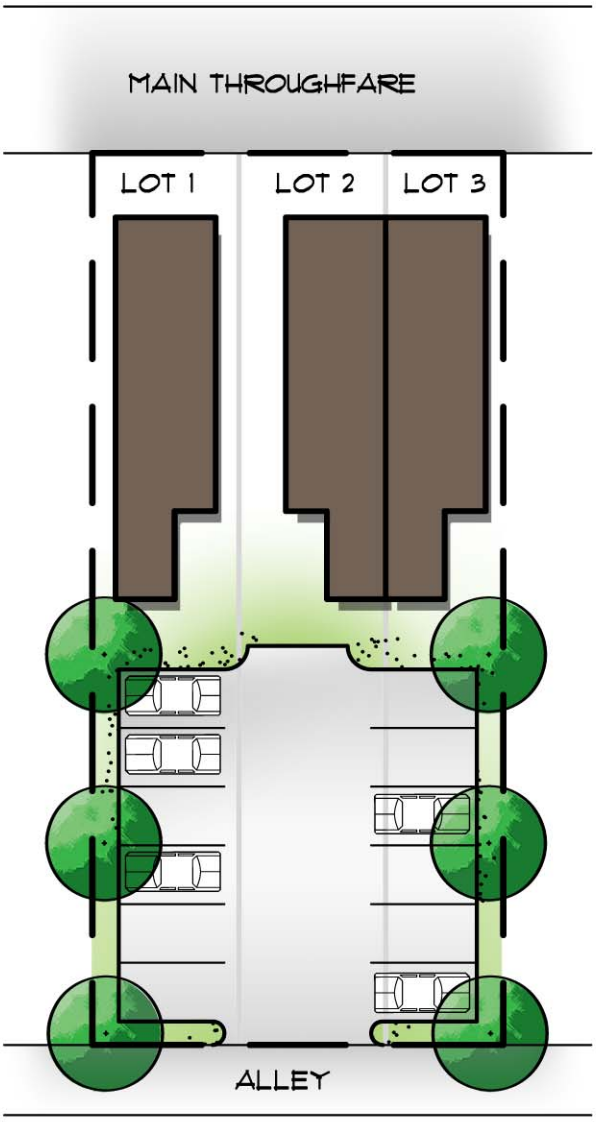
   Elsewhere in this downtown master plan, the need for Macungie to be flexible with regard to its parking regulations is stressed to ensure that the Borough does not unintentionally impede business investment. In the longer run as Macungie continues to revitalize, the need for downtown parking will continue to grow. In the future, Macungie should remain on the alert for opportunities to

Borough of Macungie

Lehigh County, Pennsylvania

"Shared Parking Schemes"





SCHEME 1:

- 8 SPACES
- ACCESS TIGHT TO SOME SPACES

SCHEME 2:

- 12 SPACES
- EASY ACCESS
- ATTRACTIVELY LANDSCAPED

SCALE:
1" = 30'

acquire vacant or underutilized parcels near the downtown to create public off-street parking spaces. However, no parcels containing buildings with local historic significance should be acquired for this purpose.

6. Install coordinated wayfinding signs to direct motorists to important Macungie locations.

Many communities, universities, airports, museums and others use a system of coordinated wayfinding signs to help visitors navigate to key locations. In municipalities, these signs serve a dual purpose. They help motorists and pedestrians locate important destinations. At the same time, they promote and advertise the community's major attrac-

tions. Macungie could use wayfinding signs to direct people to Borough Hall, the Flower Park, the Farmers Market and other local spots.

Some key principles of a wayfinding sign system:

a. Use common colors, a distinct graphic style and other sign design features that will signify that each Individual sign is part of linked signage system.

b. Carry the graphic style used on the wayfinding signs through to other Borough printed materials to reinforce the connection between the signs and Macungie Borough.

c. Facilitate navigation by installing the signs at key decision points for motorists and pedestrians.

d. Design the signs to stand out from other local signs such as street signs, regulatory signs, and storefront signs.

Macungie's logo should be incorporated into the design and graphic style used in this wayfinding sign system.

Pedestrian Circulation and the Streetscape Environment

1. Continue to consider the pedestrian-oriented improvements recommended in the Borough's streetscape concept plan.

The Vehicular Circulation and Parking section of this recommendations chapter calls for continued consideration of the streetscape and traffic calming master plan now before Borough Council. The pedestrian-related improvements envisioned in the traffic calming and streetscape master plan relate directly to observations included in the Walkable Communities report that PennDOT funded for Macungie. The purpose of that PennDOT report was to suggest ways of enhancing pedestrian safety along Main Street between Chestnut Street and the Norfolk Southern railroad crossing on the west side of the downtown.

Recommendations contained in the Walkable Communities report focused on the following matters:

- Location and use of pedestrian signs
- Sidewalk pinch points, uneven sidewalk, and other obstructions
- Limited pedestrian sight distance
- Pedestrian crosswalk markings
- Pedestrian curb ramps
- Pedestrian access at signalized intersections
- Correct placement of in-street pedestrian signs
- Pedestrian railroad crossings

Through implementation of a traffic calming and streetscape master plan, as funds become available, Macungie should try over time to address the shortcomings identified in the Borough's Walkable Communities Plan.

2. Help beautify Main Street by establishing small public green spaces along both sides of the corridor.

There are examples of deferred exterior property maintenance on various streets in Macungie, including the downtown. However, on a borough-wide basis, there is a strong tradition among Macungie property owners of maintaining and beautifying their properties, particularly with regard to landscaping. The Flower Park on the western end of Main Street is an attractive and well-noted reflection of this tradition. The site is owned by the Borough but maintained by volunteers, including residents of both Macungie and other nearby areas.

The map on the following page suggests prominent locations along the Main Street corridor where landscaping beds could be established or enlarged to create highly visible displays of annuals, perennials and low evergreen shrubs. A conceptual sketch is included for each location that shows what each one could look like in full bloom. While each site is along the Main Street frontage and publicly visible, the sites are situated on private property. Hopefully, arrangements could be worked out where a local gardening group, such as the volunteers who maintain the Flower Park, could assume responsibility for also maintaining these locations.

For its part, the Borough should consider hanging decorative street banners that welcome people to Macungie and attaching flower baskets to appropriate sign posts and utility poles along the Main Street corridor.

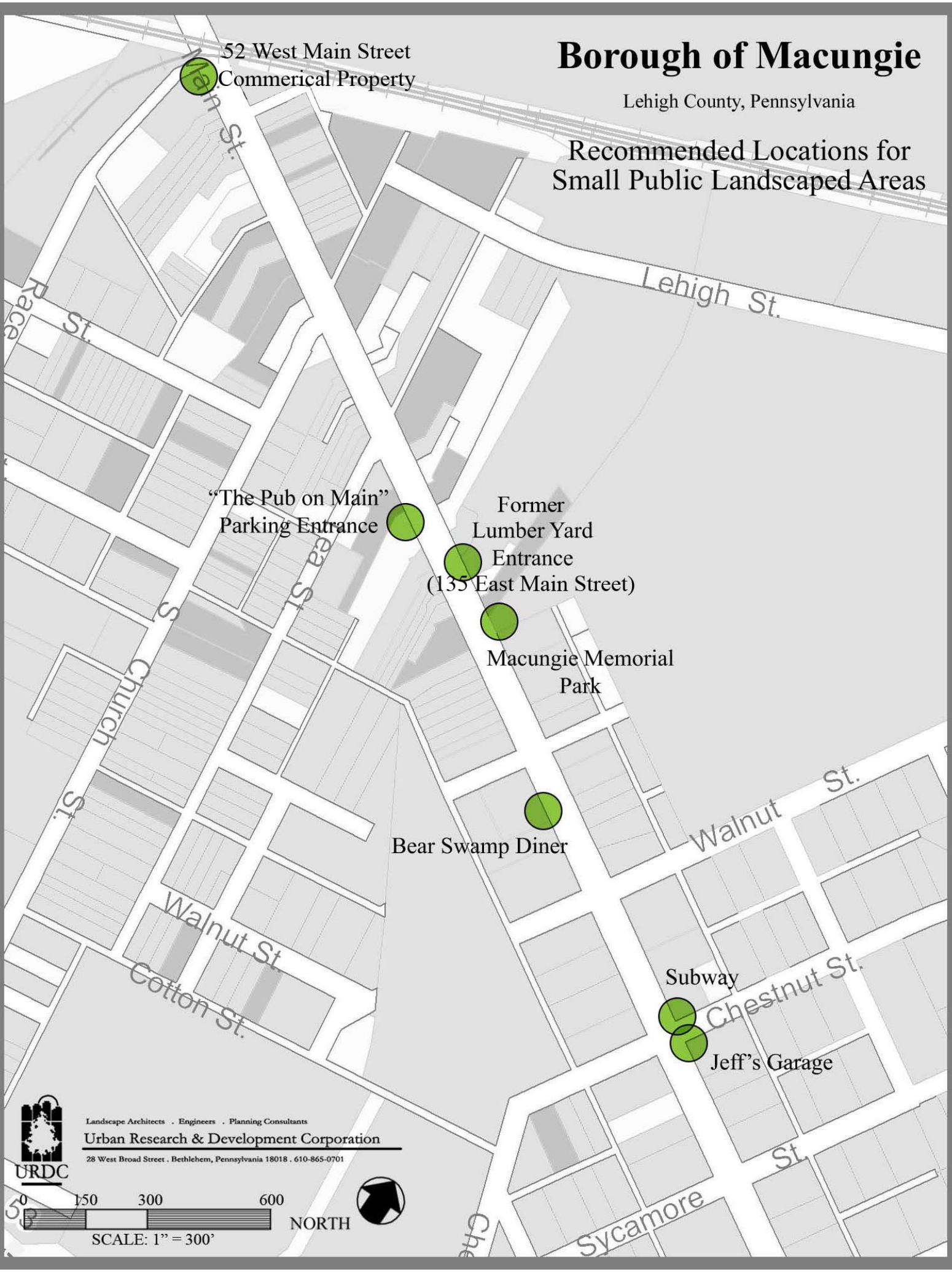
3. Prepare and publicize sign guidelines.

Section 345-24 of Macungie's zoning ordinance regulates signs, including sign height, sign size, sign location, the number of signs permitted, the types of signs allowed, and specific sign types not allowed. These regulations also address temporary signs, portable signs, abandoned signs, and other types of signs. As comprehensive as these regulations may be, they do not—and cannot by law —attempt to legislate the more subjective matter of what constitutes good design and good taste. It is legally difficult to regulate colors, styles, architectural compatibility, and similar aesthetic considerations, except in certified historic district where changes to building exteriors are tightly controlled by an Historic Architectural Review Board (HARB).

Borough of Macungie

Lehigh County, Pennsylvania

Recommended Locations for Small Public Landscaped Areas



Borough of Macungie

Lehigh County, Pennsylvania

Recommended Locations for Small Public Landscaped Areas

Bear Swamp Diner

Jeff's Garage

Subway

Borough of Macungie

Lehigh County, Pennsylvania

Recommended Locations for Small Public Landscaped Areas

52 West Main Street Commercial Property

Macungie Memorial Park

"The Pub on Main" Parking Entrance

Former Lumber Yard Entrance (135 East Main Street)

Instead of trying to adopt and enforce legally dubious zoning regulations, many municipalities prepare and publicize sign design guidelines—small printed brochures that use text, graphics and photos to describe good sign design practices. In and around downtown Macungie, there are several attractive, well-made and properly placed business signs. In this same area, there are also signs that are unattractive, hastily made, poorly maintained and improperly located. Earlier in this chapter, there is a recommendation that calls for making sign improvements an eligible activity under the Borough's facade grant program. With this incentive, hopefully more Main Street business owners can be persuaded to improve their signs to meet the following types of good design principles:

- Signs should enhance property values and the visual environment, not contribute to the visual clutter of the streetscape.

- Signs on the facade of buildings should reinforce building character and be integrated into the architectural scheme of the building.

- Signs should respect the immediate context of the building's location and the overall character of downtown.

- The size of signs and its letters should be located in logical "signable areas" which relate to the pattern of the facade.

- Signs should not cover or obscure architectural features of buildings.

- Signs should be maintained so they are in clean, working condition and the sign's copy is not obscured or damaged.

- New signs proposed for existing buildings should be compatible in appearance with the existing signage of that building's other tenants.

- Signs should be professionally constructed using high-quality materials such as metal, stone and hardwood.

- The colors and lettering styles on signs should complement the building facade and harmonize with neighboring businesses.

- Excessively bright colors or over-sized letters should not be used.

- Where restaurants have large window space, taping up a quickly prepared, hand-written menu is not appropriate. Menus should be decoratively displayed in window area adjacent to the entry.

- Movable A-frame signs should contain a minimum of text and be constructed with durable wood or metal that can withstand weathering. Paper, PVC pipe frames and plastic construction should not be used.

4. <u>Prepare and encourage the use of a design guidelines brochure that illustrates the do's and don'ts of rehabilitating historic building exteriors.</u>

As with signs, enforcing good taste through regulations is legally difficult outside of a certified historic district.

Instead, public education and encouragement through the use of widely distributed design guidelines will be the Borough's best option in this regard. Common do's and don'ts of renovating historic exteriors include the following:

- Modern uses should be found for historic buildings that require minimal changes to the exterior features of the building that define the building's character.

- Historic exterior materials and features should be preserved and not be removed or covered.

- A new building in a historic area does not need to appear old, but should include features that respect nearby historic buildings, such as similar size, materials, window openings and scale.

- If deteriorated historic features cannot be repaired, they should be replaced with new features having the same appearance.

- Chemical or physical treatments, such as sandblasting, that cause damage to historic materials should not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.

- The proportional relationship between the width and the height of the front of historic buildings should be maintained.

- If doors or windows are replaced, the window and door openings should remain the same size.

- A pattern of solid wall areas vs. windows and doors should be maintained.

- Any new construction or additions should seek to continue setbacks from a road that are similar to nearby historic buildings.

- Materials should be used (such as brick, stone and older styles of siding), that are similar in appearance to authentic materials of surrounding buildings.

- Roof shapes and roof lines should be maintained, and new buildings should have similar roof lines to nearby historic buildings.

- Views of outdoor storage from roads and residential properties should be minimized.

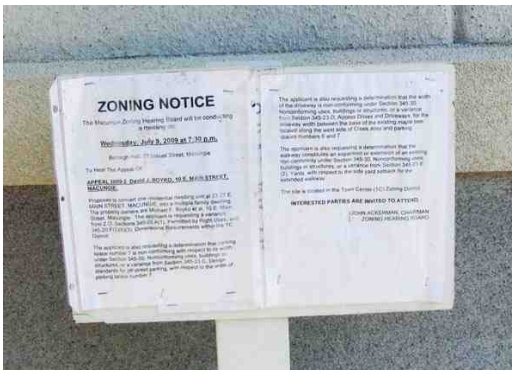
Note: Many of the design concepts identified above are hallmarks of "New Urbanism", a movement that supports using regulations and guidelines to preserve and recreate the best residential and community design features of classic 19th and early 20th century small town America.

5. <u>Create more high-profile Borough entrances by establishing new signs and landscaping at the east and west ends of the downtown.</u>

There are "Welcome to Macungie" signs on Main Street at the both the eastern and western entrances to downtown Macungie. However, in both of these cases, these gateway features are too understated. Both signs should be more prominent and complemented with

landscaped planting areas. The following page provides illustrations of how each such area could be enhanced to help beautify and promote downtown Macungie. First impressions matter and for many people the Main Street corridor represents the most highly visible "face" of the Borough.

6. Require through zoning that demolition and partial demolition of historic structures be approved by the Borough's Zoning Hearing Board as a special exception.



Macungie should approve a list of buildings in the Borough that it considers historic and worthy of preservation. Regulations should then be added to the zoning ordinance that govern the demolition and partial demolition of these specific structures. Partial demolition includes removing or covering significant architectural features such as cornices, front porches, doorways, and windows.

Unlike regulations that are associated with a certified historic district, these zoning regulations would not govern regular routine changes to buildings, such as window replacements, painting, repointing or new roofing. Nor would these zoning regulations apply to new construction or building additions.

These new regulations would make demolition or partial demolition of buildings on the designated historic list a special exception, which requires approval by the Zoning Hearing Board. The demolition or partial demolition would be allowed if the applicant proves that the building cannot economically continue in that use or cannot be economically reused without the action proposed. Building demolition required to implement public improvements such as a road widening or intersection improvement, among others, would be allowed.

7. Continue promoting the Borough-sponsored Properties of Pride Program that recognizes exemplary property maintenance.

Each year, Macungie Borough awards a certificate of honor to residents and local business owners whose properties are judged to be especially attractive and well maintained. A special committee accepts nominations and selects the annual winners. In 2009, ten properties in the Borough were honored. The Properties of Pride Program is an excellent way to publicly recognize property owners who keep up the Borough's appearance and contribute positively to the Borough's public image. Macungie should continue supporting this program.

Business Promotion and Organization

1. Keep the Revitalization Committee in operation as the lead sustainable organization for marketing, promotion, grant applications and public improvements designed to further downtown revitalization.

   The Macungie Business Revitalization Committee should serve as the lead sustainable organization for downtown marketing, promotion, grant applications, public improvements and overall plan implementation. The complexities of downtown revitalization require a lead sustainable entity to oversee and coordinate the overall implementation of the plan to avoid duplicating efforts and to provide a coordinated and well-managed effort. However, given all necessary tasks, the responsibility for carrying out the actual improvements must be shared by many different partners, including the Borough, businesses, property owners, residents, and others. The Committee should:

   - Continue to provide recommendations to Borough Council on business revitalization matters;
   - Continue to work closely with Borough officials and staff, the Greater Lehigh Valley Chamber of Commerce, and Lehigh County on downtown revitalization improvements;
   - Continue and expand its current programs such as the facade improvements program, the business assistance program and other programs;
   - Help businesses stay, expand and start-up in downtown by continuing to assess local business needs (e.g., a business survey and regular follow-ups) and providing assistance to prospective new businesses;
   - Broaden the make up of committee by encouraging more participation and involvement from businesses (including financial institutions);
   - Develop a volunteer base and identify special talents among the individual members;
   - Use subcommittees or "action groups" to help carry out revitalization projects and programs; and
   - Work with the Borough on grant applications and fund-raising activities.

2. Follow the Pennsylvania Main Street 4-Point Approach to revitalization: Organization, Design, Promotion, Economic Restructuring.

   The Main Street 4-Point Approach to downtown revitalization can be used to help guide downtown revitalization. The approach involves the following components:

   - ***Organization***: The development of a strong, well-trained entity, preferably an independent, non-profit organization, whose sole responsibility is the enhancement of the community volunteer development, program imple-

Borough of Macungie

Lehigh County, Pennsylvania

Gateway Enhancements

Proposed Eastern Gateway

Proposed Western Gateway

mentation and fund-raising skills necessary to implement the 4-point approach;

- ***Design***: The improvement and enhancement of the physical environment of the central business district;

- ***Promotion***: The creation and implementation of a unified and consistent plan for the marketing of the downtown area including the general image of the central business district, the calender of special events that brings people downtown and the retail promotions schedule that encourages people to shop downtown; and

- ***Economic Restructuring***: The preparation of the studies necessary to understand the social and economic characteristics of the downtown and its trade area, so as to implement strategies that will retain existing businesses and help business clusters to develop and recruit new businesses appropriate to the vision and trade area demographics.

Consideration should be given to the establishment of subcommittees or "action groups" to focus on the design, promotion and economic restructuring related items. Additional information (training materials, etc.) about the Main Street 4-Point Approach is available from PA DCED and the Pennsylvania Downtown Center (PDC).

Promotional and business recruitment efforts should focus on making Macungie's downtown a quaint and vibrant downtown that serves as a regional commercial center.

3. Examine the feasibility and desirability of making Macungie an official Pennsylvania Main Street community.

The Pennsylvania Main Street Program is administered by the Pennsylvania Department of Community and Economic Development (PA DCED). Currently, PA DCED is not accepting new communities for Main Street designation. The status of the program should be monitored, and the specific requirements of the program should be reviewed (eligibility and local match requirements, etc.). Specific program guidelines for the Pennsylvania Main Street Program periodically change and they are available for review on the PA DCED's website www.newpa.com/find-and-apply-for-funding. In the past, smaller communities could participate as "affiliate" members.

4. Expand marketing of the downtown to capture more of the buying power available in the suburban areas surrounding Macungie.

It will be important to capitalize on the built-in residential market in the Borough and surrounding areas. Marketing efforts should be expanded to capture more of the local market (i.e., local residents). This can be done by preparing promotional materials and educating residents about the importance of making local purchases. The Macungie Business Revitalization Committee and the Borough should prepare educational articles about the importance of making local purchases and initiate a "Buy Local" Campaign.

With the present economic slump, it is more important than ever to shop with local merchants. By "buying local" more money will stay in the community and recycle for the good of all. Spending dollars at local merchants will help keep them anchored in the community and it will help fill vacant storefronts and underused areas.

Macungie should consider endorsing the ***3/50 Project***. The concept of the 3/50 Project is to identify 3 local business that you would truly miss if they were no longer around and spend $50 per month (combined) at these local businesses. Three new businesses can be identified each month. More information about the 3/50 Project is available at the 3/50 Project website www.the350project.net. The website states that for every $100 spent in locally owned independent stores, $68 returns to the community through taxes, payroll and other expenditures.

It is noteworthy, that given the Borough of Macungie's existing population and per capita income, there is over $80,000,000 annually of local purchasing power just in Macungie Borough.

5. Tap into more of the market that visits Macungie Borough's Farmers Market and trail system.

Visitors to the Macungie Farmers Market, and visitors to the many special events and festivals, such as Das Awkscht Fescht and Wheels of Time are key segments of the market that should be capitalized upon. More information and promotional materials should be developed to attract these visitors to downtown businesses. Promotional maps showing the locations of the various downtown businesses and other key points of interest (historic buildings, the Flower Park, etc.) can be posted and/or handed out at these events to invite people to explore downtown.

Other market segments include trail users. An economic impact study conducted by Urban Research and Development Corporation for the Town of Hancock, Maryland found that trail users along the Western Maryland Rail Trail (WMRT) spent an average of $16 on local, in-town purchases. The WMRT is situated adjacent to the town's business district. Bike racks, directional way-finding signs, trail linkages, and promotional maps are just some items that could be used to entice trail users to make local purchases. As the Regional Trail Plan continues to be implemented, there is no doubt there will be more opportunities to tap into this growing market segment.

Other market segments including the nearby employers should be identified. Promotional maps showing locations of the various downtown businesses and other key points of interest can be distributed to these employers.

6. Continue searching for a range of viable public and private funding partners to implement the recommendations identified in this plan.

State, federal and county governments; public and private organizations/entities; and foundations provide various opportunities for funding assistance. Grants and loans from various sources should be used to help fund revitalization activities and related projects. Since funding sources are always changing, with new

programs being added and older programs being revised or deleted, it will be important to continually keep abreast of funding opportunities. The Macungie Business Revitalization Committee, with input from the Borough staff and others, should establish, research and continually update a database of available grants and other funding sources. Many funding providers post their grant program offerings on the Internet. A list of relevant potential funding sources is included in the Action Program.

IMPLEMENTATION

IMPLEMENTATION

Prioritized Action Program

The Action Program (Table 4.1) summarizes the major recommendations of the *Macungie Borough Downtown Master Plan*. Certain items are recommended as high priorities. The timing of each recommendation is listed, as well who should have the primary responsibility to carry out the recommendation.

Table 4.1
ACTION PROGRAM

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
LAND USE, BUSINESS MIX, REDEVELOPMENT PATTERN				
1. Use the accompanying sketch plans to show potential investors how the former lumber yard site at 135 East Main Street site could be redeveloped for retail or mixed retail/ office use. a. Show these sketches to the current property owner and realtor. b. Work with current property owner to prepare a summary prospectus for the site and send this prospectus to appropriate local commercial realtors and real estate developers. c. Offer to meet with any prospective investors to demonstrate the Borough's eagerness to work closely with the developer during the land development approval process.	3-2	√	Short Term	MBRPC
2. Encourage further redevelopment of the 52 West Main Street site at the northeast corner of Main Street and Lumber Street in a manner compatible with the existing physical character of the downtown. a. Consult with the site owner to confirm that there are still intentions to construct the plan as approved by Borough Council. b. Work with the site owner to help ensure the exterior architecture of any structure built on-site is compatible with the specific design criteria identified.	3-3	√	Short Term	MBRPC, PC, BC
3. Provide incentives for live-work spaces.	3-3		Mid Term	MBRPC, PC, BC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
4. Emphasize filling notable gaps in the downtown's retail and service offerings. a. Prepare a concise marketing memo that: 1) identifies the types of retail businesses Macungie would most like to see locate in the downtown; and 2) lists the vacant or underutilized buildings in the downtown for sale or lease. b. Send this marketing memo to local commercial realtors and commercial real estate developers. c. Prepare a feature article based on this marketing memo for placement in area newspapers.	3-4		Longer Term	MBRPC, BC
5. Add signs as an eligible activity under the Borough's downtown facade improvements grant program. a. List signs as an eligible activity in the program regulations, subject to the sign guidelines identified. b. Consider reducing the 50/50 match requirement to induce more property owners to participate.	3-4	√	Short Term	MBRPC, BC, GLVCC
6. Amend the Borough zoning ordinance by adding design requirements and design guidelines. a. Direct the Borough Solicitor or a consultant to prepare a formal zoning amendment to implement the zoning revisions proposed. b. Secure a recommendation from the Borough Planning Commission to amend the Borough's zoning ordinance as proposed. c. Hold a public hearing on the proposed zoning amendment. d. Have Borough Council adopt the proposed amendment following a State-required public hearing.	3-5	√	Mid Term	MBRPC, PC, BC
7. Consider expanding the TC Town Center zoning district. a. Coordinate with the two major affected property owners. b. Secure a recommendation from the Borough Planning Commission to amend the Borough's zoning ordinance as proposed. c. Hold a public hearing on the proposed zoning amendment. d. Have Borough Council adopt the proposed amendment following a State-required public hearing.	3-6	√	Short Term	PC, BC
8. Explore community branding to help market the Borough as a niche-oriented small town. a. Retain a professional consultant under a tightly-structured, low-cost contract to proposed two alternative brands and some graphic representations of those two alternatives. b. Have Borough Council select the preferred brand, complete with a slogan and a logo, etc. c. Allocate an appropriate operating budget for marketing the adopted brand in the media outlets recommended by the branding consultant.	3-7		Longer Term	MBRPC, BC, GLVCC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
VEHICULAR CIRCULATION AND PARKING				
1. Reduce parking requirements for certain types of Town Center businesses.	3-8		Mid Term	MBRPC, PC, BC
2. Strive to ensure that some of the parking spaces established for the former lumber yard reuse project at 135 East Main Street become available for general public parking. a. Note in the prospectus prepared for this property that the Borough desires to reserve some parking spaces on this site for general public use. b. Coordinate with the developer as land development plans are being prepared to finalize the number and location of these parking spaces. c. Prepare a formal agreement regarding public use of these spaces so that the agreement is attached to the deed for the property and runs with the land.	3-9	√	Short Term	MBRPC, PC, BC
3. Continue to consider the traffic calming measures recommended in the Borough's streetscape concept plan. a. Formulate a phasing plan to complete the proposed improvements. b. Secure grant funds for the project and the required local match for the first phase. c. Retain a consultant to: 1) prepare engineering plans and specifications; 2) assist the Borough in selecting a qualified contractor; and 3) monitor construction. d. Retain a contractor to construct the improvements. e. Repeat the process for the subsequent phase (or phases).	3-10	√	Short Term	MBRPC, BC, PennDOT, LVPC
4. Use the long lots between Hickory Street and Main Street to meet more parking needs through shared parking arrangements. a. Prepare 2 to 3 conceptual sketch plans to illustrate how selected adjacent properties could meet their parking requirements (when they are redeveloped with new uses) through shared parking arrangements. b. Distribute these conceptual sketches to affected property owners and appropriate local realtors.	3-10		Longer Term	MBRPC, PC, BC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
5. Look for long range opportunities to create small off-street parking. a. Identify certain properties that in the long range future may have potential as public parking areas because they are centrally located and the building(s) on them are vacant, underutilized or in poor condition. b. Prepare conceptual sketches that show how public parking areas could be established on these properties. c. Determine if these properties may be for sale and consider acquiring them if they are reasonably priced and funds are available.	3-10		Longer Term	MBRPC, PC, BC
6. Install coordinated wayfinding signs to direct motorists to important Macungie locations. a. Determine the local attractions that should be featured in a coordinated sign system. b. Identify a common sign style and theme to be carried through on all signs. c. Prepare sign specifications and obtain price quotes from area sign makers.	3-11		Mid Term	MBRPC, BC
PEDESTRIAN CIRCULATION AND THE STREETSCAPE ENVIRONMENT				
1. Continue to consider the pedestrian-oriented improvements proposed in the Borough's streetscape concept plan. a. Formulate a phasing plan to complete the proposed improvements if they are found acceptable. b. Secure grant funds for the project and the required local match for the first phase. c. Retain a consultant to: 1) prepare engineering plans and specifications; 2) assist the Borough in selecting a qualified contractor; and 3) monitor construction. d. Retain a contractor to construct the improvements. e. Repeat the process for the subsequent phase (or phases).	3-11	√	Short Term	MBRPC, BC, PennDOT, LVPC
2. Help beautify Main Street by establishing small public green spaces along both sides of the corridor. a. Prepare an agreement under which the Borough would be allowed to design and construct the proposed landscaped areas at a specific location on each of the privately-owned sites identified. b. Determine what volunteer personnel will be responsible for maintaining these areas. c. Use Borough personnel in coordination with volunteer personnel to make the proposed improvements, including preparing the ground and installing the plant materials. (The Borough would be responsible for acquiring the plant materials and the required mulch.)	3-12	√	Short Term & Continuous	MBRPC, BC, Property Owners, Garden Clubs / Volunteers

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
3. Prepare and publicize sign guidelines. a. Select a professional to prepare a simple but attractive, 8½"x11", full-color fold-out brochure in landscape format that describes and illustrates the principles of good sign design. b. Distribute this brochure to any commercial property owner who applies for funding under the Borough's facade grant program. c. Get a feature article placed in local newspapers that promotes the Borough's facade grant program and these sign guidelines. d. Arrange for the consultant who prepared the sign guideline brochure (or another qualified professional) to make a power point presentation at a Borough Council meeting to: 1) explain the importance of good signage; and 2) show examples of good sign design.	3-12	√	Short Term	MBRPC, BC
4. Prepare and encourage the use of a design guidelines brochure that illustrates the do's and don't's of rehabilitating historic building exteriors. a. Use the same professional as the Borough selects for the sign guideline brochure to also prepare a similar brochure on the do's and don'ts of historic rehabilitation. b. Follow the same process as outlined above for the sign brochure.	3-13	√	Short Term	MBRPC, BC
5. Create more high-profile Borough entrances by establishing new signs and landscaping at the east and west ends of the downtown. a. Secure grant funds for the project and the required local match for the first phase. b. Retain a consultant to: 1) prepare plans and specifications; 2) assist the Borough in selecting a qualified contractor; and 3) monitor construction. c. Retain a contractor to construct the improvements.	3-14	√	Short Term	MBRPC, BC
6. Require through zoning that demolition and partial demolition of historic structures be approved by the Borough's Zoning Hearing Board as a special exception: a. Direct the Borough Solicitor or a consultant to prepare a formal zoning amendment to implement the zoning revisions proposed. b. Secure a recommendation from the Borough Planning Commission to amend the Borough's zoning ordinance as proposed. c. Hold a public hearing on the proposed zoning amendment. d. Have Borough Council adopt the proposed amendment following a State-required public hearing.	3-15	√	Short Term	PC, BC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
7. Continue promoting the Borough-sponsored Properties of Pride Program that recognizes exemplary property maintenance. a. Use the same process that has been followed in previous years and have the same personnel continue being responsible for operating the program.	3-15		Continuous	MBRPC, BC
BUSINESS PROMOTION AND ORGANIZATION				
1. Keep the Revitalization Committee in operation as lead sustainable organization for marketing, promotion, grant applications and public improvements designed to further downtown revitalization. a. Formally re-designate the Revitalization Committee as the advisory body to Borough Council charged with overseeing implementation of this Downtown Master Plan. b. Agree on a prioritized agenda that specifies the order in which recommendations contained in the Downtown Master Plan should be implemented. c. Assign subcommittees (action groups) to oversee specific projects, complete the necessary leg work, and regularly report back to the Revitalization Committee when key decisions are required. d. Consider the possibility of restructuring the Revitalization Committee as a non-profit 501©)3 corporation as a way of becoming eligible for a greater range of grant opportunities.	3-16	√	Continuous	MBRPC, BC, GLVCC
2. Follow the Pennsylvania Main Street 4-Point Approach to revitalization: Organization, Design, Promotion, Economic Restructuring. a. Use the Main Street 4-Point Approach as the Revitalization Committee's business model by designating a specific action group for design-related activities and one for promotion-related activities.	3-16		Continuous	MBRPC, BC, PA DCED
3. Examine the feasibility and desirability of Making Macungie an official Pennsylvania Main Street community. a. Periodically contact the PA DCED to inquire about the prospects of upcoming state funding for the Main Street Program and the likelihood of additional areas being designated as Main Street communities or Affiliate members. b. If an opportunity to join the Main Street Program materializes, carefully consider the local matching fund obligations compared to the expected benefits of participating.	3-17		Periodically	MBRPC, BC, PA DCED, PDC

Recommended Action	Page with Full Description	High Priority	Timing	Prime Responsibilities (See abbreviations at end of this table)
4. Expand marketing of the downtown to capture more of the buying power available in the suburban areas surrounding Macungie. a. Ask Borough Council to adopt a resolution supporting the 3/50 program and promote it at Borough Council meetings. b. Have the appropriate Revitalization Committee action group publicize the 3/50 program and report on its progress. c. Investigate the benefits of joining America Independent Business Alliance, which is a non-profit organization that promotes the sale and purchase of locally-produced goods and services.	3-17	√	Short Term	MBRPC, BC
5. Tap into more of the market that visits Macungie, the Borough's Farmers Market and trail system. a. Include information about Macungie's other attraction in any printed material that is used to publicize the Farmers Market, the trail system, Das Awkscht Fest and the other special events. b. Use signs, printed handouts and other means to help ensure that people who patronize these local attractions are fully aware of Downtown Macungie's retail and service businesses.	3-18	√	Short Term	MBRPC, BC
6. Continue searching for a range of viable public and private funding partners to implement the recommendations identified in this plan. a. Assign a special Revitalization Committee action group to focus its efforts on searching for revitalization funding, including foundation monies, bank grant programs, and other less well known sources. b. Meet with PennDOT, PA DCED and Lehigh County DCED to discuss potential grant funding for implementation projects (streetscape plan, facade/sign program, plant/landscaping materials) c. Prepare grants applications: – Lehigh County Main Street Initiatives Program – Pennsylvania Community Transportation Initiative Program / Smart Transportation – Other grant programs d. Contact various foundations	3-18	√	Periodically	MBRPC, BC, LCDCED, PA DCED, PennDOT, PA DCNR, Foundations

BC = Macungie Borough Council
MBRPC = Macungie Business Revitalization Program Committee
PC = Macungie Planning Commission
LC DCED = Lehigh County Department of Community & Economic Development
LC DGS = Lehigh County Department of General Services
LVPC = Lehigh Valley Planning Commission
PA DCED = Pennsylvania Department of Community and Economic Development
PA DCNR = Pennsylvania Department of Conservation and Natural Resources
PennDOT = Pennsylvania Department of Transportation
PHMC = Pennsylvania Historical Museum Commission
PDC = Pennsylvania Downtown Center
GLVCC = Greater Lehigh Valley Chamber of Commerce

Potential Sources of Funding and Financing

State, federal and county governments; public and private organizations / entities; and foundations provide various opportunities for funding assistance. Grants and loans from various sources should be used to help fund revitalization activities and other plan implementation items. Since funding sources are always changing, with new programs being added and older programs being revised or deleted, it will be important to continually keep abreast of current funding opportunities.

Governmental Grant Programs

The following table (Table 4.2) identifies some of the governmental funding grant and loan programs that should be considered for implementation. The Borough should establish, research and continually update a database of available grants and other funding sources. Many funding providers post their grant program offerings on the Internet.

Table 4.2

Potential Governmental Funding Sources

Name of Program	General Description of Program	Administering Agency
Business In Our Sites Grants and Loans	Empowers communities to attract growing and expanding businesses by helping them build an inventory of ready sites.	PA Department of Community and Economic Development (PA DCED)
County-Wide Housing Rehabilitation	Lehigh County has established a County-wide Housing Rehabilitation Program (CWHRP) which is designed to assist in improving Lehigh County housing. Program funds are used to provide as much as $20,000 of rehabilitation assistance to income-eligible, owner occupants of single family homes, townhouses, condominiums, and multi-family units.	Lehigh County Department of Community & Economic Development
Lehigh County Recovery Zones	As authorized by the American Recovery and Reinvestment Act of 2009, the U.S. Department of Treasury has allocated $5.7 million for recovery zone economic development bonds and $8.6 million for recovery zone facility bonds.	Lehigh County
Communities That Care (CTC)	Communities That Care (CTC) is a community empowerment strategy that emphasizes assessment and planning as the basis for program development and implementation. CTC is a violence and delinquency prevention program that provides communities with a process to mobilize the community, identify risk and preventive factors, and develop a comprehensive prevention plan.	PA Commission on Crime and Delinquency
Community and Business Development Program	The Community and Business Development Program provides grants for community and business assistance projects that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and these program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Community and Municipal Facilities Assistance Program	The Community and Municipal Facilities Assistance Program provides grants for community and municipal facility projects that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and these program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Community Conservation and Employment Program	The Community Conservation and Employment Program provides grants for community and economic development projects that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and these program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Community Development Block Grant (CDBG)	Offers grants for a wide variety of activities, provided the applicant proves by survey or census that the project will benefit low and moderate income persons or handicapped persons or eliminate "blighted" conditions in officially designated areas. For example, funds can be used for housing rehabilitation, handicapped accessibility, street and sidewalk improvements, parks / recreation / trail linkages, planning, and historic rehabilitation.	Lehigh County DCED

Name of Program	General Description of Program	Administering Agency
Community Economic Development Loan Program	Low-interest loans for projects in distressed communities.	PA DCED
Community Services Block Grant (CSBG)	Federal grants to support programs that promote economic self-sufficiency of low-income individuals. Designated Community Action Agencies serving individuals whose income is at 125% of the federal poverty level are eligible for funding. Funds may be used for: case management, job training, food and nutrition, transportation, education, housing, drug and alcohol, and economic development.	Community Action Committee of the Lehigh Valley (CACLV)
C2P2 - Community Conservation Partnerships Program	Provides 50% matching grants to municipalities to: develop plans for parks/recreation/trails; prepare park/greenway master plans; acquire parkland/nature preserves/greenways; and rehabilitate and improve public recreation areas/greenways.	PA Department of Conservation and Natural Resources (PA DCNR)
Downtown Revitalization Assistance	The Pennsylvania Downtown Center (PDC) promotes and supports the vitality of Pennsylvania's downtowns and traditional neighborhood business districts by providing local groups with the techniques and strategies needed to recapture or sustain their downtowns as a vibrant civic, social, and economic center of activity.	Pennsylvania Downtown Center (PDC)
Economic Development Administration	The Economic Development Administration (EDA) offers grants and technical assistance for economic development. Some of the major EDA programs are listed below: • Public Works and Economic Development Program - Public Works and Economic Development investments help support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development. • Economic Adjustment Assistance Program - The Economic Adjustment Assistance Program provides a wide range of technical, planning and infrastructure assistance in regions experiencing adverse economic changes that may occur suddenly or over time. This program is designed to respond flexibly to pressing economic recovery issues and is well suited to help address challenges faced by U.S. regions and communities. • Community Trade Adjustment Assistance Program - EDA's Community Trade Adjustment Assistance (Community TAA) Program, which was created by the American Recovery and Reinvestment Act of 2009, is aimed at helping to create and retain jobs by providing project grants to communities that have experienced, or are threatened by, job loss resulting from international trade impacts. • Planning Program - The Planning Program helps support planning organizations in the development, implementation, revision or replacement of comprehensive economic development strategies (CEDS), and for related short-term planning investments designed to create and retain higher-skill, higher-wage jobs, particularly for the unemployed and underemployed in the nation's most economically distressed regions.	Economic Development Administration (EDA) / U.S. Department of Commerce

Name of Program	General Description of Program	Administering Agency
Economic Growth and Development Assistance	The Economic Growth and Development Assistance Program provides grants for projects fostering economic growth and development in Pennsylvania that, in the judgment of the Department of Community and Economic Development (DCED), are consistent with the authorizing legislation and program guidelines, and meet all requirements of the DCED Single Application for Assistance.	PA DCED
Elm Street Program	Grant funds for planning, technical assistance and physical improvements to residential and mixed use areas in proximity to central business districts. Elm Street is a 5-year program. A Plan that meets the Elm Street Plan requirements must be prepared prior to designation. Planning Grants ($25,000) are available from PA DCED. Operational grants ($50,000 maximum per year), and Residential Reinvestment grants ($250,000 maximum per year) should be pursued annually over the five years. Elm Street involves five specific program areas: 1) organization; 2) promotion; 3) design; 4) neighborhoods and economy; and 5) clean, safe and green activities.	PA DCED
Emergency Responders Resources & Training Program (ERR)	ERRTP funds may be used for emergency responder improvement projects. These projects must demonstrate a benefit to community activities associated with police, fire, ambulance or related public safety services.	PA DCED
Green Future Fund (GFF)	The GFF provides grants for the development and/or support of open spaces, urban parks and farmland throughout Lehigh County. Each municipality receives a non-competitive population-based allocation. A 1:1 local match is required. Municipalities must have an adopted park/recreation plan, a zoning ordinance that is consistent with its comprehensive plan, and a comprehensive plan that is consistent with the County's comprehensive plan.	Lehigh County Department of General Services
Historic Preservation - Certified Local Government Grants	Provides modest-sized matching grants to provide technical assistance to municipalities that have official historic districts and meet other criteria to be "certified."	Federal, administered by PA Historical and Museum Commission (PHMC)
Historic Preservation Survey and Planning Grants	Matching grants for historic surveys, historic preservation planning and National Register nominations. Available to municipalities and nonprofit organizations. Cannot be used for construction.	Federal, administered by PHMC
Historic Preservation Tax Credits	Offers federal income tax credits for a percentage of the qualified capital costs to rehabilitate a certified historic building, provided the exterior is restored. The program is generally limited to income-producing properties.	National Park Service
HOME	U.S. Department of Housing and Urban Development (HUD) program that provides municipalities with funding and technical assistance to expand the supply of decent and affordable housing for low and very low moderate income persons. Uses may include: rehabilitation; new construction; acquisition of rental or sales housing and rental assistance.	Lehigh County Department of Community & Economic Development/ HUD
Home Ownership Choice Program (HCP)	An initiative of the Pennsylvania Housing Finance Agency (PHFA) to finance new, single-family home construction in blighted areas of the Commonwealth.	PA Housing Finance Agency (PHFA)

Name of Program	General Description of Program	Administering Agency
Home Town Streets and Safe Routes to School	The Home Town Streets Program provides funding for a variety of streetscape improvements that are aimed at reestablishing downtown and commercial centers. The Safe Routes to School Program provides grants and is designed to work with both school districts and pedestrian and bicycle safety advocates to make physical improvements that promote safe walking and biking passages to schools. Both programs require a 20% local match.	PennDOT
Housing and Redevelopment Assistance	Provides state-funded grants for community revitalization and economic development activities at the local level. The program assists the community in becoming competitive for business retention, expansion and attraction.	PA DCED
Industrial Sites Reuse Program, PA (“Brownfields”)	Provides grants of up to 75% and low-interest loans for assessment of environmental contamination and remediation work at former industrial sites. Available to private companies, nonprofit economic development agencies, or authorities that own the land. Mainly targeted towards cities. Financing is not available to the company that caused the contamination.	PA DCED in cooperation with PA DEP
Intermunicipal Projects Grants	Promotes cooperation between neighboring municipalities so as to foster increased efficiency and effectiveness in the delivery of municipal services at the local level.	PA DCED
Keystone Historic Preservation Funds	Provides 50% matching grants to fund analysis, acquisition, or rehabilitation of historic sites. The site must be on the National Register of Historic Places or officially determined to be eligible for listing. The site must be accessible to the public after funding. Grants can be made to public agencies or nonprofit organizations.	PHMC
Keystone Recreation, Park and Conservation Fund	State grants to improve the physical facilities of public libraries.	PA DCED
Land Use Planning and Technical Assistance Program (LUPTAP)	This program provides grant funds for the preparation of community comprehensive plans and the ordinances (e.g., zoning and SALDO) to implement them. It promotes cooperation between municipalities in making sound land use decisions that follow or adhere to the Governor’s Executive Order on Land Use. Priority is given to any county government acting on behalf of its municipalities, any group of two or more municipalities, or a body authorized to act on behalf of two or more municipalities. Applicants are to provide a minimum of 50% match consisting of cash or in-kind services. There are no minimum or maximum amounts.	PA DCED
Land and Water Conservation Fund	The Land and Water Conservation Fund (LWCF) provides matching grants to state and local governments for the acquisition and development of public outdoor recreation areas and facilities.	National Park Service in cooperation with PA DCNR
Local Banks	Local banks in the area can contribute funding and financing toward Plan implementation, including making donations for revitalization projects.	Local Banks
Local Government Capital Projects Loan Program	This Program provides low-interest loans for equipment and facility needs of small governments with populations under 12,000.	PA DCED

Name of Program	General Description of Program	Administering Agency
Local Municipal Resources and Development Program (LMRDP)	Grants to municipalities for improving quality of life within the community. Grants may be used for: construction or rehab of infrastructure, building rehabilitation, acquisition and demolition of structures / land, revitalization or construction of community facilities, purchase of upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.	PA DCED
Main Street Initiatives Streetscape Amenities Grant	Provides 50% grants up to $8,000 for banners, benches, trash receptacles, plants, bike racks, signage and street trees.	Lehigh County Department of Community & Economic Development
Main Street Program (PA)	The Pennsylvania Main Street Program offers grants to local governments to fund "Main Street Managers" to coordinate downtown revitalization strategies and commerce activities. Includes: Anchor Building Grants, which assist in the renovation of integral buildings that are vital to the downtown's health; and Downtown Reinvestment Grants, which provide financial incentives to municipalities for development projects to help eliminate decline.	PA DCED
National Recreational Trails Funding (Symms NRTA)	Provides grants for the acquisition and development of recreation trails (which may include trails for motorized vehicles). A 50% local match is required. Applications may be made by federal, state or local government agencies or organizations.	Federal, administered by PA DCNR
Neighborhood Partnership Program (NAP/NPP)	Corporate tax liability credit for businesses that sponsor a neighborhood organization to develop and implement a neighborhood revitalization plan by contributing a substantial amount of cash per year over an extended period of time. Programs must serve clients who are low-income and residents of economically distressed neighborhoods specified by the neighborhood organization. Projects must fall under one of the following categories: housing; education; health and social services; community development; job training; crime prevention; and community participation.	PA DCED
PA Infrastructure Investment Authority (PennVest)	Offers low-interest loans for construction and improvement of drinking water and wastewater systems. 100% grants may be available for highly-distressed communities. Mainly intended for public systems, but some private systems may be approved. Water projects are funded through the Drinking Water Revolving Loan Fund. Sewage projects are funded through the Clean Water Revolving Fund. PennVest is also authorized to provide loans for projects to control existing stormwater problems, such as separating stormwater from sanitary sewage. The "Advance Funding Program" provides low-interest loans for feasibility studies and engineering of systems if the utility cannot fund such work itself.	PennVest, PA DEP (Bureau of Water Supply Management) – Involves both U.S. EPA and state funds
PA Weed and Seed Program	The Weed and Seed program, modeled after the federal program, is a two-pronged approach to addressing the negative, or criminal, elements of a targeted area while supporting and enhancing the positives, or available resources, through the introduction of programming and specialized initiatives.	PA Commission of Crime & Delinquency, and the Office of the Governor

Name of Program	General Description of Program	Administering Agency
Pennsylvania Community Transportation Initiative Program	Grants are available from PennDOT as part of the Pennsylvania Transportation Initiative Program. Funds can be used for a variety of transportation projects and initiatives.	PennDOT
PennDOT's Local Technical Assistance Program	The Pennsylvania Department of Transportation provides technical assistance for Walkable Communities Program studies and other studies.	PennDOT
Planning Grant Program	Planning grants up to $15,000 are available for: economic development or revitalization plans; comprehensive community development plans; environmental or physical development strategy or specialized studies; and implementation ordinances regulating land use/land development. Lehigh County will fund up to 50% of the costs. Typically, there are two rounds of funding each year.	Lehigh County Department of Community & Economic Development
Quality of Life Grants	Funding for this grant may be requested for specific programs, new projects, events, or capital budget items.	Lehigh County Department of Community & Economic Development
Rails to Trails, PA	Provides grants for feasibility studies, master site plans, acquisition, and improvement of former railroad lines for recreation trails. A 50% local match is required. Open to municipalities, authorities, and non-profit.	DCNR
Regional Partnership Grants	Provides 50% grants to a maximum of $8,000 for zoning, revisions, joint purchasing, fire services, police and land use activities.	Lehigh County Department of Community & Economic Development
Save America's Treasures	Save America's Treasures Grants are available for preservation and/or construction work on National significant artifacts and historic structures and sites. A dollar for dollar, non-federal match is required. The maximum grant request for all projects is $700,000.	National Park Service
Small Arts Grants	The Small Arts Grant funds fine and performing arts events and projects that are regional in nature, focus on traditional arts or create new or original work	Lehigh County Department of Community & Economic Development
TEA-21 Transportation Enhancements Program (part of federal Transportation Efficiency Act)	The Transportation Equity Act for the 21st Century (TEA-21) authorizes Federal surface transportation programs for highways, highway safety, and transit.	U.S. DOT funds administered by PennDOT

Name of Program	General Description of Program	Administering Agency
Tourism Development Grants	Tourism venues may request funding for one-time events, first-year events or capital projects. Grants typically range from $10,000 to $25,000.	Lehigh County Department of Community & Economic Development
TreeVitalize Metro Grants	A partnership involving Lehigh County, Pennsylvania DCNR and other state entities. A maximum of $25,000 in state funds for acquiring and planting trees.	Lehigh County Department of Community & Economic Development
Urban Development Program (UDP)	Provides grants for urban development and improvement projects. Funds may be used for: construction or rehabilitation of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase of upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.	PA DCED
Urban Forestry Grants / Tree Improvement Program / Mini-Grant for Planting Trees/PA Community Forest Grants	Several DCNR grants provide funding for tree planting projects on public property or along streets. There is also a Federal "America the Beautiful" grant program for tree planting.	PA DCNR
USDA Rural Development Programs	Various USDA funding assistance programs are available, including: • Housing Repair and Rehabilitation Grants - To dwelling owners / occupants age 62 or older who have very low incomes (50% of the area median income) in eligible locations. • Community Facilities - Provides grants and loans to assist in the development of essential community facilities. Municipalities with a population under 10,000 are eligible. • Water and Sewer - Provides funding for water and sewer projects. Municipalities with a population under 10,000 are eligible. • Business Programs - Helps fund projects that create or preserve quality jobs and/or promote a clean rural environment.	USDA, Rural Development

Sources: Publications and internet sites of various agencies; *Pennsylvanian* magazine; PA DCED, PA DCNR, PennDOT, PA Growing Greener Websites, and Lehigh County Websites.

Foundations

In addition to governmental grants, foundations often donate services and materials, or provide funding for various projects. Foundations are more likely to make donations and provide funds if they serve or have a local presence in the community.

Several foundations that serve or have a local presence in Macungie, and that possibly could be used to assist with downtown projects and special events are listed below:

- ***Greater Lehigh Valley Chamber of Commerce Foundation Community Grants*** --As part of the Greater Lehigh Valley Chamber of Commerce Foundation's focus to improve the appearance of every main street in the Lehigh Valley, $1,000-grants are available for revitalization projects. The grants can be used to fund a variety of projects intended to positively impact the Lehigh Valley's downtowns and surrounding traditional neighborhoods. A 50% local match is required.

  Eligible projects must meet at least one of the following criteria: 1) Improve the stability of the community; 2) Promote economic and/or community development; 3) Improve existing and/or develop new civic, cultural, recreational, industrial and other facilities or activities; 4) Assist in business retention, expansion, creation or attraction; 5) Promote the creation of jobs and employment opportunities; and 6) Enhance the health, welfare and quality of life of citizens of this Commonwealth.

  Projects that can be funded include:

  - Streetscape Amenities such as Banners, Benches, Planters, Street Trees, Decorative Lighting, Gateway Signage, Landscape Plantings, Bicycle Racks, Directional Signage, Informational Kiosks.
  - Plan and Studies such as Downtown Master Plans, Market studies, Parking Studies, Site/Project specific Feasibility studies.
  - Promotional Items such as Informational Brochures, Advertising Campaigns; i.e. Billboards, Restaurant Guides.

  The following entities are eligible:

  - Local government; including, but not limited to, counties, cities, boroughs, townships, and home rule municipalities.
  - Municipal and redevelopment authorities and agencies.
  - Industrial development authorities and agencies.
  - Non-profit organizations incorporated under the laws of the Commonwealth.
  - Community organizations engaged in activities consistent with program guidelines, as determined by the Foundation

  www.LehighValleyChamber.orglorier@lehighvallychamber.org

- ***CVS*** – The CVS Caremark Community Grants program awards funds to nonprofit organizations for programs targeting children with disabilities, programs focusing on health and rehabilitation services, public schools promoting a greater level of inclusion in student activities and extracurricular

programs, and initiatives that give greater access to physical movement and play. Additionally, some contributions are made to organizations that provide uninsured individuals with needed care, in particular programs where the care received is of higher quality and delivered by providers who participate in accountable community health care programs. The grant application process runs from January 1 through October 31. Qualifying organizations are eligible for grants of up to $5,000.

http://info.cvscaremark/our-impact/community-grants

- ***Domino's Pizza*** – The Dominos Pizza Partners Foundation was the inspiration of many caring team members and franchisees who felt strongly about "taking care of their own." Established in 1986, Partners was created to aid Domino's team members in times of hardship and adversity.

  http://www.dominos.com/Public-EN/Site+Content/Secondary/Inside+Dominos/Domino's+Pizza+Partners+Foundation/

- ***First Niagara*** –
  Corporate Giving:

  1. The organization must establish an "Employee Link". An Employee Link is the First Niagara employee who will act as the liaison between your organization and the regional contribution committee. If you currently have a relationship with us, you can work with the First Niagara employee you know. If you do not, visit the branch closest to you and ask to speak with the branch manager. To locate a branch near you, please use our branch locator.

  2. When you meet with your Employee Link, be prepared to discuss the following information about your organization:
     - Mission statement
     - Board member listing (Please indicate if any First Niagara employees serve your organization, either on your board or in a volunteer capacity)
     - Description of the need for funding
     - Annual budget or project budget
  3. All applications have to be submitted electronically.

  Funding Guidelines:

  - Requests for funding up to $500 should be made through your local branch.
  - Requests $500 to $25,000 should be submitted through our Charitable Contribution.
  - An organization can apply only once a year for funding.

  http://www.fnfg.com/InTheCommunity/CorporateGiving/

- ***Subway*** – Subway provides food donations, monetary donations and sponsorships. An online form is available to make requests.

  http://www.subway.com/SubwayRoot/AboutSubway/helpingSociety/eForms/donationRequest/6818.html

- ***Turkey Hill*** – Since 1967, Turkey Hill Mini Markets has been an active member in the neighborhoods where they have stores. Throughout the year, they

participate in various events to help give back to the same community that has helped them become successful. The Turkey Hilda Mascot can be ordered for events.

http://www.turkeyhillstores.com/community/charities.asp

- ***Wachovia Bank*** – The mission of The Wachovia Wells Fargo Foundation is to build strong and vibrant communities, improve the quality of life, and make a positive difference. They are a private foundation providing grants to eligible 501(c)(3) tax-exempt organizations to support the following focus areas: education; community development; health and human services; arts and culture; environment; and civic. To be considered for grant funding, organizations must: have a non-profit tax-exempt classification under section 501(c)(3) of the Internal Revenue Code; have a broad community support and address specific community needs; demonstrate fiscal and administrative stability; and align with one or more of the Foundation's focus areas: education, community development, health/human services, arts/culture, environment, and civic.

  http://www.wachovia.com/wachoviafoundation

Priorities

Priorities for implementation have been established as a result of the planning process (committee meetings, public meetings, etc.). Priorities will change as items are implemented and circumstances change. The following example guidelines can be used to help with prioritization:

- ☐ Is the project consistent with this Downtown Plan?
- ☐ Is the project needed to improve public safety?
- ☐ Is there interest and support for the project?
- ☐ Will the delay of scheduling the project result in a lost opportunity?
- ☐ Can the project be funded, in part, by a state or federal grant or loan funds or a revenue bond rather than with local revenues and/or general obligation bonds?

APPENDIX A
Business Survey

BUSINESS SURVEY 2009

MACUNGIE BOROUGH DOWNTOWN MASTER PLAN
Conducted by Borough of Macungie and the
Macungie Downtown Master Plan Steering Committee

THIS SURVEY IS AN IMPORTANT PART OF DEVELOPING A MASTER PLAN FOR DOWNTOWN MACUNGIE. THIS SURVEY WILL HELP US UNDERSTAND NEEDS FOR YOUR BUSINESS AND FOR THE DOWNTOWN. IT WILL STRENGTHEN OPPORTUNITIES FOR ADDITIONAL FUNDING AND COMMUNITY SUPPORT.

Please answer and return this survey to the Borough of Macungie, 21 Locust Street, Macungie, PA 18062. Attn: Ms. Chris Boehm, Borough Manager, **before August 21, 2009**. A stamped, addressed envelope is enclosed for your convenience.

Thank you for your cooperation!

Basic Information Date: _____

Name & Address of Business Firm:

_____

_____

_____

Name & Phone No. of Person Completing Questionnaire:

Name: _____

Phone Number: _____

Type of Business/Firm: _____

Products/Services: _____

Number of Employees: _____ Full-time: _____ Part-time: _____

Questions

1. How long has your business been at your current location?

2. Do you plan to stay at your current location? _____ Yes _____ No
   If no, why?

3. a) Do you plan to expand at your current location? _____ Yes _____ No

   b) Expand at a different location? _____ Yes _____ No If yes, Where?

(Over)

4. Where do most of your customers live?

   _____ Macungie _____ Outside Macungie

5. Where do you buy most of the products you sell or materials that you use in your business?

   _____ Macungie Borough and immediate area _____ Outside the Macungie area

6. Are you aware that a Downtown Master Plan is in progress? _____ Yes _____ No

7. Overall, in your opinion, what are the three most important things that should be done to continue revitalization efforts in Downtown Macungie?

   1)

   2)

   3)

8. In your opinion, what can be done by the Borough to enhance your business?

   1)

   2)

   3)

9. In your opinion, what other businesses or land uses would be good to attract to Downtown Macungie? (*Please list specific businesses or land uses below*.)

   1) 4)

   2) 5)

   3) 6)

10. Other Comments/Suggestions? (*Please list below or attach additional sheet*.)

Thank you for your cooperation!

RESULTS OF BUSINESS SURVEY 2009

Macungie Borough Downtown Master Plan

Forty-eight (48) business surveys were sent out and fourteen (14) businesses sent back a completed survey, which yielded a response rate of 29.2%. The following provides a summary of the survey results.

Type of Business / Firm:

- Beauty Shop
- Preschool
- Chiropractic
- Pet Grooming
- Insurance
- Dog Grooming
- Dance studio
- Florist
- Apartment Community
- Law Office (2)
- Manufacturing (2)
- Dental Office

Products / Services:

- Education
- Pet haircuts and baths
- Insurance: commercial, property, auto, home
- Dog grooming
- Dance lessons
- Sales / delivery of fresh floral arrangements, silk botanicals, fruit baskets (for party, wedding, funeral)
- Apartment rentals
- Legal services (2)
- Making organs
- Vanity tops, kitchen countertops
- General dentistry

Number of Employees:	Full-time:	Part-time:
2		2
1 (2)		1 (2)
1 + 2 part-time independent contractors		
8	6	2
1		
6		6
4	3	1
1	1	
220 (#11)	220	
19	19	
1		1
5	1	4

Questions:

1. *How long has your business been at your current location?*
   - 3 yrs. (2)
   - 3 yrs. current owners; 20+ yrs. previous owners
   - 4 yrs.
   - 5 yrs.
   - 10+ yrs.
   - 16 yrs.
   - 19 yrs.
   - 20 yrs.
   - 20+ yrs.
   - 30 yrs.
   - 38 yrs.
   - 58 yrs.

2. *Do you plan to stay at your current location? If no, why?*
   - Yes (12)
   - No (1)
   - Yes, for the time being; expansion and expiration of lease (#8)

3. *a) Do you plan to expand at your current location? Yes or No*
   - Yes (2) (#7 & #8)
   - No (12)

   b) Expand at a different location? Yes or No If yes, where?
   - Yes, possibly (1) (#8)
   - No (13)

4. *Where do most of your customers live?*
   - Macungie (3)
   - Outside Macungie (8)
   - Both Macungie and Outside Macungie (2)
   - Within a 20-mile radius of Macungie; we have customers that come from as far as Lehighton, though (#4)

5. *Where do you buy most of the products you sell or materials that you use in your business?*
   - Macungie Borough and immediate area
   - Outside the Macungie area (13)
   - Quadruped shampoos; various catalogs for clipper blades, brushes, etc. (#4)

6. *Are you aware that a Downtown Master Plan is in progress?*
   - Yes (7)
   - No (7)

7. *Overall, in your opinion, what are the three most important things that should be done to continue revitalization efforts in Downtown Macungie?*
   - Get more people into town; not Macungie Park
   - Most of the Downtown building owners try to take care of their properties, but some properties make downtown undesirable; they should be cleaned up!
   - The stone road that runs between Planet Doggywood and the gold pole building needs to be repaired
   - Slow traffic on Route 100
   - Create some parking lots

- Improve Main Street traffic per proposed plan; establish downtown off-street parking lot; continue facade program
- Fix traffic issues
- Community fairs (smaller scale than the auto shows); local farmers market; live street performances
- Bring in retail storefront on Main Street (such as Skippack, Stone College, Lewisburg); expand shopping offerings
- Keep sidewalks and streets free of litter; keep crime rate low; maintain rural character of town

8. *In your opinion, what can be done by the Borough to enhance your business?*
   - Create exposure; allow signage; hold events on our end of town
   - Make it easier for businesses to expand and upgrade their buildings and properties
   - Clean up snow ASAP so people can park
   - Longer time for banners to be up
   - Support local events and organizations so they are not always asking businesses for contributions; simplify and reduce costs for permits when making renovations; instruct zoning officer to be helpful, not combative!
   - Fix traffic issues
   - Better access roads; promoting Borough to outside communities; refurbish the downtown area without losing it identity
   - Not necessary
   - Keep sidewalks and streets free of litter; keep crime rate low; maintain rural character of town

9. *In your opinion, what other businesses or land uses would be good to attract to Downtown Macungie? (Please list specific businesses or land uses below.)*
   - Restaurants / pubs; shops
   - Bakery
   - Different small businesses along Main Street
   - Pet supply store; parking lots
   - Office buildings
   - Bakery; seafood store
   - Boutique; Bed & Breakfast; coffee shops
   - Bookstore (major); college campus; electronics (major); Target

10. *Other Comments / Suggestions?*
    - Put up more signs saying people have to clean up after their dogs! Biggest complaint my customers have is that the parking is not good! (#6)
    - #'s 7 and 8: Please advise what is currently being done to "Revitalize Downtown Macungie" and by the Borough to "enhance our business". Thank you! (#8)

APPENDIX B
Public Meetings

MACUNGIE BOROUGH DOWNTOWN MASTER PLANNING PROGRAM
PUBLIC WORKSHOP MEETING

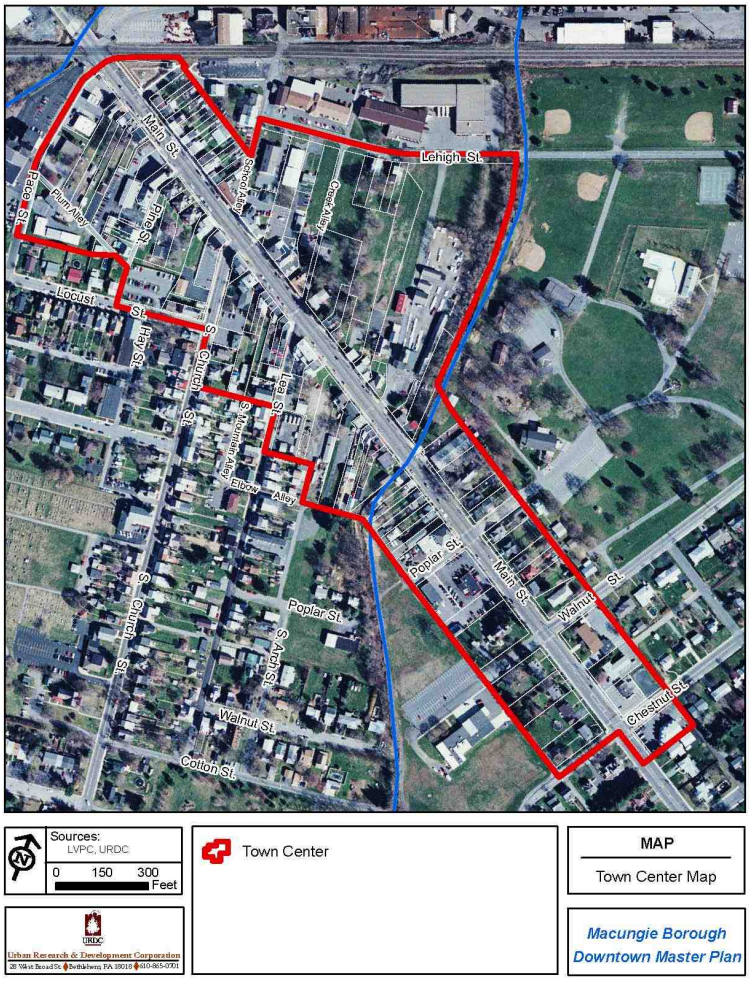
The Borough of Macungie, the Macungie Downtown Master Plan Steering Committee, and Urban Research & Development Corporation (URDC) are sponsoring an **initial** public workshop meeting to discuss the Macungie Borough Downtown Master Planning program and to obtain public input. The plan, when completed at a later date, will include recommendations relating to such items as:

- Land Use, Business Mix, Redevelopment Pattern;
- The Streetscape Environment;
- Business Promotion; and
- Implementation.

The meeting will be held on Thursday, December 3, 2009. A meet and greet session will begin at 6:30 p.m., with the workshop meeting will starting at 7:00 p.m. and ending at 8:00 p.m. The meeting will be held at the Macungie Institute (Auditorium), 510 East Main Street, Macungie, PA, 18062.

Downtown Macungie includes the Main Street corridor and has its most northern boundary along the Railroad and its southern border extends to Chestnut Street (see aerial photo which delineates the Downtown area).

All neighborhood residents, students, businesses, and property owners are encouraged to attend. Others are also welcome! Items to be discussed include: the Downtown Planning Process; Existing Conditions; Downtown Assets / Constraints; Opportunities; and Your Visions for the future Downtown. Please come and share your thoughts on these and related topics.



AGENDA

PUBLIC WORKSHOP MEETING
MACUNGIE BOROUGH DOWNTOWN MASTER PLANNING PROGRAM
December 3, 2009 7:00 p.m. to 8:00 p.m.

1. **INTRODUCTION / BACKGROUND**

2. **DOWNTOWN MACUNGIE MASTER PLAN PLANNING PROGRAM & EXISTING CONDITIONS**

3. **NEXT STEPS**
   - **Revise Vision & Goals Statements**
   - **Work on Draft Illustrative Concept Plan & Recommendations**

4. **DRAFT FUTURE VISION & GOAL STATEMENTS & BRIEF QUESTIONNAIRE**

MACUNGIE BOROUGH DOWNTOWN MASTER PLANNING PROGRAM
PUBLIC WORKSHOP MEETING

The Borough of Macungie, the Macungie Downtown Master Plan Steering Committee, and Urban Research & Development Corporation (URDC) are sponsoring a public workshop meeting to review and discuss the draft Macungie Borough Downtown Master Planning program. The plan, includes recommendations relating to such items as:

- Land Use, Business Mix, Redevelopment Pattern;
- The Streetscape Environment;
- Business Promotion; and
- Implementation.

The meeting will be held on Monday, July 19th at 7:00 p.m. The meeting will be held at the Macungie Institute (Auditorium), 510 East Main Street, Macungie, PA, 18062. Downtown Macungie includes the Main Street Corridor and has its most northern boundary along the Railroad and its southern border extends to Chestnut Street.

AGENDA

MACUNGIE BOROUGH DOWNTOWN MASTER PLANNING PROGRAM MEETING
July 19, 2010 7:00 p.m.

1. **BACKGROUND / PURPOSE OF THE PLAN**

2. **KEY FEATURES & MAJOR RECOMMENDATIONS OF THE PLAN**

3. **COMMENTS / QUESTIONS**

APPENDIX C
Retail Gap Analysis

Retail Stores	Demand (Consumer Expenditures)	Supply (Retail Sales)	Opportunity Gap/Surplus	Opportunity Gap/Surplus %
Total Retail Sales Incl Eating and Drinking Places	1,877,568,406	1,676,315,165	201,253,241	
Motor Vehicle and Parts Dealers-441	335,574,875	528,626,512	(193,051,637)	-57.5%
Automotive Dealers-4411	287,354,669	511,109,998	(223,755,329)	-77.9%
Other Motor Vehicle Dealers-4412	21,448,412	6,021,528	15,426,884	71.9%
Automotive Parts/Accsrs, Tire Stores-4413	26,771,794	11,494,986	15,276,808	57.1%
Furniture and Home Furnishings Stores-442	49,442,283	33,872,248	15,570,035	31.5%
Furniture Stores-4421	26,453,389	16,750,902	9,702,487	36.7%
Home Furnishing Stores-4422	22,988,894	17,121,346	5,867,548	25.5%
Electronics and Appliance Stores-443	43,603,626	53,416,665	(9,813,039)	-22.5%
Appliances, TVs, Electronics Stores-44311	32,633,079	21,161,647	11,471,432	35.2%
Household Appliances Stores-443111	7,253,337	5,862,391	1,390,946	19.2%
Radio, Television, Electronics Stores-443112	25,379,742	15,299,256	10,080,486	39.7%
Computer and Software Stores-44312	9,144,885	13,001,654	(3,856,769)	-42.2%
Camera and Photographic Equipment Stores-44313	1,825,662	19,253,364	(17,427,702)	-954.6%
Building Material, Garden Equip Stores -444	217,213,013	92,167,553	125,045,460	57.6%
Building Material and Supply Dealers-4441	200,240,255	76,882,263	123,357,992	61.6%
Home Centers-44411	78,663,905	11,470,780	67,193,125	85.4%
Paint and Wallpaper Stores-44412	4,600,971	1,722,696	2,878,275	62.6%
Hardware Stores-44413	15,682,047	18,345,452	(2,663,405)	-17.0%
Other Building Materials Dealers-44419	101,293,332	45,343,335	55,949,997	55.2%
Building Materials, Lumberyards-444191	34,832,950	15,462,591	19,370,359	55.6%
Lawn, Garden Equipment, Supplies Stores-4442	16,972,758	15,285,290	1,687,468	9.9%

Outdoor Power Equipment Stores-44421	2,598,600	10,566,374	(7,967,774)	-306.6%
Nursery and Garden Centers-44422	14,374,158	4,718,916	9,655,242	67.2%
Food and Beverage Stores-445	221,959,862	242,440,755	(20,480,893)	-9.2%
Grocery Stores-4451	201,317,059	215,881,408	(14,564,349)	-7.2%
Supermarkets, Grocery (Ex Conv) Stores-44511	191,053,190	205,962,686	(14,909,496)	-7.8%
Convenience Stores-44512	10,263,869	9,918,722	345,147	3.4%
Specialty Food Stores-4452	6,430,261	1,649,858	4,780,403	74.3%
Beer, Wine and Liquor Stores-4453	14,212,542	24,909,489	(10,696,947)	-75.3%
Health and Personal Care Stores-446	84,690,637	70,021,052	14,669,585	17.3%
Pharmancies and Drug Stores-44611	73,285,258	62,657,724	10,627,534	14.5%
Cosmetics, Beauty Supplies, Perfume Stores-44612	2,825,528	229,041	2,596,487	91.9%
Optical Goods Stores-44613	3,489,687	3,758,608	(268,921)	-7.7%
Other Health and Personal Care Stores-44619	5,090,164	3,375,679	1,714,485	33.7%
Gasoline Stations-447	201,957,846	207,999,443	(6,041,597)	-3.0%
Gasoline Stations With Conv Stores-44711	151,987,517	148,901,705	3,085,812	2.0%
Other Gasoline Stations-44719	49,970,329	59,097,738	(9,127,409)	-18.3%
Clothing and Clothing Accessories Stores-448	89,216,699	32,008,523	57,208,176	64.1%
Clothing Stores-4481	64,062,922	13,353,093	50,709,829	79.2%
Men's Clothing Stores-44811	4,306,148	0	4,306,148	100.0%
Women's Clothing Stores-44812	16,362,645	3,922,777	12,439,868	76.0%
Childrens, Infants Clothing Stores-44813	3,176,171	546,741	2,629,430	82.8%
Family Clothing Stores-44814	34,544,286	4,817,412	29,726,874	86.1%
Clothing Accessories Stores-44815	1,536,427	3,491,048	(1,954,621)	-127.2%
Other Clothing Stores-44819	4,137,245	575,115	3,562,130	86.1%
Shoe Stores-4482	10,895,660	10,124,232	771,428	7.1%
Jewelry, Luggage, Leather Goods Stores-4483	14,258,117	8,531,198	5,726,919	40.2%
Jewelry Stores-44831	13,186,096	8,531,198	4,654,898	35.3%
Luggage and Leather Goods Stores-44832	1,072,021	0	1,072,021	100.0%

Sporting Goods, Hobby, Book, Music Stores-451	34,455,359	12,798,194	21,657,165	62.9%
Sportng Goods, Hobby, Musical Inst Stores-4511	22,984,528	10,666,876	12,317,652	53.6%
Sporting Goods Stores-45111	11,718,584	2,970,225	8,748,359	74.7%
Hobby, Toys and Games Stores-45112	7,370,739	6,386,702	984,037	13.4%
Sew/Needlework/Piece Goods Stores-45113	1,720,707	504,883	1,215,824	70.7%
Musical Instrument and Supplies Stores-45114	2,174,498	805,066	1,369,432	63.0%
Book, Periodical and Music Stores-4512	11,470,831	2,131,318	9,339,513	81.4%
Book Stores and News Dealers-45121	8,440,325	1,723,432	6,716,893	79.6%
Book Stores-451211	8,023,617	1,723,432	6,300,185	78.5%
News Dealers and Newsstands-451212	416,708	0	416,708	100.0%
Prerecorded Tapes, CDs, Record Stores-45122	3,030,506	407,886	2,622,620	86.5%
General Merchandise Stores-452	224,203,345	154,657,833	69,545,512	31.0%
Department Stores Excl Leased Depts-4521	106,824,140	71,821,474	35,002,666	32.8%
Other General Merchandise Stores-4529	117,379,205	82,836,359	34,542,846	29.4%
Warehouse Clubs and Super Stores-45291	100,558,962	61,775,345	38,783,617	38.6%
All Other General Merchandise Stores-45299	16,820,243	21,061,014	(4,240,771)	-25.2%
Miscellaneous Store Retailers-453	49,393,009	55,978,270	(6,585,261)	-13.3%
Florists-4531	3,609,069	5,011,728	(1,402,659)	-38.9%
Office Supplies, Stationery, Gift Stores-4532	19,967,926	23,588,418	(3,620,492)	-18.1%
Office Supplies and Stationery Stores-45321	11,317,607	16,258,725	(4,941,118)	-43.7%
Gift, Novelty and Souvenir Stores-45322	8,650,319	7,329,693	1,320,626	15.3%

Used Merchandise Stores-4533	4,213,347	1,887,234	2,326,113	55.2%
Other Miscellaneous Store Retailers-4539	21,602,667	25,490,890	(3,888,223)	-18.0%
Non-Store Retailers-454	139,012,629	23,076,912	115,935,717	83.4%
Electronic Shopping, Mail-Order Houses-4541	84,258,571	0	84,258,571	100.0%
Vending Machine Operators-4542	4,656,593	124,141	4,532,452	97.3%
Direct Selling Establishments-4543	50,097,465	22,952,771	27,144,694	54.2%
Foodservice and Drinking Places-722	186,845,223	169,251,205	17,594,018	9.4%
Full-Service Restaurants-7221	86,147,069	110,529,048	(24,381,979)	-28.3%
Limited-Service Eating Places-7222	75,848,030	39,349,029	36,499,001	48.1%
Special Foodservices-7223	15,562,310	15,323,289	239,021	1.5%
Drinking Places -Alcoholic Beverages-7224	9,287,814	4,049,839	5,237,975	56.4%
GAFO *	460,889,238	310,341,881	150,547,357	32.7%
General Merchandise Stores-452	224,203,345	154,657,833	69,545,512	31.0%
Clothing and Clothing Accessories Stores-448	89,216,699	32,008,523	57,208,176	64.1%
Furniture and Home Furnishings Stores-442	49,442,283	33,872,248	15,570,035	31.5%
Electronics and Appliance Stores-443	43,603,626	53,416,665	(9,813,039)	-22.5%
Sporting Goods, Hobby, Book, Music Stores-451	34,455,359	12,798,194	21,657,165	62.9%
Office Supplies, Stationery, Gift Stores-4532	19,967,926	23,588,418	(3,620,492)	-18.1%

* GAFO (General merchandise, Apparel, Furniture and Other) represents sales at stores that sell merchandise normally sold in department stores. This category is not included in Total Retail Sales Including Eating and Drinking Places.

Claritas' RMP data is derived from two major sources of information. The demand data is derived from the Consumer Expenditure

Survey (CE Survey), which is fielded by the U.S. Bureau of Labor Statistics (BLS). The supply data is derived from the Census

of Retail Trade (CRT), which is made available by the U.S. Census.

The difference between demand and supply represents the opportunity gap or surplus available for each retail outlet in the

specified reporting geography. When the demand is greater than (less than) the supply, there is an opportunity gap (surplus)

for that retail outlet. For example, a positive value signifies an opportunity gap, while a negative value signifies a surplus

APPENDIX D
Plant Suggestions for
Small Public Landscaped Areas

Plant Suggestions for Small Public Landscaped Areas:

Evergreens for Year-Round Interest:

Erica carnea - Evergreen shrub

Yucca flaccida - Adams Needle
Evergreen, soft spiky texture

Long Blooming, Full Sun Perennials:

Early Spring -

Bulb variety - Narcissus

Bulbvariety - Crocus

Late Spring -

Leucanthemum - Shasta Daisy

Platycodon grandiflorus - Balloon Flower

Late Spring continued -

Achillea - Fernleaf Yarrow

Centaurea montana - Bachelor Button

Coreopsis - Any Variety

Geum coccineum borisii - Avens

Penstemon - Any Variety

Salvia nemerosa - Sage

Scabiosa columbaria - Pincushion Flower

Summer -

Echinacea Hybrid Big Sky Series - Coneflowers

Gaura lindheimeri - Wand Flower

Hardy Geranium Hybrids - Cranesbills

Liatris spicata 'Kobold' - Gay Feather

Fall -

Aster novae angliae - New England Aster

Boltonia asteroidies nana - Starflower

Caryopteris clandonensis - Blue Mist Shrub

Rudbeckia - Any Variety

Fall Continued -

Sedum ‘Autumn Joy’

Sedum x Matrona

Sedum sieboldii ‘Neon’