Germantown and Nicetown Transit-Oriented Plan

December 2008

PCPC
Philadelphia City Planning Commission

KSK
kise straw + kolodner

Real Estate Strategies

ACKNOWLEDGEMENTS

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TABLE OF CONTENTS

CHAPTER 1: INTRODUCTION

Background

The Germantown Transit-Oriented Neighborhood Plan is a master plan. As a comprehensive or master neighborhood plan, this project looks at all the facets of life in Germantown including land use, quality of life issues, historic resources, recreation, and economic development.

Master plans are often completed on a municipal level and Germantown is the size of many municipalities in the region. At a city-wide master planning level, neighborhood specific issues and solutions are not possible. This is why neighborhood plans, such as this one are undertaken. Despite the fact that many plans have been completed in recent years for Germantown, none were comprehensive, municipally endorsed, or had wide community participation.   This plan accomplishes all of these goals.

This plan was created to guide and attract public and private investment in Germantown. It sets clear goals and priorities that were developed through community input and expert guidance. This plan sets a forth realistic vision for the future of Germantown. Residents, property owners, businesses, developers, and implementing city and state agencies should be able to use this plan to leverage change and direct actions.

The grant monies came from the Transportation and Community Development Initiative (TCDI) program. The TCDI program emphasizes transportation resources as key to community and economic development. This plan has a special concentration on transportation, particularly the five train stations in the study area, due to this grant source. As a transit-oriented plan, this study aims to maximize access to public transportation, revitalize transit stations as centers of activity, and encourage transit ridership.

In 2003 and 2004, the Philadelphia City Planning Commission (PCPC) was perusing two grants for the Germantown area from the Delaware Valley Regional Planning Commission (DVRPC); one for the Wayne Junction Station area and another for central Germantown. It was decided to combine these plans to create a comprehensive neighborhood plan and to pool resources. The combined DVRPC grant totaled $150,000.

This grant was used to hire Kise Straw & Kolodner (KSK) and Real Estate Strategies (RES) as the project consultants. KSK specializes in city and regional planning, architectural and historic resources.   RES is a market research and analysis firm. As the project manager, the PCPC provided project guidance, advice and organization. The PCPC needed to match $37,000 worth of work hours to meet the condition of the grant.   This was met and exceeded.

Planning Process

The Germantown Transit-Oriented Neighborhood Plan was completed in close cooperation with a neighborhood-based steering committee that included stakeholders from:

- Central Germantown Council
- Wister Neighborhood Council
- Nicetown Community Development Corporation
- Rittenhouse-McCallum-Haines Neighbors Association
- First Presbyterian Church
- Germantown Masjid
- Building Blocks
- Germantown Community Theater
- Historic Germantown Preserved
- SEPTA
- Office of Councilwoman Donna Reed Miller

Interviews were conducted in June 2007 to develop a deeper understanding of stakeholder experiences and concerns in the community. These stakeholders included representatives of:

- Pennsylvania Horticultural Society
- Habitat for Humanity
- Philadelphia Housing Authority
- Fairmount Park Commission
- The Reinvestment Fund
- Neighborhoods Now
- LaSalle University
- Greater Germantown Housing Development Corporation
- Philadelphia Suburban Development Corporation
- Germantown Settlement
- Germantown Friends School
- Messa Real Estate
- Legend Properties
- Residents

Broad public input to the plan was initially sought through a community survey. About 2,000 surveys were distributed at rail stations and meetings to the Advisory Committee, stakeholders, transit users and block captains with self-addressed and postage-paid envelopes. The response rate was at a low 7% with only 140 completed surveys collected.

Additional public input was more successfully gathered through two public meetings. In September 2007, the Community Visioning Workshop was held to introduce the project, present the initial findings and to identify priority community issues. Participants were split up into break-out groups to discuss issues related to their neighborhood. Over 150 people attended the meeting. A second public meeting, the Design Open House, was held in April 2008. The purpose of the meeting was to demonstrate how the public input generated at the fall workshop was integrated into detailed site plans and to seek community feedback on the preliminary recommendations. Close to 100 people attended the meeting.

Recent Planning Efforts

The Germantown community has seen various planning efforts over the years. Recent and current planning projects include:

Wister Transit Oriented Development Study (in progress)

Ogontz Avenue Revitalization Corporation (OARC) is studying the feasibility and creating a preliminary design for the development of transit-oriented housing on vacant land near the Wister Station. The recommendations in the Germantown and Wayne Junction Transit-Oriented Neighborhood Plan will serve as the foundation for the development study.

Historic Germantown (2008)

"Historic Germantown: Freedom's Backyard" is a group of thirteen historic sites, museums, historical organizations and an arboretum undergoing a comprehensive study to market and promote Germantown's rich history. Partners in Historic Germantown Preserved include Awbury Arboretum, Cliveden of the National Trust, Concord Schoolhouse, Deshler-Morris House, Ebenezer Maxwell House, Germantown Historical Society, Grumblethorpe, Historic Rittenhouse Town, Johnson House, Stenton and Wyck.

Queen Lane and Morton: Re-building a Neighborhood Through Targeted Investments

A planning effort by the Philadelphia Housing Authority studies the Queen Lane and Morton neighborhoods of Germantown and proposes sites for new construction and rehabilitiation. Options for the Queen Lane Apartments include converting the tower to senior apartments, demolishing and constructing low-rise units, or upgrading the building exterior and grounds.

Germantown Station Transit-Oriented Development Plan (in progress)

This study by Central Germantown Council will propose a preliminary design for mixed-use development around Germantown Station. This development package will consider land assembly, funding scenarios, brown field and engineering issues on the site. The plan will build off the analysis and recommendations of the Germantown Transit-Oriented Neighborhood Plan.

Neighborhood Transformation Initiative: Southwest Germantown (2000)

The purpose of this study by the Philadelphia City Planning Commission is to eliminate blight in Southwest Germantown while balancing the need to conserve the historic fabric and neighborhood character. Recommendations include demolishing vacant structures not economically feasible for rehabilitation, rehabilitating all vacant publicly owned structures, and improving economic conditions on Wayne Avenue and at Wayne Junction.

Retail Opportunities in the Germantown Business District: Patron's Preferences and Demographic Influences (1999)

Through detailed market research and a community survey, this study for Central Germantown Council by Real Estate Strategies and Marianna Thomas Architects identifies priorities for improving the Germantown Business District. Key recommendations include attracting a sit-down restaurant, improving cleanliness along the corridor, and defining the district with streetscape improvements.

Germantown Avenue Multicultural Heritage Corridor (1998)

This plan for the Preservation Alliance of Greater Philadelphia by Marianna Thomas Architects focuses on Germantown Avenue from Upsal Street to Wayne Junction Station. It identifies four activity centers or "mini-hubs" along the corridor. The plan was never completed.

Neighborhood Strategic Plan (1995)

Urban Partner's study for Greater Germantown Housing Development Corporation examines community organization, development, safety and economic development in three neighborhoods in Germantown: Penn Area, Wister and Southwest Germantown. The plan recommendations include creating a Wayne Avenue Business Association, acquiring vacant housing on Manheim Street, cleaning and landscaping vacant lots on Wakefield Street, and improving street lighting.

Student Planning Studies

The Hub at Germantown Station: A Place to Live, Work and Interact (2007)

A graduate class of the University of Pennsylvania School of Design completed this transit-oriented development strategy and urban design exercise for the area around Germantown Station for Central Germantown Council. The proposal includes commercial space anchored by a big box retailer, mixed use buildings with office and residential, 2 acres of open space, and 150 off-street parking spaces.

Germantown Business District Revitalization Plan (2006)

This study by a graduate class at the University of Pennsylvania School of Design identifies ways for Central Germantown Council to improve the shopping environment and assist businesses in the Germantown Business District. Recommendations include expanding the services of the Germantown Special Services District, reactivating the Germantown Business Association, creating a Germantown Leadership Team to unify community groups, and making streetscape and façade improvements along the corridor.

Map of Study Area

CHAPTER 2: DATA COLLECTION

Study Area

The study area incorporates a large portion of the Germantown section of Philadelphia along Germantown Avenue from the Roosevelt Boulevard to Tulpehocken Street. Wissahickon Avenue forms the boundary to the southwest and Belfield Avenue to the north. The study area is largely contained within the zip code 19144. The study area was based on the combination of two TCDI grants and therefore not all of the upper portions of Germantown were included in this study. The study area also includes the portion of Nicetown nearest to Wayne Junction Station.

The SEPTA regional rail stations in the study area include Wister and Germantown on the R7 Chestnut Hill East Line and Queen Lane and Chelten Avenue stations on the R8 Chestnut Hill West Line. The bus service in the study area includes Routes 23, 26, 53, 65, 75, H, XH, J and K. Wayne Junction Station is served by R1 Airport, R2 Warminster, R3 West Trenton, R5 Lansdale-Doylestown, R7 Chestnut Hill East and R8 Fox Chase.
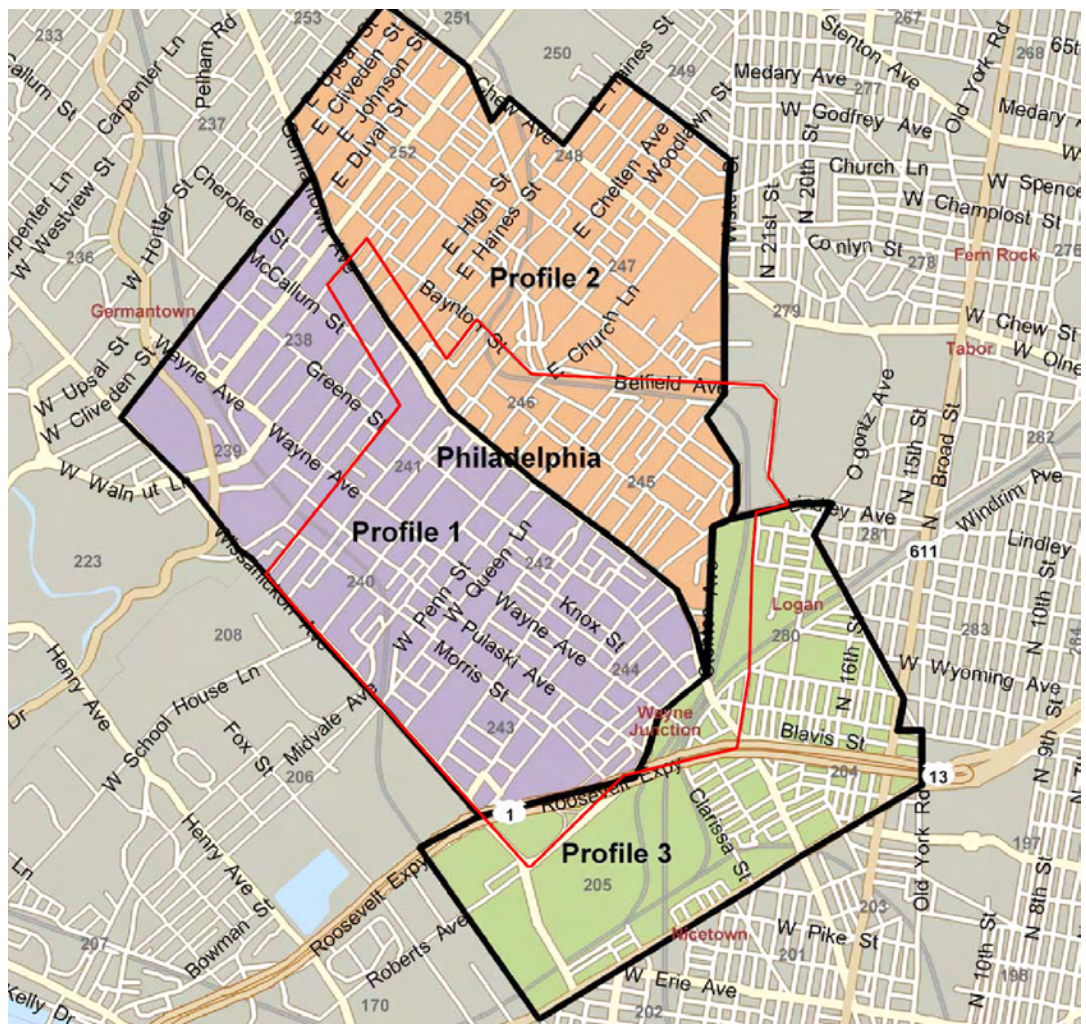
Data Profiles

This section outlines existing demographic and economic data to examine neighborhood characteristics and analyze the area's market strengths and potential. The profiles include land use, population, homeownership, employment, real estate, retail spending and crime data. These figures give a glimpse into demographic changes and market activity in the community over the last couple years and highlights assets to build off and areas where improvements may be needed.

The study area is divided into three profile areas based on census tracts, therefore, the profile areas extend slightly beyond the study area boundaries.

Census Tracts

Source: PASDA and KSK

Germantown and Nicetown Transit-Oriented Plan

Profile Area 1

Profile Area 1 includes Philadelphia Census Tracts 238 through 244. This area is roughly located west of Germantown Avenue to Wissahickon Avenue from Johnson Street to the north to the Roosevelt Expressway/Route 1 to the south.

Land Use

Residential land uses dominate the area with 6,471 individual residential properties identified in 2006. These included:

- 85.7% single-family attached and detached residential units. Of these approximately 9% are single-family detached units, while the remainder are relatively evenly divided between twin and row home dwellings.
- 2.5% multi-family properties
- 4.1% commercial properties
- 0.7% stores with residential above
- 0.6% industrial properties
- 5.7% vacant lots

	Area 1	Area 2	Area 3	Total
Population (2007)	23,402	20,681	10,741	54,824
Annual % Change 2007-12	-0.4%	-0.5%	-0.6%	-0.5%
Households (2007)	10,259	7,526	4,037	21,822
Annual % Change 2007-12	-0.3%	-0.4%	-0.4%	-0.4%
Median Household Income (2007)	$34,534	$31,708	$30,064	
Median Age (2007)	35.2	34.9	34.0	
Homeownership rate (Occupied units, 2000)				
Overall	36.3%	55.6%	62.0%	
Units in Structures with 1-4 Units	58.3%	61.9%	69.6%	
Units in Structures with 5-49 Units	3.1%	3.1%	6.8%	
Units in Structures with more than 50 Units	0.4%	0.0%	3.4%	
Estimated Residential Vacancy Rate (2007)	12.2%	15.5%	12.3%	

Source: ESRI and RES

Demographic and Housing Characteristics

- The City of Philadelphia is projected to lose population and households at an annual rate of 0.4% and 0.3% respectively between 2007 and 2012. The population and household trends in Area 1 closely mirror those of the City as a whole.

- At $34,534, the Area 1 2007 household median income is approximately 87% of the City median ($39,541).

- Household affluence varies within the profiled area, with tracts 243, 244 and 238 having almost twice the average income (according to 2000 Census figures) of tract 241.

- The Area 1 median age (35.2 years) is close to the City-wide median of 35.4 years. The segment of the Area 1 population aged 65 or older is estimated to be 11.9% in 2007. This is expected to increase to 12.8% by 2012.

- The distribution of 2007 population by race in Area 1 includes 84 percent African American and 11.2% white. Persons of Hispanic origin make up only 1.9% of the population in this area. Of the three areas profiled, Area 1 is the most racially diverse.

- The 32.5% homeownership rate in Area 1 falls significantly below the City-wide rate of 59.3%. Area 1 has the lowest homeownership rate of the three areas profiled.

- The 2000 Census reported 881 individuals living in group quarters in Area 1. A concentration of group homes and residential treatment facilities is located in this part of the Germantown neighborhood and contributes to this figure, along with several nursing homes.

- The estimated 2007 residential vacancy rate for Philadelphia is 11.4%. Area 1 has a somewhat higher residential vacancy rate—12.2%; however this area has the lowest residential vacancy figure of the three areas profiled.

Sum of Number of Local Employees by Census Tract
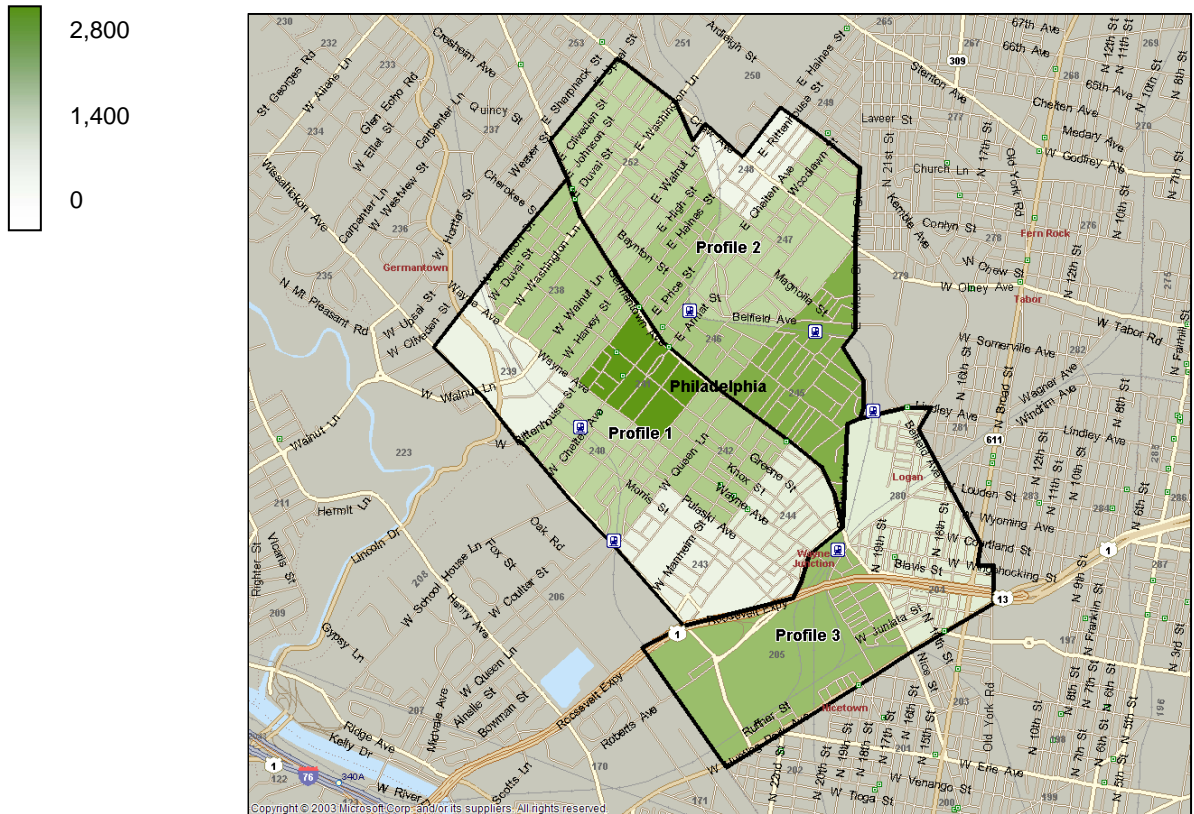
Source: Claritas, Inc. and RES

Employment

In 2007, 7,336 persons were employed by businesses located in Area 1. The employment density map above shows the distribution of employment by tract.

The largest employers in Area 1 are educational, health care and public sector establishments including:

- Pennsylvania School for the Deaf (Tract 241): 250 employees
- Philadelphia Juvenile Justice Center (Tract 242): 250 employees
- Stapely in Germantown (Tract 238): 230 employees
- Philadelphia Police 14th District (Tract 238): 200 employees
- Germantown Friends School (Tract 241): 199 employees

During 2007, the most significant for-profit employer in this profile area was Shop-Rite (Tract 240), with 115 employees. Thirty-six percent of employees in Area 1 work for establishments with 10 or fewer employees.

Housing Market

Median residential sales price trends for Area 1 from 1999 through 2006 are shown above. All parts of the profile area saw upward price appreciation during this period, although Tract 241 experienced a decline between 2005 and 2006. Of note is the variation in prices between the Area 1 census tracts.

Residential Sale Price, Median: 1999-2006

Legend:
- 023800
- 023900
- 024000
- 024100
- 024200
- 024300
- 024400

Source: CML NeighborhoodBase

Leakage/Surplus Factor by Industry Subsector

NAICS Industry Subsector:
- Motor Vehicle & Parts Dealers
- Furniture & Home Furnishings Stores
- Electronics & Appliance Stores
- Bldg Materials, Garden Equip. & Supply Stores
- Food & Beverage Stores
- Health & Personal Care Stores
- Gasoline Stations
- Clothing and Clothing Accessories Stores
- Sporting Goods, Hobby, Book, and Music Stores
- General Merchandise Stores
- Miscellaneous Store Retailers
- Nonstore Retailers
- Food Services & Drinking Places

<—Surplus—Leakage—>

Source: ESRI and InfoUSA

Fourth quarter 2007 data indicates that the overall average sales price for the 19144 zip code ($103,900) declined 7.5 percent from the previous year. Sales volume, however, increased more than 21 percent over the same period. The median sales time for homes in 19144 as a reasonable 66 days, comparable to the City-wide level of 65 days on market.

According to data compiled and recently released by the US Department of Housing and Urban Development, Area 1 has significant exposure to sub-prime lending and the risk of subsequent foreclosure. Census Tracts 242 and 243 were in the upper quartile ranking of the 1,445 metropolitan statistical area census tracts for both of the following factors:

- Total number of sub-prime loans originated 2004 and 2005, and
- Percent of sub-prime loans as a percent of all loans.

Tracts 237, 238, and 240 also ranked at least in the second quartile in each of these factors. Given the relatively low homeownership rate in Area 1, the risk of a significant number of foreclosures is a threat to neighborhood stability.
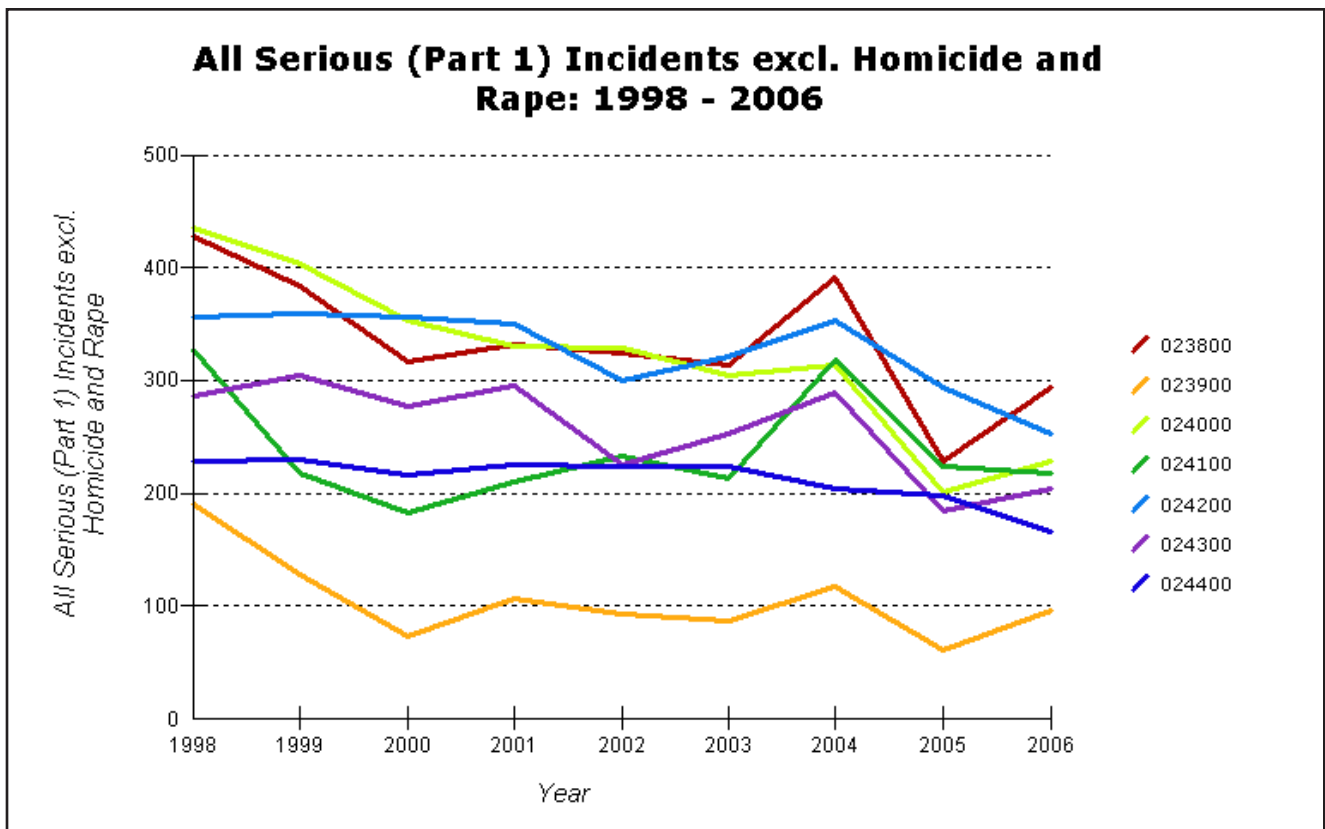
Commercial and Industrial Real Estate

Retail stores and a limited amount of office space (professional, social service and not-for-profit tenants primarily) are concentrated along Chelten Avenue and Germantown Avenue. Retailers are typically local operators or national chains targeted to a lower income urban demographic (sneaker stores, Payless, etc.). A small commercial district on Wayne Avenue includes a successful hardware store. Commercial and retail rental rates range from $12 to $22 per square foot triple net (tenant pays utilities, insurance and taxes) in the Chelten Avenue commercial district.

Retail Spending Potential

The Environmental Systems Research Institute, Inc. (ESRI) uses household incomes and consumer spending pattern data to estimate total 2007 retail spending potential in Area 1 of $145.5 million. This figure excludes motor vehicles and gasoline spending potential. 2007 retail sales in Area 1 are estimated to total $110.3 million resulting in net "leakage" of retail dollars outside of the area of $35.2 million.

The chart above gives an indication of the retail categories in which dollars from Area 1 are flowing outside the neighborhood. Because this is a standard chart produced by ESRI, it does show auto related expenditures even though they were excluded from the total above.

The impact of the Chelten Avenue retail district can be seen on this chart: clothing, grocery and drug stores in this area attract dollars from outside the neighborhood. On the other hand, spending on electronics and appliances is occurring outside the area and significant restaurant spending potential is being lost from Area 1. The category, nonstore retailers represents catalog and Internet-based retail sales.

All Serious (Part 1) Incidents excl. Homicide and Rape: 1998 - 2006

Legend:
- 023800
- 023900
- 024000
- 024100
- 024200
- 024300
- 024400

Source: CML NeighborhoodBase

Crime

The median number of Part 1 serious crimes per Philadelphia census tract in 2006 was 223. The chart below shows that two of the census tracts in Area 1—Tracts 238 and 242—had an incidence of serious crimes above the City-wide median, while the remainder of Area 1 had an incidence of serious crime at or below the median. Although the general trend since 1998 has been downward in Area 1, spikes in crime in 2004 and 2006 could contribute to the perception that the neighborhoods in Area 1 are unsafe.

Area 1 Preliminary Recommendations

- There is a lack of retail diversity on Chelten and Germantown Avenues. Development opportunities should capitalize on the employment base in Area 1 as well as the proximity of moderate and higher income households to enhance Chelten Avenue's retail. Efforts to diversify the retail mix should begin on the western end of Chelten Avenue near the Chelten Avenue Station.

- There is apparent market support for additional full-service restaurants in the Chelten Avenue business district; efforts should be made to attract them.

- In the short term, there are transit-related development opportunities around Chelten Avenue station. A coffee shop or brew pub could be an appropriate use of commercial space in the Delmar Morris Building, which is adjacent to the station.

- Germantown already has a number of educational institutions and music and arts related institutions and establishments. The conversion of Pickett Middle School to a Mastery Charter School further reinforces the area's identity as an educational hub.

- Maplewood Mall has deteriorated over the years and is in need of a facelift. Music and arts related businesses would be appropriate uses clustered on Maplewood Mall and could contribute to the local theme as a hub for educational and arts institutions. The current proposal to improve the aesthetics of the Mall would enhance these uses.

- If the owner would be willing to relocate, moving the existing hardware store from Wayne Avenue to Chelten Avenue would strengthen and help to diversify the Chelten Avenue business district.

- The diverse and attractive housing stock in Area 1 should offer an opportunity to increase homeownership rates in the area.

- Counseling activities to help homeowners avoid foreclosures should be initiated to help head off adverse impacts from sub-prime lending.

- The Wyneva Hotel site offers an opportunity for new residential development.

- The PHA Queen Lane development is an issue because it is a negative influence in Area 1 and adversely affects the development potential of this part of the study area including the area around the Queen Lane Station.

- The concentration of group homes on Wayne Avenue is detrimental to the perception of safety in the surrounding residential and commercial blocks.

- Buildings around Wayne Junction offer opportunities for small businesses, possibly as business incubator space. A number of small craft-oriented operations are operating in Germantown already and it would be appropriate to try and cluster them, potentially creating joint showrooms to take advantage of transit access. Industrial buildings also offer opportunities as studio space for artists working in large media. The access from multiple transit lines presents the opportunity to market this space to artists who live in other parts of the City or even in the nearby suburbs.

Profile Area 2 includes Philadelphia Census Tracts 245-248 and 252.   This area is east of Germantown Avenue with Upsal Street to the north and Stenton Avenue to the south. The eastern boundary follows Chew Avenue to Haines Street, north to Crittenden Street, and east to Wister Street, and south to Stenton Avenue along Rubicam Street.
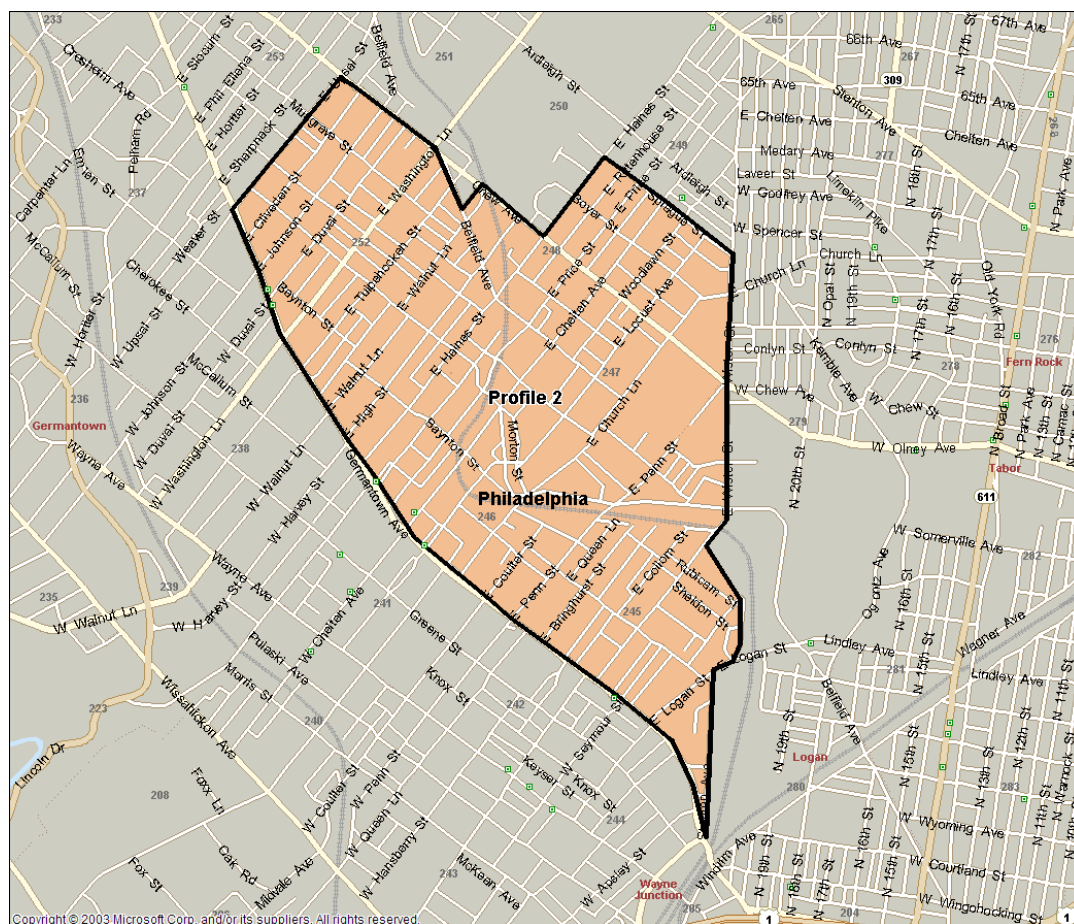
Land Use

Rowhouse residential blocks are the predominant land use in Area 2. The Neighborhood Base system identified 7,879 individual properties in Area 2 in 2006. These included:

- 83% single-family attached and detached residential units. Of these, approximately 7% are single family detached units, 27% are twins and almost two thirds of the housing stock is row homes.
- 2.8% multi-family properties
- 3.5% commercial properties
- 0.5% stores with residential above
- 0.9% industrial properties
- 8.8% vacant lots

	Area 1	Area 2	Area 3	Total
Population (2007)	23,402	20,681	10,741	54,824
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Households (2007)	10,259	7,526	4,037	21,822
Annual % Change 2007-12	-0.3%	-0.4%	-0.4%	-0.4%
Median Household Income (2007)	$34,534	$31,708	$30,064	
Median Age (2007)	35.2	34.9	34.0	
Homeownership rate (occupied units 2000)				
Overall	36.3%	55.6%	62.0%	
Units in Structures with 1-4 Units	58.3%	61.9%	69.6%	
Units in Structures with 5-49 Units	3.1%	3.1%	6.8%	
Units in Structures with more than 50 Units	0.4%	0.0%	3.4%	
Estimated Residential Vacancy Rate (2007)	12.2%	15.5%	12.3%	

Source: ESRI and RES

Demographic and Housing Characteristics

As shown in the demographic summary table below, the five year population and household trends in Area 2 are trending downward, but at a slightly higher rate than the City as a whole.

- The 2007 median income in Area 2 ($31,708) is approximately 80% of the City median ($39,541).

- The Area 2 median age (34.9 years) is lower than the City-wide median of 35.4 years. The segment of the Area 2 population aged 65 or older is estimated to be 12.5% in 2007. This is expected to increase to 12.9% by 2012.

- The distribution of 2007 population by race in Area 2 includes 91.4% African American and 5.3% white. Persons of Hispanic origin make up only 1.3% of the population in this area.

- The 47.6 percent homeownership rate in Area 2 is below the City-wide average of 59.3%. There is, however, a healthy core of homeowners, an asset for Area 2.

- The 2000 Census reported 762 individuals living in group quarters in Area 2.

- The estimated 2007 residential vacancy rate for Philadelphia is 11.4%. For 2007, ESRI estimates that Area 2 has the highest residential vacancy rate (15.5%) of the three areas profiled.

Employment

Data compiled by Claritas indicate that in 2007, 5,791 persons were employed by businesses located in Area 2.
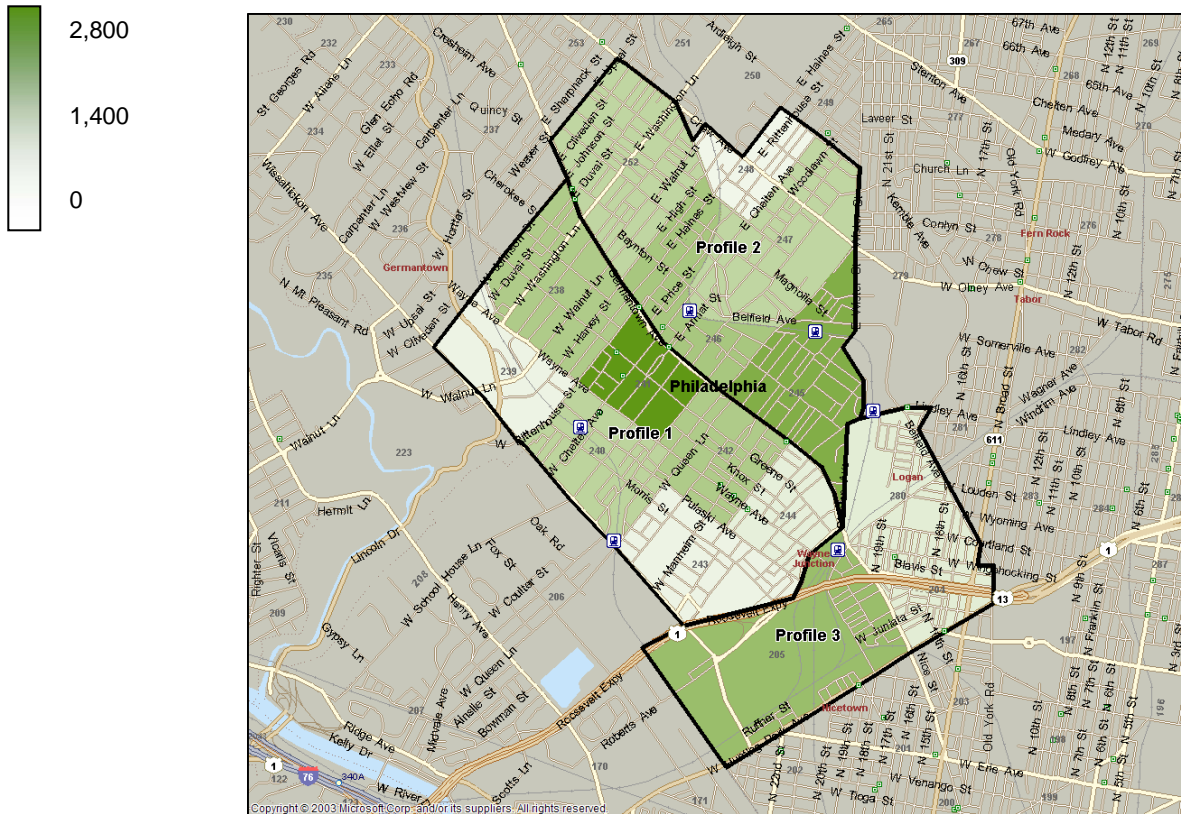
Source: Claritas, Inc. and RES

The largest employers in Area 2 are educational, nursing home and social service establishments including:

- Germantown Hospital/Community Health Services (Tracts 245 and 247): 1,133 employees. (La Salle University has signed an agreement to purchase the Germantown Hospital campus and lease back a significant amount of space to Einstein Health System. It is likely that health care employment on this site will decrease, while administrative jobs associated with the University will increase.)
- Sacred Heart Manor (Tract 252): 250 employees
- Willow Terrace (Tract 247): 201 employees
- Germantown High School (Tract 246): 150 employees
- J. Wister School (Tract 245): 125 employees
- Tabor Children's Services (Tract 246): 120 employees

The most significant for-profit employer in this profile area is McDonald's (Tract 246), with 72 employees. Slightly over 28 percent of employees in Area 2 work at establishments with 10 or fewer employees.

Housing Market

Median residential sales price trends for Area 2 from 1999 through 2006 are shown below. All parts of the profile area saw upward price appreciation during this period. Of note is the variation in prices between the Area 2 tracts and the overall affordability of homes in this area.

Residential Sale Price, Median: 1999-2006

Legend:
- 024500
- 024600
- 024700
- 024800
- 025200

Source: CML NeighborhoodBase

Fourth quarter 2007 data indicates that the overall average sales price for the 19144 zip code ($103,900) declined 7.5 percent from the previous year. Sales volume, however, increased more than 21 percent over the same period. Trend reports 2007Q4 median sales time for homes in 19144 as a reasonable 66 days, comparable to the City-wide level of 65 days on market.

According to data compiled and recently released by the US Department of Housing and Urban Development, Area 2 has significant exposure to sub-prime lending and the subsequent foreclosure risk. All Area 2 census tracts except for Census Tracts 246 and 248 were in the upper quartile ranking of the 1,445 metropolitan statistical area census tracts for both of the following factors:

- The total number of sub-prime loans originated 2004 and 2005, and
- The percent of subprime loans as a percent of all loans.

Tracts 246 and 248 also ranked at least in the second quartile in each of these factors. The extent of exposure to foreclosures risk in this neighborhood poses a significant challenge to efforts to revitalize the area.

Retail Spending Potential

Household incomes and consumer spending pattern data was used to estimate total 2007 retail spending potential in Area 2 of $99.3 million. This figure excludes motor vehicles and gasoline spending potential. 2007 retail sales in Area 2 are estimated to total $56.7 million resulting in net "leakage" of retail dollars outside of the area of $42.6 million.

The chart below gives an indication of the retail categories in which dollars from Area 2 are flowing outside the neighborhood. Because this is a standard chart produced by ESRI, it does

Leakage/Surplus Factor by Industry Subsector
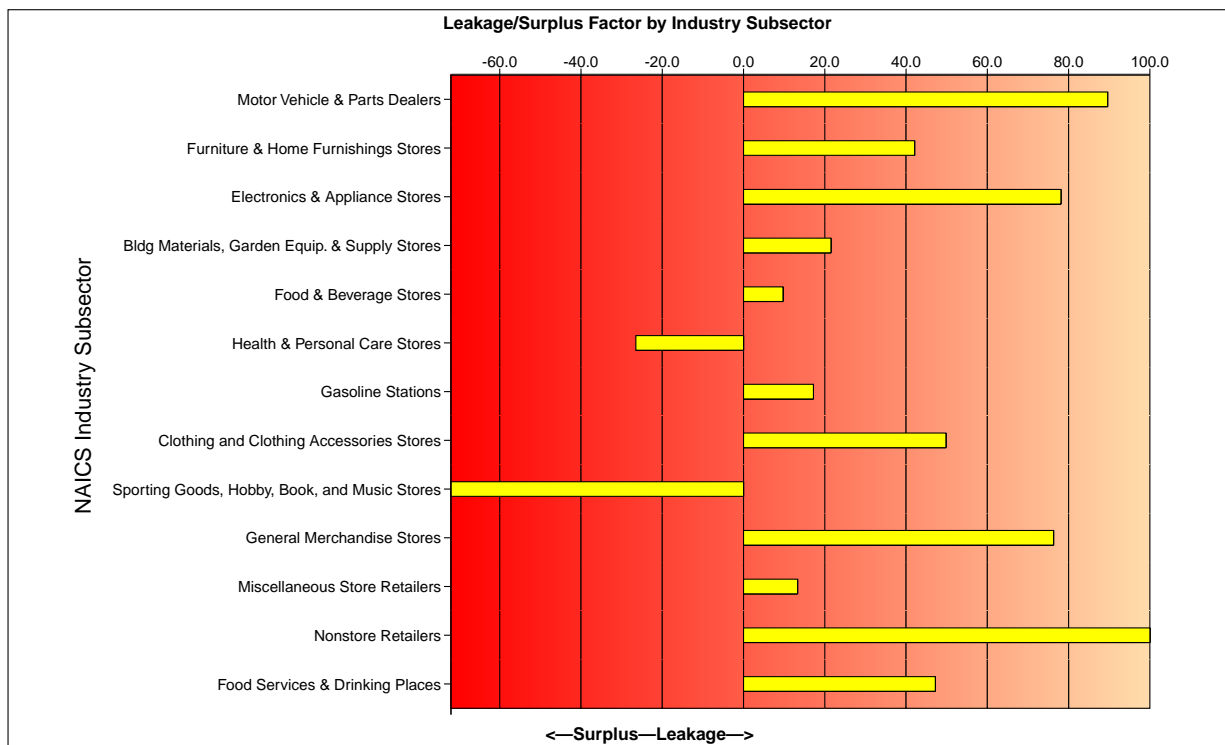
Source: ESRI and InfoUSA
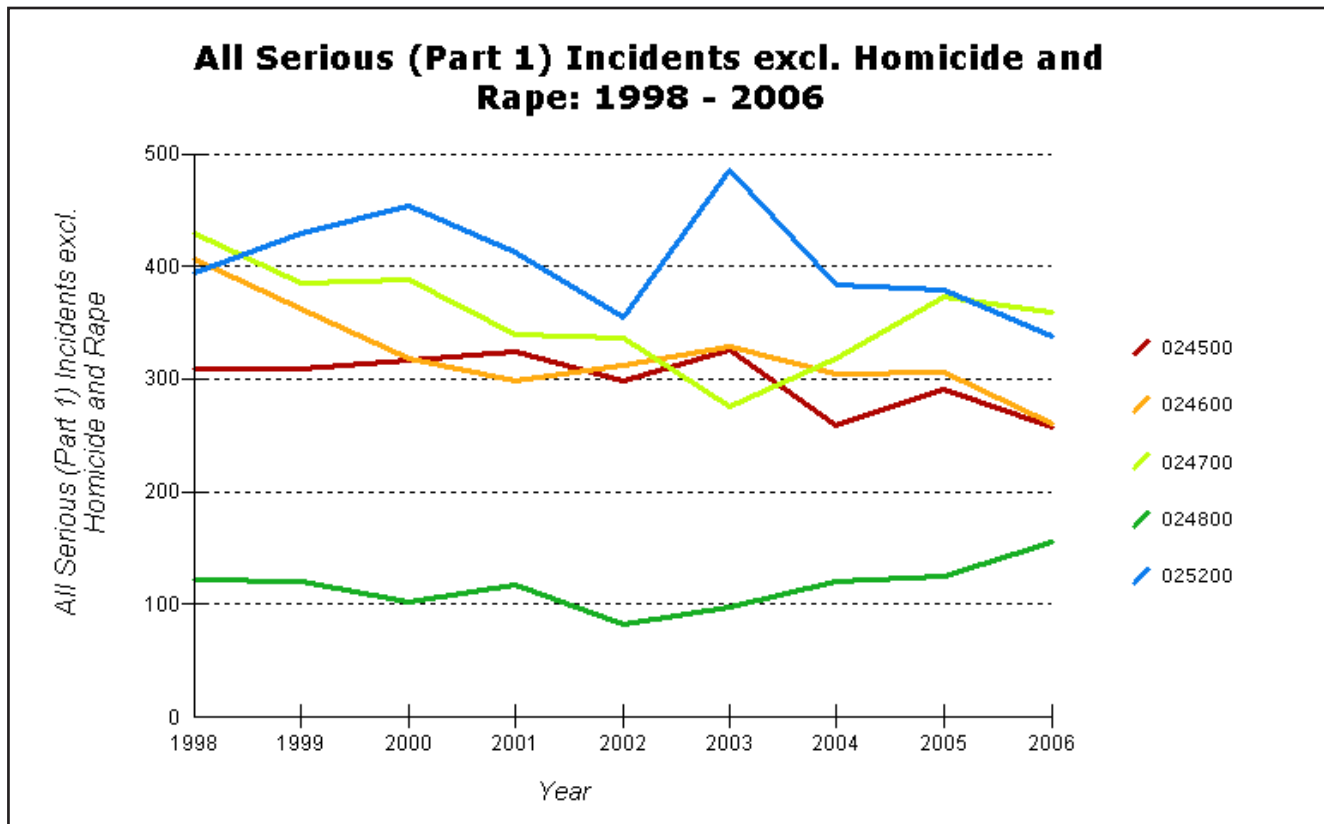
Source: CML NeighborhoodBase

show auto related expenditures even though they were excluded from the total above. The impact of the Germantown Avenue retail district can be seen on this chart: sporting goods/music/hobby and drug stores in this area attract dollars from outside the neighborhood. On the other hand, significant electronics, clothing, general merchandise and restaurant spending potential is being lost from Area 2. Some of this spending is likely being captured by the Chelten Avenue retail district in Area 1. Again, the category Nonstore Retailers represents catalog and Internet sales.

Crime

The median number of Part 1 serious crimes per Philadelphia census tract in 2006 was 223. Both the incidence and perception of crime are significant in Area 2. Of the three areas profiled, Area 2 census tracts—with the exception of Tract 248—have relatively high levels of serious (Part 1) incidents significantly above the City-wide median of 223 incidents per tract in 2006. The general trend has been downward over time, except in tracts 247 and 248.

Area 2 Preliminary Recommendations

- La Salle University has recently acquired the Germantown Hospital site. This acquisition reorients the University's campus along Wister Street to a greater extent than previously, and it presents an opportunity to re-brand the underutilized Wister Station as the "La Salle/ Wister" station. To change the station's identity would require moving it to a safer, more accessible and more visible position or to use other infrastructure-related techniques to create new connections between the station and surrounding neighborhoods on both sides. This is an important opportunity to leverage La Salle University's neighborhood revitalization efforts in a way that can have a positive impact on nearby Germantown neighborhoods.

- The amount of sub-prime lending in Area 2 is a major issue. Counseling activities to help homeowners avoid foreclosures should be initiated. This is particularly important in this part of Germantown where relatively high homeownership is a major neighborhood asset.

- Improving the perception of safety in this part of Germantown will be an important factor in capitalizing on the neighborhood's assets.

- Industrial buildings near Wayne Junction and along Stenton Avenue offer opportunities for small businesses, possibly as incubator space. A number of small craft-oriented operations are operating in Germantown already and it would be appropriate to try and cluster them, potentially creating joint showrooms to take advantage of transit access. Industrial buildings also offer opportunities as studio space for artists working in large media. The access from multiple transit lines presents the opportunity to market this space to artists who live in other parts of the City or even in the nearby suburbs.

- There is high retail occupancy on Chelten and Germantown Avenues, but a lack of store diversity. Residents have indicated a desire to improve retail offerings, and there must be outreach to begin recruiting new stores as spaces become available.

- The north end of Chelten Avenue and the area around Germantown Station poses a number of challenges. Redevelopment of this area is an important goal, but probably a longer term one that builds on successful redevelopment at the southern end of the Chelten Avenue and near the intersection with Germantown Avenue.

Profile 3 includes Philadelphia Census Tracts 204, 205, and 280. The majority of this area is completely outside of the designated study area for this project, but it includes areas that directly impact potential development opportunities around the Wayne Junction Station. The boundaries include Route 1, Roberts Avenue, Stenton Avenue, and Logan Street to the north and Hunting Park Avenue to the south. The western boundary follows the R8 rail line and the eastern boundary primarily follows Belfield Avenue, Broad Street, and Old York Road.

Land Use

Row house residential blocks are the predominant land use in Area 3. The Neighborhood Base system identified 4,639 individual properties in Area 3 in 2006. These included:

- 87% single-family attached and detached residential units. Of these, less than one percent of the homes are single family detached units, 5% percent are twins and over 94% are row homes.
- 0.2 % multi-family properties
- 4.0% commercial properties
- 0.6% stores with residential above
- 1.5% industrial properties
- 8.2% vacant lots

	Area 1	Area 2	Area 3	Total
Population (2007)	23,402	20,681	10,741	54,824
Annual % Change 2007-12	-0.4%	-0.5%	-0.6%	-0.5%
Households (2007)	10,259	7,526	4,037	21,822
Annual % Change 2007-12	-0.3%	-0.4%	-0.4%	-0.4%
Median Household Income (2007)	$34,534	$31,708	$30,064	
Median Age (2007)	35.2	34.9	34.0	
Homeownership rate (occupied units 2000)				
Overall	36.3%	55.6%	62.0%	
Units in Structures with 1-4 Units	58.3%	61.9%	69.6%	
Units in Structures with 5-49 Units	3.1%	3.1%	6.8%	
Units in Structures with more than 50 Units	0.4%	0.0%	3.4%	
Estimated Residential Vacancy Rate (2007)	12.2%	15.5%	12.3%	

*Source: ESRI and RES*

Demographic and Housing Characteristics

The demographic summary table below shows the five year population and household trends in Area 3 are declining, but at slightly higher rates than for the City as a whole.

- The 2007 median income in Area 3 ($30,064) is the lowest of the three areas profiled and represents approximately 76 percent of the City median ($39,541).

- The Area 3 median age (34.0 years) is lower than the City-wide median of 35.4 years. This median is the lowest of the three areas profiled. The segment of the Area 3 population aged 65 or older is estimated to be 11.7% in 2007, the lowest percentage of the three areas. The percentage is expected to increase to 12.6 percent by 2012.

- The distribution of 2007 population by race in Area 3 includes 93.9% African American and 2.8% white. Persons of Hispanic origin make up only 1.7 percent of the population in this area. Area 3 is the most racially homogeneous of the three areas profiled.

- The 55.2% homeownership rate in Area 3 is the highest of the three areas, but still below the City-wide average of 59.3%. It is possible that the higher homeownership in Area 3 reflects the relative affordability of homes in this area or a lack or rental units in the area. The healthy percentage of homeowners is a potential asset for Area 3.

- The 2000 Census reported only 46 individuals living in group quarters in Area 3. Residential care facilities are not a significant neighborhood influence in this area.

- The estimated 2007 residential vacancy rate for Area 3 is 12.3%, or higher than the Philadelphia vacancy of 11.4% overall. Household decline will cause this figure to increase.
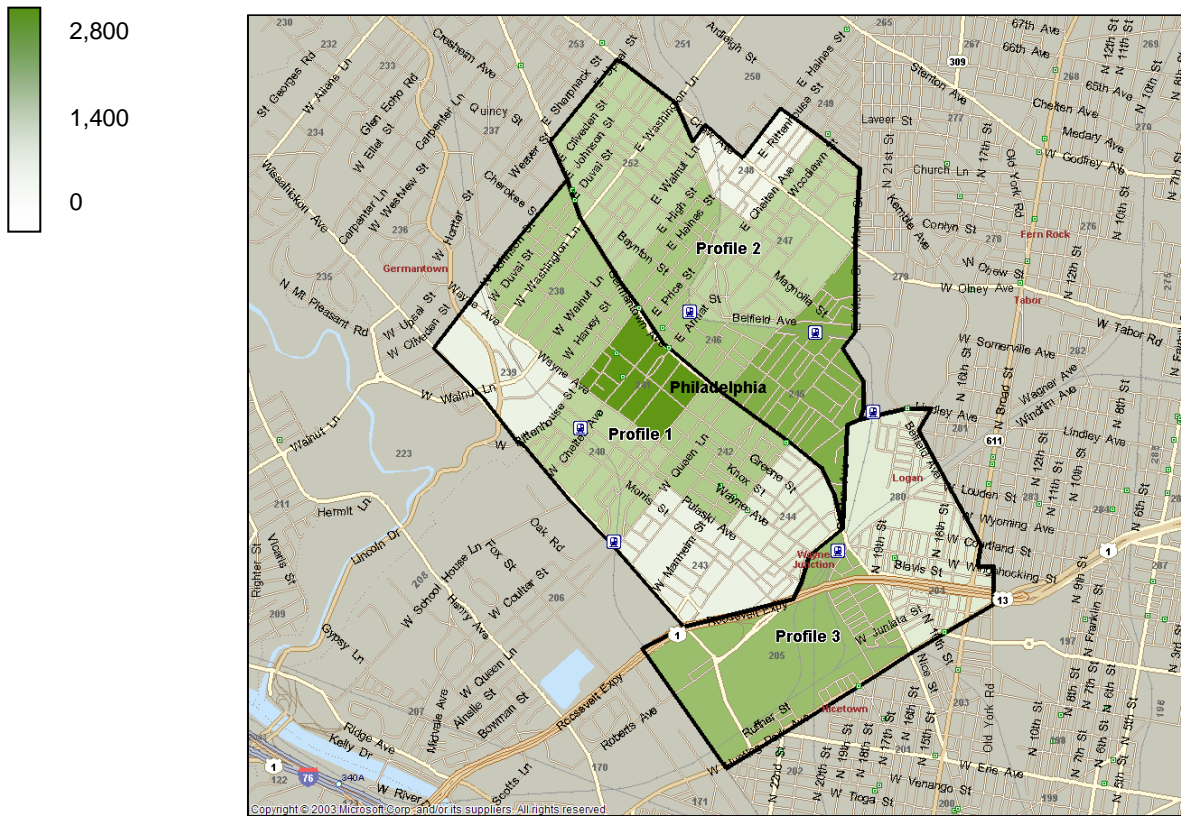
Source: Claritas, Inc. and RES

Employment

Data compiled by Claritas indicate that in 2007, 2,602 persons were employed by businesses located in Area 3, with the majority in businesses with fewer than 100 employees.

The largest employer in Area 3 is the Philadelphia Police 39th District (Tract 205) with 200 employees. Transcor, a private transit service provider located in Tract 205, employs 110. The Association for Independent Growth (Tract 205), a social service provider, employs 100. Nearly 27% of employees in Area 3 work for establishments with 10 or fewer employees.

Housing Market

Median residential sales price trends for Area 3 from 1999 through 2006 (the last year for which Neighborhood Base has data available) are shown below. All parts of the profile area saw generally upward price appreciation during this period; however, residential sales prices in Area 3 are extremely low.

According to data compiled and recently released by the US Department of Housing and Urban Development, Area 3 has some exposure to sub-prime lending and the subsequent foreclosure risk. The three Area 3 census tracts were in the upper two quartile ranking of the 1,445 metropolitan statistical area census tracts for both:

- Total number of sub-prime loans originated 2004 and 2005, and
- Percent of sub-prime loans as a percent of all loans.

None of the tracts was in the top quartile for both of these factors.

Residential Sale Price, Median: 1999-2006

Legend:
- 020400
- 020500
- 028000

Source: CML NeighborhoodBase

Retail Spending Potential

ESRI uses household incomes and consumer spending pattern data to estimate total 2007 retail spending potential in Area 3 of $48.5 million. This figure excludes motor vehicles and gasoline spending potential. 2007 retail sales in Area 3 are estimated to total $44.4 million resulting in net "leakage" of retail dollars outside of the area of $4.1 million.

The chart below gives an indication of the retail categories in which dollars from Area 3 are flowing outside the neighborhood. Because this is a standard chart produced by ESRI, it does show auto related expenditures even though they were excluded from the total above. Expenditures for sporting goods/hobby/music, building materials/supply and restaurant spending are being lost from Area 3. Furniture stores bring dollars into the area.

Crime

The median number of Part 1 serious crimes per Philadelphia census tract in 2006 was 223. The chart below shows that all three of the census tracts in Area 3 had incidences of serious crimes slightly above the City-wide median. Although the general trend since 1998 has been downward in Tract 280, where the majority of the Area 3 population lives, the spike in 2005 could contribute to the perception that the neighborhood has safety issues.

Leakage/Surplus Factor by Industry Subsector

<—Surplus—Leakage—>

Source: ESRI and InfoUSA

All Serious (Part 1) Incidents excl. Homicide and Rape: 1998 - 2006

- 020400
- 020500
- 028000
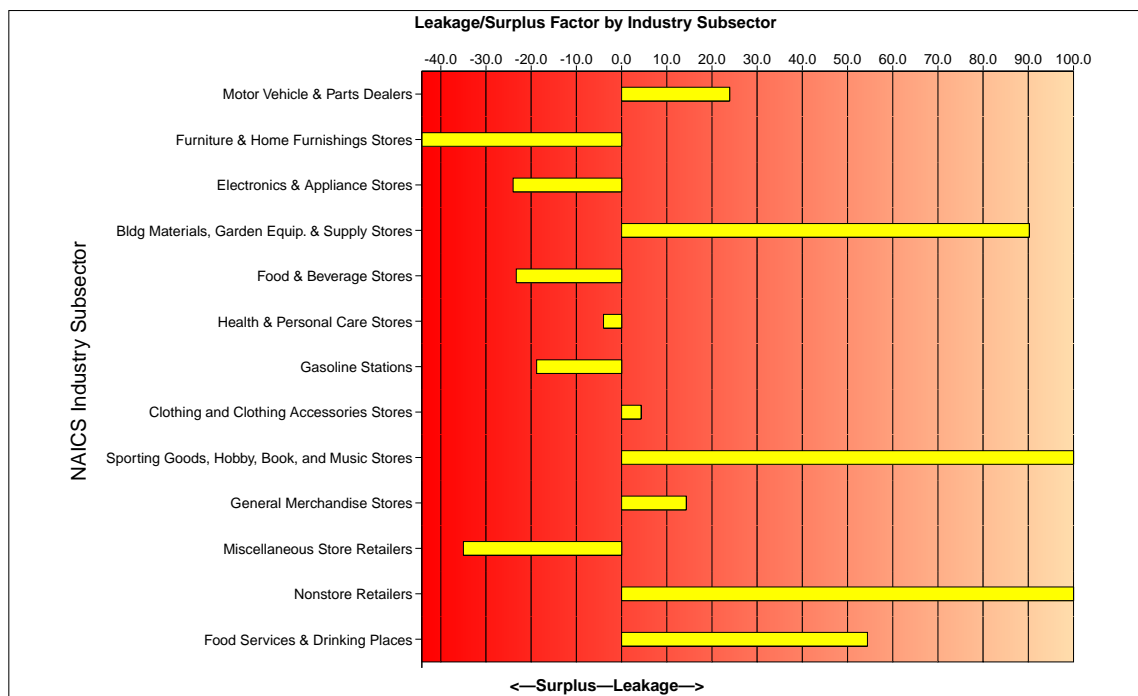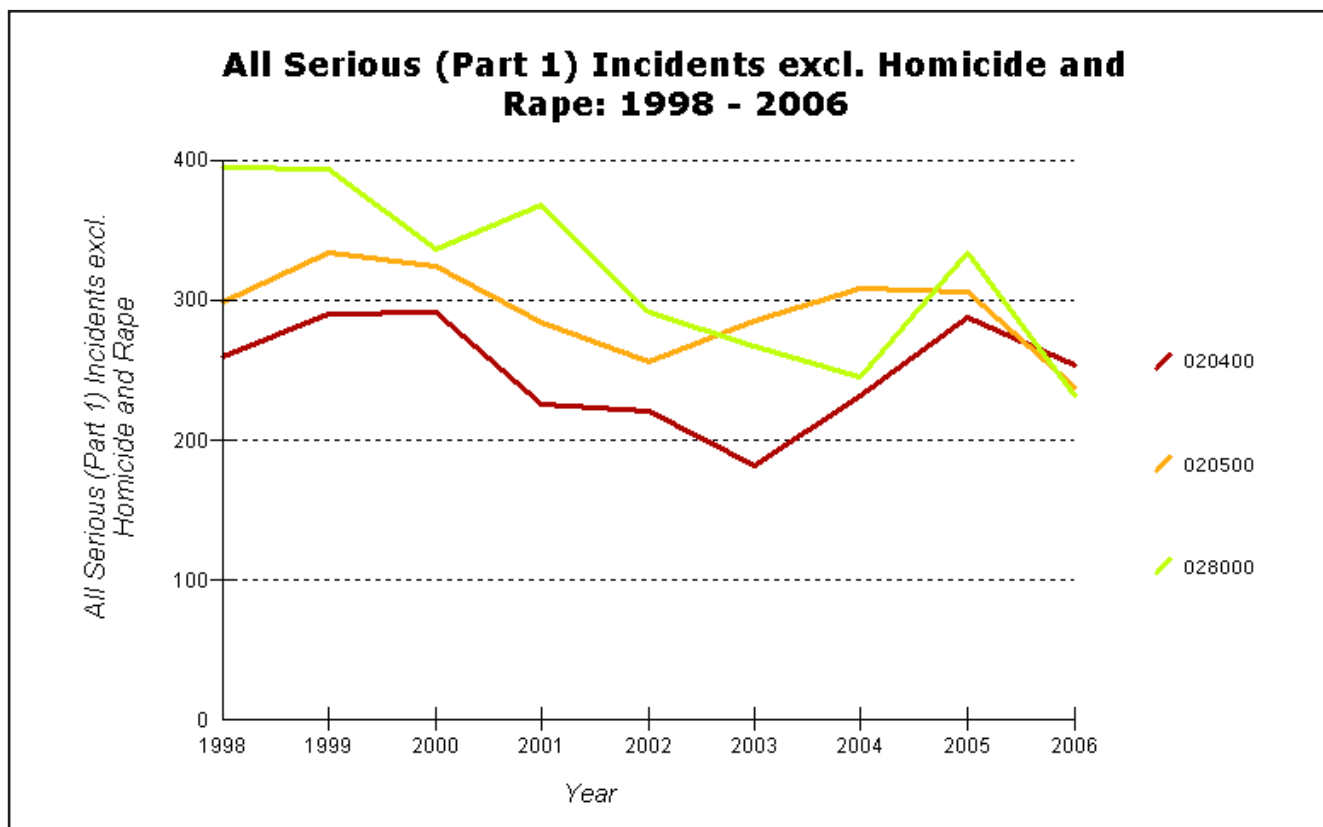
Source: CML NeighborhoodBase

Area 3 Preliminary Recommendations

- Improved safety, circulation, signage and branding of Wayne Junction are critical factors in the ability to attract transit-oriented development to the surrounding area.

- Raw ridership numbers suggest the ability to support a coffee operation at the station; however, it is unclear whether a majority of riders are actually originating and terminating their trips at the station or just transferring between lines. If the ridership numbers include a large percentage of transfers, the demand for retail at the station would be lower.

- Industrial buildings around Wayne Junction and along Stenton Avenue offer opportunities for small businesses, possibly as incubator space. A number of small craft oriented businesses are operating in Germantown already and it would be appropriate to try and cluster them, potentially creating joint showrooms to take advantage of transit access. Industrial buildings also offer opportunities as studio space for artists working in large media. The access from multiple transit lines presents the opportunity to market this space to artists who live in other parts of the City or even in the nearby suburbs.

- Ultimately small service businesses and professionals (dentists, tax preparers, etc.) with a local customer base could be attracted to Wayne Junction, if their locations are visible to vehicular traffic and if negative uses currently in the station area (e.g. salvage yards) are relocated.

Community Survey

In an effort to gauge the transit use and retail activities of residents and transit riders in the study area as well as their perceptions of the community, a four-page survey was created. The survey questions were formulated to identify shopping needs, frequency of transit use, transit needs, and to determine how the community was perceived and what needed to change. In the summer and fall of 2007, two thousand surveys were distributed at rail stations and meetings to the Advisory Committee, stakeholders, transit users and block captains with self-addressed and postage-paid envelopes.

68% **32%**

What is your sex?

more **47%**

53% **less**
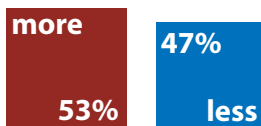
Compared to 5 years ago, do you shop at Germantown and Chelten Avenues more or less?

57%

43%
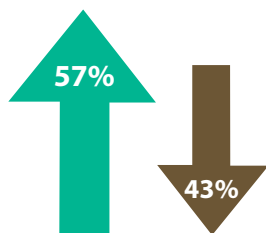
Has your neighborhood improved or worsened over the last 5 years?

What types of businesses do you think are lacking in the neighborhood?

Sit-down restaurant
Bakery
Bookstore
Specialty fruit and vegetable store
Coffee shop
Specialty meat and fish store
Hardware store
Grocery store
Ice cream store
Lawn and garden store
Bar /pub
Drug store
Fast food restaurant

What is the zip code of your residence?

19422
Blue Bell

19150
Cedarbrook

19041
Haverford College

19462
Plymouth Meeting

19146
Nicetown

19119
Mt. Airy

19129
East Falls

19027
Elkins Park

19002
Ambler

19130
Fairmount /Spring Garden

19138
West Oak Lane

19063
Media

19128
Roxborough

19144
Germantown
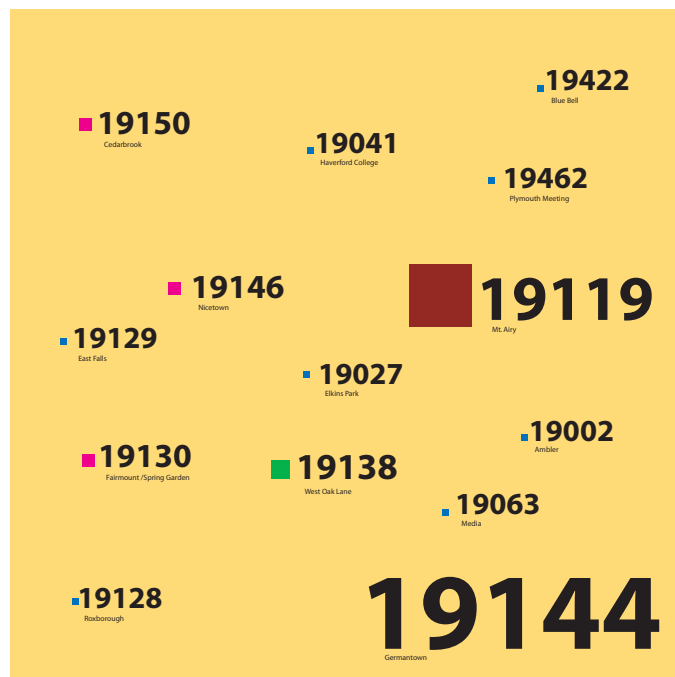
With just over one hundred completed surveys returned, not many substantive conclusions can be drawn from the data since the low number of participants may not fully represent the greater diversity in the Germantown neighborhood. However, there are some trends that match comments and input heard at the two community meetings. First, rail use is not a preferred form of transportation due to safety concerns and the physical conditions of the station areas. Second, people who live and work in the area would prefer to shop in the Germantown community, but more options, such as sit-down restaurants, bakeries and a bookstore are needed to attract loyal customers.

How did you travel to these destinations?

WORK   SHOPPING   SCHOOL   SOCIAL ENTERTAINMENT
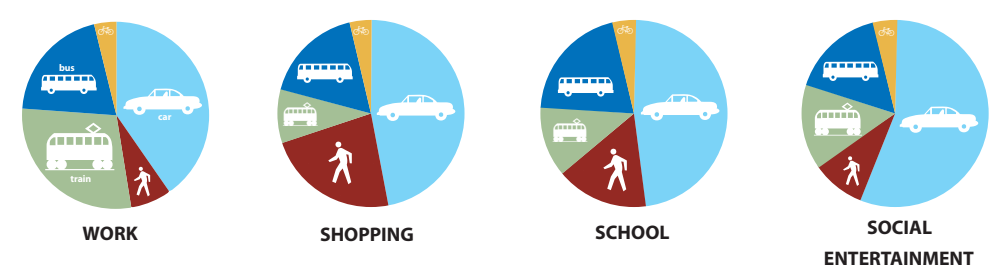
How often do you use the rail stations?

WAYNE JUNCTION   WISTER   CHELTEN AVENUE   QUEEN LANE   GERMANTOWN

Do you feel safe at the station?

| YES **24%** | Only during the day **47%** | Only rush hour **15%** | NO **14%** |
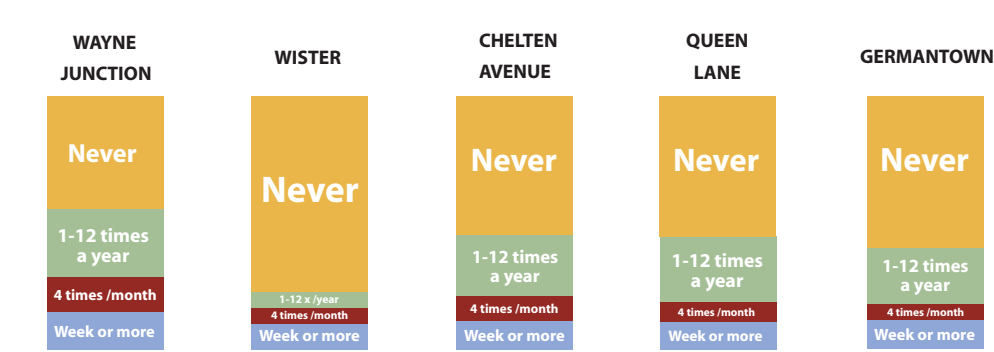
What could be improved at the station you most frequently use?

- Cleanliness
- Station building /waiting areas
- Stairwells
- Lighting
- Info about schedules & delays
- Parking
- Bicycle parking
- Nothing
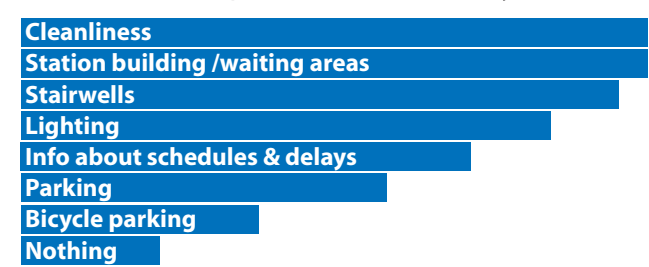
CHAPTER 3: BEST PRACTICES

Transit-Oriented Development

Having developed before the age of the automobile, Germantown, as well as many other neighborhoods in Philadelphia, already exhibits some of the characteristics and benefits of transit-oriented development (TOD). TOD is an increasingly popular concept that capitalizes on transit infrastructure and promotes transit use by concentrating a mix of uses around a transit station.

The benefits of transit-oriented development can include:

- Increase transit ridership
- Frequent and reliable transit service
- Decreased auto dependency and exhaust emissions
- Improved access between jobs and housing
- Reinvestment in commercial corridors and older communities
- Mix of housing options including affordable housing
- Walkable neighborhoods
- More street activity and safer station environments
- Multi-modal potential, safely accommodating bicycles, buses, trains, and pedestrians

The argument for TOD asserts that an acre of dense, mixed use development will likely encourage more transit ridership and have a greater economic spillover into the surrounding community than an acre of surface parking. TOD seeks to improve a community by enhancing what is already in place near transit facilities through housing rehabilitation, historic preservation and building new development on vacant lots and surface parking.

Transit-oriented developments or communities differ in size and form.   TOD can be a dense, urban center with offices and condominiums, like Suburban Station in Center City or a residential village with parks, schools and row houses. No matter its shape or magnitude, four factors are essential: distance, density, diversity and design. These characteristics must be present to create a successful and sustainable community.

Distance
The proximity of jobs and housing to transit stations is key to transit use. People will use transit more often if the station is conveniently located. Planning studies have shown that transit users typically walk five minutes or a quarter mile to a station.

Density
High concentrations of people living and working near a station will result in more transit use. According to a report by the Transit Cooperative Research Program, a 10% increase in population density increases ridership by 5%.

A TOD guide by the Metropolitan Council recommends that residential densities along high-frequency bus routes or rail service should be a minimum average of 20 to 30 units per acre. The typical rowhouse blocks in Germantown already meet this recommendation with about 25 to 35 units per acre.

Diversity
Locating a mix of land uses, such as schools, shops, housing, offices and entertainment uses near a station also encourages greater transit use and spreads the use out over the entire day. Commuters typically use transit stations during the morning and evening rush hours. A

supermarket or restaurant near a station could attract transit users beyond the typical weekday peak times.

In addition, transit-oriented developments typically include a mix of market rate and affordable units. Lower-income households use transit much more frequently than other income brackets. Offering a mix of affordable rents will ensure higher transit use and less auto dependency.

Design
A key aspect to making a TOD successful is a physical design that connects the station, housing, retail centers and other land uses with a safe pedestrian environment. Sidewalks, crosswalks, street lighting, pedestrian lighting, and landscaping are standard streetscape elements that should be maintained to encourage walking and transit use.

Case Studies

The following case studies are of development programs from around the country that have resulted in successful transit-oriented development. These case studies highlight the importance of community involvement throughout the planning process and cooperation between public and private entities. It is important to note that some of the programs highlighted in these case studies are funded under unique state and local programs that are not presently available in Philadelphia.

Fruitvale Village, Oakland, California

In the 1990s, the racially diverse Fruitvale neighborhood was economically-depressed and becoming increasingly unsafe. Just outside downtown Oakland, the community was well served by the Bay Area Rapid Transit (BART) and after years of continued demolition, become a sea of parking lots for commuters.

Frustrated with the dimming future of their neighborhood, a local nonprofit group called the Unity Council held community meetings to identify alternatives to a proposed parking garage. The Unity Council had been active in the community since 1964 hosting homeownership, job training, and daycare programs and had developed over 100 units of affordable units for seniors. Working with the City of Oakland and BART through the Unity Council, the community created a vision for a village center that included housing and social service agencies.

In the following years, the Unity Council received community development block grants (CDBG) to start a Main Street Program to address the existing commercial corridors and funds from the U.S. Department of Transportation (USDOT) to create concept plans and conduct feasibility studies. The Unity Council formed the Fruitvale Development Corporation (FDC) to oversee the transit-oriented development.

Today, the Fruitvale Village is a 4-acre development that includes 40,000sf of ground-floor retail, 115,000sf of office space for social service and community amenities such as a library, senior center and health clinic, and 47 rental apartments, 10 of which are affordable units. A second phase of development is planned to begin in 2009 on a surface parking lot across the street. The proposal includes ground-floor retail and up to 200 residential units priced as "workforce" housing. The Unity Council will offer a down payment assistance program for low income applicants.

Health Station, Boston, Massachusetts

In the 1980s, the Massachusetts Bay Transit Authority (MBTA) began an extensive community-led planning process to improve all nineteen subway stations on its Orange Line. At the Roxbury Crossing Station, the MBTA worked with a local nonprofit called the Whittier Street Neighborhood Health Center to open a community "Health Station" at the station.

The Roxbury Crossing Station serves a predominantly African American community with 3,000 subway boardings a day in addition to 10 bus lines. Through the planning process the community identified the need for community-based services. With funding from the Federal Transit Administration (FTA), a new station was built in 1987 with 4,700sf for the health facility. The Whittier Street Neighborhood Health Center leases the space from the MBTA and offers health care including maternal and child care services.

U Street, Washington, District of Columbia

Revitalization of the U Street corridor began in the early 1990s with a new metro station on the city's green line called the U Street-African American Civil War Memorial/Cardozo Station. Located in the Shaw neighborhood of Washington D.C., the station served as a new beginning for the historically African American neighborhood that was once the home of Duke Ellington and known as the nation's "Black Broadway". Over the last twenty years, public and private investors have built office buildings, rehabbed houses, and restored cultural landmarks. The U Street-African American Civil War Memorial/Cardozo Metrorail Station is today one of the most heavily used stations on the green line.

The U Street revitalization began with the Reeves Center, a municipal office building built at the time of the new station with a city investment of $50 million. Years later, the Federal Department of Housing and Urban Development awarded $7 million to various projects in the neighborhood, including restoration of historic sites and streetscape improvements.

One of these historic sites included the 12th Street YMCA which was converted to the Thurgood Marshall Center for $6.5 million. The center includes offices for social services and a historical museum about the Shaw neighborhood. Another historic landmark that was restored in 1991 is the Whitelaw Hotel. Manna, a community development corporation, raised over $3 million through fundraising to rehabilitate the building for low-income housing. In 1994, the Lincoln Theater was restored by the U Street Theater Foundation with $10 million in public and private funds. A plan for a cultural destination district for the Greater Shaw area is currently underway by the district's planning department.

Additional investment in the neighborhood came from the Federal Transit Administration's Transit Infrastructure Investment Program (TIIF). The program stipulates that when Washington Metropolitan Area Transit Authority (WMATA) sells property, a portion of the sale proceeds go to the TIIF. The TIIF in return invests the money in local projects. In 2003, $1 million was awarded to the U Street corridor for 55 parking spaces to support mixed-use developments at the transit station.

In 2004, The Ellington was built by a private developer near the U Street-African American Civil War Memorial/Cardozo Station. The mixed use development features 15,000sf of first floor retail and 186 live/work units. The eight-story modern structure has won design recognition for its innovative site design and incorporation of architectural elements from surrounding historic landmarks.

CHAPTER 4: TRANSIT INFRASTRUCTURE

The study area is well-served by public transit with seven Southeastern Pennsylvania Transportation Authority (SEPTA) regional rail lines, five train stations and a variety of bus routes. There is an overwhelming potential to integrate these various modes and dramatically improve the transportation services to open up greater economic opportunities around the transit stations. Regional Rail has the ability to play a more important role in the study area's transportation network if these connections could be made faster, easier, and with greater frequency and convenience.

Regional Rail

The two regional rail lines serving the broader study area are the R7 Chestnut Hill East (CHE) and R8 Chestnut Hill West (CHW) routes. R8 CHW trains stop at the Chelten Avenue Station and Queen Lane Station before traveling through North Philadelphia into Center City, Philadelphia via 30th Street Station. The R7 CHE travels to Temple University and Center City with stops at the Germantown Station, Wister Station and Wayne Junction Station in the study area. In Center City, the R7 CHE becomes known as the R7 Trenton and provides service to Northeast Philadelphia, Bucks County and Trenton, New Jersey where passengers can transfer to other services including the New Jersey Transit Northeast Corridor line to New York City.

Overall, the R7 CHE stations have lower ridership than the R8 CHW stations in Germantown. For the most part, the R7 CHE stations are situated on isolated sites in economically depressed areas of the study area. Fisher Station located on Logan Street was closed by SEPTA in 1996, due to low ridership and its close proximity to other stations. Currently the Fisher Station building, platform and other station areas have fallen into disrepair and have become a target for vandalism.

As of SEPTA's 2007 ridership survey, Wister Station has a total of only 144 daily weekday trips. SEPTA regards 75 or fewer daily weekday passengers boarding or alighting as the minimum number to retain service. Wister Station, with 67 boarding and 77 alightings daily on weekdays, falls below or near this performance criteria. However, since Wister Station is near the recently closed Fishers Station, SEPTA considers this "special circumstance" into its station evaluation. Currently there is no plan to close the station and prior to making this decision, special efforts at low performing stations are made by SEPTA to increase ridership.

Former Fishers Station

2007 Average Daily Trips for SEPTA Regional Rail*			
	Weekday	**Saturday**	**Sunday**
Wayne Junction	1,622	691	632
Queen Lane	869	331	216
Chelten Avenue	823	312	219
Germantown	368	190	146
Wister	144	61	70
* Trips include both inbound and outbound boardings and leaves.			

Source: SEPTA 2007 Census

Germantown Station sees 368 daily weekday trips. On the R8 line, Queen Lane has 869 weekday trips, and Chelten Avenue 823 trips. With six regional rail services stopping at Wayne Junction, the station has the highest ridership with 1,622 daily weekday trips.

SEPTA conducts the regional rail ridership survey every two years. These ridership numbers are up from the most recent survey. Wayne Junction saw the greatest increase between the last two ridership surveys with 27% more boardings on weekdays. On weekends, Sunday boardings nearly doubled at the Queen Lane Station and Chelten Avenue Station. Wister Station, which has been performing below SEPTA standards, continued to see falling ridership.

Germantown Station

1/4 mile
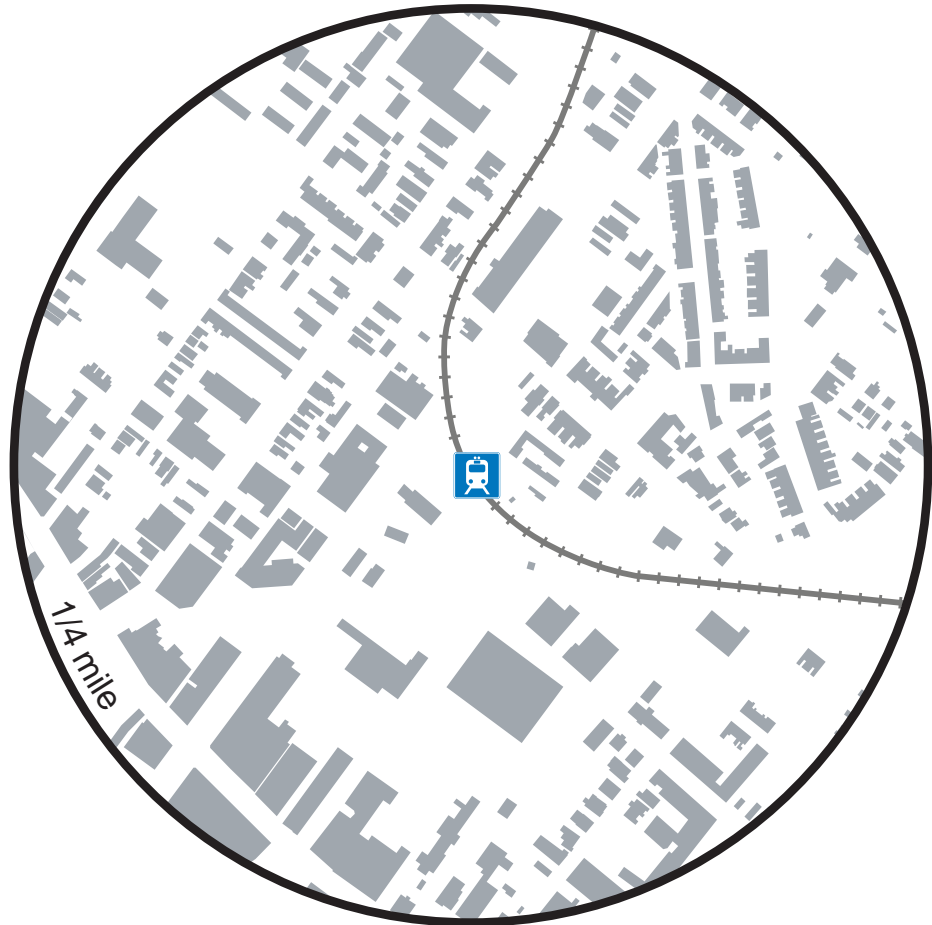
Germantown Station

The dilapidated condition of Germantown Station, east of Germantown Avenue on Chelten Avenue, has likely contributed to the station's lower ridership. A portion of the station received some attention recently, including a new coat of paint and a reconstructed canopy, but much of the station is still rusting and in disrepair. The station does not have a station building, ticket office, ADA accessibility to the station platform or high-level platforms that are level with the floor of the train car for wheelchair accessibility. Since the station is situated on an elevated curved track, constructing high-level platforms is more costly and curves can leave a greater gap between the train and the platform making it unsafe for passengers. Other stations on curved tracks have typically been relocated to reduce these costs and dangers; however, relocating Germantown Station is likely not a cost effective or popular option with neighborhood residents.

The station abuts several underutilized and vacant parcels that discourage patronage of the station, but could offer the potential for transit-oriented mixed-use development that could further reinforce business activity along East Chelten Avenue. There is currently limited parking with 13 spaces, but additional parking could potentially be accommodated at Germantown Station as part of a mixed-use development on vacant and underutilized sites adjacent to the station. Central Germantown Council has received a grant from the City's Commerce Department to fund a study of the immediate Germantown Station area which is currently underway.

Development options for the Germantown Station vicinity should take into consideration the connections with the 26, J and K SEPTA bus routes that run along Chelten Avenue. Creating an intermodal transit hub with expanded parking and a public plaza could bring new life and activity to the station and increase ridership.

Recommendations

1. Paint and repair the canopies and railings in the entire station area.

2. Add elevators or ramps for ADA accessibility.

3. Add more seating along the platform for waiting passengers.

4. Improve lighting at the station, in the tunnel, and at entrances.

5. Improve the connections between rail and bus service with improved signage, stairways, walkways and bus shelters.

6. Add bike racks on Chelten Avenue to encourage alternative modes and discourage auto dependency.

7. A public-private partnership should pursue the additional funding needed to make the costly station improvements, such as high-level platforms and a ticket office, and maintain the station's current location on Chelten Avenue.

8. Redevelopment on vacant and underutilized land around the station area should consider destination retail, a mix of housing, additional station parking, and an intermodal bus plaza.

9. Change the zoning of C-7 and G-2 parcels from low-scale commercial and industrial zoning to medium density mixed-use zoning categories.

Development opportunity next to Germantown Station

1/4 mile

Chelten Avenue Station

With 832 recorded trips on weekdays, Chelten Avenue Station serves many residents living in apartment and condominium buildings along Chelten and Wissahickon Avenues. Chelten Avenue is also served by bus routes 26, 65, J and K making the station a key intermodal location. The area surrounding the station is an active neighborhood center with two supermarkets, restaurants, and several neighborhood institutions. The existing mix of uses, high density residential housing and transit service makes Chelten Avenue Station the model transit-oriented ready station in the study area.

However, retail uses close to the station are typically auto-oriented, and do not encourage pedestrian traffic from the station to the heart of the district. Single-story buildings are setback on large parking lots with multiple curb-cuts on Chelten Avenue. Corridor improvements should focus on improving the pedestrian environment by reducing the impact of open parking lots and automobile usage, and improving the interchange and access to transit service. Redeveloping underutilized sites and parking lots with dense, mixed-use development could improve the pedestrian environment and reinforce this area as "downtown" Germantown. Parking management is a key issue that must be addressed in the central business district.

The station is in need of upgrades. The below grade, bleak, bunker-like structure is not ADA accessible and offers few amenities to the many commuters that use the station. There is a ticket office at the station open on weekdays from 6:40 AM to 1:05 PM. There are also high-level platforms and a parking lot with 27 spaces. With the high ridership and favorable walking distance to high-density housing, additional parking is likely not required.

Chelten Station

<u>Recommendations</u>

1. Create a more colorful and inviting station area by pursuing opportunities for murals and public art through organizations such as the Mural Arts Program.

2. Improve lighting at the station and in the stairwells.

3. Add more seating for waiting passengers.

4. Add elevators for ADA accessibility.

5. Improve the connections between rail and bus service with improved stairways, walkways and bus shelters.

6. Add bike racks on Chelten Avenue to encourage alternative modes and discourage auto dependency.

7. With increased weekend ridership, consider extending ticket hours to cover busy Saturday and Sunday hours.

8. Rezone C-7 parcels from low-scale, auto-oriented commercial zoning to medium density mixed-use zoning categories.

1/4 mile

Wister Station

Access to the Wister Station, for both walk-in passengers and drivers, is severely restricted. With only a limited number of streets crossing the railroad tracks, the neighborhood is physically isolated from communities north of Wister Station. South of the tracks, Rufe Street is discontinuous, and Ashmead Street dead-ends at the station. Dumping on Rufe Street is a major problem because of its isolation. There is no commuter parking. There is no bus route that serves the station, but the J route runs along Belfield Avenue to the north of the station. Pedestrian access from Belfield Avenue is a long and uninviting walk between the chain link fences of two parking lots.

However, underutilized and vacant former industrial sites (now zoned C-7) on Belfield Avenue could offer the opportunity for mixed-use development that in conjunction with improvements of the station and reconfiguration of street access could help improve the viability of the station. Vacant lots could provide the opportunity for new residential development south of the tracks. The Ogontz Avenue Revitalization Corporation (OARC) is studying the area for development of new housing units through a grant from the DVRPC.

Another approach may be to consider a new R7 station location, between Fishers and Wister that would be more easily accessible, accommodate parking, and draw from nearby residential neighborhoods. However, the curve of the R7 line between these stations makes that possibility difficult.   New stations require straight track to accommodate high-level ADA compliant platforms.

Due to low ridership on the R7 line overall, improvements to Wister Station may need to be less aggressive and work with the existing station location. Upgrades must focus on improving automobile and pedestrian access to the station in the Wister neighborhood and from Belfield

Avenue. The expansion of LaSalle University just north of the station into the former Germantown hospital campus is an opportunity to engage a committed community institution in their potential use and investment in the station.

The access and vacancy issues of the Wister Station area are addressed in more detail in Chapter 8. Wister Station was selected as a Priority Area due to its isolated location, lack of investment, and potential to draw more transit users. The recommendations that address these issues can be found on page 89.

Wister Station

Recommendations

1. Paint and repair the station canopies and railings.

2. Repair concrete walkways and stairs.

3. Improve lighting at the station platform and in the tunnel.

4. Extend Rufe Street for improved access to the station.

5. Improve wayfinding and signage on Wister Street, Penn Avenue and Belfield Avenue.

6. Improve and expand the Belfield Avenue entrance.

7. Add bike racks on Belfield Avenue and Rufe Street to encourage alternative modes and discourage auto dependency.

8. Improve safety at Fishers Station by securing the former station site and either removing remaining infrastructure or ensuring an ongoing maintenance and reuse plan for the station.

1/4 mile
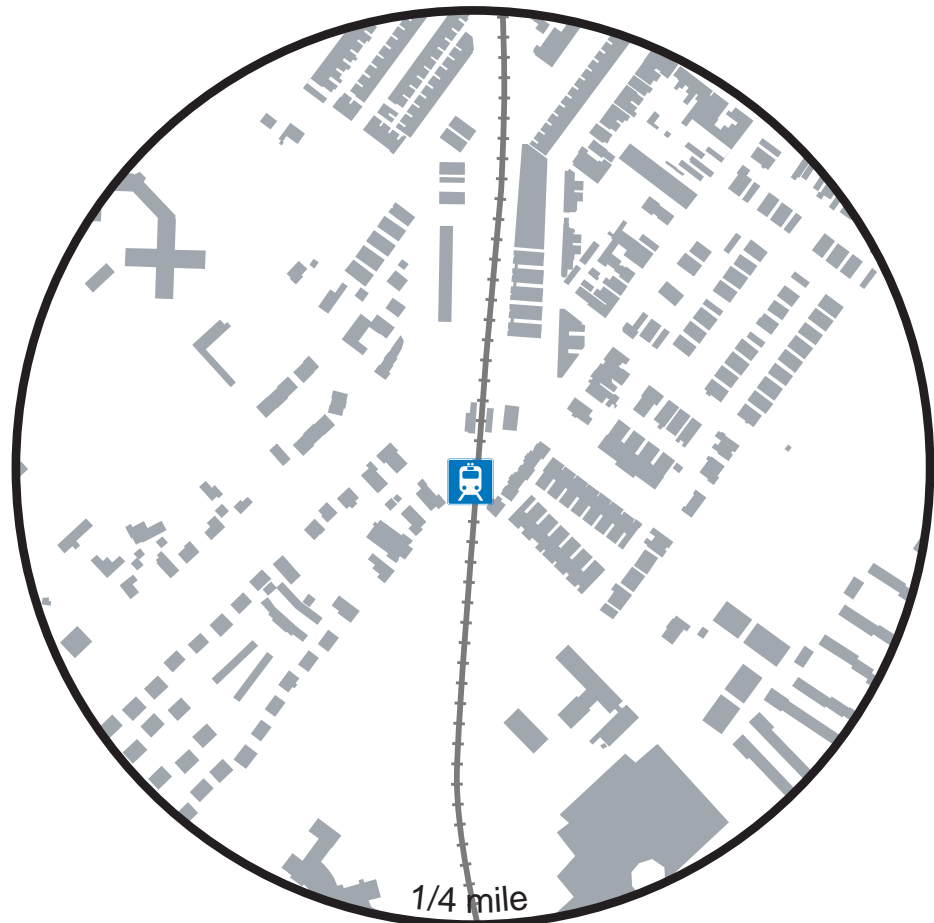
Queen Lane Station

In contrast to the R7 stations, Queen Lane Station is in fair condition. The station has ramps for ADA accessibility and there are 56 parking spaces, including a Philly Carshare pod. The station ticket office is open on weekdays from 6:40 AM to 1:05 PM. SEPTA is in the process of reconstructing the station's canopies, stairwells, and overpasses, as well as adding new lighting and signage.

The station building offers the opportunity for a small retail shop to serve the surrounding community and commuters. SEPTA is willing to lease 2,040 square feet of the station building to an interested tenant. The lease includes a small portion of the first floor and the entire second floor of the building. The tenant would be required to make historically-sensitive renovations and install utilities. The lease would also include 2 or 3 parking spaces.

East Falls, the neighborhood abutting the station to the west is in sound condition and real estate values are high. However, east of Wissahickon Avenue, particularly south of Queen Lane, many homes are in a deteriorating condition, and there are many vacant lots and buildings. The housing stock is attractive, and diverse in character, with a variety of architectural styles and house sizes. Many homes are twins and have deteriorating front porches. Rehabilitation of these homes could create an attractive, desirable neighborhood. Queen Lane Station could provide an anchor for housing revitalization efforts east of Wissahickon Avenue, in the Queen Lane/Hansberry Street vicinity.

Queen Lane Station

Recommendations

1. Prepare the station building for lease by a commercial tenant.

2. Market and seek a tenant to open a café or coffee shop in the station building.

3. Add bike racks to encourage alternative modes and discourage auto dependency.

4. With increased weekend ridership, consider extending ticket hours to cover busy Saturday and Sunday hours.

1/4 mile

Wayne Junction Station

Wayne Junction Station is the "gateway" to Germantown from North Philadelphia. The station is well utilized with 1,622 recorded trips on a typical weekday making it 10th busiest regional rail station in Philadelphia. Unlike the other stations in the study area, Wayne Junction is served by multiple lines, including the R1 Airport, R2 Warminster, R3 West Trenton, R5 Lansdale-Doylestown, R7 Chestnut Hill East and R8 Fox Chase with trains stopping 188 times a day. The station is served by two bus routes: the 23 and 53; and the Route 75 trackless trolley.

Wayne Junction is well connected by transit in every direction and forms a natural interchange between local urban transportation and the high speed regional system. This makes it a key intersection in the commutes of many people from city homes to suburban jobs and vice versa. More sustainable transit improvements, such as a reinstated electrified service on Route 23, would also bring people to the study area and would make visiting the many historic and cultural attractions along Germantown Avenue easier for tourists and residents of the region alike. These connections, however, do not function as well as they could today due to the physical condition of the Wayne Junction Station and the area around it.

Originally, Wayne Junction was a vibrant high-density industrial area. While still an important transportation center, most industry has left, and the Wayne Junction station area is unattractive, with few pedestrian amenities. Windrim Avenue is a wide, heavily trafficked arterial that is difficult to cross for pedestrians. There are few street trees and other landscaping to soften the environment, and the streetscape is dominated by aerial utilities and the visual backdrop of the elevated Roosevelt Boulevard Expressway. The land abutting the station on Windrim Avenue is owned by CSX. The CSX line runs below grade along the station and Windrim Avenue.

Wayne Junction Station

Much of the surrounding land use is former multi-story factory buildings of historical and architectural interest. Many are underutilized, and one is now used for self-storage. There is a group of particularly handsome brick loft buildings under the name of Wayne Industries on West Roberts Avenue, between Wayne and Germantown Avenues. Wayne Industries, a manufacturer of clothing and specialty products, has operated at the location since 1910 and currently employs sixty people. Should Wayne Industries choose to consolidate or relocate, many of these buildings may offer the potential for adaptive reuse for mixed-use development that could support transit service.

South of the station, on the 4400 and 4300 blocks of Germantown Avenue in Nicetown, there are a number of City-owned vacant lots and buildings that can provide the opportunity for redevelopment. Nicetown CDC has been actively pursuing development in this area including an affordable mixed-use development, Nicetown Court, at 4330-50 Germantown Avenue. There are also recent capitol investments along Germantown Avenue in Nicetown including Restore Philadelphia streetscape funds and new lighting and surveillance cameras in Nicetown Park.

Throughout this study's planning process, residents complained that they did not feel safe using the station. The station is dilapidated and requires better maintenance to address odors and trash. The three station entrances are dark and lack proper wayfinding signage. There is a ticket office that is open on weekdays from 5:30 AM to 10:20 AM and 10:55 AM to 1:15 PM and no station parking.

SEPTA has committed to investing up to $20 million to improve access and transit facilities at Wayne Junction Station. Proposed improvements include historic rehabilitation of the station building with a waiting room, ADA accessibility, new high-level platforms, improved station entrances, new canopies, signal upgrades, audio-visual schedule announcements, signage, lighting, benches, windscreens and improved security. Since SEPTA does not own any surrounding land, the agency cannot make improvements beyond the station building, platforms, and entrances. Other

needed improvements at the station include parking facilities, pedestrian access, landscaping and redevelopment options for underutilized and vacant properties.

The lack of parking and supportive uses around Wayne Junction Station is addressed in more detail in Chapter 8. Wayne Junction was selected as a Priority Area due to SEPTA's investment in the station and its potential to draw more transit users. The recommendations that address these issues can be found on page 79. Station specific recommendations are below.

Recommendations

1. Maintain the station improvements to keep the station clean and to continue to draw new regional transit users.

2. Add service stops at the Wayne Junction Station so that there is increased service during rush hour and a minimum of half hour service to Center City during the day. Currently, the R2 line does not stop at the station during morning rush hour. The R3 line to Center City makes only two stops on weekday mornings at 6:30am and 7:30am. The R1 line has consistent service from 4am to 8am, but no service between 8am and 9am. The R5 to Center City makes two stops during morning rush hour at 6:30am and 8am.

3. Add bike racks on Wayne, Windrim, and Germantown Avenues to encourage alternative modes and discourage auto dependency.

4. Improve the connections between rail, trolley and bus service with ADA accessible stairways, walkways and bus shelters.

5. Keep regular ticket hours to serve the high number of transit users and to create a sense of safety on the station platforms.

6. Complete the rehabilitation of the Wayne Junction Station with the preservation of the historic head house and station building.

7. If additional commuter parking is required, SEPTA should actively work with the City of Philadelphia to acquire land near the Wayne Junction Station for a park and ride.

Underutilized parcels across from the station on Wayne Avenue

Route 23 Bus

Bus Service

The bus routes in the study area include Routes 23, 26, 53, 65, 75, H, XH, J, and K. The Route 23 surface trolley traveled from Chestnut Hill to South Philadelphia via Germantown Avenue until 1992 and is now currently operated with buses. Route 23 is the system's most heavily patronized surface route, with daily ridership averaging 20,111 in 2007 (or approximately 42% of the daily ridership of the entire suburban bus network combined).

It is also worth noting that Germantown Avenue between Cresheim Valley Drive and Mt. Airy Avenue is being reconstructed with a $17 million provision for the installation of brand new trolley track. SEPTA is currently committed to restoring the Route 23 trolley with a light rail vehicle. They have set aside $390 million for the Route 23 and 56 trolleys in the 2013 -2020 capital program.

If trolley service were reinstated, Route 23 would not be returned to PCC-vintage cars such as was done with the Route 15 primarily due to handicap accessibly issues. As the infrastructure (rail and centenary) remains and the ridership is high, creating a new light rail or trolley service on the Route 23 is very feasible here. A modern, quieter, fixed rail, low floor light rail system for this corridor could provide a sustainable mass transit service for the Northwest. A trackless trolley, such as Route 75, is another more environmentally-friendly and quiet alternative to diesel buses for the Route 23. A trackless trolley would not use the existing rail infrastructure and would require new catenaries. However, unlike a fixed rail light rail or trolley it would be very quiet and able to maneuver more easily through traffic.

In the meantime, historic "holiday" service of PCC-era trolley should be pursued by the business association along with the Chestnut Hill and Mount Airy communities. This service has been provided sporadically by SEPTA since 1992.

Map of Transit System

Legend:

- 1/4 Mile Radius
- 1/2 Mile Radius
- 23 Bus route
- Bus shelters
- Bus stops
- 1 Bus route
- 2 Bus routes
- 3 Bus routes
- 4 Bus routes

Stations:
- Germantown Station
- Wister Station
- Chelten Ave Station
- Fisher Station (Closed)
- Queen Lane Station
- Wayne Junction
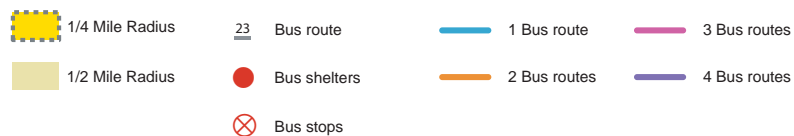
Germantown SEPTA Bus Service			
	From	**Via**	**To**
26	Chelten Avenue Station	Chelten Avenue	Franklin Transportation Center
53	Carpenter Lane	Wayne Avenue	Hunting Park
65	Germantown	Walnut Lane, Chelten Ave and Germantown Ave	69th Street Terminal
75	Wayne Junction Station	Wyoming Ave	Frankford
H-XH	West Oak Lane	Greene St, Manheim St and Wayne Ave	Tioga
J	Chelten Avenue	Belfield Avenue	Bridesburg
K	East Falls	Midvale Ave, Wayne Ave and Chelten Ave	Frankford

To increase transit ridership, there needs to be better coordination and an easier transfer procedure between bus and train services. There currently is not high demand for train to bus service in this area, but SEPTA does operate feeder service bus routes in other communities in the system. A feeder bus schedule is designed to serve Regional Rail users by coordinating with the station schedule. This seamless mode-to-mode connection makes "two-seat" rides attractive and convenient.

East-west bus service in Germantown is limited to Chelten Avenue and portions of West Manheim Street. There is no bus service that directly serves the Wister area of Germantown east of Germantown Avenue. Future SEPTA route upgrades should consider service on Penn Street, Wister Street, or Logan Avenue to better serve the community.

Bus stop at Maplewood Mall on Germantown Avenue

Throughout the planning process, residents have complained that buses do not properly pull over at bus stops and therefore hold up traffic on Germantown and Chelten Avenues. The reasons could be that the bus pull-over areas are not large enough to accommodate the bus or the drivers are rushed to pick up passengers and do not properly pull over so they can move on to the next stop as quickly as possible. Potential solutions include longer pull-over areas or minimizing the number of stops a driver must make to reduce the boarding and unloading time at stops.

Recommendations

1. Clearly mark bus pull-over areas in the parking lane and require drivers to pull-over to allow traffic to pass and for riders to safely board the bus.

2. Persuade SEPTA to run PCC-era trolleys as a holiday promotion for the Northwest shopping and historical destinations along Germantown Avenue.

3. Ensure that SEPTA remains committed to replacing the buses on Route 23 with a fixed rail, low floor light rail system, or other more environmentally-friendly fixed route transit.

4. Upgrade bus routing to better serve the Wister neighborhood east of Germantown Avenue. Consider connections on Wister Street, Penn Street or Logan Avenue.

5. Improve the amenities at centrally located and highly patronized bus stops, such as at Maplewood Mall, Wayne Junction Station, Germantown Station, Chelten Avenue Station, Wayne Avenue and Manheim Street, and Wister Street and Belfield Avenue, and Greene Street and Chelten Avenue. Amenities should at the least include weather-proof shelters, lighting, wayfinding signage and schedule information. Shrubs and trees should be trimmed at bus stops.

6. With lower ridership and vacant land around the Germantown and Wister R7 train stations, redevelopment should consider an intermodal bus plaza that pulls buses into the station area and creates an internalized bus stop.

7. Support the consolidation of stops on bus routes from every corner to every other corner or to main thoroughfares only to centralize bus stop amenities, to reduce traffic back-ups, and to reduce the boarding and unloading times.

CHAPTER 5: BUILT ENVIRONMENT

Germantown's urban fabric began with Germantown Avenue, which was an old Native American Indian trail. In the 1680s Quakers from Germany came to Germantown and settled along this established trail. By the 1800s Germantown had become a manufacturing center for the region and a suburban retreat for rich Philadelphians. Today, the 18th and 19th century estates and row homes still stand as a reminder of this rich history.

By the end of the 20th century, much of the large-scale industry that had been primarily located along the rail lines had declined and many of the community's residents followed new job and housing opportunities to the suburbs. In the decades that followed, Germantown saw little public or private investment in the community leading to a great number of vacant buildings and empty lots in former industrial areas and residential streets.

Stenton Avenue

Vacancy

There are extensive areas of vacant land and vacant buildings throughout the study area. The highest concentrations of vacancy are located in the Wister area of Germantown east of Germantown Avenue, along Queen Lane and the Queen Lane Apartments, and along Wayne Avenue in the Wayne Junction Station area.

Most vacant parcels are typically former sites of vacant residential and industrial buildings. The largest vacant sites that are favorable for redevelopment can be found on the 4400 block of Germantown Avenue in Nicetown, on Wister Street east of the Wister Station, and adjacent to the Germantown Station on Chelten Avenue.

The majority of vacant residential buildings are abandoned rowhouses scattered throughout the study area south of Coulter Street. Some of the larger parcels of vacant buildings are former industrial and factory buildings located near the railroad along Stenton Avenue and near the Wayne Junction Station.
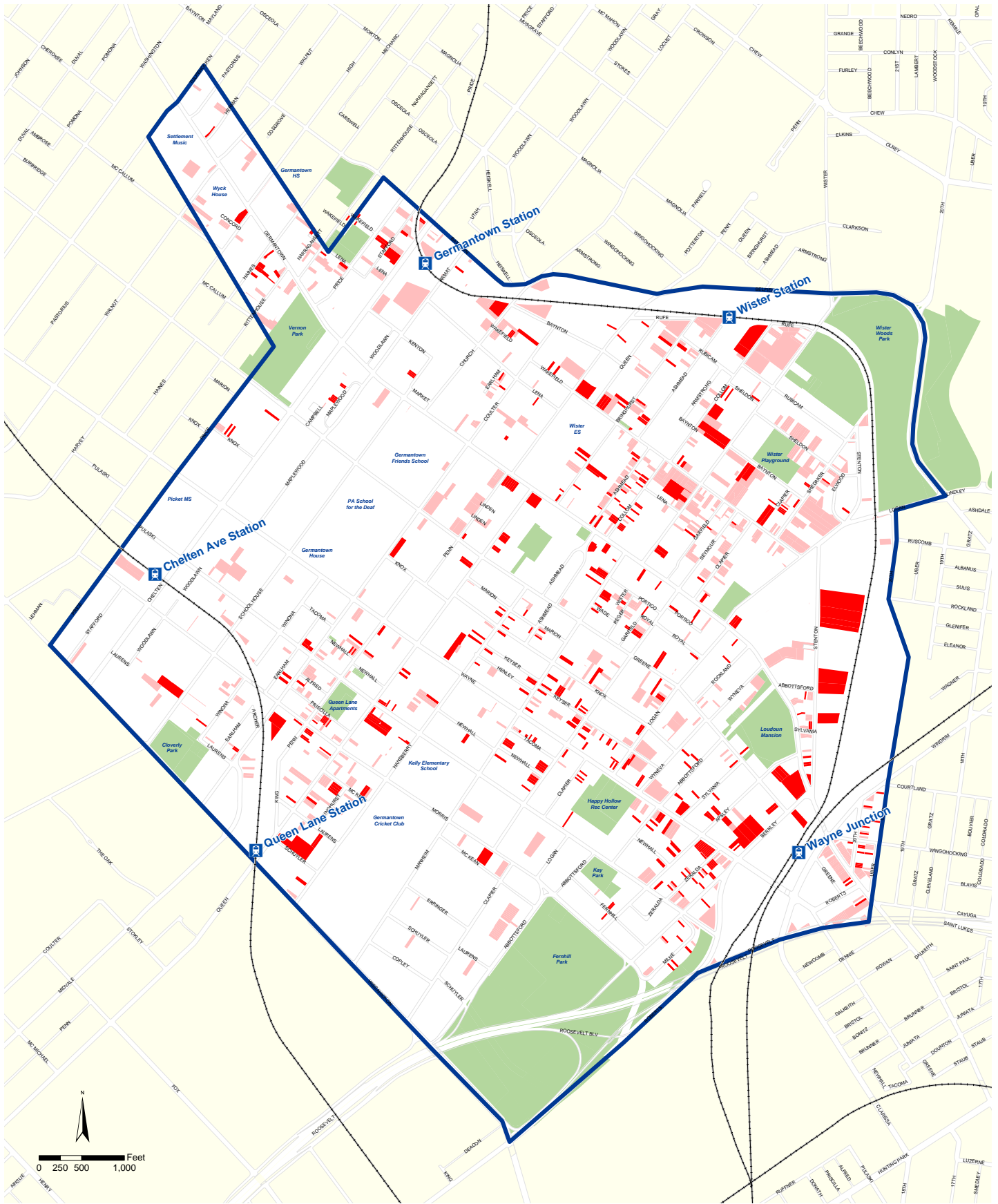
Vacancy Map

▦ Vacant Lot	▦ Park	🚉 Rail Stations
▦ Vacant Building	▭ Study Area	⋯ Railroads

Areas with the least amount of vacancy include Southwest Germantown west of Fernhill Park and the northwest portion of the study area along West Chelten Avenue and Schoolhouse Lane. These areas have faired better in recent years due to steady housing sales and continued investment in the housing stock.

Vacant upper floors are common along commercial corridors in the study area. Upper floors are typically left vacant or used as storage and are generally boarded up or covered by oversized signage.

Recommendations

1. Infill development is a priority for vacant lots on major streets, such as the 4400 block of Germantown Avenue and the former Wyneva Hotel site on Wayne Avenue.

2. To address vacancy in residential neighborhoods, vacant residential buildings should be rehabilitated and historic structures restored for homeownership.

3. Vacant lots on residential streets should be acquired and reused. The Redevelopment Authority's side-yard program run by the Vacant Property Review Committee (VPRC) allows owners of adjacent homes to acquire public lots and use them for private open space.

4. Creating community gardens and gathering spaces is another option for larger vacant parcels or a number of adjacent vacant lots. It should be noted, however, that gardens and public gathering spaces would require committed management and proper maintenance throughout the year.

5. Commercial revitalization efforts must include façade grants and signage controls to restore commercial fronts. Grants should include funding and provisions to open up the upper floor windows as additional store displays or to encourage use as apartments.

Former Wyneva Hotel

Land Use and Zoning

Land use is an analytical tool that classifies how land is used into simplified categories. These categories include residential, commercial, institutional, industrial, and open space. Land use is directly influenced by zoning. Zoning is a legal regulation of how land is to be used. Zoning was originally used to separate incompatible uses, such as factories and houses, to make communities safer and healthier places to live. Today, zoning can also regulate density, building heights, types of businesses, and the location of parking.

House on Penn Street

Residential

The primary land use in Germantown is residential. Germantown has a wonderful diversity of housing options and from co-op apartments to large detached single-family homes. Although there are many rowhouses in the neighborhood, unlike many other Philadelphia neighborhoods, Germantown has a variety of housing types mixed together often within the same block.

Residential zoning classifications in the study area include a wide range of single-family and multi-family uses. There are few parcels, on Walnut Lane and west of the study area near Queen Lane Station, with a R-2 designation which only permits single-family detached houses. The R-3, R-4, and R-5 designations permit single family detached and semi-detached (twin) houses. The R-9A and R-10A zones in addition to detached and semi-detached houses also permit rowhouses. The R-5A, R-9 and R-10 zones permit the conversion or construction of buildings (detached, semi-detached, and attached) to apartments or condominium.

The R-11A, R-12 and R-13 designations allow for medium density multi-family housing, such as the housing development along Ashmead Street in the Wister neighborhood. The densest residential uses in the study area are located in R-14 zoning districts. This classification permits high-rise apartment and condominiums, such as Alden Park on Wissahickon Avenue. These higher density zoned parcels are located near the Chelten Avenue and Queen Lane Stations.

Land Use Map

🟥 Commercial	🟨 Residential	🟪 Industrial	🟩 Recreation	▭ Study Area
🟧 Mixed Use	🟦 Institutional	⬛ Parking Lot	⬜ Vacant Lot	

Map labels: Settlement Music, Wyck House, Germantown HS, Vernon Park, Picket MS, Chelten Ave Station, Germantown Station, Wister Station, Wister Woods, Germantown Friends School, PA School for the Deaf, Wister ES, Wister Playground, Germantown Settlement, Loudoun Mansion, Queen Lane Apartments, Cloverly Park, Queen Lane Station, Kelly ES, Germantown Cricket Club, Happy Hollow Rec Ctr, Kay Park, Wayne Junction, Fernhill Park

Scale: 0 250 500 1,000 Feet

As reported in the data profiles in Chapter 2, the homeownership rates in the study area are lower than the city average of 59.3%. Increasing the homeownership rate should be a priority for the entire study area. Housing counseling will help current homeowners maintain their houses and avoid foreclosures. New housing construction and rehabilitation should include affordable units to create more opportunities for homeownership.

Many of the houses in Germantown are large whether they are rowhouses, twins, or detached. As family sized decrease and the housing stock ages, these homes can become difficult and expensive to maintain. Many homeowners lease out a room or the third floor for additional income. Bed and breakfast conversions are also becoming more common in Germantown despite the fact the Philadelphia zoning code does not specifically define or permit this use.

Throughout this planning process residents have complained about the high number of group homes in Germantown. Group homes typically include homeless shelters, assistance for adults and children with disabilities, and transitional housing for former addicts and criminals. In the case of Germantown and in other neighborhoods of Philadelphia, there is little known about the organizations that manage these homes, the programs they run, and how they will affect the local community. In some cases, the homes help keep people off the streets who would otherwise be roaming the City. In other cases, some homes attract more drug use and crime to the neighborhood. Tired with the drugs and violence in the neighborhood, Germantown residents have taken to fighting any proposal for a group home regardless of the organization's ability to properly manage a shelter. Although this is effective in reducing the number of group homes in the community, it does not address the core issue of management and programs at existing facilities.

Community organizations should set an internal policy as to what multi-family housing they will support or tolerate. Many non-permitted rentals, bread and breakfasts, and group homes exist in Germantown and community groups have an uneven record on supporting and reporting these conversions. Often these conversions are tolerated by neighbors until they become a nuisance. This inconsistency can lead to the Zoning Board of Adjustment to downplay community groups' opposition or support of a project.

House on Wayne Avenue

Vacant house on Sheldon Street

<u>Recommendations</u>

1. Improve housing counseling services to help homeowners avoid foreclosures and reduce the adverse impacts from sub-prime lending.

2. Use housing rehabilitation and new housing development to maintain a mix of affordable and market rate homeownership units, thereby preserving the neighborhood character and minimizing displacement of longtime residents.

3. Improve the exterior appearance of vacant houses by painting boarded windows, mowing lawns, trimming shrubs and removing trash.

4. Increase home-ownership rates through mortgage counseling and housing rehabilitation programs.

5. Report conversions of buildings to multi-family uses to Licenses and Inspections and the District Councilperson's office if building permits or zoning notices are not displayed.

6. Conduct a study of group homes in Germantown. The report should identify all group home facilities in Germantown, the number of persons it serves, staffing levels, and programs offered. When the inventory is completed, there should be an assessment of the effects of each facility on the surrounding community. The study should identify well-managed facilities and operators and those homes that do not comply with applicable standards and practices.

Zoning Map

Legend:
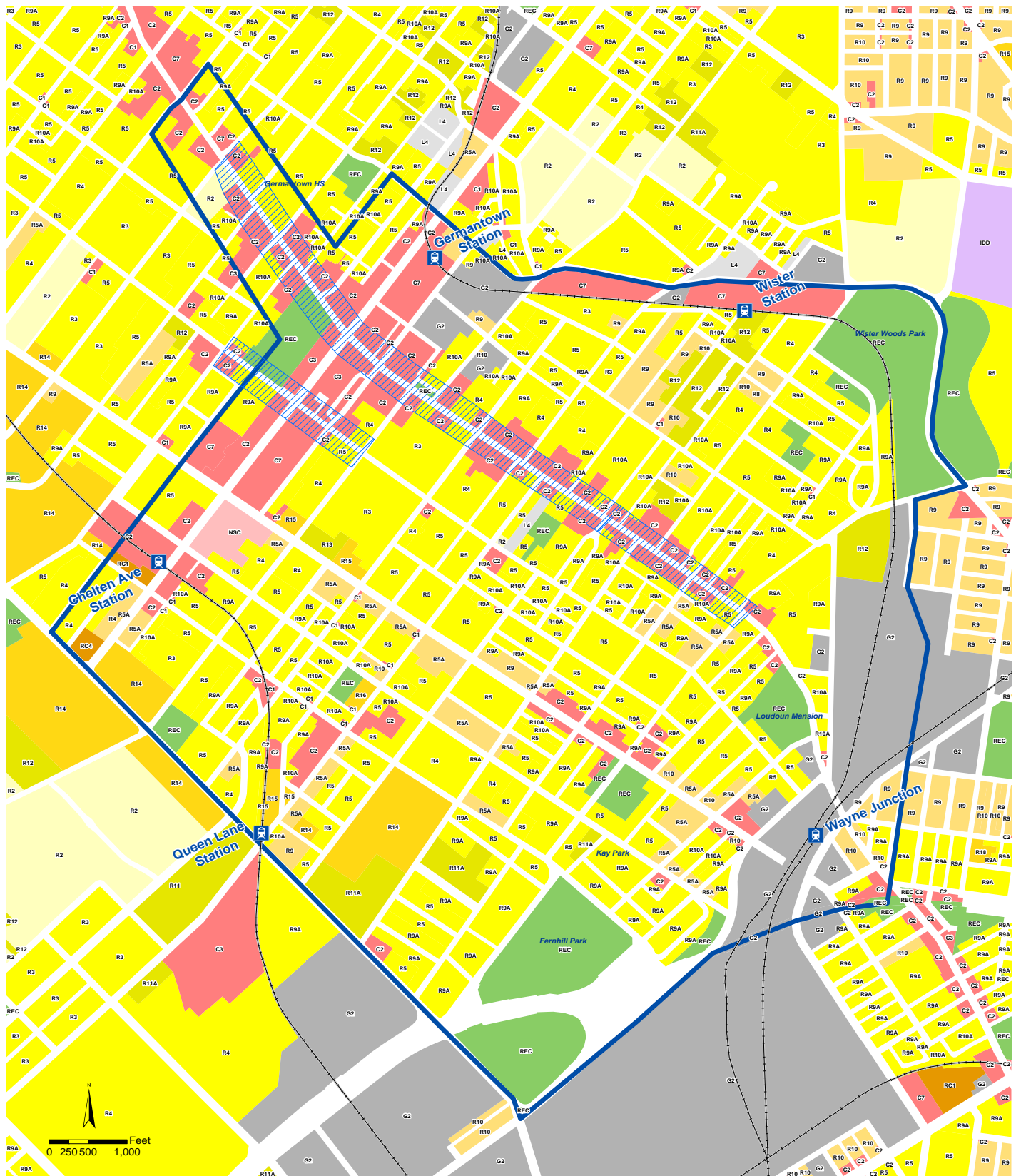
- Shopping Center (ASC, NSC)
- Commercial (C1 - C9)
- Mixed Residential Commercial (RC1 - RC4)
- Institutional (IDD)
- Single Family Detached (R1, R2)
- Single Family Twin/Row (R3-R6, R9A, R10A, R20)
- Multi-Family Twin/Row (R5A, R7-R10, R10B)
- Low Density Multi-Family (R11, R11A, R12, R13)
- Multi-Family (R14-R19)
- Heavy Industrial (G2)
- Limited Industrial (L1-L5)
- Recreation (REC)
- Study Area
- Neighborhood Commercial Revitalization Area

Map labels:

- Germantown HS
- Germantown Station
- Wister Station
- Wister Woods Park
- Chelten Ave Station
- Queen Lane Station
- Loudoun Mansion
- Kay Park
- Wayne Junction
- Fernhill Park

Industrial

There is substantial industrial land at the southern end of the study area around Wayne Junction and Stenton Avenue along the R7 rail line. The land is zoned G-2 or General Industrial. G-2 zoning permits all but the heaviest of industries. Additional industrially zoned land is located along Belfield Avenue to the north along the R7 corridor and south of Germantown Station. Industrial land in this area is a mix of G-2 and Commercial C-7. Much of this land is vacant or under-utilized industrially.

As the City updates the Philadelphia Zoning Code, industrial lands throughout the city will be reassessed. Industrial uses have changed significantly with the decline of manufacturing in the last century. The rewrite of the Philadelphia Zoning Code, which will take years, will consider reducing industrial-zoned lands and determine optimal locations for industrial-related uses. This plan recommends rezoning industrial land near train stations for mixed use development including retail and residential uses. The community should not wait for the rewrite of the code or the subsequent remapping to consider zoning changes now. Any rewrite to the zoning code will still contain residential, commercial, mixed-use, and industrial zoning districts even if the name or content of these districts change. If the community feels that a change in zoning is appropriate and necessary to spur economic growth or prevent undesirable uses, a remapping should be undertaken.

Recommendations

1. Rezone industrial land near Germantown Station and Wayne Junction Station for mixed-use development, including residential and commercial uses.

2. Maintain light industrial uses along Stenton Avenue and Belfield Avenue to encourage new business to locate in these areas with the objective of bringing jobs back to Germantown.

Vacant industrial building on Belfield Avenue

Picket Middle School
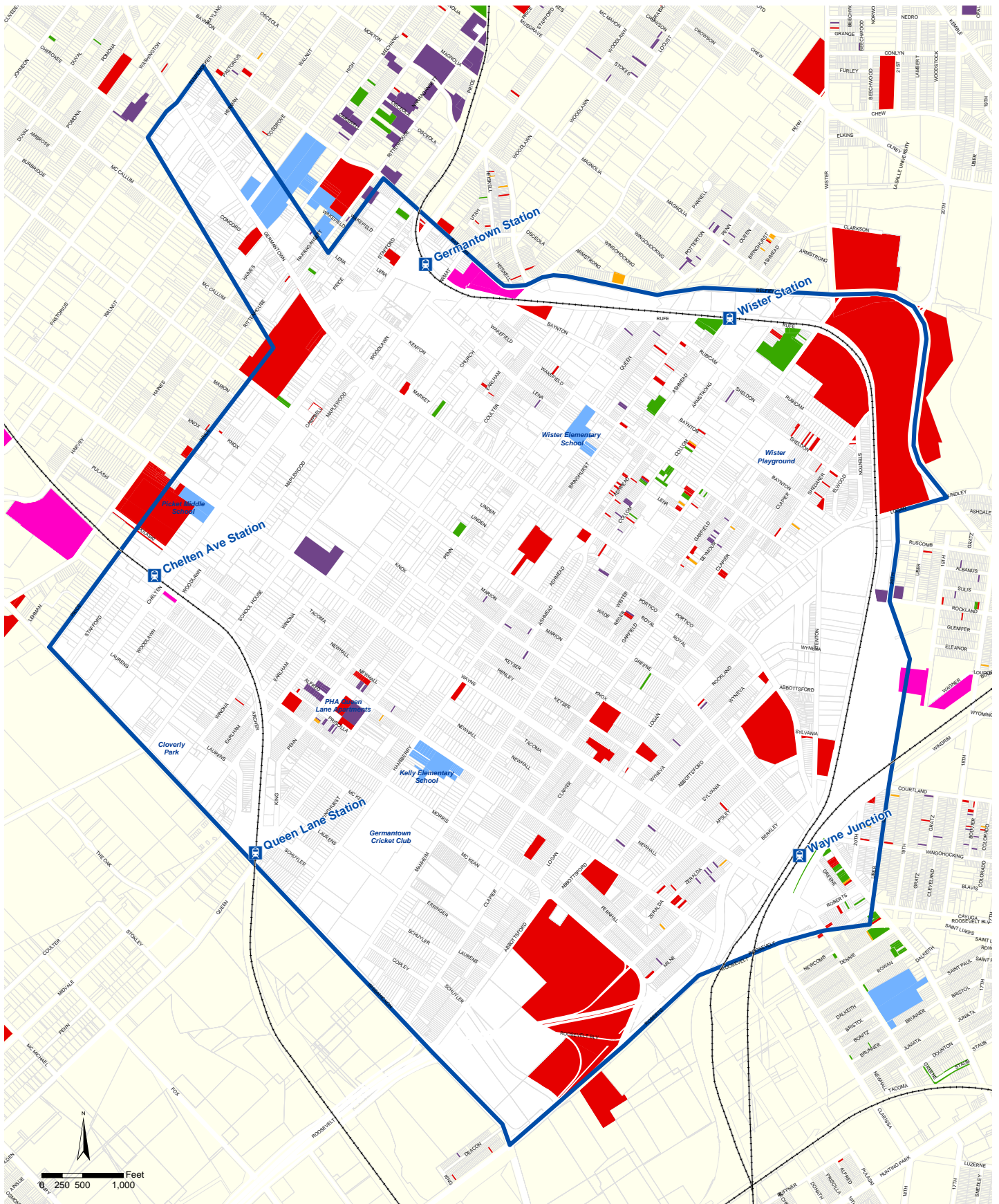
Institutional and Public Use

There are a large number of institutional uses throughout the study area including Germantown High School, Wister Elementary School, Kelly Elementary School, Picket Middle School, Germantown Settlement, Germantown Friends School and the Germantown Cricket Club. Additional institutional uses include churches, temples and mosques. In zoning, there is no separate designation for schools and religious centers. Schools and historic churches are typically found in residential zones R3, R4, or R5. Newer religious centers and "storefront churches" are often located on commercial corridors as the name suggests as they are permitted in commercial zones.

Public property or land owned by the City of Philadelphia and public agencies, including parks and public schools, is scattered throughout the study area. There are concentrations of public parcels around PHA's Queen Lane Apartments and Germantown House, along Germantown Avenue in Nicetown, and in the Wister area of Germantown. The parks and recreation centers in the study area, most of which are zoned for recreation, include Vernon Park, Cloverly Park, Wister Playground, Wister Woods, Fernhill Park, Loudoun Mansion, Happy Hollow Recreation Center and Kay Park.

Despite the many acres of open space and park facilities in Germantown, the neighborhood lacks well-maintained public space with modern facilities for active and passive recreation. Vernon Park is located at the heart of the shopping district at Germantown and Chelten Avenues and has the potential to be a top-notch urban square like Rittenhouse Square in Center City. However, the park is dark and bleak. Thick tree cover heavily shades the park and little sunlight reaches the ground vegetation. The paths meander aimlessly so pedestrians tend to walk through the grass. Wear and limited sunlight has turned the grass into dirt patches. The heavy tree cover also hides the park's main feature, Vernon, the Wister Mansion built in 1803. Many senior citizens use the park in the evening to attend workshops at the Center in the Park located near Germantown Avenue. The park should be made more welcoming and safe at night with improved lighting and reduced tree cover for better sightlines and visibility.

Many of the community's parks rely on the work of volunteers to maintain and beautify the parks, such as Friends of Vernon Park, Friends of Fernhill Park, and Friends of Kay Park. Park improvements should include the participation and input from these groups.

Public Property Map

Legend:
- SEPTA
- City of Philadelphia
- Philadelphia Housing Authority
- Redevelopment Authority
- Phila Housing Development Corp.
- School District
- Study Area

Happy Hollow Recreation Center

The recreation centers, Wister Playground and Happy Hollow, are in need of facility upgrades and new playground equipment. These centers offer many after school and adult programs, but lack appropriate funding and staff to expand their services.

Additional recreation opportunities are available in the community's many school yards. Like most neighborhoods in Philadelphia, the school yards are primarily used as parking lots and lack green space or playgrounds. The hardscape in school yards should be reduced with low maintenance landscaping, trees, and proper play areas for children.

Recommendations

1. Improve large community parks, such as Vernon Park, Fernhill Park, and Wister Woods, to better serve the surrounding community for passive and active recreation. Improvements should be made with the full participation and input from volunteer groups.

2. Create maintenance and improvement master plans for parks that will help prioritize limited resources.

3. Make facility and equipment upgrades at the Wister Playground and Happy Hollow Recreation Center.

4. Landscape and green school yards for additional recreation opportunities in the community.

5. Expand community gathering and open space by acquiring vacant lots. Open space requires dedicated maintenance by the community or land owners. Identification and commitment of responsible parties is critical before land is acquired.

Commercial Districts

Historic Germantown Avenue forms the central spine of the community with a mix of commercial, institutional, and residential uses. The intersection of Germantown and Chelten Avenues has the highest concentration of commercial and mixed uses and is considered the "downtown" of Germantown. Commercial uses are also located on Wayne Avenue and Queen Lane.

Germantown and Chelten

Commercial zoning classifications in the study area are primarily C-2 or neighborhood commercial with a few parcels zoned C-1, C-3 and C-7. C-1 allows for limited commercial uses in residential areas, such as corner stores, funeral parlors, florists and beauty shops. In C-1, restaurants require a variance and commercial uses are not allowed on the upper floors. Because C-1 commercial is usually located on corners in residential areas, signage is more limited then in C-2. The C-2 district designation allows for more neighborhood commercial uses to generate a "Main Street" shopping district and some auto-oriented uses with a certificate only. In C-2, unlike C-1, restaurants are permitted by right without take-out and commercial uses are permitted on upper floors. C-2 has less stringent signage controls compared to C-1 and permits double the amount of signage per linear frontage of the property. C-3 allows for more intensive commercial uses that are typically in higher density "downtown" shopping districts, such as multi-story offices as there is not set height limit in this district. Height is determined by FAR or floor area ratio. A C-7 designation permits all of the above commercial uses, but with off-street parking similar to strip mall development on large lots of 5,000 sq ft of higher.

In December 2007, City Council passed an amendment revising the Lower and Central Germantown Special District Controls to prohibit barber and beauty salons, nail salons, check cashing, dollar stores, and the retail sale of electronics. The growing concentration of these uses was seen

to "contribute to the deterioration of the economics and aesthetics of the area". The Special District covers most of the study area not just along Germantown Avenue, but from High Street to Berkeley Street on the south, and from Baynton Street to Morris Street. Under this ordinance any existing business that falls into the definition of the newly restricted use may remain open, but new businesses that fall into these definitions must seek a use variance from the Zoning Board of Adjustment.

With this ordinance, the retail mix on Germantown Avenue will likely be at a standstill and local entrepreneurs may look elsewhere to open their businesses. To improve the retail mix on Germantown Avenue, leadership is required to create a vision for the corridor and market the corridor to attract new tenants. The Greater Germantown Business Association was a newly formed in the summer of 2008 with the aid of the Central Germantown Council (CGC). This business association could become a mobilizing resource for business owners to address issues of crime, litter, and retail mix on Germantown and Chelten Avenues. It is important that this renewed interest in a business association continues and builds.

Germantown and Chelten

Germantown's central business district includes the Chelten Avenue retail corridor, between Chelten Avenue and Germantown stations, as well as Germantown Avenue between Tulpehocken and Coulter Street. Once one of the principal retail districts in Southeastern Pennsylvania, with several national and local department stores, the Germantown central business district declined during the 1960s and 70s as major retailers such as J.C. Penney and Sears left and local department stores closed.

Germantown was affected by population shifts to the suburbs and the rise of enclosed shopping malls. The Germantown and Chelten shopping area once had a regional draw and was the most successful shopping area outside of Center City Philadelphia for most of the mid-20th Century. The current draw is substantially smaller. This has negatively affected the variety and quality of the retailers. However, retail occupancy continues to be steady.

Chelten Avenue

Freedom Square

Since the area's low point in the 1970s and 80s, the business district, particularly West Chelten Avenue, has improved considerably, and the corridor now looks better and has more activity than it has had in the last 25 years. Storefronts have been improved and supermarkets renovated and expanded. New pedestrian-oriented street lights, in keeping with the historic character of the buildings, have been installed along Germantown Avenue. The Germantown Special Services District has been active since 1996 in the area doing sidewalk cleaning and maintenance.

However, much still remains to be done. Maplewood Mall, an Urban Renewal era project, to create a "boutique" mall, has never been successful, and is now in a deteriorated and dilapidated condition. Streetscape elements, such as bollards, lampposts, and directory kiosks, are worn and date from the 1960s.

The retail mix on Chelten Avenue has improved over the years with an addition of the House of Jin restaurant and Fresh Grocer supermarket, while the retail mix on Germantown Avenue has declined. The new Walgreens has created an important anchor at Germantown and Chelten Avenues, but retail facades and signage, particularly north of Chelten Avenue, are in need of improvement. The former Germantown Town Hall at High Street is an important, but long vacant community landmark, that needs to be addressed and it is currently for sale.

In order to attract better quality retail and increase occupancy, up-zoning should be considered to encourage higher density development at Germantown Station, Chelten Avenue Station, and along Chelten Avenue. Although occupancy is high, many buildings are one-story. Up-zoning would encourage multi-story development that brings upper floor residences, higher street activity, and more customers.

Lower Germantown

In the broader lower Germantown area, several neighborhood retail corridors are in deteriorating condition, including Lower Germantown Avenue in the vicinity of Wister Street and the Wayne Avenue commercial corridor, between Manheim and Logan Street. The Freedom Square retail development at Germantown Avenue and Wister Street, constructed in the early 1990s, originally included a national chain drugstore, and other retail outlets. However, the drugstore space is now vacant, and other spaces are occupied by marginal retail uses. A plan is needed to determine the appropriate future for this section of the Avenue that also includes a number of historic and architecturally interesting buildings.

Wayne Avenue

The struggling Wayne Avenue corridor between Manheim Street and Logan Streets includes a mix of residential and commercial uses, such as check cashing, Laundromat, and a wireless store. There are many vacant buildings in need of repair and the sidewalks are in poor condition. The former Wyneva Hotel site at Wayne Avenue and Wyneva Street is a large opportunity site for new residential development that would help reinforce this neighborhood. The Wayne Avenue corridor close to Wayne Junction Station is in a deteriorated condition, with many vacant buildings and several architecturally unsympathetic residential to commercial first-floor conversions. There are few commercial uses remaining in this stretch and rezoning the parcels to residential zoning categories should be considered.

4900 block of Wayne Avenue

Recommendations

1. Change the R-10 zoning on the 4400 block of Germantown Avenue to C-2 to encourage ground floor retail with housing units on the upper floors.

2. Rezone G-2 industrial land near Germantown Station and Wayne Junction Station for mixed-use development, including residential and commercial uses.

3. Change the C-2 zoning to residential on the 4500 block of Wayne Avenue between Berkley to Apsley Street.

4. Change the C-7 zoning on Chelten Avenue to C-2 and C-3 to allow for more urban-style retail development with residential uses on upper floors.

5. Revive the Greater Germantown Business Association by starting monthly meetings with business owners. Consider dues to raise funds to address key issues such as litter and crime. Hire staff to write planning grants, fundraise, and market vacant properties to attract anchor stores and destination businesses.

6. Market the Germantown and Chelten shopping area and host special events to attract visitors and shoppers.

7. Create a vision and economic development plan for Central and Lower Germantown Avenue. The newly formed business association should raise funds for an action plan to revitalize Germantown and Chelten Avenues, while working in conjunction with Historic Germantown Preserved and local community groups.

8. Establish a program of façade grants to restore building facades and to address covered upper floor windows of commercial buildings.

9. Screen parking lots on Chelten and Germantown Avenues with attractive fencing and landscaping to improve the appearance of the corridor and provide a more inviting pedestrian environment and encourage walking.

10. Create a parking management plan to determine use, maintenance, ownership, and signage of off-street parking lots.

4500 block of Wayne Avenue

State and Local Designations

To encourage revitalization and investment in Philadelphia, there are several state and local programs that have been created to target development.

Enterprise Zone

Most of the study area falls within Enterprise Zone boundaries. The Pennsylvania Enterprise Zone Program was created in 1983 from federal funds to establish designated zones in selected parts of the state that receive priority treatment in state and local efforts to secure large-scale business investment and job development within the zones. Incentives for companies to locate or expand in these zones include corporate tax credits, funds for job training, and low-cost loans.

Redevelopment Areas and Urban Renewal Areas

Since the 1960s the City of Philadelphia has designated Redevelopment and Urban Renewal Areas to facilitate development and investment in its neighborhoods. Redevelopment Areas are sections of the city that are deemed "blighted" and are eligible for urban renewal by the Redevelopment Authority. Urban Renewal Areas (URAs) are contained within Redevelopment Areas. URAs give the City of Philadelphia redevelopment powers such as acquiring private land and developing it either with public funds or by choosing a private redeveloper. RDAs and URAs in the study area include East Germantown RDA, Southwest Germantown RDA, Wister III URA, Morton URA, Upper Nicetown RDA/URA, Nicetown RDA/URA, and Germantown RDA.

Recommendations

1. Consider designating URAs in the study area to acquire and consolidate vacant land for development. Potential URAs include areas with large areas of vacant land and buildings the Wayne Junction Station area, Germantown Station, and Queen Lane Apartments area.

Redevelopment Areas (RDA) and Urban Renewal Areas (URA)
Germantown-Wayne Junction Transit Oriented Neighborhood Plan Study Area

Legend:
☐ Study Area
■ East Germantown RDA (2003)
■ SW Germantown RDA (1998)
■ Wister III URA (2004)
■ Morton URA (1959)
■ Upper Nicetown RDA/URA (2003)
■ Nicetown RDA/URA (1958)
■ Germantown RDA (1963)
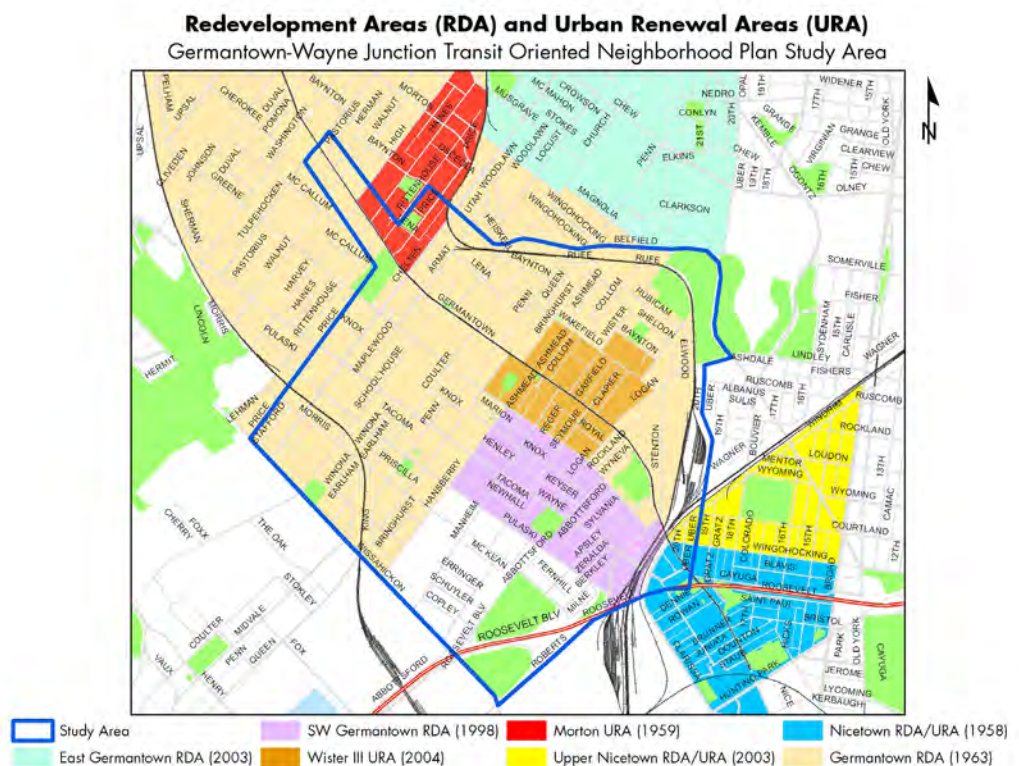
CHAPTER 6: HISTORIC RESOURCES

The rich colonial history of the area is key asset for the community and the Greater Philadelphia region. Important historic resources in the area include Stenton, the Germantown Historical Society, Grumblethorpe, Loudon Mansion, Vernon Park, the Germantown Town Hall, the Wyck House and the Deshler-Morris House.

Loudoun Mansion

Historic Designation

Designation as a National Historic Landmark or as a National Register property is largely honorary and does not prohibit the owner from making any alterations to the property if federal funding, licensing, or permits are not involved. Primary benefits of designation are access to tax incentives for listed properties through preservation easements donated to a non-profit organization and rehabilitation tax credits if they are used for income producing properties such as apartments, shops, or bed and breakfasts. Projects that have a federal agency involvement or use federal monies must be reviewed to see if the proposed work will adversely affect the historic property. This is also referred to as a 106 Review. Such a review recently occurred at Wayne Junction Train Station. SEPTA undertook a 106 Review as it received federal funds for the planned station improvements. This review has lead to an agreement by SEPTA to preserve and repair the historic head house and station building at Wayne Junction.

Protection of a building from unsympathetic alterations or demolition rests largely at the local level. The Philadelphia Historical Commission was established in 1955 to protect the city's resources. As such, the Commission designates buildings, structures, sites, objects, and districts of historical and architectural significance to the Philadelphia Register of Historic Places; regulates the appearance of these resources through its role in the City's building permit process; and offers technical assistance and guidance to the public free of charge. Listing on the Philadelphia Register offers a strong measure of protection against demolition or unsympathetic alterations, ultimately,

Historic Map

Legend:
- Historic District
- Historic Landmark
- Park
- Study Area
- Rail Stations
- Railroads

Labels on map:
- Tulpehocken Station Historic District
- Germantown Station
- Wister Station
- Chelten Ave Station
- Old Germantown Academy & Headmasters Houses
- Colonial Germantown Historic District
- Fisher's Lane
- Queen Lane Station
- Wayne Junction

this tool is only as strong as enforcement. Cooperation by property owners, neighbors, and the Department of Licenses and Inspections is crucial to ensuring the preservation Philadelphia's locally registered historic assets.

Town Hall on the 5900 block of Germantown Avenue was listed by the Preservation Alliance of Greater Philadelphia, the region's non-profit preservation organization, on the Philadelphia Region's Most Endangered Historic Properties in 2003. The building is listed on the local and national registers. The building has been vacant for decades and is currently for sale. The property is unfortunately challenged with lack of ADA accessibility. In order for the property to be used as a social service office or public institution, such as a visitor center or library, Town Hall will need to be made ADA accessible. Future restoration should consider the recent National Park Service's modernization of Merchant's Exchange Building's floor plan in Old City which Germantown Town Hall is modeled after.

Historic Districts

There are four national historic districts in the area including the Colonial Germantown Historic District which runs along Germantown Avenue from Wayne Junction Station north into Mount Airy. The Old Germantown Academy and Headmasters Houses district includes the block between Wayne Avenue and Green Street that is home to the Pennsylvania School for the Deaf. Fisher's Lane Historic District is located north of Hood Cemetery along Logan Street. The Tulpehocken Station Historic District is at the edge of the study area along Tulpehocken Street and including the Ebenezer Maxwell Mansion.

Colonial Germantown National Historic District

The nomination for this district points primarily to early residences and schools as the backbone for its significance. Approximately 10% of the district's buildings were constructed prior to 1800; about 15% were erected between 1800 and 1865; and about half date to the late nineteenth century. The small-scale residential and commercial buildings are consistent in scale and material, but the stylistic range reflects the changing fashions of American architecture.

Properties of special note that fall within this district include Wyck (1690; alt. 1824), Grumblethorpe (c. 1740), Upsala (1740; 1797), Cliveden (c. 1760), the Johnson House (1765-1768), the Deshler-Morris House (1772-1774), the Concord School (1775), Loudoun (c. 1801), Vernon (1808), and the Town Hall (1923).

Old Germantown Academy and Headmasters' Houses

Known formally as the Germantown Union School (1760), the campus consists of the Main Building, the German Headmaster's House, and the English Headmaster's House. Until 1960, it was the oldest school in the United States to still operate in its original location; however, in that year the school moved its operations to Fort Washington.

Fisher's Lane National Historic District

Eleven properties along the north and south sides of E. Logan Street (formerly known as Fisher's Lane) form this district. The nomination ties the district's significance to its architecture, residents, and its development as an early suburban streetscape. The roadway provided a convenient, graded route to the Wingohocking Creek, and the earliest residence appears to be located at #39—a c. 1729 building known as Leslie's Cottage which, over time, became enveloped by additions. The other buildings in the district date between the 1850s and 1870s, and the district has remained largely intact since the end of the nineteenth century. The Colonial Germantown National Historic District lies to the west of this district.

Vernon House undergoing repair and restoration

Tulpehocken Station National Historic District

Thirteen blocks of wide, tree-lined streets fall within this west-central Germantown district, which contains a variety of architectural styles constructed for the upwardly mobile middle class from the 1850s through 1925 including Gothic, Queen Anne, Jacobean, Italianate, and Colonial and Georgian Revival. The work of five builders/developers, such as Henry H. Houston, and fifteen architects, such as Frank Miles Day and Cope and Stewardson, is represented in the district, and much of the district reflects the teachings of landscape architect, Andrew Jackson Downing's Picturesque Movement. Latter developments in the district occurred after 1870 when improvements were made to the Philadelphia Germantown & Norristown Railroad, which first passed through the region in the 1830s, and in 1882 when the Pennsylvania Railroad, on which the Tulpehocken Station sits, extended a line through the area.

Recommendations

1. Actively pursue and support the restoration and reuse of Germantown's historic resources, such as Town Hall.

2. While the Philadelphia Historical Commission is currently understaffed to proactively nominate individual properties to both the local and national registers, local organizations, such as the Germantown Historical Society, should undertake the task. The process of nomination can be labor intensive, often requiring historical research, building surveys, and photography; therefore, endangered properties should be nominated first.

3. Pursue local designation of individual properties and neighborhoods already on the National Register to secure protection of historical resources.

4. Consider designation of a Conservation District. Queen Village Neighborhood Association worked with Councilman DiCicco to create a Neighborhood Conversation District (NCD) which set building design regulations in order to preserve the unique character and historic fabric of the community.

Town Hall

Tourism

The rich history and resources available in Germantown offer the opportunity to make the community a tourism destination. "Historic Germantown: Freedom's Backyard", a group of thirteen historic institutions in the community, is currently working to make this a reality. To fully realize tourism as an economic generator for Germantown, supportive services and visitor amenities are necessary. Visitors would likely take a day trip from Center City and would seek restaurant options, shopping areas, and additional activities for families and children.

Recommendations

1. Support the efforts of "Historic Germantown" to organize and market Germantown as a cultural and historic tourism destination.

2. Improve public transit connections and automobile access to historic sites. Install wayfinding and interpretive signage to encourage exploration of historic districts and key landmarks. For example, at Wayne Junction Station, signage should lead visitors to Stenton Museum which is in walking distance from the station.

3. Create visitor-related businesses and programs in the vicinity of historic and cultural resources to attract tourism dollars into the community. Examples include sit-down family restaurants, gift shops, children's theater, and walking tours.

4. Raise funds to light historic buildings and landmarks at night.

CHAPTER 7: QUALITY OF LIFE

Throughout the planning process, feedback from residents frequently centered on quality of life issues such as litter, crime, home maintenance, loitering, lack of youth involvement and community volunteerism. No matter how trivial the complaint may seem, these nuisances can threaten to breakdown community bonds and neighborhood pride. Germantown needs committed leaders and residents that will work together to combat indifference, address these neighborhood-based problems, lead by example by caring for their home, their block, and their neighbors, and prove that positive change is possible.

Community Visioning Workshop

Community Organization

Germantown, like many Philadelphia communities, contains smaller neighborhood segments, such as Morton and Wister, and historically community groups have formed to serve these sub-areas. This, however, is unlike its neighboring communities, Mt. Airy, Nicetown, and Chestnut Hill, which are served by one or two large, geographically comprehensive community groups. In comparison, Germantown has been unable to organize these smaller neighborhoods into a larger, unified community association. This lack of community organization has generated "turf wars", competition for limited resources and service gaps, therefore failing to attract substantial public and private investment in Germantown.

Existing community-based groups in and around the study area include the Central Germantown Council, Wister Neighborhood Council, West Central Germantown Neighbors, Duval Improvement Association, Pomona Cherokee, Rittenhouse-McCallum-Haines Neighbors, Price-Knox, Penn-Knox, and Southwest Germantown Neighbors Association.
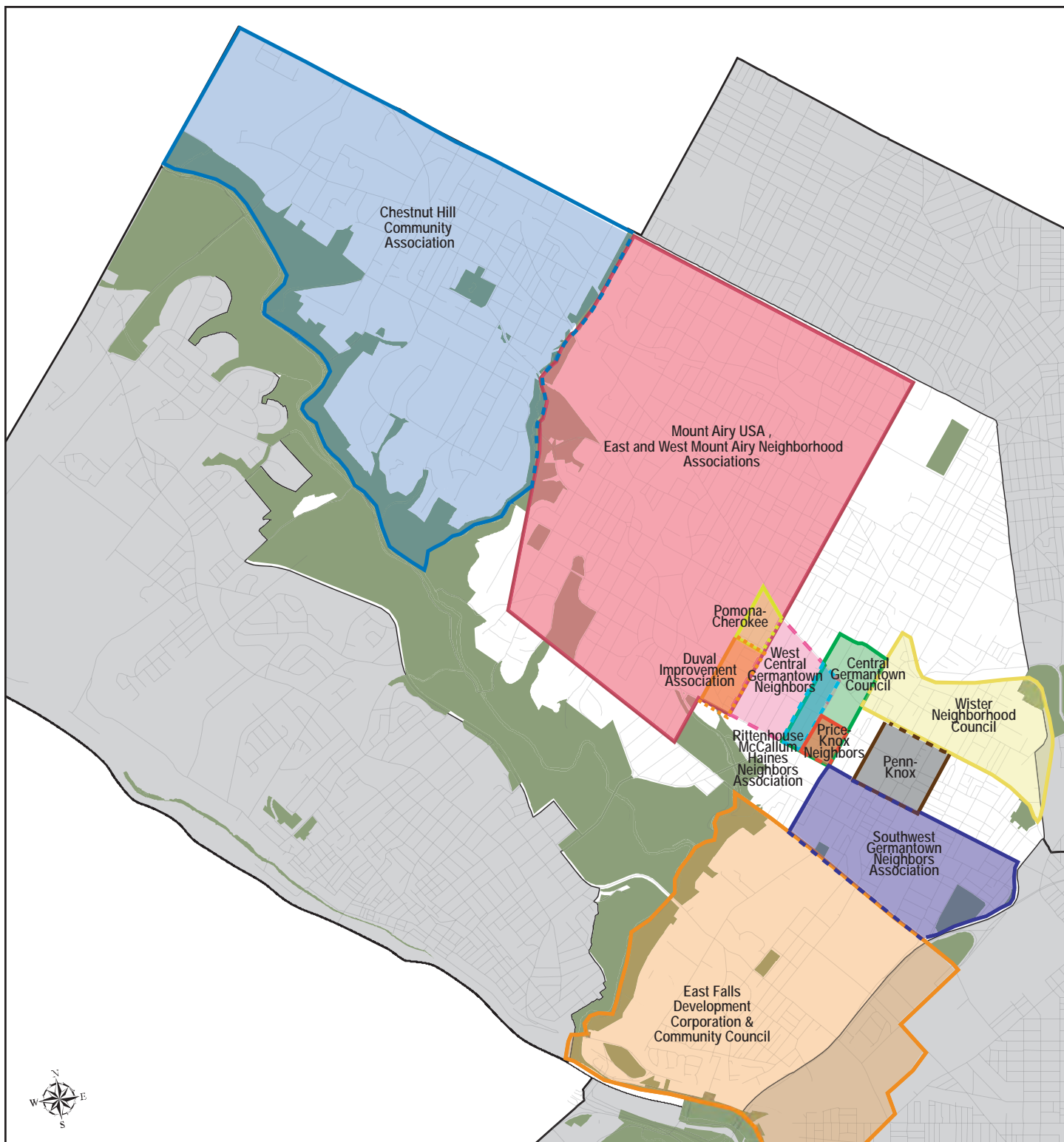
Map of Community Organizations

Recommendations

1. Organize the larger Germantown community into one group to address issues that affect all of Germantown, such as crime, group homes, etc. This organization will be formed by community members, either by expanding from an existing organization that has a track record of camaraderie with other organizations or by joining existing groups together into a Leadership Committee.

2. To gain the trust and dedication from community residents, the organization will operate with open, publicized meetings, annual elections for leadership positions, and for the betterment of the Germantown community as a whole.

3. Smaller community groups and organizations operating in Germantown under the umbrella organization or Leadership Committee will be responsible to send a representative to all meetings and openly communicate their organizations plans, efforts, and needs.

4. Coordinate and communicate ideas and plans with state representatives and city contacts, such as the District Councilperson's office and the Philadelphia City Planning Commission. Aggressively seek financial and legislative support for community improvements and plan recommendations.

5. Maximize coordination efforts, coordinate resource sharing and minimize program duplication. Groups may be able to share resources such as computers, facility equipment, event spaces, and support one another through non-financial means. Groups should compare programs and services to find if they are properly meeting the needs of the community or duplicating efforts.

6. Form a neighborhood-wide CDC that is supported by a limited number of neighborhood associations that are geographically comprehensive, yet do not overlap.

Crime and Safety

Unfortunately, many Germantown residents do not feel safe in their neighborhood, especially at night. Residents complain that streets are too dark because street lighting is scarce. Few people leave their house at night creating a lack of activity and community surveillance which leads to an atmosphere of fear. Many national and international programs, such as Take Back the Night and National Night Out, have empowered residents to monitor activities in their neighborhood. Volunteer town watch groups already exist in some sections of Germantown.

Recommendations

1. Create town watch groups in each section of Germantown to walk the community at night and monitor activities and changes in the community. Town watch is a great way to meet other concerned residents and create a working relationship with the police district. Town watches can include surveillance at the train stations, walks along Germantown Avenue, and bike rides through the residential streets.

2. Address the lack of lighting by acquiring grants for pedestrian lights and encouraging residential lighting. Because street lights are only meant to light the street, proper sidewalk lighting is needed to create a safe and inviting pedestrian environment. Residents can also be encouraged to leave their porch and outdoor lights on at night.

3. Work closely with the police district by calling 911 or the police district with even "minor" crimes.

4. Hold and attend regular meeting with the police district's community relations officer.

Youth Activities

Steering local youths down a stable path to success is a benefit not only for the teenagers and young adults, but for the entire community. Instilling neighborhood pride and a sense of community in the neighborhood's youth will likely lead to less littering, graffiti, and crime in the future. It can however be difficult to capture their attention and commitment. Youth need to feel included and heard.

Recommendations

1. Create a youth leader position on the Leadership Committee or a teen committee in the community association. Encourage the youths to organize teen nights and other community activities.

2. Seek amenities that encourage outdoor youth activities, such as bike trails in parks, skate parks, and basketball courts.

3. Host programs that keep the kids off the streets and involved in healthy social and family gatherings, such as neighborhood dances, open mic nights, poetry readings, and movie nights in the parks.

Rufe Street in Wister

Trash and Litter

Trash and litter are often the most obvious quality of life issues in Philadelphia neighborhoods. Often littering is done unthinkingly and can become a socially acceptable habit if litter is seen as a ubiquitous and ordinary part or the streetscape or landscape. Installing trash cans on every corner would reduce the problem, however it would be costly.

Although the city picks up trash in regular pickups at curbside and from trash-cans, litter and dumping often become the responsibility of the individual, resident, or business owner. Often those who litter feel "the City will pick it up", though this is usually not the case. Breaking the littering habit is a difficult city-wide issue. A sea-change is necessary to alter people's understanding and actions regarding litter.

Recommendations

1. Continue to host community clean-ups to address trash, attract community participation, and create positive change in the neighborhood.

2. Create an anti-litter campaign that will engage the community to better understand their impact on the neighborhood. After the community clean-up, advertise in community newsletters how many bags of trash were collected in the neighborhood to make the community aware of the problem. Ask local school children to submit drawings for an anti-litter poster to be hung in neighborhood stores.

3. Raise funds through the community or business association to install trash receptacles in high litter areas and pay for daily trash pick-up. Community groups should research and pursue trash-compacting solar powered trash receptacles in high-traffic areas. This will prevent trash from blowing out of the trash can, as well as reducing the volume of trash, and need for frequently pick-up.

4. Focus the efforts of the Germantown Special Services District to address litter.

5. Short dumping needs to be reported. Residents should call the police with the license plate information of short dumpers. Community groups should consider surveillance cameras at popular short dumping sites.

CHAPTER 8: PRIORITY AREAS

The four Priority Areas in this chapter include Wayne Junction Station area, Queen Lane Apartments area, Germantown and Chelten shopping district, and the Wister Station area. These are areas with a concentration of potentially transformative projects. Focusing future funding and planning efforts to strengthen these Priority Areas will be the catalyst to attract additional, on-going private investment, improve transit ridership, and generate economic spillover into the surrounding community.

These Priority Areas were chosen through the planning process. During stakeholder interviews, Advisory Committee meetings, input from the public at the Visioning Workshop, and analysis of the existing conditions and opportunity sites, numerous projects came to the forefront of these discussions as key issues. The Advisory Committee was presented with a list of over 30 potential projects that ranged from investigating zoning changes along Wayne Avenue to making facility and site improvements at Wister Playground. The Committee was asked to select projects that are priorities for the community as a whole and build off the transit opportunities in Germantown. As the list narrowed and projects were grouped geographically, the Priority Areas took shape. Site plans and preliminary recommendations were developed for each of the areas and presented to the community at the Design Open House. The following recommendations reflect the additional input gathered from the community.

Wayne Mills

Wayne Junction Priority Area

The Wayne Junction Priority Area includes the Wayne Junction Station vicinity, the 4400 block of Germantown Avenue in Nicetown, the Wayne Avenue corridor from Manheim Street to the Roosevelt Expressway (Route 1) overpass, Loudoun Mansion, and the 4500-4700 blocks of Germantown and Stenton Avenue north of the station.

Vacant land and buildings are concentrated on the 4600 and 4700 blocks of Wayne Avenue, the 4400 and 4600 blocks of Germantown Avenue, and on Berkley Street west of the station. There are also three large vacant former-industrial properties on Stenton Avenue.

As the central gateway between Nicetown and Germantown and a major transit hub, Wayne Junction Station should be a catalyst for economic development and street life in the area. It is a key community asset that with the proper improvements can create a sense of place and become an economic generator for the community. However, the poor condition of the station, the high property vacancy, and lack of activity in and around the station make the area desolate, isolated, and disconnected from Germantown and Nicetown.

In addition, Wayne Junction Station is the gateway to many local institutions, such as Stenton Museum and Loudoun Mansion. The pedestrian environment from the station to these historic resources is in desperate need of improvements. Much of the land in front of the station and along Windrim Avenue is owned by CSX which complicates how streetscaping and landscaping improvements get done.

Abbottsford Street

Wayne Junction Station is not only an important asset for Germantown and Nicetown, but for the region as well. With a 12-minute ride to Market East Station and a 40-minute ride to the Philadelphia International Airport, accessing the station from US Route 1 / Roosevelt Boulevard and the Schuylkill Expressway will be an attractive option for regional commuters. Facility and access improvements at Wayne Junction Station should be paired with parking opportunities for commuters, such as a park and ride. The vacant and underutilized properties near the station make this a genuine possibility. In addition, Windrim Avenue in front of Wayne Junction Station is a very wide street that offers the opportunity to expand parking resources at the station with angled parking.

Economic investment along Germantown Avenue, Berkley Street and Wayne Avenue is contingent on improving the Wayne Junction Station. SEPTA is currently planning full historic rehabilitation of the station with improved amenities for passengers, high-level platforms, elevators and ADA compliant ramps. With these improvements in place, transit users will be more drawn to the convenient commute to Center City and spending the day exploring the rich history of Germantown.

Former industrial buildings near the station are key opportunities for mixed-use development with transit-serving retail, such as coffee shops, on the ground floor with residential uses above. The Wayne Mills complex on Berkley Street is an attractive opportunity with its wonderful collection of historic buildings and proximity to the station. This facility could house a community of artists and craftsmen with workshop galleries and housing. Additional investment can be expected on nearby residential streets, such as Zeralda Street or the brick-paved Abbottsford Street as proximity to the Wayne Junction Station becomes an attractive option for homeowners.

Much of the land in the immediate vicinity of Wayne Junction is zoned G2, general industrial. Rezoning of some of the parcels adjacent the station will encourage higher density mixed-use development that could support transit use. The area may offer the potential for creation of a TRID district with SEPTA as a potential development partner. The Transit Revitalization Investment District (TRID) Act was passed in Pennsylvania in 2005 allowing transit agencies to partner with municipalities and developers to advance transit-oriented development. The real estate tax revenues from the new development cover maintenance, streetscape improvements, and additional capital improvement projects.

Wayne Junction is a point where urban-friendly and environmentally sustainable electric transit modes meet, including Regional Rail, trackless trolley and bus. This in itself presents an interesting opportunity to market the location as having a green, intermodal infrastructure and a unique level of accessibility. These routes provide the sort of high quality transportation service that attracts riders to transit, whether it is the speed and comfort of Regional Rail or the smooth and quiet ride and frequency of light rail and trackless trolleys.

Wayne Junction Gateway Improvements

1. Increase station parking with back-in angle parking on Windrim Avenue.

2. Make streetscape improvements along Windrim and Germantown Avenue. Repair sidewalks, restripe crosswalks, plant trees and install new lighting. The sidewalks should be made ADA compliant to ensure Wayne Junction is truly multi-modal.

3. Seek additional parking resources through the development of a park-and-ride near the station. The parking would serve regional transit users driving in from the Roosevelt Boulevard and traveling to Center City, the airport, or New York City. An ideal location is the corner of Wayne and Roberts Avenue where a nuisance junkyard is currently operating.

4. Paint the railroad bridges with gateway signage that reads "Welcome to Germantown" and "Welcome to Nicetown".

5. Landscape along the railroad tracks and Windrim Avenue with low maintenance native trees, shrubs, grass and wildflowers to create an attractive pedestrian link to Stenton Museum. Construct an ornamental fence to deter illegal dumping.

6. Add wayfinding signage to guide drivers traveling south on Roosevelt Boulevard to the Wayne Junction Station park-and-ride from the Wingohocking Street exit to Broad Street, Cayuga Street, and finally Germantown Avenue. Add signage to the Germantown exit for drivers traveling north on the Expressway.

7. Market the station to regional commuters and residents as a green, intermodal station.

8. Integrate the station into marketing plans for the area, as well as maps and directions to historic attractions.

LOUDOUN MANSION

APSLEY

SYLVANIA

GREENE

STENTON

4631
4629
4627
4625
4623
4621
4617
4615
4613
4611
4609
4607
4605
4603
4601

4653

4521

FUTURE REDEVELOPMENT & ADAPTIVE REUSE OPPORTUNITIES

4555

4529

BARGAIN THRIFT CENTER
4630

4501

4553

4530

4518

GATEWAY SIGNS:
"Welcome to Nicetown"
"Welcome to Germantown"

TO STENTON MUSEUM

COASTAL GAS STATION

ADAPTIVE REUSE

ADAPTIVE REUSE

WINDRIM

20TH

NEW DEVELOPMENT

WINGOHOCKING

BERKLEY

4447

4431
4429
4427
4425
4423

4463

4459

GERMANTOWN

WAYNE MILLS

4435

DEVELOPMENT OPPORTUNITY

WAYNE

4467

GREENE

4428
4426
4424
4422
4420

4460

ROBERTS

ADAPTIVE REUSE

4421

4416

4412

FROM ROOSEVELT EXPRESSWAY

FUTURE PARK-AND-RIDE OPPORTUNITY

4220

GATEWAY SIGNS:
"Welcome to Nicetown"
"Welcome to Germantown"

ROBERTS

CLARISSA

4418

4423
4421
4419
4417
4415
4413

1942
1940
1938

1926
1924
1922
1920
1918

OPEN SPACE AND SKATE PARK

COMCAST

ROOSEVELT EXPRESSWAY

Transit-Oriented (Re)Development

1. Explore the creation of a Transit Revitalization Investment District (TRID) to revitalize the area.

2. Rezone G2 industrial land near Germantown Station and Wayne Junction Station for mixed-use development, including residential and commercial uses.

3. Adaptively reuse nearby historic buildings for mixed use, including retail on the ground floor and housing on upper floors.

4. Preserve and reuse the historic buildings of the Wayne Mills complex as a mix of artisan workshops and galleries, and housing with shared parking.   Look to local examples, such as Sherman Mills in East Falls.

5. Redevelop the 4300 and 4400 block of Germantown Avenue with three-story, mixed-use buildings that have retail on the first floor and apartments above, such as the proposed Nicetown Court mixed-use, affordable housing project.   Rezone this area away from residential only.

6. Change the C-2 zoning to residential on the 4500 block of Wayne Avenue between Berkley to Apsley Street.

7. Improve the appearance of the Comcast facility at Windrim and Wayne Avenues with attractive fencing and landscaping.

8. Construct a skate park and passive open space under the Roosevelt Expressway.

9. Complete the rehabilitation of the Wayne Junction Station with the preservation of the historic head house and station building.

10. Consider designating an Urban Renewal Area (URA) to acquire and consolidate vacant land for development.

BEFORE

Photo of the station entrance on Windrim Avenue

AFTER

Rendering showing proposed improvements on Windrim Avenue

Queen Lane Priority Area

The Queen Lane Priority Area follows the Queen Lane corridor from the Queen Lane Station to Wayne Avenue and incorporates one-block on the north and south side. The focus of this Priority Area is the Queen Lane Apartments complex. The sixteen-story, high-rise building is out of scale with the three- and two-story row homes and twins in the neighborhood. The playground and open space is underutilized and gang-controlled creating an unsafe area for children.

The Philadelphia Housing Authority is willing to redevelop the housing complex with lower-scale housing as they are doing in the Mantua neighborhood in Philadelphia with former Mantua Hall site. The new lower-rise development at Queen Lane would not fully replace the 100 units that currently exist, but vacant buildings and land in the vicinity create an opportunity for scattered-site housing. The demolition of Queen Lane Apartments will create a healthier, safer, mixed-income community as can be seen in many other Philadelphia neighborhoods where public housing has been overhauled.

Queen Lane Apartments

WINONA

EARLHAM

COULTER

ALFRED

ARCHER

WISSAHICKON
BOYS & GIRLS
CLUB

NEW
DEVELOPMENT

PULASKI

NEWHALL

ENON
HOUSE

OFFICE
AND
RETAIL

PLAYGROUND

PRISCILLA

POTENTIAL
REHABS

PENN

MORRIS

PARKING
OPPORTUNITY

PHILADELPHIA
FURNITURE
WORKSHOP

EAGLE'S
NEST
CHRISTIAN
SCHOOL

KING

QUEEN

INFILL
HOUSING

MC KEAN

HANSBERRY

POTENTIAL
REHABS

BRINGHURST

GERMANTOWN
CRICKET CLUB

QUEEN LANE
STATION

LAURENS

Photo of Queen Lane Apartments

AFTER

Rendering showing proposed redevelopment

The intersection of Pulaski Street and Queen Lane currently has a convenience store and bar at the intersection creating a small neighborhood commercial node. The new housing development should reinforce this intersection with additional retail and space for property management offices at the corner. The existing buildings on the corner are somewhat dilapidated, but are architecturally interesting and should be rehabilitated.

As mentioned in Chapter 4, SEPTA is in the process of reconstructing Queen Lane Station's canopies, stairwells, and overpasses, as well as adding new lighting and signage. The station building offers the opportunity for a small retail shop to serve the surrounding community and commuters. SEPTA is willing to lease 2,040 square feet of the station building to an interested tenant. The lease includes a small portion of the first floor and the entire second floor of the building. The tenant would be required to make historically-sensitive renovations and install utilities. The lease would also include 2 or 3 parking spaces.

The Queen Lane corridor is in need of streetscape upgrades to improve the pedestrian's experience as they travel to the station with street trees, lighting and new sidewalks. Through beautification projects, Queen Lane could serve as an attractive gateway between East Falls and Germantown.

Queen Lane Apartments Redevelopment

1. Demolish the Queen Lane Apartments and redevelop with affordable apartments, townhouses and duplexes surrounding a private landscaped courtyard and playground with parking.

2. Develop infill housing on vacant sites along the Queen Lane corridor for market-rate and affordable housing. The housing types should include a mix of rowhouses and twins to complement the surrounding neighborhood.

3. Rehab vacant houses along the Queen Lane corridor with a mix of affordable and market-rate housing.

4. Reinforce the intersection of Pulaski and Queen Lane with mixed-use development, including offices and community-serving retail. Bars and nighttime uses are not appropriate for this primarily residential area. Rehabilitate the highly visible corner buildings.

5. Use vacant land near the Philadelphia Furniture Workshop to create new parking facilities and improved access for this important community resource.

6. Make streetscape improvements along Queen Lane to create a safe and attractive link to Queen Lane Station. Repair sidewalks, plant trees, install new lighting and restripe crosswalks.

7. Rehabilitate the Queen Lane Station building for retail use, such as a coffee shop.

8. Consider designating an Urban Renewal Area (URA) to acquire and consolidate vacant land for development.

Wister Priority Area

The Wister Priority Area is bounded by Wakefield Street, Shedaker Street, Belfield Avenue and Penn Street. The sub-area includes the Wister Station, Wister Playground, and a portion of Wister Woods.

Unlike other residential areas in Germantown, the Wister neighborhood is cut-off from the regular grid of streets which makes the area seem isolated. Wakefield Street is the longest continuous north-south street in the area running for just five blocks. The other streets run continuously for only two or three blocks. This creates a broken network of one-way streets and long residential blocks. The area's high vacancy rate and lack of community-serving retail in the area is likely an outcome of this confusing poor network and isolation.

The central focus for this Priority Area is to improve access to Wister Station and the neighborhood. The large parcels of vacant land on Rubicam and Rufe Streets are an opportunity to extend the surrounding streets and create parking for the station. These parcels are owned by SEPTA, the Philadelphia Redevelopment Authority, and Michael's Development which owns and operates the apartment complex. There is also an opportunity to create new housing on scattered vacant parcels near the station. Improved access, parking and new potential transit riders will likely increase ridership at Wister Station. Currently station access is difficult and unfriendly with no parking.

Additional ridership at Wister Station could potentially come from the growing LaSalle University to the Germantown Hospital campus north of Belfield Avenue. The station entrance on Belfield Avenue to the north of the station must be expanded and made safer for transit riders. The expansion should not only include improved lighting and landscaping, but also a passenger drop-off area near the station entrance. This drop-off area should accommodate the potential for shuttle buses serving LaSalle or SEPTA.

Entrance to Wister Station from Ashmead Street

INTERSECTION IMPROVEMENTS

TO LASALLE UNIVERSITY

WISTER WOODS

PGW

RUFE STREET

WISTER STREET

INFILL DEVELOPMENT

RUBICAM STREET

COLLUM STREET

REDEVELOPMENT OPPORTUNITY

BELFIELD AVENUE

ADAPTIVE REUSE

NEW STATION ENTRANCE

WISTER STATION

PRIVATE FACILITY

BUSINESS OPPORTUNITY

ASHMEAD STREET

RUBICAM STREET

RUBICAM STREET

BRINGHURST STREET

INFILL DEVELOPMENT

PENN STREET

REDEVELOPMENT OPPORTUNITY

QUEEN LANE

Wister Station Area Improvements

1. Convert a portion of the PGW parking lot on Belfield Avenue to create a more visible and inviting entrance to Wister Station. Improve pedestrian and vehicular access from Belfield Avenue with a new entrance that includes a bus turnaround, new paving, landscaping, lighting and signage on Belfield Avenue.

2. Engage LaSalle University in the discussions and plans for improvements to Wister Station to encourage their participation and outreach in this area.

3. Encourage the LaSalle University student shuttle service to stop at the proposed Belfield loop at Wister Station.

4. Extend Rufe Street to Wister Station and add station parking with ample lighting and landscaping.

5. Extend Rubicam Street to Wister Street. As a two-way street this extension will improve access in and around the neighborhood.

6. Rehabilitate the station with new painting, lighting, signage, and security features in the underground tunnel.

7. Develop mixed-income infill housing on vacant land near the station. The housing types should include a mix of housing types that complement the surrounding neighborhood.

8. If it is feasible to do so, adaptively reuse the vacant former-factory building on Collum Street as rental housing adjacent to the station.

9. Pursue redevelopment along Belfield Avenue near the station to generate local job opportunities. Acquire and demolish vacant deteriorating buildings and market for new commercial and light industrial development, such as building materials/suppliers, space for contractors, automobile repair operations and landscaping contractors.

10. Improve the intersection of Belfield Avenue and Wister Street by removing the right turn slip lane and improving the pedestrian crossing.

11. Install a historic marker at the corner of Penn Street and Belfield Avenue to mark the location of the former Rock House, one of the oldest buildings in Germantown, believed to be erected in the late 1600s. The house sat on a meadow were the Wingohocking Creek once flowed, which now runs through a network of underground sewers.

12. Consider designating an Urban Renewal Area (URA) to acquire and consolidate vacant land for development.

BEFORE

Photo of station entrance on Belfield Avenue

AFTER

Rendering showing proposed improvements

Chelten and Germantown Priority Area

The Chelten and Germantown Priority Area includes the Chelten Avenue corridor from Wissahickon Avenue to Baynton Street, Germantown Avenue from Church Street to Harvey Street and the Chelten Avenue and Germantown Stations.

The central focus for this area is extending the retail activity east from West Chelten Avenue down to the Germantown Station. The Chelten Avenue Station is well used and surrounded by a variety of community-serving retail and stable residential areas. The Chelten and Germantown intersection is considered "Downtown Germantown", but it does not live up to its potential as a thriving urban center. The retail mix is limited and dominated by to take-out restaurants, electronic goods and sneaker shops. East Chelten Avenue has few destination retail stores, several vacant parcels, and little pedestrian activity.

Vernon Park

Improving the destinations and amenities at Chelten and Germantown Avenues will create a more attractive shopping and community gathering location. Vernon Park is a central community asset that remains underutilized and somewhat hidden from the activity of Germantown Avenue. The mature sycamores and recently planted lower canopy trees block the views of Vernon House and create a dark and foreboding entrance into the park. The park should be a sunny, green landscape where the community can picnic, read a book, throw a football, and host music festivals.

Maplewood Mall also does not live up to its potential. The streetscape improvements are outdated and worn and in need of upgrades. The parking lots on each end of Maplewood Mall are well used, but block views of the Mall and do not provide welcoming entrance points especially for pedestrians. These lots are an opportunity to create infill development with larger footprints for restaurants and cafes with outdoor seating to add to the streetlife. Cars access to the mall needs to be easier with on-street parking and a straightened roadway.   The main focus should be on improving the cartway and streetscape, creating sidewalk activity and a friendly pedestrian experience.

Balancing the needs of the pedestrian and automobile is an issue for the entire Priority Area. Parking lots are located throughout the area, but many are privately owned. Chain stores, such as the fast food restaurants, sit in a sea of parking which detracts from the urban environment. Multiple driveways and curb cuts break-up the sidewalk and cars turning into parking lots slow down traffic and block pedestrians. Parking entrances should limited coordinated, and where possible located on side streets to limit the number of cars crossing the sidewalk on Chelten Avenue.

Lack of parking in Germantown has become a real issue despite a large supply of parking lots in the area. Germantown has many private lots that are underutilized and public lots that are routinely full of cars. Parking management through a business association or non-profit could help resolve this problem. The Chestnut Hill Community Association established the Chestnut Hill Parking Foundation (CHPF) in 1954 to provide convenient shopper parking for visitors to Chestnut Hill. Today, the CHPF manages nine lots which are leased to the CHPF. In turn, the CHPF staffs, manages and maintains the lots. Creating a central parking management agency addresses not only the problems of supply and demand, but also deals with parking fees and liability issues. In addition, parking fees could be a source of revenue for the business association and for community improvements, such as trash cans, lighting and landscaping. Parking fees in Chestnut Hill are $1 per hour or free with validation.

The Priority Area also includes many historic resources, such as Market Square on the 5400 block of Germantown Avenue and Germantown Town Hall on the 5900 block. These historic assets are disconnected from the Germantown and Chelten commercial district and should be incorporated into a greater vision of making Germantown a regional destination for history and culture.

Chelten Avenue and Germantown Stations are both in need of access and facility improvements, as stated in Chapter 4. The vacant land surrounding Germantown Station is an opportunity for transit-oriented development to further draw street activity east along Chelten Avenue, reinforce the "downtown", and increase ridership at the station.

Parking lot on Chelten Avenue

Market Square

Germantown Station Area Improvements

1. Pursue redevelopment opportunities of underutilized former industrial sites in the vicinity of Germantown Station. Consider the creation of a bus terminal and transit plaza at Germantown Station to reduce traffic back-ups on Chelten Avenue, improve transit connections for users, and to generate more activity around the station which in turn will encourage new commercial development.

Vernon Park Improvements

1. Selectively reduce tree cover in Vernon Park to increase sunlight in the park, create lawns for festivals and improve views of the historic Vernon House and into the park from the sidewalk to improve visibility and safety.

1. Install a permanent bandstand in Vernon Park near Germantown Avenue for music festivals, entertainment, and to draw visitors to the park.

2. Relocate the Battle of Germantown monument to a more central location in the park and improve the path network to enhance pedestrian movement and to preserve the lawns. Light monuments for visibility at night.

3. Create an inviting connection to Vernon Park from Chelten Avenue at Greene Street with landscaping and signage.

4. Seek funds for a master plan for the park to prioritize improvements, limited resources, and park maintenance.

5. Interest new and current park users, such as the YMCA, dog walkers, seniors, teens, and little leagues, to volunteer and provide funds to Friends of Vernon Park.

Map labels:

WAKEFIELD

RITTENHOUSE

PRICE

STAFFORD

155
154 153
147
127
117
119

BUS STOP

MIXED-USE REDEVELOPMENT OPPORTUNITY

ARMAT

GERMANTOWN STATION

LENA

114

MIXED-USE REDEVELOPMENT OPPORTUNITY

LENA

KENYON

PRICE STREET

27
23
21
19
17
15
13

DUNKIN DONUTS

CENTER IN THE PARK

BANDSTAND

GERMANTOWN AVENUE

WALGREENS

WOODLAWN

ARMAT

MARKET SQUARE

VERNON HOUSE

REDUCE TREE COVER TO CREATE SUNLIT LAWNS

FIRST PRESBYTERIAN CHURCH

CHELTEN AVENUE

NEW RETAIL DEVELOPMENT

14
24
34
36
38
45
40
55
50
61
67
73

FREE LIBRARY

NEW RETAIL DEVELOPMENT

GREENE

MARION

101
107
109
111
113
115

113

Maplewood Mall Improvements

1. Redesign the streetscape of Maplewood Mall with a new roadway and street alignment, as well as, new sidewalk, lighting, and trees to encourage restaurants and cafes with outdoor spaces and more street activity.

2. Develop new retail on the parking lots in Maplewood Mall to increase retail space for cafes and restaurants in the mall.

3. Improve the facades and signage of buildings that require a facelift by offering matching grants to building owners.

4. Market the mall as a destination for arts-focused businesses, including arts supplies, galleries, music and art instruction, and educational shops. Seek tenants that promote this vision and add additional amenities, such as cafes, book stores, holistic foods, and independently-owned boutiques.

5. Maintain shop entrances on Maplewood Mall. Even if there is an entrance also on Greene Street, Maplewood Mall should not be treated as back or service entrance.

Shopping District Improvements

1. Diversify and strengthen the retail mix on Chelten and Germantown Avenues. Retail opportunities should capitalize on the local desire for sit-down restaurants, a garden store and bookstore. Efforts to diversify the retail mix should begin on the western end of Chelten Avenue near the Chelten Avenue Station.

2. In the short term, there are transit-related retail opportunities around Chelten Avenue station, such as a coffee shop or brew pub to serve the high number of commuters in the area.
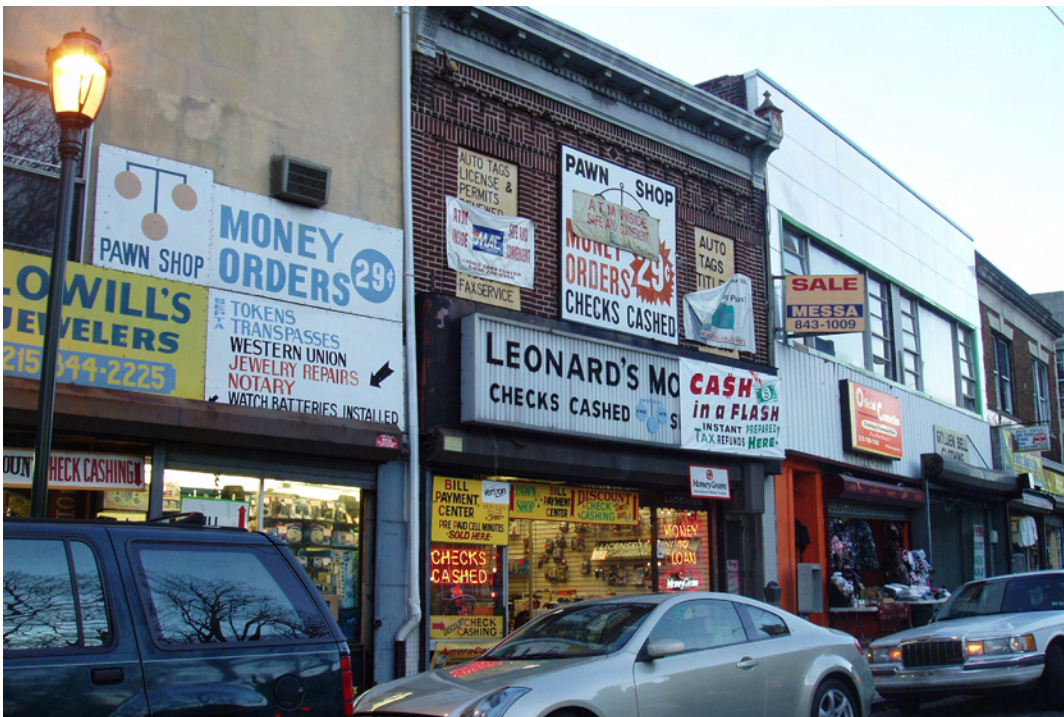
5700 block of Germantown Avenue

Photo of Maplewood Mall

Rendering showing proposed improvements

3. Reorganize and improve the connections between parking lots to create shared driveways and keep parking entrances on the side streets to reduce the number of curb cuts on Chelten Avenue. Add signs directing prospective patrons to parking lots.

4. Manage parking resources through the Special Services District, business association or community organization. Minimal parking fees could fund streetscape improvements, sidewalk cleaning and events.

5. Improve the facades and signage of stores along Germantown Avenue between Maplewood Mall and Rittenhouse Street by providing complimentary technical assistance to merchants on ways to improve their facades and enhance their display windows. Offer matching grants for new signs and façade improvements.

6. Reinforce the street wall by fencing and landscaping parking lots. Future development should be built up to the sidewalk with parking access from the rear when possible. The objective is to create a more inviting pedestrian and urban experience.

7. Make streetscape improvements along Chelten Avenue. Repair sidewalks, plant trees, install new lighting and restripe crosswalks.

8. Rezone C-7 parcels from low-scale, auto-oriented commercial zoning to medium density mixed-use zoning categories.

9. Focus the efforts of the Special Services District to address litter.

10. Work with the business owners, business association and the district councilperson to create a Business Improvement District (BID) to help pay for trash collection, business corridor promotions and special events.

Germantown Station Recommendations (page 35)

Implementing Agency	Action
SEPTA	Paint
	Repair canopies and railings
	Lighting
	Seating
	ADA
	Bike racks
	Bus terminal
Bicycle Coalition	Bike racks
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	Redevelopment RFP standards
	Select redeveloper
	Up-zoning
	TRID designation
District councilperson	Up-zoning
	TRID designation
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation
	Issue RFP
	Select redeveloper
Public/Private partnership	SEPTA, PCPC, CGC, BID, Business Association, private land holders/developers near station, Commerce Department, PADOT, TRID, Mayor's Office of Transportation

Chelten Avenue Station Recommendations (page 37)

Implementing Agency	Action
SEPTA	Lighting
	Seating
	ADA
	Ticket hours
	Bike racks
Bicycle Coalition	Bike racks
Philadelphia City Planning Commission (PCPC)	Up-zoning
District councilperson	Up-zoning
Mural Arts Program	Public art

Wister Station Recommendations (page 39)

Implementing Agency	Action
SEPTA	Paint
	Repair walkways and stairs
	Lighting
	Signage
	Fisher Station
	Bike racks
Bicycle Coalition	Bike racks
Streets Department	Street extension
Philadelphia City Planning Commission	
District Councilperson	
Redevelopment Authority (RDA)	Property acquisition, consolidation, and disposition
Philadelphia Gas Works (PGW)	Property owner

Queen Lane Station Recommendations (page 41)

Implementing Agency	Action
SEPTA	Lease commercial space
	Ticket hours
	Bike racks
Community	Market / seek tenant
Bicycle Coalition	Bike racks

Implementing Agency	Action
SEPTA	Maintenance
	Ticket hours
	Preserve head house
	Add service stops
	ADA
	Bus shelters
	Park and ride
	Bike racks
Bicycle Coalition	Bike racks
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	Redevelopment RFP standards
	Select redeveloper
	Up-zoning
	TRID designation
District councilperson	Up-zoning
	TRID designation
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition, consolidation, and disposition
	Issue RFP
	Select redeveloper
Philadelphia Industrial Development Corporation (PIDC)	Industrial business relocation

Bus Recommendations (page 48)

Implementing Agency	Action
SEPTA	Holiday trolley service
	Fixed rail service
	Upgrade bus routes
	Bus shelters
	Lighting
	Wayfinding
	Schedule information
Streets Department	Stripe bus stop
Fairmount Park	Tree trimming
Philadelphia City Planning Commission (PCPC)	TOD plan for Germantown Station
Central Germantown Council (CGC)	TOD plan for Germantown Station

Implementing Agency	Action
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	Redevelopment RFP standards
	Select redeveloper
	Up-zoning
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation
	Issue RFP
	Select redeveloper
Habitat for Humanity	Housing rehabilitation
Board of Revision of Taxes	Ownership information
Redevelopment Authority (RDA)	Public property acquisition
Pennsylvania Horticultural Society (PHS)	Vacant lot reclamation ideas
Commerce Department	Commercial façade grants

Residential Recommendations (page 55)

Implementing Agency	Action
District councilperson	Multi-family (group) housing study
	Lack of building permit or zoning notice
Licenses and Inspections (L&I)	Lack of building permit or zoning notice
Community	Volunteer clean-up
Philadelphia City Planning Commission	Multi-family (group) housing study
Philadelphia Neighborhood Housing Services (PNHS)	Housing counseling

Industrial Recommendations (page 57)

Implementing Agency	Action
District councilperson	Zoning
Philadelphia Industrial Development Corporation (PIDC)	Support services for industrial land users
Philadelphia City Planning Commission (PCPC)	Zoning

Institutional and Public Use Recommendations (page 60)

Implementing Agency	Action
Pennsylvania Horticultural Society (PHS)	Philadelphia Green program
Community	Support "Friends of" groups and volunteer
Community Design Collaborative (CDC)	Volunteer consulting services and planning
Recreation Department	Park improvements
Redevelopment Authority (RDA)	Public property acquisition

Commercial Recommendations (page 65)

Implementing Agency	Action
District councilperson	Zoning
Philadelphia City Planning Commission (PCPC)	Zoning
Community	Business Association
	Solicit plan funding
Business Association	Parking management plan
	Business marketing and events
Commerce Department	Commercial corridor planning grants
	Commercial façade grants

State and Local Designation Recommendations (page 55)

Implementing Agency	Action
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
Redevelopment Authority (RDA)	Urban Renewal Area (URA)

Historic Designation Recommendations (page 70)

Implementing Agency	Action
Community	Nomination process
Philadelphia Historical Commission	
District councilperson	Conservation District

Tourism Recommendations (page 71)

Implementing Agency	Action
Historic Germantown	Historic tourism and marketing
Business Association	Business attraction
SEPTA	Public transit connections
	Signage at stations
The Lighting Practice	Philadelphia-based lighting designers

Community Organization Recommendations (page 74)

Implementing Agency	Action
Community	Leadership Committee
	Resource sharing
Philadelphia City Planning Commission (PCPC)	Community planning
District councilperson	Funding and implementation

Crime and Safety Recommendations (page 74)

Implementing Agency	Action
Community	Town watch
	Community surveillance
	Residential lighting
Commerce Department	Commercial corridor lighting
Philadelphia Police Department	Operation Town Watch
	Community relations

Youth Activity Recommendations (page 75)

Implementing Agency	Action
Community	Youth leader position
	Youth programs
Recreation Department	Park amenities

Trash and Litter Recommendations (page 76)

Implementing Agency	Action
Community	Clean-up events
	Anti-litter campaign
	Report dumping
Police Department	Report dumping
Business Association	Trash receptacles
Germantown Special Services District (GSSD)	Litter removal

Implementing Agency	Action
Streets Department	Restripe Windrim Avenue
	Sidewalk repair
Redevelopment Authority (RDA)	Property acquisition
Philadelphia Industrial Development Corporation (PIDC)	Industrial business relocation
SEPTA	Park and ride
	Paint railroad bridge
Pennsylvania Horticultural Society (PHS)	Urban greening program
Streets Department	Wayfinding signage
Historic Germantown	Recommend station use

Implementing Agency	Action
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	TRID designation
	Zoning
	Redevelopment RFP standards
	Select redeveloper
District councilperson	Urban Renewal Area (URA)
	TRID designation
	Zoning
SEPTA	Preserve head house
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation
	Issue RFP
	Select redeveloper

Implementing Agency	Action
Philadelphia Housing Authority (PHA)	Demolish Queen Lane Apts
	Redevelopment
District councilperson	Demolish Queen Lane Apts
	Urban Renewal Area (URA)
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
Pennsylvania Horticultural Society (PHS)	Green Streets streetscape improvements
Water Department	
Streets Department	Streetscape improvements
Private developer	Station commercial use
SEPTA	Lease commercial space
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation

Implementing Agency	Action
District councilperson	Urban Renewal Area (URA)
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	Plan for infill housing
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation
Streets Department	Street extension
	Station entrance on Belfield
	Belfield / Wister intersection
Philadelphia Industrial Development Corporation (PIDC)	Business attraction
SEPTA	Station improvements
LaSalle University	Station shuttle
Ogontz Avenue Revitalization Corporation (OARC)	Plan for infill housing
Pennsylvania Historical and Museum Commission	Pennsylvania Historical Marker Program

Germantown Station Area Recommendations (page 93)

Implementing Agency	Action
SEPTA	Bus terminal
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	Redevelopment RFP standards
	Select redeveloper
	Up-zoning
	TRID designation
District councilperson	Up-zoning
	TRID designation
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation
	Issue RFP
	Select redeveloper
Public/Private partnership	SEPTA, PCPC, CGC, BID, Business Association, private land holders/developers near station, Commerce Department, PADOT, TRID, Mayor's Office of Transportation

Vernon Park Recommendations (page 93)

Implementing Agency	Action
Fairmount Park	Tree trimming
Community	Solicit funding for park master plan
	Organize park users
Recreation Department	Lighting
	Park maintenance
Community Design Collaborative (CDC)	Volunteer consulting services and planning
Pennsylvania Horticultural Society (PHS)	Philadelphia Green program

Maplewood Mall Recommendations (page 93)

Implementing Agency	Action
Streets Department	Street improvements
Business Association	Marketing and business attraction
	Solicit facade grant funding
Commerce Department	Commercial facade grants
	Commercial corridor planning grants
Community Design Collaborative (CDC)	Volunteer consulting services and planning

Shopping District Recommendations (page 95)

Implementing Agency	Action
Business Association	Marketing and business attraction
	Solicit plan funding
	BID designation
Commerce Department	Commercial corridor planning grants
	Commercial facade grants
Philadelphia City Planning Commission (PCPC)	Up-zoning
	BID designation
District councilperson	Up-zoning
	BID designation
Germantown Special Services District (GSSD)	Litter removal

Tracking the success of community revitalization through on-going neighborhood indicators involves three types of measurements. The first focuses on a set of broadly recognized impact measures to chart whether the status of the neighborhood is improving in comparison to other communities. The second is a measure of operational success and assesses whether the specific plan objectives are achieved. The third measures the impacts of the plan implementation on current residents.

Neighborhood Indicators

Neighborhood indicators offer a broad assessment of the impacts of revitalization efforts. These measurements fall under four categories.

Housing

1. Vacancy. The recommended measure that can be regularly updated involves tracking the ending of water service as reported by the Philadelphia Water Department, through the University of Pennsylvania Cartographic Modeling Laboratory's Neighborhood Information System (NIS).
2. Single-family housing market. The recommended measure includes specific dimensions of house sales price, rate of change in house price, turnover (sales) rate, owner-occupancy rate, and population change that can be tracked through local government records reported in various databanks, including NIS and The Reinvestment Fund.
3. Rental housing market. Monthly rent and rate of change.
4. Number of new residential construction units completed
5. Number of building permits for housing rehabilitation/new construction approved.
6. Number of unmaintained lots.
7. Number of maintained lots.

Economic Development

1. Percentage of families living below poverty level, based on decennial census data.
2. Median household income, based on decennial census data.
3. Number of nuisance businesses closed.
4. Number of new businesses attracted.
5. Commercial vacancy rate in key commercial areas.

Neighborhood Building

1. Crime/safety. The University of Pennsylvania reporting of crime data from the City Police Department can be used to compute crimes, or serious crimes, per capita.
2. Number of attendees at community meetings.
3. Number of events (and attendance) sponsored by local community groups.

Services to Families and Children

1. School quality/educational attainment. Three types of data are available testing data, school attendance and enrollment data and school characteristics. All data is completely public for every school (including charters, privates and publics), conveniently available and can be charted.
2. Amount of functional recreational, open, and green space in the neighborhood.

Specific Plan Objectives

In addition to the neighborhood indicators, success in achieving plan recommendations can be tracked through more specific indicators relating to investment and development. These include:

1. Home improvement activity. Tracking the number of homeowners participating in home improvement or home improvement financing activities. Tracking number of building permits applications for building rehabilitation.

2. New housing construction. Tracking the number of vacant units rehabilitated or new housing units constructed.

3. Streetscape improvements. Tracking the dollar investment in streetscape improvements.

4. New commercial space construction. Tracking the square footage of new retail/commercial space constructed.

Impacts on Current Residents

One key community concern is whether current residents and businesses benefit from investment and revitalization or whether they are displaced for economic reasons. To track impacts on community residents, we recommend three indicators:

1. Housing mobility rate. This recommended measure is likely to be effective only once. Decennial census data reports at the block group level the number of households residing in the same house as five years previously. 2010 data would report on household mobility since 2005 (effectively the start of plan implementation). Comparison of this data with data from the 2000 census would indicate whether mobility has increased a potential indicator of displacement.

2. Availability of affordable rental housing. Decennial census data on rent distribution will give a timely report of data for 2010, though less timely for subsequent periods. This data can track the number of rental units with rents below selected threshold of affordability. (Note: Number of affordable units is more useful than proportion of affordable units, since revitalization may be associated with increases in the number of market rate units.)

3. Participation in home improvement finance. Operational data could be maintained indicating whether the recipients of publicly-supported owner-occupied home improvement or new construction financing were previous residents of the neighborhood. Unfortunately, this data is not trackable for private financing.

GERMANTOWN WAYNE JUNCTION COMMUNITY SURVEY

The Philadelphia City Planning Commission is conducting this survey to help determine what neighborhood shoppers need and want, including retail shops and other commercial businesses. Please take a few minutes to fill out this survey. We are working hard to build a business district to better serve your needs. Thank you.

A. General Information

1. How did you travel to the Germantown / Wayne Junction area today?

   ☐ Car ☐ Walk ☐ Bus (Please provide route number) _____   ☐ Train (Please provide name of the line) _____

   ☐ Bike ☐ Other (Please specify) _____

2. For what purpose(s) do you typically visit the neighborhood? (Check up to 5 choices for each location.)

	Germantown / Chelten Avenue	Germantown Avenue near Wister Street	Wayne Avenue near Manheim Street
Buy groceries and other household items needed each week			
Fill prescriptions or purchase other health care items			
Go to a barber, beauty or nail salon			
Buy clothes or shoes			
Buy furniture or housewares			
Eat at a restaurant			
Go to the doctor or dentist			
Go to a training program or school			
Do my banking or pay bills			
Have my car serviced or repaired			
I work in the area			
I attend church/mosque/temple in the area			
I visit a social service agency in the area			

B. Shopping

1. How often do you shop at the following locations?

	Germantown / Chelten Avenue	Germantown Avenue near Wister Street	Wayne Avenue near Manheim Street
Once a week			
Several times a week			
Once a month			
Several times a month			
Once a year			
Never			

2a. Compared to 5 years ago, do you shop at each of these locations more or less often?

	Germantown / Chelten Avenue	Germantown Avenue near Wister Street	Wayne Avenue near Manheim Street
More often			
Less often			

2b. If you now shop at these locations less often, what are the reasons (Check all that apply).

	Germantown / Chelten Avenue	Germantown Avenue near Wister Street	Wayne Avenue near Manheim Street
Fewer stores			
Unattractive environment			
Trash			
Crime			
Better choice elsewhere			

Other (Please specify.): _____

2c. If you shop at these locations more often, why?

_____
_____
_____
_____
_____
_____
_____
_____

B. Shopping (continued)

3. When you shop in each of the following retail districts, how do you get there?

	Germantown / Chelten Avenue	Germantown Avenue near Wister Street	Wayne Avenue near Manheim Street
a) Train			
b) Bus			
c) Walk			
d) Drive			

4a. Are your daily shopping needs being met in the neighborhood?

	Germantown / Chelten Avenue	Germantown Avenue near Wister Street	Wayne Avenue near Manheim Street
a) Yes			
b) No			

4b. If not, what types of businesses do you think are lacking? (Check 5 most important.)

☐ Grocery store
☐ Specialty meat and fish store
☐ Specialty fruit and vegetable store
☐ Sit-down restaurant
☐ Fast food restaurant
☐ Bakery
☐ Coffee shop
☐ Ice cream store
☐ Bar / pub
☐ Women's clothing and accessories
☐ Men's clothing and accessories
☐ Family shoes
☐ Children's clothing store
☐ Family casual clothes / jeans

☐ Discount department store
☐ Variety store / dollar store
☐ Bank
☐ Dry cleaner
☐ Sporting goods store
☐ Toy store
☐ Video rental
☐ Electronics store
☐ Office supply store
☐ Housewares store
☐ Hobby / craft store
☐ Book store
☐ Paper and party shop
☐ Gift / card shop

☐ Hardware store
☐ Auto parts store
☐ Furniture store
☐ Lawn and garden store
☐ Florist
☐ Eyeglass / optical store
☐ Drug store
☐ Insurance agent
☐ Legal office
☐ Copy center
☐ Photographer / photo and framing store
☐ Other (Please specify): _____
_____
_____

5. How often do you shop at the following shopping locations for items not found in your neighborhood?

	Once a week	More than once a week	Once a month	More than once a month	Once a year	Never
Center City						
City Line Avenue						
Metroplex, Plymouth Meeting						
Plymouth Meeting Mall						
Cheltenham Square / Cedarbrook Mall						
King of Prussia						

Other (Please specify.): _____

C. Neighborhood

1a. Has your neighborhood (area within a 3-block radius of your home) changed over the last 5 years?
☐ Yes   ☐ No

1b. How has your neighborhood changed over the last 5 years?
☐ Improved   ☐ Worsened

1c. Please offer examples of how it has changed:
_____
_____
_____

2a. Has your block changed over the last 5 years?
☐ Yes   ☐ No

2b. How has your block changed over the last 5 years?
☐ Improved   ☐ Worsened

2c. Please offer examples of how it has changed:
_____
_____
_____

D. Transportation

1. How do you travel to the following destinations?

	Drive	Walk	Train	Bus	Bicycle
Work					
Shopping					
School					
Entertainment / Social					
Healthcare					
Church / Mosque / Temple					

Other (Please specify.): _____

2. How often do you use the following SEPTA Regional Rail stations? (For each station, check one that applies most often.)

	Once a week or more	Fewer than 4 times month	1-12 times a year	Never
Wayne Junction				
Wister Avenue				
Germantown Avenue				
Queen Lane				
Chelten Avenue				

3. If you use Regional Rail, what could be improved at the station you use most frequently? (Check 3 most important.)

☐ Station building / waiting areas   ☐ Parking

☐ Lighting   ☐ Bicycle parking

☐ Cleanliness   ☐ Nothing

☐ Stairwells   ☐ Other (Please specify): _____

☐ Information about transit service

   (delays, schedules, maps)   _____

   _____

4. If you use Regional Rail, do you feel safe at the station?

☐ Yes   ☐ No   ☐ Only during the day   ☐ Only during rush hour

5. If you do not use the train stations, why not? (Check the 3 most important.)

☐ I use my car   ☐ No bicycle racks at stations

☐ It does not go where I need it to go   ☐ It is too far to walk to the station

☐ It costs more than riding the bus   ☐ The stations are not easy to get to (e.g. Too many stairs, poor roads, etc.)

☐ The train does not come often enough   ☐ The stations are unsafe

☐ No parking at stations   ☐ Other (Please specify): _____

6. How often do you use the following bus routes? (For each route, check one that most closely applies.)

	Once a week or more	Fewer than 4 times a month	1-12 times a year	Never
23				
53				
75				
26				
65				
H				
J				
K				
XH				

E. Demographics

1. Please check your age group.

☐ 15-19   ☐ 45-54
☐ 20-24   ☐ 55-64
☐ 25-34   ☐ 65-74
☐ 35-44   ☐ 75+

2. Please mark your sex.

☐ Male   ☐ Female

3. How many people are living in your household:

Children: _____
Adults (aged over 20): _____

4. Please check the income range that most closely describes your household income last year.

☐ Less than $10,000
☐ $10,000 - $19,999
☐ 20,000 - $34,999
☐ $35,000 - $49,999
☐ $50,000 - $74,999
☐ $75,000 - $100,000
☐ $100,000+

5a. Please give us the zip code for your home. _____

5b. Please give us the name of the neighborhood where you live.

_____

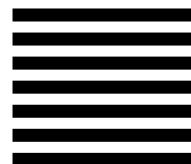# CENTRAL AND LOWER GERMANTOWN AVENUE / WAYNE JUNCTION COMMUNITY SURVEY

BUSINESS REPLY MAIL
FIRST-CLASS MAIL   PERMIT NO. 36743   PHILADELPHIA PA

POSTAGE WILL BE PAID BY ADDRESSEE

**NO POSTAGE
NECESSARY
IF MAILED
IN THE
UNITED STATES**

**Central and Lower Germantown Avenue /
Wayne Junction Community Survey**
c/o Kise Straw & Kolodner
123 S BROAD ST STE 1270
PHILADELPHIA PA 19109-9987