



Along The Avenue

THE ECONOMIC DEVELOPMENT STRATEGIC PLAN FOR GERMANTOWN *and* LEHIGH

— INTERFACE STUDIO LLC
REAL ESTATE STRATEGIES, INC.
WILSON ASSOCIATES, INC.
in collaboration with

PHILADELPHIA CITY PLANNING COMMISSION
PHILADELPHIA DEPARTMENT OF COMMERCE
and COMMUNITY PARTNERS

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Acknowledgements



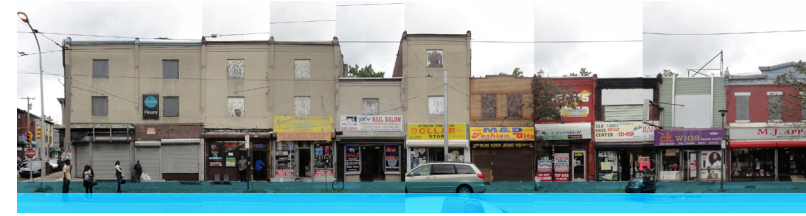
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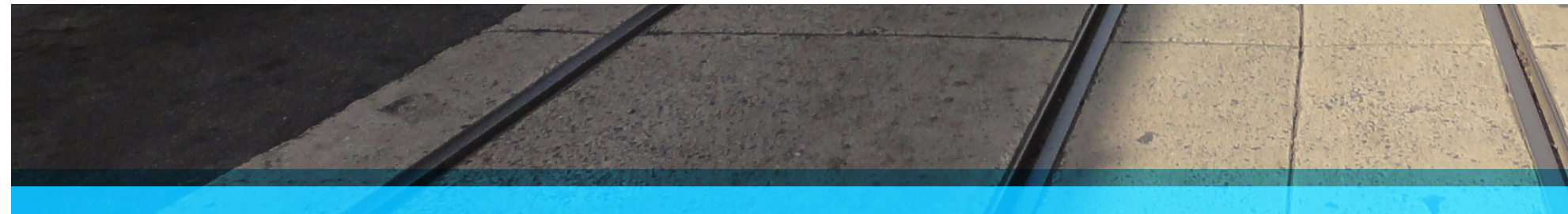
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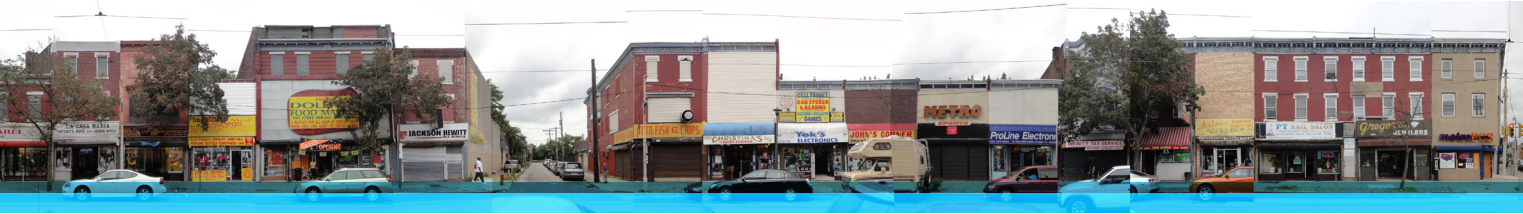
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the ECONOMIC DEVELOPMENT STRATEGIC PLAN for GERMANTOWN and LEHIGH



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Lastly, thanks to the Mural Arts Program and artists-in-residence, Jeroen Koolhaas and Dre Urhahn, for bringing their creative energy and vision to this economic development effort along The Avenue as well as their time spent in coordination and collaboration.

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1 Introduction

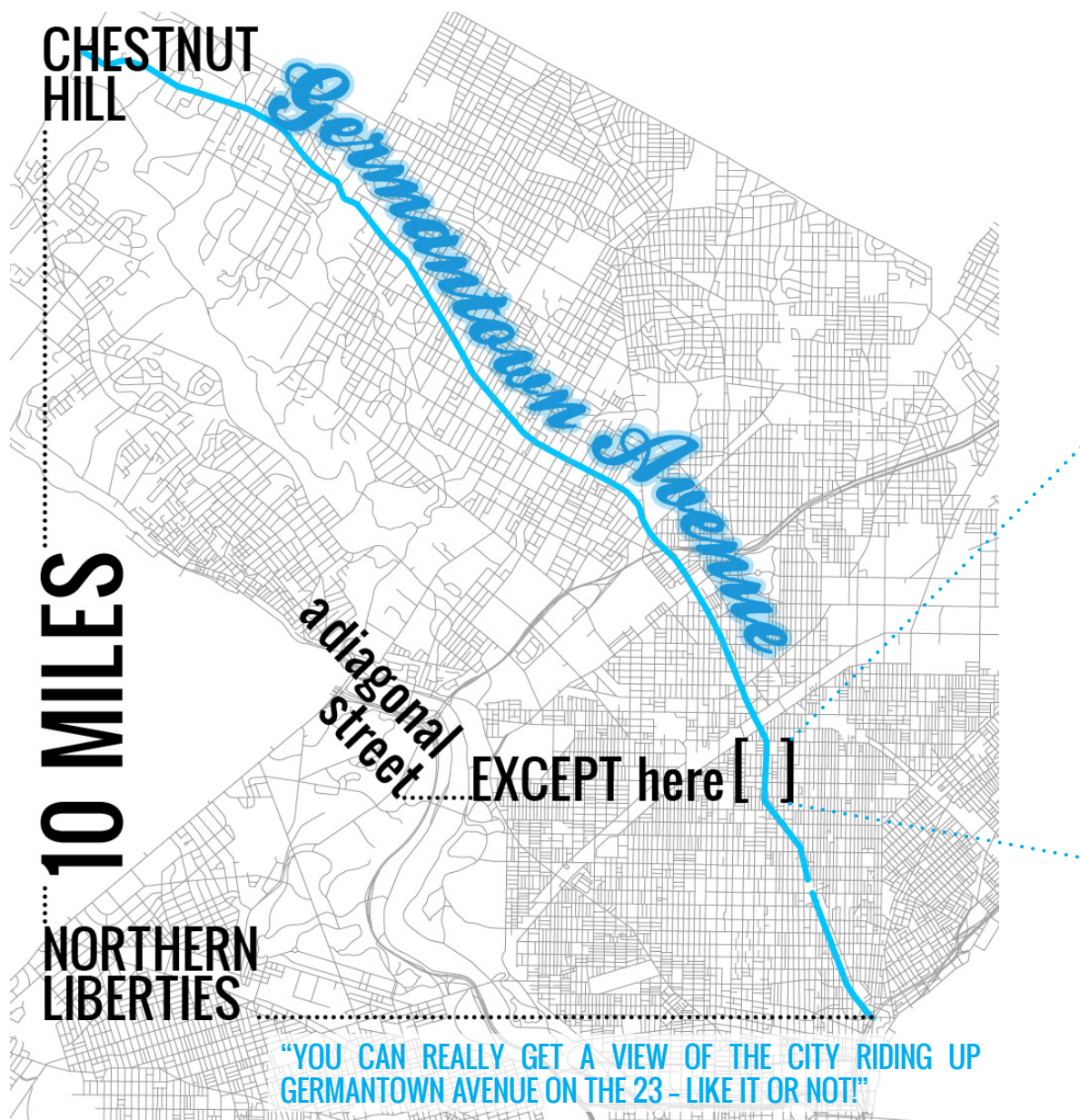
PURPOSE OF THE PLAN

Germantown Avenue, one of Philadelphia's historic commercial corridors, traverses roughly 10 miles – from Northern Liberties through North Philadelphia to Chestnut Hill. A trip along The Avenue showcases Philadelphia's varied neighborhoods and disparate urban conditions; the character of The Avenue ranges accordingly, reflecting recent waves of investment and contemporary architecture at its southern terminus, stability, affluence, and a commitment to preservation at its northern end, and in between, the bones of a once vibrant mixed-use market place evidencing degrees of disinvestment and efforts to revitalize.

Germantown Avenue is a diagonal street, crossing the City's grid at an angle – except in the blocks that frame Germantown and Lehigh. Between Huntingdon and Indiana, Germantown Avenue merges with what would be 10th Street, becoming one with the grid. This short stretch, capped by The Village of Arts and Humanities to the south and Historic Fair Hill burial ground to the north is less than a half-mile in length. The businesses within the remaining core of the commercial district are clustered within the quarter-mile spanning from Huntingdon to Somerset.

Along The Avenue here are more than 75 businesses that employ over 250 people. Nearly 5,500 residents live in the surrounding blocks, and hundreds of passengers ride by each day on the bus. And yet, people have trouble describing the area or this particular portion of Germantown Avenue. Rather than giving it a specific name, most people call the neighborhood "North Philly" and the commercial corridor itself "The Ave" or "The Avenue," plain and simple. The most descriptive phrase applied by a merchant is, "This is the South Street of North Philly." Indeed, The Avenue here, partially vacant – and still evolving, begs for an identity to put it back on the map and resources to help put storefronts back in business.

Figure 1: The Avenue in Context



"This is the South Street of North Philly."

Most people asked said:
The Ave
OR

The Avenue

The Village
of arts & humanities

Historic
Fair Hill
burial
ground

INDIANA

CAMBRIA

SOMERSET

LEHIGH

HUNTINGDON

11TH

10TH

9TH

LESS THAN 1/2 MILE STRETCH

BUSINESSES CLUSTERED
IN 1/4 MILE

CLEAR BEGINNING & END

+75 BUSINESSES
+250 EMPLOYEES

5,489 RESIDENTS (2010)

MANY TRANSIT RIDERS

In 2010, with support from Council President Darrell Clarke and the community, the City of Philadelphia, through the Philadelphia City Planning Commission (PCPC) and Philadelphia Department of Commerce (Commerce), commissioned this *Economic Development Strategic Plan* for the Germantown and Lehigh commercial corridor. Seeking strategies to re-energize the corridor and put adjacent underutilized land into productive use to serve the community, PCPC and Commerce structured the planning process to foster coordination between City agencies, non-profits, business owners, and residents. They scheduled the process to unfold with a major Mural Arts Program initiative along The Avenue called *Philly Painting*.

Together the two initiatives, *The Economic Development Strategic Plan* and the transformative public art, represent a significant investment – of financial resources, but also staff time at Commerce, PCPC, the Police Department as well as human capital in capacity building in the community. Such targeted efforts are intended to guide capital investment at Germantown and Lehigh, spur market interest and activity, and renew the image for this important business district.

and yet...

"If there's a name for this neighborhood,
I don't know it."

PLANNING CONTEXT

In 2003, community leaders convened by The Village of Arts and Humanities and guided by a team of students and consultants undertook a comprehensive, resident-driven community development plan for the area bound by 5th Street, Broad Street, Diamond Street, and Allegheny Avenue. Completed in 2005 and titled *Shared Prosperity*, the resulting plan established local priorities for neighborhood revitalization, including community building, economic development, youth and family programming, housing, and health and public safety.

This new economic development strategy focuses specifically on the Germantown and Lehigh commercial corridor, located at the center of the *Shared Prosperity* study area and widely considered the heart of the community. An overarching goal of this document, *Along The Avenue: The Economic Development Strategic Plan for Germantown and Lehigh*, is to blend elements from previous plans together with ongoing neighborhood improvements and new commercial and residential market findings to inform economic development decisions. This plan aims to:

- 1 Reinforce the *Shared Prosperity Community Development Plan* and other planning efforts in the area
- 2 Support revitalization in this portion of North Philadelphia, including:
 - Philly Rising, a partnership between the Managing Director's Office and community activists at Neighborhood Empowerment & Transformation Community Development Corporation (NET CDC) to combat quality of life issues
 - The 2011 *Sustainable Communities Initiative (SCI) North Plan* created by Asociación de Puertorriqueños en Marcha for Everyone (APM) in partnership with the Local Initiatives Support Corporation (LISC) for the portion of North Philadelphia between American Street and 9th Street, extending north to Lehigh Avenue
- 3 Integrate a commercial and residential market study within the planning process to identify achievable economic development opportunities along The Avenue and potential sites for market-rate or mixed income housing within the adjacent neighborhoods
- 4 Establish a clear vision for the corridor to be folded into PCPC's District Plan for North Philadelphia that will be part of the *Philadelphia 2035* Comprehensive Plan
- 5 Continue to develop community capacity and strengthen working relationships between community organizations and City agencies as partners in implementation

PROJECT PARTNERS

Together, **PCPC** and **Commerce** staff managed the planning process, ensuring that the plan provides a well-reasoned roadmap for investment along a cleaner, safer, and more vibrant Germantown Avenue commercial corridor, and that the plan is realistic and achievable, with City leadership, staff, and community leaders aligned to employ diverse resources in the next steps of implementation.

To oversee the plan's progress and development, PCPC and Commerce convened an **Advisory Committee**, charged with reviewing the research findings, weighing in on the proposed recommendations, and ultimately assuming partial ownership of elements of the plan. Nineteen invited stakeholders comprised the Committee, including representatives from seven community organizations, four business and/or property owners along The Avenue, the 5th and 7th Council Districts, the 25th and 26th Police Districts, and four city agencies in addition to the Planning Commission and Commerce Department.

In fact, the Advisory Committee multi-tasked, serving as a sounding-board not just for *The Economic Development Strategic Plan*, but also for the **Mural Arts Program's Philly Painting** initiative unfolding along The Avenue, with Dutch artists-in-residence, **Jeroen Koolhaas (Haas)** and **Dre Urhahn (Hahn)**, living at and collaborating with community partners at **The Village of Arts and Humanities (The Village)**.

The City hired an interdisciplinary team led by **INTERFACE STUDIO** partnered with **Real Estate Strategies** and **Wilson Associates**, with expertise in planning and urban design, commercial and residential market analysis, organizational assessment, and community capacity building to undertake *The Economic Development Strategic Plan* and coordinate with the *Philly Painting* project.



Two projects sharing a common goal:
to spur economic development and increase commercial potential
along The Avenue

The Avenue

STUDY BOUNDARIES

The study area for *Along the Avenue: The Economic Development Strategic Plan for Germantown and Lehigh* spans from 8th Street to 12th Street, York Street to Glenwood Avenue, with a focus on the Germantown Avenue commercial district.

The *Philly Painting* target area has a tighter focus, stretching from Cumberland Street to Cambria Street to include the 2500, 2600, 2700, and 2800 blocks of Germantown Avenue.

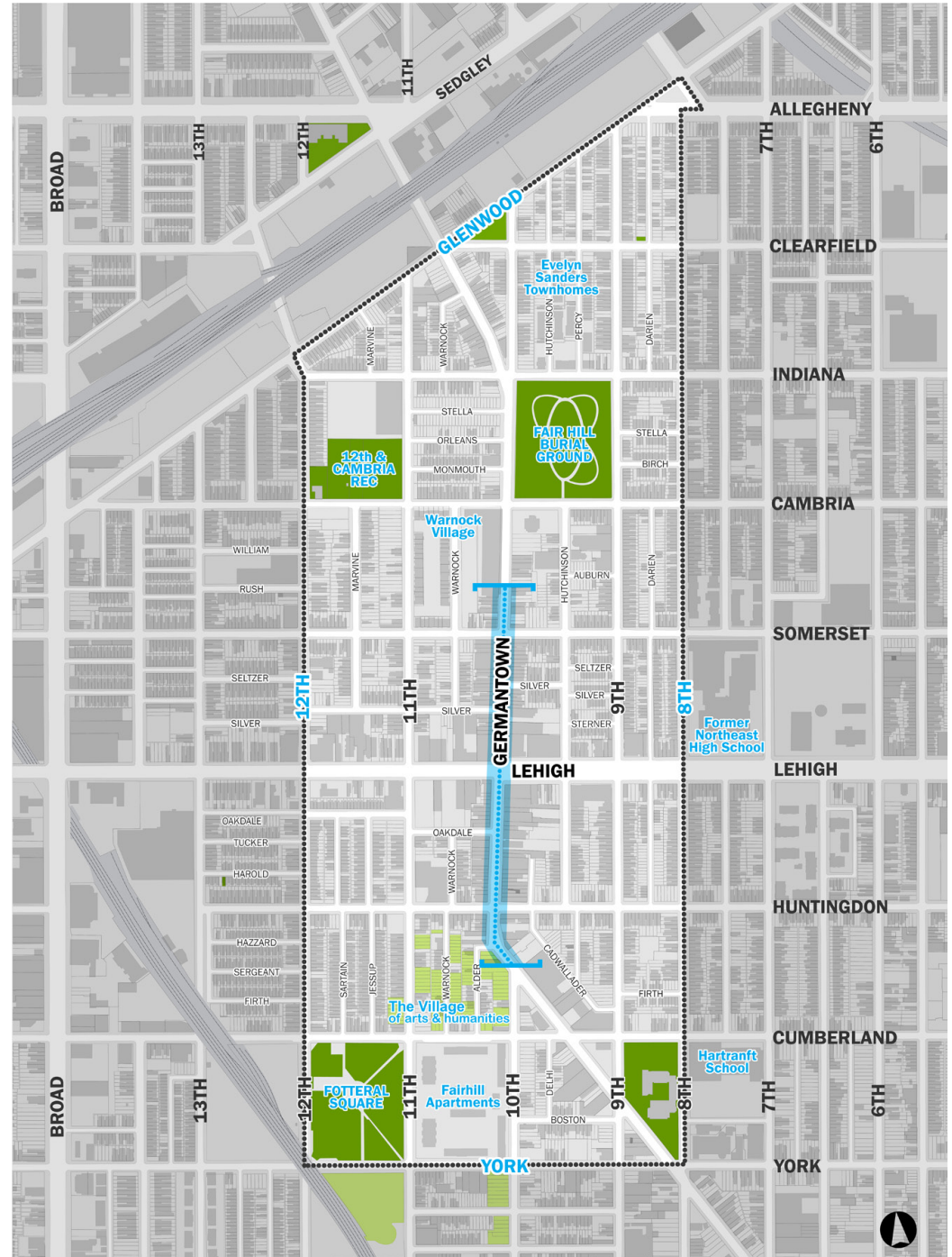


Figure 2: Base Map



PLANNING PROCESS

The 11-month process for *The Economic Development Strategic Plan* began in May 2011 and ended in March 2012. The planning team completed the project work in three phases with oversight and assistance from PCPC, Commerce, and Advisory Committee members along the way:

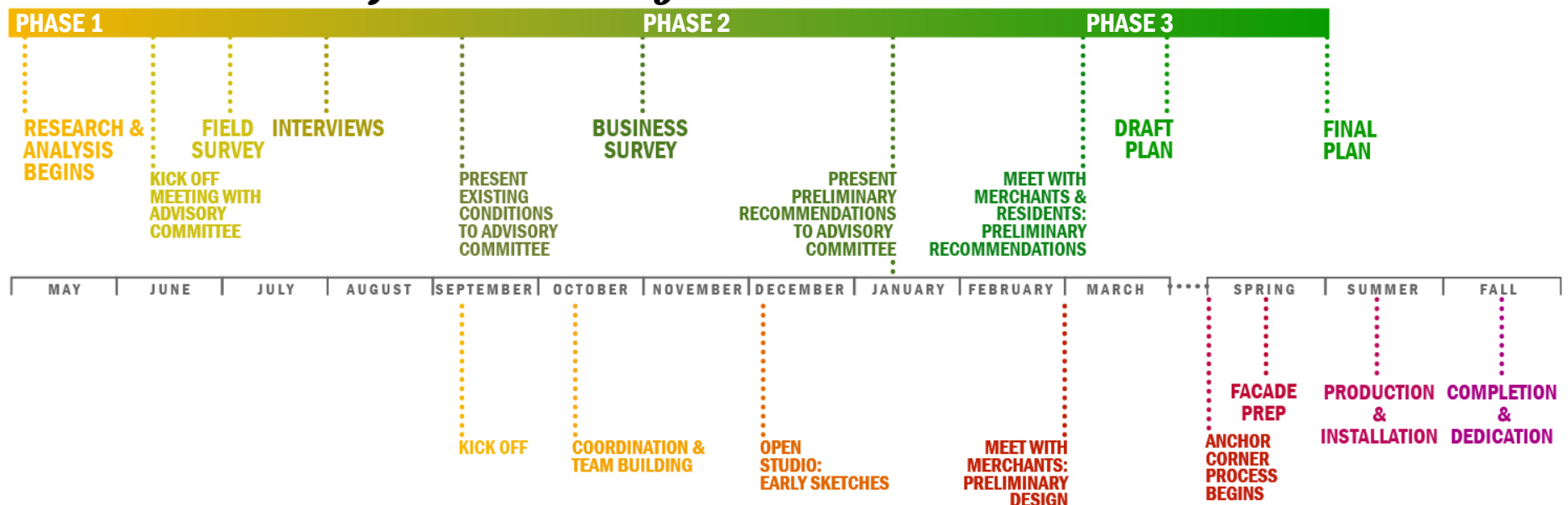
PHASE 1: Analysis of Existing Conditions

During the first phase of work, which was defined by research and data collection, the planning team explored and documented the physical and economic conditions along the Germantown Avenue commercial corridor and surrounding neighborhood area through:

- A project kick-off meeting with the Advisory Committee to introduce the project and learn from the residents, business owners, community leaders, service providers, property owners, and city agencies what they liked best about Germantown and Lehigh and which issues they hoped to see the plan address

- A parcel-by-parcel field survey to record up to date information on land use, building condition, and businesses
- A demographic snapshot and data on real estate trends in the housing and commercial markets
- Interviews with seven organizations active in the area surrounding Germantown and Lehigh to determine the key interests and program areas, core strengths and capacity of community groups
- A door-to-door survey of businesses conducted with the help of NET CDC in an effort to reach all businesses within the core of the Germantown Avenue commercial district (2500 through 2800 blocks)
- A second session with the Advisory Committee at which the team presented findings from the first phase for review and feedback

Economic Development Strategic Plan



Mural Arts Timeline

Project Schedule

PHASE 2: Preliminary Recommendations

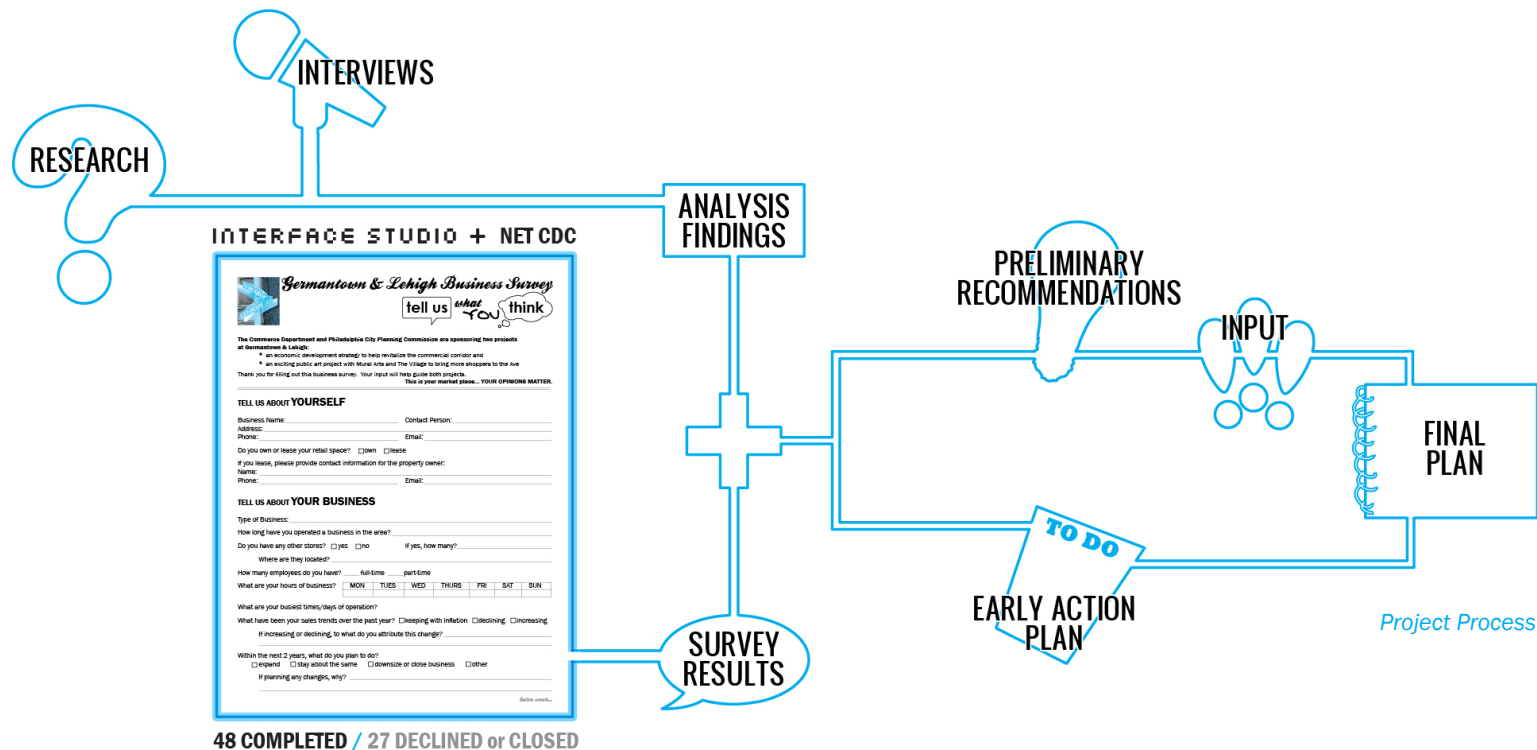
During the second phase, the planning team worked closely with PCPC, Commerce, and community partners to develop well-tailored recommendations in response to the findings and community input collected in Phase I. Phase II resulted in:

- An *Early Action Plan for Germantown and Lehigh*, developed for immediate use by the Commerce Department and Planning Commission to guide critical next steps by the City and community leaders in laying important groundwork necessary to secure funding and jump start elements of plan implementation
- Commercial and residential market analysis findings and a set of preliminary recommendations that encompass both the early action steps and longer-term strategies for revitalization
- A third presentation to the Advisory Committee of the proposed early action items, longer-term recommendations, and preliminary *Philly Painting* mural approach under development by Mural Arts Program's artists-in-residence, Haas and Hahn, for review and comment by the Committee

- A special meeting with merchants along The Avenue to share the *Philly Painting* design concept, elements of the plan specific to the commercial corridor, and information about available resources and opportunities for business owners to upgrade their stores and/or properties and take part in revitalization efforts
- A resident focus group to solicit additional input from the people who live and shop near or along The Avenue

PHASE 3: Final Plan and Next Steps

During the third phase, the planning team refined the recommendations, incorporating the input collected from the Advisory Committee, merchants, and the public. The analysis and revised recommendations are packaged together in this report, along with an implementation strategy to guide next steps in coming weeks, months, and years.



Early Implementation & Ongoing Efforts

The planning timeline was scheduled to overlap with the Mural Arts Program's *Philly Painting* initiative in the area funded by Commerce, the Knight Foundation, Bank of America, and the North Central Empowerment Zone. The Mural Arts process commenced in September 2011, shortly after world-renowned Dutch artists Haas and Hahn arrived at The Village of Arts and Humanities, their home base while working on two large-scale and high-profile commercial corridor projects – one at Germantown and Lehigh and one in Center City. Haas and Hahn's largest project in Philadelphia will be along The Avenue. The artists will train and employ local residents to help paint massive murals spanning multiple buildings, as they did in their projects in the favelas of Brazil. Introducing a public artscape that is unlike any other mural in the city or the nation – dynamic colors and patterns that form a unifying design – *Philly Painting* will put The Avenue back on the map and back in business.

In December 2011, Haas and Hahn and the Mural Arts Program hosted an Open Studio event, inviting the community to preview preliminary sketches and ideas for the mural along The Avenue. The early months of 2012 were spent refining the design concept. Façade preparations of the buildings identified for murals will be completed in spring 2012, painting will be underway during the summer, and the public art installation is scheduled for completion and dedication in fall 2012. The large-scale murals planned to reactivate The Avenue's very visible corner properties and vacant upper floors will give the substantial investment of time, energy, and financial resources a physical expression on the corridor and mark a first, transformative step.

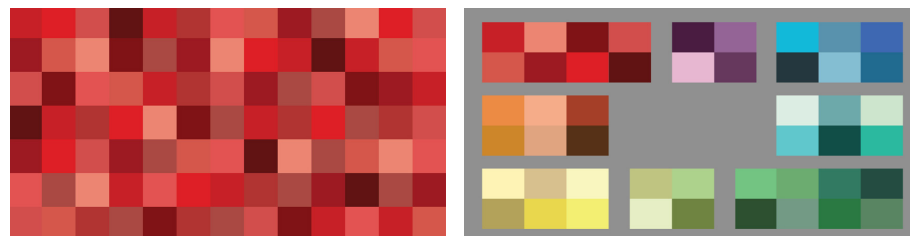
As *The Economic Development Strategic Plan* process draws to a close and preparations for the mural installations get underway, another important early effort has been launched by NET CDC and The Village with technical support and financial backing from the Commerce and Police departments. The six-month interim cleaning program responds directly to business owner, resident, and customer concerns about the appearance of The Avenue and has been designed to utilize capacity and resources that exist within the neighborhood already. It will create jobs for people in the community and strengthen communication between community groups and city agencies.



Above: Favela Painting project in Santa Marta, Rio de Janeiro, Brazil

Right: Artists Dre Urhahn (Hahn) pictured left and Jeroen Koolhaas (Haas) pictured right

Source: www.favelapainting.com



Logo, color research, and color palette for Philly Painting developed by Haas & Hahn

Source: Artists Dre Urhahn & Jeroen Koolhaas

2 *An Overview of the Area*

This chapter of the report presents trends and existing conditions found in the study area as a whole – the neighborhood fabric surrounding Germantown Avenue as it crosses Lehigh. Subsequent chapters analyze existing conditions specific to The Avenue in greater depth and pair issues and opportunities for corridor revitalization with strategies and recommendations.

Businesses on the 2600 block of Germantown Avenue, 1936.
Source: www.phillyhistory.org



Keystone Theater in 1959 before it was demolished; there is now a parking lot where the theater once stood.
Source: Temple University Library, Urban Archives



HISTORY

Germantown Avenue is one of Philadelphia's oldest streets, a historic commercial corridor and well-traveled thoroughfare that linked Philadelphia with rural settlements northwest of the city as early as the late 1600s. The Avenue evolved overtime, as Philadelphia grew and blocks on either side of The Avenue welcomed industries and rows of worker housing, residents to fill the jobs and families to inhabit the homes. As the area reached capacity in the first half of the twentieth century, Germantown Avenue developed into a bustling and full-service shopping street, a vibrant center of commerce and culture, particularly at Germantown and Lehigh, once home to a range of shops and at least seven theaters.¹ Indeed, as the land use data from Sanborn Insurance Maps drafted in 1921 and updated in 1951 illustrates, Germantown Avenue was a place of business, with continuous commercial frontage (in red) from Huntingdon to Glenwood, framed by intact blocks of housing (yellow) and religious institutions (blue).

"Germantown Avenue, ('The Avenue' as it was called) and Lehigh Avenue were busy business corridors. There was a dry goods store next to the Meetinghouse on Germantown Avenue, then a wholesale candy store and a children's clothing store. The pawn shop was on Silver Street. The area had every store a family would need right in the neighborhood..."

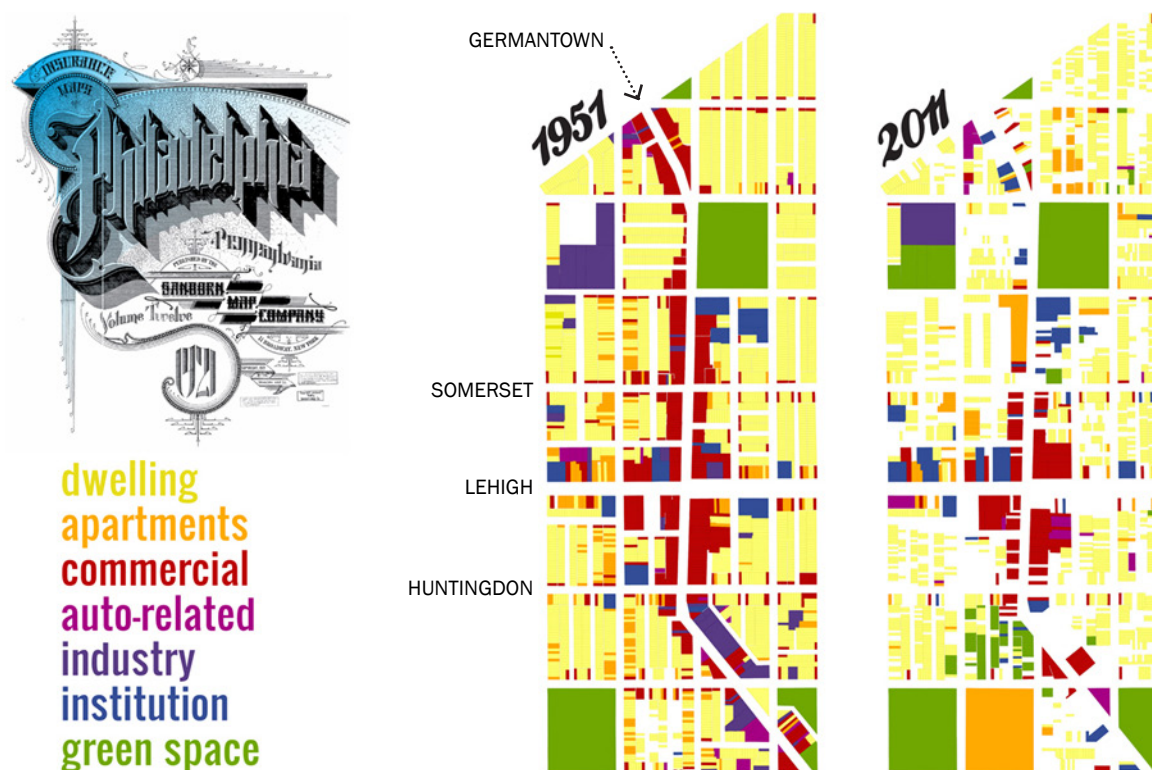
...There were butchers and a big fish store. There were four 5 & 10's – Woolworth's, Kresges, and two others. There were several movie theaters. There was a store called Trostels, which sold bulk coffee and peanuts, and patrons could order their own mix of coffee beans. There was a tropical fish store, as well as a store that sold commercial pots and pans. There was even an umbrella store. In addition to the stores, there were plenty of small businesses that employed people. Wilbur Brothers Chocolate was located in back of the high school. There was also [the North American] Lace factory."

- Interview of **former neighbor, Ethel Goerlich**, by Pamela Moore for Fair Hill Burial Ground²

¹ According to Planning Commission research, the Viola, Casino, Steifel's, Avenue, Electric, and Ideal theaters once stood along Germantown between York and Cambria Streets. The Keystone Theater was located nearby on the south side of Lehigh Avenue between Germantown and 10th Street.

² http://fairhillburial.org/?page_id=550

Much has changed in the 60 years since the 1951 Sanborn update. According to the U.S. Census, the area's population has declined by 49 percent since 1950³, and the effects of that loss are evident in the generalized land use map created in 2011. Not only has vacancy (the white space) spread from the neat street grid of the 1951 map into the neighborhood fabric throughout the area, but the commercial corridor has contracted, now concentrated predominantly between Huntingdon and Somerset. While the contraction of the business district along the Avenue is a source of discouragement for business owners and frustration for residents who can no longer meet their daily needs, the trend is common throughout the City. One of the strategies put in place by the *Philadelphia 2035 Comprehensive Plan* is to consolidate commercial districts into smaller, more viable nodes. The intersection of Germantown and Lehigh presents this opportunity.



3 www.socialexplorer.com To analyze change in population since 1950 requires the use of Census Tracts that encompass a greater land area than the study area. This population loss corresponds to Census Tracts 164, 165, 166, 174, and 175, which span from 4th/5th to Broad, Norris/Dauphin to Glenwood.



Housing along Darien Street, North American Lace Company in the distance, corner store in the foreground, 1959.

Source: www.phillyhistory.org



Philadelphia's food cart culture, bringing goods to the students of Northeast High School, 1934.

Source: www.phillyhistory.org

Figure 3: Change in Land Use Over Time

Source: Sanborn Maps 1921 - 1951, Field Survey 2011

11 DEMOGRAPHICS

The U.S. Census reports that the study area's population⁴ (5,488 residents in 2010) grew by six percent since 2000. Philadelphia also grew for the first time since 1950 in the decade between 2000 and 2010, but at a lesser rate of 0.6 percent.

The number of households has followed a similar trend, declining through 2000, and then rebounding – by 17 percent – to 1,880 in 2010. The 45 units of senior housing at Warnock Village likely help explain the discrepancy between the increase in population and households; there has also been an influx of smaller households. The area is predominantly renter-occupied (58 percent).

Warnock Village (near right), built by the Philadelphia Housing Authority, and Evelyn Sanders Townhomes (far right), developed by the Women's Community Revitalization Project, introduced 166 new affordable rental units between 2000 and 2010.



The area's racial composition has remained fairly stable in recent decades. In 2010, 67 percent of the population identified as African American, 11 percent as Caucasian, and 22 percent as Other or of more than one race. The area's Hispanic or Latino population, now accounting for 33 percent of residents, grew by four percent between 2000 and 2010.

The median household income for the area is \$14,201, and 65 percent of households earn less than \$25,000 per year.⁵ Low household incomes translate to a high poverty rate: according to the American Community Survey (2005-2009), 60 percent of households here are living in poverty. There is, therefore, limited money to spend at stores along The Avenue – less spending power to support local merchants. However, the arrival of new residents and households can bolster The Avenue with additional customers if stores offer a diverse range of quality goods.

The area's sizable youth population (36 percent of the total population or 1,976 people under the age of 19) represents a market segment, often with disposable income and fewer financial responsibilities, which might shop along The Avenue if there were stores and services that better catered to their tastes and desires.

⁴ ESRI Census Profiles, 1990, 2000, and 2010 for study area (8th – 12th, York – Glenwood)

⁵ ESRI Census Profile, 2010 for study area (8th – 12th, York – Glenwood)

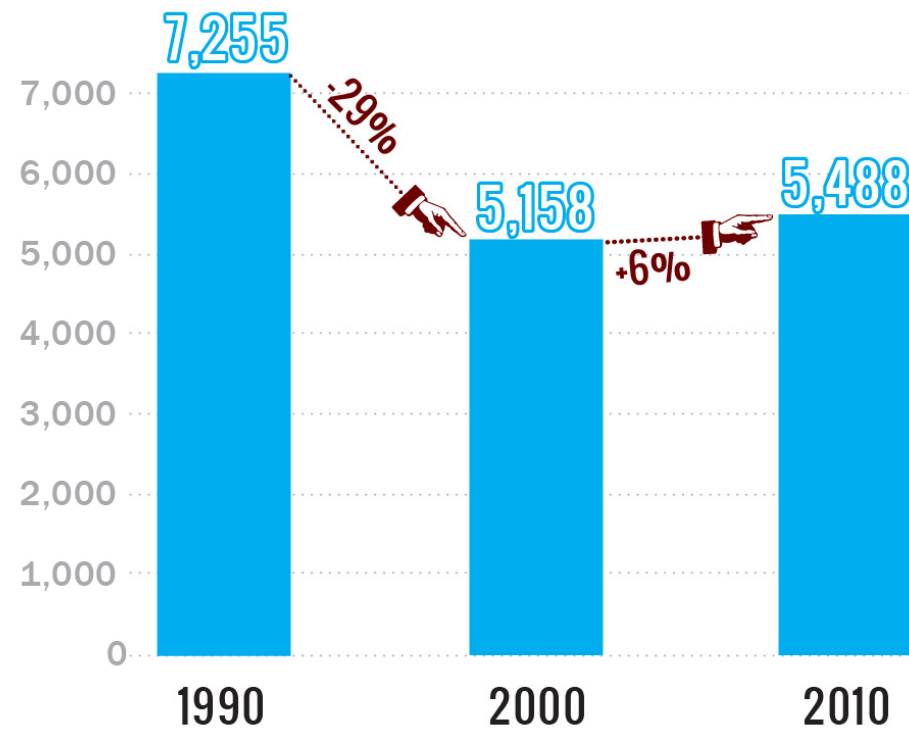


Figure 4: Population Change

Source: ESRI Census Profiles, 1990, 2000, 2010

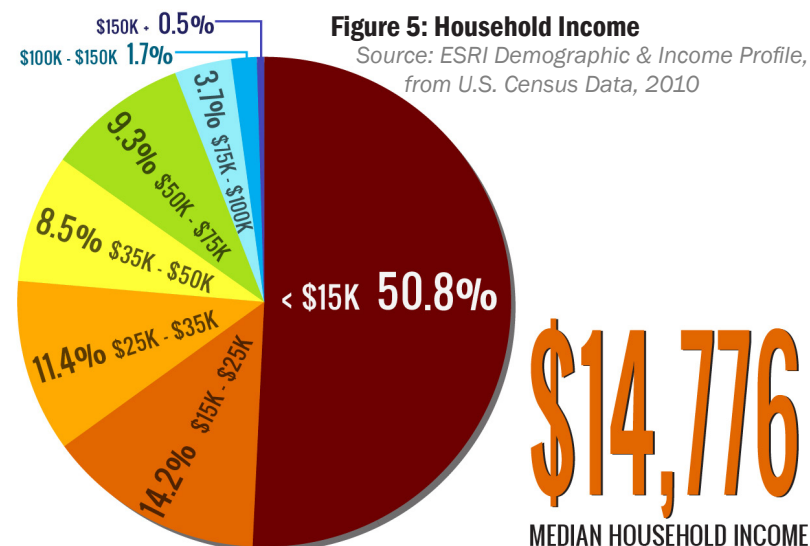


Figure 5: Household Income

Source: ESRI Demographic & Income Profile, from U.S. Census Data, 2010

\$14,776
MEDIAN HOUSEHOLD INCOME

PHYSICAL CONDITIONS

ZONING

The zoning for the study area reflects historic land use patterns. Germantown Avenue is zoned for mixed commercial/residential use along its length, as are many corner properties throughout the surrounding residential community. Industrial zoning hugs the rail corridors.

LAND USE

Data from the June 2011 field survey (illustrated in Figure 7 on page 13) reveal a much more intricate mix of land uses. Housing comprises more than one-third (34 percent) of the neighborhood. The bulk of the housing stock is single family attached housing, but there are several denser developments, including 264 units at the Philadelphia Housing Authority's Fairhill Apartments located between York and Cumberland, 10th and 11th, 95 units at PHA's Warnock Village located between Somerset and Cambria, Germantown and 11th, and 71 units at the Evelyn Sanders Townhomes developed north of the cemetery by the Women's Community Revitalization Project.⁶

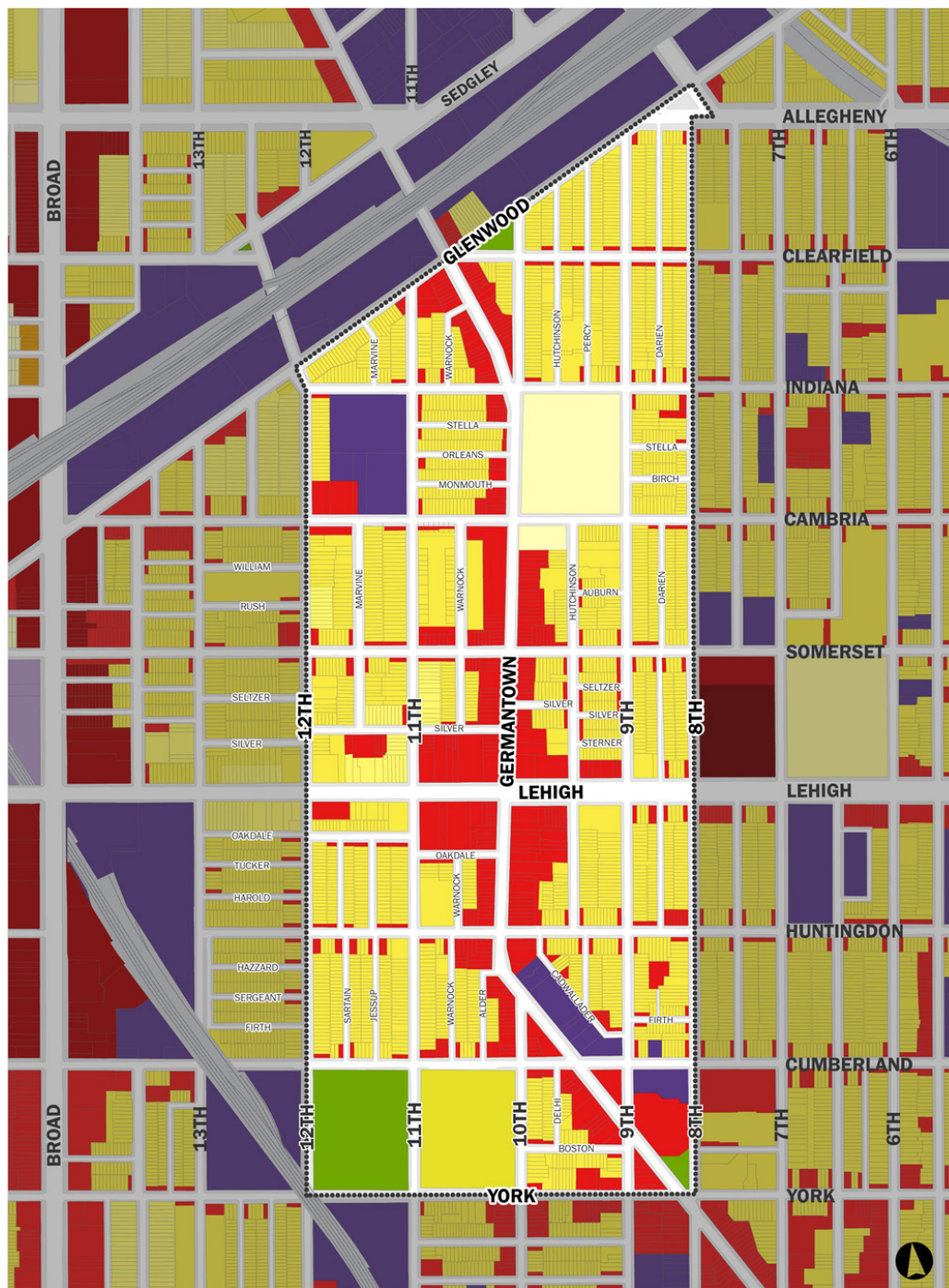
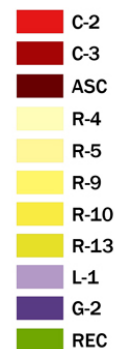


Figure 6: Zoning

Source: City of Philadelphia, 2012



6 The Base Map on page five locates these major housing developments as well as other important community institutions and green spaces.

Vacancy accounts for the second most-common land use in the area, with almost one-third (28 percent) of the neighborhood fabric punctuated by vacant land (17 percent) and vacant buildings (11 percent).

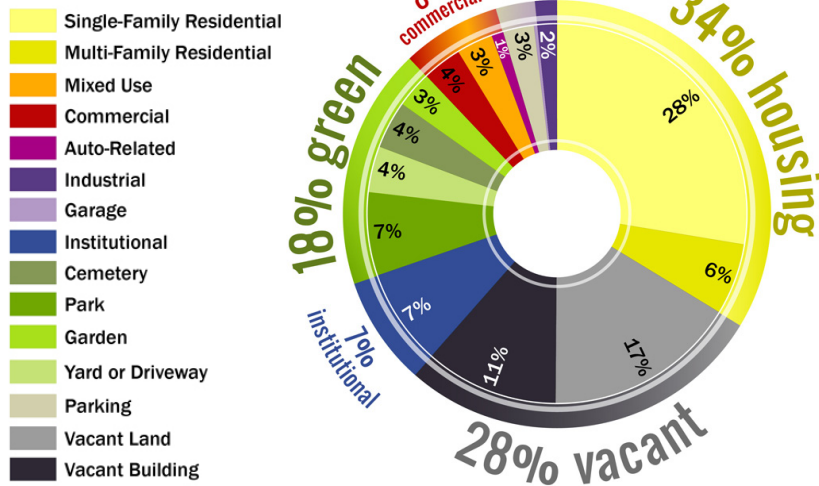
Eighteen percent of the neighborhood is green, including parks at Hartranft Community Center, Fotteral Square and 12th and Cambria Recreation Center, the burial ground at Historic Fair Hill, art gardens at The Village of Arts and Humanities, and yards or gardens throughout the community.

Eight percent of the study area is commercial. These commercial and mixed use properties are clustered for the most part along Germantown Avenue between Huntingdon and Cambria.

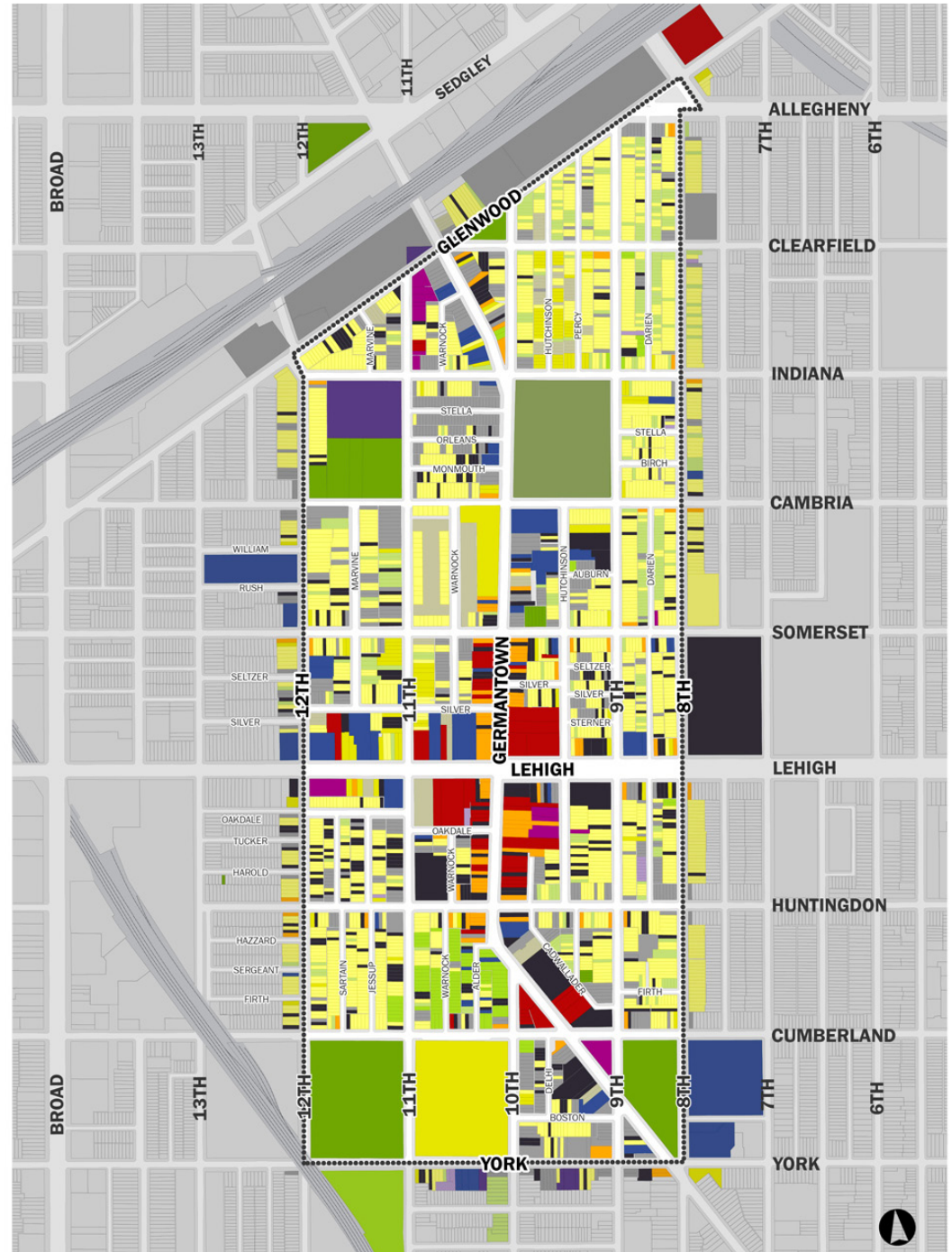
Seven percent of the neighborhood is institutional; these uses, which encompass religious institutions, schools, and other community services, dot Lehigh and Germantown Avenue as well as 8th and 12th Streets at the edges of the study area. Along Germantown Avenue between Lehigh and Glenwood alone, there are 14 congregations, which bring congregants and community outreach programs (meals, health services, and arts) to the corridor north of the remaining concentration of businesses.⁷

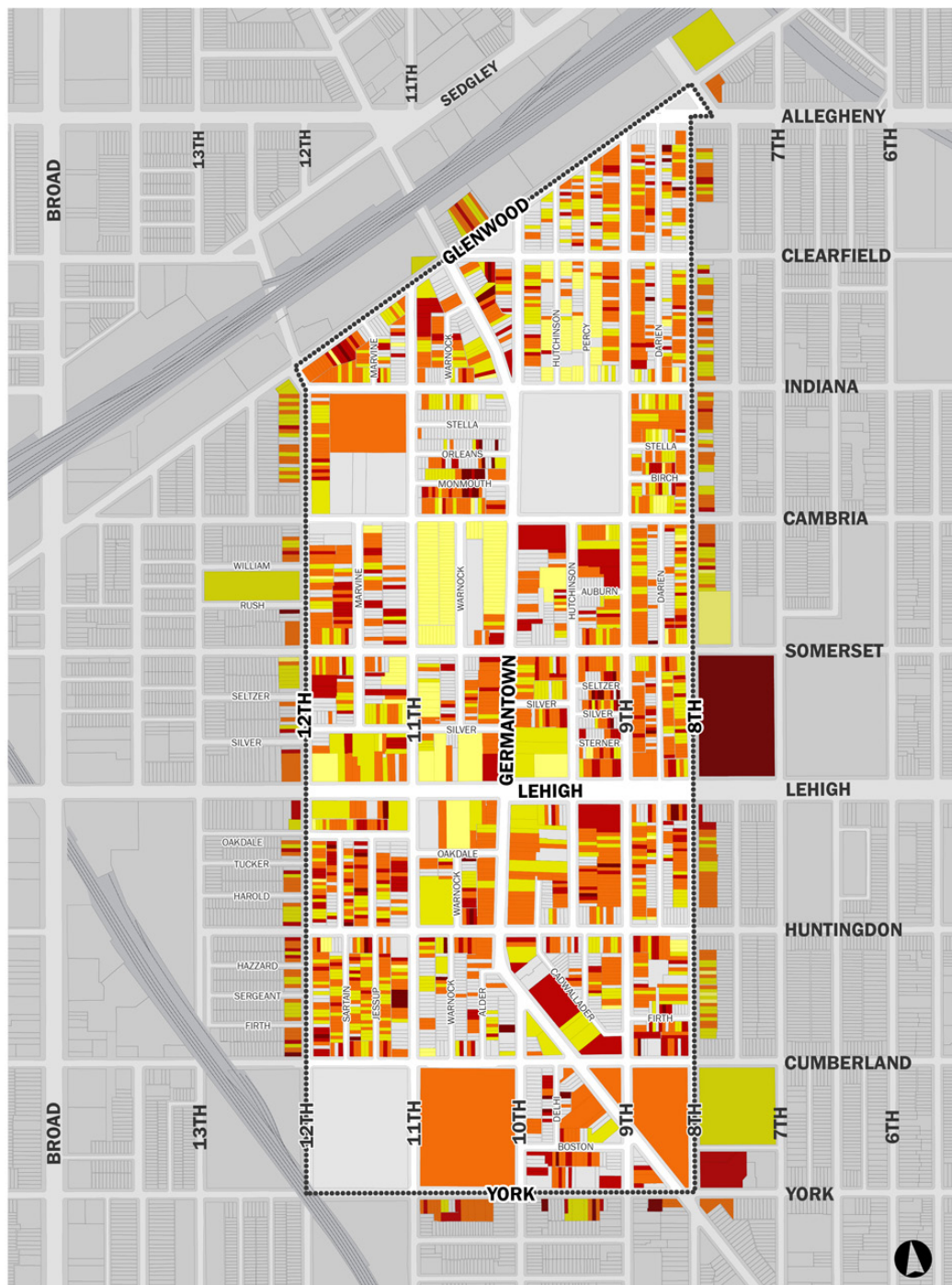
Figure 7: Land Use

Source: Field Survey, 2011



⁷ Katie Day, Charles A. Schieren Professor, Church and Society, Lutheran Theological Seminary at Philadelphia, January 25, 2012.





BUILDING CONDITIONS

During the field survey, the planning team rated every structure based on its exterior conditions. The grades ranged from A (for Excellent) to F (for Failing).

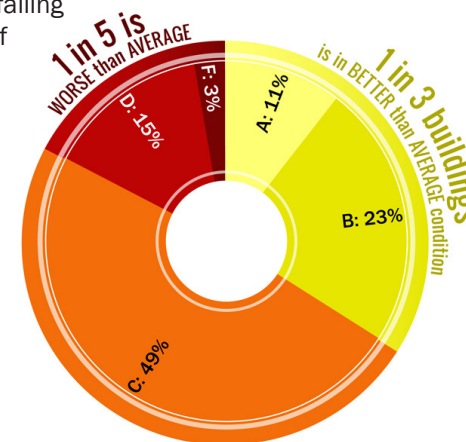


- A: Excellent** – good appearance, needs no major improvement
- B: Good** – good appearance, needs minor (cosmetic) repairs
- C: Fair** – average appearance, needs more serious improvement and/or some structural repair
- D: Distressed** – highly visible signs of decay, needs major renovation
- F: Failing** – structurally dangerous, cannot be salvaged

The data reveal that exterior building conditions vary along Germantown Avenue, throughout the study area, and even within the span of each block. Nearly half of all buildings received a C due to average or Fair conditions. One in three buildings were in better than average condition (11 percent received an A for Excellent conditions and 23 percent received a B for Good conditions). Roughly one in five structures were found to be in worse than average condition (15 percent received a D for Distressed conditions and three percent received an F for Failing conditions). The relatively small number of failing structures reflects the degree of demolition that has occurred in the area.

Figure 8: Building Conditions

Source: Field Survey, 2011



15 VACANT & UNDERUTILIZED LAND

Vacancy pervades the area surrounding Germantown and Lehigh touching almost every block (91 percent). In some instances, the vacancy is clustered or contiguous, defining the landscape. Often, though, the vacancy is scattered, punctuating an otherwise intact block with empty building shells or lots where buildings once stood. At the time of the field survey, there were 362 vacant buildings situated on 14.80 acres and 601 vacant lots amounting to 21.45 acres of land. Taken together, these vacant spaces amount to 36.25 acres, an area equivalent to almost eight Historic Fair Hill burial grounds.



The vacant space in the study area is equivalent to the space that 7.6 Historic Fair Hill burial grounds would occupy.

Figure 9: Vacancy

Source: Field Survey, 2011

- Vacant Land
- Vacant Building



Somerset to Huntingdon:



Within the mixed use building stock along Germantown Avenue, vacancy requires closer study. Security grates are a dominant feature, as are the shuttered upper floors. In the 2600 and 2700 blocks, the core of the commercial district, the upper floors are vacant in 65 percent of buildings, and the ground floor spaces are vacant in 24 percent. This vacancy disrupts the momentum and energy of the corridor, detracts from its appearance, and greatly influences its public image.

Figure 10: Vacancy on The Avenue

Source: Field Survey, 2011



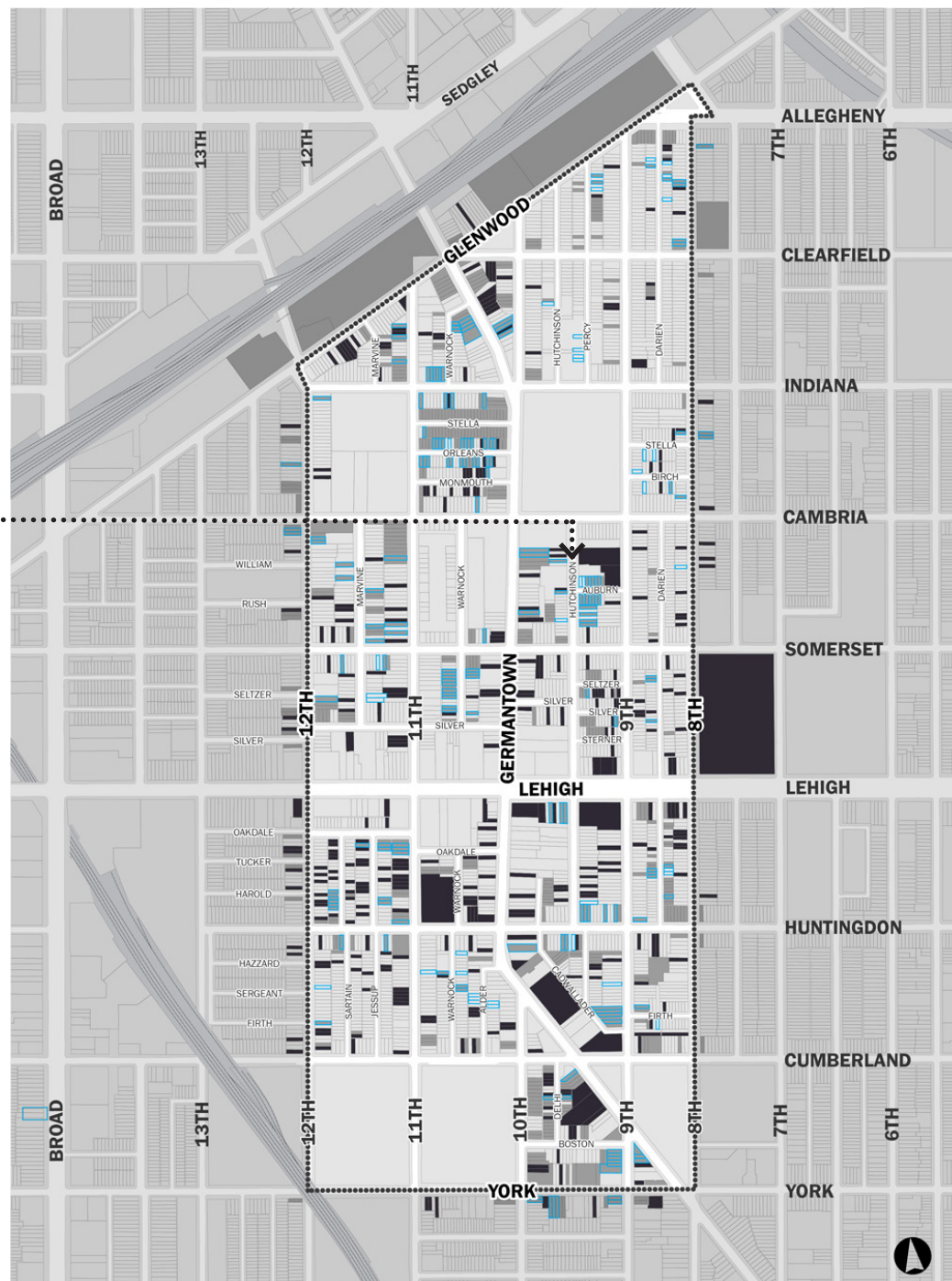
In the study area, the fabric of the neighborhood is still changing. The field survey revealed that 219 buildings have been demolished since 2007. In a few cases, these buildings were replaced by new housing, but in most cases, these lots now sit vacant. However, 37 have been transformed as yards or gardens, like the raised vegetable garden that sits near Hannah's House in the shadow of the now-vacant St. Bonaventure's church.



Figure 11: Recent Demolitions

Source: Field Survey, 2011

- Vacant Building
- Vacant Land
- Demolished since 2007





The neighborhood has a rich tradition of reclaiming land. The Village of Arts and Humanities art gardens span about two acres of land, and the five-acre Quaker cemetery, Historic Fair Hill, has been restored and reactivated by present-day activists who staff programs to teach children about nature and gardening, the stars, and local roots in the abolitionist movement.

New uses for underutilized land are emerging as well, evidenced by the new Herb Garden and plans for an environmental center, among other proposed elements of The Village's new campus master plan, *The Creative Village*. In other instances, residents have reclaimed adjacent lots for gardens, yards, or driveways, but not all of these parcels are well tended. Some of them are functional, others beautiful, while still others detract from the landscape.



Historic Fair Hill Burial Ground



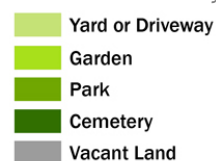
The Village's Kujenga Pamoja Park on North 11th Street

The Village's Herb Garden supplies mint for local chocolatier, John & Kira's



Figure 12: Land Reclamation

Source: Field Survey, 2011



UP NEXT

Subsequent chapters provide further analysis on quality of life issues (Chapter Four), the commercial market place (Chapter Five), the public realm (Chapter Six), the residential market (Chapter Seven), and community capacity and resources (Chapter Eight). Each detailed analysis is then followed by strategies to strengthen local assets and address local issues, all intended to foster revitalization and economic development along The Avenue.

This plan is in place to coordinate improvements, guide investments, and attract resources to achieve a new vision for The Avenue. Now is the time to build consensus and support to implement those plans and translate the energy, interest, and investment that has been swirling around Germantown and Lehigh into visible and positive change.



The City has selected the area for targeted investment; City Council has committed resources, and Commerce has brought focused efforts, technical assistance, and program dollars to the table. The Planning Commission has laid important ground work in relationships and research in preparation for the approaching District Plan for Lower North Philadelphia, which will commence in 2013.

Recent residential development to the north of the commercial district and new stores with fresh storefronts and quality goods reflect the momentum that is building. Mural Arts' collaboration with artists Haas and Hahn through

the *Philly Painting* project will propel The Avenue into the public eye, marking an unprecedented chance to reinvent the area's image and community morale. With NET CDC's initiative to establish offices on the corridor, The Village's visionary master plan for its campus, and Officer Williams' (of the 25th Police District) assistance in re-establishing a corridor cleaning program, local leaders are mobilized, in step, and working to ensure that the changes catalyzed by the transformative public art are sustained over time to benefit the community.



3 Goals & Objectives

VISION

The overarching goal of this *Economic Development Strategic Plan* is:

to help this straight & narrow
stretch of



become:

a DEFINED and RECOGNIZED SPACE —
A FRONT DOOR TO NORTH PHILLY'S ALTERNATIVE ARTS SCENE

The Mural Arts initiative, *Philly Painting*, will go a long way in putting Germantown and Lehigh on the map, introducing a new public image and creative vibe. But the transformative public art must be paired with investments at street level – on the sidewalks, in the storefronts, within adjacent blocks – not only to maximize the impact of the investment but to ensure revitalization that strengthens the community.

This plan's recommendations are organized into five categories, each of which represents a crucial element in helping to achieve the vision for The Avenue as a defined and recognized space – a destination for visitors and a source of pride for local residents and merchants, a place of art, commerce, and culture in the heart of North Philadelphia.

The Avenue, revitalized, must be:

1.0 *Ready for the Limelight*

[clean & safe]

2.0 *Open for Business*

[with support to help existing businesses thrive & strategic commercial development to help The Avenue's market place grow]

3.0 *Expressive of Local Talent, Creative Energy & Authenticity*

[through public art and public spaces that reflect local history & culture and are improved to keep pace with investments in building façades]

4.0 *Surrounded by Good Homes & Neighbors*

[with new homes in close proximity to the commercial district & preserved residential amenities for the community]

5.0 *Organized & Active*

[driven by increased local capacity & expanded access to available resources]

EARLY ACTION ITEMS

Within each category of the recommendations that follow, certain strategies are highlighted as “early action” items. These recommendations are pulled from the *Early Action Plan for Germantown and Lehigh* developed for immediate use by the Commerce Department, Planning Commission, and community partners to guide critical next steps by the City and local leaders. Each early action step is underway, and already, the planning process has brought considerable value *and results* to the area. The City and its partners have started implementing; having marshaled resources (human resources, financial resources, technical and material resources), they are now putting those resources to work. Key steps to achieve the vision for Germantown and Lehigh are in progress!

While all of the recommendations contained in this *Economic Development Strategic Plan* are important, those marked >> **EARLY ACTION** are critical, responding to the primary concerns and central quality of life challenges faced by area residents, business owners, and community organizations by helping to meet the following objectives:

- **To make The Avenue a CLEAN and SAFE commercial corridor** with an environment that strengthens morale, fosters mutual respect among residents and merchants, and supports a renewed public image for Germantown and Lehigh
- **To foster a HEALTHY and VIBRANT commercial corridor** that both meets neighborhood shopping needs and draws visitors or destination shoppers to the area to help support local merchants
- **To create NEW JOBS** for residents and young people in the community that build skills and relationships and encourage stewardship by residents
- **To RECLAIM and REPURPOSE vacant land and buildings**, on and off The Avenue by working with City agencies and authorities to lay the groundwork for development
- **To SUSTAIN COMMUNICATION** among residents, merchants, local organizations, and City agencies to ensure that investments of time, energy, technical assistance, and material and financial resources are successful in achieving much needed change

4 Ready for the Limelight (RECOMMENDATIONS 1.0)

WHY THIS IS IMPORTANT

ANALYSIS OF QUALITY OF LIFE CONCERNS

Subsequent sections present an analysis of the commercial marketplace and the look and feel of The Avenue. This section addresses first impressions – the basic conditions in the commercial district that influence public perception of the area as well as quality of life for merchants, shoppers, and residents, alike: a general lack of cleanliness and threats to public safety.



CLEANING

SAFETY



In the business survey of Avenue merchants conducted door-to-door by NET CDC and Interface Studio, concerns about the lack of cleanliness were among the most common issues cited. Residents agree that the litter deters shoppers and signals a general disrespect and decline in the area. Indeed, trash blows along the street, collecting in storm drains and in the weeds that grow within the sidewalk's cobblestone strip. Passengers on the 23 bus do not hesitate from

throwing garbage on the street upon exiting the bus, and trash cans are few and far between. Almost all of the merchants who participated in the business survey and raised the trash issue explained that they sweep their sidewalk daily, but that they cannot keep up with the volume of litter on the street. The illegal dumping that occurs on side streets just off The Avenue compounds the problem.



Littered conditions are worst on trash day.



Of the 17 illegal dumping incidents recorded in the 311 system in the area during 2009 and 2010, six were on Lehigh or Germantown, and the remaining 11 were on side streets.

19 out of the 48 respondents on the business survey (40 percent) noted the littered appearance of Germantown Avenue as a major issue that is hurting their business, and corridor cleaning as a strategy and service that would help improve the business environment along The Avenue.

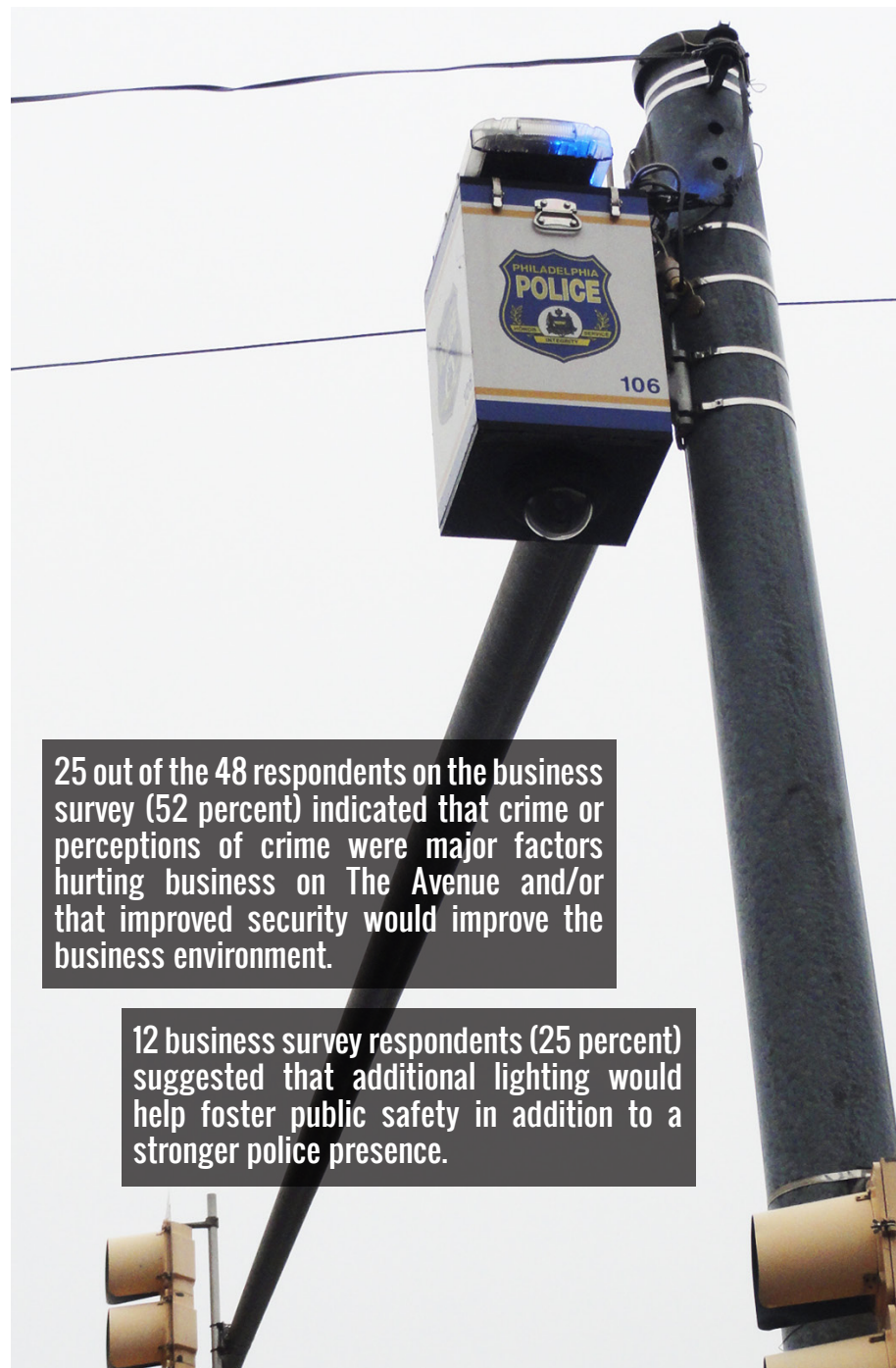
25 Concerns about crime and public safety were the most serious issues cited by merchants in the business survey. Specifically, merchants spoke of armed robberies, particularly during the holiday season and after dark, and shoplifting as common. Merchants also noted the loitering, public drunkenness, and public urination that occurs on Huntingdon just west of The Avenue.

Crime maps depicting hot spots for property crime and violent crime throughout 2010 illustrate that while property crime clusters are present along Lehigh and at PHA's Fairhill Apartments, Broad Street and its transit stations are subject to the most intense concentrations of burglary and theft. While Broad Street registers on the violent crime map as well, several regions of the study area also register as problematic, most notably, three locations along Germantown Avenue – at Cumberland, Lehigh, and Indiana. Violent crimes mapped for the year include homicides, rapes, robberies, and aggravated assaults.

Three police districts cover the study area. The 25th District covers the portion north of Lehigh Avenue. The 26th District covers the area south of Lehigh and east of Germantown Avenue / 10th Street. The 25th and 26th Districts, together with the 24th, comprise the Regional Operations Command (ROC) North: East. The southwest corner south of Lehigh, west of Germantown and 10th Street falls within the 22nd District, which is part of ROC South: Central.

The Mayor's Philly Rising program fostered a partnership between NET CDC and the police districts that touch The Avenue, which has resulted in the recent closure of dangerous nuisance businesses – including one at the northeast corner of Germantown and Lehigh, which should help to erode that hotspot. The partnerships are strong between NET CDC and the 25th and 26th Police Districts; relationships are still being solidified with the 22nd District.

Furthermore, Officer Williams of the 25th District has focused his efforts on commercial corridors, and has done much work to develop a Business Partnership to organize merchants, build capacity, and bring resources to Germantown Avenue at Broad and Erie. Officer Williams is working closely with NET CDC and has again reached out to area merchants at Germantown and Lehigh, offering to extend his energy, knowledge and resources to tackle cleaning and safety.



25 out of the 48 respondents on the business survey (52 percent) indicated that crime or perceptions of crime were major factors hurting business on The Avenue and/or that improved security would improve the business environment.

12 business survey respondents (25 percent) suggested that additional lighting would help foster public safety in addition to a stronger police presence.

Surveillance at the intersection of Germantown and Lehigh

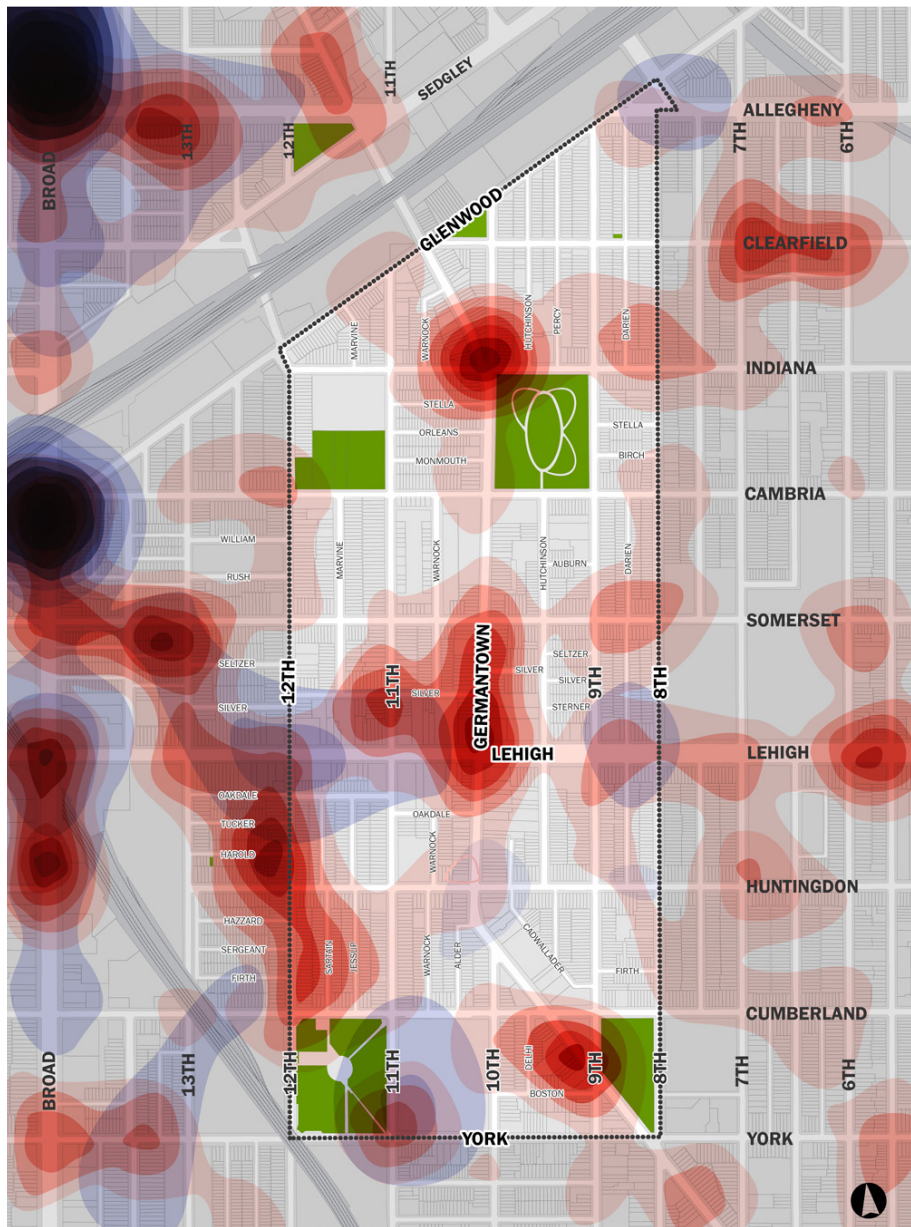


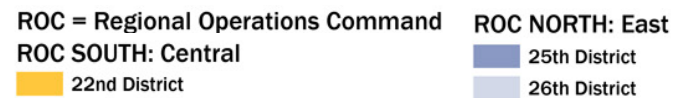
Figure 13: Crime Hot Spots

Source: Philadelphia Police Department, January 2010 - December 2010



Figure 14: Police Districts

Source: City of Philadelphia



CLEANING Along The Avenue

Corridor cleaning is necessary for strengthening the business district, and many resources exist within the community already. Putting the program infrastructure in place and securing a funding stream became a central focus of the *Early Action Plan*. An interim cleaning program, which launched in March 2012 promises to be an early success for *The Economic Development Strategic Plan*. The recommendations that follow describe next steps in ensuring that the program becomes sustainable past the six-month interim timeline and in working to change the mindset of people who travel along The Avenue so that once The Avenue is clean, it is kept clean through collective efforts.

1.1

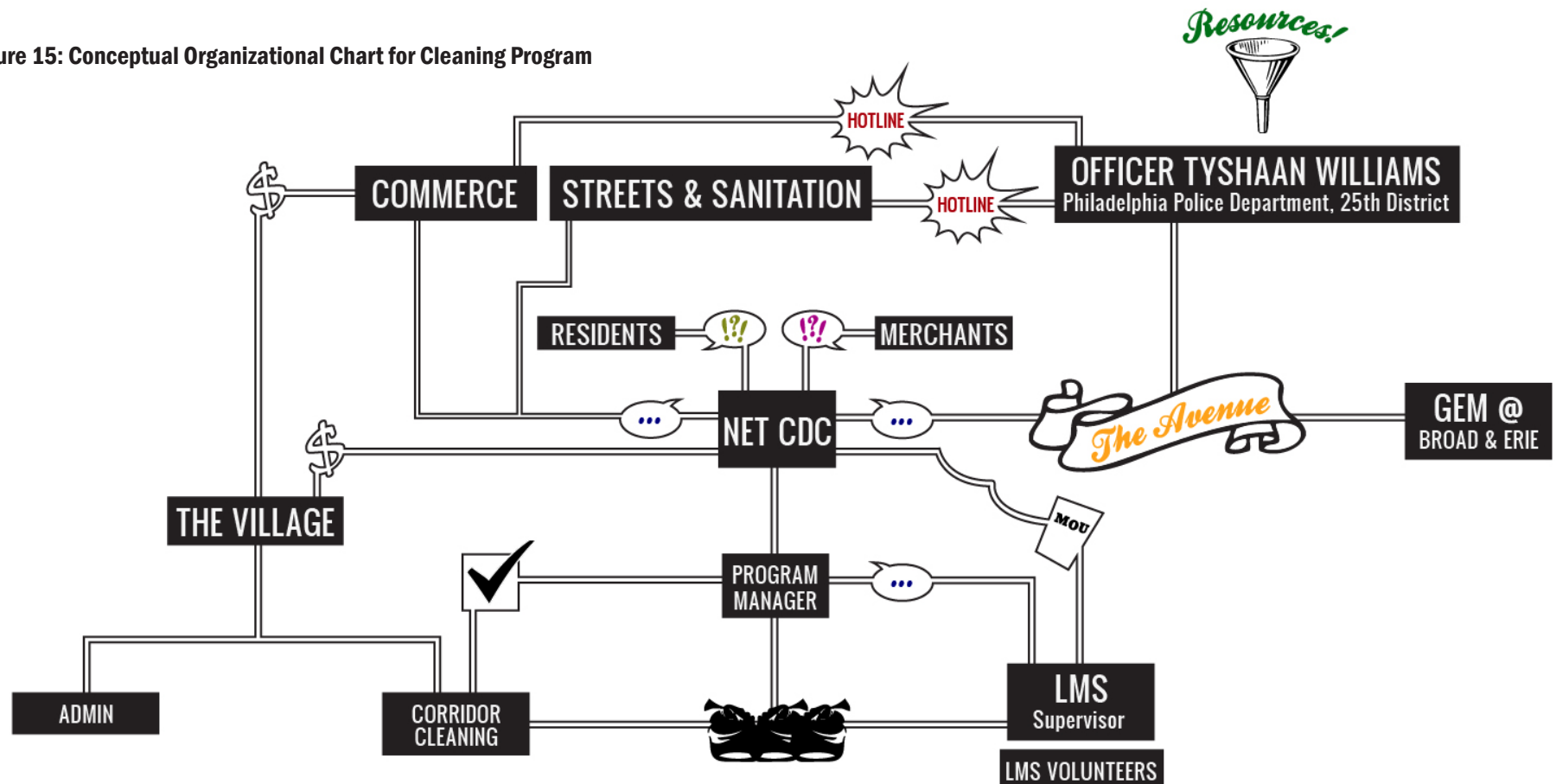
>>

Reinstate the Cleaning Program

EARLY ACTION

As the primary early action step, substantial collaboration between Commerce, Planning, Officer Tyshaan Williams of the 25th Police District, NET CDC, The Village, and the consultant team has already resulted in the launch of a six-month interim cleaning program. Beginning in March, and running through August, The Avenue's commercial core will be cleaned two times per business day by a team of Liberty Management Services volunteers and paid supervisor plus two employees of The Village, overseen by NET CDC and a staff person hired to manage the project. NET CDC will conduct quality control, field complaints and requests from merchants and residents, and coordinate with Officer Williams about materials, Streets and Sanitation about trash pickup, and Commerce about financial resources and program successes and challenges.

Figure 15: Conceptual Organizational Chart for Cleaning Program



1.2



This early implementation effort has created two jobs for people in the community, with temporary paid positions created or sustained at NET CDC, The Village, and Liberty Management Services. The other key benefit is that the program has yielded new relationships between City agencies and community partners as well as enhanced local capacity and credibility.

The Commerce Department funded the interim cleaning program, and competitive resources to sustain the program are available through Commerce's Corridor Cleaning Request for Proposals (RFP). The Village submitted an application for Corridor Cleaning funding. Officer Williams has contributed supplemental materials and supplies to the interim program and can facilitate equipment sharing between cleaning at Germantown and Erie and Germantown and Lehigh. General cleaning supplies must be procured, and community partners should submit a request to the Managing Director's Office. Because APM and LISC are undertaking a similar effort to clean and maintain the *SCI North* planning area to the southeast, The Village and NET CDC should coordinate if possible.

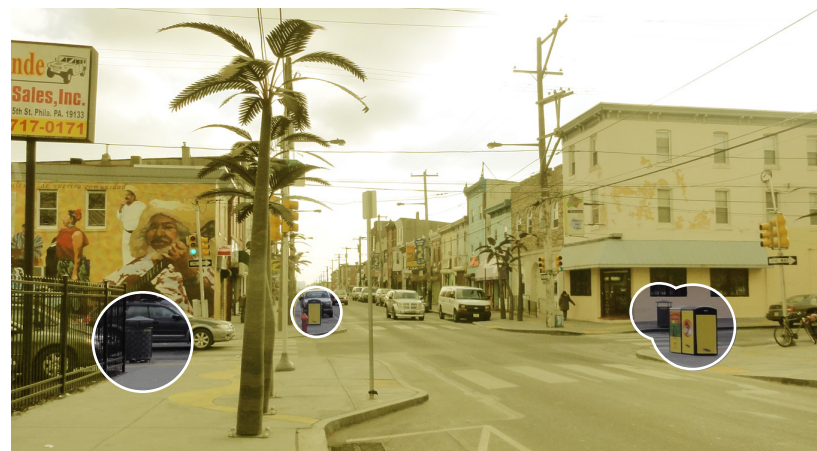
Beyond determining organizational roles, staffing needs, and obtaining funding and supplies, there are other elements that will help make the corridor cleaning program sustainable and self-perpetuating.

- **Progress Reporting** – call a meeting with The Village, NET CDC, and the Philadelphia More Beautiful Committee (PMBC) to discuss how PMBC tracks, measures, and evaluates the work of community cleaning programs (example: number of bags of trash collected), and develop a tracking and evaluation structure for the six-month interim cleaning program.
- **Outreach** – work with NET CDC to develop a flyer for merchants and residents introducing the new cleaning program, sharing information about City resources made available through the Streets & Sidewalks Education and Enforcement Program (SWEEP), and encouraging business owners to do their part to help Keep The Avenue Clean.
- **Coordinate with Complementary Efforts** – the Pennsylvania Horticultural Society's (PHS) Philadelphia Green program cleans and greens some vacant parcels in the area and has provided Community Land Care (CLC) grants to The Village to assist in this massive undertaking. The Village reapplies for the CLC grant annually. This year is especially important, as the work of the corridor cleaning program can easily be undone by the presence of trash-strewn lots on or near the corridor. Corridor cleaning and vacant land maintenance should be coordinated.

Secure New Trash Cans for The Avenue

EARLY ACTION

Garbage cans are a rarity along The Avenue. While maintenance of the bins and surrounding areas may have been an issue in the past, the new cleaning program can help to keep the bins neat and ensure timely trash removal. NET CDC should coordinate with Officer Williams of the 25th District to secure new trash cans for The Avenue from the Streets Department.



Centro de Oro has four trash cans per intersection. Improvements were funded with ReStore program dollars, and corridor management is provided by HACE.

At nearby Centro de Oro on North 5th Street, the commercial corridor has four trash cans per intersection, one per corner, with two solar-powered self-compacting Big Belly units located catty-corner from each other, and two traditional-style trash bins with hoods to prevent trash from blowing away in the wind. In the near term, basic wire bins will suffice at Germantown and Lehigh. Upgraded or corridor-specific trash bins can potentially be incorporated in the ReStore streetscape improvements described in Recommendation 3.9.

In between the corners and especially at convenience stores and take out places, merchants should be encouraged to “adopt a litter basket” or take on responsibility for maintaining a trash can, as recommended by the *SCI North* plan. NET CDC or The Village should contact LISC and APM to learn about the program’s implementation progress, and extend the effort into this section of The Avenue.

29 1.3 Campaign to Keep The Avenue Clean

>> EARLY ACTION

Given the culture of littering present throughout Philadelphia, efforts to clean the corridor and introduce new trash cans must be accompanied by a campaign to change people's mindsets and habits. A respectable environment is more likely to be respected, so daily cleaning will help, but City programs such as the UnLitter Us campaign and RecycleBank rewards program should find a presence in signage along the corridor and information made available where residents congregate – at The Village's Free Library Hot Spot, for example.



Source: <http://www.philadelphiastreet.com/unlitter-us-campaign>

Tackling short-dumping, a recurring problem on Germantown Avenue side streets, will require a campaign by SWEEP with the corridor cleaning program manager.



Existing conditions on The Avenue



Figure 16: Rendering of A Cleaner Corridor

with new trash cans, UnLitter Us reminders, a daily cleaning

SAFETY *Along The Avenue*

The relationships and communication formalized by the interim cleaning program should lead to a strengthened beat cop presence and increased contact so that residents and merchants know their officers – who to call to report problems and file police reports – and the resources available through other City agencies.

Surveillance



Crowd-source reporting

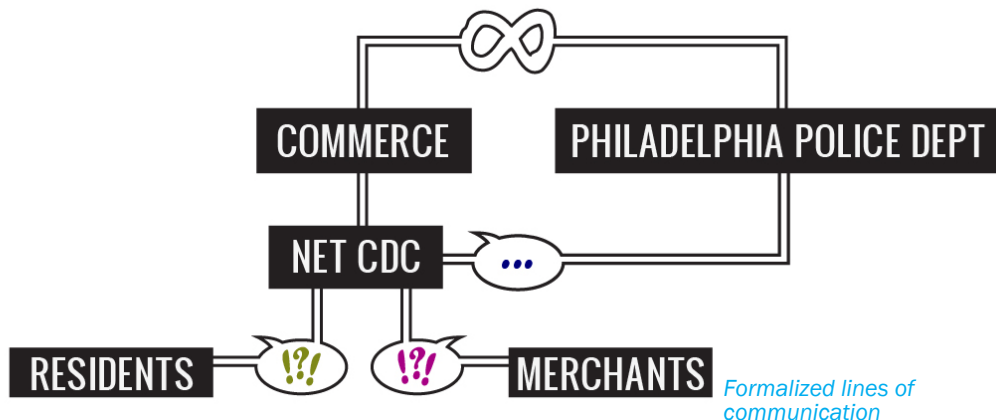


Figure 17: Tools for A Safer Corridor

1.4 >>

Link Merchants with Resources for Combating Criminal Activity

EARLY ACTION

A variety of City programs already exist to encourage partnerships between the Police Department, other enforcement agencies, and community stakeholders in combating and preventing criminal activity. Outreach to merchants should encourage their participation and use of the following programs and resources, which combine surveillance, self-reporting, and two-way communication for improved public safety:

- **Safe Cam** – a new program of the Police Department aims to deter crime and assist with investigations by registering the private surveillance cameras of businesses with the Police Department so the Police can quickly access surveillance footage should an incident occur in the vicinity. Commerce and Officer Williams should also partner with NET CDC, as the local liaison for merchants in the cleaning program, to provide information and resources for the installation, enhancement, and maintenance of interior security cameras, which can be linked in the Safe Cam program.
- **311** – best used as an advocacy tool for strict code enforcement, business owners and residents can call 311 to report dangerous structures, illegal dumping, or other quality of life issues or to request an inspection by Licenses and Inspection.
- **Old Fashioned Conversations** – using the lines of communication established for the cleaning program (Recommendation 1.1), community leaders can and should remain in close contact with the police officers who patrol the corridor. Officer Williams (of the 25th District) and Officers from the 26th and 22nd Districts will partner with NET CDC to provide information about and resources for reporting criminal activity and public safety issues (like lack of lighting, illegal dumping, or code violations). The space secured by Officer Williams in the basement of Liberty Management Services at 1007 Lehigh can be used for regular meetings between three Police Districts and merchants.

31 1.5 **Coordinate with the 22nd Police District on the Proposed Commercial Corridor Policing Pilot Project in ROC North: East**

>> EARLY ACTION

The Commerce Department has 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. The Northeast Division (ROC North: East, encompassing the 24th, 25th, and 26th Police Districts) has been suggested as the pilot area for the new partnership, bringing heightened attention to the Germantown and Lehigh commercial district.

To ensure collaboration and comprehensive coverage of the Germantown and Lehigh commercial district, program coordinators for this policing initiative will also need to coordinate with representatives from the 22nd District because nuisance complaints by merchants and residents target Huntingdon Street west of Germantown Avenue, which falls within the 22nd District.

1.6 Improve Storefront Lighting

Germantown Avenue has cobra street lamps lighting the roadway as well as pedestrian-scale lights at the sidewalk's edge, but the pedestrian-scale lights are 40 to 50 years old and do not effectively brighten the sidewalk or storefronts. With the solid security grates pulled down, and few businesses that remain open after dark, The Avenue is dark and deserted after hours.

New streetlights are a costly streetscape element, but façade, awning, or storefront lights offer a lower-cost solution to add more light after businesses close. As Commerce works with interested merchants on storefront improvements (see Recommendation 2.1), lighting and perforated security grilles that allow interior lighting to pass through should be emphasized as important features and worthwhile investments. The emerging Business Partnership (see Recommendation 5.3) or future corridor manager could also spearhead a larger-scale storefront lighting program, negotiating a bulk purchase and installation rate from selected vendors.

Mural Arts' large-scale *Philly Painting* initiative (see Recommendation 3.1) planned to transform The Avenue's image and reactivate its upper floors may also introduce new lighting to showcase the murals through a partnership with PECO and Local Union 98.

1.7 Enhance Street and Sidewalk Lighting at the Pedestrian and Street Scale

In addition to a storefront lighting initiative The Avenue's pedestrian streetlights should be upgraded with more efficient and brighter LED technology. The Avenue is well positioned for new pedestrian lighting because of the older, existing pedestrian lights already in place. The underground conduits that power them are spaced appropriately, so an upgrade would require only the cost of buying new poles. There would be no need to dig up the street and lay the wiring, which is costly and disruptive.

The estimated cost for the 2600 and 2700 blocks (Huntingdon to Somerset) to replace sidewalks and pedestrian-scale street lights and integrate some landscaping in new tree pits within the cobblestone amenity strip is \$350,000, which could be covered using ReStore streetscape improvement dollars (see Recommendation 3.9).

1.8 Continue to Explore an Outdoor Surveillance Camera Plan for The Avenue

At Germantown and Erie, Officer Williams of the 25th District is working with the Germantown Erie Merchants Association (GEMA), the Streets Department, and a private security company (ATS) to develop and implement an outdoor surveillance camera plan for the corridor. There are currently police-monitored cameras at the Germantown and Lehigh intersection, but a comprehensive surveillance plan for The Avenue would benefit merchants farther afield. As Officer Williams continues to explore possibilities for developing, funding, and implementing an outdoor surveillance plan to deter crime and support investigations, the City must account for obstructions from tree foliage and lighting conditions.



Existing night-time conditions on The Avenue



Example of a storefront on North 5th Street in Olney with interior lighting visible through a perforated security grille



Figure 18: Rendering of A Brighter Corridor
with storefront lighting as well as improved pedestrian-scale lighting



Example of a storefront floodlights on North 5th Street in Olney

"It gets dark early in the winter, and The Avenue closes up because it's dangerous after dark."

5 *Open for Business*

(RECOMMENDATIONS 2.0)

WHY THIS IS IMPORTANT

ANALYSIS OF COMMERCIAL USES & THE AVENUE

The field survey located 145 active businesses within the study area employing an estimated 622 employees.⁸ Twenty-five percent of storefronts in the study area (49) were vacant at the time of the field survey. The remaining businesses provide a mix of shopping opportunities and services. Residents and merchants emphasize that the commercial district would benefit from better quality and a greater diversity of goods and services. This sentiment underscores the commonly voiced concern that there is considerable overlap in the goods available for purchase in the neighborhood and that the business mix on The Avenue no longer meets the daily needs of local families.

“Merchants need to have more respect for the customers and better quality goods.”



BUSINESS SUPPORT

COMMERCIAL DEVELOPMENT

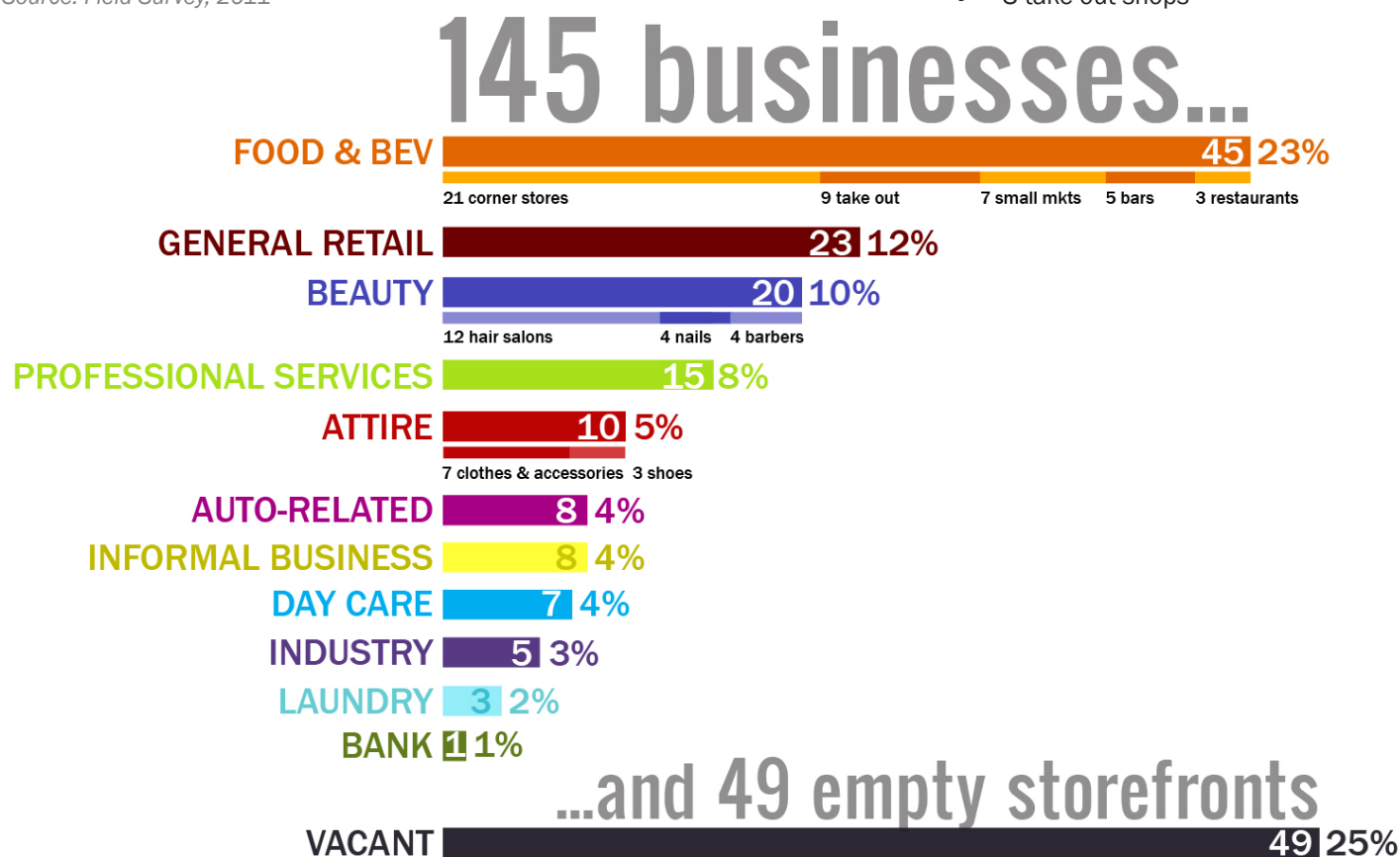
⁸ Employee estimates from InfoUSA database

At the time of the business survey, the commercial core of Germantown Avenue (2500 through 2800 blocks) hosted 76 businesses including several vendors, which together employ more than 250 employees and generate an estimated \$22,500,000 per year in sales.⁹ The open businesses on The Avenue included:

- 10 clothing stores
- 8 hair salons or barber shops
- 7 Islamic fashion and oil stores
- 6 dollar or variety stores
- 5 beauty or accessory stores
- 5 small grocers or produce vendors
- 4 convenience stores
- 3 dry cleaning or laundry businesses
- 3 sneaker stores
- 3 take out shops
- 3 nail salons
- 3 day cares
- 3 electronics stores
- 3 phone stores
- 2 jewelry stores
- 2 sit-down restaurants
- 2 music stores
- 2 health or medical offices (dentist and chiropractor)
- 1 wholesaler
- 1 check cashing business

Figure 19: Commercial Mix Throughout the Study Area

Source: Field Survey, 2011



Eight merchants (17 percent of those surveyed) noted that the lack of business diversity or repetition of goods and services is having a negative effect on their sales.

⁹ Sales estimates of all businesses (retail and otherwise) from InfoUSA database

2700 Block East**ISSUES ALONG THE AVENUE**

There were 27 vacant ground floor commercial spaces (26 percent) along The Avenue including three seasonal tax businesses. Upper floor vacancy is more ubiquitous. In the 2600 and 2700 blocks of Germantown Avenue on either side of Lehigh, the upper floors are vacant in 65 percent of buildings. These upper floors, which once housed the merchants who worked in the stores below, are unlikely to be repopulated, as most merchants no longer live in the neighborhood, and the older buildings have only one entrance – through the store to the upper floors. The handful of buildings with occupied upper floor residential units have carved out separate entrances to provide access to the apartments.

Vacancy along The Avenue disrupts the momentum and energy of the corridor, detracts from its overall appearance, and negatively influences the shopping district's public image. The window displays of many merchants are cluttered and chaotic, obstructing a clear view into their stores and confusing the message about the goods and services available within. The Dutch artists, Haas and Hahn, who are undertaking the *Philly Painting* project along the corridor (see Recommendation 3.1), note additional features that detract from The Avenue's overall appearance: the corridor is "cluttered by random material, obsolete signage, [and] rusty shutters;" it suffers from "boarded up windows, buckling and bulging walls at risk of collapse, cornices in poor condition, signage in many styles and colors that [together] look messy, [and] lower walls that are prone to graffiti."¹⁰

17 out of the 48 respondents on the business survey (35 percent) noted that commercial vacancies are hurting their business.

2600 Block West

Panoramas of the 2600 and 2700 blocks of The Avenue show the vacancy on the upper floors and the varied facade treatments throughout the commercial district.

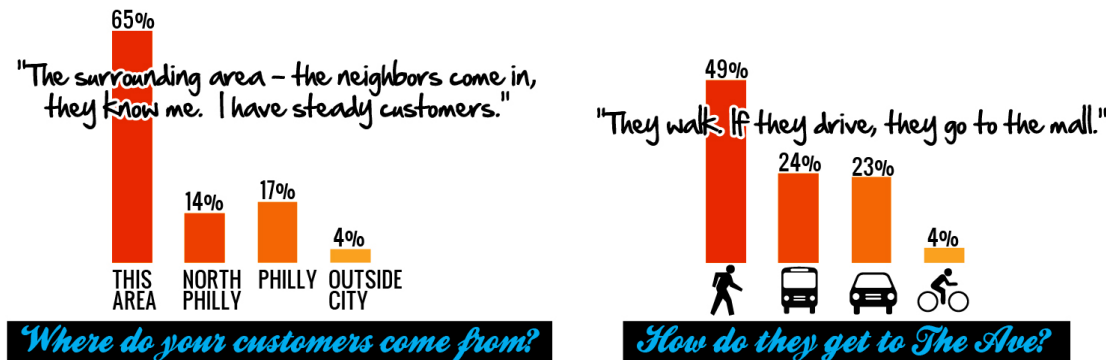
10 Presentation by Dre Urhahn, at Merchant Meeting, March 1, 2012.



View down The Avenue, looking south toward Lehigh

Figure 20: Business Survey Summary Statistics, About the Customers

Source: Business Survey, 2011



SUMMARY OF THE BUSINESS SURVEY

In October and November 2011, NET CDC and Interface Studio conducted a door-to-door business survey along the 2500 through 2800 blocks of The Avenue, interviewing business representatives to obtain information about business conditions, trends, customers, and issues and opportunities on the corridor. Forty-eight businesses (64 percent) completed the survey. Twenty-seven businesses (36 percent) declined to participate or were not open at the time of the survey. Out of 37 businesses who answered the question, 41 percent own their buildings and 59 percent rent their spaces.

The businesses surveyed represented a mix of long-term and new; the newcomers had opened for business within one month of the survey, and the oldest had been present for nearly 60 years. The average life-span was 11.5 years. Most businesses are small, independent merchants with a single location. There are just six national chains and five smaller stores that have other locations in the city or region. The majority of stores are closed on Sundays, and almost all close by 7:00 PM or earlier, especially in the winter when it gets dark early.

Merchants reported that the corridor predominantly serves local customers who walk to The Avenue. However, the limited parking and enforcement by the Philadelphia Parking Authority (PPA) were common complaints among merchants.

Seventy percent of businesses surveyed said that sales were down "by a lot" in 2011. Owners noted prevalent commercial vacancies, the lack of a strong commercial anchor, and repetition of goods as major issues. They also reported that crime, trash, low foot-traffic, and the low incomes of residents were major factors in the market. When asked what they like about doing business on The Avenue, most merchants said, "the people."

"I relate to the people. People hang out, keep an eye on me and my business."

ANALYSIS OF COMMERCIAL MARKET CONDITIONS

Real Estate Strategies, Inc. / RES Advisors (RES) completed a full *Analysis of Residential and Commercial Real Estate Market Opportunities at Germantown and Lehigh*. The RES report is an appendix under separate cover to this document.

To assess the area's commercial market conditions, RES first assessed the current business mix, visibility and accessibility of the corridor, and volume of vehicular, transit, and pedestrian traffic.

RES then defined the Trade Area within a half-mile of Germantown and Lehigh, which encompasses the commercial along The Avenue and competition on North 5th Street at Centro De Oro and North Broad between Cumberland and Indiana. The seven supermarkets operating within one mile of The Avenue further complicates the dynamics of commercial competition in the area. RES analyzed ESRI data on Trade Area expenditure potential and leakage to quantify possible unmet demand. For this large Trade Area, the supply of retail trade and food and drink sales (\$93,552,765 per year) out-paces local demand (\$52,108,264), which translates to a surplus of retail sales and limited demand for new commercial services suitable for Germantown Avenue.¹⁴

This pattern of expenditures in excess of local demand, combined with the findings of the business survey, indicates the likelihood that certain stores along The Avenue are drawing customers from throughout the City, even though the vast majority of businesses serve a very local customer base within walking distance of The Ave.

RES defined a more focused Primary Trade Area to follow the boundaries of the study area (8th to 12th, York to Glenwood). Though here, too, the total supply of retail trade and food and drink sales (\$17,222,897) outpaces the total estimated demand (\$15,497,993),¹⁵ the Primary Trade Area supply and demand analysis did yield evidence of limited retail sales leakage from The Avenue in the following categories:

- Limited-Service Eating Places & Specialty Food Services
- General & Specialized Merchandise
- Sporting & Hobby Goods
- Beer, Wine & Liquor Stores

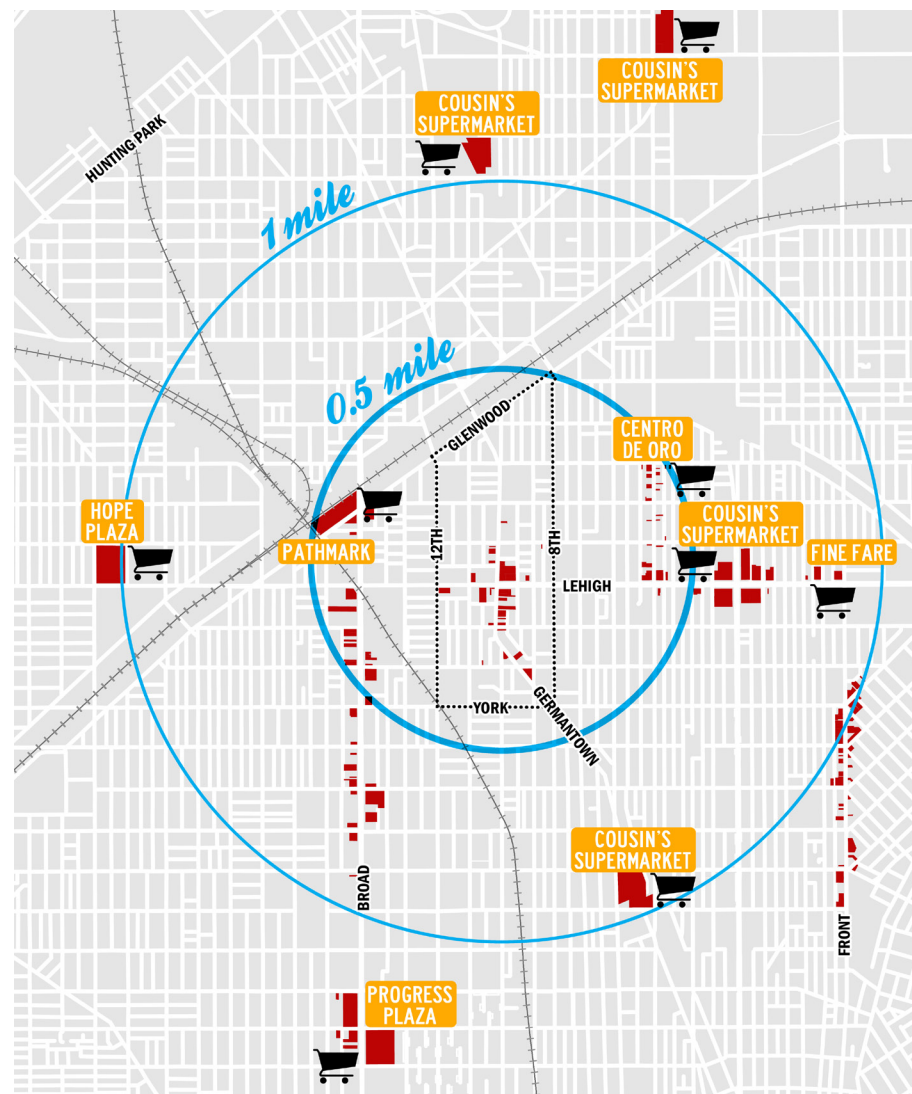


Figure 21: Commercial Context Map

Source: Business Survey, 2011

¹⁴ Supply and demand estimates from ESRI Retail MarketPlace Profile for the Target Area

¹⁵ Sales and spending estimates from ESRI Retail MarketPlace Profile for the Primary Target Area

39 Given the limited demand in the delineated Trade Areas, and the prevalence of vacant storefronts, attracting outside customers will be important for the health and sustainability of The Avenue. The market analysis also identified several demographic challenges and opportunities that influence the commercial market potential.

- The Primary Trade Area is home to a relatively small number of households, which translates to fewer customers in the area to patronize local shops.
- Household income is low overall, and according to the American Community Survey (2005-2009), 60 percent of households are living in poverty, which means that there is less money to spend at stores and lower spending power to support merchants.
- New residential development (see Recommendation 4.1 through 4.4) would generate additional retail demand in the area.
- Lastly, there is a high percentage of young people (36 percent are under the age of 19) in school; teens have fewer financial responsibilities, and many have disposable income which new businesses could capture with youth-oriented goods and services.

The recommendations that follow flow from Real Estate Strategies' demand and supply analysis and conclusions about market depth and breadth as well as expert recommendations for helping merchants improve their business performance.

BUSINESS SUPPORT *Along The Avenue*

While commercial development and business attraction are necessary for revitalization of The Avenue, the crucial first step is to invest in existing businesses and improvements along The Avenue. In the near future, a corridor manager (see Recommendation 5.1) should fill the role of liaison between the Commerce Department, merchants, and Business Partnership. The manager should share information and facilitate merchant participation in programs, and should drive a marketing strategy to support businesses and revitalization.



The bend in The Avenue at North Alder street signals the start of the Germantown and Lehigh commercial core.

2.1 Link Merchants with Resources for Storefront Improvements and Interior Upgrades

>> EARLY ACTION

The Commerce Department offers a range of programs and services to help businesses improve their storefronts and interiors. As Mural Arts' *Philly Painting* initiative described in Recommendation 3.1 gets underway, now is the time for heightened outreach and communication with merchants to ensure that property and business owners are aware of available resources and take advantage of the Storefront Improvement Program (SIP) and Business Investment Tax Credit Program. Investment in the appearance of the vacant upper floors must be mirrored by investments in the ground floor commercial spaces.

Commerce staff is already working with property and business owners on The Avenue, targeting their efforts to enroll business owners in the Storefront Improvement Program where the "Philly Painting" project is scheduled to begin – first at the intersection of Germantown and Huntingdon, then at the intersection of Germantown and Lehigh. Façade work was recently undertaken at Extreme Sportswear and Leo's Apparel (2701 and 2705 Germantown Avenue). At a recent meeting with merchants, Commerce staff gave a presentation describing the SIP, which offers up to \$8,000 in matching grant money per storefront.

Commerce will provide Avenue merchants with technical assistance and information about resources available through other organizations including The Merchants Fund, which offers business stabilization and loan matching grants,¹⁶ or the Community Design Collaborative,¹⁷ which pairs businesses with design professionals, yielding pro-bono design work.



2701 Germantown Avenue, before Extreme 3 moved in and renovated.



Storefront make-over completed with assistance from the Commerce Department's Storefront Improvement Program (SIP) in December 2011.

16 <http://www.merchantsfund.org/grant-areas.html>

17 <http://blog.cdesignc.org/citywide-storefront-challenge-proves-%E2%80%9Cgood-design-is-good-business%E2%80%9D/>

41 2.2 Bring Merchandising and Marketing Assistance to Businesses

>> EARLY ACTION

As explained by Commerce Staff at a meeting with Avenue merchants, “subtraction” can be an effective – and cost-effective – strategy to improve window displays and clarify the advertising message that a storefront sends about the goods and services available within. Reducing visual clutter, opening sight lines into the business, and presenting an appealing display of goods in the 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, would benefit from a low-cost make-over facilitated by a merchandising expert.

Commerce should facilitate a meeting with The Merchants Fund to determine whether the Fund could provide technical assistance to area businesses looking to improve their merchandising. Commerce should also reach out to Local Initiatives Support Corporation (LISC) to discuss the possibility of a partnership in implementation related to LISC’s *Sustainable Communities Initiative* in North Philadelphia.¹⁸ Alternatively, the Fox School of Business’ Small Business Development Center could pair merchants with Temple business students and faculty to develop marketing strategies and business plans.

Once the technical assistance has been established, NET CDC and the emerging Business Partnership (see Recommendation 5.3) should help Commerce set up a group workshop or individual sessions with business owners as resources permit.

Merchandising and marketing could dramatically improve The Avenue’s appearance at street-level without a hefty price tag.



18 The SCI North boundaries do not capture the Philly Painting target area (2500-2800 blocks of Germantown Avenue). SCI North’s extend north to Lehigh and west to 9th.

2.3 Reach Out to Vendors and Include Them in Business Improvement Discussions

>> EARLY ACTION

The Avenue is home to a handful of sidewalk vendors, some of whom, such as Rodger’s Newstand and AJ’s Fruit & Produce, have been there for nearly 30 years. At least two current owners with storefronts (Timco Fashions at 2607 Germantown and GloShoe Center at 2616 Germantown) are former vendors who grew their businesses into available commercial spaces.

The vendors represent a segment of the marketplace and should be included in improvement discussions facilitated by Commerce and encouraged to participate in the emerging Business Partnership. Certain vendors could thrive in an available storefront space, helping to reduce vacancy on The Avenue, with financial and technical assistance and possibly a graduated rental arrangement as they grow into their new space. Some vendors are new immigrants who could benefit from learning from other local vendors and merchants about City regulations and license requirements. In some cases, the sidewalk merchants are a source of controversy because they can afford to sell the same goods at lower prices than storefront merchants. Discussions among merchants about the market findings of this study can help business owners tweak their merchandise to diversify commercial offerings and meet market demand.

2.4 Develop a Multi-Media Marketing Approach

>> EARLY ACTION

Beyond helping merchants enhance the appearance of their businesses and improve their merchandising strategies, a critical aspect of supporting business owners is to advertise the retail goods and commercial services that exist. Especially with the coming public art installation, which has the potential to draw throngs of visitors and press attention, The Avenue needs a brand and a multi-media marketing approach.

The marketing strategy for The Avenue should start with a website, developed by teens enrolled in The Village's Web Design class. The website should be used to showcase existing and new businesses as well as the unfolding *Philly Painting* project and could include a newsfeed from the corridor, a calendar of events, a business directory, and special stories that feature businesses on The Avenue – their good eats and unique offerings. There should be a tab that provides information about how to get there for first-time visitors and one that invites viewers to learn more and get involved in revitalization. Links to project partners and Spanish translations should also be incorporated.

The marketing strategy should also seek coverage for the positive changes and painting in the free weekly papers (*CityPaper* and *Philadelphia Weekly*) and on the radio on Spanish language stations, WURD, Temple University's WHIP, and WHY?Y's *Newsworks* program.

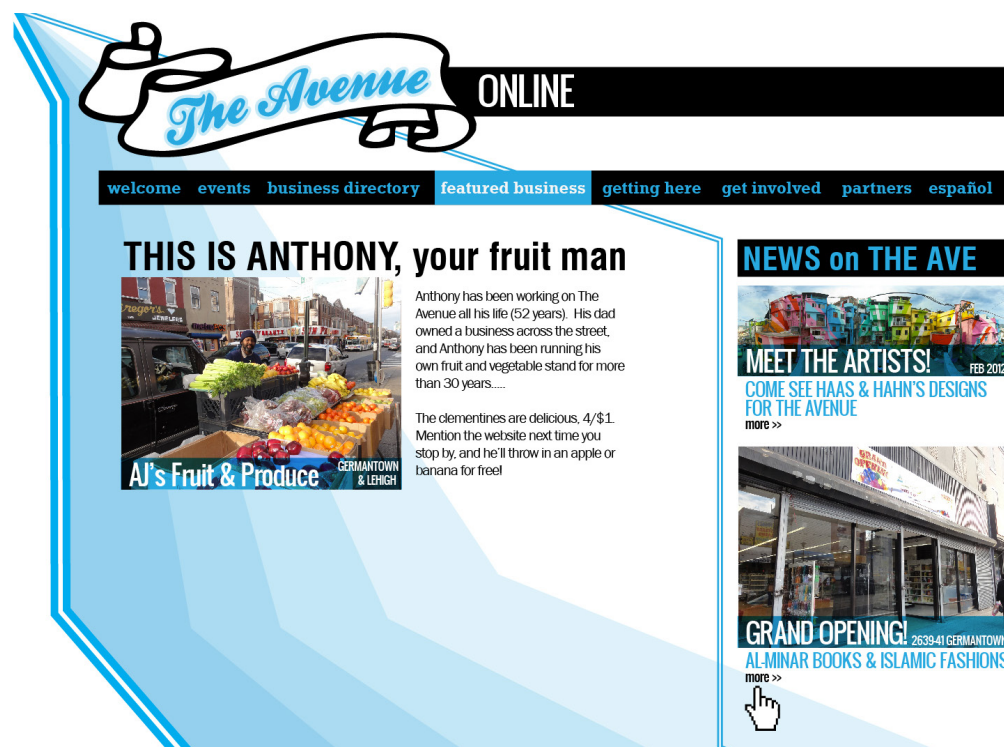


Figure 22: Business District Website Mock Up
showing recommended categories for content

2.5

Use the *Philly Painting* Design to Brand The Avenue

Mural Arts' *Philly Painting* project will transform the image of The Avenue. The colors and patterns proposed by artists Haas and Hahn (see Recommendation 3.1) should be employed in the design of a new logo to help brand and market The Avenue. Artists Haas and Hahn and teens in The Village's Graphic Design programs should collaborate in the development of the new logo, which should then be deployed throughout the city on a variety of surfaces to bring attention, pride, and visitors to Germantown Avenue and the surrounding community.

The logo should be incorporated in the website design, pasted in vacant storefronts to highlight available commercial spaces, and silkscreened on reusable tote bags given or sold to shoppers on The Avenue. The logo, along with information about the *Philly Painting* project, should wrap the 23 bus and be printed on advertisements inside. Lastly, logo signage should be an element of the streetscape at Lehigh as well as at the commercial district bookends (see Recommendation 3.5)



Figure 23: Strategies for Better Branding The Avenue

Host Events to Bring People Back to The Avenue

Events on the corridor can also be used to generate positive buzz about revitalization efforts underway at Germantown and Lehigh and bring people back to The Avenue. These events, to be coordinated by a corridor manager along with community partners at NET CDC, the emerging Business Partnership, and The Village could encompass annual holiday celebrations, customer appreciation days, and unique arts and music events tailored to highlight local talent.

An example of one such festival is the Philadelphia Night Market, which fills commercial corridors throughout the city with specialty food trucks, closing the street to traffic, drawing a big crowd, and encouraging merchants to stay open late. However, an evening event attracting visitors from across the City requires an atmosphere that is at once alluring, unique, and safe.



DEVELOPMENT *Along The Avenue*

The recommendations that pertain to commercial development along The Avenue reflect Real Estate Strategies' suggestions for broadening the retail mix to offer a range of goods and services that meet customer needs, create jobs for residents, and cluster a critical mass of stores to "bring people back to The Ave."

2.7

>>

Recruit New Businesses to Fill Key Commercial Vacancies

EARLY ACTION

Business attraction and retention are a central part of the Commerce Department's work along Germantown Avenue. Commerce recently helped finalize a deal with Extreme Sportswear, which opened at the end of 2011 at the northeast corner of Germantown and Lehigh. Conversations are ongoing with the owner of the former Rite Aid at the southeast corner (2649 Germantown Avenue), which represents the largest vacant commercial square footage on The Avenue.

To continue this, Commerce staff should coordinate with the corridor manager hired for The Avenue, and property owners – particularly those who own vacant structures or land. Utilizing an up-to-date inventory of commercial vacancies maintained by the corridor manager, Commerce should help match interested business operators and entrepreneurs with available properties.

"More eateries, more ethnic food to attract diverse customers; food will bring people in."

"LOTS of stores. Give people something to go to The Ave for!"

Source: Business Survey – responses from merchants asked what would strengthen The Avenue

The RES market study identified the following potential commercial opportunities based on current demand potential:

Figure 24: Potential Commercial Opportunities Based on Current Demand Potential

Source: Real Estate Strategies

TYPE OF BUSINESS	SIZE square feet
GREEN GROCER	800 - 1,500
RESTAURANT/CAFÉ (2) (with seating)	1,000 - 2,500
BAKERY/ICE CREAM/WATER ICE (targeting youth)	750 - 1,500
UNIFORM STORE (for medical offices, etc.)	800 - 1,500
CITY BLUE (OR SIMILAR)	1,000 - 2,000
SERVICES (could fill upper floor space & draw people to The Ave)	
BEAUTY/BARBER SCHOOL	1,000 - 2,000
OPTOMETRIST	800 - 1,000
CHILDREN'S DENTIST	1,000 - 2,000
TOTALS	7,150-14,000
RENTS: \$12-\$15 PER SQUARE FOOT, TRIPLE NET	

The total supportable square feet is 7,150 – 14,000. Rents are likely to range from \$12 - \$15 per square foot, triple net, which means that tenants will pay their own real estate taxes, utilities, and insurance. The core of the commercial district currently has approximately 40,100 square feet of commercial vacancy, with nine storefronts smaller than 1,000 square feet, 10 that are between 1,000 and 1,500 square feet, eight that are between 1,500 and 2,000 square feet, and one (the former Rite Aid) that is greater than 6,500 square feet.

Improvements in streetscapes and storefront appearance, along with marketing and merchandising assistance for existing businesses, may attract new shoppers, enhance sales, and support expansions of these establishments. Encouraging merchants to expand into lines of businesses lost on The Avenue, such as hardware, can help to fill recent market voids. Over time, the success of these activities will generate added demand. Similarly, as revitalization takes hold, additional food-oriented uses – ethnic restaurants and food stores, specialty stores including seafood and poultry, and others offering fresh groceries and produce may

be attracted, responding to successes and improvements on The Avenue. Moreover, the presence of linkages among businesses in the same cluster (e.g., restaurants, specialty foods) creates synergies that attract additional customers.

Since the more immediate retail and commercial opportunities will not fill all vacancies along The Avenue, business attraction must target priority properties such as those at corners with greater visibility or those with interior features that would support opportunities such as a cooking hood for restaurants or an oven for a bakery.¹⁹

Creating jobs on The Avenue for local residents and young people must be a central theme as Commerce facilitates discussions between potential business operators, property owners, and representatives from the corridor. Any new business on The Avenue should be strongly encouraged to hire locally, and community partners must be prepared to link new businesses with eligible candidates.

¹⁹ The following vacant storefronts should be evaluated for their marketability to potential restaurant, café, or bakery operators: 2603 Germantown (the former T&J's Family Restaurant, which closed in summer 2011), 2636 Germantown (the former Toto Fish & Chips, which closed in October 2011), 2737 Germantown (the former Silver Spoon Family Restaurant), or 2749 Germantown (the former Dave's Bakery)



Figure 25: Commercial Vacancies

Source: Business Survey, 2011

- 9: < 1,000 SF
- 10: 1,000-1,500 SF
- 8: 1,500-2,000 SF
- 1: > 6,500 SF

2.8 Investigate the Possibility of a Mixed Use Infill Development in the 2800 Block, just North of Somerset

>> EARLY ACTION

The core of the Germantown Avenue commercial district, from the bend at North Alder to Somerset, has very little vacant land for redevelopment. The 2800 block marks a distinct break in energy and vibrancy, in part because of the concentrated vacancy on both corners on the north side of Somerset. On the northwest corner of Germantown and Somerset, there are four PHA-owned vacant, surplus parcels – three structures (2800, 2802, and 2804 Germantown Avenue) and one vacant lot (2806) before Continuous Motion 2's retail establishment (see site 1 in Figure 26). On the northeast corner, there are two contiguous collections of vacant or unbuilt land – four vacant parcels that front on Germantown, and eight unbuilt parcels that have been fenced off and re-programmed as private park space (see site 2 in Figure 26).

These collections of vacant land create an opportunity for limited mixed use development of The Avenue to bring new residents and, importantly, introduce commercial space with larger square footage and a wider floor plate than typically found along the corridor, which could draw different retail tenants. Redevelopment here would also improve the overall image of the corridor and better link the commercial district with the new residential development to the north at Warnock Village. The 3,800 square foot site on the northwest corner could host four to six apartments ranging in size from 540 square feet to 1,000 square feet each above one or two commercial spaces totaling about 3,000 square feet. Leaving the park space on Huntingdon intact, a comparable building could still be replicated on the northeast corner.

The first steps in advancing the redevelopment of the vacant, surplus PHA properties on the northwest corner are moving forward, beginning with a building tour and assessment to be scheduled for the three structures to determine the feasibility of renovation versus demolition and new construction. Ongoing coordination between Commerce and PHA will be required to reactivate these vacant blocks and fill the current gap in Germantown Avenue, as will the participation of a local nonprofit able to take on a substantial role in the project.

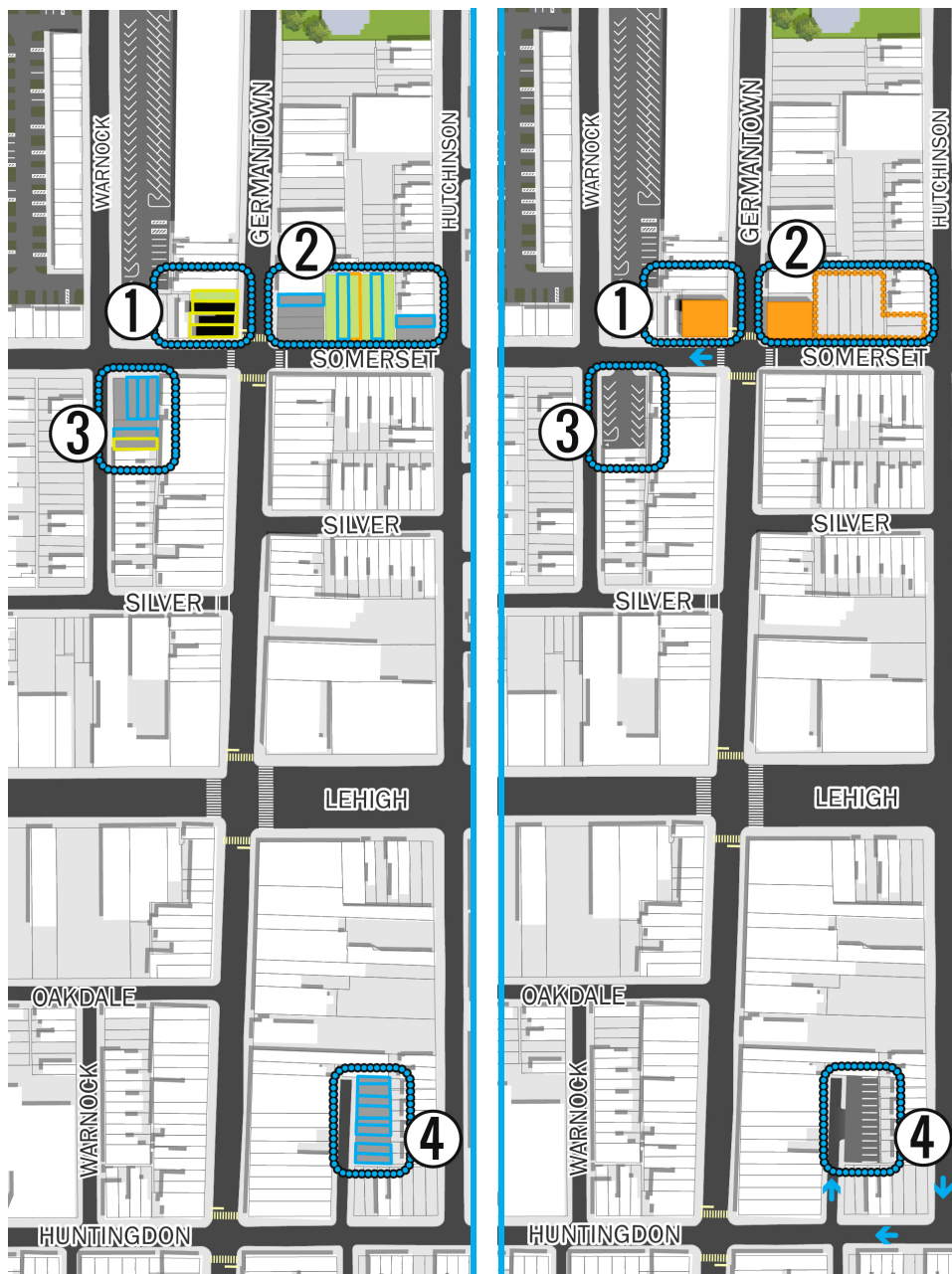
2.9 Encourage Merchants to Purchase Vacant City-Owned Lots as Accessory Parking Spaces

Commonly voiced frustrations from merchants during the business survey suggest that Avenue businesses miss potential customers driving along the corridor due to limited parking and vigilant Parking Authority attendees who ticket aggressively, deterring shoppers. Avenue merchants also indicated that they spend money to park in the metered parking along the corridor.

While it is unlikely that the Philadelphia Parking Authority (PPA) will drastically cut back on meter fees or ticketing, there are two vacant sites on small streets just behind The Avenue that could be transformed into 25 off-street parking spots for merchants, freeing up on-street spaces for customers.

The first collection of vacant lots is in the 2700 block at the southeast corner of Somerset and Warnock, a half-block off The Avenue (see site 3 in Figure 26). Thirteen parking spaces could fit on seven vacant parcels, four of which are City-owned, and one of which is PHA-owned. The second collection of lots is in the 2600 block on an alley street, just north of Huntingdon and east of The Avenue (see site 4 in Figure 26). This site could host 12 parking spaces on nine parcels, eight of which are City-owned.

With sufficient interest and pooled resources, merchants could purchase the vacant City-owned lots for reuse as accessory parking spaces to be managed by the Business Partnership or corridor manager and maintained by the cleaning crew. However, a security, safety, and surveillance strategy would be necessary to ensure that parked cars are not vandalized and people are not targeted when coming or going from the lot, particularly at site 4, which is tucked away and out of site. Site 3 is much more visible.



Existing vacancy and public-ownership

Proposed infill sites (1 & 2) and off-street parking sites (3 & 4)



Looking north up Germantown Avenue at Somerset, with vacancy in the foreground and Warnock Village in the distance. The vacancy puts an abrupt end to the commercial district.

Figure 26: Opportunity Sites for Infill and Off-Street Parking

- Vacant Lot
- Vacant Building
- Yard
- Infill
- Possible Additional Infill
- Off-Street Parking

- 1** 4 parcels, all PHA-Owned
4 PHA-Owned
3,800 SF
- 2** 4 - 12 parcels
1 - 4 City-Owned
0 - 1 PHDC Owned
3,700 - 13,200 SF
- 3** 7 parcels
4 City-, 1 PHA-Owned
13 PARKING SPACES
- 4** 9 parcels
8 City-Owned
12 PARKING SPACES

47 2.10 Foster New Business Development at the Southern Gateway of The Avenue

Two exciting redevelopment proposals are under consideration for the southern gateway to the business district. NET CDC and The Village plan to transform vacant property in the 2500 block. These organizations are proposing programs and services that will foster new business development and creative entrepreneurship.

The building at the southeast corner of Germantown and Huntingdon, 2565 Germantown Avenue, has been vacant for more than three years. In 2011, the property came back into City ownership, and NET CDC has been working to take ownership. NET envisions the ground floor housing 1,000 square feet of retail space for business start-ups and entrepreneurs and 1,000 square feet of office space to provide constituent and business support services (including copy machines, computers and scanners, fax machines, etc.).

Commerce and NET CDC have worked closely in preparation for Vacant Property Review Committee meetings and have gained access to the building. They will analyze the building's structural integrity and systems and assess costs and feasibility of redevelopment. Commerce and NET CDC have also initiated conversations with the Community Design Collaborative to investigate a pro-bono architectural and engineering evaluation. They have also collaborated with LISC and other consultants.

On the west side of the 2500 block of Germantown Avenue, The Village of Arts and Humanities has completed a master plan for its campus, entitled *The Creative Village*. The master plan envisions a new main building for the organization at North Alder and Germantown, a new workshop and environmental center along with an urban agriculture program on North Warnock Street, four rehabilitated rental homes in currently vacant structures, and new studio spaces for performing arts, sound production, and creative business incubation on North 10th Street where it meets Germantown. These ambitious plans will allow The Village to grow its program offerings and serve more youth in North Philadelphia while dramatically reinventing its campus, strengthening its institutional presence and keeping the arts flourishing in the area long after the murals are complete. More importantly, the elements of the master plan intend to nurture new skills and creative thinking and expression among the young participants at The Village, readying the teens not just for jobs, but for careers.

The Village has initiated conversations with the Housing Authority regarding the transfer of vacant PHA-owned land and buildings, but achieving the full vision of the *The Creative Village Master Plan*, like the rehabilitation of 2565 Germantown, will require partnerships between community organizations, City agencies, foundations, and/or private investors, much time and coordination. Both proposals are in keeping with the vision for The Avenue put forth by this *Economic Development Strategic Plan* and merit support, technical assistance, and resources from the City.

2.11 Stay Involved in Discussions about the Reuse of the Vacant Salvation Army Building

When the Salvation Army opened the new Kroc Center in Nicetown in 2010, it closed several older, smaller facilities including the former recreation center at 2601 N 11th Street. The building at 11th and Huntingdon, now closed and gated, contains a meeting space, classrooms, a full kitchen and gymnasium, all in good working condition. These render this 28,000 square foot structure ideal for reuse should the Salvation Army opt to sell the property. The organization also owns a sizable vacant lot catty-corner to the building, which could be used for parking or an outdoor playground.

While private parties will ultimately drive the real estate decisions, City agencies and community advocates can, and should, continue to keep this unused asset in mind, able to match interested developers with new uses for the building.

The building is located along a segment of Huntingdon Street prone to illicit activity. To support the future reuse of this building, community partners should be vigilant about using the 311 system to report dilapidated and dangerous structures along Huntingdon that host criminal behavior.

2.12 In the Long-Term, Consider Live-Work at the Former ACME Wire and Breyers Buildings

While the market is not yet strong enough, and neither property is posted for sale, these vacant buildings in the 2500 block of Germantown represent strong candidates for potential reuse as live-work facilities. As mentioned in the housing section in Recommendation 4.3, the industrial architectural bones of 2519-37 Germantown Avenue and 2501 Germantown Avenue are suited for conversion to live/work units that would appeal to artists and creative businesses, given the proximity to The Village of Arts and Humanities and their ambitious plans to include a creative business incubator.

FORMER SALVATION ARMY

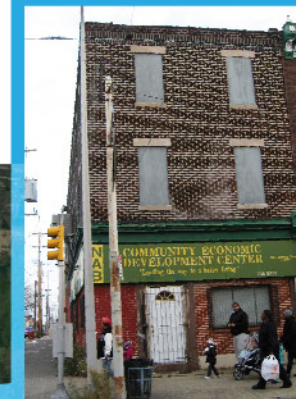
SCHOOL
JOBS TRAINING
SPORTS



2565

MIXED USE

business
support &
small business
startups
PLUS
6 apartments
above



THE CREATIVE VILLAGE



main building, workshop,
performing arts, sound production,
creative business incubator,
environmental center, urban agriculture,
4 rental units

ACME WIRE / BREYERS

LONG TERM:

live / work, day care, school, cultural facility,
religious assembly, performance space,
multi-family residential, retail sales



Figure 27: Opportunity Sites at the Southern Gateway

49 2.13 **Rezone for a More Vital Commercial District Surrounded by Housing and Open Space**

In 2013, the Planning Commission will undertake the plan for the Lower North District as part of Philadelphia 2035, the City's comprehensive plan. The District planning process will include a zoning remapping that updates the existing zoning to reflect current land use patterns, city land use policies, and desired outcomes. The zoning remapping will include public input and should address the following proposed changes in keeping with this plan for The Avenue and surrounding blocks:

- **Support a compact and vibrant commercial node** by removing commercial zoning along Germantown Avenue south of Cumberland and north of Cambria. Retain any active commercial uses in these blocks, but change the zoning of other parcels to a residential zoning classification.
- **Further focus commercial uses on The Avenue** by removing commercial zoning for corner stores at Indiana and Clearfield, where minimal commercial remains. Preserve the current zoning classifications of existing active businesses
- **Support redevelopment of industrial buildings.** Consider changing the zoning classifications in the 2500 block of Germantown Avenue from industrial to a medium density mixed use classification permitting commercial and residential uses. 2519-37 Germantown should retain its zoning classification but could be a candidate for mixed industrial residential.

Subsequent chapters discuss the preservation of open space and creation of new housing. The following zoning considerations support recommendations in Chapter Five (Expressive of Local Creativity and History) and Chapter Six (Surrounded by Good Homes and Neighbors):

- **Preserve existing open spaces** by bringing their zoning classifications into conformance. Historic Fair Hill is currently zoned for residential use; consider rezoning the burial ground for open space. The 12th & Cambria Recreation Center, currently zoned for a mix of commercial and industrial uses, should be rezoned for recreational use. Hartranft Recreation Center is also currently zoned for commercial and industrial uses. As a daycare currently operates on site, this facility should be rezoned to remove industrial zoning and allow a medium density commercial residential mix, which would still permit daycares, artist studios and artisan industrial, market or community-supported farms, community gardens, passive and active recreation, multi-family housing, and other commercial uses. The Village of Arts and Humanities gardens should also be preserved through conversion to open space zoning, though low intensity commercial classifications should be assigned where The Village hopes to build new educational facilities, and classifications that permit Urban Agriculture should be assigned on the west side of Warnock Street where The Village intends to develop an environmental center and raised bed garden as documented in the 2012 *Creative Village* master plan.
- **Encourage housing development on Germantown Avenue across from the burial ground** by considering a rezoning of the area bound by Germantown and 11th, Cambria and Indiana to residential multi-family, again preserving the zoning of existing active commercial and institutional uses.



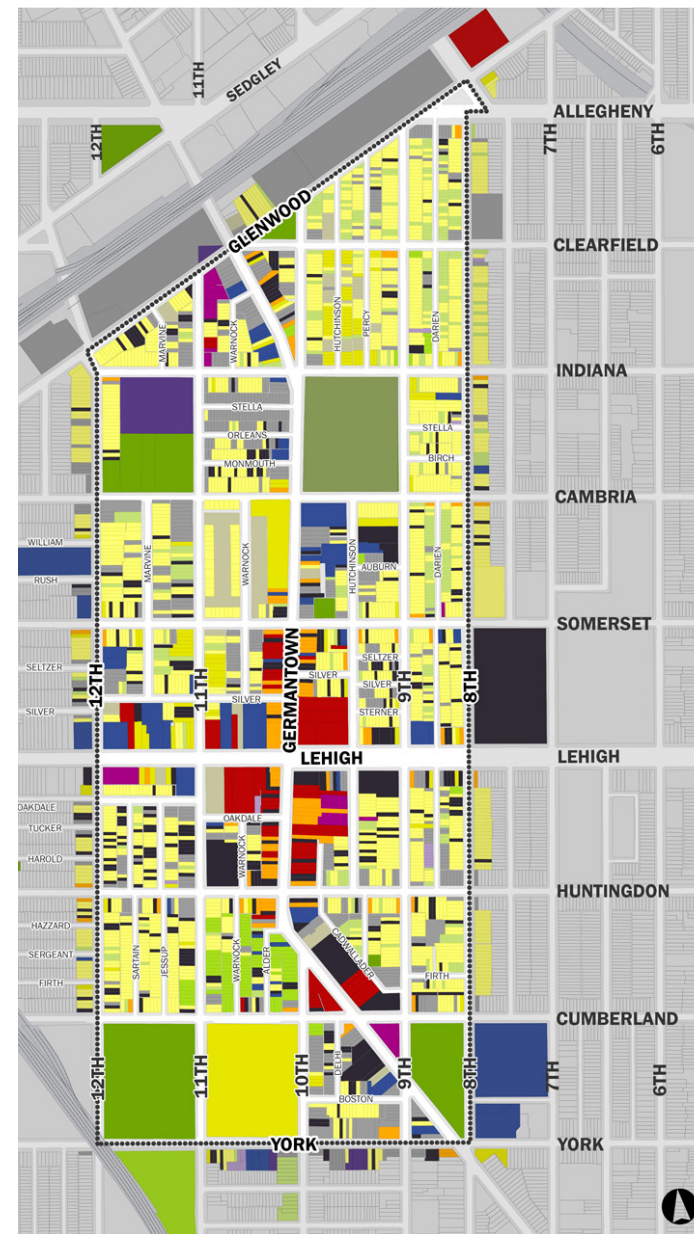
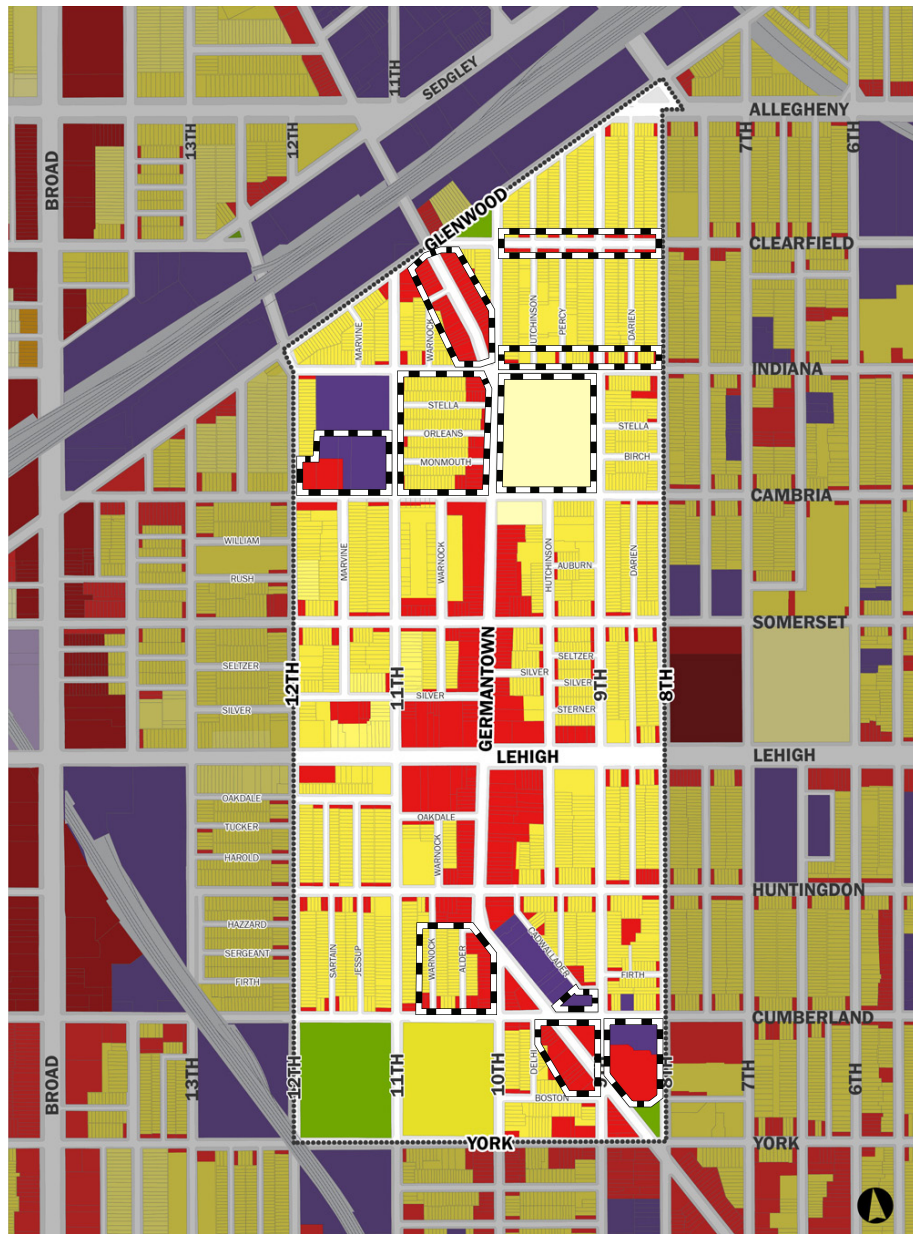


Figure 28: Areas Where Current Zoning Should Change



Areas to Consider for Rezoning

- | | | |
|--|--|---|
| ■ C-2 | ■ R-4 | ■ L-1 |
| ■ C-3 | ■ R-5 | ■ G-2 |
| ■ ASC | ■ R-9 | ■ REC |
| | ■ R-10 | |
| | ■ R-13 | |

2011 Land Use Map for comparison

6 *Expressive of Local Creativity & History*

(RECOMMENDATIONS 3.0)

WHY THIS IS IMPORTANT

ANALYSIS OF PUBLIC REALM CONDITIONS

The Avenue has a nice, cozy scale for a shopping street, and unlike many other historic neighborhood commercial corridors in the City, the streetwall is mostly intact. The public right-of-way between the building facades is 53 feet wide, with 10-foot sidewalks framing a parallel parking lane on each side of the street and a travel lane in each direction. Trolley tracks from the former 23 trolley (now replaced by the 23 bus) run along the street.



PUBLIC ART

HISTORY & CULTURE

STREETS & SIDEWALKS



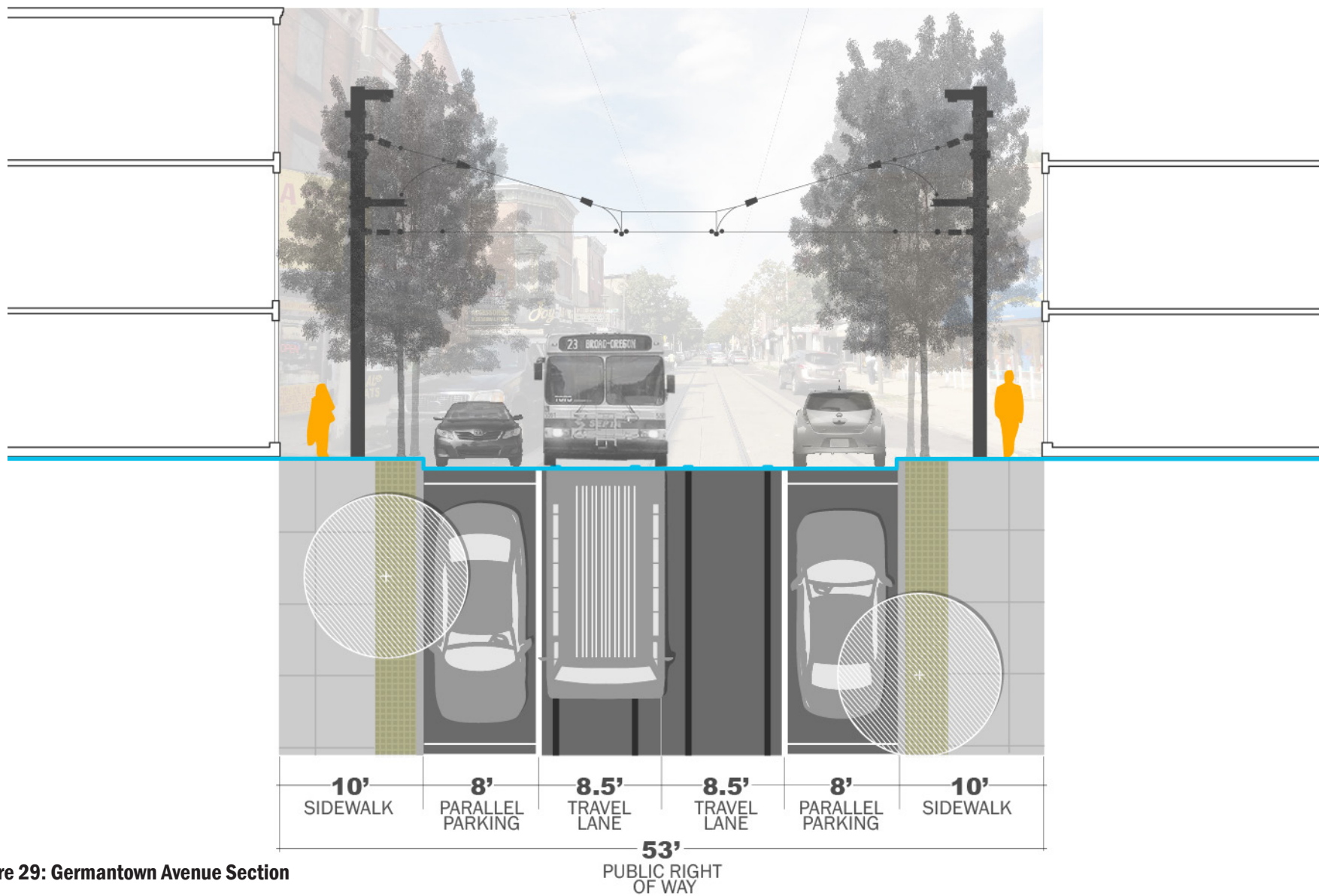
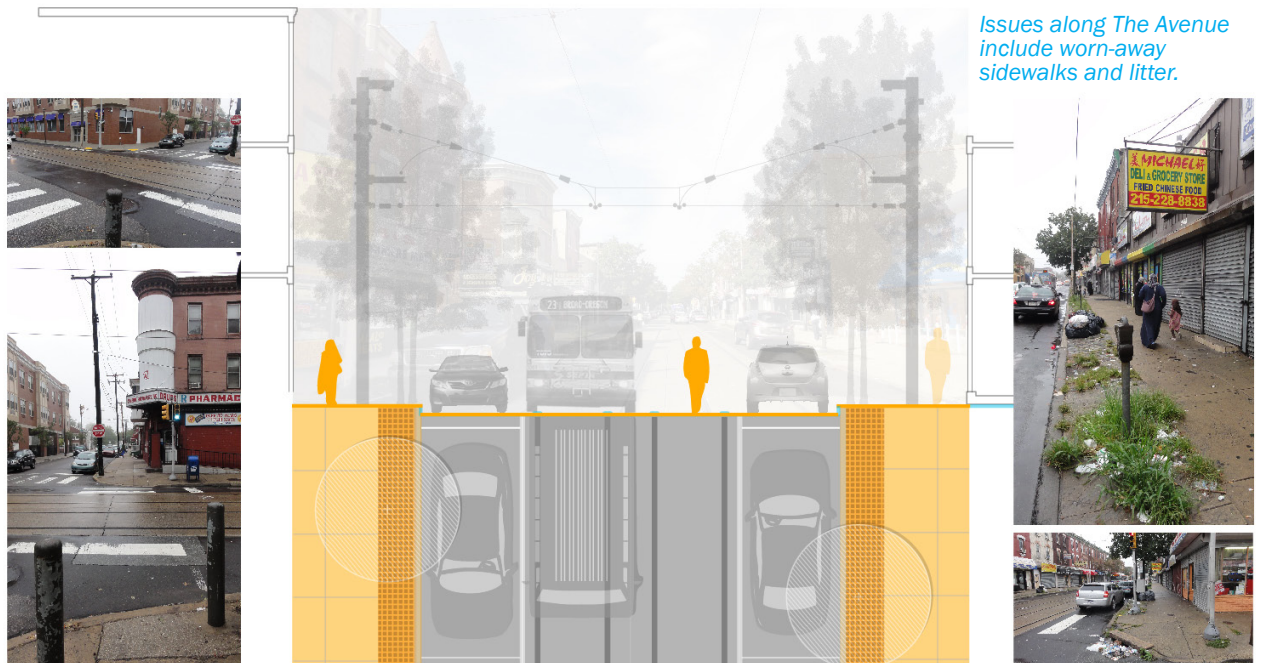


Figure 29: Germantown Avenue Section

As described in the Analysis of Commercial Uses and The Avenue, the antique signs and architectural details of the historic buildings are assets though often hidden by an overwhelming mix of new and out-of-date signage. Vacant storefronts detract from the rhythm and visual appeal of the street, and sidewalk conditions reflect the age and decline of the corridor. The area where the cobblestone strip meets the concrete sidewalk, and the cobblestone strip itself, appear particularly prone to damage and deterioration. Weeds and trash accumulate along the paving and at the base of trees, parking meters, signs, and SEPTA poles.



Crosswalk striping across The Avenue is consistently worn away throughout the business district, and pedestrian conditions are especially compromised in three locations:

- On the east side of Germantown Avenue crossing Lehigh, where the crossing distance is 85 feet between sidewalks compared to the 54-foot crossing distance on the west side of Germantown at Lehigh



Figure 30: Lehigh Avenue Section, East of Germantown

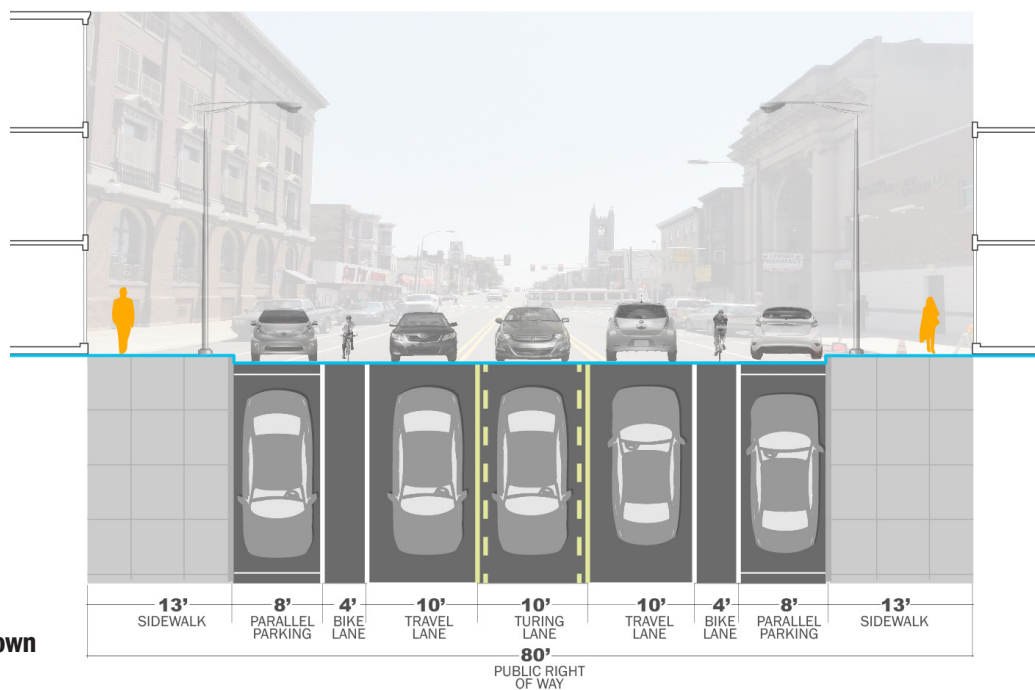


Figure 31: Lehigh Avenue Section, West of Germantown



The Avenue widens at the bends in the road.

- At the northern bend in The Avenue at Historic Fair Hill burial ground, where the road widens just south of Indiana and allows cars to speed up as they pass through this undefined intersection with odd geometry
- At the southern bend in The Avenue at The Village of Arts and Humanities, where the road widens just north of North Alder Street, creating an awkward, triangular space used for double parking, which obstructs sight lines for pedestrians and turning cars

At the time of the field survey, the 2500 though 2800 blocks of the commercial corridor had 24 mature trees, 10 unpaved empty tree pits (some former tree pits appear to have been haphazardly paved), four dead trees, and seven young saplings at Warnock Village. The mature trees vary in size as well as health and degree of maintenance; some have bare branches and appear partially dead, while others are quite overgrown with foliage that obstructs store signage and poses a potential risk to wires and structures in their vicinity.



Slack space in the road where The Avenue curves at North Alder Street



Unplanted tree pits



Philly Painting, the Mural Arts initiative, is generating much needed attention and positive buzz about Germantown and Lehigh and will serve as a catalyst for the area, reinventing its public image in mere months. The following recommendations suggest additional canvases beyond the façades that artists Haas and Hahn will recreate with a crew of local painters to bring the art to street-level, further brand The Avenue as a front door to North Philadelphia's alternative arts scene, and showcase the talents of local artists and creative businesses.

3.1 Partner with Mural Arts, Dutch Artists Haas and Hahn, and The Village in the Design and Installation of Large-Scale Murals that Transform The Avenue

>> EARLY ACTION

Philadelphia's celebrated Mural Arts Program, with funding from the Commerce Department, Knight Foundation, and Bank of America, has brought world-renowned Dutch Artists, Jeroen Koolhaas and Dre Urhahn (Haas and Hahn) to Philadelphia to undertake multiple large-scale, transformative mural projects under the title *Philly Painting*. Haas and Hahn's largest project will be along The Avenue, reaching from The Village of Arts and Humanities (where the artists are living as artists-in-residence) to Historic Fair Hill Burial Ground.

Haas and Hahn are famous for their massive, community-driven murals in the favelas of Brazil, which turned the slums of Rio de Janeiro into "monumental artworks of epic size" to build local pride, change outside perceptions, and draw positive attention to these infamous neighborhoods. They hired teams of local residents to help them paint, and "completely changed the image" of the community. The murals created jobs and provided job training for the painters, drew high-profile media attention, and stimulated the local economy, as new businesses opened to serve growing throngs of visitors and tourists.



The Village of Arts and Humanities, located at the southern end of the commercial corridor, nurtures and celebrates the creative talents of local youth.

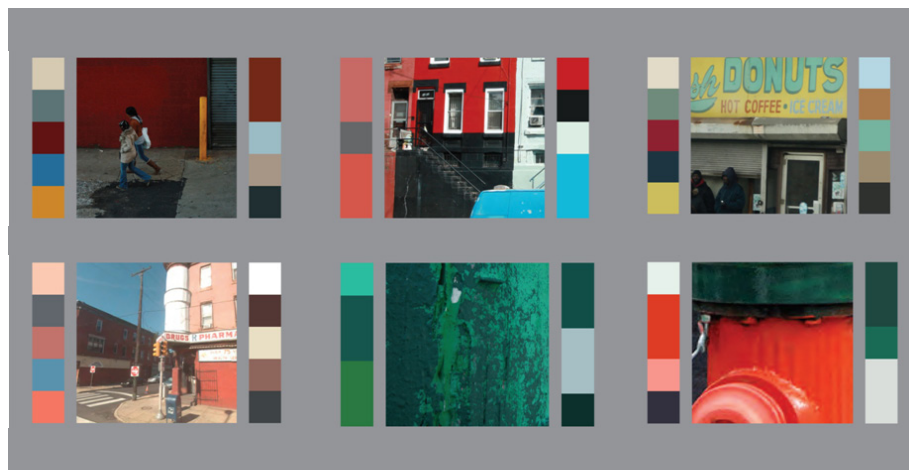


Top Left: plaza in Santa Marta in Rio de Janeiro before the painting began, Top Right: mural painting by team of local painters underway, Above: finished mural by Haas and Hahn

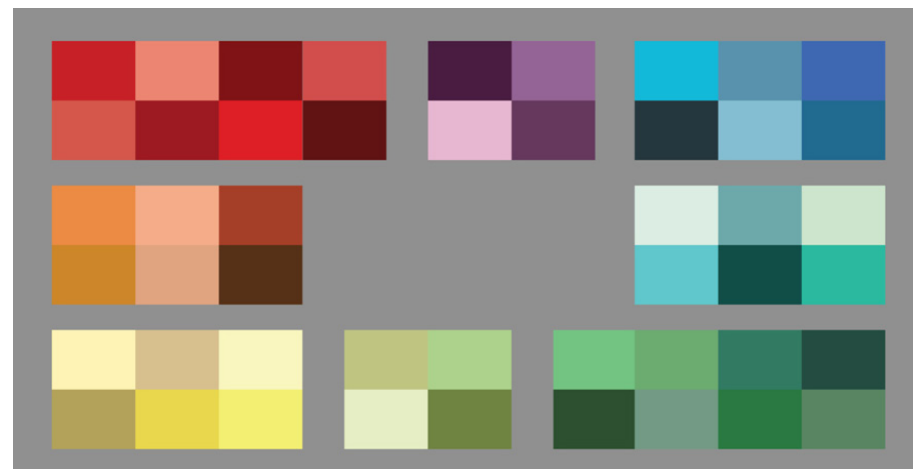
Source: www.favelapainting.com/santa-marta

57 Figure 32: Philly Painting Color Research and Approach for Germantown Avenue Murals

Source: Artists Jeroen Koolhaas and Dre Urhahn



Philadelphia color research

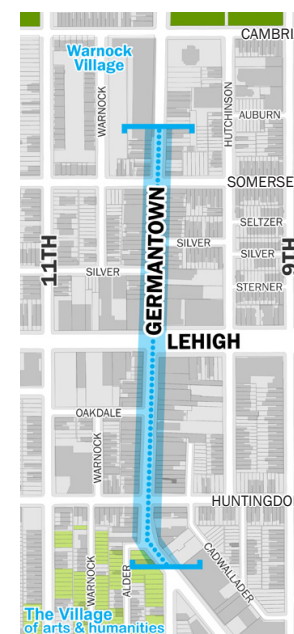


Philadelphia color palette

With their current project, *Philly Painting*, Haas and Hahn want to test whether a similar project can work in an underserved neighborhood in North Philadelphia. The Avenue is their new canvas, and their design goals are to:

- Create a new image and identity for Germantown Avenue, which will radiate optimism, instigate positive change, and increase commercial potential
- Get rid of the drab, messy image by transforming The Avenue with a visually appealing and unifying design
- Accommodate the tastes and opinions of the many merchants and building owners
- Develop a color palette which breathes PHILADELPHIA²⁰

Preliminary designs feature a “Philadelphia Red,” pulled from brick, signage, hydrants and other elements along The Avenue as well as an array of other colors pulled from the local landscape. The artists have envisioned a scheme of woven and irregular stripes that reach from one building to the next on The Avenue’s vacant upper floor façades. While designs must be refined and customized to please individual building and storeowners, the massive undertaking promises to be transformative and one-of-a-kind, creating a new image for Germantown and Lehigh. Such a large project with so many key players requires coordination between City agencies, Mural Arts, the artists, the painters they hire to help install the work, community partners at The Village and NET CDC, and local merchants and property owners.



Mural target area

²⁰ Presentation by artist, Dre Urhahn, at Merchant Meeting, March 1, 2012.

PHILLY *Painting*



"Philadelphia Red"



2601 Germantown, primed and ready for paint



Rendering of design for 2601 Germantown by Haas and Hahn



Philly Painting commenced work at the northwest corner of Germantown and Huntingdon, 2600 Germantown



Members of the Philly Painting crew priming 2565 Germantown

Beyond Façades, Consider Additional Surfaces for Public Art

Philly Painting commenced in April 2012, starting at the four corners of Germantown and Huntingdon, then moving to the intersection of Germantown and Lehigh, and then on to portions of the corridor where Mural Arts has received the greatest concentrations of authorizations by building and business owners to paint. Beyond the façade work, however, additional surfaces should be considered for public art to further brand the corridor.

The 40 grey and rusted SEPTA poles that support the trolley wiring should be incorporated in the design for The Avenue. The poles have been deemed lead-free and only require scraping before repainting.

Crosswalks (or the lack of crosswalks up and down The Avenue) represent another surface. The Streets Department has recently permitted free-style painting in the negative spaces between official crosswalk striping, and Mural Arts has experimented with this alternative canvas in Manayunk, as have other cities across the country. The design concept for the façade murals, with its flexibility and functionality at large scales and across multiple surfaces translates perfectly to crosswalk painting and should be extended into the street at The Avenue. Coordination will be required as the design and schedule of the ReStore streetscape improvements unfold.

Finally, the ubiquitous security grates represent potential canvases, as does the Route 23 bus – the longest route in the City – which could be wrapped in a pattern reminiscent of the murals along with information about the project to travel the length of the City and invite visitors to come and explore The Avenue.



Crosswalk mural in Manayunk



Crosswalk mural in North Hollywood



Crosswalk mural in Miami



Potential surfaces for additional public art: the SEPTA poles, the crosswalks, and security grates

3.3 Restore Old Signs as Sculptural Objects to Integrate History with a New Image for The Avenue

Despite considerable contraction, the remaining node of commercial activity at Germantown and Lehigh is remarkably intact. Most of the original buildings with their ornate architectural detailing are still standing, and many three-dimensional signs – some advertising businesses of the past, others highlighting those of the present – add interest and authenticity to this commercial corridor. In fact, there are eight of these three-dimensional signs along the 2500 through 2800 blocks of Germantown as well as one on Lehigh just west of Germantown.

These historic signs should be restored as sculptural objects and maintained as elements that stand out against the new murals to integrate history with the new image for The Avenue. Such restoration would be costly and could represent a sizable portion of a Storefront Improvement Program grant from the Commerce Department.

In Knoxville, Tennessee, a “Save Our Signs” fund²¹ was created to preserve old signs through a partnership between Knox Heritage, the local historic preservation nonprofit and JFG, a local business with one such historic sign. Their program offers a matching grant up to \$2,500 per sign. A similar program should be explored by the Commerce Department in partnership with the Preservation Alliance. And with Gazelle Signs at Germantown and Glenwood, an effort to restore signs would foster local economic development.

Signage locations include:

- **Best Fresh Fish:** 2560 Germantown, active
- **Lucky Pharmacy:** 2623 Germantown, ghost sign
- **Stan the Man Dry Cleaning:** 2625 Germantown, active
- **Crawford Jewelers:** 2648 Germantown, ghost sign
- **Arthur’s Dog House:** 2650 Germantown, active
- **New Hong Kong Lou:** 1004 West Lehigh, active
- **Chung’s Restaurant:** 2710 Germantown, ghost sign above new Germantown Food Court
- **Integrity Meats:** 2728 Germantown, active
- **Dave’s Bakery:** 2749 Germantown, ghost sign



Three-dimensional antique signage along The Avenue



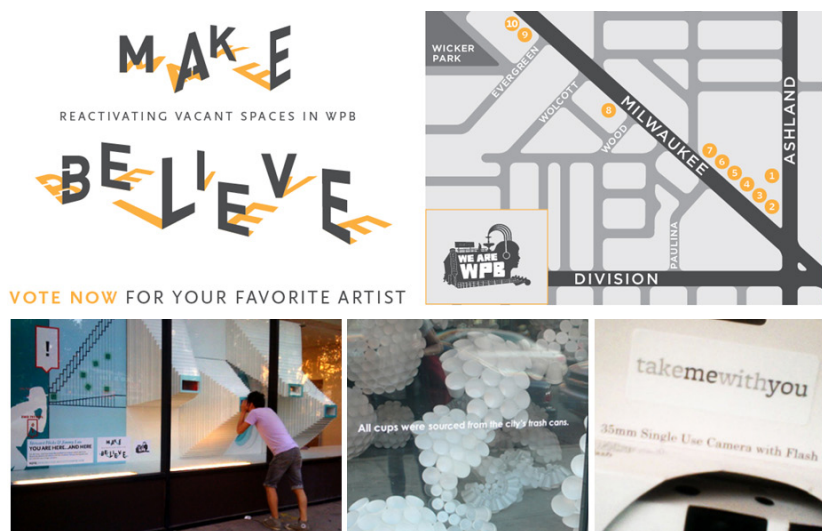
Figure 33: Conceptual Sketch of Refurbished Antique Signage

21 <http://www.knoxheritage.org/node/537>

Work with Property Owners to Transform Vacant Storefronts and Blank Interior Walls into Temporary Gallery Spaces

The commercial market demand determined by Real Estate Strategies is not robust enough to fill every vacant storefront along The Avenue. Though the market dynamics may change once the *Philly Painting* murals are in place, an interim strategy to reactivate vacant storefronts is to transform them into temporary gallery spaces to showcase the work of local talent (including students at The Village of Arts and Humanities) and document The Avenue's transformation by *Philly Painting*. Currently, solid security grates shutter the majority of vacant storefronts rendering them ineligible for a temporary gallery, but the few with windows visible through security grilles present opportunities to further brand the corridor as a creative and artful place, add color and interest to the streetscape, and establish exhibition venues for emerging artists within a world class public art project. The ground floor windows at Warnock Village with blinds that remain down could also be activated with art hung between the window panes and the blinds. Interested storeowners who are open for business can participate as gallery hosts as well, displaying artwork on the walls of their shop, salon, restaurant, or office.

The Village of Arts and Humanities, as the pulse of the local art scene, should work with the emerging Business Partnership to approach property owners with protected but open storefront windows and business owners with blank wall space about hosting a temporary exhibit.



Vacant storefronts repurposed as temporary art galleries in Chicago

Source: www.makebelieve.wegotitinWPB.com

HISTORY & CULTURE

Along The Avenue

While the mural design respects The Avenue's historic architectural details and antique signage, visitors to The Avenue should have the opportunity to see not just the murals and the stores along the corridor, but the rich history and culture that provides context for the art. Creating or adapting spaces for expression along The Avenue will also strengthen local pride and identity.

3.5 Reclaim Excess Road Space on Both Ends of the Commercial District for Pedestrian Plazas

Where Germantown Avenue curves, first near The Village of Arts and Humanities at North Alder Street in the 2500 block and then again at Historic Fair Hill burial ground at Indiana in the 2900 block, the road widens on one side creating an awkward triangle of underutilized space, big enough for cars to double park, obstruct sight lines for pedestrians or other motorists, and cause general confusion. The excess width of the roadway here also encourages drivers to speed through these turns.

This excess space should be reclaimed for pedestrians and community use as small plazas created by extending the curb to more closely hug the line of the trolley track. These pedestrian plazas would also bookend the commercial district with unique spaces that announce its beginning and end. Furthermore, the spaces could be programmed with amenities that celebrate or express the area's history and culture.

The proposed bumpout immediately north of North Alder Street in the 2500 block could encompass up to 680 square feet, comparable to a single-wide storefront. Located at the busy southern end of the commercial district and in close proximity to The Village of Arts and Humanities and the possible home of NET CDC, a plaza here could host an improved bus stop, benches and tables, a Healthy Food Cart, trash bins, signage, and wayfinding.

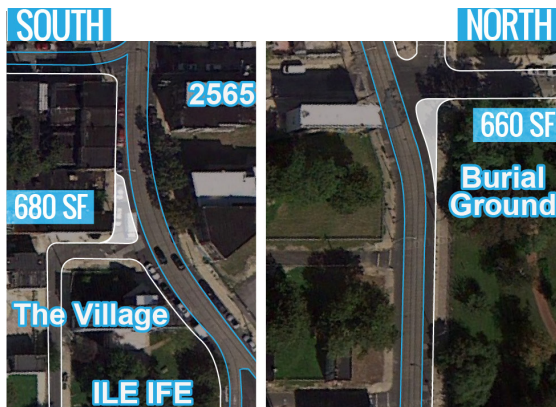
The proposed bumpout at the northwest corner of Historic Fair Hill would create a 660 square foot plaza for those waiting for the bus and interested in learning about the history of the burial ground, the nearby Harriet Tubman mural, or the Black History offerings at St. Mark Outreach Baptist Church. This northern plaza is a secondary priority, as the intersection at Indiana is less busy than the curve at North Alder and Huntingdon.

Existing slack space where The Avenue
curves at North Alder Street

After

Before

In Fall 2011, the City of Philadelphia's Mayor's Office of Transportation and Utilities (MOTU) and the Department of Commerce issued a Request for Proposals (RFP) for a Pedestrian Plaza Program to "convert underutilized street segments" into plazas that "provide the public the chance to sit and enjoy the city's busy street life." If MOTU and Commerce sponsor the program again, these proposed bumpouts at Germantown and Lehigh should be considered as prime candidates. The bumpouts should also be considered in the ReStore streetscape improvement design and implementation described in Recommendation 3.9.



Potential bumpout locations and sizes



Figure 34: Rendering of Proposed Bumpout and Plaza in the 2500 Block of Germantown Avenue

3.6 Revive Ross Park to Reflect Community Pride and Grass Roots Efforts

Ross Park, a small, mostly paved, triangular City park nestled between Clearfield, Glenwood, and 10th Street, is one of the last places in the neighborhood visible from Germantown Avenue as you head north out of the study area. Ross Park appears forgotten. Patches of grass have grown where the paving has crumbled, and bench frames remain though the wooden slats are long gone. Vacancy has taken hold in the blocks that surround the park, and the ground is littered with trash. And yet, seven giant trees provide ample shade, and neighbors still congregate here.

The Advocates for the West Fairhill Community have embraced Ross Park and its revitalization as an opportunity to foster pride, build community, and improve the image of this northern gateway to West Fairhill and The Avenue. They have organized clean ups and started to raise money to repave the triangle, replace the benches with new ones that are less susceptible to vandals, and introduce new lighting, trash cans, trees, and bollards to keep parked cars out. With a strong track record in the creation and maintenance of a garden at 3006-3016 North Darien Street on land that is partially publicly-owned, Advocates for West Fairhill are committed to help maintain the park once it is improved.

City Council has provided an initial financial contribution in support of the Park's improvement, and the Planning Commission will reach out to the Department of Parks and Recreation to confirm that this long-overlooked park is on their radar. Pro-bono design services facilitated by the Community Design Collaborative could help with a landscape design that blends low-maintenance paving with green features that assist in cooling in the summer and managing stormwater.



Ross Park at Germantown, Clearfield, and Glenwood needs investment.



3.7 Rename 12th & Cambria Recreation Center to Reference Local History and Strengthen the Link between Resources

The City invested over \$300,000 to upgrade the facilities and playground at the 12th and Cambria Recreation Center in Summer 2011. The park got a make-over; now it needs a better name, one that reflects the community in which it sits. Just one block west of Historic Fair Hill burial ground and St. Mark Outreach Baptist Church, a name for 12th and Cambria could reference strong local roots in the abolitionist movement, linking these two green assets in the neighborhood. Alternatively, the park could be named for a key figure in more recent neighborhood history. City policy states that parks cannot be named after people who are still living. Neighborhood organizations, churches, and residents need to reach consensus on a name fitting for the renewed park.



The 12th & Cambria Rec Center needs a new name.

Investments in the upper floors and storefront spaces along The Avenue must be complemented by improvements (and improved maintenance) in the pedestrian realm – the intersections, sidewalks, and crosswalks that people inhabit as they walk through the commercial district.

3.8 Alert Area Merchants about the Pending Roadway Improvements along Lehigh Avenue

>> EARLY ACTION

The Pennsylvania Department of Transportation (PennDOT) is currently using seven million dollars in Transportation Improvement Program (TIP) funding to improve intersections along Lehigh Avenue. These will encompass 23 modernized traffic signals between Richmond Street and Broad, new signal mast arms, and some reconfigured intersections to reduce pedestrian crossing distances by adding bumpouts to the sidewalks. The crosswalks on Lehigh will be restriped, and pedestrian countdowns will be added for safer crossing. Construction is predicted to reach Germantown Avenue in 2012.

To mitigate disruption to businesses on Germantown and Lehigh Avenues, area merchants should be notified of the pending improvements. As construction approaches, PennDOT and the Mayor's Office of Transportation and Utilities (MOTU) staff should coordinate with NET CDC and the emerging Business Partnership representatives to ensure that all businesses are aware of the schedule and have a point of contact should a problem arise that requires reporting.



Lehigh, looking west toward Germantown Avenue. East of Germantown, Lehigh is 85 feet curb to curb. West of The Avenue, Lehigh narrows to 54 feet.

3.9

ReStore The Avenue's Public Realm in Keeping with Philly Painting's Façade Enhancements

>>

EARLY ACTION

City Council recently approved the allocation of ReStore funding for a capital investment project for this stretch Germantown Avenue. The streetscape improvements represent a three million dollar investment (for design, engineering, and construction) and could include new curbs and sidewalks along The Avenue, ramps at intersections to ensure that all sidewalks are ADA- (Americans with Disabilities Act) compliant, new trash cans, trees, and possibly upgraded street lighting. This funding reflects an ongoing commitment by the City to focus resources for revitalization at Germantown and Lehigh and will ensure that the public realm (streets and sidewalks) are improved in concert with the murals on building façades.

The allocation of ReStore dollars should target the north end of the 2500 block of Germantown Avenue (to include The Village of Arts and Humanities, 2565 Germantown Avenue, and the southern end of the commercial district) through the middle of the 2800 block of Germantown Avenue, where PHA's Warnock Village begins. In addition to the possible curb replacement, ADA-compliant ramps, sidewalk repairs, and lighting upgrade, special attention should be given to restoring the cobblestone strip between the curb and concrete sidewalk. Beyond the weeds and trash that litter these strips, the cobblestone paving has been compromised in scattered locations – filled in with asphalt or concrete, resulting in uneven, cracked, and unattractive surfaces. Tree replanting and landscape maintenance are discussed in Recommendations 3.10 and 3.11, respectively.

Engineering and construction work for the ReStore-funded streetscape improvements will commence in 2012, with construction planned to start in Spring 2013. The Commerce Department will work with the Streets Department to execute the design based on the ideas documented in this plan.

3.10 Maintain Existing Street Trees and Adopt a Planting Strategy that Complements the Murals

Given the planned mural design concept, which embraces a massive scale to span multiple buildings along the corridor, façade visibility and access is key. The Department of Parks and Recreation, which manages all park and street trees in the City of Philadelphia, is working with the Mural Arts Program to prune existing trees and remove dead trees along The Avenue in preparation for the mural preparation and installation work. Trees that are invasive species should also be removed, to make room for a cohesive replanting strategy that complements the coming murals, maintains views along the corridor, and introduces trees that are better suited for urban conditions.

New street trees for The Avenue, planted in conjunction with the ReStore streetscape improvements should be chosen with both foliage color and volume in mind. Trees that shift to reds or yellows in the fall will echo the “Philadelphia Red,” identified by mural artists Haas and Hahn, which will feature heavily in their design as a unifying color across facades. Trees that grow vertically and are appropriate for narrow streets are also desirable, as species with a branch structure that spreads outward will block the planned public art. Prior to replanting, a maintenance plan must be in place, utilizing either the landscape skills of The Village Community Land Care staff, developing such skills among the staff and volunteers of the corridor cleaning program, or working with the Business Partnership to develop an alternative plan for maintaining the new trees.

3.11 Grow the Cleaning Program to Include a Landscape Maintenance Component for The Avenue

>>

EARLY ACTION

Many vacant lots throughout the study area are cleaned, greened, and maintained through the combined efforts of the Pennsylvania Horticultural Society’s (PHS) Philadelphia Green program and The Village of Arts and Humanities’ Community Land Care contract. With 13 vacant lots along the commercial corridor itself (2500 – 2800 blocks) and many more in close proximity to the business district, efforts to keep these parcels free of litter and larger-scale illegal dumping is critical to the overall image of The Avenue and must continue.

However, the curbs, cobblestone strips, tree pits, and side streets along Germantown Avenue – especially during the growing season when weeds run rampant – often take on the appearance of littered and overgrown lots. The cobblestone strips are an attractive, feature that must be maintained as such, and before the tree pits are replanted, a landscape maintenance plan must be in place. The reinstated cleaning program (Recommendation 1.1) will dramatically reduce litter along The Avenue, strewn on side streets, and collecting in the weeds. Come late spring and summer, the cleaning program should adapt or expand to include weeding in the cobblestone strip (particularly at the base of parking meters and other poles, where weeds thrive) and basic maintenance of old and new plantings in the tree pits.

*Right: tree growth obstructing view of facades and signage
Far Right: vacant land collecting trash just a half-block off The Avenue*



7 Surrounded by Good Homes & Neighbors

(RECOMMENDATIONS 4.0)

WHY THIS IS IMPORTANT

Vacancy to the north and south of the Germantown and Lehigh commercial core affects perceptions of the business district, sending the message that the corridor is nestled within a declining neighborhood. In fact, the study area's population grew by six percent between 2000 and 2010, with roughly 275 new households moving to the neighborhood, likely drawn by new affordable rental housing built by the Philadelphia Housing Authority (PHA) and the Women's Community Revitalization Project (WCRP).

In addition to stabilizing the west side of the 2800 block and the area north of Historic Fair Hill burial ground, these new housing developments have brought new rooftops and, by extension, customers near The Avenue. While the sales housing market continues to be weak, the demand for rental housing is strong and presents an opportunity to reinforce residential investment and positively impact the marketplace.



NEW HOMES

PRESERVED AMENITIES

67 ANALYSIS OF RESIDENTIAL MARKET CONDITIONS

Real Estate Strategies, Inc. / RES Advisors (RES) completed an analysis of the residential and commercial market. The RES report is in a separate document, but the residential market findings are summarized here.

To assess the residential market conditions, RES conducted a site analysis and multiple interviews with developers, Realtors, property managers, and community organizations. They then defined a competitive Primary Market Area, from which new residents might be drawn; this includes Erie Avenue to Cecil B. Moore Avenue. Front Street and Kensington Avenue generally define the eastern edge, and 22nd Street is the western edge.

RES analyzed household growth, replacement demand, household age and income, and sales trends. They also analyzed sales prices and rental and absorption rates. The market assessment yielded recommendations for housing rehabilitation and construction focused along The Avenue.

What follows is a summary of market conditions and residential demand in the target area.

- Sales data and interviews with sponsors of sales housing suggest that **market demand for sales housing is very low**. The housing market in North Philadelphia and in the study area needs to stabilize before additional sales housing construction is planned, especially as funding sources for homeownership are limited and very competitive. However, a small program of substantial rehabilitation and sales housing on streets near The Village will strengthen the area.
- **Rental demand is high for housing units affordable for families at or below 50 percent of area median income**²² when rents are competitive in the market.²³ This is especially the case for new developments built at scale as a sub-neighborhood. The rental communities at both Warnock Village and Evelyn Sanders Townhomes enjoy high occupancy rates and long waiting lists.
- **Market support exists for a 50-70 unit rent-subsidized senior housing development** to serve the very low-income seniors in the area. Other rent-subsidized senior developments in the Primary Market Area (PMA) have waiting lists of up to five years. A 70-unit project would need to capture only 1.2 percent of income-eligible seniors in the PMA. A location near Warnock Village's senior units might permit the joint use of common spaces and services.
- **Overall demand in the target area is estimated to be 23-36 new or renovated housing units per year** (115-181 units from 2012 through 2017). This represents about 11 percent of the total estimated market area demand,²⁴ which should be an achievable capture rate.

22 In the Primary Market Area in 2011, 61.6 percent of households were estimated to have incomes below \$25,000. Very low-income seniors in the area include those below 40 percent of area median income for a one-person household or \$22,520 during 2011 based on Pennsylvania Housing Finance Agency (PHFA) income limits.

23 Gross rent, including utilities would be below \$600 per month for a one-bedroom.

24 The estimated residential demand for the Primary Market Area is 1,051 units over five years, 45 percent homeownership (473 units), 55 percent rental (578 units).

616 units of the 1,051 represent potential market area household growth, while the remaining 435 units represent replacement demand.



Figure 35: Potential Residential Opportunities, 2012-2017

Source: Real Estate Strategies

OPPORTUNITY	UNIT RANGE low - high	PRICING/INCOME TARGETING [2012 dollars]
> INFILL CONSTRUCTION		
RENTAL TOWNHOUSES/FLATS	50 80	1 BR/1BA: \$450-550 2 BR/1 - 1.5BA: \$650-750 3 BR/1 - 2BA: \$750-825 4 BR/2BA: \$800-900
AFFORDABLE SENIOR	50 70	Rent Subsidized - 30% of Income (Not just Tax Credits)
> TARGETED SUBSTANTIAL REHABILITATION - "VILLAGE ANCHOR"		
RENTAL REHABILITATION: VILLAGE & 2565 GERMANTOWN	10 16	1 BR: \$350-400 2 BR: \$525-575 3 BR: \$575-675
REHABILITATION FOR-SALE	5 15	\$60,000 - \$80,000
TOTAL UNITS	115 181	Predominantly RENTAL during the first 5 years

TRANSLATES TO MONTHLY PITI PAYMENTS OF
[PITI: principal, interest, taxes, insurance]

\$500 - \$650

Affordable to households earning \$20,265 - \$25,790 annually
if 30% spent for home

COMPARISON: 40% of Area Median Income
for four-person household in 2011: \$32,160



Homes on the 2700 block of N 9th Street

NEW HOMES

Along The Avenue

The recommendations for residential development flow from Real Estate Strategies' demand and supply analysis and conclusions about market depth and breadth. The five-year total demand of 115-181 units should be mostly rental (100-110 units), include a mix of sizes for different household types, and introduce a blend of infill construction and targeted rehabilitation of existing structures.

4.1 Reinforce Assets & Recent Investment with Residential Development

The square block west of Historic Fair Hill (the 2900 block of Germantown) comprises three smaller streets – the 1000 blocks of Monmouth, Orleans, and Stella. These small blocks are home to considerable vacancy and distressed conditions, standing in stark contrast to the new investment by PHA at Warnock Village and WCRP at the Evelyn Sanders Townhomes. These streets are sandwiched between the restored burial ground and the renovated 12th & Cambria Recreation Center. The blocks bounded by Germantown Avenue, 11th, Cambria, and Indiana contain 104 vacant lots and 20 vacant buildings. These blocks are also home to 42 homeowners and a collection of houses in excellent or good condition. The block also has one long-term business (Cambria Pharmacy) and three churches.

The concentrated vacancy, high proportion of publicly-owned parcels (28 out of 104 vacant lots, two out of 20 vacant buildings), proximity to recent investment and historic community assets, and visibility from Germantown Avenue, all render the square block west of 2900 Germantown Avenue a prime location for residential redevelopment. Homes would reinforce the recent investment, enjoy a view into Historic Fair Hill, improve the image of the commercial corridor, and help to support the compact commercial node surrounding Germantown and Lehigh avenues.

The conceptual site plan for these blocks incorporates the following design principles:

- Preserve owner-occupied homes, churches, and Cambria Pharmacy
- Rebuild the Germantown Avenue frontage, and locate dense housing along this corridor
- Use infill along Cambria and Indiana to strengthen these blocks
- Introduce a less dense housing typology on small streets, and locate off-street parking away at the block interior, away from main streets

Drawn in pale yellow, the site plan (Figure 37) accommodates 44 row homes within the target area outlined in blue, as well as 17 row homes on the south side of Cambria facing the improved 12th and Cambria Recreation Center and seven row homes on the north side of Indiana. Combined, there are a total of 68 potential new construction rental townhouses. The building in peach at Germantown and Monmouth could host 12 apartment flats in a three-story building. The proposed senior housing development shown north of Orleans at Germantown will be discussed in the following recommendation.

This scheme requires substantial acquisition by City government and then disposition to a developer.

4.2 Incorporate an Affordable Senior Housing Component in the Redevelopment of 2900 Germantown Avenue

The RES market study also recommends 50-70 units of affordable senior housing, with rent subsidies so that seniors will be able to pay to 30 percent of household income. These subsidies are important because of the very low incomes of local seniors. The conceptual site plan shows a three-story, 60-unit senior development with 18 parking spaces.



Existing vacancy on Stella Street



Existing vacancy on Orleans Street



**Figure 36: Detailed Existing Conditions,
2900 Block of Germantown Avenue**

- 104 Vacant Lots
- 1 Yard
- 20 Vacant Buildings
- 3 Churches
- 1 Long-Term Business
- 42 Owner-Occupied Homes
- 12 in Distressed Condition
- 14 in Failing Condition



**Figure 37: Conceptual Site Plan, 2900
Block of Germantown Avenue**

- 60 units of affordable senior housing
in 3-story building
51 @ 500 SF
9 @ 550 SF
18 off-street parking spaces
- 44 rowhomes within target area
7 rowhomes on north side of Indian
17 rowhomes on south side of Cambria/11th
- 12 flats in 3-story building
at Germantown & Monmouth
15 flats in 3-story building on Germantown
- Mixed Use Redevelopment at Somerset

Address Housing Conditions at the Southern Gateway of The Avenue

In addition to a northern residential anchor across from the burial ground, the commercial district can benefit from housing revitalization at the southern gateway to the corridor. The RES market study indicates that there is market support for 10-16 rehabilitated rental units including apartments at 2565 Germantown and the growing Village Campus, which together frame this block of Germantown Avenue.

- 2565 Germantown Avenue may be renovated to incorporate six apartments on the two floors above ground floor commercial or office space.
- The Village of Arts and Humanities has plans to rehabilitate four structures as rental properties as part of its *Creative Village Master Plan*. An additional six rental units could be renovated within The Village.

These rehabilitation recommendations represent near term opportunities to foster a mixed-use gateway. First steps include transfer of 2565 Germantown Avenue and vacant PHA-owned structures within The Village campus. These are now underway. However, both NET CDC and The Village will need to seek funding from public and charitable sources within a competitive fundraising environment before renovation can commence. Sources of funding might include Community Development Block Grant (CDBG) and HOME funds. For 2565 Germantown Avenue, Low-Income Housing Tax Credits and possibly New Market Tax Credits for the first floor commercial space might help to attract one or more investors. The services of an experienced development consultant should be sought to help pull together the financing and steer the project toward completion.

In the longer-term, two other underutilized structures should be considered for redevelopment. The industrial architecture of 2519-37 Germantown Avenue and 2501 Germantown Avenue is suited for conversion to live/work units that would appeal to artists and creative businesses. For locations of these opportunities, see Figure 27 on page 48.

4.4 Complement Residential Development with Targeted Resources for Rehabilitation

Focus dollars for homeownership rehabilitation along major east-west and north-south streets including 11th Street, Cambria Street, and streets near The Village with similarly distressed conditions. As with other rehabilitation initiatives, the most likely sources of funding are the City's annual entitlements of CDBG and HOME dollars.



The second category of recommendations under *Surrounded by Good Homes and Neighbors* focuses on small parcels of City-owned land, which are not suitable for redevelopment due to size, location, or both and are currently being used by residents and community organizations as small parks or gardens, yards, or driveways and parking lots. These amenities make the neighborhood more livable for existing residents and should be preserved. An analysis by PCPC staff found 65 such lots in the portion of the study area that falls within the 7th Council District (east of Germantown Avenue/10th Street, north of Lehigh between 9th & Germantown, north of Huntingdon between 8th & 9th) and 23 such lots in the portion of the study area that falls within the 5th Council District (west of Germantown Avenue/10th Street, south of Lehigh between 9th & Germantown, south of Huntingdon between 8th & 9th).

Per the City's recently released Policies for the Sale and Reuse of City Owned Property, residents may buy adjacent lots from the City for nominal value if (1) the neighbor lives in and owns the house next door; (2) the block is mostly occupied; (3) the value of the lot is less than \$15,000; and (4) the lot is less than 3,000 square feet. A resident may buy up to two lots. While encouraging the sale of small, scattered pieces of vacant, surplus City-owned land to adjacent homeowners does not translate into a large-scale housing strategy, it is an important strategy nonetheless. The community has informally reclaimed almost 90 lots for uses that add beauty (gardens), functionality (yards), and convenience (driveways) to daily life in the neighborhood. A proactive disposition strategy for publicly-owned vacant land has numerous benefits. It would pass along the maintenance and potential liability costs of holding surplus land while also putting the parcels back on the tax roll. Further, it will encourage residents to formalize their claims on these parcels to preserve such residential amenities, and it will ultimately increase property values for adjacent owners.

4.5 Preserve and Improve Small Parks and Gardens Established on City-Owned Vacant Land

>> EARLY ACTION

There are five²⁵ existing small parks or gardens within the study area that are established on City-owned vacant land. These small parks and gardens exhibit varying degrees of maintenance and programming, but all of them bring green space into the context of otherwise dense, residential urban blocks, carving out spaces for relaxing outdoors in shaded areas, visiting with neighbors, playing, or growing flowers and vegetables. With the exception of one, which is truly overgrown and detracting from conditions on the block, these parks and gardens are examples of vacant public land being put to good use.

To ensure the preservation of these small green spaces, community organizations should facilitate conversations between Council Office representatives and adjacent owners or park and garden stewards to discuss land disposition at the following locations:

- **2656-2658 N 8th Street** – overgrown City-owned pocket-park no longer adding value to the street or to community life
- **3006-3016 N Darien Street** – a very established garden maintained by the Advocates for the West Fairhill Community; only 3014 is owned by the City, the other three parcels are privately owned
- **3061-3063 N 9th Street** – small garden, both lots City-owned
- **923-925 Auburn Street** – two City-owned lots that have been repurposed as a thriving raised-bed vegetable garden adjacent to Hannah House. These lots are just two out of 15 contiguous vacant lots on the block, 11 of which are publicly-owned.
- **2535 N Hutchinson Street** – one lot out of four currently in use as the Philadelphia Parent & Child Center playground

Figure 38: Small Parks & Gardens for Preservation

Source: Field Survey 2011, Office of Property Assessment, September 2011



25 There are at least two other sites in the study area where publicly-owned vacant land has been reclaimed by residents for park or garden space. However, these sites (801-813 W Huntingdon with three City-owned lots, one PHA-owned lot, and three privately-owned lots and 923-933 W Somerset with two City-owned lots, one PHDC-owned lot, and three privately-owned lots) are part of larger, contiguous collections of parcels that may be suitable for future redevelopment.

In addition to the small and scattered parks and gardens that exist on publicly-owned vacant land, more than 20 of the parcels that comprise art gardens and green spaces maintained by The Village of Arts and Humanities are publicly-owned (by the City, PHA, PHDC, or PRA). As The Village recently completed a master plan for its campus, the parcels that fall within the bounds of the envisioned campus should be conveyed to The Village or sold to them at nominal cost. City-owned lots for which improvement plans have been developed as part of *The Creative Village Master Plan* include:

Lots for The Village Herb Garden and proposed Environmental Learning Center:

- **1021 W Cumberland Street**
- **2506 N Warnock Street**
- **2510 N Warnock Street**

Lots that would be part of Memorial Park, Magic Garden, and Guardian Angel Park:

- **2515 N Warnock Street**
- **2535 N Warnock Street**
- **1005 W Cumberland Street**

Part of proposed Artist Residency Garden:

- **2503 N Alder Street**



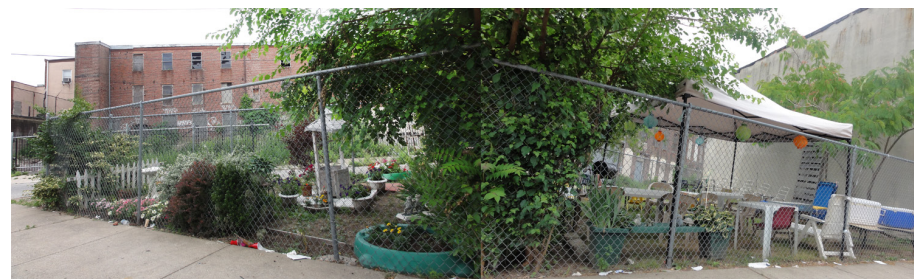
Portions of these parks and gardens created by The Village are still publicly-owned.

4.6 Sell Small, City-Owned Vacant Lots to Adjacent Homeowners for Reuse as Yards and Driveways

>>

EARLY ACTION

Of 300 parcels in use as yards or driveways at the time of the field survey, 31 percent (93) are publicly-owned. Of the 93 publicly-owned yards and driveways in the study area, the City owns 72, the Philadelphia Housing Development Corporation (PHDC) owns nine, the Philadelphia Redevelopment Authority (PRA) owns eight, and the Philadelphia Housing Authority (PHA) owns four. Where these publicly-owned yards and driveways abut owner-occupied homes, the City should make an effort to sell the lots to adjacent owners. The 2800 block (between Somerset and Cambria) and 3000 block (between Indiana and Clearfield) of North Darien Street, presently have concentrations of yards and driveways tucked behind owner-occupied homes on 8th and 9th Streets, and thus should be starting points for this initiative.



An elaborate yard on publicly-owned land.

Focus on Darien St first

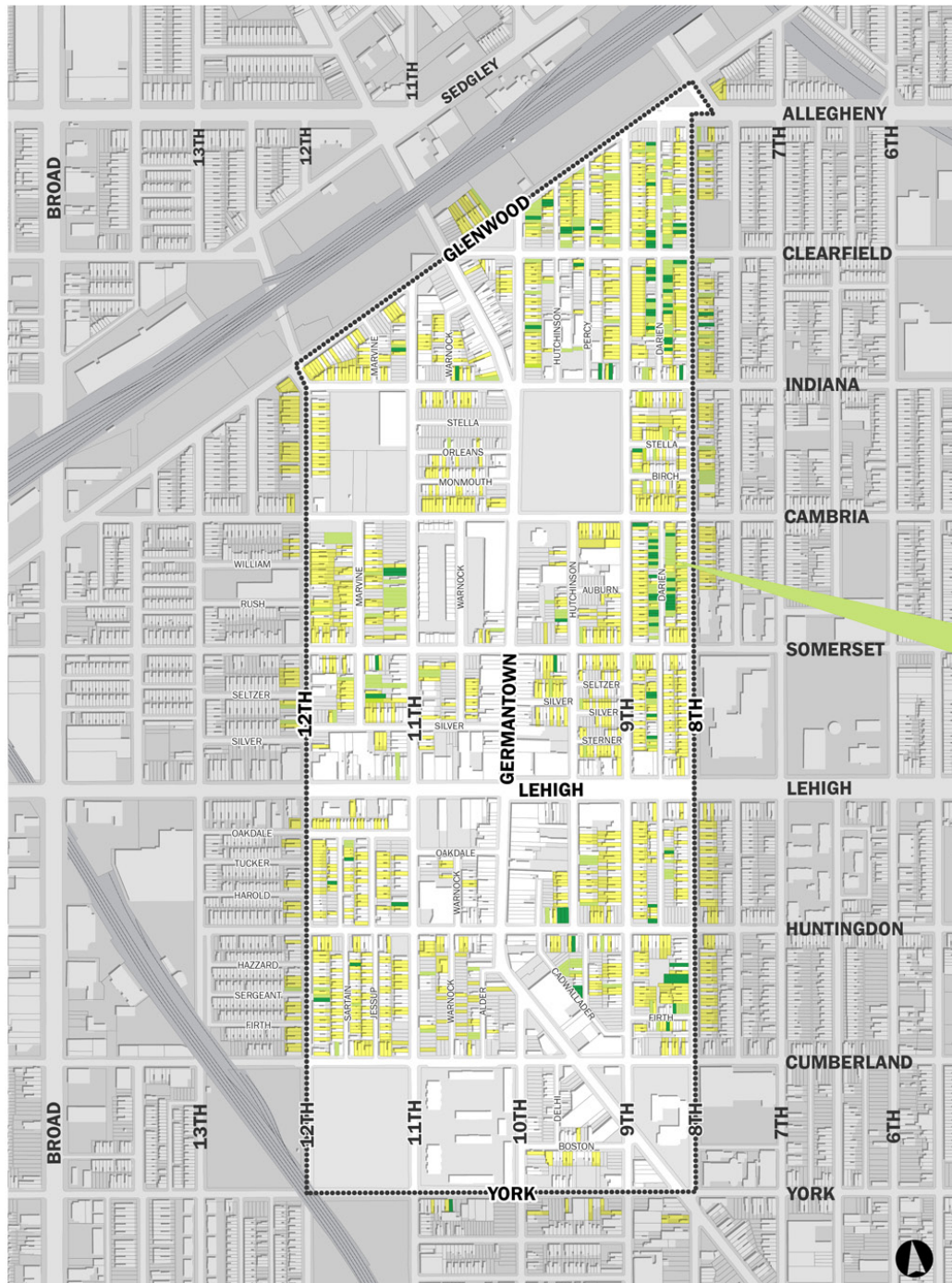


Figure 39: Yards and Driveways for Disposition

Source: Field Survey 2011, Office of Property Assessment, September 2011

- Owner-Occupied Residential
- Yard or Garden
- Publicly-Owned Yard or Garden

8 *Organized & Active*

(RECOMMENDATIONS 5.0)

WHY THIS IS IMPORTANT

ANALYSIS OF COMMUNITY CAPACITY

The City has invested considerable resources in the Germantown and Lehigh commercial corridor and surrounding area, not only through the creation of this plan, but through early implementation efforts and a commitment to coordinate among agencies to ensure that program dollars reach The Avenue and adjacent blocks for maximum impact. However, to access available City resources, community leaders must be organized and proactive, engaged in the planning process, committed to achieving the plan's vision, and working in concert not only with the City, but with each other.



CAPACITY

RESOURCES

As part of *The Economic Development Strategic Plan*, Wilson Associates conducted an assessment of organizational capacity within the neighborhood, interviewing key representatives from seven community-based organizations to determine their interests and priorities, strengths, and opportunities for collaboration and growth. Wilson Associates' *Community Capacity Analysis* is a separate document, but the findings are summarized below.

Two community organizations, the Neighborhood Enrichment and Transformation Community Development Corporation (NET CDC) and The Village of Arts and Humanities (The Village), emerged as the primary local partners in the creation of this plan. Both organizations are already at work, in collaboration with Police Officer Tyshaan Williams of the 25th District, helping to implement early action steps and will remain key players in moving forward different elements of the plan.

NET CDC

NET CDC envisions a stable, socially and economically diverse community where all residents benefit from neighborhood amenities and enjoy access to economic, educational, and other opportunities. NET CDC provides a range of services in the community, including constituent services for area residents, by sharing information about City programs and resources available for residents. NET also serves as the zoning committee, reviewing projects proposed and in need of community support for variances. Through Philly Rising, NET CDC established a partnership with the 25th and 26th Police Districts and the Managing Director's Office and has worked to improve safety in the area and shut down nuisance businesses. NET staffs a computer lounge at Hartranft Community Center and maintains five vacant lots on the 800 block of Huntingdon Street as park space.

Active in the selection committee for this planning process and on the Advisory Committee charged to oversee the plan's development, NET played a crucial role in *The Economic Development Strategic Plan* and along The Avenue, in particular. NET facilitated the business survey of Avenue merchants, walking door to door with Interface Studio, and undertook advocacy and organizing efforts to inform merchants on upcoming meetings and unfolding plans in partnership with Officer Tyshaan Williams of the 25th District. NET's role in managing the interim cleaning program with The Village and the organization's plans to renovate 2565 Germantown Avenue to establish business development and corridor management space on The Avenue further underscore their commitment to revitalization on The Avenue.

The Village

The mission of The Village of Arts and Humanities is to support the voices and aspirations of the community by providing opportunities for self-expression rooted in art and culture. The Village works to inspire people to be agents of positive change through programs that encompass arts and culture, engage youth, revitalize community, preserve heritage and respect the environment. The Village maintains 138 properties in the study area: three program or office buildings, two artist residences, three land care crew facilities, two Spells Writing Labs, three vacant lots, and 125 parcels within 16 parks or gardens. They also tend roughly 150 PHS Community Land Care lots. While The Village's physical presence has transformed acres of land in the area, especially adjacent to the 2500 block of The Avenue, it is its breadth of programs that create incredible opportunities for area youth. By integrating public art, land reclamation, and land care with physical planning and development, formal education, work-based learning and service opportunities for children, youth, and adults, The Village has established itself as a unique and valuable institutional resource in the community.

The Village spearheaded the *Shared Prosperity* plan for the area in 2005, recently completed a master plan for its own campus, is the designated community partner working with the Mural Arts Program's *Philly Painting* project, and has been involved throughout this planning process as well. With its proven capacity in land care, The Village is working with NET CDC and Officer Williams on the interim cleaning program, and with the varied creative skills that The Village fosters in local youth, there will be ample opportunities to put talented teens to work in branding and marketing The Avenue and continuing to build a vibrant southern gateway to the commercial district.

Philadelphia Police Department (PPD)

As described above, Officer Williams, of the 25th Police District, and his efforts along commercial corridors present a source of seemingly unparalleled support for The Avenue that can be easily harnessed if coordinated across community development organizations and service providers under the management structure developed for the interim cleaning program to ensure accountability and results. Officer Williams has had great success in developing a business association (from scratch) at Germantown and Erie (now known as GEMA – Germantown Erie Merchants Association) and has ready access to equipment, supplies, and other materials that have enabled improvement projects including sidewalk cleaning, vacant land maintenance, surveillance, and enforcement. At Germantown and Lehigh, Officer Williams has secured community office space in the basement of Liberty Management Services at 1007 Lehigh Avenue. Despite difficulties in the past, Officer Williams has, in partnership with NET CDC, The Village, and Commerce, reinitiated discussions with interested Avenue merchants regarding an active and cooperative Business Partnership to which he can direct available resources and assistance. It is critical that an organized, trusted, and capable Partnership emerge in order to sustain Officer William's efforts over time.

A Business Partnership to Convene and Organize Merchants

The *Community Capacity Analysis* identified a void in the neighborhood – and along The Avenue in particular – in regard to an active association of merchants who are fully engaged, representing the interests of the commercial and retail sector of this community, and marshaling resources for investments to help grow and sustain a vibrant and diverse commercial market place. Though some businesses in the area participate in the Germantown Lehigh Business and Merchants Association (GLBMA), the vast majority of businesses along The Avenue (90 percent of those surveyed) report that they are not involved in a community group or business association at present, mostly due to infrequent meetings and lack of activity and action. However, there is a core group of long-term merchants and those newer to The Avenue who care deeply about the commercial corridor and the community and have expressed interest in reigniting an Avenue Business Partnership – organized and led by active Avenue merchants – to help foster revitalization in concert with Mural Arts' *Philly Painting* investment and other implementation efforts. NET CDC and Officer Williams have agreed to work together with the merchants to fill the existing business association void.

Other organizations interviewed as part of the *Community Capacity Analysis* who are working in close proximity to The Avenue, although not on issues that pertain directly to the commercial district, include:

Historic Fair Hill (formerly Fair Hill Burial Ground)

The mission of Historic Fair Hill is to restore and preserve the Historic Fair Hill burial ground as: a) a green space and source of peacefulness in an urban neighborhood; b) part of Quaker history in Philadelphia; c) a contribution to the restoration of this neighborhood; and d) an opportunity to carry forward the cause of equality for all people, which was the life work of many now buried there." At the five-acre historic Quaker burial ground and final resting place of important figures in the abolitionist and women's rights movements, Historic Fair Hill currently organizes fall clean-ups, community gardening, games and activities, and educational opportunities for children and adults, as well as astronomy nights in conjunction with the Franklin Institute. The space is open to the public on weekends in the summer, for workdays and by appointment. Women at the nearby Hannah House also have access to the grounds for exercise.

Historic Fair Hill's priorities are to:

- Ensure that the blocks facing the burial grounds are stable and secure with owners who are actively engaged in preservation of their blocks and the cemetery
- Encourage the reuse of vacant lots and buildings in the immediate area, including the vacant St. Bonaventure Roman Catholic Church at 9th and Cambria and the New Life Cathedral of Praise at 9th and Auburn Street
- Expand and broaden the participation of children in the community in the cultivation of the vegetable garden on their site and using it as an opportunity to engage them in learning about horticulture, fresh foods, and empowerment

As such, Historic Fair Hill's interests align closely with recommendations of the plan as well as initiatives of other community-serving organizations active in the area. The volunteer energies and philanthropic or private funds that Historic Fair Hill can access are clear assets which could – and should – be harnessed in implementing elements of the plan.

Advocates for the West Fairhill Community (AWFC)

Formed in 2004 by a group of concerned and action-ready neighbors seeking to promote a safer and healthier neighborhood, the AWFC's mission is to strengthen the Fairhill community spiritually, politically, and economically through outreach and networking. The group represents a small but dedicated cadre of residents and leaders working quietly, somewhat behind the scenes, and without significant resources. Members are focused on neighborhood beautification, empowering the community to bring about family unity and change, and creating a positive environment for local children. They have identified the overlooked Ross Park, located in the triangle at Germantown and Clearfield (see Recommendation 3.6), as a priority project and recently received a \$6,500 grant from the City's Recreation Department to make improvements to the sitting area there. They have also been working with residents at WCRP's Evelyn Sanders Townhomes on organizing and advocacy efforts, particularly pertaining to vacant land, and have expressed interest in helping to implement recommendations in the plan, especially the recommendations about preserving yards and gardens.

Women's Community Revitalization Project (WCRP)

WCRP is a non-profit community-based development organization committed to social and economic equity for low-income women and their families. The organization was established in 1986 by a group of women in Eastern North Philadelphia, one of the nation's poorest communities. WCRP has built 175 affordable rental townhouses and has an additional 50 units planned for development. They have worked with women and their families to turn abandoned, vacant lots into gardens, neighborhood parks, and playgrounds. WCRP also assists community organizations in developing facilities that serve low-income families, and provides housing counseling and supportive services. Advocacy is a final element of the WCRP mission, and throughout their work, WCRP has built the capacity of constituents to lead the organization and carry out campaigns to change public policies and win resources for the community.

In the Fairhill neighborhood, WCRP built and manages 54 units between 7th and 8th Streets at Somerset (Adolfina Villanueva) and 71 units at Percy and Hutchinson (Evelyn Sanders). In the mid-1990s, WCRP also provided low-interest loans and grants to over 150 low-income households for home repairs in this neighborhood. With their recent Evelyn Sanders development, WCRP has not only stabilized several blocks north of the burial ground, but has established additional neighborhood capacity through their trained tenant leadership and resident advocates. WCRP's current policy, advocacy, and planning work on land trusts could bring research regarding the use of a land trust for equitable development activities on vacant land in the area to the neighborhood, and their multi-year grant from the U.S. Department of Agriculture could improve this community's access to fresh and affordable foods through farmers markets, Community Supported Agriculture buying clubs, and the Food Trust's Healthy Corner Store Initiative.

BUILDING CAPACITY

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The *Community Capacity Analysis* concludes that there is indeed capacity in the community, though not necessarily a strong track record of collaboration. Though relations between groups have been contentious in the past, new partnerships are emerging, and cooperative efforts will certainly aid applications to continue to build capacity and raise funds to support implementation activities. Building capacity, particularly for the commercial corridor, is crucial for the plan's success in implementation. As local community organizations are already busy and hard at work, capacity will need to be built not only through collaboration on projects where missions align and capabilities are complementary, but through the creation of new roles and positions put into place to drive implementation activities.

5.1 Hire a Corridor Manager by Applying for Corridor Management Funds from the Commerce Department

>>

EARLY ACTION

First and foremost, The Avenue needs a corridor manager – a paid staff person tasked with building upon the plan, maintaining the momentum built by the *Philly Painting* process, raising funds, and coordinating with the emerging Business Association, community organizations, volunteers, and City agencies, to put the plan's recommendations into place. The Commerce Department has a Corridor Management program which could fund or partially fund this position, and NET CDC together with The Village and The Avenue Business Partnership should apply in the next funding round. In the meantime, Commerce should consider whether a corridor manager could be hired in the near-term on an interim basis, in a model reflecting the interim cleaning program.

Recommended tasks for the corridor manager are highlighted in the implementation matrix at the end of this report, but additional tasks could include maintaining an up-to-date inventory of commercial vacancies, building a relationship with the Philadelphia Parking Authority (PPA), and assuming grant writing responsibilities to make programs and improvements sustainable over time.

5.2 Raise Funds to Retain the Cleaning Program Manager

>> EARLY ACTION

The interim cleaning program funded by Commerce and coordinated by NET CDC in partnership with The Village covers basic materials as well as staff time for program management. NET CDC has hired a program manager who works with a member of The Village's staff to oversee the volunteers provided by Liberty Management Services, ensure quality results, coordinate timely pickups of the collected trash, and purchase or organize procurement of necessary supplies and equipment. Now that the program has started, the NET and Village staff charged with running the program have ironed out kinks in the work flow and learned a lot already. Their skills, experience, and the relationships they are building on The Avenue with merchants and others are valuable and must be retained. Funding must be secured to ensure that the cleaning program remains in place after the initial six months, and The Village has already submitted for a Corridor Cleaning grant in response to the Commerce Department's RFP. These Corridor Cleaning funds must be sought at every granting cycle to maintain the work that has gotten underway.

5.3 Organize Merchants through The Avenue Business Partnership

>> EARLY ACTION

As mentioned above, an active association of businesses with full participation of Avenue merchants has been lacking at Germantown and Lehigh, but at a recent meeting hosted by Planning and Commerce to introduce the plan and *Philly Painting* design concept, several merchants and religious leaders agreed to start meeting with Officer Williams and NET CDC to reactivate a Business Partnership for The Avenue. The Partnership needs a formal structure, with a President, Vice President, Secretary, and Treasurer, as well as participation by as many merchants and service providers along The Avenue as possible. With his experience at Germantown and Erie, Officer Williams is prepared to offer invaluable guidance.

The results of the business survey, as documented in this plan, summarize some of the main topics that The Avenue Business Partnership must address, among them coordination with City agencies as planned investments in public art and streetscape improvements move forward, improved safety and better lighting, cleaner sidewalks, storefront improvements, marketing and branding, and establishing a culture of local hiring practices. The Corridor Manager and Cleaning Program Manager would serve as liaisons between the Business Partnership and other community organizations to ensure that revitalization efforts are coordinated and meeting the needs of merchants and residents, alike.

5.4 Provide Technical Assistance to NET CDC

>> EARLY ACTION

NET CDC has demonstrated focused commitment to The Avenue's revitalization and strong community support, earning the organization the recognition from Avenue merchants and City agencies necessary to position NET to take a lead role in implementing the recommendations outlined by this plan. To help NET grow into this important role, the City and others should continue to provide technical assistance along the following lines:

- **Board development** – to enhance NET's internal governance, program oversight, and accountability (bylaws, directors/officers, liability insurance, record keeping, etc.), which is essential for attracting public and private funding and serving as good stewards of the capital needed to operate and sustain services provided. The types of skills recommended to complement the strong resident contingent on the existing Board include: real estate management, legal, planning/design, and project financing.
- **A strategic plan** – to guide the organization's development and mission as it evolves to embrace a greater focus on corridor revitalization and economic development.
- **Performance-based fee for service contracts** – to offset their operating and managing costs across three program areas in which core competencies exist: community building, corridor and adjacent block area cleaning, and safety and security improvements.
- **Formalized partnerships** - through a standing committee established to help guide revitalization initiatives on the Corridor now that this plan is complete. The committee should include members of the Advisory Committee, Commerce and PCPC, plus additional residents and merchants to oversee corridor implementation initiatives.

Possible consulting resources to help NET work on board development, program development, resource development, and organizational strategic planning include the Philadelphia Foundation, the Nonprofit Center at La Salle University, the Regional Foundation Center at the Free Library, Young Involved Philadelphia's Board Prep program, and VISTA/PhillyFellows, which requires an organization to provide a matching contribution toward salary in the amount of \$12,500 per year.

The recommendations contained in this plan are intended to target established City funding streams including the Commerce Department's Corridor Management, Corridor Cleaning, and Storefront Improvement Programs, and City Council's ReStore initiative as well as Community Development Block Grant monies, HOME funds, Low-Income Housing Tax Credits, and New Market Tax Credits. Additional resources are available, and should be targeted to maximize the impact of investment on The Avenue at Germantown and Lehigh.

5.5 Work with Commerce to Identify Special Projects Eligible for Neighborhood Economic Development Grants

>> EARLY ACTION

The Department of Commerce, together with the Office of Housing and Community Development (OHCD), awards matching grants to qualified non-profit organizations and community development corporations for "neighborhood economic development." The grant money may be used for planning, pre-development, or development opportunities in low- and moderate-income areas and can be used to cover architectural or engineering services and project gap financing among other tasks. Local organizations interested in implementing a component of the plan should work with Commerce to determine whether a Neighborhood Economic Development Grant would be competitive.²⁶

5.6 Work with Commerce and the North Central Empowerment Zone Board to Identify Economic Development Projects Eligible for Neighborhood Funding Stream Grants

>> EARLY ACTION

The North Central Empowerment Zone extends into the study area of this plan, encompassing the area bound by Germantown Avenue, Lehigh Avenue, 13th Street, and the rail line. In 2004, the Empowerment Zone partnered with the United Way of Southeastern Pennsylvania to create a Neighborhood Funding Stream established by members of the local Community Trust Boards of the American Street and North Central Empowerment Zones. The Neighborhood Funding Stream is an endowment from which grants can be made to community organizations working to support funding priorities, such as "sustainable community

and economic development efforts in culturally and ethnically diverse communities" that foster a "healthy, self-sufficient, and safe environment for community stakeholders and residents."²⁷ Commerce and PCPC, together with community partners, should inquire with the North Central Empowerment Zone's Community Trust Board regarding an application for Neighborhood Funding.

5.7 Reapply for a Community Land Care Contract

>> EARLY ACTION

The Village is one of the community-based organizations with which the Pennsylvania Horticultural Society contracts for vacant land maintenance assistance through their Community Land Care program. Though resources are tight, PHS should continue to fund The Village's work along and in the area surrounding Germantown Avenue in particular to reinforce the City's investment in the commercial district.

5.8 Work Together as a Network of Community-Based Organizations to Attract Private and Philanthropic Funds for The Avenue as well as In-Kind Services

As the different community groups working in the area digest the recommendations in this plan and make decisions about elements that fit with their missions and priorities, efforts should be made not only to form strategic partnerships in program offerings and service provision, but also in fundraising for common goals – equitable economic development and a revitalized Germantown Avenue. Each organization should consider ways in which they can contribute in-kind services, but also new ways in which they can draw on their funders to support the implementation of this plan.

26 http://www.phila.gov/commerce/comm/lvl_2/mbat_neighborhood.htm

27 http://www.uwsepa.org/Programs_NFS.asp

9 Next Steps in

IMPLEMENTATION



NOW THAT THE PLAN IS COMPLETE

The *Early Action Plan for Germantown and Lehigh* marked one step in the planning process for this plan, *Along The Avenue: The Economic Development Strategic Plan for Germantown and Lehigh*. Intended to guide critical next steps by the City and community leaders, define the roles of City agencies and community groups, and lay important groundwork necessary to secure initial funding for implementation of *Along The Avenue*, the *Early Action Plan* has succeeded as:

- **A play book for important next steps in implementation and coordination** by City agencies and community partners who have been collaborating in the creation of the strategy
- **A road map for early successes** that demonstrate the City's commitment to sustained investment and revitalization efforts along this important and historic commercial corridor
- **A jump start for positive change** that at once builds local capacity to carry out elements of the final economic development strategy and proves that *Along The Avenue* will catapult years of talking – and planning – into visible, tangible, transformative action

Now that *The Economic Development Strategic Plan* is complete, there are several important next steps:

The first action item is to present the plan to the Philadelphia City Planning Commission for adoption as part of the Comprehensive Plan – the document that guides PCPC in future policy and development decisions at Germantown and Lehigh and informs the upcoming District Planning process. A copy of the plan should also be delivered to Council President Darrell Clarke, Councilwoman Maria Quiñones-Sánchez, and the Philadelphia Housing Authority. The intent is to raise awareness that significant strides have been made to coordinate between efforts and start implementing for corridor revitalization.

The plan should also be shared with all members of the Advisory Committee convened to oversee the planning process as well as local partner organizations and foundations who may have a natural role and interest in supporting implementation efforts, the Pennsylvania Horticultural Society (PHS), Local Initiatives Support Corporation (LISC), Community Design Collaborative (CDC), Merchants Fund, and North Central Empowerment Zone Community Trust Board, among them.

The next step, as mentioned in Recommendation 5.4 under Formalized Partnerships, is to organize an Implementation Committee comprising Advisory Committee members, new staff hired to manage the corridor cleaning program, new members of the emerging Business Partnership, as well as resident and youth representatives. The Implementation Committee should be accountable for tracking the status of the plan and overseeing the progress of distinct working groups assigned to take ownership of different elements of the plan. The Implementation Committee should meet quarterly so that the working groups can report back on progress, road blocks, and implementation targets for the following quarter.

Lastly, this plan can – and should – be updated in coming months and years. The combined investments planned for Germantown and Lehigh are unprecedented in the City, and an effort must be made to measure the short- and long-term impact of such coordinated efforts to introduce transformative public art, business support, and streetscape improvements along with technical assistance for increased local capacity. This plan and the data it contains establish a baseline against which to measure progress, and such progress should be measured annually by a corridor manager and every five years by an update of the plan.

Indeed, the completion of this document does not signal an end to the planning or coordination process. Rather, this is still the beginning of what promises to be a strong working relationship between City agencies and community partners all invested in The Avenue and its future. Continued involvement by all parties is key for implementation, and the vibrant *Philly Painting* murals unfolding along The Avenue this spring and summer should serve as a reminder of the hard work to date and an inspiration for all to sustain positive change and welcome the return of The Avenue as a destination for art, commerce, and culture in the heart of North Philadelphia.



IMPLEMENTATION MATRIX

The following implementation matrix details the time frame, staffing roles and organizational responsibilities, potential funding sources, and estimated costs for each recommendation to help guide and keep track of progress in implementing the plan's components. The spreadsheet should be used actively and updated as implementation moves forward. It should be noted that costs are preliminary and will need to be revised, and although a number of potential funding sources are identified, the City and community partners will need to determine the most attainable source of funds at the time fundraising efforts are underway.

Figure 40: Implementation Matrix

Implementation Matrix Glossary

ABP	The Avenue Business Partnership
APM	Asociación Puertorriqueños en Marcha for Everyone
AWFC	Advocates for the West Fairhill Community
BYD	Bureau of Young Designers
CDBG	Community Development Block Grants
CDC	Community Design Collaborative
Commerce	Philadelphia Department of Commerce
FTA	Federal Transportation Administration
GEMA	Germantown Erie Merchants Association
H&H	Haas & Hahn (Dutch Artists Jeroen Koolhaas and Dre Urhahn)
HFH	Historic Fair Hill (Burial Ground)
HRP	Homeownership Rehabilitation Program
HUD	U.S. Department of Housing and Urban Development
LIHTC	Low Income Housing Tax Credits
LISC	Local Initiatives Support Corporation
LMS	Liberty Management Services
MAP	Mural Arts Program
MDO	Managing Director's Office
MOTU	Mayor's Office of Transportation & Utilities
NCEZ CTB	North Central Empowerment Zone Community Trust Board
NCEZ NFS	North Central Empowerment Zone Neighborhood Funding Stream
NED	Neighborhood Economic Development Grant
NET	Neighborhood Enrichment and Transformation Community Development Corporation
NMTC	New Market Tax Credits
OHCD	Office of Housing and Community Development
PCPC	Philadelphia City Planning Commission
PennDOT	Pennsylvania Department of Transportation
PHA	Philadelphia Housing Authority
PHDC	Philadelphia Housing Development Corporation
PHS	Pennsylvania Horticultural Society
PPD	Philadelphia Police Department
PRA	Philadelphia Redevelopment Authority
SCI	Sustainable Communities Initiative (a LISC program)
Streets	Streets Department
The Village	The Village of Arts and Humanities
THPP	Targeted Housing Preservation Program

Implementation Matrix

▶ Early Action Strategies Indicated by: ▶

NEXT STEPS Now that the Economic Development Strategy is Complete

	Action	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
▶	Present this plan to the Planning Commission for adoption as part of the City's comprehensive plan	Immediate	PCPC, Commerce with NET & The Village	-	-
▶	Present the Plan to Elected Officials and Other Public and Non-Profit Agencies Who May Have a Role or Interest in Implementation	Immediate	Commerce, PCPC	-	-
	Share plan with the Offices of Council President Darrell Clarke and Councilwoman Maria Quiñones-Sánchez				
	Share elements of plan with PHA, OHCD, PRA				
	Share elements of plan with PHS, LISC, CDC, Merchants Fund, NCEZ CTB				
▶	Organize an Implementation Committee	Immediate	Commerce, PCPC, NET, ABP, The Village	-	-
	Convene another Advisory Committee meeting to discuss the transition to an Implementation Committee				
	In addition to Advisory Committee members, recruit additional representatives from resident, merchant (Business Partnership), and youth communities				
	Hire a Corridor Manager (Recommendation 5.1) to Co-Chair the Implementation Committee				
	Assign responsibilities for Immediate and Year 1 strategies based on members' core competencies & interests				
	Schedule quarterly check-in meetings				
▶	Plan for Plan Updates	Year 1	PCPC, Commerce, MAP, Implementation Committee representative	-	-
	Meet to discuss metrics and schedule for measuring the impact of investments along The Avenue				
	Train the Corridor Manager to track changes along the corridor				
	Follow up in five years with a plan update to document progress, evaluate relevancy of recommendations, and revise strategies for continued economic development				



1 Ready for the Limelight

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
CLEANING ALONG THE AVENUE					
▶	1.1 - Reinstate the Cleaning Program	Immediate	NET, The Village, LMS, 25th District	Commerce Department: Interim Grant + Corridor Cleaning Grant	\$27,375
	<i>Key Initial Action Steps</i>				
	Launch an Interim Cleaning Program	DONE	NET, The Village	Commerce	\$27,375
	Respond to the Commerce Department's Corridor Cleaning RFP	DONE	The Village		
	Coordinate with MDO, 25th District, and GEMA to procure and pool necessary supplies	Immediate	NET, The Village, 25th District, ABP		
	Reach out to APM LISC to coordinate cleaning efforts along Germantown Avenue with SCI North's efforts	Immediate	NET, The Village, APM		
	Develop measurement criteria and track impact of cleaning program	Immediate	NET, The Village, Commerce		
	Formalize the Interim Cleaning Program into a sustained effort to keep The Avenue Clean	Year 1	NET, The Village, LMS, 25th District, ABP, APM	Commerce / LISC	
▶	1.2 - Secure New Trash Cans for The Avenue	Immediate	NET, The Village, Streets	MDO, ReStore	\$31,940
	<i>Key Initial Action Steps</i>				
	Request wire bin trash cans from MDO - at least 12, in order to place two bins per block on each side of The Avenue on the 2600, 2700, and 2800 blocks	Immediate	NET, 25th District, Streets	MDO	\$1,000 each, including installation
	Work with Streets to incorporate Big Belly units or corridor-specific bins in the ReStore streetscape improvements	Year 1	NET, 25th District, ABP, Streets, Commerce	ReStore	\$4,985 each for trash can + recycling bin, including installation
▶	1.3 - Campaign to Keep The Avenue Clean	Immediate	NET, ABP, Streets	-	-
	<i>Key Initial Action Steps</i>				
	Bring representatives from the Streets Department's UnLitter Us Network and Recycling Rewards program to share information with residents at a community meeting	Immediate	NET		
	Bring representatives from the Streets Department's SWEEP initiative to share information with merchants at a Business Partnership meeting	Immediate	ABP, Corridor Manager		

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
SAFETY ALONG THE AVENUE					
►	1.4 - Link Merchants with Resources for Combating Criminal Activity	Immediate	NET, PPD, ABP	-	-
	<i>Key Initial Action Steps</i>				
	Share details about the Safe Cam program at an ABP meeting and follow up with merchants individually to encourage registration in the program	Immediate	NET, PPD, ABP		
	Develop and distribute a flyer to remind merchants and store managers that 311 is an anonymous tool for reporting non-emergency issues and explain how to partner with NET & Philly Rising to fight crime	Year 1	NET, PPD, ABP, Philly Rising		
►	1.5 - Coordinate with the 22nd Police District on the Proposed Commercial Corridor Policing Pilot Project in ROC North: East	Year 1	Commerce, PPD, NET, ABP, Corridor Manager	-	-
	<i>Key Initial Action Step</i>				
	Invite a representative from the 22nd District to attend all planning and coordination meetings				
	1.6 - Improve Storefront Lighting	Immediate	Commerce, ABP, Corridor Manager	SIP, Merchant Investment	variable
	<i>Key Initial Action Steps</i>				
	Prepare and share a pricing and benefits information packet about façade lights and security grilles for merchants interested in the SIP	Immediate	Commerce		exterior mounted lighting for buildings: \$500 - \$1,000 each; security grates: \$4,000 each for new, semi-transparent, \$2,000 for basic grate
	Negotiate a bulk purchase and installation rate from selected vendors and work with merchants to invest as part of a collective effort to brighten The Ave	Year 2	ABP, Corridor Manager		
	1.7 - Enhance Street and Sidewalk Lighting at the Pedestrian and Street Scale	Year 2	Commerce, Streets	ReStore	Included in Rec 3.9
	<i>Key Initial Action Step</i>				
	Ensure that new LED technology is a component of the ReStore streetscape improvements and planned capital investment (Recommendation 3.9)	Year 1	Commerce, Streets		LED upgrades to existing lights: \$400 per light
	1.8 - Continue to Explore an Outdoor Surveillance Camera Plan for The Avenue	Year 3	25th District, Streets, property owners		
	<i>Key Initial Action Steps</i>				
	Build upon research and relationships at Germantown & Erie to bring improved surveillance to The Avenue at Lehigh		25th District		\$40 - \$400 for individual outdoor cameras, not including installation
	Prune trees to enable clear sight lines		Dept of Parks and Recreation		

2 Open for Business

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
BUSINESS SUPPORT ALONG THE AVENUE					
▶	2.1 - Link Merchants with Resources for Storefront Improvements and Interior Upgrades	Immediate	Commerce, NET, ABP, The Merchants Fund, LISC, CDC	-	-
	<i>Key Initial Action Steps</i>				
	Reach out to the Pat Blakey at The Merchants Fund and invite her to attend a walking tour along The Avenue with Commerce, Mural Arts, Haas and Hahn. Determine whether there is (or could be) a Merchants Fund grant program available at present or anticipated in the near future that might be a good fit for local business owners. Determine whether The Merchants Fund could provide technical assistance to area business people looking to grow or improve their business or store.		Commerce, NET, ABP, Corridor Manager	The Merchants Fund / Business Stabilization & Loan Matching Grants	
	Continue outreach to merchants to encourage broad participation in Commerce's Storefront Improvement Program		Commerce, Corridor Manager	SIP, merchant investment	matching grant, up to \$8,000 / storefront
	Reach out to the Community Design Collaborative (CDC) to investigate the possibility of <i>pro bono</i> storefront design work for merchants participating in SIP		Commerce, CDC	CDC Service Grant	\$1,500
▶	2.2 - Bring Merchandising and Marketing Assistance to Businesses	Immediate	Commerce, ABP, NET	LISC, The Merchants Fund	
	<i>Key Initial Action Steps</i>				
	Inquire with Lola Harper, Director of LISC's SCI West and Principal of IgC LLC, about the availability of a small business marketing expert to help with merchandising and window displays for merchants within the Mural Arts target area.		Commerce	LISC	
	Determine whether The Merchants Fund could provide technical assistance to area business people in need of merchandising help.		Commerce, ABP, NET	The Merchants Fund / Business Stabilization & Loan Matching Grants	
▶	2.3 - Reach Out to Vendors to Include Them in Business Improvement Discussions	Year 1	Commerce, ABP, NET	-	-
	<i>Key Initial Action Steps</i>				
	Convene a special meeting with existing vendors as well as merchants who were once vendors on The Avenue to discuss the costs and benefits of a storefront lease				
▶	2.4 - Develop a Multi-Media Marketing Approach	Immediate	The Village, ABP	Commerce's Implementation Grant Program	\$25,000
	<i>Key Initial Action Step</i>				
	Develop and maintain a website for ABP, highlighting existing merchants and targeting tourists drawn by <i>Philly Painting</i>				\$20,000
	Develop and distribute t-shirts and reusable tote-bags with the brand developed for The Avenue (Rec 2.5)				\$5,000

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
	2.5 - Use the Mural Arts Design to Brand The Avenue	Year 1	The Village, ABP, H&H, MAP	Commerce's Implementation Grant Program or The Merchants Fund	\$5,000
	<i>Key Initial Action Steps</i>				
	Develop a curriculum for Corridor Branding project by the Bureau of Young Designers (BYD)	DONE	The Village		
	Build support among Business Partnership members and merchants and solicit contributions to match potential Merchants Fund grant	Immediate	ABP	Include with Commerce Implementation Grant or collect from ABP members	\$2,500
	Apply for a Special Grant from The Merchants Fund	Immediate	ABP	The Merchants Fund	\$2,500
	2.6 - Host Events to Bring People Back to The Avenue	Years 1-5	MAP, ABP, Corridor Manager, NET, The Village	Philadelphia Cultural Fund, Pew Charitable Trust	\$15,000 per event
	<i>Key Initial Action Steps</i>				
	Determine the schedule and appropriate kind of event(s) to be featured along The Avenue		Implementation Committee		
	Partner with the Mural Arts Program's mural tours to ensure that tours of <i>Philly Painting</i> benefit local merchants		MAP, ABP		
	Design, print and distribute promotional postcards, flyers, etc		The Village		\$5,000

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
COMMERCIAL DEVELOPMENT ALONG THE AVENUE					
▶	2.7 - Recruit New Businesses to Fill Key Commercial Vacancies	Years 1-5	Commerce, Corridor Manager	-	-
	<i>Key Initial Action Steps</i>				
	Maintain up-to-date list of commercial vacancies and expand list to detail features and amenities of these properties		Corridor Manager		
	Encourage local hiring practices and link interested employers with eligible candidates		Corridor Manager		
▶	2.8 - Begin to Investigate the Possibility of a Mixed Use Infill Development in the 2800 Block, just North of Somerset	Year 1	Commerce, PCPC, PHA, PRA, nonprofit developer	-	-
	<i>Key Initial Action Steps</i>				
	Transfer ownership of vacant parcels from PHA to the city for disposition to a developer		PHA, PRA, Commerce		
	Determine cost and opportunity of rehabilitation versus demolition and new construction		PHA, PRA, Commerce		
	Develop an RFP for interested developers to initiate process		PRA, Commerce, PCPC		
	2.9 - Encourage Merchants to Purchase Vacant City-Owned Lots as Accessory Parking Spaces	Year 1-3	ABP, PCPC, Commerce, PRA	-	-
	<i>Key Initial Action Steps</i>				
	Convene a meeting with merchants to determine the level of interest in taking ownership of City-owned parcels to create off-street parking spaces for businesses		PCPC, Commerce, ABP		
	Help merchants navigate new vacant land disposition process on phillylandworks.org		ABP, PCPC, PRA		
	2.10 - Foster New Business Development at the Southern Gateway of The Avenue Building	Years 1-3	NET, The Village	Commerce/OHCD Neighborhood Economic Development Grant, NMTC, NCEZ NFS	
	<i>Key Initial Action Steps</i>				
▶	Request a pro-bono architectural and engineering evaluation by the Community Design Collaborative of 2565 Germantown Avenue for mixed use reuse by NET	Year 1	NET, CDC	CDC Service Grant	\$1,500
▶	Proceed with acquisition of publicly-owned parcels within Creative Village Master Plan	Immediate	The Village, City agencies		
	Partner with experienced developer to pull together financing and oversee redevelopment	Years 1-3	NET & The Village		
	2.11 - Stay Involved in Discussions about the Reuse of the Vacant Salvation Army Building	Years 1-5	The Village, NET, Commerce, PCPC	-	-
	<i>Key Initial Action Step</i>				
	Refer potential operators or interested parties with a mission that meets a community need to the Salvation Army to help reopen this asset to the neighborhood and draw more traffic near The Avenue				
	2.12 - In the Long-Term, Consider Live-Work at the Former ACME Wire and Breyers Buildings	Year 5	NET, PCPC	-	-
	<i>Key Initial Action Step</i>				
	Maintain long-term vision for future reuse of these buildings and be prepared to communicate that vision to property owners interested in redevelopment				
	2.13 - Re-Zone for a More Vital Commercial District Surrounded by Housing and Open Space	Years 2-5	PCPC, City Council, Community Input	-	-

3 Expressive of Local Talent, Creative Energy & Authenticity

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
PUBLIC ART ALONG THE AVENUE					
▶	3.1 - Partner with Mural Arts, Dutch Artists Haas and Hahn, and The Village in the Design and Installation of Large-Scale Murals that Transform The Avenue	Ongoing	Mural Arts Program, The Village, Commerce	Commerce, Knight Foundation, Bank of America	\$215,000
	3.2 - Beyond Façades, Consider Additional Surfaces for Public Art	Years 2-5	Mural Arts Program, Commerce, Streets, SEPTA	Commerce, Streets, ReStore, Foundations	\$210,000
	<i>Key Initial Action Steps</i>				
	Continue discussions with SEPTA about painting the old trolley poles in conjunction with <i>Philly Painting</i>		Mural Arts, Commerce, SEPTA		\$40,000
	As planning for the ReStore Streetscape improvements get underway (Rec 3.9), coordinate with Streets about extending the mural landscape into the crosswalks		Mural Arts, Streets		\$120,000
	To raise awareness about <i>Philly Painting</i> , coordinate with SEPTA to wrap the 23 bus in a design reflective of the <i>Philly Painting</i> patterns		Mural Arts, SEPTA	FTA, Foundations	\$15,000 per bus
	3.3 - Restore Historic Signs as Sculptural Objects to Integrate History with a New Image for The Avenue	Years 3-5	Commerce, Historical Commission, Preservation Alliance, ABP, Property Owners	LISC, Foundations	\$27,000
	<i>Key Initial Action Steps</i>				
	Develop a pilot Save Our Signs matching grant program, similar to SIP		Commerce, Historical Commission, Preservation Alliance		
	Develop a list of approved artists, manufacturers, and restorators to partner with property owners		Commerce, Preservation Alliance		
	Reach out to property owners with historic signs to gauge interest and recruit participants for the pilot program		Commerce, ABP, Property Owners		\$3,000 per sign
	3.4 - Work with Property Owners to Transform Vacant Storefronts into Temporary Gallery Spaces	Years 1-5	ABP, The Village, PHA, Property Owners	-	-
	<i>Key Initial Action Step</i>				
	Reach out to PHA at Warnock Village and owners of vacant storefronts with see-through security grilles to start discussions about displaying art along the corridor in blank windows				

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
HISTORY & CULTURE ALONG THE AVENUE					
	3.5 - Reclaim Excess Road Space on Both Ends of the Commercial District for Pedestrian Plazas	Years 1-2	Commerce, Streets, MOTU, The Village	ReStore, Pedestrian Plaza Program, LISC, NCEZ NFS	\$125,000
	<i>Key Initial Action Steps</i>				
	As planning for the ReStore Streetscape improvements get underway (Rec 3.9), coordinate with Streets about extending the sidewalk to create two bumpouts with pedestrian amenities on The Avenue		Commerce, Streets	ReStore	\$70,000
	In the interim, if MOTU reissues the Pedestrian Plaza RFP, apply for funding for a plaza and programming in the 2500 block		The Village, MOTU	Pedestrian Plaza Program	\$20,000
	Work with a design-build consultant, like Public Workshop, and Streets to develop and install custom-designed, youth-built bus shelters		The Village, Streets	LISC	\$10,000
	Program the space throughout the year to draw people to The Avenue		The Village, ABP	NCEZ NFS	\$25,000
	3.6 - Revive Ross Park to Reflect Community Pride and Grass Roots Efforts	Years 1-5	AWFC	Council, CDC Service Grant, City	\$40,265
	<i>Key Initial Action Steps</i>				
	Reach out to Council Women Quinones-Sanchez's office for support	DONE	AWFC	7th Council District	\$6,500
	Investigate the potential for pro-bono landscape design services by the Community Design Collaborative	Years 1-2	AWFC, CDC	CDC Service Grant	\$1,500
	Coordinate within the City to keep up to date with community initiatives and endeavor to support their work with scheduled City maintenance and investment	Years 3-5	PCPC, Dept of Parks & Rec	City	\$3 - \$5.5/SF for basic improvements
	3.7 - Rename 12th & Cambria Recreation Center to Reference Local History and Strengthen the Link between Green Resources	Year 3	Implementation Committee, Dept of Parks & Rec, City Council	--	--
	<i>Key Initial Action Step</i>				
	Reach out to network of constituents to ask for naming ideas		AWFC, HFH, WCRP, NET, PHA		
	Work with City Council to introduce a resolution to rename the park.		Implementation Committee, City Council, Dept of Park & Rec		
STREETS & SIDEWALKS ALONG THE AVENUE					
▶	3.8 - Alert Area Merchants about the Pending Roadway Improvements along Lehigh Avenue	Immediate	PennDOT, MOTU, ABP, NET	--	--
	<i>Key Initial Action Step</i>				
	Determine construction schedule and provide merchants with notice				
▶	3.9 - ReStore The Avenue's Public Realm in Keeping with Façade Enhancements by Mural Arts	Years 1-2	PCPC, Commerce, Streets, Implementation Committee	ReStore	\$3,000,000
	<i>Key Initial Action Step</i>				
	Coordinate with Streets and the Implementation Committee to ensure that the engineering and construction documents reflect the ideas in this plan		PCPC, Commerce		
	3.10 - Maintain Existing Street Trees and Adopt a Planting Strategy that Complements the Murals	Immediate	Dept of Parks & Rec	--	--
	<i>Key Initial Action Steps</i>				
	Evaluate existing trees to determine which require pruning and which require removal		Dept of Parks & Rec		
	Keep the artwork and sightlines in mind in planning a new planting strategy		Dept of Parks & Rec		Included in Rec 3.9
	Develop a maintenance plan		ABP, The Village		
▶	3.11 - Grow the Cleaning Program to Include a Landscape Maintenance Component for The Avenue	Year 1	The Village, PHS's Roots 2 ReEntry	Philly Green Community Land Care Program	
	<i>Key Initial Action Steps</i>				
	Coordinate vacant land maintenance along Germantown Avenue with the Cleaning Manager		Cleaning Manager, The Village		

4 Surrounded by Good Homes & Neighbors

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
NEW HOMES ALONG THE AVENUE					
	4.1 - Reinforce Assets & Recent Investment with New Residential Development	Years 1-5	subsidized housing developer	CDBG, LIHTC, HOME, Homeownership Choice, private equity	
	<i>Key Initial Action Steps</i>				
	Assemble privately-owned vacant properties to prepare land for disposition and redevelopment	Years 1-2	PRA		
	Develop an RFP for interested developers to initiate process	Years 1-2	PRA		
	4.2 - Incorporate an Affordable Senior Housing Component in the Redevelopment of the West Side of 2900 Germantown Avenue	Years 1-5	subsidized housing developer	LIHTC, HUD Section 202, private equity	
	<i>Key Initial Action Step</i>				
	Coordinate senior housing component with larger redevelopment of same block (Rec 4.1)				
	4.3 - Address Housing Conditions at the Southern Gateway of The Avenue	Years 1-3	NET, The Village	CDBG, HOME, LIHTC, NMTC	
	<i>Key Initial Action Steps</i>				
	Continue acquisition / title transfer process for 2565 Germantown Avenue	Immediate	NET, Commerce		
	Proceed with acquisition of publicly-owned parcels within Creative Village Master Plan	Immediate	The Village, City agencies		
	Partner with experienced developer to pull together financing and oversee redevelopment	Years 1-3	NET & The Village		
	4.4 - Complement New Residential Development with Targeted Resources for Rehabilitation	Years 1-5	NET, AWFC, PHDC, private developer	CDBG, HOME, HRP, THPP	\$30 - \$120 / SF
	<i>Key Initial Action Steps</i>				
	Identify and reach out to eligible owner-occupied units near to new affordable housing investments		NET, AWFC, PHDC	THPP	
	Identify and target vacant, distressed houses located on otherwise stable blocks		NET, partner developer, PHDC	HRP	
PRESERVED AMENITIES ALONG THE AVENUE					
▶	4.5 - Preserve and Improve Small Parks & Gardens Established on City-Owned Vacant Land	Year 1	PCPC, PRA, Council, AWFC, The Village	Organizational Resources	variable
	<i>Key Initial Action Steps</i>				
	Reach out to current stewards of identified parks and gardens to determine the level of interest in taking ownership of City-owned parcels		PCPC		
	Help stewards navigate new vacant land disposition process on phillylandworks.org		PCPC, PRA		
▶	4.6 - Sell Small, City-Owned Vacant Lots to Adjacent Homeowners for Reuse as Yards and Driveways	Year 1	PRA	Individual Resources	variable
	<i>Key Initial Action Steps</i>				
	Target outreach to homeowners with adjacent vacant lots on the 2800 and 3000 blocks of North Darien Street		PCPC, AWFC		
	Host a meeting for all residents to share information about purchasing side yards, and walk through the PRA's new online land disposition website (phillylandworks.org)		AWFC, NET, PCPC, PRA		

5 Organized & Active

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
BUILDING CAPACITY ALONG THE AVENUE					
▶	5.1 - Hire a Corridor Manager by Applying for Corridor Management Funds from Commerce	Immediate	NET, ABP, Commerce	Commerce, NCEZ NFS	\$40,000
	<i>Key Initial Action Steps</i>				
	Discuss strategy and role of Corridor Manager at meeting with NET, ABP, and Commerce				
	Develop a program model based on the interim cleaning program for an interim corridor manager				
▶	5.2 - Raise Funds to Retain the Cleaning Program Manager	Immediate	The Village or NET	Commerce	\$54,750
	<i>Key Initial Action Steps</i>				
	Convene a meeting with Officer Williams, NET, The Village, and ABP to develop a plan for grant writing to make the corridor cleaning program sustainable over time				
	Appoint an organization to take the lead on reapplying for program funding annually				
▶	5.3 - Organize Merchants through The Avenue Business Partnership	Immediate	NET, 25th District, ABP, GEMA, Corridor Manager, Cleaning Manager	NCEZ NFS	--
	<i>Key Initial Action Steps</i>				
	Continue to convene planning meetings for emerging ABP & encourage merchants to attend each time				
	Ask Officer Williams and GEMA to advise based on experience at Germantown & Erie				
	Determine initial goals for the ABP and key tasks in the plan that the ABP wishes to take on				
	Establish a formal structure with a President, Vice President, Secretary & Treasurer				
	Work with Corridor & Cleaning Managers as staff/personnel resources for ABP				
▶	5.4 - Provide Technical Assistance to NET CDC	Year 1	NET	The Philadelphia Foundation Organizational Effectiveness Grant	\$14,000
	<i>Key Initial Action Steps</i>				
	Enroll in workshops or a nonprofit consulting relationship with The Nonprofit Center at La Salle		The Nonprofit Center at La Salle University		\$1,500
	Reach out to Young Involved Philadelphia (YIP) to learn more about their Board Prep program and consider applying for a match		Young Involved Philadelphia		--
	Investigate the opportunity to hire a Philly Fellow or VISTA volunteer to add staff capacity		VISTA / Philly Fellows		\$12,500
	Visit the Regional Foundation Center at the Free Library to learn more about fundraising to grow capacity		Regional Foundation Center at the Free Library		--

	Recommendation	Timeframe	Responsibility / Partners	Potential Source of Funds	Estimated Cost
SECURING RESOURCES ALONG THE AVENUE					
▶	5.5 - Work with Commerce to Identify Special Projects Eligible for Neighborhood Economic Development Grants	Year 1	Commerce, OHCD	Neighborhood Economic Development Grant	
	<i>Key Initial Action Steps</i>				
	Schedule a special Implementation Committee meeting with Commerce to discuss strategic projects that would be eligible for NED grant money		Implementation Committee		
	Develop grant application template for Along the Avenue-related projects		Corridor Manager or lead organization		
▶	5.6 - Work with Commerce and the North Central Empowerment Zone Board to Identify Economic Development Projects Eligible for Neighborhood Funding Stream Grants	Year 1	North Central Empowerment Zone Community Trust Board	NCEZ NFS	
	<i>Key Initial Action Steps</i>				
	Schedule a special Implementation Committee meeting with the NCEZ CTB to discuss strategic projects that would be eligible for NFS grant money		Implementation Committee		
	Develop grant application template for Along the Avenue-related projects		Corridor Manager or lead organization		
▶	5.7 - Reapply for a Community Land Care Contract	Annually	PHS, The Village	Philly Green Community Land Care Program	
	<i>Key Initial Action Steps</i>				
	Work with PHS to ensure that vacant lots along or visible from Germantown Avenue are targeted within the Community Land Care contract inventory				
	Coordinate vacant land maintenance along Germantown Avenue with the Cleaning Manager		Cleaning Manager		
	5.8 - Work Together as a Network of Community-Based Organizations to Attract Private and Philanthropic Funds for The Avenue as well as In-Kind Services	Ongoing	Implementation Committee	--	--
	<i>Key Initial Action Step</i>				
	Ensure representation and active participation of all key community groups on the Implementation Committee				



GERMANTOWN AVENUE BUSINESS SURVEY SUMMARIZED BUSINESS SURVEY RESULTS

UNDER SEPARATE COVER

Early Action Plan for Germantown and Lehigh by Interface Studio

Commercial & Residential Market Study by Real Estate Strategies

Community Capacity Analysis by Wilson Associates



Germantown & Lehigh Business Survey

tell us *what* you think

The Commerce Department and Philadelphia City Planning Commission are sponsoring two projects at Germantown & Lehigh:

- * an economic development strategy to help revitalize the commercial corridor and
- * an exciting public art project with Mural Arts and The Village to bring more shoppers to the Ave

Thank you for filling out this business survey. Your input will help guide both projects.

This is your market place... YOUR OPINIONS MATTER.

TELL US ABOUT YOURSELF

Business Name: _____ Contact Person: _____

Address: _____

Phone: _____ Email: _____

Do you own or lease your retail space? ☐ own ☐ lease

If you lease, please provide contact information for the property owner:

Name: _____

Phone: _____ Email: _____

TELL US ABOUT YOUR BUSINESS

Type of Business: _____

How long have you operated a business in the area? _____

Do you have any other stores? ☐ yes ☐ no If yes, how many? _____

Where are they located? _____

How many employees do you have? _____ full-time _____ part-time

What are your hours of business?

MON	TUES	WED	THURS	FRI	SAT	SUN

What are your busiest times/days of operation?

What have been your sales trends over the past year? ☐ keeping with inflation ☐ declining ☐ increasing

If increasing or declining, to what do you attribute this change? _____

Within the next 2 years, what do you plan to do?

☐ expand ☐ stay about the same ☐ downsize or close business ☐ other

If planning any changes, why? _____

turn over...

TELL US ABOUT YOUR CUSTOMERS

Where do your customers come from?

_____ % surrounding area (5-6 blocks or ½ mile) _____ % rest of North Philadelphia
_____ % elsewhere in Philadelphia _____ % outside the City

Are there any unique characteristics of your customers?

How old are most of your customers? _____

Are they mostly men or women? _____

What form of transportation do your customers use?

_____ % public transportation _____ % walk _____ % bike _____ % drive

TELL US ABOUT THIS COMMUNITY

What do you call this neighborhood? _____

What is the brand/identity of the commercial corridor? Or what should it be? _____

What do you like about doing business here? _____

Are there issues in the neighborhood that are hurting your business? Please explain. _____

If so, are they being addressed? ☐ yes ☐ no

Which 3 would most help you improve your business?

☐ physical improvements to neighborhood streets

(circle: lighting, trash cans, better sidewalks, other: _____)

☐ improved maintenance/cleanliness

☐ more parking

☐ better police patrolling/response time

☐ better street signage and branding

☐ coordinated marketing for businesses

☐ addition of businesses that would complement the services or products you supply

☐ affordable façade improvement program

☐ support and advice on how to strengthen business management and improve profitability

☐ information on and access to funding to improve energy efficiency and reduce utility costs

☐ other: _____

In 3 words, describe the shopping experience you would like your customers to have on Germantown Ave: _____

Are you a member of any business associations or community groups in the area? ☐ yes ☐ no

If so, which one? _____

If you have additional comments, please write them below:

BUSINESS SURVEY RESULTS SUMMARY

INTERFACE STUDIO LLC
NET CDC

SUMMARY

SURVEY DATES:

10/13, 10/20, 10/31, 11/7

SURVEY BLOCKS:

- 2500 Germantown (2550 and north)
- 2600 Germantown
- 2700 Germantown
- 2800 Germantown (2821 and south)

PARTICIPATION:

- 48 completed (64 percent of businesses present)
- 27 attempted (36 percent of businesses present) (declined or not open at time of survey)
- 28 vacant storefronts (26 percent of total)

MERCHANTS

CLOSURES

- Hector's Live Poultry Shop (2556) – closed pre 2010 survey by Brian Kelly
- T&J's Family Restaurant (2603) – summer 2011
- Jenning's Poultry Market (2605) – closed pre 2010 survey by Brian Kelly
- Hardware Store (2623) – Oct 2011
- Rainbow Kids (2639-41) – reopened Dec 2011 as Al-Minar Books & Islamic Fashion
- Rite Aid (2649-53) – closed pre 2010 survey by Brian Kelly
- M&D Fashion City (2612) – closed pre 2010 survey by Brian Kelly
- Toto Fish & Chips (2636) – Oct 2011
- Metro Sports (2644) – still open at time of 2010 survey by Brian Kelly
- Silver Spoon Family Restaurant (2737) – different restaurant at time of 2010 survey by Brian Kelly
- Dave's Bakery (2749) – still open at time of 2010 survey by Brian Kelly
- Mateen's Barber & Styling (2738) – clothing retailer at time of 2010 survey by Brian Kelly
- Studio 2752 Unisex Salon (2752) – closed pre 2010 survey by Brian Kelly

OWNERSHIP

RENT versus OWN (37 responses):

- 15 own (41 percent)
- 22 rent (59 percent)

OWNERS OF MULTIPLE PROPERTIES ON THE AVE

- Sang Jin Han
- Simon Sherman
- Carlo Magno Castillo
- Milton Kleiman
- Charlie Choe
- Mourad Taoufik
- Val Sigal
- Henry Collins
- Amuoi Truong
- Germantown Investments

TELL US ABOUT YOUR BUSINESS

TYPE	105
Clothing	10
Hair	8
Islamic Fashion, Oils	7
Dollar/Variety	6
Beauty/Accessories	5
Grocer/Produce	5 (one vendor)
Convenience	4
Financial	4 (three seasonal tax shops, one check cashing)
Dry Clean/Laundry	3
Shoes	3
Take Out	3
Nails	3
Day Care	3
Church	3*
Electronics	3
Phones	3
Jewelry	2
Restaurant	2
Music	2
Health/Medical	2
Wholesale	1
Vacant	23*

NOTE: *three churches not included in count of businesses
 *three seasonal businesses added to vacant count in text

DURATION OF OPERATION (48 answers)

- MIN = one month
- MAX = 58 years
- AVERAGE = 11.5 years
- less than one year: 13 percent
- one to five years: 33 percent
- six to 10 years: 19 percent
- 11 to 20 years: 14 percent
- longer than 20 years: 21 percent

OTHER STORES

- Most stores on The Ave only have one location
- National Chains: Rainbow, Mobile Trac, Cash Well, MetroPCS, Family Dollar, Cricket
- Stores with Multiple Locations
 - Front Line (urban wear) has a second location in Grays Ferry
 - Shoe Plus has a second location at Broad & Erie
 - Value Plaza has a second Dollar Plus location across the street
- MJ Apparel has a new second location on N 5th at Somerset
- Hope Rising Child Learning Center has three other locations; ILM Day Care also has multiple locations

NUMBER OF EMPLOYEES (48 answers)

- AVERAGE = 2.65
- TOTAL = 126 (NOTE: InfoUSA database records 251 jobs on The Avenue – the businesses we reached represent just half of that number)

HOURS OF OPERATION

- 37 of the 47 businesses surveyed are open Monday through Saturday
 - Of these, 19 are open 9:00 AM – 6:00 PM, with the earliest opening at 7:00 AM and the latest closing at 10:00 PM
 - All but four businesses close by 7:00 PM
 - All but nine close by 6:00 PM
- Eight are open Monday through Sunday
- Two are open only Monday through Saturday

BUSIEST TIMES (out of 47 answers)

- Weekends: 18
- Always slow: 9
- Beginning of month: 7
- It varies: 6
- Morning: 2
- Lunch: 2
- After School: 2 (beauty supplies)
- Summer: 1 (nails)
- “What, here!?”

SALES TREND OVER PAST YEAR (out of 43 answers)

- Declining: 30 (70 percent)
 - Caused by: competition from big corporations, lack of money in the area, bad economy, competition from vendors who sell same goods at lower prices because no overhead, neighborhood deterioration
- Holding Steady: 8
- Increasing: 2
- Up and Down: 2
- Too Soon to Know: 1
- “Declining by 70 percent - four or five years ago, we were always busy” (shoes)

FUTURE PLANS

- Downsize/Close: 4
- Survive: 4
- Expand: 3
- Improve: 2 (start accepting food stamps, add hot food)
- Open store at mall: 1

TELL US ABOUT YOUR CUSTOMERS

WHERE DO THEY COME FROM?

- Surrounding area: 46 (65 percent)
- Elsewhere in North Philly: 10 (14 percent)
- Elsewhere in Philly: 12 (17 percent)
- Outside the City: 3 (four percent)
- “Surrounding area – the neighbors come in, they know me. I have steady customers.”
- “They come for emergency purchases. Otherwise, they go to the mall.”

HOW DO THEY GET HERE?

- Walk: 36 (49 percent)
- Bus: 18 (24 percent)
- Drive: 17 (23 percent)
- Bike: 3 (four percent)
- “There’s no parking.”
- “They walk. If they drive, they go to the mall.”
- “Walk, Bike, Bus, Car, MOTOR SCOOTER!”

TELL US ABOUT THIS COMMUNITY

NOTE: People struggled to answer the questions about what the brand or identity of this corridor is and what it should be.

NEIGHBORHOOD NAME (48 total)

- The Ave 15
- North Philly 10
- Germantown 6
- Germantown Ave 5
- Germantown & Lehigh 4
- Nearest intersection 3
- The Badlands 2
- Beirut 1
- Temple Area 1
- Ile lfe 1
- “NOT Germantown & Lehigh... people would say, ‘What’s down there?’”
- “If there’s a name for this neighborhood, I don’t know it.”
- “This is the South Street of North Philly.”
- “Singing – there’s a lot of talent in this area.”

LIKES ABOUT DOING BUSINESS HERE (35 total)

- The people/I know the people 18
- It’s what I know 5
- I like the area 5
- The other businesses 2
- I’m the boss 2
- No competition 1
- The area’s history 1
- Making money 1
- “I relate to the people. People hang out, keep an eye on me and my business.”
- “It’s work – keeps me busy; I would close, but I have nowhere to go – no one else would hire me.”

LOCAL ISSUES HURTING YOUR BUSINESS (58 total)

- The vacancies 10
- Crime, shoplifting 9
- Slow, no foot traffic 4
- Repetition of goods 4
- No money in area 4
- The Ave looks bad 3
- Neighborhood deterioration 3
- Economy 3
- Guys loitering on Huntingdon 2
- Trash 2
- Competition (Vendors, Mall) 2
- No parking 2
- Crazy people 2
- Fragmented Police Districts 1
- Corrupt community leaders 1
- Temple moving in 1
- No anchor 1
- Need interior renovation 1
- Potholes 1
- Religious tension 1
- Lack of food 1
- “The 2600 block is not as vibrant as the 2700 block – there is competition within The Ave.”
- “It gets dark early in the winter, and The Avenue closes up because it’s dangerous after dark.”
- “Too much of the same stuff.”
- “If I had to pay rent, I would have been gone long ago.”

WHAT WOULD MOST HELP YOUR BUSINESS (100 total)

- Maintenance/cleaning 15
- Security 15
- Lighting 12
- Physical improvements 10
- Branding/marketing 7
- More parking 7
- Anchor stores 6
- More stores 5
- Trash cans 5
- New signage/merchandising 4
- More food 4
- More variety 2
- New grates 2
- Holiday decorations 2
- Motivation/effort 2
- Jobs 1
- Businesses organized 1

- “More eateries, more ethnic food to attract diverse customers; food will bring people in.”
- “Would like to see the apartments above the stores re-occupied.”
- “The Ave is going down. We need something fast and good. It’s a different place than even five years ago.”
- “New businesses should be directed to Germantown Ave, not to Lehigh.”

DESCRIBE IDEAL SHOPPING EXPERIENCE FOR YOUR CUSTOMERS

- “Pleasant, happy.”
- “Clean, safe, vibrant.”
- “Music, good atmosphere.”
- “Bargains, unique, eclectic.”
- “LOTS of stores – give people something to go to The Ave for...”
- “Clean, well kept, people working together.”
- “More respect for the customers and better quality goods.”
- “Keep the classic structure – the architecture of the neighborhood. Don’t modernize, fold in modern renovations.”
- “Lots of people.”
- “Ethnically diverse.”

MEMBER OF BUSINESS ASSOCIATION OR COMMUNITY GROUP (40 total)

- No 29 (“There are no meetings.”)
- Used to be 6
- Would consider it 2
- Yes 2
- Too busy 1