



MAKE YOUR MARK!

lower lancaster revitalization plan

INTERFACE STUDIO

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JUNE 2012

> LOWER LANCASTER REVITIZATION LEADERSHIP

The Lower Lancaster Revitalization Plan was funded by a generous grant from the Wells Fargo Regional Foundation. The plan was led by People's Emergency Center CDC [PEC] and a committed Steering Committee comprised of local stakeholders, service providers and residents.

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EXECUTIVE SUMMARY



INTRODUCTION

> PURPOSE OF THE PLAN

The Lower Lancaster Revitalization Plan is a collaborative effort to improve the communities that surround Lancaster Avenue between 37th and 48th Streets. Funded through a grant generously provided by the Wells Fargo Regional Foundation, this resident-driven plan is focused on improving quality of life for residents and planting the seeds for a broader transformation of local parks, schools, housing and the Lancaster Avenue commercial corridor. Over the past 10 months, the process has brought together residents, community groups, local institutions, non-profits, City representatives, and local businesses to discuss how they envision their community improving over the next decade, and how they can work to achieve that vision together. This document represents countless hours of work volunteered by dedicated residents and stakeholders wishing to make Lower Lancaster a better place to live, learn, play and do business.

The process of revitalization is about reinvesting in both people and place. This plan is intended to:

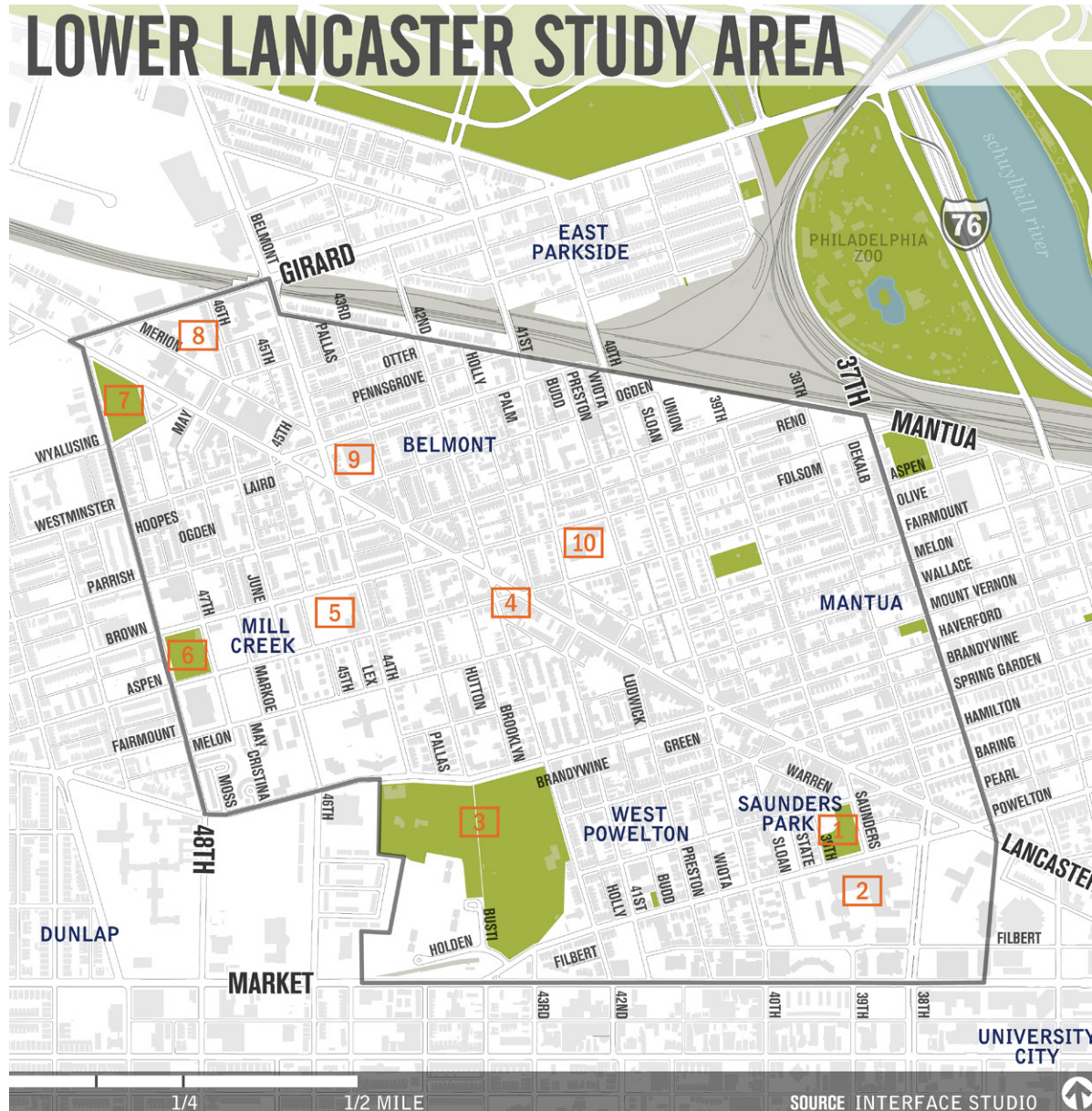
- > Empower residents as agents of change in Lower Lancaster
- > Strengthen connections across neighborhood boundaries to collaboratively address common issues
- > Ensure that the revitalization of Lower Lancaster benefits all residents
- > Celebrate Lower Lancaster's heritage through arts and culture;
- > Revitalize Lancaster Avenue to become a unique and vibrant commercial corridor
- > Coordinate the efforts of all concerned stakeholders so that everyone is working from the same playbook
- > Inform funding decisions and raise money for neighborhood investments

> WHY “LOWER LANCASTER?”

In 2003, the People's Emergency Center [PEC] and the Delaware Valley Regional Planning Commission [DVRPC] secured funding from the William Penn Foundation to complete a neighborhood plan for a target area encompassing the neighborhoods of Saunders Park and West Powelton, as well as portions of Mantua and Belmont. The subsequent West Powelton/Saunders Park Neighborhood Plan, which built upon an earlier 1998 strategic planning process, identified specific opportunities to improve the community. PEC and their partners have since used this plan to guide their multi-faceted revitalization approach that incorporates real estate development, economic development, and quality of life components.

As the useful timeline for this plan approaches an end, and because PEC and its partners have implemented a majority of the plan's recommendations, it became clear that a new community vision was needed. This new vision would have an expanded focus that includes larger portions of the Belmont and Mantua neighborhoods, and the completely new neighborhood of Mill Creek. Residents and community groups from these areas had come to PEC seeking assistance in their revitalization efforts. While there was collective will among the residents, they lacked the necessary resources, capacity, and expertise to affect the type of change they wanted to see.

As the convener of the Make Your Mark! Planning Process, PEC saw a tremendous opportunity to leverage the resources and expertise of the Wells Fargo Regional Foundation to assist these groups, and to build a more cohesive community around the interconnecting spine of Lancaster Avenue. Recognizing the importance of this common commercial corridor that unifies these unique neighborhoods, the larger community was given the name of Lower Lancaster, or LOLA for short, and the plan was named the Lower Lancaster Revitalization Plan. The result is a study area of over 600 acres and 18,000 people centered around a 1½ mile stretch of Lancaster Avenue. The boundaries of the study area for the purposes of this plan are defined as Market Street to the south, 48th Street to the west, Girard Avenue west of 44th Street and Mantua Avenue east of 44th Street to the north, and 37th Street to the east.



> WHY NOW?

Since the completion of the 2004 plan, we have experienced a housing boom and an economic recession, both of which significantly altered Lancaster Avenue and its surrounding communities. Due to its size, the Lower Lancaster study area reflects a cross-section of trends and challenges faced by communities across the city. While the eastern portion of the study area has experienced some positive change, other areas remain severely blighted. A major goal of this planning process is to ensure that future changes benefit not just new residents and businesses but existing ones as well.

For these reasons, the Lower Lancaster Revitalization Plan is timely and necessary. It is meant to build upon the positive momentum that is occurring in the community as well as an opportunity to help organize and connect traditionally underserved communities around a set of coordinated strategies designed to improve their quality of life.



lancaster avenue at spring garden street

> PLANNING CONTEXT

This plan seeks to reinforce and incorporate prior planning ideas while providing one overarching vision for Lower Lancaster. As these other plans focused on specific locations within Lower Lancaster, this initiative is intended to help fill the gaps and comprehensively put together one blueprint for the community. To do so, each of the following plans provided valuable insight and direction to the development of recommendations.

COORDINATION WITH ONGOING INITIATIVES:

The Lower Lancaster Revitalization Plan is one of several initiatives currently underway in West Philadelphia. Part of the mandate for this plan is to ensure active coordination with these other activities.

- > *We are Mantua! Choice Neighborhoods Initiative [ongoing]*
- > *Sustainable Communities Initiative West Philadelphia [ongoing]*
- > *Drexel Master Plan [ongoing]*
- > *Drexel University Neighborhood Initiatives [ongoing]*

FOUNDATIONAL DOCUMENTS

To be truly effective, this work must also build upon the foundation set by the plans and strategies that have come before. These include:

- > *Powelton Village Neighborhood Plan [2011]*
- > *The Transit Revitalization Investment District Study [2009]*
- > *Walnut Hill Neighborhood Plan [2007]*
- > *Mantua Community Plan [2005]*
- > *West Powelton Saunders Park Neighborhood Plan [2004]*

OTHER KEY PLANS

In addition, strategies from a number of city-wide plans were incorporated into this plan. These plans include:

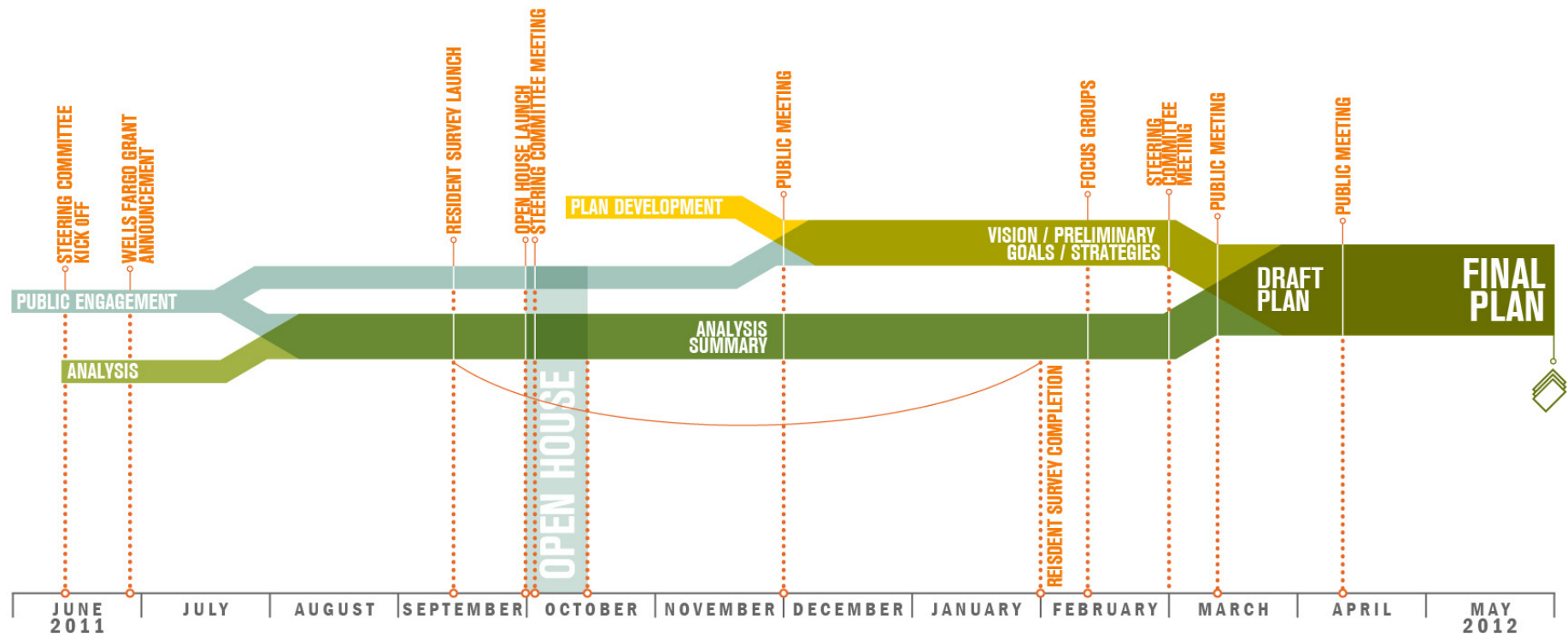
- > *Citywide Vision Philadelphia 2035, PCPC [2011]*
- > *West Park District Plan, Philadelphia 2035, PCPC [2012]*
- > *The Plan for West Philadelphia, PCPC [1994]*
- > *West Market Street Corridor TOD Plan, PCPC [2006]*

> PLANNING PARTNERS

The plan was guided by a collection of established organizations and institutions based in Lower Lancaster. Organized by the People's Emergency Center CDC [PEC] who administered the planning grant from the Wells Fargo Regional Foundation, these organizations have served as invaluable leaders to this process.

People's Emergency Center [PEC] was founded in 1972 as an emergency shelter for homeless women and their children. In 1992 PEC established a Community Development Corporation [PECCDC] to develop much needed low-cost housing for the families coming out of their emergency housing system. Over time PECCDC's community revitalization work has expanded to include not only a wide array of real estate development work, but also economic development, and quality of life components.

Their comprehensive, strategic approach to neighborhood revitalization builds upon neighborhood assets and responds directly to the needs of the community. Through their real estate development activities they have leveraged over \$57 million in public and private funds to convert over 100 blighted properties into 218 units of affordable housing including 2 LEED-certified developments, 4 social service facilities, a community playground, and a mixed-use development on Lancaster Avenue. They have also helped 53 homeowners make repairs and improvements to their



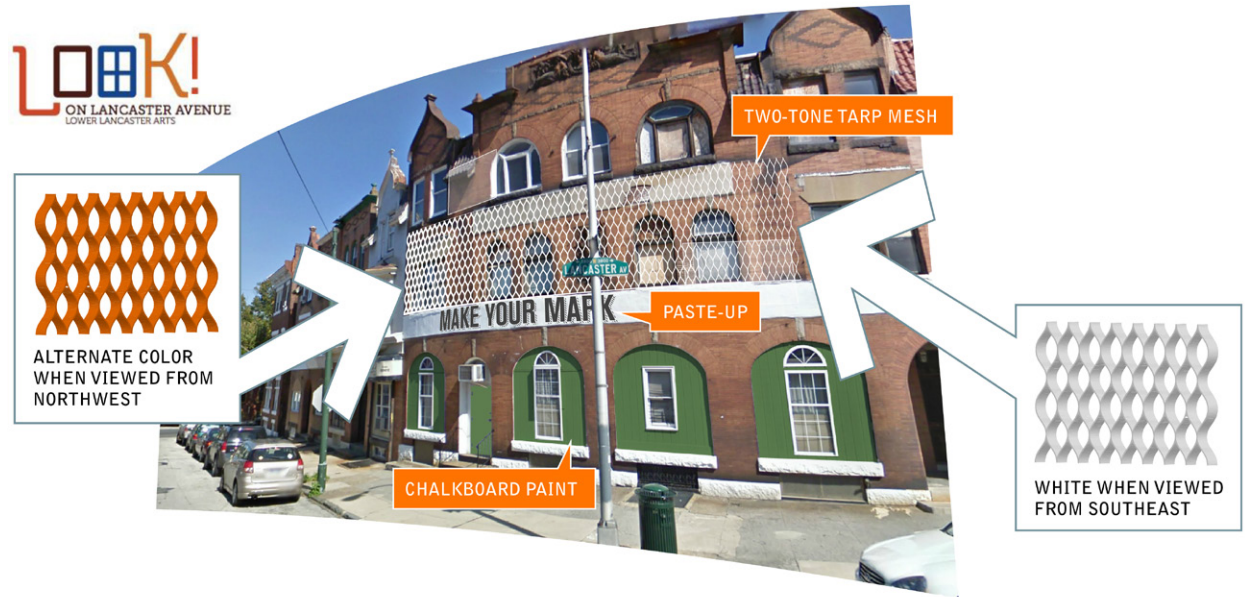
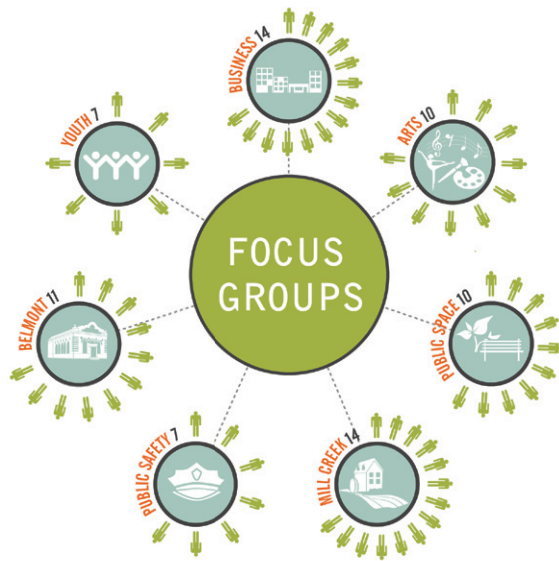
homes and completed energy-efficient housing for teens leaving foster care. PEC also offers housing counseling services including financial literacy programs and tangled title assistance.

Started in 2002, their economic development efforts along Lancaster Avenue have resulted in 44 new businesses locating on the corridor and the installation of 16 street trees, 8 mosaic tree pits, 4 murals, and 26 big belly trash cans. They have completed 28 commercial facade improvements; instituted daily street cleaning services through a local community group that employs neighborhood residents; and worked to create a more informed and engaged business community through quarterly trainings and workshops. Their quality of life programs have provided informational seminars and technology classes, along with neighborhood events and community art projects. Their pioneering digital inclusion program has distributed over 700 computers, and provided computer training to more than 1,500 low-income residents. Along with numerous community partners, they have hosted 20 Second Friday Arts Events, held 4 Community Jazz Festivals, led 3 community planting days, and spearheaded dozens of community cleanups.

> PLANNING PROCESS

The planning process was designed to be both data-driven and people-driven. This required us to both:

- > **LISTEN** through a variety of *Community Outreach & Engagement* activities—a key component of the plan and the basis for the recommendations
- > **COLLECT & ANALYZE DATA** to provide a comprehensive picture of the challenges Lower Lancaster faces today.



COMMUNITY OUTREACH AND ENGAGEMENT

The Lower Lancaster Revitalization Plan was conceived as a true, community-driven plan that will serve as a unified voice for local residents, business owners, institutions, youth, community leaders, and political representatives, among others. As such, the planning process was designed to not only engage the public, but also help to build a sense of community among the area's diverse constituency.

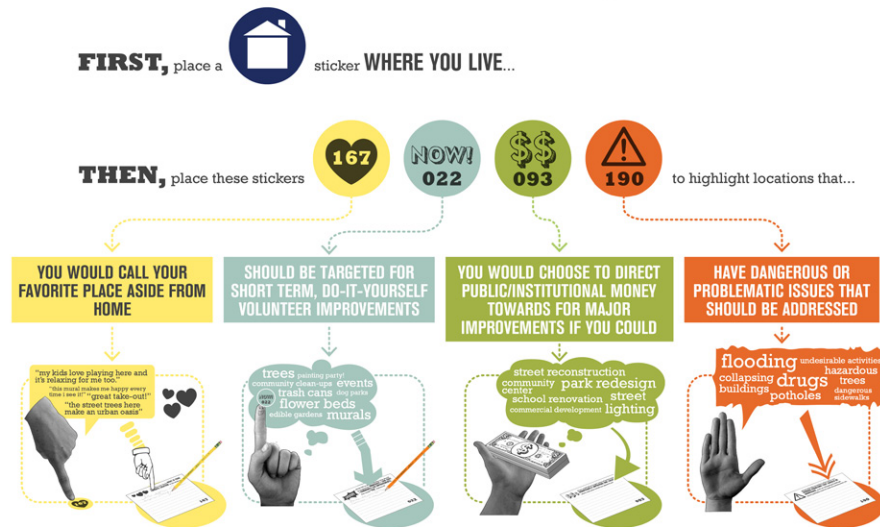
To create a plan grounded in the realities of Lower Lancaster requires an open and ongoing public dialog. The process informed and brainstormed with residents and stakeholders using a number of different outreach tools including:

- Four meetings with a Steering Committee that guided all aspects of the project. The Steering Committee was comprised of local residents, community leaders, business owners, and representatives from local institutions. The first meeting served as a discussion of the best methods to solicit public input during the process. The second

meeting provided a preview of the planning team's analysis. The third meeting focused on discussing draft recommendations and the final meeting served to discuss 5-year priority projects.

- Eleven confidential *interviews* with a sample of residents, community leaders, business owners, service providers, and City officials.
- Seven *focus groups* to discuss unique concerns and perspectives regarding the future of Lower Lancaster. The seven focus groups brought together youth, business owners, artists and arts organizations, representatives from agencies in charge of open space and parks, police and townwatch representatives and residents from the Belmont and Mill Creek neighborhoods to discuss their perspectives and ideas for Lower Lancaster.
- An interactive *open house* to publicly launch the plan and invite community members to share their opinions of the community. The open house utilized a vacant commercial space on Lancaster Avenue

- HOW TO MAP - collaboratively!



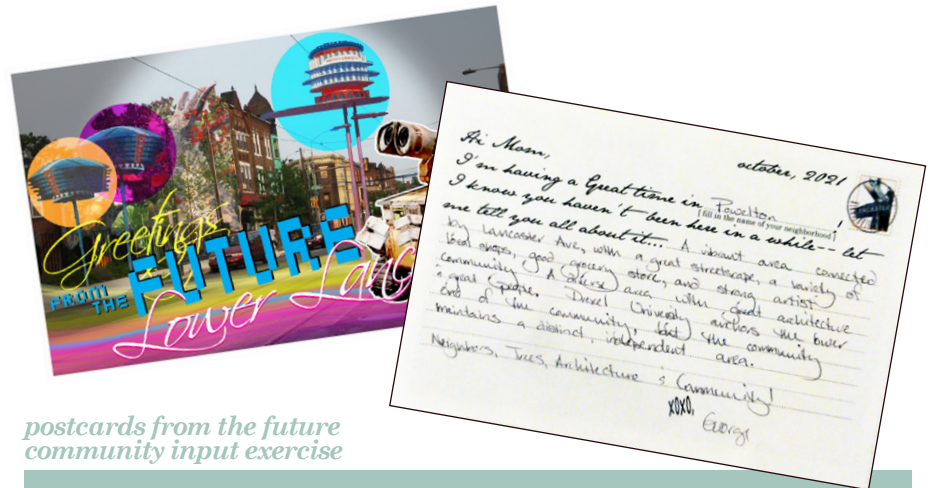
let's start by identifying the **HOT SPOTS**. use the stickers to highlight the locations on the map where you think **DUMPING, FLOODING, POOR LIGHTING, and CRIME** are ESPECIALLY TROUBLESOME.



collaborative mapping activities

and was open five times over the course of four weeks. The planning team created a temporary installation of tarp and blackboard paint on the exterior of the building to draw attention and filled the interior with information, a photo suggestion booth and other activities designed to get residents thinking creatively. Over 100 residents participated in this event.

- > A number of *collaborative maps* were used to help residents pinpoint where they had concerns about their community. A large-scale collaborative map, used in the open house, asked residents to place a sticker on their favorite location in the area [besides their home], where significant issues exist, where do-it-yourself and short-term improvements could be made **NOW**, and where major improvements



postcards from the future
community input exercise

"there are 5 jazz clubs and 5 artistic facilities in the area. national and local artists come to showcase their art. on weekends, plan activities are geared to family and friends in the community to learn & appreciate arts and culture. lights are being designed by computer programming and implemented by artist and apprentice. studios are walkable for recording music. the street is lovely and with no violence in sight. i love it here! "

are needed. Residents also engaged in public realm mapping to identify hotspots for crime, illegal dumping, poor lighting and flooding.

- *Postcards from the future* were used in multiple forums and meetings to encourage residents to dream about what Lower Lancaster could be in 20 years. A total of 20 postcards were collected from residents.
- A door-to-door *resident perception survey* was conducted throughout Lower Lancaster by community volunteers who collected over 360 completed surveys.
- In addition to the open house, three *public meetings* were held. The first meeting was held in December 2011 and was attended by 43 residents. At this meeting the planning team presented the analysis of existing conditions and invited the community to participate in the interactive mapping exercises described earlier. The second meeting, held in March 2012, was attended by more than 70 people and provided the community with an overview of the preliminary recommendations for the plan and engaged them in a prioritizing exercise to determine where limited funds should be directed. The final plan was held in April 2012 and provided a forum to review the final plan, celebrate the hard work of local volunteers, and sign up to stay involved with the implementation of the plan.

➤ PUTTING THE PLAN TOGETHER

To understand the underlying trends and socio-economic characteristics of Lower Lancaster, the planning team utilized The Reinvestment Fund's [TRF] Policy Map data sets. This data on population, race, income, housing and other aspects of the community was augmented where necessary with other Census information and parcel data provided by the City of Philadelphia.

The planning team also conducted a parcel by parcel survey of every property in Lower Lancaster. The survey collected detailed information on each parcel including its use and condition as well as physical observations about housing, businesses, parks, roads, maintenance, safety, and so on.



public meeting at the fattah center

photo from the photo suggestion booth at the open house



The planning process consisted of three phases:

1. RESEARCH & EXISTING CONDITIONS

During the first phase of work, which was defined by research and data collection, the planning team explored and documented the physical and economic conditions in Lower Lancaster through:

- A GIS parcel by parcel mapping of land use, building condition and vacancy data to create an up-to-date land use map
- An in-depth examination of the physical environment to assess the existing commercial and retail mix, the quality of the natural environment, local traffic and circulation patterns, the transit system, and pedestrian / bicycling amenities
- Research using Policy Map and the Census to evaluate demographic and socioeconomic changes within the community over time
- A review of historic maps and photographs as well as prior planning documents whose boundaries overlap with those of the study area
- The launch of a public outreach initiative beginning with the Open House designed to get a handle on the qualitative aspects of the neighborhood
- Processing the information collected during the analysis to identify opportunities and challenges for the future of Lower Lancaster
- Review of this information in an open public meeting.

2. PRELIMINARY RECOMMENDATIONS

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

- Seven focus groups that discussed specific concerns raised during Phase I
- Eleven one-on-one interviews to review previous findings and discuss



possible recommendations with key stakeholders and funders

- A list of goals and objectives based upon public input
- A series of preliminary recommendations for achieving such goals and balancing observed trends and projections with desired outcomes
- Presenting the preliminary recommendations to the community for feedback and critique at a public meeting

3. FINAL MASTER PLAN

During Phase III of the planning process, the planning team refined the recommendations to incorporate input collected from the Steering Committee and the general public. The analysis and revised recommendations are packaged together in this report, along with an implementation strategy to guide community action in the coming weeks, months, and years.

- TELL US HOW YOU FEEL ABOUT THE RECOMMENDATIONS -

FIRST, rank according to your top priority

PLACE STICKERS HERE



SECOND, tell us what you want done NOW

6.1

TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

- > SPREAD THE WORD ABOUT LOWER LANCASTERS CREATIVE COMMUNITY
- > ENCOURAGE ARTISTS AND CREATIVE INDIVIDUALS TO MAKE THEIR STUDIOS AND WORKSHOPS MORE VISIBLE
- > ENGAGE THE ARTS COMMUNITY IN FORMING A GREATER LANCASTER AVENUE ARTS COALITION
- > ORGANIZE AND PROMOTE REGULAR ARTS EVENTS
- > USE TEMPORARY PROGRAMMING AND INSTALLATIONS TO PROMOTE LOCAL ARTISTS



community members ranked their top priorities among a comprehensive list of preliminary recommendations at the second public meeting, as listed at left.

the community's top nine short term priorities among all of the recommendations are also indicated.



A **VISION** FOR LOWER LANCASTER...



“THE LOWER LANCASTER REVITALIZATION PLAN SEEKS TO CULTIVATE SAFER AND HEALTHIER NEIGHBORHOODS WHERE DIVERSE RESIDENTS ARE ENGAGED AS MEMBERS AND STEWARDS OF THEIR COMMUNITY. THE COMMUNITY ENVISIONS EACH DISTINCT NEIGHBORHOOD CONNECTED TO AND UNIFIED BY A REVITALIZED LANCASTER AVENUE RESTORED AS A COMMERCIAL MAIN STREET, VIBRANT ARTS AND CULTURAL CORRIDOR, AND GATHERING PLACE.”

from the public input sessions and extensive existing conditions analysis, this vision statement was formed to shape the goals of this plan.

SUMMARY OF RECOMMENDATIONS

The following pages present a brief summary of the recommendations that were developed as a part of the Lower Lancaster Revitalization Plan, organized according to recommendation areas.

> COMMUNITY PRIORITY AREAS

At the second community meeting, which included a presentation of preliminary recommendations, community members ranked their top priorities among a comprehensive list. The community's top ten priorities are:

1 A BETTER QUALITY OF LIFE

- 1.1 Cultivate civic leadership and community stewardship
- 1.2 Engage youth as contributing members of communities
- 1.3 Strengthen local schools
- 1.4 Encourage improved community wellness
- 1.5 Support job readiness and increase employment opportunities
- 1.7 Establish safer streets and neighborhoods
- 1.8 Mobilize efforts to clean up neighborhoods and reduce blight

2 HEALTHIER ENVIRONMENTS

- 2.4 Create, preserve, and enhance open space assets on vacant land

3 HOUSING OPTIONS FOR EVERYONE

- 3.1 Strengthen homeownership and existing housing stock

5 A REVITALIZED LANCASTER AVENUE

- 5.2 Retain and strengthen existing businesses

In the following summary of the recommendations, these priorities are identified by this indicator: **[TOP 10 PRIORITY]**



A BETTER QUALITY OF LIFE 1

Quality of life issues were at the top of the community's priorities. As a result, community and social needs form the foundation of this plan. Strengthening civic leadership and community capacity at the grassroots level is critical to keeping residents engaged and enabling them to have a role in neighborhood revitalization efforts.

WHAT CAN YOU DO TO MAKE IT A BETTER PLACE TO LIVE?



1.1 CULTIVATE CIVIC LEADERSHIP AND COMMUNITY STEWARDSHIP [TOP 10 PRIORITY]

Achieving the goals and priorities set forth by the community as a part of this planning process requires all neighborhoods in the area to strive to achieve an organizational model of neighborhood representation and community stewardship. Establishing umbrella neighborhood groups will enable resident leaders to pursue resources to improve their neighborhoods, establish venues for ongoing dialogue, and provide opportunities for residents to collectively effect change.

HERE'S HOW: Expand **CAPACITY OF NEIGHBORHOOD GROUPS** and encourage them to have a louder **VOICE IN COMMUNITY CHANGE**. Improve neighborhood group **OUTREACH AND ENGAGEMENT**. Improve **COMMUNICATION** among neighborhood groups, community based nonprofits, and institutions. Find solutions for the **FACILITY NEEDS** of community groups. Establish guidelines for a **HARMONIOUS RENTAL/HOME OWNERSHIP RELATIONSHIP**.

"THE REALITY IS, IF YOU ENGAGE YOUTH, THEY ARE MORE LIKELY TO BE A PART OF THIS. YOU'VE GOT TO BRING THEM IN AND YOU'VE GOT TO HAVE STUFF FOR THEM TO DO."



1.2 ENGAGE YOUTH AS CONTRIBUTING MEMBERS OF COMMUNITIES [TOP 10 PRIORITY]

Going beyond simply finding ways to keep teens busy and out of trouble, there is interest in giving neighborhood youth constructive tasks and responsibilities, such as helping to organize and implement community improvement projects, or learning about aspects of the adult world that might help them set their own course towards a productive adulthood.

HERE'S HOW: Create opportunities for **MULTI-GENERATIONAL LEARNING**. Provide supplemental out-of-school-time **YOUTH PROGRAMS**. Create ways for youth to become more **ACTIVE MEMBERS OF THE COMMUNITY**. Find avenues for youth to **EXPRESS THEMSELVES CREATIVELY** through community improvement projects.

"SCHOOLS ARE THE LYNCHPIN OF STRONG COMMUNITIES. WE NEED TO ATTRACT YOUNG ADULTS TO ENGAGE IN CIVIC GROUPS AND HELP IMPROVE THE SCHOOLS."



1.3 STRENGTHEN LOCAL SCHOOLS [TOP 10 PRIORITY]

Strengthening Lower Lancaster's schools is vital to improving education for the youth living in the community today, as well as to attract young families to the area. Getting parents, neighborhood groups, community organizations, and local institutions involved could have a large impact on addressing critical issues and revamping education in Lower Lancaster.

HERE'S HOW: Encourage **GREATER PARENT INVOLVEMENT** in parent-teacher groups and schools. Encourage **AT-RISK STUDENTS** to stay on track to post-secondary education. Leverage local institutional resources to **REINFORCE EDUCATIONAL PROGRAMMING**.

1.4 ENCOURAGE IMPROVED COMMUNITY WELLNESS [TOP 10 PRIORITY]

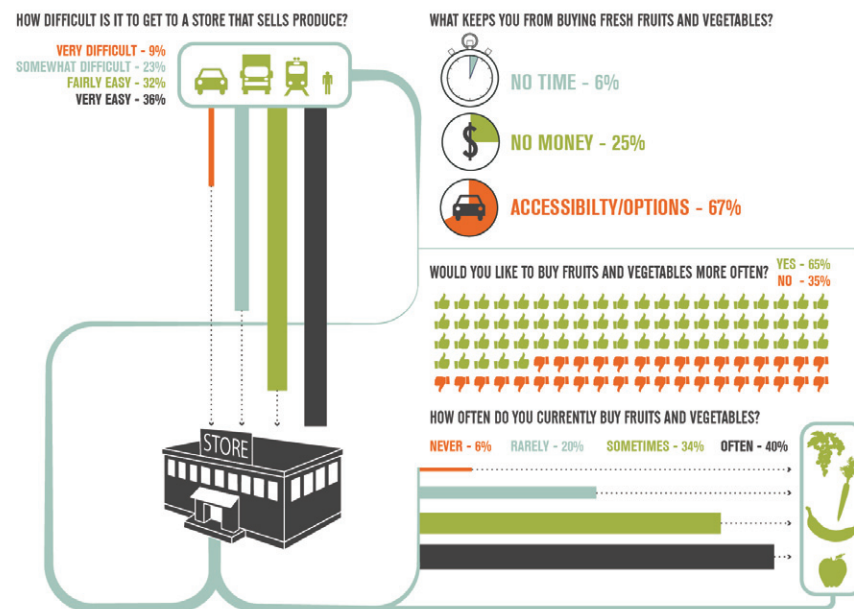
Better access to fresh fruits and vegetables was identified as one of the top ten priorities of residents, as well as an issue they felt required immediate action. While some small grocers in the Lower Lancaster area offer produce, the quality and variety falls short of the community's needs. Initiatives to improve access to fresh produce are already underway and additional solutions should also be pursued. Relatedly, there is a need and opportunity to expand access to fitness and active lifestyles programs for residents of all ages.

HERE'S HOW: Incentivize provision of **AFFORDABLE PRODUCE** at local corner stores. Promote local **FARM-TO-SCHOOLS** programs. **IMPROVE AWARENESS** of and access to neighborhood-serving **GROCERY AND PRODUCE OPTIONS**. Promote **ACTIVE LIFESTYLES** among residents.

1.5 SUPPORT JOB READINESS AND INCREASE EMPLOYMENT OPPORTUNITIES [TOP 10 PRIORITY]

With an estimated 60,000 jobs, University City is one of the largest employment hubs in Philadelphia, and Lower Lancaster is excellently positioned to access this growing job market. The need to support job readiness and increase employment opportunities was identified as one of the community's most critical concerns.. This recommendation area was ranked as one of the top two priority areas by the community. Additionally, it was identified as the most important priority to be addressed in the short term. Strengthening and expanding ongoing efforts in this area will continue to assist Lower Lancaster's unemployed gain the skills they need and connect them with available jobs.

HERE'S HOW: Promote and expand **WORKFORCE DEVELOPMENT TRAINING** services. Use community organization **COMMUNICATION NETWORKS** to spread the word about available neighborhood jobs. Encourage **LOCAL HIRING** where possible in new development projects and locally-owned businesses.



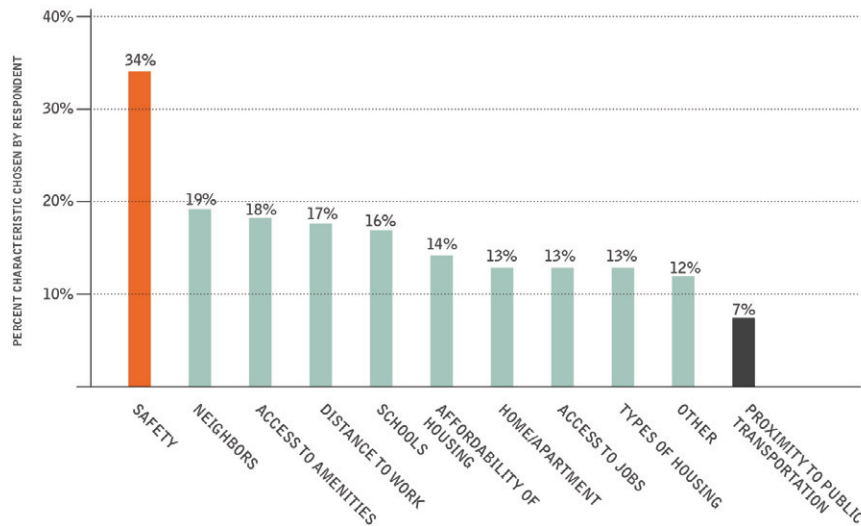
community survey responses regarding fresh produce habits

1.6 BRIDGE THE DIGITAL DIVIDE

Creating more opportunities for those who can't afford a home computer or internet service is critical to helping students develop skills they need to compete in the modern workplace, provide adults with instruction about computing and digital communication, and allowing residents to access applications and internet resources that are necessities of everyday life.

HERE'S HOW: Improve **PUBLIC ACCESS TO COMPUTERS** and expand **COMPUTER LITERACY PROGRAMS**.

WHAT DO YOU LIKE **LEAST** ABOUT LIVING IN THE COMMUNITY?



"I NEED HELP. THERE ARE VACANT PROPERTIES WE TRY TO KEEP CLEAN AS MUCH AS WE CAN, BUT IT'S BECOMING MORE AND MORE DANGEROUS AND CRIME KEEPS GETTING WORSE. HOW CAN WE HOLD THE OWNER OF THESE PROPERTIES RESPONSIBLE FOR KEEPING THEM UP?"



1.7 ESTABLISH SAFER STREETS AND NEIGHBORHOODS [TOP 10 PRIORITY]

Given the amount of air time crime and safety consumed during community discussions, it's not surprising that establishing safer streets and neighborhoods was one of the community's top five priorities and one of the most important needs to address in the short term. Solutions will require coordinated and committed efforts among residents, neighborhood groups, and law enforcement.

HERE'S HOW: IMPROVE LIGHTING on streets and in public spaces. Promote CRIME REPORTING. Mobilize more TOWN WATCH GROUPS and expand eyes and ears networks. Reinforce the force to COORDINATE WITH COMMUNITY EFFORTS.

1.8 MOBILIZE EFFORTS TO CLEAN UP NEIGHBORHOODS AND REDUCE BLIGHT [TOP 10 PRIORITY]

The blighting effects of dilapidated structures, trash-filled lots, and litter-strewn streets are not only serious quality of life issues for existing residents, but also directly impact the local real estate market and neighborhood's ability to attract new residents and businesses. The community identified this recommendation area as one of its top two priorities overall and ranked it among the top priorities that should be addressed in the short term.

HERE'S HOW: Advocate for the PROPER SEALING OF VACANT/ABANDONED BUILDINGS. Organize COMMUNITY CLEAN-UPS targeting trouble spots. Put pressure on negligent property owners to ADDRESS CODE VIOLATIONS.

HEALTHIER ENVIRONMENTS 2

Parks, open spaces, and play space are essential ingredients to healthy communities. The shortcomings of Lower Lancaster's recreation spaces include lack of green space within play spaces [particularly those attached to schools], inadequate maintenance and poor conditions, unequal distribution, perception of criminal activity, and other safety concerns. Fortunately, there is a growing awareness of and support for addressing the need for greener communities with safe and accessible park space.



proposed belmont green street

2.1 CULTIVATE A GREENER LOWER LANCASTER

Improving a community's tree canopy coverage has been shown to have a number of positive effects. These could include increased home values, more attractive and vibrant commercial corridors, improved environmental health, enhanced stormwater management, reduced energy consumption and costs, better air quality, and cooler temperatures during the summer. A robust tree planting campaign can be carried out in Lower Lancaster in a number of ways.

HERE'S HOW: Work with the community to **EXPAND NEIGHBORHOOD TREE CANOPY** coverage. Recruit resident green thumbs for **TREE STEWARDSHIP**. Create **GREEN GATEWAYS** along major neighborhood entry corridors and open space connections. Improve **STORMWATER MANAGEMENT** through targeted greening.

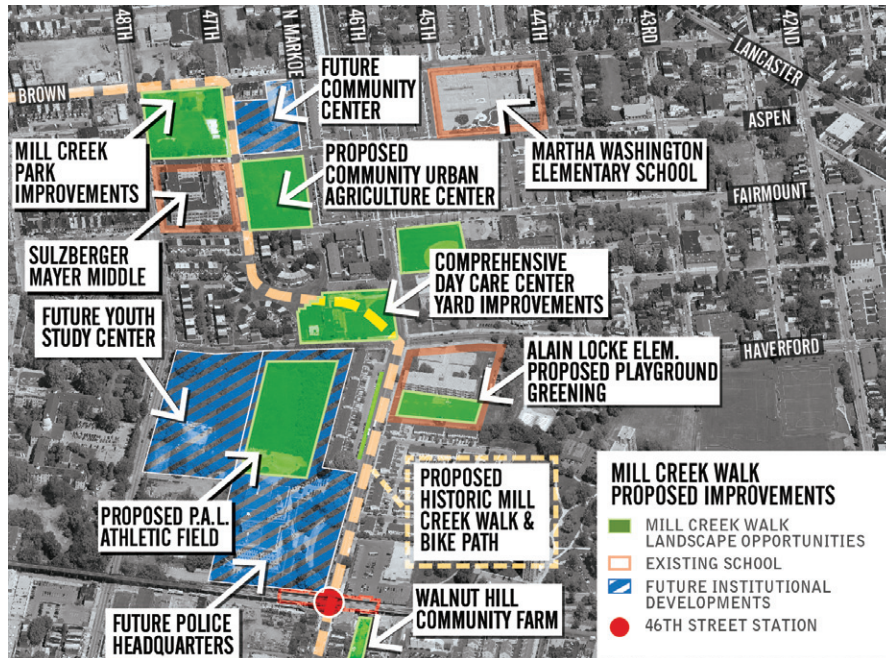


proposed park input activity

2.2 IMPROVE EXISTING PARKS AND PLAY SPACES

The need to improve parks and play spaces in Lower Lancaster was a popular topic throughout the public input sessions. Preserving and enhancing Lower Lancaster's existing open spaces is critical to strengthening neighborhoods.

HERE'S HOW: **GREEN HARDCAPED RECREATION SURFACES** where possible. Provide **BETTER LIGHTING** within and connecting to parks and playgrounds. Continue **39TH AND OLIVE PLAYGROUND** improvements. Match park amenities with the **NEEDS OF NEIGHBORS**. Reveal **UNDERCOVER PARKS** [parcels within the purview of Philadelphia Parks and Recreation, but not currently serving as recreation spaces].



proposed mill creek walk improvements [left]. neighborhood pocket park [above].

2.3 EXPLORE OPPORTUNITIES FOR NEW RECREATIONAL AMENITIES

Creating additional park space would increase the variety of, and access to, recreational amenities for residents. During the planning process, neighbors, community groups, and other stakeholders proposed a range of new recreation types they would like to see. Given the abundance of vacant land and the likelihood that not all lots will be rebuilt, new park space should be a viable and necessary reuse for these parcels.

HERE'S HOW: Provide new recreational uses along the potential **MILL CREEK WALK**. Create a pocket park at **42ND AND LANCASTER**. Fill the **RECREATION GAP IN BELMONT**. Provide opportunities for **PLAY STREETS**.

2.4 CREATE, PRESERVE, AND ENHANCE OPEN SPACE ASSETS ON VACANT LAND [TOP 10 PRIORITY]

The abundance of well-cared for community gardens in Lower Lancaster is a great example of how vacant land can become an asset to a community. Given the vast supply of vacant land in Lower Lancaster, efforts to expand and strengthen vacant land management are essential to revitalizing the community.

HERE'S HOW: Expand **VACANT LAND MANAGEMENT** efforts. Explore mechanisms to **PRESERVE** maintained vacant lots that serve as **ASSETS TO THE COMMUNITY**. Leverage support for expanded **COMMUNITY GARDENING/URBAN** farming initiatives.

HOUSING OPTIONS FOR EVERYONE 3

Ensuring that all residents have safe, secure and appropriate housing is an important part of the revitalization of Lower Lancaster. However, the poor quality of many of the area's homes is also what deters further homeownership. The following recommendations seek to build wealth for existing residents by helping them to upgrade their homes, while also attracting new residents that will add to the diverse community mix.



facade restoration underway on a Lower Lancaster row home

3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK [TOP 10 PRIORITY]

Improving existing housing will require better code enforcement and financial assistance to help with maintenance costs for homeowners who face financial difficulties. Efforts to stabilize neighborhoods should continue by addressing the poorly maintained and blighted properties that negatively impact the community.

HERE'S HOW: Centralize and promote **EDUCATIONAL AND FINANCIAL RESOURCES** for homeowners to improve and maintain their properties. Connect residents with financial assistance and guidance for **WEATHERIZATION AND EFFICIENCY UPGRADES**. Support responsible rental property owners. Establish another **NEIGHBORHOOD ADVISORY COUNCIL** [NAC] in Lower Lancaster.

3.2 ATTRACT NEW NEIGHBORS

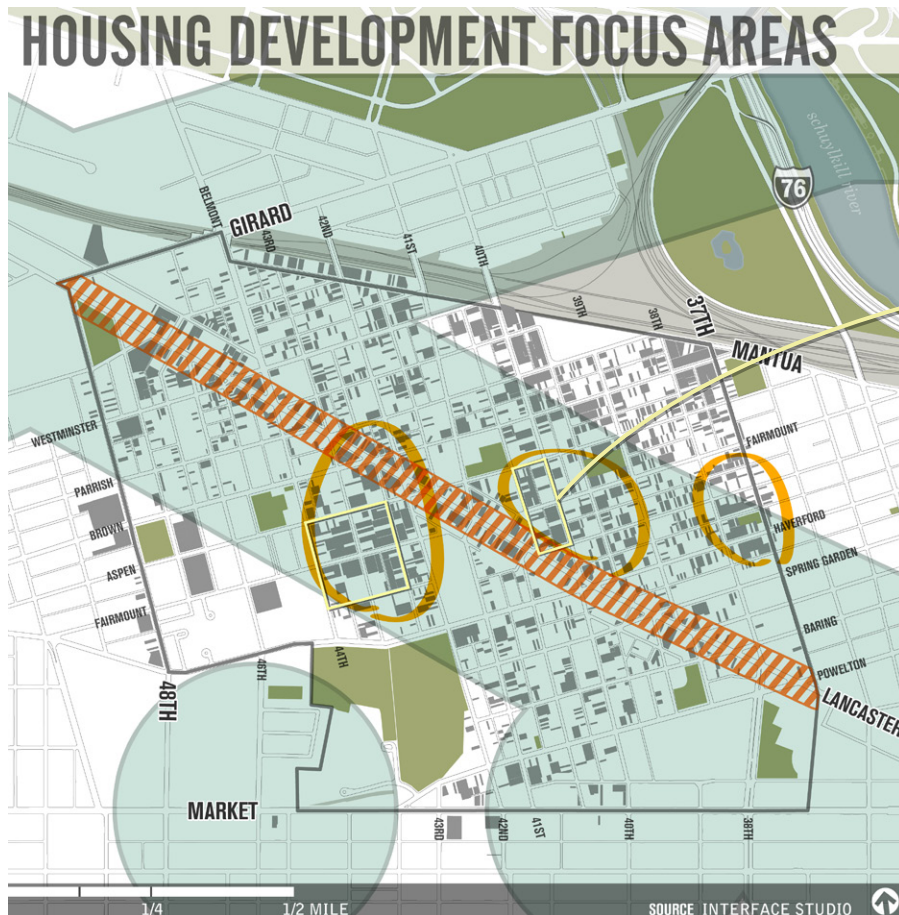
Targeted housing investment has transformed vacant, blighted lots into new, safe, and affordable housing for residents. To remove the remaining blighted properties in Lower Lancaster, it will require attracting new residents to the community and continued investment into housing for all income levels.

HERE'S HOW: **MARKET THE NEIGHBORHOOD** as a great place to call home. Encourage employees of educational institutions to **BUY A HOME IN LOWER LANCASTER**.

3.3 PROMOTE INFILL DEVELOPMENT

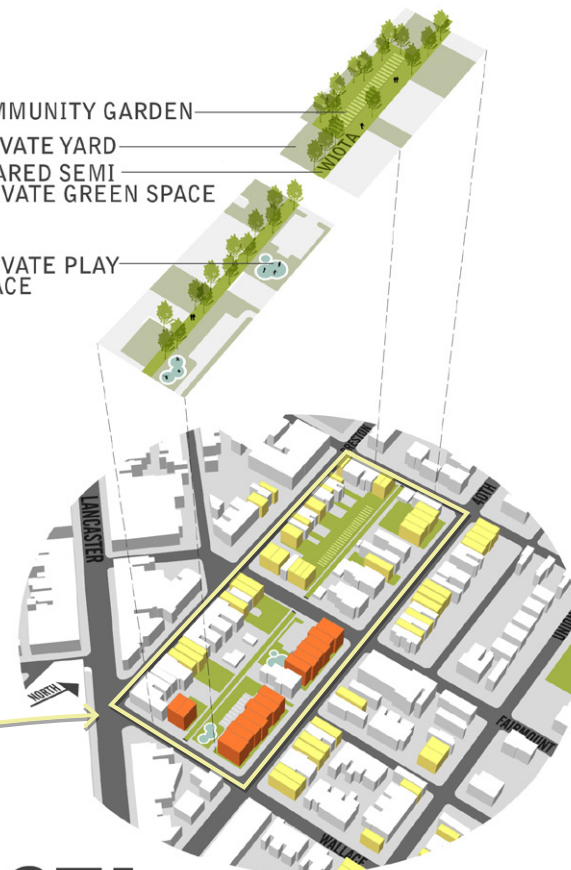
Given the abundance of opportunities for development in Lower Lancaster, an important challenge to address is where to build. Although the high vacancy levels and the deteriorated condition of the housing stock throughout the area calls for revitalization and reinvestment, limited resources require a targeted approach that ensures the greatest impact.

HERE'S HOW: Encourage rental and multi-family housing along **LANCASTER AVENUE**. Support **TRANSIT-ORIENTED DEVELOPMENT** near trolley lines and subway stations. **FOCUS INVESTMENT STRATEGICALLY**. Build and retrofit with **GREEN TECHNOLOGY**. Explore opportunities to create more **LIVE-WORK** units in the area. Take advantage of **TARGETED FINANCING OPPORTUNITIES**.



COMMUNITY GARDEN
PRIVATE YARD
SHARED SEMI-PRIVATE GREEN SPACE

PRIVATE PLAY SPACE



WIOTA green

32 UNIT GREEN TOWNHOUSE DEVELOPMENT
SINGLE FAMILY INFILL HOUSING

- TARGETED HOUSING REHAB AND INFILL DEVELOPMENT
- TRANSIT-ORIENTED DEVELOPMENT CATCHMENT AREA
- MIXED USE TARGET AREA
- DISTRESSED PROPERTIES

*housing
development
scenario*

BALANCED STREETS 4

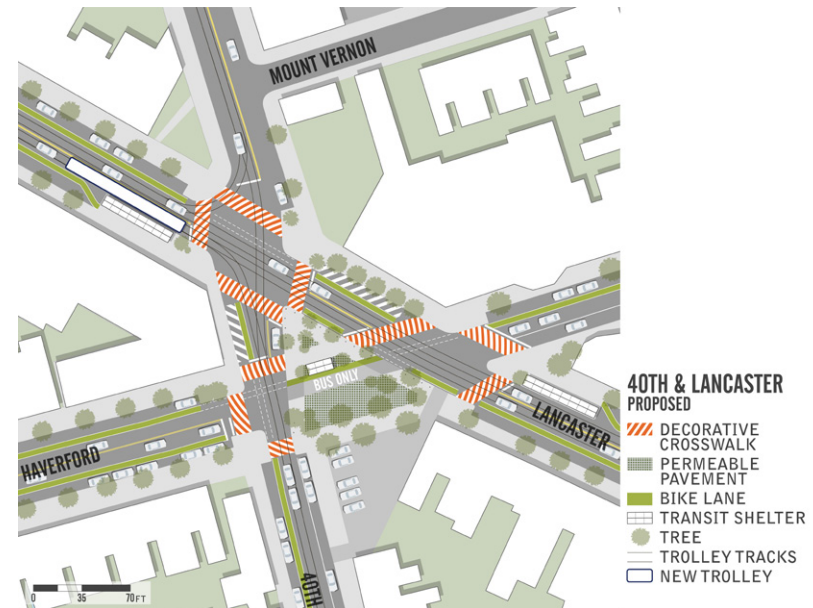
The overall goal is to create a balanced street system that is safe for pedestrians, bikers, and motorists alike, and provides convenient access to public transit. There are a number of opportunities to accomplish this in Lower Lancaster without impacting the operations of auto traffic. Aside from the utility of streets, transportation is not just about getting from point a to point b—it impacts Lower Lancaster’s image, health, safety, and economic development.



4.1 REPAIR BROKEN STREETS AND SIDEWALKS

Keeping Lower Lancaster’s streets in good shape is necessary to ensure the safety and utility of the roadway and to upkeep the neighborhood’s “curb appeal” in a literal and figurative sense. Residents depend on community organizations to advocate for roadway and traffic safety improvement projects with the City and State.

HERE’S HOW: Improve **STREET CONDITIONS**. Assist residents in **SIDEWALK REPAVING PROJECTS**. Improve neighborhood **CIRCULATION ACROSS THE RAIL LINE**.



4.2 RETHINK DANGEROUS INTERSECTIONS

HERE’S HOW: Improve **40TH & LANCASTER** intersection design. Improve **48TH & LANCASTER** intersection design. Improve **INTERSECTION SIGHT DISTANCE** on Lancaster Avenue.

4.3 ADDRESS PARKING TROUBLE SPOTS

HERE’S HOW: Overhaul the **PUBLIC PARKING LOT** serving Lancaster Ave. Install **PARKING KIOSKS** on Lancaster Ave.



conceptual sketch of potential lancaster avenue streetscape and trolley infrastructure improvements

4.4 ENHANCE PUBLIC TRANSIT

There's no question that the area's transit assets are a great community amenity, and draw for potential residents. Residents and business owners did however provide plenty of feedback about ways to improve public transit to better meet the needs of the community.

HERE'S HOW: **EVALUATE 10 TROLLEY** level of service. Provide **SERVICE ALERTS** with trolley status updates. Make **40TH STREET STATION ACCESSIBLE**. Develop **LANCASTER AVE STREETScape** improvement plan. Install **TRANSIT SHELTERS** designed by local artists at 38th & 40th Streets & Lancaster Avenue. Improve **NEIGHBORHOOD ACCESS** routes to Market Frankford Line stations.

4.5 BETTER ACCOMMODATE BIKES

HERE'S HOW: Advocate for implementation of planned **IMPROVEMENTS TO THE BIKE NETWORK**. Improve **BIKE LANE STRIPING**. Engage local artists to design **BIKE RACKS** for Lancaster Ave and other community gathering places.

4.6 PROMOTE CAR SHARING AS AN ALTERNATIVE TRANSPORTATION OPTION

HERE'S HOW: Encourage car share services to provide more **CAR SHARE LOCATIONS** locally.

A REVITALIZED LANCASTER AVE 5

Historically, Lancaster Avenue is the centerpiece that drove the growth of the surrounding neighborhoods. However, Lancaster today no longer serves as a main street to the community. To build on the momentum of ongoing efforts to revitalize the Avenue, action must be taken to: build and expand upon local capacity; improve the quality of life concerns about making the corridor clean and safe and; physically make a mark on the Avenue that expresses its unique identity.

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

Multiple organizations play a role in corridor management efforts on Lancaster Avenue. Directing corridor management energy toward common goals and desired outcomes will achieve more coordinated stewardship, stronger leadership, and the continued progress in the corridor's revitalization.

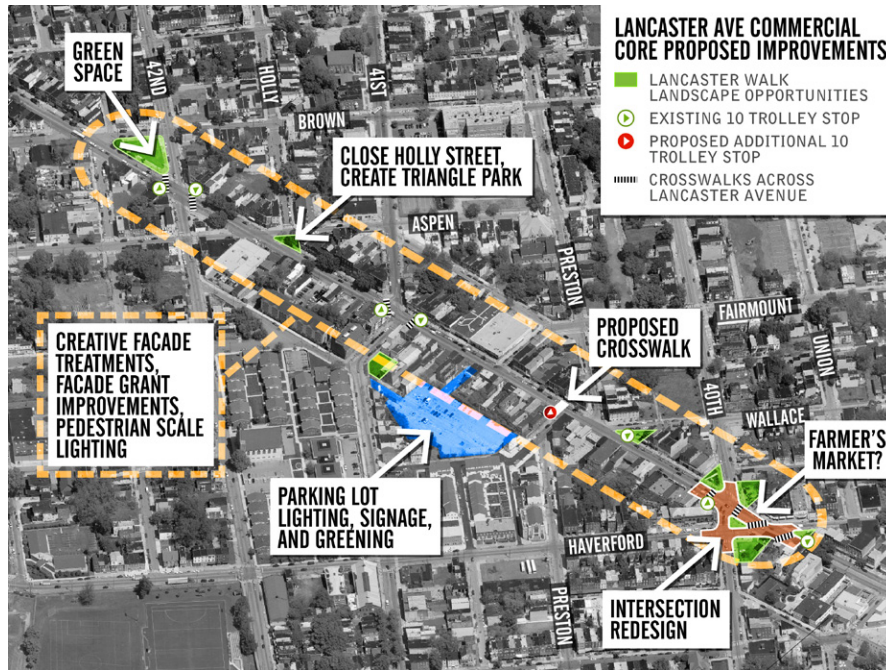
HERE'S HOW: Strive for coordination and collaboration between **CORRIDOR LEADERSHIP** groups. Invite business owners to **GET INVOLVED**. Develop a corridor **BRANDING/MARKETING** scheme and **BUY LOCAL** campaign. Organize **EVENTS** to boost foot traffic and promote businesses on the Ave. Expand **CORRIDOR MAINTENANCE** efforts. Represent corridor interests in **PLANNING AND ZONING** processes.



5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES [TOP 10 PRIORITY]

HERE'S HOW: Sponsor classes on **SMALL BUSINESS DEVELOPMENT** to support entrepreneurs. Hold workshops on **STOREFRONT DESIGN GUIDELINES** specific to Lancaster Avenue. Promote use of the facade grant program. Connect property owners with **DESIGN RESOURCES** to **ADDRESS CORRIDOR REHABILITATION AND DEVELOPMENT** issues. Encourage businesses to collectively **STAY OPEN LATER**. Assist business owners in **MAINTAINING FOOT TRAFFIC** during corridor construction projects.





*proposed commercial core public realm improvements [above].
conceptual rendering of potential temporary creative facade
transformations on lancaster ave [below].*



5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES

Residents provided plenty of input about the lack of commercial services accessible to Lower Lancaster. Lancaster Avenue presents an opportunity to address this need.

HERE'S HOW: Attract commercial services to meet the **NEEDS OF LOCAL RESIDENTS**. Improve **CURB APPEAL** of vacant storefronts to attract commercial tenants. Recruit **LOCAL INSTITUTIONS** to establish a presence on the Ave.

5.4 RENEW THE EXPERIENCE OF LANCASTER AVENUE

HERE'S HOW: Focus on **PUBLIC REALM IMPROVEMENTS** in Lancaster's commercial core. **CREATIVELY TRANSFORM** vacant upper floor windows and security grates. Create a string of pocket parks to form "**LANCASTER WALK**". Improve **WALKABILITY AND ACCESSIBILITY** on the Ave.

5.5 ENHANCE SAFETY AND SECURITY

To quote directly from a Lancaster Avenue business owner, "the first dollars spent on the Ave should be for lighting and security." This sentiment, echoed by residents during the planning process, emerged as one of the community's top five priorities to be addressed in the next five years.

HERE'S HOW: Advocate for a stronger relationship between **BUSINESS OWNERS AND POLICE**. Consider pursuing funding to employ **CORRIDOR SAFETY AMBASSADORS**. Establish **PEDESTRIAN-SCALE LIGHTING** along the Ave.

A UNIQUE IDENTITY 6

There are a number of things unique to Lower Lancaster. Turning up the volume on local identity would enable the area to take advantage of its great location. The following recommendations seek to protect and enhance local identity with an emphasis on the arts, entrepreneurship, and expressing Lower Lancaster's historic legacy. The intent is to serve local residents and build neighborhood pride while also attracting visitors to support local artists and businesses.

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

HERE'S HOW: Engage the arts community in forming a **GREATER LANCASTER AVENUE ARTS COALITION**. **SPREAD THE WORD** about Lower Lancaster's creative community. Organize and promote **REGULAR ARTS EVENTS**.

6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

Cultivating a stronger creative scene in Lower Lancaster requires finding additional space for both creative production [studios, workshops, and shared facilities] and creative consumption [galleries, performance venues, and event spaces]. Incremental approaches should be considered in order to allow the arts to grow organically and to ensure that demand for the art scene is progressing in step with the supply of new spaces.

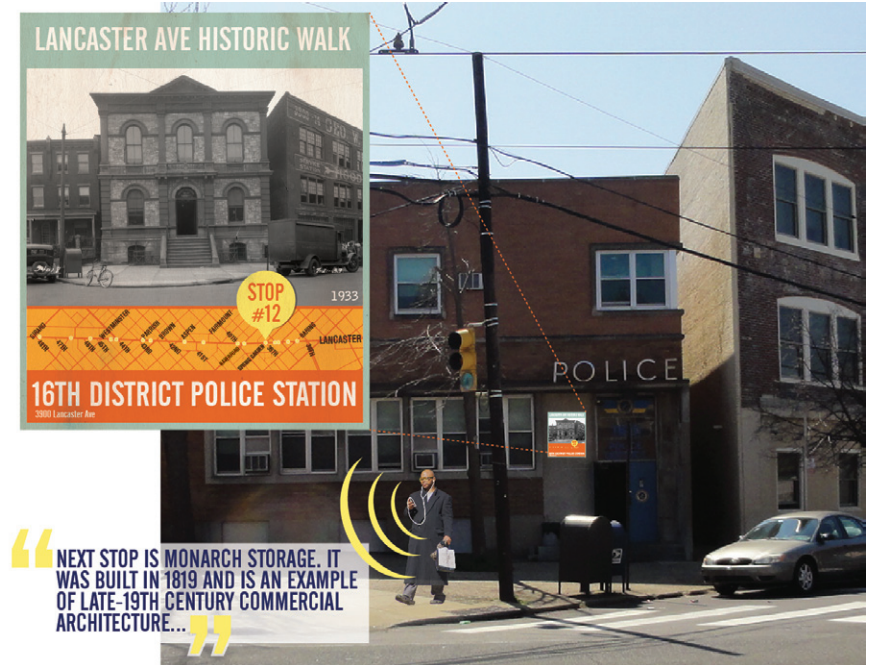
HERE'S HOW: Encourage existing businesses on the Ave to **FEATURE THE WORK OF LOCAL ARTISTS**. Use **TEMPORARY PROGRAMMING AND INSTALLATIONS** to promote Lower Lancaster's creative community. Support development of **NEW ARTS AND CULTURE DESTINATIONS**. Support establishment of **NEW CREATIVE PRODUCTION SPACES** in the area.





6.3 DEVELOP PROGRAMS TO ASSIST EMERGING ARTISTS AND CREATIVE ENTREPRENEURS

HERE'S HOW: Provide **ENTREPRENEURIAL SKILLS WORKSHOPS** to help creative self-starters establish themselves. Promote **TOOL AND FACILITY SHARING** opportunities in the area. Encourage organizations and businesses to **HIRE LOCAL ARTISTS**.



6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY

HERE'S HOW: **SHOWCASE HISTORIC ASSETS** and tell the story of Lower Lancaster using both digital and analog methods. Advocate for **PRESERVATION AND REUSE** of historic buildings.

**WELCOME TO
LOWER LANCASTER**



INTRODUCTION

> PURPOSE OF THE PLAN

The Lower Lancaster Revitalization Plan is a collaborative effort to improve the communities that surround Lancaster Avenue between 37th and 48th Streets. Funded through a grant generously provided by the Wells Fargo Regional Foundation, this resident-driven plan is focused on improving quality of life for residents and planting the seeds for a broader transformation of local parks, schools, housing and the Lancaster Avenue commercial corridor. Over the past 10 months, the process has brought together residents, community groups, local institutions, non-profits, City representatives, and local businesses to discuss how they envision their community improving over the next decade, and how they can work to achieve that vision together. This document represents countless hours of work volunteered by dedicated residents and stakeholders wishing to make Lower Lancaster a better place to live, learn, play and do business.

The process of revitalization is about reinvesting in both people and place. This plan is intended to:

- > Empower residents as agents of change in Lower Lancaster
- > Strengthen connections across neighborhood boundaries to collaboratively address common issues
- > Ensure that the revitalization of Lower Lancaster benefits all residents
- > Celebrate Lower Lancaster's heritage through arts and culture;
- > Revitalize Lancaster Avenue to become a unique and vibrant commercial corridor
- > Coordinate the efforts of all concerned stakeholders so that everyone is working from the same playbook
- > Inform funding decisions and raise money for neighborhood investments

> WHY “LOWER LANCASTER?”

In 2003, the People's Emergency Center [PEC] and the Delaware Valley Regional Planning Commission [DVRPC] secured funding from the William Penn Foundation to complete a neighborhood plan for a target area encompassing the neighborhoods of Saunders Park and West Powelton, as well as portions of Mantua and Belmont. The subsequent West Powelton/Saunders Park Neighborhood Plan, which built upon an earlier 1998 strategic planning process, identified specific opportunities to improve the community. PEC and their partners have since used this plan to guide their multi-faceted revitalization approach that incorporates real estate development, economic development, and quality of life components.

As the useful timeline for this plan approaches an end, and because PEC and its partners have implemented a majority of the plan's recommendations, it became clear that a new community vision was needed. This new vision would have an expanded focus that includes larger portions of the Belmont and Mantua neighborhoods, and the completely new neighborhood of Mill Creek. Residents and community groups from these areas had come to PEC seeking assistance in their revitalization efforts. While there was collective will among the residents, they lacked the necessary resources, capacity, and expertise to affect the type of change they wanted to see.

As the convener of the Make Your Mark! Planning Process, PEC saw a tremendous opportunity to leverage the resources and expertise of the Wells Fargo Regional Foundation to assist these groups, and to build a more cohesive community around the interconnecting spine of Lancaster Avenue. Recognizing the importance of this common commercial corridor that unifies these unique neighborhoods, the larger community was given the name of Lower Lancaster, or LOLA for short, and the plan was named the Lower Lancaster Revitalization Plan. The result is a study area of over 600 acres and 18,000 people centered around a 1½ mile stretch of Lancaster Avenue. The boundaries of the study area for the purposes of this plan are defined as Market Street to the south, 48th Street to the west, Girard Avenue west of 44th Street and Mantua Avenue east of 44th Street to the north, and 37th Street to the east.

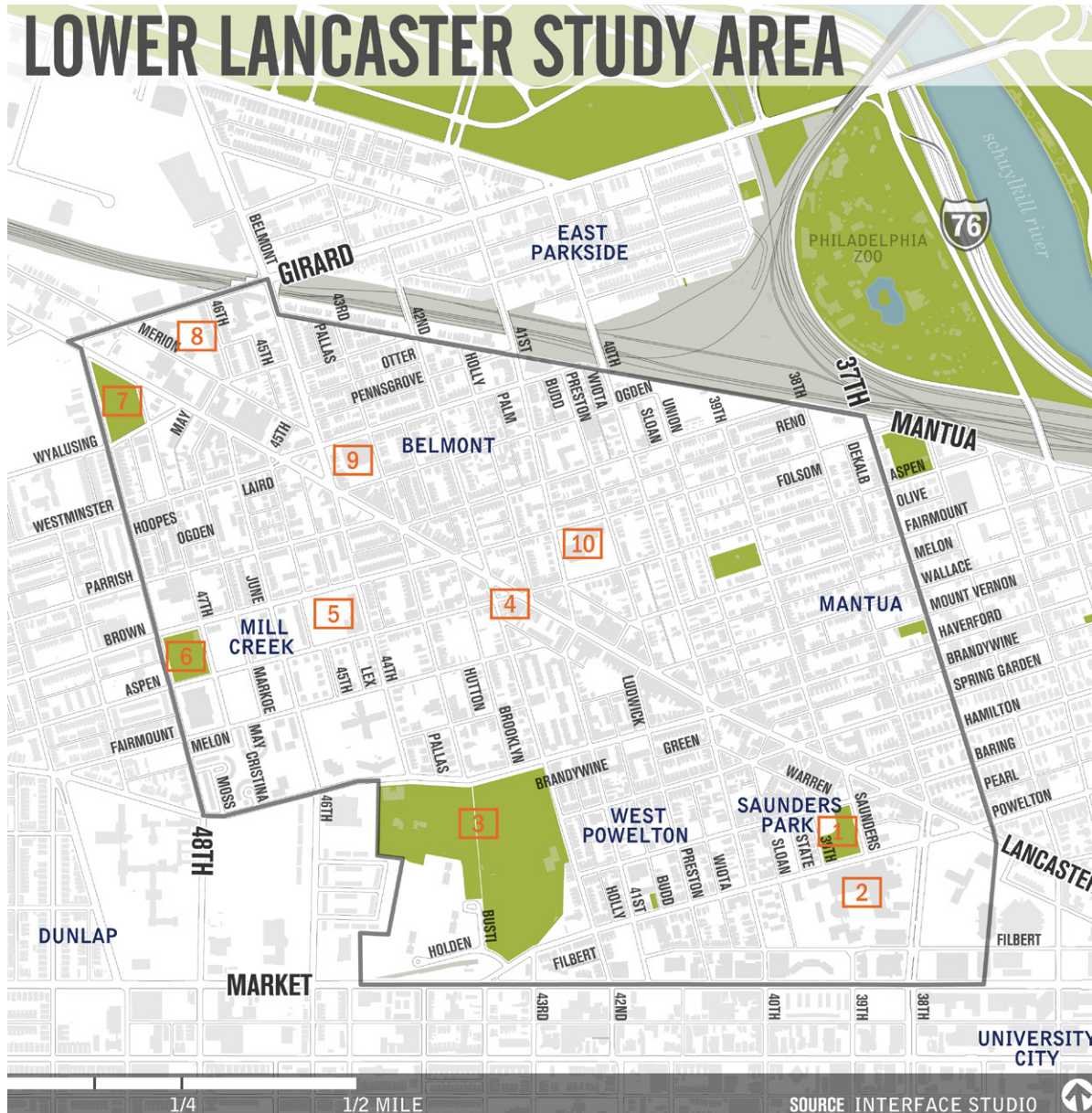


FIG 1 *lower lancaster study area*

- 1 PEC / SAUNDERS PARK
- 2 PENN PRESBYTERIAN MEDICAL CENTER
- 3 DREXEL FIELD / LEE PARK
- 4 PHILADELPHIA COLLEGE OF OSTEOPATHIC MEDICINE
- 5 MARTHA WASHINGTON ELEMENTARY SCHOOL
- 6 MILL CREEK PLAYGROUND
- 7 DURHAM PARK
- 8 BLANKENBURG ELEMENTARY SCHOOL
- 9 CEPES MILLER SCHOOL
- 10 BELMONT CHARTER SCHOOL
- STUDY AREA

> WHY NOW?

Since the completion of the 2004 plan, we have experienced a housing boom and an economic recession, both of which significantly altered Lancaster Avenue and its surrounding communities. Due to its size, the Lower Lancaster study area reflects a cross-section of trends and challenges faced by communities across the city. While the eastern portion of the study area has experienced some positive change, other areas remain severely blighted. A major goal of this planning process is to ensure that future changes benefit not just new residents and businesses but existing ones as well.

For these reasons, the Lower Lancaster Revitalization Plan is timely and necessary. It is meant to build upon the positive momentum that is occurring in the community as well as an opportunity to help organize and connect traditionally underserved communities around a set of coordinated strategies designed to improve their quality of life.



lancaster avenue at spring garden street

> PLANNING CONTEXT

A number of planning initiatives have been completed in and around Lower Lancaster that have helped to guide the City and local partners in bringing about positive change. This plan seeks to reinforce and incorporate the results of these prior planning efforts while providing an overarching vision for Lower Lancaster. As these other plans focused on specific locations within Lower Lancaster, this initiative is intended to help fill the gaps and put together one blueprint for the community. Each of the following plans provided valuable insight and direction to the development of these recommendations.

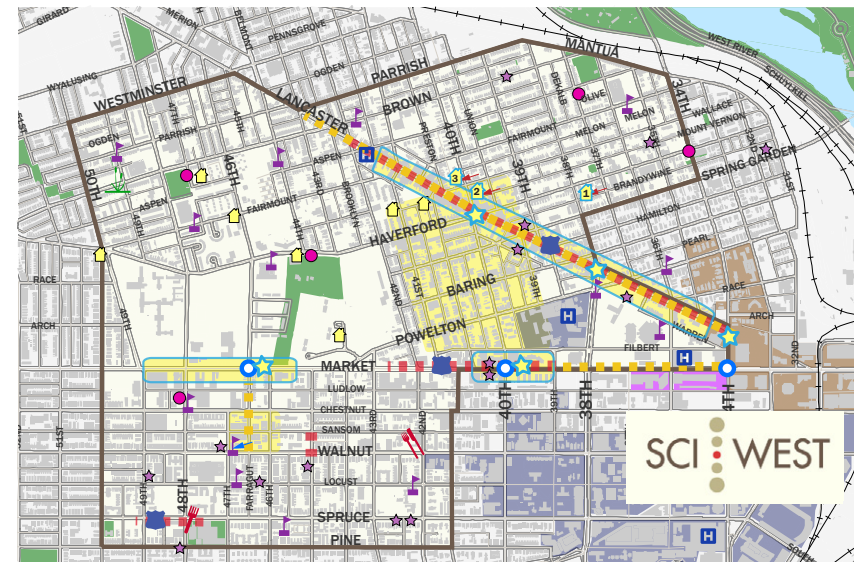
COORDINATION WITH ONGOING INITIATIVES:

The Lower Lancaster Revitalization Plan is one of several initiatives currently underway in West Philadelphia. Part of the mandate for this plan is to ensure active coordination with these other efforts.

- > *We are Mantua! Choice Neighborhoods Initiative [ongoing]* is a HUD funded planning effort to revitalize Mt. Vernon Manor [located at 33rd and Wallace Streets] and the surrounding Mantua community. Led by the Mt. Vernon Manor Board of Directors and the Philadelphia Housing Authority, the initiative is bringing together key local partners such as Drexel University, the Philadelphia Foundation, One Economy Corporation and the City of Philadelphia. Because the planning area overlaps with the eastern boundary of Lower Lancaster, there has been active coordination among steering committee members from both plans. Once the planning process is complete, Mt. Vernon Manor will compete for \$30 million in HUD CNI implementation funds.
- > *Sustainable Communities Initiative West Philadelphia [ongoing]* is spearheaded by the Local Initiatives Support Corporation [LISC] and is intended to “foster community empowerment in all of the areas that make a neighborhood great.” Based on LISC’s national program, SCI West covers a large portion of Lower Lancaster and is focused on expanding capital investment, increasing family income and wealth, stimulating local economic activity, improving access to quality education, and supporting safe and healthy environments.

LISC is working with local partners PEC, University City District [UCD], Partnership CDC, and the Enterprise Center CDC.

- > *Drexel Master Plan [ongoing]* is planning for the future of the Drexel University campus, located just east of Lower Lancaster, to 2050. Nearly complete, the plan looks to improve connectivity and accessibility, preserve historic structures, provide more active street frontages and integrate environmental sustainability into the campus’s future.
- > *Drexel University Neighborhood Initiatives [ongoing]* sets a number of goals that overlap with many of the priorities of the Lower Lancaster Revitalization plan, including keeping housing affordable, making streets clean and safe streets, expanding economic opportunity, improving commercial services, ensuring quality education options, and promoting community health and wellness



FOUNDATIONAL DOCUMENTS

As demonstrated above, there are a lot of ongoing planning efforts underway that are intended to bring local partners together and improve West Philadelphia. To be truly effective, this work must also build upon the foundation set by the plans and strategies that have come before. These include:

➤ *Powelton Village Neighborhood Plan [2011]* was completed for the Powelton Village Civic Association and overlaps Lower Lancaster around 38th Street. The plan's recommendations are focused on: increasing homeownership and improving property maintenance; improving local education; enhancing local parks and the tree canopy; creating additional bicycle and pedestrian linkages; reducing traffic conflicts; and revitalizing Lancaster Avenue. The plan also provides recommendations for improving 38th Street as a gateway to Powelton Avenue.

➤ *The Transit Revitalization Investment District Study [2009]* sponsored by Neighborhoods Now, focused on the 46th and Market SEPTA station. Working with the Enterprise Center CDC, Enterprise Heights and other local partners, the TRID study was born out of state legislation that enables cities to capture tax revenue within a ½ mile of targeted transit stations. To be eligible for state assistance, a plan for the area around the station had to be created. The TRID plan's recommendations included: improving lighting; creating a safer entrance to West Park Apartments; redesigning 46th Street north of Market Street; creating small rain gardens to manage stormwater and improve community gateways; creating new park space; redesigning Chestnut Street and; creating new development around the SEPTA station to improve safety and generate added transit ridership.

➤ *Walnut Hill Neighborhood Plan [2007]* was sponsored by the Enterprise Center CDC , and covered the area immediately south of Lower Lancaster between Market Street, Delancey Street, 43rd Street, and 52nd Street. The plan recommended targeted redevelopment, improving the local housing stock, improving access to parks and youth activities, and calming streets and intersections through targeted streetscape improvements. It included the development of resident-led “street teams” to solicit input and involvement.

➤ *Mantua Community Plan [2005]* was completed by the City Planning Commission and overlaps with Lower Lancaster on the east. The plan focused on improving key corridors in the community including 34th Street, Haverford Avenue, Fairmount Avenue, Spring Garden Street and 40th Street. The document recognizes many of the same issues brought up during this planning process and includes recommendations to “consolidate” commercial services along Lancaster Avenue around 40th Street, expand local greening and gardening, and improving the 39th and Olive Playground.

➤ *West Powelton Saunders Park Neighborhood Plan [2004]* was completed for PEC and the Delaware Valley Regional Planning Commission [DVRPC]. The plan focused on West Powelton / Saunders Park but also extended west to cover portions of Belmont to 44th Street up to Lancaster Avenue and the lower portion of Mantua south of Wallace Street and east to 37th Street. This plan provided PEC and their partners with strategies to guide their activities and investments.



OTHER KEY PLANS

In addition, strategies from a number of city-wide plans were incorporated into this plan. These plans include:

- *Citywide Vision Philadelphia 2035, Philadelphia City Planning Commission [2011]*
- *West Park District Plan, Philadelphia 2035, Philadelphia City Planning Commission [2012]*
- *West Market Street Corridor TOD Plan Philadelphia City Planning Commission [2006]*
- *The Plan for West Philadelphia, Philadelphia City Planning Commission [1994]*

> PLANNING PARTNERS

The plan was guided by a collection of established organizations and institutions based in Lower Lancaster. Organized by the People's Emergency Center [PEC] who administered the planning grant from the Wells Fargo Regional Foundation, these organizations have served as invaluable leaders to this process. The Steering Committee Partners include:

Morris Brown, Owner, Hair Thang
Glenn Bryan, Director, City and Community Relations, University of Pennsylvania
Marty Cabry, Director of Zoning for Councilwoman Jannie Blackwell
Mike Cormany, Christian Stronghold
Yvonne DeLee, Mill Creek Community Partnership
Desirae Douglas, Resident
Jim Flaherty, Senior Manager, City of Philadelphia Commerce Department
Gary Ginsberg, Assistant Executive Director, Penn Presbyterian Medical Center



public meeting at the fattah center, march 12, 2012

Cassandra Green, Mill Creek Community Partnership
Iola Harper, Director, SCI-West Initiative
Mike Jones, Powelton Village Civic Association
Michael Thorpe, Mt. Vernon Manor Board Member
Lucy Kerman, Vice Provost for University and Community Partnerships, Drexel University
Ryan Kuck, Preston's Paradise
John Leatherberry, Vice President, West Powelton Concerned Citizens Coalition
Pam Logan, Owner, J&P Cabinet Makers
Joseph McLaurin, Manager of Operations, University of Pennsylvania
Andrew Meloney, Philadelphia City Planning Commission
Jantra Morris, Owner, Vintage Village Antiques
George Poulin, President, Powelton Village Civic Association
Richard Purdie, President, Concerned Citizens of Mantua
Malkia Singleton, Vice President of Social Services, PEC
Gabe Tiberino, Tiberino Museum
Erin Trent, uGO
Steven Williams, Executive Director, The Partnership CDC
Elsie Wise, Presidents, West Powelton Concerned Citizens Coalition
Philadelphia Police Department - 16th District
Anne Zumbo, Sloan Street Garden

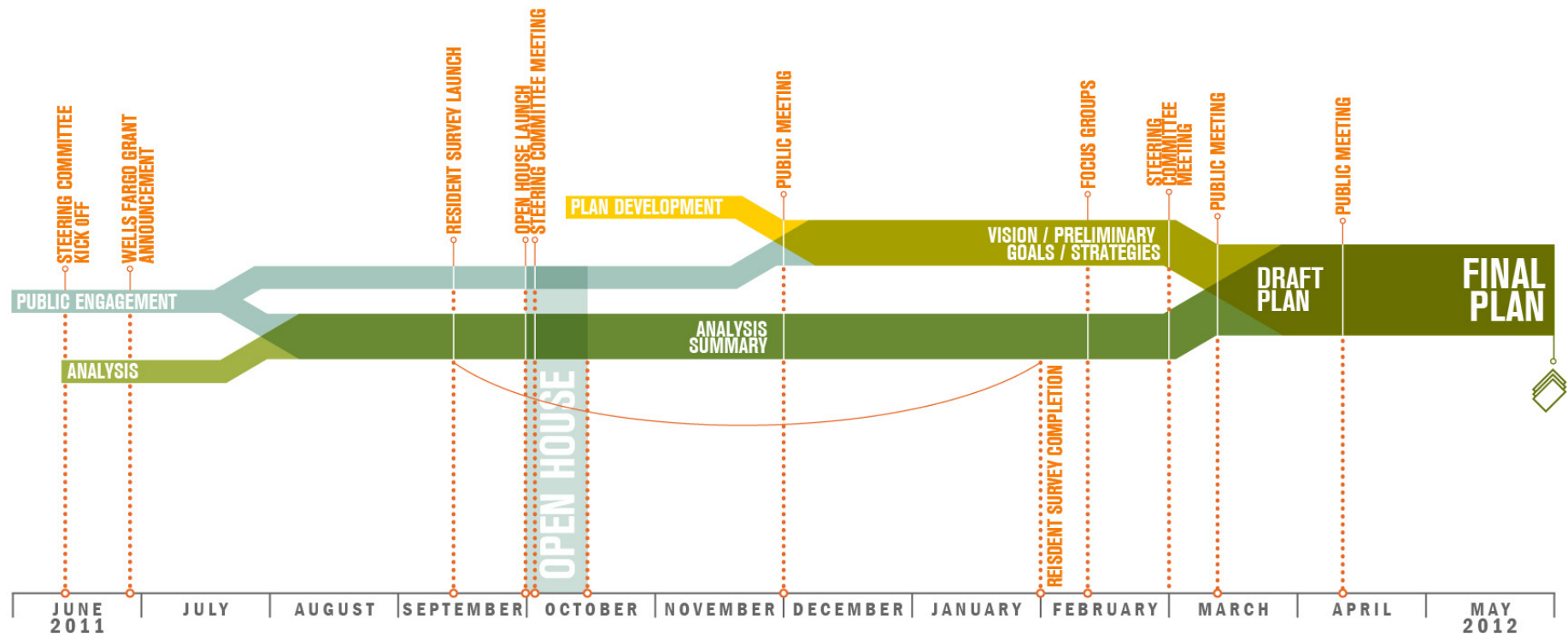


from the digital inclusion program, to arts and cultural event sponsorship, to organizing neighborhood clean-ups, PEC's positive presence in Lower Lancaster is felt in many ways.

People's Emergency Center [PEC] was founded in 1972 as an emergency shelter for homeless women and their children. In 1992 PEC established a Community Development Corporation [PECCDC] to develop much needed low-cost housing for the families coming out of their emergency housing system. Over time PECCDC's community revitalization work has expanded to include not only a wide array of real estate development work, but also economic development, and quality of life components.

Their comprehensive, strategic approach to neighborhood revitalization builds upon neighborhood assets and responds directly to the needs of the community. Through their real estate development activities they have leveraged over \$57 million in public and private funds to convert over 100 blighted properties into 218 units of affordable housing including 2 LEED-certified developments, 4 social service facilities, a community playground, and a mixed-use development on Lancaster Avenue. They have also helped 53 homeowners make repairs and improvements to their homes and completed energy-efficient housing for teens leaving foster care. PEC also offers housing counseling services including financial literacy programs and tangled title assistance.

Started in 2002, their economic development efforts along Lancaster Avenue have resulted in 44 new businesses locating on the corridor and the installation of 16 street trees, 8 mosaic tree pits, 4 murals, and 26 big belly trash cans. They have completed 28 commercial facade improvements; instituted daily street cleaning services through a local community group that employs neighborhood residents; and worked to create a more informed and engaged business community through quarterly trainings and workshops. Their quality of life programs have provided informational seminars and technology classes, along with neighborhood events and community art projects. Their pioneering digital inclusion program has distributed over 700 computers, and provided computer training to more than 1,500 low-income residents. Along with numerous community partners, they have hosted 20 Second Friday Arts Events, held 4 Community Jazz Festivals, led 3 community planting days, and spearheaded dozens of community cleanups.



> PLANNING PROCESS

The planning process was designed to be both data-driven and people-driven. This required us to both:

- > **LISTEN** through a variety of *Community Outreach & Engagement* activities—a key component of the plan and the basis for the recommendations
- > **COLLECT & ANALYZE DATA** to provide a comprehensive picture of the challenges Lower Lancaster faces today.

COMMUNITY OUTREACH AND ENGAGEMENT

The Lower Lancaster Revitalization Plan was conceived as a community-driven plan that will serve as a unified voice for local residents, business owners, institutions, youth, community leaders, and political representatives, among others. As such, the planning process was designed to not only engage the public, but also help to build a sense of community among the area's diverse constituency.

To create a plan grounded in the realities of Lower Lancaster required an open and ongoing public dialog that utilized a number of different outreach tools including:

- > Four meetings with a Steering Committee that guided all aspects of the project. The Steering Committee was comprised of local residents, community leaders, business owners, and representatives from local institutions. The first meeting served as a discussion of the



best methods to solicit public input during the process. The second meeting provided a preview of the planning team's analysis. The third meeting focused on discussing draft recommendations and the final meeting served to discuss 5-year priority projects.

- Eleven confidential *interviews* with a sample of residents, community leaders, business owners, service providers, and City officials.
- Seven *focus groups* to discuss unique concerns and perspectives regarding the future of Lower Lancaster. The seven focus groups brought together youth, business owners, artists and arts organizations, representatives from agencies in charge of open space and parks, police and townwatch representatives and residents from the Belmont and Mill Creek neighborhoods to discuss their perspectives and ideas for Lower Lancaster.
- An interactive *open house* to publicly launch the plan and invite community members to share their opinions of the community. The open house utilized a vacant commercial space on Lancaster Avenue and was open five times over the course of four weeks. The planning team created a temporary installation of tarp and blackboard paint on the exterior of the building to draw attention and filled the interior

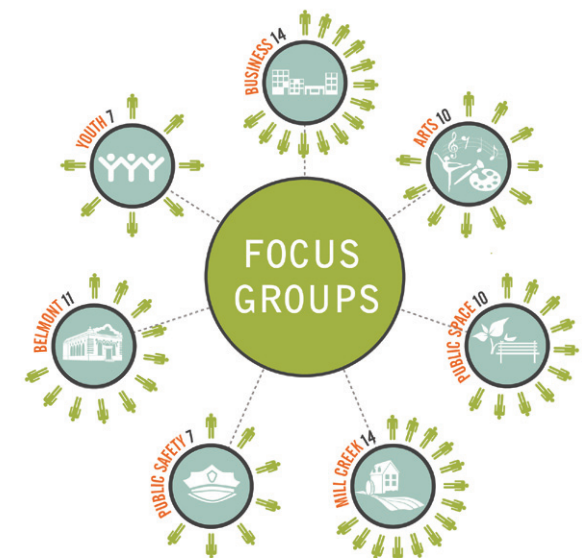


FIG 2 snapshot of focus group participants

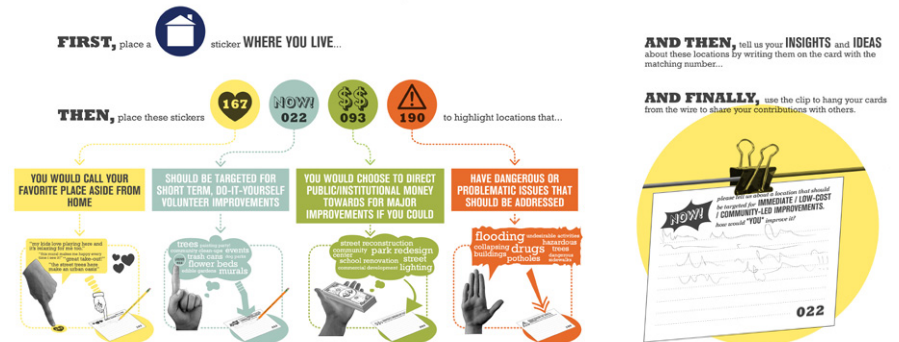
make your mark open house, october 2011



with information, a photo suggestion booth and other activities designed to get residents thinking creatively. Over 100 residents participated in this event.

➤ A number of *collaborative maps* were used to help residents pinpoint where they had concerns about their community. A large-scale collaborative map, used in the open house, asked residents to place a sticker on their favorite location in the area [besides their home], where significant issues exist, where do-it-yourself and short-term improvements could be made NOW, and where major improvements are needed. Residents also engaged in public realm mapping to identify hotspots for crime, illegal dumping, poor lighting and flooding.

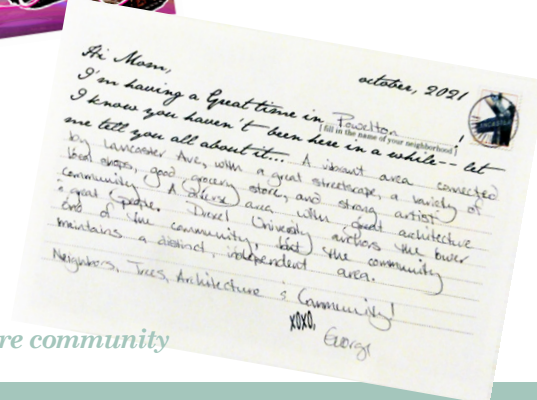
- HOW TO MAP - *collaboratively!*



images from the collaborative mapping process

let's start by identifying the **HOT SPOTS**. use the stickers to highlight the locations on the map where you think **DUMPING, FLOODING, POOR LIGHTING, and CRIME** are **ESPECIALLY TROUBLESOME**.

- *Postcards from the future* were used in multiple forums and meetings to encourage residents to dream about what Lower Lancaster could be in 20 years. A total of 20 postcards were collected from residents.
- A door-to-door *resident perception survey* was conducted throughout Lower Lancaster by community volunteers who collected over 360 completed surveys.



postcards from the future community input exercise

“ there are 5 jazz clubs and 5 artistic facilities in the area. national and local artists come to showcase their art. on weekends, plan activities are geared to family and friends in the community to learn & appreciate arts and culture. lights are being designed by computer programming and implemented by artist and apprentice. studios are walkable for recording music. the street is lovely and w/ no violence in sight—i love it here! ”

- In addition to the open house, three *public meetings* were held. The first meeting was held in December 2011 and was attended by 43 residents. At this meeting the planning team presented the analysis of existing conditions and invited the community to participate in the interactive mapping exercises described earlier. The second meeting, held in March 2012, was attended by more than 70 people and provided the community with an overview of the preliminary recommendations for the plan and engaged them in a prioritizing exercise to determine where limited funds should be directed. The final plan was held in April 2012 and provided a forum to review the final plan, celebrate the hard work of local volunteers, and sign up to stay involved with the implementation of the plan.

photo from the photo suggestion booth at the open house



- TELL US HOW YOU FEEL ABOUT THE RECOMMENDATIONS -

FIRST, rank according to your top priority

PLACE STICKERS HERE



SECOND, tell us what you want done NOW

6.1

TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

- > SPREAD THE WORD ABOUT LOWER LANCASTER'S CREATIVE COMMUNITY
- > ENCOURAGE ARTISTS AND CREATIVE INDIVIDUALS TO MAKE THEIR STUDIOS AND WORKSHOPS MORE VISIBLE
- > ENGAGE THE ARTS COMMUNITY IN FORMING A GREATER LANCASTER AVENUE ARTS COALITION
- > ORGANIZE AND PROMOTE REGULAR ARTS EVENTS
- > USE TEMPORARY PROGRAMMING AND INSTALLATIONS TO PROMOTE LOCAL ARTISTS



FIG 3 the community's top ten priority recommendation areas

community members ranked their top priorities among a comprehensive list of preliminary recommendations at the second public meeting, as listed at left.

the community's top nine short term priorities among all of the recommendations are also indicated.



> PUTTING THE PLAN TOGETHER

To understand the underlying trends and socio-economic characteristics of Lower Lancaster, the planning team utilized The Reinvestment Fund's [TRF] Policy Map data sets. This data on population, race, income, housing and other aspects of the community was augmented where necessary with other Census information and parcel data provided by the City of Philadelphia.

The planning team also conducted a parcel by parcel survey of every property in Lower Lancaster. The survey collected detailed information on each parcel including its use and condition as well as physical observations about housing, businesses, parks, roads, maintenance, safety, and so on.

The planning process consisted of three phases:

1. RESEARCH & EXISTING CONDITIONS

The first phase of work was defined by research and data collection. The planning team explored and documented the physical and economic conditions in Lower Lancaster through:

- > A GIS parcel by parcel mapping of land use, building condition and vacancy data to create an up-to-date land use map
- > An in-depth examination of the physical environment to assess the existing commercial and retail mix, the quality of the natural environment, local traffic and circulation patterns, the transit system, and pedestrian / bicycling amenities
- > Research using Policy Map and the Census to evaluate demographic and socioeconomic changes within the community over time
- > A review of historic maps and photographs as well as prior planning documents whose boundaries overlap with those of the study area
- > The launch of a public outreach initiative beginning with the Open

House designed to get a handle on the qualitative aspects of the neighborhood

- > Processing the information collected during the analysis to identify opportunities and challenges for the future of Lower Lancaster
- > Review of this information in an open public meeting.

2. PRELIMINARY RECOMMENDATIONS

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

- > Seven focus groups that discussed specific concerns raised during Phase I
- > Eleven one-on-one interviews to review previous findings and discuss possible recommendations with key stakeholders and funders
- > A list of goals and objectives based upon public input
- > A series of preliminary recommendations for achieving such goals and balancing observed trends and projections with desired outcomes
- > Presenting the preliminary recommendations to the community for feedback and critique at a public meeting

3. FINAL MASTER PLAN

During Phase III of the planning process, the planning team refined the recommendations to incorporate input collected from the Steering Committee and the general public. The analysis and revised recommendations are packaged together in this report, along with an implementation strategy to guide community action in the coming weeks, months, and years.

CONTEXT

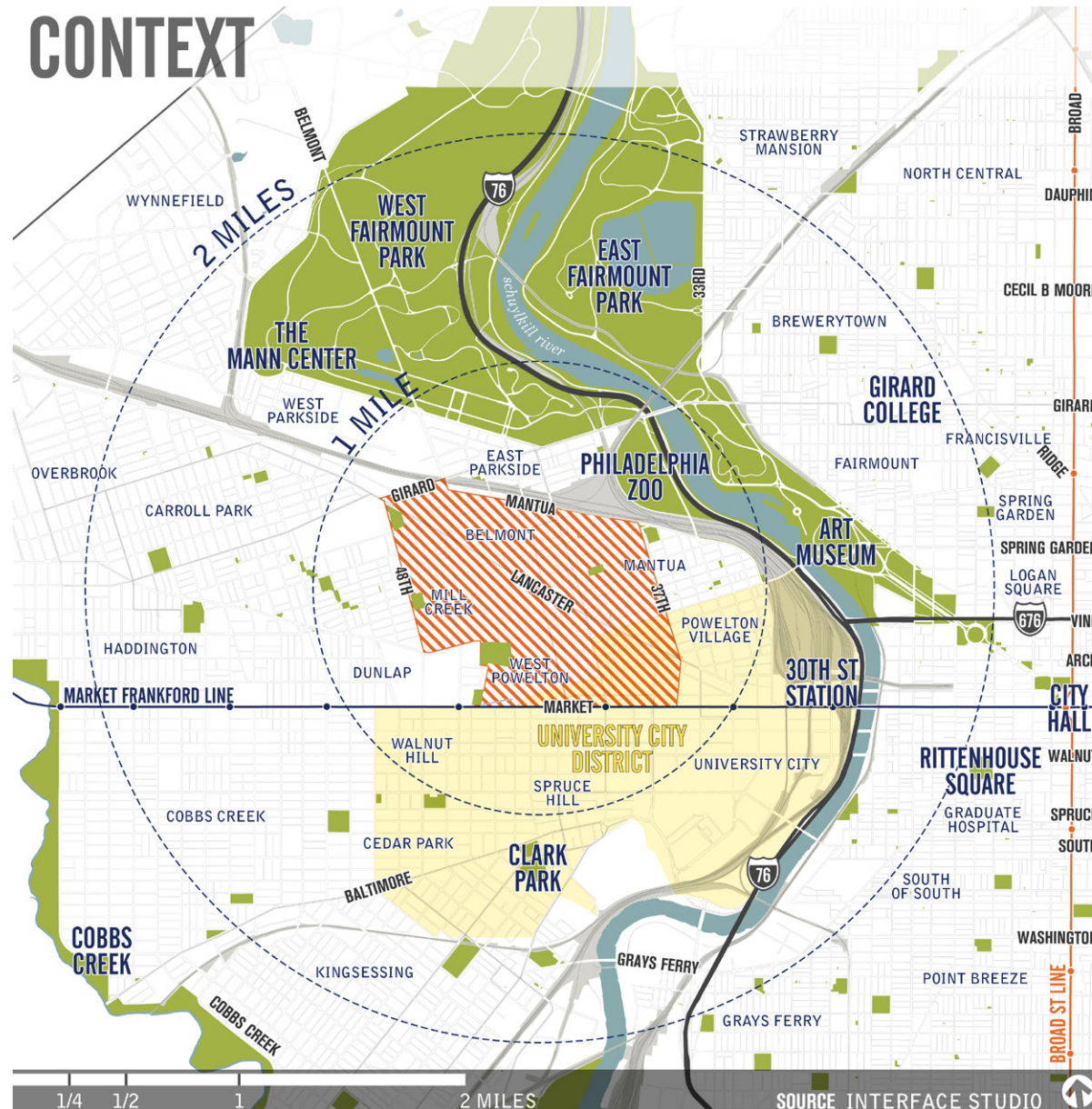


FIG 4 study area context map

today, the area once referred to as the “bottom” is strategically located within the city of philadelphia. lower lancaster is within one mile of the philadelphia zoo and fairmount park and at the doorstep of university city, 30th street station and the art museum. excellent transit access makes lower lancaster convenient to center city as well.



-  STUDY AREA
-  UNIVERSITY CITY DISTRICT
-  BROAD STREET LINE
-  MARKET / FRANKFORD LINE

LOWER LANCASTER: YESTERDAY TO TODAY

The area referred to as Lower Lancaster is a collection of unique neighborhoods that have shared many characteristics over time. The communities began as horse-cart, and then streetcar suburbs when the trolley lines were extended to the countryside. With the trolley lines came new housing and commercial services. By the early 1900s, Lancaster Avenue had become a vibrant commercial corridor with neighborhoods tucked behind the storefronts and businesses. Maps from the mid-1900s illustrate the fine-grained texture of the area, and the nice mixture of homes, stores, churches, theaters, schools and manufacturing. This bustling center of West Philadelphia commerce continued to grow until 1950 when it peaked at almost 72,000 residents.

Similar to many communities across the country, the factors that fueled growth in the early 20th century, reversed in the 1950s. The Philadelphia region shifted to accommodate the car, enabling new suburbs to flourish outside the city. As employers and residents moved away from the inner-city neighborhoods, the number of vacant homes and empty storefronts multiplied. In the 1960s, the Philadelphia Housing Authority attempted to address the vacancies through the development of multiple housing projects designed to serve the needs of low-income families. However, these developments, which included Mill Creek Apartments and Mantua Hall, only served to concentrate poverty and cause the further decline of the area. The negative effects of these developments reinforced the redlining activities that were already making it nearly impossible to secure financing for purchasing or improving homes in the area. What was once a large, racially and economically integrated community, transformed into a predominantly low-income area of mostly African-American residents. Despite the activism that occurred in the 1960s, with notable visits by Martin Luther King Jr., and Malcolm X, the negative trends could not be reversed. In total, Lower Lancaster lost 75% of its population between 1950 and 2010.

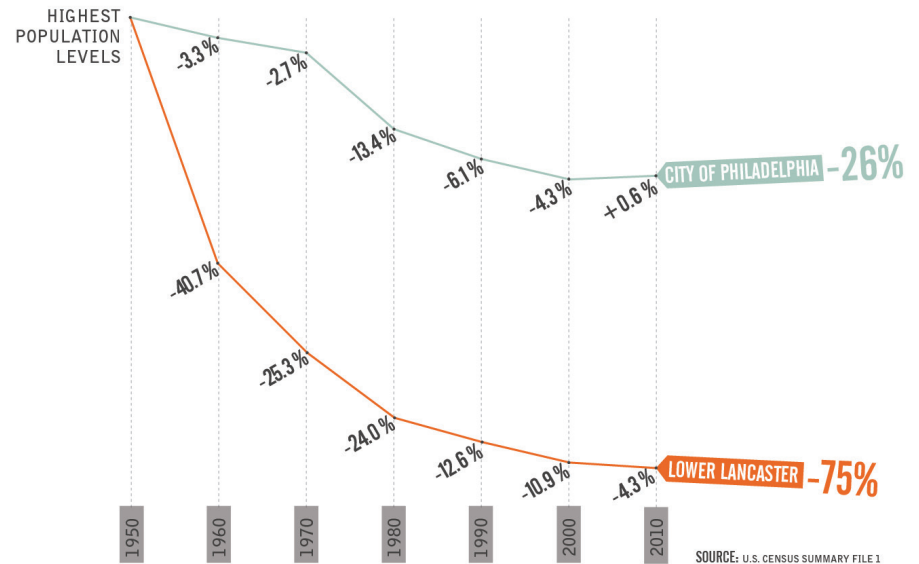
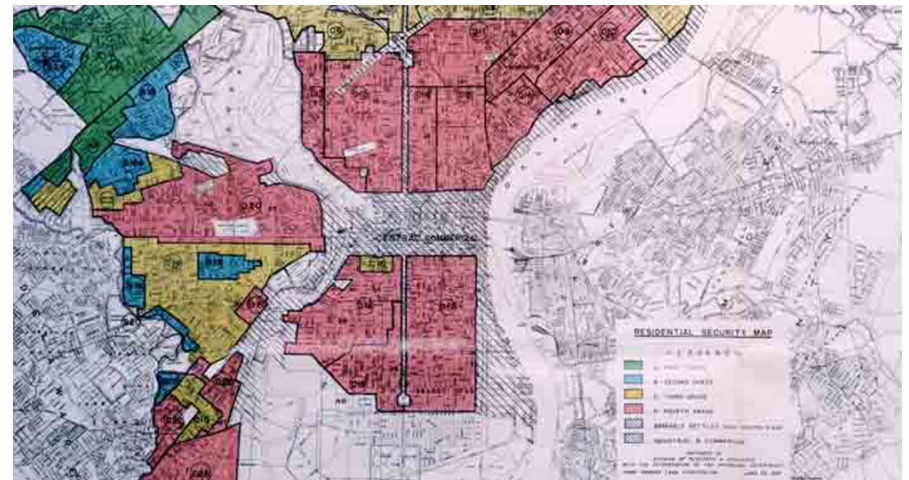


FIG 5 *population change since 1950*



city of philadelphia redlining map

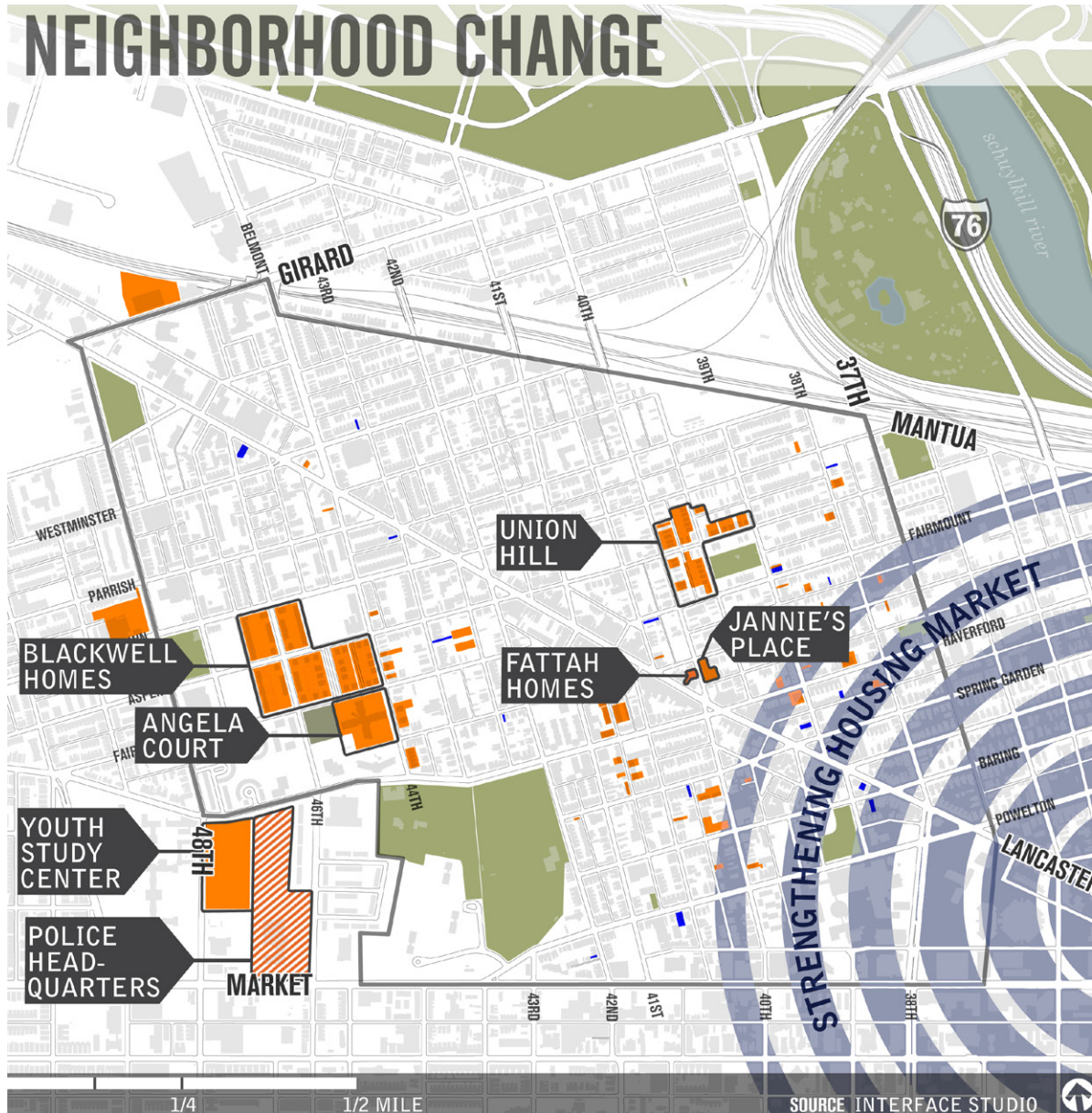


FIG 6 *neighborhood change map*

- RECENT CONSTRUCTION
- FUTURE PROJECTS
- UNDER RENOVATION AT TIME OF SURVEY

Although the area has experienced over 50 years of decline and disinvestment, there have been a number of noticeable changes over the past decade, especially in the southern portions of the community. The population loss that devastated many blocks in the community slowed to just over 4%, and while this lags the city as a whole [which added a small number of residents in that time frame], it demonstrates changing perceptions of the area. Over that same time frame, both the white and Asian populations doubled, the poverty rate declined, the proportion of people with a high school diploma or a bachelor's degree increased, the average home value more than doubled, and the number of people receiving public assistance declined.

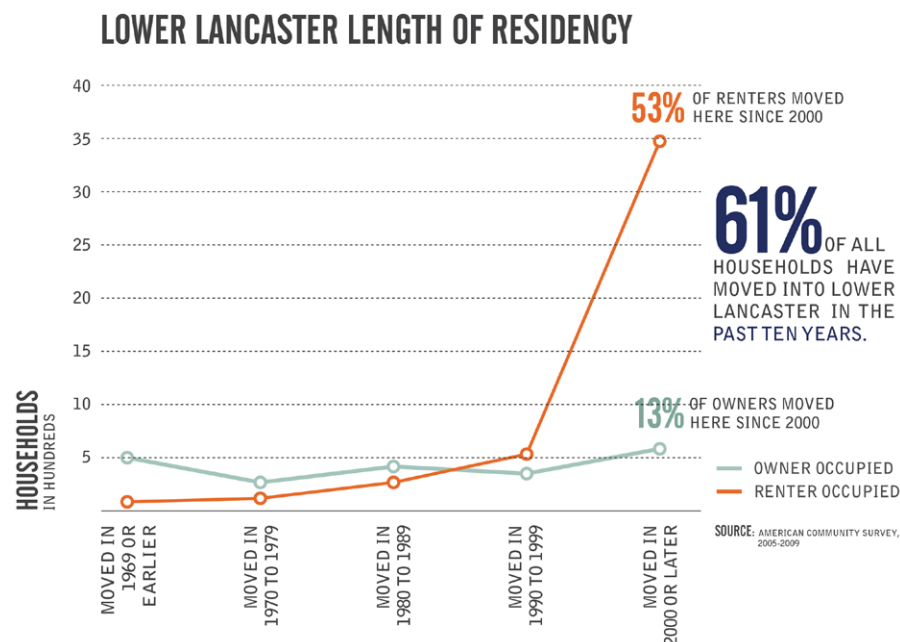


FIG 7 *length of residency*

Portions of the area have also experienced significant investment. Some of the past errors such as the Mill Creek Apartments and Mantua Hall have been demolished and redeveloped through the HOPE VI program. New construction projects such as Angela Court, the Youth Study Center, PEC's Fattah Homes and Jannie's Place, and the Union Hill development, have all redeveloped blighted properties in the area. Community residents have also started successful ventures like the nationally known Mill Creek Farms.

There is also a strengthening housing market in the area. This is largely fueled by widespread investment in the communities to the south and east of Lower Lancaster—Powelton Village, Walnut Hill and University City. This has pushed many students and young professionals to the

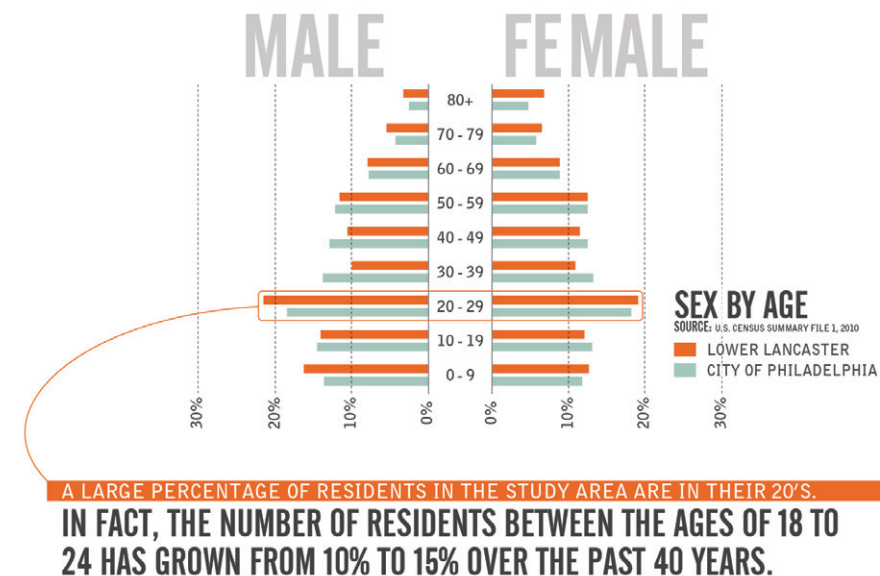


FIG 8 *sex by age demographics*

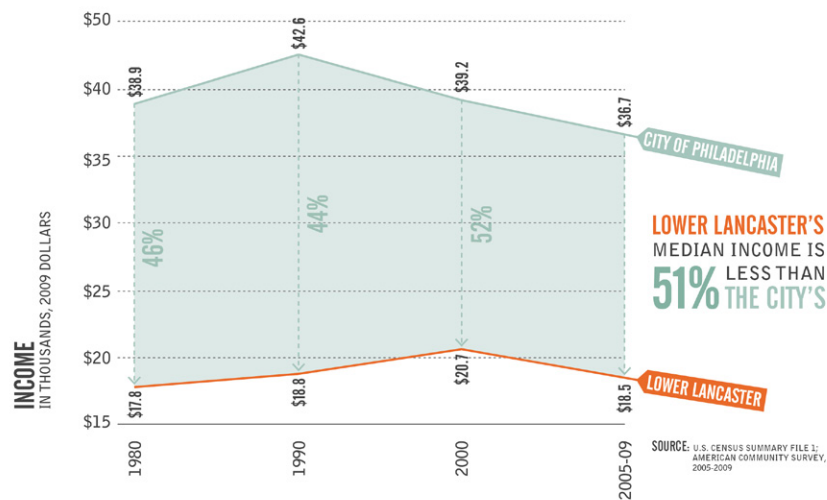


FIG 9 *change in median household income*

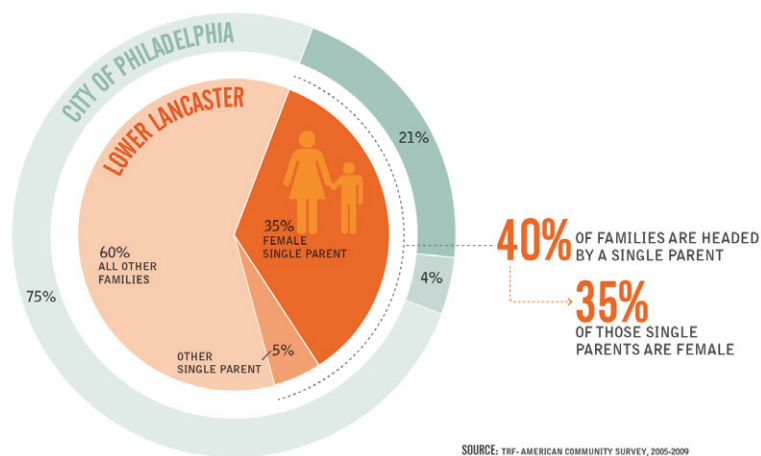


FIG 10 *estimated percent single parent families*

area, which is made apparent by the fact that the number of people aged 18 to 24 has grown from 12% to 15% of the area's population. Fifty three percent of renters and 13% of homeowners have moved to the community since 2000. We now have an increasing mix of long-time community members and new arrivals, both seeking to make Lower Lancaster a better place to live.

Despite this positive momentum and the increasing number of active and engaged community organizations, Lower Lancaster still faces considerable challenges. Forty percent of households are headed by a single parent and almost 30% of the population does not have a high school diploma. Community residents are making nearly 50% less than the City median income [\$18,384 compared to \$36,339]. Coupled with transportation and housing costs, this means that many households are struggling to make ends meet, and economic opportunities are limited. Despite being located adjacent to University City, one of the City's largest employment centers, many residents lack the skills or training necessary to obtain jobs there. This is where LISC's West Philadelphia Skills Initiative and training programs offered by PEC and other neighborhood organizations are so critical to the future of the community.

All of these challenges have physical manifestations that can be seen throughout the area. The Lower Lancaster area comprises 604 acres of land, with 33% dedicated to residential uses. Unfortunately, population loss has left a gap of over 57 acres of empty space, amounting to roughly 44 football fields worth of vacant land. In a parcel by parcel building survey conducted by the planning team, surveyors found that the condition of existing structures varies significantly from block to block. In some cases vacant buildings and nuisance properties are concentrated in specific areas, but in many cases these deteriorated structures are next door to homes in good condition. Poor building conditions and vacant structures are quality of life issues that breed trash and crime which impacts everyone.

Not surprisingly, having less people in the community has impacted the quality and diversity of businesses along Lancaster Avenue. At a mile and a half long the Avenue is already longer than the majority of commercial streets in the city. There is a concentration of activity between

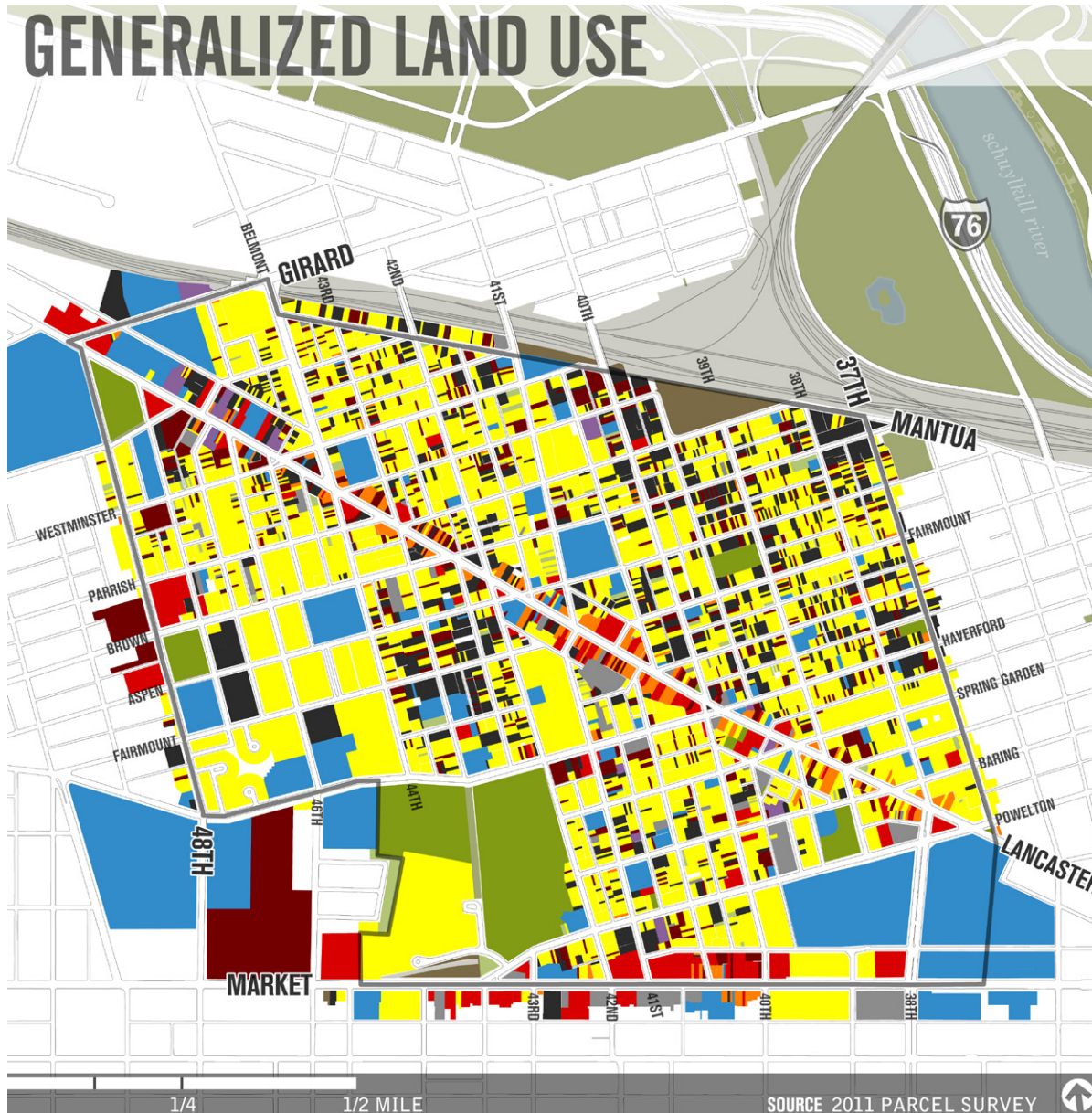


FIG 11 *generalized land use map*

- RESIDENTIAL
- MIXED USE
- COMMERCIAL
- INDUSTRIAL
- PUBLIC / INSTITUTIONAL
- OPEN SPACE / RECREATION
- PRIVATE YARD
- UTILITY / INFRASTRUCTURE
- PARKING
- VACANT BUILDING
- VACANT LOT

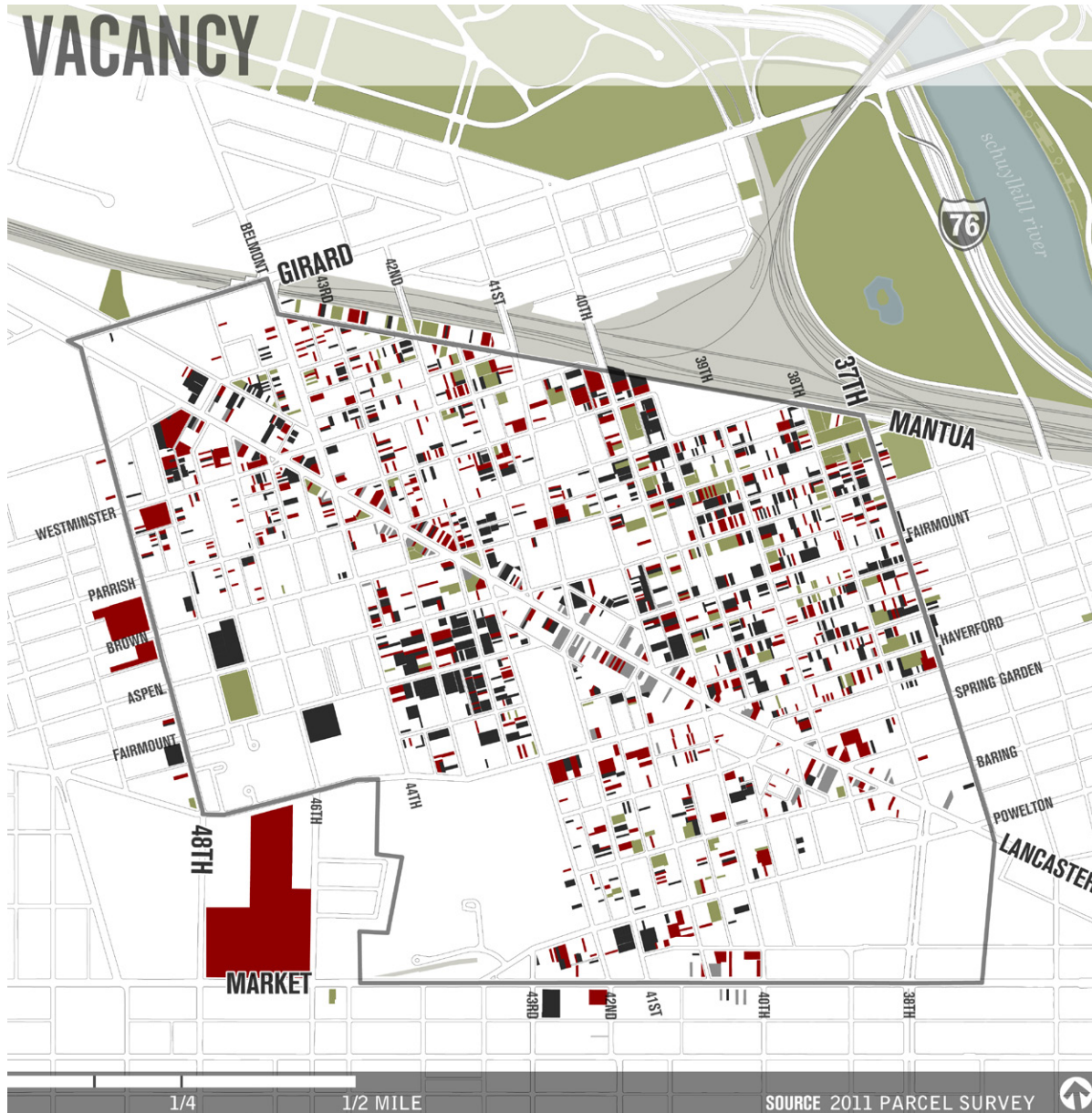
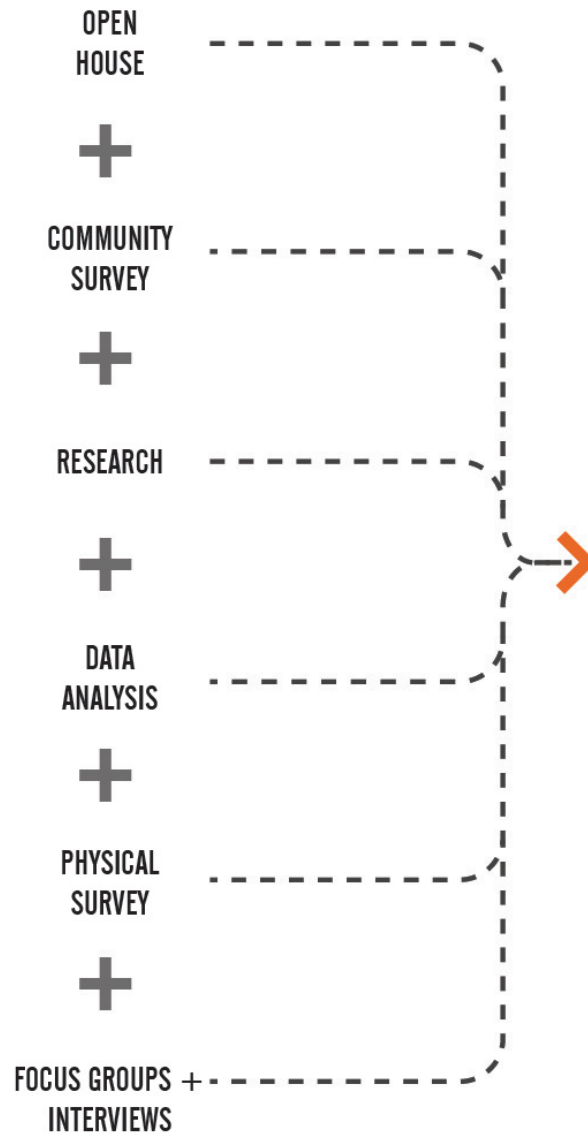
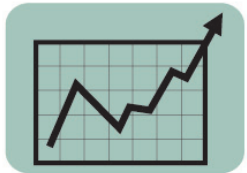
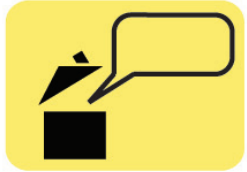


FIG 12 *vacancy map*

40th and 42nd Streets but, overall, 19% of the Avenue is entirely or partially vacant. Crime was cited by residents and business owners as a key barrier to bringing Lancaster Avenue back. Crime mapping of police data supports this view, showing concentrations of criminal activity on and around Lancaster Avenue.

FIG 13 *demographics table*

	LOWER LANCASTER STUDY AREA	PHILADELPHIA
POPULATION DEMOGRAPHICS		
Total population	18,082	-
Percent 65 years of age and older	14.5%	12.1%
Percent 19 years of age and younger	27.1%	26.3%
Percent foreign born	4.5%	11.5%
HOUSING		
Total Households	7,602	-
Average HH size	2.27	2.45
Total Families	3,482	-
Average Family Size	3.20	3.20
Percent Owner-occupied	28.8%	54.1%
EDUCATION & EMPLOYMENT		
Percent employed for the civilian work force 16 years and over	43.4%	51.8%
Median Household Income	\$18,499	\$36,669
Percent below poverty level	39.1%	24.2%
Percent with high school diploma or equivalent	37.6%	35.0%



For the community to fully address these challenges, it will require thoughtful and coordinated action on the part of residents and community stakeholders. There is momentum in the community and many residents and business owners have expressed hope for the future of Lower Lancaster. This plan is designed to respond to these challenges with a set of goals and strategies guided by local residents and stakeholders. The remainder of the plan is organized around 6 topic areas:

1. A BETTER QUALITY OF LIFE
2. HEALTHIER ENVIRONMENTS
3. HOUSING OPTIONS FOR EVERYONE
4. BALANCED STREETS
5. A REVITALIZED LANCASTER AVENUE
6. A UNIQUE IDENTITY

A **VISION** FOR LOWER LANCASTER...



“THE LOWER LANCASTER REVITALIZATION PLAN SEEKS TO CULTIVATE SAFER AND HEALTHIER NEIGHBORHOODS WHERE DIVERSE RESIDENTS ARE ENGAGED AS MEMBERS AND STEWARDS OF THEIR COMMUNITY. THE COMMUNITY ENVISIONS EACH DISTINCT NEIGHBORHOOD CONNECTED TO AND UNIFIED BY A REVITALIZED LANCASTER AVENUE RESTORED AS A COMMERCIAL MAIN STREET, VIBRANT ARTS AND CULTURAL CORRIDOR, AND GATHERING PLACE.”

from the public input sessions and extensive existing conditions analysis, this vision statement was formed to shape the goals of this plan.

PLAN RECOMMENDATIONS

The following chapters detail the recommendations that were developed as a part of the Lower Lancaster Revitalization Plan, organized according to recommendation areas.

> COMMUNITY PRIORITY AREAS

At the second community meeting, which included a presentation of preliminary recommendations, community members ranked their top priorities among a comprehensive list. The community's top ten priorities are:

1 A BETTER QUALITY OF LIFE

- 1.1 Cultivate civic leadership and community stewardship
- 1.2 Engage youth as contributing members of communities
- 1.3 Strengthen local schools
- 1.4 Encourage improved community wellness
- 1.5 Support job readiness and increase employment opportunities
- 1.7 Establish safer streets and neighborhoods
- 1.8 Mobilize efforts to clean up neighborhoods and reduce blight

2 HEALTHIER ENVIRONMENTS

- 2.4 Create, preserve, and enhance open space assets on vacant land

3 HOUSING OPTIONS FOR EVERYONE


- 3.1 Strengthen homeownership and existing housing stock

5 A REVITALIZED LANCASTER AVENUE

- 5.2 Retain and strengthen existing businesses

In the following recommendations chapters, these priorities are identified by this indicator:

TOP
TEN

As the recommendations were being finalized, the Steering Committee identified those that they felt should constitute a framework to guide the actions of PEC and its implementation partners for the next five years. In the following chapters, these immediate term recommendations are indicated with a clock symbol: 

Following the recommendations section, the Implementation appendix presents a full list of the five-year plan priorities.

PLAN RECOMMENDATIONS



A BETTER 1 QUALITY OF LIFE

Quality of life issues were at the top of the community's priorities, as 51% of the issues ranked by residents fell within the recommendations included in this area. As a result, community and social needs form the foundation of this plan. The things that are most important to residents in Lower Lancaster are really just the basics: strong schools, clean and safe streets and public spaces, convenient access to healthy foods, good paying jobs, and out of school activities for local youth. Improving the quality of life in Lower Lancaster is critical to retaining and improving service to existing residents, but is also a necessary part of attracting new residents to the area.

There was distinct awareness among residents that some of the things the community wants the most won't be possible without their own dedicated efforts and the strengthening of neighborhood groups. Many reflected on how valuable the planning process was because it initiated conversations among neighbors addressing important issues. Keeping these conversations going by getting residents engaged and getting them to take on roles in the ongoing revitalization of the neighborhood will enable neighborhood groups to grow, build capacity, and take on some of the challenges set forth in this set of recommendations.

1.1 CULTIVATE CIVIC LEADERSHIP AND COMMUNITY STEWARDSHIP TOP TEN

The Lower Lancaster Revitalization Plan created the opportunity for The efforts of community-based nonprofits have been critical to the area's ongoing revitalization. However, there is a critical need for cultivating civic leadership and community stewardship among groups that are led by and composed of residents from the community. When asked what they can do to make their neighborhood a better place, 46% of survey participants chose "Build community / Respect / Pride." At 21%, "Improve Safety" ranked second and "Cleaning" ranked third, with 14% of the responses. Cultivating civic leadership and community stewardship is needed to help coordinate these resident-led efforts and others.

Achieving the goals and priorities set forth by the community as a part of this planning process requires all neighborhoods in the area to strive to achieve an organizational model of neighborhood representation and community stewardship. In some cases, groups operating within the same area and with specific agendas might be tapped to work together in forming a neighborhood group with a broader mission. As it is, there are already urban farming groups that do mural projects and town watch groups that organize trash clean-ups. Establishing umbrella neighborhood groups will enable resident leaders to pursue resources to improve their neighborhoods, establish venues for ongoing dialogue, and provide opportunities for residents to collectively effect change.

WHAT CAN YOU DO TO MAKE IT A BETTER PLACE TO LIVE?

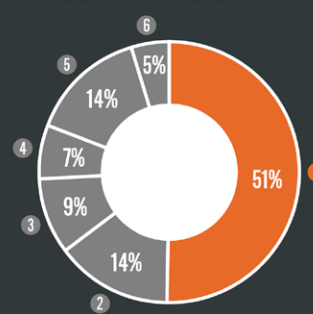


FIG 14 *how residents would improve the neighborhood*

RANKINGS ACCORDING TO TOP PRIORITY

- 1 A BETTER QUALITY OF LIFE
- 2 HEALTHIER ENVIRONMENTS FOR LIVING AND RECREATING
- 3 HOUSING OPTIONS FOR EVERYONE
- 4 BALANCED STREETS
- 5 A REVITALIZED LANCASTER AVENUE
- 6 A UNIQUE IDENTITY

PERCENTAGE OF TOTAL RESPONSES



PERCENT TOTAL PRIORITIZATION BY RECOMMENDATION AREA

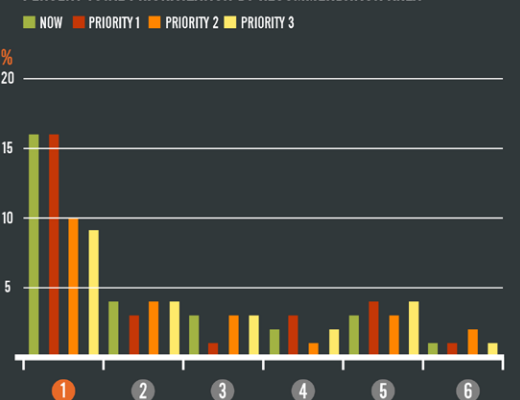


FIG 15 *community's top-ranked priorities by recommendation area*

EXPAND CAPACITY OF NEIGHBORHOOD GROUPS AND ENCOURAGE THEM TO HAVE A LOUDER VOICE IN COMMUNITY CHANGE

Established and experienced organizations and community-based nonprofits can assist emerging neighborhood groups in efforts to build capacity by:

- Helping to define organizational structure
- Giving guidance on how to engage and communicate with residents
- Offering use of office resources to make fliers and take on other production tasks
- Meeting regularly to share information about available resources
- Forming advisory committees to help with organizational development

Neighborhood groups who establish nonprofit status may benefit from other sources of guidance and organizational consultation, such as the development and support programs available through LaSalle University's Nonprofit Center.

Community participants in the planning process sent a resounding message: “we want to continue to be involved in decisions about the future of our neighborhood.” Opportunities to do so are on the horizon. With the Philadelphia 2035 Citywide Vision Plan now complete, the City Planning Commission is developing a series of district plans that will focus on large sections of the city and engage communities in decisions about land use, infrastructure, public space, and many other aspects of the built environment that will influence the course of neighborhood change. Two district planning areas comprise the Lower Lancaster area, as shown in Fig. 16. The University/Southwest district plan will be underway in fall 2012, while the West district plan is expected to commence in 2014/2015. Public outreach and engagement efforts will invite community members to bring their insights and priorities for the future to the table, and it is important that the recommendations in and lessons learned as a part of

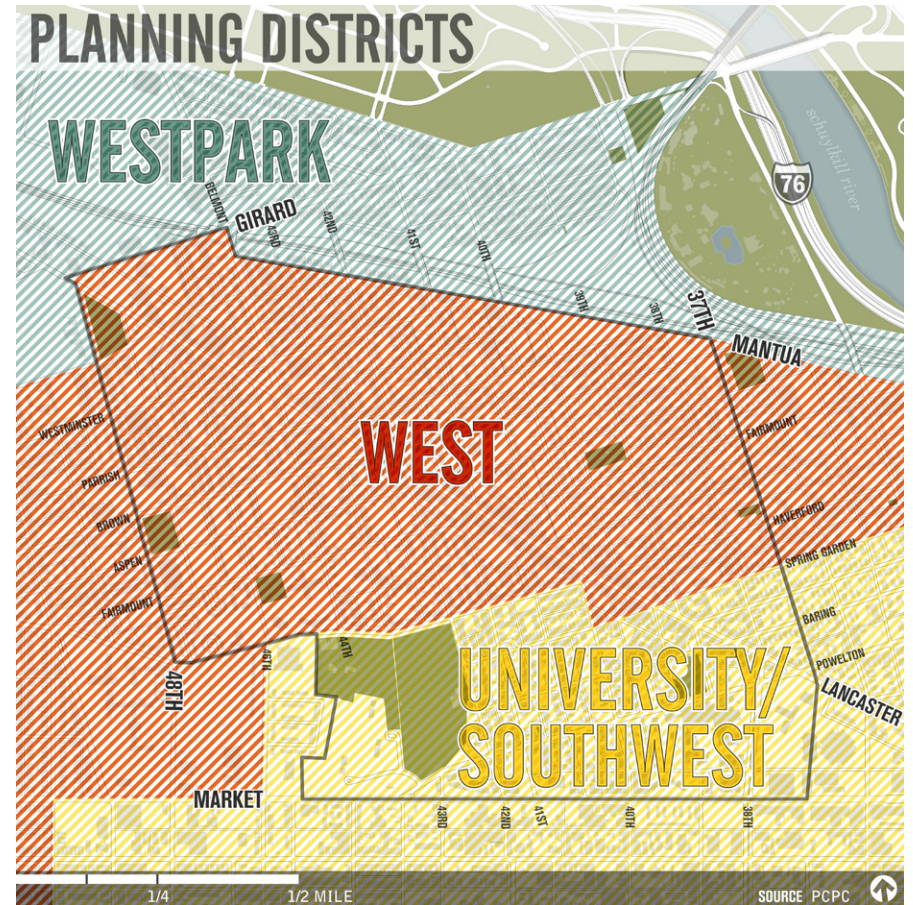


FIG 16 *planning district map*

the philadelphia city planning commission's planning boundaries are such that there will be two separate plans for lower lancaster as a part of philadelphia 2035 district planning processes.

the Lower Lancaster Revitalization Plan process carry through to the district plan. Neighborhood groups and community-based organizations are encouraged to add their voices to this important dialogue.

While participating in the district planning process is essential for residents to continue to make their mark on the vision for the more distant future, there are also ways to weigh in on more imminent change within neighborhoods. As a part of rewriting Philadelphia's Zoning Code [adopted in December 2011], new procedures were formalized for how community groups can be involved in the zoning variance approvals process. When a proposed development, renovation, or change in land use does not conform to the zoning of the parcel, the project goes through a review process that requires applicants to seek the community's support of a zoning variance. Civic groups must become Registered Community Organizations [RCOs] in order to hold community zoning meetings and submit letters of support or opposition to the Zoning Board of Adjustment. Neighborhood groups in Lower Lancaster that already have a zoning variance approvals process will be required to register

with the Philadelphia City Planning Commission in order to continue to legitimately represent a given area. The Planning Commission expects to accept initial applications for RCOs in June 2012, so that the RCOs are in place when the new zoning code takes effect in August.

For areas where no group currently oversees the zoning variance process, groups should be encouraged to participate in the Citizens Planning Institute to learn more about how communities can keep tabs on development in their neighborhood and evaluate whether becoming an RCO may be of interest.

LEARN MORE citizensplanninginstitute.org



IMPROVE NEIGHBORHOOD GROUP OUTREACH AND ENGAGEMENT

Emerging neighborhood groups tend to grow out of friendships and neighborly relationships. However, as an organization develops beyond social networks and starts to represent an area, its communication techniques must also evolve. Establishing and maintaining a sense of mutual trust and shared goals between a neighborhood group and the greater community is possible through open and inclusive processes, regardless of the size of the group or number of years it has existed. Participants provided relevant feedback on this matter, resulting in a few ideals to aspire to for improved outreach and engagement:

- Community meeting dates, locations, and agendas should be shared among all neighborhood groups, community-based nonprofits, and communication networks that may have an interest in the meeting. Creating a phone tree or other organized protocol for disseminating information among them may better ensure that the word gets out.
- Flying neighborhood streets, circulating newsletters, and posting notices on well-traveled routes should be a part of any outreach strategy.
- Absentee landlords and renters need to be engaged in discussions

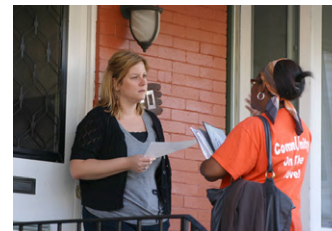


about the community. Better participation and communication with these groups is necessary to address neighborhood issues in an effective way.

- New neighbors should be welcomed and engaged by community groups, and recent arrivals should be informed about neighborhood initiatives and ways to get involved.

The block captain system is a crucial way to organize community stewardship among neighbors in efforts to keep blocks clean and build community pride. In many areas of Lower Lancaster, the block captain system needs to be reinvigorated. The community should support neighborhood group efforts to:

- Reaffirm existing block captains and those interested in continuing in that role.
- Recruit willing volunteers and petition neighbors to establish block captains for unrepresented blocks.
- Organize youth volunteers working with adult leaders to fulfill the block captain role.



THE ENTERPRISE CENTER "STREET TEAMS"

The Enterprise Center Community Development Corporation operates a successful program of neighborhood-based "Street Teams" that employs local residents to connect with and disseminate information to area residents on topics ranging from senior and youth programs, home repair, and health services to financial literacy and job training. With over 33,000 visits to neighborhood residents by a single Team [Walnut Hill Street Team] in 2011, the program has done much to build and strengthen the organization's credibility in West Philadelphia neighborhoods while engaging youth and adults in community-based professional development.

LEARN MORE theenterprisecenter.com



IMPROVE COMMUNICATION AMONG NEIGHBORHOOD GROUPS, COMMUNITY-BASED NONPROFITS, AND INSTITUTIONS

The number of active organizations in the Lower Lancaster area provides a real opportunity for coordinating communication, resources, and efforts to effect positive change in Lower Lancaster. Regular meetings between PEC and its other SCI West nonprofit partners, including UCD, Partnership CDC, and The Enterprise Center, will enable these groups to accomplish more by working together and coordinating their efforts. Similarly, bridging the communication gaps between similarly-aligned groups and organizations with overlapping service areas—especially at the neighborhood level—would work towards the same end. Aside from more regular coordination meetings to facilitate structured collaboration, a few additional strategies might be considered:

- Co-sponsoring events and coordinating efforts outside the meeting room and visible to the broader community would facilitate a powerful cross-pollination of groups, simultaneously increasing awareness of both groups' missions and combining resources to have a greater impact.

- Asking participants of one group to participate in another group helps to facilitate coordination and communication. Common members can become critical vehicles of information sharing and can better enable collaboration. Scaled up, this practice creates a network of well-informed participants and intrinsically linked organizations.
- Creating and maintaining an easily managed online directory of neighborhood groups, community based nonprofits, and institutions, along with summaries of ongoing initiatives and contact information for specific positions and roles within those groups would help improve networking and collaboration. A message board or blog-type functionality would help keep groups updated in real time, as well as informing the broader community of events, ongoing initiatives, and resources.



> FIND SOLUTIONS FOR THE FACILITY NEEDS OF COMMUNITY GROUPS

Strengthening existing community groups and supporting emerging ones requires sufficient access to meeting and event space. During the planning process, concerns were raised about the shortage of flexible indoor community space, especially in Belmont and Mill Creek. The planned indoor recreation center on 47th and Aspen Streets [see Section 2.3] may present an opportunity to provide space at some point in the future. Community organizations should begin facility programming discussions in the near term with decision makers and potential advocates for that project's implementation.

In order to meet the facility needs of community groups now, interim solutions should be explored. Community groups should open channels of communication with Philadelphia Parks and Recreation and the School District of Philadelphia to determine whether existing facilities could be used to accommodate community functions, as well as to set forth a protocol for how these groups could reserve spaces for events and meetings.

“this one room is the only space we got for our community! we can’t have more than one thing happening at the same time.”

> ESTABLISH GUIDELINES FOR A HARMONIOUS RENTAL/HOME OWNERSHIP RELATIONSHIP

Community organizations should reach out to landlords, student renters, and offices of local educational institutions dealing with off-campus student living to encourage:

- > Code of conduct, ethics and care in keeping their property in good repair
- > Respectful and courteous behavior as neighbors
- > Participation in community building activities that contribute to the neighborhood's stability

For those landlords who are not reinvesting in their properties and whose tenants are disruptive, community organizations should work with L&I and the City to enforce health, safety, building and behavior codes to ensure compliance.

“you do not have a lot of property owners who actually live in the community. and renters don’t come out to these meetings. those are the people you should be trying to attract and engage—the renters and owners of these properties.”

1.2 ENGAGE YOUTH AS CONTRIBUTING MEMBERS OF COMMUNITIES

TOP
TEN

Throughout the planning process, residents voiced their concerns about the urgent need for more and better ways to engage youth in the Lower Lancaster area. Discussions focused on how to go beyond simply finding ways to keep teens busy and out of trouble. There is interest in giving neighborhood youth constructive tasks and responsibilities, such as helping to organize and implement community improvement projects, or learning about aspects of the adult world that might help them set their own course towards a productive adulthood. The importance of youth engagement carried through to the final stages of the plan, when the community was asked to identify its top priorities among the recommendation areas: engaging youth ranked among the top five priority areas in the plan and more residents identified engaging youth as their top priority than any other recommendation area.

Organizations have expanded opportunities for youth involvement in recent years, and building on that momentum will ensure continued progress towards meeting this high-priority need within the community.

CREATE OPPORTUNITIES FOR MULTI-GENERATIONAL LEARNING

Young adults in Lower Lancaster could learn a lot from community leaders, local business owners, and professionals who live and work there. One of Lancaster Avenue's two business associations, LA 21, plans to expand its youth internship program to give teens the chance to learn practical skills and build work experience—one of many potential opportunities for youth to learn from adults. Neighborhood groups, community-based nonprofits, and local institutions should work together to continue this type of program development for youth engagement, including establishing mentorships and internships for local youth, organizing workplace field trips, inviting guest speakers to share their experiences with teens, and creating summer programs for skills building and exploration of career interests.

"THE REALITY IS, IF YOU ENGAGE YOUTH, THEY ARE MORE LIKELY TO BE A PART OF THIS. YOU'VE GOT TO BRING THEM IN AND YOU'VE GOT TO HAVE STUFF FOR THEM TO DO."



TEC-LAB

The Enterprise Center CDC has expanded and rebranded its successful youth entrepreneurship program known as YES (Youth+Entrepreneurship=Success) to address youth leadership training and community service. The program, now known as TEC-LAB (The Enterprise Center's Leaders About Business) includes rigorous in-school and after-school components for students from partnering Philadelphia Academies public schools, as well as summer programs. The YES and TEC-LAB programs have provided over 3,500 public high school students with entrepreneurial, management, and leadership skills while engaging youth in their communities.

LEARN MORE theenterprisecenter.com/business-education



> PROVIDE SUPPLEMENTAL OUT-OF-SCHOOL TIME PROGRAMS

Schools and organizations offer a variety of excellent extracurricular programs to local youth, including the Police Athletic League [PAL] in Mill Creek, the Making Dances Summer Camp at the Community Education Center [CEC], PEC's afterschool program and summer enrichment program, ASAP Chess at the Drew Elementary School, and Black Women in Sport at Martha Washington School. These programs should be better advertised and strengthened to ensure residents are taking full advantage of resources available to them. While these programs are a great asset to the community, the planning process revealed that there is a need for more youth activities, including both regular programs and special events, such as game nights, pick up athletic games and movie nights.

In addition, PEC and its community partners should expand access to safe places for youth in the evening when afterschool programs let out and before curfew. The Summer Night Lights program in Los Angeles targets at-risk youth by keeping parks open after dark, offering youth programming, and providing free meals in the summer months. Since 2008, neighborhoods that have implemented the SNL program have seen a 57% reduction in gang related homicides.

LEARN MORE mayor.lacity.org/Issues/GangReduction



THE PARTNERSHIP CDC URBAN FOOD LAB

The Partnership CDC, in collaboration with Cheney University, has developed a cutting edge prototype facility known as the Urban Food Lab to test symbiotic indoor fish and vegetable "aquaculture" systems for possible implementation at a neighborhood-sustaining scale in the near future. The lab currently acts as a training space for students in the University's aquaculture program, and recently received a gift of growing equipment valued at tens of thousands of dollars. In a soon-to-be expanded space of 1,800 square feet, the Lab could produce as much food as a 2.5 acre farm, while employing local residents with a wide range of education levels and providing fresh, local, sustainable food to surrounding communities.

LEARN MORE partnershipcdc.files.wordpress.com



CREATE WAYS FOR YOUTH TO BECOME MORE ACTIVE MEMBERS OF THE COMMUNITY

The concentration of urban farming activities, community gardens, and 55 additional acres of vacant land within the target area, creates opportunities to engage youth in learning about healthy foods and food production. The need to increase neighborhood access to fresh fruits and vegetables makes efforts to expand youth involvement in urban farming and community gardening even more worthwhile. Community organizations should facilitate partnerships between schools and existing urban farming and gardening operations to create new opportunities for youth to be involved, as well as provide support in securing operational resources to sustain new youth participation and education programs.

“when kids don’t see the value of something, they destroy it. so you see them coming down the street throwing trash and writing graffiti—they don’t understand that all of these things bring down the value of something that affects them. and when they see that it affects them, it changes their perception.”

“if there were places i could go to be with local youth, i probably would. if we had an economic development workshop or, you know, teach them how to make a pizza...all of that stuff would attract them and they would be engaged in it. and once they’re engaged in it, they’re less likely to destroy it.”



PROJECT MINTPATCH

John and Kira's Chocolates, an online gourmet confectioner, established student-run mint-growing projects in “living classroom” greenhouses at Drew Elementary School and University City High School. In addition to supplying the mint needed to produce the company's Garden Mint-flavored chocolates, Project MintPatch, provides agricultural education, job development skills, and paid jobs for participating students. In 2012, the program expanded to include urban gardens from three other youth programs—Teens 4 Good and The Village of Arts and Humanities in Philadelphia, and Common Good City Farm in Washington, DC.

LEARN MORE johnandkiras.com/product



MILL CREEK FARM

West Philadelphia's Mill Creek Farm, a not-for-profit urban farm adjacent to a vibrant community garden, connects youth to community elders on the land and provides educational programs, farm tours, field trips, and skills workshops to the community at large. Founded in 2005 with funding from the Philadelphia Water Department and the Pennsylvania Horticultural Society, MCF has become a prominent interactive urban farming educational center and has expanded to provide a summer market internship and leadership development job training for area high school students.

LEARN MORE millcreekurbanfarm.org



FIND AVENUES FOR YOUTH TO EXPRESS THEMSELVES CREATIVELY THROUGH COMMUNITY IMPROVEMENT PROJECTS

There are plenty of canvases primed for creative transformation in Lower Lancaster: empty storefronts, vacant lots, blank walls, parks and play spaces, and a variety of other sites that could use some sprucing up. These are all opportunities to enable youth to express themselves while physically improving the community. Inviting neighborhood youth to take part in both conceptualizing and implementing community improvement projects enables kids to cultivate a sense of stewardship over the public realm. Allowing youth to build pride in their own efforts and to develop a sense of responsibility for the community's ongoing revitalization will make them less likely to engage in destructive behaviors such as vandalism and graffiti.

However, channeling youthful energy into creativity takes a tremendous amount of coordination and oversight. Likewise, engaging youth in longer-term creative projects that allow them to build relationships with adults takes careful and dedicated planning and dedicated programmatic resources. Tapping into the local artist community to work with local teens could also build stronger relationships within the community. Community organizations should explore resources to expand youth arts programming, as well as recruit local artists and after school program coordinators to help with development.



FAVELA PAINTERS

World-renowned Dutch Artists, Jeroen Koolhaas and Dre Urhahn [known as Haas and Hahn or the Favela Painters], are famous for their massive, community-driven murals in the favelas of Brazil, which turned the slums of Rio de Janeiro into “monumental artworks of epic size” to build local pride, change outside perceptions, and draw positive attention to these infamous neighborhoods. Haas and Hahn hired teams of local residents to help them paint, creating jobs and providing job training for the painters, while dramatically changing the image of the community and stimulating the local economy, as new businesses opened to serve growing throngs of visitors and tourists.

Philadelphia's celebrated Mural Arts Program, has brought these mural artists to Philadelphia to undertake three large-scale, high-profile, and transformative mural projects on commercial corridors – one at Germantown and Lehigh, one in Manayunk, and one in Center City. As they did in their projects in the favelas of Brazil, the artists will train and employ local young adults to help paint giant murals spanning multiple buildings, introducing public artsapes unlike any other murals in the city or the nation – dynamic colors and patterns that form unifying designs and put these shopping districts back on the map and back in business.

LEARN MORE favelapainting.com



1.3 STRENGTHEN LOCAL SCHOOLS TOP TEN

Strengthening Lower Lancaster's schools is vital to improving education for the youth living in the community today, as well as to attract young families to the area. When asked what factors led survey participants to live in their neighborhood, only 4% of those surveyed identified schools as a draw. Given the disconcerting performance of some schools, improvement is essential to turning them into a neighborhood asset rather than a deterrent. Given the challenges that the School District of Philadelphia is facing, many of the fundamental problems facing Lower Lancaster schools can't be solved locally. However, getting parents, neighborhood groups, community organizations, and local institutions involved could have a large impact on addressing critical issues and revamping education in Lower Lancaster.

“schools are the lynchpin of strong communities. we need to attract young adults to engage in civic groups and help improve the schools.”

ENCOURAGE GREATER PARENT INVOLVEMENT IN PARENT-TEACHER GROUPS AND SCHOOLS

Developing strong parent involvement in their child's educational experience creates opportunities for adults to learn about what gaps may need to be filled at local schools and how they can contribute time or other resources to help improve their child's education. Parent Teacher Associations [PTAs] and Parent Teacher Organizations [PTOs] maximize the impact of parent involvement by coordinating the efforts of parents and guardians with teachers and school administrators. During the planning process, The Community Education Alliance of West Philadelphia shared successes in developing PTOs for its two charter schools in Belmont. However, it was also noted that some schools in Lower Lancaster would require greater participation and leadership by parents to establish effective PTA/PTOs. Neighborhood groups, community organizations, and local schools should work together to build parent participation in these groups.

HIGH SCHOOL GRADUATION RATES

4-YEAR COHORT GRADUATION RATE FOR FIRST-TIME 9TH GRADERS FROM FALL 2007

- SCHOOL DISTRICT OF PHILADELPHIA HIGH SCHOOLS
- CHARTER HIGH SCHOOLS

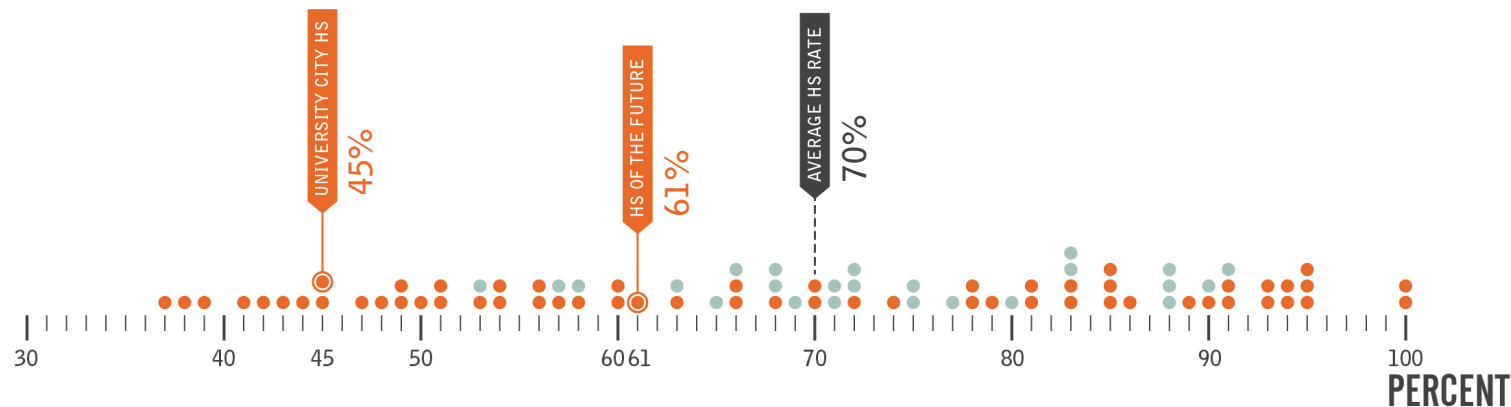
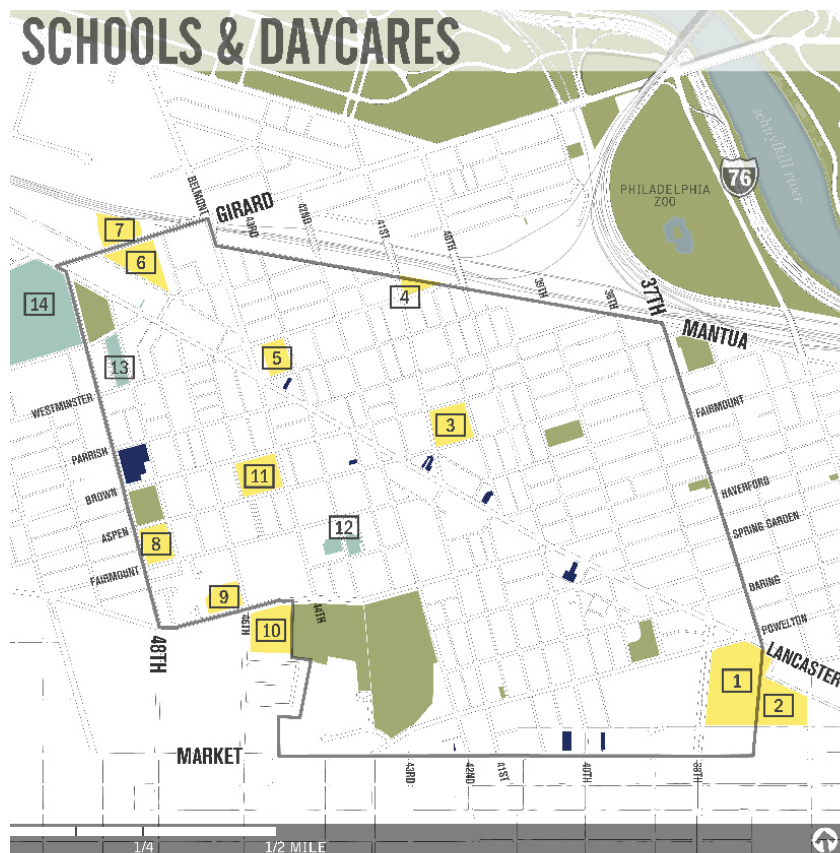


FIG 17 *high school graduation rates*

SOURCE: THENOTEBOOK.ORG



SERIOUS INCIDENTS



ASSAULT

JAMES RHODS SCHOOL - 17
SCHOOL OF THE FUTURE - 15
MCMICHAEL MORTON - 14
UNIVERSITY CITY H.S. - 12



WEAPONS

UNIVERSITY CITY H.S. - 6
MCMICHAEL MORTON - 4
BLANKENBURG - 3
JAMES RHODS SCHOOL - 3



DRUGS

UNIVERSITY CITY H.S. - 5
SCHOOL OF THE FUTURE - 1
WASHINGTON ELEMENTARY - 1
JAMES RHODS SCHOOL - 1



THEFT

UNIVERSITY CITY H.S. - 2
DREW ELEMENTARY - 2
WASHINGTON ELEMENTARY - 1
SCHOOL OF THE FUTURE - 1

POOR



GREAT

AVERAGE GREAT
SCHOOLS RANKING

PUBLIC SCHOOLS

	STUDENT TO TEACHER RATIO
1 DREW ELEMENTARY	11 icons
2 UNIVERSITY CITY HIGH	11 icons
3 BELMONT ELEMENTARY	10 icons
4 BELMONT ACADEMY CHARTER	10 icons
5 PHILADELPHIA LEARNING ACADEMY	NO DATA
6 BLANKENBURG ELEMENTARY & MIDDLE	11 icons
7 GLOBAL LEADERSHIP ACADEMY CHARTER	11 icons
8 SULZBERGER MAYER MIDDLE	10 icons
9 HAVERFORD CENTER	NO DATA
10 ALAIN LOCKE ELEMENTARY	11 icons
11 MARTHA WASHINGTON ELEMENTARY	11 icons

PRIVATE

12 ST. IGNATIUS	11 icons
13 SISTER CLARA MUHAMMAD	NO DATA
14 OUR MOTHER OF SORROWS	11 icons

DAYCARES

CATHMENT AREA

MCMICHAEL MORTON SCHOOL	11 icons
POWEL SAMUEL SCHOOL	11 icons
HIGH SCHOOL OF THE FUTURE	11 icons
JAMES RHODS SCHOOL	11 icons

FIG 18 *lower lancaster school data*

> ENCOURAGE AT-RISK STUDENTS TO STAY ON TRACK TO POST-SECONDARY EDUCATION

Despite University City High School's relatively low student to teacher ratio, its graduation rate ranks in the bottom 10% among all public and charter high schools in the city¹. The High School of the Future's graduation rate is also well below the city average. Community organizations should work with local PTAs and school administrations to develop or enhance dropout programs for at-risk students. Model programs that could be used as examples include the Philadelphia Education Fund's pilot dropout prevention model and the Graduation Coach campaign at Congreso de Latinos Unidos in North Philadelphia.

LEARN MORE philaedfund.org/programs



¹ www.thenotebook.org, accessed March 22, 2012: 4-year cohort graduation rate for first-time 9th graders from fall 2007.

> LEVERAGE LOCAL INSTITUTIONAL RESOURCES TO REINFORCE EDUCATIONAL PROGRAMMING

Lower Lancaster's proximity to major universities with vast resources and interest in improving the quality of life in neighboring communities presents an opportunity to leverage institutional resources to strengthen youth education. Community organizations should work with these institutions to explore opportunities to expand existing mentoring and tutoring programs through Drexel University's Center for Civic Engagement and the University of Pennsylvania.



PENN ALEXANDER SCHOOL

The Sadie Tanner Mossell Alexander University of Pennsylvania Partnership School, known locally as Penn Alexander, represents an extraordinarily successful partnership between a major university and a local school district to expand the quality of education available to inner city families and strengthen surrounding communities. Opened in 2001, the Pre-K to 8 school is subsidized operationally to the tune of \$1330 per student by the University of Pennsylvania. The partnership has fostered an exceptional educational environment, including small class sizes and the most effective, state-of-the-art educational methods available. The school utilizes Penn students as mentors, tutors, leaders, and Penn faculty in curriculum development and instruction.

LEARN MORE pennalexanderschool.org



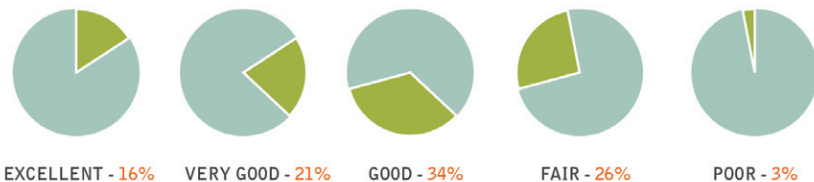
1.4 ENCOURAGE IMPROVED COMMUNITY WELLNESS TOP TEN

The need to provide better access to fresh fruits and vegetables was a prevalent theme in conversations with the community, and was identified as one of the top ten priorities of residents, as well as an issue they felt required immediate action. The resident survey revealed that 38% of participants consume only one fruit or vegetable a day or none at all. This quantity falls well below the recommended nine servings [or 4.5 cups per day for an average 2,000 calorie per day diet]², and creates a nutritional deficit because a variety of fresh fruits and vegetables are needed to provide the proper balance of vitamins and minerals.

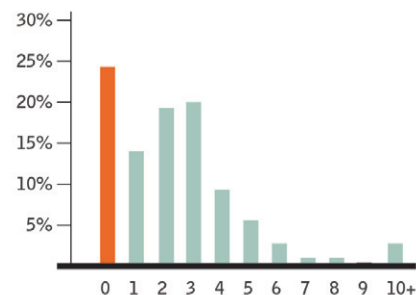
² 2005 Dietary Guidelines for Americans. Center for Nutrition Policy and Promotion, U.S. Department of Agriculture.

Aside from the need for residents to consume greater quantities and a better variety of fruits and vegetables, 65% of residents said they would like to buy fresh produce more often. While a combined 68% of participants said that it is “fairly easy” or “very easy” to get to a store that sells fresh produce, 67% reported that limited accessibility and options is what keeps them from buying fresh produce. Discussions further pinpointed the problem: while some small grocers in the Lower Lancaster area offer produce, the quality and variety fall short of the community’s needs. Initiatives to improve access to fresh produce are already underway and additional solutions should also be pursued. Relatedly, there is a need and opportunity to expand access to fitness and active lifestyles programs for residents of all ages.

IN GENERAL, HOW WOULD YOU RATE YOUR HEALTH?



HOW MANY FRUITS AND VEGETABLES DO YOU EAT ON A TYPICAL DAY?



HOW MANY DAYS THIS WEEK DID YOU WORK OUT?

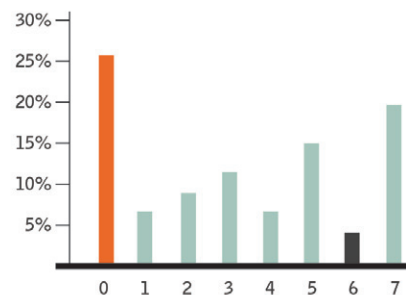
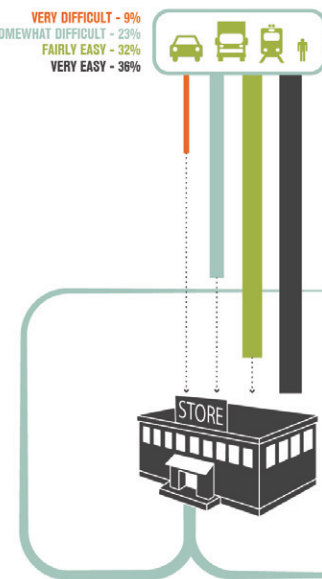


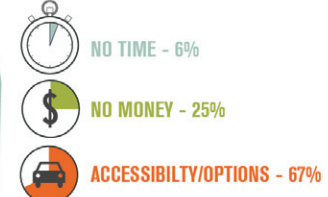
FIG 19 resident survey responses regarding health

HOW DIFFICULT IS IT TO GET TO A STORE THAT SELLS PRODUCE?

VERY DIFFICULT - 9%
SOMEWHAT DIFFICULT - 23%
FAIRLY EASY - 32%
VERY EASY - 36%



WHAT KEEPS YOU FROM BUYING FRESH FRUITS AND VEGETABLES?



WOULD YOU LIKE TO BUY FRUITS AND VEGETABLES MORE OFTEN?

YES - 65%
NO - 35%



HOW OFTEN DO YOU CURRENTLY BUY FRUITS AND VEGETABLES?

NEVER - 6% RARELY - 20% SOMETIMES - 34% OFTEN - 40%



FIG 20 resident survey responses regarding eating habits

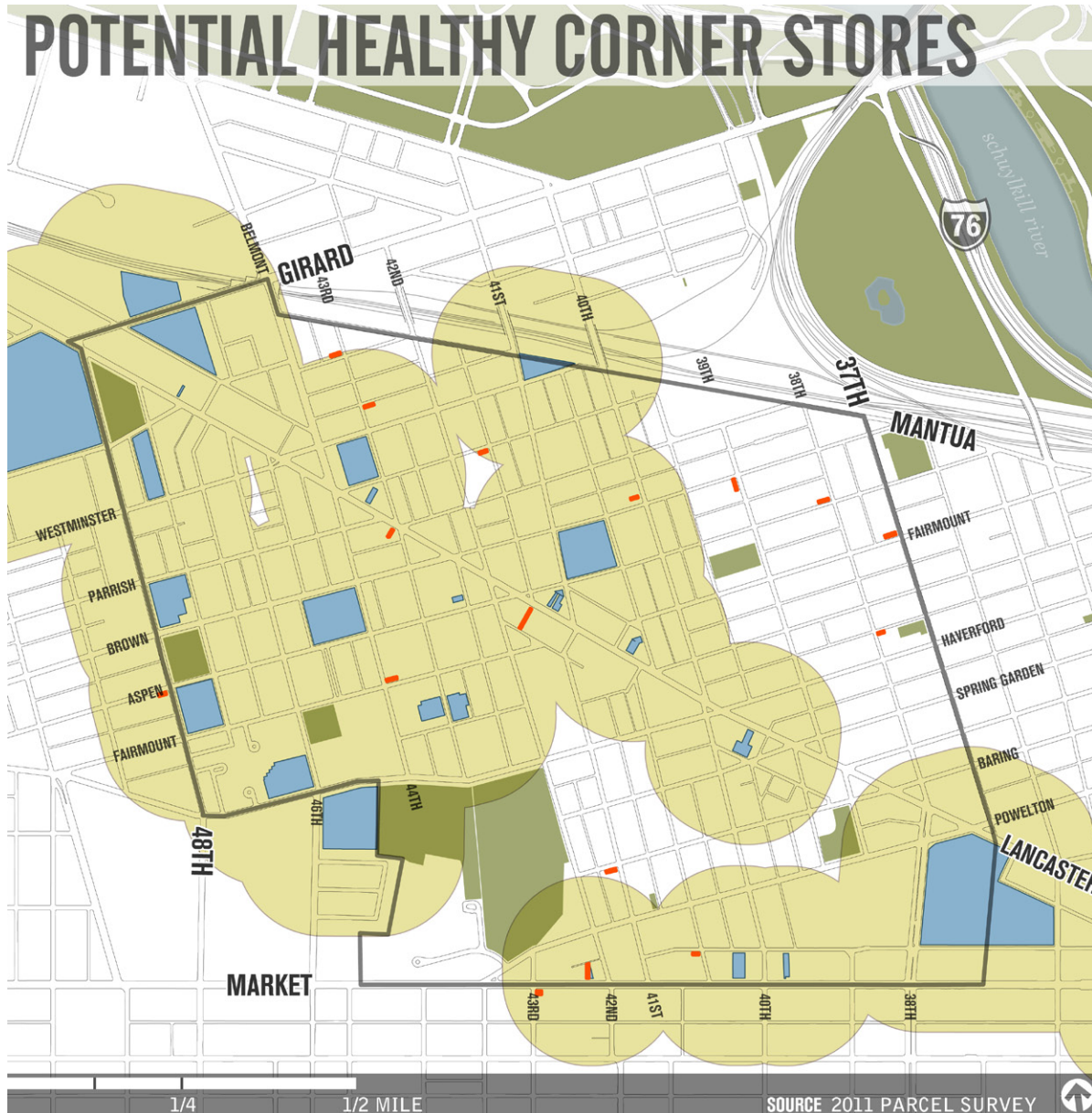


FIG 21 *potential healthy corner stores*

- SCHOOLS
- AREA WITHIN $\frac{1}{8}$ MILE OF SCHOOLS
- CONVENIENCE / CORNER STORES

INCENTIVIZE PROVISION OF AFFORDABLE PRODUCE AT LOCAL CORNER STORES

Corner convenience stores are located throughout Lower Lancaster, and often serve as the primary food access point for residents, especially those with limited mobility. However, these stores often do not sell fresh fruits and vegetables, or have very limited selection. Efforts should be made to encourage store owners to offer fresh produce and healthier food options, especially those who operate stores located near schools, to help kids make healthier choices in their diet.

PROMOTE LOCAL FARM-TO-SCHOOLS PROGRAMS

Farm-to-School is a national movement to enhance existing school meal programs by bringing fresh, nutritious, local, and sustainable food to school cafeterias. Since 2009, The Philadelphia School District, in partnership with The Food Trust, Fair Food, the Philadelphia Urban Food & Fitness Alliance, and Common Market, has implemented Farm-to-School through their “Eat Fresh Here” program in 32 schools city-wide. The program promotes sustainable, healthy eating habits by sourcing its produce from Common Market, which is grown by 20 farmers within 75 miles of the city. The program also provides training and technical assistance for cafeteria staff, including knife skills training, recipe demonstrations, and fresh food preservation methods. This model should be expanded, with the ultimate goal of establishing an Eat Fresh Here program in each of Lower Lancaster’s schools.



LEARN MORE thefoodtrust.org/php/programs

HEALTHY CORNER STORE INITIATIVE

With a clever tactical solution to bringing produce into areas that have poor access to fresh foods, The Food Trust Established the Healthy Corner Store Initiative “to increase the availability of healthy foods in corner stores and to educate young people about healthy snacking through nutrition education in schools and the Snackin’ Fresh Crew youth leadership program.” Currently a pilot program in five North Philadelphia communities, The Food Trust plans to scale up the Healthy Corner Store Network to include 1,000 stores across Philadelphia.

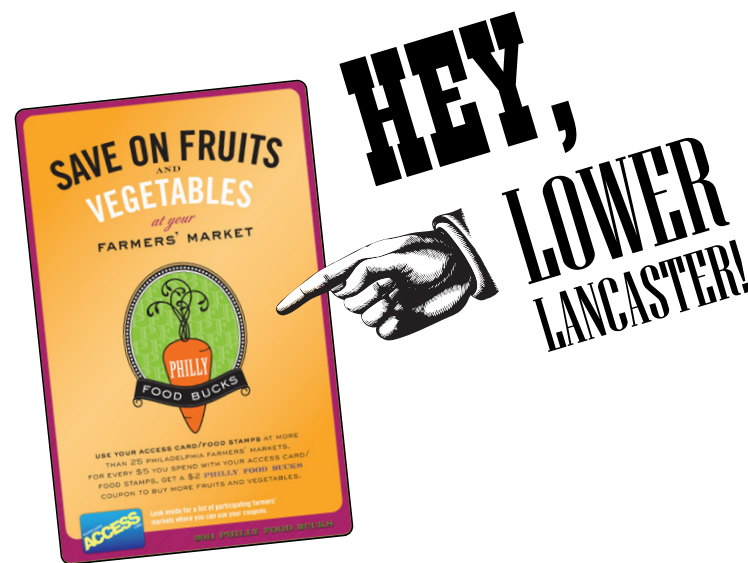
> IMPROVE AWARENESS OF AND ACCESS TO NEIGHBORHOOD-SERVING GROCERY AND PRODUCE OPTIONS

With a wealth of Community-Supported Agriculture [CSA] programs, urban farming projects, fresh food delivery services, and other food access initiatives already underway in the Lower Lancaster area, there are many options for residents to find fresh and local produce away from the grocery store. These projects are sustained by the community's participation in them, and ongoing efforts to increase awareness of them should continue. Although these programs already provide fresh, affordable produce, a local campaign to promote the use of Philly Food Bucks may encourage low-income residents to support fresh produce initiatives. The Food Trust's Philly Food Bucks give food stamp recipients a \$2 bonus for every \$5 spent at farmers markets. In Lower Lancaster, the Philly Food Bucks can be used to buy produce at Mill Creek Farm's farmstand. Other groups involved in urban farming should be encouraged to explore participation in the Philly Food Bucks program.

With the recent closing of Mill Creek's Shop Rite, three small grocers on Lancaster Avenue are collectively capturing 43% of survey participants' frequent grocery shopping trips. Community input indicated that these shopping habits are more the result of convenience rather than any other preference, and residents stated the need for more grocery store options in the neighborhood.

In partnership with Greensgrow Farms, Drexel University, PEC, and the Philadelphia Health Department, the Belmont urban farming initiative Preston's Paradise opened a new local grocery truck on Lancaster Avenue in April 2012. The West Philadelphia Fresh Food Hub offers affordable fresh produce, dairy, protein items, and dry goods out of the back of an old, converted bread delivery truck. This project exemplifies the positive change that can result from partnerships between like-minded organizations, institutions, and City agencies.

LEARN MORE prestonparadise.org



GROCERY STORES

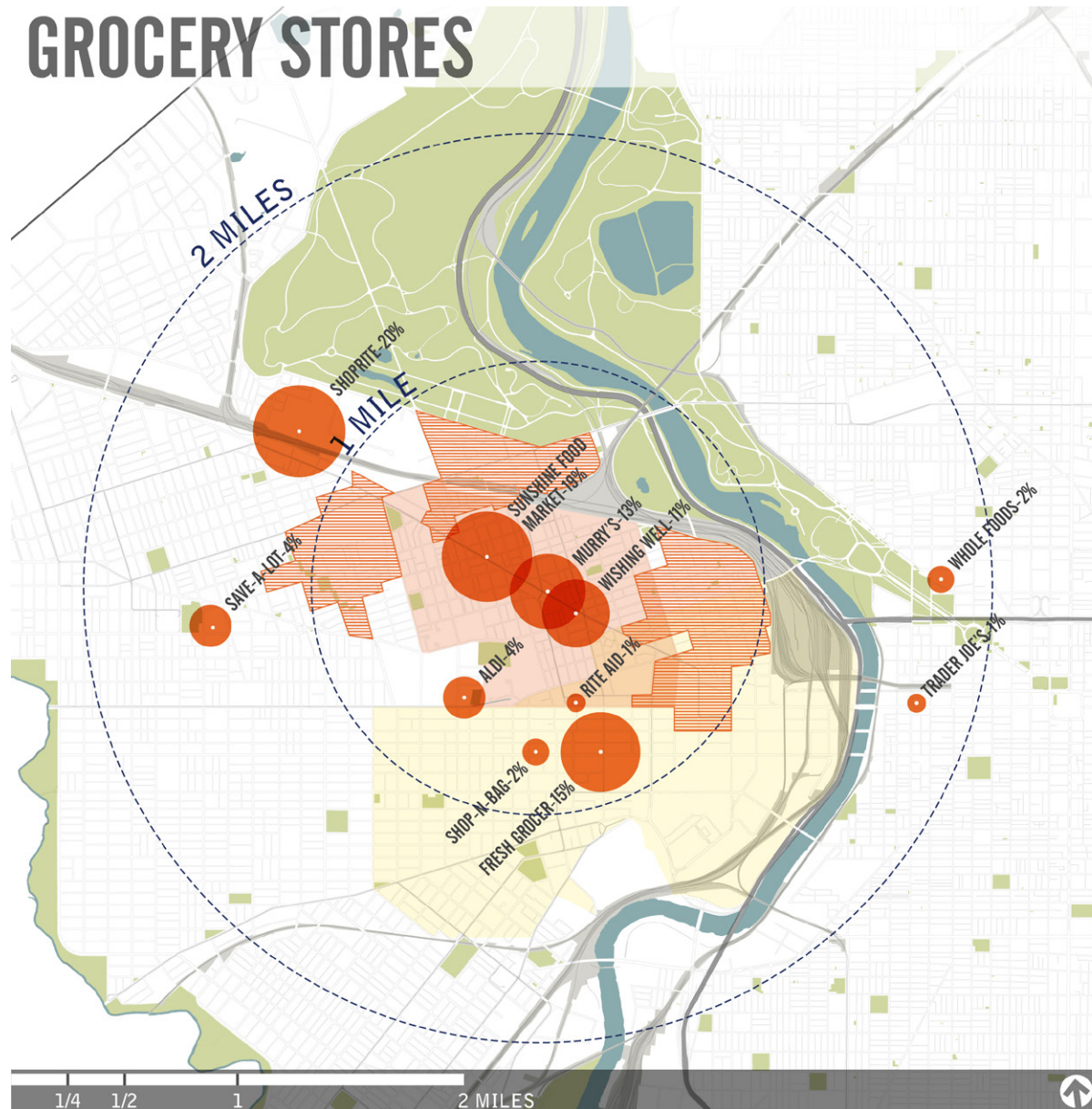


FIG 23 *grocery stores*

the reinvestment fund [trf] identified limited supermarket access [lsa] areas, defined as areas where families have limited access to full-service grocery stores, nationwide in a 2011 study. there are several pockets in lower lancaster that have been identified as lsa areas. lsa data is available at policymap.com.

- **GROCERY STORE**
SIZE DELINEATES NUMBER OF RESIDENTS WHO FREQUENT STORE
- LIMITED SUPERMARKET AREA**
- STUDY AREA**
- UNIVERSITY CITY DISTRICT**
- BROAD STREET LINE**
- MARKET / FRANKFORD LINE**

As the revitalization of Lower Lancaster continues, its population will likely grow. In considering the needs of future residents for additional grocery stores, the Pennsylvania Fresh Food Financing Initiative's grant and loan program for supermarket development in underserved neighborhoods may be a viable option. The initiative has helped finance 88 fresh food retail developments and leveraged \$190 million in investment with \$30 million of state seed money since 2004.

> PROMOTE ACTIVE LIFESTYLES AMONG RESIDENTS

In addition to improving nutrition throughout Lower Lancaster, the PEC and its community partners should look to strengthen fitness and wellness education. A community fitness program should include a healthy lifestyles campaign, organize group fitness activities and classes, and offer a forum for residents to keep each other motivated in their fitness and nutrition goals. In 2010, the uGO community wellness venture started a community fitness program in Saunders Park. The program provided families of all ages with resources such as:

- > Group fitness classes [line dancing, yoga, zumba, capoeira, aerobics]
Nutrition workshops
- > A neighborhood 5k Run/Walk
- > Health screenings
- > A 10,000 step challenge
- > Phone call support to track progress

This program was able to reach over 150 residents in the area in just one year. More funding is needed to secure this program's future and expand its reach in Lower Lancaster.

LEARN MORE ugocommunity.org



uGo participants in action

1.5 SUPPORT JOB READINESS AND INCREASE EMPLOYMENT OPPORTUNITIES TOP TEN

With an estimated 60,000 jobs, University City is one of the largest employment hubs in Philadelphia, and Lower Lancaster is excellently positioned to access this growing job market. Despite this close proximity, the area faces a serious unemployment problem, largely due to below average education levels that make the workforce less competitive during a time when jobs are scarce. The share of residents over 25 years of age who have not completed high school is 9% higher in Lower Lancaster compared to the city average. The need to support job readiness and increase employment opportunities was identified as one of the community's most critical concerns. This recommendation area was ranked as one of the top two priority areas by the community. Additionally, it was identified as the most important priority to be addressed in the short term.

Strengthening and expanding ongoing efforts by several community partners in this area will continue to assist Lower Lancaster's unemployed gain the skills they need and connect them with available jobs.

“we need income. jobs! good jobs—other than fast food restaurants.”

PROMOTE AND EXPAND WORKFORCE DEVELOPMENT TRAINING SERVICES

In spring 2012, LIISC plans to open a Financial Opportunity Center [FOC] for employment and financial resources in West Philadelphia. There are 32 FOCs in LIISC Sustainable Communities across the country. They provide integrated services that include employment placement, career improvement, financial education and coaching, and public benefit access. Once established, the FOC will be home to the nascent Penn Medicine Apprenticeship program, an initiative driven by SCI-West Philadelphia partnerships. These new opportunities for local communities to have better access to workforce development training services are just two of the many emerging programs and resources under development to combat unemployment in West Philadelphia.



“we need to upgrade education to get good jobs.”

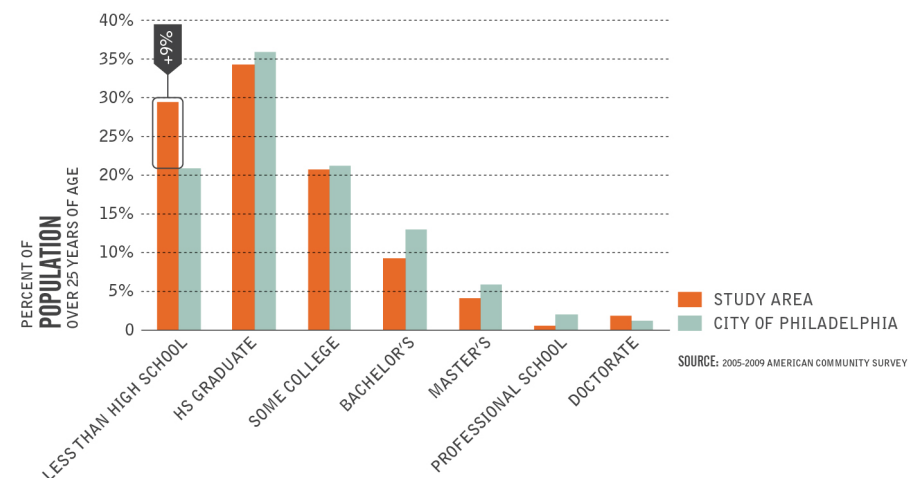


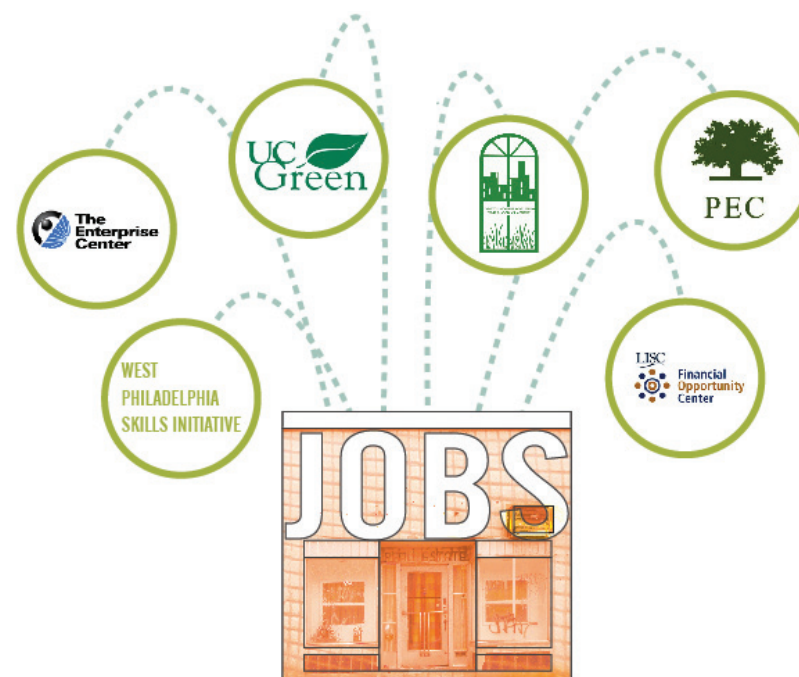
FIG 24 *lower lancaster educational attainment*

Additional program development focus areas may include:

- Partner with local businesses, nonprofits, and institutions to train and hire local residents and older youth through paid internships and apprenticeships.
- Continue to develop health care training programs that utilize the area's proximity to major healthcare employment clusters in University City.
- Create opportunities for workforce training as part of local housing rehabilitation and construction projects when possible.
- Support work release programs for ex-offenders aimed at preventing recidivism.
- Utilize the Pennsylvania Horticultural Society's Community LandCare maintenance contracts for providing on the job training to local residents. Work with the Philadelphia Water Department to develop requirements for community hiring in their contracts to maintain green stormwater infrastructure.

Community-based nonprofits should consider forming a partnership to create an employment one-stop on Lancaster Avenue. A highly visible storefront location would be a great way to boost community awareness of existing employment services and direct residents to the appropriate partner organization for GED and ESL classes, vocational training, and placement programs. Centralizing information about these programs may be the best way to find the right fit for those in need of employment support. The one-stop could also serve as a technology access center, increasing public access to computers and internet resources.

“we need a staffing firm. the one we have next door is never open. I have to go to center city to find an employment center!”



WEST PHILADELPHIA SKILLS INITIATIVE

The West Philadelphia Skills Initiative [WPSI] provides workforce development for both youth and adults throughout the University City District. Employers include the Children's Hospital Of Philadelphia, Drexel University, Mercy Philadelphia Hospital, the National Board of Medical Examiners, Penn Medicine, the University of the Sciences, and the University of Pennsylvania. WPSI's youth program prepares local high school students for career opportunities with real world work experience through its summer jobs program, professional internships program, small business after school program, and service learning program. The service learning program encourages young people to design and implement projects in their own community. A past project included a Lancaster Avenue Corridor Management Project in which students surveyed and analyzed local businesses and corridor activity. Adult programs are based on an 'earn while you learn' model, where individuals develop skills and transition to full time employment after training. Career paths include certified medical assistance, health information technology, and animal care. These opportunities provide benefits, offer wages that can support a family, and sometimes include subsidized tuition. WPSI also provides career coaching, apprenticeships, and professional development for high school graduates.

LEARN MORE pennalexandersschool.org



> USE COMMUNITY ORGANIZATION COMMUNICATION NETWORKS TO SPREAD THE WORD ABOUT AVAILABLE NEIGHBORHOOD JOBS

Before local businesses think about posting a job opportunity on the internet they should be encouraged to offer positions to local residents. Creating a convenient way to circulate job notices through existing community networks would help to facilitate more local hiring. Additionally, regular job fairs organized in partnership with local businesses and could further help residents learn about local employment opportunities and hone their job hunting skills.

> ENCOURAGE LOCAL HIRING WHERE POSSIBLE IN NEW DEVELOPMENT PROJECTS AND LOCALLY-OWNED BUSINESSES

The Lower Lancaster Revitalization Plan envisions continued reinvestment in Lancaster Avenue, which promises to create a range of new employment opportunities. There are also large sites that could become major employment centers accessible to job seekers in Lower Lancaster. The School District's planned closing of Drew Elementary School will create a large site that could accommodate land uses similar to the types of employment-intensive uses situated around it—primarily corporate offices, health and medical facilities, and science and technology centers. The school's closing could also become an opportunity to provide new educational resources serving Lower Lancaster and increasing job access as well. The site's frontage on both 38th and Lancaster lend it a gateway prominence that necessitates a strong relationship to the street from an urban design standpoint [Fig. 37].

Although some funding for affordable housing development requires a percentage of the work be completed by local residents, it is important to reiterate this strategy as a means of creating jobs through neighborhood revitalization. Many residents noted that a portion of the jobs created by new construction, rehabilitation, and green infrastructure projects should be allocated to local residents where possible. If community members are part of the building process, they will take new pride in Lower Lancaster.

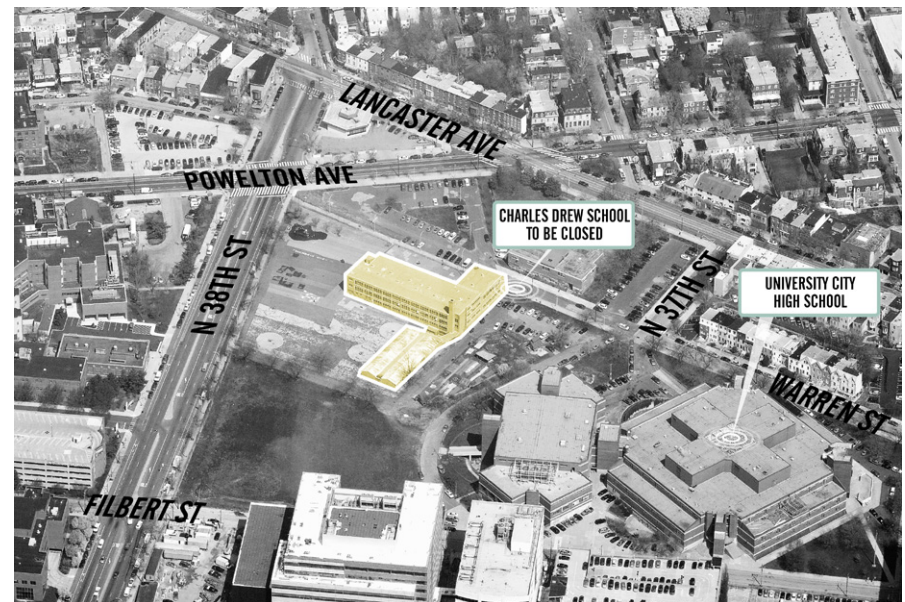


FIG 25 *future development potential at drew school site*



1.6 BRIDGE THE DIGITAL DIVIDE

Only 56% of survey participants reported having internet access at home, and nearly half of those who do not have access identified cost as the primary reason. Creating more opportunities for those who can't afford a home computer or internet service is critical to helping students develop skills they need to compete in the modern workplace, providing adults with instruction in computing and digital communication, and allowing residents to access applications and internet resources that are necessities of everyday life.

IMPROVE PUBLIC ACCESS TO COMPUTER TECHNOLOGY AND EXPAND COMPUTER LITERACY PROGRAMS

PEC's Digital Inclusion [DI] Program provides community residents with digital resources, including access to free or low-cost computers and digital literacy training. The DI Program consists of four distinct sub-programs, Sixth Grade Stars [SGS], Teen Technology Network [TTN], Digital Connectors [DC], and Community Computer Classes [CCC] that target different age groups and provide courses of varying intensity. By expanding their programming and leveraging the resources of additional community partners, this program could be expanded to have an even greater impact on the quality of education and academic performance in Lower Lancaster.

Community organizations can take digital literacy to the next level by expanding programming beyond basic computer training by offering economic development-focused programs to build entrepreneurial capacity through technology, business training and technical assistance.

WHERE DO YOU USE THE INTERNET:

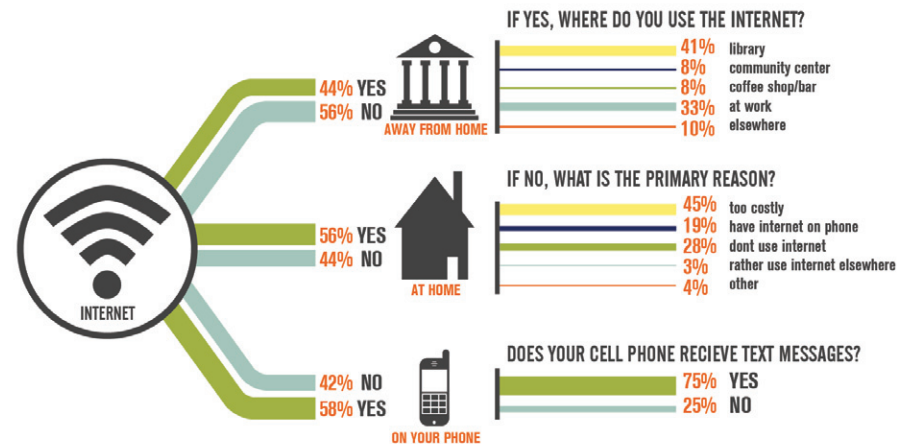


FIG 26 *internet usage community survey results*

LEARN MORE pec-cares.org



1.7 ESTABLISH SAFER STREETS AND NEIGHBORHOODS TOP TEN

Given the amount of air time crime and safety consumed during community discussions, it's not surprising that establishing safer streets and neighborhoods ranked among the community's top five priorities and one of the most important needs to address in the short term. Thirty-four percent of survey participants identified safety as what they liked least about living in the area—the most commonly chosen response by a wide margin. Making Lower Lancaster's neighborhoods safer is imperative to improving quality of life for existing residents, and is a critical component of encouraging the continued revitalization of the area, as crime levels are a strong deterrent for new residents and businesses. Solutions will require coordinated and committed efforts among residents, neighborhood groups, and law enforcement.

WHAT DO YOU LIKE **LEAST** ABOUT LIVING IN THE COMMUNITY?

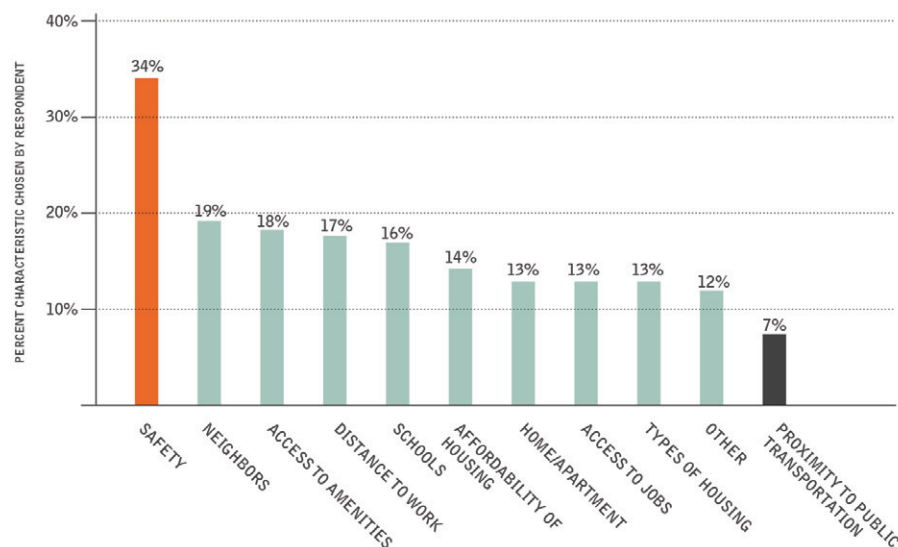


FIG 27 *what residents like least about the community*

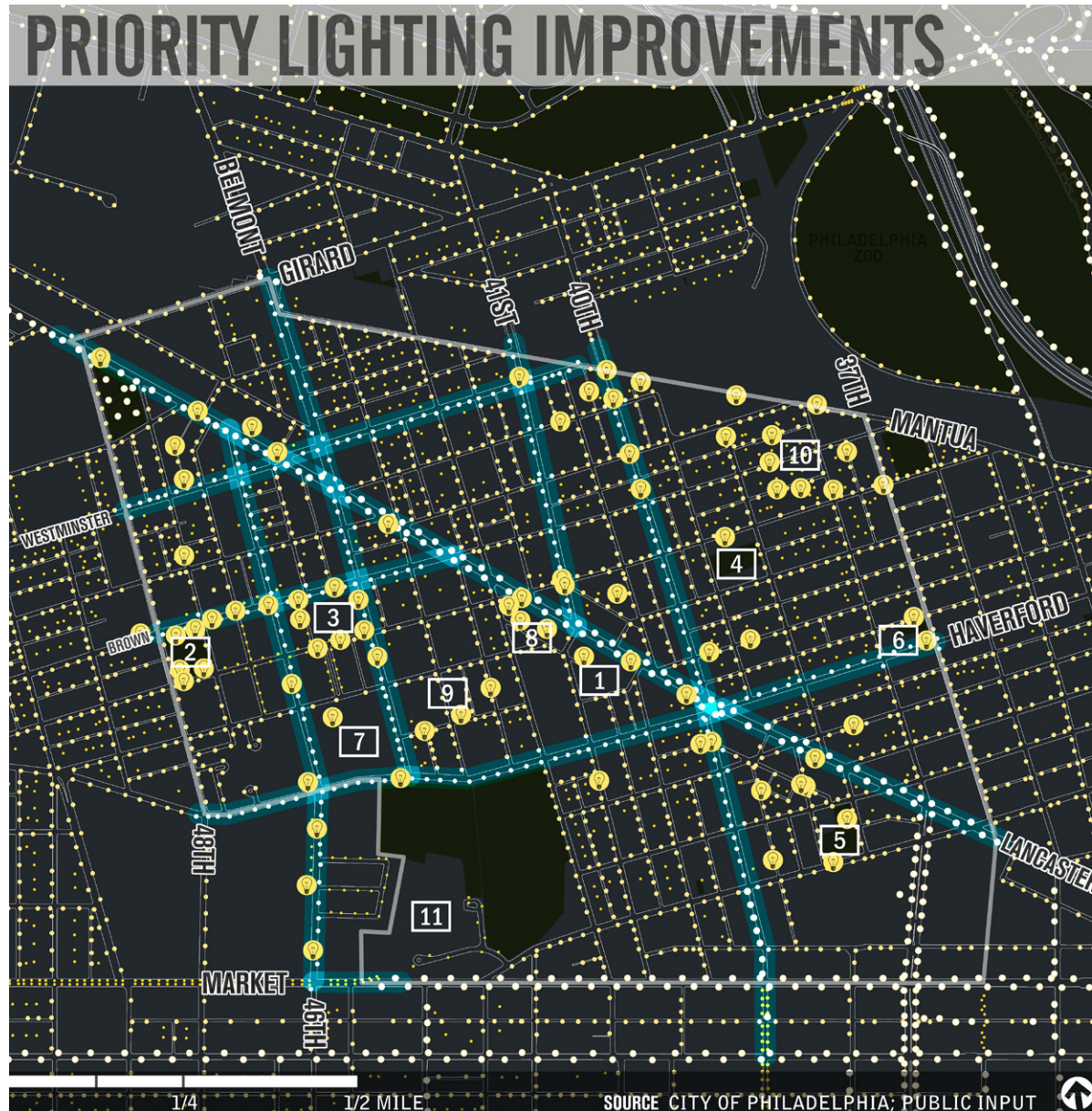
IMPROVE LIGHTING ON STREETS AND IN PUBLIC SPACES

Residents and business owners stressed the urgent need to improve night visibility in Lower Lancaster. It was noted that while broken or burned out street lamps are often not fixed, the more fundamental issue is that the standard cobra-style street lamps fail to provide sufficient light on certain streets. During the open house, at public meetings, and at focus groups, community members identified locations in need of improved lighting. All of these locations are shown in Fig 28, along with priority lighting improvement corridors and locations that were selected to reflect the resident input, improve neighborhood gateways, and to address high-crime areas.

Of particular importance among these, the following should be considered top-priority areas for pedestrian-scale lighting improvements:

- > Connector streets to Market-Frankford Line Stations
- > Lancaster Avenue
- > Street connections to Lee Recreation Center
- > Parks and play spaces other than Lee Recreation Center [which already has excellent lighting]





 RESIDENT IDENTIFIED INSUFFICIENT STREET LIGHTING LOCATIONS

 PRIORITY LIGHTING IMPROVEMENT CORRIDORS

PRIORITY LIGHTING IMPROVEMENTS LOCATIONS

- 1 LANCASTER AVE PUBLIC PARKING LOT
- 2 MILL CREEK PLAYGROUND
- 3 MARTHA WASHINGTON ELEM.
- 4 39TH & OLIVE PLAYGROUND
- 5 SAUNDERS PARK
- 6 37TH & MT VERNON PLAYGROUND
- 7 ANGELA COURT SENIOR HOUSING / ST. IGNATIUS NURSING HOME
- 8 POWELTON HEIGHTS SENIOR HOUSING
- 9 ST IGNATIUS
- 10 MANTUA RESIDENTIAL AREA
- 11 WEST PARK TOWERS

FIG 28 *priority lighting improvements*

Residents also expressed the need for improved lighting on vacant lots in high crime areas, as dark abandoned lots tend to become hot spots for illicit activities. Given the high cost of pedestrian-scale lighting and the uncertain future development of vacant lots, lower-cost options should be explored on these parcels. Keep Philadelphia Beautiful has partnered with community organizations in the past to provide free solar stick lights and could be a solution to this problem.

Residential street lighting improvements are best pursued through providing financial assistance to homeowners to install pedestrian-scale street lamps in front setback or lawn areas or affix wall-mounted lights to the building façade. Resources to establish a resident-assisted lighting grant program may be pursued with:

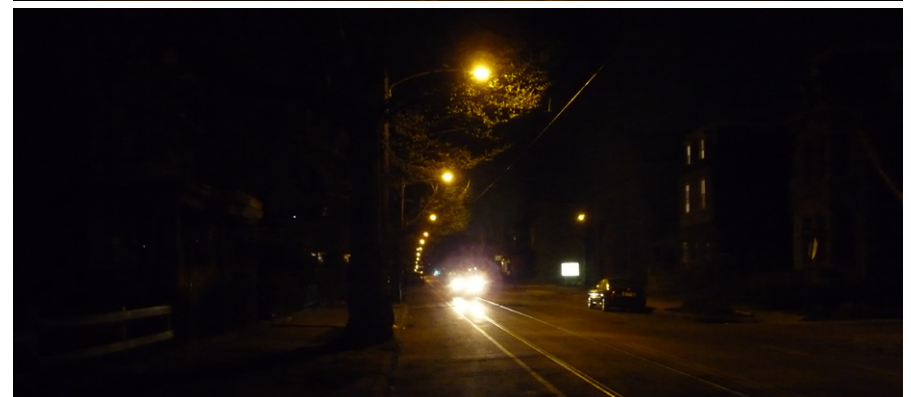
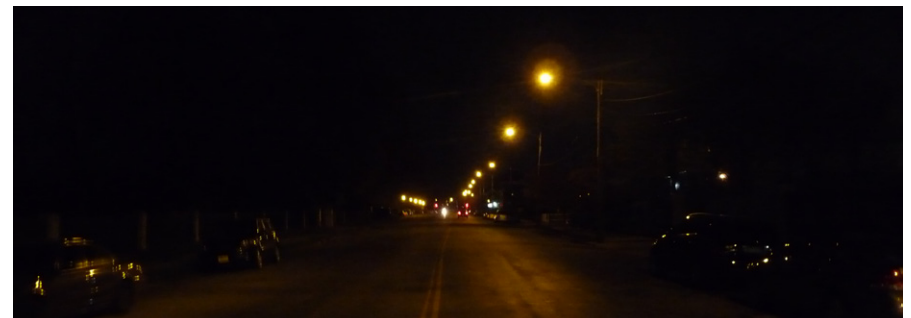
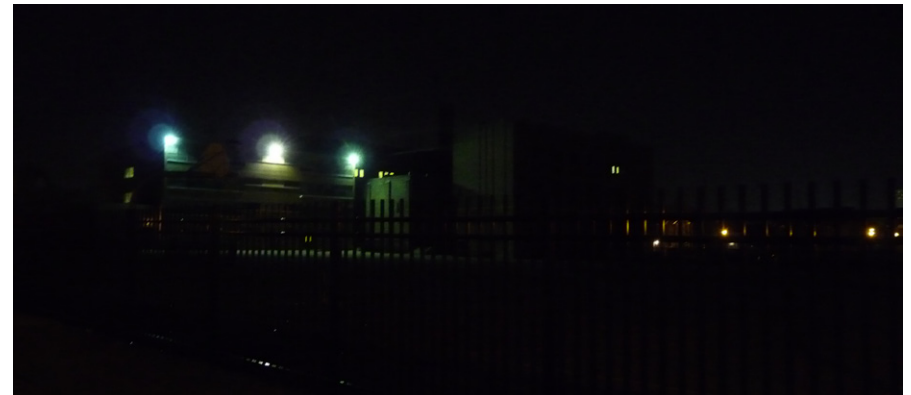
- Preservation Alliance for Greater Philadelphia
- OHCD's Elm Street Program
- Rebuilding Together Philadelphia
- Philadelphia Housing Development Corporation's Basic Systems Repair Program [BSRP]

UC BRITE PROGRAM

The UC BRITE program provided matching funds for property owners around the University of Pennsylvania in Philadelphia to purchase and install exterior lighting. The popular program offered assistance to 114 property owners on 58 blocks in the University City area contributing to a significant improvement in street lighting. The program was started in the late 1990s as a collaboration between the energy company and the University of Pennsylvania to improve safety in the neighborhood, and later handed over to the University City District [UCD].

Following on the success of UC BRITE, in the summer of 2009 UCD installed 71 new pedestrian lights on Baltimore Avenue from 45th to 50th Streets and the University launched a Neighborhood Lighting Initiative to partner with local landlords to install new pedestrian lights between Walnut and Spruce and 40th and 43rd Streets.

LEARN MORE universitycity.org/ucd_programs



lack of lighting at martha washington school [top], the 46th street connection to 46th Street Station [middle] is quite dark. cobra head street lamps do little to light lower lancaster's sidewalks

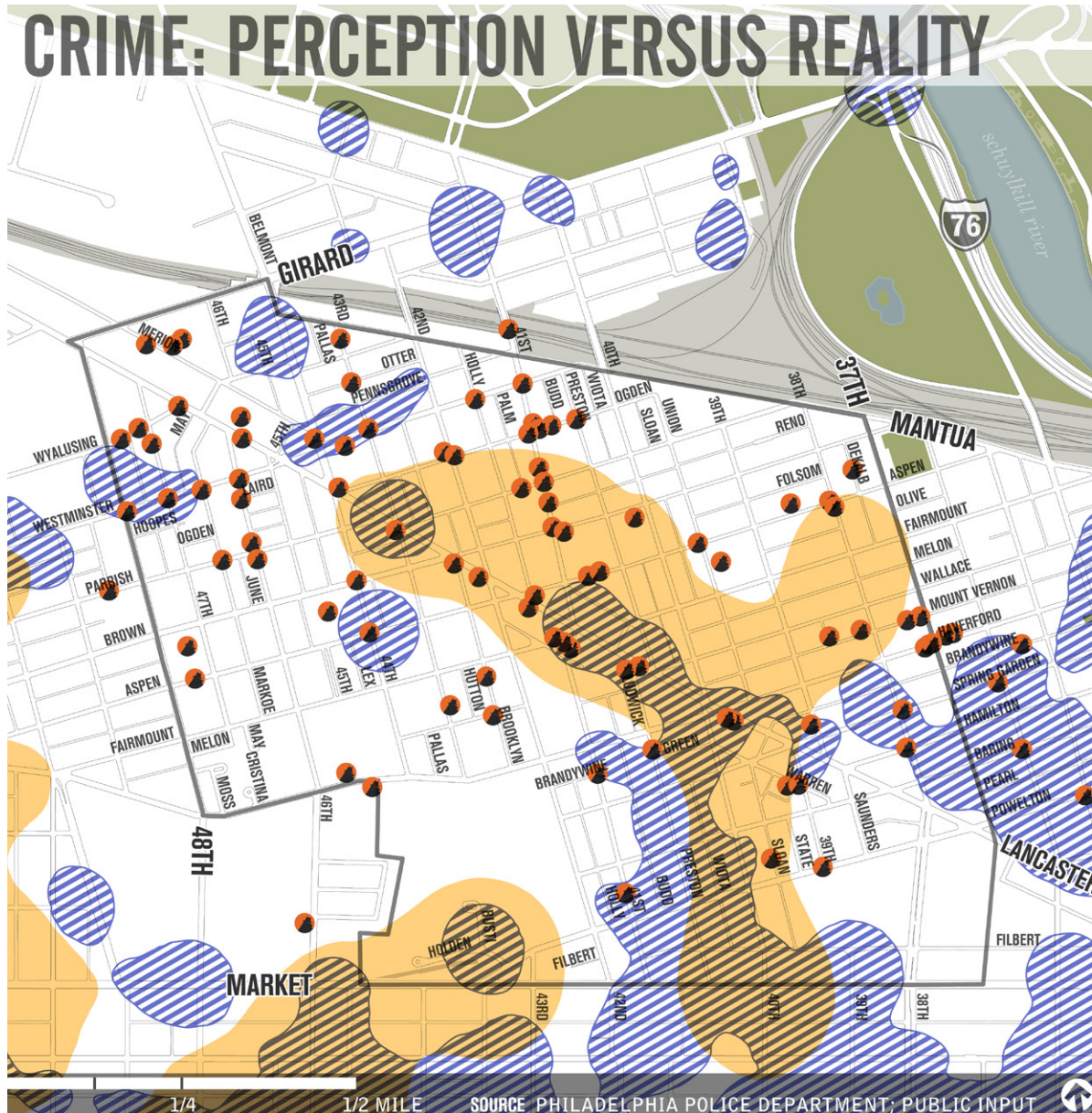


FIG 29 *crime: perception vs. reality*

mapped crime data from the philadelphia police department shows hot spots for crimes against property and persons. the orange dots indicate locations in lower lancaster the community identified as high crime problem areas.



RESIDENT
IDENTIFIED
PUBLIC REALM
ISSUES: CRIME



CRIMES AGAINST
PROPERTY



CRIMES AGAINST
PERSONS

PROMOTE CRIME REPORTING

Residents often have a different opinion about where crime happens than what crime data shows. Figure 29 shows criminal activity hot spots based on crime data from the Philadelphia Police Department. Layered on top of this are places that community members identified as places where crime happens on a regular basis. Resident perceptions of where crime happens generally coincide with the high crime areas apparent in the crime data. However, there are clusters of resident-identified problem areas that are not reflected in the Police Department's data. The mismatch is likely because the crime data only includes reported crimes. When residents witness crimes and don't report them these crimes are not recorded.

Some residents feel that any efforts to report crimes to the police are ineffectual. Others feel uncomfortable reporting crimes because they might face retaliation if it is discovered that they had reported the incident. However, it's critical that residents understand that the best thing they can do to reduce crime in their neighborhood is to report crimes and make sure they are counted in the Police data. This is because the Philadelphia Police Department allocates its force based on crime level data. Therefore, if crimes don't get reported and logged, there is no basis for putting more officers on the street.

A public awareness campaign to encourage residents to report crime whenever they see it should be coordinated with neighborhood groups, community-based nonprofits, and the Philadelphia Police Department's 16th District. Community meetings in each neighborhood would provide

“fewer crimes are reported in the area because of police response time. people aren't going to wait around for the cops—by the time they get there, it's already too late.”

“is there a way you could make it easier to report crime? and can it be anonymous so we don't have to be witnesses?”

a good opportunity to explain why this is so important and serve as a venue for open dialogue between local police and residents. It's equally critical that steps be taken to address resident concerns about reporting crimes.

MOBILIZE MORE TOWN WATCH GROUPS AND EXPAND EYES AND EARS NETWORKS

Long-standing crime issues in some neighborhoods of Lower Lancaster have motivated community leaders to start resident-led movements to reclaim their streets and public spaces from criminals. The now legendary Herman Wrice mobilized neighbors to form Mantua Against Drugs [MAD] to combat rampant drug-related crimes in the late 80's and The Men of Mill Creek organized in the wake of the Lex Street Massacre in 2000. Today, there are several groups of varying size throughout Lower Lancaster engaged in some form of community policing. During public meetings there was great interest in the idea of forming additional neighborhood watch groups and better organizing and equipping those that already exist. However, some residents were quick to argue that the streets they live on are too dangerous for this type of activity and that friends and neighbors have been attacked—some even killed—while trying to defend their block.

Neighborhood watch programs have great potential to prevent crime and improve safety. Implementing an effective community policing program will require the Police Department and the City of Philadelphia's Operation Town Watch Integrated Services [TWIS] program to take an active role in recruiting and educating neighborhood watch groups, potentially through existing neighborhood group networks and block captains, about what the role of a neighborhood watch group should be, how best to communicate with the police department, what neighborhood-specific crime patterns to look out for, and how to patrol the streets safely.

It is important that neighborhood watch groups have a visible presence on the streets, with reflective vests or other indicators that they are

not casual strollers, but are actively keeping an eye on things. Once community policing groups and patrol areas have been established, town watch signs should be posted around the patrol area to further deter crime or undesirable behavior. Unfortunately, programs that previously provided this equipment through TWIS have had recent funding cuts, creating a need to pursue other resources to properly equip community policing groups.

Sometimes strength in numbers isn't enough to make community policing safe. For some areas where the threat of violence is higher, town watch activities are unfeasible. In these areas, other methods should be used to engage residents in reducing crime, such as "Eyes and Ears" groups that keep watch from the safety of their homes. When crimes happen, residents can call the police and alert neighbors about the situation. The more eyes that can track a crime in progress, the more likely it is that officers can respond effectively.

LEARN MORE phila.gov/townwatch



> REINFORCE THE FORCE TO COORDINATE WITH COMMUNITY EFFORTS

Community policing requires effective and ongoing communication between residents and police officers. This often entails resources and time from the Police Department that are in short supply. In order to ensure that face time with officers doesn't hinder law enforcement on the streets, there is a need for funding and training for community liaison officers that would serve two primary functions:

- > To work directly with local youth, school administrations, D.A.R.E., and other after school programs.
- > To regularly attend neighborhood group meetings and coordinate policing strategies with residents.

“there is a lot of crime in the area. there are six town watch groups around—the problem is consistency.”

“i keep drug dealers off my block. it's about people coming together and standing together. it makes them think a bit.”



a mural in lower lancaster celebrates the memory of herman wrice, a community leader who mobilized neighbors to form mantua against drugs [mad] to combat rampant drug-related crimes in the late 80's.

1.8 MOBILIZE EFFORTS TO CLEAN UP NEIGHBORHOODS AND REDUCE BLIGHT

TOP
TEN

The blighting effects of dilapidated structures, trash-filled lots, and litter-strewn streets are not only serious quality of life issues for existing residents, but also directly impact the local real estate market and the neighborhood's ability to attract new residents and businesses. The Broken Windows Theory of social behavior also puts forth the idea that visual indicators of disorder are also likely to encourage criminal activity and negatively impact perceptions of safety—a phenomenon that resonated strongly with the observations of residents in discussions held as a part of the planning process. The community identified this recommendation area as one of the top two priorities overall and ranked it among the top priorities that should be addressed in the short term.

ADVOCATE FOR THE PROPER SEALING OF VACANT/ABANDONED BUILDINGS

During the physical survey of properties, vacant and dilapidated buildings were commonly observed to have broken or missing windows, holes in exterior doors, or completely open door frames. An improperly sealed building invites criminal behavior and undesirable trespassers to take up residence. In addition to unlawful human occupants, residents also noted possum and raccoon infestations that impacted nearby homes. The effects of this blighting influence are felt by near neighbors in a number of ways. In cases where L&I fines do not compel delinquent property owners to come into compliance, neighborhood groups should demand that the City seal or demolish them, as necessary.

ORGANIZE COMMUNITY CLEAN-UPS TARGETING TROUBLE SPOTS

An activity at the open houses, public meetings, and focus groups asked residents to identify locations in the area where dumping occurs or litter tends to accumulate. Organized neighborhood clean-ups often focus on occupied residential streets and vacant lots near the homes of those who are participating in the clean-ups. What the mapping exercise revealed is that most litter and illegal dumping is found in areas where vacant land is concentrated. Although these fringe areas may not be a first priority



vacant buildings in need of proper sealing are found across the area





FIG 30 *trash and illegal dumping*

resident-identified hot spots for trash and illegal dumping tended to coincide with clusters of vacant land.



RESIDENT
IDENTIFIED
PUBLIC REALM
ISSUES: TRASH



VACANT LOT

“as residents, we have a job to do ourselves. we have elbow grease and brooms.”

on clean-up day, it’s important that efforts are made to clean them up as well.

If the job requires more than resident stewardship, neighborhood groups should consider looking into ways of establishing regular clean-ups through Community LandCare contracts or partnerships with community organizations that have clean-up crews such as the Mantua 39th and Aspen Community Corporation [MASCO].

> PUT PRESSURE ON NEGLIGENT PROPERTY OWNERS TO ADDRESS CODE VIOLATIONS

Neighborhood disinvestment has resulted in thousands of vacant and dilapidated buildings that deserve code violations. It is important that the Department of Licenses and Inspections [L&I] is notified about these buildings so that they can pressure negligent property owners to take action. A code violation reporting campaign should be launched that provides a simple way for residents to flag problem properties by notifying community organizations. Community organizations can pass complaints along to L&I, and then report back to residents when problems have been addressed. In other parts of the city the role of L&I liaison has been taken on by organizations with Neighborhood Advisory Council [NAC] contracts. Neighborhood groups and nonprofits should discuss whether there is a need for additional organizations that report to L&I.

L&I recently launched a renewed effort to hold property owners responsible for code violations, especially on blocks where one or two dilapidated buildings are affecting an otherwise sound block. The program targets buildings that have windows and doors that are not up to code on streets that are 80% occupied. With fines up to \$300 per day for each window and each door that is not up to code, negligent



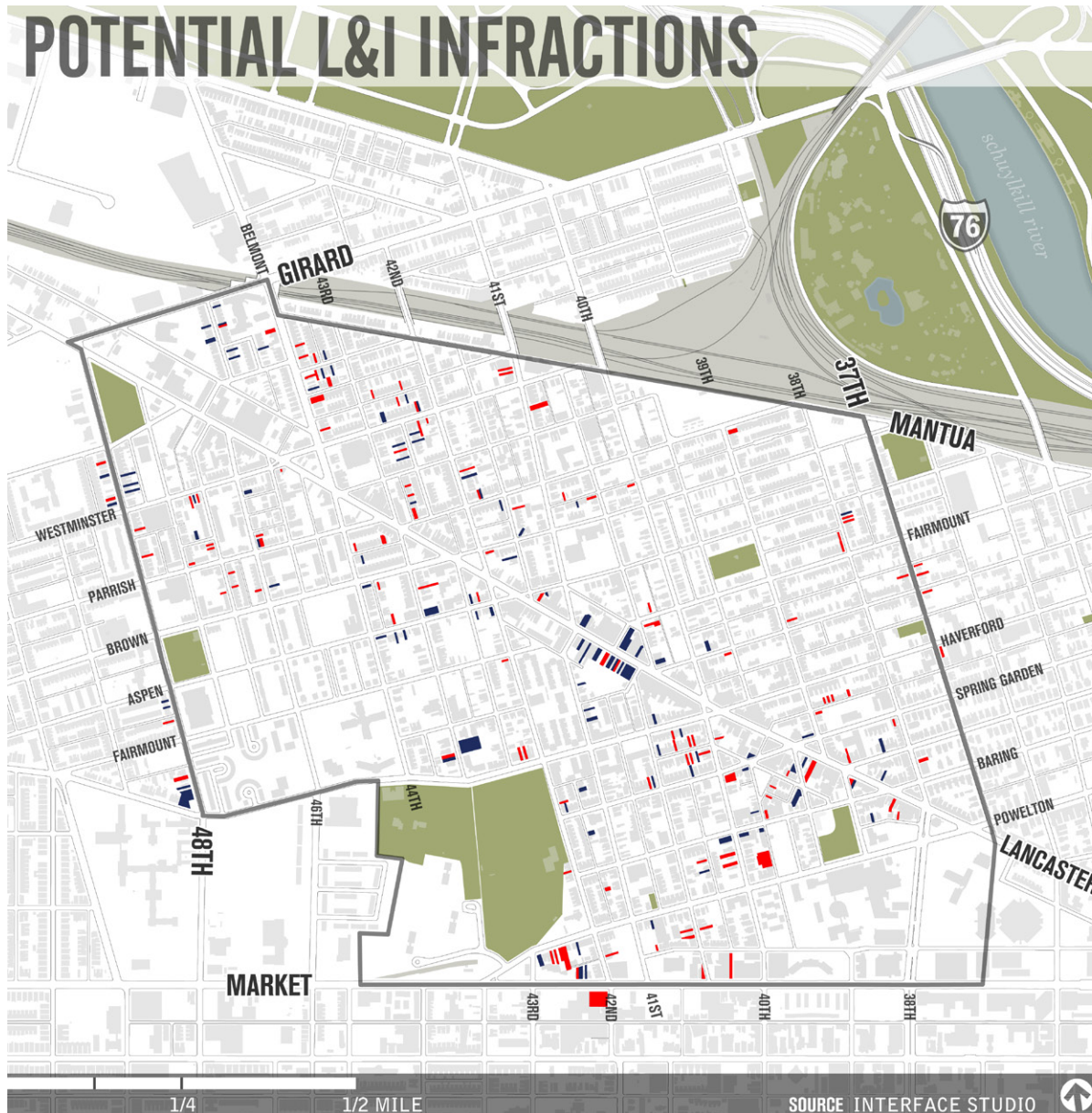


FIG 31 *potential code violations*

property owners may be highly motivated to act. Residential properties that were classified in either D or F condition during the physical survey and located on streets that are at least 80% occupied are identified in Fig 31.

BUILDINGS IN POOR OR
VERY POOR CONDITIONS
ON BLOCKS THAT ARE
80% OCCUPIED

■ OCCUPIED BUILDING
■ VACANT BUILDING

HEALTHIER ENVIRONMENTS 2

Parks, open spaces and play space are essential ingredients to healthy communities. These spaces, coupled with tree plantings, make the streets cooler in the summer, provide amenities to residents, and help to manage stormwater runoff. There are 45 acres of programmed open space in Lower Lancaster, 42% of which comprises Drexel Field and is privately controlled. The remaining open spaces are a mix of traditional parks and play spaces associated with schools.

An analysis completed for this plan indicates that 90% of Lower Lancaster is within ½ mile of at least 5 parks. However, this statistic is misleading because it does not account for the distribution or quality of the open space. Many play spaces, particularly those attached to schools, provide little green space, which negates any positive environmental impact they might offer. Forty percent of all the public open spaces in the area are paved over. Meanwhile, other more traditional parks are in

poor condition and feel unsafe to residents. Further, the distribution of open space is extremely varied. Parts of Mantua and West Powelton offer multiple open spaces while Belmont has only the paved space attached to the Belmont Charter School.

Fortunately, there is a growing awareness of the need for greener communities that offer safe and accessible park space. The Philadelphia Water Department [PWD] and Pennsylvania Horticultural Society [PHS] are investing significant resources into developing the City's tree canopy, open space amenities, and green infrastructure. These organizations are seeking local partners to ensure that their activities align with local needs and opportunities. Additionally, the City's Green 2015 plan has already identified 10 potential improvements for the Lower Lancaster area. These recommendations identify opportunities for local groups to partner with City agencies and non-profits to build local capacity for developing and maintaining open space.

2.1 CULTIVATE A GREENER LOWER LANCASTER

Improving a community's tree canopy coverage has been shown to have a number of positive effects. In Lower Lancaster, these could include increased home values, more attractive and vibrant commercial corridors, improved environmental health, enhanced stormwater management, reduced energy consumption and costs, better air quality, and cooler temperatures during the summer. To help the City reach its Greenworks Plan goal of establishing 30% tree canopy coverage across Philadelphia, Lower Lancaster—with an estimated 6% tree coverage—has a lot of work to do. Although some sections of Mantua and West Powelton have beautiful tree-lined streets, other parts of the area have few, if any, street trees. A robust tree planting campaign should be carried out in Lower Lancaster through a number of ways.

WORK WITH THE COMMUNITY TO EXPAND NEIGHBORHOOD TREE CANOPY COVERAGE

Residents, business owners, and neighborhood organizations should take advantage of current city-wide programs that provide free trees to residents. These include:

- TreePhilly is a tree planting initiative led by the Philadelphia Parks and Recreation Department that strives to plant 15,000 trees in 2012. TreePhilly distributes free trees to homeowners to plant in their yards or in front of their homes. Tree plantings on streets bordering parks are also coordinated with neighborhood groups who have park improvement plans underway.
- TreeVitalize is a tree planting initiative lead by the Pennsylvania Department of Conservation and Natural Resources [DCNR] that aims to increase tree coverage statewide. Working through the Philadelphia Horticultural Society [PHS], the program provides resident groups with trees to plant in their communities. Trees are distributed once in the spring and once in the fall. Planting days are coordinated with PHS Tree Tenders who provide guidance about properly planting and caring for the new trees, which are particularly vulnerable during the first few years after being planted.



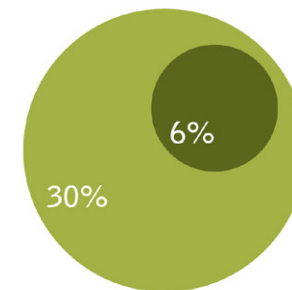
Of course, these programs rely upon resident participation, which can be difficult to get when the community has had bad experiences with street trees in the past. A public awareness campaign may be necessary to get residents on board with planting trees. This campaign could enumerate the many benefits that trees bring to a community and explain that planting techniques have changed such that many past problems can now be avoided, such as broken sidewalks or interference with utility lines.

“it’s green here—not like fishtown. i don’t want to live there because there are no trees!”



FIG 32 *tree coverage map*

6%
OF THE STUDY AREA
HAS TREE COVER



THE CITY OF
PHILADELPHIA'S
GREENWORKS
PLAN AIMS TO INCREASE
THE CITY'S TREE
COVERAGE CITY-WIDE TO
30% BY
2025

As a semi-scientific demonstration of the energy-saving potential of street trees, ground temperatures were measured simultaneously at two locations on a hot summer day. One location was under the shade of a thick tree canopy on Spring Garden Street and the other was a recently developed street with no street trees. The location under the tree canopy was 12 degrees cooler than the street with no trees. Even trees planted near buildings can offer considerable energy savings. A 2005 study of street trees in Minneapolis showed a yearly savings of \$6.8 million in energy costs. In some instances properties can see a 50% reduction in their energy costs from mature trees¹. Sharing this sort of information with residents who are against planting trees might encourage them to rethink this view, especially given the strained incomes of many households in Lower Lancaster.



FIG 33 *temperatures of streets with/out street trees*

1 McIntyre, Linda. "Treeconomics: Greg McPherson and the Center for Urban Forest Research tell us what a City's tree canopy is worth. It's more than you might think." Landscape Architecture. Feb. 2008.

When planting new trees, it is important to take into consideration the importance of tree species diversity and tree canopy cover. Tree planting efforts shouldn't necessarily focus on the number of trees being planted, but on creating a well-designed, healthy tree canopy. Tree planting efforts in the neighborhood should also utilize modern tree pit designs to lessen the damage to sidewalks and help trees survive. These include the use of tree root barriers to prevent undesirable root spread, appropriately sized tree pits, and a suitable soil composition.

To keep track of neighborhood tree planting progress, PhillyTreeMap is an online interactive map database of trees in Philadelphia. Residents can add trees to the map and input data attributes, such as trunk diameter, species type, and height. In addition to helping determine priority planting areas, this tool can also be used to show how much of an 'eco impact' the tree plantings make. An eco impact is the dollar amount associated with the environmental and cost saving benefits from tree plantings, including energy savings, air quality pollutants reduced, and pounds of carbon dioxide reduced.

LEARN MORE phillytreemap.org



> RECRUIT RESIDENT GREEN THUMBS FOR TREE STEWARDSHIP

Recruiting residents and volunteers to maintain trees once they have been planted is a critical component to ensure proper tree health and care. PHS's Tree Tenders program offers hands-on training related to planting, pruning and watering trees. Encouraging local residents to participate in this program would be a good first step in building a network of tree stewards to look after the newly planted and existing trees. Organizations such as UC Green, which manages the University City Tree Tender District, is another excellent source of local expertise, as well as PHS's Tree Planting Guidebook, which provides guidance on basic tree care and planting techniques.

PHS TREE TENDERS

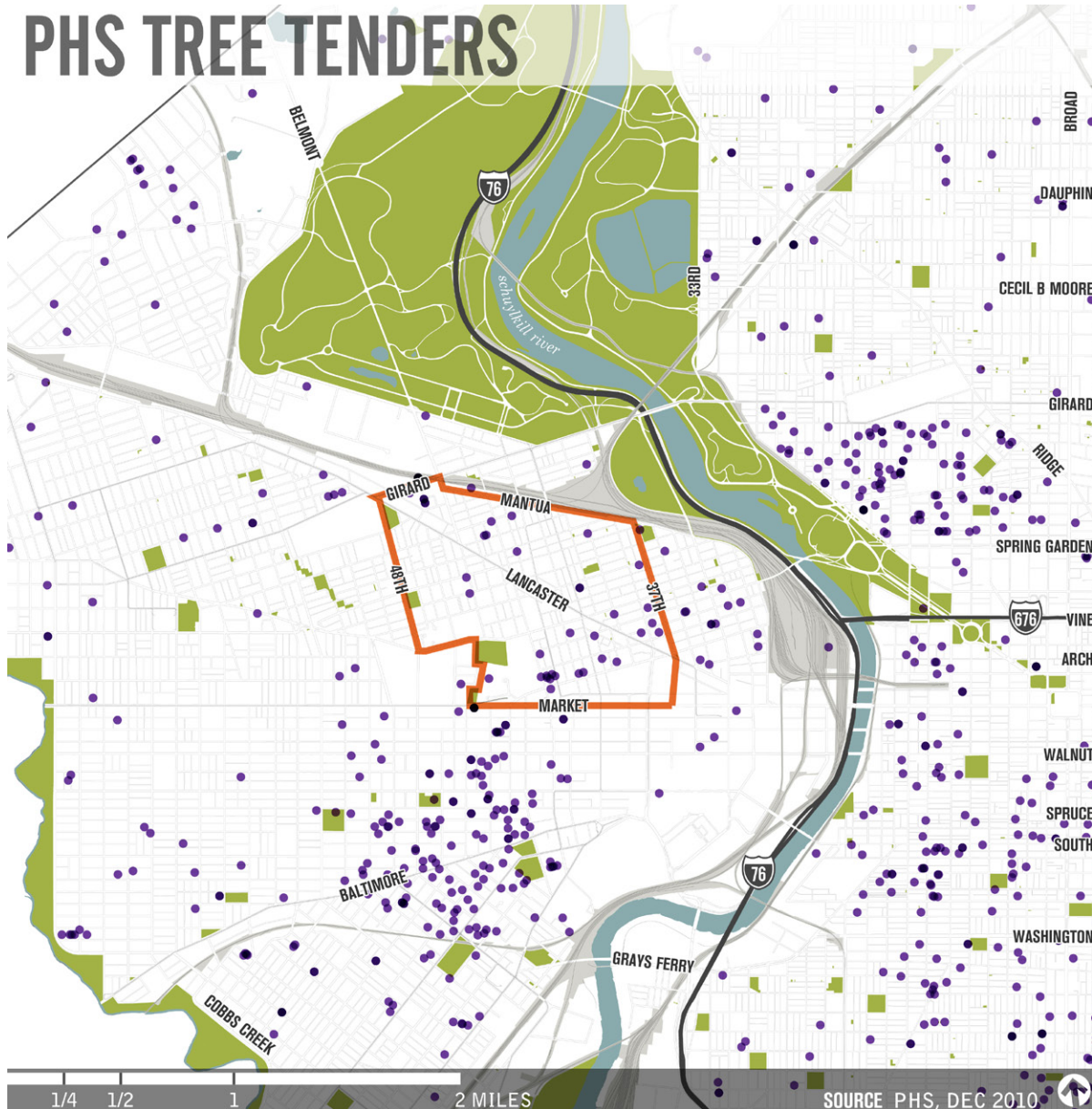


FIG 34 *phs tree tender map*

- STUDY AREA
- RESIDENT WHO HAS COMPLETE TREE TENDER TRAINING



UC GREEN CORPS

UC Green was started in 1998 with the goal of “uniting community organizations, city agencies, university students and residents in local greening efforts.” Through educational training and a team of part-time employees, UC Green Corps provides regular maintenance to newly planted trees in University City, West, and Southwest Philadelphia. The objective is to care for trees when they are most vulnerable, their first two growing seasons, to ensure they reach a healthy, adult state. Through the summer months, UC Green Corps canvases the community watering, weeding, mulching, and pruning roughly 500 trees per season.

LEARN MORE

ucgreen.org



CREATE GREEN GATEWAYS ALONG MAJOR NEIGHBORHOOD ENTRY CORRIDORS AND OPEN SPACE CONNECTIONS

Creating green gateways and open space connections in Lower Lancaster would improve the community’s image, and create more walkable and bikeable neighborhoods. One way of doing this is through PWD’s Green Streets Program, which provides funding to create ‘green streets’ that use a combination of vegetated and engineered solutions to manage rain or melting snow. Green street designs incorporate various green stormwater infrastructure tools such as stormwater tree trenches, stormwater planters, stormwater bumpouts, and pervious pavement to capture stormwater runoff and infiltrate it into the soil. By doing this, it recharges groundwater and surface water, reduces the amount of polluted stormwater runoff going into Philadelphia’s combined sewer system, and reduces combined sewer overflow events.

An ideal green street in Lower Lancaster would be tree-lined, with bike lanes and green stormwater infrastructure that integrates landscaped features where possible. These improvements would help attract new residents and improve the quality of life for current residents. Concentrating resources on a few targeted streets would maximize the visibility and impact of these investments. The following streets should be considered for such improvements:

>38TH STREET

38th Street from Market Street to Lancaster Avenue is a major gateway to Lower Lancaster. Its width creates an opportunity for a more pleasant, boulevard-like connection to and from Lancaster Avenue. While some stretches have street trees, there are opportunities for additional plantings. The absence of overhead utility lines provides a great opportunity to plant tall shade trees. A portion of the excessively long turning lane on 38th Street at Powelton Avenue could also be repurposed as a greened center median.

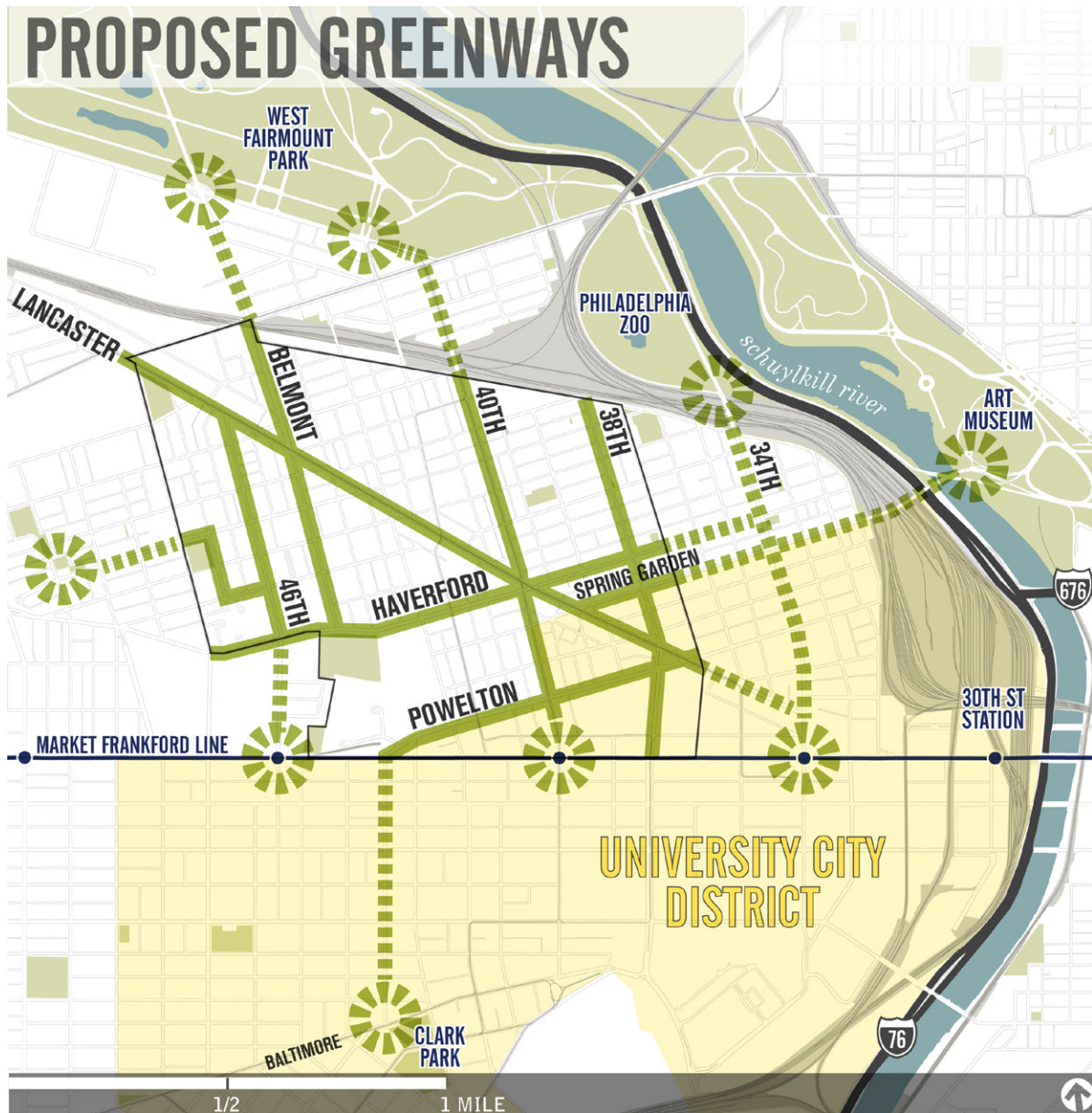


FIG 35 *proposed greenways*

- PROPOSED GREENSTREET
- ☼ OPEN SPACE & TRANSPORTATION DESTINATIONS
- GREENSTREET CONTINUATION OUTSIDE THE STUDY AREA



FIG 36 *existing 38th street section at drew elementary*



FIG 37 *proposed 38th street section at drew elementary*

In future development of the soon-to-be vacant Drew Elementary school site, designers should take care to activate the eastern side by placing buildings closer to the street edge, as suggested in the proposed section [Fig. 37].

> 40TH STREET

The 40th Street bridge will be opening in the fall of 2012, making it another important gateway into Lower Lancaster from Fairmount Park and through to 40th Street Station on Market Street.

> 46TH STREET

46th Street connects Lancaster Avenue to Market Street and the Market-Frankford transit station. It is a wide and barren street that residents nicknamed the ‘Old Dusty.’ The opportunity for additional tree plantings and landscaping between Market Street and Haverford Avenue could be tied into a larger vision that creates an interpretive street-level greenway along the course of the historic Mill Creek [as discussed in section 2.3]. This could also include targeted lighting improvements that make 46th Street Station safer and more accessible at night [see section 4.4 for more information].

> SPRING GARDEN STREET

Spring Garden Street is a main access route to Lower Lancaster and connects residents to the Art Museum area, as well as popular recreational destinations such as Boathouse Row and Kelly Drive. The tree cover along this street is dense and proper maintenance and care for the existing trees will ensure their continued health.

> LANCASTER AVENUE

Making Lancaster Avenue a ‘green street’ would create an improved streetscape experience for all users of the Avenue, promote the continued revitalization of the commercial corridor, and provide a major amenity to neighboring residents. According to a study by the USDA Forest Service, shoppers on tree-lined commercial streets make longer and more frequent shopping trips, and are willing to pay an esti-



healthy canopy on spring garden street [above]. a “mosaic tree pit” on lancaster avenue [below].



mated 12% more for goods². Over the past 5 years, PEC has installed 16 new street trees and 8 mosaic tree pits to begin to cultivate a greener Lancaster Avenue. Expanding these planting efforts and establishing a continuous tree canopy along the Avenue could make an even larger impact along the corridor. The existing trolley catenary lines will constrain what species can be selected, but thoughtful consideration in tree size and planting locations can ensure that the street is greened properly.

> BELMONT AVENUE

Belmont Avenue is a highly traveled corridor that links the Belmont neighborhood, Lancaster Avenue, and Fairmount Park's Centennial District, home of the Please Touch Museum, the Mann Music Center, Fairmount Horticultural Center, and a variety of other cultural and recreational assets. Within Fairmount Park, Belmont Avenue is scenic and green, but south of Girard Avenue the street becomes a hardscaped expanse with very few street trees. The stark contrast between the two sides of the intersection creates an unwelcoming transition between Fairmount Park and the City. A greener Belmont Avenue south of Girard Avenue could highlight Lower Lancaster's close proximity to the park and its many amenities. Currently, the section of Belmont Avenue between Lancaster and Girard Avenues has a striped median and bike lanes. Planting this median with greenery, painting the bike lanes, and planting street trees would create a more inviting, green boulevard.



FIG 38 *existing belmont avenue*

² McPherson, E.G., Simpson, J.R., Peper, P.J., Xiao, Q. "Trees pay us back in the Northeast region," 2011.



FIG 39 *proposed belmont avenue green gateway*

IMPROVE STORMWATER MANAGEMENT THROUGH TARGETED GREENING

The existing sewer system, built in the late 1800s and early 1900s, is a combined system that disposes of both stormwater runoff and sanitary wastewater through the same network of pipes. During large storm events, the combined waters overwhelm the treatment system and cause untreated waste water to be released into waterways. The network of pipes that contribute to these overflow sites are known as ‘sewersheds.’ Lower Lancaster contains 3 different sewersheds; S27, S01, and S20. Each contributes to a combined sewer overflow site in the Schuylkill River.

The Philadelphia Water Department [PWD] has received federal funding to improve this system and lessen its impact on our waterways by upgrading the stormwater infrastructure across the city. They are employing both traditional infrastructure techniques, such as pipes, tanks and tunnels, as well as green stormwater infrastructure [GSI] techniques. GSI uses natural and engineered systems that support or mimic organic processes to manage rainwater. This type of infrastructure, such as pervious pavements, rain gardens, and bioswales, benefits the City by reducing combined sewer overflows and localized flooding, recharging groundwater, and improving water quality, while simultaneously beautifying the built environment.

PWD currently makes most of their GSI improvements through the Green Streets Program, discussed above. There are several wide streets in Lower Lancaster that could benefit from the program, especially in the Mill Creek neighborhood. Brown Street is a minor two-way street with parallel parking on each side. Its excessively wide travel lanes encourage speeding. Shrinking the existing travel lanes to a width of 10 feet—putting the street on a ‘road diet’—would create 6 feet of roadway along the entire length of the street that could be greened.

PWD typically does not organize greening projects outside of their Green Streets Program, but it does look to coordinate with and support community organizations and agencies pursuing green infrastructure

GREEN STREETS: STORMWATER TREE TRENCH

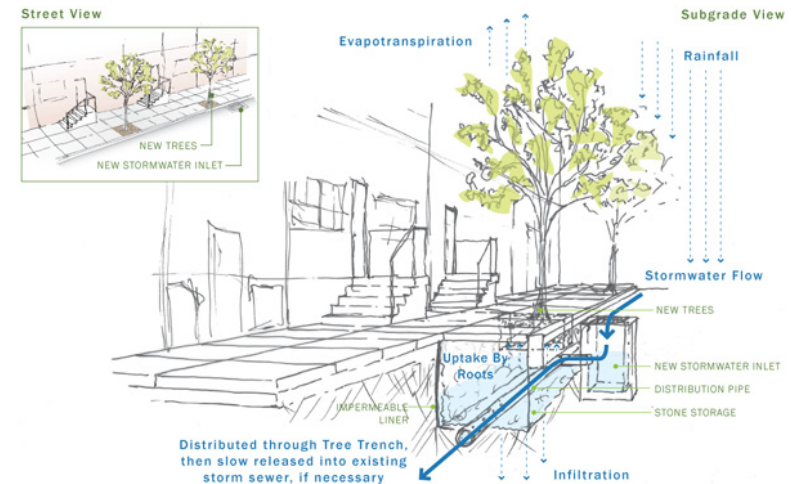


FIG 40 *pwd green stormwater infrastucture diagram*



street flooding after a heavy rains in lower lancaster can be reduced through targeted stormwater management greening

projects on their project sites. To take advantage of funding and engineering services that PWD offers, community partners should submit ideas for green stormwater infrastructure projects on local school grounds, parks and recreation facilities, public spaces, parking lots, and vacant land. PWD accepts ideas through their Community Input Form which can be found on the Office of Watersheds website:

www.phillywatersheds.org/whats_in_it_for_you/CI_Index.

Public rights-of-way and publicly owned sites that should be considered for targeted green stormwater infrastructure projects include:

- The proposed Mill Creek Walk [section 2.3]
- The public parking lot serving Lancaster Avenue between Preston and 41st Streets [section 4.3]
- Hardscaped schools identified in the Green2015 plan [Fig. 42]
- Lancaster Avenue, potentially tied to the proposed ‘Lancaster Walk’ [Fig. 92] and green bumpouts coordinated with a comprehensive streetscape improvement strategy to accommodate the planned Route 10 trolley fleet replacement [Fig. 82]

PWD is also offering grants and low interest loans to owners of private, non-residential properties through their Stormwater Management Incentives Program [SMIP]. Although the deadline for the first round of grant applications has past, it is expected that PWD will offer the program again. More information on these grants can be found at:

www.phillywatersheds.org/what_were_doing/SMIP_Grant

2.2 IMPROVE EXISTING PARKS AND PLAY SPACES

The need to improve parks and play spaces in Lower Lancaster was a frequent topic of discussion throughout the public input sessions. Many residents who contributed to the collaborative map placed their ‘favorite place stickers’ on open spaces in the area, while others targeted the same locations for both large and small scale improvements. Preserving and enhancing the area’s existing open spaces is critical to strengthening the community.

> GREEN HARDCAPED RECREATION SURFACES WHERE POSSIBLE

Saunders Park is one of very few open spaces in Lower Lancaster that provides a lush, green oasis for nearby residents. The majority of parks and play spaces lack shade or landscaping of any kind. In fact, 40% of all the public open spaces in the area are completely paved over. The City’s Green2015 plan has targeted these hardcaped parks and playgrounds for landscape improvements [see Figure 42], not only because public ownership facilitates easier implementation, but also because their large

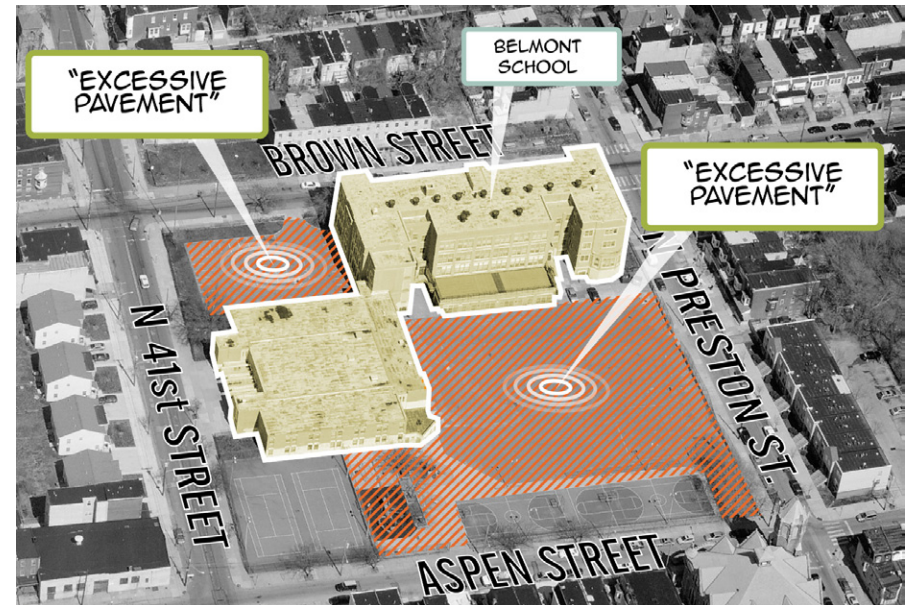


FIG 41 greening opportunities at belmont charter school



saunders park [top], owned and maintained by penn presbyterian medical center, is one of lower lancaster’s few green recreation spaces. like the 37th and mount vernon playground [bottom] most park and play spaces have very little permeable area or tree shade, if any.

GREEN 2015 OPPORTUNITY SITES



FIG 42 *green 2015 opportunity sites*

- 1 4601 MARKET**
OWNER: CITY OF PHILADELPHIA
TYPE: FUTURE POLICE HEADQUARTERS-
DEVELOP SITE TO INCLUDE A PUBLIC
GREEN SPACE
- 2 4615 FAIRMOUNT**
OWNER: PHA
SIZE: 1.7 ACRES
TYPE: NEW CITY PARK
- 3 761-765 N 47TH &
4615 ASPEN**
OWNER: RDA, PHA
SIZE: 1.5 ACRES
TYPE: NEW COMMUNITY CENTER
- 4 MILL CREEK PARK**
OWNERS: RDA + PHA
SIZE: 1.5 ACRES
TYPE: PARK IMPROVEMENTS
- 5 4039 WARREN**
OWNER: CITY OF PHILADELPHIA
SIZE: 3 ACRES
TYPE: VACANT LOT UTILIZATION
- 6 48 N. WIOTA**
OWNER: RDA
SIZE: 3 ACRES
TYPE: COMMUNITY GARDEN
IMPROVEMENTS
- 7 DREW ELEMENTARY
U. CITY HIGH SCHOOL**
OWNER: SCHOOL DISTRICT OF PHILA
SIZE: 10.3 ACRES
TYPE: SCHOOLYARD IMPROVEMENTS
- 8 39TH & OLIVE
PLAYGROUND**
OWNER: CITY OF PHILADELPHIA
SIZE: 1.47 ACRES
TYPE: PARK IMPROVEMENTS
- 9 BELMONT CHARTER
SCHOOL**
OWNER: CITY OF PHILADELPHIA
SIZE: 1.53 ACRES
TYPE: SCHOOLYARD IMPROVEMENTS
- 10 37TH TO 38TH-
FOLSOM TO MANTUA**
OWNERS: RDA + SCATTERED PRIVATE
OWNERSHIP
SIZE: 23 ACRES
TYPE: VACANT LOT UTILIZATION



parks and play spaces were a very popular topic at the open houses.

contiguous impervious surface area means that making improvements to these spaces will result in significant progress towards PWD's stormwater infiltration goals. Greening these sites would also beautify Lower Lancaster, and provide a host of environmental benefits, discussed earlier.

“as far as greening schoolyards, make sure there is a maintenance contract in place. i live across from martha washington—they put new landscaping in a few years ago and it was beautiful. but after a year, it was full of trash.”

🕒 PROVIDE BETTER LIGHTING WITHIN AND CONNECTING TO PARKS AND PLAYGROUNDS

Most parks in Lower Lancaster have inadequate lighting, which enables illicit and undesirable activities after dark. Poor lighting also creates dark and foreboding environments for pedestrians walking through parks or past them at night. Interior lighting needs should be evaluated on an individual basis, but improving pedestrian-scale lighting at park perimeters for all parks and play spaces is recommended.

“the basketball court at lee recreation center is well-lit, but getting there from the neighborhood, it’s very dark.”



FIG 43 *lack of adequate lighting at mill creek playground*

CONTINUE 39TH AND OLIVE PLAYGROUND IMPROVEMENTS

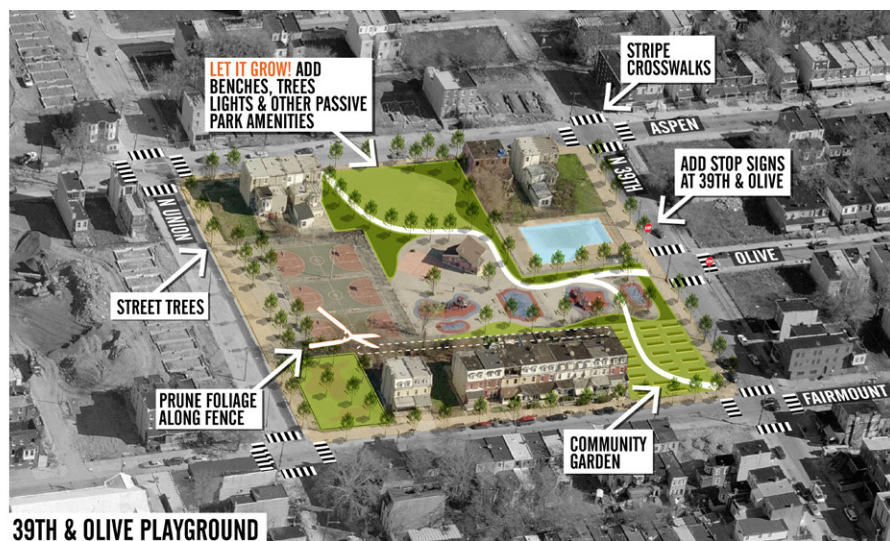
The 39th and Olive Playground, recently renamed the «Norman [Butch] Ellis Playground,” was the open space that received the most attention during collaborative mapping exercises at public input sessions. Several residents identified this playground as their favorite place in the neighborhood, while others cited problems with criminal activity. Aside from a few tree pits, this 1.5 acre park is entirely impervious and is identified as an opportunity site in the Green2015 plan. The active play amenities include a swimming pool, three basketball courts, and four climbing structures that are well used and have been updated recently. Some other recent improvements to the park include new tree plantings around the Union Street entrance, as well as murals, a painted post and rail fence, and plantings in the midblock vacant lots on Aspen Street. Additionally, the Union Hill housing development that borders the northern and western edge of the block adds much needed ‘eyes on the park.’ However, the park has limited accessibility due to the cyclone fencing around its perimeter and its location behind and between housing, vacant lots, and vacant buildings. The park’s blocked sightlines and inactive frontage make it a target for undesirable activities.

The 2005 Mantua Community plan, the 1994 West Philadelphia plan, and a 2003 PHA plan all called for acquiring the adjacent properties and extending the park to the northern and southern street edge. However, doing this would force 7 families to relocate. A more tactical approach could be to incrementally expand the park as opportunities arise—without requiring any resident relocation. The following short term measures should be considered:

- Expand the park into the surrounding vacant parcels to improve visibility and establish more entrances. New square footage would add more passive open space with public art, community gardens, and plantings.
- The foliage along the fence should be regularly maintained for maximum visibility into the park.
- The crosswalks at each of the corners should be restriped and stop signs should be added at the 39th and Olive Streets intersection to



FIG 44 39th and olive playground input & conditions



39TH & OLIVE PLAYGROUND

FIG 45 *proposed interventions to 39th and olive playground*

make the park more accessible and safer for kids.

- Continue to green the park by adding pervious surfaces and lining the sidewalks with trees.

Given the interest in the playground that was apparent during the planning process, residents should form a “Friends of Butch Ellis Playground” group to promote park stewardship and advocate for improvements.

“we need things for school age children to do after school. indoor recreation space for kids—game rooms, a skating rink, a movie theater. things for them to do inside during winter.”

➤ MATCH PARK AMENITIES WITH THE NEEDS OF NEIGHBORS

Although most Lower Lancaster residents live within a 10 minute walk of at least 3 parks, efforts should be made to ensure that these parks have amenities that are suited to resident needs. Some facilities have valuable space that is completely underutilized, while others have equipment that is in disrepair. The neighborhoods surrounding each park or recreational facility should be engaged in discussions about how they would like to see their park or play space improved—what specific programs or features would make them more likely to make use of it.

“so much unused open space here! let’s put it to good use for the community!”



FIG 46 *potential engagement method for gathering input on how parks should be improved*



residents felt the belmont tennis courts are underutilized

One way to reanimate underutilized play spaces is to connect them with other programs that are geared toward specific recreational programs. For example, LISC's Youth Initiative is introducing youth to tennis by partnering with the Arthur Ashe Foundation. This type of program would pump more life into the tennis courts at both Martha Washington Elementary and Belmont Charter School.



REVEAL UNDERCOVER PARKS

There are a few parcels in Lower Lancaster that are controlled by the Parks and Recreation Department's [PPR]; however, they are no more than vacant lots. These “undercover parks” are smaller than the quarter acre threshold for sites targeted by the Green2015 plan, but they should still be considered for small pocket parks or community garden spaces. Discussions should be had among residents to decide what their best use would be. These lots are:

- > 3901 Warren Street, 348 square feet
- > 3741 Fairmount Avenue, 1234 square feet
- > 3816 Reno Street, 947 square feet
- > 3947-9 Reno Street, 1,963 square feet



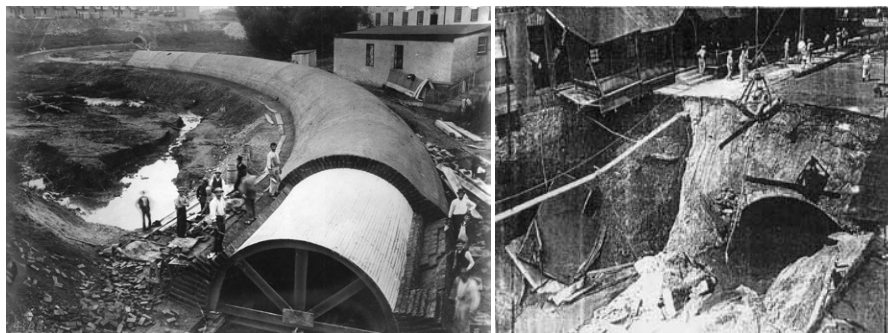
FIG 47 “undercover park” at 39th and Warren Streets

2.3 EXPLORE OPPORTUNITIES FOR NEW RECREATIONAL AMENITIES

There is both the need and opportunity to create additional park space to increase the variety of, and access to, recreational amenities for residents. During the planning process, neighbors, community groups, and other stakeholders proposed a range of new recreation types they would like to see. Given the abundance of vacant land and the likelihood that not all lots will be rebuilt, new park space should be a viable and necessary reuse for these parcels.

> PROVIDE NEW RECREATIONAL USES ALONG THE POTENTIAL MILL CREEK WALK

The Mill Creek neighborhood has been shaped by its relationship to its namesake historic creek. In the 1880s, the City buried the highly polluted creek in a 20-foot wide sewer pipe, and built housing over it. Over time, the infrastructure built to manage stormwater runoff and sewage began to fail and the pipe's contents saturated the ground underneath the houses. Eventually the wet soils gave way and the houses built on top of them collapsed, forcing families to abandon their homes and neighborhood. PWD installed new stormwater pipes in 2005 that finally mitigated the flooding; however, the remnants of this history are still visible in the urban landscape.



burying mill creek in 1883 [left] eventually led to the collapse of streets and houses built on top of the faulty infrastructure [right].





panoramic view of vacant land along the east side of 47th Street between brown and aspen streets

West of Lower Lancaster, some of the land that was vacated due to the ruptured sewer has been reprogrammed for recreational use. Mill Creek Farm also stands on some of the affected land. Within Lower Lancaster, there are still two large expanses of vacant land between Brown Street and Fairmount Avenue, and between Markoe and 47th Streets. These two blocks are identified in the Green2015 plan as opportunity sites for a new recreation center [on the northern block] and athletic facility [on the southern block]. Implementing these recommendations would create much-needed indoor play and activity spaces for youth, as well as more community-oriented meeting spaces for neighborhood groups—programmatic elements that were strongly requested by residents during the planning process. Given the abundance of outdoor athletic fields and active recreation spaces, alternative open space programming should be considered for the southern block, such as an educational greenhouse, demonstration gardens for horticultural learning, urban orchards, an arboretum to showcase tree diversity, or landscapes designed to interpret Mill Creek’s history.

Providing a way for the community to learn about this history would better connect Mill Creek residents to their environment. In the mid to late 1990s, Prof. Ann Winston Spirn worked with University of Pennsylvania [UPenn] students and students from Sulzberger Middle School to research the history of Mill Creek and bring to light the deep history that lies beneath the high vacancy in the neighborhood . The Green 2015 plan recommends creating street-level “walks” where historic streams used to flow and linear open space networks that connect

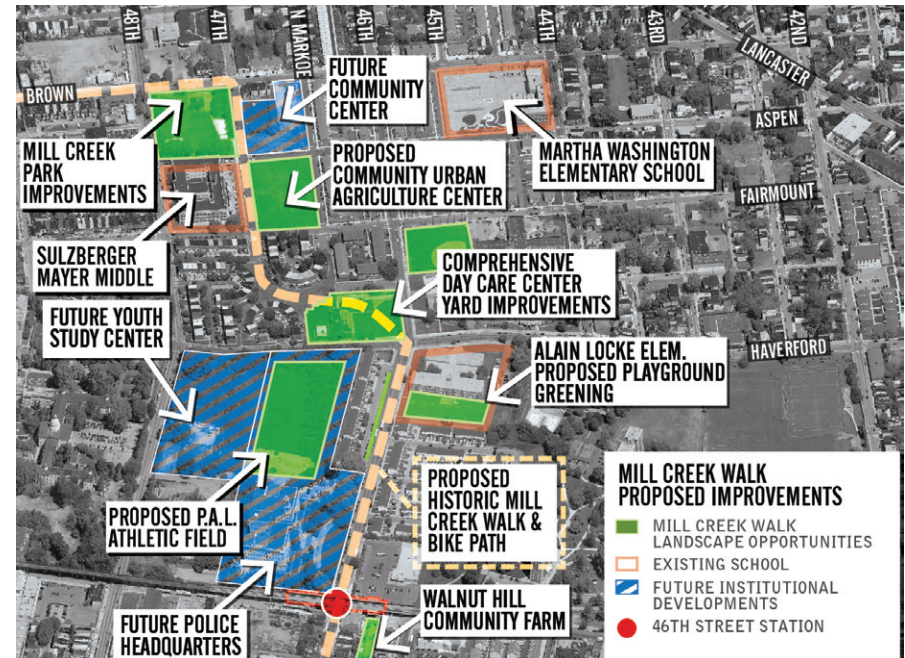


FIG 48 *proposed mill creek walk*

existing and future open space assets. The proposed Mill Creek Walk would create a cultural landscape linking the Schuylkill River through West Philadelphia to Lower Merion. Along the path, users could learn about the history and legacy of the Creek. Figure 48 highlights sites that could be incorporated along the portion of the path that would go through Lower Lancaster, including:

- > Mill Creek Park
- > The proposed Community Center at 4615 Aspen Street
- > The proposed Urban Agriculture Center at 4615 Fairmount Ave
- > The proposed Police Headquarters at 4601 Market Street
- > Comprehensive Day Care Center
- > Alain Locke Playground
- > Walnut Hill Community Farm

The planned relocation of Philadelphia Police Headquarters to the currently vacant Provident Mutual Life Insurance Building on 46th and Market Streets is an opportunity to preserve this historic landmark, and to allocate part of the site as open space for community uses. Establishing Police Athletic League [PAL] facilities would make this space a real asset to the community, as well as reinforce and expand the PAL programming at Alain Locke Elementary School.

CREATE A POCKET PARK AT 42ND AND LANCASTER

The small triangular slack spaces that result from Lancaster Avenue diagonally cutting across the surrounding street grid present an opportunity to establish a number of small, greened pocket parks. These parks could then be linked into a continuous 'Lancaster Walk,' which would enhance the experience of Lancaster Avenue, a concept discussed in greater depth in Section 5.4. Some triangle lots, especially those found closer to the southeastern end of the Avenue, have already been greened. Building on that idea further up Lancaster Avenue, PEC is partnering with the Philadelphia Orchard Project and PWD to green the triangle



FIG 49 *proposed triangle park at 42nd and lancaster*

lot at 42nd Street and Lancaster Avenue. While the site's design is still underway, it will likely boast fruit bearing trees and a rain garden. This lot's size allows for a number of additional programmatic uses and creates the opportunity to accommodate a variety of users. Nearby residents and business owners should provide input about the design, and this project should be a pilot project for future triangle lot greening initiatives along the corridor.

> FILL THE RECREATION GAP IN BELMONT

Though close to Fairmount Park, the northern portion of Belmont lacks small neighborhood-serving pocket parks. The physical and psychological barriers separating Belmont and Fairmount Park make this lack of open space feel much more pronounced. Establishing a small park with play space for kids would provide Belmont residents with a new recreational amenity, as well as a gathering place for interacting with neighbors. Locations for new public open space in this area are limited. The most promising opportunity is a cluster of vacant and maintained lots between Holly and 41st Streets, a mid-block green space that stretches



potential permanent open space opportunity on westminster in belmont

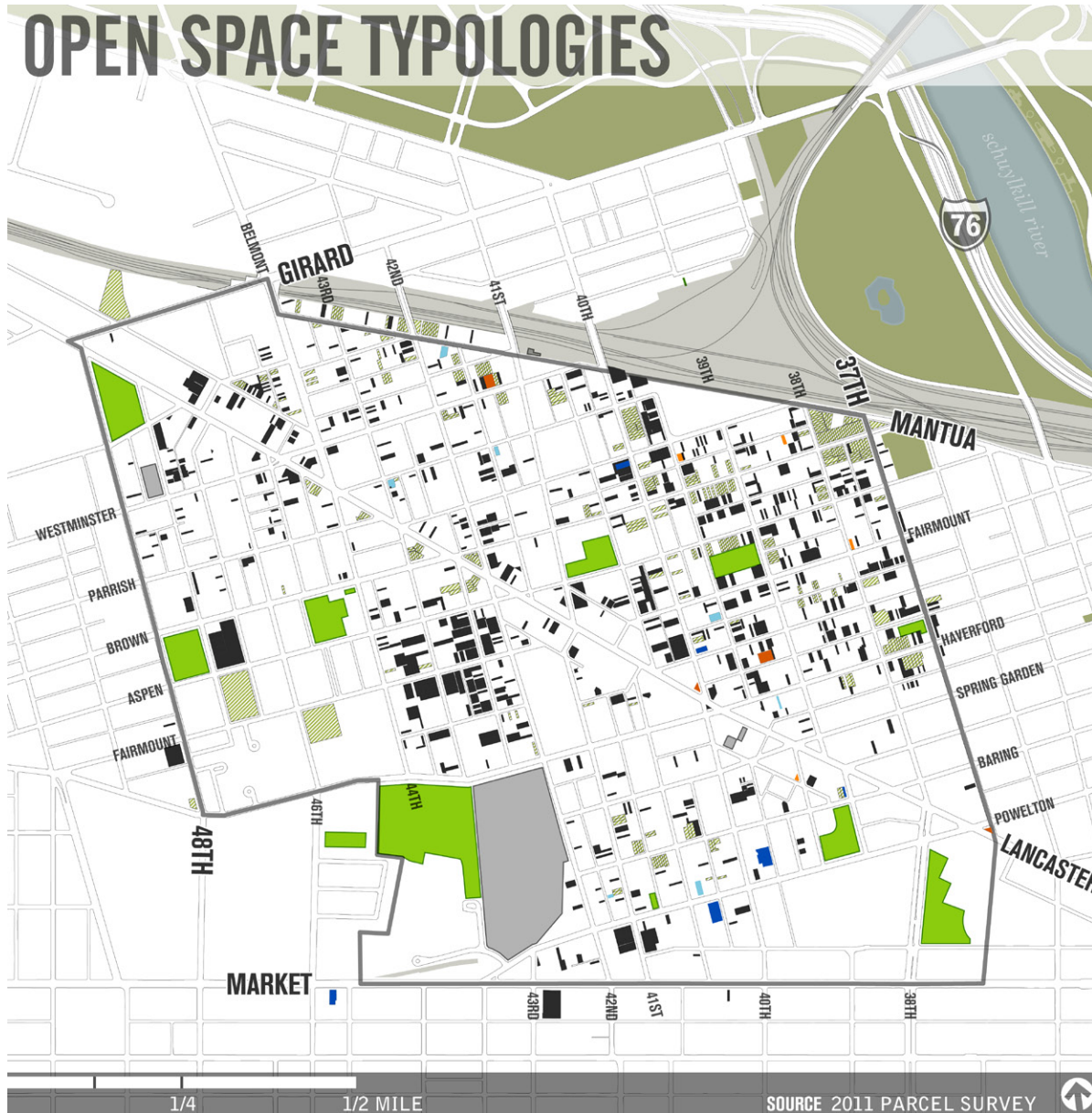


FIG 50 *open space typologies map*

- PUBLIC ACCESS
- PRIVATE PARK
- D.I.Y. POCKET PARKS
- GARDENS
- COMMUNITY GARDENS
- UNDERCOVER PARK
- MAINTAINED LOT
- VACANT LOT

through the block from Westminster Street to Pennsgrove Street. The lot already has trees and benches, and efforts should be taken to preserve it as permanent open space. One solution would be to have these lots zoned as open space in the Philadelphia 2035 district planning process. Other methods for preserving vacant land as open space are described in Section 2.4.

> PROVIDE OPPORTUNITIES FOR PLAY STREETS

Playstreets are temporary street closings during the summer months by the City of Philadelphia that allow kids to play without the interruption of car traffic. This is a very low to no cost way to add safe places for kids to play where parents and neighbors can keep watch over them. Residents can suggest when and where they would like a playstreet created, subject to City approval. Resident groups should be encouraged to consider establishing playstreets to give neighborhood kids more accessible spaces for play. To establish a playstreet, an application with signatures from 75% of block residents must be filed with the Department of Recreation by the end of May. These streets can be programmed with equipment such as wading pools and sprinklers, volleyball nets, or basketball hoops, or they can be left for spontaneous play.

There are several small residential streets in Lower Lancaster that would be good candidates for playstreets—especially those that are only a block or two long and do not carry through traffic. When choosing a street, residents should consider the following:

- > Is there adequate shade?
- > Are there block supervisors to chaperone youth?
- > Is there access to water and bathrooms?
- > Is it a minor one-way street? [Playstreets cannot be on a numbered street]
- > Is it within 2 blocks of another approved playstreet, playground, or recreation center? [If so, other locations should be considered instead]



some streets and sidewalks of neighborhoods in lower lancaster already serve as informal “play streets.”

2.4 CREATE, PRESERVE, AND ENHANCE OPEN SPACE ASSETS ON VACANT LAND

TOP
TEN

The abundance of well-cared for community gardens in Lower Lancaster is a great example of how vacant land can become an asset to a community. However, if vacant lots are unmaintained they can become a blighting influence on the neighborhood and a target of illegal dumping and criminal activity. A study undertaken at UPenn's Wharton School in 2004³ found that improving vacant lots in Philadelphia's Fishtown neighborhood lead to a 30% increase in nearby home values. The same study found that new tree plantings also increased nearby home values by 10%. Given the vast supply of vacant land in Lower Lancaster, efforts to expand and strengthen vacant land management are essential to revitalizing the community.

EXPAND VACANT LAND MANAGEMENT EFFORTS

Lower Lancaster has an abundance of vacant land—57.4 acres in total, comprising 11% of Lower Lancaster's parcel area. Much of this vacant land is already being maintained and used by neighboring residents as community gardens, pocket parks, and small socializing spaces, transforming eyesores into assets to the community. In fact, one third of Lower Lancaster's vacant land is being maintained in some way. Much of this maintained vacant land is comprised of lots that are cared for through one of the Pennsylvania Horticultural Society's [PHS] two vacant land management programs:

> VACANT LAND STABILIZATION PROGRAM

The Vacant Land Stabilization Program 'Cleans and Greens' vacant lots by collecting garbage, mowing, laying topsoil, planting grass seeds and trees, and adding a wooden fence around the property. Sites must be highly visible or have a strategic purpose, and initial costs typically range from \$1.00 to \$1.20 per square foot.

3 Wachter, Susan. The Determinants of Neighborhood Transformations in Philadelphia. Identification and Analysis: The New Kensington Pilot Study. Philadelphia: Wharton School, University of Pennsylvania, 2004.



vacant lot maintained by phs's vacant lot stabilization program [above]. one of many unmaintained lots in lower lancaster [below].



"THE VACANT LOT NEXT TO MY HOUSE IS FULL OF WEEDS AND RACCOONS!"

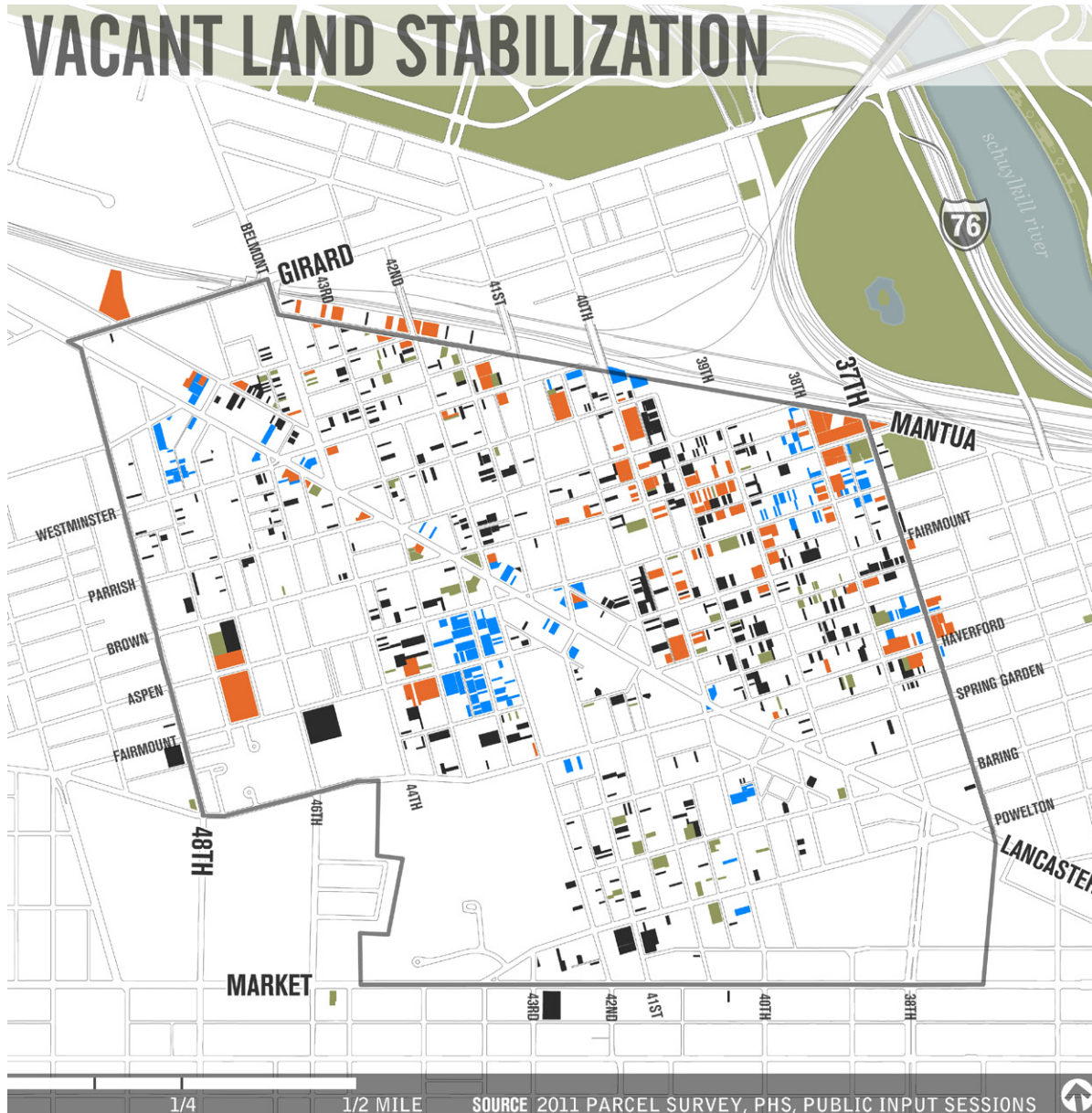


FIG 51 *vacant land stabilization*

- PROPOSED PRIORITY VACANT LAND IMPROVEMENTS
- PHS STABILIZED LOT
- VACANT LOT
- MAINTAINED LOT

> COMMUNITY LANDCARE

Lots that are not targeted for the Vacant Land Stabilization Program can be cleaned and mowed through the Community LandCare Program. Lots under this program receive routine cleaning and mowing, but are not refurbished with topsoil, trees, or fencing. Sixteen community work groups oversee the maintenance of Community LandCare lots, with each group focusing on different areas of the city. Over 90 acres of vacant land is regularly cleaned through this program, and typical maintenance costs are \$0.12-\$0.14 per square foot. Maintenance occurs every two weeks for a 14 week period between April and October—an average of \$260 per month or \$1,820 per season.

In early summer 2012, PHS will make decisions about what vacant lots will be greened during the fall of 2012. There are currently no Lower Lancaster parcels that have been nominated; however, community organizations and PHS should identify and submit vacant lots for consideration. Due to limited resources it is unlikely that the 39 acres of vacant land not being maintained will be improved. Fig. 51 identifies parcels that should be prioritized, given the following criteria:

> TRASH AND ILLEGAL DUMPING HOT SPOTS

Resident-identified locations where illegal dumping and littering are most problematic.

> CRIME HOT SPOTS

Sites where residents reported frequent criminal activity.

> “CLEANED AND GREENED” LOTS IN NEED OF REFRESHING

Some vacant lots that were previously stabilized by PHS could use some refreshing. One highly visible example of this is the lot at 675 N 41st Street, next to the Lancaster Avenue parking lot entrance on 41st Street.



the vacant lot at the 41st street entrance to the Lancaster Avenue parking lot was cleaned and greened previously, but could use a return visit



EAST PARK REVITALIZATION ALLIANCE

Established in 2003, the East Park Revitalization Alliance has become a paragon of community and environmental stewardship in Philadelphia's Strawberry Mansion and Brewerytown neighborhoods. The organization's efforts have taken root in over 13 acres of formerly vacant lots, now vibrant assets to the community. Adult and student volunteers have planted more than 700 trees, established community gardens, organized community clean-ups, and engaged residents and artists in mural projects. The East Park Revitalization Alliance is one of several Community LandCare groups working with the Pennsylvania Horticultural Society to maintain vacant land as a part of the comprehensive Philadelphia Green program.



LEARN MORE epralliance.org



> VACANT LOTS WITHIN THE LANCASTER AVENUE VIEWSHED

Vacant lots that are visible from Lancaster Avenue should be targeted for improvements to further support the revitalization of the commercial corridor.

> VACANT LOTS VISIBLE FROM MAJOR NEIGHBORHOOD GATEWAYS

> VACANT LOTS NEAR SCHOOLS

> CONTIGUOUS LOTS THAT COULD BE REPURPOSED

Contiguous lots that are ‘Cleaned and Greened’ could become open space for recreational purposes. Green2015 identifies the cluster of vacant parcels between 37th and 38th Streets, from Folsom Street to Mantua Avenue as an opportunity site for future recreational uses



resident-maintained pocket park in lower lancaster

> EXPLORE MECHANISMS TO PRESERVE MAINTAINED VACANT LOTS THAT SERVE AS ASSETS TO THE COMMUNITY

Residents expressed frustration over the difficulties they face trying to obtain vacant land to preserve or create shared open space amenities. The creation of a community land bank would streamline this process, and discussions about doing this are currently going on at the City level. However, even if current discussions result in new vacant land policies, the process may take years to implement. Local greening and gardening groups should keep tabs on these efforts and advocate for progress in reforming the City’s policies.

In the meantime, other mechanisms to preserve open space assets on vacant land should be pursued. Many vacant lots that have become community gardens are owned by the City. Typically, these gardens have a year to year garden lease, with the understanding that the lot could be repurposed one day. One way to preserve community-managed gardens and green spaces is through PHS’s Neighborhood Gardens Association [NGA] Land Trust. This process requires political and community support in order to succeed. Although the Sloan Street Community Garden and the Holly Street Garden are on the NGA acquisition wish list, no gardens in the study area are currently a part of the land trust.

If landowners are willing to cooperate, greening groups could set up their own land trust for gardens—essentially establishing a nonprofit entity to provide administrative oversight and raise funds to cover liability and insurance. Membership fees could generate revenue to sustain operations.

> LEVERAGE SUPPORT FOR EXPANDED COMMUNITY GARDENING/ URBAN FARMING INITIATIVES

Lower Lancaster currently has 12 community gardens, which total about 1.5 acres. The amount of vacant land in Lower Lancaster presents plenty of opportunity to increase community gardening activities in the area. Along with tapping into local expertise from existing community gardens



FIG 52 *lower lancaster gardens map*

- NEIGHBORHOOD GARDENS ASSOCIATION ACQUISITION WISHLIST
- NEIGHBORHOOD GARDENS ASSOCIATION LAND TRUST
- GARDEN
- RESIDENT WHO HAS COMPLETED GARDEN TENDER TRAINING

in the area, residents interested in starting a garden should consider the following resources:

> PHS GARDEN TENDERS

This training course, offered for a small fee [\$25], teaches participants about starting a community garden, including information about garden management, recruiting volunteers, and site selection. As of December 2010, there were only 12 garden tenders in Lower Lancaster. Efforts should be made to increase the number of participants in this program.

> PHILADELPHIA ORCHARD PROJECT

The Philadelphia Orchard Project's [POP] works with community-based groups and volunteers to plan and plant orchards, as well as maintain and harvest them, thereby expanding community-based food production. To date, POP has planted 29 orchards across the city in vacant lots, community gardens, school yards, and other spaces.

Momentum is building for larger scale urban farms in Lower Lancaster, as evidenced by the development of Mill Creek Farm, Aspen Farm, and Walnut Hill Farm just outside the study area. Urban farms generally require more square footage than a community garden, as well as utility access. However, they yield far more produce. Beyond fruits and vegetables, some urban gardeners are also beginning to raise hens



PHS FOOD RESOURCE CENTER

The PHS Food Resource Center at Bartram's Garden provides valuable educational opportunities for neighboring children, as well as a vital source of healthy food for the community. Located on an underused 3.5 acre sight within the historic gardens, the resource center includes a crop field, individual plots, a 50 tree fruit orchard, and new greenhouses. Future plans all for the creation of a food-education center, devised to further engage the local community about healthy eating habits.



for eggs and keep bees for beeswax, honey, and pollination assistance. These endeavors provide an opportunity to employ local youth and teach them about food production and environmental stewardship. Several contiguous expanses of vacant land in Lower Lancaster could provide opportunities for urban farming operations, particularly the large vacant cluster between 37th and 38th Streets from Folsom Street to Mantua Avenue, and the block bounded by 47th Street, Fairmount Avenue, Markoe Street, and Brown Street.

Philadelphia's newly adopted zoning code now regulates community gardens and urban agriculture—uses that were previously informal and not addressed by land use regulations. These uses are permitted as of right under all of the residential zoning classifications that will likely be used in Lower Lancaster when the zoning is remapped following completion of the Philadelphia2035 district plans. However, the new regulations impose new requirements on community gardens, markets or farms. Farms over 5,000 square feet will be required to provide two off-street parking spaces, and both community gardens and urban farms will have to comply with new perimeter fencing requirements.

HOUSING OPTIONS FOR EVERYONE 3

Ensuring that all residents have safe, secure and appropriate housing is an important part of the revitalization of Lower Lancaster. For 50% of residents who responded to the community survey, their home or apartment represented what they like most about living in the community. This response far outpaced other survey options such as the distance to work or access to local amenities.

However, the poor quality of many of the area's homes is also what deters further homeownership. Survey responses indicate that the primary reasons current renters would not buy a home in the community are a combination of the available types of housing and the physical conditions of Lower Lancaster. This is supported by the results of the physical survey, which found that almost 9% of existing buildings are in poor or very poor condition. The more visible concentrations of poor conditions threaten the community's stability, but scattered vacancy and poor conditions are also problematic—even one vacant lot or home in poor condition creates a nuisance for neighbors nearby and can undermine the stability of a block.

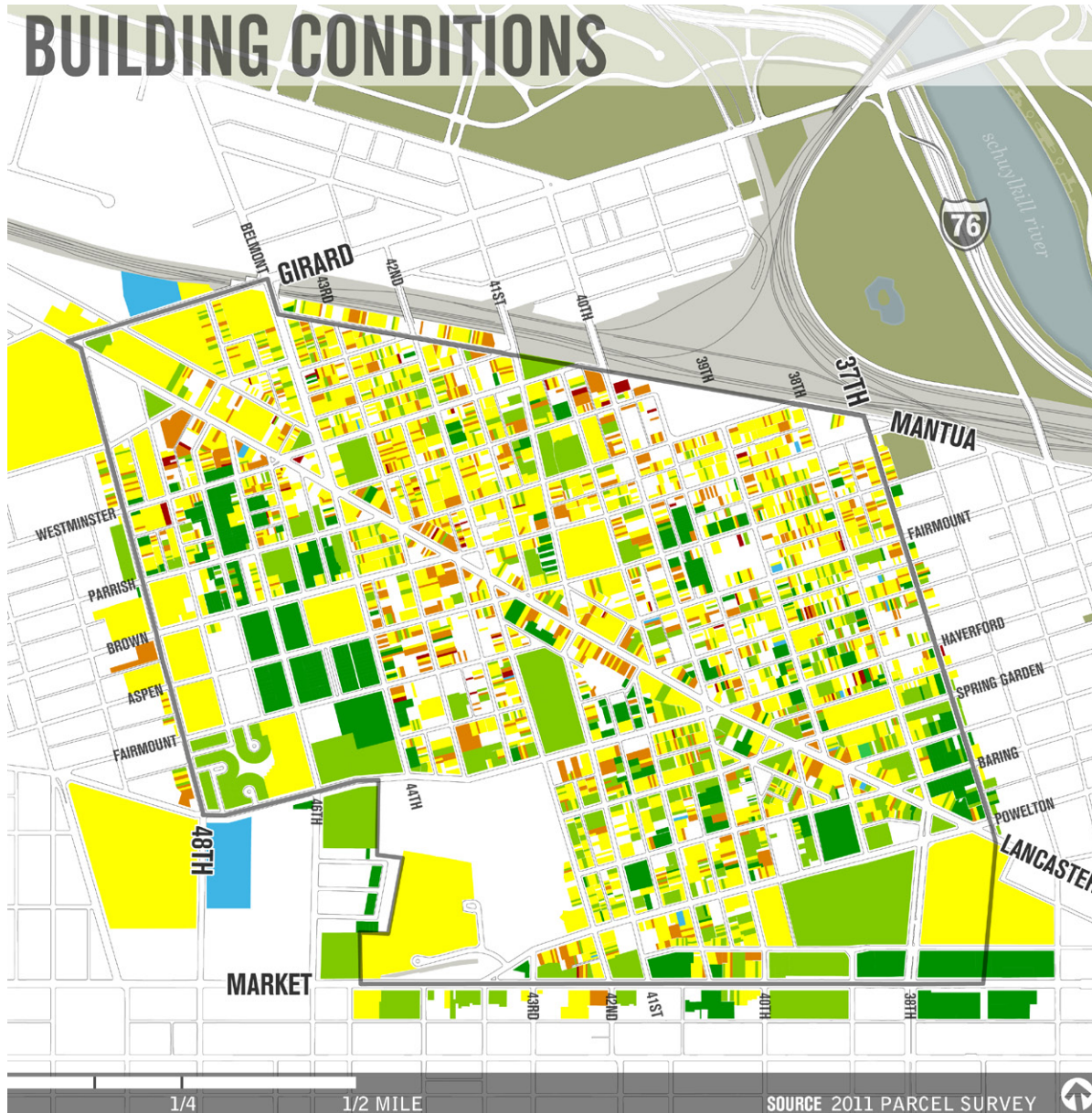


FIG 53 *building conditions map*

Housing in Lower Lancaster is predominantly renter-occupied and became slightly more so from 2000 to 2010. According to the 2000 US Census, 60% of households rented, while 2010 estimates indicate that 64% rented. The decrease in homeownership may be attributed to many things, but the housing crisis and foreclosure activity likely played a role. Furthermore, the 2006 to 2010 American Community Survey estimates that 36% of all renters and 11% of all homeowners in Lower Lancaster spent 30% or more of their household income on housing costs, while 1 in 5 renters spent more than 50% of their income on rent. When asked why they had not purchased a home in the community, the primary reason cited by renters was their personal finance situation.

Building on these statistics, physical observation, and dialogues with the community, a few points provide an approach to improving housing in Lower Lancaster. First, despite the area's relatively low housing values, housing affordability is an area of concern for many residents. Second, there is an opportunity to help qualified renters become homeowners and help existing homeowners stay in their homes. Third, good relationships between landlords and tenants, including making sure each is aware of their roles and responsibilities to the community, are necessary to ensuring neighborhood stability. Finally, the scale and distribution of vacancy in Lower Lancaster is so vast that we have to be strategic in where and how to reinvest in the existing stock and where to build new housing for a range of incomes and household types.

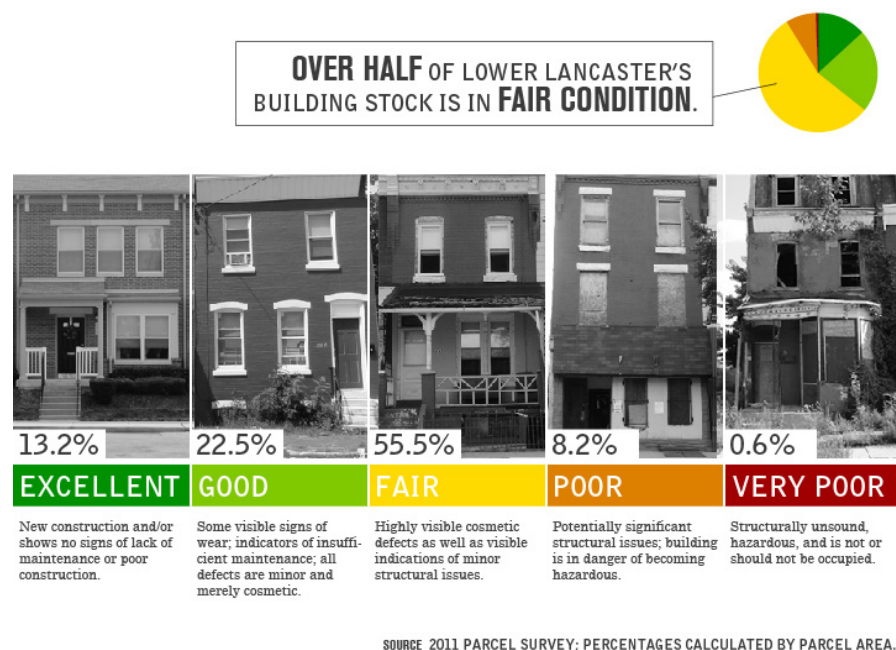


FIG 54 housing condition rating scale

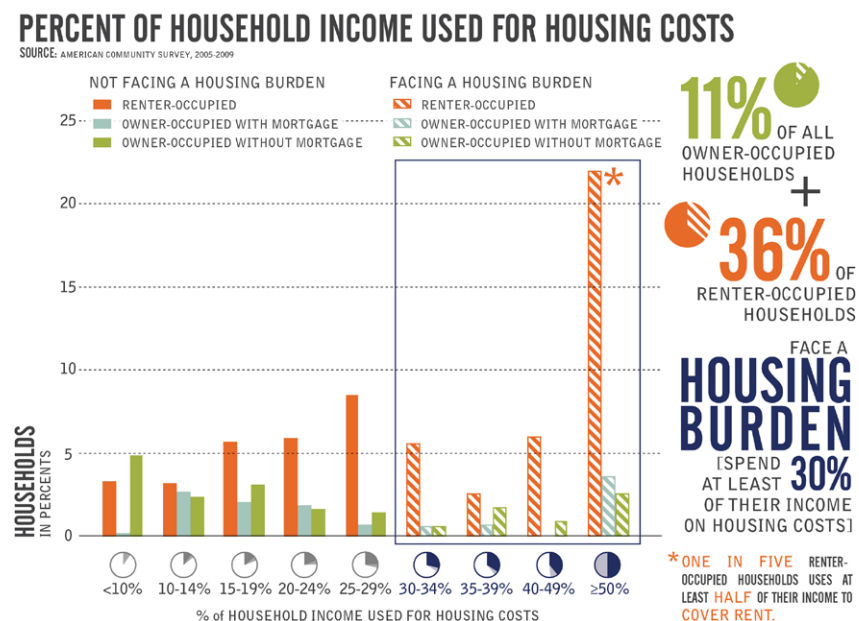


FIG 55 percent of household income used for housing

To bring about change in the neighborhood, old houses must be rehabilitated and maintained, new houses built, old residents supported, and new residents welcomed. The following recommendations seek to build value for existing residents by helping them to upgrade their homes and supporting responsible property owners, while also attracting new residents who will add to the diverse community mix. New and rehabilitated housing must offer a variety of choices to support income diversity, including both affordable and market-rate options, as well as housing options accommodating a variety of household structures, from multigenerational families to seniors to couples with or without children.

WHICH FACTORS ARE REASONS YOU **WOULD NOT CONSIDER** BUYING A HOME IN THE COMMUNITY?

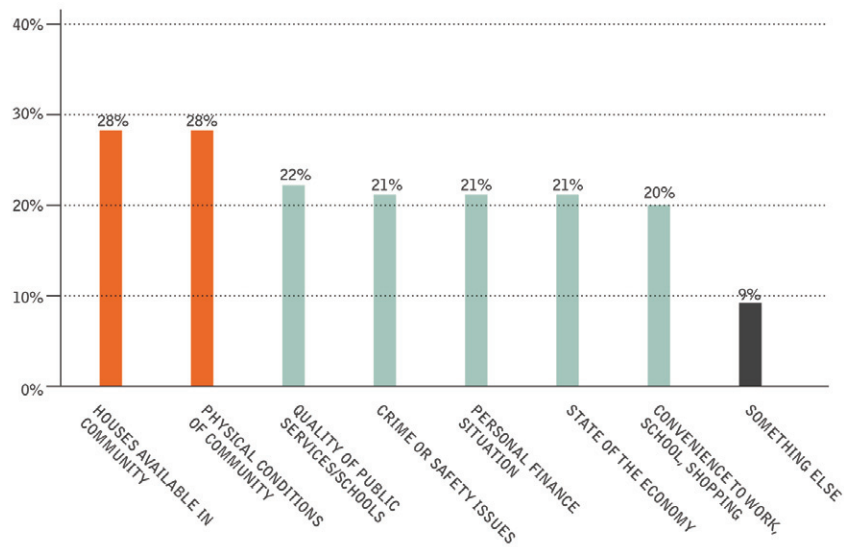


FIG 56 *why residents would not buy a home in the community*



many blocks have very mixed building conditions

3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK

TOP
TEN

Much of the existing housing stock is old and in need of maintenance and repairs. Residents expressed concerns that the poor condition of housing was limiting Lower Lancaster's potential. Improving existing housing will require better code enforcement and financial assistance to help with maintenance costs for homeowners who face financial difficulties. This recommendation is targeted toward stabilizing neighborhoods by addressing the poorly maintained and blighted properties that negatively impact housing values and the quality of life of residents.

CENTRALIZE AND PROMOTE EDUCATIONAL AND FINANCIAL RESOURCES FOR HOMEOWNERS TO IMPROVE AND MAINTAIN THEIR PROPERTIES

There are many housing resources available to Lower Lancaster residents; many of which are operated by different organizations and serve different populations. To better market these programs and ensure that residents can access them, a dedicated and visible space should be created to serve as a one-stop-shop for housing assistance. If a dedicated space is not feasible, community partners could host regular information sessions that move around to different spaces in the neighborhoods. Both of these options would bring services closer to residents and could combine a housing resource center for homebuyer training, home repair, finance and foreclosure prevention programs; and classes and counseling on budgeting, financial literacy, estate planning, tangled-title services and weatherization.

Some minor home repairs can be done by a homeowner with a little know-how and the right tools. Residents should be offered technical assistance and access to tools to help them with “do it yourself” [DIY] repair projects. One way to facilitate this would be to create a community tool shed with basic home repair and gardening tools that could be loaned out to residents. The tool shed could also be the site of DIY home repair, weatherization, and gardening workshops that teach residents about basic repairs and maintenance, energy and water conservation, and beautification tips.

Other repairs and improvements require outside assistance from a trained building professional. Residents often have difficulties identifying reputable and reliable contractors that they can hire. A community group could work with residents to identify a contractor and collectively bid out their projects. By bidding out a larger package of jobs, residents could obtain lower costs from the contractor.

- Form a resident “collaborative” to solicit bids from contractors to obtain lower costs.
- Link with programs like Youth Build to involve youth in serving the community.
- Coordinate with local groups, like PEC, who have experience securing and managing contractors.

Financial assistance for home improvements is available through a number of organizations and City agencies. For example, PEC's home repair and façade improvement programs have helped dozens of homeowners maintain their properties, which in turn have improved property values, built wealth for residents, and further stabilized neighborhoods. Unfortunately, many residents are unaware of these resources or unsure how to apply. Collaboration is necessary among local CDCs and civic organizations to raise the community's awareness of specific resources, such as:

- The Philadelphia Home Improvement Loan Program, which provides low interest loans [3%-5%] with no equity or home-appraisal requirements for needed repairs and improvements [income qualifications may apply]. www.philaloan.com
- PHDC's Adaptive Modifications Program, which provides free adaptations to homes for residents with permanent disabilities. Maximum allowable incomes range from \$27,800 for a one-person household to \$39,000 for a four-person household. www.phdchousing.org
- The City's Mini-PHIL Home Improvement Loan program, which helps homeowners make energy conservation improvements, emergency repairs, or to do small projects. Loans are available up to



facade restoration underway on a Lower Lancaster row home

\$10,000 over a 10 year term with a fixed interest rate.

www.phila.gov/ohcd/miniphil.htm

- The City's PHIL-Plus Home Improvement Loan program, which helps homeowners obtain money for larger repairs or to make big improvements. Loans go up to \$25,000 over a 20 year term.

www.phila.gov/ohcd/miniPHIL.htm

- Mini- and Plus loan provided by Citizens Bank, TD Bank, PNC Bank, and United Bank of Philadelphia.
- OHCD's Save Your Home Philly foreclosure prevention program, which connects a homeowner, or homeowner's pro bono lawyer, and a lender representative before an arbitrator to find a way to keep the homeowner in their home.
- OHCD's various housing repair and purchase programs including: Settlement Grants, American Dream Downpayment Assistance, the Homeownership Rehabilitation Program, the Adaptive Modifications Program, the Basic Systems Repair Program, Emergency Heater Hotline, and Low-Interest Home Improvement Loans.

www.phila.gov/OHCD/settgrt.htm

- PEC's home repair and façade improvement program helps residents take on home maintenance projects by overseeing inspectors and contractors and securing financial assistance. Residents contribute up to 10% of construction costs.

http://www.pec-cares.org/index.php?page=home_repair_and_facade

PEC and their partners should also use this plan to solicit funds from private institutions for matching dollars for home for households unable to qualify for government-sponsored programs.

➤ CONNECT RESIDENTS WITH FINANCIAL ASSISTANCE AND GUIDANCE FOR WEATHERIZATION AND EFFICIENCY UPGRADES

Local CDCs and civic organizations should coordinate with PGW and the Energy Coordinating Agency [ECA] to promote financial assistance programs for weatherization and energy efficiency upgrades to Lower Lancaster residents, including:

- PGW's Low-Income Residential Retrofit Program, which offers air-sealing, attic/wall insulation, high-efficiency windows, and high-efficiency furnaces.
- PGW's Premium Efficiency Gas Appliances Rebates for high-efficiency washers, and space- and water-heating equipment.
- ECA's Energy Works Program, which offers weatherization workshops offering information about rebates and low interest loans, and referrals to certified energy auditors.
- Partnership CDC's Healthy Homes Workshops, which provide information on asthma prevention, lead prevention, water quality, alternative pest management and fire safety. Participants are also eligible for Partnership's Green or Cool Roof Program which provide targeted roof improvements that lower energy usage and costs.
- Partnership CDC's Green Professional Training Program, which provides training on installing Green or Cool roofs on homes in West Philadelphia.

> SUPPORT RESPONSIBLE RENTAL PROPERTY OWNERS

Some rental property owners in Lower Lancaster want to make improvements to their properties but are unable to. In some cases they cannot afford to, while in others they have tenants that fail to keep up the property or bring illegal activity onto it. These property owners should be supported in their efforts to create high quality housing with good tenants. Local partners should seek to establish financial assistance programs for basic systems repairs and façade improvements for owners who cannot afford them on their own. These improvements lower utility costs and enhance security for tenants, while also lowering operating costs and enhancing property values for landlords.

Given the number of vacant properties in Lower Lancaster, a community group should establish a Landlord Training Program that helps produce high quality, safe rental housing. Many cities employ such programs to train landlords about effective property management techniques to keep

LANDLORD TRAINING PROGRAM

The nationally recognized Landlord Training Program in Portland, OR has been adopted by over 400 cities and counties across the nation, and includes a separate focus on Section 8 housing. The training workshop focuses on keeping rental properties safe and free of illegal activity by training landlords in effective property management and techniques for dealing with illegal activities by tenants.

LEARN MORE portlandonline.com/BDS/index

THE GOOD LANDLORD PROGRAM

The Good Landlord Program in Ogden City, UT provides incentives for landlords and apartment managers who go through training and implement the lessons on eliminating code violations, illegal activity and public nuisances through discounts on business permits and disproportionate impact fees.

LEARN MORE ogdencity.com/en/doing_business/

illegal activity out of rental properties and eliminate code violations and public nuisances. Participants of this program also tend to have more stable and satisfied tenants, lower maintenance and repair costs, and higher property values. Landlord training programs are often part of a community policing program that involves law enforcement agencies, property owners, property managers, and residents.

> ESTABLISH ANOTHER NEIGHBORHOOD ADVISORY COUNCIL [NAC] IN LOWER LANCASTER

The Office of Housing and Community Development's Neighborhood Advisory Council [NAC] Program provides designated CDCs and civic organizations with funds to operate local programs and fund improvements around:

- > Promoting sustainability through recycling, cleaning, planting, and alternative energy efforts.
- > Creating employment opportunities through job placement and training, retail revitalization, and educational assistance efforts.
- > Enhancing neighborhood safety through town watches, youth mentoring and community outreach programs.
- > Providing decent and affordable housing through new construction, preservation of existing homes, and foreclosure prevention programs

When possible, PEC [which provides a number of these services already, including housing counseling services such as financial literacy programs and tangled title assistance] or another community partner should submit an application to become a NAC. NAC funds could help to support counseling, assistance and other programs described in this plan.

3.2 ATTRACT NEW NEIGHBORS

Targeted housing investment has transformed vacant, blighted lots into new, safe, and affordable housing for residents. Despite this investment, a substantial amount of vacant and underutilized structures remain in Lower Lancaster. To remove the remaining blighted properties in Lower Lancaster, it will require attracting new residents to the community and continued investment into housing for all income levels.

> MARKET THE NEIGHBORHOOD AS A GREAT PLACE TO CALL HOME

Lower Lancaster and its diverse neighborhoods are imbued with unique amenities and a rich cultural heritage. To capitalize on this, a targeted marketing strategy should be launched that highlights and promotes these assets to potential residents. The Lancaster Avenue Jazz and Community Arts Festival and the recent LOOK! Lancaster Avenue arts event are great opportunities to connect visitors to local businesses, provide venues for major employers to appeal to their employees, and to market the growing arts community in Lower Lancaster. Promotional materials such as an interactive web site, posters and postcards should graphically highlight the area's amenities, local businesses, history and considerable potential. Additional elements of the marketing campaign could include public art, signage, and walking tours linked to broader city-wide events like the Philly Fringe Festival, Design Philadelphia, or the Philadelphia Open Studios Tour.

> ENCOURAGE EMPLOYEES OF EDUCATIONAL INSTITUTIONS TO BUY A HOME IN LOWER LANCASTER

Drexel University's Home Purchase Assistance Program and the University of Pennsylvania's Home Ownership Services encourage faculty and professional staff of these educational institutions to purchase homes in designated areas around their campuses with the goal of stabilizing local neighborhoods. The current target area for Penn's Closing Cost Reduction Program encompasses all of Lower Lancaster, however, the Enhanced Forgivable Loan program boundaries stop at Haverford Avenue. Likewise, Drexel employees could take advantage of the the Home Purchase Assistance Program in Lower Lancaster only for properties east of 42nd Street. Conversations should be initiated about the possibility of extending these zones of targeted incentives, shown in Fig. 57, to leverage this opportunity.

With Lower Lancaster's proximity to both Penn and Drexel, the area is well positioned to attract faculty and employees of these institutions to purchase a home and settle into the community. PEC and its partners should explore targeted marketing strategies to attract eligible employees to buy a home in Lower Lancaster.



SUSTAINABLE 19125

Sustainable 19125 strives to make the New Kensington area of Philadelphia the most sustainable zip code in the City. Through an easy to use mapping feature on its website, residents can record their efforts to improve greening, recycling, energy consumption, transportation, and buy/grow local. Fellow residents can then track what their neighbors have accomplished, as well as spark an interest into helping create a more sustainable community. In addition to supporting more sustainable lifestyles, New Kensington CDC's branding of the initiative in turn markets the neighborhood as a place where green attitudes abound, helping to attract like-minded residents to the area.

LEARN MORE sustainable19125.org





FIG 57 *home ownership assistance areas*

 DREXEL UNIVERSITY
 UNIVERSITY OF PENNSYLVANIA

3.3 PROMOTE INFILL DEVELOPMENT

Given the abundance of opportunities for development in Lower Lancaster, an important challenge to address is where to build. Although the high vacancy levels and the deteriorated condition of the housing stock throughout the area calls for revitalization and reinvestment, limited resources require a targeted approach that ensures the greatest impact. To guide decisions on where to invest, the following criteria should be used.

> ENCOURAGE RENTAL AND MULTI-FAMILY HOUSING IN UPPER STORIES ALONG LANCASTER AVENUE

Developing the second and third stories of Lancaster Avenue buildings has been challenging, evidenced by the considerable vacancies in these spaces throughout the corridor. In some cases property owners have difficulty creating separate entrances for tenants based on the layouts of the buildings. PEC and their partners should consider rehabilitating 5-10 adjacent properties along the Avenue that repurpose upper floor space, and provides an example of how to address the access issues that make reuse difficult. These spaces could be targeted towards students and artists, a growing population in Lower Lancaster.

> SUPPORT TRANSIT-ORIENTED DEVELOPMENT NEAR TROLLEY LINES AND SUBWAY STATIONS

Transit-oriented development seeks to create housing and community amenities in the vicinity of transit stations with the goal of increasing transit ridership and lessening the use of automobiles. Lower Lancaster is well positioned for this type of development with the 10 trolley line running along Lancaster Avenue and its close proximity to Market-Frankford line stations. A major opportunity for new transit-oriented development is around the 46th Street SEPTA station. The potential relocation of the Police Department headquarters to 4601 Market Street could be a prime opportunity for transforming this area. Real transformation of this area could include:

- > Streetscape and lighting improvements along 46th Street to transform the barren and unsafe corridor into an attractive connection as described in Section 4.4.
- > Creation of a more visible, well-lit, and open connection to Westpark Apartments.
- > Development of new mixed-use buildings on key vacant and underutilized sites, such as the south side of Market Street and the Aldi Grocery.

FOCUS INVESTMENT STRATEGICALLY

Limited resources should be used to target concentrations of vacant land where investment will significantly reduce blight. The map in Fig. 58 identifies clusters of distressed properties throughout Lower Lancaster. A phased approach to infill development consists of:

- > Developing highly visible locations to demonstrate positive momentum in the community.
- > Identifying development opportunities close to Lancaster Avenue to bring more residents who are encouraged to shop at local businesses and demand a greater variety of services.
- > Focusing on major streets and avoid rebuilding along small alleyways or streets where parcels are too small to provide modern homes. Smaller streets are opportunities to provide parking, yards, shared play spaces, or community gardens for nearby homes.
- > Pursuing interim strategies for areas of concentrated vacancy far away from Lancaster Avenue, especially along the rail line and Mantua Avenue. These include expanded vacant land management techniques to discourage illegal dumping and the removal of blight.

Based on the criteria previously outlined, the best locations for infill housing development are:

- > 40th and Preston Streets between Wallace and Aspen Streets. Vacant parcels on these blocks are visible from Lancaster Avenue and sit

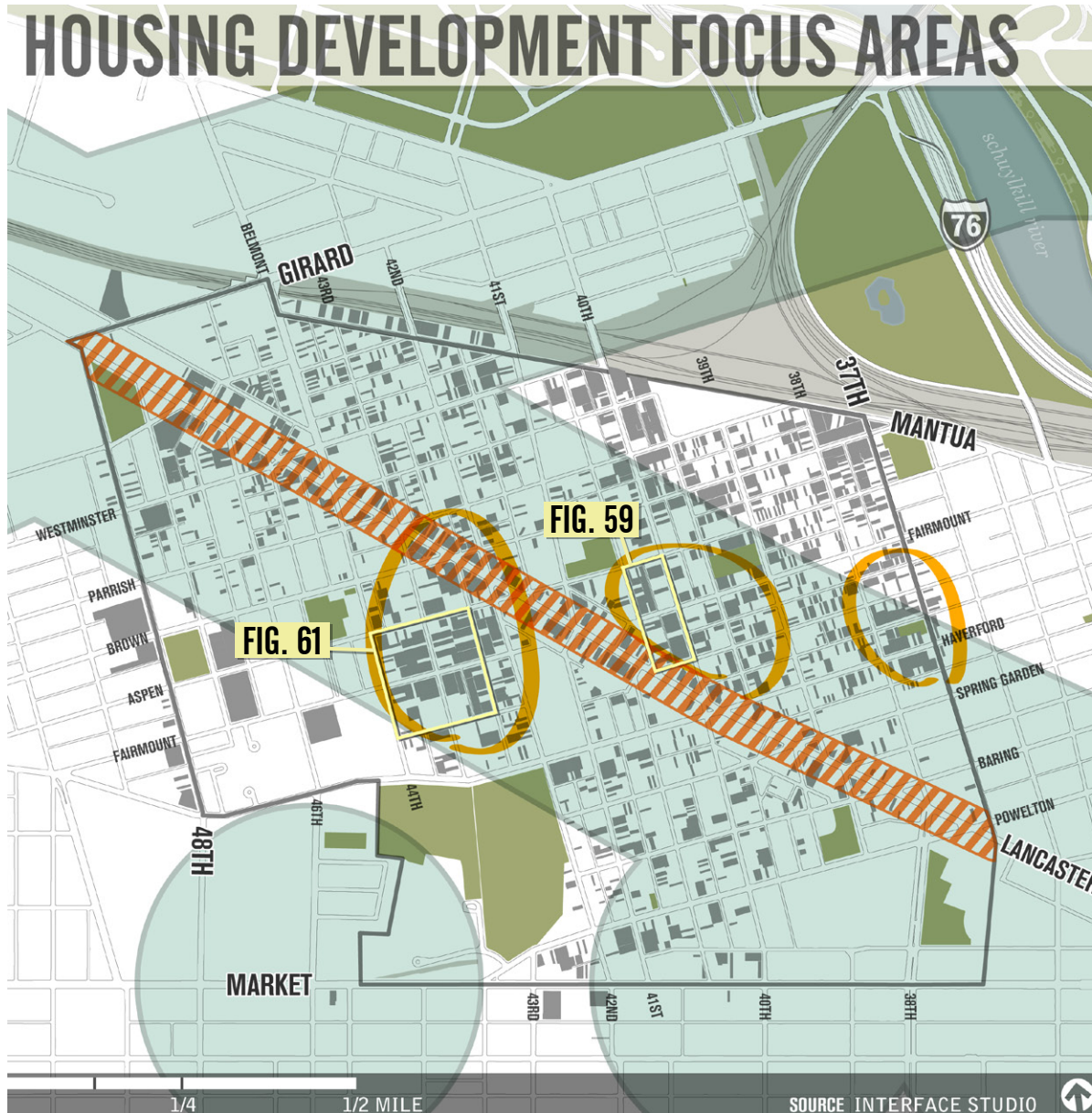


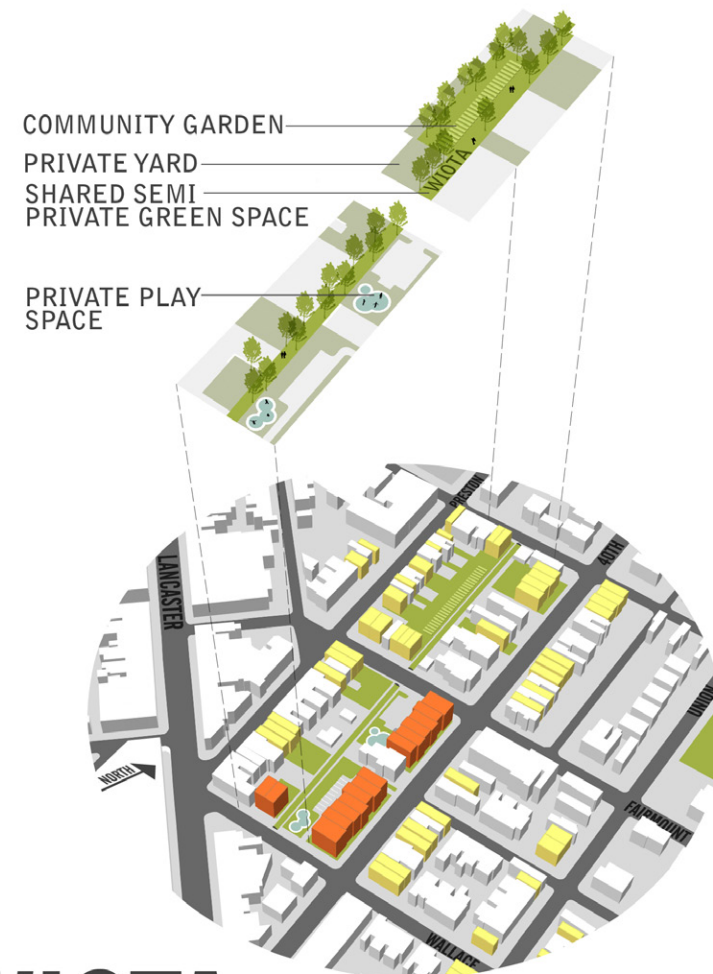
FIG 58 *housing development focus areas*

adjacent to one of the primary gateways into the community. Wiota Street runs through the middle of this block; however, it is overgrown and unusable in its current condition. One way to turn this unused street into a community amenity would be to strike Wiota Street as a public right-of-way and transform it into a play space for residents. This idea is illustrated in Fig. 59, which also shows the creation of 32 townhomes on the site. Investment in this location would reduce blight and increase population adjacent to Lancaster Avenue.

- 38th and 37th Streets around Haverford Avenue and Wallace Street. This area has a concentration of vacancy adjacent to an improving housing market to the east. There is an opportunity to invest in mixed-income housing in this location to further encourage the market and attract new residents while also providing affordable housing for residents.
- The area in Mill Creek bounded by Aspen Street to the north, 42nd Street to the east, Wallace Street to the south, and 44th Street to the west. This area is wedged between the recently developed Blackwell Homes and Angela Court to the west and new projects on Lancaster Avenue to the east. It represents the largest concentration of vacancy remaining in Mill Creek that is suitable for new development. New affordable homeownership in this area would help fill the gap between new investments and bring residents closer to Lancaster



a green alley serving as a shared car-free space in detroit's midtown area



WIOTA green

- 32 UNIT GREEN TOWNHOUSE DEVELOPMENT
- SINGLE FAMILY INFILL HOUSING

FIG 59 “wiota green” conceptual housing development



FIG 60 *mill creek housing development opportunity*

Avenue. The infill scenario shown in Fig. 61 illustrates potential development of this opportunity site.

➤ As a future opportunity, 40th Street between Brown Street and Mantua Avenue could also be considered for new housing investment. New development in this area would help to connect Mantua to the Parkside community once the 40th Street Bridge is re-opened. Belmont residents have expressed concern about crime in this area, so investment would help to stabilize it. The Friends Rehabilitation Program currently owns a large amount of the property in this area, which could be an asset for a CDC interested in acquiring and developing the land.

- PUBLICLY OWNED PARCELS
- RECENT DEVELOPMENT
- VACANT LAND
- DISTRESSED BUILDINGS [IN POOR/VERY POOR CONDITION]

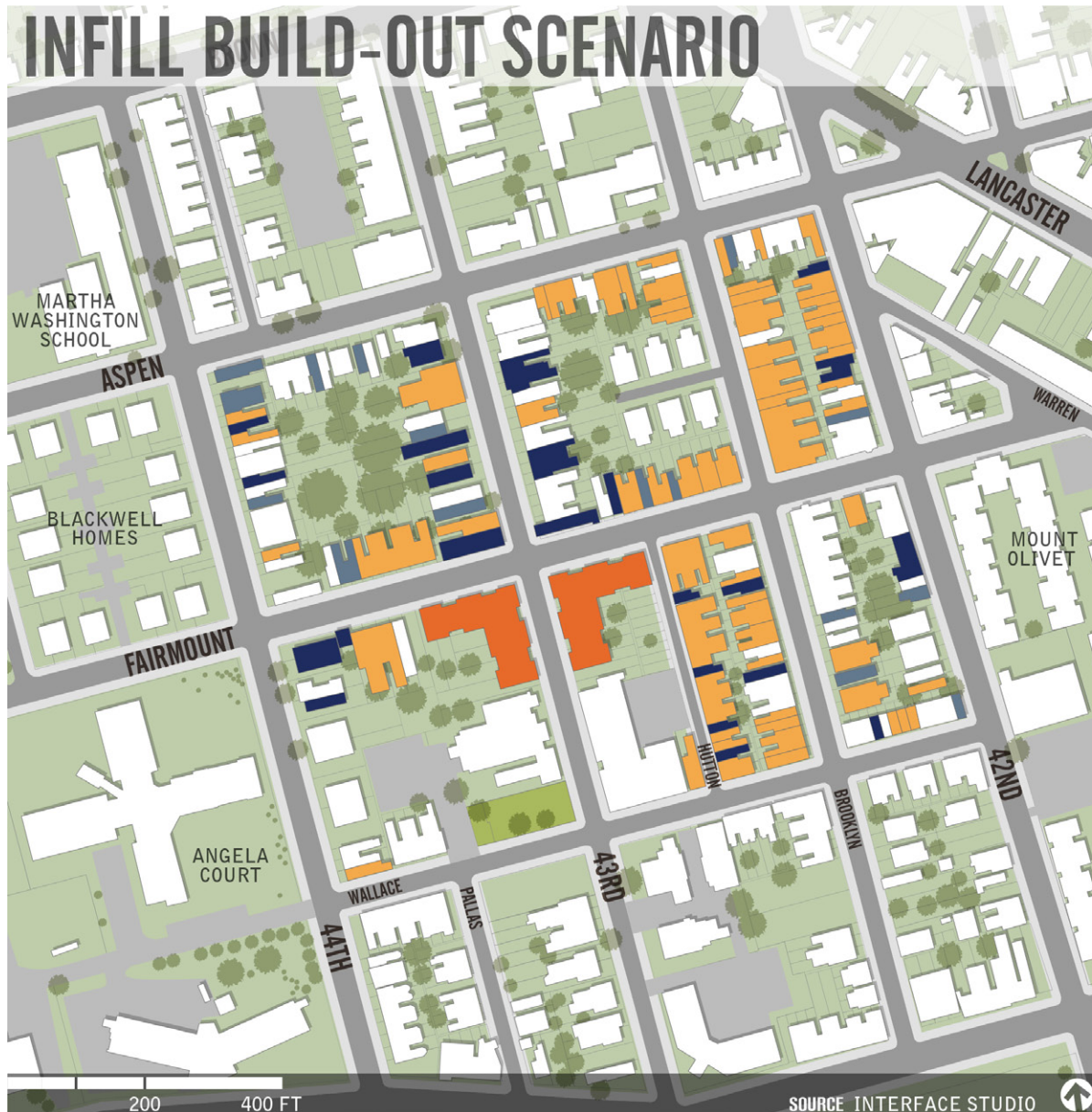


FIG 61 *mill creek housing development infill development scenario*

POTENTIAL INFILL ON VACANT LAND

- 115 SINGLE FAMILY HOMES
- 64 MUTLI-FAMILY UNITS

DISTRESSED BUILDINGS
[IN POOR / VERY POOR CONDITION]

- OCCUPIED
- VACANT

In addition to the infill development approach outlined above, revitalization activities already underway by local community groups need to be supported and leveraged. Specifically, PEC has a pipeline of investment and development projects as a result of the previously completed neighborhood plan that used similar criteria to focus investment and reduce blight. With initial investment and planning underway, it is critical to bring these projects to implementation. These core infill projects include:

> FATTAH HOMES II

The Fattah Homes II project will transform six vacant properties in the Mantua neighborhood of West Philadelphia [3rd council district] into six affordable rental units for homeless women with special needs and their children. The project will consist of three new construction buildings.

Each apartment will be equipped with modern amenities such as central air, a dishwasher, and garbage disposals. These new rowhomes will complement the neighboring building façades, enhancing the aesthetic appearance of both blocks.

> BIGHAM PLACE/FILBERT STREET

The Bigham Place/Filbert Street Project consists of two developments. One is the construction of a new seven-unit [affordable rentals for homeless women with special needs and their children] building that



FIG 62 4226-32 powelton rendering

will replace two existing, dilapidated structures at 4226-32 Powelton Avenue. The other is a rehabilitation of a three-story building on the same lot that faces onto Filbert Street, a narrow lane between Powelton Avenue and Market Street, to create four affordable rental units for households earning 80%-120% area median income. In their current state these 3 structures have a severely blighting influence on an otherwise well-kept block. Neighbors of the site have expressed strong support for the project and have provided input into its design.

ADDRESS	CURRENT STATUS			PLANNED PROJECT		
	Condition	Zoning	Owner	Feet ²	Stories	Units + Bedrooms
3923 Brandywine Street	1 vacant lot	R10	RDA	855	2	1 two - bedroom
3933 - 37 Brandywine Street	1 vacant rowhouse 2 vacant lots	R10	RDA	2,566	2	2 two - bedrooms
3811 - 13 Haverford Avenue	2 vacant lots	C2 R10	RDA	3,935	3	1 two - bedroom (handicap) 1 three - bedroom 1 four - bedroom
TOTAL				7,356		6 units

FIG 63 fattah II project details

> 3909 HAVERFORD

The 3909 Haverford project will rehabilitate a vacant eight-unit, 5,200 square foot building on the 3900 block of Haverford Avenue into a 6 unit building offering 3 units for households earning 60% area median income and 3 units for households earning 120% area median income. The area surrounding 3909 Haverford Avenue has been the focal point of a significant amount of public and private investment. This new development will play a key role in solidifying and enhancing the improvements that have already been made. Major PECCDC developments—including the Rowan House, Imani Homes, Cloisters III, Partnership Homes, Homeownership Phase I, and Fattah Homes—are within blocks of 3909 Haverford Avenue. These developments provide a diverse mixture of housing options to neighborhood residents, ranging from market-rate ownership to permanent supportive rental units.

> HOME OWNERSHIP II

Two long term vacant structures, which are the last blighted buildings on the block, will be rehabilitated and sold as affordable ownership units. These units are located in the West Powelton neighborhood, where the real estate market is rapidly strengthening, and will help preserve affordability for prospective homeowners. They are located at 4113 Baring and 4030 Haverford Avenue.

> 4050 APARTMENTS

To help protect the artist community and prevent it from being forced out of the area by increasing housing costs, PEC proposes to build an Artist Live-Work development at 4050 Haverford Avenue that will provide 21 units of affordable housing, specifically designed and targeted toward low- and moderate-income artists in its target area. This development will offer units that are specifically designed for use by artists and include artist-friendly features such as: high ceilings and natural light, exposed floors and ceilings, high-speed data ports, and cable connections.



FIG 64 *4050 haverford avenue artist live-work project sketch*

> MENTAL HEALTH BUILDING/3945-47 LANCASTER AVENUE

Double wide first-floor commercial spaces could be an opportunity for a local grocery store or other commercial tenant requiring a larger footprint. Rehabbing the upper floors would create opportunities for artist studios or rental apartments.

> TRUE LIGHT/HAWTHORNE HALL

PEC proposes to substantially rehabilitate the ground floor commercial space of 3859-61 Lancaster Avenue, one of the key properties in the contiguous set of historic buildings collectively known as Hawthorne Hall. The project entails converting what was most recently used as a storefront church into a space ready for a full-service, sit-down restaurant or other suitable commercial use. Four apartments on the second and third floor will be renovated as market rate rental units.

> HAWTHORNE HALL/3849 LANCASTER AVENUE

PEC is in the process of acquiring this building and developing concepts for the reuse of the ground floor space. The project will provide at least two units of upper floor rental housing and could include restoring an original second floor theatre with a mezzanine level and stage for reuse as a community space and performance venue.

> BUILD AND RETROFIT WITH GREEN TECHNOLOGY

Community partners should use or advocate for the use of green building techniques in all new development and rehabilitation projects in the area. Recycled materials, double-paned windows, Energy Star products, and white-coated roofs are cost effective ways to improve the quality of housing, lower utility costs, and lessen the project's environmental impact. Green roofs, infiltration beds and permeable pavers can help manage stormwater onsite and lower stormwater fees. Some energy efficient products and renewable energy systems, such as Energy Star building materials and appliances, solar energy systems, and residential wind turbines are eligible for federal tax credits.

PEC has set an example for bringing green development to Lower Lancaster by building LEED silver and gold certified housing [rental and mixed use], and installing a green roof on a 17-unit affordable multi-family in the past 4 years.

> EXPLORE OPPORTUNITIES TO CREATE MORE LIVE-WORK UNITS IN THE AREA

When private developers build “live-work” units, the label is often used only as a marketing angle to sell loft-style units with an industrial chic aesthetic. For-profit developers interested in legitimate, affordable live-work projects are hard to find. Even if the units are designed to accommodate creative production—with proper ventilation, sufficient space, durable floor treatments, and appropriate fire ratings—it is sometimes difficult to ensure that these units will be rented or sold to people who will actually use them for working and not just living.

Some live-work developments are successful because they evolved organically from the bottom-up, as groups of artists, small-scale boutique industry, artisans, and other creative types set up camp typically in a formerly industrial structure and gradually improve it over time.

Live-work units can also be successful when developed by a non-profit entity with an interest in ensuring that spaces are used as living and working spaces by making them affordable to artists and assuming a management role that would ensure the long-term viability of the project. Building on the analysis and recommendations of “The Landscape of the Arts,” which included “A Study of Community Arts Resources in West Powelton, Saunders Park, and Mantua” and “Recommendations for Artist Housing, Youth Arts Education, and a Community-Based Arts Organization,” PEC should continue working towards fulfilling this need in order to strengthen the arts community in Lower Lancaster.

Live-work uses occupy a special niche in zoning and land use regulations. Local arts and community organizations should stay abreast of the Philadelphia 2035 district planning process to advocate for regulations that support this special hybrid use within Lower Lancaster.



FIG 65 *west philadelphia empowerment zone*

> TAKE ADVANTAGE OF TARGETED FINANCING OPPORTUNITIES

There are many resources available to fund housing development for a range of incomes. The West Philadelphia Empowerment Zone (WPEZ) Housing Trust Fund, in collaboration with the West Philadelphia Financial Services Institution (WPFISI), has established two housing development loan pools. These pools help developers and CDCs finance low- and moderate-income homeownership and rental projects within the designated WPEZ, which includes a portion of Lower Lancaster.

WEST
PHILADELPHIA
EMPOWERMENT
ZONE

BALANCED STREETS 4

Transportation is not just about getting from point A to point B—it impacts Lower Lancaster’s image, health, safety, and economic development. Streets constitute the majority of the public realm that residents experience on a daily basis. Improving in local streets and sidewalks will bring benefits to other aspects of life in Lower Lancaster.

Many streets in Lower Lancaster are in poor condition, including the majority of Lancaster Avenue. In fact, the majority of streets with trolley tracks are in poor condition. Other streets, like Belmont Avenue and 46th Street, are too wide; enabling speeding, careless driving, and the endangerment of children, the elderly, and the physically impaired.

Lancaster Avenue has its own unique set of challenges to overcome. As with many diagonal streets, Lancaster Avenue is dotted with awkward traffic islands and plagued by poor visibility at intersections. There are limited crosswalks and traffic backs up during rush hour. Major crossings, like the intersection at 40th Street, are complicated, unsafe for pedestrians, and difficult to navigate for drivers.

These days, referring to walking, biking, and public transit as “alternative modes” of transportation is an outdated concept. The recommendations outlined in this chapter place each mode of transportation on equal footing. Balancing streets will require reclaiming some space for cyclists and pedestrians from cars; however, there are a number of ways to accomplish this without impacting auto traffic. The overall goal is to create a street system that is safe for pedestrians, bikers, and motorists, and provides convenient access to public transit.

STREET & SIDEWALK CONDITIONS

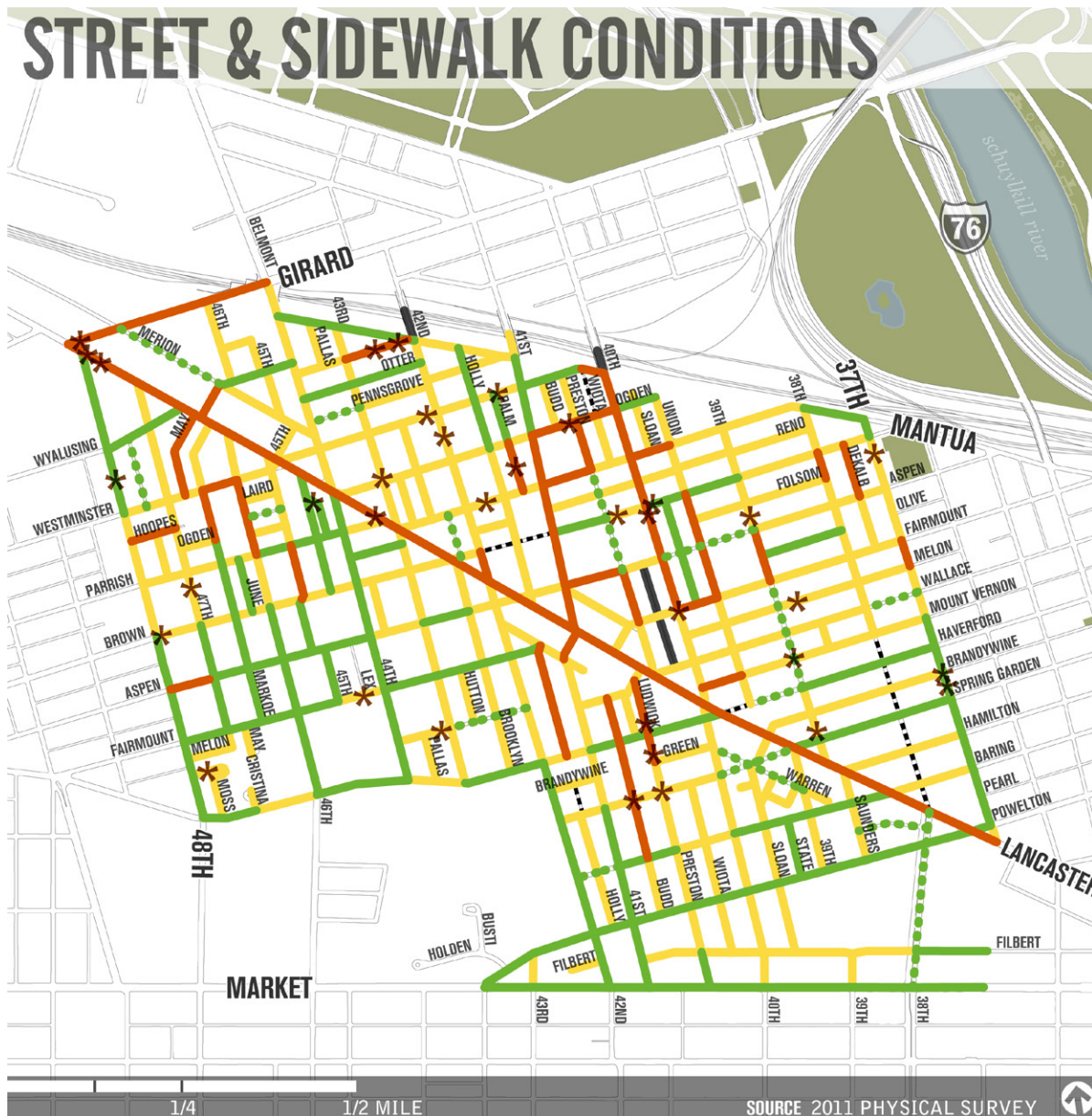
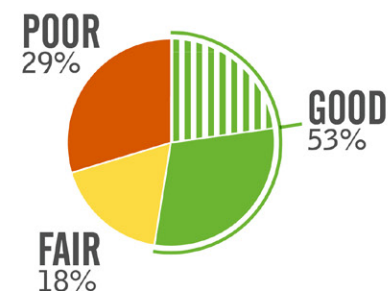


FIG 66 surveyed right of way conditions

CONDITION OF STREETS IN USE



- POOR
- FAIR
- GOOD
- GOOD / RECENTLY REPAVED
- ROAD WORK
- ROAD CLOSURE
- SEVERE POTHOLE

4.1 REPAIR BROKEN STREETS AND SIDEWALKS

Keeping Lower Lancaster’s streets in good shape is necessary to ensure the safety and utility of the roadway and to upkeep the neighborhood’s “curb appeal” in a literal and figurative sense. Potential homebuyers notice when streets are cracked and curbs have eroded, which has the potential to negatively impact neighborhood marketability. Residents depend on community groups to advocate for roadway and traffic safety improvement projects.

> IMPROVE STREET CONDITIONS

During the physical survey of Lower Lancaster, the planning team evaluated the “right of way conditions” for every street in the area. “Right of way conditions” refer to the average condition of both the street and sidewalk, and were classified as “Good,” “Fair,” or “Poor.” The results of this survey are shown in Fig. 66. A significant finding of this survey was that while only 13% of Lower Lancaster’s streets have trolley tracks on them, about half of the streets that were rated in “Poor” condition are streets with trolley tracks. Streets with tracks were found to have cracked and warped surfaces where the pavement meets the track edge, creating accessibility issues and safety hazards for residents—a problem residents were very vocal about during the planning process.

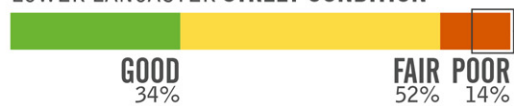
SEPTA plans to replace a long stretch of Route 10 tracks on Lancaster Avenue from 40th to Belmont, including the 48th Street intersection, in 2013. The track replacement will include repaving 18 inches of road surface on either side of the rail. This will greatly improve the street conditions along Lancaster Avenue. SEPTA also plans to replace the rail on the diversion route running primarily along 40th and 41st streets, but this project is not yet scheduled or funded.

Aside from streets with trolley tracks, many of the streets rated in poor condition suffer from years of patching, resulting in an unsightly streetscape and a bumpy surface. Sinkholes and hazardous conditions are noted with asterisks in Fig. 66. Community leaders should coordinate with the City and neighborhood improvement partners to advocate for roadway and traffic safety improvement projects, both to improve the image of the neighborhood and make streets safer and more accessible.



eroded street surface on wyalusing between 43rd and mantua

LOWER LANCASTER STREET CONDITION



ONLY **13%** OF LOWER LANCASTER'S STREETS **HAVE TROLLEY TRACKS**...BUT **49%** OF STREETS IN **POOR CONDITION** ARE **STREETS WITH TROLLEY TRACKS**.

CONDITION OF STREETS WITH TROLLEY TRACKS



"I ALWAYS SEE PEOPLE IN ELECTRIC WHEELCHAIRS COME UP TO THE TROLLEY TRACKS AND THEY CAN'T GET OVER IN SOME PLACES BECAUSE THE STREET IS SO BAD. CAN SEPTA BE AT THE TABLE IN THIS PROCESS TO HELP TAKE CARE OF THESE ISSUES?"

FIG 67 *condition of streets with trolley tracks*



sinkhole in the study area

ASSIST RESIDENTS IN SIDEWALK REPAVING PROJECTS

For Lower Lancaster’s seniors, getting around on the community’s sidewalks is difficult—not just as a result of the mobility challenges of aging, but because many sidewalks have eroded over time and have not been repaired. These issues are problematic for other users as well, including physically challenged individuals, and pedestrians pushing strollers or shopping caddies.

Many property owners may not be aware of their responsibility to keep adjacent sidewalks in good shape. A marketing and awareness campaign is needed to encourage property owners to repair their sidewalks. It would be more effective if this campaign included financial assistance to help with making repairs. However, the pervasiveness of broken and eroded sidewalks alongside vacant lots and buildings requires other solutions, as attempts to encourage owners of abandoned properties will likely prove fruitless. To address these problems, community groups should consider making sidewalk repairs themselves.

A short term solution for making sidewalks smoother and removing tripping hazards is sidewalk grinding. Many sidewalk segments that jut up from the ground can be sanded down to create a continuous, flat sidewalk surface. This low-cost technique has been used in many Philadelphia neighborhoods and could go a long way in improving Lower Lancaster’s sidewalks in the immediate term.



some brick walkways also require maintenance in lower lancaster



sidewalk cave-in likely caused by poor stormwater runoff issues



sidewalk griding can be a more cost effective way of fixing walkways

> IMPROVE NEIGHBORHOOD CIRCULATION ACROSS THE RAIL LINE

Two of the bridges across the CSX rail line connecting Lower Lancaster to Girard Avenue and neighborhoods to the north and east have been closed for some time. The closures of the 40th and 41st Street bridges limit neighborhood connectivity as well as police cruiser access. This in turn creates a safe haven for criminal activities. Residents expressed concern about these problems, but were relieved to learn that a bridge replacement will restore access across 40th Street in 2013. There are no known plans to reopen the 41st Street Bridge, but neighborhood leaders should advocate for its reopening, as well as targeted policing of both bridges until they are reopened.

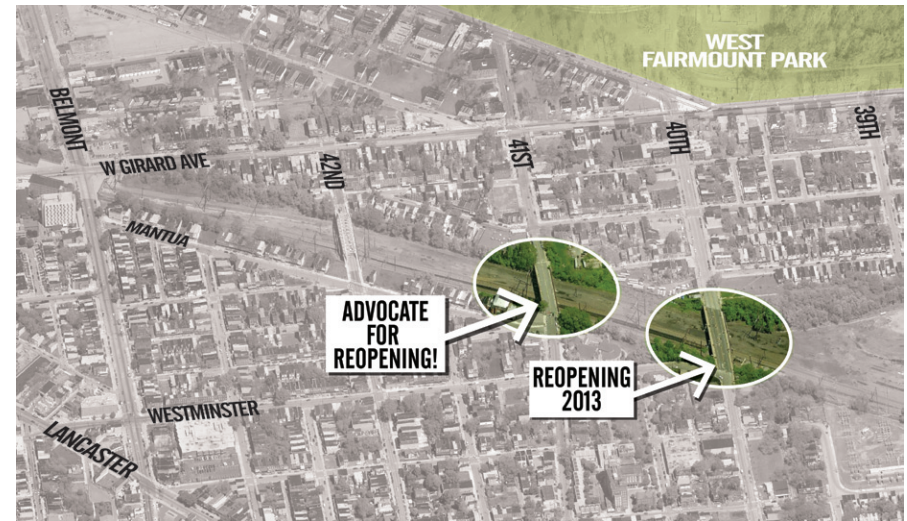


FIG 68 *closed bridges over rail corridor*

4.2 RETHINK DANGEROUS INTERSECTIONS

IMPROVE 40TH & LANCASTER INTERSECTION DESIGN

The intersection of 40th Street, Lancaster Avenue, and Haverford Avenue is an important connection between the Lancaster Avenue commercial corridor and 40th Street Station to the south. This intersection has great potential for placemaking on Lancaster Avenue, given its historic buildings and gateway prominence. A mural and a small statue already commemorate Dr. King's historic speech there in 1965. However, the chaotic traffic patterns and fragmentation of pedestrian areas detract greatly from the quality of the public realm. From a placemaking and corridor identity standpoint, as well as for improved traffic safety, this intersection needs to be redesigned.

For pedestrians, the intersection of these three busy streets, a trolley line, and a bus line creates an intimidating expanse of asphalt crisscrossed by unpredictable traffic flows. Driving through the intersection is just as daunting because it is difficult to tell where oncoming vehicles may be coming from. This intersection was identified as one of twelve priority areas in the Philadelphia Pedestrian and Bicycle Plan, which recommended installing high visibility crosswalks and curb extensions [bumpouts] to improve safety. While this strategy would certainly make the intersection safer for pedestrians, a more comprehensive design solution should be developed that improves this intersection for all modes of travel, as well as creates new public amenities.



"THE INTERSECTION AT 40TH AND HAVERFORD AND LANCASTER IS SO DANGEROUS!"



FIG 69 *40th and lancaster existing conditions*

The intersection of the Route 43 bus line with the Route 10 subway-surface line creates the potential to provide a multimodal transfer station on Lancaster Avenue. Design strategies should emphasize public transportation infrastructure and promote accessibility. Fig. 70 shows a reconfiguration of this intersection featuring the following design solutions:

- Eastbound traffic on Haverford Avenue should be diverted onto 40th Street. This could be accomplished by creating a short northbound lane that would allow the closing of Haverford Avenue between 40th Street and Lancaster Avenue. This creates the opportunity for a large public plaza contiguous with the block to the southeast. The proposed plaza would be closed to vehicular traffic, but could accommodate Route 43 bus traffic, and provide a covered bus shelter for passengers.
- The trolley stops, which will be reconfigured as a part of SEPTA's planned trolley fleet replacement [see Section 4.4], would likely become raised platforms at least a foot above street level. Because the platforms need to extend into the right of way to meet the side of the trolley for loading, bike lanes may need to be accommodated on the sidewalk for the length of the trolley platform.
- Pedestrian circulation will be improved by the addition of curb extensions [trolley

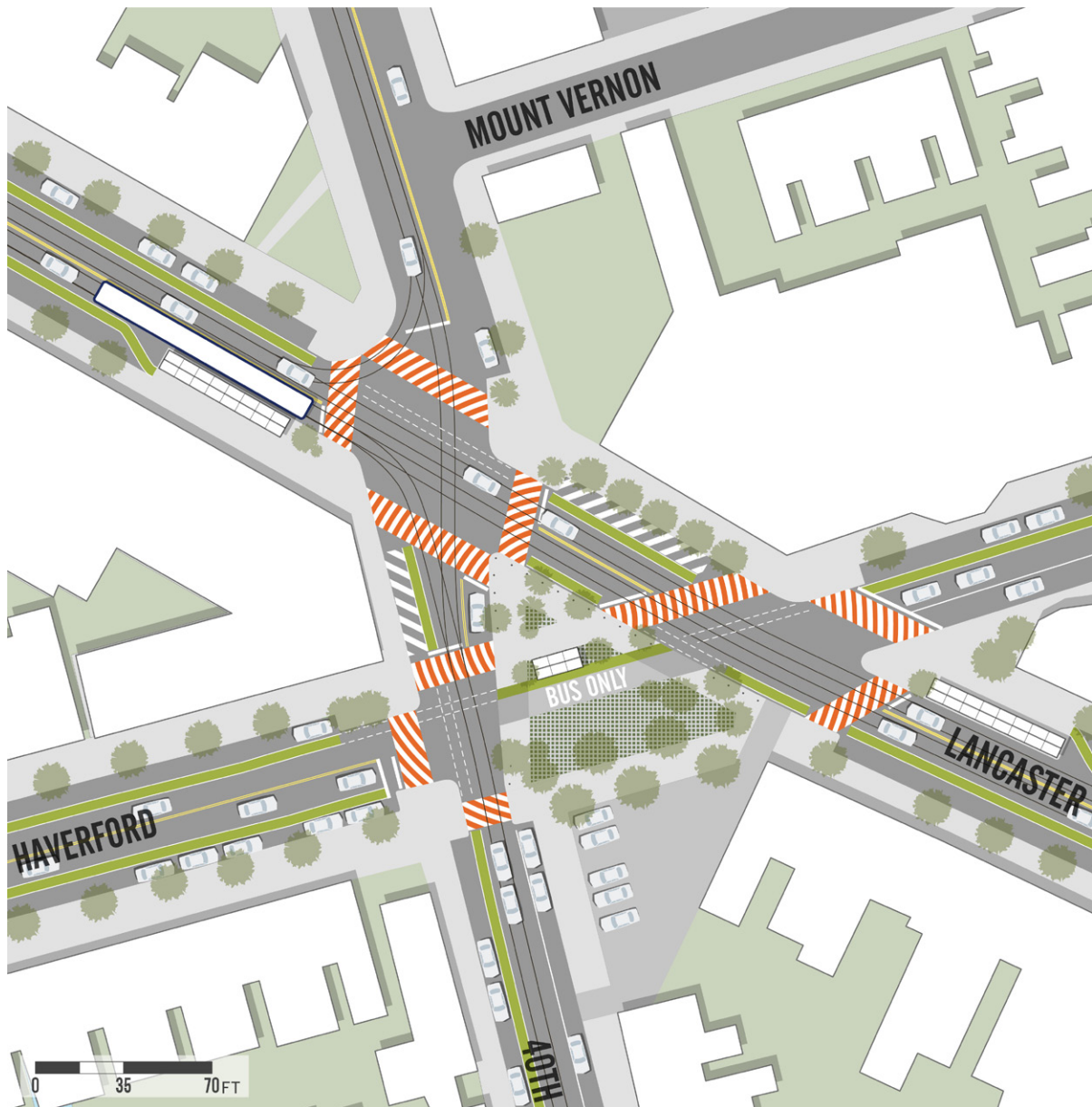


FIG 70 *proposed 40th and lancaster intersection reconfiguration*

tracks and fire lanes limit bumpout provisions in some locations] and the creation of a pedestrian plaza, as well as changes that make the intersection more navigable and traffic patterns more legible. Whereas previously three streets met at one tangled intersection, the proposed realignment results in intersections with only two cross streets.

>The expanded pedestrian areas created by the plaza and the trolley platform curb extensions provide more sidewalk space for tree plantings and green stormwater infrastructure, which would contribute greatly to the quality of this public space.

40TH & LANCASTER PROPOSED

-  DECORATIVE CROSSWALK
-  PERMEABLE PAVEMENT
-  BIKE LANE
-  TRANSIT SHELTER
-  TREE
-  TROLLEY TRACKS
-  NEW TROLLEY



FIG 71 *48th and lancaster existing conditions*

IMPROVE 48TH & LANCASTER INTERSECTION DESIGN

The intersection at 48th Street & Lancaster Avenue is also dangerous and in need of reconfiguration. Lancaster Avenue, 48th Street, and Girard Avenue, which all converge here, have bi-directional bike lanes and Lancaster and Girard Avenues have well-utilized trolley routes that make this an important trolley transfer station. This much activity, coupled with the close proximity to Blankenburg Elementary School and Clara Muhammad Square, makes this intersection a priority for future safety and pedestrian upgrades. Fig. 72, suggests improvements that could be made to this intersection, including:

- Closing off the 48th Street triangle to through traffic. Northbound traffic on 48th Street would turn left onto Lancaster Avenue to make a right onto Girard Avenue. This will simplify the traffic pattern, and make room for a pedestrian plaza. This plaza could become a transit transfer station with green stormwater infrastructure, tree plantings, and a covered trolley stop.

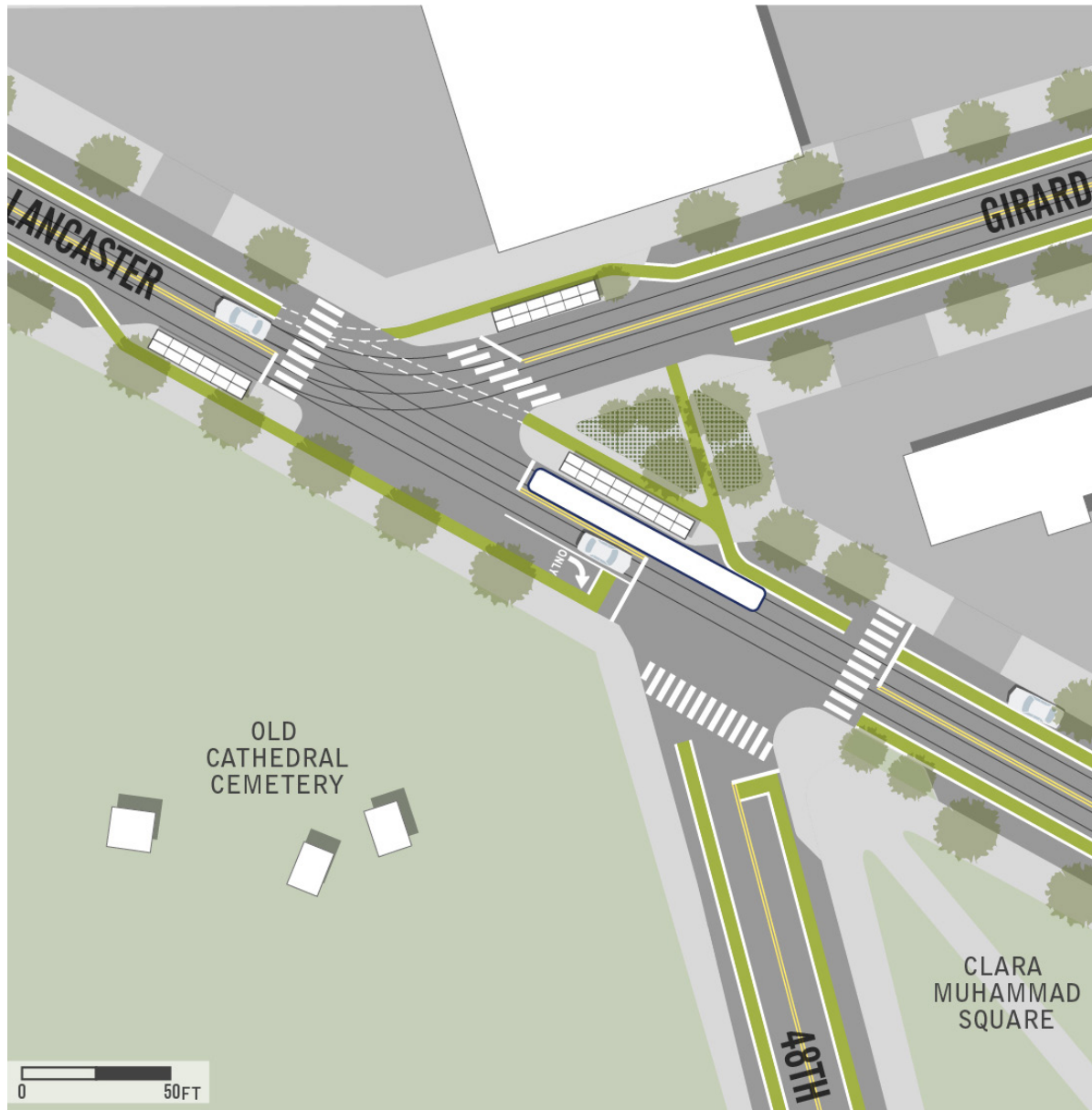


FIG 72 *proposed 48th and lancaster intersection reconfiguration*

➤ Improving trolley stops, as recommended in Section 4.4, by extending curbs to meet the accessibility requirements of the new trolley cars. The bike lanes may need to continue on the sidewalk for the length of the trolley platform. These curb extensions will shorten the crossing distance for pedestrians and provide areas for stormwater infiltration.

48TH & LANCASTER PROPOSED

-  PERMEABLE PAVEMENT
-  BIKE LANE
-  TRANSIT SHELTER
-  TREE
-  TROLLEY TRACKS
-  NEW TROLLEY

> IMPROVE INTERSECTION SIGHT DISTANCE ON LANCASTER AVENUE

Intersection sight distance refers to the extent of a motorist's field of vision while at a stop sign or traffic light. Visual obstructions on either side of the stopped vehicle, including parked cars, utility boxes, trees or plantings above eye height, can limit the driver's view of approaching traffic, bicyclists, and pedestrians, making it difficult to safely turn or proceed through the intersection. Because Lancaster Avenue meets the majority of its cross streets at an extreme angle, motorists on cross streets waiting to turn onto Lancaster often have a hard time seeing oncoming traffic approaching from the acute angle. Cars parked too close to the corner [legally or otherwise] further obscure views of approaching vehicles. This results in drivers blindly turning onto Lancaster Avenue, having only seconds to react if a vehicle is approaching. This is a traffic safety concern that places everyone at risk, regardless of mode of transportation.

The baseline solution would be to simply eliminate the on-street parking spaces closest to the corner at intersections where sight distances are obscured. For intersections where there are crosswalks, constructing corner bumpouts would push on-street parking spaces further away from the corner and improve visibility from cross streets.

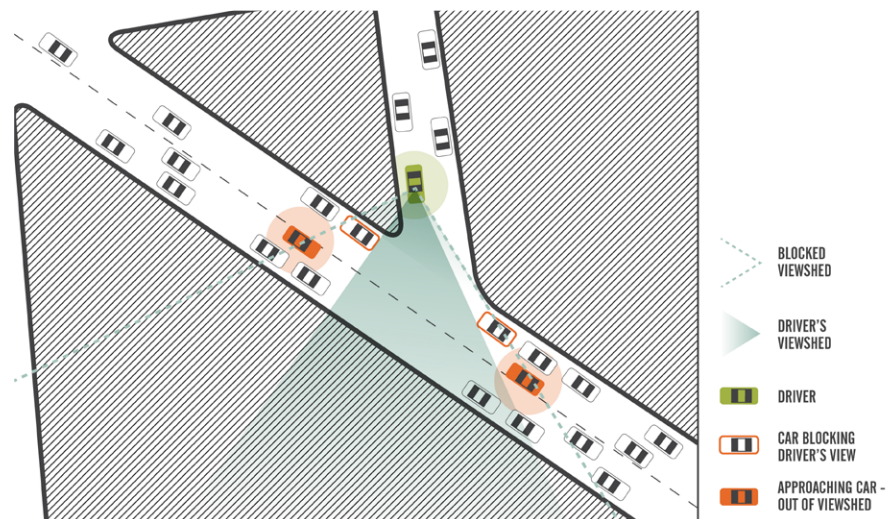


FIG 73 *intersection sight distance constraints*

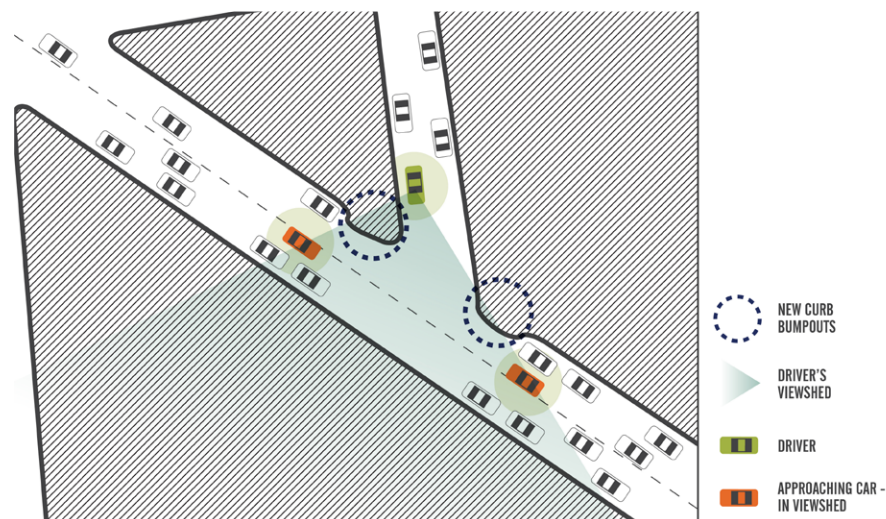


FIG 74 *proposed intersection sight distance improvements*

4.3 ADDRESS PARKING TROUBLE SPOTS

OVERHAUL THE PUBLIC PARKING LOT SERVING LANCASTER AVE

Lancaster Avenue has a sizeable free public parking lot between 41st and Preston Streets—an amenity that most commercial corridors would love to have. From an urban design standpoint, its location behind a row of buildings facing Lancaster is ideal. This location keeps the parking out of sight of the commercial corridor, which would detract from the corridor’s image and the quality of the public realm. However, from a safety standpoint the lot’s hidden location limits “natural surveillance” and makes it feel dangerous. The lot’s underutilization may be partially attributable to its physical shortcomings. Both business owners and residents alike expressed the need to improve this parking lot and make it an amenity, rather than a liability. A number of improvements should be made to restore its utility:

> LIGHTING

Existing interior, overhead lighting almost does the job, but some additional strategically placed pedestrian-scale lights would make a big difference. The bigger issue is the lack of lighting at entrances, which makes the parking lot look dark and foreboding. Better lighting at the entrances on Lancaster Avenue and 41st Street would increase awareness of the parking lot and improve users’ sense of security.

> SECURITY

There are strong feelings that the parking lot should have a monitoring system installed. One idea is to install security cameras linked to monitors inside nearby businesses. Surveillance cameras can be useful in reporting crimes in progress, or preventing crime if the cameras are highly visible. However, highly visible security cameras can also reinforce the perceptions of insecurity about the area. More obscure surveillance cameras might be preferable. At one time, a parking lot attendant kept watch over the lot from an

“we have a parking lot for Lancaster Avenue that people are afraid to use because of poor lighting and robbery—get their heads bashed in because somebody wants to take their money.”

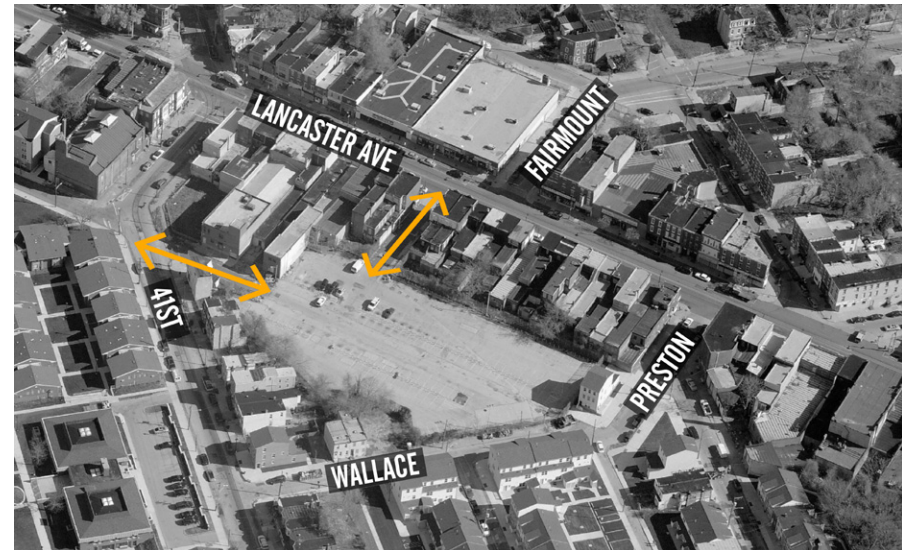
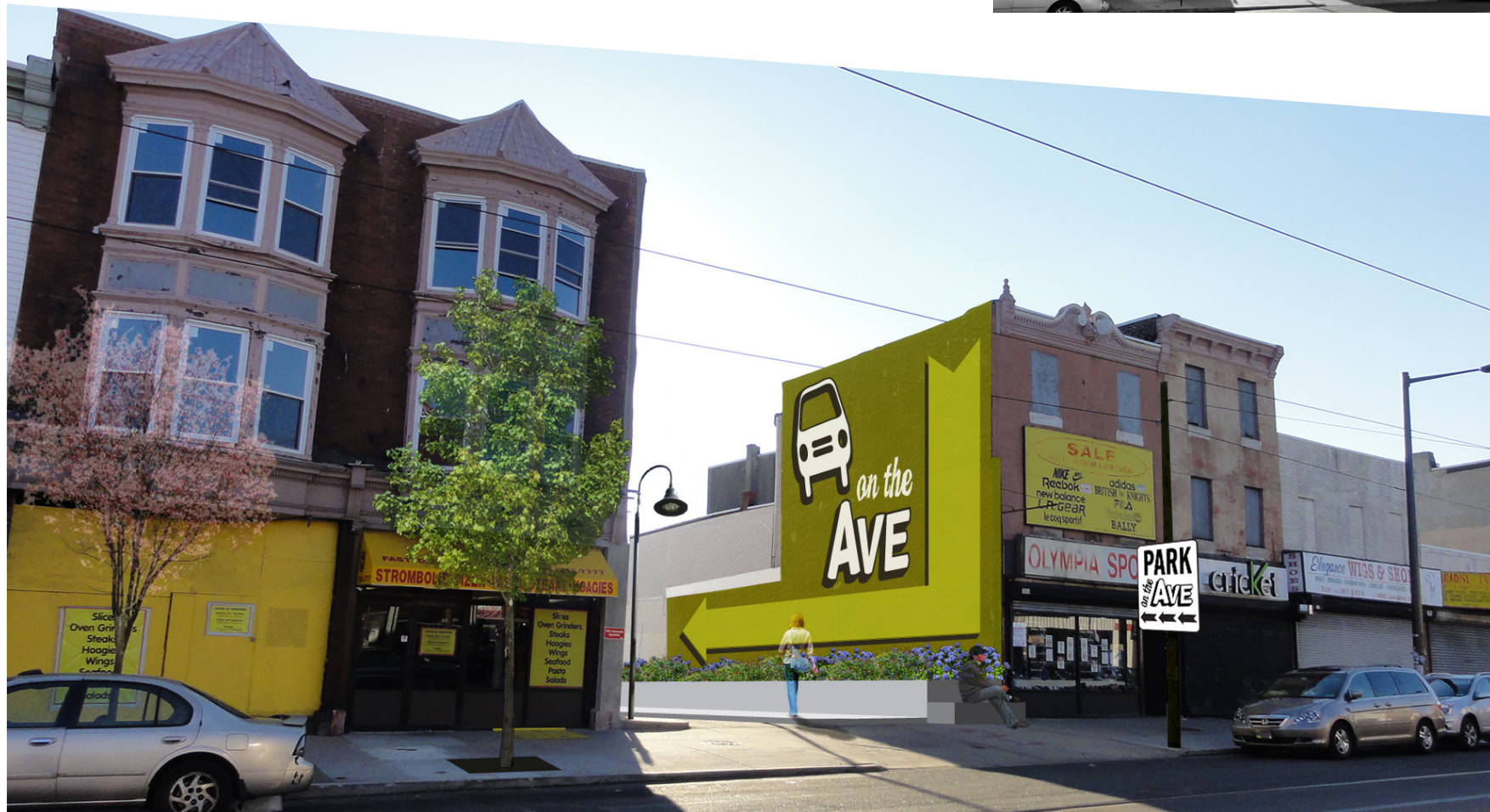


FIG 75 parking lot access diagram



interior overhead lights are visible from the 41st Street entrance of the parking lot, but the entrances themselves are not well lit

FIG 76 *proposed parking lot entrance improvements*



attendant station. This should be considered as an alternate option. An attendant booth that is visible from Lancaster Avenue would likely make users feel more comfortable and secure.

➤ SIGNAGE

If you didn't know the parking lot was there, it would be easy to miss it. A small PPA sign at the Lancaster Avenue entrance is visually lost among other signs along the street wall. Adjacent building surfaces would be ideal for large murals or signage to promote the corridor and better identify the entrances to the parking lot, as demonstrated in Fig. 76.

➤ AESTHETICS

If you do find the way into the parking lot, you find a strange landscape of dense clusters of bright yellow bollards, a relentlessly hardscaped surface, and an undulating asphalt surface devoid of any parking slot striping. The site's aesthetics would be vastly improved by repairing defects in the asphalt or repaving it entirely; removing the bollards for a less jarring method of demarcating parking areas; softening the harsh landscape by greening the edges and integrating tree plantings; and re-striping the surface to indicate traffic flows, exits/entrances, and parking stalls.

Corridor management entities should engage in discussions with the PPA regarding the community's concerns about the parking lot. After some initial improvements that would make parking in the lot more amenable, decision makers should consider instituting parking rates to help generate revenues to support continued improvements.



FIG 77 *panoramic view inside the lancaster avenue parking lot*



parking kiosk in center city

> INSTALL PARKING KIOSKS ON LANCASTER AVE

Replacing individual parking meters with one or two parking kiosks, similar to those found in Center City, would reduce sidewalk clutter, create more opportunities for greening, and improve the corridor's image. The kiosks also make paying for parking more convenient by accepting coins, bills, smart cards, and credit cards. The walk to the kiosk and back also increases storefront exposure to passersby, adding foot traffic for businesses. Corridor management entities should consider working with the PPA to install parking these kiosks along Lancaster Avenue.

4.4 ENHANCE PUBLIC TRANSIT

About a third of those who took the community survey said the “Proximity to Public Transportation” was what they liked most about living in Lower Lancaster. There’s no question that the area’s transit assets are a great community amenity, and draw for potential residents. Residents and business owners did, however, provide plenty of feedback about ways to improve public transit to better meet the needs of the community.

EVALUATE 10 TROLLEY LEVEL OF SERVICE

During the planning process, residents frequently voiced irritation about the infrequency of the 10 Trolleys on Lancaster Avenue. Route 10 was recently identified as SEPTA’s thirteenth busiest route among all bus, subway, and regional rail lines by daily average weekly passengers. However, the four other subway-surface lines that share the same tunnel between West Philadelphia and Center City all have higher ridership numbers. SEPTA periodically re-evaluates ridership demand and frequency of service to ensure that the limited subway-surface capacity is distributed appropriately. SEPTA was not able to identify when the Route 10 trolley’s level of service was last evaluated, and a fresh look may be important as the neighborhoods adjacent to Lancaster Avenue continue to revitalize.

The distribution of trolley stops may also need to be re-evaluated. There is currently no southeast-bound stop between 40th and 41st Streets to match the corresponding northwest-bound stop at Preston/Wallace. This means that there is almost a quarter mile between southeast-bound stops. An additional southeast-bound stop at Preston Street [see Fig. 90] would help fill this gap and provide better transit access to Lancaster Avenue’s commercial core.

“the 10 trolley needs to run more frequently! it’s the slowest trolley, people wait so long that it becomes too crowded.”

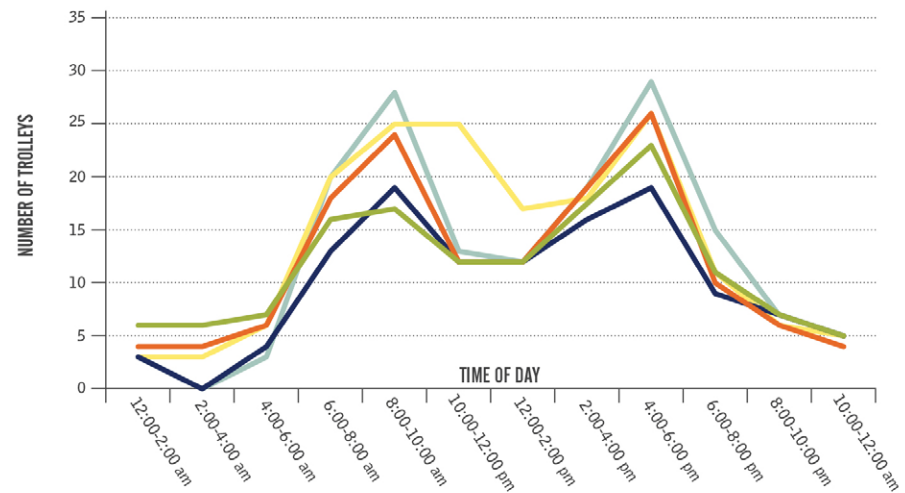


FIG 79 frequency of trolleys by time of day

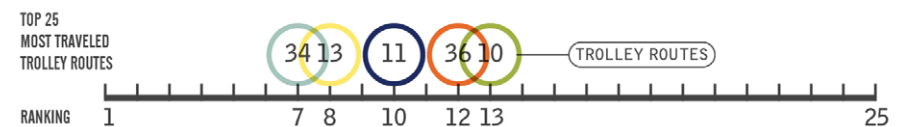


FIG 78 trolley ridership rankings within top 25 SEPTA routes

PROVIDE SERVICE ALERTS WITH TROLLEY STATUS UPDATES

Residents who participated in the planning process frequently mentioned the inconveniences of occasional service interruptions to the 10 Trolley. There is a blue light near 40th Street that indicates a service outage; however, this light is meant to alert operators of the problem—not everyone waiting for the trolley is aware of this and, of course, it is not visible to those waiting for the trolley further up or down the avenue. Community partners should install service alert monitors in storefront windows near trolley stops all along Lancaster Avenue. A similar system was implemented in 2009 by Chicago’s Wicker Park Bucktown Chamber of Commerce Special Service Area #33, and could be used as a model.



FIG 80 smart screen trolley status monitor

Inexpensive LCD screens would display SEPTA’s existing live trolley tracking data. These screens would not only make taking the trolley more convenient, but also direct the attention of potential customers to storefronts along the Avenue. The LCD screens could also serve as digital community bulletin boards displaying information about news, upcoming events, and new resources available to residents. Advertisements could also generate revenue for corridor improvements and promote local merchants.

SEPTA is currently developing live service update applications that are available on the internet and smart phones, but given limited internet access among residents [see Figure 26], service monitor screens would make for more equitable information sharing. Given the number of institutions and organizations with a focus on technology in the area, the potential for institutional partnerships with corridor improvement entities should be explored.

MAKE 40TH STREET STATION ACCESSIBLE

SEPTA’s *Key Stations Plan* identifies the Market Frankford Line’s 40th Street Station as one that will undergo improvements to make it ADA accessible. The plan does not set forth a timeline for implementation, and under SEPTA’s current budget this project is not in the capital program through 2020. Community leaders and nonprofit organizations should continue to advocate for the station’s improvement and work to rally political support, providing a constant and unified voice that this project must move forward.

“there are a lot of seniors who need to use 40th street station and they can’t go up and down those stairs. we’ve been asking for 40th street station to be accessible for years! we’ve tried petitions, we’ve tried letter writing, we’ve tried protesting, we know they plan to make it accessible, but when will they stop planning and start fixing that station?”

> DEVELOP LANCASTER AVE STREETScape IMPROVEMENT PLAN

SEPTA's existing subway-surface trolleys—instated in the 1980s—are nearing the end of their usable lives. In the next 8-13 years, SEPTA expects to replace its trolley fleet with articulated, low-floor trolleys and make its subway-surface routes ADA accessible. This new fleet would allow wheelchair entry from a short platform between the sidewalk and the trolley car. As a result, the trolley stops themselves will need to be redesigned to function properly with the new trolleys. Though the specifics are uncertain, there are some general design elements common to this type of infrastructure that will likely need to be integrated into trolley stops.



the 10 trolley was a popular topic at the open houses.



FIG 81 *existing trolley stop configuration*

“i think it’s going to be really important to have tons of input and planning on how to improve the lancaster streetscape to make it friendlier and more usable.”

The drawing in Figure 81 shows the current conditions of the trolley stop at 40th Street and Lancaster Avenue. To board, passengers must step down from the curb and walk about 14 feet into the roadway to reach the trolley. The conceptual sketch in Figure 82 is a mockup of a potential trolley stop reconfiguration, in which the curb ramps up from the corner to a raised platform that extends into the roadway to meet the side of the trolley for loading and unloading. The trolley stops would likely require platforms that are raised at least a foot above street level to bring the platform surface flush with the trolley’s threshold. Because the platforms would interrupt bike lanes, cyclists may need to be accommodated on the sidewalk for the length of the trolley platform.



Accommodating the platform waiting area would result in plenty of additional sidewalk space at stop locations. This would create opportunities to provide streetscape amenities to improve trolley stops, such as shelters, public art, seating, lighting, and landscaping. The streetscape reconstruction would also be an opportunity to coordinate the installation of green stormwater infrastructure in partnership with PWD.

Business owners and residents should be engaged in discussions about the future of the streetscape as plans progress.

FIG 82 *proposed trolley stop reconfiguration*

INSTALL TRANSIT SHELTERS DESIGNED BY LOCAL ARTISTS AT 38TH & 40TH STREETS & LANCASTER AVENUE

With a streetscape overhaul about ten years out, there is a need to provide trolley and bus passengers with better amenities at stops. Several residents suggested the provision of shelters, which would make a particularly positive impact on the corridor at the major intersections of 38th and 40th Streets with Lancaster Avenue. In addition to improving the experience of using transit, shelters designed by local artists could add to the character and speak to the identity of the corridor.

IMPROVE NEIGHBORHOOD ACCESS ROUTES TO MARKET FRANKFORD LINE STATIONS

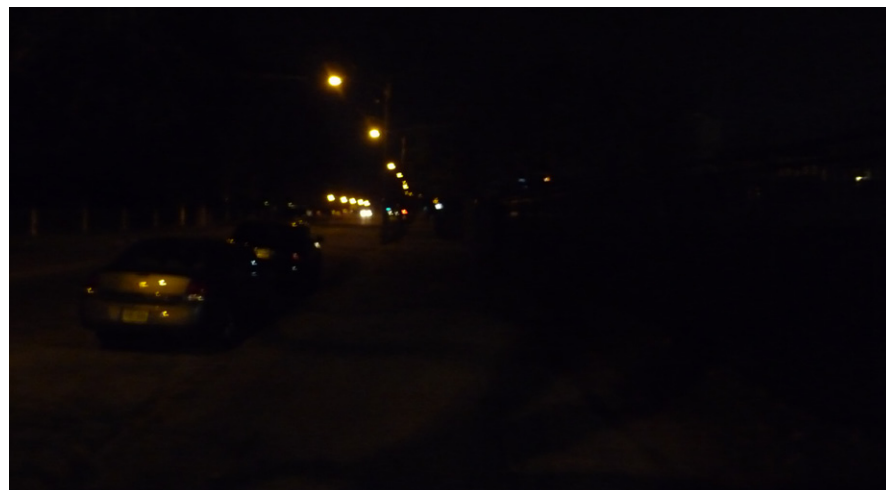
Safety and public realm issues along neighborhood access routes to the Market Frankford line arose a number of times in conversations with residents. Particular concern was raised about the 46th Street Station and issues related to:

> LIGHTING

Residents identified 46th Street north of Market as a priority lighting improvement, and the lack of adequate lighting around the station was also identified in SCI West's comprehensive Community Safety Initiative, as well as a number of previous studies. UCD recently installed pedestrian-level street lights near the station, which has improved night visibility in the area. However, there remains a need to bridge the gap from the Station to surrounding neighborhoods.

> INACTIVE FRONTAGE

Regardless of time of day, traveling between Lower Lancaster and 46th Street Station can feel unnerving because of the lack of active frontage on 46th Street from Market Street to Fairmount Avenue. Most of the buildings are set back from the street and are not active at night, if at all. The planned relocation of the Philadelphia Police Department Headquarters to the vacant Provident Mutual Life



night view looking north on 46th, just north of market street

Insurance Building at 46th and Market Street will breathe new life into that stretch of the street. However, there are additional opportunities to reanimate this corner. The Aldi Grocery site should be considered a prime candidate for Transit-Oriented Development, which would bring a mix of uses at a more appropriate urban density.

> EXCESSIVE ROAD WIDTH

Residents have nicknamed 46th Street “Old Dusty,” as a commentary on the lack of activity around it and its excessive width. The street’s 49-foot wide roadway only needs to accommodate one traffic lane and one on-street parking lane in each direction. Even at full capacity, vehicles are swimming in an ocean of asphalt, as shown in Fig. 83.

New streetscape improvements could improve access routes to 46th Street Station and help implement a critical component of the Mill Creek Walk—the proposed street-level greenway celebrating the route of Mill Creek, as described in Section 2.3. A reconstruction of this segment of the



FIG 83 *existing 46th street section looking north*

roadway could integrate design solutions to address many of the station access problems, while also creating a public space amenity as a part of the Mill Creek Walk.

As illustrated in Fig. 84, extending the west side of the sidewalk into the roadway would allow for a larger pedestrian pathway wide enough to accommodate bicycles and pedestrians. The tree-lined pathway could also have benches and planting areas, creating a civic space celebrating and distinguishing the future location of the Police Headquarters. The lack of overhead utility lines on the west side of the street creates the opportunity for planting large shade trees that would complement the existing mature London Plane Trees on the grounds of the former Provident Mutual Life Insurance Building. Of course, integrating



FIG 84 *proposed mill creek walk improvements and transit-oriented development on 46th Street*

pedestrian-scale street lamps as a part of the streetscape improvement would improve night visibility for those accessing the station after dark. Speculative future redevelopment of the Aldi site should establish an improved relationship with the street, integrating commercial uses on the ground floor that could keep this corner active throughout the day.

Residents felt that although 40th Street feels less intimidating at night because of the continuity of active frontage along it, the street could nevertheless benefit from pedestrian-scale lighting. The continuous streetwall creates the opportunity to consider a façade lighting initiative, which would be far less costly than providing new lighting infrastructure at the sidewalk edge.

4.5 BETTER ACCOMMODATE BIKES

> ADVOCATE FOR IMPLEMENTATION OF PLANNED IMPROVEMENTS TO THE BIKE NETWORK

Lower Lancaster is well-served by bike lanes on Haverford, Lancaster, Powelton, Market and 48th Streets, as shown in Fig. 85. However, there are additional opportunities to create stronger bicycle-friendly connectivity between parks, schools, shopping, transit, and employment centers. Philadelphia's 2012 Bicycle Plan calls for additional bike lanes on 49th Street, from Market to Haverford, and all along Chestnut Street. It also calls for better linkages between the existing lanes throughout Lower Lancaster, including marking sharrows on:

- > Fairmount, between 34th and 40th
- > 42nd, from Powelton to Mantua, continuing to Girard
- > 44th, from Lancaster to Haverford
- > 47th, south of Haverford
- > 40th, from Parrish to Girard

Supporting these improvements will create safer bicycle connections to and around Lower Lancaster while encouraging residents, workers, and visitors to leave their cars at home.

> IMPROVE BIKE LANE STRIPING

Measures need to be in place to make sure bike lines remain visible over time. Lane striping on the roadways fade away and the bike lanes become less noticeable to motorists. This can be seen on Lancaster Avenue, where the stripes have faded so much that sometimes the lanes are not visible at all. The fading not only discourages bicyclists from using the lane, but also enables double parking, which pushes cyclists into highly-trafficked travel lanes and forces them to navigate the trolley tracks. Painting these lanes with a bright color, such as the green used on the Benjamin Franklin Parkway, would ensure bicyclists and automobiles are aware of each other and encourage more cyclists to ride throughout the area.



example of a “sharrow”



green bike lane on the benjamin franklin parkway

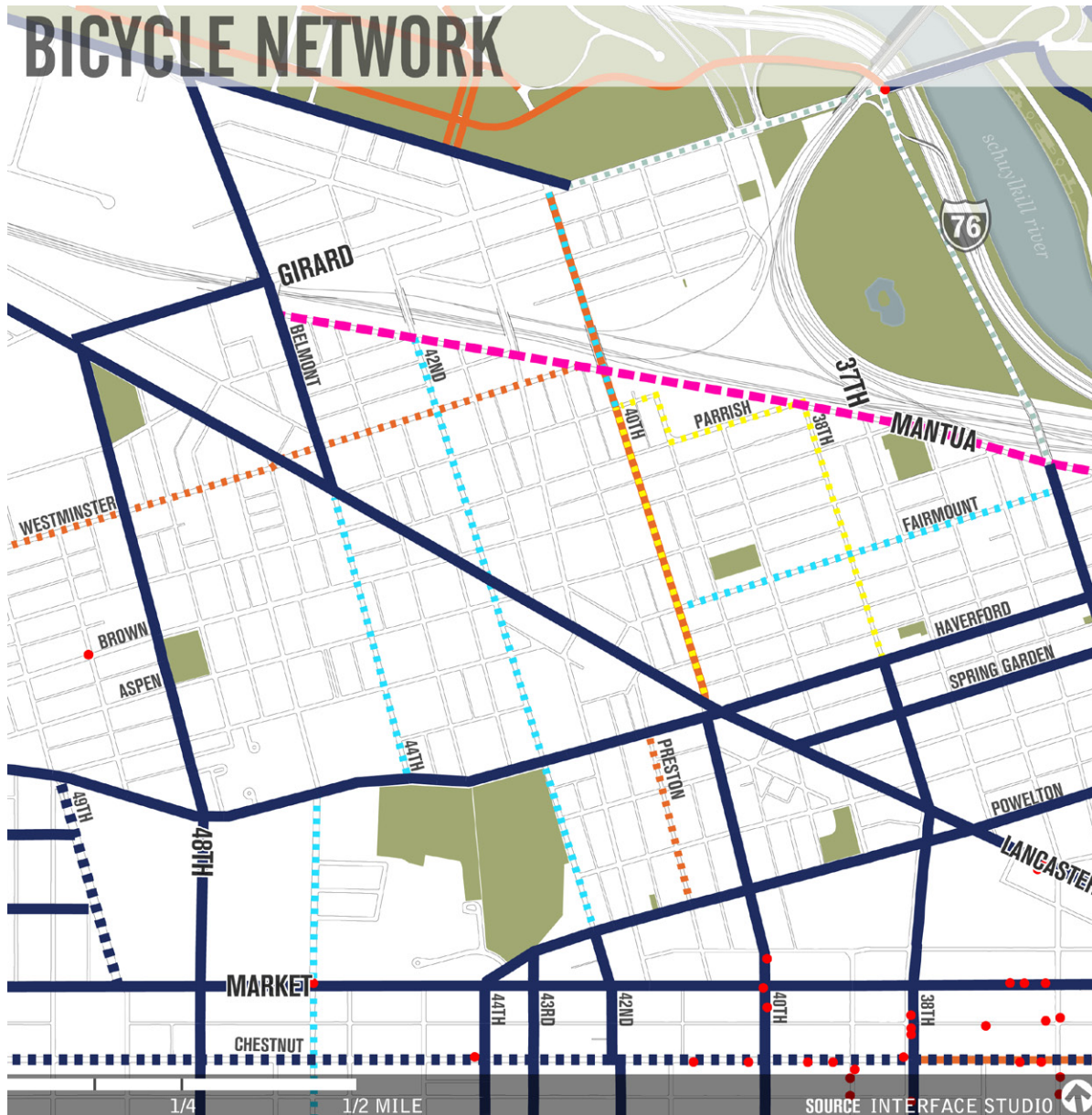


FIG 85 *existing and planned bicycle network*

PROPOSED BIKE NETWORK IMPROVEMENTS

■ MANTUA TRAIL

PLANNED BIKE NETWORK IMPROVEMENTS

PHASE 2 OF PHILADELPHIA'S PEDESTRIAN & BICYCLE DRAFT PLAN, 2012

- BIKE LANE
- MARKED SHARED LN
- BIKE FRIENDLY ST
- SHARED ROADWAY
- SIDEPATH

EXISTING BIKE NETWORK

- BIKE LANE
- BIKE FRIENDLY ST
- BIKE RACK

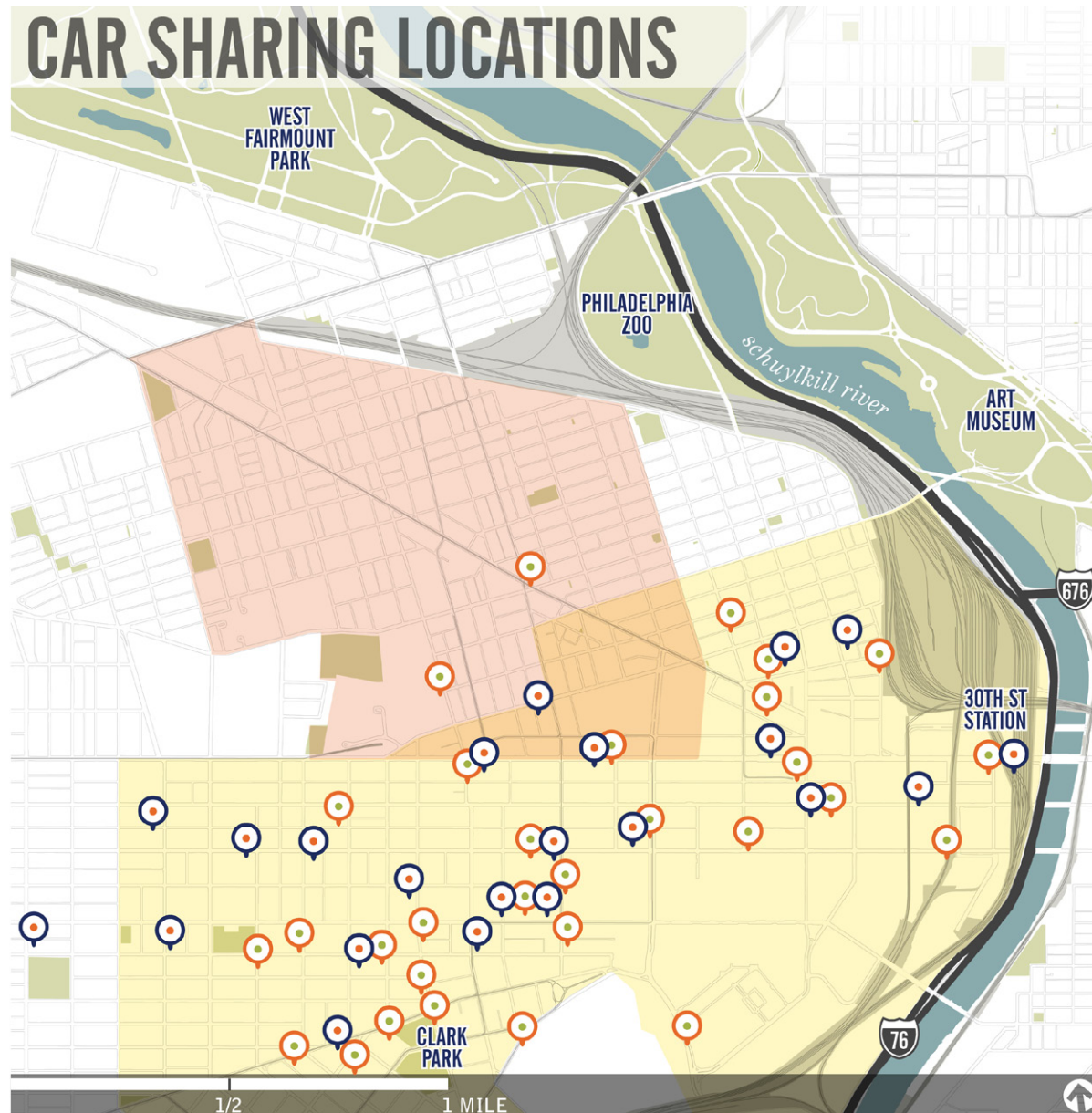
> ENGAGE LOCAL ARTISTS TO DESIGN BIKE RACKS FOR LANCASTER AVE AND OTHER COMMUNITY GATHERING PLACES

As shown in Figure 85, there are only a couple of bike racks in Lower Lancaster. With a growing bike network throughout West Philadelphia, implementation measures should be in place to offer other amenities to make bicycling in Lower Lancaster more convenient. Providing bike parking at key destinations such as schools, parks, healthcare centers, churches, and libraries will help to promote bicycling by making it easier, safer, and more orderly. Commercial corridors, such as Lancaster Avenue, are also good locations for bike racks so people don't have to worry about finding car parking. Bike racks on Lancaster Ave could be integrated into the branding of the corridor—racks could be designed and fabricated by Lower Lancaster artists and feature designs related to neighborhood identity and local history.



a clever way to raise money for bike corrals

4.6 PROMOTE CAR SHARING AS AN ALTERNATIVE TRANSPORTATION OPTION



> ENCOURAGE CAR SHARE SERVICES TO PROVIDE MORE CAR LOCATIONS LOCALLY

Philadelphia's two membership-based car sharing services have provided Philadelphians with a greener way to get around the city in a car. Car sharing takes more cars off the street, reduces demand for parking, and supports more sustainable transportation choices. The option is popular among college students and recent graduates, of which there is a concentrated population in parts of Lower Lancaster. Car sharing is also a more affordable way to have access to personal car travel because insurance costs and gas charges are included in membership rates. Car sharing would likely appeal to Lower Lancaster residents, but unfortunately there are few locations in the area where car share vehicles are available.

Car share companies partially base their sharing locations on customer requests, so efforts to promote car sharing may include an awareness and marketing campaign. If community groups knew of locations where owners of off-street parking might be open to giving up a space to car-sharing, they could share it with the car sharing companies to encourage a better level of service.

 PHILLY CARSHARE  ZIP CAR

FIG 86 *car sharing locations map*

A REVITALIZED LANCASTER AVENUE 5

Historically, Lancaster Avenue is the centerpiece of the surrounding neighborhoods. It emerged as a vibrant commercial corridor with the introduction of trolley service and has long provided a wide range of goods and services to local residents. Along with Baltimore Avenue, Germantown Avenue and Passyunk Avenue, it remains one of the City's notable diagonal streets struggling to come to terms with the changes that have undermined its role as a commercial hub.

As noted in this plan, the neighborhoods in Lower Lancaster fell on hard times beginning in the 1950s. The deterioration and heavy population loss had an immense impact on Lancaster Avenue. With fewer people living nearby, there were fewer dollars to spend in local stores. The high vacancy rate, coupled with concerns about crime, has furthered the Avenue's decline. Many stores moved or closed altogether. What was once a one and a half mile stretch of stores offering a variety of goods and services is now primarily non-commercial in use. In total, only 32% of properties along Lancaster Avenue have a commercial use and many of these stores are auto-oriented businesses like gas stations and auto body shops. Almost 50% of the Avenue has non-commercial uses and about 1 in 5 buildings are entirely or partially vacant.

COMMERCIAL CORRIDOR STRENGTH

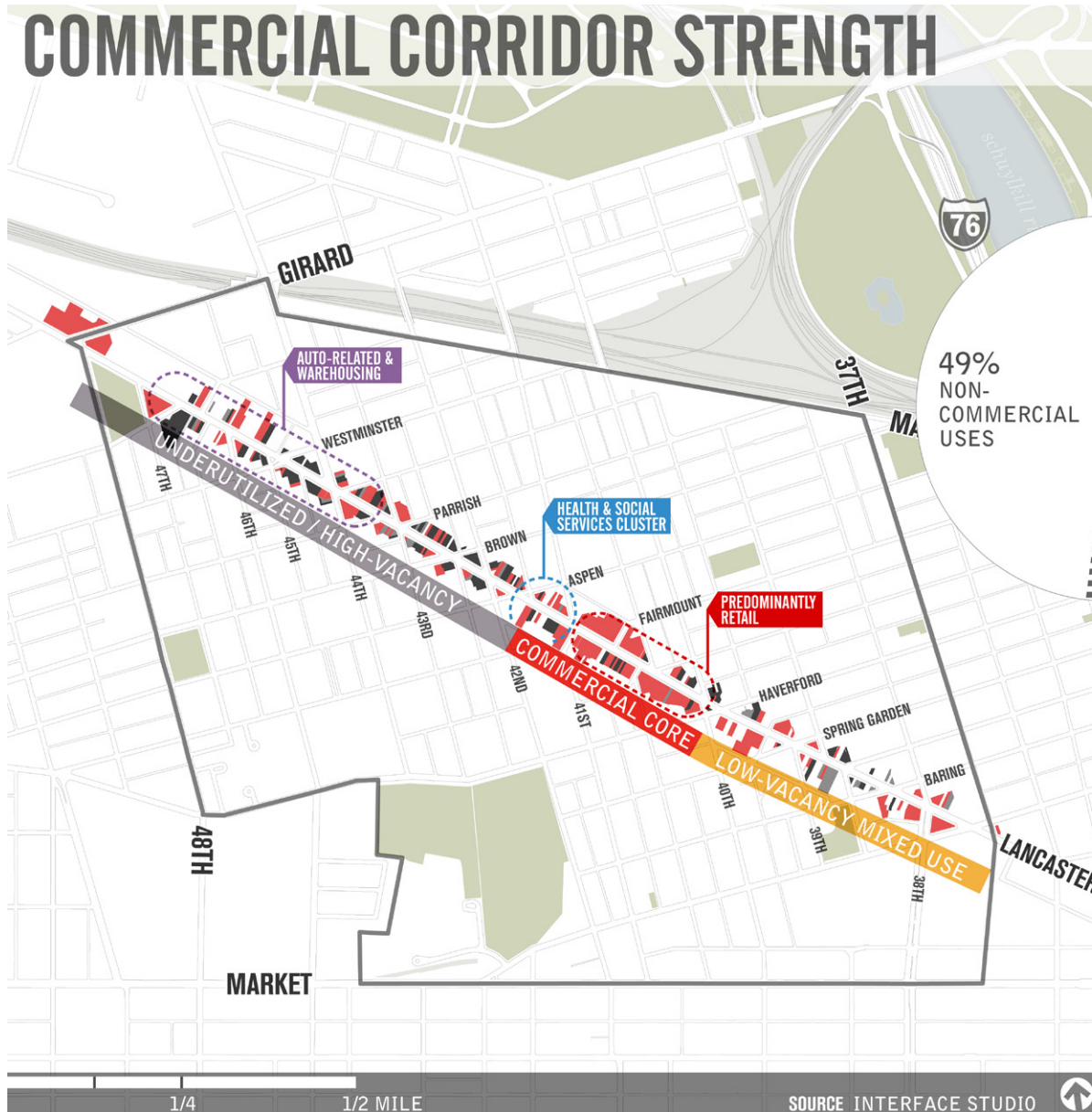
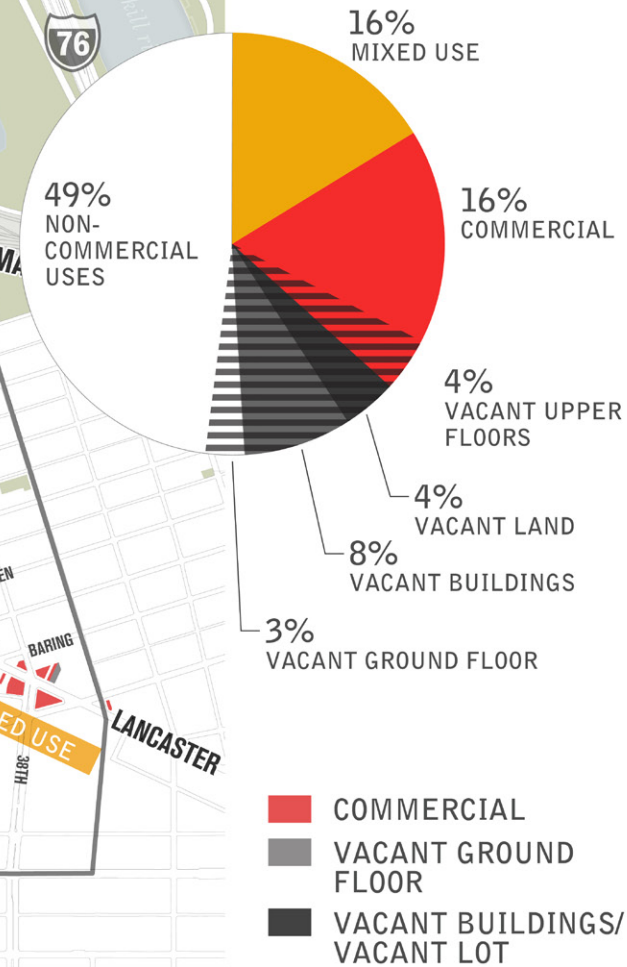


FIG 87 *commercial corridor strengths*



Much of the traditional commercial activity is concentrated along the Avenue's "core" between 40th and 42nd Streets. This is the stretch that according to residents needs to be successful to chart a new course for the Avenue. Southeast of the core, between 40th and 37th Streets, there is low commercial vacancy but also a lot of residential use, which dampens the overall commercial feel of the street. Northwest of the core, between 42nd and 48th Streets, it feels underutilized and unsafe. It lacks a concentration of stores that would generate activity and demand for more commercial services. The community survey indicated that 64% of respondents are dissatisfied with the variety of products available. In addition, 59% indicated that goods are not affordable, 61% are dissatisfied with the quality of goods, and 60% feel the Avenue is unkempt and stores are unattractive.

Many residents, therefore, shop outside the community. According to the community survey, 55% shop for groceries beyond Lower Lancaster. This means that a lot of money that could be spent at local stores is instead spent in other communities. This is a modern-day reality because many families rely on big box stores like Shop Rite and Home Depot for their shopping needs—stores that can be a challenge to accommodate on a historic main street like Lancaster Avenue.

Bringing Lancaster Avenue back with these difficult and long trends is a challenge but one that residents believe is a necessity. As such, many organizations and individuals have been working to improve Lancaster Avenue and the differences are noticeable.

To build on this momentum, investments and actions need to be strategic so that they have the greatest impact on the perception of Lancaster Avenue. It is too long to revitalize as a commercial street the way it once was.

The following recommendations encompass a range of actions needed to build and expand upon local capacity, improve the quality of life concerns around cleanliness and safety, and physically make a mark on the Avenue that expresses its unique identity.

“Over the past year on Lancaster we’ve seen remarkable change! especially between 38th and 39th. it’s so easy to be cynical about it—it’s been a long road, but it’s finally going somewhere.”



there may not be many actual stores on the outer reaches of the ave, but it nevertheless manages to draw a customer base

ARE YOU SATISFIED OR DISSATISFIED WITH THE FOLLOWING ASPECTS OF SHOPPING IN YOUR NEIGHBORHOOD?

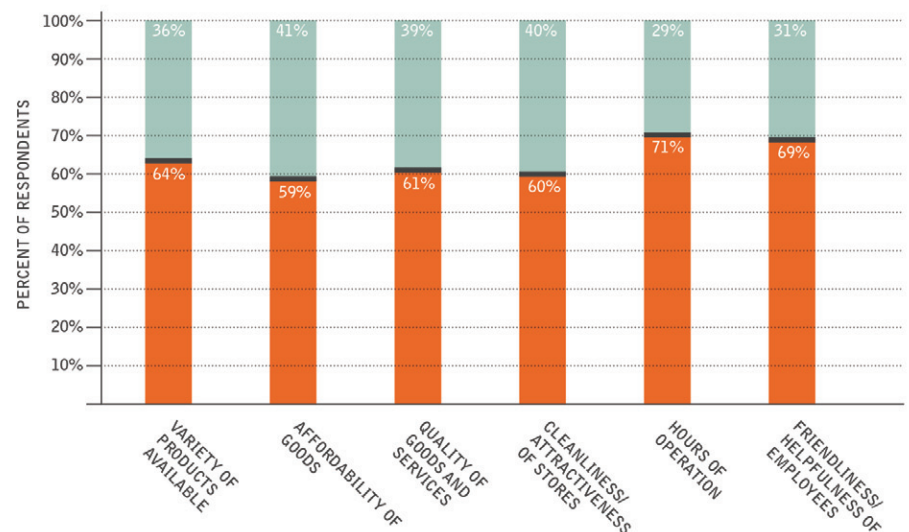


FIG 88 resident satisfaction in the community

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

There are currently two business associations for Lancaster Avenue—Sister Aisamah Muhammad’s Lancaster Avenue Business Association [LABA], which covers the area between 34th and 63rd Streets, and the more recent Lancaster Avenue 21st Century [LA21] Business Association, which is focused on the area between 34th and 44th Streets. The presence of both demonstrates that local leaders and business owners recognize the need to volunteer their time and organize to improve Lancaster Avenue. In addition, PEC has played a key role in helping to reach out to business owners, linking them with financial resources like storefront improvement dollars, and investing in new development along the Avenue. The following recommendations are geared toward directing corridor management energy toward common goals and desired outcomes to achieve more coordinated stewardship, stronger leadership, and the continued progress in the corridor’s revitalization.

STRIVE FOR COORDINATION AND COLLABORATION BETWEEN CORRIDOR LEADERSHIP GROUPS

To capitalize on corridor activity and interest, stronger collaboration is necessary to ensure positive action. This collaboration is not solely about linking the activities of LABA, LA21, and PEC, but also about tying these organizations to the work of other community-based nonprofits, and institutions. This would provide an opportunity to leverage greater capacity and better advocate for the Avenue’s interest.

There is great value in bringing people together regularly to discuss their concerns and ideas for an improving Lower Lancaster. The leaders of both business associations and PEC should schedule 2-3 strategy sessions to discuss areas of common interest and roles moving forward. These strategy sessions should result in a proposal for an umbrella organization, comprised of these organizations plus local community and institutional partners, to meet quarterly. The goal of the quarterly meetings is to coordinate activities, assign roles to implementing recommendations in this plan, and to track progress. Once stronger ties are in place, local partners should assess the feasibility of creating a more formal entity, such as a Business Improvement District, tasked with cleaning and marketing the corridor.



the lower lancaster community was full of ideas about lancaster avenue at the open houses and throughout the planning process.

INVITE BUSINESS OWNERS TO GET INVOLVED

There is great concern about the level of involvement of business owners in revitalization efforts. This challenge is not unique to Lancaster Avenue. Years ago, business owners lived above their stores and had multiple interests in ensuring that the community thrived. Today, business owners likely do not own their buildings or live upstairs. Further, as businesses have changed hands, many business owners come from outside the community and are of different cultures. With businesses just struggling to make ends meet, there is less incentive for a business owner to take the time to participate in a local business association.

“we only have a few businesses on lancaster avenue that come to the meetings. we need to engage more of the businesses on lancaster avenue and the surrounding neighborhoods so they can come and see what’s going on. the majority of businesses on lancaster avenue do not come out to the meetings and do not come out to the workshops, and that becomes a problem. it becomes a struggle. we only in the last five years got to this point of trying to make it more progressive.”

Continued outreach is necessary to engage business owners that have not been involved. This outreach will need to be coupled with cultural literacy training designed to help bridge the differences between business owners from different backgrounds. Another idea put forth during the business owners focus group is to organize a “cultural speed dating” event where different business owners talk with one another about their values. This is modeled on a similar exercise organized by a realty group that brought together realtors from different cultures to better understand their goals. For Lancaster Avenue to move forward, all business owners should feel a connection to the Avenue and each other.

> DEVELOP A CORRIDOR BRANDING/MARKETING SCHEME AND BUY LOCAL CAMPAIGN

The business associations and PEC should hire a branding and marketing consultant to develop a range of identity graphics that reflect the many facets of Lancaster Avenue’s character and maintain some graphic integrity and interrelatedness. As a lower-cost, more grassroots alternative, local partners could engage local artists and designers in a design competition to develop a graphic identity for Lancaster Avenue and hold an open vote to determine the winning design.

This graphic identity can be expressed through postcards, posters, PEC’s annual business directory, and a Lancaster Avenue website. Online and print media will need to be supplemented by physical installations along the Avenue using the same graphic look. Specifically, new signs at 40th and Lancaster and at the entrances to the parking lot could reinforce the brand and highlight local amenities. Local partners should also consider



“if you create an avenue that is a draw for people, the neighborhood will become a draw unto itself, which will, in turn, effect change on lancaster avenue.”



branding and marketing ideas for lancaster ave.

starting a sign program modeled on other examples. The sign program pairs business owners with local designers at reduced costs to design and install a new, distinctive sign to promote the business. The total cost of the sign is shared equally by the owner and local CDC.

A key aspect of any branding initiative is in expressing the commercial corridor's niche. How is Lancaster Avenue different from other commercial streets? Given that Lancaster is home to local businesses, the marketing campaign should incorporate a "buy local" initiative. The intent is to promote local business and encourage neighbors to discover and shop more often on Lancaster Avenue.

“we don’t have enough marketing of our lancaster avenue corridor. how can we sell lancaster avenue?”

> ORGANIZE EVENTS TO BOOST FOOT TRAFFIC AND PROMOTE BUSINESSES ON THE AVE

Community events already help define Lower Lancaster and Lancaster Avenue itself. The Jazz Festival and the LOOK! Lancaster Avenue arts event have been tremendously successful in bring people together and marketing the Avenue.

These efforts should be reinforced and expanded. Specifically, local partners should seek to:

- Leverage the Jazz Festival with concerts along the Avenue and shopping specials in participating stores.
- Continue the LOOK! Lancaster Avenue events as yearly opportunities to promote local artists.
- Organize sidewalk sales to coincide with holidays or other local events.
- Create a Lancaster Avenue Dollar Stroll, modeled on the successful program on Baltimore Avenue, where participating businesses offer items for \$1 on specified days.



lower lancaster's jazz festival draws a crowd to the area

- Consider a holiday festival around Christmas that would include shopping specials, live music and temporary holiday lighting.
- Host small-scale events, like scavenger hunts, that are promoted with local Universities and bring outsiders to Lancaster Avenue to discover local businesses.

🕒 EXPAND CORRIDOR MAINTENANCE EFFORTS

The trash on the street and sidewalks sends the wrong first impression to shoppers and potential business owners. Recognizing this, all of the business owners consulted during the plan indicated a need to keep Lancaster Avenue clean. The difficulty is not in organizing a clean-up but in maintaining regular efforts to spruce up the place. There are a few ways in which to address this issue:

- PEC has already lobbied the City to install 26 BigBelly trashcans [solar powered bins that compact the trash to reduce the number of times the trash is picked up as well as to reduce waste overflow] on Lancaster Avenue. This effort should continue with the goal of establishing a BigBelly on every block along the sidewalk, supplementing those that have already been installed. Though these

“regardless of race, color, age, etc. the perception needs to change that lancaster avenue is a vibrant place to do business, to hang out, to live, and so on. once the perception has changed, everything will change.”



“big belly” trash cans can be found on parts of lancaster ave.

bins are expensive, advertising space on the bins’ outer walls can be used to defray costs. Supplemental trash cans should be provided by business owners. The City allows private trashcans along the sidewalk for businesses provided they are maintained. Local partners could subsidize the purchase and installation of cans for participating businesses.

- Pursue funding for periodic pressure washing of sidewalks. If possible, contract with an eco-friendly company that uses organic cleaning solutions and a water recovery system to filter and reuse the water necessary for cleaning, thereby reducing project water usage by 60 to 70 percent.
- Work with the University District to extend regular street sweeping service to Lancaster Avenue.
- Tackle short-dumping, a recurring problem on Lancaster Avenue through coordination with SWEEP, the Streets & Walkways Education and Enforcement Program.

➤ REPRESENT CORRIDOR INTERESTS IN PLANNING AND ZONING PROCESSES

Philadelphia Zoning decisions can play a large role in the future of Lancaster Avenue. Fortunately, there is a process that enables community and business organizations to review and weigh in on the merits of new developments and future planning. Local community organizations should ensure that reviewing projects in need of variances along Lancaster Avenue is a part of their zoning committee’s charge. In addition, local leaders need to play an active role in the development of the West and University/Southwest District Plans in the next few years. For Lancaster Avenue, it will be important to advocate for requiring ground floor commercial uses on Lancaster Avenue, allowing for case-specific exceptions through zoning variances, which would be approved by Registered Community Organizations.

5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES TOP TEN

> SPONSOR CLASSES ON SMALL BUSINESS DEVELOPMENT TO SUPPORT ENTREPRENEURS

Small business owners—the kind that find a location on Lancaster Avenue—are entrepreneurs. They have an idea and are willing to take the risk to open a store. The Avenue has benefitted from those that have shown the wherewithal to navigate the complicated process of opening a business. There is an opportunity to make Lancaster Avenue home to local entrepreneurs and fill empty spaces with new stores. To do so, community partners need to provide assistance to those that want to become entrepreneurs by helping them build the confidence and capital needed to reach their goal. Similarly, those that already own a business could benefit from additional knowledge to help increase their sales. Local partners such as PEC should sponsor classes on small business development that would cover developing a business plan, finding the right space for the business, marketing, merchandising, securing loans, and improving existing business practices.

> HOLD WORKSHOPS ON STOREFRONT DESIGN GUIDELINES SPECIFIC TO LANCASTER AVENUE

Too many businesses suffer simply because their storefront is cluttered and unattractive. Subtraction can be an effective strategy to improve window displays and clarify the advertising message that a storefront sends without costing a lot of money. Reducing visual clutter, opening up sight lines into the business, and presenting a neat and appealing display in the storefront window and inside the store all fall under the umbrella of merchandising and marketing. Many Avenue businesses, especially those that have been in place for years or decades, would benefit from a low-cost make-over facilitated by a merchandising expert.

Local partners should work with The Merchants Fund to develop a technical assistance program for area businesses looking for merchandising assistance. The Local Initiatives Support Corporation [LISC] is another potential partner to bring merchandising and marketing assistance to Lancaster Avenue through their SCI-West Initiative.

“the businesses need to accept credit cards! some that do end up charging an extra hidden fee on your bill. we need to make it easier for people to shop on the ave.”

The storefront design and merchandising assistance should seek to:

- > Promote use of open security grilles rather than roll-down doors
- > Educate business owners about proper window display techniques
- > Illustrate how to emphasize historic details
- > Discourage the installation of bars on windows and/or bullet proof glass which negatively affects perception of safety
- > Help businesses improve signage so passersby know what products or services are being offered



"WE THINK WE'RE INVITING PEOPLE INTO OUR BUSINESSES— WE'RE REALLY NOT. YOU ACTUALLY HAVE TO ASK. YOU HAVE TO GIVE PEOPLE DIRECTION. IF WE DON'T SAY 'COME IN. WE'RE WELCOMING YOU. WE'RE OPEN. WE HAVE WHAT YOU NEED.' THOSE ARE KEY WORDS."

a window display on lancaster gives visual cues about what type of business it is.

PROMOTE USE OF THE FACADE GRANT PROGRAM

The Commerce Department currently offers a range of programs and services to help local businesses improve their storefronts and invest in interior upgrades. With PEC's success in shepherding 28 facades through this program, now is the time for heightened outreach and communication with merchants to ensure that local property and business owners are aware of available resources and taking full advantage of the Storefront Improvement Program [SIP] and Business Investment Tax Credit Program to renovate their storefronts. These programs can be effective for local businesses as demonstrated by the Green Line Café, which experienced a 30% jump in customer traffic after the installation of a new awning.

In addition to the Commerce Department's grant and loan programs, community partners can provide merchants with information about resources available through other organizations and agencies. These include The Merchants Fund, which offers business stabilization and loan matching grants to help small businesses, or the Community Design Collaborative, which pairs small businesses with volunteers from the design and cost estimating community who provide pro-bono design work for storefront improvement projects.

> CONNECT PROPERTY OWNERS WITH DESIGN RESOURCES TO ADDRESS CORRIDOR REHABILITATION AND DEVELOPMENT ISSUES

Second Floor spaces represent a real challenge for the future of the corridor. Designed to enable the business owners to live above their store, many can only be accessed through the store. Without a second means of egress, these spaces are uninhabitable according to current codes. The result is that many second floor windows are boarded up with plywood, which reflects poorly on the Avenue.

The ideal solution is to retrofit these buildings to enable the reuse of the 2nd floors for housing or workspace. To do so will require creative design work, a market to occupy that space, and significant capital. Local



facade and signage improvements [top] on lancaster set a good example. this bar on lancaster [bottom] is in need of signage and improved street presence.



partners should reach out to the Community Design Collaborative to undertake a feasibility study of retrofitting 3-4 contiguous buildings with the intent of creating design solutions for a shared 2nd means of egress and identifying costs.

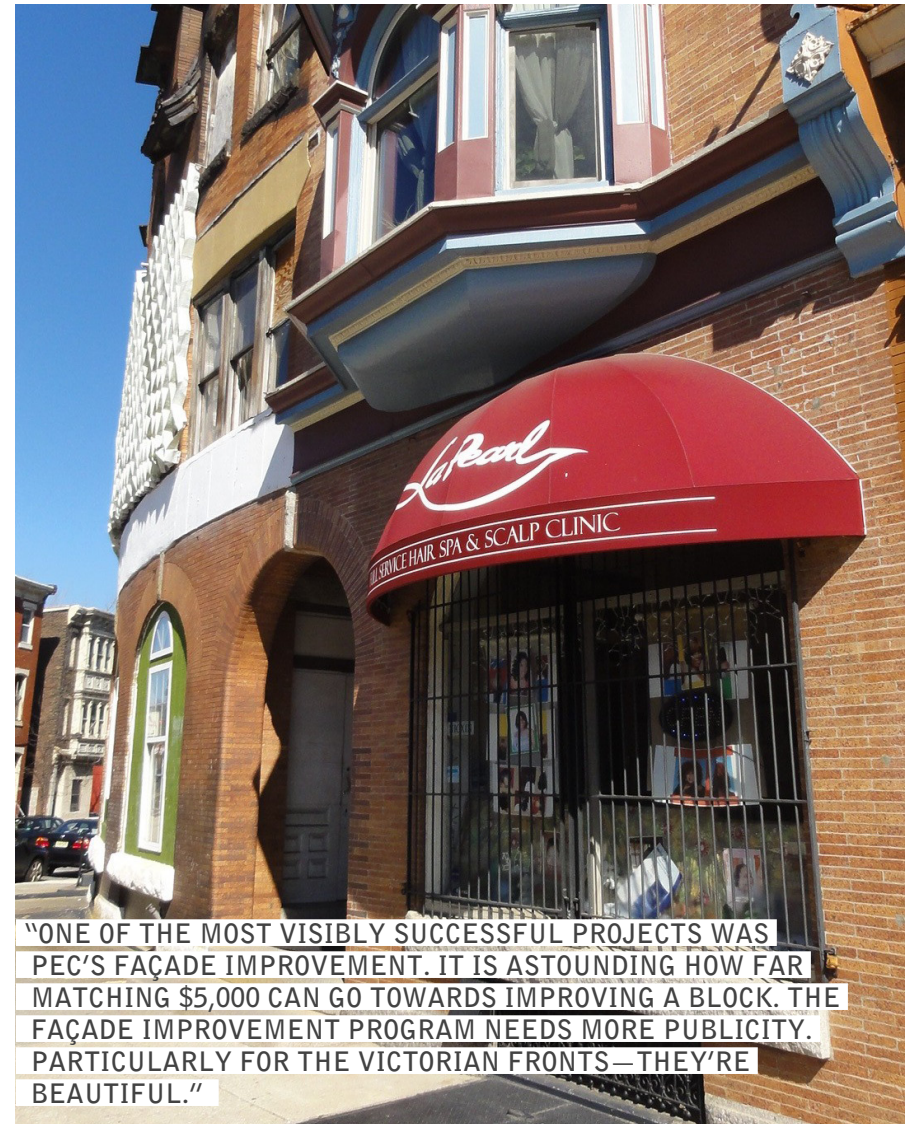
For spaces that already have a separate entrance, outreach and education is needed to determine the typical cost of renovation versus the benefits of having occupied upper floors. In these cases, local leaders like PEC can help to secure financing, identify occupants, and manage contractors as appropriate.

Corridor partners should also consider tapping into the Community Design Collaborative and Drexel University to create a set of design guidelines for commercial rehabilitation on Lancaster Avenue.

LEARN MORE cdesignnc.org



upper floor vacancy is pervasive on lancaster ave.



la pearl won an "honor the past" award for its storefront rehabilitation in the citywide storefront challenge organized by the community design collaborative the city of philadelphia's commerce department.

> ENCOURAGE BUSINESSES TO COLLECTIVELY STAY OPEN LATER

At night, the lack of open stores combined with the opaque security grates makes Lancaster Avenue feel like it is not open for business. Seventy one percent of survey respondents indicated they are dissatisfied with store hours, making this the least liked aspect of the corridor. However, it's difficult to justify staying open later when the store next to your business closes at 6:00 and the Avenue feels unsafe after dark. The local business associations should organize merchants to collectively stay open later for key events like Look Lancaster, the Jazz Festival, and during the weeks prior to Christmas and other major shopping days. A regular evening each week should also be targeted for Lancaster to stay open late.

> ASSIST BUSINESS OWNERS IN MAINTAINING FOOT TRAFFIC DURING CORRIDOR CONSTRUCTION PROJECTS

SEPTA is planning to replace the existing trolley tracks along Lancaster Avenue in 2013. During this trolley track replacement and other potential improvement projects, the business associations and their partners will need to ensure that stores are not negatively impacted. Additional signage should be installed during construction and local partners should make marketing efforts to enhance awareness of the stores and services available on the Avenue. The local business associations should also coordinate with SEPTA, Commerce, and the Mural Arts Program to identify temporary public art that could be installed to mitigate the visual impacts on the Avenue.

“the street shuts down at 6:00. it would be nice to be open later, but without other businesses also staying open later and without lighting, it just won't work.”

“a strong commercial corridor has businesses that are open 16 to 17 hours a day. i know we don't want lancaster to become south street, but a vibrant commercial corridor has to have a place that's open until 2. a clothing store is not going to stay open until 2—it's gotta be a bar. and as long as everything is working well together, there's no issue. long as there aren't 30 bars opening up.”

5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES

Residents provided plenty of input about the lack of commercial services accessible to Lower Lancaster. Lancaster Avenue presents an opportunity to address this need.

> ATTRACT COMMERCIAL SERVICES TO MEET THE NEEDS OF LOCAL RESIDENTS

As a historic main street, Lancaster Avenue offers a walkable and attractive setting for shopping. However, because of its tight fabric of stores, the floor plates are small, making them less attractive to modern chain retailers. Combined with the vacancies, negative perception of the area, and local big box competition, bringing new stores to the Avenue is a challenge.

Lower Lancaster needs to distinguish itself from other competing commercial streets by playing off of its history, architecture, access to transportation, proximity to other vibrant districts, and growing momentum as an arts corridor. By that token, encouraging the establishment of additional small, locally-owned businesses would reinforce one of Lancaster Avenue's best competitive advantages: the unique experience it offers. Many residents have recognized this fact and suggested that the Avenue seek to attract specialty stores, clothing stores, food-related businesses, and an arts supply store. Others have suggested a bank, pharmacy and a supermarket, which, if feasible, could augment local businesses provided they are well designed and integrated into the feel of the street.

“every store is just about the same. we need different things on the ave.”

“i remember the way things were in the fifties—we didn’t have to go downtown for anything...all the activities and things that used to happen here—especially family things. there was a woolworth’s, a skating rink, movie theaters, diners, a uniform shop...”

“we need a market—something better than save a lot! maybe a co-op model? and we need a bank!”

One of few locations along the Avenue that is an opportunity to locate a larger footprint store, such as a full-service supermarket, is the public parking lot between 41st and Preston Streets. While off-street parking will continue to be an important amenity to the corridor, there are local examples, such as the Fresh Grocer at 40th and Walnut Streets, of integrating structured parking into new commercial development that should be considered as precedents for this site, should proposals to develop it arise.

However, Lancaster Avenue needs more than just retail to fill vacant space and draw additional activity to the corridor. Offices and institutions, whose employees would support businesses during lunch and after work, are also key components to a successful Avenue. Some of the larger storefront and upper floor spaces would be ideal for professional services like architecture, web design and advertising offices. These businesses are naturally attracted to vibrant and diverse locales and provide indirect benefits in marketing and local services. Moving forward, new businesses are needed that accomplish the following goals:

- > Provide more activity and people on the Avenue
- > Remain open into the evening where appropriate
- > Serve local youth and provide them with things to do after school
- > Diversify the Avenue's current slate of business offerings

Provided that Lancaster Avenue is extremely long, it is important to make sure that new businesses complement existing ones and that there is a center of activity. For this reason, business attraction should seek to support the “core” of Lancaster between 40th and 42nd Streets. This is where the greatest concentration of businesses currently exists and where new businesses can add the most value. For the area between 37th and 40th Streets, there is already evidence of market interest, and available storefronts are slowly being reoccupied. However, due to the prevalence of homes in this section, new stores can help to fill the gap between the core and University City. The greatest vacancy is located west of 42nd Street, which provides the opportunity for targeted land acquisition in the hopes of developing larger commercial and institutional uses in the future.

COMMERCIAL CORRIDOR STRATEGY

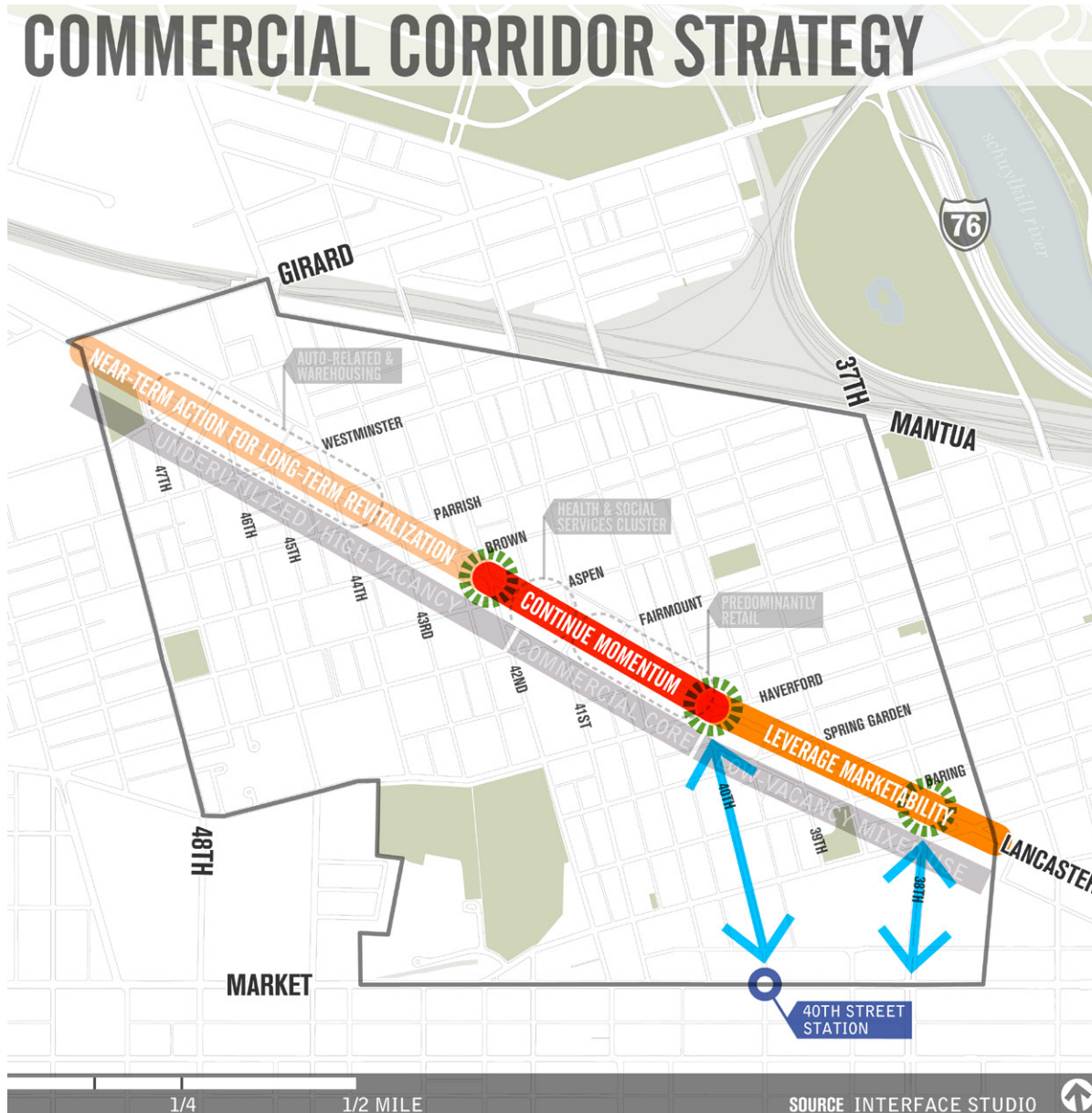


FIG 89 commercial corridor strategy

 GATEWAY IMPROVEMENT OPPORTUNITIES

 GATEWAY CORRIDOR IMPROVEMENTS

37TH - 40TH

CAPITALIZE ON HISTORIC ASSETS AND MOUNTING DEVELOPMENT PRESSURE TO CREATE A HIGHLY MARKETABLE MIXED USE GATEWAY TO THE LANCASTER COMMERCIAL CORRIDOR.

40TH - 42ND

FOCUS ON PUBLIC REALM IMPROVEMENTS AND "FILLING THE GAPS" IN THE STRUGGLING COMMERCIAL CORE TO CONTINUE THE MOMENTUM BUILDING BELOW 40TH.

42ND - 48TH

PLAN FOR PHASED REVITALIZATION THROUGH STRATEGIC ACQUISITIONS, VACANT BUILDING STABILIZATION, AND VACANT LAND MANAGEMENT.

IMPROVE CURB APPEAL OF VACANT STOREFRONTS TO ATTRACT COMMERCIAL TENANTS

The business experience along Lancaster Avenue is fragmented by vacant storefronts. While turnover is inevitable on any commercial street, the challenge is to manage vacancy so that it does not make the Avenue feel abandoned. The business associations, PEC, and local artists should work with the owners of buildings with empty storefronts to make simple low-cost improvements to their facades—spruce them up to make them more attractive to potential commercial tenants. Removing old and worn out signage, discarding unsightly interior window treatments, removing debris left behind by the previous tenant, and putting a fresh coat of paint on exterior window trim and bays could make a big difference to prospective tenants, as well as improve the corridor's image.

Businesses should also be encouraged to tap into the local arts community to creatively transform ground floor windows into temporary galleries, as discussed in Section 6.2, or participate in a corridor mural project to improve the appearance of roll-down security doors and window coverings in vacant upper floors [Fig. 91].

RECRUIT LOCAL INSTITUTIONS TO ESTABLISH A PRESENCE ON THE AVE

There are many institutions and non-profits that provide a variety of services to local residents. These services are currently scattered across a wide geography. As Lancaster Avenue is so central to the surrounding communities, institutions should consider a home base on the Avenue thereby increasing the visibility of their work and reaching a broader population. Other recommendations have mentioned an employment center, for instance, that could serve as the front door to many organizations in West Philadelphia that already provide effective services in job training and workforce development. The overall impact of more institutional activities and programs would be more foot traffic on the Avenue which can support more business.



the spray-painted “for rent” sign is a common method of advertising available commercial space that should be discouraged.

5.4 RENEW THE EXPERIENCE OF LANCASTER AVENUE

FOCUS ON PUBLIC REALM IMPROVEMENTS IN LANCASTER'S COMMERCIAL CORE

With the commercial revitalization strategy focusing on Lancaster Avenue's active core from 40th to 42nd Streets, it is important to think about how visitors perceive this stretch of the Ave. and evaluate the quality of the public realm. Focusing corridor improvement investments within a smaller target area gives them a bigger, more noticeable impact. There are a number of initiatives that could be pursued to renew the experience of this active core, including:

- Focused greening efforts as a part of the larger Lancaster Walk concept [Fig. 92], with emphasis on green gateways at 40th and 42nd
- Targeted recruitment of property and business owners to participate in the Commerce Department's façade grant program, owner-assisted façade lighting improvements, and creative façade treatments that could help create an eye-catching visual theme to tie the corridor together [Fig 91]
- Revamping Lancaster Avenue's public parking lot with new landscaping, safety and security measures, signage, and lighting [see Section 4.3]
- Exploring the feasibility of adding a southeast-bound Route 10 Trolley stop at Preston Street to close the lengthy gap between stops [see Section 4.4]
- Adding a crosswalk across Lancaster Avenue at Preston Street to improve pedestrian circulation and access to the parking lot, as well as serve the proposed additional Route 10 trolley stop
- Reconfiguring the intersection of 40th Street, Lancaster Avenue, and Haverford Avenue to improve circulation for all modes of transportation and create a new public space amenity on the Avenue

“I think one thing leads to another. if you improve the streetscape and you put new lighting on the street so the avenue can stay open past 8 o'clock, and the neighborhood feels safer, people will begin to move in.”

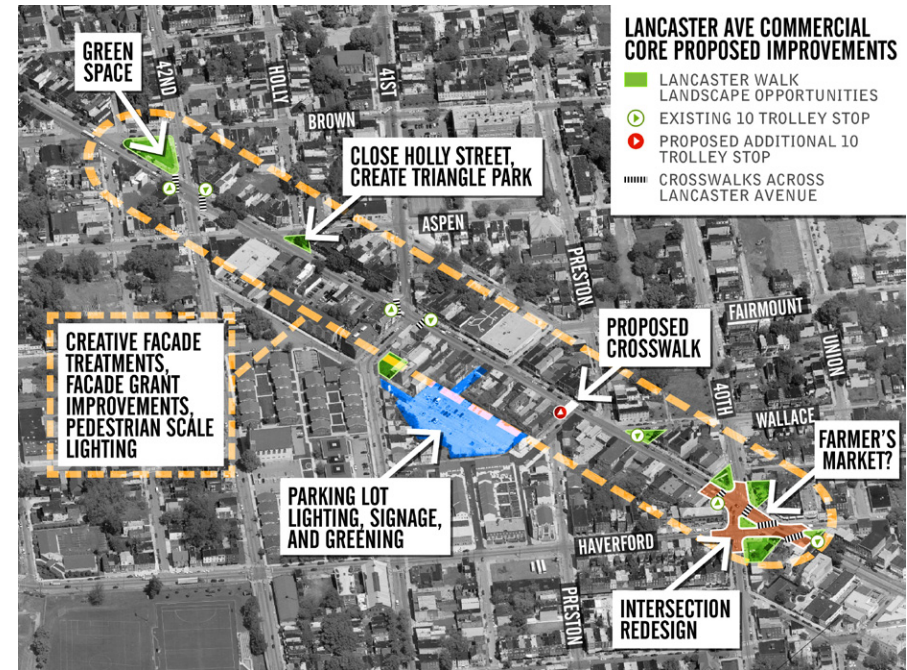


FIG 90 *proposed public realm improvements to lancaster avenue's commercial core*

Dedicated efforts and long-term leadership will be required to tackle this wide range of improvements. Equally critical, project leaders should engage individual property and business owners to explain the benefits of participating in this strategy by investing in their buildings. A concentrated effort to strengthen existing businesses to ensure their survival while making this segment more attractive will draw more customers and potential new businesses to help fill the gaps in Lancaster Avenue's commercial core.



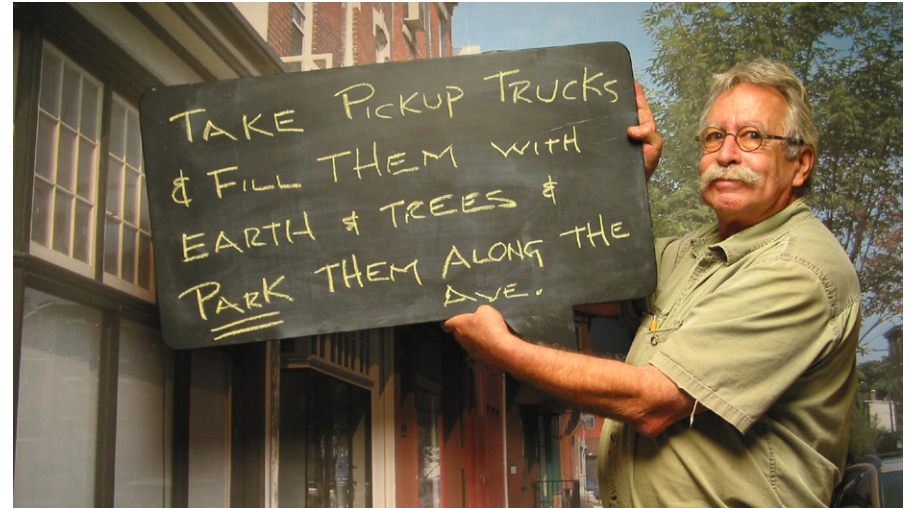
existing storefronts with security gates and vacant upper floors



FIG 91 *conceptual visualization of a mural project to enliven security gates and vacant upper floors*

CREATIVELY TRANSFORM VACANT UPPER FLOOR WINDOWS AND SECURITY GRATES

Vacant upper floor windows and opaque security gates can have a deadening effect on the Avenue. As it will take a significant amount of time and money to enable the reuse of upper floors or replace all of the security gates, short-term projects should be considered that transform these eyesores into assets. Working with local artists, the Mural Arts Programs and property owners, community partners should seek to improve these surfaces with simple yet creative applications of paint or other materials. Painting and/or replacing the plywood that occupies upper floor windows along with coordinated improvements to the security gates could potential change the look and feel of the street with limited cost.



“i think lancaster needs to have a park, so seniors can feel comfortable to sit and enjoy, hang out, play chess/checkers...”

CREATE A STRING OF POCKET PARKS TO FORM “LANCASTER WALK”

Lancaster Avenue’s untidy intersection with the street grid creates small triangular slack spaces all along the corridor. The odd shapes of these lots limit their development potential. Some of these triangular lots are already being maintained as pocket parks [such as the Belmont gateway at 40th Street and Lancaster Avenue], while others are slated for future greening [such as the 42nd Street Triangle].

If these triangular spaces could be designed and marketed as a network of small pocket parks or parklets, they could enhance the experience of walking along Lancaster Avenue, as well as create shaded areas for sitting. In developing ideas for these sites, elements that could tie the progression of green triangles along the avenue together, such as public art or more sculptural forms of lighting, should be considered. This could be thought of as a strategy to incrementally rehabilitate buildings.

LANCASTER WALK

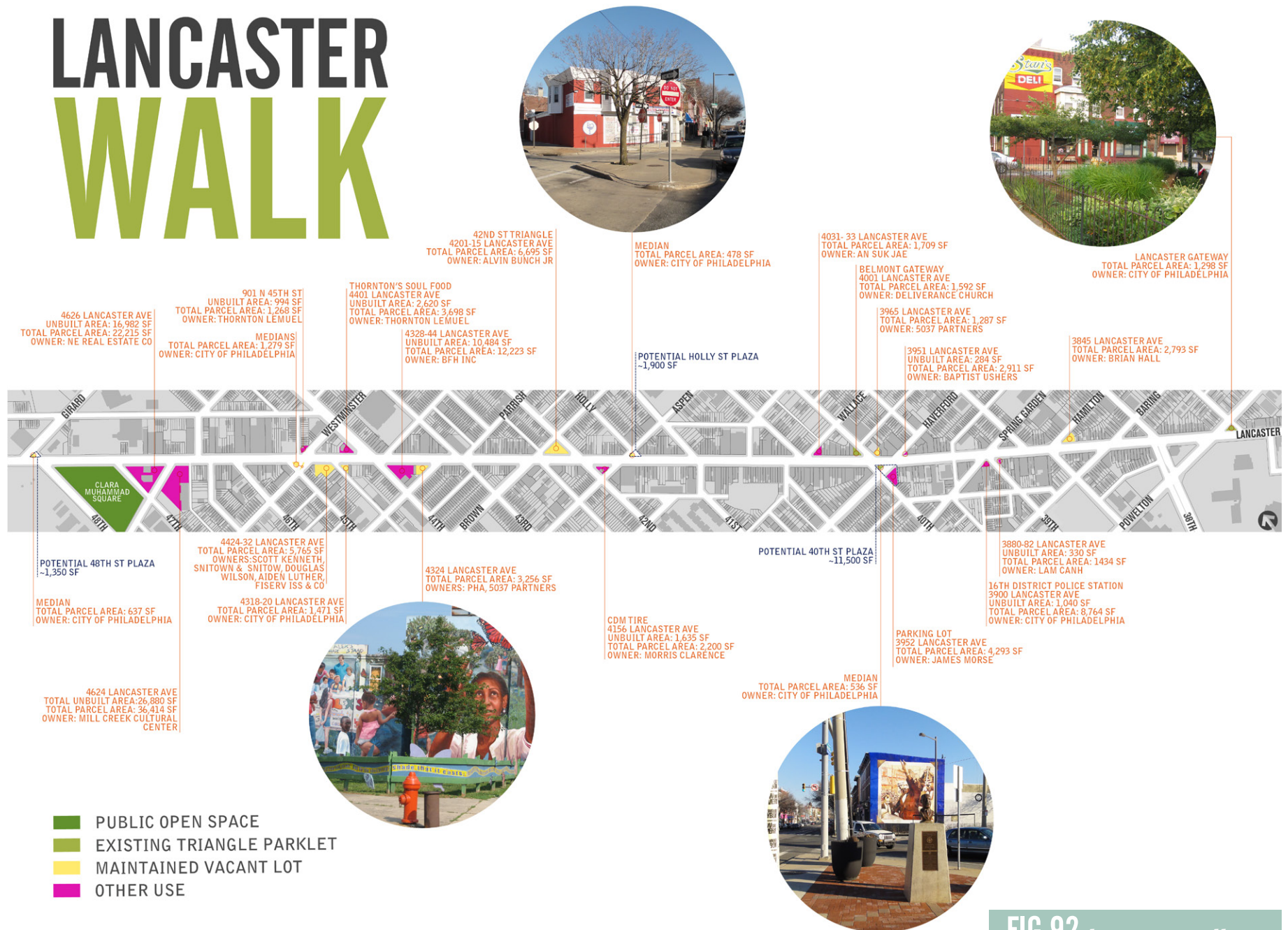


FIG 92 *lanaster walk map*

> IMPROVE WALKABILITY AND ACCESSIBILITY ON THE AVE

Jaywalking has become a fact of life on Lancaster Avenue. The Avenue's diagonal orientation creates very lengthy gaps between crossings. In many cases, cross streets are not through-streets, so there are no traffic signals or crosswalks to provide pedestrians with a safe and legitimate opportunity to cross the street. As a result, one will often encounter five or six corners before arriving at a crosswalk with a traffic signal. Pedestrians simply aren't willing to walk almost 1,000 feet if they can just dodge traffic and cross the Avenue outside of a crosswalk instead. Given Lancaster's high traffic volumes, as well as the presence of the trolleys and bike lanes, darting across the street can be dangerous.

New crossing locations need to be explored in order to make Lancaster Avenue more accessible to pedestrians. A consultant should be hired to undertake a walkability audit along the Ave that includes recommendations for how to improve existing crossing locations, and where there may be opportunities to create new ones.



crossing lancaster avenue is often a free-for-all.

5.5 ENHANCE SAFETY AND SECURITY

To quote directly from a Lancaster Avenue business owner, “the first dollars spent on the Ave should be for lighting and security.” This sentiment, echoed by residents during the planning process, emerged as one of the community’s top five priorities to be addressed in the next five years. Corridor partners should consider the following strategies to improve safety and security on Lancaster Avenue.

ADVOCATE FOR A STRONGER RELATIONSHIP BETWEEN BUSINESS OWNERS AND POLICE

Police patrols occur along Lancaster Avenue between 10am and 6pm. Residents expressed concerns that this does not help with crimes that are committed after dark. For this reason, business owners would like a stronger police presence on the Avenue. A variety of City programs already exist to encourage partnerships between the Police Department, other enforcement agencies, and business owners in combating and preventing criminal activity. Outreach to area merchants should encourage their participation and active use of the following programs and resources, which combine surveillance, self-reporting, and two-way communication to foster improved public safety:

> SAFE CAM

This new Police Department program aims to deter crime and assist with investigations by registering the private surveillance cameras of area businesses in a central database. Using this technology, Police can quickly contact and access surveillance footage should an incident occur in the vicinity of a given camera. Cameras purchased for spaces like the parking lot should provide video feeds to local businesses but also be linked into the Safe Cam program.

> 311

Best used as an advocacy tool to foster stricter code enforcement, business owners and residents alike can call 311 to report dangerous structures, illegal dumping, or other quality of life issues or to request

“what needs to happen is the perception of lancaster avenue past 36th street needs to change. the question is, where do you spend the initial dollars to change that perception? for me, the first thing is safety.”



an inspection by Licenses and Inspection.

> OLD FASHIONED CONVERSATIONS

Invite the police to regular meetings of the business associations so that officers can provide information and resources for reporting criminal activity and public safety issues [like lack of lighting, illegal dumping, or code violations].

> BEAT LOG-IN BOOKS

Beat officers will enter stores and log-in if requested by businesses. Unfortunately, most businesses do not take advantage of this service and only see the police when something is wrong. Businesses should be encouraged to use Beat Log-In books and get to know local officers.

> BICYCLE POLICE

If the business association or local community organization buys the bicycle equipment, more police can patrol on bicycles. This helps to form stronger relationships between business owners and police, and makes the officers more visible and engaged on the Avenue.

The Commerce Department has also been working closely with Police Department leadership to establish a special partnership focused on creating safe, clean, and secure commercial corridors. The program will bring together beat cops from the Police Department, Program and Corridor Managers at the Commerce Department, and the heads of Business Improvement Districts and Business Associations for training and information sharing. A pilot area has already been identified in North Philadelphia, but should the program be effective, Lancaster Avenue would be a great candidate to participate.

> CONSIDER PURSUING FUNDING TO EMPLOY CORRIDOR SAFETY AMBASSADORS

As more students have moved to Lower Lancaster, the University City District and Drexel University have expanded the areas in which they provide services. Drexel's Safety Ambassadors now stretch west into parts of Lower Lancaster. Lancaster Avenue would benefit from the presence of Safety Ambassadors, particularly on weekend evenings. These services, however, are costly and require negotiation with local institutions. Local partners should explore the possibility of raising money to supplement police presence with Ambassadors. The added security would be helpful in the late afternoons and evenings and may help to persuade businesses to remain open later.

“the lack of lighting is what’s keeping people from spending time on the ave at night—that needs to become a priority in the plan. more types of lighting—not just the typical overhead street lamp. something that could help express creativity on the corridor.”

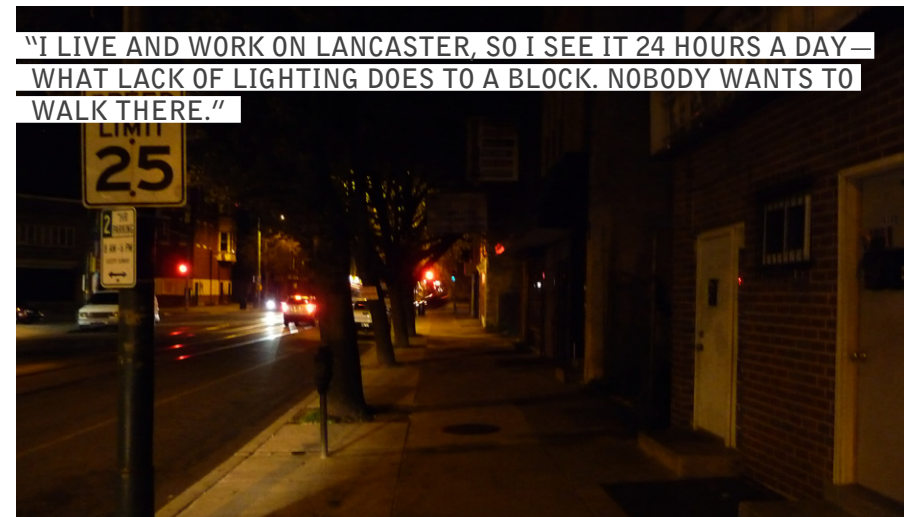


🕒 ESTABLISH PEDESTRIAN-SCALE LIGHTING ALONG THE AVE

Lancaster Avenue has cobra street lights over the roadway but no pedestrian-scaled lighting for the sidewalks. With the solid security grates pulled down, and few businesses that remain open after dark, the Avenue is dark and feels deserted after hours.

New pedestrian streetlights are a costly streetscape element and require coordination with the City and utilities. Solar pedestrian lighting offers an alternative that avoids tapping into the electric grid but remains costly. New pedestrian lighting along the Avenue should indeed be a long-term goal but in the meantime, local partners should evaluate shorter-term solutions. Façade, awning, or storefront lights offer a lower-cost solution. As PEC continues to work with business owners on storefront improvements, lighting should be prioritized. Business associations could also spearhead a larger-scale storefront lighting program, negotiating a bulk purchase and installation rate from selected vendors.

storefront lights [below left] go a long way to increase night visibility—sidewalk areas in front of buildings without facade lighting [below right] are much darker.



**"I LIVE AND WORK ON LANCASTER, SO I SEE IT 24 HOURS A DAY—
WHAT LACK OF LIGHTING DOES TO A BLOCK. NOBODY WANTS TO
WALK THERE."**

A UNIQUE IDENTITY 6

There are a number of things unique to Lower Lancaster: ornate Victorian storefronts and architecturally striking churches; the legacy of Dr. Martin Luther King's speech on Lancaster Avenue and its lasting place in the neighborhood's identity; proximity to jobs and institutions; the bustle along Lancaster Avenue; and its growing arts community.

Aside from the assets within the community, its location also provides great opportunities: Lancaster Avenue is uniquely and strategically positioned to become the historic, cultural, and commercial corridor that serves patrons of the Centennial District, University City District and Art Museum area.

Those that participated in the planning process showed immense pride in Lancaster Avenue and its surrounding neighborhoods. Despite the challenges and concerns about quality of life issues, residents care deeply for their community and welcome positive change. For old and new residents that love Lower Lancaster, positive change must be grounded in those qualities that make the area unique.

The following recommendations seek to protect and enhance the area's local identity with an emphasis on the arts, entrepreneurship, and expressing Lower Lancaster's historic legacy. The intent is to serve local residents and build neighborhood pride while also attracting visitors to support local artists and businesses.

LOCAL ARTS + CULTURE

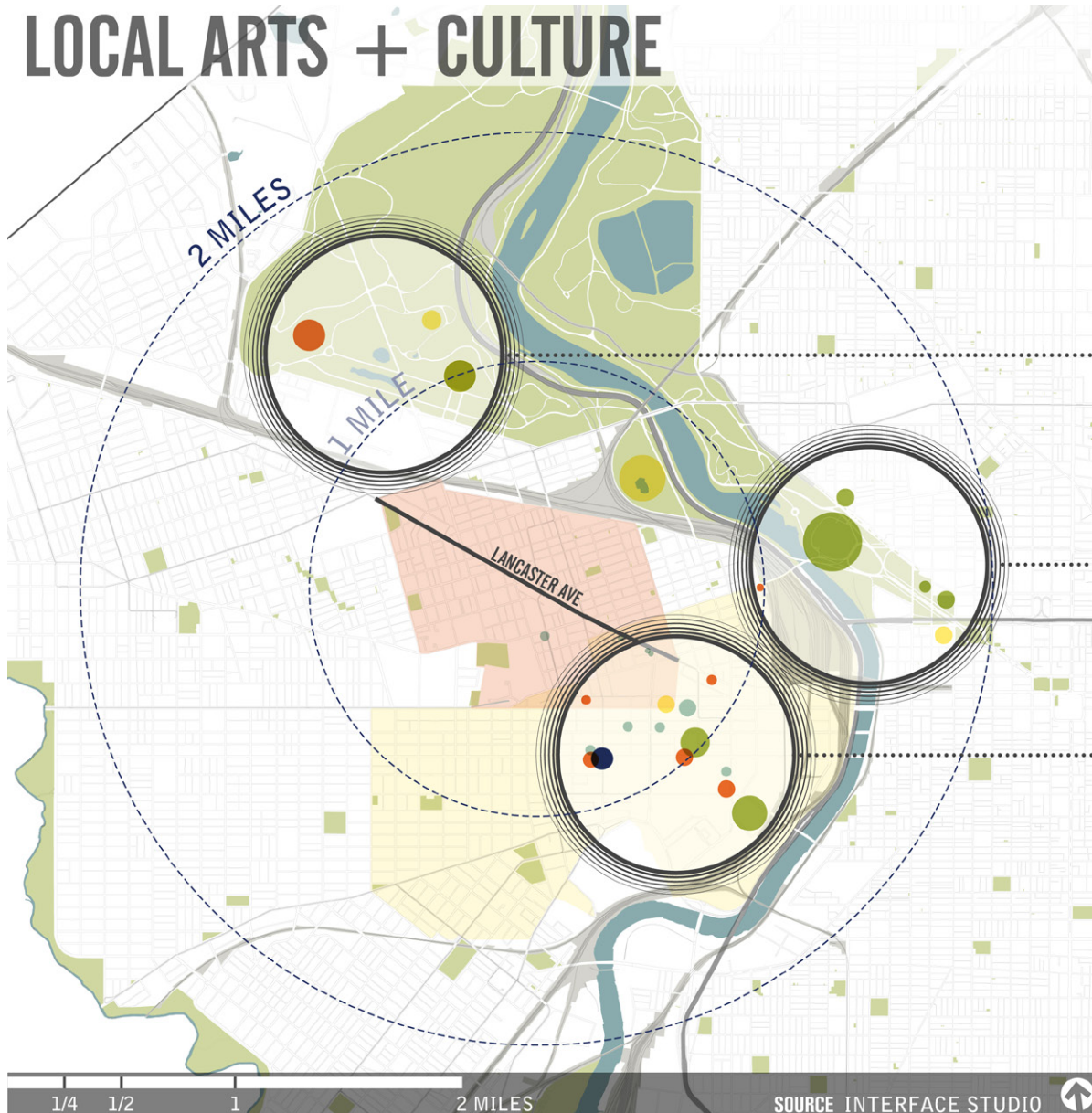


FIG 93 *local arts and culture*

STUDY AREA
UNIVERSITY CITY DISTRICT

FAIRMOUNT PARK DISTRICT

- MUSEUM: PLEASE TOUCH MUSEUM
- PERFORMING ARTS: MANN CENTER
- LEARNING CENTER: FAIRMOUNT HORTICULTURE CENTER, PLEASE TOUCH MUSEUM

ART MUSEUM DISTRICT

- MUSEUM: PHILADELPHIA MUSEUM OF ART, PERELMAN BUILDING, RODIN, BARNES, FRANKLIN INSTITUTE
- PERFORMING ARTS: SPIRAL Q PUPPET THEATER
- LEARNING CENTER: FRANKLIN INSTITUTE

UNIVERSITY CITY DISTRICT

- MUSEUM: ARCHEOLOGY + ANTHROPOLOGY MUSEUM, ICA
- PERFORMING ARTS: IRVINE AUDITORIUM, ANENBERG CENTER, THE ROTUNDA, PHILADANCO, COMMUNITY EDUCATION CENTER
- MULTIPURPOSE ART SPACE: ART + SPIRITUALITY CENTER, ESTER KLEIN GALLERY, OW AFRICAN ART GALLERY, FARCAS ART STUDIO, INTERNATIONAL HOUSE, ARTHUR ROSS GALLERY, SLOUGHT FOUNDATION
- LEARNING: NEXT FAB
- THEATER: THE BRIDGE

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

ENGAGE THE ARTS COMMUNITY IN FORMING A GREATER LANCASTER AVENUE ARTS COALITION

Pulling together the LOOK! Lancaster Avenue art event required great effort on the part of volunteers from the Mantua, Powelton, and Belmont neighborhoods, as well as staff from the University City District, CEC, PEC, and Drexel University. Members of the local arts and cultural community were thrilled to see the corridor active and alive after dark.

The event demonstrated the impact and transformative change that can come from a dedicated and coordinated effort to promote the arts on Lancaster Avenue. Many of those that participated in organizing the event also participated in the planning process, and provided much of the same feedback. They felt that in order for events like LOOK! Lancaster Avenue to continue occurring in the future Lower Lancaster needs to establish an arts coalition to provide ongoing leadership and coordination in programming and events to promote local arts and creative culture. This Lower Lancaster Arts Coalition could take the lead on a range of initiatives, including:

- Create partnerships with local business associations, community based nonprofits, and institutions to work collaboratively in promoting Lower Lancaster's creative culture.
- Work to secure funding for local art initiatives and to promote the work of local artists.
- Organize periodic multi-destination arts events like "First Fridays" and help to actively market them.
- Represent the Lower Lancaster creative community in networking with creative organizations outside the area.

In addition, a Lower Lancaster Arts Coalition would likely take a leadership role in turning up the volume on the local art scene and creative industries, described below. Local community organizations should start the conversation by recruiting leaders in the local arts community to gauge interest in establishing an arts coalition and organize initial meetings to define a framework for goals and structure.

“there is no lancaster avenue arts organization beyond the LOOK! lancaster show. the website was put there just for that one-time event. it's not a continuing group—but it would be great if it were!”

“there have been a lot of efforts to bring the arts community together on lancaster avenue. but it's never really progressed. never got enough traction.”

> SPREAD THE WORD ABOUT LOWER LANCASTER'S CREATIVE COMMUNITY

LOOK! Lancaster Avenue generated a buzz about the arts on Lancaster Avenue, raising awareness of its creative culture and identity. Building on that momentum, one of the primary goals of a local arts coalition would be to promote the community it represents. The arts coalition and its partners should be called upon to:

- Engage local talent in developing a graphic identity and branding and marketing package for the arts coalition.
- Develop a website for the local arts scene that includes an events calendar, maps to key destinations, and links to websites of local arts groups or venues, as well as information about getting involved.
- Promote upcoming events by creating posters, postcards, and other collateral materials that can be displayed and distributed at businesses.
- Organize group shows for Lower Lancaster artists in other parts of the city to promote the local creative community in more established art scenes.
- Encourage artists and creative individuals to make their studios and workshops more visible to passersby. Creative signage, window displays, or other visual cues of the creative activity that goes on within doesn't have to invite the public to enter. Simple identification helps promote awareness of the local arts scene within the community



public art identifying the traction company artist studio building

itself. Putting the name of the group or creative individual on the exterior of a workspace would generate curiosity and promote name recognition—if a resident hears about a show or event involving an artist in the neighborhood, they may be more likely to attend.

> ORGANIZE AND PROMOTE REGULAR ARTS EVENTS

Old City’s monthly First Friday event draws a lot of people, while similar events in Lower Lancaster have failed to take root and develop a regular customer base. One of the constraints is the small number of arts venues on the Avenue. There are plenty of workspaces and studios, but traditional gallery spaces are in much shorter supply. One or two art openings or events may not generate enough excitement to pull in a large number of visitors from outside the neighborhood. However, if local arts and cultural venues coordinate to schedule simultaneous “open studio” events on the same evening, the collective draw would likely pull in more visitors and make a regular event more viable.

Events could also be scheduled more strategically to capture visitors going to other destinations in the area. For instance, the Mann Music Center is less than two miles from the 40th Street and Lancaster Avenue intersection. Coordinating an event in Lower Lancaster on the same night as a performance may encourage patrons to stop by and visit a gallery opening or a few open studios. Likewise, well-attended events in University City—such as the Penn Relays, are also opportunities for strategic scheduling.

“i’m an artist and i didn’t even realize there were so many artists here!”



KENSINGTON KINETIC SCULPTURE DERBY

Since 2007, the annual Kensington Kinetic Sculpture Derby has invited entrants to parade their wild and crazy custom modifications of bikes and other wheeled and pedaled self-powered transportation machines in a wacky “race” through neighborhood streets in one of Philadelphia’s hipster enclaves. Reaching the finish line [a goal secondary to that of creating a totally off-the-wall kinetic sculpture] is usually preceded by a major blooper moment as participants try to navigate their rides across a treacherous mud pit, which, as any cyclist would know, is pretty darn near impossible on two wheels. The Derby, organized by the New Kensington Community Development Corporation [NKCDC] as a part of the Trenton Avenue Arts festival in East Kensington, brings together thousands of bike enthusiasts, local artists, residents, and visitors and bringing greater exposure to Philadelphia’s creative community, as well as promoting local bike culture.

LEARN MORE kinetickensington.com



6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

Cultivating a stronger creative scene in Lower Lancaster requires finding additional space for both creative production [studios, workshops, and shared facilities] and creative consumption [galleries, performance venues, and event spaces]. Incremental approaches should be considered in order to allow the arts to grow organically and to ensure that demand for the art scene is progressing in step with the supply of new spaces.

ENCOURAGE EXISTING BUSINESSES ON THE AVE TO FEATURE THE WORK OF LOCAL ARTISTS

Lower Lancaster's local artists don't have many opportunities to show their work in the area through established venues. However, there are other ways to showcase local talent using existing opportunities on the Avenue. Leaders of the local arts community and the commercial corridor leadership should facilitate arrangements between business owners and artists to create displays in their storefronts. This art and commerce partnership would give artists opportunities to show and sell their work, and benefit business owners by diversifying their patronage and increasing foot traffic to their business.



FRINGE SALON

Fringe Salon on East Passyunk in Philadelphia is a hair salon that also showcases the work of local artists in rotating installations on the walls of the salon itself, and occasionally hosts art and music events. Business owners on Lower Lancaster's bars should be encouraged to consider having regular art showings that can help to kickstart a local market for local art, as well as generate more interest in their business.

LEARN MORE fringesalononline.com



> USE TEMPORARY PROGRAMMING AND INSTALLATIONS TO PROMOTE LOWER LANCASTER'S CREATIVE COMMUNITY

Commercial market demand along Lancaster Avenue, while building, is not robust enough to fill every vacant storefront. Though market dynamics may improve as plan implementation moves forward, an interim strategy to reactivate vacant storefronts would be to transform them into temporary gallery spaces that showcase the work of local talent, similar to LOOK! Lancaster Avenue.

Vacant storefronts that are shuttered or covered by security grates would not be eligible, but those with windows present an opportunity to further brand the corridor as a creative place, add color and interest to the streetscape, and establish exhibition venues for emerging artists. Lancaster Avenue's corridor leadership should approach property owners with protected but open storefront windows and business owners with blank wall space about hosting a temporary exhibit. This would achieve a number of positive goals, including:

- > Expansion of visible and affordable space to display the work of local artists.
- > Viable businesses on streets that are currently deadened by empty storefronts will benefit as artists replace "For Lease" signs and



facade installation as a part of LOOK! Lancaster

plywood with original works of art that generate additional foot traffic.

- Facilitate partnerships between business owners and local artists, galvanizing a stronger foundation of local support for the continued revitalization of the Ave.
- The positive impacts of the successful LOOK! Lancaster Avenue event could be sustained for longer periods of time.

Drexel University—one of the partners in organizing the LOOK! Lancaster installation in 2011—has expressed interest in co-sponsoring



MAKE BELIEVE - REACTIVATING VACANT SPACES IN WICKER PARK & BUCKTOWN

As part of Chicago Artists Month 2010, the *Make Believe* project, initiated by the Wicker Park Bucktown Special Service Area [WPB], reactivated otherwise vacant storefronts with temporary art displays to re-invigorate those spaces and bring positive attention to the area's commercial corridors. WPB issued a nation-wide open call for artist proposals to create temporary window installations in 10 vacant storefronts on a struggling segment of Milwaukee Avenue. The *Make Believe* theme asked artists to re-imagine what commerce in WPB would look like in the distant future.

A jury of well-known Chicago art professionals chose 10 teams or individuals to produce and install their proposed concepts, and once the exhibits were in place, a project website encouraged all members of the public to visit the storefronts and vote online for their favorite installation. The winning installation received \$5,500, the largest art prize in Chicago at the time, and the project succeeded in reaching its goals of “heightening neighborhood pride, supporting local businesses, increasing foot traffic, improving the pedestrian experience, garnering exposure for vacant retail spaces, and supporting the arts community.”

LEARN MORE makebelieve.wegotitnwpb.com



an expanded version of LOOK! Lancaster Avenue. This expanded event would explore locational memory and architectural history through integrating augmented reality applications, which could heighten the profile of the event online and generate interest among a wider variety of groups, thus creating the potential for a much bigger draw for the installation.

Taking the concept one step further, initiatives like the Charlotte Street Foundation's Urban Culture Project in Kansas City repurpose vacant commercial spaces and turn them into occupiable gallery spaces. This type of incremental strategy may work well on Lancaster Avenue—testing the viability of future permanent arts venues while reactivating the Avenue's underutilized storefronts.

Steps toward implementing more robust temporary programming for arts and cultural development should include engaging local arts-oriented institutions and nonprofits in the University City area that may be interested in establishing a satellite installation location on Lancaster Avenue. A greater institutional and nonprofit presence would help reanimate Lancaster Avenue, especially if organizations with a creative twist can help make the neighborhood's cultural identity more visible on the Avenue.



URBAN CULTURE PROJECT

The Charlotte Street Foundation's Urban Culture Project in Kansas City combines artists' need for collaborative and exhibition space with downtown revitalization. The project secures vacant storefronts through temporary no- or low-cost leases and transforms them into arts venues with varied programming. Since its inception in 2003, ten storefront spaces have been transformed and the Urban Culture Project has become a national model. The project currently offers three storefront spaces and two studio facilities with free studios for a year for 13 artists.

LEARN MORE charlottestreet.org/urban-culture-project



> SUPPORT DEVELOPMENT OF NEW ARTS AND CULTURE DESTINATIONS

If the temporary pilot projects described above are successful and there is capacity and sufficient demand for permanent, large-scale arts and cultural programming, a longer-term goal should be to establish a multi-purpose art and cultural venue on Lancaster Avenue. This new venue would be a “hub” of activity for Lower Lancaster’s creative scene, and could utilize one of the many large historic buildings on the commercial corridor.

The arts hub would most likely be operated by a 501[c][3] organization that would develop a strategic and business plan to set a course for the facility’s establishment, raise capital to rehabilitate an existing building or build a new facility, raise funds for an operational budget to support the organization and fund its programming, and take on the many tasks of running an arts and cultural nonprofit and venue. A wealth of local



“CEC DRAWS AUDIENCES, DANCERS AND PERFORMERS FROM ALL OVER THE PLACE, BUT PEOPLE DON’T COME FROM THE NEIGHBORHOOD.”



“WE’RE LOOKING FOR A DESTINATION THAT WILL GENERATE A LOT OF FOOT TRAFFIC. WHAT’S ONE MAJOR DESTINATION ON LANCASTER THAT COULD DRAW PEOPLE FROM NORTHERN LIBERTIES, FROM SOUTH PHILLY, FROM CENTER CITY, FROM BELLA VISTA TO COME OUT HERE TO A MAJOR EVENT OR DESTINATION AND CREATE FOOT TRAFFIC AROUND IT? IT SEEMS TO ME THAT THERE ARE A LOT OF PLACES TO SUPPORT THE FOOT TRAFFIC, BUT MAYBE ONE LARGE ARTS COMMUNITY/CULTURAL CENTER WHERE EVENTS OCCUR IS WHAT WE NEED.”

“WE DEFINITELY NEED A HUB. I DON’T SEE WHY ANYONE WOULD GO PAST 38TH STREET—IT’S A REAL BARRIER. WE NEED TO CREATE AN ARTS AND CULTURAL DESTINATION FURTHER DOWN THE AVE TO DRAW VISITORS IN.”

expertise in nonprofit arts management and programming can be found at the Community Education Center, The Rotunda, the Esther Klein Gallery, NextFab Studio, International House, The Slough Foundation, and the Institute of Contemporary Arts, among others. Tapping into this knowledge and experience would be important for the development of the arts hub.

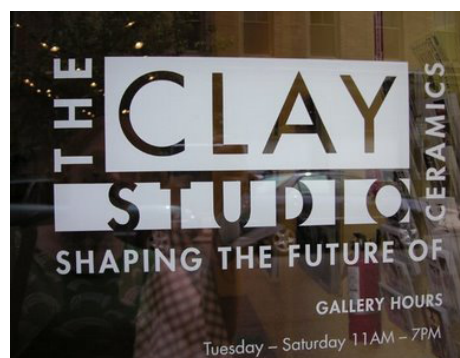
> SUPPORT ESTABLISHMENT OF NEW CREATIVE PRODUCTION SPACES IN THE AREA

Many creative pursuits require using expensive equipment and production spaces with proper ventilation, sufficient space, and fire ratings. Printmaking, photography, woodworking, fabrication, and countless other production methods are difficult to pursue on a constrained budget and working out of an artist's home. In the past, artists have self-organized to share resources and costs, or production spaces have been set up as an enterprise which offers access to production facilities for a fee; similar to NextFab Studio on Market Street. Establishing shared production facilities would help to draw artists to the community and provide unique amenities for Lower Lancaster residents.

One specific opportunity is to offer creative production space for local artists, craft-persons, and small-scale industrial design and production businesses. One resident suggested renovating the upper floors of some Lancaster Avenue buildings to a very “raw” finish, which would minimize construction costs and provide affordable work spaces for artists. For buildings that have no viable way of creating a second means of egress to enable upper floor residential uses, converting these spaces into artist work studios should be explored as an option.

There are a number of underutilized buildings in the area that could serve as creative production spaces other than the upper floors of Lancaster Avenue businesses. Community partners and the potential arts coalition should express the need to accommodate these uses within zoning and land use regulations. The interests of the local creative community should be well-represented in the upcoming district planning processes and zoning remapping to advocate for land use policies and zoning classifications that support the expansion of local creative production.

Establishing production spaces could also be tied to an initiative to increase local access to arts education and youth engagement programming. Once established, some studios could become part of artist-in-residence programs that provides creative individuals with working space at low to no cost as long as they teach a community class or do some other form of community-building project as a condition of their residency.



THE CLAY STUDIO

Founded in 1974, in the Old City neighborhood of Philadelphia, The Clay Studio supports and advocates for the ceramic arts locally and internationally, with a special focus on engaging the local community with the art form. The Studio provides artist residencies, exhibition and work space, and many successful educational programs, classes, and workshops—often taught by the resident artists themselves.

LEARN MORE theclaystudio.org



40TH STREET AIR PROGRAM

The 40th Street AIR (Artist-In-Residence) Program was founded by artist Edward M. Epstein in 2003 to provide free studio space to artists for a year in exchange for community engagement and service. The artists lead workshops, teach classes, show their work on- and off-site, and support the local arts community with gallery invitations mentoring, and promotion. The program helps foster career development for its Artists-In-Residence while exposing the surrounding community to the rich West Philly visual arts scene that has developed around the 40th Street AIR gallery and work space.

LEARN MORE 40streetair.blogspot.com



6.3 DEVELOP PROGRAMS TO ASSIST EMERGING ARTISTS AND CREATIVE ENTREPRENEURS

> PROVIDE ENTREPRENEURIAL SKILLS WORKSHOPS TO HELP CREATIVE SELF-STARTERS ESTABLISH THEMSELVES

A Lancaster arts coalition should develop entrepreneurial support programs to attract and grow creative businesses in Lower Lancaster in partnership with local community nonprofits. In conversations with local artists and creative professionals during the planning process they voiced a need for logistical and strategic support for running a small business, handling taxes, obtaining legal advice, applying for grants, acquiring a business license, and so on. Closing this service gap would involve organizing workshops and providing access to information about small business practices tailored to the needs of creative professionals.

Providing creative professionals with networking opportunities is another way of offering entrepreneurial support. The more productive relationships local creative individuals and businesses establish, the more likely it is that the arts and culture scene will reach critical mass and actually become a “scene.” Establishing a local support network would also be a draw for artists to relocate to Lower Lancaster.

> PROMOTE TOOL AND FACILITY SHARING OPPORTUNITIES IN THE AREA

There are a number of existing tool and facility sharing opportunities accessible to Lower Lancaster residents, and more are being developed. Resources such as NextFab Studio, the new Center for Culinary Enterprises, the West Philadelphia Tool Library, and others are highly valuable to emerging artists who lack the means to buy expensive tools—even well-established creative professionals would likely find tools and facilities at some of these shared resources that might be of use to them. These shared facilities are invaluable resources that enable creative training to evolve into viable skill sets and creative entrepreneurship.

The proposed arts coalition and its community partners should increase awareness of these opportunities by hosting a local craft and creative professionals fair along Lancaster Avenue or in a large gathering place

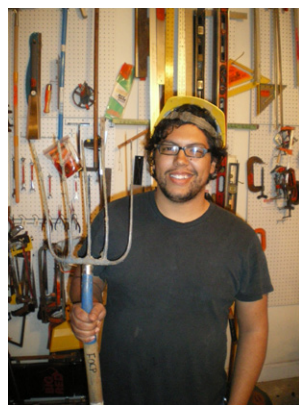
“aside from a nonprofit arts space, there are possibilities for job creation. linked to arts and culture, we can cultivate small-scale urban industry, which can happen in some of the building spaces available in this neighborhood. this idea of boutique industry promotes job creation also and could help increase skill sets of the people who live in this neighborhood.”



fab lab studio provides cutting edge workspace for artisans

“at nextfab studio, there are a lot of artists who are learning new skills on these 21st century prototyping tools. we have part-time artists coming in here and developing product lines that they can market to local boutiques, at craft fairs, and on etsy, and they’re so successful they’re able to quite their day jobs. it seems to me there’s a lot of opportunity for people in the area to learn these skills and do that for themselves. nextfab does tours and workshops for school groups and wants to get much more involved with communities. probably most people in the lower lancaster area are not aware of nextfab or what’s available there. we need more awareness of these places where people can learn a craft.”

in the area. Such an event would help turn up the volume on Lower Lancaster's creative scene, and provide a venue to promote awareness of tool and facility sharing resources. Following the model of the successful Punk Rock Flea Market in Philadelphia's Callowhill neighborhood or the annual Art for the Cash Poor event at the Crane Arts building in South Kensington, Lower Lancaster could host and promote a similar regular event on the other side of the Schuylkill River.



WEST PHILADELPHIA TOOL LIBRARY

The West Philly Tool Library is an open community lending program that provides tools on loan, as well as informal instruction in their use, to local community members. The tools available are geared toward home and auto maintenance, woodworking, and landscaping, and the library is staffed by two "Tool Librarians." As of 2011, the Library had accumulated over 2,500 tools and more than 800 paying members. About a third of the program is funded by membership dues and late fees, with the rest coming from community support – including local universities, community associations, and commercial building suppliers.

LEARN MORE westphillytools.org



THE RESOURCE EXCHANGE

The Resource Exchange was founded in 2009 to divert valuable materials, initially from theatrical stage productions, from the landfill back into the local economy. In its first year, RE diverted over 30 tons of material for reuse, and redirected another 600 tons bound for landfills to local recycling centers. The organization has expanded into a larger location and now sells or rents a dramatically expanded collection of reclaimed materials – including canvases, books and magazines, building materials, and office supplies and equipment – for about a third of what the materials would typically cost new.

LEARN MORE theresourceexchange.org



> ENCOURAGE ORGANIZATIONS AND BUSINESSES TO HIRE LOCAL ARTISTS

Local community groups often need fliers, posters, and other promotional and communication materials to support their efforts. Making use of local talent to provide graphic design and production services would be an easy way to help support the local arts community. Hiring local artists would engage them with the greater community and forge stronger relationships with neighborhood groups and community based nonprofits. Commercial corridor leadership should also encourage businesses to hire local artists to design and produce signage, posters, and other graphics when needed.

6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY

SHOWCASE HISTORIC ASSETS AND TELL THE STORY OF LOWER LANCASTER USING BOTH DIGITAL AND ANALOG METHODS

Residents expressed great interest in making Lower Lancaster's history more visible and accessible by telling the stories behind historic buildings the Lower Lancaster area. The striking Victorian facades and architectural details generate curiosity, a visual legacy of the area's long and varied history. Creating ways for the community and its visitors to engage with and learn about the area's history is an important part of promoting its unique identity and stressing the importance of preserving historic architecture.

One approach would be to develop an immersive historic walking tour of Lancaster Avenue. Storefront installations in window displays of historic buildings could tell the story of those buildings on site, with photos through time accompanied by a short narrative and a map directing viewers to the next location on the tour. The same could be done for newer buildings—displaying information about and photos of buildings that once stood in that location. The tour could also include information about important events that shaped the corridor's identity, such as Dr. Martin Luther King's 1965 speech at 40th and Lancaster, or highlight Lancaster's significance within the historic Lincoln Highway. The window displays could be accompanied by a downloadable audio tour and map. It is important, however, to tell the story both digitally and physically, to ensure that Lower Lancaster's public history is accessible to all community members.

Corridor leadership should reach out to property owners along Lancaster Avenue and nearby historic buildings to gauge interest in participating. Community groups could initiate a research project in partnership with local institutions to assemble historic information and photographs to be used in production of the tour.

The Lower Lancaster Revitalization Plan's public open houses were held in a former church space in the historic Hawthorne Hall. The event, coordinated in tandem with LOOK! Lancaster Avenue, brought attention to this architectural treasure. Other similar projects, such as Hidden

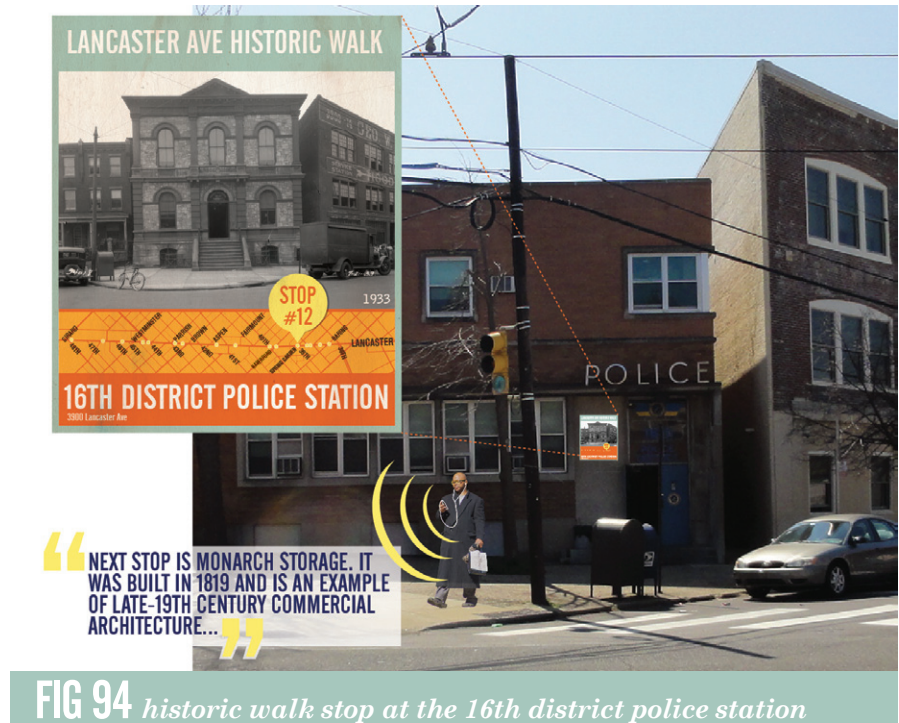


FIG 94 *historic walk stop at the 16th district police station*

“maybe we create an architecture tour—create a corridor for people to tour with destinations all the way throughout. give history of various locations along the way.”

City Philadelphia's multi-venue art installation and performance festival housed in the City's forgotten historic gems, could temporarily activate historic buildings to raise awareness of their importance and advocate for their preservation.



FIG 95 *historic sites*

PROPERTIES LISTED ON
THE PHILADELPHIA
HISTORIC REGISTER

- 1 BUSTI MANSION
4310 HAVERFORD
- 2 FRIENDS MTG HOUSE
4201-19 POWELTON
- 3 HAWTHORNE HALL
431-37 N 39TH
3839-47 HAMILTON
3849-61 LANCASTER
- 4 2000 FAIRMOUNT
- 5 3701-03 SPRING
GARDEN
- 6 ELIASON RESIDENCE
3619 BARING

PROPERTIES LISTED ON
THE NATIONAL
HISTORIC REGISTER

- 7 PENNSYLVANIA
HOSPITAL FOR THE
INSANE
4865 MARKET
- POWELTON NATIONAL
HISTORIC DISTRICT

> ADVOCATE FOR PRESERVATION AND REUSE OF HISTORIC BUILDINGS

To set a course of action for preserving and reusing historic buildings in Lower Lancaster, local leaders should consider engaging preservation and architecture professionals through the Community Design Collaborative's service grant program to evaluate specific historic assets. A study that provides an estimated cost of preservation and rehabilitation would be useful in attracting investors willing to take on the projects, or in pursuing financial assistance to fund restoration.

At present, only one building on Lancaster Avenue is listed on the Philadelphia Historic Register, though the street is full of historic architectural detail and impressive buildings. A historic preservation consultant should be hired to conduct a survey of historic assets in the area. In addition to a historic inventory of the Lower Lancaster area, the consultant's deliverables should:

- > Recommend historic buildings that should be nominated for landmark status, as well as evaluate whether a defined district—such as Lancaster Avenue—could be a candidate for historic district designation.

- > Provide guidance on both short-term and long-term architectural conservation methods for threatened buildings.
- > Advise on available city, state and national historic preservation policy and programs and where and when they may be applicable in Lower Lancaster.

Before designating a historic district, it's very important to weigh the costs and benefits of designation. Though historic designation makes a property eligible for financial incentives to preserve and restore historic

“we need very specific targeting of the top ten buildings along the corridor. there are some gems—hawthorne hall, the cigar shop up the street has lots of stained glass that's boarded over right now. there are some jewels along the street. they are gems, strung out like beads.”



the west philadelphia title and trust building was for a time obscured by a giant billboard. removal of the sign allowed the architectural detail to contribute to the sense of place once again.

details, it also raises the cost of building improvements overall, as they stipulate specific materials and treatments that are often more costly than typical building construction standards and practices. To lessen the financial burden, the Preservation Alliance for Greater Philadelphia's Historic Properties Repair Program [HPRP], could be used to subsidize the costs of exterior repairs made by low- and moderate-income homeowners in the historic district. These repair grants pay for the incrementally higher costs of restoration-quality exterior repairs above those that do not meet restoration standards [base-level repairs].

LEARN MORE preservationalliance.com



HIDDEN CITY PHILADELPHIA

There are many historical and architectural landmarks around Philadelphia that at one time were important to the city's neighborhoods, but their significance—and in some cases their existence—has been forgotten over the years, making them hidden to the people who walk, run, or drive by them every day. In summer 2009, many of these hidden gems were reopened to visitors who were also treated with installations and shows by performing and visual artists who created dance, music, sculpture, video, print, and mixed media pieces inspired by the history and architecture of the history and architecture of their selected sites. The next Hidden City is currently in the planning stages and will be held in May/June 2013.

LEARN MORE hiddencityphila.org



hawthorne hall [above] is one of the many historic buildings in lower lancaster that the community feels strongly attached to and that contribute to the area's identity.



EXISTING CONDITIONS APPENDIX

The following elements were included in the existing conditions analysis phase of the Lower Lancaster Revitalization Plan, but have not been included elsewhere in the plan document.

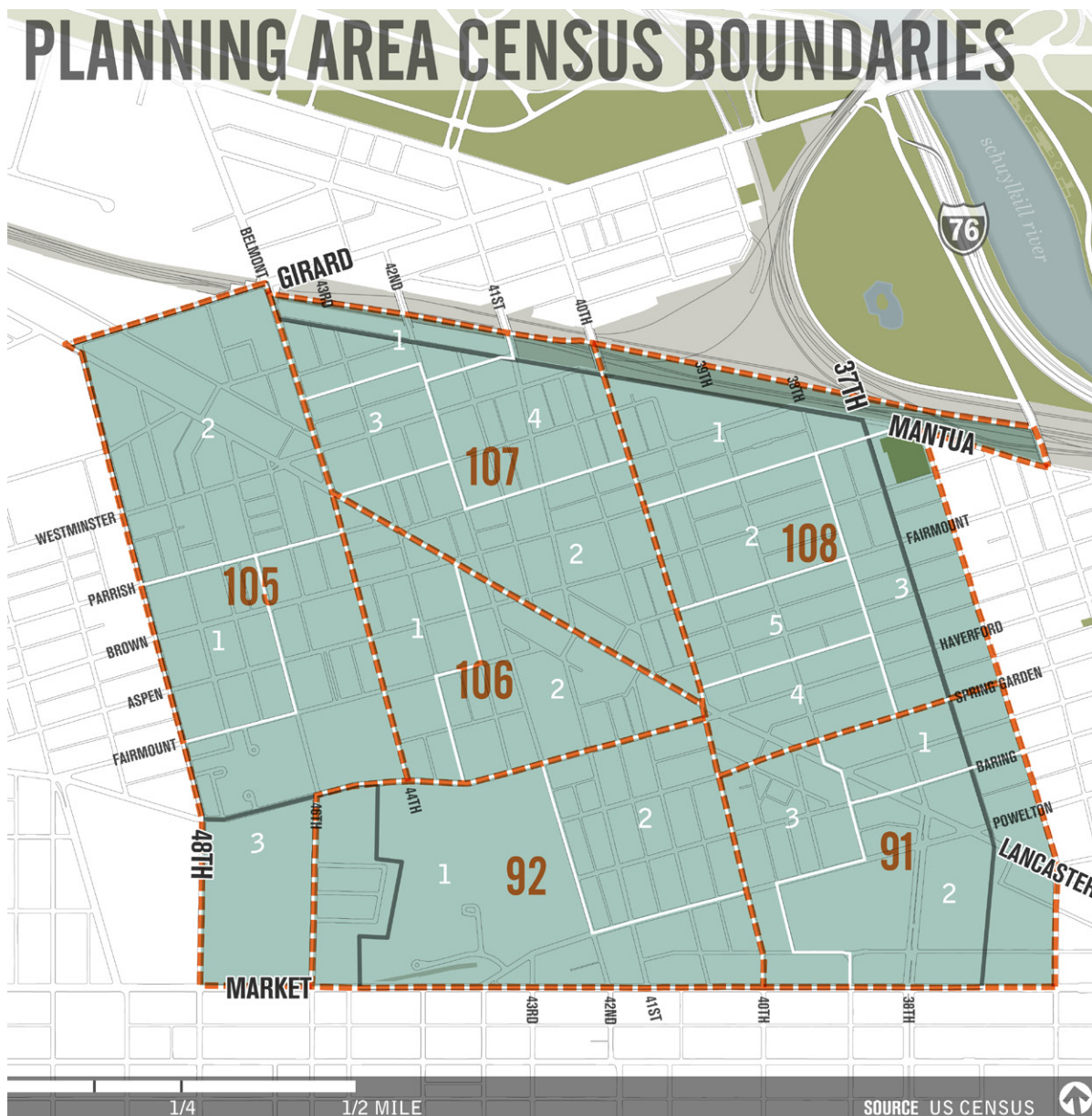


FIG 96 *plan area census boundaries*

- 2010 CENSUS
- BLOCK GROUPS
- CENSUS TRACTS
- PLANNING AREA

LOWER LANCASTER POPULATION DYNAMICS

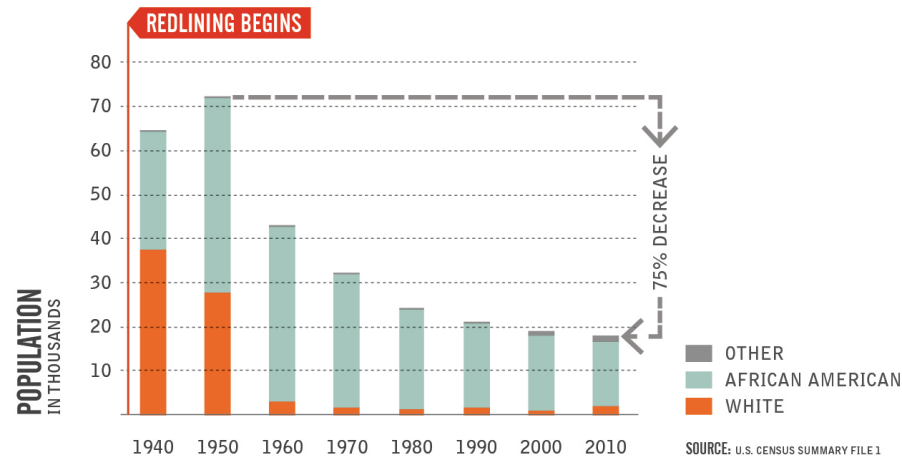


FIG 97 *lower lancaster population dynamics*

BOTH THE WHITE & ASIAN POPULATIONS DOUBLED OVER THE PAST 10 YEARS

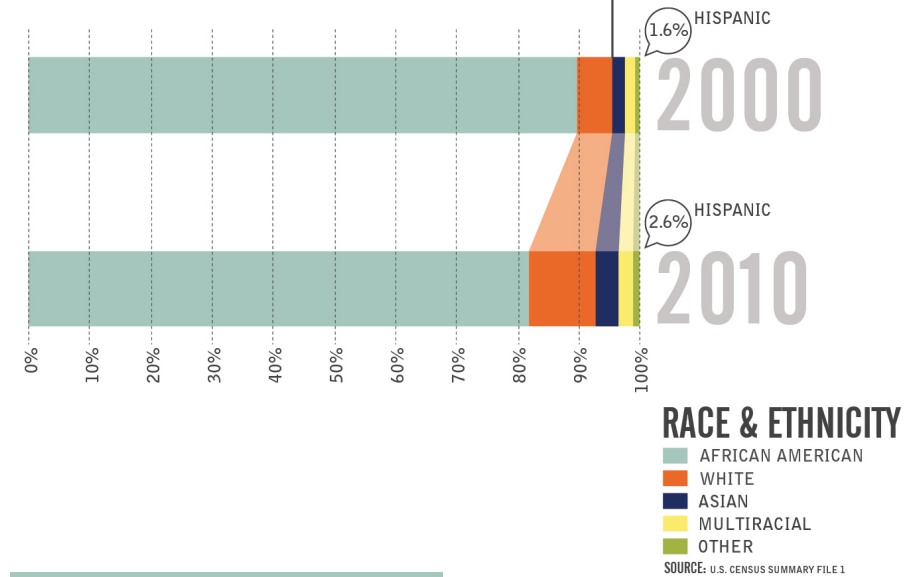


FIG 98 *race and ethnicity*

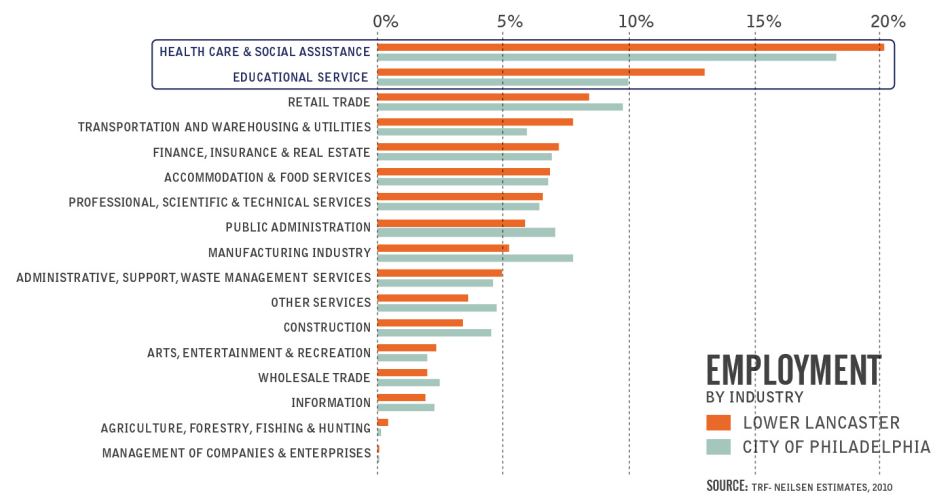


FIG 99 *employment by industry*

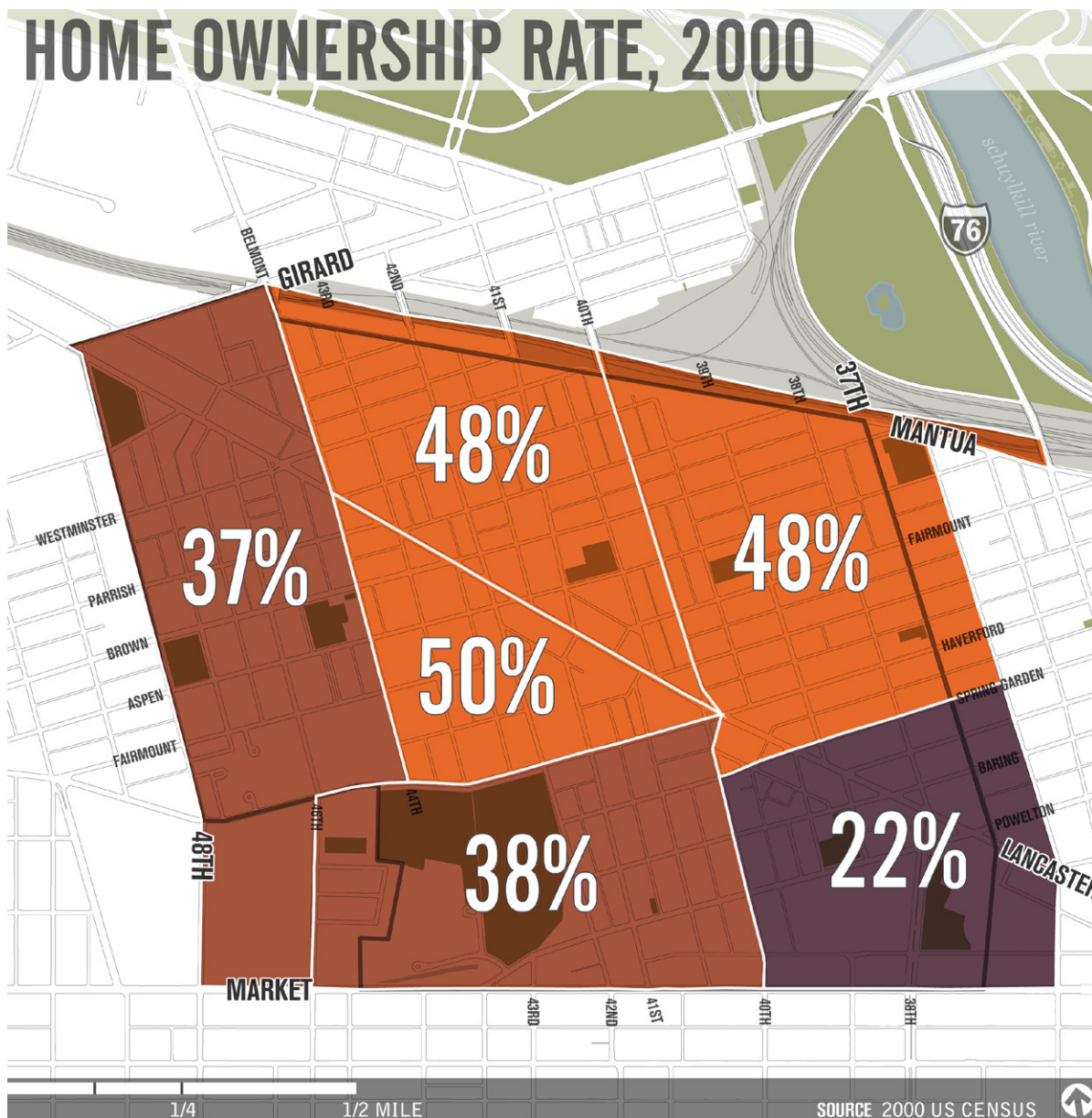
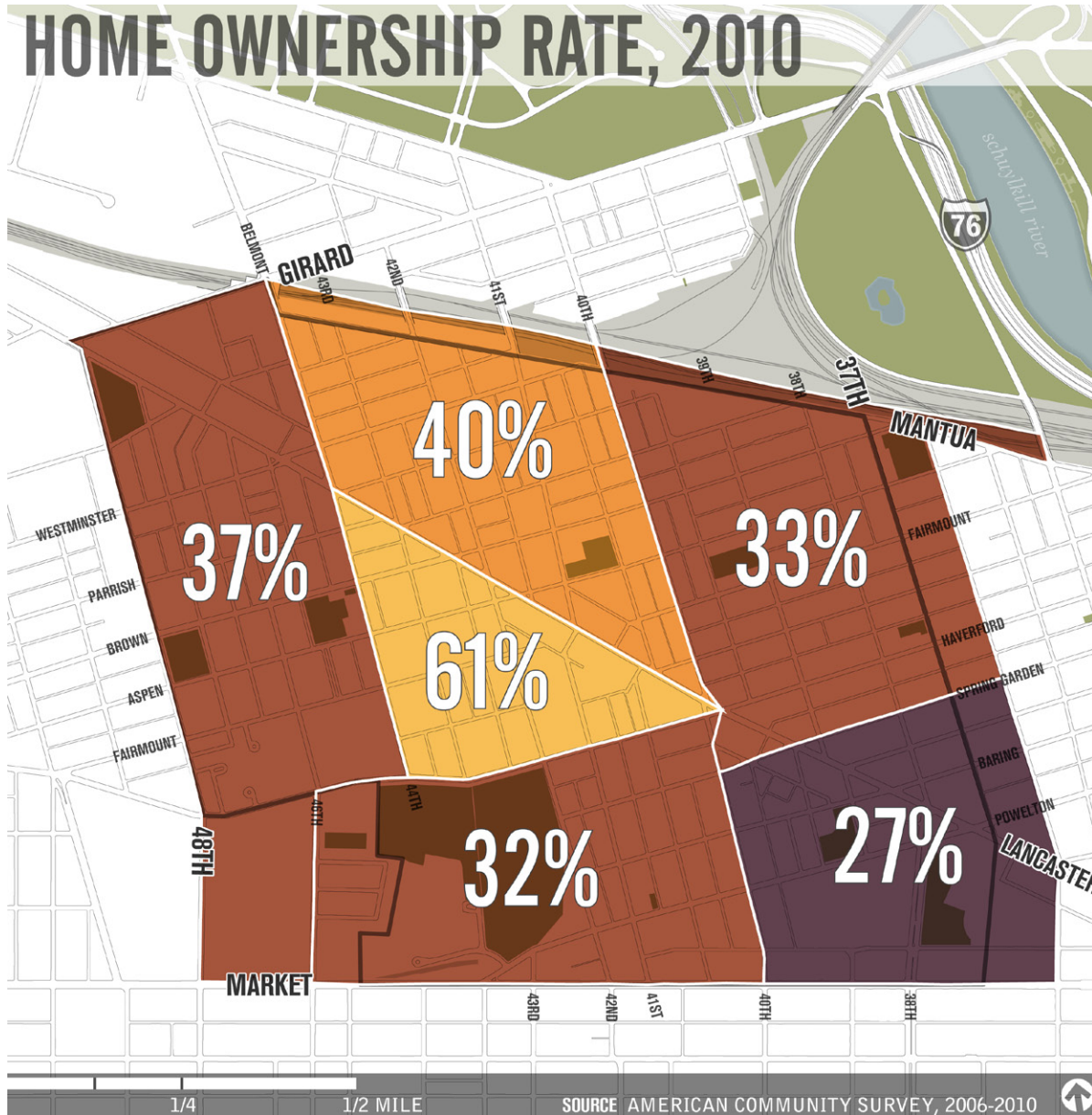


FIG 100 *housing tenure, 2000*

PERCENT OWNER
OCCUPIED OF TOTAL
OCCUPIED HOUSING
UNITS

- 10-20%
- 21-30%
- 31-40%
- 41-50%
- 51-60%
- 61-70%
- 71-80%



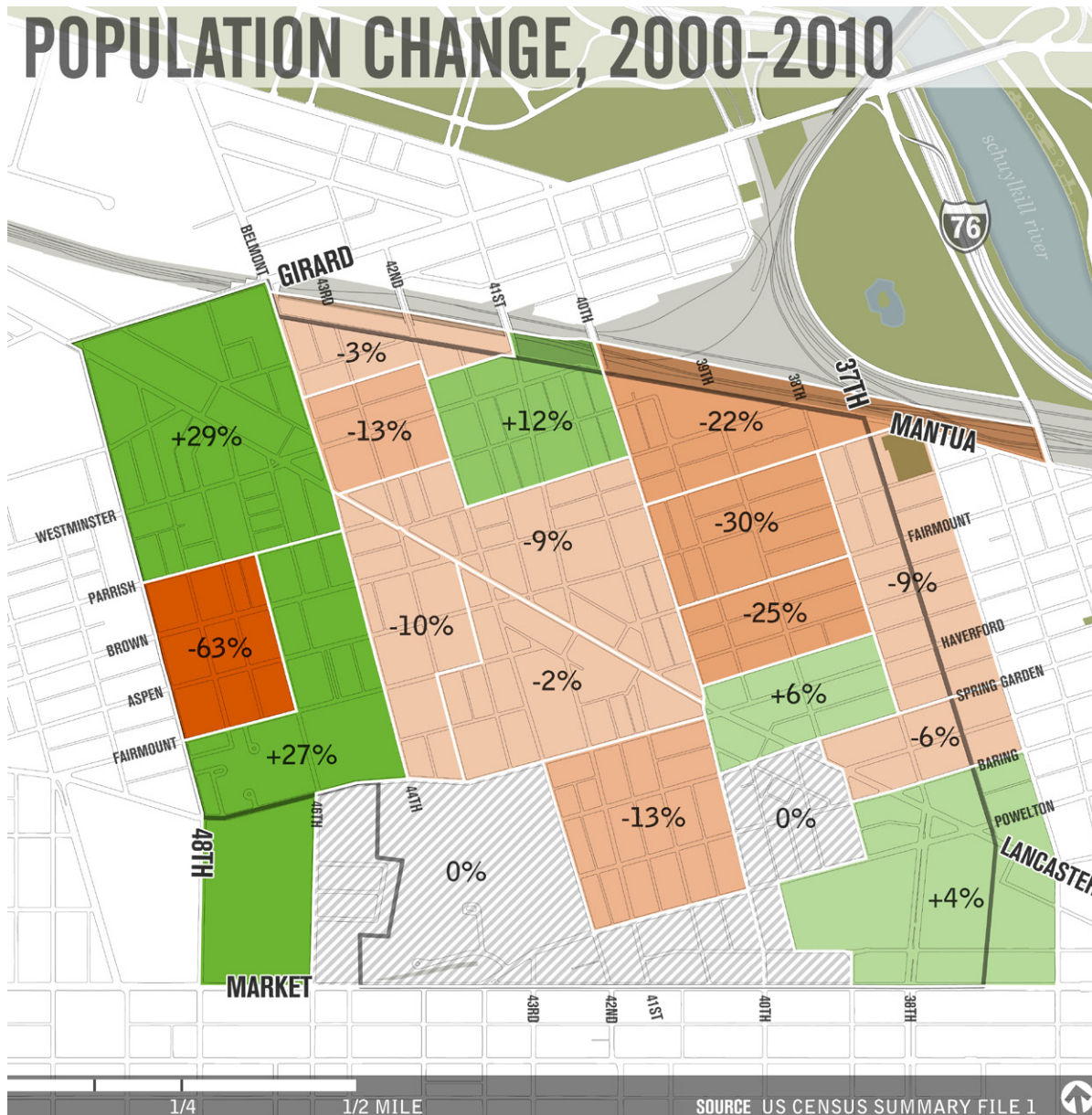
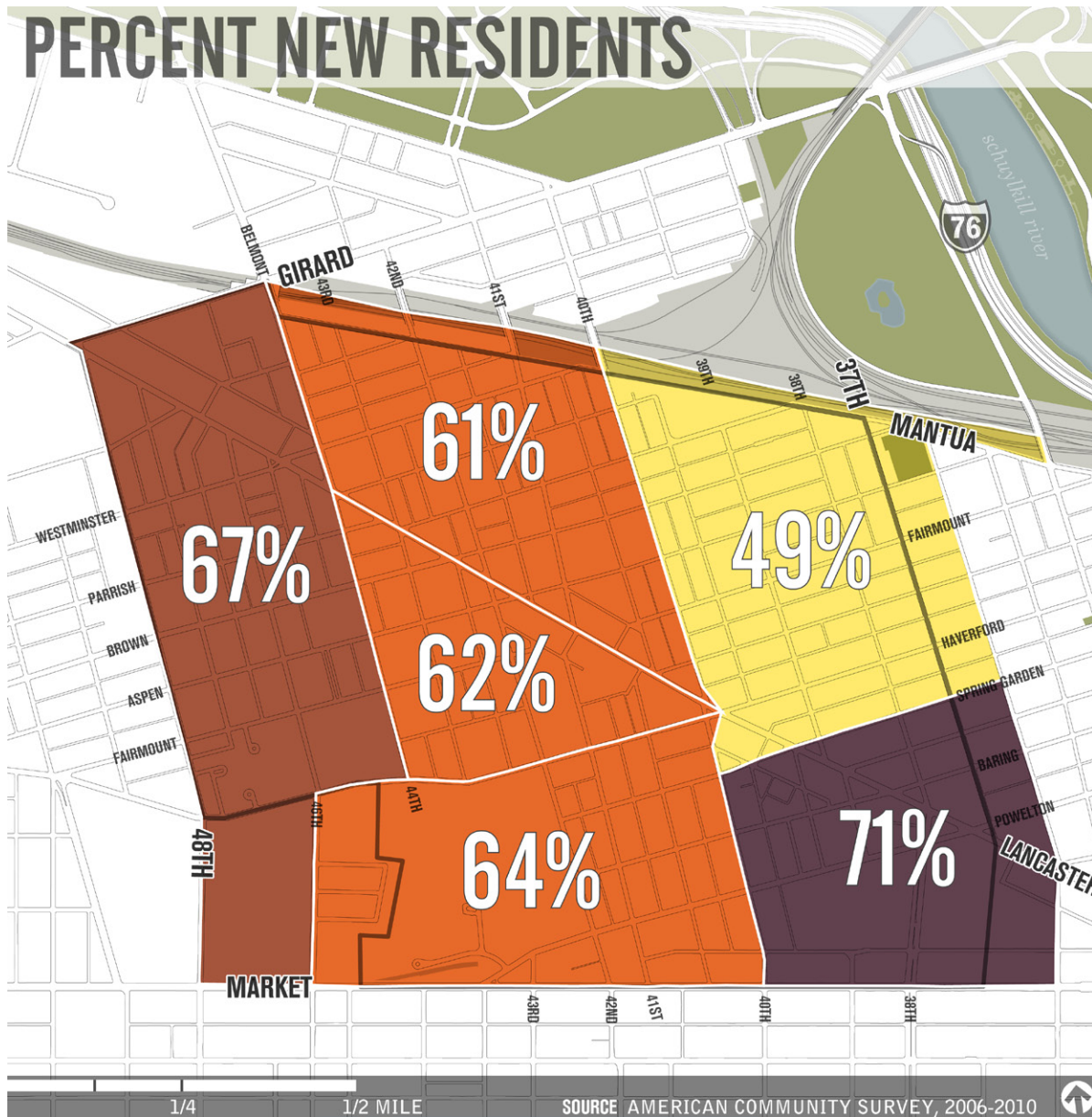


FIG 102 *percent population change, 2000 - 2010*

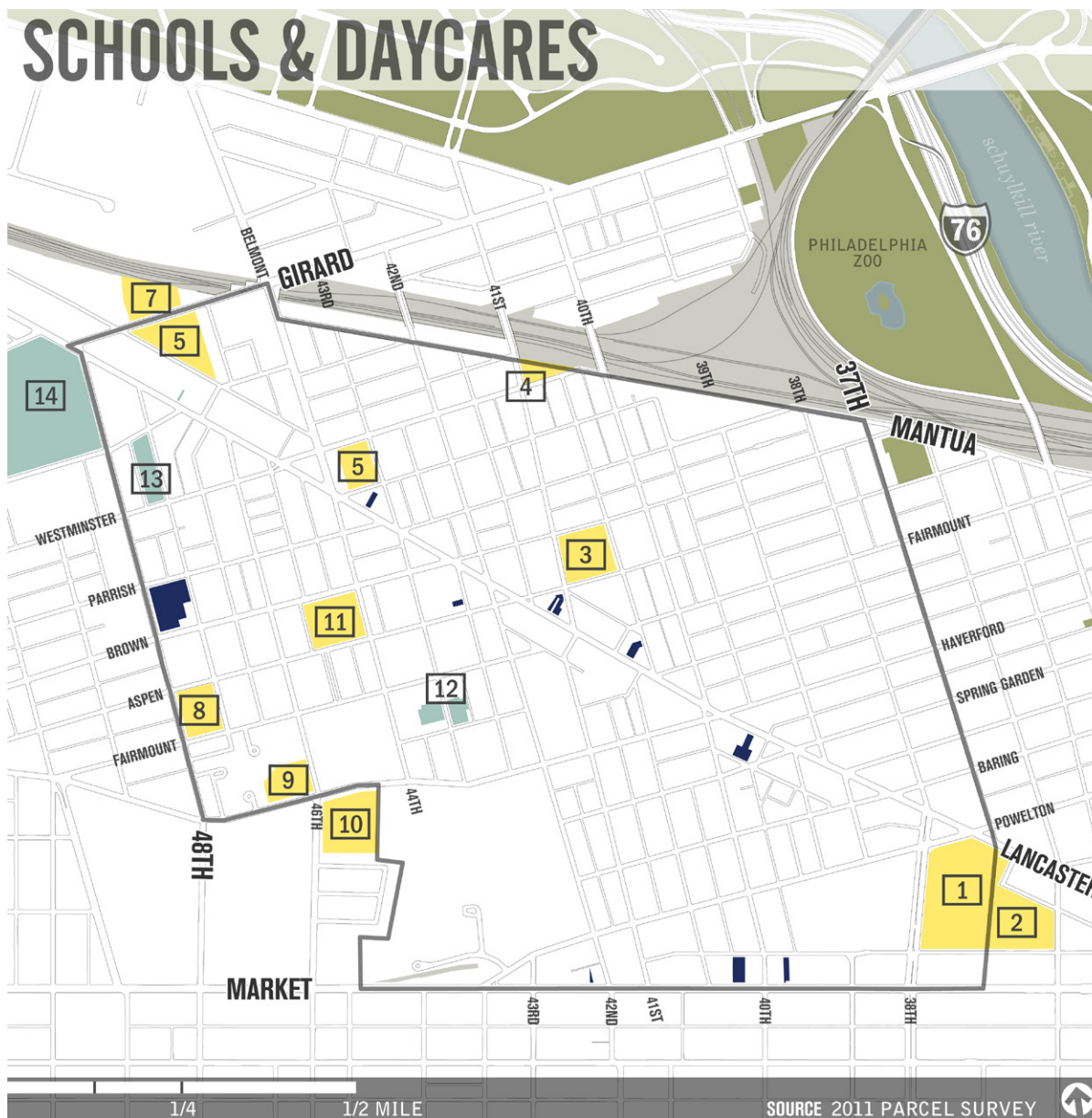
PERCENT POPULATION CHANGE BETWEEN 2000 & 2010

- 21% – 30%
- 11% – 20%
- 1% – 10%
- 0%
- 9% – -1%
- 19% – -10%
- 29% – -20%
- 39% – -30%
- 49% – -40%
- 59% – -50%
- 63% – -60%

FIG 103 *percent new residents, 2010*

PERCENT OF TOTAL RESIDENTS THAT MOVED TO THE AREA IN THE PAST TEN YEARS

- 71-75%
- 66-70%
- 61-65%
- 56-60%
- 51-55%
- 46-50%


FIG 104 *schools and daycares*
PUBLIC SCHOOLS

- 1 DREW ELEMENTARY
- 2 UNIVERSITY CITY HIGH
- 3 BELMONT CHARTER ELEMENTARY
- 4 BELMONT ACADEMY CHARTER
- 5 PHILADELPHIA LEARNING ACADEMY
- 6 BLANKENBURG ELEMENTARY & MIDDLE
- 7 GLOBAL LEADERSHIP ACADEMY CHARTER
- 8 SULZBERGER MAYER MIDDLE
- 9 HAVERFORD CENTER
- 10 ALAIN LOCKE ELEMENTARY
- 11 MARTHA WASHINGTON ELEM.

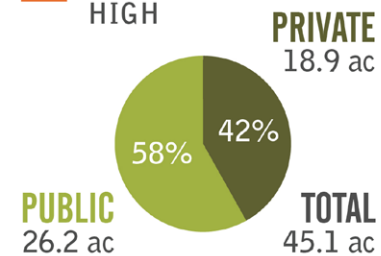
PRIVATE

- 12 ST. IGNATIUS
- 13 SISTER CLARA MUHAMMAD
- 14 OUR MOTHER OF SORROWS

DAYCARES

FIG 105 *parks and play spaces*

- 1 CLARA MUHAMMAD SQUARE
- 2 MILL CREEK PLAYGROUND
- 3 MARTHA WASHINGTON ELEMENTARY SCHOOL
- 4 LEE PARK
- 5 DREXEL FIELD
- 6 BELMONT CHARTER SCHOOL
- 7 39TH & OLIVE PLAYGROUND (BUTCH ELLIS PLAYGROUND)
- 8 SAUNDERS PARK
- 9 37TH & MT VERNON PLAYGROUND
- 10 UNIVERSITY CITY HIGH



- CITY-OWNED
- SCHOOL GROUNDS
- PUBLIC ACCESS
- PRIVATE ACCESS

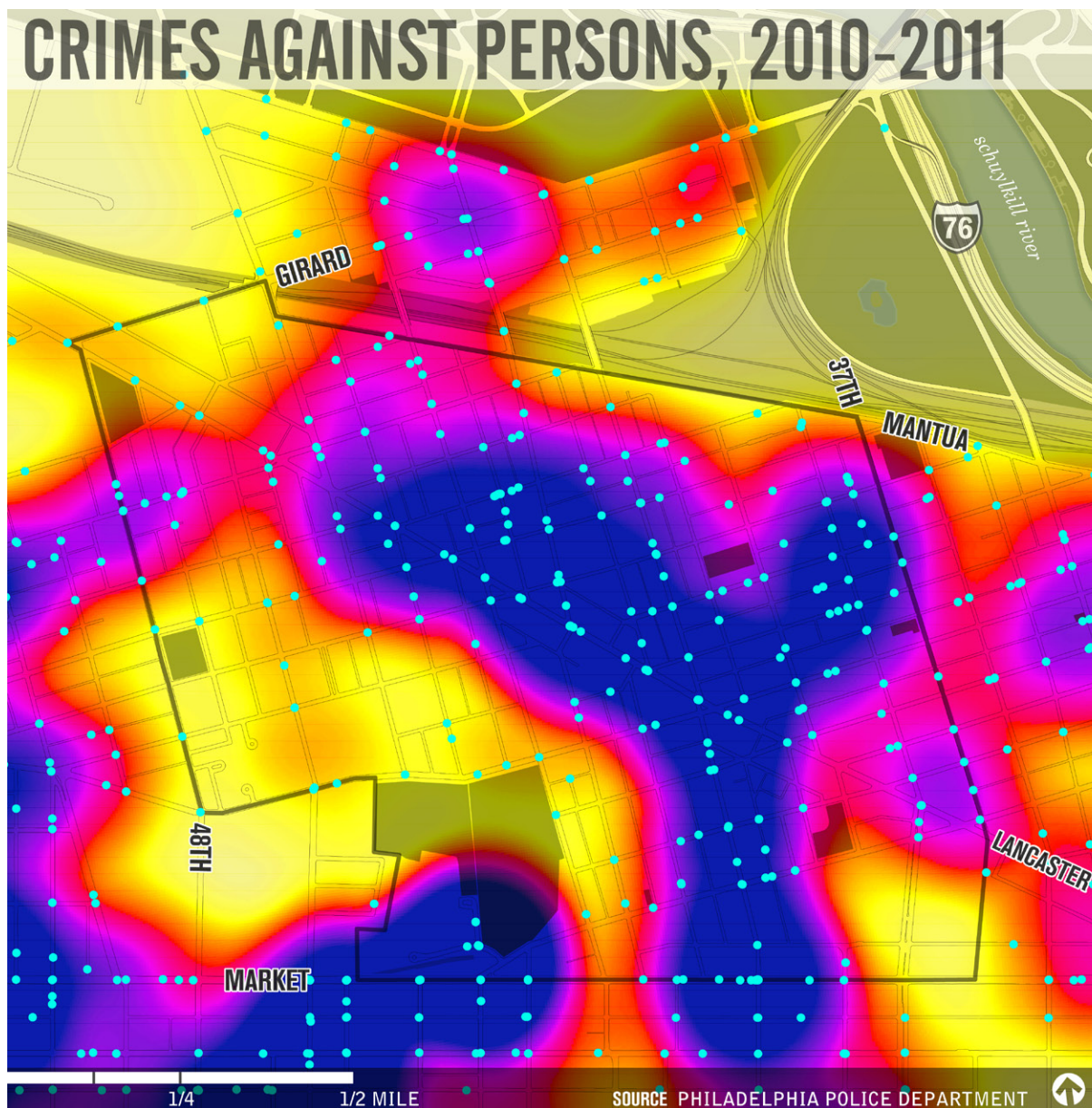
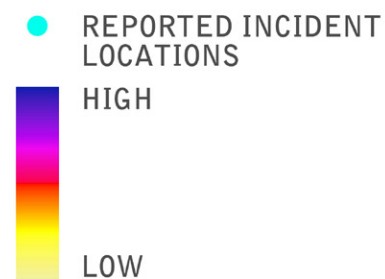


FIG 106 *crimes against persons, 2010 - 2011*



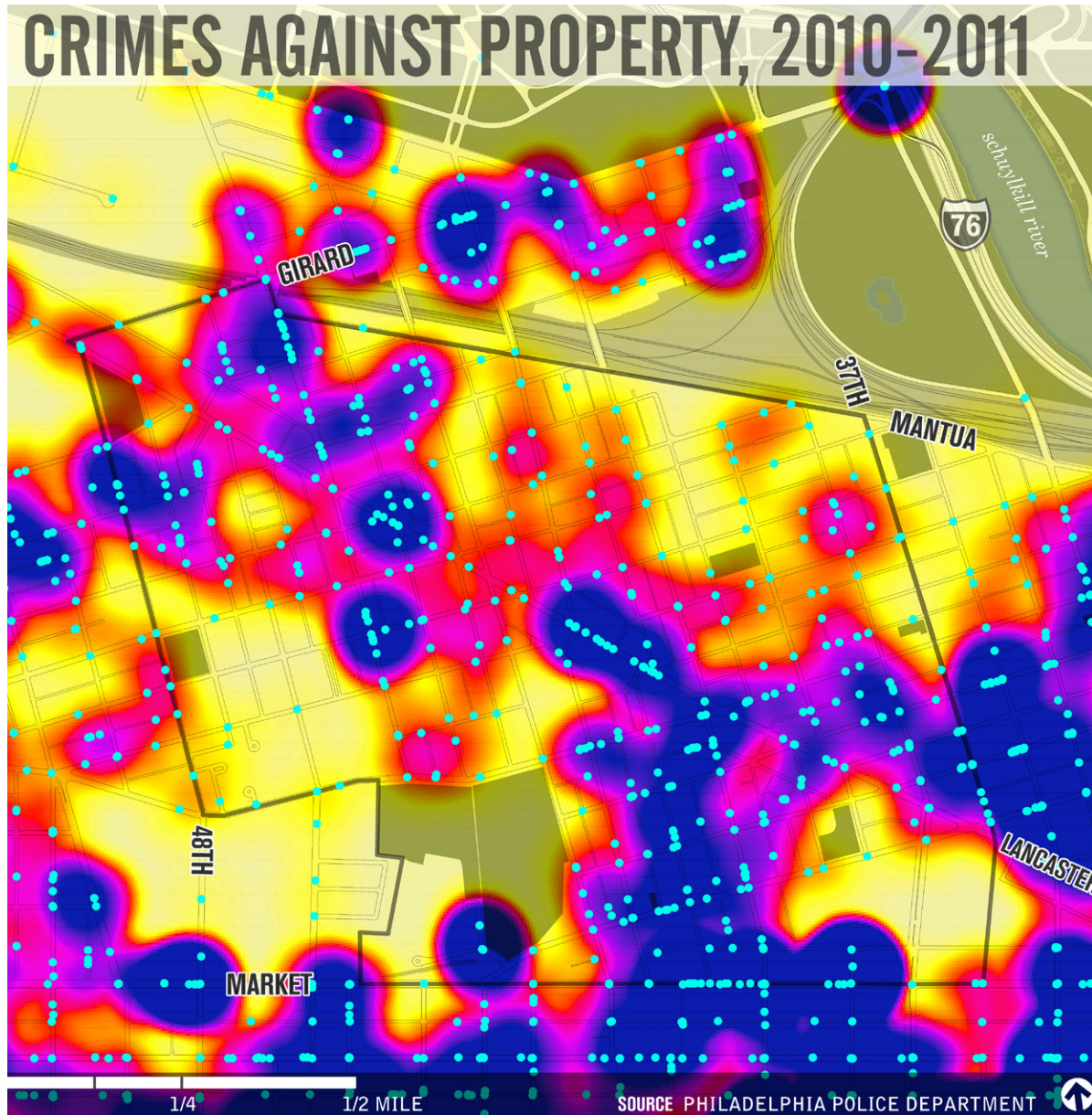


FIG 107 *crimes against property, 2010 - 2011*

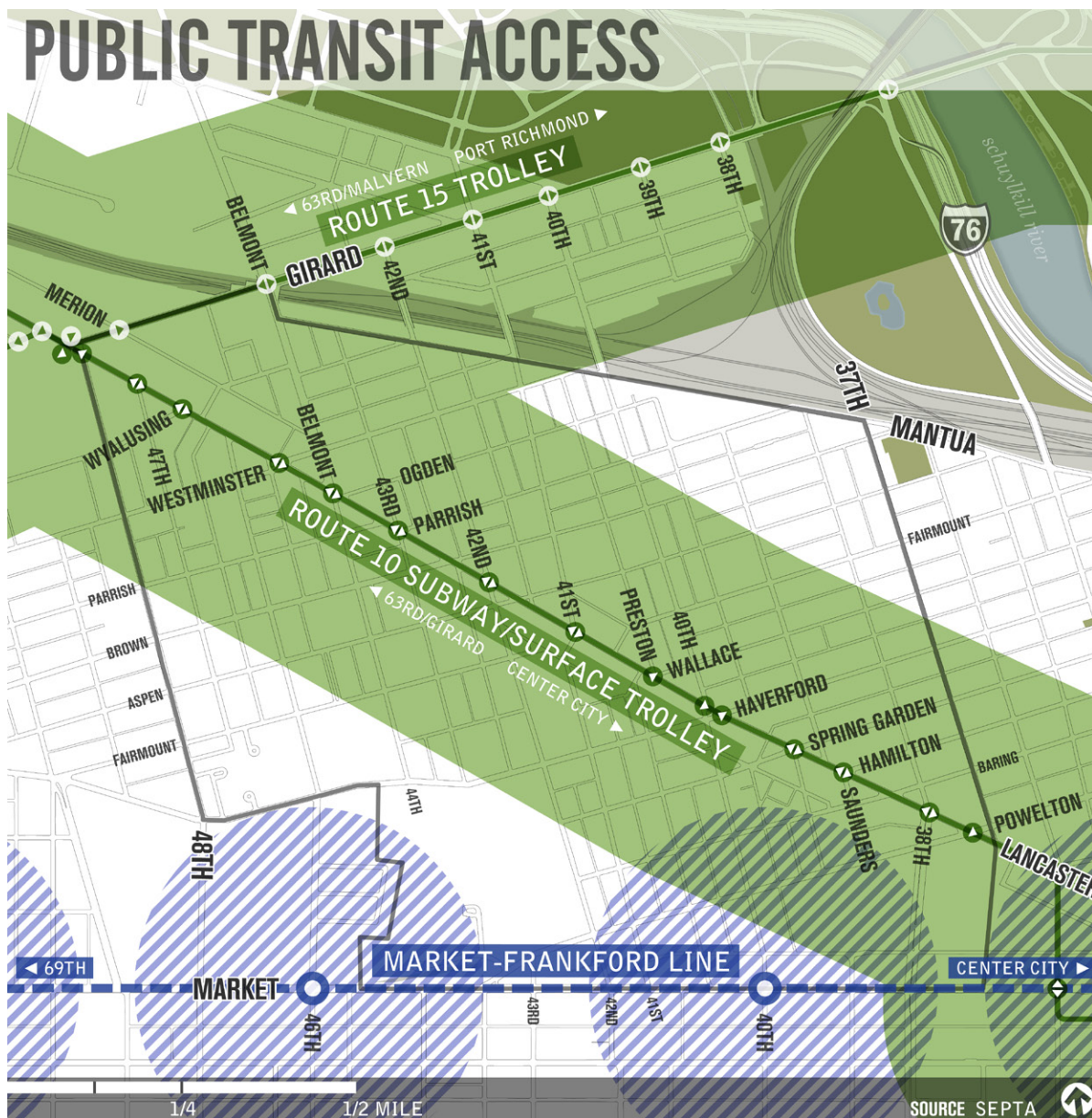
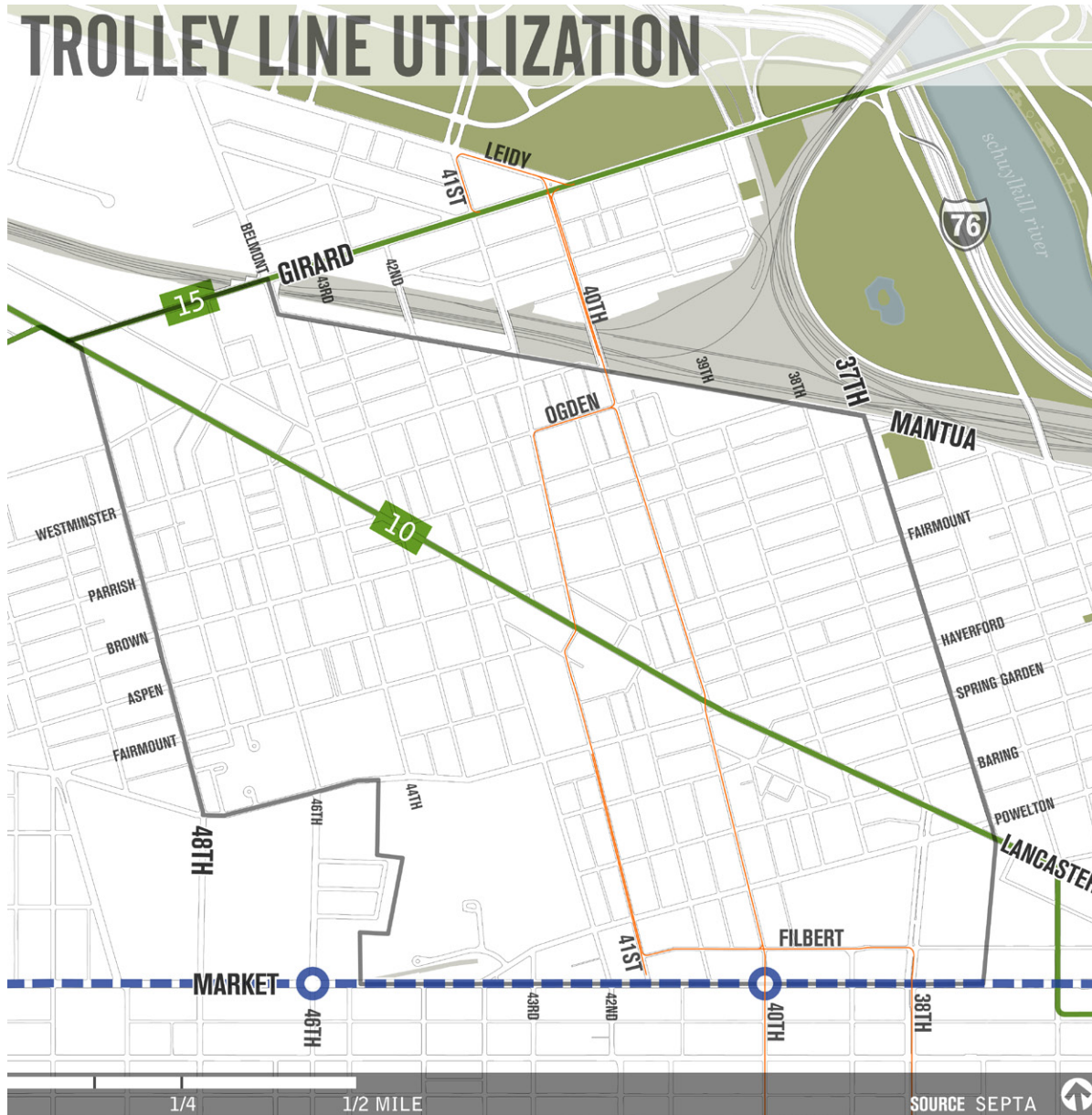


FIG 108 *public transit access*

- TROLLEY ROUTE
- ◀▶ ROUTE 10 STOP
[ARROWS INDICATE DIRECTION]
- ◀▶ ROUTE 15 STOP
[ARROWS INDICATE DIRECTION]
- - - MARKET-FRANKFORD LINE
- MARKET-FRANKFORD LINE STATION
- AREA WITHIN 1/4 MILE OF TROLLEY
- AREA WITHIN 1/4 MILE OF MARKET-FRANKFORD LINE STATION

FIG 109 *trolley line utilization*

- TROLLEY DIVERSION ROUTE [NOT ACTIVE SERVICE]
- TROLLEY ROUTE
- - - MARKET-FRANKFORD LINE
- MARKET-FRANKFORD LINE STATION

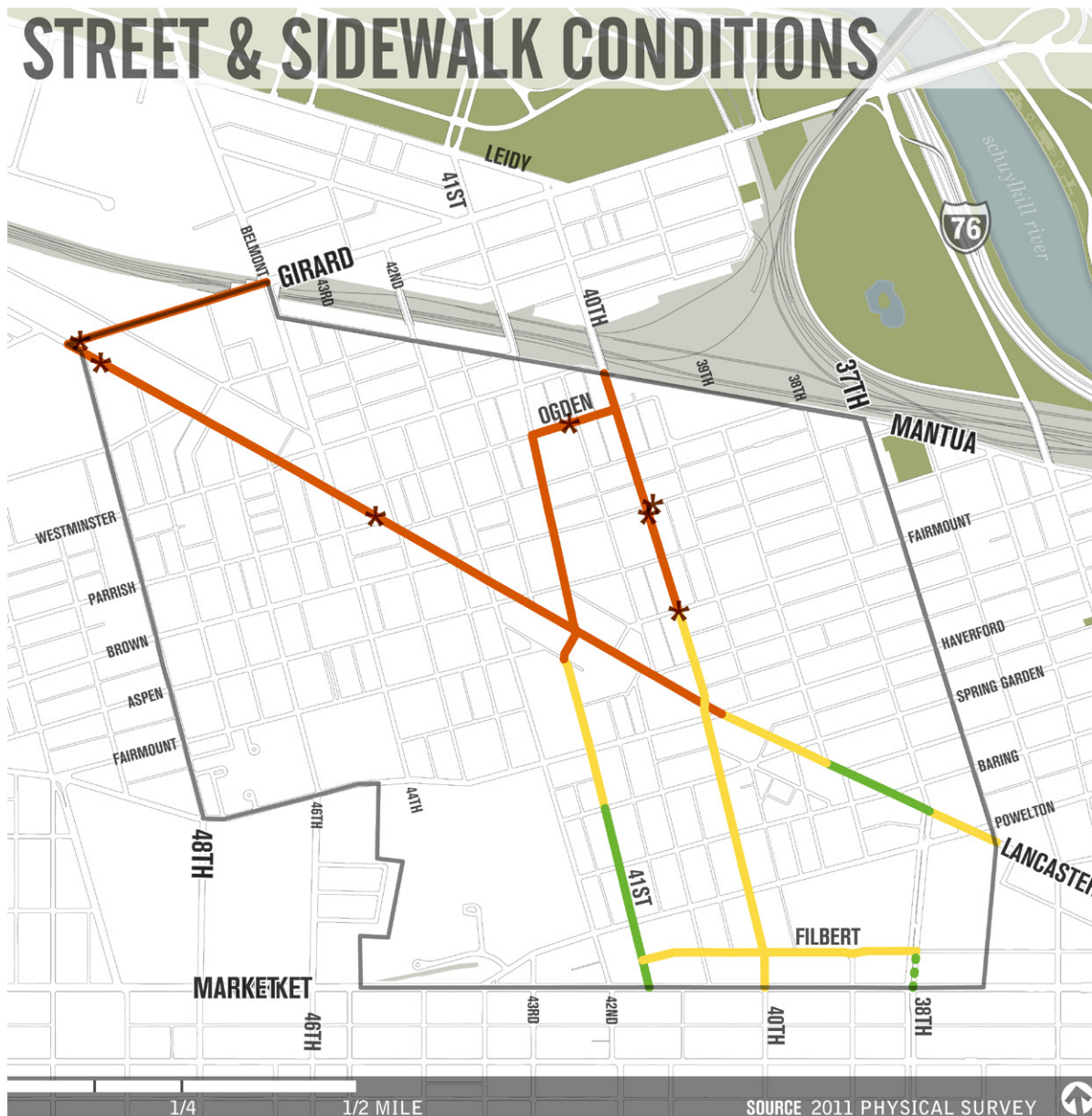
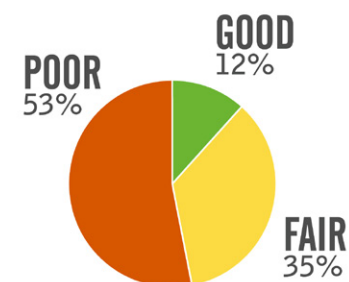


FIG 110 *right of way conditions on streets with trolley tracks*

CONDITION OF STREETS IN USE WITH TROLLEY TRACKS



- POOR
- FAIR
- GOOD
- GOOD / RECENTLY REPAVED
- SEVERE POTHOLE



FIG 111 *lanaster avenue land use*

PUBLIC /
INSTITUTIONAL 39%

COMMERCIAL 16%

MIXED USE 13%

VACANT BUILDING 8%

RESIDENTIAL 7%

OPEN SPACE /
RECREATION 7%

VACANT LOT 4%

PARKING 4%

INDUSTRIAL 3%

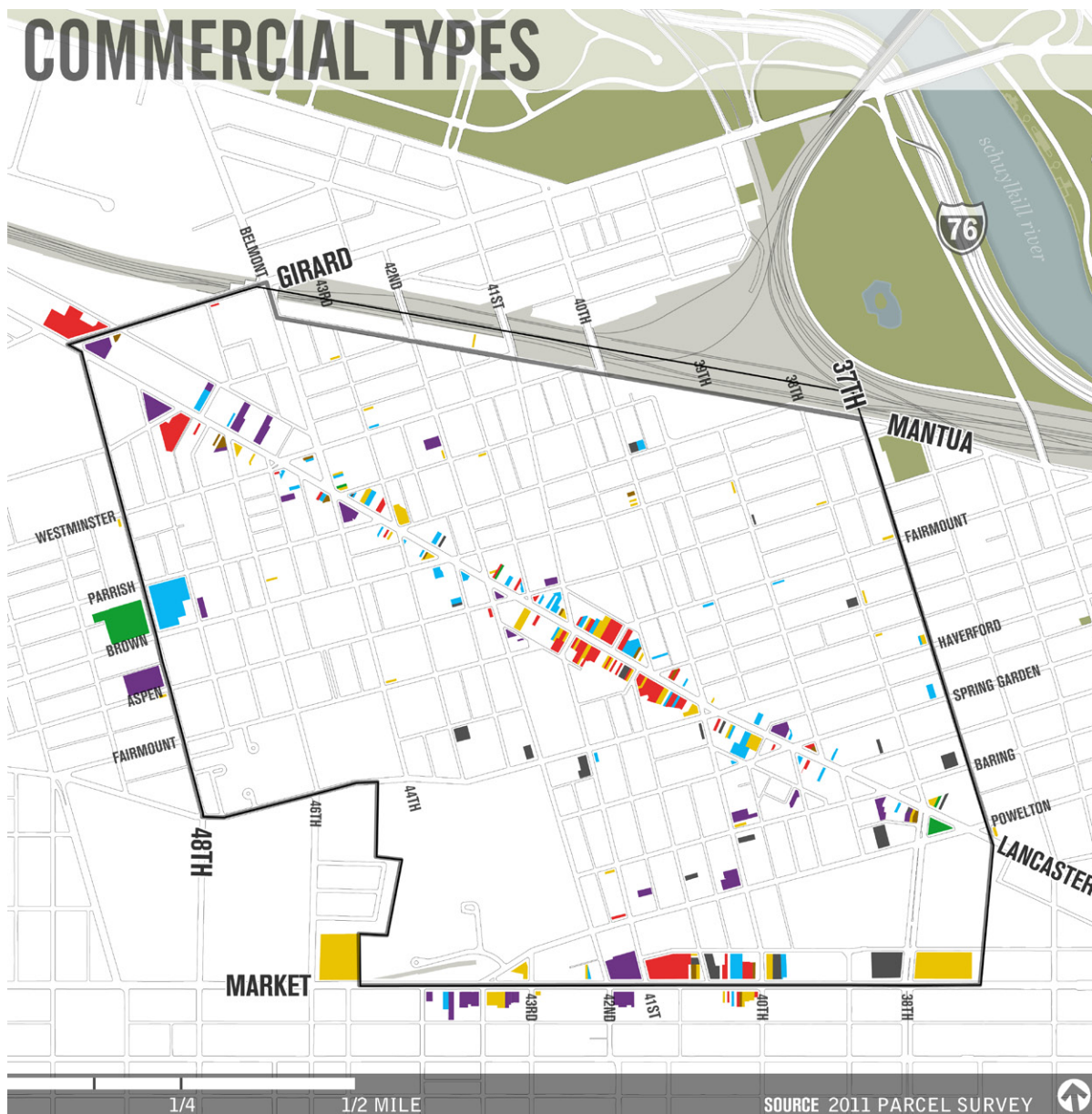


FIG 112 *commercial types*

FOOD & BEVERAGE
76 27%

SERVICES -
PERSONAL / OTHER
61 22%

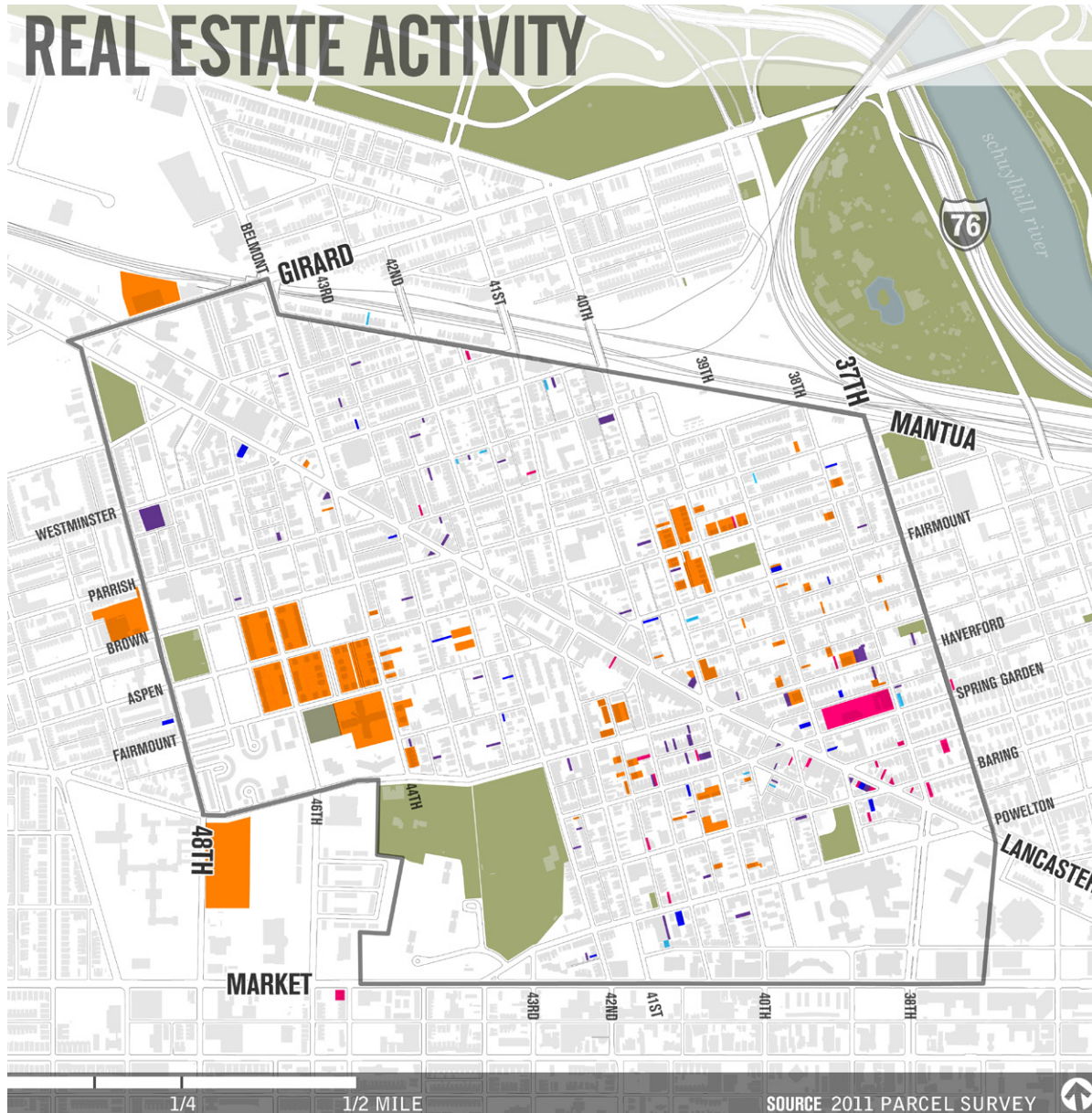
RETAIL
57 21%

CAR-RELATED
29 10%

OTHER
25 9%

SERVICES -
PROFESSIONAL
15 5%

BARS / LIQUOR
14 5%

FIG 113 *real estate activity*

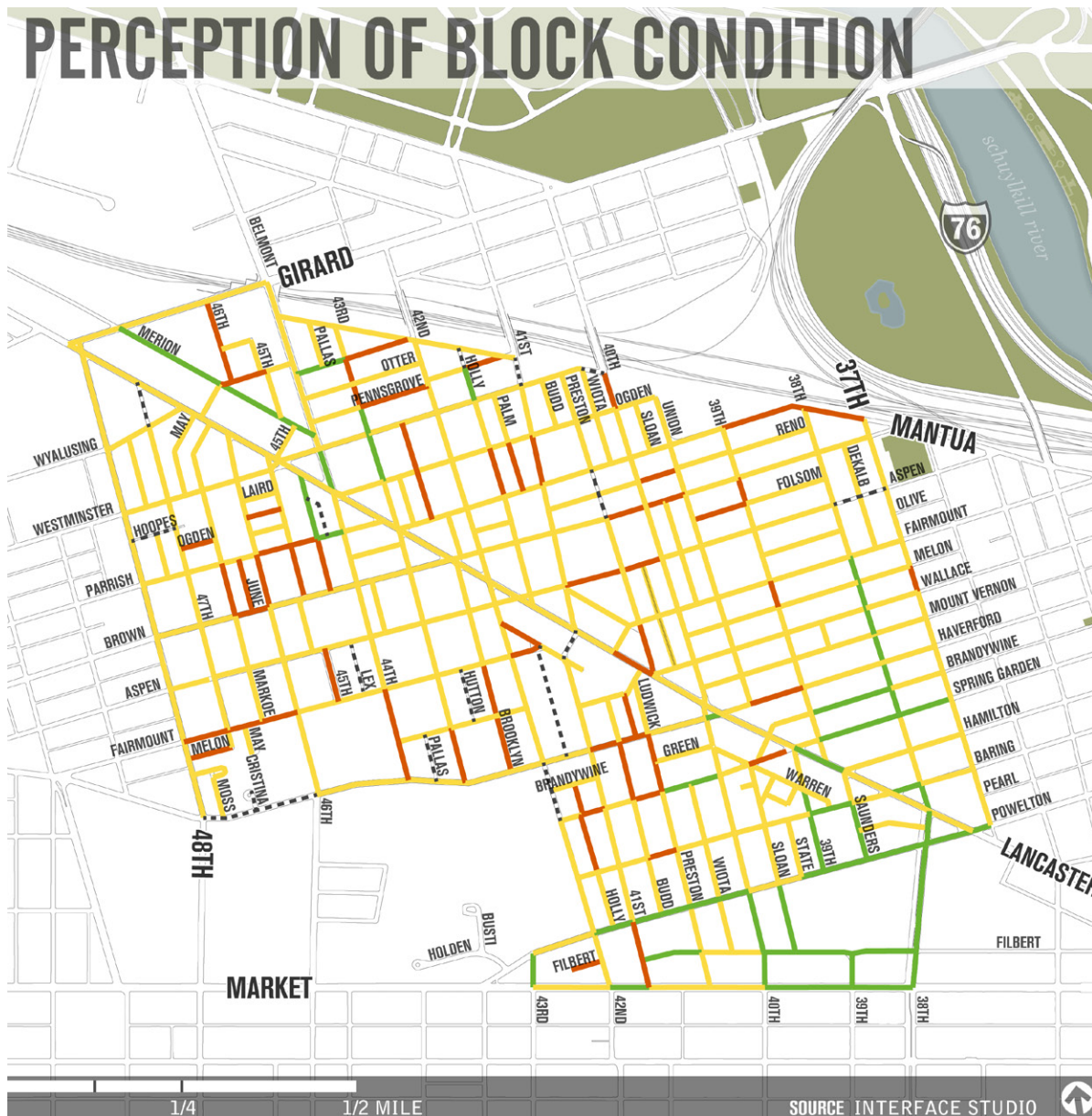
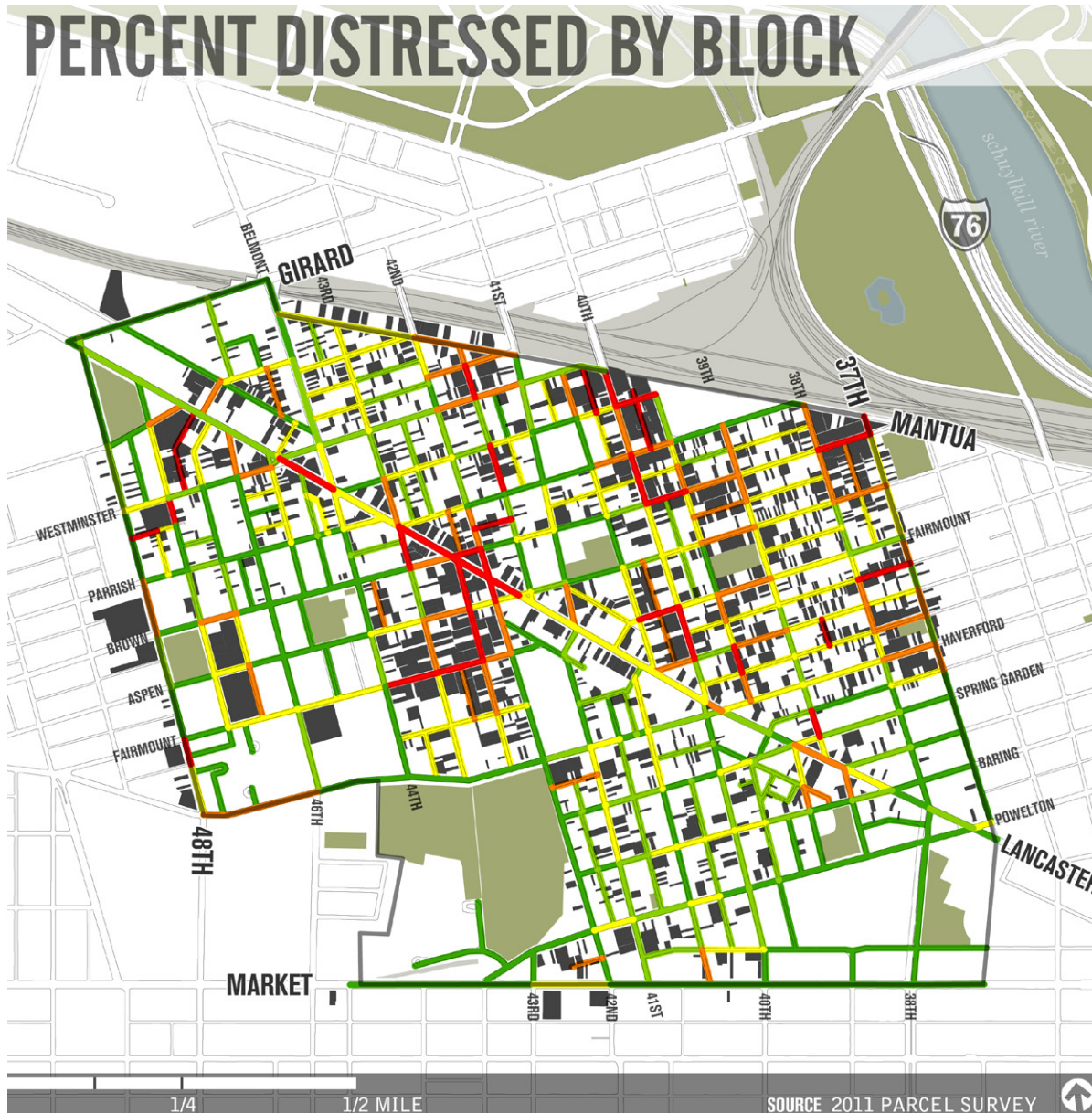


FIG 114 *perception of block condition*

BLOCKS RATED
ACCORDING TO GENERAL
PERCEPTION OF BLOCKS,
TAKING INTO ACCOUNT:

- > PROPERTY UPKEEP & MAINTANENCE
- > CLEANLINESS OF THE RIGHT OF WAY

- POOR
- FAIR
- GOOD
- NO DATA

FIG 115 *percent distressed by block*

**DISTRESSED PROPERTIES
ARE PROPERTIES THAT ARE
EITHER:**

- > A VACANT OR OCCUPIED
BUILDING IN BELOW
AVERAGE CONDITION
- > A VACANT LOT

- DISTRESSED
PROPERTY
- 0-10% DISTRESSED
- 11-25% DISTRESSED
- 26-50% DISTRESSED
- 51-75% DISTRESSED
- 76%-100%
DISTRESSED

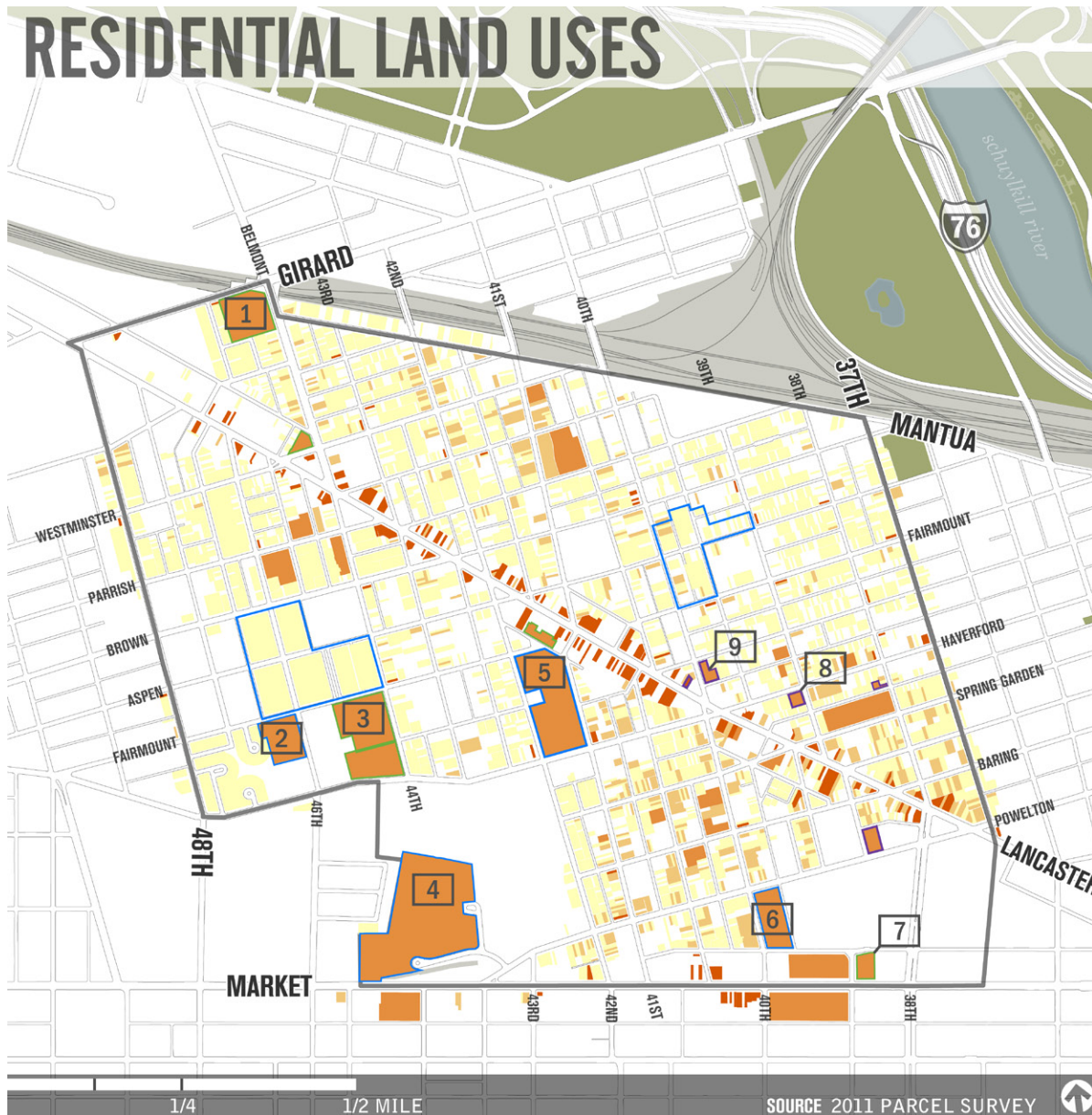
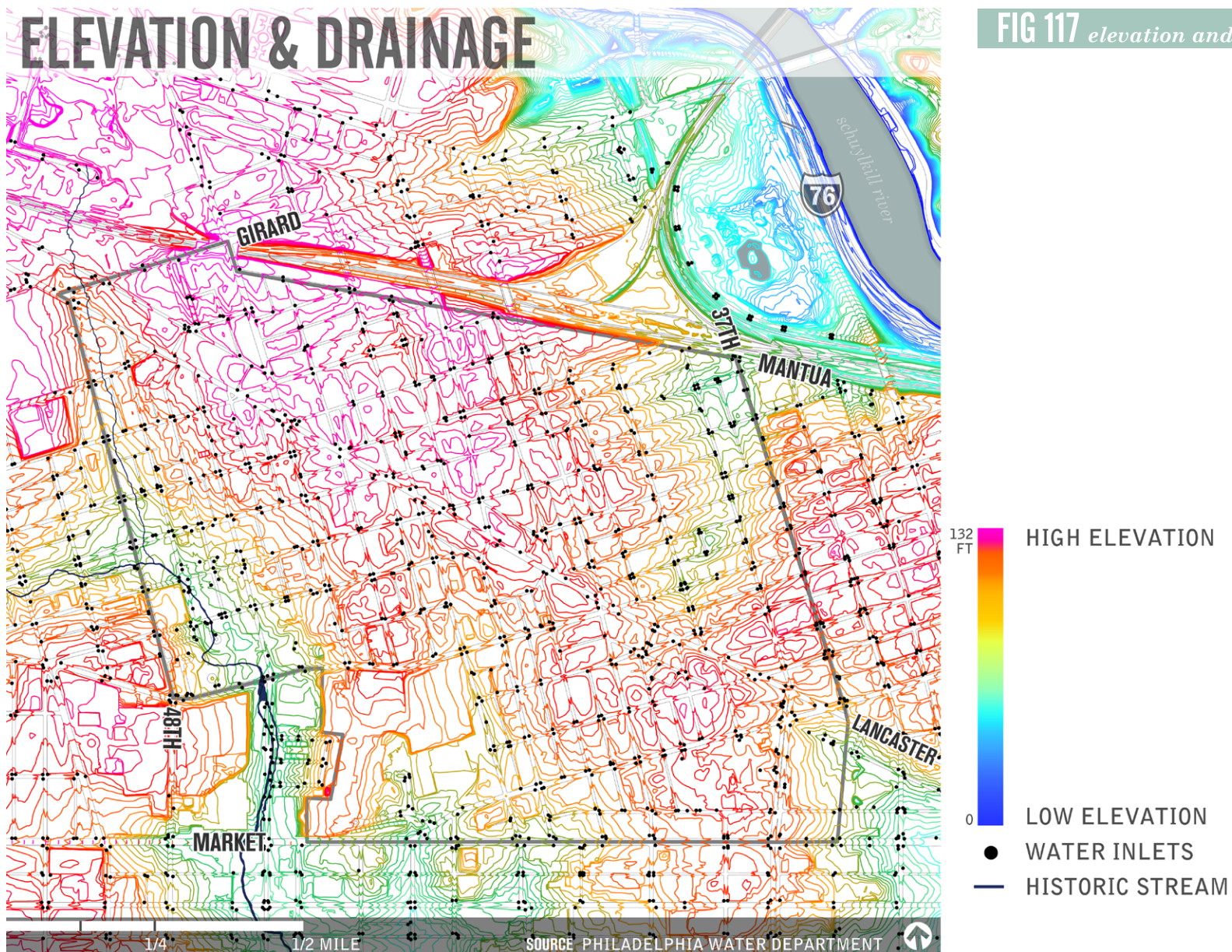


FIG 116 *residential land uses*

- 1 STEVEN SMITH HOME FOR THE AGED
- 2 PHA WESTPARK APARTMENTS
- 3 ANGELA COURT SENIOR HOUSING
- 4 WEST PARK TOWERS
- 5 MOUNT OLIVET SENIOR HOUSING
- 6 CENTER POST VILLAGE
- 7 RALSTON MERCY-DOUGLASS HOUSE
- 8 CLOISTERS III
- 9 JANNIE'S PLACE

- SPECIAL NEEDS HOUSING
- SENIOR HOUSING/ NURSING HOME
- AFFORDABLE HOUSING
- SINGLE FAMILY HOME
- MULTIFAMILY 2 - 4 UNITS
- MULTIFAMILY 5+ UNITS
- MIXED USE



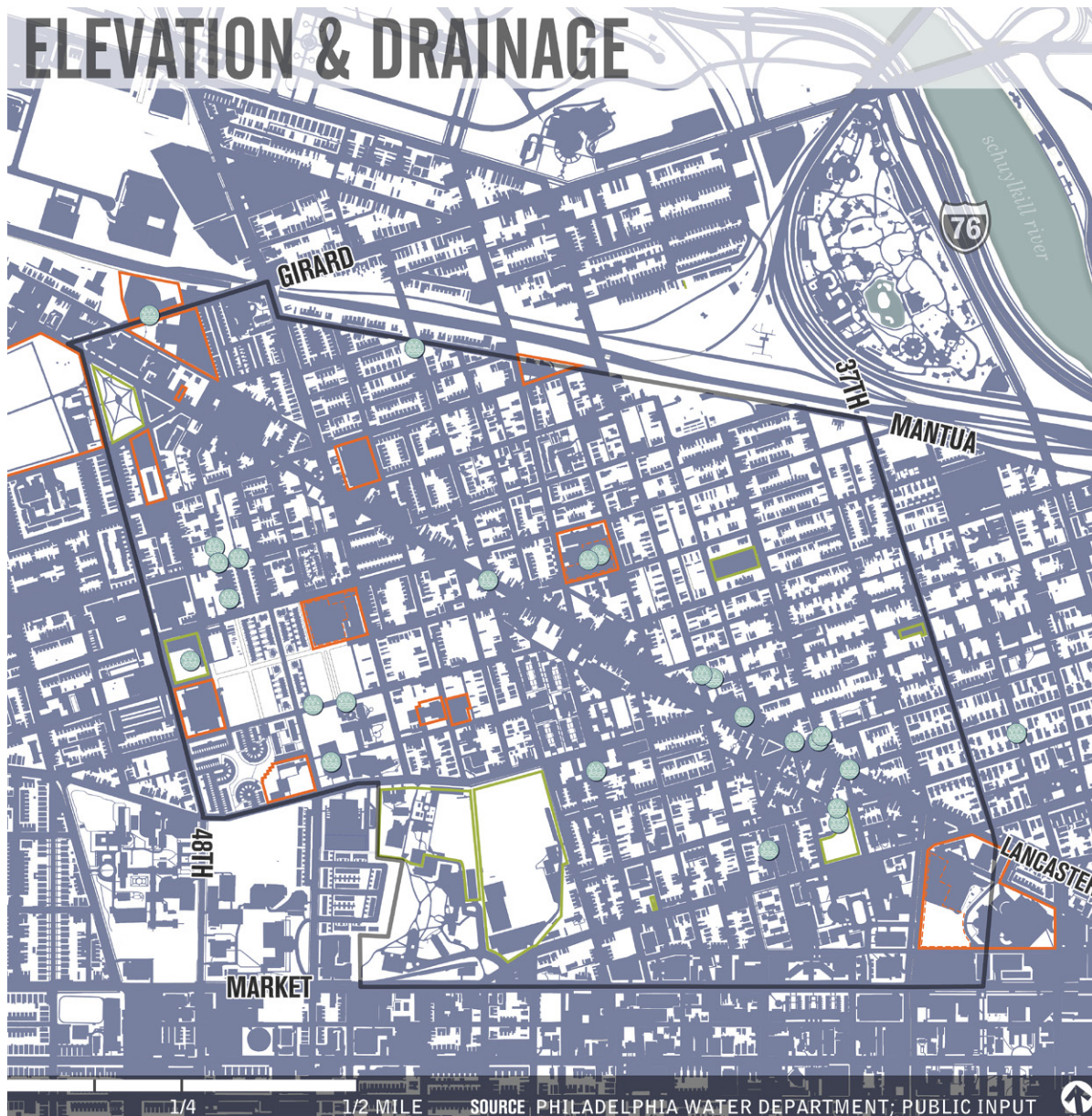

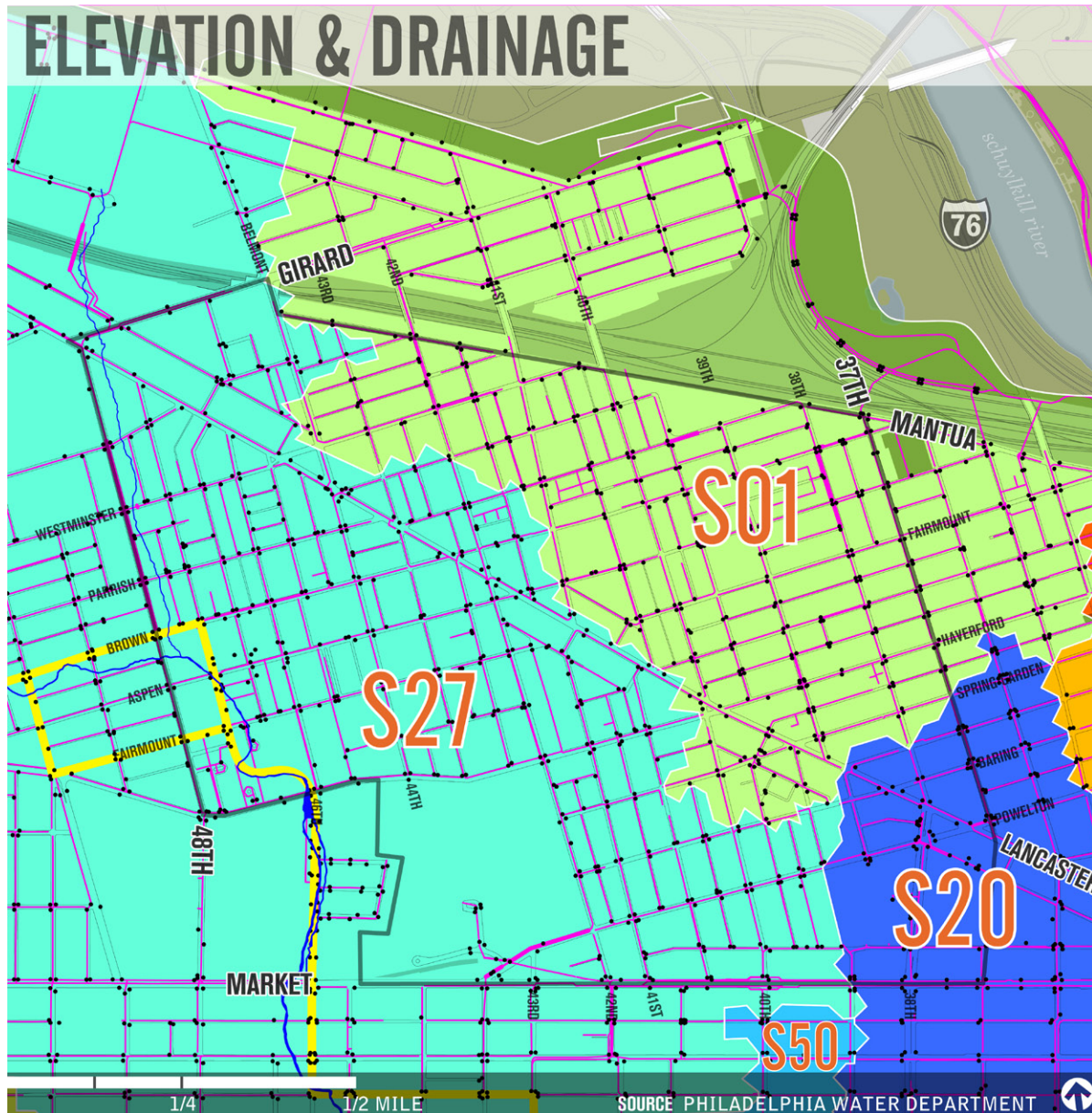


FIG 118 *impervious cover and reported flooding issues*

-  PUBLIC REALM ISSUES: FLOODING
-  IMPERVIOUS COVER
-  PARK
-  SCHOOL
-  SCHOOL PLAYGROUND

FIG 119 *sewersheds*

SEWERSHEDS

THOUGH ALL STORMWATER IN THE STUDY AREA IS PART OF THE SCHULKILL WATERSHED, THREE DIFFERENT SEWERSHEDS COLLECT WATER INTO THEIR CORRESPONDING UNDERGROUND COMBINED SEWER DRAINAGE SYSTEMS.

- WATER INLET
- HISTORIC STREAM
- MILL CREEK SEWER
- WASTEWATER SEWER
- S01
- S27
- S20
- S50
- S04
- S02

HOW LONG HAVE YOU LIVED IN THE COMMUNITY?

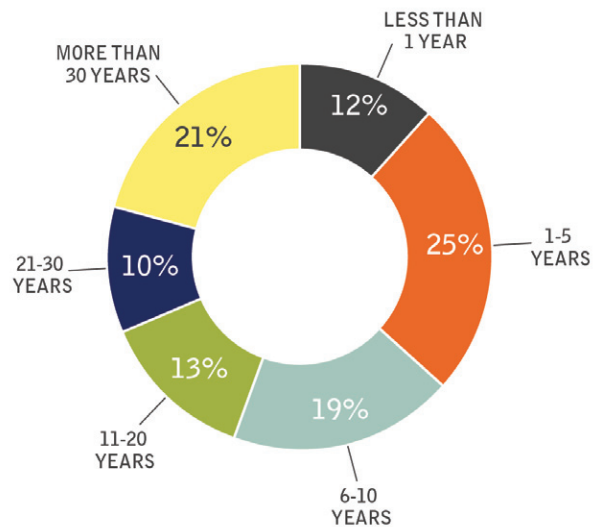


FIG 120 *residence length*

WHICH OF THESE WAS THE **MAJOR** REASON YOU DECIDED TO LIVE IN THE COMMUNITY?

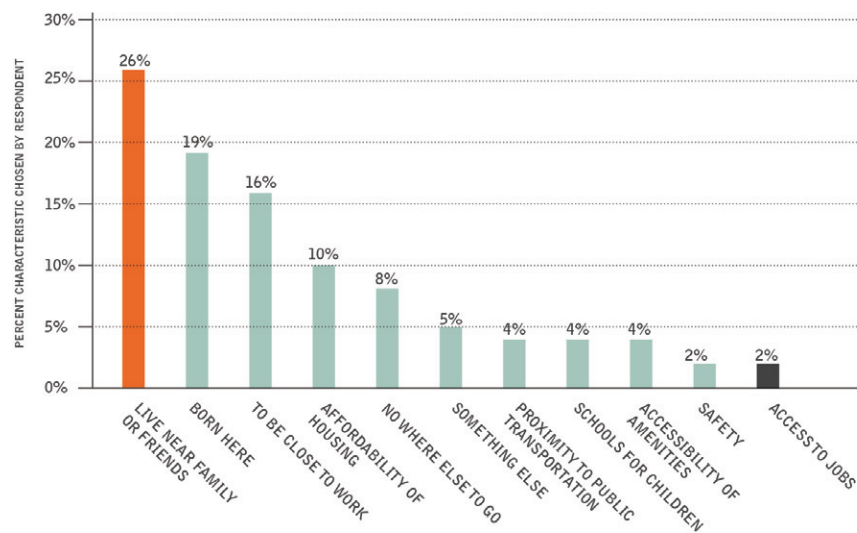


FIG 121 *reason for moving to lower lancaster*

WHY WOULD YOU STAY OR LEAVE THIS COMMUNITY?

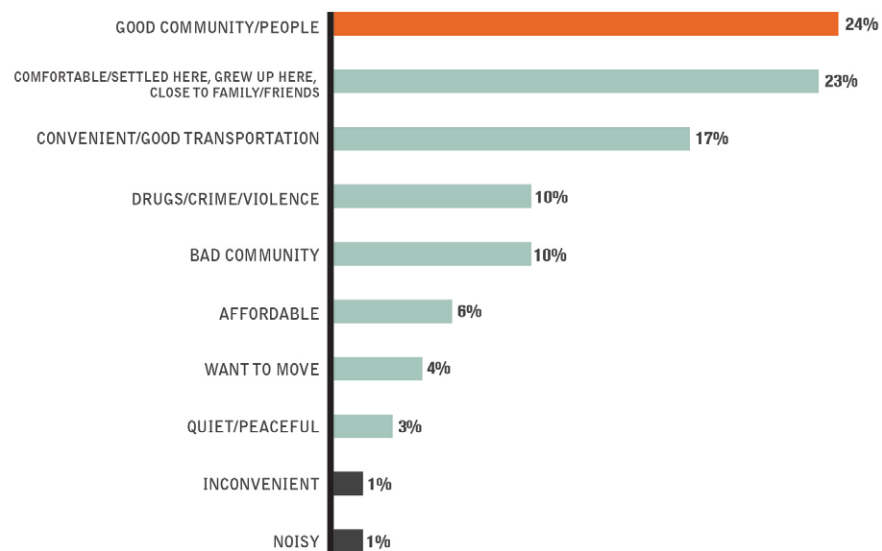


FIG 122 reasons why residents would stay or leave

WHICH FACTORS ARE REASONS YOU HAVE NOT YET BOUGHT A HOME IN THE COMMUNITY?

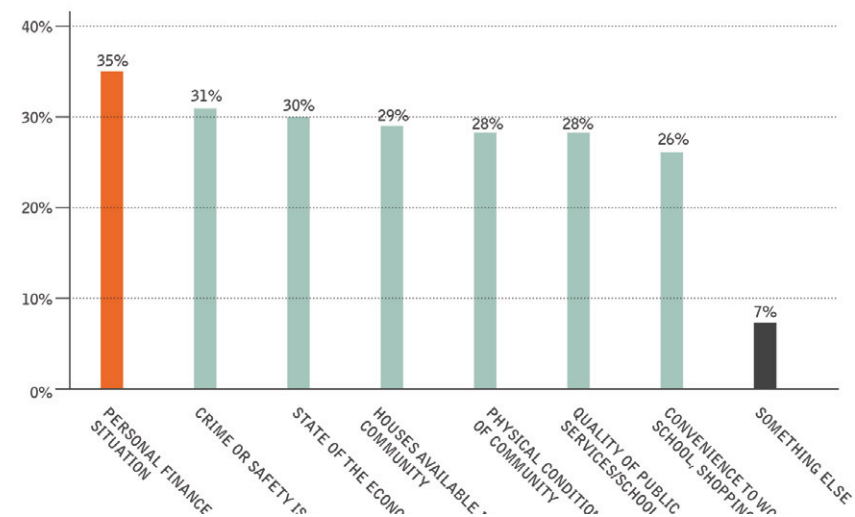
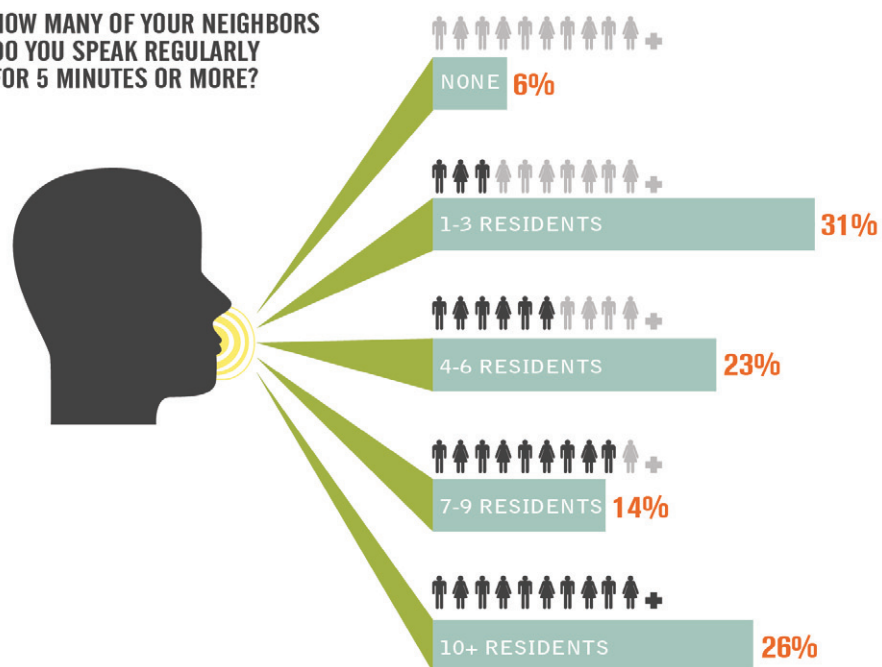


FIG 123 reasons why renters have not yet bought a home

APPENDIX: PUBLIC INPUT

HOW MANY OF YOUR NEIGHBORS
DO YOU SPEAK REGULARLY
FOR 5 MINUTES OR MORE?



HOW LIKELY WOULD PEOPLE HELP IN THE FOLLOWING SITUATIONS?

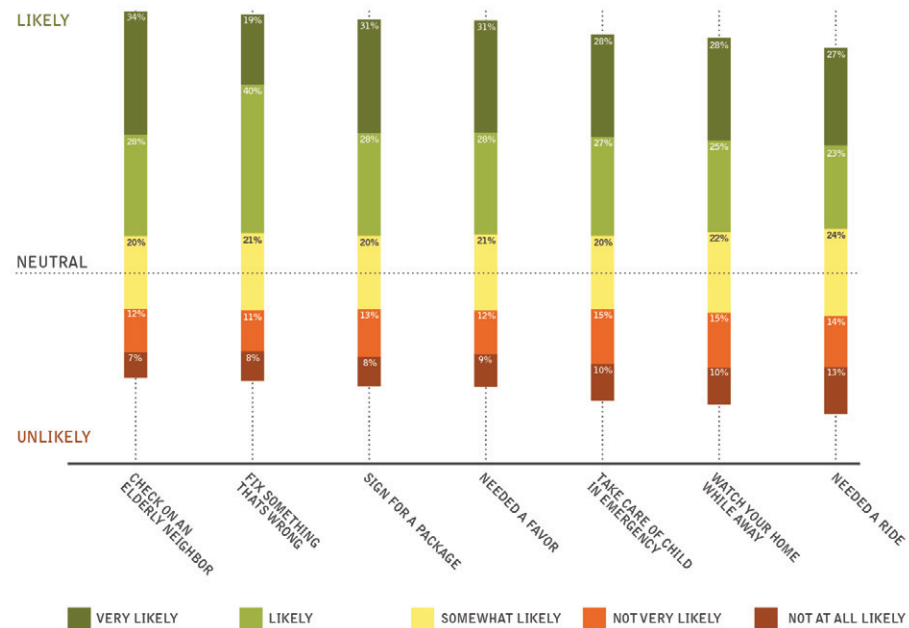


FIG 124 *relationships among neighbors*

HOW SATISFIED ARE YOU LIVING IN THIS COMMUNITY?

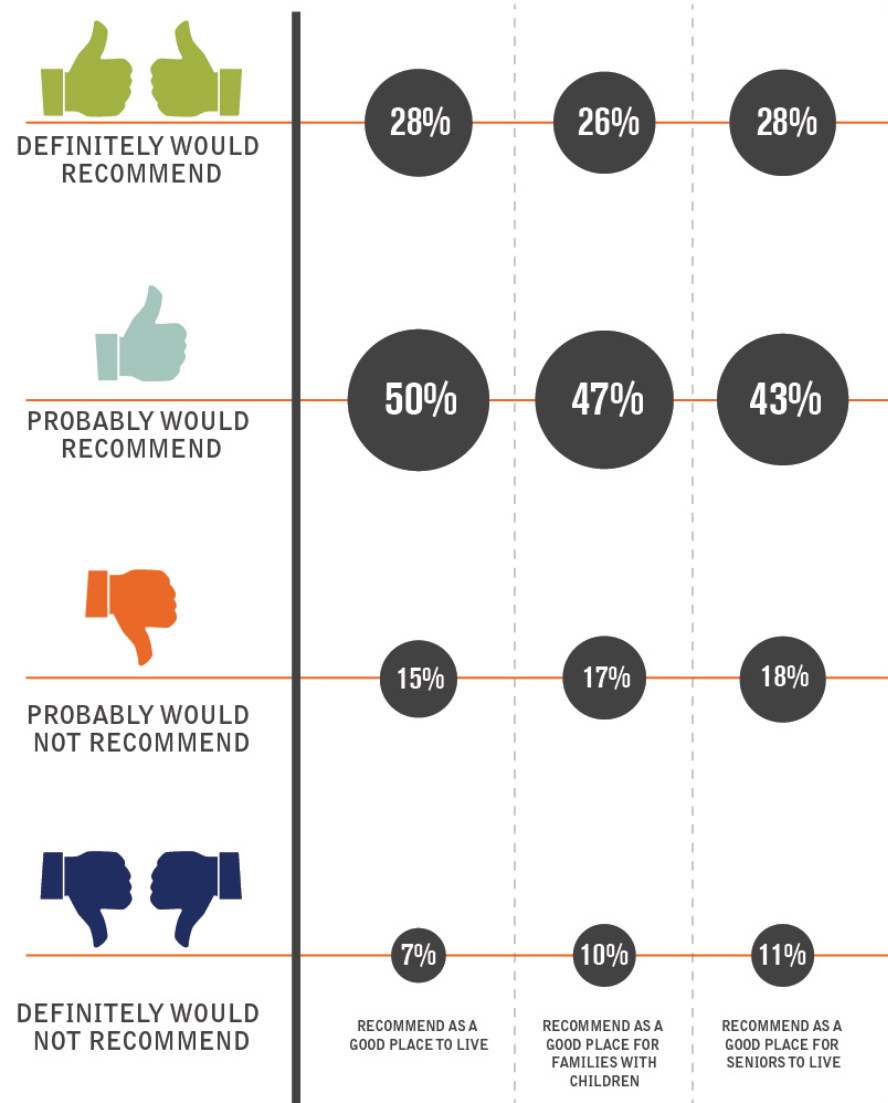
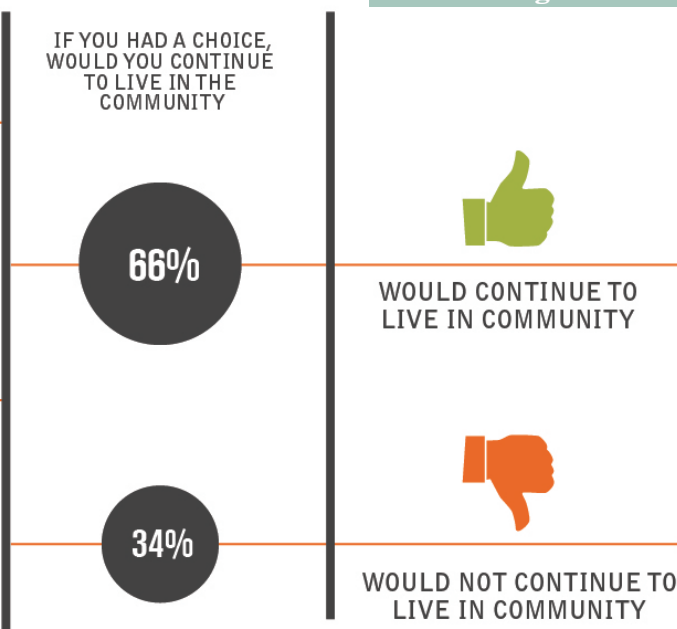
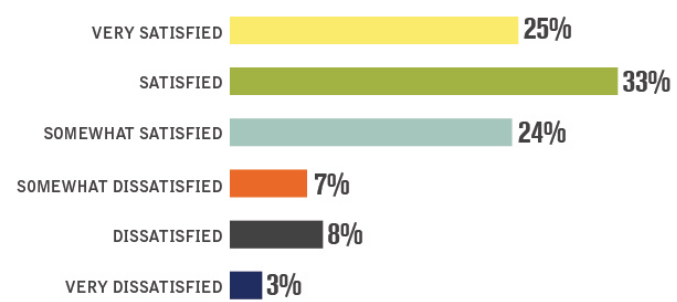


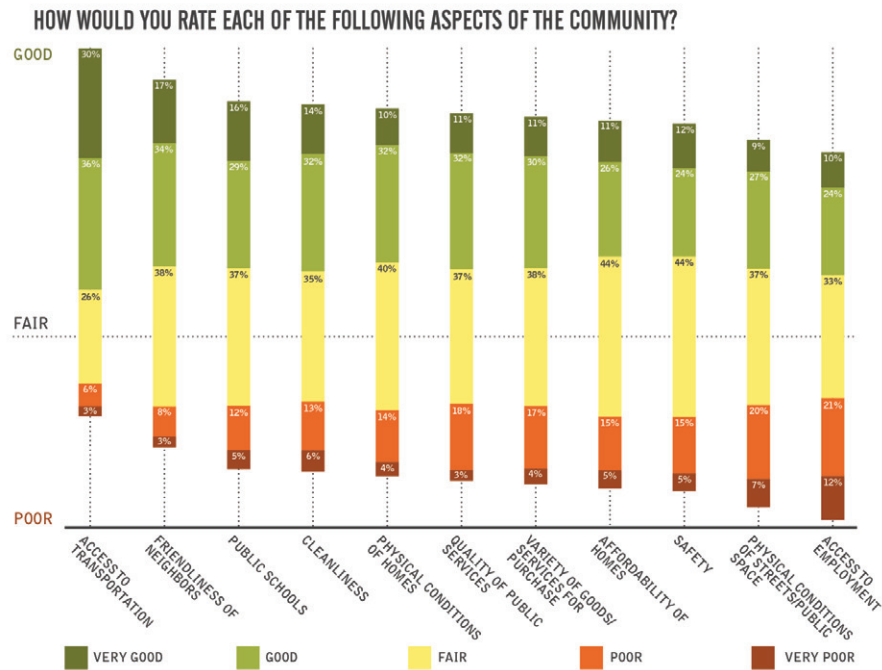
FIG 125 *satisfaction with community and willingness to recommend*



HOW SATISFIED ARE YOU LIVING IN THIS COMMUNITY?



APPENDIX: PUBLIC INPUT



WHY DO YOU RATE THE COMMUNITY IN THIS WAY?

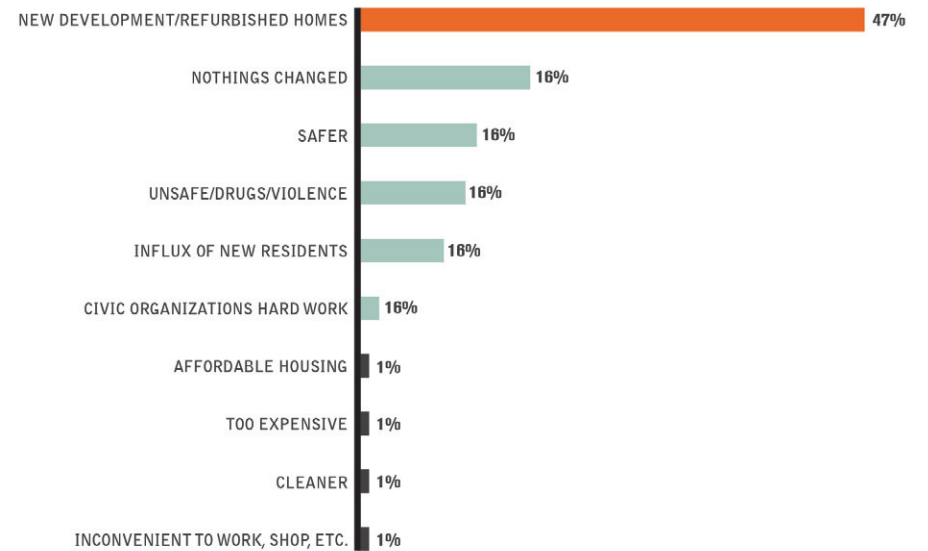


FIG 126 *community ratings*

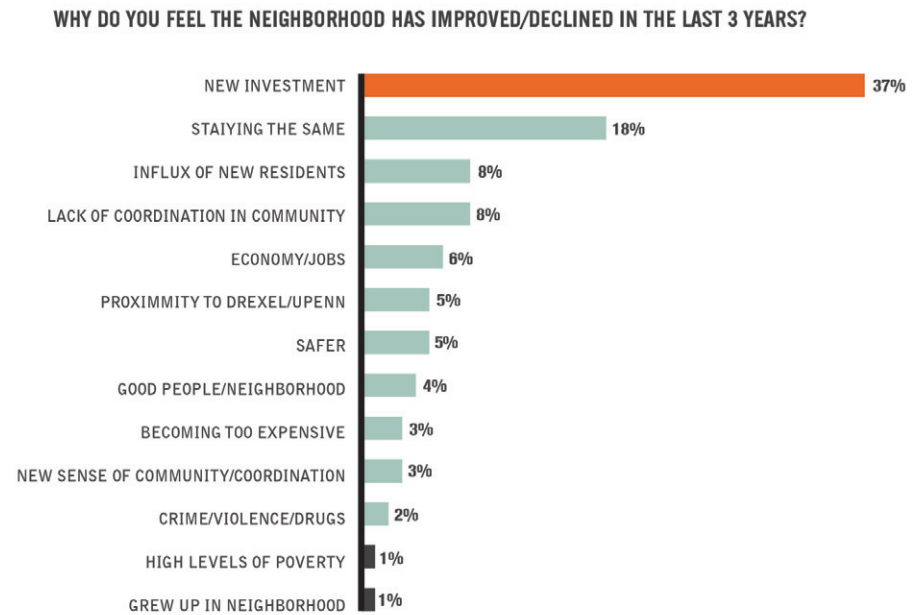
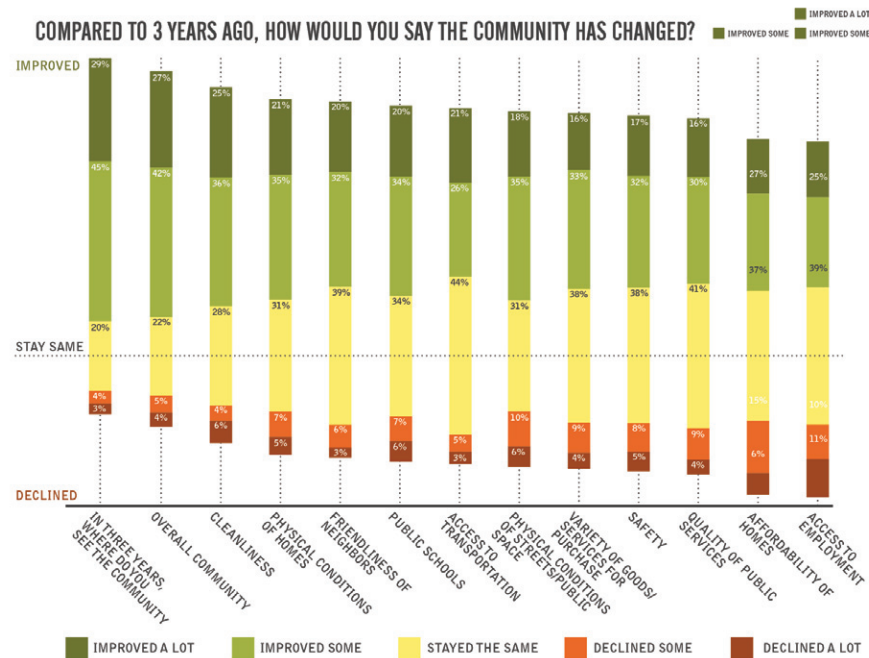


FIG 127 *perception of neighborhood change*

APPENDIX: PUBLIC INPUT

WHAT PHYSICAL ACTIVITIES DO YOU PARTICIPATE IN?

TOP 5

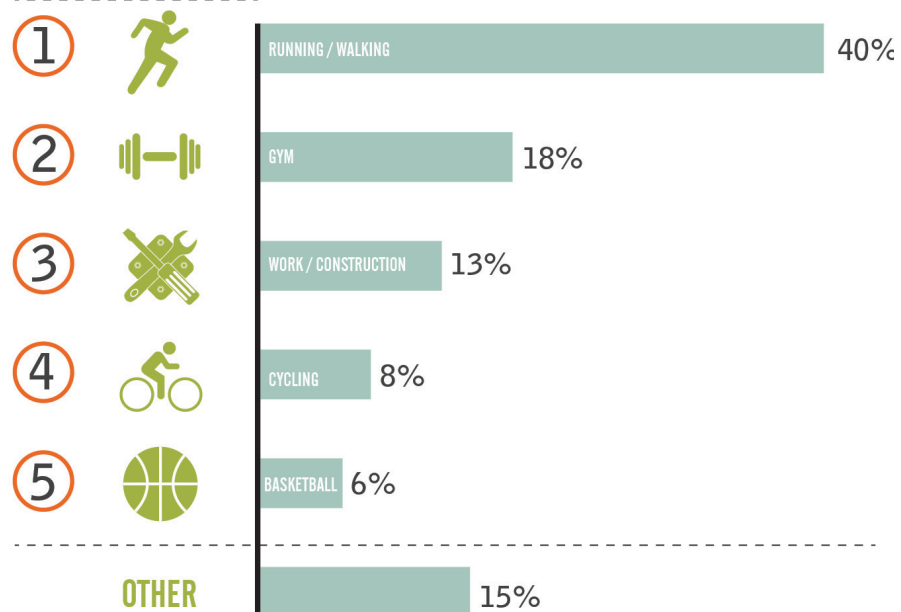


FIG 128 *physical activities*

WHERE DO YOU SHOP FOR GROCERIES MOST OFTEN?

TOP 5

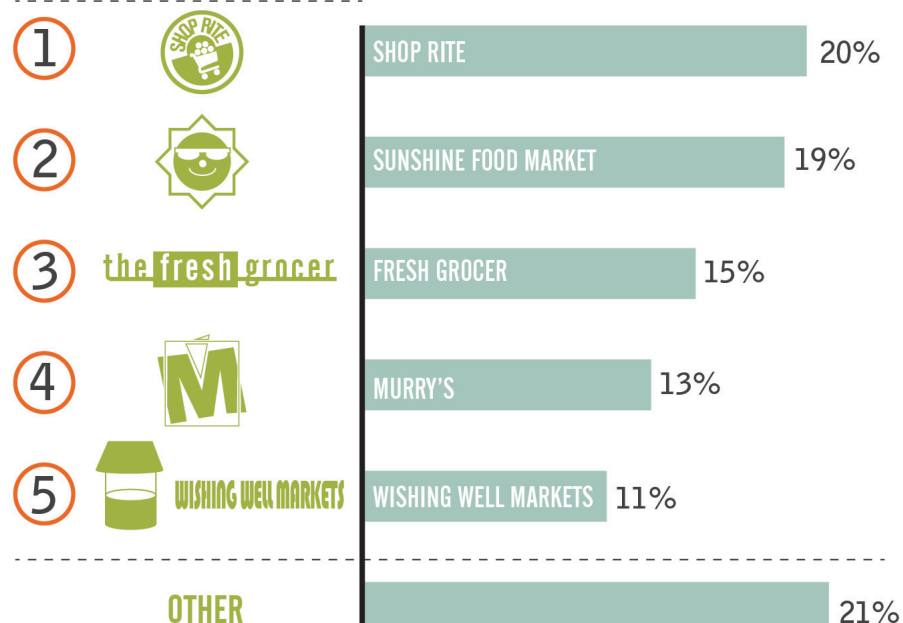


FIG 129 *grocery shopping destinations*

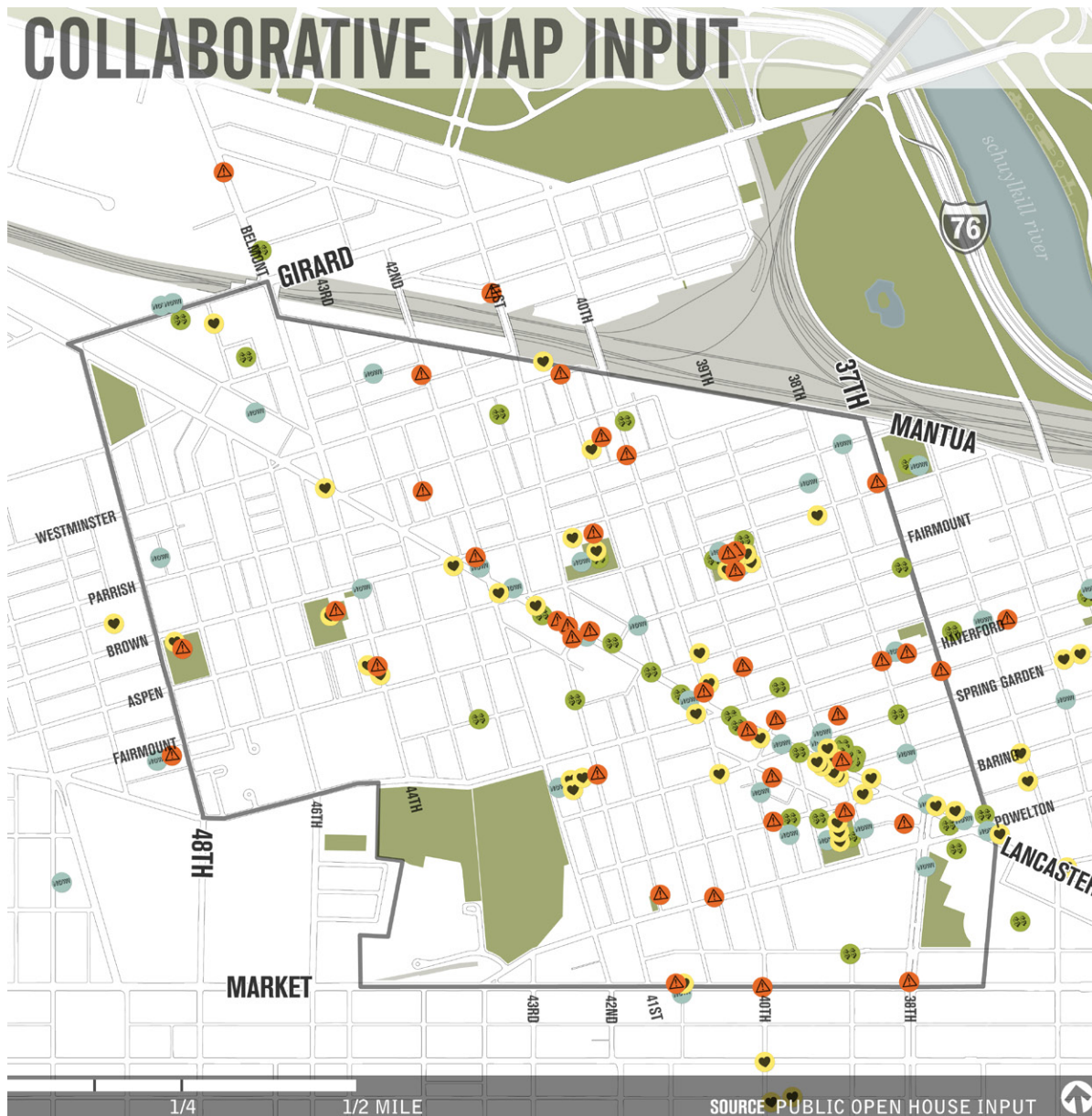


FIG 130 collaborative map input

- FAVORITE PLACE
- SHORT-TERM IMPROVEMENTS
- COMMUNITY REINVESTMENT
- DANGEROUS/ PROBLEMATIC ISSUE

APPENDIX: PUBLIC INPUT

OPEN HOUSE RESULTS: COLLABORATIVE MAP

ASIDE FROM YOUR HOME, WHAT IS YOUR FAVORITE LOCATION IN THE STUDY AREA?



OPEN HOUSE RESULTS: COLLABORATIVE MAP

PLEASE TELL US ABOUT A LOCATION THAT SHOULD BE TARGETED FOR IMMEDIATE/LOW COST/COMMUNITY-LED IMPROVEMENTS.

HOW WOULD *YOU* IMPROVE IT?



OPEN HOUSE RESULTS: COLLABORATIVE MAP

IF YOU COULD DIRECT LARGER SUMS OF MONEY TOWARDS SIGNIFICANTLY IMPROVING ONE LOCATION, WHERE AND WHAT WOULD SPEND IT ON?



OPEN HOUSE RESULTS: COLLABORATIVE MAP

PLEASE DESCRIBE LOCATIONS WHERE THERE ARE SERIOUS PROBLEMS THAT SHOULD BE ADDRESSED, SUCH AS COLLAPSING BUILDINGS, SEVERE POTHOLES, TREES IN NEED OF MAINTENANCE, ETC.



FIG 131 *collaborative map input responses*

IMPLEMENTATION APPROACH APPENDIX

The Lower Lancaster Revitalization Plan outlines paths for the community to continue to “Make its Mark” in guiding change over the next two decades. The preceding narrative described multiple strategies for community partners to pursue, with each recommendation requiring a different set of partners, which enables many proposals to be addressed concurrently. In addition, many of the recommendations are tailored to low-cost solutions that can be implemented by volunteer efforts and through the existing capacity of local organizations. Looking at the range of recommendations through the lens of phasing, responsibilities, costs, and funding organizes the plan into actionable steps, giving guidance on how and when each initiative should be taken on.

The following implementation matrix tables should be actively used, updated, and changed to track the implementation progress. It should be noted that the costs are preliminary and will need to be refined as efforts move forward with each recommendation. Similarly, although a number of potential funding sources are identified for some items, it is the responsibility of the plan’s leadership to determine the most attainable source of funds when fundraising efforts are underway.

> CAPACITY TO IMPLEMENT: CHALLENGES AND OPPORTUNITIES



The implementation of many of these recommendations will require strong local capacity to guide actions, raise funds, organize community members and groups, and coordinate activities. People's Emergency Center has demonstrated its capacity to implement a range of programs, develop and manage housing and community facilities, bring resources, and provide community leadership in Lower Lancaster. In taking steps toward implementation, this leadership role must be shared with the many neighborhood groups, community nonprofits, and local institutions with which PEC has fostered strategic partnerships. While the recommendations that evolved through the planning process will set a new course for PEC over the next several years, this plan also brings a new set of possibilities and expectations, as well as a much wider range of initiatives, to the agendas of smaller and less established neighborhood groups. That said, PEC and its partner organizations will be looked to in guiding emerging neighborhood groups to build their own capacity and contribute in a meaningful and productive way to the continued revitalization of their neighborhoods and the Lower Lancaster area. Ideally, in developing roles and structure among the neighborhood groups and community based nonprofits of Lower Lancaster, these groups will recognize that this plan is just as much theirs to implement as PEC's.

Taking a first step towards that end, as a more formal structure to guide the plan's implementation, PEC should create an Implementation Committee that is accountable for tracking the status of initiatives set forth in the plan and the progress of the different individuals / committees that are overseeing each component. The Implementation Committee should meet monthly to coordinate and report on implementation achievements. Each sub-committee / individual must take responsibility for their part of implementation, set aggressive schedules and monitor progress.

> PRIORITY ACTION ITEMS

The first action item for PEC is to present this plan to the Office of 3rd District Council Representative Jannie Blackwell and the Planning Commission for review. The intent is to get the plan recognized by these representatives as the designated plan for the Lower Lancaster area and to raise awareness that significant strides have been made to improve the community. This should occur immediately following the plan's completion in June 2012. Further priority actions related to transitioning the plan into the implementation phase are outlined in the first implementation table, "Leveraging Momentum: First Steps Toward Implementation".

Following this table are implementation matrix tables sequenced according to the same chapter / recommendation areas that organized the plan itself. These tables identify two levels of prioritization that were developed as the recommendations were being finalized:

-  The white triangles next to the numbered recommendation areas indicate recommendation areas that were identified by the community as one of the top ten highest priorities to address in the plan overall.
-  The blue arrows next to the individual recommendations identify the specific action items that the plan's consultant team and Steering Committee set forth as a priority recommendation to acted upon in the first five years.

It is critical to anticipate that this plan can—and should—be updated in five to ten years. Funding sources, political representatives, community leaders, and even some local priorities will change in ways that are impossible to predict. This plan serves as a beginning. As different recommendations move forward, priorities should be re-evaluated, and, if necessary, new recommendations should be considered that reinforce the principles set forth during this process.

> FIVE-YEAR PLAN

As the recommendations were being finalized, the Steering Committee and planning team identified those that they felt should constitute a framework to guide the actions of PEC and its implementation partners for the next five years. The five-year plan priorities are:

1 A BETTER QUALITY OF LIFE

1.1 CULTIVATE CIVIC LEADERSHIP AND COMMUNITY STEWARDSHIP

- > Expand capacity of neighborhood groups and encourage them to have a louder voice in community change
- > Improve neighborhood outreach and communication
- > Improve communication among neighborhood groups, community based nonprofits, and institutions

1.2 ENGAGE YOUTH AS CONTRIBUTING MEMBERS OF SOCIETY

- > Create opportunities for multi-generational learning
- > Create ways for youth to become more active members of the community
- > Find avenues for youth to express themselves creatively through neighborhood improvement projects

1.3 STRENGTHEN LOCAL SCHOOLS

- > Encourage greater parent involvement in parent-teacher groups and schools

1.4 ENCOURAGE IMPROVED COMMUNITY WELLNESS

- > Incentivize provision of affordable produce at local corner stores
- > Promote local farm-to-schools programs

1.5 SUPPORT JOB READINESS AND INCREASE EMPLOYMENT OPPORTUNITIES

- > Expand and promote workforce development training services



1.6 BRIDGE THE DIGITAL DIVIDE

- > Improve public access to computer technology and expand computer literacy program

1.7 ESTABLISH SAFER STREETS AND NEIGHBORHOODS

- > Improve lighting on streets and in public spaces
- > Promote crime reporting
- > Mobilize more town watch groups and expand eyes and ears networks

1.8 MOBILIZE EFFORTS TO CLEAN UP NEIGHBORHOODS AND REDUCE BLIGHT

- > Advocate for the proper sealing of vacant/abandoned buildings
- > Organize community clean-ups targeting trouble spots

APPENDIX: IMPLEMENTATION APPROACH

2 HEALTHIER ENVIRONMENTS

2.1 CULTIVATE A GREENER LOWER LANCASTER

- > Create green gateways along major neighborhood entry corridors and open space connections
- > Improve stormwater management through targeted greening
- > Work with the community to expand neighborhood tree canopy coverage and greening

2.2 IMPROVE EXISTING PARKS AND PLAY SPACES

- > Provide better lighting within and connecting to parks and playgrounds
- > Continue 39th and Olive playground improvements
- > Reveal undercover parks

2.3 EXPLORE OPPORTUNITIES FOR NEW RECREATIONAL AMENITIES

- > Create a pocket park at 42nd and Lancaster

2.4 CREATE, PRESERVE, AND ENHANCE OPEN SPACE ASSETS ON VACANT LAND

- > Expand vacant land management efforts

3 HOUSING OPTIONS FOR EVERYONE

3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK

- > Centralize and promote educational and financial resources for homeowners to improve and maintain their properties

3.3 PROMOTE INFILL DEVELOPMENT

- > Focus investment strategically

4 BALANCED STREETS

4.1 REPAIR BROKEN STREETS AND SIDEWALKS

- > Assist residents in sidewalk repaving projects

4.2 RETHINK DANGEROUS INTERSECTIONS

- > Improve 40th & Lancaster intersection design
- > Improve intersection sight distance on Lancaster Avenue

4.3 ADDRESS PARKING TROUBLE SPOTS

- > Overhaul the public parking lot serving Lancaster Avenue

4.4 ENHANCE PUBLIC TRANSIT

- > Evaluate 10 trolley level of service
- > Provide service alerts with trolley status updates
- > Make 40th Street Station accessible
- > Install transit shelters designed by local artists at 38th & 40th Sts & Lancaster Ave
- > Improve neighborhood access routes to Market Frankford Line stations

5 REVITALIZED LANCASTER AVENUE

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

- > Strive for coordination and collaboration between corridor groups
- > Invite business owners to get involved
- > Expand corridor maintenance efforts

5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES

- > Promote use of the facade grant program

5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES

- > Improve curb appeal of vacant storefronts to attract commercial tenants
- > Recruit local institutions to establish a presence on the Ave

5.4 ENHANCE THE EXPERIENCE OF LANCASTER AVENUE

- > Focus on public realm improvements in Lancaster's commercial core
- > Creatively transform vacant upper floor windows and security grates
- > Create a string of pocket parks to form "Lancaster Walk"

5.5 ENHANCE SAFETY AND SECURITY

- > Creatively pursue strategy for pedestrian-scale lighting along the Ave
- > Advocate for a stronger relationship between business owners and police

6 A UNIQUE IDENTITY

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

- > Engage the arts community in forming a Greater Lancaster Avenue arts coalition

6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

- > Encourage existing businesses on the Ave to feature the work of local artists

6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY

- > Showcase historic assets and tell the story of Lower Lancaster using both digital and analog methods

APPENDIX: IMPLEMENTATION APPROACH

LEVERAGING MOMENTUM: FIRST STEPS TOWARD IMPLEMENTATION					
	Recommendation	Timeframe	Organizational Responsibility / Partners	Estimated Cost	Source of Funds
▶	Present the Plan to the Philadelphia City Planning Commission for Approval	NOW	PECCDC	--	--
▶	Present the Plan to the Wells Fargo Regional Foundation and Submit for a Neighborhood Implementation Grant	NOW	PECCDC	--	--
▶	Organize a Committee Structure for Implementation	NOW	PECCDC	--	--
<i>Initial Action Steps</i>					
Committees should be organized at two levels. An IMPLEMENTATION COMMITTEE should be set up to provide oversight to a series of sub-committees tasked with implementing recommendations that fall within the five recommendations areas. The Implementation Committee should pull from the staff and Board of PECCDC, the Steering Committee that oversaw the Plan's development, and Board members from other local partners and institutions.					
The SUB-COMMITTEES should welcome broader participation from residents and stakeholders regardless of their affiliations with any one organization. There should be one sub-committee that corresponds with the following recommendation areas: A Better Quality of Life, Healthier Environments, A Revitalized Lancaster Avenue, and A Unique Identity, plus additional sub-committees as needed. Each sub-committee should be chaired by a member of the Implementation Committee.					
▶	Market the Plan & Expand the Local Base of Volunteers; Share the Plan with Local Partner Organizations and Foundations	NOW	PECCDC	\$2,500 for large quantity printing and CD creation/distribution	PECCDC / private contributions
<i>Initial Action Steps</i>					
Hand-deliver notice of the Plan's completion along with printed copies of the Executive Summary and a digital copy of the full plan to adjacent neighborhood organizations, local partners, city agencies, and foundations. Leave miniature versions of the Executive Summary in local stores, churches, etc. to raise awareness among residents.					
Post a digital copy of the plan and executive summary on PECCDC's website and encourage partner organizations to do the same. Ideally, the web page should enable individuals to be able to get in touch with the plan's leadership if they are interested in learning more or getting involved in implementation initiatives.					
Write an op-ed column for the local newspaper and blogs dedicated solely to the need for volunteer assistance with the Plan's implementation.					

1 A BETTER QUALITY OF LIFE

▶ 1.1 CULTIVATE CIVIC LEADERSHIP AND COMMUNITY STEWARDSHIP

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Expand capacity of neighborhood groups and encourage them to have a louder voice in community change	Y1 - 5	PECCDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LISC	\$125,000	TD Bank Non-Profit Training Resource Fund Grant / WFRF Implementation Grant
	<i>Initial Action Steps</i>				
	> Establish neighborhood group in Belmont and support existing groups in Mantua, Mill Creek, Saunders Park, and West Powelton				
	> Neighborhood groups to hold regular community meetings open to the public				
	> Assist neighborhood groups to establish organizational structure and/or draft strategic organization plans for each neighborhood group				
	> Enroll at least 5 group representatives in the Citizens Planning Institute				
▶	Improve neighborhood outreach and communication	Y1 - 5	PECCDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LISC / United Block Captains / Philadelphia More Beautiful	\$385,000	WFRF Implementation Grant, City of Philadelphia BPT/Duane Morris
	<i>Initial Action Steps</i>				
	> Hire Marketing and Outreach Coordinator				
	> Facilitate information sharing through an expanded central PECCDC community newsletter in print and online formats				
	> Expand and enhance Lancaster Avenue website				
	> Work with each neighborhood group to establish an online presence (i.e. Facebook, Lancaster Avenue website, etc.)				
	> Develop “welcome to your community” brochures for new residents to increase awareness of local neighborhood groups and community organizations				
	> Maintain and expand “community connector” teams to do door-to-door outreach to neighbors				
	> Reach out to block captain organizations, tenant councils, and communities of faith to build relationships with existing networks				
	> Hold regular cross-community meetings similar to public meetings held for the Make Your Mark! Planning Process				

APPENDIX: IMPLEMENTATION APPROACH

►	Improve communication among neighborhood groups, community based nonprofits, and institutions	Y1 - 5	PECCDC / TEC-CDC / Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LABA / LA21 / DU / PENN / UCD / LISC	\$4,000	WFRF Implementation Grant
Initial Action Steps					
> Organize bi-annual coordination meetings with representatives of all neighborhood groups, community based nonprofits, schools, and institutions in Lower Lancaster					
> Create and maintain an online directory of all neighborhood groups, community based nonprofits, schools, and institutions in Lower Lancaster					
	Find solutions for the facility needs of community groups	Y1-5	PECCDC / PPR / SDP	\$1,400,000	--
Initial Action Steps					
> Organize a meeting between local institutional stakeholders/facility owners and representatives of neighborhood groups to explore options available in existing facilities					
> Establish a community space on Lancaster Avenue that can be used for meetings and events					
	Establish guidelines for a harmonious rental/home ownership relationship	Y1	PECCDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / DU / PENN	--	--
Initial Action Steps					
> Reach out to administrators of off-campus living offices of local educational institutions and owners of multi-family housing to facilitate discussions with local residents about establishing enforceable guidelines for behavior and maintenance by tenants.					
► 1.2 ENGAGE YOUTH AS CONTRIBUTING MEMBERS OF COMMUNITY					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Create opportunities for multi-generational learning	Y1 - 5	PECCDC / TEC-CDC / LABA / LA21	\$10,000	WFRF Implementation Grant / William Penn Foundation / The Philadelphia Foundation Fund for Children
Initial Action Steps					
> Conduct focus group with local youth to ascertain areas of interest					
> Implement small scale projects					
> Work to include engagement with special needs populations into projects					
	Provide supplemental out-of-school-time programs	Y1 - 10	PEC Digital Inclusion / DU / local schools / Miles Mack Recreation Center	\$15,000	

▶	Create ways for youth to become more active members of the community	Y1 - 5	PECCDC / Partnership CDC / UNI / Preston's Paradise / uGo / YUMM / PUFFA / Mill Creek Farm	\$20,000	WFRF Implementation Grant / The Philadelphia Foundation Fund for Children
	Initial Action Steps				
	> Expand partnerships with the Urban Nutrition Initiative (UNI), Preston's Paradise, uGo, Youth Urban Mobile Market (YUMM), and the Philadelphia Urban Food and Fitness Alliance (PUFFA) to offer youth programming				
	> Engage youth in growing fresh fruits and vegetables				
▶	Find avenues for youth to express themselves creatively through neighborhood improvement projects	Y1 - 5	MAP / CEC / PHS / YUMM / local schools and communities of faith / local artists / City Year / VISTA	\$15,000	WFRF Implementation Grant / MAP / William Penn Foundation / Philadelphia Cultural Fund / Philadelphia Foundation Fund for Children
	Initial Action Steps				
	> Meet with community partners to brainstorm and organize projects				
	> Implement small scale projects from meeting				
▶ 1.3 STRENGTHEN LOCAL SCHOOLS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Encourage greater parent involvement in parent-teacher groups and schools	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / SDP / local schools and churches / Community Education Alliance of West Philadelphia	\$10,000	Drexel/SCI West
	Initial Action Steps				
	> Perform outreach to existing groups and include information in communications materials (i.e. newsletter, e-newsletter, "welcome to the neighborhood brochure, etc.)				
	> Gather information about why parents don't engage with groups				
	> Implement creative strategies to lessen barriers to group participation				
	Encourage at-risk students to stay on track to post-secondary education	Y1 - 5	Local PTAs / SDP / local schools / E3 West / PEC JOBS Program	\$50,000	Philadelphia Education Fund
	Leverage local institutional resources to strengthen educational programming	Y1 - 10	DU / PENN / PEC Digital Inclusion / University of Sciences	\$575,000	DU/PENN/PEC
	Initial Action Steps				
	> Work with Drexel to bring more work-study students to the PEC DI Program				

APPENDIX: IMPLEMENTATION APPROACH

► 1.4 ENCOURAGE IMPROVED COMMUNITY WELLNESS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Incentivize provision of affordable produce at local corner stores	Y1 - 5	PECDC / LABA / LA21 / The Food Trust	\$10,000,000	The Food Trust's Healthy Corner Stores Initiative
	Initial Action Steps				
	> Reach out to The Food Trust to determine their timeline for scaling up and gauge their interest in establishing Healthy Corner Store locations in Lower Lancaster				
	> Recruit corner store owners to attend an informational meeting with the Food Trust about participating in their Healthy Corner Store program				
►	Promote local farm-to-schools programs	Y1 - 5	SDP / local schools / The Food Trust / Fair Food / Philadelphia Urban Food & Fitness Alliance / Common Market	\$5,000,000	Eat Fresh Here Program
	Initial Action Steps				
	> Work with local schools to implement farm-to-school program in partnership with local urban farms				
	Improve awareness and access to neighborhood-serving grocery and produce options	Y5 - 10	PECCDC / Private Grocery Developer / Wishing Well Market / Greens Grow / Prestons Paradise	\$1,300,000	Pennsylvania Fresh Food Financing Initiative
	Initial Action Steps				
	> Work with the owners of existing markets to improve their fresh food offerings				
	> Explore the opportunity to establish new grocery and produce options along Lancaster Avenue				
	> Promote farm share/CSA programs, local farmer's markets, and urban farms through online and print communication				
	> Explore possibility of linking local CSA programs, farm shares, and produce markets with the Philly Food Bucks program				
	Promote active lifestyles among residents	Y1 - 5	PECCDC / uGo / PUFFA / Penn Presbyterian Hospital / Red Cross / Body Rock Bootcamp	\$5,000	WFRF Implementation
	Initial Action Steps				
	> Implement neighborhood-based exercise program				
	> Host fitness event such as a Health Fair and 5K run on an annual basis and incorporate information about healthy lifestyles				
► 1.5 SUPPORT JOB READINESS AND INCREASE EMPLOYMENT OPPORTUNITIES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Expand and promote workforce development training services	Y1 - 10	PECCDC / PEC JOBS Program / TEC-CDC / The Partnership CDC / LISC / local businesses	\$2,050,000	WFRF Implementation Grant / PWDC / HUD / State PA / DPW-BETP / PEW / Oak Foundation / LISC / Local Banks

	Initial Action Steps				
	> Establish an information center for employment resources on Lancaster Avenue				
	> Recruit an advisory committee comprised of representatives from local employers to guide job training-focused curricula				
	> Expand job training opportunities through PEC's JOBS Program				
	> Increase awareness of existing programs through print and online communications				
	Use communication networks to advertise available neighborhood jobs	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / a yet-to-be-established Belmont neighborhood group	--	--
	Initial Action Steps				
	> Identify central point of contact for businesses and institutions to send job openings to for posting				
	Encourage local hiring where possible on new development projects and through PEC owned commercial spaces	Y2 - 10	UC Science Center / DU / PennPresbyterian	Cost will depend on scale, land acquisition, and program	Private / Institutional Investment
	Initial Action Steps				
	> Create list of local contractors from Lower Lancaster				
	> Build capacity of local contractors to qualify for local development projects				
	> Develop program for incentivizing commercial tenants in PEC owned properties to hire local residents and graduates of employment training programs				
1.6 BRIDGE THE DIGITAL DIVIDE					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve public access to computer technology and expand computer literacy programs	Y1 - 5	PECCDC / TEC-CDC / SDP / Nonprofit Technology Resources / Teaming for Technology at United Way / Digital Impact Group / School District / PHA	\$810,000	WFRF Implementation Grant, DCED, Microsoft, Comcast, UAC, City of Philadelphia
	Initial Action Steps				
	> Maintain 20 Keyspot sites				
	> Reach out to local school administrators to explore interest and need for expanded computer resources and compatability with school curricula				
	> Work with local partners to develop effective and innovative curriculum.				
	> Develop benchmark criteria and standards for all courses.				
	> Distribute free or low-cost computers to residents who complete computer literacy training				

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▶ 1.7 ESTABLISH SAFER STREETS AND NEIGHBORHOODS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve lighting on streets and in public spaces	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / LISC / SCI-WEST / SEPTA / PPD / Streets Department / PennDOT	\$1,561,000.00	PAGP/OHCD Elm Street Program/Rebuilding Together Philadelphia/ PHDC Basic Systems Repair or Targeted Housing Preservation Program/ Drexel
	<i>Top Priority Projects</i>				
	Resident-Assisted Façade Lighting Grant Program			\$76,000.00	
	Lancaster Avenue Pedestrian Scale Street Lights from 37th to 42nd			\$1,125,000.00	
	46th Street Pedestrian Scale Street Lights from Market to Haverford			\$360,000.00	
▶	Promote crime reporting	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / UCD / PPD / TWIS / LABA / LA21	--	--
	<i>Initial Action Steps</i>				
	> Invite representatives from the 16th District to explain the importance of reporting at local association meetings				
	> Explore alternative means of reporting to enable anonymity				
	> Encourage resident attendance at monthly Police Service Area District 1 and 2 meetings				
▶	Mobilize more town watch groups and expand eyes and ears networks	Y1	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / UCD / PPD / TWIS	\$27,500	City of Philadelphia
	<i>Initial Action Steps</i>				
	> Host a series of community meetings focused on public safety and reach out to neighbors on blocks surrounding identified crime hot spots or nuisance areas. Invite a representatives from Operation Town Watch Integrated Services and the PPD 16th District to attend to speak about organizing town watch groups.				
	> Work with Operation Town Watch representatives to develop route maps, calendar, and volunteer schedules.				
	> Raise awareness about the effort and help identify volunteers by printing t-shirts, purchasing flashlights, and distributing window signs and flyers, particularly on problem blocks.				
	Reinforce the force to coordinate with community efforts	Y5 - 20	PPD	\$90,000	City of Philadelphia / GPUAC

► 1.8 MOBILIZE EFFORTS TO CLEAN UP NEIGHBORHOODS AND REDUCE BLIGHT

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Advocate for the proper sealing of vacant/abandoned buildings	Y1 - 20	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / L&I	--	--
	<i>Initial Action Steps</i>				
	> Use physical survey data and input from community groups to determine priority buildings to address				
	> Present a comprehensive list of properties to L&I and follow up to inquire about actions taken to address problem properties				
►	Organize community clean-ups targeting trouble spots	Y1 - 20	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LABA / LA21	\$2,000	City of Philadelphia/DCED
	<i>Initial Action Steps</i>				
	> Coordinate clean up events with UnLitter Us Philadelphia and Philadelphia More Beautiful.				
	> Create anti-litter campaign materials and information on trash days, special pickups, recycling, etc. Include materials in welcome package for new residents.				
	Put pressure on negligent property owners to address code violations	Y1 - 20	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / LABA / LA21 / L&I	--	--
	<i>Initial Action Steps</i>				
	> Establish contact with L&I Commissioner				
	> Establish PEC as 311 super responder				

2 HEALTHIER ENVIRONMENTS

2.1 CULTIVATE A GREENER LOWER LANCASTER

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Create green gateways along major neighborhood entry corridors and open space connections	Y1 - 10	PWD / PHS / Streets Department / PennDOT	\$822,000	PWD / PHS / PPR
	Belmont median			\$380,000	
	38th Street median			\$22,000	
	Trees along greenways			\$370,000	
	40th Street Intersection			\$50,000	
▶	Improve stormwater management through targeted greening	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PWD	\$150,000	PWD
▶	Work with residents and business owners to expand neighborhood tree canopy coverage	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PPR / PHS	\$250,000	PPR / PHS
	Recruit resident green thumbs for tree stewardship	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PHS	\$1,000	TreeVitalize Grant

2.2 IMPROVE EXISTING PARKS AND PLAY SPACES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Provide better lighting within and connecting to parks and playgrounds	Y1 - 10	PPR / SDP	\$1,830,000	PAGP / OHCD Elm Street Program/Rebuilding Together Philadelphia/ PHDC Basic Systems Repair or Targeted Housing Preservation Program/ PPR/SDP/DU

▶	Continue 39th and Olive playground improvements	Y5 - 10	PCPC / PPR	\$175,000.00	PWD / PPR / City of Philadelphia
	Initial Action Steps				
	> Form a Friends of 39th and Olive Playground group				
	> Compile a list of properties targeted for acquisition at each site.				
	> Secure permissions for landscape improvements on land to be preserved				
	> Meet with the City to identify plan to acquire parcels to be preserved as open space.				
▶	Reveal undercover parks	Y1	PPR / PEC	--	--
	Initial Action Steps				
	> Affirm ownership with PPR and discuss potential uses				
	Green hardscaped recreation surfaces where possible	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PWD / PHS / PPR / SDP	Costs will vary according to scope and scale	PWD / PHS
	Match park amenities with the needs of neighbors	Y1 - 10	PECCDC / Mantua groups / PWD / PHS / PPR / SDP/City of Phila/Tony Hawk Foundation	\$30,000	PPR
	Initial Action Steps				
	>Move forward with support to find a place for local skaters to skate; build skate park at Miles Mack recreation center				
2.3 EXPLORE OPPORTUNITIES FOR NEW RECREATIONAL AMENITIES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Create a pocket park at 42nd and Lancaster	Y1 - 5	PECCDC / PWD / POP / PHS	\$58,000	PWD / PHS / POP
	Initial Action Steps				
	> Engage community in conceptual design development				
	Provide new recreational uses along the potential Mill Creek Walk	Y5 - 15	PPR / PWD / Streets Department	\$10,265,000	Parks for People / The Trust for Public Land
	Mill Creek Walk			\$375,000	
	Open space / community urban agriculture center [capital costs only; no programming or operational costs included]			\$710,000	
	70,000 square foot recreation/community center [capital costs only; no programming or operational costs included]			\$9,180,000	

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	Fill the recreation gap in Belmont	Y3. - 10	PCPC / PPR	Costs will vary according to scale and land acquisition	Parks for People / The Trust for Public Land / PPR
	Initial Action Steps				
	> Initiate dialogue during Philadelphia 2035 District Plan process for the West planning district, in 2014/15				
	Provide opportunities for play streets	Y1	PPR / PECCDC	\$1,000	WFRF
	Initial Action Steps				
	> Use community meetings, newsletters, and social media to raise awareness of this program and encourage families with young children to participate.				
► 2.4 CREATE, PRESERVE, AND ENHANCE OPEN SPACE ASSETS ON VACANT LAND					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Expand vacant land management efforts	Y1 - 5	PECCDC / Mantua groups / Mill Creek group / West Powelton group / Saunders Park group / Belmont group / PHS	\$50,000	PHS/Home Depot Foundation/WFRF
	Initial Action Steps				
	> Set up a meeting with Philly Green to discuss the potential for expanded vacant land management and Community LandCare in Lower Lancaster.				
	> Develop a database of local individuals that have expressed an interest in greening, gardening, and tree-tending.				
	> Choose a pilot project to make a statement.				
	Explore mechanisms to preserve maintained vacant lots that serve as assets to the community	Y1 - 5	Local gardening and urban farming groups / PHS NGA	\$1,500	PHS NGA / Home Depot Foundation
	Initial Action Steps				
	> Reach out to caretakers of existing community gardens and pocket parks on vacant land to explore interest in permanently preserving open space assets				
	Leverage support for expanded community gardening/urban farming initiatives	Y1 - 10	Local gardening and urban farming groups	\$2,000	WFRF

3 HOUSING OPTIONS FOR EVERYONE

▶ 3.1 STRENGTHEN HOMEOWNERSHIP AND EXISTING HOUSING STOCK

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Centralize and promote educational and financial resources for homeowners to improve and maintain their properties	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LISC	\$15,000	WFRF Implementation Grant
	Connect residents with financial assistance and guidance for weatherization and efficiency upgrades	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LISC	\$5,000	WFRF Implementation Grant
	Support responsible rental property owners	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LISC	[cost accounted for elsewhere]	--
	Apply to become a Neighborhood Advisory Council [NAC]	Y1 - 5	PECCDC	--	--

3.2 ATTRACT NEW NEIGHBORS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Market the neighborhood as a great place to call home	Y1	PECCDC / Marketing consultant	\$45,000	WFRF Implementation Grant
	Encourage employees of educational institutions to buy a home in Lower Lancaster	Y1 - 5	DU / PENN	--	--

3.3 PROMOTE INFILL DEVELOPMENT

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Focus investment strategically	Y1 - 5	PECCDC / Councilwoman Blackwell / City of Philadelphia / RDA / PHA / Private Developers	Development cost varies with number and type of units	PHFA's Homeownership Choice Program / CDBG / LIHTC / WPEZ HTF / WPFSI / private equity.
	<i>Initial Action Steps</i>				
	> Acquire strategic parcels on Lancaster Avenue and surrounding community to stimulate RE and Econ development				
	Specific parcels include:				
	Hawthorne Hall on 3800 block of Lancaster Avenue				
	4226-32 Powelton Avenue -long term vacant buildings				
	3945-49 Lancaster Avenue -large vacant commercial building				
	Monarch Storage Building on 3800 Lancaster Avenue -large long term vacant				

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	3845 Lancaster Avenue-long term vacant lots				
	3922-25 Lancaster Avenue-blank wall façade				
	601 N. 40th Street-vacant lot at key intersection				
	United Bank; 38th and Lancaster				
	3801 Lancaster Avenue, former Gosnell Clinic -new use				
	4023-25 Lancaster Avenue-long vacant deteriorating structure				
	3909 Haverford Avenue -long vacant residential				
	3842 Lancaster Avenue - former gas station				
	3900 block of Brandywine Avenue-infill opportunities				
	3800 block of Haverford Avenue-infill opportunities				
> Present initial concepts to local Council and State representatives.					
> Compile a list of properties targeted for acquisition at each site.					
> Submit formal acquisition requests for development.					
	> Initiate fundraising or interest for community developer such as PEC or from 3rd party/private developer				
	Encourage rental and multi-family housing in upper stories of Lancaster Avenue buildings	Y1 - 10	PECCDC / LABA / LA21/ Private Developers	Development cost varies with number and type of units	PHFA's Homeownership Choice Program / CDBG / LIHTC / WPEZ HTF / WPFSI / private equity.
<i>Initial Action Steps</i>					
	>Acquire and rehabilitate all floors of mixed use buildings				
	Support transit-oriented development near trolley lines and subway stations	Y5 - 20	PCPC	Development cost varies with number and type of units	--
	Build and retrofit with green technology	Y1	Lower Lancaster Zoning Committees / Mayor's Office of Sustainability	--	--
<i>Initial Action Steps</i>					
> Review the Greenworks Plan published by the Mayor's Office of Sustainability.					
> Promote Low Impact Development (LID) and green building technologies.					
> Require stormwater best management practices for all new major developments.					
	Explore opportunities to create more live-work units in the area	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition	\$8,000,000	PHFA/WFRF

	<i>Initial Action Steps</i>				
	> Create affordable artist-live work housing, specific site of interest 4050-66 Haverford Avenue				
	> Stay abreast of the Philadelphia 2035 district planning processes to advocate for land use regulations that support this special hybrid use within the Lower Lancaster area				
	Take advantage of targeted financing opportunities	Y1 - 20	PEC-CDC / housing developers	--	WPEZ

4 BALANCED STREETS

4.1 REPAIR BROKEN STREETS AND SIDEWALKS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Improve street conditions	Y1 - 5	Streets Department / SEPTA / PennDOT	--	Streets Department / SEPTA / PennDOT
▶	Assist residents in sidewalk repaving projects	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC	\$350,000	OHCD Elm Street Program / Rebuilding Together Philadelphia / PHDC Basic Systems Repair or Targeted Housing Preservation Program
	Improve neighborhood circulation across the rail line	Y1 - 10	Streets Department / CSX	--	--

4.2 RETHINK DANGEROUS INTERSECTIONS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve 40th & Lancaster intersection design	Y1 - 5	MOTU / Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant	\$15,000	WFRF Implementation Grant / City of Philadelphia
	<i>Initial Action Steps</i>				
	> Hire a traffic engineering consultant to explore alternative scenarios				
	Improve 48th & Lancaster intersection design	Y5 - 10	MOTU / Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant	\$15,000	WFRF Implementation Grant / City of Philadelphia
	<i>Initial Action Steps</i>				
	> Hire a traffic engineering consultant to explore alternative scenarios				
▶	Improve intersection sight distance on Lancaster Avenue	Y1 - 5	Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant / PPA	\$25,000	PWD / Streets Department
	<i>Initial Action Steps</i>				
	> Hire a traffic engineering consultant to explore best solutions for trouble spots				
	> Stop sign and cross walk at 39th Street and Powelton Ave.				

4.3 ADDRESS PARKING TROUBLE SPOTS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Overhaul the public parking lot serving Lancaster Avenue	Y1 - 5	PPA / PECCDC / LABA / LA21 / Engineering consultant	\$565,000	Commerce Department / PPA
	<i>Initial Action Steps</i>				
	> Consider applying for a SMIP grant to improve landscaping				
	> Approach business owners adjacent to parking lot entrances about possible mural projects to emphasize entrances				
	Install parking kiosks on Lancaster Avenue	Y5 - 10	PECCDC / PPA / LABA / LA21	\$1,840,000	PPA / Commerce Department

4.4 ENHANCE PUBLIC TRANSIT

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
►	Evaluate 10 trolley level of service	Y1 - 5	SEPTA	--	--
►	Provide service alerts with trolley status updates	Y5 - 10	PECCDC / LABA / LA21 / SEPTA / Local Institutions	\$45,000	WFRF Implementation Grant / City of Philadelphia / SEPTA
►	Make 40th Street Station accessible	Y5 - 10	SEPTA	\$2,000,000	SEPTA
	<i>Initial Action Steps</i>				
	> Meet with the SEPTA Advisory Committee for Accessible Transportation to determine expected timeline				
	> Advocate for implementation of station improvements by continuing to build political support and bringing media attention to the issue				
►	Install transit shelter with local artist design at 38th & 40th Sts & Lancaster Ave	Y1 - 5	SEPTA/PECCDC/City of Philadelphia	\$25,000	SEPTA/PECCDC
►	Improve neighborhood access routes to Market Frankford Line stations	Y1 - 10	Streets Department / PWD / SEPTA	Costs already accounted for elsewhere in Section 1.7 and Section 2.1	PWD / SEPTA
	Develop Lancaster Ave streetscape improvement plan	Y5 - 10	PECCDC / LABA / LA21 / PENNDOT / MOTU / SEPTA / PWD / Consultants	\$100,000	WFRF Implementation Grant / City of Philadelphia / SEPTA

4.5 BETTER ACCOMMODATE BIKES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Advocate for implementation of planned improvements to bike network	Y1 - 10	Streets Department / Bicycle Coalition	--	--
	Improve bike lane striping	Y3 - 5	Streets Department	\$1,100,000	Streets Department
	Engage local artists to design bike racks for Lancaster Ave and other community gathering places	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / LABA / LA21 / UCD / SDP / PPR	\$60,000	City of Philadelphia

4.6 PROMOTE CAR SHARING AS AN ALTERNATIVE TRANSPORTATION OPTION					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Encourage car share services to provide more car locations locally	Y1 - 10	PECCDC / TEC-CDC / The Partnership CDC / DU / UCD	--	--

5 A REVITALIZED LANCASTER AVENUE

5.1 RAMP UP CORRIDOR MANAGEMENT EFFORTS

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Strive for coordination and collaboration between corridor groups	Y1 - 5	PECCDC / LABA / LA21 / UCD	\$100,000	City of Philadelphia/LISC
▶	Invite business owners to get involved	Y1 - 5	PECCDC / LABA / LA21	\$1,000	Commerce Department / local businesses
	<i>Initial Action Steps</i>				
	> Hold an informational meeting about the benefits of being involved with a business association and corridor management efforts				
	> Organize a cultural literacy training / “cultural speed dating” event among business owners to help bridge the cultural divide				
▶	Expand corridor maintenance efforts	Y1 - 5	PECCDC / LABA / LA21 / UCD	\$50,000	Commerce Department / local businesses
	> Continue work with the Commerce Department to secure funds for a regular cleaning program through the Corridor Cleaning Request for Proposals.				
	> Work with the University District to extend regular street sweeping service to Lancaster Avenue.				
	Develop a corridor branding/marketing scheme and buy local campaign	Y1 - 5	PECCDC / LABA / LA21 / Marketing Consultant / Graphic Designer	\$25,000	Commerce Department/local businesses/WFRF
	Organize events to boost foot traffic and promote businesses on the Ave	Y1 - 5	PECCDC / LABA / LA21 / UCD	\$30,000	Commerce Department / local businesses/WFRF
	Represent corridor interests in planning and zoning processes	Y1 - 3	PECCDC / LABA / LA21	--	--

▶ 5.2 RETAIN AND STRENGTHEN EXISTING BUSINESSES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Promote use of the facade grant program	Y1 - 5	PECCDC / LABA / LA21	\$500,000	Commerce Department / local businesses
	Sponsor classes on small business development to support entrepreneurs	Y1 - 5	PECCDC / TEC-CDC / LABA / LA21	\$15,000 / year	Commerce Department/LISC

APPENDIX: IMPLEMENTATION APPROACH

	Hold workshops on storefront design guidelines specific to Lancaster Avenue	Y1 - 5	PECCDC / LABA / LA21 / LISC	\$2,000 / year	Commerce Department / LISC / WFRF / Implementation Grant
	Connect property owners with design resources to address corridor rehabilitation and development issues	Y1 - 5	PECCDC / LABA / LA21 / Community Design Collaborative	\$1,500	Commerce Department / local businesses
	<i>Initial Action Steps</i>				
	> Collaborate with Community Design Collaborative and Drexel on design guidelines for businesses				
	> Explore interest among property owners; recruit owners of a few adjacent buildings to participate in a Community Design Collaborative study looking at upper floor reuse				
	> Reach out to property owners who have already renovated upper floors to determine the typical cost for renovation and compare that against the benefits of having occupied upper floors.				
	> Investigate feasibility of creating revolving loan fund for business owners				
	Encourage businesses to collectively stay open later	Y1	PECCDC / LABA / LA21	--	--
	<i>Initial Action Steps</i>				
	> Organize a discussion among business owners to explore interest in establishing later hours, potentially in conjunction with an information session about owner-assisted lighting improvement grant programs.				
	Assist business owners in maintaining foot traffic during corridor construction projects	Y2	PECCDC / LABA / LA21 / SEPTA	\$8,000	Commerce Department / WFRF Implementation Grant
	<i>Initial Action Steps</i>				
	> Meet with SEPTA to determine a construction timeline for the 2013 Route 10 track replacement				
	> Begin discussions with business owners who will be affected and brainstorm about how signage and circulation could help mitigate the impacts.				
5.3 FILL THE COMMERCIAL GAPS AND ENCOURAGE A MIX OF USES					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Improve curb appeal of vacant storefronts to attract commercial tenants	Y1	PECCDC / LABA / LA21 / UCD	\$60,000	Commerce Department / local businesses
▶	Recruit local institutions to establish a presence on the Ave	Y1 - 10	PECCDC / LABA / LA21 / UCD	--	--

	Attract commercial services to meet the needs of local residents	Y1 - 10	PECCDC / LABA / LA21 / UCD	--	--
5.4 ENHANCE THE EXPERIENCE OF LANCASTER AVENUE					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Focus on public realm improvements in Lancaster’s commercial core	Y1 - 10	PECCDC / LABA / LA21	\$37,000	Streets Department
	Initial Action Steps				
	The majority of the costs associated with these improvements are already accounted for elsewhere in the budget.				
▶	Creatively transform vacant upper floor windows and security grates	Y1 - 5	PECCDC / LABA / LA21 / Local businesses / Philadelphia Mural Arts Project	\$150,000	Commerce Department / MAP / WFRF Implementation Grant
▶	Create a string of pocket parks to form “Lancaster Walk”	Y1 - 10	PECCDC / LABA / LA21 / PWD / PHS	\$550,000	PWD / PHS
	[Estimated cost does not include parcel acquisition.]				
	Improve walkability and accessibility on the Ave	Y1 - 5	Streets Department / SEPTA / PennDOT / Traffic Engineering Consultant / PPA	\$25,000	Commerce Department / City of Philadelphia /
	Initial Action Steps				
	> Hire a traffic engineering consultant to recommend solutions to improve walkability				
5.5 ENHANCE SAFETY AND SECURITY					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Establish pedestrian scale lighting along the Ave.	Y1 - 5	PECCDC / LABA / LA21 / Streets Department / PennDOT	\$1,125,000	OHCD Elm Street Program / Commerce Department
▶	Advocate for a stronger relationship between business owners and police	Y1 - 5	PECCDC / LABA / LA21 / PPD / UCD	--	WFRF Implementation Grant / PPD / LABA / LA21
	Consider pursuing funding to employ corridor safety ambassadors	Y5 - 10	PECCDC / LABA / LA21 / UCD	\$150,000	DCED NPP Program

6 A UNIQUE IDENTITY

6.1 TURN UP THE VOLUME ON THE LOCAL ART SCENE AND CREATIVE INDUSTRIES

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Engage the arts community in forming a Greater Lancaster Avenue arts coalition	Y1	PEC-CDC / Local artists, performers, and creative entrepreneurs	--	--
	<i>Initial Action Steps</i>				
	> Recruit leaders in the local artist community to explore interest				
	> Set regular meetings to define a framework for organizational goals and structure.				
	Spread the word about Lower Lancaster's creative community	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition / UCD	ONE TIME: \$25,000 ANNUAL: \$7,000	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD
	Organize and promote regular arts events	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition / UCD	\$15,000 / year	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD / Membership fees and private donations

6.2 ACCOMMODATE LOCAL CREATIVE PRODUCTION AND CONSUMPTION

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Encourage existing businesses on the Ave to feature the work of local artists	Y1 - 5	PECCDC / LABA / LA21 / Lower Lancaster Arts Coalition	--	--
	Use temporary programming and installations to promote Lower Lancaster's creative community	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition / UCD	\$100,000 / year	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD
	Support development of new arts and culture destinations	Y5 - 10	PEC-CDC / Lower Lancaster arts coalition	Development and operational costs not estimable at this time	--

	Support establishment of new creative production spaces in the area	Y1 - 5	PECCDC/Lower Lancaster arts coalition/PEC/Consultant/ Local arts groups/Mural Arts	\$30,000	City of Philadelphia/ WFRF
	<i>Initial Action Steps</i>				
	> Represent the interests of the local creative community in the upcoming district planning processes and zoning remapping to advocate for land use policies and zoning classifications that support the expansion of local creative production				
	> Conduct feasibility study for commissary kitchen and artists studios at 3945-47 Lancaster Avenue				
6.3 DEVELOP PROGRAMS TO ASSIST EMERGING ARTISTS AND CREATIVE ENTREPRENEURS					
	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
	Provide entrepreneurial skills workshops to help creative self-starters establish themselves	Y5 - 10	PEC-CDC / Lower Lancaster arts coalition / Corzo Center / Breadboard / Drexel / CEVA	\$25,000	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund
	<i>Initial Action Steps</i>				
	Conduct or host biannual workshops				
	Promote tool and facility sharing opportunities in the area	Y1 - 5	PEC-CDC / Lower Lancaster arts coalition	\$15,000	WFRF Implementation Grant / Pew Charitable Trust / Philadelphia Cultural Fund / UCD / Vendor fees
	<i>Initial Action Steps</i>				
	> Host a do-it-yourself fair to promote Lower Lancaster's creative scene and provide a venue to increase awareness of tool and facility sharing resources in the area.				
	Encourage organizations and businesses to hire local artists	Y1 - 5	PECCDC / TEC-CDC / The Partnership CDC / Mantua groups / MCCP / WPVCA / SPN / a yet-to-be-established Belmont neighborhood group / UCD / DU / LABA / LA21 / Lower Lancaster Arts Coalition	--	--

6.4 PRESERVE AND CELEBRATE LOWER LANCASTER'S HISTORY

	Recommendation	Timeframe	Responsibility / Partners	Estimated Cost	Source of Funds
▶	Showcase historic assets and tell the story of Lower Lancaster using both digital and analog methods	Y1 - 5	DU/PEC Digital Inclusion/ Neighborhood residents	\$75,000	DU / PAGP / Pew Charitable Trusts / Heritage Philadelphia
	<i>Initial Action Steps</i>				
	> Engage Drexel University and other interested institutional partners in forming a committee to oversee the project				
	> Secure commitment from local business owners to designate storefront space for a historic plaque				
	> Draft an RFP for historic research and materials assembly				
	> Engage youth in the process				
	Advocate for preservation and reuse of historic buildings	Y - 10	Community Design Collaborative/Historic Preservation Consultant/ Preservation Alliance	\$45,000 +	WFRF Implementation Grant / PAGP / William Penn Foundation / National Trust for Historic Preservation / Partners for Sacred Places / Heritage Philadelphia
	Community Design Collaborative Service Grant Preservation/Adaptive Reuse Studies			\$1,500 per site x 10 sites	
	Historic Preservation Consultant Study			\$30,000	