TO CREATE AN IMPLEMENTABLE COMPREHENSIVE PLAN

EQUITABLE ENGAGEMENT

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

ADOPTED!

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
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.
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:
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.
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
<table>
<thead>
<tr>
<th>We are growing!</th>
<th>We are diverse!</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010 population estimates</td>
<td>2000 Hispanic population</td>
</tr>
<tr>
<td>118,032</td>
<td>25,970</td>
</tr>
<tr>
<td>2019 population estimate</td>
<td>2018 Hispanic population</td>
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<tr>
<td>121,441</td>
<td>62,854</td>
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+0.8% PA

Allentown’s Hispanic population represents 52% of the city’s total population [2018]
We are growing!

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2000 Hispanic population 25,970
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Allentown’s Hispanic population represents 52% of the city’s total population [2018]

Our growth will continue!

Allentown’s Actual & Forecasted Growth [LVPC data]
We are growing!

2010 population estimates
118,032

2019 population estimate
121,441 2019 ACS one year

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We are diverse!

2000 Hispanic population
25,970

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...
We’re thinking about Allentown at many scales.

WE’RE THINKING ABOUT NEIGHBORHOODS...
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WE’RE THINKING ABOUT NEIGHBORHOODS...
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

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.

2019
January to March

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

2019
March to June

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.

2019
June to November

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

[Logos and branding images]
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...
Hundreds of people at the Community Collaboration Meetings & the Community Engagement Hub

Over 1200 voices in our Community Survey

80+ volunteers in the Community Ambassador Program

200 attendees at the Build Session working groups
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
RESILIENCY

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
How Do We Create Communities of **ACTION?**
ENGAGEMENT
THE FOCUS
ENGAGEMENT

THE FOCUS

EMPOWERMENT
Neighborhoods have many people taking action to improve their community.
Neighborhoods have many people taking action to improve their community.
Neighborhoods have many people taking action to improve their community.

To accomplish bigger things, we need ways to effectively to work together.
Neighborhoods have many people taking action to improve their community.

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

POSITION power
Who has the role or title?

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

<table>
<thead>
<tr>
<th>RESOURCE</th>
<th>Power</th>
<th>Who has the money? assets?</th>
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<td>NEGATIVE</td>
<td>Power</td>
<td>Who can say ‘no’?</td>
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**Pivot**
ENGAGEMENT PROCESSES ARE ABOUT THE EXCHANGE OF KNOWLEDGE + 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...

DECADE 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

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

TRANSACTIONAL

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!

CREATING COMMUNITIES OF ACTION training module | © evolveEA 2018
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?
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?
Allentown Vision 2030 was a community-driven planning process. We engaged...
Hundreds of people at the Community Collaboration Meetings & the Community Engagement Hub

Over 1200 voices in our Community Survey

80+ volunteers in the Community Ambassador Program

200 attendees at the Build Session working groups
Public Engagement Strategy

Early
- Interview
- Focus Group
- Survey
- Site Visit

Later
- Meeting-in-a-Box
- Storefront Installation
- Facilitator Training
- Public Meetings

Ongoing
- TV/Radio/Press/Social Media
- Youth Programming
- Speaker Series
- Video Interviews
Community Engagement Plan

FACILITATOR TRAINING

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

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
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
Providing education and workforce development

Business development / small businesses

Entrepreneurial and business start up support

Research and technology based businesses

Manufacturing and industrial based businesses

Other
Data can inform more inclusive engagement

Develop Perspective
Economic development is not neutral.

Data as Affirmation
Confirm what is known or suspected.

Data as Revelation
Identify hidden trends and drivers.

There are winners and losers.

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

Counter common assumptions and outdated narratives
Data can affirm and provide context

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?

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)

Source: U.S. Census Bureau; On the Map, 2016
Growing Hispanic population is disconnected from jobs
More jobs outside the city pay LESS THAN LIVING WAGE

What are the equity impacts related to housing, jobs and transportation?

Source: U.S. Census Bureau; 2013 - 2017 American Community Survey 5-Year Estimates
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
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.
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...
Data is important to empower community, enable informed decisions, and remain accountable to an ambitious plan.

Method

<table>
<thead>
<tr>
<th>Inputs</th>
<th>Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle Miles Traveled (Transportation module output: Annual VMT per household)</td>
<td>Household Transportation Costs</td>
</tr>
<tr>
<td>Residential Energy Use (Output from Energy Use module: Annual electricity use per household, Annual natural gas use per household)</td>
<td>Household Utility Costs</td>
</tr>
<tr>
<td>Residential Water Use (Output from Water Use module: Annual water use per household)</td>
<td>Total Household Costs</td>
</tr>
</tbody>
</table>

- Vehicle Characteristics: On-road average miles per gallon of fuel
- Auto Ownership & Maintenance: Cost per mile
- Residential Energy Prices: Cost per kWh of electricity, Cost per therm of natural gas
- Residential Water Price: Cost per acre-foot for water and wastewater supply/service
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

#### 1. Level Setting
- **SEPT - DEC 2018**
  - our current understanding of the history, people, places, businesses, and assets that make Allentown unique

#### 2. Vision + Scenario Development
- **JAN - MAR 2019**
  - the evaluation of possible and preferred strategies to support community values and enhance Allentown’s strengths

#### 3. Build Sessions
- **MAR - AUG 2019**
  - in-depth sessions to brainstorm creative solutions, opportunities, partnerships, and funding sources

#### 4. Launch
- **SEPT - DEC 2019**
  - a framework for action that comprehensively and succinctly reflect the city’s vision

### TECHNICAL ASSISTANCE
- Site Visit
- Existing Plans Review
- Spatial Analysis

### PUBLIC INPUT
- Public Meeting (x1)
- Community Hub Steering Committee Meeting (x3)
- Interview (x34)
- Focus Group (x6)

### OUTCOMES
- **Context + Critical Issues**
  - Mission + Vision
  - Allentown for all economic inclusivity
  - City as a steward diversity + inclusion
  - Community empowerment + collaboration

- **Urban Systems**
  - Economic development
  - Housing
  - Accessibility + Connectivity
  - Services + Amenities
  - Living systems

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

- **Allentown Vision 2030**
  - Final Report

- **Catalytic Actions**
  - Plan Refinement
  - Draft Report

- **Public Meeting**
  - (x1)
  - Steering Committee Meeting (x3)
We’re thinking about Allentown over time...

Allentown Vision 2030

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LAUNCH  
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We’ve discussed the qualities that make cities vibrant.
We’ve explored how development changes cities like Allentown.
neighborhood fabric
connecting the dots
managing flows
visible and invisible boundaries
going with the flow
making an entry
hidden in plain sight
old patterns, new life

How do we create vibrancy?
How do we establish networks?
How do we manage our infrastructure?
How do we relate to our region?
How do we connect old and new?
How do we strengthen our identity?
How do we manage our housing assets?
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 received an overview of project goals and an update of work completed to date before break out sessions. Content shared 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 Allentown. 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

HOW CITIES CHANGE
CAMBIO en las ciudades

- [List of options]
- etc.

FUTURE ECONOMY
evolve environment | architecture

FOURTH ECONOMY
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.
<table>
<thead>
<tr>
<th>Change</th>
<th>Status Quo</th>
<th>Incremental</th>
<th>High Functioning</th>
<th>Destination</th>
<th>Full Scale Redevelopment</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Things stay the same, people know what to expect, relationships are</td>
<td>Small scale, allows for diversity and variety of participants, citizen</td>
<td>Citizens working together and with outside or high capacity entities</td>
<td>Fully developed clusters lead to economic success, attracts</td>
<td>Full scale massive redevelopment of major sites</td>
</tr>
<tr>
<td></td>
<td>maintained</td>
<td>driven</td>
<td></td>
<td>outside resources</td>
<td></td>
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</table>

**Status Quo**

- Things stay the same, people know what to expect, relationships are maintained.

**Incremental**

- Small scale, allows for diversity and variety of participants, citizen driven.

**High Functioning**

- Citizens working together and with outside or high capacity entities.

**Destination**

- Fully developed clusters lead to economic success, attracts outside resources.

**Full Scale Redevelopment**

- Full scale massive redevelopment of major sites.
We’ve discerned the values that will guide change.
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)

- Strong and Diverse Educational Programs
- Quantity, Quality and Variety of Employment Opportunities
- Locating Resources for Entrepreneurs Centrally
- Strengthen Employee Rights (Living Wage, Healthcare, Sick Leave)
- Strengthen Enterprise Capabilities to Find Seed Capital
- Build Strong Digital Capabilities

WILL THE FOLLOWING STRATEGIES ADDRESS OUR VISION FOR ALLENTOWN’S FUTURE?

- Increase Wages
- Business Incubators
- Quantify Skills
- Technical Skills Bootcamp
- Blighted Properties Strategy (Citywide)
- English for Entrepreneurs
- K-12 STEAM Education
- Regional Marketing
- Business Lending Network
- PII Financing Gap
- LANTA Enhanced Bus Service
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.
<table>
<thead>
<tr>
<th>VALUE</th>
<th>MOBILITY</th>
<th>WELL BEING &amp; SAFETY</th>
<th>COMMUNITY SERVICES</th>
<th>LIVING SYSTEMS</th>
<th>PROSPERITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>We can move</td>
<td>We can move safely within the city and to destinations beyond. We have</td>
<td>We are able to live healthy and active lives and to</td>
<td>We value strong neighborhoods with essential services</td>
<td>We value ecological systems that are integrated into</td>
<td>Allentownians are able to thrive with equitable &amp;</td>
</tr>
<tr>
<td></td>
<td>choices as to how we travel.</td>
<td>participate in civic life.</td>
<td>that serve a diverse population.</td>
<td>neighborhoods that improve human health &amp; resiliency.</td>
<td>abundant economic opportunity.</td>
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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 Vision 2030 Plan
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 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.
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

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

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.
CENTER ALLENTOWN
IMAGINE A FUTURE...
THE AREA IS AN ENGAGE OF ECONOMIC OPPORTUNITY FOR SMALL BUSINESSES AND LARGE ENTERPRISES

Center Allentown is a place of economic opportunity for all. ENTERPRISES SMALL BUSINESSES in the historic area 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 OPTIONS

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 NORTHERN TRANSPORTATION HUB link 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.
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
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
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
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
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
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.
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.

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.

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.

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.
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.
WEST ALLENTOWN

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
Examples: 15th 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
Examples: 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
Examples: 12th and Eighth 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
Examples: 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.
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.

SEVENTH ST

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!

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THANK YOU!
EQUITABLE ENGAGEMENT
TO CREATE AN IMPLEMENTABLE COMPREHENSIVE PLAN

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THANK YOU!
Thank You!
<table>
<thead>
<tr>
<th>Principles</th>
<th>Economic Development</th>
<th>Housing</th>
<th>Accessibility+Connectivity</th>
<th>Services+Amenities</th>
<th>Living Systems</th>
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<tbody>
<tr>
<td>Increase the tax base</td>
<td>Increase local ownership &amp; encourage first time homebuyers</td>
<td>Increase access to the city</td>
<td>Create clusters of local essential services + amenities</td>
<td>Improve community health outcomes</td>
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<tr>
<td>Increase local employment</td>
<td>Improve + increase quality of housing stock</td>
<td>Connect places in the city</td>
<td>Encourage the development and support of neighborhood businesses</td>
<td>Increase environmental stewardship</td>
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<tr>
<td>Foster small business growth + entrepreneurship</td>
<td>Bridge income housing expense gap</td>
<td>Decrease auto dependency with affordable and diverse mobility choices</td>
<td>Develop neighborhood identity and organizational capacity</td>
<td>Create productive and connected urban landscapes</td>
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<tr>
<td>Connect to adjacent markets</td>
<td>Increase access to educational opportunities</td>
<td>Create safe and efficient routes</td>
<td>Respect and appreciate cultural diversity</td>
<td>Foster a culture of sustainability and resilience</td>
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