

portunity presented itself in South Bethlehem where the Bethworks Now, East Third Street Multimodal Garage and Bus Terminal, Route 412 Improvements and South Bethlehem Greenway individual projects are clearly interrelated and can be combined for the purpose of interagency coordination. This combination process also responds to criticism heard during the local agency interviews that individual projects are “tunnel-visioned” such that surrounding issues cannot be effectively addressed. The projects that included aspects of all four planning categories continued to be considered for designation as Integrated Community Development Projects due to their integrated nature. In contrast, those projects that did not include aspects of all four planning categories were not considered further. The presence of multiple aspects of the planning categories was very important because it allowed the LVPC to quickly identify which projects involve or will potentially involve multiple state agencies.

After the initial screen based upon involved planning categories, the remaining projects were put through screens for consistency with LVPC policies (as determined by the Comprehensive Plan and other relevant planning documents) and the Commonwealth’s Keystone Principles. Projects that were inconsistent with LVPC policies and/or the Keystone Principles were dropped from further consideration to become Integrated Community Development Projects. In choosing from the remaining projects, the factor that received the most weight was the prioritization of the projects by state and local agency representatives. During Steering Committee meetings and local agency interviews, representatives were asked to provide a short list of their respective agencies’ priority projects that are in need of additional multi-agency state support. Efforts were made to ensure that the chosen Integrated Community Development Projects reflect the priorities of these agencies. Additional consideration was also given to the projects’ need for additional state agency support. The inclusion of these two factors ensured that resources devoted toward the chosen Integrated Community Development Projects would forward local planning goals and priorities to the greatest extent possible.

Though the factors described above exerted the most influence over the selection of Integrated Community Development Projects, a few additional factors were also taken into consideration when choosing between similarly situated projects. First, the LVPC sought to choose projects that include multiple divisions of a given agency. In particular, the presence of state action teams was given additional consideration as these action teams represent specialized divisions of state agencies that should also be involved in coordination efforts. Feedback on these action teams hinted that BAT and CAT activities were often not well understood by local agencies. Thus, inclusion of these action teams in the chosen projects would be beneficial because it would ensure that the action teams were given the opportunity to benefit from this effort to improve communication and coordination. Therefore, the LVPC attempted to choose projects that involved BAT or CAT. Second, an attempt was made to distribute the chosen projects geographically. Given that the state agencies have a strong interest in promoting the redevelopment of cities, as does the LVPC, the LVPC sought to identify one project in each of the three cities (Allentown, Bethlehem and Easton) as an Integrated Community Development Project. Choosing one project in each city enabled all of the cities and both counties to become involved in the implementation of this plan while also promoting the urban redevelopment goals of the state and the Valley.

In the end, the LVPC identified three projects (one in each city) as presenting the best opportunities for improving interagency communication and cooperation. PDA, DCED, DCNR, DEP and PennDOT should work together on these Integrated Community Development Projects to improve interagency communication and cooperation. Working together on these projects will serve as a learning experience for these agencies, and the lessons learned on these projects can then be applied to future projects. A detailed description of each recommended Integrated Community Development Project is provided below.

## **Allentown Project: Waterfront Redevelopment**

**Description:** This Integrated Community Development Project is a combination of the American Parkway and Waterfront Redevelopment candidate projects. These projects were grouped together as one project because of their close proximity and significant interaction. Additionally, the grouping of these projects is particularly appropriate because the City of Allentown is currently promoting this combination of projects as one project with multiple phases. Although the City’s project description may differ slightly from that outlined below, the projects described below make up the basic foundation of the City’s waterfront redevelopment plans. The following provides a brief description of each aspect of this project.

American Parkway — A four lane extension of American Parkway from Front Street to the existing roadway on the east side of the Lehigh River. This project includes the construction of a new bridge over the Lehigh River which should reduce congestion along the highest volume section of Route 22.

Waterfront Redevelopment — Redevelopment of Allentown’s waterfront from the planned American Parkway Bridge south to the Hamilton Street Bridge. Redevelopment plans for this area include four distinct projects: America on Wheels, the redevelopment of the Neuweiler Brewery site, the Waterfront development, and redevelopment along Front Street. More detailed descriptions of these four projects are provided below.

- *America on Wheels* — Development of a two-story, 48,600 sq. ft. transportation museum at the intersection of North Front and Hamilton streets. The museum will consist of 5,600 sq. ft. of an existing historic structure and 43,000 sq. ft. of new construction added on to the existing structure. Plans for the museum currently include 23,000 sq. ft. of exhibit space, orientation theater/classroom space, museum office space, library and archive space, and a gift shop.
- *Neuweiler Brewery Site Redevelopment* — The City of Allentown is interested in the redevelopment of the Neuweiler Brewery located at 401-451 North Front Street. This property is listed on the National Register of Historic Places and is located in a Keystone Opportunity Zone (KOZ), which means the future owner and inhabitants of the redeveloped property may receive tax waivers.
- *The Waterfront* — Redevelopment of the former Lehigh Structural Steel property along the Lehigh River into an urban-type, mixed-use development called “The Waterfront”. Dunn Twigg Company, LLC plans to redevelop the 26-acre site to include retail and office space, a hotel, 560 housing units of various types, and a linear waterfront park. Dunn Twigg is also proposing to renovate an existing rail bridge to pedestrian and bicycle standards in the hope that this will eventually connect into the existing Delaware and Lehigh (D&L) Trail.
- *Redevelopment along Front Street* — Redevelopment of a 16-acre site, made up of three properties owned by the Allentown Economic Development Corporation (AEDC) on North Front Street between George “Buck” Boyle Park and the America on Wheels museum. Currently the main proposal for the site is for the creation of an office building complex with ancillary retail. This proposal includes three 40,000 sq. ft. office buildings, and it is estimated that it would create 400-500 jobs. Creation of a public walkway or trail along the Lehigh River is also being discussed, and a National Park Service grant will be used to prepare a trail study that will include this site.

**Project Status:** The multiple projects that make up this combination project are in various stages of planning and implementation. Below is a brief description of the status of each part of the project.

American Parkway — The portion of the project that spans from Dauphin Street to Airport Road was completed in 2002, and it is estimated that construction of the remainder of the project will begin in 2010. The TIP for Lehigh and Northampton counties currently allocates \$31.5 million to this project. The estimated total cost of the project is \$63.5 million.

Waterfront Redevelopment — The status of the four main aspects of the Waterfront Redevelopment project are described below.

- *America on Wheels* — The museum is currently under construction, and the grand opening is scheduled for April 7, 2008. The project has received \$7 million in RACP funding, \$5 million from the Transportation Enhancement Act of the 21<sup>st</sup> Century (TEA-21) and \$500,000 from various other sources. This \$15 million project is still in need of additional funding for lighting and landscaping.
- *Neuweiler Brewery Site Redevelopment* — The City of Allentown is preparing to prosecute the current property owner under state building code law for failure to make repairs. Additionally, the Allentown Redevelopment Authority is considering condemning the property and turning it over to a developer for redevelopment.
- *The Waterfront* — The Phase I Environmental Site Assessment is complete and has identified some low level contaminants in the soil. The Phase II assessment is currently underway. The City adopted a zoning ordinance amendment that created a new overlay zoning district, the Riverfront Redevelopment Overlay (RRO), on June 8, 2007. This new district allows mixed-use developments, such as The Waterfront, along the river. Dunn Twigg estimates that construction will not begin for at least two years and, once it begins, it will likely take three to five years to complete. Project completion is also conditioned upon the completion of the American Parkway project.
- *Redevelopment along Front Street* — This project is currently in the design stage. A few commercial groups have shown interest in the site, and the main proposal is for the office building complex previously described.

**Action Team Involvement:** CAT has designated Allentown’s riverfront as a CAT project. Although the LVPC is unaware of the specific boundaries of the CAT riverfront area, at least a portion of the Waterfront Redevelopment project is currently included in this CAT project.

**Agencies/Organizations Involved:**

City of Allentown	DEP
Allentown Economic Development Corporation (AEDC)	DCED (including CAT)
Allentown Redevelopment Authority	DCNR
National Park Service	PennDOT

**Bethlehem Project: South Bethlehem Improvements**

**Description:** This Integrated Community Development Project is a combination of four candidate projects: the Bethworks Now Project, East Third Street Multimodal Garage and Bus Terminal, Route 412 Improvements and the South Bethlehem Greenway. These projects were grouped together as one cohesive project because of their close proximity and significant interaction. The following provides a brief description of each aspect of this project.

*Bethworks Now Project* — Redevelopment of former Bethlehem Steel property to the west of the Sands Bethworks project (see Sands Bethworks in Appendix B). This project includes the development of the Steel Stax Performance Center, the National Museum of Industrial History and possibly a visitor’s center. Additional plans for the site include residential and mixed-use development, further development of Northampton Community College’s Southside Campus, and historic preservation of the blast furnaces. More detailed descriptions of the Steel Stax Performance Center and National Museum of Industrial History are provided below.

- *Steel Stax Performance Center* — ArtsQuest and Lehigh Valley PBS plan to create a performing arts and broadcast center on 4 acres of the former Bethlehem Steel property. Plans for the center include offices and studios for Lehigh Valley Public Television Channel 39, ArtsQuest (studios for pottery, glass blowing, etc.), The Pennsylvania Youth Theater, and The Pennsylvania Youth Ballet.
- *National Museum of Industrial History* — Construction of the National Museum of Industrial History on the site of a former electrical shop. Plans for the two-story, 40,000 sq. ft. museum include reuse of the electrical shop, exhibition space, library and archive space, and a theater and educational labs.

*East Third Street Multimodal Garage and Bus Terminal* — Construction of a 1,000-car parking garage and multimodal facility on East Third Street across from the Northampton Community College campus, in place of several surface parking lots. The proposed garage will also include retail and mixed-use façades along East Third Street.

*Route 412 Improvements* — Improvements to the Route 412 corridor from I-78 extending west to Route 378 in anticipation of increased future traffic volume due to the redevelopment of the Bethlehem Steel property. These improvements involve the widening of Route 412 from I-78 to the Minsi Trail Bridge, minor intersection widening and signal interconnection in the Third Street Corridor from the Minsi Trail Bridge to Route 378, and the construction of a new Second Street Ramp (including closure of the current ramp) at the western end of the corridor to tie Brodhead Avenue into the Hill-to-Hill Bridge. This project has been identified as the most significant transportation project in Bethlehem.

*South Bethlehem Greenway* — Proposed acquisition of approximately 3.5 miles of the Norfolk Southern railroad right-of-way going through the center of Southside Bethlehem to be developed as a greenway. This greenway will link to Sand Island and the Delaware and Lehigh (D&L) Trail via pedestrian walkways on both the Fahy and Hill-to-Hill bridges. The greenway will also provide a connection to the Southside’s regional park, Saucon Park. The conceptual plan for the first phase of the South Bethlehem Greenway is comprised of the following three segments:

- *Eastern Portion (Lynn Avenue to Hayes Street)* — This portion of the greenway is proposed as a quiet linear trail area because its elevation separates it from adjacent neighborhoods.
- *Central Portion (Hayes Street to Third Street)* — Located in the residential/commercial core of the downtown area, this portion of the proposed greenway contains ten at-grade crossings with local streets.
- *Western Portion (Third Street to the Hill-to-Hill Bridge)* — Located in part of the commercial center of South Bethlehem, this area is seen as an opportunity to create a public events area. The Banana Factory is also located in this area and functions as an anchor for arts and culture. The Beth-

lehem Economic Development Corporation and the City own some parcels that could be converted to open plaza areas to be used to hold fairs, farmers markets and art shows.

The right-of-way acquisition extends south of Lynn Avenue. Future phases of the South Bethlehem Greenway project will improve the southern portion of the right-of-way and will provide a connection to Saucon Park.

**Project Status:** The three distinct parts of this combination project are in various stages of planning and implementation. Below is a brief description of the status of each part of the project.

*Bethworks Now Project* — The City has received \$5 million in RACP funding for the construction of the Steel Stax Performance Center, and ArtsQuest and Lehigh Valley PBS are currently in the process of raising the remaining capital for the project. Once funding is secured, construction of the Steel Stax Performance Center is expected to take three years. Also, the National Museum of Industrial History now owns the electrical shop and is in the process of raising capital for construction.

*East Third Street Multimodal Garage and Bus Terminal* — The City has a long-term lease with Bethworks for the East Third Street site, and feasibility and design work for the garage is currently underway. Additionally, the City is requesting \$5 million in Federal Transit funding and \$1 million in Economic Development Administration (EDA) funding for this project.

*Route 412 Improvements* — The TIP for Lehigh and Northampton counties allocates \$78.2 million to this project. Construction and signal interconnection in the Third Street Corridor are scheduled to begin in spring 2008, construction of the Second Street Ramp is scheduled to begin in 2009, and construction in the eastern-most portion of Route 412 (from I-78 to the Minsi Trail Bridge) is scheduled to begin in 2010.

*South Bethlehem Greenway* — The City has received funding from DCNR and PennDOT for acquisition of the right-of-way from Norfolk Southern and has reached an agreement with Norfolk Southern to purchase approximately 35 acres of the right-of-way for \$1.9 million. Closing on the right-of-way is scheduled for February 2008.

**Action Team Involvement:** CAT has designated the Steel Stax Performance Center as a CAT project. Although the LVPC is unaware of the specific boundaries of this CAT project area, at least a portion of the South Bethlehem Improvements project is currently involved in this CAT project.

***Agencies/Organizations Involved:***

City of Bethlehem	The Pennsylvania Youth Ballet
Bethlehem Economic Development Corporation	The Pennsylvania Youth Theater
ArtsQuest	LANTA
Lehigh Valley PBS	DEP
Lehigh Valley Greenways (LVG)	DCED (including CAT)
Northampton Community College	DCNR
The National Museum of Industrial History	PennDOT

***Easton Project: Bushkill Creek Corridor Project***

**Description:** The Bushkill Creek Corridor Project involves the redevelopment of the Bushkill Creek Corridor in the City of Easton. This project was identified as an Integrated Community Development Project because of

the varied scope of the project which involves brownfield redevelopment, conservation efforts and transportation issues. The following is a brief description of the various aspects of this project.

*Thirteenth Street Redevelopment* — Mixed-use development including retail, commercial, residential and recreational redevelopment of various abandoned/underutilized industrial sites at the western end of the corridor. Plans include the redevelopment of the former Simon Silk Mill (a 14-acre site made up of five parcels) to include commercial, retail, artist loft/working and gallery space, residential and recreational uses.

*Third Street Redevelopment* — Streetscape improvements and redevelopment of underutilized commercial buildings at the eastern end of the corridor by Lafayette College.

*Bushkill Creek Trail* — Construction of a walking/biking trail and related recreational facilities generally following the Bushkill Creek between Larry Holmes Drive and Thirteenth Street. The eastern-most portion of the trail will utilize existing city streets/sidewalks and will be supplemented by the installation of directional and interpretive signage on the portion of the trail that goes through downtown Easton. The central and western portions of the trail will consist of approximately 1.3 miles of newly-constructed trailway (utilizing some existing paved pathways) generally following the creek from approximately Stair Street to Thirteenth Street.

**Project Status:** Work is underway on all three portions of the project, and Taggart Associates has been hired to manage the project. The estimated cost of this project is \$40 million. The project received \$9 million in RACP funding in August 2004, and Lafayette College is investing \$9 million in private capital in the project. Below is a brief description of the status of each portion of the corridor project.

*Thirteenth Street Redevelopment* — The Easton Redevelopment Authority (ERA) has acquired the silk mill site and is working with Northampton County and LVEDC to secure additional funding for environmental work at the site. Phase II Environmental Site Assessment work is currently underway. The ERA accepted proposals to complete a market study for the site in December 2007. A consultant has been selected, and a contract for the market study is being executed.

*Third Street Redevelopment* — Aesthetic and safety improvements to North Third Street have started. Lafayette College has acquired approximately a dozen properties in the area of North Third and Snyder streets and plans to create mixed-use facilities in this area which will serve both the college and local residents. Lafayette has rehabilitated the former Jac & Co. Restaurant building into a student social venue. The social venue, called The Spot, opened in early February. Engineering studies are currently underway for several other buildings along North Third Street.

*Bushkill Creek Trail* — Property and right-of-way acquisitions for the trail are progressing, and the City plans to close on the remaining parcels needed for the trail by early 2008. A license agreement between the City and First Energy Corporation for access rights to portions of the Metropolitan Edison (Met Ed) property was executed in December 2006. The City is also seeking to purchase parcels from Easton Cemetery Inc. and Norfolk Southern Corporation as well as land formerly owned by Collins & Maxwell Construction Company. Additionally, the City is working with PennDOT to ensure that the trail does not infringe upon PennDOT's existing aerial easement for Route 22 over the Met Ed property. Signage for the trail has been designed, and the trail is expected to be completed by fall of 2008.

**Action Team Involvement:** The Bushkill Creek Corridor Project has been designated as both a BAT and CAT project.

***Agencies/Organizations Involved:***

City of Easton

Easton Redevelopment Authority (ERA)

Northampton County

Lafayette College

The Delaware and Lehigh (D&L) National Heritage Corridor

Arts Community of Easton (ACE)

Lehigh Valley Greenways (LVG)

DEP (including BAT)

DCED (including CAT)

DCNR

PennDOT

## CONCLUSION AND RECOMMENDATIONS FOR IMPROVED INTERAGENCY COOPERATION

The Regional Action Plan sought to identify state agency impediments to the integration of land use, transportation, economic development and conservation goals and objectives. Through a combination of sources, the LVPC gathered information on the policies and programs of the involved state agencies as well as feedback on their interactions with fellow agencies at the state and local levels. Overall, the main finding of this Regional Action Plan is the need for improved interagency communication at the project level. Keeping in mind that good communication is a prerequisite of successful coordination, the first step toward improved agency coordination is improved interagency communication at all levels. Thus, the foremost recommendation of the Regional Action Plan is that the state agencies should establish a better means of communicating between all agencies and at all levels. Beyond this primary recommendation, the Regional Action Plan also makes fourteen more specific recommendations for improving communication and coordination at the project level. These recommendations, which are outlined in the following sections, were prepared by the LVPC to address communication and coordination issues identified by state and local agency representatives during Steering Committee meetings and local agency interviews.

### RECOMMENDATIONS FOR INTEGRATED COMMUNITY DEVELOPMENT PROJECTS

To begin improving communication and coordination among state agencies and between state agencies and local agencies, the Regional Action Plan has identified three Integrated Community Development Projects. These Integrated Community Development Projects will provide the state agencies with an opportunity to address their communication and coordination issues head-on by working together to coordinate project planning and implementation. The first eight recommendations of this plan provide direction for beginning to provide interagency support to these Integrated Community Development Projects throughout planning and implementation.

***Recommendation #1:*** State agencies should increase project communication and coordination by holding regular project meetings to discuss the status and needs of each Integrated Community Development Project. These project meetings should be held at least bi-monthly and should include representatives from each involved state and local agency. Involved state and local agencies should also develop a method of continuing regular communication outside of these project meetings.

***Recommendation #2:*** The state agencies should designate a state-level project leader for each Integrated Community Development Project to organize state communication and activities related to his/her particular project. If the project involves CAT, the project leader should be a CAT representative; however, non-CAT projects should also be assigned a state-level project leader from within an involved state agency. The project leader should serve as a single point of contact for all state assistance related to his/her respective Integrated Community Development Project.

***Recommendation #3:*** The state-level project leader for each Integrated Community Development Project should organize the first project meeting for their particular Integrated Community Development Project. The first meeting for each Integrated Community Development Project should set the framework for state agency assistance in project implementation. To create a solid framework, this meeting should focus on addressing the following:

- Identification or selection of local project coordinators. The local project coordinators will be the state agencies' local contacts for matters related to the Integrated Community Development Project.

- Identification of additional state and local agencies that are involved in the Integrated Community Development Project. The state project leader or local project coordinator should contact any agencies identified and invite them to attend future project meetings.
- Creation of a method of continuing regular communication outside of these project meetings. This should include designation of the parties responsible for organizing future project meetings and providing updates on state and local project developments.
- Creation of a short-term action plan for the Integrated Community Development Project. This short-term action plan should outline the actions required of each of the state agencies during the first 12 to 18 months of project involvement. This action plan should include all necessary state agency permits, approvals and other actions required of the state agencies to improve project implementation. This action plan should be updated at each subsequent project meeting.
- Identification of secured funding and remaining funding gaps for the Integrated Community Development Project. Once funding gaps are identified, the state agency representatives should seek to identify any funding opportunities they may have that can be used to fill these gaps.

**Recommendation #4:** The state should commit additional resources toward implementation of the Integrated Community Development Projects. Current staffing at all agencies does not appear to be sufficient to expect increased attention to these projects without a commensurate loss of attention to other valuable regional projects and efforts. For instance, the CAT program would be key to implementing the recommended projects but appears to be seriously deficient in resources for this purpose. Therefore, to improve implementation of the Integrated Community Development Projects, the state should provide additional staff resources and/or supplement local capabilities by funding long-term local staffing at the regional or municipal level.

**Recommendation #5:** CAT should assess its current Riverfront Redevelopment and Steel Stax Performance Center projects to determine whether these projects include all aspects of the corresponding Allentown and Bethlehem Integrated Community Development Projects. (The Easton Community Development Project is already a designated CAT project.) These CAT projects should be modified to include any missing portions of their corresponding Integrated Community Development Projects. Complete designation as a CAT project is recommended as this would enable Integrated Community Development Projects to fully benefit from CAT's purpose and previous experience in the areas of interagency organization and cooperation.

**Recommendation #6:** BAT should evaluate the Allentown and Bethlehem Integrated Community Development Projects to determine eligibility for BAT status. (The Easton Community Development Project is already a designated BAT project.) Designation as a BAT project is recommended as this would enable Integrated Community Development Projects to benefit from BAT's previous experience with project streamlining.

**Recommendation #7:** Involved state and local agencies should work to secure RACP grants for eligible portions of Integrated Community Development Projects. State and local agencies should identify what, if any, RACP funding Integrated Community Development Projects are eligible for, and the appropriate agency should apply for these funds. Other involved agencies should take steps to support the approval of these applications.

**Recommendation #8:** State agency representatives involved in an Integrated Community Development Project should identify opportunities within their agencies to provide funding and technical assistance to that Integrated Community Development Project. State agency representatives should make this information available to the appropriate local agencies so that requests for this assistance can be made. State agency representatives should take steps to support the approval of such requests.

## RECOMMENDATIONS FOR REGIONAL ACTION PLAN CANDIDATE PROJECTS

Although implementation of the Integrated Community Development Projects is the focal point of the Regional Action Plan, the longer list of Regional Action Plan Candidate Projects is also a useful implementation tool. This longer list provides guidance in understanding local projects and priorities as it includes projects identified as priorities by local agency representatives. Recommendations 9 and 10 provide guidance on how the state agencies should utilize the list of Regional Action Plan Candidate Projects. Table 4 includes a complete list of the Regional Action Plan Candidate Projects.

**Recommendation #9:** CAT should evaluate all Regional Action Plan Candidate Projects to determine eligibility for CAT status and/or the projects' relationship to current CAT projects. Where applicable, designation as a CAT project is recommended as this would enable Regional Action Plan Candidate Projects to benefit from CAT's purpose and previous experience in the areas of interagency organization and cooperation.

**Recommendation #10:** BAT should evaluate all Regional Action Plan Candidate Projects to determine eligibility for BAT status. Where applicable, designation as a BAT project is recommended as this would enable Regional Action Plan Candidate Projects to benefit from BAT's previous experience with project streamlining.

## OTHER RECOMMENDATIONS

While the first ten recommendations of this plan seek to forward specific priority projects, the final four recommendations address the overarching issue of the need for improved interagency communication and coordination. The best way to improve the integration of land use, transportation and economic development at the regional level is to begin improving communication between the various involved planning/implementation partners. These final recommendations provide the state agencies with a starting point from which they can begin to improve communication and coordination between one another and with local agencies.

**Recommendation #11:** State agencies should work to implement the Integrated Community Development Projects and should apply what they learn through the implementation process to future projects beyond the scope of the Regional Action Plan.

**Recommendation #12:** State agencies should revisit the recommendations that resulted from previous state-level integration initiatives and assess the implementation of these recommendations. Table 5 lists some of the recommendations that came from the *2003 Conference on Transportation and Land Use for Economic Development*, the *2005 State Land Use and Growth Management Report*, and the *Pennsylvania State Planning Board 2006 Report*. This table lists recommendations by the five implementation themes resulting from the 2003 conference: agency coordination; planning, program and project delivery; investment/leverage; intergovernmental partnerships; and education. The recommendations in Table 5 represent just some of the recommendations that should be examined by the state agencies. Recommendations from other sources and studies should also be identified and addressed.

**Recommendation #13:** The state agencies should make a pointed effort to take a context sensitive approach to project planning and implementation. Understanding the interrelationships between projects and their surrounding environment, including other projects, can lead to opportunities for improved planning and project delivery. For this reason, when project interrelationships are obvious, state agencies should consult local planning partners to identify relevant partnering opportunities. Additionally, less obvious interrelationships should also be addressed by the state agencies when brought to the agencies' attention by an involved planning partner.

**Recommendation #14:** The state agencies should develop a system of informing local agencies of state agency programs, funding and technical assistance opportunities, and projects that goes beyond that of updating individual agency websites. This includes informing local agencies of local BAT and CAT projects. Keeping in mind the sensitive nature of GAT's work, GAT should also make an effort to inform local agencies of their local projects at the earliest possible stage. This information should be made readily accessible to local agencies at regular and frequent intervals.

**Table 5  
Recommendations from Prior State-Level Integration Initiatives**

<i>Implementation Theme #1: Agency Coordination</i>	
<b>Source</b>	<b>Recommendations</b>
<b>2003 Conference</b>	<ul style="list-style-type: none"> <li>Strengthen state agency coordination on quality of life and land use issues.</li> <li>Develop criteria to address sustainable development, conservation and land use objectives for approval of community/economic development projects.</li> </ul>
<b>2005 State Land Use Report</b>	<ul style="list-style-type: none"> <li>Support the development of the Commonwealth's coordinated and standardized multi-agency mapping initiative, known as Pennsylvania MAP (PAMAP).</li> <li>Develop and implement the Pennsylvania Geospatial Data Sharing Standards (PGDSS) to enable sharing within and between levels of government.</li> <li>State agencies should coordinate programs and policies affecting land use planning and community and economic development.</li> <li>Increase coordination between state agencies' funding programs.</li> <li>Coordinate funding packages to support community and economic development efforts with regional significance and impact.</li> <li>Continue to support and expand multi-agency efforts (such as CAT).</li> <li>The Governor's Center for Local Government Services, the State Planning Board and the Interagency Team on Land Use should review state policies, programs and regulations affecting land use planning against the Keystone Principles &amp; Criteria and identify conflicts.</li> <li>Commonwealth agencies, offices, boards and authorities should coordinate with each other to ensure financing, regulatory policies and permit decisions that best serve a community's plan for success and yield strategic results for the Commonwealth.</li> <li>Coordinate the Governor's Center's land use education and training programs with related training and education programs administered by other Commonwealth agencies.</li> </ul>
<b>2006 State Planning Board Report</b>	<ul style="list-style-type: none"> <li>Create a common infrastructure definition to be considered for uniform use by state agencies.</li> <li>Conduct an intense review and synthesis of administrative initiatives to support economic development through sound land use planning and the creation of a comprehensive strategy for specific implementation of the common action items.</li> </ul>
<i>Implementation Theme #2: Planning, Program &amp; Project Delivery</i>	
<b>Source</b>	<b>Recommendations</b>
<b>2003 Conference</b>	<ul style="list-style-type: none"> <li>Require that sound land use planning principles be a component of spending transportation funds for economic development projects.</li> <li>Focus Commonwealth programs that support municipal land use planning to achieve the Commonwealth's sustainable development goal.</li> </ul>
<b>2005 State Land Use Report</b>	<ul style="list-style-type: none"> <li>State agencies must ensure that capacity at the county and municipal level exists to undertake projects financed by the state.</li> <li>Fully implement the Commonwealth's Keystone Principles &amp; Criteria.</li> <li>Fully implement MPC Section 619.2. (Section 619.2 directs Commonwealth agencies to consider and rely on comprehensive plans and zoning ordinances when reviewing funding or permitting applications for infrastructure or facilities.)</li> </ul>
<b>2006 State Planning Board Report</b>	<ul style="list-style-type: none"> <li>Amend section 303(c) of the MPC to provide protection from challenges brought against developments that have been approved under existing, duly adopted ordinances, while still giving meaning to comprehensive plans.</li> </ul>
<i>Implementation Theme #3: Investment/Leverage</i>	
<b>Source</b>	<b>Recommendations</b>
<b>2003 Conference</b>	<ul style="list-style-type: none"> <li>Establish policies, programs and incentives that strengthen our cities and urban centers.</li> <li>Provide incentives to municipalities to develop plans, ordinances and projects that are consistent with the Commonwealth's land use policies and objectives.</li> <li>State agencies will provide financial incentives for intergovernmental approaches to municipal planning and service delivery.</li> </ul>
<b>2005 State Land Use Report</b>	<ul style="list-style-type: none"> <li>Give priority to applications for technical and financial assistance that seek to implement a multimunicipal comprehensive plan.</li> <li>Commonwealth agencies, offices, boards and authorities should provide incentives for communities that have, and are implementing, county and municipal comprehensive plans.</li> <li>Fully implement MPC Section 1105. (Section 1105 provides incentives to municipalities that have entered into implementation agreements to carry out a county or multimunicipal plan.)</li> </ul>

**Table 5 (continued)**  
**Recommendations from Prior State-Level Integration Initiatives**

<b>Implementation Theme #3: Investment / Leverage (continued)</b>	
<b>Source</b>	<b>Recommendations</b>
2006 State Planning Board Report	<ul style="list-style-type: none"> <li>• The Commonwealth should create an incentive-based program using existing resources to spark effective, results-oriented, coordinated and cooperative planning at a multimunicipal and/or regional scale.</li> </ul>
<b>Implementation Theme #4: Intergovernmental Partnerships</b>	
<b>Source</b>	<b>Recommendations</b>
2003 Conference	<ul style="list-style-type: none"> <li>• Encourage public/private partnerships to develop community/economic development strategies that maximize the use of available resources and provide capacity for implementation.</li> <li>• Provide a comprehensive educational and technical assistance program to local officials on the benefits of collaborative approaches and to provide assistance on the structuring of intermunicipal arrangements.</li> </ul>
2005 State Land Use Report	<ul style="list-style-type: none"> <li>• Provide a greater level of technical and financial assistance to the functional consolidation of municipal services, as well as municipal mergers, boundary changes and consolidations.</li> </ul>
2006 State Planning Board Report	<ul style="list-style-type: none"> <li>• Change the scope and improve the clarity of the Pennsylvania Intergovernmental Cooperation Law to explicitly empower municipal authorities to enter into cooperative agreements with municipalities and provide procedures for reconciling conflicts among the governing codes of cooperating municipalities.</li> <li>• Establish a Regional Police Service Act to provide a clear process for creating regional police agencies.</li> <li>• Amend the Pennsylvania County Code to provide counties with the authority to take on traditionally local services in partnership with boroughs, cities and townships.</li> <li>• The State Planning Board should continue to study tax base and revenue sharing issues.</li> <li>• County and municipal codes should be amended to establish clear procedures to permit municipal disincorporations as an intermediate step to merger or consolidation.</li> <li>• The Municipal Consolidation or Merger Act should be amended to remove barriers to merger or consolidation where municipalities have voluntarily agreed to pursue such an initiative.</li> <li>• The Commonwealth should create an incentive-based program using existing resources to spark effective, results-oriented, coordinated and cooperative planning at a multimunicipal and/or regional scale.</li> </ul>
<b>Implementation Theme #5: Education</b>	
<b>Source</b>	<b>Recommendations</b>
2003 Conference	<ul style="list-style-type: none"> <li>• Develop and provide a number of educational programs that address subjects related to land use planning and implementation.</li> <li>• Establish a single clearing house within state government to communicate information regarding land use programs and policies to the public and private sector.</li> </ul>
2005 State Land Use Report	<ul style="list-style-type: none"> <li>• Disseminate a virtual inventory of best practices for planning and implementation.</li> <li>• Commonwealth agencies, offices, boards and authorities should provide training and education to help communities strengthen their planning and capitalize on agency resources.</li> <li>• Expand the Governor's Center for Local Government Services' education, training and technical assistance initiatives.</li> <li>• Coordinate the Governor's Center for Local Government Services' land use education and training programs with related training and education programs administered by other Commonwealth agencies.</li> </ul>
2006 State Planning Board Report	<ul style="list-style-type: none"> <li>• State agencies should publish "Good Planning Guidelines" that go beyond minimum MPC requirements to describe how best to prepare a local comprehensive plan so it is most effective for capital investment decisions, ensuring maximum impact from investments, preparing for economic development projects of significant community-wide impact, and coordinating transportation, infrastructure and development.</li> </ul>
<p><b>Sources:</b> <i>Action Plan Resulting from the 2003 Conference on Transportation and Land Use for Economic Development</i>; <i>2005 State Land Use and Growth Management Report</i>, Pennsylvania Governor's Center for Local Government Services; <i>Pennsylvania State Planning Board 2006 Report</i>, Pennsylvania State Planning Board</p>	

## NEXT STEPS

In the near future, actions related to the Regional Action Plan should be focused on implementation of the Integrated Community Development Projects and the fourteen recommendations outlined in this plan. There are currently no plans for the continuation of the Regional Action Plan process beyond the implementation of this plan. Continuation of the Regional Action Plan process, including updates to the Regional Action Plan, will be considered only after the state has demonstrated a commitment to the implementation and continued funding of the LUTED program.

During the development of this plan, there has been some discussion at the state level of using the LUTED Regional Action Plans as a starting point for the development of a systematic process of defining regional priorities across all planning areas. Given the myriad of state programs and the involvement of multiple local agencies, development of this type of regional prioritization process would be a monumental task. Beyond that, there needs to be an established state mechanism and discipline to implement such an approach. State funding currently comes into the region from the executive and legislative branches of government as well as specific agency funding programs. The idea of these divergent funding sources being constrained to follow a locally prioritized list of projects does not, at present, seem reasonable. For these reasons, the LVPC feels that embarking upon such a mission is an unfeasible undertaking at this time. This is especially true given that the Commonwealth has yet to make a commitment to providing funding for the development of such a regional prioritization process. Therefore, the creation of a regional prioritization process should only be considered after the state has made a solid commitment to support the development and implementation of this process. A state commitment would need to include a method for utilizing the priorities that come from this regional prioritization process in funding decisions. Until a commitment of this sort is made, the LVPC does not plan to be involved in the development of such a process.

## REFERENCES

- Action Plan Resulting from the 2003 Conference on Transportation and Land Use for Economic Development.* (2004). Retrieved May 25, 2007 from <http://www.newpa.com/default.aspx?id=358>
- Commonwealth of Pennsylvania, Governor's Office of the Budget. (2003, April 28). Redevelopment Assistance Capital Program (RACP): Project eligibility. Retrieved November 6, 2007 from <http://www.budget.state.pa.us/budget/cwp/view.asp?a=3&q=171321>
- Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation. (2005). Retrieved May 25, 2007 from <http://www.newpa.com/download.aspx?id=1156>
- Lehigh Valley Planning Commission. (2005). *Comprehensive Plan: The Lehigh Valley... 2030.*
- Lehigh Valley Planning Commission. (2007). *Lehigh Valley Greenways Plan: A Regional Greenways Plan for Lehigh and Northampton Counties.*
- Lehigh Valley Transportation Study. (2006). *Transportation Improvement Program: 2007-2010.*
- Pennsylvania Department of Community and Economic Development. (n.d.). Community Action Team (CAT). Retrieved November 6, 2007 from <http://www.newpa.com/default.aspx?id=193>
- Pennsylvania Department of Community and Economic Development. (n.d.). County Environmental Initiative Program. Retrieved November 8, 2007 from <http://www.growinggreener2.com/default.aspx?id=526>
- Pennsylvania Department of Community and Economic Development. (n.d.). Governor's Action Team. Retrieved November 6, 2007 from <http://www.newpa.com/default.aspx?id=32>
- Pennsylvania Department of Community and Economic Development. (2007, August 16). Growing Greener II – County projects awarded. Retrieved November 8, 2008 from [http://www.growinggreener2.com/files/County\\_Projects\\_Awarded.pdf](http://www.growinggreener2.com/files/County_Projects_Awarded.pdf)
- Pennsylvania Department of Environmental Protection. (n.d.). About the BAT process. Retrieved November 6, 2007 from <http://www.depweb.state.pa.us/orclgs/cwp/view.asp?A=1459&Q=517219>
- Pennsylvania Department of Environmental Protection. (n.d.). Approved BAT sites – Listing for website. Retrieved July 9, 2007 from [http://www.depweb.state.pa.us/landrecwaste/lib/landrecwaste/land\\_recycling/bat\\_list.doc](http://www.depweb.state.pa.us/landrecwaste/lib/landrecwaste/land_recycling/bat_list.doc)
- Pennsylvania Department of Environmental Protection. (n.d.). Brownfield redevelopment ~ Brownfield Action Team. Retrieved November 6, 2007 from <http://www.depweb.state.pa.us/orclgs/cwp/view.asp?a=1459&Q=517198&ocrlgsNavPage=1382481>
- Pennsylvania Governor's Center for Local Government Services. (n.d.) *2005 State Land Use and Growth Management Report.*
- Pennsylvania State Planning Board. (2006). *Pennsylvania State Planning Board 2006 Report.* Retrieved May 25, 2007 from <http://www.newpa.com/download.aspx?id=855>

*Regional Conference on Transportation and Land Use for Economic Development: Southeast Region.* (2005). Retrieved May 25, 2007 from <http://www.newpa.com/download.aspx?id=374>

**Note:** The description and status information provided in this document for the Integrated Community Development Projects was compiled from a wide variety of sources, including: presentations to the Lehigh Valley Planning Commission, interviews with county and city representatives, newspaper articles, and various planning documents. In some cases, project descriptions included in this document may be taken verbatim from planning documents pertaining to that specific project.

Due to the large number of sources used in the Integrated Community Development Project description and status sections, these sources are provided on the Lehigh Valley Regional Action Plan CD provided with this document rather than within the document itself. On the CD, these sources are listed by Integrated Community Development Project in the “Lehigh Valley Regional Action Plan Project Sources” document.