2020 Virtual APA PA Conference
October 19, 2020 1:45-3:15pm
Concurrent Session D3

CITY OF ALLENTOWN PENNSYLVANIA

e evolve
environment :: architecture

4 FOURTH ECONOMY
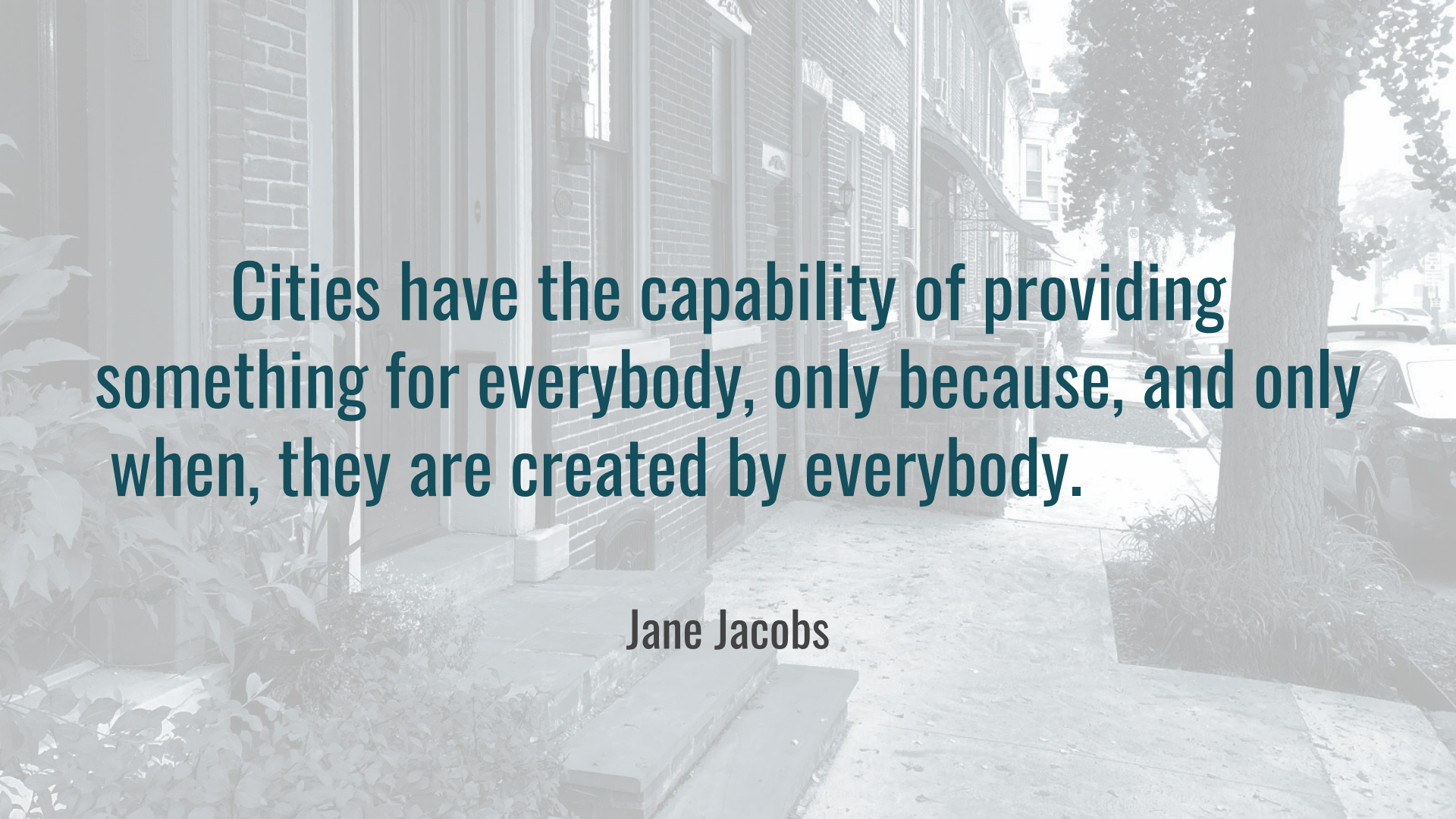
EQUITABLE ENGAGEMENT
TO CREATE AN IMPLEMENTABLE COMPREHENSIVE PLAN

Irene Woodward, Director of Planning and Zoning, City of Allentown
Hannah Clark, Senior Planner, City of Allentown

Christine Mondor, FAIA, Principal, evolve environment::architecture
Ashley Cox, Senior Project Manager, evolve environment::architecture

Jerry Paytas, Vice President Research & Analytics, Fourth Economy

Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.

Jane Jacobs

Session Agenda

1. Equitable Engagement & AICP Code of Ethics
2. Nested Scales of Community Engagement
3. The Role of Data in Equitable Engagement
4. Allentown Vision 2030 Plan
5. Discussion

Allentown needed to grow together!

Irene Woodward

Allentown Vision 2030
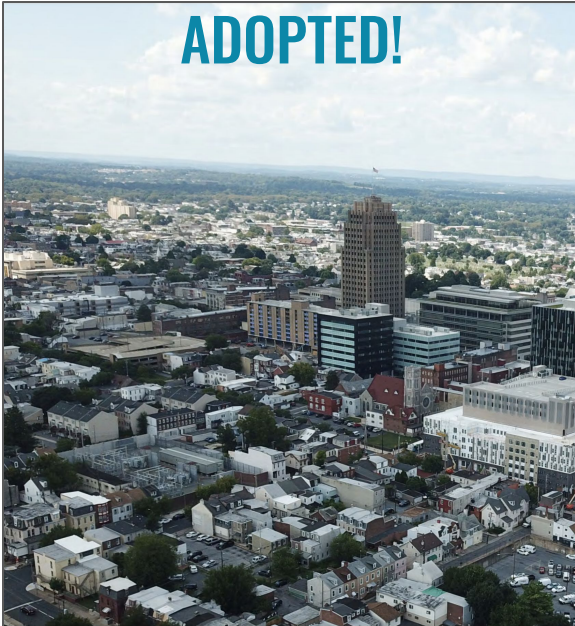
A Comprehensive AND Economic Development Plan

- Implementable Comprehensive Plan Framework
- Emphasis on economic development as implementation tool
- Iterative Engagement Model for buy-in and empowerment
- Implementation Report Card and Tracking

We are all committed to the CODE OF ETHICS

The Code of Ethics is comprised of 5 sections. Today's presentation is focused on Section A.

Section A of the Code of Ethics is a series of aspirational principles that constitute the ideals to which we are committed.

We are all committed to the AICP CODE OF ETHICS

including principles of public interest

1. ## Our Overall Responsibility to the Public

Our primary obligation is to serve the public interest and we, therefore, owe our allegiance to a conscientiously attained concept of the **public interest that is formulated through continuous and open debate**. We shall achieve high standards of professional integrity, proficiency, and knowledge. To comply with our obligation to the public, we aspire to the following principles:

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FOURTH
ECONOMY

We are all committed to the AICP CODE OF ETHICS

including principles of public interest, meaningful impact, & social justice.

e. We shall give people the opportunity to have a **meaningful impact** on the development of plans and programs that may affect them. Participation should be broad enough to include those that lack formal organization or influence.

f. We shall seek **social justice** by working to expand choice and opportunity for all persons, recognizing a special responsibility to plan for the needs of the disadvantaged and to promote racial and economic integration. We shall urge the alteration of policies, institutions, and decisions that oppose such needs.

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FOURTH ECONOMY

We are all committed to the AICP CODE OF ETHICS

including principles of public interest, meaningful impact, & social justice.

This is Allentown's 2030 context.

How did the Code of Ethics guide Allentown's Comprehensive Plan update?

What needed to be accomplished?

- First time using an outside consultant
- Mistrust between the community and government
- Need to engage the public
- City is growing and changing

We are growing!

2010 population estimates
118,032

2019 population estimate
121,441

2.9%
increase!
+1.4% Bethlehem
+1.5% Easton
+0.8% PA

We are growing!

We are diverse!

2010 population estimates
118,032

2000 Hispanic population
25,970

2019 population estimate
121,441

2018 Hispanic population
62,854

2.9%
increase!
+1.4% Bethlehem
+1.5% Easton
+0.8% PA

Allentown's Hispanic population represents
52%
of the city's total population
[2018]

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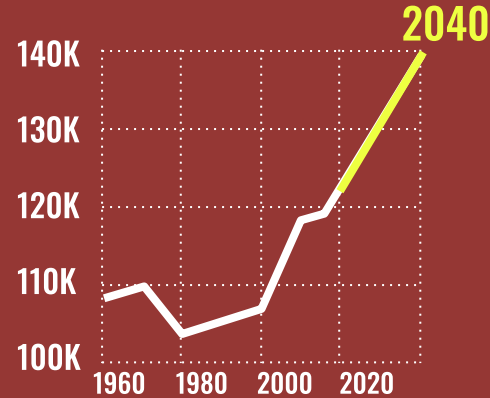
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[2018]

Our growth will continue!

Allentown's Actual & Forecasted Growth [LVPC data]

We are growing!

2010 population estimates
118,032

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121,441   2019 ACS one year

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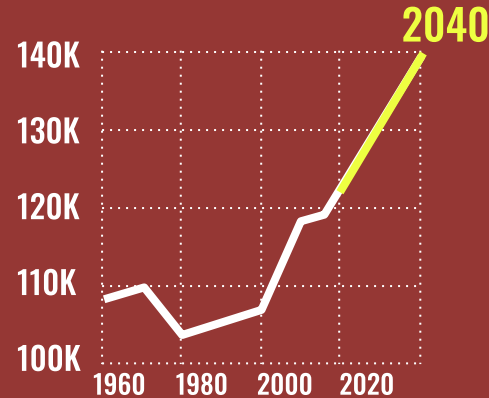
2018 Hispanic population
62,854   2014-18 ACS five year

Allentown's Hispanic population represents
52%
of the city's total population [2018]

Our growth will continue!

Allentown's Actual & Forecasted Growth [LVPC data]

Young adults & children will comprise much of the increase!

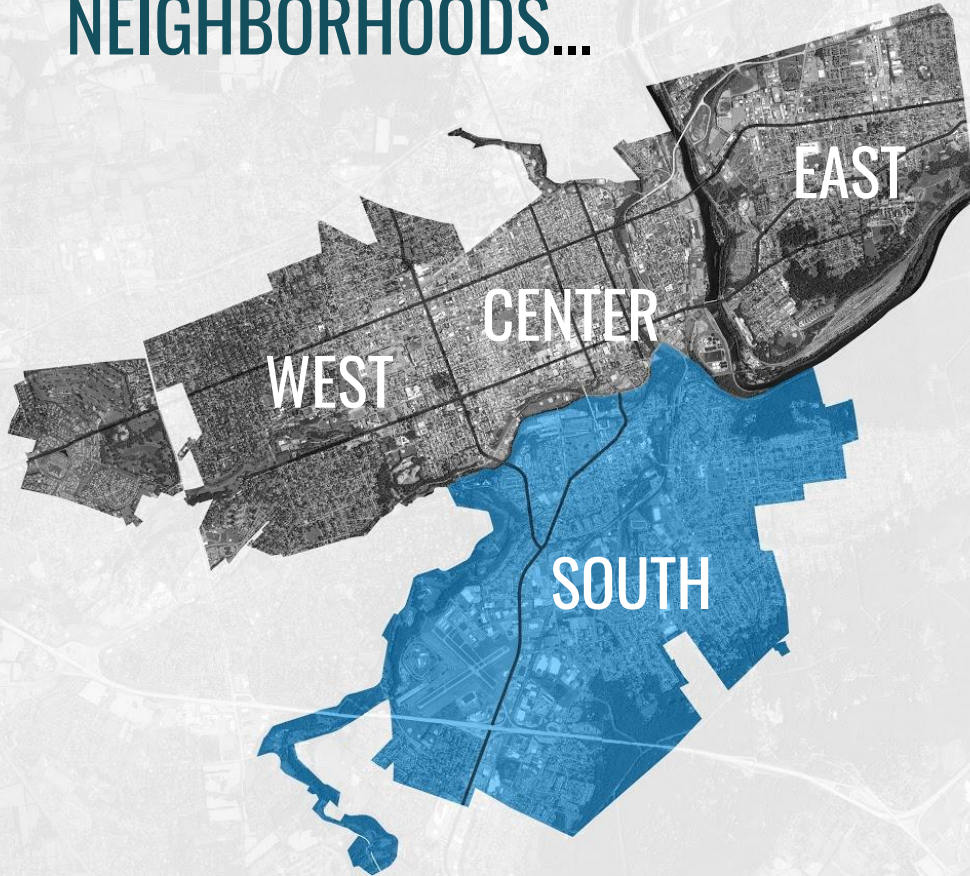2014-2018 American Community Survey 5-Year Estimates

We're thinking about Allentown at many scales.

WE'RE THINKING ABOUT
NEIGHBORHOODS...

EAST

CENTER

WEST

SOUTH

We're thinking about Allentown at many scales.
WE'RE THINKING ABOUT NEIGHBORHOODS...

EAST

CENTER

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WE'RE THINKING ABOUT
NEIGHBORHOODS...

EAST

CENTER

WEST

SOUTH

We're thinking about Allentown at many scales.
THE LEHIGH VALLEY REGION...

We're thinking about Allentown over time...

Allentown Vision 2030
FOUR PHASES

2018 **August to December**	**2019** **January to March**	**2019** **March to June**	**2019** **June to November**

LEVEL SETTING

This phase documents our current understanding of the history, people, places, businesses and assets that make Allentown unique. This includes concise messaging about our vision for this project and the future of the Municipality.

VISION/SCENARIOS

This phase documents gathered feedback on viability, preferences, and our current ability to implement. Including potential redevelopment opportunities, partnerships, and funding sources.

BUILD SESSIONS

This phase will document future land use and planning strategies, design and character guidelines, and implementation. This includes specific action steps, associated timelines, responsible parties, supporting programs, and means of funding.

LAUNCH

This phase will document a refined version of the final result of the plan process. This is a celebration of the work that has been completed and confirmation of the commitments made to realize our vision for the future!

We're thinking about Allentown over time...

Allentown Vision 2030
TEAM

Informed planning needs informed citizens!
Christine Mondor & Hannah Clark

Let's chat!

Think of a project where community engagement advanced a good idea... what made that possible?

Write it in the chat box.

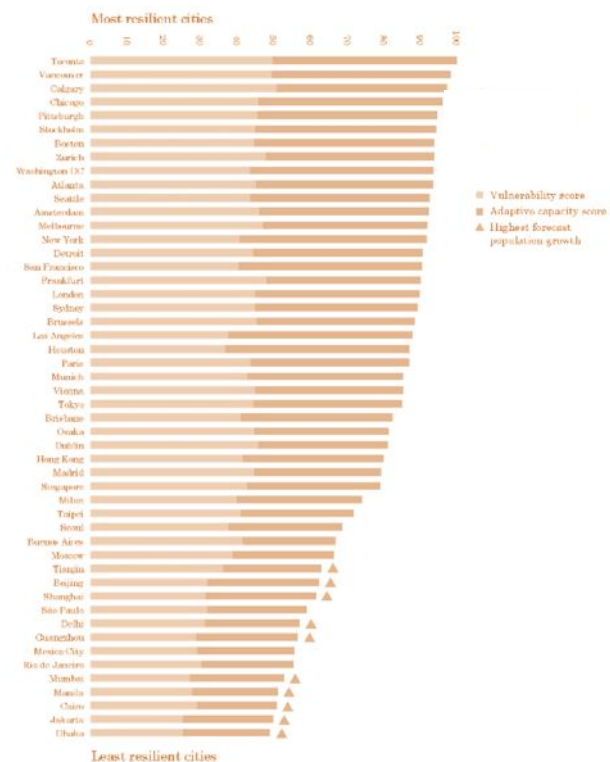**Allentown Vision 2030 was a community-driven planning process. We engaged...**

RESILIENT CITIES
A GROSVENOR RESEARCH REPORT

RESILIENCY

GROSVENOR REPORT

the ability of a city to avoid or
bounce back from an adverse event

comes from the interplay of
vulnerability & **adaptive capacity**

RESILIENT CITIES
A GROSVENOR RESEARCH REPORT

RESILIENCY   GROSVENOR REPORT

the ability of a city to avoid or bounce back from an adverse event

comes from the interplay of

vulnerability & **adaptive capacity**

climate
environment
resources
infrastructure
community

governance
institutions
technical capacity
planning systems
funding structures
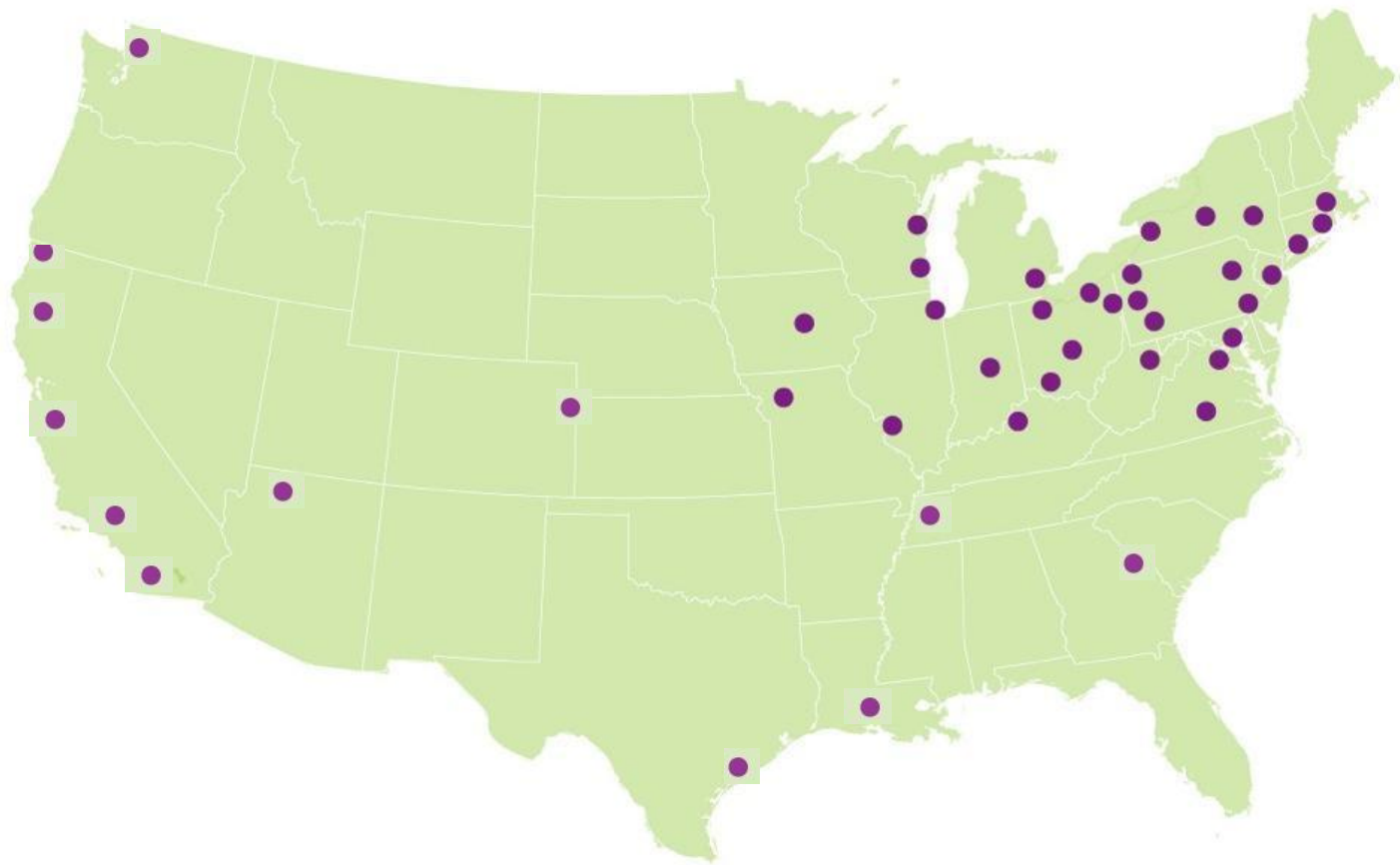
PLACE   **GOVERNANCE**

How Do We Create Communities of **ACTION**?

ENGAGEMENT
THE FOCUS

ENGAGEMENT
THE FOCUS
EMPOWERMENT

Neighborhoods have many people taking action to improve their community.

lightbulbs
rain barrels
gardens

Neighborhoods have many people taking action to improve their community.

lightbulbs

rain barrels

gardens

Neighborhoods have many people taking action to improve their community.

lightbulbs

rain barrels

gardens

To accomplish bigger things, we need ways to effectively to work together.

district energy

stormwater infrastructure

urban agriculture

Neighborhoods have many people taking action to improve their community.

lightbulbs

rain barrels

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To accomplish bigger things, we need ways to effectively to work together.

district energy

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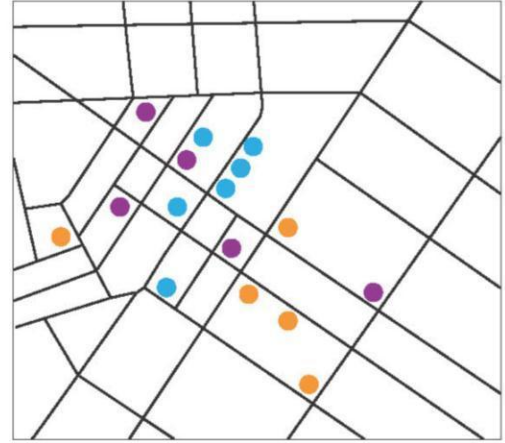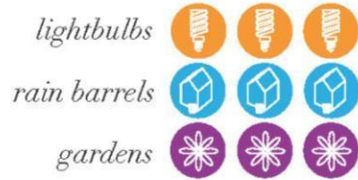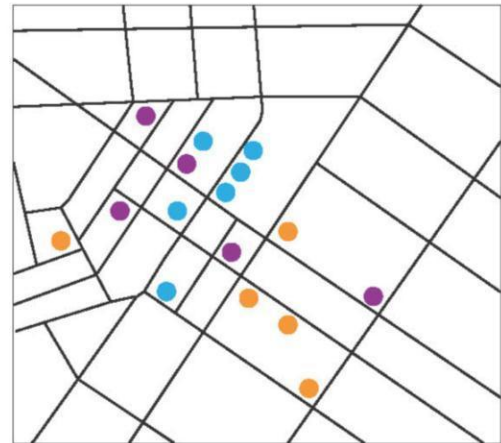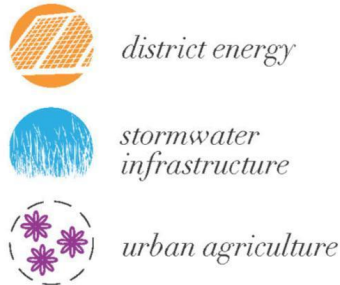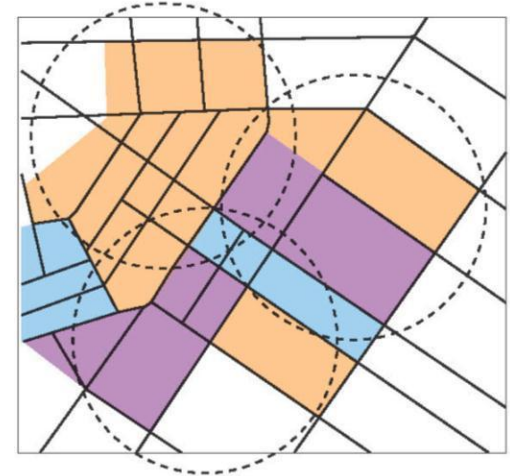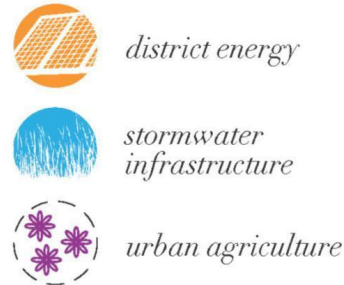
A core team with a plan of action can make change.

Teams need to be built and cultivated over time.
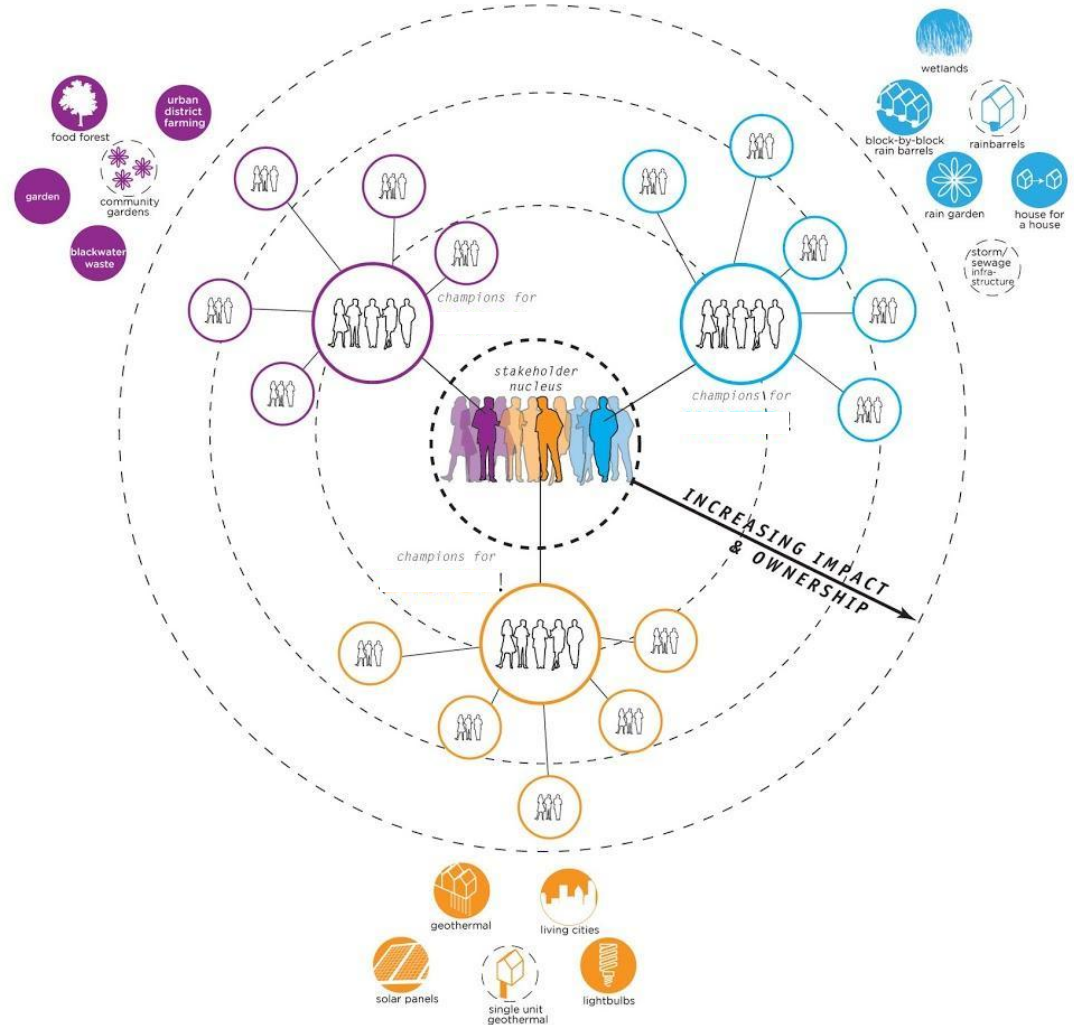
People invest in their neighborhoods when they feel ownership in the formal and informal processes that shape a city.

To create effective processes, we need to understand the
DYNAMICS OF POWER

DYNAMICS OF POWER

RESOURCE power   Who has the money? assets?

DYNAMICS OF POWER

RESOURCE power   Who has the money? assets?

POSITION power   Who has the role or title?

DYNAMICS OF POWER

RESOURCE power   Who has the money? assets?

POSITION power   Who has the role or title?

EXPERT power   Who has the knowledge?

DYNAMICS OF POWER

RESOURCE power   Who has the money? assets?

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EXPERT power   Who has the knowledge?

PERSONAL power   Who has charisma?

DYNAMICS OF POWER

RESOURCE power   Who has the money? assets?

POSITION power   Who has the role or title?

EXPERT power   Who has the knowledge?

PERSONAL power   Who has charisma?

NEGATIVE power   Who can say 'no'?

DYNAMICS OF POWER

RESOURCE power   Who has the money? assets?

POSITION power   Who has the role or title?

EXPERT power   Who has the knowledge?   **PIVOT**

PERSONAL power   Who has charisma?

NEGATIVE power   Who can say 'no'?

ENGAGEMENT PROCESSES ARE ABOUT THE EXCHANGE OF KNOWLEDGE

+

PIVOT

ELEVATING THE COMMUNITY'S EXPERT POWER.

Different processes require different levels of engagement.

Different processes require different levels of engagement.

Do we need people to know more about a subject? Prioritize issues? Act together?

We can plan for different LEVELS OF ENGAGEMENT

LEVELS OF ENGAGEMENT

DO WE NEED TO...

INFORM
giving information on what is planned

LEVELS OF ENGAGEMENT

**DO WE
NEED TO...**

CONSULT
asking about options to gain feedback

INFORM
giving information on what is planned

LEVELS OF ENGAGEMENT

DO WE NEED TO...

DECIDE TOGETHER
generating ideas and deciding the best way forward

CONSULT
asking about options to gain feedback

INFORM
giving information on what is planned

LEVELS OF ENGAGEMENT

DO WE NEED TO...

ACT TOGETHER
deciding what is best and carrying it out together

DECIDE TOGETHER
generating ideas and deciding the best way forward

CONSULT
asking about options to gain feedback

INFORM
giving information on what is planned

LEVELS OF ENGAGEMENT

DO WE NEED TO...

SUPPORT INDEPENDENT INITIATIVES
acting on issues beyond the project self-interest

ACT TOGETHER
deciding what is best and carrying it out together

DECIDE TOGETHER
generating ideas and deciding the best way forward

CONSULT
asking about options to gain feedback

INFORM
giving information on what is planned

LEVELS OF ENGAGEMENT

DO WE NEED TO...

TRANSFORMATIONAL

TRANSACTIONAL

SUPPORT INDEPENDENT INITIATIVES
acting on issues beyond the project self-interest

ACT TOGETHER
deciding what is best and carrying it out together

DECIDE TOGETHER
generating ideas and deciding the best way forward

CONSULT
asking about options to gain feedback

INFORM
giving information on what is planned

ENGAGEMENT CAN BUILD
COMMUNITY CAPACITY

STRONG COMMUNITIES HAVE

decision-making mechanisms
organizational learning
legal structure
financial resources

THAT BUILDS A SENSE OF IDENTITY!
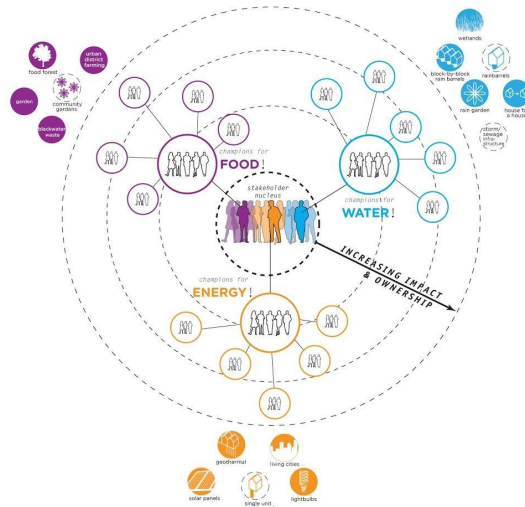
How Did We Move from a Vision to ACTION?

[PLANNING] ENGAGEMENT

KNOW YOUR GOALS
What type of plan and what does it need to accomplish?

KNOW YOUR AUDIENCE
Who do you need to reach and "where" are they?

DESIGN YOUR CURRICULUM
What do people need to know and when?

GIVE FEEDBACK
How can constant communication enable knowledge?

COMMUNITY
ENGAGEMENT
STRATEGY DECK

COMMUNITY ENGAGEMENT STRATEGY DECK

PARTICIPATE?

what do you NEED?

what is the expected OUTCOME?

TIGER T... | ELEVA... | SCA... | PROBLE BO... | THE... | DICE... | COMM... | IMAGE... | VACANT... | DO... | COME TO... | PROBLE CAR... | PRO...

neighborhood... NEGLEY RUN

special interest fair... ALLEGHENY SOLAR...

complimentary... LARIMER LIVING...

online commu... MILLVALE MI...

community cartograph... MAP YOUR NEIGHB...

storytelling... MILLVALE ST...

chat in place... DETROIT WO...

community literacy... GREEN INFRAST...

community desires... I WISH THIS WAS...

urban design ice-brea... CORRIDOR KIT

headline prediction... HILL DISTRICT HEAD...

visionary store fronts... PENN GREEN

placemaking mash up... LATHAM STREET COM...

idea sharing installa... WHAT WOULD YO...

online game integrated feedback example COMMUNITY PLANIT

BUILD YOUR OWN

how does the community
PARTICIPATE?
They "build their own" version of their community or a specific project in their neighborhood.

what do you
NEED?
Materials to build with. The more unsual the better!

what is the expected
OUTCOME?
This exercise will help community members visualize their opinions and express their spatial understanding of the project and its surroundings.

POWERING COMMUNITY
engagement for high performing neighborhoods

HEADLINE PREDICTION

how does the community
PARTICIPATE?
They work in smapp groups to predict what the headline of a newspaper would say about their neighborhood 5, 10, or 20 years into the future.

what do you
NEED?
A large sheet of paper for brainstorming.

what is the expected
OUTCOME?
This will help the community to think big while developing future goals.

POWERING COMMUNITY
engagement for high performing neighborhoods

PROBLEM SOLVING TOOLKIT

how does the community
PARTICIPATE?
Each small group is tasked with a community problem to solve. Cards from a deck of problem solving strategies are prioritized based on what will best solve the given problem.

what do you
NEED?
A card deck of problem solving strategies.

what is the expected
OUTCOME?
Educate the community about problem solving strategies while hearing their opinion about a real problem.

POWERING COMMUNITY
engagement for high performing neighborhoods

PROBLEM SOLVING BOARD GAME

how does the community
PARTICIPATE?
They will be challenged to solve a given neighborhood problem while racing to come to a conclusion (the finish line).

what do you
NEED?
A board game (with steps in the process as the different spots), a neighborhood problem that needs to be solved.

what is the expected
OUTCOME?
You will learn different solutions to a problem, cutting out unnecessary steps along the way.

POWERING COMMUNITY
engagement for high performing neighborhoods

TIGER TEAM RESEARCH

how does the community
PARTICIPATE?
Tiger teams are research teams composed of community members for a short term investigation with a limited scope. The topic is often determined by the larger group and often the output can be creative (drawings, photos, etc.) to lessen fear of the term "research."

what do you
NEED?
Guidance from community working group. Energy.

what is the expected
OUTCOME?
Tiger teams help inform the larger group while encouraging members to become the "resident expert" who becomes a trusted source or advocate for that topic.

POWERING COMMUNITY
engagement for high performing neighborhoods

We used the Community Engagement Strategy Deck to build

NESTED SCALES

of engagement.

REFLECTION Does the community have what it needs to make decisions during planning?

ACTION Does the community have what it needs implement the ideas?

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4 FOURTH ECONOMY

Allentown Vision 2030 was a **community-driven planning process**. We engaged...

Public Engagement Strategy

Early Mutually inform	Interview	Focus Group	Survey	Site Visit
Later Mutually decide	Meeting-in-a-Box	Storefront Installation	Facilitator Training	Public Meetings
Ongoing Co-create narrative	TV/Radio/Press/Social Media	Youth Programming	Speaker Series	Video Interviews

Guiding Documents
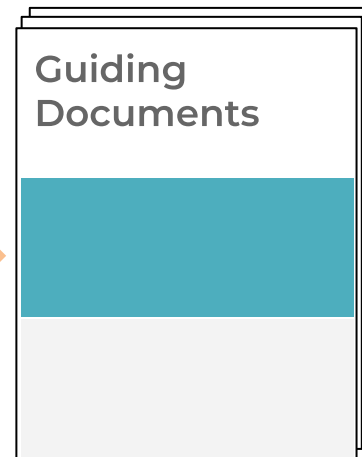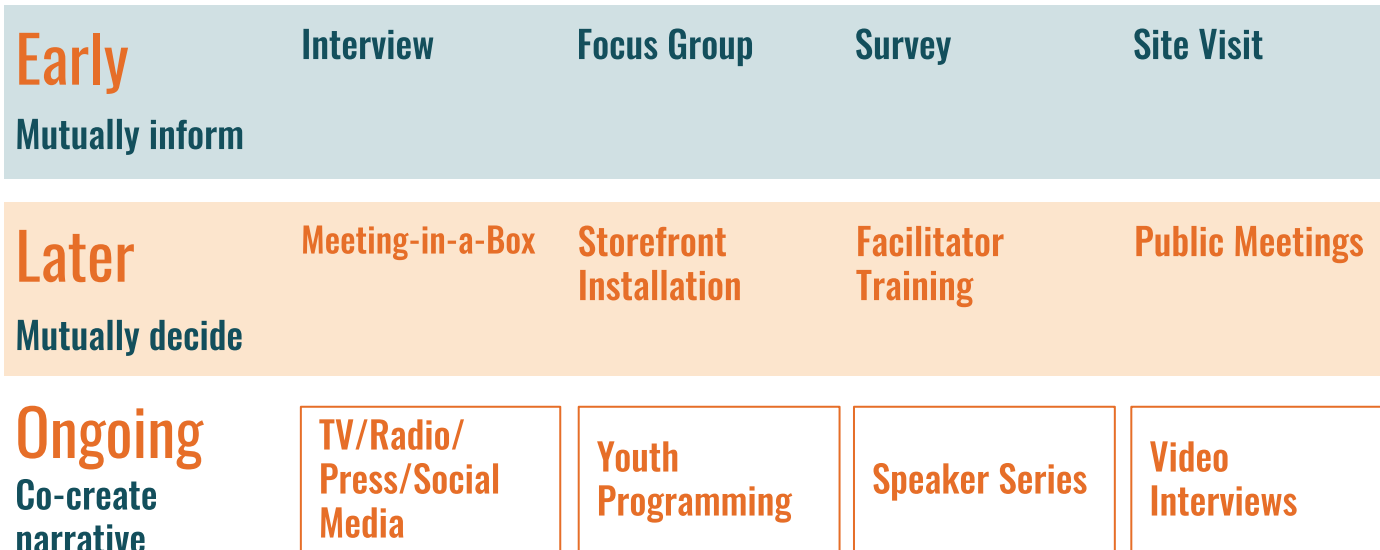
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FOURTH ECONOMY

Community Engagement Plan
FACILITATOR TRAINING

WE NEED A TEAM OF PEOPLE WHO CAN CREATE EVER-WIDENING

CIRCLES OF ACTION

WE ARE DEVELOPING MATERIALS FOR **FOR PEOPLE TO LEAD THE CONVERSATION.**

webinar!

webinar!

Community ambassadors were trained to "take the show on the road," as were planning staff and partners

Subjects included:

- how to be a change agent?
- how do people think about change?
- how does change happen?
- understanding organizations and individuals
- types of power
- dealing with conflict
- types of engagement
- how to run a meeting

Community Engagement Plan
ON-THE-GROUND PRESENCE

OFFSITE GATHERINGS AND OTHER INFORMAL COMMUNICATIONS CAN BECOME AN IMPORTANT WAY TO REACH OUT TO THE PUBLIC.

1 project premise+ past results

2 host acknowledgement local feature

3 content

4 prompts
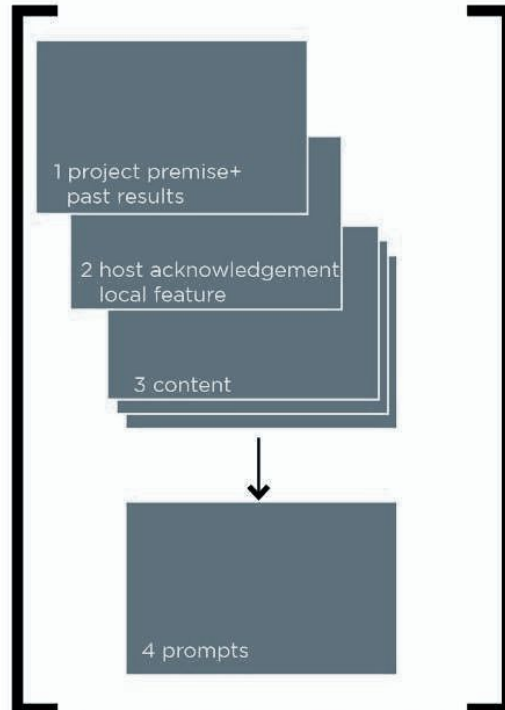
LARGE GATHERINGS
Four public meetings will bring the process to the community throughout the years.

PORTABLE RESOURCES
Staff and stakeholders will be able to use a portable meeting-in-a-box that can be taken to different venues or organizations to share more broadly.

STOREFRONT INSTALLATION
In 2019, there will be a storefront available for use where organizations can host gatherings related to the comp plan process

VIRTUAL AND SOCIAL MEDIA
Faces International will manage social media material and virtual media.

Hundreds of people at the Community Collaboration Meetings

Over
1200 voices
in our Community Survey

Comfort Utilizing Allentown Services & Amenities

Very Uncomfortable · Somewhat Uncomfortable · Neutral · Somewhat Comfortable · Most Comfortable
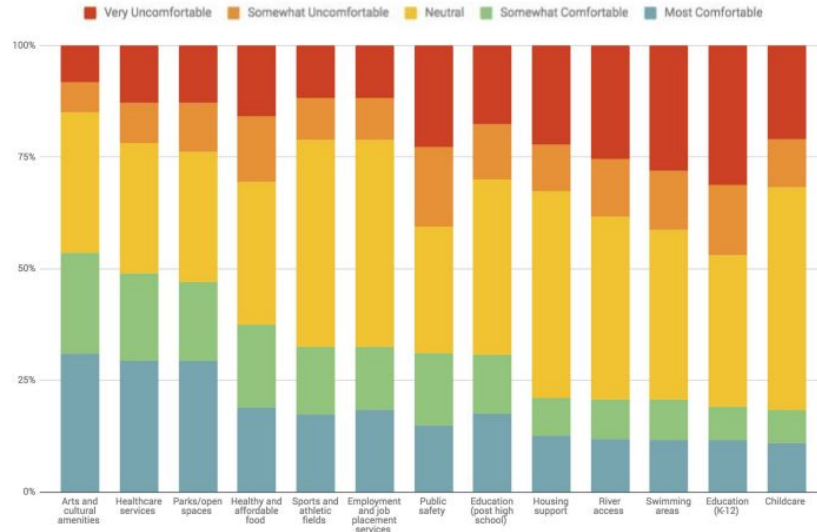
Services & amenities residents are *most comfortable* utilizing to the left

Services & amenities residents are *least comfortable* utilizing to the right

Participe en nuestra **encuesta** y comparte **SU VOZ!**
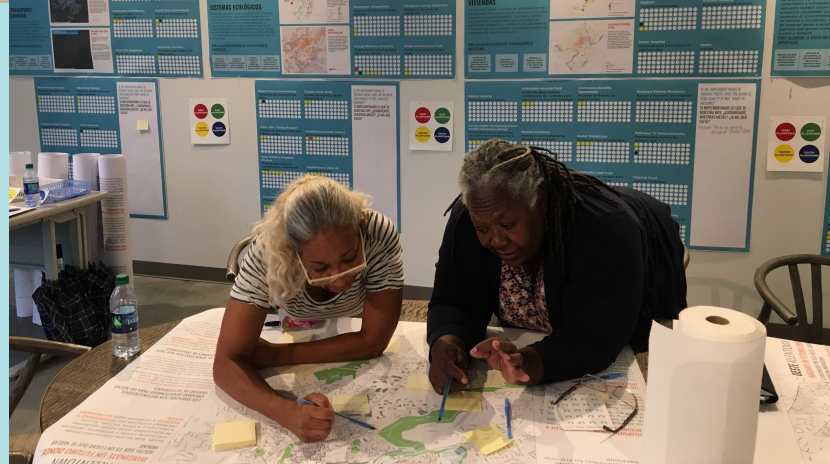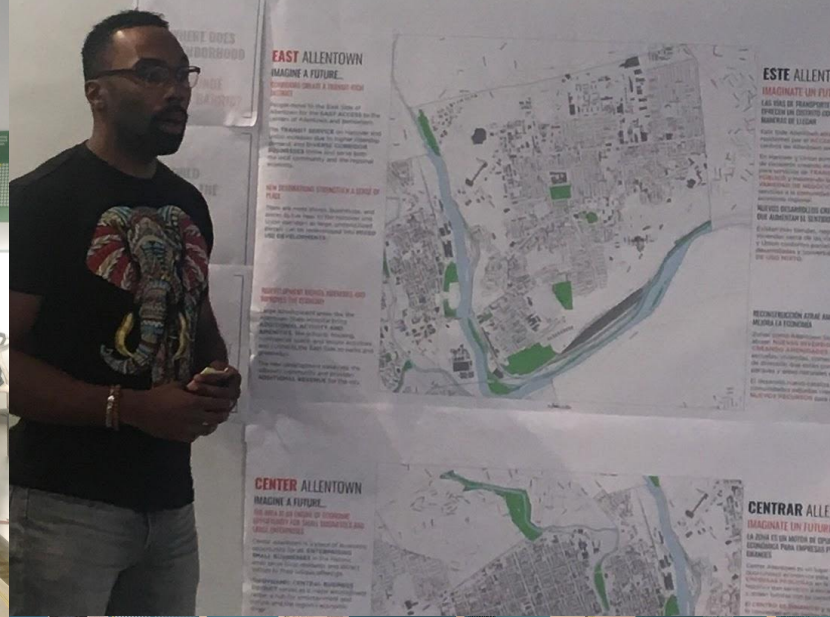
80+ volunteers in the Community Ambassador Program

The **Community Engagement Hub** storefront was open daily from March to October 2019 for community visits!
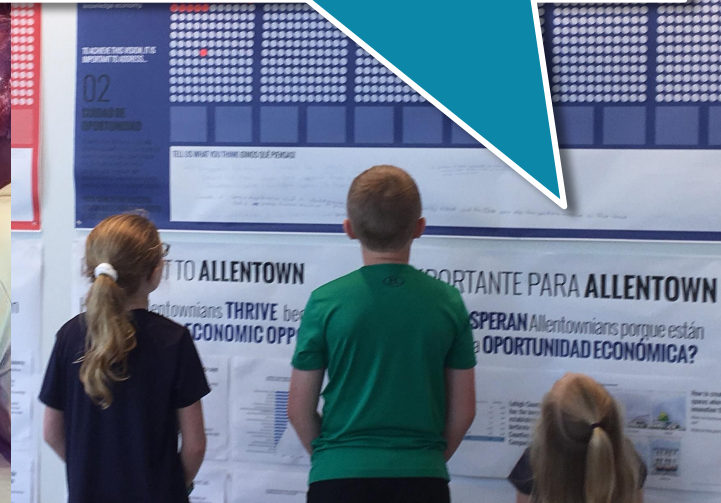
Smart decisions need smart data!

Jerry Paytas & Irene Woodward

Let's chat!

Think of a time where the data changed the way you approached a problem... what made that possible?

Write it in the chat box.

How you analyze and present data is critical

Inclusive Interpretation

Meaning is in the eye of the beholder

Share findings in stages versus a big reveal

Flip the classroom and ask for interpretation
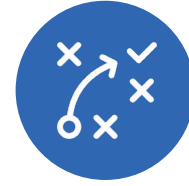
Data <> Destiny

Misinterpreted data can harm communities

Be transparent about the limits of the data - Don't be **limited** by the data

Engage the community in interpretation

where we WORK

There are many places to work in Allentown and the region. Jobs are important to bring prosperity to Allentown's residents. **(PICK 3)**

donde TRABAJAMOS

Oportunidades de trabajo son importantes para los residentes de Allentown. En la región y la cuidad de Allentown ahí muchos lugares donde trabajar. **(ESCOGE 3)**

IT IS IMPORTANT TO ALLENTOWN THAT WE ADDRESS...

ES IMPORTANTE QUE EN ALLENTOWN EXISTAN...

Supporting small business development and keeping small businesses in Allentown
Provea ayuda para desarrollo de nuevas empresas

Entrepreneurial and business startup support
Provea ayuda para mantener y desarrollar empresas locales

Research and technology based businesses
Proveer apoyo al desarrollo de investigaciones tecnológicas para el desarrollo de nuevas empresas

Manufacturing and industrial based businesses
Proveer apoyo a industrias de manufactura

Providing education and workforce development
Proveer apoyo para la educación y desarrollo de habilidades de empleo a los trabajadores

Others
Otras

53 Providing education and workforce development

42 Business development / small businesses

31 Entrepreneurial and business start up support

22 Research and technology based businesses

9 Manufacturing and industrial based businesses

4 Other

Data can inform more inclusive engagement

Develop Perspective

Economic development is not neutral.

There are winners and losers.

Data as Affirmation

Confirm what is known or suspected.

Provide context and perspective - how good/bad is it?

Data as Revelation

Identify hidden trends and drivers.

Counter common assumptions and outdated narratives

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FOURTH
ECONOMY

Data can affirm and provide context

HUD Affirmatively Furthering Fair Housing Data and Mapping Tool
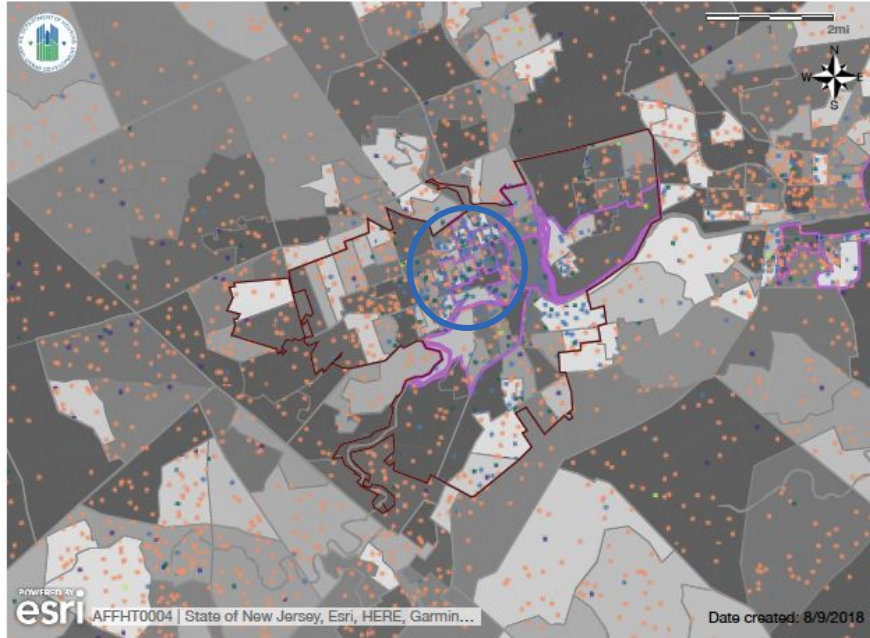
Legend

Jurisdiction

Region

Demographics 2010
1 Dot = 75

- White, Non-Hispanic
- Black, Non-Hispanic
- Native American, Non-Hispanic
- Asian/Pacific Islander, Non-Hispanic
- Hispanic
- Other, Non-Hispanic
- Multi-racial, Non-Hispanic

TRACT

R/ECAP

AFFHT0004 | State of New Jersey, Esri, HERE, Garmin…   Date created: 8/9/2018

Name: Map 8 - Demographics and Job Proximity

Description: Jobs Proximity Index for Jurisdiction and Region with race/ethnicity, national origin, family status and R/ECAPs

Allentown

Allentown is a majority Hispanic city

The 80-90 Problem: Disjoint between housing and jobs

Clarify the intersection of workforce, transportation, housing, and quality of life
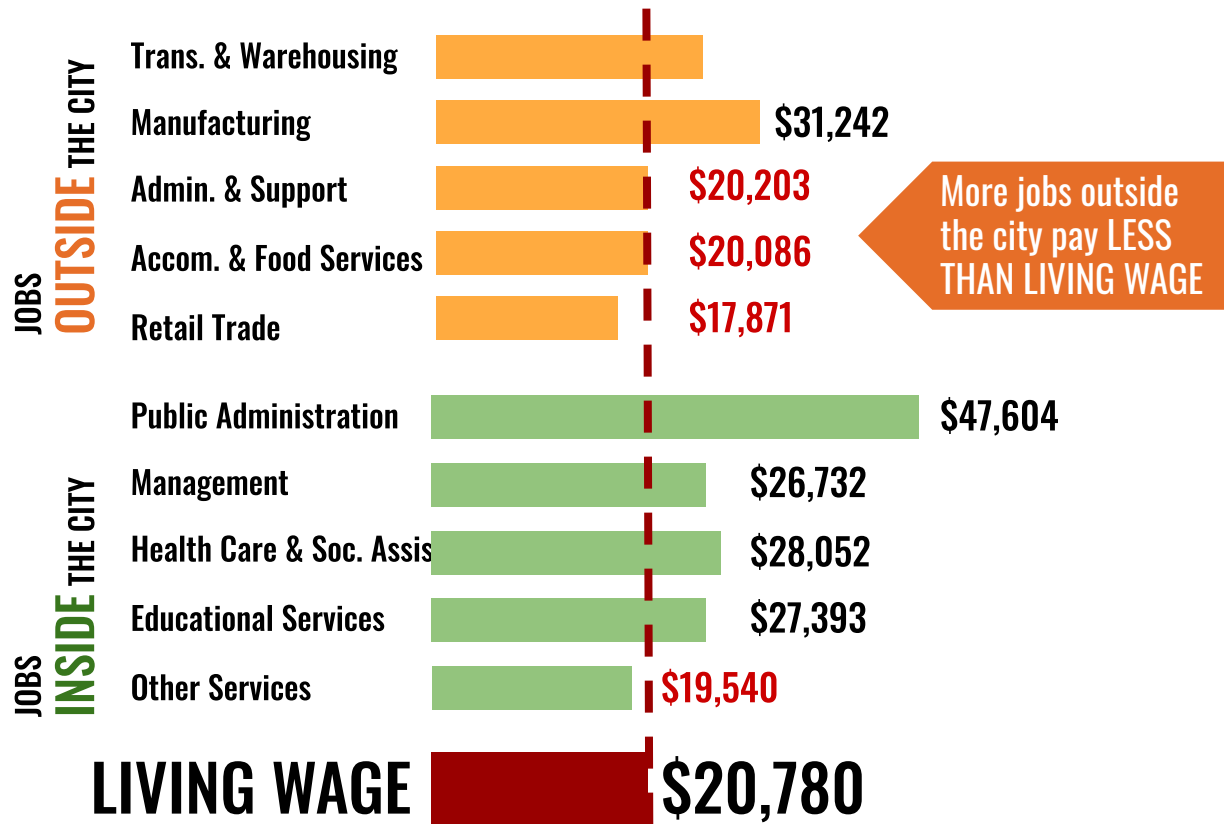
What are the equity impacts of the job and residential trends?

Source: U.S. Census Bureau; On the Map, 2016

80% of the jobs in the city are held by commuters (35,767)

90% of the employed city residents work outside the city (39,324)

Growing Hispanic population is disconnected from jobs

Source: U.S. Census Bureau; 2013 - 2017 American Community Survey 5-Year Estimates

80

Data can reveal critical issues

	Insufficient Data
	229.30 or less
	229.31 - 1,616.39
	1,616.40 - 3,783.83
	3,783.84 - 7,512.49
	7,512.50 or greater
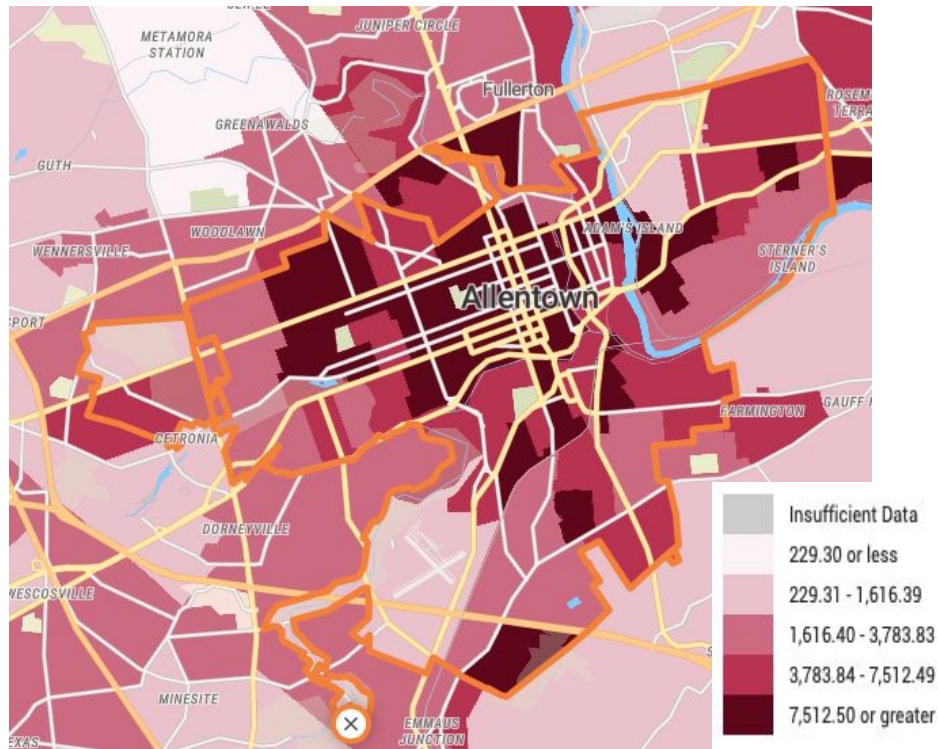
Allentown

Allentown is not "built out" but has many low density, low value areas

Population growth in the city is not balanced by job growth

Fewer jobs are paying a living wage and increasing costs for transportation squeezes the housing budget

These diverging trends are not sustainable

Is the population growth sustainable?

Jobs in the region are growing, but the lack of jobs in the city increases commuting time and costs - which impact the affordability of housing.

This has implications for equity
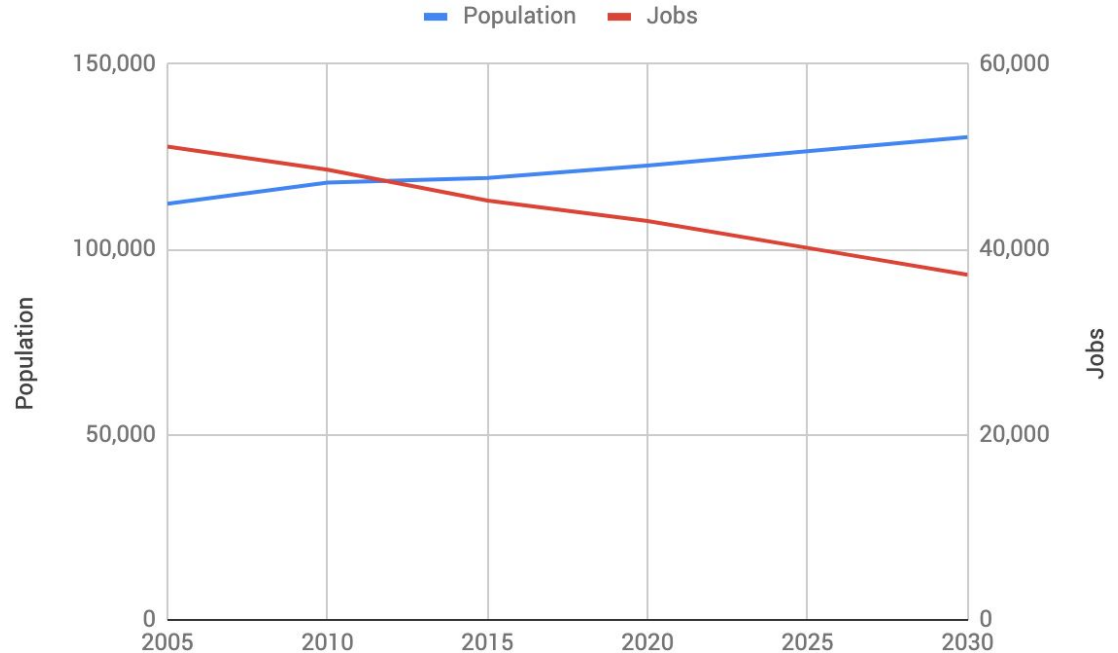
Data <> Destiny but it defines the challenge

Do people understand and agree that a problem **exists**?

Do they agree that it is their **responsibility**?

Do they have the **capacity** to address it?

How does the data **align** with goals and desires?

Aligning desires and data is simple in theory

But in reality the lines are a bit blurry…

Allentown Housing Study (2020)
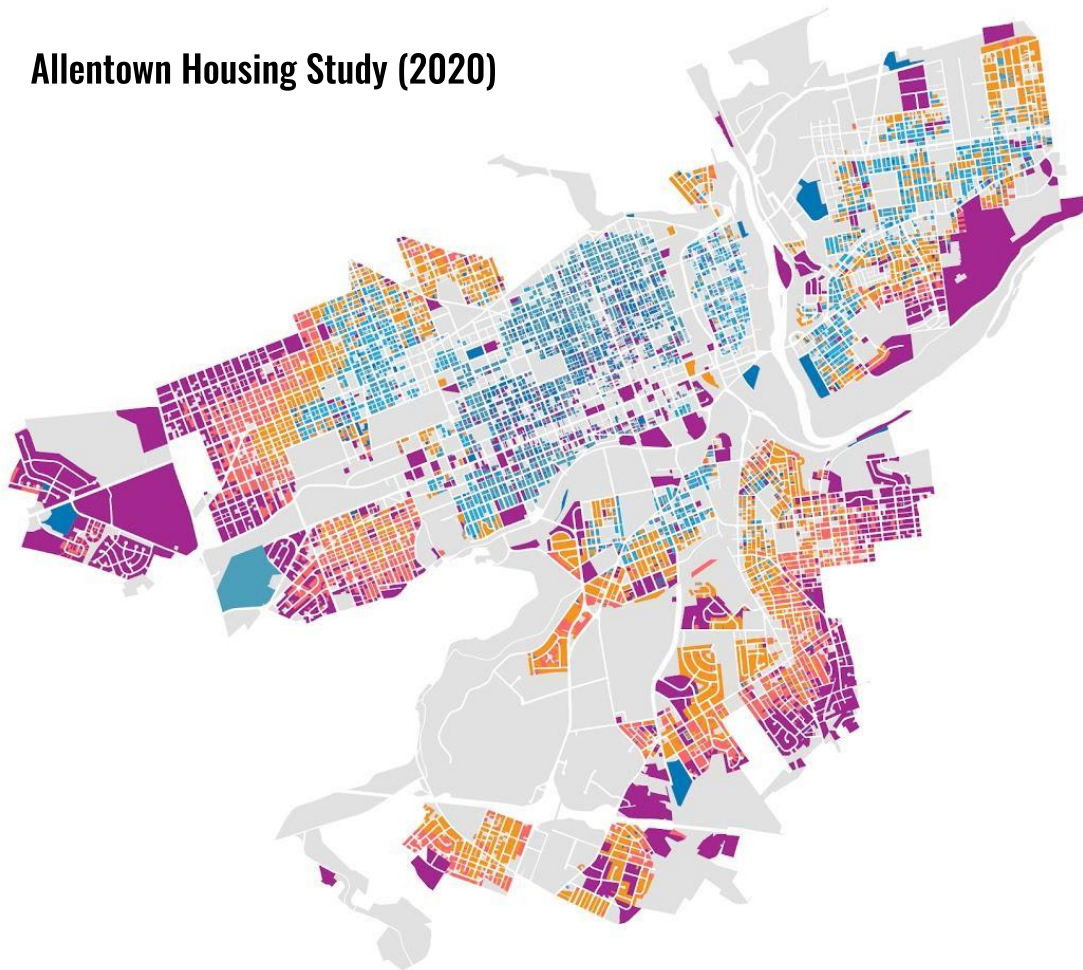
Total Household Utility and Transportation
Not Including Rent/Mortgage

Household Costs Estimates
Total

≤16,000
≤17,000
≤19,000

Data is important to empower community, enable informed decisions, and remain accountable to an ambitious plan.

Method

Inputs			Outputs
Vehicle Miles Traveled *Transportation module output:* • Annual VMT per household	**Vehicle Characteristics** • On-road average miles per gallon of fuel	**Fuel Price** • Cost per gallon	**Household Transportation Costs**
	Auto Ownership & Maintenance • Cost per mile		
Residential Energy Use *Output from Energy Use module* • Annual electricity use per household • Annual natural gas use per household	**Residential Energy Prices** • Cost per kWh of electricity • Cost per therm of natural gas		**Household Utility Costs**
Residential Water Use *Output from Water Use module* • Annual water use per household	**Residential Water Price** • Cost per acre-foot for water and wastewater supply/service		**Total Household Costs**

Inform, engage, empower to get it done!
Ashley Cox & Hannah Clark

Let's chat!

How do you maintain accountability... in your planning processes?

Write it in the chat box.

PHASES

TECHNICAL ASSISTANCE

PUBLIC INPUT

OUTCOMES

1 level setting

SEPT - DEC 2018

our current understanding of the history, people, places, businesses, and assets that make Allentown unique

Site Visit
Existing Plans Review
Spatial Analysis

Public Meeting (x1)
Community Hub
Steering Committee Meeting (x3)
Interview (x34)
Focus Group (x6)

Context + Critical Issues
Mission + Vision
allentown for all
economic inclusivity
city as a steward
diversity+inclusion
community empowerment+ collaboration

2 vision+scenario development

JAN - MAR 2019

the evaluation of possible and preferred strategies to support community values and enhance Allentown's strengths

Scenario Modeling
Economic Analysis
Strategy Toolkit

Public Meeting (x1)
Community Hub
Steering Committee Meeting (x3)
Survey (x1,215)

Urban Systems
economic development
housing
accessibility+connectivity
services+amenities
living systems

3 build sessions

MAR - AUG 2019

in-depth sessions to brainstorm creative solutions, opportunities, partnerships, and funding sources

Critical Issues Research
Urban Design Concepts

Public Meeting (x1)
Community Hub
Steering Committee Meeting (x2)
Build Session (x8)
Action Planning

Priority Actions
Area Planning
East Allentown
South Allentown
West Allentown
Center Allentown

4 launch

SEPT - DEC 2019

a framework for action that comprehensively and succinctly reflect the city's vision

Catalytic Actions
Plan Refinement
Draft Report

Public Meeting (x1)
Steering Committee Meeting (x3)

Allentown Vision 2030 Final Report

evolve
environment :: architecture

FOURTH ECONOMY

We're thinking about Allentown over time...

Allentown Vision 2030
FOUR PHASES

2018
August to December

2019
January to March

2019
March to June

2019
June to November

LEVEL SETTING

This phase documents our current understanding of the history, people, places, businesses and assets that make Allentown unique. This includes concise messaging about our vision for this project and the future of the Municipality.

VISION/SCENARIOS

This phase documents gathered feedback on viability, preferences, and our current ability to implement. Including potential redevelopment opportunities, partnerships, and funding sources.

BUILD SESSIONS

This phase will document future land use and planning strategies, design and character guidelines, and implementation. This includes specific action steps, associated timelines, responsible parties, supporting programs, and means of funding.

LAUNCH

This phase will document a refined version of the final result of the plan process. This is a celebration of the work that has been completed and confirmation of the commitments made to realize our vision for the future!

We've discussed
the qualities that make
cities vibrant.

We've explored
how development changes
cities like Allentown.

neighborhood fabric	How do we create vibrancy?
connecting the dots	How do we establish networks?
managing flows	How do we manage our infrastructure?
visible and invisible boundaries	How do we relate to our region?
going with the flow	How do we connect old and new?
making an entry	How do we strengthen our identity?
hidden in plain sight	How do we manage our housing assets?
old patterns, new life	How do we reimagine existing patterns?

01 PAMPHLET- MEETING AGENDA

Attendees were given a passport or meeting agenda to encourage active listening
•general project information
•contact information
•online portal+social media handles

04 PRESENTATION

Stakeholders recieved an overview of project goals and an update of work completed to date before break out sessions, Content shares information about the process, gathers information from the lived experience perspective and builds a coalition of change agents.

02 POSTER- ANALYSIS MAPPING

Attendees were able to take a closer look at Citywide assessment data gathered by the team and were asked to respond with their value statements
•It is important to me that...
•I have questions about...
•I am interested in seeing...

05 ACTIVITY- RATES OF CHANGE

Participants were broken into groups of 6-8 for a table moderated Q&A and reflections. They were then prompted to group their icebreaker impressions of Allentown and categorize them by scale of city development.

The chart on the following page shows the type of change groups thought would support their vision of aAllentown.The word diagrams graphically show the sentiments that were shared in the room.

•**introductory activity** | Quick Three Allentown
•**breakout activity** | Rates of Change
•see appendix
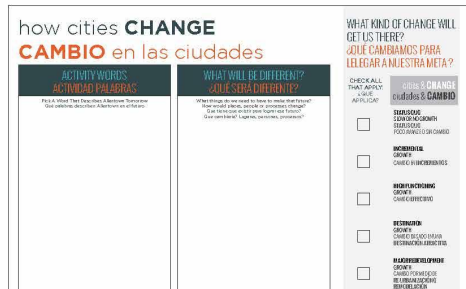
Vibrant cities are a combination of both hardware & software

Our **places** serve as **hardware** and are the settings for activity.

Our **activities** are the **software** that creates the character and dynamic quality.

Our ideas will shape Allentown's places & activities.

CHANGE	CHANGE	CHANGE	CHANGE	CHANGE
STATUS QUO	**INCREMENTAL**	**HIGH FUNCTIONING**	**DESTINATION**	**FULL SCALE REDEVELOPMENT**
Things stay the same, people know what to expect, relationships are maintained	Small scale, allows for diversity and variety of participants, citizen driven	Citizens working together and with outside or high capacity entities	Fully developed clusters lead to economic success, attracts outside resources	Full scale massive redevelopment of major sites

We've discerned the **values** that will guide change.

01 PAMPHLET-MEETING AGENDA

Attendees were given a passport or meeting agenda to encourage active listening
• general project information
• contact information
• online portal+social media handles

02 PRESENTATION

Stakeholders recieved an overview of project goals and an update of work completed to date before break out sessions, Content shares information about the process, gathers information from the lived experience perspective and builds a coalition of change agents.

03 POSTER-SCENARIO ANALYSIS

Attendees were able to take a closer look at Citywide assessment data gathered by the team for reference. Each Scenario had a set of data points that ground participants while being prompted about which strategies would best support Allentown's future.
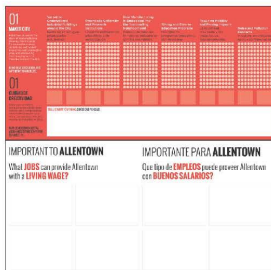
05 ICE BREAKER- ROLL INTO THE FUTURE

Participants were seated in groups of 6 to 8 where a meeting facilitator introduced the icebreaker activity. Each group has a set of three dice that would give them a prompt combination that asks:

05 ACTIVITY- DECK CITY

The responses from this activity were incorporated into the Deck City breakout activity. Participants are asked to sort strategies that support a particular scenario vision. Afterward, each group was asked to reflect on their scenario.
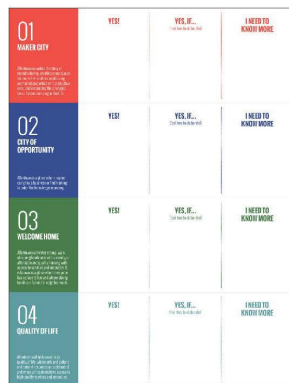
02 CITY OF OPPORTUNITY

Allentown is a place where anyone can grow a business or find training to enter the knowledge economy.

TO ACHIEVE THIS VISION, IT IS IMPORTANT TO ADDRESS... (PICK TOP 3)

Category	Value
Strong and Diverse Educational Programs	43
Quantity, Quality and Variety of Employment Opportunities	40
Locating Resources for Entrepreneurs Centrally	29
Strengthen Employee Rights (Living Wage, Healthcare, Sick Leave)	26
Strengthen Enterprise Capabilities to Find Seed Capital	12
Build Strong Digital Capabilities	11
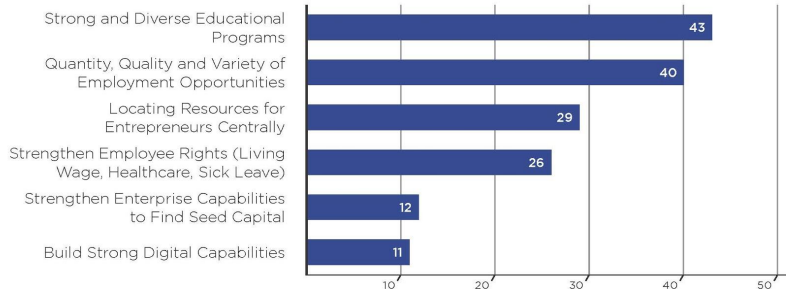
WILL THE FOLLOWING STRATEGIES ADDRESS OUR VISION FOR ALLENTOWN'S FUTURE?

Strategy	Values
Increase Wages	4, 1
Business Incubators	3, 3
Quantify Skills	3, 2, 1
Technical Skills Bootcamp	3, 2, 1
Blighted Properties Strategy (Citywide)	3, 2, 1
English for Entrepreneurs	2, 3, 1
K-12 STEAM Education	2, 3, 1
Regional Marketing	2, 1, 3
Business Lending Network	1, 4, 1
FillFinancing Gap	1, 3, 1
LANTA Enhanced Bus Service	1, 2, 1
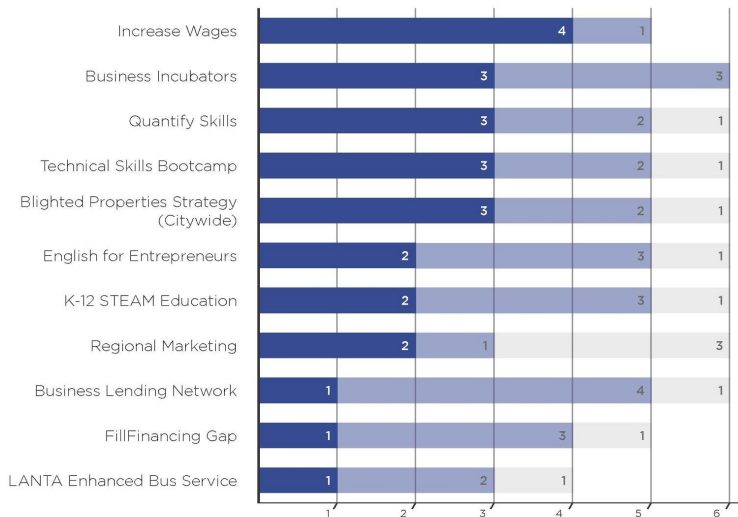
Values guide our decisions as we navigate the future of Allentown.

We discerned **community values** that describe the outcomes that people want to see as the comprehensive plan is implemented.

Our values prioritize the direction of change.

VALUE	VALUE	VALUE	VALUE	VALUE
MOBILITY	**WELL BEING & SAFETY**	**COMMUNITY SERVICES**	**LIVING SYSTEMS**	**PROSPERITY**
We can move safely within the city and to destinations beyond. We have choices as to how we travel.	We are able to live healthy and active lives and to participate in civic life.	We value strong neighborhoods with essential services that serve a diverse population.	We value ecological systems that are integrated into neighborhoods that improve human health & resiliency.	Allentownians are able to thrive with equitable & abundant economic opportunity.

We've discussed **visions** for Allentown's future.

Economic development scenarios describe possible futures.

We imagined different **economic development scenarios** that describe how Allentown can strengthen its economic outlook, increase opportunity, and improve quality of life.

Our shared vision builds mutual support for our values.

ALLENTOWN FOR ALL

"Allentown for All" means recognizing and respecting the sacrifices and hard work of past generations, while planning for the success of future generations. It means being a city that offers a variety of safe and secure housing options. It means considering the needs of all, so that people of all ages will be able to access the services, goods, and recreation to maintain a healthy, productive lifestyle.

ECONOMIC
01 INCLUSIVITY

In Allentown, anyone, regardless of their gender, place of birth, family background, age, race, ethnicity, or other circumstances, has full and fair access to labor markets, financial tools, entrepreneurship, and, more generally, economic opportunity.

02 CITY AS A STEWARD

Allentown is a responsible steward of its citizens tax dollars, investing in projects that generate a return on investment through decreased social costs (e.g. health) and increased tax revenue from a more efficient use of land.

DIVERSITY AND INCLUSION

03

Allentown has long been a diverse city, but not everyone has always felt included. Allentown will be a city of welcoming neighborhoods. Allentown's diversity is a strength, and as we head towards 2030 all people should feel welcome, respected, and safe in our community.
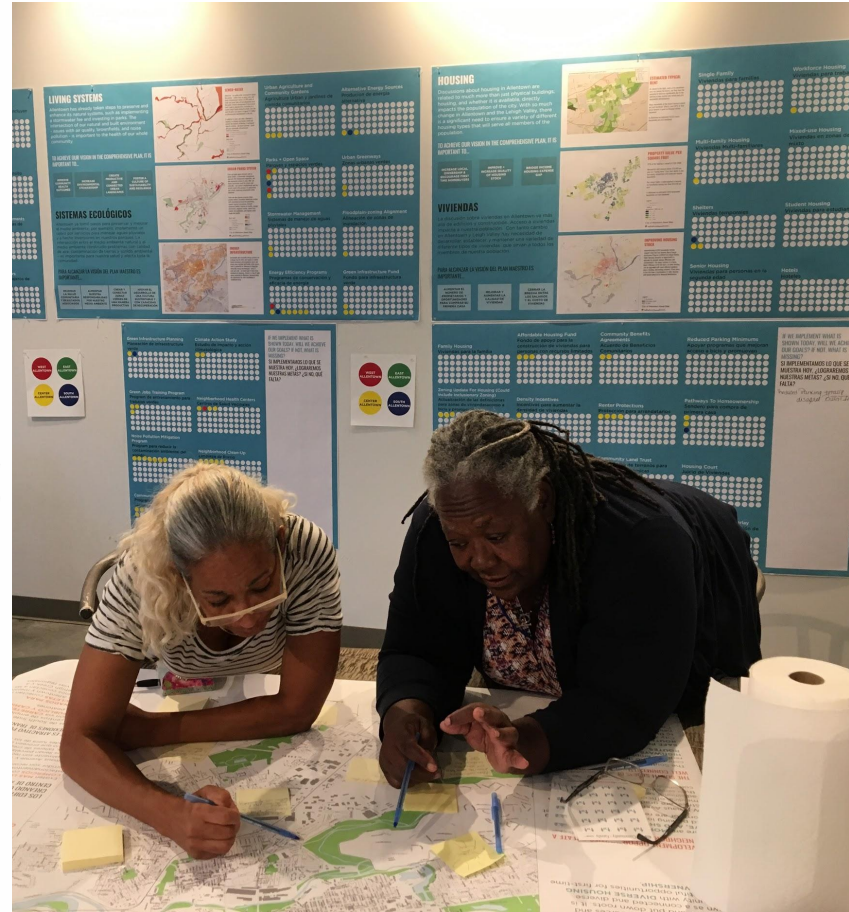
COMMUNITY EMPOWERMENT & COLLABORATION

04

Citizens have come together to contribute to Allentown Vision 2030, and their participation will ensure that the vision is brought to fruition. The city will facilitate this participation through new structures of engagement, guided, in part, by Allentown Vision 2030.

We've drilled deep on **principles & tools** that support the change we want.

Allentown StoryMap
Tell us a story about a place in Allentown that is important to you!

MY PLACE

MY STORY

NEIGHBORHOOD 01 / IMAGINE A FUTURE IN WHICH... BARRIO 01
ALLENTOWN

HOW + WHERE DOES THE NEIGHBORHOOD CHANGE?
¿CÓMO Y DÓNDE CAMBIA EL BARRIO?

WHAT COULD ACCELERATE THE CHANGE?
¿QUÉ PODRÍA ACELERAR EL CAMBIO?

WHAT COULD INHIBIT THE CHANGE?
¿QUÉ PODRÍA IMPEDIR EL CAMBIO?

ACCESSIBILITY + CONNECTIVITY

The accessibility and connectivity to Allentown's services and amenities (i.e. parks, community centers, etc.) contributes to one's quality of life. Making it easier to move around the city – whether by walking, car, bus, or bike – and improving access to several services and amenities can help create a more equitable and thriving city.

TO ACHIEVE OUR VISION IN THE COMPREHENSIVE PLAN, IT IS IMPORTANT TO...

MOBILIDAD/TRANSPORTE = ACCESSO + CONNEXIO

En Allentown el acceso y conexión a servicios, amenidades, parques y centros comunitarios contribuyen a nuestra calidad de vida. Facilitando la movilidad de nuestros ciudadanos, ya sea caminando, bus, bici, o auto o aumentar el acceso a servicios esenciales contribuye a la igualdad y calidad de vida en nuestra ciudad.

PARA ALCANZAR LA VISIÓN DEL PLAN MAESTRO ES IMPORTANTE...

Public Transit | **Clusters of Services + Amenities** — Centro de servicios y amenidades | **Trail + Bikeway Systems** — Redes de caminos que incluye a bicicletas

1.) Key Street Connections — Conexión de calles de un sentido a dos sentidos | **Micro-transit** — Servicios de micro-tránsito

Streetscape Improvement — Historia de calles, aceras, rótulos, vegetación | **Transit Stop Improvements** — Mejoras en las paradas de subway

Smart City Equipment — Equipo de Ciudad Inteligente | **Commuter Corridors** — Corredores para usuarios de trabajo diario

---

CENTER ALLENTOWN
IMAGINE A FUTURE...

THE AREA IS AN ENGINE OF ECONOMIC OPPORTUNITY FOR SMALL BUSINESSES AND LARGE ENTERPRISES

Center Allentown is a place of economic opportunity for all. **ENTERPRISING SMALL BUSINESSES** in the historic areas serve local residents and attract visitors to their unique offerings.

The **DYNAMIC CENTRAL BUSINESS DISTRICT** serves as a major employment center, a hub for entertainment and culture, and the region's economic driver.

### IT IS A SAFE AND VIBRANT AREA TO LIVE, CLOSE TO SERVICES

The area welcomes new residents who connect to **STRONG SCHOOLS AND RELIABLE SERVICES**, empowering the next generation of Allentownians.

The historic housing is revitalized to provide **HEALTHY AND AFFORDABLE HOUSING** in walkable and safe neighborhoods.

THE WALKABLE STREETS GIVE PEOPLE MOBILITY CHOICES

Two of the city's major commercial corridors, Hamilton and 7th Streets, are regional destinations attracting people for daytime and evening activities. New connections like the **REGIONAL TRANSPORTATION HUB** links the two corridors and provides connections across the region and to major metro areas.

ENHANCED PEDESTRIAN CONNECTIONS invite people to explore the center of the city and surrounding historic neighborhoods and connect to new and existing green spaces.
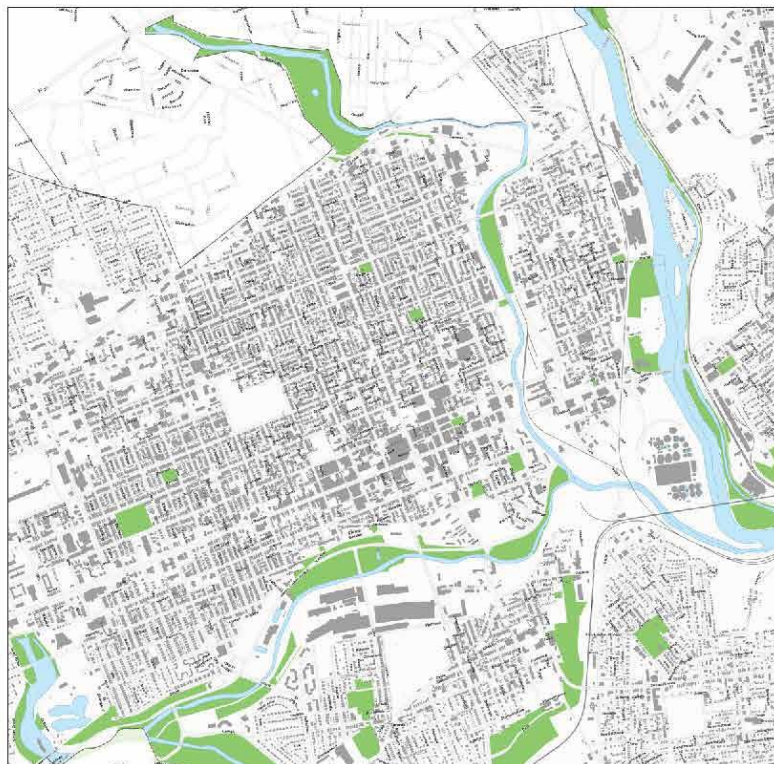
CENTRAR ALLENTOWN
IMAGINATE UN FUTURO DONDE...

LA ZONA ES UN MOTOR DE OPORTUNIDAD ECONÓMICA PARA EMPRESAS PEQUEÑAS Y GRANDES

Center Allentown es un lugar de oportunidad económica para todos. **EMPRESAS PEQUEÑAS** en la área histórica dan servicios a residentes locales y atraen turistas con su carácter único.

El **CENTRO ES DINÁMICO** y sus negocios lo convierten en un centro de trabajos y zona de diversión, cultura y es un motor económico para la region.

ES UNA ZONA SEGURA Y DINÁMICA DONDE UN PUEDE VIVIR CERCA DE SERVICIOS

La zona atrae nuevos residentes y tiene buenas **CONEXIONES A LAS ESCUELAS, SERVICIOS Y APOYA** el desarrollo de la nueva generacion de Allentownians.

Las viviendas historicas son reconstruidas para proveer **CASAS ECONOMICAS** en una vecindad segura donde uno puede caminar y disfrutar los servicios y amenidades.

LA CALIDAD DE LAS CALLES OFRECE A LAS PERSONAS OPORTUNIDAD PARA MOVERSE A PIE

Las vías de Hamilton y 7th street son zonas de mayor commercio en la cuidad y atraen gente para actividades por día y noche, son atractivos regionales. El nuevo eje de **TRANSPORTACIÓN REGIONAL** conecta a las dos vías y prove conexion a la region y a zonas metropolitanas mayores.

CAMINOS MEJORADOS PARA PEATONES invitan a la gente a explorar al centro de la cuidad y conocer las vecindades historicas y conectan a la gente a los parques y zonas naturales.

Policies, programs, and projects can create the change that we want.

Through our community meetings and the build sessions, we distilled **principles for action** and a **toolkit** for policies, programs, and projects.

Strategies for placemaking create the roadmap for implementation.

Urban Systems- Principles

THE FIVE URBAN SYSTEMS ARE A COMPREHENSIVE WAY TO UNDERSTAND THE CITY OF ALLENTOWN, AND ENCOMPASS MANY DIFFERENT FORCES AND FACTORS THAT MAKE UP THE SYSTEMS OF THE CITY.

Under each system is a set of principles and several policies, projects, and programs that will enhance these systems. The Principles can be defined as the goals for each System. The actions that accompany each Principle detail how those goals will be accomplished, and have been sourced through the survey, interviews, and community meetings.

ECONOMIC DEVELOPMENT

HOUSING

ACCESSIBILITY + CONNECTIVITY

SERVICES + AMENITIES

LIVING SYSTEMS

evolve
environment :: architecture

FOURTH ECONOMY

Economic Development

The City of Allentown will boast a strong, resilient and diversified economy, and support opportunities for residents and their families.

Increase Local Employment

Increase Access to Training and Skill Building

Foster Small Business Growth and Entrepreneurship

Enhance Land Value

Connect to Regional Markets

FOURTH ECONOMY

Housing

Allentown will be a place where people of all ages and incomes can obtain quality affordable housing in well-connected neighborhoods near greenspaces, good schools, and other essential services.

Improve the Quality of Allentown Housing

Increase the Quantity of Healthy, Safe, and Affordable Housing

Enhance Pathways to Homeownership

Preserve Allentown's Historic Legacy Housing

Accessibility & Connectivity

Allentown will be a place where people are connected to each other, to opportunities, and to supportive networks by an efficient network of diverse transportation options.

Create Safe and Efficient Routes

Connect Places in the City

Welcome People to the City

Create Mobility Choices

Prepare Allentown to be a Smart City

Services & Amenities

In Allentown, residents will have ease of access to the services and amenities needed to survive and thrive. In particular, the community will support the growth and development of young people, and will create an environment where the arts flourish, neighborhoods are empowered, and partnerships between public and private entities are leveraged.

Develop Neighborhood Identity and Organizational Capacity

Create Access to Local Essential Services and Amenities

Foster Inclusive and Welcoming Communities

Living Systems

Allentown will be a place where residents and visitors experience an environment where the health of the community and the environment is paramount. Allentown will plan for a sustainable, vibrant, and resilient future for the city and the region. In Allentown, residents will be connected to opportunities to reduce their energy usage, cultivate their own food, and enhancing the natural environment.

Plan for a Sustainable and Resilient Allentown

Improve Community Health Outcomes

Increase Environmental Stewardship

Create Productive and Connected Urban Landscapes

FOURTH ECONOMY

CATALYTIC ACTIONS

ACROSS ALL SYSTEMS:

ZONING CODE UPDATE

NEIGHBORHOOD PLANNING FRAMEWORK

ECONOMIC DEVELOPMENT
SUPPORT THE ENTREPRENEURIAL ECOSYSTEM
ARTS AND CULTURE ECONOMIC DEVELOPMENT

HOUSING
LAND BANK

ACCESSIBILITY + CONNECTIVITY
MOBILITY HUBS
INVESTMENT IN DIGITAL INFRASTRUCTURE

SERVICES + AMENITIES
YOUTH DEVELOPMENT THROUGH PRE-K
COMMUNITY CENTERS: IMPROVEMENTS AND INVESTMENT

LIVING SYSTEMS
NETWORK OF GREENWAYS AND URBAN TRAILS

evolve
environment :: architecture

FOURTH ECONOMY

We have imagined the **neighborhoods & places** where we will thrive.

Areas of Allentown

CITY WIDE FUTURE LAND USE MAP

HOW TO READ THIS MAP

Strategic Planning Areas: Identified in the Vision 2030 Urban Systems and Areas of Allentown sections as potential future areas of economic growth, redevelopment, and/or community planning efforts.

Transit-Oriented Development Opportunities: Areas located within a 5-minute walk of a LANTA transit stop that could potentially support higher residential and commercial densities with the implementation of the high-frequency LANTA Enhanced Bus Service.

Proposed Trails: Planned or proposed trails or trail connections from the Vision 2030 Urban Systems and Areas of Allentown sections.

Proposed LANTA Enhanced Bus Service Routes: High-frequency routes for LANTA Enhanced Bus Service upon full implementation of the LANtaBus EBS system.

LANTA Enhanced Bus Service Transit Stops: Existing and proposed LANTA Transit Stops along the high-frequency LANtaBus EBS routes.
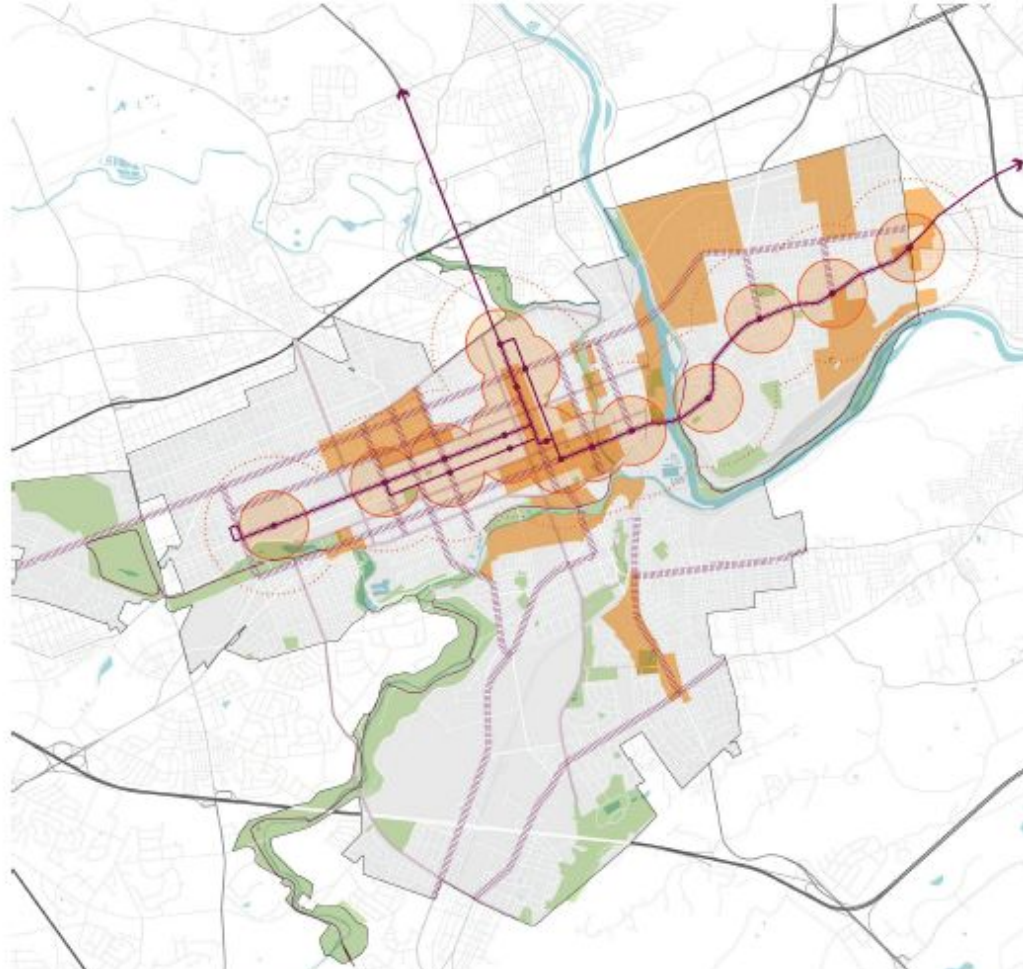
LEGEND

PROJECT PROPOSALS
- 5- Minute Walk from EBS Stop
- 10- Minute Walk from EBS Stop
- Strategic Planning Areas
- ● EBS Stop- Proposed
- ○ Major Intersection
- ◉ Minor Intersection
- EBS Route- Proposed
- Existing Trail
- Proposed Trail
- Streetscape Improvement

BASE LAYERS
- Rivers & Streams
- City Parks
- City Blocks
- Allentown Boundary

1 MILE

East Allentown

EAST ALLENTOWN IS WELL SERVED BY TRANSIT AND ITS TWO COMMERCIAL CORRIDORS ALONG HANOVER AND UNION CONNECT THE REGION CENTERS OF ALLENTOWN AND BETHLEHEM. Future investments in transit as well as redevelopment of the former state hospital can spur growth along the corridors and create the conditions suitable for transit friendly development.

South Allentown

SOUTH ALLENTOWN NEIGHBORHOODS EACH HAVE A DISTINCT CHARACTER AND MUCH OF THE CITY'S INDUSTRIAL AREAS ARE IN THE SOUTH. Future investments in trails and greenways, as well as redevelopment of underused retail properties on Fourth Street could create new mixed use housing and commercial development.

West Allentown

WEST ALLENTOWN'S NEIGHBORHOODS HAVE STABLE HOUSING AND GROWING CULTURAL AREAS SUCH AS THE THEATRE DISTRICT. Future investment in a transit hub, trails, and other infrastructure can connect neighborhoods to jobs, parks, and attractions.

Center Allentown

CENTER ALLENTOWN IS THE HEART OF THE CITY, WITH THE REVIVED CENTRAL BUSINESS DISTRICT AND REGIONAL ATTRACTIONS. By connecting to and investing in the housing, community facilities, and infrastructure in adjacent neighborhoods, the Seventh Street business corridor and neighborhood economic centers can grow and complement the downtown.

THE STATE HOSPITAL SITE

Large development areas like the Allentown State Hospital will bring additional activity and amenities, like schools, housing, commercial space, and leisure activities and will connect East Allentown to parks and greenways.

DID YOU KNOW...
The area adjacent to Hanover Street is similar in size as Dieruff School and Irving Park together!

ON RAMPS TO HOMEOWNERSHIP

WHAT WE HEARD...
People in Allentown often live with extended family members and even friends in "nontraditional" households and want housing that suits their arrangements.

The community fabric will be strengthened with more flexible housing choices. The neighborhoods are safe and people are able to work closer to home.

TRANSIT & FLEX DISTRICTS

On the corner of 17th St. and Chew St. will anchor a commercial-flex district with a mobility hub that encourages walking cycling, and public transit use.

New infill development and improvements to intersections and sidewalks will make the commercial district safer and more pleasant to walk.

RESIDENTIAL
Example: 13th and W Chew Streets

Residential corridors may have small commercial spaces that is primarily accessed on foot and neighborhood serving. Improvements to the intersection should include pedestrians, bikes, and public transit. One way streets should be avoided to slow traffic.

MULTIMODAL RESIDENTIAL
Example: 13th and W Allen Streets

Commercial areas that are primarily accessed by automobile should encourage adequate sidewalk width, limit curb cuts, and screen parking lots. Areas should be on or near the property line to bring activity to the street and encourage slower driving speeds.

MULTIMODAL COMMERCIAL CORRIDOR
Example: 13th and Tilghman Streets

Multimodal commercial corridors are dense enough to walk between destinations but not optimized for pedestrians. Area may need stop lights, crosswalks, and/or traffic calming. Minimize curb cut areas and limit vehicular entry onto corner properties.

MOBILITY HUB
Example: Chew and 17th Streets

The site at Chew and 17th Streets could become a mobility hub with prioritized signals for bus service and unused pull-off areas could be repurposed for public plazas. This is especially good near major employers like the hospital and may attract other infill development.

PORTALS
TO THE CITY

IN THE FUTURE...

Projects on the periphery of downtown, such as the growing Seventh Street Corridor, the Jordan Creek trail, and riverfront development, will attract investment. Portal projects will weave downtown with adjacent neighborhoods and strengthen the core.
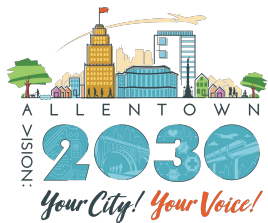
NEIGHBORHOOD
CONNECTIONS

Seventh Street will continue to grow and serve the community. The corridor will develop a district identity that will be cultivated by local entrepreneurs. It will compliment Hamilton Street as a regional destination for food and culture.

QUESTIONS?

Please use the chat box!

Irene Woodward, Irene.Woodward@allentownpa.gov
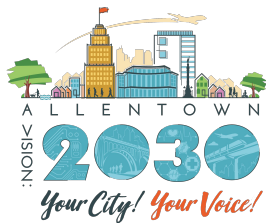**Hannah Clark**, Hannah.Clark@allentownpa.gov

Christine Mondor, christine@evolveEA.com
Ashley Cox, ashley@evolveEA.com

Jerry Paytas, jerry.paytas@fourtheconomy.com

THANK YOU!

EQUITABLE ENGAGEMENT

TO CREATE AN IMPLEMENTABLE COMPREHENSIVE PLAN

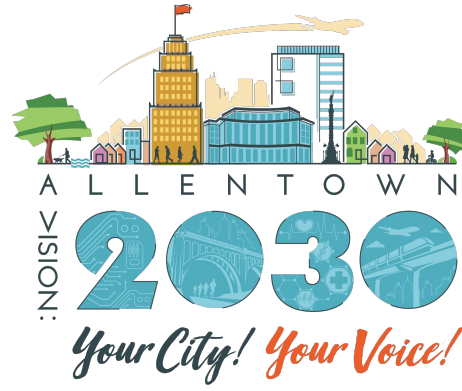**Irene Woodward**, Irene.Woodward@allentownpa.gov
Hannah Clark, Hannah.Clark@allentownpa.gov

Christine Mondor, christine@evolveEA.com
Ashley Cox, ashley@evolveEA.com

Jerry Paytas, jerry.paytas@fourtheconomy.com

THANK YOU!

Thank You!

PRINCIPLES **ECONOMIC DEVELOPMENT**	PRINCIPLES **HOUSING**	PRINCIPLES **ACCESSIBILITY+ CONNECTIVITY**	PRINCIPLES **SERVICES+ AMENITIES**	PRINCIPLES **LIVING SYSTEMS**
Increase the tax base	Increase local ownership & encourage first time homebuyers	Increase access to the city	Create access to clusters of local essential services + amenities	Improve community health outcomes
Increase local employment	Improve + increase quality of housing stock	Connect places in the city	Encourage the development and support of neighborhood businesses	Increase environmental stewardship
Foster small business growth + entrepreneurship	Bridge income housing expense gap	Decrease auto dependency with affordable and diverse mobility choices	Develop neighborhood identity and organizational capacity	Create productive and connected urban landscapes
Connect to adjacent markets		Create safe and efficient routes	Respect and appreciate cultural diversity	Foster a culture of sustainability and resilience
Increase access to educational opportunities		Enhance digital access and inclusion		