

HOUSING OPTIONS FOR EVERYONE 3

Ensuring that all residents have safe, secure and appropriate housing is an important part of the revitalization of Lower Lancaster. For 50% of residents who responded to the community survey, their home or apartment represented what they like most about living in the community. This response far outpaced other survey options such as the distance to work or access to local amenities.

However, the poor quality of many of the area's homes is also what deters further homeownership. Survey responses indicate that the primary reasons current renters would not buy a home in the community are a combination of the available types of housing and the physical conditions of Lower Lancaster. This is supported by the results of the physical survey, which found that almost 9% of existing buildings are in poor or very poor condition. The more visible concentrations of poor conditions threaten the community's stability, but scattered vacancy and poor conditions are also problematic—even one vacant lot or home in poor condition creates a nuisance for neighbors nearby and can undermine the stability of a block.

BUILDING CONDITIONS

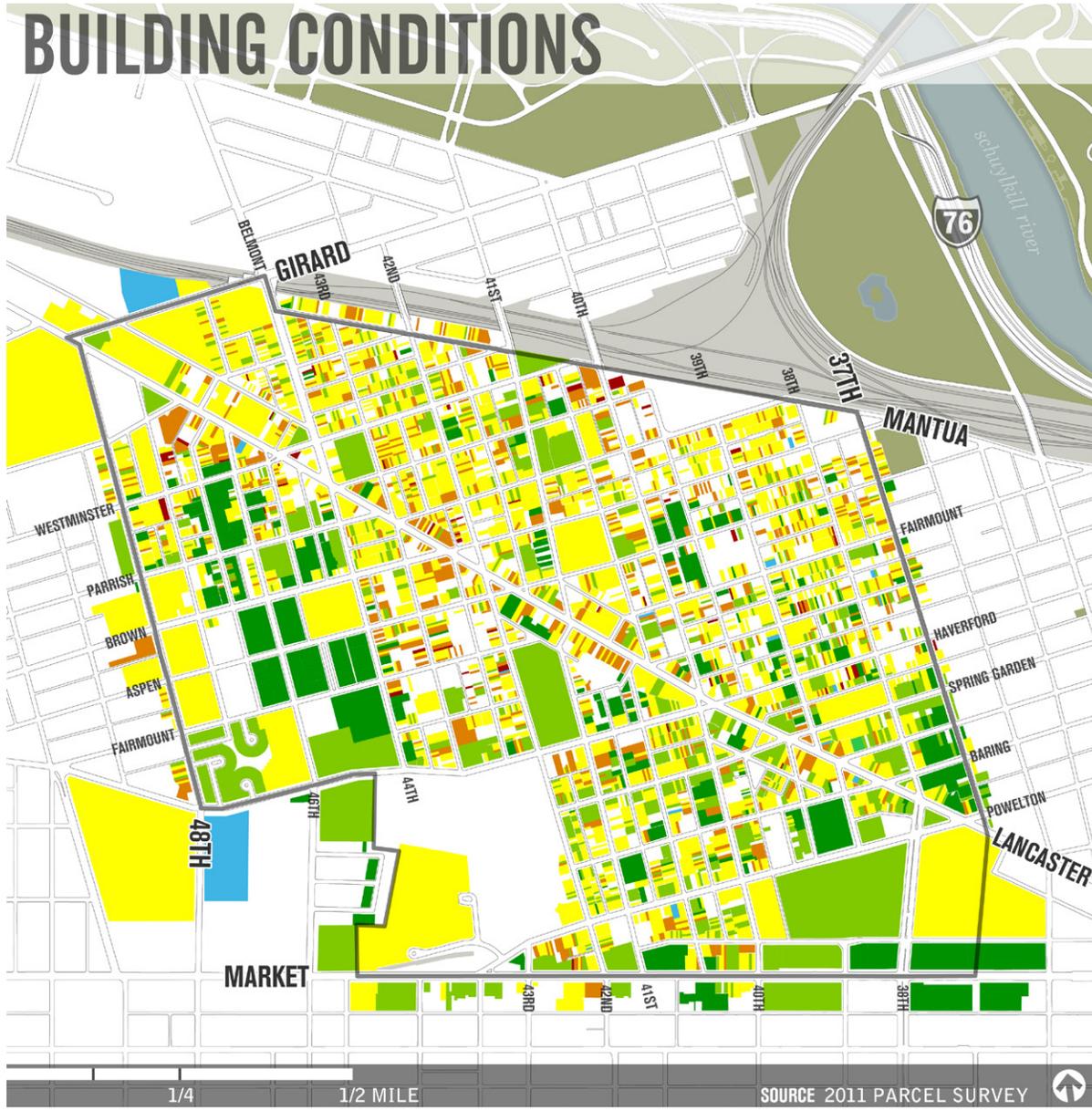


FIG 53 *building conditions map*

- EXCELLENT
- GOOD
- FAIR
- POOR
- VERY POOR
- UNDER CONSTRUCTION

Housing in Lower Lancaster is predominantly renter-occupied and became slightly more so from 2000 to 2010. According to the 2000 US Census, 60% of households rented, while 2010 estimates indicate that 64% rented. The decrease in homeownership may be attributed to many things, but the housing crisis and foreclosure activity likely played a role. Furthermore, the 2006 to 2010 American Community Survey estimates that 36% of all renters and 11% of all homeowners in Lower Lancaster spent 30% or more of their household income on housing costs, while 1 in 5 renters spent more than 50% of their income on rent. When asked why they had not purchased a home in the community, the primary reason cited by renters was their personal finance situation.

Building on these statistics, physical observation, and dialogues with the community, a few points provide an approach to improving housing in Lower Lancaster. First, despite the area's relatively low housing values, housing affordability is an area of concern for many residents. Second, there is an opportunity to help qualified renters become homeowners and help existing homeowners stay in their homes. Third, good relationships between landlords and tenants, including making sure each is aware of their roles and responsibilities to the community, are necessary to ensuring neighborhood stability. Finally, the scale and distribution of vacancy in Lower Lancaster is so vast that we have to be strategic in where and how to reinvest in the existing stock and where to build new housing for a range of incomes and household types.

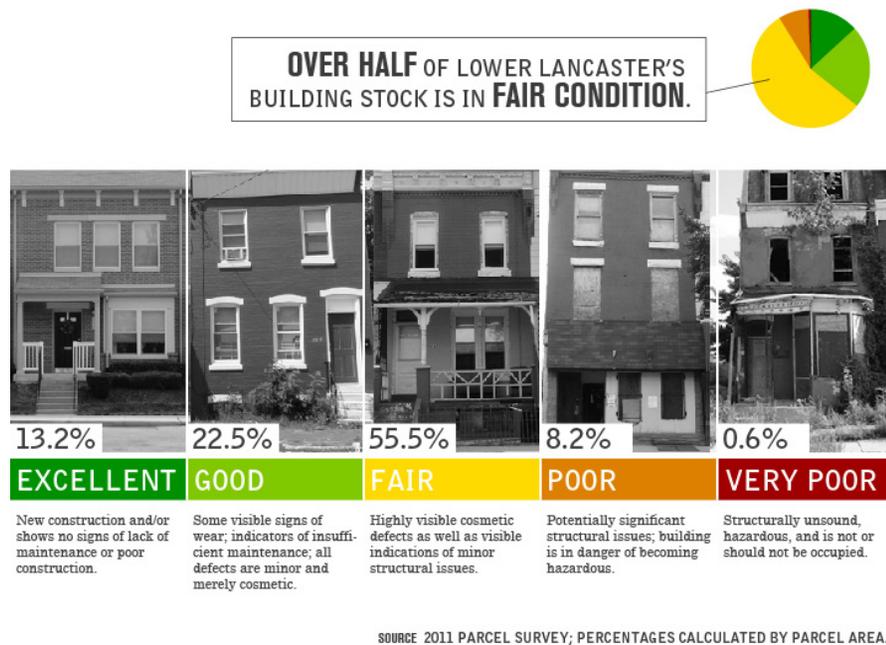


FIG 54 housing condition rating scale

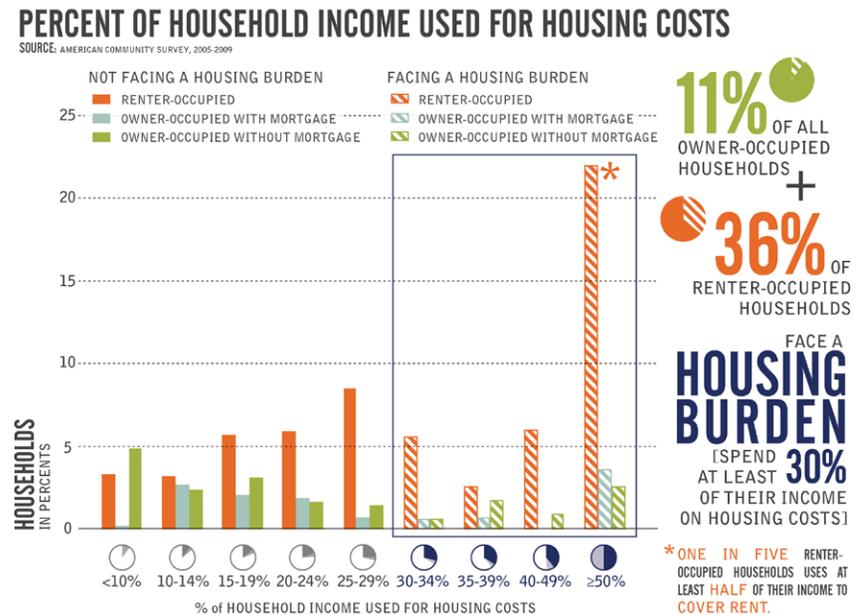


FIG 55 percent of household income used for housing

To bring about change in the neighborhood, old houses must be rehabilitated and maintained, new houses built, old residents supported, and new residents welcomed. The following recommendations seek to build value for existing residents by helping them to upgrade their homes and supporting responsible property owners, while also attracting new residents who will add to the diverse community mix. New and rehabilitated housing must offer a variety of choices to support income diversity, including both affordable and market-rate options, as well as housing options accommodating a variety of household structures, from multigenerational families to seniors to couples with or without children.

WHICH FACTORS ARE REASONS YOU **WOULD NOT CONSIDER** BUYING A HOME IN THE COMMUNITY?

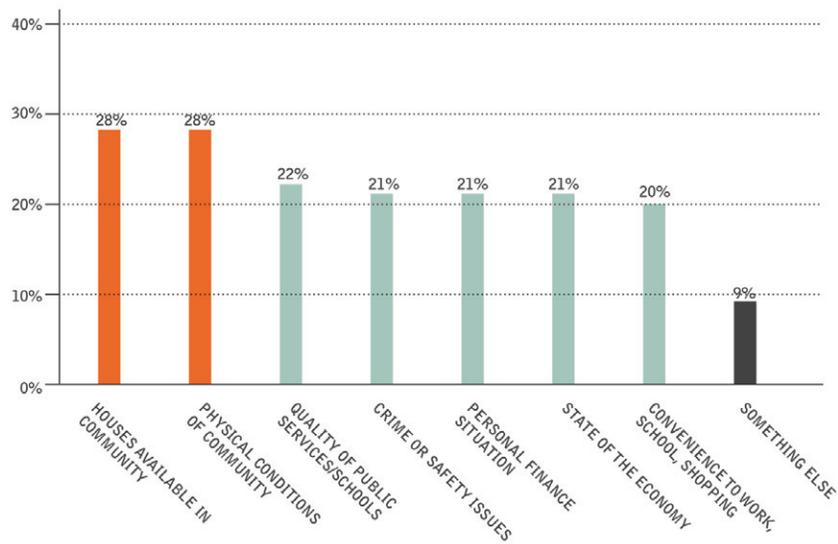


FIG 56 why residents would not buy a home in the community



many blocks have very mixed building conditions

3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK

TOP
TEN

Much of the existing housing stock is old and in need of maintenance and repairs. Residents expressed concerns that the poor condition of housing was limiting Lower Lancaster’s potential. Improving existing housing will require better code enforcement and financial assistance to help with maintenance costs for homeowners who face financial difficulties. This recommendation is targeted toward stabilizing neighborhoods by addressing the poorly maintained and blighted properties that negatively impact housing values and the quality of life of residents.

CENTRALIZE AND PROMOTE EDUCATIONAL AND FINANCIAL RESOURCES FOR HOMEOWNERS TO IMPROVE AND MAINTAIN THEIR PROPERTIES

There are many housing resources available to Lower Lancaster residents; many of which are operated by different organizations and serve different populations. To better market these programs and ensure that residents can access them, a dedicated and visible space should be created to serve as a one-stop-shop for housing assistance. If a dedicated space is not feasible, community partners could host regular information sessions that move around to different spaces in the neighborhoods. Both of these options would bring services closer to residents and could combine a housing resource center for homebuyer training, home repair, finance and foreclosure prevention programs; and classes and counseling on budgeting, financial literacy, estate planning, tangled-title services and weatherization.

Some minor home repairs can be done by a homeowner with a little know-how and the right tools. Residents should be offered technical assistance and access to tools to help them with “do it yourself” [DIY] repair projects. One way to facilitate this would be to create a community tool shed with basic home repair and gardening tools that could be loaned out to residents. The tool shed could also be the site of DIY home repair, weatherization, and gardening workshops that teach residents about basic repairs and maintenance, energy and water conservation, and beautification tips.

Other repairs and improvements require outside assistance from a trained building professional. Residents often have difficulties identifying reputable and reliable contractors that they can hire. A community group could work with residents to identify a contractor and collectively bid out their projects. By bidding out a larger package of jobs, residents could obtain lower costs from the contractor.

- Form a resident “collaborative” to solicit bids from contractors to obtain lower costs.
- Link with programs like Youth Build to involve youth in serving the community.
- Coordinate with local groups, like PEC, who have experience securing and managing contractors.

Financial assistance for home improvements is available through a number of organizations and City agencies. For example, PEC’s home repair and façade improvement programs have helped dozens of homeowners maintain their properties, which in turn have improved property values, built wealth for residents, and further stabilized neighborhoods. Unfortunately, many residents are unaware of these resources or unsure how to apply. Collaboration is necessary among local CDCs and civic organizations to raise the community’s awareness of specific resources, such as:

- The Philadelphia Home Improvement Loan Program, which provides low interest loans [3%-5%] with no equity or home-appraisal requirements for needed repairs and improvements [income qualifications may apply]. www.philaloan.com
- PHDC’s Adaptive Modifications Program, which provides free adaptations to homes for residents with permanent disabilities. Maximum allowable incomes range from \$27,800 for a one-person household to \$39,000 for a four-person household. www.phdchousing.org
- The City’s Mini-PHIL Home Improvement Loan program, which helps homeowners make energy conservation improvements, emergency repairs, or to do small projects. Loans are available up to



facade restoration underway on a Lower Lancaster row home

\$10,000 over a 10 year term with a fixed interest rate.

www.phila.gov/ohcd/miniphil.htm

➤ The City's PHIL-Plus Home Improvement Loan program, which helps homeowners obtain money for larger repairs or to make big improvements. Loans go up to \$25,000 over a 20 year term.

www.phila.gov/ohcd/miniPHIL.htm

➤ Mini- and Plus loan provided by Citizens Bank, TD Bank, PNC Bank, and United Bank of Philadelphia.

➤ OHCD's Save Your Home Philly foreclosure prevention program, which connects a homeowner, or homeowner's pro bono lawyer, and a lender representative before an arbitrator to find a way to keep the homeowner in their home.

➤ OHCD's various housing repair and purchase programs including: Settlement Grants, American Dream Downpayment Assistance, the Homeownership Rehabilitation Program, the Adaptive Modifications Program, the Basic Systems Repair Program, Emergency Heater Hotline, and Low-Interest Home Improvement Loans.

www.phila.gov/OHCD/settgrt.htm

➤ PEC's home repair and façade improvement program helps residents take on home maintenance projects by overseeing inspectors and contractors and securing financial assistance. Residents contribute up to 10% of construction costs.

http://www.pec-cares.org/index.php?page=home_repair_and_facade

PEC and their partners should also use this plan to solicit funds from private institutions for matching dollars for home for households unable to qualify for government-sponsored programs.

➤ CONNECT RESIDENTS WITH FINANCIAL ASSISTANCE AND GUIDANCE FOR WEATHERIZATION AND EFFICIENCY UPGRADES

Local CDCs and civic organizations should coordinate with PGW and the Energy Coordinating Agency [ECA] to promote financial assistance programs for weatherization and energy efficiency upgrades to Lower Lancaster residents, including:

➤ PGW's Low-Income Residential Retrofit Program, which offers air-sealing, attic/wall insulation, high-efficiency windows, and high-efficiency furnaces.

➤ PGW's Premium Efficiency Gas Appliances Rebates for high-efficiency washers, and space- and water-heating equipment.

➤ ECA's Energy Works Program, which offers weatherization workshops offering information about rebates and low interest loans, and referrals to certified energy auditors.

➤ Partnership CDC's Healthy Homes Workshops, which provide information on asthma prevention, lead prevention, water quality, alternative pest management and fire safety. Participants are also eligible for Partnership's Green or Cool Roof Program which provide targeted roof improvements that lower energy usage and costs.

➤ Partnership CDC's Green Professional Training Program, which provides training on installing Green or Cool roofs on homes in West Philadelphia.

> SUPPORT RESPONSIBLE RENTAL PROPERTY OWNERS

Some rental property owners in Lower Lancaster want to make improvements to their properties but are unable to. In some cases they cannot afford to, while in others they have tenants that fail to keep up the property or bring illegal activity onto it. These property owners should be supported in their efforts to create high quality housing with good tenants. Local partners should seek to establish financial assistance programs for basic systems repairs and façade improvements for owners who cannot afford them on their own. These improvements lower utility costs and enhance security for tenants, while also lowering operating costs and enhancing property values for landlords.

Given the number of vacant properties in Lower Lancaster, a community group should establish a Landlord Training Program that helps produce high quality, safe rental housing. Many cities employ such programs to train landlords about effective property management techniques to keep

LANDLORD TRAINING PROGRAM

The nationally recognized Landlord Training Program in Portland, OR has been adopted by over 400 cities and counties across the nation, and includes a separate focus on Section 8 housing. The training workshop focuses on keeping rental properties safe and free of illegal activity by training landlords in effective property management and techniques for dealing with illegal activities by tenants.

LEARN MORE portlandonline.com/BDS/index

THE GOOD LANDLORD PROGRAM

The Good Landlord Program in Ogden City, UT provides incentives for landlords and apartment managers who go through training and implement the lessons on eliminating code violations, illegal activity and public nuisances through discounts on business permits and disproportionate impact fees.

LEARN MORE ogdencity.com/en/doing_business/

illegal activity out of rental properties and eliminate code violations and public nuisances. Participants of this program also tend to have more stable and satisfied tenants, lower maintenance and repair costs, and higher property values. Landlord training programs are often part of a community policing program that involves law enforcement agencies, property owners, property managers, and residents.

> ESTABLISH ANOTHER NEIGHBORHOOD ADVISORY COUNCIL [NAC] IN LOWER LANCASTER

The Office of Housing and Community Development's Neighborhood Advisory Council [NAC] Program provides designated CDCs and civic organizations with funds to operate local programs and fund improvements around:

- > Promoting sustainability through recycling, cleaning, planting, and alternative energy efforts.
- > Creating employment opportunities through job placement and training, retail revitalization, and educational assistance efforts.
- > Enhancing neighborhood safety through town watches, youth mentoring and community outreach programs.
- > Providing decent and affordable housing through new construction, preservation of existing homes, and foreclosure prevention programs

When possible, PEC [which provides a number of these services already, including housing counseling services such as financial literacy programs and tangled title assistance] or another community partner should submit an application to become a NAC. NAC funds could help to support counseling, assistance and other programs described in this plan.

3.2 ATTRACT NEW NEIGHBORS

Targeted housing investment has transformed vacant, blighted lots into new, safe, and affordable housing for residents. Despite this investment, a substantial amount of vacant and underutilized structures remain in Lower Lancaster. To remove the remaining blighted properties in Lower Lancaster, it will require attracting new residents to the community and continued investment into housing for all income levels.

> MARKET THE NEIGHBORHOOD AS A GREAT PLACE TO CALL HOME

Lower Lancaster and its diverse neighborhoods are imbued with unique amenities and a rich cultural heritage. To capitalize on this, a targeted marketing strategy should be launched that highlights and promotes these assets to potential residents. The Lancaster Avenue Jazz and Community Arts Festival and the recent LOOK! Lancaster Avenue arts event are great opportunities to connect visitors to local businesses, provide venues for major employers to appeal to their employees, and to market the growing arts community in Lower Lancaster. Promotional materials such as an interactive web site, posters and postcards should graphically highlight the area's amenities, local businesses, history and considerable potential. Additional elements of the marketing campaign could include public art, signage, and walking tours linked to broader city-wide events like the Philly Fringe Festival, Design Philadelphia, or the Philadelphia Open Studios Tour.

> ENCOURAGE EMPLOYEES OF EDUCATIONAL INSTITUTIONS TO BUY A HOME IN LOWER LANCASTER

Drexel University's Home Purchase Assistance Program and the University of Pennsylvania's Home Ownership Services encourage faculty and professional staff of these educational institutions to purchase homes in designated areas around their campuses with the goal of stabilizing local neighborhoods. The current target area for Penn's Closing Cost Reduction Program encompasses all of Lower Lancaster, however, the Enhanced Forgivable Loan program boundaries stop at Haverford Avenue. Likewise, Drexel employees could take advantage of the the Home Purchase Assistance Program in Lower Lancaster only for properties east of 42nd Street. Conversations should be initiated about the possibility of extending these zones of targeted incentives, shown in Fig. 57, to leverage this opportunity.

With Lower Lancaster's proximity to both Penn and Drexel, the area is well positioned to attract faculty and employees of these institutions to purchase a home and settle into the community. PEC and its partners should explore targeted marketing strategies to attract eligible employees to buy a home in Lower Lancaster.



SUSTAINABLE 19125

Sustainable 19125 strives to make the New Kensington area of Philadelphia the most sustainable zip code in the City. Through an easy to use mapping feature on its website, residents can record their efforts to improve greening, recycling, energy consumption, transportation, and buy/grow local. Fellow residents can then track what their neighbors have accomplished, as well as spark an interest into helping create a more sustainable community. In addition to supporting more sustainable lifestyles, New Kensington CDC's branding of the initiative in turn markets the neighborhood as a place where green attitudes abound, helping to attract like-minded residents to the area.

LEARN MORE sustainable19125.org



HOME OWNERSHIP ASSISTANCE AREAS



FIG 57 *home ownership assistance areas*

- DREXEL UNIVERSITY
- UNIVERSITY OF PENNSYLVANIA

SOURCE DREXEL UNIVERSITY, UNIVERSITY OF PENNSYLVANIA

3.3 PROMOTE INFILL DEVELOPMENT

Given the abundance of opportunities for development in Lower Lancaster, an important challenge to address is where to build. Although the high vacancy levels and the deteriorated condition of the housing stock throughout the area calls for revitalization and reinvestment, limited resources require a targeted approach that ensures the greatest impact. To guide decisions on where to invest, the following criteria should be used.

> ENCOURAGE RENTAL AND MULTI-FAMILY HOUSING IN UPPER STORIES ALONG LANCASTER AVENUE

Developing the second and third stories of Lancaster Avenue buildings has been challenging, evidenced by the considerable vacancies in these spaces throughout the corridor. In some cases property owners have difficulty creating separate entrances for tenants based on the layouts of the buildings. PEC and their partners should consider rehabilitating 5-10 adjacent properties along the Avenue that repurpose upper floor space, and provides an example of how to address the access issues that make reuse difficult. These spaces could be targeted towards students and artists, a growing population in Lower Lancaster.

> SUPPORT TRANSIT-ORIENTED DEVELOPMENT NEAR TROLLEY LINES AND SUBWAY STATIONS

Transit-oriented development seeks to create housing and community amenities in the vicinity of transit stations with the goal of increasing transit ridership and lessening the use of automobiles. Lower Lancaster is well positioned for this type of development with the 10 trolley line running along Lancaster Avenue and its close proximity to Market-Frankford line stations. A major opportunity for new transit-oriented development is around the 46th Street SEPTA station. The potential relocation of the Police Department headquarters to 4601 Market Street could be a prime opportunity for transforming this area. Real transformation of this area could include:

- > Streetscape and lighting improvements along 46th Street to transform the barren and unsafe corridor into an attractive connection as described in Section 4.4.
- > Creation of a more visible, well-lit, and open connection to Westpark Apartments.
- > Development of new mixed-use buildings on key vacant and underutilized sites, such as the south side of Market Street and the Aldi Grocery.

FOCUS INVESTMENT STRATEGICALLY

Limited resources should be used to target concentrations of vacant land where investment will significantly reduce blight. The map in Fig. 58 identifies clusters of distressed properties throughout Lower Lancaster. A phased approach to infill development consists of:

- > Developing highly visible locations to demonstrate positive momentum in the community.
- > Identifying development opportunities close to Lancaster Avenue to bring more residents who are encouraged to shop at local businesses and demand a greater variety of services.
- > Focusing on major streets and avoid rebuilding along small alleyways or streets where parcels are too small to provide modern homes. Smaller streets are opportunities to provide parking, yards, shared play spaces, or community gardens for nearby homes.
- > Pursuing interim strategies for areas of concentrated vacancy far away from Lancaster Avenue, especially along the rail line and Mantua Avenue. These include expanded vacant land management techniques to discourage illegal dumping and the removal of blight.

Based on the criteria previously outlined, the best locations for infill housing development are:

- > 40th and Preston Streets between Wallace and Aspen Streets. Vacant parcels on these blocks are visible from Lancaster Avenue and sit

HOUSING DEVELOPMENT FOCUS AREAS



FIG 58 *housing development focus areas*

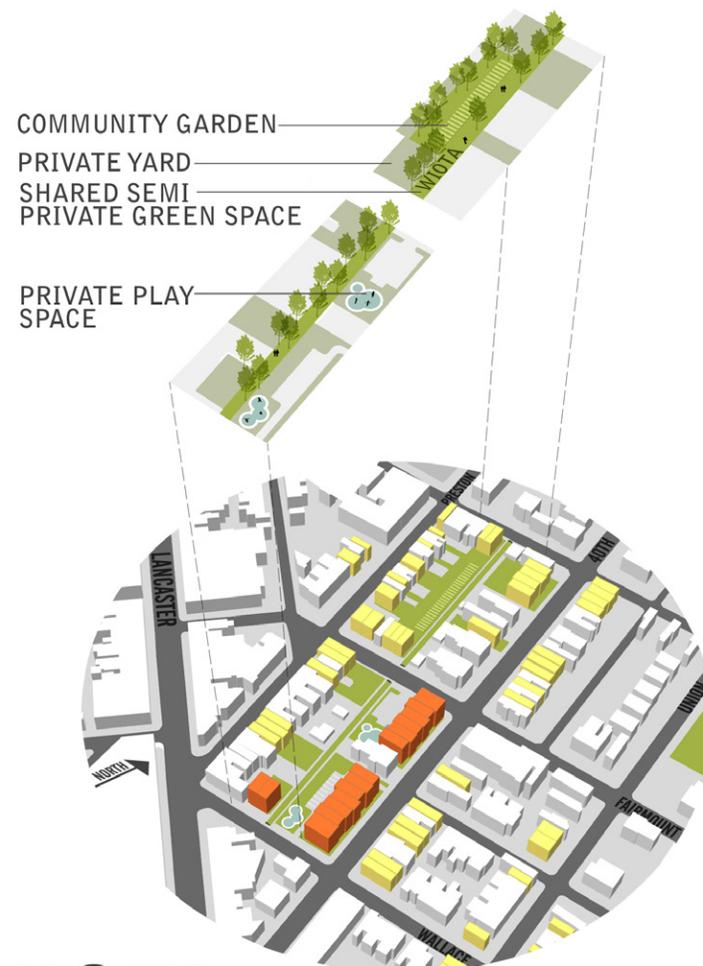
-  TARGETED HOUSING REHAB AND INFILL DEVELOPMENT
-  TRANSIT-ORIENTED DEVELOPMENT CATCHMENT AREA
-  MIXED USE TARGET AREA
-  DISTRESSED PROPERTIES

adjacent to one of the primary gateways into the community. Wiota Street runs through the middle of this block; however, it is overgrown and unusable in its current condition. One way to turn this unused street into a community amenity would be to strike Wiota Street as a public right-of-way and transform it into a play space for residents. This idea is illustrated in Fig. 59, which also shows the creation of 32 townhomes on the site. Investment in this location would reduce blight and increase population adjacent to Lancaster Avenue.

- 38th and 37th Streets around Haverford Avenue and Wallace Street. This area has a concentration of vacancy adjacent to an improving housing market to the east. There is an opportunity to invest in mixed-income housing in this location to further encourage the market and attract new residents while also providing affordable housing for residents.
- The area in Mill Creek bounded by Aspen Street to the north, 42nd Street to the east, Wallace Street to the south, and 44th Street to the west. This area is wedged between the recently developed Blackwell Homes and Angela Court to the west and new projects on Lancaster Avenue to the east. It represents the largest concentration of vacancy remaining in Mill Creek that is suitable for new development. New affordable homeownership in this area would help fill the gap between new investments and bring residents closer to Lancaster



a green alley serving as a shared car-free space in detroit's midtown area



WIOTA green

- 32 UNIT GREEN TOWNHOUSE DEVELOPMENT
- SINGLE FAMILY INFILL HOUSING

FIG 59 *“wiota green” conceptual housing development*



FIG 60 mill creek housing development opportunity

Avenue. The infill scenario shown in Fig. 61 illustrates potential development of this opportunity site.

➤ As a future opportunity, 40th Street between Brown Street and Mantua Avenue could also be considered for new housing investment. New development in this area would help to connect Mantua to the Parkside community once the 40th Street Bridge is re-opened. Belmont residents have expressed concern about crime in this area, so investment would help to stabilize it. The Friends Rehabilitation Program currently owns a large amount of the property in this area, which could be an asset for a CDC interested in acquiring and developing the land.

- PUBLICLY OWNED PARCELS
- RECENT DEVELOPMENT
- VACANT LAND
- DISTRESSED BUILDINGS [IN POOR/VERY POOR CONDITION]

INFILL BUILD-OUT SCENARIO

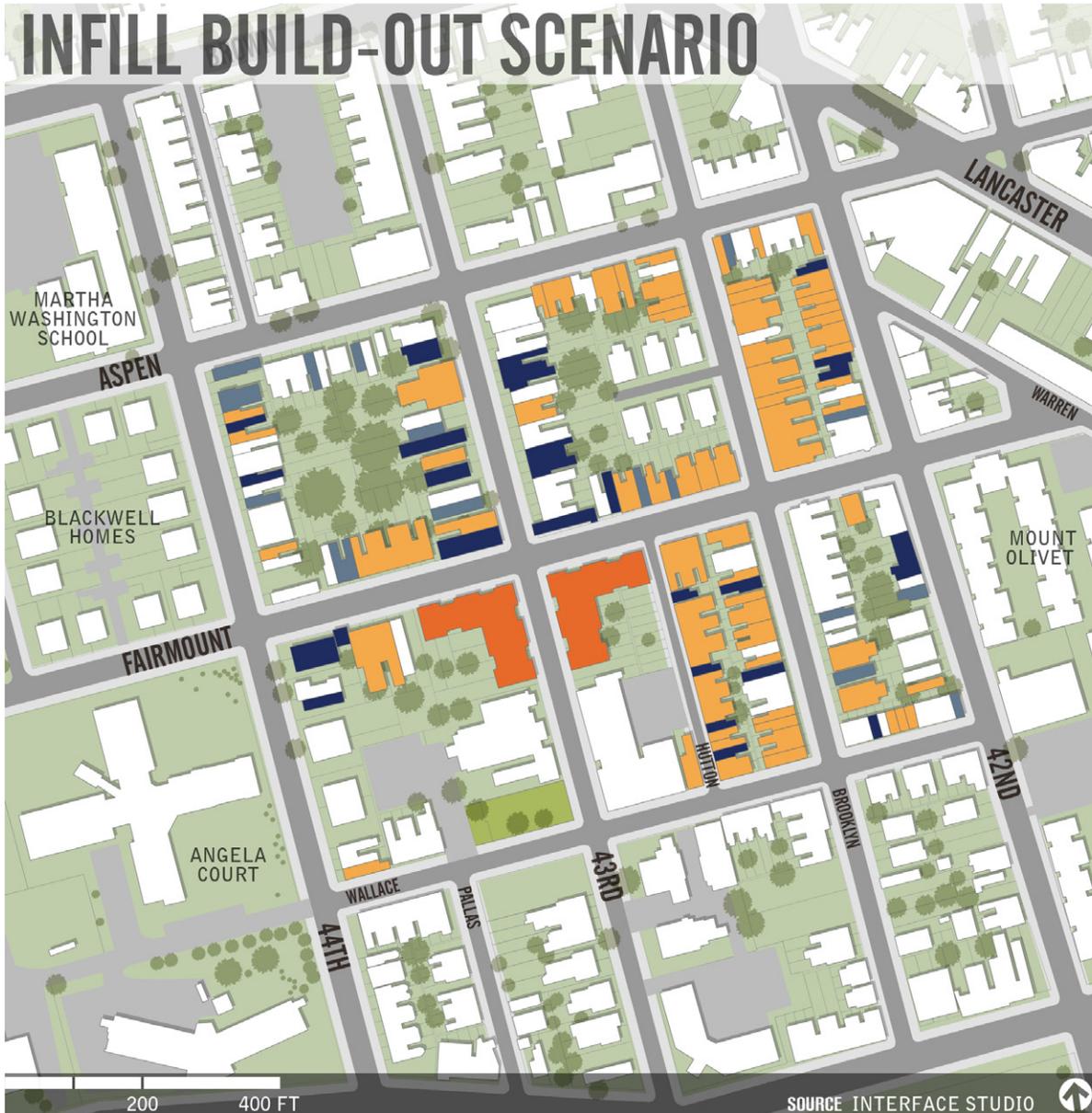


FIG 61 *mill creek housing development infill development scenario*

POTENTIAL INFILL ON VACANT LAND

- 115 SINGLE FAMILY HOMES
- 64 MUTLI-FAMILY UNITS

DISTRESSED BUILDINGS

[IN POOR / VERY POOR CONDITION]

- OCCUPIED
- VACANT

In addition to the infill development approach outlined above, revitalization activities already underway by local community groups need to be supported and leveraged. Specifically, PEC has a pipeline of investment and development projects as a result of the previously completed neighborhood plan that used similar criteria to focus investment and reduce blight. With initial investment and planning underway, it is critical to bring these projects to implementation. These core infill projects include:

> FATTAH HOMES II

The Fattah Homes II project will transform six vacant properties in the Mantua neighborhood of West Philadelphia [3rd council district] into six affordable rental units for homeless women with special needs and their children. The project will consist of three new construction buildings.

Each apartment will be equipped with modern amenities such as central air, a dishwasher, and garbage disposals. These new rowhomes will complement the neighboring building façades, enhancing the aesthetic appearance of both blocks.

> BIGHAM PLACE/FILBERT STREET

The Bigam Place/Filbert Street Project consists of two developments. One is the construction of a new seven-unit [affordable rentals for homeless women with special needs and their children] building that



FIG 62 4226-32 powelton rendering

will replace two existing, dilapidated structures at 4226-32 Powelton Avenue. The other is a rehabilitation of a three-story building on the same lot that faces onto Filbert Street, a narrow lane between Powelton Avenue and Market Street, to create four affordable rental units for households earning 80%-120% area median income. In their current state these 3 structures have a severely blighting influence on an otherwise well-kept block. Neighbors of the site have expressed strong support for the project and have provided input into its design.

ADDRESS	CURRENT STATUS			PLANNED PROJECT		
	Condition	Zoning	Owner	Feet ²	Stories	Units + Bedrooms
3923 Brandywine Street	1 vacant lot	R10	RDA	855	2	1 two - bedroom
3933 - 37 Brandywine Street	1 vacant rowhouse 2 vacant lots	R10	RDA	2,566	2	2 two - bedrooms
3811 - 13 Haverford Avenue	2 vacant lots	C2 R10	RDA	3,935	3	1 two - bedroom (handicap) 1 three - bedroom 1 four - bedroom
TOTAL				7,356		6 units

FIG 63 fattah II project details

> 3909 HAVERFORD

The 3909 Haverford project will rehabilitate a vacant eight-unit, 5,200 square foot building on the 3900 block of Haverford Avenue into a 6 unit building offering 3 units for households earning 60% area median income and 3 units for households earning 120% area median income. The area surrounding 3909 Haverford Avenue has been the focal point of a significant amount of public and private investment. This new development will play a key role in solidifying and enhancing the improvements that have already been made. Major PECCDC developments—including the Rowan House, Imani Homes, Cloisters III, Partnership Homes, Homeownership Phase I, and Fattah Homes—are within blocks of 3909 Haverford Avenue. These developments provide a diverse mixture of housing options to neighborhood residents, ranging from market-rate ownership to permanent supportive rental units.

> HOME OWNERSHIP II

Two long term vacant structures, which are the last blighted buildings on the block, will be rehabilitated and sold as affordable ownership units. These units are located in the West Powelton neighborhood, where the real estate market is rapidly strengthening, and will help preserve affordability for prospective homeowners. They are located at 4113 Baring and 4030 Haverford Avenue.

> 4050 APARTMENTS

To help protect the artist community and prevent it from being forced out of the area by increasing housing costs, PEC proposes to build an Artist Live-Work development at 4050 Haverford Avenue that will provide 21 units of affordable housing, specifically designed and targeted toward low- and moderate-income artists in its target area. This development will offer units that are specifically designed for use by artists and include artist-friendly features such as: high ceilings and natural light, exposed floors and ceilings, high-speed data ports, and cable connections.



FIG 64 *4050 haverford avenue artist live-work project sketch*

> MENTAL HEALTH BUILDING/3945-47 LANCASTER AVENUE

Double wide first-floor commercial spaces could be an opportunity for a local grocery store or other commercial tenant requiring a larger footprint. Rehabbing the upper floors would create opportunities for artist studios or rental apartments.

> TRUE LIGHT/HAWTHORNE HALL

PEC proposes to substantially rehabilitate the ground floor commercial space of 3859-61 Lancaster Avenue, one of the key properties in the contiguous set of historic buildings collectively known as Hawthorne Hall. The project entails converting what was most recently used as a storefront church into a space ready for a full-service, sit-down restaurant or other suitable commercial use. Four apartments on the second and third floor will be renovated as market rate rental units.

> HAWTHORNE HALL/3849 LANCASTER AVENUE

PEC is in the process of acquiring this building and developing concepts for the reuse of the ground floor space. The project will provide at least two units of upper floor rental housing and could include restoring an original second floor theatre with a mezzanine level and stage for reuse as a community space and performance venue.

> BUILD AND RETROFIT WITH GREEN TECHNOLOGY

Community partners should use or advocate for the use of green building techniques in all new development and rehabilitation projects in the area. Recycled materials, double-paned windows, Energy Star products, and white-coated roofs are cost effective ways to improve the quality of housing, lower utility costs, and lessen the project's environmental impact. Green roofs, infiltration beds and permeable pavers can help manage stormwater onsite and lower stormwater fees. Some energy efficient products and renewable energy systems, such as Energy Star building materials and appliances, solar energy systems, and residential wind turbines are eligible for federal tax credits.

PEC has set an example for bringing green development to Lower Lancaster by building LEED silver and gold certified housing [rental and mixed use], and installing a green roof on a 17-unit affordable multi-family in the past 4 years.

> EXPLORE OPPORTUNITIES TO CREATE MORE LIVE-WORK UNITS IN THE AREA

When private developers build “live-work” units, the label is often used only as a marketing angle to sell loft-style units with an industrial chic aesthetic. For-profit developers interested in legitimate, affordable live-work projects are hard to find. Even if the units are designed to accommodate creative production—with proper ventilation, sufficient space, durable floor treatments, and appropriate fire ratings—it is sometimes difficult to ensure that these units will be rented or sold to people who will actually use them for working and not just living.

Some live-work developments are successful because they evolved organically from the bottom-up, as groups of artists, small-scale boutique industry, artisans, and other creative types set up camp typically in a formerly industrial structure and gradually improve it over time.

Live-work units can also be successful when developed by a non-profit entity with an interest in ensuring that spaces are used as living and working spaces by making them affordable to artists and assuming a management role that would ensure the long-term viability of the project. Building on the analysis and recommendations of “The Landscape of the Arts,” which included “A Study of Community Arts Resources in West Powelton, Saunders Park, and Mantua” and “Recommendations for Artist Housing, Youth Arts Education, and a Community-Based Arts Organization,” PEC should continue working towards fulfilling this need in order to strengthen the arts community in Lower Lancaster.

Live-work uses occupy a special niche in zoning and land use regulations. Local arts and community organizations should stay abreast of the Philadelphia 2035 district planning process to advocate for regulations that support this special hybrid use within Lower Lancaster.



FIG 65 *west philadelphia empowerment zone*

> TAKE ADVANTAGE OF TARGETED FINANCING OPPORTUNITIES

There are many resources available to fund housing development for a range of incomes. The West Philadelphia Empowerment Zone (WPEZ) Housing Trust Fund, in collaboration with the West Philadelphia Financial Services Institution (WPFISI), has established two housing development loan pools. These pools help developers and CDCs finance low- and moderate-income homeownership and rental projects within the designated WPEZ, which includes a portion of Lower Lancaster.

WEST PHILADELPHIA EMPOWERMENT ZONE

BALANCED STREETS 4

Transportation is not just about getting from point A to point B—it impacts Lower Lancaster’s image, health, safety, and economic development. Streets constitute the majority of the public realm that residents experience on a daily basis. Improving in local streets and sidewalks will bring benefits to other aspects of life in Lower Lancaster.

Many streets in Lower Lancaster are in poor condition, including the majority of Lancaster Avenue. In fact, the majority of streets with trolley tracks are in poor condition. Other streets, like Belmont Avenue and 46th Street, are too wide; enabling speeding, careless driving, and the endangerment of children, the elderly, and the physically impaired.

Lancaster Avenue has its own unique set of challenges to overcome. As with many diagonal streets, Lancaster Avenue is dotted with awkward traffic islands and plagued by poor visibility at intersections. There are limited crosswalks and traffic backs up during rush hour. Major crossings, like the intersection at 40th Street, are complicated, unsafe for pedestrians, and difficult to navigate for drivers.

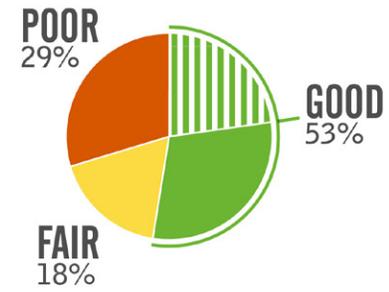
These days, referring to walking, biking, and public transit as “alternative modes” of transportation is an outdated concept. The recommendations outlined in this chapter place each mode of transportation on equal footing. Balancing streets will require reclaiming some space for cyclists and pedestrians from cars; however, there are a number of ways to accomplish this without impacting auto traffic. The overall goal is to create a street system that is safe for pedestrians, bikers, and motorists, and provides convenient access to public transit.

STREET & SIDEWALK CONDITIONS



FIG 66 surveyed right of way conditions

CONDITION OF STREETS IN USE



- POOR
- FAIR
- GOOD
- ⋯ GOOD / RECENTLY REPAVED
- - - ROAD WORK
- ROAD CLOSURE
- * SEVERE POTHOLE

1/4 1/2 MILE

SOURCE 2011 PHYSICAL SURVEY

4.1 REPAIR BROKEN STREETS AND SIDEWALKS

Keeping Lower Lancaster’s streets in good shape is necessary to ensure the safety and utility of the roadway and to upkeep the neighborhood’s “curb appeal” in a literal and figurative sense. Potential homebuyers notice when streets are cracked and curbs have eroded, which has the potential to negatively impact neighborhood marketability. Residents depend on community groups to advocate for roadway and traffic safety improvement projects.

> IMPROVE STREET CONDITIONS

During the physical survey of Lower Lancaster, the planning team evaluated the “right of way conditions” for every street in the area. “Right of way conditions” refer to the average condition of both the street and sidewalk, and were classified as “Good,” “Fair,” or “Poor.” The results of this survey are shown in Fig. 66. A significant finding of this survey was that while only 13% of Lower Lancaster’s streets have trolley tracks on them, about half of the streets that were rated in “Poor” condition are streets with trolley tracks. Streets with tracks were found to have cracked and warped surfaces where the pavement meets the track edge, creating accessibility issues and safety hazards for residents—a problem residents were very vocal about during the planning process.

SEPTA plans to replace a long stretch of Route 10 tracks on Lancaster Avenue from 40th to Belmont, including the 48th Street intersection, in 2013. The track replacement will include repaving 18 inches of road surface on either side of the rail. This will greatly improve the street conditions along Lancaster Avenue. SEPTA also plans to replace the rail on the diversion route running primarily along 40th and 41st streets, but this project is not yet scheduled or funded.

Aside from streets with trolley tracks, many of the streets rated in poor condition suffer from years of patching, resulting in an unsightly streetscape and a bumpy surface. Sinkholes and hazardous conditions are noted with asterisks in Fig. 66. Community leaders should coordinate with the City and neighborhood improvement partners to advocate for roadway and traffic safety improvement projects, both to improve the image of the neighborhood and make streets safer and more accessible.



eroded street surface on wyalusing between 43rd and mantua

LOWER LANCASTER STREET CONDITION



ONLY **13%** OF LOWER LANCASTER'S STREETS **HAVE TROLLEY TRACKS**...BUT **49%** OF STREETS IN **POOR** CONDITION ARE **STREETS WITH TROLLEY TRACKS**.

CONDITION OF STREETS WITH TROLLEY TRACKS



FIG 67 *condition of streets with trolley tracks*

sinkhole in the study area

ASSIST RESIDENTS IN SIDEWALK REPAVING PROJECTS

For Lower Lancaster’s seniors, getting around on the community’s sidewalks is difficult—not just as a result of the mobility challenges of aging, but because many sidewalks have eroded over time and have not been repaired. These issues are problematic for other users as well, including physically challenged individuals, and pedestrians pushing strollers or shopping caddies.

Many property owners may not be aware of their responsibility to keep adjacent sidewalks in good shape. A marketing and awareness campaign is needed to encourage property owners to repair their sidewalks. It would be more effective if this campaign included financial assistance to help with making repairs. However, the pervasiveness of broken and eroded sidewalks alongside vacant lots and buildings requires other solutions, as attempts to encourage owners of abandoned properties will likely prove fruitless. To address these problems, community groups should consider making sidewalk repairs themselves.

A short term solution for making sidewalks smoother and removing tripping hazards is sidewalk grinding. Many sidewalk segments that jut up from the ground can be sanded down to create a continuous, flat sidewalk surface. This low-cost technique has been used in many Philadelphia neighborhoods and could go a long way in improving Lower Lancaster’s sidewalks in the immediate term.



some brick walkways also require maintenance in lower lancaster



sidewalk cave-in likely caused by poor stormwater runoff issues



sidewalk grinding can be a more cost effective way of fixing walkways

> IMPROVE NEIGHBORHOOD CIRCULATION ACROSS THE RAIL LINE

Two of the bridges across the CSX rail line connecting Lower Lancaster to Girard Avenue and neighborhoods to the north and east have been closed for some time. The closures of the 40th and 41st Street bridges limit neighborhood connectivity as well as police cruiser access. This in turn creates a safe haven for criminal activities. Residents expressed concern about these problems, but were relieved to learn that a bridge replacement will restore access across 40th Street in 2013. There are no known plans to reopen the 41st Street Bridge, but neighborhood leaders should advocate for its reopening, as well as targeted policing of both bridges until they are reopened.



FIG 68 *closed bridges over rail corridor*

4.2 RETHINK DANGEROUS INTERSECTIONS

IMPROVE 40TH & LANCASTER INTERSECTION DESIGN

The intersection of 40th Street, Lancaster Avenue, and Haverford Avenue is an important connection between the Lancaster Avenue commercial corridor and 40th Street Station to the south. This intersection has great potential for placemaking on Lancaster Avenue, given its historic buildings and gateway prominence. A mural and a small statue already commemorate Dr. King's historic speech there in 1965. However, the chaotic traffic patterns and fragmentation of pedestrian areas detract greatly from the quality of the public realm. From a placemaking and corridor identity standpoint, as well as for improved traffic safety, this intersection needs to be redesigned.

For pedestrians, the intersection of these three busy streets, a trolley line, and a bus line creates an intimidating expanse of asphalt crisscrossed by unpredictable traffic flows. Driving through the intersection is just as daunting because it is difficult to tell where oncoming vehicles may be coming from. This intersection was identified as one of twelve priority areas in the Philadelphia Pedestrian and Bicycle Plan, which recommended installing high visibility crosswalks and curb extensions [bumpouts] to improve safety. While this strategy would certainly make the intersection safer for pedestrians, a more comprehensive design solution should be developed that improves this intersection for all modes of travel, as well as creates new public amenities.





FIG 69 *40th and Lancaster existing conditions*

The intersection of the Route 43 bus line with the Route 10 subway-surface line creates the potential to provide a multimodal transfer station on Lancaster Avenue. Design strategies should emphasize public transportation infrastructure and promote accessibility. Fig. 70 shows a reconfiguration of this intersection featuring the following design solutions:

- Eastbound traffic on Haverford Avenue should be diverted onto 40th Street. This could be accomplished by creating a short northbound lane that would allow the closing of Haverford Avenue between 40th Street and Lancaster Avenue. This creates the opportunity for a large public plaza contiguous with the block to the southeast. The proposed plaza would be closed to vehicular traffic, but could accommodate Route 43 bus traffic, and provide a covered bus shelter for passengers.
- The trolley stops, which will be reconfigured as a part of SEPTA's planned trolley fleet replacement [see Section 4.4], would likely become raised platforms at least a foot above street level. Because the platforms need to extend into the right of way to meet the side of the trolley for loading, bike lanes may need to be accommodated on the sidewalk for the length of the trolley platform.
- Pedestrian circulation will be improved by the addition of curb extensions [trolley

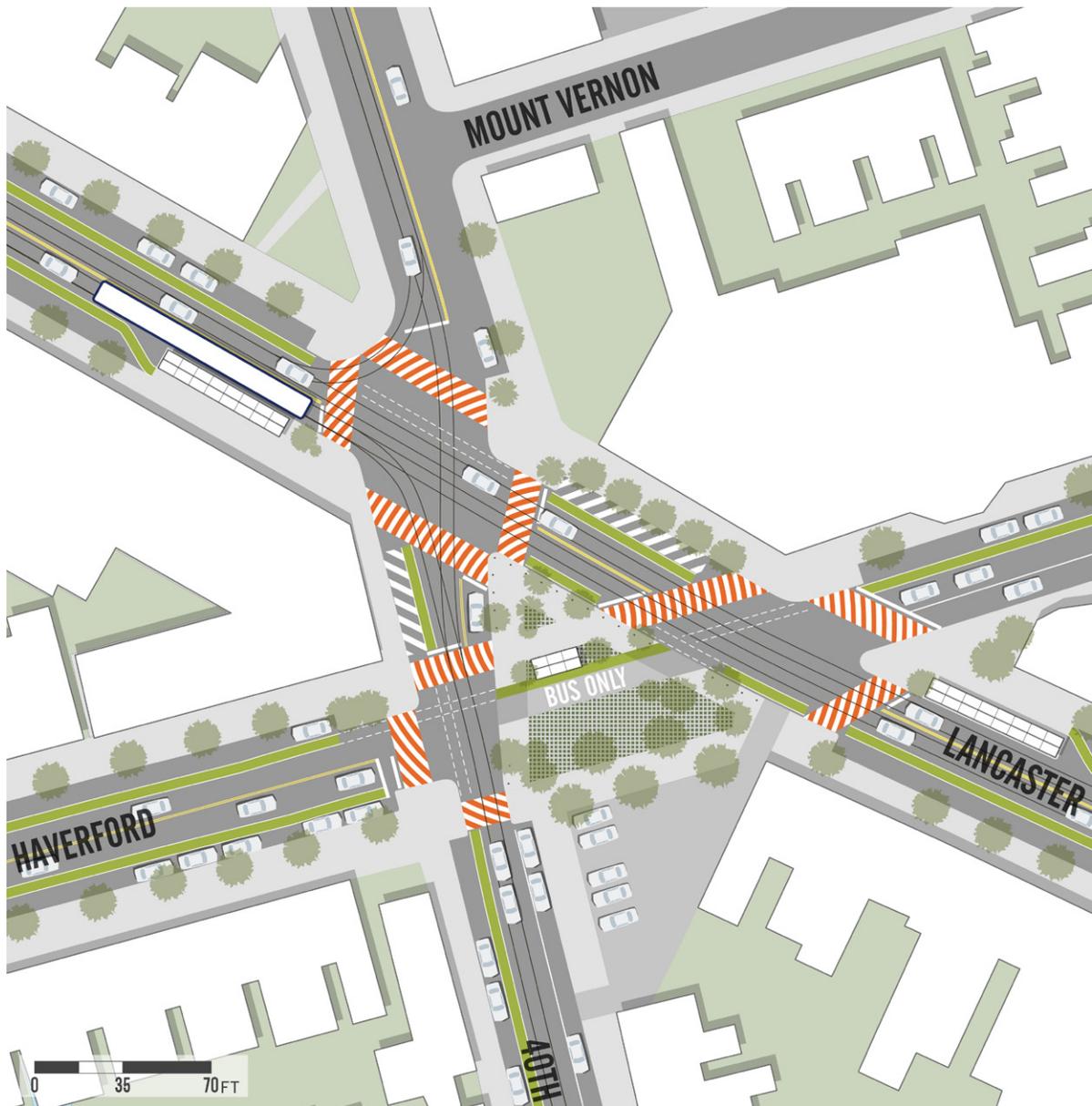


FIG 70 *proposed 40th and lancaster intersection reconfiguration*

tracks and fire lanes limit bumpout provisions in some locations] and the creation of a pedestrian plaza, as well as changes that make the intersection more navigable and traffic patterns more legible. Whereas previously three streets met at one tangled intersection, the proposed realignment results in intersections with only two cross streets.

➤ The expanded pedestrian areas created by the plaza and the trolley platform curb extensions provide more sidewalk space for tree plantings and green stormwater infrastructure, which would contribute greatly to the quality of this public space.

40TH & LANCASTER PROPOSED

-  DECORATIVE CROSSWALK
-  PERMEABLE PAVEMENT
-  BIKE LANE
-  TRANSIT SHELTER
-  TREE
-  TROLLEY TRACKS
-  NEW TROLLEY

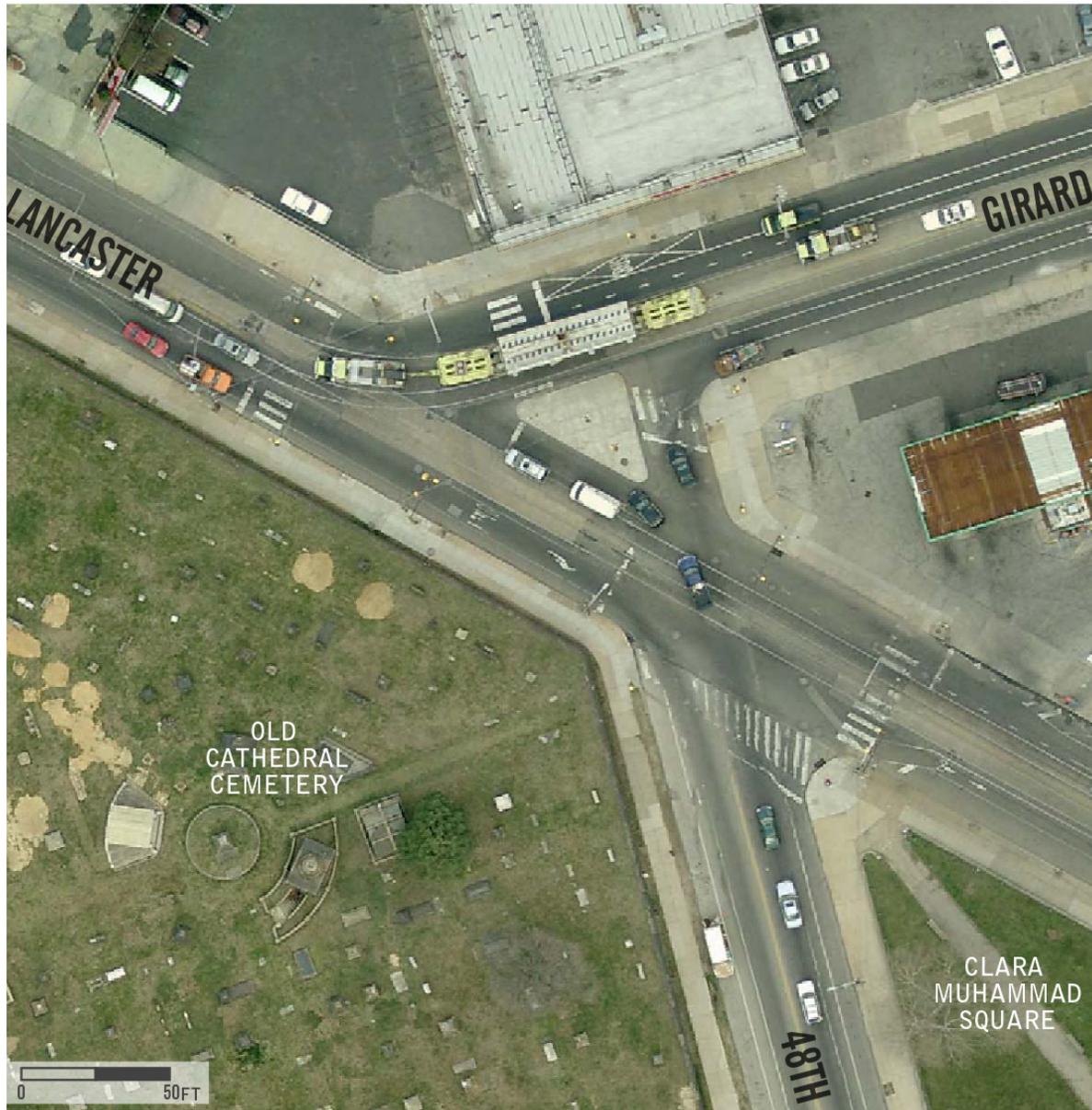


FIG 71 *48th and lancaster existing conditions*

🕒 IMPROVE 48TH & LANCASTER INTERSECTION DESIGN

The intersection at 48th Street & Lancaster Avenue is also dangerous and in need of reconfiguration. Lancaster Avenue, 48th Street, and Girard Avenue, which all converge here, have bi-directional bike lanes and Lancaster and Girard Avenues have well-utilized trolley routes that make this an important trolley transfer station. This much activity, coupled with the close proximity to Blankenburg Elementary School and Clara Muhammad Square, makes this intersection a priority for future safety and pedestrian upgrades. Fig. 72, suggests improvements that could be made to this intersection, including:

- Closing off the 48th Street triangle to through traffic. Northbound traffic on 48th Street would turn left onto Lancaster Avenue to make a right onto Girard Avenue. This will simplify the traffic pattern, and make room for a pedestrian plaza. This plaza could become a transit transfer station with green stormwater infrastructure, tree plantings, and a covered trolley stop.

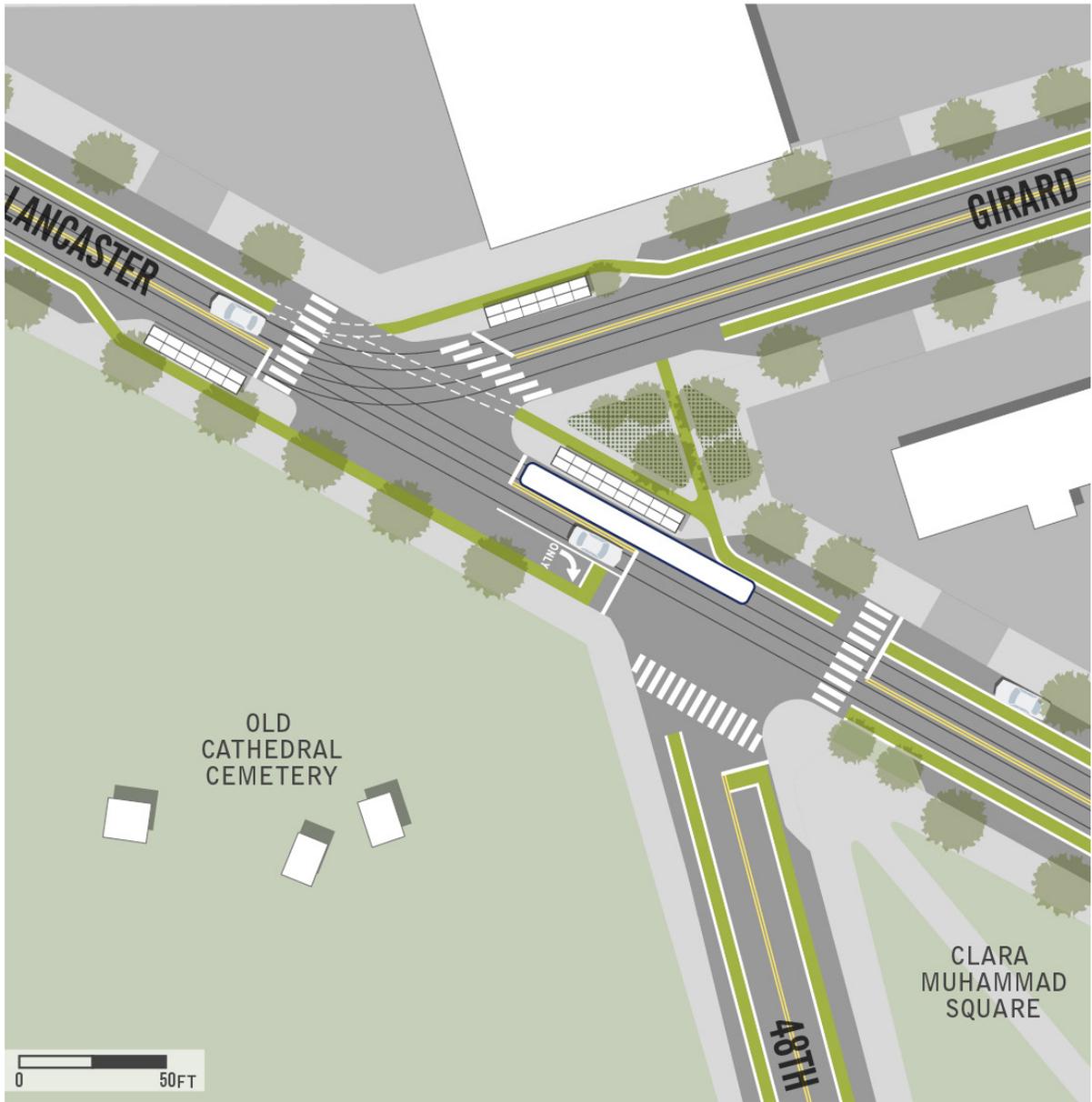


FIG 72 *proposed 48th and lancaster intersection reconfiguration*

➤ Improving trolley stops, as recommended in Section 4.4, by extending curbs to meet the accessibility requirements of the new trolley cars. The bike lanes may need to continue on the sidewalk for the length of the trolley platform. These curb extensions will shorten the crossing distance for pedestrians and provide areas for stormwater infiltration.

**48TH & LANCASTER
PROPOSED**

-  PERMEABLE PAVEMENT
-  BIKE LANE
-  TRANSIT SHELTER
-  TREE
-  TROLLEY TRACKS
-  NEW TROLLEY

> IMPROVE INTERSECTION SIGHT DISTANCE ON LANCASTER AVENUE

Intersection sight distance refers to the extent of a motorist's field of vision while at a stop sign or traffic light. Visual obstructions on either side of the stopped vehicle, including parked cars, utility boxes, trees or plantings above eye height, can limit the driver's view of approaching traffic, bicyclists, and pedestrians, making it difficult to safely turn or proceed through the intersection. Because Lancaster Avenue meets the majority of its cross streets at an extreme angle, motorists on cross streets waiting to turn onto Lancaster often have a hard time seeing oncoming traffic approaching from the acute angle. Cars parked too close to the corner [legally or otherwise] further obscure views of approaching vehicles. This results in drivers blindly turning onto Lancaster Avenue, having only seconds to react if a vehicle is approaching. This is a traffic safety concern that places everyone at risk, regardless of mode of transportation.

The baseline solution would be to simply eliminate the on-street parking spaces closest to the corner at intersections where sight distances are obscured. For intersections where there are crosswalks, constructing corner bumpouts would push on-street parking spaces further away from the corner and improve visibility from cross streets.

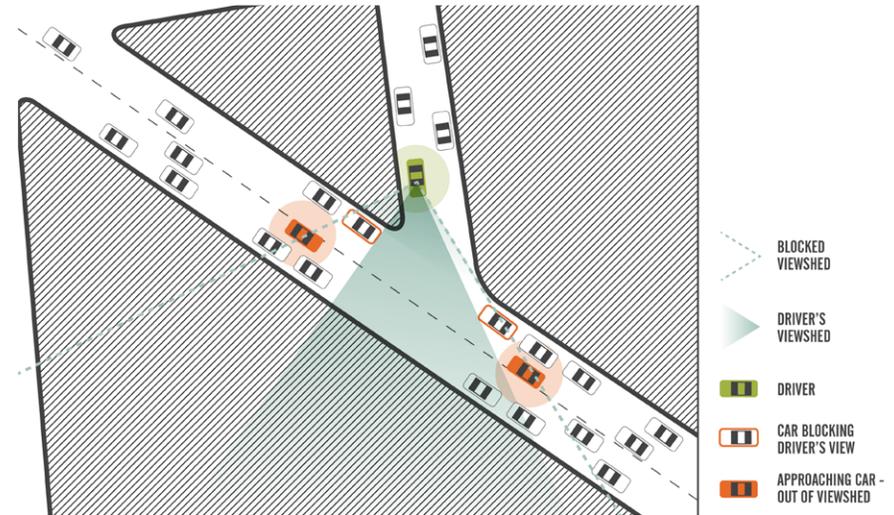


FIG 73 *intersection sight distance constraints*

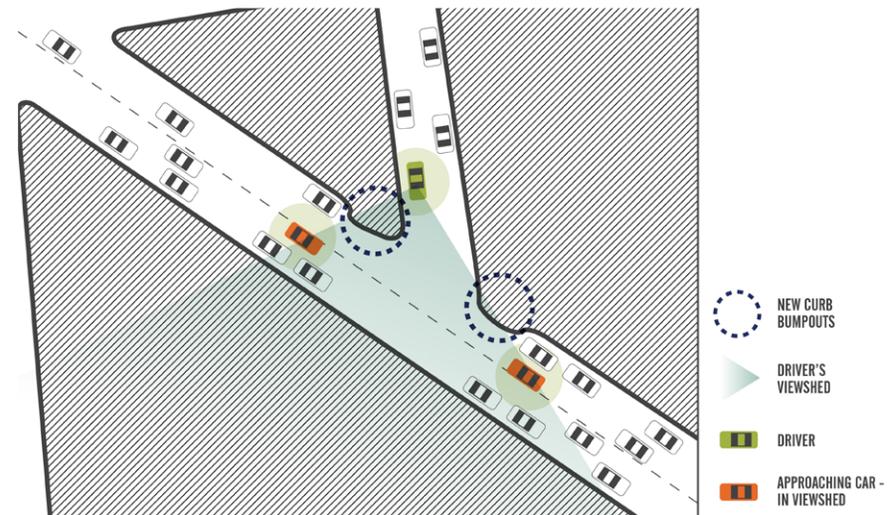


FIG 74 *proposed intersection sight distance improvements*

4.3 ADDRESS PARKING TROUBLE SPOTS

OVERHAUL THE PUBLIC PARKING LOT SERVING LANCASTER AVE

Lancaster Avenue has a sizeable free public parking lot between 41st and Preston Streets—an amenity that most commercial corridors would love to have. From an urban design standpoint, its location behind a row of buildings facing Lancaster is ideal. This location keeps the parking out of sight of the commercial corridor, which would detract from the corridor’s image and the quality of the public realm. However, from a safety standpoint the lot’s hidden location limits “natural surveillance” and makes it feel dangerous. The lot’s underutilization may be partially attributable to its physical shortcomings. Both business owners and residents alike expressed the need to improve this parking lot and make it an amenity, rather than a liability. A number of improvements should be made to restore its utility:

> LIGHTING

Existing interior, overhead lighting almost does the job, but some additional strategically placed pedestrian-scale lights would make a big difference. The bigger issue is the lack of lighting at entrances, which makes the parking lot look dark and foreboding. Better lighting at the entrances on Lancaster Avenue and 41st Street would increase awareness of the parking lot and improve users’ sense of security.

> SECURITY

There are strong feelings that the parking lot should have a monitoring system installed. One idea is to install security cameras linked to monitors inside nearby businesses. Surveillance cameras can be useful in reporting crimes in progress, or preventing crime if the cameras are highly visible. However, highly visible security cameras can also reinforce the perceptions of insecurity about the area. More obscure surveillance cameras might be preferable. At one time, a parking lot attendant kept watch over the lot from an

“we have a parking lot for Lancaster Avenue that people are afraid to use because of poor lighting and robbery—get their heads bashed in because somebody wants to take their money.”

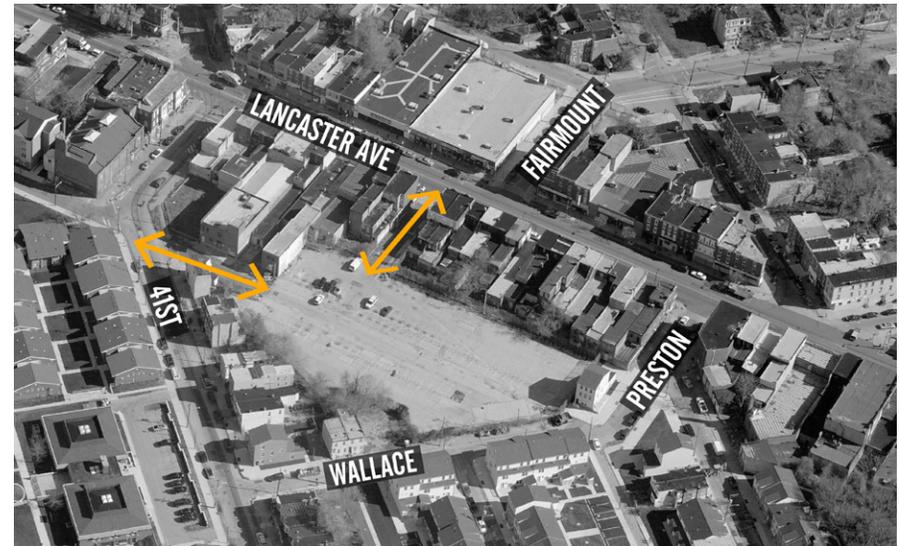
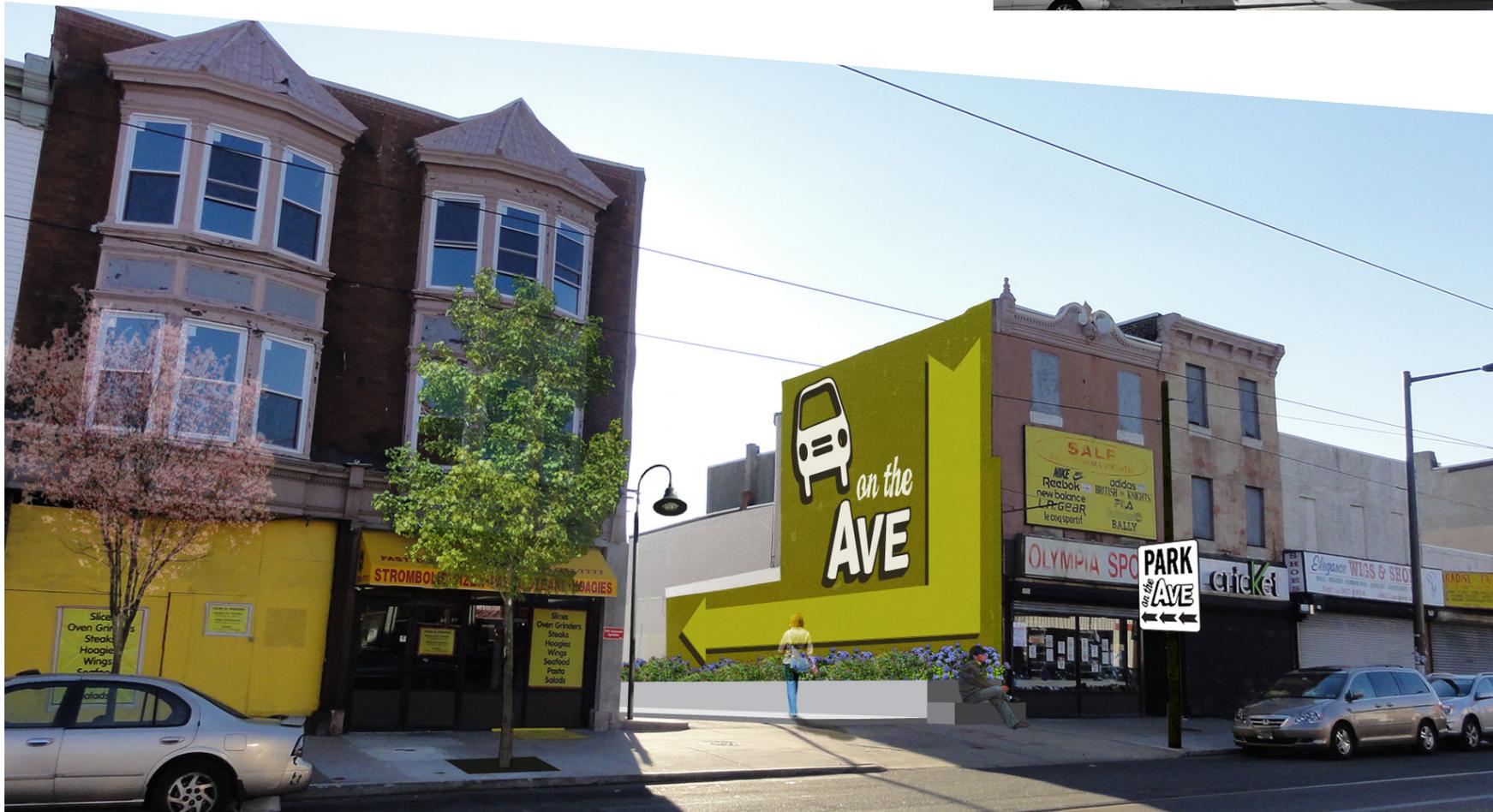


FIG 75 parking lot access diagram



interior overhead lights are visible from the 41st Street entrance of the parking lot, but the entrances themselves are not well lit

FIG 76 *proposed parking lot entrance improvements*



attendant station. This should be considered as an alternate option. An attendant booth that is visible from Lancaster Avenue would likely make users feel more comfortable and secure.

> SIGNAGE

If you didn't know the parking lot was there, it would be easy to miss it. A small PPA sign at the Lancaster Avenue entrance is visually lost among other signs along the street wall. Adjacent building surfaces would be ideal for large murals or signage to promote the corridor and better identify the entrances to the parking lot, as demonstrated in Fig. 76.

> AESTHETICS

If you do find the way into the parking lot, you find a strange landscape of dense clusters of bright yellow bollards, a relentlessly hardscaped surface, and an undulating asphalt surface devoid of any parking slot striping. The site's aesthetics would be vastly improved by repairing defects in the asphalt or repaving it entirely; removing the bollards for a less jarring method of demarcating parking areas; softening the harsh landscape by greening the edges and integrating tree plantings; and re-striping the surface to indicate traffic flows, exits/entrances, and parking stalls.

Corridor management entities should engage in discussions with the PPA regarding the community's concerns about the parking lot. After some initial improvements that would make parking in the lot more amenable, decision makers should consider instituting parking rates to help generate revenues to support continued improvements.



FIG 77 *panoramic view inside the lancaster avenue parking lot*



parking kiosk in center city

> INSTALL PARKING KIOSKS ON LANCASTER AVE

Replacing individual parking meters with one or two parking kiosks, similar to those found in Center City, would reduce sidewalk clutter, create more opportunities for greening, and improve the corridor's image. The kiosks also make paying for parking more convenient by accepting coins, bills, smart cards, and credit cards. The walk to the kiosk and back also increases storefront exposure to passersby, adding foot traffic for businesses. Corridor management entities should consider working with the PPA to install parking these kiosks along Lancaster Avenue.

4.4 ENHANCE PUBLIC TRANSIT

About a third of those who took the community survey said the “Proximity to Public Transportation” was what they liked most about living in Lower Lancaster. There’s no question that the area’s transit assets are a great community amenity, and draw for potential residents. Residents and business owners did, however, provide plenty of feedback about ways to improve public transit to better meet the needs of the community.

EVALUATE 10 TROLLEY LEVEL OF SERVICE

During the planning process, residents frequently voiced irritation about the infrequency of the 10 Trolleys on Lancaster Avenue. Route 10 was recently identified as SEPTA’s thirteenth busiest route among all bus, subway, and regional rail lines by daily average weekly passengers. However, the four other subway-surface lines that share the same tunnel between West Philadelphia and Center City all have higher ridership numbers. SEPTA periodically re-evaluates ridership demand and frequency of service to ensure that the limited subway-surface capacity is distributed appropriately. SEPTA was not able to identify when the Route 10 trolley’s level of service was last evaluated, and a fresh look may be important as the neighborhoods adjacent to Lancaster Avenue continue to revitalize.

The distribution of trolley stops may also need to be re-evaluated. There is currently no southeast-bound stop between 40th and 41st Streets to match the corresponding northwest-bound stop at Preston/Wallace. This means that there is almost a quarter mile between southeast-bound stops. An additional southeast-bound stop at Preston Street [see Fig. 90] would help fill this gap and provide better transit access to Lancaster Avenue’s commercial core.

“the 10 trolley needs to run more frequently! it’s the slowest trolley, people wait so long that it becomes too crowded.”

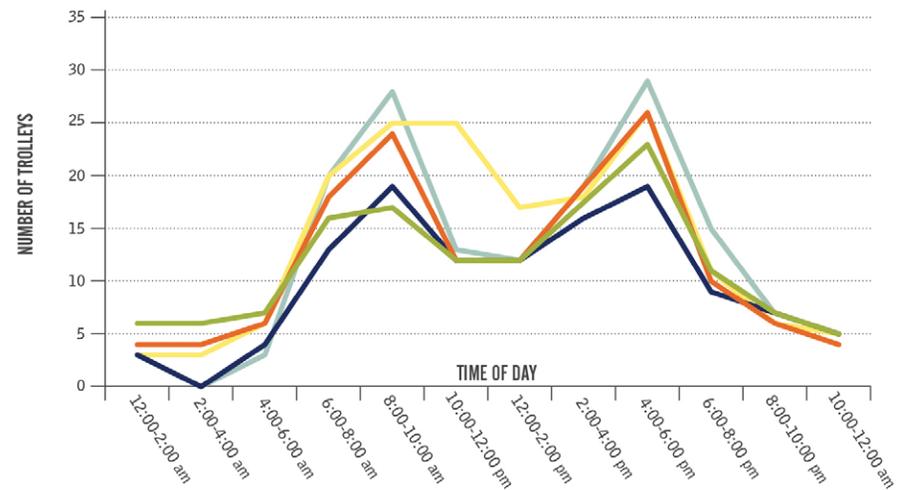


FIG 79 frequency of trolleys by time of day

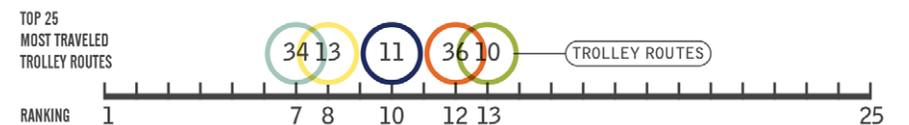


FIG 78 trolley ridership rankings within top 25 SEPTA routes

PROVIDE SERVICE ALERTS WITH TROLLEY STATUS UPDATES

Residents who participated in the planning process frequently mentioned the inconveniences of occasional service interruptions to the 10 Trolley. There is a blue light near 40th Street that indicates a service outage; however, this light is meant to alert operators of the problem—not everyone waiting for the trolley is aware of this and, of course, it is not visible to those waiting for the trolley further up or down the avenue. Community partners should install service alert monitors in storefront windows near trolley stops all along Lancaster Avenue. A similar system was implemented in 2009 by Chicago’s Wicker Park Bucktown Chamber of Commerce Special Service Area #33, and could be used as a model.



FIG 80 smart screen trolley status monitor

Inexpensive LCD screens would display SEPTA’s existing live trolley tracking data. These screens would not only make taking the trolley more convenient, but also direct the attention of potential customers to storefronts along the Avenue. The LCD screens could also serve as digital community bulletin boards displaying information about news, upcoming events, and new resources available to residents. Advertisements could also generate revenue for corridor improvements and promote local merchants.

SEPTA is currently developing live service update applications that are available on the internet and smart phones, but given limited internet access among residents [see Figure 26], service monitor screens would make for more equitable information sharing. Given the number of institutions and organizations with a focus on technology in the area, the potential for institutional partnerships with corridor improvement entities should be explored.

MAKE 40TH STREET STATION ACCESSIBLE

SEPTA’s *Key Stations Plan* identifies the Market Frankford Line’s 40th Street Station as one that will undergo improvements to make it ADA accessible. The plan does not set forth a timeline for implementation, and under SEPTA’s current budget this project is not in the capital program through 2020. Community leaders and nonprofit organizations should continue to advocate for the station’s improvement and work to rally political support, providing a constant and unified voice that this project must move forward.

“there are a lot of seniors who need to use 40th street station and they can’t go up and down those stairs. we’ve been asking for 40th street station to be accessible for years! we’ve tried petitions, we’ve tried letter writing, we’ve tried protesting. we know they plan to make it accessible, but when will they stop planning and start fixing that station?”

> DEVELOP LANCASTER AVE STREETScape IMPROVEMENT PLAN

SEPTA's existing subway-surface trolleys—instantiated in the 1980s—are nearing the end of their usable lives. In the next 8-13 years, SEPTA expects to replace its trolley fleet with articulated, low-floor trolleys and make its subway-surface routes ADA accessible. This new fleet would allow wheelchair entry from a short platform between the sidewalk and the trolley car. As a result, the trolley stops themselves will need to be redesigned to function properly with the new trolleys. Though the specifics are uncertain, there are some general design elements common to this type of infrastructure that will likely need to be integrated into trolley stops.



the 10 trolley was a popular topic at the open houses.



FIG 81 existing trolley stop configuration

“i think it’s going to be really important to have tons of input and planning on how to improve the lancaster streetscape to make it friendlier and more usable.”

The drawing in Figure 81 shows the current conditions of the trolley stop at 40th Street and Lancaster Avenue. To board, passengers must step down from the curb and walk about 14 feet into the roadway to reach the trolley. The conceptual sketch in Figure 82 is a mockup of a potential trolley stop reconfiguration, in which the curb ramps up from the corner to a raised platform that extends into the roadway to meet the side of the trolley for loading and unloading. The trolley stops would likely require platforms that are raised at least a foot above street level to bring the platform surface flush with the trolley’s threshold. Because the platforms would interrupt bike lanes, cyclists may need to be accommodated on the sidewalk for the length of the trolley platform.



Accommodating the platform waiting area would result in plenty of additional sidewalk space at stop locations. This would create opportunities to provide streetscape amenities to improve trolley stops, such as shelters, public art, seating, lighting, and landscaping. The streetscape reconstruction would also be an opportunity to coordinate the installation of green stormwater infrastructure in partnership with PWD.

Business owners and residents should be engaged in discussions about the future of the streetscape as plans progress.

FIG 82 *proposed trolley stop reconfiguration*

🕒 INSTALL TRANSIT SHELTERS DESIGNED BY LOCAL ARTISTS AT 38TH & 40TH STREETS & LANCASTER AVENUE

With a streetscape overhaul about ten years out, there is a need to provide trolley and bus passengers with better amenities at stops. Several residents suggested the provision of shelters, which would make a particularly positive impact on the corridor at the major intersections of 38th and 40th Streets with Lancaster Avenue. In addition to improving the experience of using transit, shelters designed by local artists could add to the character and speak to the identity of the corridor.

🕒 IMPROVE NEIGHBORHOOD ACCESS ROUTES TO MARKET FRANKFORD LINE STATIONS

Safety and public realm issues along neighborhood access routes to the Market Frankford line arose a number of times in conversations with residents. Particular concern was raised about the 46th Street Station and issues related to:

> LIGHTING

Residents identified 46th Street north of Market as a priority lighting improvement, and the lack of adequate lighting around the station was also identified in SCI West’s comprehensive Community Safety Initiative, as well as a number of previous studies. UCD recently installed pedestrian-level street lights near the station, which has improved night visibility in the area. However, there remains a need to bridge the gap from the Station to surrounding neighborhoods.

> INACTIVE FRONTAGE

Regardless of time of day, traveling between Lower Lancaster and 46th Street Station can feel unnerving because of the lack of active frontage on 46th Street from Market Street to Fairmount Avenue. Most of the buildings are set back from the street and are not active at night, if at all. The planned relocation of the Philadelphia Police Department Headquarters to the vacant Provident Mutual Life



night view looking north on 46th, just north of market street

Insurance Building at 46th and Market Street will breathe new life into that stretch of the street. However, there are additional opportunities to reanimate this corner. The Aldi Grocery site should be considered a prime candidate for Transit-Oriented Development, which would bring a mix of uses at a more appropriate urban density.

> EXCESSIVE ROAD WIDTH

Residents have nicknamed 46th Street “Old Dusty,” as a commentary on the lack of activity around it and its excessive width. The street’s 49-foot wide roadway only needs to accommodate one traffic lane and one on-street parking lane in each direction. Even at full capacity, vehicles are swimming in an ocean of asphalt, as shown in Fig. 83.

New streetscape improvements could improve access routes to 46th Street Station and help implement a critical component of the Mill Creek Walk—the proposed street-level greenway celebrating the route of Mill Creek, as described in Section 2.3. A reconstruction of this segment of the



FIG 83 *existing 46th street section looking north*

roadway could integrate design solutions to address many of the station access problems, while also creating a public space amenity as a part of the Mill Creek Walk.

As illustrated in Fig. 84, extending the west side of the sidewalk into the roadway would allow for a larger pedestrian pathway wide enough to accommodate bicycles and pedestrians. The tree-lined pathway could also have benches and planting areas, creating a civic space celebrating and distinguishing the future location of the Police Headquarters. The lack of overhead utility lines on the west side of the street creates the opportunity for planting large shade trees that would complement the existing mature London Plane Trees on the grounds of the former Provident Mutual Life Insurance Building. Of course, integrating



FIG 84 *proposed mill creek walk improvements and transit-oriented development on 46th Street*

pedestrian-scale street lamps as a part of the streetscape improvement would improve night visibility for those accessing the station after dark. Speculative future redevelopment of the Aldi site should establish an improved relationship with the street, integrating commercial uses on the ground floor that could keep this corner active throughout the day.

Residents felt that although 40th Street feels less intimidating at night because of the continuity of active frontage along it, the street could nevertheless benefit from pedestrian-scale lighting. The continuous streetwall creates the opportunity to consider a façade lighting initiative, which would be far less costly than providing new lighting infrastructure at the sidewalk edge.

4.5 BETTER ACCOMMODATE BIKES

> ADVOCATE FOR IMPLEMENTATION OF PLANNED IMPROVEMENTS TO THE BIKE NETWORK

Lower Lancaster is well-served by bike lanes on Haverford, Lancaster, Powelton, Market and 48th Streets, as shown in Fig. 85. However, there are additional opportunities to create stronger bicycle-friendly connectivity between parks, schools, shopping, transit, and employment centers. Philadelphia’s 2012 Bicycle Plan calls for additional bike lanes on 49th Street, from Market to Haverford, and all along Chestnut Street. It also calls for better linkages between the existing lanes throughout Lower Lancaster, including marking sharrows on:

- > Fairmount, between 34th and 40th
- > 42nd, from Powelton to Mantua, continuing to Girard
- > 44th, from Lancaster to Haverford
- > 47th, south of Haverford
- > 40th, from Parrish to Girard

Supporting these improvements will create safer bicycle connections to and around Lower Lancaster while encouraging residents, workers, and visitors to leave their cars at home.

> IMPROVE BIKE LANE STRIPING

Measures need to be in place to make sure bike lanes remain visible over time. Lane striping on the roadways fade away and the bike lanes become less noticeable to motorists. This can be seen on Lancaster Avenue, where the stripes have faded so much that sometimes the lanes are not visible at all. The fading not only discourages bicyclists from using the lane, but also enables double parking, which pushes cyclists into highly-trafficked travel lanes and forces them to navigate the trolley tracks. Painting these lanes with a bright color, such as the green used on the Benjamin Franklin Parkway, would ensure bicyclists and automobiles are aware of each other and encourage more cyclists to ride throughout the area.



example of a “sharrow”



green bike lane on the benjamin franklin parkway

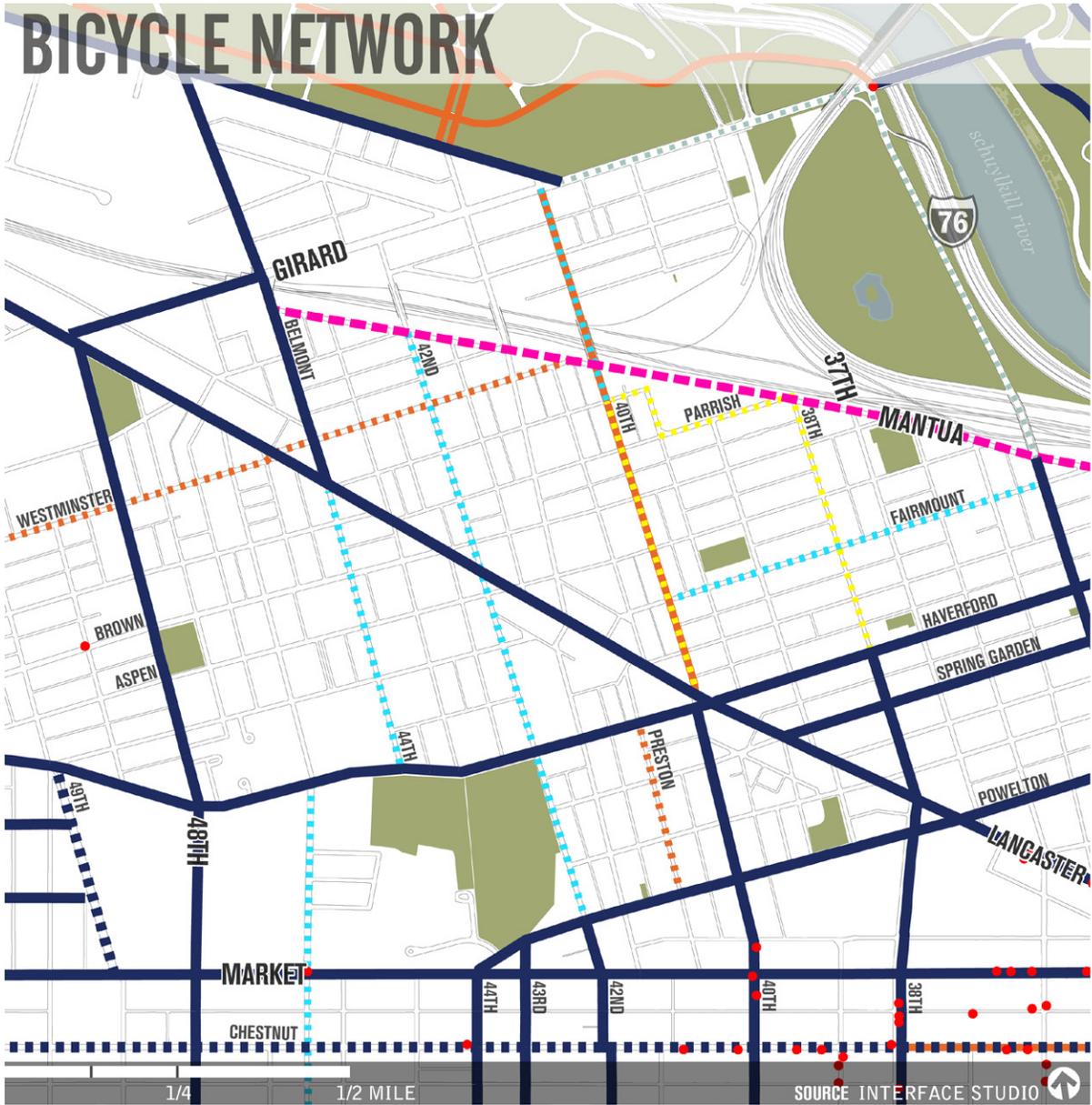


FIG 85 *existing and planned bicycle network*

PROPOSED BIKE NETWORK IMPROVEMENTS

— MANTUA TRAIL

PLANNED BIKE NETWORK IMPROVEMENTS

PHASE 2 OF PHILADELPHIA'S PEDESTRIAN & BICYCLE DRAFT PLAN, 2012

- BIKE LANE
- MARKED SHARED LN
- BIKE FRIENDLY ST
- SHARED ROADWAY
- SIDEPATH

EXISTING BIKE NETWORK

- BIKE LANE
- BIKE FRIENDLY ST
- BIKE RACK

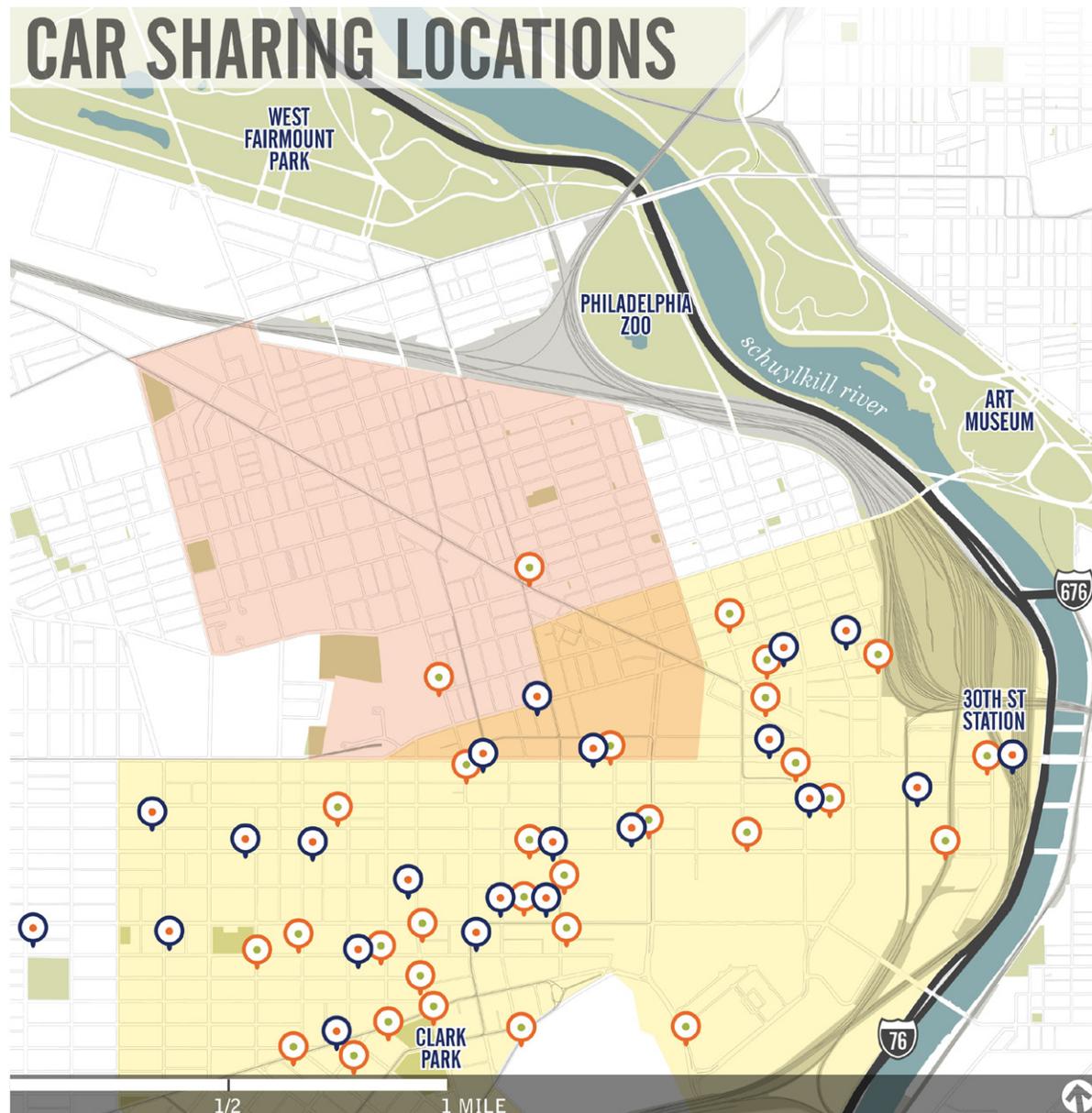
➤ ENGAGE LOCAL ARTISTS TO DESIGN BIKE RACKS FOR LANCASTER AVE AND OTHER COMMUNITY GATHERING PLACES

As shown in Figure 85, there are only a couple of bike racks in Lower Lancaster. With a growing bike network throughout West Philadelphia, implementation measures should be in place to offer other amenities to make bicycling in Lower Lancaster more convenient. Providing bike parking at key destinations such as schools, parks, healthcare centers, churches, and libraries will help to promote bicycling by making it easier, safer, and more orderly. Commercial corridors, such as Lancaster Avenue, are also good locations for bike racks so people don't have to worry about finding car parking. Bike racks on Lancaster Ave could be integrated into the branding of the corridor—racks could be designed and fabricated by Lower Lancaster artists and feature designs related to neighborhood identity and local history.



a clever way to raise money for bike corrals

4.6 PROMOTE CAR SHARING AS AN ALTERNATIVE TRANSPORTATION OPTION



> ENCOURAGE CAR SHARE SERVICES TO PROVIDE MORE CAR LOCATIONS LOCALLY

Philadelphia's two membership-based car sharing services have provided Philadelphians with a greener way to get around the city in a car. Car sharing takes more cars off the street, reduces demand for parking, and supports more sustainable transportation choices. The option is popular among college students and recent graduates, of which there is a concentrated population in parts of Lower Lancaster. Car sharing is also a more affordable way to have access to personal car travel because insurance costs and gas charges are included in membership rates. Car sharing would likely appeal to Lower Lancaster residents, but unfortunately there are few locations in the area where car share vehicles are available.

Car share companies partially base their sharing locations on customer requests, so efforts to promote car sharing may include an awareness and marketing campaign. If community groups knew of locations where owners of off-street parking might be open to giving up a space to car-sharing, they could share it with the car sharing companies to encourage a better level of service.

 PHILLY CARSHARE  ZIP CAR

FIG 86 *car sharing locations map*

A REVITALIZED LANCASTER AVENUE 5

Historically, Lancaster Avenue is the centerpiece of the surrounding neighborhoods. It emerged as a vibrant commercial corridor with the introduction of trolley service and has long provided a wide range of goods and services to local residents. Along with Baltimore Avenue, Germantown Avenue and Passyunk Avenue, it remains one of the City's notable diagonal streets struggling to come to terms with the changes that have undermined its role as a commercial hub.

As noted in this plan, the neighborhoods in Lower Lancaster fell on hard times beginning in the 1950s. The deterioration and heavy population loss had an immense impact on Lancaster Avenue. With fewer people living nearby, there were fewer dollars to spend in local stores. The high vacancy rate, coupled with concerns about crime, has furthered the Avenue's decline. Many stores moved or closed altogether. What was once a one and a half mile stretch of stores offering a variety of goods and services is now primarily non-commercial in use. In total, only 32% of properties along Lancaster Avenue have a commercial use and many of these stores are auto-oriented businesses like gas stations and auto body shops. Almost 50% of the Avenue has non-commercial uses and about 1 in 5 buildings are entirely or partially vacant.

COMMERCIAL CORRIDOR STRENGTH

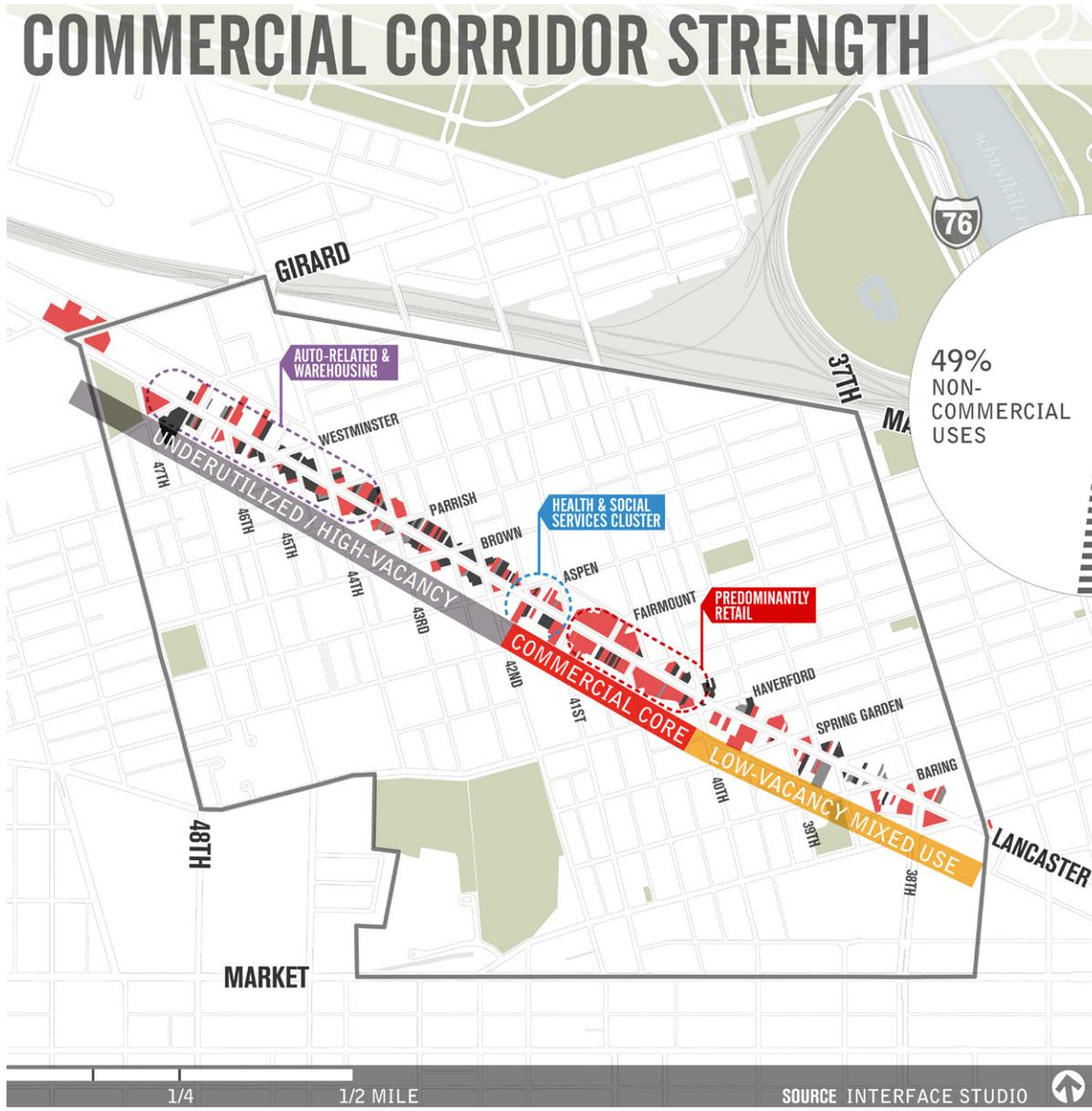
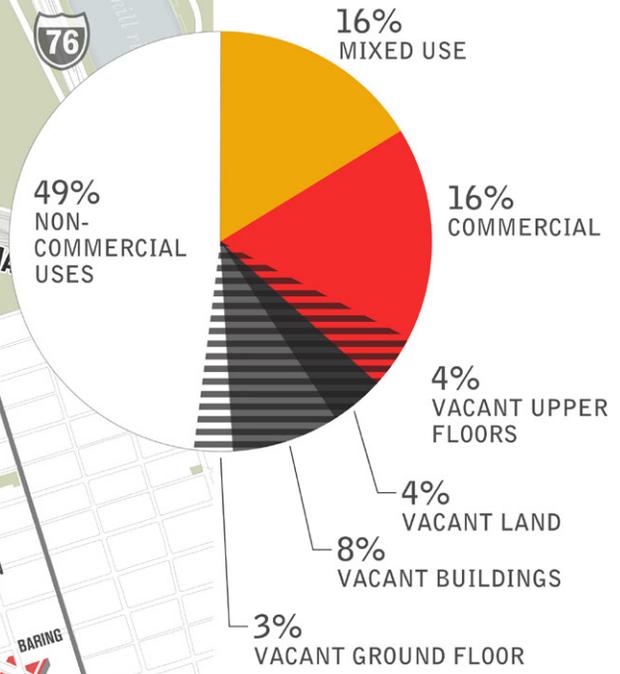


FIG 87 commercial corridor strengths



- COMMERCIAL
- VACANT GROUND FLOOR
- VACANT BUILDINGS/ VACANT LOT

Much of the traditional commercial activity is concentrated along the Avenue’s “core” between 40th and 42nd Streets. This is the stretch that according to residents needs to be successful to chart a new course for the Avenue. Southeast of the core, between 40th and 37th Streets, there is low commercial vacancy but also a lot of residential use, which dampens the overall commercial feel of the street. Northwest of the core, between 42nd and 48th Streets, it feels underutilized and unsafe. It lacks a concentration of stores that would generate activity and demand for more commercial services. The community survey indicated that 64% of respondents are dissatisfied with the variety of products available. In addition, 59% indicated that goods are not affordable, 61% are dissatisfied with the quality of goods, and 60% feel the Avenue is unkempt and stores are unattractive.

Many residents, therefore, shop outside the community. According to the community survey, 55% shop for groceries beyond Lower Lancaster. This means that a lot of money that could be spent at local stores is instead spent in other communities. This is a modern-day reality because many families rely on big box stores like Shop Rite and Home Depot for their shopping needs—stores that can be a challenge to accommodate on a historic main street like Lancaster Avenue.

Bringing Lancaster Avenue back with these difficult and long trends is a challenge but one that residents believe is a necessity. As such, many organizations and individuals have been working to improve Lancaster Avenue and the differences are noticeable.

To build on this momentum, investments and actions need to be strategic so that they have the greatest impact on the perception of Lancaster Avenue. It is too long to revitalize as a commercial street the way it once was.

The following recommendations encompass a range of actions needed to build and expand upon local capacity, improve the quality of life concerns around cleanliness and safety, and physically make a mark on the Avenue that expresses its unique identity.

“Over the past year on Lancaster we’ve seen remarkable change! especially between 38th and 39th. it’s so easy to be cynical about it—it’s been a long road, but it’s finally going somewhere.”



there may not be many actual stores on the outer reaches of the ave, but it nevertheless manages to draw a customer base

ARE YOU SATISFIED OR DISSATISFIED WITH THE FOLLOWING ASPECTS OF SHOPPING IN YOUR NEIGHBORHOOD?

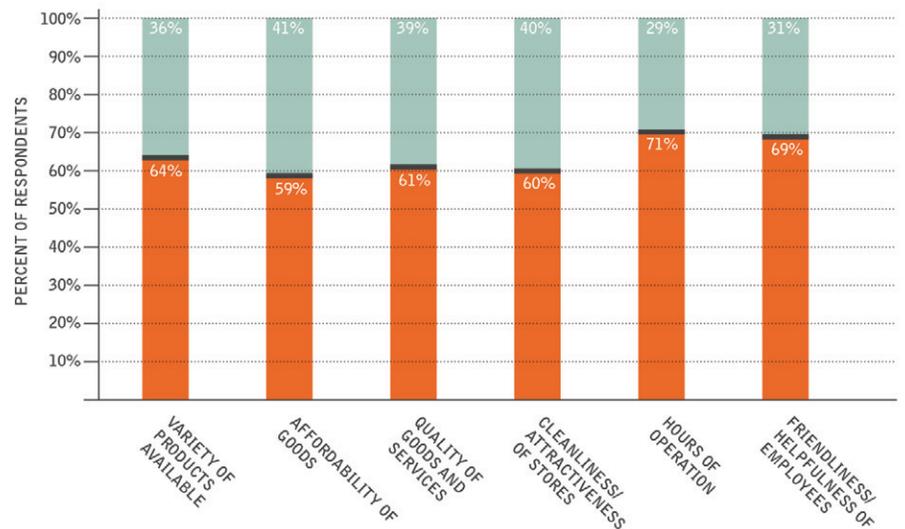


FIG 88 resident satisfaction in the community

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

There are currently two business associations for Lancaster Avenue—Sister Aisamah Muhammad’s Lancaster Avenue Business Association [LABA], which covers the area between 34th and 63rd Streets, and the more recent Lancaster Avenue 21st Century [LA21] Business Association, which is focused on the area between 34th and 44th Streets. The presence of both demonstrates that local leaders and business owners recognize the need to volunteer their time and organize to improve Lancaster Avenue. In addition, PEC has played a key role in helping to reach out to business owners, linking them with financial resources like storefront improvement dollars, and investing in new development along the Avenue. The following recommendations are geared toward directing corridor management energy toward common goals and desired outcomes to achieve more coordinated stewardship, stronger leadership, and the continued progress in the corridor’s revitalization.

STRIVE FOR COORDINATION AND COLLABORATION BETWEEN CORRIDOR LEADERSHIP GROUPS

To capitalize on corridor activity and interest, stronger collaboration is necessary to ensure positive action. This collaboration is not solely about linking the activities of LABA, LA21, and PEC, but also about tying these organizations to the work of other community-based nonprofits, and institutions. This would provide an opportunity to leverage greater capacity and better advocate for the Avenue’s interest.

There is great value in bringing people together regularly to discuss their concerns and ideas for an improving Lower Lancaster. The leaders of both business associations and PEC should schedule 2-3 strategy sessions to discuss areas of common interest and roles moving forward. These strategy sessions should result in a proposal for an umbrella organization, comprised of these organizations plus local community and institutional partners, to meet quarterly. The goal of the quarterly meetings is to coordinate activities, assign roles to implementing recommendations in this plan, and to track progress. Once stronger ties are in place, local partners should assess the feasibility of creating a more formal entity, such as a Business Improvement District, tasked with cleaning and marketing the corridor.



the lower lancaster community was full of ideas about lancaster avenue at the open houses and throughout the planning process.

INVITE BUSINESS OWNERS TO GET INVOLVED

There is great concern about the level of involvement of business owners in revitalization efforts. This challenge is not unique to Lancaster Avenue. Years ago, business owners lived above their stores and had multiple interests in ensuring that the community thrived. Today, business owners likely do not own their buildings or live upstairs. Further, as businesses have changed hands, many business owners come from outside the community and are of different cultures. With businesses just struggling to make ends meet, there is less incentive for a business owner to take the time to participate in a local business association.

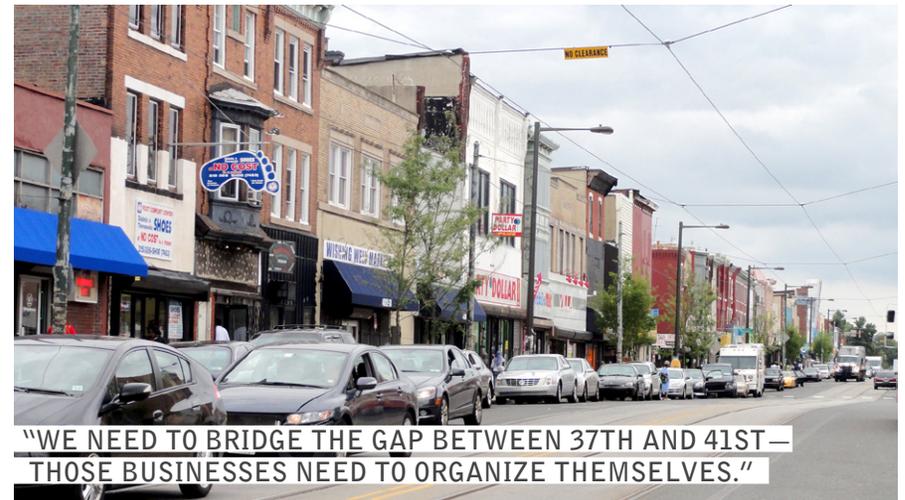
“we only have a few businesses on lancaster avenue that come to the meetings. we need to engage more of the businesses on lancaster avenue and the surrounding neighborhoods so they can come and see what’s going on. the majority of businesses on lancaster avenue do not come out to the meetings and do not come out to the workshops, and that becomes a problem. it becomes a struggle. we only in the last five years got to this point of trying to make it more progressive.”

Continued outreach is necessary to engage business owners that have not been involved. This outreach will need to be coupled with cultural literacy training designed to help bridge the differences between business owners from different backgrounds. Another idea put forth during the business owners focus group is to organize a “cultural speed dating” event where different business owners talk with one another about their values. This is modeled on a similar exercise organized by a realty group that brought together realtors from different cultures to better understand their goals. For Lancaster Avenue to move forward, all business owners should feel a connection to the Avenue and each other.

> DEVELOP A CORRIDOR BRANDING/MARKETING SCHEME AND BUY LOCAL CAMPAIGN

The business associations and PEC should hire a branding and marketing consultant to develop a range of identity graphics that reflect the many facets of Lancaster Avenue’s character and maintain some graphic integrity and interrelatedness. As a lower-cost, more grassroots alternative, local partners could engage local artists and designers in a design competition to develop a graphic identity for Lancaster Avenue and hold an open vote to determine the winning design.

This graphic identity can be expressed through postcards, posters, PEC’s annual business directory, and a Lancaster Avenue website. Online and print media will need to be supplemented by physical installations along the Avenue using the same graphic look. Specifically, new signs at 40th and Lancaster and at the entrances to the parking lot could reinforce the brand and highlight local amenities. Local partners should also consider



“WE NEED TO BRIDGE THE GAP BETWEEN 37TH AND 41ST – THOSE BUSINESSES NEED TO ORGANIZE THEMSELVES.”

“if you create an avenue that is a draw for people, the neighborhood will become a draw unto itself, which will, in turn, effect change on lancaster avenue.”



branding and marketing ideas for lancaster ave.

starting a sign program modeled on other examples. The sign program pairs business owners with local designers at reduced costs to design and install a new, distinctive sign to promote the business. The total cost of the sign is shared equally by the owner and local CDC.

A key aspect of any branding initiative is in expressing the commercial corridor's niche. How is Lancaster Avenue different from other commercial streets? Given that Lancaster is home to local businesses, the marketing campaign should incorporate a "buy local" initiative. The intent is to promote local business and encourage neighbors to discover and shop more often on Lancaster Avenue.

“we don't have enough marketing of our lancaster avenue corridor. how can we sell lancaster avenue?”

> ORGANIZE EVENTS TO BOOST FOOT TRAFFIC AND PROMOTE BUSINESSES ON THE AVE

Community events already help define Lower Lancaster and Lancaster Avenue itself. The Jazz Festival and the LOOK! Lancaster Avenue arts event have been tremendously successful in bring people together and marketing the Avenue.

These efforts should be reinforced and expanded. Specifically, local partners should seek to:

- > Leverage the Jazz Festival with concerts along the Avenue and shopping specials in participating stores.
- > Continue the LOOK! Lancaster Avenue events as yearly opportunities to promote local artists.
- > Organize sidewalk sales to coincide with holidays or other local events.
- > Create a Lancaster Avenue Dollar Stroll, modeled on the successful program on Baltimore Avenue, where participating businesses offer items for \$1 on specified days.



lower lancaster's jazz festival draws a crowd to the area

- > Consider a holiday festival around Christmas that would include shopping specials, live music and temporary holiday lighting.
- > Host small-scale events, like scavenger hunts, that are promoted with local Universities and bring outsiders to Lancaster Avenue to discover local businesses.

🕒 EXPAND CORRIDOR MAINTENANCE EFFORTS

The trash on the street and sidewalks sends the wrong first impression to shoppers and potential business owners. Recognizing this, all of the business owners consulted during the plan indicated a need to keep Lancaster Avenue clean. The difficulty is not in organizing a clean-up but in maintaining regular efforts to spruce up the place. There are a few ways in which to address this issue:

- > PEC has already lobbied the City to install 26 BigBelly trashcans [solar powered bins that compact the trash to reduce the number of times the trash is picked up as well as to reduce waste overflow] on Lancaster Avenue. This effort should continue with the goal of establishing a BigBelly on every block along the sidewalk, supplementing those that have already been installed. Though these

“regardless of race, color, age, etc. the perception needs to change that lancaster avenue is a vibrant place to do business, to hang out, to live, and so on. once the perception has changed, everything will change.”



“big belly” trash cans can be found on parts of lancaster ave.

bins are expensive, advertising space on the bins’ outer walls can be used to defray costs. Supplemental trash cans should be provided by business owners. The City allows private trashcans along the sidewalk for businesses provided they are maintained. Local partners could subsidize the purchase and installation of cans for participating businesses.

- Pursue funding for periodic pressure washing of sidewalks. If possible, contract with an eco-friendly company that uses organic cleaning solutions and a water recovery system to filter and reuse the water necessary for cleaning, thereby reducing project water usage by 60 to 70 percent.
- Work with the University District to extend regular street sweeping service to Lancaster Avenue.
- Tackle short-dumping, a recurring problem on Lancaster Avenue through coordination with SWEEP, the Streets & Walkways Education and Enforcement Program.

➤ REPRESENT CORRIDOR INTERESTS IN PLANNING AND ZONING PROCESSES

Philadelphia Zoning decisions can play a large role in the future of Lancaster Avenue. Fortunately, there is a process that enables community and business organizations to review and weigh in on the merits of new developments and future planning. Local community organizations should ensure that reviewing projects in need of variances along Lancaster Avenue is a part of their zoning committee’s charge. In addition, local leaders need to play an active role in the development of the West and University/Southwest District Plans in the next few years. For Lancaster Avenue, it will be important to advocate for requiring ground floor commercial uses on Lancaster Avenue, allowing for case-specific exceptions through zoning variances, which would be approved by Registered Community Organizations.

5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES TOP TEN

> SPONSOR CLASSES ON SMALL BUSINESS DEVELOPMENT TO SUPPORT ENTREPRENEURS

Small business owners—the kind that find a location on Lancaster Avenue—are entrepreneurs. They have an idea and are willing to take the risk to open a store. The Avenue has benefitted from those that have shown the wherewithal to navigate the complicated process of opening a business. There is an opportunity to make Lancaster Avenue home to local entrepreneurs and fill empty spaces with new stores. To do so, community partners need to provide assistance to those that want to become entrepreneurs by helping them build the confidence and capital needed to reach their goal. Similarly, those that already own a business could benefit from additional knowledge to help increase their sales. Local partners such as PEC should sponsor classes on small business development that would cover developing a business plan, finding the right space for the business, marketing, merchandising, securing loans, and improving existing business practices.

> HOLD WORKSHOPS ON STOREFRONT DESIGN GUIDELINES SPECIFIC TO LANCASTER AVENUE

Too many businesses suffer simply because their storefront is cluttered and unattractive. Subtraction can be an effective strategy to improve window displays and clarify the advertising message that a storefront sends without costing a lot of money. Reducing visual clutter, opening up sight lines into the business, and presenting a neat and appealing display in the storefront window and inside the store all fall under the umbrella of merchandising and marketing. Many Avenue businesses, especially those that have been in place for years or decades, would benefit from a low-cost make-over facilitated by a merchandising expert.

Local partners should work with The Merchants Fund to develop a technical assistance program for area businesses looking for merchandising assistance. The Local Initiatives Support Corporation [LISC] is another potential partner to bring merchandising and marketing assistance to Lancaster Avenue through their SCI-West Initiative.

“the businesses need to accept credit cards! some that do end up charging an extra hidden fee on your bill. we need to make it easier for people to shop on the ave.”

The storefront design and merchandising assistance should seek to:

- > Promote use of open security grilles rather than roll-down doors
- > Educate business owners about proper window display techniques
- > Illustrate how to emphasize historic details
- > Discourage the installation of bars on windows and/or bullet proof glass which negatively affects perception of safety
- > Help businesses improve signage so passersby know what products or services are being offered



“WE THINK WE’RE INVITING PEOPLE INTO OUR BUSINESSES— WE’RE REALLY NOT. YOU ACTUALLY HAVE TO ASK. YOU HAVE TO GIVE PEOPLE DIRECTION. IF WE DON’T SAY ‘COME IN. WE’RE WELCOMING YOU. WE’RE OPEN. WE HAVE WHAT YOU NEED.’ THOSE ARE KEY WORDS.”

a window display on lancaster gives visual cues about what type of business it is.

PROMOTE USE OF THE FACADE GRANT PROGRAM

The Commerce Department currently offers a range of programs and services to help local businesses improve their storefronts and invest in interior upgrades. With PEC's success in shepherding 28 facades through this program, now is the time for heightened outreach and communication with merchants to ensure that local property and business owners are aware of available resources and taking full advantage of the Storefront Improvement Program [SIP] and Business Investment Tax Credit Program to renovate their storefronts. These programs can be effective for local businesses as demonstrated by the Green Line Café, which experienced a 30% jump in customer traffic after the installation of a new awning.

In addition to the Commerce Department's grant and loan programs, community partners can provide merchants with information about resources available through other organizations and agencies. These include The Merchants Fund, which offers business stabilization and loan matching grants to help small businesses, or the Community Design Collaborative, which pairs small businesses with volunteers from the design and cost estimating community who provide pro-bono design work for storefront improvement projects.

> CONNECT PROPERTY OWNERS WITH DESIGN RESOURCES TO ADDRESS CORRIDOR REHABILITATION AND DEVELOPMENT ISSUES

Second Floor spaces represent a real challenge for the future of the corridor. Designed to enable the business owners to live above their store, many can only be accessed through the store. Without a second means of egress, these spaces are uninhabitable according to current codes. The result is that many second floor windows are boarded up with plywood, which reflects poorly on the Avenue.

The ideal solution is to retrofit these buildings to enable the reuse of the 2nd floors for housing or workspace. To do so will require creative design work, a market to occupy that space, and significant capital. Local



facade and signage improvements [top] on lancaster set a good example. this bar on lancaster [bottom] is in need of signage and improved street presence.



partners should reach out to the Community Design Collaborative to undertake a feasibility study of retrofitting 3-4 contiguous buildings with the intent of creating design solutions for a shared 2nd means of egress and identifying costs.

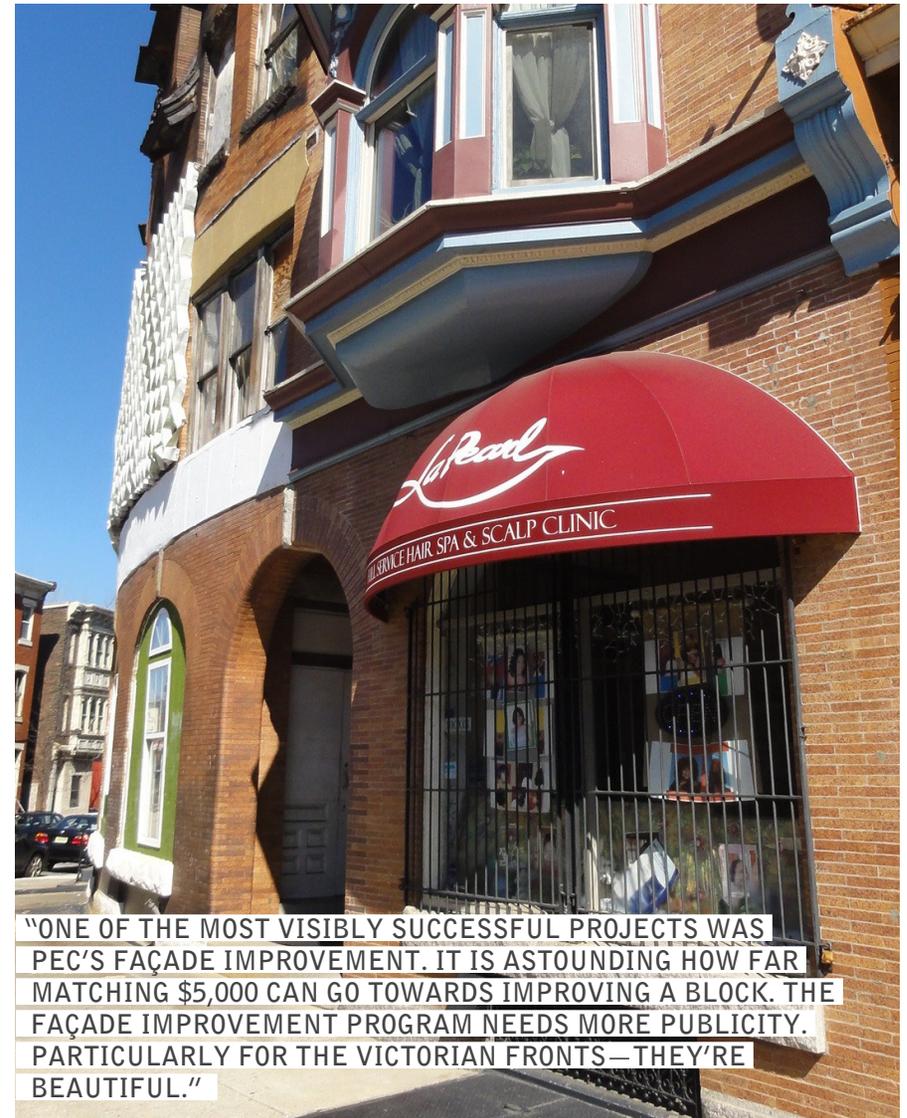
For spaces that already have a separate entrance, outreach and education is needed to determine the typical cost of renovation versus the benefits of having occupied upper floors. In these cases, local leaders like PEC can help to secure financing, identify occupants, and manage contractors as appropriate.

Corridor partners should also consider tapping into the Community Design Collaborative and Drexel University to create a set of design guidelines for commercial rehabilitation on Lancaster Avenue.

LEARN MORE cdesignc.org



upper floor vacancy is pervasive on lancaster ave.



"ONE OF THE MOST VISIBLY SUCCESSFUL PROJECTS WAS PEC'S FAÇADE IMPROVEMENT. IT IS ASTOUNDING HOW FAR MATCHING \$5,000 CAN GO TOWARDS IMPROVING A BLOCK. THE FAÇADE IMPROVEMENT PROGRAM NEEDS MORE PUBLICITY. PARTICULARLY FOR THE VICTORIAN FRONTS—THEY'RE BEAUTIFUL."

la pearl won an "honor the past" award for its storefront rehabilitation in the citywide storefront challenge organized by the community design collaborative the city of philadelphia's commerce department.

> ENCOURAGE BUSINESSES TO COLLECTIVELY STAY OPEN LATER

At night, the lack of open stores combined with the opaque security grates makes Lancaster Avenue feel like it is not open for business. Seventy one percent of survey respondents indicated they are dissatisfied with store hours, making this the least liked aspect of the corridor. However, it's difficult to justify staying open later when the store next to your business closes at 6:00 and the Avenue feels unsafe after dark. The local business associations should organize merchants to collectively stay open later for key events like Look Lancaster, the Jazz Festival, and during the weeks prior to Christmas and other major shopping days. A regular evening each week should also be targeted for Lancaster to stay open late.

> ASSIST BUSINESS OWNERS IN MAINTAINING FOOT TRAFFIC DURING CORRIDOR CONSTRUCTION PROJECTS

SEPTA is planning to replace the existing trolley tracks along Lancaster Avenue in 2013. During this trolley track replacement and other potential improvement projects, the business associations and their partners will need to ensure that stores are not negatively impacted. Additional signage should be installed during construction and local partners should make marketing efforts to enhance awareness of the stores and services available on the Avenue. The local business associations should also coordinate with SEPTA, Commerce, and the Mural Arts Program to identify temporary public art that could be installed to mitigate the visual impacts on the Avenue.

“the street shuts down at 6:00. it would be nice to be open later, but without other businesses also staying open later and without lighting, it just won't work.”

“a strong commercial corridor has businesses that are open 16 to 17 hours a day. i know we don't want lancaster to become south street, but a vibrant commercial corridor has to have a place that's open until 2. a clothing store is not going to stay open until 2—it's gotta be a bar. and as long as everything is working well together, there's no issue. long as there aren't 30 bars opening up.”

5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES

Residents provided plenty of input about the lack of commercial services accessible to Lower Lancaster. Lancaster Avenue presents an opportunity to address this need.

> ATTRACT COMMERCIAL SERVICES TO MEET THE NEEDS OF LOCAL RESIDENTS

As a historic main street, Lancaster Avenue offers a walkable and attractive setting for shopping. However, because of its tight fabric of stores, the floor plates are small, making them less attractive to modern chain retailers. Combined with the vacancies, negative perception of the area, and local big box competition, bringing new stores to the Avenue is a challenge.

Lower Lancaster needs to distinguish itself from other competing commercial streets by playing off of its history, architecture, access to transportation, proximity to other vibrant districts, and growing momentum as an arts corridor. By that token, encouraging the establishment of additional small, locally-owned businesses would reinforce one of Lancaster Avenue's best competitive advantages: the unique experience it offers. Many residents have recognized this fact and suggested that the Avenue seek to attract specialty stores, clothing stores, food-related businesses, and an arts supply store. Others have suggested a bank, pharmacy and a supermarket, which, if feasible, could augment local businesses provided they are well designed and integrated into the feel of the street.

“every store is just about the same. we need different things on the ave.”

“i remember the way things were in the fifties—we didn't have to go downtown for anything...all the activities and things that used to happen here—especially family things. there was a woolworth's, a skating rink, movie theaters, diners, a uniform shop...”

“we need a market—something better than save a lot! maybe a co-op model? and we need a bank!”

One of few locations along the Avenue that is an opportunity to locate a larger footprint store, such as a full-service supermarket, is the public parking lot between 41st and Preston Streets. While off-street parking will continue to be an important amenity to the corridor, there are local examples, such as the Fresh Grocer at 40th and Walnut Streets, of integrating structured parking into new commercial development that should be considered as precedents for this site, should proposals to develop it arise.

However, Lancaster Avenue needs more than just retail to fill vacant space and draw additional activity to the corridor. Offices and institutions, whose employees would support businesses during lunch and after work, are also key components to a successful Avenue. Some of the larger storefront and upper floor spaces would be ideal for professional services like architecture, web design and advertising offices. These businesses are naturally attracted to vibrant and diverse locales and provide indirect benefits in marketing and local services. Moving forward, new businesses are needed that accomplish the following goals:

- > Provide more activity and people on the Avenue
- > Remain open into the evening where appropriate
- > Serve local youth and provide them with things to do after school
- > Diversify the Avenue's current slate of business offerings

Provided that Lancaster Avenue is extremely long, it is important to make sure that new businesses complement existing ones and that there is a center of activity. For this reason, business attraction should seek to support the “core” of Lancaster between 40th and 42nd Streets. This is where the greatest concentration of businesses currently exists and where new businesses can add the most value. For the area between 37th and 40th Streets, there is already evidence of market interest, and available storefronts are slowly being reoccupied. However, due to the prevalence of homes in this section, new stores can help to fill the gap between the core and University City. The greatest vacancy is located west of 42nd Street, which provides the opportunity for targeted land acquisition in the hopes of developing larger commercial and institutional uses in the future.

COMMERCIAL CORRIDOR STRATEGY

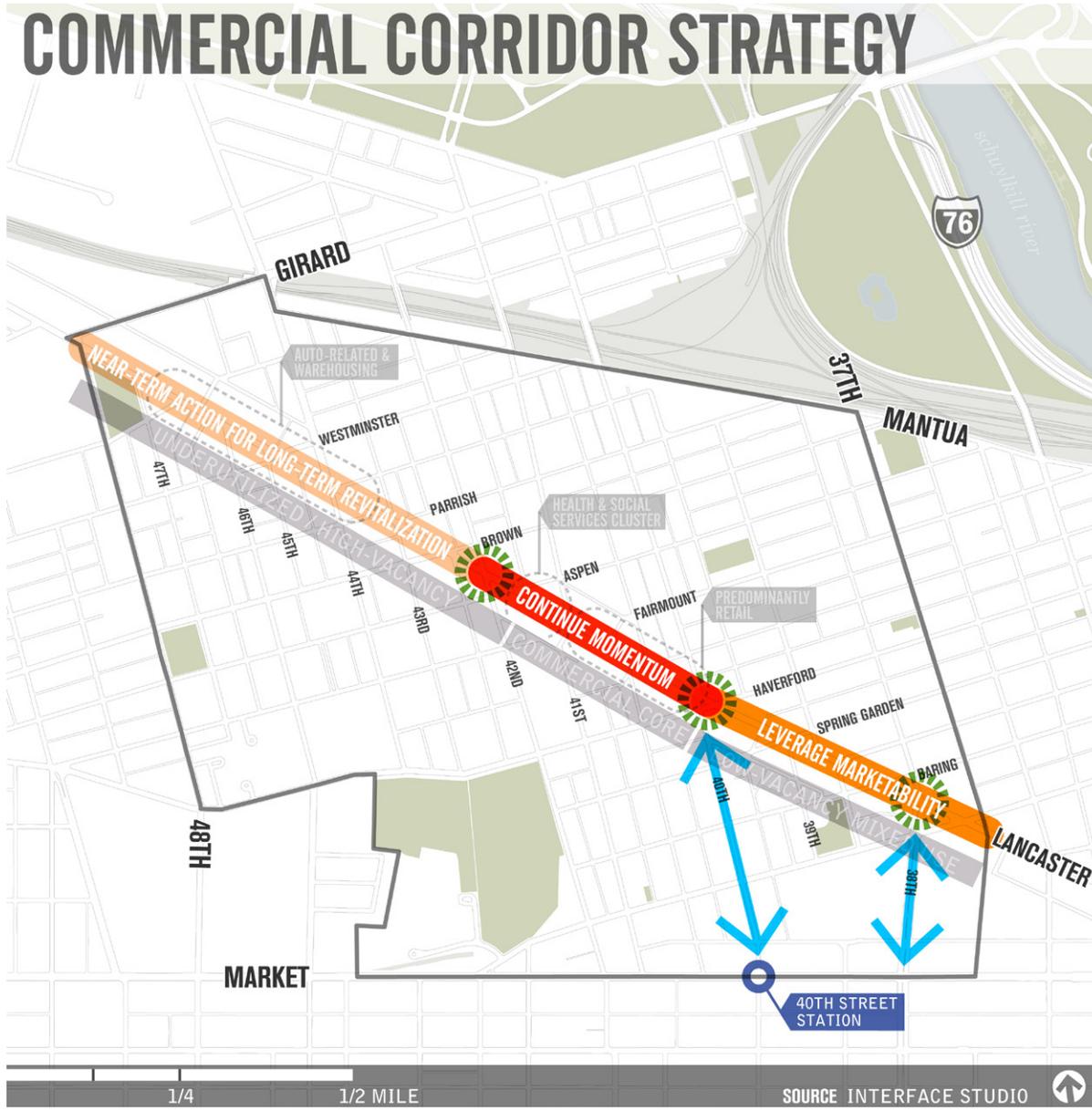


FIG 89 *commercial corridor strategy*

-  **GATEWAY IMPROVEMENT OPPORTUNITIES**
-  **GATEWAY CORRIDOR IMPROVEMENTS**

37TH - 40TH
 CAPITALIZE ON HISTORIC ASSETS AND MOUNTING DEVELOPMENT PRESSURE TO CREATE A HIGHLY MARKETABLE MIXED USE GATEWAY TO THE LANCASTER COMMERCIAL CORRIDOR.

40TH - 42ND
 FOCUS ON PUBLIC REALM IMPROVEMENTS AND "FILLING THE GAPS" IN THE STRUGGLING COMMERCIAL CORE TO CONTINUE THE MOMENTUM BUILDING BELOW 40TH.

42ND - 48TH
 PLAN FOR PHASED REVITALIZATION THROUGH STRATEGIC ACQUISITIONS, VACANT BUILDING STABILIZATION, AND VACANT LAND MANAGEMENT.

IMPROVE CURB APPEAL OF VACANT STOREFRONTS TO ATTRACT COMMERCIAL TENANTS

The business experience along Lancaster Avenue is fragmented by vacant storefronts. While turnover is inevitable on any commercial street, the challenge is to manage vacancy so that it does not make the Avenue feel abandoned. The business associations, PEC, and local artists should work with the owners of buildings with empty storefronts to make simple low-cost improvements to their facades—spruce them up to make them more attractive to potential commercial tenants. Removing old and worn out signage, discarding unsightly interior window treatments, removing debris left behind by the previous tenant, and putting a fresh coat of paint on exterior window trim and bays could make a big difference to prospective tenants, as well as improve the corridor’s image.

Businesses should also be encouraged to tap into the local arts community to creatively transform ground floor windows into temporary galleries, as discussed in Section 6.2, or participate in a corridor mural project to improve the appearance of roll-down security doors and window coverings in vacant upper floors [Fig. 91].

RECRUIT LOCAL INSTITUTIONS TO ESTABLISH A PRESENCE ON THE AVE

There are many institutions and non-profits that provide a variety of services to local residents. These services are currently scattered across a wide geography. As Lancaster Avenue is so central to the surrounding communities, institutions should consider a home base on the Avenue thereby increasing the visibility of their work and reaching a broader population. Other recommendations have mentioned an employment center, for instance, that could serve as the front door to many organizations in West Philadelphia that already provide effective services in job training and workforce development. The overall impact of more institutional activities and programs would be more foot traffic on the Avenue which can support more business.



the spray-painted “for rent” sign is a common method of advertising available commercial space that should be discouraged.

5.4 RENEW THE EXPERIENCE OF LANCASTER AVENUE

FOCUS ON PUBLIC REALM IMPROVEMENTS IN LANCASTER'S COMMERCIAL CORE

With the commercial revitalization strategy focusing on Lancaster Avenue's active core from 40th to 42nd Streets, it is important to think about how visitors perceive this stretch of the Ave. and evaluate the quality of the public realm. Focusing corridor improvement investments within a smaller target area gives them a bigger, more noticeable impact. There are a number of initiatives that could be pursued to renew the experience of this active core, including:

- Focused greening efforts as a part of the larger Lancaster Walk concept [Fig. 92], with emphasis on green gateways at 40th and 42nd
- Targeted recruitment of property and business owners to participate in the Commerce Department's façade grant program, owner-assisted façade lighting improvements, and creative façade treatments that could help create an eye-catching visual theme to tie the corridor together [Fig 91]
- Revamping Lancaster Avenue's public parking lot with new landscaping, safety and security measures, signage, and lighting [see Section 4.3]
- Exploring the feasibility of adding a southeast-bound Route 10 Trolley stop at Preston Street to close the lengthy gap between stops [see Section 4.4]
- Adding a crosswalk across Lancaster Avenue at Preston Street to improve pedestrian circulation and access to the parking lot, as well as serve the proposed additional Route 10 trolley stop
- Reconfiguring the intersection of 40th Street, Lancaster Avenue, and Haverford Avenue to improve circulation for all modes of transportation and create a new public space amenity on the Avenue

“I think one thing leads to another. if you improve the streetscape and you put new lighting on the street so the avenue can stay open past 8 o'clock, and the neighborhood feels safer, people will begin to move in.”

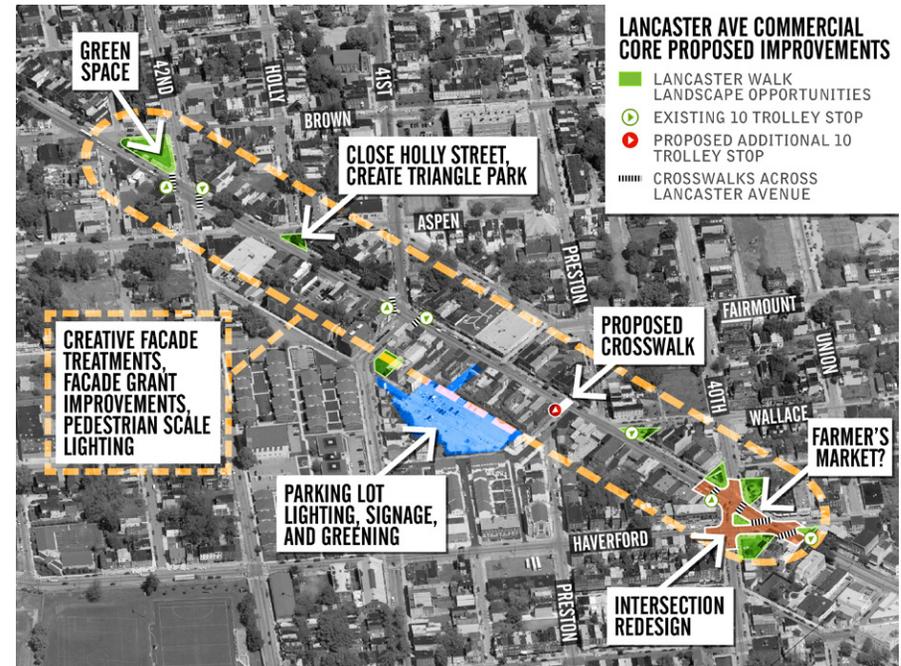


FIG 90 *proposed public realm improvements to lancaster avenue's commercial core*

Dedicated efforts and long-term leadership will be required to tackle this wide range of improvements. Equally critical, project leaders should engage individual property and business owners to explain the benefits of participating in this strategy by investing in their buildings. A concentrated effort to strengthen existing businesses to ensure their survival while making this segment more attractive will draw more customers and potential new businesses to help fill the gaps in Lancaster Avenue's commercial core.



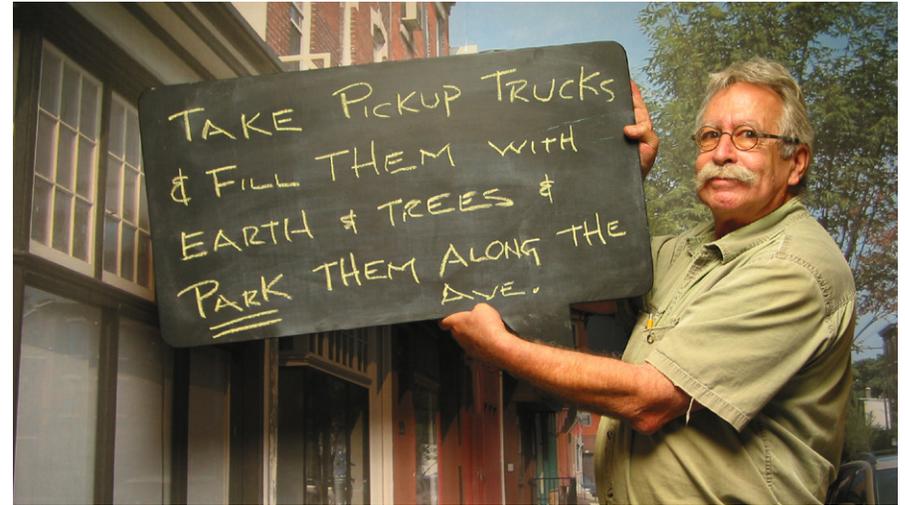
existing storefronts with security gates and vacant upper floors



FIG 91 conceptual visualization of a mural project to enliven security gates and vacant upper floors

🕒 CREATIVELY TRANSFORM VACANT UPPER FLOOR WINDOWS AND SECURITY GRATES

Vacant upper floor windows and opaque security gates can have a deadening effect on the Avenue. As it will take a significant amount of time and money to enable the reuse of upper floors or replace all of the security gates, short-term projects should be considered that transform these eyesores into assets. Working with local artists, the Mural Arts Programs and property owners, community partners should seek to improve these surfaces with simple yet creative applications of paint or other materials. Painting and/or replacing the plywood that occupies upper floor windows along with coordinated improvements to the security gates could potential change the look and feel of the street with limited cost.



“i think lancaster needs to have a park, so seniors can feel comfortable to sit and enjoy, hang out, play chess/checkers...”

🕒 CREATE A STRING OF POCKET PARKS TO FORM “LANCASTER WALK”

Lancaster Avenue’s untidy intersection with the street grid creates small triangular slack spaces all along the corridor. The odd shapes of these lots limit their development potential. Some of these triangular lots are already being maintained as pocket parks [such as the Belmont gateway at 40th Street and Lancaster Avenue], while others are slated for future greening [such as the 42nd Street Triangle].

If these triangular spaces could be designed and marketed as a network of small pocket parks or parklets, they could enhance the experience of walking along Lancaster Avenue, as well as create shaded areas for sitting. In developing ideas for these sites, elements that could tie the progression of green triangles along the avenue together, such as public art or more sculptural forms of lighting, should be considered. This could be thought of as a strategy to incrementally rehabilitate buildings.

LANCASTER WALK

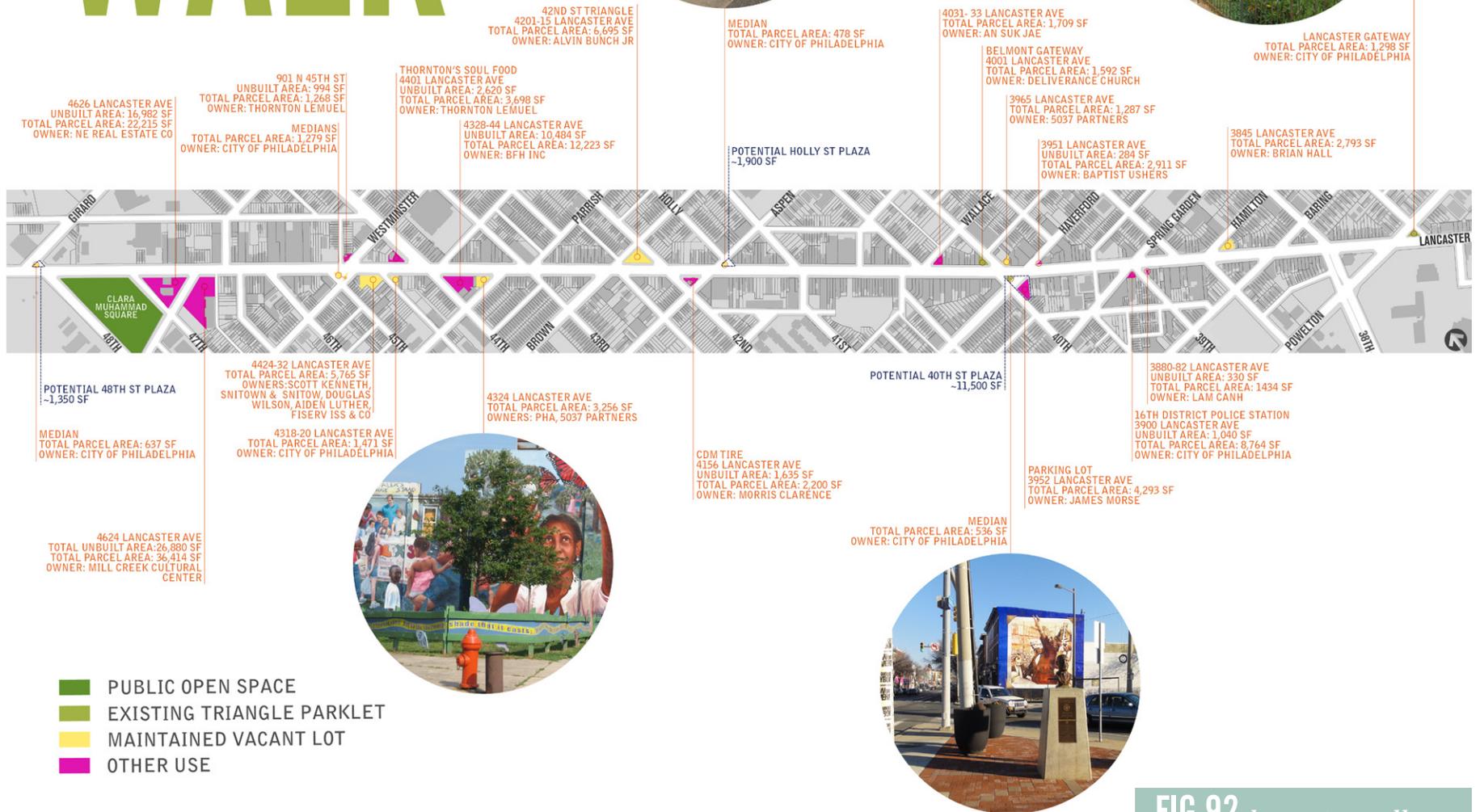


FIG 92 lancaster walk map

> IMPROVE WALKABILITY AND ACCESSIBILITY ON THE AVE

Jaywalking has become a fact of life on Lancaster Avenue. The Avenue's diagonal orientation creates very lengthy gaps between crossings. In many cases, cross streets are not through-streets, so there are no traffic signals or crosswalks to provide pedestrians with a safe and legitimate opportunity to cross the street. As a result, one will often encounter five or six corners before arriving at a crosswalk with a traffic signal. Pedestrians simply aren't willing to walk almost 1,000 feet if they can just dodge traffic and cross the Avenue outside of a crosswalk instead. Given Lancaster's high traffic volumes, as well as the presence of the trolleys and bike lanes, darting across the street can be dangerous.

New crossing locations need to be explored in order to make Lancaster Avenue more accessible to pedestrians. A consultant should be hired to undertake a walkability audit along the Ave that includes recommendations for how to improve existing crossing locations, and where there may be opportunities to create new ones.



crossing lancaster avenue is often a free-for-all.

5.5 ENHANCE SAFETY AND SECURITY

To quote directly from a Lancaster Avenue business owner, “the first dollars spent on the Ave should be for lighting and security.” This sentiment, echoed by residents during the planning process, emerged as one of the community’s top five priorities to be addressed in the next five years. Corridor partners should consider the following strategies to improve safety and security on Lancaster Avenue.

ADVOCATE FOR A STRONGER RELATIONSHIP BETWEEN BUSINESS OWNERS AND POLICE

Police patrols occur along Lancaster Avenue between 10am and 6pm. Residents expressed concerns that this does not help with crimes that are committed after dark. For this reason, business owners would like a stronger police presence on the Avenue. A variety of City programs already exist to encourage partnerships between the Police Department, other enforcement agencies, and business owners in combating and preventing criminal activity. Outreach to area merchants should encourage their participation and active use of the following programs and resources, which combine surveillance, self-reporting, and two-way communication to foster improved public safety:

> SAFE CAM

This new Police Department program aims to deter crime and assist with investigations by registering the private surveillance cameras of area businesses in a central database. Using this technology, Police can quickly contact and access surveillance footage should an incident occur in the vicinity of a given camera. Cameras purchased for spaces like the parking lot should provide video feeds to local businesses but also be linked into the Safe Cam program.

> 311

Best used as an advocacy tool to foster stricter code enforcement, business owners and residents alike can call 311 to report dangerous structures, illegal dumping, or other quality of life issues or to request

“What needs to happen is the perception of Lancaster Avenue past 36th street needs to change. The question is, where do you spend the initial dollars to change that perception? For me, the first thing is safety.”



an inspection by Licenses and Inspection.

> OLD FASHIONED CONVERSATIONS

Invite the police to regular meetings of the business associations so that officers can provide information and resources for reporting criminal activity and public safety issues [like lack of lighting, illegal dumping, or code violations].

> BEAT LOG-IN BOOKS

Beat officers will enter stores and log-in if requested by businesses. Unfortunately, most businesses do not take advantage of this service and only see the police when something is wrong. Businesses should be encouraged to use Beat Log-In books and get to know local officers.

> BICYCLE POLICE

If the business association or local community organization buys the bicycle equipment, more police can patrol on bicycles. This helps to form stronger relationships between business owners and police, and makes the officers more visible and engaged on the Avenue.

The Commerce Department has also been working closely with Police Department leadership to establish a special partnership focused on creating safe, clean, and secure commercial corridors. The program will bring together beat cops from the Police Department, Program and Corridor Managers at the Commerce Department, and the heads of Business Improvement Districts and Business Associations for training and information sharing. A pilot area has already been identified in North Philadelphia, but should the program be effective, Lancaster Avenue would be a great candidate to participate.

> CONSIDER PURSUING FUNDING TO EMPLOY CORRIDOR SAFETY AMBASSADORS

As more students have moved to Lower Lancaster, the University City District and Drexel University have expanded the areas in which they provide services. Drexel's Safety Ambassadors now stretch west into parts of Lower Lancaster. Lancaster Avenue would benefit from the presence of Safety Ambassadors, particularly on weekend evenings. These services, however, are costly and require negotiation with local institutions. Local partners should explore the possibility of raising money to supplement police presence with Ambassadors. The added security would be helpful in the late afternoons and evenings and may help to persuade businesses to remain open later.

“the lack of lighting is what’s keeping people from spending time on the ave at night—that needs to become a priority in the plan. more types of lighting—not just the typical overhead street lamp. something that could help express creativity on the corridor.”

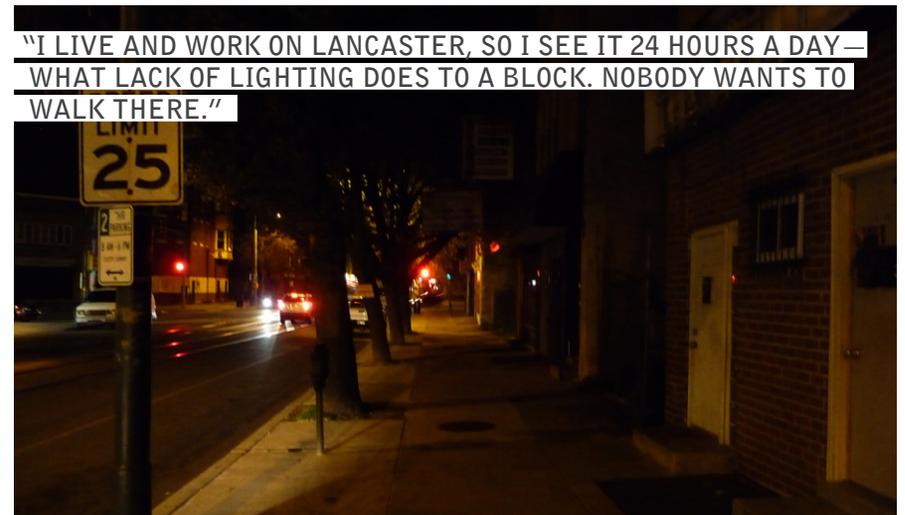


🕒 ESTABLISH PEDESTRIAN-SCALE LIGHTING ALONG THE AVE

Lancaster Avenue has cobra street lights over the roadway but no pedestrian-scaled lighting for the sidewalks. With the solid security grates pulled down, and few businesses that remain open after dark, the Avenue is dark and feels deserted after hours.

New pedestrian streetlights are a costly streetscape element and require coordination with the City and utilities. Solar pedestrian lighting offers an alternative that avoids tapping into the electric grid but remains costly. New pedestrian lighting along the Avenue should indeed be a long-term goal but in the meantime, local partners should evaluate shorter-term solutions. Façade, awning, or storefront lights offer a lower-cost solution. As PEC continues to work with business owners on storefront improvements, lighting should be prioritized. Business associations could also spearhead a larger-scale storefront lighting program, negotiating a bulk purchase and installation rate from selected vendors.

storefront lights [below left] go a long way to increase night visibility—sidewalk areas in front of buildings without facade lighting [below right] are much darker.



A UNIQUE IDENTITY 6

There are a number of things unique to Lower Lancaster: ornate Victorian storefronts and architecturally striking churches; the legacy of Dr. Martin Luther King's speech on Lancaster Avenue and its lasting place in the neighborhood's identity; proximity to jobs and institutions; the bustle along Lancaster Avenue; and its growing arts community.

Aside from the assets within the community, its location also provides great opportunities: Lancaster Avenue is uniquely and strategically positioned to become the historic, cultural, and commercial corridor that serves patrons of the Centennial District, University City District and Art Museum area.

Those that participated in the planning process showed immense pride in Lancaster Avenue and its surrounding neighborhoods. Despite the challenges and concerns about quality of life issues, residents care deeply for their community and welcome positive change. For old and new residents that love Lower Lancaster, positive change must be grounded in those qualities that make the area unique.

The following recommendations seek to protect and enhance the area's local identity with an emphasis on the arts, entrepreneurship, and expressing Lower Lancaster's historic legacy. The intent is to serve local residents and build neighborhood pride while also attracting visitors to support local artists and businesses.

LOCAL ARTS + CULTURE

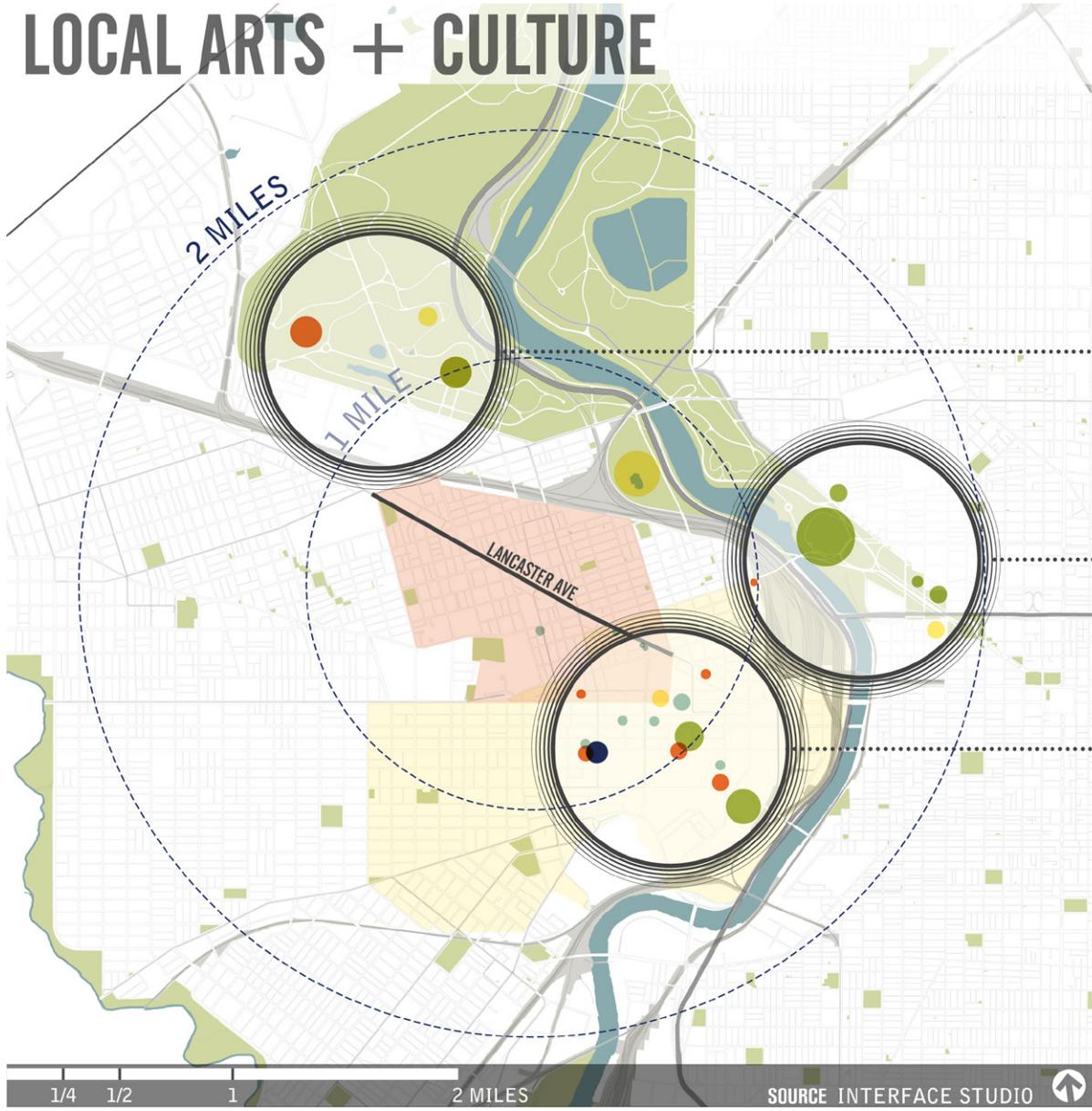


FIG 93 *local arts and culture*

STUDY AREA
UNIVERSITY CITY DISTRICT

FAIRMOUNT PARK DISTRICT

- 
 MUSEUM
 PLEASE TOUCH MUSEUM
- 
 PERFORMING ARTS
 MANN CENTER
- 
 LEARNING CENTER
 FAIRMOUNT HORTICULTURE CENTER
 PLEASE TOUCH MUSEUM

ART MUSEUM DISTRICT

- 
 MUSEUM
 PHILADELPHIA MUSEUM OF ART
 PERELMAN BUILDING
 RODIN
 BARNES
 FRANKLIN INSTITUTE
- 
 PERFORMING ARTS
 SPIRAL Q PUPPET THEATER
- 
 LEARNING CENTER
 FRANKLIN INSTITUTE

UNIVERSITY CITY DISTRICT

- 
 MUSEUM
 ARCHEOLOGY + ANTHROPOLOGY MUSEUM
 ICA
- 
 PERFORMING ARTS
 IRVINE AUDITORIUM
 ANENBERG CENTER
 THE ROTUNDA
 PHILADANCO
 COMMUNITY EDUCATION CENTER
- 
 MULTIPURPOSE ART SPACE
 ART + SPIRITUALITY CENTER
 ESTER KLEIN GALLERY
 OW AFRICAN ART GALLERY
 FARCAS ART STUDIO
 INTERNATIONAL HOUSE
 ARTHUR ROSS GALLERY
 SLOUGHT FOUNDATION
- 
 LEARNING
 NEXT FAB
- 
 THEATER
 THE BRIDGE

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

ENGAGE THE ARTS COMMUNITY IN FORMING A GREATER LANCASTER AVENUE ARTS COALITION

Pulling together the LOOK! Lancaster Avenue art event required great effort on the part of volunteers from the Mantua, Powelton, and Belmont neighborhoods, as well as staff from the University City District, CEC, PEC, and Drexel University. Members of the local arts and cultural community were thrilled to see the corridor active and alive after dark.

The event demonstrated the impact and transformative change that can come from a dedicated and coordinated effort to promote the arts on Lancaster Avenue. Many of those that participated in organizing the event also participated in the planning process, and provided much of the same feedback. They felt that in order for events like LOOK! Lancaster Avenue to continue occurring in the future Lower Lancaster needs to establish an arts coalition to provide ongoing leadership and coordination in programming and events to promote local arts and creative culture. This Lower Lancaster Arts Coalition could take the lead on a range of initiatives, including:

- Create partnerships with local business associations, community based nonprofits, and institutions to work collaboratively in promoting Lower Lancaster’s creative culture.
- Work to secure funding for local art initiatives and to promote the work of local artists.
- Organize periodic multi-destination arts events like “First Fridays” and help to actively market them.
- Represent the Lower Lancaster creative community in networking with creative organizations outside the area.

In addition, a Lower Lancaster Arts Coalition would likely take a leadership role in turning up the volume on the local art scene and creative industries, described below. Local community organizations should start the conversation by recruiting leaders in the local arts community to gauge interest in establishing an arts coalition and organize initial meetings to define a framework for goals and structure.

“there is no lancaster avenue arts organization beyond the LOOK! lancaster show. the website was put there just for that one-time event. it’s not a continuing group—but it would be great if it were!”

“there have been a lot of efforts to bring the arts community together on lancaster avenue. but it’s never really progressed. never got enough traction.”

> SPREAD THE WORD ABOUT LOWER LANCASTER’S CREATIVE COMMUNITY

LOOK! Lancaster Avenue generated a buzz about the arts on Lancaster Avenue, raising awareness of its creative culture and identity. Building on that momentum, one of the primary goals of a local arts coalition would be to promote the community it represents. The arts coalition and its partners should be called upon to:

- Engage local talent in developing a graphic identity and branding and marketing package for the arts coalition.
- Develop a website for the local arts scene that includes an events calendar, maps to key destinations, and links to websites of local arts groups or venues, as well as information about getting involved.
- Promote upcoming events by creating posters, postcards, and other collateral materials that can be displayed and distributed at businesses.
- Organize group shows for Lower Lancaster artists in other parts of the city to promote the local creative community in more established art scenes.
- Encourage artists and creative individuals to make their studios and workshops more visible to passersby. Creative signage, window displays, or other visual cues of the creative activity that goes on within doesn’t have to invite the public to enter. Simple identification helps promote awareness of the local arts scene within the community



public art identifying the traction company artist studio building

itself. Putting the name of the group or creative individual on the exterior of a workspace would generate curiosity and promote name recognition—if a resident hears about a show or event involving an artist in the neighborhood, they may be more likely to attend.

> ORGANIZE AND PROMOTE REGULAR ARTS EVENTS

Old City’s monthly First Friday event draws a lot of people, while similar events in Lower Lancaster have failed to take root and develop a regular customer base. One of the constraints is the small number of arts venues on the Avenue. There are plenty of workspaces and studios, but traditional gallery spaces are in much shorter supply. One or two art openings or events may not generate enough excitement to pull in a large number of visitors from outside the neighborhood. However, if local arts and cultural venues coordinate to schedule simultaneous “open studio” events on the same evening, the collective draw would likely pull in more visitors and make a regular event more viable.

Events could also be scheduled more strategically to capture visitors going to other destinations in the area. For instance, the Mann Music Center is less than two miles from the 40th Street and Lancaster Avenue intersection. Coordinating an event in Lower Lancaster on the same night as a performance may encourage patrons to stop by and visit a gallery opening or a few open studios. Likewise, well-attended events in University City—such as the Penn Relays, are also opportunities for strategic scheduling.

“i’m an artist and i didn’t even realize there were so many artists here!”



KENSINGTON KINETIC SCULPTURE DERBY

Since 2007, the annual Kensington Kinetic Sculpture Derby has invited entrants to parade their wild and crazy custom modifications of bikes and other wheeled and pedaled self-powered transportation machines in a wacky “race” through neighborhood streets in one of Philadelphia’s hipster enclaves. Reaching the finish line [a goal secondary to that of creating a totally off-the-wall kinetic sculpture] is usually preceded by a major blooper moment as participants try to navigate their rides across a treacherous mud pit, which, as any cyclist would know, is pretty darn near impossible on two wheels. The Derby, organized by the New Kensington Community Development Corporation [NKCDC] as a part of the Trenton Avenue Arts festival in East Kensington, brings together thousands of bike enthusiasts, local artists, residents, and visitors and bringing greater exposure to Philadelphia’s creative community, as well as promoting local bike culture.

LEARN MORE kinetickensington.com



6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

Cultivating a stronger creative scene in Lower Lancaster requires finding additional space for both creative production [studios, workshops, and shared facilities] and creative consumption [galleries, performance venues, and event spaces]. Incremental approaches should be considered in order to allow the arts to grow organically and to ensure that demand for the art scene is progressing in step with the supply of new spaces.

ENCOURAGE EXISTING BUSINESSES ON THE AVE TO FEATURE THE WORK OF LOCAL ARTISTS

Lower Lancaster’s local artists don’t have many opportunities to show their work in the area through established venues. However, there are other ways to showcase local talent using existing opportunities on the Avenue. Leaders of the local arts community and the commercial corridor leadership should facilitate arrangements between business owners and artists to create displays in their storefronts. This art and commerce partnership would give artists opportunities to show and sell their work, and benefit business owners by diversifying their patronage and increasing foot traffic to their business.



FRINGE SALON

Fringe Salon on East Passyunk in Philadelphia is a hair salon that also showcases the work of local artists in rotating installations on the walls of the salon itself, and occasionally hosts art and music events. Business owners on Lower Lancaster’s bars should be encouraged to consider having regular art showings that can help to kickstart a local market for local art, as well as generate more interest in their business.

LEARN MORE fringesalononline.com



> USE TEMPORARY PROGRAMMING AND INSTALLATIONS TO PROMOTE LOWER LANCASTER’S CREATIVE COMMUNITY

Commercial market demand along Lancaster Avenue, while building, is not robust enough to fill every vacant storefront. Though market dynamics may improve as plan implementation moves forward, an interim strategy to reactivate vacant storefronts would be to transform them into temporary gallery spaces that showcase the work of local talent, similar to LOOK! Lancaster Avenue.

Vacant storefronts that are shuttered or covered by security grates would not be eligible, but those with windows present an opportunity to further brand the corridor as a creative place, add color and interest to the streetscape, and establish exhibition venues for emerging artists. Lancaster Avenue’s corridor leadership should approach property owners with protected but open storefront windows and business owners with blank wall space about hosting a temporary exhibit. This would achieve a number of positive goals, including:

- > Expansion of visible and affordable space to display the work of local artists.
- > Viable businesses on streets that are currently deadened by empty storefronts will benefit as artists replace “For Lease” signs and



facade installation as a part of LOOK! Lancaster

plywood with original works of art that generate additional foot traffic.

- Facilitate partnerships between business owners and local artists, galvanizing a stronger foundation of local support for the continued revitalization of the Ave.
- The positive impacts of the successful LOOK! Lancaster Avenue event could be sustained for longer periods of time.

Drexel University—one of the partners in organizing the LOOK! Lancaster installation in 2011—has expressed interest in co-sponsoring

an expanded version of LOOK! Lancaster Avenue. This expanded event would explore locational memory and architectural history through integrating augmented reality applications, which could heighten the profile of the event online and generate interest among a wider variety of groups, thus creating the potential for a much bigger draw for the installation.

Taking the concept one step further, initiatives like the Charlotte Street Foundation’s Urban Culture Project in Kansas City repurpose vacant commercial spaces and turn them into occupiable gallery spaces. This type of incremental strategy may work well on Lancaster Avenue—testing the viability of future permanent arts venues while reactivating the Avenue’s underutilized storefronts.

Steps toward implementing more robust temporary programming for arts and cultural development should include engaging local arts-oriented institutions and nonprofits in the University City area that may be interested in establishing a satellite installation location on Lancaster Avenue. A greater institutional and nonprofit presence would help reanimate Lancaster Avenue, especially if organizations with a creative twist can help make the neighborhood’s cultural identity more visible on the Avenue.



MAKE BELIEVE - REACTIVATING VACANT SPACES IN WICKER PARK & BUCKTOWN

As part of Chicago Artists Month 2010, the *Make Believe* project, initiated by the Wicker Park Bucktown Special Service Area [WPB], reactivated otherwise vacant storefronts with temporary art displays to re-invigorate those spaces and bring positive attention to the area’s commercial corridors. WPB issued a nation-wide open call for artist proposals to create temporary window installations in 10 vacant storefronts on a struggling segment of Milwaukee Avenue. The *Make Believe* theme asked artists to re-imagine what commerce in WPB would look like in the distant future.

A jury of well-known Chicago art professionals chose 10 teams or individuals to produce and install their proposed concepts, and once the exhibits were in place, a project website encouraged all members of the public to visit the storefronts and vote online for their favorite installation. The winning installation received \$5,500, the largest art prize in Chicago at the time, and the project succeeded in reaching its goals of “heightening neighborhood pride, supporting local businesses, increasing foot traffic, improving the pedestrian experience, garnering exposure for vacant retail spaces, and supporting the arts community.”

LEARN MORE makebelieve.wegotitnwpb.com



URBAN CULTURE PROJECT

The Charlotte Street Foundation’s Urban Culture Project in Kansas City combines artists’ need for collaborative and exhibition space with downtown revitalization. The project secures vacant storefronts through temporary no- or low-cost leases and transforms them into arts venues with varied programming. Since its inception in 2003, ten storefront spaces have been transformed and the Urban Culture Project has become a national model. The project currently offers three storefront spaces and two studio facilities with free studios for a year for 13 artists.

LEARN MORE charlottestreet.org/urban-culture-project



> SUPPORT DEVELOPMENT OF NEW ARTS AND CULTURE DESTINATIONS

If the temporary pilot projects described above are successful and there is capacity and sufficient demand for permanent, large-scale arts and cultural programming, a longer-term goal should be to establish a multi-purpose art and cultural venue on Lancaster Avenue. This new venue would be a “hub” of activity for Lower Lancaster’s creative scene, and could utilize one of the many large historic buildings on the commercial corridor.

The arts hub would most likely be operated by a 501[c][3] organization that would develop a strategic and business plan to set a course for the facility’s establishment, raise capital to rehabilitate an existing building or build a new facility, raise funds for an operational budget to support the organization and fund its programming, and take on the many tasks of running an arts and cultural nonprofit and venue. A wealth of local



“CEC DRAWS AUDIENCES, DANCERS AND PERFORMERS FROM ALL OVER THE PLACE, BUT PEOPLE DON’T COME FROM THE NEIGHBORHOOD.”



“WE’RE LOOKING FOR A DESTINATION THAT WILL GENERATE A LOT OF FOOT TRAFFIC. WHAT’S ONE MAJOR DESTINATION ON LANCASTER THAT COULD DRAW PEOPLE FROM NORTHERN LIBERTIES, FROM SOUTH PHILLY, FROM CENTER CITY, FROM BELLA VISTA TO COME OUT HERE TO A MAJOR EVENT OR DESTINATION AND CREATE FOOT TRAFFIC AROUND IT? IT SEEMS TO ME THAT THERE ARE A LOT OF PLACES TO SUPPORT THE FOOT TRAFFIC, BUT MAYBE ONE LARGE ARTS COMMUNITY/CULTURAL CENTER WHERE EVENTS OCCUR IS WHAT WE NEED.”

“WE DEFINITELY NEED A HUB. I DON’T SEE WHY ANYONE WOULD GO PAST 38TH STREET—IT’S A REAL BARRIER. WE NEED TO CREATE AN ARTS AND CULTURAL DESTINATION FURTHER DOWN THE AVE TO DRAW VISITORS IN.”

expertise in nonprofit arts management and programming can be found at the Community Education Center, The Rotunda, the Esther Klein Gallery, NextFab Studio, International House, The Slought Foundation, and the Institute of Contemporary Arts, among others. Tapping into this knowledge and experience would be important for the development of the arts hub.

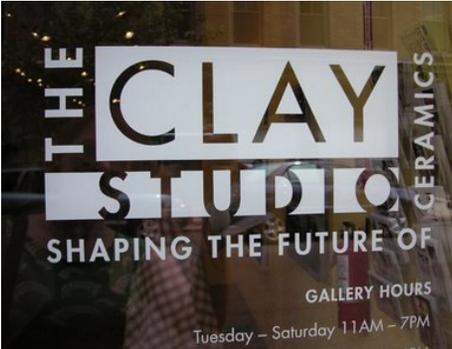
> SUPPORT ESTABLISHMENT OF NEW CREATIVE PRODUCTION SPACES IN THE AREA

Many creative pursuits require using expensive equipment and production spaces with proper ventilation, sufficient space, and fire ratings. Printmaking, photography, woodworking, fabrication, and countless other production methods are difficult to pursue on a constrained budget and working out of an artist's home. In the past, artists have self-organized to share resources and costs, or production spaces have been set up as an enterprise which offers access to production facilities for a fee; similar to NextFab Studio on Market Street. Establishing shared production facilities would help to draw artists to the community and provide unique amenities for Lower Lancaster residents.

One specific opportunity is to offer creative production space for local artists, craft-persons, and small-scale industrial design and production businesses. One resident suggested renovating the upper floors of some Lancaster Avenue buildings to a very “raw” finish, which would minimize construction costs and provide affordable work spaces for artists. For buildings that have no viable way of creating a second means of egress to enable upper floor residential uses, converting these spaces into artist work studios should be explored as an option.

There are a number of underutilized buildings in the area that could serve as creative production spaces other than the upper floors of Lancaster Avenue businesses. Community partners and the potential arts coalition should express the need to accommodate these uses within zoning and land use regulations. The interests of the local creative community should be well-represented in the upcoming district planning processes and zoning remapping to advocate for land use policies and zoning classifications that support the expansion of local creative production.

Establishing production spaces could also be tied to an initiative to increase local access to arts education and youth engagement programming. Once established, some studios could become part of artist-in-residence programs that provides creative individuals with working space at low to no cost as long as they teach a community class or do some other form of community-building project as a condition of their residency.



THE CLAY STUDIO

Founded in 1974, in the Old City neighborhood of Philadelphia, The Clay Studio supports and advocates for the ceramic arts locally and internationally, with a special focus on engaging the local community with the art form. The Studio provides artist residencies, exhibition and work space, and many successful educational programs, classes, and workshops—often taught by the resident artists themselves.

LEARN MORE theclaystudio.org



40TH STREET AIR PROGRAM

The 40th Street AIR (Artist-In-Residence) Program was founded by artist Edward M. Epstein in 2003 to provide free studio space to artists for a year in exchange for community engagement and service. The artists lead workshops, teach classes, show their work on- and off-site, and support the local arts community with gallery invitationals mentoring, and promotion. The program helps foster career development for its Artists-In-Residence while exposing the surrounding community to the rich West Philly visual arts scene that has developed around the 40th Street AIR gallery and work space.

LEARN MORE 40streetair.blogspot.com



6.3 DEVELOP PROGRAMS TO ASSIST EMERGING ARTISTS AND CREATIVE ENTREPRENEURS

> PROVIDE ENTREPRENEURIAL SKILLS WORKSHOPS TO HELP CREATIVE SELF-STARTERS ESTABLISH THEMSELVES

A Lancaster arts coalition should develop entrepreneurial support programs to attract and grow creative businesses in Lower Lancaster in partnership with local community nonprofits. In conversations with local artists and creative professionals during the planning process they voiced a need for logistical and strategic support for running a small business, handling taxes, obtaining legal advice, applying for grants, acquiring a business license, and so on. Closing this service gap would involve organizing workshops and providing access to information about small business practices tailored to the needs of creative professionals.

Providing creative professionals with networking opportunities is another way of offering entrepreneurial support. The more productive relationships local creative individuals and businesses establish, the more likely it is that the arts and culture scene will reach critical mass and actually become a “scene.” Establishing a local support network would also be a draw for artists to relocate to Lower Lancaster.

> PROMOTE TOOL AND FACILITY SHARING OPPORTUNITIES IN THE AREA

There are a number of existing tool and facility sharing opportunities accessible to Lower Lancaster residents, and more are being developed. Resources such as NextFab Studio, the new Center for Culinary Enterprises, the West Philadelphia Tool Library, and others are highly valuable to emerging artists who lack the means to buy expensive tools—even well-established creative professionals would likely find tools and facilities at some of these shared resources that might be of use to them. These shared facilities are invaluable resources that enable creative training to evolve into viable skill sets and creative entrepreneurship.

The proposed arts coalition and its community partners should increase awareness of these opportunities by hosting a local craft and creative professionals fair along Lancaster Avenue or in a large gathering place

“aside from a nonprofit arts space, there are possibilities for job creation. linked to arts and culture, we can cultivate small-scale urban industry, which can happen in some of the building spaces available in this neighborhood. this idea of boutique industry promotes job creation also and could help increase skill sets of the people who live in this neighborhood.”



fab lab studio provides cutting edge workspace for artisans

“at nextfab studio, there are a lot of artists who are learning new skills on these 21st century prototyping tools. we have part-time artists coming in here and developing product lines that they can market to local boutiques, at craft fairs, and on etsy, and they’re so successful they’re able to quite their day jobs. it seems to me there’s a lot of opportunity for people in the area to learn these skills and do that for themselves. nextfab does tours and workshops for school groups and wants to get much more involved with communities. probably most people in the lower lancaster area are not aware of nextfab or what’s available there. we need more awareness of these places where people can learn a craft.”

in the area. Such an event would help turn up the volume on Lower Lancaster's creative scene, and provide a venue to promote awareness of tool and facility sharing resources. Following the model of the successful Punk Rock Flea Market in Philadelphia's Callowhill neighborhood or the annual Art for the Cash Poor event at the Crane Arts building in South Kensington, Lower Lancaster could host and promote a similar regular event on the other side of the Schuylkill River.



WEST PHILADELPHIA TOOL LIBRARY

The West Philly Tool Library is an open community lending program that provides tools on loan, as well as informal instruction in their use, to local community members. The tools available are geared toward home and auto maintenance, woodworking, and landscaping, and the library is staffed by two "Tool Librarians." As of 2011, the Library had accumulated over 2,500 tools and more than 800 paying members. About a third of the program is funded by membership dues and late fees, with the rest coming from community support – including local universities, community associations, and commercial building suppliers.

LEARN MORE westphillytools.org



THE RESOURCE EXCHANGE

The Resource Exchange was founded in 2009 to divert valuable materials, initially from theatrical stage productions, from the landfill back into the local economy. In its first year, RE diverted over 30 tons of material for reuse, and redirected another 600 tons bound for landfills to local recycling centers. The organization has expanded into a larger location and now sells or rents a dramatically expanded collection of reclaimed materials – including canvases, books and magazines, building materials, and office supplies and equipment – for about a third of what the materials would typically cost new.

LEARN MORE theresourceexchange.org



> ENCOURAGE ORGANIZATIONS AND BUSINESSES TO HIRE LOCAL ARTISTS

Local community groups often need fliers, posters, and other promotional and communication materials to support their efforts. Making use of local talent to provide graphic design and production services would be an easy way to help support the local arts community. Hiring local artists would engage them with the greater community and forge stronger relationships with neighborhood groups and community based nonprofits. Commercial corridor leadership should also encourage businesses to hire local artists to design and produce signage, posters, and other graphics when needed.

6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY

SHOWCASE HISTORIC ASSETS AND TELL THE STORY OF LOWER LANCASTER USING BOTH DIGITAL AND ANALOG METHODS

Residents expressed great interest in making Lower Lancaster's history more visible and accessible by telling the stories behind historic buildings the Lower Lancaster area. The striking Victorian facades and architectural details generate curiosity, a visual legacy of the area's long and varied history. Creating ways for the community and its visitors to engage with and learn about the area's history is an important part of promoting its unique identity and stressing the importance of preserving historic architecture.

One approach would be to develop an immersive historic walking tour of Lancaster Avenue. Storefront installations in window displays of historic buildings could tell the story of those buildings on site, with photos through time accompanied by a short narrative and a map directing viewers to the next location on the tour. The same could be done for newer buildings—displaying information about and photos of buildings that once stood in that location. The tour could also include information about important events that shaped the corridor's identity, such as Dr. Martin Luther King's 1965 speech at 40th and Lancaster, or highlight Lancaster's significance within the historic Lincoln Highway. The window displays could be accompanied by a downloadable audio tour and map. It is important, however, to tell the story both digitally and physically, to ensure that Lower Lancaster's public history is accessible to all community members.

Corridor leadership should reach out to property owners along Lancaster Avenue and nearby historic buildings to gauge interest in participating. Community groups could initiate a research project in partnership with local institutions to assemble historic information and photographs to be used in production of the tour.

The Lower Lancaster Revitalization Plan's public open houses were held in a former church space in the historic Hawthorne Hall. The event, coordinated in tandem with LOOK! Lancaster Avenue, brought attention to this architectural treasure. Other similar projects, such as Hidden

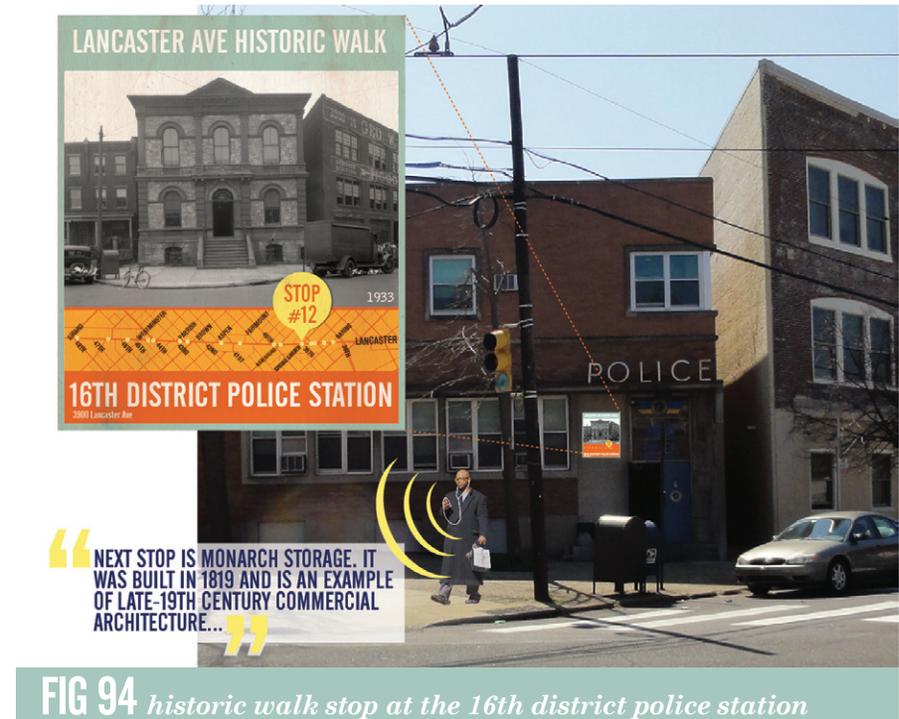


FIG 94 *historic walk stop at the 16th district police station*

“maybe we create an architecture tour—create a corridor for people to tour with destinations all the way throughout. give history of various locations along the way.”

City Philadelphia's multi-venue art installation and performance festival housed in the City's forgotten historic gems, could temporarily activate historic buildings to raise awareness of their importance and advocate for their preservation.

HISTORIC SITES

FIG 95 *historic sites*



PROPERTIES LISTED ON THE PHILADELPHIA HISTORIC REGISTER

- 1** BUSTI MANSION
4310 HAVERFORD
- 2** FRIENDS MTG HOUSE
4201-19 POWELTON
- 3** HAWTHORNE HALL
431-37 N 39TH
3839-47 HAMILTON
3849-61 LANCASTER
- 4** 2000 FAIRMOUNT
- 5** 3701-03 SPRING GARDEN
- 6** ELIASON RESIDENCE
3619 BARING

PROPERTIES LISTED ON THE NATIONAL HISTORIC REGISTER

- 7** PENNSYLVANIA HOSPITAL FOR THE INSANE
4865 MARKET
- POWELTON NATIONAL HISTORIC DISTRICT**

1/4 1/2 MILE

SOURCE CITY OF PHILADELPHIA



> ADVOCATE FOR PRESERVATION AND REUSE OF HISTORIC BUILDINGS

To set a course of action for preserving and reusing historic buildings in Lower Lancaster, local leaders should consider engaging preservation and architecture professionals through the Community Design Collaborative’s service grant program to evaluate specific historic assets. A study that provides an estimated cost of preservation and rehabilitation would be useful in attracting investors willing to take on the projects, or in pursuing financial assistance to fund restoration.

At present, only one building on Lancaster Avenue is listed on the Philadelphia Historic Register, though the street is full of historic architectural detail and impressive buildings. A historic preservation consultant should be hired to conduct a survey of historic assets in the area. In addition to a historic inventory of the Lower Lancaster area, the consultant’s deliverables should:

- > Recommend historic buildings that should be nominated for landmark status, as well as evaluate whether a defined district—such as Lancaster Avenue—could be a candidate for historic district designation.

- > Provide guidance on both short-term and long-term architectural conservation methods for threatened buildings.
- > Advise on available city, state and national historic preservation policy and programs and where and when they may be applicable in Lower Lancaster.

Before designating a historic district, it’s very important to weigh the costs and benefits of designation. Though historic designation makes a property eligible for financial incentives to preserve and restore historic

“we need very specific targeting of the top ten buildings along the corridor. there are some gems—hawthorne hall, the cigar shop up the street has lots of stained glass that’s boarded over right now. there are some jewels along the street. they are gems, strung out like beads.”



the west philadelphia title and trust building was for a time obscured by a giant billboard. removal of the sign allowed the architectural detail to contribute to the sense of place once again.

details, it also raises the cost of building improvements overall, as they stipulate specific materials and treatments that are often more costly than typical building construction standards and practices. To lessen the financial burden, the Preservation Alliance for Greater Philadelphia's Historic Properties Repair Program [HPRP], could be used to subsidize the costs of exterior repairs made by low- and moderate-income homeowners in the historic district. These repair grants pay for the incrementally higher costs of restoration-quality exterior repairs above those that do not meet restoration standards [base-level repairs].

LEARN MORE preservationalliance.com



HIDDEN CITY PHILADELPHIA

There are many historical and architectural landmarks around Philadelphia that at one time were important to the city's neighborhoods, but their significance—and in some cases their existence—has been forgotten over the years, making them hidden to the people who walk, run, or drive by them every day. In summer 2009, many of these hidden gems were reopened to visitors who were also treated with installations and shows by performing and visual artists who created dance, music, sculpture, video, print, and mixed media pieces inspired by the history and architecture of the history and architecture of their selected sites. The next Hidden City is currently in the planning stages and will be held in May/June 2013.

LEARN MORE hiddencityphila.org



hawthorne hall [above] is one of the many historic buildings in lower lancaster that the community feels strongly attached to and that contribute to the area's identity.



EXISTING CONDITIONS APPENDIX

The following elements were included in the existing conditions analysis phase of the Lower Lancaster Revitalization Plan, but have not been included elsewhere in the plan document.

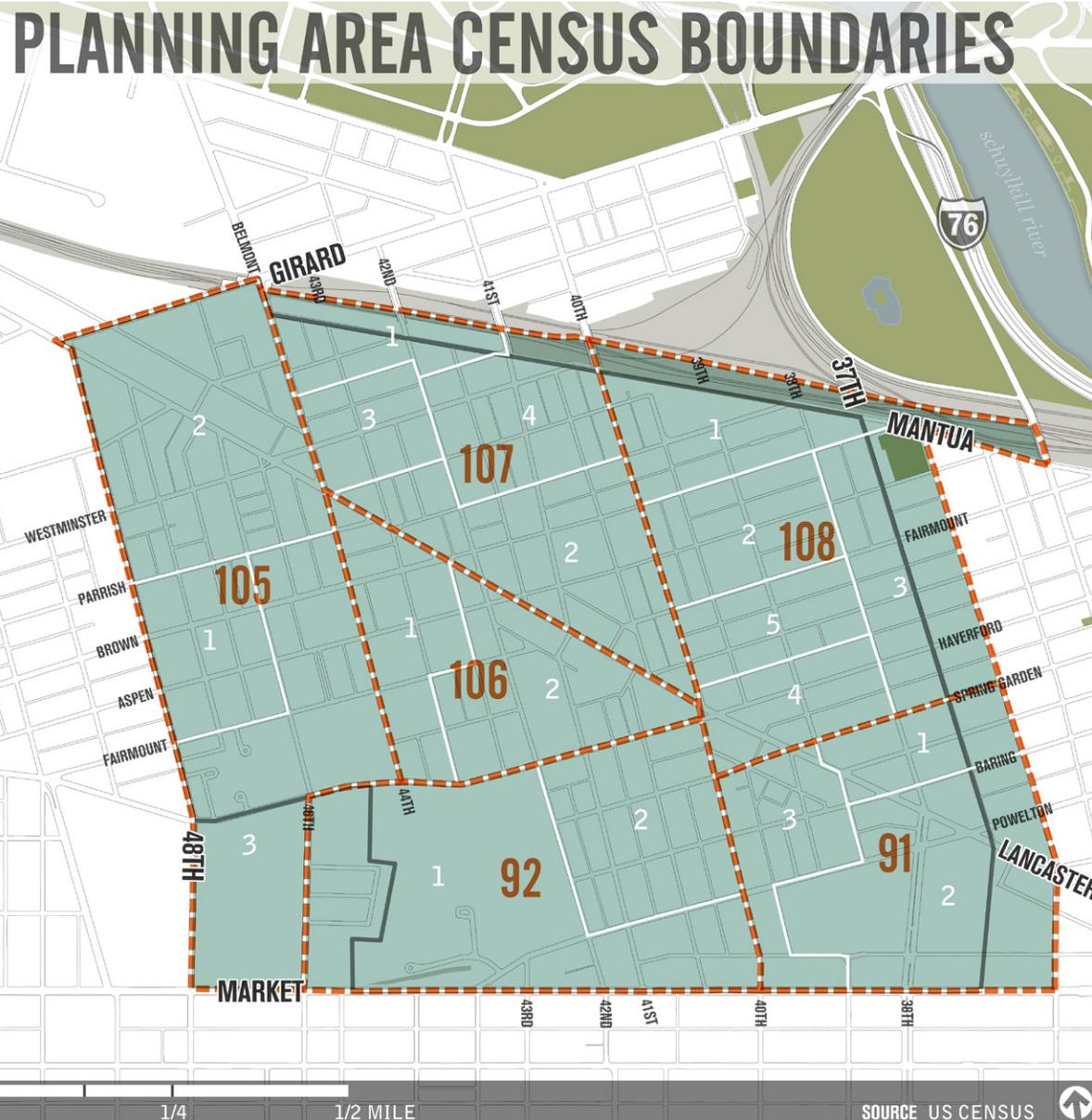


FIG 96 *plan area census boundaries*

LOWER LANCASTER POPULATION DYNAMICS

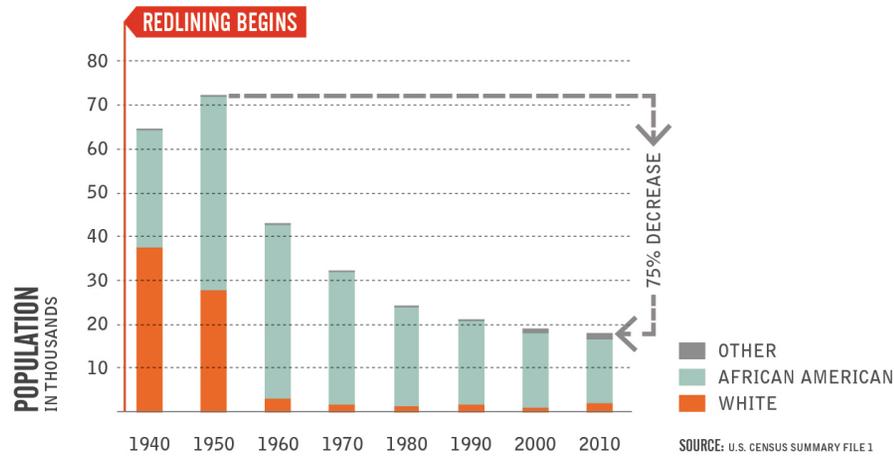


FIG 97 lower lancaster population dynamics

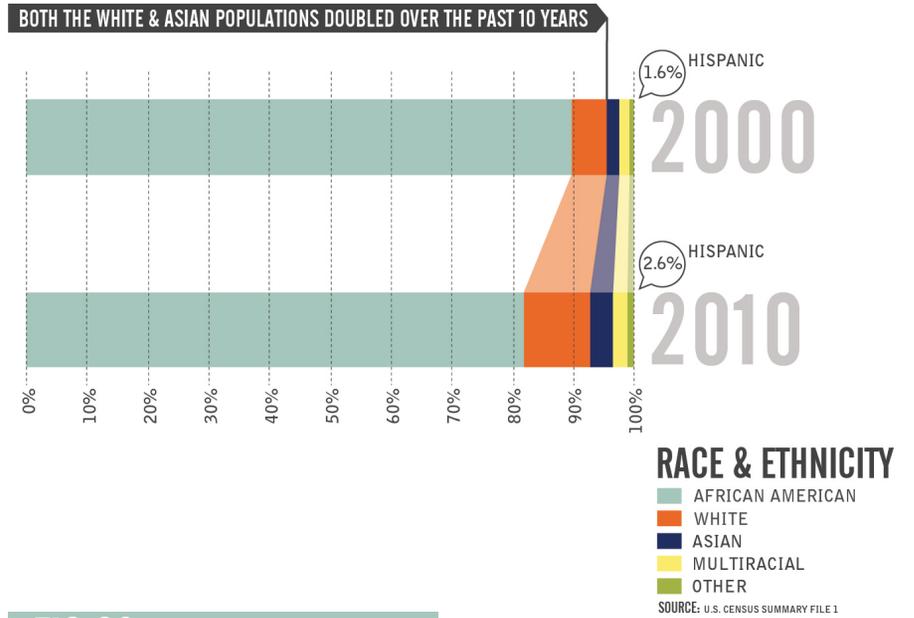


FIG 98 race and ethnicity

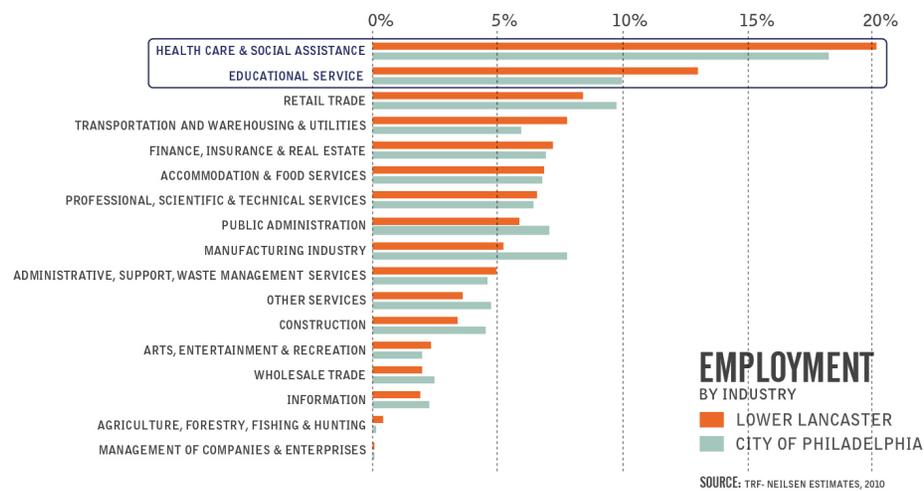


FIG 99 employment by industry

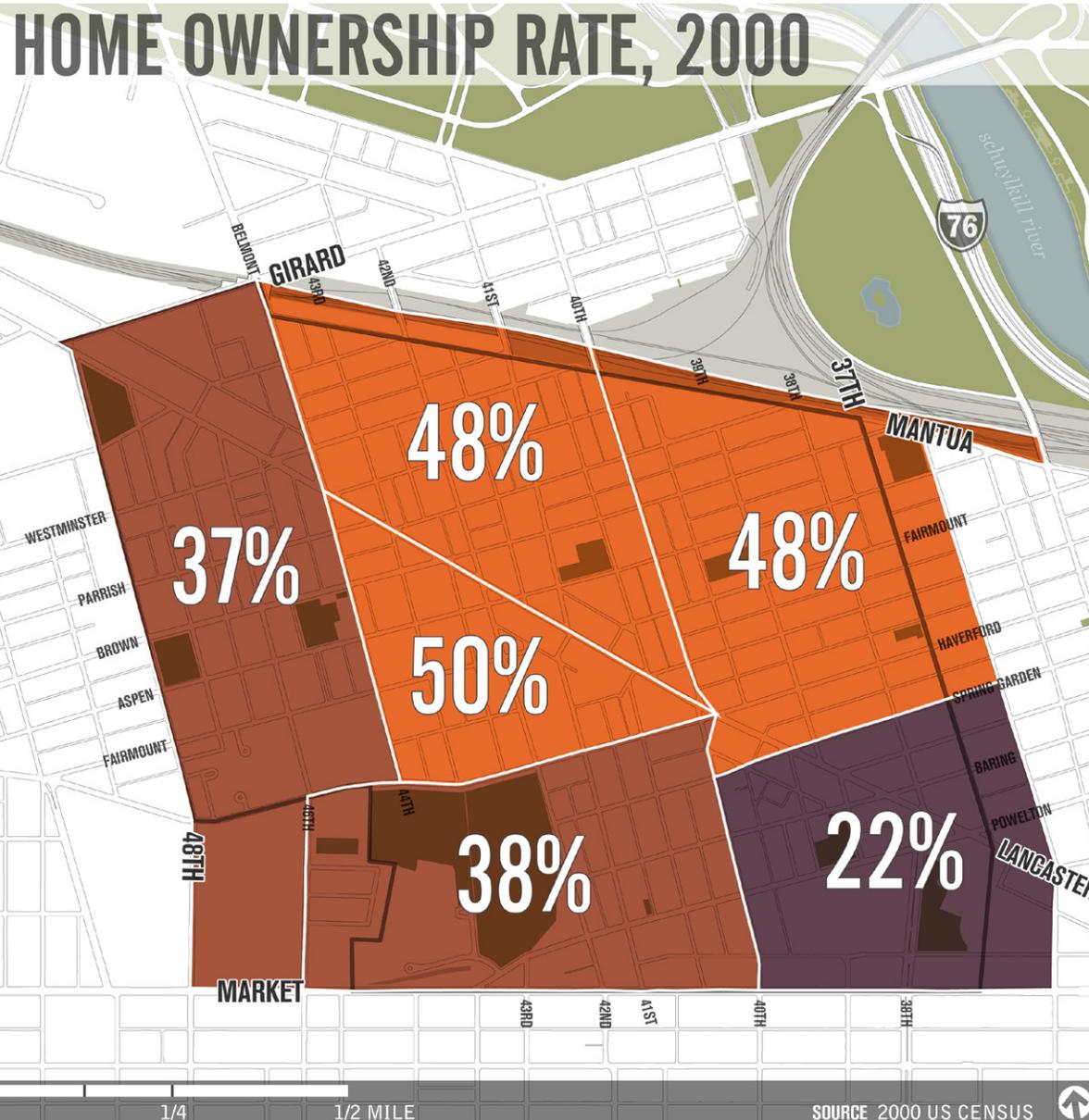


FIG 100 housing tenure, 2000

PERCENT OWNER OCCUPIED OF TOTAL OCCUPIED HOUSING UNITS

- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%

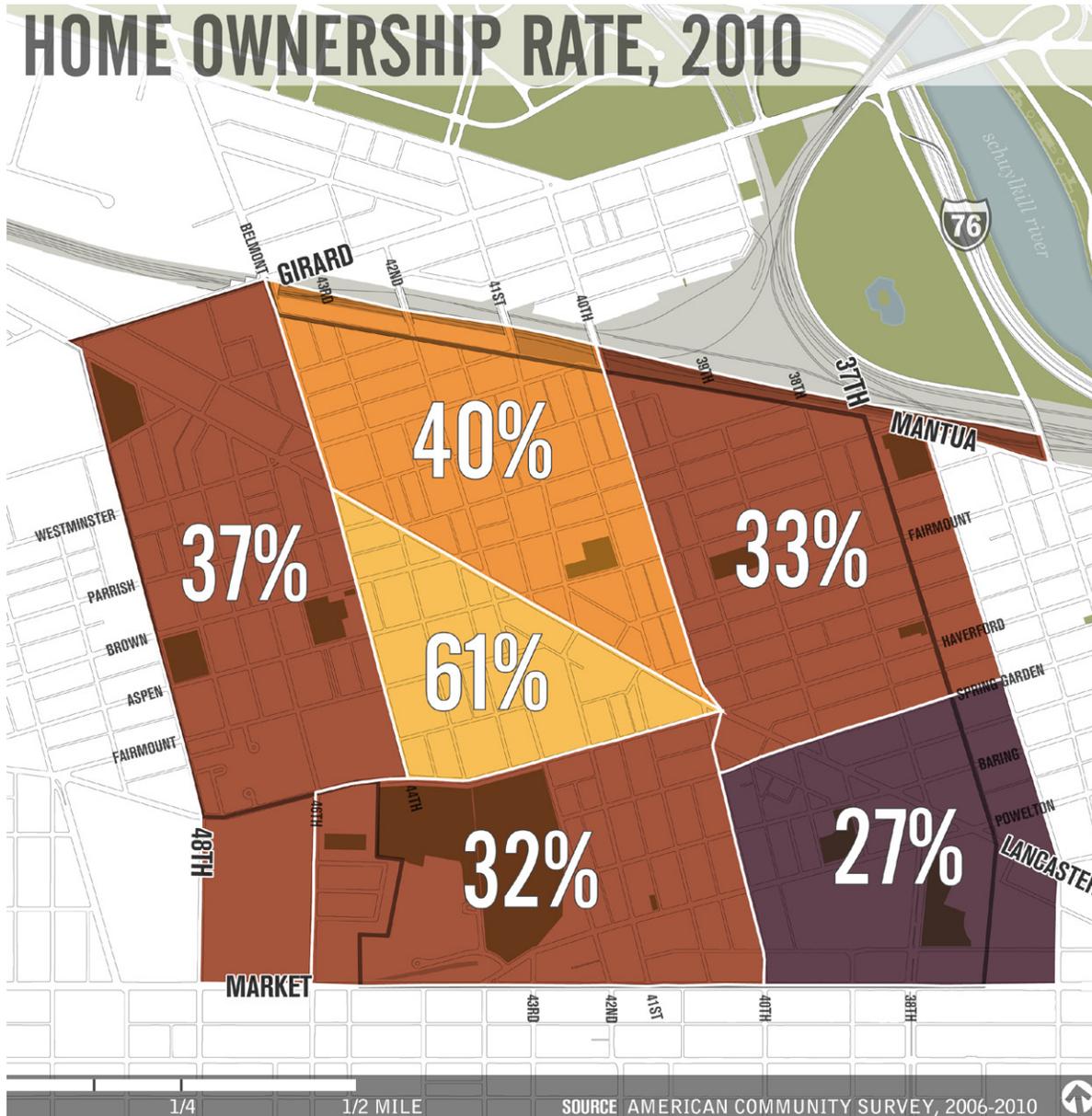


FIG 101 housing tenure, 2010

PERCENT OWNER OCCUPIED OF TOTAL OCCUPIED HOUSING UNITS

- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%

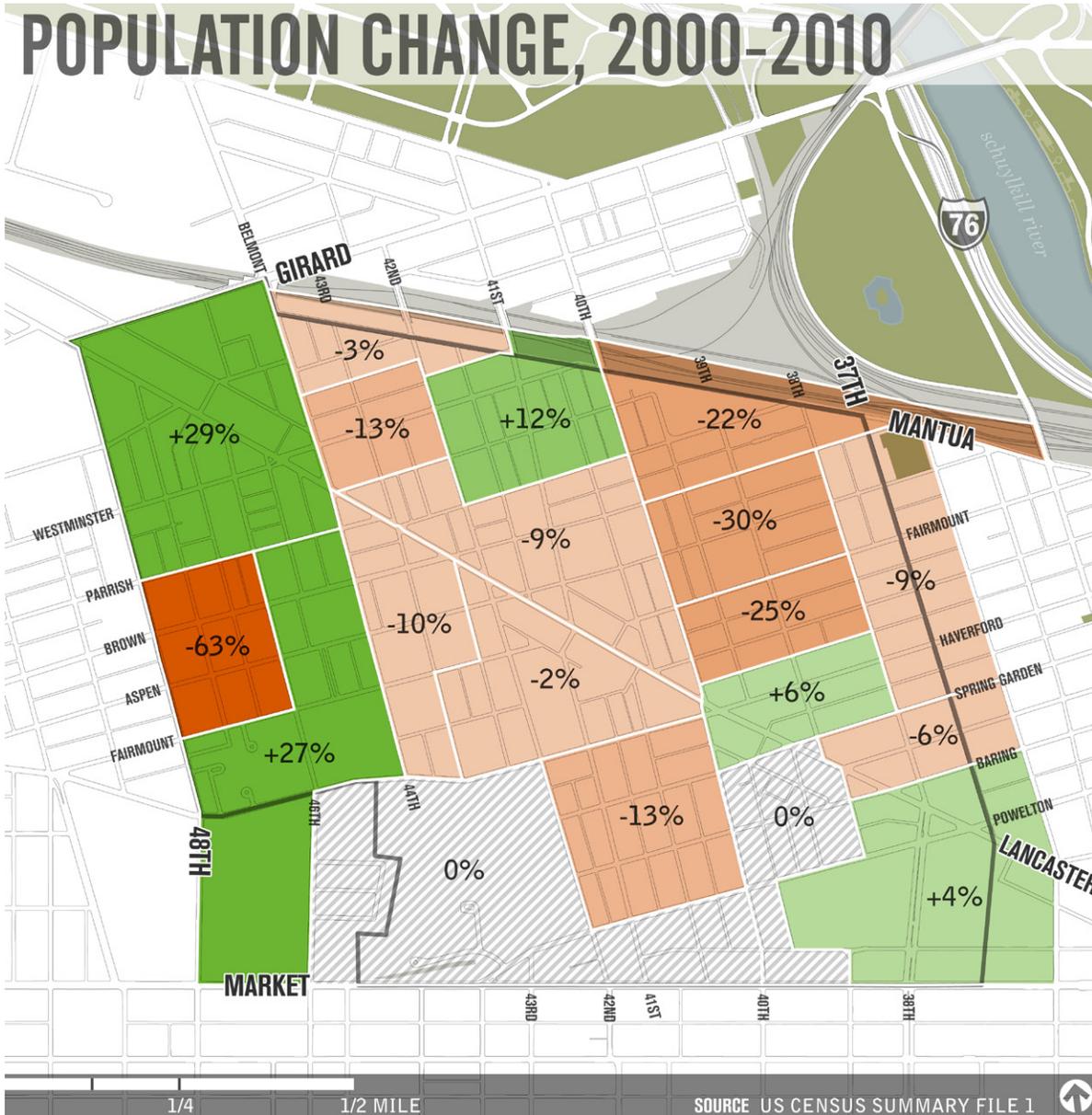


FIG 102 percent population change, 2000 - 2010

PERCENT POPULATION CHANGE BETWEEN 2000 & 2010

- 21% – 30%
- 11% – 20%
- 1% – 10%
- 0%
- 9% – -1%
- 19% – -10%
- 29% – -20%
- 39% – -30%
- 49% – -40%
- 59% – -50%
- 63% – -60%

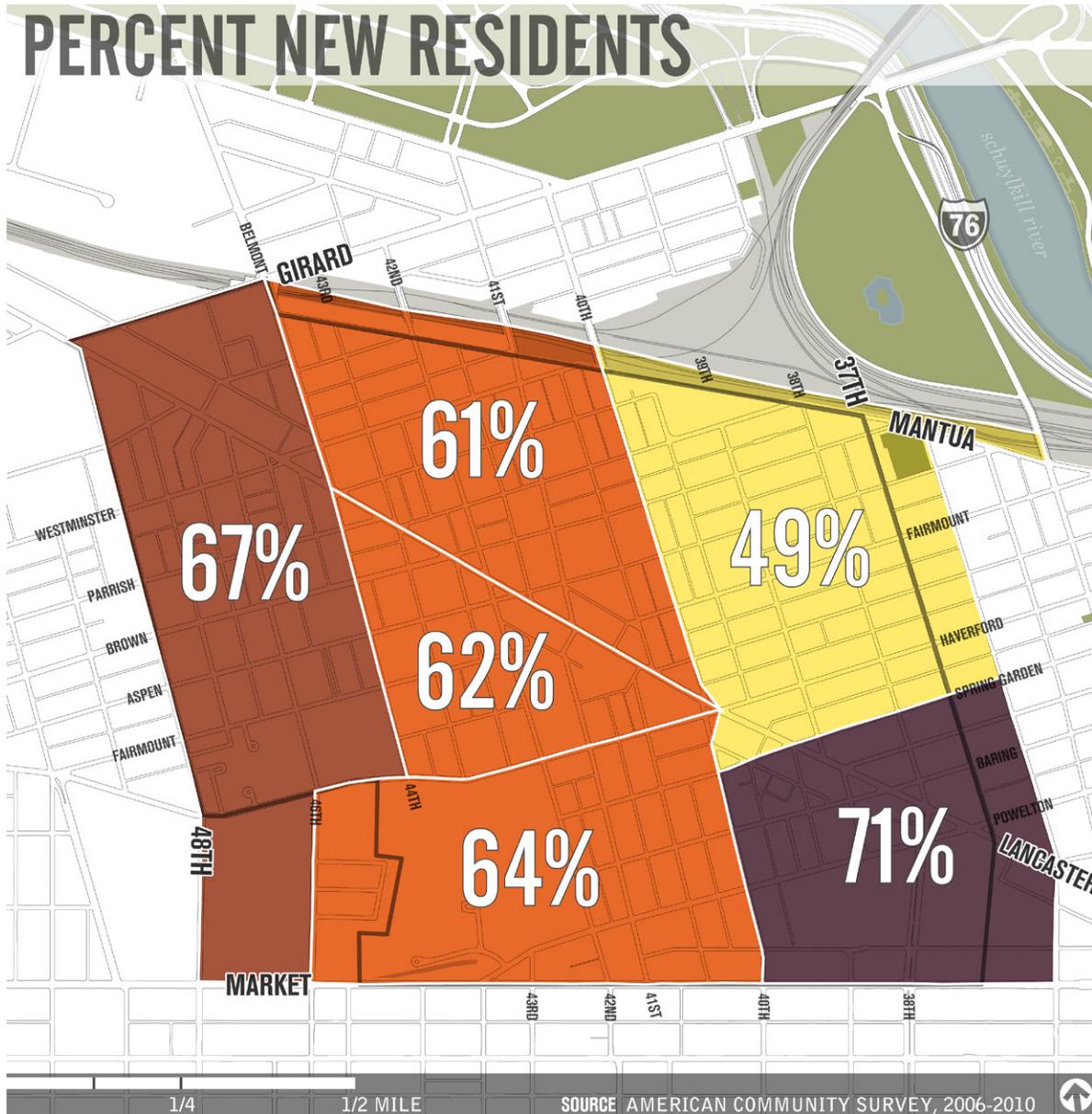


FIG 103 percent new residents, 2010

PERCENT OF TOTAL RESIDENTS THAT MOVED TO THE AREA IN THE PAST TEN YEARS

- 71-75%
- 66-70%
- 61-65%
- 56-60%
- 51-55%
- 46-50%

FIG 104 *schools and daycares*

PUBLIC SCHOOLS

- 1** DREW ELEMENTARY
- 2** UNIVERSITY CITY HIGH
- 3** BELMONT CHARTER ELEMENTARY
- 4** BELMONT ACADEMY CHARTER
- 5** PHILADELPHIA LEARNING ACADEMY
- 6** BLANKENBURG ELEMENTARY & MIDDLE
- 7** GLOBAL LEADERSHIP ACADEMY CHARTER
- 8** SULZBERGER MAYER MIDDLE
- 9** HAVERFORD CENTER
- 10** ALAIN LOCKE ELEMENTARY
- 11** MARTHA WASHINGTON ELEM.

PRIVATE

- 12** ST. IGNATIUS
- 13** SISTER CLARA MUHAMMAD
- 14** OUR MOTHER OF SORROWS

DAYCARES

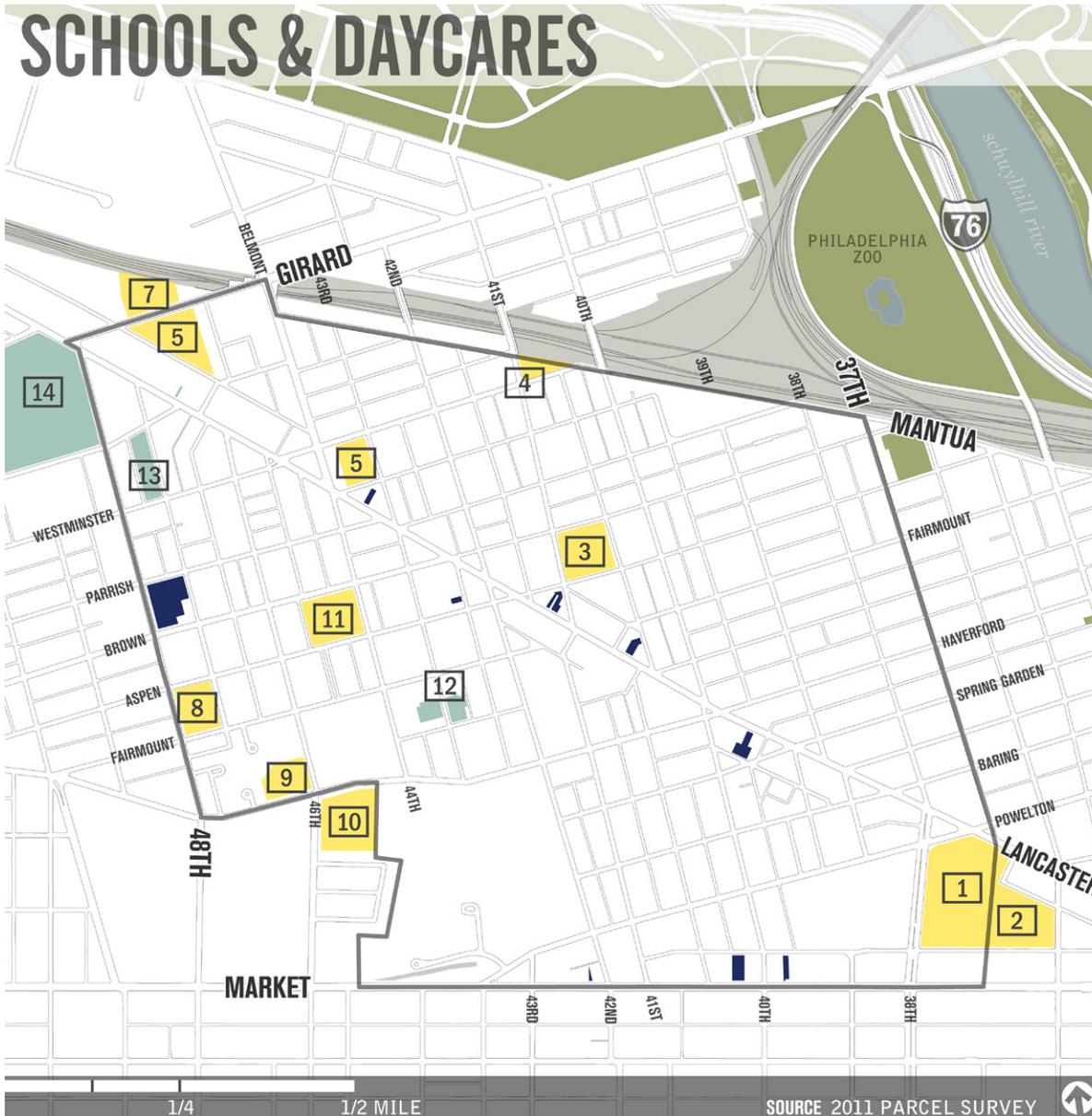
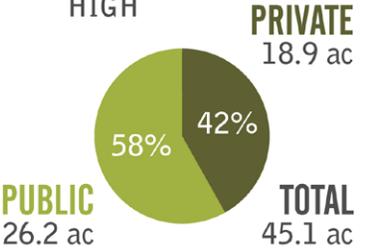




FIG 105 *parks and play spaces*

- 1 CLARA MUHAMMAD SQUARE
- 2 MILL CREEK PLAYGROUND
- 3 MARTHA WASHINGTON ELEMENTARY SCHOOL
- 4 LEE PARK
- 5 DREXEL FIELD
- 6 BELMONT CHARTER SCHOOL
- 7 39TH & OLIVE PLAYGROUND (BUTCH ELLIS PLAYGROUND)
- 8 SAUNDERS PARK
- 9 37TH & MT VERNON PLAYGROUND
- 10 UNIVERSITY CITY HIGH



- CITY-OWNED
- SCHOOL GROUNDS
- PUBLIC ACCESS
- PRIVATE ACCESS

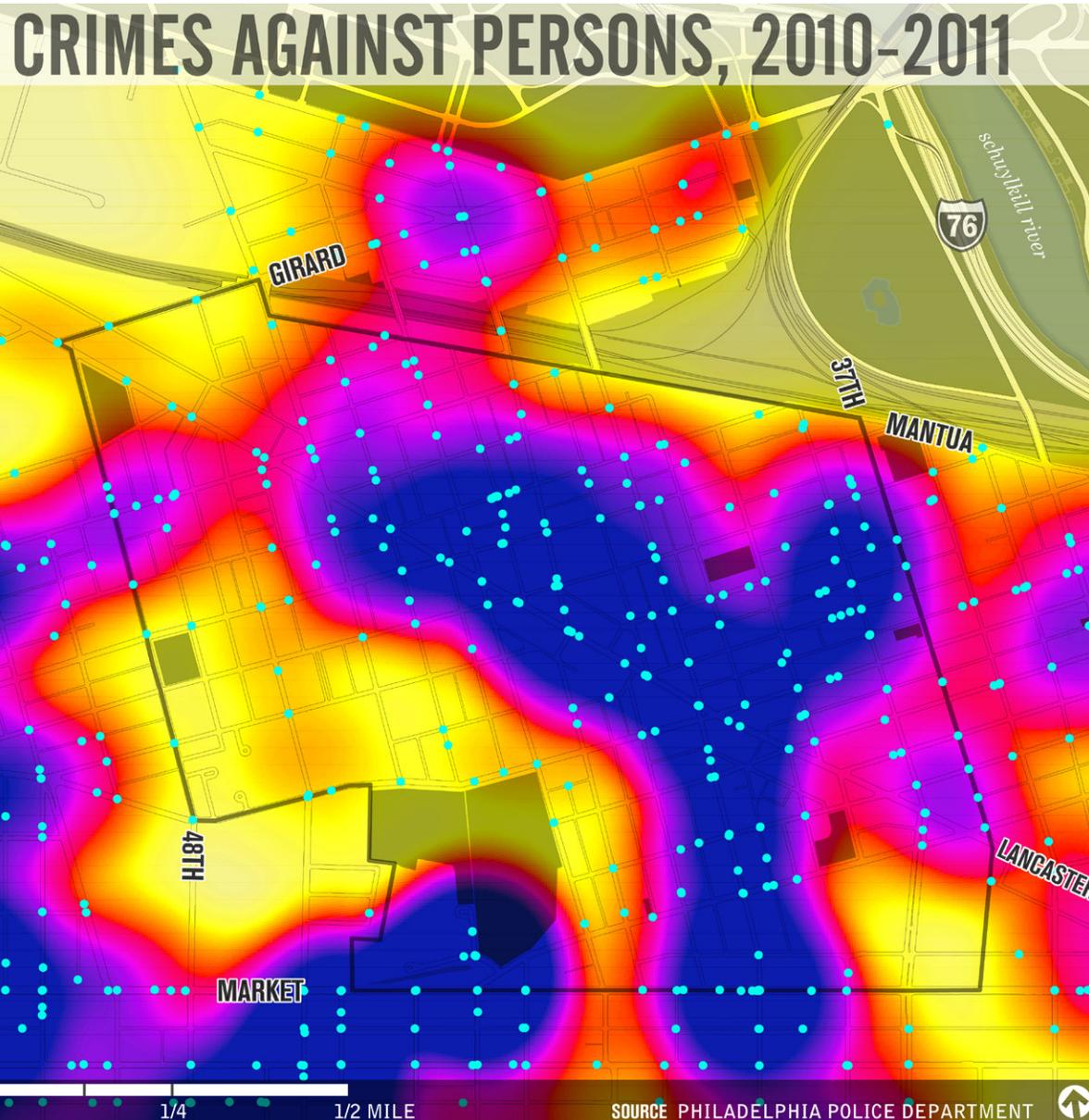


FIG 106 *crimes against persons, 2010 - 2011*

- REPORTED INCIDENT LOCATIONS
- HIGH
- LOW

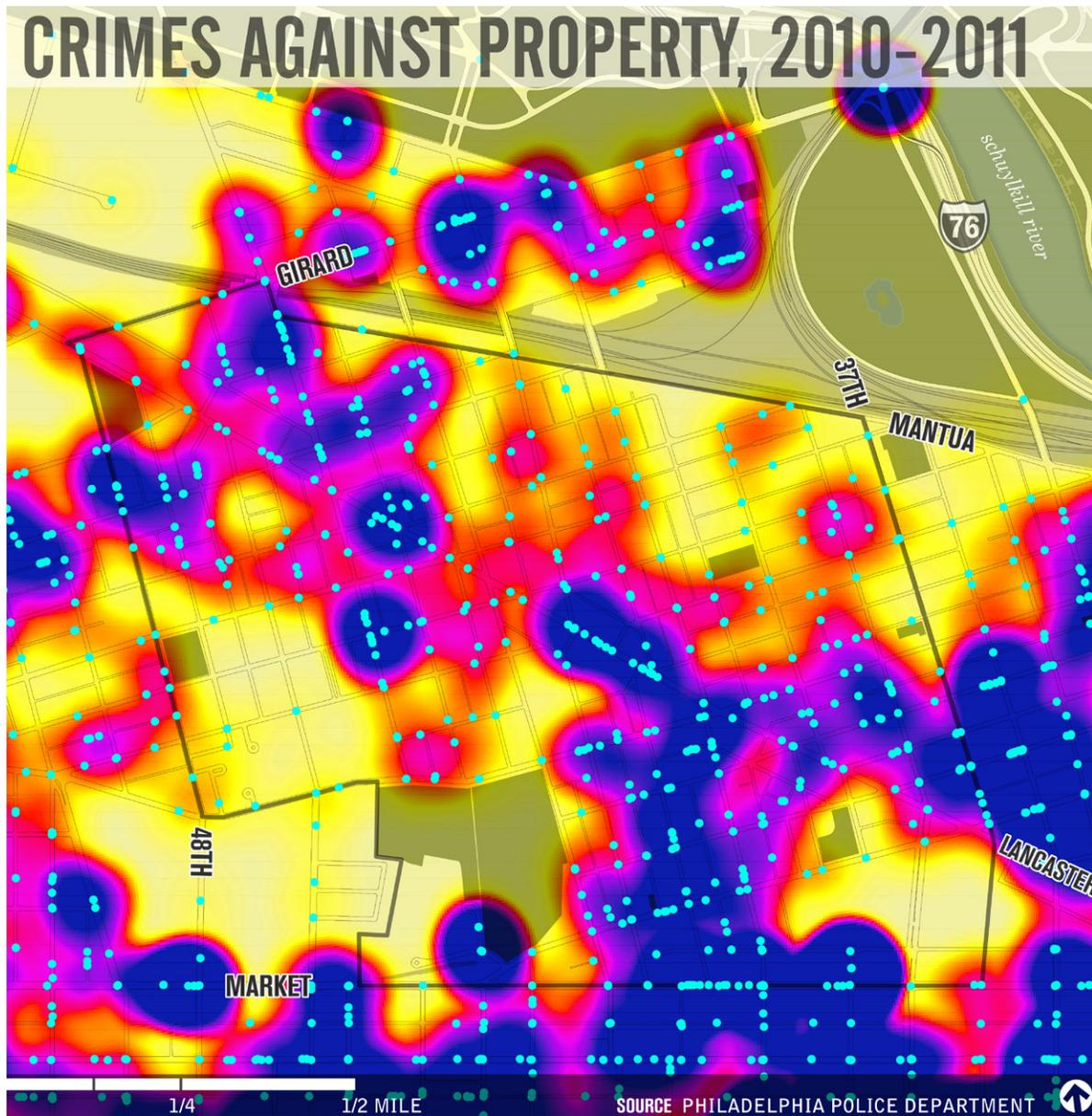
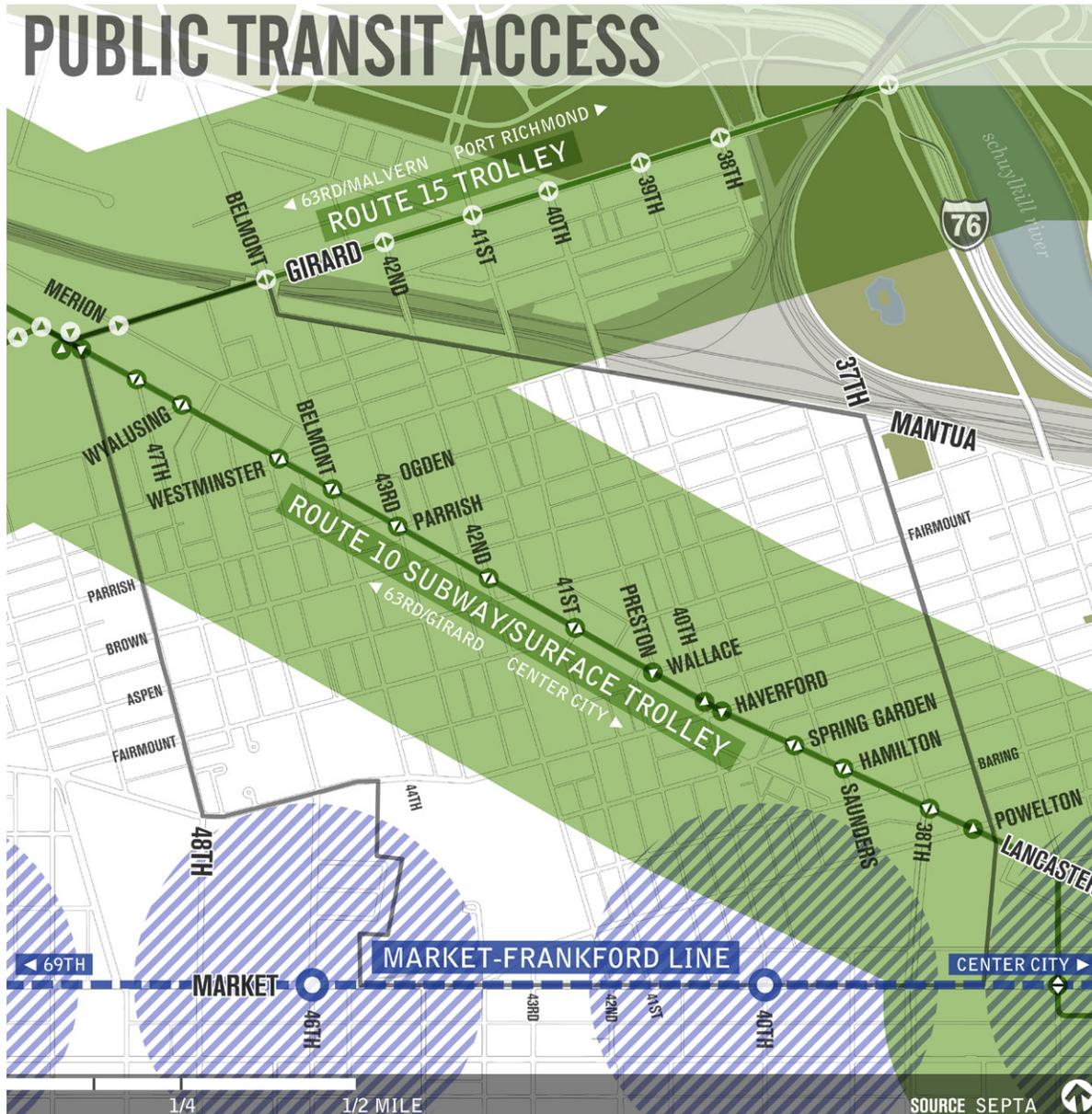


FIG 107 *crimes against property, 2010 - 2011*

- REPORTED INCIDENT LOCATIONS
- HIGH
- LOW

FIG 108 *public transit access*



- TROLLEY ROUTE
- ROUTE 10 STOP [ARROWS INDICATE DIRECTION]
- ROUTE 15 STOP [ARROWS INDICATE DIRECTION]
- MARKET-FRANKFORD LINE
- MARKET-FRANKFORD LINE STATION
- AREA WITHIN 1/4 MILE OF TROLLEY
- AREA WITHIN 1/4 MILE OF MARKET-FRANKFORD LINE STATION

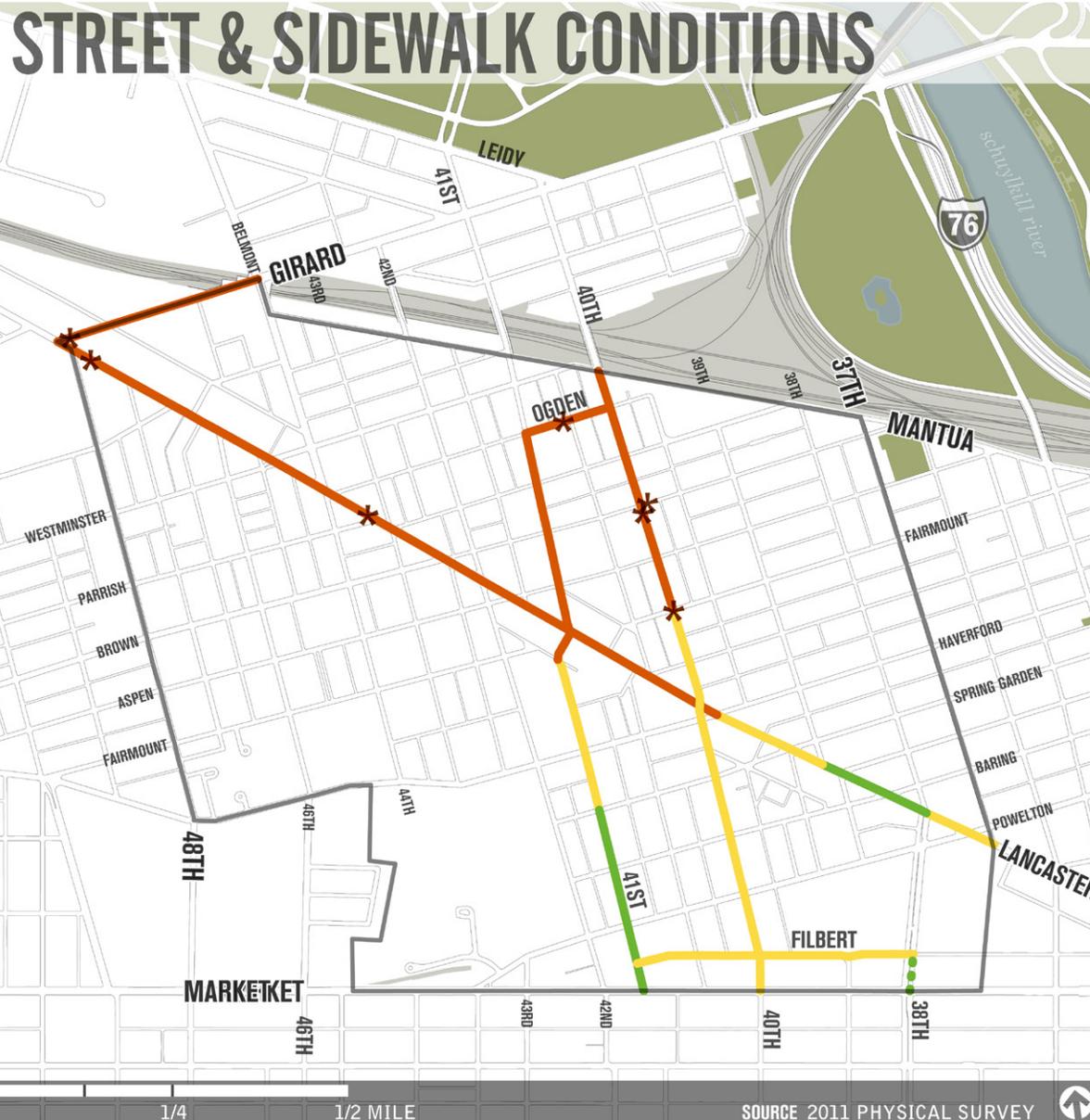
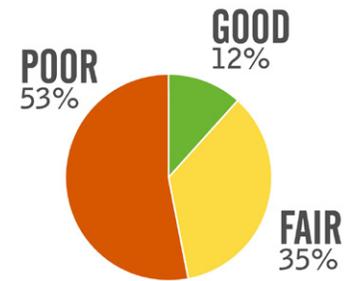


FIG 110 *right of way conditions on streets with trolley tracks*

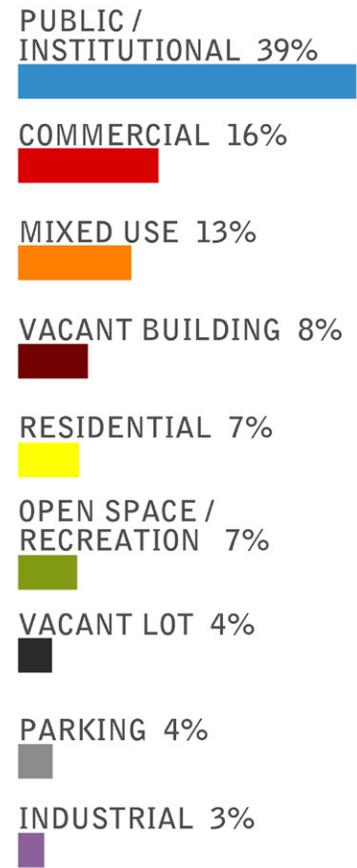
CONDITION OF STREETS IN USE WITH TROLLEY TRACKS



- POOR
- FAIR
- GOOD
- ... GOOD / RECENTLY REPAVED
- * SEVERE POTHOLE



FIG 111 *lancaster avenue land use*



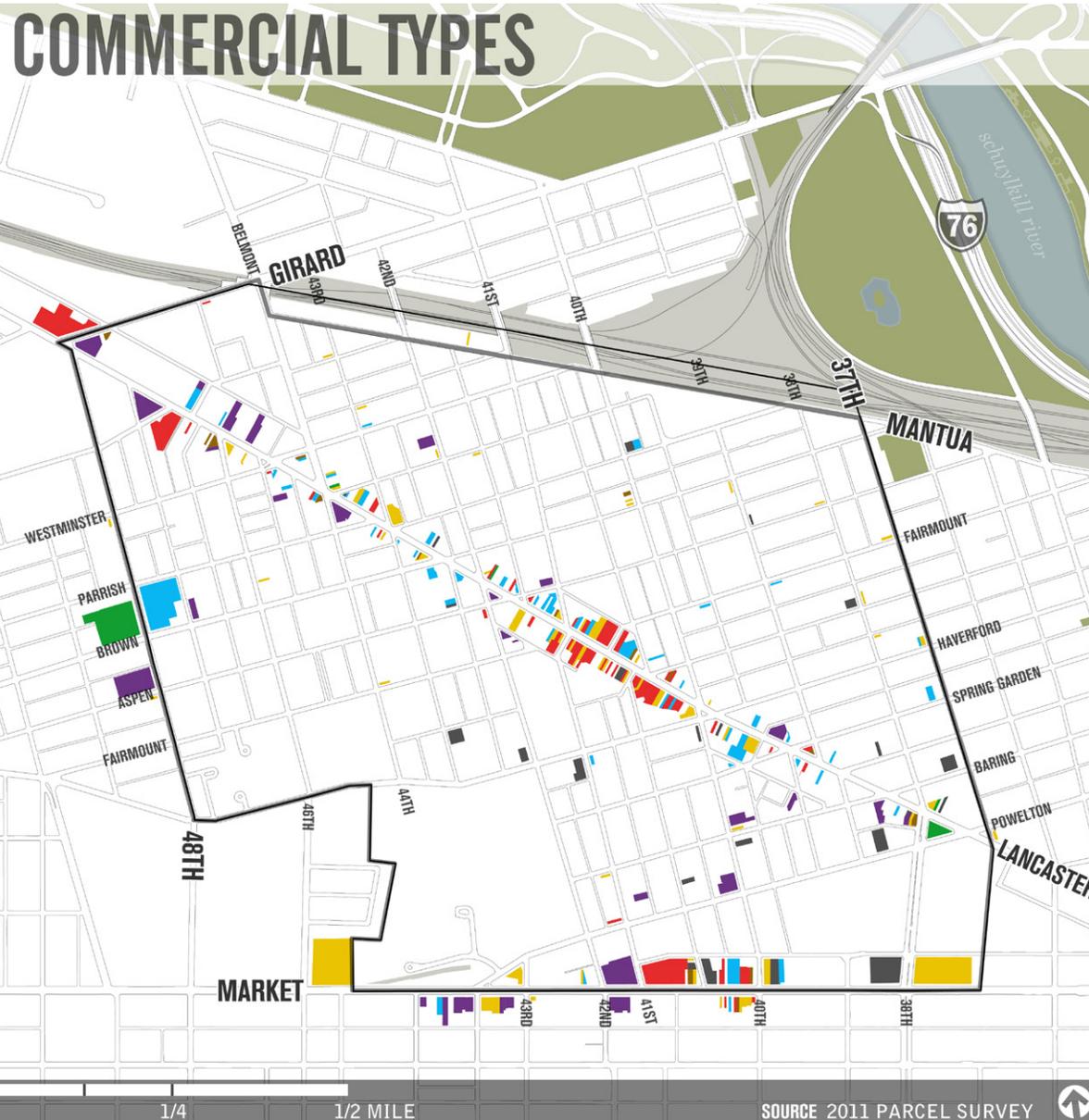
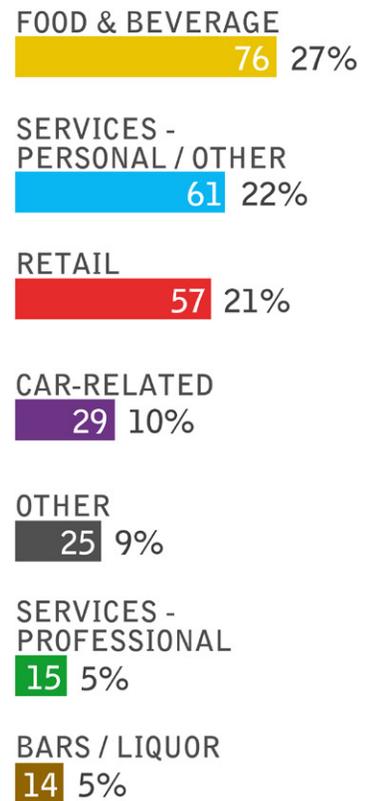


FIG 112 commercial types



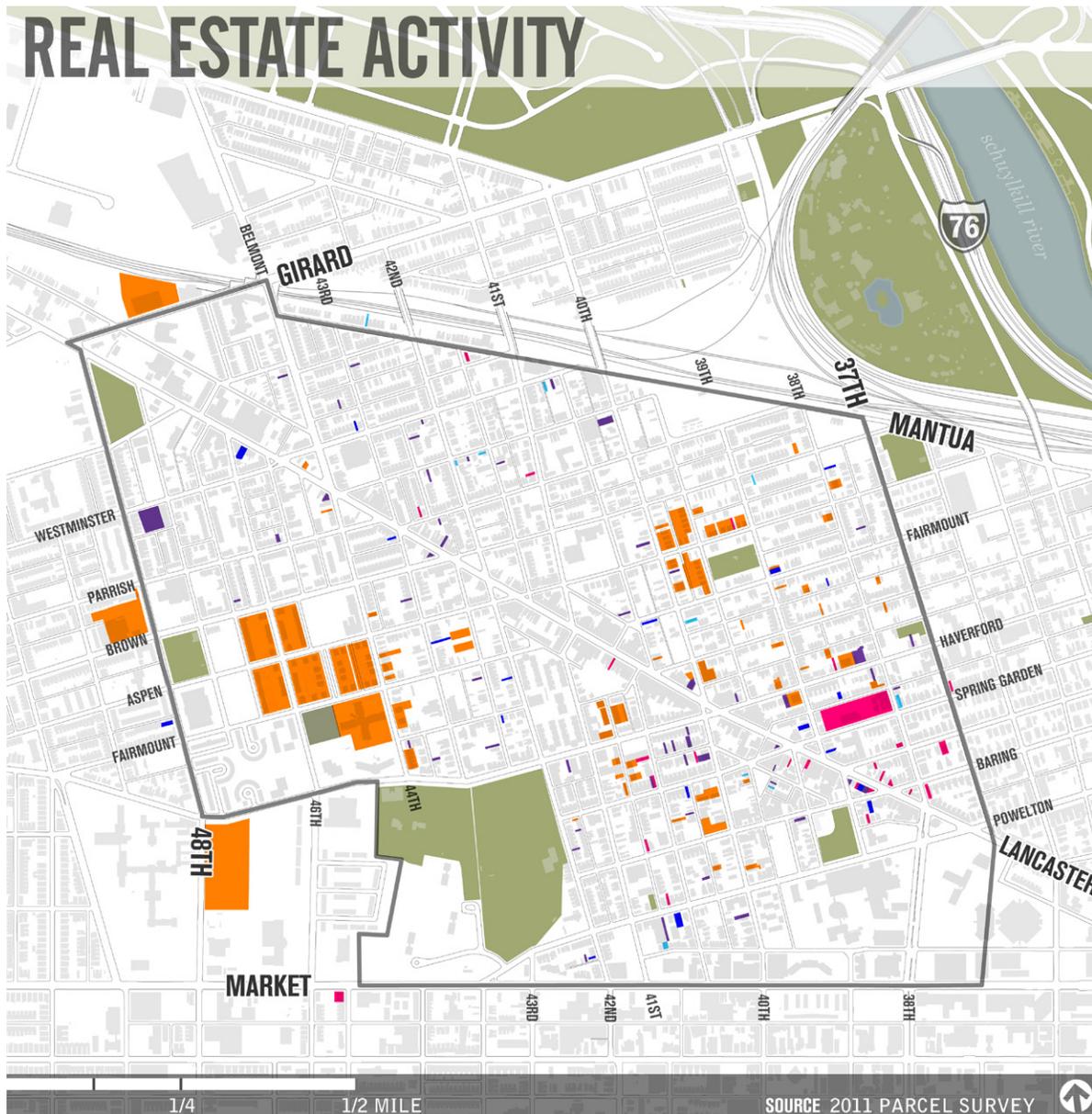


FIG 113 *real estate activity*

- RECENT CONSTRUCTION
- FOR RENT OR LEASE
- FOR SALE BY OWNER
- FOR SALE BY REALTOR
- UNDER RENOVATION AT TIME OF SURVEY

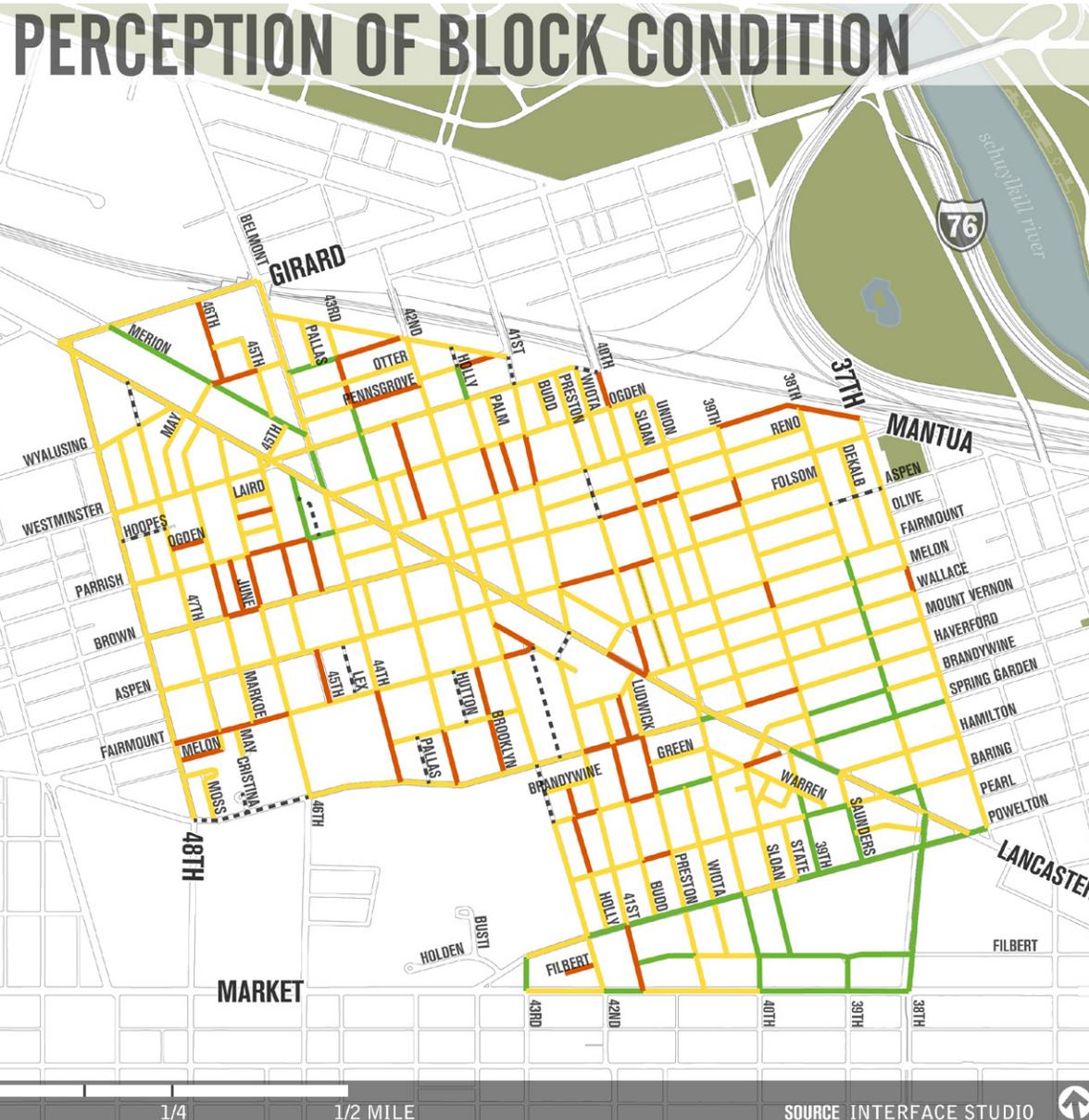


FIG 114 *perception of block condition*

**BLOCKS RATED
ACCORDING TO GENERAL
PERCEPTION OF BLOCKS,
TAKING INTO ACCOUNT:**

- > PROPERTY UPKEEP & MAINTANENCE
- > CLEANLINESS OF THE RIGHT OF WAY

- POOR
- FAIR
- GOOD
- - - NO DATA

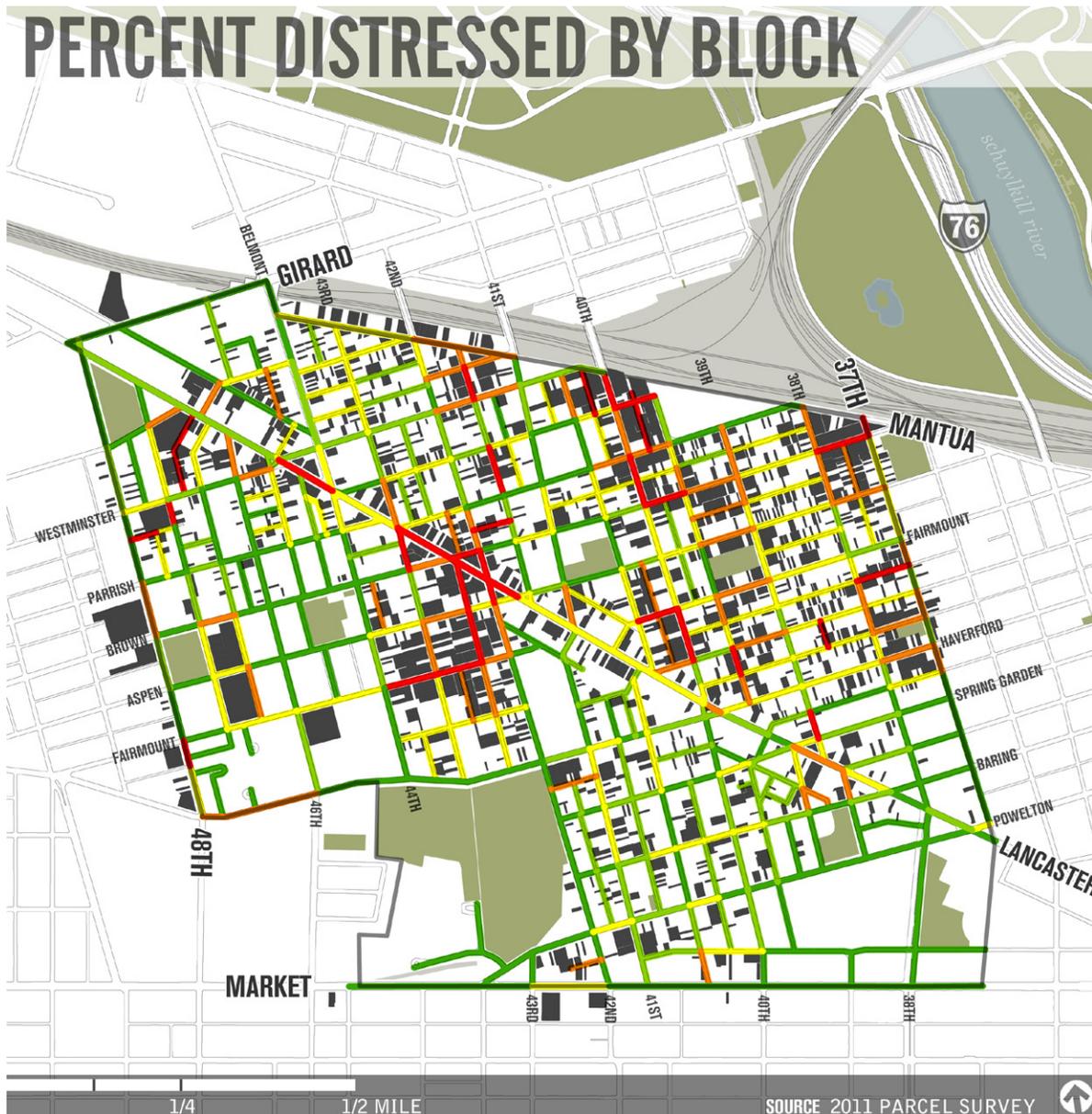


FIG 115 *percent distressed by block*

DISTRESSED PROPERTIES ARE PROPERTIES THAT ARE EITHER:

- > A VACANT OR OCCUPIED BUILDING IN BELOW AVERAGE CONDITION
- > A VACANT LOT

- DISTRESSED PROPERTY
- 0-10% DISTRESSED
- 11-25% DISTRESSED
- 26-50% DISTRESSED
- 51-75% DISTRESSED
- 76%-100% DISTRESSED

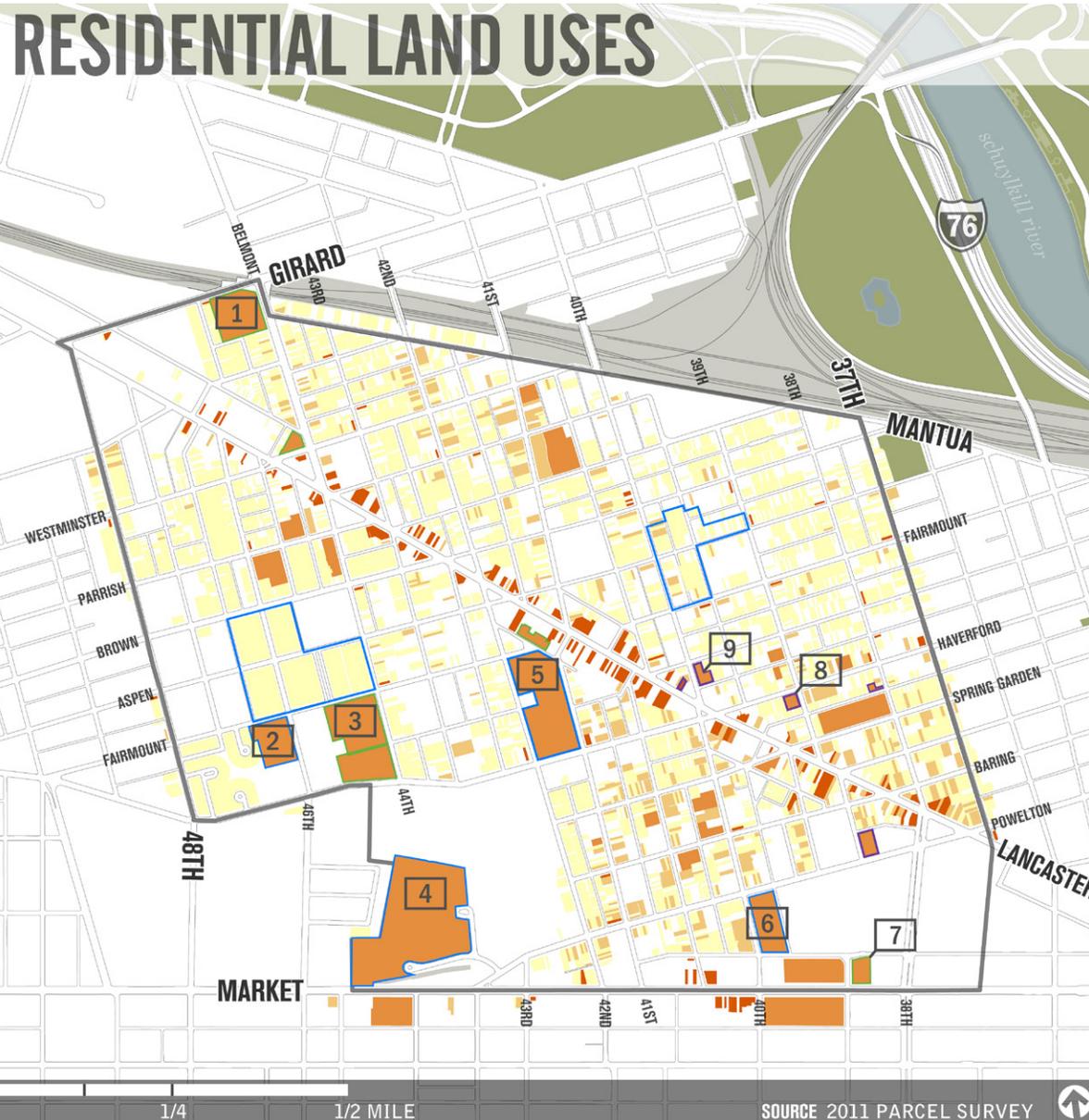


FIG 116 residential land uses

- 1 STEVEN SMITH HOME FOR THE AGED
- 2 PHA WESTPARK APARTMENTS
- 3 ANGELA COURT SENIOR HOUSING
- 4 WEST PARK TOWERS
- 5 MOUNT OLIVET SENIOR HOUSING
- 6 CENTER POST VILLAGE
- 7 RALSTON MERCY-DOUGLASS HOUSE
- 8 CLOISTERS III
- 9 JANNIE'S PLACE
- SPECIAL NEEDS HOUSING
- SENIOR HOUSING/NURSING HOME
- AFFORDABLE HOUSING
- SINGLE FAMILY HOME
- MULTIFAMILY 2 - 4 UNITS
- MULTIFAMILY 5+ UNITS
- MIXED USE

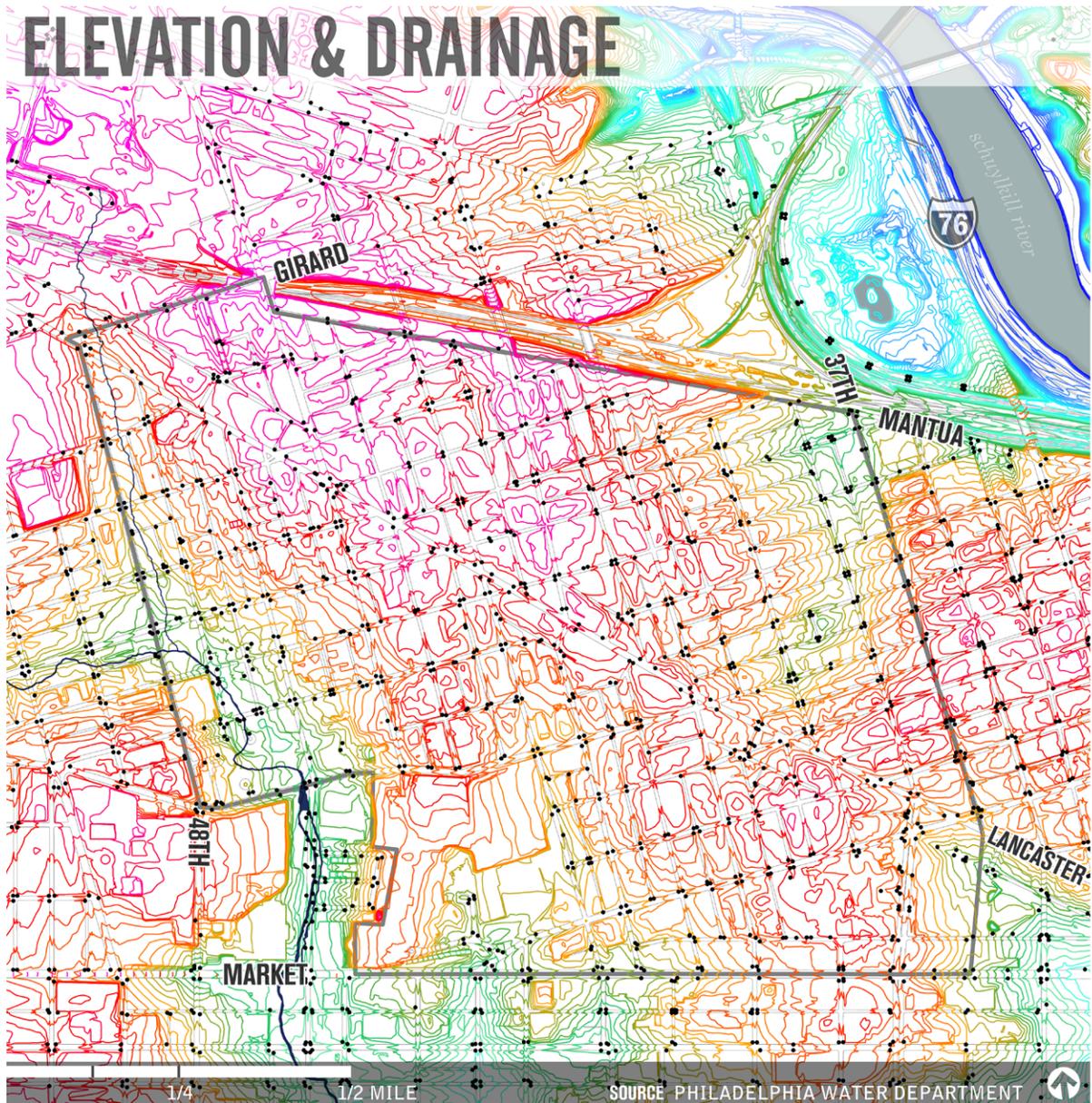


FIG 117 *elevation and drainage*

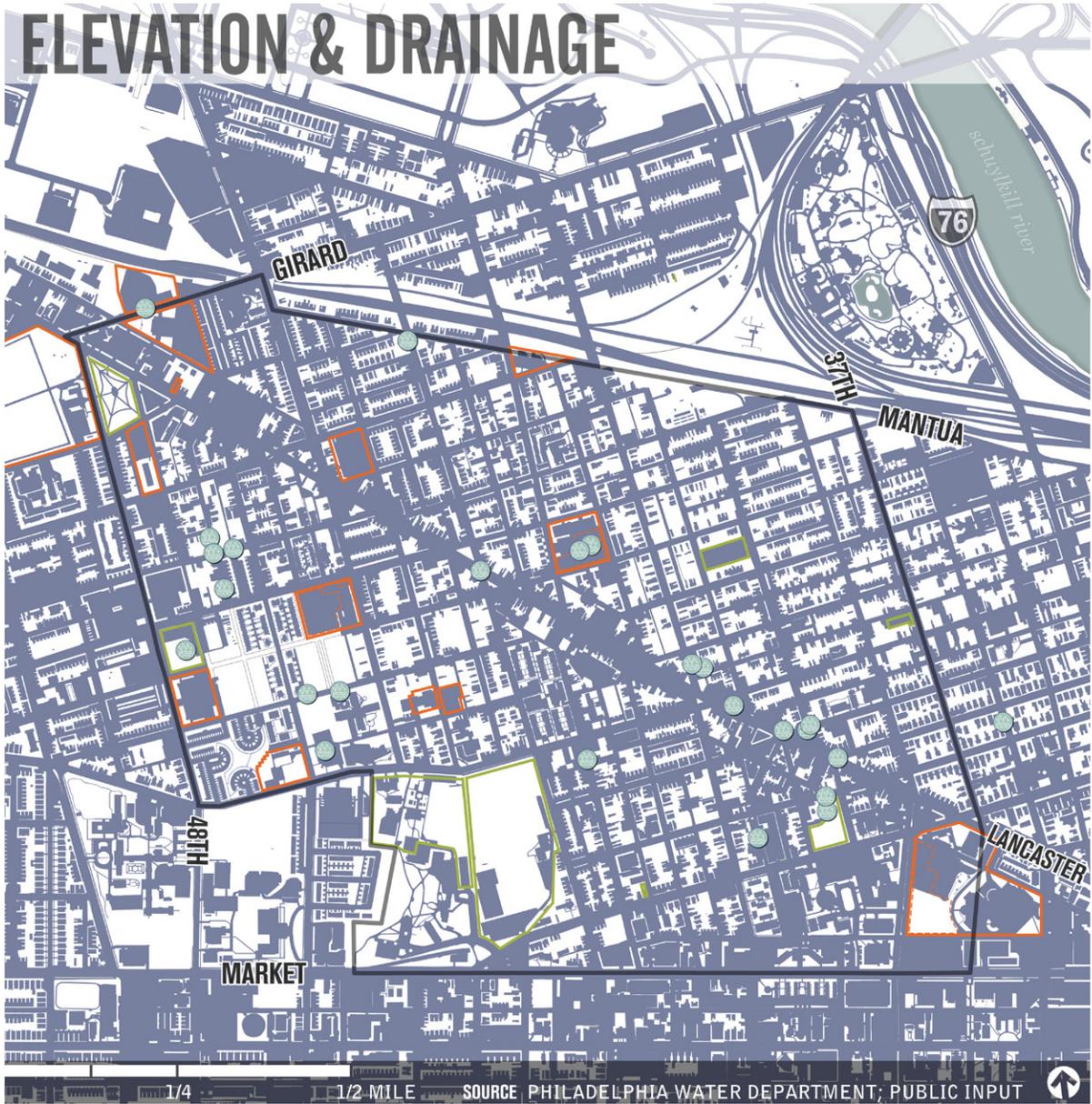
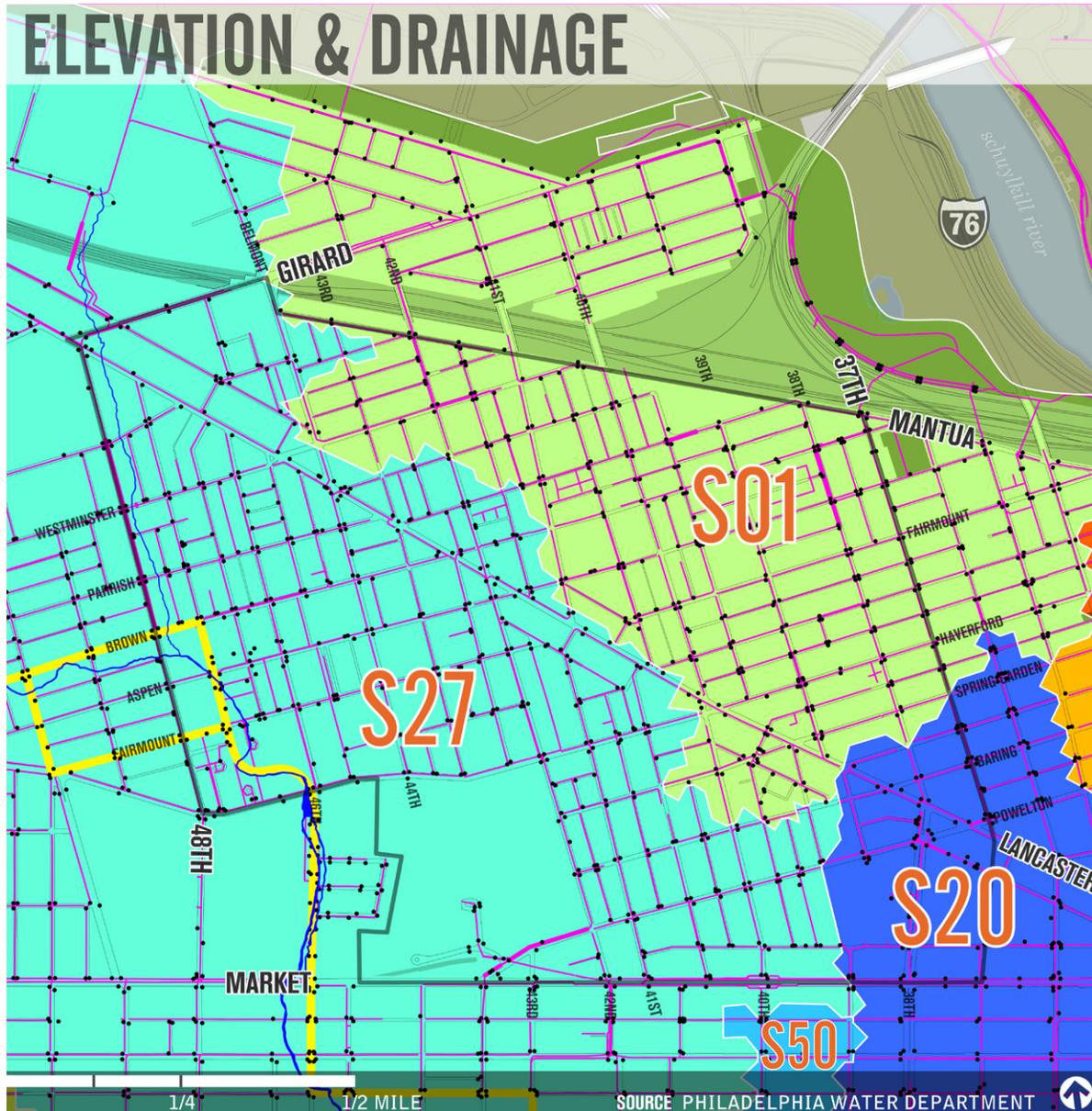


FIG 118 *impervious cover and reported flooding issues*

-  PUBLIC REALM ISSUES: FLOODING
-  IMPERVIOUS COVER
-  PARK
-  SCHOOL
-  SCHOOL PLAYGROUND



APPENDIX: PUBLIC INPUT

HOW LONG HAVE YOU LIVED IN THE COMMUNITY?

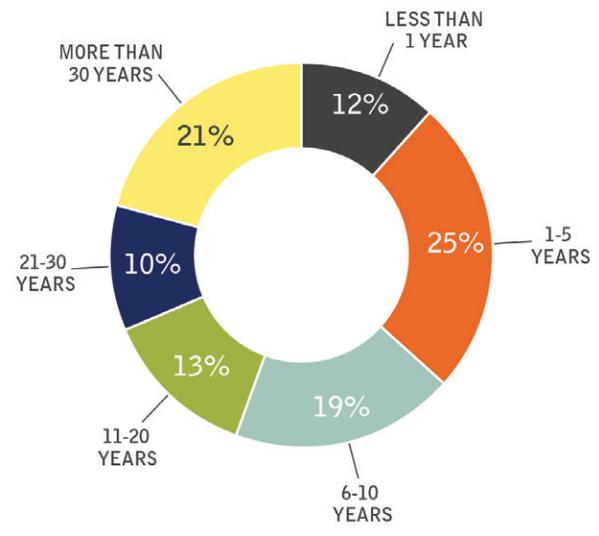


FIG 120 residence length

WHICH OF THESE WAS THE MAJOR REASON YOU DECIDED TO LIVE IN THE COMMUNITY?

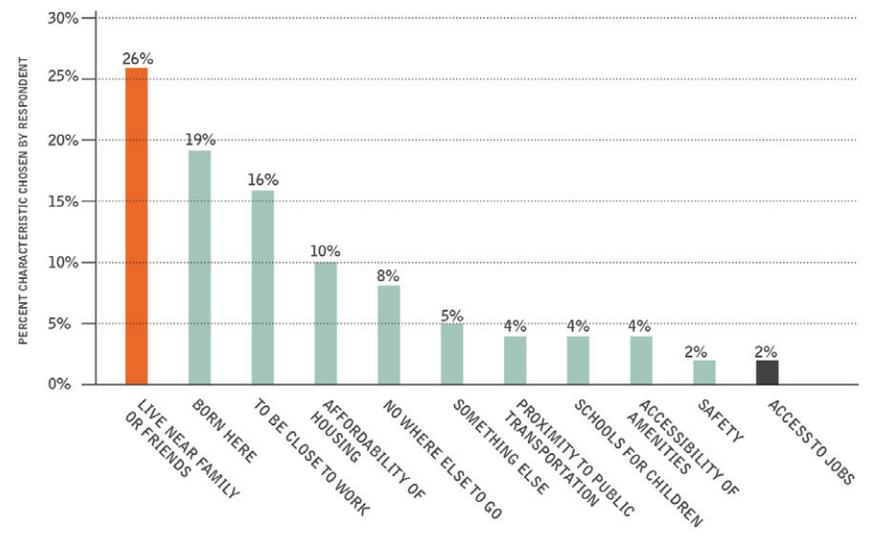


FIG 121 reason for moving to lower lancaster

WHY WOULD YOU STAY OR LEAVE IN THIS COMMUNITY?

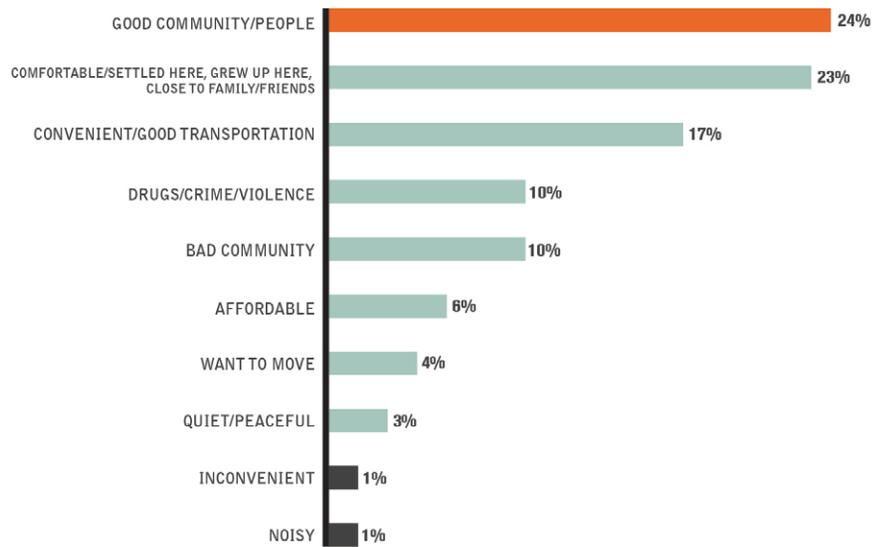


FIG 122 reasons why residents would stay or leave

WHICH FACTORS ARE REASONS YOU HAVE NOT YET BOUGHT A HOME IN THE COMMUNITY?

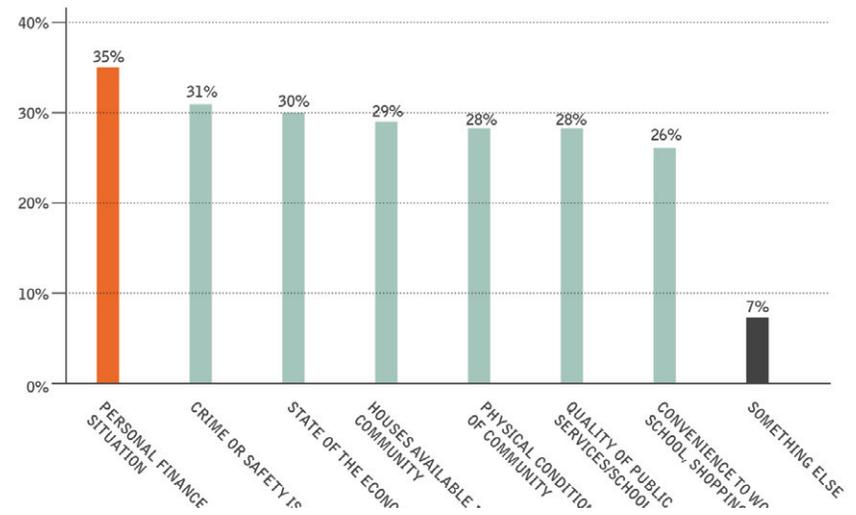
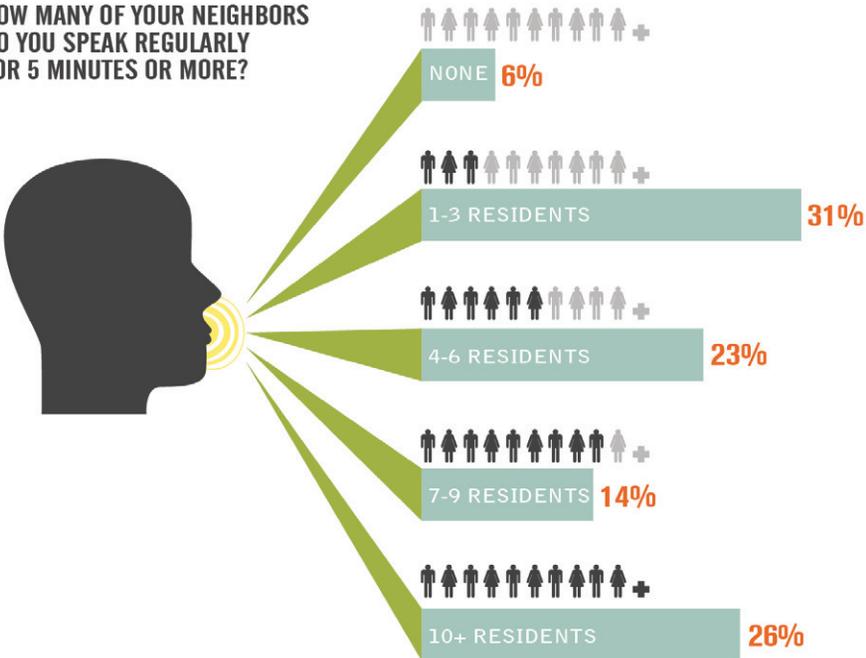


FIG 123 reasons why renters have not yet bought a home

APPENDIX: PUBLIC INPUT

HOW MANY OF YOUR NEIGHBORS DO YOU SPEAK REGULARLY FOR 5 MINUTES OR MORE?



HOW LIKELY WOULD PEOPLE HELP IN THE FOLLOWING SITUATIONS?

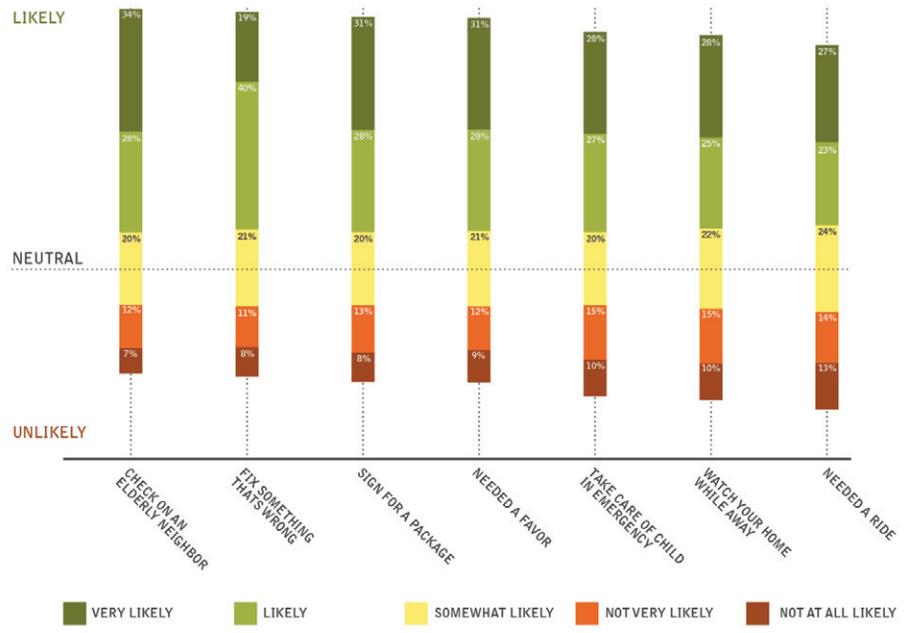


FIG 124 relationships among neighbors

HOW SATISFIED ARE YOU LIVING IN THIS COMMUNITY?

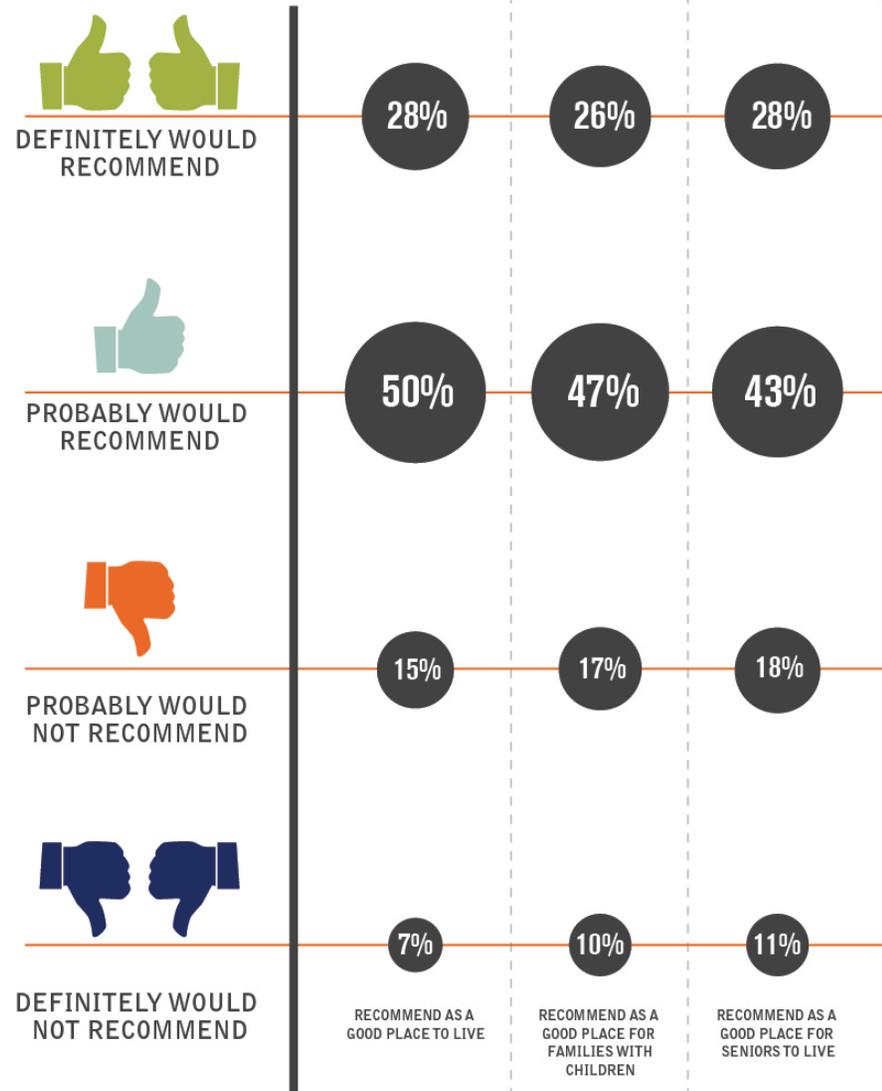
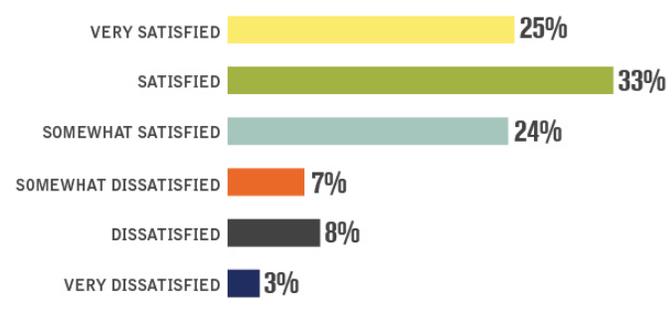


FIG 125 *satisfaction with community and willingness to recommend*



HOW SATISFIED ARE YOU LIVING IN THIS COMMUNITY?



APPENDIX: PUBLIC INPUT

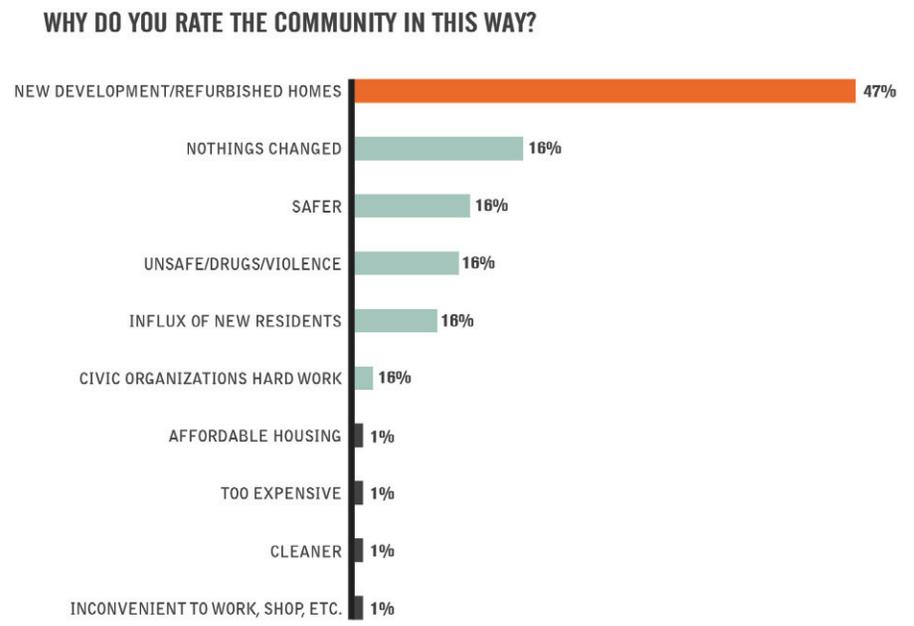
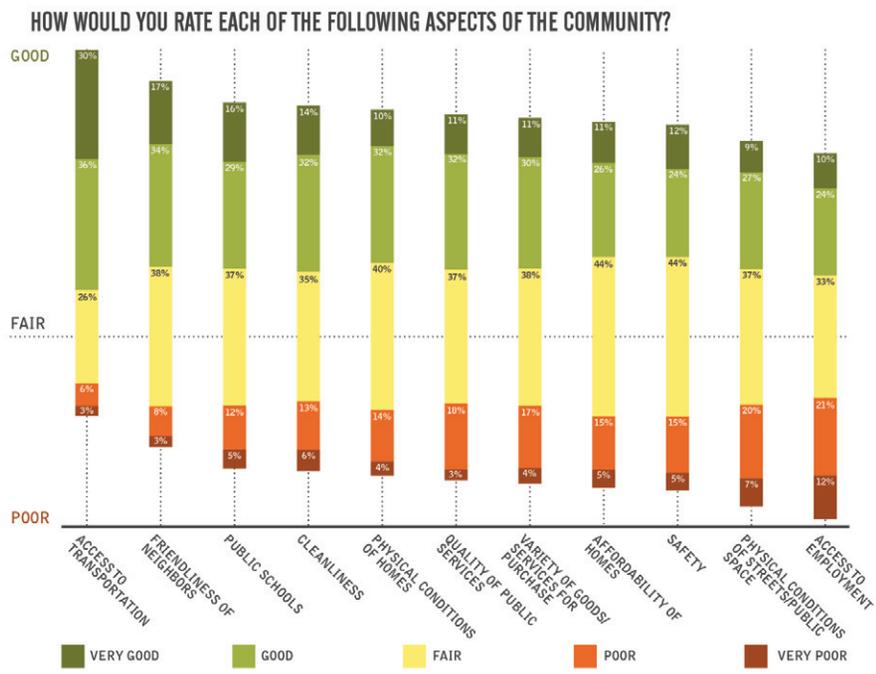


FIG 126 *community ratings*

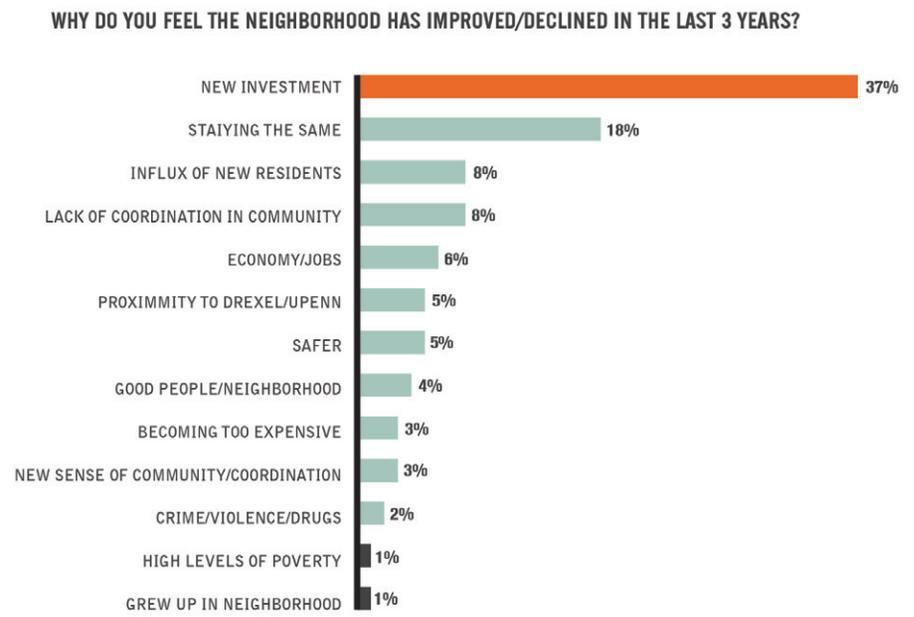
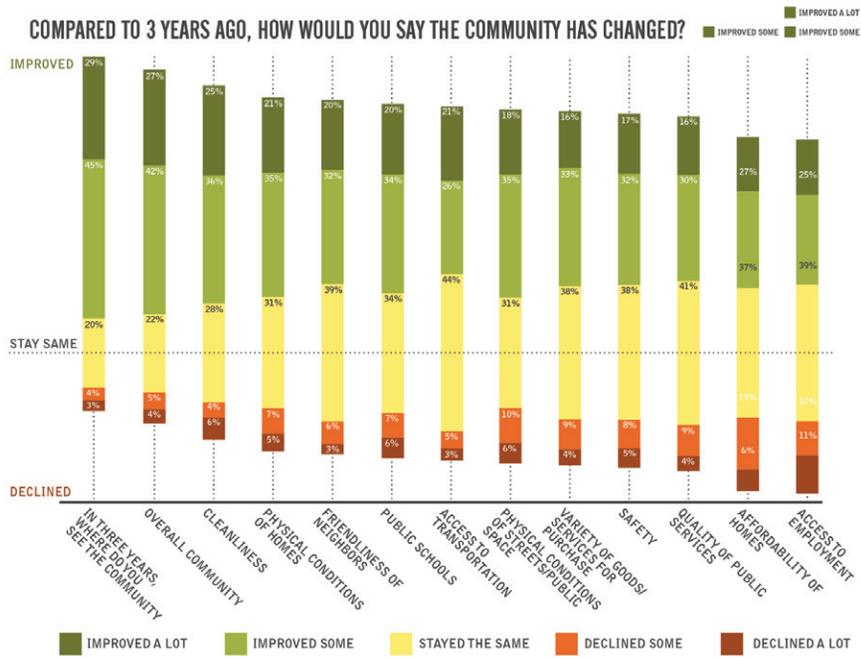


FIG 127 perception of neighborhood change

APPENDIX: PUBLIC INPUT

WHAT PHYSICAL ACTIVITIES DO YOU PARTICIPATE IN?

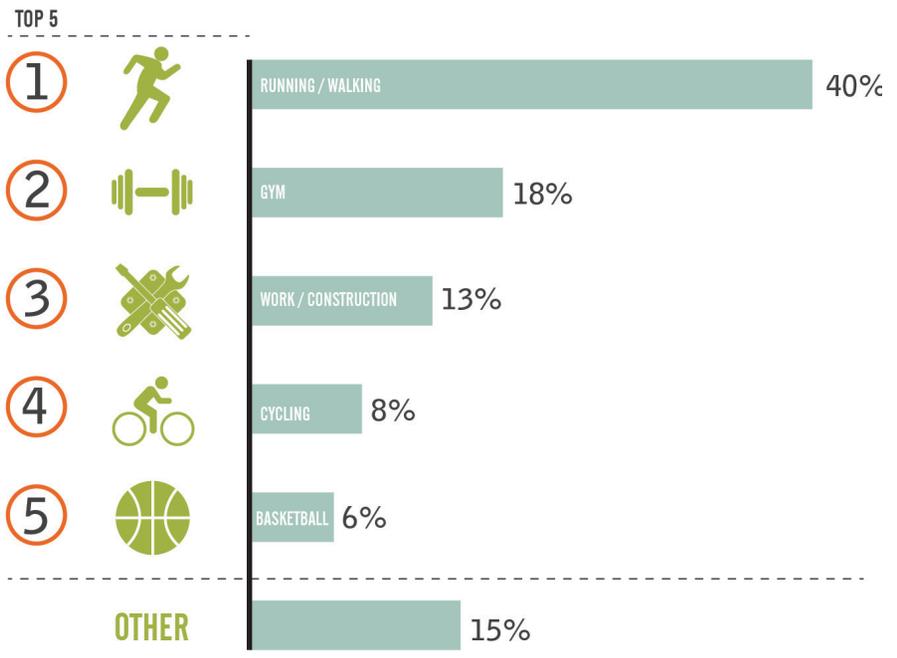


FIG 128 *physical activities*

WHERE DO YOU SHOP FOR GROCERIES MOST OFTEN?

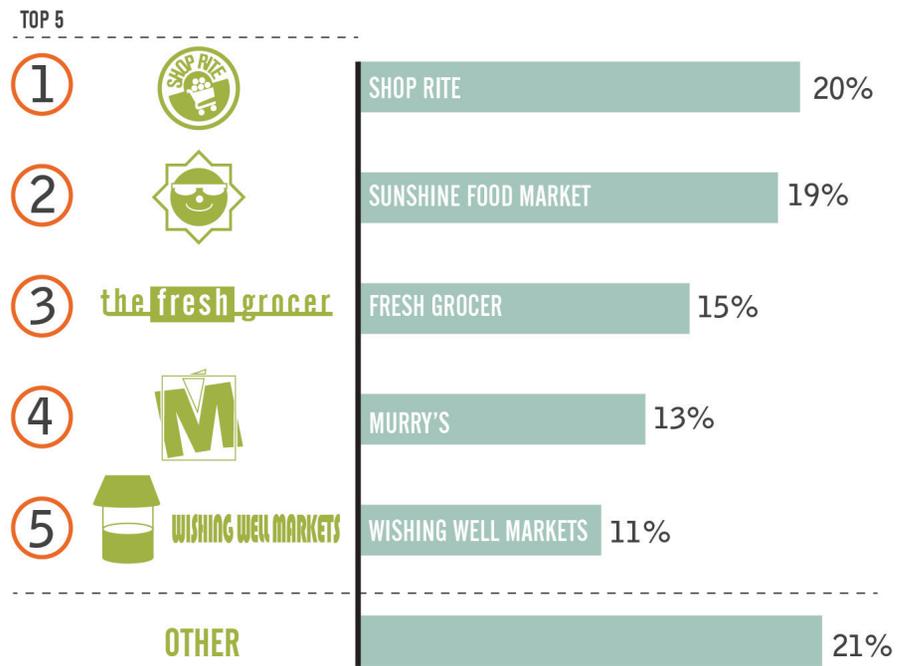


FIG 129 *grocery shopping destinations*

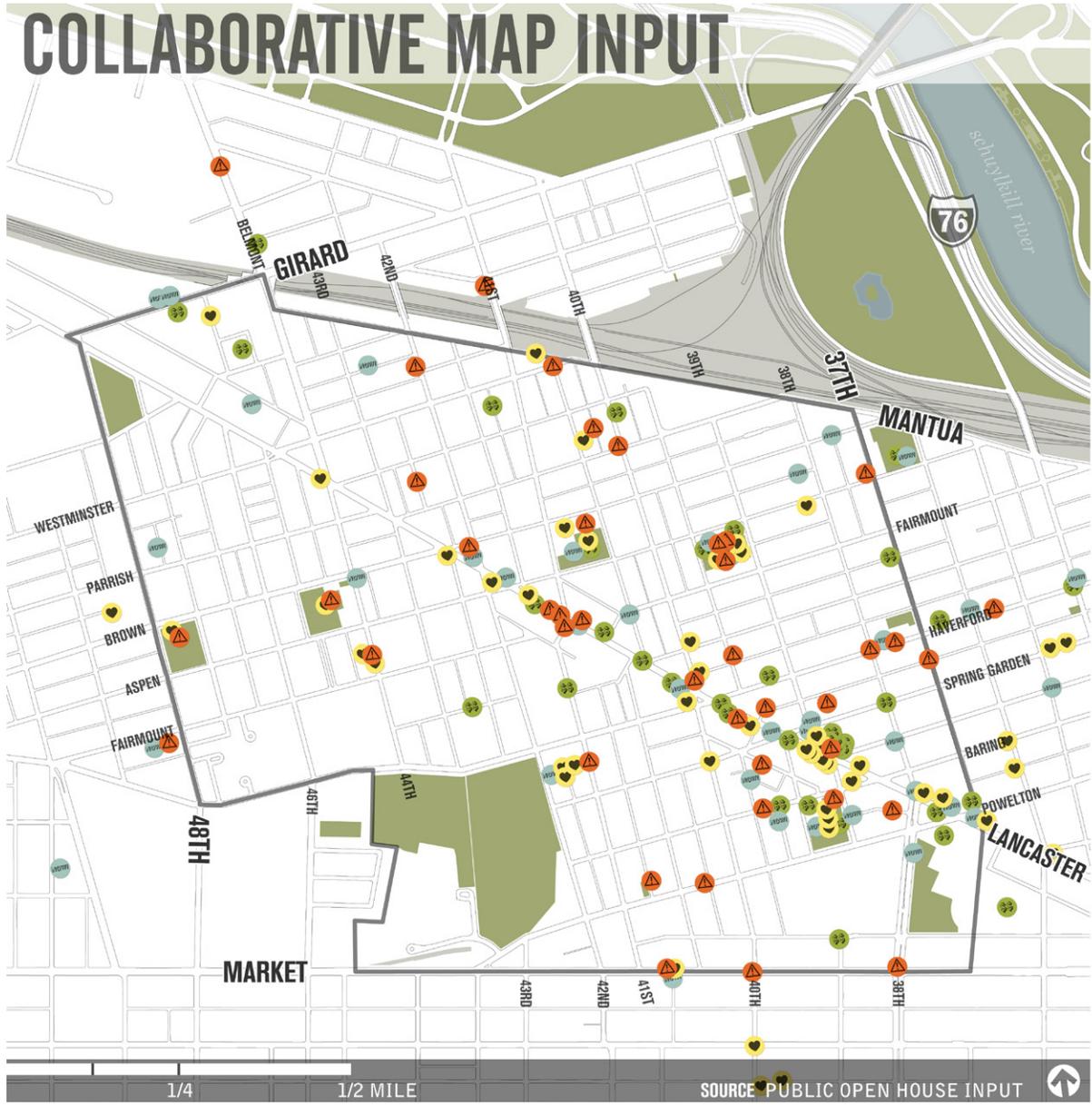


FIG 130 collaborative map input

- FAVORITE PLACE
- SHORT-TERM IMPROVEMENTS
- COMMUNITY REINVESTMENT
- DANGEROUS/ PROBLEMATIC ISSUE

IMPLEMENTATION APPROACH APPENDIX

The Lower Lancaster Revitalization Plan outlines paths for the community to continue to “Make its Mark” in guiding change over the next two decades. The preceding narrative described multiple strategies for community partners to pursue, with each recommendation requiring a different set of partners, which enables many proposals to be addressed concurrently. In addition, many of the recommendations are tailored to low-cost solutions that can be implemented by volunteer efforts and through the existing capacity of local organizations. Looking at the range of recommendations through the lens of phasing, responsibilities, costs, and funding organizes the plan into actionable steps, giving guidance on how and when each initiative should be taken on.

The following implementation matrix tables should be actively used, updated, and changed to track the implementation progress. It should be noted that the costs are preliminary and will need to be refined as efforts move forward with each recommendation. Similarly, although a number of potential funding sources are identified for some items, it is the responsibility of the plan’s leadership to determine the most attainable source of funds when fundraising efforts are underway.

> CAPACITY TO IMPLEMENT: CHALLENGES AND OPPORTUNITIES

The implementation of many of these recommendations will require strong local capacity to guide actions, raise funds, organize community members and groups, and coordinate activities. People's Emergency Center has demonstrated its capacity to implement a range of programs, develop and manage housing and community facilities, bring resources, and provide community leadership in Lower Lancaster. In taking steps toward implementation, this leadership role must be shared with the many neighborhood groups, community nonprofits, and local institutions with which PEC has fostered strategic partnerships. While the recommendations that evolved through the planning process will set a new course for PEC over the next several years, this plan also brings a new set of possibilities and expectations, as well as a much wider range of initiatives, to the agendas of smaller and less established neighborhood groups. That said, PEC and its partner organizations will be looked to in guiding emerging neighborhood groups to build their own capacity and contribute in a meaningful and productive way to the continued revitalization of their neighborhoods and the Lower Lancaster area. Ideally, in developing roles and structure among the neighborhood groups and community based nonprofits of Lower Lancaster, these groups will recognize that this plan is just as much theirs to implement as PEC's.

Taking a first step towards that end, as a more formal structure to guide the plan's implementation, PEC should create an Implementation Committee that is accountable for tracking the status of initiatives set forth in the plan and the progress of the different individuals / committees that are overseeing each component. The Implementation Committee should meet monthly to coordinate and report on implementation achievements. Each sub-committee / individual must take responsibility for their part of implementation, set aggressive schedules and monitor progress.

> PRIORITY ACTION ITEMS

The first action item for PEC is to present this plan to the Office of 3rd District Council Representative Jannie Blackwell and the Planning Commission for review. The intent is to get the plan recognized by these representatives as the designated plan for the Lower Lancaster area and to raise awareness that significant strides have been made to improve the community. This should occur immediately following the plan's completion in June 2012. Further priority actions related to transitioning the plan into the implementation phase are outlined in the first implementation table, "Leveraging Momentum: First Steps Toward Implementation".

Following this table are implementation matrix tables sequenced according to the same chapter / recommendation areas that organized the plan itself. These tables identify two levels of prioritization that were developed as the recommendations were being finalized:

- ▶ The white triangles next to the numbered recommendation areas indicate recommendation areas that were identified by the community as one of the top ten highest priorities to address in the plan overall.
- ▶ The blue arrows next to the individual recommendations identify the specific action items that the plan's consultant team and Steering Committee set forth as a priority recommendation to acted upon in the first five years.

It is critical to anticipate that this plan can—and should—be updated in five to ten years. Funding sources, political representatives, community leaders, and even some local priorities will change in ways that are impossible to predict. This plan serves as a beginning. As different recommendations move forward, priorities should be re-evaluated, and, if necessary, new recommendations should be considered that reinforce the principles set forth during this process.

> FIVE-YEAR PLAN

As the recommendations were being finalized, the Steering Committee and planning team identified those that they felt should constitute a framework to guide the actions of PEC and its implementation partners for the next five years. The five-year plan priorities are:

1 A BETTER QUALITY OF LIFE

1.1 CULTIVATE CIVIC LEADERSHIP AND COMMUNITY STEWARDSHIP

- > Expand capacity of neighborhood groups and encourage them to have a louder voice in community change
- > Improve neighborhood outreach and communication
- > Improve communication among neighborhood groups, community based nonprofits, and institutions

1.2 ENGAGE YOUTH AS CONTRIBUTING MEMBERS OF SOCIETY

- > Create opportunities for multi-generational learning
- > Create ways for youth to become more active members of the community
- > Find avenues for youth to express themselves creatively through neighborhood improvement projects

1.3 STRENGTHEN LOCAL SCHOOLS

- > Encourage greater parent involvement in parent-teacher groups and schools

1.4 ENCOURAGE IMPROVED COMMUNITY WELLNESS

- > Incentivize provision of affordable produce at local corner stores
- > Promote local farm-to-schools programs

1.5 SUPPORT JOB READINESS AND INCREASE EMPLOYMENT OPPORTUNITIES

- > Expand and promote workforce development training services



1.6 BRIDGE THE DIGITAL DIVIDE

- > Improve public access to computer technology and expand computer literacy program

1.7 ESTABLISH SAFER STREETS AND NEIGHBORHOODS

- > Improve lighting on streets and in public spaces
- > Promote crime reporting
- > Mobilize more town watch groups and expand eyes and ears networks

1.8 MOBILIZE EFFORTS TO CLEAN UP NEIGHBORHOODS AND REDUCE BLIGHT

- > Advocate for the proper sealing of vacant/abandoned buildings
- > Organize community clean-ups targeting trouble spots

APPENDIX: IMPLEMENTATION APPROACH

2 HEALTHIER ENVIRONMENTS

2.1 CULTIVATE A GREENER LOWER LANCASTER

- > Create green gateways along major neighborhood entry corridors and open space connections
- > Improve stormwater management through targeted greening
- > Work with the community to expand neighborhood tree canopy coverage and greening

2.2 IMPROVE EXISTING PARKS AND PLAY SPACES

- > Provide better lighting within and connecting to parks and playgrounds
- > Continue 39th and Olive playground improvements
- > Reveal undercover parks

2.3 EXPLORE OPPORTUNITIES FOR NEW RECREATIONAL AMENITIES

- > Create a pocket park at 42nd and Lancaster

2.4 CREATE, PRESERVE, AND ENHANCE OPEN SPACE ASSETS ON VACANT LAND

- > Expand vacant land management efforts

3 HOUSING OPTIONS FOR EVERYONE

3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK

- > Centralize and promote educational and financial resources for homeowners to improve and maintain their properties

3.3 PROMOTE INFILL DEVELOPMENT

- > Focus investment strategically

4 BALANCED STREETS

4.1 REPAIR BROKEN STREETS AND SIDEWALKS

- > Assist residents in sidewalk repaving projects

4.2 RETHINK DANGEROUS INTERSECTIONS

- > Improve 40th & Lancaster intersection design
- > Improve intersection sight distance on Lancaster Avenue

4.3 ADDRESS PARKING TROUBLE SPOTS

- > Overhaul the public parking lot serving Lancaster Avenue

4.4 ENHANCE PUBLIC TRANSIT

- > Evaluate 10 trolley level of service
- > Provide service alerts with trolley status updates
- > Make 40th Street Station accessible
- > Install transit shelters designed by local artists at 38th & 40th Sts & Lancaster Ave
- > Improve neighborhood access routes to Market Frankford Line stations

5 REVITALIZED LANCASTER AVENUE

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

- > Strive for coordination and collaboration between corridor groups
- > Invite business owners to get involved
- > Expand corridor maintenance efforts

5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES

- > Promote use of the facade grant program

5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES

- > Improve curb appeal of vacant storefronts to attract commercial tenants
- > Recruit local institutions to establish a presence on the Ave

5.4 ENHANCE THE EXPERIENCE OF LANCASTER AVENUE

- > Focus on public realm improvements in Lancaster's commercial core
- > Creatively transform vacant upper floor windows and security grates
- > Create a string of pocket parks to form "Lancaster Walk"

5.5 ENHANCE SAFETY AND SECURITY

- > Creatively pursue strategy for pedestrian-scale lighting along the Ave
- > Advocate for a stronger relationship between business owners and police

6 A UNIQUE IDENTITY

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

- > Engage the arts community in forming a Greater Lancaster Avenue arts coalition

6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

- > Encourage existing businesses on the Ave to feature the work of local artists

6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY

- > Showcase historic assets and tell the story of Lower Lancaster using both digital and analog methods

APPENDIX: IMPLEMENTATION APPROACH

LEVERAGING MOMENTUM: FIRST STEPS TOWARD IMPLEMENTATION					
	Recommendation	Timeframe	Organizational Responsibility / Partners	Estimated Cost	Source of Funds
▶	Present the Plan to the Philadelphia City Planning Commission for Approval	NOW	PECCDC	--	--
▶	Present the Plan to the Wells Fargo Regional Foundation and Submit for a Neighborhood Implementation Grant	NOW	PECCDC	--	--
▶	Organize a Committee Structure for Implementation	NOW	PECCDC	--	--
<i>Initial Action Steps</i>					
Committees should be organized at two levels. An IMPLEMENTATION COMMITTEE should be set up to provide oversight to a series of sub-committees tasked with implementing recommendations that fall within the five recommendations areas. The Implementation Committee should pull from the staff and Board of PECCDC, the Steering Committee that oversaw the Plan's development, and Board members from other local partners and institutions.					
The SUB-COMMITTEES should welcome broader participation from residents and stakeholders regardless of their affiliations with any one organization. There should be one sub-committee that corresponds with the following recommendation areas: A Better Quality of Life, Healthier Environments, A Revitalized Lancaster Avenue, and A Unique Identity, plus additional sub-committees as needed. Each sub-committee should be chaired by a member of the Implementation Committee.					
▶	Market the Plan & Expand the Local Base of Volunteers; Share the Plan with Local Partner Organizations and Foundations	NOW	PECCDC	\$2,500 for large quantity printing and CD creation/distribution	PECCDC / private contributions
<i>Initial Action Steps</i>					
Hand-deliver notice of the Plan's completion along with printed copies of the Executive Summary and a digital copy of the full plan to adjacent neighborhood organizations, local partners, city agencies, and foundations. Leave miniature versions of the Executive Summary in local stores, churches, etc. to raise awareness among residents.					
Post a digital copy of the plan and executive summary on PECCDC's website and encourage partner organizations to do the same. Ideally, the web page should enable individuals to be able to get in touch with the plan's leadership if they are interested in learning more or getting involved in implementation initiatives.					
Write an op-ed column for the local newspaper and blogs dedicated solely to the need for volunteer assistance with the Plan's implementation.					

1 A BETTER QUALITY OF LIFE

▶ 1.1 CULTIVATE CIVIC LEADERSHIP AND COMMUNITY STEWARDSHIP

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Expand capacity of neighborhood groups and encourage them to have a louder voice in community change	Y1 - 5	PECCDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LISC	\$125,000	TD Bank Non-Profit Training Resource Fund Grant / WFRF Implementation Grant
	<i>Initial Action Steps</i>				
	> Establish neighborhood group in Belmont and support existing groups in Mantua, Mill Creek, Saunders Park, and West Powelton				
	> Neighborhood groups to hold regular community meetings open to the public				
	> Assist neighborhood groups to establish organizational structure and/or draft strategic organization plans for each neighborhood group				
	> Enroll at least 5 group representatives in the Citizens Planning Institute				
▶	Improve neighborhood outreach and communication	Y1 - 5	PECCDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LISC / United Block Captains / Philadelphia More Beautiful	\$385,000	WFRF Implementation Grant, City of Philadelphia BPT/Duane Morris
	<i>Initial Action Steps</i>				
	> Hire Marketing and Outreach Coordinator				
	> Facilitate information sharing through an expanded central PECCDC community newsletter in print and online formats				
	> Expand and enhance Lancaster Avenue website				
	> Work with each neighborhood group to establish an online presence (i.e. Facebook, Lancaster Avenue website, etc.)				
	> Develop “welcome to your community” brochures for new residents to increase awareness of local neighborhood groups and community organizations				
	> Maintain and expand “community connector” teams to do door-to-door outreach to neighbors				
	> Reach out to block captain organizations, tenant councils, and communities of faith to build relationships with existing networks				
	> Hold regular cross-community meetings similar to public meetings held for the Make Your Mark! Planning Process				

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▶	Improve communication among neighborhood groups, community based nonprofits, and institutions	Y1 - 5	PECCDC / TEC-CDC / Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LABA / LA21 / DU / PENN / UCD / LISC	\$4,000	WFRF Implementation Grant
<i>Initial Action Steps</i>					
> Organize bi-annual coordination meetings with representatives of all neighborhood groups, community based nonprofits, schools, and institutions in Lower Lancaster					
> Create and maintain an online directory of all neighborhood groups, community based nonprofits, schools, and institutions in Lower Lancaster					
	Find solutions for the facility needs of community groups	Y1-5	PECCDC / PPR / SDP	\$1,400,000	--
<i>Initial Action Steps</i>					
> Organize a meeting between local institutional stakeholders/facility owners and representatives of neighborhood groups to explore options available in existing facilities					
> Establish a community space on Lancaster Avenue that can be used for meetings and events					
	Establish guidelines for a harmonious rental/home ownership relationship	Y1	PECCDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / DU / PENN	--	--
<i>Initial Action Steps</i>					
> Reach out to administrators of off-campus living offices of local educational institutions and owners of multi-family housing to facilitate discussions with local residents about establishing enforceable guidelines for behavior and maintenance by tenants.					
▶ 1.2 ENGAGE YOUTH AS CONTRIBUTING MEMBERS OF COMMUNITY					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Create opportunities for multi-generational learning	Y1 - 5	PECCDC / TEC-CDC / LABA / LA21	\$10,000	WFRF Implementation Grant / William Penn Foundation / The Philadelphia Foundation Fund for Children
<i>Initial Action Steps</i>					
> Conduct focus group with local youth to ascertain areas of interest					
> Implement small scale projects					
> Work to include engagement with special needs populations into projects					
	Provide supplemental out-of-school-time programs	Y1 - 10	PEC Digital Inclusion / DU / local schools / Miles Mack Recreation Center	\$15,000	

▶	Create ways for youth to become more active members of the community	Y1 - 5	PECCDC / Partnership CDC / UNI / Preston's Paradise / uGo / YUMM / PUFFA / Mill Creek Farm	\$20,000	WFRF Implementation Grant / The Philadelphia Foundation Fund for Children
	<i>Initial Action Steps</i>				
	> Expand partnerships with the Urban Nutrition Initiative (UNI), Preston's Paradise, uGo, Youth Urban Mobile Market (YUMM), and the Philadelphia Urban Food and Fitness Alliance (PUFFA) to offer youth programming				
	> Engage youth in growing fresh fruits and vegetables				
▶	Find avenues for youth to express themselves creatively through neighborhood improvement projects	Y1 - 5	MAP / CEC / PHS / YUMM / local schools and communities of faith / local artists / City Year / VISTA	\$15,000	WFRF Implementation Grant / MAP / William Penn Foundation / Philadelphia Cultural Fund / Philadelphia Foundation Fund for Children
	<i>Initial Action Steps</i>				
	> Meet with community partners to brainstorm and organize projects				
	> Implement small scale projects from meeting				
▶ 1.3 STRENGTHEN LOCAL SCHOOLS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Encourage greater parent involvement in parent-teacher groups and schools	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / SDP / local schools and churches / Community Education Alliance of West Philadelphia	\$10,000	Drexel/SCI West
	<i>Initial Action Steps</i>				
	> Perform outreach to existing groups and include information in communications materials (i.e. newsletter, e-newsletter, "welcome to the neighborhood brochure, etc.)				
	> Gather information about why parents don't engage with groups				
	> Implement creative strategies to lessen barriers to group participation				
	Encourage at-risk students to stay on track to post-secondary education	Y1 - 5	Local PTAs / SDP / local schools / E3 West / PEC JOBS Program	\$50,000	Philadelphia Education Fund
	Leverage local institutional resources to strengthen educational programming	Y1 - 10	DU / PENN / PEC Digital Inclusion / University of Sciences	\$575,000	DU/PENN/PEC
	<i>Initial Action Steps</i>				
	> Work with Drexel to bring more work-study students to the PEC DI Program				

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▶ 1.4 ENCOURAGE IMPROVED COMMUNITY WELLNESS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Incentivize provision of affordable produce at local corner stores	Y1 - 5	PECDC / LABA / LA21 / The Food Trust	\$10,000,000	The Food Trust's Healthy Corner Stores Initiative
	<i>Initial Action Steps</i>				
	> Reach out to The Food Trust to determine their timeline for scaling up and gauge their interest in establishing Healthy Corner Store locations in Lower Lancaster				
	> Recruit corner store owners to attend an informational meeting with the Food Trust about participating in their Healthy Corner Store program				
▶	Promote local farm-to-schools programs	Y1 - 5	SDP / local schools / The Food Trust / Fair Food / Philadelphia Urban Food & Fitness Alliance / Common Market	\$5,000,000	Eat Fresh Here Program
	<i>Initial Action Steps</i>				
	> Work with local schools to implement farm-to-school program in partnership with local urban farms				
	Improve awareness and access to neighborhood-serving grocery and produce options	Y5 - 10	PECCDC / Private Grocery Developer / Wishing Well Market / Greens Grow / Prestons Paradise	\$1,300,000	Pennsylvania Fresh Food Financing Initiative
	<i>Initial Action Steps</i>				
	> Work with the owners of existing markets to improve their fresh food offerings				
	> Explore the opportunity to establish new grocery and produce options along Lancaster Avenue				
	> Promote farm share/CSA programs, local farmer's markets, and urban farms through online and print communication				
	> Explore possibility of linking local CSA programs, farm shares, and produce markets with the Philly Food Bucks program				
	Promote active lifestyles among residents	Y1 - 5	PECCDC / uGo / PUFFA / Penn Presbyterian Hospital / Red Cross / Body Rock Bootcamp	\$5,000	WFRF Implementation
	<i>Initial Action Steps</i>				
	> Implement neighborhood-based exercise program				
	> Host fitness event such as a Health Fair and 5K run on an annual basis and incorporate information about healthy lifestyles				
▶ 1.5 SUPPORT JOB READINESS AND INCREASE EMPLOYMENT OPPORTUNITIES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Expand and promote workforce development training services	Y1 - 10	PECCDC / PEC JOBS Program / TEC-CDC / The Partnership CDC / LISC / local businesses	\$2,050,000	WFRF Implementation Grant / PWDC / HUD / State PA / DPW-BETP / PEW / Oak Foundation / LISC / Local Banks

<i>Initial Action Steps</i>					
> Establish an information center for employment resources on Lancaster Avenue					
> Recruit an advisory committee comprised of representatives from local employers to guide job training-focused curricula					
> Expand job training opportunities through PEC's JOBS Program					
> Increase awareness of existing programs through print and online communications					
	Use communication networks to advertise available neighborhood jobs	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / a yet-to-be-established Belmont neighborhood group	--	--
<i>Initial Action Steps</i>					
> Identify central point of contact for businesses and institutions to send job openings to for posting					
	Encourage local hiring where possible on new development projects and through PEC owned commercial spaces	Y2 - 10	UC Science Center / DU / PennPresbyterian	Cost will depend on scale, land acquisition, and program	Private / Institutional Investment
<i>Initial Action Steps</i>					
> Create list of local contractors from Lower Lancaster					
> Build capacity of local contractors to qualify for local development projects					
> Develop program for incentivizing commercial tenants in PEC owned properties to hire local residents and graduates of employment training programs					
1.6 BRIDGE THE DIGITAL DIVIDE					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve public access to computer technology and expand computer literacy programs	Y1 - 5	PECCDC / TEC-CDC / SDP / Nonprofit Technology Resources / Teaming for Technology at United Way / Digital Impact Group / School District / PHA	\$810,000	WFRF Implementation Grant, DCED, Microsoft, Comcast, UAC, City of Philadelphia
<i>Initial Action Steps</i>					
> Maintain 20 Keyspot sites					
> Reach out to local school administrators to explore interest and need for expanded computer resources and compatability with school curricula					
> Work with local partners to develop effective and innovative curriculum.					
> Develop benchmark criteria and standards for all courses.					
> Distribute free or low-cost computers to residents who complete computer literacy training					

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▶ 1.7 ESTABLISH SAFER STREETS AND NEIGHBORHOODS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve lighting on streets and in public spaces	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / LISC / SCI-WEST / SEPTA / PPD / Streets Department / PennDOT	\$1,561,000.00	PAGP/OHCD Elm Street Program/Rebuilding Together Philadelphia/ PHDC Basic Systems Repair or Targeted Housing Preservation Program/ Drexel
	<i>Top Priority Projects</i>				
	Resident-Assisted Façade Lighting Grant Program			\$76,000.00	
	Lancaster Avenue Pedestrian Scale Street Lights from 37th to 42nd			\$1,125,000.00	
	46th Street Pedestrian Scale Street Lights from from Market to Haverford			\$360,000.00	
▶	Promote crime reporting	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / UCD / PPD / TWIS / LABA / LA21	--	--
	<i>Initial Action Steps</i>				
	> Invite representatives from the 16th District to explain the importance of reporting at local association meetings				
	> Explore alternative means of reporting to enable anonymity				
	> Encourage resident attendance at monthly Police Service Area District 1 and 2 meetings				
▶	Mobilize more town watch groups and expand eyes and ears networks	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / UCD / PPD / TWIS	\$27,500	City of Philadelphia
	<i>Initial Action Steps</i>				
	> Host a series of community meetings focused on public safety and reach out to neighbors on blocks surrounding identified crime hot spots or nuisance areas. Invite a representatives from Operation Town Watch Integrated Services and the PPD 16th District to attend to speak about organizing town watch groups.				
	> Work with Operation Town Watch representatives to develop route maps, calendar, and volunteer schedules.				
	> Raise awareness about the effort and help identify volunteers by printing t-shirts, purchasing flashlights, and distributing window signs and flyers, particularly on problem blocks.				
	Reinforce the force to coordinate with community efforts	Y5 - 20	PPD	\$90,000	City of Philadelphia / GPUAC

▶ 1.8 MOBILIZE EFFORTS TO CLEAN UP NEIGHBORHOODS AND REDUCE BLIGHT					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Advocate for the proper sealing of vacant/abandoned buildings	Y1 - 20	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / L&I	--	--
	<i>Initial Action Steps</i>				
	> Use physical survey data and input from community groups to determine priority buildings to address				
	> Present a comprehensive list of properties to L&I and follow up to inquire about actions taken to address problem properties				
▶	Organize community clean-ups targeting trouble spots	Y1 - 20	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LABA / LA21	\$2,000	City of Philadelphia/DCED
	<i>Initial Action Steps</i>				
	> Coordinate clean up events with UnLitter Us Philadelphia and Philadelphia More Beautiful.				
	> Create anti-litter campaign materials and information on trash days, special pickups, recycling, etc. Include materials in welcome package for new residents.				
	Put pressure on negligent property owners to address code violations	Y1 - 20	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LABA / LA21 / L&I	--	--
	<i>Initial Action Steps</i>				
	> Establish contact with L&I Commissioner				
	> Establish PEC as 311 super responder				

2 HEALTHIER ENVIRONMENTS

2.1 CULTIVATE A GREENER LOWER LANCASTER

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Create green gateways along major neighborhood entry corridors and open space connections	Y1 - 10	PWD / PHS / Streets Department / PennDOT	\$822,000	PWD / PHS / PPR
	Belmont median			\$380,000	
	38th Street median			\$22,000	
	Trees along greenways			\$370,000	
	40th Street Intersection			\$50,000	
▶	Improve stormwater management through targeted greening	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PWD	\$150,000	PWD
▶	Work with residents and business owners to expand neighborhood tree canopy coverage	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PPR / PHS	\$250,000	PPR / PHS
	Recruit resident green thumbs for tree stewardship	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PHS	\$1,000	TreeVitalize Grant

2.2 IMPROVE EXISTING PARKS AND PLAY SPACES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Provide better lighting within and connecting to parks and playgrounds	Y1 - 10	PPR / SDP	\$1,830,000	PAGP /OHCD Elm Street Program/Rebuilding Together Philadelphia/ PHDC Basic Systems Repair or Targeted Housing Preservation Program/ PPR/SDP/DU

▶	Continue 39th and Olive playground improvements	Y5 - 10	PCPC / PPR	\$175,000.00	PWD / PPR / City of Philadelphia
	<i>Initial Action Steps</i>				
	> Form a Friends of 39th and Olive Playground group				
	> Compile a list of properties targeted for acquisition at each site.				
	> Secure permissions for landscape improvements on land to be preserved				
	> Meet with the City to identify plan to acquire parcels to be preserved as open space.				
▶	Reveal undercover parks	Y1	PPR / PEC	--	--
	<i>Initial Action Steps</i>				
	> Affirm ownership with PPR and discuss potential uses				
	Green hardscaped recreation surfaces where possible	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PWD / PHS / PPR / SDP	Costs will vary according to scope and scale	PWD / PHS
	Match park amenities with the needs of neighbors	Y1 - 10	PECCDC / Mantua groups / PWD / PHS / PPR / SDP/City of Phila/Tony Hawk Foundation	\$30,000	PPR
	<i>Initial Action Steps</i>				
	>Move forward with support to find a place for local skaters to skate; build skate park at Miles Mack recreation center				
2.3 EXPLORE OPPORTUNITIES FOR NEW RECREATIONAL AMENITIES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Create a pocket park at 42nd and Lancaster	Y1 - 5	PECCDC / PWD / POP / PHS	\$58,000	PWD / PHS / POP
	<i>Initial Action Steps</i>				
	> Engage community in conceptual design development				
	Provide new recreational uses along the potential Mill Creek Walk	Y5 - 15	PPR / PWD / Streets Department	\$10,265,000	Parks for People / The Trust for Public Land
	Mill Creek Walk			\$375,000	
	Open space / community urban agriculture center [capital costs only; no programming or operational costs included]			\$710,000	
	70,000 square foot recreation/community center [capital costs only; no programming or operational costs included]			\$9,180,000	

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	Fill the recreation gap in Belmont	Y3. - 10	PCPC / PPR	Costs will vary according to scale and land acquisition	Parks for People / The Trust for Public Land / PPR
	<i>Initial Action Steps</i>				
	> Initiate dialogue during Philadelphia 2035 District Plan process for the West planning district, in 2014/15				
	Provide opportunities for play streets	Y1	PPR / PECCDC	\$1,000	WFRF
	<i>Initial Action Steps</i>				
	> Use community meetings, newsletters, and social media to raise awareness of this program and encourage families with young children to participate.				
▶ 2.4 CREATE, PRESERVE, AND ENHANCE OPEN SPACE ASSETS ON VACANT LAND					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	▶ Expand vacant land management efforts	Y1 - 5	PECCDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PHS	\$50,000	PHS/Home Depot Foundation/WFRF
	<i>Initial Action Steps</i>				
	> Set up a meeting with Philly Green to discuss the potential for expanded vacant land management and Community LandCare in Lower Lancaster.				
	> Develop a database of local individuals that have expressed an interest in greening, gardening, and tree-tending.				
	> Choose a pilot project to make a statement.				
	Explore mechanisms to preserve maintained vacant lots that serve as assets to the community	Y1 - 5	Local gardening and urban farming groups / PHS NGA	\$1,500	PHS NGA / Home Depot Foundation
	<i>Initial Action Steps</i>				
	> Reach out to caretakers of existing community gardens and pocket parks on vacant land to explore interest in permanently preserving open space assets				
	Leverage support for expanded community gardening/urban farming initiatives	Y1 - 10	Local gardening and urban farming groups	\$2,000	WFRF

3 HOUSING OPTIONS FOR EVERYONE

▶ 3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Centralize and promote educational and financial resources for homeowners to improve and maintain their properties	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LISC	\$15,000	WFRF Implementation Grant
	Connect residents with financial assistance and guidance for weatherization and efficiency upgrades	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LISC	\$5,000	WFRF Implementation Grant
	Support responsible rental property owners	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LISC	[cost accounted for elsewhere]	--
	Apply to become a Neighborhood Advisory Council [NAC]	Y1 - 5	PECCDC	--	--

3.2 ATTRACT NEW NEIGHBORS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Market the neighborhood as a great place to call home	Y1	PECCDC / Marketing consultant	\$45,000	WFRF Implementation Grant
	Encourage employees of educational institutions to buy a home in Lower Lancaster	Y1 - 5	DU / PENN	--	--

3.3 PROMOTE INFILL DEVELOPMENT

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Focus investment strategically	Y1 - 5	PECCDC / Councilwoman Blackwell / City of Philadelphia / RDA / PHA / Private Developers	Development cost varies with number and type of units	PHFA's Homeownership Choice Program / CDBG / LIHTC / WPEZ HTF / WPFPSI / private equity.
	<i>Initial Action Steps</i>				
	> Acquire strategic parcels on Lancaster Avenue and surrounding community to stimulate RE and Econ development				
	Specific parcels include:				
	Hawthorne Hall on 3800 block of Lancaster Avenue				
	4226-32 Powelton Avenue -long term vacant buildings				
	3945-49 Lancaster Avenue -large vacant commercial building				
	Monarch Storage Building on 3800 Lancaster Avenue -large long term vacant				

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	3845 Lancaster Avenue-long term vacant lots				
	3922-25 Lancaster Avenue-blank wall façade				
	601 N. 40th Street-vacant lot at key intersection				
	United Bank; 38th and Lancaster				
	3801 Lancaster Avenue, former Gosnell Clinic -new use				
	4023-25 Lancaster Avenue-long vacant deteriorating structure				
	3909 Haverford Avenue -long vacant residential				
	3842 Lancaster Avenue - former gas station				
	3900 block of Brandywine Avenue-infill opportunities				
	3800 block of Haverford Avenue-infill opportunities				
	> Present initial concepts to local Council and State representatives.				
	> Compile a list of properties targeted for acquisition at each site.				
	> Submit formal acquisition requests for development.				
	> Initiate fundraising or interest for community developer such as PEC or from 3rd party/private developer				
	Encourage rental and multi-family housing in upper stories of Lancaster Avenue buildings	Y1 - 10	PECCDC / LABA / LA21/ Private Developers	Development cost varies with number and type of units	PHFA's Homeownership Choice Program / CDBG / LIHTC / WPEZ HTF / WPFSI / private equity.
	<i>Initial Action Steps</i>				
	>Acquire and rehabilitate all floors of mixed use buildings				
	Support transit-oriented development near trolley lines and subway stations	Y5 - 20	PCPC	Development cost varies with number and type of units	--
	Build and retrofit with green technology	Y1	Lower Lancaster Zoning Committees / Mayor's Office of Sustainability	--	--
	<i>Initial Action Steps</i>				
	> Review the Greenworks Plan published by the Mayor's Office of Sustainability.				
	> Promote Low Impact Development (LID) and green building technologies.				
	> Require stormwater best management practices for all new major developments.				
	Explore opportunities to create more live-work units in the area	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition	\$8,000,000	PHFA/WFRF

	<i>Initial Action Steps</i>				
	> Create affordable artist-live work housing, specific site of interest 4050-66 Haverford Avenue				
	> Stay abreast of the Philadelphia 2035 district planning processes to advocate for land use regulations that support this special hybrid use within the Lower Lancaster area				
	Take advantage of targeted financing opportunities	Y1 - 20	PEC-CDC / housing developers	--	WPEZ

4 BALANCED STREETS

4.1 REPAIR BROKEN STREETS AND SIDEWALKS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Improve street conditions	Y1 - 5	Streets Department / SEPTA / PennDOT	--	Streets Department / SEPTA / PennDOT
▶	Assist residents in sidewalk repaving projects	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC	\$350,000	OHCD Elm Street Program / Rebuilding Together Philadelphia / PHDC Basic Systems Repair or Targeted Housing Preservation Program
	Improve neighborhood circulation across the rail line	Y1 - 10	Streets Department / CSX	--	--

4.2 RETHINK DANGEROUS INTERSECTIONS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve 40th & Lancaster intersection design	Y1 - 5	MOTU / Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant	\$15,000	WFRF Implementation Grant / City of Philadelphia
	<i>Initial Action Steps</i>				
	> Hire a traffic engineering consultant to explore alternative scenarios				
	Improve 48th & Lancaster intersection design	Y5 - 10	MOTU / Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant	\$15,000	WFRF Implementation Grant / City of Philadelphia
	<i>Initial Action Steps</i>				
	> Hire a traffic engineering consultant to explore alternative scenarios				
▶	Improve intersection sight distance on Lancaster Avenue	Y1 - 5	Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant / PPA	\$25,000	PWD / Streets Department
	<i>Initial Action Steps</i>				
	> Hire a traffic engineering consultant to explore best solutions for trouble spots				
	> Stop sign and cross walk at 39th Street and Powelton Ave.				

4.3 ADDRESS PARKING TROUBLE SPOTS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Overhaul the public parking lot serving Lancaster Avenue	Y1 - 5	PPA / PECCDC / LABA / LA21 / Engineering consultant	\$565,000	Commerce Department / PPA
	<i>Initial Action Steps</i>				
	> Consider applying for a SMIP grant to improve landscaping				
	> Approach business owners adjacent to parking lot entrances about possible mural projects to emphasize entrances				
	Install parking kiosks on Lancaster Avenue	Y5 - 10	PECCDC / PPA / LABA / LA21	\$1,840,000	PPA / Commerce Department
4.4 ENHANCE PUBLIC TRANSIT					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Evaluate 10 trolley level of service	Y1 - 5	SEPTA	--	--
▶	Provide service alerts with trolley status updates	Y5 - 10	PECCDC / LABA / LA21 / SEPTA / Local Institutions	\$45,000	WFRF Implementation Grant / City of Philadelphia / SEPTA
▶	Make 40th Street Station accessible	Y5 - 10	SEPTA	\$2,000,000	SEPTA
	<i>Initial Action Steps</i>				
	> Meet with the SEPTA Advisory Committee for Accessible Transportation to determine expected timeline				
	> Advocate for implementation of station improvements by continuing to build political support and bringing media attention to the issue				
▶	Install transit shelter with local artist design at 38th & 40th Sts & Lancaster Ave	Y1 - 5	SEPTA/PECCDC/City of Philadelphia	\$25,000	SEPTA/PECCDC
▶	Improve neighborhood access routes to Market Frankford Line stations	Y1 - 10	Streets Department / PWD / SEPTA	Costs already accounted for elsewhere in Section 1.7 and Section 2.1	PWD / SEPTA
	Develop Lancaster Ave streetscape improvement plan	Y5 - 10	PECCDC / LABA / LA21 / PENNDOT / MOTU / SEPTA / PWD / Consultants	\$100,000	WFRF Implementation Grant / City of Philadelphia / SEPTA
4.5 BETTER ACCOMMODATE BIKES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Advocate for implementation of planned improvements to bike network	Y1 - 10	Streets Department / Bicycle Coalition	--	--
	Improve bike lane striping	Y3 - 5	Streets Department	\$1,100,000	Streets Department
	Engage local artists to design bike racks for Lancaster Ave and other community gathering places	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LABA / LA21 / UCD / SDP / PPR	\$60,000	City of Philadelphia

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4.6 PROMOTE CAR SHARING AS AN ALTERNATIVE TRANSPORTATION OPTION					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Encourage car share services to provide more car locations locally	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / DU / UCD	--	--

5 A REVITALIZED LANCASTER AVENUE

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Strive for coordination and collaboration between corridor groups	Y1 - 5	PECCDC / LABA / LA21 / UCD	\$100,000	City of Philadelphia/LISC
▶	Invite business owners to get involved	Y1 - 5	PECCDC / LABA / LA21	\$1,000	Commerce Department / local businesses
	<i>Initial Action Steps</i>				
	> Hold an informational meeting about the benefits of being involved with a business association and corridor management efforts				
	> Organize a cultural literacy training / “cultural speed dating” event among business owners to help bridge the cultural divide				
▶	Expand corridor maintenance efforts	Y1 - 5	PECCDC / LABA / LA21 / UCD	\$50,000	Commerce Department / local businesses
	> Continue work with the Commerce Department to secure funds for a regular cleaning program through the Corridor Cleaning Request for Proposals.				
	> Work with the University District to extend regular street sweeping service to Lancaster Avenue.				
	Develop a corridor branding/marketing scheme and buy local campaign	Y1 - 5	PECCDC / LABA / LA21 / Marketing Consultant / Graphic Designer	\$25,000	Commerce Department/local businesses/WFRF
	Organize events to boost foot traffic and promote businesses on the Ave	Y1 - 5	PECCDC / LABA / LA21 / UCD	\$30,000	Commerce Department / local businesses/WFRF
	Represent corridor interests in planning and zoning processes	Y1 - 3	PECCDC / LABA / LA21	--	--

▶ 5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Promote use of the facade grant program	Y1 - 5	PECCDC / LABA / LA21	\$500,000	Commerce Department / local businesses
	Sponsor classes on small business development to support entrepreneurs	Y1 - 5	PECCDC / TEC-CDC / LABA / LA21	\$15,000 / year	Commerce Department/LISC

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	Hold workshops on storefront design guidelines specific to Lancaster Avenue	Y1 - 5	PECCDC / LABA / LA21 / LISC	\$2,000 / year	Commerce Department / LISC / WFRF / Implementation Grant
	Connect property owners with design resources to address corridor rehabilitation and development issues	Y1 - 5	PECCDC / LABA / LA21 / Community Design Collaborative	\$1,500	Commerce Department / local businesses
	<i>Initial Action Steps</i>				
	> Collaborate with Community Design Collaborative and Drexel on design guidelines for businesses				
	> Explore interest among property owners; recruit owners of a few adjacent buildings to participate in a Community Design Collaborative study looking at upper floor reuse				
	> Reach out to property owners who have already renovated upper floors to determine the typical cost for renovation and compare that against the benefits of having occupied upper floors.				
	> Investigate feasibility of creating revolving loan fund for business owners				
	Encourage businesses to collectively stay open later	Y1	PECCDC / LABA / LA21	--	--
	<i>Initial Action Steps</i>				
	> Organize a discussion among business owners to explore interest in establishing later hours, potentially in conjunction with an information session about owner-assisted lighting improvement grant programs.				
	Assist business owners in maintaining foot traffic during corridor construction projects	Y2	PECCDC / LABA / LA21 / SEPTA	\$8,000	Commerce Department / WFRF Implementation Grant
	<i>Initial Action Steps</i>				
	> Meet with SEPTA to determine a construction timeline for the 2013 Route 10 track replacement				
	> Begin discussions with business owners who will be affected and brainstorm about how signage and circulation could help mitigate the impacts.				
5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve curb appeal of vacant storefronts to attract commercial tenants	Y1	PECCDC / LABA / LA21 / UCD	\$60,000	Commerce Department / local businesses
▶	Recruit local institutions to establish a presence on the Ave	Y1 - 10	PECCDC / LABA / LA21 / UCD	--	--

	Attract commercial services to meet the needs of local residents	Y1 - 10	PECCDC / LABA / LA21 / UCD	--	--
5.4 ENHANCE THE EXPERIENCE OF LANCASTER AVENUE					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Focus on public realm improvements in Lancaster’s commercial core	Y1 - 10	PECCDC / LABA / LA21	\$37,000	Streets Department
<i>Initial Action Steps</i>					
The majority of the costs associated with these improvements are already accounted for elsewhere in the budget.					
▶	Creatively transform vacant upper floor windows and security grates	Y1 - 5	PECCDC / LABA / LA21 / Local businesses / Philadelphia Mural Arts Project	\$150,000	Commerce Department / MAP / WFRF Implementation Grant
▶	Create a string of pocket parks to form “Lancaster Walk”	Y1 - 10	PECCDC / LABA / LA21 / PWD / PHS	\$550,000	PWD / PHS
[Estimated cost does not include parcel acquisition.]					
	Improve walkability and accessibility on the Ave	Y1 - 5	Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant / PPA	\$25,000	Commerce Department / City of Philadelphia /
<i>Initial Action Steps</i>					
> Hire a traffic engineering consultant to recommend solutions to improve walkability					
5.5 ENHANCE SAFETY AND SECURITY					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Establish pedestrian scale lighting along the Ave.	Y1 - 5	PECCDC / LABA / LA21 / Streets Department / PennDOT	\$1,125,000	OHCD Elm Street Program / Commerce Department
▶	Advocate for a stronger relationship between business owners and police	Y1 - 5	PECCDC / LABA / LA21 / PPD / UCD	--	WFRF Implementation Grant / PPD / LABA / LA21
	Consider pursuing funding to employ corridor safety ambassadors	Y5 - 10	PECCDC / LABA / LA21 / UCD	\$150,000	DCED NPP Program

6 A UNIQUE IDENTITY

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Engage the arts community in forming a Greater Lancaster Avenue arts coalition	Y1	PEC-CDC / Local artists, performers, and creative entrepreneurs	--	--
	<i>Initial Action Steps</i>				
	> Recruit leaders in the local artist community to explore interest				
	> Set regular meetings to define a framework for organizational goals and structure.				
	Spread the word about Lower Lancaster’s creative community	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition / UCD	ONE TIME: \$25,000 ANNUAL: \$7,000	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD
	Organize and promote regular arts events	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition / UCD	\$15,000 / year	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD / Membership fees and private donations

6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Encourage existing businesses on the Ave to feature the work of local artists	Y1 - 5	PECCDC / LABA / LA21 / Lower Lancaster Arts Coalition	--	--
	Use temporary programming and installations to promote Lower Lancaster’s creative community	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition / UCD	\$100,000 / year	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD
	Support development of new arts and culture destinations	Y5 - 10	PEC-CDC / Lower Lancaster arts coalition	Development and operational costs not estimable at this time	--

	Support establishment of new creative production spaces in the area	Y1 - 5	PECCDC/Lower Lancaster arts coalition/PEC/Consultant/ Local arts groups/Mural Arts	\$30,000	City of Philadelphia/ WFRF
	<i>Initial Action Steps</i>				
	> Represent the interests of the local creative community in the upcoming district planning processes and zoning remapping to advocate for land use policies and zoning classifications that support the expansion of local creative production				
	> Conduct feasibility study for commissary kitchen and artists studios at 3945-47 Lancaster Avenue				
6.3 DEVELOP PROGRAMS TO ASSIST EMERGING ARTISTS AND CREATIVE ENTREPRENEURS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Provide entrepreneurial skills workshops to help creative self-starters establish themselves	Y5 - 10	PEC-CDC / Lower Lancaster arts coalition / Corzo Center / Breadboard / Drexel / CEVA	\$25,000	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund
	<i>Initial Action Steps</i>				
	Conduct or host biannual workshops				
	Promote tool and facility sharing opportunities in the area	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition	\$15,000	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD / Vendor fees
	<i>Initial Action Steps</i>				
	> Host a do-it-yourself fair to promote Lower Lancaster’s creative scene and provide a venue to increase awareness of tool and facility sharing resources in the area.				
	Encourage organizations and businesses to hire local artists	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / MCCP / WPVCA / SPN / a yet-to-be-established Belmont neighborhood group / UCD / DU / LABA / LA21 / Lower Lancaster Arts Coalition	--	--

6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Showcase historic assets and tell the story of Lower Lancaster using both digital and analog methods	Y1 - 5	DU/PEC Digital Inclusion/ Neighborhood residents	\$75,000	DU / PAGP / Pew Charitable Trusts / Heritage Philadelphia
	<i>Initial Action Steps</i>				
	> Engage Drexel University and other interested institutional partners in forming a committee to oversee the project				
	> Secure commitment from local business owners to designate storefront space for a historic plaque				
	> Draft an RFP for historic research and materials assembly				
	> Engage youth in the process				
	Advocate for preservation and reuse of historic buildings	Y - 10	Community Design Collaborative/Historic Preservation Consultant/ Preservation Alliance	\$45,000 +	WFRF Implementation Grant / PAGP / William Penn Foundation / National Trust for Historic Preservation / Partners for Sacred Places / Heritage Philadelphia
	Community Design Collaborative Service Grant Preservation/Adaptive Reuse Studies			\$1,500 per site x 10 sites	
	Historic Preservation Consultant Study			\$30,000	