

SECTION 1 : Purpose of the Transformation Plan

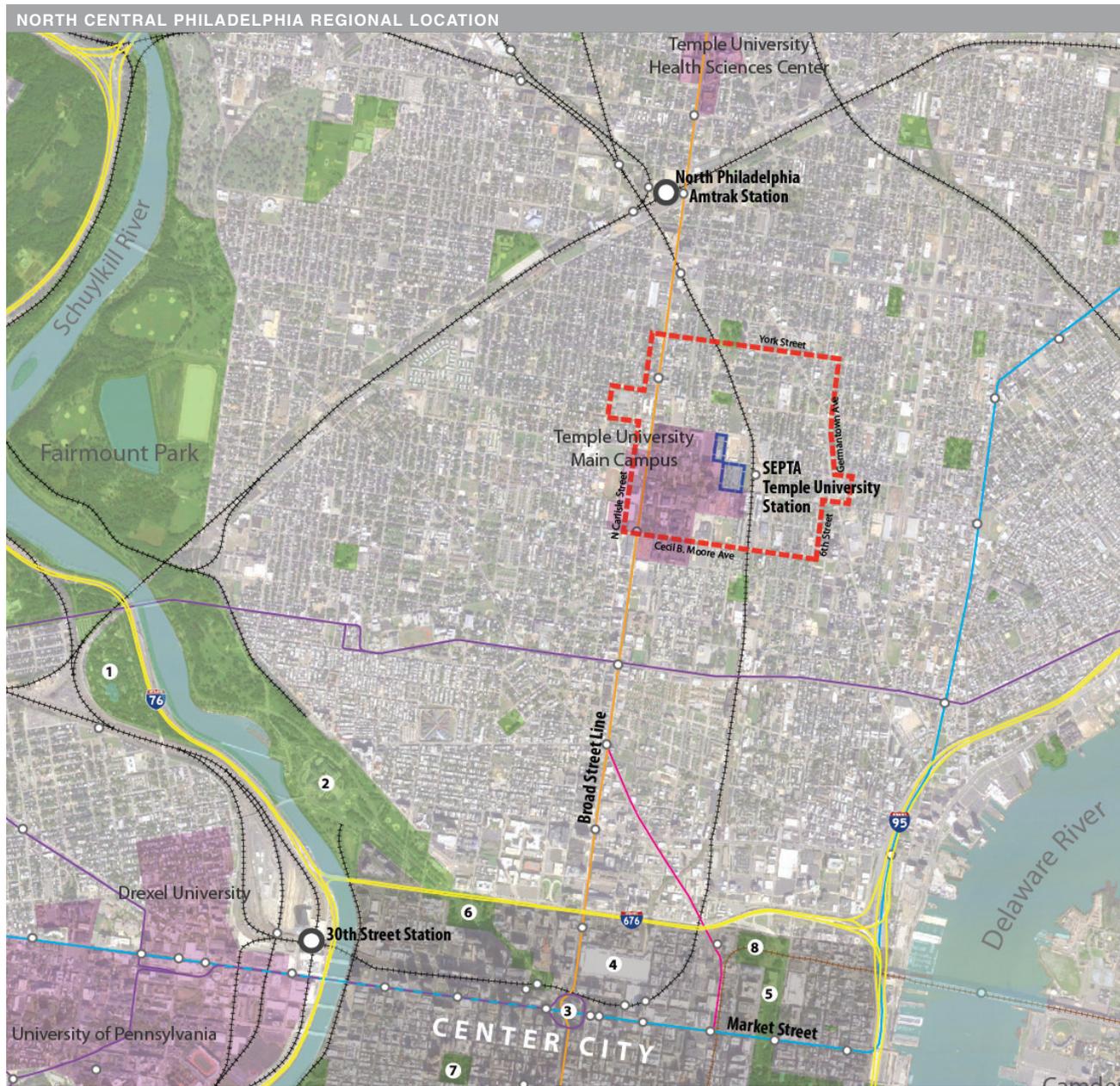


In collaboration with community residents and stakeholder organizations, the City of Philadelphia prepared this Transformation Plan for North Central Philadelphia. The planning area encompasses approximately a half a square mile bounded by York Street to the north, 6th Street and Germantown Avenue to the east, Cecil B. Moore Avenue to the south, and North Carlisle Street and North 16th Street to the west. The area includes the Norris Homes low-rise public housing site.

The neighborhood, home to Temple University and situated less than two miles from Center City, was once an industrial powerhouse – bustling with warehouses and manufacturers such as Stetson Hat and Good and Plenty Candy. Hundreds of row homes and commercial spaces were constructed to house and service the growing, diverse worker population. Until the 1960s, it thrived with commercial districts and arts venues like the Uptown Theater. Eventually, suburbanization, ill-conceived urban renewal projects, and the collapse of the regional manufacturing industry left the neighborhood with abandoned homes and factories, extraordinarily high rates of vacant, underutilized land, and a population that increasingly reflected high rates of poverty.

HUD'S CHOICE NEIGHBORHOODS INITIATIVE

The Choice Neighborhoods Initiative is a program of the U.S. Department of Housing and Urban Development (HUD). Choice Neighborhoods advances the successes of HUD's former HOPE VI program by supporting affordable housing and economic development to transform neighborhoods of extreme poverty into functioning, sustainable, mixed-income communities. The program is focused on using the rebuilding of distressed public housing as a catalyst for neighborhood-wide revitalization. In addition to physical housing improvements, the program supports adopting a comprehensive approach to revitalization that links new and rehabilitated housing with well-functioning services, schools, public assets, transportation, and access to jobs.



Legend

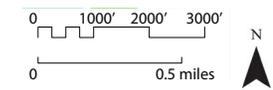
- - - Planning Area Boundary
- Target Housing Sites
- Expressway
- Center City Philadelphia
- Institutions

Transit

- Broad Street Line
- Broad Ridge Spur Line
- Market-Frankford Line
- Trolley Line
- SEPTA Regional Rail
- PATCO High-Speed Line
- Transit Station

Landmarks

- 1 Philadelphia Zoo
- 2 Philadelphia Museum of Art
- 3 City Hall
- 4 Pennsylvania Convention Center
- 5 Independence Mall
- 6 Logan Circle
- 7 Rittenhouse Square
- 8 Franklin Square
- 9 Washington Square



The planning area is located 2 miles north of Center City Philadelphia

“A TRANSFORMATION PLAN IS A SET OF COORDINATED STRATEGIES THAT OUTLINE A ROAD MAP TO NEIGHBORHOOD REVITALIZATION. LINKING NEW AND REHABILITATED HOUSING WITH WELL-FUNCTIONING SERVICES, SCHOOLS, PUBLIC ASSETS, TRANSPORTATION, AND ACCESS TO JOBS.”



Image: 2012 Stakeholder Work Session

CHOICE NEIGHBORHOODS IS FOCUSED ON THREE CORE GOALS:

1. **HOUSING:** Replace distressed public and assisted housing with high-quality, mixed-income housing that is well managed and responsive to the needs of the community.
2. **PEOPLE:** Improve educational outcomes and inter-generational mobility for youth with services and support delivered directly to youth and their families.
3. **NEIGHBORHOOD:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

To achieve these core goals, communities must have in place a comprehensive neighborhood revitalization strategy, or transformation plan. This transformation plan is the guiding document for the revitalization of the public and/or assisted housing units, and it directs the transformation of the surrounding neighborhood to have positive outcomes for families.

Through this program, HUD provides two types of competitive grants to assist communities in achieving their goals: planning grants and implementation grants. Planning grants of up to \$500,000 assist communities in developing a successful neighborhood transformation plan and building the support necessary to create place-based strategies that address housing, inadequate schools, poor health, high crime, and lack of capital/economic opportunity. Implementation grants of up to \$30 million support communities that have undergone a comprehensive local planning process and are ready to implement their transformation plan.



Image: WRT

DEVELOPMENT OF NORTH CENTRAL PHILADELPHIA'S TRANSFORMATION PLAN

For over 10 years, community residents, educational partners, local retailers, developers, faith-based groups, non-profit organizations, arts organizations, government agencies, and other institutions have been engaged by the Office of Housing and Community Development (OHCD), the Philadelphia Housing Authority (PHA), and Asociación Puertorriqueños en Marcha (APM) to share concerns about their neighborhood and to develop strategies to build a strong and vibrant North Central Philadelphia. Plans developed over the last 10 years provide the foundation for the North Central Philadelphia Choice Neighborhoods Transformation Plan.

To build a successful coalition of community residents and organizational stakeholders, effectively secure a \$30 million dollar implementation grant, and bring to fruition the neighborhoods' visions, the following partners have been identified to lead plan elements. The partners were selected based on their experience working with the community and their ability to demonstrate institutional capacity to successfully implement the Transformation Plan.

QUICK FACTS

GRANT REQUEST: \$30 million

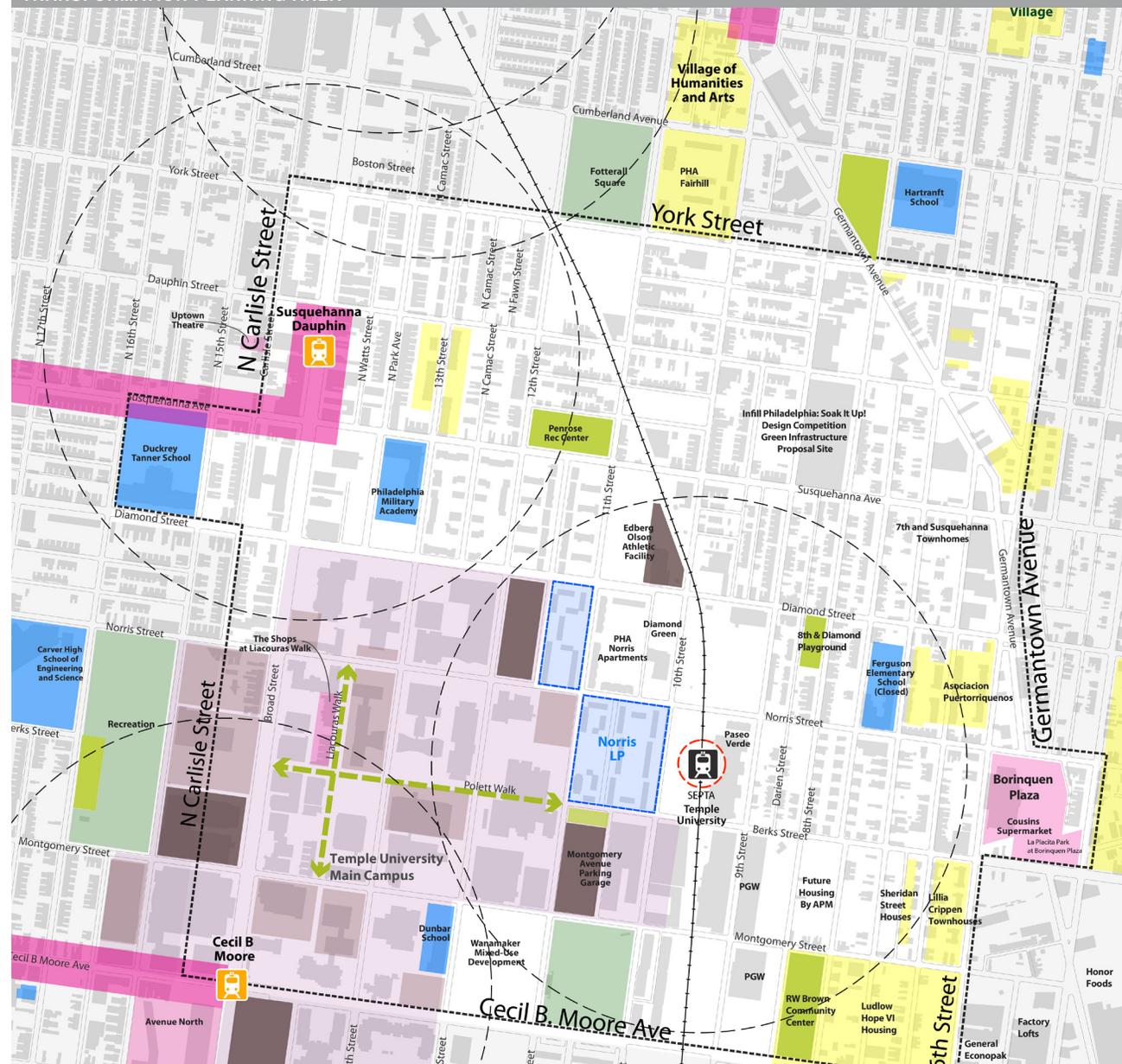
LEVERAGE: \$200 million

APPLICANT: City of Philadelphia

CO-APPLICANT: Philadelphia Housing Authority

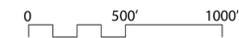
KEY PARTNERS: Asociación Puertorriqueños en Marcha (APM) (People Lead), Local Initiatives Support Corporation, PA Department of Community & Economic Development (DCED), Pennsylvania Horticultural Society, Philadelphia School District, Philadelphia Youth Network, Temple Health Systems, Temple University (Education Lead and Anchor Institution), United Way.

TRANSFORMATION PLANNING AREA



Legend

- Planning Area Boundary
- Target Housing Sites
- Broad Street Line Subway Station
- Regional Rail Station
- Recreation Centers
- Parks
- Schools
- Commercial Districts
- Affordable Housing Development
- 1/4 Mile Walking Radius
- Planning Area: .57 square miles



The planning area is well served by transit and includes a major institution, Temple University Main Campus



Existing Norris Apartments



Existing Norris Apartments

ASSETS

Home to Temple University, the City's 4th largest employer and a driver of local housing and retail market; CNI partners and community have worked together for nearly 40 years; proximity to vibrant Center City and Avenue of the Arts, recreational and greened space, Paseo Verde – new TOD, and extensive transit – bus and Temple Regional Rail Station with approximately 2 million passenger trips in 2011.

CHALLENGES

Rail viaduct bifurcates the neighborhood, creating a physical and social barrier to community assets – recreation facilities and parks; shopping and retail; Temple University programs; and transit. Over 50 years of disinvestment and depopulation have left blocks scattered with blighted vacant lots/properties which promotes crime and discourages walking. The schools are low-performing and the Germantown neighborhood retail corridor is threatened by vacancies and underutilized properties.

KEY PROJECT PARTNERS

Lead Applicant: City of Philadelphia | Co-Applicant: Philadelphia Housing Authority (PHA) | Anchor Institution: Temple University



HOUSING IMPLEMENTATION ENTITY

Philadelphia Housing Authority (PHA)

The Philadelphia Housing Authority, through its Philadelphia Housing Authority Development Corporation (“PHADC”) subsidiary, is one of the most successful developers of affordable housing in Pennsylvania, with recent successful experience developing Tax Credit (LIHTC and Historic Tax Credits), Capital Fund, HOPE VI and other mixed finance developments, as well as homeownership. Since 1990, PHA has developed or modernized over 6,100 housing units including continuing the successful, ongoing implementation of five (5) HOPE VI developments.



NEIGHBORHOOD IMPLEMENTATION ENTITY

**City Office of Housing and
Community Development (OHCD)**

The City of Philadelphia through its Office of Housing and Community Development (OHCD) is the Lead Applicant and Neighborhood Implementation Entity. In just over 10 years, OHCD’s investment of \$250 million has leveraged nearly \$1 billion in other funding and investment to create over 7,500 units of rental, special needs and homeownership housing.



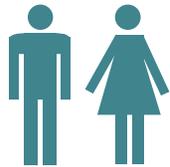
PEOPLE PLAN IMPLEMENTATION ENTITY

**Asociación Puertorriqueños
en Marcha (APM)**

In addition to its role as an effective affordable housing and community developer, APM is a highly successful support services provider. For over 20 years, APM has provided either direct services or through coordination with other supportive service agencies, to include: workforce development, education (GED), childcare, transportation, substance abuse counseling, family counseling, resident-owned business development and financial literacy. APM is a city-funded housing counseling agency and APM’s Community Child Care Center is recognized as Keystone 4-STAR program which is the highest ranking by the state.

KEY PROJECT PARTNERS

Lead Applicant: City of Philadelphia | Co-Applicant: Philadelphia Housing Authority (PHA) | Anchor Institution: Temple University



PEOPLE PLAN IMPLEMENTATION ENTITY

Temple University

Temple University, the neighborhood's Anchor Institution and Lead Education Partner, will provide quality early learning programs, improve educational attainment and increase graduation rates for local youth.

**PRINCIPAL EDUCATION
PARTNER: TEMPLE UNIVERSITY**