



# IV. ACTION PLAN

# A. ESPERANZA AND HUNTING PARK COLLABORATIVE ROLES

Esperanza is fully committed to the execution of the Hunting Park Neighborhood Strategic Plan 2022 and doing so in a manner that reflects the spirit in which the plan was developed and principles on which it is based. That means inviting all neighborhood stakeholders – residents, institutions, business, industry and government – to become active investors in the activities, programs and projects that are described in the Recommendations of the plan, as it is prepared to do as the lead organization and entity. The plan of action for moving the plan forward is outlined below and includes:

- A description of the Hunting Park Collaborative, the vehicle through which plan implementation will proceed, including an overview of its primary functions and lead and support roles and responsibilities of its member organizations;
- A statement of mission and vision that will guide the work of the Collaborative as a team; and
- A corresponding budget estimating capital and non-capital costs (where possible at this phase of plan development), and identifying potential sources to help finance the plan during the first half of its ten-year life.

## MISSION & VISION OF OUR PLAN

Esperanza will use this plan and the collaborative process that developed it, to create and sustain a close-knit association of residents, resident-serving institutions, businesses, and business-serving institutions to implement it over time. The rollout of the plan to public- and private-sector interests will emphasize five interrelated objectives that the Hunting Park community is committed to achieving as owners of the plan, and as its primary stakeholder; they include:

- Protecting our equity
- Building our social capital
- Weaving our social fabric
- Embracing our opportunities
- Empowering our lives

## HUNTING PARK COLLABORATIVE (HPC)

The functions of HPC through its member institutions will be to:

- Convene period working sessions, or round-tables, to coordinate the activities of the organizations who have signed up and on to help carry out specific tasks and deliver specific services in the plan;
- Establish effective approaches, processes, and procedures for coordinated care-giving and service delivery, using best or promising practices in the industry;
- Affirm policies or guidelines for identifying, soliciting, and garnering resources and allocating them among member organizations on behalf of Hunting Park on the whole; and
- Develop objective indicators and institute impact measurements to track change over time and use that information to publish “return-on-investment” statements for review by all stakeholders.

Esperanza will serve as the lead entity presiding over HPC and round-table discussions, accountable for all its actions and results. Two varieties of round-tables will take place. One comprised of the heads of the member organizations that are authorized to make decisions on behalf of their respective institutions. The other consisting of the chief managers of the programs of each member organization involved in the design and delivery of care provided to the community, and who are selected to serve on the HPC by the head of their respective organization. This structure is designed to help instill consistency between policies and actions, and to ensure accountability for results within and across HPC member institutions.

A fundamental role of the HPC will be to manage the work of what are being called “NeighborCare Teams” that will be its arm for providing direct or indirect support across the seven plan activities or lines-of-business described in Section III of the plan. Each team will use trained and qualified “ambassadors” drawn from Hunting Park to facilitate the identification, delivery and assessment of care needed and available by the appropriate provider(s). Among the types of ambassadors HPC will recruit, retain and manage will be:

- Youth leaders for in-school and out-of-school activities (academic and enrichment)
- Parental leaders, fathers and grandfathers, mothers and grandmothers
- Block leaders through families, friends and neighbors
- Institutional leaders

The HPC will facilitate the collection and evaluation of information to identify, catalogue, and update the requisite needs of care-givers at the block level, institutional level, and community-wide level, across multiple disciplines in all lines-of-business called for in the plan.

### **BY LINE-OF-BUSINESS**

The range of activities, programs, and projects by category on which NeighborCare Ambassadors will facilitate actions and provide leadership as volunteers, paid staff, or workers receiving stipends are as follows:

#### **Pride and Spirit**

- Resident perception surveys and analysis
- New resident on the block “Welcome Home to Hunting Park” baskets
- Block-watch/Town-Watch
- Street fairs and festivals

#### **Communications/Community Service/Information Technology Access**

- Resource and service directories for:
  - Health and wellness
  - Education
  - Wealth building/equity protection
  - Recreation
  - Online and by newsletter

#### **Education Ecology**

- Academic support, life skills development, vocational/career development
  - Parent, student, teacher partnerships
  - Very early and childhood education
  - Parents as teachers
  - Neighbors as mentors and tutors
  - Internships, externships, apprenticeships to employment
  - Household income management
    - Budgeting
    - Credit management
    - Continuing education



#### **Housing and Model Block Development**

- Housing finance
- Cleaning, greening, and lighting
- Home maintenance, repair, and weatherization

#### **Business Development**

- Business services
  - Accounting and bookkeeping
  - Personnel management
  - Marketing and promotion
  - Product development and display
  - Finance

#### **Public Realm**

- Infrastructure
- Transportation

#### **Open Space and the Environment**

- Horticulture
- Stormwater management

# B. IMPLEMENTATION BUDGET

## Proposed Uses and Sources (An Investment Prospectus)

The Uses table provides an estimate of the resources that will be required to implement the Hunting Park Neighborhood Strategic Plan 2022, beginning in 2013 through 2017, its five-year mark. The vast majority of the costs (\$2.4 of the \$4.5 million, five-year budget - 90%) is capital in nature (streets, sidewalks lighting, housing and open space) and will require substantial resources from public- and private-sector entities. The balance (\$.5 million over the five-year period - 10%) represents program costs, including personnel and/or personnel support for Esperanza, HPC, and HPC member organizations to coordinate, carry-out and/or facilitate components of the plan.

The assumptions on which the budget shown in this table is based are as follows:

### Uses Staffing

- To the greatest extent possible, staff work responsibilities will be aligned across different but related functions as denoted.

### Line item costs

- For categories whose timelines are extended beyond five years or where the exact nature or scale of a proposed project or program can not yet be determined with confidence, those costs are denote: TBD (to-be-determined) and HPC will develop them as the details emerge over time.

IMPLEMENTATION BUDGET PROJECTIONS (PRELIMINARY)			
I. USES			
A. Immediate-Term Launch (Year 1-3)			
Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
<b>COORDINATION - Hunting Park Collaborative</b>	<b>\$50,000</b>	<b>\$250,000</b>	<b>1.2%</b>
Esperanza, HP United, HP Stakeholders, AMLA, APM, Ayuda, Aspira,			
Esperanza Health Center, Casa Del Carmen, Truth & Spirit, Fairmount			
Park Conservancy, 5th Street and Hunting Park Merchants Association			
<b>ONE - Pride &amp; Spirit</b>	<b>\$111,000</b>	<b>\$555,000</b>	<b>2.7%</b>
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	
<b>TWO - Communications/Support Services/IT Access</b>	<b>\$42,000</b>	<b>\$210,000</b>	<b>1.0%</b>
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	
<b>THREE - Education Ecology/Education Road Map</b>	<b>\$42,000</b>	<b>\$210,000</b>	<b>1.0%</b>
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	
<b>FOUR - Housing/ Model Blocks</b>	<b>\$1,973,500</b>	<b>\$9,867,500</b>	<b>48.4%</b>
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	
<b>FIVE - Business Support/Economic Development</b>	<b>\$152,207</b>	<b>\$761,035</b>	<b>3.7%</b>
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 (HP Avenue and 5th Street, bike racks, trash cans)	\$31,257	\$156,285	

B. Intermediate-Term Completion (Year 4-5)			
<b>SIX - Capital Improvements</b>	<b>\$1,552,039</b>	<b>\$7,760,195</b>	<b>38.1%</b>
Program coordinator **	\$25,000	\$125,000	
Program support/overhead (@ 25%)	\$6,250	\$31,250	
<b>STREETS AND SIDEWALKS</b>			
New sidewalks on 5th and Hunting Park	\$398,119	\$1,990,593	
Hunting Park Avenue option 1: stormwater management median+trees/landscaping	\$342,666	\$1,713,328	
Hunting Park Avenue option 2: curbside stormwater management/ tree trenches/trees/landscaping	\$144,498	\$722,488	
Striped crosswalks on Hunting Park Ave (4), 5th (3), Cayuga (3), Wyoming (3), Rising Sun (3)	\$18,400	\$92,000	
5th St option 1: striped/stamped median, lane striping + bumpouts	\$448,219	\$2,241,097	
5th St option 2a: bike lanes, travel lane striping, bumpouts	\$103,537	\$517,686	
5th St option 2b: bike lanes, travel lane striping, no bumpouts	\$34,574	\$172,868	
Stamped crosswalks at 5th/Hunting Park and 5th/Bristol	\$1,840	\$9,200	
Greening industrial model blocks - tree planting	\$28,937	\$144,685	
<b>MIXED USE DEVELOPMENT</b>			
Adaptive reuse of Roberto Clemente School building	TBD	TBD	

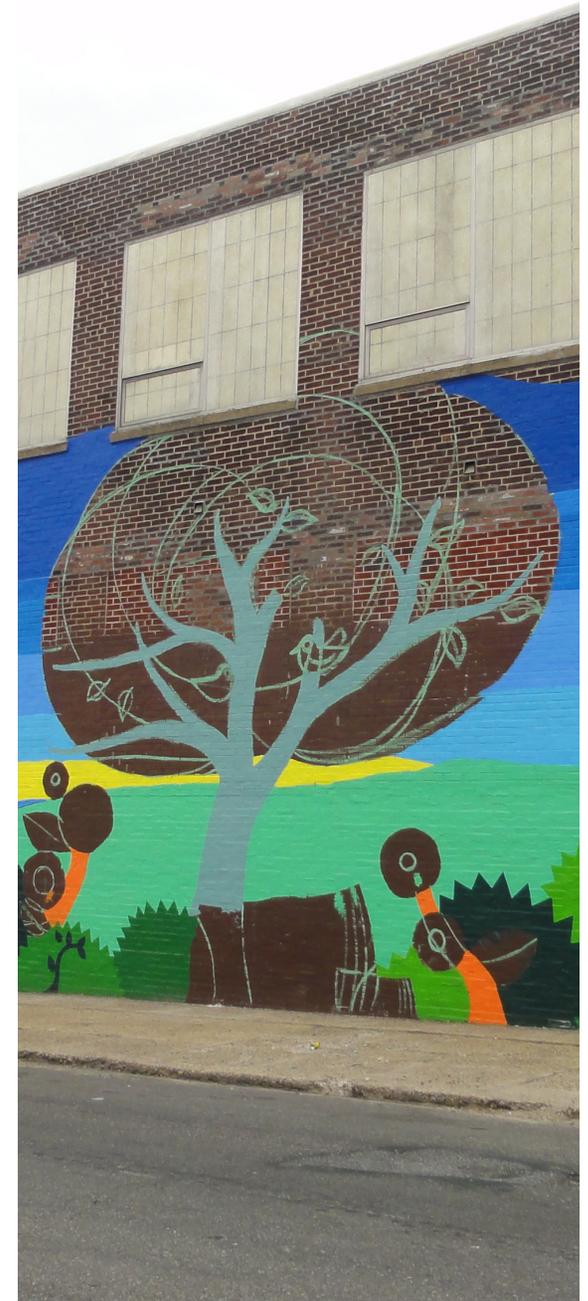
C. Longer-Term Completion (Year 6-10)			
<b>Priority Areas and Lines of Business</b>	<b>Cost/year</b>	<b>5-year total</b>	<b>% of total</b>
<b>SEVEN - Open Space &amp; The Environment</b>	<b>\$152,690</b>	<b>\$763,450</b>	<b>3.7%</b>
Program coordinator **	\$25,000	\$125,000	
Program support/overhead (@ 25%)	\$6,250	\$31,250	
Annsbury St. stormwater tree trenches (bet. 5th and 6th)	\$121,440	\$607,200	
redevelopment of former rail corridor	TBD	TBD	
+ includes Abandoned Rail and Wingohocking Creek Bed project activities			
and coordination with Fairmount Park Conservancy (FPC)			

<b>TOTAL</b>	<b>\$4,075,436</b>	<b>\$20,377,180</b>	<b>100.0%</b>
Non-Capital	\$443,000	\$2,215,000	10.9%
Capital	\$3,632,436	\$18,162,180	89.1%

\* denotes one position with multiple areas of responsibility

\*\*Shared with open space and the environment

\*\*Shared with public realm and quality of life



## Sources

In general, Esperanza and HPC's investment towards implementation of the plan will be "in-kind" through commitments of staff and volunteer time measured, documented and reported over the term of the plan's implementation. Esperanza will recruit membership for the HPC and will identify with each prospect the nature and extent of their preferred investment in the plan and work through the corresponding roles, responsibilities and accountabilities that accompany them. As the lead entity, Esperanza will set a goal to match, dollar-for-dollar and in-kind to in-kind, the investments made by HPC member institutions. These investments by Esperanza and HPC – in-kind or otherwise – represent one-quarter or 25% of the total costs in this non-capital cost category, as reflected in Sources table.

For plan activities, programs and projects requiring and seeking public and/or private sector investments, and especially for these that are more capital in nature, it is assumed that upwards of 85% of the costs will be borne by government and 15% by a private entity. The balance of the funding or investments needed to finance implementation of the plan over the five-year period will be solicited from philanthropic organizations operating in the Delaware Valley region and nationally.

As Esperanza and HPC roll out the strategic plan to prospective investors it will coordinate the development of funding applications that essentially use and attach this plan as a basis for specific funding requests, along with letters of support from HPC members. It is anticipated that different member institutions may be the lead applicant for a particular funding opportunity that aligns with programs or projects contained within this plan. The goal is to have those decisions vetted early at the HPC level to ensure consistency and avoid undue and unnecessary competition between members.

IMPLEMENTATION BUDGET PROJECTIONS (PRELIMINARY)			
II. SOURCES			
	Income/year	5-year total	% of total
<b>A. Lead/Support Group Investment</b>	<b>\$101,250</b>	<b>\$506,250</b>	<b>2.5%</b>
- financial	\$-	\$-	
- in-kind (match of community investment)	\$101,250	\$506,250	
<b>B. Community Investment</b>	<b>\$101,250</b>	<b>\$506,250</b>	<b>2.5%</b>
- financial	\$-	\$-	
- in-kind @ 25% of personnel/program delivery costs	\$101,250	\$506,250	
<b>C. Private Sector Investment</b>	<b>\$270,500</b>	<b>\$1,352,500</b>	<b>6.6%</b>
- financial (WFRF @ \$150,000/year)	\$220,000	\$1,100,000	
- in-kind	\$50,500	\$252,500	
<b>D. Public/Quasi-Public Sector Investment</b>	<b>\$3,602,436</b>	<b>\$18,012,180</b>	<b>88.4%</b>
- financial @ 85%	\$3,062,071	\$15,310,353	
- in-kind @ 15%	\$540,365	\$2,701,827	
<b>TOTAL</b>	<b>\$4,075,436</b>	<b>\$20,377,180</b>	<b>100%</b>
- financial	\$3,282,071	\$16,410,353	
- in-kind	\$793,365	\$3,966,827	

\* denotes one position with multiple areas of responsibility  
 \*\* denotes one position with multiple areas of responsibility

# C. IMPLEMENTATION TIMELINE

IMPLEMENTATION TIMEFRAME AND PARTNERS			
Priority Areas and Lines of Business		Timeframe	Partners
<b>ONE</b>	<b>Build on Hunting Park's Community Pride and Spirit</b>		
1.1	Provide more opportunities for residents to engage with one another	2013-2015	Hunting Park United, Hunting Park Stakeholders, AMLA, Ayuda
1.2	Use existing leadership exhibited on strong residential blocks to help identify and encourage new leadership	2013-2015	
1.3	Connect residents to residents by developing more community building activities	2013-2015	
1.4	Launch "NeighborCare," a formal process of outreach and engagement emerging from this plan	2013-2015	
1.5	Engage interested residents as "NeighborCare" team members working as volunteers or receiving stipends	2013-2015	
1.6	Establish and reinforce community pride and spirit as an underlying theme for residential block improvements	2013-2015	
<b>TWO</b>	<b>Enhance Communications, Service Delivery, and Access</b>		
2.1	Enhance communications and coordination between nonprofits	2013-2015	Esperanza, Esperanza Health Center, APM
2.2	Close the "digital divide" to ensure access to computer- and web-based information technologies	2013-2015	
2.3	Facilitate networking and collaborations among neighborhood service providers	2013-2015	
2.4	Establish a "Hunting Park Achievement Zone" as a web-based information platform	2013-2015	
2.5	Hold regular, inter-organizational meetings (roundtables)	2013-2015	
<b>THREE</b>	<b>Advance Education Ecology as Economic Development Tool</b>		
3.1	Advance the "Education Road Map" concept	2013-2015	Esperanza, Aspira
3.2	Advance the "Community Education Road Map" concept through schools	2013-2015	
3.3	Advance the "Community Education Road Map" concept using a team approach	2013-2015	
<b>FOUR</b>	<b>Reinforce Affordable Housing and Model Block Development</b>		
4.1	Target north-south blocks in western Hunting Park	2013-2015	Esperanza
4.2	Target east-west blocks in western Hunting Park	2013-2015	
4.3	Target blocks in central Hunting Park	2013-2015	
4.4	Target blocks that are adjacent to the abandoned rail corridor	2013-2015	
4.5	Target blocks in the northeast section of the community	2013-2015	
4.6	Create criteria and budgets for each intervention category as part of model block strategy	2013-2015	

<b>FIVE</b>	<b>Promote Economic and Business Development</b>		
5.1	Improve the look and feel of the commercial corridor	2013-2015	Esperanza, 5th and Hunting Park Business Association
5.2	Strengthen neighborhood business districts	2013-2015	
5.3	Address crime and safety on the commercial corridors	2013-2015	
5.4	Upgrade and market industrial space to light industrial tenants	2013-2015	
5.5	Provide business support	2013-2015	
5.6	Soften the impact of industrial and automotive uses on residential neighbors	2013-2015	
5.7	Update current zoning classifications to reflect existing land use patterns	2013-2015	City
<b>SIX</b>	<b>Reinvest through Capital Improvements</b>		
6.1	Help property owners maintain and repair sidewalks	2013-2015	Esperanza, 5th and Hunting Park Business Association
6.2	Minimize impact of truck traffic on residential areas	2013-2015	Streets
6.3	Create institutional model blocks at Esperanza and SEPTA	2013-2015	Esperanza, SEPTA, PWD, PHS
6.4	Improve rail embankments and walls	2013-2015	Esperanza, Conrail, Mural Arts
6.5	Redesign 5th Street as the main institutional and commercial corridor	2016-2017	Streets
6.6	Transform Hunting Park Avenue as a park promenade	2016-2017	Streets, PWD, PHS
6.7	Target 5th Street between Hunting Park Avenue and Bristol Street for gateway improvements	2016-2017	Streets, Conrail
6.8	Rehabilitate and adaptively reuse the Roberto Clemente School building	2016-2017	Esperanza
<b>SEVEN</b>	<b>Protect and Enhance Open Space and The Environment</b>		
7.1	Support Hunting Park Master Plan and ensure both plans are aligned and reinforcing of one another	2013-2015	Esperanza, Hunting Park United, Fairmount Park Conservancy
7.2	Connect neighborhoods to the park through improved streetscape	2016-2017	
7.3	Improve tree cover and assist residents with tree maintenance	2013-2015	
7.4	Support grassroots efforts to expand community gardens into other vacant lots	2013-2015	
7.5	Support play streets and add programming	2013-2015	
7.6	Form an inter-organizational partnership to develop a Community Campus centered around a Campus Green	2018-2022	Esperanza, Hunting Park United, Fairmount Park Conservancy, various
	Strategize as a group for the development, programming and maintenance of a Campus Green	2018-2022	
	Reach out to other potential partners and resources	2018-2022	
7.7	Reconnect Bristol and Wingohocking Streets	2018-2022	Streets
7.8	Request follow up study on Wingohocking Creekbed soil erosion	2013-2015	Esperanza, SEPTA, PWD, PHS
7.9	Develop green practices for the land around the former Wingohocking Creek bed	2016-2017	



# V. APPENDIX

- 1 RESIDENT PERCEPTION SURVEY
- 2 EXISTING CONDITIONS DATA
- 3 SUMMARY OF STAKEHOLDER AND COMMUNITY MEETINGS

# 1 RESIDENT PERCEPTION SURVEY



Thank you for filling out this survey. Your answers will help develop a plan to revitalize our community. **This is Our Community, Our Plan...Our Opinions matter.**

## TELL US ABOUT YOUR COMMUNITY

### 1. How long have you lived in this community?

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-20 years
- 21-30 years
- More than 30 years

### 2. Which of these was the major reason you decided to live in this community?

- To live near family or friends
- To be close to work
- Accessibility of amenities, such as community centers and stores
- Proximity to public transportation
- Schools for my children
- Access to job opportunities
- Safety in the community
- Affordability of housing
- Born here
- No choice / No where else to go
- Something else, Specify: \_\_\_\_\_

### 3. Overall, considering everything, how satisfied would you say you are living in this community? Are you ... ?

- Very satisfied
- Satisfied
- Somewhat satisfied
- Somewhat dissatisfied
- Dissatisfied
- Very dissatisfied

### 4a. Right now, how likely are you to recommend this community to someone else as a good place to live? Would you say you ... ?

- Definitely would recommend
- Probably would recommend
- Probably would not recommend
- Definitely would not recommend

### 4b. Right now, how likely are you to recommend this community to families with children as a good place to live? Would you say you ... ?

- Definitely would recommend
- Probably would recommend
- Probably would not recommend
- Definitely would not recommend

### 4c. Right now, how likely are you to recommend this community to seniors as a good place to live? Would you say you ... ?

- Definitely would recommend
- Probably would recommend
- Probably would not recommend
- Definitely would not recommend

### 5. If you had the choice, would you continue to live in this community?

- Yes **Why?** \_\_\_\_\_
- No \_\_\_\_\_

For Surveyor: Address \_\_\_\_\_  
Survey Area \_\_\_\_\_

## TELL US ABOUT YOUR NEIGHBORHOOD

### 6. What are the things that you like best about living in this community? You can choose up to three of the characteristics listed.

- My house or apartment
- My neighbors
- Distance to work
- Access to amenities, such as community centers and stores
- Proximity to public transportation
- Something else Specify: \_\_\_\_\_
- Schools for my children
- Access to job opportunities
- Safety in the community
- Affordability of housing
- Types of housing available

### 7. What are the things that you like least about living in this community? You can choose up to three of the characteristics listed.

- My house or apartment
- My neighbors
- Distance to work
- Access to amenities, such as community centers and stores
- Proximity to public transportation
- Something else Specify: \_\_\_\_\_
- Schools for my children
- Access to job opportunities
- Safety in the community
- Affordability of housing
- Types of housing available

### 8. With how many of your neighbors do you speak regularly for 5 minutes or more? Would you say ... ?

- None
- 1 to 3
- 4 to 6
- 7 to 9
- 10 or more

### 9. Would you say it is "very likely", "likely", "somewhat likely", "not very likely", or "not at all likely" that people in this community would help out if:

	Very likely	Likely	Somewhat likely	Not very likely	Not at all likely
You needed a ride somewhere					
A package was delivered when you were not at home and it needed to be accepted					
You needed a favor, such as picking up mail or borrowing a tool					
You needed someone to watch your house when you were away					
An elderly neighbor needed someone to periodically check on him or her					
A neighbor needed someone to take care of a child in an emergency					

### 10. Would you "strongly agree", "agree", "neither agree nor disagree", "disagree", or "strongly disagree" with the statement that "if something is wrong in my neighborhood, I know that people who live here will try to fix it"?

- Strongly Agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree

**TELL US ABOUT YOUR HOME**

**11. Do you currently rent your home or do you own it?**

- I rent my home. Go to question 12.
- I own my home. Go to question 15.
- I live with family or friends. Go to question 12.

**12. Would you consider buying a home in this community?**

- Yes Go to question 13.
- No Go to question 14.

**13. Which of these factors are reasons you have not yet bought a home in this community** (check all that apply on the left), **and of the factors you have chosen, which one would you say is the primary reason you have not yet bought a home in this community** (check only one on the right)?

	Reasons	Primary Reason
Houses that are available in the community		
Physical conditions in the community		
Crime or other safety issues		
Quality of public services and/or schools		
Convenience to work, school, and/or shopping		
My personal financial situation		
State of the economy		
Something else Specify _____		

Continue with Question 14.

**14. Which of these factors are reasons you would not consider buying a home in this community** (check all that apply on the left), **and of the factors you have chosen, which one would you say is the primary reason you would not consider buying a home in this community** (check only one on the right)?

	Reasons	Primary Reason
Houses that are available in the community		
Physical conditions in the community		
Crime or other safety issues		
Quality of public services and/or schools		
Convenience to work, school, and/or shopping		
My personal financial situation		
State of the economy		
Something else Specify _____		

**TELL US ABOUT THE CHARACTERISTICS of your COMMUNITY**

**15. Would you say that the following aspects of your community are “very good”, “good”, “fair”, “poor”, or “very poor”?**

	Very good	Good	Fair	Poor	Very poor
Cleanliness of the community					
Physical condition of homes in the community					
Physical condition of streets, sidewalks, and public spaces in the community					
Safety in the community					
Friendliness of neighbors in the community					
Quality of public services in the community					
Variety of goods and services available for purchase in the community					
Access to transportation					
Access to employment centers					
Affordability of homes or apartments in the community					
Public schools K-12, including charter schools					

**TELL US ABOUT HOW YOUR COMMUNITY has CHANGED**

Please compare the community now to how it was **three years ago**. If you have lived in this community for less than three years, please compare it to how it was **when you first moved in**.

**16. Compared to three years ago, how has this community changed overall? Would you say the community has ... ?**

- Improved a lot
- Improved some
- Stayed about the same
- Declined some
- Declined a lot

**17. Please describe why you feel this way**

**18. Compared to three years ago, how would you say each of the following aspects of this community has changed and would you say it has improved a lot, improved some, stayed about the same, declined some, or declined a lot?**

	Improved a lot	Improved some	Stayed about the same	Declined some	Declined a lot
Cleanliness of the community					
Physical condition of homes in the community					
Physical condition of streets, sidewalks, and public spaces in the community					
Safety in the community					
Friendliness of neighbors in the community					

18. Continued

	Improved a lot	Improved some	Stayed about the same	Declined some	Declined a lot
Quality of public services in the community					
Variety of goods and services available for purchase in the community					
Access to transportation					
Access to employment centers					
Affordability of homes or apartments in the community					
Public schools K-12, including charter schools					

TELL US ABOUT YOUR THOUGHTS ON THE **COMMUNITY'S FUTURE**

19. Thinking about the next three years, how would you say this community is likely to change? Will the community ... ?

- Improve a lot
- Improve some
- Stay about the same
- Decline some
- Decline a lot

20. Why do you feel this way?

21. What, if anything, do you think the people in this neighborhood can do to make it a better place to live? \_\_\_\_\_

TELL US ABOUT THE **COMMUNITY'S SCHOOLS**

22. What are things that you like best about the schools in this community?

- Quality of academic programming
- Extra-curricular activities, such as music, clubs or sports
- Safety
- Convenient locations
- Something else, please specify: \_\_\_\_\_
- Cost of education
- Opportunities for parent involvement at school
- My child is happy at his/her school
- Afterschool program opportunities

23. What are things that you like least about the schools in this community?

- Quality of academic programming
- Extra-curricular activities, such as music, clubs or sports
- Safety
- Convenient locations
- Something else, please specify: \_\_\_\_\_
- Cost of education
- Opportunities for parent involvement at school
- My child is happy at his/her school
- Afterschool program opportunities

24. Do you have a child in the public school system?

- Yes  No If yes, what school does your child attend? \_\_\_\_\_

25. If you had the opportunity, would you send your child to a different school?

- Yes  No If yes, where? \_\_\_\_\_

26. Do you know the following agencies/organizations: Please check yes or no

Organization	Yes	No
AMLA		
Aspira		
APM		
Ayuda		
Esperanza		
Casa Del Carmen		

27. Do you know that the following services are available to you in our community: Please check yes or no

Services	Yes	No
Education for Adults/Youth		
Daycare/Preschool		
Music Education/Arts		
Job Training / Work Readiness		
Housing Counseling		
Immigration Services		
Healthcare		
English Language Classes		

THANK YOU



Gracias por participar de esta encuesta. Estoy interesado/a en su opinión acerca de la comunidad donde vive.

**DIGANOS SOBRE SU COMUNIDAD**

1. ¿Cuánto tiempo lleva viviendo aquí?

- Menos de 1 año
- 1-5 años
- 6-10 años
- 11-20 años
- 21-30 años
- Más de 30 años

2. ¿Cuál de éstas es la mayor razón por la cual usted vive en esta comunidad?

- Para vivir cerca de su familia o amigos
- Cercanía al trabajo
- Accesibilidad a amenidades, como centros de comunidad y tiendas
- Proximidad a transportación pública
- Escuelas para los niños
- Acceso a oportunidades de empleo
- Seguridad en la comunidad
- Asequibilidad
- Nació aquí
- No tenía alternativa o a donde ir
- Otra razón, Especifique: \_\_\_\_\_

3. Generalmente, considerando todo, ¿cuán satisfecho diría usted que se siente viviendo en esta comunidad?

- Muy satisfecho
- Satisfecho
- Más o menos satisfecho
- Más o menos disatisfecho
- Disatisfecho
- Muy disatisfecho

4a. Ahora mismo usted recomendaría esta comunidad a otra persona como un buen lugar donde vivir?

- Definitivamente la recomendaría
- Probablemente la recomendaría
- Probablemente no la recomendaría
- Definitivamente no la recomendaría

4b. Ahora mismo, usted recomendaría esta comunidad a familias con niños como un buen lugar donde vivir?

- Definitivamente la recomendaría
- Probablemente la recomendaría
- Probablemente no la recomendaría
- Definitivamente no la recomendaría

4c. Ahora mismo, que usted recomendaría esta comunidad a envejecientes como un buen lugar donde vivir?

- Definitivamente la recomendaría
- Probablemente la recomendaría
- Probablemente no la recomendaría
- Definitivamente no la recomendaría

5. Si usted tuviera la elección, continuaría viviendo en esta comunidad?

- Sí **Por qué ?** \_\_\_\_\_
- No \_\_\_\_\_

Por Agrimensor: Habilidad  
 Área de Estudio: \_\_\_\_\_

**DIGANOS SOBRE SU VECINDAD**

6. ¿Cuáles son las cosas que más le gustan acerca de vivir en esta comunidad? Usted puede escoger hasta tres características de esta lista.

- Mi casa o apartamento
- Mis vecinos
- Distancia a mi empleo
- Accesibilidad a amenidades, como centros de comunidad y tiendas
- Proximidad a transportación pública
- Otra razón *Especifique:* \_\_\_\_\_
- Escuelas para los niños
- Acceso a oportunidades de empleo
- Seguridad en la comunidad
- Asequibilidad
- Tipos de viviendas disponibles

7. ¿Cuáles son las cosas que menos le gustan acerca de vivir en esta comunidad? Usted puede seleccionar hasta tres de las características en esta lista.

- Mi casa o apartamento
- Mis vecinos
- Distancia a mi empleo
- Accesibilidad a amenidades, como centros de comunidad y tiendas
- Proximidad a transportación pública
- Otra razón *Especifique:* \_\_\_\_\_
- Escuelas para los niños
- Acceso a oportunidades de empleo
- Seguridad en la comunidad
- Asequibilidad
- Tipos de viviendas disponibles

8. ¿Con cuántos de sus vecinos platica regularmente por 5 minutos o más?

- Ninguno
- 1 a 3
- 4 a 6
- 7 a 9
- 10 o más

9. Me gustaría que considere un número de situaciones que podrían ocurrir y en su comunidad y dígame cómo cree que las personas responderían. ¿Cuán probable usted sería que alguien en su comunidad [lea la oración]?

	muy probable	probable	algo probable	no muy probable	nada probable
Si necesita que le lleven a algún sitio?					
Un paquete se recibió mientras no estaba en casa y alguien necesita firmar para aceptarlo?					
Usted necesita un favor, como coleccionar su correspondencia o que le presten una herramienta?					
Necesita que alguien vigile su casa mientras está de viaje?					
Un vecino envejeciente necesita que alguien le visite periódicamente?					
Un vecino necesita que cuiden de su bebé en caso de una emergencia?					

10. Lea las siguientes oraciones e indique si usted está sumamente de acuerdo, de acuerdo, no de acuerdo o desacuerdo, o si está en desacuerdo.

Si algo anda mal en mi vecindario, se que las personas que viven aquí intentarían arreglarlo.

- Sumamente de acuerdo
- De acuerdo
- Ni de acuerdo ni en desacuerdo
- No está de acuerdo
- Completamente en desacuerdo

## DIGANOS SOBRE SU HOGAR

### 11. ¿Usted renta o es propietario de su hogar?

- Yo rento mi hogar. *Vaya a la pregunta 12.*  
 Yo soy el dueño de mi hogar. *Vaya a la pregunta 15.*  
 Yo vivo con mis familiares o amigos. *Vaya a la pregunta 12.*

### 12. ¿Consideraría comprar un hogar en esta comunidad?

- Sí *Vaya a la pregunta 13.*  
 No *Vaya a la pregunta 14.*

### 13. ¿Cuál de estos factores son razones por las cuales no ha comprado un hogar en esta comunidad? (Seleccione todas las que aplican a la izquierda) ¿De los factores que seleccionó, cuál es la razón primaria por la cual no ha comprado un hogar en esta comunidad? (Seleccione sólo una a la derecha)

	Razones Selecione todas las que aplican	Razón primaria Seleccione sólo una
Casas disponibles en la comunidad		
Condiciones físicas de la comunidad		
Criminalidad o asuntos de seguridad		
Calidad de servicios públicos o escuelas		
Conveniencia hacia el trabajo, la escuela, y/o tiendas		
Mi situación financiera personal		
Estado de la economía		
Otra razón <i>Especifique</i> _____		

Continúe a la pregunta 15.

### 14. ¿Cuál de estos factores son razones por las cuales no compraría un hogar en esta comunidad? (Seleccione todas las que aplican a la izquierda). ¿De los factores que seleccionó, cuál es la razón primaria por la que no compraría un hogar en esta comunidad? (Seleccione sólo una a la derecha)

	Razones Selecione todas las que aplican	Razón primaria Seleccione sólo una
Casas disponibles en la comunidad		
Condiciones físicas de la comunidad		
Criminalidad o asuntos de seguridad		
Calidad de servicios públicos o escuelas		
Conveniencia hacia el trabajo, la escuela, y/o tiendas		
Mi situación financiera personal		
Estado de la economía		
Otra razón <i>Especifique</i> _____		

3

## DIGANOS SOBRE LAS CARACTERÍSTICAS DE SU COMUNIDAD

### 15. Por favor dígame cómo estimaría los siguientes aspecto de esta comunidad.

	Muy buena	Buena	Mds o menos	Pobre	Muy pobre
Limpieza					
Condiciones físicas de los hogares					
Condiciones físicas de las calles, aceras, y espacios públicos					
Seguridad					
Amigabilidad de los vecinos					
Calidad de servicios públicos					
Variedad de productos y servicios disponibles					
Acceso a transportación					
Acceso a centros de empleo					
Asequibilidad de las casas o apartamentos					
Escuelas Públicas y, escuelas "Chárter" (grados K-12)					

## DIGANOS SOBRE CÓMO SU COMUNIDAD HA CAMBIADO

Por favor compare la comunidad ahora versus *hace tres años*. Si no ha vivido en esta comunidad por menos de tres años, por favor compare la comunidad *desde que se mudó*.

### 16. ¿Comparado a tres años atrás, cómo ha cambiado esta comunidad en general? Diría que la comunidad ... ?

- Mejoró bastante  
 Mejoró algo  
 Está casi igual  
 Empeoró algo  
 Empeoró bastante

### 17. Por favor describa por qué se siente de esta manera.

### 18. ¿Comparado a tres años atrás, diría que los siguientes aspectos han cambiado?

	Mejóro bastante	Mejóro algo	Está casi igual	Empeoró algo	Empeoró bastante
Limpieza					
Condiciones físicas de los hogares					
Condiciones físicas de las calles, aceras, y espacios públicos					
Seguridad					
Amigabilidad de los vecinos					

4

**18. Seguido**

	Mejoró bastante	Mejoró algo	Está casi igual	Empeoró algo	Empeoró bastante
Calidad de servicios públicos					
Variedad de productos y servicios disponibles					
Acceso a transportación					
Acceso a centros de empleo					
Asequibilidad de las casas o apartamentos					
Escuelas Públicas y, escuelas "Chárter" (grados K-12)					

**DIGANOS SOBRE SUS PENSAMIENTOS EN EL FUTURO DE LA COMUNIDAD**

**19. ¿Enfocándonos en los próximos tres años, cómo diría que la comunidad cambiaría?**

- Mejorar bastante
- Mejorar algo
- Se mantendrá casi igual
- Empeorará algo
- Empeorará bastante

**20. Por favor dígame por qué se siente de esta manera.**

**21. ¿Cree usted que hay algo que la gente de este vecindario puede hacer para que éste sea un mejor lugar donde vivir?** \_\_\_\_\_

**DIGANOS SOBRE LAS ESCUELAS DE LA COMUNIDAD**

**22. ¿Cuáles son los aspectos de las escuelas en esta comunidad que más le gusta Ud.?**

- Calidad de los programas académicos
- Actividades extraescolares como música, clubs, or deportes
- Seguridad
- Ubicaciones convenientes
- Costo de la educación
- Oportunidades para padres involucrarse con la escuela
- Su niño/a está contento/a con la escuela
- Programas y actividades después de la escuela
- Otro: \_\_\_\_\_

**23. ¿Cuáles son los aspectos de las escuelas en esta comunidad que menos le gusta Ud.?**

- Calidad de los programas académicos
- Actividades extraescolares como música, clubs, or deportes
- Seguridad
- Ubicaciones convenientes
- Costo de la educación
- Oportunidades para padres involucrarse con la escuela
- Su niño/a está contento/a con la escuela
- Programas y actividades después de la escuela
- Otro: \_\_\_\_\_

**24. ¿Ud. tiene niños estudiando en una escuela pública?**

- Sí  No ¿Cual escuela? \_\_\_\_\_

**25. ¿Si tuviera la oportunidad, le enviará su niño/a otra escuela?**

- Sí  No ¿Donde le enviará? \_\_\_\_\_

**26. ¿Usted Conoce algunas de las siguientes agencias? Por favor indique sí o no:**

	SI	No
<b>Agencias</b>		
AMLA		
Aspira		
APM		
Ayuda		
Esperanza		
Casa Del Carmen		

**27. ¿Sabía usted que estos servicios están disponible para usted en su comunidad?**

	SI	No
<b>Servicios</b>		
Educación para adultos y jóvenes		
Cuidados de niño/a / Pre-escolar		
Educación de música/Artes		
Entrenamientos para empleos		
Consejería de hipoteca		
Servicios de inmigración		
Cuidados de salud		
Clases de Ingles		

THANK YOU

# 2 EXISTING CONDITIONS DATA

## 1 DEMOGRAPHIC PROFILE

POPULATION CHANGE

AGE

RACE/ETHNICITY

HOUSEHOLDS

EDUCATION

HEALTH

EMPLOYMENT

INCOME

HOUSING TENURE/COST BURDEN

## 2 PHYSICAL ENVIRONMENT

LAND USE 1950-2011

ZONING/LAND USE CONFLICTS

INSTITUTIONS

COMMERCIAL USES

RESIDENTIAL OWNERSHIP/SALES

VACANCY

BUILDING CONDITION

WINGOHOCKING CREEK BED

TREE COVER

PARKS AND OPEN SPACE

## 3 TRANSPORTATION

STREET NETWORK

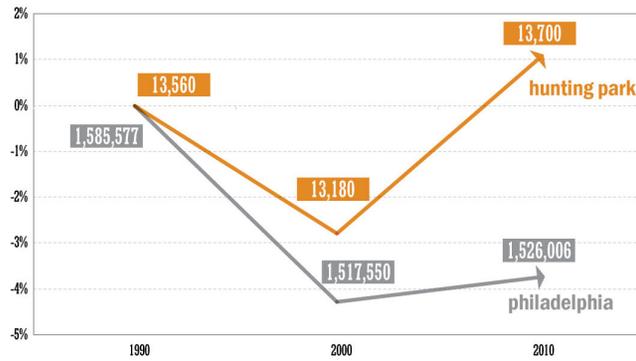
PUBLIC TRANSIT/BASE AND CONTEXT

COMMUTE MODE

## 4 QUALITY OF LIFE

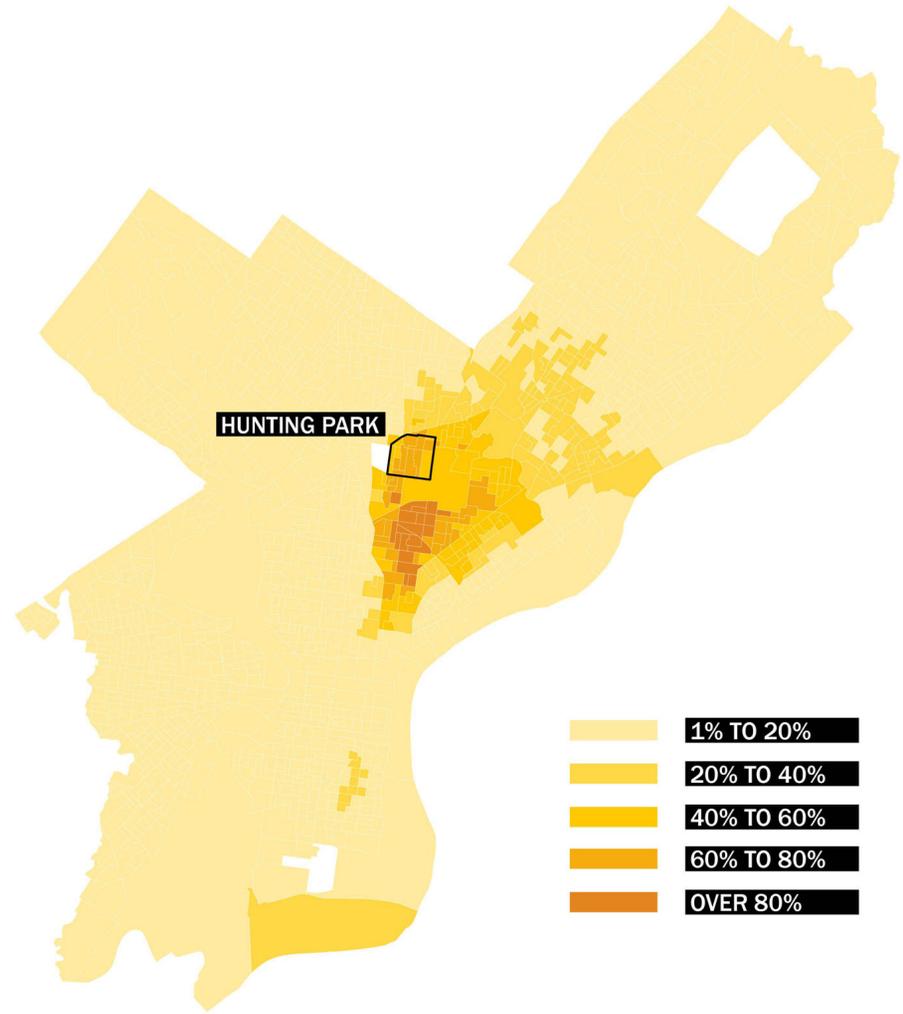
CRIME AND SAFETY

# 1 DEMOGRAPHIC PROFILE



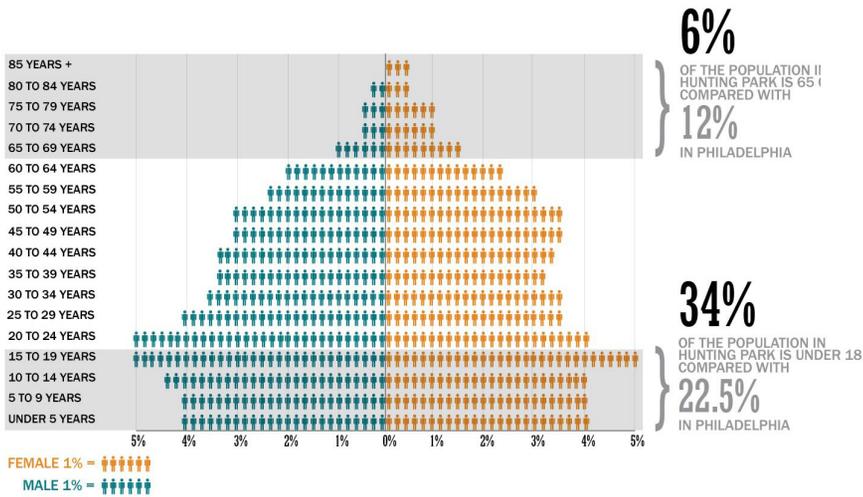
**Fig. 4** Population change, 1990 - 2010

Source: U.S. Census Summary File 1 (1990, 2000, 2010)



**Fig. 3** Distribution of Hispanic population in Philadelphia, 2010

Source: U.S. Census Summary File 1 (2010)

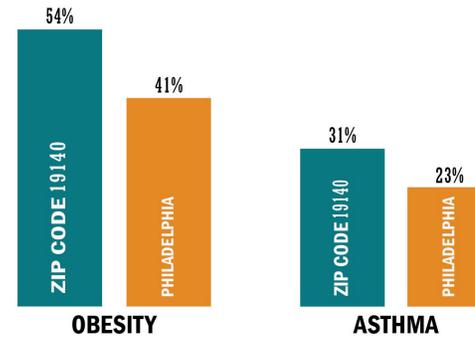


**Fig. 6** Age by sex, 2010

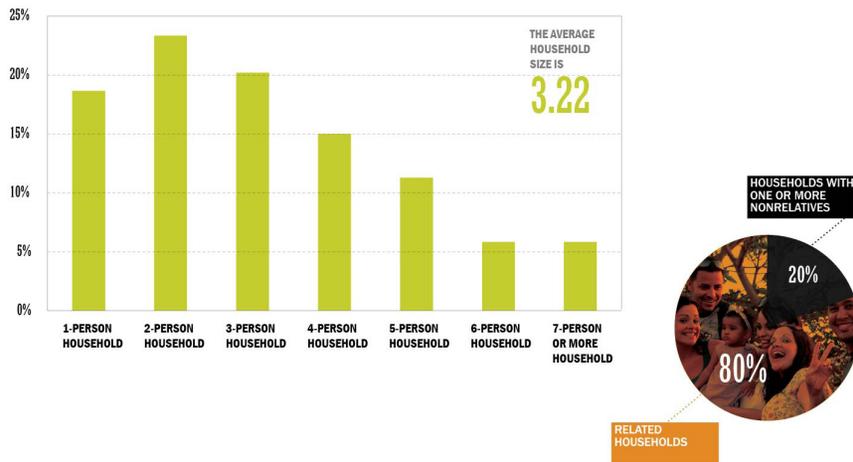
Source: U.S. Census Summary File 1 (2010)



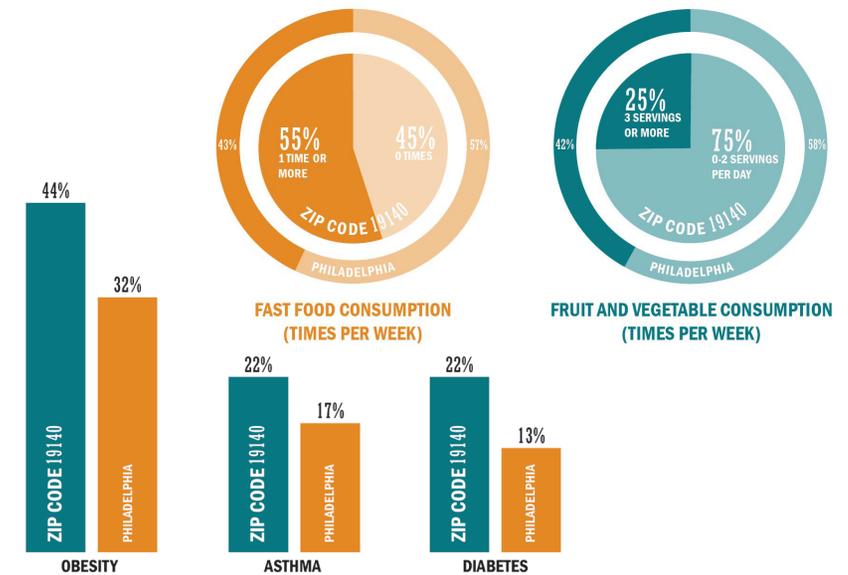
**Fig. 5 Race and ethnicity, 1990 - 2010**  
 Source: U.S. Census Summary File 1 (1990, 2000, 2010)



**Fig. 51 Health statistics - children, 2010**  
 Source: Philadelphia Health Management Corporation



**Fig. 50 Households, 2010**  
 Source: U.S. Census Summary File 1 (2010)



**Fig. 52 Health statistics - adults, 2010**  
 Source: Philadelphia Health Management Corporation

students in **Hunting Park** lag behind the overall citywide graduation rate

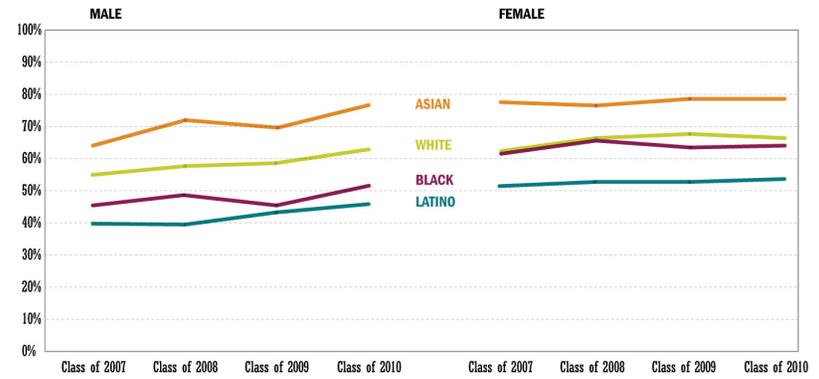
**38%** olney east  
**41%** olney west  
**58%** citywide



**Fig. 53** High school graduation rates, 2010

Source: Philadelphia School District

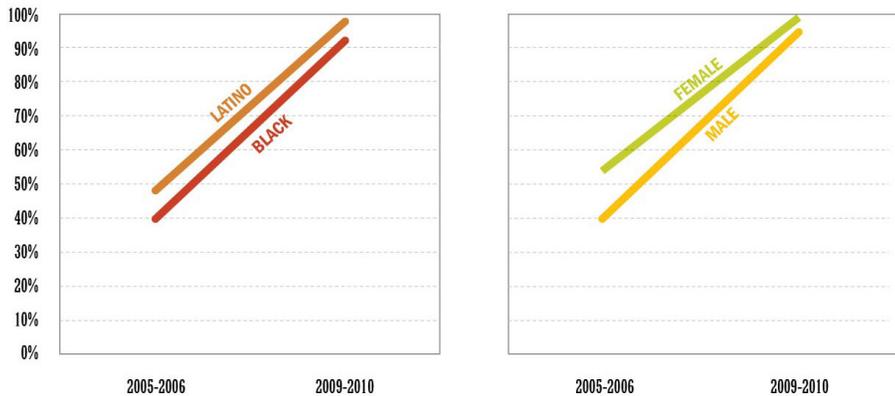
latino students have lower graduation rates than their counterparts



**Fig. 54** High school graduation rates, 2007 - 2010

Source: Office of Accountability, Philadelphia School District

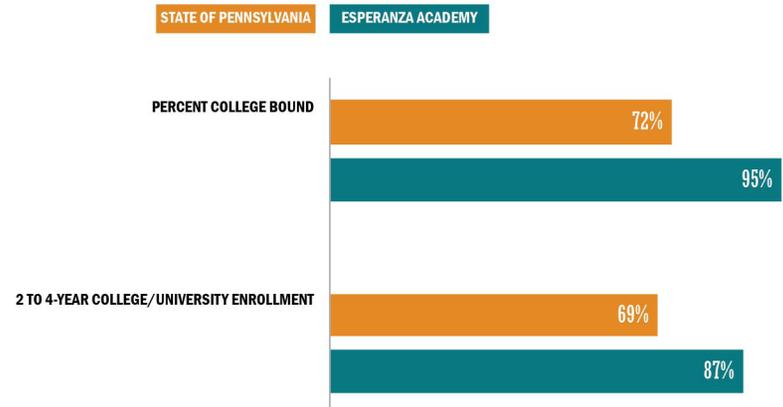
improved high school graduation rates at Esperanza High



**Fig. 19** Esperanza high school graduation rates

Source: Commonwealth of Pennsylvania, School Report Card

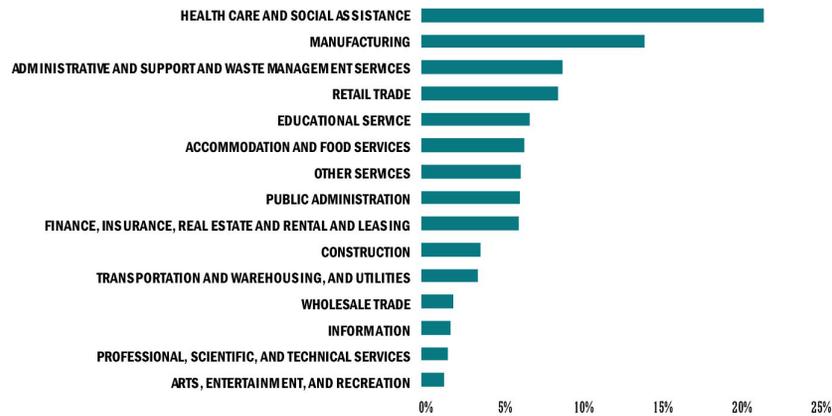
Esperanza graduates ready for/enrolled in college



**Fig. 20** Esperanza post graduate profile

Source: Pennsylvania Department of Education

**estimated percent of people age 16 years or older who are employed**



**Fig. 8 Employment by industry, 2010 (estimated)**

Source: Nielsen, TRF PolicyMap

**estimated percent of households with income from the following sources:**



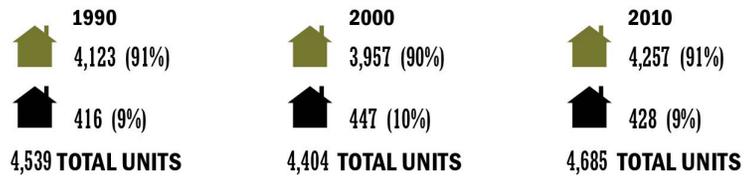
**Fig. 55 Household income, 2005 - 2009 (estimated)**

Source: American Community Survey 2005 - 2009

**TENURE**



**OCCUPANCY** ■ OCCUPIED ■ VACANT



**Fig. 23 Housing tenure and occupancy, 1990 - 2010**

Source: U.S. Census Summary File 1 (1990, 2000, 2010)

**HOUSING COST BURDEN**

average % of residents for whom monthly housing costs are 30% or more of reported household income



**Fig. 56 Housing cost burden, 2005 - 2009 (estimated)**

Source: American Community Survey 2005 - 2009

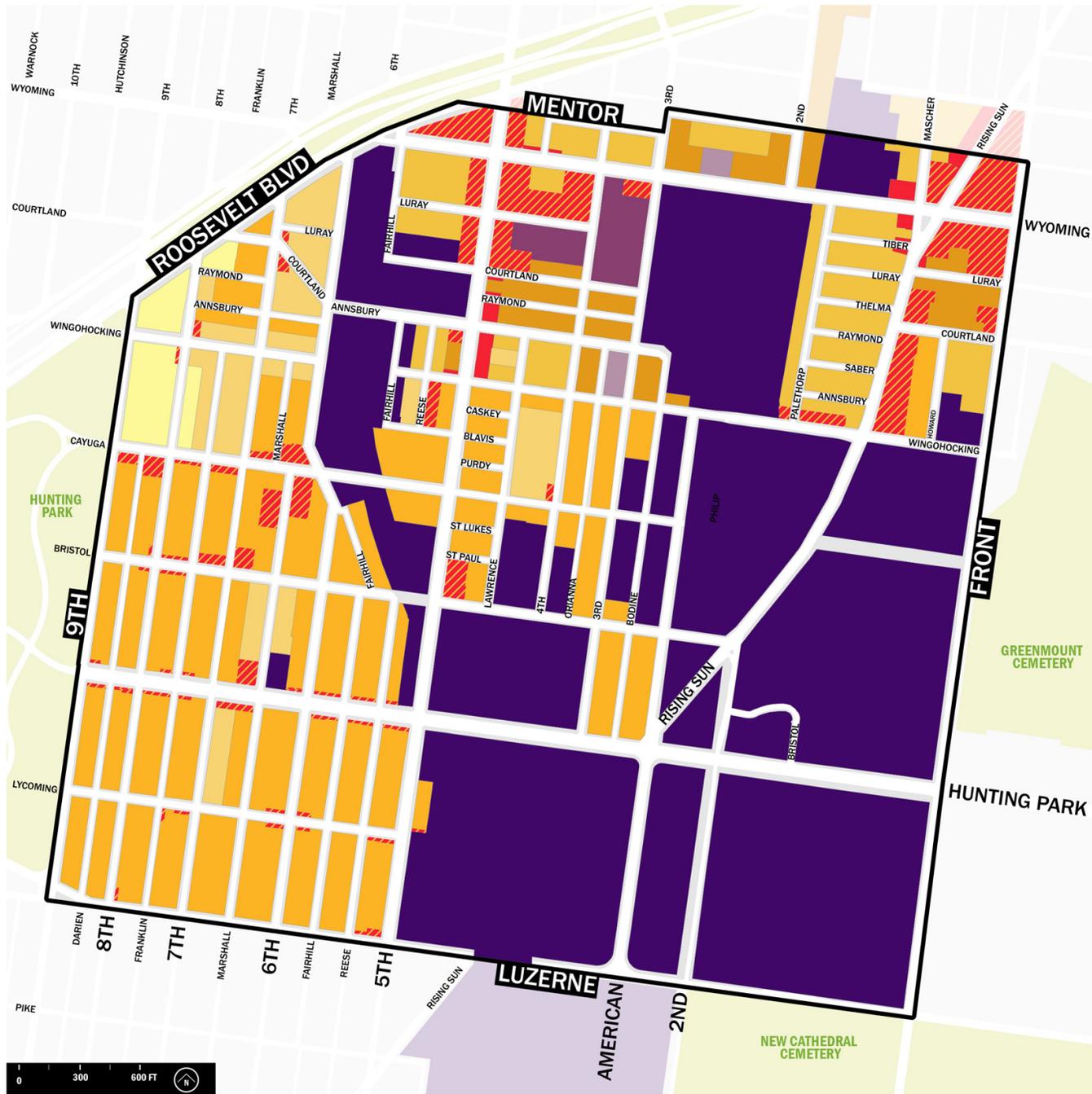
## 2 PHYSICAL ENVIRONMENT



Fig. 57 1950 Land use map  
Source: Sanborn Company



Fig. 9 2011 Land use map  
Source: Field Survey (2011)



- C1
- C2
- G2
- L4
- L5
- R5
- R9
- R9A
- R10
- R10A

Fig. 58 2009 Zoning  
Source: City of Philadelphia

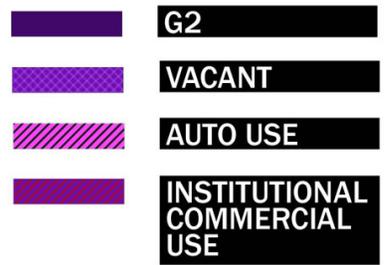


Fig. 59 Industrial zoning and non-industrial land use  
 Source: Field survey (2011)



- CIVIC**
- EDUCATION/YOUTH**
- RELIGIOUS**
- SOCIAL/HEALTH SERVICES**

Fig. 18 Institutions/community services  
 Source: Field Survey (2011)

## 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.



**2010 SCHOOL PERFORMANCE INDEX (OVERALL RANKING)**

- TOP 10%
- 1 MCCLURE
  - 2
  - 3 CAYUGA
  - 4
  - 5
  - 6
  - 7 FELTONVILLE ARTS AND SCIENCE
  - 8 FELTONVILLE INTERMEDIATE
  - 9 OLNEY EAST
  - 10 CLEMENTE OLNEY WEST
- BOTTOM 10%

Fig. 7 School catchment map  
Source: Field Survey (2011)



**60%**  
OF COMPANIES HAVE  
FEWER THAN 10  
EMPLOYEES

NUMBER OF EMPLOYEES  
**COMMERCIAL**  
**INDUSTRIAL**  
**INSTITUTIONAL**

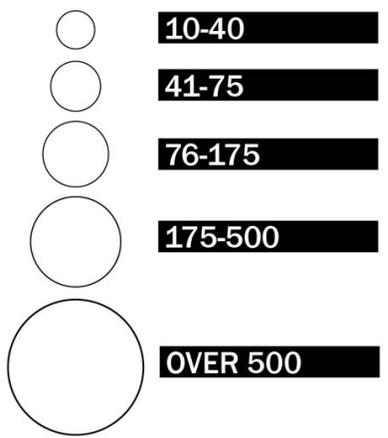


Fig. 26 Major employers map  
 Source: Field Survey (2011), Manta, Hoovers



Fig. 60 Commercial land use map  
Source: Field Survey (2011)



- 1 5TH AND THE BOULEVARD
- 2 RISING SUN AND WYOMING
- 3 5TH AND LINDLEY-OLNEY
- 4 11TH AND LOUDON
- 5 DUNCANNON AND MASCHER
- 6 BROAD AND LINDLEY-LOGAN
- 7 BROAD AND WINGOHOCKING
- 8 BROAD, ERIE AND GERMANTOWN
- 9 WEST ERIE AND VICINITY
- 10 FRONT AND ALLEGHENY
- 11 HARROWGATE SHOPPING PLAZA
- 12 HUNTING PARK/ JUNIATA PARK
- 13 D STREET AND WYOMING
- 14 RISING SUN AND OLNEY

Fig. 61 Commercial corridors (context)  
Source: Econsult



**29%**  
OF THE RESIDENTIAL  
PROPERTIES HAVE  
OFF-SITE OWNERS



Fig. 62 Residential property ownership map  
Source: City of Philadelphia Office of Property Assessment



SALES BELOW \$45,000  
**64%**  
 MEDIA SALE PRICE  
**\$22,000**

	\$1 - \$1,000
	\$1,001 - \$45,000
	\$45,001 - \$60,000
	\$60,001 - \$75,000

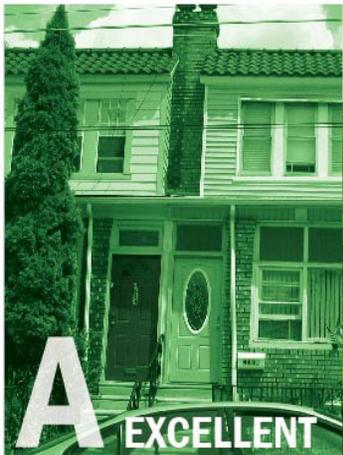
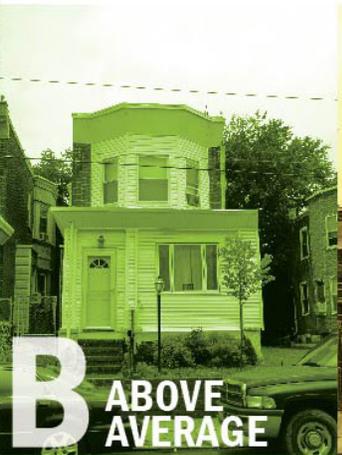
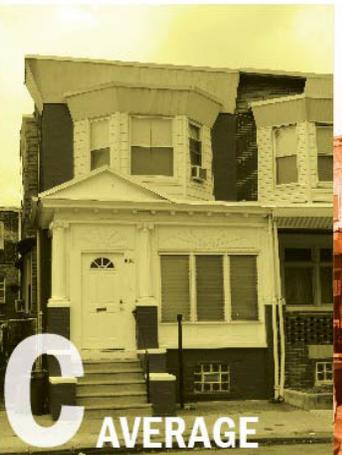
Fig. 63 Residential sales, 2002-2011  
 Source: City of Philadelphia Office of Property Assessment



Fig. 64 Vacancy map  
Source: Field Survey



Fig. 65 Building conditions and vacancy map  
 Source: Field Survey (2011)

 <p><b>A</b> EXCELLENT</p>	 <p><b>B</b> ABOVE AVERAGE</p>	 <p><b>C</b> AVERAGE</p>	 <p><b>D</b> DISTRESSED</p>	 <p><b>F</b> DILAPIDATED</p>
<ul style="list-style-type: none"> <li>• Good appearance</li> <li>• Needs no improvement or repair</li> </ul>	<ul style="list-style-type: none"> <li>• Good appearance</li> <li>• In need of minor (cosmetic) repairs, such as yard cleaning or a paint job touch up</li> </ul>	<ul style="list-style-type: none"> <li>• Average appearance</li> <li>• In need of more serious cosmetic improvement and/or some structural repair</li> </ul>	<ul style="list-style-type: none"> <li>• In need of major renovation</li> <li>• Highly visible signs of decay</li> </ul>	<ul style="list-style-type: none"> <li>• Structurally dangerous</li> <li>• Can not be salvaged</li> <li>• Requiring demolition</li> </ul>

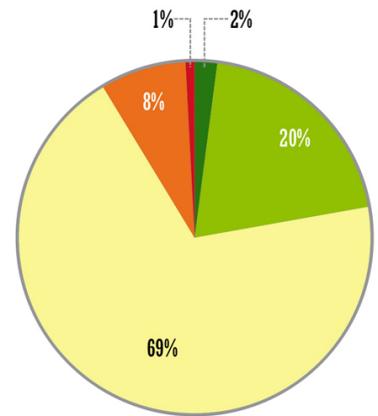


Fig. 11 Building conditions map  
Source: Field Survey (2011)



Fig. 66 Wingohocking Creek Bed  
Source: USGS (2000)



- GARDEN
- VACANT LAND
- VACANT BUILDING
- POOR BUILDING CONDITION
- VACANT AND POOR BUILDING CONDITION

Fig. 46 Wingoocking Creek bed, vacancy and poor building conditions  
 Source: Field survey (2011), USACE



TREE COVERAGE MAKES UP APPROXIMATELY

**3.6%**

OF THE TOTAL STUDY AREA

BY 2035, THE CITY OF PHILADELPHIA HAS PLANNED FOR TREE COVERAGE TO COMPRISE

**30%**

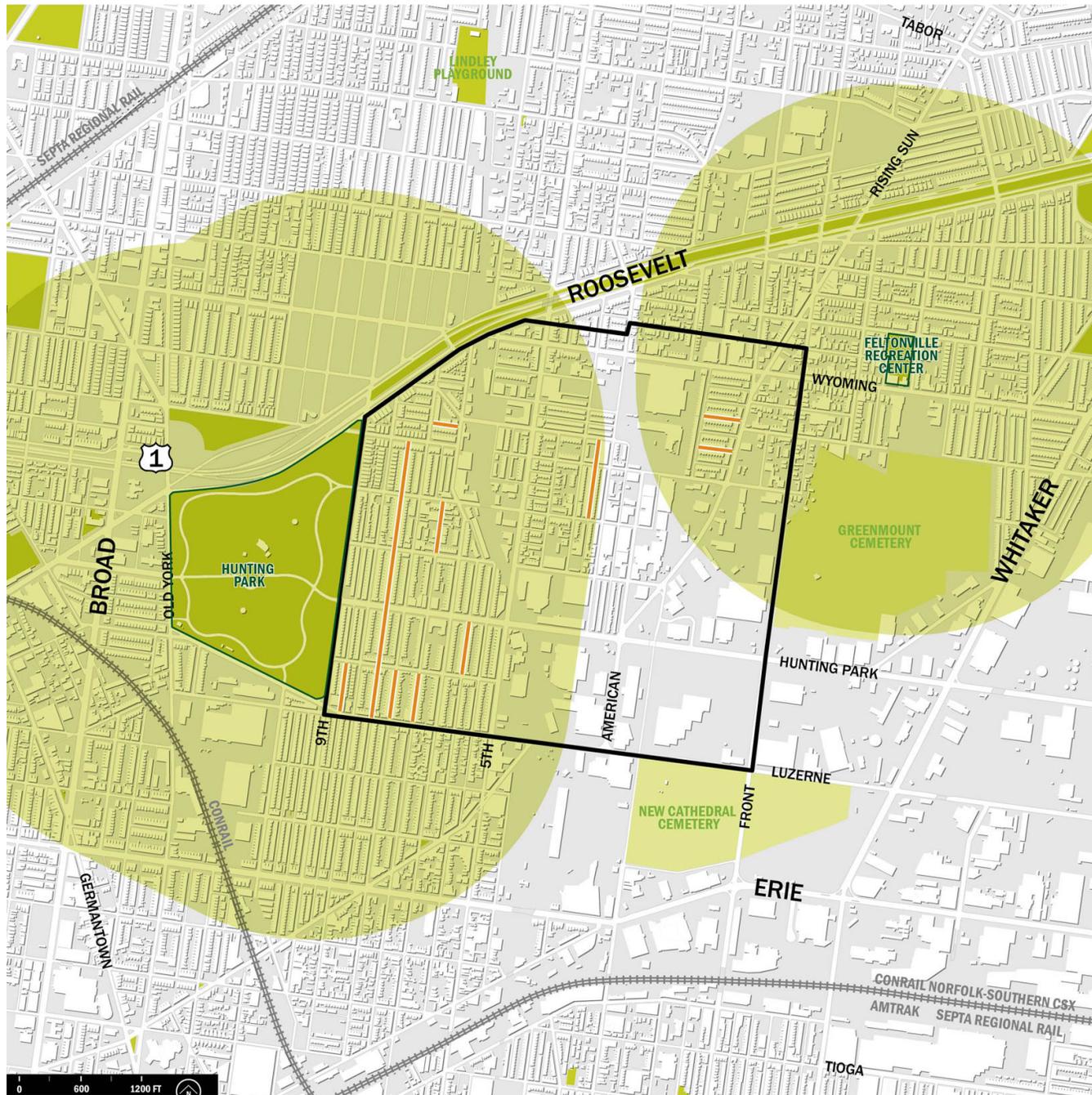
OF EACH NEIGHBORHOOD'S TOTAL AREA

Fig. 46 Tree cover map  
Source: City of Philadelphia



Fig. 67 Street tree cover map  
 Source: City of Philadelphia





NOT ALL RESIDENTS  
ARE WITHIN A  
**10 MINUTE**  
WALK OF OPEN SPACE

THE CITY'S GOAL FOR 2025  
IS FOR 100% OF RESIDENTS  
TO BE WITHIN A 10 MINUTE  
WALK OF OPEN SPACE

PLAY STREETS

Fig. 45 Access to open space map  
Source: City of Philadelphia

### 3 TRANSPORTATION



Fig. 13 Street network map  
Source: Field Survey, Google



- 1** PARX CASINO - 54TH/CITY
- 47** 5TH/GODFREY - WHITMAN PLAZA
- 57** FERN ROCK TRANS. CTR. - WHITMAN PLAZA
- 75** WAYNE JUNCTION - ARROTT TRANS. CTR
- C** FERN ROCK TRANS. CTR. - SOUTH PHILADELPHIA
- R** WISSAHICKON TRANS. CTR. - FRANKFORD TRANS. CTR.

Fig. 69 Transit map (study area)  
Source: SEPTA



Fig. 70 Transit map (context)  
 Source: City of Philadelphia

## ESTIMATED COMMUTE TIME

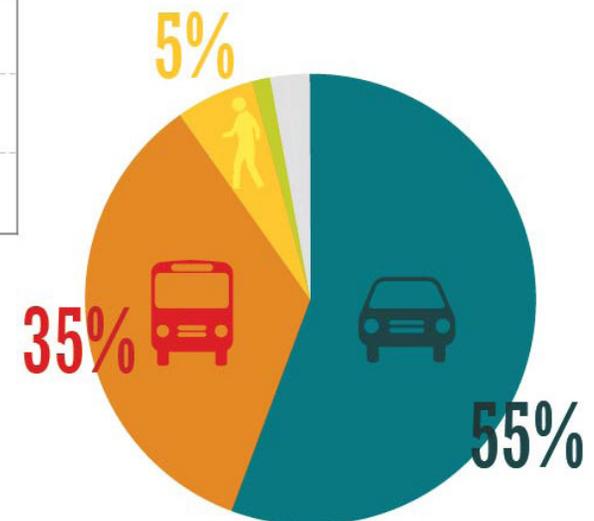
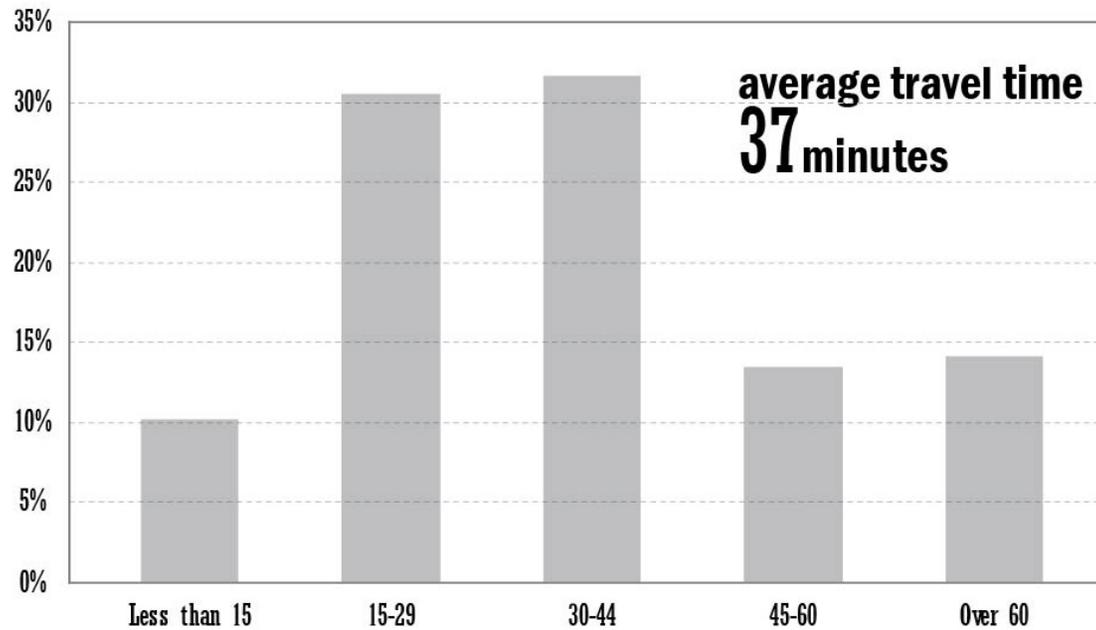


Fig. 12 Commute to work, estimated  
Source: Nielsen, TRF PolicyMap

## 4 QUALITY OF LIFE

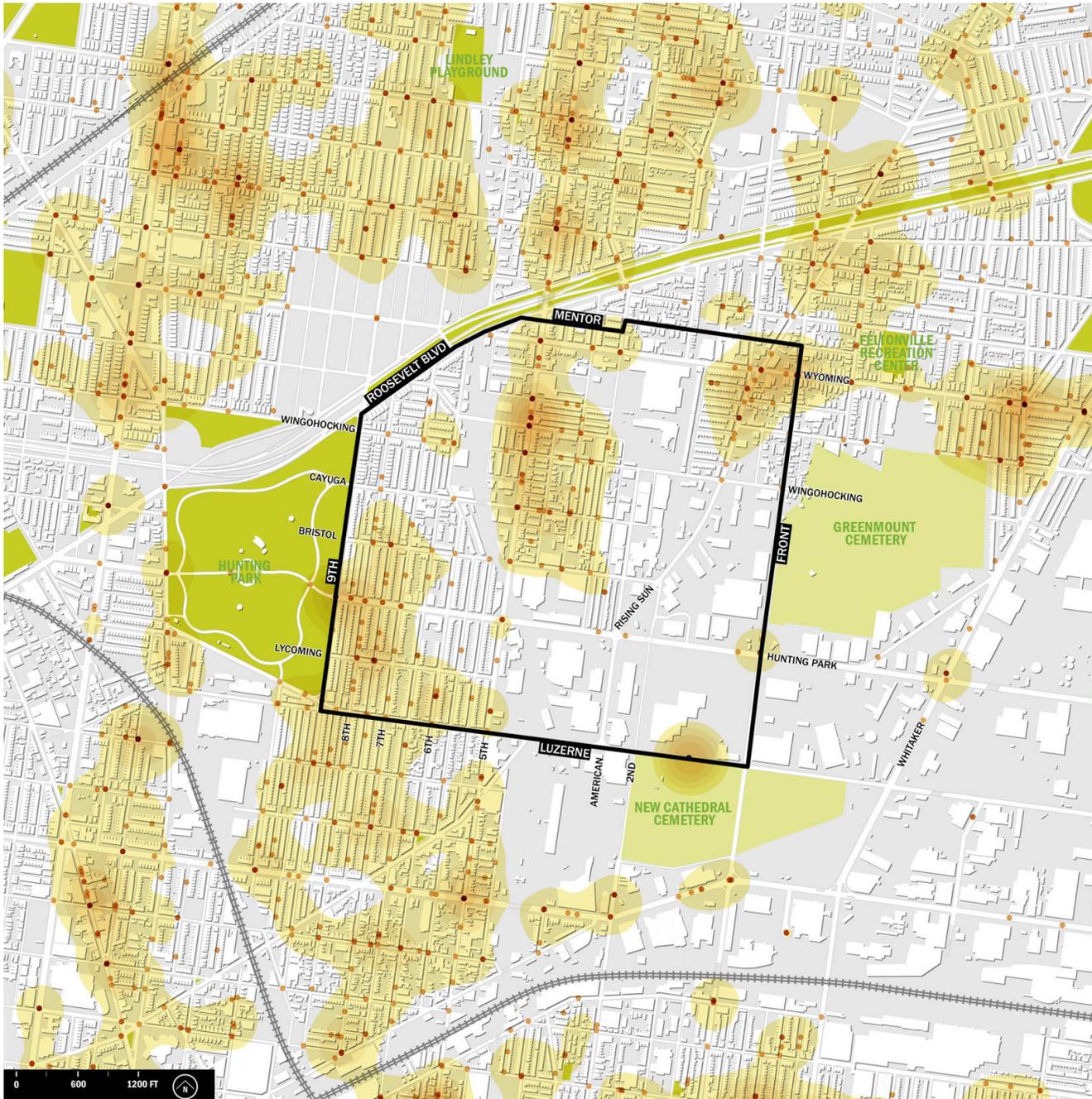


Fig. 29 Crimes Against People, 2010  
Source: Philadelphia Police Department

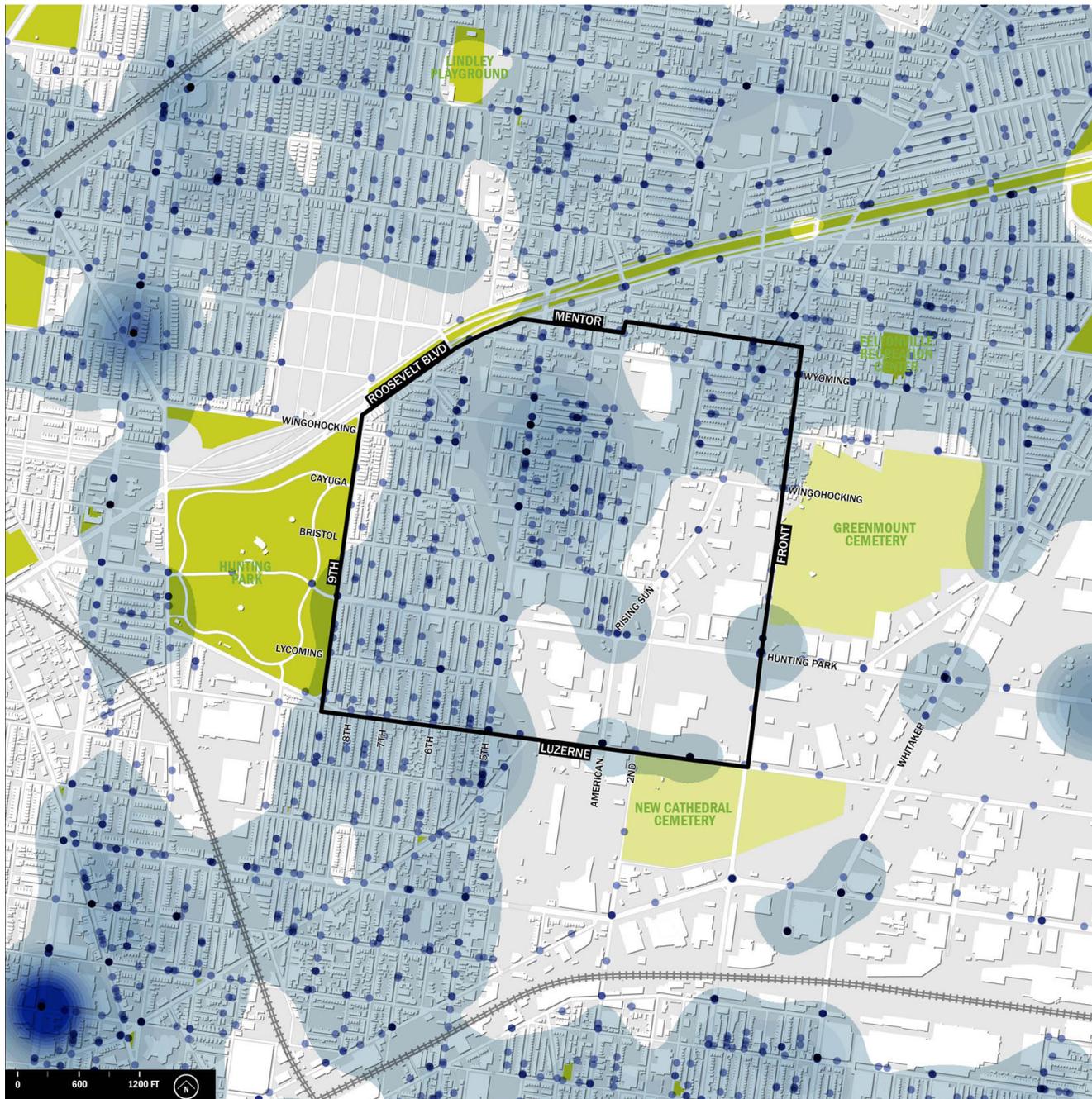


Fig. 71 Crimes Against Property, 2010  
 Source: Philadelphia Police Department

# 3 SUMMARY OF STAKEHOLDER AND COMMUNITY MEETINGS



The Hunting Park Neighborhood Plan  
Advisory Kick-off Meeting # 1 (Minutes)  
6:00 pm, May 24, 2011  
Esperanza (Main Conference Room)

Present: E. González, K. Tucker, D. Ortiz, P. Lacenski, A. Culver, W. G. - Harvey, W. Hoffman, L. López, S. Post, A. Mojica, S. Chen, J. Rodriguez, S. Page, C. Pope, G. Newman,

Staff: L. Rosario, A. Haywood, M. Iannarelli, A. Roig

## I. Presentation

### Wilson Associates & Interface Studios:

Lamar Wilson & Scott Page presented an overview of planning process and highlighted the main planning goals and objectives in terms of what we are trying to accomplish. He explained that Esperanza's goal is to develop a plan that will revitalize a section of the Hunting Park Neighborhood that will focus on increasing opportunities to improve living conditions for residents, improving operating conditions for neighborhood businesses with a focus on education and physical and economic development. Scott Page expanded on roles and responsibilities of Esperanza, the Advisory Committee, Subcommittees and the Consultant Team with respect to who is doing what. Both explained that Esperanza, the advisory and subcommittees work towards a unified set of goals on key areas such Education, Affordable Housing and Business/Economic Development; Lamar discussed that the consultants primarily research and measure data, hold stakeholder interviews and make recommendations and are the team that write the plan after all groups set priorities and vote to accept the plan in whole or in part.

Lamar presented on guiding principles and values and gave details on why we are planning for this neighborhood and further discussed Esperanza's drive to address educational, economic and physical conditions of the neighborhood as a basis for coming up with specific goals and objectives to guide future investments. Lamar & Scott presented highlights on priority setting and decision making throughout the planning process concerning the goals on researching what the needs are in the community and ways of identifying gaps.

## II. Plan's Major Focus Areas (*Esperanza's Perspective*):

Art Haywood communicated that Esperanza's intentions are to revitalize and make a positive change in the Hunting Park Neighborhood by developing a comprehensive plan focused on Education, Affordable Housing, Business/Job Development and Public/Social Services however; he reiterated that increasing the level of education for the neighborhood residents was the primary target.

## III. Scope and Timelines:

Lamar announced that the planning process would take several months starting May 24, 2011 through March, 2011.



## IV. Neighborhood Baseline Conditions and Trends (Measuring tools):

Lamar presented on how the team was going to obtain resident feedback and discussed how the public was going to be engaged, highlighting the purpose of the resident survey and the types of questions asked; Scott followed by explaining that the survey questions are focused on evaluating the quality of life while a sample copy of the 2010 survey was distributed; Lyza followed by explaining another measuring tool that was going assist in measuring community conditions was a web-based geographic information system called PolicyMap that observed building, housing and land conditions.

## V. Subcommittee Development / Chairing Recommendations:

Lamar & Art announced that subcommittees had to be developed and that recommendations were made by Esperanza's team regarding individuals chairing and co-chairing on specific committees. The group was then asked to start thinking about outside individuals whom they might want to invite

### Questions/Concerns/Responses:

C: Plan area is not big enough.

R: Actually, the plan covers a 60 square-block area defined by E. Wyoming on the north, Hunting Park Avenue on the south, N. Front Street on the east, and N. 9<sup>th</sup> Street on the west so compared to other neighborhood plans, the area we're covering is actually a lot bigger than most plans done in similar communities.

Q: Can the plan boundaries be expanded to include Luzerne Street?

R: Yes, but if we expand the plan area, then we'll need more money; it is possible however, there are a couple things that come along with that require us finding more money to be able to do more research and we'll also need to hire individuals to be able to work in that capacity.

C: The plan is cutting out many stakeholders / residents in the area.

R: Yes, but it also includes many of the areas stakeholders; realistically, even if we do expand the plan boundaries to Luzerne Street, there is always going to be someone cut out of the plan considering whoever lies right outside of the border so yes, it definitely is possible to expand the plan area but again we do not want over promise and we want to be able to do what we're saying we're going to do.

C: Many of the residents that live southwest of the plan boundaries are in fact more at a disadvantage. In fact the neighborhood's much needed improvements concerning building and housing conditions are actually further southwest of the plan boundaries.

R: Yes, I agree and we can definitely look into expanding the plan area down to Luzerne Street however, I can't guarantee anything; we would have to pose the question to the Wells Fargo Regional Foundation.

Q: Why is the plan called the Hunting Park Neighborhood Plan, when it's not really covering the entire Hunting Park neighborhood?

R: Yes you're right; it doesn't cover the entire neighborhood however, it does cover a sizeable part of it. Again, as much as Esperanza would like to plan for the entire Hunting Park Neighborhood, the facts are that we need the resources to be able to do that, keeping in mind being able to accomplish the goals we're setting.

Q: Is the resident survey going to allow for residents' to give both positive and negative feedback?

R: Yes, the resident survey does allow for residents to explain certain answers in their own words and we also have the flexibility to be able to add questions in efforts to gather data that reflects information on the plan's key focus areas as long as we get proper approval from Wells Fargo.

Q: Are stakeholders going to be engaged? How will they be engaged?

R: Yes, they are going to be interviewed, if willing, can definitely serve on recommended advisory/subcommittees and will definitely be made aware of all communitywide meetings.

Q: How are organizations bordering the plan area going to be impacted? Are they going to be engaged at all?

R: Well, I'm sure that there's going to be both positive and negative feelings and everyone is going to have a different perspective on what we're doing with respect to not being within the plan area however, we're going to do our best. Again, this is all new to all of us, there has never been a plan done for this neighborhood so, and there's definitely going to be a lot of learning curves.

Q: Are we going to identify the gaps and how?

R: Absolutely, Wells Fargo works with a company called Success Measures that provides us with assistance throughout the planning process to evaluate community conditions. Success Measures uses two methods of analyzing data such the resident survey that was just discussed and an electronic observation tool called PolicyMap that will help evaluate building, housing and land conditions.

Feedback:

- ✓ Focusing on education is a great idea.
- ✓ Many other neighborhood plans do not make education a focal point.
- ✓ Including healthcare is extremely important.

**Hunting Park Neighborhood Revitalization Plan  
Education & Social Service Subcommittee Meeting  
July 22, 2011**

**In attendance:**

Lamar Wilson (Lead Consultant, Wilson Associates)  
Pita Lacenski (Graduate Intern)  
David Rossi (Nueva Academy Charter Principal)  
Roberto Luciano (Education Specialist at Esperanza College)  
Dr. Conde-Frazier (Dean of Esperanza College and Subcommittee Co-chair)  
Lyza Rosario (Community Organizer at Esperanza)  
Griselle Newman (Administrator at Casa del Carmen and Subcommittee Co-chair)  
Marilisse Colón (Hispanic Market Specialist at Al Día)

**Member Introductions**

Members introduced themselves, stated their connection to Esperanza and/or Hunting Park community education.

**Subcommittee Role**

Lamar Wilson opened by expressing his appreciation for all the education stakeholders in attendance. Lamar moved into a discussion on core functions of the subcommittee including how work done by the subcommittee will be linked to the larger Hunting Park Neighborhood Revitalization Plan.

**Key points include:**

- Review of the Hunting Park Neighborhood Revitalization Plan, including the importance of stakeholder feedback in creating the plan.
- To the greatest extent possible, the plan must be stakeholder informed, data-driven, and evidence based.
- The education subcommittee will be meeting bi-monthly.
- Creating the plan not a linear process, while the bi-monthly meeting will build upon each other, we will continue to revisit key topics throughout the entirety of the planning process.

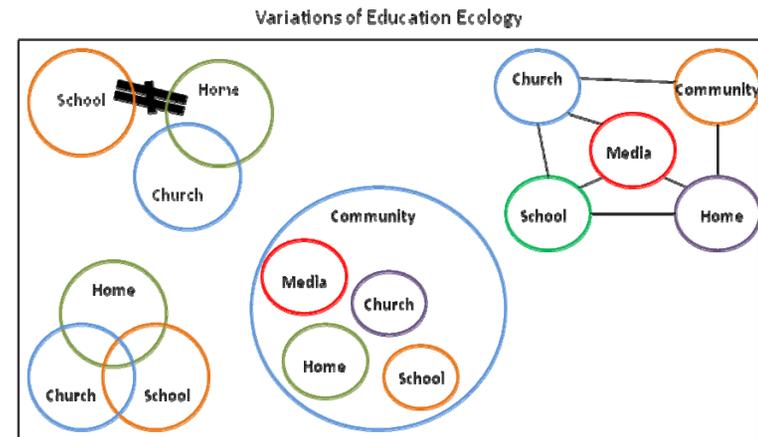
**Community Education Ecology & Road Map**

Lamar introduced Dean Conde-Frazier who guided a discussion on a framework for thinking about our planning efforts. Key points include:

**Education Ecology**

- Education ecology is created by elements that influence a person's life→ e.g. Language, Home, School, Church, Media, Community, etc.
- Education ecology elements are essential pieces to life learning process.

- Configuration of community elements build the ecology—e.g. see *Variations of Education Ecology* below.
- Ecology elements are how values are transmitted.



**Key Questions about HP Community Ecology**

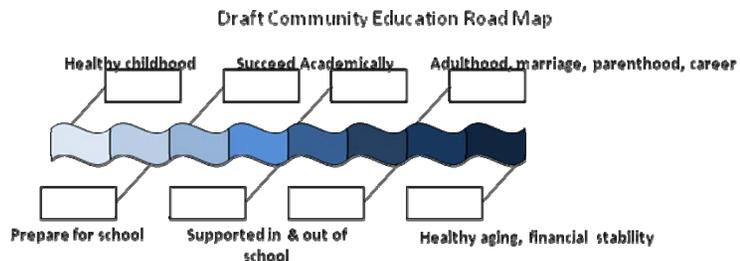
- How is our community configured? Is it like the community with the media at the center?
- What data/information do we need to more fully understand HP's education ecology?
  - Part of the data/information we collect should be stories, narratives of the community experience.
- Do the schools in our community 1) understand the HP education ecology, and 2) do they care to understand the education ecology?

**Important Elements to Remember in HP Community Ecology**

- Media is an equalizer in our community → it is a common experience and might be the only element that is everyone's ecology

**Education Road Map**

- If ecology is the configuration of essential education pieces, the road map is framework for agreeing upon and ordering what pieces are necessary for a successful life journey.
- Road Map outlines where community education assets are along the continuum



#### Key Questions about HP Community Road Map

- What are the elements needed in each phase of our journey?
- How do we measure success in these areas?

#### What we know about HP community education elements

- Many teachers and schools are not aware of the education ecology.
- The more a teacher/school identifies with the ecology, the more receptive students & community are to transmission of values.
- Assumptions often come into play because there is no shared understanding.
- Supportive services and programs are in the community.
- Latino community is a community of orality → we are reached through relationships.

#### Key questions moving forward

- How do we get community members to take advantage of community resources?
- What is it that prevents/distracts parents from being a good parent?
- How do we rebuild trust to rebuild our community?
- How do we create/build capital to implement our ideas?
  - Financial
  - Human
  - political

#### Ideas Created

- Bring community media institutions together → Tell them we want to promote the community strengths
- Find parents having positive impact → discover with they are doing right
- Connect with teachers from the community → collect their perspective on community education

The first meeting closed with an agreement to send Pita Lacenski new ideas and areas to follow-up on as members thought of them. For example, how to we measure improvement in a PreK program, with pre-literate children → Pita will look for what measurement tools are in use and if there is any research to suggest one tool is better than another.

**Hunting Park Neighborhood Revitalization Plan  
Economic Development and Workforce Subcommittee Meeting  
August 16, 2011**

**In attendance:**

Lamar Wilson (Lead Consultant, Wilson Associates)  
Pita Lacenski (Community Organizer)  
Virgin Ortiz (Commercial Corridor Manager)  
Stacey Chen (Interface Studios)  
Rafael (Graduate Intern, Interface Studios)

Subcommittee Co-chairs were not able to attend, so official agenda was set aside in lieu of an information sharing and brainstorming session on current data and trends.

**Meeting Introduction**

Lamar Wilson → Major Neighborhood Employers

- Who are the major employers?
- What are the skill sets major employers are looking for in terms of hiring?
- How will we find data?
- What economic development firms are operating in the Hunting Park area?
  - Where are the gaps in service?

Virgin Ortiz → Overview of current commercial corridor business situation

- Approximately 60% of businesses on the corridor are not using computers
- Most of the businesses operate on a cash flow basis
- Esperanza has providing basic accounting help (training and support), but businesses are slow to change
- Current strategies for change
  - Improving lighting along 5<sup>th</sup> Street
  - Include a credit machine to capture additional revenue
  - Building façade improvements
- Future strategies
  - Hunting Park “bucks” program that gives community members additional credit for money spent in the community
  - More parking and better communication around current parking space

Pita Lacenski → Review of slides sent by Interface and presented at executive team meeting

Questions around Demographic slides

- Foreign Born

- What does foreign born mean?
- Where were they born?
- Median Household Income
  - Can we differentiate between employed and receiving public subsidies (i.e. TANF) when determining median income?

Questions around Economic/Employment slides

- Major Employers
  - APM was inflated → Stacey addressed this issue and sent us a new slide

**Follow-up:**

1. **Pita:** Connect with Wanda Gonzalez about workforce and the EARN Center and skill requirements of clients
2. **Pita:** Send Major Employers slide to Advisory Board to collect information on major employers
3. **Interface:** questions around foreign born and household income (see above)
4. **Pita:** Ex-offender study
5. **Vee or Pita:** Crime data for 2011

**Hunting Park Neighborhood Revitalization Plan  
Affordable Housing Subcommittee Meeting  
August 16, 2011**

**In attendance:**

Lamar Wilson (Lead Consultant, Wilson Associates)  
Pita Lacenski (Community Organizer)  
Maria Iannarelli (National Housing Projects Director)  
Stacey Chen (Interface Studios)  
Rafael (Graduate Intern, Interface Studios)

Official agenda was set aside in lieu of an information sharing and brainstorming session on current data and trends.

Meeting opened with a review of demographic data maps created by Interface.

Maria → share her experience in housing a Esperanza

- National housing divided into five sections
  - Foreclosure
  - Shelter
  - Rental
  - Pre-purchase
  - Post-purchase
- High demand for housing in 19140, 19120, 19124
- Maria and her team do a lot of financial education
  - Classes on credit, improving home value, etc.
  - Classes allow outside vendors (e.g. Home Depot, PECO, etc.) an opportunity to communicate with community members.
- The lack of credit and financial knowledge in the community is a major problem
  - Possibly a reason for the switch to more renters

Additional Info/Data Needed

Section 8 data for HP community

Who are the block captains?

Is there a home owner's association in the community?

Is there a neighborhood watch association?

What's the story behind home vacancies → target a specific block, find the "Maria," figure out what's happened.

Can we bring in community banks/lending associations to help home owners?

Creek Bed → talk to Will from maintenance

Ideas/Questions Generated

Landlord counseling

Section 8 counseling

For the home owners → target menu of housing programs created by Esperanza, available for the home owner to access

Hunting Park Neighborhood Strategic Plan  
Advisory Committee Meeting  
September 27, 2011

**In attendance:**

- Alice Culver (SEPTA)
- Dr. Conde-Frazier (Esperanza College and Education Subcommittee Co-chair)
- Edgardo González (Legislative Assistant to Representative Tony Payton Jr.)
- Evelyn Cortes (Cayuga Elementary School)
- Fernando Ayala (Wells Fargo)
- Jojoy Varghese (Chief of Staff to Representative Tony Payton Jr.)
- Jorge Santana (Advisory Committee Chair)
- Lamar Wilson (Lead Consultant)
- Luis Cortés (Esperanza)
- Pamela Ramos (Ayuda Community Center)
- Pita Lacenski (Esperanza)
- Scott Page (Interface Studio)
- Stacey Chen (Interface Studio)
- Wendy Green-Harvey (SEPTA)
- Willfred Hoffman (SEPTA)

**Opening Remarks: Reverend Luis Cortés**

Esperanza has been working in the community for over 20 years.

In that time, Esperanza has:

- Grown to a \$20 million annual organization
- Purchased and rehabbed existing headquarters
- Created a high school and a college

With all the work that has been done, why has Esperanza not had the impact we want to have?

The Hunting Park plan focuses on education, housing, and economic development. The Plan is a shared vision for the whole community.

When community improvements have been made in other areas, our community has been forced out.

- How do we improve this place for the people here?
- How do we improve this education system for the people here?

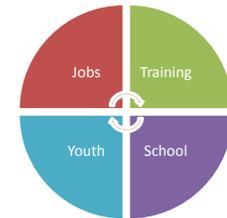
**What are the possibilities beyond the norm?**

**Visioning**

Where do we want to be?

Our goals should create a link between each different area of need, so one area of need feeds into another.

Connection of Community Goals



**Prevailing Topics**

Housing

- Affordable housing + homeownership
- Rehab homes that are falling apart
- Senior housing

Jobs

- Job training
- Living wages

Human Capital

- What are the jobs people want?
- Financial literacy
- Money management

Culture

- Arts organizations
- Music centers

Schools

- Internships
- Trade school

Youth

- Leadership development
- Volunteerism

Safety

- Ending drug activity

Food

- Hunting Park is a food desert
- The “hungriest” community in Philly

Technology

- Internet access
- Comcast has a new program to offer internet to low-income family for \$9.95/month, no additional fees + a netbook laptop for 149.95 to subscribers

Infrastructure

- Community Center

Land Use

- Brown fields
- Community gardens
- **LINKS:** community gardens to address food and hunger issues

Businesses Development

- Small business support system
- Contractors within the community
  - Pull from resources within Hunting Park
- Higher quality restaurants
- Higher quality food stores, grocery stores
- Bodegas
  - Almost all cash businesses
  - **IMPORTANT:** the informal credit system used by bodegas is a form of social capital in the community
  - **LINKS:** Bodegas are opportunity of education

What are the needs in terms of jobs? Table below is from Esperanza's market study, see attached for more details.

Table 3.3  
Retail Potential and Retail Gap  
5<sup>th</sup> Street Corridor

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Business
Motor Vehicle & Parts Dealers (NAICS 441)	\$12,183,535	\$9,163,166	\$3,020,369	14.1	15
Automobile Dealers (NAICS 4411)	\$10,881,092	\$5,566,346	\$5,314,746	32.3	7
Other Motor Vehicle Dealers (NAICS 4412)	\$495,483	\$811,586	-\$316,103	-24.2	1
Home Furnishings Stores (NAICS 4422)	\$781,267	\$20,483	\$760,784	94.9	1
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$1,289,223	\$181,987	\$1,107,236	75.3	2
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$2,107,326	\$996,172	\$1,111,154	35.8	5
Food & Beverage Stores (NAICS 445)	\$11,241,020	\$10,732,365	\$508,655	2.3	22
Grocery Stores (NAICS 4451)	\$9,800,222	\$10,558,281	-\$758,059	-3.7	21
Specialty Food Stores (NAICS 4452)	\$667,108	\$174,084	\$493,024	58.6	1
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$2,401,557	\$1,156,736	\$1,244,821	35.0	4
Gasoline Stations (NAICS 447/NAICS 4471)	\$8,461,543	\$2,949,483	\$5,512,060	48.3	1
Clothing and Clothing Accessories Stores (NAICS 448)	\$3,422,017	\$4,655,330	-\$1,233,313	-15.3	7
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$688,109	\$342,907	\$345,202	33.5	2
General Merchandise Stores (NAICS 452)	\$9,557,670	\$7,268,610	\$2,289,060	13.6	4
Miscellaneous Store Retailers (NAICS 453)	\$1,153,864	\$17,228	\$1,136,636	97.1	1
Food Services & Drinking Places (NAICS 722)	\$10,962,710	\$12,830,159	-\$1,867,449	-7.8	35
Nonstore Retailers (NAICS 454)	\$3,180,116	\$1,806,190	\$1,373,926	27.6	1

Source: Econsult Corporation, ESRI, Consumer Expenditure Surveys, Bureau of Labor Statistics (2011)

Demand is more than supply → Potential area of economic growth and job development

Possible economic development solution → Offer available spaces, which are cheaper than downtown, to companies

- tax free zones

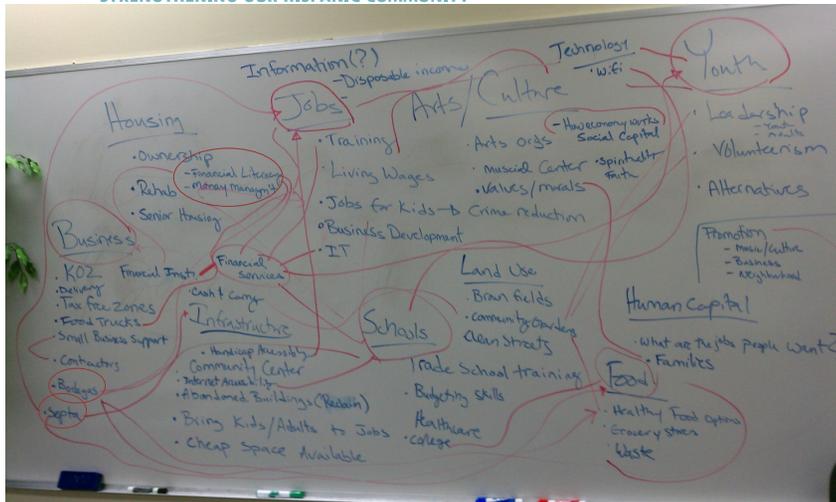
- Keystone Opportunity Zones (KOZ)

Challenge: After being educated and getting a job, the population moves.

- Should people go where the jobs are or should we bring the jobs here?

What are the things people need and what are the creative ways of giving it to them?

- E.g. bus service to jobs in New Jersey
  - Meets transportation need
  - Creates and helps people keep jobs
  - Keeps people here



Advisory Committee Visioning White Board

**Major Themes + Links**

- Financial
- Business
- Education, Training, Youth
- Food
- Infrastructure

**Existing Conditions Report**

**Community Resident Survey**

- Residents report their neighbors as what they like best and 2<sup>nd</sup> for what they like least
  - How you feel about the community depends on where you live in Hunting Park
- People "very good" community ratings were highest for friendliness of neighbors, variety of goods and services, and access to transportation.
- People "very poor" community ratings were highest for safety, cleanliness, and physical condition of the community

**Demographic Profile**

- Hunting Park community is growing at a slightly faster rate than the City of Philadelphia.
- Community is 65% Hispanic/Latino compared to 12% for the City.
- Average household size is 3, majority of the households are "related households," so relatives living together.
- 34% of Hunting Park is under 18 compared to 22% in the City
- 6% of the HP population is over 65 compared to 12% in the City

**Streets, Land Use, and Building Conditions**

- Streets are wide but need to be calmed.
  - Size is an advantage and a drawback.
- There are not a lot of vacancies in Hunting Park but there is some vacancy on almost every block.
  - Vacancy dispersion depressed overall housing values
- A lot of the housing stock is single-family homes
- Percentage of renters is increasing; percentage of owners is decreasing.
- Housing and building conditions are fairly good
  - Bulk is in the C range, on a A-F scale, but there are a number As and Bs
- There is a great deal variance from block to block.
  - There is potential for a focus group to drill into the issue of this variance to develop strategies for tipping other blocks.

Tree Cover → Problem & Opportunity

# Esperanza

## STRENGTHENING OUR HISPANIC COMMUNITY

- Tree coverage makes up 3.6% of Hunting Park area.
- City has set a goal of 30% for all communities by 2035.
- Abandoned rail is an unused green space, provides opportunity.
  - Joji Varghese, Rep. Tony Payton's Chief of Staff, shared a report with more details on the rail (see attached).
  - **LINKS**: popular play streets as a starting point for cleaner streets and tree cover.

### Crime & Safety

- Property crimes in community are higher than crimes against people.
- Hunting Park does not have a high rate of reported crimes.

### **Schedule/Next Steps**

#### Subcommittee meetings

#### Identified themes an area for focus groups

- Focus groups around areas that came up during this discussion

#### ID stakeholders for stakeholder interviews

- E.g. SEPTA, as a major employer, is a community good stakeholder to interview.

How will we include ex-offenders in Hunting Park Plan?



## El Plan Comunitario de Hunting Park

Estimados Padres y Vecinos:

Esperanza le gustaría ponerles al día sobre la iniciativa de planificación comunitaria de Hunting Park—una visión conjunta para lograr cambios positivos en nuestro barrio. Esperanza ha tomado parte activa en asociarse con las partes interesadas de la comunidad, en recopilar comentarios y en desarrollar los planos de uso de suelo, todo para formar un plan que enfrenta adecuadamente las necesidades del vecindario. ¡Queremos escuchar sus voces también! Asistan a la reunión comunal para aprender más del plan y compartan sus pensamientos.

## Hunting Park Reunión de la Comunidad

### Las Prioridades de la Reunión para Toda La Comunidad:

- La educación, el desarrollo de negocios y trabajos
- La vivienda accesible, el transporte y la infraestructura
- El crecimiento de la comunidad y la seguridad
  - Espacio verde, espacio abierto, y el recreo
- Sus ideas, sus prioridades, y sus preocupaciones



## Hunting Park Community Plan

Dear Parents & Neighbors:

Nueva Esperanza would like to share updates on the Hunting Park community planning initiative—a shared vision to make positive change in our neighborhood. Esperanza has been partnering with community stakeholders, holding information sharing meetings, collecting feedback, and developing land use maps, to develop a plan that adequately addresses neighborhood needs. We want to hear from you too. Please come to the community-wide meeting to learn about the plan and share your thoughts.

## Hunting Park Community Meeting

### Focus of the Community-Wide Meeting:

- Education, Business Development and Jobs
- Affordable Housing, Transportation and Infrastructure
- Community Building, Safety and Security
- Green Space, Open Space and Recreation
- Your Ideas, Concerns and Priorities

**Hunting Park Neighborhood Plan  
Community Meeting  
October 18, 2011**

Review the planning process

- Is the glass half empty or half full?
- Hunting Park planning process is building on community strengths → taking a half full approach
- Theme: building on our community assets

Provide a Snapshot of Existing Conditions

- Planning schedule
- Community survey results
  - Community members like their neighbors best and like their neighbors least, depending on where they live.
  - Community members rate friendliness of neighbors, access to transportation, and variety of goods and services the highest.
  - Community gives the lowest rating to safety, cleanliness, and physical conditions of the streets.
- Hunting Park Demographics and Land Use
  - It's growing faster than the rest of the city
  - It has a much younger population than the rest of the city.
  - It is 65% Hispanic, but this is not the highest percentage in the city.
  - Public school graduation rates are very low.
  - Esperanza Academy, other charter, and private schools in the community have much higher graduation rates.
  - Median income is just over \$20,000
  - Overall, housing stock is good and vacancy rate is stable.
  - Crime rates are lower than expected.
  - There is not a lot of tree cover in the plan boundaries.
  - Automotive stores use a large proportion of the land and are a lot of the businesses in Hunting Park.

Community Ideas

- Collect health indicators for the community, specifically in asthma and air quality issues.
- Nominate community members as "models" of what it means to be a good community member.
- Map community "model," get an idea of the social capital in Hunting Park.
- Spread the word on Spanish language radio or short television ads
- Communicate with churches, church groups, hold a community meeting in a church
- Put presentation on the website.

What's Your Vision for Hunting Park → POSTCARDS FROM THE FUTURE

- "If we work together, we will build a better community and strong community in all the areas."
- "Esperanza Health Center has been here since December 2011! They have hired a lot of people from the neighborhood. We have planted trees on 5<sup>th</sup> Street. We have three new supermarkets and two food co-ops. There is also a brand new building for seniors to live in. We bought an abandoned building and renovated it and now it is a community center open 7 days a week."
- "Clean. Safe. Full of opportunity (employment + education)."
- "A drug-free park, somewhere that a family can go to find a nice time with the family. Safe place."
- "Healthy children eating fresh food. Raised education level in neighborhood for full high school graduation."
- "Increased safety in environment. Increased % of students graduating from high school. Healthier schools. Cleanliness, less traffic congestion, law abiding citizens. More diversity in commercial area shopping, food, services, etc. Neighborhood pride. Jobs."
- "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."
- "There is an amazing greenway where an old abandon rail line used to be! It is a linear park like the High Line in New York City! The kids can ride their bikes, seniors can go for a walk, and it has redefined our neighborhood as a healthier, greener place...And there are trees on every block! I have one in front of my house and love it. My house is cooler so my electricity bill is lower in the summer."
- "I hope to see community events that are safe in the vast amount of parks available, clean streets with small gardens and community folks dedicated to improvement, schools that produce well-educated students and not just graduates that were passed just to get them out of school. Educational programs with a surplus of funds to help and a high rate of high school and college graduates. ☺"
- "Safer, family friendly, healthier, clean, inviting. People/families are stable educationally and economically . Unified...And most importantly, not gentrified."
- "More police. Get rid of drugs in the neighborhood. Clean streets."
- "...Should change trade, centers, schools."
- "It is a beautiful and safe place to live and raise children. It becomes an educational hub; great schools, even a college. The best park in the city. You should come and visit, or better yet, move here."

- "...a place where you can live with your family and be safe from the crime and you can afford to live here. There's more schools that give our children a great education, and even the graduate rate have go up. The crime rate have decrease and it's a great thing because we live in a beautiful neighborhood to live in. You should come and take a look at this beautiful place."
- "...civilized. The community is very good-natured. It's safer and very neat and clean. Especially the law enforcement, there is more disaphen(sic) in the community. Also, there are more high school graduates. The school environment is very good."
- "...a better and safe place to live and work. The children are playing sports in the park after school. And on the weekends, we ride bikes, jogging, and have picnics at Hunting Park."
- "...a better neighborhood. There's no bad people and no cursing and people can be more respectful."
- "...a safe family-oriented community where the community members are involved and care about the upkeep and maintenance of their family. More stores, beautiful park. Safer schools. Revitalized homes."

Community members place heart and money stickers on the map.

**Hunting Park Neighborhood Revitalization Plan  
Education & Social Service Subcommittee Meeting  
October 27, 2011**

**In attendance:**

Lamar Wilson (Lead Consultant, Wilson Associates)  
John Lavery (Lighthouse)  
Pita Lacenski (Esperanza)  
Dr. Conde-Frazier (Esperanza College and Subcommittee Co-chair)  
Lucas Rivera (ALMA)

**Review of Existing Conditions**

- Reviewed slides (attached)
  - Hunting Park is growing
  - Young people, 19 and under, are 34% of the Hunting Park population compared to 22.5% for the City.
- Compared Esperanza Academy (EA) graduation statistics to the City
- Question: how does EA get such high education outcomes?
  - Decrease in bureaucracy → Elimination of barriers
    - More control put into class rooms
    - Communication across classrooms
  - Focus on children → asking what's best for the child, using this question as a guide for all decision-making processes
  - Shared leadership
  - Data driven → students are tested often to track progress, intervene early
  - Change in the assumptions → Increased expectation and the belief all young people are able to learn
    - Students are taking college level aptitude tests early, to understand the test and see themselves as college bound
  - Parental involvement encouraged
    - No appointments are necessary
    - Culturally appropriate approach to teacher outreach

**Plans for Hunting Park**

- Increase parental involvement
  - PIQE Model
  - Promotores
    - Door-to-door engagement of parents
    - Create a buzz
- Think about the geography
  - Connect energy generated by Promotores to the school
  - Create goals as we go, community-driven process
- Hunting Park has some really good Pre-K programs
  - What's translatable in early childhood education to other areas
- After-school programs
  - After-school programs linked to people, not to institution
- School as the community
  - What is Roberto Clemente doing?
  - School relationships to local nonprofits
- Create "rallying moment"
  - Create an environment for parents and teachers to come together outside of the school.
- Focus on reflection
  - Students/Parents/Community members reflecting on the messages they have received.
  - Provides an opportunity to increase available options/alternatives
- Strategic alignment with community partners to increase quality of services
- Plan Timeline
  - 3-5 years to move people from inertia
  - 5-10 years to build
  - 10+ years to build on the movement

- Community improvement as a train → what are the early actions items we can accomplish, i.e "trees," so people know the train is moving.
  - Trees are the measure
  - Celebrate the milestones → symbols are important, add value, and give strength in moving forward

**Other Information to Capture**

Who are the involved parents?

Why aren't more parents involved?

- What are the barriers
- On-going evaluation of programs

What happens to kids that leave the formal education system?

Kids having kids → dual education programs for students that are parents

**Hunting Park Neighborhood Revitalization Plan  
Economic Development and Workforce Subcommittee Meeting  
November 9, 2011**

**In attendance:**

Lamar Wilson (Lead Consultant, Wilson Associates)  
Pita Lacenski (Community Organizer)  
Bertha Sarmina (Finanta)  
Fernando Ayala (Wells Fargo)

**Review Existing Condition Maps/Statistics**

- Lamar: review of ECONOMIC DEVELOPOMENT document (final page)
- Summary of the Hunting Park economic and business picture we have so far→ opportunities, issues, assets, and strategy.
- Most businesses are cash-based, but banking services are not cash based.
  - Suppliers are cash-based, so businesses remain cash based
- Record keeping →allow for credit and bank to underwrite

**Other Information or Stories to Capture**

- Who are the companies with less than 10 employees→ this group makes up 60% of the employers in Hunting Park plan boundaries
- Is there a way to typify the small businesses in Hunting Park?
  - Top 5
  - Kinds of services
- Why are businesses leaving?
- What's keeping them from taking the next step?
- Survey community corner stores → get an idea of needs
- What is stopping people from getting or maintaining proper documents for business

**Research Programs/Plans for HP**

- 1 in 3 → if one in three small businesses hire one person, we'd be at full employment.
- Grace period on fees
- Industry workshop by service area
  - Banking
  - Taxes
  - Credit
  - Security → e.g. phone chain to protect bodega owners from burglary
- Work by industry once we have a picture of needs → E.g. bodega owners tax filing workshop
- Package deal → credit/service for industry area
  - E.g. façades on corridor
  - Prep for growth
- Create a pilot
  - Bodega pilot → business that is receiving help and growing

- Mix-use space
- Pilot of second floor renovations
- Use pilot to find obstacles, trends, etc.
- Property taxes an issue?
  - Incentive for those that are up-to-date on taxes
  - E.g. one year moratorium
  - Create a competition between council districts for largest delinquent property tax collection, community agencies get a percentage of money received.
  - Communicate through religious institutions
  - Block-by-block strategy
- Negotiate a deal for development dollars → similar to HACE

## ECONOMIC DEVELOPMENT

### Issues

- What are the needs of businesses and industry?
  - o Technical
  - o Financial
  - o Facilities related
  - o Cost burdened residents
  
- What are the needs of the corridors?
  - o Safety related
  - o Customer related
  - o Transit/parking
  - o Attractions to stop and shop

### Assets to Promote/Highlight

- Broad-based/diverse employment base in the community
  - o Healthcare and social services
  - o Manufacturing
- Major employers
- Public transit
- Street/road network
- Access to Boulevard/Region

### Strategy

- Cultivate relationships with business and industry
  - o Retention/expansion
  - o Local hiring, training, internships, externships, etc. (youth in particular)
  - o Use of local businesses (company level and employee level)
  
- Promotion of businesses as a group/theme
  - o special events
  - o banners/murals to illustrate above assets (people-based, area assets)
  
- Promote business model block concept (what would that look like and function as?)
  - o Signage
  - o Green space
  - o Parking
  - o Traffic calming
  - o Foot/bike patrols
  - o Trash free
  - o Lighting

- o Don't litter campaigns
- o promote vacant lots for side yards
- o target vacant upper floors for use/income generation

**Hunting Park Neighborhood Revitalization Plan  
Affordable Housing Subcommittee Meeting  
November 9, 2011**

**In attendance:**

Lamar Wilson (Lead Consultant, Wilson Associates)  
Pita Lacenski (Esperanza)  
Jennifer Rodriguez (APM)  
Ted Oswald (Christian Legal Clinic)

**Review of Existing Condition Maps/Statistics**

- Lamar: review of HOUSING/SUPPORT SERVICES document (final page)
- Summary of the Hunting Park housing picture we have so far → opportunities, issues, assets, and strategy.
- What are the neighborhoods within Hunting Park?

**Other Information or Stories to Capture**

- Digital divide
- Need to build a communications infrastructure
  - E.g. Directory of resources, shared across service providers
  - Community listservs

**Research Programs/Plans for HP**

- Block-by-block approach
- Identify and reach out to high functioning or well organized blocks
- Identify 2-3 high priority blocks
  - Determine costs for redevelopment
  - What are the requirements for redevelopment
- Ted → help identify block captains, both formal and informal
  - Reach out to Harvest Time Christian fellowship
  - Find church directory, connect to churches
- PA is currently going through the process of reauthorizing charters
  - Include the reauthorization/redevelopment of charter in the revitalization plan
- Renter strategy?
  - Renting is a way for lower-income families to live in a community what has better amenities, e.g. better schools
  - What are we doing with renters to make sure renters have a stake in the community?
  - Tenure is the best for stability → how can we increase renter tenure?
  - Align values of renters with values of the community → create investment
- Block-by-block understanding of owner vs. renter composition
  - Interface and Lamar are working on this
  - Also trying to identify ownership, City vs. private

- Trees
  - What affect would planting trees have?
  - Would more trees impact housing values?
  - Would more trees improve health outcomes?
- Neighborhood within Hunting Park
  - Are their markers? E.g. Joy in the City building
- IDAs → matching funds
  - For mortgages
- Benefits Banks
  - Supplement incomes, for those not aware of eligibility for services

**Attached:**

- HOUSING/SUPPORT SERVICES document Lamar created
- Map of resident locations that reported on the community survey they would stay in the community even if given the option to live somewhere else AND have family in the community. I've called these folks, "Core Community Advocates."

## HOUSING/SUPPORT SERVICES

### Opportunities

- People like neighbors and don't based on ...
- Public safety and cleanliness connections
- Vacant lots and vacant house reuse
- determine what makes strong blocks strong and weak blocks weak

### Issues

- Cost burdened residents
- Need for home repairs/improvements
- Low tree coverage
- Access to play areas (internal)
- Unstable soils/Wingohocking Creek (further investigation)

### Assets to Promote/Highlight

- Diverse population/strong Hispanic core-extended families
- Stable population
- Working class (with access to benefits serving lower-income households)
- Young population

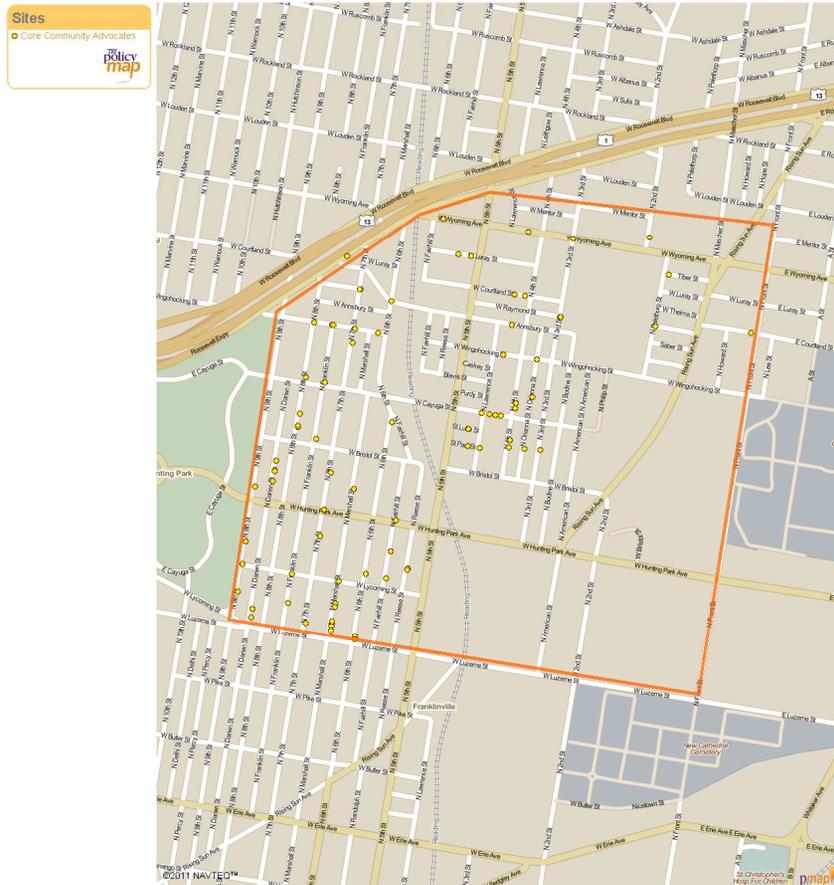
### Strategy

- promote/market neighborhood to:
  - o exiting residents as first priority... tell the story of its strengths
  - o use that as method of attracting "their extended families"
- promote through
  - o special events
  - o banners/murals to illustrate above assets (people-based, area assets)
- use as "bridge" to support other focus areas of plan:
  - o economic development
    - support neighborhood businesses
    - employment pool for neighborhood business and industry
  - o education
    - principals and teachers of area schools
    - parental involvement
    - youth involvement

- o social services support
  - proactive marketing of resources accessible to residents
- Promote model block concept
  - o Neighborhoods within neighborhoods
  - o tree planting/flower pots
  - o safety teams/youth teams/block watch-town watch
  - o lighting
  - o cleaning/don't litter campaigns
  - o promote vacant lots for side yards
  - o target vacant houses for first-time homebuyers



### Core Community Advocates



# HUNTING PARK NEIGHBORHOOD STRATEGIC PLAN

ADVISORY COMMITTEE MEETING

DEC 13, 2011

## IDEAS & RECOMMENDATIONS DERIVED FROM THE MEETING

### 1 SEPTA Block

### 2 Esperanza Block

SEPTA and ESPERANZA are major institutions that have a big physical footprint that are opportunities to have a strong impact on the surrounding areas and major streets.

- Improve maintenance around the entire block
- Upgrade landscaping to be high performance and attractive
- Upgrade lighting
- Improve appearance of walls and fencing through public art and/or greening
- Permeable paving for surface parking

### 3 Abandoned at-grade rail ROW [and Poor Boys property?]

Transform abandoned rail ROW between Roosevelt Blvd and Cayuga into public space. This section has a big pedestrian impact because it is at-grade, accessible, highly visible and currently taken over by auto uses. Ideas include urban farming, orchard, skate or bike park. Redevelopment should incorporate treatment that would capture and filter stormwater since this area leads right into the former creek bed that follows Annsbury St.

### 4 Hunting Park Avenue

Redesign Hunting Park Avenue as a promenade leading to the main entrance of the park and to reinforce it as a neighborhood-serving commercial corridor:

- Traffic calming
- Tree planting
- Lighting
- Public art

### 5 Cayuga Street

Cayuga also leads to a park entrance. It is a smaller street than Hunting Park and would have less intensive redesign but would be improved through:

- Tree planting
- Lighting

### 6 Abandoned sunken rail ROW

Coordinate long-term plan for this land with local stakeholders that abut the ROW, as well as Conrail and city agencies. Create a community partnership to acquire from Conrail and manage. This partnership can form a cross-organizational community educational campus that encompasses all the educational and religious institutions along the abandoned rail corridor: Esperanza, Aspira, Hostos Charter, Cayuga Elementary, Spirit and Truth Fellowship, Ayuda Community Center, Casa Del Carmen, Esperanza Health Center, Joy in the City, Feltonville Dream Center, Brightside Academy, Chosen Generation Worship Center.

### 7 5<sup>th</sup> Street Bridge/Gateway

Coordinate Conrail bridge fill and repair with streetscape improvement to make the block a gateway to the commercial corridors along 5<sup>th</sup> Street and Hunting Park Avenue:

Phase I:

Landscaping/maintenance

Public art or neighborhood messages on billboards

Phase II:

New Sidewalks

Lighting

Bridge repair

Esperanza development on corner of 5<sup>th</sup> and Hunting Park?

### 8 Downzone from G2

The west of side of 5<sup>th</sup> Street is no longer an industrial center since the rail is no longer active. The industrial zoning here follows the now-abandoned rail line. Downzoning these parcels will help to reinforce the residential character of this side of the study area. Instead of being connected through industrial infrastructure, the neighborhood could be connected through public space and institutional and commercial neighborhood-serving uses. There are already a large number of youth-serving organizations in this area.

To the east of 5<sup>th</sup> Street, large industrial parcels have mostly been converted to institutional uses, and only a few parcels remain that warrant G2 zoning. This area could be rezoned to lighter industrial.

### 9 Reconnect streets

As part of a long-term goal to re-knit the neighborhood west of 5<sup>th</sup> Street, Wingohocking, Bristol and Fairhill Streets could be reconnected.