



PHYSICAL ENVIRONMENT

GOAL

Our neighborhood will be clean and beautiful and will capitalize on its unique local assets including schools, diverse housing options and public transportation.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community has undergone dramatic change but continues to face challenges in its revitalization. As our community moves forward, we will need to address the following issues and build upon our unique assets.

- Even though things are improving, nearly every block in our community still suffers from the impacts of a high level of vacancy, poor maintenance, and illegal dumping of trash and construction materials that makes it appear neglected, feel unsafe, and is a barrier to investment.
- Our community is a patchwork of different land uses: **33%** of the land area is residential, **25%** is vacant land (of which **7%** is PHS cleaned vacant land), **12%** is industrial, **6%** is institutional, **5%** is commercial, and **5%** is vacant buildings.
- One of our neighborhood's strengths is **good access** to Center City and the region through public transportation and I-95.
- **Revitalization efforts**, including new development, homeownership, investment, and improved maintenance have improved the "look and feel" of the neighborhood.
- The abundance of **vacant land** presents both a challenge and an opportunity for redevelopment especially for the American Street Corridor and around Temple Regional Rail Station.
- **Affordability** is a major concern as neighborhood revitalizes and residents want to ensure that everyone will be able to stay in the community and benefit from its improvement.

*"The streets are cleaner. The corners are not all infested with drugs. People have more pride than they did some time ago."
- Andre Mears, block captain*

*"The Pradera homes are a dream. Our kids run around in their own backyard, ride bikes in the street, a lot of us have gardens."
- Javier Rivera, local resident*

ACTION STEPS are prioritized as follows:

!!! HIGH PRIORITY **!! MEDIUM PRIORITY** **! LOW PRIORITY**

STRATEGIES AND ACTION STEPS

1 Reduce blight by managing vacant land and buildings

!!! 1.1 Form a Neighborhood Stewardship Task Force

APM will form a Neighborhood Stewardship Task Force, with the assistance of the 26th District Police, that is trained in code enforcement to step up reporting of code violations and illegal dumping, and follow up on actions taken. As stewards of the neighborhood, the task force will be responsible for reclaiming and maintaining vacant properties.

!!! 1.2 Maintain vacant property inventory to assist with vacant property acquisition and redevelopment strategy

APM will partner with community organizations and City agencies to maintain a vacant property and ownership inventory that is updated and shared so a vacant property acquisition and redevelopment strategy can be formulated and implemented. Criteria for targeting vacant property should be defined based on proximity to assets, prominence in the community, code violations and nuisance, public ownership, and ease of acquisition.

!!! 1.3 Identify vacant properties that require immediate action for pilot projects

Once target areas have been established to shore up assets such as schools, parks and recreation centers, and commercial areas, APM and PHS, along with community and City partners, will identify vacant properties in need of immediate attention as pilot projects for the Neighborhood Stewardship Task Force. Potential targets include the nuisance properties around 5th and York, the vacant storefronts around Germantown Avenue, and the vacancy surrounding Welsh Elementary School, McKinley Elementary School, and Nelson Playground.



Vacant property management strategy

!! 1.4 Repurpose vacant property for short-term community uses

Short term community uses help to activate vacant properties before development is feasible. APM, PHS, and their partners will consider short-term and temporary uses, such as temporary art installations, mobile vending and pop-up stores, and mobile community gardens.

!! 1.5 Repurpose vacant property for long-term community uses

APM, PHS, and their partners will also plan for long-term community uses that include development, green and recreational spaces, and art parks.

!! 1.6 Help residents and institutions obtain adjacent vacant lots

Scattered vacancy affects nearly every block in our community. APM, along with City and community partners, will assist interested residents and institutions in obtaining vacant lots for use as yards, playgrounds, and driveways.¹

¹ Currently, several tools exist to transfer ownership of vacant properties: City-owned property may be acquired through the Vacant Property Review Committee and properties with building code violations that pose a danger to the community may be obtained through Act 135, the Abandoned and Blighted Property Conservatorship Act.

2 Improve streets and public spaces

!!! 2.1 Activate neighborhood clean ups

A clean and attractive public realm is a community priority. APM and community partners will develop an anti-litter public education campaign and coordinate community clean ups through an active block captain network and resident volunteer corps.

!! 2.2 Build Adopt-a-Litter-Basket program and advocate for more City trash cans

Our community needs more trash cans, particularly in commercial areas and around corner stores. APM and Kensington South Neighborhood Advisory Committee (KSNAC) will work with the Philadelphia More Beautiful Committee (PMBC) to help block captains and community groups obtain additional trash cans through the Adopt-a-Litter-Basket program and devise a maintenance program involving local businesses.

!! 2.3 Improve lighting in the neighborhood

APM will work with the Streets Department to ensure public places such as schools, recreation centers, parks, and commercial areas have adequate street lighting to promote safety. Lighting private properties will be advanced by encouraging businesses to install exterior lighting, and by launching a porch light program for residents. Where possible, solar lighting can be used to reduce costs.

!! 2.4 Improve streetscape

APM will work with the Streets Department and the Philadelphia Water Department (PWD) to improve the streetscape and encourage property owners to make property improvements that heighten curbside appeal and enhance the pedestrian experience. This includes repairing sidewalks, upgrading fencing to eliminate barbed wire chain link fences, adding color to buildings, poles and sidewalks, adding signage, and installing planters and window boxes.



Streetscape improvements include adding color, pedestrian lighting, and planters. (Source: Germantown Avenue Master Plan, APM, 2009)

!! 2.5 Redesign targeted streets and intersections

Improvements such as crosswalks, bump-outs, raised curbs, accessible ramps, and street plantings enhance safety and appearance, and will make our community more walkable. The Safe Routes to School program can be used to make these safety improvements and support public art interventions. APM will work with the Streets Department and PWD to target schools, recreation centers, parks, and commercial areas, such as Germantown Avenue, Lehigh Avenue, and American Street, for such improvements.

Specific projects include:

- The re-connection of Dauphin and 4th Streets since they are major streets and their termination at the Welsh ball fields result in confusing traffic flows and dead ends with little natural surveillance.
- Better east-west connections across American Street to link our neighborhood with neighborhoods to the east through greening and streetscape enhancements.

3 Provide a range of housing options to promote a diverse community

!! 3.1 Develop mixed income housing

Our community already contains a mix of different incomes and household types which the Action Steps seek to promote further. Community revitalization and de-concentration of poverty is the goal of this strategy. The sustained efforts of organizations such as APM and Norris Square Civic Association (NSCA), in partnership with the City and Office of Housing and Community Development (OHCD), to build a market for housing have over time produced a range of housing options in the service of equitable development which creates a balance that does not displace existing residents but accommodates other incomes and lifestyles.

! 3.2 Work with Temple University to market the neighborhood for employees

Temple University offers forgivable loans to full-time em-

ployees to purchase homes in surrounding neighborhoods, including ours, through their Employee Home Ownership Program. This program is available to all full-time employees of the university, not just professors but also workers in maintenance, food services, medical, secretarial and the full range of support services. (<http://www.temple.edu/hr/departments/benefits/homeownership.htm>)

4 Reinforce and strengthen community assets

!!! 4.1 Develop community center/meeting place

Our community has expressed a need for space to hold events and meetings. In the short-term, underutilized space in existing recreation centers, schools, and churches can be maximized; in the long-term, APM and PHA will work with the Parks Department and other partners to develop a new community center. A potential site is the redevelopment of a meeting space at 11th and Cecil B. Moore.

! 4.2 Make use of vacant warehouse spaces for business/manufacturing

APM will examine the potential of repurposing large former warehouse and factory buildings in the neighborhood for new businesses. Several vacant warehouse and manufacturing buildings are located along 7th at Germantown and Berks, and on 9th between York and Dauphin. Floracraft, which occupies a building on 7th between York and Dauphin, is planning to move its operations.

!!! 4.3 Support transformative projects such as transit-oriented development and LEED Neighborhood Development certification

The Temple Regional Rail Station is an important asset that connects to the city and region. Plans are already afoot around the rail station to better connect it to the surrounding neighborhoods, encourage the use of transit and alternative forms of transportation, and encourage foot traffic to support development. Projects under way include SEPTA and Street Department public space and safety improvements in and around the station.



Key vacant manufacturing and warehouse space in the APM/SCI eastern North target area.



Transit oriented development at the Temple Regional Rail Station. (Source: WRT)

APM in partnership with Jonathan Rose and with predevelopment and construction grants from LISC is moving forward with a mixed use transit-oriented development at 9th Street right next to the station. The project will have a major impact on the neighborhood, strengthening the connection to Temple University and encouraging transit use. It will also emphasize sustainability and seek LEED Neighborhood Development certification.

5 Help property owners maintain and improve property

!!! 5.1 Advertise available home improvement programs and assist resident applications

APM, along with Ceiba, will connect residents to home improvement programs such as residential façade improvement, Basic Systems Repair Program, Targeted Housing Preservation Program, Homeownership Rehabilitation Program, and Adaptive Modifications Program.

!! 5.2 Provide workshops and incentives to improve properties

APM and its partners will teach residents about how to improve curb appeal and reduce their environmental footprint. Topics include house maintenance and repair, energy efficiency, green retrofits, recycling, and beautification. Hall of Dreams Gardening Club promotes beautification through incentives, competitions, and awards, an initiative that can be expanded throughout our community.

!! 5.3 Define target areas for repair and rehabilitation that build on assets

APM currently has a weatherization program in the pipeline and will assist residents to improve and maintain properties to strengthen existing investment in the community. APM and Ceiba will work with the Planning Commission to identify target areas to reinforce community assets.

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
PHYSICAL ENVIRONMENT						
STRATEGY 1: REDUCE BLIGHT BY MANAGING VACANT LAND AND BUILDINGS						
High	1.1	Form neighborhood stewardship task force	APM , 26th District PPD, OHCD	L&I, Block captains, Town Watch, Mayor's Office of Community Services, Managing Director's Office, 311, PHS	Formation of task force	1
High	1.2	Share vacant land databases to assist with vacant property acquisition and redevelopment strategy	APM , RDA, PHA, KSNAC, PWD, OHCD		Regular updates	1
High	1.3	Identify vacant properties that require immediate action for pilot projects	APM, PHS , RDA, PHA, KSNAC, PWD, OHCD	L&I, Block Captains		1
Medium	1.4	Repurpose vacant land for short-term community uses	APM, PHS , PHA, KSNAC, PWD, Semilla Arts Initiative, OHCD	Gardening club, Neighborhood Garden Association Land Trust	Number of lots repurposed	1
Medium	1.5	Repurpose vacant land for long-term community uses	APM, PHS , PHA, KSNAC, PWD, OHCD		Number of lots repurposed	4-5
Medium	1.6	Help residents and institutions obtain adjacent vacant lots	APM , NSCA, RDA, PHA, MOS		Number of lots obtained	2-3
STRATEGY 2: IMPROVE STREETS AND PUBLIC SPACES						
Medium	2.1	Activate network of neighborhood clean-ups	APM , KSNAC, NSCA, Esperanza , 26th District	Block Captains, PMBC	Number of clean ups	1
Medium	2.2	Build Adopt-A-Litter-Basket program and advocate for more City trash cans	APM , KSNAC, World Peace Plus, Streets Dept	Block Captains, PMBC	Number of trash cans	1
Medium	2.3	Improve lighting in the neighborhood	APM , Streets Dept, SEPTA	Philadelphia Neighborhood Housing, PECO	Number of target areas, lights	2-3
Medium	2.4	Improve streetscape	APM , Streets Dept, PWD, Semilla Arts Initiative		Number of improvement projects	1
Medium	2.5	Redesign targeted streets and intersections for safety and appearance	APM , Streets Dept, PWD	Safe Routes to School	Number of improvement projects	4-5
STRATEGY 3: PROVIDE A RANGE OF HOUSING OPTIONS TO PROMOTE A DIVERSE COMMUNITY						
Medium	3.1	Develop mixed income housing	APM , NSCA, RDA, PHA, OHCD		Number of units	1
Low	3.2	Work with Temple University to market the neighborhood for employees	APM , RDA	Temple	Number of employees participating	1
STRATEGY 4: REINFORCE AND STRENGTHEN COMMUNITY ASSETS						
High	4.1	Develop community center/meeting space	APM, PHA , NSCA, Parks Dept, 26th District PPD, Temple, SEPTA		Development of center	4-5
Low	4.2	Make use of vacant warehouse spaces for business/manufacturing	APM , Semilla Arts Initiative	PIDC, Commerce Dept.	Number of buildings repurposed	4-5
High	4.3	Support transformative projects such as Transit-Oriented Development and LEED Neighborhood Development certification	APM , RDA, PHA, PHS, MOS, OHCD, SEPTA,	Mural Arts	Development of TOD, LEED application	1
STRATEGY 5: HELP PROPERTY OWNERS MAINTAIN AND IMPROVE PROPERTY						
High	5.1	Advertise available home improvement programs and assist resident applications	APM , Ceiba		Number of applications	1
Medium	5.2	Provide workshops and incentives for house maintenance, repair, energy efficiency, green retrofits, beautification	APM , Recycling Rewards, PWD, Ceiba		Number of workshops, participants	1
Medium	5.3	Define target areas for repair and rehabilitation that build on assets and active neighborhood involvement	APM , Planning Commission, Ceiba		Number of rehab projects	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, KSNAC = Kensington South Neighborhood Advisory Committee, L&I = License and Inspection, MOS = Mayor's Office of Sustainability, NSCA = Norris Square Civic Association, OHCD = Office of Housing and Community Development, PIDC = Philadelphia Industrial Development Corporation, PHA = Philadelphia Housing Authority, PHS = Pennsylvania Horticultural Society, PMBC = Philadelphia More Beautiful Committee, PPD = Philadelphia Police Department, PWD = Philadelphia Water Department, RDA = Redevelopment Authority



INCOME & WEALTH

GOAL

Residents will be well-trained for a variety of jobs and have access to services that support economic growth.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community is significantly poorer than the city as a whole. Too many residents are unable to support themselves and their families, and there are very few opportunities for upward mobility. Economic sustainability is one of the greatest challenges facing our people. For this reason we must focus on building the income and assets of our residents in order to help them build a better quality of life.

- Median household income in 2009 was **\$18,655** a 4.7% increase from 2000.
- An average of **42** new workers have been added between 2002-2008.
- Workers earning over **\$40,000** have increased between 2002-2008 to make up almost 16% of the workforce.
- Area **institutions** are an asset that have the potential to provide residents with training and job opportunities.
- There are numerous **service providers** in the area committed to helping residents achieve self-sufficiency, but better coordination and public education is needed to facilitate residents' access to services.
- Many residents have a "6 block mentality" which limits their horizons and lack the connections needed to move beyond their immediate circumstances.

"When we strengthen family finances, we strengthen the local economy." - Will Gonzalez, Ceiba

"People want to work, but where are the jobs?"
- Joseph Wanamaker,
Ludlow CDC

STRATEGIES AND ACTION STEPS

1 Create a better trained workforce and develop job opportunities

!!! 1.1 Create a Financial Opportunity Center (FOC) for employment and financial resources

There are 32 FOCs in LISC Sustainable Communities sites all across the country. FOCs provide integrated services including employment placement, career improvement, financial education and coaching, and public benefit access. These Centers give us a blue print for creating Philadelphia's first FOC here in our community in partnership with neighborhood agencies. APM and Congreso de Latinos Unidos, along with other community agencies, currently run programs that fulfill some piece of FOC services, and PHA is considering the redevelopment of a community and workforce center, adjacent to the target neighborhood.

!! 1.2 Recruit local professionals for mentoring and training programs

The institutions in our community are home to a talented pool of professionals who can be drawn upon to lend their expertise to training programs. Beyond skills training, these trainers can also serve as mentors to help residents break through barriers by helping them develop the professional networks that are key to upward mobility. PHS and Esperanza will assist in this initiative.

!! 1.3 Partner with local businesses and institutions to train and hire local residents and older youth

PHA's Office of Workforce Development will partner to connect residents to local employment opportunities. Businesses in the American Street Empowerment Zone, Centro de Oro and Germantown/Lehigh corridors, and institutional employers such as schools, utilities and medical centers are prime employment opportunities for residents who have the right skills. Job training and placement programs should identify the skills needed by these businesses and work with them to develop tailored training programs for local residents, including older youth.

!! 1.4 Hold a local job fair

A regular job fair involving these businesses and institutions can be held to recruit new hires and give residents the opportunity to network, have their resumes reviewed, and hold informal interviews.

!!! 1.5 Use local rehab and construction projects as an opportunity for workforce training

Faith Enterprises, the Village of Arts and Humanities, and NSCA, along with City agencies, will partner with training programs to offer residents hands-on opportunities to gain skills while bringing vacant properties into productive use again. These can also be opportunities to encourage green building techniques.

!!! 1.6 Develop programs to bridge the digital divide

APM is the local partner for the Digital Inclusion program which combines youth IT training with community service to spread the benefits throughout the community. The program will potentially be housed at the new Hartranft Computer Lab. Computer labs in the community can expand beyond basic computer training by offering economic development-focused programs that build entrepreneurial capacity through technology, business training and technical assistance.

! 1.7 Develop health care training programs

Home and community-based direct care have been identified as among the top ten fastest growing industries in the state. Training can position residents for jobs in the senior housing centers, health centers and hospitals around our community, and also help older residents in the community age in place. Kensington Hospital will work with area universities to develop programs. The SCI West Philadelphia health care training program, a combination of part-time work and part-time study at Community College of Philadelphia, could be a model.

JOB TRAINING PRECEDENTS

WEST PHILADELPHIA SKILLS INITIATIVE is a University City District program that provides intensive education and training for residents and then matches them with jobs at the prestigious universities and medical centers right in their community. They also offer service learning and internship programs for school-age youth. www.universitycity.org/ucd_programs/west-philadelphia-skills-initiative

YOUTHBUILD CHARTER SCHOOL provides out-of-school youth with a chance to earn their diploma while combining on-the-job skills and community service. Skills programs include the building trades, health care, and IT. Students in the building trade program work as subcontractors to rehabilitate abandoned houses on behalf of the City or a community development corporation.

www.youthbuildphilly.org/



EX-OFFENDER JOB RE-ENTRY

IMPACT SERVICE CORPORATION has worked with ex-offenders since 1974. Its programs include the 'HOW Program' a job-placement program for drug offenders and the JOBS Project working with inmates in the Philadelphia County Prison System to reduce recidivism.
www.impactservices.org/employment/reentry.php



PARTNERSHIP CDC's GREEN PROFESSIONALS TRAINING INITIATIVE, implemented in conjunction with SCI West, provides green building industry training to ex-offenders and is part of a community initiative that provides green energy education and eco roof installation to homeowners.

!! 1.8 Support work release programs for ex-offenders

Helping ex-offenders re-enter the workforce and community life are key to preventing recidivism. Faith Enterprises and the Village of Arts and Humanities will work to re-integrate ex-offenders into the community through work release programs that are plugged into community projects.

! 1.9 Create English and cultural acclimation programs for new immigrants entering the workforce

The cultural diversity of our community means that special attention needs to be given to making sure new immigrants have the skills needed to be self-sufficient, including pre-job training programs in English language and American workplace culture. Promoting successful economic mobility within the first generation of immigrants is key to the future success of our community as a whole. Congreso de Latinos Unidos and the Arab-American Community Development Corporation provide ESL and GED programs, as well as other immigrant services.

2 Educate residents about attaining financial self-sufficiency

!! 2.1 Provide homeownership classes and counseling for potential and existing homeowners

To develop neighborhood stability, APM, NSCA, Congreso, and Ceiba will promote homeownership. PHA also offers homeownership programs which give qualified residents the opportunity to buy the homes they occupy through lease-to-own and mortgage subsidies (www.pha.phila.gov/resident-services/homeownership/homeownership-home.aspx).

!! 2.2 Provide financial planning and education services

NSCA and Ceiba, will help residents manage their money and plan for goals. Other financial tools include organizing a local Financial Advancement Network (FAN) Club that offers workshops, classes and member support and encouraging eligible residents to take advantage of Individual Development Accounts which provide matching funds if saving goals are met.

!! 2.3 Educate residents about public benefit eligibility and assist with application

Public benefits, energy assistance, Earned Income Tax Credits, property tax and rent abatement for low-income senior and disabled residents are among some of the assistance programs that can help a struggling family make ends meet, but accessing them can be a confusing maze. The FOC will provide a centralized access point for public benefits and work in tandem with partner organizations, such as PHA, NSCA, and Congreso,

3 Provide coordinated social services

!!! 3.1 Conduct inventory and create directory of services

While there are numerous providers in our community that offer essential services covering all of the program areas, leaders and residents express concern that certain services are still lacking. PHA's Office of Workforce Development will partner with other organizations in our community to conduct a comprehensive service inventory to identify these gaps. The results of the inventory can then be compiled into a directory of services.

!! 3.2 Develop a network for service providers to share information and explore potential partnerships

The process of conducting an inventory of services also lends itself to information sharing so that all providers are aware of what services already exist and can pass that information to their constituents. The SCI Implementation Committee will help to create an information network so providers can identify where they might start to fill in the gaps or form partnerships to enhance and expand available services.

! 3.3 Mobilize resources for basic needs and coordinate distribution

The need for basic needs, particularly food, is an acute one in the study area. PHA's Office of Workforce Development and Esperanza will partner to help institute better standards and coordinate distribution so it is clear to residents when and where these resources can be accessed.

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
INCOME & WEALTH						
STRATEGY 1: CREATE A BETTER TRAINED WORKFORCE AND DEVELOP JOB OPPORTUNITIES						
High	1.1	Create a one-stop shop for job and financial resources	APM, LISC , APM, Congreso, Esperanza, PHA-Office of Workforce Development	Midtown Parrish, NSCA, PWDC, Al Dia, Temple, CCP	Number of programs, participants, GEDs, job placement	2-3
Medium	1.2	Recruit local professionals for mentoring and training programs	PHS, Esperanza	Curtis Thomas, PWDC, Careerlink, Temple	Number of recruits	1
Medium	1.3	Partner with local businesses to train and hire local residents and older youth	PHA-Office of Workforce Development, Esperanza	PGW, EARN centers, PWDC, Careerlink, American Street Empowerment Zone	Number of businesses, participants, job placements	2-3
Medium	1.4	Hold a local job fair	PHA-Office of Workforce Development		Number of business/institutions, participants, job placements	2-3
High	1.5	Use local rehab and construction projects as an opportunity for workforce training and green retrofits	Faith Enterprises/Village , APM, NSCA, PWD, PHS, PHA-Office of Workforce Development	APM, HACE, WCRP, YouthBuild, GPUAC, ECA Green Jobs Training Center, Habitat for Humanity	Number of rehab projects, participants	2-3
High	1.6	Develop programs to bridge the Digital Divide	APM	Managing Director's Office, Empowerment Group	Number of programs, participants	1
Low	1.7	Develop health care training programs	Kensington Hospital	CCP, Community Health Collaborative, Temple, Girard Medical Center, YouthBuild	Number of programs, participants, job placement	2-3
Medium	1.8	Support work release programs for ex-offenders	Faith Enterprises/Village , Semilla Arts Initiative	JEVS (ACT), Ready, Willing & Able, Impact Services	Number of programs, participants, job placement, recidivism rate	2-3
Low	1.9	Create English and cultural acclimation programs for new immigrants entering the workforce		Temple, Congreso, PHA, PWDC, CCP, Philadelphia Welcoming Center	Number of programs, participants, job placement	2-3
STRATEGY 2: EDUCATE RESIDENTS ABOUT ATTAINING FINANCIAL SELF-SUFFICIENCY						
Medium	2.1	Provide homeownership classes and counseling for potential and existing homeowners	APM , NSCA, Ceiba, Congreso	PHA, OHCD	Number of classes, participants, home purchases	1
Medium	2.2	Provide financial planning and education services	APM, LISC , NSCA, Ceiba	PHA, OHCD, GPUAC	Number of services, participants, income	1
Medium	2.3	Educate residents about public benefit eligibility and assist with application	APM, LISC , PHA-Office of Workforce Development, NSCA, Congreso	Benefit Bank, Midtown Parrish, GPUAC, United Way	Number of applications	1
STRATEGY 3: PROVIDE COORDINATED SOCIAL SERVICES						
High	3.1	Conduct inventory and directory of services	PHA-Office of Workforce Development, Esperanza	APM, Managing Director's Office, Temple	Survey conducted	1
Medium	3.2	Develop a network for service providers to share information and explore potential partnerships	SCI Implementation Committee, PHA-Office of Workforce Development, Congreso, Esperanza	APM, Concilio, PWDC, Commerce Dept, EG	Number of providers	1
Low	3.3	Mobilize resources for basic needs (food, shelter, clothing) and coordinate distribution	PHA-Office of Workforce Development, Esperanza	Philabundance, Salvation Army, Free Library	Number of people served	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, CCP = Community College of Philadelphia, ECA = Energy Coordinating Agency, EG = Empowerment Group, GPUAC = Greater Philadelphia Urban Affairs Coalition, NSCA = Norris Square Civic Association, PHA = Philadelphia Housing Authority, PHS = Pennsylvania Horticultural Society, PWDC = Philadelphia Workforce Development Corporation, PGW = Philadelphia Gas Works, PWD = Philadelphia Water Department, RDA = Redevelopment Authority, WCRP = Women's Community Revitalization Project, Village = Village of Arts and Humanities



ECONOMIC DEVELOPMENT

GOAL

Our neighborhood will be home to a diverse range of businesses that provide residents with jobs and meet the needs of the community as well as visitors.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community has potential for economic growth and an enterprising spirit that has cultivated an increasing number of small businesses. However, the area still lacks adequate commercial options for residents to meet their needs within the community.

- There is little commercial development within the neighborhood, but **Borinquén Plaza** is a retail asset.
- Commercial uses account for **9%** of the land area. **52%** of the commercial parcels are mixed use, **25%** auto-related, **17%** retail, and **6%** office.
- Mixed use development with a focus on new **office space, housing, restaurants**, and community-serving **retail** has been identified for long-term commercial revitalization
- The **proximity** of the area to job centers nearby and in Center City and the region is a great asset, but stakeholder interviews reveal a concern that there is not enough job opportunity for residents, especially low-skilled workers.
- Opportunities for economic development exist in the area's major corridors — **American Street** and **Germantown Avenue** — which have the potential to become centers of employment and shopping for the community and beyond.
- Major employers in the study area and along American Street employ approximately **2500** people, and Temple University, just outside the study area, employs an additional **3000** people.
- There is a culture of **entrepreneurship**, especially in the Latino community, but not enough support for entrepreneurial capacity building to diversify the commercial mix in the community.

"We are close to Center City. Next door to Temple. And Fishtown and Northern Liberties are booming. We should be optimistic."
- Rose Gray, APM

"When we gave our store a facelift, people noticed. The whole block looked better."
- Edward Pagan, Caribe Beer

STRATEGIES AND ACTION STEPS

1 Support existing local businesses

!!! 1.1 Create a marketing campaign to attract shoppers to local businesses

The Empowerment Group will work with partners to launch a Buy Local marketing campaign and business directory to highlight local businesses.

!!! 1.2 Coordinate small business assistance

The Empowerment Group, Commerce Department and Temple Small Business Development Center will work to ensure existing small business owners are plugged into all available programs and supports, such as technical assistance and loans.

2 Encourage new businesses

!!! 2.1 Provide entrepreneurship classes and technical assistance

There are budding entrepreneurs in our community who are interested in opening businesses in the neighborhood but lack the appropriate tools to do so. The Empowerment Group will connect residents to their programs, resources and support, including classes, technical assistance, and access to technology.

! 2.2 Recruit franchises

Based on market data from the Germantown Avenue Master Plan, franchises can be identified that could be supported by the local population. A concerted effort can be made to recruit appropriate franchises as anchors for retail centers and corridors that complement successful neighborhood businesses and encourage other small businesses to open. The design of such franchises should be pedestrian-friendly, in keeping with the urban character of the neighborhood and avoid suburban-style site plan templates.

! 2.3 Target vacant storefronts for redevelopment

Existing vacant storefronts should be prioritized for redevelopment, particularly along former and struggling commercial corridors. Potential partners, such as the Commerce Department, could be consulted in developing a marketing plan for vacant commercial properties that includes research into available development incentives and public art in storefronts and commercial corridors, using the public art plan for the commercial corridor at Germantown and Lehigh as an example.

!!! 2.4 Encourage mobile vendors and temporary commercial uses on vacant property

Opening a new business in a storefront location may be too expensive for some fledgling entrepreneurs. Mobile vending, such as fresh produce trucks and temporary pop-up commercial uses, are lower cost alternatives that have little overhead and allow new businesses to experiment and test the market, and can jumpstart the redevelopment of commercial corridors. The Empowerment Zone (EZ) can provide information on vacant property, and coordination between property owners, License & Inspection, and City Council will be required.

!!! 2.5 Work with the City to attract job-creating industries to American Street

American Street has a long history of industry and still maintains the infrastructure, such as large parcels and warehouse and factory buildings, to support business and manufacturing. The EZ, Commerce Department, and Philadelphia Industrial Development Corporation (PIDC) are working to attract businesses to American Street. The Commerce Department compiles and distributes lists of available properties. The American Street EZ will recruit more board members to facilitate economic development in the area and has approved a 12-month rental rebate program for businesses locating or expanding in the American Street EZ.



Strategies for generating commercial activity include a Buy Local campaign, mobile vending, and activating vacant properties, even if it is just temporary.

3 Create clean, safe and inviting commercial areas

!!! 3.1 Hire cleaning crew and safety patrol for commercial areas

The American Street EZ and Commerce Department are interested in partnering with businesses to explore the potential of a Business Improvement District to handle cleaning and safety on American Street, Lehigh Avenue and Berks Street. This would improve the look and feel of the area to attract customers.

!! 3.2 Improve commercial facades, lighting, signage, planters, security gates

In addition to presenting a clean environment for customers, businesses can upgrade the appearance of the face they present to customers. This includes making facade improvements, adding lighting and well-maintained

signage, see-through security gates so commercial corridors don't appear shuttered, and plantings to improve the pedestrian appeal. The PWD will serve as a partner in this effort through its Green Streets Program, along with Semilla Arts Initiative and Esperanza.

!! 3.3 Enhance gateways into the community

Underutilized spaces, such as traffic triangles, are opportunities to create gateways with public art and landscaping. Gateways add character and contribute to the identity of community and commercial areas. PHS and PWD projects around Borinquén Plaza have already jumpstarted the improvement of the main commercial area. APM will work with partners to create gateways at the intersections of Germantown Avenue with York, Dauphin, Susquehanna, and Montgomery Streets, and at the new transit-oriented development at Norris and Berks Streets.

4 Build a strong, community retail center

!!! 4.1 Develop programming for Borinquén Plaza

Borinquén Plaza is currently the only major commercial development within the study area. APM's new Borinquén La Placita Park is a major improvement to the shopping center that reinforces its role as a community center and offers new space for events. PHS and the 26th District Police are also committed to strengthening it as a community retail center by helping to organize community events.

!! 4.2 Target Germantown Avenue around Borinquén Plaza for new business development

With Borinquén Plaza as an anchor, Germantown Avenue is a good candidate for expanding commercial development given the number of vacant commercial properties and the unique theater building. As Germantown Avenue regains its commercial standing, an eventual goal can be to grow businesses further along Germantown Avenue to connect to Germantown/Lehigh, creating a continuous commercial corridor.

!! 4.3 Encourage participation in local business association

As businesses get off the ground, they can consider joining their local business association. The American Street Business Advisory Committee, part of the American Street/Erie Avenue Business Association managed by Impact Services, meets quarterly and could be re-energized by new membership.



Rendering of the underutilized triangle at 6th and Susquehanna as a gateway plaza to support a revitalized Germantown Avenue commercial corridor. (Source: Germantown Avenue Master Plan, APM, 2009)

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
ECONOMIC DEVELOPMENT						
STRATEGY 1: SUPPORT EXISTING LOCAL BUSINESSES						
High	1.1	Create a marketing campaign to attract shoppers to local businesses	EG , Village, Commerce Dept, Dominican Grocers Assoc., Kensington Hospital		Survey conducted	1
Medium	1.2	Coordinate small business assistance	EG , Commerce Dept, Temple SBDC	Temple Fox School of Business	Number of businesses	1
STRATEGY 2: ENCOURAGE THE DEVELOPMENT OF NEW BUSINESSES						
High	2.1	Provide entrepreneurship classes and technical assistance	EG	Temple SBDC, FINANTA, GPUAC-Entrepreneur Works, Greater Philadelphia Hispanic Chamber of Commerce	Number of classes, participants, new businesses	1
Low	2.2	Recruit franchises		Commerce Dept	Number of franchises	4-5
Low	2.3	Target vacant storefronts for redevelopment	APM	EG , Commerce Dept, SBDC	Number of redevelopment projects	2-3
High	2.4	Encourage mobile vendors and temporary mobile retail on vacant property	Empowerment Zone	RDA, PHA, APM, Village, Food Trust	Number of vendors	2-3
Medium	2.5	Work with the City to attract job-creating industries to American Street	PIDC, Commerce Dept, Empowerment Zone		Number of businesses, new jobs	4-5
STRATEGY 3: CREATE CLEAN, SAFE AND INVITING COMMERCIAL AREAS						
High	3.1	Hire cleaning crew and safety patrol for commercial areas	Empowerment Zone, Commerce Dept		Formation of cleaning/safety crew	2-3
Medium	3.2	Improve commercial facades, lighting, signage, planters, security gates	PWD (Green Streets program), Semilla Arts Initiative, Esperanza	Commerce Dept, Planning Commission, Mural Arts, Streets Dept, EG , Village	Number of improvement projects	2-3
Medium	3.3	Enhance gateways into the community	PHS , APM, Streets Dept, PWD, Village, Semilla Arts Initiative, Taller Puertorriqueño		Number of gateway projects	4-5
STRATEGY 4: BUILD A STRONG COMMUNITY RETAIL CENTER						
High	4.1	Develop programming for Borinquén Plaza	APM, 26th District, PHS , Semilla Arts Initiative	EG , FINANTA, Empowerment Zone	Number of programs, attendees	1
Medium	4.2	Target Germantown Avenue around Borinquén Plaza for new business development	APM	APM, EG , Chamber of Commerce	Number of new businesses	4-5
Medium	4.3	Encourage participation in local business association	American St. Empowerment Zone, 26th District PPD	APM, EG , Commerce Dept	Number of members, regular meetings	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, EG = Empowerment Group, GPUAC = Greater Philadelphia Urban Affairs Coalition, PHS = Pennsylvania Horticultural Society, PIDC = Philadelphia Industrial Development Corporation, PWD = Philadelphia Water Department, RDA = Redevelopment Authority, SBDC = Small Business Development Center, Village = Village of Arts and Humanities