



The Good Lands

2025 NEIGHBORHOOD PLAN

Fairhill & St. Hugh



KSK Architects Planners Historians, Inc.
Urban Partners
AlterNation LLC Consulting
Partners for Livable Communities

ACKNOWLEDGMENTS

Steering Committee Members

Leslie Acosta	<i>Pennsylvania State Representative, 197th District</i>
Maryse Beliveau-Nance	<i>Trust for Public Land</i>
Gina Chapman	<i>Mercy Life</i>
David Chiles	<i>Providence Center</i>
Kate Clark	<i>GenPhilly</i>
Michael Cramm	<i>Philadelphia Police Department, 25th District</i>
Rachael Crandley	<i>Conrail</i>
Dr. Carmen Febo	<i>Taller Puertorriqueño</i>
Varsovia Fernandez	<i>Greater Philadelphia Chamber of Commerce</i>
Cynthia F. Figueroa	<i>Congreso de Latinos Unidos</i>
Miguel Garcia	<i>HACE</i>
Dana Hanchin	<i>Local Initiatives Support Coalition</i>
Elizabeth Hernandez	<i>Place of Refuge</i>
Jocelyn Hill	<i>Conrail</i>
Diane Jackson	<i>Lawrence Court Homeowners Association</i>
Karen Lockhart Fegely	<i>Philadelphia Commerce Department</i>
Felicita Miranda	<i>HACE</i>
Casey O'Donnell	<i>Impact Services</i>
Susan Post	<i>Esperanza Health</i>
Maria Quinones-Sanchez	<i>Philadelphia City Council</i>
Carrie Rathmann	<i>Habitat for Humanity</i>
Ashley Richards	<i>Philadelphia City Planning Commission</i>
Erik L. Soliván, Esquire	<i>Philadelphia Housing Authority</i>
Danae Tilghman	<i>Philadelphia Water Department</i>

HACE Staff

Maria N. Gonzalez	<i>President</i>
Harry Tapia	<i>Controller</i>
Joandeliz Marquez	<i>Business District Manager</i>
Jaqueline Perez	<i>Assistant District Manager</i>
Stasia Monteiro	<i>NAC Program Director</i>
Ludmiladia Pitter	<i>Staff Accountant</i>
Irayma Olivencia	<i>Bookkeeper</i>
Luz Lugo-Harper	<i>Senior Housing Specialist</i>
Amanda Garayua	<i>Housing Specialist</i>
Anthony Jose Davila	<i>NEC Counselor</i>
Victor Montalvo	<i>Corridor Cleaning Crew Leader</i>
Pedro Acevedo	<i>Corridor Cleaning Crew Leader</i>

HACE Management Company

David Gonzalez	<i>President/Property Manager</i>
Felix Beltram	<i>Site Manager</i>
Yesenia Vazquez	<i>Site Manager</i>
Yesenia Betancourt	<i>Site Manager</i>
Irma De Jesus	<i>Assistant Site Manager</i>
Juan Perez	<i>Assistant Site Manager</i>
Carlos Nunez	<i>Resident Services Manager</i>
Yvette Castro	<i>Assistant Site Manager</i>
Tania Valentin	<i>Administrative Assistant</i>
Sandra Vargas	<i>Administrative Assistant</i>
Manuel Rivera	<i>Maintenance Technician</i>
Ian Wilson	<i>Maintenance Technician</i>
Anthony Agosto	<i>Maintenance Technician</i>
Felipe Cruz	<i>Maintenance Technician</i>
Juan Brown	<i>Maintenance Technician</i>

ACKNOWLEDGMENTS	ii
INTRODUCTION	1
Plan Partners	2
Key Plan Issues & Recommendations	3
Previous Plans and What Has Been Achieved	4
HACE NEIGHBORHOOD STRATEGIC PLAN, 1995	4
HACE NEIGHBORHOOD DEVELOPMENT PLAN, 2004	5
Existing HACE Programs	7
HOUSING COUNSELING PROGRAM	7
HACE NEIGHBORHOOD ENERGY CENTER	7
NEIGHBORHOOD ADVISORY COMMITTEE PROGRAM	7
RESIDENT SERVICES	8
MAIN STREET PROGRAM	8
PUBLIC OUTREACH	9
Project Phasing	10
Public Outreach	11
RESIDENT SURVEY	11
STAKEHOLDER MEETINGS	16
VISITORS CENTER	16
EXISTING CONDITIONS	17
Neighborhood Context	18
Transportation	18
STREET NETWORK	18
PUBLIC TRANSPORTATION	19
BICYCLE TRANSPORTATION	12
Demographics	20
POPULATION/HOUSEHOLD SIZE/AGE	20
INCOME/EMPLOYMENT/UNEMPLOYMENT	22
EDUCATION	23
Community Resources	24
SCHOOLS	24
COMMUNITY FACILITIES	25
OPEN SPACE	25
MEDICAL FACILITIES	25

Children and Families	26
Land Use	28
Zoning	29
Vacancy	30
PUBLICLY OWNED VACANT LAND	31
Condition	32
BUILDING	32
STREETScape/PUBLIC REALM	33
Housing	34
HOUSING TYPE	34
MAJOR HOUSING DEVELOPMENTS	34
HOUSING TENURE	35
HOME SALES PRICES	35
HOUSING TURNOVER	36
Retail Corridors	37
Market Analysis	38
RETAIL DEMAND	39
Crime	43
Conrail Land	44
CRIME AND SAFETY ANALYSIS BY ALTERNATION OF AREAS AROUND CONRAIL *	45
KEY ISSUES	49
Poverty & Housing Turnover	50
Crime	50
Conrail Land	51
Housing/Homeownership	51
Children and Families	52
Economic Development	52

RECOMMENDATIONS 55

Corridor Development/Infrastructure Improvements 56

 SECOND STREET IMPROVEMENTS 57

 AMERICAN STREET IMPROVEMENTS 58

 NEW STREET CONNECTIONS 59

 INTERSECTION IMPROVEMENTS 60

 5TH STREET/CENTRO DE ORO IMPROVEMENTS 61

 FRONT STREET IMPROVEMENTS 62

Housing Development 63

 A AND LIPPINCOTT STREET HOMEOWNERSHIP 64

 LAWRENCE COURT II HOMEOWNERSHIP 65

 CASA INDIANA SENIOR RENTAL HOUSING 66

 SCATTERED SITE HOUSING REHABILITATION 67

 SOMERSET VILLAS REDEVELOPMENT AREA 68

 5TH STREET MIXED USE DEVELOPMENT SITES 70

Economic Development 71

 5TH STREET CORRIDOR NEIGHBORHOOD MARKETING AND
 BRANDING 71

Conrail Land* 72

 ESTABLISH NEIGHBORHOOD LEADERSHIP TEAMS 72

 1ST GENERATION CPTED IMPROVEMENTS 73

 2ST GENERATION CPTED IMPROVEMENTS 77

Children and Families 78

 SENIOR INTERGENERATION HOUSING AND HEALTH
 SERVICES CENTER 78

 NETWORK OF SERVICES & RESOURCES FOR SENIORS 79

 FAIRHILL HIGH COMMUNITY SCHOOL 81

 PARTNER WITH SOCIAL SERVICE PROVIDERS TO
 ADDRESS GAPS IN SOCIAL SERVICES 82

Open Space 84

 HOPE PARK IMPROVEMENTS 84

 REED PLAYGROUND IMPROVEMENTS 85

Zoning/Remapping 86

IMPLEMENTATION 89

Priority Projects: Phase 1 (0-2 years) 93

Priority Projects: Phase 2 (3-6 years) 95

Priority Projects: Phase 3 (7-10 years) 96

Other Projects 97

 HOUSING DEVELOPMENT 97

 CONRAIL LAND 97

 CHILDREN AND FAMILIES 98

Neighborhood Indicators 99

APPENDIX A: A-1

Crime and Safety Report

APPENDIX B: B-1

Report on Opportunities for Supporting
Older Adults in the Fairhill St. Hugh Area of
Philadelphia, Pennsylvania

APPENDIX C: C-1

Resident Survey Responses

APPENDIX D: D-1

Social Service Providers

APPENDIX E: E-1

Expanded Study Area Map

THE
GOOD
LANDS

INTRODUCTION



INTRODUCTION

The Good Lands 2025 Neighborhood Plan is a 10-year comprehensive strategic neighborhood plan funded by the Wells Fargo Regional Foundation for the Fairhill and St. Hugh Neighborhoods, a diverse community in Eastern North Philadelphia. The main goal of this plan is to provide a road map for the revitalization of this area, and to help HACE (Hispanic Association of Contractors and Enterprises) and its partners leverage the financial support needed over the next 10 years to further transform the Fairhill and St. Hugh neighborhoods. The plan is resident and community-driven, with input provided throughout the planning process from neighborhood non-profits and stakeholder groups.

HACE has a long history of using the neighborhood planning process to guide their work and to engage key stakeholders to develop projects, programs and activities to improve the overall quality of life of the families that reside in the plan area. HACE completed their first 10-year plan in 1995 with their Neighborhood Strategic Plan. Their second 10-year plan, the Good Lands Neighborhood Development Plan, was completed in 2004 which guided the transformation of this area from 2005 through 2015. In 2015, with the last neighborhood plan coming to a close, HACE obtained a grant from the Wells Fargo Regional Foundation for the next neighborhood plan through 2025. The Project Team, consisting of KSK Architects Planners Historians, Inc. and Urban Partners, was hired to complete the plan.

The 3/4 square mile study area for the Plan is bounded by the Amtrak rail line to the north, B Street to the east, Lehigh Avenue to the south, and 6th Street to the west. The study area includes the eastern portion of the Fairhill neighborhood south of Allegheny Avenue and the neighborhood formerly known as St. Hugh north of Allegheny Avenue; for the purposes of this report, the study area will be referred to as

the HACE neighborhood. The predominantly Hispanic neighborhood is characterized by small rowhouse blocks, the vibrant commercial corridors of 5th Street (El Centro de Oro) and Front Street, HACE affordable multi-family housing developments in the Caribe Development Zone, and several institutional service providers such as Maria de los Santos Health Center, Mercy Health and Congreso de Latinos Unidos. A notable feature of the neighborhood landscape is the active Conrail freight rail line right-of-way, an overgrown swath of land roughly 200 feet wide that runs diagonally across the HACE neighborhood that has a homeless population and pervasive drug use.

The Plan focuses on major areas of development activity, including housing preservation/creation, commercial corridor revitalization, improving the quality of life, and neighborhood marketing. Key issues addressed by the Plan include the following topics that were identified in the The Reinvestment Fund (TRF) Policy Report released by Wells Fargo:

- High Poverty
- High Rates of Housing Turnover
- Crime
- Vacancy
- Low Performing Schools

Plan Partners

The Project Team worked closely with HACE and the Steering Committee throughout the planning process to ensure that the proposed recommendations meet the needs the community and help stimulate additional public and private investment to continue in the transformation of the plan area.

HACE was founded in 1982 with the goal of providing economic empowerment in the Latino community, and since then it has focused on economic development, affordable housing



El Centro de Oro Commercial Corridor



Villas del Caribe in the Caribe Development Zone

MAP 1: Study Area

development, and the provision of social services in the Fairhill and St. Hugh neighborhoods. Over the years, HACE has transitioned into residential and commercial development, managing properties, and advocating for neighborhood residents and small businesses.

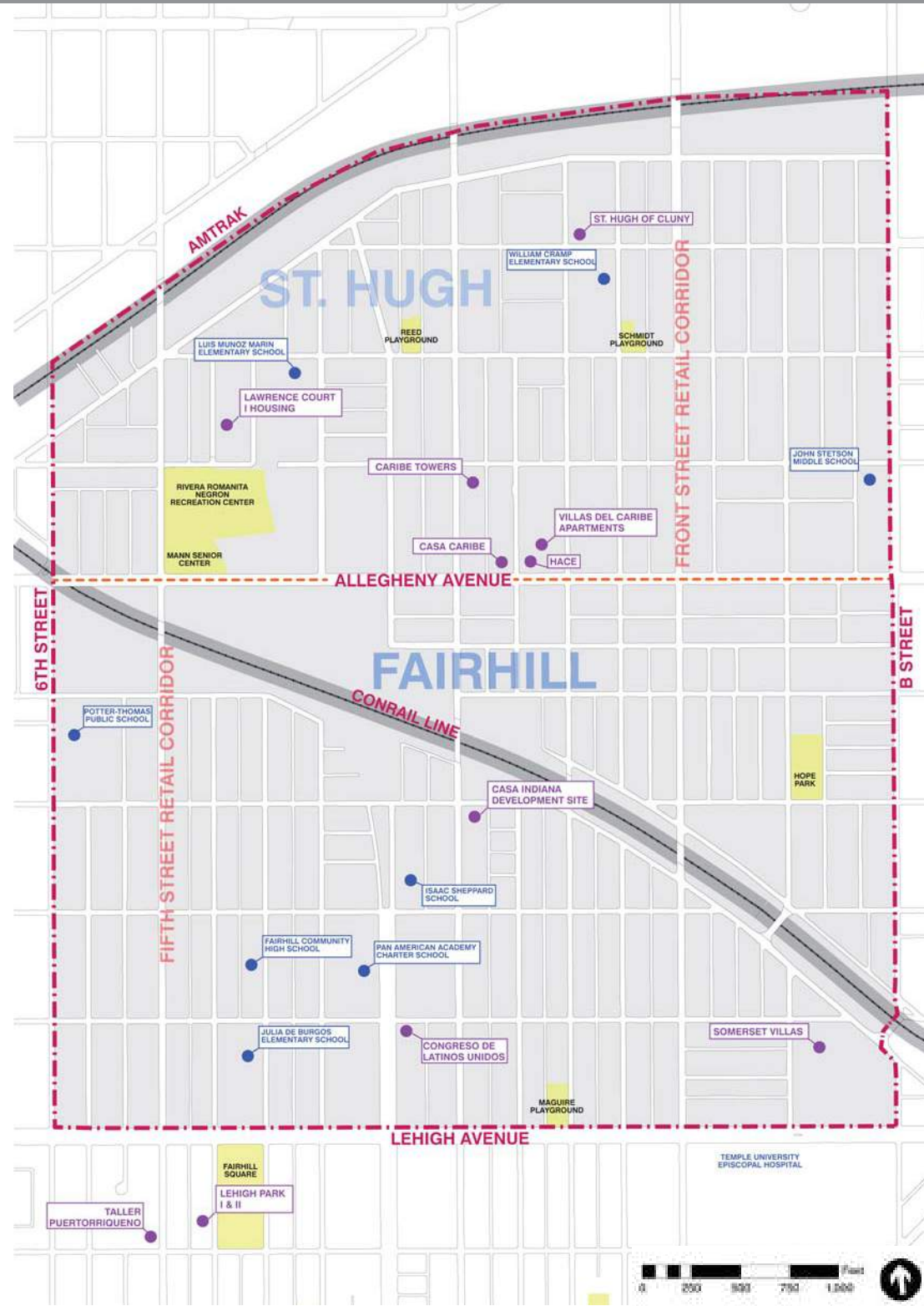
A Steering Committee composed of community based organizations, social service providers, health institutions, Police Department, Managing Director's Office, City Planning Commission and elected officials was formed to help guide the Project Team throughout the planning process and provide feedback on key issues and recommendations developed by the Project Team.

The Project Team also worked with AlterNation LLC Consulting and Partners for Livable Communities to provide additional expertise on key issues within the HACE neighborhoods. AlterNation developed a Crime and Safety report for the HACE neighborhood that focused on the area in and around the Conrail Corridor. The report analyzes crime patterns and makes recommendation for crime prevention including 1st Generation CPTED - Crime Prevention through Environmental Design (reducing the physical opportunity for crime with modifications to the built environment) - and 2nd Generation CPTED (reducing the social motives triggering those crimes of opportunity with urban land redevelopment and social programs). A summary of the analysis and recommendations from the AlterNation Crime and Safety report is included in the body of The Good Lands 2025 Neighborhood Plan; the full report is available in Appendix A. Finally, the Project Team worked with Partners for Livable Communities to develop a set of recommendations to support the older adult population in the HACE neighborhood (full report in Appendix B).

Key Plan Issues & Recommendations

Based on feedback from community members and stakeholder groups, The Plan identifies Key Issues and Recommendations for the HACE neighborhood in the following categories:

- Poverty & Housing Turnover
- Crime/Conrail Land Area
- Housing/Homeownership
- Economic Development
- Children and Families



Previous Plans and What Has Been Achieved

HACE NEIGHBORHOOD STRATEGIC PLAN, 1995

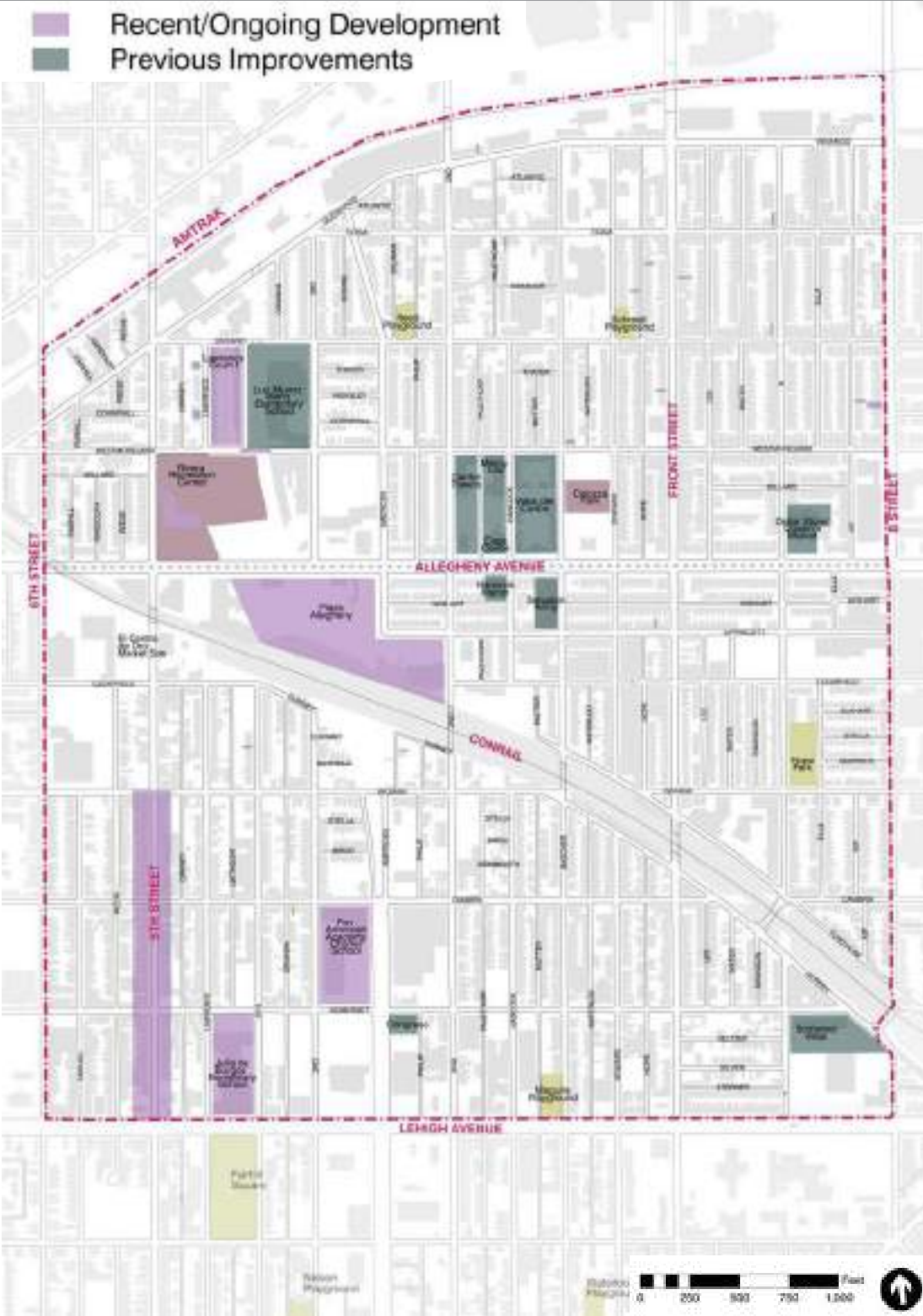
HACE's first 10-year neighborhood plan included recommendations for new rental and homeownership housing, business development, and socio-economic community programs. Development recommendations were made for three distinct zones:

1. Caribe Development Zone: 2nd Street north of Allegheny Avenue
2. Somerset Development Zone: "A" Street and Lehigh Avenue
3. "El Centro de Oro": 5th Street, the primary Latino commercial corridor, between Lehigh and Allegheny

Housing projects completed from the 1995 Strategic Plan include the Villas Del Caribe (81 family rental units) and Casa Caribe (53 elderly units) residential developments, the Model Block housing preservation program, rehabilitation of a former factory building to senior housing, and the Somerset Villas senior housing development. Completed economic development projects include the creation of the "El Centro de Oro" Business, Arts and cultural district with rehabilitation of the HACE Mall to serve predominantly nonprofit tenants, the implementation of a model Main Street Program, creation of the HACE Management Company, as well as the purchase and renovation of 35,000 square feet of buildings and assistance to existing and new business owners along the Centro de Oro. HACE supported other major investments as a result of the 1995 plan, including two new elementary schools (Luis Munoz Marin and Julia de Burgos), a new Salvation Army, and the rehabilitation of a former industrial building for Congreso de Latinos Unidos (Congreso).



Caribe Towers Housing Development at 2nd and Allegheny



HACE NEIGHBORHOOD DEVELOPMENT PLAN, 2004

Building on the success of the 1995 Neighborhood Strategic Plan, a new 10-year plan was completed in 2004 with the overriding goal of creating a distinctive Latino business, cultural, and residential community that would be a community of choice and create a market of regional attraction. A few of the Initiatives completed as part of the 2004 plan include the following:

- Construction of Lawrence Court I, a 50-unit complex of affordable homeownership sales townhouses on a former industrial parcel at Ontario and Lawrence Streets.
- El Centro de Oro Streetscape Improvement project for three blocks of 5th Street between Lehigh Avenue and Indiana Street
- Construction of the HACE Life Center, operated by Mercy Health, which provides medical and social services to 150 neighborhood elders
- Redevelopment of Caribe Towers, a 57-unit rental building for low-income seniors
- Collaboration with the Office of Community Services of the Archdiocese of Philadelphia to sell 17 rehabilitated houses to low and moderate-income, first-time homebuyers
- Cleaning and maintenance of 385 vacant lots
- Improvements to Fairhill Square Park
- Improvements to Joe Manuel Collazo Park
- Opening of the HACE Business and Visitor Center on N. 5th Street as a gateway to El Centro de Oro
- \$2 million in Tiger Grant funding awarded for the completion of Westmoreland Street between 3rd and 4th Streets



El Centro de Oro Streetscape Improvements



New PHFA-Funded Affordable Homeownership at Lawrence Court



Fairhill Square Park

PHILADELPHIA LAND BANK STRATEGIC PLAN, 2015

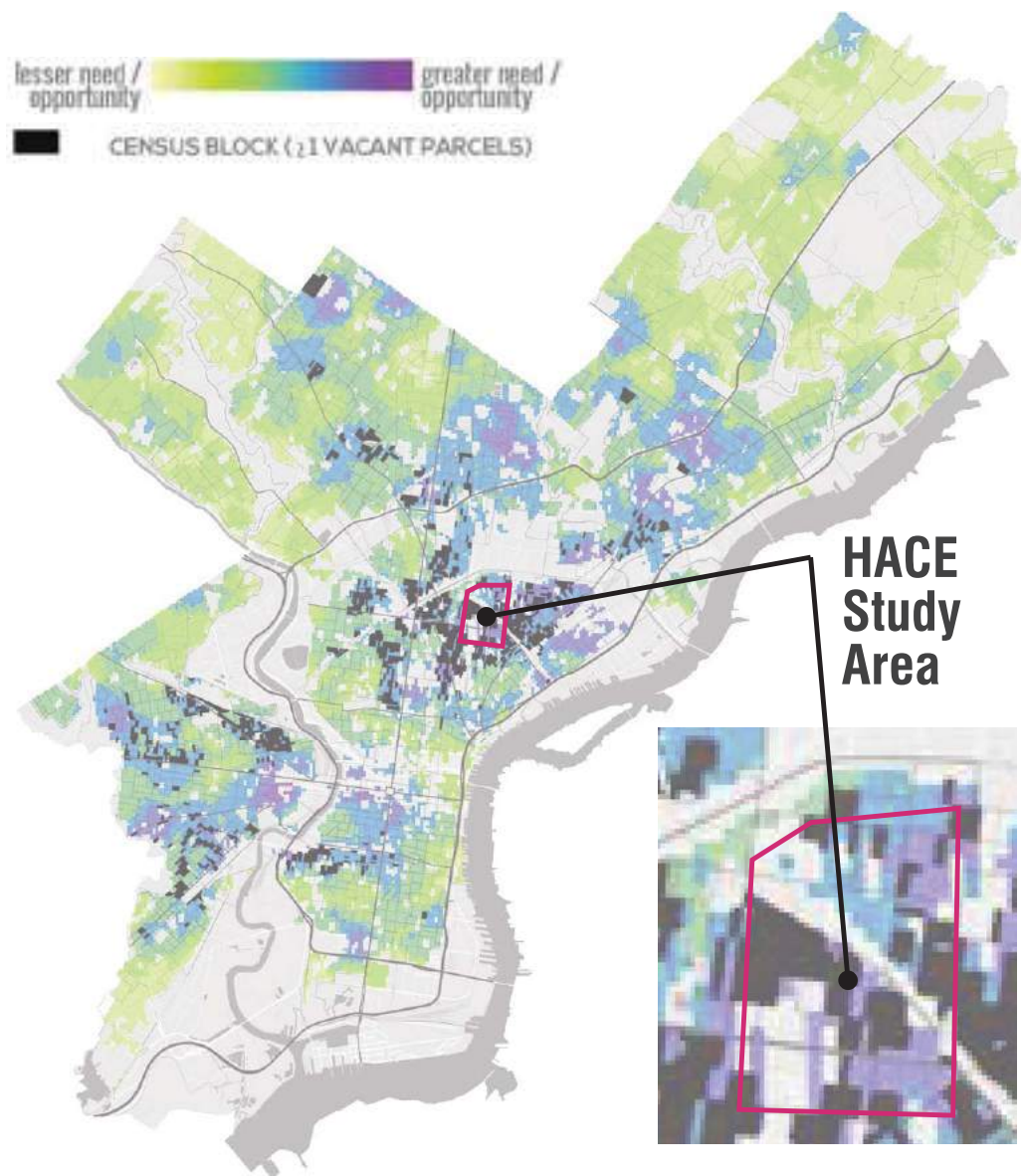
The Philadelphia Land Bank, created in 2013 to address the then-complicated process of returning vacant land to private reuse, completed a Strategic Plan in 2015 to guide how the Land Bank will acquire, maintain, and dispose of vacant properties. The Strategic Plan performed an exhaustive review of datasets and information sources to develop an inventory of potential properties for the Land Bank. The inventory resulted in the identification of 32,000 vacant properties eligible for Land Bank ownership, the majority of which were privately owned and tax delinquent. The Strategic Plan then set out seven primary goals to be used by the Land Bank to help guide the process of reactivating publicly owned vacant properties. These goals include the following:

- Return individual vacant lots & buildings across the City to productive use
- Promote equitable community development
- Extend private investment
- Contribute to long-term economic vitality
- Reinforce open space initiatives & urban agriculture
- Support clear and transparent Land Bank operations
- Actively market Land Bank properties

The Strategic Plan also created Focus Zone Goals for how the Land Bank should target its land acquisition to have the maximum impact on key initiatives. Maps of these Focus Zones with potential Land Bank properties consistently show the HACE neighborhood as strong areas for Land Bank acquisition. The HACE neighborhood was identified as one of the locations to expand housing choice and affordability, as well as where land should be acquired for open space. The HACE neighborhood also includes two commercial corridors that overlap with focus zones from the Strategic Plan.

The Strategic Plan identified how the Land Bank will operate to ensure that it is successful in achieve its goals of addressing vacant and tax delinquent properties. A Guiding Criteria was developed to determine which properties should be included in the Land Bank; a few recommendations are summarized below:

- Protect actively used/maintained community gardens
- Acquire properties in identified Focus Zones
- Vacant lots adjacent to a non-tax delinquent homeowner can be used as a side yard for the homeowner
- Where possible, create larger assemblages of land for redevelopment by combining public and privately owned vacant properties



Focus areas for affordable housing development from the Land Bank Plan showing a concentration of properties in the HACE neighborhood (map courtesy of Interface Studio)

EXISTING HACE PROGRAMS

The leadership at HACE has always understood the need for strategy, synergy, and partnerships given the needs and limited resources to address the critical needs of our service area. Community-wide planning has shaped our strategy into a vision of the future that we can share with stakeholders and work toward. Synergy has been achieved by concentrating our energies on actions which allow us to partner with other entities that share our goals, and particularly with nonprofits that specialize in education, recreation, social services, arts, and culture. HACE's service area has a rich complement of social service providers that provide critical services to the residents of this community, allowing us to focus on what we do best: planning and visioning, encouraging homeownership, working with the business community, "bricks and mortar" development projects, and delivery of social services to our elderly residents.

HOUSING COUNSELING PROGRAM

Since 1992, HACE's Housing Counseling Program serves as a core program to our neighborhood development strategy providing comprehensive Housing Counseling Services serving neighborhoods in Eastern North and Lower Northeast Philadelphia. HACE has served 15,000+ individuals to save their homes from foreclosure, purchase their first home, provide credit and consumer education, provide energy conservation education and utility payment assistance, provide assistance with home improvement loans and grants, build wealth through savings and homeownership, and develop partnerships with other entities to provide resources to meet the needs of our largely low-income constituency. Our Program has developed partnerships with social service providers and others to refer individuals and

leverage resources to meet the needs of our predominantly low-income clients. Our staff stays abreast of housing related activities, social services and other resources available in the community to provide clients a comprehensive menu of resources to help families living in poverty. Our Program has evolved to meet the organization's mission of serving as a one-stop-shop for housing services and financial education.

Our Program is nationally certified through the Neighbor Works Center for Homeownership Education and Counseling; adopted the National Industry Standards for Homeownership Education and Counseling; certified by the Pennsylvania Housing Finance Agency's Homeownership Emergency Mortgage Assistance Program (HEMAP); and is a HUD Certified Housing Counseling Agency since 2005. In December 2012 our Program received a national award from Neighbor Works for excellence in foreclosure counseling. Our counselors are bilingual (Spanish/English) and familiar with the needs of low to moderate-income families.

HACE NEIGHBORHOOD ENERGY CENTER

HACE's Neighborhood Energy Center provides energy education to supplement the services provided by our Housing Counseling Program. The overarching goal of HACE's NEC is to provide low-income households information on energy conservation techniques to lower utility bills; education on common home repairs that yield the most energy savings; utility grant assistance and weatherization programs available to low and moderate income families; home repair programs for housing preservation; and developing a budget to manage household expenses. The goal of this program is to help

families remain in their homes through leveraging of resources to manage utility expenses through conservation and subsidy assistance. HACE's NEC staff also conducts weatherization workshops, intake/referrals for utility assistance, weatherization, basic systems repairs, and water conservation.

NEIGHBORHOOD ADVISORY COMMITTEE PROGRAM

Civic engagement is at the core of HACE's mission, whereby neighborhood stakeholders are involved in the planning, development and implementation of neighborhood improvement activities for the elimination of blighted conditions. HACE's NAC Program is primarily responsible for developing partnerships with residents, City Departments and other stakeholders to support the implementation of various initiatives that address quality of life issues affecting our community. This community task force provides a stronger voice when communicating issues affecting our community to city government. Through these partnerships we strive to achieve synergy in the execution of activities to reduce crime, remove graffiti, eliminate or rehabilitate vacant buildings, clean vacant lots, improve public spaces, and increase green spaces through sustainable strategies. This Program is instrumental for building partnerships to leverage volunteer support for the maintenance of vacant lots; assistance and participation in HACE events; participation in community clean-ups and tree plantings; and maintenance and beautification of recreation areas.

RESIDENT SERVICES

HACE has been providing social services and case management to residents of our three multifamily housing developments, serving 210 households. Our program assesses the compatibility of the services offered in the community with the individual’s needs; determines the funding sources for services required; does whatever is needed to effectively link residents with appropriate services (e.g. translates, helps them complete paperwork, makes referrals to social service and health providers, advocates on their behalf with agencies); and works with residents, families and community volunteers to distribute information about services available on and off site. The Program also ensures that there are no conflicts or inappropriate duplications of social services. Residents are reassessed annually to see if their social service needs has changed and make necessary changes to the individual’s social service plan. Benefits most often applied for include: Social Security, SNAP, home care services provided by the Philadelphia Corporation for Aging (PCA) and Philadelphia Home Care among others, welfare benefits, veterans’ benefits, Medicare and Medicaid, and long-term care through Mercy Life Center.

MAIN STREET PROGRAM

HACE’s Main Street Program uses arts and culture to revitalize the commercial corridor, which is critical for economically strong neighborhoods. HACE’s Main Street Program has been providing the needed staffing, expertise and technical support to develop, coordinate and implement a successful economic revitalization strategy based on five critical areas: organization, promotion, design, economic restructuring, and safety/sanitation.

To complement the Main Street Program, HACE has been implementing a Corridor Cleaning Program as part of the organizations revitalization efforts along El Centro de Oro since 2009, and more recently to include the Front Street Business District in 2014, to attract new businesses, eliminate blight and attract new economic development investment in the area. Our program promotes compliance with litter regulations and we strive to reduce waste materials going to our landfills and minimize the amount of pollutants entering our storm water system which in turn will save the city money, improve quality of life and increase employment and entrepreneurial opportunities in “El Centro de Oro” and the Front Street Business District.



PLANNING PROCESS/PUBLIC OUTREACH

The Good Lands 2025 Neighborhood Plan was created through an interactive planning process engaging residents, business owners, local stakeholder groups, and the City. The planning process was broken into the four main phases detailed below. During each phase, the Project Teams' work was reviewed and commented on by the Steering Committee and then the community.

Project Phasing

PHASE 1: EXISTING CONDITIONS

An exhaustive review and analysis of the current state of the neighborhood was completed. Data from City agencies, the Census, and other sources were compiled and mapped throughout the HACE neighborhood. A Neighborhood Conditions Survey was done by HACE and then mapped by the Project Team to determine land use, occupancy, building condition, vacancy, and recent improvements for every parcel in the HACE neighborhood. A review of current market conditions was done to determine the economic health of the neighborhood.

PHASE 2: PRIORITY ISSUES

The major issues gathered from the existing conditions were prioritized and looked at in more detail so as to decide which issues were most important for improving the neighborhood. Additional community and stakeholder meetings were conducted during this phase to aid in prioritizing the main issues/concerns and establish goals for the plan. Neighborhood baseline indicator values were developed as a result of this analysis to determine the current starting position of the HACE neighborhood on key issues such as education, crime, poverty, and vacancy.

PHASE 3: RECOMMENDATIONS

The Project Team developed recommendations to address the key issues identified in Phase 2. These recommendations were vetted and revised based on feedback from stakeholder interviews.

PHASE 4: DRAFT NEIGHBORHOOD PLAN

An implementation strategy was developed to determine how the recommendations developed in Phase 3 will be completed by HACE and other partner organizations. The implementation strategy and recommendations were compiled into a draft of The Good Lands 2025 Neighborhood Plan. Based on feedback from the Steering Committee and the community, the draft of the Plan was revised and a final version submitted to Wells Fargo and the community.



FINAL HACE 2015-2025 NEIGHBORHOOD STRATEGIC PLAN

Public Outreach

Community support and involvement in the planning process is key to a successful neighborhood plan, because it ensures the plan is addressing the needs of neighborhood residents, as well as helping community members to take ownership of the proposed improvements. The Project Team used several different tools to incorporate community input into the planning process and help to gather support for The Good Lands 2025 Neighborhood Plan.

RESIDENT SURVEY

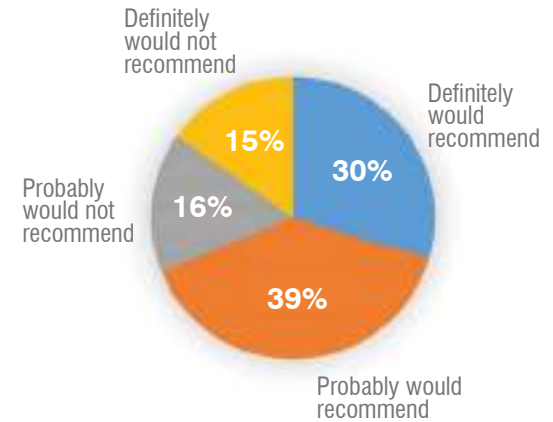
Representatives from HACE went door-to-door to administer a Resident Survey to gather information about how residents view their neighborhood and received 372 responses. The 36-question survey covered topics on how long/why residents live in the community, resident satisfaction, favorite and least favorite aspects of the community, relationships in the neighborhood, homeownership, how the neighborhood has changed, and how the neighborhood can be improved. The responses to these questions helped the Project Team to better understand the key issues in the neighborhood and how those issues could be addressed.

RESIDENT SURVEY

- Residents live in the community **to be near family/friends**
- Safety** was the least liked characteristic of the community
- Personal finances** is the main reason Residents are not buying homes
- 60% speak Spanish** at home
- 60% want more parks/open space**
- Residents are using grocery stores and retail stores **outside the community**
- Most residents **would recommend their community to others** (except families)

Overall, more than 50% of the respondents are either satisfied or very satisfied with living in the community, while less than 20% have some level of dissatisfaction with living in the community. Almost 70% of the respondents would recommend the community to others as a good place to live, though less would recommend the community to families with children.

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



Many of the responses from the Resident Survey reflect the strong community ties that exist between residents in the HACE neighborhood. 44% of respondents stated that the major reason they live in the community is to be near family and friends, 23% listed their neighbors as one of the best things about living in the community, and half of the respondents speak to four or more of their neighbors regularly. Questions about whether people in the community would

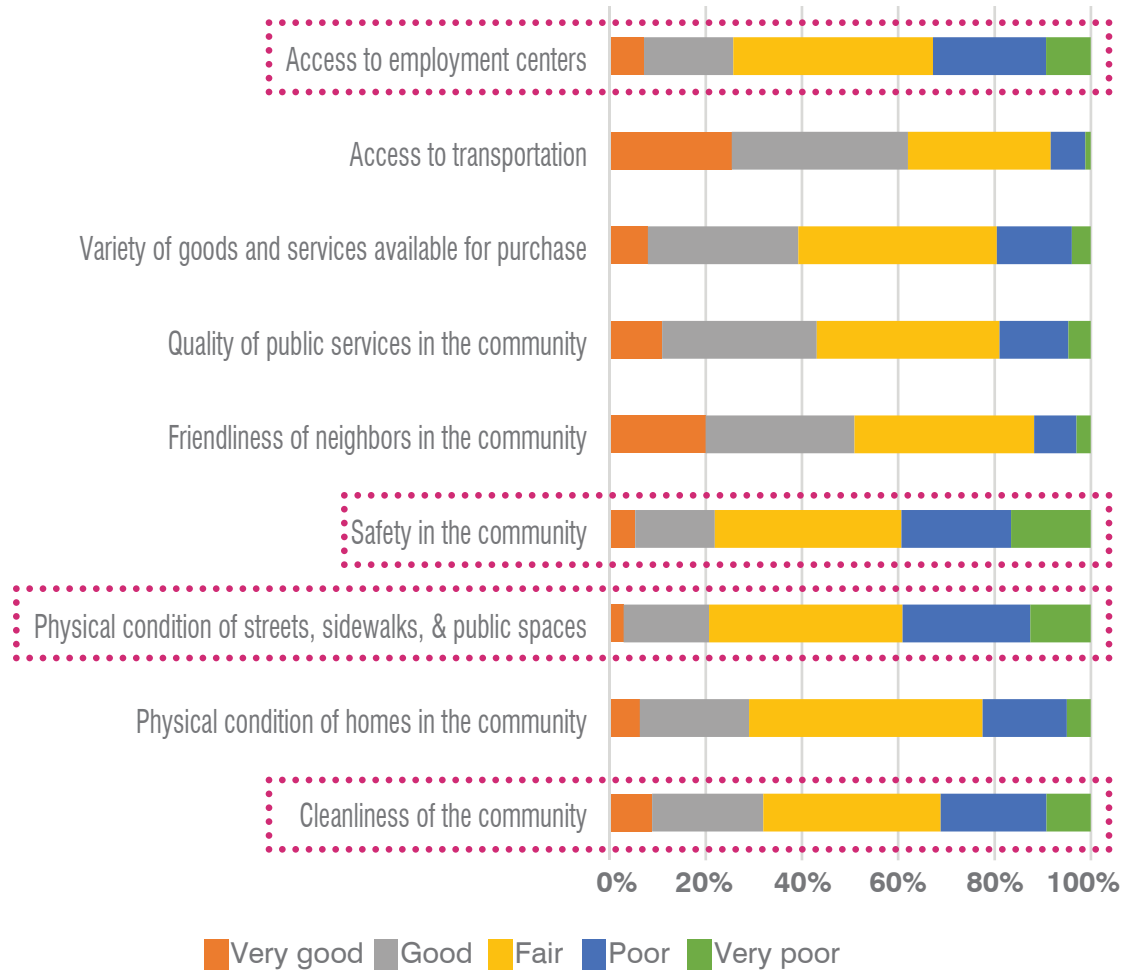
help out in situations when help was needed (e.g. childcare, checking in on an elderly neighbor, house sitting) showed 90% or more of respondents as very likely, likely, or somewhat likely to help out. These relationships create a unique, interconnected social network that influences residents to remain local instead of leaving the neighborhood.

The survey also points to some of the problems the HACE neighborhood is facing. 31% of respondents listed safety in the community as one of the things they like least about the community, and 40% rated safety in the community as poor or very poor. This issue was also referenced many times throughout stakeholder meetings and other public outreach events. Cleanliness, physical condition of streets, sidewalks, and public spaces, and access to employment centers were also rated very poorly by survey respondents.

Survey questions about parks and open space point to an overall deficiency of the current parks and open spaces in meeting the needs of the community. 61% of respondents feel that there are not adequate public spaces and/or parks in the HACE neighborhood, and 60% of respondents currently use the parks less than once a month. Less crime, new playground equipment, a cleaner environment, and physical improvements were listed as factors that would increase how much respondents would use the parks/public spaces.

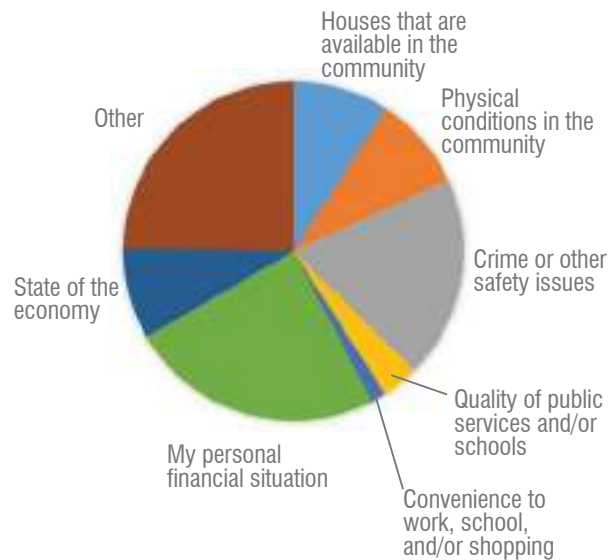
Most respondents shop for groceries at a supermarket outside the community, the majority either using their own car or carpooling/getting a ride with a friend. It is very important to the respondents that their food stores provide fresh, affordable, and healthy food options for purchase.

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



The survey asks several questions about homeownership in the HACE neighborhood. 51% of the respondents are homeowners, and roughly half of the respondents would consider buying a home in the community. The main factors respondents cited for not yet buying a home in the community are crime/safety, and personal finances. These issues came up multiple times in questions about homeownership, including the primary reason for not buying a home in the community and the reasons respondents would not consider buying a home in the community.

Which of these factors are reasons you have not yet bought a home in this community?



COMMUNITY MEETINGS

Five community meetings and a design charrette were held during the planning process at different locations throughout the HACE neighborhood. One community meeting and the design charrette focused on the issue of improving the crime areas on and adjacent to the Conrail line. Due to the high concentration of Spanish speakers in the neighborhood, all meeting presentations were done in both English and Spanish, and meeting announcements were also done in both languages.

The first community meeting to discuss existing conditions took place at Casa Caribe, an HACE owned and managed senior housing development on Allegheny Avenue. The majority of the 30 attendees were residents of Casa Caribe who spoke Spanish. The evening meeting was a combination format with an open house, presentation, and break-out group session. During the open house, residents had a chance to view a series of boards depicting existing conditions in the HACE neighborhood. Following a presentation on existing conditions, the attendees were divided into a series of breakout groups to discuss specific neighborhood topics in more detail. A summary of the responses from each breakout group are listed on the following pages.



Open House at Community Meeting #2

Community Meeting #1 Feedback

HOUSING

- Residents want to live near their churches and the services they need.
- There are too many vacant properties; residents would like to see them rehabilitated.
- Houses should have porches, planters, trees, and greenery.
- Residents like the Caribbean feel of the Lawrence Court housing development.
- Residents do not like new housing developments that do not feel “homey.”
- Single family development is preferred, but spaces are needed for their children to get a place of their own in the area.
- Housing that serves seniors should not have stairs and should feature single-level floorplans.
- Residents want the area to be family friendly.
- A major potential area of development would be along Allegheny Avenue between the Rivera Recreation Center and Casa Caribe.
- Residents want there to be fewer “missing teeth” on blocks.

SENIOR SERVICES

- The neighborhood needs a nursing home and assisted living services.
- Residents would like a senior center for fun and social services, as well as a senior learning center.
- Seniors need greater security.
- Stores should be located closer to the center of senior services in the community.
- Residents would like a bus to take seniors to Atlantic City or New York City.
- Lighting is a major concern, especially along Hancock Street and Palethorp Street.
- Senior citizens in the area need more assistance to safely get around (shopping, daily needs, etc.)
- New developments like Maria de Los Santos Health Center are helping the area; it is a major draw, especially for seniors.

RETAIL CORRIDORS

- The neighborhood needs stores that sell clothing and shoes (Payless Shoes or Rainbow), a higher-quality variety or dollar store, and more food options i.e. better-quality offerings (as opposed to bodegas) that are still convenient
- Retail building conditions are OK, but could be improved
- Shopping inside the neighborhood occurs at Fine Fare at 5th and Allegheny for smaller items
- Outside the neighborhood, most shopping occurs in the Aramingo/Castor Avenue area at Walmart, Shop Rite, and Home Depot
- More light industrial development is needed, such as textiles or light manufacturing of goods or a small business incubator
- A day care center and library are needed
- High-tech (e.g. IT.) jobs would be good for the neighborhood.
- Small business incubator for makers of small specialty products (similar to light industrial above)
- Crime is the #1 reason new business do not come to the neighborhood
- The retail corridors need more security personnel to supplement the police
- This would attract new businesses and provide more jobs
- It would also encourage more shoppers in these retail districts, since they do not feel secure there now
- Any recommendations should strive to create more jobs for the neighborhood.

EDUCATION

- There needs to be more volunteers for schools.
- Parents need to get more engaged and make education more of a focus for kids.
- There needs to be more daycare services for young children.
- Education is important for young children and needs to be stressed to them.
- A better quality of education is needed.
- Many parents are in prison or have substance abuse problems.
- Elder service programs exist for people to get their GED, learn English, or learn how to use a computer.
- There are issues in schools with bullying, food quality, trash, and a lack of respect for the police.

CRIME & PUBLIC REALM

- There are issues with illegal dumping along the abandoned rail right-of-way adjacent to 4th Street.
- People in Casa Caribe facing Allegheny Avenue hear gunshots and are worried about the scrapyard at 2nd Street and the Conrail line.
- Heroin is sold and used along the Conrail line near Somerset Villas.
- Residents are worried about using the Bank of America on Allegheny because they fear being robbed.
- Maintenance along the Conrail property is a major issue; people hide in the weeds. The property is neither secured nor patrolled, as the Amtrak line to the north is.
- There are issues with drug dealing on 5th Street between Westmoreland Street and Ontario Street.
- Lawrence Court set up a neighborhood watch after a number of break-ins. People are worried that if they report drug dealers to the police they will face retaliation, so they don't call the police, but they will call each other if they see something that is amiss.
- The elderly in the area don't use the parks very much, but they are needed to serve the young people.
- They need more trash cans and mailboxes on the streets.
- They would like a running track and other sports facilities, possibly a track with a playground in the middle.
- There is a particular lack of parks in the southwest quadrant of the HACE neighborhood.

- The existing parks have very little green space; they need grass and picnic areas.
- Lighting is a major issue. Maguire Playground is the only well-lit park in the area, and it gets a lot of use even after dark.
- Parts of Rivera Recreation Center are also well-used, primarily for sports.
- There aren't a lot of options for small children or toddlers.
- Small parks are thought to be more susceptible to crime and drug dealing/use.
- Large parks need to be well-programmed.
- Hope Park isn't safe.
- Handball courts get a lot of use and don't attract a lot of crime. The ones at Maguire Playground and Collazo Park are always in use.
- Community gardens are nice but hard to make work in areas with drug problems.
- Signage for parking, directions, etc. could be improved.
- There is no dog park in the community.
- Maintenance is a big issue; many parks lack swings or other playground equipment, and grass can be seen growing through the basketball courts.

The second community meeting was held at Iglesia del Barrio located at 240 E. Cambria Street. The meeting was attended by a group of 55 people composed of residents of the plan area and community based organizations, police, elected officials and social service providers. The topics discussed at this meeting included: crime, substance abuse, drug (heroin) sale, and the homeless problem along Gurney Street and the Conrail line that dissects HACE's focus neighborhoods.

The third community meeting to discuss key issues took place at the HACE Visitors Center on N. 5th Street. It was attended by 15 people that ranged in ages and interests. The meeting format was divided into two portions: an open house with opportunities for people to interact with and respond to information on a series of boards, and a presentation followed by a group discussion about the key issues. A summary of discussion points from the meeting are listed below:

- Drug demand in the neighborhood is a very big issue; the area is so well-known for heroin that people will come from all over the metro area to score their drugs here. The only way to stop this is for neighbors to get involved, because the police review 911 calls and police reports to see where the crime hot spots are located.
- Local businesses need to give back more to the community.
- A vacant factory building at 5th and Glenwood should be converted to senior housing.
- The police PAL organization should be expanded and brought to the HACE neighborhood.

The fourth community meeting focused on illegal drug activity around the Conrail land. 77 Residents and service providers participated in a town-hall style open house at Somerset Villas. Participants included long-term residents, seniors, and service providers who work in the area.

A design charrette was held following the fourth meeting focused on the crime and safety issues around the Conrail land. The design charrette was a tabletop exercise with detailed neighborhood maps and site renderings of land uses in the neighborhood during which time local participants and stakeholders reviewed preliminary recommendations for change. The charrette occurred at the HACE main office with two different groups that considered new land uses, activities, street configurations, and crime areas.

The fifth and final community meeting to present the draft plan took place at the HACE Visitors Center. It was attended by 30 people that ranged in ages and interests.

During the open house portion of the meeting, attendees were able to see the recommendations of the Plan, followed by a presentation describing the plan

STAKEHOLDER MEETINGS

Smaller meetings were held with neighborhood constituents to discuss specific issues. Feedback from these meetings helped to drive the direction and focus of The Plan, and in particular resulted in the crime and drug activity around the Conrail Land becoming a major focus of The Plan. Topics discussed with stakeholders at these meetings include the following:

The Gurney Street Coalition

Representatives from multiple service organizations and city agencies met to discuss the state of the Conrail land and potential solutions.

Erik Solivan

Mr. Solivan is a former resident, Steering Committee member, and representative of the Philadelphia Housing Authority (PHA). He spoke about current concerns in the neighborhood and the types of improvements that should be included in the plan.

Education Outreach

Meetings were held with education partners and parents at William Cramp Elementary School to discuss how the needs of parents and students can better be met, both in terms of their school and their neighborhood.

Business Owner Interviews

Urban Partners met with several business owners in the HACE neighborhood to discuss the current state of the neighborhood economic market how the commercial corridors can be improved.

Conrail Land Interviews

AlterNation met with police, clergy, community leaders, social service providers, and others to discuss concerns about the Conrail land and potential strategies for improvements.

VISITORS CENTER

Throughout the planning process, the HACE Visitors Center was used as a resource for the Plan. During HACE's annual Fiesta Caribeña, the Visitors Center housed an exhibit with information on The Good Lands 2025 Neighborhood Plan and how residents could get involved. As the plan progressed, meeting materials were regularly displayed in the Visitors Center gallery, and people were able to reach out to the Project Team to get involved with the project.

EXISTING CONDITIONS



EXISTING CONDITIONS

Neighborhood Context

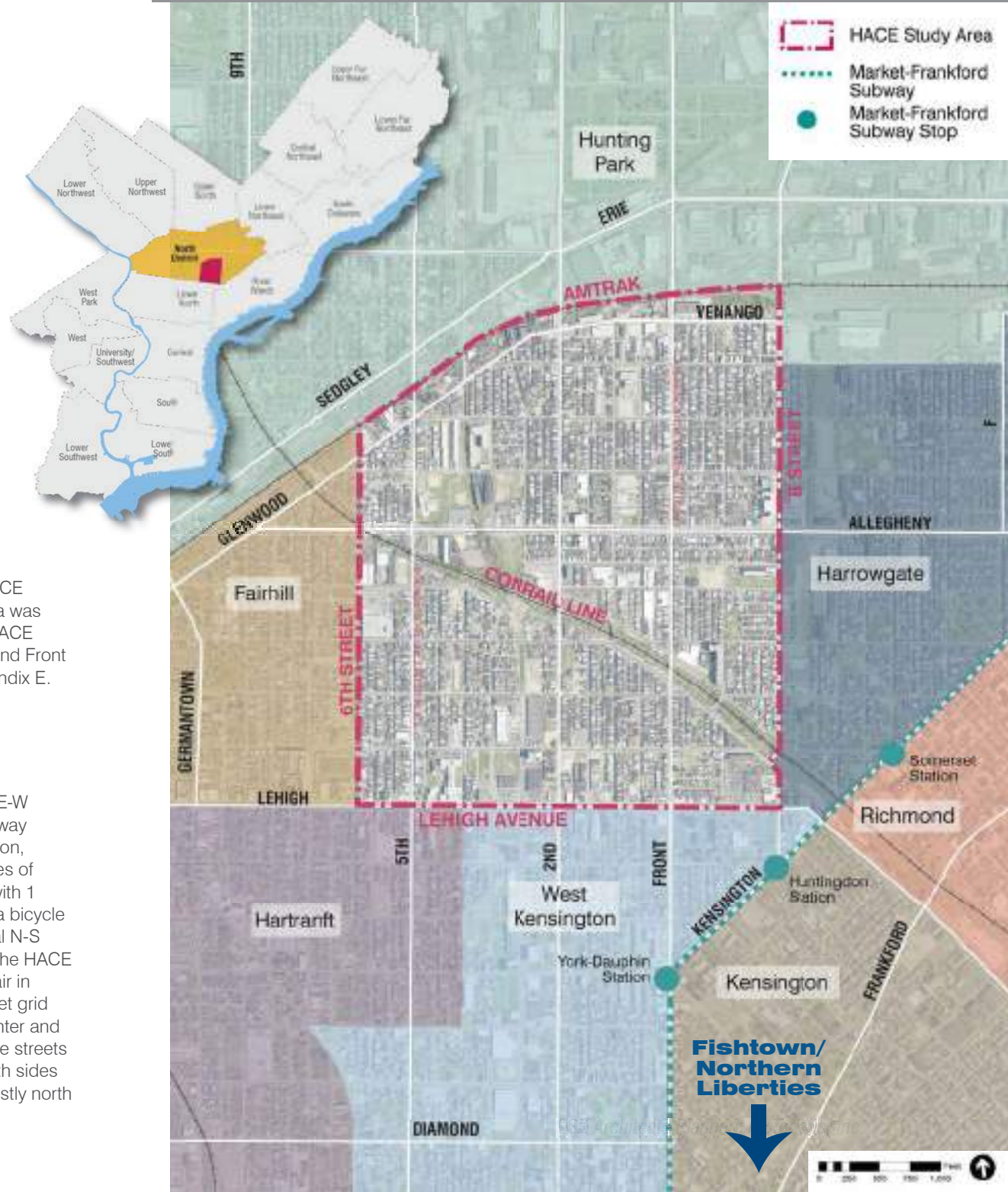
The HACE neighborhood is a predominantly Hispanic community located in North Philadelphia directly adjacent to neighborhoods in transition. The neighborhoods of Kensington, Fishtown, and Northern Liberties to the south and east are undergoing major changes as property values rise and new development occurs, while the neighborhoods directly to the north and west continue to experience high poverty and low housing values. Hunting Park and Roosevelt Boulevard are located directly north of the HACE neighborhood.

The HACE neighborhood is bounded by Lehigh Avenue to the south, B Street to the east, Glenwood Avenue and the AMTRAK Northeast Corridor to the north, and 6th Street to the west. The commercial corridors include Allegheny Avenue arterial running east-west and the 5th Street (Centro de Oro) and Front Street corridors running north-south. An active rail line owned by Conrail, runs diagonally through the HACE neighborhood south of Allegheny Avenue. The study area was further expanded to capture additional areas served by HACE between Lehigh Avenue, 5th Street, Cumberland Street, and Front Street. An expanded study area map is included in Appendix E.

Transportation

STREET NETWORK

Lehigh Avenue and Allegheny Avenue are the 2 principal E-W streets in the HACE neighborhood. Lehigh Avenue is a 2 way arterial that accommodate 2 lanes of traffic in each direction, plus a center turning lane, with on street parking both sides of the street. Allegheny Avenue is also a 2 way arterial, but with 1 moving lane in each direction, a center turning lane, and a bicycle lane and parking lane on each side of the street. Principal N-S streets are the 5th/ 6th Street one way pair in the west of the HACE neighborhood and the 2nd Street/Front Street one way pair in the east. The neighborhood is subdivided by a major street grid consisting of E-W streets at approximately 500 feet on center and N-S streets at approximately 250-300 feet on center. These streets are typically 50-60 feet wide, one way, with parking on both sides of the street. Major blocks are subdivided by narrow, mostly north



**Fishtown/
Northern
Liberties**



MAP 4: Transportation

south streets, 30-40 feet wide, that typically accommodate one moving lane and parking on one side of the street. The regular street grid is broken by the Conrail freight line in a cut, which acts as a significant barrier between neighborhoods north and south of the tracks. Only a limited number of streets cross the tracks, including A Street, B Street, Mascher Street, 2nd, 5th and 6th Streets. 2nd Street is an important south bound arterial from the neighborhood to Center City. There is no street crossing of the Conrail line between 5th and 2nd Streets, a distance of over 1500 feet. Similarly there is no E-W street across the tracks between Allegheny and Indiana. Both streets that parallel the Conrail line, Gurney and Tusculum, are discontinuous and do provide useful neighborhood circulation. North of Allegheny Avenue the City recently received Tiger Grant funding for construction of the Westmoreland Street Bridge over the former rail right of way between 3rd and 4th Streets, which will enhance street network continuity north of Allegheny Avenue Completion of additional N-S bridge connections over the Conrail tracks and E-W connections that parallel the Conrail tracks will be an important transportation goal to enhance neighborhood connectivity.

PUBLIC TRANSPORTATION

Bus routes operate on the 5th/ 6th Street and 2nd/Front Street N-S pairs and on the Allegheny and Lehigh Avenue arterials. The Huntingdon Station of the Septa Frankford Elevated rail line is located just outside the HACE neighborhood at B Street and Huntingdon Avenue While the AMTRAK corridor forms the northern boundary of the HACE neighborhood, the nearest station is the North Philadelphia Station at Broad and Cambria Streets, 8 blocks to the west.

BICYCLE TRANSPORTATION

The City of Philadelphia has been working to increase the number of bicycle lanes within the City. Currently, there are dedicated bicycle lanes along Allegheny Avenue and Lehigh Avenue, the two major east-west thoroughfares in the HACE neighborhood, as well as on Front Street beginning at Tioga Street and running north. As a part of the City's Pedestrian and Bicycle Plan, additional bike lanes are proposed on 2nd Street, on B Street, running north from Allegheny Avenue to Erie Avenue (north of the neighborhood), and east on Tioga Street from B Street. Shared bike/vehicle lanes are also proposed, which would improve bike lane connections. The Pedestrian and Bicycle Plan suggests that 4th and 5th Streets, as well as Glenwood Avenue, west of 2nd Street; Tioga and Ontario Streets, between Front and B Streets; and Front Street, running south from Tioga Street where the existing bike lane ends, become shared lanes.



Demographics

POPULATION/HOUSEHOLD SIZE/ AGE

Based on 2013 U.S. Census Bureau estimates, the total population of the HACE neighborhood is 19,346 residents, with an average household size of 3.07, as compared to the City of Philadelphia's average household size of 2.65. While the number of households decreased by just two over this thirteen year time period, the population dropped by about 2,000 residents, and, therefore, the average household size decreased over this time period. Conversely, due to an increase in population and decrease in number of households, the average household size in the whole of Philadelphia increased over this time period.

Older Adults

Older adults (ages 65 and older) make up 11.22 percent of the population in the HACE neighborhood. This population is expected to double within the next ten years given that the total number of residents age 50 to 64 represent 12% of the total population in the study area. Older adults are fairly geographically concentrated (Fig. 1). The weighted average family income for residents aged 65 years and older is \$14,287 (based on ACS 2010-2014 5-year estimates). The poverty rate among this age group is 41.1 percent—5.4 percent earn less than 50 percent of the federal poverty limit (FPL), 8.9 percent earn 50-75 percent of FPL, and 26.7 percent earn 75-100 percent of FPL. Older adults are most likely to own their home, with 63.1 percent of age 65+ households being owner-occupied.

TABLE 4: Population of Study Area & City of Philadelphia (2000-2013)

	2000	2013	% Change
Study Area	21,300	19,346	-9.2%
Philadelphia	1,517,550	1,536,704	1.3%

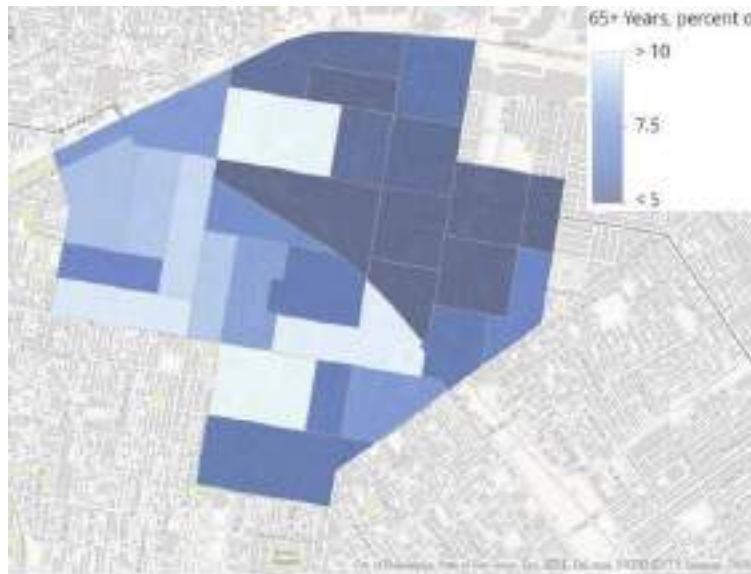
Source: U.S. Census Bureau

TABLE 5: Households in Study Area & City of Philadelphia (2000-2013)

	2000	2013	% Change
Study Area	6,304	6,302	0%
Philadelphia	590,283	580,017	-1.7%

Source: U.S. Census Bureau

FIGURE 1: Geographical Distribution of Residents 65 Years and Older



Isolation is an increasing concern with age, with 45.6 percent of age 65+ households consisting of a single person; on the other hand, 13.2 percent of residents 65 years and older live in a multi-generational household. Food security is a significant concern; 58.9 percent of age 60+ households have received SNAP benefits in the past 12 months.

A majority of older adults are living with at least one physical, sensory, or mental disability. 51.74 percent of males 75 years and older report at least one disability, as do 52.1 percent of females in that age group. Among those 75 years and older, 83.1 percent of men report at least one disability as well as 65 percent of women.

FIGURE 2: Marital Status by Age Group in East Philadelphia

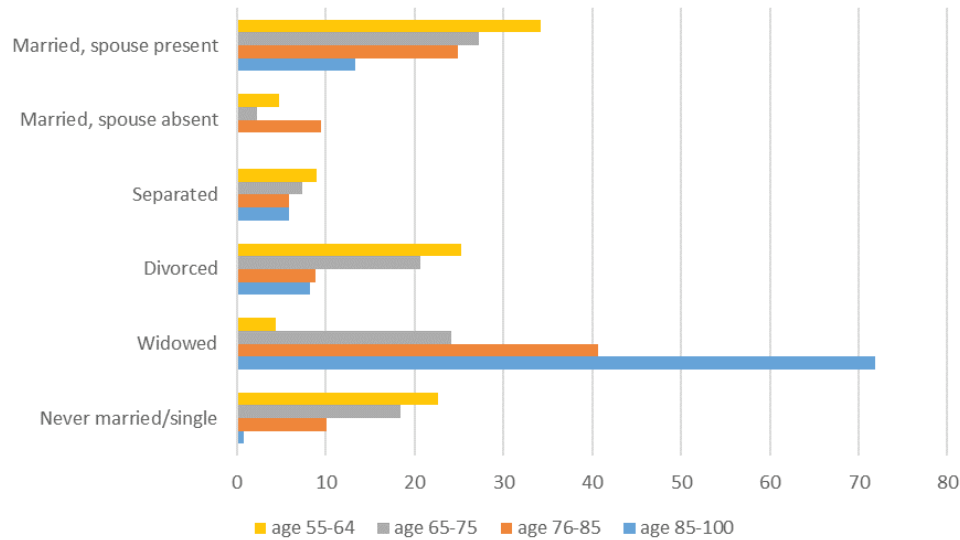
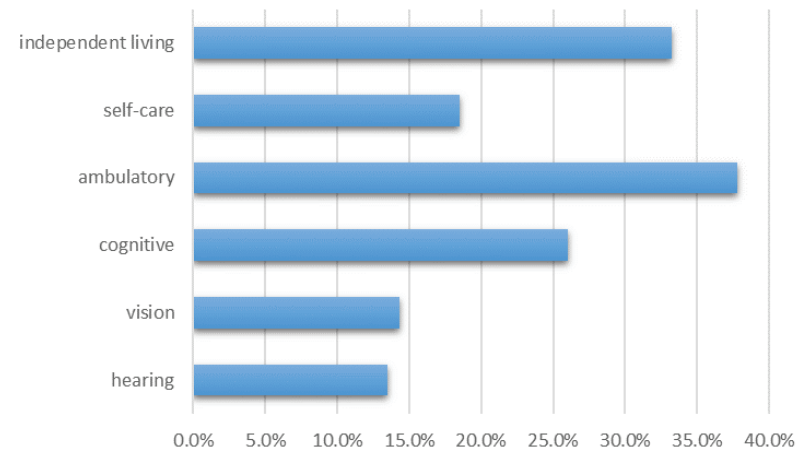


FIGURE 3: Difficulties Reported by the 65+ Population in the Study Area



ETHNICITY

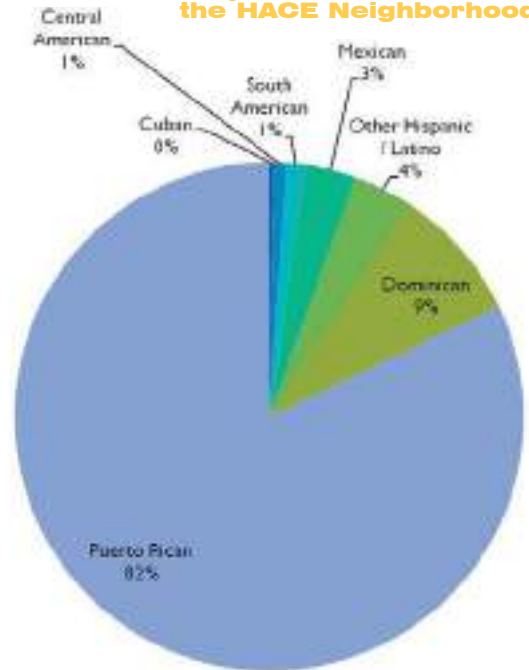
The HACE neighborhood is comprised of mainly Hispanic residents (85%), with the majority of the residents coming from, or descending from, Puerto Rico, and small numbers of residents coming from Central America, South America, and Mexico. Of the Hispanic residents, 82% report their national origin as Puerto Rico and followed by 9% Dominican Republic. Many of the neighborhood residents speak only Spanish, as evidenced the the Resident Survey where **60% of respondents stated the Spanish is the primary language spoken at home.**

Hispanic culture is on display throughout the HACE neighborhood, with brightly colored houses, Latino restaurants and food stores, and the annual Fiesta Caribena street fair festival.



Annual Fiesta Caribena neighborhood street fair celebrating Caribbean culture

FIGURE 4: Country of Origin for Hispanic Residents in the HACE Neighborhood



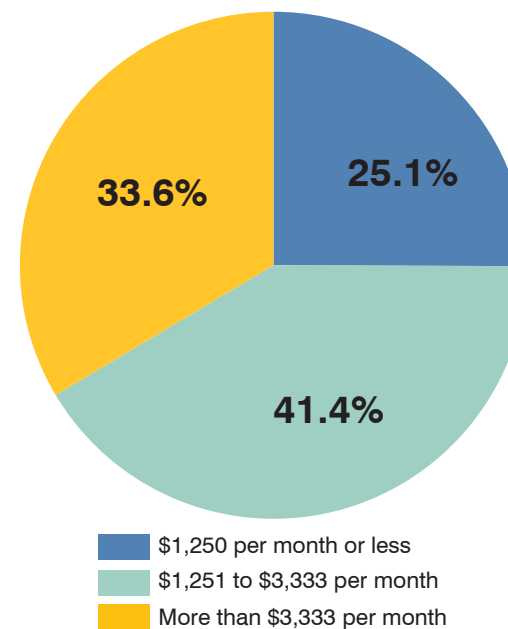
INCOME/EMPLOYMENT/ UNEMPLOYMENT

Between 2002 and 2013, the number of employed residents in the HACE neighborhood dropped 15%. There was also a decline in the median income for the HACE neighborhood. In 2013, the median income was \$15,002, a 33% drop from the year 2000. Breaking this down, approximately 20% of the wage earners receive \$1,250 or less per month (minimum wage in the state of Pennsylvania), and about 30% of the area's residents earn \$3,333 or more per month, and about half of the residents earn between \$1,250 and \$3,333 per month. This correlates to

the HACE neighborhood residents' educational backgrounds. Over 50% of the area residents do not have a high school diploma, which generally equates to low income levels.

Compared with the City of Philadelphia as a whole, the HACE neighborhood has a larger percentage of its population unemployed. The City's overall unemployment rate is 15.1% of its working population; whereas the HACE neighborhood's unemployment rate is 30.2%. This amounts to 2.5% of the City's unemployed. The number of employed persons in the HACE neighborhood is approximately 39% of the residents, contributing 0.8% of the total working population of the City as a whole.

FIGURE 5: HACE Study Area Median Income



The number of jobs located within the HACE neighborhood rose between 2002 and 2013, the healthcare and social assistance industry being the highest supplier of jobs, and more than doubling in this time period.

Top employment industries in 2002

- Health Care and Social Assistance (764 jobs)
- Educational Services (524 jobs)
- Retail Trade (162 jobs)
- Manufacturing (146 jobs)
- Wholesale Trade (127 jobs)

Top employment industries in 2013

- Health Care and Social Assistance (1,279 jobs)
- Education Services (566 jobs)
- Retail Trade (343 jobs)
- Manufacturing (148 jobs)
- Accommodation and Food Services (104 jobs)

EDUCATION

Approximately one-third (31%) of the HACE neighborhood residents have a high school diploma. However, greater than half (57%) the HACE neighborhood population does not have a high school diploma, with more than 25% not attaining an education beyond the 8th grade. There are very few (3%) residents of the neighborhood with higher education levels, i.e. some college courses, or bachelors and/or post-graduate degrees. Compare this to City-wide education levels, where 18.8% of the population does not have a high school diploma, and 23.9% have bachelor degrees or higher. The HACE neighborhood residents' education levels are inversely related to the City as a whole.

There are 4,595 school-age children residing in the neighborhood who may attend one of the six neighborhood public elementary, middle, or high schools (there is not a high school located inside the neighborhood boundaries; the closest one is Thomas Edison High School at 2nd Street and Hunting Park Avenue). Congreso's charter school in the neighborhood, Pan American Academy, is also an option for area residents; however admission is restricted to a lottery and open to the entire City of Philadelphia, not just residents of the neighborhood in which the school is located. While these schools may have students that live outside the HACE neighborhood, it is also possible that students within the HACE neighborhood attend a school outside the HACE neighborhood. Similarly, there are private schools in the neighborhood, such as Timothy Academy that may serve children who live both inside and outside the HACE neighborhood boundaries. Nonetheless, all of the schools serve as anchors to the HACE neighborhood, providing educational support, and commitment to the future of the neighborhood and retention of its families.

School performance in the HACE neighborhood is relatively low. Of the five public elementary and/or middle schools in the HACE neighborhood, all have a GreatSchools rating of only 1 or 2, and their 2014-2015 progress reports show most of the schools as being in the lowest quadrant, "Intervene", with a less than 24% rating. Cramp Elementary is the only school with a progress report in the second quadrant, "Watch", with ratings of 28%.

Community Resources

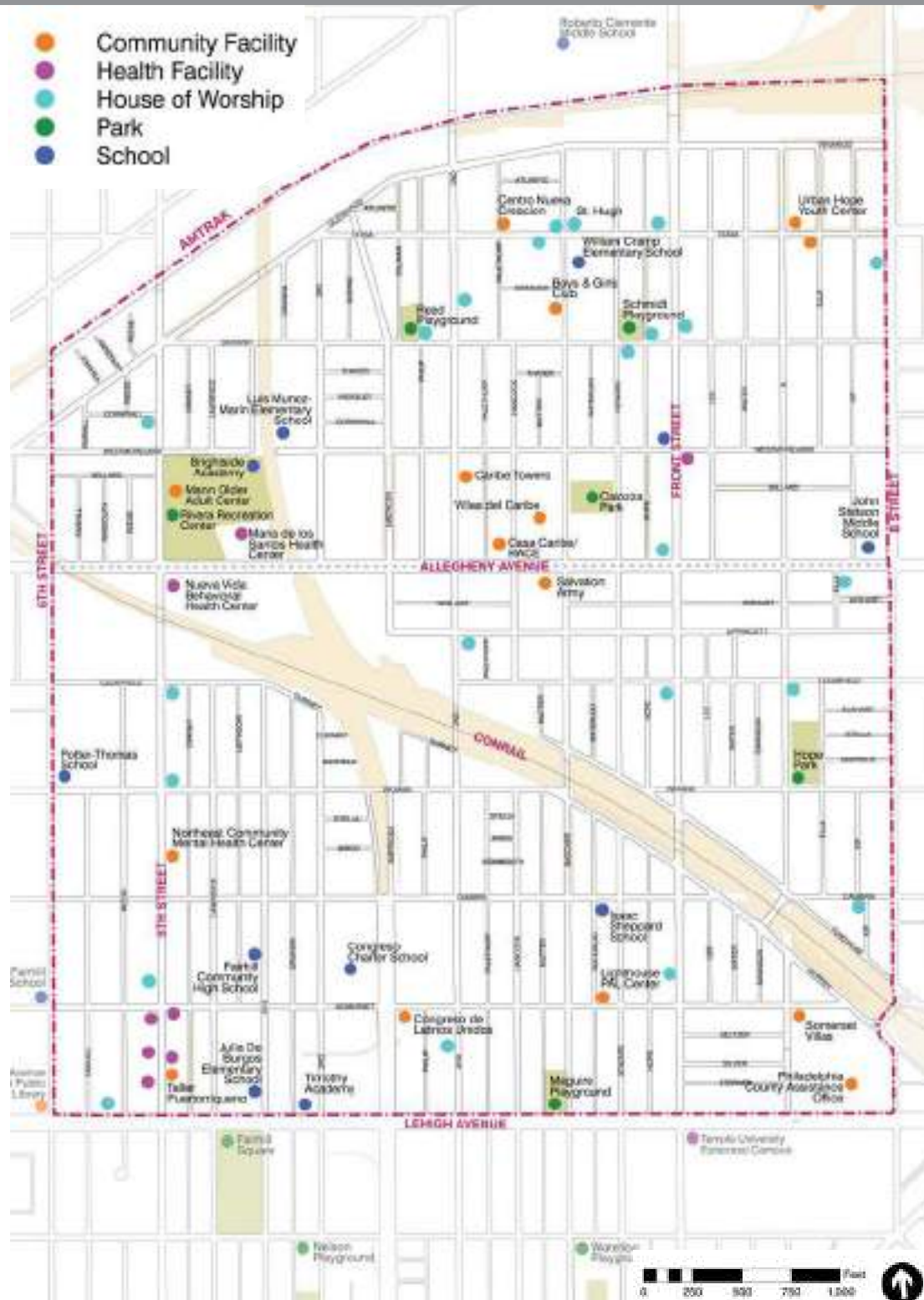
SCHOOLS

The HACE neighborhood is served by several elementary Schools; the K-8 Julia de Burgos elementary school at 6th and Lehigh, the K-8 Potter Thomas School at 6th and Indiana Avenue and the K through 4 Isaac Sheppard School at Cambria and Mascher Streets, the Luis Muñoz-Marín elementary school at 3rd and Ontario, the K-5 William Cramp elementary school at Tioga and Mascher Street. The HACE neighborhood is also served by the new K-8 Pan American Academy Charter School, operated by Congreso de Latinos Unidos, that focuses on incorporating comprehensive supports into the school. The John B Stetson Middle School is a 5-8 charter school located at B and Westmoreland Streets. There is no active neighborhood high school located in the HACE neighborhood, since the Thomas A. Edison High School at Lehigh and Seventh Street relocated to Front and Luzerne Streets in 1988. Fairhill Community High School at 4th and Somerset Streets is currently inactive.



Congreso Charter School at American and Cambria Streets

MAP 5: Community Resources



COMMUNITY FACILITIES

In addition to schools, there are City-operated recreation and senior centers and privately operated community centers, such as Taller Puertorriqueño, Congreso de Latinos Unidos, Salvation Army, Lighthouse, Boys and Girls Club, Providence Center, and Urban Hope Youth Center. These community centers, public and private, offer educational, vocational, economic, social, and medical support and counseling for the youth and adults of the neighborhood. Youth outreach programs - such as that which Centro Nueva Creacion offers - provides support for neighborhood children through the arts. Taller Puertorriqueño serves people of all ages, offering programs in education and the arts in a new facility on 5th Street just south of Lehigh.

OPEN SPACE

There are three playgrounds and two parks in the HACE neighborhood, and three additional playgrounds just south of the neighborhood, including Fairhill Square Park, a large, active community greens pace. Schmidt Playground, located at the northeast corner of Ontario and Howard Streets in the northeast quadrant of the neighborhood, provides playground equipment and a public swimming pool. Just to the east on Ontario Street at Dillman Street is Reed Playground, offering play equipment and a basketball court. A similar park with basketball court and play equipment is Collazo Park, located midway between Westmoreland and Allegheny Avenues, between Mascher and Howard Streets. Offering a larger play equipment structure, and more active basketball court is Maguire Playground, located at the south end of the HACE neighborhood at Lehigh Avenue between Mutter and Mascher Streets. None of these parks provide green space; they are all completely paved. Rivera Recreation Center, at the corner of 5th Street and Allegheny Avenue, provides a handball court, two ballfields, two basketball courts, and indoor recreation activities. Finally, Hope Park, at Indiana Avenue, between A and Ella Streets, is a passive green space offering a paved trail loop.



Centro Nueva Cracion



Schmidt Playground



Rivera Recreation Center

There are safety and maintenance concerns at many of the neighborhood park and recreation facilities, in particular Reed Playground and Hope Park. Hope Park is not considered to be safe by neighborhood residents as the neighborhood drug trade is centered in that area. None of the neighborhood parks have adequate lighting, adding to the unsafe feeling. **61% of respondents to the Resident Survey also stated that there is not adequate public space.** Reed Park is entirely paved and lacks updated playground equipment and adequate facilities. Improvements are underway to the Collazo Playground at Howard and Westmoreland Streets, and funding has been secured for improvements to the Rivera Recreation Center at 5th and Allegheny.

MEDICAL FACILITIES

Temple University Episcopal Hospital is located at Lehigh Avenue and Front Street, at the southern boundary of the HACE neighborhood. Episcopal Hospital is the home of Temple University's behavioral health and psychiatric services and includes a 118 bed behavioral health center. The Mercy Life Center provides comprehensive medical and health services to elders at Westmoreland and Hancock Streets. Maria de los Santos Health Center at Allegheny and 5th Streets provides community health services to the HACE neighborhood.

Children and Families

EXISTING SERVICES

There are a number of organizations located either within the study area boundaries or nearby, but outside the neighborhood, that provide social services to families and children within the study area. Many of these organizations focus on serving the needs of the Latino community. Principal nonprofit organizations that provide social services within the HACE target area include the following:

Congreso

Congreso, located at 216 W Somerset Street within the study area, is a data driven, multiservice nonprofit organization with a mission to strengthen Latino communities. The Family Services Division provides economic support and social services to individuals and families in need. Specific family services include Empowerment, Housing, Parenting, Seniors, Social Services, and Truancy Prevention. Family Empowerment Services are designed to maintain family stability, reduce risk factors for children, and encourage families to move toward self-sufficiency. Housing services include housing counseling, housing opportunities for people with AIDS, and a Rapid Rehousing program targeted to residents of emergency and transitional housing programs, to enable residents to move into



Congreso (photo credit: Raul Monfort)

permanent housing. Parenting services include adult parenting classes to pregnant and parenting mothers over 21, and educational programs leading to employment and career training. Programs for seniors include VIDA- community based services to help older adults age in good health and remain at home. Social services include short term case management programs. The truancy prevention program works with DHA referred youth, families and schools to encourage school re-engagement and provide comprehensive support services.

The Congreso Health Promotion and Wellness Program provides comprehensive primary and family medicine through the Congreso Health Center, as well as programs to provide assistance in cases on domestic violence and to provide teen parenting support.

The Congreso Education and Workforce Division provides youth programs (K-12), and adult programs targeted to ESL and GED. It also offers work readiness programs., including resume preparation and interviewing skills training.

Impact Services Corporation

Impact Services Corporation is located at 1953 E Allegheny Ave, outside the study area. Their principal area of service is east of the HACE target area and includes the West Kensington and Harrowgate communities, east of B Street. Impact also provides services to residents within the HACE area.

Impact provides services in the areas of employment and training, community development, economic development, youth development, housing development and veterans services. The Employment Advancement and Retention Network Center helps recipients of Temporary Assistance for Needy Families (TANF) prepare for and obtain employment and work toward self-sufficiency. A major focus of Impact Services programs is the reintegration of ex-offenders into the community, including job readiness training, The Youth

Placement program provides job placement services for out of school youth. Impact offers extensive services to veterans, including supportive transitional and permanent housing for homeless veterans, including programs serving special needs homeless veterans with dual diagnosis.

Concilio (Council of Spanish Speaking Organizations)

Concilio is located at 141 E Hunting Park Ave, north of the study area. Its mission is to function as a social service organization and advocate for the broader Philadelphia Latino community. Its programs focus on children and families and include social, educational, cultural, and prevention and intervention services and programs for underserved young people and families. It acts as a convener for the diverse Philadelphia Latino community on issues impacting children, youth and families and functions as a catalyst for maintaining and celebrating Latino cultural heritage. Specific services offered include: foster care, adoption services, summer youth employment, post permanency services, housing counselling, parenting skills and training, immunization outreach and after school programs for youth

APM (Asociacion de Puertorriquenos en Marcha)

APM, headquartered at 4301 Rising Sun Ave, outside the study area is a Latino based nonprofit that provides services in Healthcare, Human Services, and Community and Economic Development. APM provides services to residents within the study area. Health programs include mental health programs, both individual and group therapy based, at two mental health centers, as well as health promotion and drug and alcohol addiction treatment. Human Services programs include support services, childhood education, family services and early intervention. Community and Economic Development services include housing counseling. APM is the Community Umbrella Agency for the provision of social services within areas south of Lehigh Ave.

Northeast Treatment Centers (NET)

NET Community Care, located at 4404 N 5th Street, is the Community Umbrella Agency for provision of social services within the area north of Lehigh Ave, and provides youth and family services, including adult behavioral services, and outpatient services for addiction recovery, including medication assisted recovery.

Taller Puertorriquenos

Taller Puertorriquenos, located at the new El Corazon Cultural Center at 2600 N 5th Street, just south of Lehigh Av , uses art to promote development within the community and the Latino Diaspora. Its focus is on the preservation of Puerto Rican and Latino culture through the arts and cultural programs. Its art education program for children and youth provides and understanding of Puerto Rican and Latino history and culture, and engagement of the local community. It offers programs in drawing, painting, dance, photography and drama.

Lighthouse

Lighthouse is located within the study area at 1532 W Lehigh Ave. Lighthouse offers educational, recreational and economic Improvement programs to families and individuals with a focus on self-sufficiency. Lighthouse programs include the Lighthouse Family School, The Food Pantry, L.A.M.P. and Sports and Recreation. The Lighthouse Family School focuses on early childhood education through its Head Start program. The Food Pantry provides free groceries to needy families and seniors. L.A.M.P. (Lighthouse After School Multi Service Program) provides after school programming for children between the ages of 5 and 14 and offers 6-week summer camps. The Sports and Recreation Program offers sports and recreation services at its two gymnasiums, outdoor swimming pool and 15-acre Lighthouse Field complex.

HACE

HACE's Housing Counseling Program serves as a core program to its neighborhood development strategy providing comprehensive Housing Counseling Services serving neighborhoods in Eastern North and Lower Northeast Philadelphia. HACE has served 15,000+ individuals to save their homes from foreclosure, purchase their first home, provide credit and consumer education, provide energy conservation education and utility payment assistance, provide assistance with home improvement loans and grants, build wealth through savings and homeownership, and develop partnerships with other entities to provide resources to meet the needs of our largely low-income constituency. HACE has developed partnerships with social service providers and others to refer individuals and leverage resources to meet the needs of our predominantly low-income clients. The Program has evolved to meet the organization's mission of serving as a one-stop-shop for housing services and financial education.

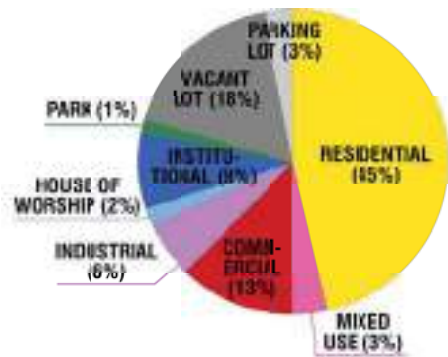
HACE' Neighborhood Energy Center provides energy education to supplement the services provided by their Housing Counseling Program. HACE's NEC provides low-income households information on energy conservation techniques to lower utility bills; education on common home repairs that yield the most energy savings; utility grant assistance and weatherization programs available to low and moderate income families; home repair programs for housing preservation; and developing a budget to manage household expenses. The goal of this program is to help families remain in their homes through leveraging of resources to manage utility expenses through conservation and subsidy assistance. HACE's NEC staff also conducts weatherization workshops, intake/referrals for utility assistance, weatherization, basic systems repairs, and water conservation.

HACE has been providing social services and case management to residents of its senior multifamily housing developments. The Resident Services Program assesses the compatibility of the services

offered in the community with the individual's needs; determines the funding sources for services required; does whatever is needed to effectively link residents with appropriate services (e.g. translates, helps them complete paperwork, makes referrals to social service and health providers, advocates on their behalf with agencies); and works with residents, families and community volunteers to distribute information about services available on and off site. The Program also ensures that there are no conflicts or inappropriate duplications of social services. Residents are reassessed annually to see if their social service needs has changed and make necessary changes to the individual's social service plan. Benefits most often applied for include: Social Security, SNAP, home care services provided by the Philadelphia Corporation for Aging (PCA) and Philadelphia Home Care among others, welfare benefits, veterans' benefits, Medicare and Medicaid, and long-term care through Mercy Life Center.

Land Use

The primary land use in the neighborhood is residential. 45% of the HACE neighborhood parcels are in residential use. 13% of parcels in the HACE area are in commercial use. Commercial and Commercial mixed

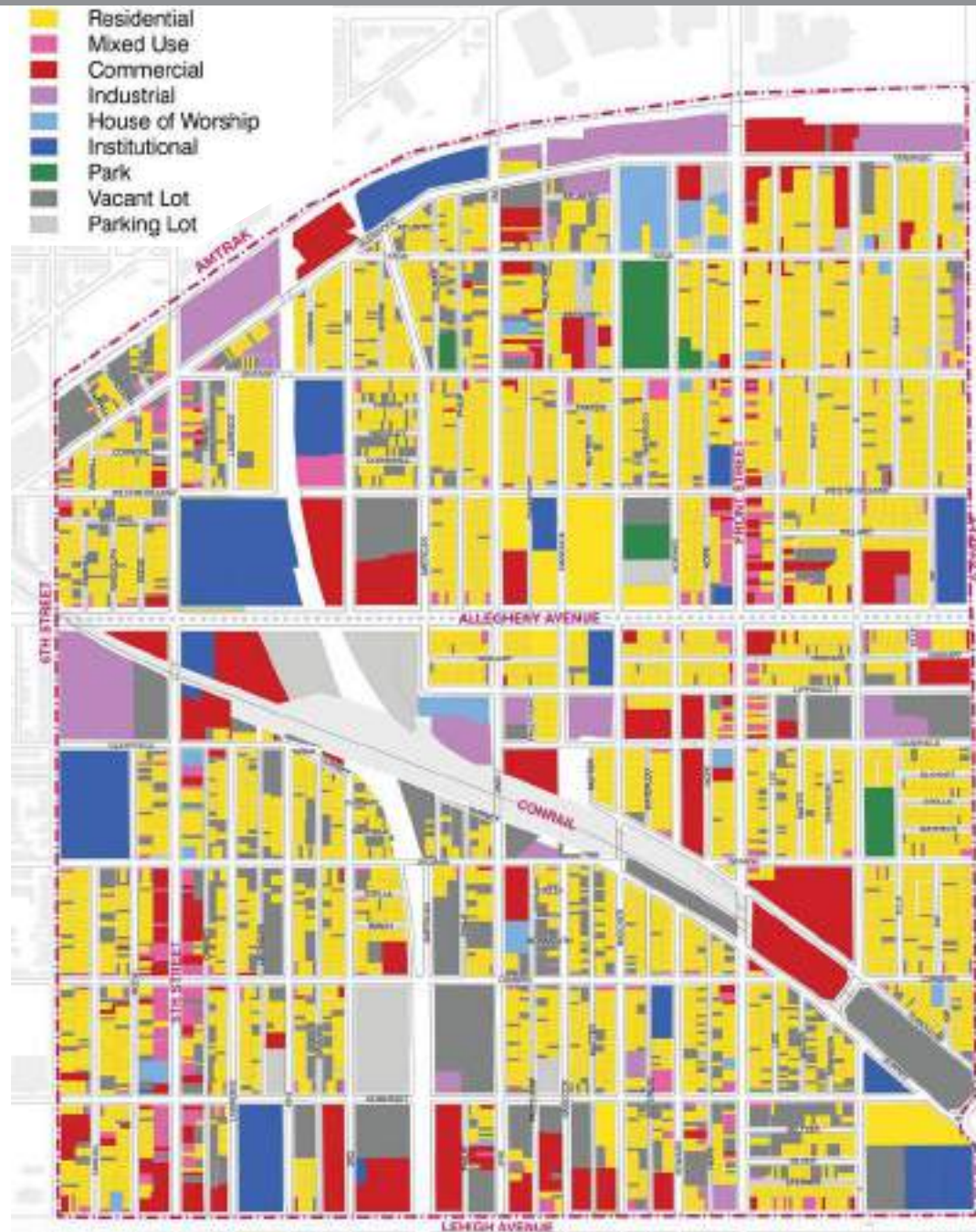


uses predominate along the 5th Street commercial corridor between Lehigh and Indiana, and along Front Street, between Clearfield and Westmoreland Streets. There are also areas of commercial land use along Lehigh Avenue and Allegheny Avenue, and at corner store locations on residential blocks scattered throughout the neighborhood. Remaining industrial uses are concentrated along the Clearfield Street corridor and along the Glenwood Avenue corridor adjacent the AMTRAK rail corridor. Only 6% of parcels in the HACE neighborhood are in industrial use. 18% of parcels in the HACE neighborhood are now vacant land, including many former industrial parcels as well as vacant former residential lots scattered throughout the HACE neighborhood.



Industrial uses on Glenwood Avenue

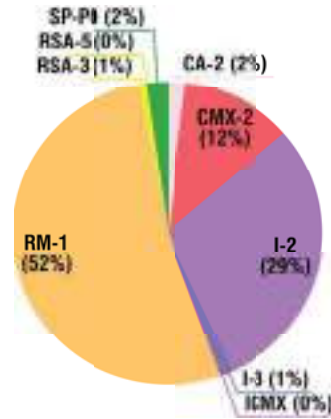
MAP 6: Land Use



MAP 7: Zoning

Zoning

Sound zoning should reflect existing and desired future land use, to minimize the need for zoning variances. Existing zoning in the HACE neighborhood is predominantly RM-1 multifamily rowhouse residential, and I-2 Medium industrial. 52% of parcels in the neighborhood are zoned RM-1 Residential. While 29% of parcels are zoned I-2 industrial, only 6% of parcels are actually in industrial use. The principal neighborhood commercial corridors, N 5th Street and Front Street, are zoned CMX-2, Mixed Use Neighborhood Commercial. Corner store parcels are also zoned CMX-2. A total of 12% of parcels are zoned CMX-2 Neighborhood Mixed Use Commercial. The RM-1 multifamily zoning is not consistent with the predominantly single family rowhouse development that characterizes the HACE neighborhood. The existing mostly 2 story small rowhouses are too small to be converted to multifamily apartments. Large swathes of the neighborhood are zoned I-2 Medium Industrial, including the American Street former freight rail corridor, Glenwood Avenue flanking the AMTRAK rail corridor, the Conrail freight rail corridor, large sections of Lehigh and Allegheny Avenues, and the Clearfield Avenue corridor. Little of the former industrial rail oriented activity remains, and most of the industrially zoned land is either vacant or has been redeveloped for other uses, including auto oriented retail on Lehigh and Allegheny Avenues. Industrial zoning in the HACE neighborhood is obsolete as there is now no market for industrial uses in the area. The I-2 Zoning supports a wide range of industrial uses, including many that would not be compatible with adjacent residential uses. The I-2 zone permits trucking and transportation uses as of right, and junk and salvage yard as a Special Exception. Some formerly industrial zoned parcels have recently been rezoned to permit specific new developments, such as the rezoning of parcels at Allegheny and American to CA-2, Automobile Oriented Shopping Center, to accommodate the new Allegheny Plaza shopping Center. Zoning is for the most part not consistent with existing and emerging land use and a comprehensive zoning remapping is required.



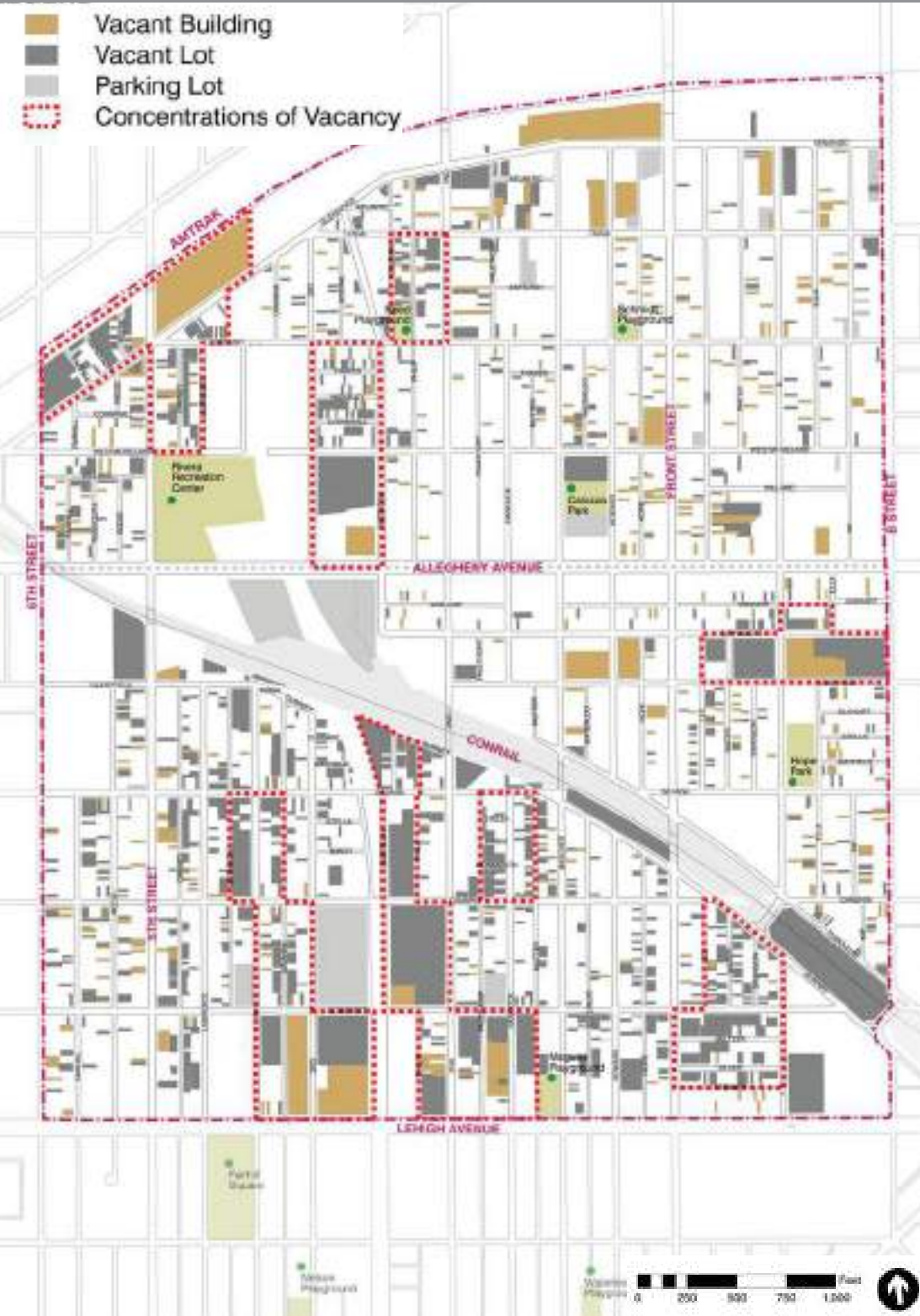
Vacancy

Vacant lots and buildings are a blighting impact on the community, but also provide opportunity sites for new development and rehabilitation. Approximately one-fourth of the study parcels are vacant lots and buildings, with twice as many vacant parcels than vacant buildings (8% of the HACE neighborhood parcels contain vacant buildings and 18% are vacant lots). Large vacant parcels are typically former industrial sites and include major parcels on the American Street and Second Street corridors, and along the Conrail line and on the Clearfield corridor. Key vacant former industrial lots include the vacant site at 2nd and Indiana, where Casa Indiana apartments for the elderly will be constructed, the vacant site at 5th and Clearfield proposed for the Centro de Oro Mixed Use Development, and vacant parcels at A and Lippincott Streets, 3rd and Westmoreland, 4th and Clearfield and 4th and Cambria. There are numerous small residential vacant lots throughout the HACE neighborhood, but particularly in the section of Fairhill south of the Conrail line. There is a particular concentration of vacant former residential lots in the vicinity of Somerset Villas, west of A Street and south of the Conrail line. There is also a concentration of vacant residential lots on blocks east and west of the HACE Lawrence Court homeownership development in St Hugh. The area of the St Hugh neighborhood east of 2nd Street has relatively



Vacant rowhouse buildings

MAP 8: Vacancy



MAP 9: Publicly Owned Vacant Land

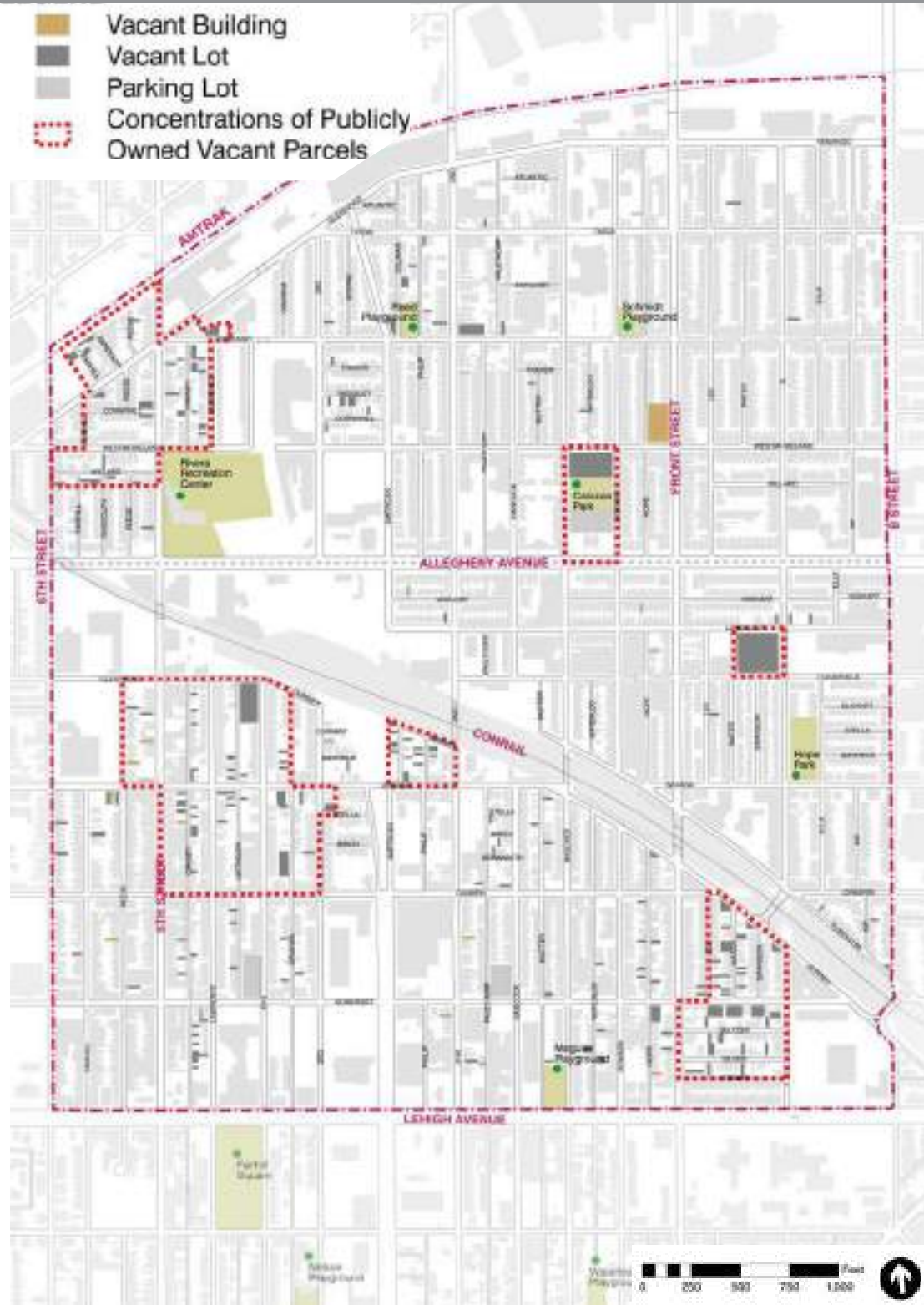
few vacant lots. There are several large vacant former industrial buildings on the Glenwood Avenue corridor and on the Clearfield Corridor. Vacant single family residential buildings are scattered throughout the HACE neighborhood, including St Hugh east of 2nd Street, where there are relatively few vacant lots. Other key vacant buildings include the former Police District building at Front and Westmoreland, the building owned by Impact Services at A and Indiana, and the former St Hugh Catholic School at Tioga and Mascher Streets. The majority of vacant lots and buildings are privately owned and may require acquisition/condemnation for development.

PUBLICLY OWNED VACANT LAND

Publicly owned vacant land and buildings offer a readily available opportunity for new development. There are relatively few publicly owned vacant land parcels and buildings within the HACE neighborhood. Major publicly owned vacant parcels include the 1 acre parcel at A and Lippincott Streets and a ½ acre parcel at 4th and Cambria Streets. There are several areas with a concentration of scattered site publicly owned former residential lots, including the area between A and Front Street south of the Conrail Line, west of Somerset Villas. Other publicly owned development opportunity sites include the vacant former police district building at Front and Westmoreland, and its associated parking lot at Westmoreland and Mascher Streets.



City-owned vacant lot at A and Lippincott Streets



Condition

BUILDING

The HACE team did an extensive property survey of every building in the HACE neighborhood, during which time they classified the exterior building conditions as Good, Fair, or Poor. Good buildings are defined as being those that do not need significant exterior rehabilitation; Fair buildings would benefit from exterior rehabilitation; and Poor buildings require extensive exterior rehabilitation. Example photos of the three condition classifications are shown to the right. It should be noted that all building condition assessments are based solely on the exterior building façade condition, and do not reflect the interior building conditions.

Based upon the property survey, nearly half (48%) of the buildings in the HACE neighborhood are considered to be in fair condition. The remaining half is nearly equally divided into buildings of good and poor condition. Areas of property in good condition include HACE development sites, such as the Caribe development blocks bounded by Allegheny Ave, 2nd Street, Westmoreland and Mascher Street, and the targeted rehabilitation blocks immediately to the north, as well as the Lawrence Court development blocks and the Marin elementary school at 4th and Westmoreland. Generally building conditions are fair to good in the St Hugh neighborhood east of American Street. Areas with concentrations of buildings in poor condition include the area between A and Front Street, west of Somerset Villas, and blocks to the east of Lawrence Court and the Marin School.



Areas with concentrated poor building conditions helped focus The Plan around these problem areas where housing rehabilitation programs could have the most impact.

MAP 10: Building Condition



MAP 11: Streetscape Condition

STREETSCAPE/PUBLIC REALM

Poor quality streetscapes create an uninviting condition for pedestrians and discourage property investment. Streetscape conditions were assessed based on the condition of curbs and sidewalk materials as well as the presence of street trees. Streetscape conditions in the HACE neighborhood are typically fair to poor, which is similar to responses to the Resident Survey where **40% rated the physical condition as poor or very poor**. Areas of streetscape that are in good condition are limited to areas of recent public and private investment, including the 5th Street commercial corridor where a capital streetscape improvement program was completed in 2011, and in the vicinity of the Caribe and Lawrence Court I development zones. Streetscape conditions are typically better in the St Hugh neighborhood east of Second Street, where the building fabric is also in better condition. The Front Street Commercial Corridor is in fair-to-good condition compared to the rest of the HACE neighborhood; however additional streetscaping elements are needed to make it a more attractive commercial destination. Areas of poor streetscape conditions include the Gurney Street and Tusculum Street corridors abutting the Conrail line, and the bridge crossings over the Conrail tracks, including 2nd Street, where unsightly chain link fence barriers and very narrow sidewalks create an uninviting pedestrian experience. Gurney Street is adversely impacted by broken and missing curbs and sidewalks, random placement of concrete highway barrier to prevent parking on the Conrail land, and overgrown weed trees and vegetation.



STREETSCAPE CONDITION BY LENGTH



MAP 12: Housing Type

Housing

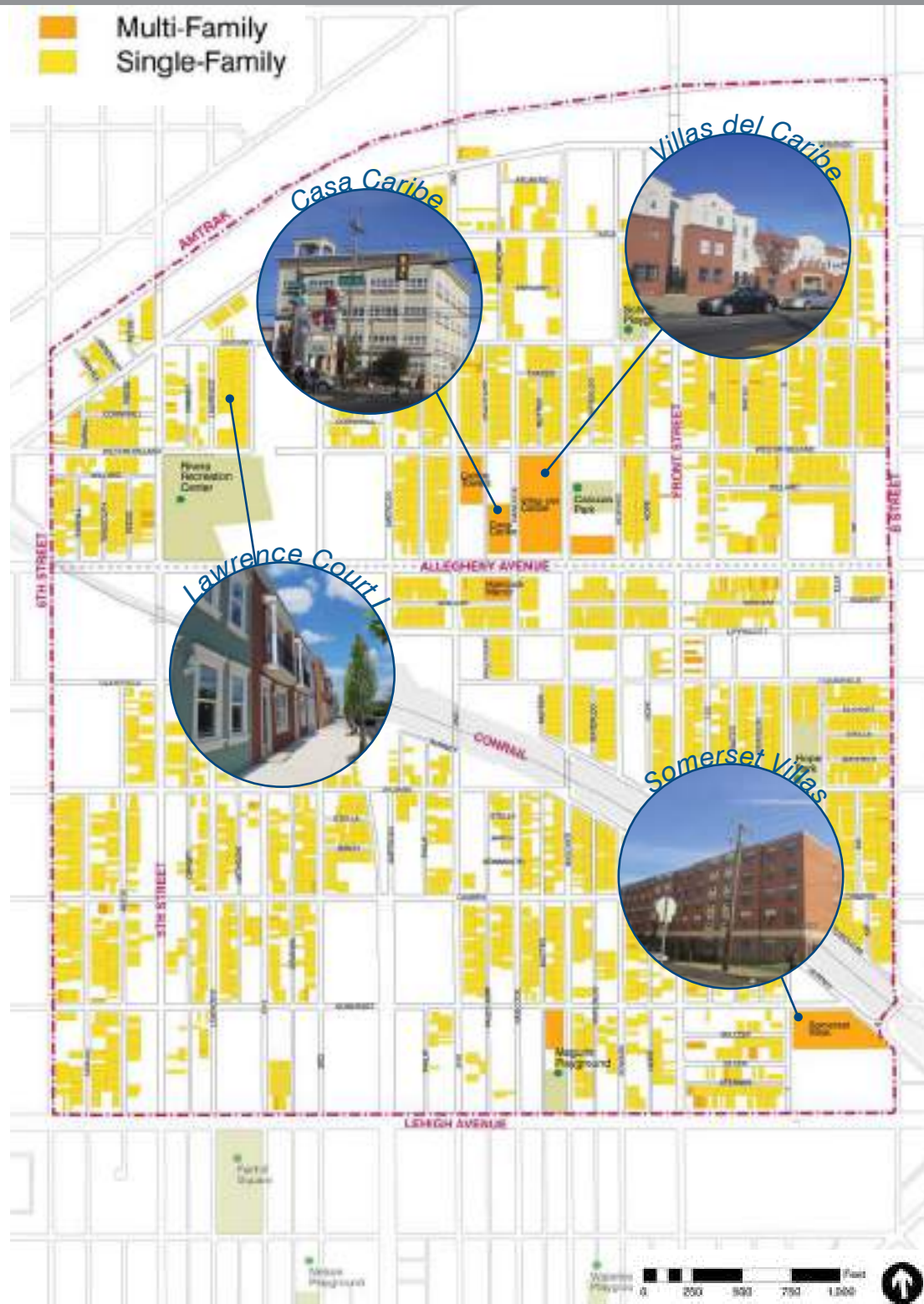
HOUSING TYPE

There are two types of housing in the HACE neighborhood; these include single-family and multi-family residential dwellings. Of the two housing types, single-family dwellings make up 93% of the housing in the neighborhood; the remaining 7% of the housing being multi-family. Single-family houses are predominantly 2 story plus basement flat fronted brick faced narrow frontage rowhouses, 14-15 feet wide, built to the back of the sidewalk. On some blocks, houses are set back from the sidewalk behind a small front porch and incorporate bay windows on the second floor. Multifamily buildings are mostly limited to major affordable housing developments, including the HACE Caribe developments and Somerset Villas. Other multifamily developments include Hancock Manor, the Comhar Intermediate care facility for the intellectually disabled, at 129 W Allegheny Avenue and the Womens Community Revitalization development at Mascher and Somerset. There are a few small multifamily developments scattered through the HACE neighborhood.

MAJOR HOUSING DEVELOPMENTS

Four rental apartment buildings were constructed by HACE within the past twenty years catering to the neighborhood's low-income aging population, families, and persons with disabilities: Casa Caribe, Villas del Caribe, Caribe Towers, and Somerset Villas. HACE also owns two large affordable housing apartment buildings just south of the HACE neighborhood, Lehigh Park I and II. These rental units help long-time residents of the neighborhood remain in the community while also providing homes for new families coming into the area. Somerset Villas was developed to provide subsidized apartments for aging seniors or persons with disabilities in the community. There are a high concentration of vacant parcels surrounding Somerset Villas. Using the success of the apartments to provide an anchor or starting point for future development, there are excellent opportunities for redevelopment.

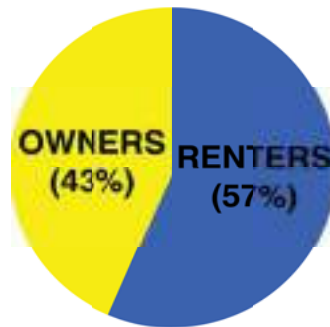
Major housing developments within the HACE neighborhood completed in the last 10 years include the 50 unit HACE PHFA funded affordable homeownership development Lawrence Court I at 4th and Ontario Streets. The development is sold out and the new residents are actively involved in improvement of the community. South of Lawrence Court I is an area with potential for the next phase of housing development, as it is adjacent to the Lawrence Court development, vacant, and prime for redevelopment.



MAP 13: Housing Tenure

HOUSING TENURE

Between the years 2000 and 2013, housing choices have shifted in the HACE neighborhood. While the number of residents renting or owning their housing is fairly split, the number of residents in the neighborhood renting tends to be greater. In 2000, 51% percent of the residents rented, and 49% of the residents owned their residences. In 2013, a shift to an even greater number of renters is seen, with 56% of the area residents renting, and 44% owning their homes (based on Philadelphia OPA data). This may be attributed to a number of factors, including the housing market crash within this time period, the median household income dropping by 33% over these years, and more rental units coming on the market. This same trend, however, is similar to that of the City of Philadelphia, where homeownership rates dropped from 59% in 2000 to 53% in 2013.



HOME SALES PRICES

The HACE neighborhood's sale housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development and its associated pricing. According to Realquest, which is a comprehensive real estate database service that was utilized for report, there were 80 home sales in the five tract area within the last 24 months and we estimate that 74 were sold to owner occupants. In Table 1 shown below, these sales are shown by census tract:

TABLE 1: Sales to Probable Owner Occupants

	# of Sales	AVG Sale Price	Price/SF
Tract 175	19	\$37,850	\$30.90
Tract 176.01	16	\$27,120	\$28.01
Tract 176.02	16	\$27,691	\$25.31
Tract 195.01	15	\$40,847	\$36.63
Tract 195.02	8	\$38,475	\$34.18
Total	74		

Source: Realquest, Urban Partners

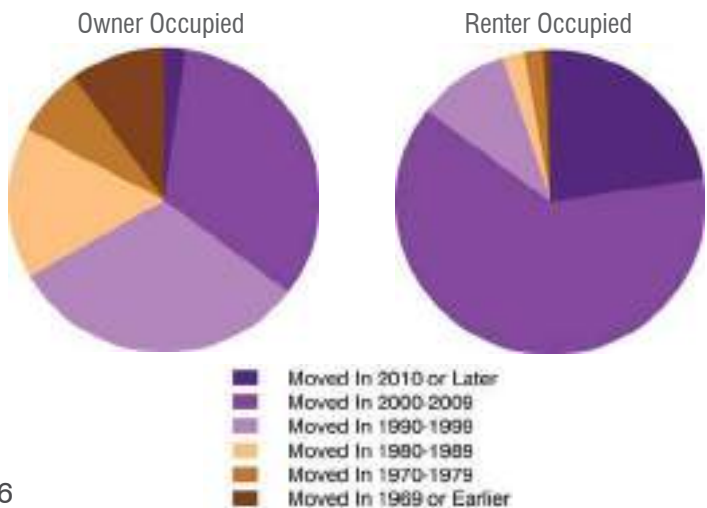
1. For the purpose of this analysis, market activity for Census Tracts 175, 176.01, 176.02, 195.01, and 195.02 was examined.



HOUSING TURNOVER

The HACE neighborhood has a high amount of housing turnover, with most of the residents who rent their homes moving to the neighborhood in the last 15 years. According to the American Community Survey data, of the 10,834 residents who rent their homes, 63% (6,825) moved into the neighborhood between 2000 and 2009, and 23% (2,492) of the residents have moved into the neighborhood within the past five years. As no specific information is provided with this data, moving into the neighborhood could be defined as moving from another area of the City, another state, or another country. Comparatively, 33% (2,809) of neighborhood homeowners moved into their homes 35-45 or more years ago, 33% (2,809) moved into the area between 2000 and 2009, and only 3% (255) moving into the neighborhood in the past five years. Of all those that moved into the neighborhood in the past five years, there have been nearly ten times as many renters as homeowners. This recent increase in renters could indicate several things. One-third of all homeowners have rooted themselves in the community 35 to 45 years ago, committed to buying their home, remaining in their homes, and finding stability. It is also possible that home prices have changed (increased) since the time of purchase, and (disposable) income has not followed a similar trend. Therefore, people may not move out of their homes that they own (based on a 30 year mortgage), because they cannot afford to. Looking at the small percentage of residents who have purchased their homes in the past five years could imply that housing prices have surpassed affordability.

Housing Turnover by Tenure:



MAP 14: Housing Turnover



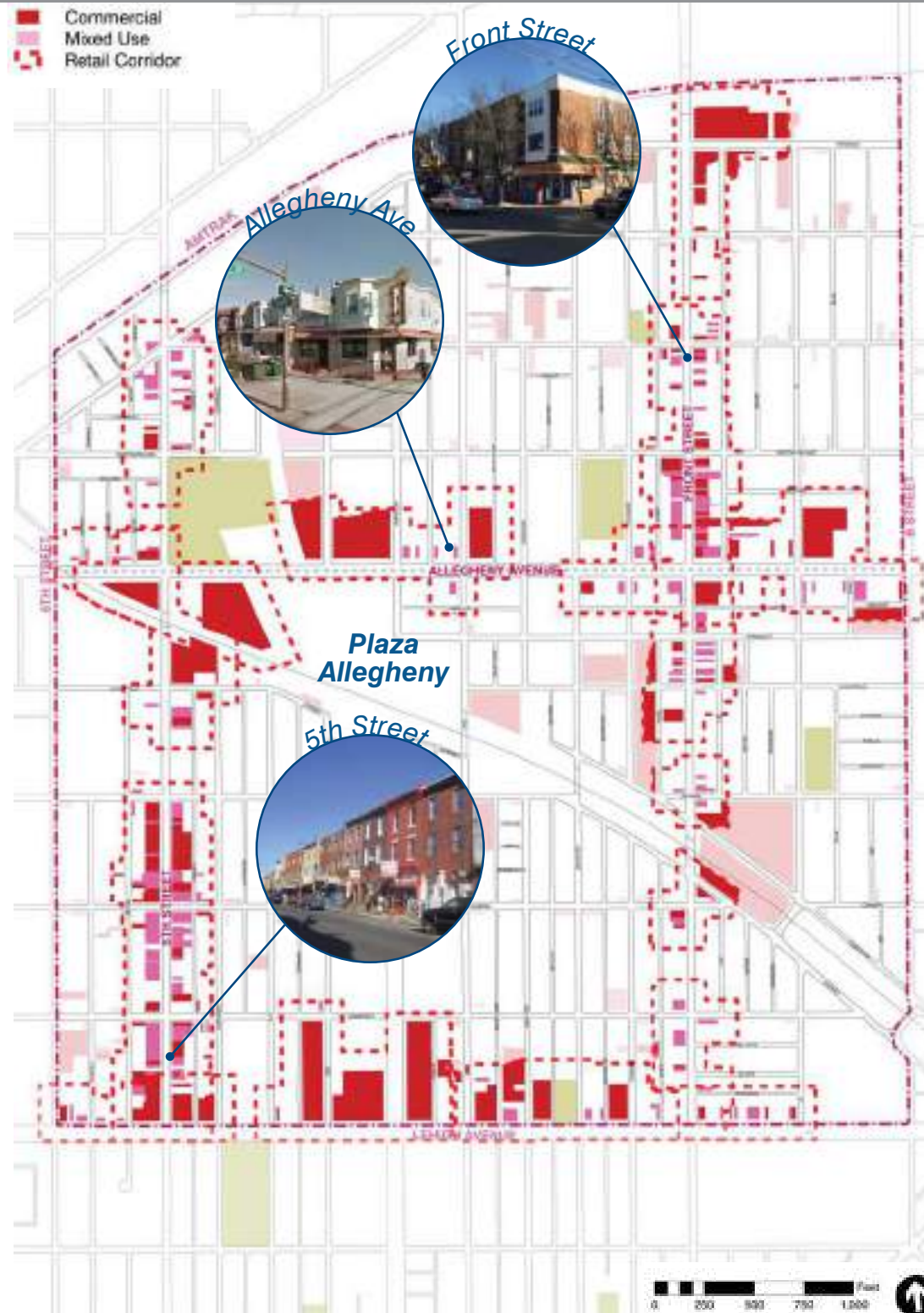
Retail Corridors

Two City-designated commercial corridors are located within the HACE neighborhood. These are the Front Street corridor and the 5th Street corridor, familiarly known as El Centro de Oro, which also includes portions of Lehigh Avenue. In addition, a number of retailers are scattered along Allegheny Avenue and the new Plaza Allegheny (currently under construction) between 2nd and 5th Streets, when completed, will greatly increase retail supply along this avenue. There is currently a lack of connection between the 5th and Front Street corridors; Allegheny Avenue has the potential to bridge this gap if designated as a commercial corridor and streetscape improvements were made. The majority (60%) of the 237 retailers established in the neighborhood are concentrated on 5th and Front Street and along Allegheny Avenue. The remaining retail establishments are dispersed throughout the neighborhood.

5th Street/El Centro de Oro is the primary shopping area for the HACE neighborhood and the main destination for the Latino community in Philadelphia. The corridor is a mix of small neighborhood establishments and local service providers. In 2011, El Centro de Oro received funding for a streetscape improvement project which revitalized 5th Street between Lehigh and Indiana Avenues, creating a gateway into the community with decorative metallic palm trees and streetscape improvements such as street furniture and decorative sidewalks, reminiscent of the Hispanic countries and cultures represented in the residents of the community.

Front Street has scattered neighborhood commercial establishments intermixed with residential housing. However, the more concentrated area of retail is between Clearfield and Westmoreland Avenues, which primarily serves neighborhood residents who are within walking distance of these stores. The streetscape condition of this commercial corridor is fair, but it lacks a distinct identity and streetscaping elements that would make it more pedestrian friendly.

Allegheny and Lehigh Avenues are broad avenues with automobile-oriented commercial uses, as opposed to the 5th Street El Centro de Oro and Front Street, which are neighborhood, pedestrian-oriented shopping corridors. National chain retail and drive-through fast-food restaurants, small local shops and restaurants, strip malls, as well as residential, both single-family and mixed-use, medical and social services, and schools are found along these retail corridors. More so along Lehigh Avenue, buildings are often setback to provide off-street parking in front of the building. This condition is usually found where strip malls, supermarkets, and fast-food restaurants are located. Along Allegheny Avenue, buildings generally front wide sidewalks, promoting pedestrian activity.



Market Analysis

This study focuses on identifying retail development opportunities to capture sales from HACE neighborhood residents that are now leaving the neighborhood due to inadequate supply. For this analysis, the HACE neighborhood boundaries (see Map 1) are generally defined by B Street on the east, 6th Street on the west, Lehigh Avenue on the south, and the AMTRAK tracks just above Venango on the north. Based on 2013 American Community Survey (ACS) data, the area included 19,346 people in 2013.

Retail shopping patterns in this portion of Philadelphia are quite complex. 60% of the HACE neighborhood's 237 retailers are generally concentrated on three blocks of 5th Street, four blocks of Allegheny Avenue, and several blocks of Front Street. However, there are many other retailers scattered throughout the neighborhood. From a retail trade perspective, the neighborhood definition is somewhat arbitrary—customers in this portion of North Philadelphia travel fluidly across all these boundaries—into and out of the HACE neighborhood—for shopping opportunities.

This retail market analysis highlights strengths and weaknesses of the current HACE neighborhood retail mix. The study focuses on retail stores selling merchandise (and related support services) for personal and/or household consumption. Businesses providing personal services, such as hair/nail salons and laundry/dry cleaning establishments, are also included. These retail businesses are classified according to the principal merchandise sold, estimated square footage, and level of sales. Banks and other financial establishments are excluded because banking activities – deposits, loans, etc. – cannot be added to sales volume data for other types of retail establishments. The focus of this analysis is on sales by businesses normally

found in pedestrian-oriented retail shopping areas. This definition excludes automobile dealerships and repair facilities, gasoline sales, fuel oil dealers, and non-store retailing.

RETAIL SUPPLY

To fully understand currently available shopping opportunities in the HACE neighborhood, Urban Partners completed an inventory of all 237 retail businesses located within the neighborhood (see Table 2). These 237 businesses provide goods and services in 28 different retail categories. The most numerous store types include:

- **54 convenience stores;**
- **35 hair and nail salons;**
- **35 limited service restaurants;**
- **15 bars and taverns;**
- **15 cell phone/electronics stores;**
- **11 full service restaurants;**
- **11 pharmacies and drug stores; and**
- **7 laundromats/dry cleaners/laundries.**

These 237 retailers occupy an estimated 382,500 square feet (SF) of store space. In terms of retail categories, 70% of current store space is devoted to eight types of stores, including:

- **Convenience stores - 64,600 SF;**
- **Limited service restaurants - 42,000 SF;**
- **Furniture stores - 38,000 SF;**
- **Hair salons - 35,800 SF;**
- **Laundromats/dry cleaners - 22,600 SF;**
- **Bars & taverns - 22,600 SF;**
- **Full-service restaurants - 21,800 SF; and**
- **Beer and liquor distributors - 20,600 SF.**

However, available retailing will soon be expanded by 22% with the construction of the 85,000 SF Plaza Allegheny at 236-400 W. Allegheny Avenue. This center will add a Save A Lot supermarket, an Advance Auto Parts store, and three national chain limited service restaurants--Little Caesar's, Dunkin Donuts, and Subway. The center is currently completing lease-up. A full inventory of these retailers is shown in Appendix A.



Rendering of Plaza Allegheny (currently under construction)

TABLE 2: HACE Neighborhood Retail Supply

Retail Category	No. of Stores	Store Space (SF)
Food & Beverage Stores	64	106,300
Grocery Stores	56	82,600
Supermarkets, Grocery Stores	2	18,000
Convenience Stores	54	64,600
Specialty Food Stores	3	3,100
Beer, Wine & Liquor Stores	5	20,600
Health & Personal Care Stores	14	17,000
Pharmacies & Drug Stores	11	14,000
Cosmetics, Beauty Supplies, Perfume Stores	1	1,000
Other Health & Personal Care Stores	2	2,000
Foodservice & Drinking Places	61	86,400
Full-Service Restaurants	11	21,800
Limited-Service Eating Places	35	42,000
Drinking Places -Alcoholic Beverages	15	22,600
General Merchandise Stores	6	14,400
Dollar Stores & Other General Merchandise	6	14,400
Clothing & Clothing Accessories Stores	12	19,200
Women's Clothing Stores	6	6,800
Family Clothing Stores	2	4,200
Shoe Stores	2	6,000
Jewelry Stores	2	2,200

Source: Urban Partners

Retail Category	No. of Stores	Store Space (SF)
Building Material, Garden Equipment Stores	5	5,200
Hardware Stores	5	5,200
Furniture & Home Furnishings Stores	3	38,000
Furniture Stores	3	38,000
Electronics & Appliances Stores	16	17,200
Phone/Radio/TV/Electronic Stores	15	16,200
Computer, Software Stores	1	1,000
Automotive Parts/Accessories, Tire Stores	1	7,000
Sporting Goods, Hobby, Book, Music Stores	1	1,000
Video Game Store	1	1,000
Miscellaneous Store Retailers	12	12,400
Office Supply Store	1	2,000
Gift, Novelty & Souvenir Stores	5	5,200
Used Merchandise Stores	3	2,400
Pet Supply Stores	1	1,000
Tobacco Stores	2	1,800
Personal Services	42	58,400
Hair Salons/Barbers/Nail Salons	35	35,800
Laundries/Dry Cleaning/Laundromats	7	22,600
Total	237	382,500

RETAIL DEMAND

This section describes the current demand for retail goods and services by residents of the HACE neighborhood. The neighborhood has 19,346 residents based on 2013 U. S. Census Bureau estimates. Using information about the retail spending behavior of HACE neighborhood residents as compiled by the Nielsen Company, it is estimated that these residents spend approximately \$125.6 million on retail goods annually (see Table 3), of which:

- **\$32.9 million is in Food and Beverage Stores,**
- **\$25.4 million is in General Merchandise Stores,**
- **\$17.4 million is at Eating and Drinking Places,**
- **\$14.2 million is for Building and Garden Materials,**
- **\$8.6 million is for Health and Personal Care items,**
- **\$8.6 million is in Clothing and Accessories Stores,**
- **\$3.8 million is at Hair Salons and Dry Cleaners, and**
- **The remaining \$14.7 million is at stores specializing in furniture, electronics, auto parts, sporting goods, gifts, and other items.**

Responding to this demand, the HACE neighborhood's 382,500 square feet of retailers provide many, but not all, of the goods and services required by area residents. Utilizing the Nielsen data with adjustments made by Urban Partners based on field observations and collection of the retail inventory discussed

above, we note that the overall level of HACE neighborhood retail supply is generating an estimated \$80 million in sales—64% of the demand originating from the neighborhood (see Table 3). This results in a retail gap of over \$45.5 million, and is further backed up by the Resident Survey in which **77% of respondents stated that they most frequently shop at large retail stores outside the community.**

The percentage capture of retail demand by current HACE neighborhood businesses, however, does vary significantly from category to category. For basic food, health, and personal services, the overall available supply appears to match community needs, though sometimes in non-standard ways. For instance, the proliferation of convenience stores and bars and taverns appears to be a market response to the shortage of supermarkets and full-service restaurants. The opening of the Save A Lot at Plaza Allegheny—providing expanded supermarket options for neighborhood residents—may also cause purchasing adjustments away from corner stores and result in some closures of poor performing businesses.

In general the HACE neighborhood's food and beverage stores appear to be capturing 99% of demand, the pharmacy and other health product stores—76%; personal services businesses—190%; and eating and drinking establishments—93%.

Furthermore, much of the identified retail gap is for store types where nationally sales have become concentrated in a few anchor chains. Seven specific stores—Walmart, Target, Home Depot, Lowe's, Sam's Club, Costco, and BJ's Warehouse—now capture 20% of all retail sales in the country--\$640 billion of \$3.2 trillion in total retail sales in 2014; that is, these seven stores

generate \$2,000 in sales for every man, woman, and child in the United States. These mega-retailers all have outlets within a few miles of the HACE neighborhood and, even if they were not nearby, their store footprints require sites much larger than anything that could be reasonably accommodated in the HACE Neighborhood. Nearly \$29 million of the \$45 million opportunity gap identified for the HACE Neighborhood is in those categories (Department Stores, Other General Merchandise, Home Centers) and is not likely to be captured within the HACE Neighborhood.

However, that does leave a variety of opportunities for new successful neighborhood-based retailers to grow the HACE neighborhood economy. These smaller retailers could capture a significant percentage of the remaining retail gap, provide a diversified mix of goods and services in the neighborhood, and expand employment opportunities for neighborhood residents.



Existing neighborhood-based retailers on the Front Street commercial corridor

TABLE 3: HACE Neighborhood Retail Opportunities

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percentage Capture
Total Retail Sales & Eating, Drinking Places	\$ 125,564,935	\$ 80,027,191	\$ 45,537,744	63.73%
Food & Beverage Stores	\$ 32,923,893	\$ 32,706,877	\$ 217,016	99.34%
Grocery Stores	\$ 23,774,733	\$ 23,546,000	\$ 228,733	
Supermarkets, Grocery Stores	\$ 18,829,126	\$ 6,750,000 *	\$ 12,079,126	
Convenience Stores	\$ 4,945,607	\$ 16,796,000 *	\$ (11,850,393)	
Specialty Food Stores	\$ 2,618,712	\$ 1,522,032	\$ 1,096,680	
Beer, Wine & Liquor Stores	\$ 6,530,448	\$ 7,638,845 *	\$ (1,108,397)	
Health & Personal Care Stores	\$ 8,640,246	\$ 6,600,000	\$ 2,040,246	76.39%
Pharmacies & Drug Stores	\$ 6,850,297	\$ 5,600,000 *	\$ 1,250,297	
Cosmetics, Beauty Supplies, Perfume Stores	\$ 580,227	\$ 300,000 *	\$ 280,227	
Optical Goods Stores	\$ 412,961	\$ -	\$ 412,961	
Other Health & Personal Care Stores	\$ 796,761	\$ 700,000 *	\$ 96,761	
Foodservice & Drinking Places	\$ 17,356,172	\$ 16,186,896	\$ 1,169,276	93.26%
Full-Service Restaurants	\$ 8,646,273	\$ 5,914,482	\$ 2,731,791	
Limited-Service Eating Places	\$ 8,005,463	\$ 9,240,000 *	\$ (1,234,537)	
Drinking Places -Alcoholic Beverages	\$ 704,436	\$ 1,032,414	\$ (327,978)	
General Merchandise Stores	\$ 25,393,534	\$ 2,003,583	\$ 23,389,951	7.89%
Department Stores	\$ 10,860,582	\$ -	\$ 10,860,582	
Other General Merchandise Stores	\$ 14,532,952	\$ 2,003,583	\$ 12,529,369	
Clothing & Clothing Accessories Stores	\$ 8,589,629	\$ 4,025,000	\$ 4,564,629	46.86%
Clothing Stores	\$ 5,726,043	\$ 2,065,000	\$ 3,661,043	
Men's Clothing Stores	\$ 259,240	\$ -	\$ 259,240	
Women's Clothing Stores	\$ 1,174,349	\$ 1,225,000 *	\$ (50,651)	
Children's, Infants' Clothing Stores	\$ 472,301	\$ -	\$ 472,301	
Family Clothing Stores	\$ 3,142,436	\$ 840,000 *	\$ 2,302,436	
Clothing Accessories Stores	\$ 228,184	\$ -	\$ 228,184	
Other Clothing Stores	\$ 449,533	\$ -	\$ 449,533	
Shoe Stores	\$ 1,011,564	\$ 1,080,000 *	\$ (68,436)	
Jewelry, Luggage, Leather Goods Stores	\$ 1,852,022	\$ 880,000	\$ 972,022	
Jewelry Stores	\$ 1,486,567	\$ 880,000 *	\$ 606,567	
Luggage & Leather Goods Stores	\$ 365,455	\$ -	\$ 365,455	

Sources: The Nielsen Company; Urban Partners * Retail Supply Data Adjusted By Urban Partners

TABLE 3 (CONT.): HACE Neighborhood Retail Opportunities

Retail Stores	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percentage Capture
Building Material, Garden Equipment Stores	\$ 14,213,249	\$ 1,751,301	\$ 12,461,948	12.32%
Building Material & Supply Dealers	\$ 12,229,594	\$ 1,751,301	\$ 10,478,293	
Home Centers	\$ 5,167,420	\$ -	\$ 5,167,420	
Paint & Wallpaper Stores	\$ 184,487	\$ -	\$ 184,487	
Hardware Stores	\$ 1,500,590	\$ 1,250,000 *	\$ 250,590	
Other Building Materials Dealers	\$ 5,377,097	\$ 501,301	\$ 4,875,796	
Lawn/Garden Equipment/Supplies Stores	\$ 1,983,655	\$ -	\$ 1,983,655	
Outdoor Power Equipment Stores	\$ 395,847	\$ -	\$ 395,847	
Nursery & Garden Centers	\$ 1,587,808	\$ -	\$ 1,587,808	
Furniture & Home Furnishings Stores	\$ 2,878,770	\$ 1,857,290	\$ 1,021,480	64.52%
Furniture Stores	\$ 1,505,639	\$ 1,857,290	\$ (351,651)	
Home Furnishing Stores	\$ 1,373,131	\$ -	\$ 1,373,131	
Electronics & Appliances Stores	\$ 2,818,577	\$ 3,719,518	\$ (900,941)	131.96%
Household Appliances Stores	\$ 381,277	\$ - *	\$ 381,277	
Radio, Television, Electronics Stores	\$ 1,823,691	\$ 3,500,000 *	\$ (1,676,309)	
Computer & Software Stores	\$ 555,882	\$ 219,518	\$ 336,364	
Camera & Photographic Equipment Stores	\$ 57,727	\$ -	\$ 57,727	
Automotive Parts/Accessories, Tire Stores	\$ 1,737,474	\$ 1,680,000 *	\$ 57,474	96.69%
Sporting Goods, Hobby, Book, Music Stores	\$ 3,059,162	\$ 250,000	\$ 2,809,162	8.17%
Sporting Goods, Hobby, Musical Inst Stores	\$ 2,756,296	\$ 250,000	\$ 2,506,296	
Sporting Goods Stores	\$ 1,568,958	\$ -	\$ 1,568,958	
Hobby, Toy & Game Stores	\$ 794,552	\$ 250,000 *	\$ 544,552	
Sewing, Needlework & Piece Goods Stores	\$ 163,314	\$ -	\$ 163,314	
Musical Instrument & Supplies Stores	\$ 229,472	\$ - *	\$ 229,472	
Book, Periodical & Music Stores	\$ 302,866	\$ -	\$ 302,866	
Book Stores	\$ 209,350	\$ - *	\$ 209,350	
News Dealers & Newsstands	\$ 41,861	\$ -	\$ 41,861	
Prerecorded Tape, CD, Record Stores	\$ 51,655	\$ -	\$ 51,655	
Miscellaneous Store Retailers	\$ 4,123,721	\$ 1,946,726	\$ 2,176,995	47.21%
Florists	\$ 149,149	\$ - *	\$ 149,149	
Office Supplies, Stationery, Gift Stores	\$ 1,955,171	\$ 1,400,000	\$ 555,171	
Office Supplies & Stationery Stores	\$ 792,179	\$ 560,000 *	\$ 232,179	
Gift, Novelty & Souvenir Stores	\$ 1,162,992	\$ 840,000 *	\$ 322,992	
Used Merchandise Stores	\$ 380,903	\$ 246,432	\$ 134,471	
Other Miscellaneous Store Retailers	\$ 1,638,498	\$ 300,294	\$ 1,338,204	
Personal Services	\$ 3,830,508	\$ 7,300,000	\$ (3,469,492)	190.58%
Hair Salons/Barbers/Nail Salons	\$ 1,857,216	\$ 3,500,000 *	\$ (1,642,784)	
Laundries/Drv Cleanina	\$ 1,973,292	\$ 3,800,000 *	\$ (1,826,708)	

Sources: The Nielsen Company; Urban Partners

* Retail Supply Data Adjusted By Urban Partners

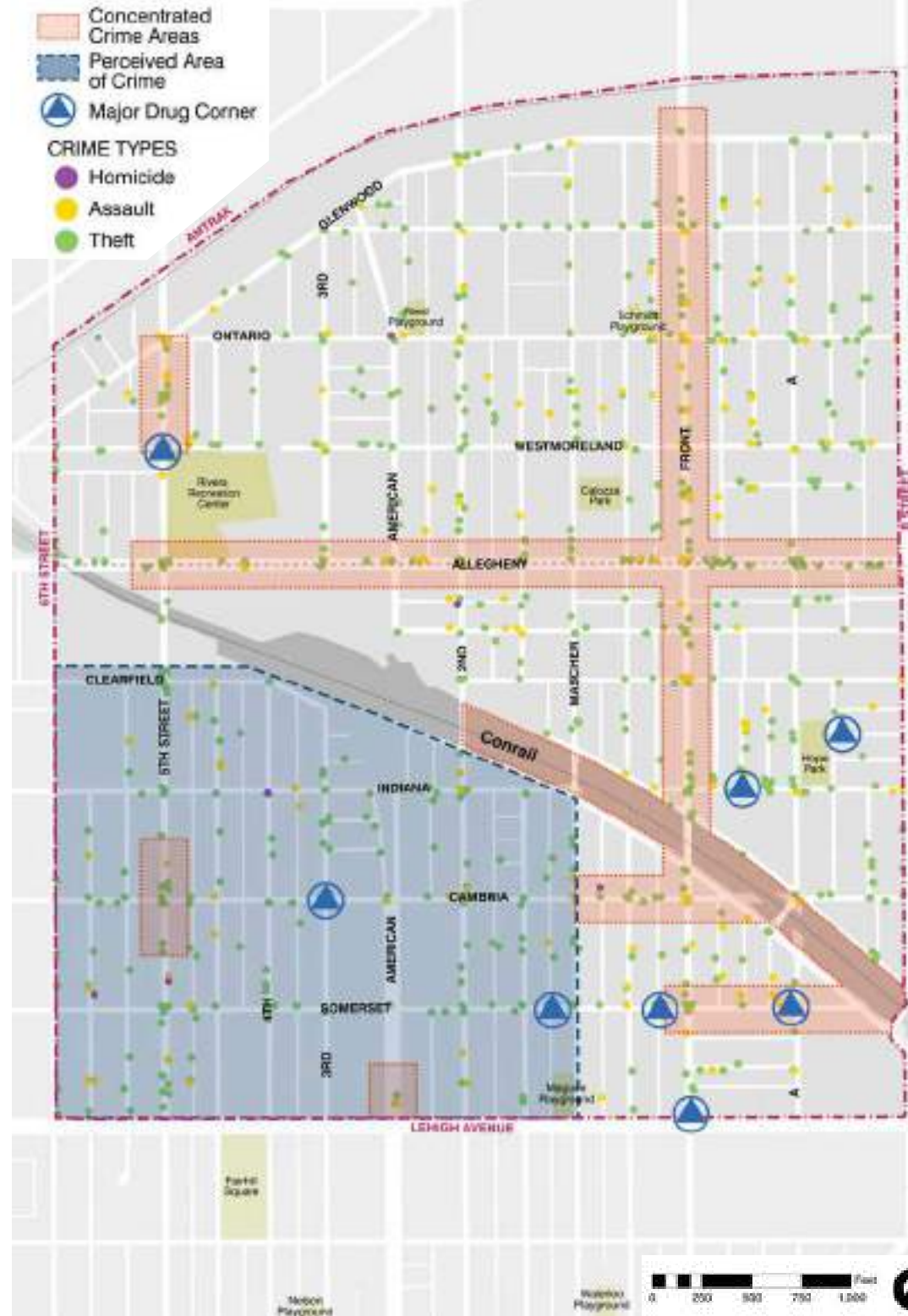
KSK Architects Planners Historians, Inc.

Crime

Crime within the HACE neighborhood can be generally categorized as assault, theft, and drug-related. Statistically, it appears that the highest number of crimes are theft-related, with high concentrations of crime occurring in several corridors, specifically along Allegheny Avenue, Front Street, and the Conrail rail corridor, as well as smaller sections on the north and south ends of 5th Street, Cambria and Somerset Streets where the Front Street commercial corridor crosses the Conrail line or are adjacent to Somerset Villas (typically identified by neighborhood residents as a high drug dealing area), and the south end of American Street. The western half of the Fairhill community is perceived as a high-crime area; noting that the only homicides in the HACE neighborhood have occurred within this southeastern section of the HACE neighborhood.

Crime and safety were referenced multiple times in the Resident Survey including questions about what respondents like least about living in the community (31%), the primary reason why they would not buy a home in the community (32%), poor or very poor ratings of aspects of the community (40%), and what could be improved to increase how often they use parks and open spaces in the community (24%).

Analysis and site visits by AlterNation LLC in February 2016 identified the buffer on the south side of the Conrail rail corridor as a high crime area. Also, based on a 2011 report funded by the William Penn Foundation, 8 of the top 10 drug corners are located within the HACE neighborhood, and the other 2 drug corners are just east of the HACE neighborhood in Kensington. The report, which identified drug corners based on number of drug arrests and then used site visits and in-person interviews to rank the corners, is a few years old and may not depict the most current locations for drug activity, but it accurately conveys the concentration of drug trafficking and drug use within and around the HACE neighborhood.



Conrail Land

The Conrail rail corridor is a below grade area that is not fenced off or protected from trespassers. In that regard, the corridor has become an area known for its drug activity, specifically in the area adjacent to Somerset Villas, and the Tent City encampment. This corridor that is known for obtaining heroin and crack cocaine, and a place for homeless, drug-addicted people to live, is made more attractive by the rail operating only once a day. While attempts have been made of city agencies to rid the area of these illicit activities as well as aid the drug addicted squatters, it continues to be a blight and a hot bed for crime in the neighborhood.

There are quite a few key development sites and other parcels that are vacant and/or city-owned, adjacent to or within close proximity to the Conrail property. Utilizing the Conrail land in conjunction with these vacant parcels to create greenways and improved street connections as the key development sites are improved, will attract existing and future residents to the neighborhood.



View of Conrail land from Gurney Street

MAP 17: Conrail Land



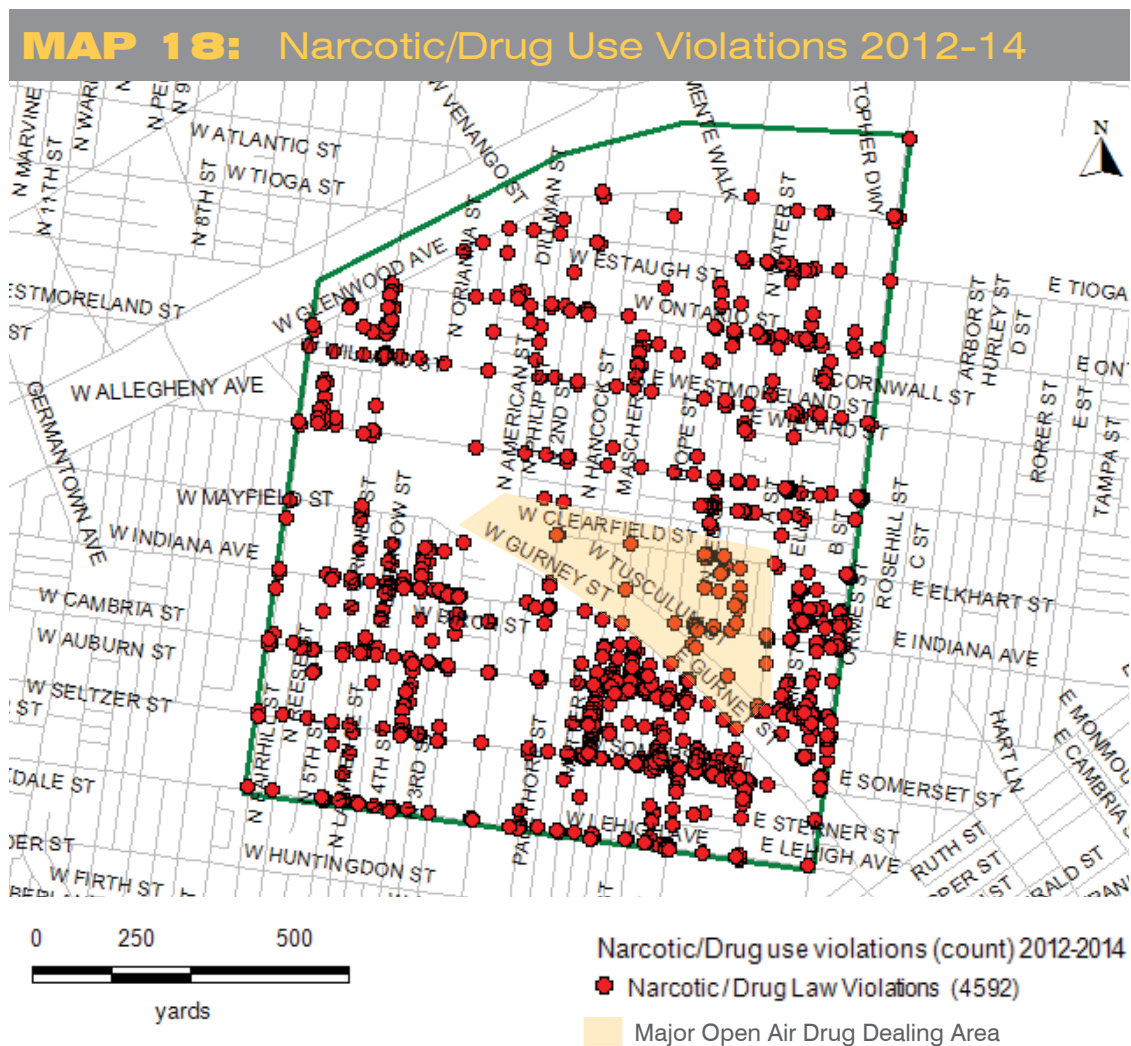
CRIME AND SAFETY ANALYSIS BY ALTERNATION OF AREAS AROUND CONRAIL*

Accounts during interviews, site visits, focus groups, survey responses, and public meetings confirmed that parts of the neighborhood constitute among the worst open-air drug dealing markets on the east coast. Although drugs are a problem throughout the area, the pattern of open-air dealing is not uniform. The main open drug dealing area is the area including, and just south of, the Conrail property and East Gurney Street on the north, Somerset Street on the south, and slightly west of 2nd Street over to Front Street on the east.

Drug dealers control dozens of intersections and residents who live on the adjacent street homes must walk past them every day. In many cases the drug dealers reside in those same homes and support their families with income from illicit drug sales. Consequently an illicit, black market drug economy has emerged, with the worst location in the areas along the south side of the Conrail property.

Access to Drug Markets

Police officers and residents of the area contended that vehicle patrons were a minority of drug purchasers. Most drug purchasers walked to the area from the nearby public transit rail station which negates the possible deterrence value of roadway barriers.

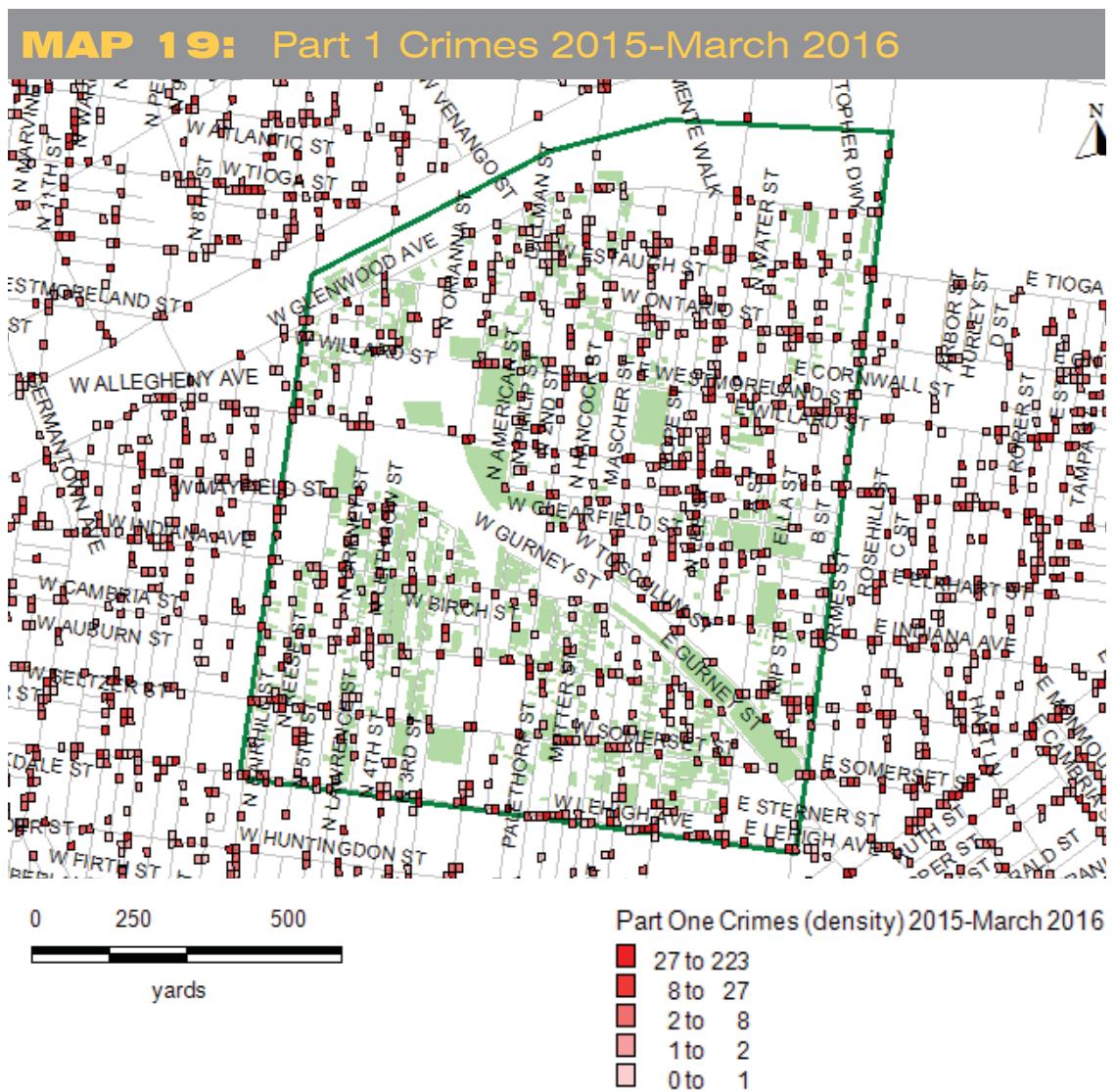


*For full AlterNation analysis see Appendix A

Crime Patterns

Crime is prevalent in the neighborhood and has been so for years. Both Part 1 and Part 2 crime categories were analyzed and mapped for a number of years. The quantity of incidents was so high that immediate patterns were difficult to identify.

No area is completely vacant of crime reports, however some areas such as the north east sector of the neighborhood or the area near the Rivera Recreation Center suffer fewer crime reports. There were anecdotal accounts from residents that suggested community members in these areas took pride in their neighborhood and were more active in promoting safety and other community events. These areas of the neighborhood may be ideal locations to solicit participation in future programming. Community cohesion as a strategy for crime prevention emerged a number of times in this research.



Street Conditions

The entire Conrail area is blighted with poor street conditions, open-air drug dealing, and crime hotspots. Lighting is substandard, or absent, in many areas and sidewalk conditions are in disrepair. Walking in the area is hazardous not only due to crime, but also due to sidewalk damage, street potholes, and discarded heroin needles in grass and other areas.

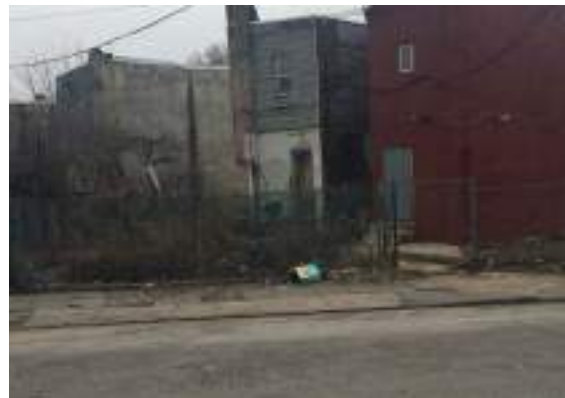
Litter And Graffiti

Litter is a persistent problem in the entire area, however it is worse along the Conrail buffer areas (described below). Litter and graffiti, along with general blight is worse where there are undefined, or no-man's land areas, such as property adjacent to roadways near abandoned properties and unclaimed territories. This is a central tenet of Crime Prevention through Environmental Design (CPTED) theory, that territorial control of a particular area can make it undesirable for criminal behavior. Litter is an acute problem in buffer areas along the Conrail property, especially on the south side.

Abandoned Buildings

There are hundreds of abandoned buildings and vacant properties throughout the neighborhood. The homeless and drug addicted have invaded many of those properties, making it difficult to determine exact numbers of homeless and drug addicted in the area. Attempts were made to solicit results from agencies that collect data on homelessness, however they did not provide any specific information.

A preliminary comparison of the relationship between abandoned buildings and crime did not reveal definite crime patterns. There were entire blocks of abandoned buildings where crime reports were low. This may be because



Condition photos, clockwise from top left: Jersey barriers along roadways and Conrail property; Conrail buffer areas, litter and garbage; Multi-family residences and abandoned properties; Blight conditions on the Conrail property; Abandoned housing stock in disrepair

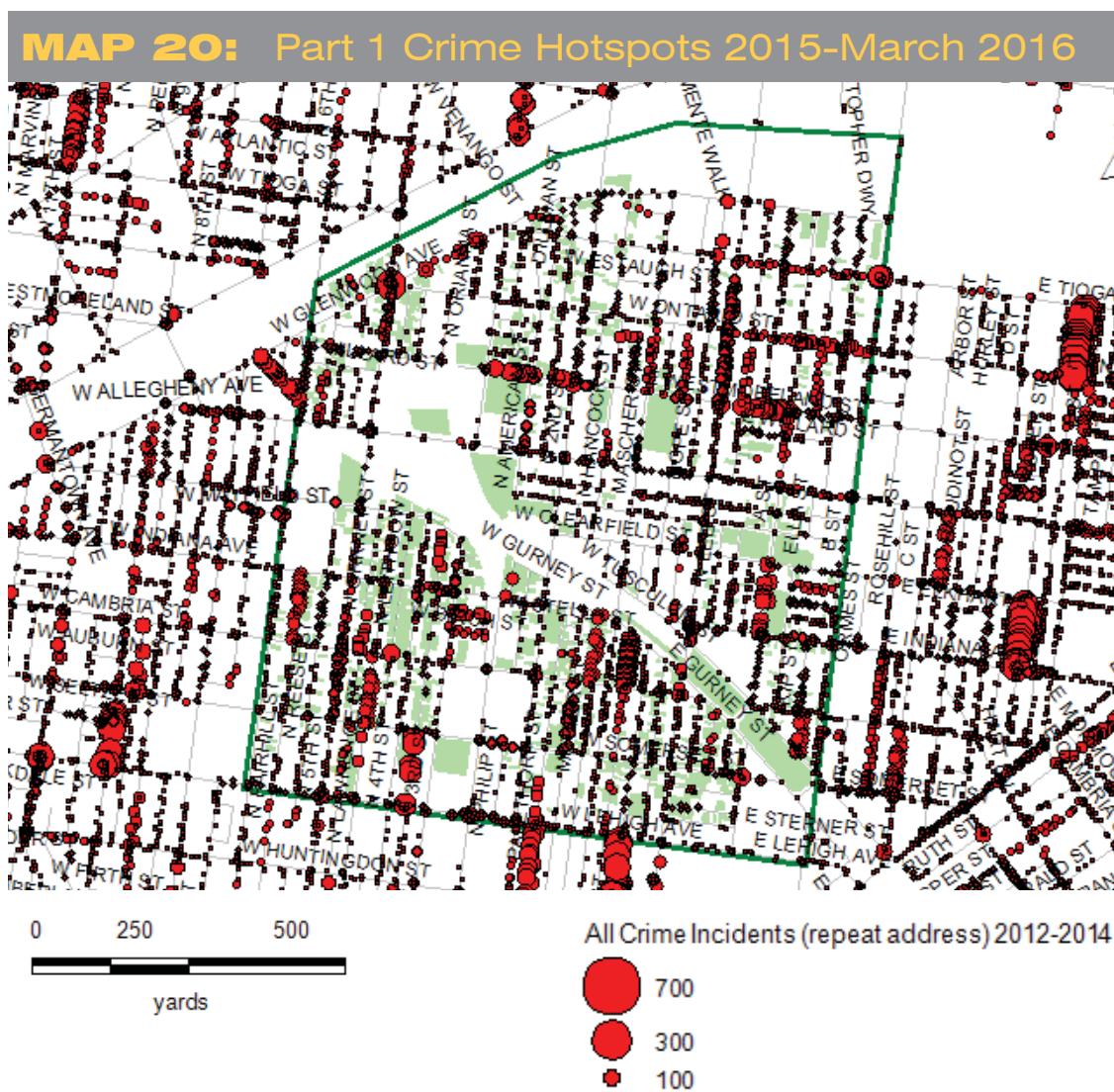
drug use is occurring within homes out of sight of the public. Crime opportunity theory suggests another reason for lower crime reports – there are fewer items to steal, damage, or break into along streets with abandoned homes. But this is an insufficient explanation since it says little about drug use and crimes of violence that are the main concerns in the neighborhood.

Another explanation for low correlations between abandoned homes and crime is that this is a product of a weak measuring instrument – in this case the non-reports of crime in areas where few legitimate property owners actually reside and there are fewer people who want to call police. Thus, while crime maps are an integral part of analysis, fewer crime reports mean crime maps do not reflect the full reality on the street.

Police Efforts To Resolve Crime

Efforts by police to eradicate the problem in the past have been successful only for short periods of time. This is because social and drug problems in the area stem from roots far deeper than can be resolved by the simple enforcement of laws. Similarly, efforts to cut crime opportunities, such as limiting access to the area by traffic barriers or instituting targeted enforcement tactics, also do not address the long-term nature of intractable drug and violent crimes in the neighborhood.

Redevelopment plans to address the crime and safety issues along the Conrail line should avoid the 1960s urban renewal practices across the country where whole neighborhoods were bulldozed into the ground and disadvantaged residents simply displaced to other neighborhoods. Instead, targeted investments, rebuilding and redevelopment should include neighbors and creates new facilities and opportunities within the neighborhood. This process has already started under the previous long-term plan and the area is already experiencing a gradual decline in crime rates.



THE
GOOD
LANDS

KEY ISSUES



KEY ISSUES

The Reinvestment Fund (TRF) provided the Project Team with an overview of demographic and market conditions within the HACE neighborhood that highlights key issues that should be addressed in The Good Lands 2025 Neighborhood Plan. A summary of these key issues and planning considerations are as follows:

- High housing turnover (greater than 70%), particularly in the northeast and southwest portions of the HACE neighborhood.
- Persistently high poverty rate above 50% and a median household income less than half that of the MHI of the City.
- Most of the property purchases in the HACE neighborhood are not purchased by loans, so they are likely not being bought by homeowners.
- Document the condition of rental units to determine how they can be better maintained through code enforcement
- Five of the schools in the HACE neighborhood have very low GreatSchools performance scores.

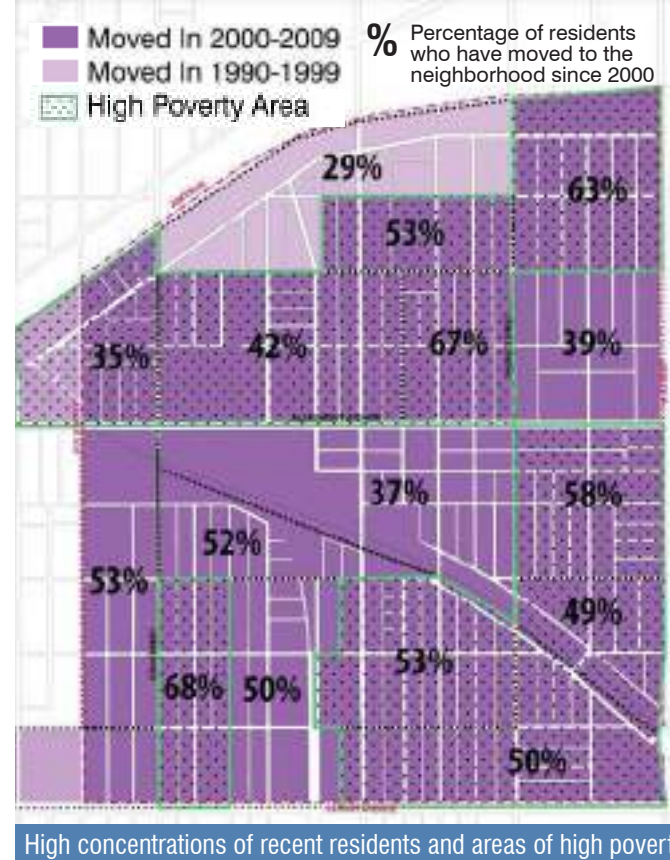
Based on the recommendations in the TRF memo, the existing conditions analysis, and feedback from community members and stakeholder groups, the Project Team refined the list of key issues to reflect the needs of the community and developed a set of goals to address those issues.

Poverty & Housing Turnover

High poverty is one of the most difficult issues facing the HACE neighborhood; it is the poorest area in the tri-state region. This high concentration of poverty puts an enormous strain on the neighborhood, making it difficult to provide the many support services needed by its residents and creating an unattractive environment for new investment. The high rate of housing turnover occurs in tandem with high poverty, since residents cannot afford to stay in their living situations and are constantly on the move to find more affordable housing options. Another cause of high housing turnover is illegal actions by certain landlords that force residents out of their rentals. The diagram to the right shows the majority of the residents having moved to the neighborhood in the last 10-15 years overlaid with high poverty areas.

Crime

Crime is a significant problem in the HACE neighborhood. Drug activity is prevalent throughout the HACE neighborhood, and Fairhill is regularly identified as having the majority of the City's major drug corners. Crime, both violent and non-violent, persists with great concentrations along Allegheny and Front Streets, and along and around the Conrail land. Both the existing crime and the perceptions of crime that are perpetuated by dated references to the area as "the Badlands" makes the neighborhood unattractive to new homeowners and investors. Crime was also a major focus of respondents in the Resident Survey, who cited impacts on liveability, homeownership, and open space from crime and safety in the neighborhood.



Bridge over Conrail land with poor streetscape conditions

Conrail Land

The Conrail land that bisects the HACE neighborhood causes several problems that need to be addressed for the health of the area to improve. As mentioned above, crime, and in particular drug dealing, drug use, and prostitution is prevalent in the area on and around the Conrail land. Drug users are drawn to the area from the City and surrounding region for its cheap and accessible drugs and its lack of security around the rail line. A large homeless population, many of whom are there as a result of their drug addictions, lives on the tracks. Recommendations to address the physical deficiencies of the Conrail land (i.e. lack of fencing and overgrown landscaping), will need to be combined with social and policy changes to address the human factors of homelessness, drug use, and prostitution.

Housing/Homeownership

There are many area with low housing stability in the HACE neighborhood. Factors that lead to low housing stability include high rates of rental occupancy, low median housing values, concentrations of vacant buildings and lots, and high rates of housing turnover. These factors cause problems for both homeowners and renters in the HACE neighborhood. In addition, residents are in need of more affordable rental and homeownership housing options; however, due to their extremely low income levels, the typical housing subsidies are not enough to bridge the gap, and new housing is still out of reach. ***This is further evidenced by the Resident Survey, where respondents cited personal finances as a barrier to homeownership.*** Strong homeownership areas, such as the one created at Lawrence Court I, help to stabilize neighborhood housing and create an actively engaged community.



Children and Families

The plan area has a rich composite of social service agencies and providers serving the needs of families and children for improving their quality of life. Youth and families in the Plan area face significant challenges. Data shows very low levels of educational attainment, with 57% of residents without a high school diploma, and only 3% of residents having a bachelor's degree or higher. School performance is also a problem, with most of the public schools scoring in the lowest quadrant of the performance tiers (Intervene). The neighborhood also does not have a neighborhood high school, and the closest one, Edison High School, is plagued by overcrowding and low ratings, including a ranking of 74th out of 76 for the college and career readiness of its students. Stakeholder feedback about neighborhood youth consistently identified lack of parental support and low education expectations from parents as a major factor in the low performance of neighborhood school children. Other problems facing children and their families are as follows:

- Mental health support, particularly relating to substance abuse
- Vocational training for youth that supports the acquisition of job specific skills through education or on job training
- Expanded after school programs, including homework assistance, art, sports and computer related skills
- Educational resources for parents, including ESL and GED classes, as well as general parenting classes, and parenting classes that focus specifically on the prioritization of education for children
- Increased crossing guards

- Additional substance abuse, addiction control and prevention, and needle exchange programs
- Supportive housing for the homeless, particularly those with drug addiction problems
- Resources and services to address crime, particularly drug related crime
- Senior services, including more assisted living accommodation, education regarding available resources, and better coordination of available services

The plan area also has a growing population of seniors ages 55+, many of whom live in poverty. While there are existing housing and services available for the senior population (e.g.

Casa Caribe, Caribe Towers, Somerset Villas, Mercy LIFE Center), much more support, services, and additional housing will be needed as residents age in place in the neighborhood.

There are other diverse resources available to older adults that include Proyecto Ayuda with a Senior Employment Program; Mann Older Adult Center that has specific senior programs and activities and Taller Puertorriqueño, a highly regarded arts and cultural center; several shopping areas, parks and schools. For example, Taller partnered with the Mann Center and the Alzheimer's Association on an oral history with older adults. Currently Taller is conducting a people's history project, funded by Philadelphia LISC, of the HACE neighborhood where older voices will be key.

Despite the many services provided to elders by PCA and other organizations in the city, the current delivery system remains a confusing patchwork of service providers. This is particularly true for the neighborhood's

Spanish-speaking elders, who, preferring to seek help from familiar people and institutions and confused by a maze of procedures, often forgo much needed services from places outside their neighborhood. Moreover, the current system does not address the full range of services that elders need to live safely and independently in their homes. Approximately 63% of neighborhood elders own their homes (2010 Census). Many of these homes are deteriorating and need repairs or renovations to keep them safe, which elderly residents cannot afford. Affordable housing is an even greater issue for elderly renters in the community, who are paying a median of over 75% of their income towards housing costs (OHCD 2010). Given the socioeconomic conditions of these low-income elders and their exceptional needs, poor access to housing and services places them at higher risk of losing their independence.

Economic Development

Opportunities for businesses and employment expansion in an urban area such as the HACE Neighborhood generally fall into six categories:

- The range of retail goods and services can be expanded to meet the full needs of the neighborhood's population;
- The service needs of specific population segments can be translated into in-neighborhood for-profit and non-profit service activities that provide neighborhood-based employment opportunities, while also more appropriately meeting special resident needs;
- Industrial business activity can grow to benefit from such assets as an urban workforce, available industrial land and vacant/under-utilized buildings, and good regional truck access;

- The growth of anchor institutions (generally, eds and meds) can be captured directly as a jobs source and indirectly through vendor activity;
- Local entrepreneurship can be encouraged to grow a diverse array of small businesses; and
- Special market characteristics of the neighborhood—usually ethnicity and patterns of immigration—can be utilized to capture regional specialty markets in arts and culture, dining, and specialty import products.

Through its history, HACE has engaged in important activities designed to capture all or nearly all these types of business/employment growth opportunities. Recent business location patterns suggest that opportunities for HACE to influence industrial business growth are stronger in adjacent industrial locations than within the HACE Neighborhood boundaries themselves. Similarly, the location of anchor institutions is generally outside the boundaries of the HACE Neighborhood proper. Education and job training strategies are likely to be more successful in creating access for HACE Neighborhood residents to the economic strength of these institutions.

However, key opportunities remain with the HACE Neighborhood for undertaking elements of the other four approaches.

RETAIL DEVELOPMENT POTENTIAL FOR HACE NEIGHBORHOOD

As noted above, there are several retail opportunity gaps where successful addition of in-neighborhood businesses are likely to achieve job and business growth. Key among these opportunities are the following (see Table 6):

- Adding another supermarket—the proposed Save A Lot at Plaza Allegheny appears to meet this need;

- Up to 4,000 SF of specialty food stores;
- An optical store (2,000 SF);
- Three or four full service restaurants (9,000 SF);
- One or two family clothing stores of up to 8,000 SF;
- A 2,000 SF work clothing/uniform store;
- Up to 2,000 SF of jewelry stores specializing in costume, craft, and import jewelry;
- A 7,000 SF nursery/garden center;
- Two or three specialty home furnishings stores (mattresses, flooring, etc.)--up to 6,000 SF; and
- 5,000 SF of specialty sporting goods stores such as a bike shop and a running store.

Together, these 65,000 SF of retail opportunities would grow retail supply in the HACE Neighborhood by 17%, respond to many of the key unmet needs of the neighborhood for additional goods and services, and capture \$24 million of sales currently leaving the

neighborhood. This new store space would also add about 230 full-time equivalent jobs in the neighborhood.

As noted previously, some of these opportunities may generate ripple effects as some everyday sales are shifted to previously under-represented store types (supermarkets, full-service restaurants) and away from substitutes of convenience (corner stores, bars).

Nonetheless, it is expected to add at least \$12 million in net incremental retail activity in the HACE Neighborhood. It is also expect that much of this business activity will locate in existing properties or in the new 85,000 SF Plaza Allegheny now under construction.

While Plaza Allegheny will bring much-needed retail activity to the HACE neighborhood, the form of the new development will detract considerably from the pedestrian environment along Allegheny Avenue and should be avoided when siting new development in the HACE neighborhood. Renderings of the project show single-story



Rendering of Plaza Allegheny development with an auto-oriented design (currently under construction)

commercial buildings set back from the street behind a sea of parking that is accessed by multiple curb cuts. This auto-oriented design will be unattractive to pedestrians, which will be many of the users of the new development. Where possible, future commercial development should be located in mixed-use buildings with sidewalk frontage and minimal curb cuts.

This growth of retail activity along Allegheny Avenue also suggests that the City-designated Front Street retail corridor should be modified to include the current emerging retail blocks of Allegheny Avenue. In terms of retail roles in the community, the Front Street corridor—presumably enlarged to include emerging Allegheny Avenue—is increasingly providing the everyday array of goods and services for the HACE Neighborhood’s residents. 5th Street, therefore, needs to find a new role, which we discuss below.

SERVICE EXPANSION TO MEET HACE NEIGHBORHOOD NEEDS

The HACE Neighborhood is aging. Older residents face increasing needs for services and supportive environments in which to live. These needs can also provide opportunities for increased service business activity and job growth. Among the specific opportunities for such service and employment growth are the senior housing proposed at Casa Indiana, the special needs senior SRO opportunity suggested for 5th Street, and an additional senior housing development proposed for the large 5-story brick industrial building currently owned by Impact Services at A & Indiana. This facility could be redeveloped intergenerational living and medical support services that would be managed by a partner health services provider.

LOCAL ENTREPRENEURSHIP SUPPORT

HACE can continue its long-term support of local entrepreneurs through partnerships with City-wide training and financial services providers.

SPECIAL MARKET CAPTURE OPPORTUNITIES

The 5th Street/Centro de Oro Corridor has potential to evolve into a major destination for Latino arts, culture, restaurants, and commerce in the region. Recommendations for the corridor include diversifying store types and coordination with Taller Puertorriqueño for arts activities, streetscape improvements, and strategic redevelopment of vacant sites.

Retail stores that best capture the spillover effect of Taller Puertorriqueño’s arts programming are full-service restaurants. Since Taller Puertorriqueño draws from a regional base of Latino artists and art & culture visitors, these full full-service restaurants—especially facilities with banqueting operations that can host special events and large group gatherings—would add to the new restaurant opportunities generated by the local residents. It should be noted that the interface between these dining facilities and Taller Puertorriqueño should be more than mere co-location on 5th Street but include joint marketing and promotional activities.

In addition to full-service dining facilities, other retail stores that are consistent with the Latino arts theme include: visual art galleries, arts supply stores, imported crafts and other goods from Latino countries, and dance apparel/ equipment.

Based on the evaluation of these key issues and feedback from community members, the following plan goals were developed:

PLAN GOALS

Create opportunities for residents to **build wealth** in the community

Establish the El Centro de Oro Corridor as a destination for Latino arts, culture, and entertainment

Support the needs of a growing **aging population**

Expand housing choices

Address crime and homelessness on Conrail land

Provide social services and educational choices that help students grow and succeed

Create a positive brand for the HACE neighborhood

**THE
GOOD
LANDS**

RECOMMENDATIONS



RECOMMENDATIONS

A series of development and programmatic recommendations have been developed for the HACE neighborhood. Many of the recommendations cannot not be fully completed during the time-frame of The Good Lands 2025 Neighborhood Plan, but initial steps, such as feasibility studies, schematic design, or site control can be achieved during the next ten years. The recommendations cover the following topics:

- 1 Corridor Development/Infrastructure Improvements
- 2 Housing
- 3 Economic Development
- 4 Conrail Land
- 5 Children and Families
- 6 Open Space
- 7 Zoning Remapping

For each major recommendation, proposed timeframe for completion (Phase 1, 2, or 3), expected cost, and project responsibility (HACE, Capital, or Partner) are given. For non-housing projects, cost is shown more generally using the following scale:

- \$ Less than \$1 Million
- \$\$ Between \$1 Million and \$5 Million
- \$\$\$ Greater than \$5 Million

1 Corridor Development/Infrastructure Improvements

There are several corridors in the HACE neighborhood that should be strategically redeveloped to build off strong existing developments, strengthen at risk area, and create connections. These recommendations will help to address the poor conditions identified in the Resident Survey. Proposed developments along these corridors fall into several categories (housing, retail, open space, etc.), and will be targeted in the following areas:

- 2nd/American Street Corridor
- 5th Street Commercial Corridor (Regional)
- Front Street Commercial Corridor (Local)

MAP 22: Development Opportunities



SECOND/AMERICAN STREET CORRIDOR

The 2nd/American Street Corridor provides the opportunity for significant streetscape improvements to create a more attractive northbound and southbound arterial link from the HACE Target Area to Center City, link HACE developments, and encourage redevelopment of vacant lots along the corridor.

SECOND STREET IMPROVEMENTS

Phase 3 | \$\$ | Capital Improvement

- Sidewalk bumpouts
- New sidewalks/ curbs
- Crosswalks
- Street trees
- Lighting
- Improvements to bridge over Conrail

Second Street is one of the few continuous southbound streets within the HACE neighborhood that provides direct access to Center City (the other is 6th Street) from both within the HACE neighborhood, and from Hunting Park Avenue and Rising Sun Avenue to the north. It provides access to Center City via Callowhill Street

and the Vine Expressway. The Second Street Bridge over the Conrail tracks is an important link between the north and south sections of the HACE neighborhood. The corridor also links HACE developments, north and south of the tracks, including Caribe Towers at Second and Westmoreland, and Casa Indiana. Average Daily Travel (ADT) on Second Street is approximately 15,000 vehicles. Signals are timed for 30 mph vehicular travel. Second Street accommodates the route 57 bus, which provides access to Center City.

The 60' right-of-way of Second Street includes a 34-foot cartway and two, 13' sidewalks. The cartway accommodates two, 10' moving lanes and two, 7' parking lanes. It was originally developed as a mixed residential industrial corridor. The corridor is typically zoned RM1, multi-family residential and I-2, industrial, depending



1 Corridor Development

on the original land use. Much of Second Street is in a deteriorated condition, with broken sidewalks and curbs flush with the cartway. In many areas, cars are parked on the sidewalk, in front of workshops. There are few street trees, and the pedestrian environment is poor.

Proposed Second Street Corridor improvements include sidewalk bump-outs at intersections, new curbs and sidewalks, new crosswalks, and lane markings, street trees, and improved lighting. Sidewalk bump-outs could incorporate stormwater management features. Second Street improvements work also include improvements to the bridge over the Conrail tracks, including new fencing and protective barriers, to make it a more inviting pedestrian facility.

AMERICAN STREET IMPROVEMENTS Phase 3 | \$\$\$ | Capital Improvement

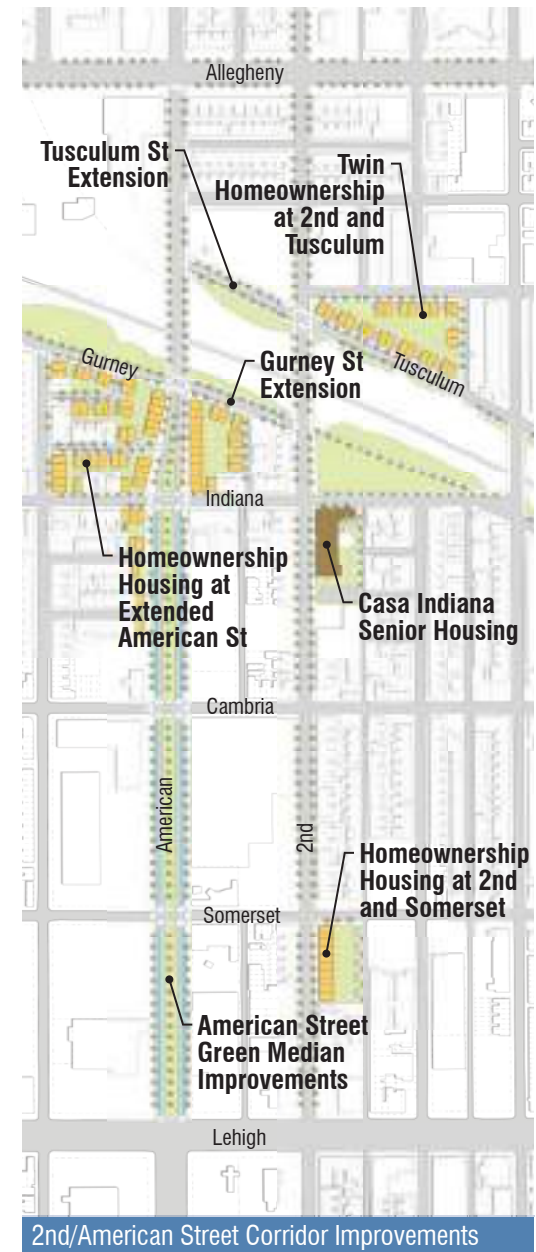
- Extend American Street Green Median from Lehigh to Conrail line
- Construct American Street Extension between Indiana Avenue and Allegheny Avenue, including a new bridge over Conrail land

American Street shares its right-of-way with the now defunct North Penn Branch of the Reading Railroad, which was one of the city’s principal industrial corridors in the early-20th century. North of Cambria Street, the tracks were located in a separate railroad right-of-way and crossed the Conrail line and Allegheny Avenue on bridge structures, and continued north in a cut. Industrial facilities that abutted the rail line within the HACE area included chemical plants, tool manufacturing, and foundries.

Most of the industrial uses have long since left the corridor. The city recently received Tiger Grant funding for removal of the median track south of Lehigh Avenue and construction of a wide vegetated

green landscaped median that will also function as a regional storm water management facility. In addition to the landscaped median, the corridor improvements will include a single vehicular lane and bicycle lane, an on-street parking in each direction, and new sidewalks. The 120’ right-of-way cross section will include an 85’ cartway and, consisting of 2-8’ parking lanes, 2-5’ bike lanes, 2-12’ travel lanes and a 35’ wide median. Sidewalks are 17.5’ wide. Total project cost is \$17.5 million, and construction will be complete by 2020.

There is currently no funding for reconstruction of the American Street north of Lehigh in the HACE neighborhood to the current terminus at Indiana Avenue, and there is also no American Street connection between Indiana Avenue, and Allegheny Avenue. It is recommended that the stormwater management corridor improvements be continued north from Lehigh to Indiana. It is expected that the total project cost for extending the green median will be \$2.7 million. It is also recommended that American Street be



extended north as a through-street from Indiana to Allegheny, including a new road bridge over the Conrail tracks, for a total estimated project cost of \$7.5 million. This extension would complete a critical street infrastructure connection in the HACE neighborhood, enhance connectivity between the sections of the neighborhood north and south of the tracks, and encourage economic development along the corridor by providing improved access to abutting parcels that currently have no street frontage.

North of Indiana, American Street would be constructed to the same cross section as south of Indiana, except for the Conrail Rail line crossing where American Street would be constructed as a 2-way public street, consisting of one moving lane, one bike lane, and one parking lane in each direction, as well as pedestrian sidewalks. Total right-of-way width would be 80, including two 11' travel lanes, two 8' parking lanes, two 5' bike lanes and two 15' sidewalks. Some right-of-way acquisition from abutting parcels will be required. In addition, acquisition will be needed of one deteriorated remnant rowhouse, and several vacant lots, on the 3000 block of American Street.

Specific phased recommendations for American Street improvements are as follows:

- Complete design and identify funding for American Street corridor green median improvements, from Lehigh Avenue to Indiana Avenue
- Complete construction of American Street improvements between Lehigh Avenue and Indiana Avenue.
- Complete design and identify funding for extension of American Street to Allegheny Avenue, including a new road bridge over the Conrail tracks.
- Complete construction of American Street extension, from Indiana to Allegheny Avenue, including road-bridge over the Conrail tracks.

NEW STREET CONNECTIONS

Phase 3 | \$\$ | Capital Improvement

- **Extend Gurney Street east two blocks between N. 3rd Street and N. 2nd Street**
- **Extend Tusculum Street west two blocks between Mutter Street and N. 2nd Street**

Two new street connections are also recommended to create a better connected network of streets around the 2nd and American Street corridors. In conjunction with the proposed extension of American Street from Indiana to Allegheny across the Conrail tracks, these new road connections will create continuous road access along the Conrail line and improve north/south movements through the area. Gurney Street is to be extended for two blocks between 2nd and 3rd Streets (estimated project cost \$1 million), and Tusculum Street is to be extended for two blocks between Mascher Street and the new American Street Extension (estimated project cost \$1.5 million).



Street section showing proposed American Street green median improvements from Lehigh to Indiana

1 Corridor Development

INTERSECTION IMPROVEMENTS

All Phases | \$ | Capital Improvement

Intersections in the HACE neighborhood are generally in fair condition; street crossings are short, with tight curb radii and occasional improvements such as curb extensions. However, there are certain corridors where the intersections require improvement. Intersection improvements have been classified in two ways: High Priority Intersections, where improvements are required to address pedestrian safety concerns; and Medium Priority Intersections, where concerns revolve less around safety and more around making intersections more appealing places to walk.

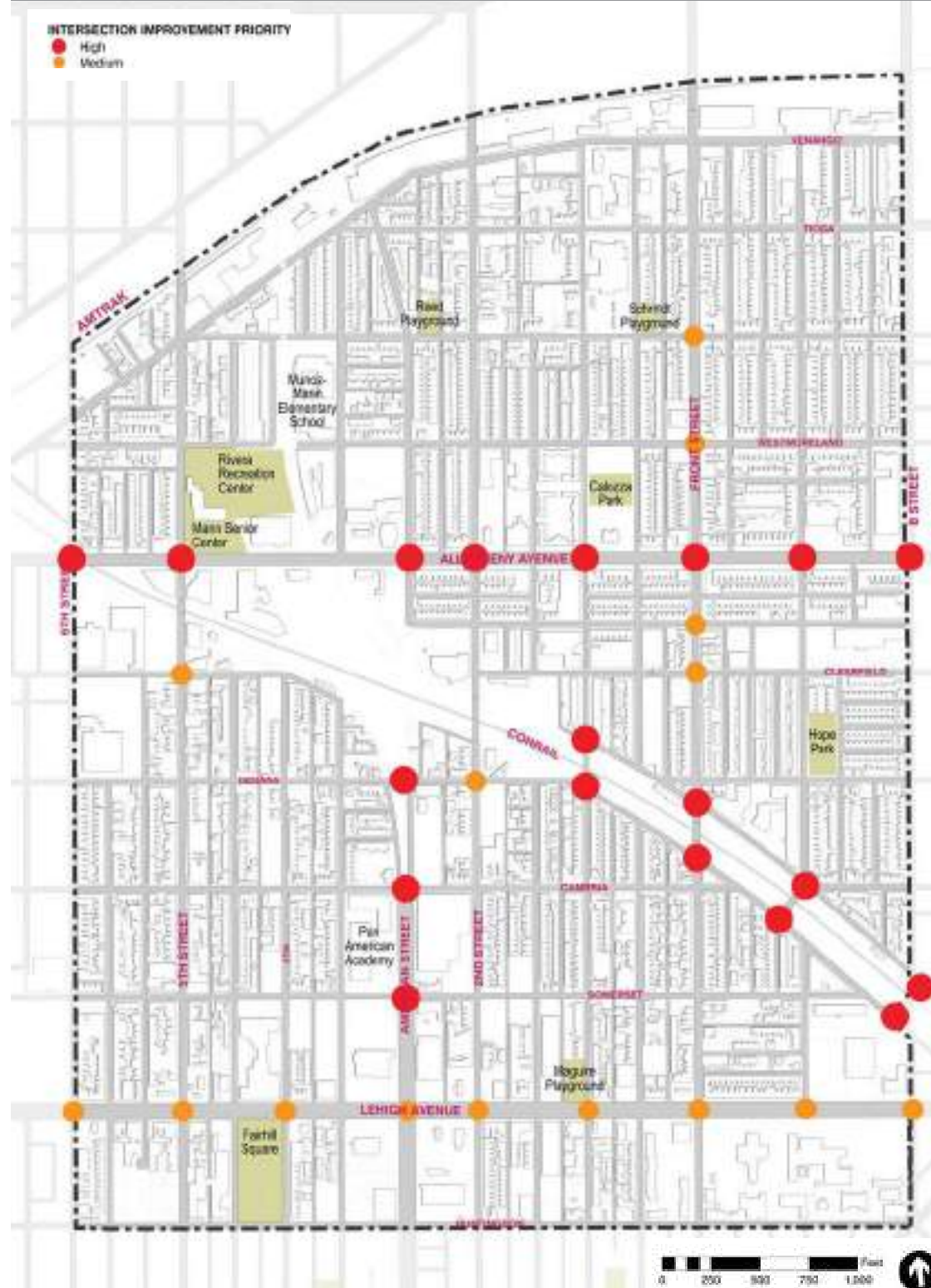
Allegheny Avenue is the primary east-west arterial in the northern half of the HACE neighborhood. It is a wide road for the area, at 60 feet, but feels much wider due to the deep setbacks along it, with buildings being 30 feet or more from the curb. Intersection improvements along Allegheny Avenue could include curb extensions at corners, pedestrian refuge islands in the median, bicycle signals, bike boxes, and bicycle two-stage left turn queue boxes.

Intersections on Tusculum and Gurney Streets are wide, occur at odd angles, have wide turn radii, have faded or nonexistent crosswalks, and are impacted by poor visibility on the bridges over the Conrail Corridor. Intersection improvements along this street could include re-marked crosswalks, tightened curb radii, curb extensions, and pedestrian refuge islands at particularly wide intersections such as at Mascher Street.

American Street was discussed under Corridor Development/Infrastructure Improvements, above. Intersection improvements, such as marked crosswalks, curb extensions, median refuge islands, pedestrian signals, bicycle signals, bike boxes, and bicycle two-stage left turn queue boxes, should be included in the redevelopment plans for this street.

Lehigh Avenue is the widest street in the HACE neighborhood at 84 feet (tied with American Street). Existing pedestrian improvements include marked crosswalks and curb extensions. Further improvements to improve the pedestrian and bicycle appeal of the street could include median refuge islands, bicycle signals, bike boxes, and bicycle two-stage left turn queue boxes.

MAP 24: Intersection Improvements



5TH STREET/CENTRO DE ORO IMPROVEMENTS

Phases 1&2 | \$\$ | HACE & Capital Improvement

- Extend the existing 5th Street Streetscape Improvements from Indiana to Allegheny Avenues
- Attract full-service dining facilities and Latino-oriented retailers to 5th Street
- Partner with Taller Puertorriqueño for joint marketing and promotional activities

The 5th Street/Centro de Oro Corridor has potential to become a major destination for Latino arts, culture, restaurants, and commerce in the region. Recommendations for the corridor include diversifying store types and coordination with Taller Puertorriqueño for arts activities, streetscape improvements, and strategic redevelopment of vacant sites. The following projects are recommended:

Streetscape

The existing 5th Street streetscape improvements currently go as far north as Indiana Street. They include colorful concrete sidewalks, street trees, and decorative metal palm trees. It is recommended that these improvements, as well as curb extensions and pedestrian signals be extended north for two blocks to Allegheny Avenue to solidify the identity of the Centro de Oro Corridor and create a better pedestrian connection between Lehigh and Allegheny Avenues. These improvements are expected to cost \$1.5 million.

Retail Strategy

Retail stores that best capture the spillover effect of Taller Puertorriqueño's arts programming are full-service restaurants. Since Taller Puertorriqueño draws from a regional base of Latino artists and art & culture visitors, these full-service restaurants—especially facilities with banqueting operations that can host special events and large group gatherings—would add to the new restaurant opportunities generated by the local residents. It should be noted that the interface between these dining facilities and Taller Puertorriqueño should be more than mere co-location on 5th Street but include joint marketing and promotional activities, which will be discussed

in more detail in the Neighborhood Marketing/Branding section on page 59. In addition to full-service dining facilities, other retail stores that are consistent with the Latino arts theme include: visual art galleries, arts supply stores, imported crafts and other goods from Latino countries, and dance apparel/equipment. These recommendations are in line with the types of stores identified in the Resident Survey.

Development Sites

There are two potential development sites along 5th Street corridor that can accommodate mixed-use buildings that will bridge additional uses to the corridor and create more activity. These development sites will be described in more detail in the housing section (cost not included in the estimate in this section).



5th Street Commercial Corridor and Development Sites

1 Corridor Development

FRONT STREET IMPROVEMENTS

Phase 1 | \$ | HACE & Capital Improvement

- Create a local shopping and dining destination for the HACE neighborhood on Front Street
- Design Streetscape Improvements for Front Street
- Cluster retail shops on Front Street between Clearfield and Ontario Streets
- Provide on-going support to merchants through business development, promotions, and physical improvements to the corridor

While the 5th Street/Centro de Oro Corridor is seen as a regional destination, the Front Street Commercial Corridor is envisioned as a local shopping and dining destination for the HACE neighborhood. Streetscape improvements distinctive from those used on the 5th Street Corridor will enliven the pedestrian experience and create an identity for the corridor. Intersection improvements similar to those on 5th Street could improve the appeal of the corridor. Improvements could include curb extensions and pedestrian signals at controlled intersections.

The ideal location to concentrate a cluster of neighborhood-serving retail shops along Front Street is the three-block area between Clearfield Street and Ontario Street. Retail categories that are consistent with this theme, and show excess local demand, include:

- Ethnic and fresh food specialty stores
- Optical store
- Family clothing stores
- Work clothing/uniform store
- Jewelry stores
- Sporting goods stores--bikes, running, etc.

As mentioned previously, a considerable portion of this opportunity may be absorbed in the Plaza Allegheny development and the execution of this strategy on Front Street may take extended amount of time as new residents are added to the neighborhood and the overall retail demand increases as a result. In addition to the work of recruiting new stores and assisting current retailers to relocate to the three-block area on Front Street, providing on-going support (e.g. business development, promotions, physical improvements) for the merchants may be also be a component of long-term success.



Front Street Commercial Corridor

2 Housing Development

In order to stabilize the housing market in the HACE neighborhoods and provide additional housing options to residents, a mixture of new construction and rehabilitation of existing buildings is recommended. The following is a list of all potential housing development sites in the HACE neighborhood. Many of these projects are more long-term than the 10 year duration of the Plan, and a few key projects will be presented in more detail on the following pages.

A and Lippincott Streets - A vacant city-owned former industrial parcel can accommodate for 20-26 affordable sales homes with the potential for a rear access off-street parking from a 2-way rear driveway. Development will stimulate investment in efforts to redevelop north of the Conrail land.

Lawrence Court II - (2) separate privately-owned vacant parcels at 3rd and Westmoreland Streets nearby Lawrence Court I. There is potential for development of up to 42 single-family attached or 38 attached and semi-detached single-family homes with off-street parking.

Casa Indiana - An affordable senior housing building with a community center and medical office at 2nd and Indiana funded by PHFA.

2739 N. 5th Street - 4 story new construction mixed use building with ground floor retail (e.g. banquet facilities) and 3 stories of efficiency apartments targeted to 55+ individuals that do not qualify for HUD housing

5th and Clearfield Streets - 5 story new construction mixed-use building with ground floor retail and 4 stories of artist rental housing

Front and Westmoreland Streets - The former police station building can be demolished to accommodate a 4-story mixed-use building with commercial space on the ground floor and rental apartments on the upper floors.

4th and Cambria Streets - A vacant lot can accommodate for 16 affordable sales homes with rear parking spaces.

Somerset Villas Block Redevelopment - A largely vacant residential block at Front and Somerset Streets adjacent to Somerset Villas can be redeveloped with new affordable sales homes on Somerset and Seltzer Street and mixed-use buildings on Front Street

American Street Extension Area - Several underutilized blocks around the proposed American Street and Gurney Street extensions could be redeveloped as single family affordable homeownership townhouses and twins

2nd and Tusculum Streets Area - An industrial parcel with new road access created by the extension of Tusculum Street could be redeveloped as 24 new homeownership twin homes

2nd and Somerset Streets - A large vacant parcel could be redeveloped as 10 new rowhouses with rear parking spaces on Palethorp Street



2 Housing

A AND LIPPINCOTT STREET HOMEOWNERSHIP
Phase 2 | \$4.6 Million | HACE Improvement

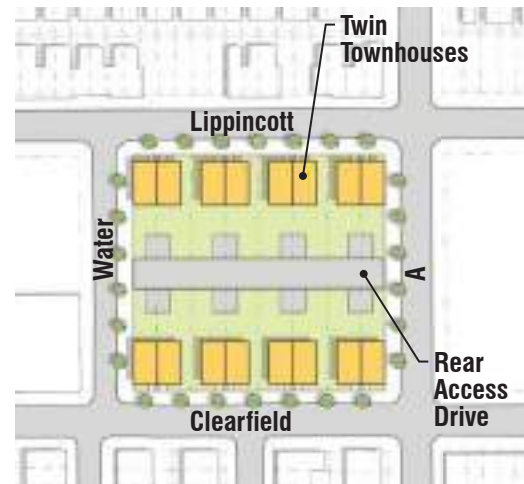
- 16 semi-attached twin homeownership homes
- Rear yard driveway with rear parking spaces
- Architectural style similar to Lawrence Court I development with Caribbean colors and details

The "A" Street and Lippincott Street development parcel is a vacant city-owned former industrial parcel, 41,245 sq.ft in area (.95 acre). The parcel is bounded by Lippincott to the north, Water Street to the west, Clearfield Street to the south, and "A" Street to the east. The parcel is zoned I-2 industrial. There is no market for industrial uses at this location, and the site is appropriate for residential redevelopment, consistent with blocks to the north and south. The site is bounded by well-maintained 2-story residential structures on blocks to the south. Homes on Swanson Street are particularly well-maintained. An appliance store/warehouse and vacant land is located on the west side of Water Street. Vacant former industrial land and a vacant former industrial building is located on the east side of "A" Street.

The site is located north of the Conrail tracks in a predominantly residential area with relatively few vacant buildings and lots. The "A" Street site is close to Hope Park, a city park developed on a former industrial parcel at "A" and Indiana Streets. The site is close to the thriving Front Street Retail

District at Allegheny Avenue, and close to bus transportation on Allegheny Avenue and Front Street.

Development of the site for affordable sales homes would help stabilize the neighborhood and provide homeownership opportunities for neighborhood residents. The site could offer the potential for the development of 16 semi-attached twin homes, fronting Lippincott and Clearfield Streets, with the potential for rear access off-street parking from a 2-way rear driveway between Water and "A" Streets. The buildings would be designed in a Caribbean style similar to that of Lawrence Court I.



Siteplan of new twin townhomes at A and Lippincott Streets



Rendering of proposed twin townhomes on Clearfield Street

LAWRENCE COURT II HOMEOWNERSHIP

Phase 3+ | \$11 Million | HACE Improvement

- 38 attached and semi-attached homeownership homes
- Rear yard driveway with rear parking spaces
- New 200 block of Willard Street
- Potential future mixed-use redevelopment fronting Allegheny Avenue

The 3rd and Westmoreland Street development site consists of two (2) separate privately-owned vacant parcels, formerly occupied by industrial uses with a total area of 69,479 sq.ft., or 1.6 acres. The site is bounded by 3rd Street to the west, Westmoreland Street to the north, and American Street to the east. The south property line abuts privately-owned warehouse/industrial properties and a row of commercial properties fronting on Allegheny Avenue, including a Family Dollar Store. The north portion of the development site at 3243 N. 3rd Street was originally occupied by Fairmont Foundry. The 60,221 sq.ft. (1.38 acres) site is owned by Philadelphia Scrap Yard Properties, LLC. The property was purchased in 2007. The assessed value of the property is \$226,700.00. The southwest portion of the development, 3221 N. 3rd Street, is a vacant parcel of 9,258 sq.ft., and is currently owned by Zi Guan Li. The property was acquired in 2011. The assessed value of the

parcel in 2010 was \$81,300.

The entire city block bounded by Westmoreland, American, Allegheny, and 3rd Street is zoned I-2, Industrial. There is no significant market for industrial uses at this location, except for junk and salvage yards. The entire parcel is in a deteriorated condition and is appropriate for redevelopment. The north portion of the block is appropriate for residential redevelopment, consistent with block faces on the north side of Westmoreland Street, and east side of American Street. Housing on these blocks consists of 2-story bay front rowhomes, setback from the sidewalk behind small front porches. The northern portion of the block is well-suited to the development of affordable sales homes. The construction of the Westmoreland Street Bridge at 4th Street over the abandoned rail line will provide improvement east-west neighborhood connectivity to blocks to the west, including the 50-unit Lawrence Court Homeownership development. The site is located across the street from the Luis Munoz Marin Elementary School.

The site could offer the potential for development of 38 attached and semi-detached single-family homes with off-street parking. Optimization of development opportunities will require construction of a new 200-block of West Willard Street, between North American Street and 3rd Street, to provide street frontage access. The north section could be developed with 28, 2-story, 3-bedroom townhouses fronting Westmoreland Street, and new Willard Street, similar to Lawrence Court. Off-street parking would be accessed from a private rear driveway.

Ten, 2-story, 3-bedroom semi-detached homes with side yard parking could be developed fronting the south side of Willard Street. The development would require site assembly and acquisition of the vacant privately-owned parcels. Development of this site could spur subsequent commercial and mixed-use redevelopment of parcels to the south, including parcels fronting Allegheny Avenue, across from the Plaza Allegheny Shopping Center. The south side of the block, fronting Allegheny Avenue, is appropriate for commercial development, consistent with other commercial development along Allegheny Avenue.



Siteplan of Proposed Lawrence Court II Housing Development

2 Housing

CASA INDIANA SENIOR RENTAL HOUSING

Phase 1 | \$10.7 Million | HACE Improvement

- 50-unit senior rental building
- Ground floor community uses
- Rear contemplation garden and parking

Casa Indiana is a proposed residential infill development located on a highly visible vacant 0.63-acre former industrial lot at the southeast corner of 2nd and Indiana Streets. The site program consists of a 4-story, 50-unit elevator

access building for seniors that includes 46 one-bedroom apartments, and 4 two-bedroom apartments. The site also accommodates a community room, a medical office, a management office, laundry, and other support spaces on the ground floor of the building.

There will be a separate, highly visible, street corner entrance for the main community room, to accommodate community events. Parking will be provided from the rear, off Palethorp Street. The lobby and the small community room will open out to a private fenced patio and landscaped sitting area sheltered by a pergola and therapy garden with raised planters to the rear of the building.

Adjacent development along N. 2nd Street includes a mix of residential rowhouses and commercial uses. A city-owned vacant parcel on the west side of North Second Street is proposed to be improved as a community pocket park. Adjacent development opportunities include streetscape improvements on American and 2nd Streets, new connections on Gurney and Tusculum Streets, green space along the Conrail Corridor, and infill housing development along 2nd, Indiana, and Clearfield Streets.

HACE is seeking LIHTC from PHFA to fund the Casa Indiana project.



SCATTERED SITE HOUSING REHABILITATION

All Phases | \$75K per unit | HACE Improvement

- Infill areas for targeted acquisition of properties
- Rehabilitation of properties by HACE for sale as affordable homeownership units
- Large-scale redevelopment east of Somerset Villas
- Site assembly through the Land Bank

There's been concerns voiced in the community about maintaining the quality standards of rental homes and, at the same time, promoting increased homeownership opportunities. The Scattered Site Moderate Rehabilitation Program involves HACE monitoring the residential market to identify opportunities to acquire properties requiring moderate levels of rehabilitation. For locations and properties that are appropriate for homeownership, HACE would leverage housing subsidies from public and private sources (e.g. Federal Home Loan Bank and private foundation

grants) and would potentially partner with entities such as Habitat for Humanity to make these projects operational. This activity would mimic the model used in the Neighborhood Stabilization Program (NSP), or the City's Homeownership Rehabilitation Program (HRP). Currently, the funding support for these programs have been dramatically reduced or eliminated altogether—so as a first step, HACE will need to coordinate in the citywide advocacy effort to relaunch similar funding mechanisms.

For scattered site rental projects, HACE has entered into conversations with the Philadelphia Housing Authority about the possibility of collaboration on rental development projects in the HACE neighborhood. In this model, HACE would secure project-based rental assistance support through PHA in order acquire, renovate, and manage these rental homes.

- Existing HACE Developments
- Residential Rehabilitation Infill Area



2 Housing

Several infill areas have been identified where this strategic rehabilitation would take place. These infill areas around existing or proposed development sites that would further stabilize their surrounding areas and create strong housing zones. The infill areas include the following:

- Lawrence Court Vicinity (I and II)
- Somerset Villas Vicinity
- Plaza Allegheny Vicinity
- 2nd/American Streets Vicinity

A key infill area for this type of redevelopment is the Somerset Villas Vicinity area, and a comprehensive strategy to combat its current decline is detailed on the next pages.

SOMERSET VILLAS REDEVELOPMENT AREA All Phases | \$\$ | HACE Improvement

- Targeted redevelopment area adjacent to the existing Somerset Villas housing development
- Redevelopment of vacant parcels on the 100 east blocks of somerset and seltzer streets
- Improvement of individual vacant lots as side yards to adjacent properties
- Site assembly through the Philadelphia Land Bank

HACE's Somerset Villas Senior Apartment Building was a key element of the redevelopment of the former Bromley Textile Mills site in the 1980's. Other elements of the redevelopment include a large parking facility for Episcopal Hospital, a Philadelphia County Assistance Office, and Northeastern Human Services Children's Research Clinic for children with learning disabilities.

The residential blocks to the west of Somerset Villas through to Front Street are in a deteriorated condition, with numerous vacant lots and vacant buildings. Originally developed with small 2-story rowhouses on small lots that housed workers in the adjacent mills, the area is now center of drug activity and adversely impacts the Somerset Villas development, and other uses at the former Bromley Mills site.

The infill improvement area in the Somerset Villas vicinity is bounded by Front Street to the west,

Gurney Street, the Conrail tracks to the north, "A" Street to the east, and Lehigh Avenue to the south. The target blocks consists of 2 subareas, the northern sub-area bounded by Front, Cambria, Gurney, "A," and Lehigh Avenue, and the southern area bounded by Front, Somerset, "A", and Lehigh Avenue.

The northern sub-area is divided by 3, 30' wide north-south streets; the 2900 blocks of Lee, Water and Swanson streets. Typical residential lots are only 13' wide and 50' deep. Each of the 3 blocks is in poor to very poor condition, with multiple vacant lots and vacant buildings, but also many owner-occupied residential properties. Individual 13' wide vacant lots are of inadequate width to accommodate a new infill townhouse. However, many have been informally adopted as side yards to adjacent occupied homes, to accommodate parking, or a patio area. Approximately 50% of the vacant lots are in public ownership. The most deteriorated conditions are on Water Street, which has the highest percentage of vacant lots. Vacant lots front the entire north side of the 100 block of East Somerset Street. However, there are no significant assemblages of vacant lots to create multi-unit development parcels. The predominantly residential 2900 block of North Front Street is in fair to good condition, with few vacant lots and relatively well-maintained properties. The east block face with 16' wide lots has a high percentage of owner-occupied homes.

The southern section of the infill improvement area is subdivided by 3 east-west streets; Seltzer, Silver and Sterner. Typical residential lots are 15' wide and 55' deep (larger than on the blocks to the north). Homes on the 100 block of East Lehigh Avenue, and south side of the 100 block of Sterner Street typically are in fair to good condition. Sterner Street homes are mostly owner-occupied, 2-story, 15' wide attached homes. The 100 east blocks of Seltzer and Silver are in a deteriorated condition, with multiple vacant lots. Vacant lots occupy 50% of the Seltzer Street frontage. Demolition of the remaining vacant and deteriorated freestanding buildings at Somerset and Front Street would provide the opportunity to assemble an up to 30,000 sq.ft. (.69 acre) redevelopment parcel.

The infill area offers the opportunity for a phased infill redevelopment program and other investments to revitalize the neighborhood, and support investment in Somerset Villas, and other institutional uses on the former Bromley Mills block. Proposed projects includes the following:

Redevelopment of Vacant Parcels on the 100 East Blocks of Somerset and Seltzer Streets

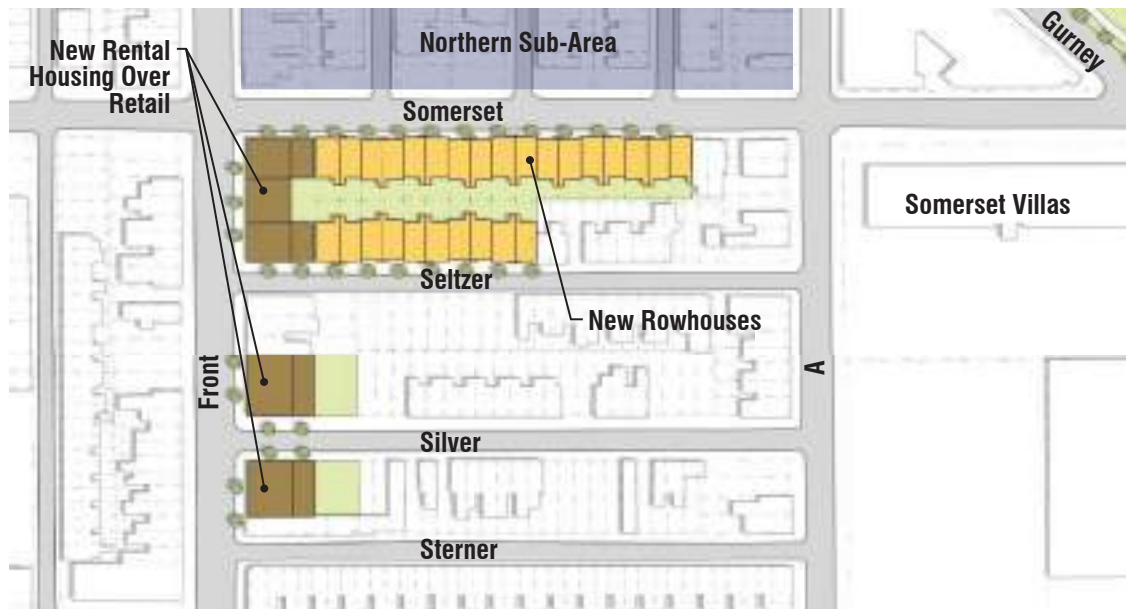
The 100 east blocks of Somerset and Seltzer Streets are immediately west of Somerset Villas. Acquisition of vacant land and buildings on the south side of Somerset and the northwest side of Seltzer would provide the opportunity for construction of up to 27, 20' wide, 2-story attached homes, similar to those at Lawrence Court. The portions of the blocks with frontage on Front Street Vacant 15' wide parcels on the north side of the street could be developed for narrow frontage single-family homes, or improved as landscaped side yards for the abutting properties.

Improvement of Individual Vacant Lots as Side Yards to Adjacent Properties

Many single vacant lots, including corner lots on Gurney Street have been informally adopted as side yards for adjacent properties. The side yards accommodate parking, patio furniture, and outdoor sitting areas. However, abutting sidewalks are often in deteriorated condition, and surrounding fencing is in dilapidated condition. A program should be developed to encourage improvement of the lots as side yards, for private open space, including funding for new sidewalks and curbs, and perimeter fencing and landscaping. Where feasible, the city should acquire unadapted privately-owned vacant lots with outstanding liens for potential acquisition by abutting property owners as side yards.

Site Assembly through the Philadelphia Land Bank

The Philadelphia Land Bank Strategic Plan identified the area west of Somerset Villas as “one of the best locations to expand housing choice and affordability in Philadelphia,” based on transit access, food access, capital improvements, and percentage of cost burdened renters. Privately-owned tax delinquent parcels should be acquired and consolidated with adjacent publicly-owned parcels, to create larger development sites appropriate for redevelopment. In the interim, while development is in the planning stage, these parcels should be managed under the PHS Philadelphia Land Care Program. Parcels would be “cleaned and greened” and include the installation of fencing and plantings.



Somerset Villas Redevelopment Block with new infill housing and rental apartments over retail

2 Housing

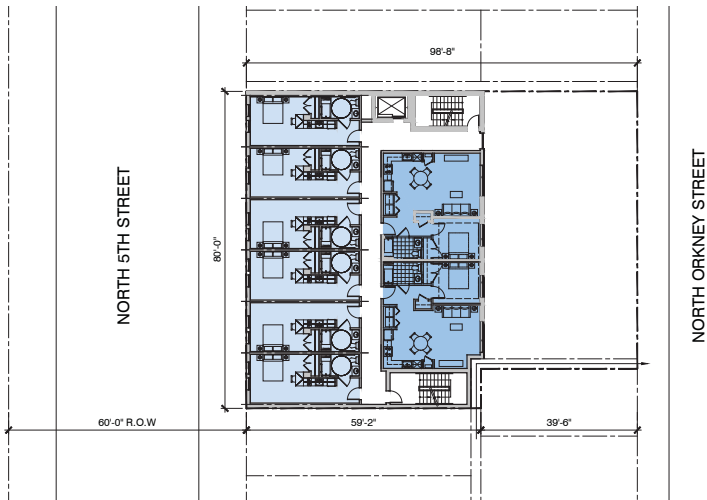
5TH STREET MIXED USE DEVELOPMENT SITES

All Phases | \$20 Million | HACE Improvement

- Develop 2739 N. 5th Street as a mixed use building with ground floor retail and efficiency apartments
- Develop 5th and Clearfield Streets as a mixed-use building with ground floor retail and artist rental housing

There are two development sites on the 5th Street corridor that will further enliven the Centro de Oro commercial corridor and provide much needed affordable rental housing to populations in need. The souther development site, 2739 N. 5th Street is a vacant building that HACE is planning to demolish and redevelop with ground floor retail (potentially a banquet facility), and three floors of efficiency apartments. The apartments will be affordable rental units for older men (55+) who have a criminal background and therefore have difficulty finding affordable housing for which they are eligible.

The northern development site at Clearfield and 5th Streets is a 1.2 acre vacant lot owned by HACE. Previous proposals for the site included an open air flea market for the neighborhood, but it is now recommended that the site be redeveloped as a mixed use building with ground floor community serving retail and 4 stories of affordable rental housing for artists or identified at risk populations.



Efficiency apartments floorplan for 2739 N. 5th Street



5th Street Improvements

3 Economic Development

5TH STREET CORRIDOR NEIGHBORHOOD MARKETING AND BRANDING

Phase 1 | \$ | Partner Improvement

- Transform the neighborhood into a Latino arts and culture destination
- Partner with neighborhood artist groups for events and marketing

Building on the success of the annual Fiesta Caribeña that draws large crowds to the neighborhood, as well as Taller Puertorriqueño's on-going art exhibitions and arts-based programming, the HACE neighborhood has the potential to solidify itself as a Latino arts and culture destination. Developments that can strengthen this effort include a banquet facility to host large events and arts-related retailing along 5th Street. Partnerships with arts groups such as Taller Puertorriqueño and Mural Arts are key

to the success of this initiative, particularly with Taller Puertorriqueño constructing a new building for events at 5th and Huntingdon Streets. Joint promotions and marketing campaigns that can strengthen the relationship between Taller Puertorriqueño and the retail establishments include: a "restaurant week" type promotion that coincides with major events at the El Corazon Cultural Center, distribution of discount dining/shopping coupons to Taller Puertorriqueño's contact list, and etc.



Rendering of new El Corazon Cultural Center for Taller Puertorriqueño at 5th and Huntingdon Streets currently under construction (image courtesy of Taller Puertorriqueño)

4 Conrail Land*

The most likely effective response to the crime and safety problems affecting the area around the Conrail line (as identified in multiple stakeholder outreach meetings and the Resident Survey) is to establish a comprehensive community development plan with targeted long-term investments. This will include both immediate tactics and long-term strategies combined together for maximum effect.

There are a number of area redevelopment recommendations and strategies that will help launch additional community development. They generally fall into three categories of activities:

- Design strategies for crime prevention
- Temporary re-purposing facilities to address displacement of homeless and drug addicts
- Long term redevelopment of land uses, facilities, and properties to enhance community cohesion, safety, and livability

They include short-term prevention and enforcement tactics, but only in conjunction with the establishment of longer-term physical and managerial changes. The best way to coordinate these plans is to reaffirm the role of a permanent neighborhood redevelopment team, such as the role of HACE, and to bring together all the relevant stakeholders into monthly planning, development and problem-solving sessions.

Ideas included:

- Creating plans for a new street market,
- Suggesting possible enforcement and crime prevention needs for police consideration,
- Programs to beautify and activate trouble spots,
- Land uses and discussions about future developments.

ESTABLISH A SAFEGROWTH PROGRAM AROUND THE CONRAIL LINE

Phase 1 | \$ | HACE Improvement

- Establish Neighborhood Leadership Teams
- Adopt CPTED neighborhood design guidelines
- Establish a Livability Academy

The first set of recommendations is establishing a SafeGrowth program. This is a neighborhood organizing method first proposed to coordinate community-based crime and safety planning (Saville and Mangat, 2008; Saville, 2009; 2009). It includes setting up neighborhood leadership teams (NLTs) with representatives from local police, community groups, business owners, and others from the neighborhood. It also includes developing a long-term plan for neighborhood development with yearly goals and objectives and monthly problem-solving meetings. These first recommendations build off of

the productive community-driven process undertaken during the plan and establishes a permanent, multi-agency redevelopment and planning group to continue planning and problem-solving.

ESTABLISH NEIGHBORHOOD LEADERSHIP TEAMS

Over the past year members of HACE, the Philadelphia police, and others from the community were trained in both SafeGrowth and CPTED. Consequently they possess the basic problem-solving skills to begin to establish a collaborative Neighborhood Leadership Team and begin formulating problem-solving projects that align with this Neighborhood Plan.

Police often recognize the monthly SafeGrowth problem-solving meetings as a form of the Compstat crime mapping meetings conducted weekly at many police organizations. In this case the SafeGrowth meetings also include crime maps, but they also involve much more detailed land use, social and commercial activities, recreational and social programming, as well as crime prevention.

Monthly meetings, along with specific tasks by all the partners on the team – police, community representatives, business owners, and so forth – comprise the activities of the NLT. As each year ends new members (from the Livability Academy) may wish to join and replace other members, thereby ensuring new perspectives and a democratic process of membership.

DESIGN GUIDELINES AND SAFETY AUDITS

In addition to problem-solving projects related to the Neighborhood Plan, the NLTs may also be tasked with two other activities. First, they can adopt neighborhood CPTED design guidelines and, by soliciting the assistance of a local planner or architect, review new development proposals and construction projects in the neighborhood. They can establish a direct liaison with the Philadelphia planning department so local guidelines align with city requirements.

*For full AlterNation recommendations see Appendix A

The second task the NLT can achieve is to run annual community Safety Audit walks all throughout the neighborhood. Safety Audits are a community walkabout in the streets of their community where a facilitator provides instruction and a safety checklist.

Residents then survey their streets and record safety issues such as lighting, blight, graffiti, and other crime or safety issues. They also come up with suggestions to improve their streets. Because they are involved in “taking back their streets”, and they are doing it as a group, the safety audits provide more than data on fears for the NLT. They also help to build cohesion among residents.

There is also an opportunity to employ neighborhood high school and recently graduated students as additional security and “eyes on the street” for the problem crime areas around the Conrail line. These younger adults are in need of jobs, training, and spending money, and by employing them locally and giving them a chance to earn a small wage in the neighborhood, they are more likely to become active participants in improving the neighborhood.

ESTABLISH A LIVABILITY ACADEMY

SafeGrowth also creates a community-based Livability Academy, with volunteer and free classes on problem-solving, financial intelligence, conflict resolution, community organizing, running meetings, crime prevention, and other topics relevant to civic livability. Community members are invited to attend one evening a week, for free, for a few months. Academy graduates can then apply to attend monthly meetings and participate in community problem-solving programs.

The SafeGrowth planning model is ideal in this neighborhood since many of those strategies are already established by HACE. However, the Livability Academy will be a new addition. It may require resourcing for supplies, promotion, and other teaching equipment, and curricula development. However in the early phases HACE could provide those and host the Livability Academy at its offices.

Some of the suggestions by residents, focus group participants and other stakeholders revolved around better education services. The Livability Academy is an expedient way to begin providing some very basic adult education classes at no cost. It will signal to the community that something is being doing while other, more comprehensive, educational programs are brought into the neighborhood.

1ST GENERATION CPTED IMPROVEMENTS

Phase 2 | \$\$\$ | HACE and Partner Improvement

- Make physical improvements to the Conrail Line Buffer Areas
- Improve lighting along the Conrail Line
- Eliminate drug shooting galleries along the Conrail Line Buffer Areas
- Install linear parking lots and community gardens along the Conrail Line
- Improve police problem solving and enforcement of drug activity

The next set of recommendations involves 1st Generation CPTED, removing physical opportunities for crime with physical modifications. The crime prevention literature has many examples of success showing how physical opportunity reduction can begin the process of reducing crime (Cozens, Saville, and Hillier, 2005).

CONRAIL LINE BUFFER AREAS

Along both the north and south sides of the Conrail Line there are buffer areas extending to the neighborhood streets. The extent of the Conrail property line varied in one location to another with city property representing the remainder. On many portions of the south buffer area, particularly along the north side of Gurney and Indiana Streets, this area is unsightly and in disrepair. Jersey barriers are spread haphazardly, trees are overgrown, litter and trash in rampant including discarded drug needles, and the area is a “no-man’s land”.

The entire area, from the railway line up to Gurney and Indiana Streets in dire need of clean-up, trash removal, shrub removal and tree trimming to improve sight-lines, landscaping, Jersey Barrier removal, and curb/sidewalk repairs. Tree trimming and shrub removal should allow clear sight-lines for daytime and improved night street lighting for evening. High pole mounted LED lighting is preferable with shielding to avoid spillover into nearby residence windows (as described below).

4 Conrail Land

LIGHTING GUIDELINES

Light Levels

General lighting standards for streets and sidewalks are provided by both the Institute for Electrical and Electronics Engineers and the Illuminating Engineering Society Luminaire Classification System for Outdoor Luminaires. Recommended levels for residential and mixed-use areas generally fall in a .3 to .5 foot candle range. However many of the drug areas investigated for this research suggested that seldom were those levels achieved and where those levels were attained, they were too low and should be doubled.

Better lighting will allow passing police patrols to see crime more clearly and take action, it will help residents see drug deals and then call police, and it will ensure if drug dealers want to deal out in the open along public sidewalks their risks will now increase.

Color Rendition Index

In a high crime area such as this it is important to avoid light sources that distort colors. In light engineering this is known as the Color Rendition Index, or CRI. Light sources with high CRI include halide lights and LED lighting. In recent years LED technology has improved, leading to more cost savings to utility providers. Therefore this research recommends Halide lights or LED light sources with high CRI levels for street or sidewalk lighting.

Light Fixtures

Where possible, use vandal-resistant, polycarbonate lens. Where specific fixtures continue to be damaged, for example by gunfire, it may be necessary to install ballistic shielding around the lights.

Light Glare

Avoid lighting that creates strong shadows or glare. Light shielding may be needed in order to avoid light pollution and spillover into private residences.

Light Placement

Walkways, sidewalks, parks, and parking lots all require separate light fixtures independent of regular streetlights. Avoiding spillover lighting into residences will require careful attention and light patterns should be evenly distributed along walkways and sidewalks.



Rendering showing improvements to Conrail land on Gurney Street with landscaping, lighting, fencing, and recreation facilities

Indirect And Ambient Lighting

Although indirect and ambient lighting (or decorative neon lighting) are not generally used for security lighting, they are an ideal way to highlight attractive architectural features and beautiful landscapes. Indirect and ambient lighting will help to highlight unique colors and architectural features, thereby helping to beautify an area and bring legitimate walkers outside at night, particularly if there are positive nighttime destinations for them to enjoy (coffee shops, restaurants, the proposed street market).

CONRAIL SOUTH SIDE BUFFER ALONG GURNEY STREET

The lighting was substandard along the south side of the Conrail property, especially along Gurney Street from A Street to Indiana Street. Upgrading the lighting in this, and other, locations will require high mounted, and vandal resistant LED white lighting. It is worth noting that, due to the engineering of LED lights, they are more difficult to vandalize and shoot out than regular high pressure sodium or halide street lighting. However they are not bulletproof and, if necessary, it may be necessary to install ballistic glass or glazing around certain light fixtures and ensure damaged or vandalized lights are repaired quickly.

FENCING AND CLEANUP

The north side of the buffer along Tusculum Street needs cleanup and landscaping. However it was in much better condition than the south buffer. Some portions of the north buffer along Tusculum between Cambria and B Streets already had an intact iron fence that had not been knocked down. That may be a useful fence design also for the south side along Gurney Street.

The grass area inside the fence was relatively clean and row housing across the street had lower upper level windows facing the grass strip and fence. Residents here seemed to take pride in their street and there were fewer problems with this fence.

The south side buffer was much worse. Part of the reason for its condition was that these streets are the primary open-air drug dealing location where users purchase drugs and retreat to locations out of street view along the rail buffer to shoot up. Because there is direct access to that south buffer, it was in terrible shape.

Fencing is required along a number of buffer areas. The fencing type should avoid chain-link as that has a poor image and is easier to damage. Instead the team agreed on a more attractive and durable type of fence, such as thick, 8-10 foot iron wrought fence firmly anchored by sturdy concrete pillars. The fencing should be transparent and avoid any cross supports that may allow climbing. It may need repair and maintenance on a regular basis.

ELIMINATE DRUG SHOOTING GALLERIES ALONG BUFFERS

Some areas along this buffer area are notorious drug shooting galleries and homeless encampments. This is especially the case north of Indiana Street, west of Mascher Street particularly underneath the 2nd Street overpass, which was a particularly bad area for drug users. During the research visits it was necessary to have a police escort to survey the area since it has existed for so long that drug users now consider the location their own, even though it is on railway property. There were accounts

during interviews that suggested between 50 to 100 people might congregate in this location at certain times of the year, especially as the overpass provided shelter from rain and the dense overgrowth brush and trees provide cover for drug use.

As the entire area of surrounding streets is a large open-air illicit drug market, the underpass location is used by a relatively small number of drug users and homeless. It does look like a small homeless encampment, but it is based strictly on illicit drug use. There are two recommendations for this shooting gallery:

Dismantle Shooting Gallery

The shooting gallery on the Conrail buffer areas, particularly beneath the 2nd Street overpass, should be dismantled and cleaned during the same time that fencing and lighting is installed. Recommendations elsewhere in this section describe how CPTED lighting, landscaping, and fencing will help this. Robust, tall and properly maintained fencing is particularly important along the Conrail buffer on the south side all along Gurney Street.

Police enforcement may be required to start the process, however construction must follow immediately after police action. Some police monitoring during the construction process will also be needed to ensure safety.

Temporary Treatment/Housing

Temporary shelter housing and some drug treatment options will be required for those people frequenting this shooting gallery location. Many of these users are long-term addicts and are unlikely to easily be swayed. However, they still should be provided with access to temporary housing and care for their addiction.

4 Conrail Land

Longer term housing options are also needed. The Housing First program, for example, has a policy of first accommodating people in need with shelter, and secondly providing security, drug rehab, and social assistance once they are housed. Housing First was created specifically to address homeless people with psychiatric and addiction problems. In Philadelphia it is called Pathways to Housing PA. It is a much more effective housing option for difficult-to-house populations such as street drug addicts. In conjunction with the other programs recommended here, housing programs will contribute to the wider goals in The Good Lands 2025 Neighborhood Plan.

LINEAR PARKING LOTS

Residents park their cars on the edge of the Conrail property along the north side of Gurney Street. There appeared to be inadequate parking along a number of streets. Due to limited parking opportunities, and risks of damage to their vehicles, it was unclear whether residents are able to park their vehicles directly in front of their home where they might keep an eye on them from their homes.

Linear parking lots were one suggestion arising from the meetings and focus groups. It will be necessary to conduct further interviews with residents along specific streets where parking appears to be an issue to confirm the extent to which parking is a problem. They should specifically be solicited regarding a small (25 – 35 spaces) secure parking lot at the end of their street, with controlled access fencing and locked gates, where they might rent a dedicated parking spot for a minimal fee in a secure location. Funds for rental can be used to maintain the fencing and security of the parking lot.

If the parking lot concept works, it is further recommended that a few more smaller scale linear parking lots with approximately 25 to 35

spaces be placed at key locations throughout the neighborhood. The use of the lots should be monitored to determine the popularity of the idea among residents. Additional lots can then be added later at various locations throughout the neighborhood as the idea is tested and monitored. This may not only reduce crime to the vehicles, but will also alleviate parking congestion on the street.

Some participants in the research expressed concerns that local drug dealers would take over the parking lot spaces for their own use. This is a legitimate risk and extra security effort will need to accompany the maintenance and operation of these lots. In addition CPTED designs such as access fences, locked gates, adequate LED lighting, and other security controls (security patrols). These efforts should ensure legitimate residents have secure access, for example electronic key access. Drug dealers may still gain access to these parking lots, therefore neighborhood police patrols should also have key access as well so they can monitor lot activity.

COMMUNITY GARDENS

Another idea to re-purpose the Conrail land for legitimate uses included the possible placement of some community gardens. They are very successful in different neighborhoods as a way to provide productive outdoor activities and food for families during spring, summer and fall months. If well-designed with attractive fencing, these gardens could positively contribute to neighborhood life.

Residents should be solicited specifically about their views on community gardens during the neighborhood interviews regarding the parking lots. Questions they should be asked include:

- Are they interested in obtaining a garden plot to grow their own food during summer and fall months?
- How much vegetable produce could they grow to supplement their food supply, or possibly sell vegetables at the proposed street market?
- Do they have gardening skills, or would they attend gardening classes to receive instruction on gardening skills?

Until larger social and drug problems in the community subside, it will be necessary to use some CPTED principles around community gardens such as access control fences, key controlled gates, lighting and proper management of the garden.

POLICE PROBLEM-SOLVING AND ENFORCEMENT

Police have a number of important roles to play in the revitalization process. As noted earlier, in high crime open-air drug markets, enforcement is important but limited in long-term impact. Instead, a more comprehensive way forward is the combined impact from all the strategies together in this plan. That is one reason the Philadelphia police were an integral part of this project.

Migration Crisis

Stemming the flow of addicts and drugs into this area is a primary goal of police. That is, unfortunately, much easier said than done. It requires, firstly, significant resources. Secondly, it requires the collaboration of a number of federal law enforcement agencies such as the FBI and the DEA, since a large amount of drug supply arrives in North Philadelphia from abroad.

One particular alarming trend described by a number of participants in the research was the migration of hundreds of drug addicts from other jurisdictions like Puerto Rico to this

neighborhood. The numerous drug rehab centers in the neighborhood offer free services to addicts from wherever they arrive and that message has now spread abroad.

As a result a group of drug addict brokers have emerged who provide travel funds or information on the free drug rehabilitation centers in North Philadelphia, in particular this neighborhood. This exacerbates the drug addict supply in the area and further fuels the demand for more drugs, a demand met by international cartels.

At the time of this research it was unclear the extent to which federal law enforcement agencies are aware, or are responding, to this migration crisis affecting the HACE neighborhood.

Drug Market Interventions

There are a host of police problem-solving and prevention programs that apply to open-air drug markets. Problem-oriented policing (POP) and the network of the Center for Problem Oriented Policing (popcenter.org) provide numerous examples of successful projects.

Another program is the drug market intervention program of the National Network for Safe Communities. As their website describes, “The drug market intervention (DMI) eliminates overt drug markets by bringing together community leaders, law enforcement, and service providers with street-level drug dealers and their families to make it clear that the drug dealing must stop”. (<https://nnscommunities.org/our-work/strategy/drug-market-intervention>)

It is very probable that the DMI program, when paired with the other redevelopment programs described in these recommendations, will have impact if timed carefully with other strategies. The timing of a DMI program can be best coordinated through the planning of the Neighborhood Leadership Team, once established.

2ST GENERATION CPTED IMPROVEMENTS

Phase 3 | \$\$ | HACE and Partner Improvement

- New Gurney Street Market
- Green Street Hubs/Rec Centers

1st Generation CPTED physical modifications must be accompanied with other more comprehensive, social and community development strategies to ensure sustainability. These are known as 2nd Generation CPTED and here they include a wide array of community development tactics such as targeted investment, rehabilitating land uses and vacant properties, re-purposing buildings and abandoned buildings.

NEW STREET MARKET

After the last 10-year plan, the Gurney Street Market with small stalls operated for a short time, however it was unsuccessful. Drug users moved into the area and began dealing drugs and took over the area as their own. Because there were no access controls around the stalls, there was no way for police to easily apprehend offenders. The stalls were eventually shut down and access to a street market vanished.

Participants of the focus groups and meetings felt there was a legitimate role, as well as demand, for a legitimate street market with stalls, however they wanted to avoid problems arising in the past with drug dealers. The concept of a new street mall with shipping container stalls emerged as one way to create a creative space at a relatively inexpensive cost. Many cities have adopted shipping containers as market architecture and, if well-designed, they can create an interesting and vibrant alternative.

One suggestion to avoid problems of the past was to locate the street market on a large property and then control access around the entire market with fencing and gates that are locked after closing. Some felt that on-site security officers would be needed to ensure a safe environment. Interesting market architecture with attractive landscaping, murals, good lighting and other commercial facilities (food, coffee shops) will create a safe land use for use by residents and others around the neighborhood.

STREET HUBS – GREEN SPACES/RECREATION CENTERS

There is a significant need for more recreation centers with trained staff and amenities such as handball courts, as well as green spaces in the neighborhood. They would provide recreational activities and safe green spaces, like small park areas, where residents could enjoy congregating and relaxing in a common area. Green spaces here are vulnerable to be taken over by drug dealers, therefore one possible way to program this more safely is to assign a green space directly to a recreation center. The green space access can be controlled by the recreation center as well as monitoring the space to ensure legitimate users, not drug dealers, have access.

Specific CPTED strategies at the Hubs include adequate lighting and access controls around the green space. Adequate sight-lines are needed from office windows of the recreation center that overlook those green areas so that recreation staff can keep an eye on those green spaces. In some areas of the recreation center, staff may require electronic monitoring through CCTV of any entrapment areas around the property.

5 Children and Families

SENIOR INTERGENERATION HOUSING AND HEALTH SERVICES CENTER
 Phase 3 | \$\$\$ | HACE and Partner Improvement

- Adaptive Reuse of Impact Services Building as intergenerational senior living facility with support health services
- Partner with health service provider and Impact Services for implementation

In addition to the senior housing proposed at Casa Indiana, an additional senior housing development is proposed at A and Indiana Streets. The large 5-story brick industrial building currently owned by Impact Services could be redeveloped as an adaptive reuse project with intergenerational living and medical support services that would be managed by a partner health services provider.

When combined with improvements to nearby Hope Park and the Conrail line, the redevelopment of the currently vacant building will have a significant positive impact on the surrounding area, as well as providing much-needed senior housing of the HACE study area.



Impact Building at A and Indian Streets

PROVIDE A NETWORK OF SERVICES AND RESOURCES FOR SENIORS

Phase 1 | \$ | HACE and Partner Improvement

- Provide home modification and repair support for seniors
- Partner with PHA to provide affordable housing for seniors
- Create a Network of Care Supportive Services Program to better serve seniors in the community
- Establish a community-based technology center
- Integrate the mobility and accessibility needs of the senior population in the design and development of capital improvements in the HACE study area

HOUSING

Affordable housing in the HACE study area is a key issue for residents, particularly for the many low income seniors who spend a significant portion of their days at home and lack the community-based supports that enable successful aging. In the HACE study area, housing occupied by senior homeowners is deteriorating as they age. Seniors have limited financial resources, they are increasingly unable to maintain their homes. The programs available for home repairs (BSRP, Weatherization, and Home Modification Program) have waiting lists averaging 3+ years long—too long for properties requiring emergency repairs. Senior homeowners are in great need of a more supportive environment with fewer demands on their scarce resources. HACE and its partners should explore the development of a home modification and repair initiative to help seniors with basic systems repairs, weatherization and modifications to address mobility challenges.

Substandard and overcrowded conditions characterize much of the rental housing occupied by senior residents in the HACE study area. Affordable rental housing is an even greater issue for elderly renters in the community, who are paying a median

of over 75% of their income towards housing costs. The supply of subsidized and other affordable housing in HACE's area has not kept pace with the extraordinary growth in the demand for senior housing. HACE is the lead community development corporation developing housing for low-income elders and families. Senior housing need has fast outpaced the production of housing for this population given the number of elders living in poverty, and as a result there are currently 530 households on the waiting lists for Casa Caribe, Caribe Towers and Somerset Villas—three HUD Section 202 elderly housing developments. . With the elimination of the US Department of Housing and Urban Development's Section 202 Program, there are only two sources of funding for senior housing—Low Income Housing Tax Credits and the Housing Trust Fund, both of which are limited and in high demand. These funding sources do not provide rental subsidies, which are necessary for senior housing developments since the majority of elders live in poverty and cannot afford low-income housing tax credit rents. Therefore, it is recommended that HACE partner with the Philadelphia Housing Authority (PHA) to develop economically viable affordable housing for seniors.

PHA has identified several potential opportunities for affordable rental housing on scattered sites south of Lehigh Avenue (just outside the HACE study area).

SOCIAL SERVICES

HACE's most recent contribution to senior services is its success in bringing the first PACE program of comprehensive health care and adult day care to the neighborhood. HACE raised \$5.8 million to build the 17,300 square foot LIFE Day Health Center that within one year achieved full enrollment of 170 Medicaid-eligible seniors. Despite this success, this program is only one component in the continuum of care for seniors of this community.

Low income seniors of the plan area have difficulty paying for basic necessities such as food, shelter, and medication. Now more than ever, social service programs and public government benefits are a critical part of the safety net to alleviate poverty's worst effects and help individuals age in place. However, many of the seniors in the plan area do not take advantage of these important social service programs due to language barriers, difficulties determining what they are eligible for and navigating the maze of paperwork, documentation requirements, and offices to visit. There is a need for a community based supportive services program that is designed to reduce service fragmentation and create a healthy, integrated community where seniors have access to a wide range of services that supports them to age in place with a good quality of life.

5 Children and Families

A Network of Care (NOC) Supportive Services Program model could help identify and coordinate services that are necessary for seniors of the HACE study area to continue living independently and safely in their own homes. The Program should be flexible and responsive to the needs of seniors and their cultural preferences; incorporate community and client assessments; engage seniors and their families before a crisis arises; and be responsive to the changing needs of seniors over time.

Core Program Components should include:

- Assessment and Case management
- Comprehensive menu of social services
- Health care management and prevention programs
- Education, socialization, and recreational activities
- Employment and Volunteer opportunities

An important component of the NOC Supportive Services Program will include an active Steering Committee that helps to coordinate resources and exchange information to more effectively and efficiently meet the needs of older adults. HACE and its partners should expand existing partnerships and build new ones to reflect the views of a broad range of community stakeholders including older adults, caregivers, Philadelphia Corporation on Aging, health and social service agencies, transportation providers, schools, businesses, policy-makers, houses of worship, and community based organizations.

TECHNOLOGY

Technology influences almost every aspect of daily life, including shopping, travel, socializing, and managing finances. While seniors have lagged the general population in Internet use, today 58 percent of persons over 65 use the Internet, and of adults between the ages of 50 and 65, 81 percent use the internet. A greater use of technology and the internet could greatly help facilitate access to services and information that would improve the quality of life of seniors, therefore allowing them to remain independent for as long as possible and age in place.

Unfortunately, the figures listed above do not correlate to the use of the internet and other technologies in urban communities such as the HACE study area. Seniors in the HACE study area have difficulty accessing the internet due to the cost of equipment and ongoing internet monthly fees, language barriers, and low educational attainment. Cost is a significant barrier for older adults in the HACE study area due to the very limited resources they have for the basics including shelter, food and utilities. Seniors that reside in the plan area could greatly benefit from a community based technology center where they would have access to computer software and hardware to communicate with family, access information, purchase goods and services, and to gain greater independence to remain active in the community. Seniors and their families would be able to benefit from the use of new technologies to help them age in place. These technologies may include social-networking applications to help with loneliness and depression, common problems among elders in the HACE study area.

The community based technology center could be integrated into the development and programming of the proposed community

high school at the former Fairhill Elementary School site. The technology learning center could be expanded to provide other instruction and education beyond computer-related skills. Programming at the community school should include English Language Learning classes, lifelong learning for job skills, enrichment and socialization, and multigenerational mentoring.

RECREATION/CAPITAL PROJECTS

HACE’s community development efforts have always considered the needs of the senior population. Affordable housing for seniors has been strategically developed within walking distance of bus routes that connects individuals to major transportation hubs within the city, are in close proximity to shopping corridors and health centers, and within walking distance of senior recreation centers. For example, the construction of the Mercy Life Center was intentionally located in close proximity to two of HACE’s senior housing developments.

Access to public parks and recreation facilities are important for healthy aging. Parks and open green passive areas provide opportunities for individuals to socialize, gather with friends and just enjoy the outdoors. The ability of seniors to successfully age in the HACE study area will require deliberate integration of the mobility and accessibility needs of the senior population in the planning, design and development of recreation facilities and public capital improvements planned for the area. The long-term health and well-being of seniors can be enhanced by ensuring that affordable housing is in proximity to transportation and other necessary services, as well as near social, educational and recreational activities.

FAIRHILL HIGH COMMUNITY SCHOOL
 Phase 2 | \$\$\$ | HACE /Capital/Partner Improvement

To provide a neighborhood high school in the HACE neighborhood and provide key community services to the area residents, it is recommended that HACE develop the former Fairhill School located at 6th and Somerset Streets into a high school. The new Fairhill High School will follow the Community School model currently being developed by Mayor Kenney that will create 25 community schools in Philadelphia, each with access to health care services including behavioral health and counseling supports. HACE will redevelop the existing school building for the School District of Philadelphia, and will also redevelop the smaller building at 7th and Somerset Streets as a medical center to be run by a medical provider; Temple University could be one option for a medical provider. The school could also include ESL and GED classes and a potential partnership with the Community College of Philadelphia. An initial feasibility study has already been done by HACE to determine how the buildings can be re-used and site programming.

Cramp Elementary School is also pursuing Community School status through the Mayor's pilot program. If they are successful in achieving community school status, Cramp would need to develop an annex building to house the support services for a community school. Re-purposing the old St. Hugh school building is a potential site for this annex facility, which would activate a historic institutional property in the HACE neighborhood and bring much-needed social and medical services to that area of the community.



5 Children and Families

PARTNER WITH SOCIAL SERVICE PROVIDERS TO ADDRESS GAPS IN SOCIAL SERVICES

All Phases | \$ | Partner Improvement

In addition to the proposals for new community schools, the following interventions are also recommended to improve the quality of life for children and families in the HACE neighborhood. The interventions will fill in gaps in the social service network that were identified during the planning process. These recommendations are intended to be carried out as partnerships between HACE and the existing service providers in the neighborhood, such as Urban Hope Community Church and Center, New creation Lutheran Church, and Centro de Nueva Creacion.

MENTAL HEALTH SUPPORT

HACE will coordinate with community partners to promote and support additional mental health services in the neighborhood. Key partners will be CBH, COMHAR and APM. CBH (Community Behavioral Health) is a nonprofit corporation contracted by the City of Philadelphia to provide mental health and substance abuse services for Philadelphia Medicaid recipients. COMHAR, located adjacent HACE's offices at 100 W Lehigh Ave, offers co-occurring behavioral health and addiction programs throughout the Latino community. HACE will partner with APM through client referrals to the APM Mental Health clinic at 3263 N Front Street, which is within the study area.

VOCATIONAL TRAINING

HACE has proposed development of the former Fairhill High School at 6th and Somerset as a vocational neighborhood high school that will focus on providing practical skills and training to better prepare students for direct entry into

the workforce. HACE will also work with Impact Services and Congresso in coordination of other vocational training opportunities for community residents. This will include resident access to Impact Services EARN Center (Employment Advancement and Retention Network), the major vehicle for helping recipients of TANE (Emergency Assistance for Needy Families) to prepare for and obtain employment. HACE will also work with Congresso to coordinate access to Congresso's CDA (Child Development Associate) Program that offers a 10-week program of instruction to obtain CDA credentials required to work in child care.

AFTER SCHOOL PROGRAMS FOR CHILDREN

HACE will coordinate with community partners to promote and support access to additional after school programming in the neighborhood. Key community partners will include Congresso. Congresso offers after school programs at school sites that offer a variety of academic enrichment based programs, as well as homework support, and connections to school time. After school classes include dance, music, visual arts, and fashion design, as well as soccer and basketball clubs, science and tech integration, and a career transitions program.

EDUCATION RESOURCES FOR PARENTS, INCLUDING ESL

HACE will coordinate with community partners to expand access to education resources for parents. Key community partners will include Congresso and Concilio. Congresso operates an enhanced parenting program that provides

group based parenting education for both teen and adults, targeted to improving parenting skills. Congresso is an ELECT (Education Leading to Employment and Career Training) partner. Access to the ELECT program, funded through the School District, will be improved. The program is a comprehensive resource of education, health and support services designed to assist pregnant and parenting teens in completing their education. HACE will coordinate with Congresso's My Place Campus as a hub for adult learners, including ESL, GED and various training and certification courses.

SUBSTANCE ABUSE/ ADDICTION CONTROL AND PREVENTION AND NEEDLE EXCHANGE PROGRAMS

HACE will partner with Prevention Point to better address substance abuse and addiction control issues in the neighborhood. Key services offered by Prevention Point include the Harm Reduction Center, a drop-in center that provides assistance in accessing services for drug treatment and one on one HIV prevention case management. Prevention Point also offers the Street Site Health Project Services, through mobile clinics and the Suboxone STEP (Stabilization Treatment and Engagement) for drug users. The SEP program (Syringe Exchange Program) provides new syringes in exchange for new ones at various sites at or in the study area

SUPPORTIVE HOUSING FOR THE HOMELESS

HACE will coordinate with Community Partners to provide enhanced services and supportive housing for the homeless. HACE will work closely with Project Home to coordinate access for area homeless to Project Home facilities and to develop new facilities providing supportive housing to the homeless. This coordination will be crucial when the Conrail line land is being cleaned up and the homeless population is displaced.

DRUG RELATED CRIME

HACE will coordinate with Community Partners, including the Police District, and Impact Services, to address issues of drug related crime in the neighborhood. The Crime and Safety report included specific measures planned to reduce drug related crime: the establishment of Neighborhood Leadership Teams and monthly meetings that involve all parties- police, community representatives and business owners; and the establishment of a Livability Academy, through HACE, that will have classes that focus on community problem solving and crime prevention.

SENIOR SERVICES

HACE will coordinate with community partners in providing enhanced services to seniors. Community partners will include PCA (Philadelphia Corporation for Aging). PCA coordinates and provides a wide range of services that help older residents live as independently as possible, including protective services, care at home, food and meals, and health and wellness. HACE will also partner with the National Association of Hispanic Elderly, Project Ayuda, which provides employment counseling and placement services for low income older adults, including part time subsidized employment in community work in public and private nonprofit agencies. HACE will enhance coordination with Congresso to assist senior residents through the VIDA program, including access to benefits and social services, socialization and wellness activities, food and care giver support.

6 Open Space

In addition to the proposed open space improvements to the Conrail land, upgrades are also recommended to two key open spaces in the neighborhood, Hope Park and Reed Playground. Both parks are owned and operated by the City of Philadelphia, which just announced a major bond initiative that would provide upgrades and improvements to existing park and recreation facilities. These recommendations will help to address the deficiencies in available parks and open space identified in the resident survey. The recent improvements to Fairhill Square just south of the HACE neighborhood serve as an example of how these public spaces can be successfully improved through a combination of infrastructure improvements (e.g. lighting), and engaging the local residents to get involved in the programming, safety, and cleanliness of the space.

- Work with Hope Park Friends Group to make the park more accessible to residents through park events and activity installations
- Install more active play areas
- Expand the community garden

HOPE PARK IMPROVEMENTS

Phase 2 | \$ | Capital Improvement

Hope Park is a 1 acre passive park located at Indiana and A Streets across from the proposed redevelopment of the Impact Services Building. It is currently in fair to poor condition with little use from the neighborhood. The park is often used as a look-out post for the nearby drug trade, causing residents to feel uncomfortable using the space. The only active use for the park is a gated community garden on the north side that is run by a park friends group.

Improvements to Hope Park could include more active play areas, temporary activity installations/ park events, and an expansion of the community garden on the north side of the park. All planning for and improvements to the park should be coordinated with the existing park friends group to facilitate neighborhood buy-in to the project and to ensure that the improvements will help to alleviate the security concerns posed by the drug trade. Improvements could also capitalize on the proposed conversion of the Impact Services Building to senior housing and health services. This development will bring hundreds of new

residents and street activity to the area around the park and many potential users of its facilities. Design standards for the park should be similar to those used at the nearby Fairhill Square park, and include lighting, signage, benches, and public art.



Current conditions at Hope Park

REED PLAYGROUND IMPROVEMENTS

Phase 2 | \$ | Capital Improvement

- Replace the existing play equipment and perimeter fence
- Install new ground surfaces
- Incorporate more vegetative materials
- Expand seating areas

Reed Playground is a small active play park at Ontario, Dillman, and Philip Streets. The playground is enclosed by a metal chain-link fence and has a basketball court, a small seating area, and two tot lots, all of which is paved. Conditions throughout the playground are poor, with uneven sidewalks and asphalt, old equipment, a lack of greenery and inadequate seating areas.

Improvements to the playground could include new play equipment, new ground surfaces (including more softscape and vegetative materials), an attractive fence, street trees around the perimeter, and expanded seating areas.



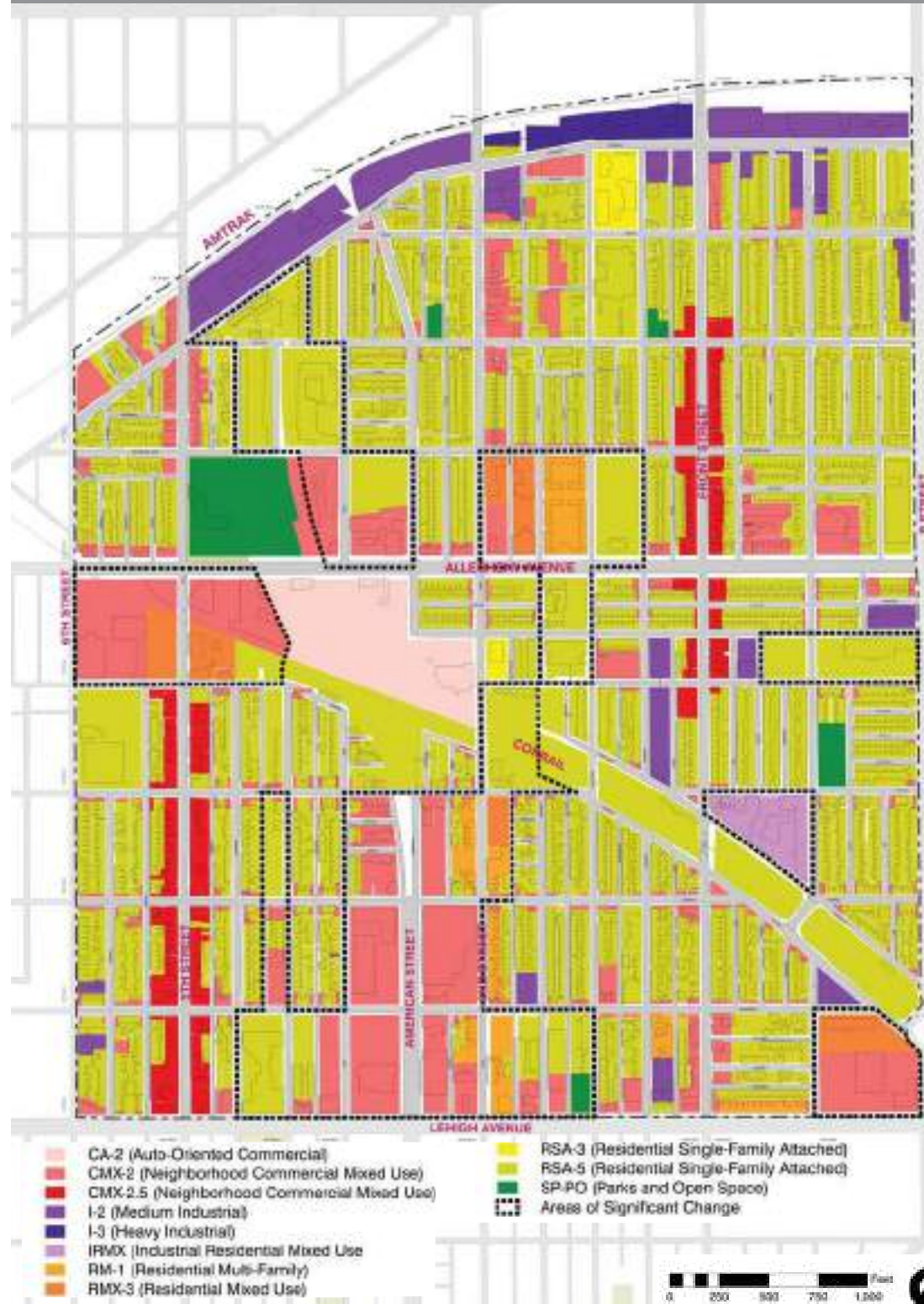
Current conditions at Reed Playground

7 Zoning/Remapping

The 2005 HACE Neighborhood Plan identified outdated zoning as a major issue in the neighborhood, and a significant impediment to new quality development. No significant zoning remapping of the neighborhood has been completed since completion of the last plan 10 years ago. Zoning within the HACE neighborhood does not reflect either existing or desired land uses, or the likely market for future development. For 59% of parcels within the HACE neighborhood, zoning does not reflect land use. Zoning reflects current land use on only 8% of parcels in the neighborhood. The current zoning map reflects the original development pattern of the neighborhood, which consisted of blocks of small rowhouses that accommodated the workers in nearby large multi-story factory buildings served by railroad spurs. Most of the former facility buildings have been abandoned, demolished or converted to residential use.

Thirty percent (30%) of the land within the HACE Target Area is still zoned industrial while only 6% is in industrial use. Industrial zoned land is located along the arterial streets, Allegheny Avenue and Lehigh Avenue, and along the railroad corridors; the Conrail line that bisects the HACE neighborhood, the Amtrak corridor, and the abandoned rail lines of the former Reading Railroad on American Street, and the Fairhill Branch east of "B" Street. Most of the industrial zoned land is zoned I-2, Medium Industrial, which permits a wide range of general industrial uses, trucking and transportation terminals, storage, and warehousing. It does not permit general commercial or retail uses or residential uses. Some former industrially zoned parcels have been rezoned for specific new development projects. For instance, the former I-2 zoned parcel on the south side of Allegheny at American Street has recently been rezoned CA-2, auto-oriented commercial, to reflect its proposed new use as the Plaza Allegheny Shopping Center. More typically, other I-2 parcels have received zoning variances to accommodate specific developments, such as the Lawrence Court housing development, and Villa Del Caribe housing sites. The I-2 zoning is inconsistent with these uses. Many former industrial parcels, still zoned industrial, have been redeveloped for a variety of uses, including retail facilities, housing, and educational uses, but the underlying zoning has not been updated. All have

MAP 28: Proposed Zoning



7 Zoning

required a zoning variance and Zoning Board of Adjustment approval, to permit construction, which significantly increases the time and cost for obtaining approvals. Most of the parcels currently zoned I-2 industrial should be rezoned; to CMX-2, on major arterial streets such as Allegheny, and Lehigh, and to RM-1, multi-family residential or to RSA-5, single-family rowhouse residential, on other sites.

Fifty-two percent (52%) of the land within the HACE neighborhood is zoned residential. Almost all the residentially zoned land is zoned RM1, multi-family residential, which permits multi-family buildings on rowhouse lots, up to 38' in height. However, the RM1 zoning typically does not reflect existing land use. Most of the residential development in the neighborhood consists of small narrow frontage, 2-story attached single-family houses on narrow lots, which are still in single-family use, and unsuited for conversion to multi-family use. Most of the parcels currently zoned RM1 should be rezoned to RSA5, single-family attached, except for parcels with larger rowhomes fronting arterial streets such as Lehigh, Allegheny and Front Street.

Fourteen percent (14%) of the land in the neighborhood is zoned commercial, predominantly CMX-2, a zoning category that typically reflects the neighborhood commercial current land use. Thirteen percent (13%) of the land within the HACE Target Area is in commercial use. The CMX-2 zone permits a variety of commercial and retail uses. The Front Street and 5th Street neighborhood commercial corridors are typically zoned CMX-2 as are several parcels fronting Lehigh and Allegheny Avenue. While CMX-2 is appropriate for many

of the neighborhood's commercial uses, the Front Street and 5th Street corridors should be rezoned to CMX-2.5, Neighborhood Commercial. This zoning designation is intended to promote active, pedestrian-friendly retail and service uses, and the development standards of this zone are intended to encourage a pedestrian-oriented environment. In addition, there are many corner parcels on residential blocks that are also zoned CMX-2 reflecting their former role as neighborhood convenience corner stores. While many of these corner stores are in operation, many others are vacant, or are vacant lots where buildings have been demolished. Many of these CMX-2 zoned former corner store parcels should be rezoned to match the abutting residential zoning classification on the block.

Of the parks and playgrounds within the HACE neighborhood, only the Ramonita Negrón Rivera Recreation Center parcel is actively zoned SP-PO, public open space. Other parks and playgrounds are currently zoned I-2, industrial, or RM1, multi-family residential. Parks and playgrounds within the HACE neighborhood should be rezoned SP-PO to reflect their actual use.

The map on the previous page shows existing zoning, and proposed new zoning. The proposed zoning map should be refined through a public engagement process managed by the City Planning Commission. HACE should request that the Planning Commission initiate a public outreach zoning remapping process for the entire HACE target area, to be completed over the next 12 months to provide a sound base to guide new development activities, and support new investment.

THE
GOOD
LANDS

IMPLEMENTATION



Implementation

Priority Projects

Due to the wide range of recommendations included in The Good Lands 2025 Neighborhood Plan, many of which will require several phases of development, variety of stakeholders and partners for implementation, and many years to complete, the Project Team developed three sets of Priority Projects: Capital Projects, Neighborhood Infrastructure Projects to be carried out by the City, and programs. These Priority Projects should be a focus for implementation during the next 10 years, and it is expected that they can be completed during that time-frame.

Implementation of the priority projects will take place over three phases:

- Phase 1** (0-2 years)
- Phase 2** (3-6 years)
- Phase 3** (7-10 years)

CAPITAL PROJECTS

- Casa Indiana Senior Housing
- A and Lippincott Street Homeownership Development
- Scattered Sites Homeownership Rehabilitation
- 2739 N. 5th Street Mixed Use
- 5th and Clearfield Mixed Use
- 5th Street Retail Strategy
- Front Street Retail Strategy
- Conrail Land Improvements
- Impact Building Redevelopment
- Fairhill Community School Development

NEIGHBORHOOD INFRASTRUCTURE PROJECTS

- Zoning Remapping
- American Street Green Median
- Median from Lehigh to Conrail Land
- 2nd Street Streetscape Improvements
- American Street Extension Feasibility Study
- Hope Park Improvements
- Reed Playground Improvements
- Include Allegheny Avenue in the Front Street Retail Corridor Designation

PROGRAMS

- Livability Academy
- Network of Care Senior Program
- After School Programs for Children
- Education Resources for Parents, including ESL
- Substance Abuse/ Addiction Control and Prevention
- Supportive Housing for the Homeless



PROJECT SEQUENCING

In order to maximize HACE's ability to complete the proposed developments, the order of the physical priority projects was determined by funding availability and site control. Projects such as Casa Indiana, for which HACE has site control, schematic drawings are completed, and a funding application is pending, is a top priority project in Phase 1. Design work and acquisition have also already begun on the N. 5th Street Mixed Use development site, as well as design work for the rehabilitation of Leigh Park I and II, which makes these other early action items.

Non-development early action items will help lay the groundwork for future improvements and include the establishment of a Liveability Academy and Neighborhood Leadership Team to better engage residents around the Conrail line and the organization of a Front Street Merchants' Association.

Later phases of the implementation plan will focus on those sites more difficult to acquire and requiring multiple partnerships for completion. Design work, site acquisition, and construction will be distributed evenly over each phase, pending funding availability. Projects and programs in each phase will build off of the successes and steps taken from previous phases. For the scattered site homeownership rehabilitations, it is assumed that the amount of rehabilitations done in each phase will increase over time as HACE's capacity in this area increases.

Implementation Challenges

Bricks and mortar development projects are subject to delays resulting from land acquisition and assembling of land for development, the inconsistency in available public funding due

to budget cuts at all levels of government and the lack of support for pre-development costs provided by intermediaries. HACE and its partners will need to overcome these obstacles through advocacy for the improved operations of the Land Bank; advocacy for increased funding into the Housing Trust Fund; and diversify funding sources to support pre-development activities.

Residents may also be apprehensive to work in conjunction with community organizations and City's agencies, as they often have anxiety related to loss of benefits, increased gentrification, and mistrust between citizens and government agencies. The Plan's comprehensive approach to implementation with support from residents of the plan area will continue to adapt to obstacles and needs as they develop. HACE's NAC Program is one of the major ways that HACE engages with residents in the community. Through the NAC Program, HACE holds monthly community meetings, host multiple active subcommittees, and engages in various projects and activities for the benefit of residents. The greatest benefit of the NAC Program is that residents are elected by their peers to represent the interests of the community in the NAC Board. The NAC is a platform by which residents can affect physical and social change through community meetings, zoning hearings, event planning, outreach, and advocacy.

In providing a comprehensive set of services for children, families and seniors there may be challenges to assembling partners and get them to work together. HACE should identify stakeholders whose missions align with the organization and cultivate these relationships to address and leverage services for children, families, and seniors. These partnerships can benefit from identifying and applying for resources as a collaborative to implement some of the initiatives listed in the plan.

Implementation Partners

The Good Lands 2025 Neighborhood Plan relies for its success on linkages and strategic partnerships between HACE, neighborhood residents, community based organizations, a series of neighborhood institutions, local businesses, and public agencies. HACE has a close, decades-long partnership with the Department of Commerce, the Managing Directors Office, City Planning Commission, Parks and Recreation, Mural Arts, 25th and 26th Police Districts which are key to the successful implementation of the Neighborhood Plan.

As with HACE's last 10-year plan, HACE should establish a Pan Steering Committee composed of stakeholders that contributed to the development of the plan and engage others that were not part of the planning process, to work on specific agenda items in the Neighborhood Plan. These partnerships are instrumental for the creation of a Livability Academy to build leadership and civic engagement so that residents become stewards of the community and tackle issues of safety, sanitation, early childhood education, youth and senior engagement and the formation of a Network of Care (NOC) Advisory Committee to direct and inform a Supportive Services Program enabling neighborhood seniors to age independently and safely in their own homes.

Priority Projects: Phase 1 (0-2 years)

Action	Responsibility/Partnerships	Funding
Casa Indiana Construction Documents & Construction	HACE	LIHTC Tax Credits
A and Lippincott Street Feasibility Study	HACE	
2739 N. 5th Street Mixed Use site acquisition	HACE	Current Staff Time
2739 N. 5th Street Mixed Use Construction Documents and PHFA Funding Application	HACE	PHFA Tax Credits, OHCD, PHA
5th and Clearfield Mixed Use housing and commercial market assessments	HACE	Current Staff time
Complete an inventory of properties located on 5th Street. Identify existing properties suitable for new businesses, particularly a restaurant.	HACE	Current Staff Time
Brainstorm joint promotions with Taller, HACE, and restaurants/shops on 5th Street.	HACE, Taller Puertorriqueño, 5th Street Merchants	Current Staff Time
Complete an inventory of all properties on the Front Street Commercial Corridor	HACE	Current Staff time
Organize a Front Street Merchants' Association with monthly meetings	HACE, Front Street Merchants	Current Staff Time
Recruit new businesses to Front Street that strengthen its status as neighborhood-serving retail corridor.	HACE, Front Street Merchants	
Establish a Neighborhood Leadership Team (NLT) for the Conrail corridor	HACE, Gurney Street Coalition, Conrail	Current Staff time
Preservation of Lehigh Park I and II: Design and Rehabilitation	HACE	LIHTC

Priority Projects: Phase 1 (0-2 years)

Action	Responsibility/Partnerships	Funding
Run an annual Safety Audit throughout the neighborhood	Conrail NLT, HACE, Police Department	Current Staff Time
Establish a Livability Academy	HACE	Private Foundations
Schematic Design for Conrail corridor physical improvements	HACE, Gurney Street Coalition, Conrail	Conrail, Streets Department
Impact Services and HACE Programming Strategy and Feasibility Study for the Impact Services Building Redevelopment	HACE, Impact Services, Mercy Life	
Designate proposed Fairhill High School as a Community School	HACE, Philadelphia School District, Temple University	School District of Philadelphia
Fairhill High School Schematic Design	HACE, Philadelphia School District, Temple University	School District of Philadelphia
Recommend zoning remapping	HACE, PCPC, City Council	PCPC
Work with PCPC to include funds for Capital Improvements in the City of Philadelphia Capital Improvements Program	PCPC, HACE	Current Staff Time
Expand Senior Services	HACE, Mercy Life, Taller Puertorriqueño, Congreso, Lighthouse, Impact Services	Pew Foundation

Priority Projects: Phase 2 (3-6 years)

Action	Responsibility/Partnerships	Funding
A and Lippincott Street Construction Documents & Construction	HACE	OHCD, Habitat for Humanity
2739 N. 5th Street Mixed Use Construction	HACE	PHFA Tax Credits, OHCD, PHA
5th and Clearfield Mixed Use Schematic Design and PHFA Funding Application	HACE	PHFA Tax Credits
Scattered Sites Homeownership Rehabilitation (25 units)	HACE, Habitat for Humanity, PHA	Habitat for Humanity, OHCD, Federal Home Loan Bank
Consider applying for Main Street designation for Front Street Corridor	HACE	Current Staff Time
Assist current Front Street retailers to make modest business improvements (e.g. physical repairs and/or operational enhancements).	HACE, Front Street Merchant Association	\$2,000/property
Run annual Safety Audits throughout the neighborhood	Conrail NLT, HACE, Police Department	HACE Operating Budget
Construction Documents for Conrail buffer areas	HACE, Gurney Street Coalition, Conrail	Streets Department, Conrail
Provide temporary shelter housing and drug treatment options for users of shooting gallery	HACE, Gurney Street Coalition	Project Home
Dismantle Drug Shooting Gallery at 2nd Street and Conrail line and clean the area	Police Department, HACE, Conrail, Gurney Street Coalition	Police Department
Install lighting, landscaping, and fencing in the Conrail buffer areas	Police Department, HACE, Conrail, Gurney Street Coalition	Streets Department, Conrail
Impact Building Schematic Design	HACE, Impact Services, Mercy Life	
Fairhill High School Construction Documents	HACE, Philadelphia School District, Temple University	School District of Philadelphia
Fairhill High School Construction	HACE, Philadelphia School District, Temple University	School District of Philadelphia
Identify State and Federal funding sources to complement the City Capital Budget for Capital Improvements	PCPC, Streets Department, Commerce Department, HACE	Current Staff Time
Develop feasibility and construction documents for Capital Projects	Streets Department, Commerce Department, HACE	Current Staff Time

Priority Projects: Phase 3 (7-10 years)

Action	Responsibility/Partnerships	Funding
Scattered Sites Homeownership Rehabilitation (50 units)	HACE, Habitat for Humanity, PHA	Habitat for Humanity, OHCD, Federal Home Loan Bank
5th and Clearfield Mixed Use Construction Documents & Construction	HACE	PHFA Tax Credits
Schematic Design of Linear Parking Lots/Community Gardens along the Conrail Line	HACE	Streets Department, Conrail
Construction Documents and Construction of Linear Parking Lots/Community Gardens along the Conrail Line	HACE, Gurney Street Coalition, Conrail	Streets Department, Conrail
Run annual Safety Audits throughout the neighborhood	Conrail NLT, HACE, Police Department	
Impact Building Construction Documents	HACE, Impact Services, Mercy Life	PHFA and LIHTC Tax Credits
Impact Building Construction	HACE, Impact Services, Mercy Life	PHFA and LIHTC Tax Credits
Construct Priority Capital Projects	Streets Department, Commerce Department, HACE	Capital Budget, State/Federal Funds

Other Projects

Those projects not designated as Priority Projects will take longer to complete than the 10 year implementation window of the Plan. It is expected that HACE will be laying the groundwork for future implementation of those projects during the next 10 years. The actions recommended for initial implementation are laid out on the following pages and organized by recommendation category (corridor improvements, housing, etc.)

HOUSING DEVELOPMENT

Action	Time-frame
Lawrence Court II Homeownership Feasibility Study	Phase 2
Lawrence Court II Homeownership Site Acquisition	Phase 2
Front and Westmoreland Streets Mixed Use Feasibility Study	Phase 2
Front and Westmoreland Streets Mixed Use Site Acquisition	Phase 3
4th and Cambria Streets Homeownership Feasibility Study	Phase 2
4th and Cambria Streets Homeownership Site Acquisition	Phase 3
Somerset Villas Block Redevelopment Site Acquisition	Phase 3
American Street Extension Housing	Post-Phase 3
2nd and Tusculum Streets Housing	Post-Phase 3
2nd and Somerset Streets Housing	Post-Phase 3

CONRAIL LAND

Action	Time-frame
Gurney Street Shipping Container Market	Post-Phase 3
Conrail Street Hubs/Green Spaces	Post-Phase 3

CHILDREN AND FAMILIES

HACE will partner with other major social service providers that serve the neighborhood to address many of the identified gaps in social services.

Action	Time-frame
Provide crossing guards for all neighborhood schools	Phase 2
Incorporate vocational offerings into the school curriculum that involve neighborhood businesses for training programs/internships	Phase 3
Increase capacity at existing after-school and youth-tutoring programs to allow additional enrollment	Phase 2
Partner with Mural Arts to implement programs for arts, music, and dance	Phase 2
Provide additional ESL classes for parents and children	Phase 2
Provide a computer lab that families can easily access	Phase 3
Increase programming for teens and young adults	Phase 3
Provide parent training classes in childcare (prenatal/infancy, early intervention for disabilities, and homework help	Phase 3
Discuss preventative health care concerns for diabetes, HIV/AIDS, heart health, and breast health with residents	Phase 2
Expand sexual health education for students	Phase 3

Neighborhood Indicators

In order to determine the success of The Good Lands 2025 Neighborhood Plan and test how well the recommendations are working, a series of neighborhood indicators were developed for the HACE neighborhood. These neighborhood indicators show a snapshot of the community in its current state and include the following categories:

- Household Poverty
- Median Household Income
- Unemployment
- Jobs in the Area
- Crime Rate
- School Quality
- Educational Attainment
- Owner Occupancy Rate
- Home Sales Prices
- Number and type of active industrial sites
- Square Footage of Retail

The chart below shows the current baseline values of the neighborhood indicators. These values should be calculated again at the 5 and 10-year marks of the Plan and compared with their original values.

NEIGHBORHOOD INDICATOR	BASELINE VALUE
% Households in Poverty	57%
Median Household Income	\$15,000
Unemployment Rate	15.1%
Jobs in the Area	2,652
Violent Crime Rate (per 1,000 residents)	1.7
Average School Progress Report Rating	14.7%
% Residents without a High School Diploma	47%
% Housing with Owner Occupants	43%
Average House Sales Price	\$33,900
Number of Active Industrial Sites	30
Square Footage of Retail	382,500



APPENDIX A:

Crime and Safety Report



HACE 2025 NEIGHBORHOOD PLAN

CRIME AND SAFETY REPORT

For:

**Hispanic Association of Contractors and Enterprises (HACE)
Philadelphia, PA**

Submitted by:

**Gregory Saville, Principal Investigator
Mateja Mihinjac, Research Analyst
AlterNation Consulting LLC
Arvada, CO.
www.alternation.ca**

April 4, 2016

HACE 2025 NEIGHBORHOOD PLAN

CRIME AND SAFETY REPORT

This crime and safety report is commissioned by the Hispanic Association of Contractors and Enterprises (HACE) in Philadelphia to supplement their 2015 Neighborhood Plan. The 2015 plan follows prior 10-year plans from 1995 and 2004 that addressed redevelopment and improvement in the neighborhood. Most of the goals from the last plan were completed by the time the current plan was launched.

As described elsewhere in the report, the entire neighborhood comprises two smaller neighborhoods, the Fairhill and St. Hugh neighborhoods, predominantly an Hispanic area with commercial corridors along 5th and Front Streets, residential areas with small rowhouse blocks, and a number of institutional land uses.

The boundaries of the area for this study encompass a $\frac{3}{4}$ mile area bounded by B Street and 6th Street on the east and west and the Amtrak rail line and Lehigh Avenue on the north and south. This larger neighborhood is bisected by Allegheny Avenue running east and west and diagonally transected by the Conrail railway line, which is the primary focus of this crime and safety study. However, since crime and disorder is not an isolated affair and is deeply integrated into the economic, social and urban fabric throughout the entire neighborhood, the Conrail railway property is but one factor among many influencing crime and safety.

Therefore, while some recommendations center on the urban landscape around the Conrail property, many others tie into the wider social, land use, and neighborhood planning issues that will impact the long-term sustainability of crime prevention and redevelopment in the years ahead.

Therefore this study employs a number of crime prevention

recommendations including 1st Generation CPTED – Crime Prevention Through Environmental Design (reducing the physical opportunity for crime with modifications to the built environment) – and 2nd Generation CPTED (reducing the social motives triggering those crime opportunities with urban land redevelopment and social programs). It ends with recommendations for neighborhood organization that employs SafeGrowth[®], an urban planning and neighborhood management system to sustain crime prevention in the long-term.

METHODOLOGY

The HACE project to assess neighborhood crime and safety conditions was a multi-tiered research program. Research activities included the following:

SURVEY DATA

- Local residents were interviewed on site during a street survey conducted by HACE staff prior to this project. The survey data was made available for this analysis.

SITE VISITS – PHOTO SURVEYS

- Site visits during both day and night were conducted on foot and in vehicles. Assessments included both 1st Generation and 2nd Generation crime prevention through environmental design (CPTED) features in the area.
- Photo surveys of various land uses and physical properties in the area.

PUBLIC MEETING

- Residents and service providers were also interviewed during public meetings in the neighborhood during the research. This included long-term residents, seniors, and service providers who work in the area

FOCUS GROUP WITH STAKEHOLDERS

- A stakeholder focus group was conducted in the neighborhood with a dozen members of the community including police, clergy, community leaders, social service providers, and others.

CRIME ANALYSIS, ABANDONED BUILDING DATA AND CRIME MAPPING

- Crime data was collected and assembled into time series analysis and geographical crime mapping of police records for periods of 10-year and 3-year increments.
- Abandoned building land use data was also compared to crime patterns to assess the extent of relationships.
- Crime mapping data included producing 90 crime maps displaying various geographical crime hotspot patterns of drug crime, property and violent crime. Also examined were coldspot patterns, areas where crime is less frequent within the neighborhood.

DESIGN CHARRETTE

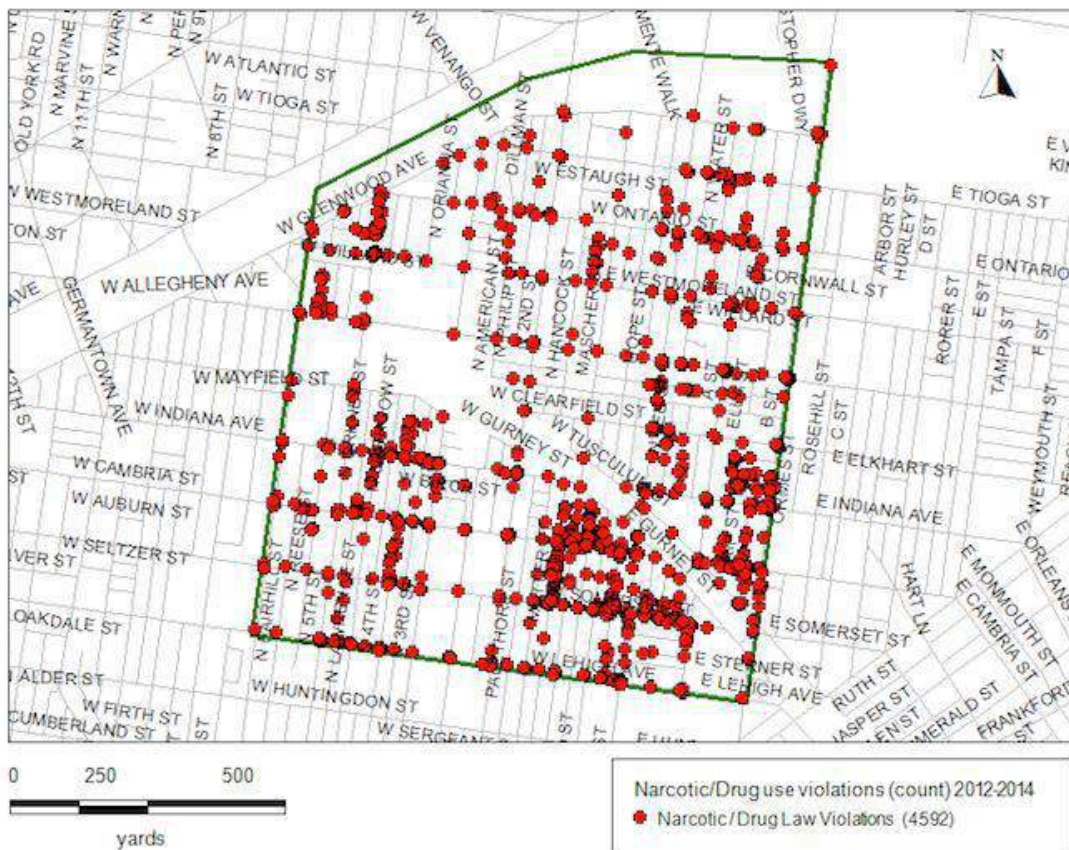
- After preliminary site visits, focus groups, and data analysis was completed, a few weeks later a second stage of research was instituted in the form of an urban design charrette. This is a tabletop exercise with detailed neighborhood maps and site renderings of land uses in the neighborhood during which local participants and stakeholders reviewed preliminary recommendations for change.
- The charrette occurred at the HACE office with two different groups and they considered new land uses, activities, street configurations, and crime areas.

FINDINGS

DRUG DEALING

Accounts during interviews, site visits, focus groups, survey responses, and public meetings confirm how parts of the neighborhood constitute among the worst open-air drug dealing markets on the east coast. This was of little surprise since the area has a long history of problems.

Narcotic/Drug use violations in HACE Area 2012 - 2014



Although drugs are a problem throughout the area, the pattern of open-air dealing is not uniform. The main open drug dealing area is the area including, and just south of, the Conrail property and East Gurney Street on the north, Somerset Street on the south, and slightly west of 2nd Street over to Front Street on the east. Site observations, crime maps, police interviews and resident/stakeholder comments confirmed that this area is *drug dealing central*, as far as open-air drug dealing is concerned.

Drug dealers control dozens of intersections and residents who live on the adjacent street homes must walk past them every day. In many cases the drug dealers reside in those same homes and support their families with income from illicit drug sales. Consequently an illicit, black market drug economy has emerged, with some parts of the neighborhood worse than

others. The worst location seems to be areas along the south side of the Conrail property.

ACCESS TO DRUG MARKETS

Discussions also covered the movement and direction of patrons of drug sales. One prevention strategy reviewed during discussions was the use of vehicular access controls, such as Jersey barriers, to block off selected streets and control the flow of vehicular traffic. This might make access to drug sales areas more difficult. However, although this has had some success in other communities, the level and extent of open-air drug sales in this area was far higher than elsewhere.

Police officers and residents of the area contended that vehicle patrons were a minority of drug purchasers. Most drug purchasers walked to the area from the nearby public transit rail station which negates the possible deterrence value of roadway barriers.

At the time of this research there was no independent research to verify the extent to which walking versus driving patrons use the area, however visual inspection during site visits suggested drug users who walked or lived in the area were the majority.

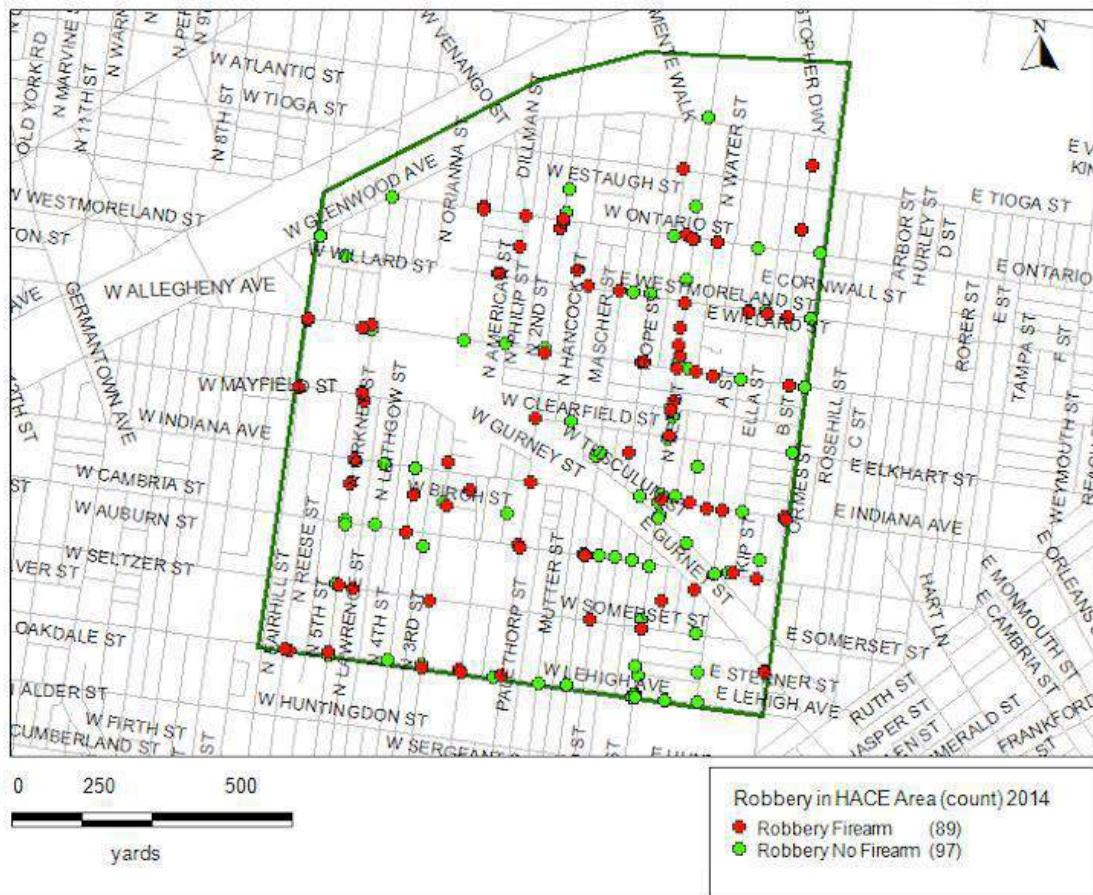
CRIME PATTERNS

Crime was prevalent in the neighborhood and had been so for years. Both Part 1 and Part 2 crime categories were analyzed and mapped for a number of years. Data were collected through the City of Philadelphia Open Data website. (<https://www.opendataphilly.org/dataset/crime-incidents>)

The quantity of incidents was so high that immediate patterns were difficult to identify. Computerized crime mapping uses geographic information systems and those systems do not currently locate crime incidents at exact locations but rather in the center of zone coordinates or along major streets. At the smaller scales, this is not useful. Sometimes patterns may reflect actual street robberies, sometimes not. For example, crime incidents seem to

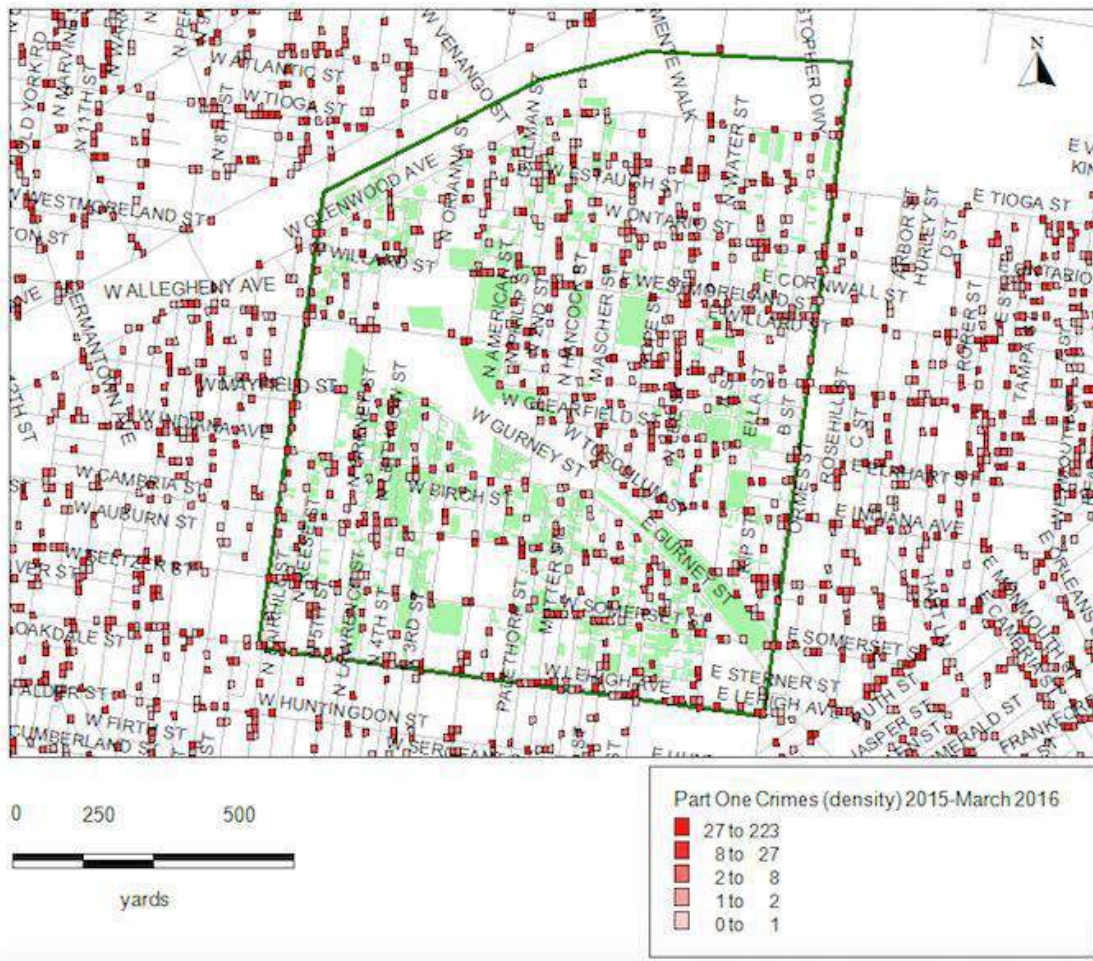
cluster along major roadways, such as a pattern showing a string of armed robberies along Front Street in 2014. Police indicated that one individual was arrested responsible for many of those incidents.

Robbery in HACE Area 2014



However, since crime is so prevalent in the neighborhood (even though overall incidents seem to be in gradual decline), those patterns vanish when displaying total serious offences (Part 1).

Part One Crimes in HACE and Surrounding Area 2015 - March 2016
(property vacancy map)



No area is completely vacant of crime incidents, however some areas suffer fewer crime reports such as the northeast sector of the neighborhood or the area near the Rivera Recreation Center. Some suggested that was due to fewer people reporting to police, but there is no evidence that non-reports are higher or lower in these parts of the neighborhood compared to others.

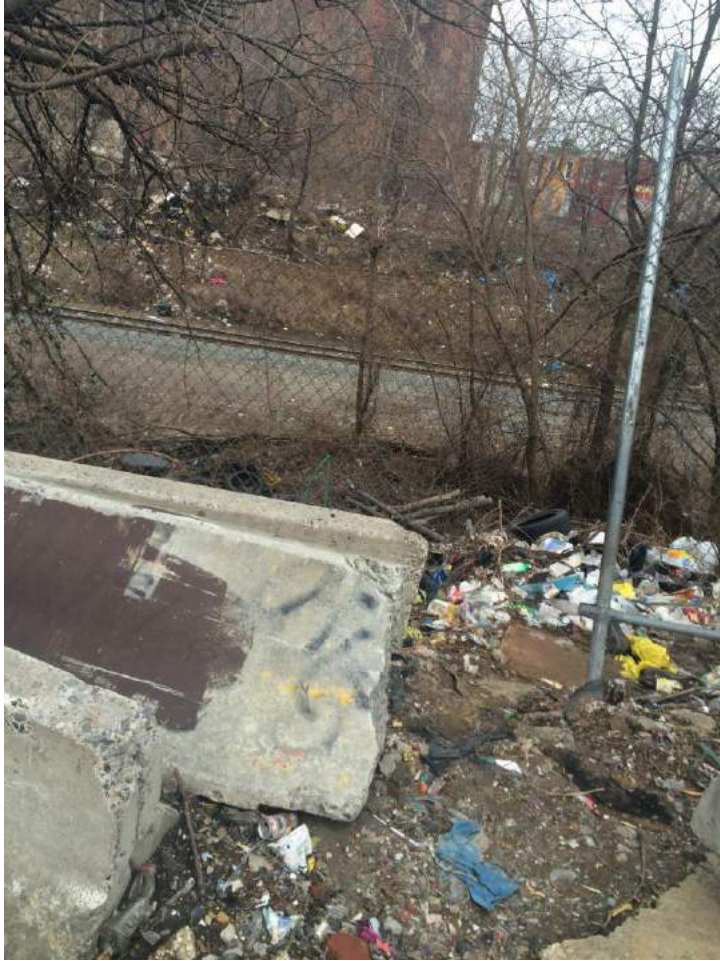
Instead, there were anecdotal accounts from residents that suggested community members in these areas took pride in their neighborhood and were more active in promoting safety and other community events. These areas of the neighborhood may be ideal locations to solicit participation in future programming. This form of community cohesion emerged a number

of times in this research and it represents a major crime prevention strategy of possible value.

A desire for community cohesion also arose during the street survey conducted by HACE. Many long-term respondents described positive feelings about their neighborhood. They said they might not recommend their neighborhood for young children, but they themselves had strong positive feelings about living on their street. These respondents did not live, however, in the main open-air drug hotspot near Gurney Street since few people there provided any responses to survey questions. That part of the neighborhood is the area in need of most help.

STREET CONDITIONS

The entire area is blighted with poor street conditions, open-air drug dealing, and crime hotspots. Lighting is substandard, or absent, in many areas and sidewalk conditions are in disrepair. Walking in the area is hazardous not only due to crime, but also due to sidewalk damage, street potholes, and discarded heroin needles in grass and other areas.



Jersey barriers along roadways and Conrail property

LITTER and GRAFFITI

This is a persistent problem in the entire area, however it is worse along the Conrail buffer areas (described below). Litter and graffiti, along with general blight is worse where there are undefined, or no-man's land areas, such as property adjacent to roadways near abandoned properties and unclaimed territories. This is a central tenet of CPTED theory, that poor territorial control of a particular area makes it desirable for criminal behavior.

This is an acute problem in buffer areas along the Conrail property, especially on the south side.



Conrail buffer areas, litter and garbage



Multi-family residences and abandoned properties



Blight conditions on the Conrail property

ABANDONED BUILDINGS

There are hundreds of abandoned buildings and vacant properties throughout the neighborhood. The homeless and drug addicted have invaded many of those properties, making it difficult to determine exact numbers of homeless and drug addicted in the area. Attempts were made to solicit results from agencies that collect data on homelessness, however they did not provide any specific information.

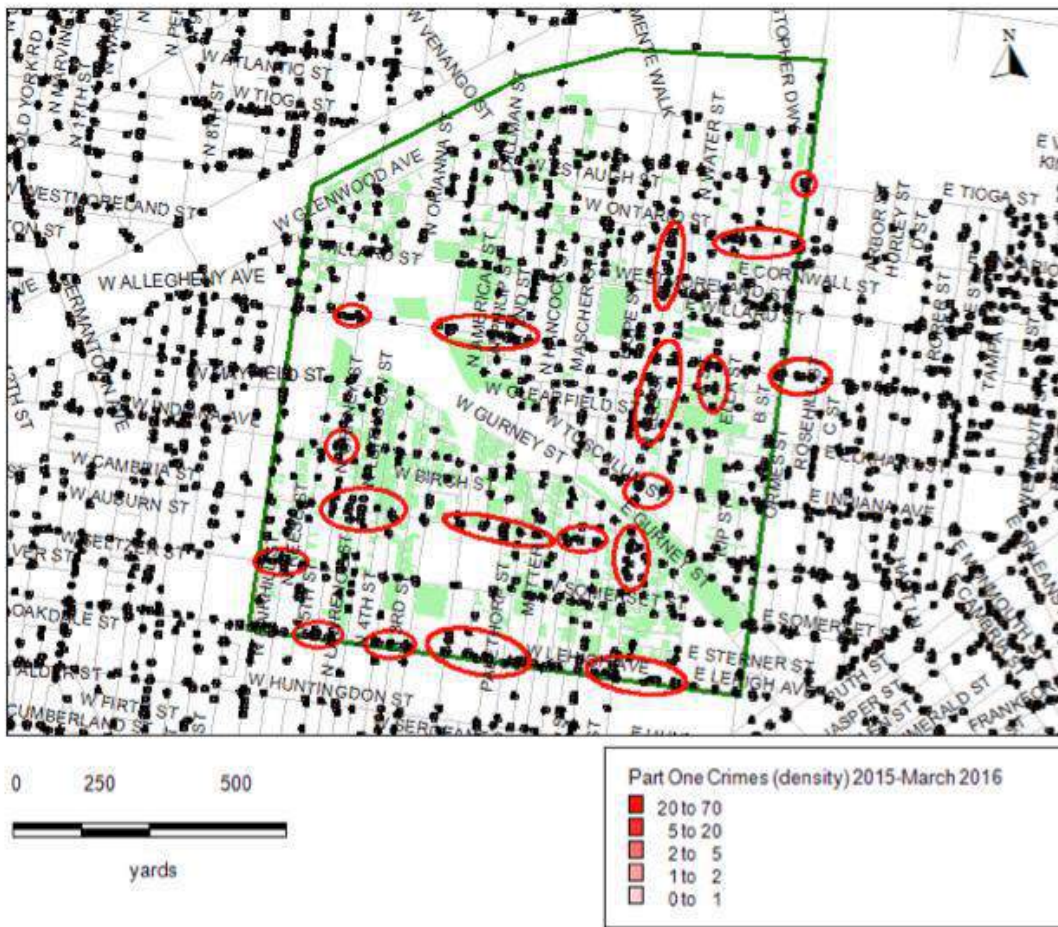


Housing stock is abandoned and in disrepair

A preliminary comparison of the relationship between abandoned buildings and crime did not reveal definite crime patterns. There were entire blocks of abandoned buildings where crime reports were low. This may be because drug use is occurring within homes out of sight of the public. Crime opportunity theory suggests another reason for lower crime reports – there are fewer items to steal, damage, or break into along streets with abandoned homes. But this is an insufficient explanation since it says little about drug use and crimes of violence that are the main concerns in the neighborhood.

Another explanation for low correlations between abandoned homes and crime is a weak measuring instrument – in this case missing data from the non-reports of crime in areas where few legitimate property owners actually reside. Crime reports emerge where police find crimes in progress or where residents call for help. Where abandoned buildings cluster there are fewer people who want to call police. Thus, while crime maps are an integral part of analysis, fewer crime reports mean crime maps do not reflect the full reality on the street.

Part One Crimes Hotspots 2015 - March 2016
(property vacancy map)



Vacant properties (in green) and serious crime (Part One Crime).

REHABILITATING ABANDONED PROPERTIES

Efforts are underway to rehabilitate both abandoned homes and vacant properties. This is a long-term and gradual process and care must be taken to ensure adequate facilities, and temporary shelters, are made available for squatters in the buildings. A redevelopment plan should avoid the 1960s urban renewal practices across the country where whole neighborhoods were bulldozed into the ground and disadvantaged residents simply displaced to other neighborhoods.

This plan proposes a very different approach where targeted investments, rebuilding and redevelopment includes neighbors and creates new facilities and opportunities within the neighborhood. This process has already started under the previous long-term plan and the area is already experiencing a gradual decline in crime rates.

POLICE EFFORTS TO RESOLVE CRIME

Efforts by police to eradicate the problem in the past have been successful only for short periods of time. This is because social and drug problems in the area stem from roots far deeper than can be resolved by the simple enforcement of laws. Similarly, efforts to cut crime opportunities, such as limiting access to the area by traffic barriers or instituting targeted enforcement tactics, also do not address the long-term nature of intractable drug and violent crimes in the neighborhood.

Even though law enforcement is one important police role, clearly this is not strictly a police problem. Police recounted assorted enforcement and problem-solving projects they conducted over the past decade, only to end up with limited resources to sustain those efforts in the long run. As a result, police were active participants and partners in this analysis at every stage. They described their capacity to respond and their deployment strategies to keep the area as safe as possible. They also acknowledged the value of a long-term planning and development plan to coordinate efforts of multiple agencies.

COMMUNITY DEVELOPMENT

The most likely effective response to these problems is to establish a comprehensive community development plan with targeted long-term investments. This will include both immediate tactics and long-term strategies combined together for maximum effect. That is the goal of this HACE plan and the recommendations that follow.

Numerous projects by HACE and other neighborhood groups already suggest that this comprehensive community-development approach have already begun to positively transform the area. Even though drug dealing and crime persists, statistics reveal a gradual improvement and reduction of

crime in the area. Some projects have been very successful and there is momentum to expand community development in future years.

There are a number of area redevelopment recommendations and strategies that will help launch additional community development. They generally fall into three categories of activities:

- Design strategies for crime prevention
- Temporary repurposing facilities to address displacement of homeless and drug addicts
- Long term redevelopment of land uses, facilities, and properties to enhance community cohesion, safety, and livability

They include short-term prevention and enforcement tactics, but only in conjunction with the establishment of longer-term physical and managerial changes. The best way to coordinate these plans is to reaffirm the role of a permanent neighborhood redevelopment team, such as the role of HACE, and to bring together all the relevant stakeholders into monthly planning, development and problem-solving sessions.

Such sessions were conducted during this research, such as the design charrette and the stakeholder focus group. Data was provided to these groups in the form of crime statistics and maps, interview and survey information, and on-going street activities. The groups, which included community workers, HACE representatives, residents, police officers, clergy and others, then began formulating ideas to respond to issues in the neighborhood. Participants in these sessions were enthusiastic and positive about the chance to collaborate with different agencies and groups with whom they didn't normally interact.

Ideas included:

- creating plans for a new street market,
- suggesting possible enforcement and crime prevention needs for police consideration,
- programs to beautify and activate trouble spots,
- land uses and discussions about future developments.

Other results from these sessions are included into the recommendations that follow. Obviously this was a productive process with potential to

significantly advance community development in the neighborhood. Therefore, the first recommendations involve the establishment of a permanent, multi-agency redevelopment and planning group, the Neighborhood Leadership Team, to continue planning and problem-solving.

RECOMMENDATIONS

SAFEGROWTH[®] PROGRAM

The first set of recommendations is establishing a SafeGrowth[®] program. This is a neighborhood organizing method first proposed to coordinate community-based crime and safety planning (Saville and Mangat, 2008; Saville, 2009; 2009). It includes setting up neighborhood leadership teams (NLTs) with representatives from local police, community groups, business owners, and others from the neighborhood. It also includes developing a long-term plan for neighborhood development with yearly goals and objectives and monthly problem-solving meetings.

1ST GENERATION CPTED

The next set of recommendations involves 1st Generation CPTED, removing physical opportunities for crime with physical modifications. The crime prevention literature has many examples of success showing how physical opportunity reduction can begin the process of reducing crime (Cozens, Saville, and Hillier, 2005).

2ND GENERATION CPTED

However, CPTED physical modifications must be accompanied with other more comprehensive, social and community development strategies to ensure sustainability. These are known as 2nd Generation CPTED and here they include a wide array of community development tactics such as targeted investment, rehabilitating land uses and vacant properties, repurposing buildings and abandoned buildings.

PHASE 1

1.1 ESTABLISH NEIGHBORHOOD LEAERSHIP TEAMS

Over the past year members of HACE, the Philadelphia police, and others from the community were trained in both SafeGrowth and CPTED. Consequently they possess the basic problem-solving skills to begin to establish a collaborative Neighborhood Leadership Team and begin formulating problem-solving projects that align with this Neighborhood Plan.

Police often recognize the monthly SafeGrowth problem-solving meetings as a form of the Compstat crime mapping meetings conducted weekly at many police organizations. In this case the SafeGrowth meetings also include crime maps, but they also involve much more detailed land use, social and commercial activities, recreational and social programming, as well as crime prevention.

Monthly meetings, along with specific tasks by all the partners on the team – police, community representatives, business owners, and so forth – comprise the activities of the NLT. As each year ends new members (from the Livability Academy) may wish to join and replace other members, thereby ensuring new perspectives and a democratic process of membership.

1.2 DESIGN GUIDELINES AND SAFETY AUDITS

In addition to problem-solving projects related to the Neighborhood Plan, the NLTs may also be tasked with two other activities. First, they can adopt neighborhood CPTED design guidelines and, by soliciting the assistance of a local planner or architect, review new development proposals and construction projects in the neighborhood. They can establish a direct liaison with the Philadelphia planning department so local guidelines align with city requirements.

The second task the NLT can achieve is to run annual community Safety Audit walks all throughout the neighborhood. Safety Audits are a community walkabout in the streets of their community where a facilitator provides instruction and a safety checklist.

Residents then survey their streets and record safety issues such as lighting, blight, graffiti, and other crime or safety issues. They also come up with suggestions to improve their streets. Because they are involved in “taking back their streets”, and they are doing it as a group, the safety audits provide

more than data on fears for the NLT. They also help to build cohesion among residents.

1.3 ESTABLISH A LIVABILITY ACADEMY

SafeGrowth also creates a community-based Livability Academy, with volunteer and free classes on problem-solving, financial intelligence, conflict resolution, community organizing, running meetings, crime prevention, and other topics relevant to civic livability. Community members are invited to attend one evening a week, for free, for a few months. Academy graduates can then apply to attend monthly meetings and participate in community problem-solving programs.

Obviously the SafeGrowth planning model is ideal in this neighborhood since many of those strategies are already established by HACE. However, the Livability Academy will be a new addition. It may require resourcing for supplies, promotion, and other teaching equipment, and curricula development. However in the early phases HACE could provide those and host the Livability Academy at its offices.

Some of the suggestions by residents, focus group participants and other stakeholders revolved around better education services. The Livability Academy is an expedient way to begin providing some very basic adult education classes at no cost. It will signal to the community that something is being doing while other, more comprehensive, educational programs are brought into the neighborhood.

PHASE 2

2.1 CONRAIL LINE BUFFER AREAS

Along both the north and south sides of the Conrail Line there are buffer areas extending to the neighborhood streets. The extent of the Conrail property line varied in one location to another with city property representing the remainder. On many portions of the south buffer area, particularly along the north side of Guerney and Indiana Streets, this area is unsightly and in disrepair. Jersey barriers are spread haphazardly, trees are

overgrown, litter and trash in rampant including discarded drug needles, and the area is a “no-man’s land”.

The entire area, from the railway line up to Guerney and Indiana Streets in dire need of clean-up, trash removal, shrub removal and tree trimming to improve sightlines, landscaping, Jersey Barrier removal, and curb/sidewalk repairs. Tree trimming and shrub removal should allow clear sightlines for daytime and improved night street lighting for evening. High pole mounted LED lighting is preferable with shielding to avoid spillover into nearby residence windows (as described below).

2.2 LIGHTING GUIDELINES

This research did not include a detailed lighting survey throughout the neighborhood, however areas along the Conrail property were examined. However a general set of lighting guidelines for this area include the following:

2.2(1) Light levels. General lighting standards for streets and sidewalks are provided by both the Institute for Electrical and Electronics Engineers and the Illuminating Engineering Society Luminaire Classification System for Outdoor Luminaires. Recommended levels for residential and mixed-use areas generally fall in a .3 to .5 footcandle range. However many of the drug areas investigated for this research suggested that seldom were those levels achieved and where those levels were attained, they were too low and should be doubled.

Some participants in the workshops suggested that brighter streets will only permit drug dealers to see more clearly. However, that does not mean the area should remain dark, in fact the contrary. Better lighting will allow passing police patrols to see crime more clearly and take action, it will help residents see drug deals and then call police, and it will ensure if drug dealers want to deal out in the open along public sidewalks their risks will now increase.

2.2(2) Color rendition index. In a high crime area such as this it is important to avoid light sources that distort colors. In light

engineering this is known as the Color Rendition Index, or CRI. Light sources with high CRI include halide lights and LED lighting. In recent years LED technology has improved, leading to more cost savings to utility providers. Therefore this research recommends Halide lights or LED light sources with high CRI levels for street or sidewalk lighting.

2.2(3) Light fixtures. Where possible, use vandal-resistant, polycarbonate lens. Where specific fixtures continue to be damaged, for example by gunfire, it may be necessary to install ballistic shielding around the lights.

2.2(4) Light glare. Avoid lighting that creates strong shadows or glare. Light shielding may be needed in order to avoid light pollution and spillover into private residences.

2.2(5) Light placement. Walkways, sidewalks, parks, and parking lots all require separate light fixtures independent of regular streetlights. Avoiding spillover lighting into residences will require careful attention and light patterns should be evenly distributed along walkways and sidewalks.

2.2(6) Indirect and ambient lighting. Although indirect and ambient lighting (or decorative neon lighting) are not generally used for security lighting, they are an ideal way to highlight attractive architectural features and beautiful landscapes. For example, stores along a commercial street may possess unique colors or architectural features, such as attractive brick walls or murals. Indirect and ambient lighting will help to highlight those features thereby helping to beautify an area and bring legitimate walkers outside at night, particularly if there are positive nighttime destinations for them to enjoy (coffee shops, restaurants, the proposed street market).

In addition to those general guidelines, there were some specific areas in need of lighting:

2.3 CONRAIL SOUTH SIDE BUFFER ALONG GUERNEY STREET

The lighting was substandard along the south side of the Conrail property, especially along Guerne Street from A Street to Indiana Street.

Upgrading the lighting in this, and other, locations will require high mounted, and vandal resistant LED white lighting. Some participants at the workshops indicated they thought lighting at the worse drug dealing corners of Gurney will be shot out by the drug dealers, however there is no way to predict that behavior. But even that risk that does not negate the need for lighting on dark streets where drug dealing and violence predominates.

It is worth noting that, due to the engineering of LED lights, they are more difficult to vandalize and shoot out than regular high pressure sodium or halide street lighting. However they are not bulletproof and, if necessary, it may be necessary to install ballistic glass or glazing around certain light fixtures and ensure damaged or vandalized lights are repaired quickly.

2.4 FENCING AND CLEANUP

The north side of the buffer along Tusculum Street needs cleanup and landscaping. However it was in much better condition than the south buffer. Some portions of the north buffer along Tusculum between Cambria and B Streets already had an intact iron fence that had not been knocked down. That may be a useful fence design also for the south side along Gurney Street.

The grass area inside the fence was relatively clean and row housing across the street had lower upper level windows facing the grass strip and fence. Residents here seemed to take pride in their street and there were fewer problems with this fence.

The south side buffer was much worse. Part of the reason for its condition was that these streets are the primary open-air drug dealing location where users purchase drugs and retreat to locations out of street view along the rail buffer to shoot up. Because there is direct access to that south buffer, it was in terrible shape.

Fencing is required along a number of buffer areas. The fencing type should avoid chain-link as that has a poor image and is easier to damage. Instead the team agreed on a more attractive and durable type of fence, such as thick, 8-

10 foot iron wrought fence firmly anchored by sturdy concrete pillars. The fencing should be transparent and avoid any cross supports that may allow climbing. It may need repair and maintenance on a regular basis.

2.5 ELIMINATE DRUG SHOOTING GALLERIES ALONG BUFFERS

Some areas along this buffer area are notorious drug shooting galleries and homeless encampments. This is especially the case north of Indiana Street, west of Mascher Street particularly underneath the 2nd Street overpass, which was a particularly bad area for drug users. During the research visits it was necessary to have a police escort to survey the area since it has existed for so long that drug users now consider the location their own, even though it is on railway property.

During research visits a small number of people were in these areas, including beneath the overpass. For example on both site visits fewer than a dozen people were camped there, most of who were drug users shooting up at the time of the site visit. There were accounts during interviews that suggested between 50 to 100 people might congregate in this location at certain times of the year, especially as the overpass provided shelter from rain and the dense overgrowth brush and trees provide cover for drug use.

As the entire area of surrounding streets is a large open-air illicit drug market, the underpass location is used by a relatively small number of drug users and homeless. It does look like a small homeless encampment, but it is based strictly on illicit drug use. In other words, it was the drug use that drove the problem in this location. No doubt homelessness exists in the area and that needs to be addressed. But observations in this camp indicated the main problem was drug use.

There are two recommendations for this shooting gallery:

2.5(1) DISMANTLE SHOOTING GALLERY

The shooting gallery on the Conrail buffer areas, particularly beneath the 2nd Street overpass, should be dismantled and cleaned during the same time that fencing and lighting is installed. Recommendations elsewhere in this section describe how CPTED lighting, landscaping,

and fencing will help this. Robust, tall and properly maintained fencing is particularly important along the Conrail buffer on the south side all along Gurney Street.

Police enforcement may be required to start the process, however construction must follow immediately after police action. Some police monitoring during the construction process will also be needed to ensure safety.

2.5(2) TEMPORARY TREATMENT/HOUSING

Temporary shelter housing and some drug treatment options will be required for those people frequenting this shooting gallery location. Many of these users are long-term addicts and are unlikely to easily be swayed. However, they still should be provided with access to temporary housing and care for their addiction.

Longer term housing options are also needed. The *Housing First* program, for example, has a policy of first accommodating people in need with shelter, and secondly providing security, drug rehab, and social assistance once they are housed. *Housing First* was created specifically to address homeless people with psychiatric and addiction problems. In Philadelphia it is called *Pathways to Housing PA*. It is a much more effective housing option for difficult-to-house populations such as street drug addicts. In conjunction with the other programs recommended here, housing programs will contribute to the wider goals in the HACE 2020 Plan.

2.6 LINEAR PARKING LOTS

Residents are parking on the property along the north side of Gurney Street. There appeared to be inadequate parking along a number of streets. Due to limited parking opportunities, and risks of damage to their vehicles, it was unclear whether residents are able to park their vehicles directly in front of their home where they might keep an eye on them from their homes.

Linear parking lots were one suggestion arising from the meetings and focus groups. It will be necessary to conduct further interviews with residents along specific streets where parking appears to be an issue to confirm the

extent to which parking is a problem. They should specifically be solicited regarding a small (25 – 35 spaces) secure parking lot at the end of their street, with controlled access fencing and locked gates, where they might rent a dedicated parking spot for a minimal fee in a secure location. Funds for rental can be used to maintain the fencing and security of the parking lot.

If the parking lot concept works, it is further recommended that a few more smaller scale linear parking lots with approximately 25 to 35 spaces be placed at key locations throughout the neighborhood. The use of the lots should be monitored to determine the popularity of the idea among residents. Additional lots can then be added later at various locations throughout the neighborhood as the idea is tested and monitored. This may not only reduce crime to the vehicles, but will also alleviate parking congestion on the street.

Some participants in the research expressed concerns that local drug dealers would take over the parking lot spaces for their own use. This is a legitimate risk and extra security effort will need to accompany the maintenance and operation of these lots. In addition CPTED designs such as access fences, locked gates, adequate LED lighting, and other security controls (security patrols). These efforts should ensure legitimate residents have secure access, for example electronic key access. Drug dealers may still gain access to these parking lots, therefore neighborhood police patrols should also have key access as well so they can monitor lot activity.

2.7 COMMUNITY GARDENS

Another idea to repurpose the land for legitimate uses included the possible placement of some community gardens. They are very successful in different neighborhoods as a way to provide productive outdoor activities, and food for families, during spring, summer and fall months. If they are well designed with attractive fencing they can positively contribute to neighborhood life.

Residents can be solicited specifically about their views on community gardens during the neighborhood interviews regarding the parking lots. Questions they should be asked include:

- Are they interested in obtaining a garden plot to grow their own food during summer and fall months?

- How much vegetable produce could they grow to supplement their food supply, or possibly sell vegetables at the proposed street market?
- Do they have gardening skills, or would they attend gardening classes to receive instruction on gardening skills?

Obviously if there is little interest in gardening this will not be a viable option. However, garden clubs and other similar organizations provide education on the health and financial benefits of gardens and offer classes in gardening skills. In addition to skills, garden clubs can refer gardeners to inexpensive supplies.

Until larger social and drug problems in the community subside, it will be necessary to use some CPTED principles around community gardens such as access control fences, key controlled gates, lighting and proper management of the garden.

Some concerns regarding gardens involved pests such as rats from nearby garbage and refuse litter, especially along the Conrail line. However, regular cleanups around the gardens and in the area should help alleviate that problem.

2.8 POLICE PROBLEM-SOLVING AND ENFORCEMENT

Police have a number of important roles to play in the revitalization process. As noted earlier, in high crime open-air drug markets, enforcement is important but limited in long-term impact. Instead, a more comprehensive way forward is the combined impact from all the strategies together in this plan. That is one reason the Philadelphia police were an integral part of this project.

2.8.1 MIGRATION CRISIS

Stemming the flow of addicts and drugs into this area is a primary goal of police. That is, unfortunately, much easier said than done. It requires, firstly, significant resources. Secondly, it requires the collaboration of a number of federal law enforcement agencies such as the FBI and the DEA, since a large amount of drug supply arrives in North Philadelphia from abroad.

One particular alarming trend described by a number of participants in the research was the migration of hundreds of drug addicts from other jurisdictions like Puerto Rico to this neighborhood. The numerous drug rehab centers in the neighborhood offer free services to addicts from wherever they arrive and that message has now spread abroad.

As a result a group of drug addict brokers have emerged who provide travel funds or information on the free drug rehabilitation centers in North Philadelphia, in particular this neighborhood. This exacerbates the drug addict supply in the area and further fuels the demand for more drugs, a demand met by international cartels.

One participant in the research described her own personal investigation into this migration issue in which she discovered how migrant drug addicts from towns and cities in Puerto Rico are provided with travel funds to Philadelphia. Transplanted addicts then begin staying at temporary housing or rehab centers in this neighborhood but some are later expelled for violating house rules. Legal ID's are kept by these illegal temporary facilities and the drug addict migrants end up homeless and trapped in the neighborhood.

Clearly, if such allegations are true, then this neighborhood has become an open-air drug market fed by a human trafficking trade of drug addicts. Although many of the migrants from American states and territories arrive legally, there is no reason why this particular neighborhood should bear the costs and demands beyond its service capacity. If this neighborhood is to recover from the pervasive drug and violence plaguing so many victims and services in the neighborhood, the migrant trafficking problem from afar must be resolved.

At the time of this research it was unclear the extent to which federal law enforcement agencies are aware, or are responding, to this migration crisis affecting the HACE neighborhood.

2.8.2 DRUG MARKET INTERVENTIONS

There are a host of police problem-solving and prevention programs that apply to open-air drug markets. Problem-oriented policing (POP) and the network of the Center for Problem Oriented Policing (popcenter.org) provide numerous examples of successful projects.

Another program is the drug market intervention program of the National Network for Safe Communities. As their website describes, “*The drug market intervention (DMI) eliminates overt drug markets by bringing together community leaders, law enforcement, and service providers with street-level drug dealers and their families to make it clear that the drug dealing must stop*”.
(<https://nnscommunities.org/our-work/strategy/drug-market-intervention>)

It is unclear to what extent the DMI program has had success in intense and long-established open-air drug markets like this one, especially where the economy of families is tied to the drug trade.

However, it is very probable that the DMI program, when paired with the other redevelopment programs described in these recommendations, will have impact if timed carefully with other strategies. The timing of a DMI program can be best coordinated through the planning of the Neighborhood Leadership Team, once established.

PHASE 3

3.1 A NEW STREET MARKET

After the last 10-year plan, the Gurney street markets with small stalls operated for a short time, however it was unsuccessful. Drug users moved into the area and began dealing drugs and took over the area as their own. Because there were no access controls around the stalls, there was no way for police to easily apprehend offenders. The stalls were eventually shut down and access to a street market vanished.

Participants of the focus groups and meetings felt there was a legitimate role, as well as demand, for a legitimate street market with stalls, however they wanted to avoid problems arising in the past with drug dealers. The concept of a new street mall with shipping container stalls emerged as one way to create a creative space at a relatively inexpensive cost. Many cities have adopted shipping containers as market architecture and, if well-designed, they can create an interesting and vibrant alternative.



Shipping container stalls are an inexpensive architecture for street markets

One suggestion to avoid problems of the past was to locate the street market on a large property and then control access around the entire market with

fencing and gates that are locked after closing. Some felt that on-site security officers would be needed to ensure a safe environment. Interesting market architecture with attractive landscaping, murals, good lighting and other commercial facilities (food, coffee shops) will create a safe land use for use by residents and others around the neighborhood. This, along with other community redevelopments will eventually help to gradually transform the negative perceptions of the area.

3.2 STREET HUBS – GREEN SPACES/RECREATION CENTERS

There is a significant need for more recreation centers with trained staff and amenities such as handball courts, as well as green spaces in the neighborhood. These street hubs will not provide social assistance such as needles, or drug rehab services. Rather they would provide recreational activities and safe green spaces, like small park areas, where residents could enjoy congregating and relaxing in a common area. Obviously green spaces here are vulnerable to be taken over by drug dealers, therefore one possible way to program this more safely is to assign a green space directly to a recreation center. The green space access can be controlled by the recreation center as well as monitoring the space to ensure legitimate users, not drug dealers, have access.

Since there are many abandoned homes, lots, and underutilized properties in the area discussion during the community planning sessions revolved around repurposing some of those abandoned properties and with adjacent lots. These might become street-based recreation centers, or street hubs, with adjacent green areas, however crime prevention through environmental design strategies will be necessary during the repurposing.

Specific CPTED strategies at the Hubs include adequate lighting and access controls around the green space. Adequate sightlines are needed from office windows of the recreation center that overlook those green areas so that recreation staff can keep an eye on those green spaces. In some areas of the recreation center, staff may require electronic monitoring through CCTV of any entrapment areas around the property.

No specific locations were discussed during this research for where to locate such centers. However a survey of land use maps and driving audits revealed a lack of green space and recreation centers all throughout the neighborhood.

Supporting the idea that recreational and social street Hubs might help provide some social stability was the fact that one of the few areas where crime and drug offences do not seem to congregate on the crime maps include the Rivera Recreation Center.

Some suggested that was due to non-reports of crime incidents in this area, however there was no obvious reason why non-reports would be lower here than elsewhere in the neighborhood. It should be possible to identify at least a half dozen locations in all quadrants of the neighborhood where Street Hubs might be located.

3.3 EDUCATION PROGRAMMING

Throughout most of this research one common theme re-emerged: the need for education opportunities and access to personal and professional development training. Education, as concluded by the majority of participants and stakeholders in this research, was seen as a ladder to improvement and success. Deficiencies in the neighborhood involves education at all levels: elementary, secondary school, college and university, and professional development training.

This Plan already documents very low educational levels and limited opportunities for advancement. It also recommends developing the former Fairhill School into a high school using the Community School model suggested elsewhere in Philadelphia, with access to health care, behavioral health services and counseling.

This crime and safety study concurs with that recommendation for developing a Community School as a longer-term strategy that will help transform the neighborhood. Developmental criminology theories generally support the notion of enhanced lifestyle and educational opportunities as a way to prevent crime by creating positive alternatives to delinquency in early adolescence (Farrington, 2005). Better schooling, access to counseling, and health services are a few positive ways to do that.

Another element of improved education was the need for trades related education as well as professional development training. This report recommends a concerted effort to create higher level education in the neighborhood, perhaps through partnerships with Temple University.

3.4 COMMUNITY SERVICE CENTER

Another theme that arose throughout the research was the need for a central neighborhood service center. This facility might house some of the education, temporary and longer-term housing/apartments, social services, and also the Livability Academy.

One possibility for this service center was to purchase and repurpose an existing large building in the neighborhood. Some of the rebuild could include commercial and offices for rent to help pay for capital expenses. Other parts of the building could provide a mix of subsidized and market apartments, cultural, music and art facilities to enhance neighborhood cultural opportunities, and a variety of other social and educational services.

3.5 SAFE INJECTION SITES

The illicit drug market in this location has been in operation for many years and multiple strategies have not stemmed the tide. As a result, there are needle exchange programs that exist in the neighborhood to reduce the spread of infection and disease.

Many of those needles are distributed on the street but then some long-term drug users sell those needles to other users to pay for their own drug use. One suggestion arising from the research was establishing supervised injection facilities, also called “safe injection sites”. These sites provide both hygienic needles, as well as health services, referral and access to treatment, counseling, and other services. The sites prohibit the sale of illicit drugs.

Since enforcement of illicit drug use in large open-air drug markets, as in this case, is usually found to be ineffective, police usually focus on stemming the flow of drugs from dealers into the area. With safe injection sites, those enforcement activities continue as usual, however safe injection sites can help get some users off the streets and ensure they get easy access to treatment.

Obviously this will be a controversial option since illicit drug use is illegal by definition. However the safe injection site concept is not new and it’s not about enforcement, which has minimal impact on this problem. Safe

injection is about reducing the medical and social harm. By further controlling the access to needles and providing better access to legitimate treatment services it may be possible to help at least some addicts.

In countries such as Canada and Australia safe injection sites are considered scientific pilot projects where they also gather medical data for research. Scientific evidence from Europe (Rhodes and Hedrich, 2010) concludes that such interventions are effective in cutting disease such as HIV and do not increase other harms in the neighborhood. Additional government evaluation research from Canada (Health Canada, 2008) indicates safe injection sites reduce the rate of public injections and saves lives from overdoses. In Australia evaluation research found reduced ambulance calls and emergency medical costs from hospital visits (Salmon et al, 2010).

IMPLEMENTATION

The phasing of the recommendations is tentative since timing will depend on factors such as resources and logistics. However, these phasing steps provide an outline of implementation for HACE and all the relevant partners in the neighborhood.

Implementation is best achieved by first organizing the Neighborhood Leadership Team. During this project we conducted two different research activities, a stakeholder focus group and a design charrette. The membership of those activities included a wide variety of stakeholders from the community including HACE, police officers, business representatives, residents, and other stakeholder experts. These two research activities modeled for those present the same membership and participation of an NLT. That is the same format that can be used.

Once the NLT meeting schedule is established, the assorted tasks outlined here can then be programmed accordingly. For example, work to implement CPTED modifications (lighting, landscaping) can be timed to align with police strategies. Plans to implement community gardens, Hubs, and parking lots can be coordinated to follow a Drug Market Intervention program.

As the NLT will comprise paid professionals and service providers, as well as community volunteers, efforts will need to include some additional training for the volunteers for their own professional development. Running a Livability Academy will be an excellent way to recruit community volunteers on an on-going basis onto the NLT membership.

Finally, implementing the numerous redevelopment initiatives will not be a simple, nor straightforward matter. Land costs, investment strategies, and land use planning will determine when, and where, redevelopment occurs. However, the HACE 2025 Neighborhood Plan represents an excellent way to develop in future years keeping safety and livability at the front of the journey.

References

- Cozens, Paul, Gregory Saville and Bill Hillier. 2005. *Crime prevention through environmental design (CPTED): A review and modern bibliography*. Property Management. Vol. 23 (5): 328-356.
- Farrington, David P., ed. 2005. *Integrated developmental and life-course theories of offending*. New Brunswick, NJ: Transaction.
- Saville, Gregory. 2009. *SafeGrowth: Moving Forward in Neighborhood Development*. Built Environment – Sustainability via Security: A New Look. Alexandrine Press. 31(31): 386-402.
- Saville, Gregory and Mona Mangat. 2009. *Safegrowth: Creating Safety and Sustainability Through Community Building and Urban Design*. Community Safety Paper Series. New York: MetLife Foundation and LISC/CSI.
- Rhodes, Tim and Dagmar Hedrich. 2010. *Harm reduction: Evidence, impacts and challenges*. European Monitoring Centre for Drugs and Drug Addiction. Lisbon, Portugal.
- Salmon, Allison et al. 2010. *The Impact of a Supervised Injecting Facility on Ambulance Call-Outs in Sydney, Australia*. *Addiction*, Vol. 105 (4): 676-683.

APPENDIX B:

Report on Opportunities for Supporting Older Adults in the Fairhill St. Hugh Area of Philadelphia, Pennsylvania



**Report on Opportunities
For Supporting Older Adults in the Fairhill St. Hugh Area
Philadelphia, Pennsylvania**

**Partners for Livable Communities
Washington, DC
September 29, 2016**



Report on Opportunities For Supporting Older Adults in the Fairhill St. Hugh Area Philadelphia, Pennsylvania

INTRODUCTION

On September 8, 2016 some eighteen experts on what it takes to age well at home and in the community gathered at the Philadelphia Corporation on Aging (PCA) to support efforts by the Hispanic Association of Contractors and Enterprises (HACE), a community development corporation in one of the most distressed neighborhoods of Philadelphia, to do just that. The brainstorming was organized by Partners for Livable Communities (Partners) with support from PCA and was generously underwritten by BB&T Bank with both funding and active participation. The notes and recommendations that follow are the result of that meeting supplemented by additional local information gathering and the experience of Partners in this field.

Many individuals contributed to the successful outcome of this meeting. Their generosity of time, information and offers of assistance were remarkable. In particular, we want to thank the special contributions and involvement of Maria Gonzalez, President, HACE; Kate Clark, Policy and Program Development Planner, PCA; and Craig Pascal, Senior Vice President, Community Development, BB&T Bank.

Partners, with many years of experience in helping low-income neighborhoods become more livable for their most vulnerable residents, has no doubt that Maria Gonzalez and the leadership of HACE will move forward to making this overlooked neighborhood a better place for all, but especially, for older adults.

OVERVIEW

Snapshot of the HACE neighborhood

- The HACE area has a population of over 19,000 residents; 85% identify as Hispanic or Latino. Adults over the age of 65 make up 11.22% of the population. Many neighborhood residents speak only Spanish.
- 51% of residents have less than a high school education.
- The neighborhood unemployment rate is slightly more than 30% or about double the city-wide rate of 15%.
- 61% of residents live below the poverty line and have a median income of just over \$15,000—about half the city median.

Study Area

The HACE neighborhood is the heart of Philadelphia's Latino community. It extends from Lehigh Avenue on the south to the AMTRAK rail line to the north, and from 6th Street to the west to Front/B Street in the east. It encompasses two distinct neighborhoods: Fairhill and St. Hugh. Fairhill



extends from Lehigh Avenue north to Allegheny Avenue. St. Hugh extends from Allegheny Avenue north to the AMTRAK rail line.

During the course of the HACE 2025 planning effort, it became clear that the demographics and needs of the growing aging population the country as a whole is experiencing are also altering the HACE target area. HACE has successfully provided affordable housing with social services for qualifying neighborhood residents. However, the demand outstrips the supply and further, older residents of Fairhill-St. Hugh, like older residents throughout the country, want to remain in their own homes as long as possible.

The statistics associated with the study area are daunting but there are opportunities to be found. The number of residents over the age of 65 is relatively small at approximately 2,100. Further, just over 63 percent of residents over the age of 65 live in owner-occupied housing that is fairly geographically concentrated. This is likely to allow more efficient and cost effective delivery of services. And last, the HACE organization has a long and trusted history both within the neighborhood and beyond, thus positioning it as a strong leader to initiate and implement age-friendly efforts.

RESPONDING TO THE CHALLENGES

The HACE 2025 plan as well as discussions with HACE leadership defines specific needs for older adults that include home modifications and repairs, additional affordable senior housing, supportive services for seniors, and a community-based technology center.

To help give form to this vision, Partners for Livable Communities invited participants from throughout Philadelphia to the Aging in Community Forum held on September 8, 2016 hosted by the Philadelphia Corporation on Aging and organized by Partners for Livable Communities. All of the participants had current experience working toward providing services to older adults and to making neighborhoods age-friendly. All agreed to come in support of HACE's effort to do the same. A full roster of participants and invitees can be found at the end of this report.

The participants offered the following considerations as HACE moves forward to become age friendly.

What We Know About the HACE Neighborhood

- There is a lack of affordable housing for all residents, but for seniors in particular.
- Seniors in the HACE study area are aging and moving toward the need for assisted living, which currently does not exist nearby.
- The infrastructure, sidewalks and streets, need maintenance so seniors can safely move about.
- Current services for seniors are fragmented, and difficult to access. Many residents speak Spanish as their first language and have low educational achievement thus making access to resources even more difficult.



- Parks and open spaces do not take into account the senior population adequately.
- Security and fear of crime pose significant impact on seniors.
- Medical services need to be more prevalent.

What We Heard from Participants

General Thoughts

- Understand the issues of the older adult community you serve and work to meet those needs.
- Consider the age range of seniors-- one size does not fit all. The needs of those at 50-60 often are vastly different from those over 80 years of age. What are the needs of each of these age ranges and what resources are needed to meet the need?
- Do not overlook the needs of the LGBT community—these needs are commonly unmet.
- Know your clients and become familiar with the diversity of their needs and issues.
- Remember that issues of isolation are very common among older adults and often lead to negative outcomes such as illness and depression.
- Understand the unique needs of grandparents raising grandchildren.
- Engage the community and earn their trust.
- Partnerships within the study area and beyond are essential for success.

Suggestions for HACE Older Adults

- Create a navigation center within HACE to provide neighborhood residents with the information they need relating to aging. Consider including information on—
 - Housing and counseling services
 - Legal services
 - Health information—insurance counseling and subsidies
 - Crisis management—homelessness, domestic abuse, substance abuse
 - Financial knowledge
 - Home maintenance and repairs
 - Job training and technology skills
- Foster a sense of neighbors helping neighbors.
- Involve local institutions in the socialization and engagement of elders.
- Do not overlook the advantages of intergenerational programs.
- Promote walkability.
- Advocate for safety within the home and the community.
- Resource seniors to engage within their community as assets to assist other seniors who need assistance.
- Ensure access to healthy food for low income seniors.
- Provide home modification support so homes are safe and accessible for older individuals—railings, zero steps, bathroom bars, ramps, etc.
- Consider college students as a resource—through internships, mentorships, co-living, etc.
- Study the need for affordable housing options for homeless elders with a criminal record.
- There is a need for technology training.



Suggestions for Filling the Need

- Consider using an asset-based community development strategy—develop a list of the existing individual and institutional resources from within the senior population and from without.
- Create partnerships with as many resource providers as possible.
- Use the resources of Dan Burden and AARP to assess walkability and safety in target areas.
- Develop partnerships for technology training.
- Offer housing counseling services on loans, estate planning and the financial ability of borrowing funds on reverse mortgages.
- Provide financial knowledge and fiscal literacy to stem fraud and scamming of older adults.
- Every local “anchor” institution needs to reposition themselves on how they partner to serve older adults. These include faith-based groups, schools, arts and cultural institutions, libraries, museums, parks, etc .
- Work with city and businesses on improving green spaces in the neighborhood; how can parks and open space play a role in the life of older individuals.
- Transportation services must be reliable, consistent and understanding of individuals with physical challenges.
- Keep up to date and on public safety issues and communicate the information to residents.

RECOMMENDATIONS

Improving conditions for older adults improves the quality of life for all residents. Putting a road map in place that guides the way is important. Such plans must address both the physical environment such as sidewalks and transportation, as well as the social environment that includes programs to counteract isolation and access to healthy food. Partners for Livable Communities, a nonprofit organization with over forty years’ experience of helping low-income neighborhoods become more livable for all residents including older adults, recommends that HACE leadership consider the following. Please note that a full-scale NORC with supportive services may, or may not, be the best answer for HACE. The journey, wherever it leads, begins with small doable steps.

Partners has listed the recommendations below in order of priority.

Now

- Appoint an advisory committee of key individuals that can be called upon for advice and counsel as needed. We suggest that the following individuals be considered as a core group to begin, others to be added as needs unfold:
 - Kate Clark, PCA
 - Sue Aistrop, Kleinlife
 - Joe Lukach, Ralston Center
 - Abby Gilbert, Rhawnhurst NORC



- Lydia Hernandez, Mayor's Commission on Aging
- Daisy Rosa, Congreso de Latino Unidos
- Marilyn Hedge, BB&T
- Hire or appoint an individual with appropriate language and technical skills to oversee the design and implementation of an Age Friendly HACE strategy. Suggested responsibilities of this individual are:
 - To lead or co-lead with Maria Gonzalez a "marketing" agenda so everyone in the community regardless of where they live knows that HACE is taking steps to launch efforts to assist older adults and their caregivers. Give it a name, a mission and an "elevator speech".
 - Collect basic data on older adults: where do they live, what are their needs?
 - Begin collecting information on potential partners.
 - Become familiar with the many programs offered by PCA, Mercy Life and Congreso de Latinos Unidos. Tap into those that are useful now.
- Sign up for the Senior Companion Program, administered through PCA. The Senior Companion Program is a person-to-person service program for older adults. Senior Companions visit with "consumers" who need assistance in order to remain in their homes. Companions are drawn from the neighborhood and therefore are likely to share language and cultural experience with the "consumer." Contact:

Now-five Years

- Develop a One-Stop Information Resource Center: information should include material on housing referrals, health care referrals, health care management, financial literacy and fraud, legal services, home modifications and repairs, access to healthy food, socialization, mental health, care giving, alternative transportation options, etc. All information must be in Spanish and English. Both Rhawnhurst NORC and the Ralston Center have variations on a one-stop resource center. A first step should be talking with them to see how they are set up and if HACE can share and complement their efforts rather than duplicate them.
- Form firm partnerships with providers who can help fill some of the unmet needs of HACE's older adults—remember "it takes a village"—this is an opportunity to reach out and engage others with expertise and resources.
- Select two or three simple initial initiatives to work on first where success is easy to achieve.
- Create a five year plan for meeting the needs of Older Adults in the HACE neighborhood. Include a plan for keeping older adults healthy through wellness programs, food security and opportunities for socialization. —needs
- Survey the neighborhood thoroughly to become familiar with its resources. For additional resources on taking this step refer to the ABCD Institute at Northwestern University. <http://www.abcdinstitute.org/publications/downloadable/>
- Collect information from older adult residents and their caregivers on what they need.
- Conduct a "sidewalk audit" with AARP to assess the conditions of the walking infrastructure. For more information on sidewalks see <http://www.aarp.org/content/dam/aarp/livable-communities/documents-2014/Livability%20Fact%20Sheets/Sidewalks-Fact-Sheet.pdf>



- Wellness and social engagement programs are paramount to helping older adults remain active and contributing citizens. Senior centers are obvious locations for these programs. But explore and advocate for programs in churches, schools, libraries, arts centers, and other anchor institutions. Each can and should have an offering targeted to older adults.
- Create a five year plan for meeting the needs of Older Adults in the HACE neighborhood. Include a plan for keeping older adults healthy through wellness programs, food security and opportunities for socialization.
- Engage the appropriate authorities/stakeholders to clean up neighborhood parks and make them age-friendly with amenities such as shade trees and benches.
- Identify and secure funding sources as well as programmatic resources

SELECTED EXCERPTS FROM PARTICIPANTS

Both Abby Gilbert of Rhawnhurst NORC and Joe Lukach of Ralston Center are part of organizations providing comprehensive services to improve the quality of life for low income older adults and the neighborhoods in which they live. Their experiences are extremely valuable for HACE leadership to learn from and they are happy to pass on what they know to Maria Gonzalez and her team.

Abby Gilbert, Rhawnhurst NORC

<https://www.jewishphilly.org/programs-services/rhawnhurst-norc/useful-resources>

In partnership with Catholic Health Care Services and partially funded by Pew Charitable Trust, Jewish Federation of Greater Philadelphia has established the Rhawnhurst NORC (Naturally Occurring Retirement Community) that enables seniors, both Jewish and non-Jewish, in the 19111, 19149 and 19152 19114, 19115 and 19116. ZIP codes to receive the support they need to live, and ideally thrive, in their Northeast Philadelphia homes while staying connected to the community. Services include:

- Basic home repairs and maintenance, often for free. Fix for a Friend is run by a volunteer coordinator who coordinates a bevy of volunteers who do simple fixes such as changing light bulbs, plunging toilets etc. The costs are for materials only.
 - Van rides to appointments and shopping
 - Home assessments and modifications—Referrals to other agencies
 - Case worker services
 - Monthly Lunch & Learns—bring in \$5.00 lunches, provide transportation, have a key note speaker of interest, and always have a nurse from one of the community partners do blood pressure checks. Could also do vision, hearing, and other simple testing procedures that older adults might need.
 - Conduct an annual needs assessment survey of nutritional and other needs
 - Do not do case management but provide referrals to those who do.
-
- When you have seen one NORC, you have seen one NORC.” One size does not fit all, select a process that is best for the elders in your community, and is workable for HACE.



- Rhawnhurst is a partnership of Jewish Federation of Greater Philadelphia, Catholic Charities and United Way.
- Key is engaging local partnerships as advisors, managing partners and organizations who can help provide needed services.
- Use volunteers as much as possible and keep the staff small. This is key for long-term sustainability. Volunteers are vetted through a partnering organization or if not, undergo a back ground check.
- Start by gathering the major stakeholders who will be necessary for the work.
- Enlist a manger and outreach workers.
- Knock on doors and be prepared for what you will find behind those doors—go into the homes and observe what the client needs. Often times, the client may not know what they need or are unwilling to ask.
- Get clients as referrals from a trusted source such as children, spouse, other relative, etc..
- Home maintenance and repairs, both minor and major, are common issues.
- Rhawnhurst strictly vets and maintains a list of vendors based on client needs. They use the Better Business Bureau plus three independent references. Be aware that the list is very fluid as needs and vendors change.
- The NORC is identified as a trustworthy place where folks feel comfortable calling as the first stop for senior needs. This did not happen overnight!
- The NORC recognizes the need for senior transportation and works hard in this arena. There is a client list of approximately 1,100 individuals and a constellation of volunteer drivers. It is important to know what is available in the community as far as driving and not duplicate the effort. Thus, Rhawnhurst is always on the lookout for drivers with vans who may have extra time available such as those associated with churches, schools, etc.

Joe Lukach, CEO, Ralston Center

<https://ralstoncenter.org/>

The non-profit Ralston Center has undertaken “age-friendly West Philadelphia,” an initiative to help under-served older folks get the resources they need to grow old. It offers services similar to some NORCs, but without the formal designation. Joe Lukach, CEO, states, “Even though there are many excellent resources here in West Philadelphia, many seniors find themselves unable to navigate through this complex system to be able to secure them.”

Ralston Center coordinates services through 40 organizations to maximize their independence, well-being, and social engagement. Lukach says the pilot project aims to supplement all of the services through a buddy system. “We’re looking to train and supervise volunteers with a licensed social worker,” he said. The key components are:



Ralston My Way is a licensed non-profit home care agency serving anyone 55+ in Northwest Philadelphia, with the mission of helping improve the quality of life for seniors “aging in community.” My Way is a “one-stop-shop”, with caregivers performing a variety of in-home services for members, including home care (assistance with activities of daily living, personal care, and respite care), transportation, house cleaning, handyman repairs, yard work, and more.

Age-Friendly 2014, Ralston Center convened more than 40 organizational stakeholders, representing community groups, service providers, area institutions and city government, to identify the most pressing needs of older West Philadelphians. Focusing on social engagement, health and wellness, housing, and mobility, stakeholders formed subcommittees to explore individual and systemic solutions to issues faced by older adults in West Philadelphia. Ralston Center also met individually with a broad variety of stakeholders to develop a deeper understanding of community needs and solutions. To ensure the initiative was informed and driven by the older adult community, Ralston held focus groups and community listening sessions with older West Philadelphians in late 2014 and 2015. The basic components that were constructed from these sessions are:

- **Ralston’s Age Friendly Places**
Ralston’s Age-Friendly Places concentrates on removing barriers in West Philadelphia neighborhoods that prevent older adults from using neighborhood amenities and pilots ways in which public parks and spaces can be safe and inviting to people of all ages.
- **Ralston’s Age-Friendly Resource Network Navigation**
Ralston’s Age-Friendly Resource Network Navigation seeks to comprehensively address the need for increased access to, and navigation of, existing resources by older West Philadelphians through navigational assistance and educational programming.
- **Ralston’s Food & Company**
Through the Resource Network, Ralston’s Food & Company will improve older West Philadelphians’ access to fresh foods and nutritional resources while also providing increased opportunities for social connection.
- **Ralston Wellness**
Ralston’s Wellness fitness classes increase flexibility and balance, reduce discomfort, increase strength and support the performance of everyday activities.
- **Ralston Awards**
One of the ways in which Ralston Center fosters its mission is by encouraging and rewarding the development and hard work for those who care for people as they age.



**Invited Participants
September 8, 2016**

Maria Gonzalez*
HACE
mgonzalez@hacecdc.or

Kate Clark*
Philadelphia Corporation on Aging
kclark@pcaphl.org

Robert McNulty*
Partners for Livable Communities
bmcnulty@livable.org

Penny Cuff*
Partners for Livable Communities
pcuff@livable.org

Joe Lukach*
Ralston Center
jlukach@ralstoncenter.org

Sue Aistrop*
Kleinlife
saistrop@kleinlife.org

Brian Gralnick
Rhawnhurst NORC
bgralnick@jfgp.org

Abby Gilbert*
Rhawnhurst NORC
Agilbert@jfgp.org

Wanda Mitchell*
Senior Companion Program
PCA
wmitchell@pcaphl.org

Andrea Birget*
PCA
abirget@pcaphl.org

Lissette Sarfraz*
Latino Outreach Coordinator
PCA
lsarfraz@pcaphl.org

Rick Spector*
Community Relations Director
PCA
rspector@pcaphl.org

Yocasta Lora*
AARP, Philadelphia
ylora@aarp.org

Susan Santalucia
Occupational Therapist
Temple University
Susan.santalucia@temple.edu

Andrew Frishkoff
LISC Philadelphia
afrishkoff@lisc.org

Dora Viacava
Taller Puertoriqueno
Outreach coordinator
dviacava@tallerpr.org

Cynthia Figueroa
CEO
Congreso de Latinos Unidos
Figueroac@congreso.net

Katie Dunphy
United Way
Aging at Home Community Network
kdunphy@uwgpsnj.org

Lydia Hernandez*
Mayor's Commission on Aging
Lydia.hernandez@phila.gov



Gordon Barron*
B&T
gbarron@bbandt.com

Steven Orozco
BB&T
sorozco@bbandt.com

Marilyn Hedge*
BB&T
mhedge@bbandt.com

Melissa Kim*
Program Officer
LISC
mkim@lisc.org

Sarah Ferst
Family and Housing Services
Congreso de Latinos Unidos
fersts@congreso.net

Daisy Rosa*
Family and Housing Services
Congreso de Latinos Unidos
rosad@congreso.net

John Kromer*
Urban Strategist
jkromer@gmail.com

Jennifer Russell
Ralston Center
jrussell@ralstoncenter.org

Han Meadway
Rhawnhurst NORC
hmeadway@ifpg.org

Carolyn Adams
Temple University
Carolyn.adams@temple.edu

Carmen Febo-San Miguel
Taller Puertoriqueno
cfebo@tallerpr.org

Dora Viacava
Taller Puertoriqueno
dviacava@tallerpr.org

Lucy Kerman
Drexel University
Lucy.e.kerman@drexel.edu

Craig Pascal
BB&T Bank
cpascal@bbandt.com

Christina Rosan
Temple University
cdrosan@temple.edu

Lynn Mandarano
Temple University
Lynn.manfarano@temple.edu

Katie Dunphy
United Way Aging at Home Network
kdunphy@uwgpsnj.org

*Indicates attendance



APPENDIX C: Resident Survey Responses

1.

How long have you lived in this community?

	Number of Responses	Percentage
Less than 1 year	30	8%
1-5 years	78	21%
6-10 years	53	14%
11-20 years	76	21%
21-30 years	59	16%
More than 30 years	74	20%
Total Responses	370	100%

2.

Which of these was the Major reason you decided to live in this community?

	Number of Responses	Percentage
To live near family or friends	164	44%
To be close to work	12	3%
Accessibility of amenities, such as community centers and stores	24	7%
Proximity to public transportation	5	1%
Schools for my children	10	3%
Access to job opportunities	7	2%
Safety in the community	4	1%
Affordability of housing	51	14%
Born here	28	8%
No choice / nowhere else to go	29	8%
Something else	35	9%
Total Responses	369	100%

3.

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

	Number of Responses	Percentage
Very satisfied	87	24%
Satisfied	123	33%
Somewhat satisfied	90	24%
Somewhat dissatisfied	25	7%
Dissatisfied	30	8%
Very dissatisfied	14	4%
Total Responses	369	100%

4.

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

	Number of Responses	Percentage
Definitely would recommend	109	30%
Probably would recommend	145	39%
Probably would not recommend	59	16%
Definitely would not recommend	56	15%
Total Responses	369	100%

5.

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

	Number of Responses	Percentage
Definitely would recommend	101	27%
Probably would recommend	137	37%
Probably would not recommend	73	20%
Definitely would not recommend	59	16%
Total Responses	370	100%

6.

Right now, how likely are you to recommend this community to seniors as a good place to live?

	Number of Responses	Percentage
Definitely would recommend	107	29%
Probably would recommend	134	36%
Probably would not recommend	63	17%
Definitely would not recommend	64	17%
Total Responses	368	100%

7.

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

	Number of Responses	Percentage
Yes	215	58%
No	153	42%
Total Responses	368	100%

8. What are the things that you like best about living in this community? Select up to three of the characteristics listed.

	Number of Responses	Percentage
My house or apartment	192	23%
My neighbors	197	23%
Distance to work	44	5%
Access to amenities	101	12%
Proximity to public transportation	85	10%
Schools for my children	78	9%
Access to job opportunities	15	2%
Safety in the community	34	4%
Affordability of housing	65	8%
Types of housing available	15	2%
Other	24	3%
Total Responses	850	100%

9. What are the things that you like least about living in this community? Select up to three of the characteristics listed.

	Number of Responses	Percentage
My house or apartment	26	5%
My neighbors	53	9%
Distance to work	17	3%
Access to amenities	29	5%
Proximity to public transportation	14	2%
Schools for my children	35	6%
Access to job opportunities	22	4%
Safety in the community	178	31%
Affordability of housing	28	5%
Types of housing available	34	6%
Other	141	24%
Total Responses	577	100%

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

	Number of Responses	Percentage
None	28	8%
1—3	150	41%
4—6	84	23%
7—9	30	8%
10 or more	73	20%
Total Responses	365	100%

11. How likely do you think it is that people in this community would help out in the following situations?

	Very likely		Likely		Somewhat likely		Not very likely		Not at all likely		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
You needed a ride somewhere	94	25%	107	29%	109	30%	38	10%	21	6%	369
A package was delivered when you were not at home and it needed to be signed for	115	31%	107	29%	99	27%	30	8%	18	5%	369
You needed a favor, such as picking up mail or borrowing a tool	111	30%	113	31%	98	27%	31	8%	16	4%	369
You needed someone to watch your home when you were away	113	31%	93	25%	99	27%	38	10%	26	7%	369
An elderly neighbor needed someone to periodically check on him or her	114	31%	103	28%	103	28%	29	8%	15	4%	364
A neighbor needed someone to take care of a child in an emergency	92	25%	107	29%	103	28%	35	10%	27	7%	364

12. If something is wrong in my neighborhood, I know that the people who live here will try to fix it.

	Number of Responses	Percentage
5 (Strongly agree)	86	24%
4 (Agree)	132	36%
3 (Neither agree/disagree)	91	25%
2 (Disagree)	32	9%
1 (Strongly disagree)	23	6%
Total Responses	364	100%

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

	Number of Responses	Percentage
Own	189	51%
Rent	170	46%
Neither; I live with a friend or relative	10	3%
Total Responses	369	100%

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

	Number of Responses	Percentage
Yes	154	49%
No	158	51%
Total Responses	312	100%

15. Which of these factors are reasons you have not yet bought a home in this community? Check all that apply.

	Number of Responses	Percentage
Houses that are available in the community	39	9%
Physical conditions in the community	38	9%
Crime or other safety issues	82	19%
Quality of public services and/or schools	15	4%
Convenience to work, school, and/or shopping	6	1%
My personal financial situation	103	24%
State of the economy	37	9%
Something else	105	25%
Total Responses	425	100%

16. Of the factors you have chosen, which one would you say is the primary reason you have not yet bought a home in this community?

	Number of Responses	Percentage
Houses that are available in this community	17	6%
Physical conditions in this community	9	3%
Crime or other safety issues	71	25%
Quality of public services and/or schools	2	1%
Convenience to work, school, and/or shopping	4	1%
My personal financial situation	88	30%
State of the economy	15	5%
Something else	83	29%
Total Responses	289	100%

17. Which of the factors are reasons you would not consider buying a home in this community? Check all that apply.

	Number of Responses	Percentage
Houses that are available in the community	35	9%
Physical conditions in the community	32	8%
Crime or other safety issues	94	24%
Quality of public services and/or schools	12	3%
Convenience to work, school, and/or shopping	6	2%
My personal financial situation	98	25%
State of the economy	30	8%
Something else	89	22%
Total Responses	396	100%

18. Of the factors you have chosen, which one would you say is the primary reason you would not consider buying a home in this community?

	Number of Responses	Percentage
Houses that are available in this community	9	3%
Physical conditions in the community	12	4%
Crime or other safety issues	88	32%
Quality of public services and/or schools	2	1%
Convenience to work, school, and/or shopping	4	1%
My personal financial situation	66	24%
State of the economy	14	5%
Something else	81	29%
Total Responses	276	100%

19. How would you rate each of the following aspects of this community?

	Very good		Good		Fair		Poor		Very poor		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
Cleanliness of the community	33	9%	85	23%	136	37%	81	22%	34	9%	369
Physical condition of homes in the community	23	6%	82	23%	175	48%	63	17%	18	5%	361
Physical condition of streets, sidewalks, and public spaces in the community	11	3%	65	18%	147	40%	97	27%	46	13%	366
Safety in the community	20	5%	61	17%	143	39%	84	23%	61	17%	369
Friendliness of neighbors in the community	73	20%	113	31%	136	37%	32	9%	11	3%	365
Quality of public services in the community	40	11%	117	32%	138	38%	52	14%	17	5%	364
Variety of goods and services available for purchase in the community	29	8%	112	31%	148	41%	56	16%	14	4%	359
Access to transportation	92	25%	132	37%	107	30%	26	7%	4	1%	361
Access to employment centers	25	7%	64	19%	143	41%	81	23%	32	9%	345
Affordability of homes or apartments in the community	44	13%	97	28%	144	42%	51	15%	10	3%	346

20. Compared to three years ago, how has this community changed overall?

	Number of Responses	Percentage
Improved a lot	40	11%
Improved some	105	30%
Stayed about the same	123	35%
Declined some	49	14%
Declined a lot	34	10%
Total Responses	351	100%

21. Compared to three years ago, how would you say each of the following aspects of this community has changed?

	Improved a lot		Improved some		Stayed about the same		Declined some		Declined a lot		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
Cleanliness of the community	35	10%	74	22%	164	48%	48	14%	23	7%	344
Physical condition of homes in the community	24	7%	87	25%	162	47%	55	16%	15	4%	343
Physical condition of streets, sidewalks, and public spaces in the community	17	5%	66	19%	157	46%	69	20%	33	10%	342
Safety in the community	21	6%	46	13%	168	49%	58	17%	49	14%	342
Friendliness of neighbors in the community	56	17%	85	25%	156	46%	34	10%	8	2%	339
Quality of public services in the community	30	9%	103	30%	158	47%	37	11%	11	3%	339
Variety of goods and services available for purchase in the community	30	9%	92	27%	164	49%	40	12%	11	3%	337
Access to transportation	61	18%	93	27%	153	45%	28	8%	4	1%	339
Access to employment centers	22	7%	53	16%	173	52%	60	18%	23	7%	331
Affordability of homes or apartments in the community	34	10%	84	25%	160	48%	47	14%	6	2%	331

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

	Number of Responses	Percentage
Improve a lot	57	16%
Improve some	142	39%
Stay about the same	113	31%
Decline some	30	8%
Decline a lot	22	6%
Total Responses	364	100%

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

	Number of Responses	Percentage
"fix their shit"	1	0%
a lot of things, like cleaning	1	0%
a united community	1	0%
address crime; reduce vacancy	1	0%
at least sweep their pavements.	1	0%
at this point, nothing	1	0%
be all united	1	0%
be good neighbors	1	0%
be more friendly	1	0%
BE MORE FRIENDLY; MANY RENTERS DON'T CARE	1	0%
Be more positive and promote less crime.	1	0%
be more unified	1	0%
be together and clean the street	1	0%
BE UNITED AS ONE	1	0%
better sidewalks	1	0%
BUILD NEW PARK, CLEAN UP, FIX STREETS	1	0%
Build relationship with block captain	1	0%
by tidying up/fixing the community	1	0%
can't do anything because the city won't help	1	0%
CARE	1	0%
CARE, SEEK EMPLOYMENT FOR MORE INCOME, FIX HOME AND THEREBY HELP IMPROVE PROPERTY VALUE FOR ALL HOMEOWNERS	1	0%
center community participation	1	0%
CHANGE THE LIGHT	1	0%
CHANGE TRAFFIC LIGHT TO REDUCE ACCIDENTS	1	0%
CLARITY OF COMMUNICATION (LANGUAGE BARRIER MAKES IT DIFFICULT FOR ALL NEIGHBORS TO UNDERSTAND EACH OTHER)	1	0%
clean	14	5%
CLEAN -- KEEP AN EYE OUT; BE GOOD NEIGHBORS; HELP EACH OTHER	1	0%
CLEAN AND CARE	1	0%

CLEAN IN FRONT OF HOME; CARE AND UPDATE FRONT OF HOME	1	0%
Clean it and fix your house	1	0%
CLEAN THE AREA	1	0%
CLEAN THE BLOCK	2	1%
clean the front of your home	1	0%
clean the neighborhood -- not only when elections are here!	1	0%
clean the street; better programs	1	0%
clean their houses on the outside	1	0%
clean together	1	0%
CLEAN UP	4	1%
clean up after themselves	1	0%
CLEAN UP AND SHOVEL YOUR SNOW	1	0%
CLEAN UP CORNERS	1	0%
clean up, be responsible	1	0%
CLEAN UP, UNITY	1	0%
CLEAN UP, UNITY	1	0%
CLEAN, PARKING SPACE	1	0%
clean; better block captain; more blocks	1	0%
clean; help community	1	0%
CLEANLINESS	1	0%
collaborate more on community projects	1	0%
COME OUT AND CLEAN	1	0%
come together and change things within the community	1	0%
come together and communicate better with each other	1	0%
come together for a better tomorrow	1	0%
come together to stop crime	1	0%
communicate	1	0%
communicate better	1	0%
communicate, paint, and fix your home	1	0%
communication	1	0%
communication is key	1	0%
COMMUNITY MEETINGS	1	0%
community participation	1	0%
community services + recreation center	1	0%
complain to people who can make changes	1	0%
complain to the city more so they can fix the street and for the people to clean	1	0%
continue to maintain blockhouses	1	0%
continue working together	1	0%
Convert to being a Christian and lead a Christian life	1	0%
cooperate/work together	1	0%
cooperation	1	0%
create a block watch	1	0%
CRIME	1	0%
crime and drugs	1	0%
do community cleaning	1	0%
does not bother anyone	1	0%
don't know	4	1%
drug dealers gone	1	0%
END VIOLENCE; FRIENDLY; CLEAN	1	0%
everyone care for their homes	1	0%
feels peaceful	1	0%
find employment	1	0%
fix the side walks and put speed bumps	1	0%
GET A BLOCK CAPTAIN	1	0%
get along with others	1	0%
GET DRUGS OUT; KEEP KIDS IN	1	0%
GET INVOLVED	2	1%
GET INVOLVED IN COMMUNITY ORGANIZATIONS, WORK TOGETHER, ASK QUESTIONS, LEARN, ACT	1	0%
GET INVOLVED; TALK TO EACH OTHER; BE FRIENDLY	1	0%
get more work	1	0%
get rid of the drugs	1	0%
Get rid of the drugs.	1	0%
get the drugs out	1	0%
get together	1	0%
get together and make this a good neighborhood	1	0%
GET TOGETHER AND WORK	1	0%
GET TROUBLEMAKERS OUT	1	0%
GIVE PEOPLE ANOTHER CHANCE	1	0%
GO TO WORK; GET INCOME; FIX PROPERTIES	1	0%
go work	1	0%
happy already	1	0%
have communication	1	0%

have more communication	1	0%
have no drugs & violence	1	0%
help each other	1	0%
HELP EACH OTHER; EVENTS; CLEANUPS	1	0%
help one another unite	1	0%
help others	1	0%
help to clean the community and put trash into the trash cans	1	0%
I don't believe there is anything	1	0%
I don't know	3	1%
I'd like to have more services and sessions.	1	0%
If everyone cleans.	1	0%
if everyone could get together in street cleaning	1	0%
if neighbors unite more	1	0%
if people would care	1	0%
if we were able to create more unity in the community	1	0%
IMPROVE ENGAGEMENT WITH RESIDENTS	1	0%
improve homes to make the neighborhood look better	1	0%
KEEP KIDS INSIDE AND TERMINATE DRUG CORNERS	1	0%
keep united	1	0%
less crime	1	0%
less crime - unity	1	0%
less drugs and crime	1	0%
LOOK FOR A BROOM AND GET IT CLEAN	1	0%
LOOK OUT FOR EACH OTHER	1	0%
MAINTAIN CLEANING OF NEIGHBORHOOD	1	0%
maintain painting of houses and cleanliness of roads/sidewalks/curbs	1	0%
mind own business	1	0%
more communication	1	0%
MORE COMMUNITY INVOLVEMENT	1	0%
More community services	1	0%
more friendly reunions and participation with the police	1	0%
more help for all families in the community	1	0%
more help from the community	1	0%
more joint communication	1	0%
more meetings and unite more	1	0%
MORE ORGANIZATION FROM RESIDENTS	1	0%
MORE PARTICIPATION FROM NEIGHBORS	1	0%
MORE PEOPLE COOPERATING	1	0%
more police	2	1%
MORE POLICE PATROL	1	0%
MORE POSITIVE PEOPLE	1	0%
more security	1	0%
more unified community	1	0%
motivate for change	1	0%
n/a	1	0%
NEED A BLOCK CAPTAIN TO LEAD THE BLOCK	1	0%
need to stop crimes	1	0%
neighborhood watch; decrease income	1	0%
neighbors being protective	1	0%
neighbors cant do nothing	1	0%
no	4	1%
no - I do not see any initiative	1	0%
no ammo	1	0%
NO BLOCK CAPTAIN	1	0%
no complaints	1	0%
no hacer revolú	1	0%
NOT	1	0%
not many things	1	0%
not sure	6	2%
not sure -- neighbors don't talk to each other enough	1	0%
NOTHING	7	2%
ORGANIZE BLOCK CAPTAIN, CLEAN	1	0%
organize cleaning days	1	0%
organize; clean up	1	0%
participate more	1	0%
participation of the neighbors	1	0%
people can stop buying cars so that we can have parking	1	0%
people need to speak up for the cleaning of the block	1	0%
POLITICIANS AND POLICE NEED TO DO MORE FOR THEIR SALARIES	1	0%
PUBLIC SAFETY	2	1%
RECREATION WITH NEIGHBORS; THERE IS NOWHERE TO PLAY	1	0%

RENOVATE FACADES OF HOMES	1	0%
respect each other	1	0%
SAFETY	1	0%
Should have more community meetings and unite together in peace to work as one. Respect each other.	1	0%
SPEND ABOUT \$5000 IMPROVING YOUR HOUSE	1	0%
stay in their homes	1	0%
stop being in peoples business be more friendly	1	0%
stop crime	3	1%
stop crime and drugs; become united	1	0%
stop drugs	1	0%
stop the violence	1	0%
SUPPORT THE COMMUNITY AND FOLLOW JESUS	1	0%
take all drugs out; people don't respect the elderly	1	0%
the government's help	1	0%
the police need to be more helpful	1	0%
the whole world needs to unite to have greater strength	1	0%
THERE NEEDS TO BE A BLOCK CAPTAIN TO MAKE THE FIRST MOVE	1	0%
todo se una para mejor besidario	1	0%
try to fix the homes; more security	1	0%
unite	3	1%
unite & clean	1	0%
unite a little more to keep the neighborhood clean	1	0%
unite and fight drugs	1	0%
unite and get help from cops need surveillance	1	0%
unite and get things done	1	0%
unite and help	1	0%
unite as neighbors	1	0%
unite more	3	1%
unite more when it comes to cleaning	1	0%
unite to put cameras and fix side walks	1	0%
unite to stop crime	1	0%
unite to work on cleaning and reduce crime	1	0%
unite together to make a difference	1	0%
unite, fight to lower taxes	1	0%
unity	4	1%
UNITY AND CLEAN	1	0%
unity, support; people are scared and no one wants to talk	1	0%
UNITY: BLOCK CAPTAIN IS CURRENTLY UNKNOWN/UNINVOLVED	1	0%
we can all work together and keep the streets clear	1	0%
we need to work together	1	0%
we should unite the neighbors of the community more often	1	0%
work	1	0%
work as one	1	0%
work every day	1	0%
work together	10	3%
work together for change	1	0%
work together to get things done meetings	1	0%
work together to keep things nice	1	0%
yes	15	5%
Yes -- (did not elaborate)	1	0%
yes if they clean	1	0%
yes, if they cleaned and cared	1	0%
yes: come together	1	0%
Total Responses	295	100%

Z4.
What is the primary language spoken at home?

	Number of Responses	Percentage
English	119	32%
Spanish	221	60%
	2	1%
both	22	6%
Chinese	1	0%
Korean	1	0%
mix of both	1	0%
Total Responses	367	100%

Z5.
Are you, or is someone residing in your household 62 years old or older?

	Number of Responses	Percentage
--	---------------------	------------

Yes	140	39%
No	222	61%
Total Responses	362	100%

26.

Do you feel that there is adequate public space and/or parks that serve your neighborhood?

	Number of Responses	Percentage
Yes	141	39%
No	218	61%
Total Responses	359	100%

27.

How often do you use the parks and public space?

	Number of Responses	Percentage
More than once a week	36	10%
Once a week	31	9%
Twice a month	32	9%
Once a month	44	12%
Less than once a month	218	60%
Total Responses	361	100%

Can you describe what you might like to see that would increase how often you use the public spaces/parks in the neighborhood (check all that apply)

	Number of Responses	Percentage
Dog park	57	6%
New playground equipment	148	16%
Less Crime	222	24%
Cleaner Environment	199	22%
Physical improvements	135	15%
Organized events such as a movie night in the park	91	10%
	11	1%
activities	2	0%
build center park for children	1	0%
clean more frequently	1	0%
CLEAN UP THE NEEDLES! UNSAFE FOR KIDS.	1	0%
cleanliness	3	0%
CRIME	1	0%
don't use	1	0%
GARDENS	1	0%
GET THE DRUGS OUT OF HERE	1	0%
I don't go to parks	1	0%
I don't use them	1	0%
I don't use these facilities	1	0%
it's dirty and bad	1	0%
KEEP POOLS OPEN	1	0%
MORE EVENTS FOR KIDS	1	0%
MORE LIGHTING FIXTURES	1	0%
MORE LIGHTING TO MAKE IT SAFER TO WALK	1	0%
MORE LIGHTING; SECURITY	1	0%
more parks in the area	1	0%
more schools /organizations	1	0%
more security	1	0%
more services for residents	1	0%
more stores	1	0%
more supermarkets	1	0%
more things for kids	1	0%
need places to take children	1	0%
never	1	0%
never go	2	0%
never use	1	0%
new parks	1	0%
no	1	0%
no little kids in house	1	0%
not around here	1	0%
not sure	1	0%
OID	1	0%
open spaces w/ greenery close by CHoward and Westmoreland park/lo	1	0%
other bad kids	1	0%
PARKING SPACE	1	0%
PEOPLE	1	0%
planting gardens	1	0%
poked by things	1	0%

POLICE PATROL	2	0%
provide good parks and reduce violence	1	0%
PUBLIC SAFETY	2	0%
safer for children	1	0%
SAFETY IN THE NEIGHBORHOOD	1	0%
SECURITY	1	0%
SECURITY/ POLICE; RESIDENTS DONT REPORT VIOLENT INCIDENTS; PITBULLS IN KIDS PARK MAKE UNSAFE ENVIRONMENT	1	0%
SERVICES, OUTREACH	1	0%
SHOOTINGS, SAFETY	1	0%
stays open	1	0%
vigilance	1	0%
walk dog	1	0%
well-lit and well-paved walkways	1	0%
Total Responses	923	100%

29.

How often do you shop at the following places for groceries?

	2-3 times per week		Once a week		Once every two weeks		Once a month		Never		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
Supermarket (outside the community)	60	18%	65	18%	100	27%	120	33%	20	5%	365
Corner Store or Bodega	158	44%	64	18%	47	13%	45	13%	46	13%	360
Local Food Market (within the community)	60	17%	65	18%	95	27%	92	26%	41	12%	353

30.

Where do you shop most frequently?

	Number of Responses	Percentage
Supermarket (outside the community)	214	67%
Corner Store or Bodega	34	11%
Local Food Market (within the community)	70	22%
Total Responses	318	100%

31.

What type of transportation do you use when you go to shop for groceries?

	My own car		Bus		Taxi		Walk		Bike		Carpool or get a ride with a friend or		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
Supermarket (outside of the community)	174	49%	47	13%	8	2%	50	14%	2	1%	76	21%	357
Corner Store or Bodega	60	18%	25	7%	5	1%	222	65%	1	0%	28	8%	341
Local Food Market (within the community)	133	39%	33	10%	5	1%	109	32%	2	1%	55	16%	337

32.

How important is it to you that the food provided by stores is the following:

	1 (Very Important)		2 (Important)		3 (Somewhat Important)		4 (Not at All Important)		Total Number of Responses
	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	Number of Responses	Percentage	
Fresh	238	66%	84	23%	30	8%	9	2%	361
Affordable	229	64%	93	26%	31	9%	7	2%	360
Includes healthy food options	229	64%	87	24%	33	9%	9	3%	358
Includes Prepared food	116	38%	74	24%	62	20%	51	17%	303

33.

How often do you frequent local neighborhood retail stores?

	Number of Responses	Percentage
2-3 times per week	91	25%
Once per week	52	14%
Once every two weeks	95	26%
Once a month	84	23%
Never	37	10%
Total Responses	359	100%

34.

Where do you most frequently shop for your retail needs?

	Number of Responses	Percentage
Large Retail Stores (outside of community)	275	77%
Local Neighborhood Stores	67	19%
Internet	4	1%
	1	0%
CHILDREN DO SHOPPING SINCE IM DISABLED	1	0%
do not buy	1	0%
Dollar Stores	1	0%
Family Dollar	1	0%
I DONT LEAVE THE PROPERTY	1	0%
it depends	1	0%
My son goes and I pay	1	0%

salvation army	1	0%
supermarket	1	0%
Target	1	0%
Walgreens	1	0%
Total Responses	358	100%

35. Do you think there should be more retail options within the community?

	Number of Responses	Percentage
Yes	340	93%
No	25	7%
Total Responses	365	100%

36.

If so, what retail store types should be introduced? (Check all that apply)

	Number of Responses	Percentage
Large Superstores (Walmart, Target etc.)	328	32%
Electronics	133	13%
Clothing	208	20%
Footwear	147	14%
Auto	50	5%
Pharmacy	133	13%
	6	1%
a cleaner supermarket	1	0%
a Mall	1	0%
dicount stores	1	0%
dollar store	1	0%
Especially Target	1	0%
health food stores	1	0%
Home Depot	1	0%
kids stores	1	0%
KMART	1	0%
LIBRARY	1	0%
MACYS, NORDSTROM, WHOLE FOODS	1	0%
MALL, HOME GOODS	1	0%
supermarkets	2	0%
Walgreens	1	0%
WALGREENS, WAWA	1	0%
Walmart especially	2	0%
Walmart specifically	1	0%
Wawa	3	0%
WAWA, ACME/SUPERMARKET	1	0%
Total Responses	1028	100%



APPENDIX D:
Social Service Providers

Social Service Providers

APM

4301 Rising Sun Ave, Philadelphia, PA 19140

- Mental health services
- Drug and alcohol treatment
- Early childhood education program
- Adoption and foster care services
- Community Umbrella Agency

Aspira

4322 N 5th St, Philadelphia, PA 19140

- After school program
- Leadership clubs
- Summer camp
- College Prep
- Work Ready Program
- Community Technology Center

Casa del Carmen

4400 N Reese St, Philadelphia, PA 19140

- Food assistance
- Clothing bank
- Pregnancy and parenting classes
- English as a Second Language (ESL) classes

Casa de Consejeria Drug and Alcohol CO

213 W Allegheny Ave, Philadelphia, PA 19133

- Substance abuse treatment

Centro Nueva Creacion

185 W Tioga St, Philadelphia, PA 19140

- After school program
- Summer camp

Children's Crisis Treatment Center

1080 North Delaware Avenue, Suite 600, Philadelphia, PA 19125

- Therapeutic nursery
- Trauma Assistance Program
- Parenting workshops

COMHAR

100 W Lehigh Ave, Philadelphia, PA 19133

- Behavioral health services
- Intellectual/Developmental disability services

- Summer Camp

Concilio

141 E Hunting Park Ave, Philadelphia, PA 19124

- Summer youth employment
- Parenting skills training
- After school program
- Adoption and foster care services
- Immunization outreach

Crossroads Community Center

2916 6th St, Philadelphia, PA 19133

- After school program
- Summer camp
- Emergency food pantry

East Division Crime Victim Services

3300 N Mascher St, Philadelphia, PA 19140

- Support service at preliminary hearings and court accompaniment
- Crisis counseling

Energy Coordinating Agency

106 W Clearfield St, Philadelphia, PA 19133

- Training for Energy Efficiency Industry
- Heater Hotline and Crisis intervention
- Weatherization

Esperanza

4261 N 5th St, Philadelphia, PA 19140

- Education (Esperanza College and Esperanza Academy)
- AMLA (Artistas y Musicos Latinos Americanos)
- Workforce development
- Immigration legal services

Esperanza Health Center

2940 N 5th St, Philadelphia, PA 19133

- Medical services- Adult Preventive and Acute Care, Pediatrics, OB/GYN Care, Hospital Care, Chronic Disease Management, and Specialty Care
- Dental services
- Behavioral health services
- Nutrition and wellness education
- Comprehensive HIV care

HUNE

2215 N American St, Philadelphia, PA 19133

- Technical assistance for families with physical, mental, emotional disabilities

Impact Services

1952 E Allegheny Ave, Philadelphia, PA 19134

- Employment and training
- Summer Career Exploration Program
- Youth Violence Reduction Program

JFK Mental Behavioral Health Center

321 W Girard Ave, Philadelphia, PA 19123

- Behavioral health services

The Lighthouse

3405 N Front St, Philadelphia, PA 19140

- After school program
- Adult basic education program
- Life skills development workshops
- Teen parenting workshops
- Youth Service Center

Mann Older Adult Center

3201 N 5th St, Philadelphia, PA 19140

- Recreational center for the elderly

Maria de los Santos Health Center

401 W Allegheny Ave, Philadelphia, PA 19133

- Behavioral health services
- Social services
- Family health awareness

Mercy Life Senior Health Center

3240 N Hancock St, Philadelphia, PA 19140

- Comprehensive medical services
- Recreational services
- Social services

Northeast Mental Health Center

2922 N 5th St, Philadelphia, PA 19133

- Family, group and individual psychotherapy

Nueva Vida Mental Health Center

112 E Allegheny Ave, Philadelphia, PA 19134

- Behavioral health services

Place of Refuge

2938 N 5th St, Philadelphia, PA 19133

- Behavioral health services

Prevention Point

2913 Kensington Ave, Philadelphia, PA 19134

- Health wellness
- Comprehensive risk counseling services

Providence Center

2635 N 4th St, Philadelphia, PA 19133

- After school program

Proyecto Ayuda

3150 N Mascher St # 100, Philadelphia, PA 19133

- Employment and training for the elderly

Salvation Army

3150 N Mascher St, Philadelphia, PA 19133

- Summer camps
- Job training
- After school program

Taller Puertorriqueño

2600 N 5th St, Philadelphia, PA 19133

- Art education program for children and youth

Temple Episcopal Campus

100 E Lehigh Ave #105, Philadelphia, PA 19125

- Behavioral health services
- Substance abuse treatment

Women Infants Children (WIC)

217-33 W Lehigh Ave #2, Philadelphia, PA 19133

- Food assistance

[Gaps in provision of services](#)

Feedback from the community meetings and stakeholder meetings indicated several gaps in the existing provision of social services for children and families. The principal gaps in service and need for additional services that were identified include the following:

- Mental health support, particularly relating to substance abuse
- Vocational training for youth that supports the acquisition of job specific skills through education or on job training

- Expanded after school programs, including homework assistance, art, sports and computer related skills
- Educational resources for parents, including ESL and GED classes, as well as general parenting classes, and parenting classes that focus specifically on the prioritization of education for children
- Additional substance abuse, addiction control and prevention, and needle exchange programs
- Supportive housing for the homeless, particularly those with drug addiction problems
- Resources and services to address crime, particularly drug related crime
- Senior services, including more assisted living accommodation, education regarding available resources, and better coordination of available services



APPENDIX E:

Expanded Study Area Map

Expanded Study Area Map

