

# Hunting Park West

## Reviving Philadelphia's Industrial Lands

Philadelphia, PA

SEPTEMBER 2010





# Hunting Park West

## Reviving Philadelphia's Industrial Lands

*Philadelphia, PA*

September 2010

PREPARED BY

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with

4ward Planning

Traffic Planning and Design

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## Acknowledgements

*Special thanks to all Hunting Park West Area Study Stakeholders.*

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Philadelphia Department of Commerce  
Philadelphia Industrial Development Corporation (PIDC)  
Southeastern Pennsylvania Transportation Authority (SEPTA)  
Philadelphia Housing Authority (PHA)  
Philadelphia Water Department (PWD)  
The School District of Philadelphia  
Department of Veterans Affairs Regional Office  
Mayor's Office of Sustainability  
Mayor's Office of Transportation and Utilities

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### COMMUNITY ORGANIZATIONS

Multi-Community Alliance:  
Abbotsford Tenants Council  
Allegheny West Foundation  
East Falls Development Corporation  
East Falls Community Council  
Nicetown Community Development Corporation/NAC  
Ridge/ Allegheny/ Hunting Park  
Resident's Coalition  
Southwest Germantown Neighbors  
Tioga United

### PRIVATE PARTNERS

The Salvation Army—Kroc Center  
Material Culture  
WIC  
Preferred Real Estate/ Jackson Cross  
GRM  
Temple University Health Systems  
Randolph Skills Academy  
Ironstone Real Estate Group  
Pep Boys  
Tasty Baking/ Binswanger  
Transcor  
Drexel University

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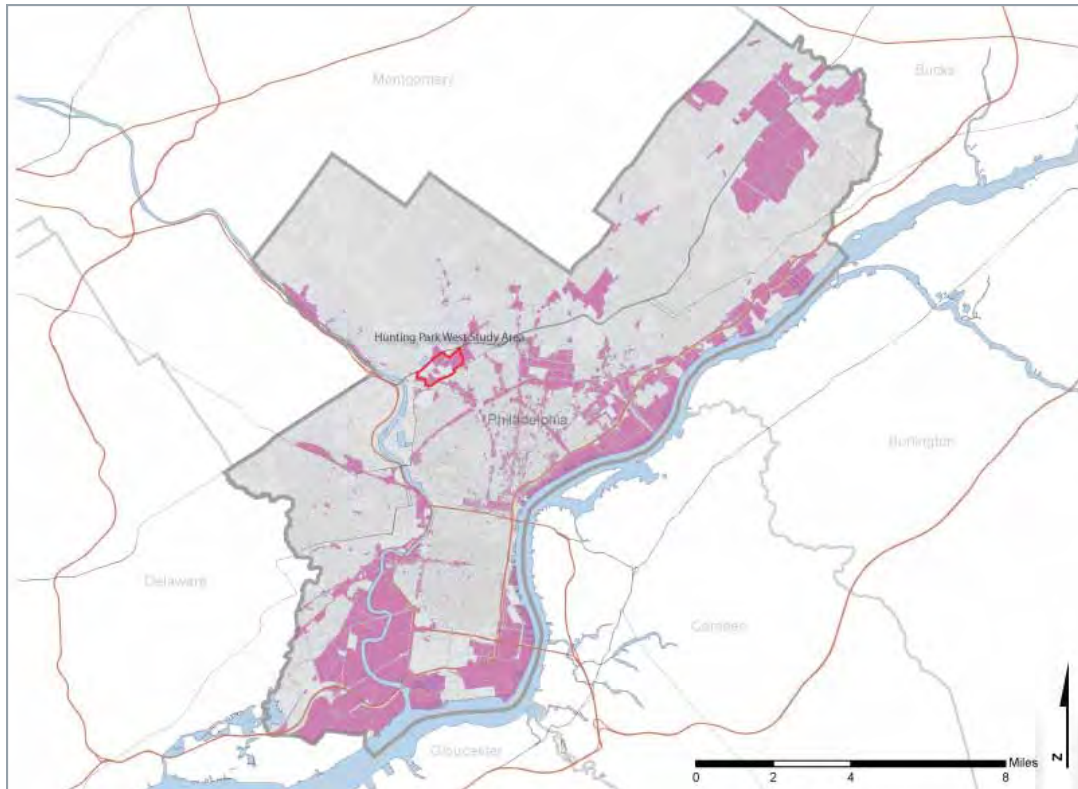
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# Introduction



1





Philadelphia's historical industrial buildings were built in manufacturing corridors along the riverfront and rail lines. The map above shows industrial zoned land which currently comprises 19.7% of the City's land use (City of Philadelphia Industrial Land Use Study).



## Background

In the fall of 2009 the Philadelphia City Planning Commission retained the team led by Wallace Roberts & Todd, LLC (WRT) to prepare a study of the Hunting Park West Area. This approximately 400-acre area of largely historically industrial uses is generally located between the Roosevelt Boulevard (Route 1), the Wayne Junction train yard, Hunting Park Avenue, and extends just to the west of the SEPTA R6 railroad tracks. The area also contains the Philadelphia Housing Authority Abbottsford Homes development, the Randolph Career Academy and other uses. The area once was home to landmark Philadelphia institutions and companies including the Eastern Pennsylvania Psychiatric Institute, Tasty Baking, the Budd Company, Midvale Heppenstall, and others. It is surrounded by several neighborhoods including East Falls, Southwest Germantown, Nicetown, Tioga, and Allegheny West. These neighborhoods also are home to significant concentrations of development: the Veterans Administration Center, the former Medical College of Pennsylvania Hospital, SEPTA Wayne Junction, and Temple Health Systems.

The City of Philadelphia, like many older cities, has a large inventory of land and buildings historically used for manufacturing and production, helping to give the city the nickname “Workshop of the World”. Land used for industrial use still comprises approximately 20% of Philadelphia’s land area. With a 62% decline in industrial firms in the City during the last 35 years of the 20th century, many such areas and structures are now unused. The question posed to the study is what is the best use of 19th and 20th Century assets in a 21st Century economy? In particular, what is the best use of the Hunting Park West study area? They present challenges in their current condition; at the same time they offer significant opportunities for redevelopment.

The irony of the situation is that the characteristics that once made these areas so powerful (major infrastructure in place, access to labor, and low transportation costs due to proximity to complementary industrial markets) contributed to their abandonment as industrial processes changed and employers moved to greenfield locations. Now, with rising transportation costs, the desire of many to live in the city with easy commutes and access to the facilities and services only the city can offer, the strengths of such areas are beginning to be appreciated anew. Couple this with demands of other land uses for more land, the interest of communities adjacent to these areas in “greener” and more sustainable neighbors, increasing energy costs, and the evolution of “industrial” use to now include many “lighter” activities such as fabrication/ assembly. There is the potential to reinvent and improve these underutilized assets, while improving the economy and setting of surrounding neighborhoods through a thoughtful process of study and engagement.

The City of Philadelphia is in the midst of city-wide creative re-invention of itself to enable it to compete and thrive in the 21st century. The PCPC has recently produced major planning policy initiatives to make the city more sustainable and transform its waterfronts, among others. It is now in the process of updating its zoning and land development ordinances. At the same time, the Philadelphia Industrial Development Corporation (PIDC) commissioned a study of industrial land throughout the city. In this context, the Hunting Park West Area Study represents one leading edge of the effort to create a better future of the city.



Aerial view of the Atwater Kent Radio Factory North and South Plant showing the “Super-Span Saw Tooth” roof trusses designed to incorporate natural light by Ballinger Architects and Engineers of Philadelphia in 1923.



In the 1920s Atwater Kent was the largest producer of radios in the world. This North Philadelphia Plant produced over 6,000 radios a day and employed approximately 12,000 workers at its peak.



Production of railcars at the Budd Company plant.

**FIGURE 1.1: Study Area Setting**



## Project Goals

The PCPC's overarching goal for the area is to attract investment in responsible development with a strategic approach that evolves from a public engagement process with neighbors and stakeholders. Of particular concern are: redevelopment of vacant land and buildings; reuse or removal of vacant buildings as appropriate; job creation; improvements for the full range of travel modes including vehicles, bicycles, and pedestrian; improvement of compromised environmental conditions; commercial development; improvements to recreational opportunities; overall sustainable development and design. Special attention was to be focused on streetscape design along Henry Avenue and an assessment of the highest and best use potentials for the former Eastern Pennsylvania Psychiatric Institute (EPPI) campus.



FIGURE 1.2: Hunting Park West Study Area



## Process, Schedule, and Participants

### Process and Schedule

The Study work was organized into four phases, each building on the previous phase. The chart below presents the flow of the work from understanding existing conditions to setting a vision and guiding principles, to development of the sustainable land use plan, zoning recommendations, Henry Avenue streetscape recommendations, and the highest and best use study of the EPPI site.

Study work commenced in September 2009 with the Advisory Committee kick-off meeting. Subsequent to that meeting, the WRT team conducted three additional meetings with the Advisory Committee and three separate meetings with the general public. The latter were conducted as work sessions in large and well advertised locations. The public meetings attracted between 150 and 180 participants each. These meetings started with the development of a vision and goals for the area, progressed to ideas for future land use and implementation recommendations.

The work was guided by the PCPC with a Advisory Committee composed of representatives of City departments, the Philadelphia Industrial Development Corporation, surrounding neighborhoods and community organizations, and other stakeholders. A majority of the neighborhoods surrounding the study area had been organized for some time and were knowledgeable about urban planning and development issues from previous activities.

### Contents

This report documents the conclusions of over eight months of analysis, public and stakeholder involvement, and refinement of direction and recommendations. This report is organized in the following sections:

- **Planning Goals and Objectives**—results of public sector and community feedback through a structured and inclusive process.
- **Existing Conditions**—documentation of existing conditions including identification of areas susceptible to change or public intervention to achieve the agreed upon goals.
- **Land Use and Urban Design Framework**—proposed land use and urban design guidelines to help achieve project goals.
- **Highest and Best Use Study of the EPPI Property**—recommendations regarding the highest and best use of the EPPI property.
- **Recommendations and Next Steps**—recommended actions to advance help achieve study goals and create meaningful change and improvement in the area.



## PHASE 1

### Existing Conditions

(Advisory Committee Meeting #1)

- Data Collection and Review
- Existing Conditions Analysis
- Best Practices Research

(Advisory Committee Meeting #2)



Public Meeting One.

### Visioning

(Stakeholder Interviews)

(Public Meeting #1)

- Evaluate Goals and Strategies
- Define Land Use Sub Zones



Public Meeting One.

## PHASE 2

### Sustainable Land Use Framework/Conceptual Land Use Plans

- Sustainable Land Use and Urban Design Framework
- Market Supply and Demand Analysis
- Conceptual Land Use Plans
- Preliminary Zoning Analysis/ Rezoning Recommendations
- Development Program
- EPPI Site Best Use Alternatives

(Advisory Committee Meeting #3)

(Public Meeting #2)

## PHASE 3

### Recommendations for Development

- Recommended Buildout/Evaluation of Sustainability Framework
- EPPI Highest and Best Use Study
- Fiscal Impact Analysis
- Traffic Impact Analysis and Recommendations
- Implementation Matrix
- Draft Report

(Advisory Committee Meeting #4)

(Public Meeting #3)

### Final Report



## Technical Reports

In addition to this report, a number of technical reports were prepared. Their conclusions and recommendations informed the work of the study and are included in this report as appropriate. The more detailed technical reports are:

- Hunting Park West Area Study: Transportation Analysis: Existing Conditions Report, December 16, 2009, Traffic Planning and Design, Inc.
- Hunting Park West Area Study: Transportation Analysis: Final Report, April 20, 2010, Traffic Planning and Design, Inc.
- Hunting Park West Area Study: Preliminary Environmental Inventory, November 24, 2009, Advanced GeoServices.
- Strengths, Weaknesses, Opportunities, Threats Analysis of the Hunting Park West Study Area, December 2009, WRT.



# Planning Goals and Objectives



2



## Review of Available Information and Previous Studies

■ Collaboration and communication with the community and area stakeholders were vital to ensuring that this planning process for Hunting Park West could bring about agreement for real and sustained change. In order to gain an effective understanding of the public's needs and aspirations, the project team conducted a four pronged public outreach approach. The public process included a review of available existing information and previous studies related to the site, stakeholder interviews, four Advisory Committee meetings, and three Public Meetings.

The WRT team reviewed existing information and a number of relevant planning studies. These included master plans, neighborhoods plans, site studies and development proposals. At the time that this project was completed, City of Philadelphia's Industrial Land Use Study was not yet released. The team's review of the available materials revealed goals that consistently appeared in these previous efforts. These included the desire to improve transit connectivity, stabilize adjacent neighborhoods, develop infill housing to retain historic neighborhood fabric, encourage transit oriented development where appropriate, improve existing open spaces and connect those open spaces to a regional open space system. Some of the plans, like "The Germantown and Nicetown Transit-Oriented Plan", that address substantial amounts of industrial land looked at opportunities to rezone their unproductive industrially zoned land for mixed-use development.



Public Meeting One.



Public Meeting Two.

## Stakeholder Interviews

Throughout the planning process, the WRT team conducted numerous individual and group interviews in order to gain a broader understanding of stakeholder objectives and concerns. While the majority of interviews were in person, some stakeholder interviews were conducted by telephone.

A number of the stakeholders interviewed were part of the Multi-Community Alliance (MCA), an umbrella organization that represents 11 neighborhood groups. These neighborhood groups share similar needs and goals and were impacted by development plans for the vacant sites adjacent to them. The stakeholder interviews also included city agencies that have a role to play in the future of Hunting Park West, including the Philadelphia Housing Authority, the Mayor's Office of Sustainability, the Salvation Army, and SEPTA.

The following summarizes concerns, aspirations and questions from the interviews organized in six categories:

### Economy

- How can we attract neighborhood services, particularly a supermarket?
- How can we use this land to bring jobs back?
- What are new industries that can be attracted to HPW?
- Is there an opportunity to attract medical services back to this area after the loss of EPPI and MCP?

### Policy/Implementation

- Any plan created needs City support for implementation and clear commitments from other public agency partners as part of this process. (Question: What will the School District do with Randolph site?)
- How do you get the commitment of the private landowners; try tax incentives.

### Access/Transportation

- Concerns about pedestrian safety for the users of the new Kroc Center.
- Safe pedestrian and bike access; traffic calming.
- Improved SEPTA connections to area Regional Rail Station as well as improved bus services for new uses.

### Sustainability

- Opportunity for green development partnerships.
- Business attraction and development plan for clean energy.
- Improving existing physical environment.

### Vision

- How much impact can the vision have? The need for a result-oriented plan, many of the stakeholders expressed concern that this not be another document that would be shelved after the study was completed.
- Despite the number of dense residential neighborhoods in the area and the lack of retail and convenience goods, particularly sit down restaurants, the HPW study area provides an opportunity for dense mix-use development that can bring some of these uses.
- The importance of marketing/branding in order to create a place of strength, an anchor, a destination.
- Build off existing assets such as the Philadelphia University Sustainable Design Program (Engineering and Design Institute).

### An Inclusive Public Process

- Concern that all stakeholders are brought to the table (well advertised public meetings, selecting meeting locations to take place in different areas of the surrounding neighborhoods, having engaging presentations and effective dialogue).

## Developer Interviews

In addition to these stakeholder interviews, the team conducted interviews with regional and national developers in order to gain their perspectives as related to their experience with urban development, mix-use revitalization projects, adaptive reuse, and the particular opportunities and challenges that may be identified by this study.

Developer Interviews Summary Key findings:

- Optimistic about prospects for the study area.
- Area was generally safe, suffered from a perception of crime.
- Would like to see improved public transit.
- Favored a mixed-use redevelopment strategy.
- University and employee housing “village” as catalyst project.
- Development incentives as necessary component to development strategy (tax exemptions, wage tax offsets, tax credits, etc.).

## Advisory Committee Meetings

The Advisory Committee’s role in this study was to ensure that the study included an effective public participation process, the study retains its results oriented approach, and that the expertise and advice of a number of individuals who are familiar with the history and challenges of the area can inform the study process help create an effective strategy for redevelopment. The Advisory Committee worked closely with the project team to structure and advertise the public meetings and reviewed presentation materials prior to presentations to the larger public.



Former Budd building on Stokley Street.



Tasty Baking production will move to the Philadelphia Navy Yard.

## Public Meetings

This site is unique in that although there are a number of communities living adjacent to the planning area there are very few residents who live within the 434-acre study area boundary. Thus, it was imperative that this planning process emphasized the stake that the adjacent neighbors have for what happened within the boundaries of the Hunting Park West Study Area. The primary goals of the public meetings were to:

- Bring participants up to date regarding existing conditions in the area.
- Build consensus amongst a wide range of interest groups and communities of differing social, economic backgrounds and needs.
- Achieve a singular vision for what HPW can become—the site is large and can accommodate a variety of uses and activities, but needs to have a direction and image to set the direction for what it can become.
- Build a constituency for future implementation—once this planning process is completed, there needs to be energized to assist with implementing the vision.

**FIGURE 2.1: Priorities for Intersection Improvements**



### Public Meeting One

The first public meeting was held on Thursday, December 12th at Mercy Vocational High School. The meeting started with a summary presentation of the existing conditions analysis, a draft Strengths/Weaknesses/Opportunities/Threats analysis and best practices research. Following the presentation of the existing conditions, WRT held a breakout visioning session with the public to understand stakeholder needs and priorities and help articulate project goals. Approximately 175 residents and stakeholders, representing a cross section of the adjacent neighborhoods and stakeholder interest groups, attended this first meeting. The thirteen breakout groups each created possible land use scenarios. Because of similarities in aspirations, these were consolidated into the three scenarios described below.

Priorities for intersection improvement:

1. Allegheny Ave/Henry Ave/Hunting Park Ave (5-point intersection)
2. Hunting Park Ave at Wissahickon Ave
3. Roosevelt Ave at Fox St





*Focus industrial in the center of the site*

- Mixed-use with recreation adjacent to Kroc Center
- Residential focused mixed use at former EPPI
- Restaurants farmers markets, performance hall, supermarket



*Keep industrial on eastern portion of the site near SEPTA*

- Opportunities for larger format retail off of Fox Street
- Mixed-use at EPPI and along Henry Avenue
- Open space as part of new higher density development



- Performing Arts Center

- Niche market and convenience retail but no large format retail
- Opportunity for mix use on Hunting Park Avenue



Public Meeting Two.

## Public Meeting Two

The second public meeting was held on March 10th at Temple University Health System on Hunting Park Avenue. This venue provided attendees the opportunity to see a former Budd industrial building being adaptively reused as the headquarters for Temple University Health Systems. The second public presentation summarized the findings and common themes that emerged from the first public meeting break-out sessions. The presentation included the Vision and Guiding Principles and summary of the Market Supply and Demand Analysis, introduced possible land use and urban design framework and the structure of the EPPI Highest and Best Use Analysis. The presentation was followed by a break-out session where participants worked in groups to discuss their long-term vision, goals and objectives and priorities for the study area. Below is a summary of the findings from the break-out session.

### **Priorities** *(Not in order of importance)*

- Provide jobs for residents which allow them to earn a living wage.
- Implement regulatory and policy (Zoning) changes to entice developers and facilitate the revitalization of Hunting Park West.
- Implement streetscape and transportation improvements in order to create better access and connections for pedestrians, bicyclists and public transit users.
- Maintenance and Safety- create a strategy to maintain the appearance of vacant sites, increase police presence.
- Marketing and Programming-start hosting temporary events that can lead to an identity and constituency of people who know and care about the area; create design competition for a logo and banners.

### **How do we establish an identity for HPW and what should it be?**

- Arts and Culture—Jazz festivals, artists live/work space, hosting cultural events, reusing warehouses for a variety of arts production.
- Greening—Urban Gardens, Farmers Markets, Tree Nurseries, greenhouses.
- Environment /Sustainability—solar industry co-op, green enterprises.
- History—preserve and build on the sites strong manufacturing heritage.
- University Incubator Education/ Bio-tech- Use existing proximity of Temple, Drexel, Philadelphia University, Temple Health Systems—compatible adaptive reuse of large former manufacturing buildings for health and education.
- Mixed-use development/Entertainment District—Rezone to facilitate mixed-use development, create a walkable community; former Budd buildings can be adaptively reused for entertainment and commercial uses, provide housing for a range of age groups and affordability levels.

### **What are actions that the city might lead?** *(Not in order of importance)*

- Provide Regulatory Incentives
- Streetscape and Transportation Improvements: Green Streets
- Maintenance/Safety
- Marketing
- Programming (short-term)

## Public Meeting Three

The third public meeting was held on May 19th at the Falls Center Auditorium on Henry Avenue. This meeting presented:

- The Vision for Hunting Park West
- Proposed Land Use and Zoning changes
- Fiscal Impact Analysis
- Traffic Recommendations
- EPPI Reuse Scenarios
- Implementation and Next Steps



Public Meeting Three. Presentation materials and findings from all the public meetings were placed on the PCPC website.

At the final public meeting, participants voiced their main concerns with the study. These included:

- Acknowledgement that the immediate concerns for EPPI is for the State to transfer the site to the City.
- The final report should clearly recognize the community's preferred long-term vision for the EPPI site which is Scenario C: Full Demolition/Redevelopment. They felt this would be the most sustainable and have the most positive and lasting impact on the adjacent communities.
- There was concern voiced about the zoning change for the new shopping center being created without full community participation.
- The study should acknowledge the community's vision to have a SEPTA Regional rail stop within the HPW study area even if it was not feasible in the short term.
- Ensure that future development on the EPPI site does not include casinos or detention/correction facility uses.
- Gaudenzia needs to be relocated in order for the EPPI site to have the most possibilities for redevelopment.
- Design controls should be applied for the entire site to encourage pedestrian friendly design.

These key features of the land use plan were generally supported:

- Stormwater management and greening
- On-site energy production
- Mixed Use along Henry Avenue and Hunting Park Avenue
- Traffic Calming

## Vision and Planning Principles

Based on a review of the existing conditions, findings from the public involvement process and stakeholder interviews, a vision statement and guiding principles were developed to guide the plan. These were further refined as the study progressed. The vision and development principles for the Hunting Park West area are:

### Vision

A vital mix of land uses connected to and supporting adjacent neighborhoods.

### Principles

1. Encourage sustainable land use (green building, adaptive reuse).
2. Connect communities and provide access through a network of green streets and open space and recreation amenities.
3. Develop green infrastructure.
4. Provide a safe and attractive access and circulation network.
5. Create a mixed-use redevelopment framework focused on attracting businesses with well paying jobs.
6. Provide services important to any healthy community such as retail, day care, and grocery shopping.
7. Focus on Early Actions.

## HPW as a Model for the City's Environmental Sustainability Goals

The Hunting Park West area study provides an opportunity to develop a catalytic 21st century model for reusing Philadelphia's industrial land. The study area is crucial for the City of Philadelphia as it considers its enormous inventory of comparable land – abandoned or underutilized historically industrial sites and structures that can be repositioned for community, economic, and environmental benefit, and the enhancement of surrounding areas.

The study area is a place where the City can advance its sustainability goals by integrating economic, environmental, and socially responsible land use and development strategies building on existing policies such as GreenWorks Philadelphia and the Philadelphia Water Department's Green Streets and Parcel Based Billing Initiative. These initiatives exemplify the City's strategy to create a competitive city with high quality of life for all its citizens. Hunting Park West is one of the first areas in which the strategy will be applied.

The study's planning process included input from residents, and consultation with stakeholders, neighborhood organizations, and community groups. That engagement forms one basis for on-going local support and advocacy for environmentally sustainable redevelopment of the area.

# Existing Conditions Summary



3



FIGURE 3.1: Hunting Park West Study Area





■ The Hunting Park West Study area is bounded by Roosevelt Boulevard to the north, SEPTA Midvale Bus Depot to the east, Hunting Park Avenue to the south and Scotts Lane/CSX tracks to the West. The area is well served by transportation infrastructure with access to Roosevelt Boulevard and the CSX rail line. Although three regional rail lines cross the site, the study area does not have convenient regional rail access because the nearest stations are well over a 15-minute walk. The 434 acre study area includes a number of disparate land uses. The majority of the site is vacant former industrial land and buildings. While there are few residents within the study area, the site is bordered by a number of vibrant neighborhoods including East Falls, Southwest Germantown, Tioga, Nicetown, and Allegheny West. A significant percentage of the site is in public ownership. This includes the former Eastern Pennsylvania Psychiatric Institute (EPPI), Philadelphia Housing Authority's Abbottsford Homes, the Phila-

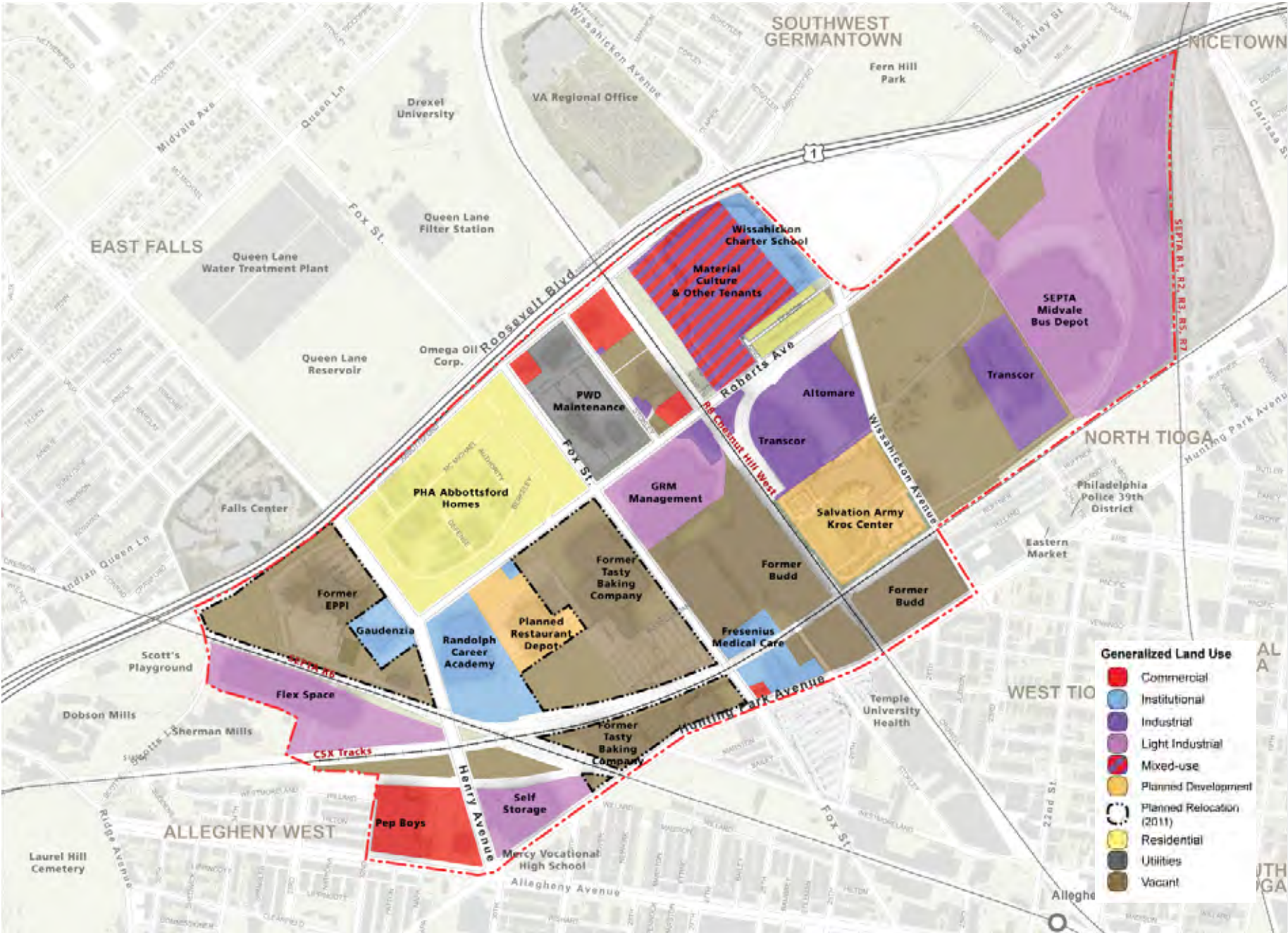
delphia School District's Randolph Career Academy, Philadelphia Water Department Maintenance Facility and the approximately 60-acre SEPTA Midvale Yard. The largest single private owner is Preferred Properties which has consolidated over 75-acres into the Budd Commerce Center.

As a result of the study area's past as a large industrial manufacturing center, the site features large land parcels and blocks with few secondary streets in strong contrast to the fine grain pattern of residential development to the south and east of the site. While a large portion of the study area is zoned industrial, only a small percentage of that is in active industrial use, the majority being transportation, utility, warehousing and storage, flex and multi-tenant industrial uses.



Figure ground depicting character of industrial development.

FIGURE 3.2: Existing Land Use Map

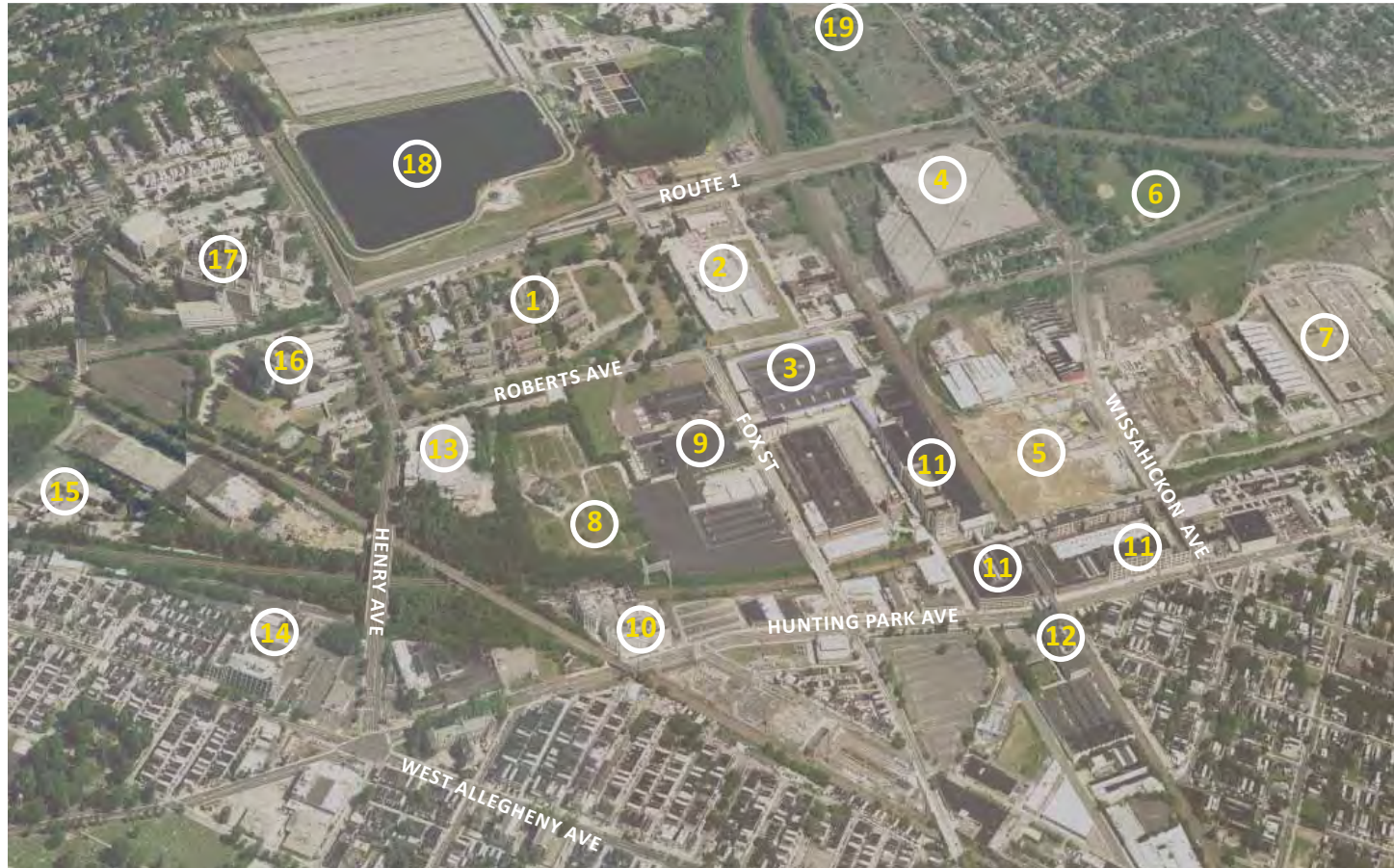






**FIGURE 3.3:** Aerial View of Hunting Park West Study Area and Neighboring Land Uses

1. PHA Abbottsford Homes
2. Philadelphia Water Department (PWD)
3. GRM Management
4. Material Culture & other tenants
5. Salvation Army Kroc Center
6. Fern Hill Park
7. SEPTA Midvale Bus Depot
8. Planned Restaurant Depot
9. Tasty Baking Company (former warehouse)
10. Tasty Baking Company (former Tasty Kake factory)
11. Former Budd
12. Temple University Health Systems
13. Randolph Career Academy
14. Pep Boys Headquarters
15. Sherman Mills
16. Former EPPI
17. Falls Center (former MCP)
18. Queen Lane Reservoir
19. Veterans Administration



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## Institutional Land Uses

## CASE STUDY

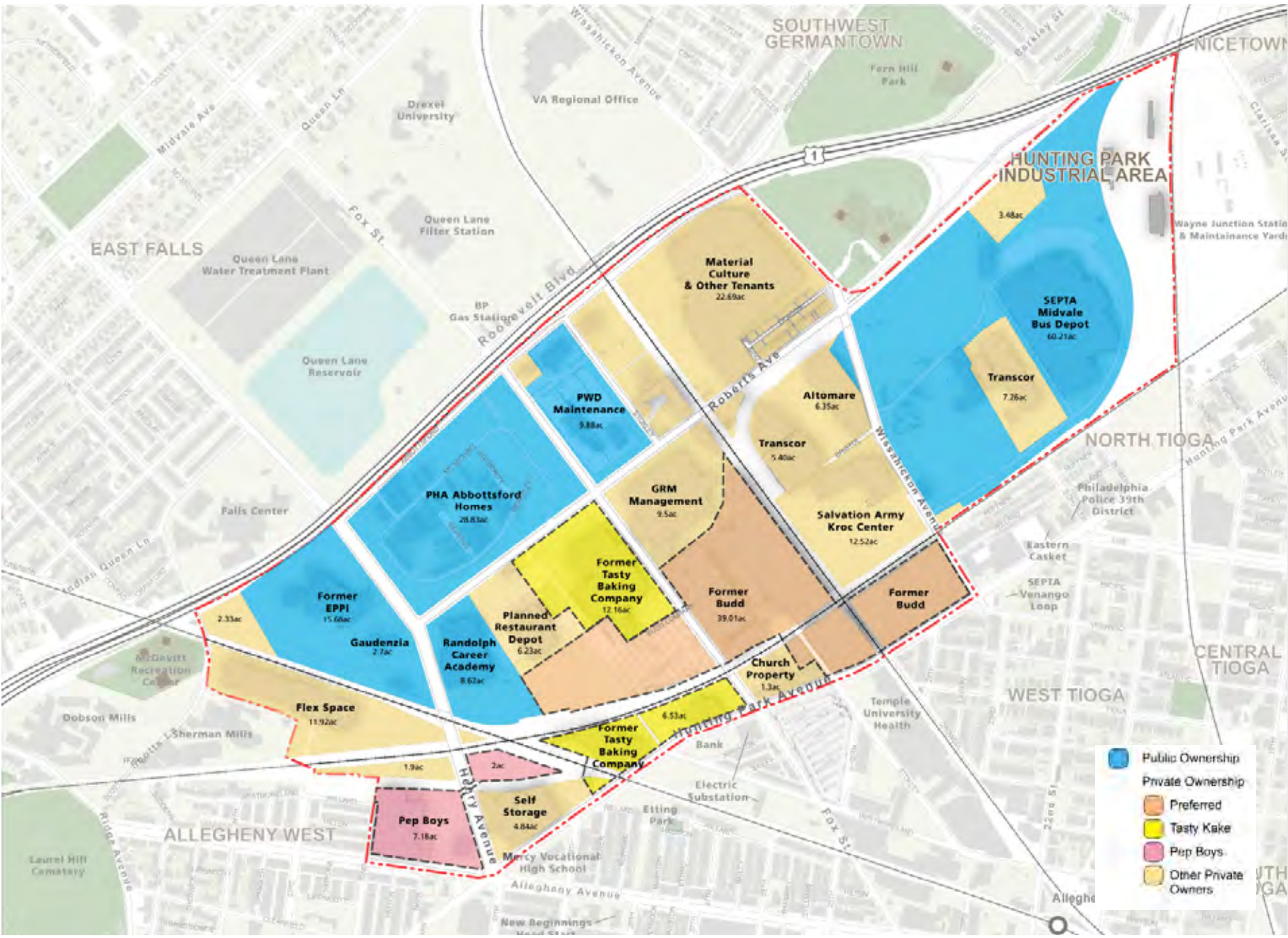


*Philadelphia, PA*

Adaptive reuse of 240,000 square foot Budd building into Temple University Health System new administrative offices. Completed in 2006, the renovated building includes private offices, executive suites, a new learning center, cafeteria, fitness center, a data processing and training center in addition to large meeting rooms.



FIGURE 3.4: Property Ownership





## Residential Land Uses

While a number of residential neighborhoods including East Falls, South-west Germantown, Nicetown, Allegheny West, and Tioga border the site, there are only two small pockets of residential development within the Study Area. These existing residential areas are isolated from each other and the surrounding residential neighborhoods. The Philadelphia Housing Authority's Abbottsford Homes occupies 28.8 acres between Henry Avenue and Fox Street. Part of the development site is vacant as approximately 100 substandard units were demolished to make the way for mixed-use development. The remaining units received over \$30 million dollars of renovations in 2001. The development currently houses approximately 200 residents. Although the site is served by the SEPTA R and 32 buses, residents lack walkable support services, especially retail and other amenities. The northeastern portion of the site was cleared for a proposed commercial development that has not materialized leaving a 9.36 acre area vacant. On Roberts Avenue between King and Wissahickon is a stretch of mostly attached two story row homes. These residents are also isolated from other neighborhoods and lack services.



Situated on a hillside is the PHA Abbottsford Homes. The site has approximately 300 units and has an on-site community center.



East Falls neighborhood.



Allegheny West neighborhood.



Allegheny West neighborhood.



FIGURE 3.5: Major Utilities





## Utilities, Transportation and Vacant Land

Because of its industrial past, the site is well served by infrastructure with capacity to accommodate very large amounts of future development. The study area has a robust utility network with a number of major sewers, water and electric lines running through the site. The Philadelphia Water Department (PWD) has a maintenance facility on Fox Street. The 9.88 acre site contains mostly surface parking with a few accessory buildings. With its industrial past, the HPW Study area is also well served by freight rail. There are approximately two miles of freight track within the study area, three SEPTA commuter rail lines, and one CSX freight line. Although two Regional Rail lines (the SEPTA R6, and R8) pass through the site, the study area is not well served by commuter rail because of the distance of the regional rail stations.

With the planned relocation of Tasty Baking there are over 100 acres vacant. Preferred Real Estate Investments which owns the majority of the former Budd plant has been marketing the area as the Budd Commerce Center with the goal of attracting a range of commercial users. While Preferred has had some success in attracting new industries and some creative temporary uses for its large buildings, leasing one of the former Budd warehouses for film production to Paramount Pictures, an overall strategy is needed to bring new life to this once thriving industrial land. However, with such extensive infrastructure service in place and large vacant and underutilized buildings and parcels, the study area is primed for redevelopment.

FIGURE 3.6: Rail Freight and SEPTA Regional Rail Services



**Parcel Size (Area)**

- 4
- 4-10
- 10-17
- 17-25
- 25-100





FIGURE 3.8: Building Typologies

### Highrise Industrial



### Institutional/Campus



### Industrial/Warehouse



### Medium Industrial







A rendering of the Salvation Army Ray and Joan Kroc Corps Community Center.



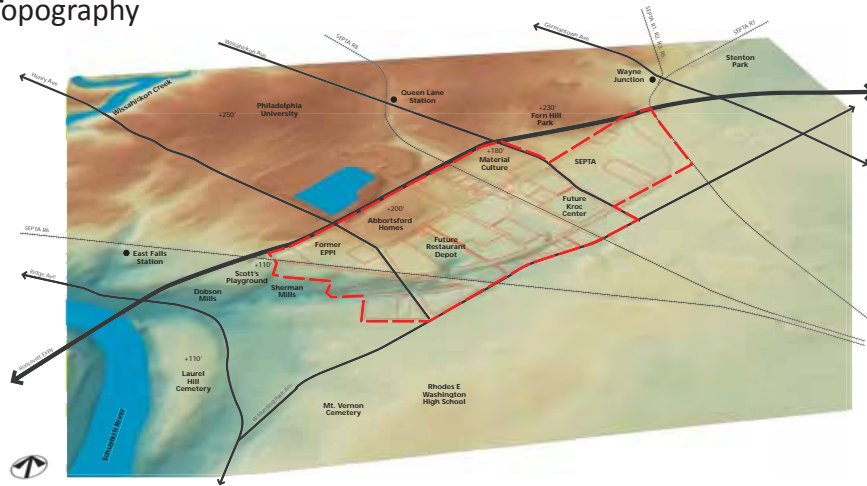
Salvation Army Ray and Joan Kroc Corps Community Center in construction, Spring 2010.

## Developments and Relocations

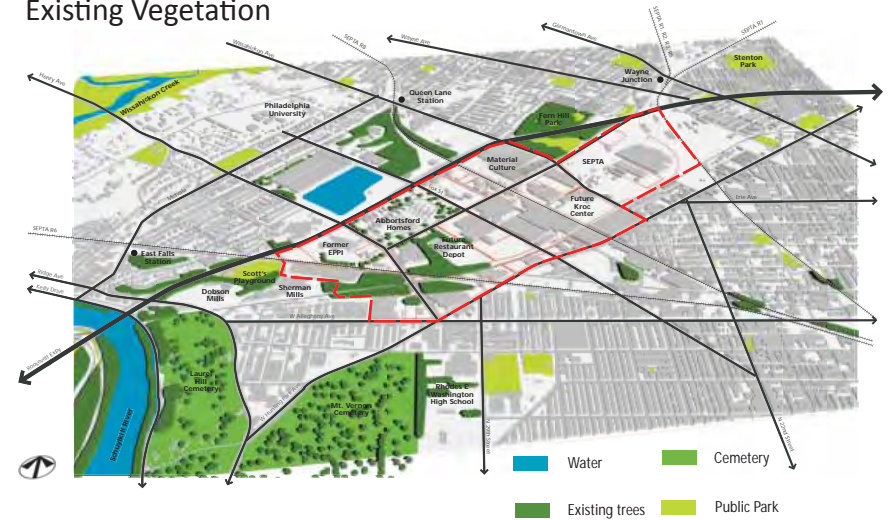
New and planned users in the study area may help to catalyze development. Currently in construction, and scheduled to open October 2010, is the Salvation Army Ray and Joan Kroc Corps Community Center. The 12.4 acre facility on Wissahickon Avenue will feature a 130,000 square foot community center with indoor gymnasium, aquatic center, worship and performing art spaces on the ground floor, and fitness administration and classrooms on the second floor. A central open space with rain gardens, playgrounds, open lawn, an athletic field, and a community farm will provide a range of outdoor activities. The center will have approximately 250 parking spaces on site and is expected to bring a high number of daily visitors by bus. Restaurant Depot a wholesale food, beverage and restaurant supply shop is planning a one story commercial building for the 6 acre site between the Randolph Academy and the former Tasty Baking warehouse site. Tasty Baking Company which has been in Hunting Park since 1922 has recently completed its relocation to new facilities in the Philadelphia Navy Yard. The move leaves vacant a 550,000 square foot, five and six-story Tasty Baking building on an 8 acre site on Hunting Park Avenue and the Tasty Baking warehouse located on Fox Street. The 12.1 acre site has a 2 story masonry and brick building with 260,000 square feet.

FIGURE 3.9: Site Analysis

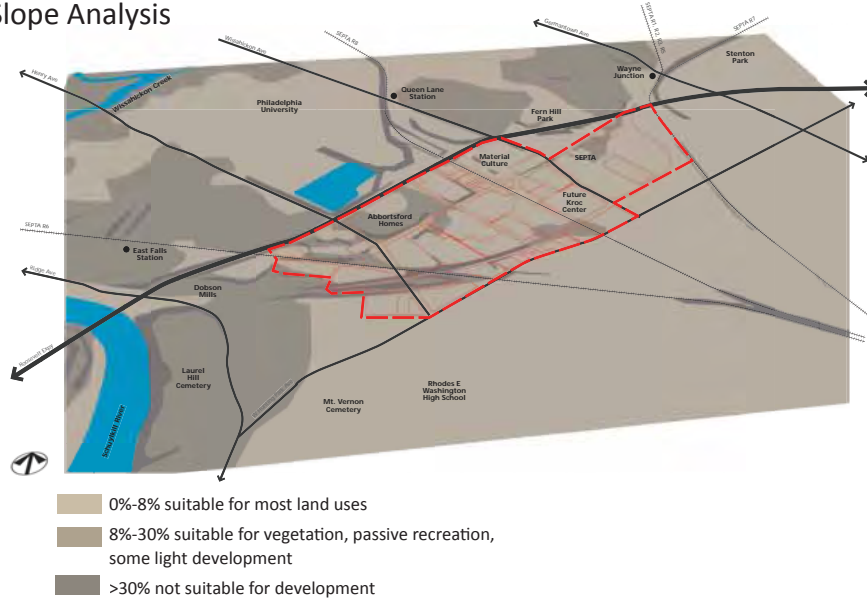
## Topography



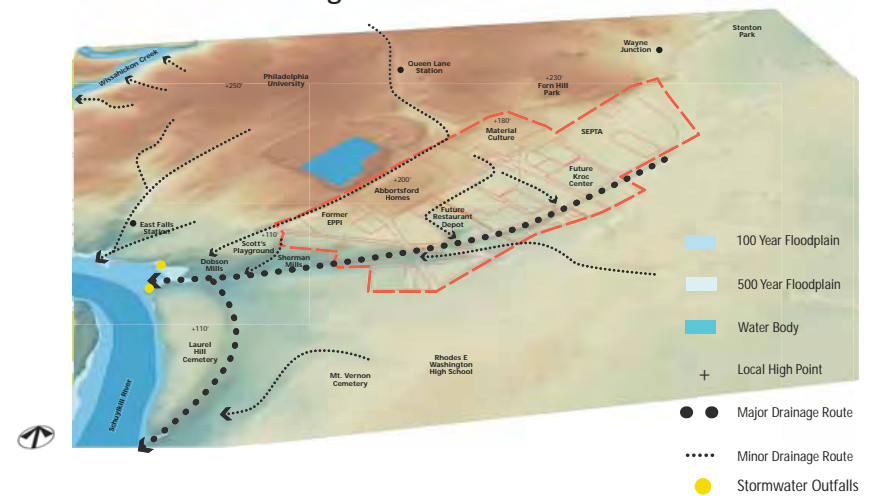
## Existing Vegetation



## Slope Analysis



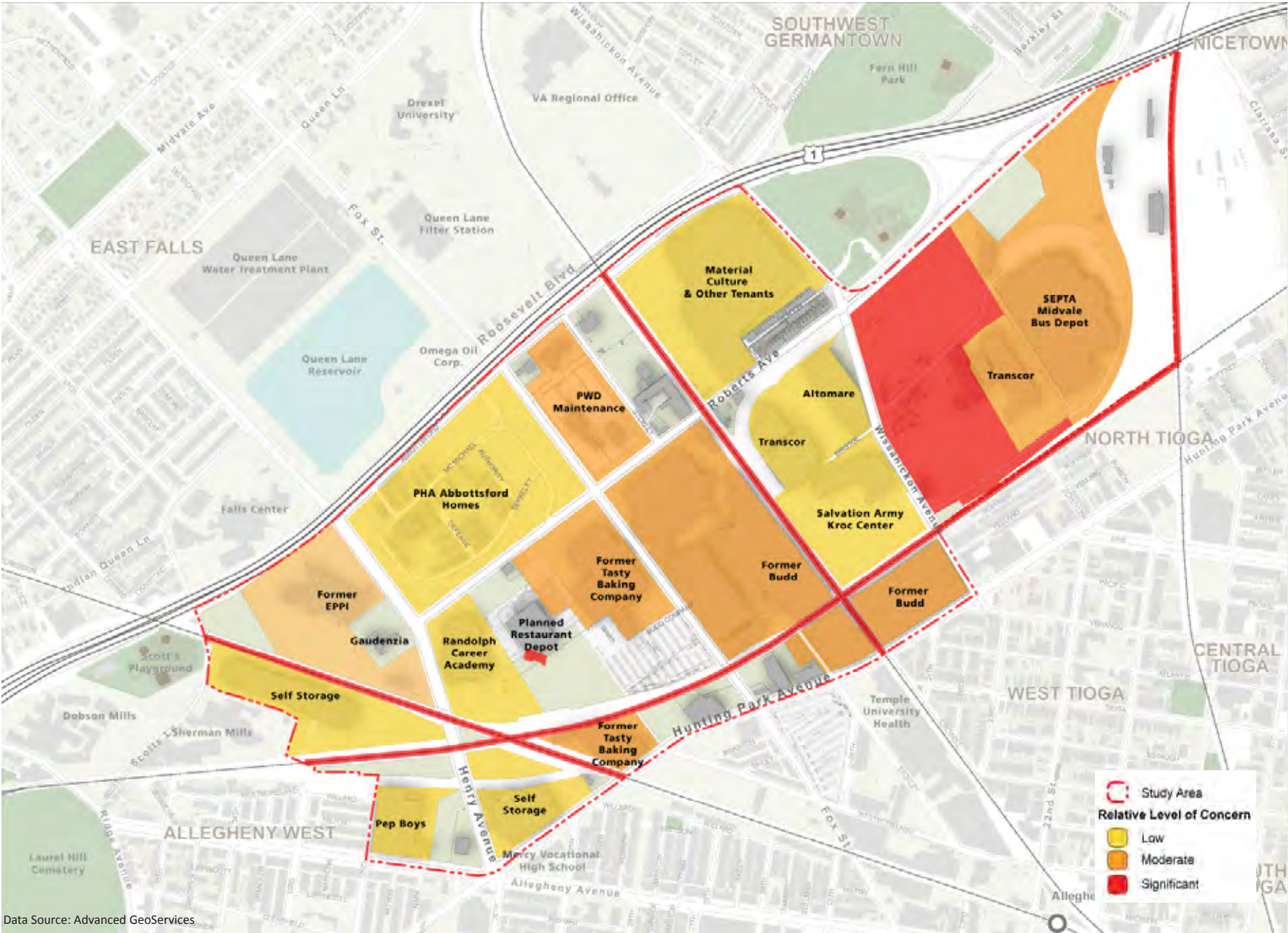
## Stormwater and Drainage



An analysis of the environmental context of the area, presented in Figure 3.9, shows its location in north central Philadelphia. The area's topography ranges from high points of approximately 190' to 200' at Abbottsford Homes a low of 110' along Hunting Park Avenue, with some steep slopes located internal to the area. The area's high degree of impervious surface and limited tree cover, inspite of significant vegetated surrounding areas, combined with the significant grade change indicate that a great deal of its storm water does not percolate into the soil and recharge ground water, but rather drains primarily to the Wissahickon Creek watershed.



FIGURE 3.10:Environmental Inventory



Data Source: Advanced GeoServices





#### CASE STUDY



#### Industrial Land as Green Infrastructure

Interconnected network of open spaces :

- Manages stormwater
- Reduces flood risk
- Improves air and water quality
- Includes greenways, wetlands, parks, native plant vegetation

The land, buildings, facilities and infrastructure within the site were developed over a long time and represent a wide variety of materials and processing that may have negatively impacted the environment. Parts of the study area contain large areas or facilities that are vacant, underutilized or in poor condition. These include site areas and facilities that maybe contaminated, may have undergone an environmental investigation, and some which may have already been remediated.

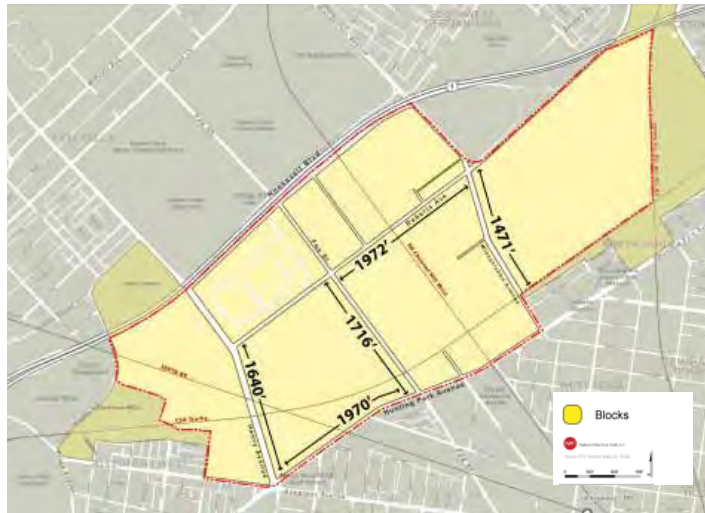
Based on the documentation available to the project team, a gradient was created to characterize the site properties based on their relative levels of environmental impact ; low, medium, and high. These levels were established for the various areas throughout the study area based on limited environmental data. The levels were based on the potential “costs to develop the area” due to the requirement to clean up an area to an acceptable standard prior to the construction of the proposed facility. For instance, an area that had been identified as “high” has the potential for large project costs to address environmental cleanup prior to construction. It should be noted that more detailed testing will be required within all areas of the study area once the proposed development is further developed. The results of this more detailed testing could find that an area that had been preliminarily identified as “low” actually has high development costs and conversely, the detailed testing could determine that an area preliminarily identified as “high” actually will have low development costs from an environmental perspective.

The majority of sites with available information were in the low and medium categories. The main areas of concern were the rail corridors, the SEPTA Roberts Avenue Yard, the former EPPI site and buildings, and a small one story concrete structure located adjacent to the planned Restaurant Depot. The SEPTA Roberts Avenue Yard is currently used for bus storage and maintenance. Both it and SEPTA’s Midvale Yard are characterized by a moderate to significant level of concern. The SEPTA Midvale Bus Depot has a number of tanks containing diesel fuel, used oil, and other hazardous substances. Its historical use as a rail yard indicates that there is a potential of PCB, volatile organics, and metal contamination. Although the team did not have site specific environmental characteristics available for review, the SEPTA Roberts Yard as an equipment storage yard, has a potential for contamination based on previous use. The rail lines owned by CSX and SEPTA located within the study area, including three SEPTA commuter lines and one freight line, have no documentation available. However, based on site activities, there is a possibility of pesticides, herbicides, metals, and volatile chemicals as well as the possibility that spills of materials in transit may have occurred along the tracks. The former EPPI site has a moderate level of concern due to asbestos and radiation contamination noted to exist in the facility. Some of these materials may have been remediated. At the time of this study, a full report on EPPI was not available so it is suggested that a complete Phase I Environmental Site Assessment be conducted for the EPPI site. A number of the sites within the study area did not have enough information available to make a determination at this time. These sites are left blank on the map and identified as No Available Data.

## Existing Traffic and Circulation

The existing traffic and circulation conditions were studied in depth using available data and new traffic counts at selected locations. The transportation portion of the area study encompassed the following intersections and roadways: Henry Avenue (S.R. 4001) and Roberts Avenue (S.R. 4009); Roberts Avenue and Wissahickon Avenue (S.R. 4003); Roberts Avenue and Fox Street; Henry Avenue/West Hunting Park Avenue (S.R. 0013)/West Allegheny Avenue (S.R. 2016).

**FIGURE 3.11: Block Dimensions**



The large block sizes found in the Hunting Park West are indicative of the study areas historical use as a manufacturing center.

## Existing Roadway System

**Henry Avenue** (S.R. 4001) is a four-lane, east-west, urban principal arterial roadway with a posted speed limit of 35 MPH in the vicinity of the sites. At its signalized intersection with Abbottsford Avenue, Henry Avenue (S.R. 4001) has a separate eastbound left-turn lane, two eastbound and westbound travel lanes, and a separate westbound right-turn lane. At its signalized intersection with Roberts Avenue (S.R. 4009), Henry Avenue (S.R. 4001) has a separate eastbound left-turn lane, two eastbound and westbound travel lanes, and a separate westbound right-turn lane. At its signalized intersection with W. Allegheny Avenue (S.R. 2014)/W. Hunting Park Avenue (S.R. 0013), Henry Avenue (S.R. 4001) has a separate eastbound left-turn lane, a separate eastbound travel lane, two separate eastbound right-turn lanes, and a westbound travel lane. The pavement surface and lane markings are in fair condition throughout the study area.

**Roberts Avenue** (S.R. 4009) is a two-lane, north-south, urban minor arterial roadway with a posted speed limit of 30 MPH in the vicinity of the sites. At its signalized intersection with Henry Avenue (S.R. 4001), Roberts Avenue (S.R. 4009) has a single travel lane. At its signalized intersection with Fox Street, Roberts Avenue (S.R. 4009) has a separate left-turn lane and a single travel lane on both approaches. At its signalized intersection with Wissahickon Avenue (S.R. 4003), Roberts Avenue (S.R. 4009) has a separate left-turn lane and a single travel lane on both approaches. The pavement surface and lane markings are in fair to poor condition throughout the study area.



Henry Avenue at Roberts Avenue.



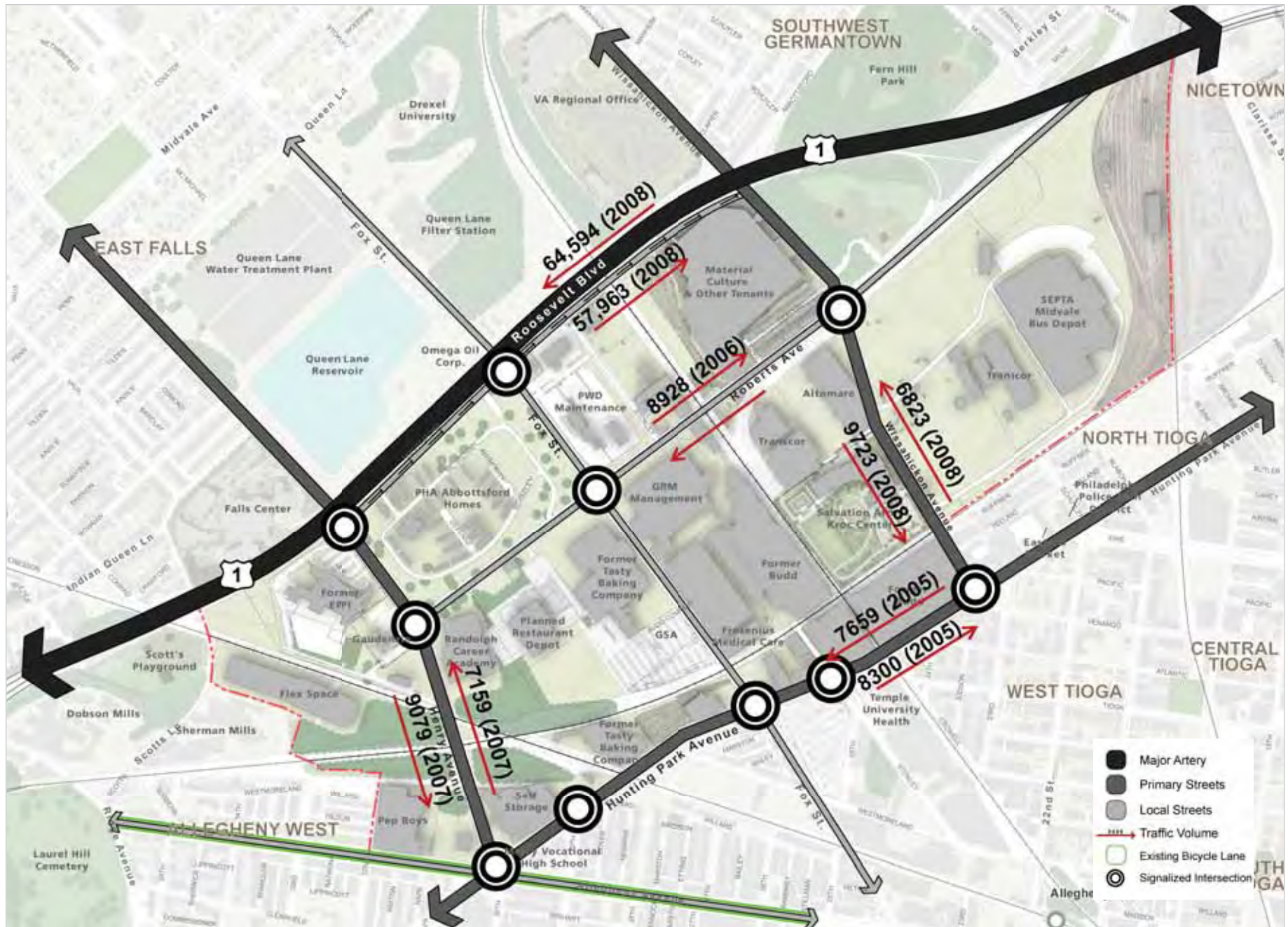
5-point Intersection (Allegheny Avenue, Henry Avenue, Hunting Park West Avenue, and 30th Street).



Roberts Avenue at Fox Street.



FIGURE 3.12: Existing Traffic and Circulation



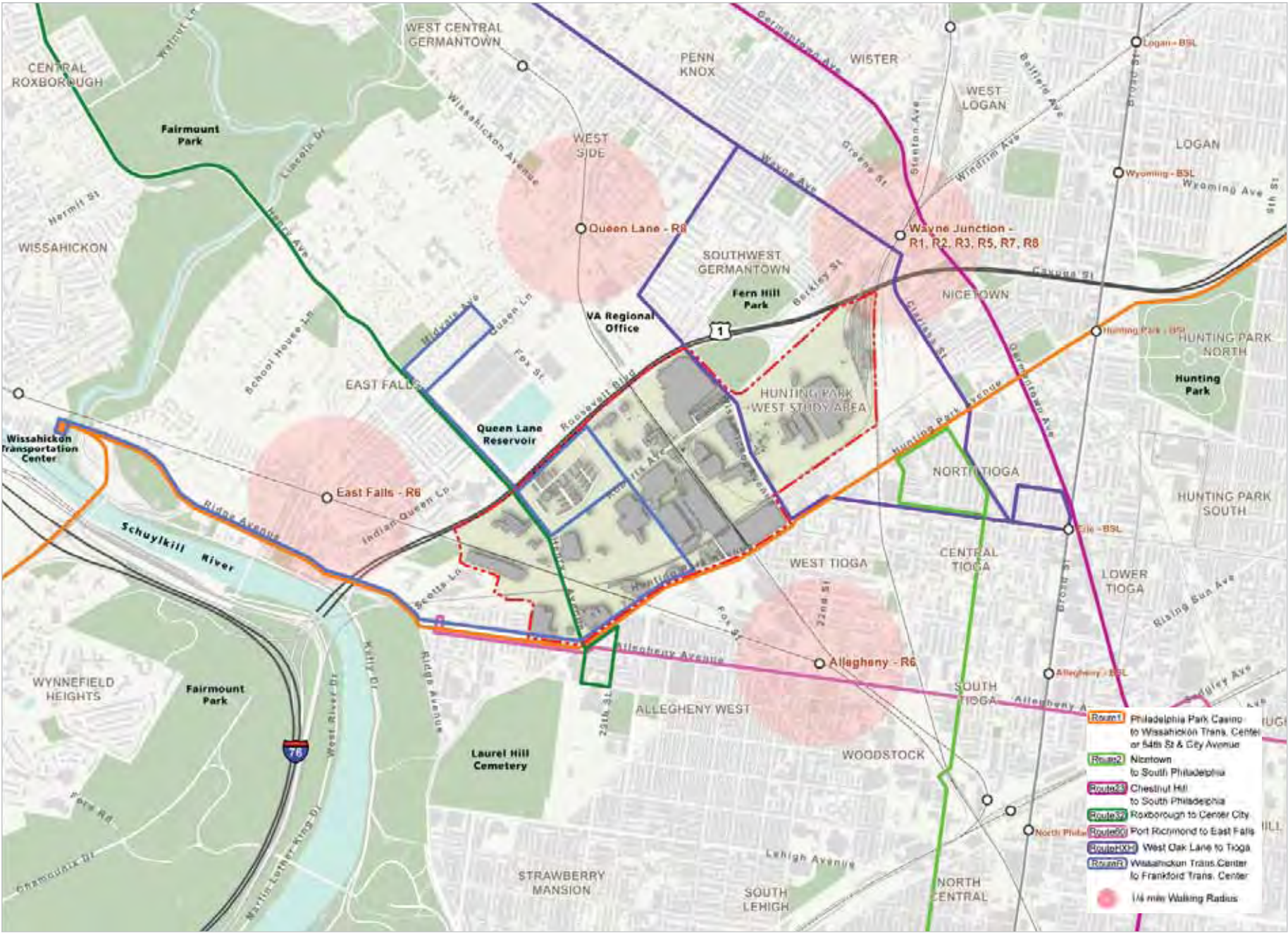
0 300 600 900 FT







FIGURE 3.13: Existing Transit System



## Existing Transit System

The study area is currently served by mass transit via various bus routes and regional rail lines provided by the Southeastern Pennsylvania Transportation Authority (SEPTA). The team obtained ridership data for the bus and regional rail service in the study area from SEPTA officials. The existing transit system and ridership data throughout the study area is shown in the Existing Transit System Plan.

The 24-hour weekday traffic count information for the identified roadways within the study area is summarized in Table 3.2.

**TABLE 3.2: Average Daily Traffic Counts—24-Hour Weekday**

Segment	Direction	ADT	Year Collected	Source
<b>Roosevelt Boulevard (Route 1)</b>				
Between Henry Avenue and Fox Street	NB	54,645	2006	iTMS
	SB	55,286	2006	iTMS
<b>Henry Avenue</b>				
Between Abbottsford Avenue and Roberts Avenue	EB	3,849	2009	TPD <sup>1</sup>
	WB	6,608	2009	TPD <sup>1</sup>
Between Roberts Avenue and W. Hunting Park Avenue	EB	7,159	2007	DVRPC
	WB	9,079	2007	DVRPC
<b>Roberts Avenue</b>				
Between Fox Street and Wissahickon Avenue	Bi-Directional	8,928	2006	iTMS
<b>Wissahickon Avenue</b>				
Between Roberts Avenue and W. Hunting Park Avenue	EB	9,723	2008	iTMS
	WB	6,823	2008	iTMS
<b>W. Hunting Park Avenue</b>				
Between Fox Street and Wissahickon Avenue	NB	8,608	2009	TPD <sup>1</sup>
	SB	9,952	2009	TPD <sup>1</sup>
Between Fox Street and Wissahickon Avenue	NB	8,300	2005	iTMS
	SB	7,659	2005	iTMS

iTMS = PennDOT Internet Traffic Monitoring System (iTMS)

DVRPC = Delaware Valley Regional Planning Commission

TPD = Traffic Planning and Design, Inc.



#### CASE STUDY



#### Industrial Land as Neighborhood Revitalization

*Brewer's Hill Baltimore, Maryland*

- Historic renovation and adaptive reuse of two landmark breweries
- Conversion of 11 buildings into Class-A office, flex/warehouse, retail, restaurant
- Maryland Green Building Tax Credit Program
- Branding

## Market Conditions

The market analysis employed a combination of qualitative and quantitative techniques in order to identify existing market and socio-economic conditions within the study area. The analysis began with a review of existing market and planning studies covering the Hunting Park West study area and then proceeded to a baseline market analysis, examining local and regional demographic, labor, industry and real estate trends.

Demographic trend analysis was performed using U.S. Census data and proprietary demographic analysis software (ScanU.S.) and covers the 2000 and 2009 (estimated) periods. Labor market data covered the 2002 to 2006 time period and is based on reported U.S. Census and Pennsylvania Labor Data. Quantitative analysis was followed by interviews with local, regional and national developers, along with interviews of large business organizations located within the study area. The purpose of positioning interviews after the quantitative analysis was to both share insight and validate findings with interviewees.

Conventionally, a primary market area (PMA) represents a geographic area containing 70- to 75-percent of household demand (purchasers of goods and services) for a commercial center (e.g., community or regional retail center). For the purposes of this analysis, four postal ZIP code areas were identified within the larger area immediately adjacent to the study area as the PMA for the Hunting Park West Study Area. These four ZIP code areas are: 19144 (Germantown); 19140 (Tioga/Nicetown); 19132 (Allegheny West); and 19129 (East Falls).

### Existing Market Conditions

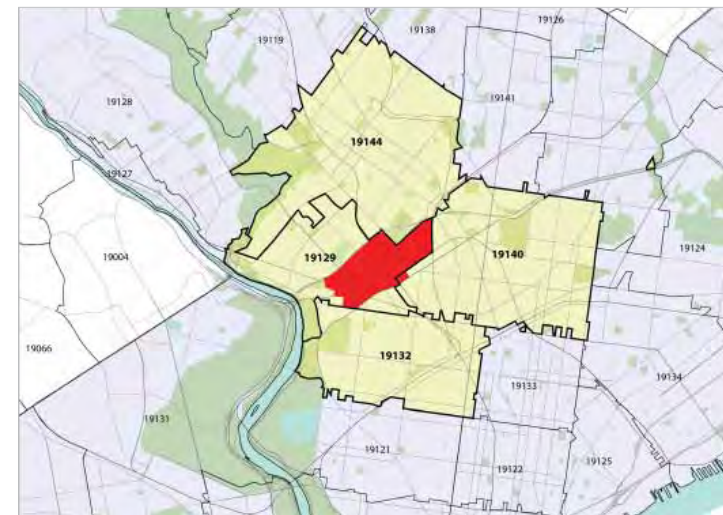
Socio-demographic analysis was performed on the above PMA, and, where appropriate, compared to the broader regional geography of the City of Philadelphia and/or the Philadelphia MSA, representing twelve counties in the Delaware Valley region.

Within 15-minute drive from center of Study Area:

- 1.2 million persons
- 482,000 households
- \$22 billion in annual spending

The PMA includes a number of institutions LaSalle University, Philadelphia University, Pep Boys Head Quarters, and Temple University Health Systems.

**FIGURE 3.14: Primary Market Area**





**FIGURE 3.15:** Change in Number of Households in Upper Income Brackets



**FIGURE 3.16:** Change in Households by Income Brackets, 2000-2009



## Demographic and Labor Trends

Both Hunting Park West and the City of Philadelphia saw estimated declines in household population from 2000 to 2009. The relatively high population loss exhibited in Hunting Park West during that time period is, in part, a result of continued loss of large employers and signifies structural economic and/or social issues.

The measurement of geography's household income, coupled with knowledge of the household formation trends within that geography provides insight into the prospective types and quantities of goods and services which may be demanded by these households. As shown in figure 3.16, growth in household income occurred in all three geographies and was particularly pronounced in the highest income bracket (>\$149,999). While household incomes at the upper end of the scale kept pace with

the City and MSA. The relatively large decline in lower income households within Hunting Park West also suggests a lack of suitable employment opportunities for working age residents as lack of income opportunity is a consistent factor for household out-migration. Even as the PMA lost residents in the lower income bracket, the PMA also experienced a significant percentage increase in the total number of upper income bracket households as seen in figure 3.17. While the share of household income in the upper income brackets is increasing, Hunting Park West demonstrates substantially lower median household incomes than the City as a whole. Thus, an important focus of a redevelopment strategy for Hunting Park West should be to bring the area's income level's closer to the City's through quality employment opportunities.

### TRENDS

#### Demographic and Labor Trends

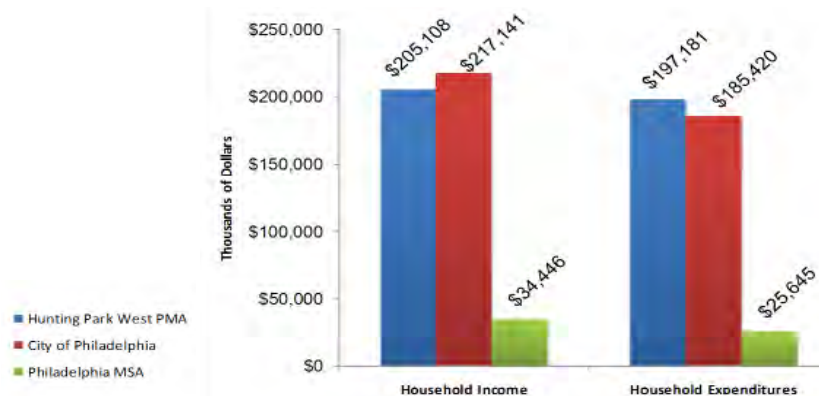
- Between 2000 and 2009, the Hunting Park West PMA experienced a 69.7% growth in the Upper Income (\$75,000 and greater income bracket) households.
- The 2009 estimated annual aggregate expenditures for households within the Hunting Park West PMA was \$197,181 per square mile.
- The largest industry employment sector for 2006 was Healthcare and Social Service Workers, Educational Services, and Manufacturing.

Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009

### Consumer Expenditure Profile

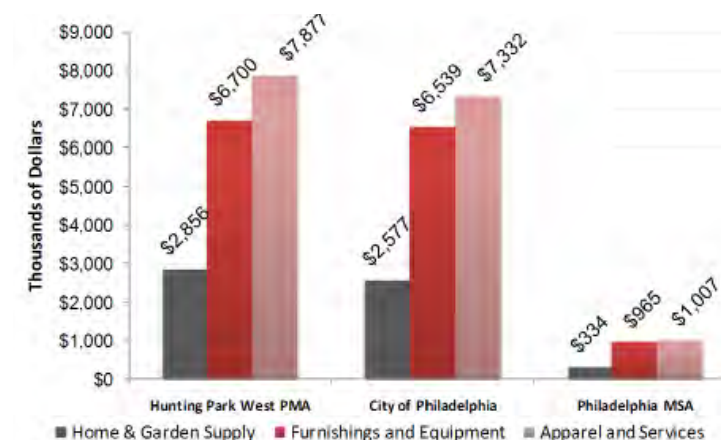
The relative purchasing power within lower-income, urban communities has, historically, been overlooked or substantially discounted by regional and national retailers for a host of reasons – crime perceptions, unacceptably low incomes, etc. The sheer volume of pent-up demand within these communities, as has been well documented through numerous studies examining the purchasing power of lower-income urban area communities, presents an enormous opportunity for goods and service retailers seeking expansion opportunities. The following charts graphically illustrate the significant household spending power within the Hunting Park West PMA, relative to that for the households within the City of Philadelphia and the Philadelphia MSA. The figure shows that while the aggregate income per square mile for HPW is slightly lower than the City, the estimated expenditures is slightly larger (approximately 6.3 percent larger). This is indicative of the high household densities found within the Hunting Park West PMA.

**FIGURE 3.17: 2009 Estimated Household Income and Expenditures (Per Square Mile)**



Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009

**FIGURE 3.18: 2009 Estimated Aggregate Consumer Expenditures (Per Square Mile)**



Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009

**FIGURE 3.19: 2009 Estimated Aggregate Consumer Expenditures (Per Square Mile)**



Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009

## Educational Attainment

Like household income, a geography's educational attainment trends (for adults 25 years of age and older) provides an important indicator concerning potential business investment and revitalization opportunities. Areas experiencing increases in educational attainment levels (e.g. increasing percentage of adults possessing a four-year degree) are favorable for various types of consumer related real estate investment, as educational attainment is both strongly and positively correlated with income. While the percentage share increased across all geographies from 2000 to 2009, the total percentage is significantly higher in the MSA than in the City, and is roughly double that of Hunting Park West. However, Hunting Park West demonstrated higher percentage changes in the number of adults possessing an associate's (55.5 percent), bachelor's (32.9 percent), and graduate (33.3 percent) degrees than both the City and the MSA. A redevelopment strategy for the Hunting Park West study area should facilitate opportunities to sustain these educational attainment increases, as well as the retention of area adults possessing undergraduate and graduate degrees.

## Housing Tenure

An examination of housing tenure trends within a given geography facilitates the identification of areas attracting investment (or experiencing disinvestment) and considered stable or in transition. Owner-occupied housing units declined in Hunting Park West by 8.4 percent from 2000 to 2009, as compared to a decline of 7.2 percent for the City and an increase of 4.8 percent for the MSA. Declines in owner-occupied housing units are a typical indicator of an area experiencing social and economic dislocation and real estate disinvestment.

**FIGURE 3.20: Percentage of Adults 25+ with Bachelor's Degree**



**FIGURE 3.21: Percentage Change in Housing Tenure, 2000–2009**



### CASE STUDY



### Industrial Land as Art and Recreation

#### Seattle Art Museum Olympic Sculpture Park

- 9 acre park on former industrial site
- Environmental restoration, creation of salmon habitat, stormwater reuse



## Labor Trends

Figure Number shows the percentage of people 16+ who are considered in the labor force; it does not include military or those not actively seeking employment. As exhibited in the adjacent graphic, all three geographies show a small percentage increase in persons participating in the labor force from 2000 to 2009. The percentages were lowest in Hunting Park West, followed by the City, and were highest in the MSA.

### Hunting Park West PMA Employment Profile (2002-2006)

Table A-2 exhibits the top five PMA industries by employment, for years 2002, 2004 and 2006. Consistently within the PMA top five industries by employment were Healthcare and Social Assistance, Educational Services, Manufacturing and Retail Trade.

Employment within the Healthcare and Social Assistance and Educational Services industry sectors represented 55 percent of total industry employment within the Hunting Park West PMA in 2006 – approximately 1.5 times greater than the number employed in these industries in 2004. This increase in employment within the above referenced service industries is indication of favorable labor pool conditions and facilities, and is consistent with regional and national employment trends.

While exhibiting a declining employment presence within the Hunting Park West PMA, the manufacturing industry, nonetheless, employs a relatively large number of workers (2,402 as of 2006) and should be considered a strong strategic asset within future redevelopment plans.

Upon examination of the number of Hunting Park West PMA workers who also lived within the PMA it was determined that fewer than 14 percent (approximately 3,500 persons) did so, in 2006. Or, to state it more emphatically, more than 22,000 persons who had primary employment within the Hunting Park West PMA during 2006, lived outside of the PMA. The magnitude of this finding is considerable, when household expenditures for even a small fraction of the number living outside of the PMA are factored. Future redevelopment plans should consider opportunities to provide residential options in close proximity to the study areas key employers.

**FIGURE 3.22: Percentage of People 16+ in the Labor Force**



Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009

**TABLE 3.3: Hunting Park West Employment Profile: 2002**

<b>Total Primary Jobs</b>	<b>26,639</b>
<b>Jobs by Worker Age (pct.)</b>	
Age 30 or younger	19.1%
Age 31 to 54	63.6%
Age 55 or older	17.3%
<b>Jobs by Earnings Paid (pct.)</b>	
\$1,200 per month or less	22.6%
\$1,201 to \$3,400 per month	44.4%
More than \$3,400 per month	33.0%
<b>Top Five Industries by Employment</b>	
Healthcare and Social Assistance	8,908
Educational Services	4,262
Manufacturing	3,965
Retail Trade	1,707
Construction	1,170
<b>Total Private Employers</b>	<b>1,262</b>
<b>Total Private Employment</b>	<b>16,370</b>
<b>Average Employment/Firm</b>	<b>13</b>

Source: U.S. Census Bureau; 4ward Planning LLC, 2009

**TABLE 3.4: Hunting Park West PMA—Top 5 Industries by Employment**

<b>2002</b>	
Healthcare and Social Assistance	8,908
Educational Services	4,262
Manufacturing	3,965
Retail Trade	1,707
Construction	1,170
<b>2004</b>	
Healthcare and Social Assistance	5,117
Manufacturing	2,931
Retail Trade	1,956
Educational Services	1,580
Wholesale Trade	1,070
<b>2006</b>	
Healthcare and Social Assistance	8,797
Educational Services	5,311
Manufacturing	2,402
Retail Trade	1,938
Accommodation and Food Services	1,065

Source: U.S. Census Bureau; 4ward Planning LLC, 2009

**CASE STUDY**



**Industrial Land as Driver for Tourism and Economic Development**

European Route of Industrial Heritage

- Includes 6 countries
- Former industrial site in Essen, Germany now UNESCO World Heritage Site
- Includes history, art, sculpture, recreation

### Baseline Socio-Economic Infrastructure Assessment

The assessment of the adequacy or deficiency of socio-economic services within the Hunting Park West PMA provides an indicator of the overall health of the communities surrounding HPW. The following socio-economic infrastructure services were examined:

#### Number of full-service supermarkets per 10,000 residents

A total of five full-service supermarkets were identified within the Hunting Park West PMA, representing one supermarket for every 28,437 residents—a ratio which is nearly three times greater than what is considered optimal and 3.2 times greater than the U.S. average. PMA households which are unable or unwilling to travel to supermarkets which may be several miles from their homes are likely paying a premium for food and other necessities, and getting a more limited selection offered by smaller grocers and corner stores. The consequences for households which do travel a greater distance to access a conventional supermarket are higher travel costs and increased greenhouse gas emissions. Studies have shown that there are significant health risks for communities that do not have access to quality fresh foods including an increased risk in childhood obesity and diabetes. An easily accessible supermarket is a key defining service in a competitive community of choice.

The Hunting Park West study area presents an excellent opportunity for facilitating one or more supermarkets, given land area available for redevelopment.

**FIGURE 3.23: Persons per Supermarket in 2009**

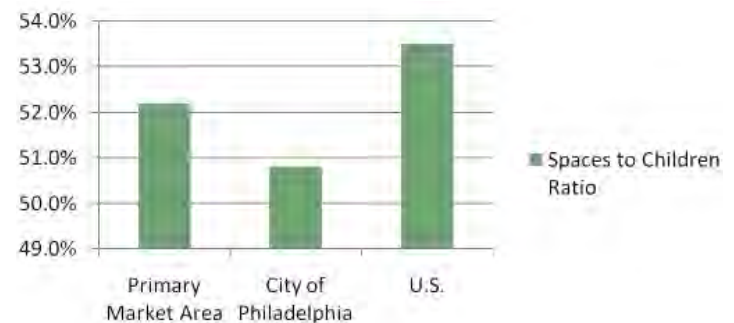


Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009

#### Ratio of licensed childcare center slots to pre-school age children and younger

The ratio of licensed childcare spaces to pre-K children is 52.2 percent, as compared to 50.8 percent for the City of Philadelphia and 53.5 percent for the U.S., for 2009. Specifically, 75 childcare spaces to every 100 pre-K children should be the five-year established goal within the PMA. The redevelopment opportunities within the Hunting Park West study area can serve as a central location for many of these new spaces.

**FIGURE 3.24: Ratio of Licensed Childcare Spaces to Pre-K Children**



Source: US Census Bureau; ScanUS; 4ward Planning LLC, 2009



### Public open space acreage per 1,000 residents

The table below exhibits the open space attributes of the Hunting Park West PMA compared to the City of Philadelphia and other high density cities in the United States. ZIP code area 19144 (Germantown) has the most open space at 353 acres, followed by 19140 (Tioga/Nicetown) with 119 acres. The PMA has 655 total acres in open space and parkland, which equates to 4.6 acres per 1,000 residents. This is significantly less parkland per 1,000 residents than the City of Philadelphia at 7.2 acres per 1,000 residents, and most of the observed high density cities, only surpassing Chicago with 4.3 acres per 1,000 residents. GreenWorks Philadelphia, the City's guide to open space planning recommends 10 acres of park space per 1,000 residents. Accessible, well-maintained parks are markers of healthy communities. The Hunting Park West study area provides a tremendous opportunity to convert underutilized lands into viable park and open spaces. The new Kroc Corps Community Center will provide an additional 12.4 acres of open space for the Hunting Park West Primary Market Area.

### Number and type of public transit options

The Hunting Park West PMA is served by public transit, offering a variety of options, including one subway line (Broad Street Line), three regional rail lines (R6, R7 and R8) and 17 bus lines (see table below). Each of the transit lines which pass through some portion of the Hunting Park West PMA provide at least one stop, with many of the transit lines providing multiple stops within the PMA. Further, and of particular importance to the revitalization of the Hunting Park West study area, public transit accessibility to and from the PMA and locations within the greater Philadel-

phia area are likely second only to Center City Philadelphia. Major employment centers, institutions, and residential communities are within a ten to fifteen minute ride on any number of transit lines found within the PMA. Such strong public transit access is a highly valued asset for consumers, retailers, and employers, alike. It should be noted, however, that while there are a great number of mass transit options and stops within the Hunting Park West PMA, relatively few of these stops are located within the study area boundaries. In order for the Hunting Park West redevelopment area is to reach its full potential significant transit improvements will need to be made including consistent bus to rail connections from the site.

**TABLE 3.5: Existing Open Space and Parkland**



LOCATION	ACRES IN OPEN SPACE/PARKLAND	ACRES PER 1,000 RESIDENTS
19129	59	
19132	124	
19140	119	
19144	353	
<b>Hunting Park West PMA</b>	<b>655</b>	<b>4.6</b>
<b>Philadelphia</b>	<b>8900</b>	<b>7.2</b>
Chicago		4.3
New York		7.2
Baltimore		7.5
Los Angeles		8.5
Boston		8.7
San Francisco		10.3

### Interviews with Regional and National Developers

The team conducted multiple interviews with real estate owners and users within the study area (Preferred Real Estate, Pep Boys Automotive Group, and Temple University Health Systems), as well as regional and national developers experienced with urban, mixed-use revitalization projects (The Rockefeller Group, L-COR, and The Dawson Companies).

Following are key findings from the interviews:

- Existing owners and users were generally optimistic about the prospects for the study area.
- When owners and users were asked about the presence of crime within the study area, all felt that, with few exceptions, the area is generally safe and suffers more from the perception of crime than actual crime events.
- Owners and users were also unanimous in their desire to see improved public transit options for the area. Indeed, all interviewees, including outside developers, emphasized the critical need to establish frequent, reliable and quick public transit to move workers, patrons and residents into and out of the study area.
- Temple University Health System (TUHS) moved into their present location (the Budd Commerce Center Complex) in April of 2007 and currently employs more than 800 workers. More than half of these workers are estimated to have a college degree and earn more than \$60,000 per year. TUHS would like to see greater nearby amenities for its employees (quality restaurants, retail shops, personal service establishments, etc.).
- Pep Boys Automotive employs more than 400 workers at its facility (its headquarters), many of whom are highly paid, white collar workers. Like TUHS, Pep Boys would also like to see greater amenities for its employees.
- Developers interviewed were unanimous in their recommendation to pursue a mixed-use redevelopment strategy, inclusive of housing, retail, entertainment and commerce. However, all interviewed felt that an appropriate phasing strategy would be paramount to the success of the project (how and when land/buildings are taken down/adaptively re-used).
- All of the developers encouraged the investigation of creating a university housing village for several of the area universities, as a way to help pioneer the site and create a catalyst for retail and market rate housing.
- TUHS indicated that many of its workers would likely respond favorably to proposed housing within the study area, given that a number of its workers commute from distances greater than 30 minutes.
- Developers were unanimous in citing development incentives as a necessary component of any redevelopment strategy for the site.
- Felt that the study area needed an “identity” or theme – the way in which the Navy Yard has an identity.

## Residential Real Estate Opportunities

A number of factors add to the demand for new housing units within the PMA. Some of the factors leading to this demand include the percentage of workers within the Hunting Park West PMA that live outside the PMA and would consider living closer to their place of employment if a range of housing options were available. Also annually, 1.5% of all housing units within PMA become physically obsolescent/unmarketable and are in need of replacement or substantial rehabilitation. Out of the residential unit demand projected for the PMA it is expected that 60% of the new demand will be for rental units and 40% for ownership. We estimate that even under a flat/zero growth scenario there is a demand for 779 new units for the years 2009-2014. Some of the projected unit demand within the PMA can be accommodated within the HPW Study Area. Additionally, there may be a need for additional student housing to serve the educational institutions within the PMA.

### CASE STUDY

#### The Plymouth

*Chicago, IL*

The Plymouth is an adaptive reuse of a turn of the century 11-story office building into an 80-bed student residence hall. The building is located in downtown Chicago adjacent to a number of educational and cultural institutions including Grant Park, the Harold Washington Library, and public transportation. The buildings on-site amenities include a fitness center, media room, social lounges, coffee shop & café, conference rooms and bicycle storage. The buildings historic façade will be preserved while the interior will feature modern apartment-style suites. The renovations include high-efficiency heating and cooling systems, energy conserving lighting.

The building will offer two different room configurations:

- Four bedroom, four-bed apartment with two baths, a living area and full kitchen totaling approximately 1,268–1,330 sf
- Two bedroom, four-bed apartment with two baths, a living area and full kitchen totaling approximately 1,277–1,339 sf



**TABLE 3.6: Residential Real Estate Opportunities**

	Modest Growth Scenario (1.25%)	Slow Growth Scenario (0.75%)	Flat/Zero Growth Scenario (0.00%)
Total Units	8,362	4,881	779
For-Sale	3,345	1,953	312
Rental	5,017	2,929	467
Higher Income (\$75K+)	1,254	732	117
Moderate Income (\$40K-\$74,9K)	1,672	977	156
Lower Income (\$39.9K-less)	5,436	3,172	506

\*Even under flat/zero growth, new and/or substantially rehabilitated units are needed to replace physically obsolescent units over time.

\*New residential will be needed for all income groups.



#### CASE STUDY



#### 140,000 Sq. Ft. Solar Powered Grocery Store

Berkeley, CA

The solar-powered Berkeley Bowl West supermarket uses 636 Photovoltaic panels to generate 149,633 kWh of energy every year. This reduces thousands of pounds of carbon dioxide being released into the atmosphere. The solar generated from the rooftop panels contribute to the building's energy needs including lighting and extensive power demands from refrigeration.

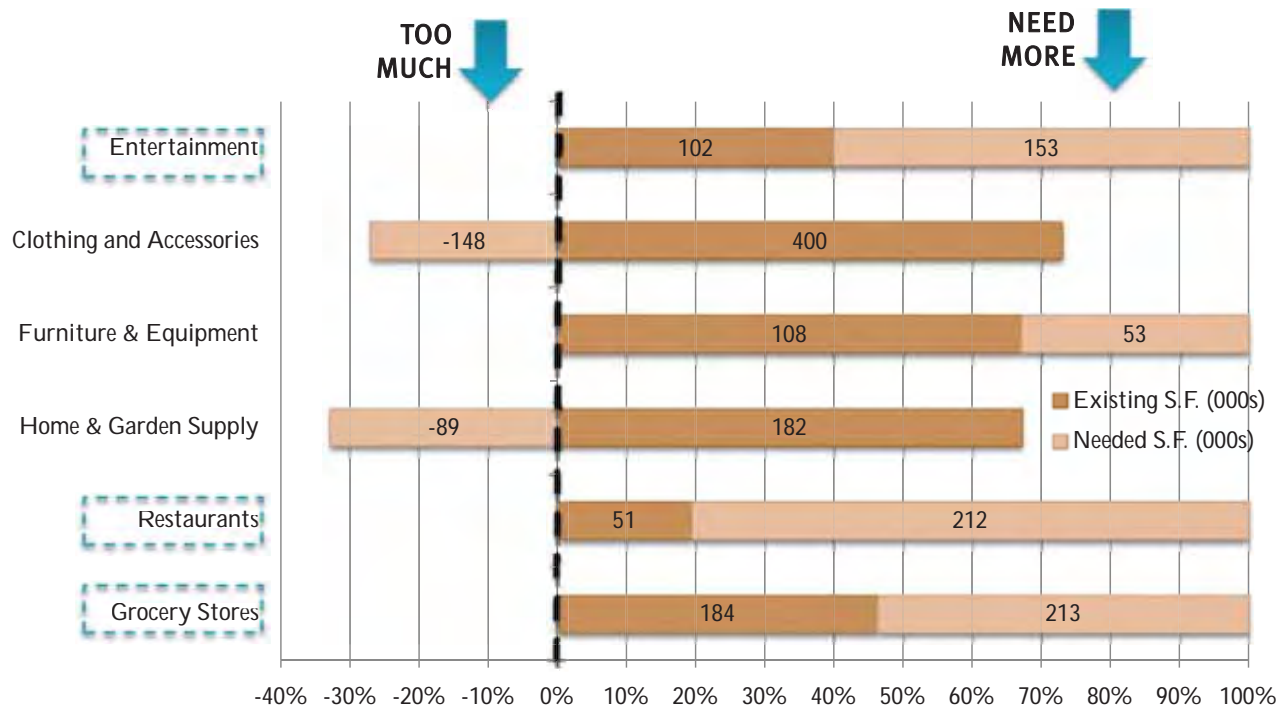
## Market Supply and Demand

### Retail Opportunities

The chart above shows that the Hunting Park West PMA is oversupplied in Clothing and Accessories and Home and Garden Supply categories and greatly undersupplied in Entertainment, Restaurants and Grocery Stores. This closely collaborates with what the team has heard from stakeholder interviews and feedback received from the public meetings. Resident's frequently voiced the need for sit-down restaurants, grocery stores and

retail and entertainment venues in close proximity to their neighborhoods. This indicates a prospectively strong market for these types of services. However, further analysis is necessary to understand the number and nature (e.g. casual or formal chain; restaurant size; and price points; etc.) which would be viable within the PMA. The HPW PMA makes a very compelling case for retail investment given its relatively high estimated expenditures on consumer goods and services and can support a super-market and other retail services.

FIGURE 3.25: Retail Opportunities



Source: Directory of Major Malls; ULI Dollars & Cents of Shopping; 4ward Planning LLC, 2009

## Office Opportunities

The vacancy rates for Class B and C office space in the city indicates that there is limited demand for conventional office space within the PMA, but the success of Sherman Mills, the Falls Center, and Material Culture/4700 Wissahickon point to the long-term opportunity for start-up/incubator space. While some office/creative loft space remains vacant within the PMA, it is reasonable to project a demand for up to 100,000 square feet of start-up/incubator space in the long-term. These may include the following.

### Office / Creative loft space:

- Large flexible space
- Usually unique buildings or adaptive reuse

### Start-up/incubator space:

- Flexible space
- Low-cost
- Meets needs of small business development

## CASE STUDY

### Washington Avenue Loft District

#### St. Louis, MO

At the turn of the twentieth century, Washington Avenue in St. Louis was a prosperous manufacturing center with architecturally striking brick buildings housing shoe and clothing manufacturers. Following World War II and the decline in domestic garment production as well as a move towards single-story industrial spaces the area became increasingly vacant. A vision was created to bring the area back to life and transform the derelict industrial buildings into a vital neighborhood with residential, cafes, lofts, galleries, night clubs and other entertainment venues. The state of Missouri adopted a tax credit for the redevelopment of historic buildings, attracting private development and making large-scale renovation financially feasible. The streetscape was one of the first phases of work to transform the area from a marginally active industrial area into a thriving arts-oriented and regional retail destination. Expanded public spaces were created for outdoor café seating, display of public art and street performances, and to stimulate potential linkages to adjacent destinations, attractions, and districts. The character of those spaces draws inspiration from the historic context. Site furnishings, lighting, landscape and street planting, sidewalk paving patterns, and building-related elements all combine to create a unique ambiance for this revitalized urban area.



**TABLE 3.7: Philadelphia Office Market Third Quarter 2009 Profile**

	Inventory SF (000)	Vacancy Rate	Under Construction	YTD Deliveries	YTD Absorption	Annual Lease Rates (FSG)	
						Ask All	Class A
Downtown Philadelphia	43,940	13.3%	0	0	(806,002)	\$26.01	\$27.42
Suburban Philadelphia	58,020	21.6%	387,654	0	(2,491,026)	\$25.41	\$27.20
Southern New Jersey	17,273	18.9%	60,000	0	(456,047)	\$20.31	\$22.01
Northern Delaware	16,176	21.4%	163,800	0	(325,520)	\$23.16	\$25.30
Lehigh Valley	8,813	16.4%	83,056	0	112,384	\$19.64	\$21.05
<b>Greater Philadelphia Market</b>	<b>144,222</b>	<b>19.3%</b>	<b>694,510</b>	<b>0</b>	<b>(3,966,211)</b>	<b>\$24.34</b>	<b>\$26.36</b>

Source: CB Richard Ellis; 4ward Planning LLC, 2009

## CASE STUDY



### Philadelphia Navy Yard

Located along the Delaware and Schuylkill rivers about 3 miles from Center City, the Navy Yard is an office park, research/development and industrial campus redevelopment built on the site of Philadelphia's historic navy yard. The 1,200-acre project is managed by the Philadelphia Industrial Development Corporation (PIDC) and features adaptive reuse and new development. At full build-out, the Navy Yard is expected to have over 15 million square feet of space and to support more than 20,000 employees bringing over \$2 billion in private investment. The project is very successful and currently has over 80 tenants including Urban Outfitters, the Aker Philadelphia Shipyard, Barthco International, new facilities for Tasty Baking Company, and the U.S. Navy, and over 7,500 employees working there. Amenities include restaurants and cafes, along with parks and riverfront trails.

### Industrial/Flex Opportunities

Modern distribution/warehousing facilities are less labor intensive and have different space demands than the industries that existed within Hunting Park West in the past. There are limited buildings and sites within the study area that are compatible with current distribution and warehousing needs. The ongoing citywide City of Philadelphia's Industrial Land Use Study is working to identify the key areas where industry should continue within Philadelphia. While that work is not yet complete, one or more of the existing buildings at the Budd Commerce site could provide attractive flex opportunities of up to 200,000 SF. A targeted industry approach that focuses on attracting a particular market sector (for example, renewable energy research and development and manufacturing firms may be the best way to create a market for the Hunting Park West study area.

Current industry site requirements include:

- Large parcels 10+ acres in size
- Flat sites with easy transportation access
- New construction



Left: Tasty Baking Factory multi-story building Hunting Park West.

Right: New Tasty Baking facilities single-story warehouse Philadelphia Navy Yard.

The Tasty Baking Company 550,000 square feet Bakery facility in Hunting Park West was built primarily between 1922-1930 with additions occurring between 1956 and 1968. The five and six story building does meet current manufacturing needs. The 345,000sf one-story new Navy Yard facility will allow efficiencies and flexibility in production and is registered with USGBC for LEED accreditation.

### Lodging Opportunities

There were fewer than six lodging facilities identified near the Hunting Park West study area. The majority of these were service motor lodges. Less than 3.5 miles from the study area is the Crowne Plaza Hotel and the Hilton Homewood Suites extended stay facility on City Avenue. These facilities are well served by high quality service amenities. Until the Hunting Park West study area achieves a critical mass of professional and business service industries, limited support for additional lodging will exist. However, the EPPI site, given its views, highway visibility and access potentially presents an interesting opportunity for an extended stay hotel product. High-end service amenities, restaurants and shopping are not as critical for an extended stay product as they are for a traditional hotel product. Extended-Stay hotels have a typical stay of a week or more, include small kitchens and laundry facilities, and support the lodging needs of neighboring educational and medical institutions.



### Entertainment Opportunities

There exists a significant opportunity for entertainment uses within the Hunting Park West study area. These include DVD, music and bookstores, restaurants and cafes, theaters, family recreation like bowling alleys, ice skating rinks and other venues to meet the needs identified in the PMA. There is also an opportunity to develop an indoor extreme sports park and skating arena that can capitalize on the gritty character of the area.

### Susceptibility to Change

Based on the existing and proposed land uses, Preliminary Environmental Inventory and Characterization and a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis, a Susceptibility to Change Map was created to identify the properties most and least likely to serve as opportunities for redevelopment. These are the sites in which public intervention or private investment are most likely to produce a physical change. They are the basis for Study recommendations for public sector action.

### No Change Areas

No Change describes the properties that are not likely to alter their existing use and ownership. This category includes the SEPTA Midvale Bus Depot which is currently one of SEPTA's major bus service depots and is intensely used. SEPTA has no immediate plans to vacate this property or move those uses to another location. The new Salvation Army Ray and Joan Kroc Corps Community Center is a major new investment that will be there for many generations. Material Culture/4700 Wissahickon, although the tenants may change, has a use in the foreseeable future as a multi-tenant building. GRM Management, the Planned Restaurant Depot, PWD, and PHA Abbottsford Homes are also not likely to change uses in the near future.

### Moderate Likelihood of Change Areas

Properties described as Moderate Likelihood of Change have a reasonable probability of changing uses and/or ownership within the next 10 to 20 years based on occupancy, planned relocation and lease terms. This category includes sites with significant industrial buildings that are likely to retain the buildings while their uses may change. The former Budd buildings are very large structures providing opportunities for adaptive reuse and redevelopment. Based on the scale of those buildings and the current market, it will take creative and focused investment to find the right mix of uses for those structures.

### High Likelihood of Change Areas

A significant portion of the site, over 100 acres, has a High Likelihood of Change. These properties have a significant opportunity for immediate change. This includes a number of vacant parcels like the former EPPI, the cleared portion of the PHA site as well as a number of underutilized parcels and buildings. The latter include the 30 acres of the SEPTA Midvale Yard adjacent to Wissahickon Avenue which is suitable for modern industrial development. These parcels with a high ability to change will form the focus of redevelopment in the proposed land use and development strategy to follow.

#### CASE STUDY



#### Revitalize and Attract New Users

Increasing economic vitality along Wilmington's Christina River by transforming an industrial wasteland into a thriving destination rich in history and filled with recreational, cultural, retail and culinary attractions.

#### CASE STUDY

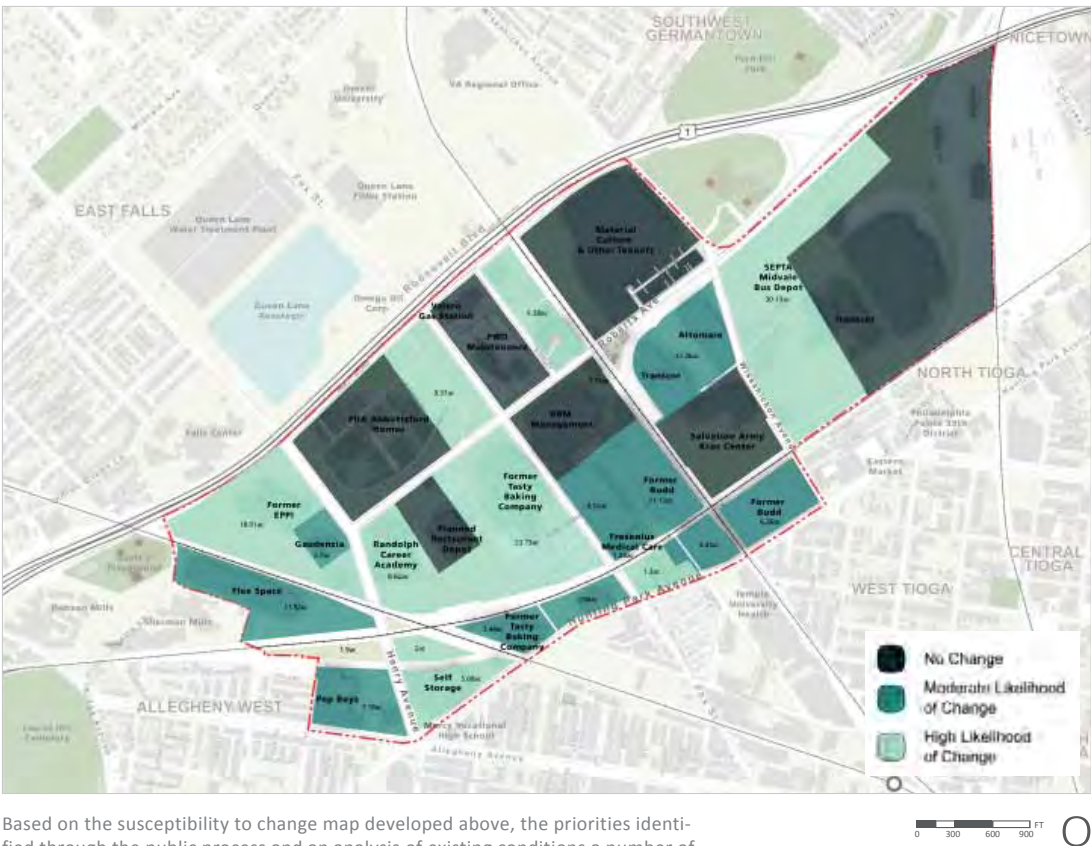
#### Brooklyn Bowl

*Brooklyn, NY*

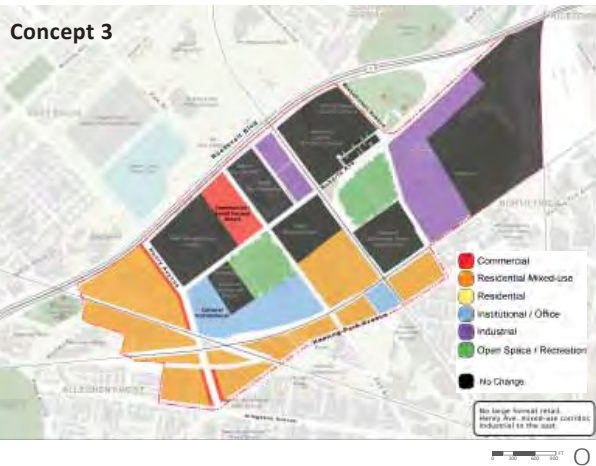
Adaptive reuse of a former (1882) Hecla Iron Works factory into a hip concert, bowling and dining venue in the Williamsburg neighborhood of Brooklyn. The 20,000-square foot building includes 16 lanes of high tech bowling, a 600-capacity performance venue and a state of the art sound system.



FIGURE 3.26: Susceptibility to Change



Based on the susceptibility to change map developed above, the priorities identified through the public process and an analysis of existing conditions a number of land use scenarios were developed to test out possible site redevelopment. The three land use concepts were presented to the public, advisory committee and stakeholders and further refined into one land use framework for the site that will be described in detail in the following chapter.



# Sustainable Land Use and Urban Design Framework



4





■ The purpose of the Sustainable Land Use and Urban Design Framework Plan is to create a structure for sustainable development by providing clear and attractive access and circulation systems for all modes of travel, green infrastructure that reduces public and private life cycle costs while generating environmental benefits, a network of open space and recreational opportunities connecting the HPW area and its surrounding neighborhoods, and a rich mixture of uses and services that can attract and sustain vibrant businesses and support residents.

## Build on Existing Assets

One of the primary drivers for new investment is the number of institutions that already exist in the neighborhoods surrounding the study area. With the opening of the Salvation Army Ray and Joan Kroc Corps Community Center in fall 2010 the Hunting Park West Study Area will have a major catalyst for new investment. The success of Kroc Corps Community Centers in other places like San Diego has shown that this kind of strategic investment can serve as a catalyst for neighborhood revitalization. The center estimates over 2,500 daily weekday users and 3,500 daily weekend users to its new Hunting Park West location. Added to existing employment and visitors at Material Culture and the Temple University Health System, there will be a large number of daytime users along the

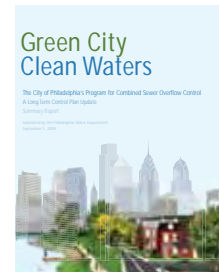
Wissahickon corridor. This intensity of use can attract smaller retail and commercial establishments such as restaurants and other services. The market study identified no community retail centers within the Hunting Park West primary market area, despite population and household density sufficient to support one or more of these shopping centers. The opening of the Kroc Center may be the catalytic event to transform the image of the area and stimulate additional investment.

## Build on Existing Initiatives and Incentives

The Hunting Park West Study area presents an opportunity to apply a number of Philadelphia's new and existing initiatives.

- **Green Works Philadelphia**—the City's ambitious plan to reposition and repurpose Philadelphia as a sustainable City of the future.
- **Philadelphia Zoning Code Commission**—the new zoning code will incorporate sustainable standards in order to facilitate the goals of Green Works Philadelphia.
- **City of Philadelphia's Industrial Land Use Study**—study recommendations may lead to additional investment.
- **Philadelphia Water Department (Green City, Clean Water)**—improve watershed health through energy generation and/or management on their property.
- **PHILA2035 Comprehensive Plan**—the Plan and its subsequent district plans to guide the physical development of the City.
- **Philadelphia Pedestrian and Bicycle Plan**—increase the connectivity of the bikeway and walkway networks.

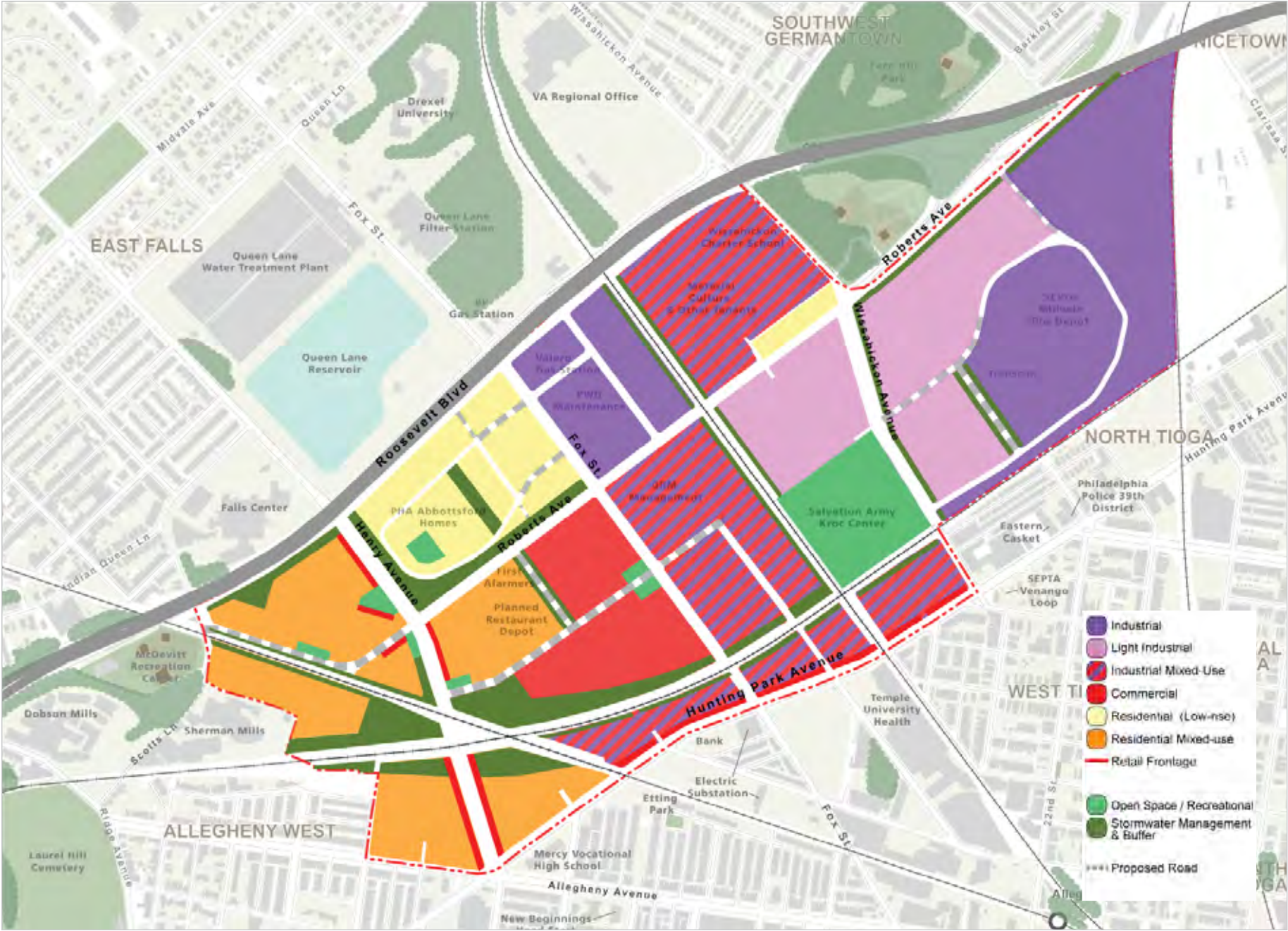
### CASE STUDY



### Manage Stormwater Runoff

In Philadelphia's urban environment, rainfall from storms that can't be absorbed and filtered naturally in the ground can pose a significant pollution risk to streams and rivers and the City's water supply. The Philadelphia Water Department (PWD) has developed a comprehensive plan for reducing the negative impacts of stormwater by creating a strategy to decrease the city's impervious cover. One of the tools to accomplish this goal is green stormwater infrastructure which includes bioretention planters in sidewalks and parking lots, green roofs, and rain gardens. One of the other tools that PWD is using is called Stormwater Billing; this new billing method takes into account a property's effect on the system by charging the property for its gross and impervious areas.

FIGURE 4.1: Proposed Land Use





## Development Program

A full build-out development program was created for the site to enable the team to test traffic capacity and other development impacts. This program represents a reasonable set of assumptions of build-out under the recommended zoning. Development program projections are based on a full build-out scenario illustrating the development potential and capacity of the study area. It is important to note that full realization of the development program is unlikely to happen within the immediate short term and that the actual build-out will occur over many years. It is likely to vary from this test assumption based on market conditions at the time of development.

The intention of the study is to provide a development framework so that short term development opportunities can be implemented in a planned and coordinated manner to reflect the goals and aspirations of the community and surrounding neighborhoods and market realities.

The following study recommendations highlight the potential for two potentially catalytic development opportunities. EPPI could be adaptively reused as a mixed use development with hotel, residential and commercial/retail uses. The former Budd Company properties could be redeveloped as a mixed-use light industrial and entertainment district that is likely to speed up redevelopment and revitalization opportunities for the entire study area. Such opportunities, however, will require a number of incentives.

FIGURE 4.2: Future Hunting Park West Study Area





## Hunting Park West Sustainable Land Use Framework

1. **Adaptive Reuse-** Retain the current use of the former Atwater Kent radio factory building for light industrial, commercial, office, and education uses
2. **Fern Hill Park-**Improve and connect existing open spaces
3. **Green Business-**Implement sustainable business practices, marketing and incentives to attract companies focused on renewable energy generation and energy conservation technology products and services
4. **SEPTA Midvale Bus Depot Greening-**Implement greening and other site improvements to improve the facilities' sustainability
5. **Wissahickon Green Street-** Implement pedestrian and streetscape improvements at Salvation Army Kroc Corps Community Center and Venango Loop
6. **Salvation Army Kroc Corps Community Center Sustainable Facility:** (Under Construction)
  - Series of rain gardens for rainwater retention
  - Pervious asphalt parking lots and driveways to reduce runoff
  - Harvesting rainwater from roofs into underground cisterns for site irrigation
  - Full and partial cut-off site lighting fixtures to minimize light pollution
  - Solar shading on southern facades to reduce energy costs
  - Water saving plumbing fixtures
7. **Green Roofs**
  - Cost savings benefits for lower energy costs
  - Stormwater retention
  - Reduce greenhouse emissions
  - Improve air quality
  - Create additional recreation spaces
  - Provide Habitat
8. **Temple University Health Systems** -Adaptive Reuse of former Budd Building for institutional headquarters
9. **Adaptive Reuse-** of industrial buildings for shared parking facility
10. **Hunting Park Avenue Mixed Use Corridor-** Infill mixed-use development residential with ground floor commercial that can provide services to adjacent residents and employees (cafeteria, cafes, fitness center)
11. **Entertainment District-** Adaptively reuse large industrial buildings for indoor extreme sports park, entertainment venues, arts and film production and light industrial fabrication
12. **Retain Existing Businesses-** Synergistic land uses can promote industrial retention
13. **Proposed Neighborhood Retail Center-** Develop green building standards to ensure that existing and new businesses implement best practices for sustainable buildings and site development
14. **Solar Power Generation-**Develop incentives to encourage on-site energy production; solar panels can provide power to offset lighting and refrigeration costs while reducing greenhouse gas emissions for new commercial developments
15. **Adaptivel Reuse-** Reuse large former manufacturing buildings for new institutional, flex space and residential uses
16. **Open Space-**Use existing railline corridor to provide additional open space and recreation resources
17. **Mixed Use Residential and Commercial-** Utilize the visibility of the five point intersection for new mixed-use commercial development and create a gateway for the district
18. **Greening of Existing Facilities-**Work with existing business to green their facilities and reduce energy costs
19. **Synergistic Development-** artist live work spaces can build on success of adjacent developments
20. **Rail Corridor Greening-** increase tree planting to beautify and improve air quality
21. **EPPI Mixed Use Development-**Create new mixed-use development with residential, commercial and office to take advantage of vacant site, views and access
22. **Henry Avenue Green Street-** improve pedestrian connections and reduce storm sewer overflow
23. **Strengthen Existing Residential-** By creating additional mixed-income residential
24. **Pilot Project for Stormwater Management and District Energy Production-** Implement a pilot project for innovative storm water management systems at PWD Maintenance Facility that can include pervious surfacing, rain gardens, solar generation and micro wind turbines





## Entertainment and Arts Production District

Building on the energy and investment of Temple University Health Systems and the new Kroc Community Center, the Framework Plan proposes mixed use development corridors along Hunting Park Avenue and Henry Avenue. The centerpiece of this new mixed use development will be the creation of an entertainment district that reuses the former Budd Buildings as an entertainment and retail destination. The large floor plate buildings can be reused for indoor recreation such as an indoor sports park and skating arena, restaurants and cafés, bowling alley and concert venue. Art production and filming as well as small incubator businesses can also compatibly take place in these larger structures. An effective shared parking strategy can be implemented between adjacent institutional users with intense day-time parking needs and entertainment district users that would have peak evening parking demand.



## Henry Avenue and Hunting Park Avenue Mixed Use Corridors

Hunting Park Avenue and Henry Avenue are envisioned as mixed use development corridors with ground floor pedestrian retail amenities. Both Henry and Hunting Park Avenues have strong infill potential. The mixed-use corridor includes residential with ground floor retail and services that can serve new residents as well as residents of the existing neighborhoods. Along Henry Avenue, the goal is to increase the residential population and support the smaller existing residential nodes at Abbottsford Homes and Roberts Avenue. This would create the opportunity for residential income mix that can strengthen and support new retail and commercial. New residential and mixed use along Henry and Hunting Park Avenues would also avoid land use conflict by placing residential uses away from the SEPTA yard and other industrial uses.

On Henry Avenue, the redevelopment of the former EPPI site could accommodate a number of mixed use programs. These could include residential, both permanent and in lodging facilities, and supportive commercial and retail uses along the Henry Avenue frontage.



## Light Industrial Manufacturing

The eastern portion of the study area adjacent to the SEPTA facilities offers the best potential for retaining and attracting light industrial and manufacturing uses in the Hunting Park West area. The land is large and relatively flat and could accommodate current industrial site needs. The City of Philadelphia's Industrial Land Use Study identified key site requirements for modern industrial uses that are met by this portion of the site, this includes large areas over ten acres in size, flat with space for truck staging and employee parking, good highway access and separation from residential uses. Also the areas identified are likely the most environmentally constrained, making it difficult for financial and other reasons for anything other than industrial use. Thus industrial development in this location would not conflict with nearby uses and would be a great way to focus industrial economic development attraction and retention in this area of the City. The new zoning framework coupled with the right attraction strategy could lead to the development of a new industrial sector for Hunting Park West.



## Neighborhood Retail Center

The large parcel of available land between Roberts Avenue, Fox Street and Henry Avenue creates an immediate opportunity to develop a high quality neighborhood retail center. This retail center can meet the needs of adjacent neighborhood residents as well as provide retail and service amenities for nearby employees and businesses. The center could include an anchor supermarket and supporting businesses such as drug store, restaurant, cafe, bank, drycleaner, beauty parlor, medical and dental offices. Sustainable urban design guidelines can be applied to help developers create a retail center that meets the project goals to employ pedestrian-friendly urban design features and enhance the character of the district. The guidelines and benchmarks set forth by the Sustainable Sites Initiative can provide guidance for employing sustainable site features including: on-site energy production, stormwater management, planting appropriate landscape species, building on the architectural character of this historically industrial district, placing buildings at the streetwall, screening parking, and making connections to existing transportation and open space systems. This development can have immediate positive impacts including increasing revenue and ratables for the City, creating employment opportunities for area residents, providing goods and services desired by current area residents, and providing a commercial base that can attract additional infill development and encourage adaptive reuse.



FIGURE 4.3: “Full Build-out” Scenario (Parcel Index)





**TABLE 4.1: Full Build-out Scenario (Site Development Program)**


PARCEL	SITE DESCRIPTION OR CURRENT TENANT	EXISTING LAND USE/PROPOSED DEVELOPMENT	SIZE (ACRES)	EXISTING BUILDING	PARKING	NOTES
1	SEPTA Roberts/Midvale Yard	Remains Transportation Use	40.21			Existing SEPTA bus depot and maintenance yard
2A	Wissahickon Frontage	Light Industrial Manufacturing (215,000sf)	30.13		430	Former SEPTA property and private parcel (parking at 2 per 1,000sf)
2B	Wissahickon Frontage	Light Industrial Manufacturing (122,000sf)	"		244	Former SEPTA property and private parcel
3	Altomare/Transcor (does not include R.O.W.)	Light Industrial Manufacturing (239,600sf)	12.36	Existing and Proposed	170	Approx 50 existing spaces+ 120 new spaces
4	Salvation Army Kroc Center	Recreational	12.40		205	Estimated 2,500 person weekday; 3,500 weekends
5	Former Budd	Mix Use-Adaptive Reuse (326 Res. Units; 84,081sf commercial)	6.26	760,000sf (6-story); 12'-24' Ceil. Ht.	911	WRT Brandywine Study July 2006
6	Former Budd	Mix Use-Adaptive Reuse (140 Res. Units; 24,407sf commercial)	4.45	360,000sf (4-story); 12'-20' Ceil. Ht.	132	WRT Brandywine Study July 2006
7	Hunting Park Ave Parcels	Mixed-use development (ground floor retail with residential above)	3.07	30,000 sf retail + 42 residential units	102	Surface spaces
8A	Former Tasty Baking	Institutional Campus (Brewery with restaurant with institutional space)	6.28	550,000sf (5-6 story)		
8B	Former Tasty Baking Building	Mixed Use Parking Garage and Retail with residential above	6.28	18,000 retail +34 residential units	705	609 structure; 96 surface
9A&B	GRM Management (Existing)	Light Industrial Warehousing	9.50	250,000sf		Assumes shared parking strategy
10A	Former Budd	Parking facility for mixed-use/entertainment district	11.13	165,000sf (1 story); 36' Ceil. Ht.	560	Assumes shared parking strategy
10B	Former Budd	Entertainment Uses (Restaurant, Retail, Artists live/Work)	"	360,000sf (5 story); 14'-26' Ceil. Ht.		Assumes shared parking strategy
11A	Former Budd	Entertainment Uses	4.52	150,000sf (1 story);36' Ceil. Ht.		Assumes shared parking strategy
11B	Former Budd	Demolish	"	102,000sf (2 story);10' Ceil. Ht.		Assumes shared parking strategy
11C	Fresenius Medical Care	Light Industrial - Medical Institutional	1.08	30,000sf (1 story);36' Ceil. Ht.		Assumes shared parking strategy
12	Retail	Grocery store (60,000sf) and additional retail (45,000)	12.16	105,000sf	184	Based on PCPC Study
13	Retail		12.34	155,000sf	271	Based on PCPC Study
14	Restaurant Depot (Planned)	Retail/Commercial	6.23	72,254sf	177	Proposed 1 story bldg with surface parking
15	Randolph School Site	Mixed Use (retail + 80 residential units)	8.62	60,000sf retail and 120,000 residential	202	Based on PCPC Study
16	Mixed Use (former Melrath building)	Mixed Use (retail + 154 residential units)	5.09	110,000sf retail and 72,000 residential	368	
17	Pep Boys Headquarters	Institutional Campus (office, research, development)	7.18	300,796sf	511	Existing surface spaces
18	Scott's Lane	122 units work live, residential and artists lofts	11.92	Precedent Peekskill Art Lofts (Peekskill, NY)	142	Each unit has rear parking + guest parking spaces
19	Former EPPI*	Mixed Use redevelopment of entire site (residential, retail, office)	20.71	See detailed EPPI Redevelopment Study	1178	4 garages; surface lots and street parking
20	PHA Fox St. Parcel	Residential (107 units) 3-story	9.37		134	
21	Stokely St.	Light Industrial Manufacturing and Utility	6.38	Existing Buildings	140	Existing + proposed surface spaces
22	Material Culture & other tenants (4700 Wissahickon Ave)	Mixed use light industrial				Assumes existing use and parking.
23	Existing residential	Residential				

FIGURE 4.4: Circulation and Streetscape Improvements

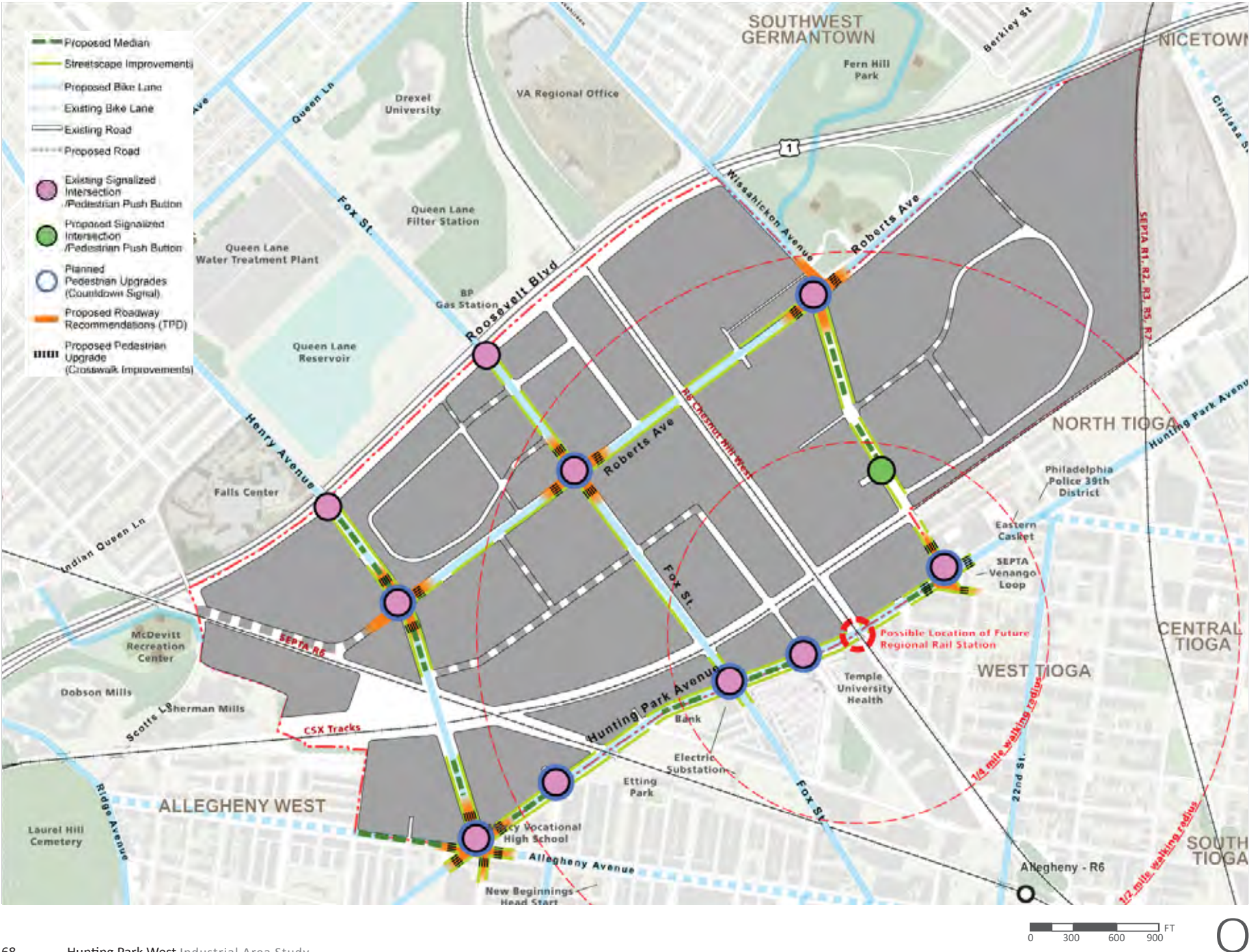




FIGURE 4.5: Street Types

## Access and Circulation Framework

The study area is easily accessible by Roosevelt Boulevard. Northbound traffic exits on the entry ramp via Wissahickon Ave. and southbound exits on the ramp at Fox Street. Hunting Park Avenue, Wissahickon Avenue, Henry Avenue, and Hunting Park Avenue are major arterial streets connecting the study area with surrounding neighborhoods. Fox Street and Roberts Avenue are other local streets that serve the study area. Major streets, accessibility to Route 1, and the presence of a freight line connection, provide an advantageous transport infrastructure that served the historically industrial uses well. However, the existing street network, the three regional rail lines and freight line that traverse through the study area create a structure of super-blocks that is very different from that of the predominantly residential uses that surround the study area. Presence of heavy (transit) rail and freight rail create overpasses and visual and physical constraints for future expansion of existing streets.

The land uses proposed for the study area will serve the surrounding neighborhoods as well as meet the needs of future industrial uses. Many of these land uses do not need the large superblocks created for the historically industrial uses. Therefore, a new street framework is proposed to bring better road access to more land, to increase connectivity with surrounding neighborhoods, and to create a walkable, pedestrian friendly environment. It is envisioned that additional streets would be built by private development entities as private development is created. The new streets are proposed to create a structure of appropriately sized blocks and to follow existing property lines where possible. The major streets were designed to accommodate large volumes of heavy industrial traffic. Future uses are not likely to approach the former level of traffic generation in the area. The street network should serve and encourage the kinds of uses desired for the area. Existing streets can have their functionality



increased through redesign within their existing rights-of-way. Current and future traffic can be accommodated while bicycle lanes and greatly improved pedestrian facilities can be added to increase the variety of modes accessing the area. Additional turn lanes and medians are recommended at key locations along Hunting Park Avenue, Henry Avenue and Wissahickon Avenue as shown in the adjoining map. Bike lanes, on-street parking and wider sidewalks are proposed along Henry Avenue and Wissahickon Avenue between Hunting Park Avenue and Route 1 to the north. These measures are possible within the existing rights-of-way by reducing existing vehicular lanes along Henry Avenue and, on Wissahickon Ave., by widening the road towards the SEPTA property between Roberts and Hunting Park Ave.



FIGURE 4.6: Open Space Framework Plan



## Open Space Framework

Although the City of Philadelphia has one of the nation's largest urban open spaces, Fairmount Park, the City still has an image of grit and urbanity that is a legacy of its industrialized past. In Hunting Park West, the City has a unique opportunity to reconcile these two seemingly divergent paths to create useful and attractive public spaces out of its industrial landscape. Through GreenWorks Philadelphia, the City has started a process by which it plans to make open space a large part of the sustainable future for the region. Following on the model set forward in GreenWorks Philadelphia, the project team worked with community and stakeholders to identify their needs and priorities. Based on the available site data and analysis of best practices, site capacity, existing land use patterns and proposed development, specific recommendations were made to guide the implementation of open space resources as this site is redeveloped. The Philadelphia Department of Parks and Recreation through Green 2015 is working to achieve the goal of 500 new acres in the city by 2015 and ensure that all residents are adequately served by park and recreation centers. The new open spaces envisioned in this framework plan would help achieve those goals.

The goal of the open space framework for Hunting Park West is to build a green network that will provide safe connections to neighborhoods, businesses and services and transportation infrastructure. These green spaces are envisioned as multi-function spaces that can clean and infiltrate stormwater, improve the air quality while providing linkages between communities and services. The Open Space Framework has two main typologies green infrastructure and green spaces. These are described further in the following plan and below:

1. Green Infrastructure- an interconnected network of open spaces and natural areas that naturally manage stormwater, reduce flooding risk, and improves air and water quality.
  - Greenways- The plan repurposes residual open spaces such as rail corridors for green buffers
  - Green Streets-The plan features a network of green streets, Philadelphia Pedestrian and Bicycle Plan
  - Park and open spaces with native plant vegetation
  - Green roofs-ecological and economic benefits
  - Complete Streets- to enable safe pedestrian access for all users
2. Green Spaces: Improving existing open spaces and creating new open spaces to balance future residential and worker demand.
  - Parks
  - Plazas

The implementation of this green framework can support a healthy and vibrant community of residents and businesses and can be used as a demonstration of the City's sustainability goals.

**Parks**



**Green Infrastructure**



**Green Street**



**Rail Corridor and Green Buffers**





FIGURE 4.7: Traffic Generation



## Future Traffic System

In order to evaluate the sufficiency of the existing roadway infrastructure and transportation system to meet future transportation demands, traffic for the proposed land uses, based on the full build-out potential was developed based on industry standard and Institute of Transportation Engineers (ITE) methodologies. Given the proximity, the potential land uses, and the transit-oriented nature of the proposed revitalization, the following vehicle reduction factors were applied to the proposed development trip generation in order to account for the effects of Transportation Demand Management (TDM) and transit on trip generation, as well as potential land use interaction:

- Transit Reduction
- Pedestrian/Bicycle Reduction
- Internal Capture/Interaction Reduction

Based on the inventory of the existing roadway infrastructure and the projected future transportation demand throughout the study area, the following map was made to illustrate where the most future demand is projected for the site. In order for the existing roadway infrastructure to accommodate this future demand some modifications would be needed including pedestrian signal upgrades and streetscape enhancements.

Throughout the project, participants in the public process have stressed their desire for a regional rail station in the study area as a spur to economic development and transit service. While a station is not considered feasible at this time due to high cost and insufficient ridership, the team agrees that the potential benefits of such a station are significant and that it merits study in the future.



# Salvation Army Kroc Community Center

The Salvation Army Kroc Community Center will be open fall 2010 and provide family support, education, indoor and outdoor recreation, and cultural arts. Due to the anticipated traffic generation of the planned center and expected multi-modal trip distribution, the team recommends that the Kroc Center development group continue working with the City Planning Commission to maximize pedestrian/vehicle safety and operations at the center. Potential roadway improvements in the vicinity of the site include transit service at/near the center, streetscape enhancements, and the installation of a traffic signal at the Kroc Center driveway.



Rendering of proposed improvements to the pedestrian crossing on Wissahickon Avenue.

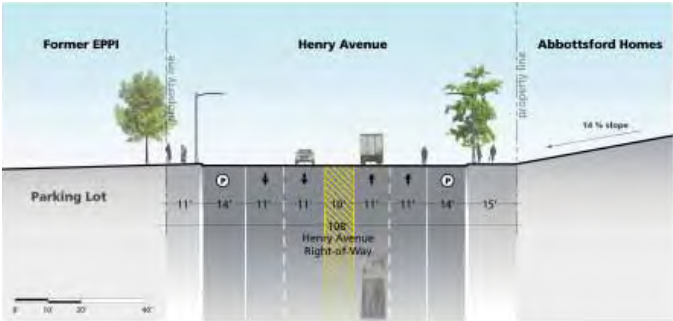
**TABLE 4.2: Forecasted Peak Flow Vehicle Trips**

PARCEL	LAND USE	TOTAL	DIRECTIONAL DISTRIBUTION	PERCENTAGE OF WEEKDAY	DIRECTIONAL DISTRIBUTION
Parcel 4	Recreational	550	50 : 50	14%	35 : 65
	<b>SUBTOTAL</b>	<b>550</b>			
Parcel 5	Commercial	535	50 : 50	9%	50 : 50
	Residential	946			
	<b>SUBTOTAL</b>	<b>1,484</b>			
Parcel 6	Commercial	155	50 : 50	9%	51 : 49
	Residential	405			
	<b>SUBTOTAL</b>	<b>562</b>			
Parcel 7	Retail	644	50 : 50	8%	52 : 48
	Residential	122			
	<b>SUBTOTAL</b>	<b>766</b>			
Parcel 8A	Institutional	2,229	50 : 50	13%	14 : 86
	<b>SUBTOTAL</b>	<b>2,229</b>			
Parcel 8B	Retail	385	50 : 50	9%	52 : 48
	Residential	98			
	<b>SUBTOTAL</b>	<b>485</b>			
Parcel 10B	Entertainment	1,448	50 : 50	9%	42 : 58
	Live/Work	838			
	<b>SUBTOTAL</b>	<b>2,286</b>			
Parcel 11A	Entertainment	2,812	50 : 50	8%	54 : 46
	<b>SUBTOTAL</b>	<b>2,812</b>			
Parcel 12	Retail	2,254	50 : 50	9%	49 : 51
	<b>SUBTOTAL</b>	<b>2,254</b>			
Parcel 13	Retail	3,326	50 : 50	9%	49 : 51
	<b>SUBTOTAL</b>	<b>3,326</b>			
Parcel 14	Retail/Commercial	459	50 : 50	10%	17 : 83
	<b>SUBTOTAL</b>	<b>459</b>			
Parcel 15	Retail	1,288	50 : 50	9%	50 : 50
	Residential	232			
	<b>SUBTOTAL</b>	<b>1,521</b>			
Parcel 16	Retail	2,361	50 : 50	9%	52 : 48
	Residential	446			
	<b>SUBTOTAL</b>	<b>2,810</b>			
Parcel 19	Hotel	940	50 : 50	8%	55 : 45
	Residential	376			
	Retail	449			
	<b>SUBTOTAL</b>	<b>1,768</b>			
<b>Proposed Trips</b>		<b>23,312</b>	<b>50 : 50</b>	<b>9%</b>	<b>44 : 55</b>

The following chart shows the data for an average weekday and the weekday P.M. and Saturday midday peak hours. Parcel numbers refer to Figure 4.3 “Full Build-out Scenario (Parcel Index)”.

FIGURE 4.8: Henry Avenue Cross Section

Existing Henry Avenue



Proposed Henry Avenue

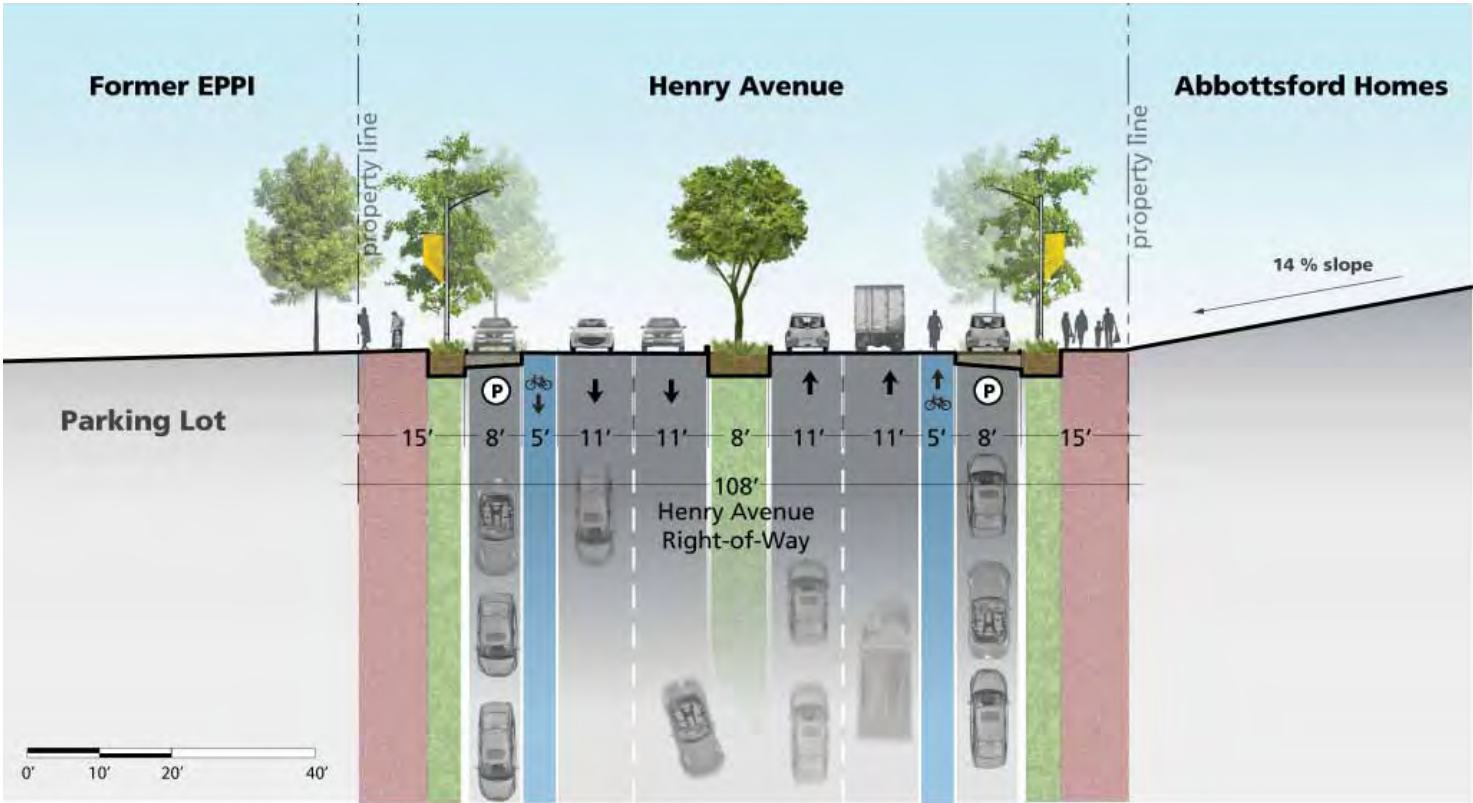






FIGURE 4.10: Existing Zoning

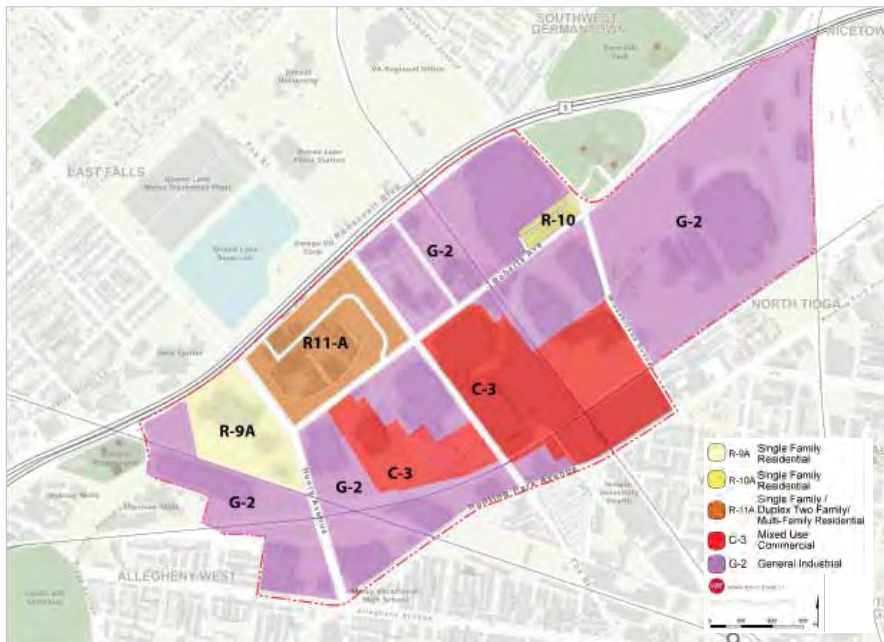
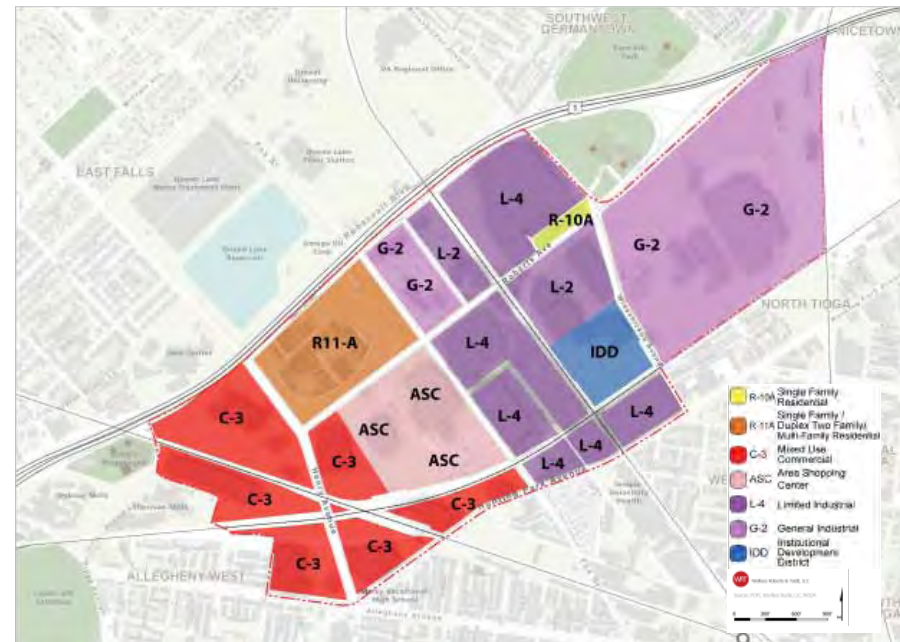


FIGURE 4.11: Proposed Zoning



C-3 Retail, Commercial and Residential

G-2 General Industrial

R-9A Multi-Family Detached, Semi-Detached and Attached Houses (front, side and rear yard setbacks)

R-10 Multi-Family Detached, Semi-Detached and Attached Houses (no front yard setback requirement)

R-11A Group Dwellings and Garden Apartments

## Proposed Zoning

The adjoining map shows existing zoning categories for the study area. Table 1 provides a description of the existing zoning designation for the predominant zoning categories found in the study area. Approximately 229 acres or 72% of the total study area (317 Acres) is currently zoned as G-2 (Industrial)—which is a predominant zoning category within the study area. This includes vacant as well as historically industrial buildings as well as existing uses such as the SEPTA Midvale Bus Depot. G-2 allows light and heavy manufacturing and distribution uses. Many of these existing industrial buildings are not suitable for new industrial uses that demand new technologies and work place environments, often in single storey buildings. As noted in the interim recommendations of the City of Philadelphia’s Industrial Land Use Study, vacant parcels less than 10 acres in size are not compatible with modern industrial use. Approximately 72 acres or 23% of the total area is zoned as C-3 (commercial). C-3 allows for most retail and/or residential uses. This zoning category includes the former Budd Company property which was zoned C-3 in 2007 when the site was considered for a casino. However in the existing zoning code, Commercial Entertainment District is the only zoning category where casinos are permitted. Three residential zoning categories include R-11A (Abbotsford Homes), R-9A (EPPI) and R-10 (Roberts and Wissahickon Avenues residential block). R-11A allows for single and/or multifamily residential uses. R-9A allows single family residential uses although no multi-family residential is allowed. R-10 allows both single and multi-family residential.

The adjoining map shows proposed zoning categories for each major parcel within the study area. Proposed zoning categories follow the City’s existing zoning designations. The City of Philadelphia is in the process of rewriting its zoning code; therefore it is recommended that the en-

tire study area be rezoned in the interim, using the city’s existing zoning code, before the zoning code update recommendations are adopted. Table 2 provides a description of the proposed land use and zoning categories for properties within the study area. Zoning categories reflect the recommended land uses and follow the study planning and design goals and principles. Proposed zoning recommendations are intended to achieve the following four major land use strategies:

1. **Henry and Hunting Park Avenues Mixed Use Corridors:** C-3 (Commercial) is recommended for parcels adjoining Henry Avenue from their existing G-2 zoning to encourage street level retail and high density residential uses. Parcels closer to Henry Avenue along Hunting Park Avenue are also proposed for C-3 Zoning.
2. **Entertainment and Arts Production District:** An entertainment mixed-use district is proposed for existing large historically industrial buildings in the center of the study area (between Wissahickon Avenue, Fox Street, Route 1 and Hunting Park Avenue) to encourage adaptive reuse and future development flexibility. This mixed-use district will promote a wide range of uses such as light industrial, commercial, residential and entertainment, taking into account opportunities and constraints of individual parcels with large industrial buildings. These properties include the former Tasty Baking factory, Budd Company, and other properties currently zoned as (C-3). It is recommended that a new zoning district be formulated as part of the city’s ongoing zoning code update to allow flexibility in uses and develop incentives for adaptive reuse. In the interim, L-4 zoning is recommended for the larger parcels and L-2 for smaller parcels which allows for commercial / office and many types of light industrial uses. The study area should not permit gaming or gaming-related uses. Therefore, the CED District is not recommended. L-4 zoning will allow immediate redevelopment

- ment of the parcels according to the recommendations of this study.
3. **Neighborhood Retail or Area Shopping Center:** Area Shopping Center (ASC) is proposed for parcels southwest of Fox Street and Roberts Avenue to encourage service oriented retail.
  4. **Light Industrial Uses:** Existing industrial zoning (G-2) will remain unchanged for the SEPTA Midvale Bus Depot and parcels northeast of Fox Street and Roberts Avenue. G-2 will allow light industrial uses proposed in the land use strategy.
  5. **Residential Land Uses:** Existing R-10 residential uses will be changed to R-10A in order to preserve the character of single family residential

so that single family residential is not split into apartments.

Zoning change for the entire area according to the recommended land use framework will provide certainty to the development process that can attract private investment. The existing zoning code does not provide incentives for City's sustainable design goals (for buildings as well as for site development). Sustainable design standards should be applied on a parcel by parcel basis in the interim – before comprehensive zoning, sustainable design incentives, and revised development standards are adopted by the City.

**TABLE 4.3: Hunting Park West Area—Predominate Existing Zoning Categories**

	INDUSTRIAL	COMMERCIAL	RESIDENTIAL	
Zoning Category	G-2	C-3	R-11A	R-9A (EPPI)
Study area acreage within the zoning category	229 acres	72 acres	26 acres	18 acres
Max Occupied Area	100% of lot area	<75% for mixed use <90% for single use	70%	Min. open area 30%, 20% for corner lot
Max. Height	no limit	no limit	no limit	35 feet for residential (max. 3 stories); Additional height permitted for non residential
Floor Area Ratio	5	4.5–5.5	0.5	none
Bulk Requirement	20 times GFA	not required	not required	not required
Parking (off-street)	1 per 1000 GSF	1 per residential unit	1 space per unit	1 space per unit
Allowable Uses	Distribution uses; Light or heavy manufacturing	most retail uses and residential uses without GFA limitations	single family/multi-family residential (min lot area 15,000 SF)	single family and some non-residential uses (no multi-family allowed)



**TABLE 4.4: Hunting Park West Area—Proposed Zoning Categories**

PARCEL #	AREA	EXISTING ZONING	PROPOSED LAND USE	ZONING <sup>1</sup> RECOMMENDATION
1	40.21 Acres	G-2	No Change	G-2 (No Change)
2A / 2B	30.13 Acres	G-2	Light Industrial	G-2 (No Change)
3A / 3B	12.36 Acres	G-2	Light Industrial	L-1 or L-2
4	12.40 Acres	C-3	Recreation/Open Space	IDD (Institutional District)
5	6.26 Acres	C-3	Industrial Mixed Use	L-4
6	4.45 Acres	C-3	Industrial Mixed Use	L-4
7	3.07 Acres	G-2	Industrial Mixed Use	L-4
8	12.56 Acres	G-2	Industrial Mixed Use	C-3
9	9.50 Acres	C-3	Industrial Mixed Use	L-4
10	11.13 Acres	C-3	Industrial Mixed Use	L-4
11A/B	4.52 Acres	C-3	Industrial Mixed Use	L-4
11C	1.08 Acres	C-3	Industrial Mixed Use	L-4
12	12.16 Acres	G-2	Commercial	ASC <sup>2</sup> —Area Shopping Center
13	12.34 Acres	C-3	Commercial	ASC—Area Shopping Center
14	6.23 Acres	C-3	Residential Mixed Use	ASC—Area Shopping Center
15	8.62 Acres	G-2	Residential Mixed Use	C-3
16	5.09 Acres	G-2	Residential Mixed Use	C-3
17	7.18 Acres	G-2	Residential Mixed Use	C-3
18	11.92 Acres	G-2	Residential Mixed Use	C-3
19	20.71 Acres	R-9A	Residential Mixed Use	C-3
20	9.37 Acres	R-11A	Residential Medium Density	R-11A (No Change)
21	6.38 Acres	G-2	Light Industrial	L-2
22	22.69 Acres	G-2	Industrial Mixed Use	L-4
23	??	R-10	Residential (existing)	R-10A

Parcel numbers refer to Figure 4.3 “Full Build-out Scenario (Parcel Index)”.

## Fiscal Impact Analysis

The team conducted a community or fiscal impact analysis of the estimated development program at build-out. This analysis examines the linkage between local government revenue generated by development and its resultant municipal service costs. The analysis used the most recent available metrics for the City of Philadelphia's general revenue fund and expenditure data. The overall outcome is one of net positive fiscal impact from the development program. At full build-out and stabilization of the Hunting Park West area, tax revenues will exceed service costs/outlays by more than \$19 million annually. This represents a fiscally sustainable and net positive impact development program for the community and the City. However it is important to note that full realization of the full build-out scenario is unlikely in the short term.

# Eastern Pennsylvania Psychiatric Institute Highest and Best Use Analysis



5







FIGURE 5.1: Former EPPI Study Area

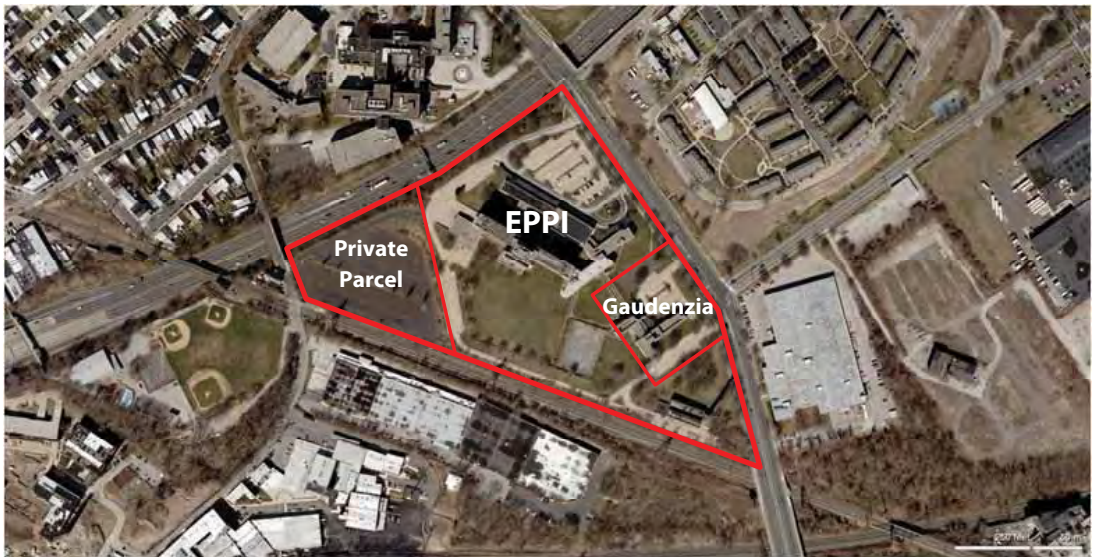






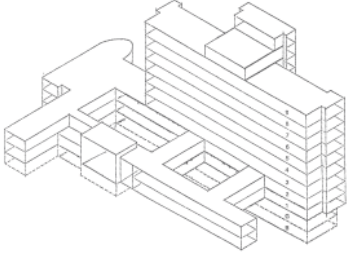
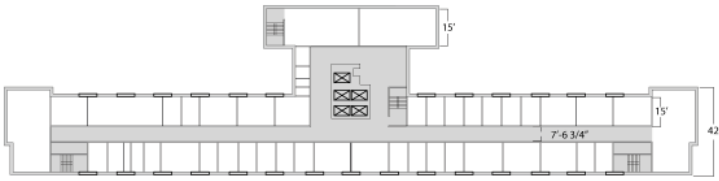
# Development/Reuse Scenarios

**FIGURE 5.2: Site Location & Configuration**



SITE AREA		SITE AREA	
EPPI Site	683,421 sf 15.68 acres	EPPI Building: TOTAL	336,500 sf 4,000,000 CF
Gaudenzia Site	117,612 sf 2.70 acres	EPPI Building: Lower Wing	55,583 sf 666,996 OF
Private Parcel	101,495 sf 2.33 acres	EPPI Building: Entry Wing	13,117 sf 157,404 CF
*Same owner as the Falls Center		Gaudenzia Building	61,032 sf 562,085 CF
<b>Total</b>	<b>20.71 acres</b>		

Source: WRT, PCPC



The team prepared three scenarios to test possible development/re-use options. These are based on the analysis of current real estate and socio-economic markets and real estate supply/demand analyses. WRT developed architectural design test fits for three scenarios for potential redevelopment of site. Many other scenarios could be imagined. These represent a good range to examine feasibility and serve as a reference point given the specific economic and other conditions at the time of the work. These scenarios have several variables including degree of demolition, amount of new construction and/or adaptive reuse, categories of use and amount of space, and physical configuration. All of the scenarios can be developed in phases over time to respond to specifics of financing and which, if either, of the two other parcels (the privately owned 2.3 acre parcel and the 2.7 acre parcel under long-term lease to Gaudenzia) are added to the development area. It should be noted that during the public involvement process many participants expressed a very strong preference for complete site clearance and redevelopment and that it not include any development related to the gaming industry or judicial system. Any reuse of the buildings and/or site will incur costs for hazardous material abatement and site preparation. The team used available data and field inspection to estimate these costs. Our estimate is that the cost of suspected hazardous material abatement could be in the order of \$2.5 million. Site preparation costs would vary depending on the uses and phasing and should be incorporated in overall development costs. The following are summary descriptions of the re-use scenarios.

### Scenario A: Adaptive Reuse/Partial Demolition

This scenario is based on partial demolition of the EPPI building, adaptively reusing the tower as an extended-stay hotel with retail and commercial uses on the ground floor, and residential units on the remainder of the site surrounding the existing EPPI building. The program and redevelopment activity summary envisioned for this scenario is to:

- Demolish entry wing and lower wing of the EPPI center and the entire Gaudenzia facility (Note: the existing Gaudenzia facility could be accommodated in Scenario A. For the purposes of the analysis, the facility is assumed to be relocated).
- Complete hazardous material abatement for the existing EPPI facility.
- Adaptively reuse the existing EPPI tower for an extended-stay hotel yielding 230 rooms.
- Adaptively reuse 95,000 square feet of existing ground level space for hotel amenities including meeting rooms, restaurants, a business center, and fitness center.
- Approximately 21,000 square feet of this space would be leased for general retail uses including a dry cleaners, hair salon, bank, etc.
- The remainder of the site would include 130 units of mid-rise multi-family rental residential.
- 162 existing surface parking spaces would be resurfaced and 308 new spaces would be built.
- The 130 units of mid-rise multi-family rental and 308 parking spaces can be phased as or if the two additional parcels are acquired. If they do not become available, the remainder of the site can still be developed at a similar residential density with consideration for site perimeter screening.

**FIGURE 5.3: Scenario A: Adaptive Reuse/Partial Demolition**





FIGURE 5.4: Scenario B: Adaptive Reuse with Addition



### Scenario B: Adaptive Reuse with Addition

This scenario is based on an adaptive reuse of the existing building with a new building addition to change the typical floor plate area so it can efficiently accommodate a double loaded corridor for residential uses. The remainder of the site would contain parking and an open space resource (e.g., parkland or plaza) for residents and community members. The program and redevelopment activity summary envisioned for this scenario is:

- The existing Gaudenzia facility could be accommodated in Scenario B. For the purposes of the analysis, the facility is assumed to be relocated.
- Complete hazardous material abatement for the existing EPPI facility.
- Adaptively reuse the existing EPPI tower and ground level space for residential uses.
- Reuse of the EPPI facility involves new construction of an addition to the existing EPPI tower effectively doubling the total square feet for residential uses and yielding a total of 222 units.
- Convert over 22,000 square feet of existing ground floor space to convenience retail space.
- 162 existing surface parking spaces would be resurfaced and 155 new spaces would be built.
- Site development can be phased to accommodate timed availability of the two additional parcels are not available at inception. If they do not become available, the remainder of the site can still be developed at a similar density with consideration for site perimeter screening.

### Scenario C: Full Demolition/ Redevelopment

This scenario examines full scale redevelopment and illustrates a mixed use development program as well as new roads and infrastructure. The scenario envisions creation of an attractive public park with retail and residential and office uses facing Henry Avenue. A mixed income residential development is located to the south, providing stunning views of the city. Structured parking spaces can be accommodated to lessen the visual impact while taking advantage of the existing topography. The redevelopment scenario also provides a street framework that could be developed to create walkable blocks and a pedestrian friendly, attractive development. The redevelopment activity summary envisioned for this scenario is:

- Demolish all buildings on the entire site including Gaudenzia which is assumed to relocate for this scenario.
- Complete hazardous material abatement for the existing EPPI facility.
- Grade and prepare the site for large scale ground up redevelopment.
- Construct mixed use redevelopment plan containing 82 single family attached townhomes, 351 high rise for-sale condominiums, 274 mid-rise rental residential units, almost 100,000 square feet of office space containing Class A and loft space, and around 100,000 square feet of ground floor neighborhood retail space.
- Parking construction includes over 1,000 structured spaces and around 250 on-street spaces

**FIGURE 5.5: Scenario C: Full Demolition/Redevelopment**



## Highest and Best Use Analysis

A Highest and Best Use (HBU) real estate analysis is an examination of the most probable use of land or improved property given answers to the following four criteria:

- Legal Permissibility
- Physical Possibility
- Market Receptivity
- Financial Profitability

Analysis of highest and best use involves two considerations: [1] the most likely and profitable use of the site “as if vacant” under the requirements set forth above, and [2] if a property is “already improved”, it is the use that should be made of the property to maximize value for non-income producing properties or maximize net operating income on a long range basis for investment properties. In cases where capital expenditure is necessary to renovate or improve an income producing property, these costs must provide a sufficient rate of return (to the sponsor) to support for the total amount invested in the site and building improvements.

The three scenarios were evaluated using four broad land-use categories. These were identified based on the real estate market findings for the Hunting Park West study area. These uses included residential, office, lodging, and retail. Residential typologies included for-sale units (townhouses and multi-family condominiums) and rental (garden apartments and multi-family mid-rise units). Office typologies evaluated included loft and incubator office space for small companies and start-up firms, and a limited amount of flex space. Lodging typologies evaluated were limited to extended stay facilities. Retail typologies included neighborhood scale retail, which includes various amounts of convenience goods and personal services.

## Financial Analysis Key Findings

- Scenario A, with a possible total development cost of approximately \$92 million, shows a positive unleveraged and leveraged before-tax internal rates of return (IRR). However, this scenario assumes improved credit conditions (lending criteria) compared to those that exist today.
- Scenario B, with a possible total development cost of approximately \$67 million, shows a small internal rate of return, but is likely not financially feasible, due to the high construction costs involved in constructing an addition to the existing EPPI facility. Also, a large opportunity cost results from leaving the remainder of the site for open space; that is, a substantial amount of prospective development revenue is forgone.
- Scenario C, the communities’ preferred scenario with a possible total development cost of over \$400 million, requires large initial capital costs for the development sponsor and generates relatively low revenue streams, making it an unattractive financial proposition, notwithstanding the upfront sales revenues derived from condominium sales. Further, the debt coverage ratios within Scenario C are considered inadequate by current lending standards.
- All three scenarios show significant initial costs for a developer. This fact will need to be resolved for a project to be feasible. Both the risks involved with redeveloping the site and high initial costs for hazardous material abatement and demolition weigh heavily on each sce-







# Next Steps



6





■ This chapter summarizes the study’s recommendations and proposes a series of next steps to sustain momentum for improvement and continue to engage stakeholders in the area. The recommendations are grouped in five categories following this introduction. In summary, the study concluded that the Hunting Park West Area can be successfully redeveloped in a manner that helps the City achieve the study’s goals. The study recommends that City resources be focused to:

- Reuse large historically industrial buildings - these may be locations for 21st century industry which includes a flexible mix of uses such as light industry, fabrication and assembly, as well as arts, entertainment and cultural activities.
- Retain key historically industrial buildings or sites for industrial use - some of these buildings and sites have the competitive advantages of large area plus very good highway (Route 1) and rail access.
- Redevelop Henry and Hunting Park Avenues as mixed use corridors—these streets are significant connective corridors serving multiple neighborhoods, all of which can support and benefit from new retail and commercial uses.
- Update land use and zoning—the area zoning should be updated using current districts in the short term and then updated over the next several years as the new land development ordinance is completed by the City.
- Improve streetscape standards—the major study area streets (Henry Avenue, Whissahickon Avenue, and Hunting Park Avenue) connect neighborhoods, give access to property and create the visual image of the area. Improved streetscape would benefit all of those functions.
- Create green, sustainable infrastructure—improved streetscape can create a dramatically upgraded visual environment while being used to reduce summer temperatures, sequester carbon, and manage storm water by reducing traditional “hard” infrastructure investment and protecting our watershed.
- Improve traffic and movement—study recommendations for Henry and Whissahickon Avenues convert these roadways, which currently serve as very high speed vehicular routes, to serve all modes of travel including pedestrians and bicycles. A new traffic signal at the Kroc Center will create a safe and pleasant entry experience for the thousands of people expected to visit every week.



### **Financing the Rehabilitation of an Old Industrial Building into a Space for Visual and Performing Arts**

*Philadelphia, PA*

The Crane Arts building was developed with the mission of creating a unique location for supporting visual and performance arts. A group of dedicated local artists who wanted to ensure that there was affordable space for art in the City turned the 1905 Crane Plumbing Company warehouse in Olde Kensington into a haven for local artist. One of the major challenges faced by the founders of Crane LLC was how to finance the rehabilitation of an old industrial space. Located in an area with a poverty rate over 33% and high unemployment, The Reinvestment Fund (TRF) was able to qualify for \$4.2 million New Market Tax Credit (NMTC) loan for Crane Arts LLC. The NMTC encourages private sector investment in low-income areas to stimulate economic development. NMTC financing has also enabled the building to offer tenants rent at 30-40% below market.

## **Land Use Recommendations**

The study recommends a mixture of land uses that includes residential, commercial, office, retail, entertainment, industrial, warehouse and distribution, and services to support employees and residents of the area and its neighbors. Industrial uses should be located to the east on more environmentally constrained land that also has excellent road and rail access and is adjacent to the active SEPTA yards. Open space should be interspersed with other uses to improve the visual and environmental character of the area and to connect the study area to adjacent neighborhoods. The recommendations of the City of Philadelphia's Industrial Land Study will need to be integrated with the land use recommendations for Hunting Park West area.

- Create a vital market responsive mixture of land uses.
- Establish Henry Avenue and Hunting Park Avenues as mix-use corridors.
- Create a neighborhood commercial and retail core.
- Establish a node of light industrial manufacturing on the eastern portion of the study area that can benefit from freight rail, freeway access and take advantage of underutilized industrial land.
- Develop sustainable site planning guidelines for new and existing users.
- Reuse large former industrial buildings for entertainment, cultural and art production uses.
- Create new parks and recreation resources to support area revitalization.

## **Zoning Recommendations**

The study recommends that zoning changes supportive of the land use framework be incorporated into the City's zoning code. However, since the City is not scheduled to complete the comprehensive update to its zoning ordinance for some time, this study's zoning recommendations must follow existing zoning designations. In order to facilitate redevelopment and investment into the area, it is recommended that the Hunting Park West study Area be remapped now since it will take years to remap the entire city and adopt a new zoning code.





## Traffic/Movement Recommendations

Action on the following area-wide recommendations will dramatically improve the movement systems in the area:

- Implement streetscape improvements to improve safety and connectivity for pedestrians and cyclists on all streets.
- The City should continue to coordinate with PennDOT and the Streets Department regarding planned pedestrian signal upgrades for study area roadways. These pedestrian signal upgrades would benefit current and future pedestrian traffic in the study area.
- The City should continue to investigate possible streetscape enhancements for roadway segments in the Hunting Park West Area to include the Henry Avenue and Wissahickon Avenue corridors. The streetscape enhancements can provide pedestrian refuge crossing the main roadway segments, pedestrian bump outs at intersections, bicycle lanes, and other traffic calming measures that improve the pedestrian environment without reducing traffic capacity.
- The City should continue to work with developers as they prepare plans in order to address individual traffic impacts on the local road network and to coordinate enhanced transit service.

Site specific recommendations include the following:

- The Kroc Center development team should continue to work with SEPTA regarding enhanced transit access and the City Planning Commission to investigate improvements at the Wissahickon Avenue driveway to include a traffic signal with phasing optimized to reduce potential conflicts among through traffic, SEPTA buses, and pedestrian movement.

- Investigate roadway improvements at the intersection of Henry Avenue and Hunting Park Avenue/Allegheny Avenue, including but not limited to: feasibility of installing dual left-turn lanes from northbound Hunting Park Avenue to westbound Henry Avenue; relocation of pedestrian crosswalks; re-designation of 30th Street to provide southbound vehicular travel to remove an additional phase from the signal operation; relocation of pedestrian crosswalks.
- Investigate roadway improvements at the intersection of Hunting Park and Wissahickon Avenues including, but not limited to: optimize signal phasing for Kroc Center traffic including pedestrian countdown technology; relocate pedestrian crosswalks; potential restriping intersection approaches to accommodate increased traffic volumes.
- Investigate roadway improvements in coordination with redevelopment of the EPPI site at the intersection of Henry and Roberts Avenues including, but not limited to: realignment of site access opposite Roberts Avenue as a fourth leg of the signalized intersection; install pedestrian upgrades, restripe faded pedestrian crosswalks.
- Investigate roadway improvements at Roberts Avenue and Fox Street including, but not limited to: install pedestrian countdown technology on all legs; restripe faded pedestrian crosswalks; add wayfinding signage for Kroc Center and other destinations; post clearly marked truck route.
- Investigate roadway improvements at Wissahickon and Roberts Avenues including, but not limited to: install pedestrian countdown technology; restripe faded pedestrian crosswalks; add wayfinding signage for the Kroc Center and other destinations; relocate pedestrian crosswalks.

## Implementation

In addition to the recommendations described above, it is important that the City move forward with a variety of incentives to encourage redevelopment in the Hunting Park West Area. The challenges of area redevelopment have been described above. Nevertheless, the area has a number of strong competitive advantages the City can help the private sector seize to the benefit of all parties. The best approach is a packaging of incentives that in different combinations will be useful to different actors. We recommend the following for further development by the City:

- Expansion of the Keystone Opportunity Zone.
- PIDC focused incentive package for area or specific facilities that are hard to reuse such as the Budd buildings.
- Public/Private Partnerships: partnerships with the major institutional stakeholders in the area could be developed to help them meet their expansion needs.
- Make the Randolph School site available for development.
- Create a special taxing district.

By following this study's recommendations it is possible for the City to create sustainable reuse of a significant area of the city for the benefit of all stakeholders. These benefits include economic, social, and environmental outcomes described as goals in the City sustainability framework. The reduction in life cycle costs for publicly financed and maintained infrastructure, improvement in storm water management outcomes, reduced greenhouse gas emissions and urban heat island effects are significant outcomes that support a competitive quality of life and attraction for new investment. Achievement of the study vision and adherence to its principles can help the City achieve its city-wide goals for the 21st century.





Philadelphia City Planning Commission



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