

HUNTING PARK

NEIGHBORHOOD STRATEGIC PLAN 2022



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EXECUTIVE SUMMARY



Educational success and strong residential blocks are assets to build on and expand.

The foundation of Esperanza’s approach to community transformation, and the substance of its commitment to the community, is education. For Esperanza, education is a life-long process; therefore, the goal of this Plan is to weave education into every phase of the neighborhood revitalization process. Central to this process is the development of a community education road map – referred to hereafter as “the Road Map.” The Road Map builds on two successful models: The Harlem Children’s Zone in New York City and Strive Partnership in Cincinnati. The Road Map is a comprehensive guide designed to create an education pipeline for students K-16 as well as to link community residents outside of the formal education pipeline to educational, employment and financial services offered within Esperanza and the larger community. Like the Harlem Children’s Zone, the Road Map attempts to build a formal education pipeline on top of social services and community building progress. Like the Strive Partnership, the Road Map is designed around education and career benchmarks and identifies areas where additional support for successful outcomes is likely to be needed. In these key transitions areas, Esperanza will work to ensure additional supportive structures are in place. Moreover, the Road Map is linked to important evidenced-based success indicators. The Road Map connects and weaves together all elements of the Hunting Park revitalization plan—education, housing, employment, safety, etc.—and is designed to be both preventative and meet the needs of individuals

at all stages in their developmental process. Additionally, the Road Map includes alternative education networks—almost like a safety net—designed to catch those individuals who have diverted from the formal education and career tracts, and provide a pathway back to the formal education and career networks.

The Hunting Park Neighborhood Strategic Plan 2022 presented here is bold and ambitious in scope and depth, and in the resources that will be required to make it a reality over time. The plan addresses seven core themes or areas of activity – referred to here as distinct but interconnected “lines-of-business.” The lines-of-business will enable Esperanza, the sponsor of the plan, and its community partners—that together will form the Hunting Park Collaborative—to manage the work and build on the enormous assets that already exist in the community. The plan will help the Hunting Park Collaborative transform places, spaces, and activities that detract from a high quality of life into ones that contribute to its overall vibrancy and vitality. The lines-of-business grew out of an interactive planning process involving residents, institutions, business, industry, and government, and are regarded as keys to Hunting Park’s continued evolution as an attractive place to live, raise a family, operate a business, work, learn, worship, and play. The lines-of-business are divided into three timeframes: immediate-term (2013-2015), intermediate-term (2016-2017), and visionary/long-term (2018-2022).



Education Road Map.

ONE BUILD ON HUNTING PARK'S COMMUNITY PRIDE AND SPIRIT

- 1.1 Provide more opportunities for residents to engage with one another
- 1.2 Use existing leadership exhibited on strong residential blocks to help identify and encourage new leadership to emerge
- 1.3 Connect residents to residents by developing more community building activities
- 1.4 Launch "NeighborCare," a formal process of outreach and engagement emerging from this plan
- 1.5 Engage interested residents as "NeighborCare" team members working as volunteers or receiving stipends
- 1.6 Establish and reinforce community pride and spirit as an underlying theme for residential block improvements

TWO ENHANCE COMMUNICATIONS, SERVICE DELIVERY, AND ACCESS

- 2.1 Enhance communications and coordination between nonprofits
- 2.2 Close the "digital divide" to ensure access to computer- and web-based information technologies
- 2.3 Facilitate networking and collaborations among neighborhood service providers
- 2.4 Establish a "Hunting Park Achievement Zone" as a web-based information platform
- 2.5 Hold regular, inter-organizational meetings (roundtables) to discuss roles and responsibilities for ensuring services and service delivery

THREE ADVANCE EDUCATION ECOLOGY AS ECONOMIC DEVELOPMENT TOOL

- 3.1 Advance the "Education Road Map" concept by connecting existing education services with family development and with community economic development
- 3.2 Advance the "Community Education Road Map" concept by developing collaborations and partnerships with schools
- 3.3 Advance the "Community Education Road Map" concept by using a case management/interdisciplinary team approach

FOUR REINFORCE AFFORDABLE HOUSING AND MODEL BLOCK DEVELOPMENT

- 4.1 Target north-south blocks in western Hunting Park
- 4.2 Target east-west blocks in western Hunting Park
- 4.3 Target blocks in central Hunting Park
- 4.4 Target blocks that are adjacent to the abandoned rail corridor
- 4.5 Target blocks in the northeast section of the community
- 4.6 Create criteria and budgets for each intervention category as part of a "model block strategy"

"It is a beautiful and safe place to live and raise children. It becomes an educational hub; great schools, even a college. The best park in the city. You should come and visit, or better yet, move here."

- resident vision

FIVE PROMOTE ECONOMIC AND BUSINESS DEVELOPMENT

- 5.1 Improve the look and feel of the commercial corridor
- 5.2 Strengthen neighborhood business districts
- 5.3 Address crime and safety on the commercial corridors
- 5.4 Upgrade and market industrial space to light industrial tenants
- 5.5 Provide business support
- 5.6 Soften the impact of industrial and automotive uses on residential neighbors
- 5.7 Update current zoning classifications to reflect existing land use patterns



Existing



Proposed

5.6 This example on 5th Street leading up to Hunting Park Avenue is a good opportunity to beautify a functional but unattractive fence and also brand the corridor.



5.7 Downzone parcels that are better suited for institutional and neighborhood-serving businesses.

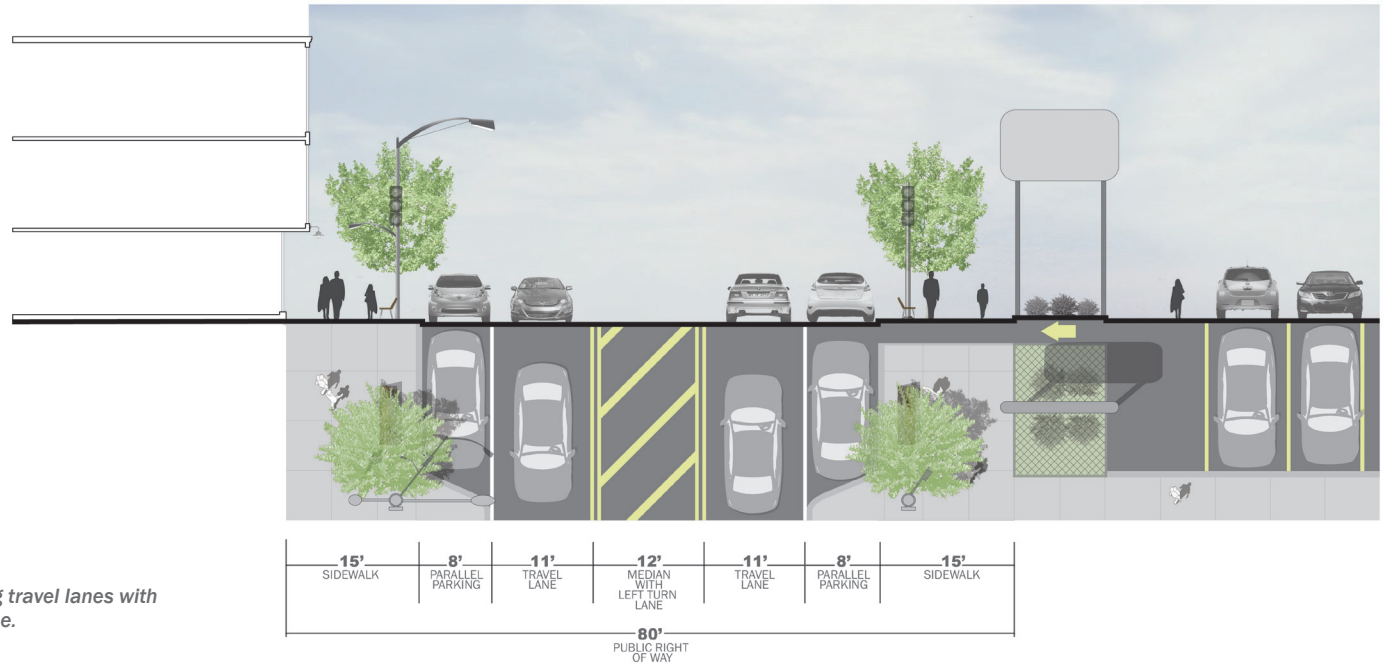
SIX REINVEST THROUGH CAPITAL IMPROVEMENTS

- 6.1 Help property owners maintain and repair sidewalks
- 6.2 Minimize impact of truck traffic on residential areas
- 6.3 Create institutional model blocks at Esperanza and SEPTA
- 6.4 Improve rail embankments and walls
- 6.5 Redesign 5th Street as the main institutional and commercial corridor
- 6.6 Transform Hunting Park Avenue as a park promenade
- 6.7 Target 5th Street between Hunting Park Avenue and Bristol Street for gateway improvements
- 6.8 Rehabilitate and adaptively reuse the Roberto Clemente School building

6.7 The intersection of 5th Street and Hunting Park Avenue is the natural gateway to Hunting Park and to the main institutional and commercial corridor. The block of 5th Street between Hunting Park Avenue and Bristol Street is anchored by Esperanza and is a target area for coordinated improvements.



NORTH 5TH STREET - NORTH OF LUZERNE STREET



6.5
Proposed redesign option defines existing travel lanes with a 12-foot striped median and left turn lane.



Hunting Park Avenue is currently overly wide for a neighborhood-serving street, with two lanes of traffic in each direction.

6.6

Hunting Park Promenade Option 1:

Proposed redesign reduces the travel lanes to one in each direction and repurposes the excess space as a landscaped median.



Hunting Park Promenade Option 2:

Proposed redesign reduces the travel lanes to one in each direction and redistributes the excess space to create planting strip extensions along the sidewalks.



SEVEN PROTECT AND ENHANCE OPEN SPACE AND THE ENVIRONMENT

- 7.1 Support Hunting Park Master Plan and ensure both plans are aligned and reinforcing of one another
- 7.2 Connect neighborhoods to the park through improved streetscape
- 7.3 Improve tree cover and assist residents with tree maintenance
- 7.4 Support grassroots efforts to expand community gardens into other vacant lots
- 7.5 Support play streets and add programming
- 7.6 Form an inter-organizational partnership to develop a Community Campus centered around a Campus Green
 - Strategize as a group for the development, programming and maintenance of a Campus Green
 - Reach out to other potential partners and resources
- 7.7 Reconnect Bristol and Wingohocking Streets
- 7.8 Request follow up study on Wingohocking Creekbed soil erosion
- 7.9 Develop green practices for the land around the former Wingohocking Creek bed

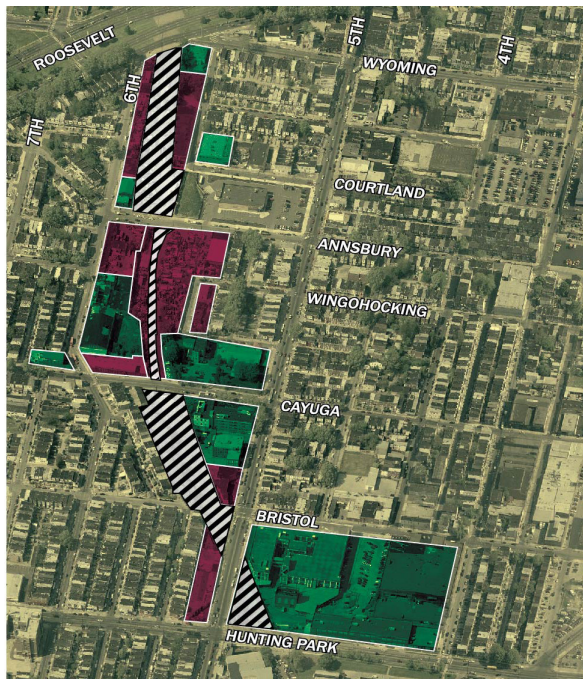
7.6

The wealth of organizations in Hunting Park present an opportunity to form a Community Campus to oversee the redevelopment of the abandoned rail corridor as a Campus Green.

**THE ABANDONED
RAIL CORRIDOR
CURRENTLY DIVIDES
THE NEIGHBORHOOD.**

**HISTORICALLY
INDUSTRIAL USES
FOLLOWED THE RAIL.
MOST ARE NOW
AUTO RELATED .**

**BUT EDUCATIONAL
AND SERVICE
INSTITUTIONS
HAVE ALSO GROWN
AROUND THE
FORMER RAIL.**



**WHAT IF THE LAND
SERVED AS A
CAMPUS GREEN
TO UNITE THE
EDUCATIONAL
AND SERVICE
INSTITUTIONS
AND RE-KNIT THE
COMMUNITY?**





-  **STORMWATER MANAGEMENT**
-  **NEW PARK SPACE**
-  **NEW CAMPUS GREEN**
-  **EXISTING INSTITUTION**
-  **POTENTIAL DEVELOPMENT**
-  **OPPORTUNITY SITE**

7.6-7.9
 The concept of a Community Campus and Campus Green connects neighborhoods physically and through coordinated services.



ACTION PLAN

Esperanza is fully committed to the execution of this plan and doing so in a manner that respects the spirit in which it was developed and principles on which it is based. That means inviting and encouraging all neighborhood stakeholders – residents, institutions, business, industry and government – to become active investors in the activities, programs and projects they held up as priorities. The plan of action for moving the plan forward as outlined in the last section includes:

- A description of the proposed Hunting Park Collaborative (HPC), the vehicle that will be formed to guide and drive implementation of the Strategic Plan.
- A mission and vision statement that will be used to guide the work of the HPC and engage and involve residents, resident-serving institutions, businesses and business-serving institutions.
- A corresponding budget estimating capital and non-capital costs, and identifying potential sources to help finance the plan over the first five-year period.

A fundamental role of the HPC will be to manage the work of “NeighborCare Teams” who will deliver or direct the delivery of services across all seven lines-of-business. Each team will deploy “ambassadors” drawn from Hunting Park to carry the work. HPC ambassadors will include youth and youth leaders for in-school and out-of-school activities (academic and enrichment), parents and grandparents, block captains, and leaders of neighborhood-based service Institutions.

The HPC will provide guidance for and facilitate the collection and evaluation of information to identify, catalogue, and update the required skills-sets, capacities and experiences needed by all care-givers. This will be carried out at the block and block group, institutional, and community-wide level, and across all lines-of-business called for in the plan. In rolling out the plan, Esperanza, in concert with its community partners, will solicit financial and in-kind resources across all sectors and industries to implement the range of activities, programs and projects referenced in the pages that follow.

The projected budget and potential sources to finance it are shown below:

INVESTMENT TYPE			
	Cost/year	5-year total	% of total
Non-Capital	\$443,000	\$2,215,000	11%
Capital	\$3,632,436	\$18,162,179	89%
TOTAL	\$4,075,436	\$20,377,179	100%

INVESTMENT SOURCE			
Esperanza	\$101,250	\$506,250	2%
Hunting Park Collaborative	\$101,250	\$506,250	2%
Private Sector	\$270,500	\$1,352,500	7%
Public/Quasi-Public Sector	\$3,602,436	\$18,012,180	88%
TOTAL	\$4,075,436	\$20,377,180	100%



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AND THE
READING COMPANY
1930

I. INTRODUCTION



Fig. 1 Planning area and context

A. BACKGROUND AND CONTEXT

In the spring of 2011, Esperanza, a community-based organization serving the Hunting Park neighborhood in North Philadelphia, contracted Lamar Wilson Associates, Inc. and Interface Studio, LLC to help it develop a resident-driven plan to guide, drive and manage community investments. The planning area encompasses 80 square blocks extending from Mentor Avenue over to Roosevelt Boulevard on the north and Luzerne Street on the south, to North Front Street on the east, and North 9th Street on the west. The planning area is home to 13,700 residents, a number that has remained fairly constant since 1990; 48 educational, social and human service institutions; and 286 businesses and light industries. The overarching objective of this plan, as refined over a ten-month long process, is to build on these assets by leveraging investments from each of those sectors to attract new resources to help revitalize and sustain this unique neighborhood to the year 2022 and beyond.

Planning Area

The planning area has strong physical boundaries: Fairmount Park's Hunting Park, an anchor for the larger community of North Philadelphia, and Roosevelt Boulevard define the northern and western edges. Front Street and Luzerne serve as softer edges across which residents and facilities consider themselves as part of Hunting Park in general, though not officially within the study boundaries. Approximately one-half of the land area is characterized by predominately single-family residential land uses, generally situated on the western portion of the plan area. This area is served by neighborhood-serving commercial and retail uses. The eastern side of the study area is dramatically different in character with large parcels housing industry and institutions. Dividing the community physically is the abandoned Conrail corridor, which travels through the study area at and below grade on a diagonal from Roosevelt Boulevard to the north to Luzerne Street at the southern boundary.

Esperanza - Plan Sponsor/Community Partner

Esperanza was founded in 1987 in response to the violence and poverty that plagued the Hispanic community of North Philadelphia, and was created to bring sustained hope to the individuals and families in the *barrio*. It has grown since then from a one-person shop to an agency with over 200 employees today. In 2000, Esperanza saw possibilities where others saw abandoned factories and subsequently acquired, converted and renovated one such building at 5th and Bristol in Hunting Park as its corporate home. Over the past 10 years, Esperanza

has invested approximately \$30 million in homeownership and rental projects for low-income individuals, in the renovation of its facilities, and in commercial development in the Hunting Park community. In addition, the organization founded and continues to develop educational institutions, including Esperanza Academy High School and Esperanza College of the Eastern University, health initiatives, and workforce development programs serving this area, contributing to the capacity of other nonprofit organizations in the community and across the country.

In the early stages of this planning process, Rev. Luis Cortes, President and CEO of Esperanza, met with the Advisory Committee and consultant team to share his expectations for the plan and emphasize its importance. Esperanza has been working in Hunting Park for two decades on education, housing and economic development, but Rev. Cortes posed the question: why hasn't it yet made the impact needed to achieve a fully revitalized and vibrant community, one that can be sustained over time like other healthy communities in other places? The way forward, he is convinced, is through the creation of **a shared vision for the whole community by the whole community**, achieving "buy-in" by those who stand the most to gain or lose and who are prepared to participate in shaping the future and working towards a shared community vision. This approach is designed to avoid what tends to happen when improvements are made in lower-income neighborhoods: the existing community is forced out and denied the benefit of enjoying those improvements. Among the keys to preventing displacement is inclusion in the planning process and ensuring the plan addresses three central questions:

- How do we improve this place for the people here now?
- How do we improve the education system for the people here now?
- What are the possibilities beyond the norm?

Embedded in the pursuit of a shared vision for Hunting Park is the commitment of residents living here, institutions serving the area, companies doing business here, and the government all doing their part to invest their time, talent, ideas, and energy to the overarching theme of the Hunting Park Neighborhood Strategic Plan 2022:

"Building on Our Assets... Embracing Our Opportunities"

Overarching Theme

The central theme of this plan was evident from the early stages of researching neighborhood conditions. Through the collection and analysis of demographic data, resident perceptions and concerns, land use, building conditions, and the general physical and quality of life characteristics of Hunting Park, the theme – *“Building on Our Assets”* was developed. This theme reflects a belief in the community and works towards strengthening the resources that already exist to see, seize, and take advantage of opportunities to improve and sustain the community into and beyond 2022. Among the chief assets of Hunting Park are:

- Residents, individually and as neighbors, working on and committed to improving their own community;
- Civic and service Institutions based in the community and supporting it through programs in the areas of education, healthcare, childcare, housing, workforce development, recreation, arts, entertainment and culture, faith-based initiatives, and community development;
- Businesses and industry providing goods and services at the neighborhood, community, city and regional levels;
- Community facilities, including Hunting Park itself, offering active and passive recreation activities, green and open spaces, and community meeting places, as well as community centers providing multi- and inter- generational services for children, youth, adults, seniors, and families;
- Physical Infrastructure with “strong bones” in terms of connected streets and sidewalks, and public transit networks that generally serve the community well; and
- An abandoned rail corridor traversing many neighborhoods within and extending outside the community that is begging to be re-imagined and made an integral part of Hunting Park’s infrastructure and value.

Guiding Principles

The ten-month long planning process was guided by core principles and underlying values evolving from many community-level discussions and forums. Esperanza’s senior management and the Wilson/Interface consultant team set the context for the planning process, and the Advisory Committee and Subcommittees guided the planning process and helped explore and drill-down deeper on Hunting Park’s assets, needs and priorities. Door-to-door surveys of over 400 households, focus group discussions involving community residents, stakeholder interviews, and community-wide meetings reinforced opinions and priorities expressed by Esperanza senior management, the consultant team, and the Advisory Committee and subcommittees. These principles served as goals to help guide the planning work, inform specific priorities, and recommended the action steps outlined in this plan. The core principles are:

- To sustain and develop leadership across all sectors of Hunting Park as an Achievement Zone, through strong recruitment and professional growth opportunities for neighborhood residents and neighborhood institutions, focusing on:
 - Individual residents,
 - Families and friends at the block and neighborhood level,
 - Trustees, managers, staff and volunteers at the institutional level;¹
- To promote equitable development by helping existing residents preserve and maintain the affordability of their homes so that, as the neighborhood continues to improve, residents are not at-risk of being displaced and can enjoy the benefits of a thriving, healthy and vibrant community;
- To stimulate community economic development by assisting local businesses and industry to become more viable and fostering cooperative relationships between businesses and their neighbors; and
- To create a safer, cleaner, greener, more secure, and overall healthier neighborhood through the implementation of the Hunting Park Neighborhood Strategic Plan.

¹ Schools, service providers, business and industry, civic organizations, faith-based entities, and government.

Governance — Plan Priorities and Rollout

Throughout the course of developing this plan, Wilson/Interface reported to, advised, and made recommendations to Esperanza's representatives; these included Esperanza's Community Organizer, initially Lyza Rosario then subsequently the Community Planning Project Director, Pita Lacenski; a 22-member Advisory Committee comprised of community stakeholders; and three Subcommittees focused on priority areas identified very early in the process: education, housing, and economic development. Esperanza, as sponsor of the plan and fiscal agent under contract with the Wells Fargo Regional Foundation, Aetna Insurance Company, and Citizens Bank, is solely responsible for achieving the objectives of the planning process and ensuring a resident-driven comprehensive plan. As such, it has approved and authorized the release and rollout of this Hunting Park Neighborhood Strategic Plan 2022 developed in collaboration with the Hunting Park community and the Wilson Associates/Interface Studio consulting team. Going forward, Esperanza will lead all efforts to promote the plan throughout Hunting Park and among public and private sector policy- and decision-makers to build and sustain a broad and solid constituency for its implementation, and to leverage the resources required – human, financial and political – to help achieve its objectives and outcomes.



B. ROLE OF ESPERANZA, COMMUNITY AND CONSULTANT TEAM

Throughout the development of the plan, Esperanza helped guide the planning process, set goals, make recommendations based upon the results of the research work, and review recommendations offered by Wilson/Interface. One early finding from the planning work is that Hunting Park has **an abundance of resources**, which sets it apart from many neighborhoods. Its resources span from the skills and knowledge of residents, to neighborhood-based institutions and businesses offering a broad range of resources and services, to an active resident leadership cohort.

What could use improvement to bring these resources to bear is regular communication, coordination, and collaboration among service organizations in the areas of program design, service delivery, tracking and/or comparing outcomes and any impacts generated from their work. To take best advantage of the opportunity presented by the resourceful individuals and institutions living and operating in the community, it is important that Esperanza engage its sister organizations in working more closely together to share information and, at minimum, coordinate their services, service delivery and service assessment. This plan can and should be used to pursue a special collaboration among neighborhood residents, service providers, civic institutions, business and industry as listed here to help carry it out:

Educational Services

Aspira
Esperanza Academy
Esperanza College of Eastern University
Hunting Park Christian Academy
Timothy Academy

Business Community

5th Street and Hunting Park Business Association
SEPTA
Non-commercial corridor bodega ownership represented by Alba's Grocery
Wells Fargo Wyoming Store

Human/Social Services

Asociación Puertorriqueños en Marcha for Everyone (APM)
Ayuda Community Center
Casa Del Carmen
Esperanza Health Center

Civic

Fairmount Park Conservancy
Hunting Park Stakeholders
Hunting Park United

Arts and Culture Services

Artistas y Músicos Latinos Americanos (AMLA)

Faith-Based Organizations

In The Light Ministries
Joy in the City
One Hope Community Church

The community strategy for Esperanza and Hunting Park includes reaching out to and engaging public- and private-sector institutions – governmental, business, cultural and religious – that have a stake in the community's continued stability, growth, and development. As such, the community views their plan as a tool for generating the social, financial and political capital required to implement the plan's recommendations, produce the outcomes, and make the impacts called for over the next ten years.

C. PLANNING PROCESS

Sequence of Activities

The ten-month long neighborhood strategic planning process involved several steps designed to collect relevant information about the neighborhood from a variety of sources; U.S. Census Bureau data, field surveys, resident perception surveys, focus group discussions, community-wide meetings, advisory committee meetings, and stakeholder interviews. Key intervals of this process were carefully designed for the consultant team to share information, solicit feedback to test the accuracy and/or interpretation of information collected, and determine how and the extent to which such information reflects community assets, needs, concerns, and priorities.

The general sequence of the planning steps and activities included the following:

May-July 2011

- Esperanza senior management and consultant team meeting to develop and refine scope, schedule and budget
- Advisory Committee “kick-off” meeting to inform community of planning process and timeline and to solicit input.
- Begin research and data collection phase examining demographic, land use and physical conditions.
- Design and launch resident survey process, administer survey, and analyze results.

September-December 2011

- Complete baseline data collection and analysis.
- Summarize existing conditions based on the research data.

October-December 2011

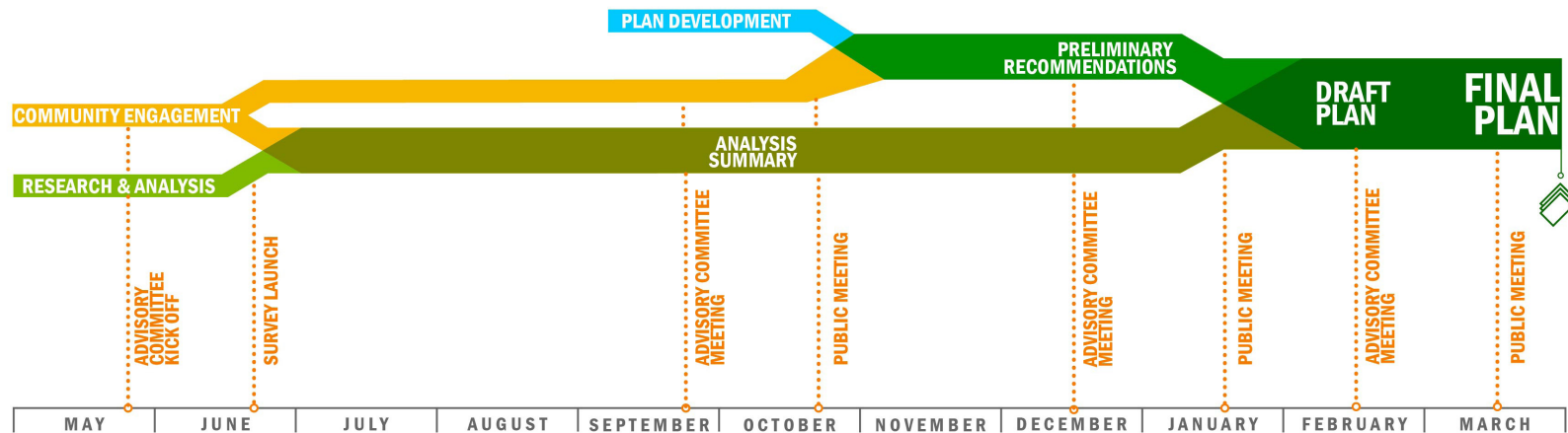
- Develop preliminary ideas and early stage recommendations for internal review and consideration.
- Present preliminary findings to the community through community-wide meetings.
- Conduct stakeholder interviews and set stage for focus group discussions based on existing conditions.

January-February 2012

- Continuation of stakeholder interviews, and focus group discussions.
- Develop vision and underlying planning principles to help guide plan recommendations.
- Prepare preliminary recommendations.
- Present preliminary recommendations to community through:
 - A series of smaller-scale community meetings
 - Advisory committee meetings
- Refine recommendations.
- Meet with Esperanza senior management to present and refine final recommendations.
- Prepare draft plan.

March 2012

- Prepare final plan and submit to Esperanza for final review and approval, and rollout.



Community Outreach/Engagement

Resident Surveys

Esperanza organized the resident perception survey process, securing and supervising workers to canvas the neighborhoods in the planning area, knocking on doors to introduce themselves and talk with neighbors about strengths and needs in the community. The canvassing was conducted in July of 2011 over the entire community, and in all, 446 surveys were completed and returned, representing 11% of the 4,142 households in the Hunting Park planning area. Survey participants were evenly distributed throughout the study area. Esperanza staff downloaded the survey results into a database to analyze and report survey results and findings to inform this Strategic Plan. [See Appendix for Community Survey instrument]

Engagement Through Meetings

Esperanza also invited residents and other stakeholders to serve on the 22-member Advisory Committee and three subcommittees — 1) Affordable Housing, 2) Community Economic Development and 3) Education and Supportive Services — to guide the work, review and comment on the data collected and interpreted by the consultant team, and provide information from their knowledge of Hunting Park to inform and shape the plan. In addition, community members and representatives of civic and service institutions based in or operating in Hunting Park participated in community-wide meetings and focus group discussions. Attendance at these sessions ranged from moderate to extensive as summarized below:

Advisory Committee Meetings (May, September, December 2011 and February 2012)

Aggregate attendance: 51

Average attendance: 13 per session

Community-wide Meetings and Civic Group Sessions (October 2011, and January through March 2012)

Aggregate attendance: 42

Average attendance: 21 per session

Civic group discussions – both presentations and focus groups – and stakeholder interviews were used to solicit opinions, explore ideas or issues that emerged from surveys or other meetings, and comment on recommendations as they were developed. These sessions took place over a four-month timeframe from November 2011 through February 2012. The following entities and organizations were engaged in this process:

- Action Harvest
- Alba's Grocery
- Asociación Puertorriqueños en Marcha for Everyone (APM)
- Ayuda Community Center
- Casa del Carmen
- Christian Legal Clinics of Philadelphia (Hunting Park branch)
- Esperanza College of Eastern University (student leaders focus group)
- Esperanza Academy (student focus group)
- Esperanza Health Center
- Fairmount Park Conservancy
- Finanta
- Hunting Park Stakeholders
- Hunting Park United
- Joy in the City
- North 5th Street Revitalization Project
- One Hope Community Church
- SEPTA
- Spirit and Truth
- The Food Trust
- Representatives for the office of Tony Payton Jr.



Fig. 2 Distribution of resident surveys

D. ACKNOWLEDGMENTS

To Our Funders of the Plan

Wells Fargo Regional Foundation
Wells Fargo Community Partners Program
Citizens Bank
Aetna

Esperanza is grateful for the generous support from the plan funders, principally the Wells Fargo Regional Foundation, Citizens Bank, and Aetna. We would also like to extend our gratitude to the Wells Fargo Community Partnership Program for their recognition and support of Esperanza and the Hunting Park Revitalization Plan. The enduring commitment of these institutions to serving the communities in which they operate empowers Esperanza's achievements towards community revitalization.

To Our Community and Partners

Esperanza acknowledges and greatly appreciates the hard work, time invested and ideas shared by the many individuals, organizations and institutions listed below (and others not listed who may have missed signing-in at the various meetings held from community meetings, to coordinating sessions, special focus group conversations, and surveys). They truly set the context and vision of the plan and are prepared, willing and able to work along side other partners who we are confident will work together in ensuring that the recommendations and priorities of this plan are realized over the coming weeks, months and years.

ADVISORY COMMITTEE

- Alice Culver, SEPTA
- Alicia Mojica, Esperanza Academy
- Annabella Roig, Esperanza
- Ariel Ben-Amos, Mayor's Office of Transportation and Utilities
- Art Haywood, Esperanza
- Cheryl Pope, APM
- David Ortiz, Philadelphia City Planning Commission
- David Rossi, Esperanza Academy
- Edgardo Gonzalez, State Representative Tony Payton's Office
- Elizabeth Conde-Frazier, Esperanza College
- Griscelle Newman, Casa del Carmen
- Jorge Santana (Chair), Hunting Park United
- Jojy Varghese, State Representative Tony Payton's Office
- Kimberly Tucker, PNC Bank
- Lucas Rivera, AMLA
- Luz Lopez, Wells Fargo Bank
- Maria Iannarelli, Esperanza Housing
- Susan M. Post, Esperanza Health Center
- Virgen Ortiz, Esperanza Economic Development
- Wendy Green, SEPTA
- Eunice Shin, Ayuda Community Center
- Wilfred Hoffman, SEPTA

SUBCOMMITTEES²

Affordable Housing

- Ted Oswald, Legal Counsel, Christian Legal Clinics of Philadelphia
- Jennifer Rodriguez, APM Deputy VP for Programs and Services
- Maria Iannarelli, National Housing Projects Director

Community Economic Development

- Virgen Ortiz, Esperanza Commercial Corridor Manager
- Bertha Sarmina, Finanta
- Fernando Ayala, Wells Fargo

² Pita Lacenski, Esperanza's Community Planning Project Director, Lamar Wilson of Wilson Associates and Stacey Chen and Rapheal Randall of Interface Studio provided general and technical support to the Advisory Committee and all subcommittees.

Education and Supportive Services

- Pita Lacenski, Esperanza Community Planning Project Director
- David Rossi, Esperanza Academy Charter Principal
- Roberto Luciano, Education Specialist at Esperanza College
- Dr. Conde-Frazier, Dean of Esperanza College and Subcommittee Co-chair
- Lyza Rosario, Community Organizer at Esperanza
- Griselle Newman, Administrator at Casa del Carmen and Subcommittee Co-chair
- Marilisse Colón, Hispanic Market Specialist at Al Día
- John Lavery, Lighthouse
- Lucas Rivera, ALMA

ESPERANZA SENIOR MANAGEMENT TEAM AND STAFF

- Rev. Luis Cortes, CEO
- Danny Cortes, COO
- Art Haywood, EVP-Legal Counsel
- Pita Lacenski, Community Planning Project Director
- Lyza Rosario, Community Organizer/Survey Team Coordinator
- Jodi Reynhout, Special Project Director for the President
- Elizabeth Pendley, Development Associate
- Christine Nieves, Director of Grants and Donor Relations

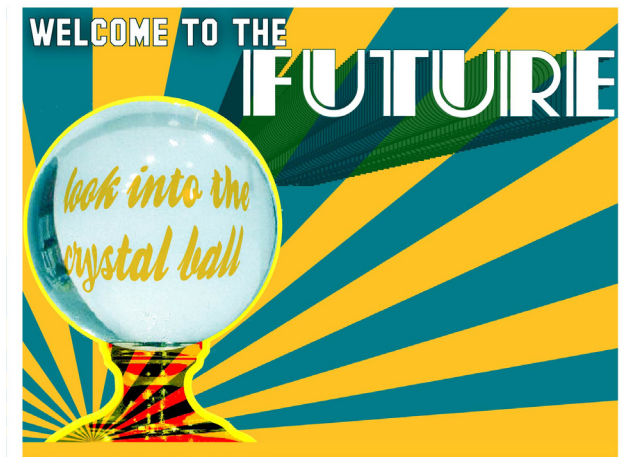
For any individuals, organizations, and others not listed here—who may have missed signing-in at the various community meetings, coordinating sessions, special focus group conversations, and survey events—Esperanza greatly appreciates your hard work and dedication to the improvement of Hunting Park. This neighborhood revitalization plan belongs to us all.

To Our Planning Consultants

- Lamar Wilson, V. Lamar Wilson Associates
- Scott Page, Interface Studio, LLC
- Stacey Chen, Interface Studio, LLC
- Rapheal Randall, Interface Studio, LLC



Residents were asked to envision what Hunting Park would be like in 10 years and write a "postcard from the future."



"...a safe family-oriented community where the community members are involved and care about the upkeep and maintenance of their family. More stores, beautiful park. Safer schools. Revitalized homes." - resident vision

Resident visions are included throughout the report.

A photograph of a building with a large sign on the roof and a grid-like facade. The sign on the roof reads "OTTO U. HOEFMANN" in large, bold, black letters, with "WELDER" written below it in smaller letters. The building's facade is composed of a grid of dark, rectangular panels, possibly metal mesh or glass. The sky is a pale, overcast grey.

OTTO U. HOEFMANN
WELDER

II. OVERVIEW OF EXISTING CONDITIONS



Ice skating in Hunting Park
Source: Ayuda, Flickr

A. HISTORY AND CONTEXT

GROWTH AND INDUSTRY

The Hunting Park planning area actually covers two neighborhoods: Hunting Park to the west and Feltonville to the east. Both neighborhoods have rich histories steeped in the rise and decline of North Philadelphia as an industrial powerhouse. Throughout periods of economic prosperity and poverty, the residents of Hunting Park and Feltonville have been shown to be endlessly resilient and active in the work of re-imagining their personal futures, as well as that of their environment.

The neighborhood of Hunting Park owes name to the 87-acre park that is its centerpiece. This park was once the property of James Logan, the secretary of Pennsylvania's founder, William Penn.¹ It also served as the country's first trotting track, but was later converted to a pleasure park, due to gambling restrictions set in law by 1854.² Along with James Logan, notable figures like Philadelphia Mayor James Hugh Joseph Tate and celebrated actress Grace Kelly resided in

Hunting Park at certain points.³ Feltonville, prior to urbanization, was lush, rolling agricultural land just outside Philadelphia's boundary. By 1890, the small town that emerged was called Wyoming Village. Later, the neighborhood began to be identified as Feltonville.

During the late 19th century and into the Post-War era, North Philadelphia was the "Workshop of the World" and was home to an industrial manufacturing cluster that produced everything from car parts to packaged pastries. The Proctor Electric Company produced household appliances near the intersection of Hunting Park Avenue and American Street, and the Philadelphia Thermometer Company was based at Cayuga and 6th Street in Hunting Park.

Important transportation and health institutions were also located in study area. Where Thomas Edison High School sits now was once home to the Philadelphia Hospital of Contagious Disease, which during its time, was the largest hospital for contagious diseases in the world.⁴ The Philadelphia Transportation Company,

1 Carl Dahlgren. 1854 – Hunting Park – 1999. Friends of Hunting Park. <http://members.bellatlantic.net/~vze286rj/HuntingPark/index.htm>. Website. Accessed on February 17, 2012.

2 Carl Dahlgren. 1854 – Hunting Park – 1999. Friends of Hunting Park. <http://members.bellatlantic.net/~vze286rj/HuntingPark/index.htm>. Website. Accessed on February 17, 2012.

3 Joshua McAdams. Hunting Park: A History of Working Together. Philadelphia Neighborhoods. www.sct.temple.edu. Website. Accessed on February 17, 2012.

4 Reading Eagle. Hospital for Contagious Diseases Recommended. March 7, 1935



Left to right: Proctor Electric manufactured appliances at its factory in Hunting Park, the Philadelphia Transportation Company, SEPTA's predecessor, had its shop on Wyoming Avenue, a view of businesses on 5th Street (Source left to right: <http://www.toaster.org/proctor45.html>, <http://rides.webshot.com>, <http://phillyhistory.org>)

a predecessor to SEPTA and on the site that SEPTA now occupies, desegregated transit labor during the Philadelphia Transit Strike in 1944.⁵ Passengers and goods were transported from North Philadelphia to Reading, Pennsylvania along the Bethlehem Branch of the Reading Company Railroad, which ran parallel to North 5th Street.

The economic boom in the Post-War years prior to the mid 1960s began an evolution in the make-up of the population in these two neighborhoods. Initially, Hunting Park and Feltonville were comprised of Polish and Italian immigrants.⁶ Lured by employment opportunities and better housing, the African-American and Hispanic population, primarily from Puerto Rico⁷ and Colombia,⁸ began to grow

5 Allan M. Winkler. The Philadelphia Transit Strike of 1944 from The Journal of American History, Vol. 59, No. 1 (Jun., 1972), pp.73.

6 Carl Dahlgren. 1854 – Hunting Park – 1999. Friends of Hunting Park. <http://members.bellatlantic.net/~vze286rj/HuntingPark/index.htm>. Website. Accessed on February 17, 2012.

7 The Historical Society of Pennsylvania. Latino Philadelphia at a Glance. www.hsp.org.

8 Marisa Casellas. El Barrio: Latino Relationships in North Philadelphia and Impacts on Puerto Rican Businesses. University of Pennsylvania. 2007. pp. 8

between the 1950s and 1970s. These areas were racially integrated in a city where neighborhoods had long been demarcated by race. However, as soon as these new groups relocated here, economic opportunity would begin to decline.

A CHANGE IN FORTUNES

The decentralization of American manufacturing that began in the early 1960s left an indelible mark on Hunting Park and Feltonville. Manufacturing firms like Proctor Electric began moving their operations outside of North Philadelphia to more optimal profit-maximizing locations in the suburbs and overseas. This left residents who had worked at these firms with diminished employment opportunities and the hope for a better life amongst the newly migrating populations was brought into question.

Seeking to stem the emergent decline, the Rizzo Administration sought federal funding from HUD to implement an economic development plan for portions of Hunting Park.⁹ But Rizzo's plans were unexpectedly thwarted by both HUD and Hunting Park residents. Initially, HUD held back the requested \$18 million community development block grant citing the administration's "poor record in

9 Walter F. Naedele. City in Peril of Losing \$18 Million From HUD. Philadelphia Bulletin. January 23, 1978.



Mayor Nutter at the Grand Opening of the Esperanza Health Center on December 1, 2011. Source: Esperanza Health Center.



"If we work together, we will build a better community and strong community in all the areas." - resident vision



Esperanza Academy opened in 2004. Source: Esperanza.



A mural sponsored by Ayuda commemorating the founders of the Hunting Park Community Garden: Andy, Jeff and Luis.

housing the poor and minorities.”¹⁰ Black, white, and Hispanic residents believed that the administration’s plan was too narrow in scope and should deal with deteriorating housing stock evenly across the neighborhood.¹¹ While the Rizzo Administration eventually obtained funding, to the chagrin of residents, it was primarily used to purchase vacated industrial facilities with the intent of selling them to private interests. The concerns of the majority of Hunting Park residents - employment and housing rehabilitation - were left unresolved.

Feltonville saw a surge in juvenile delinquency during the early- to mid-1970s. Reports of vandalism of storefronts and homes stoked fear and left many wondering if they should look elsewhere for a safe living environment.¹² In the vacuum created by decreased economic opportunity, racial animosity began to arise and culminated in the tragic firebombing of a Puerto Rican family’s home by two white men during the fall of 1975, which shook Feltonville to its core.¹³ The once uniquely integrated neighborhood was changing overnight, as white middle-class residents began to move to other sections of the city.

By the 1980s, both neighborhoods were still reeling from industrial disinvestment and economic isolation. Poor educational and employment opportunities, drugs and crime, and deteriorating housing conditions threatened to turn once vibrant communities into places of fear and neglect. But, residents and community groups would not let that happen, they began to speak out and advocate for the betterment of their neighborhoods.

A CHANGE FOR THE BETTER

In 1987, Esperanza emerged as a strong voice against drugs and violence in the Hispanic community of North Philadelphia.¹⁴ Since its inception, Esperanza has supported lower-income residents with educational, housing, and workforce programs. Esperanza has also set its sights on strengthening commercial development in Hunting Park, particularly around the North 5th Street Corridor. In 1992, the Spirit and Truth Fellowship Church created the Reese Street Community

Center to address the needs of poor families and children in Hunting Park.¹⁵ In 1997, the name of the center was changed to Ayuda Community Center. In 2009, Hunting Park United was founded as a resident-driven effort to revitalize Hunting Park and strengthen the community. More recently, in December of 2011, Esperanza Health Center celebrated the opening of its new Hunting Park Health and Wellness Center. These are just a few of the many organizations located in the planning area, who are committed to resolving the legacy of economic disinvestment and social isolation that began half a century ago. Great gains have been made and are apparent in the pride of residents in their homes and blocks, and the new investment that is changing the neighborhoods for the better.

B. CHALLENGES AND OPPORTUNITIES DRIVING THE PLAN

As the details in this plan attest, there are many assets upon which the community in Hunting Park can build. From attractive and well-kept residential blocks with on-the-ground leadership in place, to strong neighborhood-oriented businesses and larger, good-neighbor industries based here and employing community residents, to community-based institutions offering services to residents, Hunting Park is resourceful and well-positioned as it continues to evolve and grow. These conditions notwithstanding, there are some real challenges and opportunities emerging and illustrated throughout this report that, left unattended, will only constrain Hunting Park’s growth and maturation and limit its ability to strengthen what resident surveys, focus group discussions and stakeholder interviews suggest is a neighborhood with both a clear sense of identity and place and an abiding sense of community.

The primary issues, needs and priorities playing out here and that present themselves as opportunities to be embraced are introduced in the next section and detailed throughout the report. Expanding access to education and employment, while simultaneously promoting systems that foster healthy environments and people are essential elements to establishing sustainable and equitable neighborhoods; this plan acts as a road map helping guide residents to these goals. With time and commitment, many of the great gains initiated by community groups and residents, will be extended to every single resident of this area.

10 Walter F. Naedele. City in Peril of Losing \$18 Million From HUD. Philadelphia Bulletin. January 23, 1978.

11 David Kushma. Hunting Park Battles Plan For ‘Narrow’ Renewal Site. Philadelphia Bulletin. May 26, 1977

12 Larry McMullen. Feltonville: Broken Glass – and People. Philadelphia Daily News. September 18, 1974.

13 Joe Davision. Hate, Fear Stalk Feltonville: Who Is Next? Minority Asks. Philadelphia Bulletin. October 12, 1975

14 Esperanza. About Us. <http://www.esperanza.us>. Website. Accessed on February 24, 2012

15 Ayuda Community Center. History. <http://www.ayudacc.org/about/history/>. Website. Accessed on February 24, 2012.

C. COMMUNITY AT-A-GLANCE

Demographic Profile

POPULATION, RACE AND ETHNICITY

The study area population grew 4% between 2000 and 2010, a faster rate than the city as a whole. This growth trend is mirrored in the responses to the Community Survey, where over half of the respondents had moved to the neighborhood in the last 10 years. The racial and ethnic composition has remained fairly constant over the last 20 years with the neighborhood retaining its strong Hispanic character. Situated just north of Centro d'Oro, the heart of the city's Hispanic community, 65% of the residents in the study area identified as Hispanic in the 2010 US Census, compared to 12% for the city as a whole. The US Census also showed approximately 22% of residents identifying racially as White, 33% as Black, or African-American, 38% as Other, and the remaining 7% as multiracial.

AGE AND GENDER

The study area is home to a considerable concentration of young people, with nearly 34% of its residents under the age of 18, while the city's total youth body is only 22.5%. People over the age of 65 only make up 6% of study area residents, half of the senior population of the city.

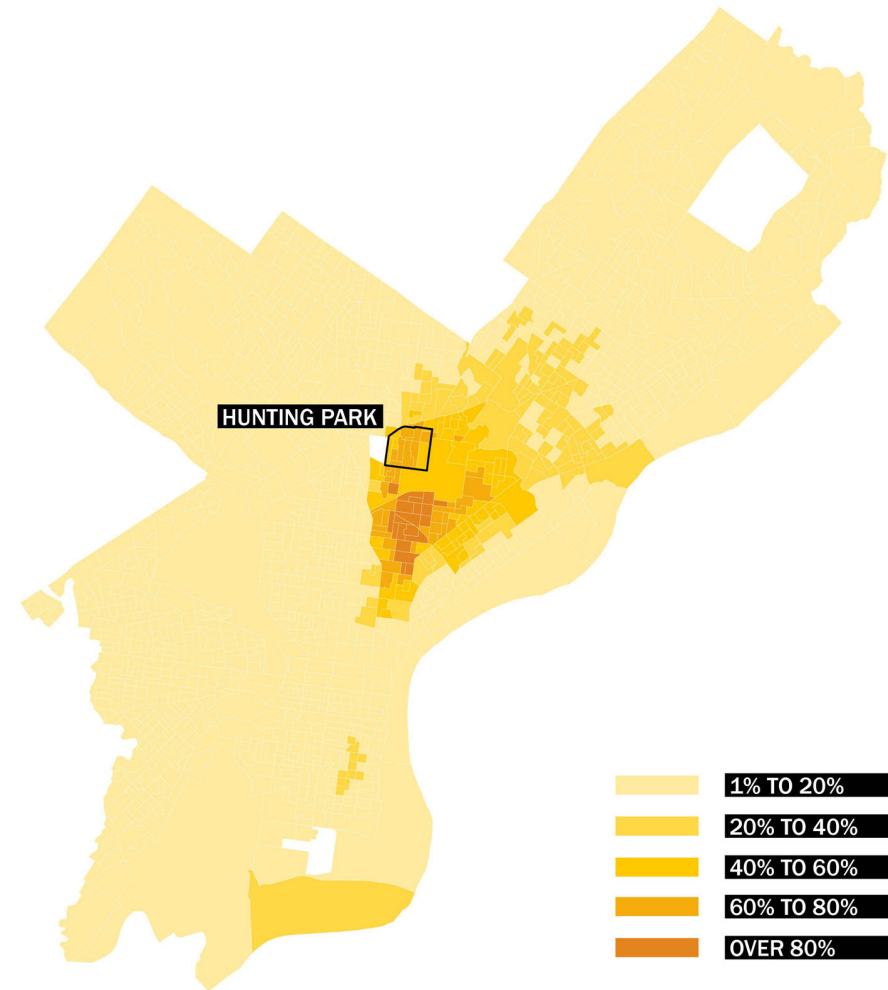


Fig. 3 Distribution of Hispanic population in Philadelphia, 2010

Source: U.S. Census Summary File 1 (2010)

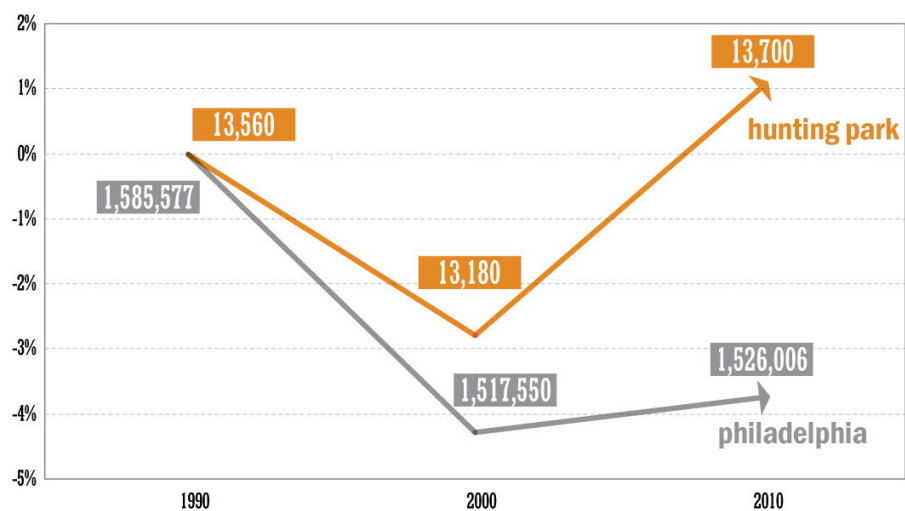


Fig. 4 Population change, 1990-2010
Source: U.S. Census Summary File 1 (1990, 2000, 2010)

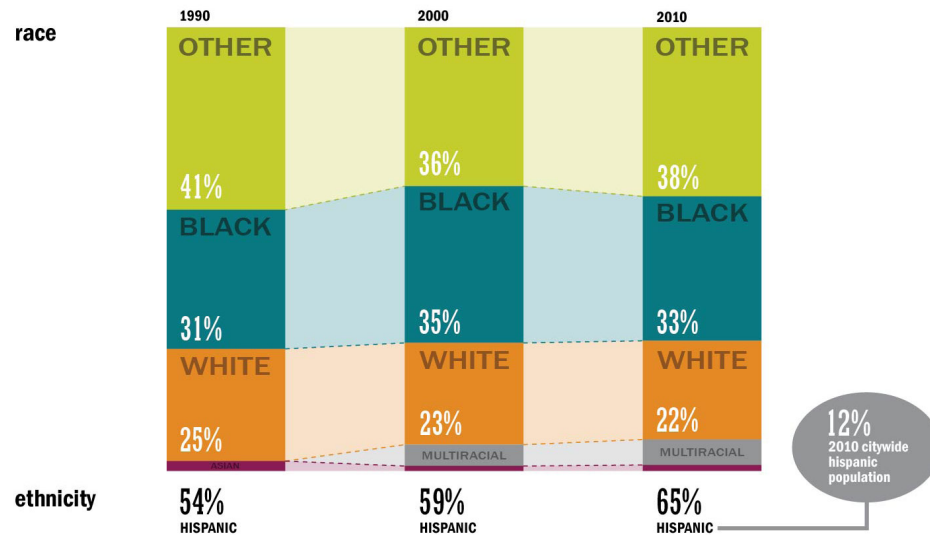


Fig. 5 Race and ethnicity, 1990-2010
Source: U.S. Census Summary File 1 (1990, 2000, 2010)

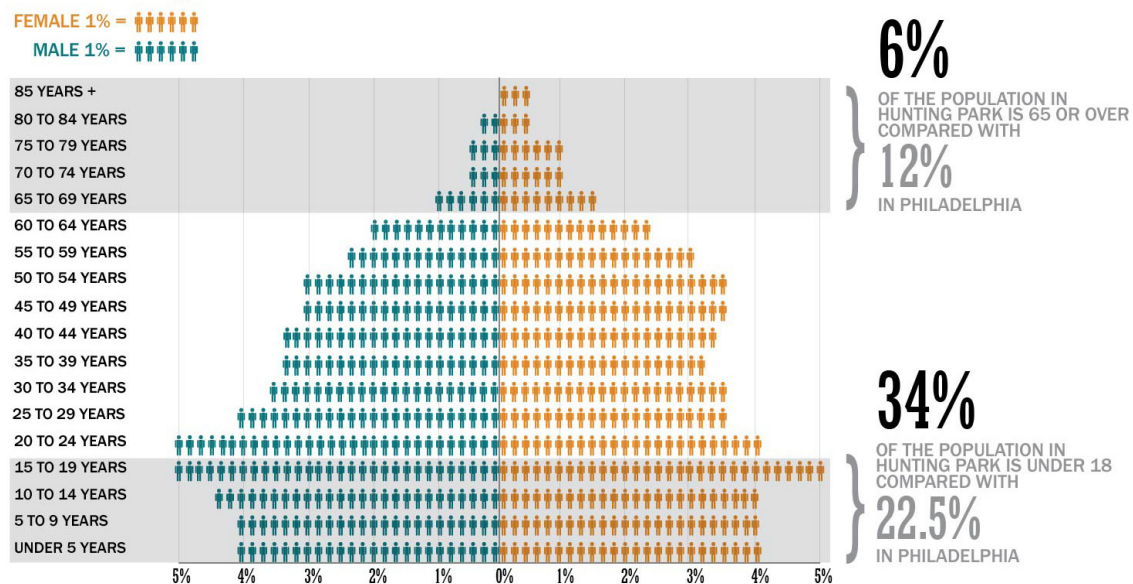


Fig. 6 Age distribution by sex, 2010
Source: U.S. Census Summary File 1 (2010)



2010 SCHOOL PERFORMANCE INDEX (OVERALL RANKING)

TOP 10%

1 MCCLURE

2

3 CAYUGA

4

5

6

7 FELTONVILLE ARTS AND SCIENCE

8

9 OLNEY EAST

10

CLEMENTE OLNEY WEST

BOTTOM 10%

Fig. 7 School catchment map
Source: Philadelphia School District

EDUCATION

There are a number of schools and educational institutions within the study area. However, this does not lead to inherent academic success for the area's children. Various social and economic factors and parental engagement at all educational levels (pre-k, primary, and secondary) factor into low graduation and achievement rates. While the public elementary schools, Cayuga and McClure, rank high in the 2010 school performance index, by middle school, the rankings drop to the lowest third. Graduation rates in 2010 for the public high schools serving the study area - Olney East (38%) and Olney West (41%) - were markedly lower than the citywide average of 58%. Several charter and private schools operate in the study area, and have had a positive impact on educational choice and performance.

EMPLOYMENT AND INCOME

Most of the employed residents of the study area work within the manufacturing (14%) or the health care/social assistance sector (22%), while another 36% are employed in various service sectors. Institutional and industrial employers dominate the landscape within the study area. Yet, 60% of the employers in the study area employ less than 10 employees, meaning most residents work outside the study area, incurring costs that restrict their use of time and money in order to commute to their employer by car or transit.

Community residents are making 45% less than the city median income; between 2005 and 2009, the median income of residents in the study area was \$20,014, while the median income of Philadelphia was \$36,339. This coupled with transportation and housing costs, means that many households in the study area are struggling to make ends meet.

RESIDENT PERCEPTIONS/QUALITY OF LIFE

Most residents expressed satisfaction with living in the community and believe that it is a relatively safe place with a strong sense of community. Nevertheless, they do acknowledge the existence of pockets of criminal activity, and are concerned about the negative impact this has on the quality of life of law-abiding residents who live nearby. Residents asked to rate different aspects of the community ranked access to transportation, the friendliness of neighbors and the variety of goods and services available the highest, while safety, cleanliness and the physical condition of the public realm ranked the lowest.

estimated percent of people age 16 years or older who are employed

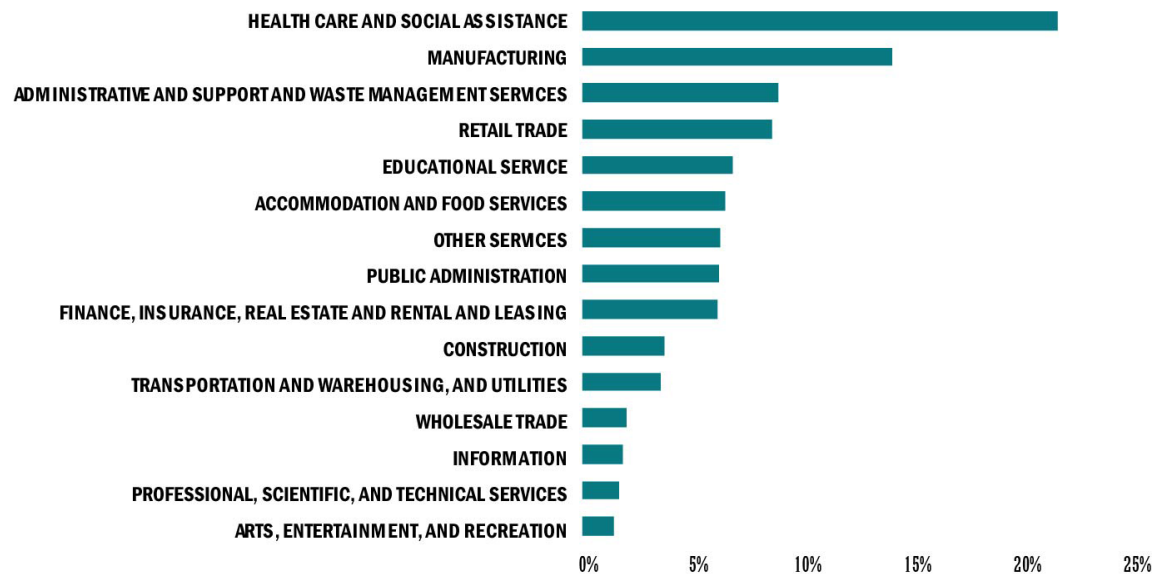


Fig. 8 Employment by industry
Source: Nielsen, TRF PolicyMap



Fig. 9 Land use map
Source: Field survey (2011)

Built Environment

LAND USE AND ZONING

The character of the Hunting Park study area is dominated by residential (29%), institutional (23%) and industrial (14%) uses. West of North 5th Street is mainly residential in character, with institutions and auto-related businesses located along the unused Reading Bethlehem rail corridor. Pockets of residential blocks are also interspersed to the east of North 5th Street in the center and northeastern corner of the study area where they are surrounded by larger industrial and institutional parcels. The biggest former industrial parcels in the southeast quadrant of the study have now mostly been taken over by institutions. The highest concentration of remaining industry is located along Rising Sun Avenue.

Although vacancy is not substantial – 4% of the land area consists of vacant land while 9% consists of vacant buildings – almost every residential block is affected by a vacant property, which inherently depresses the area's overall housing values.

Land use patterns are consistent with the zoning for the most part, with the exception of the conversion of many of the large industrial blocks in the southeastern corner and along the former rail corridor into institutional and auto uses.

COMMERCIAL CORRIDORS

The main commercial corridor is concentrated on the northern and southern portions of North 5th Street. Most of the commercial uses are pharmacies, convenience stores, takeout restaurants, and beauty shops. Notable commercial investments on this strip are Tierra Colombiana and Rite Aid both located on the same block at the corner of Raymond and 5th. There is another small hub of commercial activity in northeast corner of the study area at Wyoming and Rising Sun, but as you travel south down Rising Sun Avenue, the mix of auto shops, car sale lots, and salvage yards give the Rising Sun corridor a uniquely gritty feel.

Former Clemente School Building



On the border of the study area at 5th and Luzerne Street, the hulking shell of the former Roberto Clemente School building has been vacant for over a decade and has posed a safety hazard to the surrounding community. Built in 1916 as a factory, the building was used by the School District until 1998. The School District put the building up for sale in February 2012 and its redevelopment will have a major impact on the neighborhoods in the study area and beyond.

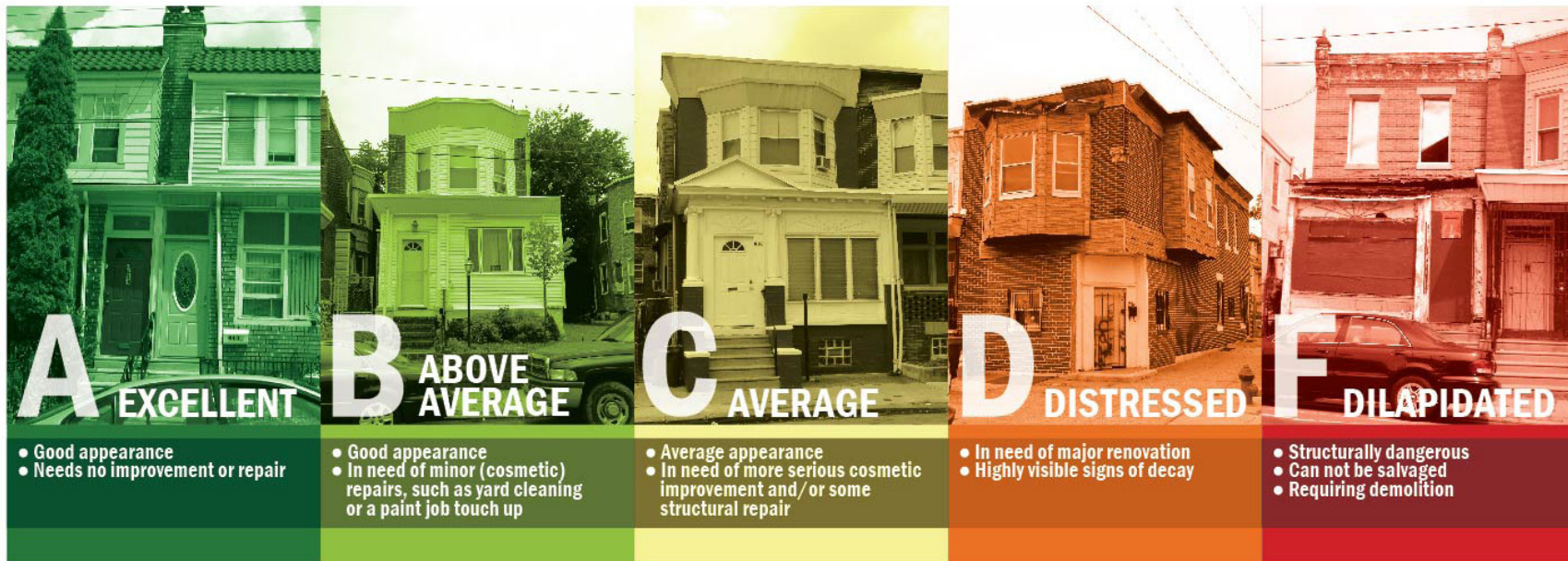


Fig. 10 Building conditions scale

HOUSING/BUILDING CONDITIONS

The majority of the housing and building stock of Hunting Park/Feltonville is in decent condition. Most of the area's housing and buildings (69%) are livable and average in appearance, yet they may require serious cosmetic improvement, like façade rehabilitation, or structural restoration, i.e. foundation settlement repair. In terms of maintenance, tenure becomes a serious concern. Since 1990, homeownership has fallen 16 percentage points from 70% to only 54% in 2010. There are perhaps a variety of reasons for this: owners have decided to convert their single-family homes to multi-family rentals, the downturn in the economy has forced more residents to become renters, some are relocating to other parts of the city and renting their homes, etc.

PUBLIC REALM/PUBLIC SPACES

The area's industrial legacy has left behind unused or derelict infrastructure that diminishes the pedestrian experience. The abandoned Reading Company's Bethlehem Branch rail corridor cuts right through the core of the study area, forming a formidable physical barrier that divides the neighborhood. Its susceptibility to overgrown vegetation and dumping creates unsafe and unsightly

environmental conditions at and below street level for pedestrians, neighboring residents, and workers and visitors at the numerous institutions nearby. Leftover retaining walls obstruct views and feel like barriers at street level.

Tree cover is extremely low in the study area. At less than 4% it is far below the city's goal of reaching 30% coverage by the year 2035. Combined with the impact of industrial and auto businesses on the neighborhood, the lack of green makes the neighborhood feel more barren than it needs to be. Additionally, the lack of tree cover means that during the summer months, the neighborhood is uncomfortably hot which increases energy use and utility bills.

Residents have a huge green space asset in Hunting Park, which is one of the largest parks in the city. Most residents are within a 10-minute walk of Hunting Park, but for those who do not fall within this walk shed, there are no other parks within the study area. During the field survey, 11 "Play Streets" were observed scattered throughout the study area. This demonstrates the importance of having play space close to where kids live and where parents can keep an eye on them.

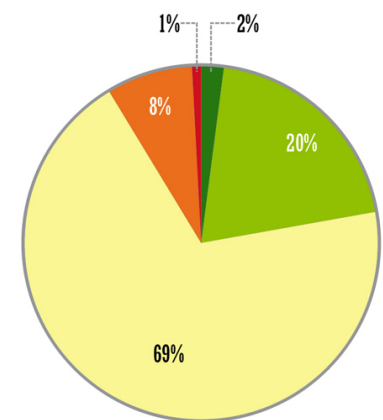


Fig. 11 Building conditions map
Source: Field survey (2011)

TRANSPORTATION AND STREET NETWORK

North 5th Street is the transportation spine of the area. Yet, due to its lack of marked travel and parking lanes, travel down the street can be chaotic with cars sometimes making two lanes out of one, and many double parking along the side. Truck traffic is concentrated mainly in the industrial segment of the study area along American, Rising Sun and Front Streets. The former rail corridor interrupts the street grid, resulting in discontinuity in major streets such as Wingohocking and Bristol. A high percentage of residents commute to work using public transit, an estimated 35%, and the neighborhood is served by six transit routes: 1, 47, 57, 75, C and R. Respondents in the resident survey also ranked access to public transit as one of the best things about the community.

ESTIMATED COMMUTE TIME

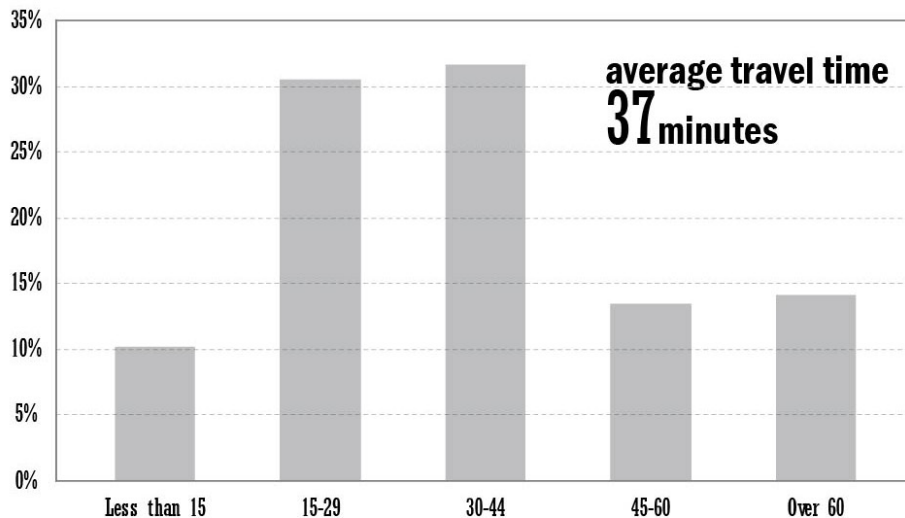


Fig. 12 Commute to work (estimated)

Source: Nielsen, TRF PolicyMap

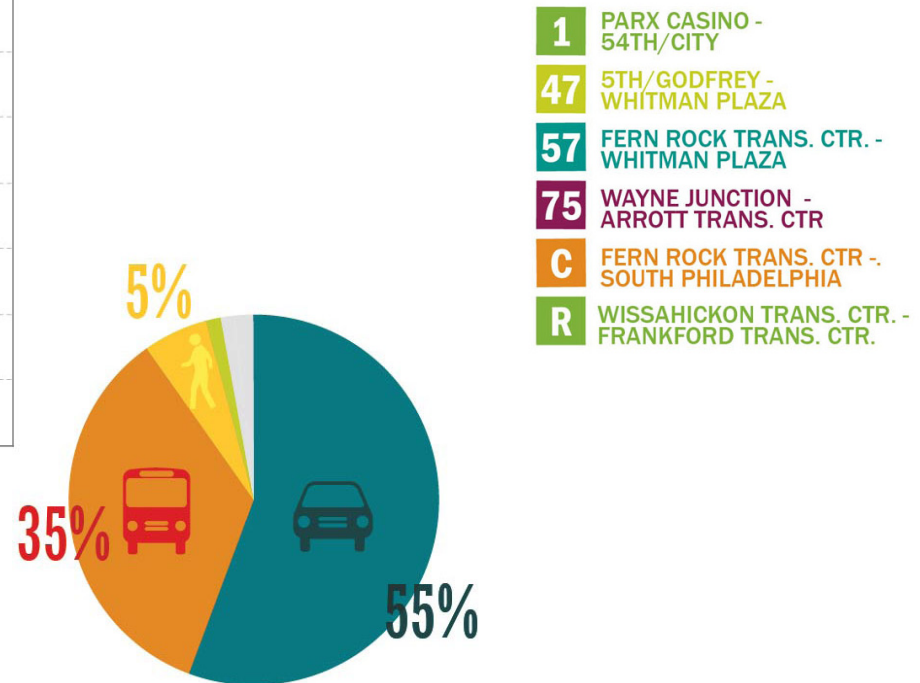




Fig. 13 Street network map
Source: Field survey (2011)

III. RECOMMENDATIONS RESOURCE REQUIREMENTS AND TIMELINES



This portion of the report outlines a series of recommendations covering seven broad areas of opportunity for Hunting Park. The overall timeline for achieving the plan's goals extends out ten years to 2022. This timeline is broken down into three distinct time periods to manage the work involved in initiating the programs and projects outlined here, and to generate the resources to underwrite the costs: a) immediate-term launch (2013-2015), b) intermediate-term completion (2016-2017), and c) visionary/longer-term completion (2018-2022). The recommendations are broken into areas as follows:

- ONE** BUILD ON HUNTING PARK'S COMMUNITY PRIDE AND SPIRIT
- TWO** ENHANCE COMMUNICATIONS, SERVICE DELIVERY, AND ACCESS
- THREE** ADVANCE EDUCATION ECOLOGY AS ECONOMIC DEVELOPMENT TOOL
- FOUR** REINFORCE AFFORDABLE HOUSING AND MODEL BLOCK DEVELOPMENT
- FIVE** PROMOTE ECONOMIC AND BUSINESS DEVELOPMENT
- SIX** REINVEST THROUGH CAPITAL IMPROVEMENTS
- SEVEN** PROTECT AND ENHANCE OPEN SPACE AND THE ENVIRONMENT

The mechanisms required to carry out the recommendations suggests lead, support and/or joint roles for specific Hunting Park-based organizations. The resources needed to help finance or otherwise support the costs of each are outlined below, some more specific than others, dependent upon the detail, scale, or reach of the proposed program, project or service.



AMLA festival

ONE BUILD ON HUNTING PARK'S COMMUNITY PRIDE AND SPIRIT

Context

Hunting Park has characteristics of “communities of choice” where many residents have made informed decisions to make this neighborhood their home because they like what they see, can afford the housing here, and being close to family and friends is a high priority for them. In meetings held with civic groups and institutional stakeholders over the planning process (see Appendix referencing these sessions), residents shared their views on neighborhood needs and their ideas for how to address them. Common among their perspectives is a strong sense of community identity where people care about and care for their families, their friends and their neighbors. Because of this, residents are committed to being active agents in improving their community.

Hunting Park residents generally like their neighbors and the amenities the neighborhood has to offer. Based on the results of door-to-door surveys of residents, one-half of all respondents have lived in the community 10 years or more, and one-third chose to live in Hunting Park to be close to family and friends. Three-quarters of those surveyed are “somewhat” to “very satisfied” with the community. When asked about what they like best and least about Hunting Park, the top three responses were: their neighbors, homes and proximity to public transportation for “best,” and their safety, neighbors and access to job opportunities for “least.” “Neighbors” show up on both the best liked and least liked lists indicating the nature of relationships among residents and the need in build community spirit.

As resident surveys pointed out, neighborhood safety and security is a major concern; 40% rated it “very poor” to “poor,” and 40% rated it “fair.” While crime is a major issue of concern in the community, zooming out to the city-wide scale shows that the Hunting Park study area ranges from low to medium in the level of intensity of crimes against people and property. Within Hunting Park, most of the violent crimes are concentrated in commercial areas, while property crimes are spread through the residential blocks and commercial corridors.

over half of those surveyed have lived in the community for 10 years or less and 77% are “somewhat to very satisfied”

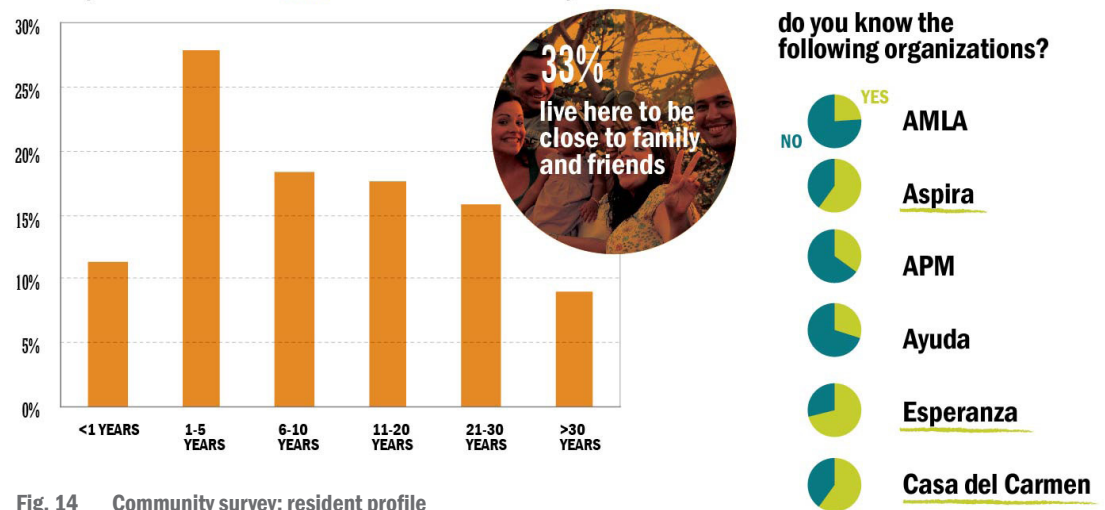


Fig. 14 Community survey: resident profile

how would you rate each of the following aspects of this community?

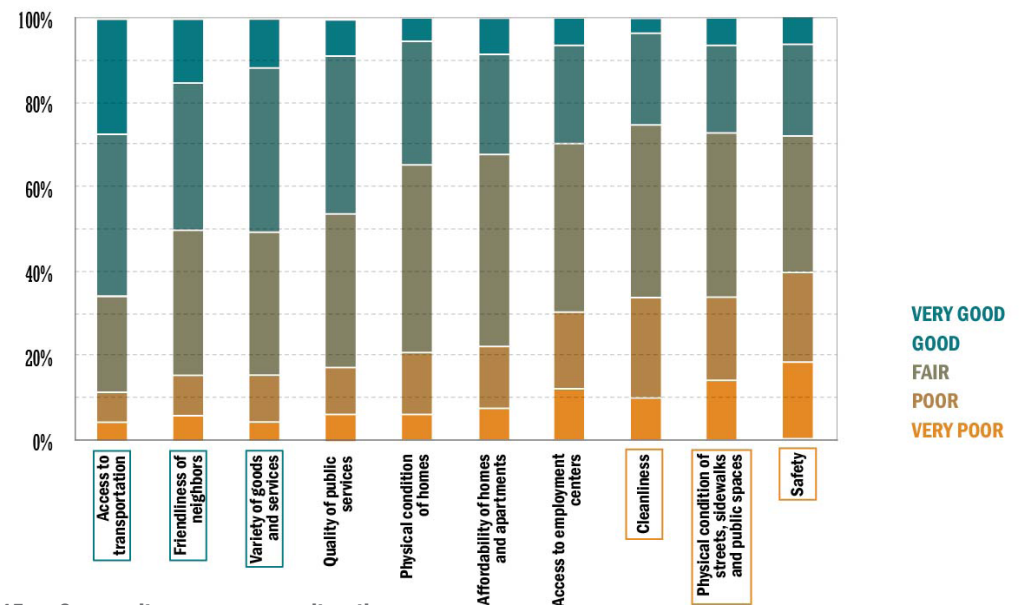


Fig. 15 Community survey: community ratings

CRIMES AGAINST PEOPLE 2010



Fig. 16 Crimes against people 2010:
Philadelphia and Hunting Park
Source: Philadelphia Police Department

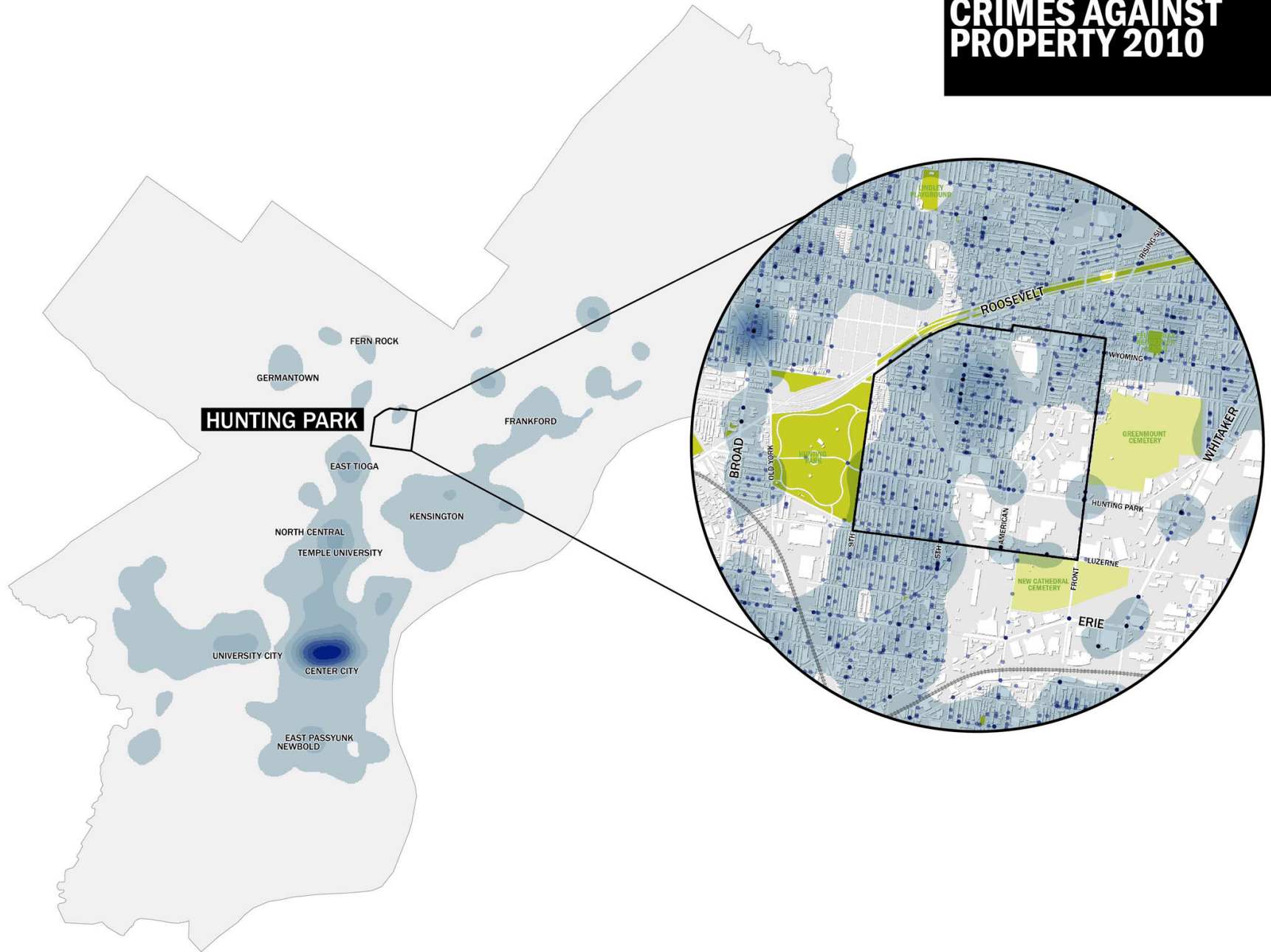


Fig. 17 Crimes against property 2010:
Philadelphia and Hunting Park
Source: Philadelphia Police Department



An enormous sense of community pride and spirit this emerged from the various community, subcommittee, stakeholders, and focus group meetings, and it is clear residents are prepared to work to make it a safer, better, and more inviting place to live. This sentiment is part of the “social capital” the plan must tap into and sustain if it is to achieve the objectives leading up to and beyond 2022. In addition, the many human and social service providers, educational institutions, healthcare and childcare agencies, arts and cultural groups, and faith-based support organizations based in and serving Hunting Park want to be full partners with residents in the provision of the care people need to lead full, healthy and meaningful lives here.

“All the residents in the area are involved in organizations that work to change the look and feel of the community. A lot of people from the city come to shop and eat here.”

- resident vision



“Safer, family friendly, healthier, clean, inviting. People/families are stable educationally and economically . Unified...And most importantly, not gentrified.”

- resident vision

AMLA festival

Recommendations and Opportunities

The following recommendations reflect the goals and interests of residents and civic organizations for Hunting Park:

1.1 Provide more opportunities for residents to engage with one another in social and cultural settings, informal and formal, using art and entertainment events as venues.

1.2 Use existing leadership exhibited on strong residential blocks to help identify and encourage new leadership to emerge on other blocks where it is needed to build effective working relationships among neighbors and address safety and maintenance issues at the block level.

1.3 Connect residents to residents by developing more community building activities to encourage more civic engagement by children, youth and adults.

1.4 Launch “NeighborCare,” a formal process of outreach and engagement emerging from this plan, to acknowledge, catalogue, and build on the social capital within Hunting Park. Residents have skills-sets and experiences that they are ready, willing, and able to share with their neighbors. This includes but is not limited to:

- Academic subject area support-tutoring
- Home repair/construction
- Horticulture
- Youth mentoring
- Childcare
- Health and wellness
- Sports/recreation
- Nutrition
- Job coaching

1.5 Engage interested residents as “NeighborCare” team members working as volunteers or receiving stipends.

1.6 Establish and reinforce community pride and spirit as an underlying theme for residential block improvements through:

- Friendly competitions and awards for “most creative” flower gardens/ plantings and “greenest” vegetable gardens
- Decorative banners placed throughout the community
- Special open recognitions of family and student achievements
- Presenting “new resident on the block” welcome baskets
- Organizing block and block-group parties

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Hunting Park United, Hunting Park Stakeholders, AMLA, Ayuda

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
ONE - Pride & Spirit	\$111,000	\$555,000	2.7%
Community organizer	\$50,400	\$252,000	
Program support/overhead (@ 25%)	\$12,600	\$63,000	
NeighborCare Team Ambassadors for:			
• Hospitality, awards, recognitions, friendly competitions	\$18,000	\$90,000	
• Cleaning, greening, safety and security (“block-/town-watch”)	\$30,000	\$150,000	

TWO ENHANCE COMMUNICATIONS, SERVICE DELIVERY, AND ACCESS

Context

Hunting Park is committed to using the resources of its residents and those available through the many institutions based in and serving the community. Whether services are delivered through one or both of these mechanisms, it is important that the delivery and evaluation of such services are tracked and reported to help document the degree to which community services are effective. These services include but are not limited to: education and vocational training, childcare and healthcare (physical and behavioral), nutrition and wellness, housing, recreation, arts and culture, financial management and asset development, and faith and spirituality.

Hunting Park has an abundance of resourceful service organizations, institutions and employers across many sectors that are important assets to the community. Many human and community service organizations are based in Hunting Park and have served Hunting Park for many years; they include Aspira, Artistas y Musicos Americanos (AMLA), Asociación Puertorriqueños en Marcha for Everyone (APM), Ayuda Community Center, Esperanza Academy, Esperanza College, Casa Del Carmen, and Esperanza Health Center.

Even with these resources, however, service gaps exist. Although Wi-Fi is available, many residents and school-aged children do not appear to be widely connected to the Internet. Far too many people in Hunting Park lack a primary care doctor and remain uninsured, especially pregnant women who do not have access to prenatal care or receive it late in their terms. To reach this underserved population, Esperanza Health Center recently completed construction of a new Health and Wellness Center offering examination and consultation rooms; gymnasium/multi-purpose rooms; and a fitness room, classrooms and teaching kitchen. Primary medical care services are complemented by other service providers within and outside of Hunting Park and include: behavioral health consultation, dental care, nutrition counseling, HIV care, and spiritual care. Based on focus group discussions held by Esperanza Health Center in early 2011, the following needs or services were identified by Hunting Park residents:

- Community event space
- Diabetes care
- Fitness and obesity reduction
- HIV care and testing
- Prenatal care
- Senior care
- Substance abuse treatment
- Violence prevention and youth development

CIVIC

- 1 CITY OF PHILADELPHIA
- 2 US POST OFFICE
- 3 FIRE STATION
- 4 CITY OF PHILADELPHIA FLEET MANAGEMENT

EDUCATION/YOUTH

- 1 ALEXANDER K MCCLURE SCHOOL
- 2 HUNTING PARK CHRISTIAN ACADEMY
- 3 FELTONVILLE DREAM CENTER
- 4 CHRIST'S CHRISTIAN ACADEMY
- 5 FOOTPRINTS CHILD DEVELOPMENT CENTER
- 6 BRIGHTSIDE ACADEMY
- 7 CAYUGA ELEMENTARY
- 8 EUGENIO MARIA DE HOSTOS CHARTER SCHOOL
- 9 ESPERANZA COLLEGE
- 10 ESPERANZA ACADEMY CHARTER SCHOOL
- 11 ANTONIA PANTOJA CHARTER SCHOOL
- 12 THOMAS EDISON HIGH SCHOOL
- 13 OMBUDSMAN EDUCATIONAL SERVICES INC
- 14 ALTERNATIVE EDUCATION REGIONAL CENTER
- 15 COMMUNITY EDUCATION PARTNERS
- 16 BRAINY TOTS ACADEMY
- 17 GROW WITH ME ACADEMY LLC
- 18 P & A NURSING

RELIGIOUS

- 1 BLESSINGS, INC.
- 2 HARVEST TIME CHRISTIAN FELLOWSHIP
- 3 WORD ALIVE WORSHIP CENTER

- 4 CHURCH OF PRAISE AND WORSHIP
- 5 SPIRIT AND TRUTH FELLOWSHIP
- 6 JOY IN THE CITY
- 7 CHOSEN GENERATION WORSHIP CENTER
- 8 G.O.D. CHURCH
- 9 POWER OF THE ANOINTED
- 10 GRACE AND PEACE COMMUNITY FELLOWSHIP
- 11 CATHOLIC INSTITUTE FOR EVANGELIZATION
- 12 IGLESIA CRISTIANA COMUNIDAD DE AMOR
- 13 IGLESIA CRISTIANA MONTE OLIVAR
- 14 SOLAR SPIRITIST CENTER
- 15 IGLESIA BAUTISTA DIVINA GRACIA
- 16 SENTINEL FELLOWSHIP CHURCH OF GOD
- 17 IGLESIA PENTECOSTAL UNION CRISTIANA
- 18 MARANATHA CHURCH

SOCIAL/HEALTH SERVICES

- 1 ACTION HARVEST INC
- 2 AYUDA COMMUNITY CENTER
- 3 ESPERANZA HEALTH CENTER
- 4 CASA DEL CARMEN FAMILY SERVICE CENTER
- 5 ASPIRA
- 6 ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA
- 7 TEMPLE COMMUNITY MEDICAL CENTER
- 8 ESPERANZA
- 9 IMMIGRATION SERVICES
- 10 ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA
- 11 FORTALEZA
- 12 CHILDREN'S SAFE HARBOR, INC.



Fig. 18 Institutions and community service providers



Students at Esperanza Academy bridge the digital divide.

Recommendations and Opportunities

2.1 Enhance communications and coordination between community service nonprofits to:

- Link their services and eliminate any gaps in scope and delivery,
- Promote their services, eligibility, performance and outcomes to residents,
- Assess their impacts and use to advocate for resources, public and private.

2.2 Close the “digital divide” to ensure every school, home, family and student has affordable access to computer- and web-based information technologies.

2.3 Facilitate networking and collaborations among neighborhood service providers to:

- Better coordinate inter-agency services and service delivery,
- Support one another in identifying, competing for and securing capital to finance their programs,
- Facilitate interagency collection of program data, tracking of performance and measurement of outcomes over time.

2.4 Establish a “Hunting Park Achievement Zone” as a web-based information platform to:

- Better enable businesses, institutions, and service providers to collect, analyze, use and share information to serve their missions,
- Better enable community consumers (residents, students, merchants, and entrepreneurs) to access and use information to help achieve their social, educational, economic, and life goals and aspirations.

2.5 Hold regular, inter-organizational meetings (roundtables) to discuss roles and responsibilities for ensuring services and service delivery across the following program areas:

Information dissemination by:

- Providing a gathering place for community groups
- Hosting community fairs to connect all the groups

Health, Recreation and Wellness

- Partnering with Rite Aid (on prescriptions) and Tierra Colombia, El Cafeito and Culinary Institute, and local schools (on cooking)
- Partnering with churches to get the word out about existing and new services
- Offering educational workshops and free screenings
- Partnering with recreation centers
- Creating health and wellness newsletters with health options
- Sponsoring community gardens and container gardens for residents people to grow their own healthy foods
- Providing clinical “urgent care center” services for people to access versus hospital emergency rooms

General/Continuing Education Classes

- Life Skills
- Creative Writing
- Spanish language classes
- Domestic violence education
- Computer classes youth and adults
- Bible clubs for youth and adults
- Baking classes
- Mentor programs for men and fathers
- Re-entry programs for citizen returning from incarceration

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Esperanza, Esperanza Health Center, APM

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
TWO - Communications/Support Services/IT Access	\$42,000	\$210,000	1.0%
Service coordinator *	\$33,600	\$168,000	
Program support/overhead (@ 25%)	\$8,400	\$42,000	
NeighborCare Team Ambassadors for:			
Internet, web-based technology platforms, data/information sharing	TBD	TBD	
Physical and behavioral health and wellness	TBD	TBD	

* denotes one position with multiple areas of responsibility

THREE ADVANCE EDUCATION ECOLOGY AS ECONOMIC DEVELOPMENT TOOL

Context

The foundation of Esperanza's approach to community transformation, and the substance of its commitment to the community, is education. For Esperanza, education is a life-long process; therefore, the goal of this Plan is to weave education into every phase of the neighborhood revitalization process. Central to this process is the development of a community education road map – referred to hereafter as “the Road Map.” The Road Map builds on two successful models: The Harlem Children's Zone in New York City and Strive Partnership in Cincinnati. The Road Map is a comprehensive guide designed to create an education pipeline for students K-16 as well as to link community residents outside of the formal education pipeline to educational, employment and financial services offered within Esperanza and the larger community. Like the Harlem Children's Zone, the Road Map attempts to build a formal education pipeline on top of social services and community building progress. Like the Strive Partnership, the Road Map is designed around education and career benchmarks and identifies areas where additional support for successful outcomes is likely to be needed. In these key transitions areas, Esperanza will work to ensure additional supportive structures are in place. Moreover, the Road Map is linked to important evidenced-based success indicators. The Road Map connects and weaves together all elements of the Hunting Park revitalization plan—education, housing, employment, housing, safety, etc—and is designed to be both preventative and meet the needs of individuals at all stages in their developmental process. Additionally, the Road Map includes alternative education networks—almost like a safety net—designed to catch those individuals who have diverted from the formal education and career tracks, and provide a pathway back to the formal education and career networks.

Low high school graduation rates have been the rule of public schools serving Hunting Park (Olney East – 38% and Olney West – 41%). Both schools are now under local control and the management of Aspira who is committed to reversing

these unacceptable conditions and making proficiency across all subject areas the standard. As reflected in figure 19, Esperanza has had considerable success in improving educational outcomes between the 2005-06 and 2009-2010 academic years through management of Esperanza Academy, their school and campus built in 2004 and located on Hunting Park Avenue. High school graduation rates climbed from 40-50% to 90-95% over the four-year period for male students and 40-55% to 95-99% for female students in a predominately Latino and Black student body.

Esperanza has also demonstrated success in preparing their students for college through Esperanza Academy. Esperanza will build on that experience working with other education leaders in the community to expand and broaden its footprint. According to the Pennsylvania Department of Education and illustrated in the chart below, its post high school graduation profile of Esperanza Academy indicated that:

- 95% of graduates were ready for/enrolled in college compared to 72% statewide; and
- 87% were enrolled in 2- to 4-year colleges and universities compared to 69% statewide.

Esperanza is giving consideration to creating K-8 charter schools opening in 2012 and 2013 to help address the high drop out rates on the grades where risk-factors for not graduating high school tend to give advance warning for youth dropping out in later years. Research has shown that strong and consistent parental involvement greatly impacts the percentage of children entering school ready and committed to learn, graduation rates, and the proficiency rates in subject areas needed to pursue college and/or their chosen careers. One of the keys to succeeding in these grade levels is addressing the lack of strong and consistent parental engagement from prenatal to early childhood education.



Esperanza Academy graduates

improved high school graduation rates at Esperanza High

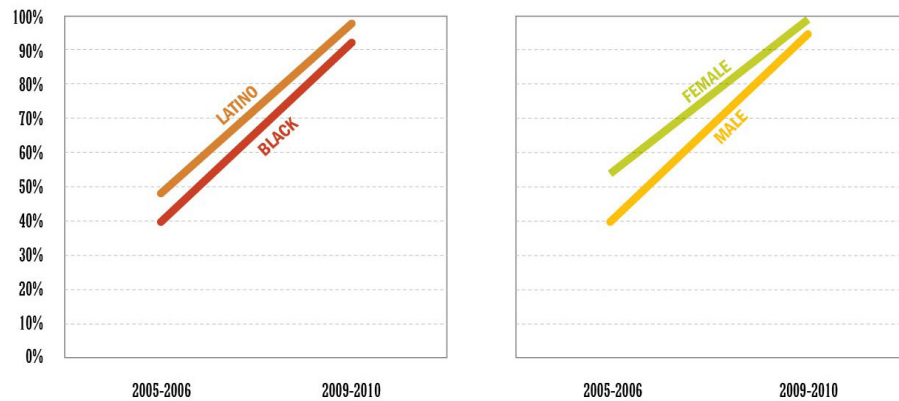


Fig. 19 Esperanza high school graduation rates
Source: Commonwealth of Pennsylvania, School Report Card

Esperanza graduates ready for/enrolled in college

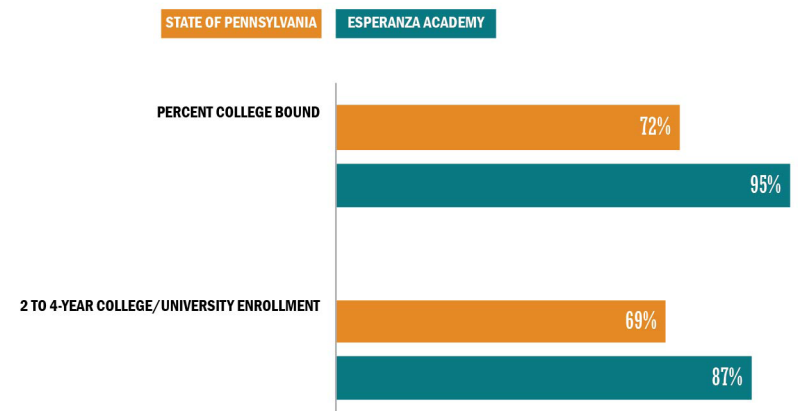


Fig. 20 Esperanza post graduate profile
Source: Pennsylvania Department of Education



Students at Esperanza Academy Charter High School and Esperanza College



“Clean. Safe. Full of opportunity (employment + education).”

- resident vision

Recommendations and Opportunities

Based on the Road Map objectives, and discussions with Esperanza’s education staff, its partners, and Hunting Park residents who participated in development of this Plan, the following objectives emerged as top priorities:

- Connect education in schools to community improvement projects and career explorations opportunities through in-school, after-school, and out-of-school programs, internships, and externships.
- Create more opportunities for peer-to-peer learning through which parents, caregivers, and enablers coordinate the support of childhood, youth and family development.
- Catalogue and build on the institutional capital within Hunting Park’s service organizations’ skill-sets to extend and augment care to individuals and families, at the block or facility level. This support includes but is not limited to:
 - Academic subject area support-tutoring
 - Housing finance
 - Credit and cash management
 - Home repair/construction
 - Horticulture
 - Youth mentoring
 - Childcare

- Healthcare and wellness
- Sports/recreation
- Nutrition
- Job coaching

- Engage interested and qualified residents as “NeighborCare” team members to extend and augment support to individuals and families in the same areas as above.

3.1 Advance the “Education Road Map” concept by connecting existing education services with family development and with community economic development.

Ensure that community residents are connected to all elements of the Hunting Park Neighborhood Strategic Plan using the “Community Education Road Map”, a service model to help residents advance along a continuum from each stage of their personal and human development:

- Prenatal to Kindergarten → ready to learn
- K to grades 12 → succeeding academically and supported by in-and out-of-school resources
- High school graduation to college graduation → successful transition
- Career and adulthood, ready for parenthood and healthy aging → an engaged, contributing citizen

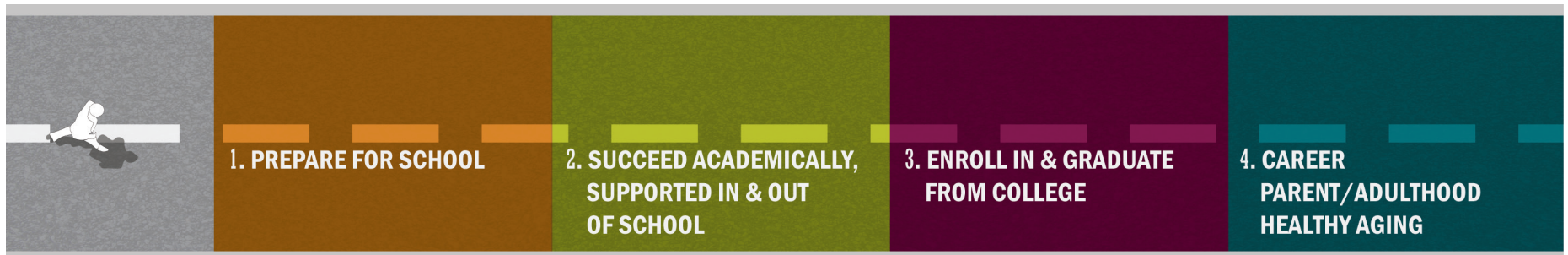


Fig. 21 Education Road Map

3.2 Advance the “Community Education Road Map” concept by developing collaborations and partnerships with schools (public and private) serving Hunting Park to increase and enhance:

- Parent, teacher, and student performance and self-empowerment,
- Children entering school prepared and ready to learn,
- Students coming to school prepared to learn from grade to grade and having the tools to succeed academically through supports in and out of school,
- Students having all the available opportunities to enroll in and graduate from college,
- Young people entering adulthood with the tools to:
 - pursue their chosen career,
 - become effective spouses, parents and extended family members,
 - age healthy, gracefully and securely.

3.3 Advance the “Community Education Road Map” concept by using a case management/interdisciplinary team approach to provide full-service community supports through the plethora of services presently available in Hunting Park for students and their families.

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Esperanza, Aspira

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
THREE - Education Ecology/Education Road Map	\$42,000	\$210,000	1.0%
Service coordinator *	\$33,600	\$168,000	
Program support/overhead (@ 25%)	\$8,400	\$42,000	
NeighborCare Team Ambassadors for:			
• Prenatal, neonatal, early-childhood education, parents as teachers	TBD	TBD	
• Vocational/career development, neighbors as mentors	TBD	TBD	
• Wealth building, equity protection, income management	TBD	TBD	

* denotes one position with multiple areas of responsibility

FOUR REINFORCE AFFORDABLE HOUSING AND MODEL BLOCK DEVELOPMENT

Context

Over the past 20 years, the percentage of renters has increased in the community and almost 3 in 4 renters spend more than 30% of their income to meet their housing costs compared to one-half of all Hunting Park homeowners. Vacancies while not substantial in number have an impact throughout Hunting Park affecting almost every residential block and depressing housing values. Overall building conditions are fairly good, which contributes to generally attractive and presentable blocks. Most buildings were rated C or average on a scale from A to F, while almost a quarter of the buildings were rated excellent and above average (As and Bs). Conditions vary from block and block, and the block conditions map shows the percentage of distressed properties, defined as either vacant or in D or F condition, on residential blocks.

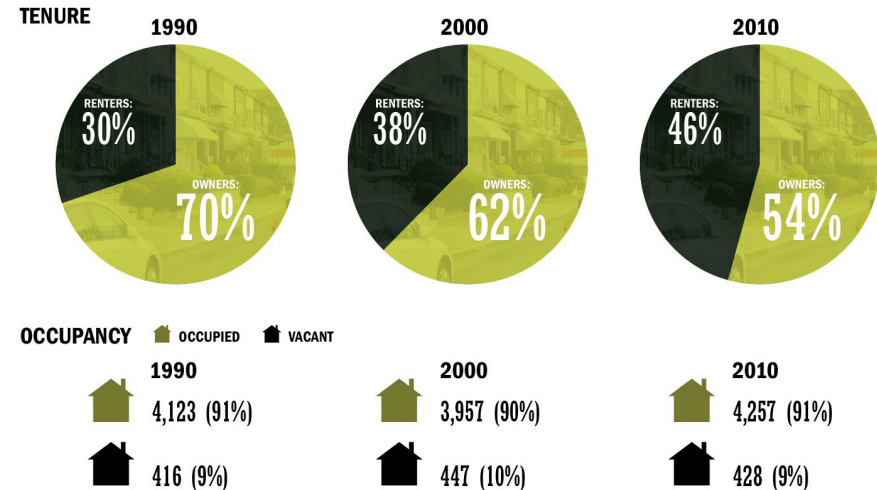


Fig. 23 Housing tenure and occupancy
Source: US Census Summary File 1 (2010)

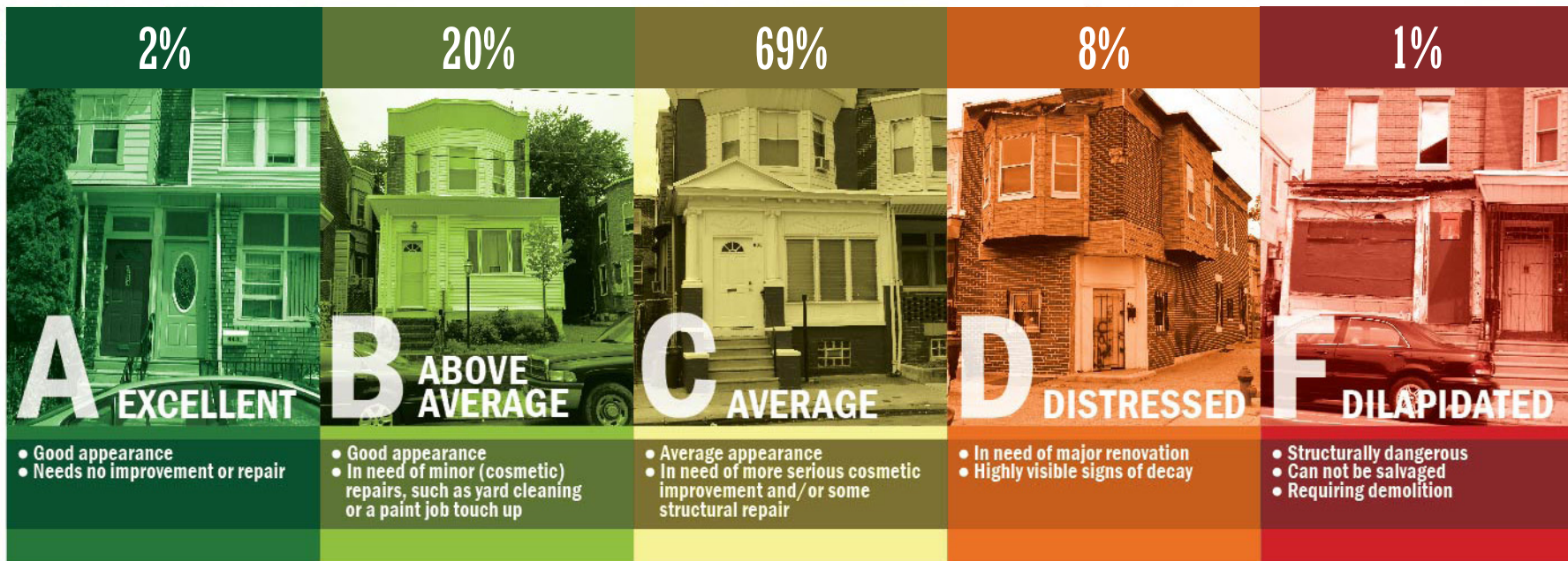


Fig. 22 Building conditions Source: Field survey (2011)



Fig. 24 Block conditions map
Source: Field survey (2011)



The housing priorities of the Hunting Park community focus on:

- Preserving existing and developing more affordable housing for low- to moderate-income residents, focusing on homeownership to enable families to have a stake in their community;
- Preserving housing for low- to moderate-income seniors to enable them to age-in-place comfortably, securely, and affordably in their own homes around their extended families;
- Assisting and supporting residents, including homeowners and responsible landlords, who are committed to preserving affordable housing for their tenants, in accessing resources for home repairs and weatherization.

“...a place where you can live with your family and be safe from the crime and you can afford to live here.

- resident vision

Although vacant buildings only account for 9% of the land area, they are scattered throughout the planning area and have a negative impact on their neighbors.

Recommendations and Opportunities

Hunting Park's housing and block conditions vary from very stable to moderately stable to transitional. To avoid larger-scale and more expensive redevelopment down the road, these circumstances suggest using a multifaceted strategy to preserve stable conditions, prevent transitional blocks from deteriorating further, and intervene on blocks that may be teetering towards dilapidation. Below are recommended treatments and associated costs to address the range of needs detected by the vacancy and building condition survey analyses.

Access city, state and private financing¹ to develop model blocks (as defined below), facilitating the “tipping” of transitional or distressed residential blocks to stable ones and the preservation of existing stable blocks throughout the community through:

- Strong, recognized resident leadership,
- Respectful, engaged and caring neighbors,
- Attractive, well-maintained and affordable homes,
- Safe, clean, and green landscapes and streetscapes.

¹ Targeted Housing Preservation Program (THPP) Homeownership Rehabilitation Program (HRP), Adaptive Modifications Program/Basic Systems Repair Program (repairs to electrical, plumbing and/or heating systems); Emergency Heater Hotline (minor heater repairs); Philadelphia Home Improvement Loan (low-interest home improvement loan up to \$25,000); SHARP (free minor repairs to homes of the elderly); Weatherization (energy-efficiency improvements)



Examples of potential model block treatments (above) that will facilitate the transformation of transitional or distressed blocks into stable, well-maintained blocks (below).

A. WESTERN HUNTING PARK – NORTH/SOUTH STREETS

4.1 Target blocks with higher proportions of distressed properties (condition ratings D & F) on otherwise stable blocks for moderate to substantial rehabilitation and supplement with blockscape improvements (cleaning, greening and lighting):

- 4000 block of Darien
- 4100-4400 blocks of 8th
- 4100 block of Franklin
- 4300 block of 7th
- 4400 block of Marshall
- 4000 and 4300 6th
- 4000 block of Fairhill

Investment Profile: 202 buildings @ \$11.4 million (20 buildings and \$1.1 million per year - Line A on chart below)

HUNTING PARK MODEL BLOCK INVESTMENT STRATEGY						
	PRESERVATION		REHABILITATION			
	Buildings	Costs	Buildings	Costs	Total	Total \$
Avg. cost/house		@ \$50,000		@ \$100,000		
A. Western Hunting Park North-South Streets	87	\$4,800,000	115	\$6,600,000	202	\$11,400,000
B. Western Hunting Park East-West Streets	35	\$1,950,000	0	0	35	\$1,950,000
C. Proximate to 5th Street Corridor	59	\$3,300,000	0	0	59	\$3,300,000
D. Adjacent to Rail Corridor	12	\$650,000	0	0	12	\$650,000
E. Northeast Hunting Park	18	\$950,000	0	0	18	\$950,000
TOTAL	211	\$11,650,000	115	\$6,600,000	326	\$18,250,000
Average Annual Production 2013-2022	21	\$1,165,000	12	\$660,000	33	\$1,825,000
Five Year Production 2013-2017	106	\$5,825,000	58	\$3,300,000	163	\$9,125,000

Source: Wilson/Interface, based on building conditions survey (preservation = \$50,000/building; revitalization = \$100,000/building); see Appendix for detailed charts showing blocks and costs by street location.

B. WESTERN HUNTING PARK – EAST/WEST STREETS

4.2 Target blocks with lower proportions of distressed properties (Condition Ratings D & F) on otherwise stable blocks for preservation and that lead into Fairmount Park's Hunting Park as smaller but no less important gateways into and out of this anchor site. Supplement housing investments along these east-west streets with blockscape improvements, including cleaning, greening and lighting projects coordinated with residents of each block:

Investment Profile: 35 buildings @ \$1.9 million (4 buildings and under \$200,000 per year)

B. WESTERN HUNTING PARK				
EAST-WEST STREETS: 5TH TO 9TH				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Bristol	5		5	
	\$250,000	\$-	\$250,000	
Wingohocking	4	1	5	
	\$200,000	\$100,000	\$300,000	
Annsbury	5		5	
	\$250,000	\$-	\$250,000	
Courtland	4	2	6	
	\$200,000	\$200,000	\$400,000	
Luray	6	1	7	
	\$300,000	\$100,000	\$400,000	
Roosevelt	7		7	
	\$350,000	\$-	\$350,000	
Units	31	4	35	8.8%
Costs	\$1,550,000	\$400,000	\$1,950,000	
Average Annual Production 2012-2022	3.1	0.4	3.5	
	\$155,000	\$40,000	\$195,000	



Fig. 25 Model blocks map

C. CENTRAL HUNTING PARK - 5TH STREET COMMERCIAL CORRIDOR

4.3 Target blocks with lower proportions of distressed properties (Condition Ratings D & F) on otherwise stable blocks for preservation and that are adjacent to or nearest the 5th Street commercial corridor as part of the strategy of strengthening the housing market and completing investments to businesses, public infrastructure, and the public realm. Consistent with the model block concept, it is essential to supplement housing investments here with blockscape improvements, including cleaning, greening and lighting projects.

Investment Profile: 59 buildings @ \$3.3 million (6 buildings and under \$330,000 per year)

C. PROXIMATE TO 5TH STREET COMMERCIAL CORRIDOR				
5TH/AMERICAN, BRISTOL/COURTLAND				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Bristol-Cayuga	19	1	20	
	\$950,000	\$100,000	\$1,050,000	
Cayuga-Wingohocking	19	2	21	
	\$950,000	\$200,000	\$1,150,000	
Wingohocking-Courtland	14	4	18	
	\$700,000	\$400,000	\$1,100,000	
Units	52	7	59	14.9%
Costs	\$2,600,000	\$700,000	\$3,300,000	
Average Annual Production 2012-2022	5.2	0.7	5.9	
	\$260,000	\$70,000	\$330,000	

D. ABANDONED RAIL VICINITY

4.4 Target blocks that are adjacent to the abandoned rail corridor which also have lower proportions of distressed properties. Treating these properties and involving residents of these blocks in cleaning, greening and other improvements will enhance overall efforts to redesign the rail corridor and reconnect it as useable space within the larger community.

Investment Profile: 12 buildings @ \$650,000 (4 buildings and under \$200,000 per year)

D. ADJACENT TO RAIL CORRIDOR				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Annsbury-Cayuga	11	1	12	
5th-Fairhill	\$550,000	\$100,000	\$650,000	
Units	11	1	12	3.0%
Costs	\$550,000	\$100,000	\$650,000	
Average Annual Production 2012-2022	1.1	0.1	1.2	
	\$55,000	\$10,000	\$65,000	

E. NORTHEAST HUNTING PARK

4.5 Target blocks in the northeast section of the community that has very stable housing conditions. Overall, these blocks have very attractive streetscapes and modest costs for preservation. Residents should be encouraged to be actively involved in determining and implementing cleaning, greening and other improvements.

Investment Profile: 18 buildings @ \$950,000 (4 buildings and under \$200,000 per year)

E. NORTHEAST HUNTING PARK				
Condition Rating	D	F	Total	% D-F
Avg. cost/building	@ \$50,000	@ \$100,000		
Preservation/Repair				
Wyomong-Wingohocking	17	1	18	
Front-Palethorpe	\$850,000	\$100,000	\$950,000	
Buildings	17	1	18	4.5%
Costs	\$850,000	\$100,000	\$950,000	
Average Annual Production 2012-2022	1.7	0.1	1.8	
	\$85,000	\$10,000	\$95,000	

4.6 Create criteria and budgets for each intervention category as part of a “model block strategy” using the following programs and tools available through the City of Philadelphia:

- Targeted Housing Preservation Program
- Homeownership Rehabilitation Program
- PHIL and Mini-PHIL Loan Program
- Don't Borrow Trouble Promotional Campaign

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD ROLE: Esperanza

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
FOUR - Housing/Model Blocks	\$1,973,500	\$9,867,500	48.4%
Program manager	\$66,000	\$330,000	
Program support/overhead (@ 25%)	\$16,500	\$82,500	
Housing preservation	\$1,165,000	\$5,825,000	
Housing rehabilitation	\$660,000	\$3,300,000	
Cleaning, greening, lighting improvements	\$66,000	\$330,000	
Acquisition	TBD	TBD	



A house and yard with excellent maintenance on Luray Street.

FIVE PROMOTE ECONOMIC AND BUSINESS DEVELOPMENT



Context

Provided with incentives, many large and small businesses located within plan area can be significant employers of residents. The biggest employers within the study area are institutional and to a lesser degree industrial as the eastern side of the study area is part of the Hunting Park Industrial District. The Nielsen estimates for employment by industry also show that most residents work in the health care and social service sector, and the manufacturing sector.

The industrial and auto-related businesses have a strong impact on the character of the neighborhood and the pedestrian experience. A survey of the commercial types found that auto-related businesses occupy 30 acres of land (9% of the total land in the study area) and account for the largest segment of the businesses in the plan area. Industrial uses account for 14% of land area, an even greater percentage than auto-related businesses. The recommendations aim to mitigate the impact of these uses on their institutional and residential neighbors while acknowledging that these businesses are important to the community as employers.



*“More diversity in commercial area: shopping, food, services, etc. Neighborhood pride. Jobs.”
- resident vision*



Institutions and industrial businesses are the largest employers.



60%
OF COMPANIES HAVE
FEWER THAN 10
EMPLOYEES

NUMBER OF EMPLOYEES
COMMERCIAL
INDUSTRIAL
INSTITUTIONAL

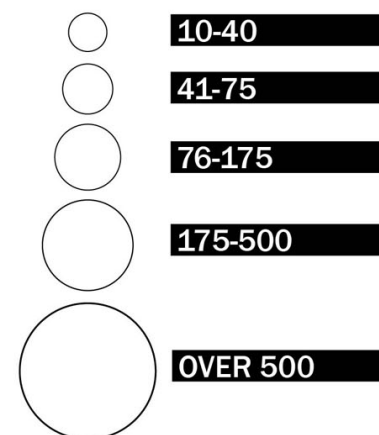


Fig. 26 Major employers map
Source: Field survey (2011), Manta, Hoovers

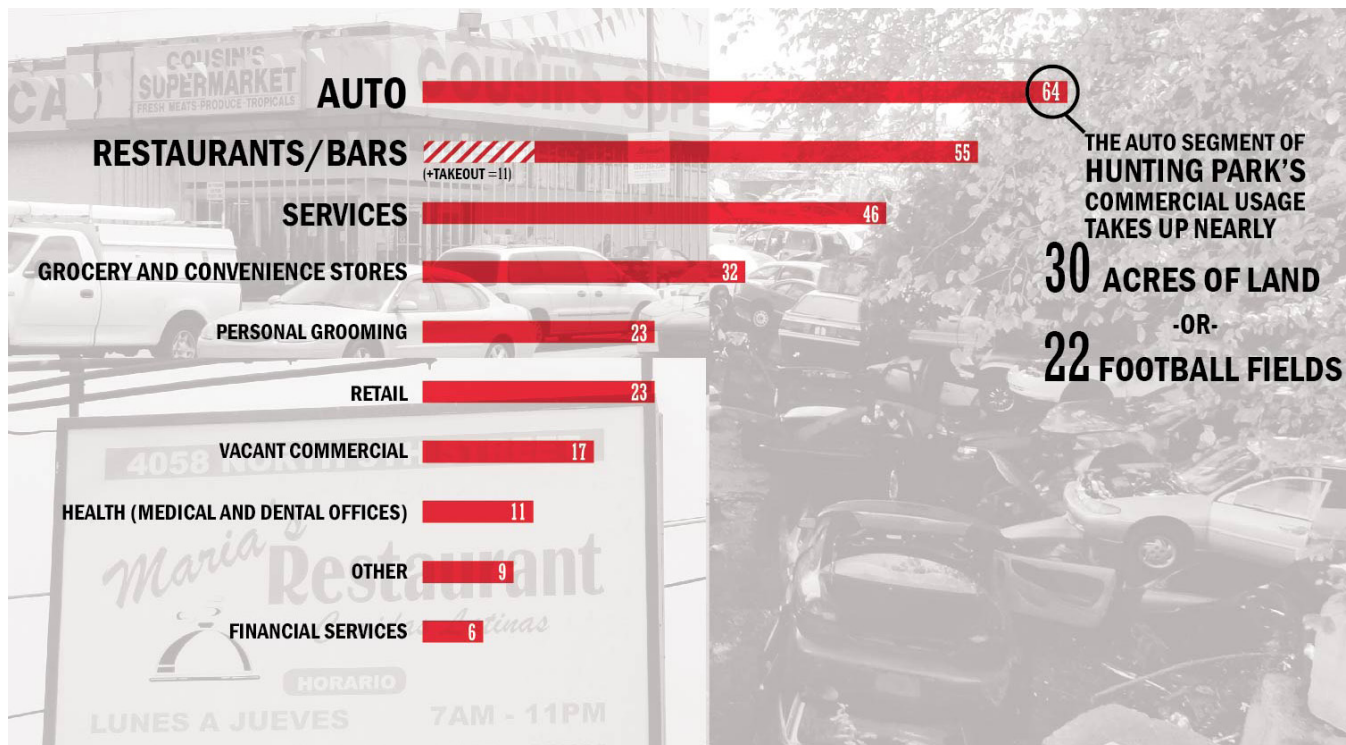


Fig. 27 Number of businesses by type



Small businesses anchor neighborhood corners.

5th Street and Hunting Park Avenue are envisioned as the main commercial corridors of Hunting Park. 5th Street, an emerging commercial corridor, is home to a mix of different businesses and institutions. Tierra Colombiana, on 5th and Raymond, is a major attraction, and the vision for 5th Street is to build off of Tierra Colombiana's success, so the length of the corridor will become a destination both for businesses and services.

On the other hand, Hunting Park Avenue is neighborhood-serving with a network of corner bodegas that act as the social glue for the blocks around them. Some bodegas in the community operate as cash businesses and almost all the bodegas operate an informal credit system, enabling low-income shoppers to manage their limited income and providing a form of social capital that builds trust and knits the

community together. However, formal bookkeeping, recordkeeping, and audits are the threshold requirements for qualification and participation in services offered by government or financial institutions. Therefore, these business practices often exclude bodega owners, the heart and soul of neighborhood commerce, from benefiting from financial and technical assistance programs.

In general, a small business support system is needed to help Hunting Park business operate, grow and expand their markets, provide quality goods and services, and to ensure businesses are attractive and competitive in their respective industries. Among the types of goods and services the community want more of include high-quality, family-oriented restaurants, corner stores and grocery stores.



Fig. 28 Commercial corridors
Source: Field survey (2011)

Recommendations and Opportunities

BUSINESS CLIMATE

5.1 Improve the look and feel of the commercial corridor

The 5th and Hunting Park Business Association is embarking on a facade improvement program with help from the Commerce Department to give 5th Street a more uniform look. These treatments should be focused on 5th Street as the main commercial and institutional corridor and Hunting Park Avenue west of 5th Street as the neighborhood-serving commercial corridor and gateway to the park. Additional measures to improve the commercial corridor should include:

- Exterior commercial lighting and/or pedestrian lighting,
- Improved signage and removal of empty sign brackets,
- Window display design,
- Planters and street furniture.

5.2 Strengthen neighborhood business districts by:

- Enhancing the safety and shopping experiences of customers, pedestrians, and drivers,
- Building the local customer base, buying local, institutional purchasing cooperation, and attracting shoppers from outside Hunting Park,
- Developing partnerships with bodegas as network for information dissemination and education on nutrition and public safety (since they serve as “social glue” for their neighborhoods).

5.3 Address crime and safety on the commercial corridors

Crime hotspots appear on the commercial corridors particularly on 5th between Cayuga and Courtland, at Rising Sun and Wyoming, and on Hunting Park Ave between 7th and 9th. Business owners in these target areas should be enlisted in crime reduction measures such as educating business owners in how to deal with crime and Crime Prevention Through Environmental Design strategies like better lighting, visibility and maintenance, increased patrols, and increased evening activity.



Top: Tierra Colombiana is a destination on 5th Street and exemplifies the “Hispanic Main Street” style pursued by Esperanza and the business association.

Bottom: Old signs add visual clutter and detract from the look of the corridor.

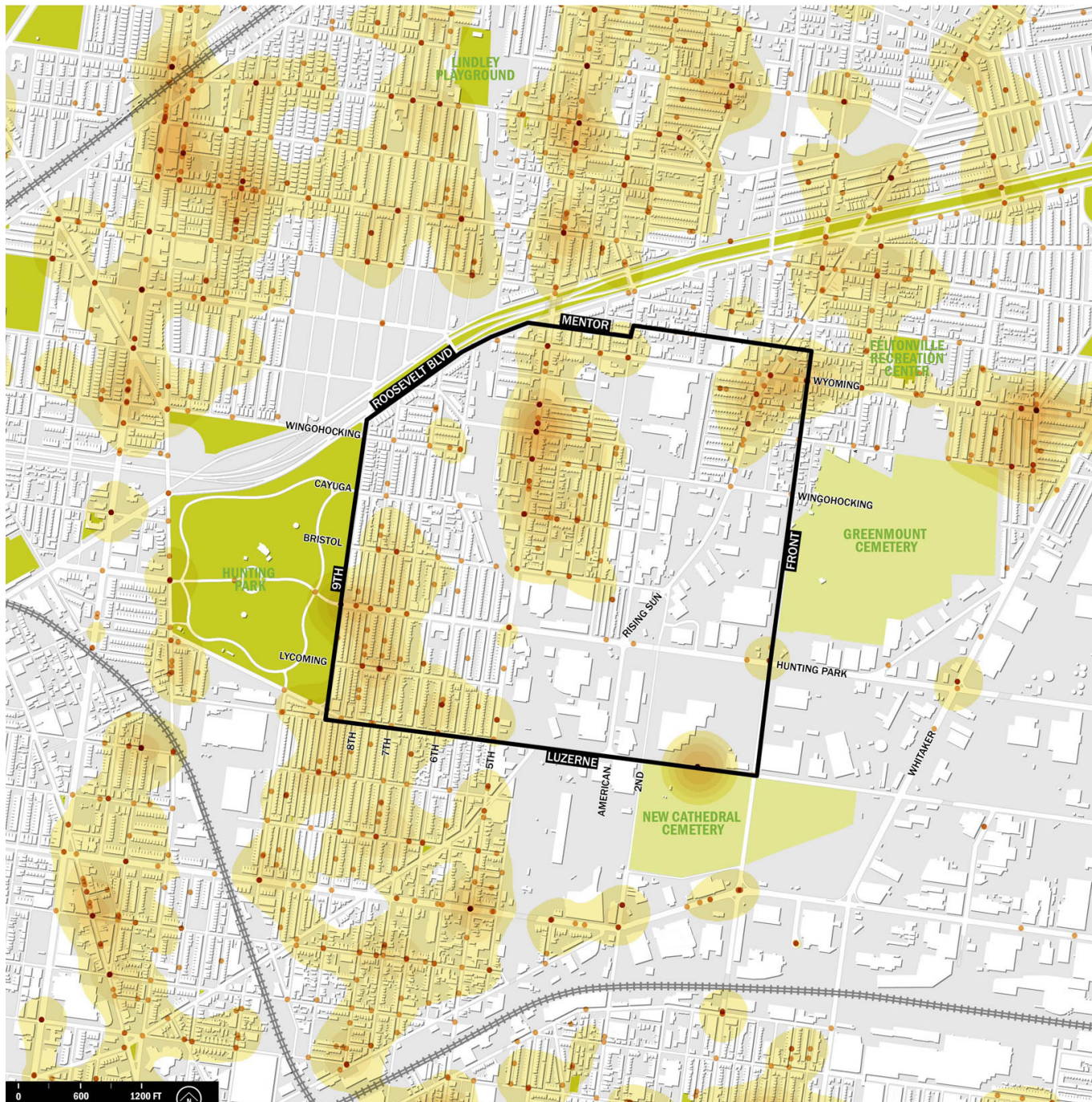
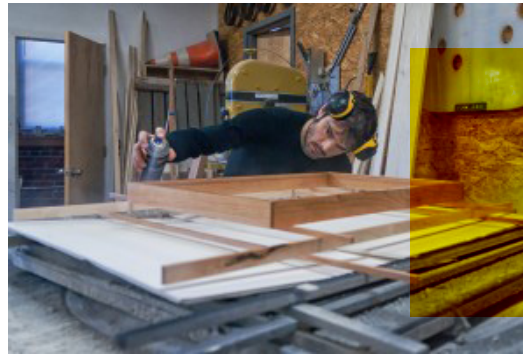


Fig. 29 Crimes against people, 2010
 Source: Philadelphia Police Department



BEFORE



AFTER

PRECEDENT

Globe Dye Works is a former yarn-dyeing factory in Frankford that has been transformed into studios and production facilities for a community of artists, artisans and fabricators. Its tenants are companies engaged in producing everything from furniture to fine foods to fine art.

PRECEDENT

The John S. and James L. Knight Green Jobs Training Center of the Energy Coordinating Agency is a LEED Gold standard renovated factory in Kensington. This state of the art facility features classroom and laboratory space, air sealing, insulation and heating labs, and model houses constructed to duplicate the problems of typical homes, and trains individuals of all backgrounds and levels of experience for family-sustaining, in-demand, careers with a future in the new green economy.

BEFORE



AFTER



5.4 Upgrade and market industrial space to light industrial tenants

Interface Studio's 2010 PIDC Industrial Land Use Study identified the Hunting Park East industrial district, which covers the eastern portion of the Hunting Park study area, as suitable for light to medium industrial use; this includes light manufacturing, assembly, artisanal fabrication, processing, small wholesale, local distribution, office, and R&D. There is an opportunity for Hunting Park to market available space to a new generation of cleaner and greener industrial tenants and artisanal manufacturers. Hunting Park is already home to artisanal chocolatiers John & Kira's and to Burns Recycling, a LEED-certified recycling facility for construction materials that produces recovered and raw products rather than contribute to the waste stream.

Complementary businesses might include other green industry-related programs such as a green jobs training center modeled after the Energy Coordinating Agency Center in Kensington or a space for small manufacturers, artisans, and artists similar to the space being developed at Globe Dye Works. A potential focus for such activities is in core of the neighborhood between American Street and 4th Street where current industrial vacancies are a nuisance in an area that also has a mix of residential and institutional neighbors. Introducing light industrial and artisanal businesses to this area will repurpose vacant properties and return them to productive industrial use. At the same time, light industrial businesses will fit better with the fabric of the neighborhood than heavy industry. To complement green industry, upgraded and newly constructed space should employ sustainable practices that include construction material recycling and reuse, energy efficiency and on-site stormwater management.

5.5 Provide business support

Team-up with neighborhood and other local financial institutions to offer technical assistance and workshops for businesses on sustaining and growing their businesses with topics such as:

- Accessing affordable capital (public and private),
- Building effective banking relationships,
- Business licensing and insurance,
- Security, lighting and parking,
- Marketing and promotion,
- Accounting and bookkeeping,
- Upper floor income generation,
- Site and façade improvements, store layouts and window displays,
- Corridor safety and security, lighting, signage and cleanliness.

Coordinate with larger-scale businesses and industries of Hunting Park to support:

- Job retention and growth,
- Student internships and career explorations working with the schools,
- Procurement of local /neighborhood goods and services.



Target vacant industrial properties in the core of the study area for redevelopment to attract light industrial tenants.



PHYSICAL/ENVIRONMENTAL IMPROVEMENTS

5.6 Soften the impact of industrial and automotive uses on residential neighbors
Hunting Park is distinctive due to the close proximity of its industrial and residential properties. There are many places in the neighborhood where residential and industrial uses are on the same block. While some industrial and automotive businesses have high standards of maintenance, others appear neglected and unsafe and have a negative impact on their neighbors. Often times existing screening, such as fences and barbed wire, can be unsightly and uninviting from a resident and pedestrian perspective. Residents can be buffered from the impact of industrial and automotive properties through stepped up maintenance of buildings and surrounding property, facade improvements, lighting, greening, screening and public art.



Fig. 30 5th Street fencing improvements

This example on 5th Street leading up to Hunting Park Avenue is a good opportunity to beautify a functional but unattractive fence and also brand the corridor.



Fig. 31 Residential and industrial buffers



While Hunting Park is still home to heavy industry, especially along Rising Sun Avenue and American Street (left), many of parcels zoned General Industrial (G-2) are now used by institutions (middle) or auto businesses (right).

5.7 Update current zoning classifications to reflect existing land use patterns

Buffers between industrial and residential properties can be reinforced by “downzoning” some parcels from General Industrial (G-2), a designation for heavy industrial uses, to a classification that supports light industrial, institutional and commercial uses, reflects the reality on the ground today and supports the changing character of Hunting Park and its vision for the future. The west side of 5th Street is no longer an industrial center since the rail is no longer active. The industrial zoning here follows the now-abandoned rail line, but there is little industrial left, most of the land is now being used by automotive salvage and repair businesses and also a large number of youth-serving organizations. Downzoning these parcels will help to reinforce the residential character of this side of the study area. Instead of being divided by obsolete industrial infrastructure, the neighborhood could be connected through new public space and neighborhood-serving institutions and businesses. To the east of 5th Street, most of the large industrial parcels have been converted to institutional uses, and only a few parcels remain that warrant G2 zoning. Some of this area could be rezoned to light industrial which has a limited impact on neighboring residents and institutions and can serve to buffer residential properties from more intensive industrial activity.

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Esperanza, 5th and Hunting Park Business Association

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
FIVE - Business Support/Economic Development	\$152,207	\$761,035	3.7%
Program coordinator	\$50,400	\$252,000	
Program support/overhead (@ 25%)	\$12,600	\$63,000	
Technical assistance: accounting, marketing, promotion, product development	\$20,000	\$100,000	
Storefront lighting and façade improvements (3 per year @ \$12,650 each)	\$37,950	\$189,750	
Streetscape improvements (Hunting Park Avenue and 5th Street, bike racks, trash cans)	\$31,257	\$156,285	



Fig. 32 Downzoning opportunities

SIX REINVEST THROUGH CAPITAL IMPROVEMENTS



*“Cleanliness, less traffic congestion,
law abiding citizens.”*

- resident vision



Top and middle: Poor sidewalk conditions, overgrowth and trash diminish the quality of the public realm.

Bottom: The walkability of the neighborhood is also challenged by wide streets, chaotic driving and a lack of crosswalks.

Context

Residents ranked the physical condition and cleanliness of the neighborhood's streets, sidewalks and public spaces among the worst aspects of the community. Trash dumping and poor street and sidewalk conditions observed during the field survey supports resident concerns about the quality of maintenance in the public realm. There is an opportunity to improve the main corridors to define clear routes to the major assets in the community: the 5th Street commercial and institutional corridor and Hunting Park. 5th Street and Hunting Park Avenue can be redesigned for pedestrian safety and appeal to support major community assets and sites of current and future investment.

Recommendations and Opportunities

6.1 Help property owners maintain and repair sidewalks

Sidewalk conditions vary greatly in the neighborhood; in some parts they are severely degraded, cracked and uneven, or overgrown. Cars parked on sidewalks with degraded curbs were a common condition observed throughout the study area. Many property owners are unable to handle the costs of repairing or replacing sidewalks and could benefit from a sidewalk repair assistance program that offers matching grants.

6.2 Minimize impact of truck traffic on residential areas

Truck traffic is concentrated east of 5th Street where industry is concentrated and there is little residential development. Rising Sun Avenue and 2nd Street are the most heavily used truck routes. Truck traffic should be re-routed from Hunting Park Avenue west of 5th Street, which is a neighborhood-serving street and main entrance to the park. Truck traffic is not allowed on 9th Street therefore there is no reason for truck through traffic on that segment of Hunting Park Avenue.



Fig. 33 Truck traffic
Source: PennDOT (2011)

6.3 Create institutional model blocks at Esperanza and SEPTA

Esperanza and SEPTA have a major presence in the community both in terms of jobs and services and also their physical footprint. They each occupy megablocks which give them an opportunity to make a dramatic impact on their surroundings by using the model block concept discussed in the housing recommendations and expanding it to their institutional properties. The institutional model blocks would focus on improving safety, appearance and sustainability as demonstration projects that could be replicated on other institutional properties in the neighborhood. Safety and appearance can be addressed by ramping up maintenance around the entire block; improving lighting and sidewalks; and improving the appearance of walls and fencing through greening or public art. Sustainability measures should be undertaken with Pennsylvania Horticultural Society and Water Department guidance to identify opportunities for stormwater management through storm water basins or rain gardens, permeable paving for surface parking lots, and tree planting and landscaping. Opportunities exist on both blocks for such treatments: Esperanza is considering new parking and development, and the back edge of the SEPTA property lies along the former Wingohocking Creek Bed.

6.4 Improve rail embankments and walls

The leftover rail embankments and retaining walls have a negative impact on the look and feel of the neighborhood, acting as barriers at street level that are often in poor or deteriorating condition. This crumbling infrastructure should be targeted for removal where it is no longer needed, or where it still serves a function, improved through repair, landscaping, maintenance, and public art. Candidates for action include the retaining walls along Luzerne Street between 5th and American and on Wingohocking between Philip and Palethorpe, and on the rail embankments along 2nd Street between Luzerne and Rising Sun, and on Rising Sun at Luzerne.

6.5 Redesign 5th Street as the main institutional and commercial corridor

Calm chaotic and confusing traffic conditions on 5th Street by narrowing and defining travel lanes to make the street comfortable for non-auto users. Currently there is only one travel lane in each direction but they are wide 17' lanes that are not clearly demarcated, encouraging cars to speed, to squeeze by other cars, or double park.

The street should be redesigned to provide order and calm traffic. Additionally, transit amenities such as benches and bus shelters are appropriate on 5th Street given the high percentage of public transit users in the study area. Crosswalks should be re-striped where faded and decorative crosswalks considered for the gateway at 5th Street and Hunting Park Avenue. Bumpouts at major intersections which connect important commercial and institutional anchors will reduce the crossing distance and make them safer. These street changes support current investment in the 5th St Commercial Corridor, which is launching façade renovations and corridor improvements. It also paves the way for future investment and transformation in the neighborhood.

PRECEDENT

The **Big Green Block** is a 20 acre site housing the LEED Platinum Kensington CAPA High School and sustainable green infrastructure that includes storm water infiltration basins, tree plantings, rain gardens, and public art. The site collects over 11 million gallons of runoff every year, removing it from the City's system. The project is a partnership between New Kensington CDC and the Pennsylvania Horticultural Society, the Philadelphia Water Department, the Office of Sustainability, the Department of Parks and Recreation, Mural Arts Program, and the Energy Coordinating Agency.



PRECEDENT

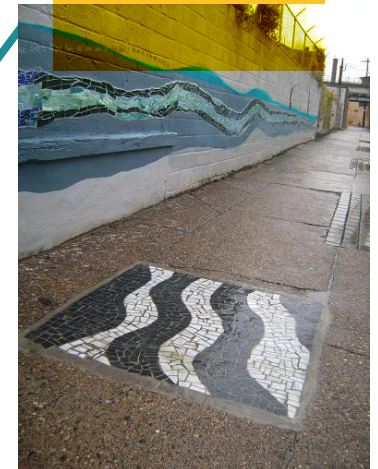
The **Billboard Project** is a series of photos by Zoe Strauss, displayed on 54 billboards in dozens of neighborhoods throughout Philadelphia, installed in January 2012 for 10 weeks.



The retaining wall on Luzerne between 5th Street and American Street is a very visible passage for cars and pedestrians but is in need of maintenance and could benefit from public art to dress it up.

PRECEDENT

Norris Street Passage uses public art to draw attention to the Big Green Block and make a connection between the neighborhood and the transit stop. It was a collaboration between artist Beverly Fisher, Mural Corps youth, and the Philadelphia Water Department.



NORTH 5TH STREET - NORTH OF LUZERNE STREET

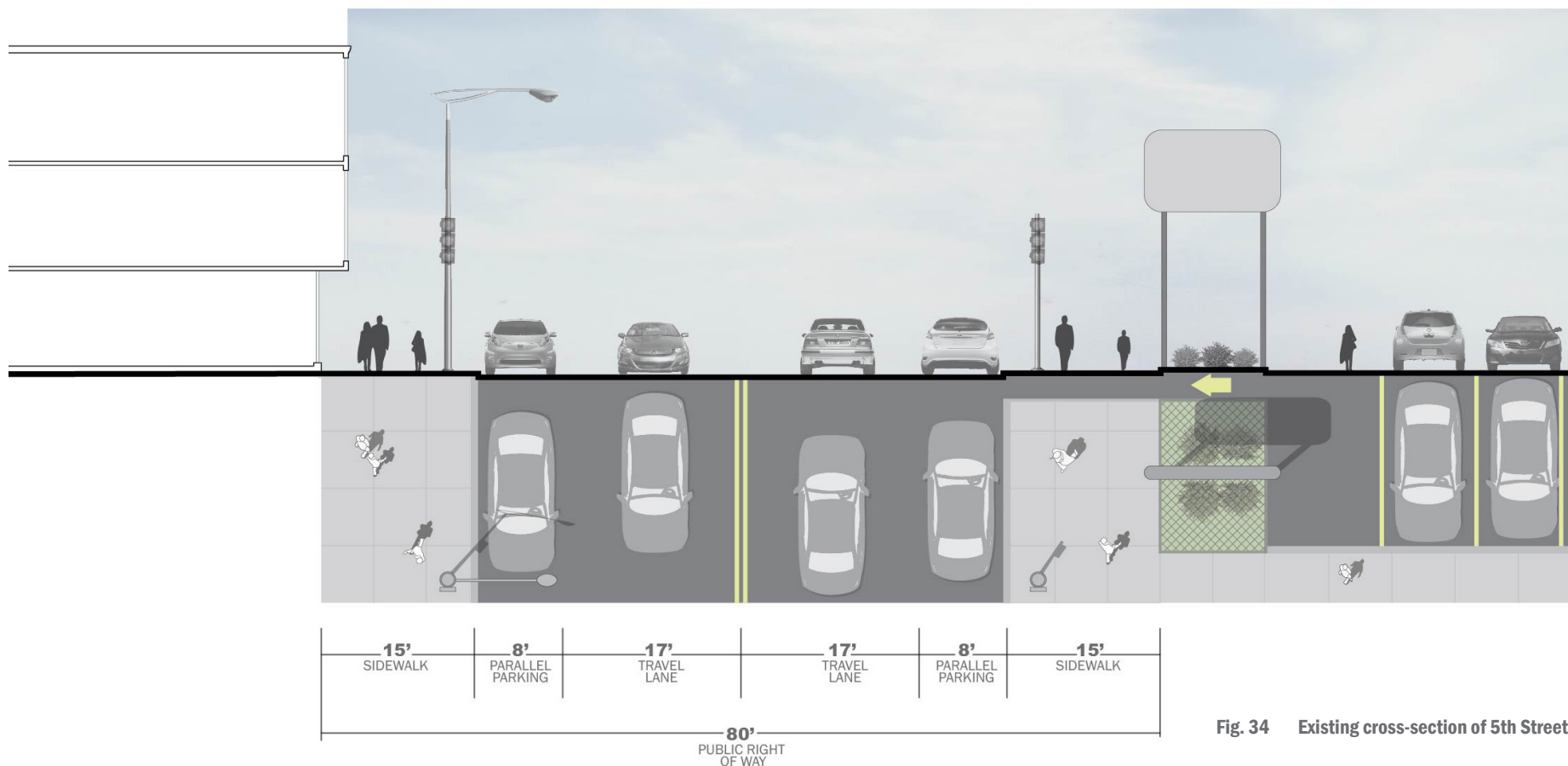


Fig. 34 Existing cross-section of 5th Street

Two street design options are explored:

- Option 1 - Striped Median: A 12' striped median on 5th Street will narrow and define the travel lanes to calm traffic. Striping a median also allows for a left-turn lane, which will improve traffic flow. In this scheme, bumpouts will help to decrease the crossing distance and further support the vision of promoting a pedestrian atmosphere along the corridor.

NORTH 5TH STREET - NORTH OF LUZERNE STREET

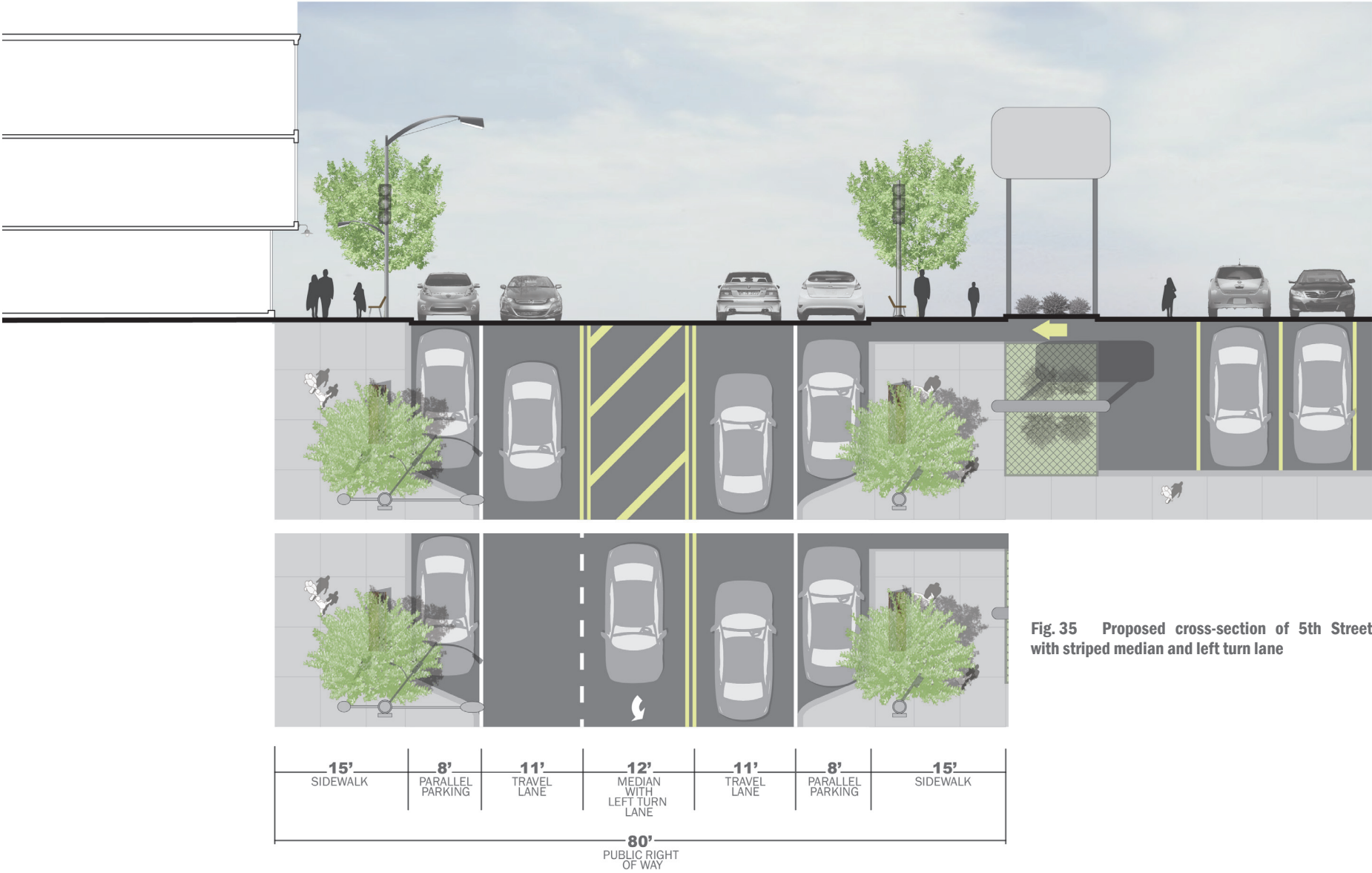


Fig. 35 Proposed cross-section of 5th Street with striped median and left turn lane

The diagram illustrates a proposed cross-section of 5th Street, showing a symmetrical layout with a total width of 80 feet. The layout includes a 15-foot sidewalk, 7-foot parallel parking, 5-foot bike lane, 2-foot buffer, 11-foot travel lane, 11-foot travel lane, 5-foot bike lane, 7-foot parallel parking, and 15-foot sidewalk. The diagram also shows a cross-section of the street with a 15-foot sidewalk, 7-foot parallel parking, 5-foot bike lane, 2-foot buffer, 11-foot travel lane, 11-foot travel lane, 5-foot bike lane, 7-foot parallel parking, and 15-foot sidewalk. The diagram includes a cross-section of the street with a 15-foot sidewalk, 7-foot parallel parking, 5-foot bike lane, 2-foot buffer, 11-foot travel lane, 11-foot travel lane, 5-foot bike lane, 7-foot parallel parking, and 15-foot sidewalk. The diagram also shows a cross-section of the street with a 15-foot sidewalk, 7-foot parallel parking, 5-foot bike lane, 2-foot buffer, 11-foot travel lane, 11-foot travel lane, 5-foot bike lane, 7-foot parallel parking, and 15-foot sidewalk.

15'	7'	5'		11'	11'	5'	7'	15'
SIDEWALK	PARALLEL PARKING	BIKE LANE		TRAVEL LANE	TRAVEL LANE	BIKE LANE	PARALLEL PARKING	SIDEWALK
			2'			2'		
			BUFFER			BUFFER		
80'								
PUBLIC RIGHT OF WAY								

Fig. 36 Proposed cross-section of 5th Street with bike lane

Fig. 36 Proposed cross-section of 5th Street with bike lane

- **Option 2 - Protected Bike Lane:** 5th Street north of Roosevelt Boulevard has a striped bike lane in each direction, however without a clear separation from traffic it is not safe and often has cars driving or double parking in it. If the city decides to include 5th Street in the bike network it is proposed that instead of a striped median, the

space be used to create separated bike lanes that are protected from moving traffic with either a 2' buffer or floating parking lanes, which moves the parking lane away from the sidewalk and separates the bike lane from the travel lane. The first option would accommodate the sidewalk bumpouts, while the second option would not.

NORTH 5TH STREET - NORTH OF LUZERNE STREET

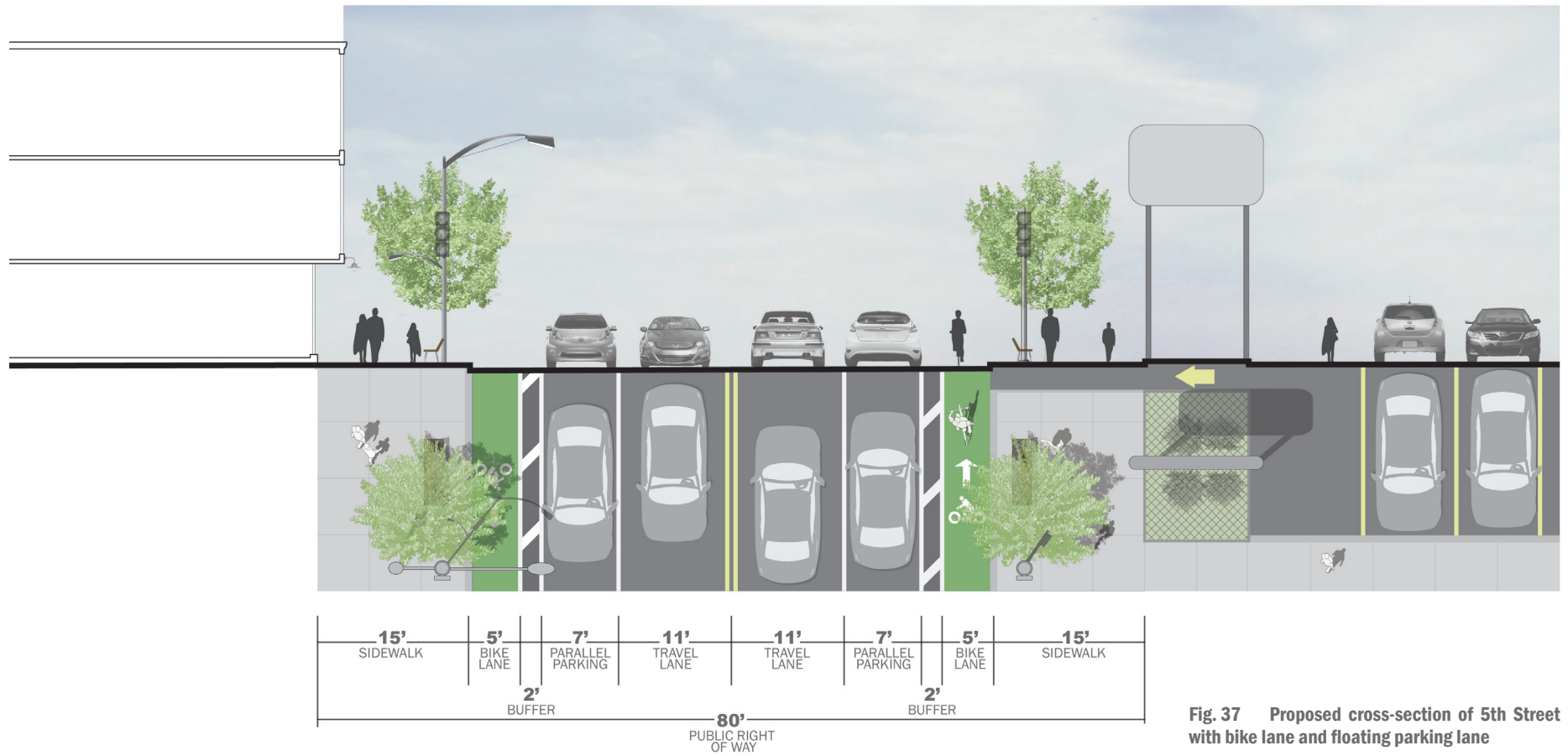


Fig. 37 Proposed cross-section of 5th Street with bike lane and floating parking lane

6.6 Transform Hunting Park Avenue as a park promenade

The Hunting Park Revitalization Plan, produced for Fairmount Park and the Fairmount Park Conservancy, proposes major renovations that represent a major investment in the park and that will impact the surrounding blocks and neighborhoods. Redesigning Hunting Park Avenue as a park promenade and neighborhood-serving commercial corridor from 5th Street to the park's main entrance on 9th Street would serve as an important extension of the park into the neighborhood. The current configuration of Hunting Park Avenue is overly wide for a neighborhood-serving street. The character of the avenue changes dramatically on either side of 5th Street. East of 5th Street Hunting Park Avenue is industrial and institutional and carries traffic to and from 5th Street. West of 5th Street however, the neighborhood is almost purely residential and the blocks are far smaller. The redesign proposes taking Hunting Park Avenue down to one travel lane in each direction between 5th and 9th Streets and using the reclaimed space to add a park-like atmosphere that calms traffic. Block captains, businesses and the 5th and Hunting Park Business Association should create a task force to recommend the programming and organize maintenance for any new landscaped space.



Hunting Park Avenue leads to the area's largest green space asset and the site of major investment, but it is currently devoted to car traffic not foot traffic.

HUNTING PARK AVENUE - WEST OF 8TH STREET

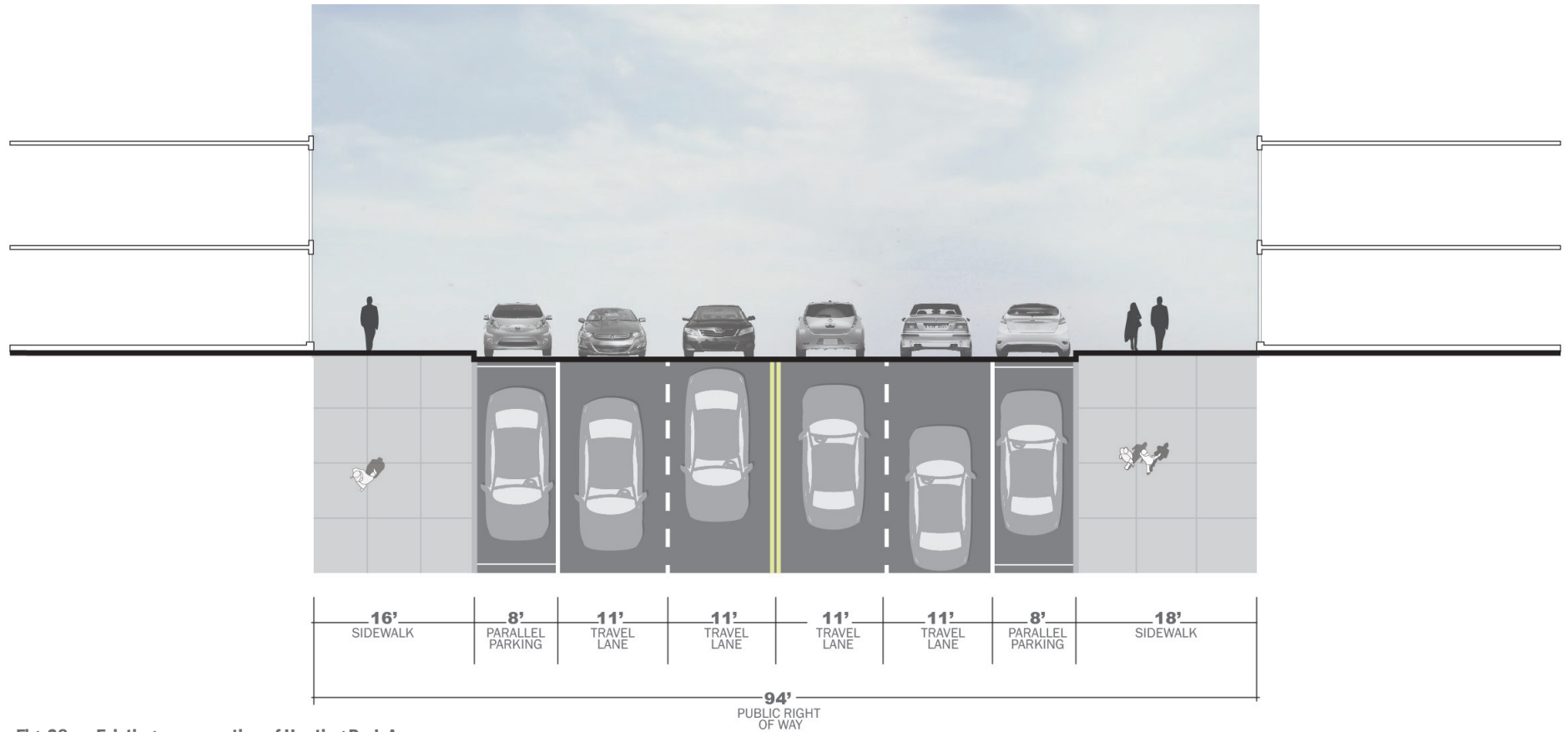


Fig. 38 Existing cross-section of Hunting Park Avenue

HUNTING PARK AVENUE - WEST OF 8TH STREET

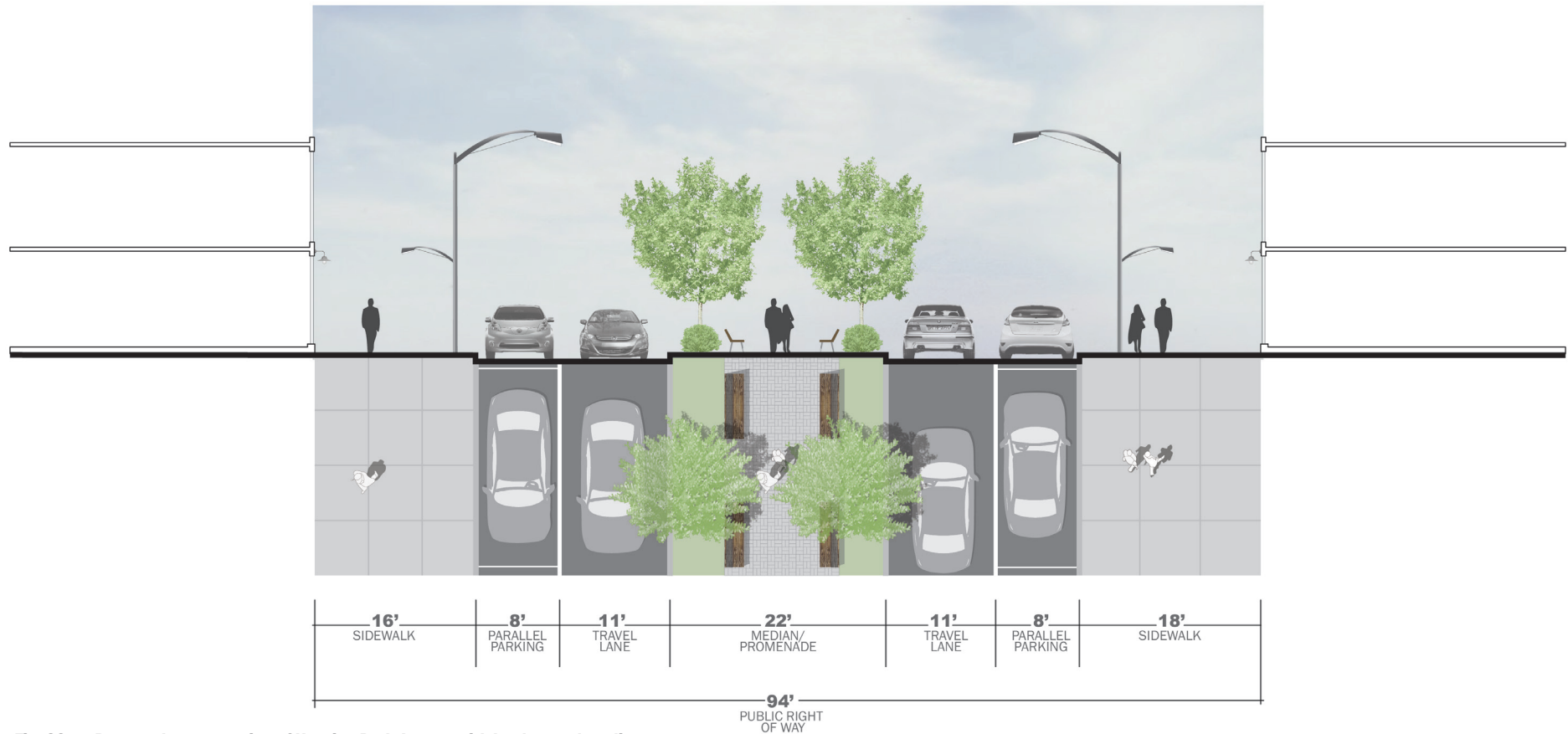


Fig. 39 Proposed cross-section of Hunting Park Avenue with landscaped median

Two redesign options are explored:

- Option 1 - Landscaped Promenade: Removing one travel lane in each direction provides room for a 22' landscaped promenade that could function as a passive park space or support an off-street multi-use path. Tree planting in the promenade space would add much needed tree cover without taking up sidewalk space, and provide for storm water management.



Fig. 40 Proposed redesign of Hunting Park Avenue as park promenade with landscaped median

HUNTING PARK AVENUE - WEST OF 8TH STREET



Fig. 41 Proposed cross-section of Hunting Park Avenue with extended planting strips

- Option 2 - Extended planting strips: As an alternative, the reclaimed space could be added to the sides of the street for tree trenches to manage storm water. This would provide businesses along the corridor with green space right next to the sidewalk, providing a more comfortable and attractive place for potential outdoor seating. The

size of the space also presents an opportunity to use it for gardening. Although unconventional, precedents exist for gardening in the public realm and there is strong interest in expanding community gardening throughout the study area [Recommendation 7.4].



Fig. 42 Proposed redesign of Hunting Park Avenue with extended planting strips



Fig. 43 Proposed gateway at Hunting Park Avenue and 5th Street

6.7 Target 5th Street between Hunting Park Avenue and Bristol Street for gateway improvements

A natural gateway to the main corridors, institutions, the park and residential areas is the intersection of 5th St and Hunting Park Avenue. Current and future investment in the Esperanza block anchors the intersection and potential new development on the northeast corner will transform the look and feel of the intersection. But this block is also the least pedestrian-friendly block on 5th Street. The western sidewalk over the bridge is fenced off and overgrown, forcing all pedestrians to use the eastern side. In the short-term, maintenance and landscaping should be stepped up to improve the look and feel of the block. The Conrail owned area is slated for repair and offers an opportunity for coordination with the Streets Department to reconstruct the sidewalks, add painted or stamped crosswalks at Hunting Park Avenue and Bristol Street, and add pedestrian lighting. These improvements should be combined with and feed off of the transformation of the entire Esperanza block [Recommendation 6.3].



Fig. 44 Pedestrian improvements

6.8 Rehabilitate and adaptively reuse the Roberto Clemente School building
Esperanza is in the process acquiring, for the purpose of redeveloping, the 110-year old Roberto Clemente Middle School building located on the 4000 block of North 5th Street, the southern edge of the neighborhood plan area. The school is named after the all-star Pittsburgh Pirate player known for his humanitarian efforts who died in a plane crash trying to help people in during the 1972 Nicaraguan earthquake. The Philadelphia School District closed the school in 1998, due largely to falling enrollment and the extreme structural disrepair of the building. The building stands like a skeleton after scrappers ripped apart anything they could from inside to sell to scrap yards. As an extension of the institutional model block concept and redesign of the 5th Street commercial corridor above Hunting Park Avenue, Esperanza plans to acquire the site in late 2012 and start predevelopment activities in 2013-14 to begin transforming the abandoned school into a mixed-use facility that would accommodate 1-2 floors of commercial retail/office space, and 2-3 floors of affordable housing above. Project completion is tentatively slated for 2015-16.

PROGRAM INITIATIVES, RESOURCE REQUIREMENTS, AND LEAD ROLES

LEAD/SUPPORT ROLES: Program – Esperanza, Business Association, Street/SW – Streets Department, Conrail, Philadelphia Water Department

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
SIX - Capital Improvements	\$1,552,039	\$7,760,195	38.1%
Program coordinator **	\$25,000	\$125,000	
Program support/overhead (@ 25%)	\$6,250	\$31,250	
STREETS AND SIDEWALKS			
· New sidewalks on 5th and Hunting Park	\$398,119	\$1,990,593	
· HP Avenue option 1: stormwater management median+trees/landscaping	\$342,666	\$1,713,328	
· HP Avenue option 2: curbside stormwater mgmt/ tree trenches/trees/landscaping	\$144,498	\$722,488	
· Striped crosswalks on Hunting Park Ave (4), 5th (3), Cayuga (3), Wyoming (3), Rising Sun (3)	\$18,400	\$92,000	
· 5th St option 1: striped/stamped median, lane striping + bumpouts	\$448,219	\$2,241,097	
· 5th St option 2a: bike lanes, travel lane striping, bumpouts	\$103,537	\$517,686	
· 5th St option 2b: bike lanes, travel lane striping, no bumpouts	\$34,574	\$172,868	
· Stamped crosswalks at 5th/Hunting Park and 5th/Bristol	\$1,840	\$9,200	
· Greening industrial model blocks - tree planting	\$28,937	\$144,685	
MIXED USE DEVELOPMENT			
· Clemente building rehabilitation and reuse	TBD	TBD	

**Shared with open space and environment



The former Roberto Clemente School has been vacant for over a decade, but has the potential to be a transformative project.

SEVEN PROTECT AND ENHANCE OPEN SPACE AND THE ENVIRONMENT



The Hunting Park Revitalization Plan, prepared for Fairmount Park Conservancy and Fairmount Park, represents a major investment in the area. Source: Hunting Park Revitalization Plan.

*“...a better and safe place to live and work. The children are playing sports in the park after school. And on the weekends, we ride bikes, jogging, and have picnics at Hunting Park.”
- resident vision*

Context

Most residents are within a 10-minute walk of either Feltonville Recreation Center or Hunting Park, a large regional amenity serving diverse constituencies. Although these open spaces are great assets to the community, there is no park space located within the study area itself. The lack of park space is compounded by the lack of tree coverage, which is only 3.6% of the land area, far below the City’s goal of 30% coverage for all communities by the year 2035. This notwithstanding, many examples exist of residents working together to address and improve vacant lots, such as the “Hunting Park Community Garden” at 6th-7th-Courtland Street, and to provide play space for their children through play streets.

Recommendations and Opportunities

7.1 Support Hunting Park Revitalization Plan and ensure both plans are aligned and reinforcing of one another

The development of the Hunting Park Revitalization Plan involved bringing together residents, community stakeholders, park officials and philanthropic institutions to “create a vision of Hunting Park as a significant resource” to be protected, improved and sustained. Many of the community goals in the Hunting Park Revitalization Master Plan align with the Hunting Park Neighborhood Strategic Plan and as both plans move forward continued communication and evaluation should ensure that the two plans reinforce one another. The shared goals include:

- Creating a safe park, gathering spaces, new sporting facilities, and park events,
- Repairing/enhancing landscapes, sporting facilities and building facilities,
- Using sustainable “green” design elements,
- Pursuing community partnerships to carry out and sustain the plan over time,
- Improving streetscapes in and leading into the park,
- Increasing community involvement and initiative,
- Encouraging community pride by improving local housing conditions,
- Improving availability of and access to healthy foods.



NOT ALL RESIDENTS
ARE WITHIN A
10 MINUTE
WALK OF OPEN SPACE

THE CITY'S GOAL FOR 2025
IS FOR 100% OF RESIDENTS
TO BE WITHIN A 10 MINUTE
WALK OF OPEN SPACE

PLAY STREETS

Fig. 45 Access to open space
Source: City of Philadelphia



Sycamore trees are too big to be used for street trees and are lifting the sidewalks on some blocks. Recommended street trees will prevent this from happening.

PRECEDENT

Artist and gardener Fritz Haeg has created **Edible Estates** throughout the country and the world, transforming suburban lawns and public spaces into productive gardens.



Baltimore, MD

7.2 Connect neighborhoods to the park through improved streetscape

Cayuga Street provides a second main entrance to Hunting Park and also connects a number of institutions to the park. While there is not room in the street to create a physical promenade as is proposed for Hunting Park Avenue, the street should be targeted for improved sidewalks, crosswalks and better lighting to connect the neighborhoods, institutions and park. Additionally, Bristol and Lycoming Streets lead to pedestrian entrances and should be targeted for streetscape improvements. Although the sidewalks on these streets are too narrow in many places for street trees, property owners can be encouraged to use planters to green and beautify the corridors.

7.3 Improve tree cover and assist residents with tree maintenance

Very few streets in the community have street trees and of those that do, residents complain of trees that lift the sidewalk and are difficult to maintain. Organize a tree workshop to teach residents about suitable street trees and how to have them installed by the Parks and Recreation Department free of charge. Many of the sidewalks in the study area are too narrow for street trees but front, side and back yard trees are also available free of charge and add substantial tree cover to help reduce the overall temperature of the neighborhood in the summertime and help individuals save on energy costs for cooling their homes. Go to <http://treephilly.org/> for information on how to obtain free trees.

7.4 Support grassroots efforts to expand community gardens

A growing gardening movement in the community should be supported by identifying resources to sustain ongoing activities and expand it to other locations incrementally. Interested community members should form a Greening and Gardening committee to find new locations for gardens and work with Esperanza and Hunting Park United to secure the space, tools and equipment. Existing vacant lots should be targeted but the Gardening Committee can also explore more unconventional locations such as the front yards of houses and spaces in the public realm that can be repurposed for gardening. A “junior cultivators” program to hire local youth can grow out of the Greening and Gardening committee to support the expansion and maintenance of gardens and other green spaces in the neighborhood, such as the Hunting Park Promenade and the Campus Green. [See recommendation 6.3 and 7.6]

7.5 Support play streets and add programming

Many residents prefer to have their children play close to home and have set up play streets throughout the neighborhood. These offer additional play space and can be enhanced with programming and portable equipment such as wading pools, volleyball nets, basketball nets, etc. Neighboring blocks could pull together to fund equipment and even plug play streets into block party activities that include food, music and movies.

LEAD/SUPPORT ROLES: Esperanza, Hunting Park United, Fairmount Park Conservancy



TREE COVERAGE MAKES UP APPROXIMATELY

3.6%

OF THE TOTAL STUDY AREA

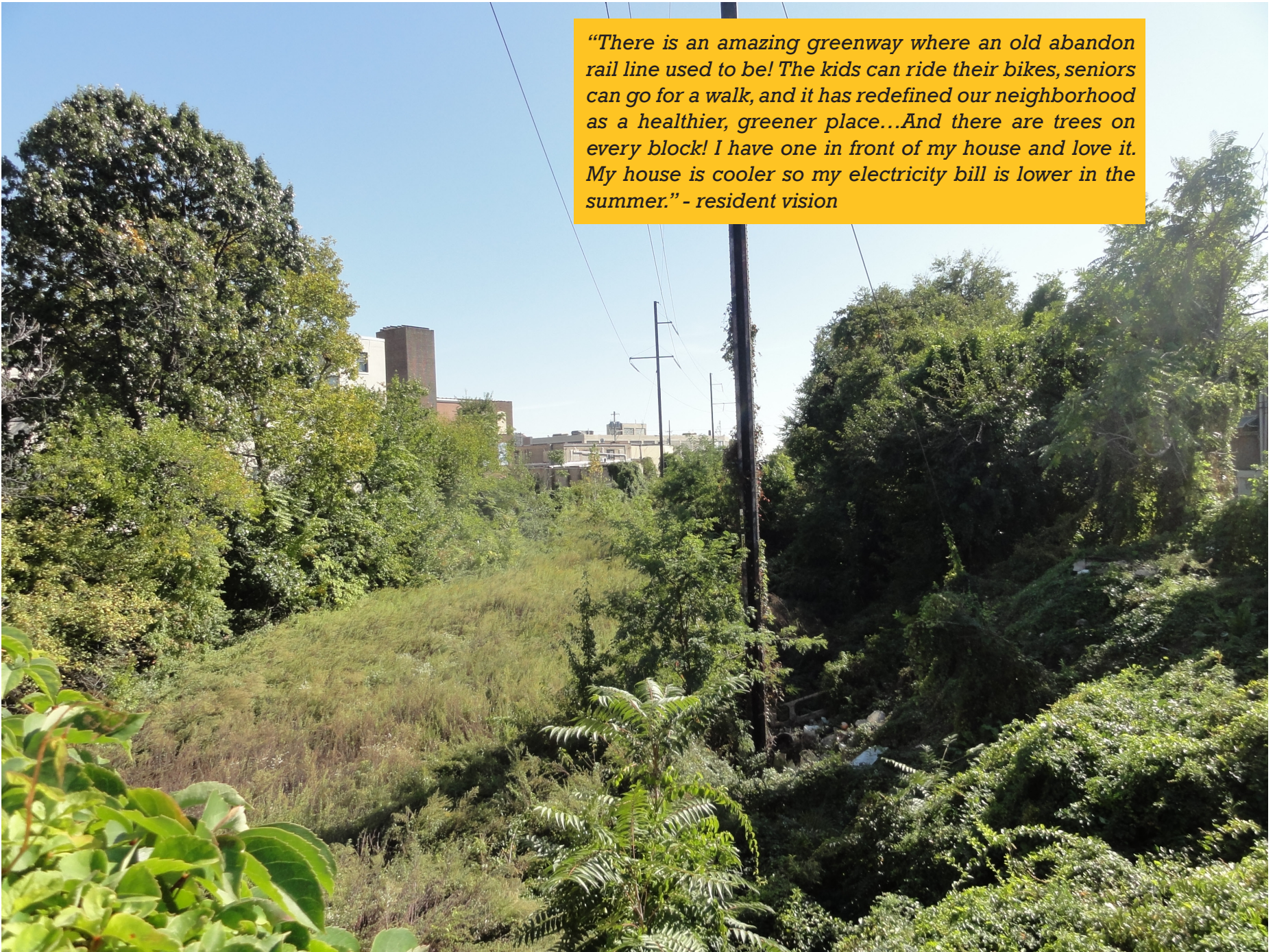
BY 2035, THE CITY OF PHILADELPHIA HAS PLANNED FOR TREE COVERAGE TO COMPRISE

30%

OF EACH NEIGHBORHOOD'S TOTAL AREA

Fig. 46 Tree cover
Source: City of Philadelphia

“There is an amazing greenway where an old abandon rail line used to be! The kids can ride their bikes, seniors can go for a walk, and it has redefined our neighborhood as a healthier, greener place...And there are trees on every block! I have one in front of my house and love it. My house is cooler so my electricity bill is lower in the summer.” - resident vision



View of the abandoned rail corridor from the Cayuga Street bridge looking south.



The Reading Company's Bethlehem Branch (indicated in red on the historic map) cut a path through the study area. Today, the former rail corridor is most noticeable at 5th and Bristol where it has taken over the sidewalk and between Cayuga and Annsbury where it is used for auto salvage.

ABANDONED RAIL CORRIDOR

Context

The Reading Company's Bethlehem Branch used to transport ore from Port Richmond to Bethlehem and travelled through the study area from the North Penn depot at 3rd and Berks. The yard and roundhouse was located between Hunting Park Avenue and Erie Avenue on what are still megablocks. Today the abandoned corridor is a north-south cavity that divides the study area, disrupts the street grid, and creates unsafe and unsightly conditions at and below street level. What was once an industrial corridor along the rail, is now mainly auto-related but becoming more institutional, with many facilities that serve children. Residents are concerned about the potential of ground water and soil contamination from the former and current industries along the rail corridor and the risks to health and safety that they pose, especially to the numerous children nearby. Community residents are committed to eliminating or mitigating these potential risks.

As the former rail line is part of a much more extensive system running through the city and given the major costs associated with making and sustaining improvements, any reinvestment strategy for the Hunting Park segment of the corridor would have to be long-term and require a very organized public, private, and neighborhood-civic collaboration. The size and location of the rail corridor within the neighborhood presents a very compelling opportunity to create new green spaces for passive and active recreational uses that serve the neighborhood and its many institutions and that can potentially connect to a larger city-wide and regional network.

Recommendations and opportunities

7.6 Form an inter-organizational partnership to develop a Community Campus centered around a Campus Green

The large number of community-oriented educational and human service institutions that dominate this landscape and provide resources essential to the overall health, wellness, and well-being of Hunting Park residents provide an opportunity to envision a cross-institutional Community Campus that is united by a transformed former rail corridor which could function as a "Campus Green" and re-knit the neighborhood rather than divide it. This land presents a greening and open space opportunity, a stormwater management opportunity where the old creek bed ran, and also an opportunity for institutional expansion and new programs. It provides a centerpiece for institutions to plug into and organize around.

The Community Campus partnership could include at least 14 institutions adjacent to the corridor: Esperanza, Temple Community Medical Center, Aspira, Hostos Charter School, Cayuga Elementary School, Spirit and Truth Fellowship, Ayuda Community Center, Casa Del Carmen, Esperanza Health Center, Joy in the City, Feltonville Dream Center, Brightside Academy, Chosen Generation Worship Center, G.O.D. Church, and Grace and Peace Community Fellowship. Additionally, the study area is home to other institutions that while not adjacent to the corridor could be partners in its transformation. These include: APM, Fortaleza, Christ's Christian Academy, Edison High School, Pantoja Charter School, and McClure Elementary School.

- Strategize as a group for the development, programming and maintenance of a Campus Green
 The community partnership will need to develop a strategy for acquiring land from Conrail, which is in the process of asset mapping to help make decisions on the disposition of its vacant property. The strategy should include determining common needs and uses for the space that fit each partner's programmatic themes and providing for the maintenance of the space. There are two distinct aspects of the former rail corridor. The first segment between Roosevelt Boulevard and Cayuga Street has a bigger pedestrian impact because it is at-grade, accessible, highly visible and currently occupied by auto salvage and repair businesses which are not pedestrian-friendly and not compatible with the child and youth-related activities surrounding it. Redevelopment of this segment should incorporate treatment that would capture and filter stormwater since this area sits above the former creek bed. Programming should take into account the adjacent health providers and child/youth organizations and could include active spaces for a skate or bike park, playground, and/or exercise stations. The second segment, between Cayuga and 5th Street, is below grade and would require access points at 5th Street and at Cayuga Street. Since this area is below grade and more difficult to monitor, restricted access might be preferable and it might serve as a site for urban farming, orchard or tree nursery.
- Reach out to other potential partners and resources
 Transforming brownfields – formerly industrial and potentially contaminated land – into community assets through remediation and reuse is a growing trend across the country. As a group, the Community Campus partners should explore outside partnerships with the Pennsylvania Department of Environmental Protection, PA Rails to Trails program, Trust for Public Land, Groundworks USA, and Center for Creative Land Recycling for guidance on best practices and technical assistance.

7.7 Reconnect Bristol and Wingohocking Streets

Since the rail corridor is no longer active and a Community Campus requires connectivity to succeed, the street grid can be re-connected at Bristol and Wingohocking Streets. This will help to connect the two sides of the study area across 5th Street and make the Community Campus and Campus Green easily accessible for everyone in the neighborhood on both sides of the former divide.

LEAD/SUPPORT ROLES: Esperanza, Hunting Park United, Fairmount Park Conservancy, various community organizations

THE ABANDONED RAIL CORRIDOR CURRENTLY DIVIDES THE NEIGHBORHOOD.

HISTORICALLY INDUSTRIAL USES FOLLOWED THE RAIL. MOST ARE NOW AUTO RELATED .

BUT EDUCATIONAL AND SERVICE INSTITUTIONS HAVE ALSO GROWN AROUND THE FORMER RAIL.



WHAT IF THE LAND SERVED AS A CAMPUS GREEN TO UNITE THE EDUCATIONAL AND SERVICE INSTITUTIONS AND RE-KNIT THE COMMUNITY?



Fig. 47 Community Campus and Campus Green diagram



Fig. 48 Conceptual plan for Community Campus centered on Campus Green

INVESTIGATION AND RESOLUTION OF WINGOHOCKING CREEK BED ENVIRONMENTAL STATUS

Context

Sections of Feltonville are built on top of the reclaimed valley of the former Wingohocking Creek. Unstable fill in the creek bed was the source of the infamous sinking home problem in the Logan Triangle across the Boulevard in the 1980s. The status of the fill in the study area is unknown, however, there have been resident complaints of severe settlement of foundations on the following blocks where a high concentration of the more distressed and dilapidated buildings were observed during the field survey.

- 700 Raymond Street
- 600 and 700 Courtland Street
- 600 Luray Street
- 700 Annsbury Street
- 4400 and 4500 Reese Street
- 4400 North 7th Street
- 4400 and 4500 North 5th Streets

Recommendations and Opportunities

7.8 Request follow up study on Wingohocking Creekbed soil erosion

The extent of the unstable fill that caused the sinking in Logan Triangle and the soil conditions within the study area boundaries is still an unknown factor. Although there is some evidence pointing to potential issues in the northwestern corner of the study area along Courtland Street between 6th Street and Roosevelt Boulevard, more study is needed to determine the nature and extent of any issues and any planned remediation.

7.9 Develop green practices for the land around the former Wingohocking Creek bed

Annsbury Street between 5th and 6th Streets and the bottom edge of the SEPTA block are potential sites for pilot storm water management and soil remediation projects as they sit atop the former creek bed, have historical and present-day industrial uses, and have unbuilt spaces that could be greened as rain gardens, stormwater basins and other permeable surfaces. The back edge of the SEPTA block is currently used for parking and storage, and Annsbury Street has large unpaved lots that are used as junkyards, vacant lots behind Rite Aid and at Reese

Street, and a large parking lot at Rite Aid that can be greened or re-surfaced with permeable paving to help with stormwater management. In the long-term, as the community moves toward transforming the former rail corridor into a Campus Green, more intensive stormwater management treatment such as a retention pond would be a complementary feature for new park space. Resident concern over pollution and water quality should also be addressed at these sites. Soil and water testing should be conducted and based on results, a combination of soil remediation methods might be deployed such as: 1) pollution source removal, which means ceasing the polluting activity or using non-polluting methods, 2) removing the contaminated soil and/or 3) phytoremediation, which involves using plants with specific properties that can absorb pollutants for removal.

LEAD/SUPPORT ROLES: Esperanza, SEPTA, PWD, PHS

PROGRAM INITIATIVES AND RESOURCE REQUIREMENTS

Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
SEVEN - Open Space & The Environment	\$152,690	\$763,450	3.7%
Program coordinator **	\$25,000	\$125,000	
Program support/overhead (@ 25%)	\$6,250	\$31,250	
Annsbury St. stormwater tree trenches (bet. 5th and 6th)	\$121,440	\$607,200	
redevelopment of former rail corridor	TBD	TBD	
+ includes Abandoned Rail and Wingohocking Creek Bed project activities			
and coordination with Fairmount Park Conservancy (FPC)			
**Shared with public realm			

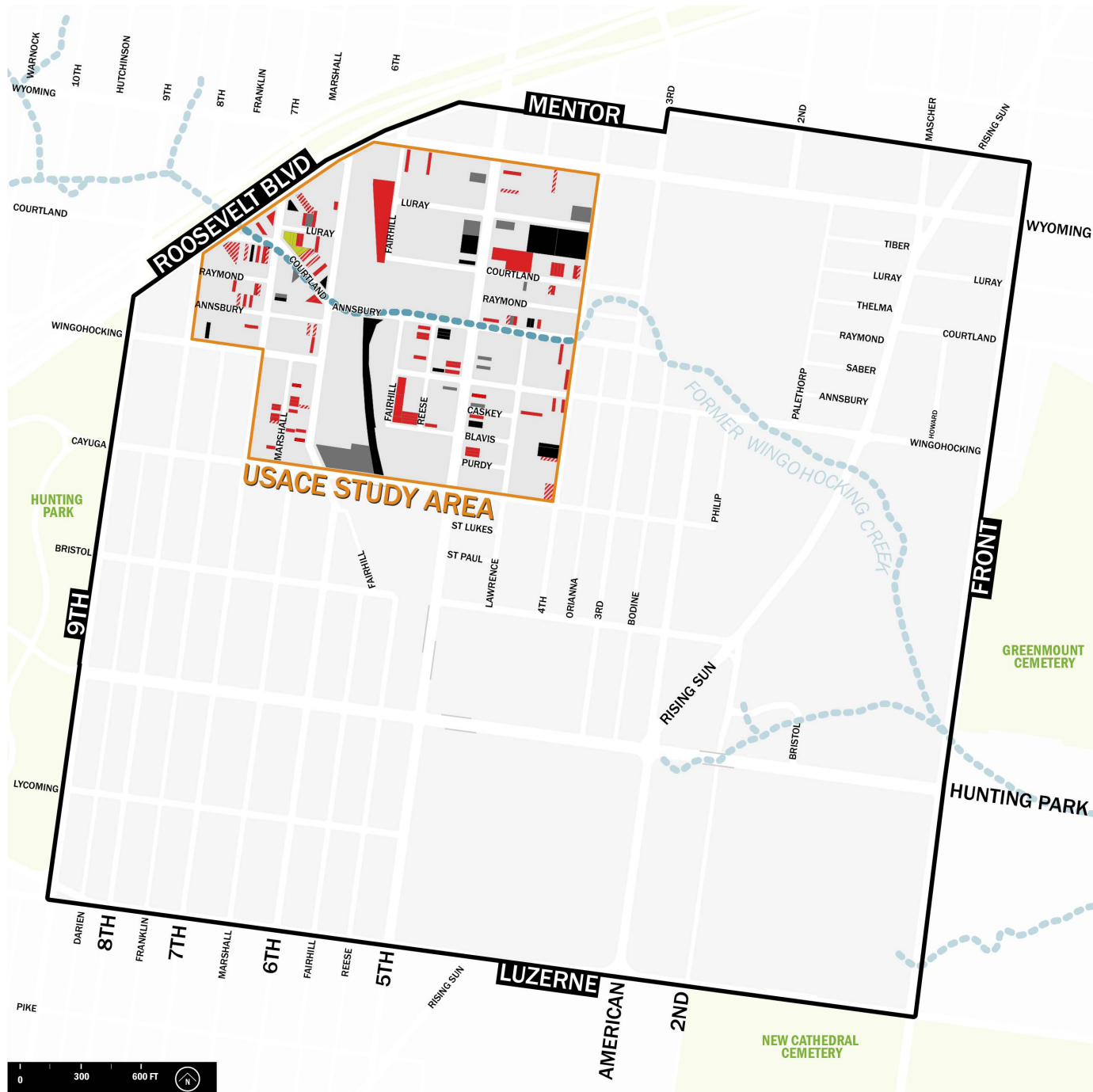


Fig. 49 Wingohocking Creek bed, vacancy and poor building conditions
Source: Field survey



IV. ACTION PLAN

A. ESPERANZA AND HUNTING PARK COLLABORATIVE ROLES

Esperanza is fully committed to the execution of the Hunting Park Neighborhood Strategic Plan 2022 and doing so in a manner that reflects the spirit in which the plan was developed and principles on which it is based. That means inviting all neighborhood stakeholders – residents, institutions, business, industry and government – to become active investors in the activities, programs and projects that are described in the Recommendations of the plan, as it is prepared to do as the lead organization and entity. The plan of action for moving the plan forward is outlined below and includes:

- A description of the Hunting Park Collaborative, the vehicle through which plan implementation will proceed, including an overview of its primary functions and lead and support roles and responsibilities of its member organizations;
- A statement of mission and vision that will guide the work of the Collaborative as a team; and
- A corresponding budget estimating capital and non-capital costs (where possible at this phase of plan development), and identifying potential sources to help finance the plan during the first half of its ten-year life.

MISSION & VISION OF OUR PLAN

Esperanza will use this plan and the collaborative process that developed it, to create and sustain a close-knit association of residents, resident-serving institutions, businesses, and business-serving institutions to implement it over time. The rollout of the plan to public- and private-sector interests will emphasize five interrelated objectives that the Hunting Park community is committed to achieving as owners of the plan, and as its primary stakeholder; they include:

- Protecting our equity
- Building our social capital
- Weaving our social fabric
- Embracing our opportunities
- Empowering our lives

HUNTING PARK COLLABORATIVE (HPC)

The functions of HPC through its member institutions will be to:

- Convene period working sessions, or round-tables, to coordinate the activities of the organizations who have signed up and on to help carry out specific tasks and deliver specific services in the plan;
- Establish effective approaches, processes, and procedures for coordinated care-giving and service delivery, using best or promising practices in the industry;
- Affirm policies or guidelines for identifying, soliciting, and garnering resources and allocating them among member organizations on behalf of Hunting Park on the whole; and
- Develop objective indicators and institute impact measurements to track change over time and use that information to publish “return-on-investment” statements for review by all stakeholders.

Esperanza will serve as the lead entity presiding over HPC and round-table discussions, accountable for all its actions and results. Two varieties of round-tables will take place. One comprised of the heads of the member organizations that are authorized to make decisions on behalf of their respective institutions. The other consisting of the chief managers of the programs of each member organization involved in the design and delivery of care provided to the community, and who are selected to serve on the HPC by the head of their respective organization. This structure is designed to help instill consistency between policies and actions, and to ensure accountability for results within and across HPC member institutions.

A fundamental role of the HPC will be to manage the work of what are being called “NeighborCare Teams” that will be its arm for providing direct or indirect support across the seven plan activities or lines-of-business described in Section III of the plan. Each team will use trained and qualified “ambassadors” drawn from Hunting Park to facilitate the identification, delivery and assessment of care needed and available by the appropriate provider(s). Among the types of ambassadors HPC will recruit, retain and manage will be:

- Youth leaders for in-school and out-of-school activities (academic and enrichment)
- Parental leaders, fathers and grandfathers, mothers and grandmothers
- Block leaders through families, friends and neighbors
- Institutional leaders

The HPC will facilitate the collection and evaluation of information to identify, catalogue, and update the requisite needs of care-givers at the block level, institutional level, and community-wide level, across multiple disciplines in all lines-of-business called for in the plan.

BY LINE-OF-BUSINESS

The range of activities, programs, and projects by category on which NeighborCare Ambassadors will facilitate actions and provide leadership as volunteers, paid staff, or workers receiving stipends are as follows:

Pride and Spirit

- Resident perception surveys and analysis
- New resident on the block “Welcome Home to Hunting Park” baskets
- Block-watch/Town-Watch
- Street fairs and festivals

Communications/Community Service/Information Technology Access

- Resource and service directories for:
 - Health and wellness
 - Education
 - Wealth building/equity protection
 - Recreation
 - Online and by newsletter

Education Ecology

- Academic support, life skills development, vocational/career development
 - Parent, student, teacher partnerships
 - Very early and childhood education
 - Parents as teachers
 - Neighbors as mentors and tutors
 - Internships, externships, apprenticeships to employment
 - Household income management
 - Budgeting
 - Credit management
 - Continuing education



Housing and Model Block Development

- Housing finance
- Cleaning, greening, and lighting
- Home maintenance, repair, and weatherization

Business Development

- Business services
 - Accounting and bookkeeping
 - Personnel management
 - Marketing and promotion
 - Product development and display
 - Finance

Public Realm

- Infrastructure
- Transportation

Open Space and the Environment

- Horticulture
- Stormwater management

B. IMPLEMENTATION BUDGET

Proposed Uses and Sources (An Investment Prospectus)

The Uses table provides an estimate of the resources that will be required to implement the Hunting Park Neighborhood Strategic Plan 2022, beginning in 2013 through 2017, its five-year mark. The vast majority of the costs (\$2.4 of the \$4.5 million, five-year budget - 90%) is capital in nature (streets, sidewalks lighting, housing and open space) and will require substantial resources from public- and private-sector entities. The balance (\$.5 million over the five-year period - 10%) represents program costs, including personnel and/or personnel support for Esperanza, HPC, and HPC member organizations to coordinate, carry-out and/or facilitate components of the plan.

The assumptions on which the budget shown in this table is based are as follows:

Uses Staffing

- To the greatest extent possible, staff work responsibilities will be aligned across different but related functions as denoted.

Line item costs

- For categories whose timelines are extended beyond five years or where the exact nature or scale of a proposed project or program can not yet be determined with confidence, those costs are denote: TBD (to-be-determined) and HPC will develop them as the details emerge over time.

IMPLEMENTATION BUDGET PROJECTIONS (PRELIMINARY)			
I. USES			
A. Immediate-Term Launch (Year 1-3)			
Priority Areas and Lines of Business	Cost/year (\$)	5-year total	% of total
COORDINATION - Hunting Park Collaborative	\$50,000	\$250,000	1.2%
Esperanza, HP United, HP Stakeholders, AMLA, APM, Ayuda, Aspira,			
Esperanza Health Center, Casa Del Carmen, Truth & Spirit, Fairmount			
Park Conservancy, 5th Street and Hunting Park Merchants Association			
ONE - Pride & Spirit	\$111,000	\$555,000	2.7%
Community organizer	\$50,400	\$252,000	
Program support/overhead (@ 25%)	\$12,600	\$63,000	
NeighborCare Team Ambassadors for:			
- Hospitality, awards, recognitions, friendly competitions	\$18,000	\$90,000	
- Cleaning, greening, safety and security ("block-/town-watch")	\$30,000	\$150,000	
TWO - Communications/Support Services/IT Access	\$42,000	\$210,000	1.0%
Service coordinator *	\$33,600	\$168,000	
Program support/overhead (@ 25%)	\$8,400	\$42,000	
NeighborCare Team Ambassadors for:			
- Internet, web-based technology platforms, data/information sharing	TBD	TBD	
- Physical and behavioral health and wellness	TBD	TBD	
THREE - Education Ecology/Education Road Map	\$42,000	\$210,000	1.0%
Service coordinator *	\$33,600	\$168,000	
Program support/overhead (@ 25%)	\$8,400	\$42,000	
NeighborCare Team Ambassadors for:			
- Prenatal, neonatal, early-childhood education, parents as teachers	TBD	TBD	
- Vocational/career development, neighbors as mentors	TBD	TBD	
- Wealth building, equity protection, income management	TBD	TBD	
FOUR - Housing/ Model Blocks	\$1,973,500	\$9,867,500	48.4%
Program manager	\$66,000	\$330,000	
Program support/overhead (@ 25%)	\$16,500	\$82,500	
Housing preservation	\$1,165,000	\$5,825,000	
Housing rehabilitation	\$660,000	\$3,300,000	
Cleaning, greening, lighting improvements	\$66,000	\$330,000	
Acquisition	TBD	TBD	
FIVE - Business Support/Economic Development	\$152,207	\$761,035	3.7%
Program coordinator	\$50,400	\$252,000	
Program support/overhead (@ 25%)	\$12,600	\$63,000	
- Technical assistance: accounting, marketing, promotion, product development	\$20,000	\$100,000	
- Storefront lighting and façade improvements (3 per year @ \$12,650 each)	\$37,950	\$189,750	
- Streetscape improvements (HP Avenue and 5th Street, bike racks, trash cans)	\$31,257	\$156,285	

B. Intermediate-Term Completion (Year 4-5)			
SIX - Capital Improvements	\$1,552,039	\$7,760,195	38.1%
Program coordinator **	\$25,000	\$125,000	
Program support/overhead (@ 25%)	\$6,250	\$31,250	
STREETS AND SIDEWALKS			
· New sidewalks on 5th and Hunting Park	\$398,119	\$1,990,593	
· Hunting Park Avenue option 1: stormwater management median+trees/landscaping	\$342,666	\$1,713,328	
· Hunting Park Avenue option 2: curbside stormwater management/ tree trenches/trees/landscaping	\$144,498	\$722,488	
· Striped crosswalks on Hunting Park Ave (4), 5th (3), Cayuga (3), Wyoming (3), Rising Sun (3)	\$18,400	\$92,000	
· 5th St option 1: striped/stamped median, lane striping + bumpouts	\$448,219	\$2,241,097	
· 5th St option 2a: bike lanes, travel lane striping, bumpouts	\$103,537	\$517,686	
· 5th St option 2b: bike lanes, travel lane striping, no bumpouts	\$34,574	\$172,868	
· Stamped crosswalks at 5th/Hunting Park and 5th/Bristol	\$1,840	\$9,200	
· Greening industrial model blocks - tree planting	\$28,937	\$144,685	
MIXED USE DEVELOPMENT			
· Adaptive reuse of Roberto Clemente School building	TBD	TBD	

C. Longer-Term Completion (Year 6-10)			
Priority Areas and Lines of Business	Cost/year	5-year total	% of total
SEVEN - Open Space & The Environment	\$152,690	\$763,450	3.7%
Program coordinator **	\$25,000	\$125,000	
Program support/overhead (@ 25%)	\$6,250	\$31,250	
· Annsbury St. stormwater tree trenches (bet. 5th and 6th)	\$121,440	\$607,200	
· redevelopment of former rail corridor	TBD	TBD	
+ includes Abandoned Rail and Wingohocking Creek Bed project activities			
and coordination with Fairmount Park Conservancy (FPC)			

TOTAL	\$4,075,436	\$20,377,180	100.0%
Non-Capital	\$443,000	\$2,215,000	10.9%
Capital	\$3,632,436	\$18,162,180	89.1%

* denotes one position with multiple areas of responsibility

**Shared with open space and the environment

**Shared with public realm and quality of life



Sources

In general, Esperanza and HPC's investment towards implementation of the plan will be "in-kind" through commitments of staff and volunteer time measured, documented and reported over the term of the plan's implementation. Esperanza will recruit membership for the HPC and will identify with each prospect the nature and extent of their preferred investment in the plan and work through the corresponding roles, responsibilities and accountabilities that accompany them. As the lead entity, Esperanza will set a goal to match, dollar-for-dollar and in-kind to in-kind, the investments made by HPC member institutions. These investments by Esperanza and HPC – in-kind or otherwise – represent one-quarter or 25% of the total costs in this non-capital cost category, as reflected in Sources table.

For plan activities, programs and projects requiring and seeking public and/or private sector investments, and especially for these that are more capital in nature, it is assumed that upwards of 85% of the costs will be borne by government and 15% by a private entity. The balance of the funding or investments needed to finance implementation of the plan over the five-year period will be solicited from philanthropic organizations operating in the Delaware Valley region and nationally.

As Esperanza and HPC roll out the strategic plan to prospective investors it will coordinate the development of funding applications that essentially use and attach this plan as a basis for specific finding requests, along with letters of support from HPC members. It is anticipated that different member institutions may be the lead applicant for a particular funding opportunity that aligns with programs or projects contained within this plan. The goal is to have those decisions vetted early at the HPC level to ensure consistency and avoid undue and unnecessary competition between members.

IMPLEMENTATION BUDGET PROJECTIONS (PRELIMINARY)			
II. SOURCES			
	Income/year	5-year total	% of total
A. Lead/Support Group Investment	\$101,250	\$506,250	2.5%
- financial	\$-	\$-	
- in-kind (match of community investment)	\$101,250	\$506,250	
B. Community Investment	\$101,250	\$506,250	2.5%
- financial	\$-	\$-	
- in-kind @ 25% of personnel/program delivery costs	\$101,250	\$506,250	
C. Private Sector Investment	\$270,500	\$1,352,500	6.6%
- financial (WFRF @ \$150,000/year)	\$220,000	\$1,100,000	
- in-kind	\$50,500	\$252,500	
D. Public/Quasi-Public Sector Investment	\$3,602,436	\$18,012,180	88.4%
- financial @ 85%	\$3,062,071	\$15,310,353	
- in-kind @ 15%	\$540,365	\$2,701,827	
TOTAL	\$4,075,436	\$20,377,180	100%
- financial	\$3,282,071	\$16,410,353	
- in-kind	\$793,365	\$3,966,827	

* denotes one position with multiple areas of responsibility

** denotes one position with multiple areas of responsibility

C. IMPLEMENTATION TIMELINE

IMPLEMENTATION TIMEFRAME AND PARTNERS			
Priority Areas and Lines of Business		Timeframe	Partners
ONE	Build on Hunting Park’s Community Pride and Spirit		
1.1	Provide more opportunities for residents to engage with one another	2013-2015	Hunting Park United, Hunting Park Stakeholders, AMLA, Ayuda
1.2	Use existing leadership exhibited on strong residential blocks to help identify and encourage new leadership	2013-2015	
1.3	Connect residents to residents by developing more community building activities	2013-2015	
1.4	Launch “NeighborCare,” a formal process of outreach and engagement emerging from this plan	2013-2015	
1.5	Engage interested residents as “NeighborCare” team members working as volunteers or receiving stipends	2013-2015	
1.6	Establish and reinforce community pride and spirit as an underlying theme for residential block improvements	2013-2015	
TWO	Enhance Communications, Service Delivery, and Access		
2.1	Enhance communications and coordination between nonprofits	2013-2015	Esperanza, Esperanza Health Center, APM
2.2	Close the “digital divide” to ensure access to computer- and web-based information technologies	2013-2015	
2.3	Facilitate networking and collaborations among neighborhood service providers	2013-2015	
2.4	Establish a “Hunting Park Achievement Zone” as a web-based information platform	2013-2015	
2.5	Hold regular, inter-organizational meetings (roundtables)	2013-2015	
THREE	Advance Education Ecology as Economic Development Tool		
3.1	Advance the “Education Road Map” concept	2013-2015	Esperanza, Aspira
3.2	Advance the “Community Education Road Map” concept through schools	2013-2015	
3.3	Advance the “Community Education Road Map” concept using a team approach	2013-2015	
FOUR	Reinforce Affordable Housing and Model Block Development		
4.1	Target north-south blocks in western Hunting Park	2013-2015	Esperanza
4.2	Target east-west blocks in western Hunting Park	2013-2015	
4.3	Target blocks in central Hunting Park	2013-2015	
4.4	Target blocks that are adjacent to the abandoned rail corridor	2013-2015	
4.5	Target blocks in the northeast section of the community	2013-2015	
4.6	Create criteria and budgets for each intervention category as part of model block strategy	2013-2015	

FIVE	Promote Economic and Business Development		
5.1	Improve the look and feel of the commercial corridor	2013-2015	Esperanza, 5th and Hunting Park Business Association
5.2	Strengthen neighborhood business districts	2013-2015	
5.3	Address crime and safety on the commercial corridors	2013-2015	
5.4	Upgrade and market industrial space to light industrial tenants	2013-2015	
5.5	Provide business support	2013-2015	
5.6	Soften the impact of industrial and automotive uses on residential neighbors	2013-2015	City
5.7	Update current zoning classifications to reflect existing land use patterns	2013-2015	
SIX	Reinvest through Capital Improvements		
6.1	Help property owners maintain and repair sidewalks	2013-2015	Esperanza, 5th and Hunting Park Business Association
6.2	Minimize impact of truck traffic on residential areas	2013-2015	Streets
6.3	Create institutional model blocks at Esperanza and SEPTA	2013-2015	Esperanza, SEPTA, PWD, PHS
6.4	Improve rail embankments and walls	2013-2015	Esperanza, Conrail, Mural Arts
6.5	Redesign 5th Street as the main institutional and commercial corridor	2016-2017	Streets
6.6	Transform Hunting Park Avenue as a park promenade	2016-2017	Streets, PWD, PHS
6.7	Target 5th Street between Hunting Park Avenue and Bristol Street for gateway improvements	2016-2017	Streets, Conrail
6.8	Rehabilitate and adaptively reuse the Roberto Clemente School building	2016-2017	Esperanza
SEVEN	Protect and Enhance Open Space and The Environment		
7.1	Support Hunting Park Master Plan and ensure both plans are aligned and reinforcing of one another	2013-2015	Esperanza, Hunting Park United, Fairmount Park Conservancy
7.2	Connect neighborhoods to the park through improved streetscape	2016-2017	
7.3	Improve tree cover and assist residents with tree maintenance	2013-2015	
7.4	Support grassroots efforts to expand community gardens into other vacant lots	2013-2015	
7.5	Support play streets and add programming	2013-2015	
7.6	Form an inter-organizational partnership to develop a Community Campus centered around a Campus Green	2018-2022	Esperanza, Hunting Park United, Fairmount Park Conservancy, various
	Strategize as a group for the development, programming and maintenance of a Campus Green	2018-2022	
	Reach out to other potential partners and resources	2018-2022	
7.7	Reconnect Bristol and Wingohocking Streets	2018-2022	Streets
7.8	Request follow up study on Wingohocking Creekbed soil erosion	2013-2015	Esperanza, SEPTA, PWD, PHS
7.9	Develop green practices for the land around the former Wingohocking Creek bed	2016-2017	



V. APPENDIX

- 1 RESIDENT PERCEPTION SURVEY
- 2 EXISTING CONDITIONS DATA
- 3 SUMMARY OF STAKEHOLDER AND COMMUNITY MEETINGS

1 RESIDENT PERCEPTION SURVEY



Thank you for filling out this survey. Your answers will help develop a plan to revitalize our community. **This is Our Community, Our Plan...Our Opinions matter.**

TELL US ABOUT YOUR COMMUNITY

1. How long have you lived in this community?

- | | |
|---|---|
| <input type="checkbox"/> Less than 1 year | <input type="checkbox"/> 11-20 years |
| <input type="checkbox"/> 1-5 years | <input type="checkbox"/> 21-30 years |
| <input type="checkbox"/> 6-10 years | <input type="checkbox"/> More than 30 years |

2. Which of these was the major reason you decided to live in this community?

- | | |
|---|--|
| <input type="checkbox"/> To live near family or friends | <input type="checkbox"/> Access to job opportunities |
| <input type="checkbox"/> To be close to work | <input type="checkbox"/> Safety in the community |
| <input type="checkbox"/> Accessibility of amenities, such as community centers and stores | <input type="checkbox"/> Affordability of housing |
| <input type="checkbox"/> Proximity to public transportation | <input type="checkbox"/> Born here |
| <input type="checkbox"/> Schools for my children | <input type="checkbox"/> No choice / No where else to go |
| | <input type="checkbox"/> Something else, Specify: _____ |

3. Overall, considering everything, how satisfied would you say you are living in this community? Are you ... ?

- | | |
|---|--|
| <input type="checkbox"/> Very satisfied | <input type="checkbox"/> Somewhat dissatisfied |
| <input type="checkbox"/> Satisfied | <input type="checkbox"/> Dissatisfied |
| <input type="checkbox"/> Somewhat satisfied | <input type="checkbox"/> Very dissatisfied |

4a. Right now, how likely are you to recommend this community to someone else as a good place to live? Would you say you ... ?

- | | |
|---|---|
| <input type="checkbox"/> Definitely would recommend | <input type="checkbox"/> Probably would not recommend |
| <input type="checkbox"/> Probably would recommend | <input type="checkbox"/> Definitely would not recommend |

4b. Right now, how likely are you to recommend this community to families with children as a good place to live? Would you say you ... ?

- | | |
|---|---|
| <input type="checkbox"/> Definitely would recommend | <input type="checkbox"/> Probably would not recommend |
| <input type="checkbox"/> Probably would recommend | <input type="checkbox"/> Definitely would not recommend |

4c. Right now, how likely are you to recommend this community to seniors as a good place to live? Would you say you ... ?

- | | |
|---|---|
| <input type="checkbox"/> Definitely would recommend | <input type="checkbox"/> Probably would not recommend |
| <input type="checkbox"/> Probably would recommend | <input type="checkbox"/> Definitely would not recommend |

5. If you had the choice, would you continue to live in this community?

- ☐ Yes Why? _____
- ☐ No _____

For Surveyor: Address _____
Survey Area _____

1

TELL US ABOUT YOUR NEIGHBORHOOD

6. What are the things that you like best about living in this community? You can choose up to three of the characteristics listed.

- | | |
|--|--|
| <input type="checkbox"/> My house or apartment | <input type="checkbox"/> Schools for my children |
| <input type="checkbox"/> My neighbors | <input type="checkbox"/> Access to job opportunities |
| <input type="checkbox"/> Distance to work | <input type="checkbox"/> Safety in the community |
| <input type="checkbox"/> Access to amenities, such as community centers and stores | <input type="checkbox"/> Affordability of housing |
| <input type="checkbox"/> Proximity to public transportation | <input type="checkbox"/> Types of housing available |
| <input type="checkbox"/> Something else Specify: _____ | |

7. What are the things that you like least about living in this community? You can choose up to three of the characteristics listed.

- | | |
|--|--|
| <input type="checkbox"/> My house or apartment | <input type="checkbox"/> Schools for my children |
| <input type="checkbox"/> My neighbors | <input type="checkbox"/> Access to job opportunities |
| <input type="checkbox"/> Distance to work | <input type="checkbox"/> Safety in the community |
| <input type="checkbox"/> Access to amenities, such as community centers and stores | <input type="checkbox"/> Affordability of housing |
| <input type="checkbox"/> Proximity to public transportation | <input type="checkbox"/> Types of housing available |
| <input type="checkbox"/> Something else Specify: _____ | |

8. With how many of your neighbors do you speak regularly for 5 minutes or more? Would you say ... ?

- | | |
|---------------------------------|-------------------------------------|
| <input type="checkbox"/> None | <input type="checkbox"/> 7 to 9 |
| <input type="checkbox"/> 1 to 3 | <input type="checkbox"/> 10 or more |
| <input type="checkbox"/> 4 to 6 | |

9. Would you say it is "very likely", "likely", "somewhat likely", "not very likely", or "not at all likely" that people in this community would help out if:

	Very likely	Likely	Somewhat likely	Not very likely	Not at all likely
You needed a ride somewhere					
A package was delivered when you were not at home and it needed to be accepted					
You needed a favor, such as picking up mail or borrowing a tool					
You needed someone to watch your house when you were away					
An elderly neighbor needed someone to periodically check on him or her					
A neighbor needed someone to take care of a child in an emergency					

10. Would you "strongly agree", "agree", "neither agree nor disagree", "disagree", or "strongly agree" with the statement that "if something is wrong in my neighborhood, I know that people who live here will try to fix it"?

- | | |
|---|--|
| <input type="checkbox"/> Strongly Agree | <input type="checkbox"/> Disagree |
| <input type="checkbox"/> Agree | <input type="checkbox"/> Strongly Disagree |
| <input type="checkbox"/> Neither agree nor disagree | |

2

TELL US ABOUT YOUR HOME

11. Do you currently rent your home or do you own it?

- ☐ I rent my home. Go to question 12.
☐ I own my home. Go to question 15.
☐ I live with family or friends. Go to question 12.

12. Would you consider buying a home in this community?

- ☐ Yes Go to question 13.
☐ No Go to question 14.

13. Which of these factors are reasons you have not yet bought a home in this community (check all that apply on the left), and of the factors you have chosen, which one would you say is the primary reason you have not yet bought a home in this community (check only one on the right)?

	Primary Reason	Reasons
Houses that are available in the community		
Physical conditions in the community		
Crime or other safety issues		
Quality of public services and/or schools		
Convenience to work, school, and/or shopping		
My personal financial situation		
State of the economy		
Something else Specify _____		

Continue with Question 14.

14. Which of these factors are reasons you would not consider buying a home in this community (check all that apply on the left), and of the factors you have chosen, which one would you say is the primary reason you would not consider buying a home in this community (check only one on the right)?

	Primary Reason	Reasons
Houses that are available in the community		
Physical conditions in the community		
Crime or other safety issues		
Quality of public services and/or schools		
Convenience to work, school, and/or shopping		
My personal financial situation		
State of the economy		
Something else Specify _____		

3

TELL US ABOUT THE CHARACTERISTICS of your COMMUNITY

15. Would you say that the following aspects of your community are "very good", "good", "fair", "poor", or "very poor"?

	Very good	Good	Fair	Poor	Very poor
Cleanliness of the community					
Physical condition of homes in the community					
Physical condition of streets, sidewalks, and public spaces in the community					
Safety in the community					
Friendliness of neighbors in the community					
Quality of public services in the community					
Variety of goods and services available for purchase in the community					
Access to transportation					
Access to employment centers					
Affordability of homes or apartments in the community					
Public schools K-12, including charter schools					

TELL US ABOUT HOW YOUR COMMUNITY has CHANGED

Please compare the community now to how it was three years ago. If you have lived in this community for less than three years, please compare it to how it was when you first moved in.

16. Compared to three years ago, how has this community changed overall? Would you say the community has ... ?

- ☐ Improved a lot
☐ Improved some
☐ Stayed about the same
☐ Declined some
☐ Declined a lot

17. Please describe why you feel this way

18. Compared to three years ago, how would you say each of the following aspects of this community has changed and would you say it has improved a lot, improved some, stayed about the same, declined some, or declined a lot?

	Improved a lot	Improved some	Stayed about the same	Declined some	Declined a lot
Cleanliness of the community					
Physical condition of homes in the community					
Physical condition of streets, sidewalks, and public spaces in the community					
Safety in the community					
Friendliness of neighbors in the community					

4

18. Continued

	Improved a lot	Improved some	Stayed about the same	Declined some	Declined a lot
Quality of public services in the community					
Variety of goods and services available for purchase in the community					
Access to transportation					
Access to employment centers					
Affordability of homes or apartments in the community					
Public schools K-12, including charter schools					

TELL US ABOUT YOUR THOUGHTS ON THE COMMUNITY'S FUTURE

19. Thinking about the next three years, how would you say this community is likely to change? Will the community ... ?

- ☐ Improve a lot
- ☐ Improve some
- ☐ Stay about the same
- ☐ Decline some
- ☐ Decline a lot

20. Why do you feel this way?

21. What, if anything, do you think the people in this neighborhood can do to make it a better place to live? _____

TELL US ABOUT THE COMMUNITY'S SCHOOLS

22. What are things that you like best about the schools in this community?

- ☐ Quality of academic programming
- ☐ Extra-curricular activities, such as music, clubs or sports
- ☐ Safety
- ☐ Convenient locations
- ☐ Something else, please specify: _____
- ☐ Cost of education
- ☐ Opportunities for parent involvement at school
- ☐ My child is happy at his/her school
- ☐ Afterschool program opportunities

23. What are things that you like least about the schools in this community?

- ☐ Quality of academic programming
- ☐ Extra-curricular activities, such as music, clubs or sports
- ☐ Safety
- ☐ Convenient locations
- ☐ Something else, please specify: _____
- ☐ Cost of education
- ☐ Opportunities for parent involvement at school
- ☐ My child is happy at his/her school
- ☐ Afterschool program opportunities

24. Do you have a child in the public school system?

- ☐ Yes ☐ No If yes, what school does your child attend? _____

25. If you had the opportunity, would you send your child to a different school?

- ☐ Yes ☐ No If yes, where? _____

5

26. Do you know the following agencies/organizations: Please check yes or no

Organization	Yes	No
AMLA		
Aspira		
APM		
Ayuda		
Esperanza		
Casa Del Carmen		

27. Do you know that the following services are available to you in our community: Please check yes or no

Services	Yes	No
Education for Adults/Youth		
Daycare/Preschool		
Music Education/Arts		
Job Training / Work Readiness		
Housing Counseling		
Immigration Services		
Healthcare		
English Language Classes		

THANK YOU

6



Gracias por participar de esta encuesta. Estoy interesado/a en su opinión acerca de la comunidad donde vive.

DIGANOS SOBRE SU COMUNIDAD

1. ¿Cuánto tiempo lleva viviendo aquí?

- | | |
|---|---|
| <input type="checkbox"/> Menos de 1 año | <input type="checkbox"/> 11-20 años |
| <input type="checkbox"/> 1-5 años | <input type="checkbox"/> 21-30 años |
| <input type="checkbox"/> 6-10 años | <input type="checkbox"/> Más de 30 años |

2. ¿Cuál de éstas es la mayor razón por la cual usted vive en esta comunidad?

- | | |
|--|--|
| <input type="checkbox"/> Para vivir cerca de su familia o amigos | <input type="checkbox"/> Acceso a oportunidades de empleo |
| <input type="checkbox"/> Cercanía al trabajo | <input type="checkbox"/> Seguridad en la comunidad |
| <input type="checkbox"/> Accesibilidad a amenidades, como centros de comunidad y tiendas | <input type="checkbox"/> Asequibilidad |
| <input type="checkbox"/> Proximidad a transportación pública | <input type="checkbox"/> Nací aquí |
| <input type="checkbox"/> Escuelas para los niños | <input type="checkbox"/> No tenía alternativa o a donde ir |
| | <input type="checkbox"/> Otra razón, Especifique: _____ |

3. Generalmente, considerando todo, ¿cuán satisfecho diría usted que se siente viviendo en esta comunidad?

- | | |
|---|---|
| <input type="checkbox"/> Muy satisfecho | <input type="checkbox"/> Más o menos satisfecho |
| <input type="checkbox"/> Satisfecho | <input type="checkbox"/> Disatisfecho |
| <input type="checkbox"/> Más o menos satisfecho | <input type="checkbox"/> Muy disatisfecho |

4a. Ahora mismo usted recomendaría esta comunidad a otra persona como un buen lugar donde vivir?

- | | |
|--|---|
| <input type="checkbox"/> Definitivamente la recomendaría | <input type="checkbox"/> Probablemente no la recomendaría |
| <input type="checkbox"/> Probablemente la recomendaría | <input type="checkbox"/> Definitivamente no la recomendaría |

4b. Ahora mismo, usted recomendaría esta comunidad a familias con niños como un buen lugar donde vivir?

- | | |
|--|---|
| <input type="checkbox"/> Definitivamente la recomendaría | <input type="checkbox"/> Probablemente no la recomendaría |
| <input type="checkbox"/> Probablemente la recomendaría | <input type="checkbox"/> Definitivamente no la recomendaría |

4c. Ahora mismo, que usted recomendaría esta comunidad a envejecientes como un buen lugar donde vivir?

- | | |
|--|---|
| <input type="checkbox"/> Definitivamente la recomendaría | <input type="checkbox"/> Probablemente no la recomendaría |
| <input type="checkbox"/> Probablemente la recomendaría | <input type="checkbox"/> Definitivamente no la recomendaría |

5. Si usted tuviera la elección, continuaría viviendo en esta comunidad?

- ☐ Sí **Por qué ?** _____
- ☐ No _____

Por Agrimensor: Habilidad
Área de Estudio _____

1

DIGANOS SOBRE SU VECINDAD

6. ¿Cuáles son las cosas que más le gustan acerca de vivir en esta comunidad? Usted puede escoger hasta tres características de esta lista.

- | | |
|--|---|
| <input type="checkbox"/> Mi casa o apartamento | <input type="checkbox"/> Escuelas para los niños |
| <input type="checkbox"/> Mis vecinos | <input type="checkbox"/> Acceso a oportunidades de empleo |
| <input type="checkbox"/> Distancia a mi empleo | <input type="checkbox"/> Seguridad en la comunidad |
| <input type="checkbox"/> Accesibilidad a amenidades, como centros de comunidad y tiendas | <input type="checkbox"/> Asequibilidad |
| <input type="checkbox"/> Proximidad a transportación pública | <input type="checkbox"/> Tipos de viviendas disponibles |
| <input type="checkbox"/> Otra razón Especifique: _____ | |

7. ¿Cuáles son las cosas que menos le gustan acerca de vivir en esta comunidad? Usted puede seleccionar hasta tres de las características en esta lista.

- | | |
|--|---|
| <input type="checkbox"/> Mi casa o apartamento | <input type="checkbox"/> Escuelas para los niños |
| <input type="checkbox"/> Mis vecinos | <input type="checkbox"/> Acceso a oportunidades de empleo |
| <input type="checkbox"/> Distancia a mi empleo | <input type="checkbox"/> Seguridad en la comunidad |
| <input type="checkbox"/> Accesibilidad a amenidades, como centros de comunidad y tiendas | <input type="checkbox"/> Asequibilidad |
| <input type="checkbox"/> Proximidad a transportación pública | <input type="checkbox"/> Tipos de viviendas disponibles |
| <input type="checkbox"/> Otra razón Especifique: _____ | |

8. ¿Con cuántos de sus vecinos platica regularmente por 5 minutos o más?

- | | |
|----------------------------------|-----------------------------------|
| <input type="checkbox"/> Ninguno | <input type="checkbox"/> 7 a 9 |
| <input type="checkbox"/> 1 a 3 | <input type="checkbox"/> 10 o más |
| <input type="checkbox"/> 4 a 6 | |

9. Me gustaría que considere un número de situaciones que podrían ocurrir y en su comunidad y dígame cómo cree que las personas responderían. ¿Cuán probable usted sería que alguien en su comunidad [lea la oración]?

	muy probable	probable	algo probable	no muy probable	nada probable
Si necesita que le lleven a algún sitio?					
Un paquete se recibió mientras no estaba en casa y alguien necesita firmar para aceptarlo?					
Usted necesita un favor, como coleccionar su correspondencia o que le presten una herramienta?					
Necesita que alguien vigile su casa mientras está de viaje?					
Un vecino envejeciente necesita que alguien le visite periódicamente?					
Un vecino necesita que cuiden de su bebé en caso de una emergencia?					

10. Lea las siguientes oraciones e indique si usted está sumamente de acuerdo, de acuerdo, no de acuerdo o desacuerdo, o si está en desacuerdo.

Si algo anda mal en mi vecindario, se que las personas que viven aquí intentarían arreglarlo.

- | | |
|---|--|
| <input type="checkbox"/> Sumamente de acuerdo | <input type="checkbox"/> No está de acuerdo |
| <input type="checkbox"/> De acuerdo | <input type="checkbox"/> Completamente en desacuerdo |
| <input type="checkbox"/> Ni de acuerdo ni en desacuerdo | |

2

DIGANOS SOBRE SU HOGAR

11. ¿Usted renta o es propietario de su hogar?

- ☐ Yo rento mi hogar. Vaya a la pregunta 12.
☐ Yo soy el dueño de mi hogar. Vaya a la pregunta 15.
☐ Yo vivo con mis familiares o amigos. Vaya a la pregunta 12.

12. ¿Consideraría comprar un hogar en esta comunidad?

- ☐ Si Vaya a la pregunta 13.
☐ No Vaya a la pregunta 14.

13. ¿Cuál de estos factores son razones por las cuales no ha comprado un hogar en esta comunidad? (Seleccione todas las que aplican a la izquierda) ¿De los factores que seleccionó, cuál es la razón primaria por la cual no ha comprado un hogar en esta comunidad? (Seleccione sólo una a la derecha)

	Razones Seleccione todas las que aplican	Razón primaria Seleccione sólo una
Casas disponibles en la comunidad		
Condiciones físicas de la comunidad		
Criminalidad o asuntos de seguridad		
Calidad de servicios públicos o escuelas		
Conveniencia hacia el trabajo, la escuela, y/o tiendas		
Mi situación financiera personal		
Estado de la economía		
Otra razón Especifique_____		

Continúe a la pregunta 15.

14. ¿Cuál de estos factores son razones por las cuales no compraría un hogar en esta comunidad? (Seleccione todas las que aplican a la izquierda). ¿De los factores que seleccionó, cuál es la razón primaria por la que no compraría un hogar en esta comunidad? (Seleccione sólo una a la derecha)

	Razones Seleccione todas las que aplican	Razón primaria Seleccione sólo una
Casas disponibles en la comunidad		
Condiciones físicas de la comunidad		
Criminalidad o asuntos de seguridad		
Calidad de servicios públicos o escuelas		
Conveniencia hacia el trabajo, la escuela, y/o tiendas		
Mi situación financiera personal		
Estado de la economía		
Otra razón Especifique_____		

3

DIGANOS SOBRE LAS CARACTERÍSTICAS DE SU COMUNIDAD

15. Por favor dígame cómo estimaría los siguientes aspecto de esta comunidad.

	Muy buena	Buena	Más o menos	Pobre	Muy pobre
Limpieza					
Condiciones físicas de los hogares					
Condiciones físicas de las calles, aceras, y espacios públicos					
Seguridad					
Amigabilidad de los vecinos					
Calidad de servicios públicos					
Variedad de productos y servicios disponibles					
Acceso a transportación					
Acceso a centros de empleo					
Asequibilidad de las casas o apartamentos					
Escuelas Públicas y, escuelas "Chárter" (grados K-12)					

DIGANOS SOBRE CÓMO SU COMUNIDAD HA CAMBIADO

Por favor compare la comunidad ahora versus hace tres años. Si no ha vivido en esta comunidad por menos de tres años, por favor compare la comunidad desde que se mudó.

16. ¿Comparado a tres años atrás, cómo ha cambiado esta comunidad en general?

Díra que la comunidad ... ?

- ☐ Mejoró bastante
☐ Mejoró algo
☐ Está casi igual
☐ Empeoró algo
☐ Empeoró bastante

17. Por favor describa por qué se siente de esta manera.

18. ¿Comparado a tres años atrás, diría que los siguientes aspectos han cambiado?

	Mejoró bastante	Mejoró algo	Está casi igual	Empeoró algo	Empeoró bastante
Limpieza					
Condiciones físicas de los hogares					
Condiciones físicas de las calles, aceras, y espacios públicos					
Seguridad					
Amigabilidad de los vecinos					

4

18. Seguido

	Mejoró bastante	Mejoró algo	Estó casi igual	Empeoró algo	Empeoró bastante
Calidad de servicios públicos					
Variedad de productos y servicios disponibles					
Acceso a transportación					
Acceso a centros de empleo					
Asequibilidad de las casas o apartamentos					
Escuelas Públicas y, escuelas "Chárter" (grados K-12)					

DIGANOS SOBRE SUS PENSAMIENTOS EN EL FUTURO DE LA COMUNIDAD

19. ¿Enfocándonos en los próximos tres años, cómo diría que la comunidad cambiaría?

- ☐ Mejorar bastante
☐ Mejorar algo
☐ Se mantendrá casi igual
☐ Empeorará algo
☐ Empeorará bastante

20. Por favor dígame por qué se siente de esta manera.

21. ¿Cree usted que hay algo que la gente de este vecindario puede hacer para que éste sea un mejor lugar donde vivir? _____

DIGANOS SOBRE LAS ESCUELAS DE LA COMUNIDAD

22. ¿Cuáles son los aspectos de las escuelas en esta comunidad que más le gusta Ud.?

- ☐ Calidad de los programas académicos
☐ Actividades extraescolares como música, clubs, or deportes
☐ Seguridad
☐ Ubicaciones convenientes
☐ Costo de la educación
- ☐ Oportunidades para padres involucrarse con la escuela
☐ Su niño/a está contento/a con la escuela
☐ Programas y actividades después de la escuela
☐ Otro: _____

23. ¿Cuáles son los aspectos de las escuelas en esta comunidad que menos le gusta Ud.?

- ☐ Calidad de los programas académicos
☐ Actividades extraescolares como música, clubs, or deportes
☐ Seguridad
☐ Ubicaciones convenientes
☐ Costo de la educación
- ☐ Oportunidades para padres involucrarse con la escuela
☐ Su niño/a está contento/a con la escuela
☐ Programas y actividades después de la escuela
☐ Otro: _____

24. ¿Ud. tiene niños estudiando en una escuela pública?

- ☐ Sí ☐ No ¿Cual escuela? _____

25. ¿Si tuviera la oportunidad, le enviará su niño/a otra escuela?

- ☐ Sí ☐ No ¿Donde le enviará? _____

5

26. ¿Usted Conoce algunas de las siguientes agencias? Por favor indique sí o no:

	SI	No
Agencias		
AMLA		
Aspira		
APM		
Ayuda		
Esperanza		
Casa Del Carmen		

27. ¿Sabía usted que estos servicios están disponible para usted en su comunidad?

	SI	No
Servicios		
Educación para adultos y jóvenes		
Cuidados de niño/a / Pre-escolar		
Educación de música/Artes		
Entrenamientos para empleos		
Consejería de hipoteca		
Servicios de inmigración		
Cuidados de salud		
Clases de Ingles		

THANK YOU

6

2 EXISTING CONDITIONS DATA

1 DEMOGRAPHIC PROFILE

POPULATION CHANGE

AGE

RACE/ETHNICITY

HOUSEHOLDS

EDUCATION

HEALTH

EMPLOYMENT

INCOME

HOUSING TENURE/COST BURDEN

2 PHYSICAL ENVIRONMENT

LAND USE 1950-2011

ZONING/LAND USE CONFLICTS

INSTITUTIONS

COMMERCIAL USES

RESIDENTIAL OWNERSHIP/SALES

VACANCY

BUILDING CONDITION

WINGOHOCKING CREEK BED

TREE COVER

PARKS AND OPEN SPACE

3 TRANSPORTATION

STREET NETWORK

PUBLIC TRANSIT/BASE AND CONTEXT

COMMUTE MODE

4 QUALITY OF LIFE

CRIME AND SAFETY

1 DEMOGRAPHIC PROFILE

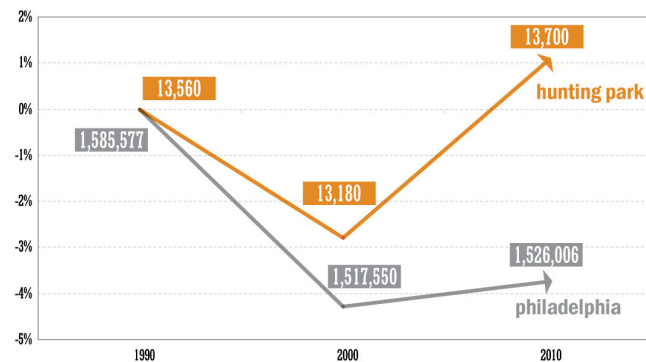


Fig. 4 Population change, 1990 - 2010
Source: U.S. Census Summary File 1 (1990, 2000, 2010)

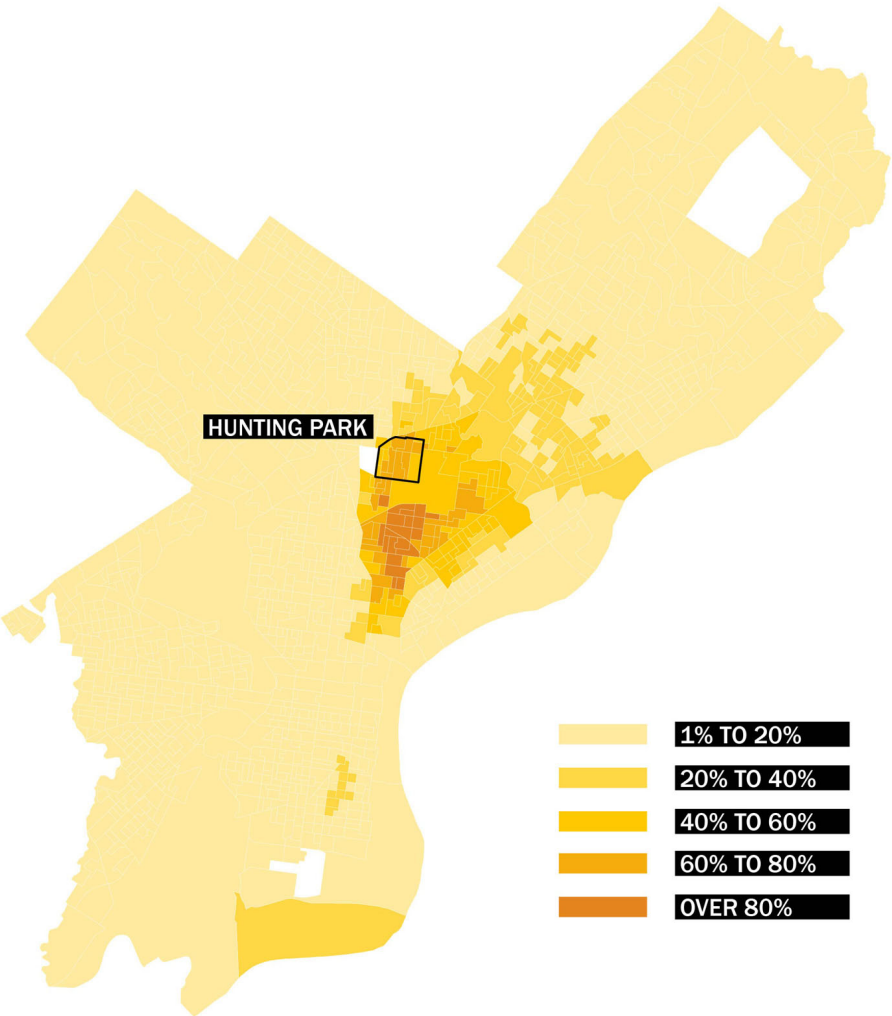


Fig. 3 Distribution of Hispanic population in Philadelphia, 2010
Source: U.S. Census Summary File 1 (2010)

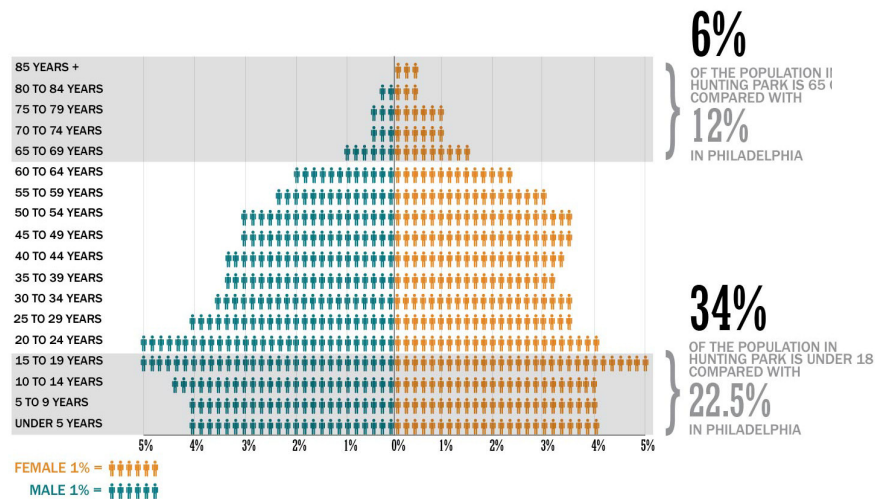


Fig. 6 Age by sex, 2010
Source: U.S. Census Summary File 1 (2010)

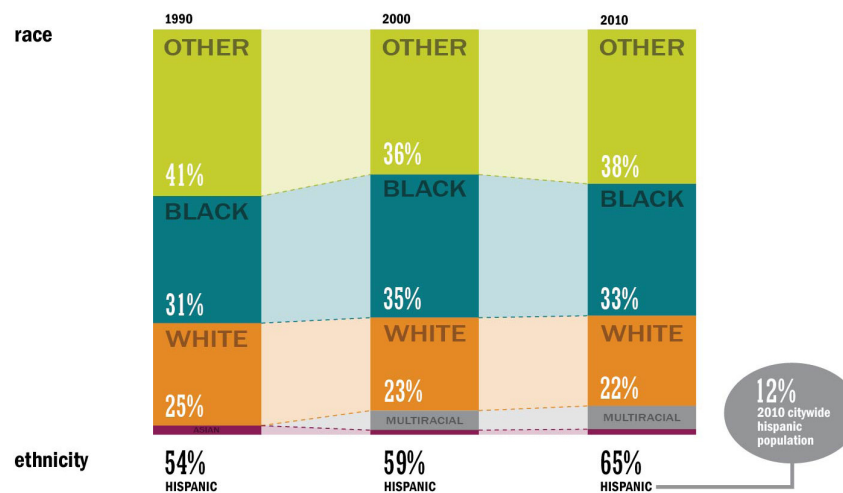


Fig. 5 Race and ethnicity, 1990 - 2010

Source: U.S. Census Summary File 1 (1990, 2000, 2010)

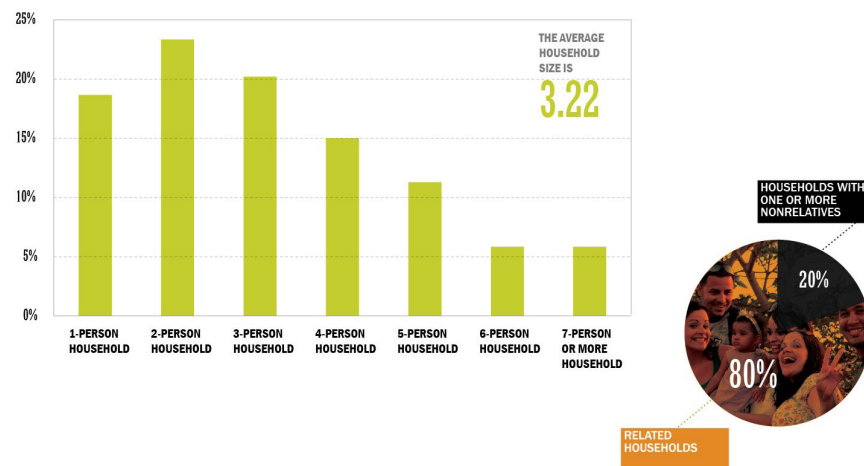


Fig. 50 Households, 2010

Source: U.S. Census Summary File 1 (2010)

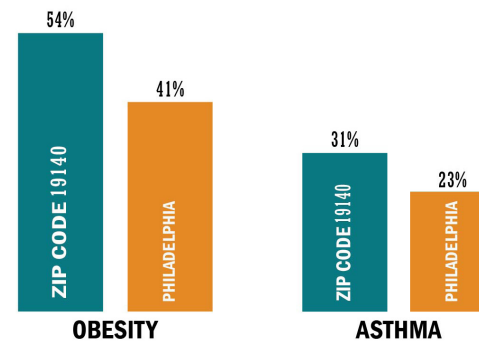


Fig. 51 Health statistics - children, 2010

Source: Philadelphia Health Management Corporation

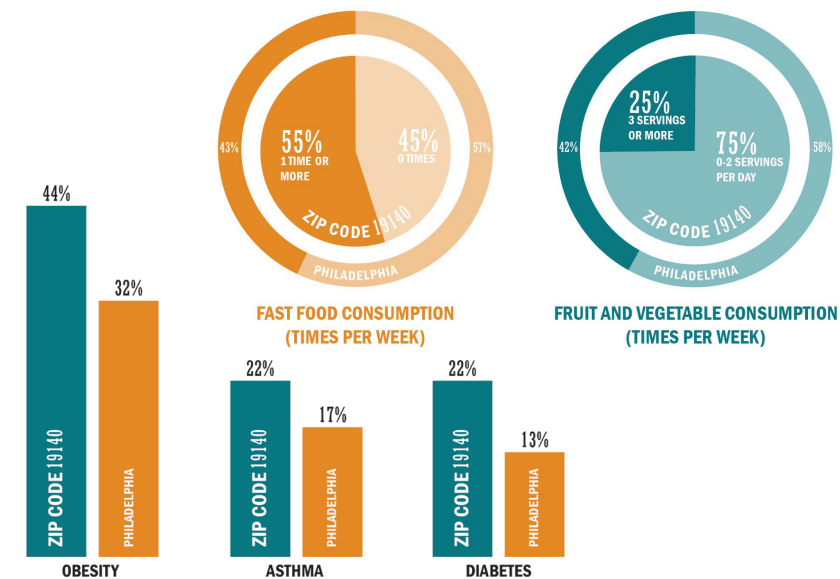


Fig. 52 Health statistics - adults, 2010

Source: Philadelphia Health Management Corporation

students in **Hunting Park**
lag behind the overall citywide
graduation rate

38% olney east
41% olney west
58% citywide



Fig. 53 High school graduation rates, 2010

Source: Philadelphia School District

latino students have lower graduation
rates than their counterparts

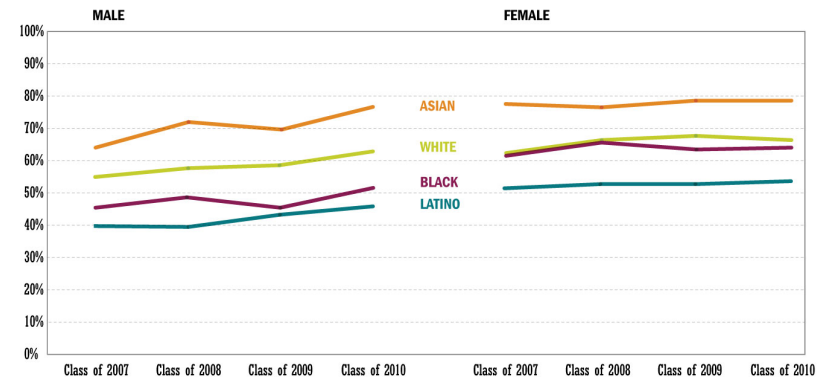


Fig. 54 High school graduation rates, 2007 - 2010

Source: Office of Accountability, Philadelphia School District

improved high school graduation
rates at Esperanza High

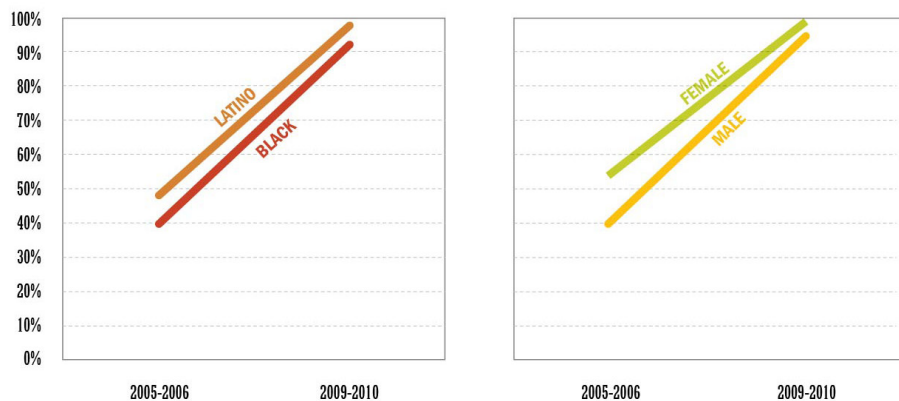


Fig. 19 Esperanza high school graduation rates

Source: Commonwealth of Pennsylvania, School Report Card

Esperanza graduates ready for/enrolled in college

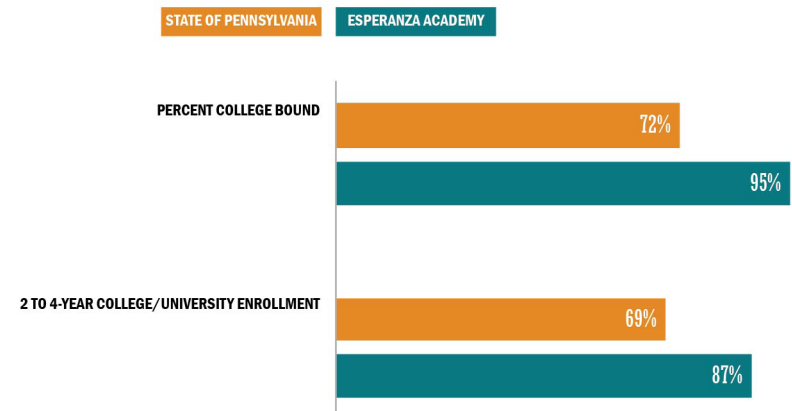


Fig. 20 Esperanza post graduate profile

Source: Pennsylvania Department of Education

estimated percent of people age 16 years or older who are employed

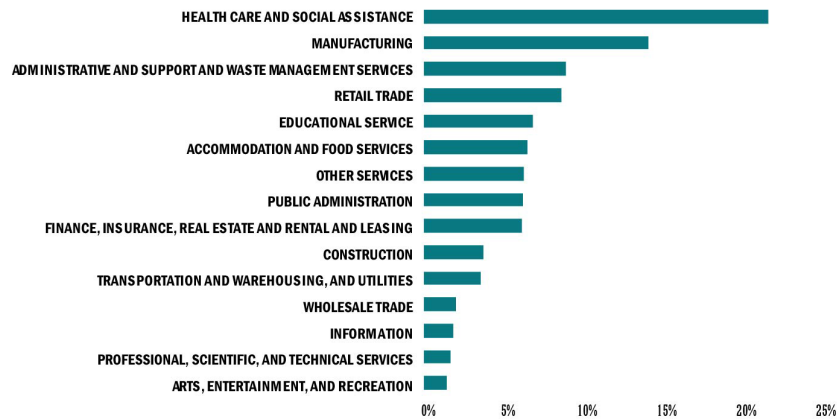


Fig. 8 Employment by industry, 2010 (estimated)

Source: Nielsen, TRF PolicyMap

estimated percent of households with income from the following sources:



Fig. 55 Household income, 2005 - 2009 (estimated)

Source: American Community Survey 2005 - 2009

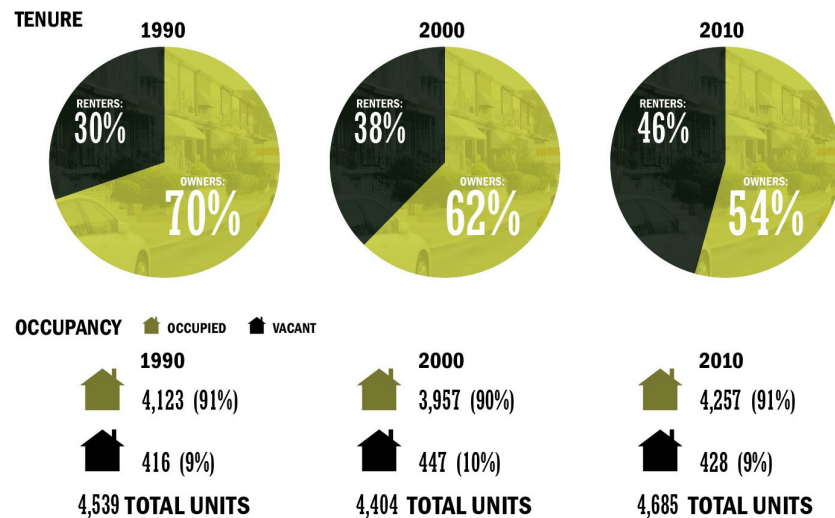


Fig. 23 Housing tenure and occupancy, 1990 - 2010

Source: U.S. Census Summary File 1 (1990, 2000, 2010)

HOUSING COST BURDEN

average % of residents for whom monthly housing costs are 30% or more of reported household income



Fig. 56 Housing cost burden, 2005 - 2009 (estimated)

Source: American Community Survey 2005 - 2009

2 PHYSICAL ENVIRONMENT

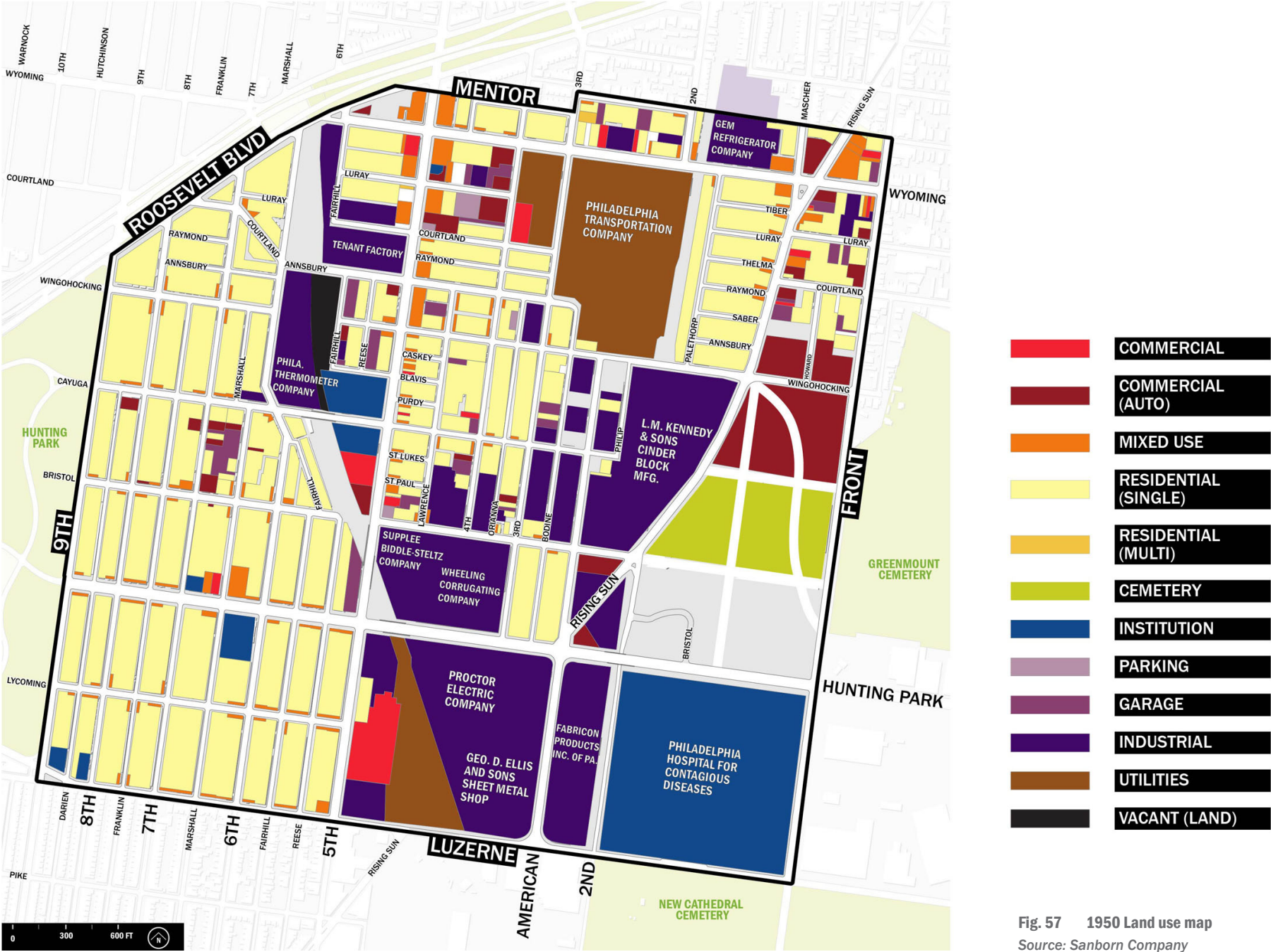


Fig. 57 1950 Land use map
Source: Sanborn Company



Fig. 9 2011 Land use map
Source: Field Survey (2011)

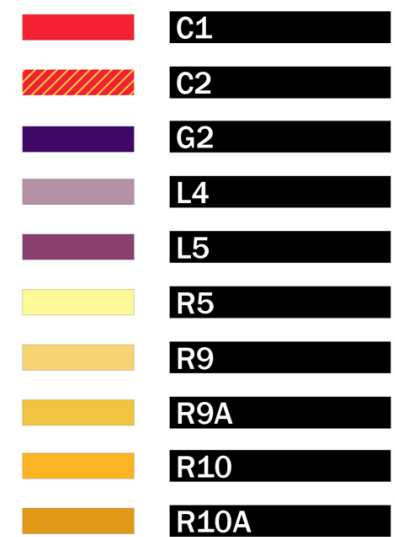
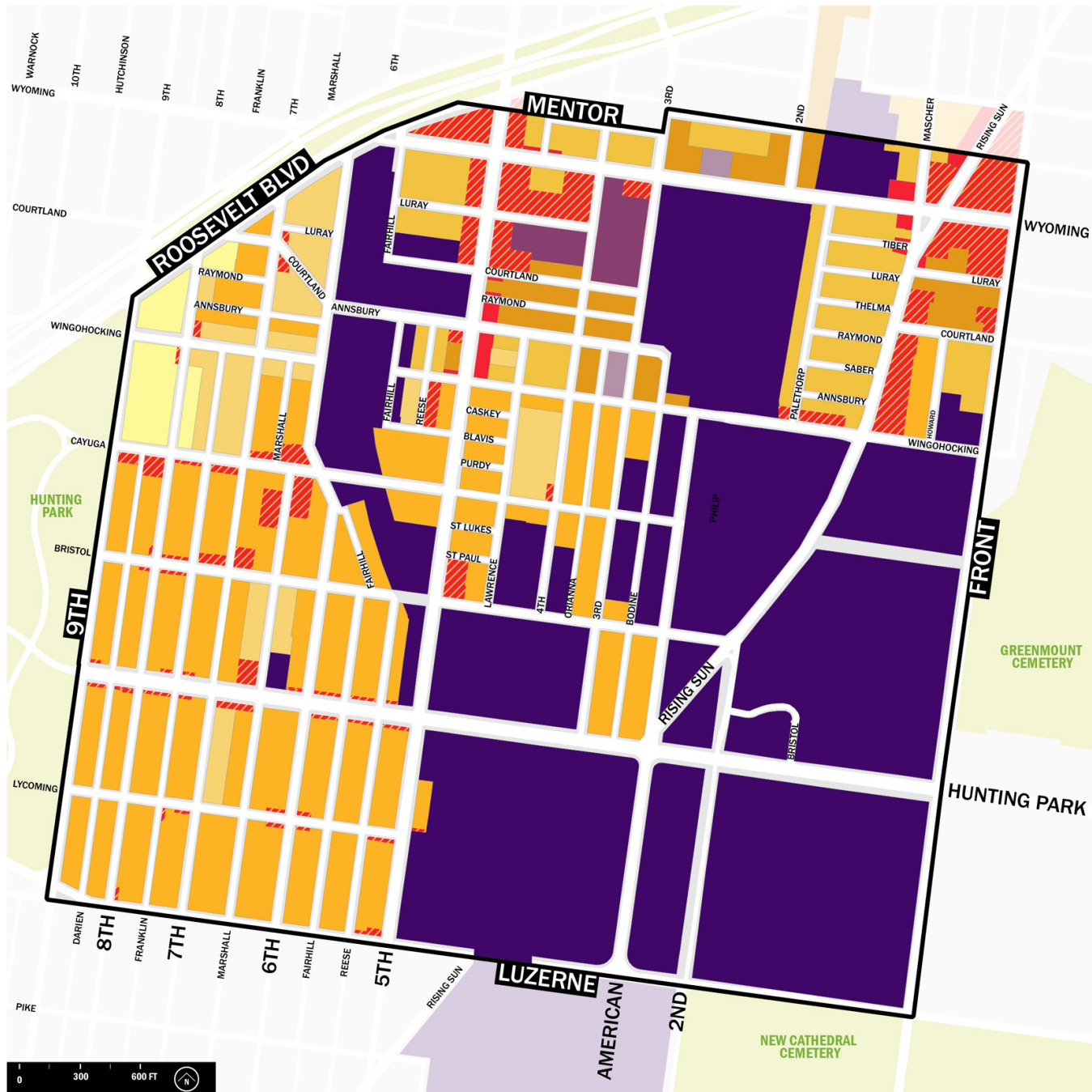


Fig. 58 2009 Zoning
Source: City of Philadelphia

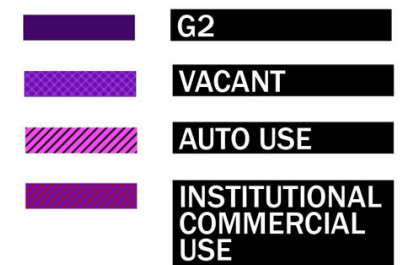
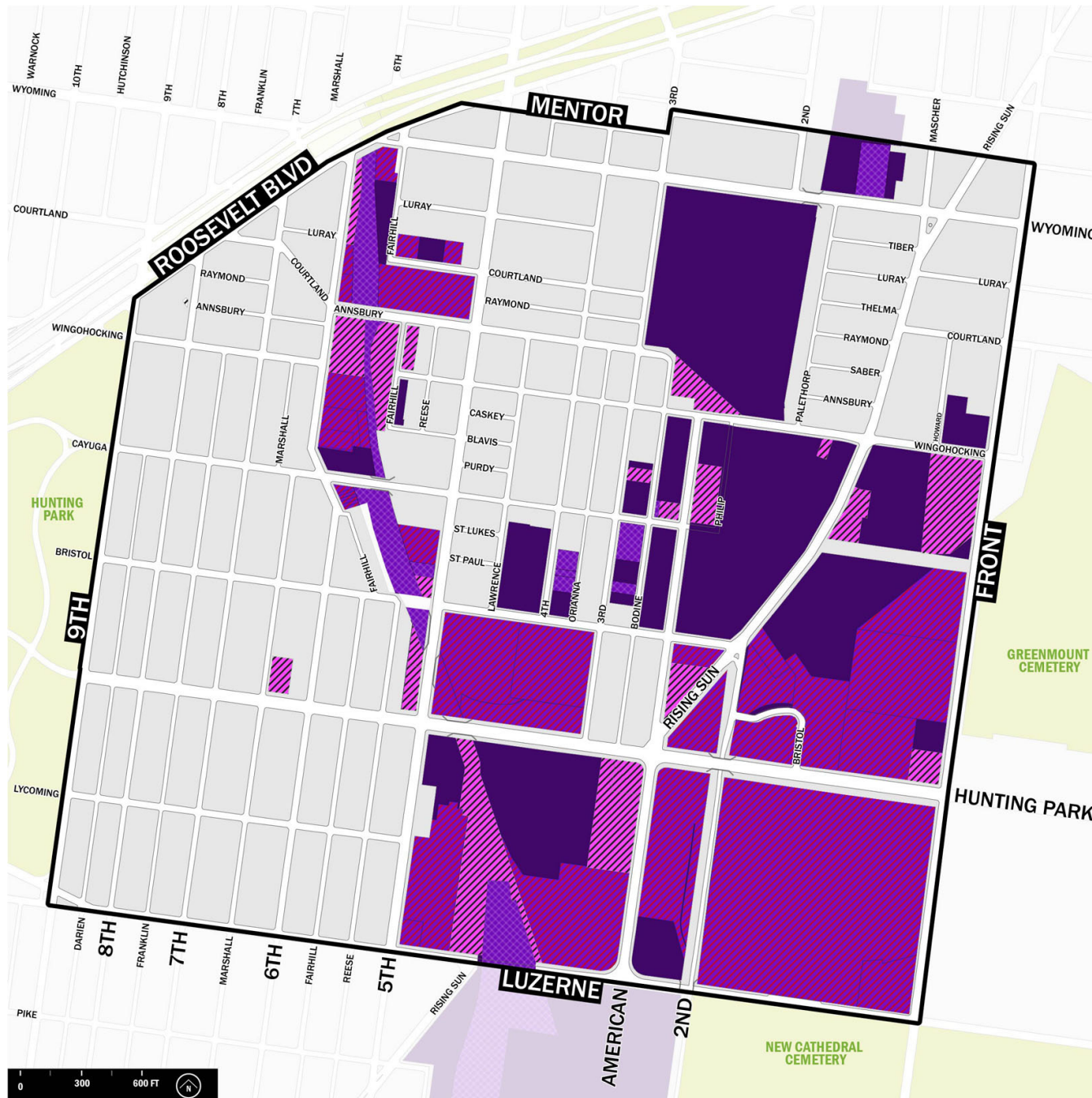


Fig. 59 Industrial zoning and non-industrial land use
Source: Field survey (2011)



- CIVIC
- EDUCATION/YOUTH
- RELIGIOUS
- SOCIAL/HEALTH SERVICES

Fig. 18 Institutions/community services
Source: Field Survey (2011)

CIVIC

- 1 CITY OF PHILADELPHIA
- 2 US POST OFFICE
- 3 FIRE STATION
- 4 CITY OF PHILADELPHIA FLEET MANAGEMENT

EDUCATION/YOUTH

- 1 ALEXANDER K MCCLURE SCHOOL
- 2 HUNTING PARK CHRISTIAN ACADEMY
- 3 FELTONVILLE DREAM CENTER
- 4 CHRIST'S CHRISTIAN ACADEMY
- 5 FOOTPRINTS CHILD DEVELOPMENT CENTER
- 6 BRIGHTSIDE ACADEMY
- 7 CAYUGA ELEMENTARY
- 8 EUGENIO MARIA DE HOSTOS CHARTER SCHOOL
- 9 ESPERANZA COLLEGE
- 10 ESPERANZA ACADEMY CHARTER SCHOOL
- 11 ANTONIA PANTOJA CHARTER SCHOOL
- 12 THOMAS EDISON HIGH SCHOOL
- 13 OMBUDSMAN EDUCATIONAL SERVICES INC
- 14 ALTERNATIVE EDUCATION REGIONAL CENTER
- 15 COMMUNITY EDUCATION PARTNERS
- 16 BRAINY TOTS ACADEMY
- 17 GROW WITH ME ACADEMY LLC
- 18 P & A NURSING

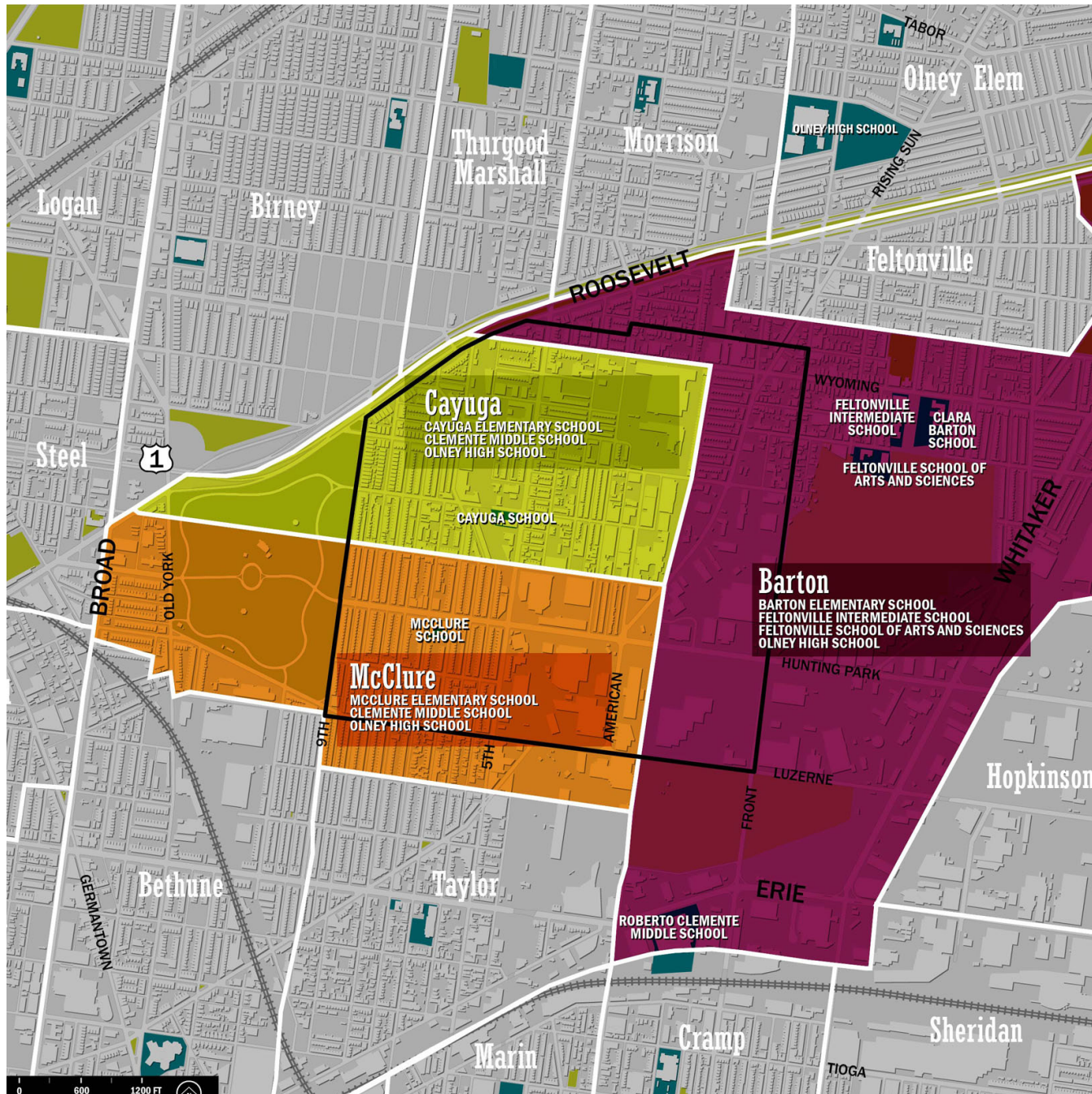
RELIGIOUS

- 1 BLESSINGS, INC.
- 2 HARVEST TIME CHRISTIAN FELLOWSHIP
- 3 WORD ALIVE WORSHIP CENTER

- 4 CHURCH OF PRAISE AND WORSHIP
- 5 SPIRIT AND TRUTH FELLOWSHIP
- 6 JOY IN THE CITY
- 7 CHOSEN GENERATION WORSHIP CENTER
- 8 G.O.D. CHURCH
- 9 POWER OF THE ANOINTED
- 10 GRACE AND PEACE COMMUNITY FELLOWSHIP
- 11 CATHOLIC INSTITUTE FOR EVANGELIZATION
- 12 IGLESIA CRISTIANA COMUNIDAD DE AMOR
- 13 IGLESIA CRISTIANA MONTE OLIVAR
- 14 SOLAR SPIRITIST CENTER
- 15 IGLESIA BAUTISTA DIVINA GRACIA
- 16 SENTINEL FELLOWSHIP CHURCH OF GOD
- 17 IGLESIA PENTECOSTAL UNION CRISTIANA
- 18 MARANATHA CHURCH

SOCIAL/HEALTH SERVICES

- 1 ACTION HARVEST INC
- 2 AYUDA COMMUNITY CENTER
- 3 ESPERANZA HEALTH CENTER
- 4 CASA DEL CARMEN FAMILY SERVICE CENTER
- 5 ASPIRA
- 6 ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA
- 7 TEMPLE COMMUNITY MEDICAL CENTER
- 8 ESPERANZA
- 9 IMMIGRATION SERVICES
- 10 ASOCIACIÓN PUERTORRIQUEÑOS EN MARCHA
- 11 FORTALEZA
- 12 CHILDREN'S SAFE HARBOR, INC.



2010 SCHOOL PERFORMANCE INDEX (OVERALL RANKING)

TOP 10%	
1	MCCLURE
2	
3	CAYUGA
4	
5	
6	
7	FELTONVILLE ARTS AND SCIENCE
8	FELTONVILLE INTERMEDIATE
9	OLNEY EAST
10	CLEMENTE OLNEY WEST
BOTTOM 10%	

Fig. 7 School catchment map
Source: Field Survey (2011)



60%
OF COMPANIES HAVE
FEWER THAN 10
EMPLOYEES

NUMBER OF EMPLOYEES
COMMERCIAL
INDUSTRIAL
INSTITUTIONAL

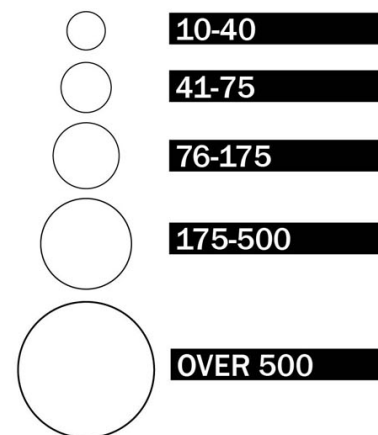


Fig. 26 Major employers map
Source: Field Survey (2011), Manta, Hoovers



- 1 5TH AND THE BOULEVARD
- 2 RISING SUN AND WYOMING
- 3 5TH AND LINDLEY-OLNEY
- 4 11TH AND LOUDON
- 5 DUNCANNON AND MASCHER
- 6 BROAD AND LINDLEY-LOGAN
- 7 BROAD AND WINGOHOCKING
- 8 BROAD, ERIE AND GERMANTOWN
- 9 WEST ERIE AND VICINITY
- 10 FRONT AND ALLEGHENY
- 11 HARROWGATE SHOPPING PLAZA
- 12 HUNTING PARK/ JUNIATA PARK
- 13 D STREET AND WYOMING
- 14 RISING SUN AND OLNEY

Fig. 61 Commercial corridors (context)
Source: Econsult



29%
OF THE RESIDENTIAL
PROPERTIES HAVE
OFF-SITE OWNERS



Fig. 62 Residential property ownership map

Source: City of Philadelphia Office of Property Assessment



SALES BELOW \$45,000

64%

MEDIA SALE PRICE

\$22,000

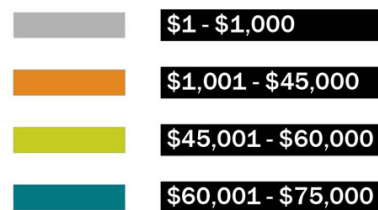


Fig. 63 Residential sales, 2002-2011

Source: City of Philadelphia Office of Property Assessment



- VACANT (COMMERCIAL)
- VACANT (PARTIALLY)
- VACANT (BUILDING)
- VACANT (LAND)

Fig. 64 Vacancy map
Source: Field Survey



Fig. 65 Building conditions and vacancy map
Source: Field Survey (2011)



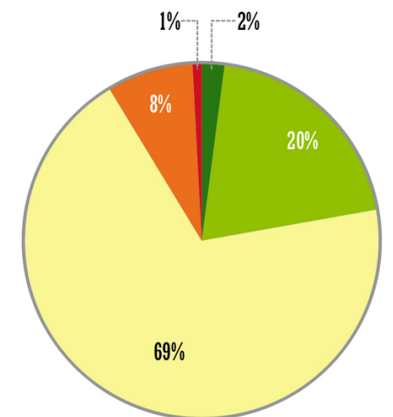


Fig. 11 Building conditions map
Source: Field Survey (2011)



Fig. 66 Wingohocking Creek Bed
Source: USGS (2000)



Fig. 46 Wingohocking Creek bed, vacancy and poor building conditions
Source: Field survey (2011), USACE



TREE COVERAGE MAKES
UP APPROXIMATELY

3.6%

OF THE TOTAL STUDY
AREA

BY 2035, THE CITY OF
PHILADELPHIA HAS
PLANNED FOR TREE
COVERAGE TO
COMPRISE

30%

OF EACH
NEIGHBORHOOD'S
TOTAL AREA

Fig. 46 Tree cover map
Source: City of Philadelphia

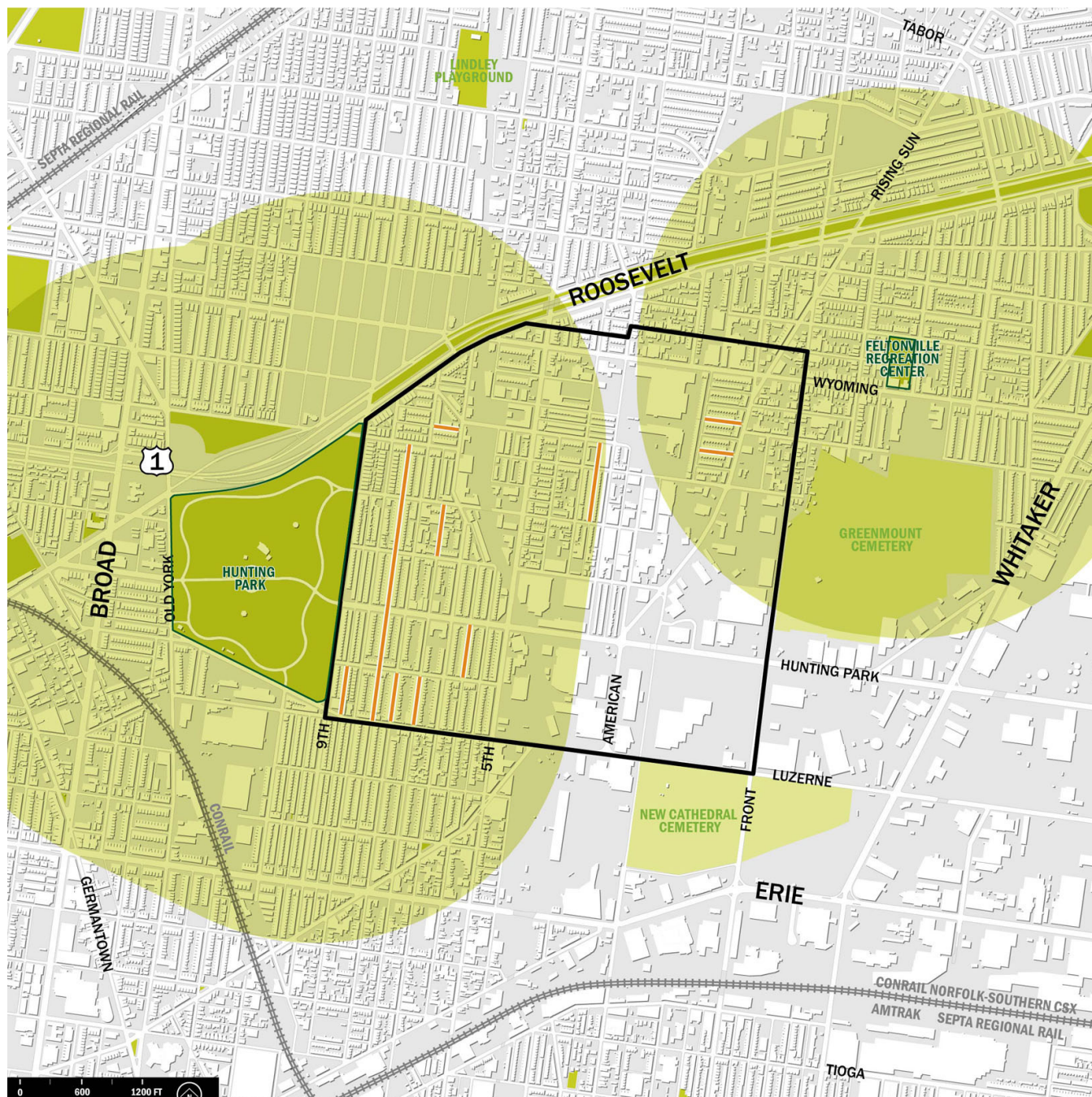


Fig. 67 Street tree cover map
Source: City of Philadelphia



PLAY STREETS

Fig. 68 Open space map
Source: City of Philadelphia



NOT ALL RESIDENTS
ARE WITHIN A
10 MINUTE
WALK OF OPEN SPACE

THE CITY'S GOAL FOR 2025
IS FOR 100% OF RESIDENTS
TO BE WITHIN A 10 MINUTE
WALK OF OPEN SPACE

 **PLAY STREETS**

Fig. 45 Access to open space map
Source: City of Philadelphia

3 TRANSPORTATION



- ONE WAY
- TWO WAY
- TRUCK TRAFFIC

Fig. 13 Street network map
Source: Field Survey, Google



- 1** PARX CASINO - 54TH/CITY
- 47** 5TH/GODFREY - WHITMAN PLAZA
- 57** FERN ROCK TRANS. CTR. - WHITMAN PLAZA
- 75** WAYNE JUNCTION - ARROTT TRANS. CTR
- C** FERN ROCK TRANS. CTR. - SOUTH PHILADELPHIA
- R** WISSAHICKON TRANS. CTR. - FRANKFORD TRANS. CTR.

Fig. 69 Transit map (study area)
Source: SEPTA

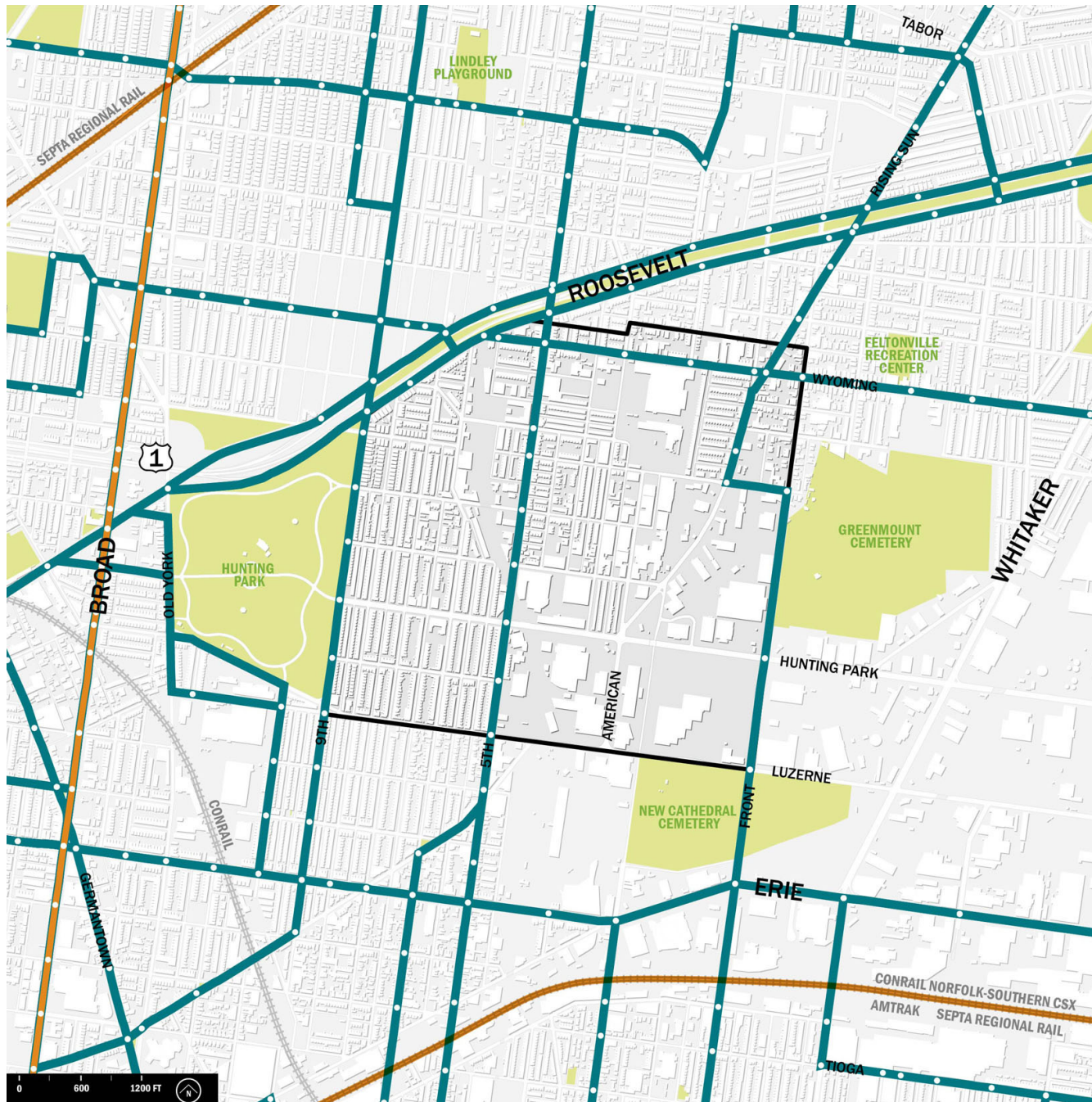


Fig. 70 Transit map (context)
Source: City of Philadelphia

ESTIMATED COMMUTE TIME

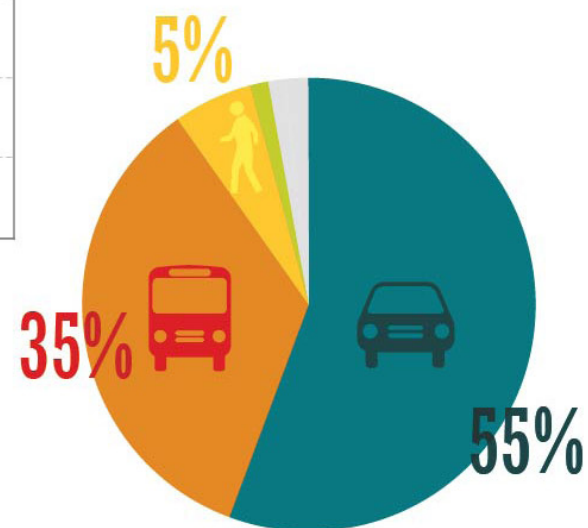
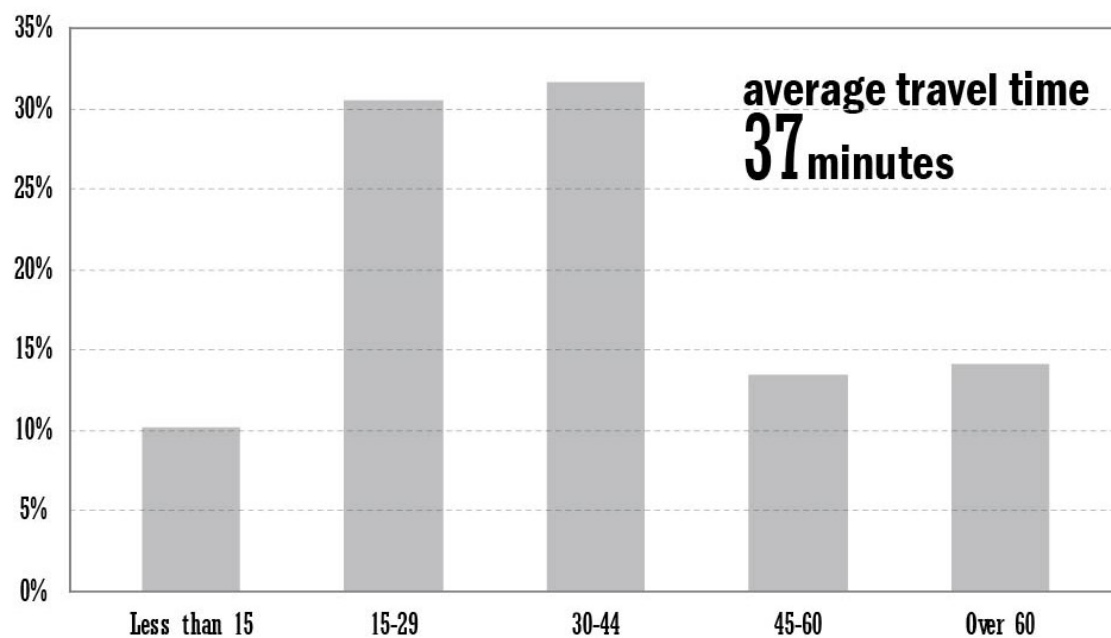


Fig. 12 Commute to work, estimated
Source: Nielsen, TRF PolicyMap

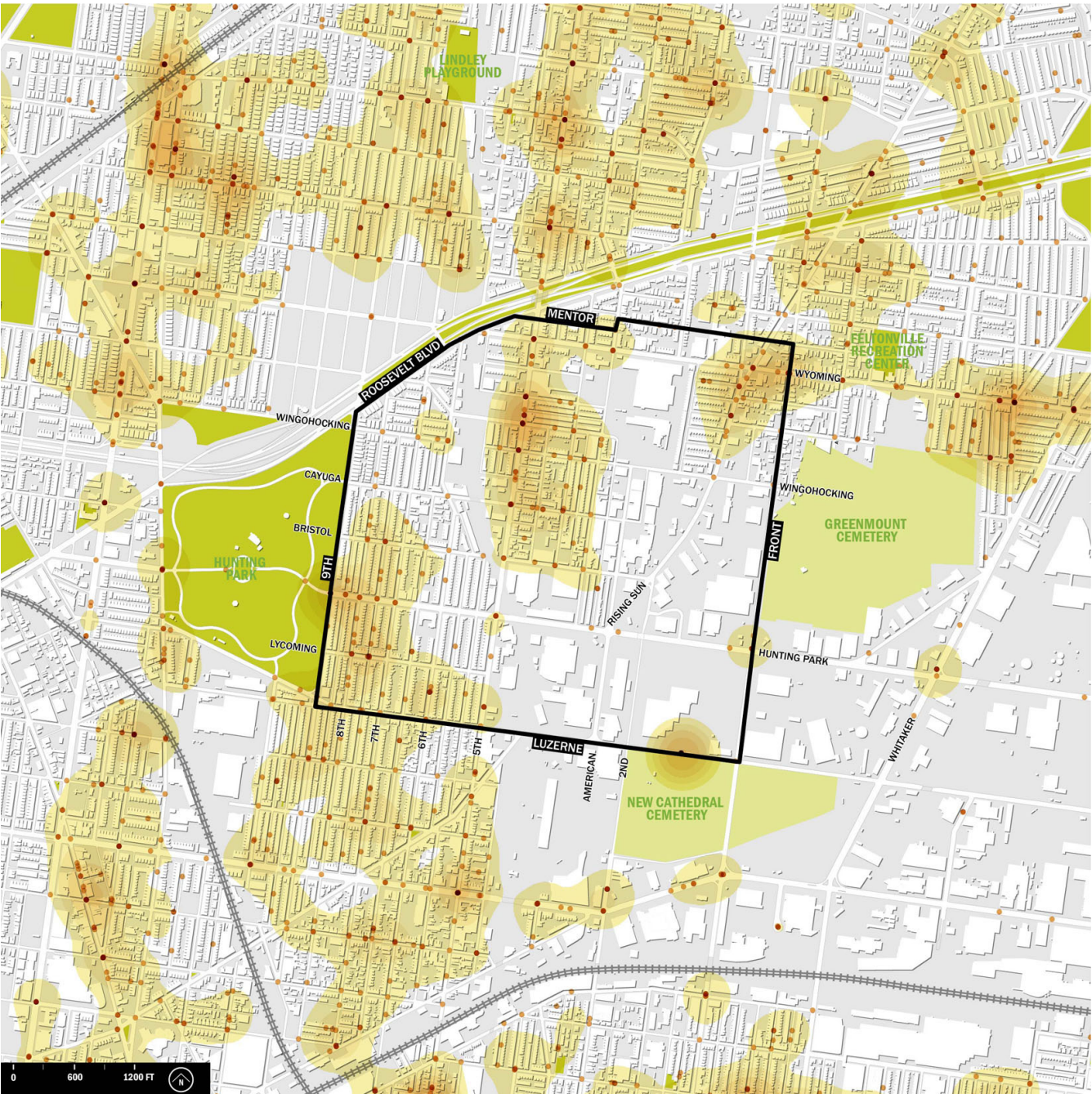


Fig. 29 Crimes Against People, 2010
Source: Philadelphia Police Department

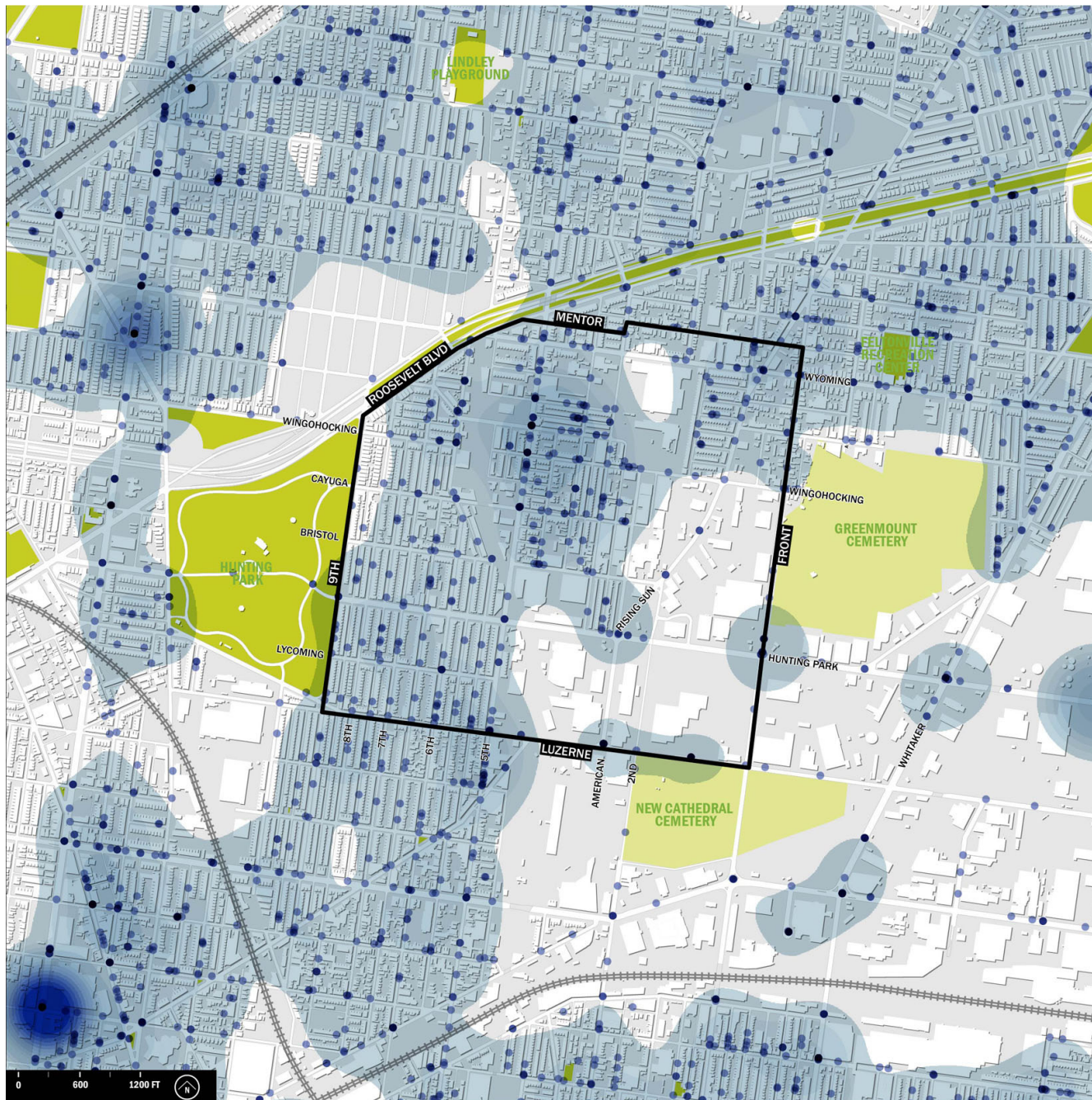


Fig. 71 Crimes Against Property, 2010
 Source: Philadelphia Police Department

3 SUMMARY OF STAKEHOLDER AND COMMUNITY MEETINGS



The Hunting Park Neighborhood Plan
Advisory Kick-off Meeting # 1 (Minutes)
6:00 pm, May 24, 2011
Esperanza (Main Conference Room)

Present: E. González, K. Tucker, D. Ortiz, P. Lacenski, A. Culver, W. G. - Harvey, W. Hoffman, L. López, S. Post, A. Mojica, S. Chen, J. Rodriguez, S. Page, C. Pope, G. Newman,

Staff: L. Rosario, A. Haywood, M. Iannarelli, A. Roig

I. Presentation

Wilson Associates & Interface Studios:

Lamar Wilson & Scott Page presented an overview of planning process and highlighted the main planning goals and objectives in terms of what we are trying to accomplish. He explained that Esperanza's goal is to develop a plan that will revitalize a section of the Hunting Park Neighborhood that will focus on increasing opportunities to improve living conditions for residents, improving operating conditions for neighborhood businesses with a focus on education and physical and economic development. Scott Page expanded on roles and responsibilities of Esperanza, the Advisory Committee, Subcommittees and the Consultant Team with respect to who is doing what. Both explained that Esperanza, the advisory and subcommittees work towards a unified set of goals on key areas such Education, Affordable Housing and Business/Economic Development; Lamar discussed that the consultants primarily research and measure data, hold stakeholder interviews and make recommendations and are the team that write the plan after all groups set priorities and vote to accept the plan in whole or in part.

Lamar presented on guiding principles and values and gave details on why we are planning for this neighborhood and further discussed Esperanza's drive to address educational, economic and physical conditions of the neighborhood as a basis for coming up with specific goals and objectives to guide future investments. Lamar & Scott presented highlights on priority setting and decision making throughout the planning process concerning the goals on researching what the needs are in the community and ways of identifying gaps.

II. Plan's Major Focus Areas (*Esperanza's Perspective*):

Art Haywood communicated that Esperanza's intentions are to revitalize and make a positive change in the Hunting Park Neighborhood by developing a comprehensive plan focused on Education, Affordable Housing, Business/Job Development and Public/Social Services however; he reiterated that increasing the level of education for the neighborhood residents was the primary target.

III. Scope and Timelines:

Lamar announced that the planning process would take several months starting May 24, 2011 through March, 2011.



IV. Neighborhood Baseline Conditions and Trends (Measuring tools):

Lamar presented on how the team was going to obtain resident feedback and discussed how the public was going to be engaged, highlighting the purpose of the resident survey and the types of questions asked; Scott followed by explaining that the survey questions are focused on evaluating the quality of life while a sample copy of the 2010 survey was distributed; Lyza followed by explaining another measuring tool that was going assist in measuring community conditions was a web-based geographic information system called PolicyMap that observed building, housing and land conditions.

V. Subcommittee Development / Chairing Recommendations:

Lamar & Art announced that subcommittees had to be developed and that recommendations were made by Esperanza's team regarding individuals chairing and co-chairing on specific committees. The group was then asked to start thinking about outside individuals whom they might want to invite

Questions/Concerns/Responses:

C: Plan area is not big enough.

R: Actually, the plan covers a 60 square-block area defined by E. Wyoming on the north, Hunting Park Avenue on the south, N. Front Street on the east, and N. 9th Street on the west so compared to other neighborhood plans, the area we're covering is actually a lot bigger than most plans done in similar communities.

Q: Can the plan boundaries be expanded to include Luzerne Street?

R: Yes, but if we expand the plan area, then we'll need more money; it is possible however, there are a couple things that come along with that require us finding more money to be able to do more research and we'll also need to hire individuals to be able to work in that capacity.

C: The plan is cutting out many stakeholders / residents in the area.

R: Yes, but it also includes many of the areas stakeholders; realistically, even if we do expand the plan boundaries to Luzerne Street, there is always going to be someone cut out of the plan considering whoever lies right outside of the border so yes, it definitely is possible to expand the plan area but again we do not want over promise and we want to be able to do what we're saying we're going to do.

C: Many of the residents that live southwest of the plan boundaries are in fact more at a disadvantage. In fact the neighborhood's much needed improvements concerning building and housing conditions are actually further southwest of the plan boundaries.

R: Yes, I agree and we can definitely look into expanding the plan area down to Luzerne Street however, I can't guarantee anything; we would have to pose the question to the Wells Fargo Regional Foundation.

Q: Why is the plan called the Hunting Park Neighborhood Plan, when it's not really covering the entire Hunting Park neighborhood?

R: Yes you're right; it doesn't cover the entire neighborhood however, it does cover a sizeable part of it. Again, as much as Esperanza would like to plan for the entire Hunting Park Neighborhood, the facts are that we need the resources to be able to do that, keeping in mind being able to accomplish the goals we're setting.

Q: Is the resident survey going to allow for residents' to give both positive and negative feedback?

R: Yes, the resident survey does allow for residents to explain certain answers in their own words and we also have the flexibility to be able to add questions in efforts to gather data that reflects information on the plan's key focus areas as long as we get proper approval from Wells Fargo.

Q: Are stakeholders going to be engaged? How will they be engaged?

R: Yes, they are going to be interviewed, if willing, can definitely serve on recommended advisory/subcommittees and will definitely be made aware of all communitywide meetings.

Q: How are organizations bordering the plan area going to be impacted? Are they going to be engaged at all?

R: Well, I'm sure that there's going to be both positive and negative feelings and everyone is going to have a different perspective on what we're doing with respect to not being within the plan area however, we're going to do our best. Again, this is all new to all of us, there has never been a plan done for this neighborhood so, and there's definitely going to be a lot of learning curves.

Q: Are we going to identify the gaps and how?

R: Absolutely, Wells Fargo works with a company called Success Measures that provides us with assistance throughout the planning process to evaluate community conditions. Success Measures uses two methods of analyzing data such the resident survey that was just discussed and an electronic observation tool called PolicyMap that will help evaluate building, housing and land conditions.

Feedback:

- ✓ Focusing on education is a great idea.
- ✓ Many other neighborhood plans do not make education a focal point.
- ✓ Including healthcare is extremely important.

**Hunting Park Neighborhood Revitalization Plan
Education & Social Service Subcommittee Meeting
July 22, 2011**

In attendance:

Lamar Wilson (Lead Consultant, Wilson Associates)
Pita Lacenski (Graduate Intern)
David Rossi (Nueva Academy Charter Principal)
Roberto Luciano (Education Specialist at Esperanza College)
Dr. Conde-Frazier (Dean of Esperanza College and Subcommittee Co-chair)
Lyza Rosario (Community Organizer at Esperanza)
Griselle Newman (Administrator at Casa del Carmen and Subcommittee Co-chair)
Marilisse Colón (Hispanic Market Specialist at Al Día)

Member Introductions

Members introduced themselves, stated their connection to Esperanza and/or Hunting Park community education.

Subcommittee Role

Lamar Wilson opened by expressing his appreciation for all the education stakeholders in attendance. Lamar moved into a discussion on core functions of the subcommittee including how work done by the subcommittee will be linked to the larger Hunting Park Neighborhood Revitalization Plan.

Key points include:

- Review of the Hunting Park Neighborhood Revitalization Plan, including the importance of stakeholder feedback in creating the plan.
- To the greatest extent possible, the plan must be stakeholder informed, data-driven, and evidence based.
- The education subcommittee will be meeting bi-monthly.
- Creating the plan not a linear process, while the bi-monthly meeting will build upon each other, we will continue to revisit key topics throughout the entirety of the planning process.

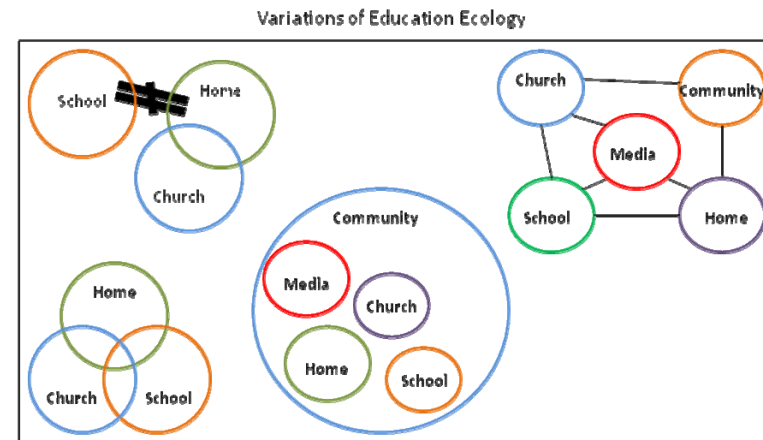
Community Education Ecology & Road Map

Lamar introduced Dean Conde-Frazier who guided a discussion on a framework for thinking about our planning efforts. Key points include:

Education Ecology

- Education ecology is created by elements that influence a person's life→ e.g. Language, Home, School, Church, Media, Community, etc.
- Education ecology elements are essential pieces to life learning process.

- Configuration of community elements build the ecology—e.g. see *Variations of Education Ecology* below.
- Ecology elements are how values are transmitted.



Key Questions about HP Community Ecology

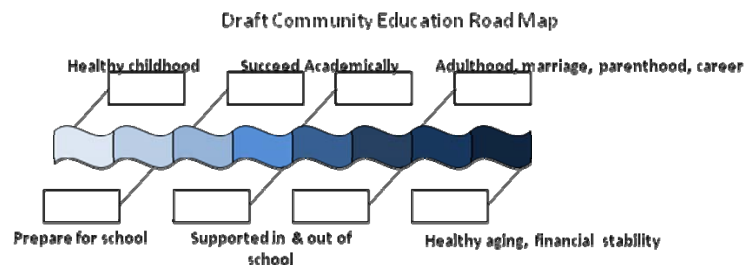
- How is our community configured? Is it like the community with the media at the center?
- What data/information do we need to more fully understand HP's education ecology?
 - Part of the data/information we collect should be stories, narratives of the community experience.
- Do the schools in our community 1) understand the HP education ecology, and 2) do they care to understand the education ecology?

Important Elements to Remember in HP Community Ecology

- Media is an equalizer in our community → it is a common experience and might be the only element that is everyone's ecology

Education Road Map

- If ecology is the configuration of essential education pieces, the road map is framework for agreeing upon and ordering what pieces are necessary for a successful life journey.
- Road Map outlines where community education assets are along the continuum



Key Questions about HP Community Road Map

- What are the elements needed in each phase of our journey?
- How do we measure success in these areas?

What we know about HP community education elements

- Many teachers and schools are not aware of the education ecology.
- The more a teacher/school identifies with the ecology, the more receptive students & community are to transmission of values.
- Assumptions often come into play because there is no shared understanding.
- Supportive services and programs are in the community.
- Latino community is a community of orality → we are reached through relationships.

Key questions moving forward

- How do we get community members to take advantage of community resources?
- What is it that prevents/distracts parents from being a good parent?
- How do we rebuild trust to rebuild our community?
- How to we create/build capital to implement our ideas?
 - Financial
 - Human
 - political

Ideas Created

- Bring community media institutions together → Tell them we want to promote the community strengths
- Find parents having positive impact → discover with they are doing right
- Connect with teachers from the community → collect their perspective on community education

The first meeting closed with an agreement to send Pita Lacenski new ideas and areas to follow-up on as members thought of them. For example, how to we measure improvement in a PreK program, with pre-literate children → Pita will look for what measurement tools are in use and if there is any research to suggest one tool is better than another.

**Hunting Park Neighborhood Revitalization Plan
Economic Development and Workforce Subcommittee Meeting
August 16, 2011**

In attendance:

Lamar Wilson (Lead Consultant, Wilson Associates)
Pita Lacenski (Community Organizer)
Virgin Ortiz (Commercial Corridor Manager)
Stacey Chen (Interface Studios)
Rafael (Graduate Intern, Interface Studios)

Subcommittee Co-chairs were not able to attend, so official agenda was set aside in lieu of an information sharing and brainstorming session on current data and trends.

Meeting Introduction

Lamar Wilson → Major Neighborhood Employers

- Who are the major employers?
- What are the skill sets major employers are looking for in terms of hiring?
- How will we find data?
- What economic development firms are operating in the Hunting Park area?
 - Where are the gaps in service?

Vee Ortiz → Overview of current commercial corridor business situation

- Approximately 60% of businesses on the corridor are not using computers
- Most of the businesses operate on a cash flow basis
- Esperanza has providing basic accounting help (training and support), but businesses are slow to change
- Current strategies for change
 - Improving lighting along 5th Street
 - Include a credit machine to capture additional revenue
 - Building façade improvements
- Future strategies
 - Hunting Park “bucks” program that gives community members additional credit for money spent in the community
 - More parking and better communication around current parking space

Pita Lacenski → Review of slides sent by Interface and presented at executive team meeting

Questions around Demographic slides

- Foreign Born

- What does foreign born mean?
- Where were they born?
- Median Household Income
 - Can we differentiate between employed and receiving public subsidies (i.e. TANF) when determining median income?

Questions around Economic/Employment slides

- Major Employers
 - APM was inflated → Stacey addressed this issue and sent us a new slide

Follow-up:

1. **Pita:** Connect with Wanda Gonzalez about workforce and the EARN Center and skill requirements of clients
2. **Pita:** Send Major Employers slide to Advisory Board to collect information on major employers
3. **Interface:** questions around foreign born and household income (see above)
4. **Pita:** Ex-offender study
5. **Vee or Pita:** Crime data for 2011

**Hunting Park Neighborhood Revitalization Plan
Affordable Housing Subcommittee Meeting
August 16, 2011**

In attendance:

Lamar Wilson (Lead Consultant, Wilson Associates)
Pita Lacenski (Community Organizer)
Maria Iannarelli (National Housing Projects Director)
Stacey Chen (Interface Studios)
Rafael (Graduate Intern, Interface Studios)

Official agenda was set aside in lieu of an information sharing and brainstorming session on current data and trends.

Meeting opened with a review of demographic data maps created by Interface.

Maria → share her experience in housing a Esperanza

- National housing divided into five sections
 - Foreclosure
 - Shelter
 - Rental
 - Pre-purchase
 - Post-purchase
- High demand for housing in 19140, 19120, 19124
- Maria and her team do a lot of financial education
 - Classes on credit, improving home value, etc.
 - Classes allow outside vendors (e.g. Home Depot, PECO, etc.) an opportunity to communicate with community members.
- The lack of credit and financial knowledge in the community is a major problem
 - Possibly a reason for the switch to more renters

Additional Info/Data Needed

Section 8 data for HP community

Who are the block captains?

Is there a home owner's association in the community?

Is there a neighborhood watch association?

What's the story behind home vacancies → target a specific block, find the "Maria," figure out what's happened.

Can we bring in community banks/lending associations to help home owners?

Creek Bed → talk to Will from maintenance

Ideas/Questions Generated

Landlord counseling

Section 8 counseling

For the home owners → target menu of housing programs created by Esperanza, available for the home owner to access



Hunting Park Neighborhood Strategic Plan Advisory Committee Meeting September 27, 2011

In attendance:

Alice Culver (SEPTA)
Dr. Conde-Frazier (Esperanza College and Education Subcommittee Co-chair)
Edgardo González (Legislative Assistant to Representative Tony Payton Jr.)
Evelyn Cortes (Cayuga Elementary School)
Fernando Ayala (Wells Fargo)
Joey Varghese (Chief of Staff to Representative Tony Payton Jr.)
Jorge Santana (Advisory Committee Chair)
Lamar Wilson (Lead Consultant)
Luis Cortés (Esperanza)
Pamela Ramos (Ayuda Community Center)
Pita Lacenski (Esperanza)
Scott Page (Interface Studio)
Stacey Chen (Interface Studio)
Wendy Green-Harvey (SEPTA)
Willfred Hoffman (SEPTA)

Opening Remarks: Reverend Luis Cortés

Esperanza has been working in the community for over 20 years.

In that time, Esperanza has:

- Grown to a \$20 million annual organization
- Purchased and rehabbed existing headquarters
- Created a high school and a college

With all the work that has been done, why has Esperanza not had the impact we want to have?



The Hunting Park plan focuses on education, housing, and economic development. The Plan is a shared vision for the whole community.

When community improvements have been made in other areas, our community has been forced out.

- How do we improve this place for the people here?
- How do we improve this education system for the people here?

What are the possibilities beyond the norm?

Visioning

Where do we want to be?

Our goals should create a link between each different area of need, so one area of need feeds into another.





Prevailing Topics

Housing

- Affordable housing + homeownership
- Rehab homes that are falling apart
- Senior housing

Jobs

- Job training
- Living wages

Human Capital

- What are the jobs people want?
- Financial literacy
- Money management

Culture

- Arts organizations
- Music centers

Schools

- Internships
- Trade school

Youth

- Leadership development
- Volunteerism

Safety

- Ending drug activity

Food

- Hunting Park is a food desert
- The “hungriest” community in Philly

Technology



- Internet access
- Comcast has a new program to offer internet to low-income family for \$9.95/month, no additional fees + a netbook laptop for 149.95 to subscribers

Infrastructure

- Community Center

Land Use

- Brown fields
- Community gardens
- **LINKS:** community gardens to address food and hunger issues

Businesses Development

- Small business support system
- Contractors within the community
 - Pull from resources within Hunting Park
- Higher quality restaurants
- Higher quality food stores, grocery stores
- Bodegas
 - Almost all cash businesses
 - **IMPORTANT:** the informal credit system used by bodegas is a form of social capital in the community
 - **LINKS:** Bodegas are opportunity of education

What are the needs in terms of jobs? Table below is from Esperanza's market study, see attached for more details.

Table 3.3
Retail Potential and Retail Gap
5th Street Corridor

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage / Surplus Factor	Number of Business
Motor Vehicle & Parts Dealers (NAICS 441)	\$12,183,535	\$9,163,166	\$3,020,369	14.1	15
Automobile Dealers (NAICS 4411)	\$10,881,092	\$5,566,346	\$5,314,746	32.3	7
Other Motor Vehicle Dealers (NAICS 4412)	\$495,483	\$811,586	-\$316,103	-24.2	1
Home Furnishings Stores (NAICS 4422)	\$781,267	\$20,483	\$760,784	94.9	1
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$1,289,223	\$181,987	\$1,107,236	75.3	2
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$2,107,326	\$996,172	\$1,111,154	35.8	5
Food & Beverage Stores (NAICS 445)	\$11,241,020	\$10,732,365	\$508,655	2.3	22
Grocery Stores (NAICS 4451)	\$9,800,222	\$10,558,281	-\$758,059	-3.7	21
Specialty Food Stores (NAICS 4452)	\$667,108	\$174,084	\$493,024	58.6	1
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$2,401,557	\$1,156,736	\$1,244,821	35.0	4
Gasoline Stations (NAICS 447/NAICS 4471)	\$8,461,543	\$2,949,483	\$5,512,060	48.3	1
Clothing and Clothing Accessories Stores (NAICS 448)	\$3,422,017	\$4,655,330	-\$1,233,313	-15.3	7
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$688,109	\$342,907	\$345,202	33.5	2
General Merchandise Stores (NAICS 452)	\$9,557,670	\$7,268,610	\$2,289,060	13.6	4
Miscellaneous Store Retailers (NAICS 453)	\$1,153,864	\$17,228	\$1,136,636	97.1	1
Food Services & Drinking Places (NAICS 722)	\$10,962,710	\$12,830,159	-\$1,867,449	-7.8	35
Nonstore Retailers (NAICS 454)	\$3,180,116	\$1,806,190	\$1,373,926	27.6	1

Source: Econsult Corporation, ESRI, Consumer Expenditure Surveys, Bureau of Labor Statistics (2011)

Demand is more than supply → Potential area of economic growth and job development

Possible economic development solution → Offer available spaces, which are cheaper than downtown, to companies

- tax free zones

- Keystone Opportunity Zones (KOZ)

Challenge: After being educated and getting a job, the population moves.

- Should people go where the jobs are or should we bring the jobs here?

What are the things people need and what are the creative ways of giving it to them?

- E.g. bus service to jobs in New Jersey
 - Meets transportation need
 - Creates and helps people keep jobs
 - Keeps people here



Advisory Committee Visioning White Board

Major Themes + Links

- Financial
- Business
- Education, Training, Youth
- Food
- Infrastructure

Existing Conditions Report

Community Resident Survey

- Residents report their neighbors as what they like best and 2nd for what they like least
 - How you feel about the community depends on where you live in Hunting Park
- People "very good" community ratings were highest for friendliness of neighbors, variety of goods and services, and access to transportation.
- People "very poor" community ratings were highest for safety, cleanliness, and physical condition of the community

Demographic Profile

- Hunting Park community is growing at a slightly faster rate than the City of Philadelphia.
- Community is 65% Hispanic/Latino compared to 12% for the City.
- Average household size is 3, majority of the households are "related households," so relatives living together.
- 34% of Hunting Park is under 18 compared to 22% in the City
- 6% of the HP population is over 65 compared to 12% in the City

Streets, Land Use, and Building Conditions

- Streets are wide but need to be calmed.
 - Size is an advantage and a drawback.
- There are not a lot of vacancies in Hunting Park but there is some vacancy on almost every block.
 - Vacancy dispersion depressed overall housing values
- A lot of the housing stock is single-family homes
- Percentage of renters is increasing; percentage of owners is decreasing.
- Housing and building conditions are fairly good
 - Bulk is in the C range, on a A-F scale, but there are a number As and Bs
- There is a great deal variance from block to block.
 - There is potential for a focus group to drill into the issue of this variance to develop strategies for tipping other blocks.

Tree Cover → Problem & Opportunity



STRENGTHENING OUR HISPANIC COMMUNITY

- Tree coverage makes up 3.6% of Hunting Park area.
- City has set a goal of 30% for all communities by 2035.
- Abandoned rail is an unused green space, provides opportunity.
 - Jojy Varghese, Rep. Tony Payton's Chief of Staff, shared a report with more details on the rail (see attached).
 - **LINKS**: popular play streets as a starting point for cleaner streets and tree cover.

Crime & Safety

- Property crimes in community are higher than crimes against people.
- Hunting Park does not have a high rate of reported crimes.

Schedule/Next Steps

Subcommittee meetings

Identified themes an area for focus groups

- Focus groups around areas that came up during this discussion

ID stakeholders for stakeholder interviews

- E.g. SEPTA, as a major employer, is a community good stakeholder to interview.

How will we include ex-offenders in Hunting Park Plan?



El Plan Comunitario de Hunting Park

Estimados Padres y Vecinos:

Esperanza le gustaría ponerles al día sobre la iniciativa de planificación comunitaria de Hunting Park—una visión conjunta para lograr cambios positivos en nuestro barrio. Esperanza ha tomado parte activa en asociarse con las partes interesadas de la comunidad, en recopilar comentarios y en desarrollar los planos de uso de suelo, todo para formar un plan que enfrenta adecuadamente las necesidades del vecindario. ¡Queremos escuchar sus voces también! Asistan a la reunión comunal para aprender más del plan y compartan sus pensamientos.

Hunting Park Reunión de la Comunidad

Las Prioridades de la Reunión para Toda La Comunidad:

- La educación, el desarrollo de negocios y trabajos
- La vivienda accesible, el transporte y la infraestructura
- El crecimiento de la comunidad y la seguridad
- Espacio verde, espacio abierto, y el recreo
- Sus ideas, sus prioridades, y sus preocupaciones



Hunting Park Community Plan

Dear Parents & Neighbors:

Nueva Esperanza would like to share updates on the Hunting Park community planning initiative—a shared vision to make positive change in our neighborhood. Esperanza has been partnering with community stakeholders, holding information sharing meetings, collecting feedback, and developing land use maps, to develop a plan that adequately addresses neighborhood needs. We want to hear from you too. Please come to the community-wide meeting to learn about the plan and share your thoughts.

Hunting Park Community Meeting

Focus of the Community-Wide Meeting:

- Education, Business Development and Jobs
- Affordable Housing, Transportation and Infrastructure
- Community Building, Safety and Security
- Green Space, Open Space and Recreation
- Your Ideas, Concerns and Priorities

**Hunting Park Neighborhood Plan
Community Meeting
October 18, 2011**

Review the planning process

- Is the glass half empty or half full?
- Hunting Park planning process is building on community strengths → taking a half full approach
- Theme: building on our community assets

Provide a Snapshot of Existing Conditions

- Planning schedule
- Community survey results
 - Community members like their neighbors best and like their neighbors least, depending on where they live.
 - Community members rate friendliness of neighbors, access to transportation, and variety of goods and services the highest.
 - Community gives the lowest rating to safety, cleanliness, and physical conditions of the streets.
- Hunting Park Demographics and Land Use
 - It's growing faster than the rest of the city
 - It has a much younger population than the rest of the city.
 - It is 65% Hispanic, but this is not the highest percentage in the city.
 - Public school graduation rates are very low.
 - Esperanza Academy, other charter, and private schools in the community have much higher graduation rates.
 - Median income is just over \$20,000
 - Overall, housing stock is good and vacancy rate is stable.
 - Crime rates are lower than expected.
 - There is not a lot of tree cover in the plan boundaries.
 - Automotive stores use a large proportion of the land and are a lot of the businesses in Hunting Park.

Community Ideas

- Collect health indicators for the community, specifically in asthma and air quality issues.
- Nominate community members as "models" of what it means to be a good community member.
- Map community "model," get an idea of the social capital in Hunting Park.
- Spread the word on Spanish language radio or short television ads
- Communicate with churches, church groups, hold a community meeting in a church
- Put presentation on the website.

What's Your Vision for Hunting Park → POSTCARDS FROM THE FUTURE

- "If we work together, we will build a better community and strong community in all the areas."
- "Esperanza Health Center has been here since December 2011! They have hired a lot of people from the neighborhood. We have planted trees on 5th Street. We have three new supermarkets and two food co-ops. There is also a brand new building for seniors to live in. We bought an abandoned building and renovated it and now it is a community center open 7 days a week."
- "Clean. Safe. Full of opportunity (employment + education)."
- "A drug-free park, somewhere that a family can go to find a nice time with the family. Safe place."
- "Healthy children eating fresh food. Raised education level in neighborhood for full high school graduation."
- "Increased safety in environment. Increased % of students graduating from high school. Healthier schools. Cleanliness, less traffic congestion, law abiding citizens. More diversity in commercial area shopping, food, services, etc. Neighborhood pride. Jobs."
- "All the residents in the area are involved in organizations that work to change the look and feel of the community. A lot of people from the city come to shop and eat here."
- "There is an amazing greenway where an old abandon rail line used to be! It is a linear park like the High Line in New York City! The kids can ride their bikes, seniors can go for a walk, and it has redefined our neighborhood as a healthier, greener place...And there are trees on every block! I have one in front of my house and love it. My house is cooler so my electricity bill is lower in the summer."
- "I hope to see community events that are safe in the vast amount of parks available, clean streets with small gardens and community folks dedicated to improvement, schools that produce well-educated students and not just graduates that were passed just to get them out of school. Educational programs with a surplus of funds to help and a high rate of high school and college graduates. ☺"
- "Safer, family friendly, healthier, clean, inviting. People/families are stable educationally and economically . Unified...And most importantly, not gentrified."
- "More police. Get rid of drugs in the neighborhood. Clean streets."
- "...Should change trade, centers, schools."
- "It is a beautiful and safe place to live and raise children. It becomes an educational hub; great schools, even a college. The best park in the city. You should come and visit, or better yet, move here."

- "...a place where you can live with your family and be safe from the crime and you can afford to live here. There's more schools that give our children a great education, and even the graduate rate have go up. The crime rate have decrease and it's a great thing because we live in a beautiful neighborhood to live in. You should come and take a look at this beautiful place."
- "...civilized. The community is very good-natured. It's safer and very neat and clean. Especially the law enforcement, there is more disaphen(sic) in the community. Also, there are more high school graduates. The school environment is very good."
- "...a better and safe place to live and work. The children are playing sports in the park after school. And on the weekends, we ride bikes, jogging, and have picnics at Hunting Park."
- "...a better neighborhood. There's no bad people and no cursing and people can be more respectful."
- "...a safe family-oriented community where the community members are involved and care about the upkeep and maintenance of their family. More stores, beautiful park. Safer schools. Revitalized homes."

Community members place heart and money stickers on the map.

**Hunting Park Neighborhood Revitalization Plan
Education & Social Service Subcommittee Meeting
October 27, 2011**

In attendance:

Lamar Wilson (Lead Consultant, Wilson Associates)
John Lavery (Lighthouse)
Pita Lacenski (Esperanza)
Dr. Conde-Frazier (Esperanza College and Subcommittee Co-chair)
Lucas Rivera (ALMA)

Review of Existing Conditions

- Reviewed slides (attached)
 - Hunting Park is growing
 - Young people, 19 and under, are 34% of the Hunting Park population compared to 22.5% for the City.
- Compared Esperanza Academy (EA) graduation statistics to the City
- Question: how does EA get such high education outcomes?
 - Decrease in bureaucracy → Elimination of barriers
 - More control put into class rooms
 - Communication across classrooms
 - Focus on children → asking what's best for the child, using this question as a guide for all decision-making processes
 - Shared leadership
 - Data driven → students are tested often to track progress, intervene early
 - Change in the assumptions → Increased expectation and the belief all young people are able to learn
 - Students are taking college level aptitude tests early, to understand the test and see themselves as college bound
 - Parental involvement encouraged
 - No appointments are necessary
 - Culturally appropriate approach to teacher outreach

Plans for Hunting Park

- Increase parental involvement
 - PIQE Model
 - Promotores
 - Door-to-door engagement of parents
 - Create a buzz
- Think about the geography
 - Connect energy generated by Promotores to the school
 - Create goals as we go, community-driven process
- Hunting Park has some really good Pre-K programs
 - What's translatable in early childhood education to other areas
- After-school programs
 - After-school programs linked to people, not to institution
- School as the community
 - What is Roberto Clemente doing?
 - School relationships to local nonprofits
- Create "rallying moment"
 - Create an environment for parents and teachers to come together outside of the school.
- Focus on reflection
 - Students/Parents/Community members reflecting on the messages they have received.
 - Provides an opportunity to increase available options/alternatives
- Strategic alignment with community partners to increase quality of services
- Plan Timeline
 - 3-5 years to move people from inertia
 - 5-10 years to build
 - 10+ years to build on the movement

- Community improvement as a train → what are the early actions items we can accomplish, i.e "trees," so people know the train is moving.
 - Trees are the measure
 - Celebrate the milestones → symbols are important, add value, and give strength in moving forward

Other Information to Capture

Who are the involved parents?

Why aren't more parents involved?

- What are the barriers
- On-going evaluation of programs

What happens to kids that leave the formal education system?

Kids having kids → dual education programs for students that are parents

**Hunting Park Neighborhood Revitalization Plan
Economic Development and Workforce Subcommittee Meeting
November 9, 2011**

In attendance:

Lamar Wilson (Lead Consultant, Wilson Associates)
Pita Lacenski (Community Organizer)
Bertha Sarmina (Finanta)
Fernando Ayala (Wells Fargo)

Review Existing Condition Maps/Statistics

- Lamar: review of ECONOMIC DEVELOPMENT document (final page)
- Summary of the Hunting Park economic and business picture we have so far→ opportunities, issues, assets, and strategy.
- Most businesses are cash-based, but banking services are not cash based.
 - Suppliers are cash-based, so businesses remain cash based
- Record keeping →allow for credit and bank to underwrite

Other Information or Stories to Capture

- Who are the companies with less than 10 employees→ this group makes up 60% of the employers in Hunting Park plan boundaries
- Is there a way to typify the small businesses in Hunting Park?
 - Top 5
 - Kinds of services
- Why are businesses leaving?
- What's keeping them from taking the next step?
- Survey community corner stores → get an idea of needs
- What is stopping people from getting or maintaining proper documents for business

Research Programs/Plans for HP

- 1 in 3 → if one in three small businesses hire one person, we'd be at full employment.
- Grace period on fees
- Industry workshop by service area
 - Banking
 - Taxes
 - Credit
 - Security → e.g. phone chain to protect bodega owners from burglary
- Work by industry once we have a picture of needs → E.g. bodega owners tax filing workshop
- Package deal → credit/service for industry area
 - E.g. façades on corridor
 - Prep for growth
- Create a pilot
 - Bodega pilot → business that is receiving help and growing

- Mix-use space
 - Pilot of second floor renovations
 - Use pilot to find obstacles, trends, etc.
- Property taxes an issue?
 - Incentive for those that are up-to-date on taxes
 - E.g. one year moratorium
 - Create a competition between council districts for largest delinquent property tax collection, community agencies get a percentage of money received.
 - Communicate through religious institutions
 - Block-by-block strategy
- Negotiate a deal for development dollars → similar to HACE

ECONOMIC DEVELOPMENT

Issues

- What are the needs of businesses and industry?
 - o Technical
 - o Financial
 - o Facilities related
 - o Cost burdened residents
- What are the needs of the corridors?
 - o Safety related
 - o Customer related
 - o Transit/parking
 - o Attractions to stop and shop

- o Don't litter campaigns
- o promote vacant lots for side yards
- o target vacant upper floors for use/income generation

Assets to Promote/Highlight

- Broad-based/diverse employment base in the community
 - o Healthcare and social services
 - o Manufacturing
- Major employers
- Public transit
- Street/road network
- Access to Boulevard/Region

Strategy

- Cultivate relationships with business and industry
 - o Retention/expansion
 - o Local hiring, training, internships, externships, etc. (youth in particular)
 - o Use of local businesses (company level and employee level)
- Promotion of businesses as a group/theme
 - o special events
 - o banners/murals to illustrate above assets (people-based, area assets)
- Promote business model block concept (what would that look like and function as?)
 - o Signage
 - o Green space
 - o Parking
 - o Traffic calming
 - o Foot/bike patrols
 - o Trash free
 - o Lighting

**Hunting Park Neighborhood Revitalization Plan
Affordable Housing Subcommittee Meeting
November 9, 2011**

In attendance:

Lamar Wilson (Lead Consultant, Wilson Associates)
Pita Lacenski (Esperanza)
Jennifer Rodriguez (APM)
Ted Oswald (Christian Legal Clinic)

Review of Existing Condition Maps/Statistics

- Lamar: review of HOUSING/SUPPORT SERVICES document (final page)
- Summary of the Hunting Park housing picture we have so far→ opportunities, issues, assets, and strategy.
- What are the neighborhoods within Hunting Park?

Other Information or Stories to Capture

- Digital divide
- Need to build a communications infrastructure
 - E.g. Directory of resources, shared across service providers
 - Community listservs

Research Programs/Plans for HP

- Block-by-block approach
- Identify and reach out to high functioning or well organized blocks
- Identify 2-3 high priority blocks
 - Determine costs for redevelopment
 - What are the requirements for redevelopment
- Ted → help identify block captains, both formal and informal
 - Reach out to Harvest Time Christian fellowship
 - Find church directory, connect to churches
- PA is currently going through the process of reauthorizing charters
 - Include the reauthorization/redevelopment of charter in the revitalization plan
- Renter strategy?
 - Renting is a way for lower-income families to live in a community what has better amenities, e.g. better schools
 - What are we doing with renters to make sure renters have a stake in the community?
 - Tenure is the best for stability → how can we increase renter tenure?
 - Align values of renters with values of the community→ create investment
- Block-by-block understanding of owner vs. renter composition
 - Interface and Lamar are working on this
 - Also trying to identify ownership, City vs. private

- Trees
 - What affect would planting trees have?
 - Would more trees impact housing values?
 - Would more trees improve health outcomes?
- Neighborhood within Hunting Park
 - Are their markers? E.g. Joy in the City building
- IDAs → matching funds
 - For mortgages
- Benefits Banks
 - Supplement incomes, for those not aware of eligibility for services

Attached:

- HOUSING/SUPPORT SERVICES document Lamar created
- Map of resident locations that reported on the community survey they would stay in the community even if given the option to live somewhere else AND have family in the community. I've called these folks, "Core Community Advocates."

HOUSING/SUPPORT SERVICES

Opportunities

- People like neighbors and don't based on ...
- Public safety and cleanliness connections
- Vacant lots and vacant house reuse
- determine what makes strong blocks strong and weak blocks weak

Issues

- Cost burdened residents
- Need for home repairs/improvements
- Low tree coverage
- Access to play areas (internal)
- Unstable soils/Wingohocking Creek (further investigation)

Assets to Promote/Highlight

- Diverse population/strong Hispanic core-extended families
- Stable population
- Working class (with access to benefits serving lower-income households)
- Young population

Strategy

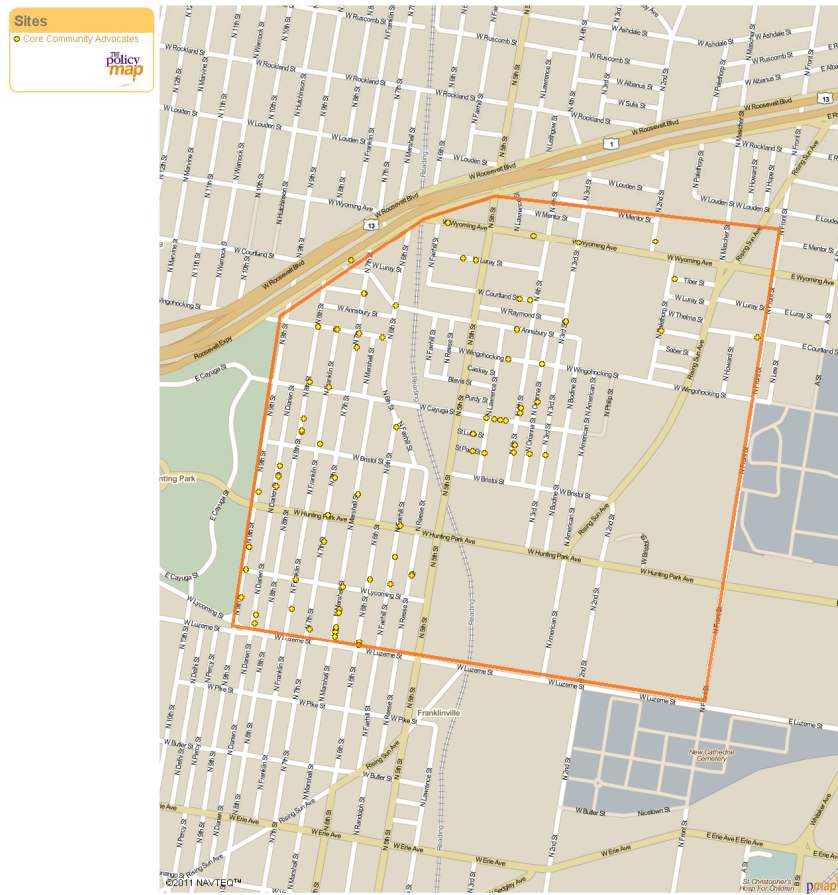
- promote/market neighborhood to:
 - o exiting residents as first priority... tell the story of its strengths
 - o use that as method of attracting "their extended families"
- promote through
 - o special events
 - o banners/murals to illustrate above assets (people-based, area assets)
- use as "bridge" to support other focus areas of plan:
 - o economic development
 - support neighborhood businesses
 - employment pool for neighborhood business and industry
 - o education
 - principals and teachers of area schools
 - parental involvement
 - youth involvement

- o social services support
 - proactive marketing of resources accessible to residents

- Promote model block concept
 - o Neighborhoods within neighborhoods
 - o tree planting/flower pots
 - o safety teams/youth teams/block watch-town watch
 - o lighting
 - o cleaning/don't litter campaigns
 - o promote vacant lots for side yards
 - o target vacant houses for first-time homebuyers



Core Community Advocates



HUNTING PARK NEIGHBORHOOD STRATEGIC PLAN

ADVISORY COMMITTEE MEETING

DEC 13, 2011

IDEAS & RECOMMENDATIONS DERIVED FROM THE MEETING

1 SEPTA Block

2 Esperanza Block

SEPTA and ESPERANZA are major institutions that have a big physical footprint that are opportunities to have a strong impact on the surrounding areas and major streets.

- Improve maintenance around the entire block
- Upgrade landscaping to be high performance and attractive
- Upgrade lighting
- Improve appearance of walls and fencing through public art and/or greening
- Permeable paving for surface parking

3 Abandoned at-grade rail ROW [and Poor Boys property?]

Transform abandoned rail ROW between Roosevelt Blvd and Cayuga into public space. This section has a big pedestrian impact because it is at-grade, accessible, highly visible and currently taken over by auto uses. Ideas include urban farming, orchard, skate or bike park. Redevelopment should incorporate treatment that would capture and filter stormwater since this area leads right into the former creek bed that follows Annsbury St.

4 Hunting Park Avenue

Redesign Hunting Park Avenue as a promenade leading to the main entrance of the park and to reinforce it as a neighborhood-serving commercial corridor:

- Traffic calming
- Tree planting
- Lighting
- Public art

5 Cayuga Street

Cayuga also leads to a park entrance. It is a smaller street than Hunting Park and would have less intensive redesign but would be improved through:

- Tree planting
- Lighting

6 Abandoned sunken rail ROW

Coordinate long-term plan for this land with local stakeholders that abut the ROW, as well as Conrail and city agencies. Create a community partnership to acquire from Conrail and manage. This partnership can form a cross-organizational community educational campus that encompasses all the educational and religious institutions along the abandoned rail corridor: Esperanza, Aspira, Hostos Charter, Cayuga Elementary, Spirit and Truth Fellowship, Ayuda Community Center, Casa Del Carmen, Esperanza Health Center, Joy in the City, Feltonville Dream Center, Brightside Academy, Chosen Generation Worship Center.

7 5th Street Bridge/Gateway

Coordinate Conrail bridge fill and repair with streetscape improvement to make the block a gateway to the commercial corridors along 5th Street and Hunting Park Avenue:

Phase I:

Landscaping/maintenance

Public art or neighborhood messages on billboards

Phase II:

New Sidewalks

Lighting

Bridge repair

Esperanza development on corner of 5th and Hunting Park?

8 Downzone from G2

The west of side of 5th Street is no longer an industrial center since the rail is no longer active. The industrial zoning here follows the now-abandoned rail line. Downzoning these parcels will help to reinforce the residential character of this side of the study area. Instead of being connected through industrial infrastructure, the neighborhood could be connected through public space and institutional and commercial neighborhood-serving uses. There are already a large number of youth-serving organizations in this area.

To the east of 5th Street, large industrial parcels have mostly been converted to institutional uses, and only a few parcels remain that warrant G2 zoning. This area could be rezoned to lighter industrial.

9 Reconnect streets

As part of a long-term goal to re-knit the neighborhood west of 5th Street, Wingohocking, Bristol and Fairhill Streets could be reconnected.