



north central PHILADELPHIA

CHOICE NEIGHBORHOODS TRANSFORMATION PLAN



Image: Perspective Rendering of Proposed Neighborhood Plan (WRT)

CITY OF PHILADELPHIA | PHILADELPHIA HOUSING AUTHORITY

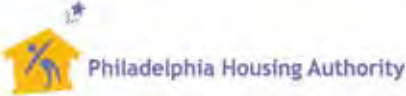




Image: WRT

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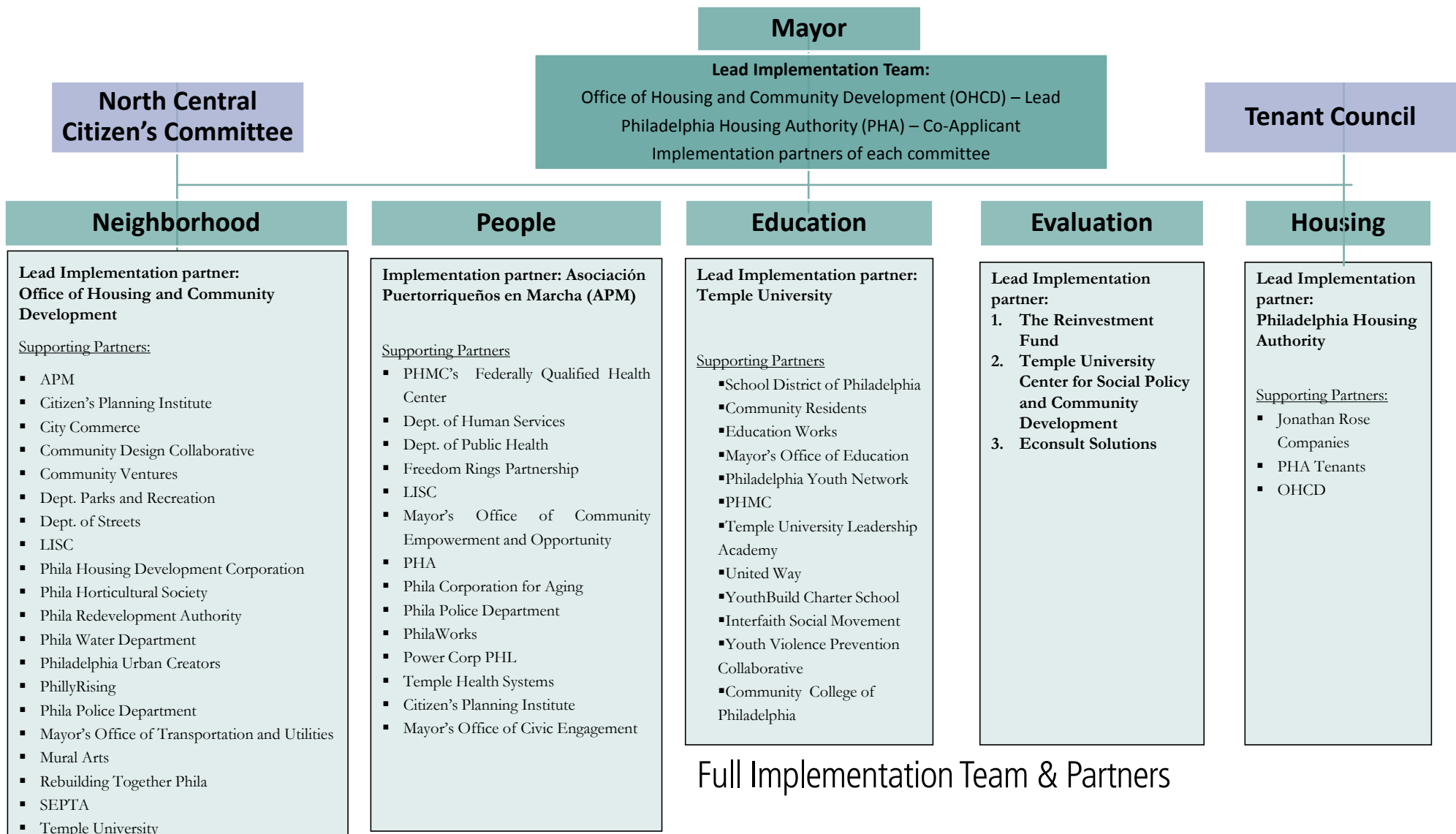
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Implementation Team & Partners



Full Implementation Team & Partners

SECTION 1 : Purpose of the Transformation Plan

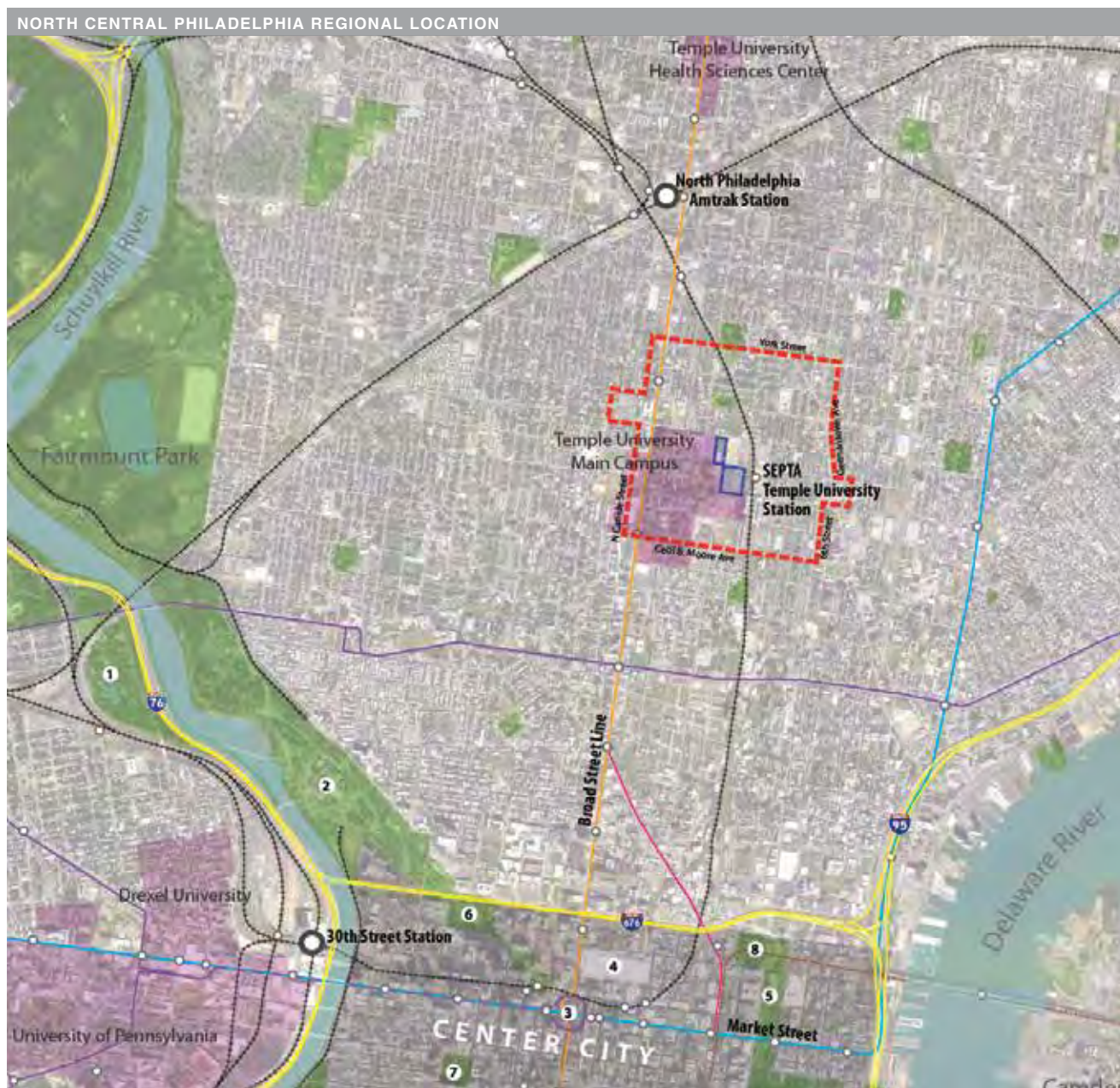


In collaboration with community residents and stakeholder organizations, the City of Philadelphia prepared this Transformation Plan for North Central Philadelphia. The planning area encompasses approximately a half a square mile bounded by York Street to the north, 6th Street and Germantown Avenue to the east, Cecil B. Moore Avenue to the south, and North Carlisle Street and North 16th Street to the west. The area includes the Norris Homes low-rise public housing site.

The neighborhood, home to Temple University and situated less than two miles from Center City, was once an industrial powerhouse – bustling with warehouses and manufacturers such as Stetson Hat and Good and Plenty Candy. Hundreds of row homes and commercial spaces were constructed to house and service the growing, diverse worker population. Until the 1960s, it thrived with commercial districts and arts venues like the Uptown Theater. Eventually, suburbanization, ill-conceived urban renewal projects, and the collapse of the regional manufacturing industry left the neighborhood with abandoned homes and factories, extraordinarily high rates of vacant, underutilized land, and a population that increasingly reflected high rates of poverty.

HUD'S CHOICE NEIGHBORHOODS INITIATIVE

The Choice Neighborhoods Initiative is a program of the U.S. Department of Housing and Urban Development (HUD). Choice Neighborhoods advances the successes of HUD's former HOPE VI program by supporting affordable housing and economic development to transform neighborhoods of extreme poverty into functioning, sustainable, mixed-income communities. The program is focused on using the rebuilding of distressed public housing as a catalyst for neighborhood-wide revitalization. In addition to physical housing improvements, the program supports adopting a comprehensive approach to revitalization that links new and rehabilitated housing with well-functioning services, schools, public assets, transportation, and access to jobs.



Legend

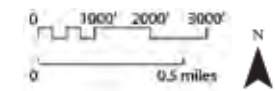
- - - Planning Area Boundary
- Target Housing Sites
- Expressway
- Center City Philadelphia
- Institutions

Transit

- Broad Street Line
- Broad Ridge Spur Line
- Market-Frankford Line
- Trolley Line
- SEPTA Regional Rail
- PATCO High-Speed Line
- Transit Station

Landmarks

- 1 Philadelphia Zoo
- 2 Philadelphia Museum of Art
- 3 City Hall
- 4 Pennsylvania Convention Center
- 5 Independence Mall
- 6 Logan Circle
- 7 Rittenhouse Square
- 8 Franklin Square
- 9 Washington Square



The planning area is located 2 miles north of Center City Philadelphia

“A TRANSFORMATION PLAN IS A SET OF COORDINATED STRATEGIES THAT OUTLINE A ROAD MAP TO NEIGHBORHOOD REVITALIZATION. LINKING NEW AND REHABILITATED HOUSING WITH WELL-FUNCTIONING SERVICES, SCHOOLS, PUBLIC ASSETS, TRANSPORTATION, AND ACCESS TO JOBS.”



Image: 2012 Stakeholder Work Session

CHOICE NEIGHBORHOODS IS FOCUSED ON THREE CORE GOALS:

1. **HOUSING:** Replace distressed public and assisted housing with high-quality, mixed-income housing that is well managed and responsive to the needs of the community.
2. **PEOPLE:** Improve educational outcomes and inter-generational mobility for youth with services and support delivered directly to youth and their families.
3. **NEIGHBORHOOD:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

To achieve these core goals, communities must have in place a comprehensive neighborhood revitalization strategy, or transformation plan. This transformation plan is the guiding document for the revitalization of the public and/or assisted housing units, and it directs the transformation of the surrounding neighborhood to have positive outcomes for families.

Through this program, HUD provides two types of competitive grants to assist communities in achieving their goals: planning grants and implementation grants. Planning grants of up to \$500,000 assist communities in developing a successful neighborhood transformation plan and building the support necessary to create place-based strategies that address housing, inadequate schools, poor health, high crime, and lack of capital/economic opportunity. Implementation grants of up to \$30 million support communities that have undergone a comprehensive local planning process and are ready to implement their transformation plan.



Image: WRT

DEVELOPMENT OF NORTH CENTRAL PHILADELPHIA'S TRANSFORMATION PLAN

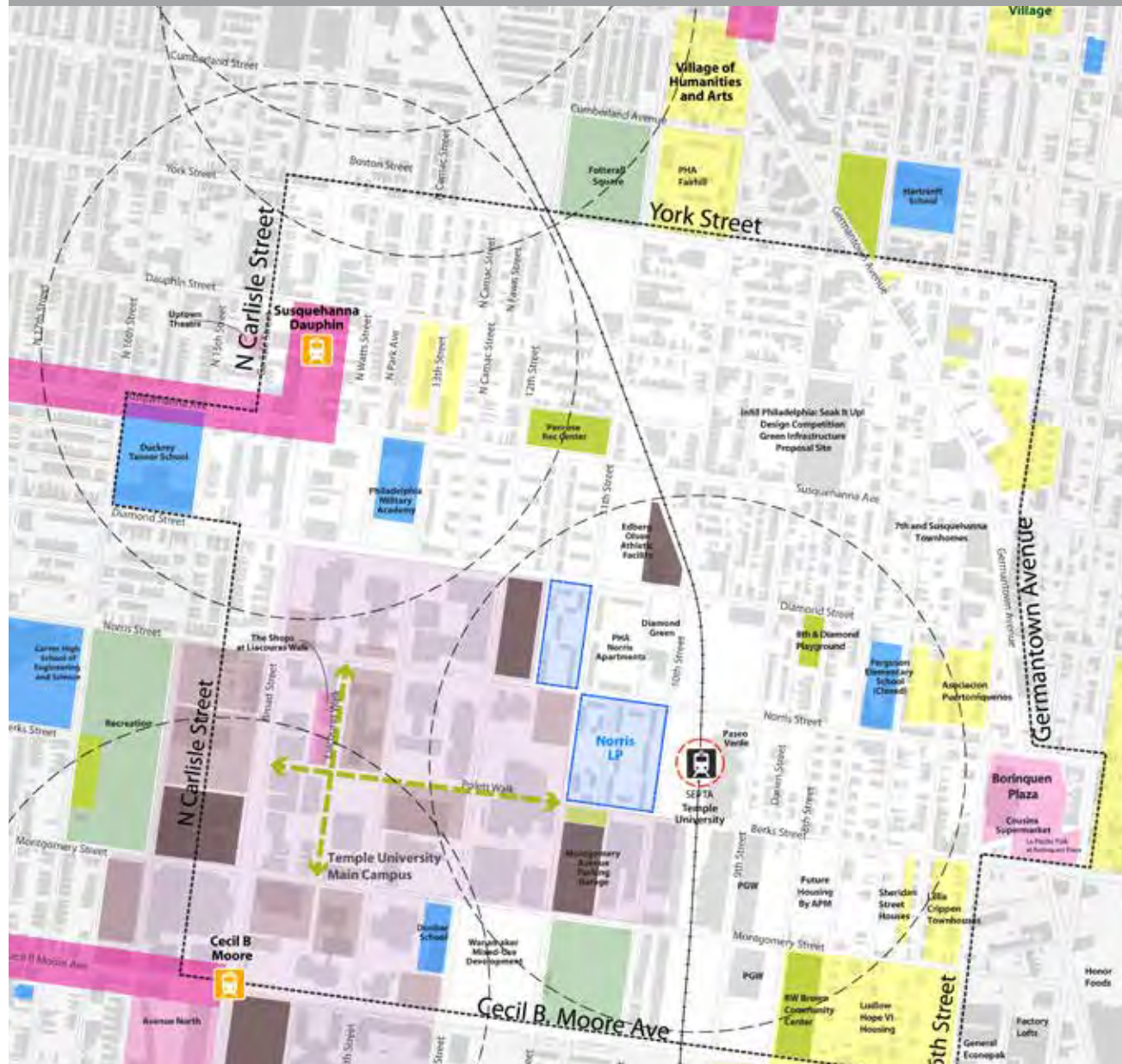
For over 10 years, community residents, educational partners, local retailers, developers, faith-based groups, non-profit organizations, arts organizations, government agencies, and other institutions have been engaged by the Office of Housing and Community Development (OHCD), the Philadelphia Housing Authority (PHA), and Asociación Puertorriqueños en Marcha (APM) to share concerns about their neighborhood and to develop strategies to build a strong and vibrant North Central Philadelphia. Plans developed over the last 10 years provide the foundation for the North Central Philadelphia Choice Neighborhoods Transformation Plan.

To build a successful coalition of community residents and organizational stakeholders, effectively secure a \$30 million dollar implementation grant, and bring to fruition the neighborhoods' visions, the following partners have been identified to lead plan elements. The partners were selected based on their experience working with the community and their ability to demonstrate institutional capacity to successfully implement the Transformation Plan.

QUICK FACTS

GRANT REQUEST:	\$30 million
LEVERAGE:	\$200 million
APPLICANT:	City of Philadelphia
CO-APPLICANT:	Philadelphia Housing Authority
KEY PARTNERS:	Asociación Puertorriqueños en Marcha (APM) (People Lead), Local Initiatives Support Corporation, PA Department of Community & Economic Development (DCED), Pennsylvania Horticultural Society, Philadelphia School District, Philadelphia Youth Network, Temple Health Systems, Temple University (Education Lead and Anchor Institution), United Way.

TRANSFORMATION PLANNING AREA



Legend

- Planning Area Boundary
- Target Housing Sites
- Broad Street Line Subway Station
- Regional Rail Station
- Recreation Centers
- Parks
- Schools
- Commercial Districts
- Affordable Housing Development
- 1/4 Mile Walking Radius
- Planning Area: .57 square miles



The planning area is well served by transit and includes a major institution, Temple University Main Campus



Existing Norris Apartments



Existing Norris Apartments

ASSETS

Home to Temple University, the City's 4th largest employer and a driver of local housing and retail market; CNI partners and community have worked together for nearly 40 years; proximity to vibrant Center City and Avenue of the Arts, recreational and greened space, Paseo Verde – new TOD, and extensive transit – bus and Temple Regional Rail Station with approximately 2 million passenger trips in 2011.

CHALLENGES

Rail viaduct bifurcates the neighborhood, creating a physical and social barrier to community assets – recreation facilities and parks; shopping and retail; Temple University programs; and transit. Over 50 years of disinvestment and depopulation have left blocks scattered with blighted vacant lots/properties which promotes crime and discourages walking. The schools are low-performing and the Germantown neighborhood retail corridor is threatened by vacancies and underutilized properties.

KEY PROJECT PARTNERS

Lead Applicant: City of Philadelphia | Co-Applicant: Philadelphia Housing Authority (PHA) | Anchor Institution: Temple University



HOUSING IMPLEMENTATION ENTITY

Philadelphia Housing Authority (PHA)

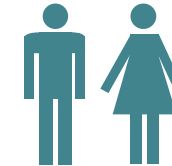
The Philadelphia Housing Authority, through its Philadelphia Housing Authority Development Corporation (“PHADC”) subsidiary, is one of the most successful developers of affordable housing in Pennsylvania, with recent successful experience developing Tax Credit (LIHTC and Historic Tax Credits), Capital Fund, HOPE VI and other mixed finance developments, as well as homeownership. Since 1990, PHA has developed or modernized over 6,100 housing units including continuing the successful, ongoing implementation of five (5) HOPE VI developments.



NEIGHBORHOOD IMPLEMENTATION ENTITY

**City Office of Housing and
Community Development (OHCD)**

The City of Philadelphia through its Office of Housing and Community Development (OHCD) is the Lead Applicant and Neighborhood Implementation Entity. In just over 10 years, OHCD’s investment of \$250 million has leveraged nearly \$1 billion in other funding and investment to create over 7,500 units of rental, special needs and homeownership housing.



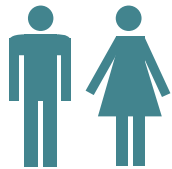
PEOPLE PLAN IMPLEMENTATION ENTITY

**Asociación Puertorriqueños
en Marcha (APM)**

In addition to its role as an effective affordable housing and community developer, APM is a highly successful support services provider. For over 20 years, APM has provided either direct services or through coordination with other supportive service agencies, to include: workforce development, education (GED), childcare, transportation, substance abuse counseling, family counseling, resident-owned business development and financial literacy. APM is a city-funded housing counseling agency and APM’s Community Child Care Center is recognized as Keystone 4-STAR program which is the highest ranking by the state.

KEY PROJECT PARTNERS

Lead Applicant: City of Philadelphia | Co-Applicant: Philadelphia Housing Authority (PHA) | Anchor Institution: Temple University



PEOPLE PLAN IMPLEMENTATION ENTITY

Temple University

Temple University, the neighborhood's Anchor Institution and Lead Education Partner, will provide quality early learning programs, improve educational attainment and increase graduation rates for local youth.

**PRINCIPAL EDUCATION
PARTNER: TEMPLE UNIVERSITY**

SECTION 2: Lower North District Plan

Philadelphia2035 is the City's comprehensive plan which serves as a 25 year blueprint for physical development in the city. The first phase of the Comprehensive Plan is the Citywide Vision. The Citywide Vision lays out broad, far-reaching goals for the future under the

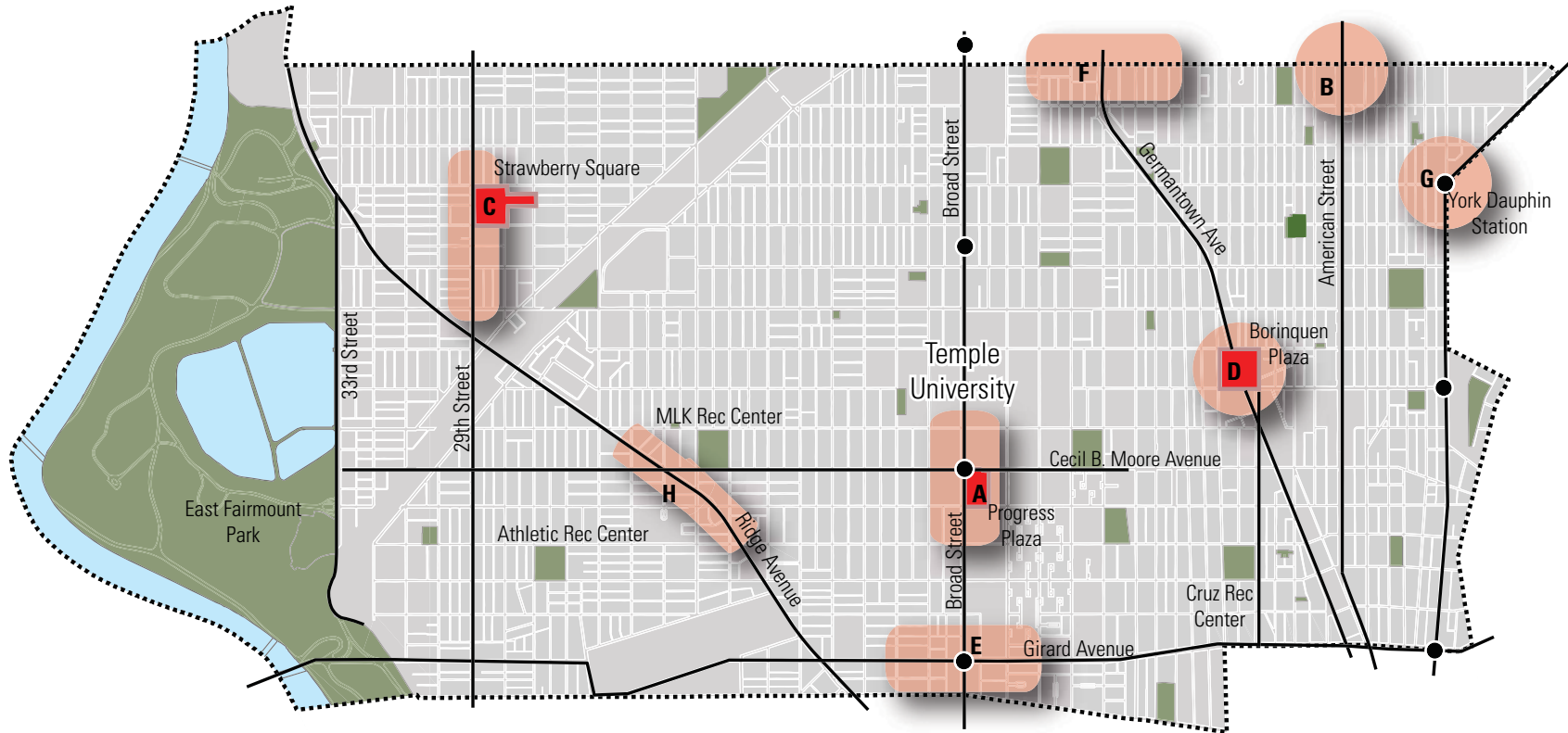
themes of THRIVE, CONNECT and RENEW. Implementing the objectives and strategies under each of the goals will contribute to a stronger economy, a healthier population, and a smaller environmental footprint in the years to come. Additionally, The Citywide Vision forecasts an additional 100,000 residents and 40,000 jobs in Philadelphia in 2035.

The second step of the comprehensive plan is the development of strategic District Plans, taking many of the broad-brush objectives of the Citywide Vision and applying them at the local level. These plans are intended to guide zoning map revisions that will begin following the August 22, 2012 effective start date of the city's new Zoning Code as well as land use plans, planning focus areas, and capital program recommendations.

The Lower North District Plan was developed through a civic engagement planning process that included public meetings and Steering Committee meetings led by the Philadelphia City Planning Commission.

The recommendations included in the Lower North District Plan serve as a framework for the more detailed strategies described in the North Central Choice Transformation Plan.

Recommended Areas for Commercial District Improvements and Zoning Incentives



Commercial Corridors And Shopping Centers

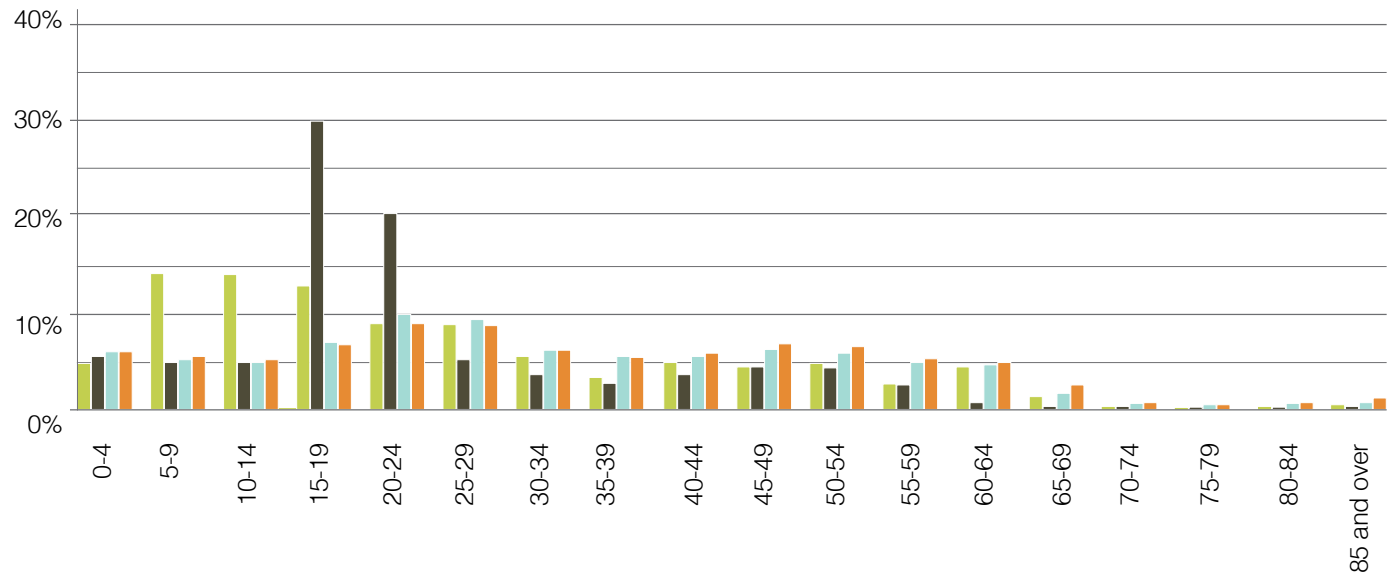
	Location	Size	Vacancy	Improvement Strategies
A	Broad and Cecil B. Moore (including Progress Plaza)	200,000	7.8%	Site specific development projects; Create a corridor management organization
B	American and Lehigh	80,000	9.7%	Explore pedestrian improvements
C	Strawberry Square	92,000	10.8%	Encourage adjacent commercial development through zoning changes
D	6th and Germantown (including Borinquen Plaza)	84,000	12.5%	Encourage housing development around the edges (See pg 52-53)
E	Broad and Girard	287,000	13.6%	TOD overlay
F	Germantown and Lehigh	240,000	23.0%	Corridor management; Continue corridor cleaning program; Build new streetscape
G	Front and Kensington	207,000	34.3%	Site specific development projects; Create a corridor management organization
H	Ridge and Cecil B. Moore	152,000	47.5%	Site specific development projects; Create a corridor management organization

Encouraging Development Around Important Assets

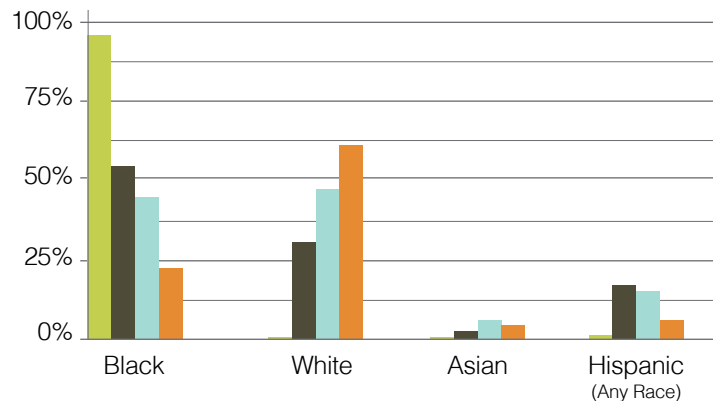
SECTION 3 : A Snapshot of the Planning Area

Over 10,123 people in 2,465 households live in the North Central Philadelphia Transformation Area. The neighborhood median income of \$15,450 underscores the extent to which poverty, distressed housing, poor health outcomes and other issues associated with poverty impacts families, i.e. lack of affordable housing options; outmoded building systems and deteriorated conditions which impact health and safety; the need for affordable transportation options to access employment, education, health care and other services.

POPULATION BY AGE

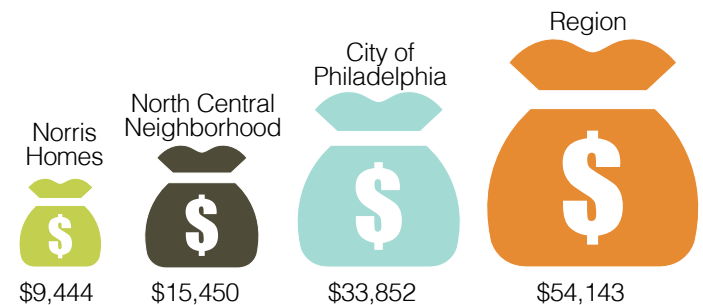


POPULATION BY RACE

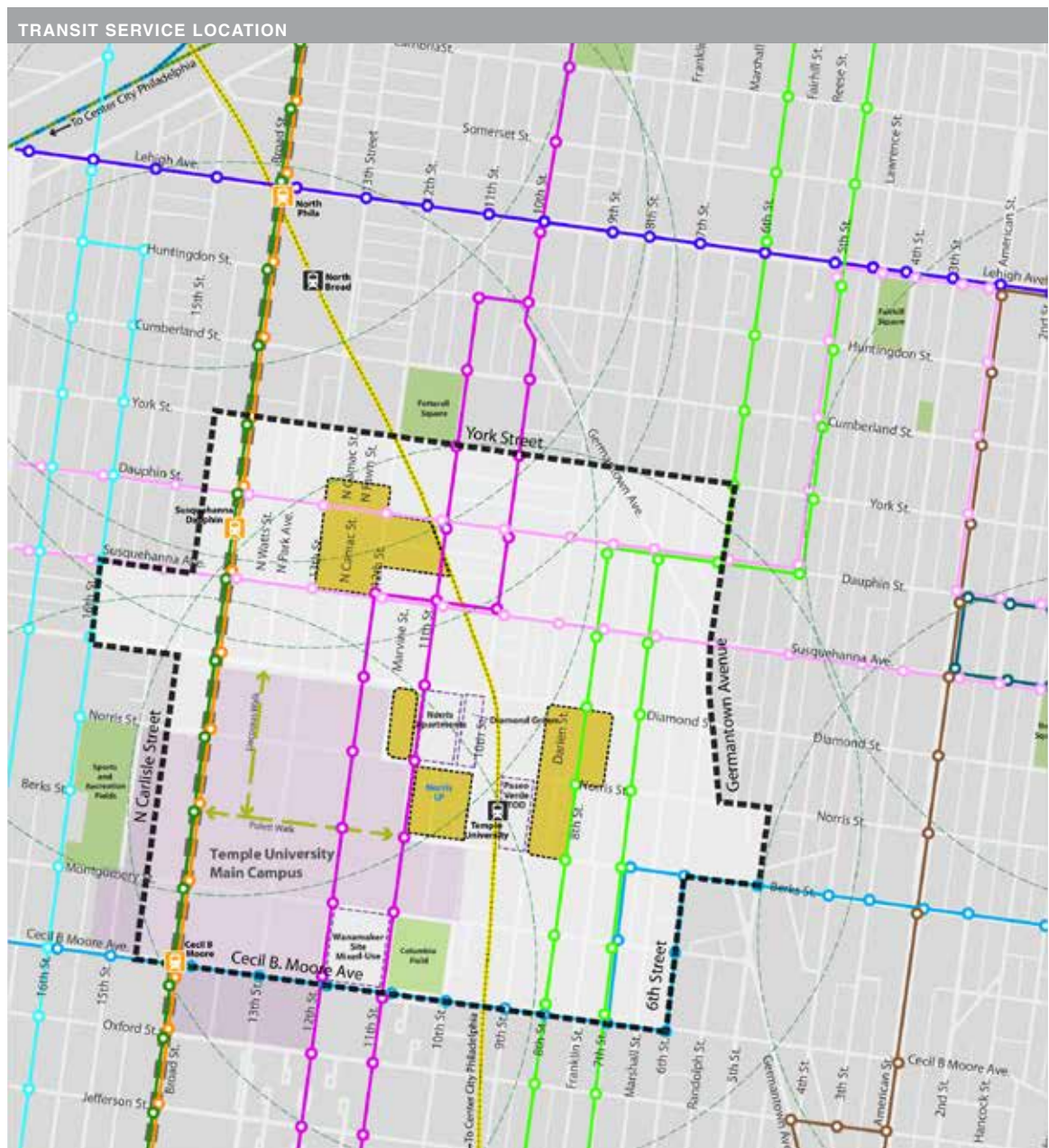


■ Norris Homes
■ Neighborhood
■ City
■ Region

64.7% OF NEIGHBORHOOD HOUSEHOLDS LIVE BELOW THE POVERTY LINE



MEDIAN HOUSEHOLD INCOME



Legend

- Planning Area Boundary
- Target Housing Sites
- Broad Street Line Subway Station
- Market-Frankford Line Subway Station
- Regional Rail Station
- Amtrak Station
- 10 Minute Walk to Transit
- Housing Phases

Subway Lines

- BSL, Spur & Owl

Regional Rail Lines

- Chestnut Hill West
- Daylesstown / Fox Chase/
- Norristown / West Trenton
- Trenton

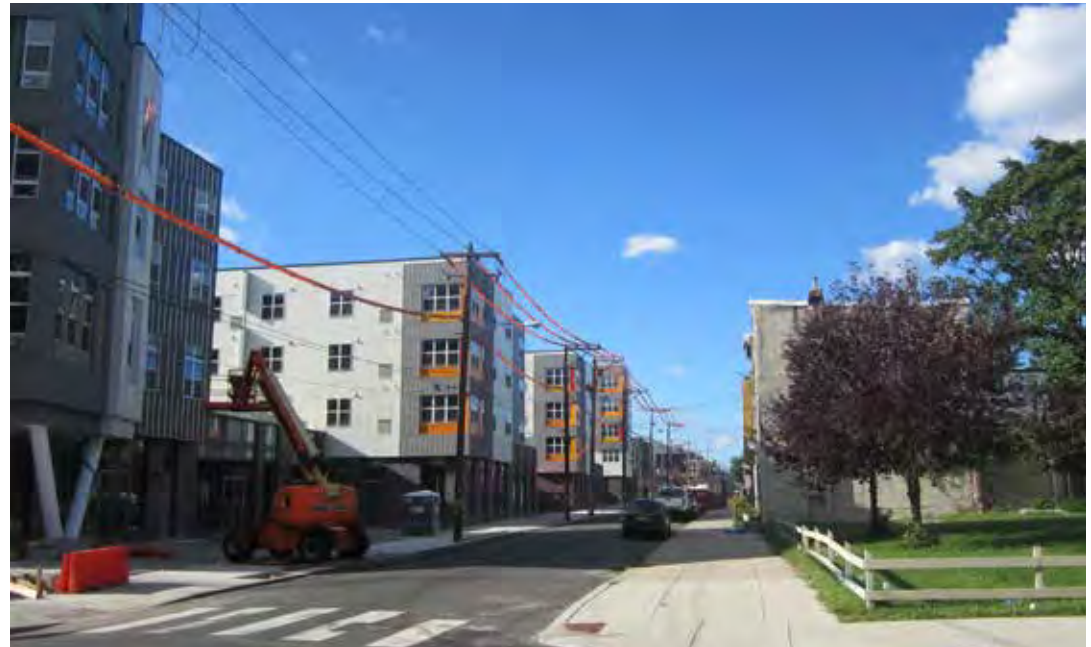
Bus Lines

- 2. 20th-Johnston to Pulaski-Hunting Park
- 3. 33rd-Cecil B. Moore to Frankford Transportation Center
- 4. Fern Rock Transportation Center to Broad-Pattison
- 16. Cheltenham-Ogontz to City Hall
- 23. Broad-Oregon to Chestnut Hill
- 39. Richmond-Cumberland to 33rd-Dauphin
- 47. Whitman Plaza to 5th-Godfrey
- 54. Richmond-Cambria to 33rd-Dauphin
- 57. Whitman Plaza to Fern Rock Transportation Center
- 89. Front-Dauphin to Arnett Transportation Center

The area is well served by public transit, including the Broad Street Line, the Market-Frankford Line, Regional Rail, and SEPTA Buses.

TRANSIT ORIENTED DEVELOPMENT:

The Norris site is steps away from the SEPTA Temple University Regional Rail Station with 3,336 weekday boardings and 3,674 weekday alightings (SEPTA 2013). Directly across the rail tracks from Norris Homes is the new Paseo Verde mixed-use development.



WANAMAKER



The 4.5-acre former Wanamaker Middle School site at 11th Street and Cecil B. Moore Avenue is being redeveloped into a mixed-use, privately owned student housing development for 2,500 students.

BUILDING ON KEY STRENGTHS

While a neighborhood revival is well underway in certain parts of the Choice Neighborhood, the community continues to deal with the aftermath of disinvestment which resulted in widespread demolitions across this and other distressed sections of Philadelphia. For many years, nothing was built on these empty lots, and so parts of the community became known as “the badlands”, a neighborhood where vacant lots – many filled with junk cars and 10 foot tall weeds – stretched for acres. Beginning in the 1970s, grassroots organizations formed in response changing demographics and community need – including Asociacion Puertorriquenos en Marcha (APM), a key partner in the Transformation Plan.

By the early 1990s, through the efforts of APM and many others, the rebirth of the neighborhood had begun in earnest, including redevelopment of 475 lots that have been converted into new housing or commercial ventures. As recently as 1998, a City survey showed that two-thirds of all land parcels in the community were abandoned. By 2010, this figure had been reduced to one-third of parcels – an enormous improvement, but still a major problem area.

Within the .57 square mile Transformation Plan area, the neighborhood contains very dramatic extremes of housing and other conditions depending on the location within it. The area around Temple University, the neighborhood’s anchor institution, includes student housing and campus facilities, with newly constructed and substantially rehabilitated buildings offering privately-owned rental housing to supplement University-owned housing. A neighborhood of new homes developed by APM along streets south of Diamond and North of Cecil B. Moore is thriving, with recent sales prices at \$160,000. As documented in a recent market assessment, rental vacancy rates are low and demand for market rate rental housing remains strong, as is demand for competitively priced sales housing units for moderate and middle-income housing. Overall, however, home values in the neighborhood are depressed and vacant homes and lots continue to dominate many blocks.

PHA’s demolition of the Norris High Rise in 2011 and the subsequent on-site redevelopment effort was another milestone in the community’s recent history. New private and publicly sponsored development activity on the Avenue of the Arts North (Broad Street) cultural corridor, heightened interest in the area by young professionals moving north from the high cost Center City area in search of more affordable housing options, and Temple University’s transformation from a commuter to largely residential campus have all sparked concern among long-time community residents about

gentrification and dislocation. Increasingly, North Central Philadelphia is becoming a neighborhood of choice with all of its attendant opportunities and challenges. The priority housing needs identified in the planning process reflect these changing community dynamics and include: ***the need to complete the revitalization of the Norris Homes and to address the existing distressed conditions of the low-rise units; the need to aggressively reduce the number of vacant and underutilized vacant lots; the need to create new housing units that reflect modern amenities and high energy efficiency and sustainability standards; the importance of income mixing as a fundamental component of new development efforts; and, the need to focus housing nearby to accessible and affordable public transportation.***

GREEN HOMES



The Sheridan Street Homes is a LEED Gold certified affordable housing development in the Choice Neighborhood.

MONTGOMERY AVENUE GARAGE



The new \$25.4 Million garage provides 1,100 parking spaces and retail on Berks Street connecting to Temple University's Polett Walk. The Kardon/Atlantic Terminal Building (background) is listed on the National Register of Historic Places and includes apartments and office space.

PROGRESS PLAZA & THE FRESH GROCER



Progress Plaza is the nation's oldest African-American owned and operated shopping center. After going through significant vacancy, the shopping center was rebuilt in 2009 to include a \$15 million, 46,000 square foot, full-service supermarket. The Fresh Grocer financed in part by funding from the state Fresh Food Financing Initiative brings affordable, healthy food choices to the community, as well as 272 jobs many filled by residents from the surrounding neighborhood. (Source The Reinvestment Fund)

AVENUE NORTH RETAIL



Completed in 2006, Avenue North is one of the hallmarks of Broad Streets rebirth. The 66,000-square foot retail center features The Pearl Theatre (27,000-square foot, seven-screen movie theatre) the first cinema to be developed in North Philadelphia in nearly 60 years.

HOMEOWNER REPAIR PROGRAMS



With an older housing stock and many low-income homeowners, there is a need for City programs to support property repairs for homeowners.

NORRIS APARTMENTS



The new Norris Apartments replaces the 1950s high-rise building with the PHA's first LEED certified building. The new complex features 51 units in a mix of walkups and townhomes. The new homes have solar hot water panels on the roof, Energy Star windows, equipment and appliances, low flow plumbing fixtures, and compact fluorescent light (CFL) fixtures.

NEED FOR TARGETED REVITALIZATION



Even on well-maintained blocks such as Park Street, vacant, crumbling buildings detract from the overall character of the neighborhood, depress surrounding home values and hindering investment.

OPPORTUNITY TO LEVERAGE PRIVATE INVESTMENT



Throughout the Choice Neighborhood, developers are building new housing to meet the demand for new student housing adjacent to Temple University. Infill of additional residential units in the publicly owned parcels can fill the gaps and complete the blocks while providing a range of housing to meet the area's housing demand.

NEED FOR TARGETED REVITALIZATION



Broad Street is being targeted for comprehensive improvements through a collaborative effort by government, non-profit, institutions and private developers. The goal is to reestablish North Broad Street as a vibrant urban thoroughfare that supports arts, culture, and entertainment, institutional and commercial development.

VACANT LOTS



The North Central Planning area has significant vacancy and disinvestment with over 1,000 vacant lots depressing home values and leading to further disinvestment, and crime. Pennsylvania Horticultural Society's (PHS) nationally recognized LandCare Program has helped to stabilize thousands of blocks throughout the city. Included in the critical community improvements is the stabilization and reuse of all remaining vacant parcels in the planning area.

HOMEOWNERSHIP DEMAND



A neighborhood of new homes developed by APM is thriving, with increasing demand for quality affordable and market rate for sale units.

SECTION 4: Building on Goals from Previous Planning Efforts

“THE NEIGHBORHOOD IS VIEWED AS A FRIENDLY, SUPPORTIVE, FAMILY-ORIENTED PLACE; HOWEVER IT IS ALSO PLAGUED BY QUALITY OF LIFE ISSUES. CRIME IS PERCEIVED BY RESIDENTS TO BE ONE OF THE BIGGEST PROBLEMS IN THE NEIGHBORHOOD.”



Image Source: *Our Community Our Ideas: Eastern North Quality of Life Plan*

North Central Transformation Plan Process: OHCD, PHA, APM and Temple University have a long history of engaging community residents, government institutional, local businesses, non-profits, and for-profit stakeholders to create comprehensive plans in North Philadelphia. Each lead partner believes strongly that the neighborhood's residents are the center of every transformation initiative and hearing their opinions, views, ideas and recommendations are critical to a successful implementation strategy. The North Central neighborhood has benefited from over 10 years of resident-driven planning processes and the recommendations and implementation strategies from those plans form the foundation for the North Central Transformation Plan. In 2012, the Choice Neighborhood Initiative provided an opportunity to build on the plans and create a unified vision for the North Central neighborhood.

Plans developed over the last 10 years, including *Our Community Plan: A Shared Vision for Our Neighborhood in Eastern North Philadelphia*, the *Uptown Triangles Master Plan*, the recently completed transformation plan, *Our Community Our Ideas: Eastern North Philadelphia Quality of Life Plan*, and the *Temple University Framework Plan*, all provided the foundation for the North Central Philadelphia Choice Neighborhoods Transformation Plan.

OUR COMMUNITY PLAN

PURPOSE OF THE PLAN

In 2008, the Women's Community Revitalization Project (WCRP) received support from the Eastern North Philadelphia Coalition (ENPC) and a grant from the Wachovia Regional Foundation to lead a resident-driven community planning effort for the Eastern North Philadelphia community, an area going through significant changes.

The shift from heavy industry and manufacturing to a service economy has had an enormous impact on the community. Because this shift emptied jobs out of the area when the factories shut down, the neighborhood now suffers a high rate of poverty, high vacancy, neglect, low educational attainment, and high unemployment rates.

As the neighborhood looks to rebound and new investment spills over from surrounding neighborhoods, the challenge is to manage change in a balanced way that meets the needs of all residents, both new and old.

COMMUNITY PARTICIPATION/STAKEHOLDER ENGAGEMENT PROCESS

The planning consultant team, in conjunction with WCRP and ENCP, held quarterly meetings of the Community Planning Steering Committee, which is made up of 25 members. They also held monthly Community Planning Subcommittee meetings focused on four problem areas: vacant land and abandoned buildings, affordable housing, economic development, and youth and human services.

Two community-wide meetings and numerous surveys were also utilized to share information about the plan and attain feedback. The planning team used information from each source to formulate the goals and vision for the plan.

GOALS, PRINCIPLES, AND VISION

A broad vision was outlined for the neighborhood that represents a coalition of diverse organizations, institutions, and religious groups working to improve the quality of life of the community. The vision was to make the neighborhood “a stronger, healthier community in which to live, work, worship, learn, and play.” The principles and values that guided the plan centered on one key idea: “lower-income residents and other people who care about the community want to see their neighborhood improve” for current and future residents.

STRATEGIES

General strategies to implement the recommendations found in the plan include:

- Preserve existing and develop new affordable housing
- Preserve existing and develop new businesses and community facilities
- Help residents, business owners, and community organizations protect their assets and build wealth
- Promote equitable development
- Utilize existing publicly-held land for neighborhood benefit
- Cultivate a cleaner, greener, healthier, and more sustainable community
- Create opportunities to build and strengthen relationships



Image Source: *Our Community Our Ideas: Eastern North Quality of Life Plan*

“NEIGHBORHOOD POSITIVES:
DISTINCT NEIGHBORHOOD BOUNDARIES;
PROXIMITY TO TEMPLE UNIVERSITY;
CONNECTIONS TO CENTER CITY;
AVENUE OF THE ARTS;
LARGE-SCALE REDEVELOPMENT
POSSIBILITIES”



Image Source: Uptown Triangle Master Plan

UPTOWN TRIANGLE MASTER PLAN

PURPOSE OF THE PLAN

In the Uptown Triangle there are large a number of vacant lots, dilapidated buildings, an eroded employment base, and underutilized commercial space. Yet the neighborhood features numerous positive attributes to build upon, including distinct neighborhoods, well-maintained owner occupied housing, close proximity to Temple University, high connectivity to Center City, and arts and cultural resources along Broad Street, and numerous large-scale redevelopment possibilities.

GOALS, PRINCIPLES, AND VISION

The plan includes overarching, ‘bricks and mortar’ oriented goals for community stabilization:

- Improve family and rental housing
- Improve aesthetics
- Build off institutional additions (Tyler School of Art and Creative and Performing Arts [CAPA] North)
- Redevelop Broad Street through nodal and mixed-use development, and emphasize subway connections
- Enhance existing stable housing
- Redevelop blocks that contain high vacancy and undesirable buildings
- Create enhance pathways within the neighborhood and open space buffers along railroad tracks
- Create new apartments near Temple’s campus



Image Source: Uptown Triangle Master Plan

“OUR NEIGHBORHOOD WILL BE CLEAN AND BEAUTIFUL AND CAPITALIZE ON ITS UNIQUE LOCAL ASSETS INCLUDING SCHOOLS, DIVERSE HOUSING OPTIONS AND PUBLIC TRANSPORTATION. WE WILL STRIVE TO REDUCE BLIGHT BY MANAGING VACANT LAND AND PUBLIC BUILDINGS...”



Image Source: Our Community Our Ideas: Eastern North Quality of Life Plan

OUR COMMUNITY OUR IDEAS: EASTERN NORTH QUALITY OF LIFE PLAN

PURPOSE OF THE PLAN

A Philadelphia Local Initiatives Support Corporation (LISC) Sustainable Communities Initiative (SCI) plan, the Eastern North Quality of Life Plan, aims to unify residents and local organizations around a common vision for their communities and lays out the programs and infrastructure necessary to make the neighborhood a good place to raise a family. The plan defines what needs to be done, how it will be done, and who will do it to improve quality of life for all residents, new and old.

COMMUNITY PARTICIPATION/STAKEHOLDER ENGAGEMENT PROCESS

LISC partnered with Asociación Puertorriqueños en Marcha (APM), a local non-profit specializing in community and economic development, to engage the community. The team, in association with design firm Interface Studio, interviewed 83 community leaders to attain feedback on neighborhood opportunities and constraints.

The team also held a large community visioning event where residents shared their dreams for the neighborhood. Residents answered “What, who, when, where, why, how” regarding what the neighborhood will be like by 2020. Groups were no bigger than 10 people. To get a good representation of the neighborhood, organizers made calls, distributed flyers, and hung banners to invite residents. Their efforts resulted in well over 100 participants.

Interface distilled the information from outreach efforts into a community to-do list of seven focus areas: physical environment, income and wealth, economic development, education, children and youth, healthy environment and lifestyles, leadership, and arts and culture.

GOALS, PRINCIPLES, AND VISION

Residents and stakeholders crafted a vision and principles that embody the values and aspirations of the community. The following overarching principles provided direction for the plan:

- The neighborhood will be clean and beautiful and capitalize on unique local assets
- Residents will be well-trained for a variety of jobs and have access to services that support economic growth

- The neighborhood will be home to a diverse range of businesses that provide residents with jobs and meet needs
- Abundant opportunities for training and education will be available for all members of the community
- Leaders will work together to create a diverse, united, and involved community
- Our community will become one of the safest, healthiest, and greenest communities in the city
- Arts and culture will infuse our community

STRATEGIES

Each guiding principle has specific strategies and tasks to implement the plan's goals in meaningful ways. These include:

- Reduce blight by managing vacancies, improving the public realm, and helping property owners maintain and improve property
- Create and educate a better trained workforce, and develop job opportunities and provide coordinated services
- Support existing local businesses, and encourage the development of new ones
- Engage youth and parents with programming to reduce truancy and increase graduation rates
- Create a multi-generational network of existing and emerging leaders, and strengthen collaboration among community groups
- Strengthen community policing, promote health programs, encourage transit use, and green the neighborhood
- Strengthen and market existing arts and cultural programs



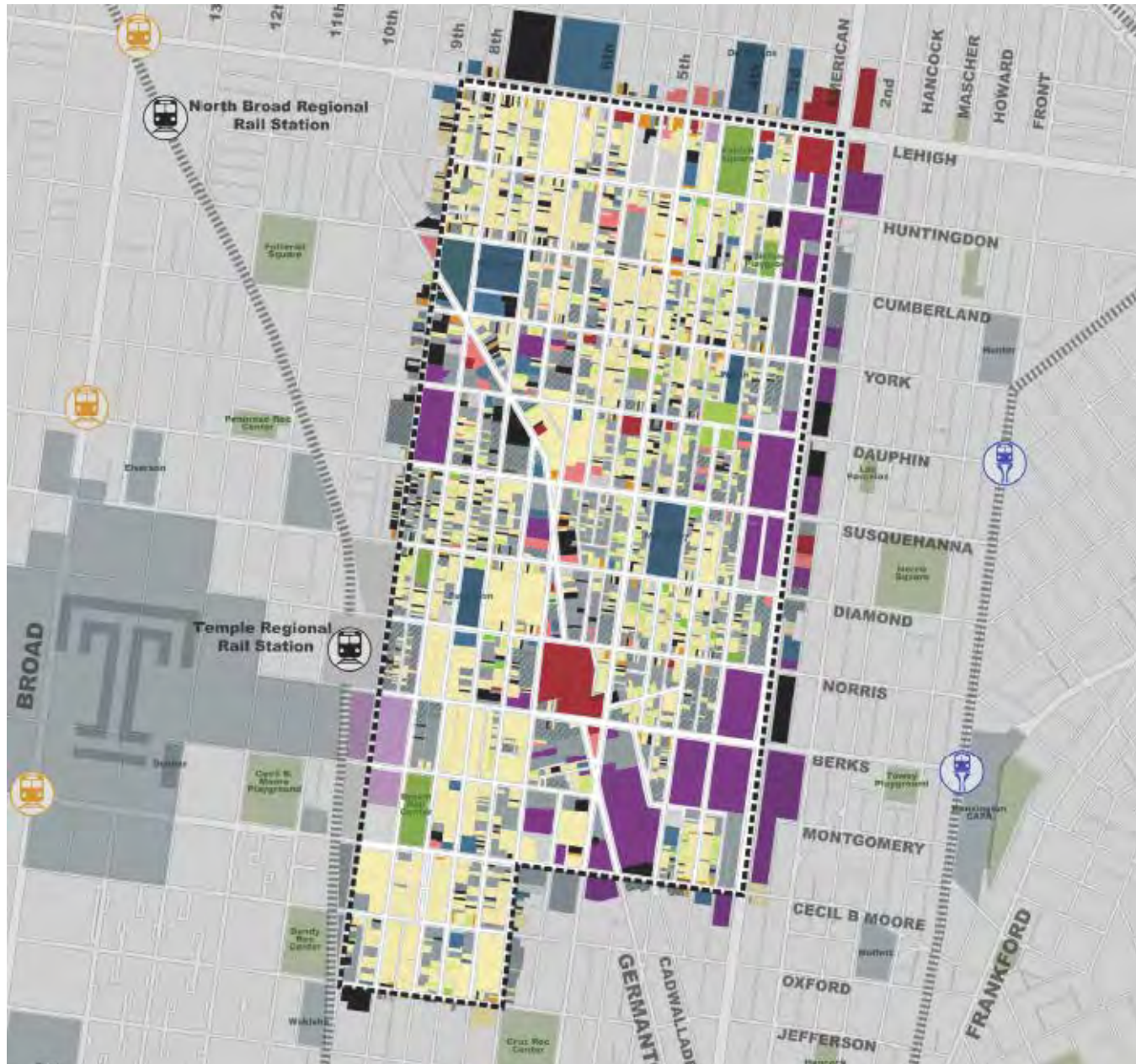


Image Source: Our Community Our Ideas: Eastern North Quality of Life Plan

“TEMPLE 20/20 IS DESIGNED TO SET FORTH A SET OF PRINCIPLES AND GUIDELINES THAT PROVIDE A STRONG UNIFYING IDENTITY FOR TEMPLE UNIVERSITY, YET ARE FLEXIBLE ENOUGH TO ACCOMMODATE A WIDE VARIETY OF FUTURE REQUIREMENTS AND DEVELOPMENT SCENARIOS.”



Image Source: Temple 20/20 A Framework for Campus Development

TEMPLE 20/20: A FRAMEWORK FOR CAMPUS DEVELOPMENT

PURPOSE OF THE PLAN

The purpose of Temple 20/20 is to provide a clear and executable vision for the development of Temple's Main Campus over the next 10 to 12 years. The plan is designed to set forth principles and guidelines that provide a strong identity for Temple University, yet are flexible enough to accommodate a wide variety of future requirements and development scenarios.

COMMUNITY PARTICIPATION/STAKEHOLDER ENGAGEMENT PROCESS

The consulting team's planning process included review by a 28-person steering committee made up of university deans, vice presidents, professors, administrators, and students. They held monthly reviews of the plan during its development.

Two town hall meetings were also held that provided an open forum for all members of the Temple community to review the plan's progress and offer feedback.

Finally, Temple held a series of meetings with residents and political representatives of its neighboring communities to solicit input and apprise them of the intentions and process of the Framework Plan.

GOALS, PRINCIPLES, AND VISION

The goals and vision for Temple 20/20 were developed in collaboration with Temple's administration, faculty, staff, students, and the design team. Guiding principles include:

- Support Temple University's Academic Mission
- Invite campus-wide participation and interaction
- Improve connectivity and safety
- Preserve and enhance existing places of significance
- Establish a cohesive campus fabric
- Encourage place-sensitive architecture
- Develop urban and urbane spaces
- Promote sustainability
- Combine quality and fiscal responsibility
- Respect and engage surrounding communities

- Emphasize art
- Create a destination campus

STRATEGIES

To provide for the greatest flexibility in developing the campus, each development outlined in the master plan has been organized into separate phased initiatives. The proposed phasing allows Temple the flexibility to develop a particular program at any given time based on current needs, available development sites, funding and donors—while always moving toward the final campus vision.

The plan was adopted in 2009. Some of the first projects on the phased to-do list are cost-effective, short term strategies that Temple can begin and complete in a short period of time and which will make great strides toward implementing the plan’s vision. These include landscape work, access and circulation improvements, and better connections to surrounding areas.



Image Source: Temple 20/20 A Framework for Campus Development



Image Source: Temple 20/20 A Framework for Campus Development



Image Source: Temple 20/20 A Framework for Campus Development

SECTION 5: Stakeholder Engagement



Resident meeting discussing unit configuration

The framework for the North Central Transformation Plan was modeled after prior Master Planning processes conducted by the lead partners. Wallace Roberts & Todd (WRT), a nationally recognized planning and design firm, with experience leading community based neighborhood revitalization strategies was selected to work with the lead partners to carry out the planning process. Resident and community input and feedback was sought through a variety of activities including: tenant and community resident meetings that included other non-profit, governmental, institutional, private, and neighborhood partners; small hands on workshops; and needs assessments. The first North Central planning meeting for Norris Residents was held on March 7, 2012 and the first community-wide planning meeting was held on March 14, 2012 to discuss all aspects of the Choice Neighborhood Initiative and to hear tenants and community residents concerns and ideas for their neighborhood. At the same a comprehensive needs assessment was distributed at the meetings and then individually to Norris Homes tenants and door-to-door for community residents. ***Overall community priorities that came out of these stakeholder sessions included: need for training and access to job opportunities; reduction and crime and increase in overall neighborhood safety; the elimination of trash strewn vacant land; and an improvement to high-quality educational resources.***

SECTION 5: Summary of Stakeholder Priorities and Needs Assessment Findings

STATION 1 BOARD: UNIT CONFIGURATION



Boards used to discuss unit configuration at March 2, 2012 Norris Apartments Resident Meeting

In addition to the larger community meetings, a design workshop was held with the residents of Norris Homes on March 21 at the Norris Apartments Community Center located at 2037 North 11th Street. PHA and the design team lead by WRT presented the Choice Neighborhoods planning process and program objectives and led residents through a hands-on exercise to discuss design ideas for the Transformation Plan. The residents were able to walk through 3 stations and provide input that was incorporated into the neighborhood and housing plan. A summary of the input received at that meeting can be found on the following pages.

STATION 1: UNIT CONFIGURATION

Residents discussed the following issues with the configurations of their existing units:

- Rooms are split on two levels
- Need for accessible units need tub and grab bars
- Preference for U-shaped kitchen
- Existing kitchens are too small
- Lack of dining areas
- Existing bedrooms are too small
- Narrow steps make it difficult to transport furniture
- Existing bathrooms are too small
- Separate tubs and showers are needed
- Residents provided the following input regarding their preferred amenities
- New units should address accessibility issues
- The living area should be the first area seen upon entry
- Units need a separate dining room area
- The first floor needs a living area
- Units need more storage
- Units need washers/dryers
- Units need larger bathrooms
- Kitchens should be open with separation (e.g., counter / bar)
- Bedrooms need walk-in closets
- Public space needs a powder room

**STATION 3 BOARD: NEIGHBORHOOD AMENITIES -
Parks and open space**



STATION 3: NEIGHBORHOOD AMENITIES- PARKS AND OPEN SPACE

A summary of the comments received from the Parks + Open Space Notes

- Like recreation elements for kids and adults
- Like picnic tables and shaded sitting areas
- Need more sitting areas and benches
- Need awnings
- Like art and music
- Need fenced playgrounds for young kids
- Need a place to post events (community board)
- Like table games
- Like multi-generational games (e.g., horseshoe)
- Parks should be accessible so everyone can get around

March 28, 2012 Public Meeting

Two public meeting were held, on March 28 and Date, to give residents and stakeholders an overview of the CNI planning process and an opportunity to provide input into the development of the Transformation Plan. Key plan partners gave an overview of the strategies that had been identified to address community needs and build on the strategic investments being made by the City, municipal agencies, nonprofit organizations and neighborhood institutions. The strategies presented were based on a number of previous and ongoing efforts including:

- Uptown Triangle Master Plan
- Avenue of the Arts North Plan
- APM Neighborhood Revitalization Plan
- SCI Eastern North Quality of Life Plan
- Village of Arts & Humanities Plan
- Germantown & Lehigh Planning
- Resident & Community Feedback

August 1, 2013 Resident Meeting | Summary to be created after meeting August 8, 2013 Public Meeting | Summary to be created after meeting

2012 SURVEY RESULTS

In March 2012, PHA conducted a survey of the residents living at Norris Homes. Of 146 households, 139 responses were received. (Please note that not all residents answered all questions.) Key findings from the surveys include:

RELOCATION

- 18.7% want to stay
- 11.5% want to move
- Of those who would like to move, over half indicated that the age of the existing building was a factor, and approximately 44.3% cited the size of the apartment as a reason
- Other site problems mentioned include: mold, water problems causing flooding, need for painting and repairs, and presence of pests (mice and roaches)
- Respondents would also consider different Philadelphia neighborhoods (South, Southwest), different PHA options, or different location with better amenities or a better unit, including utilizing HCV Section 8 and homeownership opportunities

SCHOOLS/EDUCATION

- Children living in Norris Homes attend over a dozen Elementary/Middle schools and 6 high schools
- 72% rated the quality of the schools that children in their households attended as average; 21% rated them excellent, and 8% rated them poor

HOUSEHOLD INCOME AND EMPLOYMENT

- The majority indicated that Supplemental Security Income/Disability is their primary source of income
- Other sources of income included wages (26%), TANF (19%), and unemployment (19%)
- 60% reported working full time, and 43% reported working part time
- The most common barriers to employment are ending health related problems, lack of job opportunities, and lack of a good paying job



March 28, 2012 Public Meeting #2

NEIGHBORHOOD PLAN

SECTION 6: A Neighborhood Vision

The Plan builds on the neighborhood assets, private and institutional investments being made by Temple University, the extensive transit network in the form of buses, local subway and Regional Rail service while creating the framework to address the on-going issues of livability, safety, housing choice, schools, community services and vacant and blighted properties.

The Plan uses the existing walkable urban street grid and proposes key corridor improvements that will serve to link residents to assets including transit, retail, parks, and schools. These green corridor enhancements will also improve community health by encouraging walking and biking. The goal of the corridor improvements is to create streetscape amenities –including sidewalk repair, lighting, signage, cleaning and planting of street trees that will beautify, improve safety and create a healthier more sustainable urban environment. The green corridor improvements recommended as part of the Plan are implementable and expand the successful models that PHS, PWD, the Village of Arts and Humanities along with community stakeholders have been doing to make this neighborhood a green and sustainable model. investment with a variety of infill housing types as well as rebuilding of the deteriorated public housing units and redeveloping those sites into modern, accessible and energy-efficient residential development that is indistinguishable from the adjoining market rate residential being developed in the neighborhood.

TRANSFORMATION PLAN FRAMEWORK

- Focus new development initiatives and investment along major corridors and adjacent to existing assets
- Create a network of open spaces to meet residents’ diverse recreation needs and improve the environment through the repurposing of vacant property
- Use green corridors to increase neighborhood connectivity through targeted streetscape improvements and tree planting that can help ameliorate urban heat island effect and improve aesthetics and quality of life for urban residents, provide for safe multimodal access (pedestrian, bikes, transit and vehicles)
- Reinforce transit oriented development by building additional residential density and commercial, retail, and open space development adjacent to transit hubs

LEGEND

1. Ferguson Elementary School Site
2. 8th and Diamond Playground
3. Phase 1A Infill Housing along 9th Street and Darien Street
4. Paseo Verde Transit Oriented Development
5. Future Housing Development
6. RW Brown Community Center
7. Columbia Field
8. Montgomery Street Parking Garage
9. Phase 2A and 2B Mixed Income and Mixed-Use Development
10. Phase 3 Redevelopment- Townhomes
11. Norris Apartments
12. Diamond Green
13. Edberg Olson Athletic Facility
14. Temple University Main Campus
15. Green Streets
16. Penrose Recreation Center
18. Community Garden
19. Urban Farm & Tree Nursery

STATION 3 BOARD: NEIGHBORHOOD AMENITIES - Parks and open space



NORTH CENTRAL TRANSFORMATION PLAN VISION:

To build on existing neighborhood assets, encourage new private investment and transform North Central Philadelphia into a safe, stable and sustainable community that has a mix of affordable and market rate housing options, and that connects residents to each other and to their neighborhood, downtown and regional opportunities, jobs and assets.

AFTER



BEFORE



Corridor Improvements on Susquehanna

- Develop varying densities of housing that reflects the existing neighborhood character and leverages community resources
- Create a culture of sustainable reinvestment by incorporating green building and energy saving techniques in new development
- Create spaces for new community uses that address the needs identified by area residents (this includes retail amenities, schools, recreation, employment centers)

GREEN STORMWATER INFRASTRUCTURE (GSI) PROJECTS

In keeping with the PWD's Green City, Clean Waters plan, the Transformation Plan will include a number of Green Stormwater Infrastructure (GSI) projects. These include:

- Implementation of green stormwater infrastructure to manage runoff at the source and reduce demands on sewer infrastructure;
- Creating large-scale street tree program to improve appearance and manage stormwater along the neighborhood's main corridors
- Partnership with PHS and other organizations to responsibly redevelop vacant land and create neighborhood open space amenities

Some of these GSI projects have already been implemented including tree trenches on the perimeter of Borinquen Plaza and perimeter of Hartranft School. Planned improvements include the greening of the Temple parking lot at 12th and Diamond as well as additional schoolyard improvements.

SUSTAINABLE LANDSCAPE DESIGN

The design of the community park, landscape elements and streets will:

- Use non-invasive plant material
- Restore plant communities that are native to the ecoregion and can provide habitat
- Limit conventional turf in order to reduce irrigation and maintenance demands
- Use drought tolerant plant materials and native grasses that require less maintenance
- Amend soils to create a supportive medium for plant growth as well as provides opportunities for water retention and infiltration

- Use trees and vegetation to reduce heat island effect
- Incorporate salvaged materials in the design

TRANSFORMING VACANT LOTS

Central to the neighborhood transformation plan will be the redevelopment of vacant abandoned, trash strewn lots into spaces that are productive and attractive. PHS has developed a successful model for vacant land management-the Philadelphia Land Care program. PHS works with community-based organizations to clean vacant lots, lay topsoil, plant and fence lots in order to make them attractive community assets that help to retain existing residents and attract new residents and business to North Central Philadelphia.

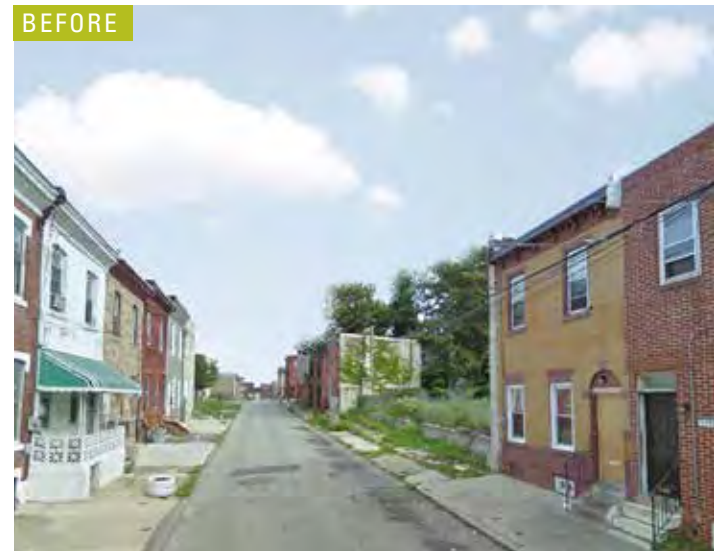
The Village of Arts and Humanities has also been working to transform blighted land into vibrant green spaces that have become the centers for neighborhood gatherings. These vacant lots have been cleared and rebuilt with art installation and now host performances, community gardens and serve as spaces for educational enrichment and community building. The transformation plan identifies ways to grow these every successful programs in order to stabilize the NE portion of the study area.



Storefront Facade Renovations



There is an opportunity to transform the Germantown Avenue Commerical Corridor into a thriving and sustainable buisness distrct. LISC's new \$500,000 loan fund to support existing local businesses through façade improvements and technical assistance, target vacant storefronts for redevelopment and attract new businesses; hire cleaning and safety patrol crew, new streetscape improvements; develop programming in plazas and temporary spaces, and a new mixed-use development.

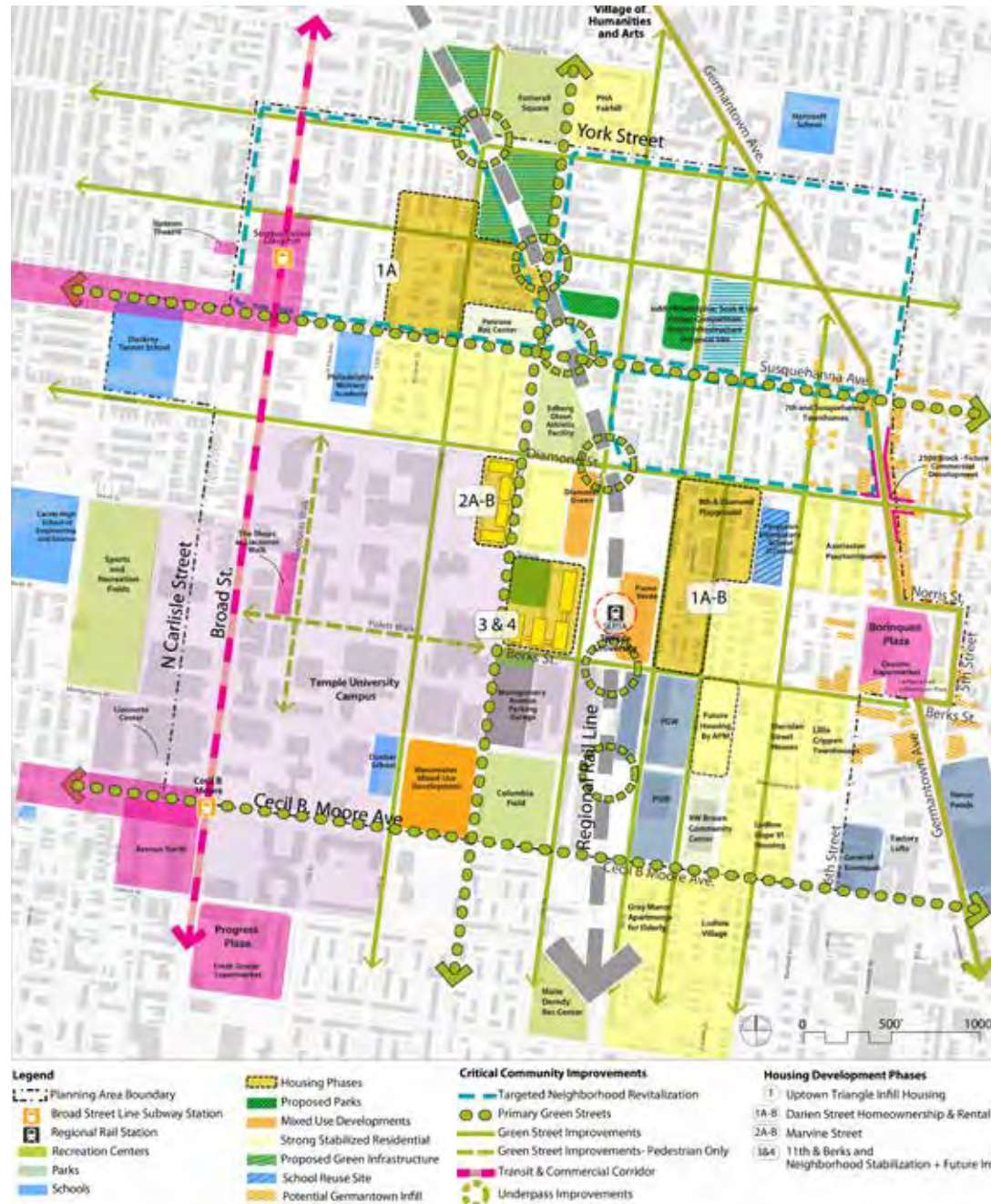


Uptown Triangle Infill Development

NEIGHBORHOOD FRAMEWORK PLAN

REBUILDING A VITAL URBAN NEIGHBORHOOD

The neighborhood design builds on the diverse architectural character and amenities of the neighborhood, while reinforcing the walkable, urban block patterns, for which Philadelphia neighborhoods are renowned. The Plan creates a new neighborhood center in the form of a community park adjacent to the train station -- an amenity sorely needed across the populations of students, neighborhood residents and the Temple workforce -- and links the east and west sides of the neighborhood through income- and tenancy-mixing and pedestrian improvements along key streets. The TOD approach for the target site, which breaks the large blocks into smaller walkable blocks, along with proposed infill development (in key locations), continued vacant land stabilization, green infrastructure, and a block-long community park, leverage the decades-long successes of the Plan's partners -- OHCD, PHA, APM, PHS, and PWD.

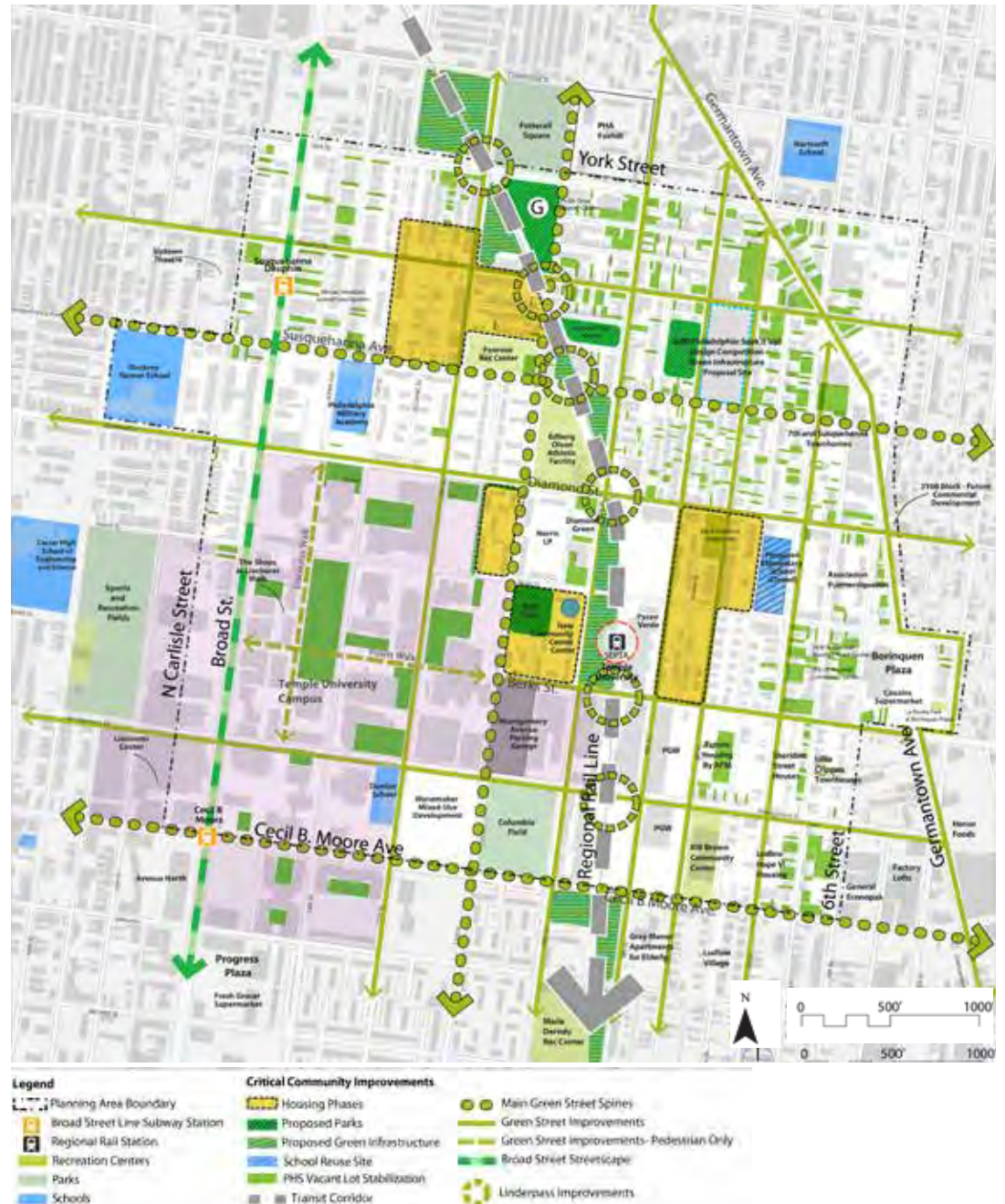


OPEN SPACE PLAN

A Green Infrastructure Strategy that incorporates streets, sidewalks, and vacant lots can provide a number of direct benefits for the community including: managing storm water runoff, providing shade, improving air quality, beautifying the neighborhood, and habitat creation thus improving the environmental, economic and social sustainability of the entire neighborhood. In contrast to the surrounding streetscape, Temple's campus includes a large numbers of mature trees planted within the campus grounds. Through the Choice neighborhood revitalization effort, there is an opportunity to plant an additional 100 trees on neighborhood streets which extends the benefits of this great amenity beyond the campus to the adjoining urban environment.



Image Source: Temple 20/20 A Framework for Campus Development



GREEN INFRASTRUCTURE PLAN

- **TARGETED NEIGHBORHOOD REVITALIZATION STRATEGIES** – On blocks with infill housing, the City and its partners will implement vacant lot stabilization through the nationally-recognized Pennsylvania Horticultural Society's (PHS) LandCare Program, support home repairs for existing homeowners through the City's Basic Systems Repair Program. Using this multipronged approach will ensure that the impact of new housing development will make blocks whole and stimulate much-needed private investment on surrounding blocks.
- **IMPROVEMENTS ALONG KEY CONNECTOR STREETS AND CRIME HOT SPOTS**— Streetscape improvements to include new lighting, and sidewalks, bus shelters, coordinated community policing, and community-building projects with Mural Arts and PHS to promote safety, improve walkability, and beautify the neighborhood.
- **INNOVATIVE STORMWATER MANAGEMENT DEMONSTRATION PROJECTS**- partnership with Philadelphia Water Department and community to create greening projects around assets like Dunbar and Duckrey elementary schools.
- **REPURPOSE VACANT LOTS FOR LONG AND SHORT-TERM COMMUNITY ASSETS INCLUDING:** urban tree farms that can support the City's goal to increase the tree canopy; larger scale urban agriculture that can provide healthy locally grown produce, activate lots and create community gathering space; and large areas for stormwater management as part of PWDs Stormwater Planning Districts.

GREEN STREETS



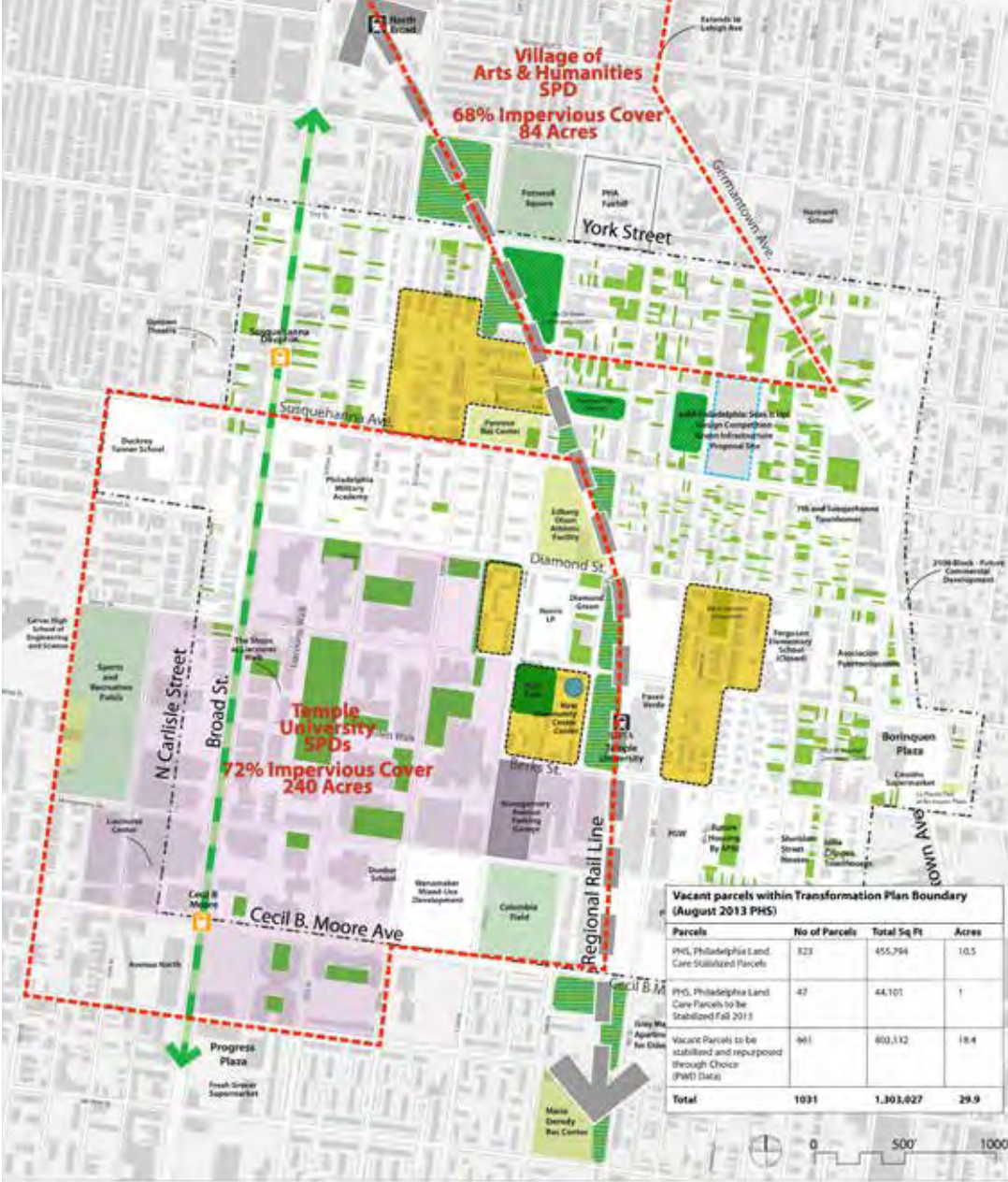
Park street has a great existing tree canopy



Green Streets can include Permeable Paving, Vegetated Planters and Street Trees



Stormwater Planters



URBAN TREE FARM



GreenPlan calls for Philadelphia's tree canopy to increase to 30 percent in every neighborhood by 2025. To support this goal, Greenworks Philadelphia sets a target of planting 300,000 trees by 2015. It's an ambitious goal for the City that can be supported through the Choice Neighborhoods Transformation Process. The large vacant lots found in the planning area provide an opportunity to grow trees that can be replanted throughout the City.

VACANT LOT STABILIZATION



Through its Philadelphia Green initiative, the Pennsylvania Horticultural Society (PHS) has cleaned, greened, and improved thousands of acres of vacant land in the planning area. As part of the Choice Neighborhoods Transformation Plan, PHS has the opportunity to expand their successful program to include over 600 vacant lots.

URBAN AGRICULTURE



Greensgrow Farms in nearby Kensington is a nationally recognized nonprofit organization that supports neighborhood revitalization through the practice of sustainable urban agriculture.



Urban gardens provide a number of benefits for the entire community—including providing healthy locally grown produce, activating vacant lots, and building social cohesion.



LIFE DO GROW (LDG) is an urban garden collaboration operating on the corner of 11th & Dakota Street.

Philadelphia has a well-established urban agriculture tradition and there are a number of successful urban farming programs already active in the area and a number of large vacant lots where these programs can be expanded.

POP UP GARDENS



PHS has been working with Philadelphia neighborhoods to develop innovative uses for its vacant lots including as Pop up Gardens.

Choice Neighborhood Logic Model
Neighborhood Strategy (Exhibit F)

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>Although past redevelopment efforts have created areas of market strength, there are surrounding challenges that prevent all of North Central from becoming an attractive and sustainable neighborhood. There are over 1,400 persistent vacancies (both lots and buildings), the owner-occupied homes need repair, and there is a need for a mix of profitable/ market-priced and affordable rental and homeownership housing. This is further compounded by a residential vacancy rate of 26%.</p>	<p>GOAL #1 <i>North Central is a strong diverse housing market that will attract private investment</i></p>	<p>CREATE STABILITY FOR FUTURE INVESTMENT</p>	<ul style="list-style-type: none"> • 237 affordable units and 60 market-rate units created • Over 700 lots either greened or eliminated • 20-30 properties acquired • 215 homes repaired • median sales price and property values will increase by 37% • vacancy rates will decrease by 60% • building permits will increase by 50% • gun violence will decrease by 9% <p>Collectively, these outcomes will lead to:</p> <ul style="list-style-type: none"> • dramatic reduction in long-term vacancy rates • increased private investment • elimination and prevention of vacancies through vacant lot greening, • targeted acquisition, and home repairs for existing homeowners • Reduced crime • increased property values and area investment • improved health • increased access to amenities
		<p>Transform 81 lots into 297 new housing units. Development will be a strategic mix of infill housing on key blocks adjacent to recent public and private housing investment.</p>	
		<p>These vacancies decrease property values, discourage private investment, promote crime, adversely affect health, and serve as a barrier to accessing community amenities.</p>	
		<p>PHA and the Pennsylvania Horticultural Society (PHS) will partner to develop the range of housing and treat/stabilize the lots through PHS' nationally-recognized and evidence-based Philadelphia LandCare program.</p>	
		<p>Home repairs for existing homeowners will be provided by the PHDC's Basic Systems Home Repair Program and by an innovative partnership with Rebuilding Together Philadelphia – a non-profit that employs the Habitat for Humanity model of using volunteers, but for occupied home repairs.</p>	
		<p>Homeowners will be offered homeownership counseling to ensure that they take advantage of every available resource to safely remain in their homes.</p>	
		<p>OHCD will work with L&I to demolish unsafe and dangerous structures and with PRA to acquire targeted properties for future use.</p>	
		<p>LARGE PARCELS REDEVELOPED:</p>	
		<p>Several larger contiguous blocks of vacant land and/ or buildings will be redeveloped as part of the larger neighborhood strategy</p>	
		<p>Residences at Temple University will be developed by The Goldenberg Group to create 838 student housing units and retail space on 1100 block of Cecil B. Moore (\$100 million)</p>	
<p>OHCD, LISC, and APM are spearheading a charrette led by Community Design Collaborative to engage stakeholders and develop innovative mixed-income housing strategies for the long-term vacant block of Berks and 8th Street.</p>			

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>The current percentage of impervious ground in the Temple University planning area is 72%. North Central has several large persistently vacant lots – many located near key recreation centers, key connector intersections, and crime hot spots.</p> <p>There is a need for innovative “green” non-traditional infrastructure interventions including green roofs, pervious paving and rain gardens.</p>	<p style="text-align: center;">GOAL #2</p> <p style="text-align: center;"><i>North Central is environmentally sustainable with improved assets</i></p>	ENVIRONMENTAL SUSTAINABILITY PROJECTS	<ul style="list-style-type: none"> • 2-3 large lots improved • 100 new trees planted • reduction of impervious land • increase in regional rail ridership by 5% • Part 1 Violent crimes reduced from 26 to 20 • Innovative environmental activities will promote long-term sustainability and continued environmentally sound practices, as well as improvements in resident and environmental health <p>Strategies will leverage:</p> <ul style="list-style-type: none"> • PWD’s storm water management initiative to improve environmental sustainability while at the same time improving key assets, the City’s goal to increase tree coverage by 30% in neighborhoods by 2035, and SEPTA’s \$317,000 improvements to Temple University Rail Station.
		<p>Target funds for 2-4 innovative green non-traditional “infrastructure” improvements like landscaping, pervious ground cover, and rain gardens. Potential sites include Dunbar and Duckrey elementary school</p>	
		<p>Tree Philly, an innovative partnership between the City’s Department of Parks and Recreation and Wells Fargo, provides trees at no cost to residents twice a year. This strategy also aligns with the City’s goal to increase tree coverage by 30% in neighborhoods by 2035</p>	
		LARGE PARCELS REDEVELOPED:	
<p>Transform one large vacant lot into a tree farm or neighborhood garden</p>			
<p>The City will also work with grass roots groups like Philadelphia Urban Creators, a youth-led organization committed to using arts, urban gardening, and urban agriculture to build community.</p>			

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>Germantown Avenue, the neighborhood retail corridor and eastern boundary, remains undeveloped and disconnected due to scattered vacancies and underutilized properties. Neighborhood residents have expressed the need to support local businesses and address the many vacancies that line the Avenue.</p> <p>There is also a pressing need for workforce opportunities, as 65% residents live in poverty. The median household income is less than half the City's as a whole, and barely one-fourth of the median income for the region. The neighborhood unemployment rate ranges between 20% and 30%.</p>	<p>GOAL #3 North Central commercial corridors thrive and workforce opportunities increase</p>	<p>ENVIRONMENTAL SUSTAINABILITY PROJECTS</p>	<ul style="list-style-type: none"> • 20 lots treated • 5-10 streetscape projects completed • 20 facades completed/new businesses attracted • 150 new jobs created • vacancy reduced by 20% <p>Long-term outcomes include:</p> <ul style="list-style-type: none"> • reduction in unemployment by 5% • median income increased by 10% • economic self-sufficiency for Norris Apartments and community residents achieved • crime reduced • pedestrian traffic encouraged • access to transit improved
		<p>Target lot stabilization, land acquisition, and an array of streetscape improvements, including installation of additional lighting and street furniture at targeted locations in North Central—including key residential intersections and along the Germantown Avenue Commercial Corridor (Choice funding would be leveraged by City Capital Program and General Fund resources).</p>	
		<p>OHCD will work with LISC to create a revolving loan fund for existing businesses to make storefront improvements and for improvements to existing buildings to attract new businesses to the Avenue.</p>	
		<p>LISC will provide a \$300,000 loan fund to acquire property for commercial use.</p>	
		<p>Development of a mixed-use project located at 2141-59 Germantown/6th Street to transform long-term vacancies into affordable housing and retail opportunities (strategy to be financed in part with Choice, Empowerment Zone, Section 108 loan, and CDBG funding)</p>	
		<p>WORKFORCE DEVELOPMENT CENTER</p>	
<p>The development of a workforce and education center is proposed for the final phase of the Norris Apartments redevelopment. Strategy will provide the space required to implement a multi-tiered job training and job connection program to provide a full range of job training, educational and employment placement counseling programs and services.</p>			

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>Crime – perceived and real – remains a top priority for all Transformation Plan partners. Part 1 violent crime average is double that of the average for the City as a whole. Many crime spots are around the viaduct and other connecting points between transit, recreation, schools, and a host of goods/services. Residents identified several corners where narcotics related crime activity was high.</p> <p>In 2012, there were 12 homicides in 22nd Police District (40% of all homicide victims in the city were youth 24 years old and younger). 84% of the Norris and community residents reported that drug activity was their priority concern followed by theft.</p> <p>Given the extremely high poverty rate, low median income, and prevalence of vacant and blighted properties, it is not surprising that the overall crime rate in the neighborhood is twice that of the City.</p>	<p style="text-align: center;">GOAL #4 North Central residents feel safe and connected</p>	<p>TARGETED STREETScape IMPROVEMENTS</p>	<ul style="list-style-type: none"> • 2-4 hot spot intersections improved • Part 1 Violent crimes reduced from 26 to 20 • 100% Norris Apartments and 75% community residents will report crime is a minor concern • decreased percentage of community and Norris Apartments residents reporting drug activity as a problem by 50%, from a baseline of 84% • homicides in 22nd District decrease 40%, from a baseline of 12 to 7 • Increased instances of shared accountability and community commitment to reduction of crime
		<p>The full array of streetscape treatments, combined with targeted property acquisition in and around 2-4 key intersections is planned. Specific strategies include new and improved lighting, tree planting, sidewalk improvements, street furniture, and bus shelters (which are not provided as basic city services). Strategy also includes community-building Mural Arts projects and no-cost repurposed benches. Leverages planned neighborhood projects such as \$5 million of street paving work over the next five years.</p>	
		<p>The new infill housing is designed with “eyes on the street”</p>	
		<p>Expansion of PhillyRising program, youth in the Norris Apartments will work with the PhillyRising Collaborative to coordinate neighborhood cleanups, community meetings, and other events to improve the neighborhood by using “sweat equity” while learning 21st Century Skills (Habitat for Humanity, 2013). These cleanups will be targeted along the designed greenways to reduce crime and improve community connections.</p>	
		<p>Additional Service learning projects in partnership with Youth Build and Mural Arts targeted at key crime locations.</p>	
<p>The Philadelphia Police Department (PPD) will continue its neighborhood-based approach to policing: Using key guiding principles of smart policing, collaboration, prevention, and continuous improvement, the PPD has developed a localized Police Service Area (PSA) plan focusing on the specifics of this neighborhood, including focusing on crime hotspots and drug sale locations.</p>			
<p>PPD will continue to work in partnership with PHA police, SEPTA Police and Temple University Police, who have added 2 more bike and foot-patrols in the North Central neighborhood.</p>			



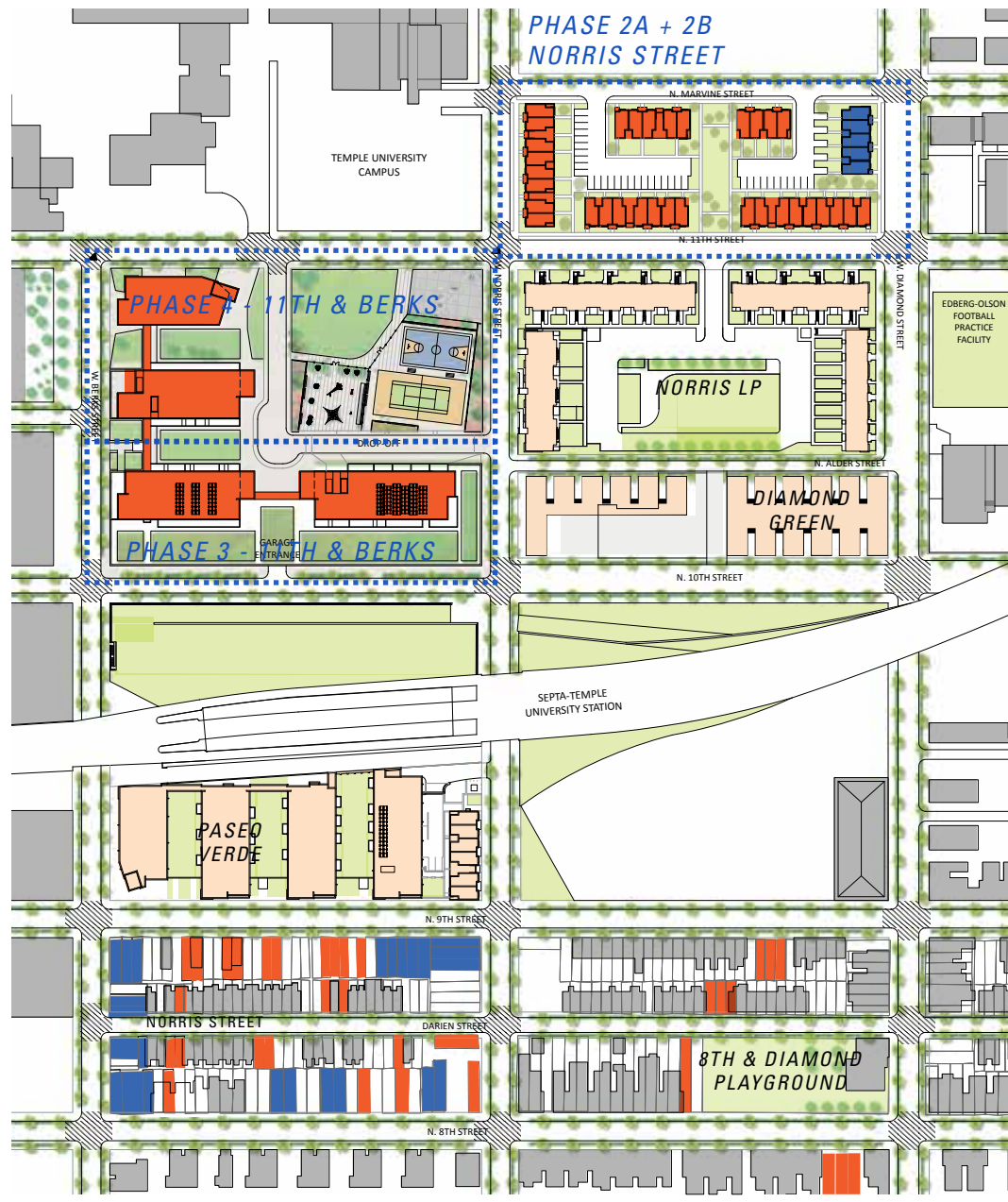
HOUSING PLAN

SECTION 7: Housing Strategy

The community's vision for housing in the North Central Philadelphia neighborhood includes the development of high-quality housing that meets the diverse needs of its existing resident base. It seeks to expand the range and quality of energy-efficient and sustainable housing options and to create critical mass by developing vacant parcels, while also promoting the preservation and protection of affordable housing units for long-time neighborhood residents and providing a range of mixed income housing options to serve the neighborhoods increasingly diverse population.

The housing component of this Transformation Plan will implement a phased development approach that balances infill housing with mixed use development. The infill housing strategy will be a key component in the development of a complete, well-functioning neighborhood. The revitalization and re-use of the concentrated vacant lots in key areas within the plan will complete the community fabric and re-build the market while providing existing and future residents the opportunity to live in well-designed, safe and accessible residential units.

The centerpiece of the Transformation Plan housing effort focuses on demolition and redevelopment of the severely distressed and outdated Norris Low-Rise public housing development, coupled with a series of innovative, new mixed use Transit Oriented Developments (TODs) centered on the SEPTA Regional Rail station adjacent to Norris which, taken together, are creating a critical mass of population density, activity, walkability, transit access that is truly a model for sustainable urban redevelopment.



- EXISTING BLDGS
- RECENT NEW INVESTMENTS
- INFILL RENTAL PARCELS
- INFILL FOR SALE PARCELS
- PHASE BOUNDARY

UPTOWN TRIANGLE (PHASE 1A RENTAL)
proposed site plan Identifying infill lots



PHASE 1A	
EXISTING BLDGS	
PH 1A RENTAL	
PHASE BOUNDARY	
STUDY AREA	
UNIT TYPE	UNIT AMOUNT
1-BR	14
2-BR	9
3-BR	12
4-BR	4
5-BR	1
TOTAL	40

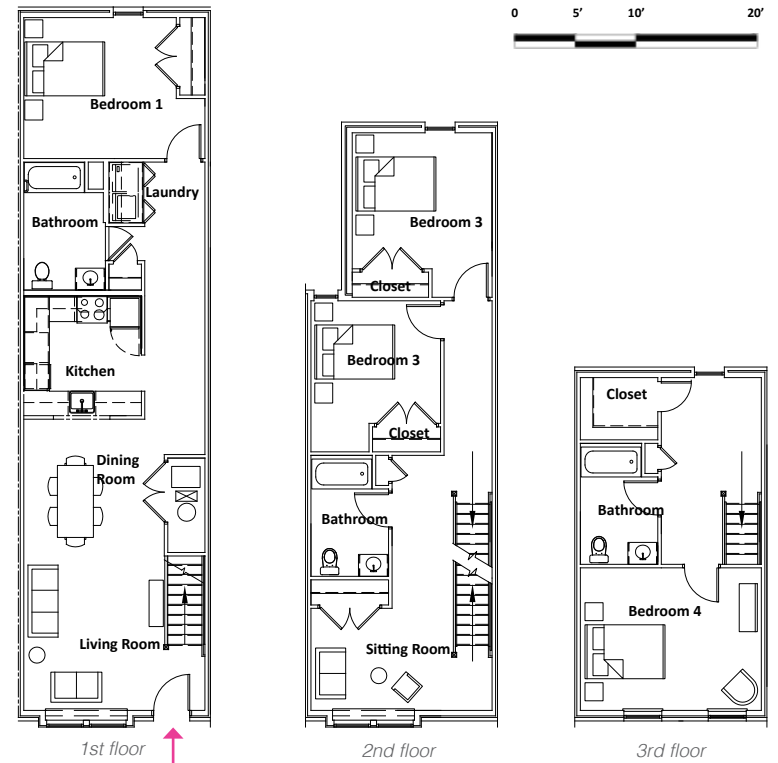
UPTOWN TRIANGLE (PHASE 1A RENTAL) TYPICAL ELEVATION



↑ 4BR rowhouse

Through the Choice Neighborhoods Transformation Plan, PHA will revitalize over 80 underutilized, vacant lots in the Uptown Triangle and Darien Street corridors to productive use as rental and for-sale residential units.

UPTOWN TRIANGLE (PHASE 1A RENTAL) TYPICAL PLAN



EXISTING CONTEXT



N. CaMAC Street

EXISTING CONTEXT



PRECEDENT IMAGES



Glenview Townhomes, Jersey City, Nj



Glenview Townhomes, Jersey City, Nj

DARIEN STREET (PHASE 1A RENTAL + 1B FOR-SALE) PROPOSED SITE PLAN IDENTIFYING INFILL LOTS
proposed site plan Identifying infill lots



PHASE 1A+1B		
	EXISTING BLDGS	
	PHASE 1A RENTAL	
	PHASE 1B FOR SALE	
	PHASE BOUNDARY	
	STUDY BOUNDARY	
	UNIT TYPE	UNIT AMOUNT
PH-1A RENTAL	1-BR	9
	2-BR	14
	3-BR	25
	4-BR	10
	5-BR	2
	RENT TOTAL	60
PH-1B FOR SALE	3-BR	14
	4-BR	11
	SALE TOTAL	25
	TOTAL	85

EXISTING CONTENT



Berks Street- Paseo Verde



8Th Street



Darien Street

DARIEN STREET (PHASE 1A RENTAL)
typical rental infill elevations



4Br Rowhouses

2Br Rowhouses

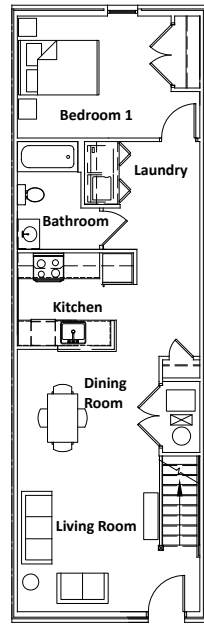


DARIEN STREET (PHASE 1B For Sale)
typical for sale infill elevations

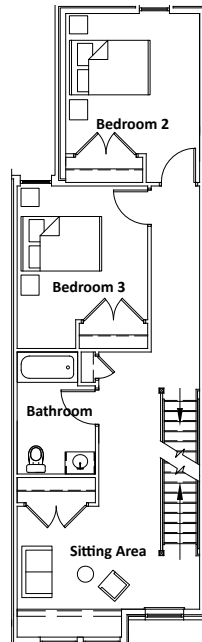


4Br Rowhouses

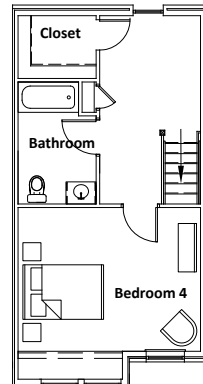
DARIEN STREET (PHASE 1A RENTAL) Typical 2BR & 4BR Unit Plans



1st floor



2nd floor



3rd floor

PRECEDENT IMAGES



Paseo Verde Town Houses, 9Th + Norris St, Philadelphia

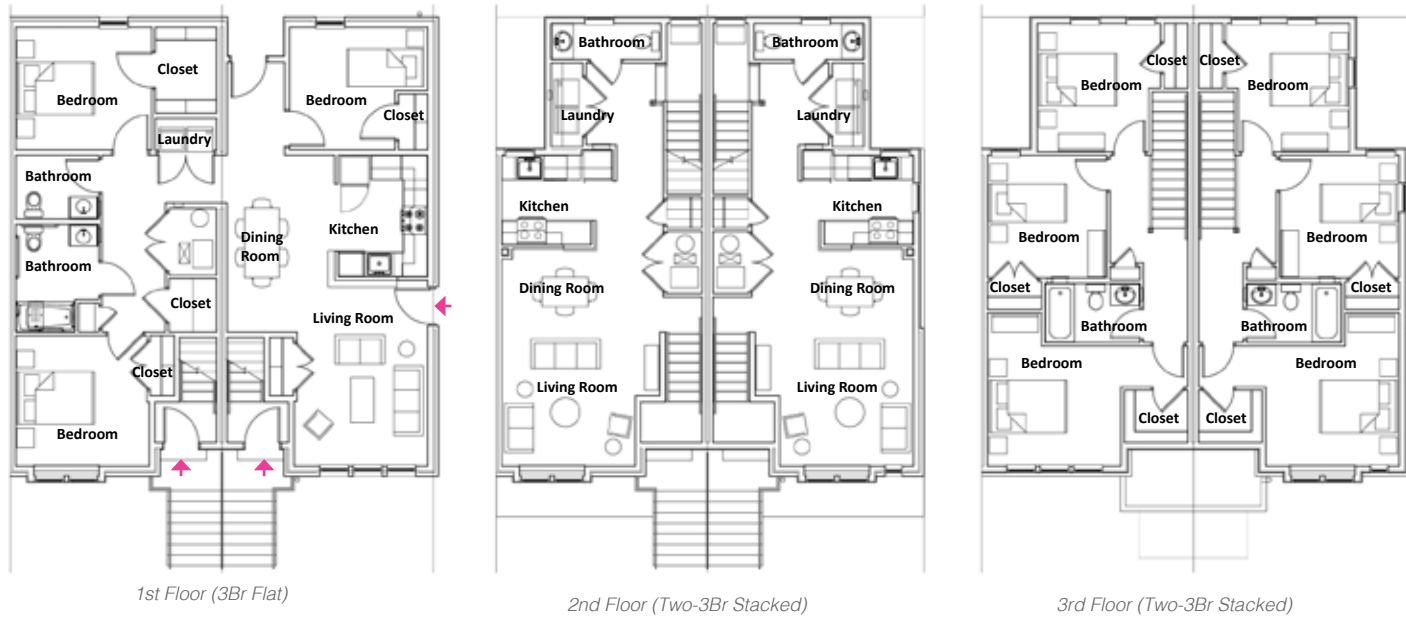


Montgomery Heights II, Newark, NJ

NORRIS STREET (PHASE 2A) Typical Rental Elevations



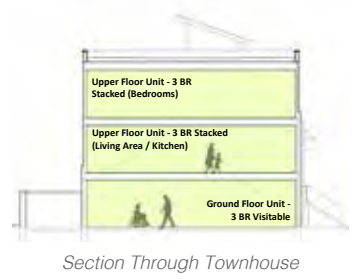
NORRIS STREET (PHASE 2A) 3 BR Flat & Two 3 BR Stacked Rental Unit Plans



The Darien Street infill strategy includes rental and homeowner-ship townhouse and row home units which are designed with more contemporary materials and finishes to fit within the modern context of the newly built adjacent Paseo Verde development.

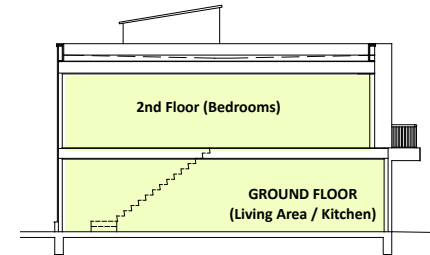
Accessible to All -

The Transformation Plan will result in the development of 297 new units, 10% of which are accessible units. 100% of units at the 11th and Berks St. elevator building are visitable, and all single family row houses and ground floors of walk up units will be visitable at infill sites. Additionally, all four-bedroom rowhouses will have ground floor suites that can accommodate a disabled/elderly family member.



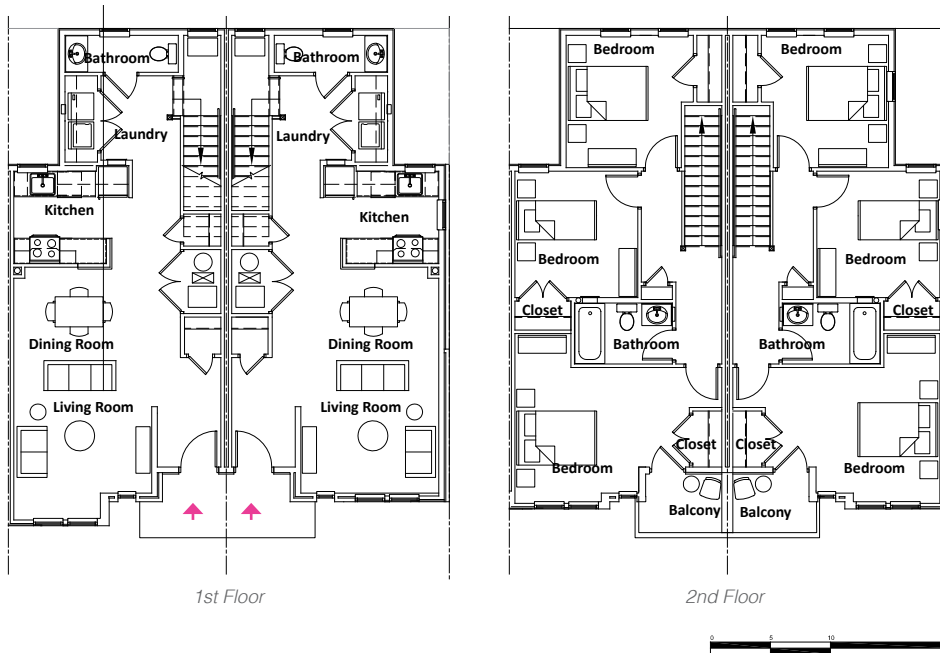
PRECEDENT

NORRIS STREET (PHASE 2B) Typical For-Sale Elevations



Section Through Townhouse For Sale

NORRIS STREET (PHASE 2B) 3 BR For Sale Unit Plans



Building Blocks

With ample and diverse housing demand demonstrated by the market study (in income levels and market segments), the Plan serves to enrich the neighborhood with a range of housing opportunities and strategically located amenities that appeal to these markets and take advantage of proximity to transit, services, and the larger job market. Revitalizing over 80 vacant, underutilized lots in the Uptown Triangle and Darien Street corridors, as strategic locations that build on past success and seed future revitalization that is beyond the 5-year Choice horizon, these new homes are the building blocks for a more vital neighborhood and provide well-designed, safe and accessible units for a current and future population.

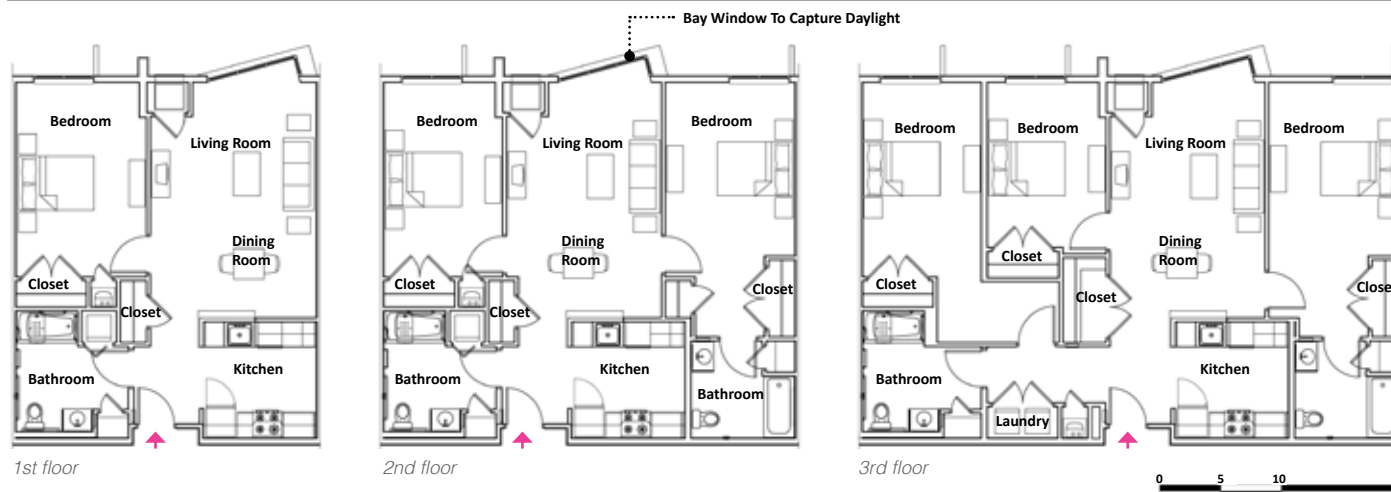
A range of housing types and unit sizes (1- to 4-bedrooms) are provided in the infill and target site development from rental and for sale townhomes with private gardens to walkups and elevator apartments. The infill units are designed to blend into the existing context with a mix of 2 to 3 story traditional row homes with masonry facades. Adjacent to the rail line, the new contemporary designs of Paseo Verde, Diamond Green, and the PHA Norris LP are the inspiration for more contemporary apartments and townhomes that respond to the scale and character of each location.

11TH & BERKS (Phase 3 and 4) Typical Elevations



PHASE 3 + 4		
	UNIT TYPE	UNIT AMOUNT
PHASE 3	1-BR	30
	2-BR	25
	3-BR	5
PHASE 4	1-BR	30
	2-BR	25
	3-BR	5
TOTAL		120

11TH & BERKS (Phase 3) Typical Unit Plans



The centerpiece of the Transformation Plan housing effort focuses on demolition and redevelopment of the severely distressed and outdated Norris Low-Rise public housing development, coupled with a series of innovative, new mixed use Transit Oriented Developments (TODs) centered on the SEPTA Regional Rail station adjacent to Norris which, taken together, are creating a critical mass of population density, activity, walkability, transit access that is truly a model for sustainable urban redevelopment.

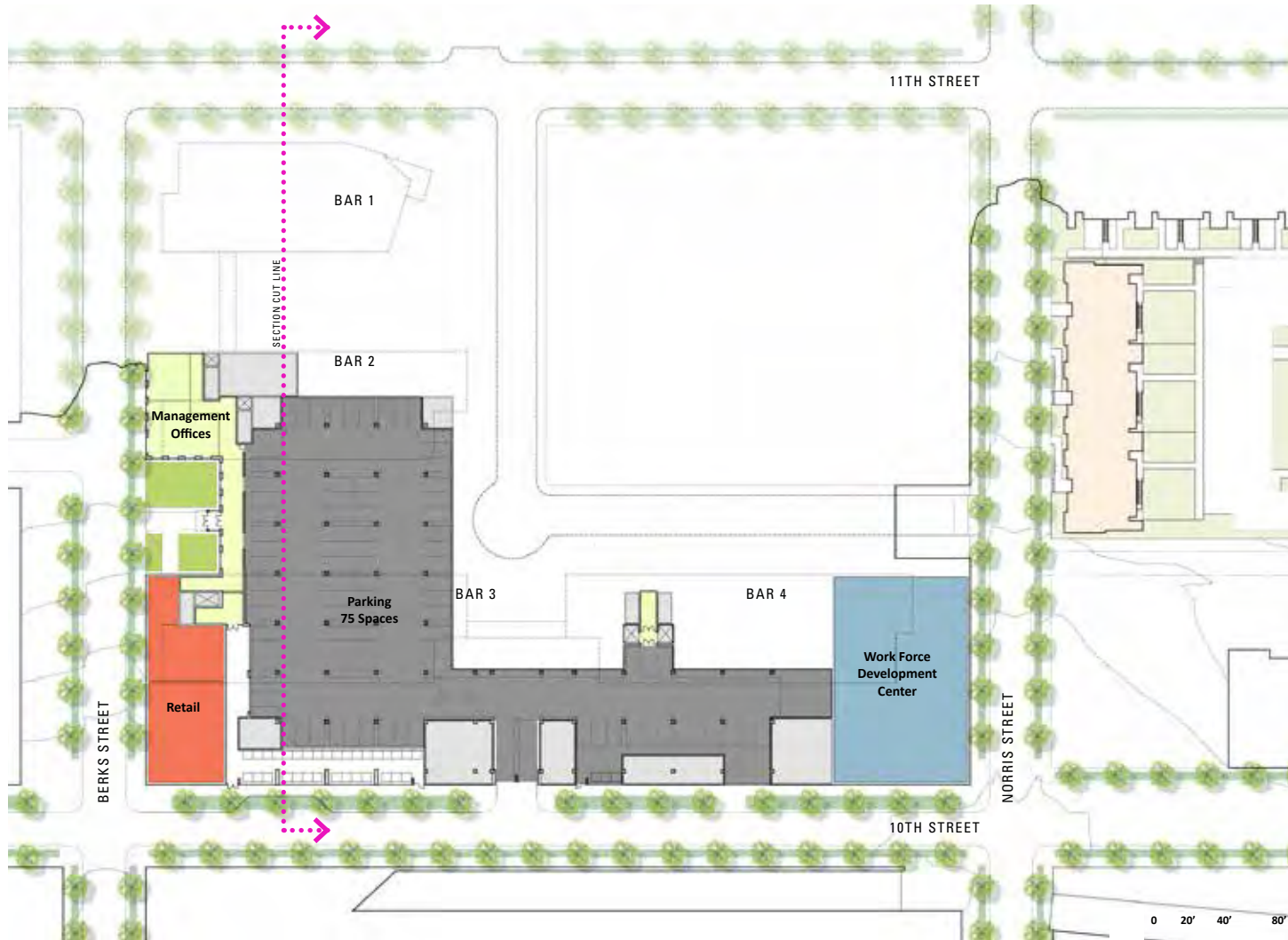
PRECEDENT



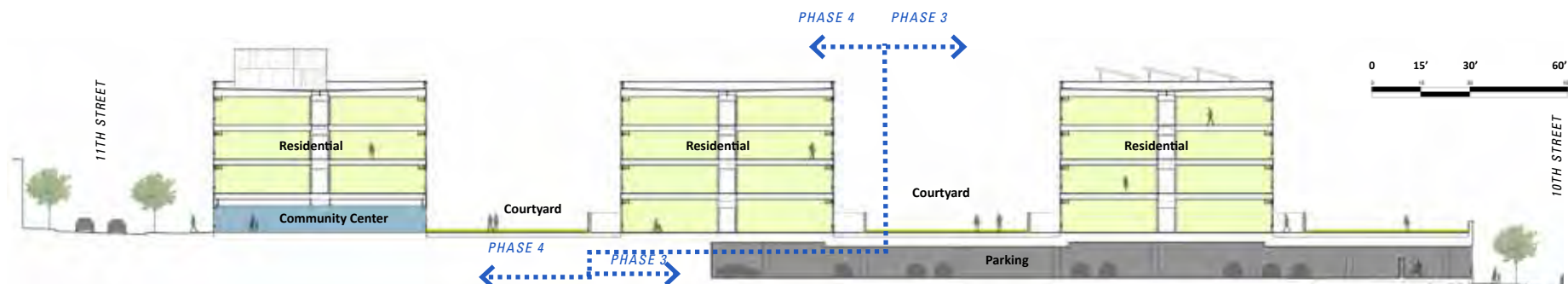
Paseo Verde (9th Street & Berks Street), Philadelphia

The Transformation Plan includes replacing all 147 Norris Apartment Units and an additional 150 affordable, market rate, and market rate units.

11TH & BERKS (PHASE 3 AND 4) First Floor Plan



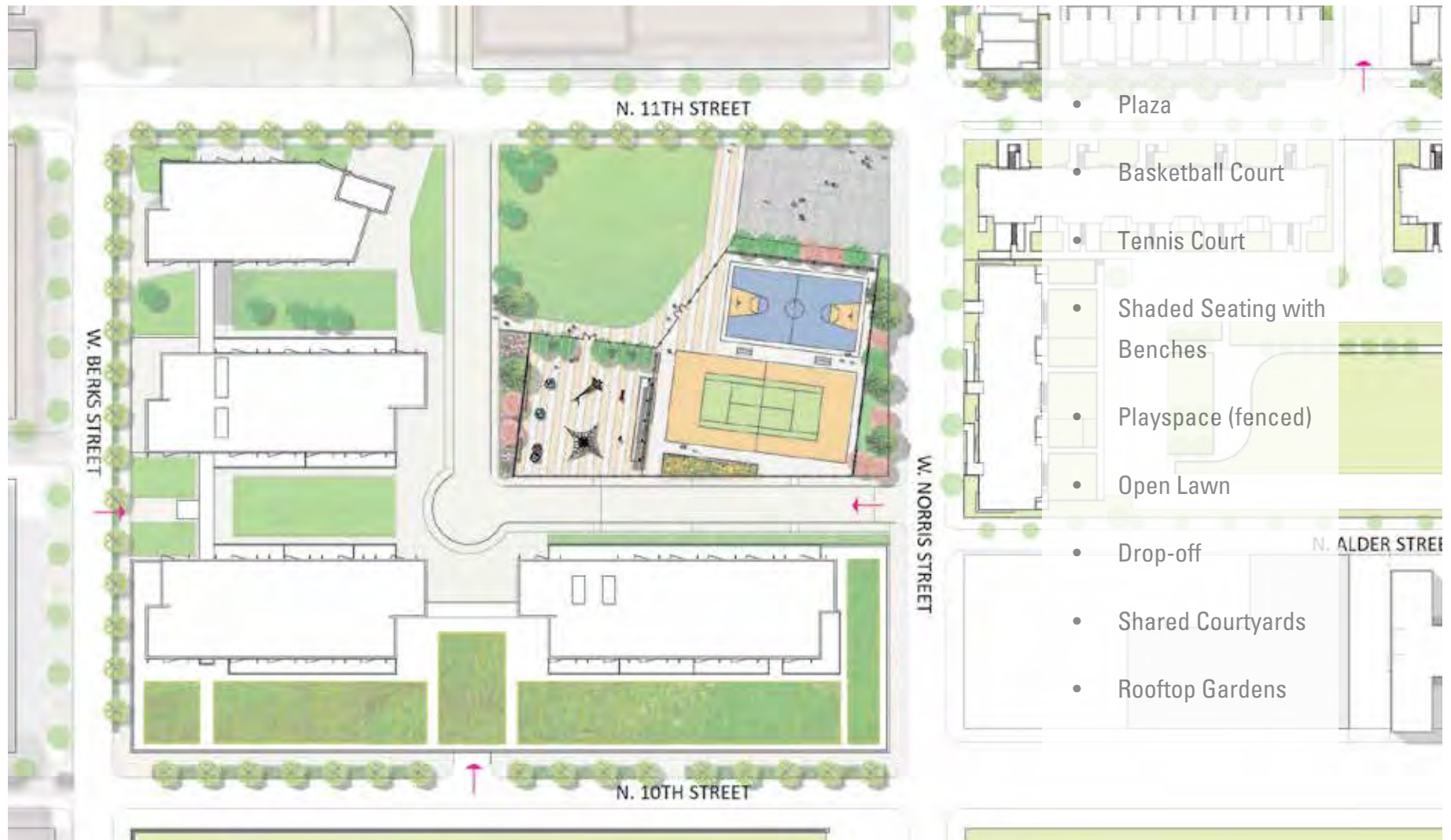
11TH & BERKS (PHASE 3 AND 4) Section

**Green Building:**

The new housing proposed in this plan will serve as model for well-designed green development and further the sustainable investments already underway within the neighborhood, such as the adjacent Paseo Verde residential development by APM which is targeted to meet a LEED ND rating of Gold or better, and the adjacent new Norris LP development by PHA which has achieved a LEED for Homes Gold rating. A strategic portion of the overall transformation plan closest to these existing new developments and the SEPTA transit station is designed to target a LEED for Neighborhood Development certification Gold rating.

Sustainable strategies at Phases III and IV include: maximize solar orientation and mitigate stormwater run off. Each of the four mid-rise residential “bar” buildings are oriented to provide equity in solar access – facing east and west - thereby eliminating apartments with only northern exposure. The building is designed with green, vegetated roof areas on the second floor between residential bars which will meet current Philadelphia storm water management regulations. The roof assembly will also include a “blue roof” system which provides a slow release of storm water into an infiltration basin prior to entering the combined storm and sewer system of the Philadelphia Water Department.

COMMUNITY PARK (PHASE 3 & 4)



Designed with community input, the new 1-acre community park provides playgrounds, a multi-use plaza, play courts and gardens on the corner of Norris and 11th Streets, where it serves relocated Norris residents and the larger community of Temple and the surrounding neighborhood. In addition to this new park, on-going \$500,000 redevelopment of Penrose Recreation Center, PHS redevelopment of vacant lots to productive use such as a community garden at 9th and Montgomery, PHS Pop Up Gardens (transforming neglected lots into beautifully landscaped and programmed community spaces), urban farms, tree nurseries, and effective stormwater management spaces provide ample opportunities for recreation within appropriate settings for community gathering spaces.

COMMUNITY PARK

OLDER CHILDREN PLAYGROUND



PASSIVE RECREATION - CHESS



LOCAL ART



STORMWATER BUMPOUT



Stormwater bumpouts installed by PWD on Queen Lane in East Falls.

RAIN GARDENS



TREES



SWAMP WHITE OAK / *Quercus bicolor*

COMMUNITY PARK

MULTI-USE PLAZA



SENIOR PLAYGROUND



POROUS PAVING PLAY COURTS



To improve the quality of the courts and reduce the volume of stormwater that flows into the combined sewer, the basketball courts at Mill Creek Playground in West Philadelphia were retrofitted with porous asphalt over an infiltration bed.

COMMUNITY PARK

NATIVE SHRUBS



HUMMINGBIRD SUMMERSWEET
Clethra Alnifolia 'Hummingbird'



VIRGINIA SWEETSPIRE
Itea Virginica

NATIVE PERENNIALS



VERONICA MIX
Veronica Spicata



CHROLINA MOONLIGHT WILD
INDIGO
Baptisia 'Carolina Moonlight'



"MISS MANERS" OVEDIENT PLANT
Physostegia Virginiana

NATIVE PERENNIALS



JOE PYE WEED
Eutrochium Purpureum



RATTLESNAKE MASTER
Eryngium Yuccifolium



MAGNUS PURPLE
CONEFLOWER
Echinacea Purpurea 'Magnus'

NATIVE ORNAMENTAL GRASSES & GROUND COVER



INDIAN GRASS
Sorghastrum Nutans



PRAIRIE DROPSEED
Sporobolus Heterolepis



BRISTLELEAF SEDGE
Carex Eburnea

PEOPLE PLAN

SECTION 8: People Plan

AFTER



11th and Norris View - Proposed Townhomes

BEFORE



The People strategy, led by Asociación de Puertorriqueños en Marcha, Inc. (APM), is grounded in a one-stop-shop service delivery model, providing individualized, wrap around services to clients. APM will deliver service coordination to all original residents of the Norris Homes, occupants of the revitalized units, and low-income residents in the neighborhood. Case management services will be provided to Norris Homes individuals and families who are hard to house or otherwise deemed high need. APM will leverage its, and the neighborhoods', assets to meet the outcomes outlined below.

The Education Strategy, led by Temple University, working in partnership with the School District of Philadelphia and others will coordinate inter-agency aspects of the Education Strategy and the Education Engagement Specialist will function as the point-of-contact for the APM Case Manager to develop an Education Plan for each Norris Homes family with school aged children intended to also educate and support parents. The Education Plan is the driving factor in a child's success and the contract between the child, parents, and the cadre of education service providers. Temple University will continue to provide expertise to support the educational attainment of children in the neighborhood schools, Tanner G. Duckrey and Paul L. Dunbar.

Despite the neighborhood's challenges there are some strong social service and educational supports available in the neighborhood, yet Norris Homes' residents are not adequately connected as outlined in the Neighborhood narrative. This strategy focuses on breaking down barriers – real and perceived – by helping to connect, inform, and support residents' access to relevant services, successfully navigate the systems they need to improve an array of outcomes, and connect, particularly youth, to their neighbors, the neighborhood and its assets.

The People Strategy and results expected over 5 years summarized in the goals and metrics below which largely apply to Norris Homes households unless specified otherwise. These strategies directly address residents needs identified in the needs assessment and builds on relevant neighborhood assets, plans and neighborhood survey. It pays close attention to families that have children 0-5 years; children not meeting state educational standards; youth not college or career ready or at risk of entering or are already in the juvenile justice system; adults who are not working 30 hour a week; families that are hard to house, the elderly and disabled.



Image: WRT

Rendering of Proposed Development at 111TH and Berks.



1. CHILDREN, YOUTH, AND ADULTS ARE PHYSICALLY AND MENTALLY HEALTHY

- By year 5, there will be an increase of children, youth, and adults reporting good physical health.
- By year 5, there will be an decrease in children, youth, and adults reporting symptoms of mental distress.
- By year 5, there will be an increase of residents have good access to health care.

2. CHILDREN ENTER KINDERGARTEN READY TO LEARN

- By Year 5 an increase in the number of children ready to enter Kindergarten.
- By year 5, enrolling at least 65 percent of the HUD assisted families with children birth to kindergarten living in the revitalized site in high quality early learning programs
- By year 5, enrolling at least 65 percent of the neighborhood with children birth to kindergarten site in high quality early learning programs.

3. NORRIS HOMES CHILDREN ARE PROFICIENT IN CORE ACADEMIC SUBJECTS

- By Year 5, an increase in children in grades 3 to 11 proficient in math using the Pennsylvania System of School Assessment, representing an increase of 24% from the baseline of 56%.
- By Year 5, an increase in children in grades 3 to 11 proficient in reading using the Pennsylvania System of School Assessment, representing an increase of 18% from the baseline of 56%.
- Note: specific targets will be set for each grade as required by the grant.

4. YOUTH GRADUATE FROM HIGH SCHOOL COLLEGE AND CAREER-READY

- By year 5, 61% of youth will be graduate from college representing an 38% increase from the 23% baseline.
- By year 5, there will be an increase of youth college and career ready

5. HOUSEHOLDS ARE ECONOMICALLY STABLE AND SELF-SUFFICIENT

- By year 5, increase average earned income for all working age, non-disabled adults from a baseline of \$4,417.
- By year 5, increase youth participating in summer employment.

6. YOUTH ARE ENGAGED IN POSITIVE YOUTH DEVELOPMENT

programming that will decrease youth violence in the community.

- By year 5, reduce youth (aged 14-21) involved shootings and homicides to zero in the neighborhood.
- By year 5, connect all Norris Homes youth ages 14- 21 to positive development opportunities.

Choice Neighborhood Logic Model
People Strategy (Exhibit H)

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>Both the Norris Apartment residents and the community-at-large reported prevalent instances of asthma or COPD, diabetes, hypertension, and physical disability. Most respondents either do not have health insurance or are on federally-assisted insurance. In addition, obesity is a significant concern, affecting roughly 22% of children, and 42% of adults.</p>	<p>GOAL #1 <i>Children, youth, and adults are physically and mentally healthy</i></p>	<p>PHMC will conduct health assessments of all Norris Apartment residents, their existing health conditions, any related behavioral health needs, and in-depth assessments of insurance status.</p>	<ul style="list-style-type: none"> • By year 5, 10% increase of children, youth, and adults reporting good physical health • By year 5, 25% decrease in children, youth, and adults reporting symptoms of mental distress • Increased access to health services other than an emergency room • Increased number of residents with health insurance
		<p>A “Health Connector” will be hired as part of APM’s staff, who will connect Norris residents to needed physical and mental health services and health insurance, including navigating enrollment of the Affordable Care Act. (Robinson-White, 2010, Phillips 2010, Jandorf 2005).</p>	
		<p>PHMC’s Federally Qualified Health Center (FQHC) will serve Norris residents and neighborhood residents with mental health services, general health services, and social services.</p>	
		<p>Philadelphia Corporation for the Aging (PCA) shall provide a range of chronic disease, fitness, nutrition programs and hypertension screening for Norris residents aged 60 and above.</p>	<ul style="list-style-type: none"> • Decreased number of residents with a BMI considered overweight or obese
		<p>Provide increased access to healthy school lunches and education on healthy dietary decisions. through the Get Healthy Philly Initiative, Eat.Right.Now. and the Philly Food Bucks Program. (Robbins J, Mallya G, Polansky M, Schwarz D., 2012)</p>	
		<p>A “Sports Connector” will be hired by APM to connect residents to recreation and physical activities at Penrose Recreation Center, Cecil B. Moore field, other local sites and proposed green pathways and schools. [Gortmaker, S. L., et al (2012). Effect of an after-school intervention increases in children’s physical activity. Med Sci Sports Exerc, 44(3), 450-457.]</p>	

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>There are not consistent high quality educational opportunities available for children 5 and below in the area of focus. Among the 11 childcare centers in the target neighborhood, only 3 are rated in the Keystone Stars system.</p>	<p>GOAL #2 <i>Children enter Kindergarten ready to learn</i></p>	<p>An Education Plan will be developed for each Norris Apartments family with preschool- and school-aged children, intended to also educate and support parents.</p>	<ul style="list-style-type: none"> • By year 5, 30% increase in the number of children ready to enter Kindergarten.
		<p>School District and partners will help identify age-appropriate children in Norris and the neighborhood who are eligible to participate in the high quality early learning centers. (DIBELS was conducted at the University of Oregon in the late 1980s.)</p>	<ul style="list-style-type: none"> • By year 5, enroll in high quality early learning programs at least 65% of the HUD assisted families with children 5 and below living in the target neighborhood.
		<p>Access to high quality childcare will be advanced through APM providing 8 slots per year for Norris Apartments' children in their Keystone 4 Star early childhood center or Head Start, depending on parental preference.</p>	<ul style="list-style-type: none"> • Increase in number and percentage of children in prekindergarten who demonstrate age-appropriate functioning across the Work Sampling domains of Personal & Social Development; Language & literacy; Scientific thinking; Social studies; Arts; Physical development.
		<p>Temple University will provide a Pre-K After School Program for 15 Norris children.</p>	<ul style="list-style-type: none"> • Increase in number and percentage of kindergarten children reaching benchmark on Basic Early Literacy Skills (DIBELS) after the Fall administration, then at defined intervals.
		<p>Increase the number of daycare/early learning centers participating in Keystone Stars, improve the rating of low-level participants in Keystone Stars to 3 or 4, and offer training and professional development for teachers and directors in those early learning centers. (Keystone Stars (managed by the state) programs mirror Head Start programs, which are proven successful in increasing capabilities for low-income children.)</p>	<ul style="list-style-type: none"> • Increase in number and percentage of Keystone Star childcare facilities in the neighborhood.

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>Students in the target neighborhood are underperforming in school. At the elementary school level, 38% are below basic proficiency in math and 50% are below basic proficiency in reading</p>	<p>GOAL #3 Norris Apartments Children are proficient in Core Academic Subjects</p>	<p>Temple University will provide intensive and targeted education supports to Duckrey and Dunbar neighborhood schools, including math and English supports and student teachers.</p>	<ul style="list-style-type: none"> • Increase in number and percentage of children proficient in math or reading using the PSSA. • Increase in number and percentage of students at or above grade level according to state mathematics and English language arts assessments in at least the grades required by the ESEA. • Enroll in high quality learning programs at least 65% of the HUD assisted families in the revitalized site
		<p>EducationWorks will provide 50 slots of school time and summer programming per year for K-12 Norris Apartment students.</p>	
		<p>Students and their parents will be eligible to receive a laptop subject to completing a defined set of hours of training and instruction. Training includes how to use School District's FamilyNet portal so families can track their child's grades, attendance, and other resources.</p>	<ul style="list-style-type: none"> • Parents become more engaged in their child's education, and are equipped with tools they can use to encourage their children to become successful.
		<p>All Norris Apartment students will have access to technology based interventions that target struggling readers and mathematicians.</p>	
		<p>Parents will receive trainings through the School District's Parent University</p>	
<p>Provide professional development and additional resources within Duckrey and Dunbar that will last beyond the life of the grant.</p>	<ul style="list-style-type: none"> • These partnerships will continue to implement transformation within the neighborhood, making the program sustainable over time. 		

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>The graduation rate of the target area is well below that of the rest of the city: Norris Apartments is 23% compared to 61% across Philadelphia. 59 adults residing in Norris Apartments or in the community have less than a high school diploma. In addition, 30 (39%) of residents said there is a need for youth employment programs.</p>	<p>GOAL #4</p> <p><i>Youth graduate from high school college and are career-ready</i></p>	<p>The School District will support Principals, Temple University and others in the transformation efforts of Duckrey and Dunbar schools and will implement AVID Elementary, a school wide program, which also dovetails with the I-Ready intervention. (http://www.avid.org/abo_research.html and http://read180.scholastic.com/reading-intervention-program/research.)</p>	<ul style="list-style-type: none"> • These programs have the potential to transform the leadership, structure and instruction practice of both schools while developing a college-going culture.
		<p>Temple University will coordinate youth employment and career exploration and provide a college and career program</p>	<ul style="list-style-type: none"> • By year 5, 61% of youth will graduate from high school in four years representing a 38% point increase from the 23% baseline.
		<p>Temple University's Education Engagement Specialist and PhillyGoes2College will create a one-stop shop for Norris Apartments' students and their parents to work on college applications, financial aid forms, and navigate the college admissions process</p>	<ul style="list-style-type: none"> • By year 5, 60% of youth will graduate college- and career-ready
		<p>Interfaith Social Movement will give first priority admission to the Business and Career Exploration Program, with guaranteed 100 slots for Norris Apartments' youth</p>	<ul style="list-style-type: none"> • Number and percentage of youth who graduate from high school (using four year graduation rate) and who are college and career ready (using Accuplacer)
		<p>Parents will receive trainings through the School District's Parent University</p>	<ul style="list-style-type: none"> • Parents become more engaged in their child's education, and are equipped with tools they can use to encourage their children to become successful.

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>The target neighborhood is underemployed and economically depressed. The median income of the 140 Norris households reporting income is \$9,444 compared to \$15,450 in the neighborhood. Only 45 (27.5%) individuals out of an eligible pool of 175 working age adults (aged 18-62) earn income in Norris Apartments. Of that amount, only 13 (17.8%) of residents said they work 30 hours or more per week on a permanent basis. There is also an expressed need for access to and use knowledge of computer labs.</p>	<p>GOAL #5 Households are economically stable and self-sufficient</p>	<p>Focus job creation and workforce development strategy on adults with the greatest barriers to employment, expanding access to public benefits and essential services.</p>	<ul style="list-style-type: none"> • By year 5, increase average earned income by 40% for all working age, non-disabled adults from a baseline of \$4,418. • Decrease in number and percentage of adults receiving TANF. • By year 5, increase the number of working-age adults working 30 hours per week by 80%, at a baseline of 33. • Increase in number and percentage of working-age adults working at least 30 hours per week.
		<p>Provide a three-tiered approach to self-sufficiency and career development: (1) self-sufficiency case managers will assist individuals in developing strategies, overcoming barriers, and connecting to resources (e.g. GED); (2) targeted entry and mid-level job training programs in the medical field; (3) job placement services with the Resident Job Bank Program. (United Way Worldwide, 2010)</p>	
		<p>A new Workforce Development Center at Norris Apartments will provide services to residents focused on the three key areas: Family Development, Self-Sufficiency, and Community Education. This 10,000 square foot center will be composed of 2 technology centers, case management offices, training facilities, laboratory facilities and a pre-training education center focused on medical training. (Philadelphia Housing Authority, 2012)</p>	
		<p>Temple University will provide career pathways and training for health information professions to interested Norris Apartments' residents.</p>	
		<p>PHA Pre-Apprenticeship Program will provide training opportunities; Norris residents will be guaranteed 15 slots per year.</p>	
		<p>Provide literacy and GED programs for adults in target area to help them enroll in post-secondary education.</p>	<ul style="list-style-type: none"> • Pre-Apprenticeship program Graduates are guaranteed a job with PHA. • These partnerships will continue to implement transformation within the neighborhood, making the program sustainable over time.
		<p>Increase digital literacy and access to broadband through a new computer lab in Norris Apartments Community Center, digital literacy training, and promotion of Comcast's affordable internet plan.</p>	
		<p>Access to computers and internet will also be available via a KEYSPTS location at Penrose Recreation Center. (Open Technology Institute, 2013)</p>	
		<p>Norris Apartment residents will be eligible to receive a laptop subject to completing a defined set of hours of training and instruction.</p>	

NEED	GOAL	STRATEGY	OUTCOME/METRIC
<p>The 22nd Police District, within which Norris Apartments is located, has the highest rate of youth shootings and homicides in the city. 90% of target neighborhood residents reported little to no sense of friendliness or camaraderie in the community. With the volume of school closings in 2013, youth will have to travel further to school along new paths, increasing the potential for clashes on the way to and from schools.</p>	<p>GOAL #6</p> <p><i>Youth are engaged in positive youth development programming that will decrease youth violence in the community.</i></p>	<p>Implement City's Youth Violence Prevention Plan; which includes providing coordinated education, trauma-informed care, community engagement, and youth employment opportunities.</p>	<ul style="list-style-type: none"> By year 5, reduce number and percentage of youth and young adults (aged 14-24) involved shootings and homicides to zero in the neighborhood.
		<p>Expand PhillyRising Collaborative (a placed-based model aimed at reducing violence in in areas of high crime) to target neighborhood via connecting youth to community service activities in the neighborhood and utilizing "sweat equity" to improve the community. (Habitat for Humality, 2013)</p>	
		<p>Implement LISC community training and crime and safety related projects, including "Crime Prevention Through Environmental Design" trainings for Norris Apartments, young and old, focused on hotspots.</p>	<ul style="list-style-type: none"> By year 5, connect all Norris Apartments youth ages 14- 21 to positive development opportunities, including afterschool and summer programming and service learning activities.
		<p>Power Corp PHL will provide 20 at risk youth technical skills training and work while earning a stipend, receiving free childcare and \$2,775 towards education.</p>	
		<p>Temple University Leadership Academy will engage 45 Norris Apartments' youth in their community, working with 45 youth from the community.</p>	
		<p>YouthBuild Charter School will promote their program in Norris youth, age 18-21 who've dropped out of school, providing service learning opportunities to 25 youth.</p>	