

NORTH OF LEHIGH NEIGHBORHOOD REVITALIZATION PLAN

DECEMBER 2013



_INTERFACE STUDIO LLC



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NORTH OF LEHIGH NEIGHBORHOOD REVITALIZATION PLAN

EXECUTIVE SUMMARY

PURPOSE OF THE PLAN

Since 1985 New Kensington Community Development Corporation has worked with, and on behalf of, community residents and partners to strengthen the physical, social, and economic fabric of the community by being a catalyst for sustainable development and community building. Historically, NKCDC had focused on the area south of Lehigh Avenue—the southern border of the plan area. Beginning in 2007, NKCDC began to work more closely with the community represented by this plan. Housing counseling, food referrals, tax rebate assistance, support around sustainability, and other services were provided to interested constituents. Interactions with constituents highlighted the complex issues faced by plan area residents and revealed that residents were strongly interested in improving their community.

NKCDC engaged the community in the area of opportunity in a more formalized way through four volunteer-led studies that began at the end of 2010. These prior efforts informed the North of Lehigh Neighborhood Revitalization Plan and affirmed the recurring themes that concern residents.

The North of Lehigh planning process expands the planning area to include portions of the community that face many of the issues seen within the focused plan area. Stretching between Lehigh Avenue on the south, Clearfield Street on the north, Kensington Avenue on the west, and Aramingo Avenue on the east, the planning process incorporated the community's voice through two community input meetings and door-to-door surveying of 400 residents from the plan area. The process was also more heavily data-driven than the prior volunteer-led studies, relying on data from the Census, the Philadelphia Police Department, and extensive field surveys to depict the challenges faced by the community.

The neighborhood planning process is a forum for neighbors, business owners, investors, and civic leaders to learn and to exchange ideas, to imagine – together – the future of North of Lehigh. This neighborhood plan is a tool for local organizations, residents, and business owners to prioritize their goals and direct their efforts, increase resident involvement and, ultimately, implement positive change. The strategies that are included in this document are the direct result of a resident-driven effort to transform and strengthen the community.

The North of Lehigh Neighborhood Revitalization Plan represents a culmination of close to three years of active engagement with the plan area community. The process of revitalization has long been focused on reinvesting in both people and in place. This purpose of the plan is to:

- > Empower residents as agents of change in North of Lehigh;
- > Significantly reduce criminal activity including, most notably, drug dealing and drug use;
- > Strategically transform empty and blighted land into vibrant green spaces cared for by residents;
- > Spur capital investment North of Lehigh with the Orinoka Mills Complex development;
- > Improve access to local assets and social services;
- > Revitalize Kensington Avenue to better serve the retail needs of local residents;

- > Coordinate the efforts of the city, nonprofit organizations, churches, other institutions, and residents so that everyone is working from the same playbook; and
- > Inform funding decisions and raise money for neighborhood investments.

WHY “NORTH OF LEHIGH” & WHY NOW?

Philadelphia was once one of the nation's industrial leaders—known as the “Workshop of the World”—and Kensington was at its center. As Philadelphia's industrial prominence waned, decades of disinvestment resulted in a changed landscape. Vacant lots and buildings are frequently used for illegal activities, such as drug sales and use, prostitution, and dumping of hazardous waste. The landscape is punctuated by the elevated Market-Frankford line, below which lie scrapyards as well as large and imposing vacant, former industrial sites that also serve as locations for illegal activities. On the once vibrant commercial corridor of Kensington Avenue, retail stores have been replaced by malt-beverage take outs, pawn shops, and check-cashing establishments. And, along the southern edge, the derelict Lehigh Viaduct lays nearly abandoned. Amidst this backdrop, hardworking families attempt to maintain a reasonable quality of life despite many challenges: under-employment and joblessness, high poverty rate, widespread drug activity and related criminal activity, poor educational opportunities, multiple environmental issues, and a sense of powerlessness.

Demographic data reveals a diverse community that is indeed disproportionately impacted by crime, economic, environmental, and social issues. The area is home to one of the largest retail drug markets on the eastern seaboard. It is one of the leading zip codes for offender re-entry in the state. The average median income is less than half the national average and more than 70% of residents are considered to be “doing poorly” according to 2010 census data. Approximately a quarter of Kensington residences lack a sufficient kitchen and close to 20% lack complete plumbing. Affordable housing is commonplace, yet of poor quality. Most houses are small and in poor condition, contributing to one of the highest foreclosure rates in the City and resulting in declining homeownership rates and high vacancy. Housing values have significantly decreased and are valued among the lowest in the city. The poor housing market in Kensington further contributes to crime and disorder problems in the area.

Recognizing these challenges, NKCDC formalized a relationship with this important community north of Lehigh. In the past three years, NKCDC has helped to build the Somerset Neighbors for Better Living (SNBL) civic association, expand resident capacity, complete focused studies to improve



FIGURE 1. PLAN AREA

Notable Community Landmarks

- A - McPherson Square
- B - Francis E. Willard School
- C - Orinoka Mills Complex
- D - Community Women's Education Project
- E - Trenton Playground

THE PLAN AREA IS
APPROXIMATELY 259 ACRES
IN SIZE AND IS MADE UP OF
188 BLOCKS.

the community, move forward with plans to develop the Orinoka Mills Complex, and organize a number of community clean ups and other events designed to reduce crime / blight while bringing residents together. The momentum that has been built through this process has led to the question – what next? In an effort to create a framework for the future of the community and support the active involvement of residents, NKCDC raised funds to undertake this plan that is the result of three years of community organizing.

To further engage residents, the North of Lehigh Neighborhood Revitalization Plan provided stakeholders with many additional opportunities to voice and fine-tune the changes they desired to see in their neighborhood. The planning process did not mirror a traditional process due to the substantive input the community had already provided through past volunteer-led studies. The following additional outreach tools were used to complete pre-existing work:

- Two resident surveys were conducted from the spring through the early fall to gain an understanding of residents' concerns throughout the entire plan area. The first focused on quality of life issues; the second gauged people's sense of safety. Survey volunteers reached out to over 600 households and received a total of 400 completed surveys. The student survey volunteers felt welcomed by the community and found residents readily willing to share their concerns.

- Two focus groups and multiple private meetings were held with 20 select stakeholders to discuss residential development options for the Orinoka Civic House – a derelict, but structurally sound former factory building in the heart of the plan's area of opportunity. Stakeholders included elected officials, City-wide partners, residents, and local business owners. (The Orinoka Civic House forms part of the Orinoka Mills Complex, a large-scale development that will result in affordable rental housing, office space, business space, and publicly accessible green space.)
- Two public meetings were held in 2013 to which residents, neighborhood-based organizations, local community groups, elected officials, city-wide partners, local businesses, and members of the stakeholder committee were invited.

In January 2014, a public unveiling of the North of Lehigh Plan was held. When combined with the prior volunteer-led engagement efforts, over 250 people have participated in identifying the changes they want for the North of Lehigh plan area.



THE RESIDENT'S VISION

North of Lehigh is a community full of possibility, yet confronted with intimidating problems. It is a poster-child for the problems that face North Philadelphia but also an intimate community of residents who have rolled up their sleeves to tackle the challenges that impact their lives. This plan seeks to build upon the strengths of the community and calls for continued collaborative action to transform a neighborhood beset with vacancy to a community that, in the words of residents, will become a **“joyful”** and **“inviting”** **“green oasis”** that fosters **“innovation”** creating **“jobs”** and inspires the rest of Philadelphia to follow suit.

GOALS & STRATEGIES

From this vision, a number of recommendations were developed with residents to improve their community. These focus on the key areas of concern that residents have been working with NKCDC to address. These include: Public Safety; Housing; Vacant Land; Spurring Capital Investment North of Lehigh; Streets and Transportation; Community Cohesion; Economic Development / Environmental Justice and; Human Capital Investment. The following pages provide a summary of these strategies.



1. IMPROVE PUBLIC SAFETY & MITIGATE THE DRUG MARKET

The Kensington/Somerset intersection in North of Lehigh has been identified as the most notorious open-air drug market in the City of Philadelphia. Despite a noticeable decline in drug activity due to strong working partnership between the 24th Police District, SEPTA Transit Police, residents, SNBL, and NKCDC that has improved residents' sense of safety, the impact of the drug market is palpable. Addicts can still be found nodding off on residents' steps or shooting up as they walk down certain residential streets. Residents can point to the numerous vacant homes used as drug dens or for prostitution. Children are so accustomed to the activity that they have learned to ignore it on their walk to school or the corner bodega.

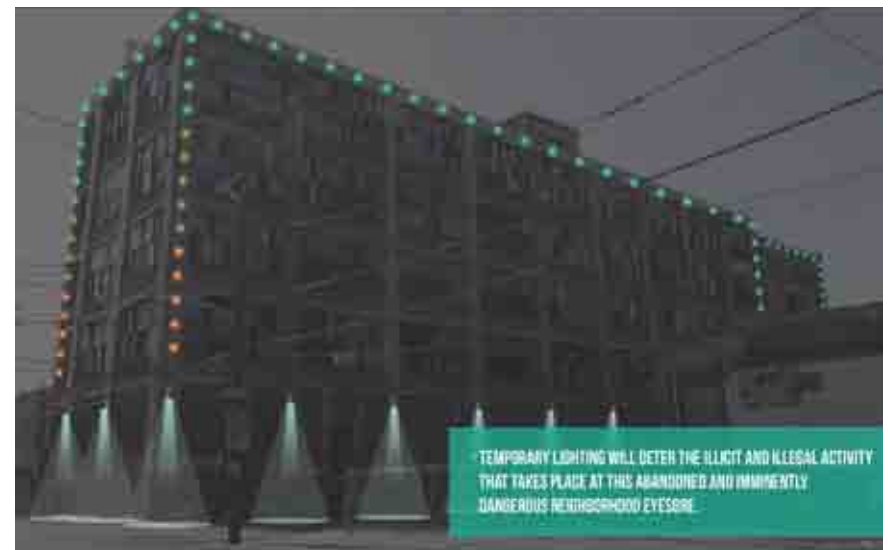
For the past three years, resident participation has revealed that the community has reached a saturation point. They have voiced time and time again their strong desire to reduce the drug activity and increase the safety of their neighborhood. They remain proud of their neighborhood and want to live alongside their children and parents. While recent resident-led initiatives have made a notable and measurable difference in crime, much more remains to be done. Residents emphasized the need to improve public safety and mitigate the drug market in the community. Strategies include:

- 1.1. Control access to the Lehigh Viaduct to reduce drug and criminal activity
- 1.2. Increase resident capacity to address blight and crime by continuing to work with police and monitor activity
- 1.3. Expand police presence throughout the neighborhood
- 1.4. Acquire free lighting for residents of target streets and improve alleyway lighting
- 1.5. Light up North of Lehigh to create safe passageways
- 1.6. Use camera surveillance to increase safety and decrease drug activity
- 1.7. Improve public health services available to the addicted and their families through partnerships with social service providers

FIGURE 2. INCREASED LIGHTING IN RESIDENTIAL AREAS



FIGURE 3. TEMPORARY LIGHTING INSTALLATION FOR THE FUTURE ORINOKA CIVIC HOUSE



2. STRATEGICALLY REHABILITATE HOUSING

Attractive and safe housing is an invaluable asset of a vibrant community. If the overall condition of a neighborhood's housing is excellent or good, this can encourage developers and home buyers to invest in the community. If a large portion of a neighborhood's housing stock is in serious disrepair or distressed, this has a deleterious impact: Investors will avoid the neighborhood because of the perceived lack of return on investment, leading to an escalating decline of resources that spurs the growth of criminal elements within the neglected area. North of Lehigh experienced this phenomenon of scarcity in full force during the mid-1980s when the last local manufacturing plant closed its doors. As companies moved their operations outside the neighborhood, housing fell into bad condition due to the limited resources available within the community. The upsurge of crime is a symptom of ongoing disinvestment. Therefore, finding ways to encourage investment is essential to improving the North of Lehigh plan area. Strategically rehabilitating housing throughout the neighborhood will not only help the owners build individual wealth through appreciating home values, it will also attract new investment and resources to the neighborhood. Strategies include:

FIGURE 4. VACANT LOT AND "GUERRILLA BEAUTIFICATION" METHODS



- 2.1. Increase homeownership retention and attract new homeowners
- 2.2. Link residents with home repair assistance programs
- 2.3. Improve code enforcement by working closely with L&I and targeting enforcement
- 2.4. Demolish dangerous vacant properties
- 2.5. Help residents gain ownership of privately-owned vacant structures through various acquisition pathways
- 2.6. Encourage a housing rehabilitation organization to expand to plan area
- 2.7. Establish a local talent pool to assist neighbors with minor housing improvements
- 2.8. Apply the Broken Windows Theory to privately-owned vacant housing
- 2.9. Build infill housing that includes both market-rate and affordable housing to foster a mixed-income and intergenerational community
- 2.10. Advocate for implementation of the City's Land Bank

3. REDUCE VACANT LAND AND IMPROVE THE COMMUNITY'S GREEN SPACE

Vacant land is one of the few blighting influences that can be quickly transformed into a value-adding community asset. With coordinated work, vacant lots can be converted into community gardens, playgrounds, and pocket parks. They can also be replaced with new housing or mixed-use commercial uses based on market potential. In most cases, the ability to radically improve the look and feel of a neighborhood block by repurposing its vacant lots is limitless.

According to the 2010 U.S. Census, 40% of the resident population is under the age of 19.¹ Nevertheless, North of Lehigh lacks the amount of open space necessary to meet the recreation needs of these young people and their families. Trenton Playground is the one play space situated within the study area and is in dire need of revitalization. The result is a community where current green spaces are not easily accessible to all North of Lehigh residents; and those that are need to be rehabilitated and maintained.

The future of vacant land and the ability to provide safe, green space for residents and children are linked in many ways. The community has already worked to clean up lots and install new plantings. This is the next phase in the evolution of the community toward a greener future. Strategies include:

- 3.1. Develop land use proposal for vacant land
- 3.2. Beautify strategically selected lots to stabilize spaces and engage residents
- 3.3. Maintain select lots as open spaces
- 3.4. Promote pathways for residents to gain ownership of publicly-owned vacant land next to their homes
- 3.5. Convert publicly-owned vacant lots to pocket parks / community green spaces
- 3.6. Improve existing playground space
- 3.7. Repurpose unused land along the Lehigh Viaduct
- 3.8. Create a new gateway entrance into the neighborhood
- 3.9. Support the development of pathways for residents to gain ownership of privately-owned vacant land

FIGURE 5. POCKET PARK/PARKETTE



FIGURE 6. TRENTON PLAYGROUND IMPROVEMENTS



4. SPUR CAPITAL INVESTMENT NORTH OF LEHIGH WITH THE ORINOKA MILLS COMPLEX DEVELOPMENT

North of Lehigh has experienced decades of disinvestment that is evident throughout the plan area. Vacant buildings and/or vacant lots are found on every one of the plan area's 188 blocks. The majority of the housing stock is in average condition, needing repairs so that it does not become seriously distressed. The drug market is still active, albeit to a lesser degree, along principal thoroughfares. And the unemployment rate is at a high of 19%, based on the 2007-2011 American Community Survey.² Spurring capital investment into North of Lehigh will not only require strategic actions in each of the issue areas identified in this plan, but also a large-scale and visible investment that can become a game-changer and attract private market development. Development of the Orinoka Mills Complex will be that game-changer.

NKCDC's development of the Orinoka Mills Complex will replicate its past success with adaptive re-use of vacant industrial structures. The development will consist of residential, commercial and community spaces (both indoor and outdoor). The residential component in the Orinoka Civic House will offer sustainable affordable housing and an indoor community space. The rear of the Orinoka Civic House, to be known as The Civic Green, will offer

an amphitheatre and recreation area available to Civic House residents and the community. The commercial spaces will consist of The Mill Space in the 3-story structure and NKCDC's new offices and a coffee shop in the Orinoka Civic House. Additional community space will be available through Orinoka Farms and Garden.

The Orinoka Mills Complex development is projected to cost \$16.2 million. This investment will have a resounding impact on North of Lehigh. It will spur additional capital investment, put eyes back on the street and reduce drug activity, bring new commercial activity and jobs, and improve the community's quality of life. For the nearby residents of The Village, this investment will stabilize the community and bolster the reduction in drug and criminal activity. Strategies include:

- 4.1. Develop the Orinoka Civic House and The Civic Green
- 4.2. Develop The Mill Space
- 4.3. Develop Orinoka Farms and Garden

FIGURE 7. RENDERING OF THE ORINOKA CIVIC HOUSE

Source: Jibe Design Architecture



FIGURE 8. DIAGRAM OF PROPOSED ORINOKA MILLS COMPLEX DEVELOPMENT



5. CALM THE TRAFFIC IN RESIDENTIAL AREAS AND IMPROVE LOCAL STREETS

Though its compact street grid makes the neighborhood walkable, North of Lehigh's street network can be difficult to navigate by car. Narrow residential streets, dead ends, and inadequate street markings can create stressful driving situations. Further, many residents complain about the fast-moving traffic through the community that threatens the safety of the area's large population of children. Calming traffic and improving streets can help to reduce crime and provide safer community spaces for children. Strategies include:

- 5.1. Slow traffic down on wide streets
- 5.2. Install better signage
- 5.3. Target street improvements to help reconnect Trenton Playground with the surrounding community
- 5.4. Promote walking, bicycling and transit use
- 5.5. Change the direction of some streets
- 5.6. Reconnect dead-end streets

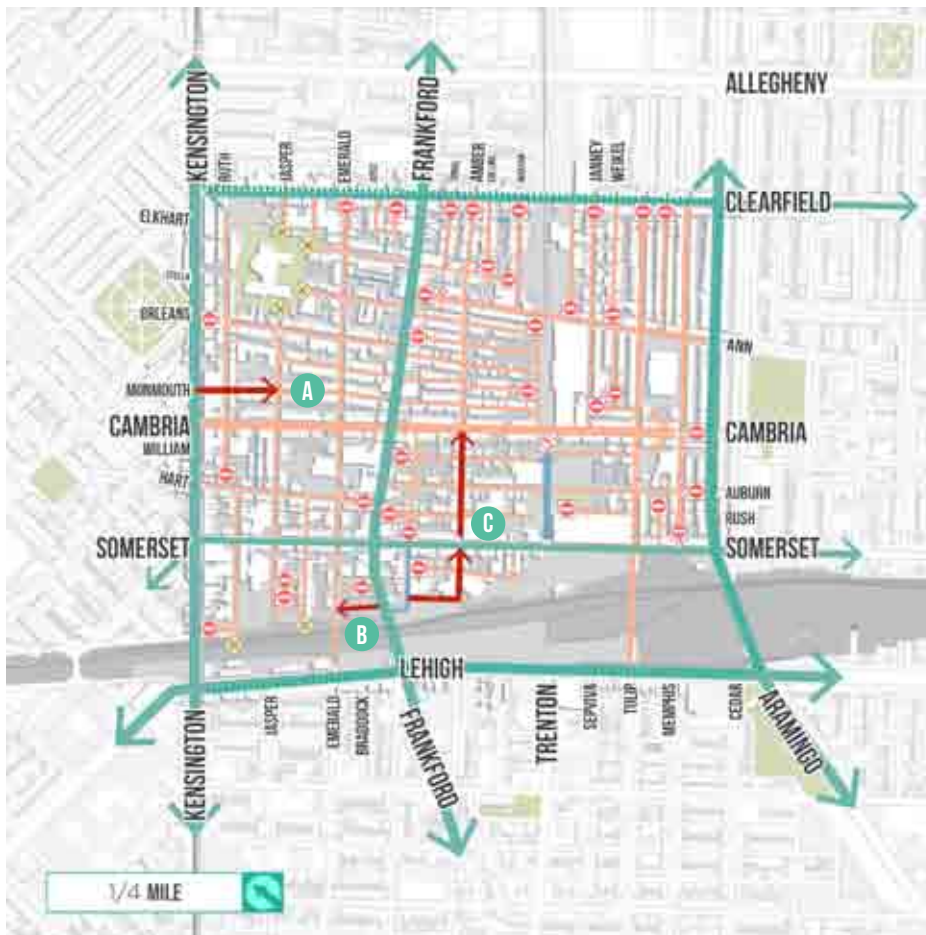
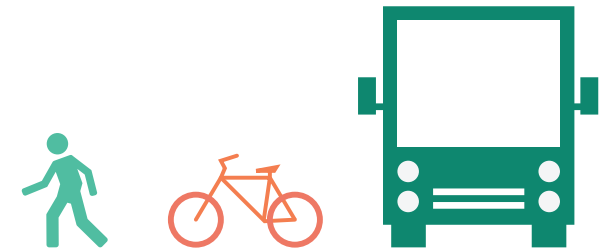


FIGURE 9. REVISED STREET NETWORK

- A: Monmouth Street
- B: Sterner Street
- C: Amber Street

FIGURE 10. DIVERSIFY MODES OF TRANSPORTATION



6. PROMOTE COMMUNITY COHESION AND CELEBRATE NEIGHBORHOOD DIVERSITY

One of the most attractive qualities of the North of Lehigh community is its diversity. In terms of racial/ethnic composition, approximately 46% of neighborhood residents in 2010 identified ethnically as *Hispanic*, 25% as *White*, 25% as *Black*, 2% as *Asian*, with the remaining 2% categorizing themselves as either *Multiracial* or *Other*.³ Providing opportunities to highlight the various cultures and traditions that exist in the neighborhood can strengthen bonds between neighbors and promote community pride and resilience. Strategies include:

- 6.1. Increase the leadership capacity and independence of Somerset Neighbors for Better Living civic association
- 6.2. Coordinate volunteers to improve the community
- 6.3. Assist CWEP with becoming a strong, safe, and secure community asset
- 6.4. Create positive communication avenues for the community
- 6.5. Organize a Community Multicultural Festival & Regular Dinner Events
- 6.6. Use murals and public art to enliven key connector streets
- 6.7. Connect youth with community activities and youth-related resources
- 6.8. Transform Lehigh Avenue into a connector street between northern and southern areas

FIGURE 11. IMPROVING CWEP'S PUBLIC SPACE



FIGURE 12. STRATEGICALLY APPLYING MURALS ON RESIDENTIAL BUILDINGS



7. REBUILD NORTH OF LEHIGH THROUGH ECONOMIC DEVELOPMENT AND ENVIRONMENTAL JUSTICE

Developing economic revitalization approaches with an environmental justice lens is necessary for North of Lehigh because of the area's industrial legacy and vast vacancies. The impact of deindustrialization is ever-present. Vacant or underutilized industrial buildings populate the landscape. Salvage yards and industrial storage lots blight the neighborhood and can negatively influence the health of residents living nearby. Today there are 22 acres of industrial land uses, of which 9 acres (41% of total industrial uses) consist of active scrapyards. Nevertheless, redeveloping industrial buildings as mixed-use properties like live/work spaces can attract entrepreneurs and business owners and spur investment. Collaborating with salvage yard owners to beautify or “green” their properties will enhance the pedestrian experience and mitigate health impacts for the neighborhood. In addition to industrial vestiges, there are 209 current commercial uses in North of Lehigh. Many of these enterprises provide services and goods that meet basic needs. However, there are opportunities to expand commercial options and job opportunities. The following strategies will help diversify and broaden the neighborhood's economic base:

- 7.1. Improve access to healthy food
- 7.2. Continue sustainability efforts like recycling and tree plantings
- 7.3. Address environmental hazards caused by scrapyards by monitoring activity and creating green buffers around these uses
- 7.4. Use Philadelphia's zoning processes to support improvements to North of Lehigh quality of life
- 7.5. Support the Kensington Avenue Commercial Corridor through a full-fledged commercial corridor management program
- 7.6. Clean commercial corridors
- 7.7. Undertake a commercial market study to determine the amount and type of commercial uses that can be supported in the community
- 7.8. Work with the Kensington and Allegheny Business Association
- 7.9. Activate the Kensington/Somerset intersection
- 7.10. Redevelop other unused industrial sites as mixed-use properties
- 7.11. Use public art to transform eyesores into assets

FIGURE 13. BEAUTIFYING PUBLIC REALM NEAR SALVAGE YARDS



FIGURE 14. ACTIVATING KENSINGTON & SOMERSET INTERSECTION



8. INVEST IN HUMAN CAPITAL

North of Lehigh residents face significant challenges that are hard to overcome. To improve the lives of local residents, we need to come to terms with some of the difficult barriers that prevent them from moving up the economic ladder. To expand economic opportunities for residents, a multilayered approach is necessary: link residents to workforce skills training; attract established enterprises to the area that can provide employment; and actively support the brimming entrepreneurial spirit present in the neighborhood. Strategies include:

- 8.1.** Increase access to job training and employment opportunities
- 8.2.** Explore the possibility of a “green jobs” training center / business incubator
- 8.3.** Link residents to entrepreneurship courses & technical assistance and provide flexible space for formal & informal business owners

- 8.4.** Consider programs that combine job development and housing rehab

- 8.5.** Explore the establishment of a North of Lehigh Community Development Financial Institution

ENDNOTES

1. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table P12: Age Breakdown*.
2. U.S. Census Bureau. *2007-2011 American Community Survey Table B23025: Employment Data*.
3. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table P9: Race & Origin (Hispanic) for Total Population*.



FIGURE 15. RENDERING OF FLEXIBLE MARKETPLACE ALONG KENSINGTON AVENUE



INTRODUCTION

THE PURPOSE OF THE PLAN: WHY WE PLAN

The neighborhood planning process is a forum for neighbors, business owners, investors, and civic leaders to learn and to exchange ideas, to imagine – together – the future of North of Lehigh. This neighborhood plan is a tool for local organizations, residents, and business owners to prioritize their goals and direct their efforts, increase resident involvement and, ultimately, implement positive change. The strategies that are included in this document are the direct result of a resident-driven effort to transform and strengthen the community. The process of revitalization is about reinvesting both in people and in place.

THIS PLAN IS INTENDED TO:

- Empower residents as agents of change in North of Lehigh;
- Significantly reduce criminal activity including, most notably, drug dealing and drug use;
- Strategically transform empty and blighted land into vibrant green spaces cared for by residents;
- Spur capital investments North of Lehigh with the Orinoka Mills Complex development;
- Improve access to local assets and social services;
- Revitalize Kensington Avenue to better serve the retail needs of local residents;
- Coordinate the efforts of the city, nonprofit organizations, churches, other institutions, and residents so that everyone is working from the same playbook; and
- Inform funding decisions and raise money for neighborhood investments.

THE PLANNING AREA AND PLANNING PARTNERS

North of Lehigh is defined in this plan as the area bounded by Lehigh Avenue on the south, Clearfield Street on the north, Kensington Avenue on the west, and Aramingo Avenue on the east. While the outreach conducted during the planning process covered the entire plan area, some recommendations focus on a smaller geographic area that demonstrated the greatest need. This area of opportunity is bounded by Lehigh Avenue, Cambria Street, Kensington Avenue, and Trenton Avenue. Recommendations implemented in this area will have multiplier effects throughout the plan area. Other recommendations are applicable to the entire plan area as well as beyond. Sharing successful and replicable strategies with potential partners beyond the plan area will be a welcomed opportunity.

The North of Lehigh Neighborhood Revitalization Plan was guided by a group of committed stakeholders comprised of neighborhood residents, local community groups, neighborhood-based organizations, businesses, elected officials, and city-wide partners. Their input, feedback, and feasibility assessments were instrumental in the development a plan that is of and for neighborhood residents. The planning process was coordinated by NKCDC. The plan was funded by NeighborWorks America. All participating stakeholders are listed in the Acknowledgements section of this plan.





FIGURE 16. PLAN AREA

Notable Community Landmarks

- A - McPherson Square
- B - Francis E. Willard School
- C - Orinoka Mills Complex
- D - Community Women's Education Project
- E - Trenton Playground

THE PLAN AREA IS APPROXIMATELY 259 ACRES IN SIZE AND IS MADE UP OF 188 BLOCKS.

NORTH OF LEHIGH PLANNING CONTEXT

Previous studies for the area North of Lehigh have provided a good foundation that has guided the actions of the City and local partners. This plan seeks to reinforce and incorporate these prior planning documents while providing one overarching vision for the community. As these other plans focused on specific topics with targeted investments around this community, this initiative is intended to help fill the gaps and build upon the ongoing work of NKCDC and Somerset Neighbors for Better Living (SNBL), the local civic association. Each of the following plans provided valuable insight and direction to the development of recommendations.

Heart of Kensington Neighborhood Plan (2005) for Impact Services Corporation. This community plan focused on the census tracts around the Kensington/Allegheny intersection. Covering approximately half of the North of Lehigh study area, the primary goals for the plan include improving public safety, increasing community involvement, improving housing, expanding services, reducing vacancy, and improving the business district. Funded with a Wells Fargo Regional Foundation Implementation Grant, the early action projects were concentrated west and north of the North of Lehigh community, primarily around McPherson Square and the Kensington/Allegheny intersection.

Kensington & Allegheny Streetscape Plan (2006) for Impact Services Corporation and local merchants. The streetscape plan, completed by Interface Studio, created a detailed design approach for both Kensington Avenue (north of McPherson Square) and Allegheny Avenue from F Street to Aramingo Avenue. For Allegheny Avenue, the plan maximized the potential of the wide sidewalks for new landscaping, tree planting and stormwater management. For Kensington Avenue, the design focused on improving the intersections where there is currently the most activity and better natural light. The plan identifies a full list of streetscape elements (benches, trash cans, lighting, bollards, etc), potential façade improvements and specific street treatments to enhance the street and crosswalks. Impact Services is continuing to raise funds to implement different components of the plan with an emphasis on the Kensington/Allegheny intersection.

Lehigh Somerset: A Conceptual Master Planning Study (2011) for New Kensington Community Development Corporation (NKCDC). Completed through the Community Design Collaborative, this study focused on development opportunities around the Orinoka Carpet Mills building between Lehigh Avenue, Frankford Avenue, Somerset Street, and Kensington Avenue. Proposals

included the redevelopment of the Orinoka building into a mix of live/work lofts, new senior housing, new infill housing, an extended Sterner Street to improve access along the viaduct, and a new greenway and farm on the Lehigh Viaduct.

East Kensington Transportation and Community Development Plan (2013) for the East Kensington Neighbors Association (EKNA), Delaware Valley Regional Planning Commission (DVRPC), and the Philadelphia City Planning Commission. The primary objective of the East Kensington initiative was to re-evaluate the land use and zoning for the community in light of the City's new zoning code. Working with residents, the plan evaluated different scenarios for land use, design, parking, and other development considerations. In addition, specific transportation improvements were identified for primary streets including Trenton Avenue, Kensington Avenue, and Lehigh Avenue.

In addition to these recent plans, Temple University landscape architecture and horticulture students worked with SNBL residents last spring as part of a studio project focused on the community. The students' findings and strategies around land redevelopment, crime, and art resonated with residents and have been incorporated into this document.



FIGURE 17. COVERS FROM PREVIOUS PLANS

PLANNING PROCESS & PUBLIC ENGAGEMENT

The planning process was designed to be both people-driven and data-driven. This required us to 1) listen through a variety of **COMMUNITY OUTREACH AND ENGAGEMENT** activities –a key component of the plan and the basis for the recommendations, and 2) **COLLECT DATA** to provide a comprehensive picture of the challenges North of Lehigh faces today.

PLANNING PROCESS AND PUBLIC ENGAGEMENT

Since 1985 New Kensington Community Development Corporation has worked with, and on behalf of, community residents and partners to strengthen the physical, social, and economic fabric of the community by being a catalyst for sustainable development and community building. Historically, NKCDC had focused on the area south of Lehigh Avenue—the southern border of the plan area. Beginning in 2007, NKCDC began to work more closely with the community represented by this plan. Housing counseling, food referrals, tax rebate assistance, support around sustainability, and other services were provided to interested constituents. Interactions with constituents highlighted the complex issues faced by plan area residents and revealed that residents were strongly interested in improving their community.

NKCDC engaged the community in the area of opportunity in a more formalized way through four volunteer-led studies that began at the end of 2010. These prior efforts informed the North of Lehigh Neighborhood Revitalization Plan and affirmed the recurring themes that concern residents.

The North of Lehigh planning process expands the planning area to include portions of the community that face many of the issues seen within the focused plan area. The planning process incorporated the community's voice through two community input meetings and door-to-door surveying of 400 residents from the plan area. The process was also more heavily data-driven than the prior volunteer-led studies, relying on data from the Census, the Philadelphia Police Department, and extensive field surveys to depict the challenges faced by the community.

Photo Source: NKCDC

COMMUNITY OUTREACH AND ENGAGEMENT: BUILDING CAPACITY NORTH OF LEHIGH

The North of Lehigh Neighborhood Revitalization Plan represents a culmination of close to three years of active engagement with the plan area community. Why so many volunteer-led studies? At the time, funding constraints did not allow for a full planning process. In retrospect, the various volunteer-led efforts had many positive effects. They allowed residents to open their hearts to envisioning a new community. They demonstrated that NKCDC was a committed partner who seriously considered their concerns and could be trusted. And through these explorations and visioning processes, the volunteer-led efforts had the added bonus of developing residents' leadership capacity and beginning to empower residents to build their community from the inside out.

2010 saw the formalization of NKCDC's relationship with the plan area community. In partnership with the Community Design Collaborative of Philadelphia and area stakeholders, NKCDC embarked on a year-long development of a conceptual master plan that would identify the issues of concern. Over the course of three community meetings and multiple stakeholder meetings, attended by over 100 residents and stakeholders, the principal concerns were identified: rampant drug activity, large numbers of vacant homes and lots, limited recreation activities, diversifying the



commercial options available on Kensington Avenue, housing to retain seniors, and increasing employment opportunities. In the fall of 2011, the plan was presented to over 50 residents and community partners with strong acceptance. In the month that followed, NKCDC held the first community meeting of the organizational body that would become SNBL. By January 2012, the monthly community meetings had been formalized into a civic association managed in partnership with NKCDC. All future volunteer-led studies were conducted through this civic body.

From January-August 2012, NKCDC introduced the SNBL Steering Committee and civic association members to the “organized chaos” methodology of University of the Arts Industrial Design students. Over the course of 8 meetings, 11 SNBL Steering Committee members and over 65 meeting participants used this methodology to prioritize the cleaning and beautification of 10 potential vacant lots. The majority were long-term vacant parcels that had been long used as dumping grounds or drug sales locations. To date the two lots that SNBL and local champions (ages 3-65) beautified and maintained have been left untouched by local drug dealers—some of whom participated in the cleaning and beautification process. SNBL is currently applying its successful 3-step process to a third lot. During this period, Steering Committee members and the civic association were also guided through the democratic design of their logo and development of their bylaws.

From September 2012-March 2013, Industrial Design students again guided residents through resident-based solutions for an ongoing concern: reducing and preventing crime. Eleven SNBL Steering Committee members and 67 residents and partners explored options over the course of 12 meetings. Of the 48 solutions identified, residents chose increased street lighting, trees, and vacant lot beautification, coupled with community gatherings, as the three most impactful and implementable solutions.

The final volunteer-engagement effort was a landscape architecture planning analysis conducted by Temple University landscape architecture and horticulture students in the 2013 spring semester. Students studied the focus area and presented their renderings to 32 civic association participants in May.

COMMUNITY OUTREACH AND ENGAGEMENT: RECENT EFFORTS

Building upon this history of active involvement, the North of Lehigh Neighborhood Revitalization Plan provided stakeholders with many additional opportunities to voice and fine-tune the changes they desired to see in their neighborhood. The planning process did not mirror a traditional process due to the substantive input the community had already provided through past

volunteer-led studies. The below additional efforts completed pre-existing work. When combined with the prior volunteer-led engagement efforts, over 250 residents and partners have participated in identifying the changes they want for the North of Lehigh plan area.

- Two resident surveys were conducted from the spring through the early fall to gain an understanding of residents’ concerns throughout the entire plan area. The first survey effort used NeighborWorks’ Success Measures resident experience survey to understand the quality of life issues most important to residents. The second survey used Temple University’s Center for Security and Crime Science safety surveys to gauge residents’ sense of safety. Survey volunteers reached out to over 600 households and received a total of 400 completed surveys. The student volunteers felt welcomed by the community and found residents readily willing to share their concerns.
- Two focus groups and multiple private meetings were held with 20 select stakeholders to discuss residential development options for the Orinoka Civic House – a derelict, but structurally sound former factory building in the heart of the plan’s area of opportunity. Stakeholders included elected officials, City-wide partners, residents, and local business owners. (The Orinoka Civic House forms part of the Orinoka Mills complex, a large-scale development that will result in affordable rental housing, office space, business space, and publicly accessible green space.)



- Two public meetings were held in 2013 to which residents, neighborhood-based organizations, local community groups, elected officials, city-wide partners, local businesses, and members of the stakeholder committee were invited. At the September 9th meeting 43 people heard the analysis of existing conditions and participated in three activities: a collaborative mapping exercise identifying areas in the neighborhood needing attention, sticker ranking of the types of neighborhood improvements they would like to see, and one word descriptions of how they see their neighborhood today and in the future. At the October 7th meeting, 47 people listened to the preliminary recommendations and participated in a prioritizing exercise to identify which recommendations they considered most important.

Primary milestones during the close to three-year community engagement and planning process include:

- Dec 2010-Sep 2011: Community Design Collaborative study
- Jan-Aug 2012: Civic association development; vacant lot cleaning and beautification planning and prioritization; civic association logo and by-laws development
- Sep 2012-Mar 2013: Crime prevention and reduction solutions identified by residents
- Jan-May 2013: Landscape architecture and horticulture analysis
- Feb-August 2013: Land use surveys conducted
- Jun-Oct 2013: NeighborWorks Success Measures resident experience surveys conducted; Temple University Center for Security and Crime Science safety surveys conducted
- Aug 2013: Planning process for North of Lehigh Neighborhood Revitalization Plan initiated
- Sep & Oct 2013: Public meetings conducted
- Nov 2013: North of Lehigh stakeholder committee input to draft plan
- Jan 2014: North of Lehigh Neighborhood Revitalization Plan public unveiling



FIGURE 18. COLLABORATIVE ACTIVITIES USED AT COMMUNITY MEETINGS

DATA COLLECTION

DEMOGRAPHIC RESEARCH

To understand the underlying trends and socio-economic characteristics of the area, 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.

PHYSICAL SURVEY

In addition to the base data described above, the planning team conducted a parcel by parcel survey of every property in the North of Lehigh study area. The survey collected detailed information on each parcel including its use and condition but also provided physical observations regarding housing, businesses, parks, roads, maintenance and safety in the community.

PUTTING THE PLAN TOGETHER

The planning process overseen by NKCDC and North of Lehigh residents consisted of three phases:

1 RESEARCH AND EXISTING CONDITIONS

The first phase of work was defined by research, surveying, and data collection. The planning team explored and documented the conditions in the community 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 resident experience survey using NeighborWorks' Success Measures survey tool;
- > A safety survey using Temple University's Center for Security and Crime Science survey tool;

- > A review of historic maps and photographs as well as existing planning documents whose boundaries overlap with those of the study area;

and, finally,

- > Processing the information collected during the analysis to identify opportunities and challenges for the future of the community.

2 PRELIMINARY RECOMMENDATIONS

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

- > 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;

and

- > Presenting the preliminary recommendations to the community for feedback and critique at a public meeting.

3 FINAL MASTER PLAN

During the third phase of work, the planning team refined the recommendations, incorporating the input collected from residents and key stakeholders at the end of Phase II. The analysis and revised recommendations are packaged together in this report, along with an implementation strategy to guide next steps in coming weeks, months, and years.





OVERVIEW OF EXISTING CONDITIONS

NORTH OF LEHIGH: YESTERDAY & TODAY

Philadelphia was once one of the nation's industrial leaders—known as the “Workshop of the World”—and Kensington was at its center. As Philadelphia's industrial prominence waned, decades of disinvestment resulted in a changed landscape. Vacant lots and buildings are frequently used for illegal activities, such as drug sales and use, prostitution, and dumping of hazardous waste. The landscape is punctuated by the elevated Market-Frankford line, below which lie scrapyards as well as large and imposing vacant, former industrial sites that also serve as locations for illegal activities. On the once vibrant commercial corridor of Kensington Avenue, retail stores have been replaced by malt-beverage take outs, pawn shops, and check-cashing establishments. And, along the southern edge, the derelict Lehigh Viaduct lays nearly abandoned. Amidst this backdrop, hardworking families attempt to maintain a reasonable quality of life despite many challenges: under-employment and joblessness, high poverty rate, widespread drug activity and related criminal activity, poor educational opportunities, multiple environmental issues, and a sense of powerlessness.

The issues that exist in the North of Lehigh section of Kensington should be viewed within the context of the social and economic changes impacting Philadelphia since the early 1980s. The dilapidated Orinoka Carpet Mills building, located at the southwestern corner of Ruth and Somerset Streets, was once the site of a major textile corporation producing silk, wool, worsted, and cotton upholstery during Philadelphia's industrial heyday.¹ Now it sits fallow as a stark reminder of the neighborhood's decline in the wake of deindustrialization during the mid-20th century.

As manufacturers began withdrawing from Northern urban centers and moving factory operations to the suburbs or Southern states, communities like North of Lehigh began to deteriorate. When the jobs left, residents who worked at local plants were forced to relocate to secure employment elsewhere or live with dwindling opportunities. Resources and opportunities grew scarce as people left cities, and areas like North of Lehigh would begin to experience increases in vacancy followed by spikes in criminal/delinquent activity. The symbiotic relationship between disinvestment and increased criminal activity are on full display in Kensington.

Demographic data reveals a diverse community disproportionately impacted by crime, economic, environmental, and social issues. The area is home to one of

the largest retail drug markets on the eastern seaboard. It is one of the leading zip codes for offender re-entry in the state. The average median income is less than half the national average and more than 70% of residents are considered to be "doing poorly" according to 2010 census data. Approximately a quarter of Kensington residences lack a sufficient kitchen and close to 20% lack complete plumbing. Affordable housing is commonplace, yet of poor quality. Most houses are small and in poor condition, contributing to one of the highest foreclosure rates in the City and resulting in declining homeownership rates and high vacancy. Housing values have significantly decreased and are valued among the lowest in the city. The poor housing market in Kensington further contributes to crime and disorder problems in the area. As noted earlier, these conditions reduce levels of community cohesion and collective efficacy while affording greater physical opportunity for crime.

Therefore, a comprehensive approach should focus on developing multi-pronged and incremental solutions for the seemingly intractable problems, while simultaneously building on the assets that currently exist and thrive in North of Lehigh. Arriving at sound solutions requires consideration of the conditions facing North of Lehigh:

THERE ARE **2,760** HOUSEHOLDS LIVING IN THE NEIGHBORHOOD.

2010 HOUSEHOLD MEDIAN INCOME:

\$26,105
NEARLY **30%** LOWER THAN
PHILADELPHIA'S CITYWIDE
MEDIAN INCOME (**\$36,957**).

53% OF ALL
RESIDENTS MAKE LESS
THAN **\$25,000** A YEAR.

Source: 2010 U.S. Census & 2007-2011 American Community Survey



> **CRIME AND THE DRUG TRADE:** The Kensington/Somerset intersection was given the unflattering title of “number one drug corner in the City of Brotherly Love” by Philadelphia Weekly in 2011.² By all accounts, Kensington/Somerset is the most trafficked drug marketplace in the city. In terms of accessibility via transit and the intersection’s proximity to both Center City and Northeast Philadelphia, this section along the Kensington commercial corridor provides an ideal location for those interested in selling goods in either the formal or illicit economy. The area is a difficult place to police because of the neighborhood’s complex street network of tight, one-way residential streets and dead ends, making pursuits of suspects by car or bike both dangerous and challenging. As of 2012, the rate of violent and property crimes per 1,000 persons in the North of Lehigh area were in some cases 3- to 5-times higher than the Philadelphia average. Developing collaborative and innovative community policing tactics that involve the Philadelphia Police Department, SEPTA Transit Police, neighborhood residents and businesses, and neighborhood organizations will be crucial in stemming crime and helping foster a safe environment.

> **VACANT LAND AND HOUSING:** Similar to other former industrial centers in Philadelphia, the North of Lehigh section of Kensington has high levels of vacancy. In August 2013, approximately 23% of all properties found within the study area were identified as “vacant.” The large sum of vacant lots and buildings provide ample locations for individuals to engage in criminal behavior in relative seclusion. The currently neglected portions of the Lehigh Viaduct, which bustled with freight trains transporting manufactured goods to and from North Philadelphia during the Post-World War II Era, are now used informally as an isolated foot traffic highway and hiding place by addicts, petty criminals, and sex workers looking to avoid arrest. Numerous vacant homes throughout the neighborhood diminish the value of surrounding properties and discourage developers/home buyers from investing in the community. These empty properties are also susceptible to becoming “shooting galleries” for addicts. When considering broader public safety implications, the more vacant buildings and lots present on a block means there are fewer “eyes on the street,” making it easier for individuals to engage in delinquent acts. Reducing vacancy not only improves the neighborhood’s economic standing, it is also key to mitigating criminal activity.



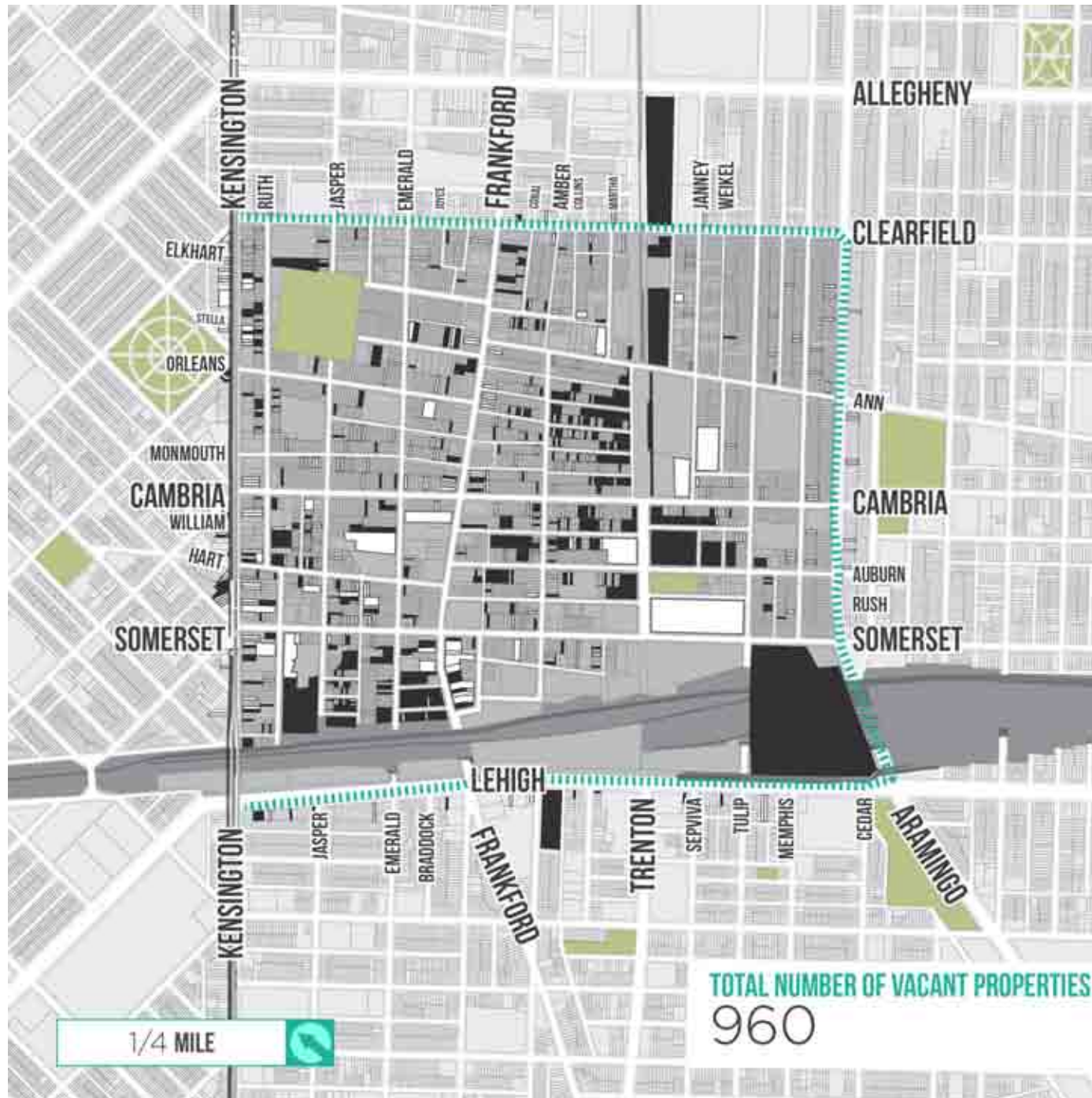


FIGURE 19. VACANCY



- VACANT BUILDING
- VACANT LAND

SOURCE: FIELD SURVEY (AUGUST 2013)

- > **LACK OF READILY-ACCESSIBLE AND WELL-MAINTAINED PUBLIC OPEN SPACE:** The neighborhood has a high youth population, with nearly 40% of all residents under the age of 19 – 1.5-times the rate of Philadelphia.³ While there is a great need for youth services and quality education, these supports are not widely available in the community and there are only a few parks or playgrounds (McPherson Square, Trenton Playground, and Cohox Recreation Center) within a 5-minute walk for most of the neighborhood – and the ones that are available are not necessarily in the best condition. Play streets abound and meet the needs of parents looking to provide temporary recreation space for their children without them having to travel too far. But shutting down streets in a neighborhood with the complex street network that exists within North of Lehigh can have unintended negative consequences, like hurting traffic flow for businesses located along Kensington Avenue. Creating new public open spaces that are accessible and vibrant can enhance the feel of the community and provide safe spaces for children to play.

- > **DIVERSITY:** In regards to resident composition, the North of Lehigh section of Kensington is one of the most diverse communities in the city. According to the 2010 U.S. Census, of the 8,947 residents who live in the neighborhood, approximately 46% identified ethnically as *Hispanic*, 25% as *White*, 25% as *Black*, 2% as *Asian*, with the remaining 2% categorizing themselves as either *Multiracial* or *Other*.⁴ As the country continues experiencing what some call an “urban renaissance,” with young people and families relocating from the suburbs to cities looking for a more unique communal experience, the opportunity to explore different cultures and traditions in a setting like North of Lehigh can become an invaluable selling point.

FIGURE 20. RACIAL/ETHNIC COMPOSITION BAR GRAPH (2010)

Source: 2010 U.S. Census

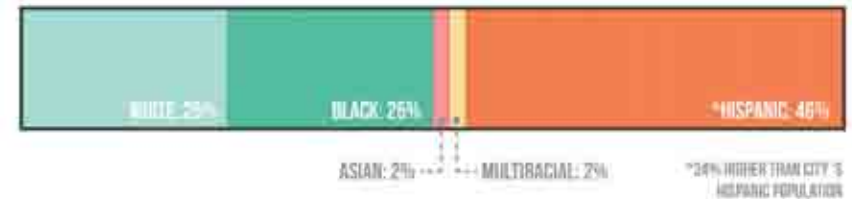




FIGURE 21. RACIAL/ETHNIC COMPOSITION (2010)

● 1 DOT = 1 PERSON

- WHITE
- BLACK
- ASIAN
- MULTIRACIAL
- HISPANIC

SOURCE: 2010 U.S. CENSUS

- > **COMMERCIAL AND INDUSTRIAL INFRASTRUCTURE:** North of Lehigh is home to 209 active commercial establishments and a segment of the Kensington commercial corridor. Most of these commercial uses are auto repair/sales businesses, retail establishments, convenience stores, beauty salons/barbershops, and eating establishments. Although they cover the gamut of basic needs for residents currently living in the surrounding neighborhoods, there are opportunities to expand the types of enterprises or services to attract business from all over the city. Vacant commercial spaces populate the segment of Kensington abutting North of Lehigh, and there are sizeable vacant lots nearby that could house new mixed-use commercial developments. The neighborhood also has a number of industrial buildings that are either underutilized or vacant. In their current state, they are a blight and create environmental issues that impact the economic and physical health of the community. However, those that are unused can be redeveloped in ways that are both environmentally-friendly and help expand the economic base of North of Lehigh.

ENDNOTES

1. Carmen A. Weber, Irving Kosmin, and Muriel Kirkpatrick. *Workshop of the World: Stories of Industry In & Around Philadelphia*. <http://www.workshopoftheworld.com/kensington/orinoka.html>
2. Steve Volk. *The Top Ten Drug Corners in the City of Brotherly Love 2011*. Phawker.com <http://www.phawker.com/2011/08/23/special-report-the-top-10-drug-corners-2011/>
3. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table P12: Age Breakdown*.
4. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table P9: Race & Origin (Hispanic) for Total Population*.



THE RESIDENT'S VISION

NORTH OF LEHIGH IS A **COMMUNITY FULL OF POSSIBILITY**, YET CONFRONTED WITH INTIMIDATING PROBLEMS. IT IS A POSTER-CHILD FOR THE PROBLEMS THAT FACE NORTH PHILADELPHIA BUT ALSO AN **INTIMATE COMMUNITY OF RESIDENTS** THAT HAVE ROLLED UP THEIR SLEEVES TO **TACKLE THE CHALLENGES THAT IMPACT THEIR LIVES**. THIS PLAN SEEKS TO **BUILD UPON THE STRENGTHS OF THE COMMUNITY** AND CALLS FOR **CONTINUED COLLABORATIVE ACTION** TO TRANSFORM A NEIGHBORHOOD BESET WITH VACANCY TO A COMMUNITY THAT, IN THE WORDS OF RESIDENTS, WILL BECOME A **“JOYFUL”** AND **“INVITING” “GREEN OASIS”** THAT FOSTERS **“INNOVATION”** CREATING **“JOBS”** AND **INSPIRES THE REST OF PHILADELPHIA TO FOLLOW SUIT.**



GOALS & STRATEGIES: CRIME PREVENTION

1. IMPROVE PUBLIC SAFETY & MITIGATE THE DRUG MARKET

The Kensington/Somerset intersection in North of Lehigh has been identified as the most notorious open-air drug market in the City of Philadelphia. Despite a noticeable decline in drug activity due to strong working partnership between the 24th Police District, SEPTA Transit Police, residents, SNBL, and NKCDC that has improved residents' sense of safety, the impact of the drug market is palpable. Addicts can still be found nodding off on residents' steps or shooting up as they walk down certain residential streets. Residents can point to the numerous vacant homes used as drug dens or for prostitution. Children are so accustomed to the activity that they have learned to ignore it on their walk to school or the corner bodega.

It is difficult to pinpoint exactly why this is the case. However, there are a number of contributing factors to the area's high level of criminal activity. Because the Kensington/Somerset intersection is very accessible by way of public and vehicular transit and located relatively close to the center of the city, people from all over Philadelphia and beyond can easily access the drug trade. The Lehigh Viaduct, which cuts across a number of North Philadelphia neighborhoods, provides a secluded foot highway and hiding place for those who participate in illegal activity; it can be reached by way of the "stairs to nowhere" along the Viaduct retaining wall on E. Sterner Street, between Emerald Street and Frankford Avenue, as well as through a residential neighborhood called The Village. Vacant lots and buildings also populate the nearby neighborhood, providing places to self-medicate with few "eyes on the street." Finally, looking at the impact of economic change since the 1960s, the decline of the manufacturing sector, which in the past could provide well-paying jobs for workers without post-secondary education, has left those most vulnerable with very few options outside the illicit economy.

All of these factors result in high crime rates concentrated around several locations. As shown in the accompanying maps, data from the Philadelphia Police Department indicate that Kensington Avenue, particularly where it intersects with Somerset, Cambria and Clearfield, experiences a lot of crime. In addition, hot spots can be found on Ann Street near Aramingo Avenue and nested among homes along Orleans and Monmouth Streets just west of Frankford Avenue. While these are clearly hotspots of illegal activity, this does not mean that other areas of the neighborhood do not experience crime. Areas around the Lehigh Viaduct, for instance, have less rates of "reported crime" but residents emphasize how critical it is to secure this area to prevent drug use.

For the past three years, resident participation in the volunteer-led studies, civic association meetings, and the North of Lehigh planning process has revealed that the community has reached a saturation point. They have voiced time and time again their strong desire to reduce the drug activity and increase

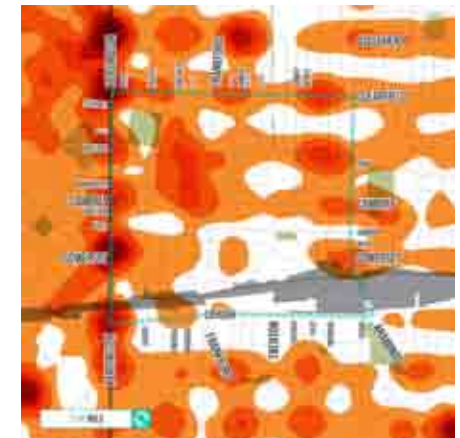
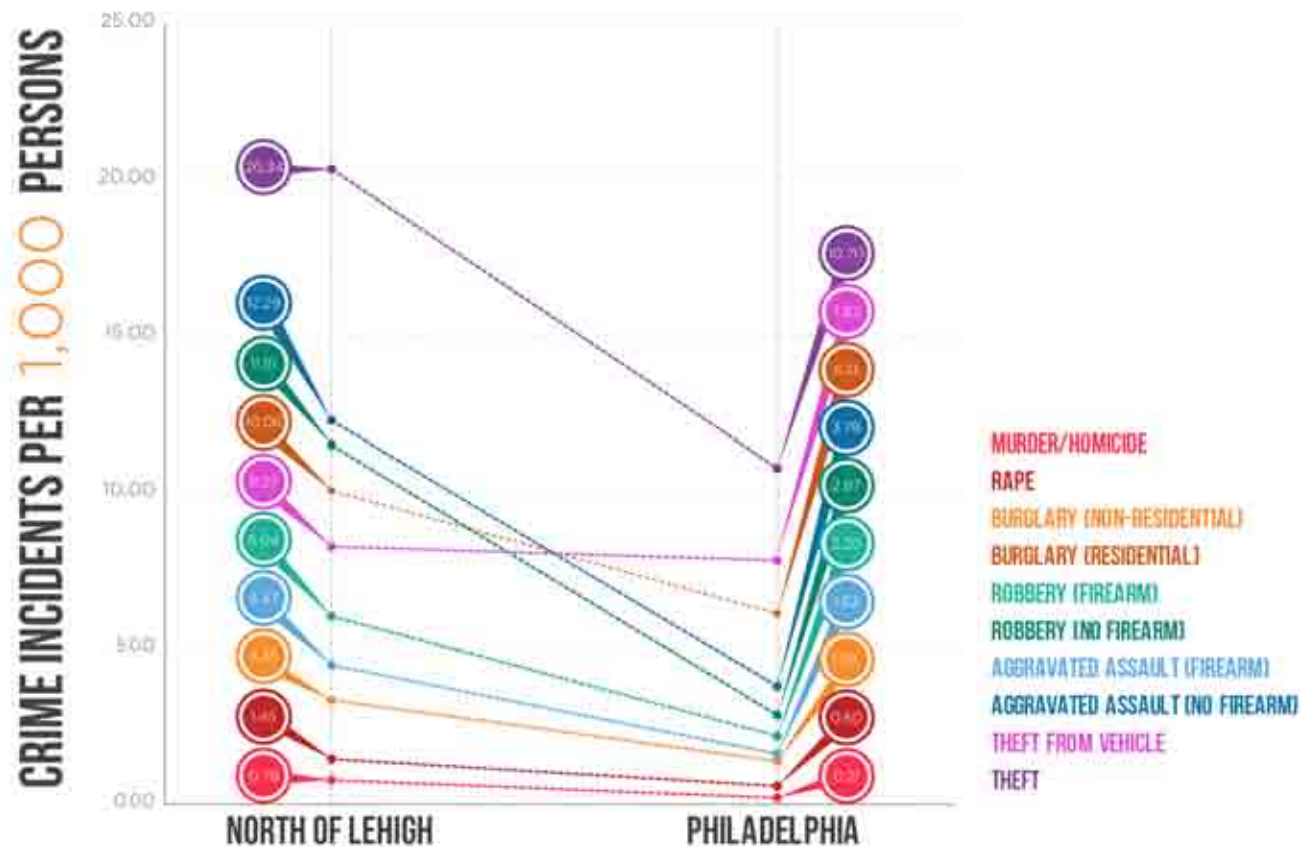
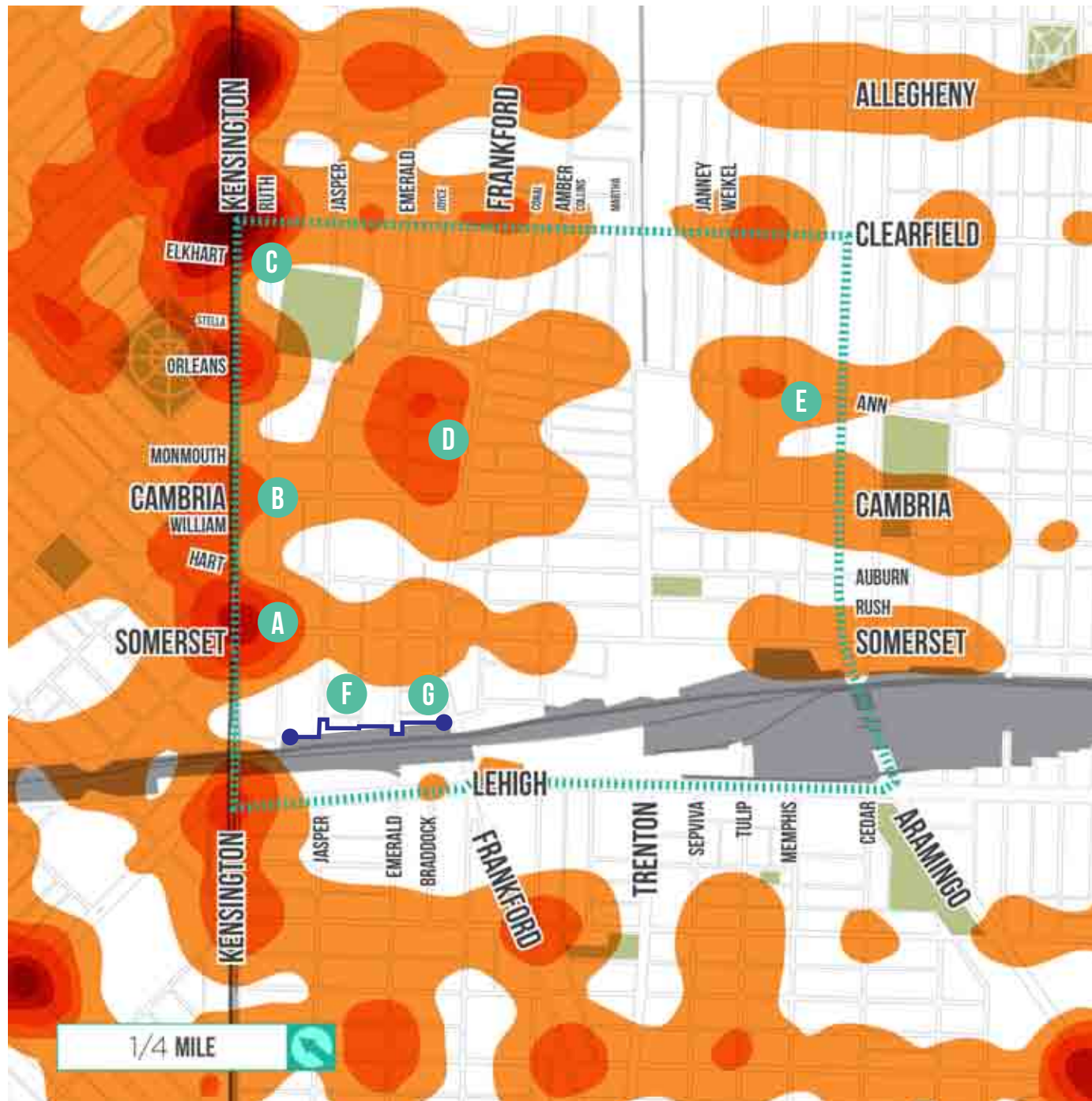


FIGURE 22. 2009-2011
CRIME INCIDENTS: F.B.I. PART I

FIGURE 23. 2012 CRIME RATES

The violent and property crimes rates per 1,000 person for North of Lehigh are in some cases 3- to 5-times higher than that of the City of Philadelphia overall.



**FIGURE 24. 2012-JULY 2013
CRIME INCIDENTS: F.B.I. PART I**

Though there have been impressive reductions in crime over the past 18 months due to innovative policing approaches and growing community involvement, high crime hotspots still exist throughout the neighborhood.

- A - Kensington/Somerset Intersection
- B - Kensington/Cambria Intersection
- C - Kensington/Clearfield Intersection
- D - Monmouth and Orleans
- E - Ann near Aramingo
- F - The Village
- G - "Stairs to Nowhere"

F.B.I. CRIMES INCLUDE:

- CRIMINAL HOMICIDE
- FORCIBLE RAPE
- ROBBERY
- AGGRAVATED ASSAULT
- BURGLARY
- LARCENY-THEFT (EXCLUDING MOTOR VEHICLE THEFT)
- ARSON

 PROPOSED FENCING ALONG VIADUCT

SOURCE: PHILADELPHIA POLICE DEPARTMENT

the safety of their neighborhood. They remain proud of their neighborhood and want to be able to live alongside their children and parents. And they have begun taking significant actions to make these changes: beautification projects at known drug hot spots, accepting the police's presence at their monthly civic association meetings, and increasing their 911 calls to police and non-emergency calls to Philadelphia's 311 system.

Further, a coordinated effort between SEPTA Transit Police and the 24th Police District¹ has led to the development of a long-term strategy to disrupt the drug market and make it "inaccessible" and unprofitable. SEPTA has posted 24-hour police surveillance at both the Kensington/Somerset and Kensington/Huntingdon stations to prevent addicts from purchasing drugs near transit stops, while the 24th Police District has a 24-hour police detail at McPherson Square, along with foot and bike patrols throughout the surrounding neighborhoods to deter crime. In what used to be colloquially referred to as "Needle Park," children and families now take advantage of the revitalized

and secured recreation space at McPherson Square. The effects have been dramatic. In comparing crime hotspot maps from the time period between 2009-2011 and between 2012-2013, there is noticeably less crime and smaller, less intense crime hotspots than just a few years ago. This would not have been possible without the strategies taken on by local elected and public safety officials.

The effects of this collaborative policing approach have been dramatic and encouraging, but there is a long way to go. North of Lehigh still has violent and property crime rates that are 3- to 5-times higher than that of the city average. Expanding the efforts initiated by the Philadelphia Police Department and SEPTA Transit Police to include community participation is important to helping reduce crime that seeps into the surrounding neighborhoods. The strategies identified by residents and community leaders will continue to improve the safety of their neighborhood and reduce the drug activity, ultimately improving their quality of life.



FIGURE 25. "STAIRS TO NOWHERE"

Located along the viaduct retaining wall on E. Sterner Street, between Emerald Street and Frankford Avenue (see map above), the "stairs to nowhere" allow addicts and petty criminals to access the Lehigh Viaduct and use it as a foot traffic highway.

1.1. Control access to the Lehigh Viaduct

The Lehigh Viaduct has long impacted the quality of life for the residents North of Lehigh. What was once a vibrant manufacturing hub with rail access for easy movement of goods to the ports on the Delaware River is today a no-man's land that invites many negative uses: drug use, prostitution, homeless encampments, short dumping, and an unpoliceable route for stolen goods. These uses impact the residents living directly north of the easily accessible areas of the Viaduct, commonly known as The Village and the "stairs to nowhere", as well as more affluent communities further east like Port Richmond.

Today North of Lehigh residents have a willing corporate partner, Conrail, the owner of the rail lines. NKCDC has leased part of Conrail's land and will fence the area on the north side of the tracks. In its first phase, the fence has been installed over a three-block stretch, creating a barrier controlling access to the Viaduct and reducing the drug-related foot-traffic through the residential Village neighborhood. Through Pennsylvania's Department of Community and Economic Development's (DCED) Neighborhood Partnership Program, NKCDC will use the financial support from Conrail and, now, Domus to install the remainder of the fence from Ruth Street to Frankford Avenue and put the land leased from Conrail to productive reuse with local community and business partners.

As improvements to the Viaduct proceed, implementation of both small and large, impactful art interventions should be explored in partnership with long-established organizations like the Mural Arts Program. Any artistic planning process will involve strong community engagement and participation to replicate past successes.

1.2. Increase resident capacity to address blight and crime

A neighborhood that is overrun by drug activity and an active drug market is like a country at war. Residents live in an almost constant state of anxiety. Some, after living through decades of disinvestment, lose all hope for positive change. North of Lehigh, however, is no longer a willing hostage of its unfortunate circumstances. Residents have been emboldened by a strengthening relationship with the local police forces: 24th District police have been responsive and have reduced some of the local drug activity over the past two years; SEPTA Transit Police have partnered with the 24th to reduce drug activity at the Kensington/Somerset El stop. Residents have also been emboldened by the success of their beautification projects at known drug hot spots. Residents' capacity to address blight and crime will be increased through:

- Continued police report outs at SNBL civic association monthly meetings.
- Continued police presence at community beautification projects.
- Philly311 Neighborhood Liaison trainings and increasing resident calls for 311 and 911 related incidents.
- Local, city, and state-wide politicians' attendance at SNBL civic association monthly meetings.
- Educating residents on the Philadelphia District Attorney's Public Nuisance Task Force, a tool for resolving issues of nuisance drug houses and squatters. Through this partnership, residents participate in the uprooting, seizure, and sale of entrenched drug houses.



FIGURE 26. NKCDC 911 & 311 CARDS

NKCDC distributes 311 & 911 information cards to residents as a way to encourage them to participate in addressing issues that arise in the neighborhood.



FIGURE 27. SOLAR-POWERED LED STREET LAMP

Source: lampedboom.blogspot.com

FIGURE 28. INCREASE LIGHTING TO DETER CRIME

Installing new street lighting and assisting residents with acquiring porch lights for their homes can help reduce crime in North of Lehigh.



1.3. Expand police presence throughout the neighborhood

The drug market in the North of Lehigh area is entrenched and strong. Increasing resident engagement and capacity alone will not resolve this problem. Expanding police presence throughout the neighborhood is a necessity. While NKCDC's and community leaders' monthly meetings with the 24th Police District captain have resulted in better police access and responsiveness, efforts are hampered by a smaller than needed police force. To continue to chip away at the entrenched drug market, two important changes are needed:

- Additional beat cops for foot and bike patrols throughout North of Lehigh, but particularly along streets with numerous known drug sales points. This will require a campaign joining residents, local civic organizations and institutions, and NKCDC to advocate at the City level.
- Installation of a police kiosk or "mini-precinct", jointly managed by the Philadelphia Police Department and SEPTA Transit Police. NKCDC, SNBL, and Impact Services Corporation can work together with both police forces to secure bricks and mortar funds as well as funds for staff.

1.4. Acquire free lighting for residents on target streets and improve alleyway lighting

Good lighting protects residents from crime and helps deter criminal activity. North of Lehigh, however, does not have access to good lighting. Many street lights are either broken or too dim. Most residential homes have no porch light and those that do are often off. Alleyways are almost always unlit and dark.

FREE LIGHTING ON TARGET STREETS

As part of several resident-based safety workshops held in the spring of 2013 at SNBL monthly meetings, the community identified lighting as one of the most important ways to improve their personal safety. To meet this need, NKCDC proposes to retarget Elm Street funding from the Pennsylvania Downtown Center and the Pennsylvania DCED to the North of Lehigh area. The program provides matching funds to homeowners for improvements to their facades and sidewalks, including the subsidized installation of façade lighting or free sidewalk lampposts. Ideal streets would likely include Somerset Street, Cambria Street, and Tusculum Street immediately east of Kensington Avenue.

- Lighting along Somerset and Cambria Streets would discourage drug sales and criminal activity at the drug corners of Kensington/Somerset and Kensington/Cambria. Lighting along Somerset Street would also provide a safer walk for users of the Somerset SEPTA station.
- Lights on Tusculum Street would illuminate the block that terminates at the rear of the proposed Orinoka Mills Complex, creating a safer pathway to that future community asset. (The Orinoka Mills Complex is described in depth in Goal 4.)

SAFER AND CLEANER ALLEYWAYS

Unlit alleys can host an array of crime, including illegal dumping, drug dealing and usage, and prostitution. They also provide refuge for individuals fleeing law enforcement. Increasing public safety in connection to alleyways can be accomplished through various actions.

- Alley lights are under the Streets Department's jurisdiction; they will replace burnt out bulbs when notified of the light's outage. SNBL should empower residents to request replacements by reporting burn-outs to 311.
- A "dark spot survey" should be conducted to identify areas in need of additional lighting. SNBL can hold a Philly311 educational workshop where they can make real-time 311 requests to have these alley lights replaced
- Educating residents on affordable security cameras (or dummy cameras) to deter dumping and to create safer and cleaner alleyways. New camera owners will be encouraged to register with the Philadelphia Police Department's SafeCam Program.
- Repeated alleyway crime, as several recent studies indicate can happen in similar "micro-spaces,"² should be prevented by working with residents to responsibly secure their alleys with gates. (Securing alley gates requires that a key be given to all residents' with properties that abut the alley.)
- Partnering with Community Women's Education Project's (CWEP) Philly Future Track program to clean alleyways and install lighting. During these clean-ups, program participants can notify the City when alleyway lights need to be replaced. Councilmanic support may be needed to address specific problem streets and alleyways.

PRECEDENT: PHILLY FUTURE TRACK

PHILADELPHIA, PENNSYLVANIA

The Philly Future Track program provides job-skill training and real-world work experience for young Philadelphians between the ages of 18-24. Once hired, Philly Future Trackers will work in teams to clean and beautify targeted streets and alleyways, while attending regular sessions to improve their job prospects for the future. Team members participate in a 6-month, paid program consisting of 5 workdays (including career readiness training). For more information, visit Philly Future Track's website: www.philadelphiastreet.com/philly-future-track

Photo Source: Philadelphiastreet.com

Philly Future Track intern profile

philly future track
It can take you far.

Philly Future Track is a rigorous six month program providing real-world work experience with the Streets Department and life skills training to 150 Philadelphia young adults. The program is designed to be a career readiness pipeline, providing the participants with enough resources and education to transition into full time employment, attend a 2 or 4 year higher education institution, enter into a vocational training program/school or be prepared to take the military aptitude test.

Razek Banks
South Philadelphia | 21

Michael A. Hutter, Mayor
David J. Perri, P.E., Acting Commissioner

"I like to try new things and face new challenges, and cleaning this"

1.5. Light up North of Lehigh to create safe passageways

Creating safe passageways also necessitates good lighting and is of particular importance along streets with recurring drug activity. The following recommendations will both increase the sense of public safety and deter unwanted activity.

STREET LIGHTING AS PUBLIC ART

Street lighting can help reclaim positive identity, as exemplified by the Hershey Kiss-shaped street lamps in Hershey, PA. NKCDC has implemented two corridor-focused street lighting initiatives south of Lehigh with similar artistic aims with sustained success. SNBL residents were introduced to Temple University's students' artistic concept, the "Tree of Light". Installation of this sculptural interpretation of a street light and a tree throughout the neighborhood, particularly at SEPTA bus stops, would be a wonderfully whimsical lighting improvement. It could also incorporate the added safety benefit of a remote security camera as part of one of the arms of the pedestrian lights. This design also has the added benefit of merging design concepts of landscape architecture with theories of ecological restoration. To increase the design's affordability, solar panel technology could be used.

ILLUMINATING VACANT PROPERTIES AND LOTS

The often large unlit gaps between occupied properties create an unsafe walking environment. Lighting the vacant lots and buildings will improve the community's sense of safety, visibility of these areas, and deter criminal activity. Three strategic areas, which have recurring drug traffic, will be addressed.

- Illuminate the vacant properties and lots along three known drug sales corridors on Somerset Street, Hart Lane, and Auburn Street. As vacant buildings do not have access to electricity, façade lighting will need to be battery or solar powered and installed on the second floor to deter theft. Lighting vacant lots will necessitate a partnership with adjacent occupied property owners to install either wired or un-wired lighting, whether battery or solar powered.
- Install additional lighting along the high drug-use area on Sterner Street, between Jasper and Helen Streets, in The Village. The lighting will deter access to the Lehigh Viaduct and will also support the decrease in drug activity that has resulted from the installation of a fence just north of the railroad tracks. NKCDC will explore the viability of installing blue lights to deter drug use along Sterner Street; some research supports the use of blue lights as they may make it difficult for users to find veins.



PRECEDENT:

NKCDC GOOSENECK LIGHTING

PHILADELPHIA, PENNSYLVANIA

Through a City Commerce Department Beautification Grant, NKCDC spearheaded the installation of Gooseneck lighting on storefronts along the Frankford Avenue business corridor in 2007 and again in 2010. The product was distributed by Ciro Electric, Philadelphia and included a photocell, efficient high-intensity discharge bulbs, protective lens, and guard. Ongoing maintenance of the fixtures became the businesses' responsibility once installed. Merchants were responsible for paying approximately 10% of the costs affiliated with the lighting fixtures and installation that occurred on their property. Business owners are extremely happy with their fixtures and have noted only small changes in their utility bills. Foot traffic in the evenings has increased.

Photo Source: NKCDC



FIGURE 29. PHOTO OF ORINOKA MILLS COMPLEX

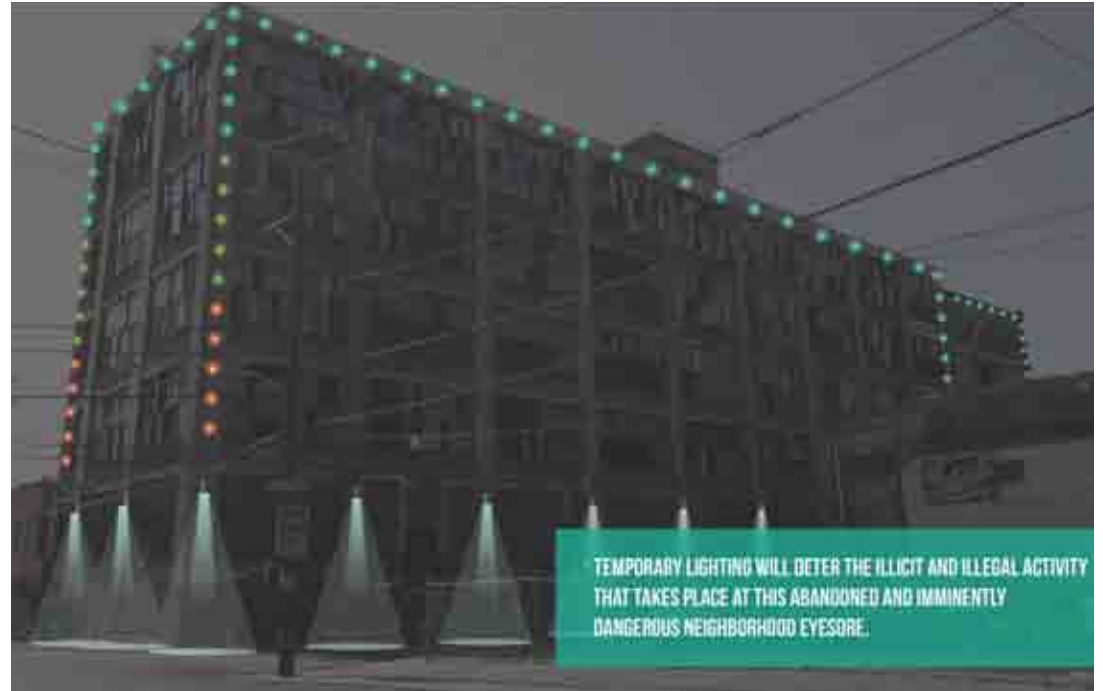


FIGURE 30. TEMPORARY LIGHTING INSTALLATION

- Temporary lighting should be installed on the façade of the future Orinoka Civic House, facing Ruth and Somerset Streets, and the rear, facing the Lehigh Viaduct. This temporary improvement will deter the illegal activity that takes place at this abandoned structure. The temporary lighting will serve as a temporary improvement until NKCDC can redevelop the Civic House and the adjoining Complex properties. NKCDC can work with the Streets Department to install or fix street lighting.

LIGHTING UNDER THE LEHIGH VIADUCT

To establish safe north/south corridors, the multiple underpasses crossing into North of Lehigh must be addressed. These dark stretches of unlit pathways hinder safe walking and biking; drivers must also take exceptional care to not strike pedestrians and bicyclists. New lighting concepts must be developed and installed for these underpass streets: Emerald Street, Frankford Avenue, Tulip Street, and Aramingo Avenue.

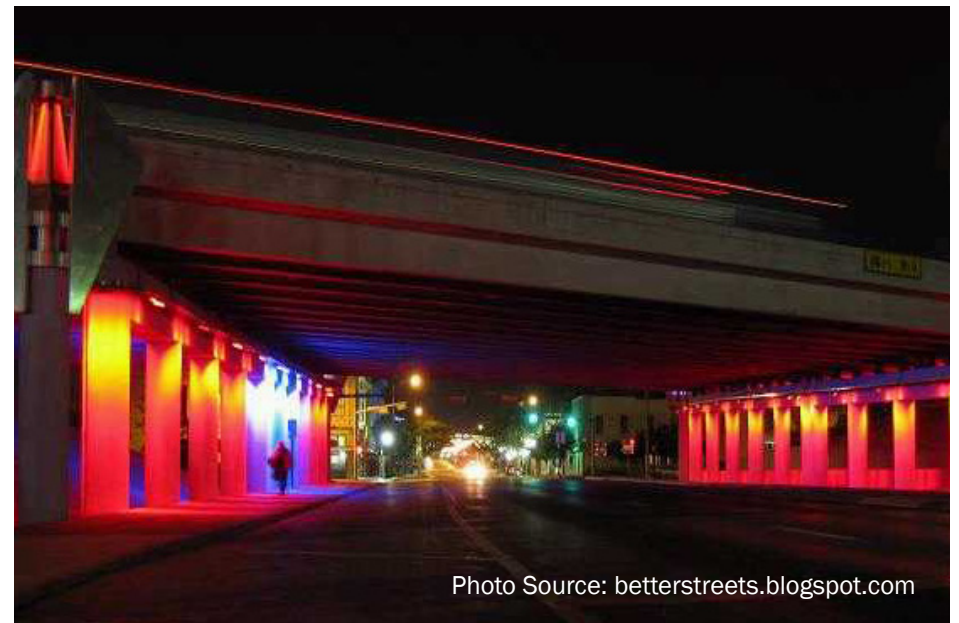


Photo Source: betterstreets.blogspot.com

1.6. Use camera surveillance to increase safety and decrease drug activity

Safety can be increased and drug activity reduced through the installation of security cameras at strategically selected residential properties, community-based organizations, and businesses.

- Identify camera locations in partnership with the 24th Police District and SEPTA Transit Police, focusing on high crime areas.
- Educate potential participants on affordable safety cameras (or dummy cameras); the Commerce SafeCam Program is a good option for businesses. New camera owners will be encouraged to register for the Philadelphia Police Department's SafeCam Program.
- Install cameras in the vicinity of operating scrapyards (Trenton/Somerset intersection) to deter illegal dumping that causes significant quality of life issues for nearby residents. Reinstallation and continued maintenance of existing surveillance cameras in the scrapyard vicinity can be addressed by City programs, such as the Community Life Improvement Program (CLIP).

1.7. Improve public health services available to the addicted and their families through partnerships with social service providers

The drug market has touched many living North of Lehigh. Due to the endemic nature of the drug market and drug culture, recovery options must form part of any comprehensive effort to mitigate the drug market.

- SNBL and healthcare providers should identify the services needed by the community. Such services may include providing HIV-related services through Congreso, a local multiservice organization serving the Latino community, or offering clean needles and preventative care for the HIV positive through Prevention Point Philadelphia.
- Provide drug-intervention services to residents through “on the ground” outreach and information sessions at civic association meetings via social service providers. These providers may include Congreso, Prevention Point, and Access To Recovery (ATR).
- Develop new relationships with organizations to provide services to targeted communities. Project SAFE and The Rock Ministries' The Lost Coin offer assistance to female sex workers.



PRECEDENT: COMMERCE SAFECAM PROGRAM PHILADELPHIA, PENNSYLVANIA

The Commerce SafeCam Program reimburses business and commercial property owners who purchase and install surveillance cameras to improve public safety around their buildings. For a single commercial property or business, Commerce SafeCam offers a 50% reimbursement (up to \$3,000) of all costs attached to the installation of security cameras. Participants must register installed cameras with the Philadelphia Police Department's SafeCam Program. For more information, visit the City of Philadelphia's Business Services website: www.business.phila.gov

Photo Source: Metro.us

- Partner with the Philadelphia Association of Recovery Houses (PARH) to identify reputable facilities that adhere to regulations and community standards. When that is not the case, PARH can guide non-compliant homes towards compliance or work with Philadelphia Licenses and Inspections (L&I) to close non-compliant homes. NKCDC can support PARH's work by advocating for positive changes to the recovery facility guidelines and supporting legislation for certification policies. These efforts will help control the proliferation of non-legitimate recovery residences in the 19134 zip code that result from a high prisoner release rate to this zip code

ENDNOTES

1. Carla Robinson. *Hope Comes To Kensington*. Axis Philly. <http://axisphilly.org/article/hope-comes-to-kensington/>
2. "A storefront. A single townhouse. One short block. As researchers dive into the available data, they find that crime reliably happens in the same precise places, again and again." Nancy Scola, *Crime Keeps Happening in Very, Very Small Spaces*, Next City, October 7, 2013. <http://nextcity.org/sharedcity/entry/crime-keeps-happening-in-very-very-small-spaces>.

PRECEDENT: FRESH START FOUNDATION

PHILADELPHIA, PENNSYLVANIA

Fresh Start Foundation is a well-respected transitional housing and recovery organization that helps individuals become productive members of the community. Fresh Start residents, in partnership with NKCDC, have volunteered at community clean ups, neighborhood projects, and helped grow fresh food at a local community garden. For more information, visit Fresh Start Foundation's website: www.freshstartfoundation.org

Photo Source: Fresh Start Foundation





GOALS & STRATEGIES: HOUSING

2. STRATEGICALLY REHABILITATE HOUSING

Attractive and safe housing is an invaluable asset of a vibrant community. If the overall condition of a neighborhood's housing is excellent or good, this can encourage developers and home buyers to invest in the community. If a large portion of a neighborhood's housing stock is in serious disrepair or distressed, this has a deleterious impact: investors will avoid the neighborhood because of the perceived lack of return on investment, leading to an escalating decline of resources that spurs the growth of criminal elements within the neglected area. North of Lehigh experienced this phenomenon of scarcity in full force during the mid-1980s when the last local manufacturing plant closed its doors. As companies moved their operations outside the neighborhood, housing fell into bad condition due to the limited resources available within the community. The upsurge of crime is a symptom of ongoing disinvestment. Therefore, finding ways to encourage investment is essential to improving the North of Lehigh plan area. Strategically rehabilitating housing throughout the neighborhood will not only help the owners build individual wealth through appreciating home values, it will also attract new investment and resources to the neighborhood.

Currently, there are 3,251 residential uses in the North of Lehigh section of Kensington. Of those housing properties, 93% is single-family attached housing, comprised mostly of the Philadelphia standard two-story row home. The remaining 7% are multi-family apartment buildings or multi-family units located above commercial uses. Based on findings collected during a field survey of the study area conducted in August 2013, 1% of the total housing stock was “excellent” or “new”, 34% was considered in “good” condition, and 60% of homes were in “fair” condition, needing minor but important repairs to things like the cornice or brickwork. This indicates that 95% of North of Lehigh’s housing stock can be improved with the help of home repair assistance programs and financing.

A distinct feature of the North of Lehigh area is that the residential uses are disconnected from one another. In fact, within this study area there are approximately 19 clusters or smaller neighborhoods separated by main thoroughfares, industrial concentrations, and swaths of vacant lots. Understanding the needs of each pocket can help determine where the most appropriate locations are for focused rehabilitation efforts and infill housing development.

Of the housing units that existed within North of Lehigh in 2010, 17% were vacant¹ and most of the vacant properties in the neighborhood were in dire condition. There is a need for the community to maintain pressure on L&I to improve code enforcement and penalize owners who allow their vacant property to become a blighting influence on the neighborhood. The community should also encourage residents to seek ownership of vacant homes through conservatorship and participate in “guerilla beautification” of vacant properties on their blocks. Buildings that are too dangerous and distressed to be rehabbed should be demolished and replaced with new housing.

Homeownership is not only important in building personal wealth, it is also essential in establishing stability and encouraging investment in a neighborhood. Currently, 56% of North of Lehigh total housing stock is occupied by renters.² An identified need is to develop strategies to foster homeownership among current residents and work to make North of Lehigh a mixed-income and intergenerational destination for families and seniors looking for a neighborhood to call home.

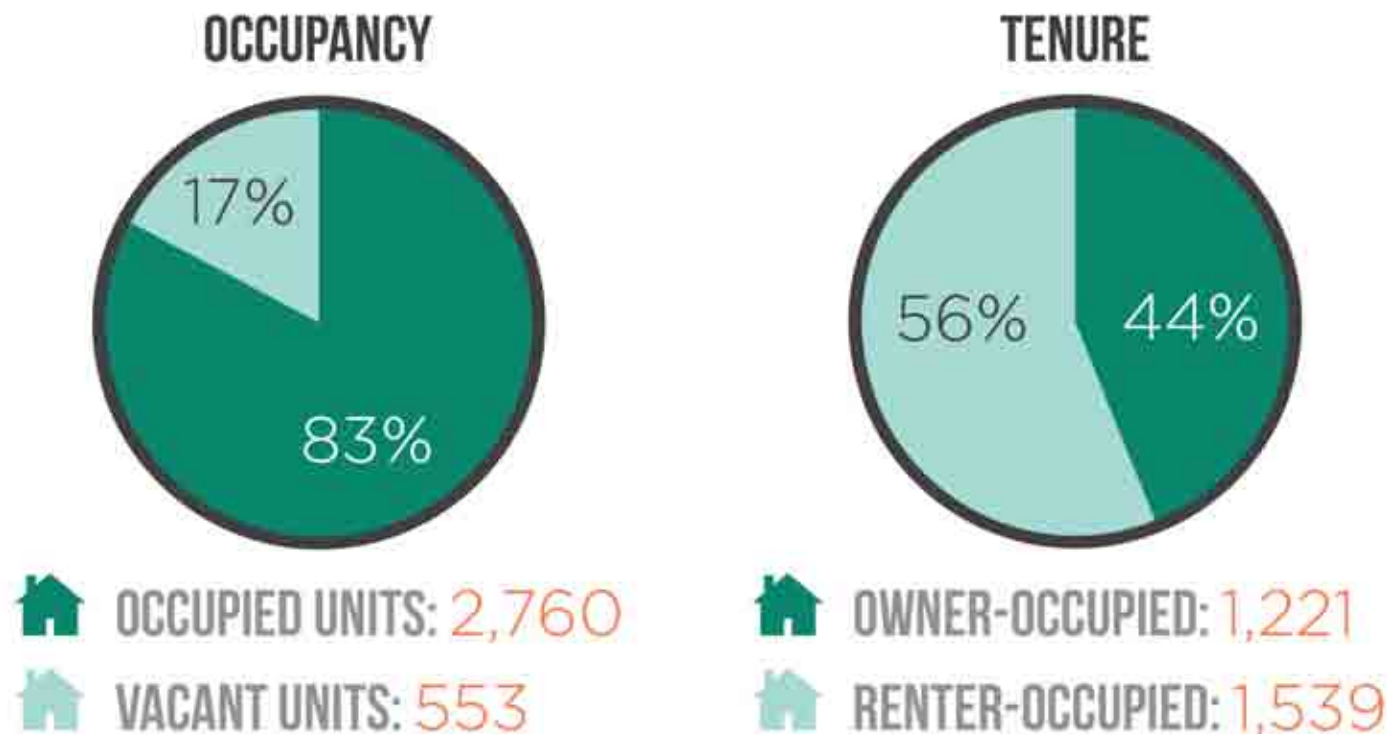


FIGURE 31. OCCUPANCY & TENURE RATES
Source: 2010 U.S. Census



FIGURE 32. RESIDENTIAL USES

Identifying residential clusters allows NKCDC to strategically focus their housing rehabilitation efforts and recognize particular needs in the various parts of the neighborhood.

2.1. Increase homeownership retention and attract new homeowners

There are many components to a healthy community. An intergenerational community is an important feature for it provides support mechanisms across all age groups and an important component for the retention of existing homeowners and attracting new homeowners to North of Lehigh. Much of this work can be done through NKCDC's long-standing housing counseling services and constituent support work for the senior population as well as income-eligible households. For programming unavailable at NKCDC, NKCDC will connect seniors and eligible households with programs that allow them to stay in their own homes. Increasing homeownership retention and attracting new homeowners can be accomplished through a multi-tiered effort:

- Offering financial literacy programming, including literacy training in budgeting, savings, and obtaining credit.
- Offering foreclosure prevention counseling as well as workshops on avoiding predatory lenders.
- Offering credit counseling as well as first-time homebuyer workshops to prepare future homeowners for their piece of the American dream. Where feasible, NKCDC will incorporate lender partners to participate in relevant workshops, such as the Police & Fireman's Federal Credit Union, the American Heritage Federal Credit Union, Wells Fargo, and Citizens Bank.
- Helping current and future homeowners reduce their utility costs by offering weatherization workshops and energy assistance to those who cannot afford their utility bills. NKCDC will provide intake counseling and referrals on a case-by-case basis to energy referral partners, such as PECO's Customer Assistance Program, Philadelphia Gas Work's Customer Responsibility Program, Low Income Energy Assistance Program & Crisis (LIHEAP), PECO's Low Income Usage Reduction Program (LIURP), PECO's Winter Relief Assistance Program (WRAP), Philadelphia Water Department's Utility Emergency Services Fund (USEF), Energy Coordinating Agency (ECA), Philadelphia Corporation for Aging (PCA), Community Legal Services, Tenant Union Representative Network (TURN) Rental Assistance, Heater Hotline, Aging Senior Hotline, and the Philadelphia Housing Development Corporation's Basic Systems Repair Program.

- For seniors, building partnerships with programs that help seniors maintain self-sufficiency, such as PCA's SHARP Program as well as other PCA programming, PHDC, and Senior Law.
- Referrals to other services not available at NKCDC, such as Philadelphia Legal Assistance or Community Legal Services, Temple Law, Philadelphia Housing Authority, homeless shelters, homeless prevention funds, VA referral, food referrals, Supplementary Nutrition Assistance Program (SNAP), down payment assistance, rent and property tax rebate assistance, senior tax freeze assistance, and assistance navigating Philadelphia's Actual Value Initiative (AVI).
- For seniors, develop a partnership with Habitat for Humanity to pilot a Spring Senior Day for small home repairs, such as painting, caulking, and yard clean-up, with volunteer assistance.



2.2. Link residents with home repair assistance programs

Many homeowners are able to support their mortgage, but simply cannot afford the funds for much needed home repairs. Left unattended, some of these repairs can affect the structural integrity of a home. Linking residents with home repair assistance programs is an important strategy to helping residents stay in habitable homes. NKCDC will connect residents with resources for home repair assistance and home improvement loans, working with SNBL for outreach to the community.

Various agencies and organizations offer home repair assistance in Philadelphia. Rebuilding Together Philadelphia and Habitat for Humanity utilize volunteers and community members to offer repair services to qualified applicants. PHDC also offers basic home system repairs to eligible homeowners. Residents can also obtain loans and grants for home repair through the Pennsylvania Housing Finance Agency's Renovate & Repair Loans and the Office of Housing and Community Development's Philadelphia Home Improvement Loan (PHIL) programs. PHDC's program allows homeowners to borrow up to \$35,000 for home repairs.

2.3. Improve code enforcement

Although code enforcement is a City function, there are a number of actions the community can take to improve local housing conditions:

- Report vacant, blighted, and/or dangerous properties to L&I to ensure that they are meeting code. Owners of these properties will be alerted about the condition of their property.
- Report properties that have an opening not covered by a functioning door or window to L&I so that the delinquent property owners may be fined through the City's "Windows and Doors" legislation. Under City code, L&I is required to fine the owner of these properties \$300 per unsecured opening (per missing door or window) per day until the problem is rectified.



2.4. Demolish dangerous vacant properties

Dangerous vacant buildings are a hazard for local residents. They present hazards for children and are often used as drug stash houses or for other illicit activities. Residents have expressed serious concerns about specific nuisance properties that, if removed, would improve their community. There are three aspects to this strategy:

- Continue working with L&I, focusing on the strategic treatment of homes: sealing those that are only used for dangerous nuisance activities and can be rehabbed while demolishing the structurally dangerous properties.
- NKCDC should continue its partnership with Temple University's Landscape Architecture and Horticultural Department to identify short and long-term uses for the resulting vacant lots, such as community gardens and pocket parks, as well as develop low-maintenance treatments for the parcels.
- Work with the Philadelphia Redevelopment Authority (PRA) to develop affordable pathways for the transfer of the resulting privately-owned

parcels to adjacent residents. In the focused plan area, identifying a transfer pathway is of particular importance since 53 of the 54 structurally unsound vacant buildings are privately owned.³

2.5. Help residents gain ownership of privately-owned vacant structures through various acquisition pathways

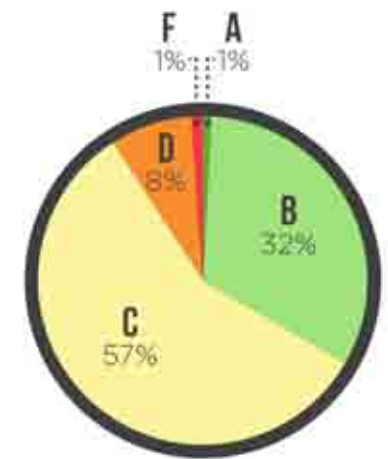
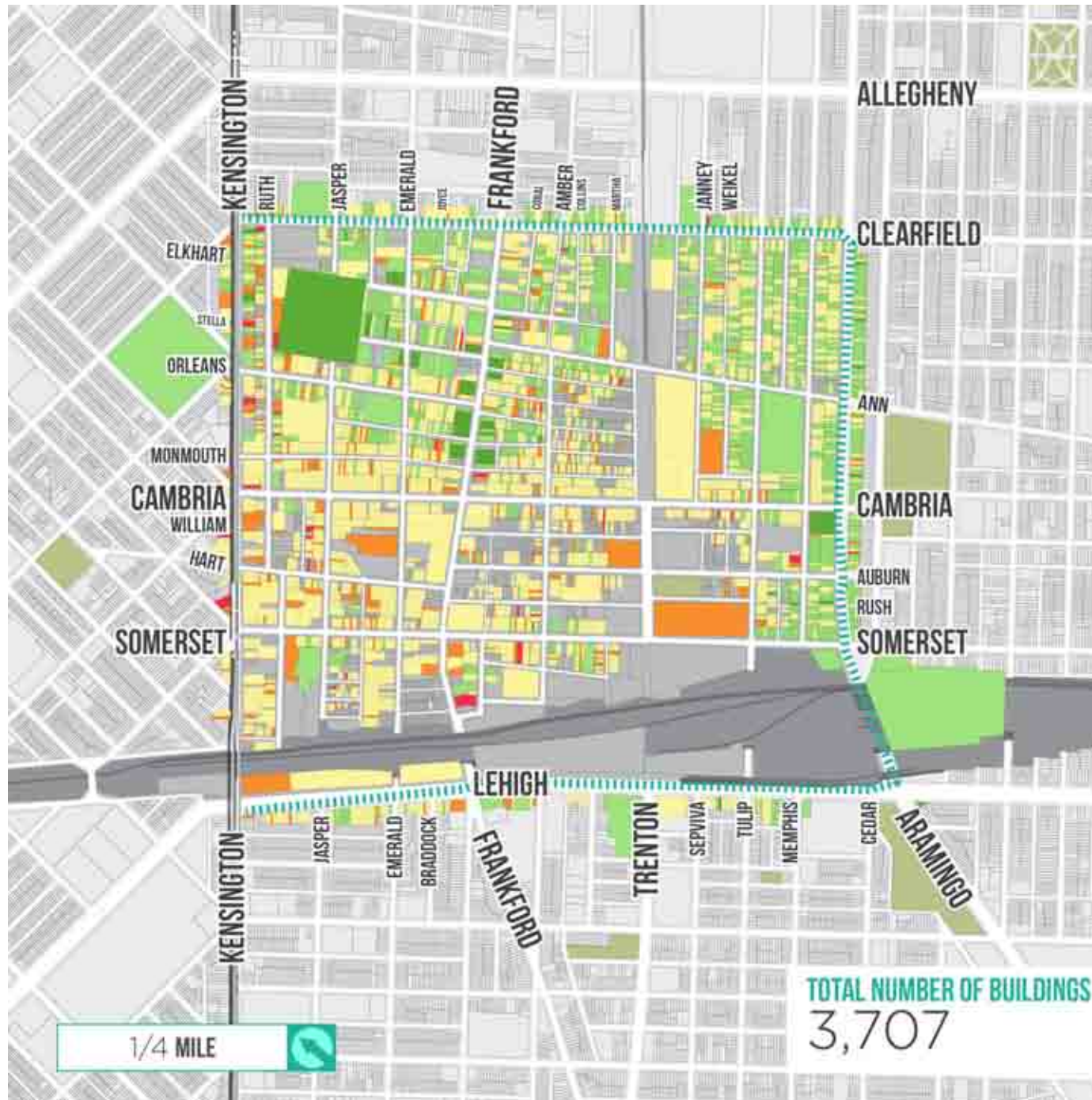
North of Lehigh residents are faced with 298 vacant buildings in varying states of disrepair and illegal or under-use. Since 2011, residents have expressed a desire to gain ownership of these buildings to restore them and end the crime within. To do so, residents need an ample toolbox of acquisition options to put the viable vacant structures to productive reuse.

- NKCDC will hold annual educational meetings on the different pathways to acquiring properties. These meetings, known as a Neighborhood Advisory Committee (NAC) Service Area Briefing, are funded by the Office of Housing and Community Development (OHCD). The meetings will provide information on the pathways for gaining ownership: Conservatorship Act 135, finding and contacting the current owner, Sheriff's Sale, and foreclosure sale. Expert advice



FIGURE 33. BUILDING CONDITION RATINGS CRITERIA

FIGURE 34. BUILDING CONDITIONS



- A: NEW/EXCELLENT
- B: ABOVE AVERAGE (NEEDS MINOR COSMETIC REPAIRS)
- C: AVERAGE (MINOR REPAIRS NEEDED)
- D: DETERIORATED (MAJOR REPAIRS NEEDED)
- F: DISTRESSED (READY FOR DEMOLITION)

SOURCE: FIELD SURVEY (AUGUST 2013)

during these meetings will be provided by NKCDC partners, such as the Public Interest Law Center's Garden Justice Legal Initiative, Villanova University School of Law, and the Pennsylvania Housing Alliance.

- Work with the Philadelphia District Attorney's Public Nuisance Task Force to seize ownership of known drug houses. NKCDC will work with residents to identify drug houses and with the 24th Police District to verify the illegal use.
- Develop partnerships with collection agencies, such as Linebarger and GRB, that have purchased liens to specific properties. Work with City Council and the Public Interest Law Center to develop a partnership to encourage these agencies to release for Sheriff Sale those properties strategically important to a block and its neighbors. (Collection agencies typically hold properties without sales prospects, resulting in long-term abandoned structures, disinvestment, and a drop in property values.)

2.6. Encourage a housing rehabilitation organization to expand to plan area

Habitat for Humanity's "Habitat Sweat Equity Program" is a valuable initiative that has experienced noted success. The program offers future homeowners housing rehabilitation loans that can be repaid by a homeowner's "sweat equity" during the renovation process. Rebuilding Philadelphia Together is another housing rehabilitation organization that could address the needs of North of Lehigh.

2.7. Establish a local talent pool to assist neighbors with minor housing improvements

Many home repairs are inexpensive but many residents either lack the tools, skill, or time to undertake them. At the same time, however, there are many residents with the skills that can help their neighbors improve their homes. SNBL should develop a running list of volunteer residents willing to help neighbors with housing repairs. These residents could be teamed with organizations like Rebuilding Philadelphia Together and Habitat for Humanity. The development of a tool bank may be a natural outgrowth of this strategy.



PRECEDENT: THE OTHER CARPENTER

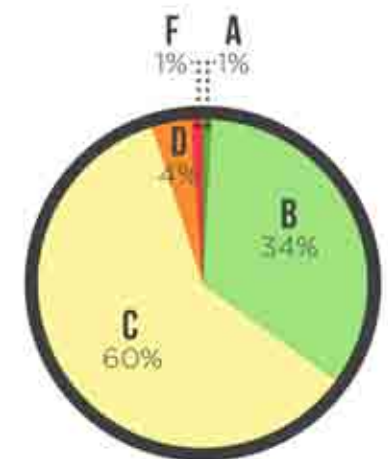
PHILADELPHIA, PENNSYLVANIA

Habitat for Humanity's The Other Carpenter (TOC) is a non-profit home repair program that helps low-income residents of West Philadelphia with maintenance of their homes. Since 2001, TOC has completed more than 700 home repair and improvement projects with the assistance of community residents and organization volunteers. For more information, visit Habitat for Humanity's website: www.habitatphiladelphia.org/other-carpenter-program

Photo Source: Philly.com ("Nonprofit helps Philadelphia homeowners with small repairs" - November 27, 2011)



FIGURE 35. BUILDING CONDITIONS OF RESIDENTIAL BUILDINGS



- A: NEW/EXCELLENT
- B: ABOVE AVERAGE (NEEDS MINOR COSMETIC REPAIRS)
- C: AVERAGE (MINOR REPAIRS NEEDED)
- D: DETERIORATED (MAJOR REPAIRS NEEDED)
- F: DISTRESSED (READY FOR DEMOLITION)

SOURCE: FIELD SURVEY (AUGUST 2013)

2.8. Apply the Broken Windows Theory to privately-owned vacant housing

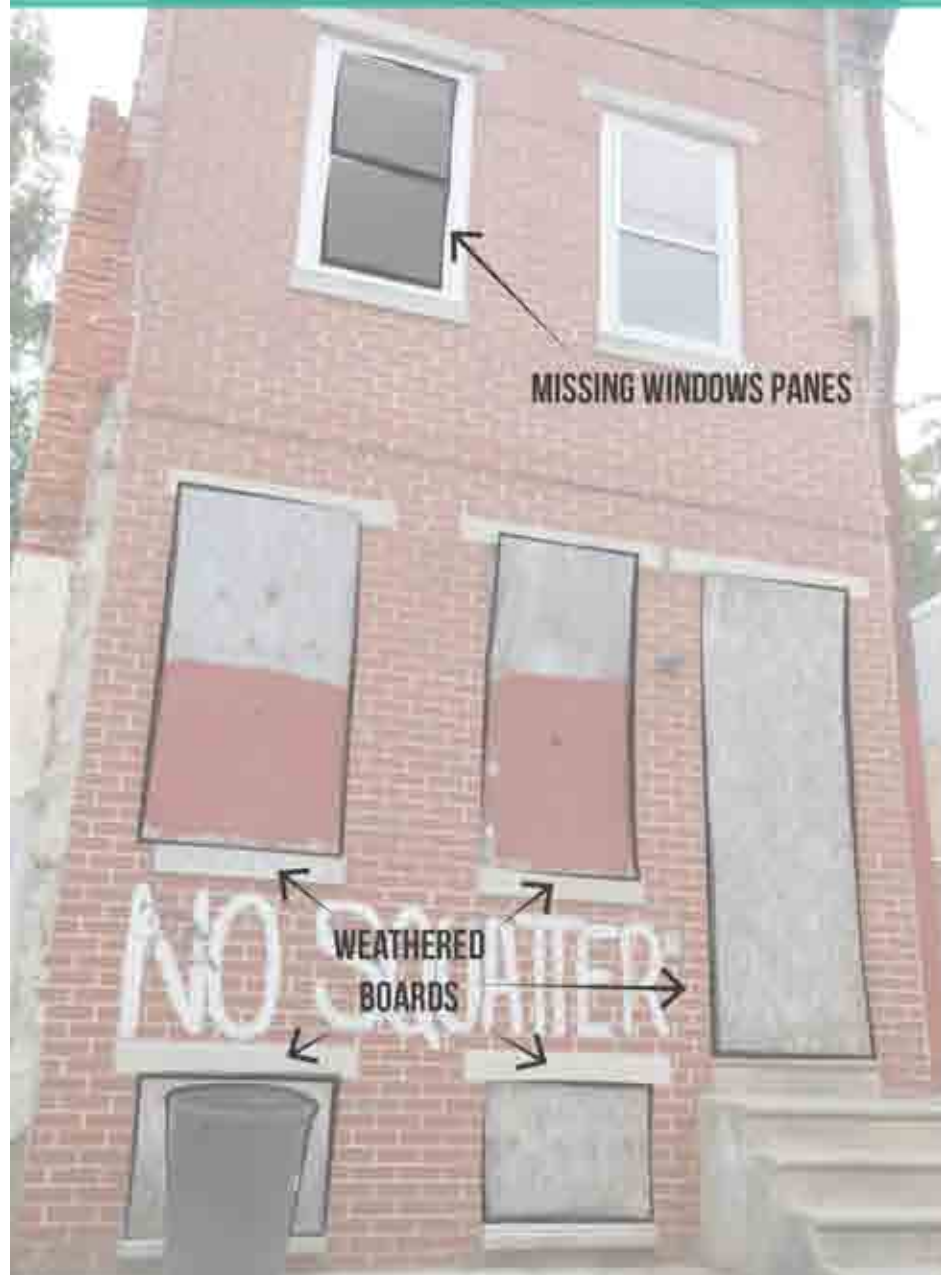
“Broken Windows” practices started as a way to combat crime by addressing the small physical cues that invite crime into a community, such as broken windows and vandalism. The presence of deteriorated vacant properties also signals that a community is on the decline. Transforming the image that these properties present to the community through beautification can mitigate the impact of vacancies. In the process, through resident participation, resident and neighborhood pride increases. Efforts can include:

- Working with SNBL to encourage residents to “adopt” vacant properties and work to mitigate their blighting influence through “guerilla beautification,” such as placing plants on the porches or steps and cleaning trash in front of homes.
- Collaborating with community members as well as programs like the Mural Arts Program to artistically treat select vacant houses.
- NKCDC continuing to work with L&I to encourage the cleaning and sealing of select vacant properties.

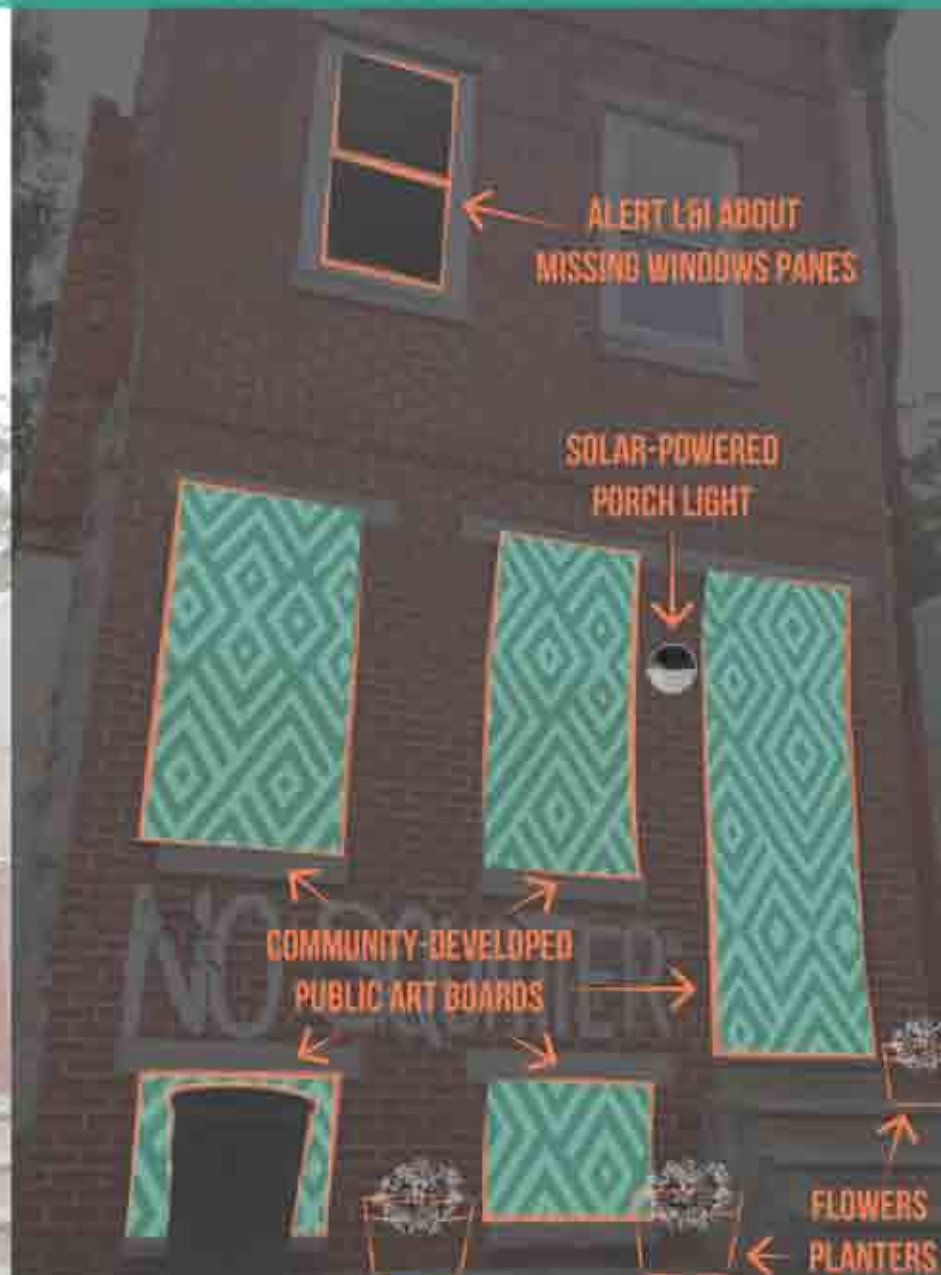
FIGURE 36. VACANT ROW HOUSE AND “GUERRILLA BEAUTIFICATION” METHODS (RIGHT)



DISTRESSED VACANT ROW HOUSE



"GUERRILLA BEAUTIFICATION" METHODS



2.9. Build infill housing that includes both market-rate and affordable housing to foster a mixed-income and intergenerational community

Historically NKCDC has focused on block-by-block community revitalization, using single-family housing rehabilitation as its core development strategy to address residents' need for safe, affordable single-family housing. NKCDC met this need over the years for residents in our service area south of Lehigh Avenue by rehabbing hundreds of single-family homes and selling them to income-eligible buyers. The targeted improvements led to stabilized blocks, an improved quality of life, and a more diverse community. North of Lehigh residents want the same revitalization for their blocks, with particular attention paid to housing for seniors.

There are two target areas that should be priority areas for new and improved housing based upon patterns of vacancy, building condition, and proximity to proposed investment. As Figure 37 shows, the first target area is between Somerset Street, Frankford Avenue, the Lehigh Viaduct, and Jasper Street. This area has a high percentage of vacant land but also a number of buildings in “deteriorated” and “distressed” condition. New infill housing, senior housing and housing rehabilitation would leverage NKCDC’s Orinoka Mills Complex development (see Goal 4). The second target area is along Jasper and Stouton Streets between Hart and Cambria Streets. This block has a high percentage of homes in “deteriorated” and “distressed” condition; their transformation would reduce crime and improve the quality of life for nearby families. The following actions should be undertaken to address this need:

- Advocate for funding from OHCD for housing rehabilitation models similar to the Neighborhood Stabilization Program (NSP) and the Targeted Home Preservation Program (THPP). NKCDC can provide empirical evidence of the need and benefits of such forms of housing development and work with agencies and policy groups, like the Philadelphia Association of Community Development Corporations (PACDC), to urge the City and political stakeholders to develop new programs to address the need.
 - Philadelphia Redevelopment Authority’s NSP and THPP programs were sound rehabilitation models. Unfortunately, the local, state, and federal funds for these programs is no longer available. NSP funded the acquisition, rehabilitation, and sale of foreclosed properties to income-eligible homebuyers. THPP funded systems and structural home repairs as a way of maintaining already stable blocks of owner-occupied homes.

- Explore models for developing infill housing with private developers with available capital, such as Post Green, to strategize around opportunities for mixed-income development projects. One such model applies the projected sales proceeds from market-rate homes as subsidy for the affordable units, creating a true mixed-income development.
- Promote the Kensington Renewal model once it becomes viable.
 - The Kensington Renewal model currently relies on crowdsourcing to purchase and rehab properties in the neighborhood directly west of the North of Lehigh area. While the model is wonderfully simple, property values will need to increase or bank repossessions will need to become available in order to apply the model.

2.10. Advocate for implementation of the City’s Land Bank

A Land Bank is currently under consideration for the City of Philadelphia. If approved, the Land Bank would allow the City to strategically acquire and hold tax delinquent properties as well as work with residents to develop plans for their reuse. Community support for the Land Bank is critical to putting long-term vacant properties to productive use.

ENDNOTES

1. U.S. Census. Bureau. *2010 Census Summary File 1 – Pennsylvania Table H1 & H3: Housing Units*.
2. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table H4: Occupied Status*
3. Kensington Somerset Studio, Temple University Dept. of Landscape Architecture & Horticulture, Spring 2013, p. 8

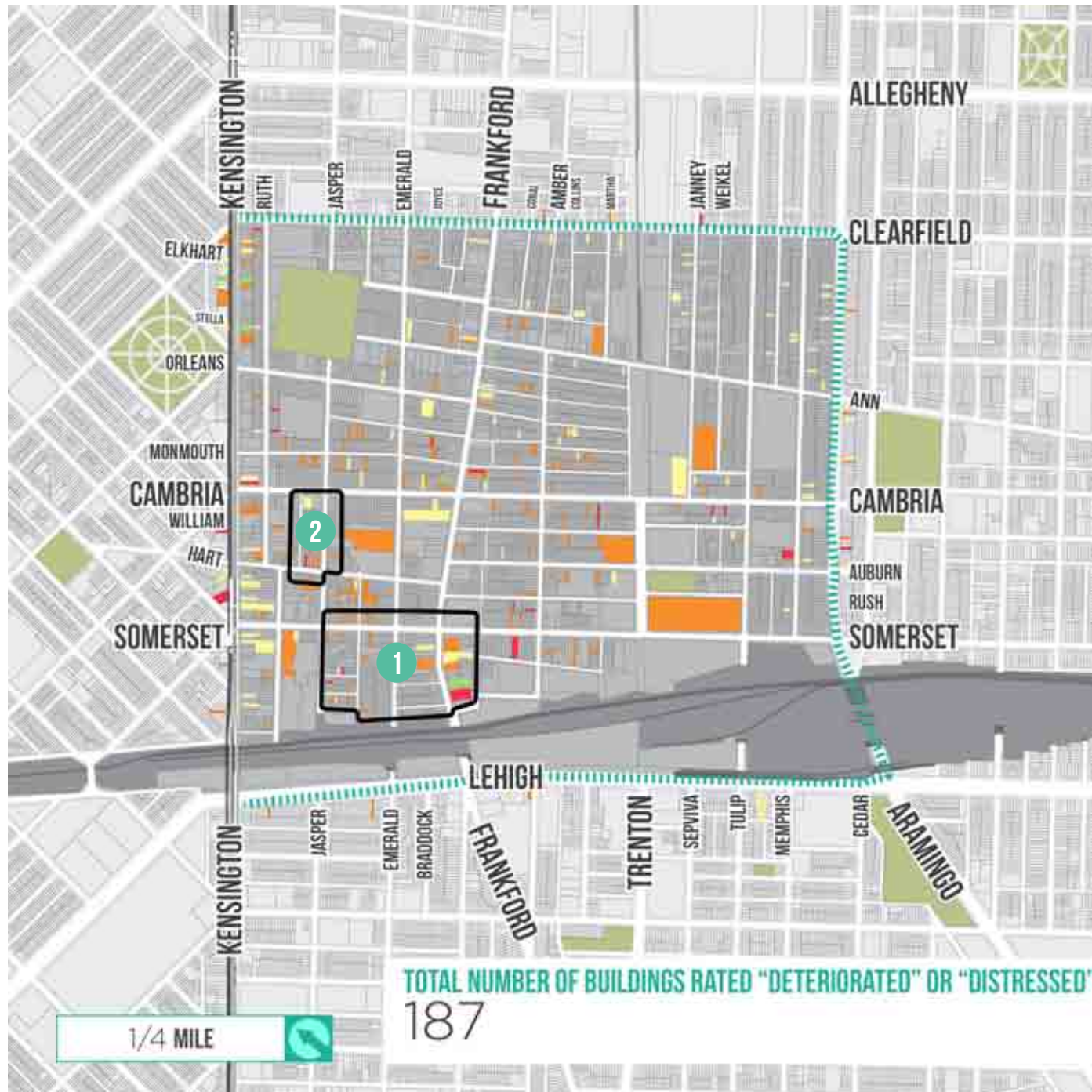
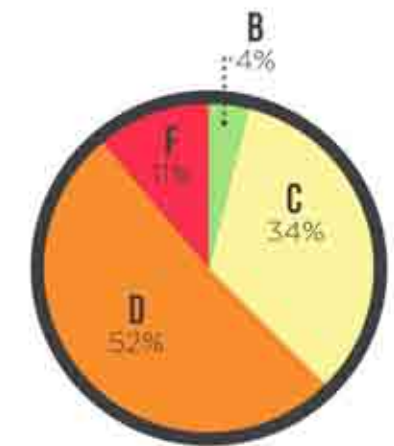


FIGURE 37. BUILDING CONDITIONS OF VACANT BUILDINGS

NKCDC should initially focus home repair/improvement efforts in (2) areas:

- 1: Area bounded by Somerset, Sterner, Jasper, and Coral
- 2: Area bounded by Jasper, Stouton, Hart, and Cambria



- A: NEW/EXCELLENT**
- B: ABOVE AVERAGE (NEEDS MINOR COSMETIC REPAIRS)**
- C: AVERAGE (MINOR REPAIRS NEEDED)**
- D: DETERIORATED (MAJOR REPAIRS NEEDED)**
- F: DISTRESSED (READY FOR DEMOLITION)**

SOURCE: FIELD SURVEY (AUGUST 2013)



GOALS & STRATEGIES: VACANT LAND

3. REDUCE VACANT LAND AND IMPROVE THE COMMUNITY'S GREENSPACE

Vacant land is one of the few blighting influences that can be quickly transformed into a value-adding community asset. With coordinated work, vacant lots can be converted into community gardens, playgrounds, and pocket parks. They can also be replaced with new housing or mixed-use commercial development based on market potential. In most cases, the ability to radically improve the look and feel of a neighborhood block by repurposing its vacant lots is limitless.

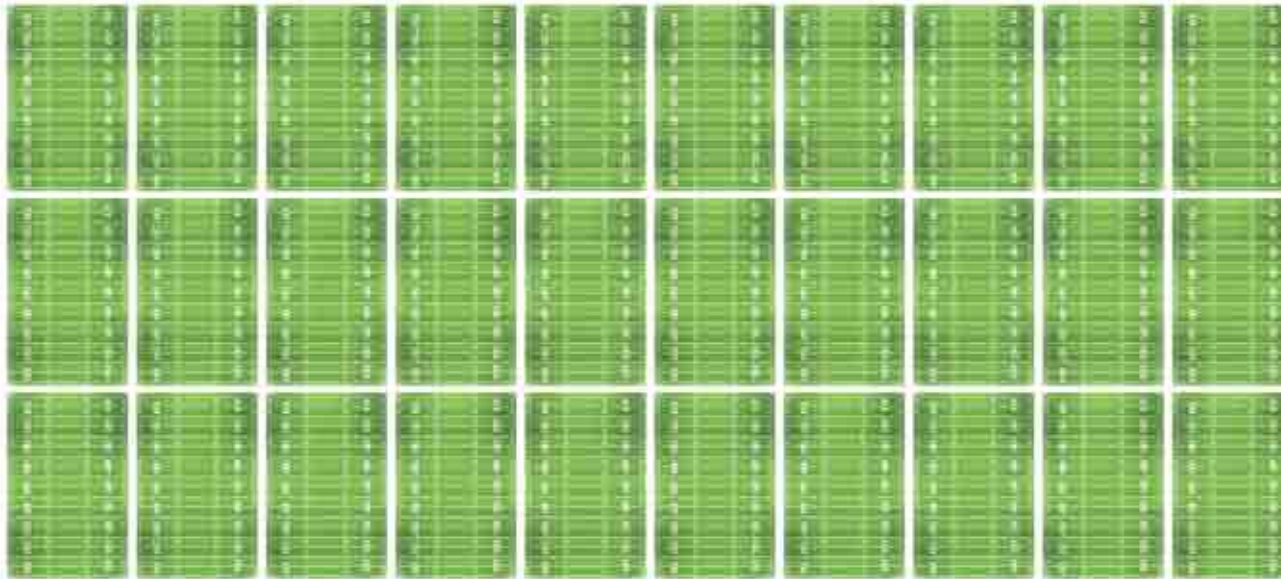
North of Lehigh has 662 vacant lots which, if compiled contiguously, would provide enough open space for 30 football fields. Most of these vacant lots are situated between active residential, commercial, or industrial uses. However, some occupy prime locations along arterials and busy residential streets, facilitating a negative perception of the community. These lots in particular may provide opportunities to develop what the neighborhood needs more of: welcoming public green space.

According to the 2010 U.S. Census, 40% of the resident population is under the age of 19.¹ Nevertheless, North of Lehigh lacks the amount of open space necessary to meet the recreation needs of these young people and their families. There are 5 playgrounds or recreation centers in the vicinity of North of Lehigh: McPherson Square, Hissey Center, Cohox Recreation Center, Cione Recreation Center, and Trenton Playground. All but one of the recreation centers are located in other neighborhoods or on the other side of busy streets – factors that discourage their use by neighborhood residents. Trenton Playground is the one play space situated within the study area and is in dire need of revitalization. Surrounded by industrial uses and vacant land, Trenton Playground is disconnected from housing; the active and unused industrial

sites raise concerns about air quality and health impacts for those utilizing the playground. The result is a community where current green spaces are not easily accessible to all residents of North of Lehigh, and those that are need to be rehabilitated and maintained.

The neighborhood has a number of play streets to address the demand for better recreation space. Play streets allow parents to keep their children close by allowing them to play on a street closed to vehicular traffic. However, having play streets in a neighborhood with a complex street network can have unintended consequences: closing down streets can inhibit traffic to businesses within residential areas and along commercial corridors.

There is potential to repurpose existing undeveloped spaces for more structured greening activities. Portions of the Lehigh Viaduct, currently overgrown, present an opportunity for reuse as an urban farm/orchard and/or parkland. This will not only provide a treasured amenity for those living nearby, but it will help spark infill development on surrounding vacant land.



THERE ARE ENOUGH VACANT LOTS TO CREATE **30** FOOTBALL FIELDS
IN THE STUDY AREA



FIGURE 39. VACANT LAND

FIGURE 38. VACANT LAND IN FOOTBALL FIELDS

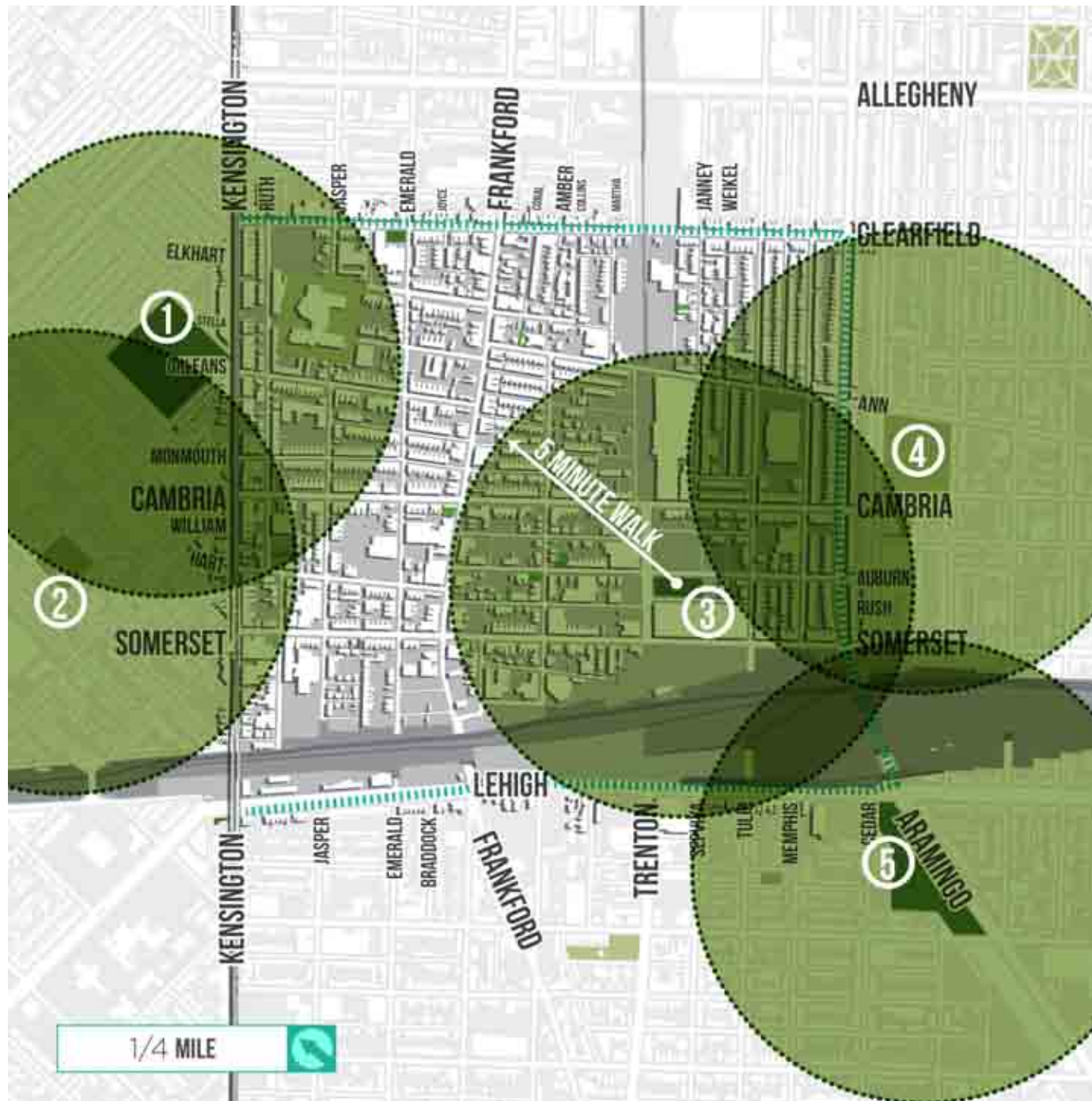


FIGURE 40. PARKS & GARDENS

There is a large swath of the plan area without easily-accessible public greenspace.

1. MCPHERSON SQUARE
2. HISSEY CENTER
3. TRENTON PLAYGROUND
4. COHOX RECREATION CENTER
5. CIONE RECREATION CENTER

Another opportunity is to transform vacant lots on residential streets into pocket parks or “tot lots” where local residents can program and maintain those spaces. Nevertheless, it is important to think ahead and not impede potential new infill development. Lots should be strategically selected based upon their potential to provide much needed green space as well as the ability to secure ownership. Of the 662 vacant lots in the neighborhood, 143 (22%) are owned by public agencies. These properties should be prioritized and sought out first.

3.1. Develop land use proposal for vacant land

This planning process has resulted in an up-to-date and detailed map of existing land uses. Given the soft market for new housing and commercial development, many vacant lots will remain vacant for some time. The next step for the community is to use the information from this plan as a basis to identify the best interim, short-term, and long-term uses for each parcel of vacant land. NKCDC’s long history of success with neighborhood revitalization through vacant land management, including cleaning and maintenance, should be incorporated into the proposal. NKCDC’s success has led to application of its vacant land management model at the city-wide and national level.

NKCDC will continue its work with Temple University’s Landscape Architecture and Horticulture program to study key vacant lots in the area of opportunity and identify interim, short-term, and long-term uses. For certain lots, Temple students will use methodology proposed by Tulane University, where planting selections focused on those requiring little or no mowing or maintenance. This model of vacant land management helps reduce costs and provides the added benefit of a reduction in harmful emissions from reduced mowing.

3.2. Beautify strategically selected lots to stabilize blocks and engage residents

Residents from the SNLB civic association should continue to partner with NKCDC and other community partners to clean and beautify strategically-selected vacant land. The SNBL Steering Committee and civic association members identified 10 potential lots over a 6-month prioritization process in 2012 in partnership with NKCDC. Resident-led projects will continue to take place on a quarterly basis and will continue to apply the successful 3-step model that has resulted in the stabilization and beautification of 2 lots. This model includes three clean-ups and two beatification treatments at each lot, plus plenty of door-to-door outreach to draw out the resident participation of children and their families and to create a sustained sense of ownership.



FIGURE 41. PHOTOS FROM SNBL’S “CLEAN AND GREEN” PROJECTS

Photo Source: NKCDC

3.3. Maintain select lots as open spaces

The maintenance of vacant land has been identified by residents, stakeholders, and researchers alike as a critical strategy for improving a community's well-being, reducing crime, as well as addressing the impact of stormwater on combined sewer systems. With funding from the OHCD and later the Pennsylvania Horticultural Society, NKCDC has maintained up to 225 select vacant lots in the 19125 zip code since 1999. As 19125 stabilized over the years and plan area residents become more involved, lots have been added from the plan area. NKCDC will work with residents North of Lehigh to identify 100 vacant parcels for NKCDC to clean and maintain on a monthly basis. These lots will be carefully selected to ensure that they improve the quality of life for residents and their children. Potential lot locations may include school walking routes used by children.

Of the 100 vacant parcels to be maintained, SNBL will work with residents and NKCDC to identify 10 lots as a pilot for improvement with low-maintenance ground cover, such as buffalo grass and sunflowers. Such ground cover is beneficial because it reduces maintenance costs and allows for future productive reuse. Temple University's Landscape Architecture and Horticulture program can provide their expertise in selecting and planting the low maintenance vegetation.

3.4. Promote pathways for residents to gain ownership of publicly-owned vacant land next to their homes

In plan's focus area, 33 of the 662 vacant lots are publicly-owned², making them prime candidates for the PRA's Side Yard Program. NKCDC will work with SNBL to encourage residents to purchase publicly-owned vacant land adjacent to their properties through this program. NKCDC can also troubleshoot a resident's application process should processing delays arise. Returning these lots to productive reuse will stop illegal dumping and crime, raising the homeowner's property value in return, and offer much needed green space.

PRECEDENT: SIDE YARD PROGRAM

PHILADELPHIA, PENNSYLVANIA

Philadelphia's Side Yard Program is a perfect model for the transfer of publicly-owned vacant parcels to adjacent homeowners. NKCDC effectively promoted this program beginning in 1999 to residents in the 19125 zip code.

Homeowners residing next to a vacant lot owned by the City may be eligible to purchase the lot for use as a side yard. The lot must share a common boundary line with the resident's house, measure under 3,000 square feet, and be valued under \$15,000. The homeowner also must use their house as their primary residence. Due to low property values, and the small parcel size of lots formerly occupied by row homes, many lots in the plan area meet the requirements list above.



3.5. Convert publicly-owned vacant lots to pocket parks / community green spaces

With one poorly maintained playground in the community, residents have expressed the need for a greater range and amount of green space. This will require the evaluation of different reuse options to transform the community into the “green oasis” the residents envision. A number of strategies can be pursued in partnership with SNBL and other community-based organizations and institutions:

- Help residents secure vacant lots on blocks with designated play streets and transform them into small play spaces.
 - Pursue funding from Philadelphia Water Department’s (PWD) green stormwater infrastructure (GSI) initiative to turn select corner vacant lots into landscaped recreational areas.
 - Develop a community green that is home to a botanical/vegetable/medicinal garden near Trenton Playground. This may be an excellent opportunity for grandparents and their grandchildren to work together.
- Identify publicly-owned lots that can be transformed into commercially-used, sustainable spaces that provide a benefit to the community. Models of urban farming that best serve the community and encourage small business start-up and potential economic opportunity for residents should be explored, such as models that use vacant land for farmers’ markets or pop-up food truck markets. The following existing models are potential urban farming options that employ teens:
 - Teens 4 Good has 6 small-scale urban farms where teens grow and sell the food.
 - Philadelphia’s Marathon Farms grows food for their restaurants and the community. It also offers extensive educational programming around cooking and eating healthy food.
 - Urban Tree Connection is a non-profit that uses public, private, and individual donor funding to run several urban farms, perennial gardens, and youth programming.



FIGURE 42. VACANT LOT BETWEEN TWO ROW HOMES

AN OVERGROWN VACANT LOT CAN BE

TRANSFORMED

INTO AN ATTRACTIVE POCKET PARK

FIGURE 43. RENDERING OF POCKET PARK/PARKETTE (RIGHT)

AFTER:
NEIGHBORHOOD PARKETTE / POCKET PARK



3.6. Improve existing playground space

Trenton Playground is the only play space in the community. Even so, it is in dire need of improvements to better serve the needs of local children. Specific improvements include depaving a portion of the existing impervious surface and replacing it with greenspace, upgrading play equipment, adding trees, and providing a community space for picnics and events. Resurfacing the basketball courts would also be a major benefit for the playground. Neighborhood partners, such as SNBL, Port Richmond Community Group (PRCG), Firm Hope Baptist Church, Disney AME Church, and NKCDC, should develop a plan that identifies detailed improvements and potential costs. The Community Design Collaborative, City officials, the Trust for Public Land, and PWD's Green City Clean Waters are potential partners in planning, advocating, fundraising, and undertaking potential improvements.



FIGURE 44. TRENTON PLAYGROUND IMPROVEMENTS

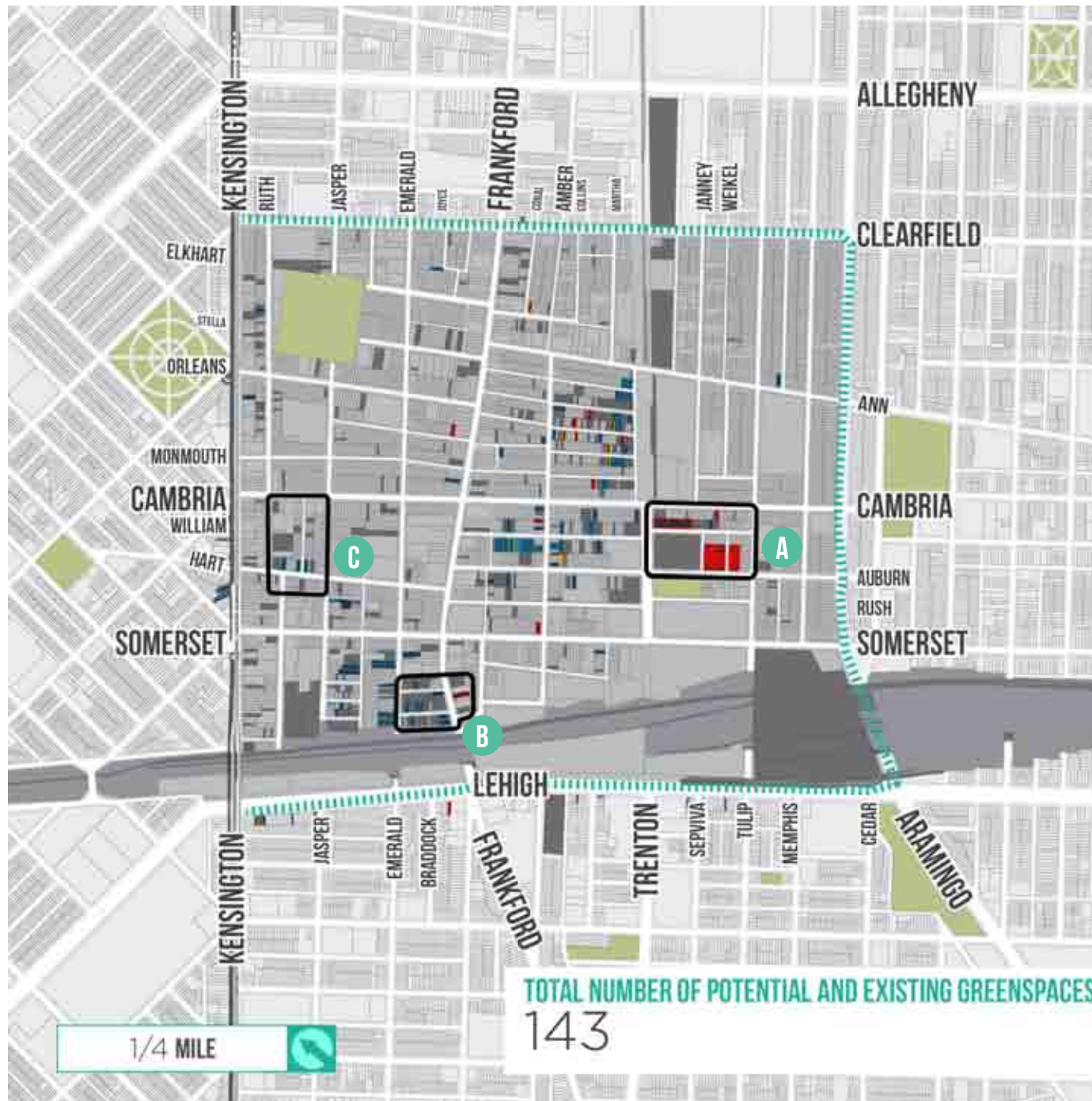
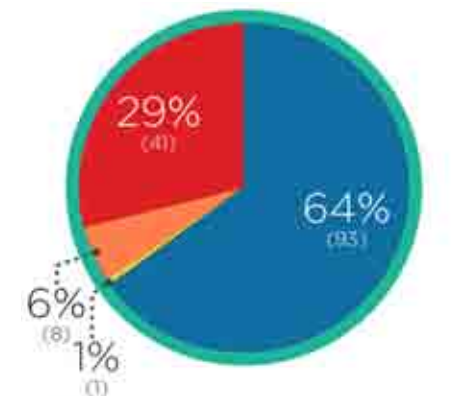


FIGURE 45. PUBLICLY-OWNED VACANT LOTS & GARDENS

Focus Areas For New Community Green:

- A: Vacant Lots near Trenton Playground on Auburn
- B: Potential Frankford Avenue Gateway
- C: Lots along Hart and Ruth



SOURCE: FIELD SURVEY (AUGUST 2013)
OFFICE OF PROPERTY ASSESSMENT

3.7. Repurpose unused land along the Lehigh Viaduct

The Lehigh Viaduct once served as a significant rail corridor fueling industrial jobs along the River. Today, one freight rail line remains and there is a significant amount of unused land along the Viaduct from Kensington to Aramingo Avenues. The unused land has provided a haven for drug users in the community due to two principal access points: The Village and the “stairs to nowhere”. Residents feel it is critical to both control access to the Viaduct at the two principal access points and to actively program the two distinct spaces that they represent into a community-supporting use. Viable options should be explored with partners like PHS and the Philadelphia Orchard Project. Repurposing of the land accessed via The Village is discussed further in Goal 4.

3.8. Create a new gateway entrance into the neighborhood

Residents are keenly aware of the perception most people have of the Kensington area. Almost every story you read or hear is about something negative that has happened in the neighborhood. Residents feel very

strongly about creating a positive entrance to the neighborhood—one that welcomes and shines a light on the positive. For almost three years, they have not wavered from identifying Frankford Avenue, just north of Lehigh Avenue, as the location for the Gateway. SNBL residents have envisioned it as a grassy space with a colorful welcome sign, trees, benches, and checkers and chess tables. Transformation of this location would also have the added benefit of reducing drug activity that takes place along the Lehigh Viaduct. Many actions are needed to explore the feasibility and implementation of the proposed Frankford Gateway:

- The proposed Frankford Gateway site includes 3 sets of vacant parcels: 2 large vacant tracts on the west side at the corner of Silver Street and 1 single lot on the east side at the corner of Tusculum Street. One measure of the Gateway’s viability will be a reduction in short-dumping. SNBL and NKCDC will be able to identify any change to short dumping habits due to their regular attention to the sites. SNBL members to date have completed 2 clean-ups at these parcels, removing abundant trash and larger items like housing construction

FIGURE 46. SUGGESTED IMPROVEMENTS FOR THE LEHIGH VIADUCT AND SURROUNDING AREA (RIGHT)



PRECEDENT: KENSINGTON FARMS PHILADELPHIA, PENNSYLVANIA

Kensington Farms is a successful example of small-scale private commercial agriculture with community give-back. NKCDC coordinated a partnership for the productive reuse of a 3-lot vacant parcel with a local urban farmer, the known owners, residents, and a local community-based organization, Fresh Start. The local urban farmer uses $\frac{3}{4}$ of the parcel and the remaining $\frac{1}{4}$ is farmed on by 3 local residents for their personal use; vegetables from the two beds maintained by the farmer at street-side are free to passersby.

Photo Source: NKCDC



debris, sofas, and mattresses with the help of the 24th Police District and the Streets Department. On a monthly basis, NKCDC vacant land management staff removes trash from the 2 larger parcels and cut the grass.

- To encourage foot traffic along Frankford Avenue and the proposed Gateway, the Frankford underpass will need to be improved. Currently, the dark and unsafe underpass hampers access to schools, shopping, and recreation south of Lehigh Avenue. Proposed improvements, moving from shorter-term to longer-term, include painting the walls of the underpass a lighter color to reflect light, retrofitting or installing new lighting, improving the sidewalks, and possibly removing segments of unused track lines to allow for greater entry of light. Working closely with existing partners, such as the Mural Arts Program, the Streets Department, Conrail, will be critical to the success of any of these proposed improvements.
- Explore potential uses for the large collection of vacant land, creating a Gateway Committee that would be charged with identifying viable uses and impactful treatments. Committee members would be

drawn from SNBL, other partner organizations, adjacent neighbors and business owners, NKCDC, and existing partners.

3.9. Support the development of pathways for residents to gain ownership of privately-owned vacant land

With 662 vacant parcels identified within the plan area, and more down the road resulting from the demolition of dangerous properties, the sheer quantity of vacant land requires multiple acquisition methods. One potential acquisition method is House Bill 1363, Amendments to the Blighted and Abandoned Property Conservatorship, sponsored by State Representative John Taylor. This amendment would modify the Conservatorship Act to allow private lots to be improved by a conservator and then purchased by that person through court approval. Its passage would provide an excellent method for putting back to productive reuse those private lots with years of back-owed property taxes and unknown or unresponsive owners. If passed, NKCDC and partner civic associations can promote it widely to North of Lehigh residents.



PRECEDENT: CONSERVATORSHIP ACT 135

PENNSYLVANIA

The Pennsylvania Act 135, Blighted and Abandoned Property Conservatorship enables neighbors near a blighted building to ask a judge to appoint a responsible party to take charge of a neglected property and bring it into compliance with code standards. This party, known as the conservator, is responsible for stabilizing, rehabilitating, or demolishing the structure in order to address seriously blighted conditions that the owner has been unwilling or unable to address. Once the building is rehabbed, the conservator can acquire the building by petitioning the court to end the conservatorship and go through a public or a private sale. The process is time-intensive and requires an understanding of the legal requirements. An SNBL Steering Committee member, who is currently using the conservatorship process for a vacant property next to her house, can share her experience with using Act 135.

ENDNOTES

1. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table P12: Age Breakdown*.

2. Kensington Somerset Studio, Temple University Dept. of Landscape Architecture & Horticulture, Spring 2013, p. 14.





GOALS & STRATEGIES: ORINOKA MILLS COMPLEX

4. SPUR CAPITAL INVESTMENT NORTH OF LEHIGH WITH THE ORINOKA MILLS COMPLEX DEVELOPMENT

North of Lehigh has experienced decades of disinvestment that is evident throughout the plan area. Vacant buildings and/or vacant lots are found on every one of the plan area's 188 blocks. The majority of the housing stock is in average condition, needing repairs so that it does not become seriously distressed. The drug market is still active, albeit to a lesser degree, along principal thoroughfares. And the unemployment rate is at a high of 19%, based on the 2007-2011 American Community Survey.¹ Spurring capital investment into North of Lehigh will not only require strategic actions in each of the issue areas identified in this plan – public safety, housing rehabilitation, vacant land, community cohesion, economic development and environmental justice, employment – but also a large-scale and visible investment that can become a game-changer and attract private market development. Development of the Orinoka Mills Complex will be that game-changer.

The Orinoka Carpet Mills was once a prosperous factory surrounded by row homes for its worker. It manufactured quality textiles out of its 600,000 square foot, 14 building complex during its prime at the turn of the 20th century. In the 1980's, the business relocated leaving the factory to fall into increasingly greater disrepair.

Most of the original buildings have been demolished over the past 30 years. Today, only two of the structures remain standing – a 5-story 60,000SF structure and a 3-story 40,000SF structure that includes an occupied row of 1-story garage bays. The structures are surrounded by vacant land. With the exception of the bays, the site is a blighted nuisance for the community. It has been frequently broken into and vandalized; drug activity and prostitution have taken place within its walls; and a number of small fires have broken out over the years, instilling fear in the adjacent residents. Development of the Orinoka Mills Complex will end these nuisance activities.

NKCDC's development of the Orinoka Mills Complex will replicate its past success with adaptive re-use of vacant industrial structures. The development will consist of residential, commercial and community spaces (both indoor and outdoor). The residential component in the Orinoka Civic House will offer sustainable affordable housing and an indoor community space. The

rear of the Orinoka Civic House, to be known as The Civic Green, will offer an amphitheatre and recreation area. The commercial spaces will consist of The Mill Space in the 3-story structure as well as NKCDC's new offices and a retail space in the Orinoka Civic House. Additional community space will be available through Orinoka Farms and Garden. To date, NKCDC has begun the design process for the Orinoka Civic House.

The Orinoka Mills Complex development is projected to cost \$16.2 million. This investment will have a resounding impact on North of Lehigh. It will spur additional capital investment, put eyes back on the street and reduce drug activity, bring new commercial activity and jobs, and improve the community's quality of life. For the nearby residents of The Village, this investment will stabilize the community and bolster the reduction in drug and criminal activity already seen through the installation of the fence (see 1.1) and strong police partnerships (see 1.3).



PRECEDENT: NKCDC'S CORAL STREET ART HOUSE

PHILADELPHIA, PENNSYLVANIA

This former textile mill sat vacant for decades and was prone to illegal dumping, graffiti, and nuisance activities. Today, after a \$7.5 million investment, it provides quality, affordable live-work spaces for artists and its residents have infused new life into this formerly desolate corner of the neighborhood. Part of the NKCDC strategy of community-based improvements through the arts, the project was conceived as part neighborhood stabilization catalyst, part economic development, part affordable housing. What was unanticipated was the impact it had on the social and cultural fabric of the neighborhood. Acting both as a model and catalyst, the Coral Street Arts House has spurred rehabilitation of over 40% of the surrounding vacant industrial buildings. A new sense of pride and civic duty abounds in the neighborhood.

Photo Source: Wikipedia.org



FIGURE 47. FUTURE DEVELOPMENTS OPPORTUNITIES/ SITES

- 1: Orinoka Mills Complex
- 2: The Village
- 3: Lehigh Viaduct Fence
- 4: "Stairs to Nowhere"

— PROPOSED FENCING ALONG VIADUCT

4.1. Develop the Orinoka Civic House and The Civic Green

The Orinoka Civic House and The Civic Green will provide a combination of sustainable affordable housing, commercial space, community space, and an active street front. Community stakeholder design sessions will continue to include residents so that they can identify uses for the community room and open spaces in and around the site. NKCDC will focus on the health of building occupants through mindful selection of materials and by ensuring adequate ventilation. Maintenance costs will be controlled by selecting durable materials and simple mechanical systems. The total acquisition, stabilization, and development costs are projected to be \$15 million.

The Orinoka Civic House, a 5-story 60,000 SF structure will house:

- 51 units of one- and two-bedroom sustainable affordable rental units on floors 2-5. The units have been designed to be 75% to 85% more efficient than the average home through superior air sealing, insulation, and mechanicals. Additional feature will greatly reduced monthly utility costs for residents, including solar thermal hot water heating and, potentially, solar panels.

- NKCDC's offices and offices for other neighborhood supportive services in the basement, occupying approximately 6,000SF.
- An indoor community room and a retail space, like a coffee shop, on floor 1, occupying approximately 3,000SF. The retail space will have street access only.

The Civic Green, a large vacant parcel in the rear of the Orinoka Civic House, will be developed into an outdoor courtyard area as well as a small flexible amphitheater/open space area for potential arts performances and outdoor recreational activities. The Civic Green will be open to Civic House residents and the community.

To bring this transformative development to fruition, multiple funding partners will need to come together. Possible partners include OHCD, Pennsylvania Housing Finance Agency's Low-Income Housing Tax Credits (LIHTC) Program, and the Philadelphia Industrial Development Corporation (PIDC) and The Enterprise Foundation for the retail space. NKCDC has already received funding commitments from the Philadelphia Housing Authority and TD Bank.

FIGURE 48. RENDERING OF THE ORINOKA CIVIC HOUSE (RIGHT)

Source: Jibe Design Architecture



PRECEDENT: MICRO COMMERCIAL SPACES

NEW YORK CITY, NEW YORK

There have been successful examples of "micro" commercial spaces in New York City where small business owners have occupied space ranging from 85 square feet to 200 square feet in size, which greatly reduces the business' overhead cost. These micro spaces were featured in a recent edition of CRAINS New York magazine (*August 12, 2013 print issue of Crain's New York Business as "Small wonders"*).

Photo Source: www.crainnewyork.com



4.2. Develop The Mill Space

Economic activity in North of Lehigh will be further increased through the retrofit of The Mill Space for commercial use only, with a focus on small businesses. This portion of the Orinoka Mills Complex consists of a 3-story vacant 40,000SF industrial building with occupied 1-story garage bays. The Mill Space will have a new, secured entrance for the many small businesses that are envisioned as tenants. To ensure the success of The Mill Space, NKCDC will research commercial use options, including:

- The business incubator model.
- “Micro” commercial spaces, wherein small business owners occupy spaces ranging from 85 square feet to 200SF.
- Industrial space reuse models like Globe Dyeworks and Next Fab Studio that promote co-working and co-learning with shared equipment, tools and resources. These models also use monthly or annual membership fees to assist with operating expenses.

The acquisition, demolition, stabilization, and development costs for The Mill Space are preliminarily estimated at \$1 million. NKCDC will research innovative ways to incorporate and fund potential uses with partners like PIDC and The Enterprise Foundation.

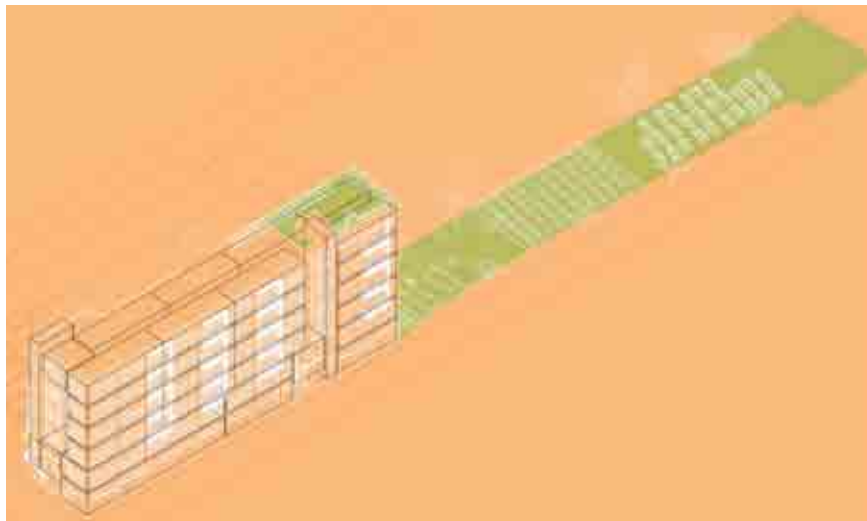


FIGURE 50. SKETCH OF THE ORINOKA CIVIC HOUSE AND THE CIVIC GREEN

Source: Jibe Design Architecture

4.3. Develop Orinoka Farms and Garden

Orinoka Farms and Garden will bring new employment opportunities and increase community cohesion through its development as a commercial farming enterprise and community garden. The Farms and Garden will be developed from two vacant lots totaling 25,000 square feet and will remove the current eyesore that the debris- and trash-strewn lots present to community residents, namely those in The Village. The Garden will be open to the community.

Development of the Farms and Garden will form an extension of the outdoor common space of The Civic Green. The development of both large parcels of vacant land will present a model for reuse of large parcels of vacant land. The transformative impact is expected to cost \$200,000 for acquisition and stabilization costs. NKCDC has already acquired one of the vacant lots via Sheriff Sale.

ENDNOTES

1. U.S. Census Bureau. 2007-2011 American Community Survey Table B23025: Employment Data.

FIGURE 49. DIAGRAM OF PROPOSED ORINOKA MILLS COMPLEX DEVELOPMENT (RIGHT)

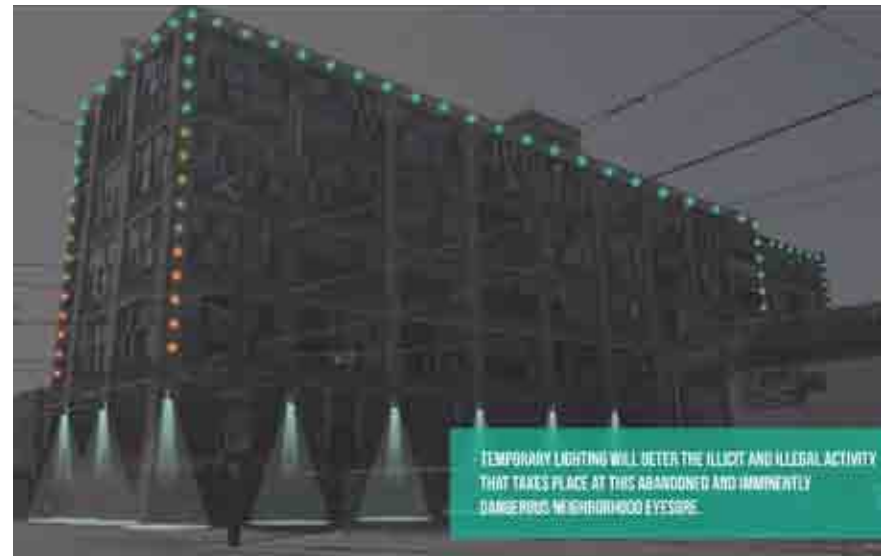
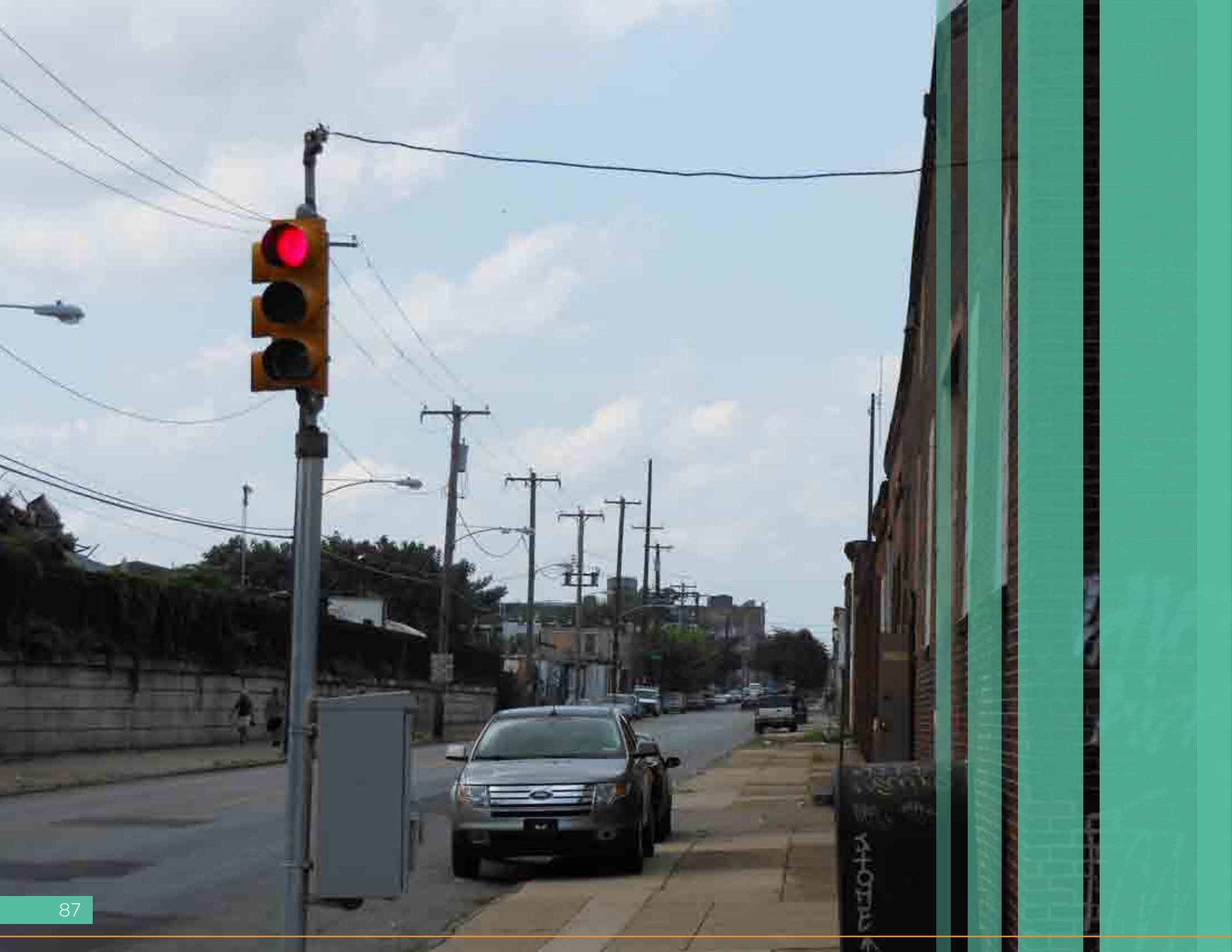


FIGURE 51. TEMPORARY LIGHTING INSTALLATION





GOALS & STRATEGIES: STREETS AND TRAFFIC

5. CALM THE TRAFFIC IN RESIDENTIAL AREAS & IMPROVE LOCAL STREETS

Though its compact street grid makes the neighborhood walkable, North of Lehigh's street network can be difficult to navigate by car. Narrow residential streets, dead ends, and inadequate street markings can create stressful driving situations. Further, many residents complain about the fast-moving traffic through the community that threatens the safety of the area's large population of children. Helping traffic easily flow through the neighborhood in a safe manner enhances the quality of life for residents living in bustling parts of the community.

Improving street infrastructure is also a good crime prevention method. The 43 one-way streets in the North of Lehigh plan area complicate attempts by officers to apprehend offenders. Changing the direction of streets located near known drug corners or high-crime areas will help officers reduce crime.

5.1. Slow traffic down on wide streets

Some of the streets in the community are unnecessarily wide, encouraging higher traffic speeds. Many times, these wide roads were designed as two-way streets but converted to one-way later. With a high number of children in the community, the challenge is to ensure that the speed of traffic is reduced to enable safe crossings and safe streets. As an initial step, the installation of speed bumps and/or rumble strips on Ruth and Jasper Streets should be explored to slow down speeding traffic. In addition to these basic traffic calming tools, other improvements can include:

- Crosswalks – standard or decorated crosswalks can help to slow traffic by drawing more attention to intersections.
- Bumpouts – extending the curbs at intersections can help slow traffic as well. Given that this is a very expensive improvement, bumpouts should be pursued only at major intersections, like Kensington/Somerset.
- Tree plantings – more trees along streets can visually reduce the size of the road.
- All-way stop signs at smaller cross streets – a traffic study is needed to kickstart this process.
- Bicycle lanes – on wide streets, there is room for a dedicated bicycle lane. These striped lanes narrow the car lane and help to reduce speeds.

5.2. Install better signage

Signage throughout North of Lehigh is lacking. In addition to the need for more signage that promotes local businesses and institutions, new signage is an integral part of reclaiming streets for families. “Children at Play” signage should be installed on blocks with designated play streets throughout the neighborhood.

5.3. Target street improvements to help reconnect Trenton Playground with the surrounding community

As noted in section 3, the one recreation space in the community, Trenton Playground, is faced with a number of problems, including its disconnected state from nearby housing. In addition to improving this local asset, stronger connections are necessary to provide children safe access. Street trees, signage, and bicycle lanes or sharrows should be targeted for Tulip Street, Hart Lane, and Ruth Street, which will also serve to create a

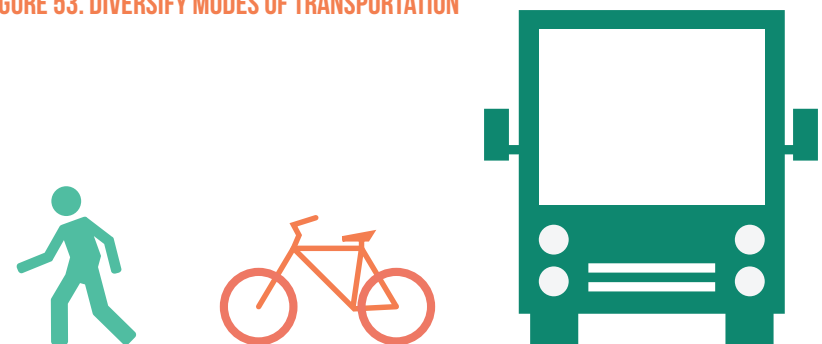
stronger connection between CWEP and the Playground. Improvements to these primary access streets for the Playground will help encourage more residents to make use of this resource.

5.4. Promote walking, bicycling and transit use

North of Lehigh was developed as a walkable, transit-friendly community. It still retains these qualities, but in the wake of population decline the infrastructure needs a boost to improve safety along the streets and encourage greater use of the transit system. Strategies include:

- Partnering with SEPTA and the City to place bus shelters at the following intersections: Frankford/Somerset, Frankford/Cambria, and Trenton/Somerset.
- As described above, the installation of a bike lane visually shrinks the appearance of a street’s width, causing drivers to slow down. Placing bike lanes on streets prone to speeding cars as traffic-calming measures should be explored with the Streets Department, the Mayor’s Office of Transportation & Utilities, and the Bicycle Coalition. The installation of “sharrows” or bike lanes along Frankford Avenue and Somerset Street, as well as key access routes to Trenton Playground should also be considered.
- Children should be able to walk to school safely and families should feel they can enjoy their community on a nice evening. SNBL, in partnership with NKCDC, should consider applying for Safe Routes to School funds from the Bicycle Coalition of Greater Philadelphia to promote walking to school. SNBL should also explore forming resident walking clubs, which are designed to improve interaction between residents and promote healthy lifestyles.

FIGURE 53. DIVERSIFY MODES OF TRANSPORTATION



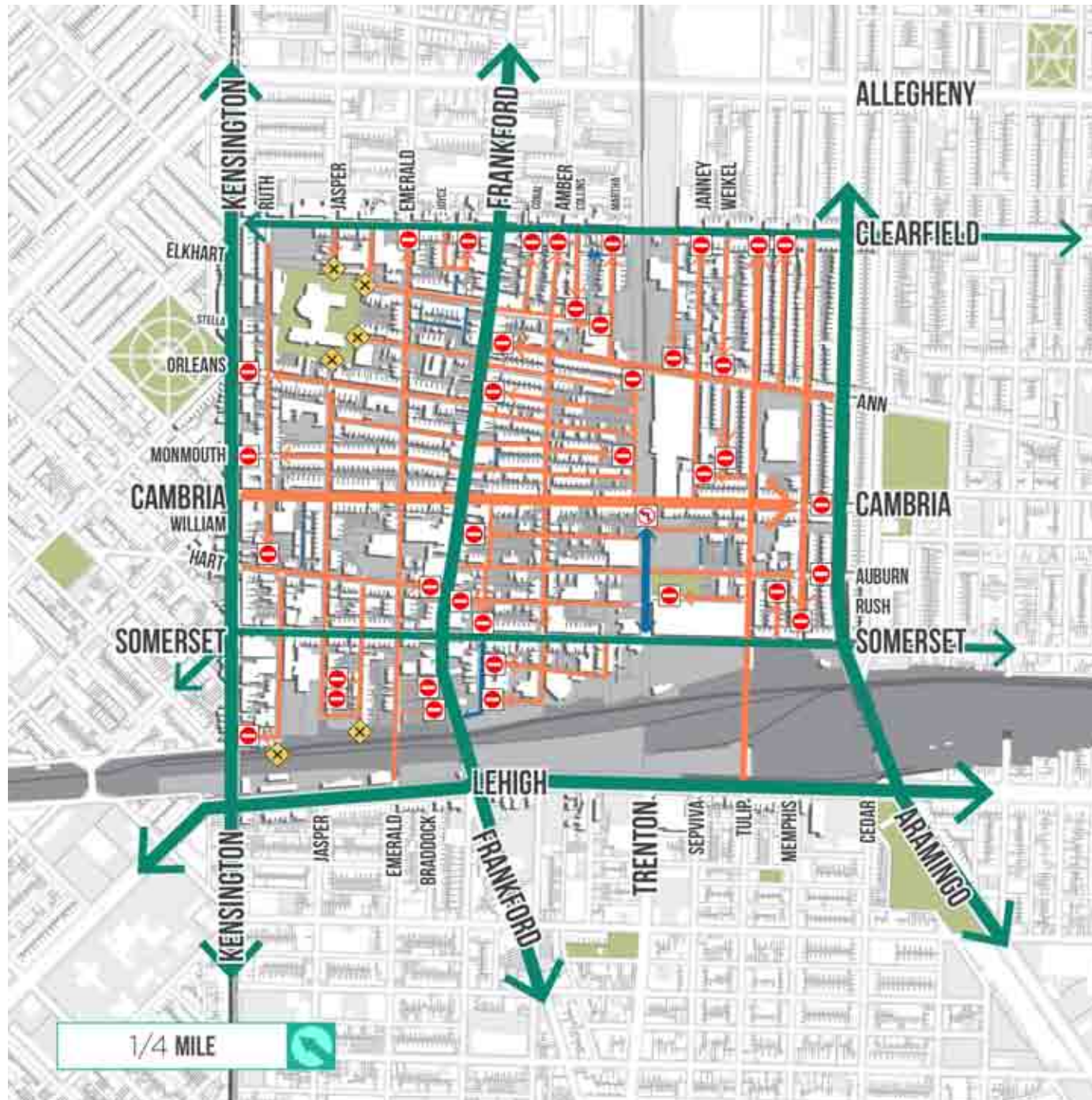


FIGURE 54. CURRENT STREET NETWORK

North of Lehigh's numerous one-way streets make it difficult to navigate.

-  DO NOT ENTER
-  DEAD END
-  NO LEFT TURN
-  ONE-WAY RESIDENTIAL
-  TWO-WAY RESIDENTIAL
-  ARTERIALS

SOURCE: GOOGLE MAPS

5.5. Change the direction of some streets

In an effort to calm traffic and reduce access to drug dealers, the 24th Police District and community members recommend changing direction to the following streets:

- Monmouth Street between Kensington Avenue and Jasper Street (to one-way southeast)
- Sterner Street between Emerald Street and Frankford Avenue (to one-way northwest)
- Amber Street between Sterner Street and Cambria Street (to one-way northeast)

5.6. Reconnect dead-end streets

There are quite a few dead end streets in the community. Many are due to the way in which the area developed with blocks of housing nestled around larger industrial uses and rail lines. Reconnecting some of these dead end streets can help to connect neighbors who are only blocks away yet physically disconnected. Reconnection can also help reduce crime. One possible candidate identified in the *Lehigh Somerset Conceptual Master Planning Study* is Sterner, which runs parallel to the Lehigh Viaduct. The viability of extending this street from Frankford Avenue to Ruth Street should be explored as a means of providing better access to development around the Orinoka Mills Complex and enabling police and residents to better monitor and control access to the Viaduct.



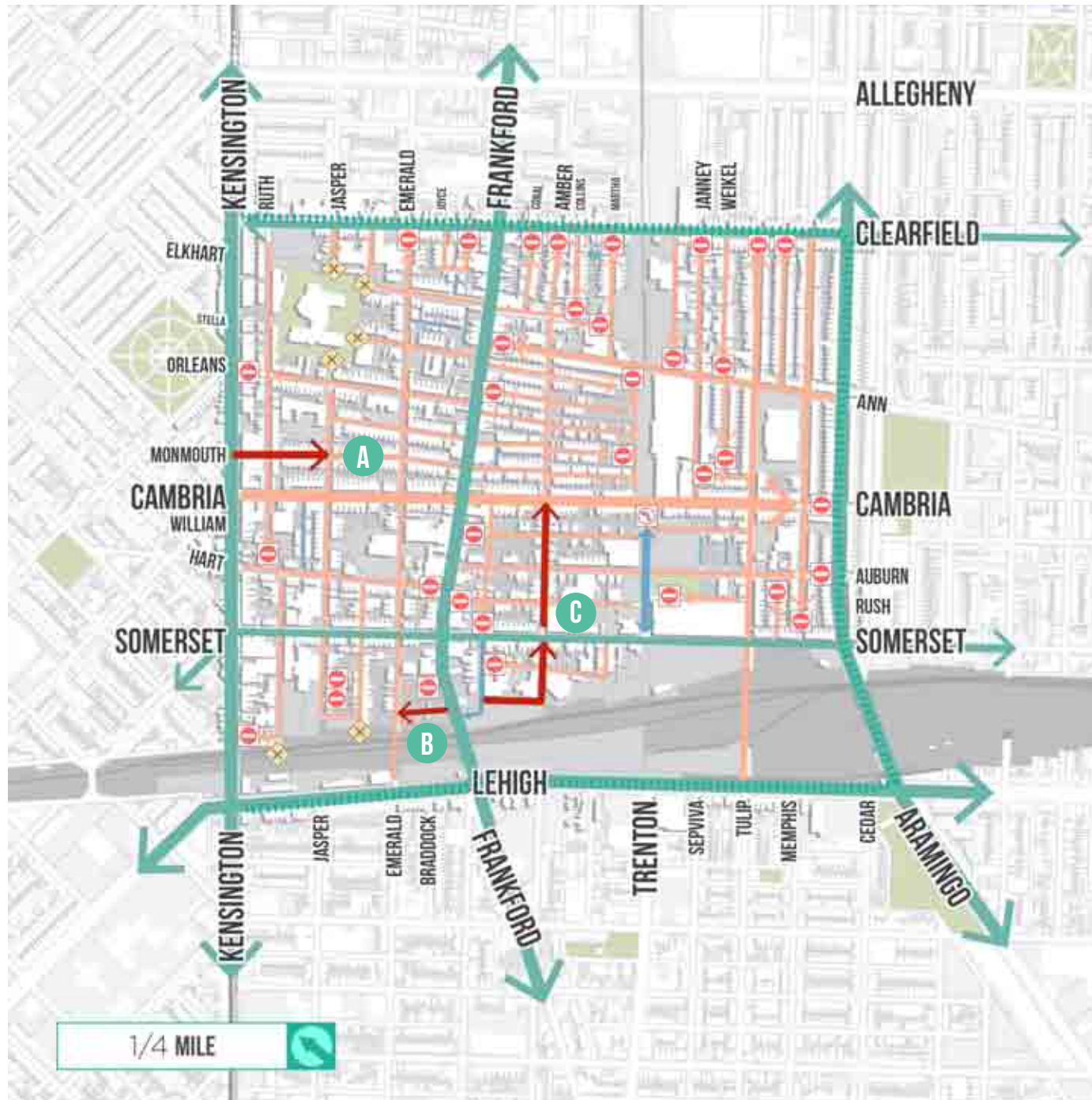


FIGURE 55. REVISED STREET NETWORK

- A: Monmouth Street
- B: Sterner Street
- C: Amber Street



SOURCE: GOOGLE MAPS



GOALS & STRATEGIES: COMMUNITY BUILDING

6. PROMOTE COMMUNITY COHESION & CELEBRATE NEIGHBORHOOD DIVERSITY

One of the most attractive qualities of the North of Lehigh community is its diversity. In terms of racial/ethnic composition, approximately 46% of neighborhood residents in 2010 identified ethnically as *Hispanic*, 25% as *White*, 25% as *Black*, 2% as *Asian*, with the remaining 2% categorizing themselves as either *Multiracial* or *Other*.¹ Providing opportunities to highlight the various cultures and traditions that exist in the neighborhood can strengthen bonds between neighbors and promote community pride and resilience.

Enhancing existing community spaces and institutions with programming aimed at bolstering cohesion amongst different groups will improve communication and help residents recognize shared concerns and needs. Tapping into the creativity and resourcefulness of the community by coordinating public art projects and neighborhood events/fairs empowers residents and builds the organizing capacity necessary when engaging in advocacy campaigns.

Photo Source: NKCDC

To meet this goal, NKCDC hopes to build upon the close to three years of relationship building with the North of Lehigh community, in general, and capacity building with the SNBL community, in particular. During this time, the SNBL Steering Committee and civic association members have guided the direction of SNBL's work, with input and support from NKCDC staff. This partnership has resulted in many successes, including a community now willing to work with the police to improve their quality of life.

6.1. Increase the leadership capacity and independence of Somerset Neighbors for Better Living civic association

The Somerset Neighbors for Better Living civic association was formed in partnership with NKCDC as an extension of the volunteer-led study with the Community Design Collaborative in 2011. Beginning January 2012, monthly meetings had become a regular event. Within 1 year, residents had identified their civic association's boundaries and named itself, SNBL; the Steering Committee had developed bylaws in partnership with NKCDC, which were approved by the full membership; they arrived at a logo following a 3-month participatory design process.

Since January 2012, the civic has accomplished a great deal. Resident attendance at meetings has ranged from 25 to over 100. SNBL has met all but 1 month. Members, residents, and partners have beautified and maintained two vacant lots. A Steering Committee of 5-9 members has met 1-2 times per month to address neighborhood concerns, plan projects, and guide the support work NKCDC provides. And a Health and Wellness Fair was held in August 2013, where 20 health-related organizations provided free services and resources to over 100 residents and their children.

NKCDC will continue to work with SNBL to strengthen its leadership capacity and independence through leadership development and project planning and implementation.

- NKCDC has worked closely with SNBL's leadership body, the SNBL Steering Committee throughout the civic's formalization process and on project planning and implementation. Elections for 5 official governing body positions in January 2014 will mark the next step in SNBL's evolution. While the governing body will take on greater leadership roles, NKCDC will continue to support the body as well as the civic. Leadership capacity will be developed through leadership trainings offered by partner organizations and NKCDC.

- SNBL's monthly meeting attendance must increase to maintain the momentum of the work accomplished thus far. Door-to-door community outreach techniques will be explored to increase regular meeting attendance to 60 residents. Options for those who cannot make meetings due to work schedules or disabilities will be explored and implemented. Incentives increasing youth attendance will be researched and considered.
- With the increase in meeting attendees, the SNBL governing body will be able to identify up to 20 new community leaders who will serve on active committees. The committees identified to date to address the community's concerns and interests include: Welcome Committee, Clean and Green Committee, L&I Committee, and Youth Engagement Committee.
- Zoning is one of the main pathways for residents and civic associations to ensure that appropriate land uses and development occur in their neighborhood. In that vein, NKCDC has hosted an in-house zoning committee and supported neighborhood civic associations' zoning efforts for decades. To date, the SNBL members have heard 2 zoning cases under NKCDC's guidance as a Philadelphia City Planning



FIGURE 56. SNBL COMMUNITY-DEVELOPED LOGO

Commission Registered Community Organization (RCO). Over the next two years, NKCDC will work with SNBL's governing body and L&I committee to transition the running of zoning meetings fully to SNBL and to register SNBL as an RCO. NKCDC will promote a collaborative approach to zoning meetings between SNBL and other RCOs to ensure resident participation. Currently, the RCO boundaries of 3 community-based organizations overlap with portions of the SNBL boundaries: Port Richmond on Patrol and Civic (PROPAC), PRCG, and Impact Services Corporation.

- Current SNBL boundaries go east to Trenton Avenue and north to Cambria Street, an area smaller than the plan area. Given SNBL's success, SNBL should explore the possibility of expanding the current boundaries to the plan area: north to Clearfield Avenue and east to Aramingo Avenue.
- SNBL will plan and implement future vacant lot clean-ups and beautification. SNBL will expand outreach for neighborhood-wide participation to build a larger-scale sense of community and will continue to apply its successful 3-phase implementation model.

- SNBL will conduct annual community events, with support from NKCDC, like the successful Health & Wellness Fair or a neighborhood potluck, to meet the areas of interest identified by residents of different ethnic backgrounds. As with SNBL's first large-scale event, the underlying goal will be to build interdependence, trust, and a sense of community pride. (See Strategy 5.5.)



Photo Source: NKCDC

6.2. Coordinate volunteers to improve the community

A fine balance must be maintained when incorporating volunteers in a neighborhood revitalization process. Although project ownership is always highest when community residents participate, communities can benefit greatly from the helpful hands of many volunteers when problems are entrenched. One such problem is the cleaning of the vacant lots throughout the plan area. SNBL and plan area residents should plan a large scale clean-up, which can include large numbers of lots, streets, and alleyways. This effort should build on past partnerships with The Rock Ministries, the United Way, CWEP, Ray of Hope, Fresh Start, and local schools. Other potential partners could include Impact Services Corporation, Philadelphia CARES, PRCG, and local churches like Mt. Zion Church, Disney AME Church, and Firm Hope Baptist Church.

FIGURE 57. SNBL “MLK DAY” CLEANUP



6.3. Assist CWEP with becoming a strong, safe, and secure community asset

CWEP is a rich neighborhood resource offering a variety of support services: Kid’s Early Learning Center, several adult education programs, Family Literacy, and a meeting space for six community groups, including SNBL. To continue to support this neighborhood resource, the following actions must be taken:

- Expand St. Christopher’s Foundation for Children’s Farm to Families Community Supported Agriculture (CSA) program to CWEP. This program provides low-cost, healthy fresh produce. (See Strategy 7.1.)
- Identify sustainability activities and workshops that can take place at CWEP, such as DIY rain barrel demonstrations and Philadelphia Recycling Rewards sign-ups.
- Foster greater use of its building during evening hours by increasing outdoor lighting around the building and in its parking lot, installing security camera(s) at the main entrance, and planting trees to create barriers around the parking lot and to deter drug activity/crime.
- Connect CWEP with opportunities for interns and volunteer staff through, for example, the AmeriCorps VISTA program and local colleges and universities.
- Coordinate the distribution of CWEP programming fliers during outreach efforts for SNBL’s monthly meeting.
- Explore a large-scale Mural Arts Program intervention at CWEP.
- Explore CWEP as a potential location for a PWD’s Green Cities Clean Waters GSI projects.



FIGURE 58. COMMUNITY WOMEN’S EDUCATION PROJECT (CWEP)

The Community Women’s Education Project is an invaluable asset to North of Lehigh. However, its large parking lot is underutilized, and used as a thoroughfare for individuals trying to find easier paths through the neighborhood.

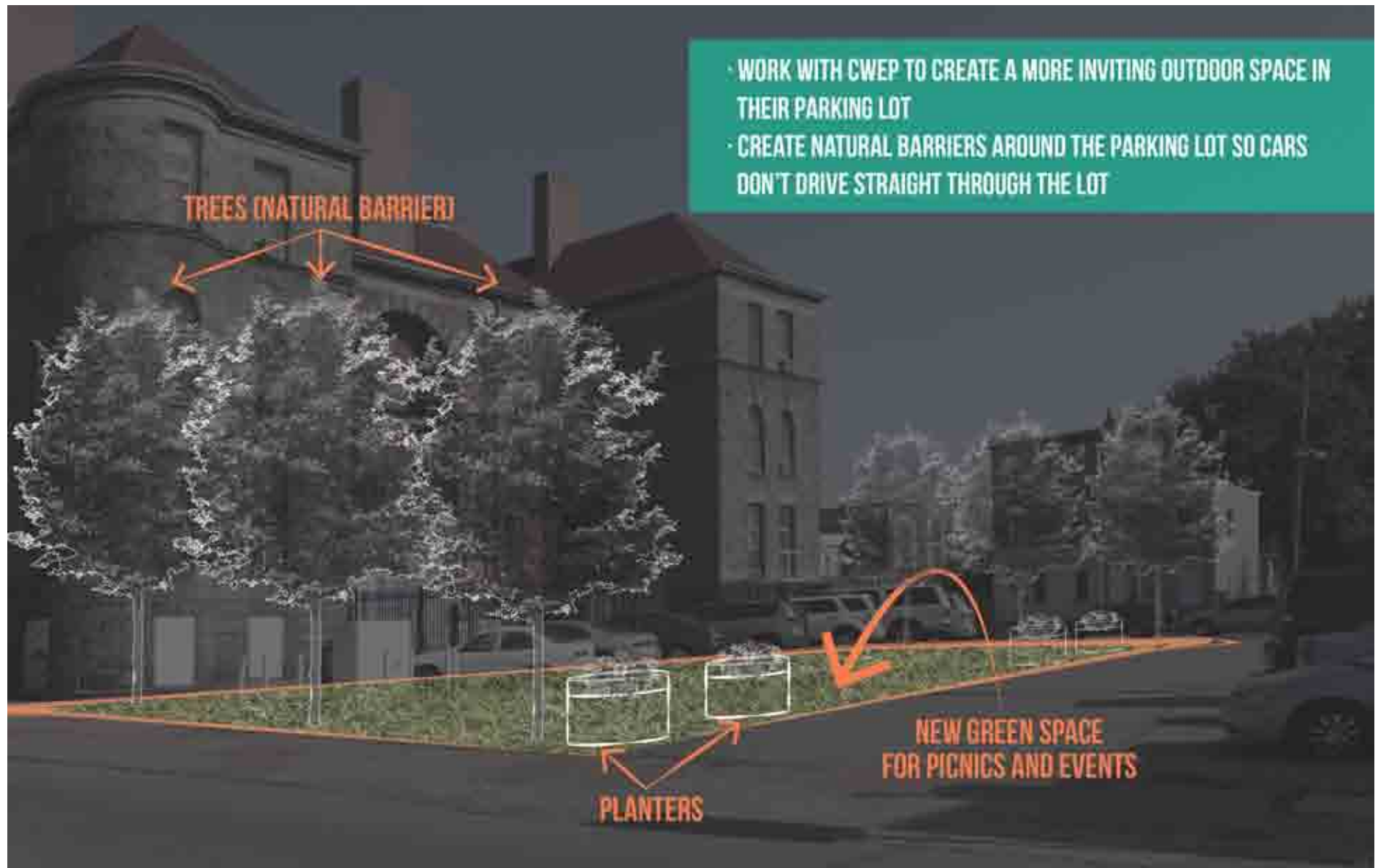


FIGURE 59. CWEP IMPROVED PUBLIC SPACE

6.4. Create positive communication avenues for the community

Creating positive communication avenues for the community is important for transforming the community's self-perception and sharing neighborhood information. Such communication avenues can be fostered by:

- Exploring the use of NextDoor website/app as a safe, positive online community forum.
- Reporting on positive stories in the SNBL Quarterly Newsletter and to civics with overlapping boundaries.
- Expanding SNBL communication channels through the establishment of an SNBL Facebook page and other social media sites, such as Twitter, YouTube, Instagram, Pinterest, and Flickr.
- Create a community bulletin board, stationed at the Orinoka Civic House.

6.5. Organize a Community Multicultural Festival & Regular Dinner Events

Given the diversity of the community and the range of smaller events that already take place, SNBL should organize a large, annual festival celebrating the diverse cultures of neighborhood residents. The festival could take place at CWEP and stretch along Frankford Avenue within the new proposed gateway park. Local business participation and sponsorship would be necessary to help fund the event.

Community cohesion can be further supported by promoting and organizing monthly dinner events, such as Sunday Suppers, where neighborhood residents participate in healthy food cooking courses and dine together.



PRECEDENT: DSNI'S MULTICULTURAL FESTIVAL BOSTON, MASSACHUSETTS

The Dudley section of Boston's Roxbury/North Dorchester neighborhoods is exceptionally diverse. Nearly 72% of the neighborhood residents identify as African American and Cape Verdean, 24% as Latino, and remaining 4% categorize themselves as White. As part of their comprehensive approach to neighborhood revitalization, the Dudley Street Neighborhood Initiative holds an annual Multicultural Festival which celebrates the richness of the community's various cultural expressions. Youth organizers employed by DSNI are given the opportunity to take the lead in structuring the community building activity while refining leadership skills necessary in helping mobilize residents for future initiatives. For more information, visit DSNI's website: www.dsni.org

Photo Source: www.facebook.com/dsni.org

6.6. Use murals and public art to enliven key connector streets

The demolition of vacant buildings has left visible marks on the community. There are now many highly visible vacant walls and surfaces that are opportunities for new public art. Compared to other communities in Philadelphia, public art is lacking in North of Lehigh. Strategic placement of murals throughout the neighborhood should be discussed with the Mural Arts Program. Key opportunities include the second stories of buildings along Kensington Avenue, which are highly visible from the EI, along Frankford Avenue, and along key east-west residential streets like Somerset Street. (See Strategy 6.3.)



FIGURE 60. POTENTIAL SECOND-STORY MURAL PLACEMENT ALONG KENSINGTON

PRECEDENT: MURAL ARTS' "LOVE LETTER" MURALS

PHILADELPHIA, PENNSYLVANIA

Fifty rooftop murals located along the Market-Frankford EI in West Philadelphia comprise the Mural Arts Programs' popular Love Letter project. The murals, designed by artist Steve Powers, feature declarations of love with multiple meanings: the love expressed by a guy to a girl, and the love an artist pronounces for his hometown. For more information, visit the Mural Arts website: www.muralarts.org/collections/projects/love-letter

Photo Source: Madaboutthemural.wordpress.com



6.7. Connect youth with community activities and youth-related resources

With the high percentage of residents under the age of 19, it is imperative that the community help youth to strive for high goals and participate in the community's revitalization. There are many resources available nearby for local youth to tap into. Specifically:

- Connect residents with education-related agencies that offer affordable school supplies, tutoring and homework help, higher education application assistance, and financial aid assistance. Connect residents with youth-related organizations that provide affordable and productive summer and after-school activities, such as The Rock Ministries, Breaking Barriers, McPherson Library, Firm Hope Baptist Church, Kensington Neighbors United Civic Association, Portside Arts Center, Shissler Recreation Center, and Fishtown Recreation Center. Sources of education-related information include the Mayor's Office of Education, McPherson Public Library, Impact Services Corporation, and the Kensington EPIC Stakeholders group.
- NKCDC will continue its partnership with Philadelphia Physicians for Social Responsibility's Summer Work Experience Program. This program, funded by Philadelphia Youth Network (PYN), offers a 6-week (120-hour) paid work experience for 50 youth ages 14-21 to build practical work experience.
- NKCDC will continue to partner with schools and share relevant program and event information for dissemination to the school body.
- Connect non-profit and other youth programming with area schools, such as innovative youth programming that is typically entirely funded by participating organizations and ready for implementation. With school district support, these programs can be used in schools as part of the curriculum or as after-school programs.

6.8. Transform Lehigh Avenue into a connector street between northern and southern areas

Lehigh Avenue is currently a major divide in lower North Philadelphia. To reconnect North of Lehigh with services and retail to the south, NKCDC should build upon planned PWD GSI improvements along Lehigh Avenue by partnering with SNBL, PRCG, PROPAC, ORCA, and EKNA to advocate for a complete transformation of Lehigh Avenue as a gateway with enhanced greening, GSI features, improved signage, lighting, and public art. Existing bike lanes should also be improved. Adding some buffering between the travel lane and the bikes or exchanging the parking lane and bike lane would improve bicyclist safety. Recommended changes would require the approval of the Streets Department and City Council.

ENDNOTES

1. U.S. Census Bureau. *2010 Census Summary File 1 – Pennsylvania Table P9: Race & Origin (Hispanic) for Total Population.*

FIGURE 61. LEHIGH AVENUE ALONG THE VIADUCT NEAR EMERALD STREET





FIGURE 62. LEHIGH AVENUE STREETSCAPING



GOALS & STRATEGIES: **ECONOMY AND ENVIRONMENT**

7. REBUILD NORTH OF LEHIGH THROUGH ECONOMIC DEVELOPMENT & ENVIRONMENTAL JUSTICE

Developing economic revitalization approaches with an environmental justice lens is necessary for North of Lehigh because of the area's industrial legacy and vast vacancies. The impact of deindustrialization is ever-present. Vacant or underutilized industrial buildings populate the landscape. Salvage yards and industrial storage lots blight the neighborhood and can negatively influence the health of residents living nearby. Today there are 22 acres of industrial land uses, of which 9 acres (41% of total industrial uses) consist of active scrapyards. Nevertheless, redeveloping industrial buildings as mixed-use properties like live/work spaces can attract entrepreneurs and business owners and spur investment. Collaborating with salvage yard owners to beautify or "green" their properties will enhance the pedestrian experience and mitigate health impacts for the neighborhood. Transforming these problems into assets may be difficult, but these strategies will help diversify and broaden the neighborhood's economic base.

In addition to industrial vestiges, there are 209 current commercial uses in North of Lehigh. Many of these enterprises provide services and goods that meet basic needs. However, there are opportunities to expand commercial options and job opportunities. Currently, there are 33 auto-related businesses representing the largest number of active retail establishments. Vacant commercial spaces along Kensington Avenue are opportunities for new retail and service enterprises. Business façades along Kensington Avenue can be revitalized with new corridor branding. Public art and communal spaces can provide opportunities for residents to convert Kensington Avenue into a neighborhood institution. In all, the goal is to create retail destinations that offer a safe and welcoming environment, meet the needs of North of Lehigh residents, and draw people from all over Philadelphia looking for an inviting and unique shopping experience. With continued job loss citywide, dwindling public funding for corridor revitalization and rampant vacancies (both property and land), focusing on re-establishing economic vitality North of Lehigh is critical.



FIGURE 63. IDENTIFIED COMMERCIAL TYPES

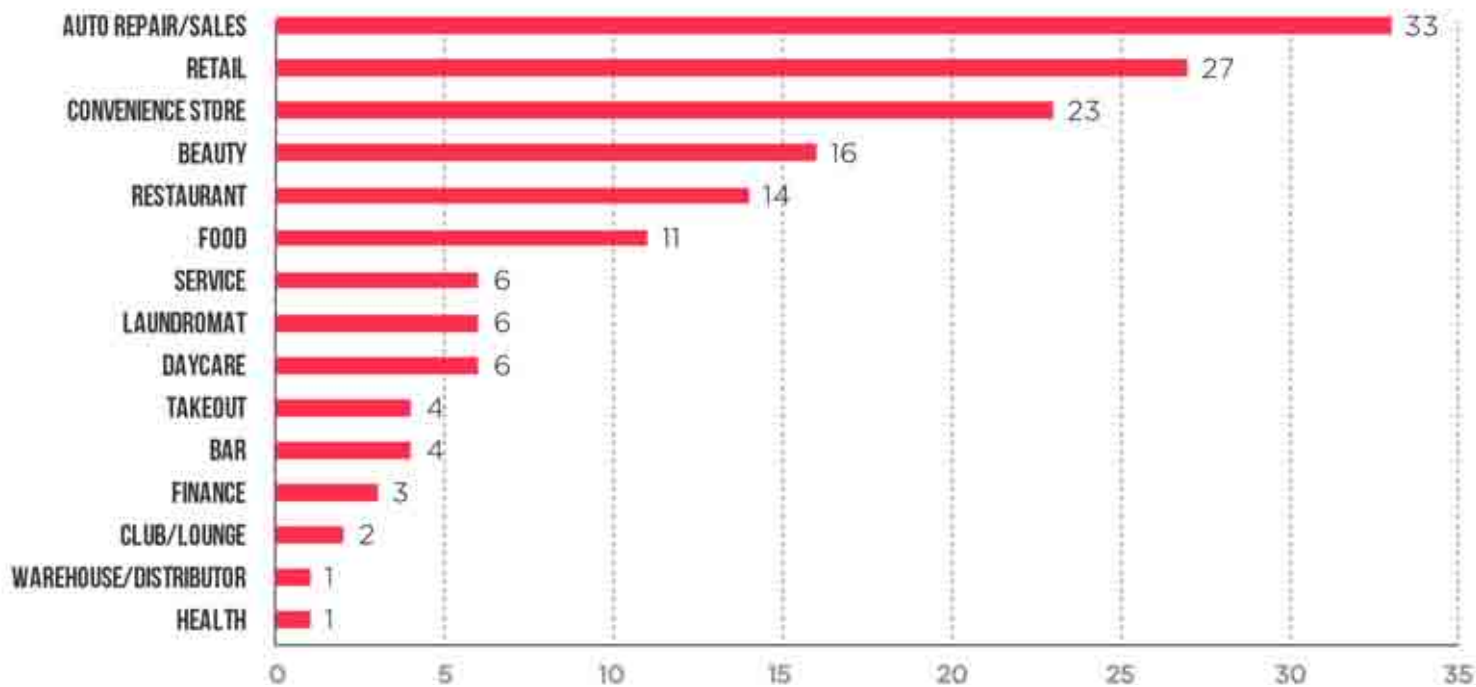




FIGURE 64. INDUSTRIAL USES

41% OF TOTAL INDUSTRIAL USES ARE SALVAGE YARDS, TAKING UP APPROXIMATELY 9 ACRES WITHIN THE STUDY AREA.

SOURCE: FIELD SURVEY (AUGUST 2013)
PIDC INDUSTRIAL LAND & MARKET STRATEGY

7.1. Improve access to healthy food

Food justice is an issue of concern for residents North of Lehigh. Ensuring that all residents have the ability to improve their personal health and wellbeing through healthy food options is a worthy goal. Unfortunately, it is one made difficult due to the lack of access to healthy food: the area has the distinction of being one of the top food deserts in the country as well as the 2nd poorest congressional district. The following actions can address these issues and improve access to healthy food:

- Open a second Farm to Families site at CWEP. Farm to Families is a CSA program of St. Christopher's Foundation for Children. It offers healthy fresh produce at affordable prices. NKCDC will work closely with SNBL, PRCG, PROPAC, and Impact Services Corporation to offer this low-cost food program to their constituencies. Bilingual nutrition education and resource information covering healthy eating, farmers markets, and nutrition would form part of the programming.
- NKCDC will connect residents with food pantries, churches, and emergency food services in the neighborhood.
- Connect residents with the City's free summer meals for children, reduced-priced meals during the school year, and Play Streets summer programming, which includes free meals.
- Explore the creation of a community kitchen at a local church with potential partners like Impact Services CDC, The Food Trust, and Greensgrow Farms. Such a venture would create entrepreneurial opportunities for neighborhood residents as well as a retail component that would enliven the streetscape. The proposed facility would create a place for residents to develop and expand food-based businesses within the neighborhood by providing the opportunity to make, sell, and market local goods.



PRECEDENT:

GREENSGROW'S COMMUNITY KITCHEN

PHILADELPHIA, PENNSYLVANIA

Greensgrow Farms successfully established a community kitchen at a neighboring church. The kitchen is used to hold culinary classes, produce their Greensgrow Made line of prepared foods, and can be rented out by food entrepreneurs at an hourly rate. Greensgrow and the church agreed to a business partnership: Greensgrow would upgrade the kitchen equipment and renovate the space to code to become certified and licensed by the City. In return, Greensgrow would use the kitchen for their needs and open it up to aspiring food entrepreneurs in search of a place to begin or grow their operations. What resulted was the Greensgrow Community Kitchen, which serves as a non-sectarian business incubator, as well as a demonstration kitchen for community members to learn canning, fermenting, bread baking, yogurt making and other culinary skills. For more information, visit Greensgrow's website: www.greengrow.org/kitchen
Photo Source: Murltemple.blogspot.com

7.2. Continue sustainability efforts

Since 2010, the resident-led Sustainable 19125 Initiative has promoted sustainable actions south of Lehigh Avenue in partnership with NKCDC. The Initiative expanded to include the 19134 zip code in 2013. The Initiative's leadership body and members, in partnership with NKCDC, SNBL, PRCG, PROPAC, and Impact Services Corporation, can expand Initiative efforts North of Lehigh through the following actions:

- Trees reduce traffic speed, create safer walking environments, increase commercial activity, increase property values, provide passive cooling during warm months, and help manage stormwater.¹ Partnering with Philly Tree People, Philadelphia Parks and Recreation, and the PHS, these benefits should also be extended to North of Lehigh residents by planting trees along key walking thoroughfares, such as Somerset Street and Frankford Avenue. To date, 33 trees are slated to be planted North of Lehigh in spring 2014.
- Promote residential recycling by providing residents with the City's free blue bins and free "Recycling" sticker to turn any container into a recycling bin. Connect residents to the Philadelphia Recycling

Rewards Program and host future recycling bin distribution sprees at SNBL meetings and on low recycling-rate blocks.

- Enroll residents in the PWD's Rain Check program. This program provides highly subsidized GSI amenities to residential property owners, such as downspout planters, rain gardens, and yard depaving.
- Identify sustainability opportunities along Kensington Avenue. As the main commercial corridor in the plan area, beautification of Kensington Avenue should include sustainable approaches whenever possible, such as the installation of rain barrels on downspouts, with collected rain water used to clean sidewalks. Promote the joint PWD/PIDC Stormwater Management Incentives Program (SMIP) as a funding source for stormwater infrastructure improvements for non-residential property owners in Philadelphia, including downspout planters, porous pavement, and green roofs.

PRECEDENT: RECYCLING REWARDS PROGRAM

PHILADELPHIA, PENNSYLVANIA

The Philadelphia Recycling Rewards Program, a Streets Department partnership with Recyclebank, rewards residents' recycling efforts by giving points that can be turned into coupons and gift certificates at local businesses. In 2011 alone, NKCDC enrolled 2,059 residents in the Philadelphia Recycling Rewards program. Additionally, NKCDC has distributed 3,616 recycling bins since 2010.

Photo Source: Greenphillyblog.com



7.3. Address environmental hazards caused by scrapyards

Philadelphia's industrial past includes the recycling and reuse of manufacturing materials. The 4 remaining operating scrapyard businesses highlight this past. While scrapyards exist as large-scale recyclers, they can also pollute the air and ground water and can contribute to short dumping around their properties and crime. A balance needs to be found between supporting scrapyards that operate under the current regulations and those that do not and need to improve their business practices. The environmental and quality of life issues caused by scrapyards can be addressed in the following ways:

- In partnership with affected SNBL residents, NKCDC will continue coordinating with the Scrapyard Task Force to improve regulation of neighborhood scrapyards. To date, coordination with the Task Force has resulted in inspections of the neighborhood scrapyards and issuance of code violations.
- Providing camera surveillance of illegal activity happening outside neighborhood scrapyards, including short dumping.
- Working with Air Management Services (AMS), Clean Air Council (CAC), and Drexel University to monitor air quality at residences near scrapyards. The resulting data may reveal the possibility of making a case for regulation and legislation to the appropriate City, State, and Federal agencies. Preliminary data from the CAC shows that the air quality in the immediate areas around these scrapyards ranks as "unhealthy."²
- Support legislation introduced by Representative John Taylor, and supported by Representative Michael O'Brien, that calls for the creation of a registration database for scrapyard owners. Additional regulatory improvements could include minimum limits on the pounds of scrap accepted by scrapyards, limits on who is eligible to sell to scrapyards, and the institution of payment requirements (checks, not cash, or a cash minimum). The proposed improvements would reduce the huge amount of metal theft experienced by area neighborhoods.
- Collaborate with CAC on a campaign to correct the negative health impacts caused by scrapyards and illegal dumping. The SNBL governing body will provide input for the development of action-oriented materials educating residents of the steps to remove illegally dumped materials and report airborne toxins. Work with affected civic associations to increase resident 311 reporting.

- Drafting of an air quality policy by CAC for the City, in partnership with the SNBL governing body, other affected civic associations, and NKCDC.
- SNBL, affected civic associations, and NKCDC working with scrapyard owners to improve the conditions outside their businesses, including maintaining dumpsters, increasing lighting, and planting trees. Trees around the scrapyards will help improve air quality, beautify, and discourage illegal dumping.
- Work with the EPA to enforce air quality regulations for industrial sites.

7.4. Use Philadelphia's zoning processes to support improvements to North of Lehigh quality of life

Ensuring improvements to the quality of life for North of Lehigh residents requires participation in the City's zoning processes. The following actions can be taken to improve quality of life through zoning processes:

- NKCDC and community residents will participate in the City's remapping efforts for North of Lehigh. Remapping in the plan area should focus on locating industrial uses safe distances from residential areas, encouraging commercial and mixed uses on Kensington Avenue, and mixed-use on Frankford Avenue. Though remapped zoning regulations cannot change current uses, they can help prevent new industrial facilities from opening; when current facilities close, zoning can impose stricter regulations on new operators that attempt to open at the site, if not barring them completely.
- NKCDC and community residents will participate in the City's district planning efforts when the Riverwards District Plan is drafted. The North of Lehigh Neighborhood Revitalization Plan will help ensure that the Riverwards District Plan includes the needs of neighborhood residents. Many of the District Plan goals align with the North of Lehigh plan, including studies on the location and effectiveness of City facilities (libraries and playgrounds); recommended improvements to public spaces including streetscape, landscape, parks and plazas; and improvements in access to healthy foods, facilitation of physical activity, and promotion of healthy lifestyles.
- As part of its RCO responsibilities, NKCDC will continue to track zoning cases in the plan area. On an as-needed basis, NKCDC will play a coordinating role for controversial zoning cases that overlap with neighboring RCOs, like PROPAC, PRCG, and Impact Services

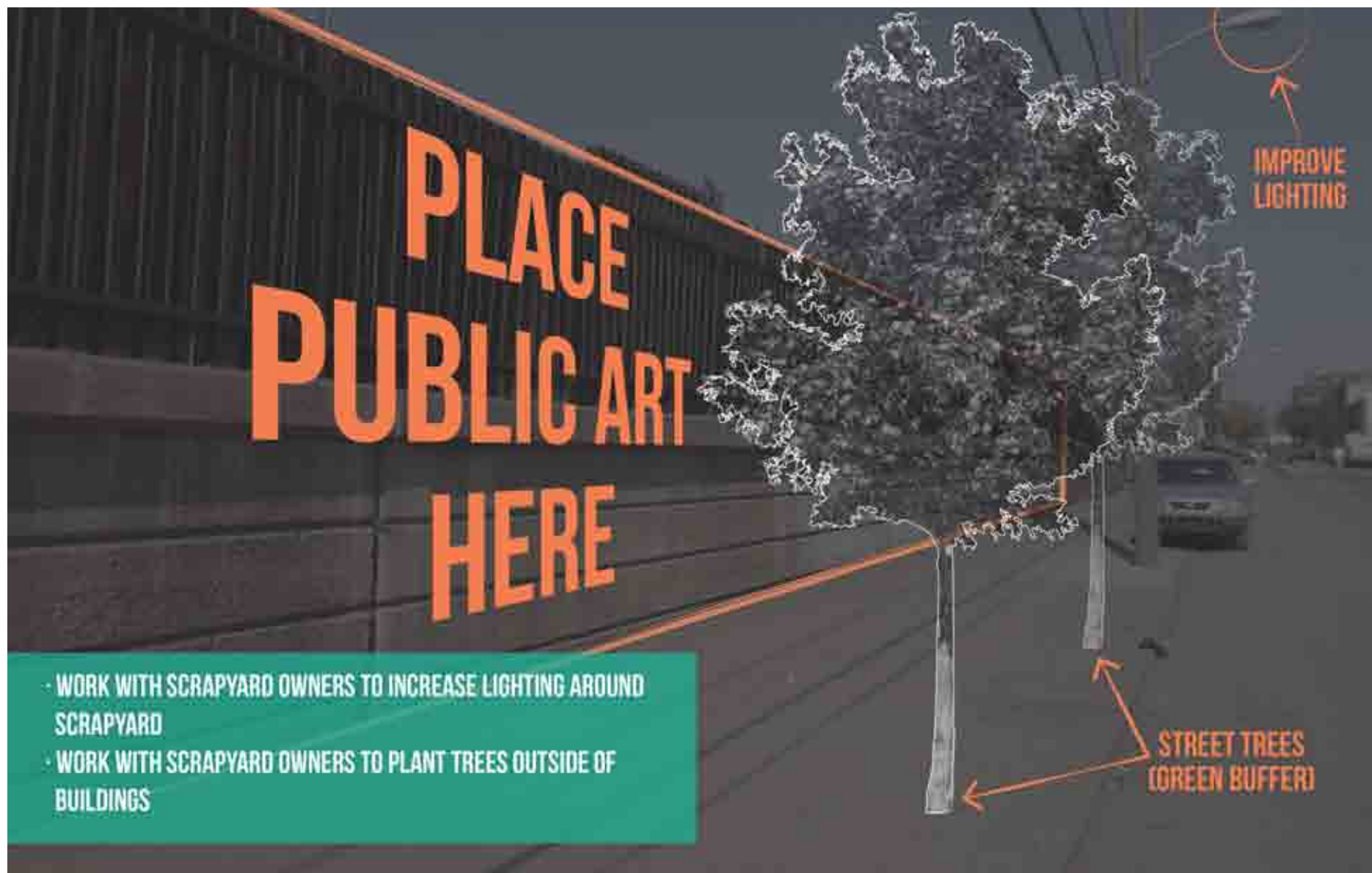


FIGURE 65. IMPROVING THE PUBLIC REALM NEAR SCRAPYARDS

Corporation. NKCDC will ensure coordinated outreach to the affected residents for such cases, in partnership with SNBL when appropriate. (See 6.1.)

7.5. Support the Kensington Avenue Commercial Corridor through a full-fledged commercial corridor management program

Kensington Avenue is vital to the economic health of North of Lehigh, with commercial enterprises that employ and provide goods and services to local residents and people beyond. Retaining existing business and attracting new ones requires the resources available through a full-fledged commercial corridor management program. Providing these resources will require that NKCDC take the following actions:

- Work with the Philadelphia Commerce Department (Commerce) and other funding sources to adequately fund a commercial corridor management program for Kensington Avenue. Impact Services Corporation's commercial corridor work on Kensington Avenue north of Indiana Street can offer important insights to NKCDC's corridor work to the south.
- Survey business owners on the corridor and conduct a land-use survey of all properties. This baseline data will identify the starting commercial composition of the corridor, identify the needs of businesses, and determine the level and type of future funding needed.
- Improve business facades and lighting by connecting businesses with façade improvement resources, workshops, and financial assistance programs, such as Commerce's Storefront Improvement Program (SIP). To replicate NKCDC's success on the Frankford Avenue Arts Corridor, a branding strategy and façade design guidelines distinguishing Kensington from other Philadelphia corridors will be developed.
- Connect prospective business owners with available properties through NKCDC's commercial/industrial properties listings. This tool can facilitate the rental, lease, or sale of vacant storefronts on the corridor and to attract new businesses.



PRECEDENT: STREETSCAPE IMPROVEMENT FUNDS

PHILADELPHIA, PENNSYLVANIA

Funding for streetscape improvements is typically available from either HomeTown Streets (PennDOT) or Restore Philadelphia Corridors (City's Commerce Department). HomeTown Streets allows for a variety of streetscape improvements that are vital to reestablishing our downtown and commercial centers, such as sidewalk improvements, planters, benches, street lighting, pedestrian crossings, transit bus shelters, traffic calming, bicycle amenities, kiosks, community "gateway" plantings, signage and other visual elements. The ReStore Philadelphia Corridors Program focuses on reestablishing the historic significance of specific corridors as neighborhood connectors and places to shop, work, and socialize.

Photo Source: Jmt.com

- Work with L&I and property owners to create a Pilot Program for large-scale sweep, renovation, and/or demolition. Properties for this Pilot Program should be identified strategically.
- Use streetscape improvement funds for sidewalk repairs, new curbs/gutters, and other streetscape elements, such as trash receptacles and lighting.
- Seek funding to subsidize commercial spaces for “healthy” or “green” startups or businesses. Attracting such businesses will have the added benefit of increasing access to better retail and food options. Additionally, spaces earmarked for small vendors or food trucks can help bring more services to the community. Residents who have an interest in a startup can be identified via the SNBL membership.
- Introduce fresh produce and healthy snacks to eligible businesses in partnership with The Food Trust’s Healthy Corner Store initiative. Significant outreach will be needed to make this program as successful North of Lehigh as it has been south of Lehigh Avenue.
- Coordinate the registration of Kensington Avenue businesses into Philadelphia’s Commerce SafeCam Program. The program provides reimbursement of up to \$3,000 for high quality security cameras that are connected to the Philadelphia Police Department’s SafeCam program. Interest in this program has been limited due to the high cost of the systems (upwards of \$6,000); matching funds will be required to expand this program.



7.6. Clean commercial corridors

Clean and orderly corridors project a sense of safety. The commercial spaces of Kensington Avenue must be maintained and cleaned to invite new businesses and retain existing ones. To accomplish this goal:

- Funding must be secured for regular corridor cleaning on Kensington Avenue and portions of Lehigh Avenue from funding sources like Commerce and the Penn Treaty Special Services District. Such funding will enable implementation of NKCDC's multipronged, commercial corridor cleaning approach: confronting trash and debris, engaging the community, referring businesses to services, reporting issues, and serving as an ambassador. Outreach to service organizations, volunteer groups, civics, and businesses will be conducted to organize and implement community clean-up days and other litter and blight reduction programs.
- Business owners should sign up for Adopt-A-Block and be encouraged to call 311 to report issues. Through the Adopt-A-Block program, individuals or businesses volunteer a portion of their time to clean their sidewalks and curbs.

- Educate residents and businesses on corridor cleaning maintenance, which can include information on proper removal of graffiti, removal of bandit signs, and best practices for litter collection.

7.7. Undertake a commercial market study

Commercial enterprises support a surrounding community in two principal ways: by providing residents with needed services and employment opportunities. The 209 commercial enterprises located in North of Lehigh are largely small-scale providers of basic services offering relatively few employment opportunities. From the commercial enterprise perspective, a commercial market study must be conducted to provide a blueprint for which businesses to attract. SNBL and Impact Services Corporation constituents can provide invaluable insight into the level of new commercial uses the community can support. They can also provide insight on the viability of mixed-use commercial/residential development on Kensington Avenue. The strategies needed to link business attraction with employment opportunities are discussed in Goal 8.



PRECEDENT:

NKCDC'S "CLEAN CORRIDOR QUICK GUIDE"

PHILADELPHIA, PENNSYLVANIA

NKCDC developed a "Clean Corridor Quick Guide" brochure that it distributes to businesses to educate owners and increase the maintenance and general aesthetics of corridors. The brochure outlines the responsibilities of business and commercial property owners regarding property maintenance. Areas of responsibility include but are not limited to trash disposal, weed control, graffiti removal, tree pruning, etc. The brochure also includes information on available resources and important phone numbers to address quality of life issues, including how and when to use 311.

7.8. Work with the Kensington and Allegheny Business Association

Business associations help owners develop strategies to increase foot traffic and confront issues that impact their bottom line. NKCDC should partner with Impact Services Corporation's Kensington and Allegheny Business Association (KABA) to foster the creation of a business association in the North of Lehigh plan area. KABA's successes in attracting new businesses and effective corridor maintenance north of Indiana Avenue, coupled with NKCDC successes on the Frankford Avenue Arts Corridor, can offer many learnings to businesses in the plan area.



7.9. Activate the Kensington/Somerset intersection

Revitalizing the Kensington/Somerset intersection will help businesses in the area gain more traffic to their stores as well as reduce the presence of criminal elements. It will also create a new and improved center of neighborhood activity. The following actions will activate this important intersection:

- Encourage corridor business owners to set up new market stands and food trucks, even if just during peak commuting hours.
- Develop a strong partnership with a well-trusted business owner to maximize and speed up the revitalization process, as they will be more inclined to inform other owners of the resources available to help improve businesses. SNBL can identify a business partner near Somerset Station to serve as catalyst.
- Develop a long term strategy to fill vacant storefront properties, involving current business owners and community organizations. Work with corridor business owners to activate vacant storefronts by first securing buildings, then creating temporary installations to simultaneously mask the vacancy and highlight the potential opportunity until new tenants are established.
- The current strategy of posting 24-hour police details at Kensington/Somerset has been effective in reducing the drug market. Residents can now access the EI stop in greater relative safety. The feasibility of installing a permanent Police kiosk, shared by SEPTA and 24th Police District should be explored.
- Make additional station improvements to the Kensington/Somerset SEPTA EI stop. SEPTA's installation of lighting improvements and additional security have already significantly improved the user experience and increased ridership. Regular cleaning, artistic treatments, additional lighting, and playing of classical music represent impactful projects that would reinforce prior efforts.

7.10. Redevelop other unused industrial sites as mixed-use properties

NKCDC will apply its learnings from the Orinoka Mills Complex redevelopment to assess the possible refit of other underutilized industrial sites for residential, light industrial, commercial, and/or mixed uses. The goal of such refits will be to attract start-ups and entrepreneurs to the neighborhood. Successful models of industrial space reuse should be researched. Globe Dyeworks and Next Fab Studio, for example, promote co-working and co-learning with shared equipment, tools and resources, and use monthly or annual membership fees to assist with operating expenses. PIDC and Commerce can offer resources to potential partners and start-ups interested in the reuse of abandoned structures.

7.11. Use public art to transform eyesores into assets

Public art can simultaneously beautify an area and deter vandalism and neglect. It can also enhance and draw attention to a commercial corridor and foster its revitalization. NKCDC and SNBL should work with local artist and artisans to create and install “art racks” (artistic bike racks) to encourage biking and market the corridor’s revitalization. Partnership with the Mural Arts Program is particularly important for artistic treatment of a commercial corridor.

ENDNOTES

1. Kensington Somerset Studio, Temple University Dept. of Landscape Architecture & Horticulture, Spring 2013, p. 42.
2. Particulate Concentrations (2.5) During RiverWards Environmental Tour. Clean Air Council. May 9, 2013. *P:\Community Engagement\KANAC\Lehigh Somerset Efforts\L&I\Scrapyards in 19134\Clean Air Council particulate measurement map 2013-05-09.jpg.*

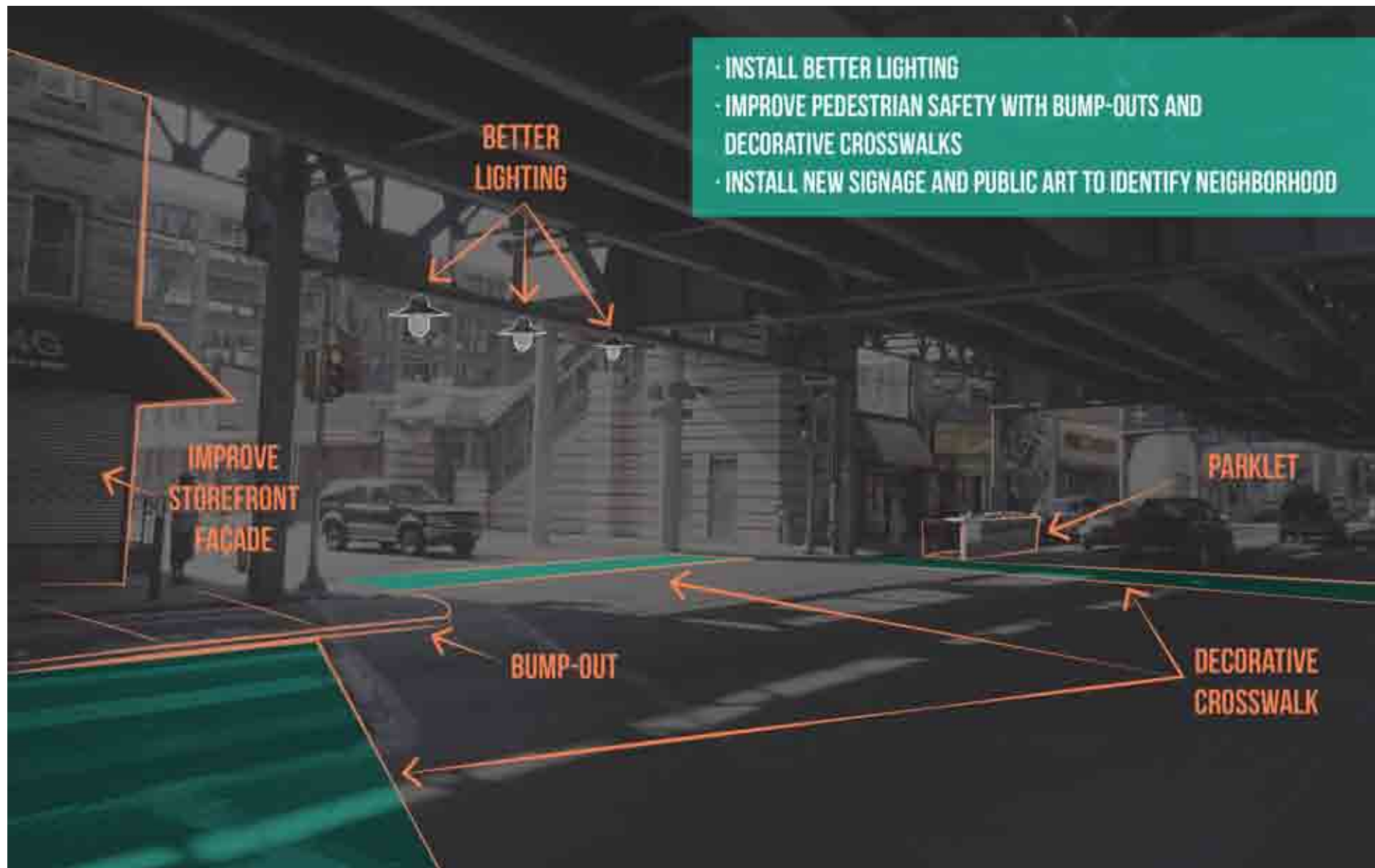


FIGURE 66. ACTIVATING THE KENSINGTON & SOMERSET INTERSECTION



GOALS & STRATEGIES: PEOPLE

8. INVEST IN HUMAN CAPITAL

North of Lehigh residents face significant challenges that are hard to overcome. To improve the lives of local residents, we need to come to terms with some of the difficult barriers that prevent them from moving up the economic ladder. Education levels are low and the median income is \$26,105, which is nearly 30% lower than the City's median income of \$36,957. 53% of residents make less than \$25,000 per year and the poverty rate is 45% compared to 26% for the City as a whole according to the 2007-2011 American Community Survey. With the flight of local industrial jobs from the community, opportunities for well-paying jobs for residents of all skill levels are extremely limited. To expand economic opportunities for residents, a focus on linking residents to workforce skills training is necessary. This should include providing opportunities for youth to engage in community development work as such work will provide them with meaningful employment and reinforce the importance of giving back to their neighborhood.

Expanding economic opportunities for residents also entails attracting established enterprises to the area that can provide employment where possible as well as actively supporting the brimming entrepreneurial spirit present in the neighborhood. One can take a casual stroll through North of Lehigh and come across yard/sidewalk sales and signs in the windows of homes selling water ice. The desire to own and operate a business is there. Exploring the creation of community-based financial institutions that can meet start-up capital demands of resident entrepreneurs, and connecting formal and informal enterprise owners to business courses and technical assistance will help foster entrepreneurship in North of Lehigh and lead to creation of new local businesses and jobs.

8.1. Increase access to job training and employment opportunities

North of Lehigh has high unemployment. According to the 2007-2011 American Community Survey, approximately 19% of the workforce is unemployed.¹ A comprehensive workforce development strategy is needed that first assesses the general skill set of the plan area population and then identifies how residents will be connected with job training and employment opportunities. The following actions must be taken to increase access to job training and employment opportunities:

- Connect local residents and older youth with local businesses, nonprofits, and institutions that can train and hire them through paid internships and apprenticeships, such as YouthCorps.
- Connect local residents with opportunities for workforce training as part of local housing rehabilitation and construction projects.
- Connect ex-offenders with work-release programs aimed at preventing recidivism.
- Connect residents with SEPTA's paid apprenticeship programs in work areas such as carpentry, welding, and mechanics.
- Connect residents with Impact Services Corporation's welfare-to-work programming that is provided through its Employment Advancement Retention Network (EARN) Center.
- Connect residents with Mural Arts Program's The Guild paid apprenticeship program, which trains former inmates and young adults on probation in mural arts skills like wall/mural preparation and restoration, building repair, and mosaic tiling and masonry. The



PRECEDENT: SUSTAINABLE SOUTH BRONX

NEW YORK CITY, NEW YORK

Sustainable South Bronx, founded in 2001, works to address the economic and environmental concerns facing residents of the South Bronx through workforce development programming linked to the emerging green economy. The organization's BEST Academy (Bronx Environmental Stewardship) teaches low-income New York City residents job skills that prepare them to restore the city's urban green spaces and take part in helping make NYC's building stock green. Those who graduate from the BEST Academy can be employed by SSBX's Smart Roofs, a social enterprise that installs green roofs on buildings throughout New York City. For more information, visit SSBX's website:

www.ssbx.org

Photo Source: Greenjobsnow.com

10-month apprenticeship program is followed by 18 months of job readiness skills development and job placement assistance.

- Explore a green thumbs on-the-job training program through PHS's Community Land Care maintenance program.
- Explore an on-the-job training program for PWD's GSI maintenance needs.

8.2. Explore the possibility of a “green jobs” training center / business incubator

There are increasing models of successful “green jobs” training centers and programs that could prove a useful framework for North of Lehigh. Approaches used by entrepreneurial non-profit organizations and social enterprises, like Sustainable South Bronx and Start Up Box: South Bronx, should be reviewed to understand what is applicable in North of Lehigh and what organizations excel at this work. A market study should be conducted to determine the demand for “green jobs” training centers / business incubators and to ensure job availability and growth potential. (See section 7.7.)

8.3. Link residents to entrepreneurship courses & technical assistance and provide flexible space for formal & informal business owners

Providing avenues for residents to develop sound business plans and management skills can lead to the creation of new jobs and businesses. The entrepreneurial capacity of current and new residents should be expanded by linking them to organizations like Entrepreneurship Now, which provides courses and technical assistance for future and current business owners. WHEDco's Childcare Microenterprise program is an example of another capacity building opportunity. WHEDco assists informal childcare providers through the process of becoming formal businesses, offers training and technical assistance, as well as financing/micro-lending sources. Such programming could be offered at the Orinoka Mills Complex or CWEP.

There are also opportunities to provide space for burgeoning entrepreneurs who have acquired the necessary skills to showcase their wares and test the sustainability of their business concepts. For example, a vacant lot near the Kensington & Somerset intersection could be redeveloped as a “flexible marketplace” where entrepreneurs can test their start-up concepts with “pop-up stores”.

PRECEDENT: YOUTH BUILD CHARTER SCHOOL

PHILADELPHIA, PENNSYLVANIA

Youth Build Philadelphia provides a one-year program which helps high school dropouts receive on-site vocational training while working to obtain their diploma. The organization's Building Trades training program allows students to take part in the rehabilitation of distressed homes, learning valuable construction and renovation skills on a real work-site. Youth Build Philadelphia partners with local CDCs with the intent of helping them turn vacant properties within their neighborhoods into beautiful and affordable housing units. For more information, visit Youth Build Philadelphia's website: www.youthbuildphilly.org

Photo Source: Buildingourfuturetogether.com



8.4. Consider programs that combine job development and housing rehab

The level of rehab work needed in the plan area is significant and offers the opportunity for integrating housing rehabilitation efforts with a job development component. YouthBuild is one potential model that should be explored as a means of improving housing and developing workforce skills to local teens.

8.5. Explore the establishment of a North of Lehigh Community Development Financial Institution

Community Development Financial Institutions (CDFI) work to meet capital gaps within low-income neighborhoods. In most cases, these non-profit community lenders provide loans for neighborhood revitalization projects, offer mortgages with affordable interest rates, and help businesses finance the purchase of new capital investments. The work of local CDFIs should be reviewed to determine the viability of establishing a new CDFI or partnership with an existing CDFI. A CDFI serving North of Lehigh may need to expand their financial offerings to include micro-lending to meet the needs of informal businesses.



ENDNOTES

1. U.S. Census Bureau. 2007-2011 American Community Survey Table B23025: Employment Data.

FIGURE 67. FLEXIBLE MARKETPLACE

A vacant lot near the Kensington & Somerset intersection could be redeveloped as a “flexible marketplace” where entrepreneurs can test their start-up concepts with “pop-up stores”.



FIGURE 68. RENDERING OF FLEXIBLE MARKETPLACE





IMPLEMENTATION

IMPLEMENTATION APPROACH

The North of Lehigh Neighborhood Revitalization Plan was developed under the guidance of NKCDC and SNBL with the substantial involvement of residents, business owners, community organizations and institutions, and other stakeholders who were all committed to a common vision for the future of their community. The plan is a guide for neighborhood revitalization with a focus on the next 5 years.

The recommendations that resulted from this process include a full spectrum of ideas that range from low-cost solutions that can be implemented right away with the time and energy of volunteers to more visionary projects that will require extensive fundraising and close coordination with partner entities to accomplish over a longer timeframe. This will entail different implementation strategies with different partners that step up and take the lead where they have interest and expertise. As with any implementation strategy, community leaders must seek to blend dollars from both public and private sources as well as foundations to maximize impact.

Implementation will require a combination of an organized and committed civic association in SNBL, supporting capacity from NKCDC, partner civic associations and community-based organizations, engaged residents, and the partnership of City, State and Federal agencies, local institutions, and developers. Given the range of recommendations and what it will take to make them a reality, it is important to note that this plan is a living document – one that will evolve as more discussions take place, new partnerships are created, and potential funding becomes available. As implementation progresses, the recommendations and priorities in this plan should continuously be re-evaluated to adapt to changes on the ground and in the political and economic climate, and to ensure that the principles embodied in this plan are carried through.

Several important next steps must be taken to assure that participants stay involved and that those in power take note of the plan and embrace an active role in its implementation.

Present the plan to the Wells Fargo Regional Foundation

The next immediate step is to submit the plan to the Wells Fargo Regional Foundation for discussion about potential implementation funding.

Present the plan to government agencies and the local Council

The plan should be submitted to the local City Council representatives as well as the City Planning Commission for review. The intent is to have the plan recognized by these representatives as the designated plan for North

of Lehigh and to raise awareness that significant strides have been made to improve the community. This should occur immediately after release of the final plan in the early 2014.

Market the plan to the community to attract volunteers and funding

Printed copies of the Executive Summary and electronic copies of the full plan should be distributed to neighborhood organizations, local partners, and foundations. Use media outlets, including print, radio, TV, and online and social media to further spread the word.

Grow SNBL to act as the implementation driver

As described in this document, NKCDC is continuing to work with SNBL to grow its leadership capacity. It is critical to leverage this organization as a full partner in driving implementation activities in close collaboration with NKCDC. To ensure the plan moves forward, SNBL should consider incorporating the specific themes in this plan into their already identified committees. Given the priorities expressed by residents, incorporating the work around crime and safety, vacant land & greening, and community building into SNBL's existing committee structure would generate a lot of activity and continue the process of encouraging active resident involvement in helping to address the community's challenges.



PHASING AND PRIORITIES

5 YEAR ACTION PLAN

At the last public meeting on October 9, 2013, community members were asked to vote on their priorities from the range of recommendations in the plan. Their input was relayed to NKCDC and Interface Studio who developed the following list of priority projects that could establish the track record and credibility required to take on bigger projects and make lasting change. The proposed recommendations in the 5 Year Action Plan are indicated in the overall Implementation Plan matrix as priority projects. The plan acknowledges that the current economic climate and market conditions will affect the feasibility of plan projects. To the extent public and private funding becomes more available going forward, this set of projects will be re-examined to determine if their timeframes can and should be moved up.

- Control access to the Lehigh Viaduct to reduce drug and criminal activity in The Village
- Expand police presence throughout neighborhood
- Acquire free lighting for residents on target streets and improve alleyway lighting
- Spur capital investment North of Lehigh by developing the Orinoka Mills Complex into mixed-use residential space with commercial space, community space, and public open space
- Link residents with home repair assistance programs to help them remain in their homes
- Continue to beautify strategically selected vacant lots to stabilize blocks and engage residents
- Improve Trenton Playground, working with neighborhood partner organizations and City partners
- Improve health hazards caused by the scrapyards industry by working with partners to improve regulation of local scrapyards
- Support the Kensington Avenue Commercial Corridor through a full-fledged commercial corridor management program
- Connect residents with job training and employment opportunities



NUMBER	STRATEGIES	TIMEFRAME	POSSIBLE PARTNERS	ESTIMATED COSTS	COST PERIOD OVER...	SOURCE OF FUNDS
NORTH OF LEHIGH : GOALS AND STRATEGIES						
GOAL 1: IMPROVE PUBLIC SAFETY & MITIGATE THE DRUG MARKET						
1.1	Control access to the Lehigh Viaduct	short	Conrail, Mural Arts Program, L&I, SNBL	\$150,000 (land stabilization, fencing, maintenance, other enhancements) - \$75,000 (public art)	3 years	Private Funds, Public Arts Grants
1.2	Increase resident capacity to address blight and crimes	short	NKCDC, SNBL	\$10,000	3 years	Foundations
1.3	Expand police presence throughout the neighborhood	medium	City Council, 24th District, Impact Services	\$600,000	3 years	Department of Justice
1.4	Acquire free lighting for residents of target streets and improve alleyway lighting	medium	City, Private Property Owners	\$25,000 (for lighting target streets) - \$50,000 (for alleys)	3 years	Elm Street Funds, Foundations
1.5	Light up North of Lehigh to create safe passageways	medium	City, Conrail, PADOT	\$25,000 (lighting as public art), \$15,000 (lighting in areas of drug use), \$150,000 (lighting under the viaduct)	3 years	City, Foundations
1.6	Use camera surveillance to increase safety and decrease drug activity	medium	City (CLIP program), 24th District, SNBL	\$50,000	3 years	Foundations, Police Department SafeCam Program
1.7	Improve public health services available to the addicted and their families through partnerships with social service providers	long	Congresso, Prevention Point, Access to Recovery, Project Safe, The Lost Coin, Philadelphia Association of Recovery Houses, L&I	N/A		existing programs
GOAL 2: STRATEGICALLY REHABILITATE HOUSING						
2.1	Increase homeownership retention and new homeowners	short	Police and Fireman's Credit Union, The American Heritage Federal Credit Union, Wells Fargo, Citizens Bank, SNBL	\$10,000	1 year	Credit Unions and Banks, Foundations
2.2	Link residents with home repair assistance programs	short	Habitat for Humanity, PHDC, Rebuilding Together Philadelphia, SHARP, Philadelphia Corporation for Aging, PHA Lutheran Settlement House, NKCDC, SNBL	\$25,000	1 year	Habitat, PHDC, PHFA, Foundations
2.3	Improve code enforcement	short	L&I, City Council	--		--
2.4	Demolish dangerous vacant properties	short	L&I, City	\$250,000	5 years	City, Foundations
2.5	Help residents gain ownership of privately-owned vacant structures through various acquisition pathways	medium	City Council, Public Interest Law Center, Nuisance Property Task Force	--		--
2.6	Encourage a housing rehabilitation organization to expand to plan area	medium	Habitat for Humanity, Rebuild Together Philadelphia	--		--
2.7	Establish a local talent pool to assist neighbors with minor housing improvements	medium	NKCDC, SNBL	\$5,000	1 year	Foundations
2.8	Apply the Broken Windows Theory to privately-owned vacant housing	long	NKCDC, City, Nuisance Property Task Force, SNBL	\$50,000	5 years	Foundations
2.9	Build infill housing that includes both market-rate and affordable housing to foster a mixed-income and intergenerational community	long	NKCDC, City Council, City, PRA, PHA, Private Developers	\$12,500,000	5+ years	PHFA's Homeownership Choice Program, CDBG, LIHTC, West Philadelphia Empowerment Zone Housing Trust Fund, West Philadelphia Financial Services Institution, Private Equity
2.10	Advocate for implementation of the City's Land Bank	long	City Council, City	--		--
GOAL 3: REDUCE VACANT LAND AND IMPROVE THE COMMUNITY'S GREENSPACE						
3.1	Develop land use proposal for vacant land	short	NKCDC, SNBL	\$20,000	3 years	Foundations
3.2	Beautify strategically selected lots to stabilize spaces and engage residents	short	The Rock Ministries, NKCDC, SNBL	\$5,000	3 years	Foundations
3.3	Maintain select lots as open spaces	short	NKCDC, SNBL, PHS	\$150,000	3 years	Foundations, PHS
3.4	Promote pathways for residents to gain ownership of publicly-owned vacant land next to their homes	medium	PRA, City Council	--		--
3.5	Convert publicly-owned vacant lots to pocket parks / community green spaces	long	City (PPR), PHS, PWD, Trust for Public Land, Temple University	\$100,000	3 years	Foundations, PHS, PWD, City (PPR)
3.6	Improve existing playground space	long	City (PPR), PHS, PWD, Trust for Public Land, Womens Community Revitalization Project	\$300,000	3 years	Foundations, PHS, PWD, City (PPR)
3.7	Repurpose unused space along the Lehigh Viaduct	long	City (PPR), Conrail, DRWC, PHS, Philadelphia Orchard Project, Greensgrow, Trust for Public Land	\$200,000	5 years	Foundations, PHS, City (PPR), Conrail, DRWC, Philadelphia Orchard Project, Trust for Public Land
3.8	Create a new gateway entrance into the neighborhood	long	PHS, Mural Arts Program, PWD, SNBL	\$250,000	5 years	PHS, Mural Arts Program, PWD, Foundations
3.9	Support the development of pathways for residents to gain ownership of privately-owned vacant land	long	State Representatives	--		--
GOAL 4: SPUR CAPITAL INVESTMENT NORTH OF LEHIGH WITH THE ORINOKA MILLS COMPLEX DEVELOPMENT						
4.1	Develop the Orinoka Civic House and The Civic Green	medium	NKCDC, City (PPR), PHS, PWD, Trust for Public Land	\$15,000,000	3 years	LIHTC, Private Equity, Foundations, PHS, PWD, City (PPR)
4.2	Develop The Mill Space	long	NKCDC, Commerce, PIDC, The Enterprise Foundation	\$1,000,000	5 years	PIDC, The Enterprise Foundation, Foundations, City
4.3	Develop Orinoka Farms and Gardens	long	NKCDC, SNBL, PHS, City	\$200,000	5 years	Foundations, PHS, PWD, City

NUMBER	STRATEGIES	TIMEFRAME	POSSIBLE PARTNERS	ESTIMATED COSTS	COST PERIOD OVER...	SOURCE OF FUNDS
NORTH OF LEHIGH : GOALS AND STRATEGIES						
GOAL 5: CALM THE TRAFFIC IN RESIDENTIAL AREAS AND IMPROVE LOCAL STREETS						
5.1	Slow traffic down on wide streets	medium	City (Mayor's Office of Transportation & Utilities)	\$50,000	3 years	City (MOTU), Foundations
5.2	Install better signage	medium	City (MOTU)	\$25,000	2 years	City (MOTU), Foundations
5.3	Target street improvements to help reconnect Trenton Playground with the surrounding community	medium	City (MOTU), PHS, PWD, Bicycle Coalition of Greater Philadelphia	\$450,000	5 years	City (MOTU), Foundations
5.4	Promote walking, bicycling and transit use	medium	City (MOTU), SEPTA	\$100,000	5 years	City (MOTU), Safe Routes to School, Foundations
5.5	Change the direction of some streets	medium	City, 24th Police District, City Council	\$50,000	5 years	City, Foundations
5.6	Reconnect dead-end streets	long	City (MOTU), PWD, PHS	\$750,000	5+ years	City, PWD, PHS
GOAL 6: PROMOTE COMMUNITY COHESION AND CELEBRATE NEIGHBORHOOD DIVERSITY						
6.1	Increase the leadership capacity and independence of Somerset Neighbors for Better Living civic association	short	NKCDC, SNBL	\$30,000	3 years	City, Private Donations
6.2	Coordinate volunteers to improve the community	short	United Way, The Rock Ministries, Community Womens Education Project, Ray of Hope, Fresh Start, Impact Services, Philadelphia Cares, Port Richmond Community Group	\$5,000	2 years	Foundations
6.3	Assist CWEP with becoming a strong, safe, and secure community asset	short	CWEP, Farm to Families, Americorp, PWD	\$100,000 - \$250,000	5 years	Foundations, PWD, Private Funds
6.4	Create positive communication avenues for the community	medium	NKCDC, SNBL	\$10,000	2 years	Foundations
6.5	Organize a Community Multicultural Festival & Regular Dinner Events	medium	NKCDC, SNBL, CWEP, The Rock Ministries, Sunday Suppers	\$15,000	3 years	Foundations, Local Donations & Sponsorship
6.6	Use murals and public art to enliven key connector streets	medium	Mural Arts Program, SNBL	\$160,000	3 years	Mural Arts Program, Foundations
6.7	Connect youth with community activities and youth-related resources	long	Philadelphia Physicians for Social Responsibility, Impact Services, Local Schools	--		--
6.8	Transform Lehigh Avenue into a connector street between northern and southern areas	long	City (MOTU), PWD, PHS, PADOT	\$1,200,000	5+ years	City (MOTU), PWD, PHS, PADOT
GOAL 7: REBUILD NORTH OF LEHIGH THROUGH ECONOMIC DEVELOPMENT AND ENVIRONMENTAL JUSTICE						
7.1	Improve access to healthy food	short	CWEP, St. Christopher's Foundation for Children, Food Trust, The Rock Ministries	\$32,000-\$100,000 (community kitchen)	5 years	Food Trust, Foundations, Private Sponsorship
7.2	Continue sustainability efforts	short	NKCDC, SNBL, PHS, Philadelphia Recycling Rewards, PWD	\$25,000	5 years	PWD, Foundations
7.3	Address environmental hazards caused by scrapyards	short	CLIP, Clean Air Council, Air Management Services, State Representatives, Local Scrapyards	\$50,000	5 years	Foundations, Private Donations
7.4	Use Philadelphia's zoning processes to support improvements to North of Lehigh quality of life	short	SNBL, NKCDC, Port Richmond Community Group, Port Richmond on Patrol and Civic, City (PCPC)	--		--
7.5	Support the Kensington Avenue Commercial Corridor through a full-fledged commercial corridor management program	medium	City (Commerce Department), Food Trust, L&I, SafeCam Program, SEPTA, Impace Services (K&A Business Association), Local Businesses, Private Landowners	\$415,000	3+ years	Foundations, City, Food Trust
7.6	Clean commercial corridors	medium	City (Commerce Department), Impact Services (K&A Business Association)	\$105,000 (3 years)	3 years	Foundations, City
7.7	Undertake a commercial market study	medium	City (Commerce Department), Impact Services (K&A Business Association)	\$20,000	2 years	Foundations, Impact
7.8	Work with the Kensington and Allegheny Business Association	medium	Impact Services, K&A Business Association	--		--
7.9	Activate the Kensington/Somerset intersection	long	Impact Services, K&A Business Association, City (Commerce Department), City (MOTU), 24th Distict, SafeCam Program, SEPTA	\$180,000	5 years	City, SEPTA, Foundations
7.10	Redevelop other unused industrial sites as mixed-use properties	long	NKCDC, Private Developers	To Be Determined		Private Equity, LIHTC, PIDC, The Enterprise Foundation
7.11	Use public art to transform eyesores into assets	long	Mural Arts Program, NKCDC, SNBL	\$30,000	5+ years	Mural Arts Program, Foundations
GOAL 8: INVESTMENT IN HUMAN CAPITAL						
8.1	Increase access to job training and employment opportunities	short	Impact Services Earn Center, PWD, PHS	--		--
8.2	Explore the possibility of a "green jobs" training center / business incubator	medium	PIDC, Temple University, Philadelphia Manufacturing Alliance	\$40,000	3 years	Foundations, PIDC, Temple
8.3	Link residents to entrepreneurship courses & technical assistance and provide flexible space for formal & informal business owners	medium	CWEP, NKCDC, Temple University	--	3 years	--
8.4	Consider programs that combines job development and housing rehab	medium	YouthBuild, Habitat for Humanity	To Be Determined	3 years	Foundations, City, Private Sponsorship, Habitat for Humanity
8.5	Explore the establishment of a North of Lehigh Community Development Financial Institution	long	The Reinvestment Fund (TRF)	To Be Determined	5 years	TRF, Private Capital



NORTH OF LEHIGH NEIGHBORHOOD REVITALIZATION PLAN

APPENDIX: EXISTING CONDITIONS

FIGURE 69. SEX & AGE

Source: 2010 U.S. Census

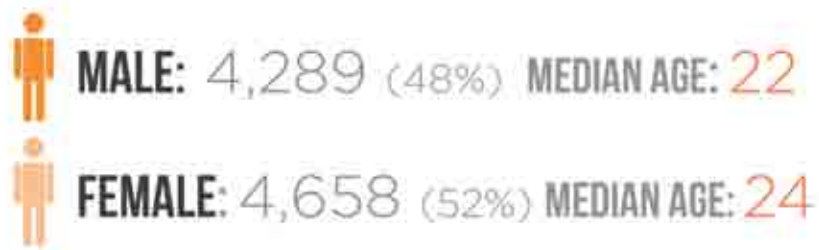
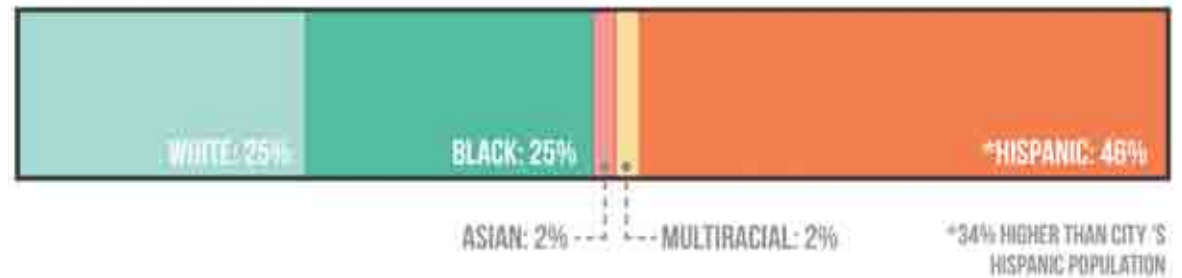
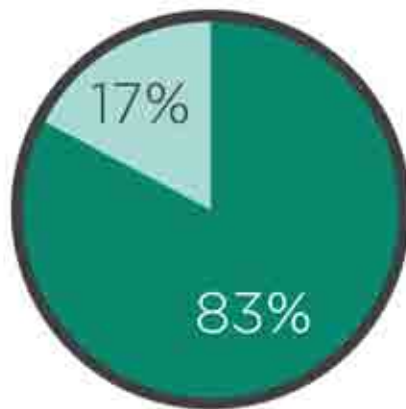


FIGURE 70. RACIAL/ETHNIC COMPOSITION

Source: 2010 U.S. Census



OCCUPANCY



TENURE

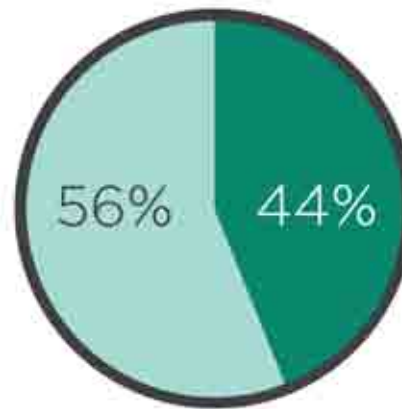


FIGURE 71. OCCUPANCY & TENURE RATES

Source: 2010 U.S. Census



FIGURE 72. PLAN AREA



FIGURE 73. PLAN AREA IN CONTEXT

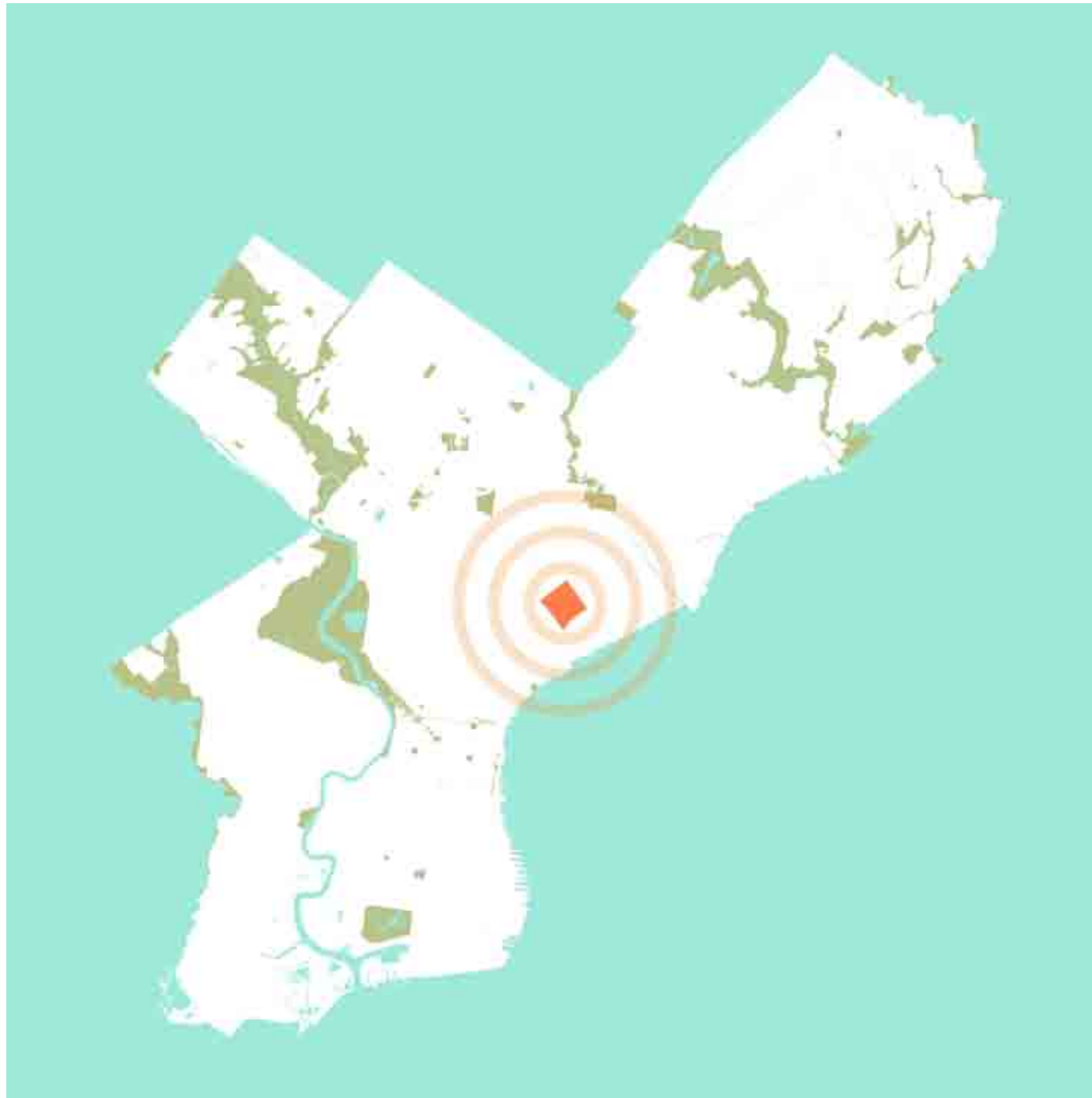


FIGURE 74. PHILADELPHIA CONTEXT

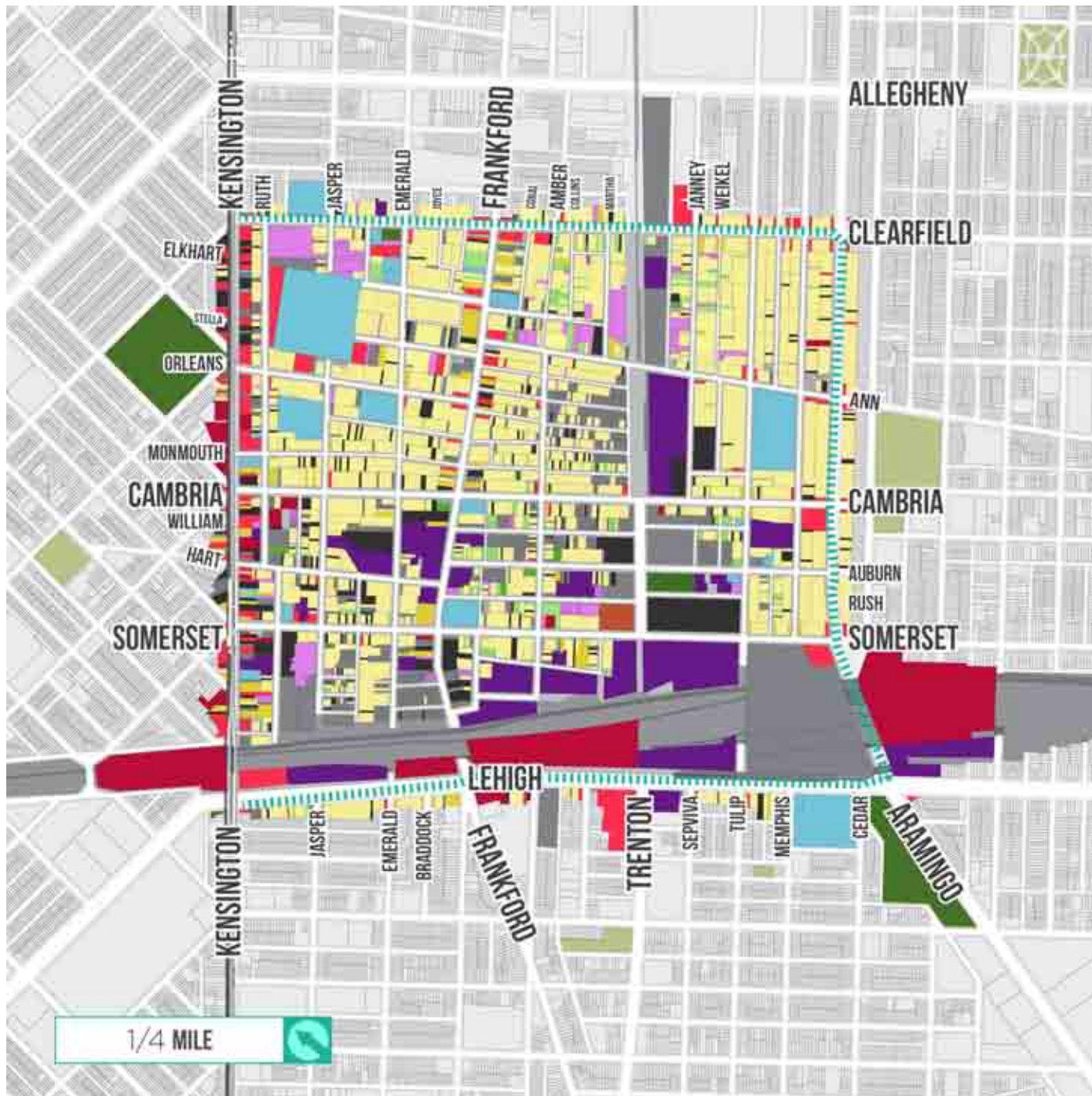


FIGURE 75. CURRENT LAND USE

SOURCE: FIELD SURVEY (AUGUST 2013)

FIGURE 76. CURRENT LAND USE BREAKDOWN



- COMMERCIAL
- COMMERCIAL (AUTO)
- RESIDENTIAL (SINGLE-FAMILY)
- RESIDENTIAL (MULTI-FAMILY)
- YARD
- GARDEN
- PARK
- INSTITUTION
- GARAGE/PARKING
- INDUSTRIAL
- UTILITY
- VACANT LAND
- VACANT (BUILDING)

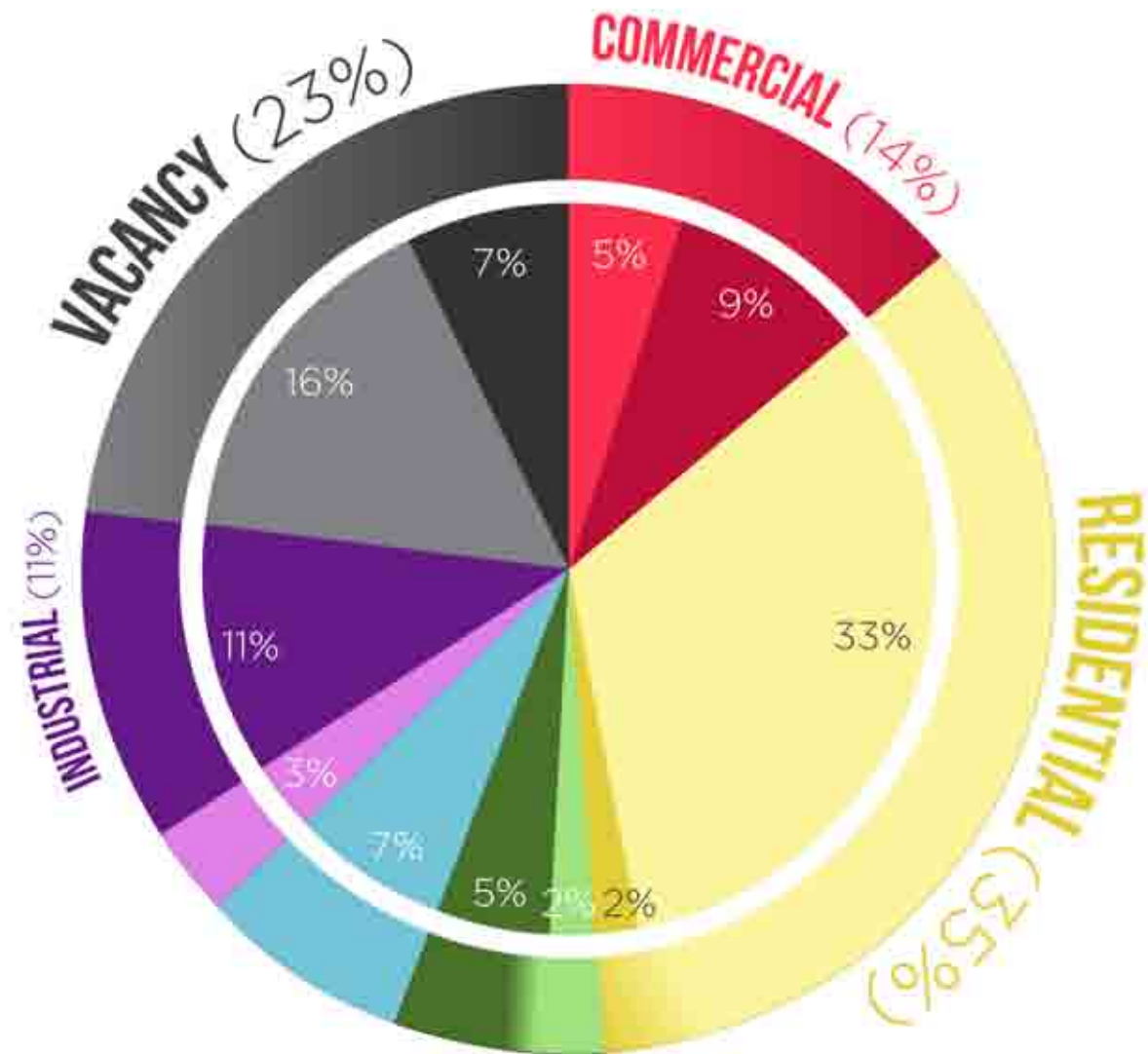
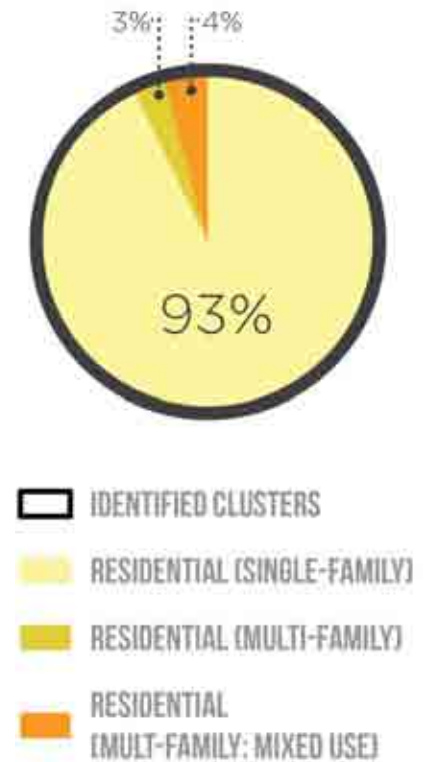




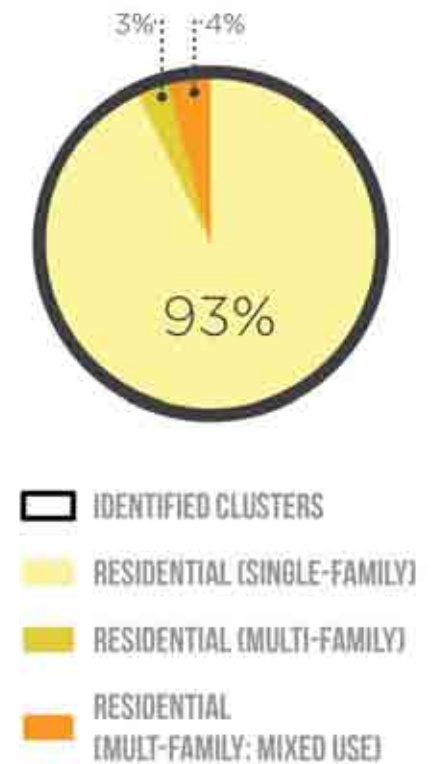
FIGURE 77. RESIDENTIAL USES



SOURCE: FIELD SURVEY (AUGUST 2013)

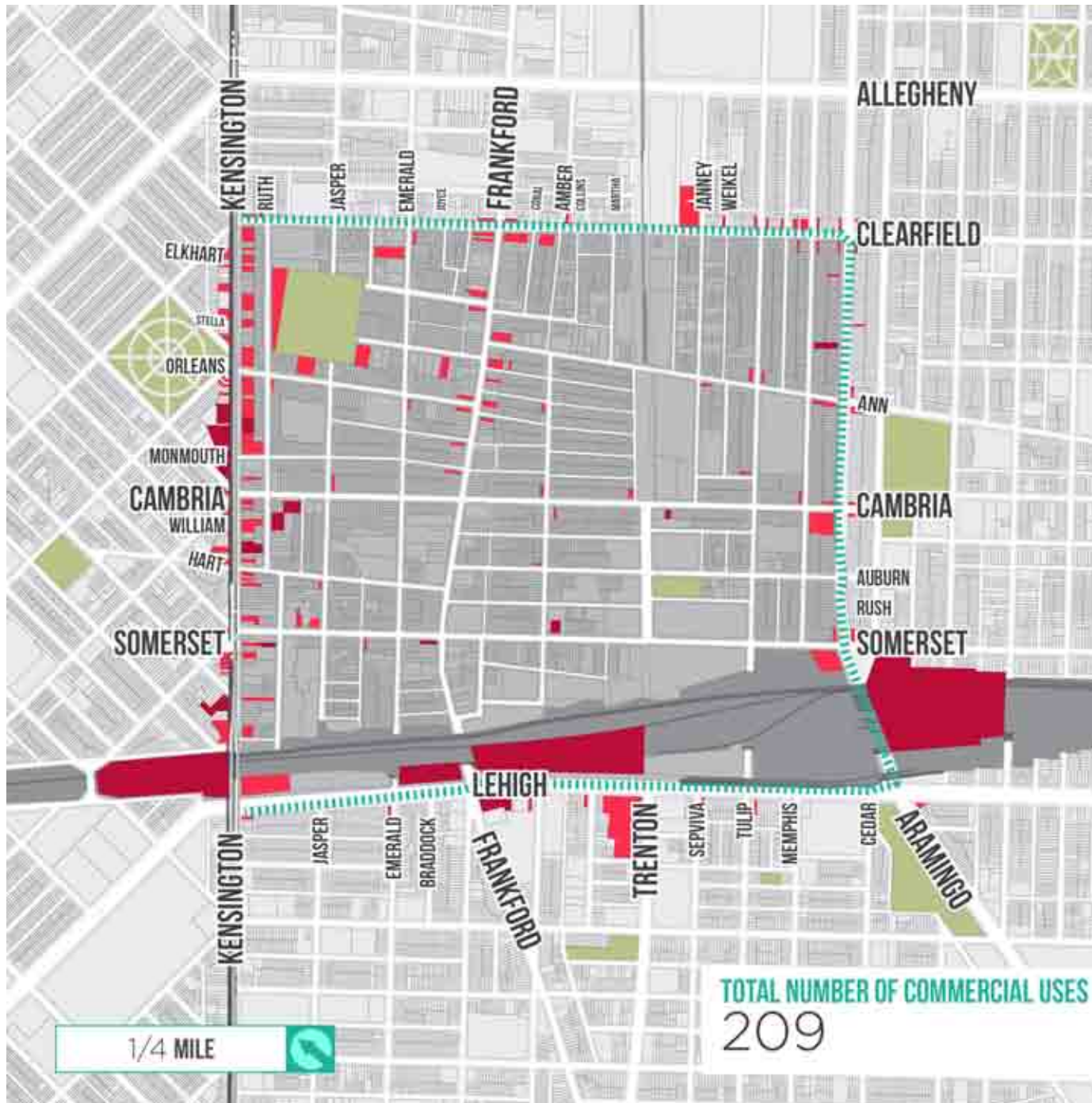


FIGURE 78. RESIDENTIAL CLUSTERS



SOURCE: FIELD SURVEY (AUGUST 2013)

FIGURE 79. COMMERCIAL USES



SOURCE: FIELD SURVEY (AUGUST 2013)

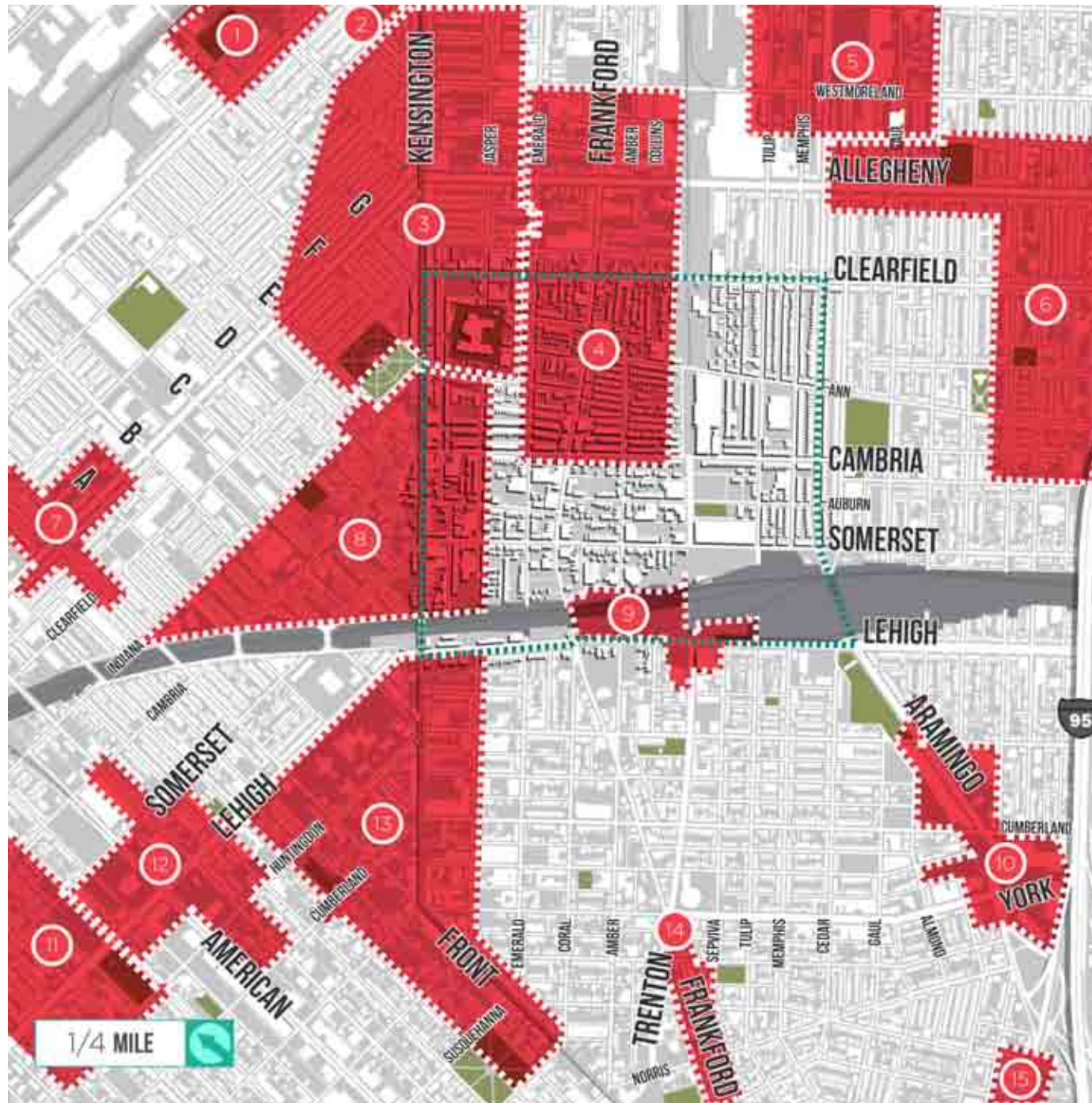


FIGURE 80. COMMERCIAL CORRIDORS

- 1 HARROWGATE PLAZA
- 2 KENSINGTON/HARROWGATE
- 3 KENSINGTON & ALLEGHENY
- 4 FRANKFORD & ALLEGHENY
- 5 ARAMINGO AVE
- 6 RICHMOND & ALLEGHENY
- 7 FRONT & ALLEGHENY
- 8 KENSINGTON & SOMERSET
- 9 LEHIGH & TRENTON
- 10 PORT RICHMOND SHOPPING CENTER
- 11 5TH & LEHIGH
- 12 LEHIGH & AMERICAN
- 13 FRONT & KENSINGTON
- 14 FRANKFORD & SUSQUEHANNA
- 15 EAST GIRARD AVE

SOURCES: ECONSULT

FIGURE 81. COMMERCIAL TYPES

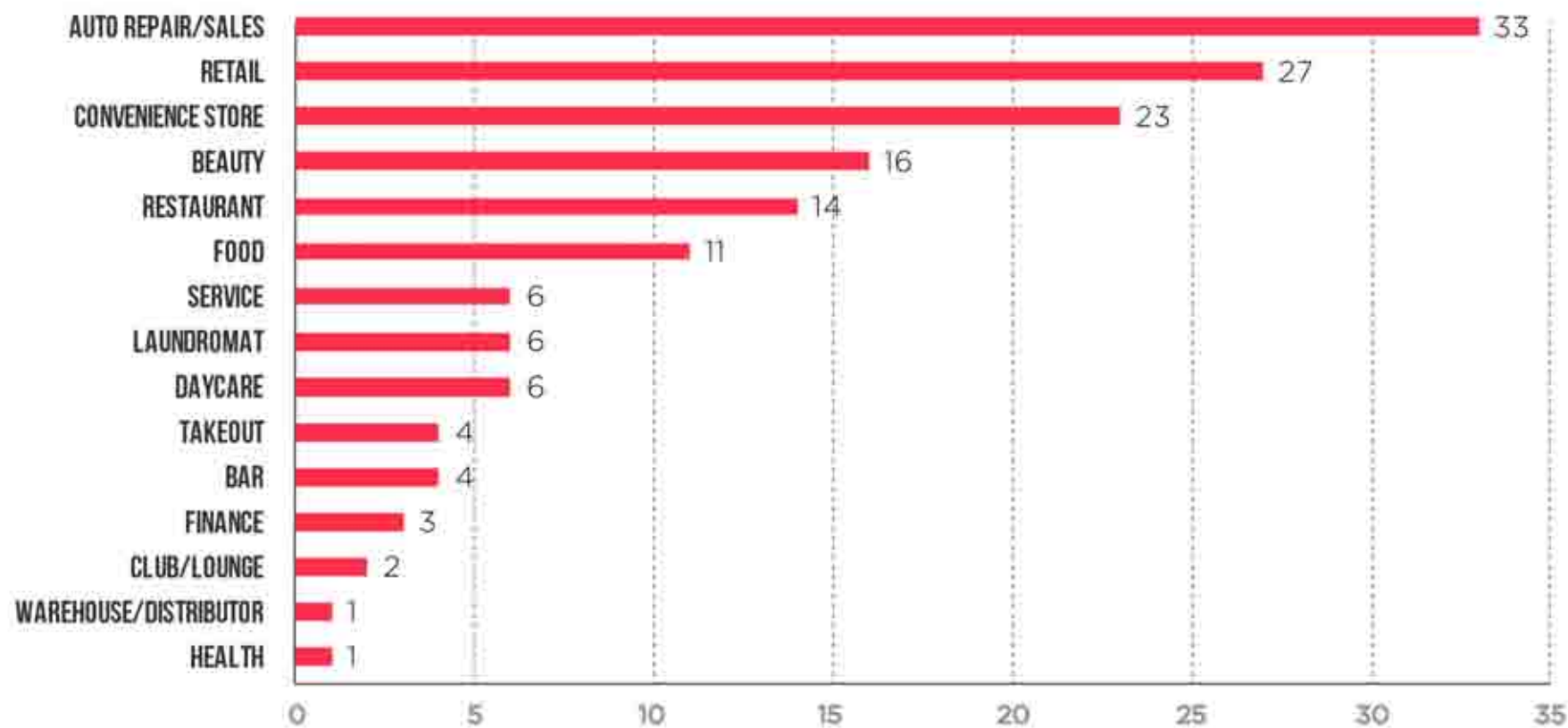




FIGURE 82. INDUSTRIAL USES

LOWER NORTH DELAWARE
INDUSTRIAL DISTRICT

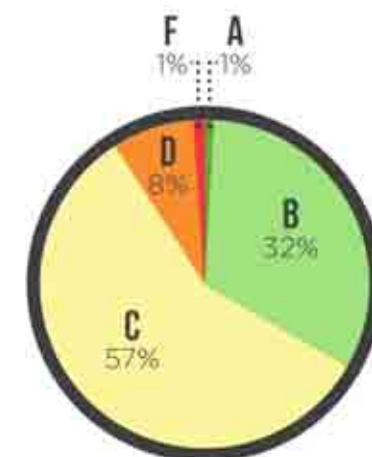
INDUSTRIAL

SOURCE: FIELD SURVEY (AUGUST 2013)
PIDC INDUSTRIAL LAND & MARKET STRATEGY

FIGURE 83. BUILDING CONDITION RATINGS CRITERIA



FIGURE 84. BUILDING CONDITIONS



- A: NEW/EXCELLENT
- B: ABOVE AVERAGE (NEEDS MINOR COSMETIC REPAIRS)
- C: AVERAGE (MINOR REPAIRS NEEDED)
- D: DETERIORATED (MAJOR REPAIRS NEEDED)
- F: DISTRESSED (READY FOR DEMOLITION)

SOURCE: FIELD SURVEY (AUGUST 2013)

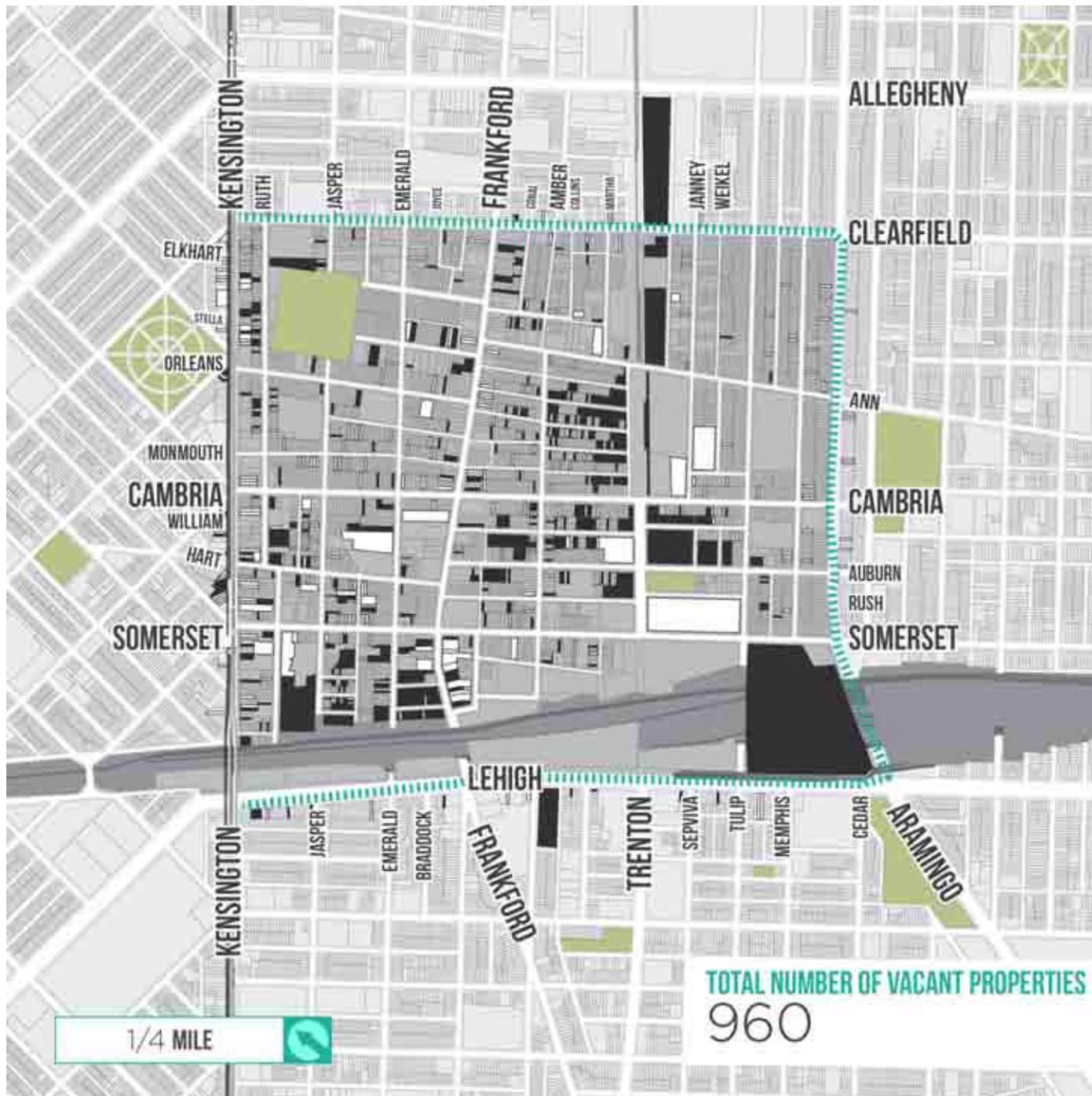


FIGURE 85. VACANCY



-  VACANT BUILDING
-  VACANT LAND

SOURCE: FIELD SURVEY (AUGUST 2013)

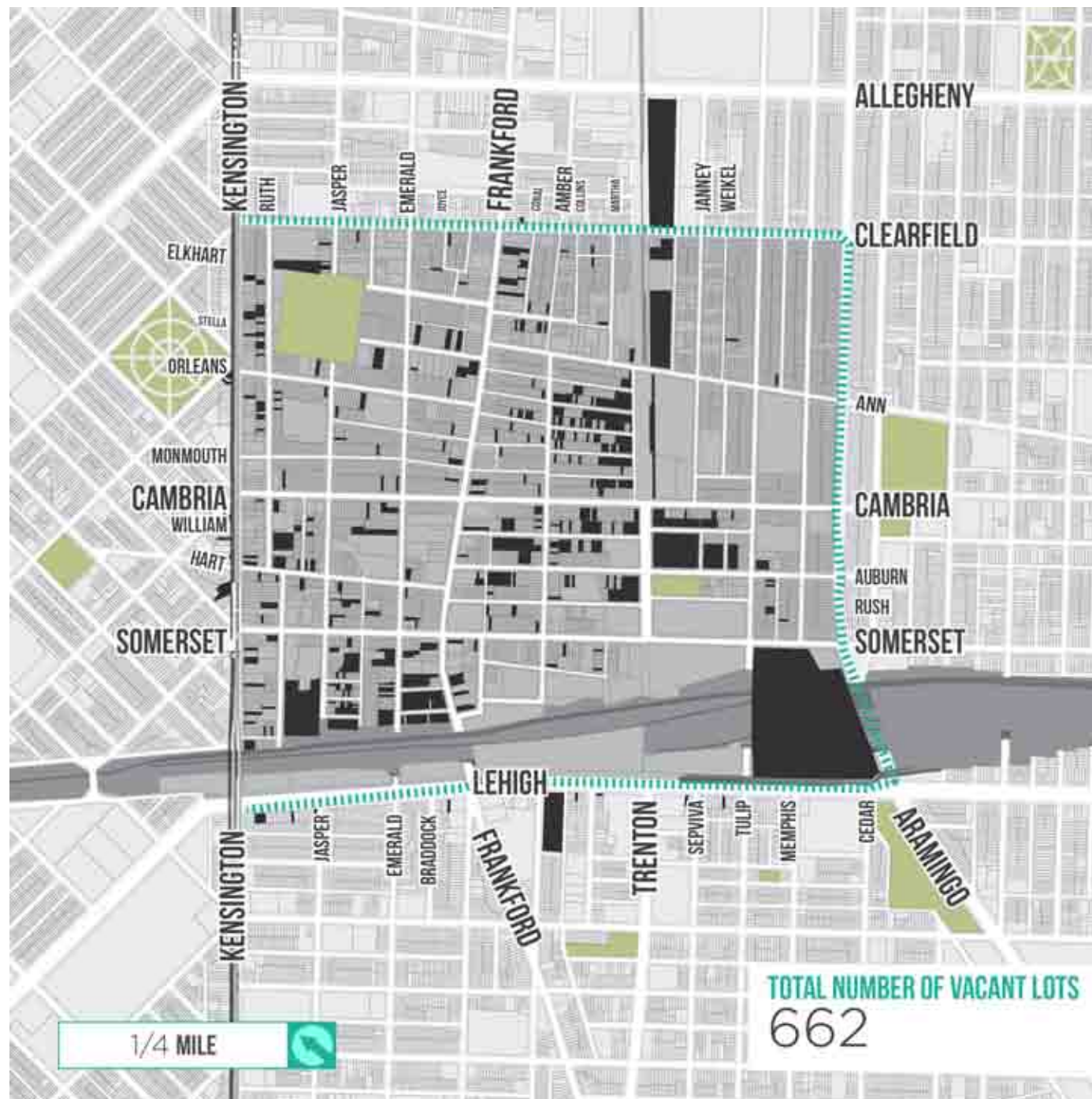


FIGURE 86. VACANT LAND

■ VACANT LAND

SOURCE: FIELD SURVEY (AUGUST 2013)

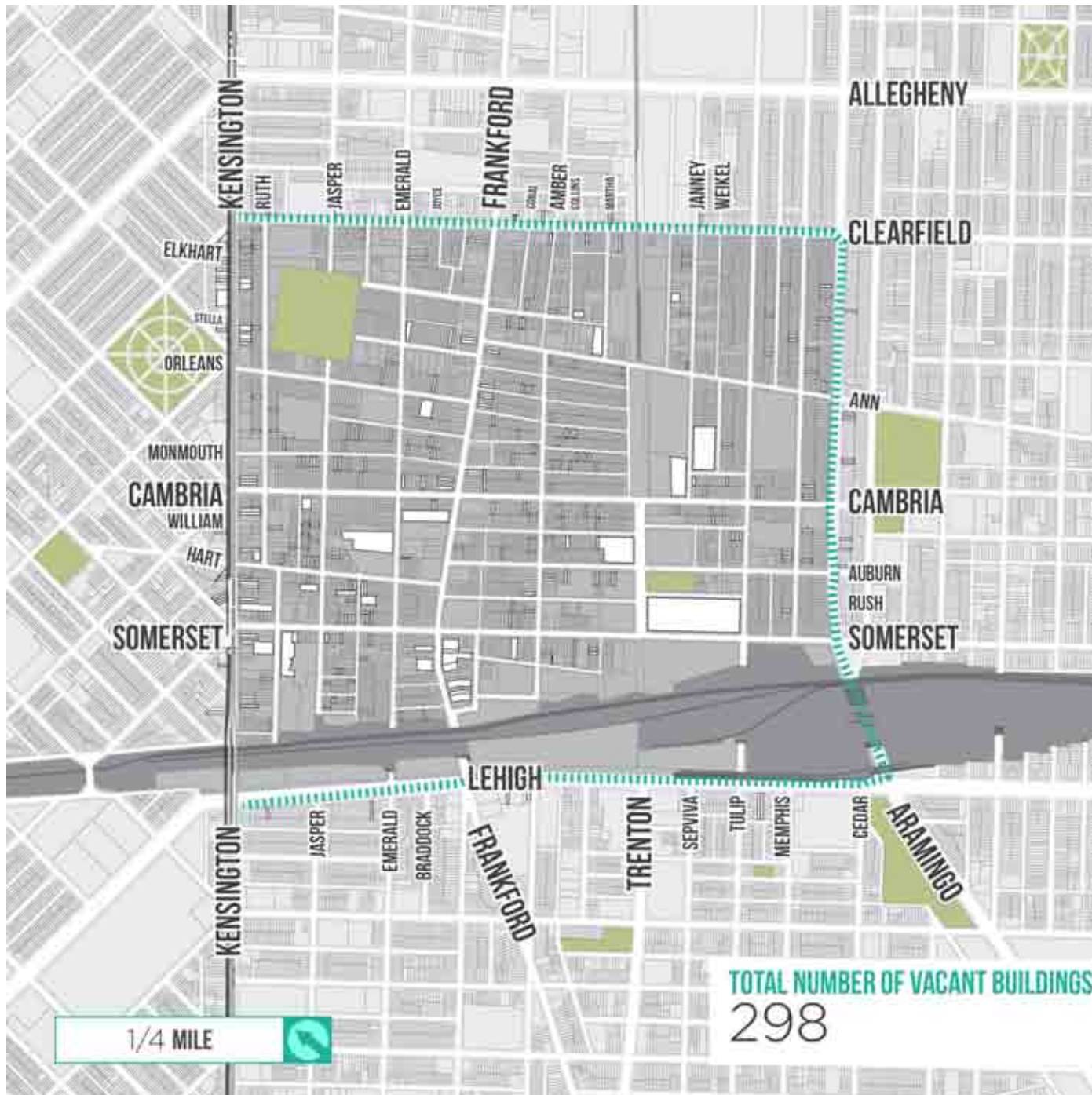


FIGURE 87. VACANT BUILDINGS

□ VACANT BUILDING

SOURCE: FIELD SURVEY (AUGUST 2013)

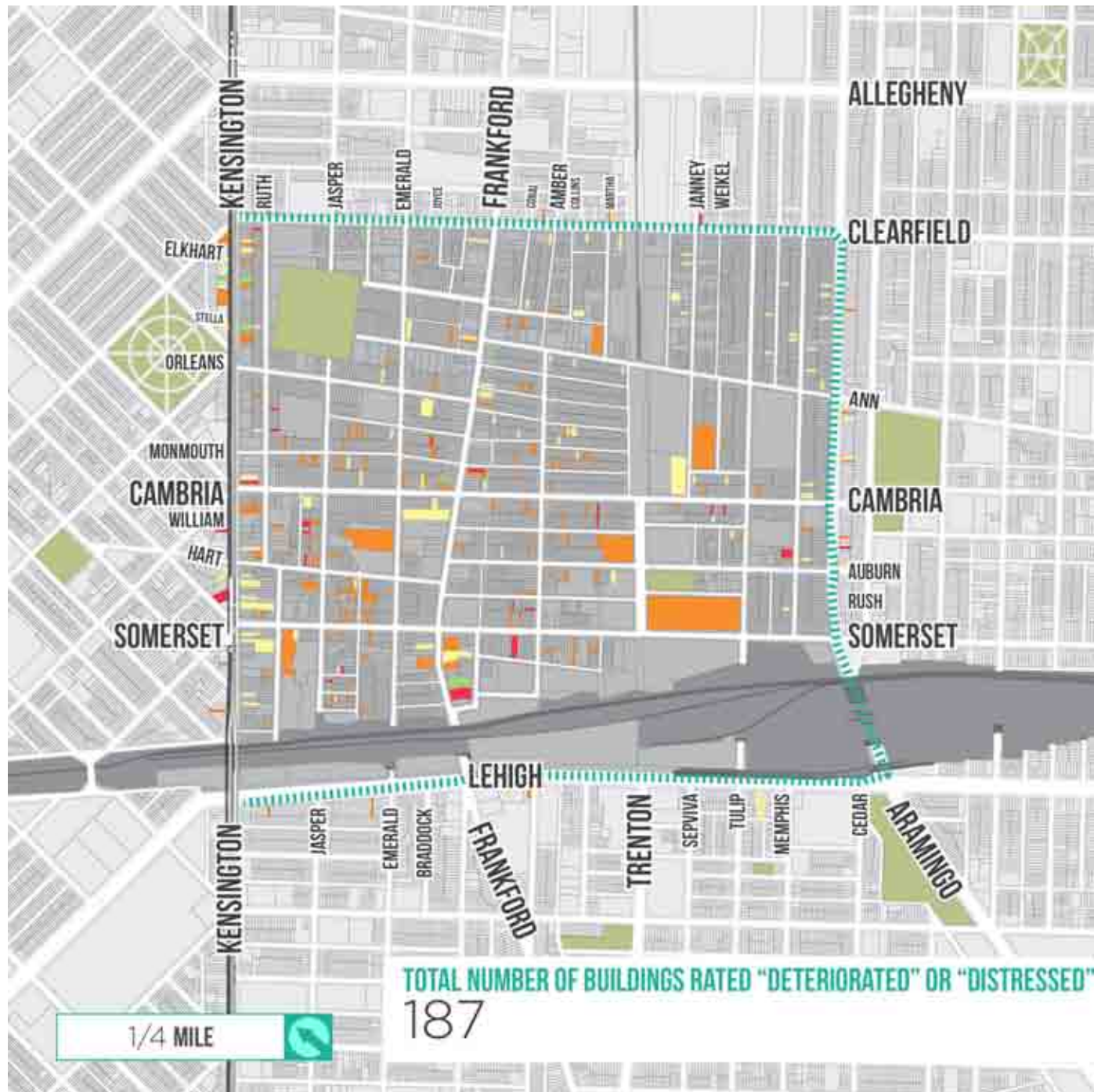
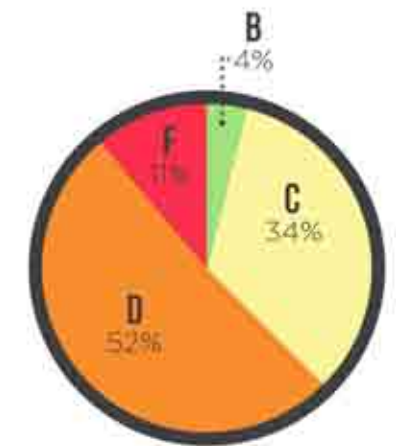
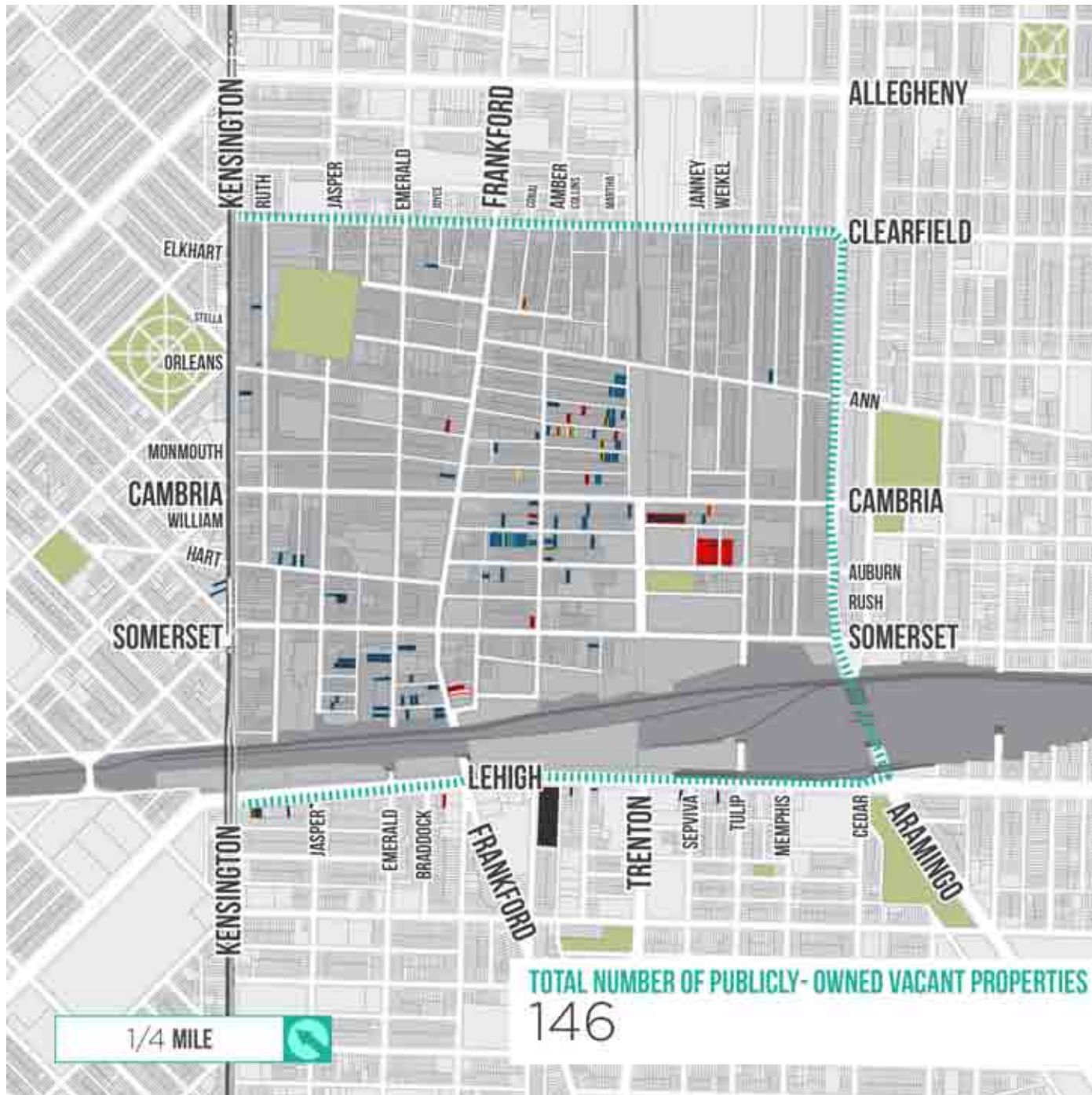


FIGURE 88. BUILDING CONDITIONS OF VACANT BUILDINGS



- A: NEW/EXCELLENT
- B: ABOVE AVERAGE (NEEDS MINOR COSMETIC REPAIRS)
- C: AVERAGE (MINOR REPAIRS NEEDED)
- D: DETERIORATED (MAJOR REPAIRS NEEDED)
- F: DISTRESSED (READY FOR DEMOLITION)

SOURCE: FIELD SURVEY (AUGUST 2013)



**FIGURE 89. PUBLICLY-OWNED
VACANT PROPERTY**



SOURCE: FIELD SURVEY (AUGUST 2013)
OFFICE OF PROPERTY ASSESSMENT

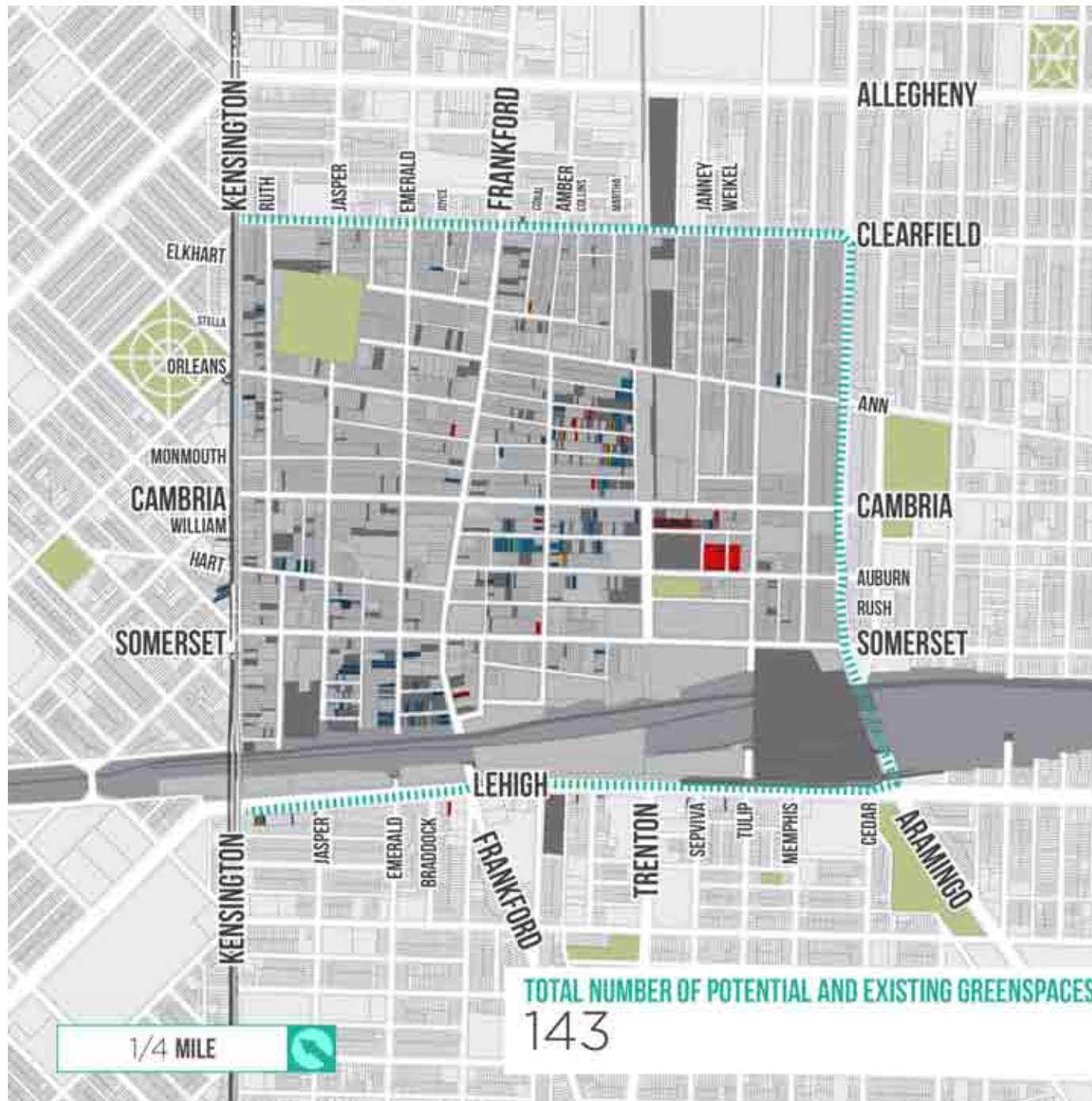


FIGURE 90. PUBLICLY-OWNED
VACANT LOTS & GARDENS



SOURCE: FIELD SURVEY (AUGUST 2013)
OFFICE OF PROPERTY ASSESSMENT

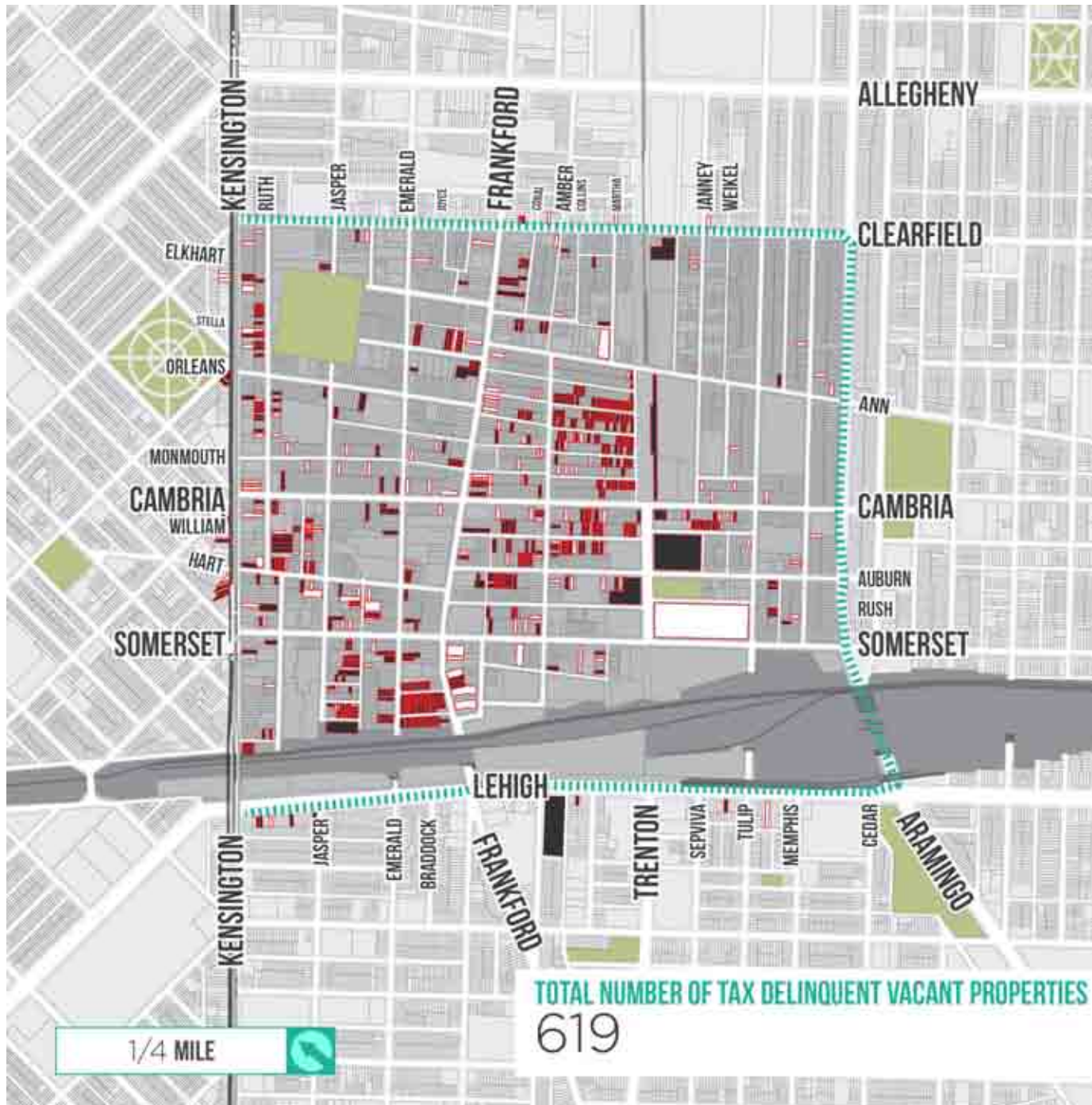
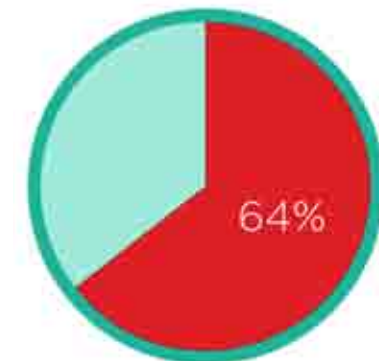


FIGURE 91. TAX DELINQUENT
VACANT PROPERTY



- ▭ TAX DELINQUENT PROPERTY
- ▭ VACANT BUILDING
- ▭ VACANT LAND

SOURCE: FIELD SURVEY (AUGUST 2013)
PHILADELPHIA REVENUE DEPARTMENT

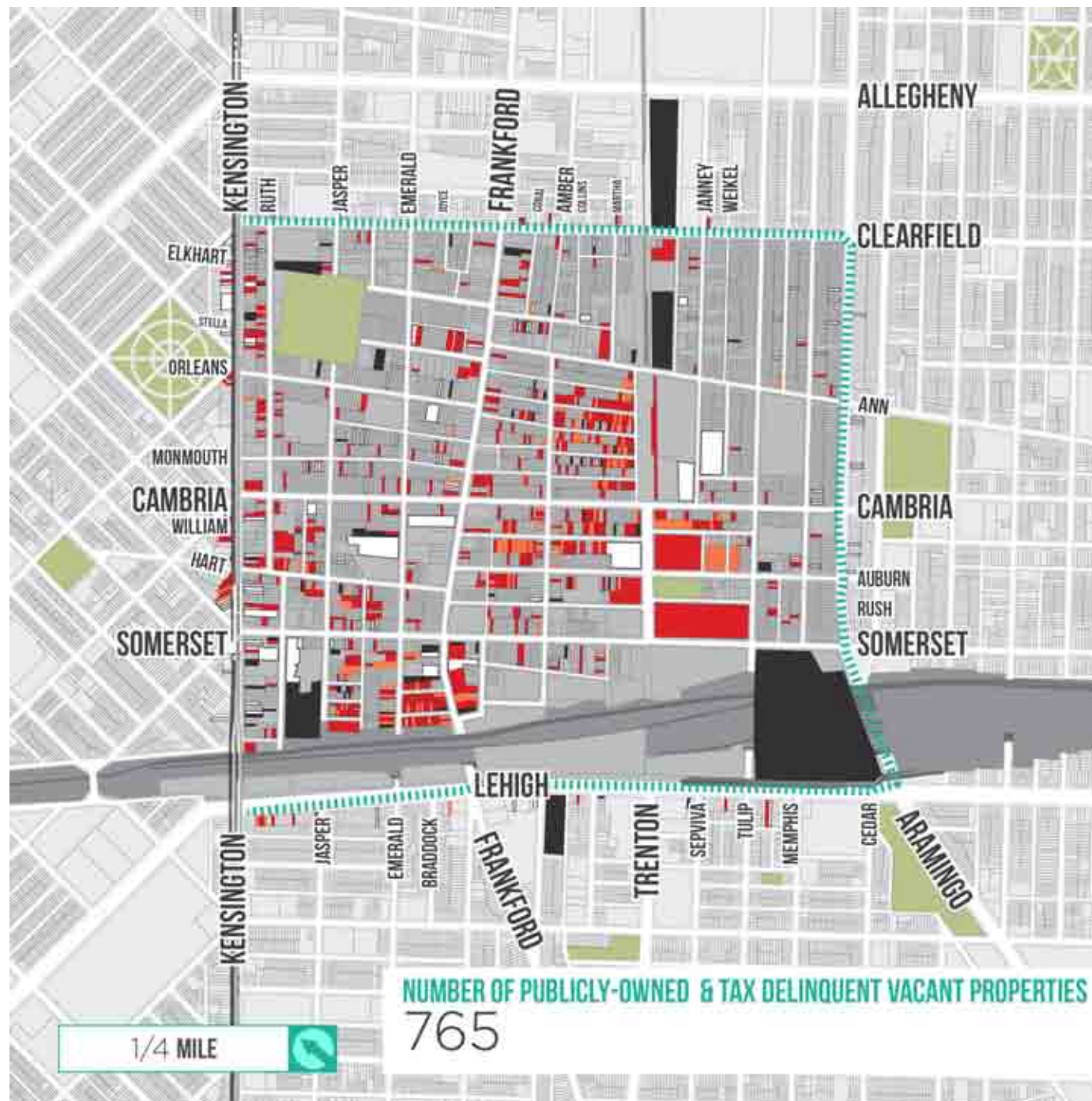
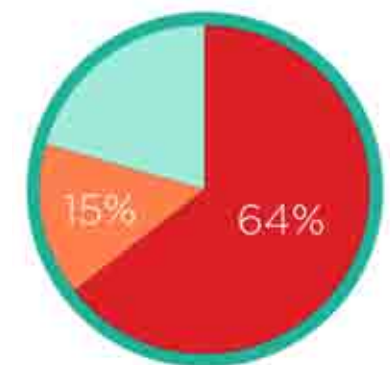


FIGURE 92. PUBLICLY-OWNED & TAX DELINQUENT VACANT PROPERTY

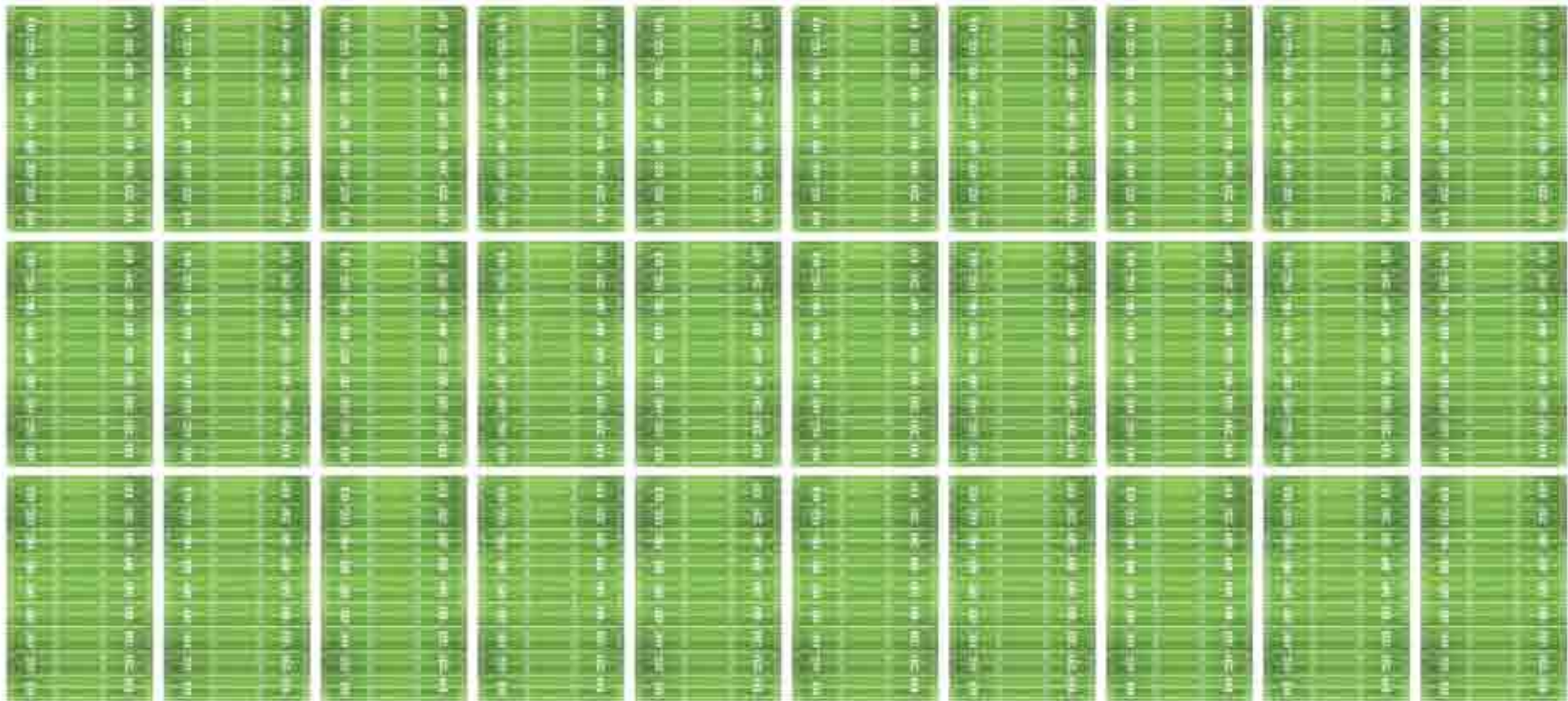


79%
OF ALL TOTAL VACANT PROPERTIES

- PUBLICLY-OWNED PROPERTY
- TAX DELINQUENT PROPERTY
- VACANT BUILDING
- VACANT LAND

SOURCE: FIELD SURVEY (AUGUST 2013)
PHILADELPHIA REVENUE DEPARTMENT

FIGURE 93. VACANT LAND IN FOOTBALL FIELDS



THERE ARE ENOUGH VACANT LOTS TO CREATE **30** FOOTBALL FIELDS
IN THE STUDY AREA

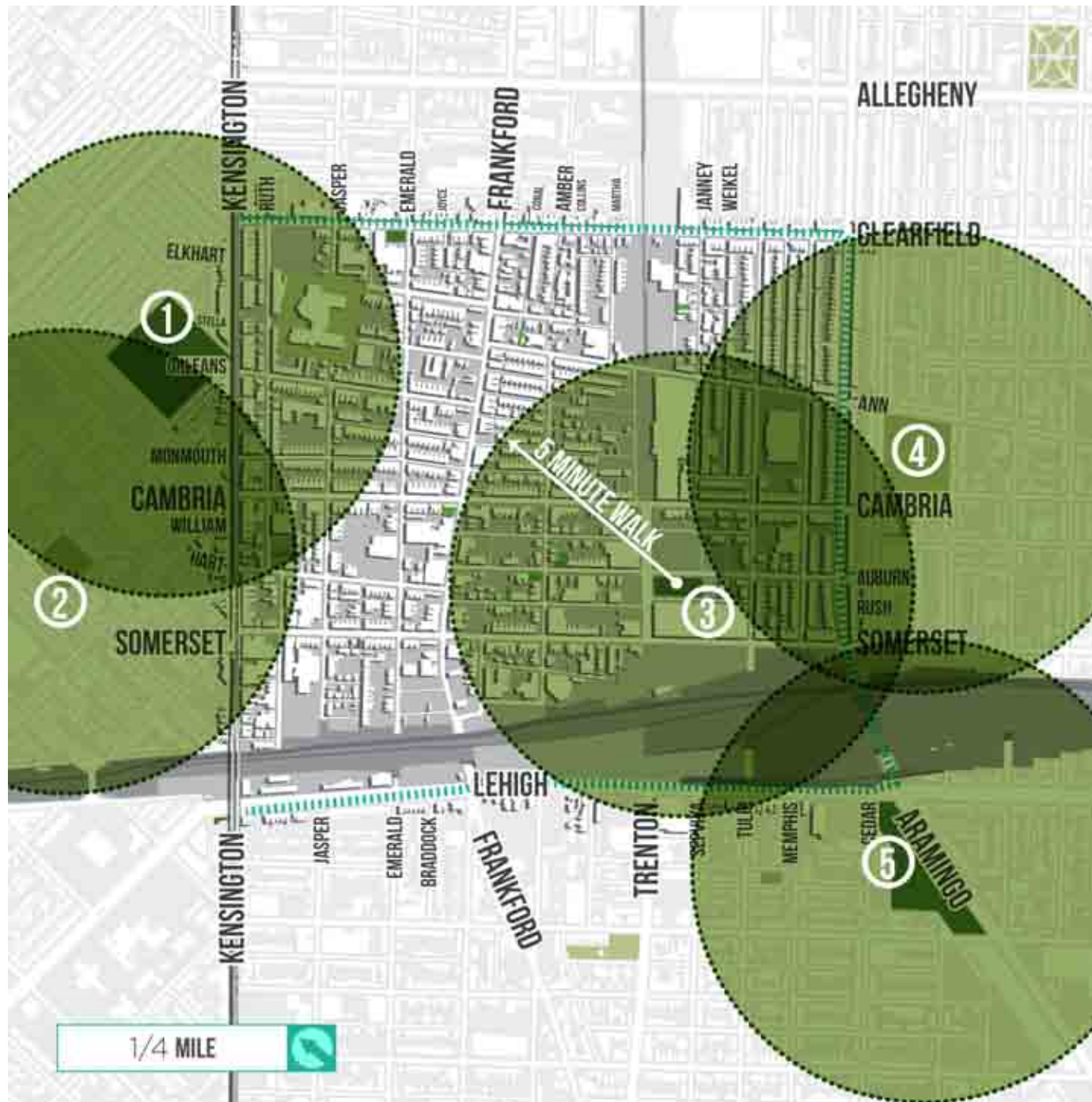


FIGURE 94. PARKS & GARDENS

1. MCPHERSON SQUARE
2. HISSEY CENTER
3. TRENTON PLAYGROUND
4. COHOX RECREATION CENTER
5. CIONE RECREATION CENTER

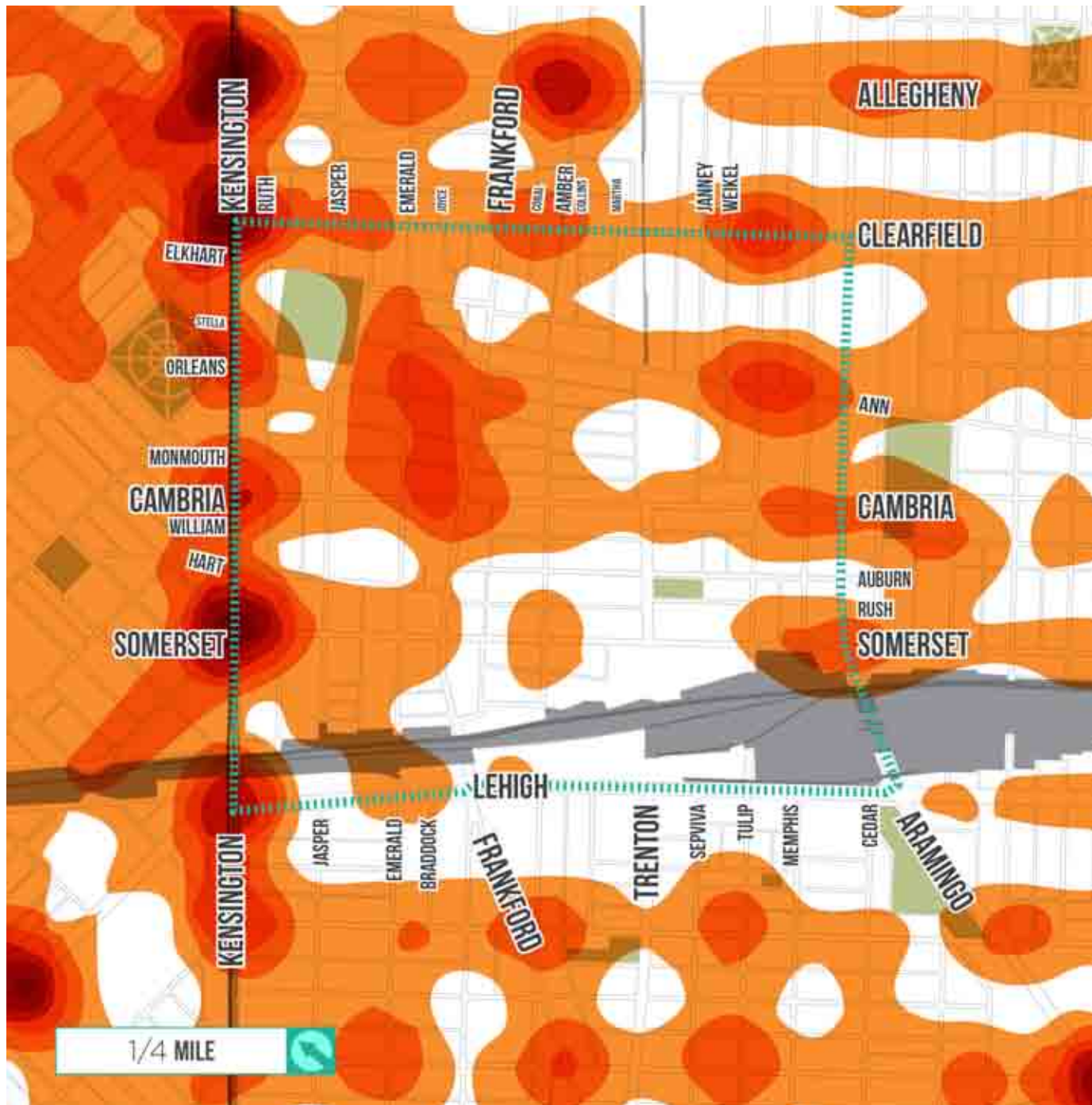


FIGURE 95. 2009-2011
CRIME INCIDENTS: F.B.I. PART I

F.B.I. CRIMES INCLUDE:

- CRIMINAL HOMICIDE
- FORCIBLE RAPE
- ROBBERY
- AGGRAVATED ASSAULT
- BURGLARY
- LARCENY-THEFT (EXCLUDING MOTOR VEHICLE THEFT)
- ARSON

SOURCE: PHILADELPHIA POLICE DEPARTMENT

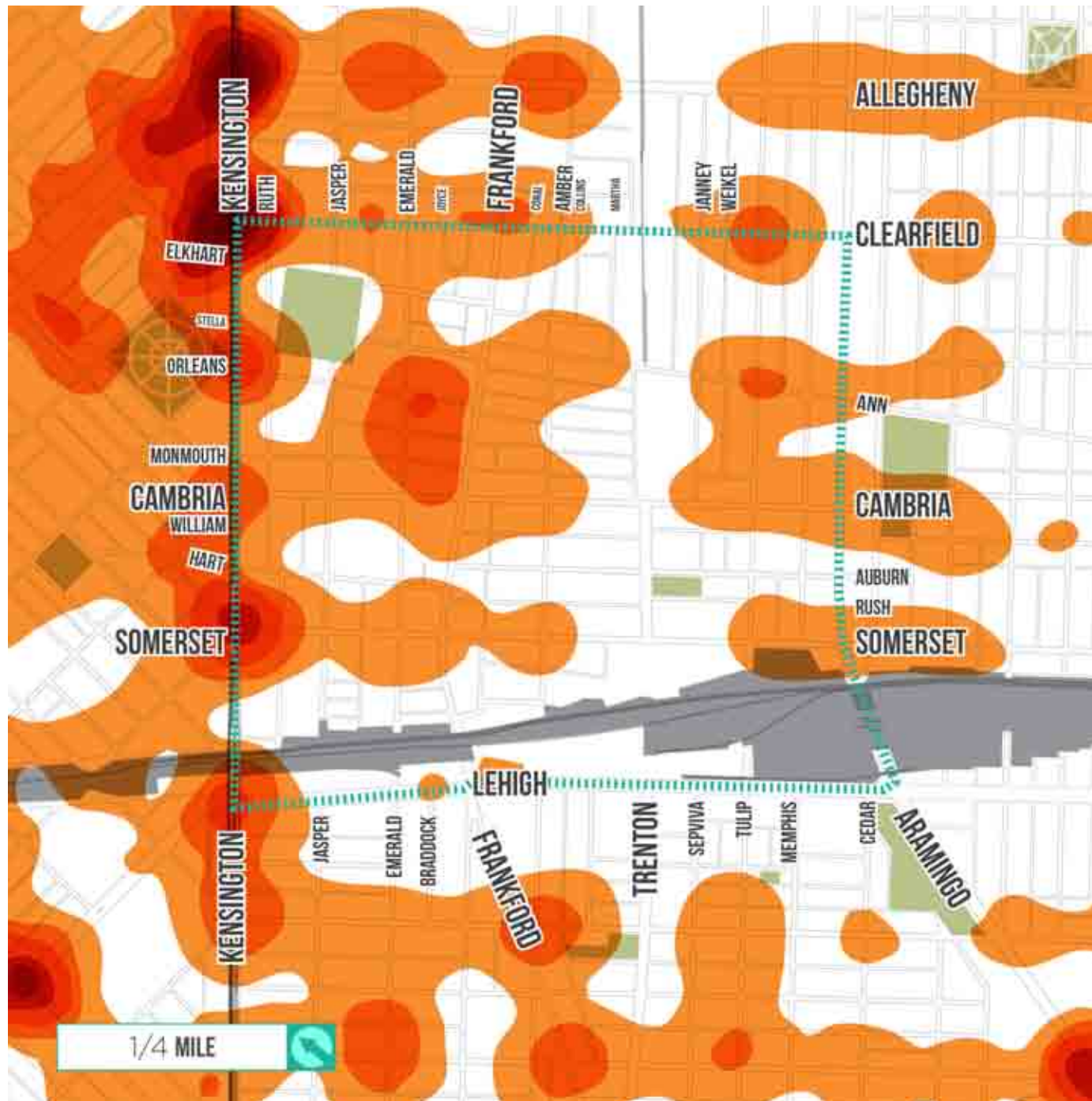
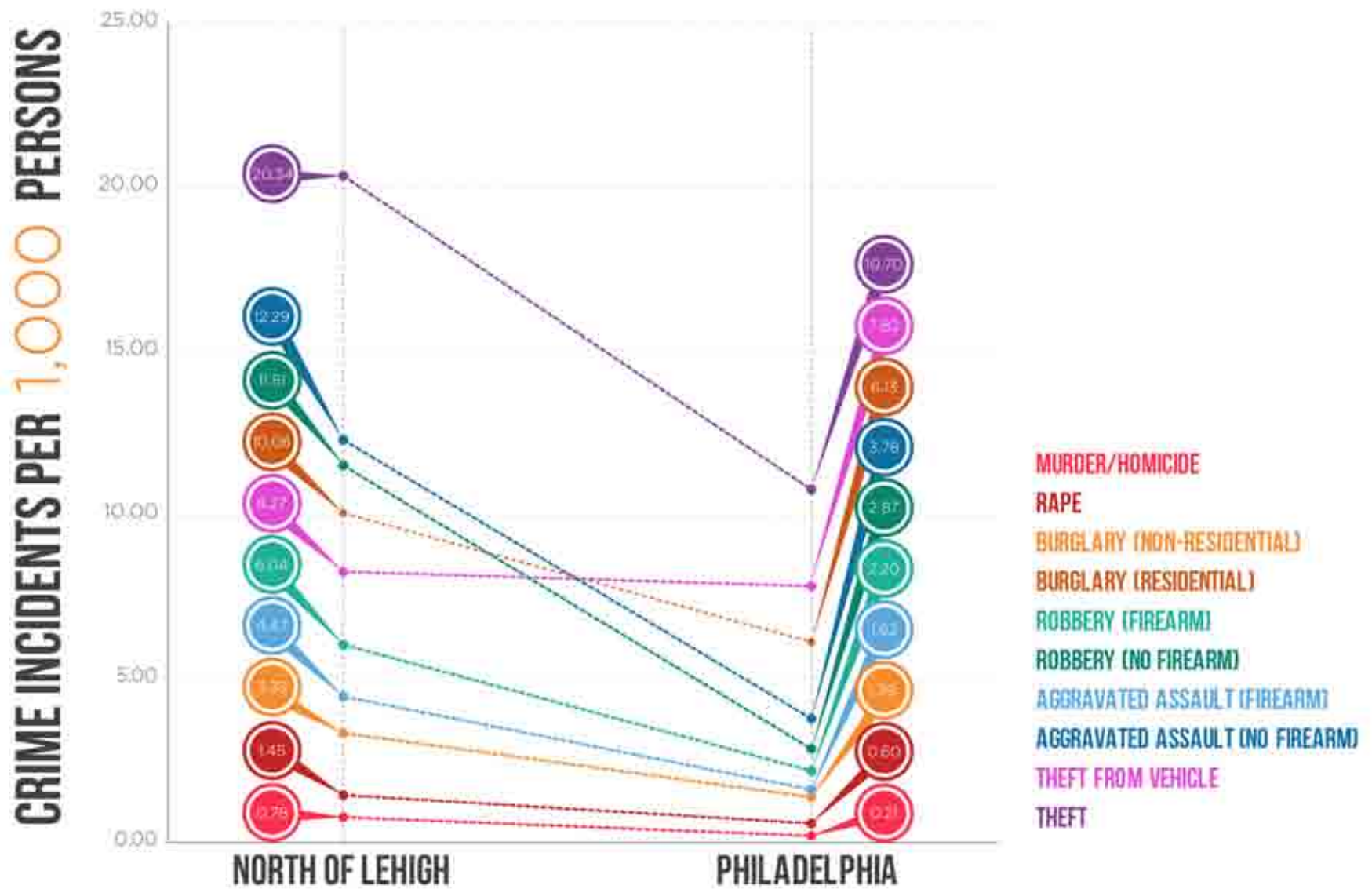


FIGURE 96. 2012-JULY 2013
CRIME INCIDENTS: F.B.I. PART I

- F.B.I. CRIMES INCLUDE:
- CRIMINAL HOMICIDE
 - FORCIBLE RAPE
 - ROBBERY
 - AGGRAVATED ASSAULT
 - BURGLARY
 - LARCENY-THEFT (EXCLUDING MOTOR VEHICLE THEFT)
 - ARSON

SOURCE: PHILADELPHIA POLICE DEPARTMENT

FIGURE 97. CRIME RATE PER 1,000 PERSONS (2012)



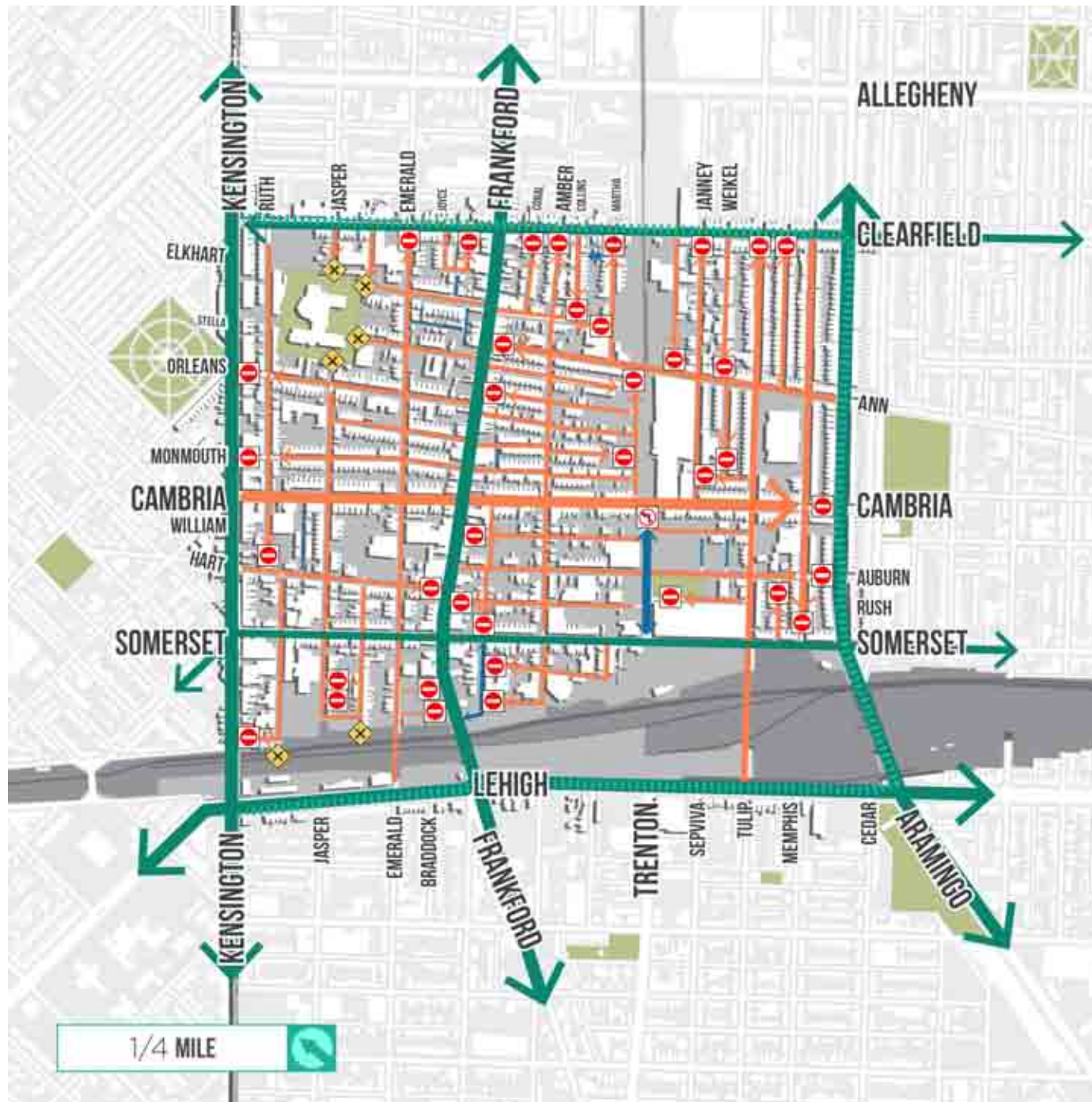


FIGURE 98. STREET NETWORK

-  DO NOT ENTER
-  DEAD END
-  NO LEFT TURN
-  ONE-WAY RESIDENTIAL
-  TWO-WAY RESIDENTIAL
-  ARTERIALS

SOURCE: GOOGLE MAPS



FIGURE 99. RACIAL/ETHNIC DENSITY
(WHITE)

● WHITE

SOURCE: 2010 U.S. CENSUS

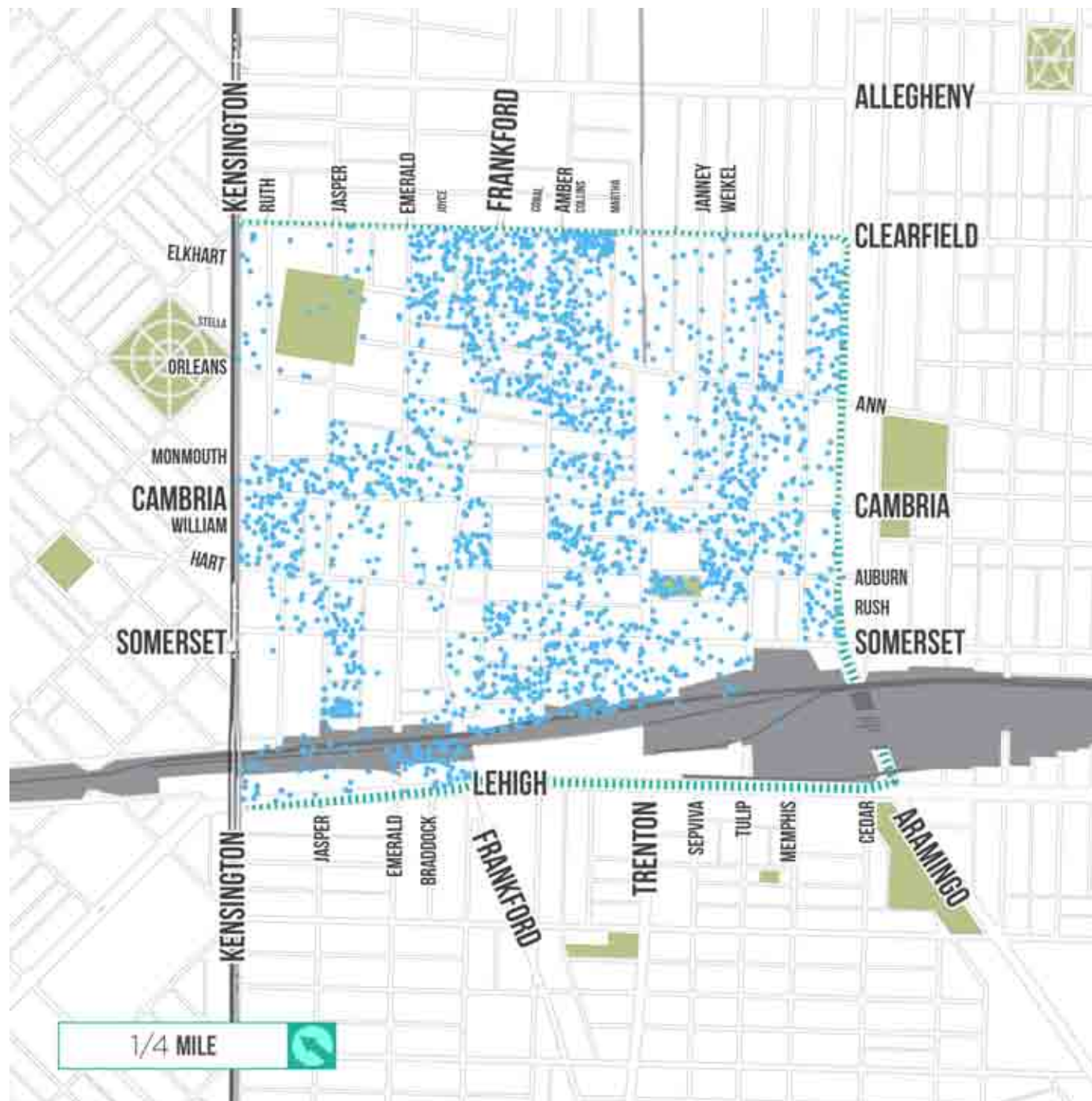


FIGURE 100. RACIAL/ETHNIC DENSITY
(BLACK)

SOURCE: 2010 U.S. CENSUS



FIGURE 101. RACIAL/ETHNIC DENSITY
(ASIAN)

SOURCE: 2010 U.S. CENSUS



FIGURE 102. RACIAL/ETHNIC DENSITY
(MULTIRACIAL)

● MULTIRACIAL

SOURCE: 2010 U.S. CENSUS



FIGURE 103. RACIAL/ETHNIC DENSITY
(HISPANIC)

SOURCE: 2010 U.S. CENSUS



FIGURE 104. RACIAL/ETHNIC DENSITY
(ALL)

● 1 DOT = 1 PERSON

- WHITE
- BLACK
- ASIAN
- MULTIRACIAL
- HISPANIC

SOURCE: 2010 U.S. CENSUS

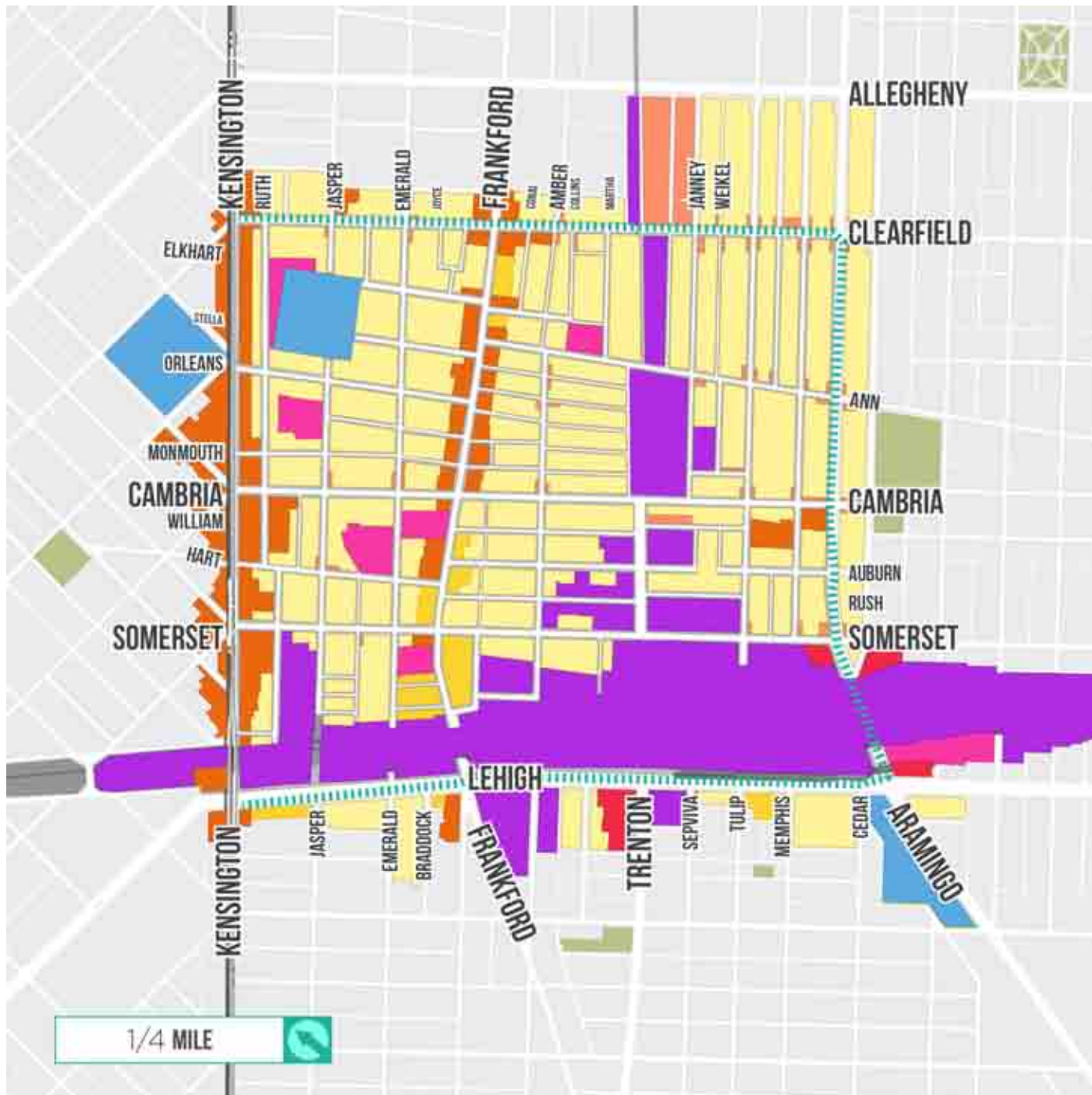


FIGURE 105. ZONING

- CA-1 (AUTO-ORIENTED COMMERCIAL-1)
- CMX-1 (NEIGHBORHOOD COMMERCIAL MIXED-USE-1)
- CMX-2 (NEIGHBORHOOD COMMERCIAL MIXED-USE-2)
- RM-1 (RESIDENTIAL MULTI-FAMILY-2)
- RSA-5 (RESIDENTIAL SINGLE-FAMILY ATTACHED-5)
- ICMX - (INDUSTRIAL COMMERCIAL MIXED-USE)
- I-2 (MEDIUM INDUSTRIAL)
- SP-PD-A (SPECIAL PURPOSE/ INSTITUTIONAL)

SOURCE: CITY OF PHILADELPHIA

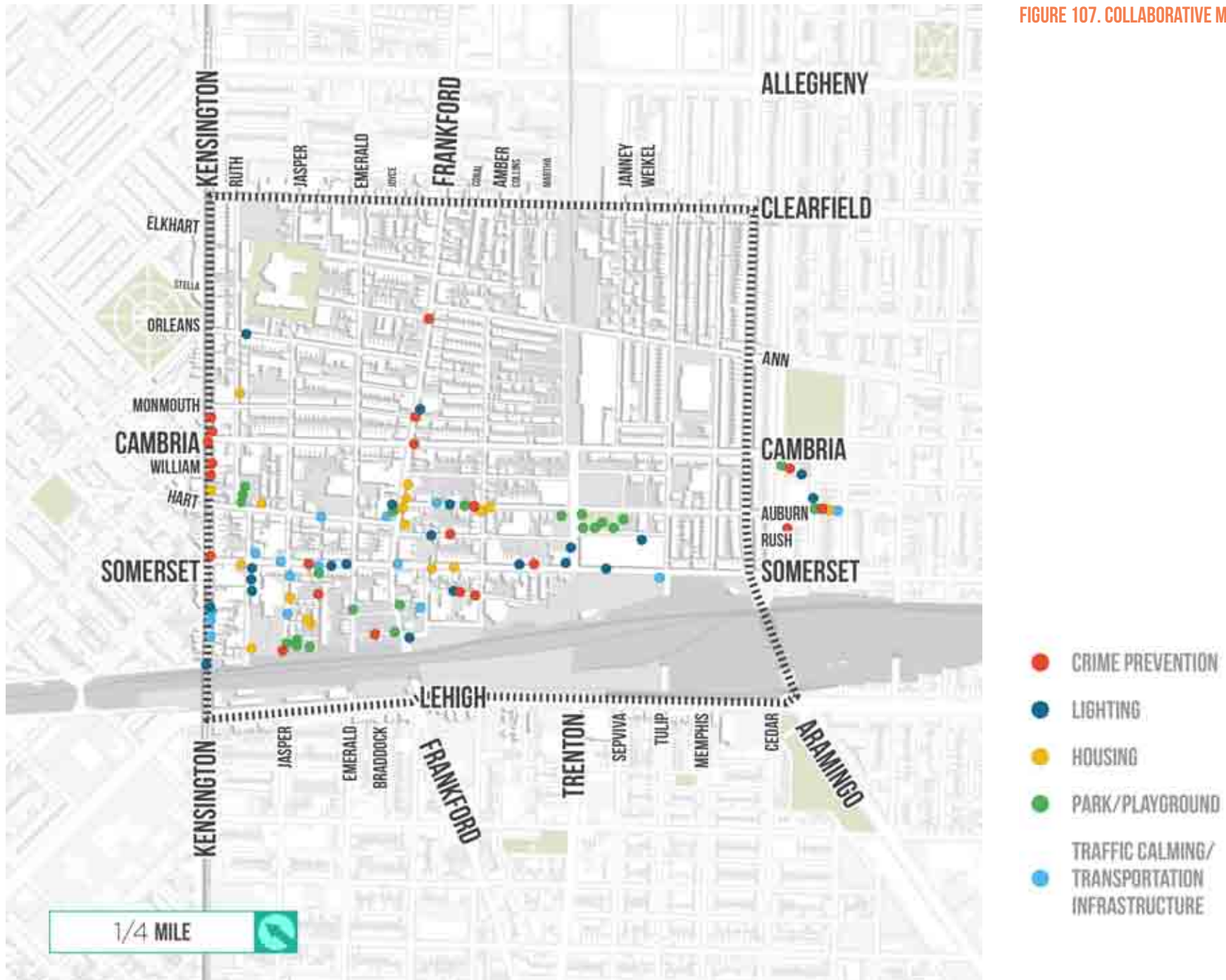


FIGURE 106. COMMUNITY ASSETS

- 1 INDIANAPOLIS AREA VOCATIONAL TECHNICAL SCHOOL
- 2 CORNWELL MIDDLE BRACKET SCHOOL
- 3 FIRST HOPEWELL CHRISTIAN CHURCH
- 4 THE FREE CHURCH OF ST. JOHN
- 5 KENNINGTON WOOD OFFICE
- 6 FRANCIS E. WELLS SCHOOL
- 7 PROGRESSIVE STUDY THIRD SCHOOL
- 8 FRESH START
- 9 FRESH START VETERANS PROGRAM
- 10 EAST COAST FELLOWSHIP AND EMPLOYMENT CENTER
- 11 CORNWELL COMMUNITY CHURCH MEMPHIS
- 12 MCPHERSON LIBRARY
- 13 MCPHERSON STORAGE
- 14 EARLY LIFE ACADEMY, INC.
- 15 COMMUNITY GARDEN
- 16 HOBBS FIRE HUMANITY PROJECT
- 17 MEMPHIS STREET ACADEMY
- 18 KENNINGTON FARMS
- 19 ROCK BRASSFORDS GARDEN
- 20 KENNINGTON NEIGHBORHOOD UNITED'S CO-OP ASSOCIATION (UNIVERSITY)
- 21 1000 KENNINGTON ALUMINUM CO-OP AND GREEN PROJECT
- 22 THE RTM PLAYGROUND
- 23 B.M.C. ZION'S CHURCH
- 24 YOUNG MEN'S CHRISTIAN LEAGUE
- 25 COMMUNITY OF ST. JOHN
- 26 MT. JOHN BAPTIST CHURCH
- 27 DRILL HALL & SOMERSET OLIVE AND GREEN PROJECT
- 28 COMMUNITY WOMEN'S EDUCATION PROJECT
- 29 THE ROCK MONASTRIES
- 30 DORRICK MILL COMPLEX

SOURCES: NKCDC, FIELD SURVEY (AUGUST 2013)
GOOGLE MAPS

FIGURE 107. COLLABORATIVE MAP



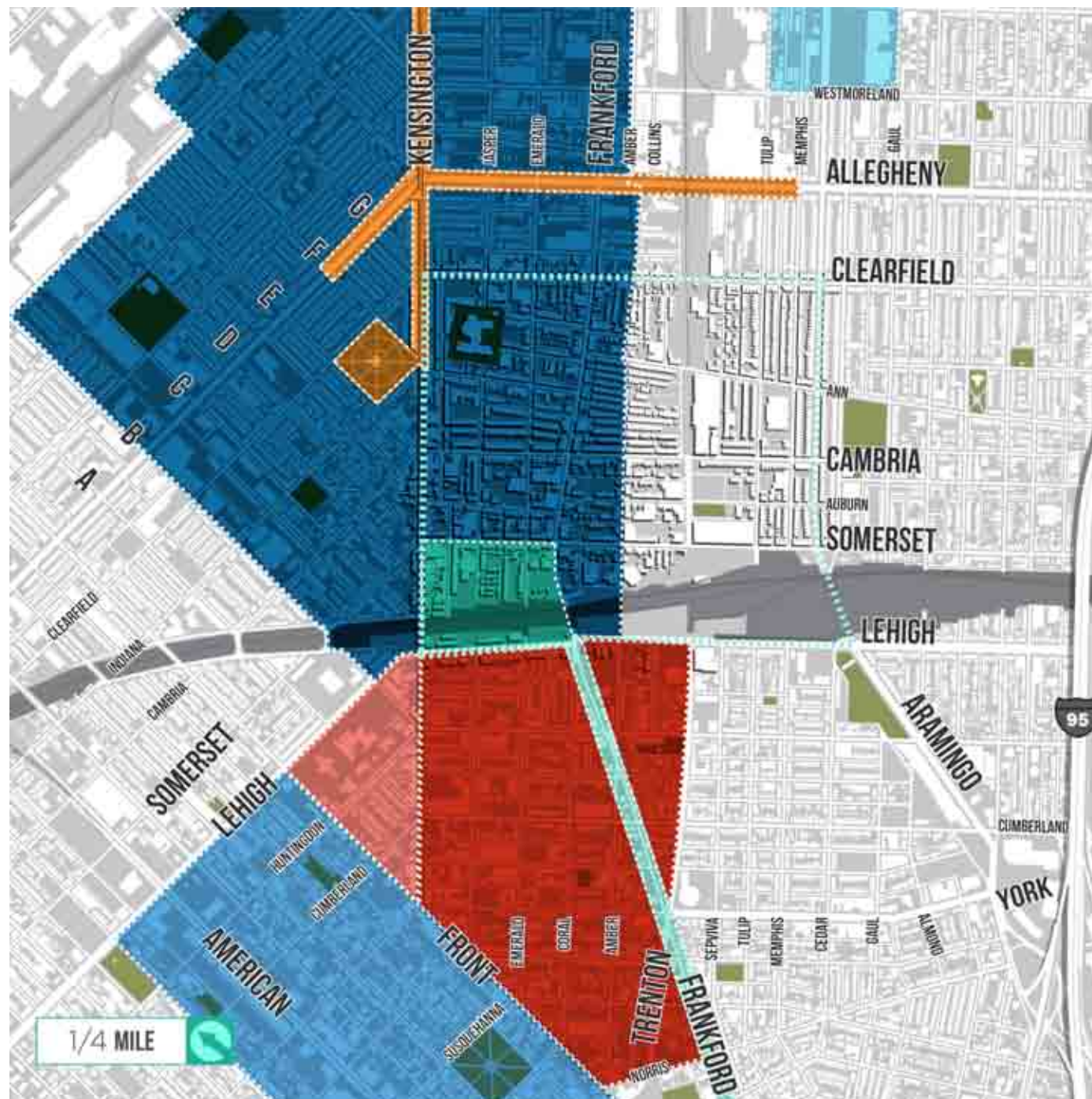


FIGURE 108. OTHER PLANS