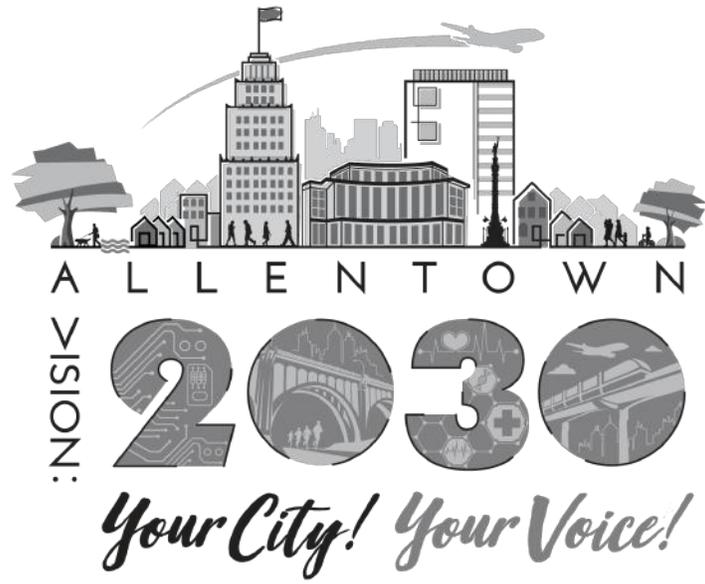


Appendix: Previous Plan Scan

2018 - 2019
Allentown Comprehensive + Economic Development Plan





Appendix: Previous Plan Scan

2018 - 2019
Allentown Comprehensive + Economic Development Plan



CITY OF ALLENTOWN

Comprehensive and Economic Development Plan

Mayor of Allentown Ray O’Connell
Managing Director Joseph Mc Mahon

ALLENTOWN CITY COUNCIL

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Chief Planner David Kimmerly
Senior Planners Hannah Clark
 Jesus Sadiua

ALLENTOWN CITY PLANNING COMMISSION

Chairman Oldrich Foucek III, Esq.
Vice Chairman Mark J. Buchvalt
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CONSULTANT TEAM

evolve environment :: architecture
 Fourth Economy Consulting
 FACES International
 Clear Language Communications Inc.

2018 - 2019

This document is an appendix for the 2018-2019 Comprehensive and Economic Development Plan for the City of Allentown

ALLENTOWN VISION 2030 STEERING COMMITTEE

Janet Roth, Harry C. Trexler Trust	Sharon Fraser, Eatwell Consulting
Steve Bamford, Allentown Neighborhood Improvement Zone Development Authority (ANIZDA)	Ashley Blake, Run for Books Creative Center Inc.
Damien Brown, Allentown City Planning Commission	Dr. Daniel Lopresti, Lehigh University – Dept. of Computer Science and Engineering
Superintendent Thomas Parker, Allentown School District	David Jones, New Vision Church
Dr. Joseph Napolitano, Dorothy Rider Pool Trust	Courtney Robinson, Allentown City Councilperson
Melissa Shafer, St. Luke’s University Health Network	Dr. Luis Brunstein, Lehigh University – Diversity, Inclusion, and Equity
Dr. Kamran Afshar, KADAC	Roger MacLean, Allentown City Council President
Lisa Curran, The Century Fund	Audrey Mathison, Allentown School Board of Directors
Rev. Dr. Gregory Edwards, Resurrected Life Community Church	Flor Velez, Puertorrican Culture Preservation
Matthew Tuerk, LVEDC	

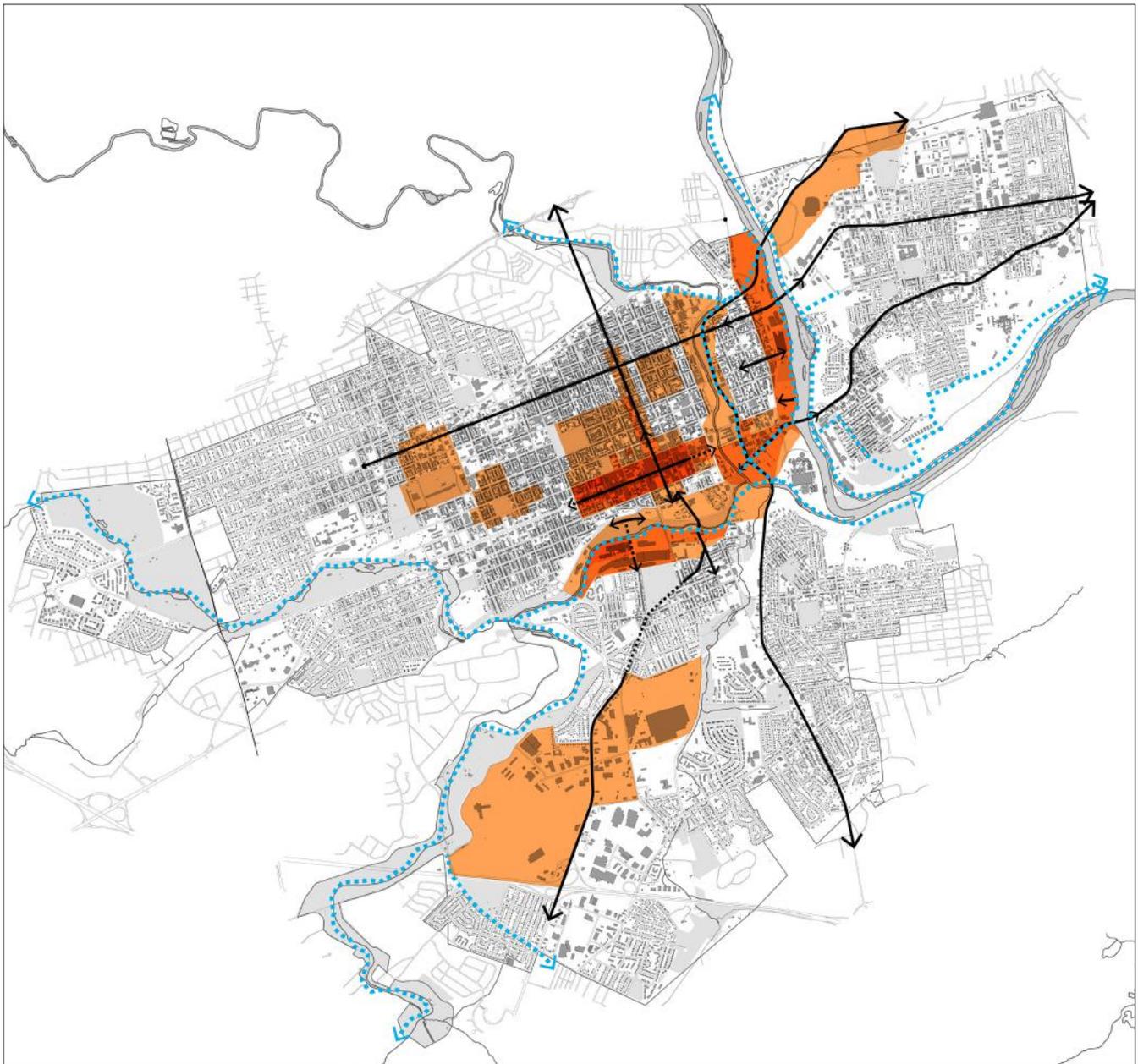
ACKNOWLEDGMENTS

The Allentown Vision 2030 team would like to thank City of Allentown staff, our public, private, nonprofit, and institutional partners, the generous hosts of our Community Collaboration Meetings – the East Side Youth Center, South Mountain Middle School, JCC of the Lehigh Valley, and St. Luke’s Sacred Heart Campus - and the participants of the Allentown Vision 2030 Community Ambassador Program for your support and participation in the Allentown Vision 2030 plan development process.

Finally, we would not have the Allentown Vision 2030 Plan without the incredible participation of our Allentown community – residents, workers, youth, and all those who engaged with the plan development process through meetings, at the Community Engagement Hub, our community survey, and the many other events held throughout the planning process. Thank you for your time, your participation, your ideas and sharing your VOICE to create a shared vision and plan for the future of Allentown!

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Planned Project Areas

Over the last ten years Allentown has undergone many through planning processes, gathering input from the community and developing proposals for the city's physical assets. Above are a compilation of a few of the more geographically based maps with a graduated color scale indicating areas that have been thought through more; including center city and the industrial areas surrounding the river. It becomes clear that the downtown area has received the most attention, and that the riverfront development to the east and south of the city are next to become strong market edges. We also see that while there is clarity across plans about the citywide connectors, outside of Center city, there is not indication of development activity outside of center city—particularly in the East and South side. Moving forward we should be thinking strategically about how to spread the planning energy across the rivers.

- Previous Plan Areas
- Defined Trails
- Defined Connections

PLANS INCLUDED

- Allentown Comprehensive Plan
- Downtown Allentown
- Guideline for Historic Districts
- Hamilton District Facade Guidelines
- Lehigh Riverfront Masterplan
- Re-Industrialization Strategy- Phase II
- Re-Industrialization Strategy- Phase III
- Transit Supportive Land Use

Planned Programs and Policies

The following themes emerged from the programs and policies listed in the fifty plans that were reviewed. They are split between Physical Planning and Workforce Planning. The number beside each bullet point indicates the corresponding plan from which the recommendation was taken.

PHYSICAL PLANNING

TAX REVENUE

- Achieve adequate revenue for governmental services by strengthening the employment and tax rev bases of mature communities (32)

INCENTIVES

- Leverage Keystone Opportunity Zone and Enterprise Zone (4, 15, 18)
- TIF district financing of Hamilton Street improvements (13)

CODE ENFORCEMENT

- Code Enforcement Area: for targets aggressive code compliance enforcement effort (21)
- 2008 implementation of mandatory inspection ordinance of properties prior to transfer of title (13)
- Land banking (21)

LAND USE

- Implementation of regional growth boundaries or regional urban service areas (32)
- Preserve agricultural areas (32, 34)

- Enhance cultural and environmental amenities in urban areas (32)

DENSITY

- Greater densities and more intensive uses for the parcels of land along the corridor (26)
- Critical mass of residential workforce populations and development along major routes and stops (28)
- Increased urban densities and infill (32)
- Encouraging mixed centers of development (28)

SUPPORT ALTERNATIVE MODES OF TRANSPORTATION

- Continuous sidewalks/pedestrian infrastructure(28)
- Upgrade bus infrastructure, especially bus stops (18, 25, 28)

STREETS

- Hamilton 2-way conversion (6)
- 7th St 2-way conversion (6)
- Complete Streets - incorporating key elements such as traffic calming, complete streets policies, safe routes to schools programs and walkable, interconnected neighborhoods. (47)

ZONING

- Zoning overlays that preserve historic character through Form-Based Code (9, 12)

HOUSING

- Create an affordable housing loan consortium for developing housing at or below 50% AMI (35)

Planned Programs and Policies

- Employer assisted housing (35)
- Increase housing in City Center by 1,000 units (7)

WORKFORCE PLANNING

WORKFORCE POLICY

- Incentivize employers to hire full time rather than temporary. (17)

ENCOURAGE SECTOR STRATEGIES

- Employer-led network of small and medium sized manufacturers (17)
- Establish target industry group (40)

MARKET CAREERS IN MANUFACTURING WITH URBAN MADE ALLENTOWN

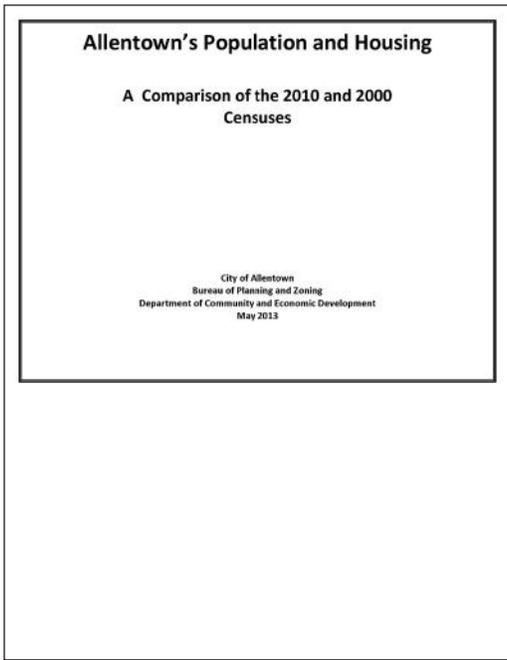
- Facilitate regional efforts to grow the Talent Pipeline (40)

TRACK WORKFORCE

- Track workforce talent supply and demand (46)
- Development of an ongoing process to update and track workforce/ talent supply and demand (49)

EXPAND TRAINING OPPORTUNITIES FOR ADULTS

- Develop and implement strategies to up-skill incumbent workers. (46)
- Build capacity for adult education, literacy and English language acquisition (49)



Population and Housing: A Comparison of the 2010 and 2000 Censuses

Prepared for: City
 Completed: 2014

The City of Allentown retained a consultant team to prepare a citywide re-industrialization strategy and apply the strategy to the Little Lehigh Industrial Corridor. Key findings, recommendations, and strategies are provided in this summary report. The appendices contain the body of work collected and developed by the consultant team, which supports the recommendations.

Objectives of this report are:

- Develop a city-wide rehabilitation strategy
- Provide a description of the City's economic base and its position within the region, its competitive advantages, and economic trends.
- Prepare a revitalization strategy and land use plan for the Little Lehigh Study Area
- Develop strategies to enhance AEDC's existing business incubator located within the Little Lehigh Study Area and identify the need/potential to develop a new incubator
- Understand the city's workforce and opportunities for training
- Facilitate in city employment opportunities through the information generated through the planning program and the plan's activities
- Establish a process for approaching appropriate and sustainable reuses for vacant and/or underutilized sites and buildings throughout the city
- Develop reuse strategies for significant industrial sites within the Little Lehigh Study Area and/or other older industrial city sites that fulfill the study's objectives of creating meaningful employment opportunities

KEY PROJECTS

- Increase Collaboration, Connectivity, and Networking amongst economic development organizations
- Work with the Hispanic Chamber, The Literacy Center (TLC), and Other Stakeholders to Directly Include Hispanic Workers, Students, and Businesses in Development and Implementation of Workforce, Economic Development, and Entrepreneurship Related to Manufacturing
- Facilitate the Redevelopment Process on a Site by Site Basis and Invest in Key Properties to Enhance their Appeal to the Private Sector
- Prioritize Re Industrialization Efforts in the Little Lehigh Industrial Corridor (Allentown Metalworks, Bridgeworks Entrepreneurship Center, Hill's Import Property, Forer

Incinerator Site)

- Improve appearance and connectivity of industrial areas
- Upgrade BEC facilities

KEY PROGRAMS

- Increase Engagement with Manufacturing Companies through BRE outreach
- Market Careers in Manufacturing with Urban Made Allentown
- Employer Led Network of Small and Medium Sized Manufacturers
- Change the model of BEC to encourage more turnover

KEY POLICY

Strengthen the workforce through access to training programs, incentivizing employers to hire full time rather than temporary.

PUBLIC ENGAGEMENT

Interviews & focus groups

Re-Industrialization Strategy: Phase II

Prepared for: City

Completed: 2014

This report furthers Phase I recommendations in a demonstration study, providing a conceptual masterplan for the Little Lehigh Corridor and a calling out strategic sites for the area; all of which seek to serve as a model for re-industrialization for other parts of the city.

KEY PROJECTS

Streetscape Improvements:

- South St from Harrison St to MLK Dr
- Lehigh St between Auburn St and MLK Dr
- Union St from Walnut St to South Third St

Gateways:

- The corner of S 10th St and Harrison St, and MLK Dr
- New Bus Stops and Shelters along MLK Dr
- 8th Street Bridge Improvement
- Public Space Improvement
- Connect Fountain Park to Lehigh Parkway Trail
- New Trail between S 10th St and Lehigh St under 8th St Bridge
- New Barber's Quarry Branch Freight Rail

Proposed Industrial Building:

- Allentown Metal Works
- Hills Import Building
- Mill Street
- Former Wells Fargo Center
- 515 Auburn Street Vacant Parcel
- 467 Lehigh Street Former Railroad Property
- 435-437 Lehigh Street (Auto Salvage)
- 336 West Hamilton Street Vacant Parcel
- 120-170 Union Street (Fix A Flat)
- Union Street Site
- Former Incinerator Site

KEY PROGRAMS

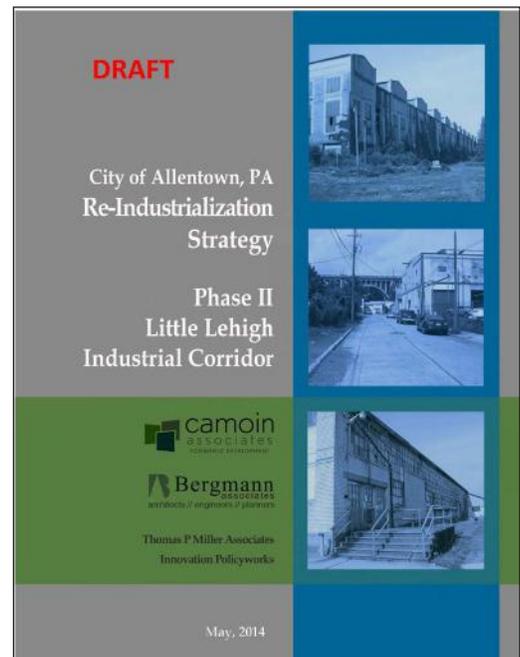
- Code Enforcement Area: for targets aggressive code compliance enforcement effort
- Land Banking

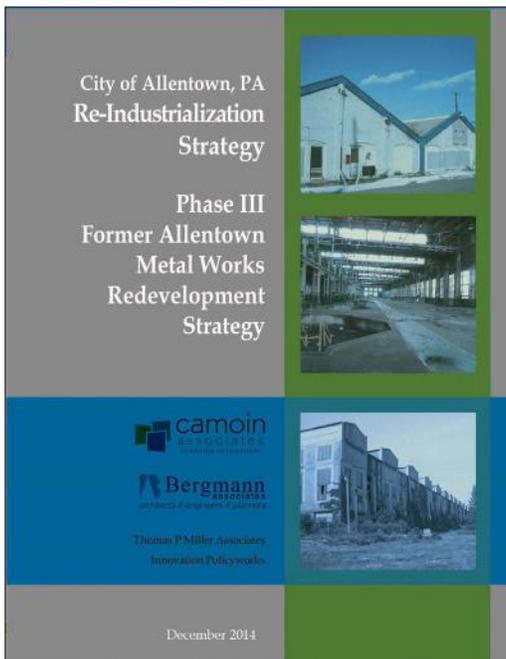
KEY POLICY

- Some Sites Within Keystone Opportunity Zone
- Some Sites Within Enterprise Zone

PUBLIC ENGAGEMENT

- 2 public meetings
- City Staff Steering Committee
- AEDC Steering Committee





Re-Industrialization Strategy: Phase III

Prepared for: City
 Completed: 2014

The City of Allentown and the Allentown Economic Development Corporation Commissioned a consultant team to prepare an analysis of the Allentown Metal Works Site called out as a strategic project in Phase II of the Re-Industrialization Strategy for Allentown. It was sited as being proximate to a readily available labor pool, optimal transportation links and solid infrastructure. This study makes the case for viable redevelopment of the property satisfactory for the needs of industrial and manufacturing corporation with the inclusion of publicly assisted gap financing.

KEY POLICY

- Located in Keystone Opportunity one
- Located in Enterprise Zone
- Possible Future Public Incentives:
- Tax Increment Financing
- Local Economic Revitalization Tax Assistance
- Assistance from the State of Pennsylvania
- Federal Assistance via the Environmental Protection Agency
- Federal Assistance via the Economic Development Administration

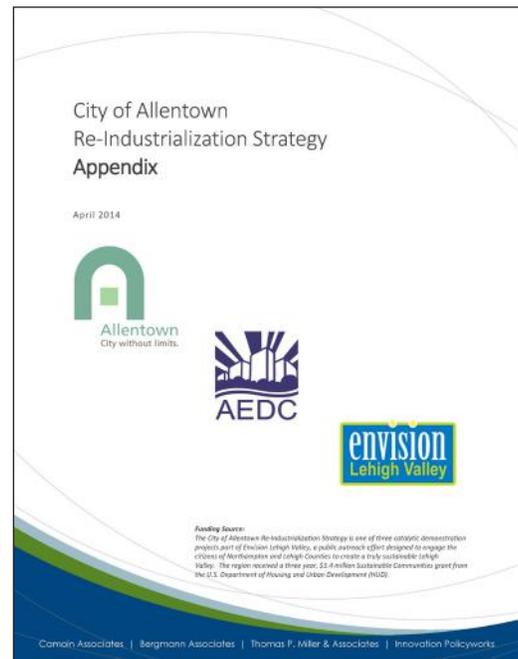
PUBLIC ENGAGEMENT

- Development Community Interview Notes:
- Rail is a significant advantage
- There are opportunities for both building re-use and new development
- Environmental Concerns of the Site were important (Brownfield etc.)
- Development Community was unable to provide comparable properties or projects in the Valley
- The site is positioned for manufacturing, more than warehouse/distribution
- Growing demand for industrial space >100,000 sf but has low returns on investment

Re-Industrialization Strategy: Appendix

Prepared for: City
 Completed: 2014

Industrial Market Analysis, Labor Market Analysis, Bridgeworks Enterprise Center Analysis, Industrial Land & Building Overview, Industrial Real Estate Market Analysis, Current Plans & Programs, SWOT Analysis, Background Information, Mapping, Interviews Conducted, Re-industrialization Tools, Financing Overview.



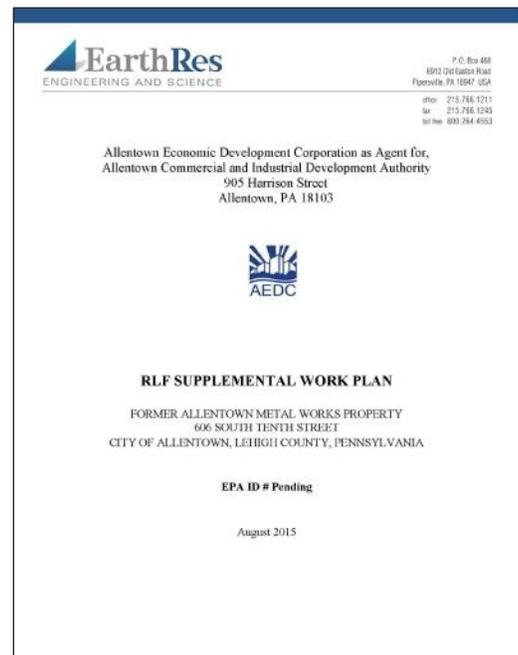
RLF (Metal Works) Supplemental Work Plan

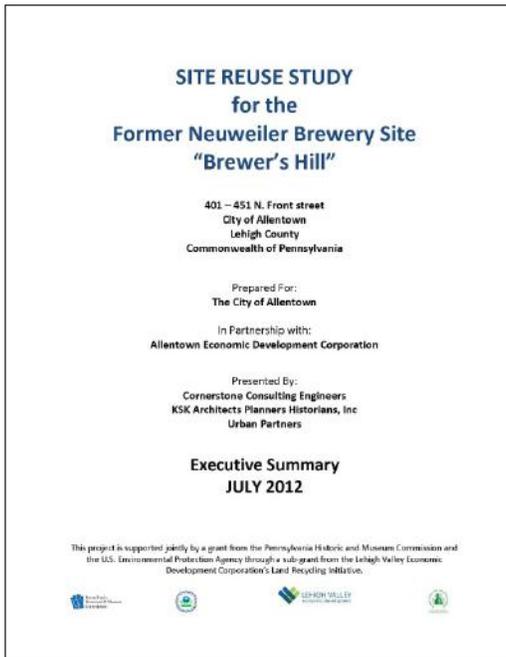
Prepared for: City
 Completed: 2015

Revolving Loan Fund (RLF) Supplemental Work Plan. Satisfies EPA requirements regarding the use of Revolving Loan Funds to complete additional cleanup activities at the former Allentown Metal Works, a 2 parcel site of 19.2 acres

KEY PROJECTS

Scope of work proposed in the Work Plan will make the RLF Supplemental Work Plan Site accessible and more attractive to potential tenants or purchasers by selectively removing Asbestos, encapsulating Lead-Based Paint, and filling open sumps and pits with stone fill. Estimates for total cost is \$376,200 and completion date of February 2, 2016. Several remediation alternatives are explored.





Site Reuse Study for the Former Neuweiler Brewery Site: Brewer's Hill

Prepared for: City
 Completed: 2012

Listed as a strategic Zone in the Riverfront Masterplan, this site reuse study was created to provide the City with an assessment to provide prospective developers information that allows them to accurately assess the variables associated with investment in the site, determine the funding gap and provide potential financing resources. This report gives details for a Physical Facilities Analysis, historic Structure Report, and a Financial Feasibility Analysis.

KEY PROJECTS

Usage Summary- Alternative 1 (deemed most feasible):

- Brew Pub (7,400 sf)
- Apartments (60,000 sf) (66 units)
- Retail (7,000 sf)
- Restaurant (3,000 sf)
- Offices (12,000 sf)
- Parking (234-276 spaces)

KEY PROGRAMS

Potential for the following Funding Sources:

- First Mortgage Debt
- Neighborhood Improvement Zone (25 year bond term extension)
- New Markets Tax Credits
- Historic Preservation Tax Credits
- Economic Equity
- Subordinated Purchase Money Mortgage
- Local Economic Revitalization Tax Assistance (short term abatements)

KEY POLICY

- Listed on National Register of Historic Places
- Listed on Preservation Pennsylvania's "Pennsylvania at Risk" List
- Located within the Neighborhood Improvement Zone

Upside Allentown: Quality of Life

Survey Results

Prepared for: City

Completed: 2017

A 4 page, 23-question survey that presents a detailed measurements of residents' quality of life perceptions four years into the implementation of City Center revitalization efforts. Generally there is a feeling that quality of life is improving, but residents are split on whether they would stay there or not.

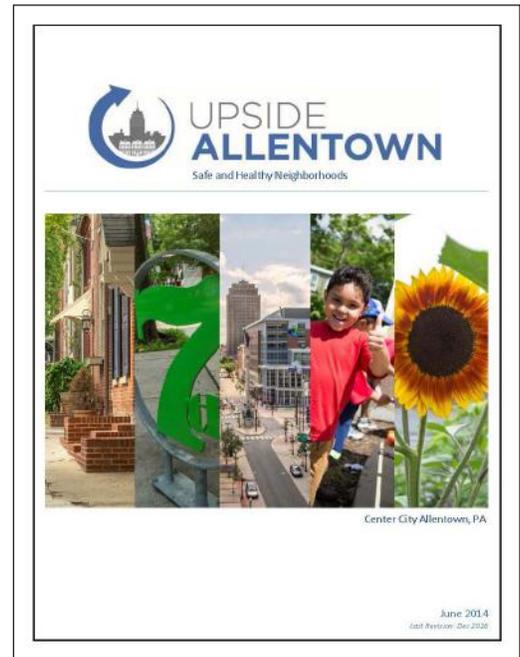
KEY PROJECTS

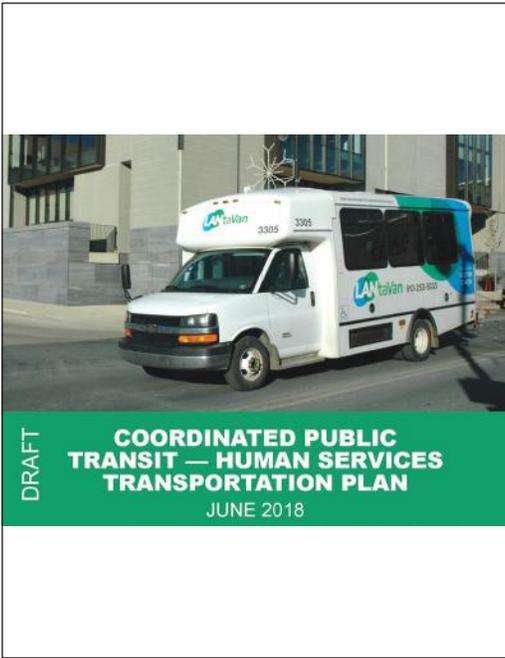
Three themes emerge:

- Need to improve quality of services and opportunities for children
- Area that received the most amount of complaints was community and neighborhood appeal (sidewalks/cleanliness)
- The survey indicated a lack of connection between neighbors that could be related to perceived lack of safety

PUBLIC ENGAGEMENT

The survey was mailed to every household within the Upside Allentown area in May 2017. In order to obtain a representative sample of residents, completed surveys were tracked to monitor response rates for each census tract/block group. Door to door surveying in low response neighborhoods and participation at community events ensured a represented sample. The analysis is based off of 703 completed surveys.





Coordinated Public Transit- Human Services Transportation Plan

Prepared for: LANTA

Completed: 2018

This is an 81 page plan detailing the current status of the LANTA Human Services Transportation system and recommendations to improve it. As the population ages and housing and work become decentralized, the human services transportation system needs to be able to adapt.

Purpose:

- Promoting Transportation Equity
- Managing Resources Efficiently
- Fostering Cooperation
- Creating Economic Opportunities

KEY PROJECTS

Besides improvements the connectivity, timing, and safety of the routes, this plan also highlights the need for more visible, accessible, and comfortable stops.

PUBLIC ENGAGEMENT

Stakeholders were surveyed and asked to attend workshops to give their input about the development of this plan.

Enhanced Bus BRT Study

Prepared for: LANTA

Completed: 2014

This study accompanies the Moving LANTA Forward twelve year plan that came out in 2011. The study details phasing of BRT system into four priority corridors. This study may be considered as an application for the FTA for the Very Small Starts program.

KEY PROJECTS

The prioritization process through the involvement with the public, board workshops, and stakeholder meeting led to recommendation of an Enhanced Bus Service system (EBS) that can serve the densest parts of the Lehigh Valley and service the 3 cities. This service will eventually have two routes.

KEY PROGRAMS

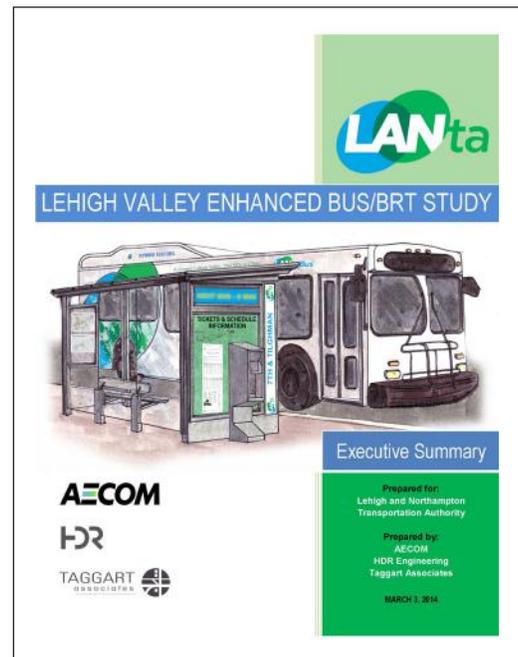
Phase I represents the “Minimum Operable Segment”, as determined by the study team. This phase would include local service along the EBS 1 alignment (to be named “Route 100”) between the Walmart in Whitehall Township and LVIP VII in South Bethlehem. This service would provide improved connections between Whitehall Township, Center City Allentown, Bethlehem and South Bethlehem. Adjustments would be made to local routes in Allentown, Bethlehem and Whitehall Township during this phase. TSM (Transportation Systems Management) represents a less-resource-intensive alternative to the full build- out of the EBS system. The TSM for this study would include the implementation of Route 100 and all improvements included in Phase I, as well as modifications to local LANTA Bus services on Routes 101, 107 and 108 to improve connections between Allentown, South Bethlehem and Easton.

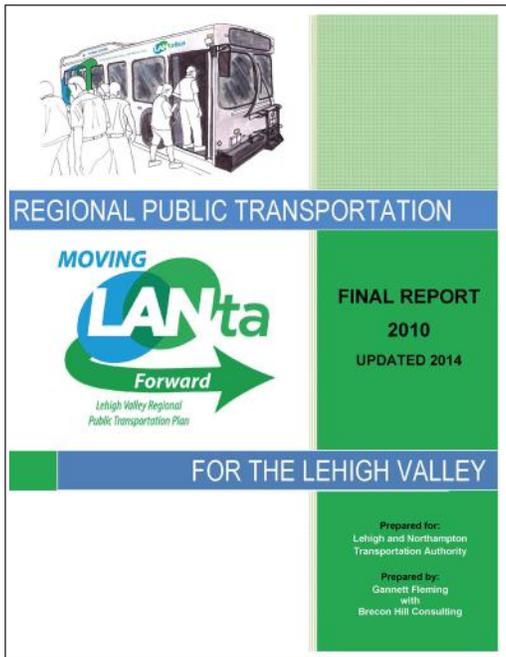
KEY POLICY

Greater densities and more intensive uses for the parcels of land along the corridor. Development needs to be transit supportive but can vary in nature to reflect the area.

PUBLIC ENGAGEMENT

1. Advisory Committee Meetings – A project Advisory Committee was assembled early on in the study, comprised of representatives from LANTA, the Lehigh Valley Planning Commission, PennDOT, the local municipalities, and leaders of key stakeholder groups. Six meetings were held where the Consultant Team and LANTA staff presented to the Advisory Committee and answered questions and obtained input.
2. Board Workshops – Three workshops were held with the consultant team, LANTA staff and the LANTA Board in order to provide the Board with an opportunity to comment and provide guidance to the consultant team.
3. Public Open Houses – Approximately midway through and again near the end of the study Public Open Houses were held in Allentown, Bethlehem and Easton in order to provide an opportunity for the public to comment on the initial ideas (first round of meetings) and proposals (second round of meetings) presented by the study team
4. Stakeholder Meetings – After the initial plans for the recommended EBS corridors had been developed, the study team consulted with representatives from the Cities of Allentown, Bethlehem and Easton, as well as Whitehall Township and PennDOT, to determine the feasibility of the recommended improvements and Enhanced Bus treatments along each corridor.





Regional Public Transportation

Prepared for: LANTA

Completed: 2010

This is the regional report that references many of the other LANTA projects and studies. This developed the public transportation service vision for the fixed route bus service, or Metro service, in the Lehigh Valley. It provides information on phasing of the various plans, staffing and marketing needs, and financial details on investments needed for these various improvements.

KEY PROJECTS

Four primary elements:

- Core Service Area Improvements Plan - recommendations to improve LANTA fixed routes serving its core service area by: establishing a tier system of corridors with target levels, redesigning current core route and area, improving evening service with regular routes, service improvements to existing and emerging employment centers, connections with commuter bus service, etc.
- Service Coverage Extension Plan - expand service into more suburban and rural areas, establish a network of hubs around employment and urban centers
- Bus Rapid Transit Plan - this is plan recommends a multi-year strategy including: building on existing trunk corridors, coordinate capital and service improvements in targeted areas, etc.
- Rail Modes Planning - even though this report is not a feasibility, LANTA should continue to participate in rail modes planning efforts

KEY POLICY

This plan includes the LANTA Land Use Toolkit to provide a specific list of policy and ordinance stipulations that would be supportive of public transportation in general, as well as policies that would specifically support the service enhancements part of the plan.

PUBLIC ENGAGEMENT

Current LANTA riders were surveyed from April to May of 2008. 3,00 randomly selected residents were also surveyed, aimed at targeting non-transit users. There were also 2 rounds of public meetings held in September 2008 and July 2009.

Transit Supportive Land Use

Prepared for: LANTA
Completed: 2010

The purpose of this document is to build on the work of the regional Comprehensive Plan - Lehigh Valley 2030 which established a smart growth strategy for the region and to address the upward trend in population growth and land development in the Lehigh valley. More specifically, this report wanted to address scenarios of improvement in more suburban areas outside of the traditional urban core but still consistent with the regional plan.

KEY POLICY

This document outlines four key elements of what needs to be addressed for transit supportive conditions to exist including:

1. **Service:** support for the provision of the transit service itself with use of its street network, enforcing no parking regulation at stops, and creating a critical mass of residential/workforce populations and development along major routes and stops
2. **Sidewalks:** continuous, visible and articulated pedestrian infrastructure on both sides of the street and at intersections
3. **Site Planning:** layout and character of development that makes it convenient for people to travel to and from development via transit
4. **Centers:** encouraging Municipalities to have village center or mixed higher density nodes of development at various junctures along corridors

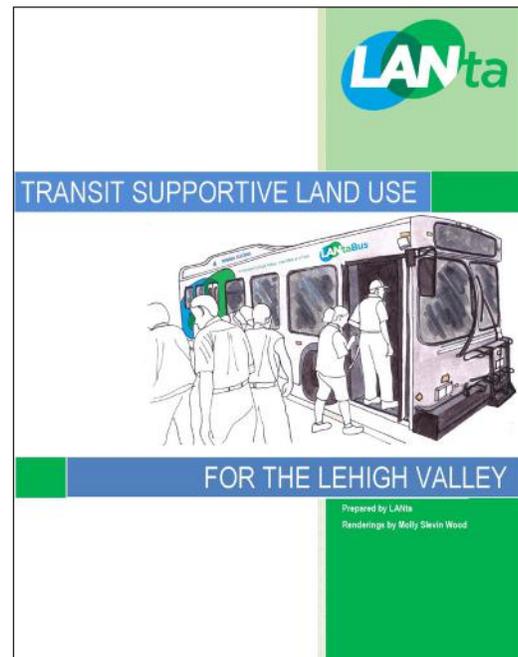
Air Quality Conformity Analysis Report

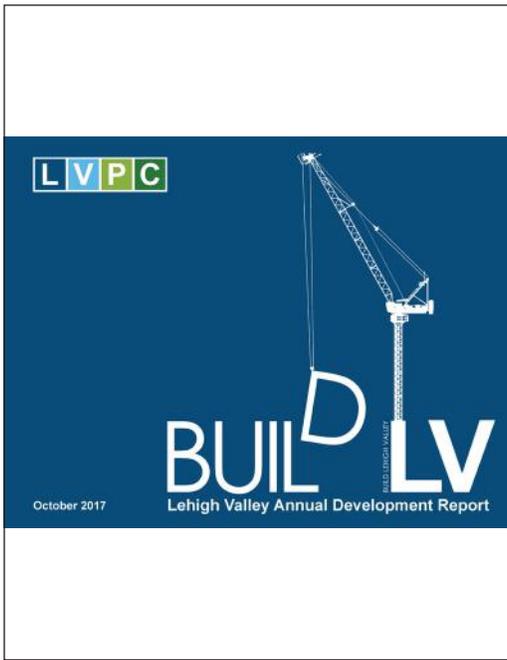
Prepared for: LVPC
Completed: 2015

The LVTS region is a maintenance area for ozone and in non-attainment for PM2.5 as defined by the Clean Air Act Amendments of 1990. Since vehicular emissions contribute to both ozone and PM2.5 levels in the air, the EPA requires transportation agencies in non-attainment and maintenance areas to perform a regional emissions analysis to consider the air quality impacts of their proposed plans, programs, and projects. If these plans, programs, and projects involve federal funding, they must be shown to conform to the applicable State Implementation Plan (SIP) for attaining the NAAQS. This report provides a list of regionally significant highway projects that have been updated or added to the Transportation Improvement Program (TIP) and Long Range Transportation Plan (LRTP), a detailed summary of emissions by roadway type, and data from the EPA MOVES model, which is the official model for estimating emissions from highway vehicles for SIP emission inventories and transportation conformity.

KEY PROJECTS

A list of TIP/LRTP air quality significant highway projects included in the analysis can be found in list form on pg.28 and map form on pg.32 (too many to list here).





BUILD Lehigh Valley Annual

Development Report

Prepared for: LVPC
 Completed: 2017

There was a 36% increase in acres of approved development from 2015 to 2016.

- The 1,182 apartments approved in 2016 more than doubled the 2015 total and hit a 10-year high. The result was a 37% increase in total approved housing units over 2015, but a decline of 21% in the amount of acreage needed to build them
- The 10.8 million square feet of approved non-residential development nearly doubled the 5.6 million square feet approved in 2015. Driven largely by warehouse development, approved industrial floor area increased 168%,



Hazard Mitigation Plan

Prepared for: LVPC
 Completed: 2013

Update to the 2006 plan that was in accordance with FEMA's Hazard Mitigation How-to Guides.

PUBLIC ENGAGEMENT

To create this plan, the Steering Committee presented at over 15 different public meetings. There was also a survey as well to gauge household preparedness. In addition to both of these, the LVPC also included an article in their newsletter and had pamphlets available about the process.

Lehigh Valley Comprehensive Plan

Prepared for: LVPC

Completed: 2015

North Hampton and Lehigh Counties created a joint Planning Commission called the Lehigh Valley Planning Commission that addresses the issues of the region about the Lehigh River. The plan reflects the comments received during its four-year process and sets forth goals and priorities for the next 10 to 25-years.

The plan starts by reporting on public opinion researched in a public opinion survey. Next the plan describes basic forecasts about future growth. It then outlines proposals for natural resource and agricultural preservation. Sections on land use, economic development, housing, transportation and community facilities follow. These sections detail measures that need to be taken to assure compatibility between preservation, development and infrastructure. Finally, the plan presents a section on historic preservation.

Lehigh Valley listed the following as major planning issues:

1. Preservation of Farmland
2. Preservation and protection of natural features
3. Redevelopment of old industrial sites including brownfields
4. Renewal and revitalization of the cities
5. Development of more parks and recreational facilities
5. Upgrade road and intersections

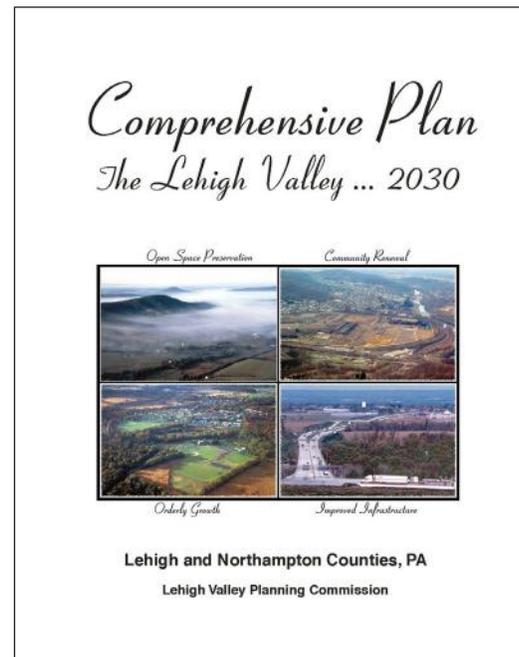
KEY POLICY

1. Smart Growth development practices are advocated to combat problems of sprawl, which the Commission has defined as a regional issue that requires action outside of Municipal boundaries including:

- Implementation of regional growth boundaries or regional urban service areas
- Increased urban densities and urban infill
- Workable agricultural and natural resource protection measures in rural areas
- No public sewer, water or major roadways in agricultural areas
- Brownfield redevelopment
- Multi-municipal planning
- Improved levels of transit service in urban areas
- Enhanced cultural and environmental amenities in urban areas

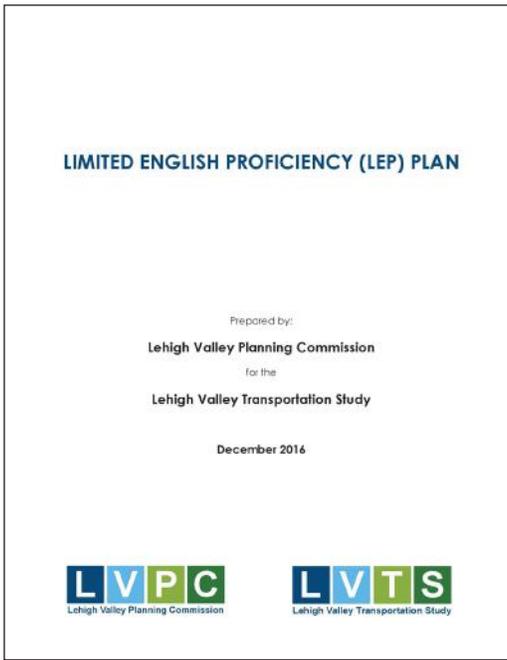
2. Goals to address the issues of Mature Communities (stable or declining tax base, loss of population, older building sock, need for more services, higher poverty rates) include:

- To achieve a high quality built environment
- To obtain adequate revenue for providing appropriate governmental services by strengthening the employment and tax revenue bases of mature communities
- To reinforce and enhance the roles of the mature communities as the centers of regional activities



PUBLIC ENGAGEMENT

- Interviews
- Meetings with Municipal Officials
- Meetings with Citizens
- Public Opinion Polls
- Public Meetings
- Public Hearing
- 2 Public Workshops discussing natural resource, development, city revitalization and transportation priorities
- 75 Letters to School Districts, Municipal Authorities and Public Utilities asking for feedback on forecasts and projections, planned capital improvements, and comments on plan update (6 responses)
- Agricultural Preservation Committee
- Urban Issues Committee



Limited English Proficiency Plan

Prepared for: LVPC

Completed: 2016

The Limited English Proficiency (LEP) Plan covers Lehigh and Northampton counties. The plan identifies Limited English Proficient populations by geographic location and by language spoken. A person is considered Limited English Proficient if they do not speak English as their primary language and have a limited ability to read, speak, write or understand English.

19,737 (18%) of Allentown's 109,652 residents have limited English proficiency. charts and maps for townships are included in pages 4-7. Whitehall Twp., South Whitehall Twp., Lower Macungie Twp., Easton, and Bethlehem are all high LEP

PUBLIC ENGAGEMENT

1. Identifying LEP individuals who need language assistance;
2. Providing language assistance measures;
3. Staff training on LEP policies and procedures;
4. Providing notice to LEP persons of the availability of language assistance services; and
5. Monitoring and Updating the LEP Plan.

Livable Lands: A Park, Recreation, Open Space, Agricultural and Historic Lands Plan

Prepared for: LVPC

Completed: 2018

Lehigh County contains many valuable open space and cultural resources that are currently experiencing strong development pressures on its open space resources. The biggest open space challenge is balancing sustainable growth. This plan intended to guide the decisions of municipalities, conservation organizations, landowners and developers and encourage partnerships to achieve common goals for natural resources; outdoor recreation facilities; greenways and blueways; agricultural lands and historic, cultural and scenic resources.

KEY PROGRAMS

Suggested Funding Sources:

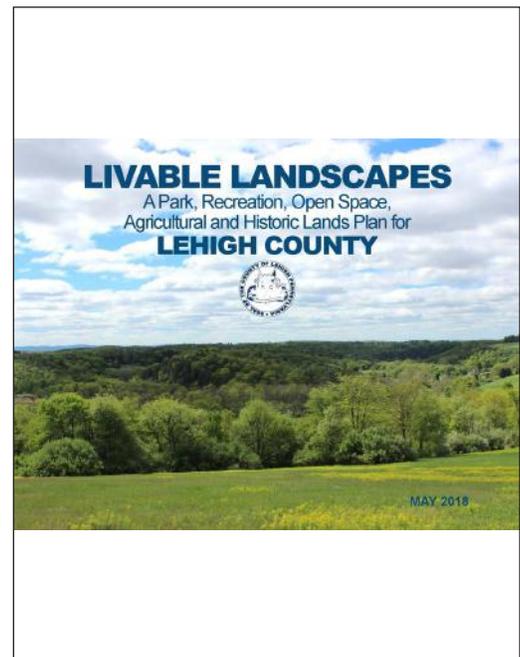
- Pay-as-you-go tax revenue
- Issue bonds
- Borrow from commercial lenders
- Installment purchase agreement
- Finding the Green! referenced resource guide

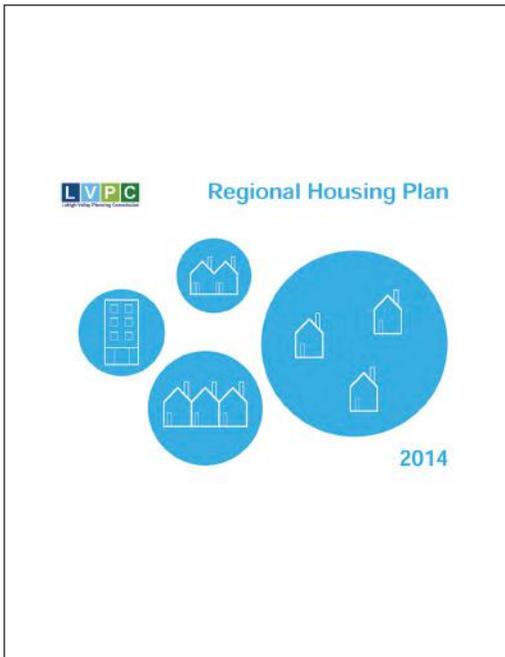
KEY POLICIES

1. Conserve, restore and enhance natural resources
2. Provide and maintain an accessible, interconnected park, trail and recreation system
3. Conserve, restore and enhance a greenways and blueways network
4. Preserve farmland and farming to meet food production, economic and open space needs
5. Preserve historic, cultural and scenic resources and landscapes
6. Advance County natural, recreational, agricultural and historical resources and usage through funding, promotion, education, partnerships and other strategies"

PUBLIC ENGAGEMENT

- Kick-Off Meeting
- Monthly Plan Meetings
- Promotional Partners Steering Committee
- Municipal Officials Steering Committee
- 3 Public Meetings
- Public Surveys (formal+informal): administered between 12/1/2016 to 1/31/2017
- Farm Operations Survey
- Lehigh Valley Municipality Survey
- Interviews with County Staff





Regional Housing Plan

Prepared for: LVPC

Completed: 2014

Table of contents is on page 13. Broad concerns: Affordability, Variety, Distribution, and Condition.

The Lehigh Valley market is under-supplied in housing for the households earning less than \$29,350 per year. This translates into many households at the lowest incomes being forced to pay above 30% of their gross income for housing and being cost burdened.

On the contrary, many households at the highest end of incomes (above \$70,440 per year) use less than 30% of their gross income on housing. These households are “buying down” from their ability to pay, increasing competition for moderate income households to find suitable, desirable housing from the already limited affordable supply.

The lack of choice at both ends of the income spectrum compounds the challenges to finding suitable housing. The current market offers few, larger (2 and 3+ bedroom) rental units for lower income households. For higher income households above \$70,440 per year, ownership opportunities are almost exclusively single family detached housing, and rental opportunities are only 3+ bedroom apartments.

This lack of diversity means households must consume housing that does not meet their preferences, further intensifying pressure on the housing sub-markets with high demand and limited supply.

For the Lehigh Valley and sub-regions, the need for housing priced to working households earning below 50% of AMI (\$29,350) is universal. There is not enough quality, appropriately priced housing for the Valley’s employment base anywhere. The concentration of certain housing types with low demand (due to age, fewer amenities or poor condition) can result in inadvertent concentration of lower priced housing or low income households in few select places, particularly the cities and boroughs with older housing stock. Lastly, the disproportionate growth of low-density housing in the distant suburban townships—along with jobs clustered far from population centers—results in a persistent imbalance of jobs and housing across much of the Valley.

Condition. Housing rehabilitation is as great a need as housing development. Those households earning less than \$29,350 per year and most susceptible to cost burdening are also most susceptible to substandard housing conditions. Rehabilitating existing housing stock serves to preserve the existing tax base and to offer a variety of housing types across incomes, while reducing overall land consumption and reducing the cost of development.

KEY PROJECTS

Creation of an affordable housing loan consortium bringing investors, financial institutions and private individuals together to pool resources for developing housing at or below 50% of the Area Median Income to address the 40,750 existing owner and rental households that are cost burdened.

KEY PROGRAMS

- Support the region’s Neighborhood Partnership, Main Street, borough, city and suburban revitalization initiatives and programs like the Lehigh Valley Economic Development Corporation’s brownfield revitalization;
- Public housing, assisted housing - some assisted housing comes off from incentives after decades and reverts to market rate,
- Nonprofit housing assistance: Alliance for Building Communities, Catholic Charities, Community Action Committee of the Lehigh Valley, Community Hope, Easton Area Neighborhood Centers, Habitat for Humanity, Housing Association and Development Corporation, Moravian Development Corporation, Neighborhood Housing Services of Lehigh Valley, Valley Housing Development Corporation
- Employer assisted housing programs

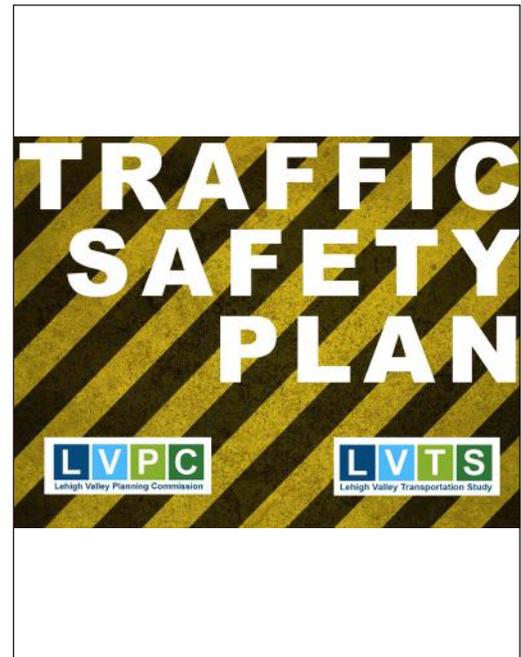
Traffic Safety Plan

Prepared for: LVPC
Completed: 2016

Safety improvement planning through the analysis of crash trends, the identification of high priority areas and recommended countermeasures.

KEY PROJECTS

High Crash Corridors will remain listed until safety improvements are completed and enough time has passed to provide evidence of the effectiveness of the improvements... Roadway signage, Off-road improvements, Bicycle and Pedestrian, Technology, Education and Enforcement, In-road improvements.



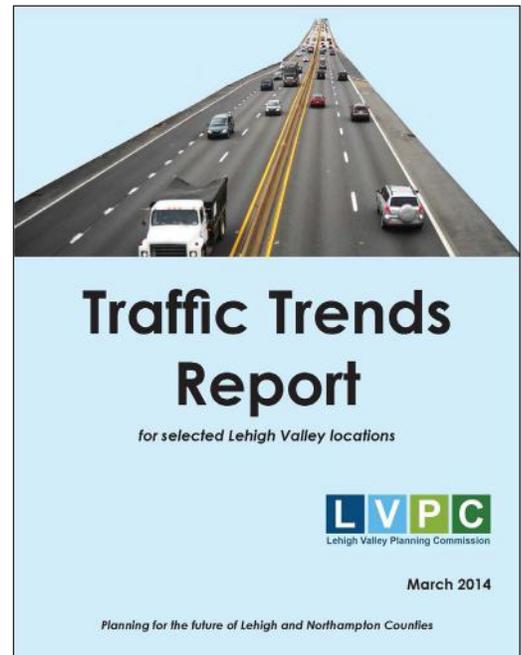
Traffic Trends Report

Prepared for: LVPC
Completed: 2014

The Lehigh Valley Planning Commission (LVPC) annually conducts approximately 100 traffic counts throughout Lehigh and Northampton counties.

KEY PROJECTS

From 2002-2012, Lehigh Valley growth among urban interstate routes (10.8%) surpassed the statewide average due to the intensity of residential and commercial development abutting these corridors. Route 22 and portions of Route 33 are classified as expressways. Routes classified as urban principal arterials include Route 309, Route 145, Route 100, and Route 222. Urban minor arterials, collectors, and local roads grew by 10.8%. There was also a 14.2% growth rate for rural minor arterials collectors, and local roads was achieved on similar roads. This growth resulted from the “urbanization” of remote areas.



Community Action Committee of the Lehigh Valley
2017-2018 ANNUAL WORK PLAN
PRESENTED TO PD&E COMMITTEE ON MAY 10, 2017

ANNUAL WORK PLANS PRESENTED TO PD&E COMMITTEE

Campaign for Racial and Ethnic Justice
Community Action Development Corporation of Bethlehem
Community Action Financial Services
Lehigh Valley Community Land Trust
OnTrack
Rising Tide Community Loan Fund
Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania
Sixth Street Shelter/Turner Street Apartments/Ferry Street Apartments
Weatherization
West Ward Neighborhood Partnership
Work Ready

ANNUAL WORK PLANS NOT PRESENTED TO PD&E COMMITTEE

Community Action Development Corporation of Allentown
(NOTE: Annual work plan to be developed after Year 4 Neighborhood Partnership Program funding allocations are finalized)
SHE (Self-Employment, Health, Education)
(NOTE: SHE is a new program and the annual work plan will be presented to the PD&E Committee in the near future)
State Beth Rising
(NOTE: Annual work plan to be developed after decisions are made regarding priorities and projects for next fiscal year)

Annual Workplan

Prepared for: Community Action Committee
Completed: 2017

The 2017 and 18 Work Plan for the Community Action Committee of the Lehigh Valley. This document is not focused on Allentown. Instead, this is for the entire Lehigh Valley. The Community Action Development Corporation of Allentown will release their work plan after Year 4 Neighborhood Partnership Program funding allocations are finalized.

Organizations included are:

Campaign for Racial and Ethnic Justice, Community Action Development Corporation of Bethlehem, Community Action Financial Services Lehigh Valley, Community Land Trust, OnTrack, Rising Tide Community Loan Fund, Second Harvest Food Bank of Lehigh Valley and Northeast Pennsylvania, Sixth Street Shelter/Turner Street Apartments/Ferry Street Apartments, Weatherization, West Ward Neighborhood Partnership, Work Ready”

KEY PROJECTS

All plans for each of the Community Action Development Corporations relate to Six National Goals:

1. Low-income people become more self-sufficient. (Family)
2. The conditions in which low-income people live are improved. (Community)
3. Low-income people own a stake in their community. (Community)
4. Partnerships among supporters and providers of services to low-income people are achieved. (Agency)
5. Agencies increase their capacity to achieve results. (Agency)
6. Low-income people, especially vulnerable populations, achieve their potential by strengthening family and other supportive systems. (Family)

An Economic Development Strategy

Prepared for: LVEDC

Completed: 2014

This plan covers the following:

1. A comprehensive and holistic assessment of key forces driving the Lehigh Valley economy and shifting dynamics;
2. An Assets and Challenges Assessment (A&C) of the region from the eyes of a site location consultant that facilitates investment decisions;
3. Recommended business targets suitable for the Valley; and finally,
4. A set of implementable recommendations that the region can utilize to enhance the economic well-being of the area, strengthen its desirability as a business location, and position the LVEDC as the “go-to” business development entity for the Lehigh Valley.

KEY PROJECTS

- Create a Workforce Alliance Leadership group
- Develop a unified brand for the region
- Open a Foreign Direct Investment (FDI) office abroad
- Advocate for the creation of a pharmacy school
- Enhance website and marketing materials
- Develop FAM events

KEY PROGRAMS

- Continue to strengthen business retention and expansion efforts
- Include public advocacy of economic development projects in the mission of LVEDC
- Participate in efforts to consolidate the region’s governments
- Support efforts to create a STEM Early College High School
- Facilitate regional efforts to grow the Talent Pipeline
- Establish target industry group

Allentown Enterprise Zone: Overview

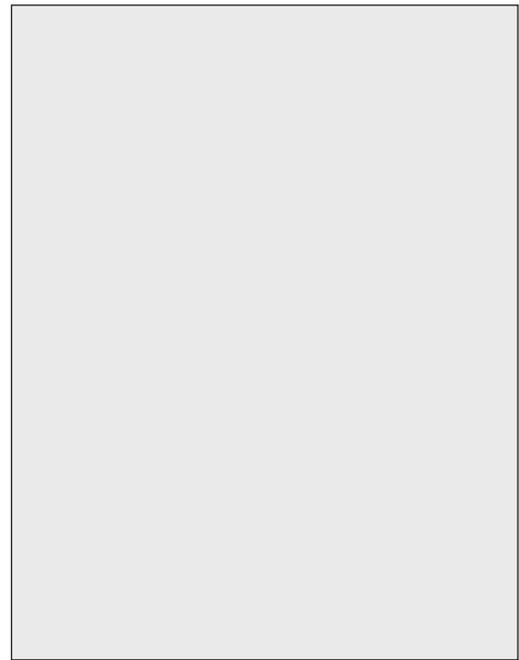
Prepared for: AEDC

Completed: 2018

This is a map of the Allentown Enterprise Zone.

KEY POLICY

Map: <http://allentownedc.com/images/maps/Allentown%20ENTERPRISE%20ZONE.pdf>

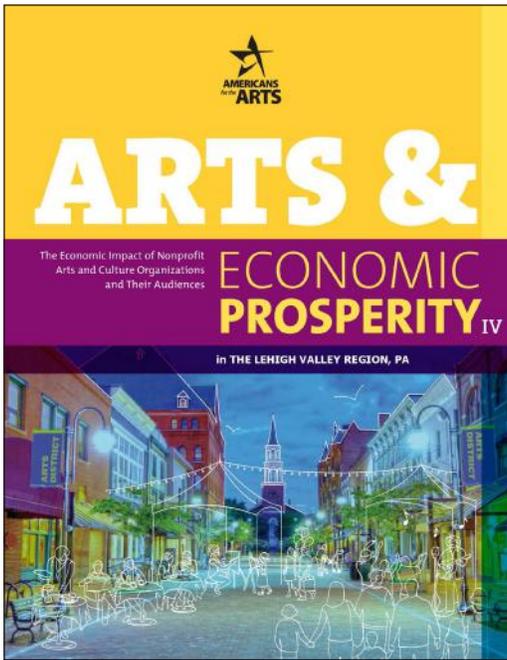


Allentown Enterprise Zone

The Enterprise Zone program was created by the Commonwealth of Pennsylvania to promote job growth and to help municipalities take advantage of business expansion opportunities by expanding the ability of municipalities and local businesses to form public/private partnerships to increase investment within the Zone. Companies within the Allentown Enterprise Zone, which currently encompasses about 1,200 business – including 300 manufacturers – have access to training for employees, site location and selection assistance, technical expertise, college interns and workforce development programs through ties with organizations such as CareerLink and the Lehigh Valley Workforce Investment Board.

AEDC facilitates the Allentown Enterprise Zone Revolving Loan Fund, which provides loans to small businesses located within the Allentown Enterprise Zone. This financing is available for the purchase of machinery and equipment, real-estate purchases and improvements (including leasehold improvements), or working capital in some cases. Businesses may borrow up to 75 percent of total project costs up to \$100,000 at competitive interest rates and terms as long as 10 years (depending on the amount borrowed).

Enterprise Zone businesses are also eligible for state tax credits to 25 percent of the amount invested, up to a total of \$500,000 credits per project. Credits received and not used may be carried forward for up to five years, and may be sold or transferred. Business in the Zone can apply for tax credits until July 1, 2018.

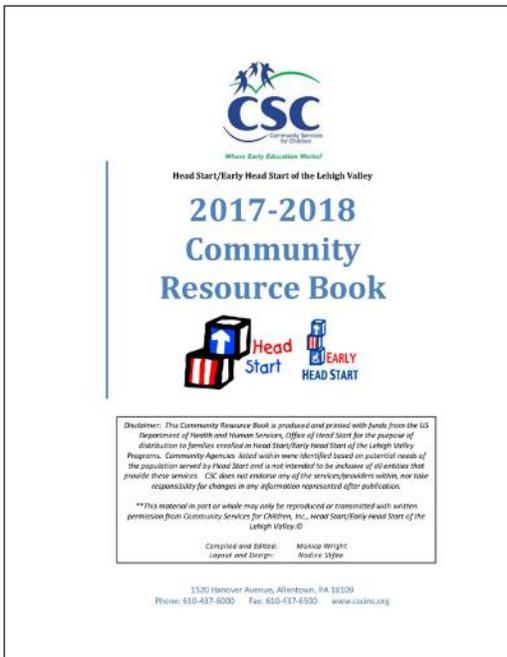


Arts and Economic Prosperity in Lehigh Valley

Prepared for: Americans for the Arts

Completed: 2012

Leaders who care about community and economic vitality can feel good about choosing to invest in the arts... nonprofit arts and culture are a significant industry in the Lehigh Valley Region—one that generates \$208 million in total economic activity. This spending—\$102.1 million by nonprofit arts and culture organizations and an additional \$105.9 million in event related spending by their audiences—supports 7,114 full-time equivalent jobs, generates \$140.7 million in household income to local residents, and delivers \$21.4 million in local and state government revenue.



Community Resource Book

Prepared for: Community Services for Children

Completed: 2017

Directory listing of community resource services - may be useful for network mapping activity.

Creative Finance for Smaller Communities

Prepared for: ULI
Completed: 2016

Highlights examples of urban and suburban leadership using innovative partnerships and financing.

KEY PROJECTS

In Allentown, Neighborhood Improvement Zone (NIZ) was used for:

- 10,000-seat arena, the PPL Center
- One City Center, a 187,000-square-foot Class A office/retail tower
- Two City Center, a 290,000-square-foot Class A office/retail tower
- Three City Center, a 166,000-square-foot Class A office/retail tower
- STRATA Flats at Four City Center, 170 market-rate apartments
- Velocity, City Center's co-working space
- The Shops at City Center, 12 new shops and nine new restaurants
- Historic loft offices, first-floor retail space with creative loft-style projects in other locations are also profiled

KEY PROGRAMS

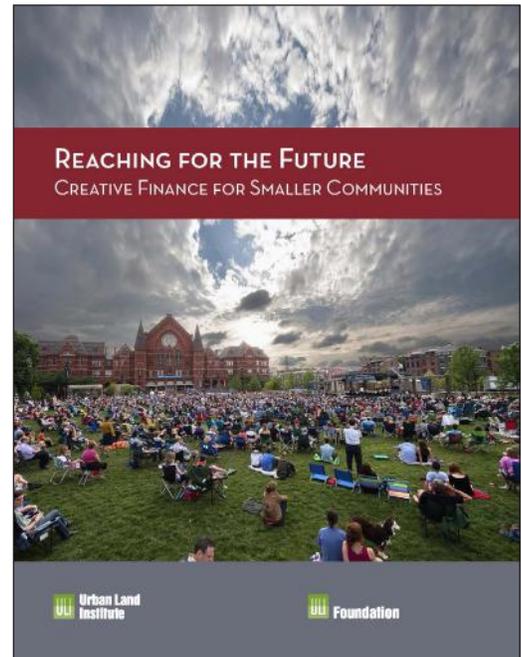
The Neighborhood Improvement Zone (NIZ) designated a total of 128 acres—a significant part of downtown and a portion of the Allentown waterfront—as special taxing districts. By using tax increment financing, the NIZ allows revenues generated from local and state taxes (with the exception of school district and real estate taxes) to repay debt on bonds and loans that were originally used for capital improvements within the qualifying areas. A special entity, the Allentown Neighborhood Improvement Zone Development Authority (ANIZDA), was created as the conduit for the financing. Tax revenues that typically would be directed to the state are instead redirected to Allentown for development.

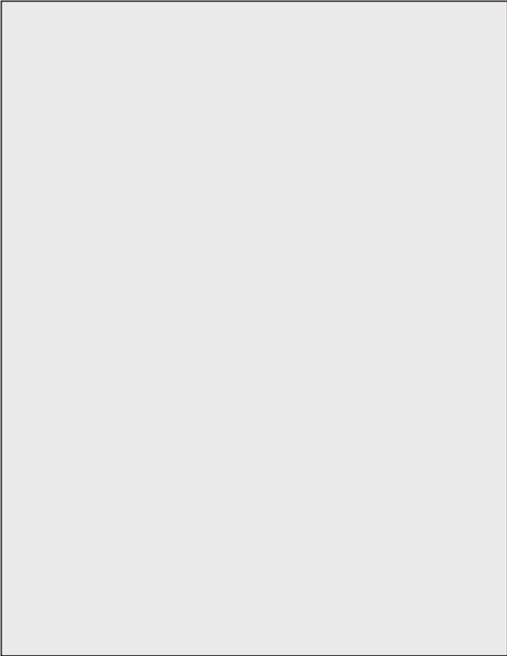
KEY POLICIES

The Pennsylvania legislature created NIZs in 2009. Through bipartisan and business support, the NIZ legislation was designed to use state resources to focus development and investment in Allentown.

PUBLIC ENGAGEMENT

City Center Investment Corporation (CCIC) - private developer assembled a team of development, construction, and marketing professionals who worked closely with committed stakeholders to quickly move forward on initial projects.





Creative Placemaking

Prepared for: National Endowments for the Arts

Completed: 2010

This document is a white paper for the Mayor's Institute on City Design that summarizes 2-decades of creative American placemaking, drawing on original economic research and case studies of initiatives in large and small cities, metropolitan to rural, as well as published accounts. It makes the case for:

- -Arts, Culture and Creativity as Placemakers
- -Creative Places as Incubators of Arts and Cultural Enterprise
- -Challenges for Creative Placemaking
- -Components of successful Placemaking Initiatives
- -Moving Towards a Creative Placemaking Policy Platform

Successful Cases share similar components. They are rooted in the talents and vision of one or several collaborating initiators; demonstrate a commitment to a particular place and its distinctive qualities, mobilize public will around its vision; garner private sector business support and buy-in; enjoy the commitment of the local arts and cultural community; dovetail initiators' aspirations with those of other partners; and cross boundaries to leverage support and funds from other functional agencies (transportation, housing, environmental, parks and recreation, workforce development, small business) and levels of government.

KEY PROGRAMS

- Cleveland, Ohio's Gordon Square Arts District
- Creative Entrepreneur Project, San José, California
- Artspace Buffalo Lofts, Buffalo, New York
- TriMet's Interstate MAX Public Art Program, Portland, Oregon
- Paducah, Kentucky Artist Relocation Program
- Remaking Los Angeles, California Hollywood Boulevard Walk of Fame
- Fond du Lac Reservation, Minnesota
- O1SJ Biennial, San José, California
- Philadelphia, Pennsylvania's Mural Arts Program
- Phoenix, Arizona Public Art Program
- Philadelphia Mural Arts Program
- National Endowment of the Arts

Lehigh Regional+Local Workforce Plan

Prepared for: Lehigh Valley Workforce Development Board
Completed: 2017

This is the federally mandated Multi-year Regional Plan required by the Workforce Innovation and Opportunity Act (WIOA). It encompasses a regional analysis of economic and labor conditions. This includes jobs by area and GDP by industry sector. It also includes a Vision and goals for the plans:

1. Establish the Partnerships for Regional Economic Performance (PREP) partners as a regional Workforce Development Coalition
2. Engage employers to develop and align strategic innovative workforce/economic development initiatives
3. Transform Lehigh Valley's workforce delivery system as required by WIOA
4. Promote Career Services/Pathways as the Lehigh Valley's model for mapping career options to Jobs that Pay
5. Meet or exceed all state-negotiated performance accountability measures

KEY PROJECTS

- Convene Lehigh Valley's Education and Talent Supply Council to develop workforce supply and demand data, and execute regional strategies that help maintain a workforce and talent supply.
- Increase the number of workers trained in high demand occupations within targeted industry clusters as determined by the private sector.
- Develop and implement earn-while-you-learn models.
- Develop specialized career awareness labor market workforce intelligence in partnership with economic development, education and the community.
- Operationalize career pathways including development of a Lehigh Valley Common Career Pathway Model that includes credentials and career pathways including Adult Education and Literacy through postsecondary education.
- Develop a Career Services Pathway in PA CareerLink® Lehigh Valley.
- Design a Lehigh Valley Workplace Readiness Certificate to be incorporated in all public and private education curriculum.
- Develop a Lehigh Valley Career Services Awareness Campaign.

KEY PROGRAMS

- Develop data-driven, innovative and cost effective workforce initiatives to meet employer needs.
- Engage employers to develop data-driven workforce initiatives.
- Expand and design new integrated education and training options required in the workplace to decrease the gap between projected demand and supply.
- Track workforce talent supply and demand.
- Ensure accountability across the workforce system partners.
- Develop and implement strategies to up-skill incumbent workers.



KEY POLICY

- Align workforce priorities across partners, training providers, employers and community to ensure a Lehigh Valley skilled workforce.
- Increase the focus on training in high priority occupations within Lehigh Valley's targeted industry sectors across education and training providers.
- Engage employers in workforce policies, support processes, training, and technology advancements.
- Support the Governor's Vision and Goals for Pennsylvania's Workforce Development System.
- Negotiate performance accountability measures with the state.
- Integrate WIOA standards with required and Core partners, to measure success and return on investment of the shared workforce and economic development system.

PUBLIC ENGAGEMENT

Because the Lehigh Valley is a Single Local Area Region, we did not convene full meetings with all committee members, as we would have if we were part of a Planning Region with multiple workforce development areas. The WBLV met with members listed below individually or in small groups on the dates indicated to discuss specific issues/questions from the plan and to develop multi-year strategies to address the issues.



MOVE Lehigh Valley Long Range Transportation Plan

Prepared for: LVPC

Completed: 2015

The purpose of the Long Range Transportation Plan (LRTP) is to guide decisions made in the investment of federal and state transportation funds to highway, bridge, air, transit and transportation alternative projects most in need. The plan also serves as a conduit for projects to enter the Transportation Improvement Program (TIP).

KEY PROJECTS

The Lehigh Valley Planning Commission (LVPC) and the Lehigh Valley Transportation Study (LVTS) will spend anticipated revenues upwards to \$2.5 billion over the coming decades to operate and maintain our current and planned system, continue to deliver on commitments and identify new projects, programs, and initiatives. 87 municipal project presentations were examined

- LANTA Bus, LANTA Van
- Bus Rapid Transit Center
- Lehigh Valley International Airport

KEY PROGRAMS

- Accelerated Bridge Program, Billion Dollar Bridge Bill, PennDOT Bridge Bundling Program, Rapid Bridge Replacement
- Transportation Alternatives Program (TAP)
- Complete Streets
- Maintenance

KEY POLICY

Projects are evaluated and prioritized against a series of planning documents (the state's current 12-Year Program (TYP) project list and the state's Decade of Investment (DOI) project list) and data metrics. Metrics are applicable to road capacity, corridor, safety and rehabilitation improvements. Metrics include mobility, partnerships, municipal considerations, consistency with regional comp plans, air quality, environmental justice, and transportation alternatives.

Neighborhood Survey Results

Prepared for: Allentown Promise Neighborhood

Completed: 2015

Allentown Promise Neighborhood (APN) is a culturally rich and economically diverse neighborhood that encompasses 9 square blocks, from 10th St. to Hall St. and from Turner St. to Liberty St.; in 2014 APN expanded its outreach area to a larger 85 square block area, which is now called the Allentown Promise Zone (APZ). Questions are regarding PNLV's 9 Promises:

1. Children are ready for Kindergarten
2. Students and Families are Healthy
3. Students Feel Safe and Live in Stable Communities
4. Students are Supported in Learning by Family and Community
5. Students have 21st Century Learning Tools
6. Students Successfully Transition from Middle School to High School
7. Students are Proficient in Core Subjects
8. Students Graduate from High School
9. Students are Prepared for College/Career Success

Patron Loyalty Study: Loyalty by the Numbers

Prepared for: Greater Philadelphia Cultural Alliance

Completed: 2014

Examines the financial transactions (including ticket sales, memberships and donations) of almost a million Greater Philadelphia households, using seven years of data from 17 major cultural attractions in the region.

January 16

Promise Neighborhoods of the Lehigh Valley Framework: 2015 Neighborhood Survey Results Allentown Promise Neighborhood

Introduction

Since our inception in 2007, Promise Neighborhoods of the Lehigh Valley has worked to foster vibrant neighborhoods where every family is strong, every child is born healthy, stays healthy, and every youth succeeds in school, graduates from college or other continued education and achieves lifelong success. We have come a long way since then! We started in Allentown, setting up in the 9 square blocks stretching from Turner Street to Liberty Street and Hall Street to 10th Street. These Promises mark the progress of every child along their journey from birth to career. Ensuring each child achieves success at each of these goals is the mission of every Promise Neighborhood.

As Promise Neighborhoods of the Lehigh Valley we wanted to make sure we lived up to our name. Our promises could not be limited to just Allentown but truly encompass the entire Lehigh Valley. We have grown to include an Easton Promise Neighborhood (EPN) located in Census Tract 142, and are currently working on establishing a Bethlehem Promise Neighborhood.

Each Neighborhood strives to mobilize its unique assets—people, businesses, resources, public policy, programs and services—within self-governing bodies that practice shared decision making, shared resources, shared accountability, and shared outcomes for the children living and learning in the neighborhood. To measure these outcomes we needed a strong understanding of where our residents are, in regards to our promises, and where they would like to be. Thus came *The Neighborhood Survey*.

We want to thank the communities for opening their doors, talking with our resident liaisons, and becoming part of the conversation to help improve our communities. *The Neighborhood Survey* allowed us to better understand the demographics of both Promise Neighborhoods. We now have a more complete picture of the issues, hopes, and culture of our unique communities. We hope this report provides you with greater insight into the neighborhoods. It will identify areas for improvement, celebrate our diversity, and reveal where our Neighborhoods are already great and how we can work together to become even better.

Respectfully,
Yamil Sanchez
Yamil Sanchez, Executive Director

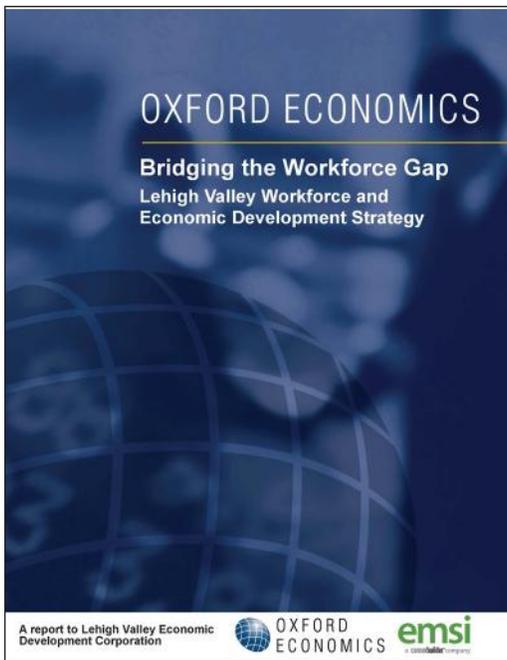


1 | Page

2014

Patron Loyalty Study:
Loyalty by the Numbers

Released December 11, 2014
Greater Philadelphia Cultural Alliance
TRG Arts



Oxford Report

Prepared for: LVEDC

Completed: 2014

This report outlines specific data-driven findings and strategies to better align education, workforce development and economic development activities to support the talent needs of businesses in five key sectors within Lehigh Valley. Through collaboration with leadership at Lehigh Valley Economic Development Corporation and Lehigh Valley Workforce Investment Board, the five key regional sectors identified are: Manufacturing; Transportation, Warehousing and Logistics; Health Care and Social Assistance; Professional, Scientific and Technical Services; and Finance and Insurance.

Although the region has done well in supplying the needs of employers in most occupations, this gap analysis revealed that 14 out of 55 key occupation classifications are under-represented in the current education and talent development system, creating a gap between the projected demand and existing supply of talent.

Conversely, there are 4 out of 55 occupations in which the region appears to be generating too many completions, creating a supply surplus that exceeds the projected workforce demand.

- Institute regular opportunities for LVWIB and LVEDC to share individual organization data and findings with the broader public, such as an Annual Summit or establishing regular events.
- Incorporate LVWIB's common employability skills in all public and private education training curricula in Lehigh Valley.
- Integration of Workforce Innovation and Opportunity Act (WIOA) standards for measuring success and return on investment of the workforce system.
- Identify and analyze transportation issues impacting workforce development.

PUBLIC ENGAGEMENT

This report outlines key data findings, strategies and best practices and informed feedback from area businesses and stakeholders focused on driving regional prosperity through education, workforce development and economic development collaboration

KEY PROJECTS

- Build a strong collaborative environment with education. This would include the establishment of a Talent and Education Supply Council with an aim to increase the workforce and economic development linkages with education and business.
- Establish linkages and articulation agreements between education programs and institutions.
- Establish LVWIB's workforce system called PA CareerLink® Lehigh Valley as a National Occupational Competency Testing Institute (NOCTI) Industry Resource Center for technical assessments.

KEY PROGRAMS

- Development of an ongoing process to update and track workforce/ talent supply and demand.
- Decrease high school dropout rates through expansion of "Graduate Allentown" and other dropout intervention agencies/organizations.
- Build capacity for adult education, literacy and English language acquisition,

KEY POLICY

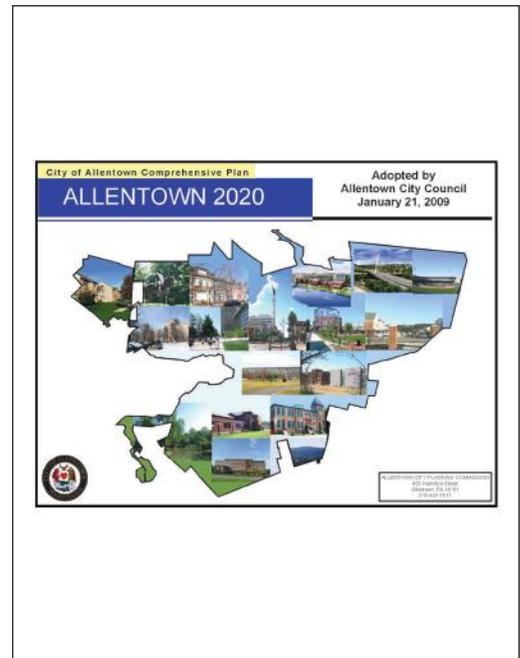
Comprehensive Plan

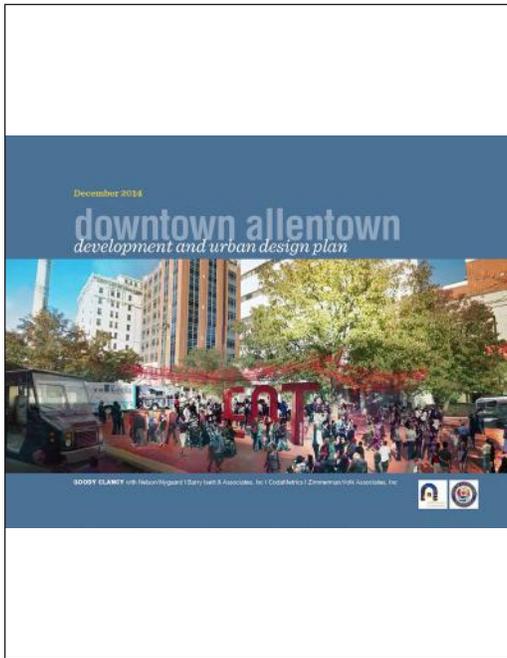
Prepared for: City
Completed: 2009

Allentown's 2020 comprehensive plan authorized under the Pennsylvania Municipal Planning Code to provide decision makers, administrators, and the community at large with a broader framework within to take action. It is a set of commonly shared principles, goals, and basic direction that sets priorities for municipal capital improvement, economic development, land use, and development controls.

KEY PROJECTS

- "American Parkway Corridor
- Lehigh River Waterfront
- Jordan Creek Greenway
- North 7th Street Corridor
- Downtown and Cultural Arts and Entertainment District
- Little Lehigh Creek Corridor from S 3rd St to S 10th St
- Lehigh Street/I-78 Corridor
- The West End Theater/Fairgrounds District
- Enterprise Zones"





Downtown Allentown

Prepared for: City
 Completed: 2014

Downtown Allentown Development and Urban Design Plan documents recommended actions with respect to land use, urban design, transportation, and infrastructure. It was created in response to the new NIZ designation in Allentown's downtown and sought to leverage future development in and outside of the NIZ boundary, most effectively.

KEY PROJECTS

- 800,000-1,000,000 sf of Office Space
- 1,000-1,500 units of New Housing
- 200-300 units of Rehab Housing
- 60,000-90,000 sf of Retail
- Public Parking
- Plazas and Walks
- 6th and Walnut Streets
- APA North Lot
- APA Northeast Lot
- APA Cata Lot
- State Lot
- Germania Lot
- Fountain Lot/Walnut Deck
- City Center 5
- City Center 6
- Post Office
- Museum Lot
- Streetscape Improvements
- Center Square Activation
- Arts Park Activation
- Library District Activation
- 7th Street Connection
- Hamilton two-way Conversion
- 7th Street two-way Conversion"

PUBLIC ENGAGEMENT

- 5 advisory committee meetings
- 3 public meetings
- 6 outreach meetings

Downtown Allentown: Appendix

Prepared for: City
Completed: 2010

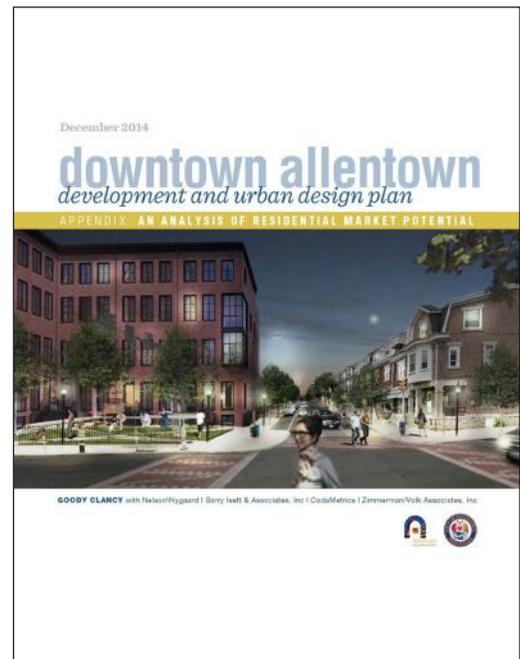
Identifies the optimum market position for new urban housing units—created both through adaptive re-use of existing non-residential buildings as well as through new construction—that could be developed over the next several years within the City of Allentown in general, and the Center City Study Area specifically.

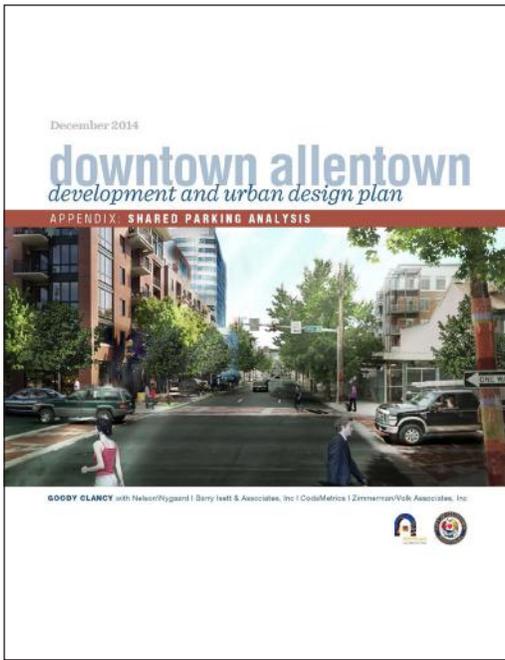
KEY PROJECTS

Up to 1,000 new market-rate rental and for-sale dwelling units could be constructed, or created through adaptive re-use, and absorbed within the Center City Study Area over the next five to seven years.

An annual average of 1,995 households represent the potential renters and buyers of new and existing affordable and market-rate housing units within the Center City Study Area:

- 745 of those 1,995 households are potential renters of new market-rate housing, \$750 to \$1,950 per month, between 445 and 560 new
- Market-rate rental units could be leased within five years
- 220 of those 1,995 households are potential purchasers of new market-rate condominiums, \$115,000 to \$275,000, between 95 and 110 new
- 240 of those 1,995 households are potential purchasers of new market-rate rowhouses, \$125,000 to \$185,000, between 100 and 120 new
- 340 of those 1,995 households are potential purchasers of new market-rate urban houses, \$140,000 to \$225,000, between 145 and 170 new”





Downtown Allentown: Shared Parking Appendix

Prepared for: City
Completed: 2014

This appendix uses a model to understand the ratio of land use and parking supply and demand in three sub-areas of activity in downtown

KEY PROGRAMS

Supply gaps may be mitigated by adjusting the land use mix, a change in mode split (e.g. more traveling to downtown via transit, biking, walking, carpooling, etc.), and/or This gap may be mitigated by adjusting the land use mix, a change in relying on the parking supply in adjacent parking sheds.

KEY POLICY

This study includes ITE peak period parking demand rates as guidelines to benchmark how the existing parking supply in Allentown compares to its land uses.

Each activity area also includes a long-term build out scenario which includes expected and future potential development.

Downtown Allentown: Zoning Recommendations Appendix

Prepared for: City
Completed: 2014

This document includes recommendations for how changes could be made to the current City of Allentown Zoning Ordinance in order to implement the vision of Downtown Allentown Development and Urban Design Plan.

KEY POLICY

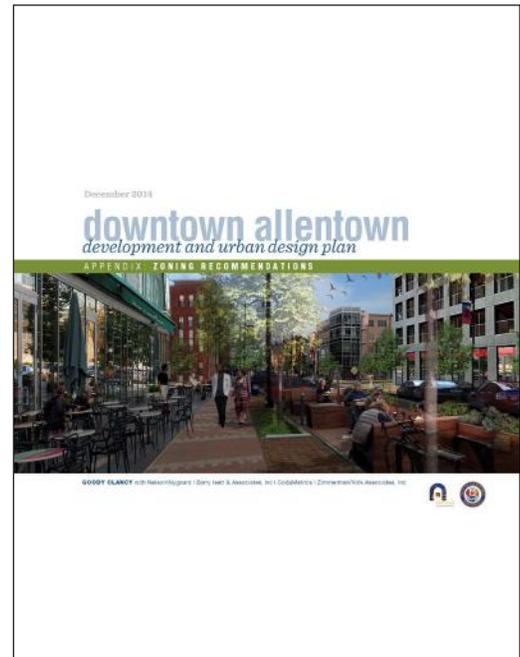
4 new base districts (currently B-2) that regulates the character of the street frontage. Zoning overlays that preserve historic character were preserved.

Form-based code that addresses the following:

- Build-to zone v. setbacks
- Primary active use frontage requirements
- 65% fenestration minimum
- Entrances every 60 ft. minimum
- Blank walls no longer than 15 ft.
- Ground floor vertical division no longer than 60 ft.

PUBLIC ENGAGEMENT

- 5 advisory committee meetings
- 3 public meetings
- 6 outreach meetings



EEO Utilization Report

Organization Information

Name: Allentown, City Of
City: Allentown
State: PA
Zip: 18015
Type: County/Municipal Law Enforcement

Tue Aug 29 08:41:55 EDT 2017

EEO Utilization Report

Prepared for: City
Completed: 2014

The Equal Employment Opportunity (“EEO”) Utilization Report is used to report the actual workforce utilized in County/Municipal Law Enforcement. Underutilization of females and Hispanic males.

KEY PROJECTS

1. To provide equal employment opportunities to Hispanic males

Partner with local schools, organizations, and institutions to assure marketing and recruitment efforts reach all audiences.

2. To provide equal employment opportunities to females of all races and ethnicities.

Partner with local schools, organizations, and institutions to assure that marketing and recruitment efforts reach all audiences.

GUIDELINES FOR HISTORIC DISTRICTS

RESTORING, MAINTAINING AND PRESERVING THE
OLD ALLENTOWN, OLD FAIRGROUNDS AND WEST PARK
HISTORIC DISTRICTS



HISTORICAL ARCHITECTURAL
REVIEW BOARD
ADOPTED ON JUNE 25, 2012

CITY OF ALLENTOWN, PENNSYLVANIA

Guidelines for Historic Districts

Prepared for: City
Completed: 2012

This document, adopted by the Historical Architectural Review Board sets a city standard for the restoration, maintenance, and preservation of residential properties within City designated Historic Districts. It formalizes the responsibilities of property owners and City staff and lays out the Historical Architectural Review Board process.

KEY PROJECTS

Three Districts currently recognized are:

- -Old Fairgrounds
- -Old Allentown
- -West Park

Hamilton District Facade Design

Guidelines

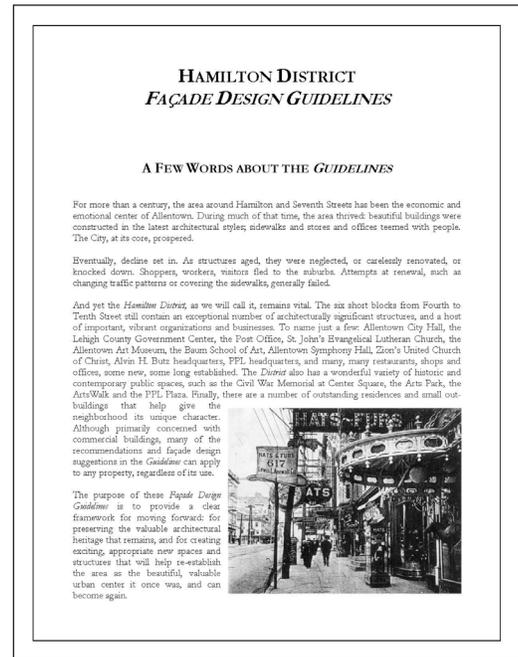
Prepared for: City

Completed: 2010

The purpose of the facade guidelines is to provide a clear framework for how property owners preserve the historic character of Allentown's Downtown mainstreet. While primarily focused on commercial buildings, they make reference to preserving the character of residential, faith based and civic structures as well.

KEY PROJECTS

Guidelines apply to all properties bounded by Linden Street to the North, Walnut Street to the South, 12th Street to the West and 5th Street to the East.



Housing Asset Management Strategy

Prepared for: City

Completed: 2009

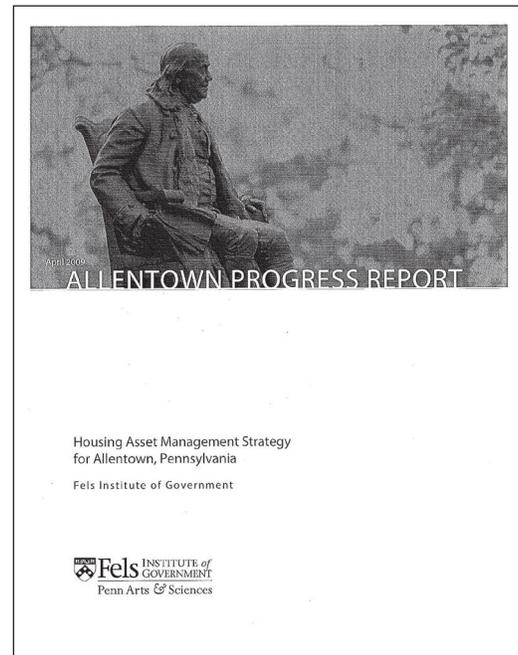
Report from University of Pennsylvania's Fels Institute of Government focusing on 6 different goals and actions occurring for housing asset management.

Appoint capable leadership and full staffing for key departments.

- Establish a reliable process for Redevelopment Authority acquisition of neglected buildings from owners who have been unresponsive to code violation notices and other City action to achieve code compliance.
- Ensure that residential property sales transactions are preceded by a City inspection and, if appropriate, the correction of significant code violations as a condition of sale.
- Complete periodic inspections of all rental properties in the city based on an inspection-cycle schedule.
- Strengthen the City's ability to act swiftly to enforce city codes, impose penalties on negligent owners, and address health and safety hazards decisively.
- Ensure timely collection of registration and renewal fees and take action to address non-payment of fees.

KEY POLICY

- TIF district financing of Hamilton Street improvements (occurring).
- 2008 implementation of mandatory inspection ordinance of properties prior to transfer of title. As of January 2009, 915 homeowners and 343 rental properties were inspected and over 50% had addressed violations.



Lead Exposure in Allentown
A Summary of Efforts to eliminate
Lead Poisoning in Children



Lead Exposure in Allentown

Prepared for: City
 Completed: 2016

A direct result of the aggressive pediatric program and close monitoring of high risk children, Allentown has consistently shown high detection rates, especially among Center City children. Lead exposure comes from lead based paint. The 11 children testing high for lead exposure in 2014 came from 7 different census tracts, but mostly in Center City.

KEY PROGRAMS

Lead ordinance in the city (uncommon) for 37 years has meant that 5,000 homes are certified lead safe. Remediation of homes with high lead levels. Testing for children by pediatricians (required testing for 1 and 2 year olds on medical assistance).

PMOA Annual Report

Prepared for: City
 Completed: 2017

This is a summary report of the 24 HUD funded Properties in Allentown through the Pennsylvania State Historic Preservation Office.

KEY POLICY

Project scope for the projects can include the following:

- Property disposition
- Roof repair
- Demolition
- Debris removal
- Foundation backfill
- Facade restoration (material removal)
- Porch renovation
- Gutters+downspout installation
- Lead removal
- Repaint
- Window+door restoration

Annual Report - HUD Lead/Projects City of Allentown - October 18, 2016 to September 15, 2017 - PMOA - Pennsylvania State Historic Preservation Office						
Address/subject name	Funding	Date	Supervising Registrar	Office	Project Description	SHPD verification
115 W Turner St	2006	10/25/2017	Not eligible, not significant	No historic property affected	Disposition of property purchased with HUD funds. Will be rehabilitated by new owner.	NA



Lehigh Riverfront Masterplan

Prepared for: City

Completed: 2012

The primary goal of this masterplan is to guide the Lehigh Riverfront revitalization and redevelopment potential as a balanced, live-work-tourism destination. Its vision is to be known for its neighborhood culture, niche commercial/entertainment uses, strong urban streets and transit corridors, expanded employment opportunities, ample parks and open spaces, creative reuse of historic structures, celebrated civic heritage, and an interactive and sustainable riverfront environment.

KEY PROJECTS

- Zone 01: Lehigh Landing- Hamilton Street Gateway
- Zone 02: Front Street and New Wharf Street
- Zone 03: Brewer's Hill and Riverfront Park
- Zone 04: New Riverside Drive (Iron Mountain)
- Zone 05: Riverside Overlook
- Zone 06: Brick Street Corridor
- Zone 07: Furnace Place
- Zone 08: Riverside R&D Park

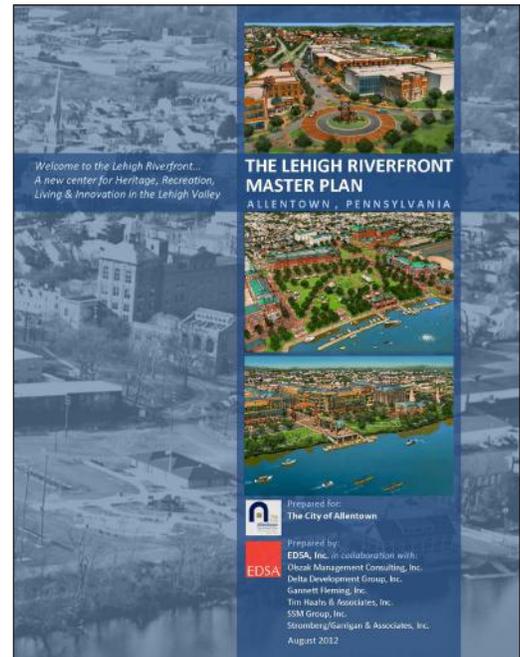
KEY POLICIES

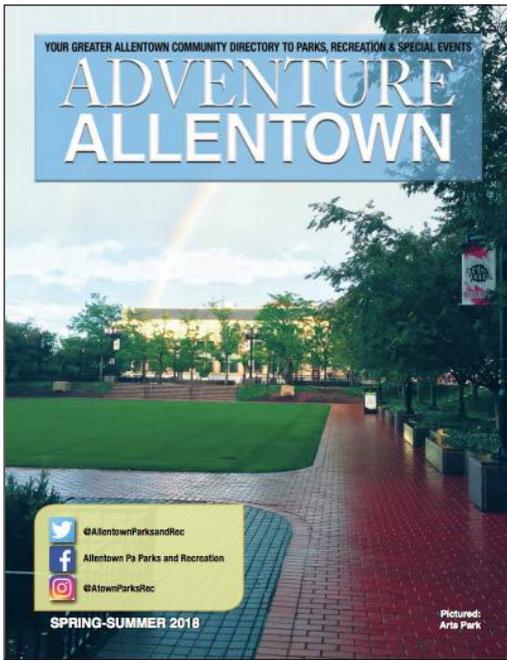
Properties are within the NIZ allowing state and local taxes collected by businesses within the boundaries to be used to repay bonds issued by AEDC to offset initial development costs for developers.

Properties are within the Keystone Opportunity Zone (KOZ) allowing business within the boundary to enjoy a waiver, abatement or exemption of certain state and local taxes.

PUBLIC ENGAGEMENT

- Neighborhood Resident Outreach
- City, Regional and State Official Outreach
- Development Community Outreach

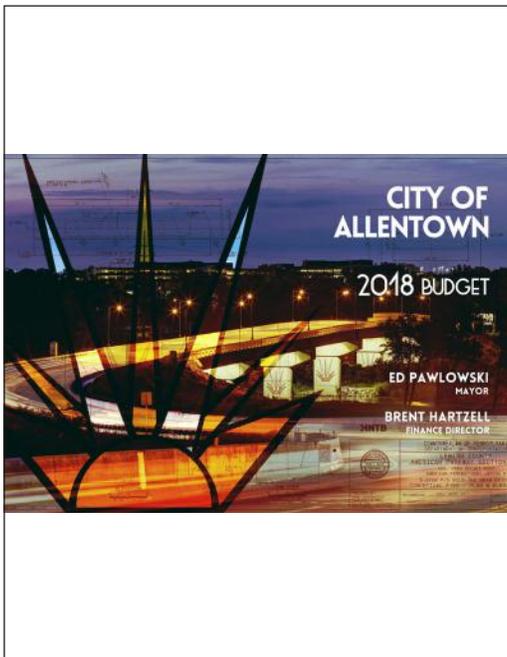




Adventure Allentown

Prepared for: City
Completed: 2018

A comprehensive list of events and event locations annually compiled by the Department of Parks and Recreation. Informs where city-recognized activity is happening.



City Budget 2008-2018

Prepared for: City
Completed: 2008

City of Allentown 2018 Budget document

KEY POLICY

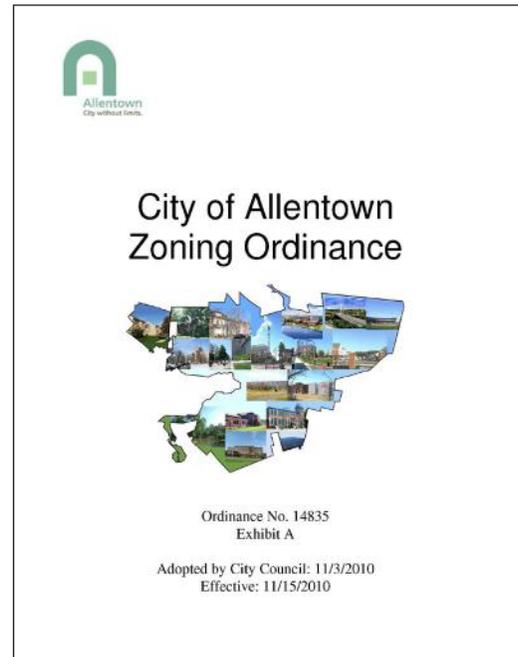
Community Development Department was budgeted \$11,738,059 in 2018. This department houses Planning and Zoning, Building Standards and Safety, and the Health bureaus. The 2018 budget for the administration for community development is nearly double what it was in 2017 at \$613,774.

- In 2018, there is also \$1.25 million budgeted for community housing development.
- The Office of Economic Development has 2 positions budgeted for as well as \$328,238.
- In 2018, the Planning and Zoning Department is budgeted for \$1,154,122.
- Community Planning is budgeted for \$527,016, about \$20,000 less than in 2017.
- Land Use and Development Management (under the Planning and Zoning Bureau) is budgeted \$568,554 for 2018, about \$100,000 more than the previous year. Neighborhood Coordination hasn't had a budget since 2016.

City of Allentown Zoning Ordinance

Prepared for: City
Completed: 2010

Euclidean zoning that serves primarily as a regulatory strategy for land use and density in the City with additional requirements for area, setbacks, height, building coverage, expanded structures, accessory structures, specific uses, general regulations and exceptions.



Comprehensive Annual Financial Report

Prepared for: City
Completed: 2016

During 2016, the City's total net position decreased by \$14,029,221. The net position of governmental activities decreased by \$13,607,401 and the net position of business-type activities decreased by \$421,820.

The city disposed \$4.2 million of capital assets that are no longer in use. The remaining change in net position was due to the increase in pension liability related to the changes in the discount rate and mortality table.

KEY PROJECTS

- Neighborhood Improvement Zone (passed in 2009 & 2011) to revitalize downtown core
- Allentown Neighborhood Improvement Zone Development Authority: made it a priority that businesses benefiting from NIZ make every effort higher Allentown residents
- Redevelopment of Hamilton Street in Center city Allentown through state and local partnerships like Keystone Opportunity Zones

