

ALLENTOWN

Cultural Arts and Entertainment District Master Plan



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Introduction

The City of Allentown is in the midst of a downtown revitalization effort that began in the 1990s. During that decade, the downtown experienced a continued decline of its retail and office sectors, prompting city leaders to take serious action toward reversing the negative downtown trends and perceptions. As a result, the City commissioned the Downtown Development Plan in the late 1990s to outline strategies for improving the economy of downtown Allentown.

A key recommendation of the Downtown Development Plan was the need to further exploit Allentown's unique cluster of arts related institutions on the east side of downtown. Specifically, the plan called for the creation of a more physically and functionally cohesive arts district. A number of organizations have moved forward on many physical improvements within the area, such as completing the Arts Walk, a design for Arts Park, a design for the Lehigh County Historical Society's new home in the 400 block of Walnut Street, and the design of a new Arts Center at 9th and Linden Streets. Despite this commendable progress, a major programmatic recommendation of the downtown plan - a multi-institutional arts council has not been realized. In addition, there are several vacant structures in need of rehabilitation/redevelopment within the core arts institution area. Other critical issues, such as pedestrian safety, remain unresolved as well.

Recognizing these deficiencies, as well as the recent successes and remaining opportunities that exist in downtown Allentown, the City administration has worked

closely with a number of arts institutions and facilities to examine the potential for creating the Allentown Arts and Entertainment District. The group decided that a focused plan for the Arts District would be a prudent first step. The plan approaches district revitalization comprehensively, providing key building reuse suggestions, streetscape and transportation recommendations, and a district management concept. Thus, the Arts and Entertainment District Master Plan acts as a catalyst to advance the City's downtown revitalization agenda by outlining ways to economically leverage its enviable arts assets, and establish Allentown as the vibrant cultural center of the Lehigh Valley. Continued cooperation among City and arts leaders, using the plan as a guide, will ensure that this successfully occurs.

The Public Involvement Process

The Allentown Cultural Arts and Entertainment District Master Plan is the product of a public involvement process conducted by the City of Allentown Community and Economic Development and Planning staff, and its consultants.

Steering Committee

The City created a core Steering Committee to guide the plan and support the interests of its constituents. The Steering Committee met regularly throughout the planning process to raise issues and concerns, discuss ideas, and provide input on recommendations for the Arts District. The Committee consisted of representatives from the government, arts, educational, philanthropic, and corporate communities.

Focus Group Meetings

An important initial step in the planning process for the Arts District Master Plan was attaining feedback from downtown Allentown arts-related stakeholders: a wide cross-section of organizations, residents, businesspeople, and agencies involved in the ultimate success of the district. Accordingly, with much assistance from the City staff, a series of focus group meetings was held in September 2003 at the Baum School in the heart of the Arts District to obtain an in-depth understanding of local issues, concerns, needs, and aspirations of the arts-related stakeholders regarding district revitalization. A questionnaire was

developed and distributed to all stakeholders to ensure focused discussions. Focus group meetings were held for arts organizations, local community groups and businesses, corporate and philanthropic organizations, educational groups, and local government agencies. While these same groups constituted the Steering Committee, the focus group meetings reached out to a much broader audience.

Visioning Meetings

Another key public involvement strategy was the Arts District visioning process. This component was intended to involve all participants in the previous focus group meetings and transition the thinking pattern forward from issues and concerns to a district vision and objectives. The City organized an intensive initial visioning meeting held in November 2003 at the Allentown Art Museum. The meeting consisted of a background presentation summarizing district-wide issues, followed by break-out group discussions organized into three major topics: property development, physical environment, and district management. The visioning meeting topics formed the framework for eventual recommendations for the Arts District. A second follow-up visioning meeting was held in February 2004 to review the conceptual recommendations resulting from feedback and analysis to date.



A Focus Group meeting at the Baum School.

Vision Statement and Objectives

The end product of the visioning process was a comprehensive vision statement, formulated to establish a spirit of optimism and excitement for a revitalized downtown:

Through a series of strategic investments and programs, the Arts District Master Plan seeks to revitalize and invigorate the cultural and entertainment area of downtown Allentown. It is envisioned that these improvements will enhance the overall quality of life of the downtown, City, and entire Lehigh Valley by reinforcing downtown Allentown as the regional focus; strengthening community identity and civic pride; enhancing the cooperation, knowledge, and leverage of the arts; providing safety and aesthetic improvements; rehabilitating existing infrastructure; encouraging downtown living; and providing new opportunities for leisure and entertainment activities. In sum, the Arts District Master Plan envisions a highly desirable, livable, walkable, vibrant, and diverse downtown Allentown with a strong sense of place.

The Steering Committee for the Arts District Master Plan established a series of objectives for creating an arts district at the beginning of the planning process. Through the analysis of existing conditions, feedback from focus group and visioning meetings, and the establishment of a vision statement, the consultant team and Steering Committee reinforced, refined, and supplemented the original objectives for the Arts District, as follows:

- Establish a single, unified plan for the Arts District
- Help spur the revitalization of downtown Allentown
- Create an environment that encourages additional arts and cultural organizations to locate in the district and individual artists to live and work in the district
- Leverage the ability of the arts to attract nighttime and weekend activity downtown and generate arts related business development
- Increase the number and type of cooperative and supportive ventures among existing arts organizations and with non-arts organizations
- Create an organizational structure or entity to coordinate and manage all activities within the Arts District
- Identify reuse/redevelopment opportunities for several key buildings within the Arts District
- Identify additional resources/revenues to support an increased level of activity in the district
- Increase the public's awareness of, and attendance at, the cultural facilities and activities that are located in the downtown Arts District and in Allentown in general
- Create a coordinated marketing strategy to identify, unify, and promote all downtown arts venues and organizations, as well as supporting businesses
- Create a safe and attractive physical environment in the Arts District to promote year-round, 24-hour pedestrian activity.

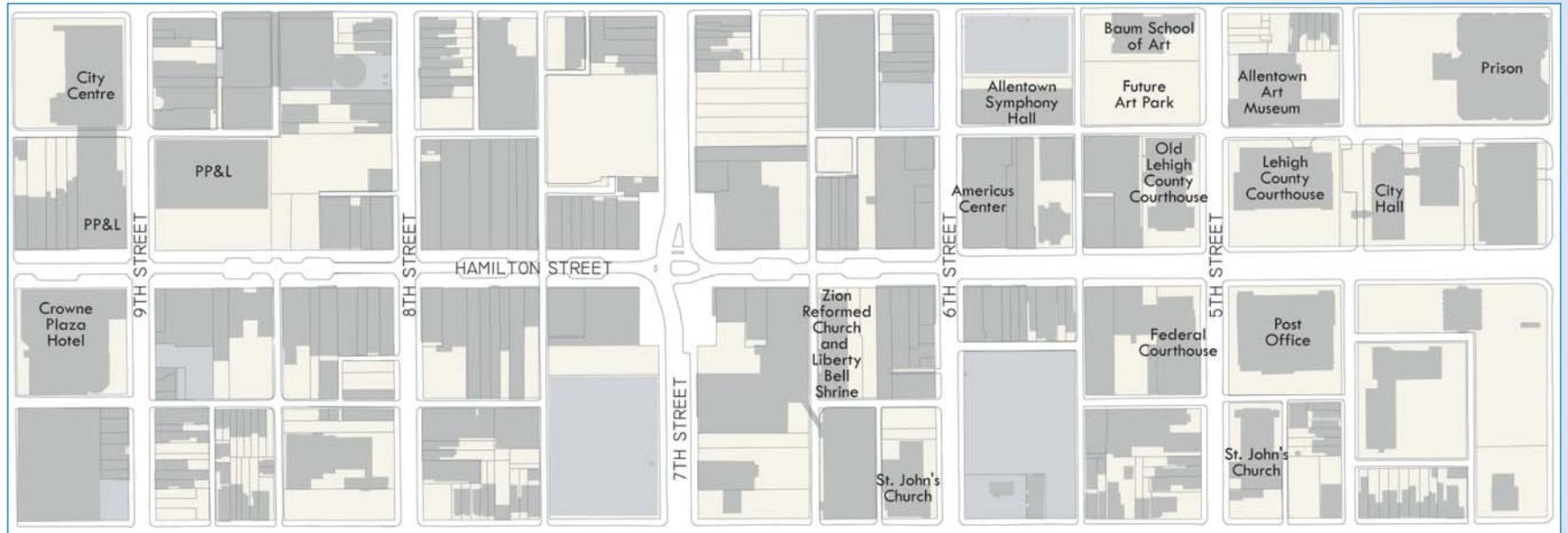
Existing Conditions

An important preliminary component of the Allentown Cultural Arts and Entertainment District Master Plan is the analysis of existing conditions. This evaluation helped determine opportunities and challenges within the Arts District, in both physical and programmatic terms. Existing conditions were evaluated through intensive site visits to the district, analysis of existing documentation, and feedback received during focus group and steering committee meetings.

Arts District Description

The Allentown Cultural Arts and Entertainment District is an unofficial place, with a defined designation and boundary a desired outcome of the Master Plan. The study area for the physical plan centers on Hamilton Street, the traditional commercial spine of downtown, and encompasses the downtown blocks between Linden and Walnut Streets and 4th and 7th Streets. However, programmatic improvements are examined for a larger area extending to 9th Street. While the primary financial district of downtown Allentown lies to the west of

7th Street, the Arts District area is home to small locally-owned shops, a variety of residential offerings from single-family row homes to multi-unit apartment buildings, several churches, the City's courts, and the City's major arts institutions and museums. Some vacancies exist, primarily above the ground floor, but the urban fabric throughout the district is well intact, and only a couple of unused vacant lots exist. Parking lots and garages are abundant, but have managed to locate on side streets, leaving the premier commercial corridor largely uninterrupted.



Key features of downtown Allentown.

Property Characteristics

Land Use

Located in the heart of the city's downtown, the Allentown Arts District incorporates a wide array of land uses including general and professional offices, retail stores, restaurants, government buildings, cultural venues, light industrial uses, parks, parking facilities, and vacant land and commercial structures. The breadth of land uses generally supports the goals of the Arts District, though vacant and sometimes dilapidated buildings detract from the district's vitality, image, and perception of safety.

Residential

The residential areas of the Arts District are primarily on its fringes, particularly along Linden and Walnut Streets. On Linden Street, the residential component occupies most of the north side of the street between 4th and 7th Streets. Housing, with some commercial and small office uses intermixed, in this area is characteristically three-story rowhouses, occupied by single families and multiple tenants. Similar housing styles extend into the residential neighborhoods north of Linden Street. The housing stock is intact and well maintained, providing a diverse and sustainable residential market for the cultural and potential commercial offerings of the Arts District. On Walnut Street, the housing stock is also primarily in the form of three-story rowhouses. As with Linden Street, much of the housing is well maintained, and adds a fairly dense residential element to the southern edge of the district. Another



Existing land use in the Arts District area.

concentration of housing within the Arts District is Allentown Manor, an assisted living high-rise on Hamilton Street between 4th and 5th Streets. Just behind Allentown Manor is an apartment complex on 4th Street, forming an eastern residential boundary of the Arts District along Jordan Creek.

Commercial

The Arts District contains a large amount of commercial space, particularly along Hamilton Street. While every major street contains some form of commercial land use, the commercial center of the district is the intersection of 6th and Hamilton Streets. In that vicinity, the 500 and 600 blocks of Hamilton Street contain the highest concentration of commercial space in the district. On adjacent 6th Street, another solid block of commercial space exists between Hamilton and Linden Streets in the Americus Center building, as well as across the street in the vicinity of Sal's Spaghetti House. Other pockets of commercial activity are located on 7th Street at the intersection of Linden Street, and along Linden and Walnut Streets interspersed with the residential uses.

Institutional

The majority of the Arts District's land uses belong to institutions. County and federal courthouses are located on Hamilton Street, adjacent to City Hall and the post office. The county prison is also nearby at 4th and Linden Streets. The district also contains several prominent churches, including Grace Episcopal Church at 5th and Linden

Streets, St. John's Lutheran Church on 5th Street, St. John's Catholic Church at 6th and Walnut Streets, and Zion's Reformed Church on Hamilton Street. Several other churches are located just a few blocks away. Most importantly, the city's major arts institutions are all located within the Art District, including the Allentown Art Museum on 5th Street, Symphony Hall and the Community Music School on 6th Street, the Baum School at 5th and Linden Streets, and the Lehigh County Historical Society at 5th and Hamilton Streets (which is currently in process of relocating to Walnut and South Penn Street).

Park/Open Space

The centerpiece of the Arts District is Arts Park, located across from the Allentown Art Museum, adjacent to the Baum School, behind Symphony Hall, and behind the Historical Society. While it currently remains an open grass field, construction will soon begin on what will become an extraordinary public park. Connecting Arts Park to all arts venues throughout the district is Arts Walk, a linear public space in the district. Another public park resource is located at 4th and Walnut Streets.

Parking

There are several parking lots and decks within and in the vicinity of the Arts District. Major public parking sites can be found on the 600 block of Linden Street, at 6th and Walnut Streets, at 7th and Walnut Streets, and in the area of 7th and Turner Streets. The two Hess's decks near 9th and Linden Streets, as well as two metered lots on 8th and



Commercial properties along the 500 block of Hamilton Street.



The U.S. Courthouse and Federal Building.



Arts Park, in the center of the Art District.

9th Streets, are additional parking areas. Various employee-only lots also exist in the area as well, such as the lot on the northwest corner of 7th and Walnut Streets, and the prison lot.

Vacant Land

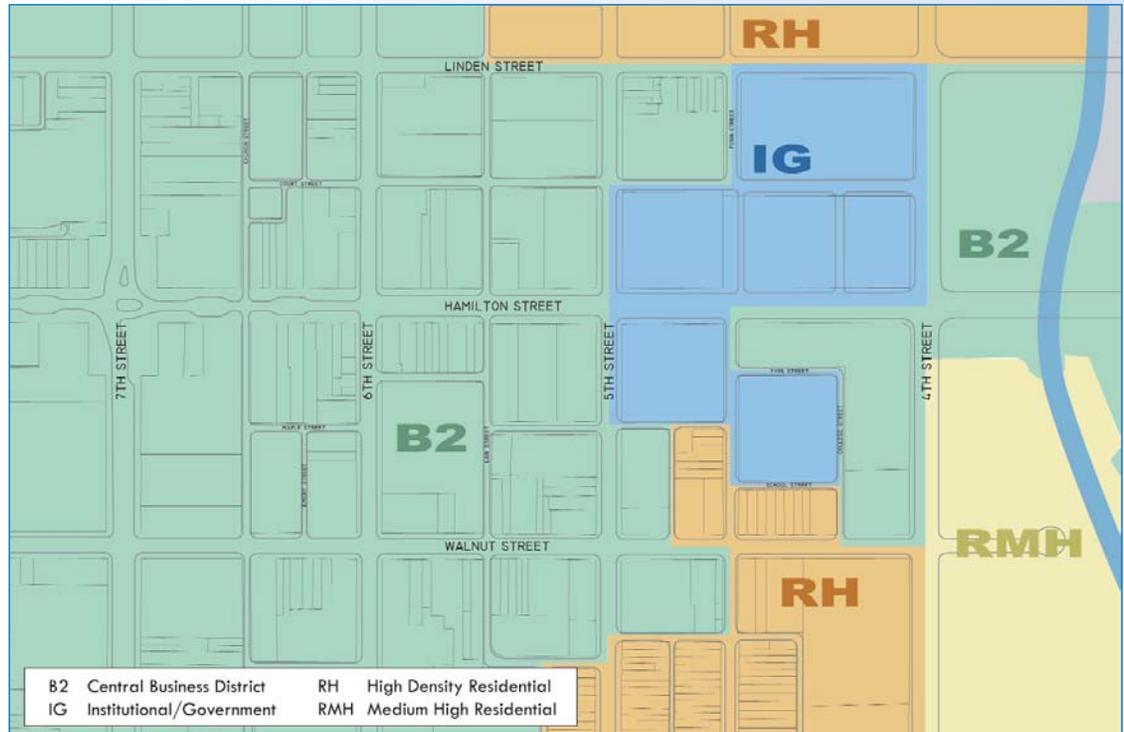
While vacant buildings exist, vacant land in the Arts District is rare. The only vacant lot is on 7th Street between Linden and Hamilton Streets, and it is currently being proposed for development.

Zoning

The Arts District area consists of three zoning designations: B2 - Central Business District, RH - High Density Residential, and IG - Institutional/Government, while the R-MH - Medium High Density Residential District lies just outside the Arts District to the southeast. The vast majority of the Arts District falls within the B2 district.

B2 - Central Business District

The B2 district encompasses most of Allentown's downtown area. The district encourages a wide variety of retail, office, service, residential, cultural, entertainment, governmental, and institutional uses in the downtown area, while promoting residential density and building intensity. The district's standards are intended to maximize



Zoning in the Arts District area.

commercial development opportunities as a tool to revitalize the downtown business market and encourage pedestrian activity. The B2 district also permits selected light manufacturing uses whose impacts are compatible with the integrity of downtown, to encourage reuse opportunities for larger older buildings. Within the Arts District, the B2 designation includes all blocks west of 5th Street, including also the Allentown Art Museum and St. John's Lutheran Church.

RH - High Density Residential

RH is the predominant downtown residential zoning district. It is intended to provide high density areas downtown appropriate for the development of high rise residential buildings while ensuring its compatibility with surrounding land uses permitted in the district. Such permitted uses aside from residential include banks, small offices and commercial establishments, restaurants, and small retail stores. Within the Arts District, the RH designation encompasses a very small area in the southeastern portion. Specifically, it includes the parcels along Penn Street between Maple and Walnut Streets, as well as the row of buildings on Walnut Street between Penn and College Streets.

IG - Institutional/Government

IG district is intended to provide areas for major governmental and institutional uses, including city, county, state, and federal offices and facilities. Limited

additional uses are permitted, such as single-family detached housing, small offices, and neighborhood retail. In the Arts District, the IG district includes the County Prison, City Hall, County Courthouse, and Post Office, and centers on Hamilton Street between 4th and 5th Streets.

The existing zoning is generally supportive of the Arts District, providing for a mix of commercial, cultural, and entertainment uses to attract visitors to the area. These are supported by daytime employment uses that can provide an important weekday market for retailers and restaurants and by nearby residential uses to provide a presence in the evenings. While residential uses are allowed and even mixed commercial and residential buildings are permitted, the current ordinance prohibits the conversion of existing structures to include new residential units. This limits the potential future uses of the vacant structures in the Arts District and limits the amount of additional residential development that can occur, given that the district is largely built-out.

Conditions/Characteristics of Key Downtown Properties

Several vacant or underutilized properties are located in the near vicinity of Arts Park and the major Downtown cultural institutions. These properties represent important development opportunities that can encourage investment in the Arts District, increase the residential population base in the District, add employment, and provide the locations



The Post Office building.



The Colonial Theater.



The Americus Center.

for expanded arts & entertainment activities. These key properties are prime for reuse for arts-related, commercial, and/or residential purposes. The properties are important because of their size, historic character, and prime location within the district, primarily focused on the vicinity of 6th and Hamilton Streets, all contributing to their ability to successfully support the desired reuse activities.

Key development opportunities include:

- o **Post Office Building.** The 80,000 square-foot main Post Office in the 400 block of Hamilton is only partially utilized and retail postal operations can be maintained in 6,000 to 8,000 square feet of the first floor.
- o **Colonial Theater & Courthouse Annex.** The Colonial Theater property & the adjacent Courthouse Annex at 513-525 Hamilton together occupy 27,700 square feet of ground. The significantly deteriorated condition of the Colonial Theater property may necessitate its partial or total demolition; total demolition may also result in the demolition of the adjacent Courthouse Annex.
- o **527 Hamilton.** The vacant modern bank building at 527 Hamilton is along the direct pedestrian path between Hamilton and Arts Park.
- o **Southside of Hamilton-500/600 Blocks.** A series of eight smaller multi-story properties on the southside of

Hamilton between 526 and 606 are either totally or partially vacant and can be rehabilitated to expand commercial and residential uses in the District.

- o **Americus Center.** With the exception of some street-level retailing and services, the 135,000 square-foot Americus Center is vacant. This prominent, 12-story building sits at the critical corner of 6th and Hamilton and provides the street frontage for pedestrian connections between Hamilton and Symphony Hall.
- o **Musselman Building.** The 12,000 square-foot, two- and three-story office building at 601-03 Hamilton and 10 N. 6th Street will soon be available for reuse. This building is located at the critical intersection of Hamilton and 6th.
- o **Schoen's Building.** This vacant 41,000 square-foot, six-story building at 612 Hamilton is being converted to apartments that can benefit from *spectacular views of the adjacent historic church.*
- o **First National Bank Building.** This former bank office building at 645 Hamilton includes nearly 108,000 square feet of space and is vacant.
- o **Sal's Spaghetti House.** The Sal's Spaghetti House property at 18-22 N. 6th Street is vacant and deteriorating. This 11,000 square-foot, three-story property has great potential for rehabilitation.



The Musselman Building.



The Schoen's Building.



The former Sal's Spaghetti House.

Physical Environment

Streetscape

The function, safety, and appearance of the Arts District area is a concern among city officials, arts groups, business owners, and residents. The perception of being unsafe or an unappealing streetscape environment can discourage walkability, pedestrian friendliness, attendance of events or venues, and business for local merchants. If visitors do not feel welcome and safe, they will not stay long and will most likely not return. There are several physical features of the Arts District in need of attention and investment.

Lighting

Lighting throughout the Arts District is predominantly a "cobra head" highway style and does not effectively illuminate sidewalks and pedestrian areas. Particularly with large trees, this type of light creates shadows and dark areas, making a street, alley, or area less safe. The exception is the 600 block of Hamilton Street, the area around Center Square, and Arts Walk, which have been improved with attractive and bright pedestrian-oriented lighting.

Street Trees

Street trees in the Arts District area are fairly prevalent, particularly along Linden Street, Walnut Street, and the improved block of Hamilton Street. Trees are lacking, however, on the numbered streets, particularly 5th and 6th

Streets. Alleys also tend to not have street trees, but size and light limitations would make trees prohibitive in those locations.

Sidewalks

Existing sidewalks throughout the Arts District are in relatively good condition. In many locations, concrete sidewalks are enhanced with brick treatments for aesthetic appeal. Sidewalk widths are generous in most instances, ranging between 8 and 15 feet on area streets. Sidewalks on the 600 block of Hamilton Street have been widened and ornamentally treated as part of a previous streetscape improvement project extending west to 10th Street. In this block, sidewalks widen to about 26 feet on both sides where there is no on-street parking, and approximately 16 feet where there is parking. This width does not continue east of 6th Street. As a result, the existing sidewalks on the 400 and 500 blocks of Hamilton Street are too narrow for the anticipated level of street and commercial activity associated with the revitalizing district.

Wayfinding Signage

There is currently very little signage in the Arts District providing direction to downtown attractions for either vehicles or pedestrians. The former Allentown Downtown Improvement District Authority installed a series of signs directing visitors to points of interest, but the general consensus is that they were unattractive, too small, and too



Existing "cobra head" street lighting.



A lack of street trees on 6th street.



Relatively narrow sidewalks on Hamilton Street.

difficult to read for drivers. Many of the signs have since been removed. The City is now working to install a new signage system throughout the downtown area.

Gateways

Currently, the Arts District does not offer designated gateways welcoming visitors to the district. While Center Square is an ideal gateway location as a western entrance on Hamilton Street, it currently serves as a centerpiece for downtown Allentown and does not lend itself to an arts theme. On the eastern end of the district, the Hamilton Street bridge over Jordan Creek is currently unimproved with any decorative treatments, and would be an ideal gateway as well.

Circulation/Pedestrian Safety

The Arts District is an urban-scale pedestrian environment, however, it contains several important through-routes used by residents of the City and region alike to access and traverse downtown Allentown. As a result, there are many opportunities for vehicular/pedestrian conflicts that threaten the safety of downtown pedestrians. These issues include traffic signal timing, curb radii, crosswalks, and street widths.

Traffic Signal Timing

Most of the signals on the major streets within the Arts District are currently set for a 30 mile/hour speed, which permits vehicles traveling at that controlled speed to

proceed without stopping at a red light. While this doesn't seem fast for vehicles, it is still a dangerous speed for pedestrians in an urban environment. The exception to the 30 mile/hour timing is 7th Street, where the Department of Public Works recently changed the timing to a more pedestrian-friendly 22 miles/per hour. DPW reports that this speed is satisfactory for adequately moving traffic along the corridor.

Curb Radii

At most intersections in the Arts District, the curb radii, or angles, are conducive to fast vehicular speeds. This creates a hazard for pedestrians attempting to cross the street, even at signalized intersections. The exception is on Hamilton Street at 6th Street, where streetscape improvements have included curb extensions on the west side of the intersection. This effectively narrows the distance the pedestrian must travel across the street, making it a much safer crossing than other unimproved intersections.

Crosswalks

Throughout the Arts District, crosswalks exist at each intersection, however, they are typically narrow painted lines running perpendicular to the path of travel. As a result, they often get worn quickly by the passing traffic and are difficult to see. This makes crossing at intersections dangerous for pedestrians. Other intersections are missing crosswalks altogether. Some more prominent and attractive crosswalks do exist in the district, however. Hamilton Street, for example, has concrete crosswalks at



The eastern Hamilton Street gateway to the Arts District.



Signals on 7th Street, well-timed for pedestrian safety.



A crosswalk on Linden Street in need of re-stripping.

several of its side streets, although the striping is not very prominent. Also on Hamilton Street, brick and concrete crosswalks indicate the pedestrian right-of-way across the alleys in the 500 and 600 blocks.

Alleys

The Arts District is comprised of an extensive network of narrow one-way alleys traversing each block. Prominent alleys in the district include Court, Law, Penn, and Maple Streets. The alleys are curbed, signed, and lighted, and provide a critical supplemental circulation system, facilitating access to most features of the district as well as off-street parking. For the most part, however, lighting is inadequate, and few pedestrians utilize the alley system at night.

Hamilton Street

Hamilton Street, formerly Hamilton Mall, is the premier commercial corridor in downtown Allentown. The street is one way eastbound with two lanes and on-street parking between 6th and 10th Streets where streetscape improvements have been installed. The cartway of travel lanes throughout these blocks is approximately 22 feet, with an additional 16 feet where on-street parking intermittently exists. East of 6th Street, the cross-section consists of two lanes eastbound, and one lane westbound. The cartway in this location is approximately 48 feet, including on-street parking. This traffic pattern continues across the Jordan Creek bridge. The average annual daily traffic (AADT) on Hamilton Street in 2003 was approximately 10,500 in the vicinity of 6th Street.

Walnut Street

Walnut Street is another major corridor through the Arts District at the southern edge. This one-way eastbound street consists primarily of two travel lanes and on-street parking on the north side. The block between 6th and 7th Street consists of three travel lanes with prohibited on-street parking. The cartway width is approximately 34 feet, creating extra wide lanes and the propensity for speeding. The AADT on Walnut Street in 2003 was approximately 5,600 in the vicinity of 6th Street.

Center Square

Center Square is the original focal point of downtown Allentown and the western edge of the Arts District. Currently the traffic pattern through the square is unusual, as traffic must travel around the central monument. To accommodate this, the two eastbound lanes of Hamilton Street split as they travel around the monument, and two of the three southbound lanes of 7th Street travel to the west of the monument, while the left lane turns off onto Hamilton Street. The result is an irrational public space and a loss of the formality of the original square.

Parking

Parking is an important component of the Arts District, both in terms of its supply and associated location, as well as the condition of the lots themselves and their accessibility to the district attractions.



The Court Street alley along side Symphony Hall.



The existing Hamilton Street cross-section, which changes at 6th Street.



The existing configuration of Center Square.

Public Parking Supply

Public parking lots and garages are abundant in and around the Arts District. Major public parking sites can be found at the Linden Deck on the 600 block of Linden Street, the Community Lot at 6th and Walnut Streets, the Germania Lot at 7th and Walnut Streets, and the North and Cata Lots near 7th and Turner Streets. In addition, the two Hess's decks near 9th and Linden Streets, as well as two metered lots on 8th and 9th Streets provide additional parking in the Arts District vicinity. There are approximately 2,000 off-street public spaces among these facilities, offered as monthly contractual parking, daily parking, and a combination of both. The potential for more public parking exists with the pending transit center on Linden Street as well as parking for Morning Call employees converting to public parking. Additional parking can be found on-street with meters. Every street in the Arts District permits on-street parking, many on both sides.

Parking Lot Conditions

A major problem regarding off-street parking in the Arts District is the physical condition and appearance of the lots. Specific issues include poor and unattractive lighting; non-existent landscaping, trees, or other aesthetic treatments; a lack of signage indicating the direction to Hamilton Street and downtown attractions; a lack of clear, safe, and attractive pedestrian access between parking and the Arts District attractions; and unattractive and exposed parking lot edges that directly abut the sidewalk.



The Community Lot at 6th and Walnut Streets.



Exposed edges and a lack of landscaping, typical of most public parking lots.

Arts Organizations

Major Arts Facilities

The arts institutions and venues are the most important feature of the Arts District. Downtown Allentown is fortunate to have a high concentration and critical mass of such facilities to potentially anchor a successful Arts District. If the institutions remain viable, they will ensure that Allentown, specifically the Arts District, becomes the recognized center for the arts in the Lehigh Valley. Within the district, the major institutions and facilities include the Allentown Art Museum, Symphony Hall, Community Music School, the Baum School of Art, the Lehigh County Historical Society, Crockadile Rock, the proposed Allentown Performance and Education Center, and the Liberty Bell Shrine.

Allentown Art Museum

The Allentown Art Museum is the premier art museum in the greater Lehigh Valley. The museum offers galleries and exhibits specializing in American art, European art, textiles, and prints, as well as the original library from Northome, one of Frank Lloyd Wright's original prairie style houses. The museum presents approximately twelve changing exhibitions each year. The Allentown Art Museum is a full-service facility, offering classes, workshops, camps, festivals, guided tours, lectures, and gala events and parties, and has a gift shop and coffee shop in its lobby. The current museum membership is just under 2,000, consisting of residents from all across the region, and



Prominent arts facilities in the Arts District

annual museum attendance exceeds 50,000. The museum is open Tuesday through Sunday, and tickets for admission or events can be purchased in advance by phone or at the museum.

Symphony Hall

Renovated in the late 1990s, Symphony Hall is the premier performance venue in Allentown, and is home to the Allentown Symphony. The Symphony performs approximately ten performances a year, while the Hall hosts other events in between performances, such as student concerts and regular Symphony practice sessions. Symphony Hall currently hosts an "Arts Walk" program for students, coordinating activities with the Art Museum and Baum School. The venue can accommodate approximately 1200 guests in the auditorium, with additional facilities on the second and third floors used by the Community Music School. Tickets can be purchased for single events or concert series in advance by phone or in-person at Symphony Hall.

Community Music School

The Community Music School has a new home in Symphony Hall, after being located for years in the St. John's Lutheran Church parish hall. Within Symphony Hall, the school has a small performance space accommodating up to 100 people, and utilizes classroom space on the second and third floors. There are approximately 800 students enrolled at the Community Music School, half of which come from within the City of Allentown. Scheduled

programming for the school includes approximately 25 recitals taking place between October and June, as well as fundraising concert events. In addition, the school once participated in City Arts, a summer program operated in conjunction with the Art Museum, Baum School, and Dance Repertory School.

Baum School of Art

The Baum School is a non-profit community art school whose student body consists of people from all aspects of the community - from preschool age to senior citizens, young adults pursuing college credit, teens preparing for college, and underprivileged children and families who require full financial assistance. The school enrolls approximately 800 students, consisting of approximately 500 adults and 300 children. The facility contains a first floor auditorium that can hold up to 100 people. There is also an auditorium on the third floor that holds up to 150 people. Two galleries are housed in the school, both on the first floor. Classes are held six days a week year round during both the day and evening. The Baum School hosts special shows and exhibits by artists, which are normally open to the public. Occasionally the school hosts a dinner or party for special events. Currently the Baum School is coordinating events and scheduling with the Art Museum, Symphony, and Liberty Bell Shrine.

Lehigh County Historical Society

The Lehigh County Historical Society collects information about the region's past, and exhibits the information



Symphony Hall and Community Music School.



Baum School of Art.



The existing Lehigh County Historical Society and former Lehigh County Courthouse.

through its library, museum, historical sites, and educational programs. The Society will move into a brand new facility at 5th and Walnut Streets in the Fall of 2004, called the Lehigh Valley Heritage Center. The Center will offer a gift shop, an auditorium seating up to 100 people, permanent and changing galleries, and classrooms. The Society currently offers a variety of regularly scheduled programs, including educational history programs during spring, summer, and fall; daily library hours for history and genealogy research; lectures in spring and fall, year round bus tours; brown bag lunch lectures; oral histories; and large weekend events on special occasions. Annual attendance approaches 12,000 to 15,000 visitors a year for educational and lecture series, approximately 2,500 for regular library research, and hundreds for special lectures and oral histories. Currently the Society does not coordinate events with other Arts District institutions, although it does market through the Lehigh Valley Arts Council and Chamber of Commerce.

Crocodile Rock

Crocodile Rock is a major downtown privately-owned music venue on Hamilton Street offering national music acts to a regional audience. The facility has a concert hall, several music theme rooms, a restaurant, bars, and an outdoor area. Total capacity approximates 1,000 people. Croc Rock's schedule depends on the season and day of the week. National acts perform Thursday through Saturday, while local acts perform Monday through Wednesday. No

national acts are scheduled during winter months. Croc Rock announces performances through newspaper and radio advertisements, but does not currently coordinate events with any arts institutions.

City Center

City Centre is a unique partnership of the Theatre Outlet and Grace Montessori School with the Allentown Parking Authority, located in the parking structure at 9th and Linden Streets. City Centre will create a center for performance and educational activity in downtown Allentown. Through this consortium, the Theatre Outlet will offer an expanded black box theater for 180 patrons, a lab theater for training artists seating 100, and classroom space for creative arts education. Grace Montessori School will offer preschool, kindergarten, day care, and teacher training, expanding enrollment from 70 to 120 children. The new space will provide a lobby displaying art, a gift shop, and several classrooms. The Parking Authority owns the venue and will lease it to each organization.

Liberty Bell Shrine

The Liberty Bell Shrine is a facility located in the basement of the Zion Church that houses a replica of the Liberty Bell. During British occupation of Philadelphia, the Liberty Bell was hidden here for its protection. The facility has a gift shop, exhibit space, a hallway housing the Portraits of Freedom Center, an auditorium room that holds 175



Crocodile Rock, the regional concert venue.



A rendering of the entrance to the new City Centre.

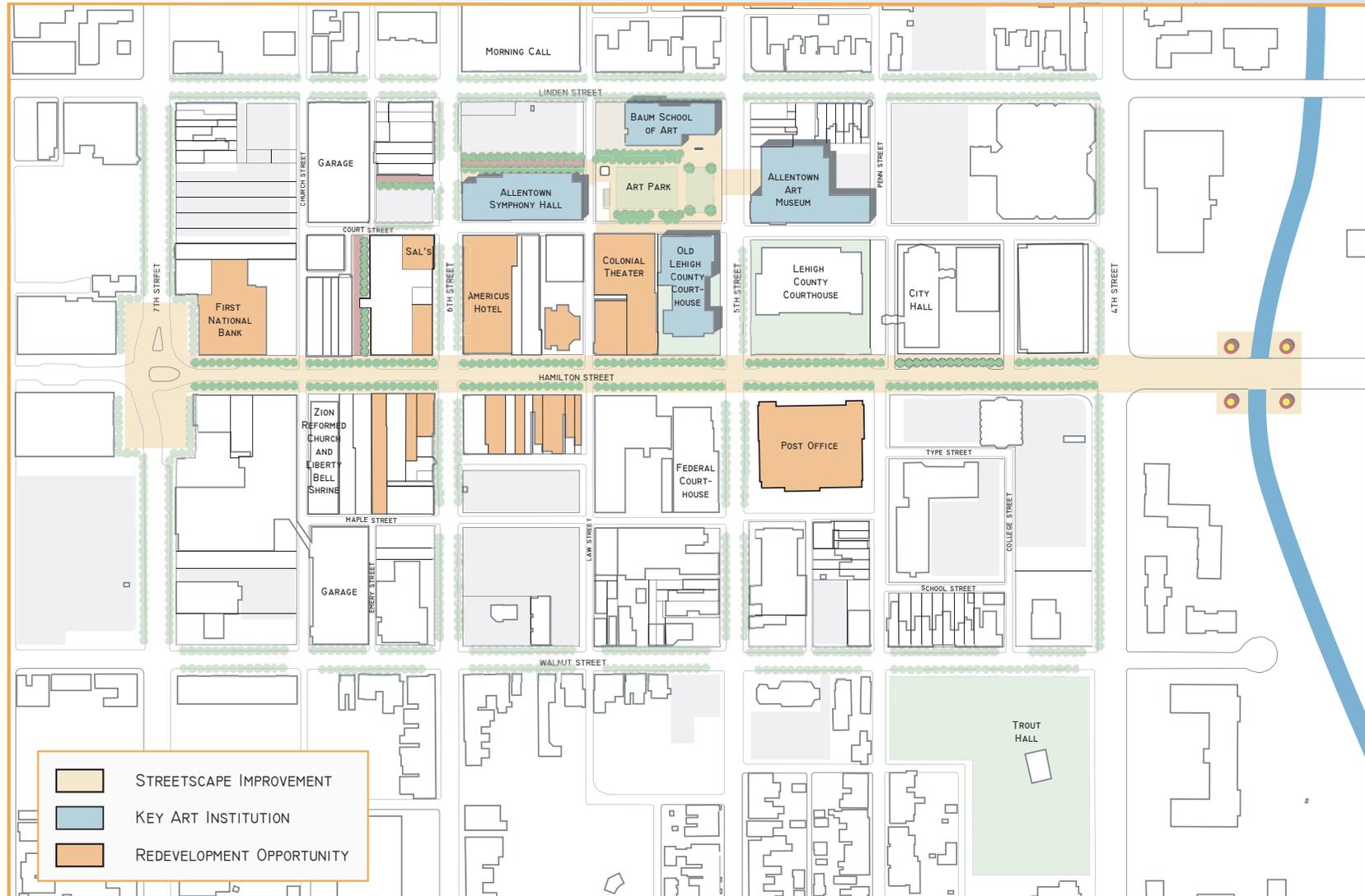
people, and a small meeting room. The Shrine advertises through a newsletter, published for members, as well as print and radio advertisements. It has marketed with the Baum School on occasion, and currently coordinates some scheduling with the School's summer programs, as well as the Allentown Library. The Shrine currently has a membership of about 170.

Coordination Among Organizations

Currently, there is little formal coordination among the arts organizations. There is no sole source for ticketing, programming, promotion, marketing, or management, though some institutions do plan certain events to coincide with events or programs of other venues. In most cases, each arts venue sells tickets, advertises, and promotes events individually. In addition, the organizations all raise funds separately, competing for the same funding allocations and foundation donations.

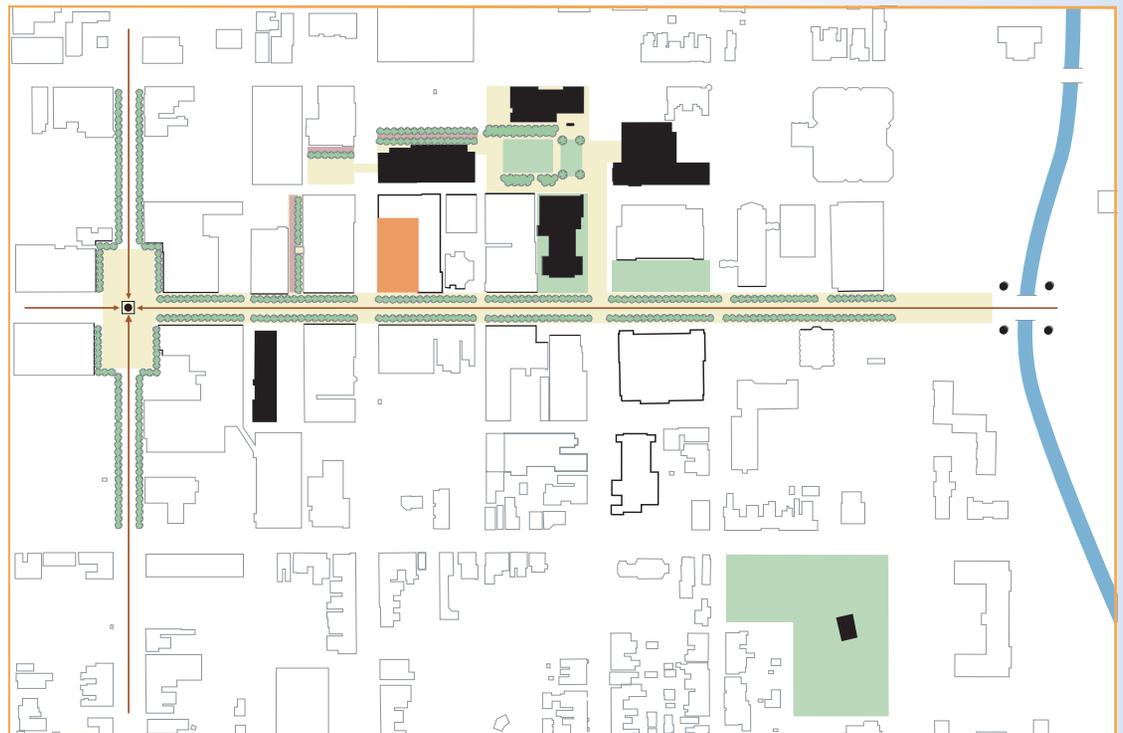
Recommendations

Illustrative Site Plan



Design Structure

The design structure of the cultural arts and entertainment district reflects the highly focused development strategy underlying the plan and its relationship to downtown. Center Square, at the axial crossing of 7th Street and Hamilton, is visually anchored by the imposing Soldiers and Sailors Monument that marks this as the center of downtown. Extending east to the Jordan Creek, Hamilton Street marks a gentle ridgeline lined with important civic buildings (city, county, and federal). The bridge crossing of the creek is to be marked with four vertical sculptural elements establishing a gateway to the district and downtown from the east. The historic Zion Church, the black rectangle to the south, is a counterpoint to the multi-story height of the Americus Hotel, a downtown landmark proposed to be transformed into upscale apartments. To the north is Arts Park surrounded by the key buildings of Allentown's major institutions that anchor the arts district plus the historic county courthouse between Arts Park and Hamilton Street. A half size replica of Leonardo da Vinci's famous house sculpture distinguishes the north side of Arts Park. A block south of Hamilton Street, Trout Hall, the 18th century summerhouse of Allentown's founding family, sits in a tree-filled landscape near its Jordan Creek fishing attraction.



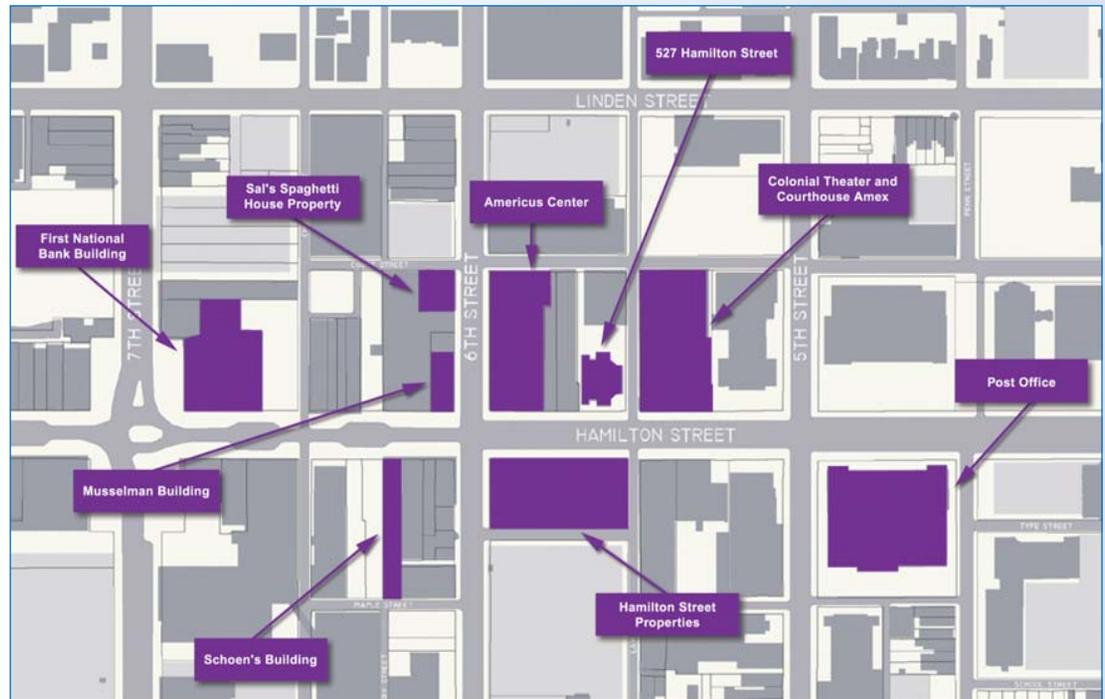
I. Property Development

A. Redevelop Key Downtown Underutilized Properties

Nine key properties have been identified as potential development opportunities in the Arts District. The underlying residential and commercial uses that can provide the market support for revitalization of these properties include restaurant, entertainment, housing, office, and arts-related activities.

An analysis of the Downtown housing market for the City of Allentown has identified several rental and sales housing market opportunities that can be captured. These include:

- o price-competitive rental apartments targeted to the 35 and younger market
- o live/work spaces for rent to artists
- o price-competitive new and substantially renovated townhome condominiums
- o luxury historic and unique warehouse/loft conversions and townhomes
- o new and substantially renovated smaller condominium flats; and
- o well-renovated duplexes and triplexes for owner/landlord occupants.



Key downtown underutilized properties.

Since the size of most of these market opportunities is small, the housing market analysis recommended that Allentown pursue a housing development strategy with multiple small development projects that are each targeted to one of these market niches.

In total, this analysis suggested that Downtown Allentown could capture between 300 and 400 new households over the next three years through this multi-niche approach. These new households would occupy:

- o 150-200 new or substantially renovated rental units targeted largely to the 35 and younger market;
- o 10-20 substantially renovated rental units for artist live/work spaces;
- o 40-70 new townhome condominiums aimed at the 45 and under market segment;
- o 20-30 luxury condominium units located in a substantially renovated warehouse or unique historic building;
- o 15-25 substantially renovated condominium flats of 1,000 to 1,300 square feet targeted to one- and two-person households; and
- o 60-85 units in 25 to 35 rehabilitated owner-occupied duplexes and triplexes.

Five of the nine redevelopment opportunities identified within the Arts District are multi-story properties where the upper floors are appropriate for housing use. These five

redevelopment opportunities could provide the space for approximately 125 housing units including up to 65 rental apartments, approximately 15 rental artist live/work spaces, 25 luxury condominiums, and 20-25 smaller condominium flats. These properties would capture about 40% of the housing market opportunities identified for Downtown in the next three years.

The first floors of these mixed-use properties as well as the first floors of the other four redevelopment opportunity properties would be occupied by restaurants, art galleries, entertainment venues, or other arts-related retailing. Three of these four properties have upper floors that would be better targeted to office or service use rather than housing.

Redevelopment of these key properties should be undertaken in a *phased approach with reinforcing investments concentrated in a compact area*. Successful redevelopment assumes that the anchor cultural and entertainment facilities within the Arts District are intensively programmed to provide the active community context that will make other residential and commercial ventures attractive. Initial Arts District property revitalization activities should be concentrated in a compact area to create an exciting environment immediately adjacent to these major anchor facilities. This initial compact area should be centered on the 500 block of Hamilton and the unit blocks of North 5th and 6th, with some spillover into the 600 block of Hamilton.

Within this context, suggested redevelopment approaches include:

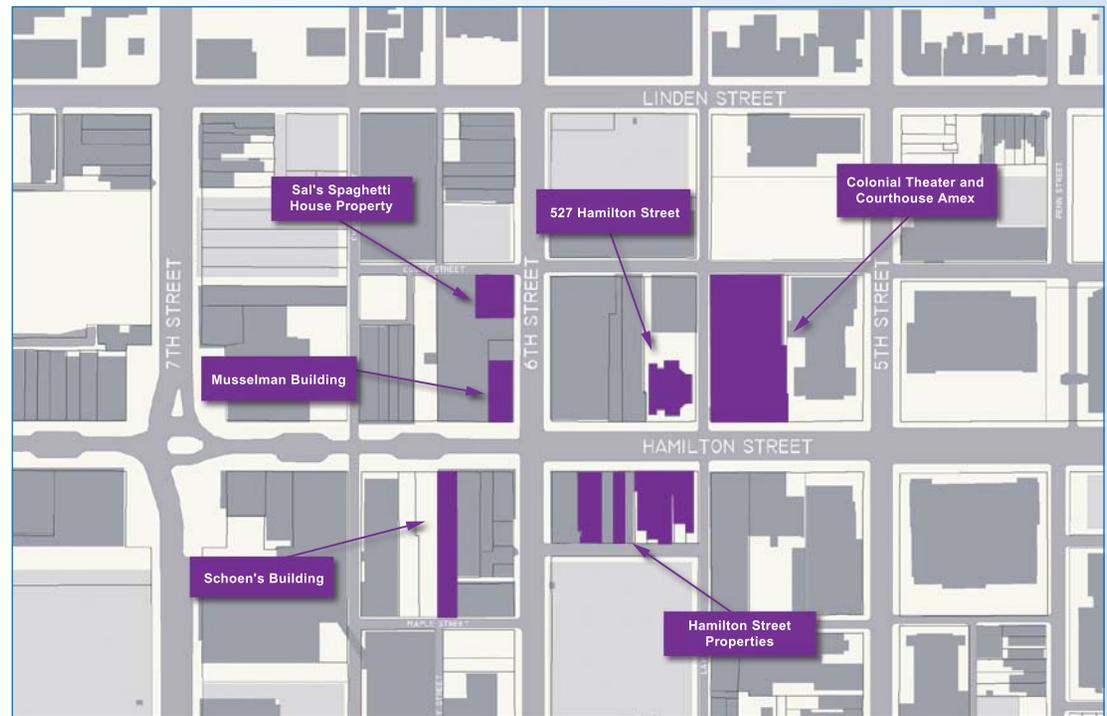
1. Phase 1 Development Activities

Phase 1 activities can begin immediately on smaller properties, while pre-development activities are undertaken on larger, more complicated properties (Americus Center and Post Office) for Phase 2 redevelopment.

- o **Schoen's Building.** The current rehabilitation of this 41,000 square-foot six-story building for 30 rental housing units on the upper floors and a restaurant or arts-related retailing on the first floor is a positive kick-off to Phase 1 activities.
- o **Sal's Spaghetti House.** The Sal's Spaghetti House property can be rehabilitated for six artist live/work lofts on the upper floors and arts-related retailing on the first floor.
- o **Colonial Theater & Courthouse Annex.** It seems likely that, at a minimum, the rear auditorium portion of the Colonial Theater will need to be demolished. Therefore, the maximum remaining facility will be the front (Hamilton Street) multiple-story portion of the property and the adjacent Courthouse Annex. In the event of total demolition, a vacant development site with 27,700 square feet of ground will be available.

This site is ideally located for lawyers' offices-either rental or condominium. The first floor frontage along Hamilton Street should be used for retail.

- o **Musselman Building.** This 12,000 square-foot two- and three-story office building at the critical intersection of Hamilton and 6th is perfectly situated for a deli restaurant on the corner, an art gallery along the 6th Street frontage, and a non-profit community arts office complex on the upper floors.
- o **Southside of Hamilton-500/600 Blocks.** This series of eight smaller multi-story properties on the southside of Hamilton between 526 and 606 can be rehabilitated to provide restaurants and arts-related retailing on the first floor and approximately 35 rental apartments on the upper floors. Some of these properties may be attractive for an owner-occupant/landlord; that is, a property owner who occupies one of the residential floors and acts as landlord to first floor retail and other upper floor apartments.
- o **527 Hamilton.** The vacant modern bank building at 527 Hamilton, located directly along the pedestrian path between Hamilton and Arts Park, could be well used as a restaurant, small music venue, or art gallery.



Suggested properties for Phase 1 development activities.

2. Phase 2 Development Activities

Once Phase 1 activities have re-established this location, larger, higher-end projects can be undertaken as part of Phase 2.

- o **Americus Center.** The prominent Americus Center property has the unique character that can meet the interests of higher-income households seeking luxury Downtown condominium space. The upper eight floors of this property would accommodate approximately 25 luxury condominiums of 1,800 to 3,000 square feet. Lower residential floors could provide high-end condominium flats for the market segment seeking smaller (1,000 to 1,300 square-foot) quality space. First floor space would allow for a quality destination restaurant and streetfront retailing, including arts-related stores. The second-floor ballroom could be converted to a banquet facility, jazz club, or other performance venue aimed at a more mature audience.

- o **Post Office Building.** The Post Office property includes a variety of space types that suggest a mixed-use approach to redevelopment. The Hamilton Street frontage of the property is a classic art deco structure with 16,000 square feet of space on each of the two stories above ground. The eastern portion of the first floor could remain in use as the retail post office operation, while the western portion would make a dramatic destination restaurant space at the corner of Hamilton and 5th Street. The second floor could be reused as approximately 12 smaller condominiums of 1,000 to 1,300 square feet each. The rear portion of the property is a high-ceilinged warehouse that would be very attractive for



Suggested properties for Phase 2 development activities.

conversion to approximately ten artist live/work spaces. These spaces could be especially attractive for sculptors and other large-installation artists since direct truck loading could be provided with the units.

- o **First National Bank Building.** This former bank office building at 645 Hamilton includes nearly 108,000 square feet of space and is vacant. This property requires a large user for viable redevelopment. Its location would be highly advantageous for an educational institution, especially one that incorporated training in arts- and entertainment-related industries. An institutional reuse of this property would ideally incorporate a movie venue to broaden the range of arts and entertainment activities available in the District.

B. **Modify Zoning Regulations To Accommodate Desired Development In The Arts District**

The existing zoning ordinance is generally supportive of the Arts District, however, there are a few provisions that both discourage desired redevelopment as well as encourage undesirable development. The current ordinance prohibits the conversion of existing structures to include new residential units and does not allow artist live/work space. This limits the potential future uses of the vacant structures in the Arts District and limits the amount of additional residential development that can occur. Furthermore, the ordinance permits drive-through

restaurants, which do not fit into the urban scale of the Arts District.

1. **Allow Residential Conversion**

The city should amend the zoning ordinance to allow residential conversion of existing buildings in the B-2 district. Residential conversions in other districts are limited to four units, a number that is too small for many of the residential conversion opportunities in the Arts District, most notably the Americus Hotel. This maximum should be increased or reviewed on a case-by-case basis under the "special exception" process for residential conversions in the B-2 district. The minimum square footage requirements specified in the ordinance should remain in effect for the B-2 district.

2. **Permit Artist Live/Work Space**

The other major issue with the zoning ordinance is that it does not currently allow artist live/work space as either a residential or commercial use, effectively prohibiting the conversion of vacant commercial or residential spaces to artist lofts. The zoning ordinance should be amended to specifically allow this use in the B-2 district. As a part of this amendment, the city should allow at least some types of commercial development in the ground floor of artist lofts. Gallery, small performance spaces, and retail sales of art or custom crafts would be supportive uses, though given the diversity of land

uses already allowed in the B-2 district, commercial uses would not necessarily need to be limited.

3. **Prohibit Drive-Through Restaurants**

The city should also consider prohibiting drive-through restaurants in the B-2 district to maintain and enhance the pedestrian environment. Drive-through restaurants are currently permitted in the B-2 district, but their typical design is at odds with the pedestrian-scaled urban environment of the Arts District, and their operation can interfere with pedestrian circulation and safety, and diminish the appearance of downtown area.

II. **Physical Environment**

Streetscape and Urban Design

The streetscape environment should be improved throughout the Arts District to enhance the overall appearance of the street and to encourage pedestrians to stroll, visit arts institutions, attend events, shop, and congregate safely. Streetscape and urban design improvements will attract new businesses to invest in the area, as well as encourage existing business owners in the downtown area to reinvest in their properties. A streetscape improvement program is one of the most effective ways to encourage downtown revitalization.

A. Improve The Arts District Streetscape

Streetscape improvements for the Arts District are suggested in phases to prioritize recommended improvements, targeting initial improvements for the vicinity of Arts Park. Phasing will allow the City to effectively implement the improvements by earmarking necessary funding to complete each phase incrementally. Specifically, the streets recommended for streetscape improvements, and the associated phases, include:

Phase 1:

Major Streets

- 5th Street: Hamilton Street to Linden Street
- 6th Street: Hamilton Street to Linden Street
- 7th Street: Hamilton Street to Linden Street
- Linden Street: 5th to 7th Street
- Hamilton Street: 4th to 6th Street

Alleys

- Court Street: 5th to Church Street
- Law Street: Hamilton Street to Linden Street
- Church Street: Hamilton Street to Linden Street

Phase 2:

Major Streets

- 5th Street: Hamilton Street to Walnut Street
- 6th Street: Hamilton Street to Walnut Street
- 7th Street: Hamilton Street to Walnut Street
- Walnut Street: 5th to 7th Street



Suggested phasing for streetscape improvements.

Alleys

- o Maple Street: Church Street to 5th Street
- o Church Street: Hamilton Street to Walnut Street
- o Law Street: Hamilton Street to Walnut Street

Phase 3:

Major Streets

- o 4th Street: Linden to Walnut Street
- o Linden Street: 4th to 5th Street
- o Walnut Street: 4th to 5th Street

Alleys

- o Penn Street: Linden Street to Walnut Street
- o Court Street: 4th to 5th Street

For each phase, the following actions are recommended:

1. Improve Sidewalks

To create a unified and safe pedestrian system throughout the Arts District area, sidewalks should be repaired or replaced where necessary. Along Hamilton Street, particularly in the 500 block, sidewalks should be widened 5 to 6 feet on each side and aesthetic brick treatments added, matching the width and appearance of sidewalks in the improved portions west of 6th Street. This could be accomplished by reducing the three-lane cross-section to two lanes while retaining on-street parking (see recommendation for Hamilton Street below under Pedestrian Circulation and Safety). Aside from Hamilton Street, sidewalks of at least 10 feet in width should be provided where possible throughout the district.

2. Add Curb Extensions

Curb extensions, also known as bulb-outs, should be constructed wherever possible throughout the district, i.e., at all intersections where one or more of the component streets includes a permanent parallel parking lane. The benefits of curb extensions are the following:

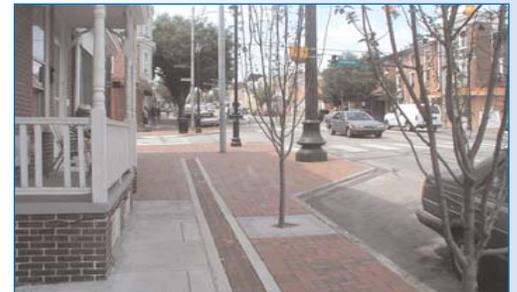
- o Pedestrian crossing distances are reduced by the width of the parking lane(s).
- o Traffic turning speeds are reduced due the fact that near right-angle turning movements replace higher-speed parabolic movements that cut across the parking lane.
- o Lost time at green cycle startup is minimized due to lower frequency of pedestrians getting caught in the street as the signal changes.
- o Where pedestrian crossing times are the controlling factor for cross-street green time, the signal phasing could be readjusted to the benefit of the primary flow corridor.

Moreover, curb extensions rarely result in a notable loss of parking, as existing clearance and visibility requirements generally lead to parking prohibitions within 20 to 30 feet of the corner.

Curb radii around the curb extensions should be the minimum possible to support the design vehicle, in order to maximize the degree of traffic calming benefits.



Attractive sidewalk with edge treatment.



Curb extension at an intersection.

3. Enhance Crosswalks

Crosswalk treatments not only identify crosswalks as a pedestrian facility, providing right-of-way to the pedestrian, but also aid in slowing traffic by alerting drivers that they are entering a pedestrian zone. In addition, treated crosswalks lend an attractive aesthetic element to a street or area. Crosswalk treatments should be installed at major intersections throughout the Arts District and include brick, concrete paver units, stamped concrete, or unique and visible striping, and should conform to PENNDOT crosswalk width standards of ten feet.

4. Install New Pedestrian-Oriented Lighting

Attractive pedestrian-oriented lighting should be installed throughout the Arts District to not only promote pedestrian safety and activity at night, but also improve the aesthetic appearance of the district and enhance its identity. Street lighting should be placed approximately 40 feet apart, alternating on each side of the street. Lighting approximately 15 feet in height is recommended to illuminate both the sidewalk and street. Overhead wires and poles should be removed where possible to enhance the appearance and effect of the new lighting, particularly along Linden and Walnut Streets.

5. Install Street Trees

Street trees should be installed throughout the Arts District to beautify the district, create a sense of place, and

enhance the pedestrian environment. Tree species should be selected that have tall trunks and are not so dense in growth that they obscure store facades and signage. Trees should be avoided, however, in front of prominent and attractive arts venues, such as Symphony Hall and the Art Museum.

A durable species, tolerant of urban conditions and drought should be selected and planted at a spacing of 20 to 30 feet on center to achieve a continuous canopy. Adequate tree pits with generous soil areas should be provided to allow proper growth. Among recommended street tree species are the following:

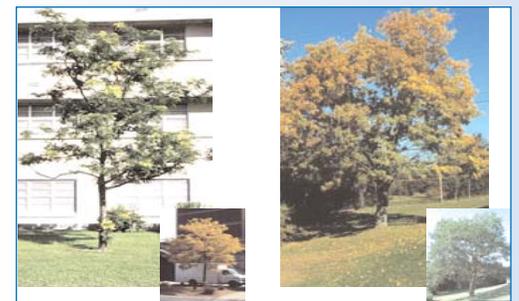
- Fraxinus Pennylvanica (Green Ash)
- Gleditsia Triacanthos (Shademaster Honey Locust)
- Platanus X Acerifolia (London Plane Tree)
- Sophora Japonica (Japanese Scholar Tree)
- Zelkova Serrata (Village Green)
- Acer Rubrum (October Glory Maple)

6. Install Vehicular and Pedestrian Wayfinding Signage

Both a vehicular and pedestrian-oriented directional signage program should be implemented throughout the Arts District to assist visitors, encourage greater visitation of arts venues and utilization of the downtown, and contribute to its visual attractiveness. Such a system would help direct both vehicles and pedestrians to arts venues,



Attractive signature lighting in downtown Allentown.



Examples of tree species appropriate for an urban streetscape.

cultural attractions, businesses, special features, and off-street parking. A thematic design would also lend a sense of unity and identity to the Arts District. The City is currently designing a directional wayfinding signage system for vehicles to be installed along major thoroughfares throughout the downtown area. A pedestrian-oriented signage system should be similarly designed to compliment the vehicular signage, but at a smaller scale for slower foot traffic.

7. Install Street Furniture

Attractive pedestrian-oriented street furniture should be part of the Arts District streetscape program. Such furniture should include benches and sitting areas, strategically placed throughout the district to enhance the comfort and convenience of pedestrians. In addition, attractive trash receptacles and bicycle racks should be added to enhance the public amenities of the Arts District.

8. Improve Public Spaces

Streetscape improvements should also involve the installation of landscaping, public art, gathering spaces, and areas for public information. The City is proposing an informational kiosk along 5th Street adjacent to Arts Park. Similar kiosks should be considered for areas adjacent to other arts venues, as well as along Hamilton Street, to advertise events and provide public information.

Each of the suggested phased streetscape improvements are recommended for the major streets within the Arts District. For the alleys, new pedestrian-oriented lighting is the key recommended improvement, as well as pedestrian wayfinding signage.

B. Create Gateways To The Arts District

Gateways can take many forms: signs, landscaping, monuments, and lighting. Gateways are meant to welcome and invite visitors and residents while identifying the entrances to a community. Attractive gateways send a positive message about the community as one enters. Furthermore, gateways can contribute significantly to the beautification of a street or district.

For the Arts District, the recommended gateway style is lighting. Accordingly, the City should pursue attractive gateway treatments on Hamilton Street at each major entrance to the district on both the east and west side:

- o Western Gateway: The western Hamilton Street gateway at Center Square should consist of a new perimeter of pedestrian-scale lights outlining the edge of the square. This treatment will celebrate and emphasize the importance of the center of downtown Allentown and form a grand entrance to the adjacent Arts District.



A proposed design for vehicular wayfinding signage in downtown Allentown.



Attractive and information pedestrian-oriented signage in Philadelphia.



Before

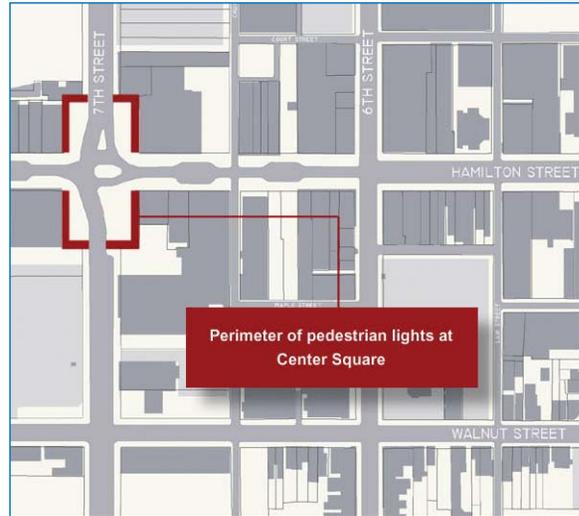


An improved streetscape for the Arts District.

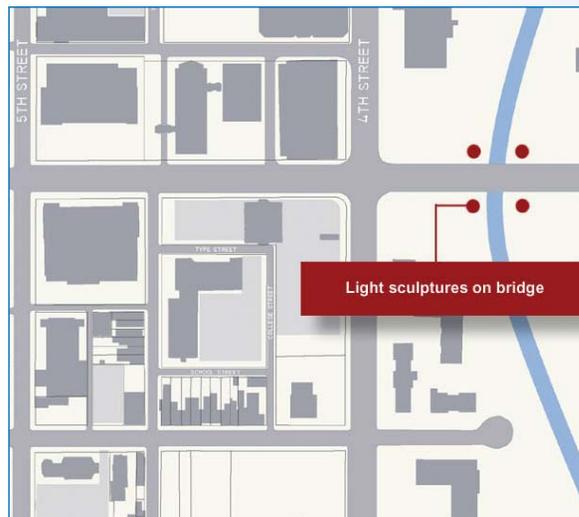
- o **Eastern Gateway:** The eastern Hamilton Street gateway on the bridge over Jordan Creek should consist of light sculptures. The gateway should involve a total of four sculptures, one on each side of the street on each side of the creek, and should be visible and prominent to form a dramatic entrance to the Arts District.

C. Complete The Design For Arts Park

Arts Park has been designed as a beautiful public space by the landscape architecture firm Zion & Breen. Construction of this design is highly recommended, and is now underway. The design encourages outdoor performances and public art, as well as passive use. Specific elements include provisions for an outdoor stage, new lighting, trees, a fountain, wireless internet service, and the completion of Arts Walk. Additional features should be considered, including a program for performances and art, and special treatments to the buildings surrounding the park, especially the rear of Symphony Hall and the old Lehigh County Court House. In addition, proposed trees that would obscure the museum façade seen from the center of Arts Park, as well as the da Vinci horse, should be discouraged. Arts Park will be an exceptional public space and focal point for the Arts District upon its completion.



Suggested improvements for the western gateway at Center Square.



Suggested improvements for the eastern gateway at the Hamilton Street bridge over Jordan Creek.

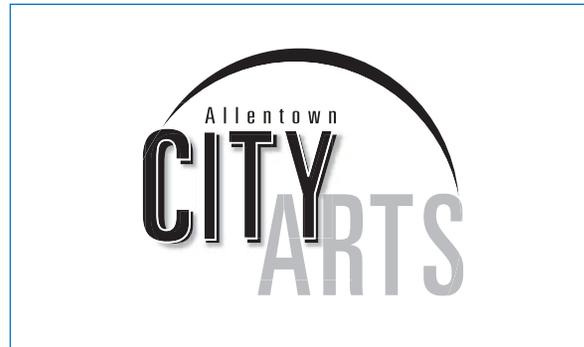
D. Design Logo and Banners To Brand The Arts District

A logo should be developed for the Arts District to help create and brand its identity. The logo should incorporate the district's new slogan "City Arts" and be displayed on new banners to be placed throughout the Arts District on light poles, identifying its geographic area. The banners should also be used to strategically include peripheral arts venues and organizations that may lie outside the formal limits of the district by placing them on poles in the vicinity of the subject venues. City Center at 9th and Linden Streets is a primary example, as well as the 19th Street theater. In addition, the logo should be included on all district promotional materials and brochures, as well as new letterhead used for Arts District correspondence.

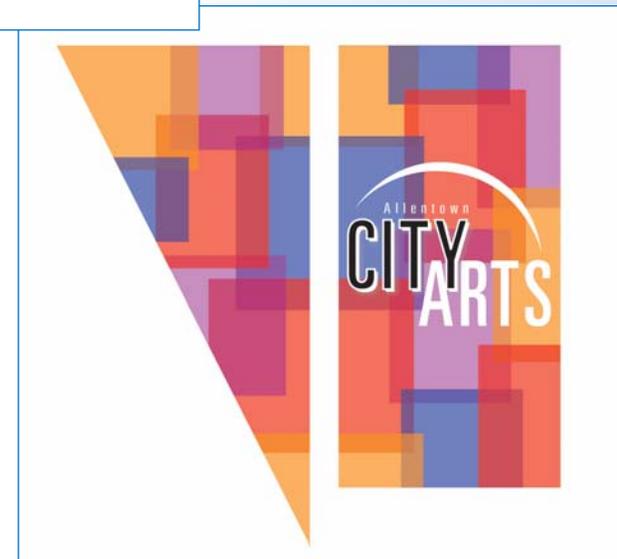
Pedestrian Circulation and Safety

Opportunities for improvement to transportation conditions in Allentown are based on recognition of the following factors:

- o The Allentown Arts District is evolving as a multi-purpose, park-once destination requiring adequate and safe accommodation of foot traffic between uses.
- o There is flexibility in the traffic system due to previous over-building or changing conditions and priorities, as exhibited in many similar regenerating cities throughout the country.



A potential new name and logo for the Arts District.



A sample banner exhibiting a City Arts logo.

The following recommendations utilize the above principles as the primary reasons and justifications for the proposed improvements. They include re-timing traffic signals, providing curb extensions, extending the Hamilton Street cross-section, providing a pedestrian drop-off area, improving alley circulation and appearance, modifying the Walnut Street cross-section, and redesigning the roadway geometry at Center Square.

A. Re-Time Downtown Traffic Signals

In many downtown areas throughout the country, including Allentown, traffic signals on primary corridors have been re-timed to support slower, steadier traffic flows rather than fast erratic flows. The force behind this trend is the recognition that such changes make little difference to the overall origin-to-destination travel times of drivers, while making a very significant difference to the perception of safety experienced by those walking along the street.

Most of the traffic signals in Allentown are timed to carry a 30 mph flow, meaning that the green signal phases for adjacent signals are offset by the time it takes a vehicle to travel from one signal to the other at 30 mph. Because of Allentown's primarily one-way street system, speed targets are relatively easy to set and maintain for spans of many blocks.

While 30 mph timing is lower than that typically exhibited by coordinated signal systems in suburban areas, it is nonetheless higher than the standard pedestrian comfort

range of 20 to 25 mph. An optimal target for downtown streets is 22 mph, as already implemented successfully on 7th Street. A reduction from 30 to 22 mph on remaining streets would have negligible impact on traffic flow, due to the following factors:

- The density of the traffic stream is lower at higher speeds (due to more spacing between vehicles), so the capacity of the corridor would remain relatively constant with a decrease in flow speed (and corresponding increase in platoon density).
- Downtown Allentown represents a relatively compact area, meaning that, for someone driving clear through downtown (maximum distance of approximately one mile), a decrease from 30 to 22 mph translates into a mere 44 seconds.

All downtown corridors should be re-timed to 22 mph as City staff and resources become available to carry out the necessary preparations and operational assessments. In the meantime, it is suggested that a comprehensive downtown transportation study be undertaken by the City to examine the implications and impacts of the signal timing modifications.



Signals on 7th Street, timed for 22 miles per hour.



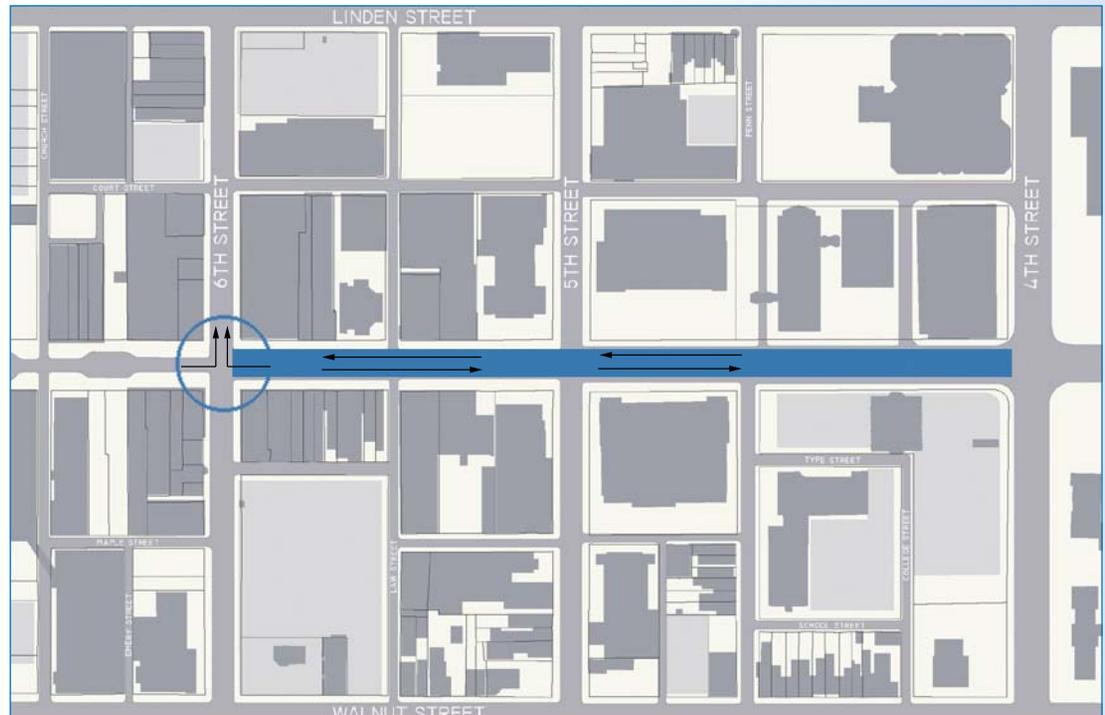
Pedestrians on all downtown Streets would benefit from signal re-timing.

B. Extend the Hamilton Street Cross-Section

The section of Hamilton Street between 4th and 6th Streets consists of three traffic lanes in an unbalanced flow condition along with two parallel parking lanes. The third travel lane represents a departure from the attractive and effective streetscape treatment west of 6th Street. It is recommended that the cross-section exhibited west of 6th Street be extended to 4th street to accommodate wider sidewalks and an appropriate urban balance between vehicular and pedestrian spaces.

The current Hamilton Street average daily traffic in this area is 10,500, which is well within the limits of a standard two-lane facility. Only if the flows were severely imbalanced (greater than 85% of the total traffic in the eastbound direction) would this prove difficult.

The intersection at 6th Street would have to be reworked to accommodate the modified design, with the left-most eastbound lane becoming a left-turn only (to 6th Street) lane as it approaches the intersection. The right lane would serve as the one remaining eastbound through-lane. To assess the potential impacts of the recommended Hamilton Street enhancements, a detailed street network simulation analysis should be performed as part of a comprehensive downtown transportation study. Specifically, the Hamilton Street analysis should examine levels of service and before/after queue lengths to evaluate if they fit within acceptable service parameters.



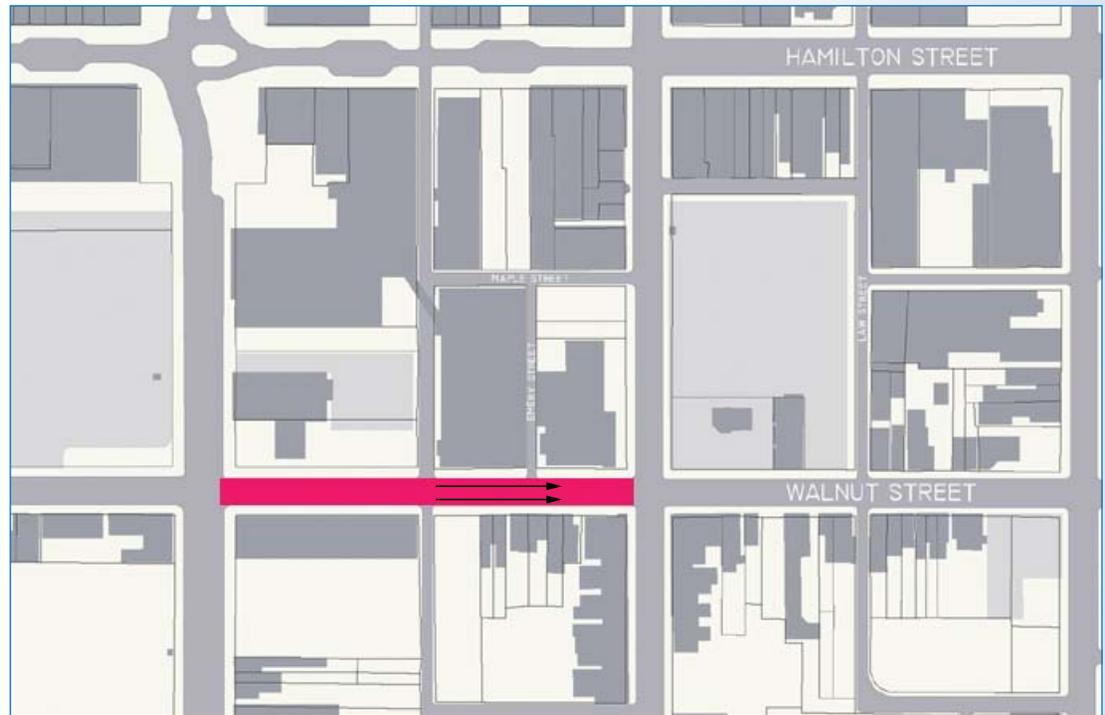
The location of suggested improvements to Hamilton Street.

C. Modify the Walnut Street Cross-Section

On Walnut Street, the space dedicated to traffic versus that dedicated to pedestrians is severely imbalanced, making it an uncomfortable space along which to walk. Along most of its length, Walnut Street consists of two travel lanes and a parallel parking lane, which is usually a very acceptable configuration for an urban street. However, the curb-to-curb dimension is approximately 34 feet, which is wider than needed to accommodate the cross-sectional elements and makes it easy and tempting to violate the speed limit.

Walnut Street should be rebuilt to 28 feet, including two ten-foot travel lanes (which are suitable to urban one-way streets) and an eight-foot parallel parking lane. Curb extensions should be built across the parking lane at all corners.

Moreover, the segment of Walnut Street between 6th and 7th Streets contains three peak-period travel lanes, which are more than needed to accommodate daily traffic flows on the order of 5,600. The third lane should therefore, in the near term, be converted to all-day on-street parking. In the longer term, this segment should be rebuilt to 28 feet for a more appropriate scale. Potential Walnut Street enhancements should be examined in the near term as part of a comprehensive downtown transportation study and eventually implemented as part of the phase 2 and 3 Arts District streetscape improvements.



The location of suggested safety modifications to Walnut Street.

D. Create Court Street Pedestrian Drop-Off Area

Court Street is strategically placed to serve major Arts District destinations, particularly the Allentown Art Museum. One of the challenges of this study was to identify safe, effective, and attractive event-oriented drop-off locations that would prevent the need for pedestrians, particularly children, to cross major city streets. The selection of this alley between the Art Museum and Lehigh County Courthouse as a drop-off location is based upon its adjacency to primary venues and the alley's physical ability to accommodate the unloading area. The twenty-foot cross section of the alley would permit a safe, temporary passenger unloading area while still accommodating two-way traffic. Lighting and benches should be provided at this location as well. The drop-off area should be built with the capacity to store one to two buses, with the understanding that this would serve as a drop-off/pick-up location only and NOT as a layover area. The potential for an alley drop-off area should be examined as part of a comprehensive downtown transportation study, and enhancements should be implemented as part of the phase 1 Arts District streetscape improvements.

E. Improve Alley Circulation and Appearance

In addition to Court Street and Law Street, it should be recognized that all alleys form a critical part of the circulation system and require attention. Although it might

be desirable to keep pedestrians on main streets, large block sizes dictate that many will frequently use alleys, regardless of their appearance, as convenient "cut-throughs." Alleys also serve an important supporting role in the vehicular circulation system, particularly with regard to visitors who are searching for venues or seeking the ideal parking space. Because many of the streets in Allentown are one-way, going "around the block" often entails engaging in a traffic pattern more complex than expected or, alternatively, circulating around multiple blocks. Alleys often serve to accommodate such circulation patterns in as tight and direct a manner as possible. As a result, alleys should be made as safe and comfortable as possible given their space constraints. Potential alley improvements should be examined as part of a comprehensive downtown transportation study. Enhancements to alleys should be implemented as part of the Arts District streetscape improvements.

F. Redesign Roadway Geometry at Center Square

Center Square's value as a formal public space is severely diminished by the informality of the 7th Street/Hamilton Street intersection contained within. The curvilinear, asymmetrical geometrics of this intersection are incongruent with the formal edges of the square as defined by the surrounding buildings (with the exception of the lost corner to the southeast). As a result, pedestrians and drivers lose sense that the Square is actually a square at all.



The location of a potential pedestrian drop-off area adjacent to the Allentown Art Museum.



Law Street, which should be improved for increased safety and function.

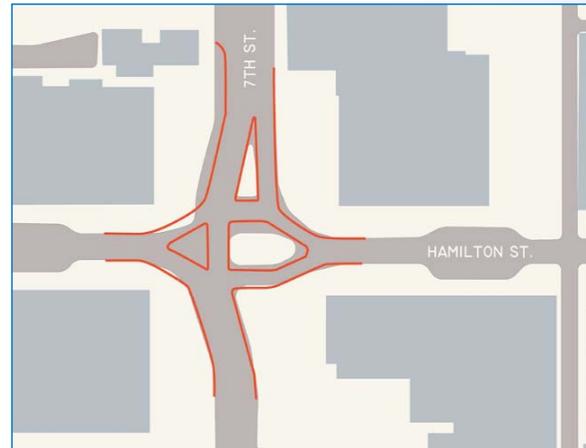
In the vast majority of grand public squares throughout the world, the roadway geometry is consistent with the building line geometry in that it is rigid (as with most urban streets defined by a grid pattern) and symmetrical.

Several sample redesign schemes have been included in this section that, to varying degrees, attempt to reestablish formality, symmetry, or both.

Center Square modifications should be examined as part of comprehensive downtown transportation study, providing ample opportunity for public input. The City could also consider a hosting a design competition to allow the public to assist with selecting the most suitable roadway configuration.

G. Enhance Pedestrian Connections To and From The Arts District

The financial district is the western node of growing commercial activity in downtown Allentown, centered around the intersection of 9th and Hamilton Streets. In addition to PPL's new corporate headquarters, new restaurants and housing are locating in this vicinity, as well as the newly acquired Crowne Plaza hotel. Just a block away, there is also the New City Centre, extending arts activity from the Arts District to this part of downtown.



A design scheme that formalizes the existing Center Square configuration.



A design scheme that creates more public space in Center Square.

While streetscape improvements are recommended for the core Arts District to help create its identity, additional improvements are recommended for Hamilton Street to help create connections between the arts and financial districts. Improvements should include outdoor art along the sidewalk to compliment Hamilton Street's aesthetic streetscape improvements, extending the theme of the Arts Walk. In addition, new City Arts banners created for the Arts District should extend along this corridor and terminate at the City Centre, effectively making the visual and thematic connection.

Off-Street Parking

The physical conditions of Allentown Parking Authority off-street parking lots in the Arts District should be improved to enhance the utility as well as safety and aesthetics of the area's parking supply. Parking lots that should be improved include:

- o Community Lot
- o 7th and Walnut Street lots
- o Germania Lot
- o 7th Street lot near Linden Street
- o Morning Call lot (if it becomes public parking)
- o Prison Lot
- o North and Cata Lots



A. Install Physical Improvements to Parking Lots

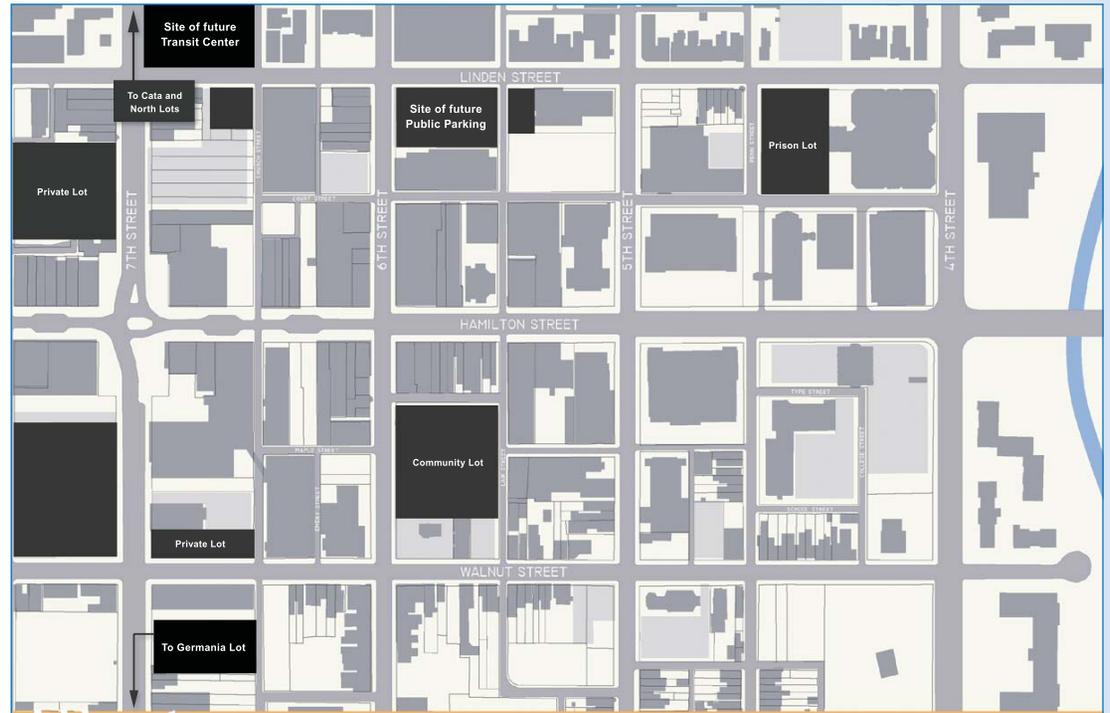
Off-street parking lots should be improved with new lighting, landscaping, and trees to enhance aesthetics, function, and safety. This would make visitors feel more welcome and safe, and would improve the likelihood of them utilizing the off-street lots.

B. Improve Pedestrian Access Between Points of Interest and Off-Street Parking Lots

Access to off-street parking areas from Arts District streets should be improved with lighting, landscaping, and signage. The recommended district-wide wayfinding signage system should be utilized to identify the off-street lots and direct pedestrians from parking areas to arts venues, shopping, Hamilton Street, and other points of interest.

C. Enhance Parking Lot Edges

Parking lots within the Arts District often front key streets, such as Linden Street and 6th Street. These lots should be treated with landscaping to screen parking from public view where feasible, incorporating such elements as seasonal plantings, trees, berms, and attractive fencing or masonry walls. Approximately 5% of off-street parking areas should be devoted to landscaping. These treatments will improve not only the appearance of the lots, but the urban form of the Arts District as well.



Parking lots that should receive physical improvements.



Suggested parking lot enhancements.



Attractive parking lot edge treatments.

Building Appearance and Design

To compliment improvements to the public streetscape environment, the City should undertake a program to guide the appearance of commercial buildings throughout the Arts District. This should include improvements to façades, the use of guidelines to establish and regulate a design theme, and regulations to commercial signage.

A. Promote and Expand The Existing Façade Improvement Program

A façade improvement program can be an effective way to improve commercial storefronts throughout the Arts District by encouraging property owners to rehabilitate and restore the façades of their buildings to highlight the original design elements of the building through financial incentives, such as grants and low-interest or interest-free loans. An attractive exterior design contributes to attracting and retaining businesses while increasing the value of both the property and the business district. There is currently a downtown façade improvement program in place called the Hamilton Street Façade Grant Program administered by the City of Allentown Department of Community and Economic Development. Its many features include:

- Grants of up to \$30,000 for a three-story building, up to \$60,000 for a corner property, and up to \$60,000 for a building greater than three stories.

- Use of funds for awning and sign repairs or replacement as part of a façade restoration project.
- Professional design assistance and construction management.
- A target area of 7th to 10th Streets along Hamilton Street.
- Assistance only to property owners current with all local taxes.

The Hamilton Street Façade Loan Program should be expanded initially to include the 400 to 700 blocks of Hamilton Street, and eventually to include businesses within the entire downtown area, including the Arts District. The City should also consider façade improvement grant programs through the Pennsylvania Department of Community and Economic Development. Through such a program, the City could offer and administer grants, often up to \$2,500, to business owners providing a cash match. The City may also be able to encourage local banks to provide special low-interest loans to finance the property-owner match. These additional façade improvement funding sources would help finance the expansion of the program to the Arts District.

Another recommended component of a façade improvement program is professional design assistance for the Arts District area. While design assistance is offered as part of the Hamilton Street Façade Grant Program, the City may wish to make this a mandatory feature of the program, requiring the applicant to utilize an architect

designated by the City. The City could also consider establishing an architectural review committee for the Arts District similar to the existing Hamilton Mall Review Board (HMRB), or simply expanding HMRB's depth of review and geographic limits of its jurisdiction beyond Hamilton Street. In either case the committee should review and prioritize façade improvement applications within the Arts District, as well as determine conformity with the program's standards, procedures, and policies.

B. Institute Building and Site Design Guidelines

An important component of a successful building improvement program is specific design guidelines to which applicants are encouraged to comply in the rehabilitation or redevelopment of their properties. The design standards should include recommendations for new construction, infill, additions, and renovations. Guidelines should achieve the following initiatives:

- Educate property owners about the value and significance of the architectural style and appearance of their buildings in the context of their setting, surroundings, and history.
- Be user friendly and function as a helpful tool, providing answers to common questions as well as a range of potential improvement options.
- Establish a comprehensive design approach for the downtown and Arts District.
- Provide guidance for property and business owners and developers to positively influence

their development and redevelopment efforts.

- Provide guidance to architects and landscape architects to promote excellence in their building and façade design.
- Instill pride in business owners.

1. Building Design

The Arts District contains a variety of building styles and façade designs. Specific façade components are recommended for the district to fit the style, scale, and context of the neighborhood, while promoting diversity among the buildings as well as quality design. These include design elements that are both encouraged and discouraged to improve building appearance.

a) Building Styles

Encouraged

- A variety of architectural styles, since there are currently many in the district. Appearance should be based on quality of design.
- Common architectural elements among buildings, such as placement of windows, awnings, parapets, and cornices.
- A reduction of perceived bulk and height through smaller scale building components.
- Proliferate use of open glass windows for ground-level retail and office uses to allow views into building interiors.

- Enhancement of corner properties through the use of cupolas, clock towers, or varied roof lines.
- Preservation of original historic features of historic buildings.

Discouraged

- Strange, plain, or bizarre building styles.
- Reflective or tinted glass windows.
- Monotony of design for multiple buildings.
- Use of buildings for advertising a business, particularly for a franchise.
- Large exposed and blank visible walls, which should be screened.
- Features that obscure important architectural attributes.

b) Building Materials

Encouraged

- Durable, low-maintenance materials such as brick, stone, and glass.
- Decorative plaster and wood trim for accent purposes, but limited on visible façades and walls.

Discouraged

- Vinyl siding, plywood, unfinished pre-cast and poured concrete, stucco, aggregate stone, dryvete, and glass block windows on façades or visible walls.



Encouraged: Preservation of original building features with proliferate use of ground level windows.



Discouraged: Large blank and windowless walls.

c) **Façades**

Encouraged

- At least seventy-five percent of the façade area (between two and eight feet above grade) for clear windows as well as a low knee wall.
- Windows on the first floor for residential buildings.
- Detailed wall articulation and landscaping where first floor windows are not possible.
- Pedestrian-scale and proportional awnings, window bays, and terraces.
- Cleaned, pointed, and painted exposed façades (particularly sides and rears).
- Graphics on blank and exposed walls limited to 10% of wall area.

Discouraged

- Large windowless walls. Such buildings should incorporate interesting features to reduce the building scale, such as murals, columns, or landscaping
- Eccentric façade designs that do not relate to the business district.

d) **Building Colors**

Encouraged

- Colors compatible with the context of the district.

- Colors harmonious with adjacent buildings.
- Warm colors and earth tones.

Discouraged

- Bright primary colors, unless used for accents or trim.

e) **Awnings**

Encouraged

- Awnings consistent in color and style to façade as well as adjacent awnings.
- Consistent letter styles for multi-tenant buildings.

Discouraged

- Excessively bright colors.

f) **Lighting**

Encouraged

- Unique lighting to increase visibility and safety while creating visual interest.
- Lighting carefully integrated into the style of the building and streetscape.

Discouraged

- Visible electrical conduits and mechanical equipment.

g) **Building Signage**

Improved signage control is an important component of a commercial district enhancement program for the



Encouraged: Awnings and simple, well integrated signage.



Discouraged: Billboards.

Arts District. Similar to design guidelines, signage control is intended to improve the overall appearance of the district and commercial buildings. Hamilton Street contains its own sign ordinance, known as the Hamilton Mall Sign Ordinance, enforced by the Hamilton Mall Review Board. The existing design provisions and prohibitions of that ordinance are very much in line with the following regulations recommended throughout the Arts District.

Encouraged

- o Sign materials and colors consistent with building materials and colors.
- o Simple signage that integrates well into a building's design, particularly regarding size, materials, lettering, lighting, location, and color.
- o Signs of appropriate proportions for the building.
- o Decorative window lettering.
- o Decorative overhanging signs that coordinate with the façade design. Such signs should not exceed six square feet, should be placed at least ten feet above the sidewalk, and should be limited to one per business.
- o Building signage that is oriented for viewing by pedestrians.
- o Fabric awning signs.
- o Sign copy exclusively limited to business identification and street address; advertising

should be prohibited from external business signs.

- o Signs of high quality materials.
- o Sign lighting through lamp fixtures that are strategically placed and compatible with the façade design. Light sources should be adequately shielded.

Discouraged

- o Freestanding signs, which are not appropriate in a pedestrian-oriented commercial area.
- o Temporary window signs and flyers.
- o Billboards.
- o Multiple external signage.
- o Internally illuminated signage (as opposed to illuminated letters).
- o Business signs placed at or above building cornices or roof lines.
- o More than one illuminated sign per business.

The City should also consider developing strategies to remove existing signs that would become non-conforming under new sign regulations. There are a number of approaches for achieving this goal:

- o Incorporate sign standards into proposed design guidelines that will clearly illustrate goals and options for improving signs.
- o Educate local business and property owners

about the importance of improving sign quality toward improving the overall district appearance.

- o Work with the business community to encourage the voluntary removal of non-conforming signs.
- o Provide financial incentives, such as making sign improvement an eligible project under the Commercial Property Façade Improvement Program.

2. Site Design

Building height, scale, and massing are generally consistent in the Arts District, and the original urban fabric remains relatively intact. Most commercial buildings are at least 3 or 4 stories, with little or no setbacks from the street line. The exceptions are the institutional buildings on the eastern end of the District along Hamilton Street, as well as the Art Museum, and the buildings fronting Center Square, which have been set back purposely to create the square's boundary. Residential buildings within the District, namely along Linden and Walnut Streets, are generally built to the street line as well. There are instances of vacant lots, such as on 7th Street just north of Center Square, that are potential redevelopment sites. As a result, specific guidelines are also recommended for new developments in those locations.

a) Building Scale and Massing

Encouraged

- o Zero setbacks from the front property line to reinforce the streetwall.

- o Landscaping in front of existing buildings with setbacks to maintain the streetwall and enhance the pedestrian experience.
- o Construction of multi-story buildings respecting adjacent buildings in terms of height, proportion, and scale.
- o Narrow alleys between buildings lit with decorative features (such as Arts Walk) and signed for visibility and security.
- o Corner buildings placed at property line to frame the site along both street frontages.
- o Outdoor seating areas for restaurants that allow at least five or six feet of clear space for pedestrians.
- o The provision of adequate planting with new building sites.

Discouraged

- o Setbacks beyond the property line or setbacks inconsistent with the remaining block.
- o Out-of-scale buildings.

C. Illuminate the Façades of Prominent Buildings

The Arts District contains an impressive array of attractive architecture, and each façade should be illuminated with lighting to enhance its visibility at night. Currently Symphony Hall has an illuminated façade to show off its beauty. Arts venues should be illuminated at all times, and

not just when they are hosting an event. Buildings that should be illuminated include the Allentown Art Museum, the Baum School, Grace Episcopal Church, the Americus Center, the Lehigh County Historical Society (both the old and new building), Zion's Reformed Church (and Liberty Bell Shrine), the Post Office building, and St. John's Lutheran Church.

III. Arts District Management

The activities and projects identified in the Allentown Cultural Arts & Entertainment District Master Plan generally fall into three categories:

- o Improvements aimed at **upgrading public spaces** in a core area generally bounded by 4th Street, Linden Street, 7th Street, and Walnut Street. Central to these public space improvements are the construction of Arts Park and the Arts Walk.
- o **Real estate development** activities aimed at revitalizing vacant and underutilized properties to create an exciting environment in the compact area immediately adjacent to the major anchor cultural arts facilities. This area is centered on the 500 block of Hamilton and the unit blocks of North 5th and 6th, with some spillover into the 600 block of Hamilton.
- o **Expansion, coordination, and promotion of arts and entertainment** events and activities within the District to increase the size of the overall audience attracted to the District and to maximize the number of days

per year during which cultural arts and entertainment activities occur.

Responsibilities for implementing these three categories of activities fall to different groups of organizations:

- o The **City of Allentown** bears primary responsibility for implementing the construction of Arts Park and the Arts Walk, as well as for the design and construction of streetscape and other **public space improvements**.
- o **Real estate development** activities will be implemented by a variety of private and public entities. The **City of Allentown Department of Community and Economic Development** will take primary responsibility for spearheading this effort, with extensive assistance on specific properties from the Allentown Redevelopment Authority, Allentown Economic Development Corporation, Lehigh County, and other entities. These agencies will work with property owners to redevelop priority properties.
- o Effective efforts to **promote and coordinate** activities within the District will require the establishment of a **new framework** within which participating arts and entertainment organizations can work.

The Management Plan described here provides an initial outline of this framework and details the responsibilities that will need to be assumed collectively by District arts organizations to achieve the desired level of marketing and coordination.

A. Management Plan Objectives

This new framework for promotion and coordination requires the creation of a new City Arts Management Corporation (City Arts Corp) designed to advance three key objectives:

- o Promote & market the district;
- o Coordinate & expand district programming; and
- o Provide liaison/coordination with government and other Lehigh Valley arts organizations.

City Arts Corp will achieve these objectives through a board and committee structure that creates targeted, efficient forums for collaboration by the leadership of District arts organizations and by providing staff resources to supplement and support individual organizations' promotion and marketing efforts.

B. City Arts Corp Work Program

City Arts Corp will achieve all of its objectives through a broad work program that will evolve over time. Initial efforts should be focused on establishing the identity of the District as a multi-organizational year-round center of cultural arts and entertainment activity. This will emphasize marketing, promotion, and program coordination. Later efforts will aim at utilizing this coordinated approach to expand programming and audience capture through multi-organizational efforts.

The work program for City Arts Corp will be *derived from the needs of the participating arts organizations*. City Arts Corp will act as the *collaborative support vehicle for the participating organizations*, not as an independent entity.

Initial Work Program

1. Promote & Market The District

District promotion should be an early focus of City Arts Corp efforts. This work program task will include:

- o developing and producing promotional materials for the District that highlight the concentration of activities available here and that complement individual organizations' promotion efforts;
- o maintaining a Master Activities Calendar (ideally including an internet site) that makes it easy for the Allentown area audience to understand the full range of arts and entertainment activities available in the District;
- o distributing this Master Activities Calendar in a variety of media to encourage broader audience attendance at District events and programs;
- o developing prototype cross-promotions among District organizations to expand audience capture;

- o promoting these cross-promotions;
- o coordinating with District restaurants to capture before and after event dining within the District.

2. Monitor & Coordinate District Programming

Over time, City Arts Corp will work to expand the amount and variety of programming available in the District. During this initial phase of implementation, City Arts Corp should monitor the activities provided in the District and identify the potential expanded programming. This work program task will include:

- o monitoring the overall activities programming in the District;
- o encouraging, where appropriate rescheduling of activities to maximize total audience for the District;
- o identifying critical gaps in the overall calendar of activities in the District.

3. Support & Expand Arts Education In The District

Arts education is a major component of the overall programming in the District. Just as event promotion and coordination can maximize audience for the District, similar efforts at monitoring, promotion, and

scheduling can expand the overall arts education audience for the District. This work program task will include:

- o monitoring and documenting the overall range of educational programming in the District; developing an overall schedule of education programming that occurs in the District;
- o promoting that total educational program-both as a way to further brand the area as a true "Arts District" and to recruit additional students for undersubscribed educational programs;
- o identifying critical gaps in the overall calendar of educational offerings and in the scheduling of those offerings;
- o working with participating organizations to translate these "gaps" into programming "opportunities" that expand the range of education programs offered.

4. *Coordinate Government Communications*

City Arts Corp should play a central role in advocating for the District with government and quasi-governmental organizations. This work program task will include:

- o representing the District with governments & quasi-governmental organizations;

- o identifying government sources that could be fundraising opportunities for District organizations;
- o coordinating with the police & other governmental services for effective operations in the District.

5. *Manage The Programming of Arts Park & Arts Walk*

City Arts Corp will take responsibility for the management of programming for Arts Park and the Arts Walk. In this role, City Arts Corp will assure that these facilities meet their potentials to further the overall attraction of the District.

6. *Provide Liaison/Coordination with Other Lehigh Valley Arts Organizations*

District arts organizations recognize that they operate within a larger context of arts and entertainment programming in Allentown, Lehigh County, and throughout the Lehigh Valley. City Arts Corp will provide a vehicle for District organizations to coordinate their communications and scheduling with these other organizations, as well as a coordinated mechanism for jointly undertaking larger arts promotion and programming that involves the District with broader events.

Potential Long-Term Work Program/ Functions

1. *Expand District Programming*

Over time, City Arts Corp will have the capacity to support expansion in the amount and variety of programming available in the District. Initial work program efforts will identify critical gaps in available programming in the District, particularly gaps in the arts schedule throughout the year. In this longer-term work program task, City Arts Corp will:

- o support member organizations in developing additional programming to expand the calendar of the District;
- o develop inter-organizational programs and events that exploit the strengths of the District that go beyond the capacities of any single organization;
- o organize Districtwide events and festivals to further increase audience capture and to brand the District within the broader Lehigh Valley cultural arts community.

2. *Support/Expand Arts Education In The District*

City Arts Corp's initial work program efforts will identify critical gaps in available educational programming in the District and encourage individual organizations to develop programming or adjust

scheduling to fill these gaps. In this longer-term work program task, City Arts Corp will:

- o develop inter-organizational educational programs and events that exploit the strengths of the District that go beyond the capacities of any single organization;
- o work with the Allentown School District and other area schools to expand District educational programming to further support these schools arts education needs and to increase educational market capture within the District.

3. Expand Government Support

With increased exposure and experience, City Arts Corp can become a major source of information and contacts to support participating organizations in their on-going efforts to raising funds from appropriate government programs and agencies.

C. District Management Structure

Public space and real estate development activities will be targeted (at least initially) to the compact area centered on Arts Park and on 6th and Hamilton. **Promotion, marketing, and coordination efforts**, however, will be structured to engage the array of cultural, arts, and

entertainment activities reaching from **4th Street to 9th Street and from Linden to Walnut**.

As the central vehicle proposed for implementing these activities, City Arts Corp should be structured as a non-profit organization with a board of directors representing the leadership of all key arts organizations, while also including representation from important supporting government agencies. Representatives from each of the following organizations should be included on the board of directors:

1. Arts Organizations

- o Allentown Art Museum
- o Allentown Symphony
- o The Baum School of Art
- o Community Music School
- o Lehigh County Historical Museum
- o Theater Outlet

2. City Arts Business Interests

- o Alvin H. Butz, Inc.
- o Morning Call
- o PPL
- o Restauranters of Allentown
- o Wachovia Bank

3. Governments & Civic Organizations

- o City of Allentown
- o Lehigh County
- o Allentown School District

- o Allentown Parking Authority
- o Allentown Economic Development Corporation
- o Lehigh Valley Chamber of Commerce

Additional board members could be drawn from other arts, business, and civic organizations located within the District.

All board member organizations would be expected to contribute to City Arts Corp's annual operating budget through a dues structure.

D. Affiliate Participation

City Arts Corp should work to identify and implement opportunities for affiliate participation by district property owners and businesses. This could take many forms, including:

- o for District restaurants, creating cross-promotion opportunities with cultural arts activities.
- o for District employers, creating employee group outings/events in conjunction with District cultural arts activities.
- o for District property owners, encouraging first floor tenancing consistent with the District theme. City Arts Corp could also provide materials and cross-promotion events to support the property owners to market apartments and other housing opportunities.

- o for-profit entertainment venues and cultural arts businesses in the District can benefit from incorporating their events and activities in the overall marketing and promotion program.

E. Member Participation/Committee Structure

City Arts Corp will complete many of these tasks through effective organizational participation and collaboration on the board and through a targeted committee structure. These committees should be efficient forums to accomplish specific collaborative tasks such as:

- o programming Arts Park and Arts Walk;
- o implementing an effective promotion/marketing campaign;
- o monitoring and evolving the overall educational program;
- o developing and implementing an annual Districtwide event;
- o monitoring and adjusting the performance/ events schedule to assure on-going activity;
- o promoting the overall District program and its individual arts organizations to state and federal government agencies; and
- o coordinating with other Lehigh Valley arts organizations.

F. Staffing and Other Organizational Supports

The administrative costs of implementing City Arts Corp should be minimized to assure that financial resources are not unnecessarily diverted from participating arts organizations. This Plan envisions that initial staffing will be limited to a new City Arts Coordinator. It is anticipated that other organizational supports such as part-time clerical/administrative staffing, office space, and equipment will be contributed by participating arts organizations and government agencies.

As program activities become more extensive-particularly through the creation and expansion of Districtwide events, festivals, and other joint programming-it will likely be necessary to add another full-time staffer to develop and coordinate this programming. However, these events and festivals should generate program income to meet this incremental staff cost.

G. Budget Requirements

Initial budget needs are expected in two areas: meeting the cost of the new City Arts Coordinator and supporting the development and implementation of a marketing and promotion campaign. These latter costs will include materials development, printing, media purchase, mailing, etc.

The preliminary City Arts Corp Year One budget is estimated to be \$100,000. This includes \$60,000-\$65,000 for staff costs and fringe benefits and \$35,000-\$40,000 for promotional materials.

Year One promotional materials will likely include:

- o A general City Arts promotional brochure highlighting the concentration of activities available here;
- o A Master Activities Calendar (ideally including an internet site) showing the full range of arts and entertainment activities available in the District;
- o A Master Educational Program Calendar (including the internet site) showing the full range of educational activities available in the District.

H. Initial Implementation Actions

Initial implementation of this Management Plan will require several early actions: some organizational, some operational, and some programmatic.

1. Early Organizational Actions

Key early organizational actions include:

- o Creating City Arts Corp;

- o Achieving tax-exempt status;
- o Finalizing the board structure, securing dues commitments, and creating the board; and
- o Creating an effective committee structure that engages the key persons and organizations necessary to undertake the work program.

have established a strong track record and should be able to point to key successes.

2. *Early Operational Actions*

Key early operational actions include:

- o Identifying an office location (ideally contributed);
- o Identifying contributed support staffing (part-time clerical/administrative); and
- o Recruiting and hiring the City Arts Coordinator.

3. *Early Programmatic Actions*

Key early programmatic actions include:

- o Developing the marketing/promotion campaign;
- o Creating and distributing/publicizing the Master Activities Calendar;
- o Entering into an agreement to program Arts Park and Arts Walk; and
- o Developing and scheduling programming for Arts Park and Arts Walk.

This set of initial implementation actions will likely require 18 months to complete. At this point the organization should

Implementation

Successful implementation of this Allentown Cultural Arts & Entertainment District Plan will require the involvement of a variety of public, civic, cultural arts, and business participants. Major recommended activities generally fall into five categories:

1. **Real estate development** activities aimed at revitalizing vacant and underutilized properties to create an exciting environment in the compact area immediately adjacent to the major anchor cultural arts facilities. This area is centered on the 500 and 600 blocks of Hamilton and the unit block of North 6th Street.
2. An **update of zoning** within the Arts District.
3. Improvements aimed at **upgrading public spaces and parking** in a core area generally bounded by 4th Street, Linden, 7th Street, and Walnut. Central to these public space improvements are the construction of Arts Park and the Arts Walk.
4. Improvements to the **facades of private property** within the District including building lighting improvements.
5. **Expansion, coordination, and promotion of arts and entertainment** events and activities within the District to increase the size of the overall audience attracted to the District and to

maximize the number of days per year during which cultural arts and entertainment activities occur.

Responsibilities for implementing these five categories of activities fall to different groups of organizations:

- o **Real estate development** activities will be implemented by a variety of private and public entities. The **City of Allentown Department of Community and Economic Development** will take primary responsibility for spearheading this effort, with extensive assistance on specific properties from the Allentown Redevelopment Authority, Allentown Economic Development Corporation, Lehigh County, and other entities. These organizations will support private redevelopers in completing these properties.
- o The **City of Allentown** bears primary responsibility for implementing **zoning changes**, the construction of Arts Park and the Arts Walk, the design and construction of streetscape and other **public space improvements**, and the implementation of **building facade improvement** activities. The Allentown Parking Authority will be an important participant in parking lot improvements.
- o Effective efforts to **promote and coordinate** activities within the District will require the establishment of **City Arts Corp as a new framework** within which participating arts and entertainment organizations can work.

The overall effective implementation of this strategy will require on-going coordination by a few key participants through an **Implementation Steering Committee** meeting at least once every two months to review progress in implementing the strategy and to make adjustments to priorities and timing based on evolving conditions. Members of this Steering Committee should include the City Arts Coordinator, two or three arts institution representatives from the board of City Arts Corp, and representatives from the City of Allentown and Lehigh County.

Each major project recommendation in the Plan will require a series of detailed tasks to implement. These specific implementation tasks are identified on the following table for the major project areas:

I. Property Development

- o Redevelop Key Properties-Phase 1 Activities
- o Redevelop Key Properties-Phase 2 Activities
- o Zoning Update Project

II. Physical Environment

- o Public Improvements: Arts Walk, Arts Park, Banners, Gateways, and Streetscape (Phases 1-3)
- o Parking Lot Improvements
- o Building Design Improvement Program
- o Building Facade Illumination Project

III. District Management

- o City Arts Management Corporation

The timing of these key implementation tasks extends for up to four years depending on the complexity of the project. As effective implementation demands a strong beginning, we highlight here an Early Action Agenda that can move the strategy forward rapidly in the first six months:

Early Action Agenda

I. Property Development

1. Acquire or achieve site control of the Colonial Theater, Musselman Building, and Sal's Spaghetti House
2. Rehabilitate & occupy Schoen's Building
3. Organize the ownership/management entity for the Musselman Community Arts Center
4. Recruit an educational institution to redevelop the First National Bank Building
5. Hold meetings to review proposed zoning ordinance changes

II. Physical Environment

6. Establish the Streetscape Subcommittee
7. Secure funding for design services for banner, gateway, and streetscape improvements

8. Solicit proposals from design professionals
9. Identify funding sources for banners, gateways, and Phase 1 streetscape improvements

III. District Management

10. Create City Arts Corp, finalize the board, and secure dues commitments
11. Create an effective committee structure with key person participation
12. Recruit and hire the City Arts Coordinator

Project Recommendations	Implementation Tasks	Responsible Party	Estimated Timeframe	Estimated Costs	Funding Sources
I. Property Development: Redevelop Key Properties: Phase 1 Activities	1. Actively pursue redevelopment of critical Phase 1 properties (Colonial Theater, Musselman Building, Sal's Spaghetti House)	1. City of Allentown; Allentown Redevelopment Authority Property owners.	1. Months 1-9	To be determined	
	2. Rehabilitate & occupy Schoen's Building	2. Private Developer; Allentown Economic Development Corporation	2. Months 1-9	To be determined	
	3. Organize ownership / management entity for Musselman Community Arts Center; secure financing for refit	3. City of Allentown; Lehigh County	3. Months 1-6	To be determined	
	4. Refit Musselman Community Arts Center; recruit tenant/participants	4. Musselman Community Arts Center management entity	4. Months 7-24	To be determined	
	5. Stabilize and/or demolish Colonial Theater & Courthouse Annex properties	5. Allentown Redevelopment Authority; City of Allentown, Lehigh County	5. Months 1-12	To be determined	
	6. Stabilize Sal's Spaghetti House building	6. City of Allentown; Allentown Redevelopment Authority	6. Months 9-12	To be determined	
	7. Market Sal's Spaghetti House property to new owner/developer; provide supportive financing	7. City of Allentown; Allentown Redevelopment Authority	7. Months 9-12	To be determined	
	8. Rehabilitate & occupy Sal's Spaghetti House property	8. Private Developer	8. Months 13-24	To be determined	
	9. Market Colonial Theater & Courthouse Annex properties to new owner/developer; provide supportive financing	9. Allentown Redevelopment Authority; City of Allentown	9. Months 9-18	To be determined	
	10. Redevelop Colonial Theater & Courthouse Annex properties	10. Private Developer	10. Months 19-36	To be determined	
	11. Encourage rehabilitation of 500/600 block Hamilton--Southside properties by current owners; provide supportive financing	11. City of Allentown	11. Months 1-18	To be determined	
	12. Recruit new arts- or entertainment- related use to 527 Hamilton	12. City of Allentown; Allentown Economic Development Corporation	12. Months 1-9	To be determined	

Project Recommendations	Implementation Tasks	Responsible Party	Estimated Timeframe	Estimated Costs	Funding Sources
Redevelop Key Properties: Phase 2 Activities	1. Acquire or otherwise achieve site control of critical Phase 2 properties (Americus Center, Post Office Building, First National Bank Building)	1. City of Allentown; Allentown Redevelopment Authority	13. Months 1-24	To be determined	
	2. Market Americus Center & Post Office properties to developers; provide supportive financing	2. City of Allentown; Allentown Redevelopment Authority	14. Months 18-24	To be determined	
	3. Redevelop Americus Center & Post Office properties	3. Private Developer	15. Months 25-48	To be determined	
	4. Recruit educational institution to redevelop First National Bank Building	4. City of Allentown; Lehigh County	16. Months 1-6	To be determined	
	5. Redevelop First National Bank Building for educational use	5. Education Institution	17. Months 7-36	To be determined	
Zoning Update Project	1. Create a design review subcommittee	1. City of Allentown Bureau of Planning and Zoning, business owners, arts organization and civic group representatives	1. Months 1-3	City employee time	N/A
	2. Organize and hold meetings to review proposed zoning ordinance changes	2. City of Allentown	2. Months 3-6		
	3. Adopt zoning changes	3. City of Allentown	3. Months 6-9		
II. Physical Environment: Public Improvements: Arts Park, Arts Walk, Banners, Gateways, and Streetscape (Phases 1-3), including Downtown Transportation Study	1. Complete Arts Walk & construct Arts Park	1. City of Allentown Bureau of Planning and Zoning & Department of Public Works	1. Months 1-18	Banner design and installation: \$50,000 Downtown traffic study: \$70,000	State Department of Community and Economic Development (Multiple Programs); Community Development Block Grant Program; Allentown Parking Authority; City of Allentown Capital Funding
	2. Create a Streetscape Subcommittee	2. City of Allentown Bureau of Planning and Zoning, Department of Public Works, business owners, arts organization and civic group representatives	2. Months 1-3	Streetscape design and construction: - Phase 1: \$1,350,000 - Phase 2: \$1,015,000 - Phase 3: \$ 865,000	
	3. Secure funding for design services for streetscape, gateway, and banner improvements	3. City of Allentown; Streetscape Subcommittee	3. Months 1-6	Gateway design and construction: - Western gateway: \$250,000 - Eastern gateway: \$150,000	
	4. Solicit proposals from and select a design/engineering team or multiple designers. Include study of transportation impacts of roadway/sidewalk improvements	4. Streetscape Subcommittee, City of Allentown Bureau of Planning and Zoning, Department of Public Works	4. Months 3-7		

Project Recommendations	Implementation Tasks	Responsible Party	Estimated Timeframe	Estimated Costs	Funding Sources
Public Improvements, cont.	5. Complete banner design	5. Banner designer, Streetscape Subcommittee, City of Allentown	5. Months 8-9		
	6. Secure funding for banners, gateway, and Phase 1 (Arts District NW) streetscape improvements	6. City of Allentown; Streetscape Subcommittee	6. Months 1-12		
	7. Produce banners and install throughout District and in outlying areas with arts venues	7. City Department of Public Works	7. Months 10-14		
	8. Complete design of streetscape and gateway improvements	8. Design/engineering team(s), Streetscape Subcommittee, City of Allentown	8. Months 7-16		
	9. Bid initial improvement project to contractors	9. City of Allentown	9. Months 16-18		
	10. Construct gateway and Phase 1 streetscape improvements	10. Contractor; City Department of Public Works	10. Months 19-30		
	11. Secure funding for Phase 2 (Arts District SW) streetscape improvements	11. City of Allentown; Streetscape Subcommittee	11. Months 13-24		
	12. Bid the project to contractors	12. City of Allentown	12. Months 25-27		
	13. Construct Phase 2 streetscape improvements	13. Contractor; City Department of Public Works	13. Months 28-39		
	14. Secure funding for Phase 3 (Arts District E) streetscape improvements	14. City of Allentown; Streetscape Subcommittee	14. Months 25-36		
	15. Bid the project to contractors	15. City of Allentown	15. Months 37-39		
	16. Construct Phase 3 streetscape improvements	16. Contractor; City Department of Public Works	16. Months 40-48		

Project Recommendations	Implementation Tasks	Responsible Party	Estimated Timeframe	Estimated Costs	Funding Sources
Parking Lot Improvements: Community Lot (6th & Walnut) 7th and Walnut Street Lot Germania Lot 7th Street Lot Near Linden Morning Call Lot The Prison Lot North Lot Cata Lot	1. Secure funding for design services	1. Allentown Parking Authority; City of Allentown	1. Months 1-3	Design and construction: Community Lot: \$110,000 7th and Walnut Street Lot: \$85,000 Germania Lot: \$85,000 7th Street Lot: \$85,000 Morning Call Lot: \$85,000 Prison Lot: \$85,000 North Lot: \$40,000 Cata Lot: \$40,000 Total Cost: \$615,000	Transportation Enhancements (TE) Program; Congestion Mitigation and Air Quality Improvement (CMAQ) Program; PennDOT Home Town Streets Program; State Department of Community and Economic Development (Multiple Programs); Community Development Block Grant Program; City of Allentown Capital Funding
	2. Solicit proposals for lighting and landscape design services and select design team	2. Allentown Parking Authority	2. Months 3-7		
	3. Identify & secure funding for improvements	3. Allentown Parking Authority; City of Allentown	3. Months 3-9		
	4. Complete design	4. Allentown Parking Authority; design team	4. Months 7-10		
	5. Bid the project to contractors	5. Allentown Parking Authority	5. Months 11-13		
	6. Install the improvements	6. Contractor(s); Allentown Parking Authority	6. Months 14-24		
Building Design Improvement Program	1. Expand the Hamilton Street Façade Loan Program to include the 400 through 700 blocks of Hamilton and the unit block of N. 6th	1. City of Allentown Bureau of Planning and Zoning, Hamilton Mall Review Board, property owners	1. Months 1-3	City employee time; \$200 per review for architectural consultant services	Hamilton Street Façade Grant Program; private property owners
	2. Expand the Hamilton Street Façade Loan Program to include the remainder of the Arts District	2. City of Allentown Bureau of Planning and Zoning, Hamilton Mall Review Board, property owners	2. Months 19-21		
Building Façade Illumination Project	1. Establish illumination project committee	1. City of Allentown Bureau of Planning and Zoning, effected property owners, arts organizations	1. Months 1-3	Estimated cost for design and installation: \$700,000	City of Allentown Capital Funding; local foundations; individual, corporate and civic contributions
	2. Secure funding for design services	2. City of Allentown	2. Months 1-6		
	3. Solicit lighting design services & select lighting consultant	3. City of Allentown Bureau of Planning and Zoning, illumination project committee	3. Months 3-7		
	4. Identify & secure funding to install lighting	4. City of Allentown Bureau of Planning and Zoning, illumination project committee	4. Months 1-12		

Project Recommendations	Implementation Tasks	Responsible Party	Estimated Timeframe	Estimated Costs	Funding Sources
Building Façade Illumination Project, cont.	5. Complete design	5. Design team, illumination project committee	5. Months 8-12		
	6. Bid the project to the contractor	6. City of Allentown	6. Months 9-12		
	7. Install the lighting	7. Contractor	7. Months 12-15		
III. District Management: City Arts Management Corporation	1. Create City Arts Corp; secure tax-exempt status	1. District Arts Organizations; City of Allentown	1. Months 1-3	Annual Cost: \$100,000	Annual dues from arts organizations, business interests, governments, and civic organizations
	2. Finalize the board structure, secure dues commitments, and appoint board	2. District Arts Organizations; City of Allentown	2. Months 1-3		
	3. Create an effective committee structure with key person participation	3. District Arts Organizations; City of Allentown	3. Months 1-6		
	4. Identify a contributed office location and contributed administrative staffing	4. District Arts Organizations; City of Allentown	4. Months 1-3		
	5. Recruit and hire City Arts Coordinator	5. District Arts Organizations; City of Allentown	5. Months 1-6		
	6. Develop marketing/promotion campaign; produce initial marketing brochure; establish website	6. City Arts Corp	6. Months 4-9		
	7. Create and distribute the Master Activities Calendar	7. City Arts Corp	7. Months 4-9		
	8. Complete agreement for City Arts Corp to program Arts Park and Arts Walk	8. City Arts Corp; City of Allentown	8. Months 4-9		
	9. Develop and schedule programming for Arts Park and Arts Walk	9. City Arts Corp	9. Months 7-15		

Project Recommendations	Implementation Tasks	Responsible Party	Estimated Timeframe	Estimated Costs	Funding Sources
City Arts Management Corporation, cont.	10. Develop and market restaurant-event promotions	10. City Arts Corp; Restauranteers of Allentown	10. Months 7-18		
	11. Create and distribute Master Education Activities Calendar; identify gaps in schedule	11. City Arts Corp	11. Months 9-12		
	12. Develop and market cross-promotions among participating organizations	12. City Arts Corp; District Arts Organizations	12. Months 12-18		
	13. Develop and schedule Districtwide "City Arts" event	13. City Arts Corp; District Arts Organizations; City of Allentown	13. Months 12-30		

Appendix: Sample City Arts Management Organizations



THE PITTSBURGH CULTURAL TRUST

Pittsburgh, PA Pittsburgh Cultural Trust

www.pgharts.org

The Pittsburgh Cultural Trust is a nonprofit organization created to stimulate the economic and cultural development of Pittsburgh through the development and promotion of a downtown arts and entertainment district. Founded in 1984, the Trust encourages and presents diverse performing and visual arts programs in the Cultural District. The Trust owns four theaters and one gallery cooperative: the Benedum Center (the first theater renovated by the Trust, Byham Theater, Harris Theater, and O'Reilly Theater (opened in 1999).

The Pittsburgh Cultural Trust has also long supported the development of residential projects. The 1990 Cultural District Strategic Improvement Plan, commissioned by the Trust, called for both new residential construction in the Cultural District, as well as the adaptive reuse of historic loft buildings in the Penn-Liberty Historic District for residential projects.

In 1997 the Trust collaborated with Trek Development Corporation, Dollar Bank, the Strategic Investment Fund, the Urban Redevelopment Authority, and Pittsburgh Public

Theater to create 25 residential units in a historic loft-style building at 900 Penn Avenue. Twelve of the units house performers for the Public Theater, while the other 13 units are rented at market rates. Since the project's opening in 1998, it has achieved virtually 100% occupancy.

More recently, the Pittsburgh Regional Industrial Development Authority undertook a 125-unit development at 915 Penn Avenue, the former CNG headquarters. This development was encouraged by the rousing success of the 900 Penn Avenue project as well as the Pittsburgh Downtown Plan, which identified an unsatisfied market demand for downtown residential units. The project was completed in Spring 2001.

The Trust also has a Department of Education and Community Outreach, committed to providing educational experiences to a multicultural audience of all ages. The Department works with arts organizations, universities, corporations, and educators to develop educational and entertainment programs that nurture an appreciation for the arts. ArtSTART programs focus on bringing the arts to students. ArtsREACH programs focus on meeting the needs of under-served populations. ArtSMART programs focus on providing opportunities for educators to share and enjoy the arts.

Summary

- o Revenue - Ticket sales, individual and corporate memberships, state and local funding sources, and foundations

- o What services provided - Ticketing, facility rental information, parking garage development, events calendar, real estate development, shared office program for artists and organizations, historic façade restoration program, and membership
- o Participating venues and types - Four theaters and one gallery collective
- o Who's involved - 46 board members and 83 staff members



Dallas, TX Arts District Friends

www.artsdistrict.org/

Founded in 1984, the mission of the Arts District Friends is to champion the Dallas Arts District and to enliven and promote the District as a destination for everyone. Through a variety of programming and marketing initiatives, the Arts District Friends raises awareness and appreciation for the Arts District and the institutions that enrich it.

A great amount of resources are directed toward this part of downtown Dallas. This unique 17-block, 61.7-acre neighborhood is the heart of Dallas' cultural environment.

The Arts District is home to thirteen (13) facilities and organizations including the Annette Strauss Artist Square, the Belo Mansion/Dallas Bar Association, Booker T. Washington High School for the Performing and Visual Arts, Cathedral Guadalupe, Dallas Black Dance Theatre, Dallas Museum of Art, Dallas Symphony Orchestra, Dallas Theater Center/Arts District Theater, Morton H. Meyerson Symphony Center, Nasher Sculpture Center, St. Paul United

Methodist Church, Trammell Crow Center, and the Trammell & Margaret Crow Collection of Asian Art. In addition, multiple other organizations perform in the District on an ongoing basis. This includes everything from concerts to outdoor festivals, lectures, youth education programs, and more.

Through a variety of marketing efforts; including a monthly event calendar, the bi-monthly newsletter Districtly Speaking, a speakers bureau, an interactive website, involvement with downtown advocacy organizations, direct mail, and more; the Friends promotes all Arts District activities. Additionally, Arts District Friends' education programs, including the Free Fieldtrip Festival in the fall and Movin' & Groovin' in the spring, expose North Texas schoolchildren to the Arts District as well as the arts in general.

Another program, the Arts District Stroll, is a guided walking tour showcasing the architecture, history, and activity of the Arts District. Available at no charge on the first Saturday of every month, the Arts District Stroll presents a sampler of the excitement in the Arts District with the hope that participants will return to experience more of what the District offers.

The Arts District Friends works daily to improve the District by attracting more visitors, spurring development, and raising the understanding of this Dallas destination.

Currently, the Arts District Friends have three full-time staff members. Supported by an active board of Directors, the Friends long range plan guides marketing and publicity, outreach and programming partnerships and strategic plans for the support of the District.

Summary

- Revenue - Foundations, Dallas Office of Cultural Affairs, individual sponsors, and memberships
- What services provided - Monthly event calendar, bi-monthly newsletter, website, facility rental information, speakers bureau, event coordination, and Arts District Stroll
- Participating venues and types - 13 facilities and organizations including dance, theater, symphony, museums, schools, and churches
- Who's involved - 30-member volunteer board and 3 staff members



St. Louis, MO Arts and Education Council

<http://artstl.tripod.com/>

The Arts & Education Council of Greater St. Louis funds many of the most treasured arts and arts education programs throughout the community. They serve as an umbrella organization distributing funds to arts groups in 12 Missouri and Illinois counties.

The Arts & Education Council emphasizes education and children as a key focus and strongly believes that exposure and participation in the arts help children become better students, better citizens, and better people. For example, the Council:

- Sponsors weekly music programs for children residing in foster care
- Offers programs encouraging elementary school children to create and produce original works
- Teaches positive life choices to youth at area juvenile detention
- Works with at-risk teens to help improve their communities

The Arts & Education Council also supports other programs that help the local arts grow and give back to the community.

Summary

- Revenue - Individual and corporate membership, fundraising campaigns and events
- What services provided - Bi-monthly newsletters, membership discounts to events
- Participating venues and types - 90 art organizations and theaters, fundraising in and donating to 12 counties in Missouri and Illinois.
- Who's involved - 35 board of directors and 8 staff members



Cleveland, OH Playhouse Square Foundation

www.playhousesquare.com

The Playhouse Square Foundation was formed to operate and sustain a financially viable performing arts and entertainment center that presents and produces works of excellence for the benefit of all citizens. The Foundation supports its on-stage productions with exemplary education programs for people of all ages. The organization maintains superior facilities for the Playhouse Square Center's resident performing arts companies and serves as a resource for marketing and administrative assistance. In addition, the Foundation strengthens the economic development of the region by making the Playhouse Square district a superior location for the arts, learning, business, and living.

A major cornerstone of the district, the Allen Theater, remained on the endangered list until 1993, when Playhouse Square Foundation, the nonprofit organization that operates the Center, rented the theater with an agreement to purchase it. The purchase was consummated in 1997, and the restored Allen reopened

the following year. In 1999, an investment group led by Playhouse Square Foundation agreed to acquire the historic Hanna Building, a move that brought control of the Hanna Theatre as well as significant street-level retail opportunities. In a newspaper poll, civic leaders hailed "the saving of Playhouse Square" as the leading triumph on a list of the top 10 successes and failures in Cleveland history.

The main box office at Playhouse Square Center is located in the State Theatre lobby and is open for ticket sales to all Playhouse Square venues including Kennedy's, the Second City Cleveland and its five theaters: the Palace, State, Ohio, Allen, and Hanna. The following are key features of Playhouse Square district:

- Star Plaza, the unofficial "sixth stage" that accommodates a growing array of outdoor concerts, live performances and special events.
- Ctix, a discount ticket and visitor information center on Star Plaza that sells tickets for a variety of local performing arts organizations. Ctix is jointly operated by Playhouse Square Foundation and the Convention & Visitors Bureau of Greater Cleveland.
- Giant video boards on the façades of the Hanna Building and nearby Wyndham Hotel, and a high-tech news ticker on the Hanna.
- The One Playhouse Square Building, where the Foundation will establish its \$5 million Arts Education Center.

- The Second City Theater that brings the Chicago troupe's unique brand of improvisational theater to a specially-remodeled area of the Hanna Building
- New housing investment that has added 400 market-rate rental units to the area. The Foundation is exploring the feasibility of additional housing development, including for-sale units.

Summary

- Revenue - Local group of investors, donors, member dues, ticket sales, and real estate
- What services provided - Operate and own five theaters, educational programs, and events calendar
- Participating venues and types - Five theaters and the two theaters that are not owned by Playhouse Square Center
- Who's involved - 70 Board of Trustee members



Durham, NC Durham Arts Council

www.durhamarts.org

The Durham Arts Council is a private nonprofit organization dedicated to supporting the arts in Durham and the Triangle Region of North Carolina. Founded in 1954 as Allied Arts, the organization occupied several facilities before moving into the former City Hall in 1978, three years after changing its name to Durham Arts Council, Inc.

Originally constructed in 1906, the three-story 52,000+ square-foot building was renovated in 1988 and is now the permanent home of the Durham Arts Council, Inc. and several other local arts organizations. The structure houses 3 galleries, 2 theatres with support spaces (including the Carolina Theatre), meeting rooms, offices, rehearsal spaces, and studios for digital arts, dance, photography, clay, fiber arts, visual arts and children's art. The Durham Arts Council building is part of the City of Durham Historic District and the Historic Preservation Society of Durham.

The Durham Arts Council helps professional and amateur artists and arts organizations produce music, theatre, dance, and visual, media and literary art. The organization also sponsors the following activities:

- Help residents and visitors find, enjoy and participate in the artistic and cultural events available in the community.
- Manage the Durham Arts Council Building, a city owned, multi-purpose community arts center in downtown Durham, North Carolina.
- Operate the Clay Studio, a warehouse studio facility located just a few blocks from the main facility.
- Program classes in the performing, literary, and visual arts for toddlers through seniors. Some of the classes are held off-site in private studios.
- Work with public and private schools to provide programs designed for the classroom.
- Raise public and private funds to support the arts in the community.
- Provide grants, information and networking for artists and arts groups.
- Provide exhibit space for visual artists.
- Produce CenterFest, Durham's annual street arts festival, the third weekend of September.
- Produce Edible Arts Festival of Food & Art each June.

Summary

- Revenue - Donors, sponsors, and public funding
- What services provided - Grants, education facilities, festival organization, theater space, and artist work space
- Participating venues and types - 52,000+ square foot building with 3 galleries, 2 theatres with support spaces, meeting rooms, offices, rehearsal spaces and studios for digital arts, dance, photography, clay, fiber arts, visual arts and children's art
- Who's involved - 15 staff members and additional teaching staff



Houston, TX Houston Theater District

www.downtownhouston.org
www.houstontheaterdistrict.org

The Houston Theater District is a 17-block area in the heart of downtown Houston, home to Houston's eight world-class performing arts organizations, the 130,000 square-foot Bayou Place entertainment complex, restaurants, movies, plazas and parks. Houston is one of only five cities in the United States with permanent professional resident companies in all of the major performing arts disciplines - opera, ballet, music and theater. The Houston Theater District's major venues include the Wortham Theater Center, Alley Theatre, Jones Hall, Aerial Theater, and the Hobby Center for the Performing Arts.

Recently, the Theater District Association and the Downtown Houston Association joined forces to form the Houston Downtown Alliance. This new partnership has strengthened the organization and helped provide more opportunities to serve and promote the residential and business communities of downtown. Combining these two healthy, well-established organizations has created a solid

foundation from which to build and expand the programs that promote the downtown lifestyle including the arts, entertainment, residential living and working downtown.

The programs of the Downtown Alliance will directly benefit in several ways; the new, combined organization has a more diversified funding base, the cost of administering the programs will be less, the membership base has grown, and the ability to realize marketing and program synergies is stronger. The Downtown Alliance will continue its original mission to educate, advocate and participate in a vital downtown area.

The Downtown Alliance is now the administrative entity for the Theater District's annual programs, including:

- The Theater District Open House
- Annual Educators Open House
- The Theater District Magazine
- Downtown Houston Association's Emerging Leaders program
- The Live Downtown Initiative, including the annual home tour
- Monthly forums, including the Downtown Forum and Women in the Workplace

Summary

- Revenue - Donors, sponsors, hotel occupancy tax, and ticket surcharges
- What services provided - Manage the Theater District's major venues, manage the District's annual programs, and promote the downtown arts and entertainment lifestyle
- Participating venues and types - Houston's eight world-class performing arts organizations, the 130,000 square-foot Bayou Place entertainment complex, restaurants, movies, plazas and parks
- Who's involved - A Board of Directors comprised of members of the Board of the Downtown Houston Alliance and Board of the Theater District Association, and 5 staff members



Philadelphia, PA Avenue of the Arts

www.avenueofthearts.org

The Avenue of the Arts, Inc. (AAI) is an independent non-profit organization created in 1993 to coordinate and oversee cultural and related development along North and South Broad Street, the Avenue of the Arts, in Philadelphia. AAI is the catalyst for cultural and economic development of the Avenue of the Arts District. Its purpose is to maintain and expand the strong image of the Avenue as Philadelphia's premier cultural and entertainment district, as well as coordinate the revitalization of its northern corridor.

To achieve this, AAI works closely with the Commonwealth of Pennsylvania, the City of Philadelphia, the corporate and foundation communities, and its many constituents. AAI has a unique role as the coordinator, advocate, liaison and catalyst for the Avenue of the Arts District. The services AAI provides support the physical appeal of the Avenue, enticing new development and attracting visitors/tourists in a most efficient and effective manner. Specific services include:

- Planning & Development - As the keeper and promoter of the vision for the Avenue, AAI is the primary entity responsible for coordinating and updating a comprehensive plan that outlines the components necessary to develop a vibrant viable arts and entertainment district.
- District Marketing -To ensure maximum exposure and visibility for the Avenue, AAI must develop a comprehensive marketing plan with strategies that increase awareness of Avenue venues/activities and attract visitors and business opportunities. AAI collateral materials include an official guide to the Avenue, a transportation guide, planning documents, print advertising, co-op radio promotions, and special marketing supplements.
- Streetscape Maintenance/Beautification - AAI holds the responsibility of maintaining the unique streetscape design which has transformed South Broad Street into a beautiful promenade (in progress on North Broad Street). The design features decorative sidewalk paving, vintage street lamps, landscaping and "Double A Scripted-Lights" that identify the Avenue of the Arts.
- Development of Avenue of the Arts North - Until recently, past efforts have focused solely on the development of Avenue of the Arts South. In 2001, AAI shifted its focus to the promotion, development

opportunities, and revitalization along Avenue of the Arts North, while still fostering development for Avenue of the Arts South.

Summary

- Revenue - City of Philadelphia, state funding, sponsors, donors, and members
- What services provided - Maintain streetscape on Avenue of the Arts, marketing for venues, web newsletter, website, and planning Avenue of the Arts North
- Participating venues and types - over 100 participating venues and businesses including 10 theaters with 23,000 seats
- Who's involved - 33 board members and 4 staff members