

A photograph of a residential street lined with trees and houses. The street is paved and has a yellow curb. Several cars are parked along the side of the road. A person is standing near a car on the sidewalk. The text is overlaid on a dark, semi-transparent rectangular background.

III. RECOMMENDATIONS RESOURCE REQUIREMENTS AND TIMELINES

This portion of the report outlines a series of recommendations covering seven broad areas of opportunity for Hunting Park. The overall timeline for achieving the plan's goals extends out ten years to 2022. This timeline is broken down into three distinct time periods to manage the work involved in initiating the programs and projects outlined here, and to generate the resources to underwrite the costs: a) immediate-term launch (2013-2015), b) intermediate-term completion (2016-2017), and c) visionary/longer-term completion (2018-2022). The recommendations are broken into areas as follows:

- ONE** BUILD ON HUNTING PARK'S COMMUNITY PRIDE AND SPIRIT
- TWO** ENHANCE COMMUNICATIONS, SERVICE DELIVERY, AND ACCESS
- THREE** ADVANCE EDUCATION ECOLOGY AS ECONOMIC DEVELOPMENT TOOL
- FOUR** REINFORCE AFFORDABLE HOUSING AND MODEL BLOCK DEVELOPMENT
- FIVE** PROMOTE ECONOMIC AND BUSINESS DEVELOPMENT
- SIX** REINVEST THROUGH CAPITAL IMPROVEMENTS
- SEVEN** PROTECT AND ENHANCE OPEN SPACE AND THE ENVIRONMENT

The mechanisms required to carry out the recommendations suggests lead, support and/or joint roles for specific Hunting Park-based organizations. The resources needed to help finance or otherwise support the costs of each are outlined below, some more specific than others, dependent upon the detail, scale, or reach of the proposed program, project or service.



AMLA festival

ONE BUILD ON HUNTING PARK'S COMMUNITY PRIDE AND SPIRIT

Context

Hunting Park has characteristics of “communities of choice” where many residents have made informed decisions to make this neighborhood their home because they like what they see, can afford the housing here, and being close to family and friends is a high priority for them. In meetings held with civic groups and institutional stakeholders over the planning process (see Appendix referencing these sessions), residents shared their views on neighborhood needs and their ideas for how to address them. Common among their perspectives is a strong sense of community identity where people care about and care for their families, their friends and their neighbors. Because of this, residents are committed to being active agents in improving their community.

Hunting Park residents generally like their neighbors and the amenities the neighborhood has to offer. Based on the results of door-to-door surveys of residents, one-half of all respondents have lived in the community 10 years or more, and one-third chose to live in Hunting Park to be close to family and friends. Three-quarters of those surveyed are “somewhat” to “very satisfied” with the community. When asked about what they like best and least about Hunting Park, the top three responses were: their neighbors, homes and proximity to public transportation for “best,” and their safety, neighbors and access to job opportunities for “least.” “Neighbors” show up on both the best liked and least liked lists indicating the nature of relationships among residents and the need in build community spirit.

As resident surveys pointed out, neighborhood safety and security is a major concern; 40% rated it “very poor” to “poor,” and 40% rated it “fair.” While crime is a major issue of concern in the community, zooming out to the city-wide scale shows that the Hunting Park study area ranges from low to medium in the level of intensity of crimes against people and property. Within Hunting Park, most of the violent crimes are concentrated in commercial areas, while property crimes are spread through the residential blocks and commercial corridors.

over half of those surveyed have lived in the community for 10 years or less and 77% are “somewhat to very satisfied”

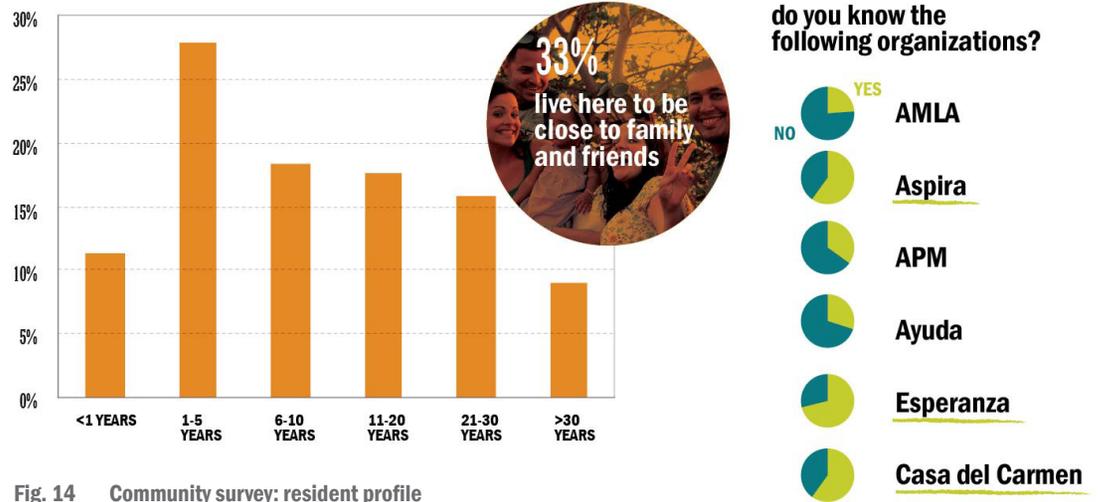


Fig. 14 Community survey: resident profile

how would you rate each of the following aspects of this community?

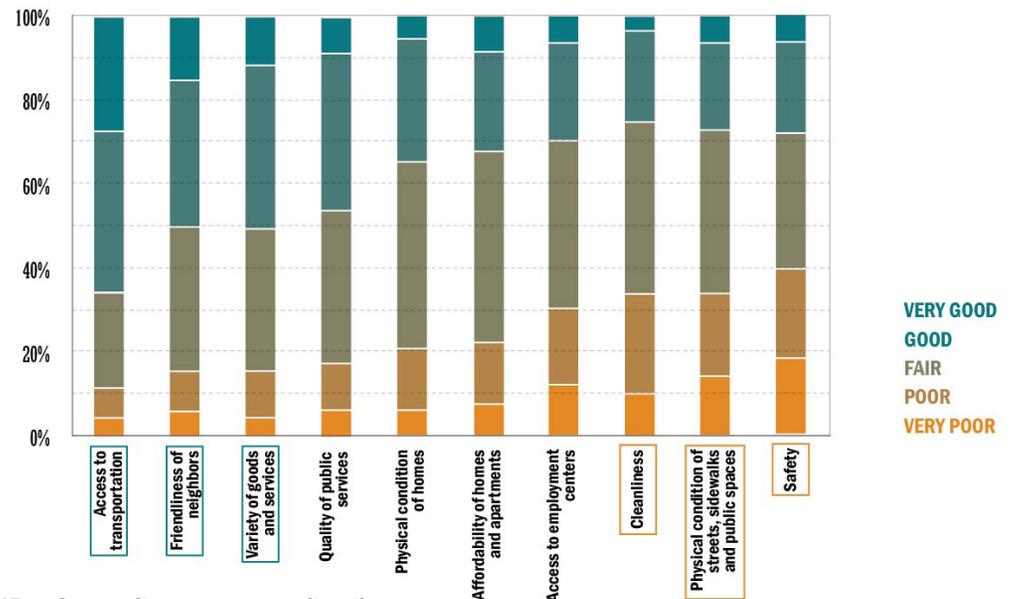


Fig. 15 Community survey: community ratings

CRIMES AGAINST PEOPLE 2010



Fig. 16 Crimes against people 2010:
Philadelphia and Hunting Park
Source: Philadelphia Police Department



An enormous sense of community pride and spirit this emerged from the various community, subcommittee, stakeholders, and focus group meetings, and it is clear residents are prepared to work to make it a safer, better, and more inviting place to live. This sentiment is part of the “social capital” the plan must tap into and sustain if it is to achieve the objectives leading up to and beyond 2022. In addition, the many human and social service providers, educational institutions, healthcare and childcare agencies, arts and cultural groups, and faith-based support organizations based in and serving Hunting Park want to be full partners with residents in the provision of the care people need to lead full, healthy and meaningful lives here.

“All the residents in the area are involved in organizations that work to change the look and feel of the community. A lot of people from the city come to shop and eat here.”

- resident vision



“Safer, family friendly, healthier, clean, inviting. People/families are stable educationally and economically . Unified...And most importantly, not gentrified.”

- resident vision

AMLA festival

Recommendations and Opportunities

The following recommendations reflect the goals and interests of residents and civic organizations for Hunting Park:

1.1 Provide more opportunities for residents to engage with one another in social and cultural settings, informal and formal, using art and entertainment events as venues.

1.2 Use existing leadership exhibited on strong residential blocks to help identify and encourage new leadership to emerge on other blocks where it is needed to build effective working relationships among neighbors and address safety and maintenance issues at the block level.

1.3 Connect residents to residents by developing more community building activities to encourage more civic engagement by children, youth and adults.

1.4 Launch “NeighborCare,” a formal process of outreach and engagement emerging from this plan, to acknowledge, catalogue, and build on the social capital within Hunting Park. Residents have skills-sets and experiences that they are ready, willing, and able to share with their neighbors. This includes but is not limited to:

- Academic subject area support-tutoring
- Home repair/construction
- Horticulture
- Youth mentoring
- Childcare
- Health and wellness
- Sports/recreation
- Nutrition
- Job coaching

1.5 Engage interested residents as “NeighborCare” team members working as volunteers or receiving stipends.

1.6 Establish and reinforce community pride and spirit as an underlying theme for residential block improvements through:

- Friendly competitions and awards for “most creative” flower gardens/ plantings and “greenest” vegetable gardens
- Decorative banners placed throughout the community
- Special open recognitions of family and student achievements
- Presenting “new resident on the block” welcome baskets
- Organizing block and block-group parties

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Hunting Park United, Hunting Park Stakeholders, AMLA, Ayuda

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
DNE - Pride & Spirit	\$111,000	\$555,000	2.7%
Community organizer	\$50,400	\$252,000	
Program support/overhead (@ 25%)	\$12,600	\$63,000	
NeighborCare Team Ambassadors for:			
• Hospitality, awards, recognitions, friendly competitions	\$18,000	\$90,000	
• Cleaning, greening, safety and security (“block-/town-watch”)	\$30,000	\$150,000	

TWO ENHANCE COMMUNICATIONS, SERVICE DELIVERY, AND ACCESS

Context

Hunting Park is committed to using the resources of its residents and those available through the many institutions based in and serving the community. Whether services are delivered through one or both of these mechanisms, it is important that the delivery and evaluation of such services are tracked and reported to help document the degree to which community services are effective. These services include but are not limited to: education and vocational training, childcare and healthcare (physical and behavioral), nutrition and wellness, housing, recreation, arts and culture, financial management and asset development, and faith and spirituality.

Hunting Park has an abundance of resourceful service organizations, institutions and employers across many sectors that are important assets to the community. Many human and community service organizations are based in Hunting Park and have served Hunting Park for many years; they include Aspira, Artistas y Musicos Americanos (AMLA), Asociación Puertorriqueños en Marcha for Everyone (APM), Ayuda Community Center, Esperanza Academy, Esperanza College, Casa Del Carmen, and Esperanza Health Center.

Even with these resources, however, service gaps exist. Although Wi-Fi is available, many residents and school-aged children do not appear to be widely connected to the Internet. Far too many people in Hunting Park lack a primary care doctor and remain uninsured, especially pregnant women who do not have access to prenatal care or receive it late in their terms. To reach this underserved population, Esperanza Health Center recently completed construction of a new Health and Wellness Center offering examination and consultation rooms; gymnasium/multi-purpose rooms; and a fitness room, classrooms and teaching kitchen. Primary medical care services are complemented by other service providers within and outside of Hunting Park and include: behavioral health consultation, dental care, nutrition counseling, HIV care, and spiritual care. Based on focus group discussions held by Esperanza Health Center in early 2011, the following needs or services were identified by Hunting Park residents:

- Community event space
- Diabetes care
- Fitness and obesity reduction
- HIV care and testing
- Prenatal care
- Senior care
- Substance abuse treatment
- Violence prevention and youth development

CIVIC

- 1 CITY OF PHILADELPHIA
- 2 US POST OFFICE
- 3 FIRE STATION
- 4 CITY OF PHILADELPHIA FLEET MANAGEMENT

EDUCATION/YOUTH

- 1 ALEXANDER K MCCLURE SCHOOL
- 2 HUNTING PARK CHRISTIAN ACADEMY
- 3 FELTONVILLE DREAM CENTER
- 4 CHRIST'S CHRISTIAN ACADEMY
- 5 FOOTPRINTS CHILD DEVELOPMENT CENTER
- 6 BRIGHTSIDE ACADEMY
- 7 CAYUGA ELEMENTARY
- 8 EUGENIO MARIA DE HOSTOS CHARTER SCHOOL
- 9 ESPERANZA COLLEGE
- 10 ESPERANZA ACADEMY CHARTER SCHOOL
- 11 ANTONIA PANTOJA CHARTER SCHOOL
- 12 THOMAS EDISON HIGH SCHOOL
- 13 OMBUDSMAN EDUCATIONAL SERVICES INC
- 14 ALTERNATIVE EDUCATION REGIONAL CENTER
- 15 COMMUNITY EDUCATION PARTNERS
- 16 BRAINY TOTS ACADEMY
- 17 GROW WITH ME ACADEMY LLC
- 18 P & A NURSING

RELIGIOUS

- 1 BLESSINGS, INC.
- 2 HARVEST TIME CHRISTIAN FELLOWSHIP
- 3 WORD ALIVE WORSHIP CENTER

- 4 CHURCH OF PRAISE AND WORSHIP
- 5 SPIRIT AND TRUTH FELLOWSHIP
- 6 JOY IN THE CITY
- 7 CHOSEN GENERATION WORSHIP CENTER
- 8 G.O.D. CHURCH
- 9 POWER OF THE ANOINTED
- 10 GRACE AND PEACE COMMUNITY FELLOWSHIP
- 11 CATHOLIC INSTITUTE FOR EVANGELIZATION
- 12 IGLESIA CRISTIANA COMUNIDAD DE AMOR
- 13 IGLESIA CRISTIANA MONTE OLIVAR
- 14 SOLAR SPIRITIST CENTER
- 15 IGLESIA BAUTISTA DIVINA GRACIA
- 16 SENTINEL FELLOWSHIP CHURCH OF GOD
- 17 IGLESIA PENTECOSTAL UNION CRISTIANA
- 18 MARANATHA CHURCH

SOCIAL/HEALTH SERVICES

- 1 ACTION HARVEST INC
- 2 AYUDA COMMUNITY CENTER
- 3 ESPERANZA HEALTH CENTER
- 4 CASA DEL CARMEN FAMILY SERVICE CENTER
- 5 ASPIRA
- 6 ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA
- 7 TEMPLE COMMUNITY MEDICAL CENTER
- 8 ESPERANZA
- 9 IMMIGRATION SERVICES
- 10 ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA
- 11 FORTALEZA
- 12 CHILDREN'S SAFE HARBOR, INC.



Fig. 18 Institutions and community service providers



Students at Esperanza Academy bridge the digital divide.

Recommendations and Opportunities

2.1 Enhance communications and coordination between community service nonprofits to:

- Link their services and eliminate any gaps in scope and delivery,
- Promote their services, eligibility, performance and outcomes to residents,
- Assess their impacts and use to advocate for resources, public and private.

2.2 Close the “digital divide” to ensure every school, home, family and student has affordable access to computer- and web-based information technologies.

2.3 Facilitate networking and collaborations among neighborhood service providers to:

- Better coordinate inter-agency services and service delivery,
- Support one another in identifying, competing for and securing capital to finance their programs,
- Facilitate interagency collection of program data, tracking of performance and measurement of outcomes over time.

2.4 Establish a “Hunting Park Achievement Zone” as a web-based information platform to:

- Better enable businesses, institutions, and service providers to collect, analyze, use and share information to serve their missions,
- Better enable community consumers (residents, students, merchants, and entrepreneurs) to access and use information to help achieve their social, educational, economic, and life goals and aspirations.

2.5 Hold regular, inter-organizational meetings (roundtables) to discuss roles and responsibilities for ensuring services and service delivery across the following program areas:

Information dissemination by:

- Providing a gathering place for community groups
- Hosting community fairs to connect all the groups

Health, Recreation and Wellness

- Partnering with Rite Aid (on prescriptions) and Tierra Colombia, El Cafeito and Culinary Institute, and local schools (on cooking)
- Partnering with churches to get the word out about existing and new services
- Offering educational workshops and free screenings
- Partnering with recreation centers
- Creating health and wellness newsletters with health options
- Sponsoring community gardens and container gardens for residents people to grow their own healthy foods
- Providing clinical “urgent care center” services for people to access versus hospital emergency rooms

General/Continuing Education Classes

- Life Skills
- Creative Writing
- Spanish language classes
- Domestic violence education
- Computer classes youth and adults
- Bible clubs for youth and adults
- Baking classes
- Mentor programs for men and fathers
- Re-entry programs for citizen returning from incarceration

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Esperanza, Esperanza Health Center, APM

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
TWO - Communications/Support Services/IT Access	\$42,000	\$210,000	1.0%
Service coordinator *	\$33,600	\$168,000	
Program support/overhead (@ 25%)	\$8,400	\$42,000	
NeighborCare Team Ambassadors for:			
Internet, web-based technology platforms, data/information sharing	TBD	TBD	
Physical and behavioral health and wellness	TBD	TBD	

* denotes one position with multiple areas of responsibility

THREE ADVANCE EDUCATION ECOLOGY AS ECONOMIC DEVELOPMENT TOOL

Context

The foundation of Esperanza’s approach to community transformation, and the substance of its commitment to the community, is education. For Esperanza, education is a life-long process; therefore, the goal of this Plan is to weave education into every phase of the neighborhood revitalization process. Central to this process is the development of a community education road map – referred to hereafter as “the Road Map.” The Road Map builds on two successful models: The Harlem Children’s Zone in New York City and Strive Partnership in Cincinnati. The Road Map is a comprehensive guide designed to create an education pipeline for students K-16 as well as to link community residents outside of the formal education pipeline to educational, employment and financial services offered within Esperanza and the larger community. Like the Harlem Children’s Zone, the Road Map attempts to build a formal education pipeline on top of social services and community building progress. Like the Strive Partnership, the Road Map is designed around education and career benchmarks and identifies areas where additional support for successful outcomes is likely to be needed. In these key transitions areas, Esperanza will work to ensure additional supportive structures are in place. Moreover, the Road Map is linked to important evidenced-based success indicators. The Road Map connects and weaves together all elements of the Hunting Park revitalization plan—education, housing, employment, housing, safety, etc—and is designed to be both preventative and meet the needs of individuals at all stages in their developmental process. Additionally, the Road Map includes alternative education networks—almost like a safety net—designed to catch those individuals who have diverted from the formal education and career tracks, and provide a pathway back to the formal education and career networks.

Low high school graduation rates have been the rule of public schools serving Hunting Park (Olney East – 38% and Olney West – 41%). Both schools are now under local control and the management of Aspira who is committed to reversing

these unacceptable conditions and making proficiency across all subject areas the standard. As reflected in figure 19, Esperanza has had considerable success in improving educational outcomes between the 2005-06 and 2009-2010 academic years through management of Esperanza Academy, their school and campus built in 2004 and located on Hunting Park Avenue. High school graduation rates climbed from 40-50% to 90-95% over the four-year period for male students and 40-55% to 95-99% for female students in a predominately Latino and Black student body.

Esperanza has also demonstrated success in preparing their students for college through Esperanza Academy. Esperanza will build on that experience working with other education leaders in the community to expand and broaden its footprint. According to the Pennsylvania Department of Education and illustrated in the chart below, its post high school graduation profile of Esperanza Academy indicated that:

- 95% of graduates were ready for/enrolled in college compared to 72% statewide; and
- 87% were enrolled in 2- to 4-year colleges and universities compared to 69% statewide.

Esperanza is giving consideration to creating K-8 charter schools opening in 2012 and 2013 to help address the high drop out rates on the grades where risk-factors for not graduating high school tend to give advance warning for youth dropping out in later years. Research has shown that strong and consistent parental involvement greatly impacts the percentage of children entering school ready and committed to learn, graduation rates, and the proficiency rates in subject areas needed to pursue college and/or their chosen careers. One of the keys to succeeding in these grade levels is addressing the lack of strong and consistent parental engagement from prenatal to early childhood education.



Esperanza Academy graduates

improved high school graduation rates at Esperanza High

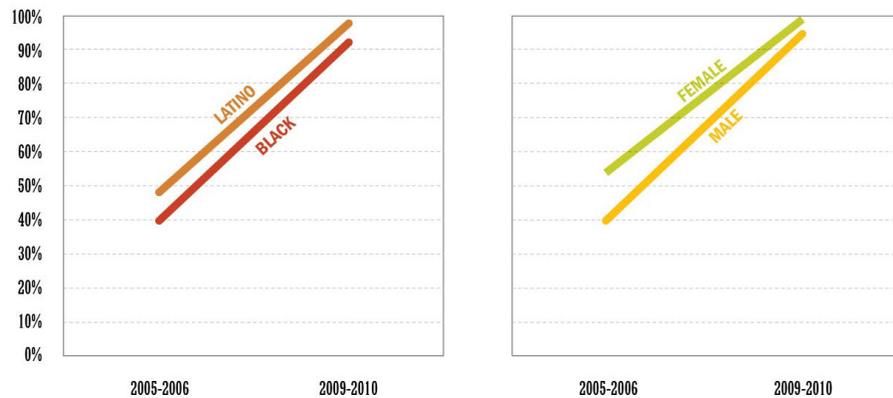


Fig. 19 Esperanza high school graduation rates
Source: Commonwealth of Pennsylvania, School Report Card

Esperanza graduates ready for/enrolled in college

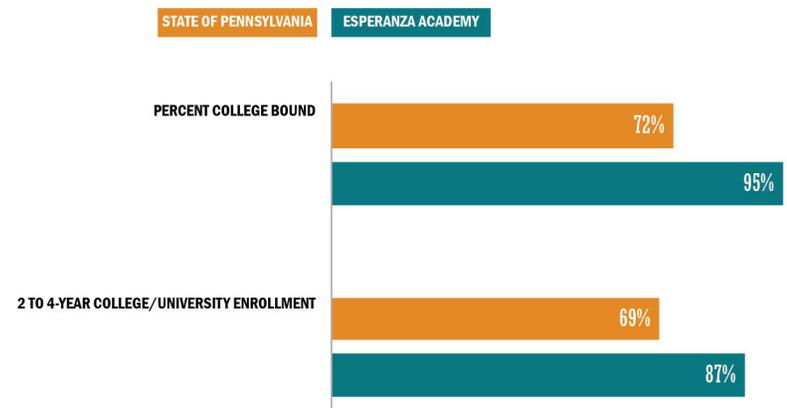


Fig. 20 Esperanza post graduate profile
Source: Pennsylvania Department of Education



Students at Esperanza Academy Charter High School and Esperanza College



“Clean. Safe. Full of opportunity (employment + education).”

- resident vision

Recommendations and Opportunities

Based on the Road Map objectives, and discussions with Esperanza’s education staff, its partners, and Hunting Park residents who participated in development of this Plan, the following objectives emerged as top priorities:

- Connect education in schools to community improvement projects and career explorations opportunities through in-school, after-school, and out-of-school programs, internships, and externships.
- Create more opportunities for peer-to-peer learning through which parents, caregivers, and enablers coordinate the support of childhood, youth and family development.
- Catalogue and build on the institutional capital within Hunting Park’s service organizations’ skill-sets to extend and augment care to individuals and families, at the block or facility level. This support includes but is not limited to:
 - Academic subject area support-tutoring
 - Housing finance
 - Credit and cash management
 - Home repair/construction
 - Horticulture
 - Youth mentoring
 - Childcare

- Healthcare and wellness
- Sports/recreation
- Nutrition
- Job coaching

- Engage interested and qualified residents as “NeighborCare” team members to extend and augment support to individuals and families in the same areas as above.

3.1 Advance the “Education Road Map” concept by connecting existing education services with family development and with community economic development.

Ensure that community residents are connected to all elements of the Hunting Park Neighborhood Strategic Plan using the “Community Education Road Map”, a service model to help residents advance along a continuum from each stage of their personal and human development:

- Prenatal to Kindergarten → ready to learn
- K to grades 12 → succeeding academically and supported by in- and out-of-school resources
- High school graduation to college graduation → successful transition
- Career and adulthood, ready for parenthood and healthy aging → an engaged, contributing citizen



Fig. 21 Education Road Map

3.2 Advance the “Community Education Road Map” concept by developing collaborations and partnerships with schools (public and private) serving Hunting Park to increase and enhance:

- Parent, teacher, and student performance and self-empowerment,
- Children entering school prepared and ready to learn,
- Students coming to school prepared to learn from grade to grade and having the tools to succeed academically through supports in and out of school,
- Students having all the available opportunities to enroll in and graduate from college,
- Young people entering adulthood with the tools to:
 - pursue their chosen career,
 - become effective spouses, parents and extended family members,
 - age healthy, gracefully and securely.

3.3 Advance the “Community Education Road Map” concept by using a case management/interdisciplinary team approach to provide full-service community supports through the plethora of services presently available in Hunting Park for students and their families.

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Esperanza, Aspira

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
THREE - Education Ecology/Education Road Map	\$42,000	\$210,000	1.0%
Service coordinator *	\$33,600	\$168,000	
Program support/overhead (@ 25%)	\$8,400	\$42,000	
NeighborCare Team Ambassadors for:			
• Prenatal, neonatal, early-childhood education, parents as teachers	TBD	TBD	
• Vocational/career development, neighbors as mentors	TBD	TBD	
• Wealth building, equity protection, income management	TBD	TBD	

* denotes one position with multiple areas of responsibility

FOUR REINFORCE AFFORDABLE HOUSING AND MODEL BLOCK DEVELOPMENT

Context

Over the past 20 years, the percentage of renters has increased in the community and almost 3 in 4 renters spend more than 30% of their income to meet their housing costs compared to one-half of all Hunting Park homeowners. Vacancies while not substantial in number have an impact throughout Hunting Park affecting almost every residential block and depressing housing values. Overall building conditions are fairly good, which contributes to generally attractive and presentable blocks. Most buildings were rated C or average on a scale from A to F, while almost a quarter of the buildings were rated excellent and above average (As and Bs). Conditions vary from block and block, and the block conditions map shows the percentage of distressed properties, defined as either vacant or in D or F condition, on residential blocks.

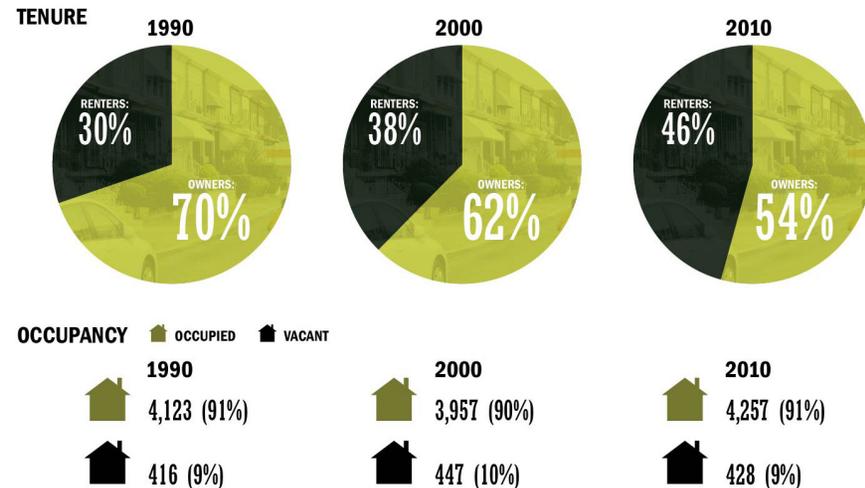


Fig. 23 Housing tenure and occupancy
Source: US Census Summary File 1 (2010)

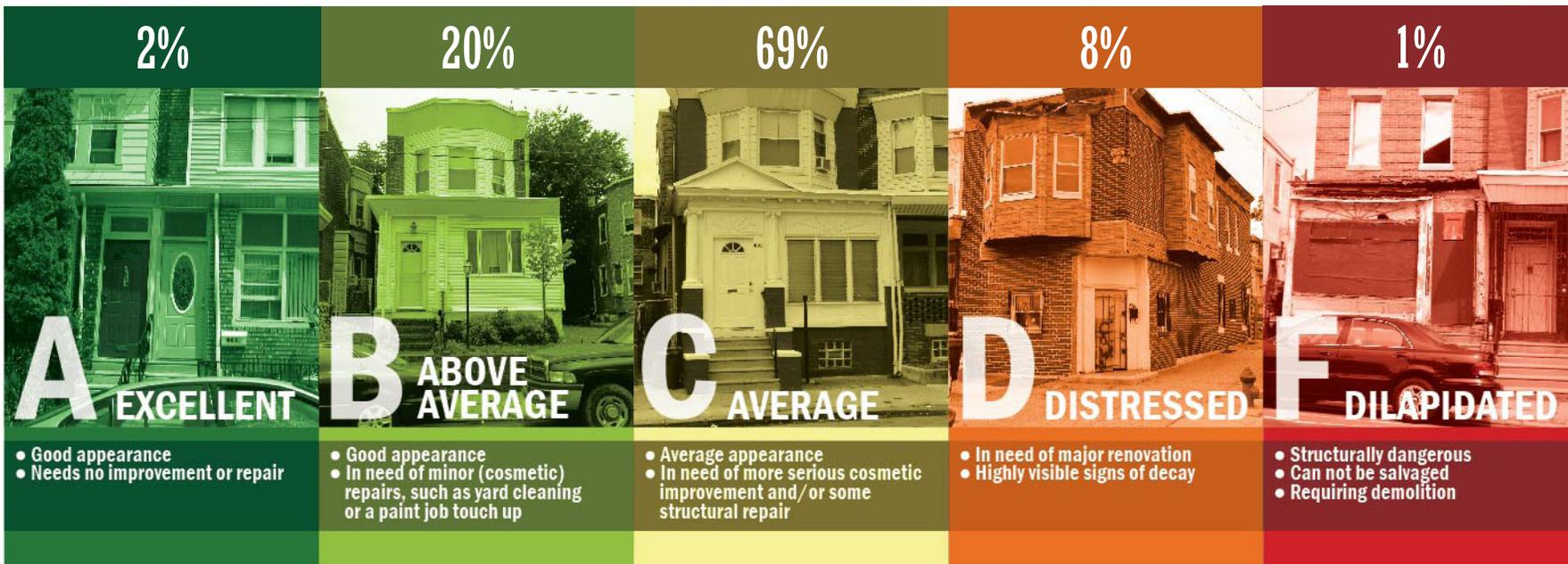


Fig. 22 Building conditions Source: Field survey (2011)



Fig. 24 Block conditions map
Source: Field survey (2011)



The housing priorities of the Hunting Park community focus on:

- Preserving existing and developing more affordable housing for low- to moderate-income residents, focusing on homeownership to enable families to have a stake in their community;
- Preserving housing for low- to moderate-income seniors to enable them to age-in-place comfortably, securely, and affordably in their own homes around their extended families;
- Assisting and supporting residents, including homeowners and responsible landlords, who are committed to preserving affordable housing for their tenants, in accessing resources for home repairs and weatherization.

“...a place where you can live with your family and be safe from the crime and you can afford to live here.

- resident vision

Although vacant buildings only account for 9% of the land area, they are scattered throughout the planning area and have a negative impact on their neighbors.

Recommendations and Opportunities

Hunting Park's housing and block conditions vary from very stable to moderately stable to transitional. To avoid larger-scale and more expensive redevelopment down the road, these circumstances suggest using a multifaceted strategy to preserve stable conditions, prevent transitional blocks from deteriorating further, and intervene on blocks that may be teetering towards dilapidation. Below are recommended treatments and associated costs to address the range of needs detected by the vacancy and building condition survey analyses.

Access city, state and private financing¹ to develop model blocks (as defined below), facilitating the “tipping” of transitional or distressed residential blocks to stable ones and the preservation of existing stable blocks throughout the community through:

- Strong, recognized resident leadership,
- Respectful, engaged and caring neighbors,
- Attractive, well-maintained and affordable homes,
- Safe, clean, and green landscapes and streetscapes.

¹ Targeted Housing Preservation Program (THPP) Homeownership Rehabilitation Program (HRP), Adaptive Modifications Program/Basic Systems Repair Program (repairs to electrical, plumbing and/or heating systems); Emergency Heater Hotline (minor heater repairs); Philadelphia Home Improvement Loan (low-interest home improvement loan up to \$25,000); SHARP (free minor repairs to homes of the elderly); Weatherization (energy-efficiency improvements)



Examples of potential model block treatments (above) that will facilitate the transformation of transitional or distressed blocks into stable, well-maintained blocks (below).

A. WESTERN HUNTING PARK – NORTH/SOUTH STREETS

4.1 Target blocks with higher proportions of distressed properties (condition ratings D & F) on otherwise stable blocks for moderate to substantial rehabilitation and supplement with blockscape improvements (cleaning, greening and lighting):

- 4000 block of Darien
- 4100-4400 blocks of 8th
- 4100 block of Franklin
- 4300 block of 7th
- 4400 block of Marshall
- 4000 and 4300 6th
- 4000 block of Fairhill

Investment Profile: 202 buildings @ \$11.4 million (20 buildings and \$1.1 million per year - Line A on chart below)

HUNTING PARK MODEL BLOCK INVESTMENT STRATEGY						
	PRESERVATION		REHABILITATION		Total	Total \$
	Buildings	Costs	Buildings	Costs		
Avg. cost/house		@ \$50,000		@ \$100,000		
A. Western Hunting Park North-South Streets	87	\$4,800,000	115	\$6,600,000	202	\$11,400,000
B. Western Hunting Park East-West Streets	35	\$1,950,000	0	0	35	\$1,950,000
C. Proximate to 5th Street Corridor	59	\$3,300,000	0	0	59	\$3,300,000
D. Adjacent to Rail Corridor	12	\$650,000	0	0	12	\$650,000
E. Northeast Hunting Park	18	\$950,000	0	0	18	\$950,000
TOTAL	211	\$11,650,000	115	\$6,600,000	326	\$18,250,000
Average Annual Production 2013-2022	21	\$1,165,000	12	\$660,000	33	\$1,825,000
Five Year Production 2013-2017	106	\$5,825,000	58	\$3,300,000	163	\$9,125,000

Source: Wilson/Interface, based on building conditions survey (preservation = \$50,000/building; revitalization = \$100,000/building); see Appendix for detailed charts showing blocks and costs by street location.

B. WESTERN HUNTING PARK – EAST/WEST STREETS

4.2 Target blocks with lower proportions of distressed properties (Condition Ratings D & F) on otherwise stable blocks for preservation and that lead into Fairmount Park's Hunting Park as smaller but no less important gateways into and out of this anchor site. Supplement housing investments along these east-west streets with blockscape improvements, including cleaning, greening and lighting projects coordinated with residents of each block:

Investment Profile: 35 buildings @ \$1.9 million (4 buildings and under \$200,000 per year)

B. WESTERN HUNTING PARK				
EAST-WEST STREETS: 5TH TO 9TH				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Bristol	5		5	
	\$250,000	\$-	\$250,000	
Wingohocking	4	1	5	
	\$200,000	\$100,000	\$300,000	
Annsbury	5		5	
	\$250,000	\$-	\$250,000	
Courtland	4	2	6	
	\$200,000	\$200,000	\$400,000	
Luray	6	1	7	
	\$300,000	\$100,000	\$400,000	
Roosevelt	7		7	
	\$350,000	\$-	\$350,000	
Units	31	4	35	8.8%
Costs	\$1,550,000	\$400,000	\$1,950,000	
Average Annual Production 2012-2022	3.1	0.4	3.5	
	\$155,000	\$40,000	\$195,000	



Fig. 25 Model blocks map

C. CENTRAL HUNTING PARK - 5TH STREET COMMERCIAL CORRIDOR

4.3 Target blocks with lower proportions of distressed properties (Condition Ratings D & F) on otherwise stable blocks for preservation and that are adjacent to or nearest the 5th Street commercial corridor as part of the strategy of strengthening the housing market and completing investments to businesses, public infrastructure, and the public realm. Consistent with the model block concept, it is essential to supplement housing investments here with blockscape improvements, including cleaning, greening and lighting projects.

Investment Profile: 59 buildings @ \$3.3 million (6 buildings and under \$330,000 per year)

C. PROXIMATE TO 5TH STREET COMMERCIAL CORRIDOR				
5TH/AMERICAN, BRISTOL/COURTLAND				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Bristol-Cayuga	19	1	20	
	\$950,000	\$100,000	\$1,050,000	
Cayuga-Wingohocking	19	2	21	
	\$950,000	\$200,000	\$1,150,000	
Wingohocking-Courtland	14	4	18	
	\$700,000	\$400,000	\$1,100,000	
Units	52	7	59	14.9%
Costs	\$2,600,000	\$700,000	\$3,300,000	
Average Annual Production 2012-2022				
	5.2	0.7	5.9	
	\$260,000	\$70,000	\$330,000	

D. ABANDONED RAIL VICINITY

4.4 Target blocks that are adjacent to the abandoned rail corridor which also have lower proportions of distressed properties. Treating these properties and involving residents of these blocks in cleaning, greening and other improvements will enhance overall efforts to redesign the rail corridor and reconnect it as useable space within the larger community.

Investment Profile: 12 buildings @ \$650,000 (4 buildings and under \$200,000 per year)

D. ADJACENT TO RAIL CORRIDOR				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Annsbury-Cayuga	11	1	12	
5th-Fairhill	\$550,000	\$100,000	\$650,000	
Units	11	1	12	3.0%
Costs	\$550,000	\$100,000	\$650,000	
Average Annual Production 2012-2022				
	1.1	0.1	1.2	
	\$55,000	\$10,000	\$65,000	

E. NORTHEAST HUNTING PARK

4.5 Target blocks in the northeast section of the community that has very stable housing conditions. Overall, these blocks have very attractive streetscapes and modest costs for preservation. Residents should be encouraged to be actively involved in determining and implementing cleaning, greening and other improvements.

Investment Profile: 18 buildings @ \$950,000 (4 buildings and under \$200,000 per year)

E. NORTHEAST HUNTING PARK				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Wyomong-Wingohocking	17	1	18	
Front-Palethorpe	\$850,000	\$100,000	\$950,000	
Buildings	17	1	18	4.5%
Costs	\$850,000	\$100,000	\$950,000	
Average Annual Production 2012-2022				
	1.7	0.1	1.8	
	\$85,000	\$10,000	\$95,000	

4.6 Create criteria and budgets for each intervention category as part of a “model block strategy” using the following programs and tools available through the City of Philadelphia:

- Targeted Housing Preservation Program
- Homeownership Rehabilitation Program
- PHIL and Mini-PHIL Loan Program
- Don’t Borrow Trouble Promotional Campaign

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD ROLE: Esperanza

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
FOUR - Housing/Model Blocks	\$1,973,500	\$9,867,500	48.4%
Program manager	\$66,000	\$330,000	
Program support/overhead (@ 25%)	\$16,500	\$82,500	
Housing preservation	\$1,165,000	\$5,825,000	
Housing rehabilitation	\$660,000	\$3,300,000	
Cleaning, greening, lighting improvements	\$66,000	\$330,000	
Acquisition	TBD	TBD	



A house and yard with excellent maintenance on Luray Street.

FIVE PROMOTE ECONOMIC AND BUSINESS DEVELOPMENT



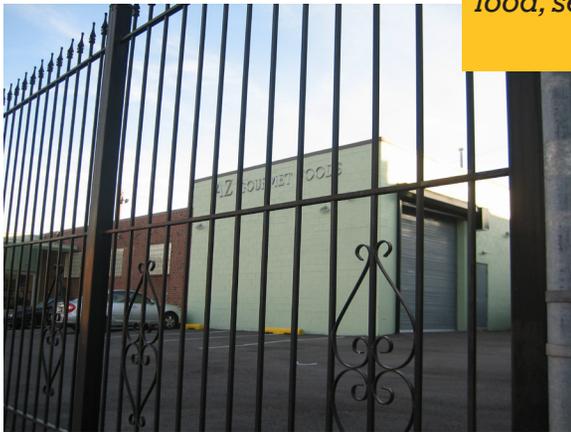
Context

Provided with incentives, many large and small businesses located within plan area can be significant employers of residents. The biggest employers within the study area are institutional and to a lesser degree industrial as the eastern side of the study area is part of the Hunting Park Industrial District. The Nielsen estimates for employment by industry also show that most residents work in the health care and social service sector, and the manufacturing sector.

The industrial and auto-related businesses have a strong impact on the character of the neighborhood and the pedestrian experience. A survey of the commercial types found that auto-related businesses occupy 30 acres of land (9% of the total land in the study area) and account for the largest segment of the businesses in the plan area. Industrial uses account for 14% of land area, an even greater percentage than auto-related businesses. The recommendations aim to mitigate the impact of these uses on their institutional and residential neighbors while acknowledging that these businesses are important to the community as employers.



*“More diversity in commercial area: shopping, food, services, etc. Neighborhood pride. Jobs.”
- resident vision*



Institutions and industrial businesses are the largest employers.



Fig. 26 Major employers map
 Source: Field survey (2011), Manta, Hoovers

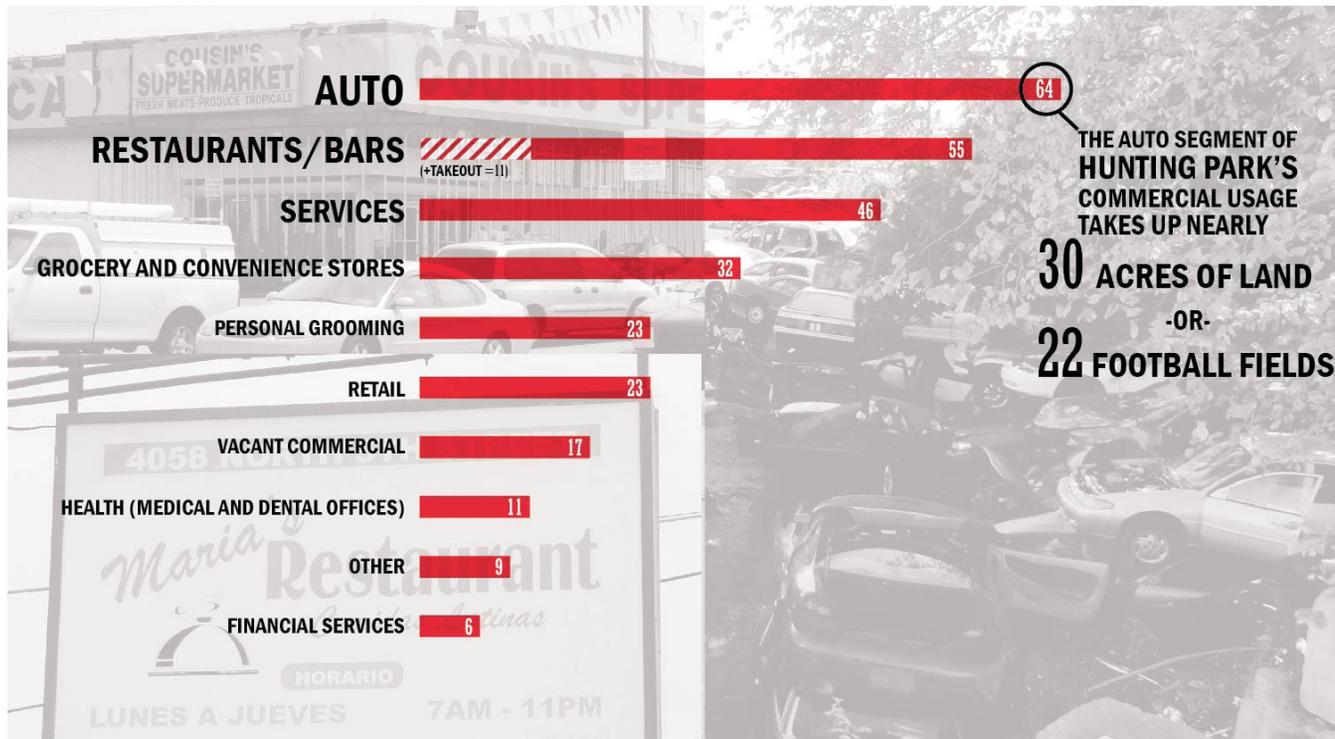


Fig. 27 Number of businesses by type



Small businesses anchor neighborhood corners.

5th Street and Hunting Park Avenue are envisioned as the main commercial corridors of Hunting Park. 5th Street, an emerging commercial corridor, is home to a mix of different businesses and institutions. Tierra Colombiana, on 5th and Raymond, is a major attraction, and the vision for 5th Street is to build off of Tierra Colombiana's success, so the length of the corridor will become a destination both for businesses and services.

On the other hand, Hunting Park Avenue is neighborhood-serving with a network of corner bodegas that act as the social glue for the blocks around them. Some bodegas in the community operate as cash businesses and almost all the bodegas operate an informal credit system, enabling low-income shoppers to manage their limited income and providing a form of social capital that builds trust and knits the

community together. However, formal bookkeeping, recordkeeping, and audits are the threshold requirements for qualification and participation in services offered by government or financial institutions. Therefore, these business practices often exclude bodega owners, the heart and soul of neighborhood commerce, from benefiting from financial and technical assistance programs.

In general, a small business support system is needed to help Hunting Park business operate, grow and expand their markets, provide quality goods and services, and to ensure businesses are attractive and competitive in their respective industries. Among the types of goods and services the community want more of include high-quality, family-oriented restaurants, corner stores and grocery stores.

Recommendations and Opportunities

BUSINESS CLIMATE

5.1 Improve the look and feel of the commercial corridor

The 5th and Hunting Park Business Association is embarking on a facade improvement program with help from the Commerce Department to give 5th Street a more uniform look. These treatments should be focused on 5th Street as the main commercial and institutional corridor and Hunting Park Avenue west of 5th Street as the neighborhood-serving commercial corridor and gateway to the park. Additional measures to improve the commercial corridor should include:

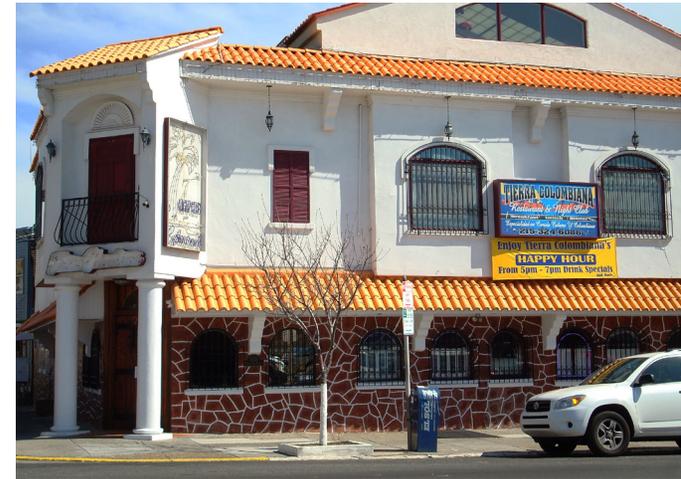
- Exterior commercial lighting and/or pedestrian lighting,
- Improved signage and removal of empty sign brackets,
- Window display design,
- Planters and street furniture.

5.2 Strengthen neighborhood business districts by:

- Enhancing the safety and shopping experiences of customers, pedestrians, and drivers,
- Building the local customer base, buying local, institutional purchasing cooperation, and attracting shoppers from outside Hunting Park,
- Developing partnerships with bodegas as network for information dissemination and education on nutrition and public safety (since they serve as “social glue” for their neighborhoods).

5.3 Address crime and safety on the commercial corridors

Crime hotspots appear on the commercial corridors particularly on 5th between Cayuga and Courtland, at Rising Sun and Wyoming, and on Hunting Park Ave between 7th and 9th. Business owners in these target areas should be enlisted in crime reduction measures such as educating business owners in how to deal with crime and Crime Prevention Through Environmental Design strategies like better lighting, visibility and maintenance, increased patrols, and increased evening activity.



Top: Tierra Colombiana is a destination on 5th Street and exemplifies the “Hispanic Main Street” style pursued by Esperanza and the business association.

Bottom: Old signs add visual clutter and detract from the look of the corridor.

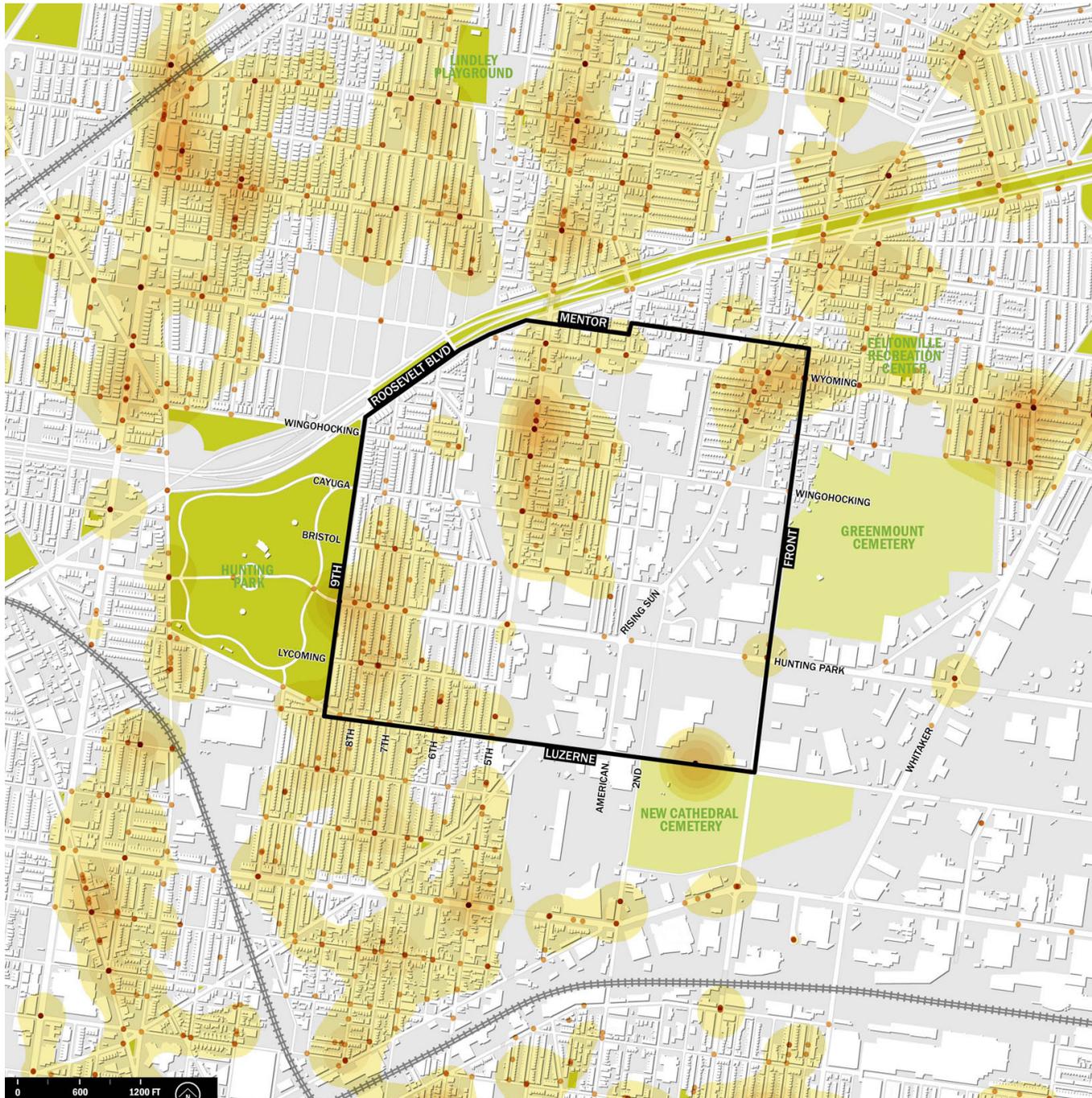


Fig. 29 Crimes against people, 2010
 Source: Philadelphia Police Department



BEFORE



AFTER

PRECEDENT

Globe Dye Works is a former yarn-dyeing factory in Frankford that has been transformed into studios and production facilities for a community of artists, artisans and fabricators. Its tenants are companies engaged in producing everything from furniture to fine foods to fine art.

PRECEDENT

The John S. and James L. Knight Green Jobs Training Center of the Energy Coordinating Agency is a LEED Gold standard renovated factory in Kensington. This state of the art facility features classroom and laboratory space, air sealing, insulation and heating labs, and model houses constructed to duplicate the problems of typical homes, and trains individuals of all backgrounds and levels of experience for family-sustaining, in-demand, careers with a future in the new green economy.

BEFORE



AFTER



5.4 Upgrade and market industrial space to light industrial tenants

Interface Studio's 2010 PIDC Industrial Land Use Study identified the Hunting Park East industrial district, which covers the eastern portion of the Hunting Park study area, as suitable for light to medium industrial use; this includes light manufacturing, assembly, artisanal fabrication, processing, small wholesale, local distribution, office, and R&D. There is an opportunity for Hunting Park to market available space to a new generation of cleaner and greener industrial tenants and artisanal manufacturers. Hunting Park is already home to artisanal chocolatiers John & Kira's and to Burns Recycling, a LEED-certified recycling facility for construction materials that produces recovered and raw products rather than contribute to the waste stream.

Complementary businesses might include other green industry-related programs such as a green jobs training center modeled after the Energy Coordinating Agency Center in Kensington or a space for small manufacturers, artisans, and artists similar to the space being developed at Globe Dye Works. A potential focus for such activities is in core of the neighborhood between American Street and 4th Street where current industrial vacancies are a nuisance in an area that also has a mix of residential and institutional neighbors. Introducing light industrial and artisanal businesses to this area will repurpose vacant properties and return them to productive industrial use. At the same time, light industrial businesses will fit better with the fabric of the neighborhood than heavy industry. To complement green industry, upgraded and newly constructed space should employ sustainable practices that include construction material recycling and reuse, energy efficiency and on-site stormwater management.

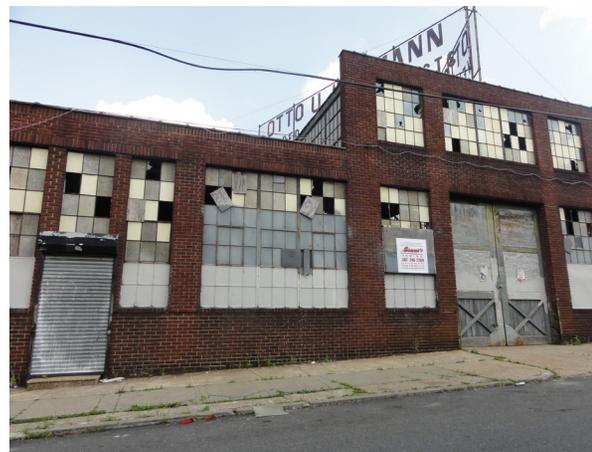
5.5 Provide business support

Team-up with neighborhood and other local financial institutions to offer technical assistance and workshops for businesses on sustaining and growing their businesses with topics such as:

- Accessing affordable capital (public and private),
- Building effective banking relationships,
- Business licensing and insurance,
- Security, lighting and parking,
- Marketing and promotion,
- Accounting and bookkeeping,
- Upper floor income generation,
- Site and façade improvements, store layouts and window displays,
- Corridor safety and security, lighting, signage and cleanliness.

Coordinate with larger-scale businesses and industries of Hunting Park to support:

- Job retention and growth,
- Student internships and career explorations working with the schools,
- Procurement of local /neighborhood goods and services.



Target vacant industrial properties in the core of the study area for redevelopment to attract light industrial tenants.

PHYSICAL/ENVIRONMENTAL IMPROVEMENTS

5.6 Soften the impact of industrial and automotive uses on residential neighbors
Hunting Park is distinctive due to the close proximity of its industrial and residential properties. There are many places in the neighborhood where residential and industrial uses are on the same block. While some industrial and automotive businesses have high standards of maintenance, others appear neglected and unsafe and have a negative impact on their neighbors. Often times existing screening, such as fences and barbed wire, can be unsightly and uninviting from a resident and pedestrian perspective. Residents can be buffered from the impact of industrial and automotive properties through stepped up maintenance of buildings and surrounding property, facade improvements, lighting, greening, screening and public art.



Fig. 30 5th Street fencing improvements

This example on 5th Street leading up to Hunting Park Avenue is a good opportunity to beautify a functional but unattractive fence and also brand the corridor.



Fig. 31 Residential and industrial buffers



While Hunting Park is still home to heavy industry, especially along Rising Sun Avenue and American Street (left), many of parcels zoned General Industrial (G-2) are now used by institutions (middle) or auto businesses (right).

5.7 Update current zoning classifications to reflect existing land use patterns
 Buffers between industrial and residential properties can be reinforced by “downzoning” some parcels from General Industrial (G-2), a designation for heavy industrial uses, to a classification that supports light industrial, institutional and commercial uses, reflects the reality on the ground today and supports the changing character of Hunting Park and its vision for the future. The west side of 5th Street is no longer an industrial center since the rail is no longer active. The industrial zoning here follows the now-abandoned rail line, but there is little industrial left, most of the land is now being used by automotive salvage and repair businesses and also a large number of youth-serving organizations. Downzoning these parcels will help to reinforce the residential character of this side of the study area. Instead of being divided by obsolete industrial infrastructure, the neighborhood could be connected through new public space and neighborhood-serving institutions and businesses. To the east of 5th Street, most of the large industrial parcels have been converted to institutional uses, and only a few parcels remain that warrant G2 zoning. Some of this area could be rezoned to light industrial which has a limited impact on neighboring residents and institutions and can serve to buffer residential properties from more intensive industrial activity.

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Esperanza, 5th and Hunting Park Business Association

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
FIVE - Business Support/ Economic Development	\$152,207	\$761,035	3.7%
Program coordinator	\$50,400	\$252,000	
Program support/overhead (@ 25%)	\$12,600	\$63,000	
Technical assistance: accounting, marketing, promotion, product development	\$20,000	\$100,000	
Storefront lighting and façade improvements (3 per year @ \$12,650 each)	\$37,950	\$189,750	
Streetscape improvements (Hunting Park Avenue and 5th Street, bike racks, trash cans)	\$31,257	\$156,285	



Fig. 32 Downzoning opportunities