

OUR COMMUNITY OUR IDEAS



EASTERN
NORTH

QUALITY OF LIFE PLAN

Asociación Puertorriqueños en Marcha



OUR COMMUNITY OUR IDEAS



QUALITY OF LIFE PLAN

ACKNOWLEDGEMENTS

In the season of renewal, Spring 2010, Asociación Puertorriqueños en Marcha, with the support from the Local Initiatives Support Corporation, embarked in a year long quality of life planning process in eastern North Philadelphia. As the title indicates, the process has brought together our community and our ideas to develop a collective vision for our future.

In this journey we have benefited from the good will and collaboration of volunteers, partners, community leaders and residents who participated in interviews, meetings, round-table discussions, planning conference calls, canvassed the community, provided food, music entertainment and hosted us in their locations.

Special mention and appreciation is due to Rose Gray, Jennifer Rodriguez, Sarah Sturtevant and Marangeli Mejia-Rabell for their concerted efforts in guiding this project to fruition. The long-range benefits of this work would not exist without their talents and diligence. Others who have made significant contributions are listed in the following pages.

To our partners and community stakeholders who have signed on to the actions included in this plan our sincere thanks and appreciation. And to those who will join us in the future, Welcome! Bienvenidos!

As APM has done for the past 41 years, we look forward to providing more of the quality improvements the community deserves and has come to expect from APM and its partners. LISC has been a partner in this community for 20 of these 41 years and expects to continue supporting the efforts of APM, the partners in this plan, and the community into the foreseeable future.

Un millón de gracias!

Nilda Iris Ruiz, APM President/CEO

Andrew Fishkroff, Philadelphia LISC Executive Director

A special thank you to our funders: the City of Philadelphia, the Home Depot Foundation, the John S. and James L. Knight Foundation, the Office of Councilwoman Maria Quinones Sanchez, State Farm, and the US Department of Housing and Urban Development.

Asociación de Puertorriqueños en Marcha would also like to thank the many individuals and organizations who contributed to this plan and extend a special acknowledgment to the individuals and institutions in **BOLD** for volunteering their time and/or resources to the benefit of the Quality of Life planning process.

19th Ward
26th Police District
5th District Council
703 Diagnostic Medical Center
7th District Council
8th/Diamond Playground
A Baneto
Abel Pons
Abram Garcia
Ada Rendón
Adelfi Burgos
Adolfo Gonzalez
AfroTaino Productions
Aida Tapiz
Alan Greenberger

Alex Abraham
Alex Deus
Alex Napper
Alex Rodriguez
Alice Edgerton
Alicia Rivera
Alison Mierkosli
Alison Roney
Amarili Soto
Amber Dumas
Ana Diaz
Ana Sanchez
Andre Mears
Andre Rodriguez
Andrea Martinez
Angel Coleman

Angel Rodríguez
Angelica Rodriguez
Anita Miller
Ann Hoskins Brown
Ann Weaver Hart, PhD
Anthony Pérez
Anthony Rocco
APM Head Start Policy Council
Arab-American CDC
Ashley Tally
Aspira
Aviva Asher
Barbara Fernandez
Barbara Schneider
Benjamin Grant

Bennur Koksuz
Beth Centz
Betsy Casañas
Beverly Coleman
Bill Bergman
Bill Salas
Bishop Dwayne Roysler
Blanca Rodriguez
Bob Grossman
Brunilda Seguinot
Bryanna Rivera
Byron Comati
Candida Rodriguez
Captain Cram
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Carla Castillo

Carlos Rios
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Carmen Febo-San Miguel
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 Caroline Leopold
 Carolyn Evans
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 Centro Musical
 Christina Dubb
 Christina Martin
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Community College of Philadelphia
Concilio
Congreso de Latinos Unidos
Congreso Voluntarios en Accion
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 Cookman Methodist Church
Cousins
 Cristina Gutierrez
 Cruz Playground
 Cruz Rodriguez
 Curtis Jackson
Cynthia Figueroa
 Cynthia Hernandez
 Damaris Feliciano
Damaris Fred
 Dan Kaufman
 Danicka Smith
 Danilo Burgos
Dario Bellot
 Darius Mack
 Darnell Wilkerson
 Darrell Clarke
 Darryl Nelson
 David D. Soone
 David Ortiz
David Torres

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 Delia Rolm
 Delores Fowler
 Denis Murphy
 Dept. of Human Services
Dept. of Recreation
 Diane Bridges
 Dianna Jih
 Diego Tapia
Dinorah Diaz
 District Attorney's Office
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Dr. J. McMonagle
 Dr. Mulloy
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 Edurne Irizarry
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 Eleuterio Lopez
 Elisanta Rivera
 Eliud Lopez Jr.
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 Elohis Morales
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Eva Romero
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 Francisco Sandoval
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 Gary Evans Sr.
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German Madera
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 Girard Coalition
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 Chamber
 Greater Straightway Baptist
 Church
Gustavo Castro
 Gustavo Martinez
 HACE
 Hakieme Mace
Hall of Dreams Gardening Club
 Harry Velazquez
 Hartranft Elementary
 Health Center 6, City of Phila.
 Hisigne Young
 Hispanic Clergy
 Hope Partnership School
 Howard Snitow
Ilia Garcia
 Imnet Mapp
Impacto Latin Newspaper
 Irenes Sanchez
 Iris Rodriguez
Iris Santa
 Isias Rodriguez
 Isis Evans
 Ismael Rosario
 Israel "Izzy" Colón
 Ivette Lopez

J. Feisberg
 J. Jones
 Jacquie Fonseca
 Jalisa Solivan
 James Del Valle
Jamie Gauthier
 Jamie Reese
 Janie Shipen
 Jannet Berris
Jannet Gonzalez
 Jason Cooper
 Javier Cortes
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 Jennifer Rodriguez
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Jordan Harris
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 Jose R. Torres Zayas
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 Kaila Dougherty
 Kalena Donaldson
 Karen Bolton
 Karen Warrington
 Kaseen Bolden
Kasey Thompson
 Katherine Barnes Single-
 ton
 Kathleen Cannon
 Kathleen Grady
 Ken Lawrence
 Kensington CAPA Drumline
Kensington CAPA High School
 Kensington International
 Business High School
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Kimmel Center
 Kyle Flood
L. Harrison Jay
 La Casa Latina
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 Laura Seaman
 Laura Tull
 Lauren Walker
 Leonard Harley
 Les Rivera
 Lighthouse
 Lillian Reyes
 Linda Black
 Lisa Joyce
 Lisa Marrero
Lisa Padilla
Lisa Segarra
Lisa Varon
Living Water Church of Christ
Loraine Ballard Morill
 Lucinda Colbourne
 Lucy Lopez
 Ludlow Community Assoc.
 Luis Mora
 Luis Sanabria
 Luis Torres
 Luther Ridgeway

Luz Coriano
Lynda Black
Managing Director's Office
Manuel Lion
Manuel Portillo
Marangeli Mejia-Rabell
Margarita Alborada
Margarita Garcia
Margarita Hernandez
Margarita Pomaes
Maria C. Rodriguez
Maria Camoratto
Maria Chacon
Maria E. Farias
Maria Mills-Torres
Maria Polaco
Maria Quiñones-Sánchez
Maria R. Chacon
Maria Rosario
Maria Taxidor
Maria Vazquez
Maribel Perez
Marilee Baez
Marilyn Grant
Marilyn Mejia
Marina Marrero
Marisol Mapp
Maritza Gonzalez
Mark Edwards
Mark Pohlman
Marlene Brito
Marlene Harley
Mary Cition
Mary Redding
Marybel Leon
Matthew Steele
Maxie Logan
Mayor's Office of Education
Mayor's Office of Multicultural Affairs
Mayors Office of Sustainability
Melva Ramos
Mercedes Velazquez
Michael Koonce

Michael Martinez
Michael McKeown
Michael Rajsic
Michelle Winkis
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Mildred Clark
MIMIC
Mina Menkes
Minerva Medina
Miriam Piñeiro
Mixolidia Mangual
Moey Rivera
Myesha Byrd
Nacore Bellington
Nadine Young
Nadir Jackson
Nakea Fuller
Napoleón Garcia
Natania Schaumberg
Natasha Rivera
Neal Santos
NET CDC
New Kensington Hospital
New Kensington CDC
Nilda Ramos
Noelia Robles
Nora Lichtash
Norma Morales
Norris Square Civic Association
North Philadelphia Arts & Cultural Alliance
Nueva Esperanza
Nury Padua
Odessa Thomas
Orlando Figueroa
Orlando Marrero
Orlando Quevedo
Orlando Rendon
Orlando Smith
Oscar Santos
Oscar Torrealva
PA Senate

Pat DeCarlo
Patricia Diaz
Pedro Perez
Pennsylvania Horticultural Society
Philadundance
Philadelphia Catholic Workers
Philadelphia Eagles
Philadelphia Education Fund
Philadelphia Film Office
Philadelphia Flyers
Philadelphia Housing Authority
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Philadelphia Workforce Development Corp.
Philadelphia Youth Network
PHMC Health Connection
Police Officer Correa
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Police Officer Ramos
Police Officer Winkis
Polon Vazquez
Power 99 Radio
Priscilla Preston
Quetcy Lozada
Rachel Rojas
Rafael Alvarez
Rahsaan Lucas
Ramon Castro
Ramon Pubill
Ramon Vega
Randy Belin
Rasha Roane
Raul Rodriguez
Raul Rodriguez
Raymond Perez
Reading Terminal Market
Ready Willing & Able
Recycle Bank
Redevelopment Authority
Reinaldo Aponte
Rev. Bonnie Camarda
Rev. William Pinkney
Riko

Robert Jacobs
Robert Reed
Rosaida Benitez
Rosaida Martinez
Rosalind Lopez
Rosanna Matos
Rose Cuevas
Rose Gray
Rose Jennings
Rosi Vega
Rubi Pacheco-Rivera
Rufino Rosado
Ruma Radio
Ruth De Jesus
Ruth Silva
Safir Dixon
Salvation Army
Samantha Eisenman
Samir Chickonie
Samir Starr
Sandra Andino
Sandra Cruz
Sandra Marquez
Sarah Brennan
Sarah Sturtevant
Sarita Broadnax
Seaport Museum
Semilla Arts Initiative
Sen. Shirley Kitchen
Semilla Arts Initiative
SEPTA
Shakira Williams
Shanta Schachter
Sharief Allen
Sharlayne Prince
Sharon Donaldson
Sharon Maclean
Sharon Weaver
Shaunta Schachter
Shawn Brennan
Shayna McConville
Sheila Drapiewski
Sister Rose
Sonia Collazo
Sonia Rodriguez

South Kensington NAC
St. Christopher's Foundation for Children
Staci Moore
Stephanie Nelson
Stephen Buckley
Stuart Greenberg
Sue Sampson
Sumuwon Cooper
Taco Riendo
Tajiir Patterson
Taller Puertorriqueño
Tamara Clark
Taness Clark
Temple University
Teresa Mulligan
Thalia Ortiz
Tiffany Sierra
Toni Patrick
Tripod Initiative
TruMark Financial
Tyree Dumas
Tyree Swedenburg
Univision
US General Attorney
Varsovia Fernández
Vernon Price
Vicki Tate
Vicky Brown
Vicky Tote
Victor Perez
Village of Arts and Humanities
Wells Fargo Foundation
Welsh Elementary School
Wesley Dempsey
William Gonzalez
William McKinley Elem. School
William Penn Foundation
Women's Community Revitalization Project
Yelisa Rios
Youth United for Change
Yvette Nunez
Zeina El-Halabi
Zujeil Flores

TABLE OF CONTENTS

AT A GLANCE	1
I VISION	2
II INTRODUCTION	3
III PAST & PRESENT	4
IV PROFILE	7
V PROCESS	12
VI STRATEGIC APPROACH	16
PHYSICAL ENVIRONMENT.....	16
INCOME & WEALTH.....	22
ECONOMIC DEVELOPMENT.....	26
EDUCATION, CHILDREN & YOUTH.....	30
LEADERSHIP.....	34
HEALTHY ENVIRONMENT AND LIFESTYLE.....	38
ARTS & CULTURE.....	44
PRIORITIZATION/NEXT STEPS	48
APPENDIX	49

PHYSICAL ENVIRONMENT

Our neighborhood will be clean and beautiful and will capitalize on its unique local assets including schools, diverse housing options and public transportation. We will strive to **REDUCE BLIGHT BY MANAGING VACANT LAND AND BUILDINGS** by maintaining and repurposing vacant land, and identifying pilot projects; **IMPROVE STREETS AND PUBLIC SPACES** by activating neighborhood clean ups, improving lighting and streetscapes, and redesigning targeted streets and gateways; **PROVIDE A RANGE OF HOUSING TO PROMOTE A DIVERSE COMMUNITY** by developing and marketing mixed income housing; **REINFORCE AND STRENGTHEN COMMUNITY ASSETS** by supporting transformative projects such as transit oriented development; **HELP PROPERTY OWNERS MAINTAIN AND IMPROVE PROPERTY** with incentives and workshops for maintenance, repair and rehabilitation.

INCOME & WEALTH

Residents will be well-trained for a variety of jobs and have access to services that support economic growth. Our community will strive to **CREATE A BETTER TRAINED WORKFORCE AND DEVELOP JOB OPPORTUNITIES** by coordinating job training and placement across a range of needs; **EDUCATE RESIDENTS ABOUT ATTAINING FINANCIAL SELF-SUFFICIENCY** by offering financial literacy education and services; **PROVIDE COORDINATED SOCIAL SERVICES** by identifying service gaps and creating a network of providers.

ECONOMIC DEVELOPMENT

Our neighborhood will be home to a diverse range of businesses that provide residents with jobs and meet the needs of our community as well as visitors. We will strive to **SUPPORT EXISTING LOCAL BUSINESSES** by creating a local marketing campaign and coordinating small business assistance; **ENCOURAGE THE DEVELOPMENT OF NEW BUSINESSES** by offering entrepreneurial support, targeting vacant storefronts, and attracting businesses to American Street; **CREATE CLEAN, SAFE AND INVITING COMMERCIAL AREAS** by improving the curb appeal of commercial streets; **BUILD A STRONG COMMUNITY RETAIL CENTER** by developing activities and new businesses around existing commercial assets such as Boringuén Plaza.

CHILDREN, YOUTH & EDUCATION

Abundant opportunities for training and education will be available for all members of the community from children to adults, with a high level of engagement and collaboration between parents, teachers and students to meet educational goals. Children and youth of all ages will have places to go and activities that keep them interested and engaged in shaping their community and their future. We will strive to **DEVELOP PROGRAMMING TO REDUCE TRUANCY AND INCREASE GRADUATION RATE** by engaging youth in a range of activities that cultivate leadership and self-motivation; **GET PARENTS AND GUARDIANS INVOLVED IN THEIR CHILDREN'S EDUCATION** by enhancing awareness and access to parenting resources; **DEVELOP OPPORTUNITIES FOR ADULT EDUCATION** by removing barriers to access; **ADVOCATE FOR SCHOOL REFORM** by engaging parents and stakeholders in dialogue with the school system.

LEADERSHIP

Leaders will work together to create a diverse, united and involved community that is empowered and confident. Our community will strive to **CREATE A MULTIGENERATIONAL NETWORK OF EXISTING AND EMERGING LEADERS** through a mix of organizing and recruitment efforts; **STRENGTHEN EXISTING ORGANIZATIONS** by building volunteer base and capacity; **STRENGTHEN COLLABORATIVE RELATIONSHIPS BETWEEN ORGANIZATIONS** by forming a coalition and monitoring the progress of the plan; **ENCOURAGE COMMUNITY PARTICIPATION THROUGH COMMUNITY BUILDING EVENTS** that forge community identity and engagement through a SCI communication network.

HEALTHY ENVIRONMENT & LIFESTYLE

Our community will become one of the safest, healthiest and greenest communities in the city. We will strive to **STRENGTHEN COMMUNITY POLICING TO REDUCE CRIME IN THE AREA** by developing strategies that combine police and community efforts; **REDUCE OBESITY, TEEN PREGNANCY AND DRUG ABUSE** by developing health and nutrition programs and improving access to healthy food; **MAKE THE NEIGHBORHOOD A GREEN MODEL FOR THE CITY** by encouraging neighborhood greening, environmental practices, and improved recreational spaces; **ENCOURAGE TRANSIT USE AND ALTERNATE MODES OF TRANSPORTATION** by improving transit stops and adding bike lanes.

ARTS & CULTURE

Arts and culture will infuse our community, provide a voice for all community members and an opportunity for exposure to other cultures and traditions, and draw Philadelphians from all over the city. We will strive to **STRENGTHEN AND MARKET EXISTING ARTS AND CULTURAL PROGRAMS** by setting up local tours and linking up with complementary groups and events; **HIGHLIGHT THE CULTURAL DIVERSITY OF THE NEIGHBORHOOD** by developing programs and events to encourage cultural exchange; **USE ARTS AND CULTURE TO MAKE A STATEMENT AND ENCOURAGE DIALOGUE** by developing programs that link businesses, schools, artists and residents.

QUALITY OF LIFE PLAN

At a Glance

our community ideas

I VISION

Residents and stakeholders crafted a vision statement that embodies the values and aspirations of the community and will serve to guide future development:

“The SCI Eastern North community is moving forward to create a better future for all of its members by celebrating its unparalleled diversity and community spirit. The vision is for a community that is:

- > **Educated:** where neighbors learn and grow through better access and improved educational opportunities for persons of all ages;
- > **Connected:** to their neighbors, local social services and job opportunities;
- > **Self Sufficient:** where residents can have their needs met locally by businesses and providers that reach out to and are a part of the community;
- > **Nurtured:** by families and residents supporting each other and giving youth a voice and a role in the future;
- > **Empowered:** where the future is guided by actively engaged residents and leaders;
- > **Expressive:** where arts and culture have meaning and power to facilitate communication and community building;
- > **Welcoming:** for all families and individuals through a diverse mix of housing options; and
- > **Livable:** through a safe, clean, sustainable, and healthy environment with abundant open space and recreational opportunities.”



II INTRODUCTION

Less than two miles from Center City, in an area once considered Philadelphia's industrial core, live 13,000 residents from six neighborhoods who are transforming a community that was in decline into a growing, culturally vibrant place with a bright future.

Our community, eastern North Philadelphia, is rising. Asociación de Puertorriqueños en Marcha (APM) has stabilized hundreds of properties, redeveloped huge tracts of vacant land and built hundreds of affordable homes. Our arts scene is thriving. Our diversity is recognized by all as a strength and asset to build on. Community organizations are working together to implement positive change.

Last year, the Philadelphia Local Initiatives Support Corporation (LISC) selected lower eastern North Philadelphia as the next site for its Sustainable Communities Initiative (SCI), naming APM the lead agency. This initiative, based on a successful national model, seeks to unify residents and local organizations around a common vision for their communities. SCI recognizes that brick and mortar improvements are, on their own, not enough. It combines place-oriented initiatives with people-oriented ones. Above all, SCI stresses the need for collaboration, both in identifying community challenges and in overcoming them. LISC asked APM to serve as its lead partner and community facilitator on the initiative due largely to APM's experience developing long-term community plans and its development and social service expertise, as well as the strong community ties and 20-year-old relationship between the two organizations.

While SCI is sponsored by LISC and facilitated by APM, the community is the driver and owner of SCI Eastern North and its success hinges on collaboration between all residents and local organizations.

How to Use the Plan

This plan was born of collaboration. It is the product of countless hours of hard work and bold thinking by hundreds of residents and dozens of community leaders and organizations working together for nearly a year. It represents our collective vision for our community. In this plan, we frankly acknowledge the challenges we face, and we identify the solutions – and the real, concrete steps we must take – to make our vision for this community a reality.

This plan is divided into seven focus areas, which we identified as top community priorities: the physical environment, income and wealth, economic development, education and children, leadership, healthy environment and lifestyles, and arts & culture. Each section articulates a clear goal, identifies specific, real-world actions, and assigns those jobs to people and organizations within the community.



Study Area

ACTION STEPS are prioritized in each program area as follows:

!!! HIGH PRIORITY !! MEDIUM PRIORITY ! LOW PRIORITY

In addition to community input and local knowledge, the plan was driven by research into the demographic and physical conditions of the community, the details of which are contained in the Appendix.

This is a living document. We will revisit and update it regularly to ensure that the goals and priorities listed here continue to match those of the neighborhood groups and institutions, agencies and investors that are committed to this vision.



III SCI Eastern North, Past & Present



Industry & Prosperity

Our older residents can still recall the days when lower eastern North Philadelphia was an industrial powerhouse.

The John B. Stetson Hat Manufactory – a sprawling 20-building complex at 4th and Montgomery – employed as many as 3,500 workers at its peak. Good & Plenty candy, the oldest branded candy made in the United States, was first manufactured in our community. On many blocks, small-scale manufacturers and warehouses were sprinkled in among the densely-packed row homes, lending a vibrant, around-the-clock quality to the street life.

Hard times

Eventually, though, forces outside the neighborhood's control – from suburbanization to advances in manufacturing – led local factory owners to close up their plants in droves. Many residents followed the jobs. The population plummeted, and in time, the community was filled with abandoned homes and obsolete factories.

As businesses and residents moved out, the bulldozers moved in. Beginning in the 1950s, a series of federal and city urban renewal programs funded widespread demolitions across distressed sections of the city. Lower eastern North Philadelphia was hit particularly hard by these sometimes indiscriminate razings. For many years, nothing was built on these empty lots, and so the community became known as “the badlands,” a neighborhood where vacant land – much of it filled with junked cars and 10-foot-tall weeds – stretched for acres.

Rebirth & Recovery

But it was in those difficult years that the seeds of the community's recovery were planted. Philadelphians of Puerto Rican descent began settling in the community in large numbers. This influx helped prevent near total depopulation, and created the conditions for a community with a distinctive culture rooted in its diverse mix of residents.

Grassroots organizations were formed on shoestring budgets to aid local residents and foster cultural expression, such as APM, the Ludlow Community Development Corporation, Taller Puertorriqueño, and the Village of Arts & Humanities.

After much organizing through the 1960s, in 1970 a handful of grass roots community activists created APM. The organization commenced as a social service provider, offering low-income Puerto Rican/Latinos and African American Philadelphians access to everything from mental health care to housing counseling.

Two decades later, APM got into community development, in hopes of building affordable, decent housing for local residents. In concert with the City of Philadelphia, APM crafted a comprehensive physical redevelopment plan for the community. That plan, which proved instrumental in luring both public and non-profit funding to the area, has largely been realized.

Top right: Ife Ife Museum of African American Culture on Germantown Avenue, 1984 (City of Philadelphia).

Left top to bottom: Teatro Puerto Rico on Germantown Avenue, 1967 (www.nycsubway.org); Stetson Hats, Nelson Playground, 1956 (City of Philadelphia).

Since 1990, APM has constructed 210 units of affordable housing and cleared and developed 20 acres of vacant land, attracting more than \$100 million in public and private investment to the community. LISC has been a crucial partner throughout, supplying \$26 million in funding for APM projects over the last 20 years (in all, LISC has invested \$40 million in our community). Notable APM projects include:

- Borinquén Plaza, built by APM in 1999 with financial assistance from LISC, features two vital community services: first urban supermarkets built in Philadelphia, and a credit union. This year, the plaza was enhanced with a pocket park featuring a stage and advanced storm water management features.
- The 128-unit Pradera townhome development offered suburban-styled homes to low and moderate-income buyers, and remade the streetscape in the community's southwestern blocks.
- 13 newly built green homes on Sheridan Street designed by Interface Studio Architects featuring cutting-edge designs.

Other organizations that have further fueled our community's transformation, such as the 26-unit Lillia Crippen Townhouses constructed by Women's Community Revitalization Project (WCRP) for special-needs low-income women and their families and the Philadelphia Housing Authority. In all, over 400 units of housing have been constructed in our community since 1990.

Together, grassroots organizations, city agencies and funders like LISC have changed the landscape of our community so dramatically that private investors are waking up to its potential. The evidence is clear: we are becoming a community of choice, instead of one of last resort.



Early Action Grants

LISC and APM also sponsored community projects to keep the community and stakeholders engaged in the quality of life planning process. LISC allocated funding for two micro grant programs:

Make Your Mark Block Grant – For grants of \$1,000 or less. The objective of this grant is to empower, build the capacity of residents, and obtain buy-in by enabling residents to visibly impact their community at the block level.

Our Communities, Our Ideas Grant – For grants ranging from \$2,000 to \$5,000. The objective of this pool is to keep the community engaged in the SCI process by investing in programs and projects that propose to have a positive impact in priority areas.

Some of the Early Action Grant projects include:

Village of the Arts and Humanities – a Youth Arts Magazine in collaboration with arts organizations and neighborhood youth. The magazine will highlight young artists and empower youth to develop leadership and writing experience.

CEIBA – a free income tax preparation site to serve residents in the SCI Eastern North target area and connect them to other financial education services.

Semilla Arts Initiative – a garden and educational environment in a vacant lot that includes a mural on the surrounding walls for the students, teachers and community members in and around McKinley Elementary School.

1500 block of North 6th Street – two peace parks at 6th and Oxford and 6th and Jefferson.

At 6th and Cecil B. Moore, a for-profit developer has converted an old warehouse into an apartment facility called 32|Lofts, which asks \$1,200 a month for a two-bedroom apartment. Closer to Temple University, housing targeted at students has been built, such as the University Village at 10th and Montgomery, and the Kardon Building a block further north.

Yet non-profit development remains a crucial driver. A prime example is the ambitious Transit Oriented Development slated to begin construction later this year at the foot of the Temple University rail station. Jointly developed by APM and the Jonathan Rose Companies with support from LISC, the TOD will feature mixed-income housing, retail and community services. Residents need only cross the street to access SEPTA's regional rail system, cutting commute times sharply and strengthening our community's links to Center City. The TOD will serve too as a bridge between our community and Temple University, a neighbor that has felt far more distant than it actually is, in part because of the railroad viaduct dividing us from the school. The TOD, built snug against the rail lines, connects one side of the tracks to the other. It's a development that has been hailed by Mayor Nutter and HUD Secretary Shaun Donovan, among others.

There are many other exciting projects underway in our community, including:

- Renovations to the Rainbow de Colores playground on N. 5th Street, an early action project enabled by LISC that exemplifies the collaborative spirit that SCI Eastern North is based on.
- A planned facility at 8th and Berks for the Hope Partnership for Education.
- A mixed-use facility targeted at Temple students called Diamond Green is in the works at 10th and Diamond, a project driven by Metamorphosis CDC.
- Mosaic Development is working to convert the former Julia de Burgos School site at 8th and Lehigh into Edison Square, a 38,000 square foot mixed-use facility featuring a supermarket and senior housing.
- A relocated Taller Puertorriqueño.



La Placita Park at Borinquén Plaza.

IV COMMUNITY PROFILE

Demographics

In recent years our community has halted the decline in population, become better educated and improved household incomes. These findings are based on the most recent census data available and research done by John Kromer and Christopher Kingsley on behalf of the Fels School of Government at the University of Pennsylvania, who conducted a comprehensive study of our community up to York Street last year.

Population

- After losing 19% of our residents between 1990 and 2000, our neighborhood has put an end to population loss in the last decade. Some areas, most notably the southern blocks where APM development has been concentrated, have grown robustly.
- The community remains exceptionally diverse, even as economic conditions have improved. About 45% of the area is comprised of residents of Hispanic origin, and 48% of our neighbors are African American. Note that the Census considers Hispanic heritage an ethnicity, not a race.

Education

- In 2009, the community's graduation rate stood at 51%, a 16.3% improvement over the graduation rate of a decade before.
- Residents with college degrees in our community are limited in number, but their ranks are growing, with the total nearly doubling between 1999 and 2009. Today, just over 5% of residents are college-educated.

Income & Employment

- Household incomes are growing alongside the population growth in areas that have seen development, rising 4.7% between 2000 and 2009 to \$18,655.
- We are attracting a growing number of employed, working-class residents every year. Between 2002 and 2008, we added an average of 42 new workers each year.
- Of those new workers, over half earned over \$40,000 a year. Indeed most workers in our community were better off economically in 2008 than in 2002. The proportion of very low-wage workers declined by 8% in that time, while the share of \$40,000-and-up workers has grown to include nearly 16% of the local workforce.



The people of the APM SCI Eastern North target area are diverse and dedicated to making our community a great place.



Physical Conditions

Thanks to the efforts of local organizations, funders and city agencies, the physical condition of our community has improved dramatically in recent years. The progress has opened the eyes of private investors to the area's potential and made it a destination for new residents who would never have considered it a decade ago. Yet for all that, vacant land, blighted buildings and a shortage of retail and recreational spaces continue to pose considerable challenges, as do fears over public safety.

Land Use & Vacancy

In 1998, the City of Philadelphia conducted a survey of properties in our community. The results detailed a depressing reality: back then, nearly two-thirds of all parcels in the community were abandoned. Our progress since then has been remarkable.

- In 2010, Interface Studio conducted a survey, which was combined with data collected previously in 2008 and 2009, revealing that abandoned and unimproved lots now account for about one-third of the parcels in the community.
- Many vacant lots have been cleaned-up and converted into well-tended grassy lots, side yards or surface parking facilities. These improved lots make up 11% of the parcels in the community, many of which are maintained by the Pennsylvania Horticultural Society (PHS).
- 475 lots have been redeveloped, converted into new housing or commercial ventures, so that today housing accounts for 42% of the parcels in our community.
- Home values have soared. The median sales price in the 1990s was just \$3,000. Today, it is \$24,500.

Commercial

- Retail uses account for only 9% of the total land area in our community.
- Of that, more than half are mixed-use facilities such as corner stores, 25% are auto-repair related, 17% are retail establishments and 6% for office space.

- With the exception of Borinquén Plaza, the community lacks major shopping facilities.
- APM and Interface Studio developed a master plan for reviving the Germantown Avenue commercial corridor in 2009, which has the potential to once again serve as an urban marketplace and gateway to the city's Hispanic community.

Crime

- Although community residents consistently list crime and public safety as one of their primary concerns, the neighborhood is safer today than it has been in many years.
- Serious crime has fallen by 37% since 1998, a significantly larger drop than the citywide improvement of 24%.
- Robberies and aggravated assaults are down 42% over the same period. Notably, there was no decline in the robbery and aggravated assault rate in the city overall during the same period.
- Quality of life and drug crimes declined as well. Drug arrests fell nearly 50% since 1998, while actually increasing elsewhere in Philadelphia. Nuisance crimes such as vandalism declined by 41%.

Parks & Open Space

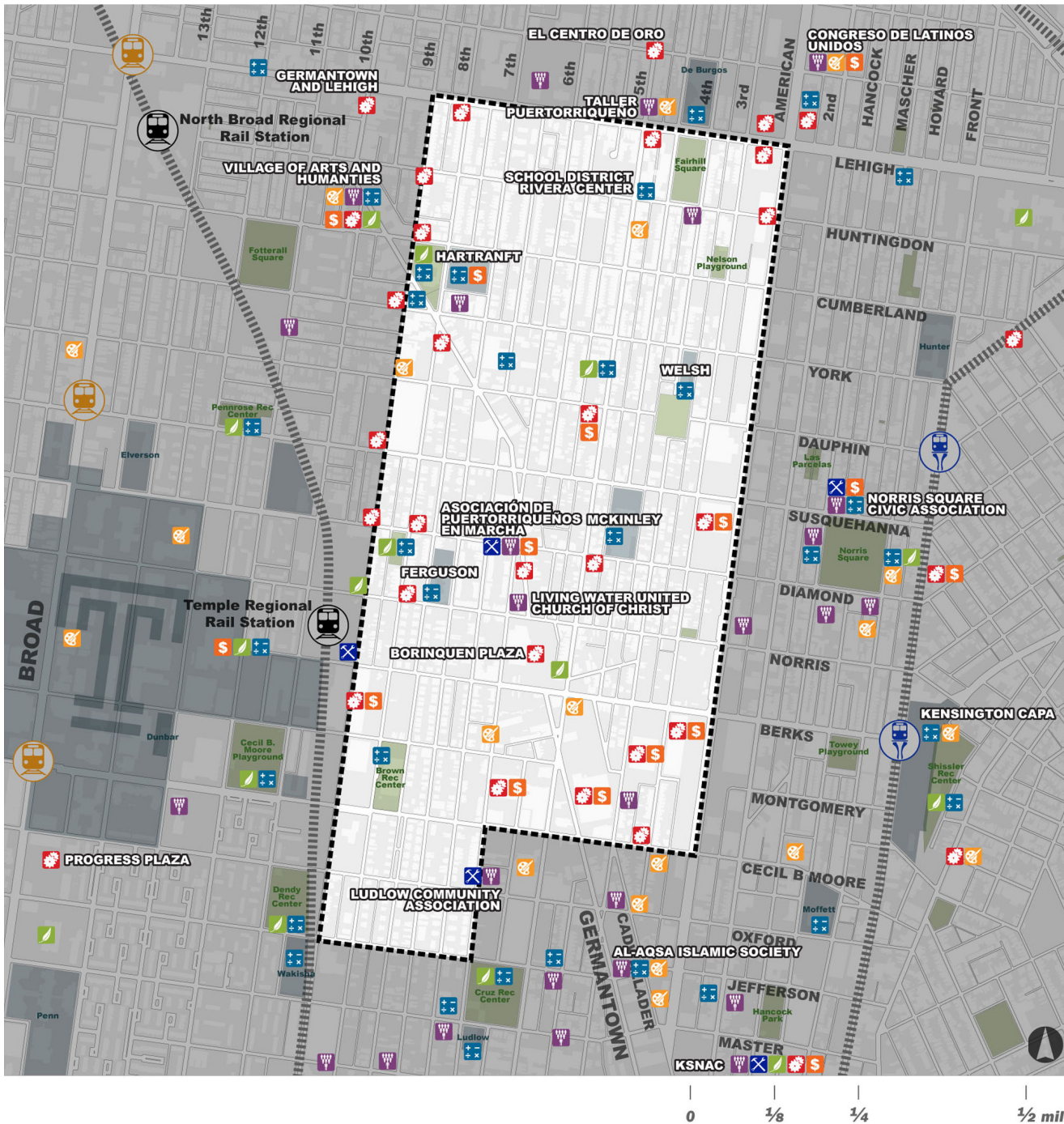
- Our section of lower eastern North Philadelphia has fewer parks and recreational spaces than many other areas of the city, and residents say the lack of adequate facilities and open space for children is an increasingly important concern.
- A PlanPhilly analysis found that most areas of this community were three-quarters of a mile away from the nearest recreation center or park.
- Closer facilities, such as playgrounds, are often not well maintained.
- The new pocket park built by APM in Borinquén Plaza has brought a welcome splash of green, and Rainbow de Colores playground on 5th Street is undergoing renovations designed to make it safer and more welcoming to children and families.



The community has a range of housing types, from market-rate lofts to rowhouses to new affordable housing.

ASSETS

PROXIMITY AND
GOOD ACCESS
PUBLIC TRANSIT
NEW INVESTMENT
IMPROVING
PHYSICAL
ENVIRONMENT
DEVELOPMENT
OPPORTUNITIES
INSTITUTIONS AND
COMMUNITY
ORGANIZATIONS
GROWING
POPULATION
AND DIVERSITY



- PHYSICAL ENVIRONMENT
- INCOME & WEALTH
- ECONOMIC DEVELOPMENT
- EDUCATION, CHILDREN & YOUTH
- LEADERSHIP
- HEALTHY ENVIRONMENT & LIFESTYLE
- ARTS & CULTURE

Local Assets

Local Assets

The planning committee was tasked with community asset mapping within each of the program areas. Committee members attending the January Committee Meeting were asked to physically map local assets and also list those that were not geographically based. See Appendix for classification of assets by program area.

ARTS

Alberto Pagan-Ramirez dance
Arts Sanctuary
Crane Building
Dance Studio
Emerald Studios
Frankford Avenue Corridor
Invincible Studios
Latin Art Gallery
Mascher Space Cooperative
North Philadelphia Arts and Culture Alliance
Raices Culturales Latinoamericanas
Semilla Arts Initiative
Taller Puertorriqueño
Tyler School of Art/Temple Gallery
Uptown Theater
Village of Arts and Humanities

BUSINESSES

Borinquén Plaza
Centro Musical
Chaes Food
El Centro de Oro
El Cafeito
Germantown and Lehigh Corridor
Kurths Seafood Restaurant
La Rosa del Monte Movers
Progress Plaza

CELEBRATIONS

Feria del Barrio
Festival de la Caña
Norris Square Festival
Parada Puertorriqueña
Plena and Bomba Festival
Village Park Day

CHILD CARE

APM Child Care Center
Ferguson Child Care Center
McKinley Child Care Center
Parent and Infant Center

EDUCATION

De Burgos Elementary School
Dunbar Elementary School
Ferguson Elementary School
Hartranft computer lab
Hartranft Elementary School
Hartranft Head Start
Hartranft PAL
Hope Partnership for Education
Kensington CAPA
La Salle Academy
Ludlow Elementary School
Ludlow Head Start
McKinley Elementary School
Moffet Elementary School
Rivera Parent Resource Center
Spells Writing Lab
Temple University
Welsh Elementary School
YouthBuild Charter School

HEALTH

Community Health Collaborative
Girard Medical Center
Kensington Hospital
Temple University Episcopal Hospital

ORGANIZATIONS/AGENCIES

ACT
Al-Aqsa Islamic Society
Asociación de Puertorriqueños en Marcha

Arab-American CDC

Aspira
Casa Providencia
CCIS
Ceiba
Congreso de Latinos Unidos
Eastern North Philadelphia Youth Services Coalition
Empowerment Group
Empowerment Zone Board
Energy Coordinating Agency Training Center
FINANTA
Free Library
Kensington South NAC
MIMIC
NET CDC
Norris Square Civic Association
Norris Square Neighborhood Project
PHA Housing Office
Philabundance
Pennsylvania Horticultural Society
Project Rainbow-Drueding Center
Philadelphia Water Department
Salvation Army
Women's Community Revitalization Project
YMCA
Youth United for Change

PARKS AND RECREATION

5th Street Handball Court
8th and Diamond Playground
Brown Recreation Center
Cecil B. Moore Playground
Community gardens
Cruz Recreation Center
Dendy Recreation Center

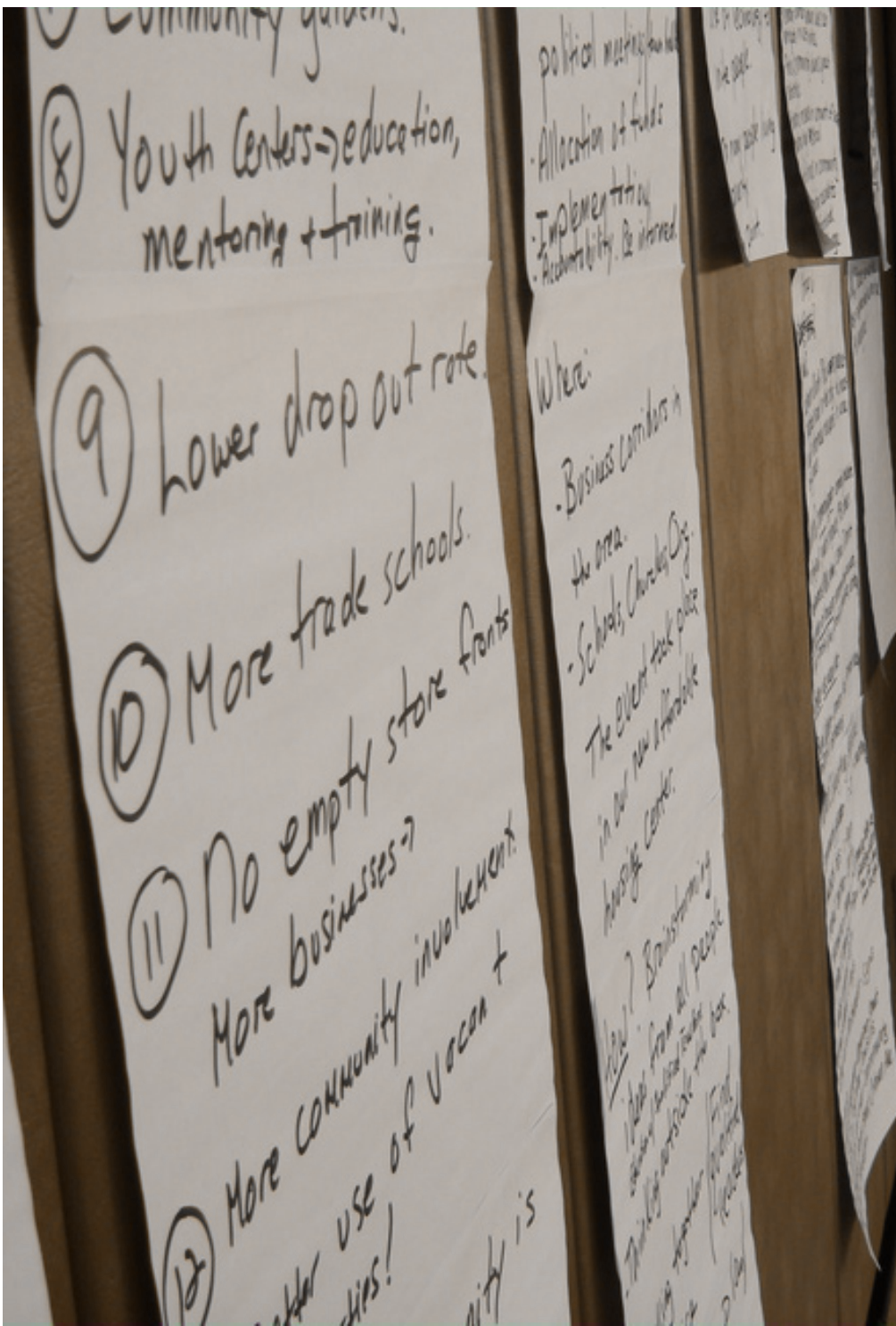
Department of Parks and Recreation
Fairhill Square
La Placita Park
Ludlow Youth Community Center
Rainbow de Colores Handball Court
Nelson Playground
Norris Square
Pennrose Playground

PHYSICAL

Edison Square (proposed)
Temple Rail Station improvements
Transit Oriented Development
Tree Tenders

RELIGIOUS ORGANIZATIONS

6th Street Mennonite Church
Al Aqsa Islamic Society
Bright Hope Baptist Church
Cookman United Methodist Church
Highway Temple of Deliverance
Living Water United Church of Christ
Midtown Parish United Methodist Church
Norris Square Presbyterian Church
Pentecostal Church of God
St. Boniface Church and School
St. Michael Roman Catholic Church
St. Peter Claver Catholic Worker House
Temple Presbyterian Church
West Kensington Ministries



V PROCESS

Work on this plan began in the summer of 2010, when APM recruited a team of 11 volunteers to interview 83 local leaders: pastors and politicians, educators and artists, block captains and non-profit managers, among others. Each local leader was asked to evaluate the community. What were its strengths and weaknesses? What opportunities did they see for the community, and what threats did it face?

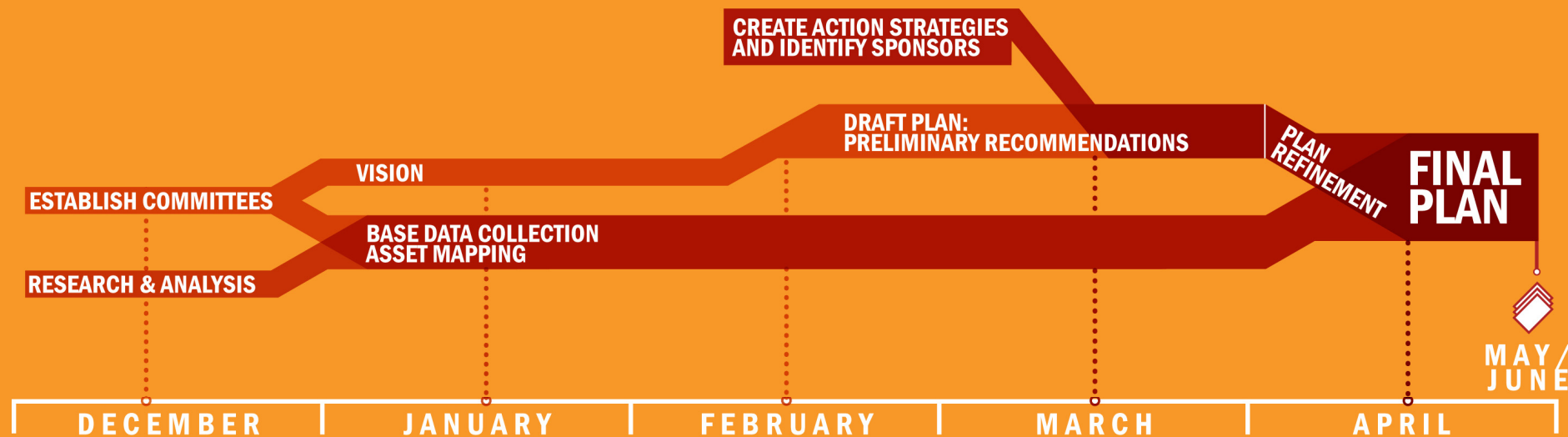
The portrait that emerged from those interviews was that of a diverse community with considerable human and institutional capital and a rapidly improving physical landscape. Those strengths were countered, the community leaders said, by crime and safety concerns, lack of meaningful collaboration among local organizations and too much reliance on government programs and subsidies by residents and institutions alike.

In November, the broader community was invited to join in, beginning with a well-attended Community Visioning Event at Kensington CAPA High School. There, working neighbor-to-neighbor, residents crafted the outlines of a vision for the area, while producing a lengthy community to-do list.

LISC and APM distilled that list into the seven focus areas: 1) Physical Environment, 2) Income and Wealth, 3) Economic Development, 4) Education, Children and Youth, 5) Healthy Environment and Lifestyles, 6) Leadership, and 7) Arts and Culture.

Resident-led committees were formed to dive deeper into each program area. They collected data. They mapped assets. They sat side by side with city officials, organization and institution leaders, and talked to local and national experts who were brought in by LISC and APM to share lessons from other communities.

Finally, the committees settled on a host of specific, real-world actions, and assigned those jobs to actual people and organizations within the community. This report reflects their hard work, and serves as a roadmap for achieving our vision.



SCHEDULE OF PLANNING ACTIVITIES

DECEMBER

- Kick Off Meeting to inform the community of the planning process and timeline.
- Research and analysis into existing conditions.

JANUARY

- Community Meeting to review visioning results and existing conditions data, map local assets.

FEBRUARY

- Community Meeting to develop vision statement and program area goals.
- Crime and Safety Roundtable with National LISC presentation on Com-

munity Safety Initiative.

MARCH

- Community Meeting to develop strategies, action steps, and sponsors.
- Education Roundtable to review education strategies.
- Community Meeting to review best practices from other communities.

APRIL

- Community meeting to review the draft plan and identify priorities.
- Leaders Roundtable to review draft plan.
- Community meeting to identify early action projects.

JUNE

Roll out of final plan!

*My vision is to live in a
community free of drugs
and crime, with beautiful
gardens and places for the
children to play.*

MAKE YOUR MARK. NOVEMBER 13, 2010

Community Visioning Event

FOR MORE INFORMATION VISIT: WWW.SOPHILLY.ORG

*Our
community
our ideas*



我的愿望是创建一个洁
净、没有毒品的安全社
区，这个社区有美丽的
花园和充足的儿童玩乐
空间。

MAKE YOUR MARK. NOVEMBER 13, 2010

Community Visioning Event

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*My vision is for a clean,
drug-free and safe
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MAKE YOUR MARK. NOVEMBER 13, 2010

Community Visioning Event

FOR MORE INFORMATION VISIT: WWW.SOPHILLY.ORG

*Our
community
our ideas*



COMMUNITY VISIONING EVENT

On November 13, 2010, **211** people came out to Kensington CAPA High School to meet their neighbors, share a meal, enjoy youth group performances, and dream about the future. Participants were broken into small groups to imagine their community in the year 2020 and then report back to the whole group.

They came up with a range of ideas that focused on COMMUNITY, BUSINESSES, EDUCATION, YOUTH, HOUSING, AFFORDABILITY, CRIME, and ACTIVITIES. The ideas fell within the program areas as follows:

30% of the ideas addressed **Education, Children & Youth** and called for better educational opportunities, more parent involvement, better graduation rates, more activities and places for children and youth to go, and more opportunities for their voice to be heard.

23% of the ideas addressed the **Physical Environment**, with vacant land management and transformation, and a mix of housing touched on most frequently.

17% of the ideas addressed **Healthy Environment and Life-styles** with participants envisioning a place that was safe, healthy and green.

11% of the ideas addressed **Leadership** with participants expressing the need for more a united and engaged community and better collaboration.

8% of the ideas addressed **Economic Development** with a vision of a thriving retail center with new and diverse businesses.

8% of the ideas addressed **Income & Wealth** with participants calling for more jobs and a better trained workforce.

3% of the ideas addressed **Arts & Culture** where artists and the diversity of the community would be promoted.

The responses generated through the stakeholder interviews and the community visioning event form the basis of the Vision Statement and Program Area Goals for the Quality of Life Plan. This Plan reflects the hard work of our community members, and serves as a roadmap for achieving our vision.



Top: Posters for the Visioning Events were translated into different languages reflecting the diversity of the community.
Bottom: Participants at the Community Visioning Event spent the day with their neighbors to imagine their future.

What is your vision?

"No drop outs"

"Ownership
Stability
Self pride
Citizenship
Responsibility"

"We want a
better future
for our children"

"We want the best
neighborhood we can
have for everyone"

"We want companies
to invest in our
neighborhood"

"The end of
drugs in the
community"

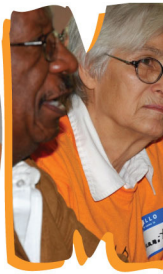
"More
businesses"

"Cleaner,
safer streets"

"More community
involvement"

"Greenest
neighborhood in
the city"

"Better use of
vacant
properties"





PHYSICAL ENVIRONMENT

GOAL

Our neighborhood will be clean and beautiful and will capitalize on its unique local assets including schools, diverse housing options and public transportation.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community has undergone dramatic change but continues to face challenges in its revitalization. As our community moves forward, we will need to address the following issues and build upon our unique assets.

- Even though things are improving, nearly every block in our community still suffers from the impacts of a high level of vacancy, poor maintenance, and illegal dumping of trash and construction materials that makes it appear neglected, feel unsafe, and is a barrier to investment.
- Our community is a patchwork of different land uses: **33%** of the land area is residential, **25%** is vacant land (of which **7%** is PHS cleaned vacant land), **12%** is industrial, **6%** is institutional, **5%** is commercial, and **5%** is vacant buildings.
- One of our neighborhood's strengths is **good access** to Center City and the region through public transportation and I-95.
- **Revitalization efforts**, including new development, homeownership, investment, and improved maintenance have improved the "look and feel" of the neighborhood.
- The abundance of **vacant land** presents both a challenge and an opportunity for redevelopment especially for the American Street Corridor and around Temple Regional Rail Station.
- **Affordability** is a major concern as neighborhood revitalizes and residents want to ensure that everyone will be able to stay in the community and benefit from its improvement.

"The streets are cleaner. The corners are not all infested with drugs. People have more pride than they did some time ago."
- Andre Mears, block captain

"The Pradera homes are a dream. Our kids run around in their own backyard, ride bikes in the street, a lot of us have gardens."
- Javier Rivera, local resident

ACTION STEPS are prioritized as follows:

!!! HIGH PRIORITY

!! MEDIUM PRIORITY

! LOW PRIORITY

STRATEGIES AND ACTION STEPS

1 Reduce blight by managing vacant land and buildings

!!! 1.1 Form a Neighborhood Stewardship Task Force

APM will form a Neighborhood Stewardship Task Force, with the assistance of the 26th District Police, that is trained in code enforcement to step up reporting of code violations and illegal dumping, and follow up on actions taken. As stewards of the neighborhood, the task force will be responsible for reclaiming and maintaining vacant properties.

!!! 1.2 Maintain vacant property inventory to assist with vacant property acquisition and redevelopment strategy

APM will partner with community organizations and City agencies to maintain a vacant property and ownership inventory that is updated and shared so a vacant property acquisition and redevelopment strategy can be formulated and implemented. Criteria for targeting vacant property should be defined based on proximity to assets, prominence in the community, code violations and nuisance, public ownership, and ease of acquisition.

!!! 1.3 Identify vacant properties that require immediate action for pilot projects

Once target areas have been established to shore up assets such as schools, parks and recreation centers, APM and PHS, along with community and City partners, will identify vacant properties in need of immediate attention as pilot projects for the Neighborhood Stewardship Task Force. Potential targets include the nuisance properties around 5th and York, the vacant storefronts around Germantown Avenue, and the vacancy surrounding Welsh Elementary School, McKinley Elementary School, and Nelson Playground.



!! 1.4 Repurpose vacant property for short-term community uses

Short term community uses help to activate vacant properties before development is feasible. APM, PHS, and their partners will consider short-term and temporary uses, such as temporary art installations, mobile vending and pop-up stores, and mobile community gardens.

!! 1.5 Repurpose vacant property for long-term community uses

APM, PHS, and their partners will also plan for long-term community uses that include development, green and recreational spaces, and art parks.

!! 1.6 Help residents and institutions obtain adjacent vacant lots

Scattered vacancy affects nearly every block in our community. APM, along with City and community partners, will assist interested residents and institutions in obtaining vacant lots for use as yards, playgrounds, and driveways.¹

¹ Currently, several tools exist to transfer ownership of vacant properties: City-owned property may be acquired through the Vacant Property Review Committee and properties with building code violations that pose a danger to the community may be obtained through Act 135, the Abandoned and Blighted Property Conservatorship Act.

2 Improve streets and public spaces

!!! 2.1 Activate neighborhood clean ups

A clean and attractive public realm is a community priority. APM and community partners will develop an anti-litter public education campaign and coordinate community clean ups through an active block captain network and resident volunteer corps.

!! 2.2 Build Adopt-a-Litter-Basket program and advocate for more City trash cans

Our community needs more trash cans, particularly in commercial areas and around corner stores. APM and Kensington South Neighborhood Advisory Committee (KSNAC) will work with the Philadelphia More Beautiful Committee (PMBC) to help block captains and community groups obtain additional trash cans through the Adopt-a-Litter-Basket program and devise a maintenance program involving local businesses.

!! 2.3 Improve lighting in the neighborhood

APM will work with the Streets Department to ensure public places such as schools, recreation centers, parks, and commercial areas have adequate street lighting to promote safety. Lighting private properties will be advanced by encouraging businesses to install exterior lighting, and by launching a porch light program for residents. Where possible, solar lighting can be used to reduce costs.

!! 2.4 Improve streetscape

APM will work with the Streets Department and the Philadelphia Water Department (PWD) to improve the streetscape and encourage property owners to make property improvements that heighten curbside appeal and enhance the pedestrian experience. This includes repairing sidewalks, upgrading fencing to eliminate barbed wire chain link fences, adding color to buildings, poles and sidewalks, adding signage, and installing planters and window boxes.



Streetscape improvements include adding color, pedestrian lighting, and planters.
(Source: Germantown Avenue Master Plan, APM, 2009)

!! 2.5 Redesign targeted streets and intersections

Improvements such as crosswalks, bump-outs, raised curbs, accessible ramps, and street plantings enhance safety and appearance, and will make our community more walkable. The Safe Routes to School program can be used to make these safety improvements and support public art interventions. APM will work with the Streets Department and PWD to target schools, recreation centers, parks, and commercial areas, such as Germantown Avenue, Lehigh Avenue, and American Street, for such improvements.

Specific projects include:

- The re-connection of Dauphin and 4th Streets since they are major streets and their termination at the Welsh ball fields result in confusing traffic flows and dead ends with little natural surveillance.
- Better east-west connections across American Street to link our neighborhood with neighborhoods to the east through greening and streetscape enhancements.

3 Provide a range of housing options to promote a diverse community

!! 3.1 Develop mixed income housing

Our community already contains a mix of different incomes and household types which the Action Steps seek to promote further. Community revitalization and de-concentration of poverty is the goal of this strategy. The sustained efforts of organizations such as APM and Norris Square Civic Association (NSCA), in partnership with the City and Office of Housing and Community Development (OHCD), to build a market for housing have over time have produced a range of housing options in the service of equitable development which creates a balance that does not displace existing residents but accommodates other incomes and lifestyles.

! 3.2 Work with Temple University to market the neighborhood for employees

Temple University offers forgivable loans to full-time em-

ployees to purchase homes in surrounding neighborhoods, including ours, through their Employee Home Ownership Program. This program is available to all full-time employees of the university, not just professors but also workers in maintenance, food services, medical, secretarial and the full range of support services. (<http://www.temple.edu/hr/departments/benefits/homeownership.htm>)

4 Reinforce and strengthen community assets

!!! 4.1 Develop community center/meeting place

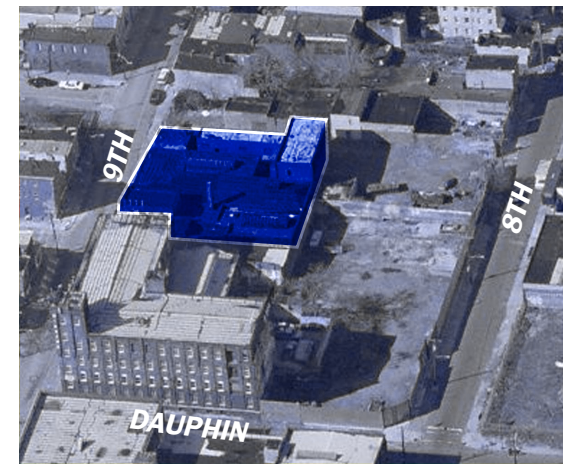
Our community has expressed a need for space to hold events and meetings. In the short-term, underutilized space in existing recreation centers, schools, and churches can be maximized; in the long-term, APM and PHA will work with the Parks Department and other partners to develop a new community center. A potential site is the redevelopment of a meeting space at 11th and Cecil B. Moore.

! 4.2 Make use of vacant warehouse spaces for business/manufacturing

APM will examine the potential of repurposing large former warehouse and factory buildings in the neighborhood for new businesses. Several vacant warehouse and manufacturing buildings are located along 7th at Germantown and Berks, and on 9th between York and Dauphin. Floracraft, which occupies a building on 7th between York and Dauphin, is planning to move its operations.

!!! 4.3 Support transformative projects such as transit-oriented development and LEED Neighborhood Development certification

The Temple Regional Rail Station is an important asset that connects to the city and region. Plans are already afoot around the rail station to better connect it to the surrounding neighborhoods, encourage the use of transit and alternative forms of transportation, and encourage foot traffic to support development. Projects under way include SEPTA and Street Department public space and safety improvements in and around the station.



Key vacant manufacturing and warehouse space in the APM/SCI eastern North target area.



Transit oriented development at the Temple Regional Rail Station. (Source: WRT)

APM in partnership with Jonathan Rose and with predevelopment and construction grants from LISC is moving forward with a mixed use transit-oriented development at 9th Street right next to the station. The project will have a major impact on the neighborhood, strengthening the connection to Temple University and encouraging transit use. It will also emphasize sustainability and seek LEED Neighborhood Development certification.

5 Help property owners maintain and improve property

!!! 5.1 Advertise available home improvement programs and assist resident applications

APM, along with Ceiba, will connect residents to home improvement programs such as residential façade improvement, Basic Systems Repair Program, Targeted Housing Preservation Program, Homeownership Rehabilitation Program, and Adaptive Modifications Program.

!! 5.2 Provide workshops and incentives to improve properties

APM and its partners will teach residents about how to improve curb appeal and reduce their environmental footprint. Topics include house maintenance and repair, energy efficiency, green retrofits, recycling, and beautification. Hall of Dreams Gardening Club promotes beautification through incentives, competitions, and awards, an initiative that can be expanded throughout our community.

!! 5.3 Define target areas for repair and rehabilitation that build on assets

APM currently has a weatherization program in the pipeline and will assist residents to improve and maintain properties to strengthen existing investment in the community. APM and Ceiba will work with the Planning Commission to identify target areas to reinforce community assets.

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
PHYSICAL ENVIRONMENT						
STRATEGY 1: REDUCE BLIGHT BY MANAGING VACANT LAND AND BUILDINGS						
High	1.1	Form neighborhood stewardship task force	APM , 26th District PPD, OHCD	L&I, Block captains, Town Watch, Mayor's Office of Community Services, Managing Director's Office, 311, PHS	Formation of task force	1
High	1.2	Share vacant land databases to assist with vacant property acquisition and redevelopment strategy	APM , RDA, PHA, KSNAC, PWD, OHCD		Regular updates	1
High	1.3	Identify vacant properties that require immediate action for pilot projects	APM, PHS , RDA, PHA, KSNAC, PWD, OHCD	L&I, Block Captains		1
Medium	1.4	Repurpose vacant land for short-term community uses	APM, PHS , PHA, KSNAC, PWD, Semilla Arts Initiative, OHCD	Gardening club, Neighborhood Garden Association Land Trust	Number of lots repurposed	1
Medium	1.5	Repurpose vacant land for long-term community uses	APM, PHS , PHA, KSNAC, PWD, OHCD		Number of lots repurposed	4-5
Medium	1.6	Help residents and institutions obtain adjacent vacant lots	APM , NSCA, RDA, PHA, MOS		Number of lots obtained	2-3
STRATEGY 2: IMPROVE STREETS AND PUBLIC SPACES						
Medium	2.1	Activate network of neighborhood clean-ups	APM , KSNAC, NSCA, Esperanza , 26th District	Block Captains, PMBC	Number of clean ups	1
Medium	2.2	Build Adopt-A-Litter-Basket program and advocate for more City trash cans	APM , KSNAC, World Peace Plus, Streets Dept	Block Captains, PMBC	Number of trash cans	1
Medium	2.3	Improve lighting in the neighborhood	APM , Streets Dept, SEPTA	Philadelphia Neighborhood Housing, PECO	Number of target areas, lights	2-3
Medium	2.4	Improve streetscape	APM , Streets Dept, PWD, Semilla Arts Initiative		Number of improvement projects	1
Medium	2.5	Redesign targeted streets and intersections for safety and appearance	APM , Streets Dept, PWD	Safe Routes to School	Number of improvement projects	4-5
STRATEGY 3: PROVIDE A RANGE OF HOUSING OPTIONS TO PROMOTE A DIVERSE COMMUNITY						
Medium	3.1	Develop mixed income housing	APM , NSCA, RDA, PHA, OHCD		Number of units	1
Low	3.2	Work with Temple University to market the neighborhood for employees	APM , RDA	Temple	Number of employees participating	1
STRATEGY 4: REINFORCE AND STRENGTHEN COMMUNITY ASSETS						
High	4.1	Develop community center/meeting space	APM, PHA , NSCA, Parks Dept, 26th District PPD, Temple, SEPTA		Development of center	4-5
Low	4.2	Make use of vacant warehouse spaces for business/manufacturing	APM , Semilla Arts Initiative	PIDC, Commerce Dept.	Number of buildings repurposed	4-5
High	4.3	Support transformative projects such as Transit-Oriented Development and LEED Neighborhood Development certification	APM , RDA, PHA, PHS, MOS, OHCD, SEPTA,	Mural Arts	Development of TOD, LEED application	1
STRATEGY 5: HELP PROPERTY OWNERS MAINTAIN AND IMPROVE PROPERTY						
High	5.1	Advertise available home improvement programs and assist resident applications	APM , Ceiba		Number of applications	1
Medium	5.2	Provide workshops and incentives for house maintenance, repair, energy efficiency, green retrofits, beautification	APM , Recycling Rewards, PWD, Ceiba		Number of workshops, participants	1
Medium	5.3	Define target areas for repair and rehabilitation that build on assets and active neighborhood involvement	APM , Planning Commission, Ceiba		Number of rehab projects	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, KSNAC = Kensington South Neighborhood Advisory Committee, L&I = License and Inspection, MOS = Mayor's Office of Sustainability, NSCA = Norris Square Civic Association, OHCD = Office of Housing and Community Development, PIDC = Philadelphia Industrial Development Corporation, PHA = Philadelphia Housing Authority, PHS = Pennsylvania Horticultural Society, PMBC = Philadelphia More Beautiful Committee, PPD = Philadelphia Police Department, PWD = Philadelphia Water Department, RDA = Redevelopment Authority



INCOME & WEALTH

GOAL

Residents will be well-trained for a variety of jobs and have access to services that support economic growth.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community is significantly poorer than the city as a whole. Too many residents are unable to support themselves and their families, and there are very few opportunities for upward mobility. Economic sustainability is one of the greatest challenges facing our people. For this reason we must focus on building the income and assets of our residents in order to help them build a better quality of life.

- Median household income in 2009 was **\$18,655** a 4.7% increase from 2000.
- An average of **42** new workers have been added between 2002-2008.
- Workers earning over **\$40,000** have increased between 2002-2008 to make up almost 16% of the workforce.
- Area **institutions** are an asset that have the potential to provide residents with training and job opportunities.
- There are numerous **service providers** in the area committed to helping residents achieve self-sufficiency, but better coordination and public education is needed to facilitate residents' access to services.
- Many residents have a "6 block mentality" which limits their horizons and lack the connections needed to move beyond their immediate circumstances.

"When we strengthen family finances, we strengthen the local economy." - Will Gonzalez, Ceiba

"People want to work, but where are the jobs?"
- Joseph Wanamaker,
Ludlow CDC

STRATEGIES AND ACTION STEPS

1 Create a better trained workforce and develop job opportunities

!!! 1.1 Create a Financial Opportunity Center (FOC) for employment and financial resources

There are 32 FOCs in LISC Sustainable Communities sites all across the country. FOCs provide integrated services including employment placement, career improvement, financial education and coaching, and public benefit access. These Centers give us a blue print for creating Philadelphia's first FOC here in our community in partnership with neighborhood agencies. APM and Congreso de Latinos Unidos, along with other community agencies, currently run programs that fulfill some piece of FOC services, and PHA is considering the redevelopment of a community and workforce center, adjacent to the target neighborhood.

!! 1.2 Recruit local professionals for mentoring and training programs

The institutions in our community are home to a talented pool of professionals who can be drawn upon to lend their expertise to training programs. Beyond skills training, these trainers can also serve as mentors to help residents break through barriers by helping them develop the professional networks that are key to upward mobility. PHS and Esperanza will assist in this initiative.

!! 1.3 Partner with local businesses and institutions to train and hire local residents and older youth

PHA's Office of Workforce Development will partner to connect residents to local employment opportunities. Businesses in the American Street Empowerment Zone, Centro de Oro and Germantown/Lehigh corridors, and institutional employers such as schools, utilities and medical centers are prime employment opportunities for residents who have the right skills. Job training and placement programs should identify the skills needed by these businesses and work with them to develop tailored training programs for local residents, including older youth.

!! 1.4 Hold a local job fair

A regular job fair involving these businesses and institutions can be held to recruit new hires and give residents the opportunity to network, have their resumes reviewed, and hold informal interviews.

!!! 1.5 Use local rehab and construction projects as an opportunity for workforce training

Faith Enterprises, the Village of Arts and Humanities, and NSCA, along with City agencies, will partner with training programs to offer residents hands-on opportunities to gain skills while bringing vacant properties into productive use again. These can also be opportunities to encourage green building techniques.

!!! 1.6 Develop programs to bridge the digital divide

APM is the local partner for the Digital Inclusion program which combines youth IT training with community service to spread the benefits throughout the community. The program will potentially be housed at the new Hartranft Computer Lab. Computer labs in the community can expand beyond basic computer training by offering economic development-focused programs that build entrepreneurial capacity through technology, business training and technical assistance.

! 1.7 Develop health care training programs

Home and community-based direct care have been identified as among the top ten fastest growing industries in the state. Training can position residents for jobs in the senior housing centers, health centers and hospitals around our community, and also help older residents in the community age in place. Kensington Hospital will work with area universities to develop programs. The SCI West Philadelphia health care training program, a combination of part-time work and part-time study at Community College of Philadelphia, could be a model.

JOB TRAINING PRECEDENTS

WEST PHILADELPHIA SKILLS INITIATIVE is a University City District program that provides intensive education and training for residents and then matches them with jobs at the prestigious universities and medical centers right in their community. They also offer service learning and internship programs for school-age youth. www.universitycity.org/ucd_programs/west-philadelphia-skills-initiative

YOUTHBUILD CHARTER SCHOOL provides out-of-school youth with a chance to earn their diploma while combining on-the-job skills and community service. Skills programs include the building trades, health care, and IT. Students in the building trade program work as subcontractors to rehabilitate abandoned houses on behalf of the City or a community development corporation. www.youthbuildphilly.org/



EX-OFFENDER JOB RE-ENTRY

IMPACT SERVICE CORPORATION has worked with ex-offenders since 1974. Its programs include the 'HOW Program' a job-placement program for drug offenders and the JOBS Project working with inmates in the Philadelphia County Prison System to reduce recidivism.
www.impactservices.org/employment/reentry.php



PARTNERSHIP CDC's GREEN PROFESSIONALS TRAINING INITIATIVE, implemented in conjunction with SCI West, provides green building industry training to ex-offenders and is part of a community initiative that provides green energy education and eco roof installation to homeowners.

!! 1.8 Support work release programs for ex-offenders

Helping ex-offenders re-enter the workforce and community life are key to preventing recidivism. Faith Enterprises and the Village of Arts and Humanities will work to re-integrate ex-offenders into the community through work release programs that are plugged into community projects.

! 1.9 Create English and cultural acclimation programs for new immigrants entering the workforce

The cultural diversity of our community means that special attention needs to be given to making sure new immigrants have the skills needed to be self-sufficient, including pre-job training programs in English language and American workplace culture. Promoting successful economic mobility within the first generation of immigrants is key to the future success of our community as a whole. Congreso de Latinos Unidos and the Arab-American Community Development Corporation provide ESL and GED programs, as well as other immigrant services.

2 Educate residents about attaining financial self-sufficiency

!! 2.1 Provide homeownership classes and counseling for potential and existing homeowners

To develop neighborhood stability, APM, NSCA, Congreso, and Ceiba will promote homeownership. PHA also offers homeownership programs which give qualified residents the opportunity to buy the homes they occupy through lease-to-own and mortgage subsidies (www.pha.phila.gov/resident-services/homeownership/homeownership-home.aspx).

!! 2.2 Provide financial planning and education services

NSCA and Ceiba, will help residents manage their money and plan for goals. Other financial tools include organizing a local Financial Advancement Network (FAN) Club that offers workshops, classes and member support and encouraging eligible residents to take advantage of Individual Development Accounts which provide matching funds if saving goals are met.

!! 2.3 Educate residents about public benefit eligibility and assist with application

Public benefits, energy assistance, Earned Income Tax Credits, property tax and rent abatement for low-income senior and disabled residents are among some of the assistance programs that can help a struggling family make ends meet, but accessing them can be a confusing maze. The FOC will provide a centralized access point for public benefits and work in tandem with partner organizations, such as PHA, NSCA, and Congreso,

3 Provide coordinated social services

!!! 3.1 Conduct inventory and create directory of services

While there are numerous providers in our community that offer essential services covering all of the program areas, leaders and residents express concern that certain services are still lacking. PHA's Office of Workforce Development will partner with other organizations in our community to conduct a comprehensive service inventory to identify these gaps. The results of the inventory can then be compiled into a directory of services.

!! 3.2 Develop a network for service providers to share information and explore potential partnerships

The process of conducting an inventory of services also lends itself to information sharing so that all providers are aware of what services already exist and can pass that information to their constituents. The SCI Implementation Committee will help to create an information network so providers can identify where they might start to fill in the gaps or form partnerships to enhance and expand available services.

! 3.3 Mobilize resources for basic needs and coordinate distribution

The need for basic needs, particularly food, is an acute one in the study area. PHA's Office of Workforce Development and Esperanza will partner to help institute better standards and coordinate distribution so it is clear to residents when and where these resources can be accessed.

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
INCOME & WEALTH						
STRATEGY 1: CREATE A BETTER TRAINED WORKFORCE AND DEVELOP JOB OPPORTUNITIES						
High	1.1	Create a one-stop shop for job and financial resources	APM, LIISC , APM, Congreso, Esperanza, PHA-Office of Workforce Development	Midtown Parrish, NSCA, PWDC, Al Dia, Temple, CCP	Number of programs, participants, GEDs, job placement	2-3
Medium	1.2	Recruit local professionals for mentoring and training programs	PHS, Esperanza	Curtis Thomas, PWDC, Careerlink, Temple	Number of recruits	1
Medium	1.3	Partner with local businesses to train and hire local residents and older youth	PHA-Office of Workforce Development, Esperanza	PGW, EARN centers, PWDC, Careerlink, American Street Empowerment Zone	Number of businesses, participants, job placements	2-3
Medium	1.4	Hold a local job fair	PHA-Office of Workforce Development		Number of business/institutions, participants, job placements	2-3
High	1.5	Use local rehab and construction projects as an opportunity for workforce training and green retrofits	Faith Enterprises/Village , APM, NSCA, PWD, PHS, PHA-Office of Workforce Development	APM, HACE, WCRP, YouthBuild, GPUAC, ECA Green Jobs Training Center, Habitat for Humanity	Number of rehab projects, participants	2-3
High	1.6	Develop programs to bridge the Digital Divide	APM	Managing Director's Office, Empowerment Group	Number of programs, participants	1
Low	1.7	Develop health care training programs	Kensington Hospital	CCP, Community Health Collaborative, Temple, Girard Medical Center, YouthBuild	Number of programs, participants, job placement	2-3
Medium	1.8	Support work release programs for ex-offenders	Faith Enterprises/Village , Semilla Arts Initiative	JEVS (ACT), Ready, Willing & Able, Impact Services	Number of programs, participants, job placement, recidivism rate	2-3
Low	1.9	Create English and cultural acclimation programs for new immigrants entering the workforce		Temple, Congreso, PHA, PWDC, CCP, Philadelphia Welcoming Center	Number of programs, participants, job placement	2-3
STRATEGY 2: EDUCATE RESIDENTS ABOUT ATTAINING FINANCIAL SELF-SUFFICIENCY						
Medium	2.1	Provide homeownership classes and counseling for potential and existing homeowners	APM , NSCA, Ceiba, Congreso	PHA, OHCD	Number of classes, participants, home purchases	1
Medium	2.2	Provide financial planning and education services	APM, LIISC , NSCA, Ceiba	PHA, OHCD, GPUAC	Number of services, participants, income	1
Medium	2.3	Educate residents about public benefit eligibility and assist with application	APM, LIISC , PHA-Office of Workforce Development, NSCA, Congreso	Benefit Bank, Midtown Parrish, GPUAC, United Way	Number of applications	1
STRATEGY 3: PROVIDE COORDINATED SOCIAL SERVICES						
High	3.1	Conduct inventory and directory of services	PHA-Office of Workforce Development, Esperanza	APM, Managing Director's Office, Temple	Survey conducted	1
Medium	3.2	Develop a network for service providers to share information and explore potential partnerships	SCI Implementation Committee, PHA-Office of Workforce Development, Congreso, Esperanza	APM, Concilio, PWDC, Commerce Dept, EG	Number of providers	1
Low	3.3	Mobilize resources for basic needs (food, shelter, clothing) and coordinate distribution	PHA-Office of Workforce Development, Esperanza	Philabundance, Salvation Army, Free Library	Number of people served	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, CCP = Community College of Philadelphia, ECA = Energy Coordinating Agency, EG = Empowerment Group, GPUAC = Greater Philadelphia Urban Affairs Coalition, NSCA = Norris Square Civic Association, PHA = Philadelphia Housing Authority, PHS = Pennsylvania Horticultural Society, PWDC = Philadelphia Workforce Development Corporation, PGW = Philadelphia Gas Works, PWD = Philadelphia Water Department, RDA = Redevelopment Authority, WCRP = Women's Community Revitalization Project, Village = Village of Arts and Humanities



ECONOMIC DEVELOPMENT

GOAL

Our neighborhood will be home to a diverse range of businesses that provide residents with jobs and meet the needs of the community as well as visitors.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community has potential for economic growth and an enterprising spirit that has cultivated an increasing number of small businesses. However, the area still lacks adequate commercial options for residents to meet their needs within the community.

- There is little commercial development within the neighborhood, but **Borinquén Plaza** is a retail asset.
- Commercial uses account for **9%** of the land area. **52%** of the commercial parcels are mixed use, **25%** auto-related, **17%** retail, and **6%** office.
- Mixed use development with a focus on new **office space, housing, restaurants**, and community-serving **retail** has been identified for long-term commercial revitalization
- The **proximity** of the area to job centers nearby and in Center City and the region is a great asset, but stakeholder interviews reveal a concern that there is not enough job opportunity for residents, especially low-skilled workers.
- Opportunities for economic development exist in the area's major corridors — **American Street** and **Germantown Avenue** — which have the potential to become centers of employment and shopping for the community and beyond.
- Major employers in the study area and along American Street employ approximately **2500** people, and Temple University, just outside the study area, employs an additional **3000** people.
- There is a culture of **entrepreneurship**, especially in the Latino community, but not enough support for entrepreneurial capacity building to diversify the commercial mix in the community.

"We are close to Center City. Next door to Temple. And Fishtown and Northern Liberties are booming. We should be optimistic."
- Rose Gray, APM

"When we gave our store a facelift, people noticed. The whole block looked better."
- Edward Pagan, Caribe Beer

STRATEGIES AND ACTION STEPS

1 Support existing local businesses

!!! 1.1 Create a marketing campaign to attract shoppers to local businesses

The Empowerment Group will work with partners to launch a Buy Local marketing campaign and business directory to highlight local businesses.

!! 1.2 Coordinate small business assistance

The Empowerment Group, Commerce Department and Temple Small Business Development Center will work to ensure existing small business owners are plugged into all available programs and supports, such as technical assistance and loans.

2 Encourage new businesses

!!! 2.1 Provide entrepreneurship classes and technical assistance

There are budding entrepreneurs in our community who are interested in opening businesses in the neighborhood but lack the appropriate tools to do so. The Empowerment Group will connect residents to their programs, resources and support, including classes, technical assistance, and access to technology.

! 2.2 Recruit franchises

Based on market data from the Germantown Avenue Master Plan, franchises can be identified that could be supported by the local population. A concerted effort can be made to recruit appropriate franchises as anchors for retail centers and corridors that complement successful neighborhood businesses and encourage other small businesses to open. The design of such franchises should be pedestrian-friendly, in keeping with the urban character of the neighborhood and avoid suburban-style site plan templates.

! 2.3 Target vacant storefronts for redevelopment

Existing vacant storefronts should be prioritized for redevelopment, particularly along former and struggling commercial corridors. Potential partners, such as the Commerce Department, could be consulted in developing a marketing plan for vacant commercial properties that includes research into available development incentives and public art in storefronts and commercial corridors, using the public art plan for the commercial corridor at Germantown and Lehigh as an example.

!!! 2.4 Encourage mobile vendors and temporary commercial uses on vacant property

Opening a new business in a storefront location may be too expensive for some fledgling entrepreneurs. Mobile vending, such as fresh produce trucks and temporary pop-up commercial uses, are lower cost alternatives that have little overhead and allow new businesses to experiment and test the market, and can jumpstart the redevelopment of commercial corridors. The Empowerment Zone (EZ) can provide information on vacant property, and coordination between property owners, License & Inspection, and City Council will be required.

!!! 2.5 Work with the City to attract job-creating industries to American Street

American Street has a long history of industry and still maintains the infrastructure, such as large parcels and warehouse and factory buildings, to support business and manufacturing. The EZ, Commerce Department, and Philadelphia Industrial Development Corporation (PIDC) are working to attract businesses to American Street. The Commerce Department compiles and distributes lists of available properties. The American Street EZ will recruit more board members to facilitate economic development in the area and has approved a 12-month rental rebate program for businesses locating or expanding in the American Street EZ.



Strategies for generating commercial activity include a Buy Local campaign, mobile vending, and activating vacant properties, even if it is just temporary.

3 Create clean, safe and inviting commercial areas

!!! 3.1 Hire cleaning crew and safety patrol for commercial areas

The American Street EZ and Commerce Department are interested in partnering with businesses to explore the potential of a Business Improvement District to handle cleaning and safety on American Street, Lehigh Avenue and Berks Street. This would improve the look and feel of the area to attract customers.

!! 3.2 Improve commercial facades, lighting, signage, planters, security gates

In addition to presenting a clean environment for customers, businesses can upgrade the appearance of the face they present to customers. This includes making facade improvements, adding lighting and well-maintained

signage, see-through security gates so commercial corridors don't appear shuttered, and plantings to improve the pedestrian appeal. The PWD will serve as a partner in this effort through its Green Streets Program, along with Semilla Arts Initiative and Esperanza.

!! 3.3 Enhance gateways into the community

Underutilized spaces, such as traffic triangles, are opportunities to create gateways with public art and landscaping. Gateways add character and contribute to the identity of community and commercial areas. PHS and PWD projects around Borinquén Plaza have already jumpstarted the improvement of the main commercial area. APM will work with partners to create gateways at the intersections of Germantown Avenue with York, Dauphin, Susquehanna, and Montgomery Streets, and at the new transit-oriented development at Norris and Berks Streets.

4 Build a strong, community retail center

!!! 4.1 Develop programming for Borinquén Plaza

Borinquén Plaza is currently the only major commercial development within the study area. APM's new Borinquén La Placita Park is a major improvement to the shopping center that reinforces its role as a community center and offers new space for events. PHS and the 26th District Police are also committed to strengthening it as a community retail center by helping to organize community events.

!! 4.2 Target Germantown Avenue around Borinquén Plaza for new business development

With Borinquén Plaza as an anchor, Germantown Avenue is a good candidate for expanding commercial development given the number of vacant commercial properties and the unique theater building. As Germantown Avenue regains its commercial standing, an eventual goal can be to grow businesses further along Germantown Avenue to connect to Germantown/Lehigh, creating a continuous commercial corridor.

!! 4.3 Encourage participation in local business association

As businesses get off the ground, they can consider joining their local business association. The American Street Business Advisory Committee, part of the American Street/Erie Avenue Business Association managed by Impact Services, meets quarterly and could be re-energized by new membership.



Rendering of the underutilized triangle at 6th and Susquehanna as a gateway plaza to support a revitalized Germantown Avenue commercial corridor. (Source: Germantown Avenue Master Plan, APM, 2009)

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
ECONOMIC DEVELOPMENT						
STRATEGY 1: SUPPORT EXISTING LOCAL BUSINESSES						
High	1.1	Create a marketing campaign to attract shoppers to local businesses	EG , Village, Commerce Dept, Dominican Grocers Assoc., Kensington Hospital		Survey conducted	1
Medium	1.2	Coordinate small business assistance	EG , Commerce Dept, Temple SBDC	Temple Fox School of Business	Number of businesses	1
STRATEGY 2: ENCOURAGE THE DEVELOPMENT OF NEW BUSINESSES						
High	2.1	Provide entrepreneurship classes and technical assistance	EG	Temple SBDC, FINANTA, GPUAC-Entrepreneur Works, Greater Philadelphia Hispanic Chamber of Commerce	Number of classes, participants, new businesses	1
Low	2.2	Recruit franchises		Commerce Dept	Number of franchises	4-5
Low	2.3	Target vacant storefronts for redevelopment	APM	EG , Commerce Dept, SBDC	Number of redevelopment projects	2-3
High	2.4	Encourage mobile vendors and temporary mobile retail on vacant property	Empowerment Zone	RDA, PHA, APM, Village, Food Trust	Number of vendors	2-3
Medium	2.5	Work with the City to attract job-creating industries to American Street	PIDC, Commerce Dept, Empowerment Zone		Number of businesses, new jobs	4-5
STRATEGY 3: CREATE CLEAN, SAFE AND INVITING COMMERCIAL AREAS						
High	3.1	Hire cleaning crew and safety patrol for commercial areas	Empowerment Zone, Commerce Dept		Formation of cleaning/safety crew	2-3
Medium	3.2	Improve commercial facades, lighting, signage, planters, security gates	PWD (Green Streets program), Semilla Arts Initiative, Esperanza	Commerce Dept, Planning Commission, Mural Arts, Streets Dept, EG, Village	Number of improvement projects	2-3
Medium	3.3	Enhance gateways into the community	PHS , APM, Streets Dept, PWD, Village, Semilla Arts Initiative, Taller Puertorriqueño		Number of gateway projects	4-5
STRATEGY 4: BUILD A STRONG COMMUNITY RETAIL CENTER						
High	4.1	Develop programming for Borinquén Plaza	APM, 26th District, PHS, Semilla Arts Initiative	EG , FINANTA, Empowerment Zone	Number of programs, attendees	1
Medium	4.2	Target Germantown Avenue around Borinquén Plaza for new business development	APM	APM, EG, Chamber of Commerce	Number of new businesses	4-5
Medium	4.3	Encourage participation in local business association	American St. Empowerment Zone, 26th District PPD	APM, EG, Commerce Dept	Number of members, regular meetings	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, EG = Empowerment Group, GPUAC = Greater Philadelphia Urban Affairs Coalition, PHS = Pennsylvania Horticultural Society, PIDC = Philadelphia Industrial Development Corporation, PWD = Philadelphia Water Department, RDA = Redevelopment Authority, SBDC = Small Business Development Center, Village = Village of Arts and Humanities



EDUCATION, CHILDREN & YOUTH

GOAL

Abundant opportunities for training and education will be available for all members of the community from children to adults, with a high level of engagement and collaboration between parents, teachers and students to meet educational goals. Children and youth of all ages will have places to go and activities that keep them interested and engaged in shaping their community and their future.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community suffers from low education attainment and high drop out rates, which impacts the ability of residents to meet their full potential.

- **51%** of adults in 2009 graduated from high school, a 16% increase from 2000, but still leaving **49%** without a high school diploma.
- Residents with college degrees have nearly doubled since 2000 to over **5%** of the population.
- High levels of **truancy** and **drop outs** are cited as major concerns for the community.
- The lack of **parental and guardian involvement** in their children's education is cited as a major barrier to better student performance.
- New schools have been built in the surrounding community, namely **Julia Burgos, Kensington CAPA,** and **Hunter**.
- Schools in the study area vary widely in performance with roughly half ranking in the top third and half ranking in the bottom third.
- The charter school movement and **alternative education** programs have offered more options and promising outcomes.
- The proximity of **Temple University** is an asset that can be used to support educational initiatives in the community.

The only problem here is education, everything stems from that.

No education = no jobs.

STRATEGIES AND ACTION STEPS

1 Engage youth with programming to reduce truancy and increase graduation rates

!!! 1.1 Create a 100% Graduation Rate and Stay in School program for at-risk students

Youth United for Change (YUC) will lead community partners to develop comprehensive dropout programs that target at-risk students. Several models exist for reference: the Philadelphia Education Fund is piloting a dropout prevention model in three public schools that uses intensive intervention methods, combining academic support, mentoring and social work, to keep at-risk children in school, while the Graduation Coach campaign at Congreso de Latinos Unidos helps adults reach out to youth to keep them in school.

!! 1.2 Investigate potential of Promise Neighborhood model

The Promise Neighborhood Initiative borrows from the Harlem Children's Zone model which creates a cradle-to-college continuum of support that links education, health, family, and targeted community and economic development to boost graduation rates and community revitalization. APM and its community partners will examine the feasibility of such an initiative. Neighborhoods that are not federal grantees can still utilize the tools of the initiative through the Promise Neighborhoods Institute at PolicyLink (www.promiseneighborhoodsinstitute.org).

!!! 1.3 Support coordinated service-based learning linked to community projects and harness university students for internships

Hands-on learning opportunities benefit both students and the community organizations they serve. Need in Deed and Temple's Community Learning Network will partner with community organizations to develop a coordinated system for turning community projects into service learning curricula. University education and social work programs place students in practicums and

internships as part of their training. Community groups can contact the university professional development directors to provide these placements and access work-study funds where possible.

! 1.4 Develop opportunities for field trips to expose kids to new experiences

Exposing children and youth to new environments provides an invaluable window into new possibilities for their future. Several community partners, including Village for Arts and Humanities, Semilla Arts Initiative, and Aspira, have signed on as partners to develop field trip opportunities. Additionally, Urban Blazers is working with the Hope Partnership for Education and Penrose Playground to provide hands-on learning through outdoor activities. (www.urbanblazers.com)

!!! 1.5 Develop evening activities to provide a safe place for kids to go

To address the dangers that kids face, the Village of Arts and Humanities and its partners will work to provide safe places in the evening when afterschool programs let out. A precedent is the Summer Night Lights program in Los Angeles which targets at-risk youth by keeping parks lit at night and offering extending youth programming in the summer months with a resulting reduction in crime. (<http://mayor.lacity.org/Issues/GangReduction/SummerNightLights/index.htm>)

!!! 1.6 Use youth leaders to develop new programs for older youth

YUC, along with its partners PHA and the Parks Department, will work with youth leaders to develop new programs that target older and out-of-school youth, which have been identified as insufficient to support the needs in the community.

!! 1.7 Develop and publicize local college scholarship funds and assistance

The School District maintains a Scholarship Warehouse and its new Rivera Parent and Family Resource Center, which also houses a Philadelphia Education Fund

DROPOUT PREVENTION

Drop-out prevention programs take a multifaceted approach to the reasons children leave school. They focus on areas such as academic improvement, attendance/truancy, behavior management/discipline, bullying/violence, career education, community collaboration, extended-school/summer program, family/parental involvement, literacy development, substance abuse, virtual learning, and life skills training.

Several national resources exist for parents and educators:

ATTENDANCE WORKS provides resources and tools (including for parents) to support increased school attendance
www.attendanceworks.org

DROPOUT PREVENTION is a clearinghouse for resources and strategies related to dropout prevention.
www.dropoutprevention.org

NO DROPOUTS is an online dialogue showcasing how different communities are dealing with dropout prevention.
www.nodropouts.org



College Access Center, is a good portal for learning about scholarships and financial assistance, receiving individualized college advising, and college prep assistance. The Village of Arts and Humanities and Aspira have also signed on as a partner to promote this action step.

!!! 1.8 Improve programs for non-native English speakers

Given the diversity of our community's population, improving student performance and success requires developing strong programs for students who are not native speakers of English. YUC, APM and Aspira will work to improve these programs. Additionally, parents should be made aware of the language access and interpretation services available to them through the School District.

2 Get parents and guardians involved in their children's education

!!! 2.1 Promote awareness of the Rivera Parent and Family Resource Center and parenting classes

Parents need to be provided with the tools necessary to become better consumers of education services, navigate the school system and access resources. Several community organizations provide parenting classes, as does the School District's Parent University which offers free classes at locations throughout the city including the newly-opened Rivera Parent and Family Resource Center in the School District and the Paul L. Dunbar Promise Academy. The Rivera Resource Center is a one-stop shop for information, support and referrals for educational resources and social services for parents and their school-age children.

!!! 2.2 Support tactics that engage parents and guardians in ways convenient to them

Active parents and guardians need to be supported in their efforts to be connected with the schools and be involved in their children's education. Creative communication tactics, including technology such as Skype and phone conferencing, can be deployed to offer a range of options for keeping informed in a manner that is convenient and parent-friendly. APM, the Parks Department, and Aspira will work to reach out to parents and guardians.

! 2.3 Strengthen relationship with local parent and community ombudsman

The School District's Parent and Community Ombudsmen are the liaison between parents/guardians and schools. The community around each school should be aware of how to contact their ombudsman as another resource for information and communication.

3 Develop opportunities for adult education

!!! 3.1 Remove the barriers that prevent enrollment in GED programs

Adults who want to go back to school to earn their GED or higher education degree face a number of obstacles that include cost, finding time around their work schedule, and childcare. YUC, Congreso, and Aspira will assist adults wanting to return to school with a range of educational programs that offer flexibility.

4 Advocate for school reform

School reform is a complex issue involving state and local governments; however community members can be active in providing input and sharing information with the School District and others in their community. There are several avenues for doing so and community groups such as APM, the Philadelphia Prevention Partnership, and Esperanza will encourage involvement in the following groups.

!!! 4.1 Recruit community members and parents/guardians for School Advisory Councils

The School Advisory Councils provide overall leadership at each school and are composed of principal, teachers, school staff, parents, students and community members. The Councils offer a forum for exchanging ideas about how to improve student achievement.

! 4.2 Publicize and encourage parents/guardians to attend Superintendent's Parent Roundtable

The Superintendent's Parent Roundtables are evening sessions that to provide parents with an opportunity to meet and speak with the Superintendent, ask questions, air ideas and concerns and get updates on key initiatives.

! 4.3 Encourage education stakeholders to join the Education First Compact

The Education First Compact is a Philadelphia Education Fund civic engagement effort that meets monthly to inform stakeholders of school reform initiatives.

!!! 4.4 Keep the community informed of local school issues

Local education stakeholders, including parents/guardians, students, teachers, principals, and community organizations who are involved in the advocacy efforts need a mechanism to bring information back to the community. APM, YUC, and NSCA will work to keep the community abreast of school issues and the community can tap into other local and district-wide community organizing structures (see box).

PARENT / GUARDIAN RESOURCES

PHILADELPHIA HOME AND SCHOOL COUNCIL is a bridge between principals, teachers, parents, guardians, and the community. www.philahsc.org

PARENT POWER is a group of parents, guardians, and community members working with the schools to eliminate the academic achievement gap. www.parentpower.vpweb.com

HISPANOS UNIDOS PARA NIÑOS EXCEPCIONALES helps parents who have children with disabilities. www.huneinc.org

EASTERN NORTH PHILADELPHIA YOUTH SERVICES COALITION is a collaborative of Latino youth service organizations that coordinates youth programming. www.enpysc.com

PARENTS UNITED FOR PUBLIC EDUCATION focuses on accountability and academic improvement. <http://sites.google.com/site/parentsunitedphila/>

EASTERN PENNSYLVANIA ORGANIZING PROJECT and YOUTH UNITED FOR CHANGE led grass-roots efforts in the area to improve parent access to information and transform neighborhood high schools into small schools. www.youthunitedforchange.org

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
EDUCATION, CHILDREN & YOUTH						
STRATEGY 1: ENGAGE YOUTH WITH PROGRAMMING TO REDUCE TRUANCY AND INCREASE GRADUATION RATE						
High	1.1	Create a 100% Graduation Rate Program and Stay in School program for at-risk students	YUC , Congreso, CCP, Esperanza, McKinley, ENPYSC, Aspira	Philadelphia Education Fund - Diplomas Now	Number of participants, graduation rate	2-3
Medium	1.2	Investigate potential of Promise Neighborhood model linking health, education, family involvement, community and economic development	APM, Congreso, Esperanza, Kensington Hospital, World Peace Plus			2-3
High	1.3	Support coordinated service learning projects linked to community projects and harness university students for internships	APM, Temple Community Learning Network, Need in Deed, Taller Puertorriqueños, Kensington Hospital, Semilla Arts Initiative		Number of projects, participants	1
Low	1.4	Develop opportunities for field trips to expose kids to new experiences	Recycling Rewards, Village, 26th District PPD, Aspira, Semilla Arts Initiative	PHS, PYN, Temple School of Journalism	Number of field trips, participants	1
High	1.5	Develop evening activities to provide a safe place for kids to go	Village , PHA-Office of Workforce Development, 26th District PPD, McKinley, Aspira	Job Corps, Youthbuild	Number of activities, participants	1
High	1.6	Use youth leaders to develop new programs for older youth	YUC , Parks Dept, PHA-Office of Workforce Development	Kensington CAPA, Temple University Community Collaborative	Number of programs	1
Medium	1.7	Develop and publicize local college scholarship funds and assistance	Village, Aspira	Philadelphia Fund College Access Program, LULAC, YMCA, RW Brown, Temple	Number of scholarships, recipients	1
High	1.8	Improve programs for non-native English speakers	YUC , APM, Taller Puertorriqueños	Temple Center for Social Policy, CCP, Free Library	Number of programs, participants	2-3
STRATEGY 2: GET PARENTS AND GUARDIANS INVOLVED IN THEIR CHILDREN'S EDUCATION						
High	2.1	Promote awareness of the Rivera Parent Resource Center and parenting classes	APM	Rivera Parent and Family Resource Center, Parent University of Philadelphia	Number of classes, participants	1
High	2.2	Support tactics that engage parents and guardians in ways convenient to them	APM, Parks Dept, Aspira		Number of participants	1
Low	2.3	Strengthen relationship with local parent and community ombudsperson				1
STRATEGY 3: DEVELOP OPPORTUNITIES FOR ADULT EDUCATION						
High	3.1	Remove the barriers that prevent enrollment in GED programs	YUC , Congreso, Esperanza	Temple Center for Social Policy	GED enrollment	2-3
STRATEGY 4: ADVOCATE FOR SCHOOL REFORM						
High	4.1	Recruit parents for School Advisory Councils	Philadelphia Prevention Partnership, Esperanza		Number of parents	2-3
Low	4.2	Publicize and encourage parents to attend Superintendent's Parent Roundtable	Philadelphia Prevention Partnership, Esperanza		Number of parents	2-3
Low	4.3	Encourage education stakeholders to join the Education First Compact	APM, Philadelphia Prevention Partnership, Esperanza		Number of stakeholders	2-3
High	4.4	Organize Education Task Force to keep community informed of local school issues	APM, YUC, NSCA		Formation of task force	2-3

ABBREVIATIONS: CCP = Community College of Philadelphia, ENPYSC = Eastern North Philadelphia Youth Services Coalition, LULAC = League of United Latin American Citizens, NSCA = Norris Square Civic Association, PHS = Pennsylvania Horticultural Society, PYN = Philadelphia Youth Network, Village = Village of Arts and Humanities, YUC = Youth United for Change



LEADERSHIP

GOAL

Leaders will work together to create a diverse, united and involved community that is empowered and confident.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

Our community boasts a lot of organizations working to improve the quality of life for community members, however better collaboration is needed among leaders to develop a united, cohesive voice for our community.

- There has been **demonstrable success** in the community from the efforts of community-based organizations.
- People in the community care deeply and are active and interested, but at the same time there is a sense of **"stepping on each other's toes."**
- **Communication** needs to be improved between organizations, and between these organizations and the community they serve.
- **Leadership development** from within the community is needed.
- **Community organizing** is necessary to keep residents engaged, informed, and to ensure that we have a voice in planning for the future of our neighborhood.

"Traditionally we have not collaborated. This is about changing that." - Nilda Ruiz, APM

"It's going to take time, and sensitivity and a willingness to keep coming back to the table for us to figure out how to work together." - Bishop Dwayne D. Royster, Living Water United Church of Christ

STRATEGIES AND ACTION STEPS

1 Create a multigenerational network of leaders both existing and emerging

!!! 1.1 Organize faith-based groups

Among the groups serving our community, faith-based organizations are among the most numerous but more needs to be done to develop their leadership potential and their collective force. Philadelphians Organized to Witness, Empower and Rebuild (POWER) will work to organize faith-based groups to leverage manpower and resources to build community and translate faith into action.

!!! 1.2 Engage and train youth leadership

Youth United for Change, student councils and youth organizations like the Eastern North Philadelphia Youth Services Coalition will provide opportunities for youth to develop leadership skills by providing a forum for youth voice in community development and programming, recruiting youth representatives to attend community meetings, developing cultural sensitivity focus groups for youth, and supporting youth-led initiatives.

!!! 1.3 Recruit more community volunteers and strengthen organizing and outreach capacity

Block captains are key to the neighborhood's revitalization, but the current network does not have a high profile and many blocks do not have a block captain. APM will explore a "Block Captain University" to recruit new block captains and develop capacity. Junior block captains will also be recruited to develop youth leadership and community involvement. The 26th District, Mayor's Office of Community Service, and Recycling Rewards will also partner to develop organizing and outreach capacity in the community. Several existing networks for community involvement include: the PhillyRising Resident Engagement Boot Camp, the Planning Commission's Citizen Planner Academy, and Tree Tender certification.

2 Strengthen existing organizations

!!! 2.1 Register organizations with volunteer recruitment services

Community organizations depend heavily on volunteers and can take advantage of volunteer matching services by registering their volunteer needs with the Mayor's Office of Civic Engagement and Volunteer Services.

! 2.2 Develop robust volunteer programs

Once they have recruited volunteers, community organizations need to retain them. Robust volunteer programs that are staffed appropriately and structured to provide volunteers with opportunities for meaningful contribution can help do this. The Mayor's Office of Community Service will help development these programs.

!!! 2.3 Build organizational capacity

The Philadelphia Nonprofit Capacity Building Collaborative consists of organizations that offer a full range of services to nonprofits that include legal, technological, financial planning, fundraising, marketing, facilities planning and development, and board development. LISC offers technical assistance and capacity building, and currently provides services to APM and WCRP. POWER, the Empowerment Group and Kensington Hospital will also work to build organizational capacity in the community.

COMMUNITY ORGANIZING

BLOCK CAPTAIN BOOT CAMP 4th District Councilman Curtis Jones holds an annual day-long boot camp with expert-led workshops covering home improvement, green jobs, crime prevention, and government resources.

The **WALNUT HILL STREET TEAM** is a group of 10 passionate residents which travels door to door each month to provide some 3,000 neighborhood families with vital information about the programs and resources that are available to them.

www.theenterprisecenter.com

GREEN GUIDES serve as a sustainability resource on their block, educating their neighbors about recycling, greening, and energy efficiency. They are part of the New Kensington CDC's Sustainable 19125 effort to green the community and make it the most sustainable zip code in the city.

www.sustainable19125.org



BLOCK CAPTAIN BOOT CAMP



The community's diversity is expressed through events such as the Sugarcane Festival, Norris Square and Spiral Q Parade, and Feria del Barrio.

3 Strengthen collaborative relationships between organizations

!!! 3.1 Create SCI Eastern North Implementation Committee

Good communication within and between groups will help to foster a united community. To facilitate collaboration and move the plan forward, APM and LISC will organize an implementation committee of community leaders that will be tasked with overseeing the implementation of the Quality of Life Plan, review the progress of the Plan, and evaluate results.

!!! 3.2 Recruit Temple University faculty as a resource

Temple University faculty have specialized expertise that is relevant to many of the Program Areas of concern to the community. Temple's Community Learning Network will work to connect these faculty members to the community as facilitators and advisors. Community research needs can be aligned with academic work to build a fruitful partnership.

4 Encourage community participation through community building events

!!! 4.1 Increase community engagement through SCI Information Network

Existing channels of communication can be enhanced by reaching out via on-line and off-line technologies. APM sends weekly news and updates via email and manages SCI Google Sites and Facebook pages as online forums for residents to upload and download information. Offline, the SCI Information Network can include a physical community bulletin board, a monthly bulletin newsletter, and an automated phone tree.

!!! 4.2 Create community calendar of events

Community groups can also submit events and notices to the SCI Information Network to distribute throughout the community, offering a central place for information about what's happening in our community.

!! 4.3 Develop community building events to promote multigenerational and multicultural interaction

The unique mix of cultures, the diversity of the residents both long-time and new, and the institutional and artistic communities lend themselves to the development of community events that draw people from across the whole community. Several popular events organized by community groups include the Sugarcane Festival, Feria del Barrio, Village Park Day, and Norris Square Parade.

!!! 4.4 Develop a branding strategy for the SCI Eastern North target area

Our community encompasses several different neighborhoods and is home to a very diverse population. The community can capitalize on its unique cultural diversity, its artistic community, and its institutional and organizational assets, to create a common ground for an SCI Eastern North branding strategy that builds off the "Our Community Our Ideas" campaign.

!! 4.5 Hold regular community dinners with proceeds going toward priority Action Step projects

APM will organize community dinners with contributions going to fund Action Step projects. These dinners double as a community building event and a way to maintain momentum in the Plan's implementation. A local example of this type of event is the Philly Stake dinners, where participants hear short presentations of potential ideas for funding and then vote for the winners (www.phillystake.org).

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
LEADERSHIP						
STRATEGY 1: CREATE A MULTIGENERATIONAL NETWORK OF EXISTING AND EMERGING LEADERS						
High	1.1	Organize faith-based groups	POWER	Living Water, NET CDC	Number of groups participating, regular meetings	1
High	1.2	Engage and train youth leadership	YUC, Aspira, Kensington Hospital	APM, Lighthouse, Philadelphia Student Union	Number of youth	1
High	1.3	Recruit more community volunteers and strengthen existing networks (block captain, Philly Rising, etc.)	26th District PPD , APM, Recycling Rewards, MOCS	PMBC	Number of recruits	1
STRATEGY 2: STRENGTHEN EXISTING ORGANIZATIONS						
High	2.1	Register organizations with volunteer recruitment services	MOCEVS, EG-Vista Program, Kensington Hospital, Congreso	Serve Philadelphia	Number of registrations	1
Low	2.2	Develop robust volunteer programs	MOCS, Kensington Hospital		Number of trainings	1
High	2.3	Build organizational capacity	LISC, POWER , Kensington Hospital, EG-Vista Program	LaSalle nonprofit center	Number of organizations receiving assistance	2-3
STRATEGY 3: STRENGTHEN COLLABORATIVE RELATIONSHIPS BETWEEN ORGANIZATIONS						
High	3.1	Create SCI Eastern North Implementation Committee	APM, LISC		Regular meetings	1
High	3.2	Recruit Temple faculty as a resource	Temple Community Learning Network, NPACA, APM			1
STRATEGY 4: ENCOURAGE COMMUNITY PARTICIPATION THROUGH COMMUNITY BUILDING EVENTS						
High	4.1	Increase community engagement through SCI information network	APM, NPACA		Development and update of network	1
High	4.2	Create community calendar of events	APM		Development of calendar	1
Medium	4.3	Develop community building events to promote multigenerational and multicultural interaction	APM, PHS, NPACA	NSCA, Taller Puertorriqueños, Village of Arts and Humanities	Number of events, attendees	1
High	4.4	Develop SCI Eastern North branding strategy	APM, Kensington Hospital		Development of branding	2-3
Medium	4.5	Hold regular community dinners with proceeds going toward priority Action Step projects	APM		Number of dinners, participants, funds raised, projects supported	1

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, Congreso = Congreso de Latinos Unidos EG = Empowerment Group, LISC = Local Initiatives Support Corporation, MOCEVS = Mayor's Office of Civic Engagement and Volunteer Service, MOCS = Mayor's Office of Community Service, NSCA = Norris Square Civic Association, PHS = Pennsylvania Horticultural Society, PMBC = Philadelphia More Beautiful Committee, POWER = Philadelphians Organized to Witness, Empower and Rebuild, PPD = Philadelphia Police Department, YUC = Youth United for Change



HEALTHY ENVIRONMENT & LIFESTYLES

GOAL

Our community will become one of the safest, healthiest and greenest communities in the city.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

A healthy environment is comprised of effective public safety, excellent resident health, and a commitment to greening the neighborhood.

- **Crime**, mainly drugs and violence, was cited by almost half of interviewees as a major weakness in our community.
- Since 1998, serious crime has **fallen by 37%** a significantly larger decrease than the citywide rate of 24%.
- **Active police involvement** from the 26th District in targeting hot spots and engaging with the community has had a positive impact.
- The community is under-resourced in terms of **parks and recreational opportunities**. This deficiency is particularly acute given the number of children and youth in the community. Many of the existing open spaces are performing far below their potential due to poor maintenance and concerns about safety.
- A new park - **La Placita** - and the revitalization of **Rainbow de Colores Playground** and **Fairhill Square** are signs of positive changes.
- **Health issues** such as obesity, poor nutrition and teen pregnancy are serious concerns. In 2008, nearly **70%** of children in North Philadelphia were overweight or obese, compared to 47% of children citywide.
- Tree cover in the community is only **7%**, only a third of which comes from street trees. This coverage falls short of the City's plan of reaching 30% coverage by 2035. But **green initiatives** have started to make an impact. Collaboration with PHS has significantly greened many of the vacant lots.

"Our playground, it's small. But we do a lot of big things with it. I wish we could do more."

- Dana Clark, manager of the 8th and Diamond playground

"When the community takes the streets over, the drug dealers will retreat,"

- Priscilla Preston, local resident

STRATEGIES AND ACTION STEPS

1 Strengthen community policing to reduce crime in the area

!!! 1.1 Add police bike patrol

During the warm weather months, bike patrols can be an effective method of policing. The 26th District will promote bike patrolling, which gives police a more immediate connection to the community than in a patrol car. Bike patrolling can also reinforce biking in the community and support the new bike lanes on Berks Street.

!! 1.2 Set up community policing program

A coordinated and concentrated effort must be made between members of the community and the police to step up community policing efforts. This includes a change in the culture of individuals in the community to take a stand against drugs and violence, and report crimes to the police. The 26th District Police and Village for Arts and Humanities will organize a town watch program that includes residents, institutions and businesses so that all members of the community are actively engaged in improving safety.

!!! 1.3 Hold community events that engage the community and police in a social context to build trust

Community events that promote safety alongside social activities in a fun and informal environment are important to building trust and relationships between members of the community and the police. The 26th District will promote activities, such as National Night Out, along with community partners.

!!! 1.4 Target nuisance businesses

Rather than assets that contribute to the economic growth of our community, nuisance businesses are in fact dampening such growth by attracting drug activity and other behavior that inhibit other legitimate businesses from investing in the area. The 26th District is targeting such businesses and residents can report

them to the District Attorney's Office Public Nuisance Task Force, which can assist the community to work with the business owners to eliminate the nuisance-causing problems, curtail business hours, or legally challenge the license renewal of the business.

!!! 1.5 Create action plans for priority hot spots

The police have identified and targeted some of the worst hot spots in the study area, particularly in the area north of York. APM, LISC and the 26th District will create specific plans of action for each priority hot spot that incorporates Crime Prevention through Environmental Design (CPTED), community policing, and metrics to reduce crime.

!!! 1.6 Develop a crime and safety strategy

APM and LISC will work with the 26th District to develop a crime and safety strategy that supports the goals of the Quality of Life Plan and regularly review and evaluate its progress.

!! 1.7 Train key staff and community leaders on CPTED

To support the crime and safety goals, APM and LISC will provide training in the principles of CPTED to other organizations.

CPTED measures create conditions that make it more difficult to engage in criminal behavior by using principles such as territoriality, access control, image, and natural surveillance. Measures include making sure vacant lots are clean and have clear lines of sight into them, sealing vacant buildings, providing good lighting, trimming foliage and removing obstacles that obscure sight lines and provide places to hide.



The 26th district police have been active partners in the planning process, attending committee meetings (top), the visioning event (middle), and a crime and safety roundtable (bottom).



There is an active greening movement in the our community that can be expanded. Top: Las Parcelas, middle: rainbarrel demonstration, bottom: gardening at Pradera.

2 Promote public health programs to reduce obesity, teen pregnancy and drug abuse

!! 2.1 Encourage walking and biking

APM and Kensington Hospital will promote healthy lifestyles that include walking and biking, health and nutrition, and fitness. More walking and biking in the neighborhood promotes healthy lifestyles and also community policing, as it brings more people out to take back the streets. The City's Adopt-a-Rack program increases bike parking and is suitable for commercial areas such as Borinquén Plaza to increase biking and foot traffic.

!! 2.2 Develop health and nutrition workshops

Health and nutrition workshops, cooking demonstrations, and classes can serve to teach residents about healthy lifestyles and eating habits. APM and Kensington Hospital will look to health centers and underutilized kitchens in local institutions to provide space.

!! 2.3 Develop a community fitness program

A community fitness program can promote a healthy lifestyles campaign, organize group fitness activities and classes, and offer a forum for residents to keep each other motivated in their fitness and nutrition goals. The uGo community wellness venture organizes fitness and nutrition activities in West Philadelphia and can serve as a model (www.facebook.com/ugocommunity).

!!! 2.4 Improve access to healthy foods

Our community needs better access to fresh food. Several opportunities exist to improve fresh food access: residents with yards can participate in the Community Health Collaborative vegetable garden training program to grow their own food; St. Christopher's offers discounted food programs and the Village of Arts and Humanities is organizing a farm share providing produce grown by local family farms; and the City's Get Healthy Philly project is piloting the Healthy Cart pro-

gram, which provides mobile produce vending opportunities in low access communities (www.foodfitphilly.org/eat-healthy/healthy-carts/). Additionally, APM and WCRP can support the new zoning code which increases the feasibility of urban agriculture.

!! 2.5 Reach out to professional sports teams to sponsor anti-obesity programs

The community will partner with professional sports teams to rehabilitate the existing playgrounds and sports fields, build new open space facilities on vacant land, and fund youth fitness programs. The Parks Department is exploring the submittal of an application to the LISC NFL Grassroots Program, which rehabilitates sports fields in underserved neighborhoods. Additionally, the neighborhood schools are members of the NFL's Fuel to Play 60 program, making them eligible to apply for grants for nutrition and fitness projects.

!! 2.6 Create new parents programs at day care centers and health facilities

New parents and their children benefit from counseling, support groups, parenting classes, and educational and training opportunities. Fit for Five is a partnership between Temple University, APM and NSCA that provides new parent programs. Additional new parent support is offered at the Village of Arts and Humanities, Lighthouse, Congreso de Latinos Unidos and MO-Mobile.

!! 2.7 Provide prevention education to teens and families

APM, Kensington Hospital, and Congreso de Latinos Unidos, will promote teen pregnancy prevention programs to help teens and their families communicate openly and effectively. Parents and guardians need to be educated on how to talk to teens, and teen parents should be recruited to speak to their peers about their experiences. The Baby Watch program at Educating Communities for Parenting, where classrooms are transformed into learning labs, can serve as a model for bringing the real-life issues of a teen parent into the classroom.

! 2.8 Support drug prevention education for kids
Drug prevention education will be integrated into community youth programs throughout the neighborhood by APM, Kensington Hospital, and Congreso de Latinos Unidos. Programs include those at the Police Department and Norris Square Neighborhood Project.

3 Make the neighborhood a green model for the city

!!! 3.1 Encourage green infrastructure projects for stormwater management and water conservation
Green infrastructure to manage stormwater runoff is being incorporated in neighborhood improvements around our community, which is one of three to serve as model green sustainable neighborhoods in the PWD /PHS “Green City, Green Waters” program. The program teaches residents about water conservation and stormwater management, identifies priority project sites for potential interventions, and develops Demonstration Green Homes.

!! 3.2 Develop tree planting strategy and recruit more local Tree Tenders

PHS will help to develop a tree planting strategy that expands the tree canopy and links assets such as transit, commercial corridors, schools, rec centers, and parks. Recent initiatives in the community include Home Depot Foundation-funded tree plantings and PWD stormwater management pilot projects at Welsh and Hartranft Schools. Growing the Tree Tender program in our community not only brings more trees to the area and improves the health of existing ones, but also builds community through environmental stewardship that combines hands-on participation and accountability.

!!! 3.3 Hold a “Greenest Block” contest

The Hall of Dreams Gardening Club and partners that include Recycling Rewards, PWD, and Mayor’s Office of Sustainability (MOS) will help residents compete to make their block the greenest based on recycling, reduced energy use, and the use of stormwater management techniques.



Green infrastructure techniques a) porous paving, b) water harvesting to capture and reuse water, c) green streets, d) rain gardens, and e) flow-through planters that infiltrate water from downspouts.

!!! 3.4 Develop a community compost center

A community compost center will provide valuable fertilizer to community gardens and residents’ flower and vegetable gardens, as well as reduce waste and serve as a site for educational programming. The Village of Arts and Humanities along with the Hall of Dreams Gardening Club, McKinley Elementary School, PHS and MOS, will work to develop a compost center. Local businesses can also be recruited to participate in composting their food waste and sponsor the project.

!!! 3.5 Improve, redesign and maintain existing recreational spaces

Many of the existing recreational spaces in are in need of rehabilitation and maintenance to make them usable assets to the community. Several projects are already

underway: the Rainbow de Colores handball court is being redesigned by the Parks Department with assistance from LISC and APM, and Fairhill Square is being revitalized by a collaborative that includes Taller Puertorriqueño and the Lighthouse. The PWD and MOS will explore additional opportunities to improve existing spaces.

!! 3.6 Develop new green spaces

APM’s new Borinquén La Placita Park adds much needed green space to the community. As part of the long-term redevelopment strategy for vacant land, APM and their partners will identify further opportunities to increase green and recreational space and find sponsors to maintain them. The Hall of Dreams Gardening Club can be expanded or a new stewardship group can be created.



Redesign the ball fields at Welsh Elementary and create a green connection between Nelson Playground, Welsh Elementary School and McKinley Elementary School that supports proposed infill development.

!!! 3.7 Redesign the ball fields at Welsh Elementary School

The ball fields cut off Dauphin and 4th Streets, disrupting traffic flow and making the blocks around the school isolated and largely vacant, particularly south of the ball fields. There are two scenarios that can be considered to improve this part of the community. The first is to relocate the ball fields if adequate contiguous property can be acquired so that Dauphin and 4th Streets can be reconnected. If this is not possible, a second option is to improve the ball fields and use intensive greening and lighting to make the area safer.

The Parks Department and MOS, along with community partners NSCA and McKinley Elementary School, will examine the feasibility of these scenarios. Additionally, a green and safe connection can be made with a planting strategy between Welsh and McKinley through the park and the adjoining blocks that will support NSCA's planned infill housing.

! 3.8 Explore phytoremediation to clean soil of industrial pollutants

Our community has a lot of vacant land that formerly hosted industrial uses, particularly along American Street, and that may still harbor pollutants such as heavy metals, herbicides, solvents, and chemicals. Phytoremediation, which uses plants to clean harmful pollutants from the soil, can be considered for these properties for both environmental and beautification benefits.

4 Encourage transit use and alternate modes of transportation

!! 4.1 Improve signage for trains and buses

Our community is transit-rich, but transit use has not reached its full potential and many residents are not aware of the transit options available to them. SEPTA is creating marketing materials and will partner with the community to develop localized art and marketing materials to encourage residents to use transit and for transit users to navigate the neighborhood.

!! 4.2 Add bike lanes to extend transit and connect assets

Bike lanes have been added to Berks Street connecting the Temple Rail Station to the El Station on Front Street. Currently, Lehigh Avenue and part of Cecil B. Moore are the only other streets in the study area with bike lands. The Streets Department will consider additional lanes to make best use of transit opportunities and connect the community to assets. Some target streets for future bike lanes or shared lane markings and signage could include: American Street, Norris Street, Diamond Street, 5th and 6th as north-south pairs, Germantown linking Borinquén Plaza to Lehigh, and expanding existing lanes on Cecil B. Moore.

!! 4.3 Make streetscape improvements around major transit stops

SEPTA upgrades to the Temple Regional Rail Station are in predevelopment and can be complemented by better facilities at other major transit stops in the area, such as bus stops near institutions and retail centers which could be considered for sidewalk improvements, crosswalks, landscaping, better signage, and shelters. The Streets Department and PWD will partner with community groups to identify targets for improvement.

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
HEALTHY ENVIRONMENT & LIFESTYLES						
STRATEGY 1: STRENGTHEN COMMUNITY POLICING TO REDUCE CRIME IN THE AREA						
High	1.1	Add police bike patrol	26th District PPD		Number of police	1
Medium	1.2	Set up community policing program (Town Watch)	Village	Block captains	Number of volunteers	1
High	1.3	Hold community events that engage the community and police in a social context to build trust	26th District PPD , APM, World Peace Plus		Number of events, participants	1
High	1.4	Target nuisance businesses	26th District PPD	District Attorney's Office Public Nuisance Task Force	Number of citations, improvements	2-3
High	1.5	Create action plans for priority hot spots	26th District PPD , APM , LISC , PHS	District Attorney's Office	Crime rate	1
High	1.6	Develop a crime and safety strategy	APM , LISC		Development of strategy	2-3
Medium	1.7	Train key staff and community leaders on CPTED	APM , LISC		Number of trainings, participants	1
STRATEGY 2: PROMOTE PUBLIC HEALTH PROGRAMS TO REDUCE OBESITY, TEEN PREGNANCY AND DRUG ABUSE						
Low	2.1	Encourage walking and biking	APM, Kensington Hospital	Block captains, Town Watch, Philly Rising	Number of events, participants	2-3
Low	2.2	Develop health and nutrition workshops	APM, Kensington Hospital	Feast Your Eyes, Philadelphia Incubation Community Kitchens	Number of workshops, participants	2-3
Low	2.3	Develop a community fitness program	APM, Kensington Hospital	Hartranft PAL, Temple Athletics	Number of classes, participants, weight loss	2-3
High	2.4	Improve access to healthy foods	Village , St. Christopher's , APM, MOS, SEPTA	NSCA, Philabundance, Gardening club, Garden Tenders, Greensgrow, Food Trust, Community Health Collaborative, SHARE	Number of access points	1
Medium	2.5	Reach out to professional sports teams to sponsor anti-obesity programs	Parks Dept , LISC , St. Christopher's , World Peace Plus	Fuel to Play 60	Development of program	2-3
Medium	2.6	Create new parents programs at day care centers and health facilities	Village , Fit for Five , APM	MOMobile, Temple Center for Minority Health	Number of programs, participants	1
Medium	2.7	Provide pregnancy prevention education to teens and families	APM, Kensington Hospital, Congreso	DHS parenting program, Congreso, Temple Social Work	Number of programs, participants, teen pregnancy rate	1
Low	2.8	Support drug prevention education for kids	APM, Kensington Hospital, Congreso	Heads-Up Program, Scared Straight	Number of programs, participants, drug offense rate	1
STRATEGY 3: MAKE THE NEIGHBORHOOD A GREEN MODEL FOR THE CITY						
High	3.1	Encourage green infrastructure projects for stormwater management and water conservation	PWD , PHS, Village, MOS		Number of projects	2-3
Medium	3.2	Develop tree planting strategy and recruit more local Tree Tenders	PHS , PWD, MOS	APM Tree Tenders, Temple Office of Sustainability	Number of trees, Tree Tenders	1
High	3.3	Hold a "Greenest Block" contest	APM, Hall of Dreams Gardening Club, Recycling Rewards, PWD, MOS, McKinley		Number of recycling bins, energy reduction	2-3
High	3.4	Develop a community compost center	Village , MOS, Hall of Dreams Gardening Club, PHS, McKinley	Cousin's	Development of compost center	2-3
High	3.5	Improve, redesign and maintain existing recreational spaces	PWD , APM, MOS	PPD, 5th St Handball group	Number of improved spaces	2-3
Medium	3.6	Develop new green spaces and create stewardship group	APM , Village, Semilla Arts Initiative, Hall of Dreams gardening club, MOS		Number of new spaces	4-5
High	3.7	Redesign the ball fields at Welsh Elementary School	Parks Dept, MOS, NSCA, McKinley			4-5
Low	3.8	Explore phytoremediation to clean soil of industrial pollutants	APM, MOS	PHS, gardening club		2-3
STRATEGY 4: ENCOURAGE TRANSIT USE AND ALTERNATE MODES OF TRANSPORTATION						
Medium	4.1	Improve signage for transit	SEPTA		Number of new signs	4-5
Medium	4.2	Add bike lanes to extend transit and connect assets	Streets Dept, Village		Number of new lanes, riders	2-3
Medium	4.3	Make streetscape improvements around major transit stops	SEPTA, Streets Dept, PWD, Village		Number of improvement projects	4-5

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, LISC = Local Initiatives Support Corporation, MOS = Mayor's Office of Sustainability, NSCA = Norris Square Civic Association, PHS = Pennsylvania Horticultural Society, PWD = Philadelphians Water Department, PPD = Philadelphia Police Department, YUC = Village of Arts and Humanities



ARTS & CULTURE

GOAL

Arts and culture will infuse our community, provide a voice for all community members and an opportunity for exposure to other cultures and traditions, and draw Philadelphians from all over the city.

WHY THIS MATTERS: KEY ISSUES AND OPPORTUNITIES

The identity of our community is deeply bound with its cultural diversity and the strength of its arts communities. This unique asset is a powerful community building tool in the process of community revitalization.

- The ethnic and racial make-up of the community is **diverse** with half of the population identifying their ethnicity as Hispanic and about half the population identifying their race as African American. The Asian and Arab communities are also growing.
- **Heritage** and **history** offer opportunities for cultural production and for making lower eastern North Philadelphia a cultural destination.
- The area is home to a **thriving arts communities** with galleries, studios, performing arts spaces.
- Arts and cultural activities have positive results in community building that include gradual **neighborhood growth** and **poverty reduction**, a **positive social environment** with less truancy and delinquency, and fresh and inventive **civic engagement** that connects ethnically and economically diverse communities.¹

"Art connects us to our community. It teaches us how to be responsible citizens." - Betsy Casañas, Semilla Arts Initiative.

"Our mix of cultures is our greatest strength,"
Nilda Ruiz, APM.

¹ Culture Builds Community: The Power of Arts and Culture in Community Building, Social Impact of the Arts Project, University of Pennsylvania.

1 Strengthen and market existing arts and cultural programs

!!! 1.1 Set up local tours of public art

The Village of Arts and Humanities, North Philadelphia Arts and Cultural Alliance, and their partners will market public art in the community by offering local tours with guides trained in English and Spanish and a promotional brochure and map so people can explore on their own as well. Tours will be designed to support existing businesses by including local cafes and restaurants.

!!! 1.2 Get involved with the North Philadelphia Arts and Cultural Alliance

Arts organizations in our community can expand their marketing presence through greater involvement with the North Philadelphia Arts and Cultural Alliance (NPACA) and look to University City District's arts promotion as a model and encourage sustainable leadership of the alliance. NPACA uses social networking technology to get the word out about events and information in the arts community to market member organizations.

!! 1.3 Explore possible collaborative effort with existing programs

NPACA will help arts organizations coordinate their efforts with established arts-related programs and events, such as First Friday, Second Thursday, community service, and public art initiatives, to build on their reputation and afford additional marketing opportunities.

2 Highlight the cultural diversity of the neighborhood

! 2.1 Meet with Chinatown representatives to learn about their cultural programs and community organizing

Cultural organizations in the community can learn from the successes of Chinatown in building a culturally-based, civically-engaged community. NPACA and Semilla Arts Initiative will arrange meetings to share strategies that may be applicable across organizations.

!!! 2.2 Develop a summer concert series

The Village of Arts and Humanities and its partners will organize an outdoor summer concert series to give performing artists exposure and add to the roster of community building events. Additional locations for outdoor concerts include the stages at La Placita Park and other parks in the area.

!!! 2.3 Invite the community to celebrate culturally-significant holidays to promote cultural exchange

With the different cultures represented in the community, an abundance of opportunities exist to celebrate various cultural holidays and expose community members to the culture and heritage of their neighbors. Such events have the power to attract not only others in the community but people from all over the city, putting our community on the map as a cultural destination.

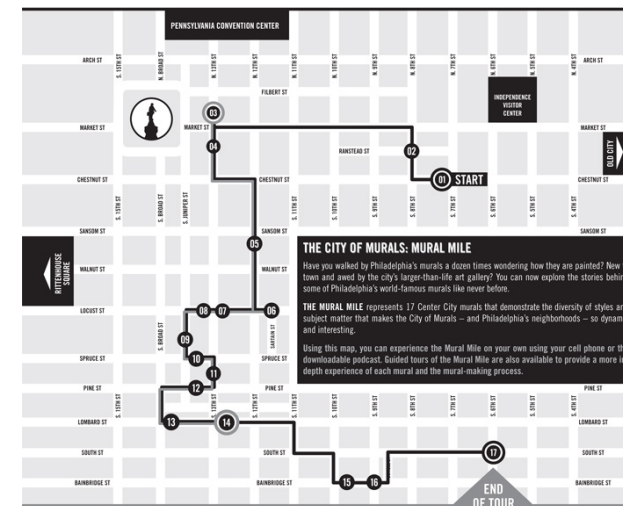
3 Use arts and culture to make a statement and encourage dialogue

!!! 3.1 Develop an annual Arts and Culture fair in collaboration with local businesses

The Village of Arts and Humanities, in conjunction with the Greater Philadelphia Tourism Marketing Corporation and Multicultural Affairs Congress, will plan a fair that showcases arts, culture and local businesses, and markets the neighborhood as a center for arts and culture. The event will be a collaborative effort involving local arts organizations, such as Taller Puertorriqueño, Semilla Arts Initiative, and NPACA.

!! 3.2 Create a guide to improving storefronts with art

Art in storefronts can enliven commercial corridors by improving existing businesses and activating vacant storefronts to generate interest and spur eventual reinvestment. The Village of Arts and Humanities, Semilla Arts Initiative, and NPACA will develop a guide to art in storefronts to help businesses, CDCs, and artists who are interested in transforming struggling corridors.



Top: The community is uniquely poised to promote its many cultural heritages.

Middle: Map of Mural Arts Program's Mural Mile Tour.

Bottom: Art in storefronts has become a movement in cities across the country dealing with a depressed commercial real estate market to both improve the appearance of existing businesses and activate vacant spaces.





Rendering of art installations that use prominent vacant lots and construction fencing.

!!! 3.3 Connect public art with schools

Neighborhood schools are a natural opportunity to combine art and education. The Mural Arts Program and partners such as the Tyler School of Art, the Village of Arts and Humanities, Semilla Arts Initiative, and Taller Puertorriqueño are already active in developing art projects at local schools and should be supported.

!!! 3.4 Develop temporary site-specific interventions in vacant properties

Our community's vacant properties provide a canvas for do-it-yourself art interventions. The Village of Arts and Humanities, NPACA, and Semilla Arts Initiative will work with APM to re-purpose vacant properties in prominent locations to draw attention to nearby assets. Fencing and temporary construction fencing can also be utilized as a canvas to fill the gaps along streets and provide a window into the community's past and present.

!!! 3.5 Develop an artist residency program for improving vacant property

The Village of Arts and Humanities, NPACA, and Semilla Arts Initiative will explore the potential of an artist-in-residence program dedicated to finding new uses for vacant space. Such a program would provide a stipend and work space for local artists in rehabbed rowhouses in exchange for community service through arts programs and art installations in vacant lots. To sweeten the incentive and generate interest by artists, partnerships with major local museums can be explored to potentially offer an exhibit for participating artists at the completion of their residency.

!! 3.6 Encourage Tyler students to teach art workshops in the community

Tyler students are a substantial resource that could be better tapped to further the arts in the community. Al-

though they work with schools in the area, there is an opportunity to expand art enrichment opportunities to the residents of the community as a whole. The Village of Arts and Humanities, NPACA and their partners will work with Tyler to explore additional community art opportunities.

! 3.7 Explore reusing Teatro Puerto Rico for arts space

The vacant theater on Germantown Avenue is a historically and architecturally significant structure that has great potential to be an anchor site in the redevelopment of the corridor. APM and NPACA will explore the reuse of the building as an arts space.

!! 3.8 Develop Public Art Master Plan

To enhance the public realm and coordinate public art initiatives and gates, APM and its partners will develop a public art master plan.

HIGH, MEDIUM, LOW PRIORITY	NUMBER	ACTION STEP	PARTNERS (SPONSORS ARE IN BOLD)	OTHER KEY ORGANIZATIONS	PERFORMANCE MEASURES	TIMEFRAME (YEAR 1-5)
ARTS & CULTURE						
STRATEGY 1: STRENGTHEN AND MARKET EXISTING ARTS AND CULTURAL PROGRAMS						
High	1.1	Set up local tours of public art and local “art” gardens	Village, NPACA , APM, Taller Puertorriqueños, Esperanza, CCP	Art Reach	Number of tours, participants	1
High	1.2	Get involved with the North Philadelphia Arts and Cultural Alliance	NPACA , Village, World Peace Plus, CCP, Taller Puertorriqueños, Esperanza, Semilla Arts Initiative	Temple Department of Government and Community Relations, Art Reach	Number of members	1
Medium	1.3	Explore possible collaborative effort with existing programs (1st Friday, 2nd Thursday, community service, public art)	NPACA , World Peace Plus, CCP, Taller Puertorriqueños, Esperanza, Semilla Arts Initiative	Girard Business Assoc., Girard Coalition	Number of new partnerships	1
STRATEGY 2: HIGHLIGHT THE CULTURAL DIVERSITY OF THE NEIGHBORHOOD						
Low	2.1	Meet with Chinatown representatives to learn about their cultural programs and community organizing	NPACA , Semilla Arts Initiative		Meeting initiated	1
High	2.2	Develop a summer concert series	Village , APM, World Peace Plus, NPACA, Semilla Arts Initiative		Number of concerts, attendees	1
High	2.3	Invite the community to celebrate culturally-significant holidays to promote cultural exchange	Village , Taller Puertorriqueños, NPACA, Semilla Arts Initiative	APM, Congreso, Norris Square Civic Association	Number of events, attendees	1
STRATEGY 3: USE ARTS AND CULTURE TO MAKE A STATEMENT AND ENCOURAGE DIALOGUE						
High	3.1	Develop an annual Arts and Culture fair in collaboration with local businesses	Village , Taller Puertorriqueños, NPACA, Semilla Arts Initiative, GPTMC, MAC		Number of participants	2-3
Medium	3.2	Create a guide to improving storefronts with art	Village, NPACA, Semilla Arts Initiative	Mural Arts Program, Commerce Department		2-3
Medium	3.3	Connect public art with schools	Village, NPACA, World Peace Plus, Taller Puertorriqueños, Semilla Arts Initiative, McKinley	Greater Philadelphia Cultural Alliance, Mural Arts Program	Number of schools, students involved	2-3
High	3.4	Develop temporary site-specific interventions in vacant properties	Village, NPACA , Semilla Arts Initiative, APM	Arts Rising, Greater Philadelphia Cultural Alliance, Slought Foundation	Number of projects	2-3
High	3.5	Develop an artist residency program for improving vacant lots	Village, NPACA , Semilla Arts Initiative	City of Philadelphia, Greater Philadelphia Cultural Alliance, Philadelphia Museum of Art, Tyler School of Art, Slought Foundation	Development of program	4-5
Medium	3.6	Encourage Tyler students to teach art workshops in the community	Village, NPACA , World Peace Plus, Taller Puertorriqueños, Semilla Arts Initiative	Tyler School of Art	Number of workshops, participants	2-3
Low	3.7	Explore reusing Teatro Puerto Rico for arts space	APM, NPACA			4-5
Medium	3.8	Develop Public Art Master Plan	APM			2-3

ABBREVIATIONS: APM = Asociación de Puertorriqueños en Marcha, CCP = Community College of Philadelphia, GPTMC = Greater Philadelphia Tourism Marketing Corporation, MAC = Multicultural Affairs Commission, NPACA = North Philadelphia Arts and Cultural Alliance, Village = Village of Arts and Humanities

PRIORITIZATION

After reviewing the action steps, members of the community were given a limited amount of funds to spend on their top priorities. Although the results of the exercise reflect only a part of our community, the top ten selections below shed some light on which Action Steps resonate.

SHOW US THE MONEY: TOP TEN

	Develop Youth Activities And Tap Youth Leaders To Develop Programs.....	\$350
	Recruit More Block Captains And Strengthen Network.....	\$170
	Activate Neighborhood Clean Ups.....	\$150
	Provide Homeownership Classes And Counseling.....	\$150
	Provide Financial Planning And Education Services.....	\$150
	Add Police Bike Patrol.....	\$150
	Improve Access To Healthy Foods.....	\$150
	Set Up Local Tours Of Public Art.....	\$140
	Publicize Local College Scholarships.....	\$130
	Publicize Parenting Classes & Support Tactics That Engage Parents.....	\$130

Community leaders were also approached to solicit support and input on priorities for individual action steps. Community input was combined with the responses from partner agencies and organizations to inform the prioritization of the Action Steps in the Plan.

Top: Residents were asked to spend money on their top action steps.

Bottom: Community and city leaders signed on to push the action steps forward.

NEXT STEPS

- Form SCI Eastern North Implementation Committee
- Establish Project and Issue area sub committees
- Orchestrate regular community check ins
- Update plan annually

APPENDIX



LIST OF ABBREVIATIONS

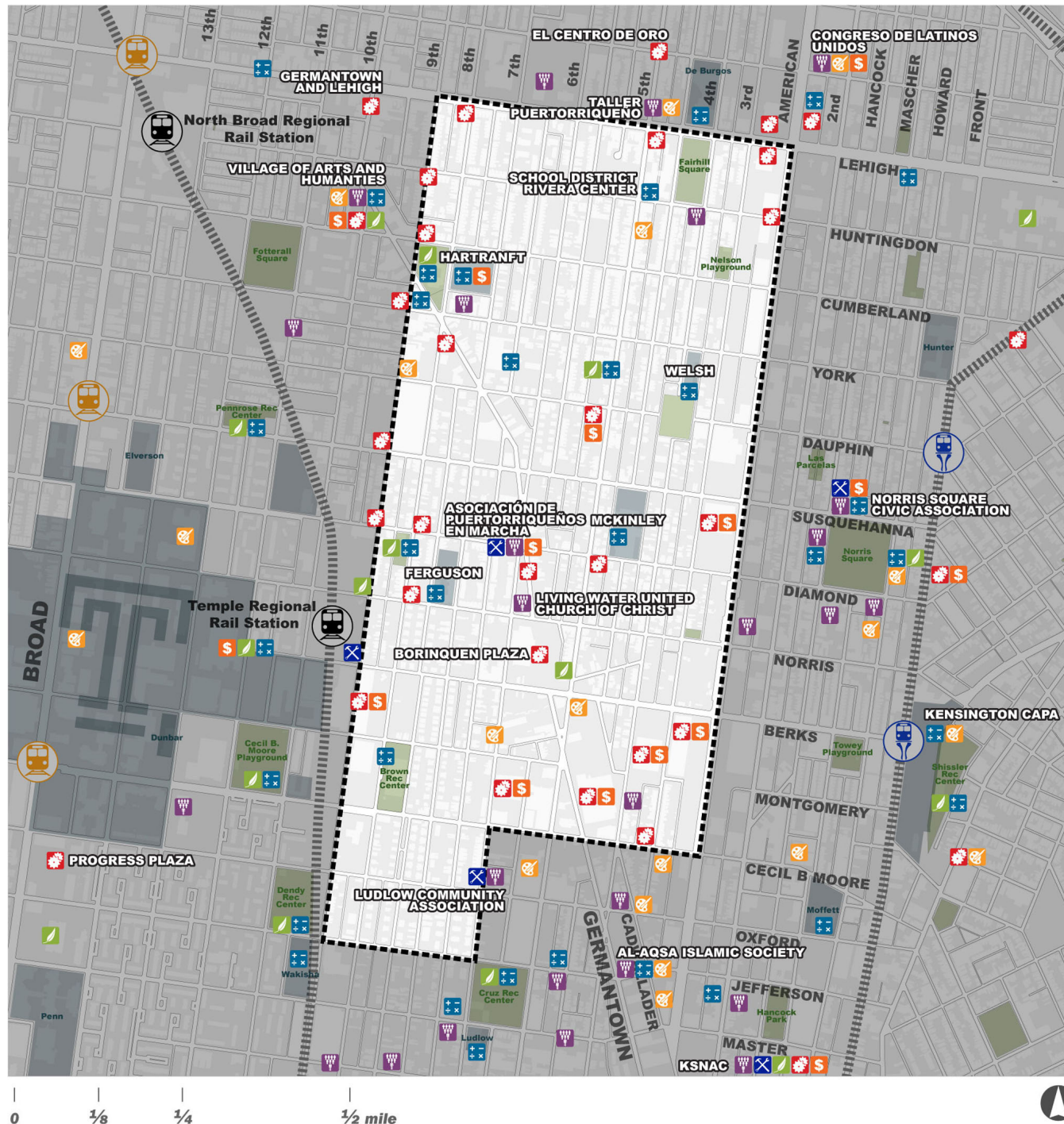
The following is a list of the abbreviations used throughout the report:

APM = Asociación de Puertorriqueños en Marcha
CCP = Community College of Philadelphia
Congreso = Congreso de Latinos Unidos
ECA = Energy Coordinating Agency
EG = Empowerment Group
ENPYSC = Eastern North Philadelphia Youth Services Coalition
GPTMC = Greater Philadelphia Tourism Marketing Corporation
GPUAC = Greater Philadelphia Urban Affairs Coalition
KSNAC = Kensington South Neighborhood Advisory Committee
L&I = License and Inspection
LISC = Local Initiatives Support Corporation
LULAC = League of United Latin American Citizens
MAC = Multicultural Affairs Commission
MOCEVS = Mayor's Office of Civic Engagement and Volunteer Service
MOCS = Mayor's Office of Community Service
MOS = Mayor's Office of Sustainability
NPACA = North Philadelphia Arts and Cultural Alliance
NSCA = Norris Square Civic Association
OHCD = Office of Housing and Community Development
PGW = Philadelphia Gas Works
PHA = Philadelphia Housing Authority
PHS = Pennsylvania Horticultural Society
PIDC = Philadelphia Industrial Development Corporation
PMBC = Philadelphia More Beautiful Committee
POWER = Philadelphians Organized to Witness, Empower and Rebuild
PPD = Philadelphia Police Department
PWD = Philadelphia Water Department
PWDC = Philadelphia Workforce Development Corporation
PYN = Philadelphia Youth Network
RDA = Redevelopment Authority
Village = Village of Arts and Humanities
WCRP = Women's Community Revitalization Project
YUC = Youth United for Change








LOCAL ASSETS

PROXIMITY AND
GOOD ACCESS
PUBLIC TRANSIT
NEW INVESTMENT
IMPROVING
PHYSICAL
ENVIRONMENT
DEVELOPMENT
OPPORTUNITIES
INSTITUTIONS AND
COMMUNITY
ORGANIZATIONS
GROWING
POPULATION
AND DIVERSITY








- PHYSICAL ENVIRONMENT
- INCOME & WEALTH
- ECONOMIC DEVELOPMENT
- EDUCATION, CHILDREN & YOUTH
- LEADERSHIP
- HEALTHY ENVIRONMENT & LIFESTYLE
- ARTS & CULTURE










local assets (cont'd)

	PHYSICAL ENVIRONMENT 	INCOME & WEALTH 	ECONOMIC DEVELOPMENT 	EDUCATION CHILDREN & YOUTH 	LEADERSHIP 	HEALTHY ENVIRONMENT / LIFESTYLE 	ARTS & CULTURE 
ENERGY COORDINATING AGENCY TRAINING CENTER							
FAIRHILL SQUARE							
FERGUSON CHILD CARE CENTER							
FERGUSON ELEMENTARY SCHOOL							
FESTIVAL DE LA CAÑA							
FINANTA							
FRANKFORD AVENUE CORRIDOR							
FREE LIBRARY							
GERMANTOWN AND LEHIGH CORRIDOR							
GIRARD MEDICAL CENTER							
HARTRANFT COMPUTER LAB							
HARTRANFT ELEMENTARY SCHOOL							
HARTRANFT HEAD START							
HARTRANFT PAL							
HIGHWAY TEMPLE OF DELIVERANCE							
HOPE PARTNERSHIP FOR EDUCATION							
INVINCIBLE STUDIOS							
KENSINGTON CAPA							
KENSINGTON HOSPITAL							
KENSINGTON SOUTH NAC							
KURTHS SEAFOOD RESTAURANT							
LA PLACITA PARK							
LA ROSA DEL MONTE MOVERS							
LA SALLE ACADEMY							
LATIN ART GALLERY							
LIVING WATER UNITED CHURCH OF CHRIST							
LUDLOW ELEMENTARY SCHOOL							
LUDLOW HEAD START							
LUDLOW YOUTH COMMUNITY CENTER							
MASCHER SPACE COOPERATIVE							
MCKINLEY CHILD CARE CENTER							
MCKINLEY ELEMENTARY SCHOOL							
MIDTOWN PARISH UNITED METHODIST CHURCH							
MOFFET ELEMENTARY SCHOOL							
NELSON PLAYGROUND							
NET CDC							
NORRIS SQUARE							

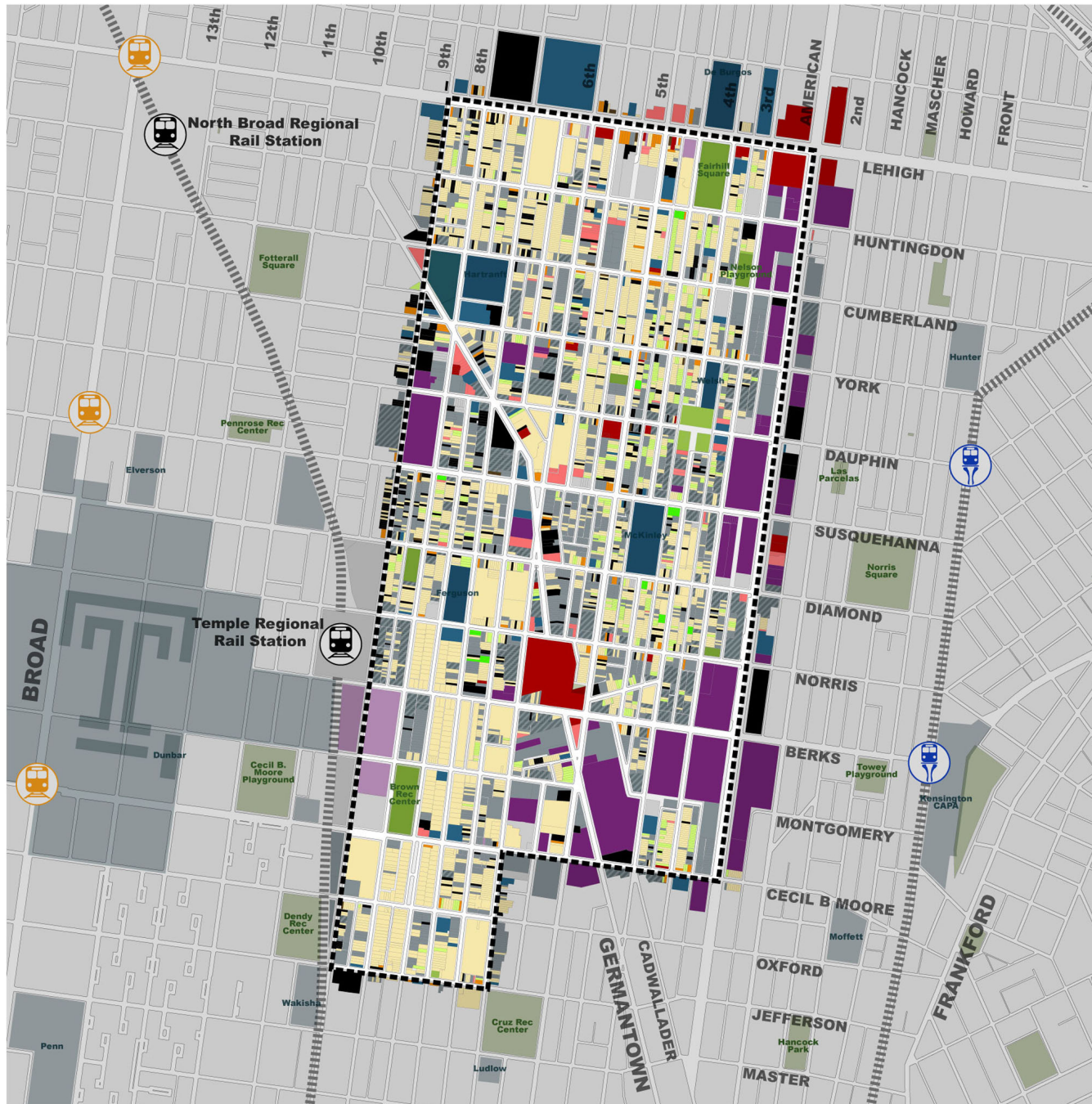
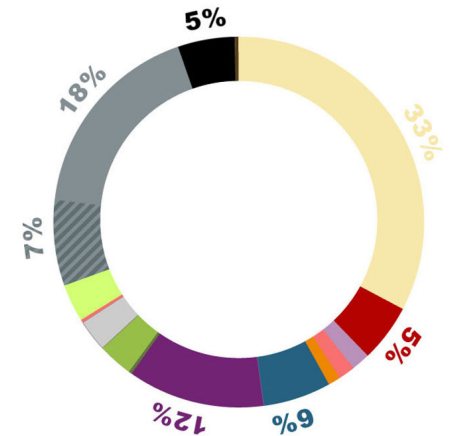
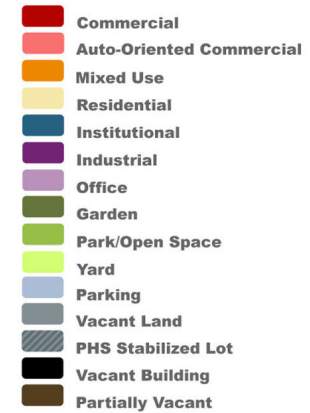
local assets

	PHYSICAL ENVIRONMENT 	INCOME & WEALTH 	ECONOMIC DEVELOPMENT 	EDUCATION, CHILDREN & YOUTH 	LEADERSHIP 	HEALTHY ENVIRONMENT / LIFESTYLE 	ARTS & CULTURE 
6TH STREET MENNONITE CHURCH							
5TH STREET HANDBALL COURT							
8TH AND DIAMOND PLAYGROUND							
ACT							
AL-AQSA ISLAMIC SOCIETY							
ALBERTO PAGAN-RAMIREZ DANCE CLASSES							
APM							
ARAB-AMERICAN COMMUNITY DEVELOPMENT CORPORATION							
ARTS SANCTUARY							
ASPIRA							
BORINQUÉN PLAZA							
BRIGHT HOPE BAPTIST CHURCH							
BROWN RECREATION CENTER							
CASA PROVIDENCIA							
CCIS							
CECIL B. MOORE PLAYGROUND							
CEIBA							
CENTRO MUSICAL							
CHAES FOOD							
COMMUNITY GARDEN @ PENNROSE PLAYGROUND							
COMMUNITY HEALTH COLLABORATIVE							
CONGRESO DE LATINO UNIDOS							
COOKMAN UNITED METHODIST CHURCH							
CRANE BUILDING							
CRUZ RECREATION CENTER							
DANCE STUDIO							
DE BURGOS ELEMENTARY SCHOOL							
DENDY RECREATION CENTER							
DEPT OF PARKS AND RECREATION							
DUNBAR ELEMENTARY SCHOOL							
EASTERN NORTH PHILADELPHIA YOUTH SERVICES COALITION							
EDISON SQUARE (PROPOSED)							
EL CENTRO DE ORO							
EMERALD STUDIOS							
EMPOWERMENT GROUP							
EMPOWERMENT ZONE BOARD							

local assets (cont'd)

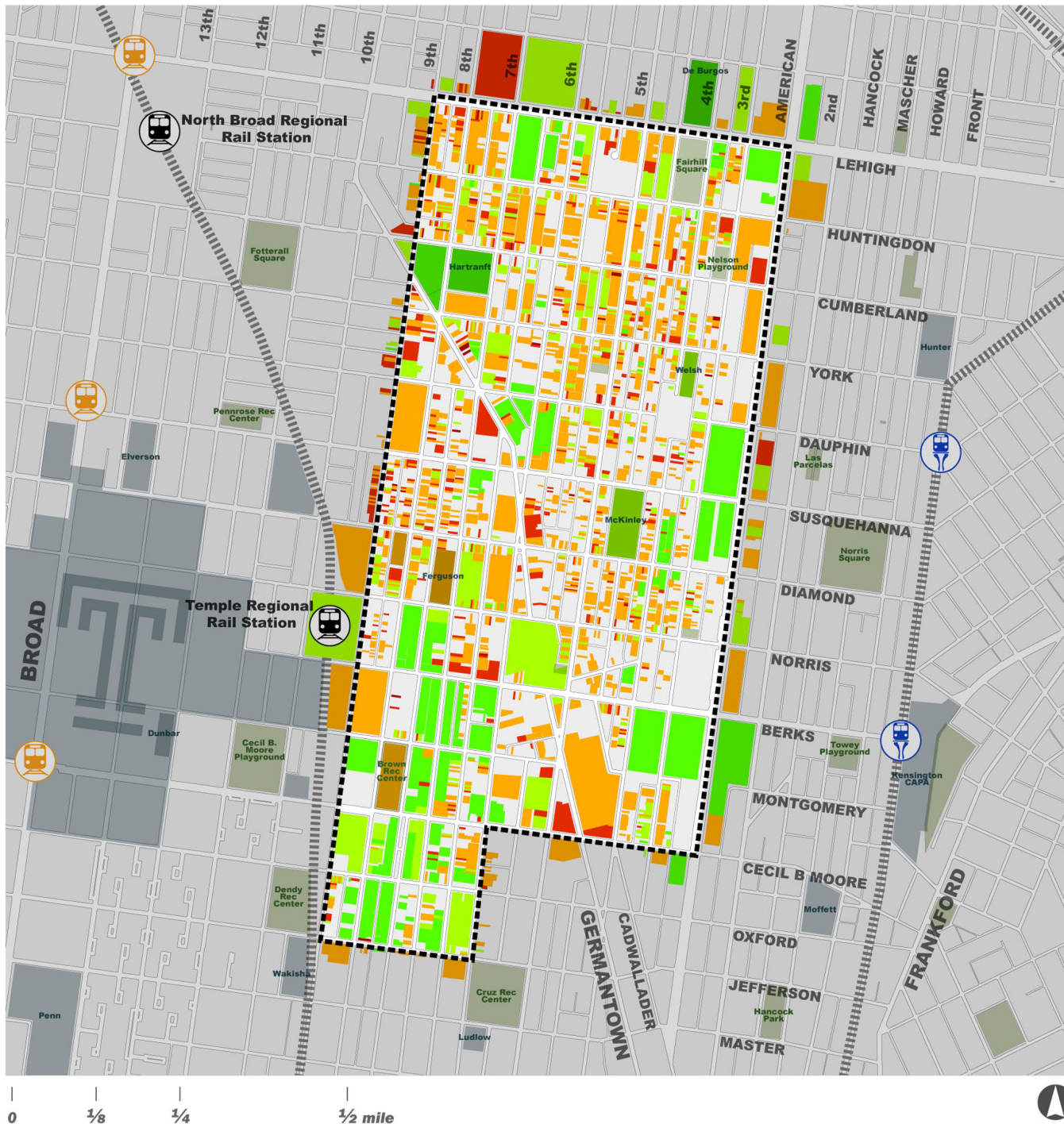
	PHYSICAL ENVIRONMENT 	INCOME & WEALTH 	ECONOMIC DEVELOPMENT 	EDUCATION CHILDREN & YOUTH 	LEADERSHIP 	HEALTHY ENVIRONMENT / LIFESTYLE 	ARTS & CULTURE 
NORRIS SQUARE CIVIC ASSOCIATION							
NORRIS SQUARE NEIGHBORHOOD PROJECT							
NORRIS SQUARE PRESBYTERIAN CHURCH							
NORTH PHILADELPHIA ARTS AND CULTURE ALLIANCE							
PARADA PUERTORRIQUEÑA							
PARENT AND INFANT CENTER							
PENTECOSTAL CHURCH OF GOD							
PHA HOUSING OFFICE							
PHILABUNDANCE							
PHS / PWD							
PLENA AND BOMBA FESTIVAL							
PROGRESS PLAZA							
PROJECT RAINBOW-DRUEDING CENTER							
RAICES CULTURALES							
SALVATION ARMY							
SCHOOL DISTRICT RIVERA CENTER							
SEMILLA ARTS INITIATIVE							
SPELLS WRITING LAB							
ST. BONIFACE CHURCH AND SCHOOL							
ST. MICHAEL ROMAN CATHOLIC CHURCH							
ST. PETER CLAVER CATHOLIC WORKER HOUSE							
TALLER PUERTORRIQUEÑO							
TEMPLE PRESBYTERIAN CHURCH							
TEMPLE RAIL STATION/EL STOPS							
TEMPLE UNIVERSITY							
TEMPLE UNIVERSITY EPISCOPAL HOSPITAL							
TREE TENDERS							
TYLER SCHOOL OF ART/TEMPLE GALLERY							
UPTOWN THEATER							
VILLAGE OF ARTS AND HUMANITIES							
VISIONS OF MISSIONS							
WCRP							
WELSH ELEMENTARY SCHOOL							
WEST KENSINGTON MINISTRIES							
YMCA							
YOUTHBUILD							
YOUTH UNITED FOR CHANGE							

LAND USE

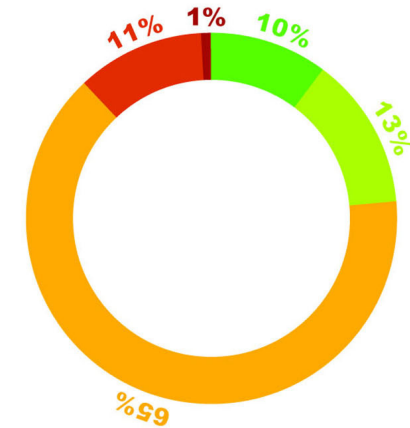


0 1/8 1/4 1/2 mile



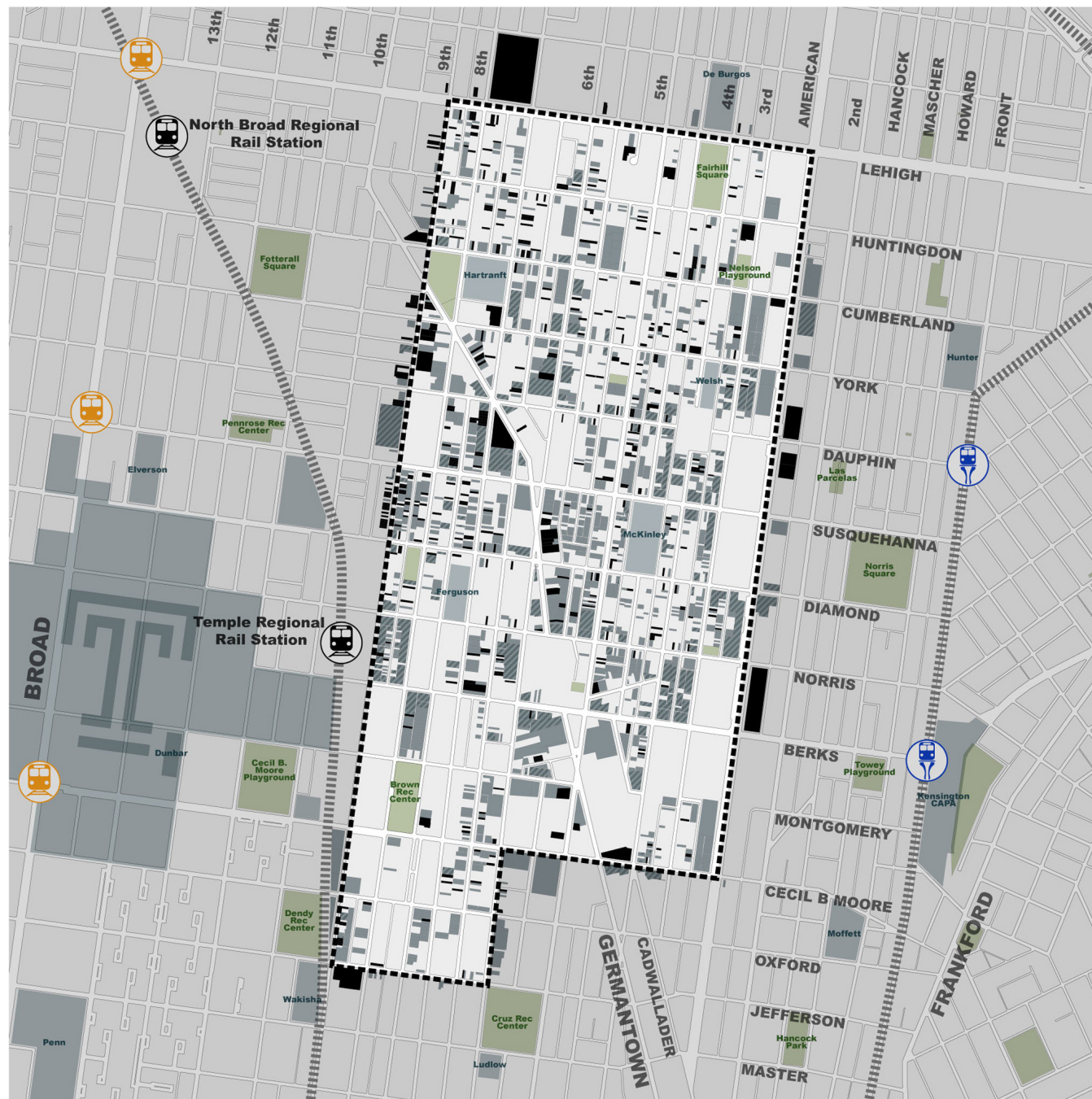


BUILDING CONDITION

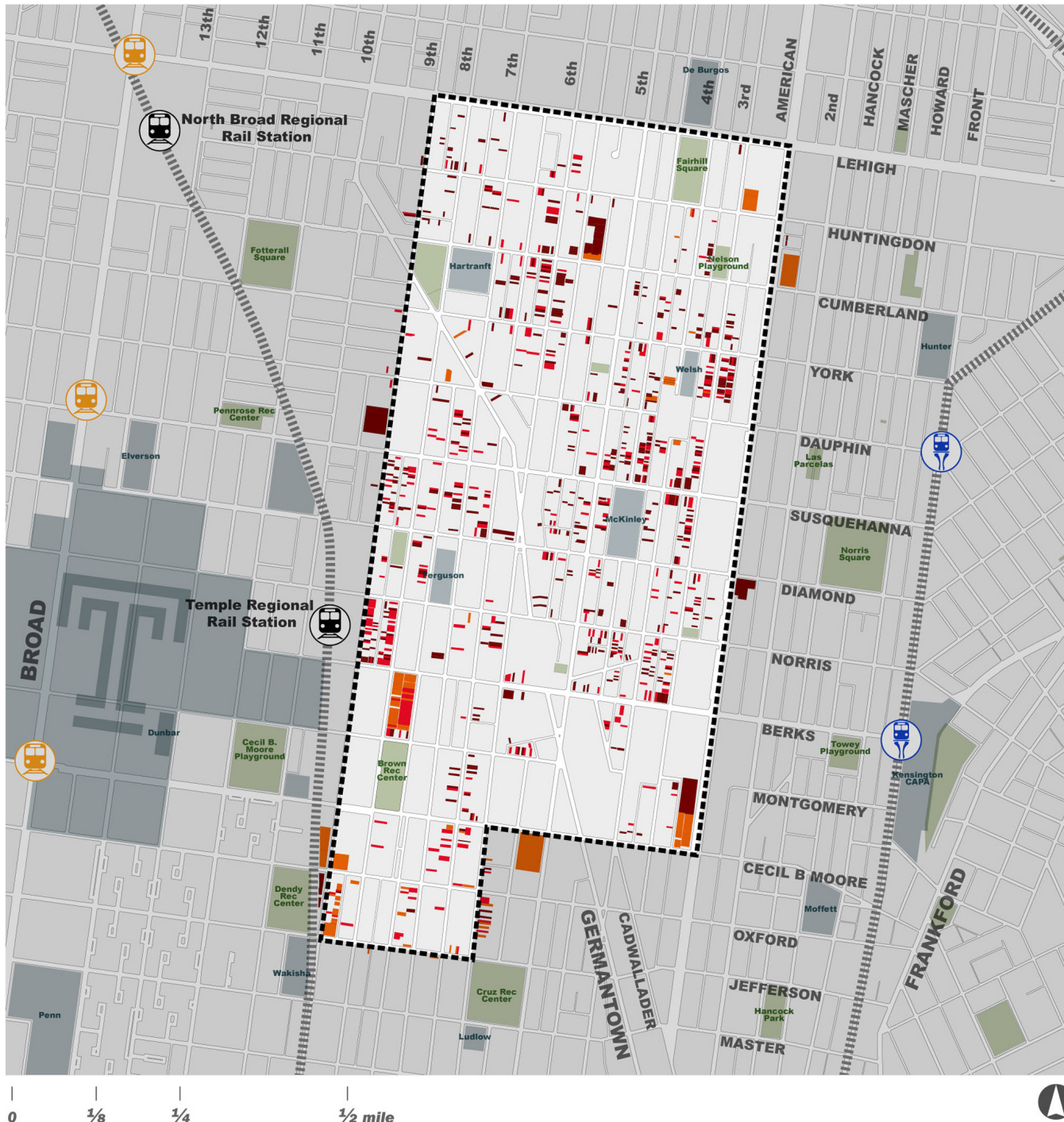


VACANCY

- Vacant Land
- PHS Stabilized Lot
- Vacant Building
- Partially Vacant

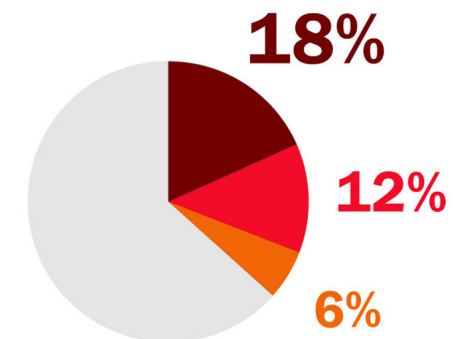


NEARLY
ONE-THIRD
 OF THE LAND AREA IS
VACANT LAND
 OR
VACANT BUILDINGS



PUBLIC OWNED VACANT LAND

- City-owned Vacant Land
- PHA-owned Vacant Land
- RDA-owned Vacant Land



36%
OF
VACANT LAND
IN THE NEIGHBORHOOD IS
PUBLIC-OWNED

RECENT AND PROPOSED DEVELOPMENT





0 1/8 1/4 1/2 mile

NEW HOUSING UNITS

BUILT SINCE 2000

MARKET RATE (85 units)

Lamp Factory Lofts
13
Sewing Factory Lofts
52
Tie Factory
20

AFFORDABLE (331 units)

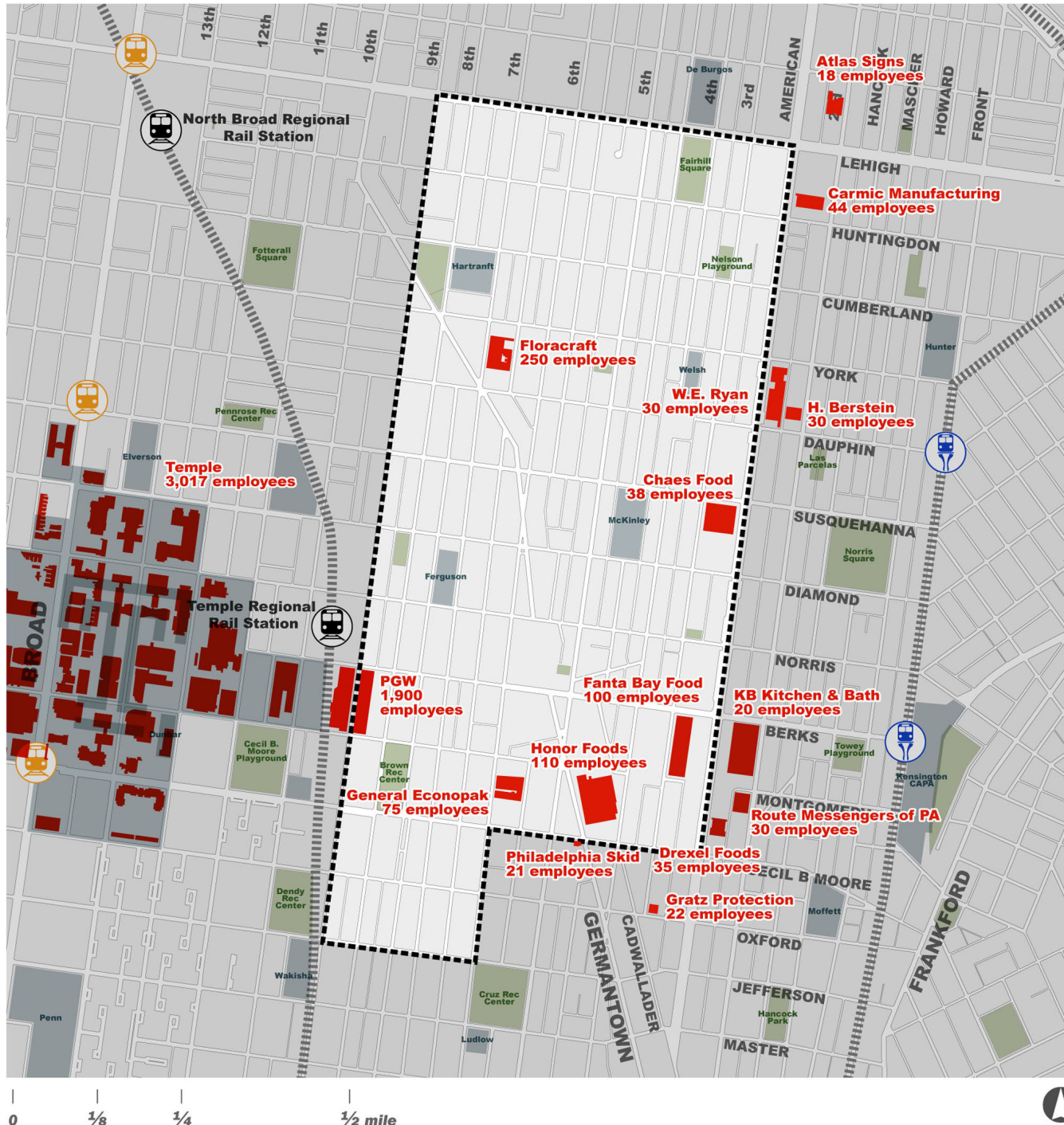
7th & Susquehanna Townhomes
8
Karen Donnelly Townhouses
32
Taino Gardens
42
Pradera I
58
Pradera II
53
Pradera III/Ludlow V
22
Lillia Crippen Townhouses I
26
Lillia Crippen Townhouses II
20
Ludlow Village I - III
21
Ludlow Village IV
25



SINCE 2000

416
HOUSING UNITS
HAVE BEEN BUILT

MAJOR EMPLOYMENT CENTERS



COMMERCIAL

- Retail
- Mixed Use
- Office
- Auto



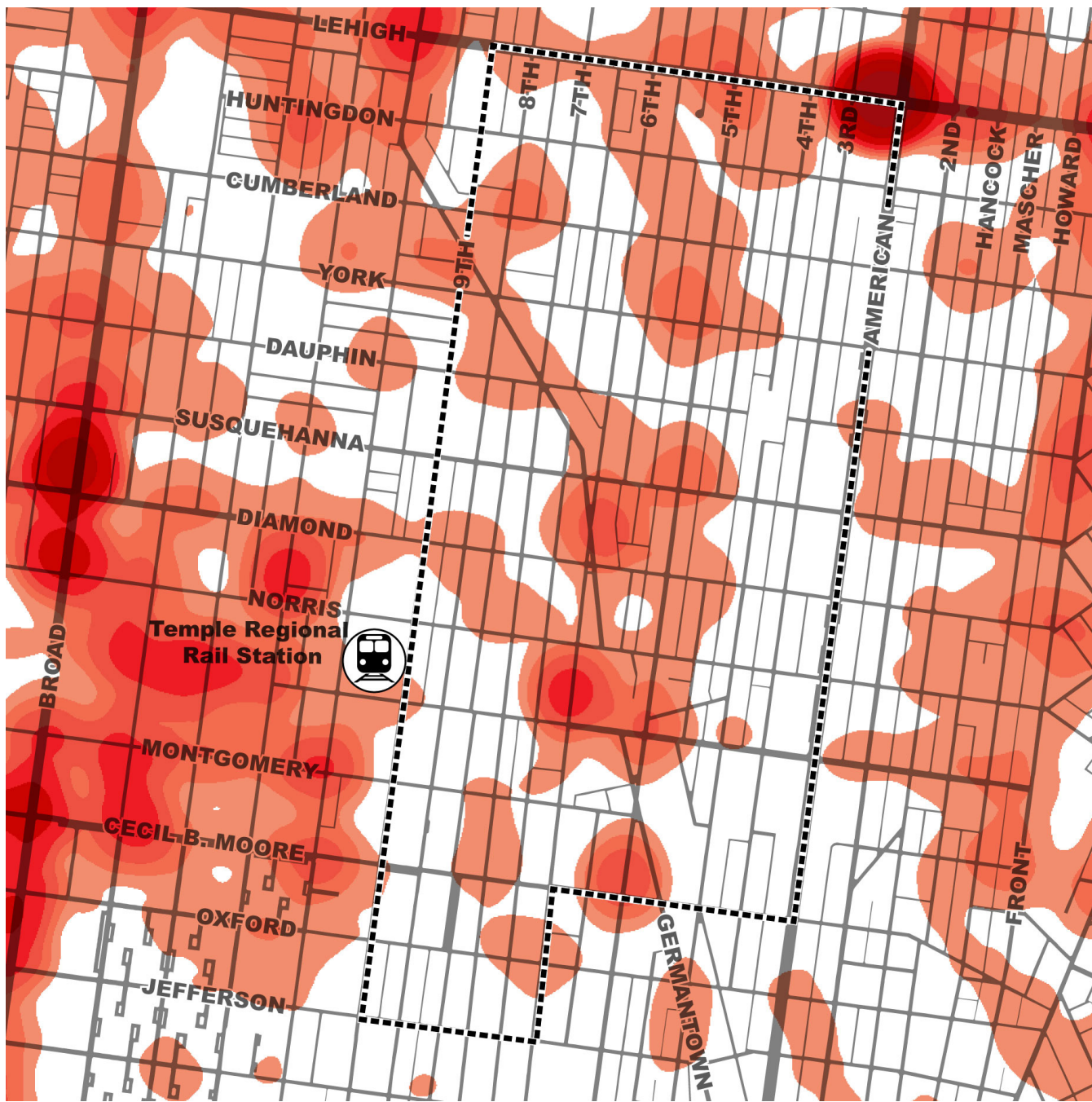
0 1/8 1/4 1/2 mile

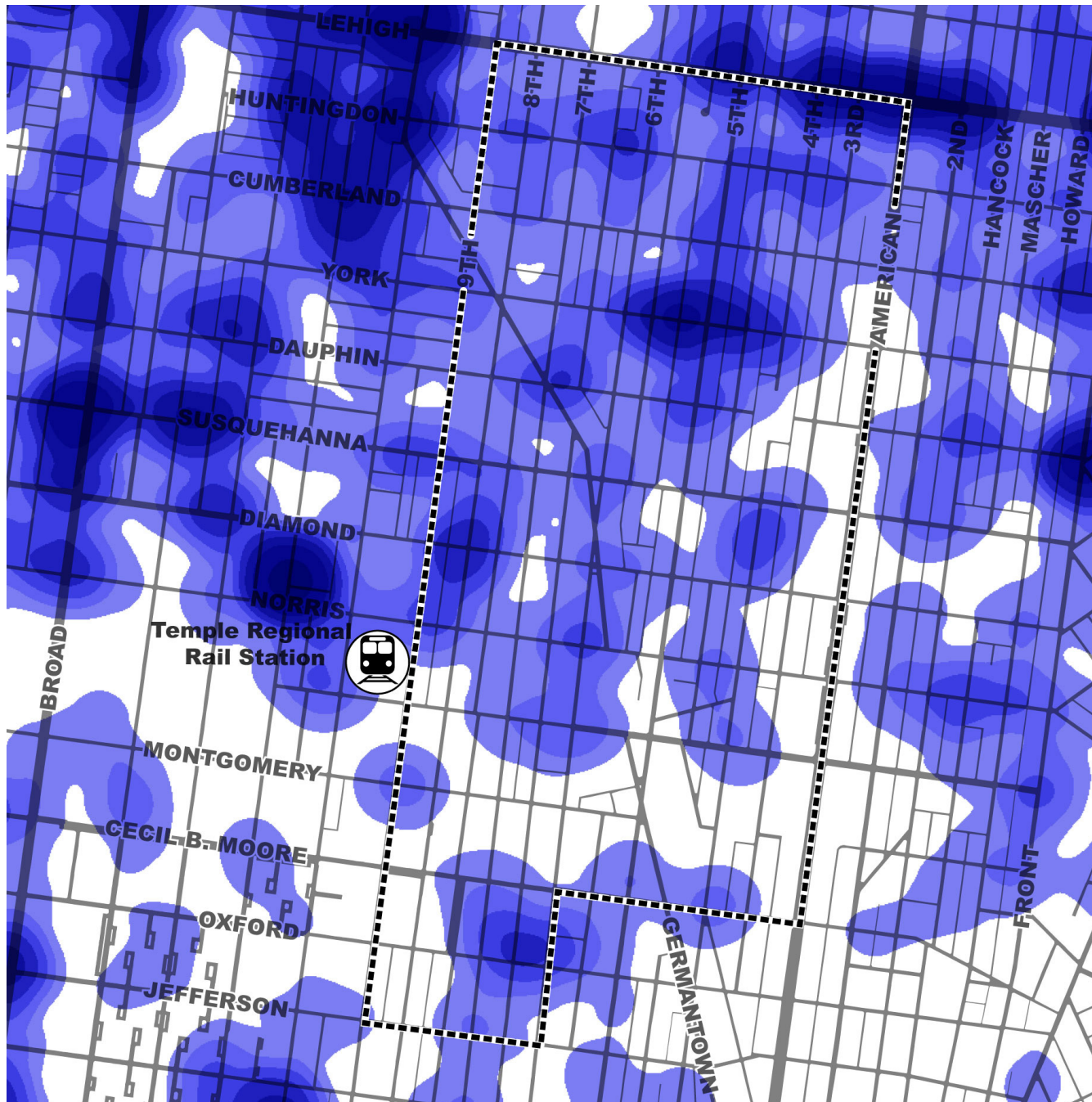


CRIMES OF PROPERTY, AUGUST 2007 - AUGUST 2008



of citywide property crimes,
20% are burglaries
67% are thefts
13% are stolen vehicles
source: philadelphia pd





CRIMES OF VIOLENCE, AUGUST 2007 - AUGUST 2008

incident density:



of citywide violent crimes,
2% are homicides
4% are sexual assaults
48% are aggravated assaults
46% are robberies

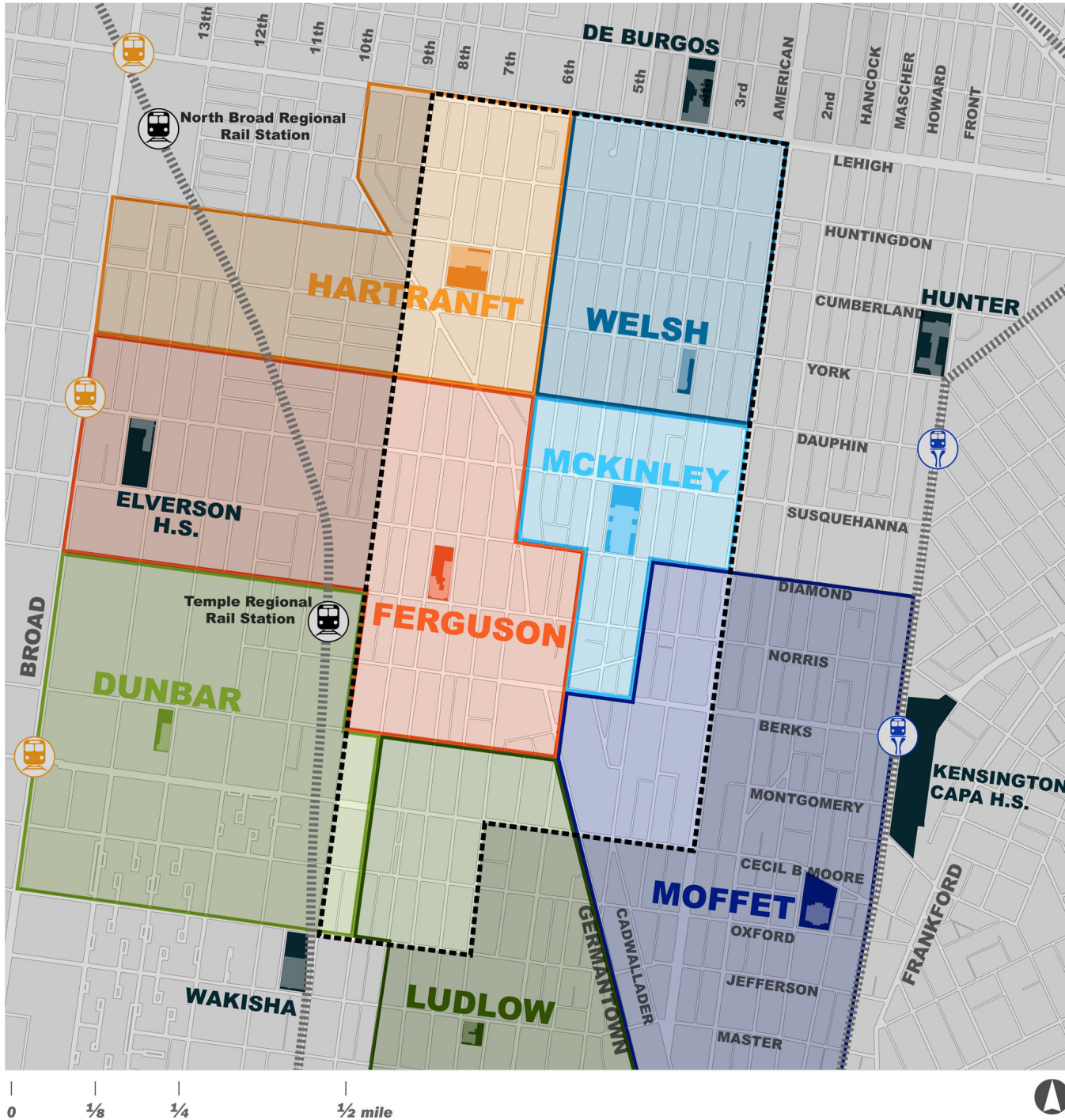
source: philadelphia pd

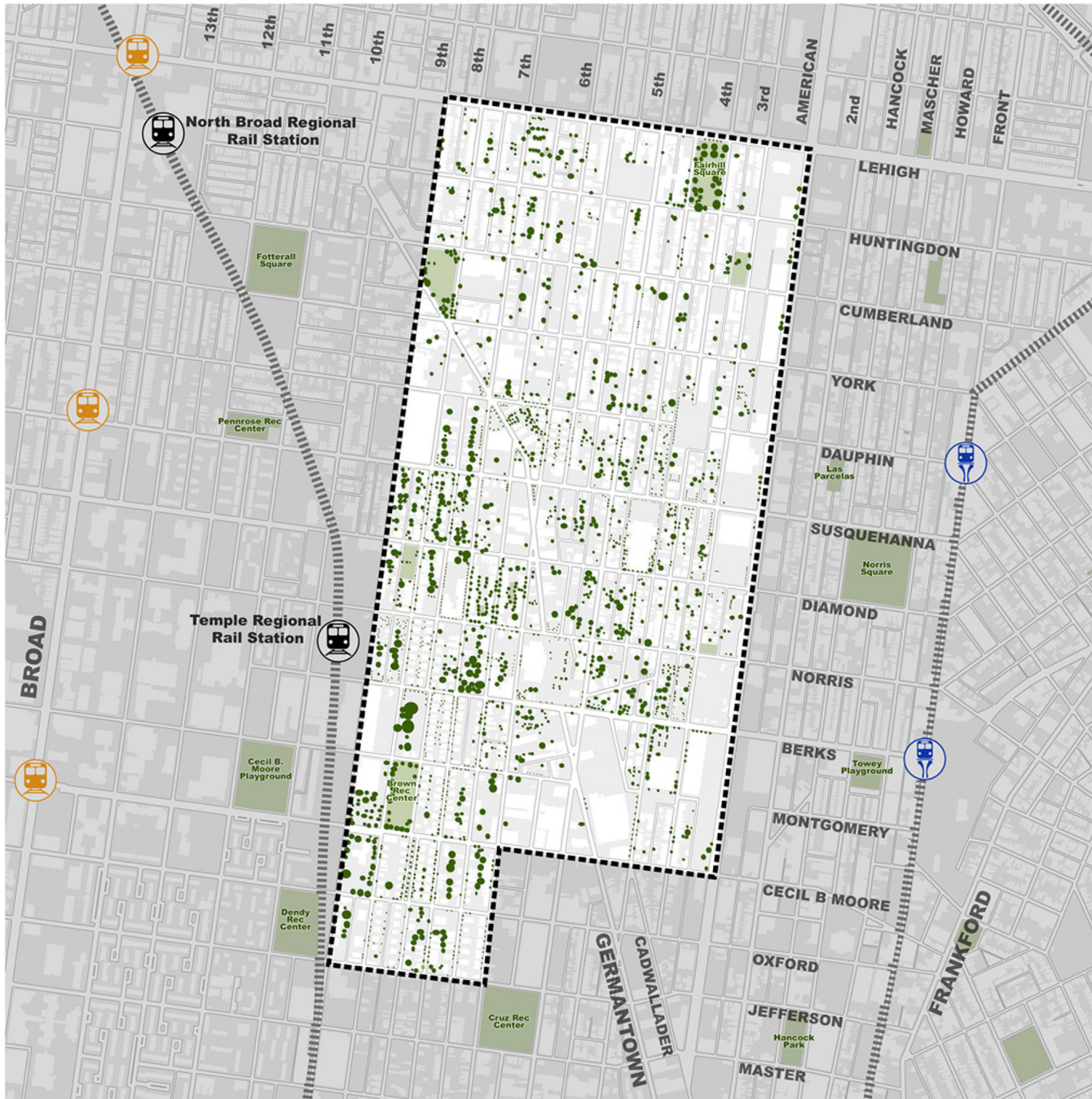
K-8 SCHOOL CATCHMENT BOUNDARIES

source: the school district of philadelphia

2010 School Performance Index [SPI]
overall ranking

top 10%	1	—	WELSH, MOFFET
	2	—	
	3	—	LUDLOW
	4	—	
	5	—	
	6	—	FERGUSON
	7	—	
	8	—	MCKINLEY
	9	—	HARTANFT
bottom 10%	10	—	DUNBAR (Qualifies as Renaissance Eligible School)





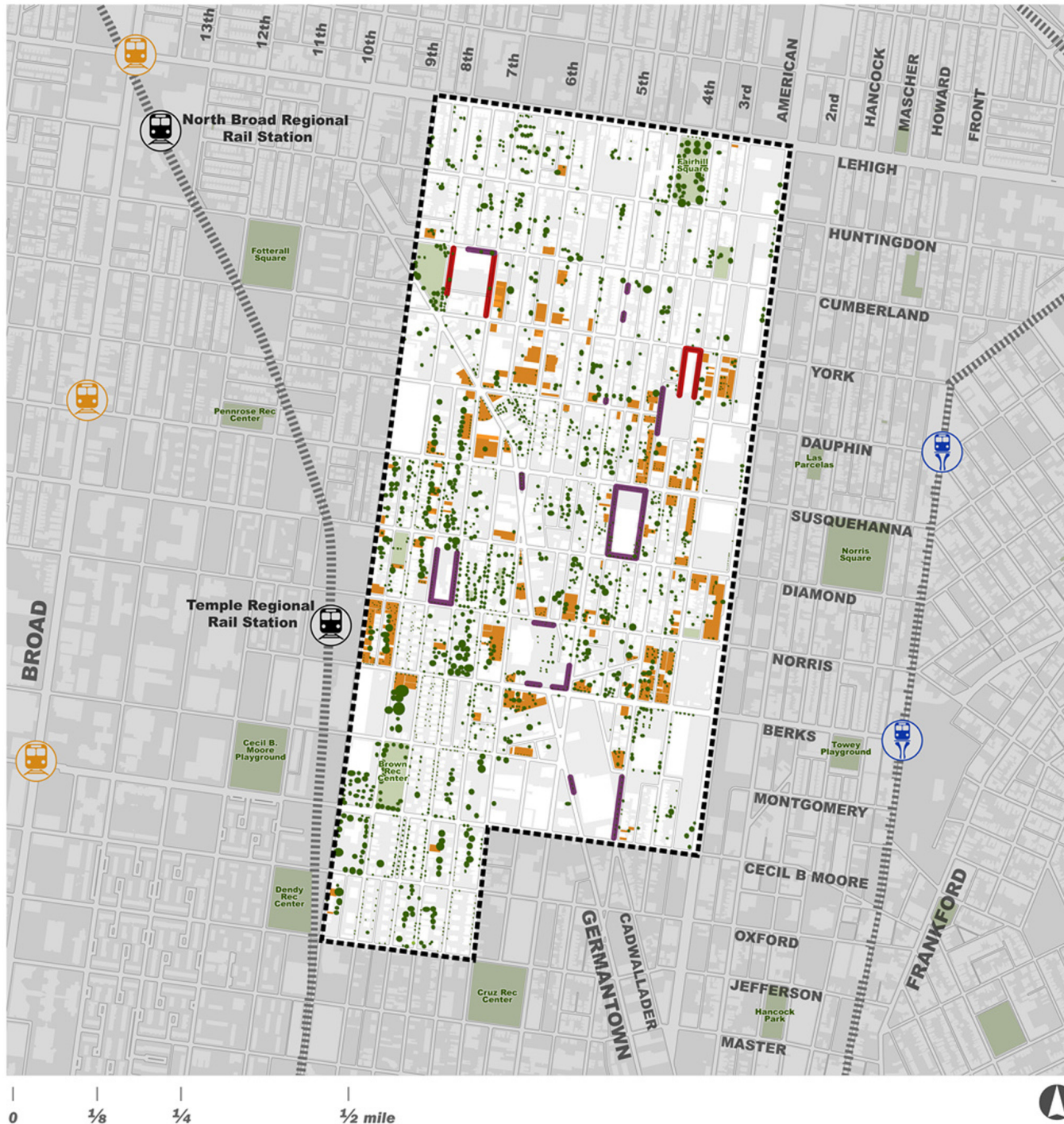
7% of the study area
currently has **TREE COVERAGE**

● Existing Tree Canopy
■ Parks & Open Space

7% of the study area
currently has **TREE COVERAGE**

but, only **37%** of the study
area's canopy are **STREET
TREES**





7% of the study area
currently has **TREE COVERAGE**

but, only **37%** of the study
area's canopy are **STREET
TREES**

the city of philadelphia's
GREENWORKS
plan aims to **INCREASE** the
city's tree coverage city-wide
to **30%** by **2025**

**VACANT LOT
STABILIZATION**
along with **RECENT &
PLANNED** street tree
plantings, will provide a
GROWING CANOPY in the
coming years, but a greater
planting initiative will be
needed to reach this target.

- Existing Tree Canopy
- Parks & Open Space

92% of residents in the study area are within a 5 minute walk of at least 1 open space

RESIDENTS LIVE WITHIN A 5 MINUTE WALK OF:

- 1 Open Space
- 2 Open Spaces
- 3 Open Spaces
- 4 Open Spaces

HOWEVER, many of these spaces suffer from lack of maintenance or their amenities are not well suited to the surrounding community.

