

GRAYS FERRY AVENUE

HEALTHY CORRIDOR NATIONAL STUDY VISIT

December 13-15, 2017
Philadelphia, PA



ACKNOWLEDGMENTS

Thank you to the Local Leadership Group:

Julie Donofrio, PennPraxis - Local Leadership Group Chair

Francine Axler, Executive Director, Public Health Management Corporation
Glenn Bryan, University of Pennsylvania Office of Government and Community Affairs
Jackson Byerly, PennPraxis & University of Pennsylvania Facilities and Real Estate Services
Christi Clark, Women's Community Revitalization Project
Celeste Corrado, Wharton Small Business Development Center
Thomas Dalfo, Philadelphia Industrial Development Corporation
David Forde, University of the Sciences
Sofia Guernica, Mayor's Office of Sustainability
Joshua Harris, Office of Councilman Kenyatta Johnson
Lisa Kleiner, Public Health Management Corporation
Mark Kocent, University of Pennsylvania Facilities and Real Estate Services
Steven Kuzmicki, Southwest Community Development Corporation
Kate McNamara, Philadelphia Industrial Development Corporation
Christina Miller, Public Health Management Corporation
Garrett O'Dwyer, Philadelphia Association of Community Development Corporations
Nicole Ozdemir, Philadelphia City Planning Commission
Keri Salerno, Public Health Management Corporation/ Health Promotion Council
Paul Sehnert, University of Pennsylvania Facilities and Real Estate Services
Kyle Shenandoah, Citizens Planning Institute graduate/ resident
Dr. Ahada Stanford, Department of Commerce
Amy Verbosky, Delaware Valley Regional Planning Commission
Amanda Wagner, Philadelphia Department of Public Health
Tiphonie White, Office of Councilman Kenyatta Johnson

ULI Philadelphia Staff

Bridget Donovan, Urban Land Institute Philadelphia
Abby Rambo, Urban Land Institute Philadelphia
Natalia Serejko, Urban Land Institute Philadelphia
Laura Slutsky, Urban Land Institute Philadelphia

Thank you to the in-kind support of:

PennPraxis
University of Pennsylvania Facilities and Real Estate Services
Wharton Small Business Development Center

Meeting space provided by:

**PENNOVATION
CENTER**

Where Ideas Go To Work


USciences
University of the Sciences

TABLE OF CONTENTS

Introduction

Project Overview
National Visit Agenda
National Study Visit Panel

The Study Area

Corridor Study Area + Context
Corridor Overview

Recent Plans

Philadelphia 2035: University Southwest District Plan
Philadelphia 2035: South District Plan
Lower Schuylkill Master Plan
University City Traffic Study

Grays Ferry Corridor Profile

Community Assets
Business + Industrial Uses
Development Context
Mobility
Employment, Education + Poverty
Housing
Recreation & Open Space
Stormwater Management
Health
Land Use
Zoning
Vacancy
infrastructure

National Study Visit Bios

Panelist Expanded Bios
ULI Building Healthy Places Staff Expanded Bios

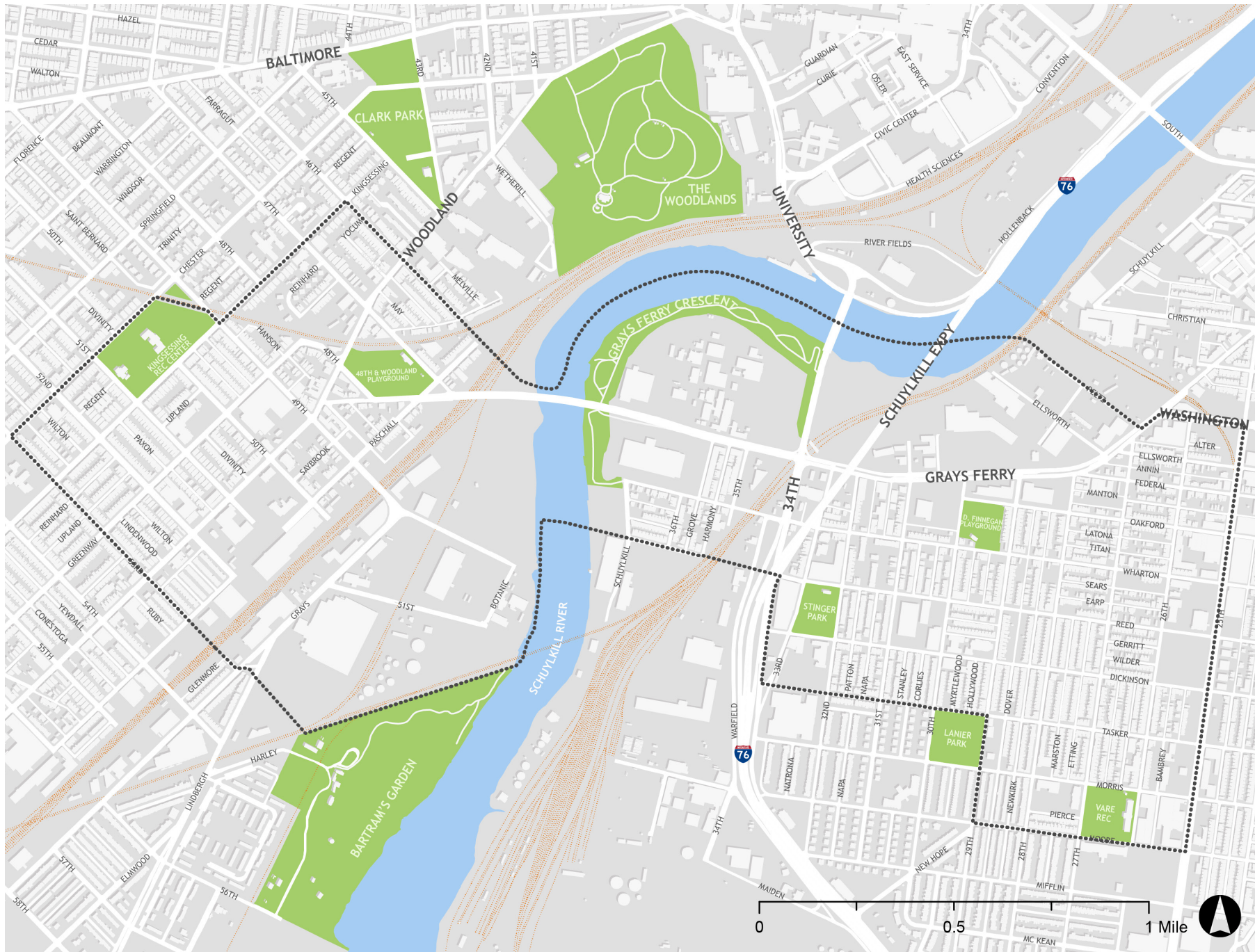
Recommendations

Transportation and Infrastructure Changes
Air Quality and Health Concerns
Jobs, Business Attraction, and Equitable Development
Key Redevelopment Strategies and Recommendations



Image: South Bank Masterplan, University of Pennsylvania (Grays Ferry Avenue in foreground)

GRAYS FERRY AVENUE STUDY AREA



PROJECT OVERVIEW

Around the world, communities face pressing health challenges related to the built environment. For many years, the **Urban Land Institute (ULI)** and its members have been active players in discussions and projects that make the link between human health and development; we know that health is a core component of thriving communities.

The **ULI Building Healthy Places Initiative** is building on that work with a multifaceted program—including research and publications, convenings, and advisory activities—to leverage the power of the Institute’s global networks to shape projects and places in ways that improve the health of people and communities.

With support from the Robert Wood Johnson Foundation and the Colorado Health Foundation, ULI is investigating best practices to reinvent underperforming suburban and urban arterials in health-promoting ways. This work will help advance efforts to foster places that promote health for the people who live, work, and travel on these streets. The Healthy Corridors project operates on both a national and a local level.

In its first year, ULI worked with four district councils on four demonstration corridors, which will lead to the development of policies for healthy corridors that ULI will disseminate. The first four corridors were located in Los Angeles, CA, Nashville, TN, Boise, ID, and Denver, CO. In 2017, ULI announced opportunities for four additional demonstration corridors, which were subsequently chosen through a competitive application process with ULI’s District Councils. These include corridors in Englewood, CO, Fayetteville, AR, Saint Paul, MN, and Grays Ferry in Philadelphia, PA.

Each **demonstration corridor** formed a local leadership group, including experts in land use, real estate development, design, health, and community engagement. The local leadership groups help shape the Healthy Corridors project at the local level for the selected corridor, including planning local workshops and participating in national forums. The Grays Ferry Healthy Corridor project began planning in May 2017, beginning with forming a local leadership group and planning for the first local workshop, which was held in July 2017. The full-day workshop included 53 participants from 37 distinct organizations and community groups and was held at the University of the Sciences. The workshop focused on five key subjects: Housing, Development, Mobility, Business,

and Recreation. Feedback helped shape the key challenges of the corridor and its surrounding communities which translated directly into creating study questions to be used at the National Study Visit, during which time visiting panelists would respond to the key challenges and develop recommendations.

The purpose of the **Grays Ferry Corridor National Study Visit** is to provide a set of recommendations to questions that have been developed by the Grays Ferry Corridor Local Leadership Group. Recommendations will also respond to the overarching goals of the Healthy Corridors project, which include developing and refining approaches to create commercial corridors that improve physical, social, environmental, and economic health for all who work, live, and travel along the corridors, as well as identifying approaches that can spur real changes. The participants should ensure that improving health outcomes is a key focus of the recommendations.

The primary deliverables for the participants is a presentation with recommendation to address the key issues presented by the local group in the form of study questions, to be prepared by participants and ULI staff during the National Study Visit. A summary of the process and recommendations will be compiled by ULI staff after the visit, and included in the final report for the Healthy Corridors project.

Next Steps

Following the national study visit, the recommendations may be used by members of the local leadership and other stakeholders to leverage additional conversations and funding to support further planning and implementation of project ideas along the corridor.

NATIONAL STUDY VISIT LOCATION & AGENDA

The Grays Ferry Corridor National Study Visit will be held entirely at the **Pennovation Center**, located at 3401 Grays Ferry Avenue. The Center is the heart of Pennovation Works, a business incubator and laboratory that aligns and integrates researchers, innovators, and entrepreneurs for the commercialization of research discoveries.

The Pennovation Works is a unique blend of offices, labs, and production space being developed by The University of Pennsylvania to bridge the intellectual and entrepreneurial initiatives for advancing knowledge and generating economic development. The master plan articulates a phased approach, with initial activity focused on site improvements and renovating existing buildings, beginning with the creation of the Pennovation Center.

Day 1: Wednesday, December 13th, 2017
Corridor Orientation, Briefing and Dinner

Day 2: Thursday, December 14th, 2017
Site Tour
Partner and Stakeholder Interviews
Panel Work Session

Day 3: Friday, December 15th, 2017
Public presentation at Pennovation Center



Image: Pennovation Center, University of Pennsylvania)



Image: Pennovation Center, University of Pennsylvania)

NATIONAL STUDY VISIT PANEL

Ed McMahon – National Study Visit Chair

Senior Resident Fellow, Urban Land Institute, Washington, DC

John Coleman

Regional Business Development Director, Entegrity Partners, Fayetteville, Arkansas

Colleen Hawkinson

Manager, Strategic Planning Branch, District Department of Transportation, Washington, DC

Jesse Leon

Senior Program Officer, Colorado Health Foundation, Denver, Colorado

Sharon Madison

Owner, Madison Madison International, Detroit, Michigan

Sharon Roerty

Senior Program Officer, Robert Wood Johnson Foundation, Princeton, New Jersey

Brad Power

Director, Community Development Department, City of Englewood, Colorado

Alexis Stephens

Senior Communications Associate, PolicyLink, New York, New York

Clark Wilson

Acting Director of Community Assistance and Research Division, U.S. EPA, Washington, D.C

Derrick Lanardo Woody

CEO, DLW LLC, Washington, DC

ULI National Building Healthy Places Staff

Sara Hammerschmidt

Senior Director, Urban Land Institute, Washington, DC

Reema Singh

Senior Associate, Urban Land Institute, Washington, DC

CORRIDOR STUDY AREA + CONTEXT



CORRIDOR OVERVIEW

The Grays Ferry Corridor study area is focused on the 1.25 mile segment of Grays Ferry Avenue between Washington Avenue and Woodland Avenue in South and Southwest Philadelphia, including the Grays Ferry Bridge that passes over the Schuylkill River. The area is located approximately one mile southwest of Center City Philadelphia—the economic hub of the city—and just across the Schuylkill River from the University of Pennsylvania and University City, which is quickly rivaling Center City in terms of new commercial and residential development and economic prosperity.

Despite these proximities, the Grays Ferry area is still characterized by the vestiges of its industrial past. It is extremely car dependent, as the avenue itself and connecting streets provide access to the interstate, fast-moving arterials, and car-oriented retail. Though bike lanes exist they are in poor condition and unsafe, and the pedestrian environment is no more inviting. Although these concerns are recognized, altering the configuration of the corridor in any way is a great concern due to the extreme congestion that occurs on the corridor at peak times.

Surrounding neighborhoods are comprised of the typical Philadelphia rowhome. These intact neighborhoods are facing pressures of development as nearby neighborhoods are experiencing increases in home prices and an influx of new higher-income residents. Due to the nearby highway and past and present industrial uses, neighborhood residents show the highest rates of environmentally-determined public health concerns such as asthma, diabetes, and obesity. They also suffer from low educational attainment and economic mobility.

With the University of Pennsylvania's recent investment directly into the neighborhood through its innovation campus—Pennovation—and looming residential and commercial development from the east, Grays Ferry is at the tipping point and requires thoughtful planning.

ULI Philadelphia together with the Local Leadership Group, comprised of key stakeholders and policy leaders that are shaping relevant citywide strategies, are eager to discuss approaches that could result in a healthier community and a more synergistic relationship between the corridor, its context, and its future potential.



Grays Ferry commercial area



Grays Ferry residential area

PHILADELPHIA 2035: UNIVERSITY SOUTHWEST DISTRICT PLAN

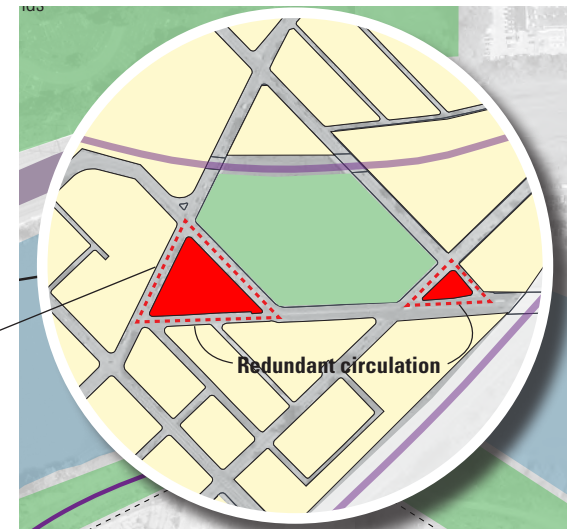
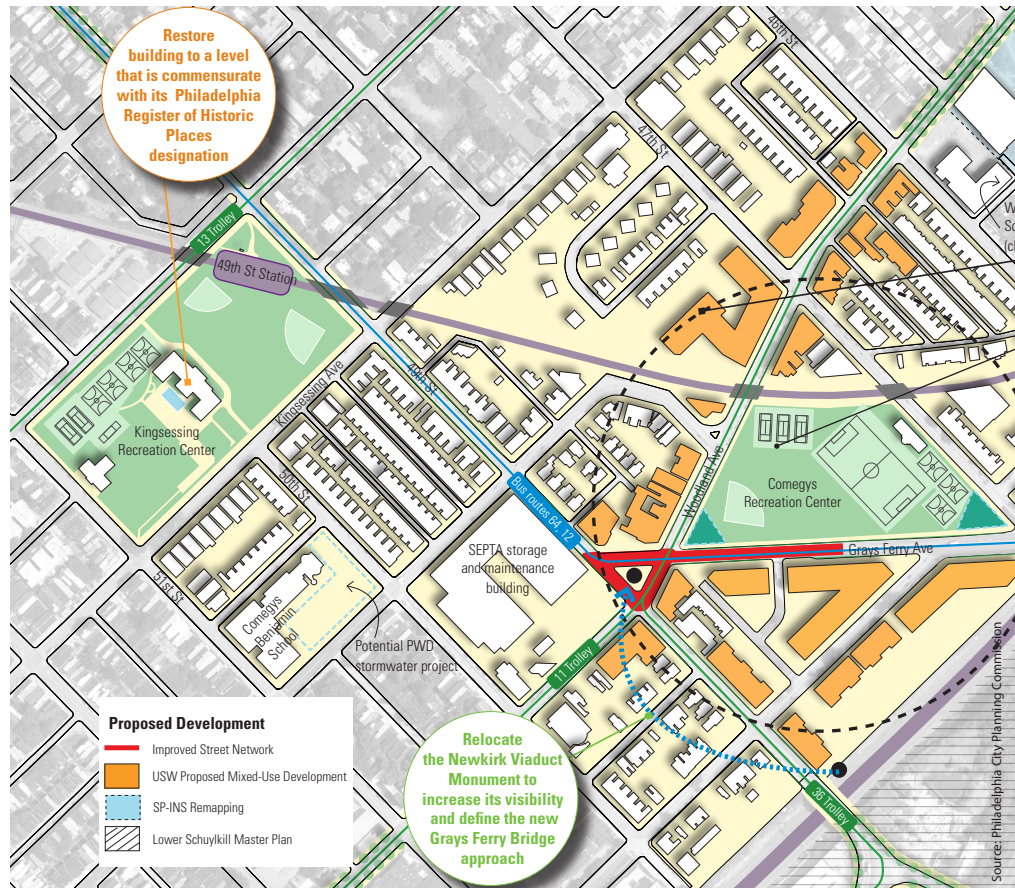
The Philadelphia City Planning Commission's *Philadelphia 2035: University Southwest District Plan* calls out the 49th Street corridor, connecting Baltimore Avenue to Grays Ferry Avenue and the Schuylkill River trail, as a focus area, emphasizing that it's an underutilized area with the potential to create positive impacts on the surrounding region. The plan supports the following actions in this focus area:

- Improve 49th Street with better lighting, more street trees, and sidewalk reconstruction to make the area more walkable/bike-friendly.
- Increase commercial activity on Woodland Avenue by supporting blight certification and institutional expansion to increase storefront occupancy.
- Encourage street closures on either side of Comegy's Recreation Center (also known as the 48th and Woodland Playground) in order to expand the facility, which will be managed by a new public-private partnership.
- Improve circulation leading to Grays Ferry Bridge.
- Support new commercial mixed-use development where Grays Ferry Avenue meets Woodland Avenue
- Support physical improvements to Kingsessing Recreation Center.

In regard to the Grays Ferry Bridge, the plan encourages creating a shared use sidepath and a buffered bike lane.

The plan also supports planting trees along a number of corridors near Grays Ferry Avenue, such as Woodland Avenue, 49th Street and Chester Avenue.

Finally, the plan calls upon the Philadelphia Redevelopment Authority to recertify the 4800 block of Woodland Avenue, and the adjacent region south, for blighted conditions and update the area's Redevelopment Plans.



Existing street grid, without modifications

Source: Philadelphia City Planning Commission

Proposed development and street reconfiguration surrounding Grays Ferry Ave and Woodland Ave.

PHILADELPHIA 2035: SOUTH DISTRICT PLAN

The Philadelphia City Planning Commission's *Philadelphia 2035: South District Plan* supports the vision of the Philadelphia Industrial Development Corporation's (PIDC) *Lower Schuylkill Master Plan* and the growth of the innovation district, while also recognizing the area's needs for improved connectivity to transit, food access, and enhanced green infrastructure. The plan recommends the following in Grays Ferry neighborhood:

- Increasing access to healthy food in underserved areas, such as lower Grays Ferry, through pursuing multiple objectives, such as improving bike and pedestrian connectivity to within Grays Ferry and across the 25th St Viaduct, and encouraging the development of supermarkets in high-need areas by using the zoning code's Fresh Food Market incentive (awards an additional 15 ft. of height). Another objective includes working alongside the Health Department to support their Healthy Corner Store initiative by providing zoning incentives as well as installing accessible ramps at store entrances for use by handicapped and senior populations.
- Supporting PIDC's Lower Schuylkill Master Plan by relocating the Waste Management Facility on Grays Ferry Ave, and rezoning parcels on the north side of Grays Ferry Ave in order to expand institutional uses, flexible tech and office space, and a create more welcoming pedestrian environment around the Pennovation site.
- Protecting single-family neighborhoods via downzoning (See "A" in visual below)
- Improving bus service to Grays Ferry to enhance connections between employment centers in University City, South Philadelphia, and Center City.
- Making improvements to existing infrastructure, specifically 25th St viaduct, 34th St, and Wharton St, to support the safe and efficient movement of freight while minimizing impacts on residents.
- Redesigning the intersections of 34th St and Grays Ferry Ave as well as 34th St and Wharton St, to increase safety for all modes of travel
- Enhancing green infrastructure through continuing to build the Schuylkill River Trail, prioritizing the improvement of Grays Ferry parks such as Wharton Square, Lanier Playground, Stinger Square Playground, Vare Recreational Center, and improving tree cover by planting street trees.



Source: Philadelphia City Planning Commission

Proposed zoning changes in Grays Ferry.

Corrective Zoning			
Location	Existing Zoning	Proposed Zoning	Reason for Rezoning
A. Various residential areas	RM-1; CMX-1; CMX-2	RSA-5	Preserve existing single-family housing
C. Various parks and open spaces	I-2; RSA-3	SP-PO-A	Preserve existing open space

Zoning to Advance the Plan			
Location	Existing Zoning	Proposed Zoning	Reason for Rezoning
D. 34th St and Grays Ferry Ave	I-2; I-2; I-3	CMX-3; CMX-2; various industrial	Align with plan recommendations; reposition former industrial sites for new users
E. 25th St and Snyder Ave	I-2; RSA-3	ICMX	Reposition former industrial sites for commercial and light industrial users

Source: Philadelphia City Planning Commission

LOWER SCHUYLKILL MASTER PLAN

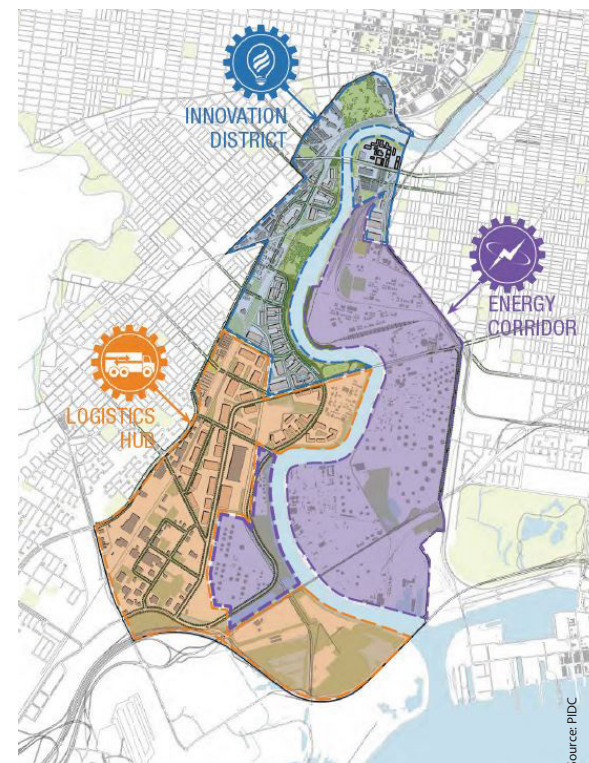
In 2013, the Philadelphia Industrial Development Corporation (PIDC), the Philadelphia City Planning Commission (PCPC) and the Philadelphia Department of Commerce released the **Lower Schuylkill Master Plan**, projecting more than 5.5 million square feet of modern production facilities, R&D and distribution centers, more than 5,000 new jobs, as well as new recreation trails and green infrastructure projects to make the lower Schuylkill area a more economically vibrant and connected part of Philadelphia. The plan envisions a network of three campuses within the lower Schuylkill: an “innovation district” in Grays Ferry and Southwest Schuylkill, an “energy corridor” on the east bank of the Schuylkill which will provide energy generation and distribution, and a logistics hub, further south, where distribution, warehousing and manufacturing will thrive. The growth of the innovation district is fueled by the southward growth of institutions such as UPenn, CHOP and the University of the Sciences, beginning with the 23-acre Pennovation Works and CHOP’s 1.2M Sq. Ft research campus which will host four towers. The following features are highlighted:

- Construction of a new “river road” which provides north-south access throughout the innovation district west of the river and connects the district to University City, creates new development opportunities on riverfront sites, and transforms the areas east-west streets, which used to dead end at the river, into a functioning street grid
- 47th Street will be extended past the intersection of Grays Ferry Ave and turning into the new River Road
- The Schuylkill River Trail will improve public access to the river and positively improve the appearance and perception of the formerly heavy industrial area along the river.
- With the exception of improving connections to the river, no changes are recommended for the existing residential neighborhoods.
- Beautification and improvement of 34th and Grays Ferry Intersection in order to improve capacity and functionality. Encourages further technical analysis.
- Projected to support 2.4M–2.8M SF of new development, up to 3,300 direct jobs, \$13M in new annual tax revenue (city and state), and \$33B in total economic impact.
- Enhancements to the 47th and Woodland intersection, which will serve as the Innovation District’s gateway, including improved sidewalks and crosswalks, lighting, wayfinding signage and tree plantings.
- Making pedestrian and bicyclist improvements to the Grays Ferry Bridge.



Proposed River Road and development in SW Schuylkill.

Source: PIDC



Source: PIDC

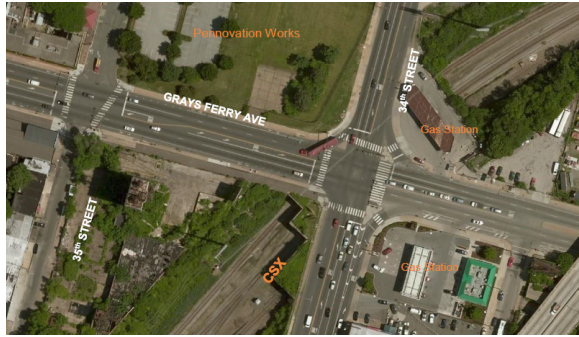
The Grays Ferry study area falls within the plan’s Innovation District, which will be a hub for research and development, advanced and traditional manufacturing, creative and professional services, and institutional uses.

UNIVERSITY CITY TRAFFIC STUDY

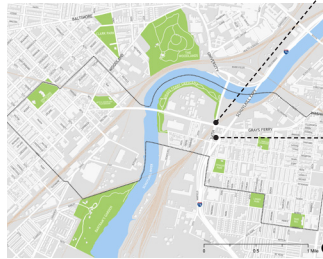
In 2016, the Philadelphia Industrial Development Corporation (PIDC) conducted a study evaluating the performance and safety of six key intersections and providing recommendations for modifications. Two of these intersections are located within the Grays Ferry Study area and both are operating beyond maximum capacities and experience heavy backups. These problems will worsen as development in the area continues, specifically the expansion of Pennovation Works, the Hospital of the University of Pennsylvania (HUP), and the Children's Hospital of Philadelphia (CHOP).

Existing Conditions at 34th St and Grays Ferry Ave Intersection

- Intersection sits on CSX-owned bridge, designated structurally deficient.
- Inadequate left turn lane storage contributes to backups for westbound Grays Ferry Ave and Southbound 34th St traffic.
- Severe backups during AM when northbound traffic backs up to the I-76 expressway.
- Severe backups during PM when southbound traffic backs up to Civic Center Blvd.



Source: PIDC



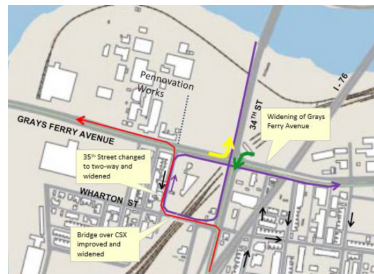
Existing Conditions at 34th St and Wharton St Intersection

- First intersection for northbound traffic after exiting I-76.
- Wharton St is a main bike and pedestrian connector into the Forgotten Bottom neighborhood, and the Grays Ferry Crescent
- Northbound left turn queue on 34th St backs up into the through lane, causing delays.
- Highest number of crash incidents in the University City Transportation Study Area.
- Wharton St bridge, owned by CSX, is structurally deficient



Source: PIDC

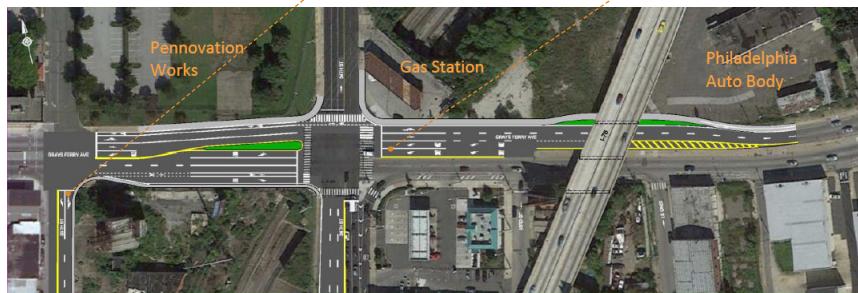
Recommendations for 34th St and Grays Ferry Intersection



Source: PIDC

The study proposes a "Quadrant Solution", as shown in the picture to the left, which eliminates left turns from the main intersection and routes them to other roads, simplifying traffic signal operation and increasing capacity for through traffic. The community of Forgotten Bottom has expressed concerns about the impact of increased traffic on Wharton St and 35th St and further development must involve public involvement to address community concerns.

- Converts 35th St into a two-way street.
- Additional left turn lane.



Source: PIDC

Recommendations for 34th St and Wharton St intersection

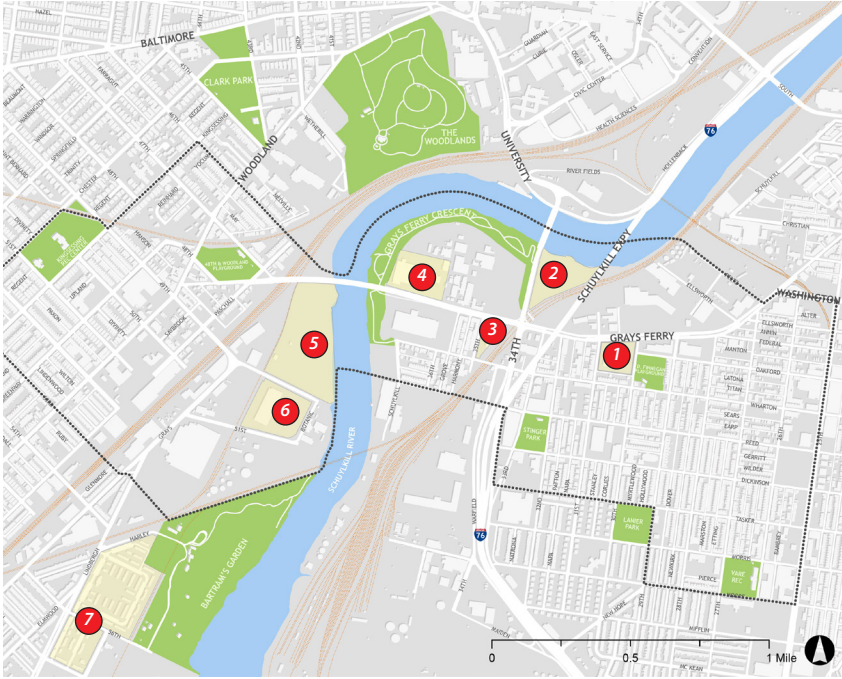
The study proposes to improve southbound access to I-76, enhance bike and pedestrian connectivity between Grays Ferry and Forgotten Bottom, and enable the quadrant road solution to increase capacity.



Source: PIDC

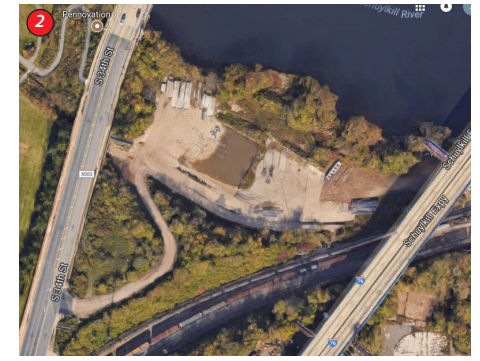
- Widen southbound 34th St to add a third lane leading to I-76.
- Limit pedestrian crossings to north crosswalk, add pedestrian island and install walking signals.
- Widen Wharton St on the bridge, between 34th to 35th, to provide a second westbound lane and provide bike lanes and sidewalks.
- Provide double northbound left turn lane.
- Widen I-76 on-ramp to add a third lane.

DEVELOPMENT CONTEXT



Former Bottom Dollar Supermarket

- *Tenant Bankrupt*
- *Site on the market, will likely sell soon*



Steen Parcel

- *Owner deceased - trust managing future sale*
- *Largely unbuildable - steep slope and floodplain*



Coal Silo

- *Owned by PIDC*
- *Working to obtain rights for remediation*



Waste Management

- *Owned by Waste Management with long term contract*
- *They hold a non-transferable permit*



PIDC Site

- *The Lower Schuylkill Management Plan (see p. 27) envisions flex-tech building*



PIDC Site - Gold Medal Environmental

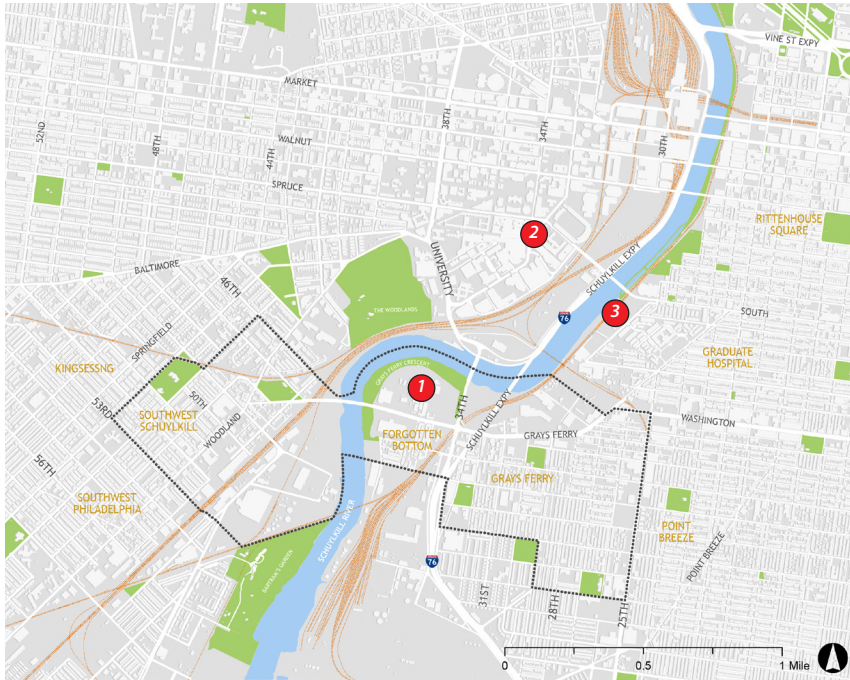
- *The Lower Schuylkill Master Plan envisions flex-tech building, however this parcel may remain as a site for Gold Medal Environmental Waste and Recycling*



Bartram Village

- *Pennrose and Philadelphia Housing Authority will be redeveloping this site*

DEVELOPMENT CONTEXT



Source: Foster + Partners

University of Pennsylvania Health System's (HUP) 15-story New Patient Pavilion, replacing the already demolished Penn Tower, will include 500 inpatient rooms and will serve as the hub for the Penn Medicine campus. With the growth of HUP and CHOP facilities in recent years, traffic volumes have increased along the 34th Street bridge, and will continue to grow as their respective campuses expand. Completion projected for early 2021.



Source: Pennovation.upenn.edu

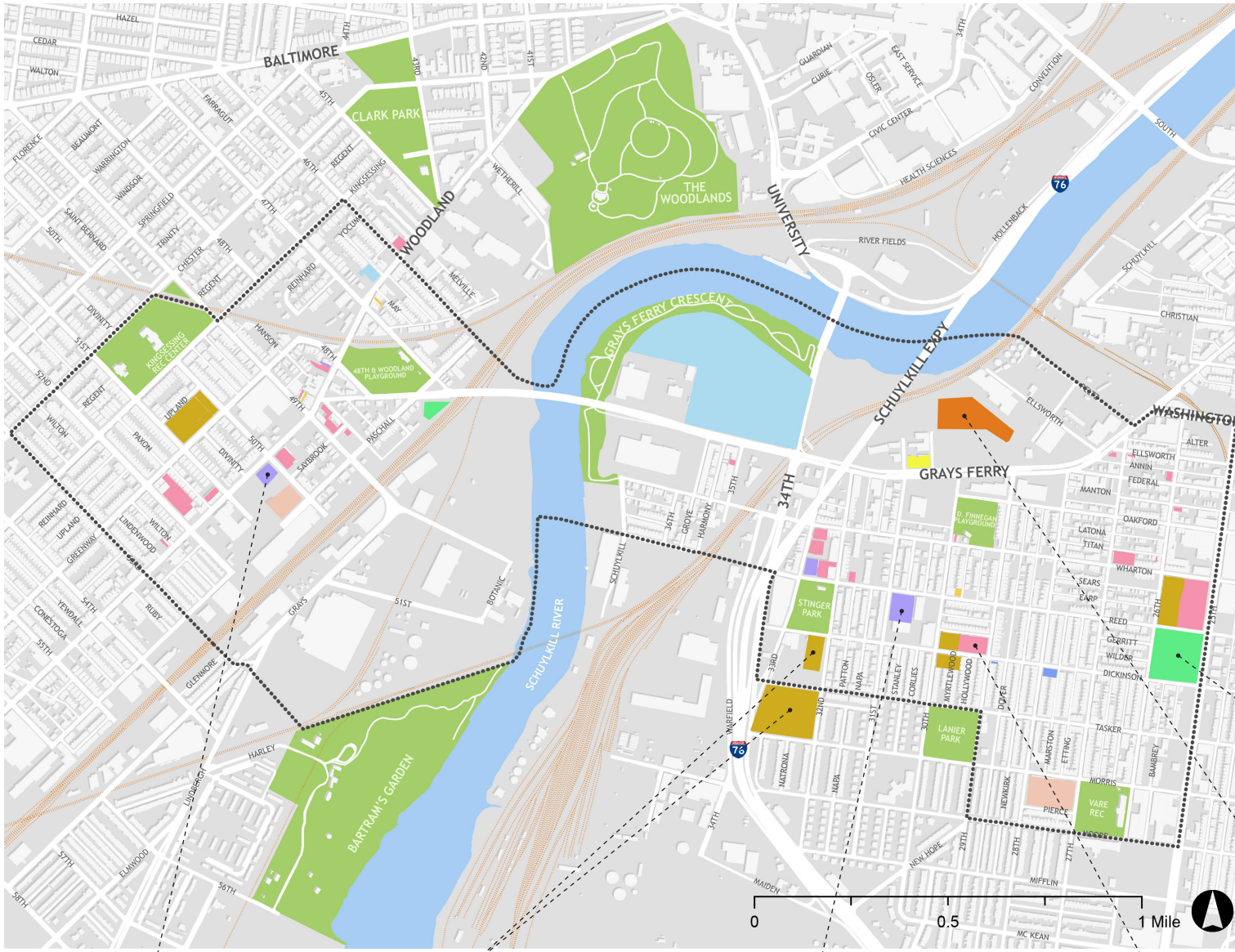
The Pennovation Center, opened in 2016, is the first of many new facilities to be developed on the Pennovation Works 23-acre campus, which will also serve as the gateway to the regional Innovation District as envisioned in PIDC's Lower Schuylkill Master Plan. Businesses located at Pennovation Works are eligible to receive significant and local tax benefits.



Source: PlanPhilly

The first of four towers on the new CHOP campus was recently completed, drawing hospital employees to settle in nearby neighborhoods and raising traffic volumes in surrounding areas.

COMMUNITY ASSETS



Assets

- Community Organization
- Daycare
- School
- Religious Institution
- Community Garden
- Health Center
- Fire Station
- Senior Housing
- University-Owned Institution
- Supermarket

* based on 2017 foot survey

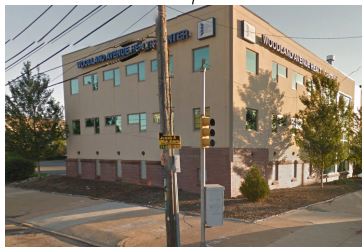


Source: Foster + Partners

Growing Together Garden



Fresh Grocer



14 Woodland Avenue Health Center



Alcorn Elementary and Audenreid High School

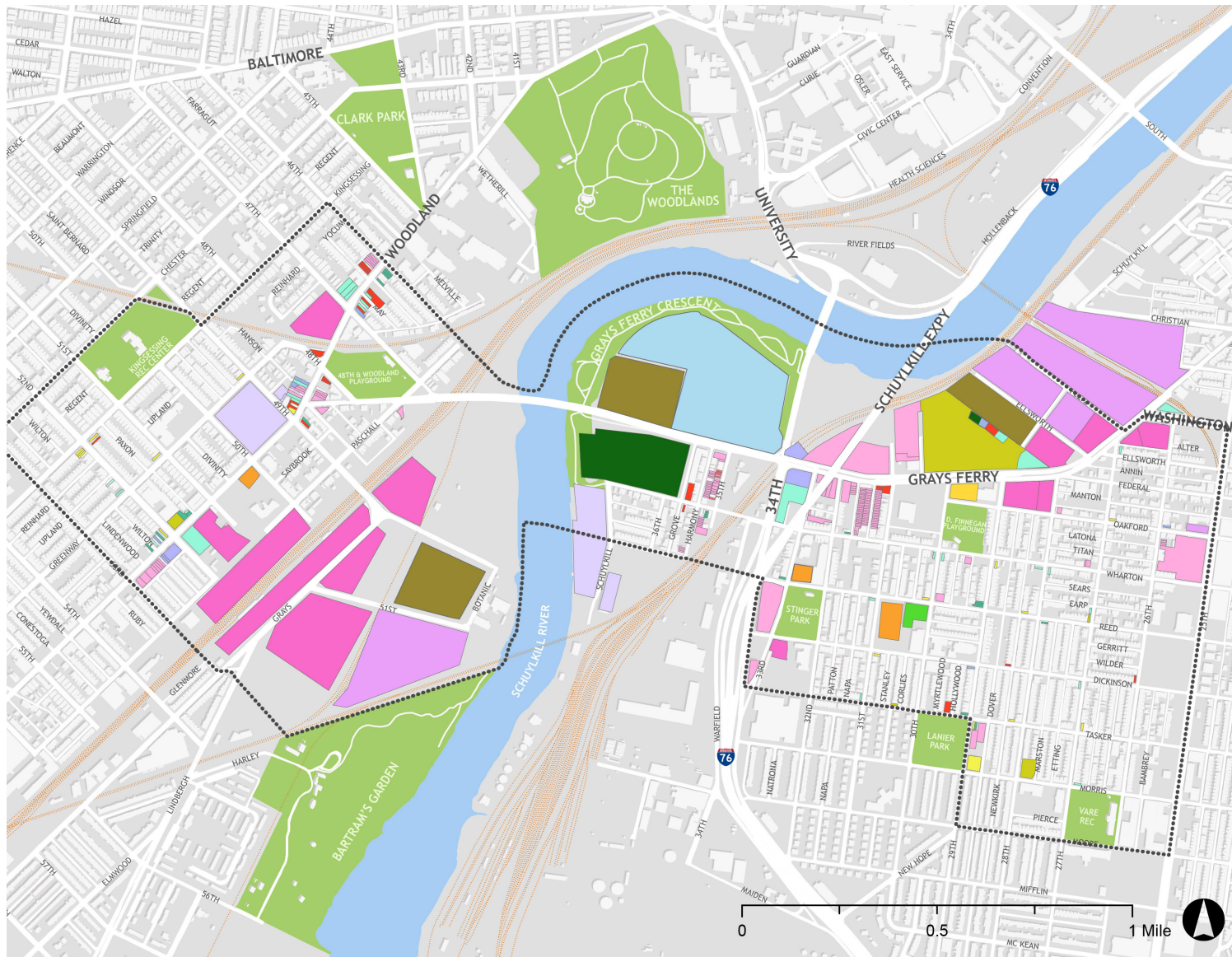


Carl Moore Health Center



St. Gabriel's Church and School

BUSINESS + INDUSTRIAL USES



Commercial Uses

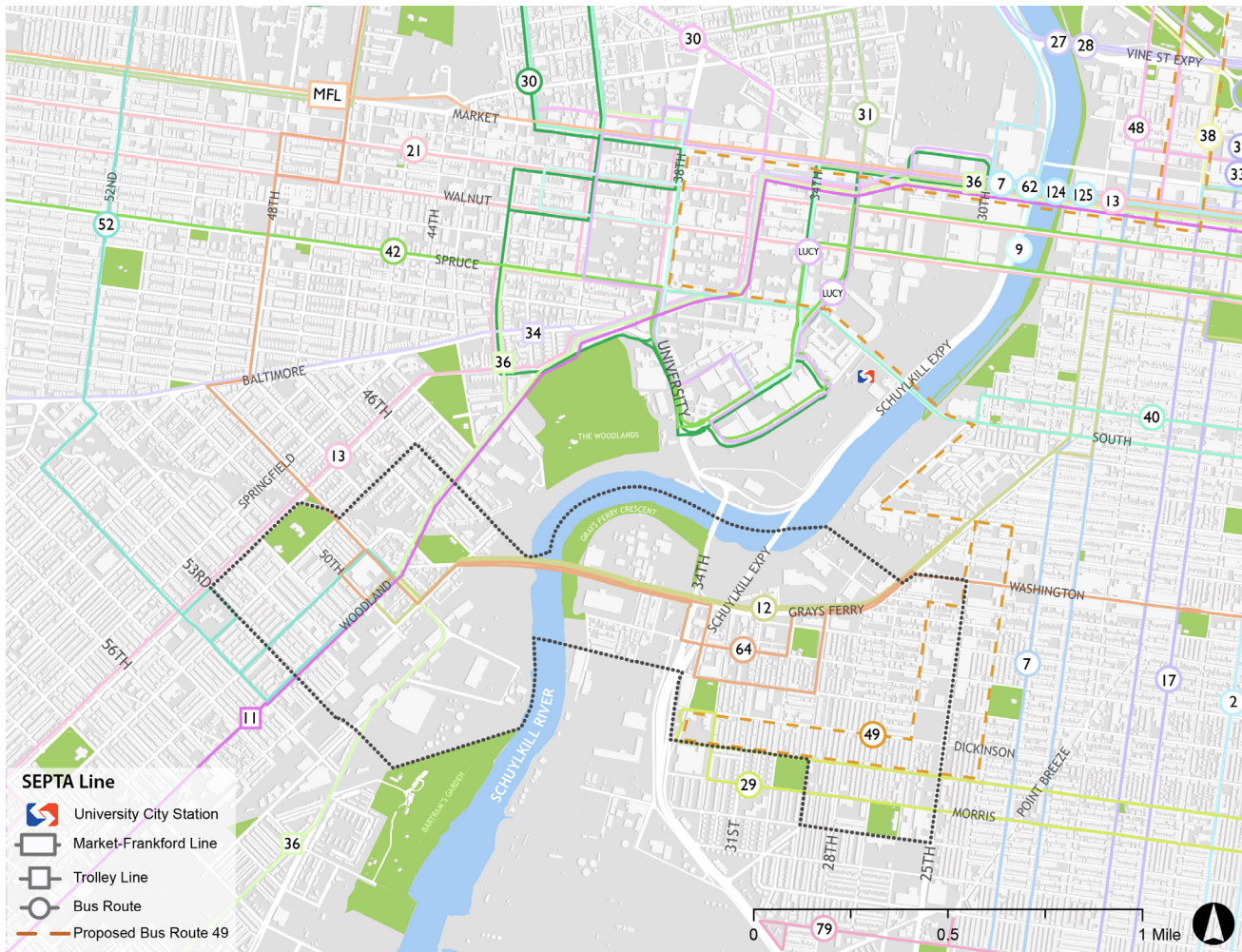
- Grocery/Mid-Size Market
- Corner Store
- Take-Out/Fast Food
- Restaurant/Bar
- Local-Serving Retail
- Bakery
- Hair/Nails
- Postal/Shipping
- Offices/Labs/Tech Development
- Health Center
- Veterinarian
- Pharmacy
- Gas Station

Industrial Uses

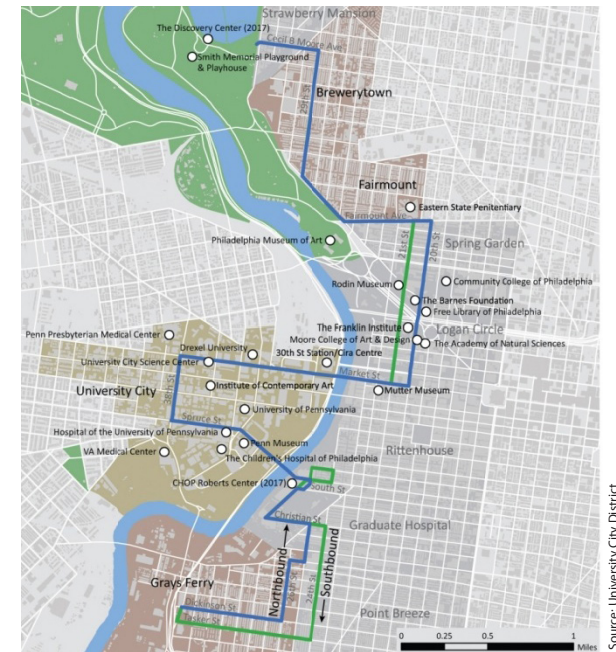
- Auto-Based/Storage
- Utilities
- Industrial Use/Construction Warehouse
- Transportation Warehouse
- Recycling Center

* based on 2017 foot survey

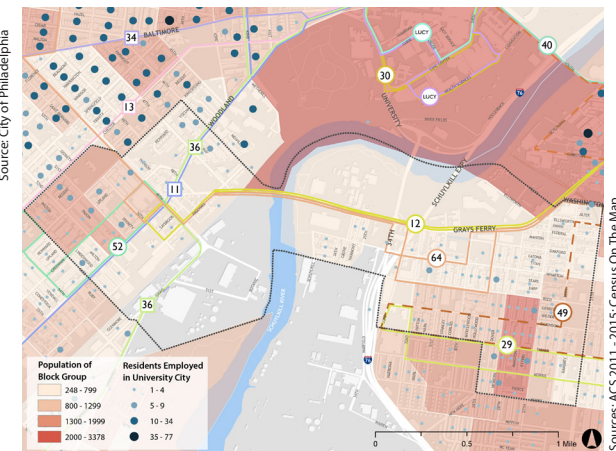
MOBILITY



Currently, the Grays Ferry Neighborhood lacks convenient public transit connectivity to University City, a major employment destination for its residents.

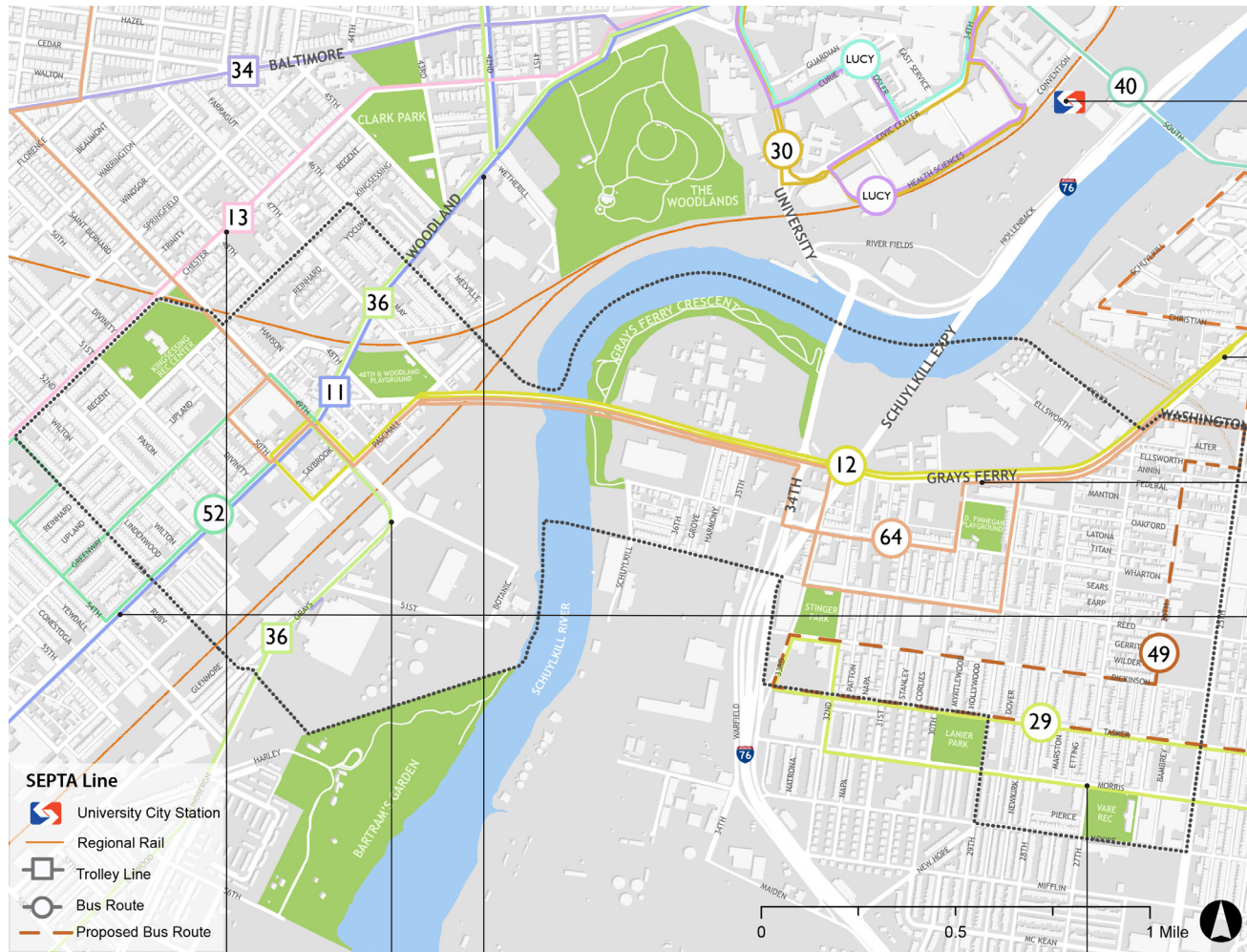


In February 2017, SEPTA proposed a new bus route which would improve connections between for number of neighborhoods along the Schuylkill to the growing number of jobs and resources in University City.



The proposed Route 49 bus line will reach into the center of Grays Ferry, providing highly populated blocks and employees of University City with a more convenient and efficient transit option for reaching University City.

MOBILITY



Source: City of Philadelphia

- SEPTA Line**
- University City Station
 - Regional Rail
 - Trolley Line
 - Bus Route
 - Proposed Bus Route

Route 13:
13th & Market - Darby Trans Ctr
Avg. Daily Ridership: 14,512
Weekday Base: 10 Mins
On Time: 83%

Route 11:
13th & Market - Darby Trans Ctr
Avg. Daily Ridership: 14,822
Weekday Base: 10 Mins
On Time: 80%

Route 36:
13th & Market - 80th & Eastwick
Avg. Daily Ridership: 14,406
Weekday Base: 10 Mins
On Time: 81%

Route 12:
Columbus Blvd - 50th & Woodland
Avg. Daily Ridership: 2,506
Weekday Base: 20 Mins
On Time: 75%

University City Station:
Warminster Line
Media/Elwyn Line
Wilmington Newark Line
Airport Line
West Trenton Line

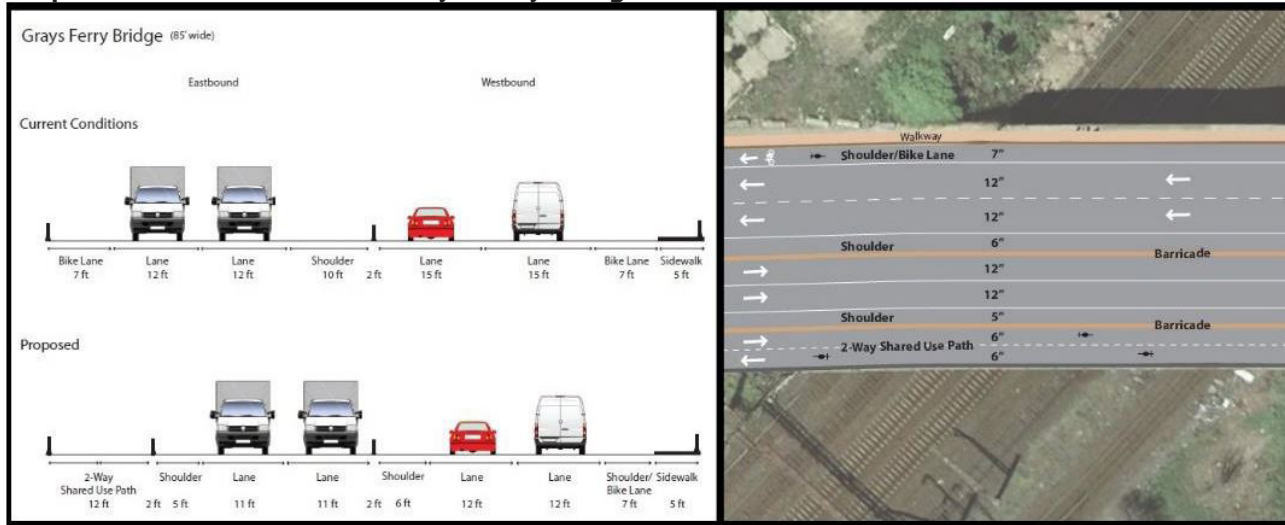
Route 52:
49th & Woodland - 50th & City
Avg. Daily Ridership: 14,900
Weekday Base: 8 Mins
On Time: 73%

Route 29:
Pier 70 - 33rd & Dickinson
Avg. Daily Ridership: 4,225
Weekday Base: 17 Mins
On Time: 86%

Route 64:
Pier 70 - 50th & Parkside
Avg. Daily Ridership: 5,845
Weekday Base: 20 Mins
On Time: 78%

MOBILITY

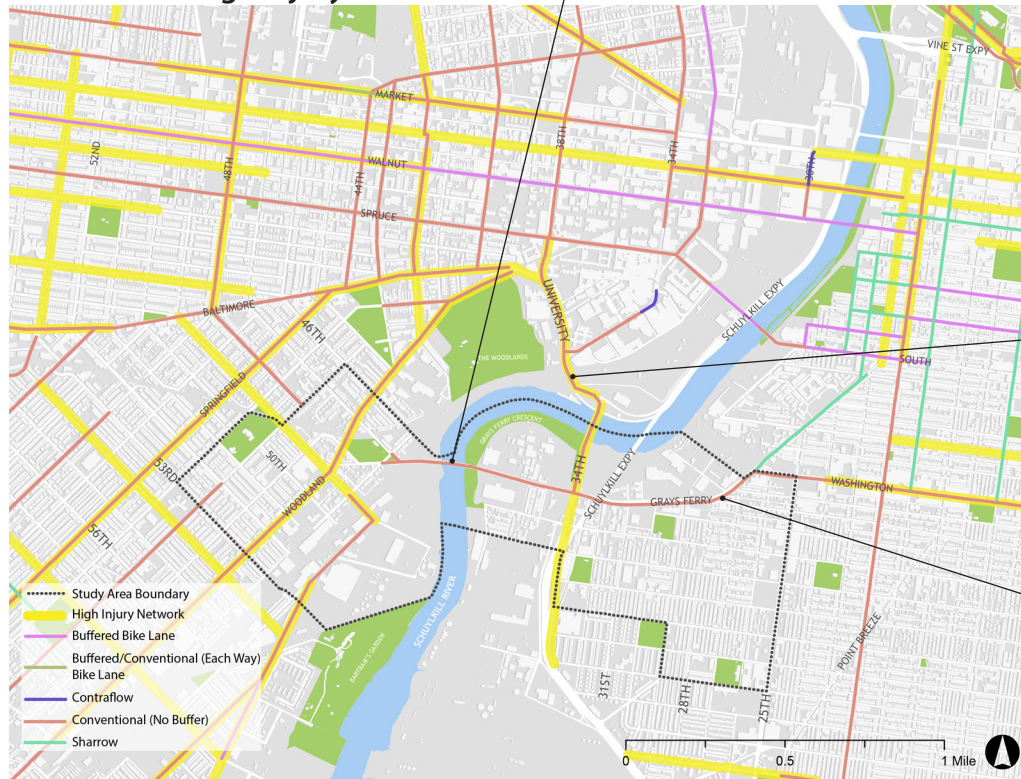
Proposed Enhancements to Grays Ferry Bridge



Construction is estimated to be completed by 2021.

Sources: PIDC

Vision Zero's High Injury Network



Sources: City of Philadelphia

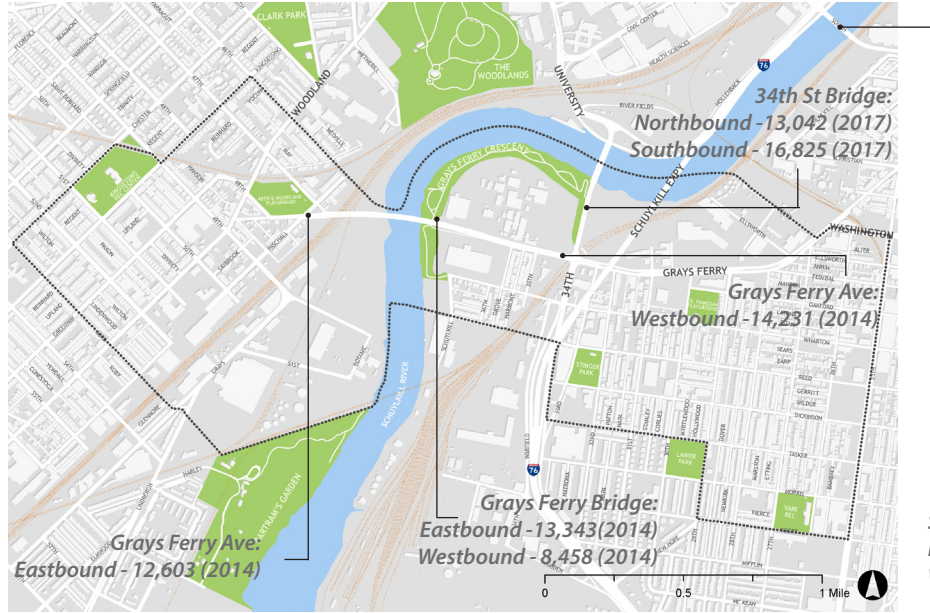
The High Injury Network serves as the focus of the Office of Transportation and Infrastructure Systems strategies to reduce traffic related deaths to zero in Philadelphia by 2030. The High Injury Network is comprised of corridors across the city on which fatal crashes and crashes that result in severe injury occur. Within the study area, 34th St, Woodland Ave, Grays Ave, and 49th St are identified as part of the High Injury Network. University Ave and Washington Ave, are both High Injury Network nodes adjacent to the study area.

PennDOT has submitted an HSIP application for traffic improvements on University Ave, between I-76 and Civic Center Blvd.

Grays Ferry Ave, between Washington Ave and 49th St, has been identified by OTIS as a priority area for a protected bike lane.

MOBILITY

Average Annual Daily Trips



Source: Delaware Valley Regional Planning Association

Primary Mode for Commute to Employment

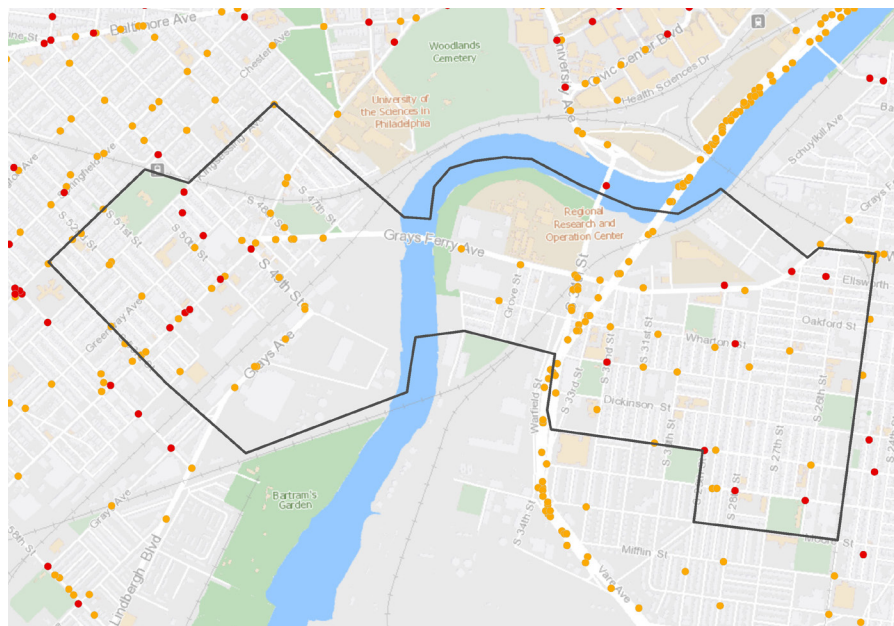
	Grays Ferry (Tract 33)	SW Schuylkill (Tract 74)	Philadelphia County
Car, Truck or Van	54.9%	39.5%	59%
Public Transportation	31.4%	47.6%	26.2%
Walk	7.5%	4.4%	8.5%
Bicycle	.6%	5.4%	2.1%
Taxicab, Motorcycle or Other	0%	.3%	1.2%
Work At Home	5.5%	2.8%	3.1%

Source: ACS 2011-2015

South St Bridge:
Eastbound - 11,978
Westbound - 9,850

21.3% of residents in northern Point Breeze bike to work, a significantly higher percentage than commuters from Grays Ferry and Southwest Schuylkill

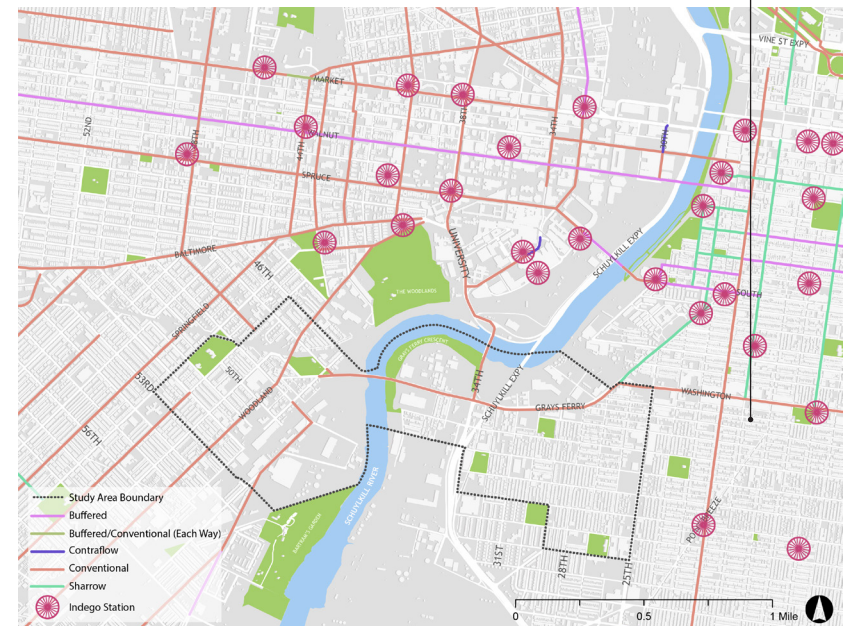
Traffic Crashes, 2016



Source: PennDOT, 2016

● Bicycle or Pedestrian Crash ● Crash

Bike Lane and Bike Share Access



Source: PennDOT, 2016

Paschall Ave & Grays Ferry Ave



Source: City of Philadelphia, Pictometry

This intersection had 33 crashes between 2011-2016 and is frequently used by drivers traveling south on 47th Street from Baltimore Avenue, making a left turn from Paschall onto Grays Ferry Avenue. There are no pedestrian crossing signals.

34th St & Grays Ferry Ave



Source: Google

This intersection had 55 crashes from 2011-2016, the highest on the corridor. It has no pedestrian crossing signals, although traffic islands reduce crossing distance and a red light camera is installed. Another major crash site, 34th and Wharton, is located to the south.

Grove St. & Grays Ferry Ave



Source: Google

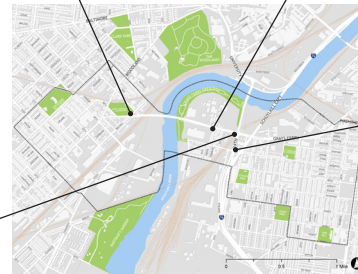
This intersection had 25 crashes between 2011-2016. It is frequently congested during the day. Despite close proximity to the Schuylkill River Trail entrance, there are no pedestrian crossing signals.

34th St and Wharton St

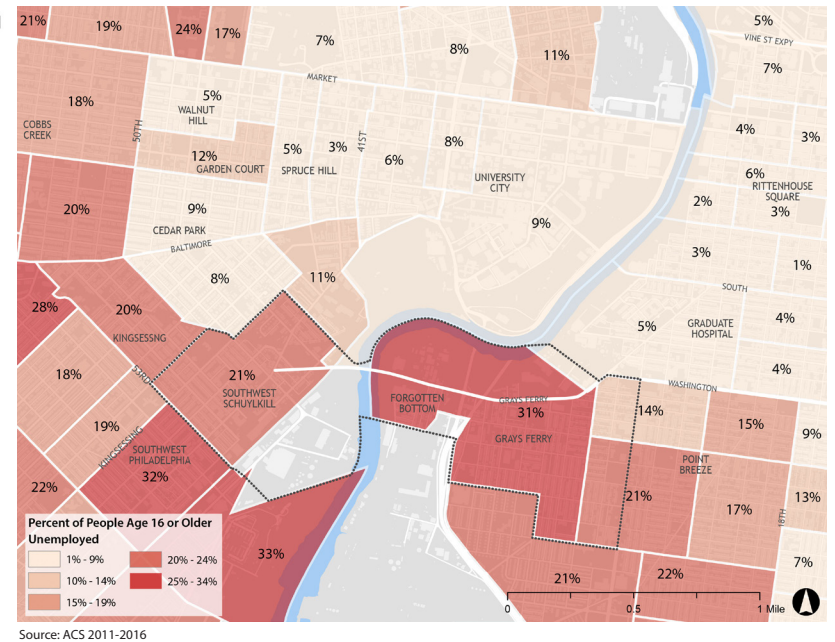
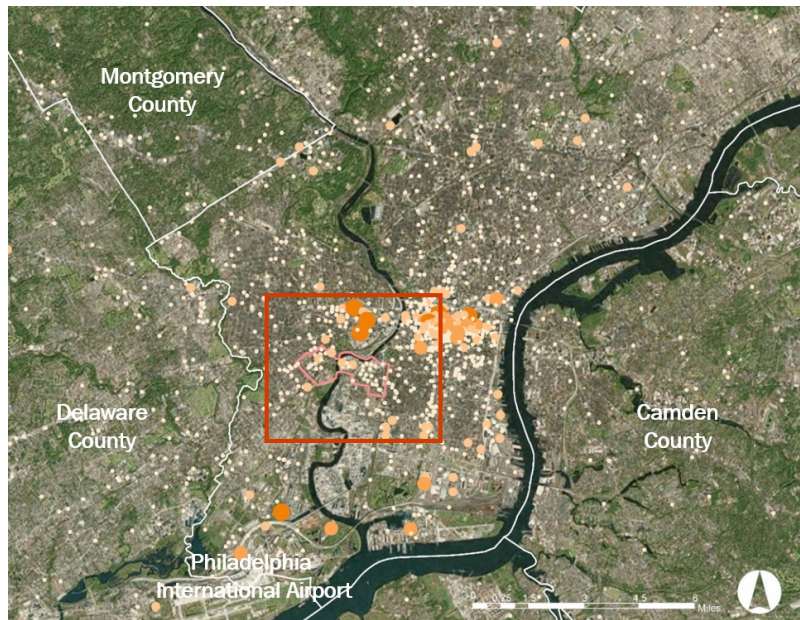


Source: Google

This intersection, a block south of Grays Ferry, had 35 crashes from 2011-2016, making it the second most dangerous intersection along in the Grays Ferry corridor. While this is the first intersection for drivers exiting I-76, it also carries cars avoiding the intersection of Grays Ferry and 34th St.



EMPLOYMENT, EDUCATION + POVERTY



Top Employment Sectors

1. Health Care and Social Assistance - 23%
2. Accommodation / Food Services - 11%
3. Retail Trade - 11%
4. Educational Services - 9%
5. Administration & Support, Waste Management and Remediation - 9%

Top Employers in Study Area and Immediate Surrounding Area

1. Childrens Hospital of Philadelphia
2. Hospital of the University of Pennsylvania
3. School District of Philadelphia
4. Penn Tower Hotel
5. Fresh Grocer
6. Park Pleasant Nursing Home
7. The Consortium (Behavioral health)
8. Philadelphia Trolley Works

Percent of Population with Bachelor's Degree or Higher

- Grays Ferry - 5%
- Southwest Schuylkill - 15%
- Philadelphia - 25%

Top Employers in Grays Ferry

1. Fresh Grocer
2. School District of Philadelphia
3. Philadelphia Trolley Works
4. Veolia Energy
5. Diamons Tools & Fasteners
6. Vincent Giodano Corporation (Meats)
7. Bright View (Landscaping)
8. Global Limousine Service

Top Employers in Southwest Schuylkill

1. Little Sisters of the Poor (Nursing Home)
2. Humphrey's Textile
3. George F. Kempf Supply Company (Building Materials)
4. School District of Philadelphia
5. Woodland Avenue Health Center
6. PBA Construction
7. Philadelphia Parks and Recreation
8. Crescent Ironworks

Poverty Rate

- Grays Ferry - 40%
- Southwest Schuylkill - 39%
- Philadelphia - 26%

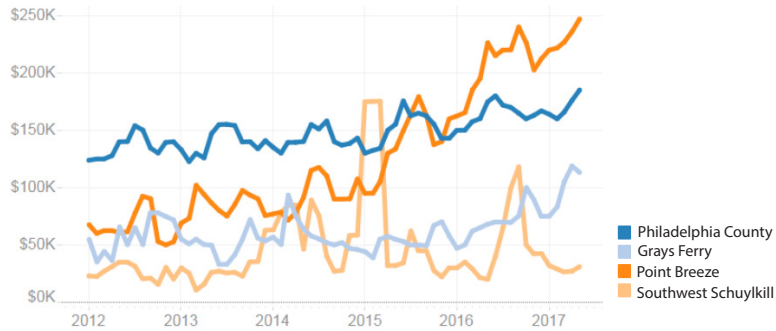
HOUSING

	Grays Ferry (Tract 33)	SW Schuylkill (Tract 74)	Philadelphia County
Population	6,121	4,467	1.56 Million
Homeownership Rate	49%	45%	53%
Median Household Income	\$24,223	\$20,268	\$38,253
Median Rent	\$898	\$790	\$992
% of Owner Occupied Homes With a Mortgage	47.3%	38.2%	60.1%
% of Homeowners With a Mortgage Spending >30% Income on Housing	37.1%	54.9%	37.5%
% of Homeowners Without a Mortgage Spending >30% Income on Housing	14.8%	28.8%	21.5%
% of Renters Spending >30% Income on Housing	73%	60%	57%

Source: ACS 2011-2015

While a disproportionately high percentage of homeowners face cost burden in Southwest Schuylkill, a high proportion of renters are cost burdened in Grays Ferry.

Median Sale Price



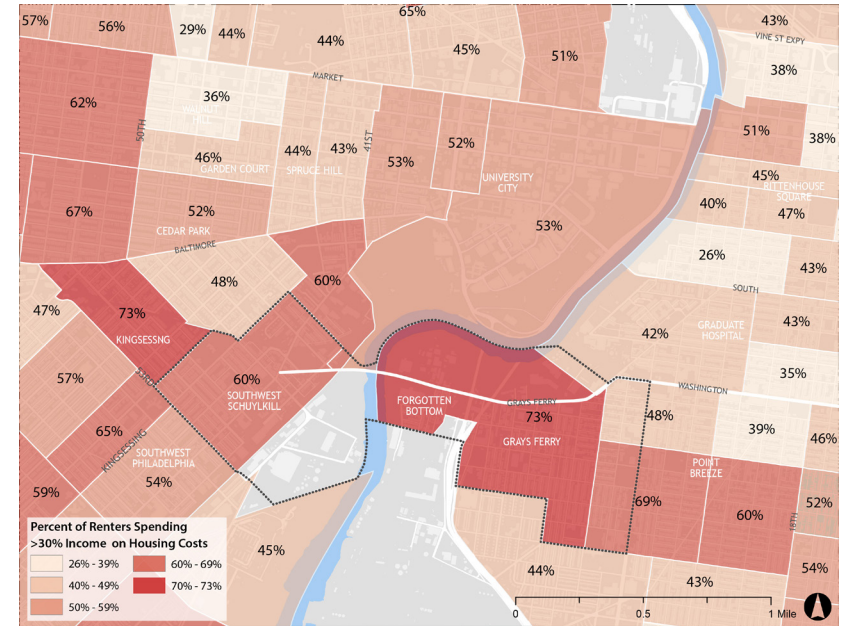
Median Home Sale Prices 2012 – 2017*
Change 2012-2017

Point Breeze	↑ 261%	2017 Median Sale Price	\$238,750
Southwest Schuylkill	↑ 71%		\$45,250
Grays Ferry	↑ 62%		\$94,833
Philadelphia	↑ 27%		\$173,500

Source: Redfin

Median home prices are rising at faster rates than Philadelphia as a whole and steep price increases in Point Breeze may bring sharp and sustained price increases in Grays Ferry in the future.

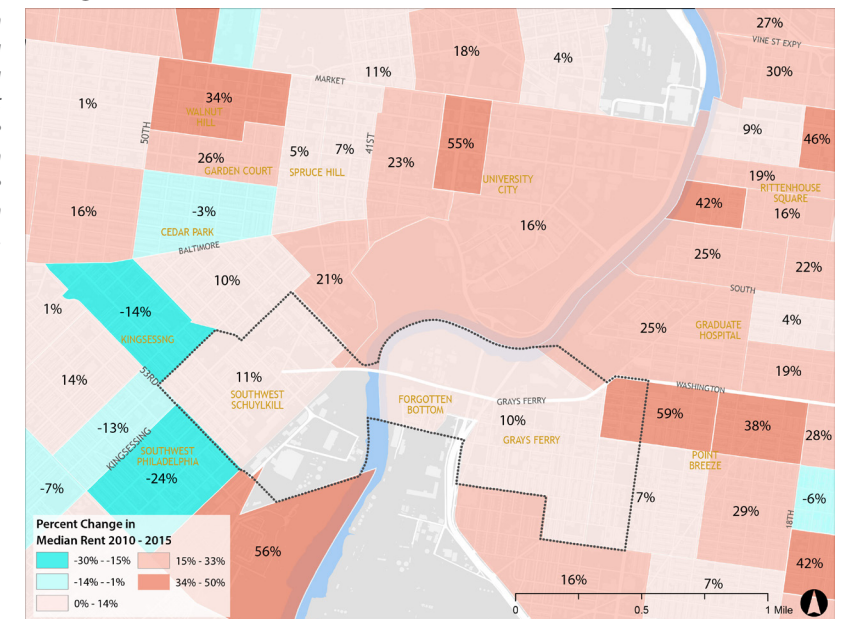
Rent Burden



Source: ACS 2011-2015

Grays Ferry has especially high rent burden, with over 50% of renters spending at least half of their income on monthly housing costs

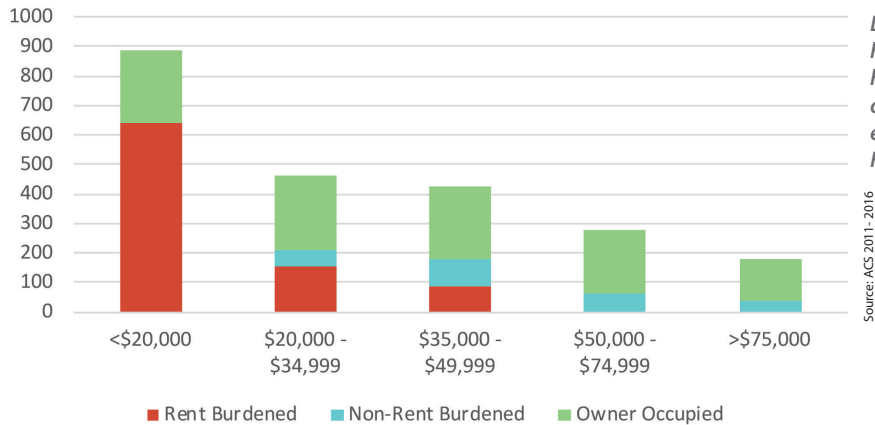
Change in Median Rents 2010-15



Source: ACS 2011-2015

HOUSING

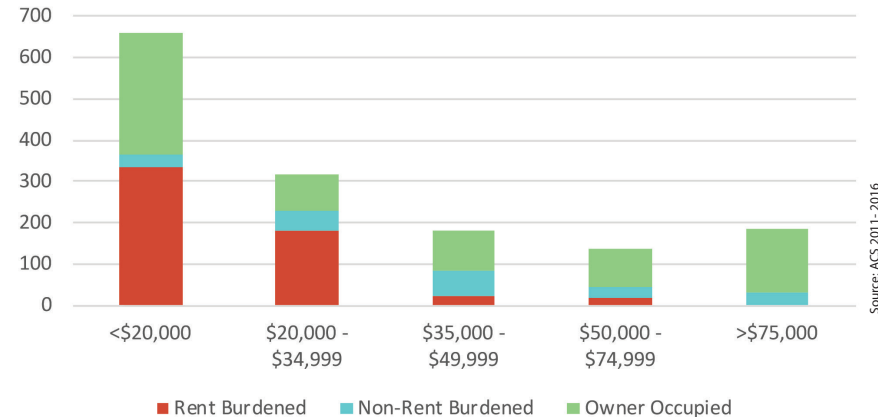
Number of Rent Burdened Households by Income Band in Grays Ferry



Lowest income households have the highest proportion of rent burden, especially in Grays Ferry

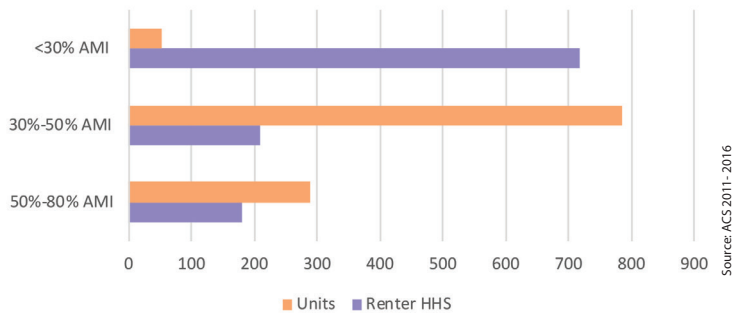
Source: ACS 2011-2016

Number of Rent Burdened Households by Income Band in Southwest Schuylkill



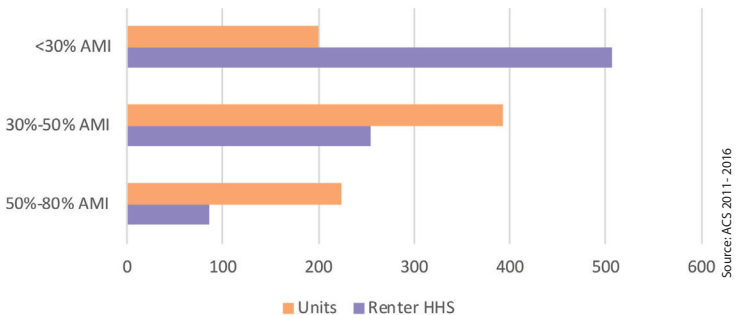
Source: ACS 2011-2016

Supply and Demand Among Renter Households in Grays Ferry



Source: ACS 2011-2016

Supply and Demand Among Renter Households in Southwest Schuylkill



Source: ACS 2011-2016

The demand for affordable rental housing (<30% monthly income) far outweighs the supply for the lowest income households (<30% AMI), especially in Grays Ferry.

Grays Ferry Rental Stock 2010-'15

Diminished by 11% (+143 units)
 <\$1,000/Month ↓ 23% (263 units)
 >\$1,000/Month ↑ 65% (120 units)

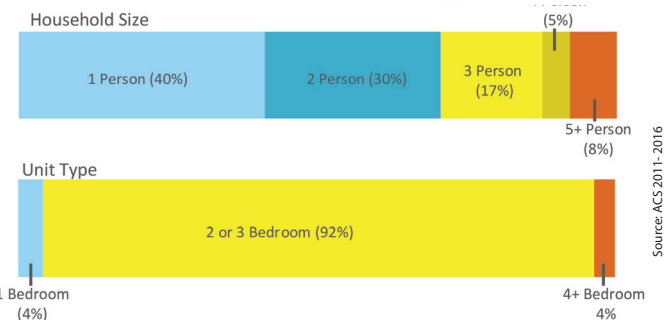
SW Schuylkill Rental Stock 2010-'15

Increased by 17% (+120 units)
 <\$1,000/Month ↓ 4% (25 units)
 >\$1,000/Month ↑ 157% (145 units)

Sources: ACS 2006 - 2010; 2011 - 2016

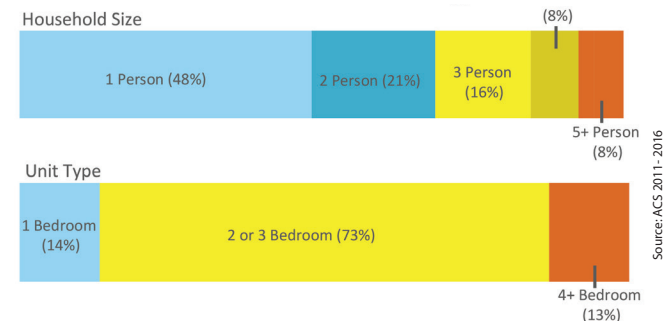
Grays Ferry is losing rentals under \$1,000/month at a steady rate.

Comparison of Household Sizes and Housing Unit Types in Grays Ferry



Source: ACS 2011-2016

Comparison of Household Sizes and Housing Unit Types in Southwest Schuylkill



Source: ACS 2011-2016

The number of 1-person households in both neighborhoods far exceeds the number of one bedroom housing units, especially in Grays Ferry.

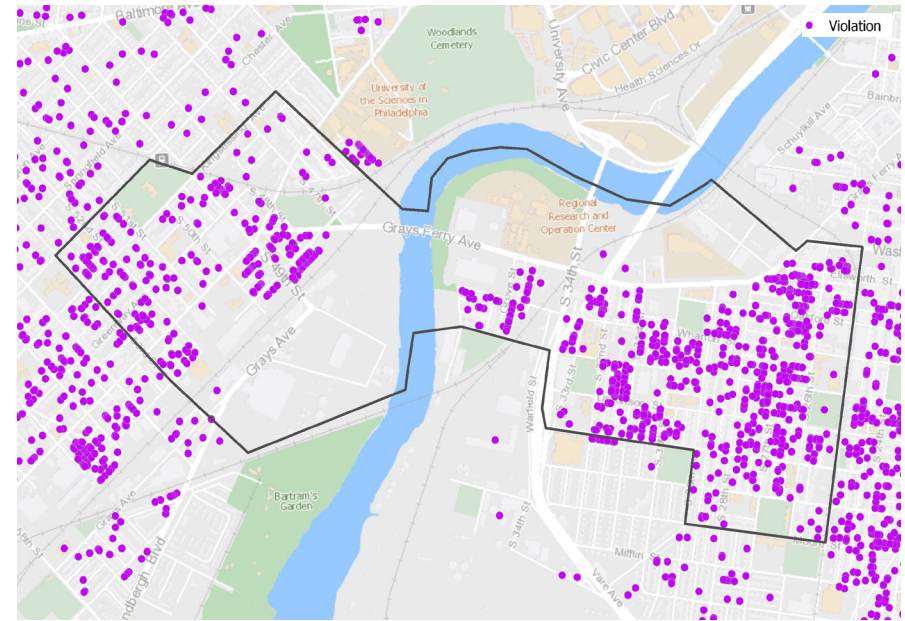
HOUSING

A significant number of buildings in the study area are in disrepair and in need of renovation.

The Housing stock in Grays Ferry and Southwest Schuylkill largely consist of Single-Family rowhomes. 89% of houses in Grays Ferry and 73% of houses in SW Schuylkill are Single-Family attached, compared to 59% of the city's housing stock overall.

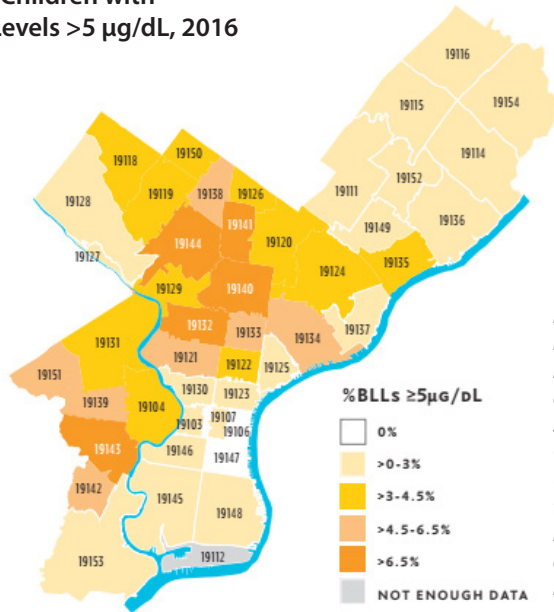


2016 Building Construction & Occupancy Code Violations



Source: City of Philadelphia Licenses and Inspections, 2016

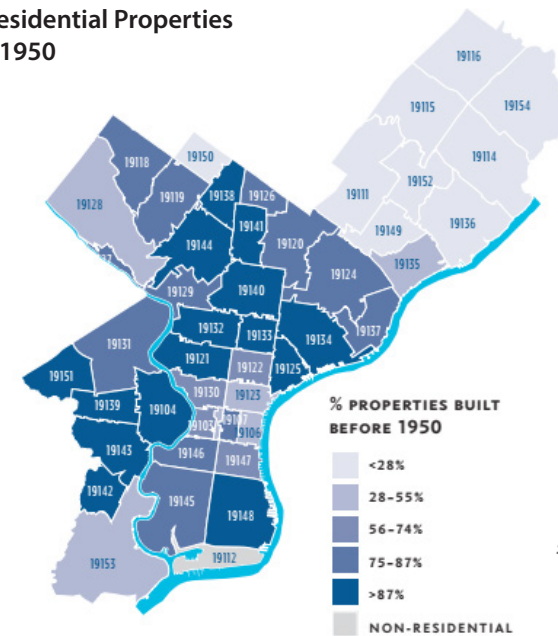
Incidence of Children with Blood Lead Levels >5 µg/dL, 2016



Incidents of children with increased blood lead levels is especially high in the zip code containing Southwest Schuylkill (19143). The CDC considers 5 µg/dL (micrograms per deciliter) to be a "reference level" for identifying possible risks and monitoring further increases in lead levels.

Source: City of Philadelphia, 2017

Percent of Residential Properties Built Before 1950



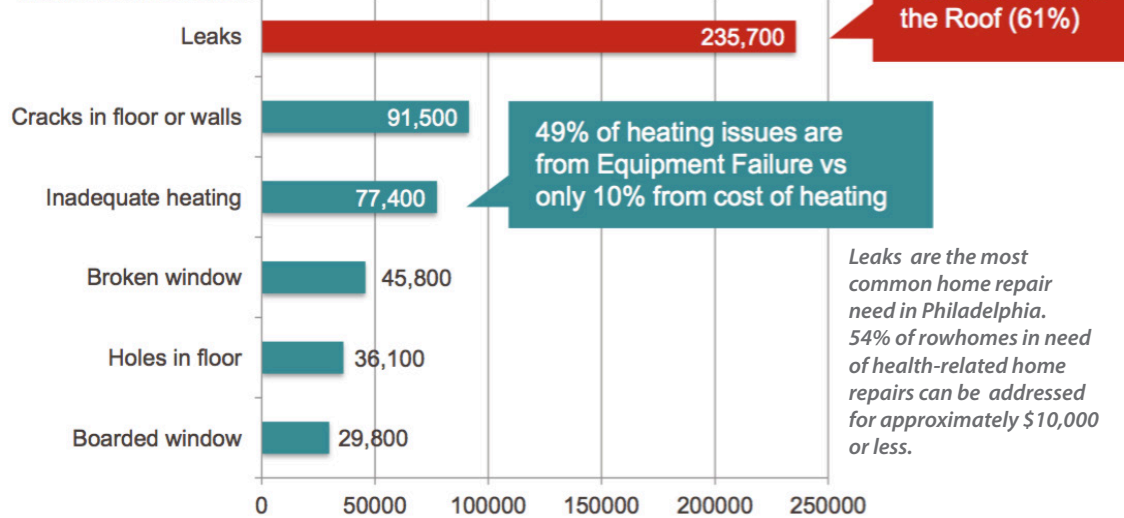
The area has an aging housing stock, with more than 75% of homes in the study area (19146; 19143) built before 1950.

Source: City of Philadelphia, 2017

HOUSING

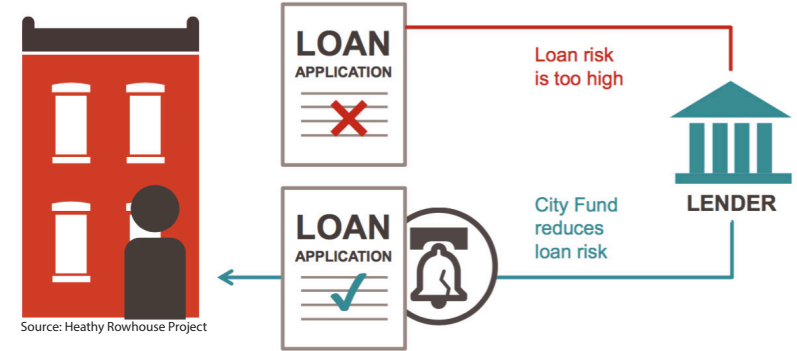
Home Repair Needs in Philadelphia

Homes affected



Source: Heathy Rowhouse Project; American Housing Survey, 2013

Philadelphia's New Health-Related Repairs Loan Program



In May 2017, the city allotted \$40 million to fund part of a new home repair program that supports loans, rather than grants, for homeowners seeking health-related home repairs.

Philadelphia Current Basic System Repairs Program

Households on wait list:	Maximum repair cost:	Eligibility:	Length of wait:
8,000	\$17,500	Up to 150% of poverty or \$36,450 for a family of four	Up to 4 years

Source: Heathy Rowhouse Project

The city's Housing Development Corporation's (PHDC) Basic System Repairs Program, which provides free repairs to owner-occupied homes, has an extensive backlog of repairs. While the program has historically been underfunded, it was announced in May 2017, that it will receive a portion of the \$60 million that will be distributed to PHDC home repair grant programs, which also include the Adaptive Modifications Program and the Weatherization Assistance Program.

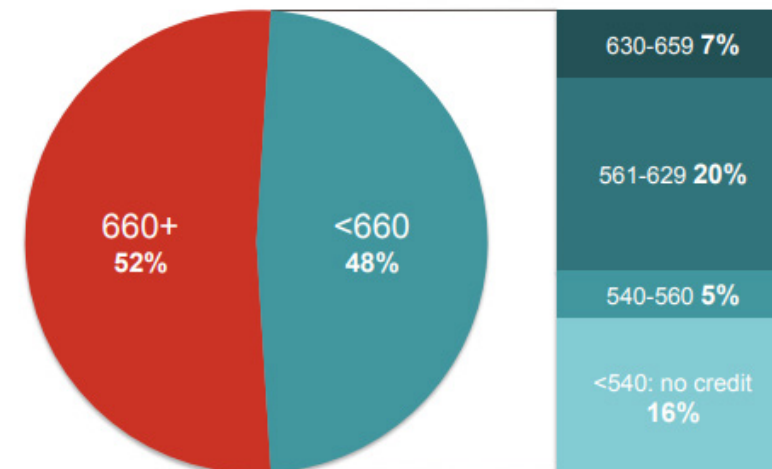
Home Loan Applications in Philadelphia

Loan Amount	Under \$10,000	\$10k to \$20,000	Over \$20,000
Applications	11,867	3,308	9,022
Percentage Denied	76%	58%	45%
Average income	\$38,000	\$58,000	\$68,000
Percentage Originated	20%	32%	41%
Average Income	\$46,000	\$73,000	\$89,000

Source: Heathy Rowhouse Project; Home Mortgage Disclosure Act Filings

Most Philadelphians seeking home repair loans apply for loans amounts under \$20,000.

Credit Scores of Philadelphia Residents



Source: Heathy Rowhouse Project

The city's new loan program can potentially assist the nearly half of Philadelphians with credit scores below 660, which prevent them from obtaining home repair loans on the private market.

RECREATION & OPEN SPACE

Schuylkill River Trail Segments



Source: Schuylkill Riverfront Development Corporation

The Schuylkill River Trail will bring 12,000 feet of new trail along the river. The South to Christian section is projected to open in Fall 2017, and construction on the Christian to Crescent section is projected for 2020. Construction on the Swing Bridge is slated for 2018.

Grays Ferry Crescent



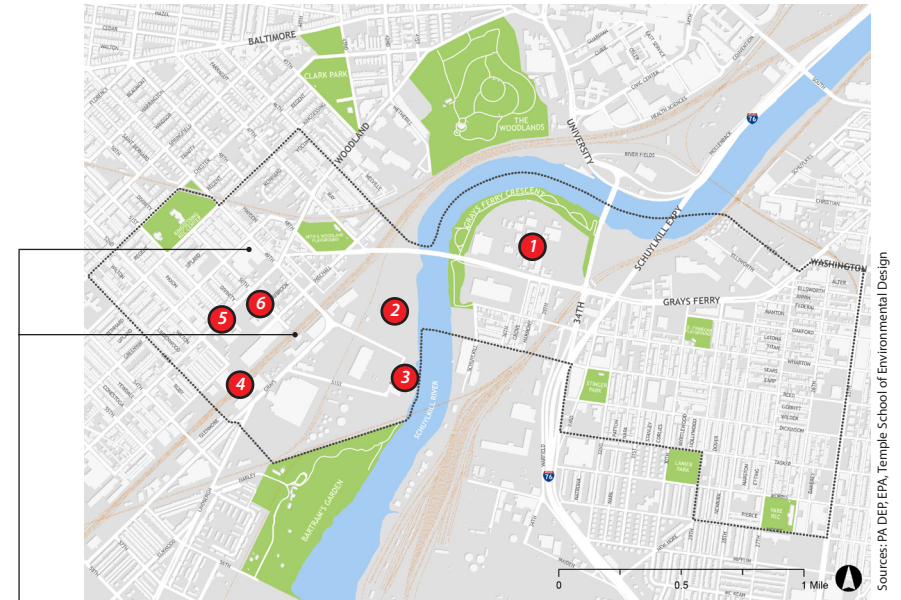
Opened in 2012, the Grays Ferry Crescent wraps around Pennovation Works and the Waste Management facility. Amenities include trails, a skatepark, and a riverfront plaza for events and movie showings.

Bartram's Mile



The 56th Street Plaza (pictured above), opened in April 2017, will eventually connect to the Grays Ferry Swing Bridge via a 1.1 mile long, 15-ft wide multi-use trail once the trail is complete in 2018.

Brownfields With Remediation Concerns



Sources: PA DEP, EPA, Temple School of Environmental Design

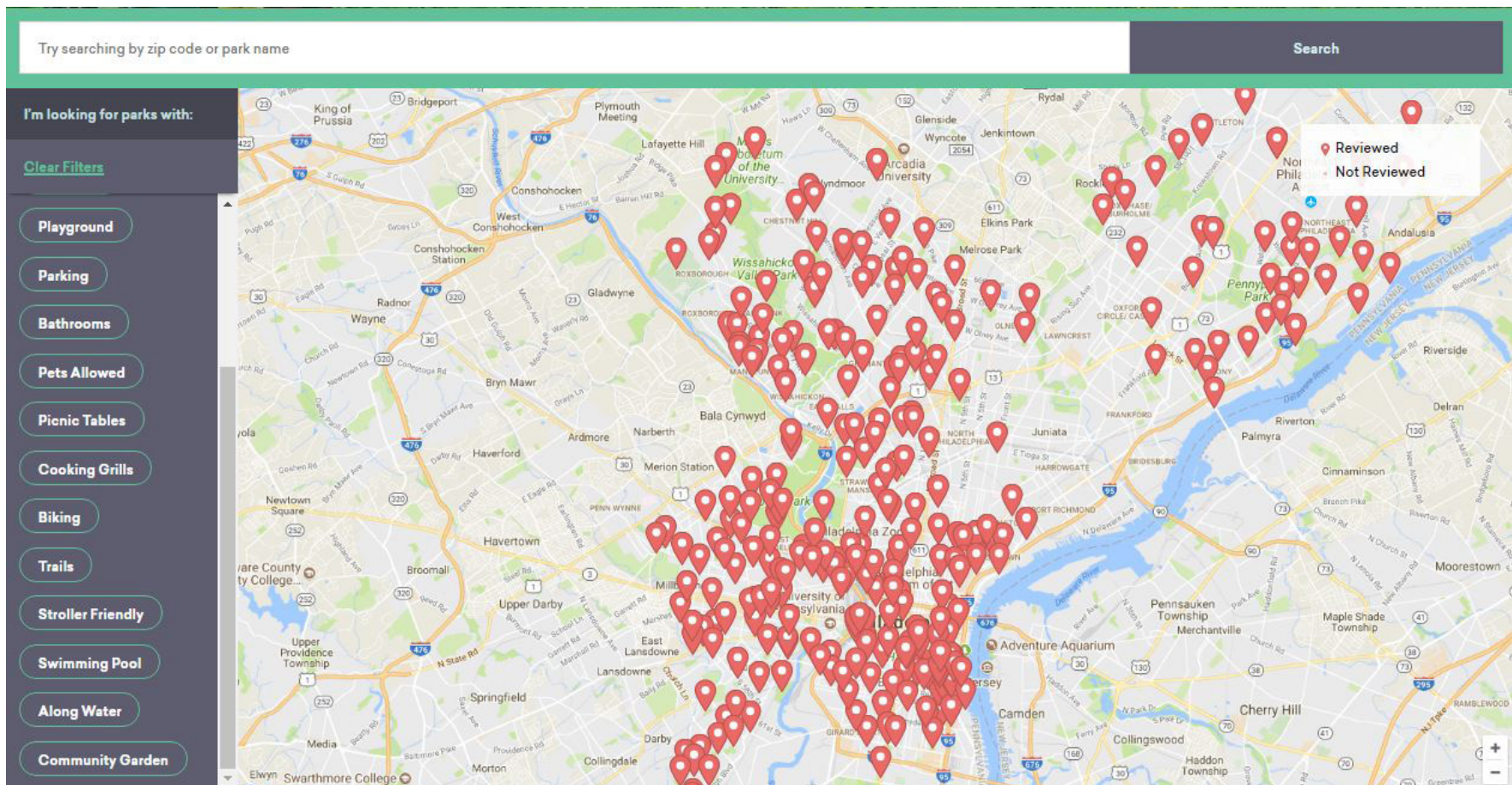
1. Development at Pennovation Works involved a significant amount of contaminant cleanup in 2015, assisted with funding from the EPA.
2. West of the river, PIDC remediated the 12 acre site of a former National Heat and Power facility in 2016-2017, receiving Act 2 clearance for soils from PA Department of Environmental Protection, and is in the process of monitoring groundwater in order to achieve Act 2 clearance for the entire site.
3. The adjacent, 1-acre site of the 49th Street terminal, has yet to be remediated and requires additional characterization prior to the preparation and execution of a cleanup plan.
4. A former paint production facility, operating between 1920 and 2007, owned by Grays LLC is currently used for warehousing. In 2015, the EPA issued a corrective action decision to restrict uses of the facility's land and groundwater, preventing it from being developed for occupied use.
5. The United Shredding Inc factory is classified as a Land Recycling Cleanup Location for soil and groundwater media by the PA Department of Environmental Protection (DEP).
6. This parcel which houses the Reba Brown Senior Residence is classified as a Land Recycling Cleanup location for soil media by the PA DEP.

A study prepared by Temple's School of Environmental Design identified the SEPTA Warehouse at 49th and Greenway as a "likely" brownfield, along with most parcels along Grays Ave between 49th and 54th, which are listed as "potential" or "likely" brownfields.

RECREATION & OPEN SPACE

In July of 2017, the clinical phase of the pilot program NaturePHL launched at two Children's Hospital of Philadelphia (CHOP) locations, Roxborough and Cobbs Creek. NaturePHL is a collaboration between the Schuylkill Center for Environmental Education, Philadelphia Parks and Recreation, CHOP, and the U.S. Forest Service, seeking to connect primary care pediatric health and wellness with nature and outdoor activity. At the Roxborough and Cobbs Creek CHOP locations, children ages 5-12 and their parents will receive counseling from their doctors during each child's annual wellness visit on the health benefits of outdoor activity and spending time in nature. NaturePHL provides guidance to caregivers on how to communicate the health benefits of outdoor activity to patients and where to direct patients to go specifically for outdoor activities. NaturePHL has compiled an online database of all Parks and Recreation properties, allowing users to find parks closest to where they live, as well as search for parks by specific features, such as those with swimming pools, playgrounds, or nature trails, and NaturePHL is currently in the process of gathering data on other, non-Parks and Rec owned outdoor community spaces.

Based on the child's health issues and interests, clinicians at the CHOP facilities will provide prescriptions for outdoor activity to patients, such as "take a 30 minute walk each weekend day" and show families areas where they can engage in these activities. The doctor also connects the family with a Nature Navigator, a community health worker from their neighborhood, who will follow up with the family on their outdoor activity, as well as connect the family with helpful resources such as guidance on areas to visit to engage in healthy outdoor activity and notifications of upcoming health-related programs and events. While the program is currently operating in Roxborough (serving 5,000 children annually) and Cobbs Creek (serving 10,000 children annually) In the summer of 2018, the pilot program will expand to two more CHOP locations, Karabots (serving 45,000 children annually) and South Philadelphia (serving 30,000 children annually). After the program has been refined over the course of its pilot phase, NaturePHL hopes to expand to care providers across the city of Philadelphia by 2019, and serve as a model for ParkRX programs in cities across the country.



The NaturePHL website provides information on upcoming health-related events and a searchable database of outdoor public spaces, as well as educational resources highlighting the health benefits of outdoor activity and engaging with nature.

STORMWATER MANAGEMENT



Park Projects:

- Stinger Square - Complete
- Finnegan Playground (tree trenches) - Complete
- Lanier Playground - Complete
- Kingsessing Recreation Center - 90% Design

Vacant Lot Projects:

- 47th and Grays Ferry - Complete

Street Projects:

- 20439 - Complete
- 50041 - Complete
- 50062 - Complete
- 50112 - Complete
- 50101 - 90% Design
- 20475 - 90% Design
- 50146 - 90% Design
- 20484 - 30% Design
- 20496 - Design Started
- 50185 - Cancelled

- Grays Ferry Corridor Study Area
- GSI Projects in Design
- GSI Projects Construction Complete



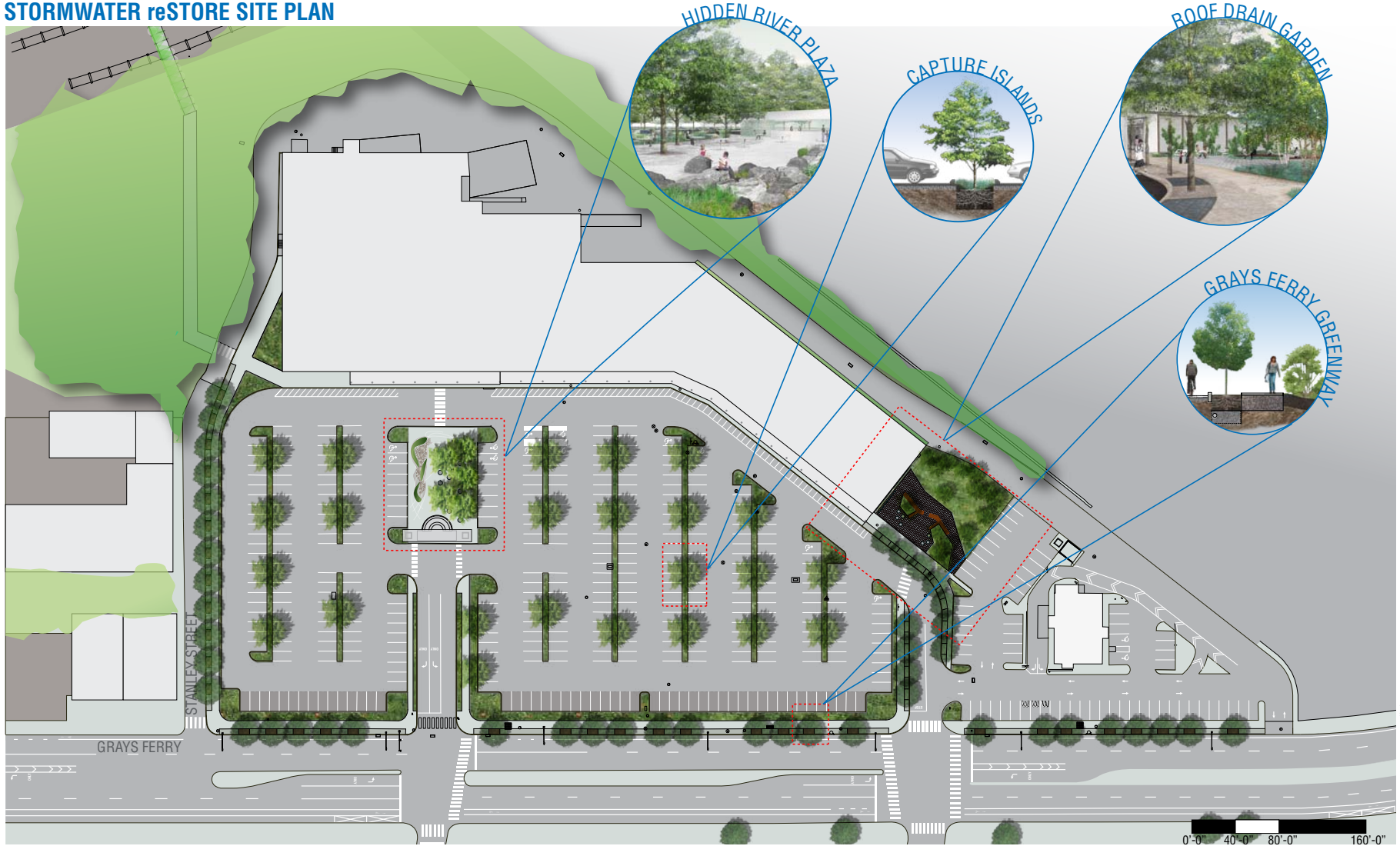
Philadelphia Water Department (PWD) has pursued numerous stormwater management projects throughout the area. As part of the \$500,000 landscaping and facilities improvements project at Stinger Square, PWD installed rain gardens and new plantings. As part of the \$1.2 million renovations at Lanier Park, which include a new ballfield, amphitheater and dog park, PWD constructed a stormwater retention basin and filtration system that can store 40,000 gallons of water.

STORMWATER MANAGEMENT

The Community Design Collaborative's *Soak It Up Philly* competition, held in 2013, called upon designers, planners, and architects to propose stormwater management plans for three specific sites (residential, industrial and commercial) that present significant stormwater management challenges as the city strives to meet the *Green City Clean Waters*' goal of greening one-third of the city's existing impervious surfaces over twenty-five years. The Grays Ferry Shopping Center, which contained only 5 trees across roughly 9.5 acres, was selected as the commercial site for the competition.

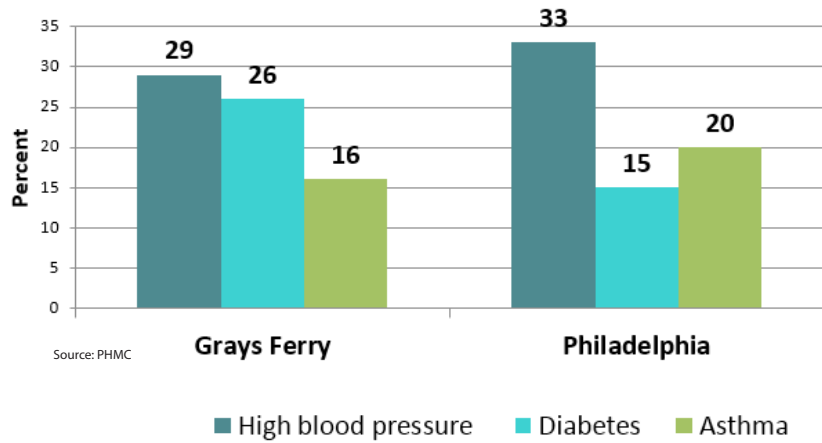
The winning team's proposal, pictured below, proposed greening the site and reducing runoff volumes by 75% through small scale interventions such as establishing rain gardens, distributing native plantings and tree trenches, and improving underground storage by using geotextile liners and gravel. The plan also featured two new community gathering spaces, a plaza and a rain garden, each replete with pervious surfaces and plantings that not only provide stormwater management benefits but also environmental and land care education opportunities.

STORMWATER reSTORE SITE PLAN



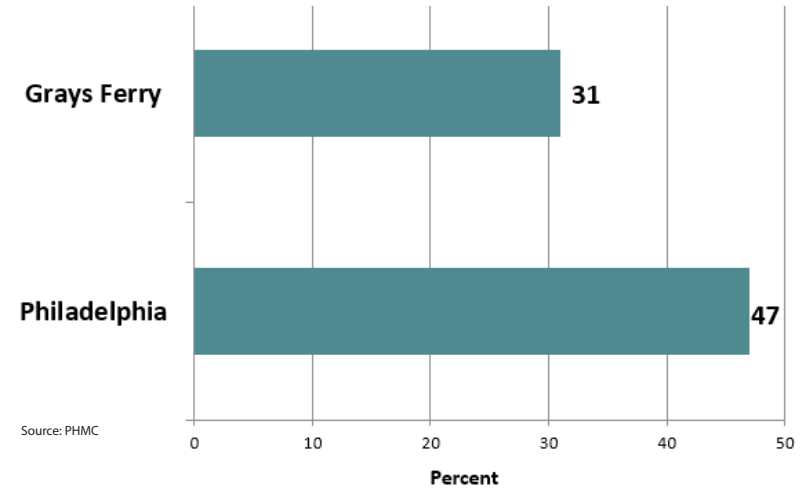
The winning proposal for stormwater management interventions at the Grays Ferry Shopping Center.

Adults 18+ with Selected Chronic Conditions, 2015



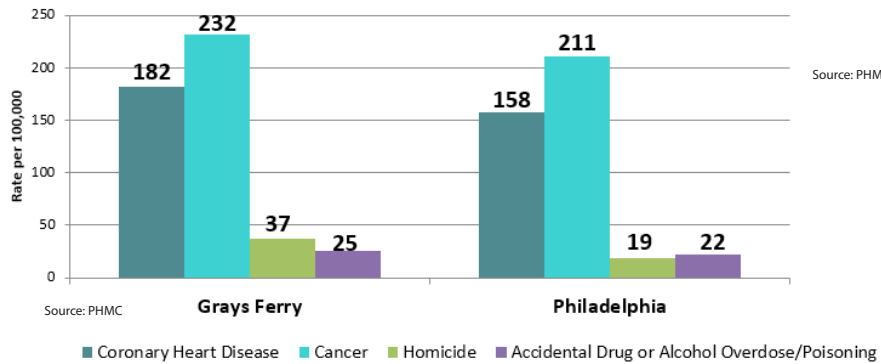
While fewer adult residents along Gray Ferry corridor have asthma, more have diabetes compared to Philadelphia as a whole.

Adults 18+ who Exercise Less than 3x per Week, 2015



Nearly one third of adults living along Grays Ferry exercise less than three times per week.

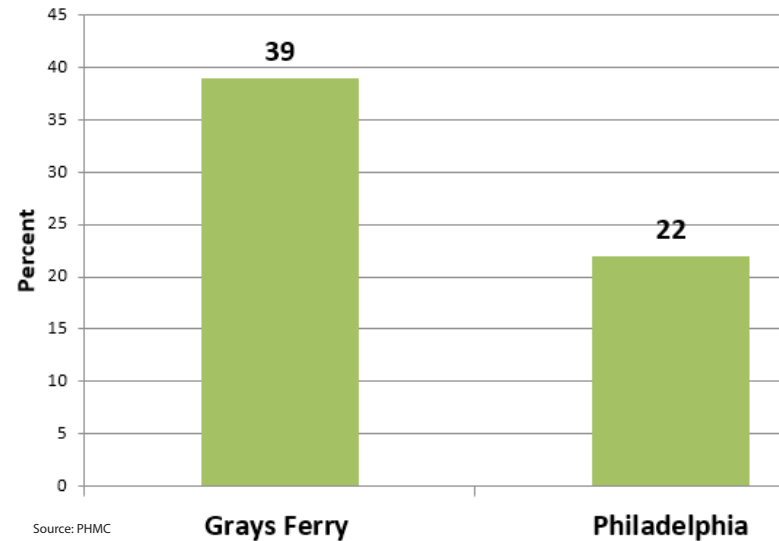
Mortality Rate for 100,000 for Selected Top Causes of Death, '07-'10



The area along the Grays Ferry corridor has nearly twice the homicide mortality rate as Philadelphia as a whole.

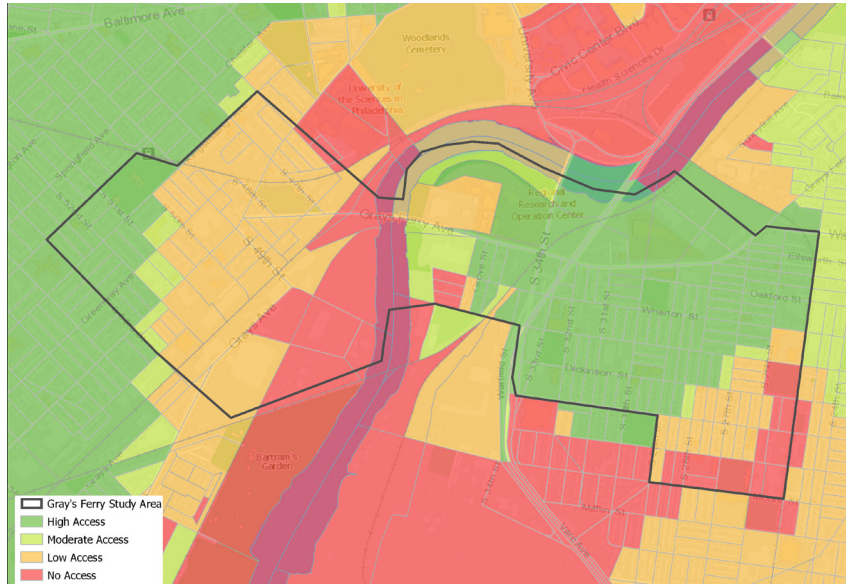
* Note: The "Grays Ferry" area referred to in the graphs above consists of the 2 census tracts within the corridor study area (33 & 74), and 3 adjacent tracts (32, 36, 70)

Children diagnosed with asthma, 2015



Nearly two out of five children who live along the Grays Ferry corridor have been diagnosed with asthma.

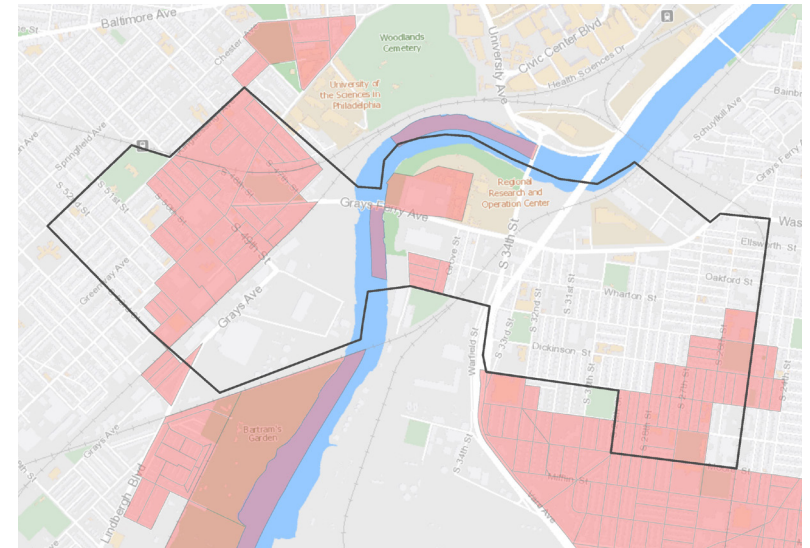
Walkable Access to Healthy Foods



Source: Get Healthy Philly, Philadelphia Dept of Public Health, 2014.

Most of Grays Ferry Neighborhood has high access, but pockets of low-to-no access exist in Southeast Grays Ferry and Southwest Schuylkill. Opened in 2016, the Fresh Grocer Supermarket on Grays Ferry Ave provides free shuttle service to customers who pay over \$50.

Low-to-no Walkable Access to Healthy Foods & High Poverty

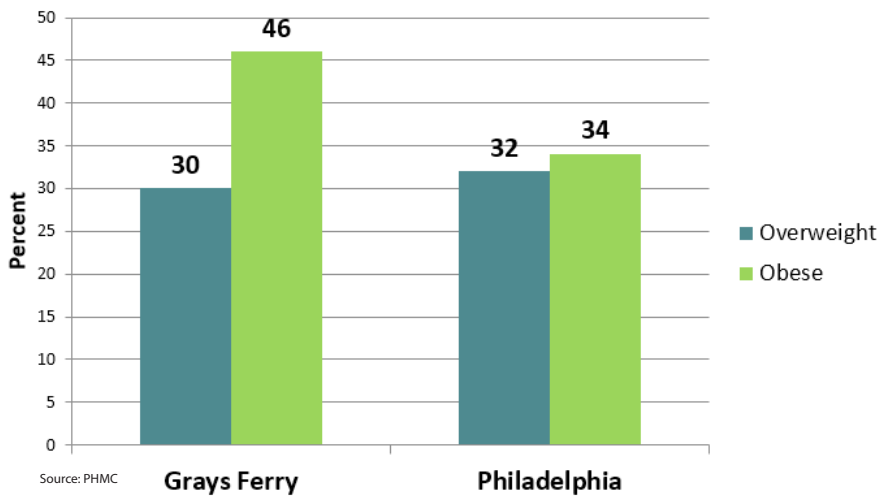


Source: Get Healthy Philly, Philadelphia Dept of Public Health, 2014.

LNA-HP

A large portion of Southwest Schuylkill and southeastern Grays Ferry are areas of high poverty and low access to healthy food.

Adults 20+ diagnosed as overweight or obese, 2015

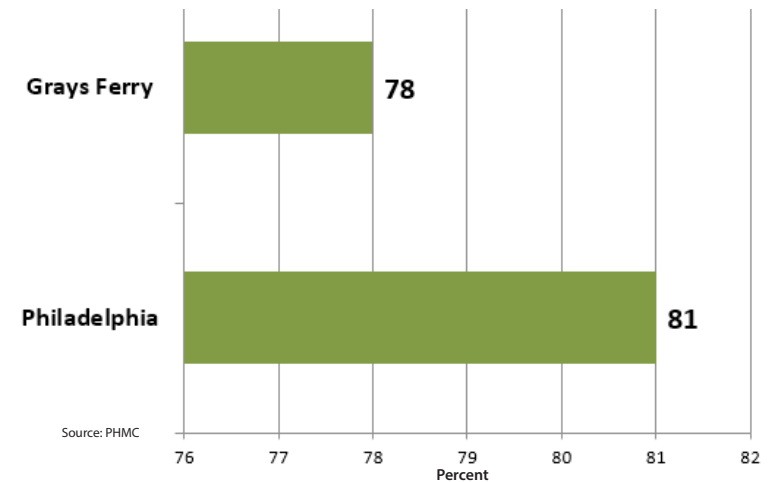


Source: PHMC

Adults along the Grays Ferry Corridor have higher rates of obesity compared to Philadelphia as a whole.

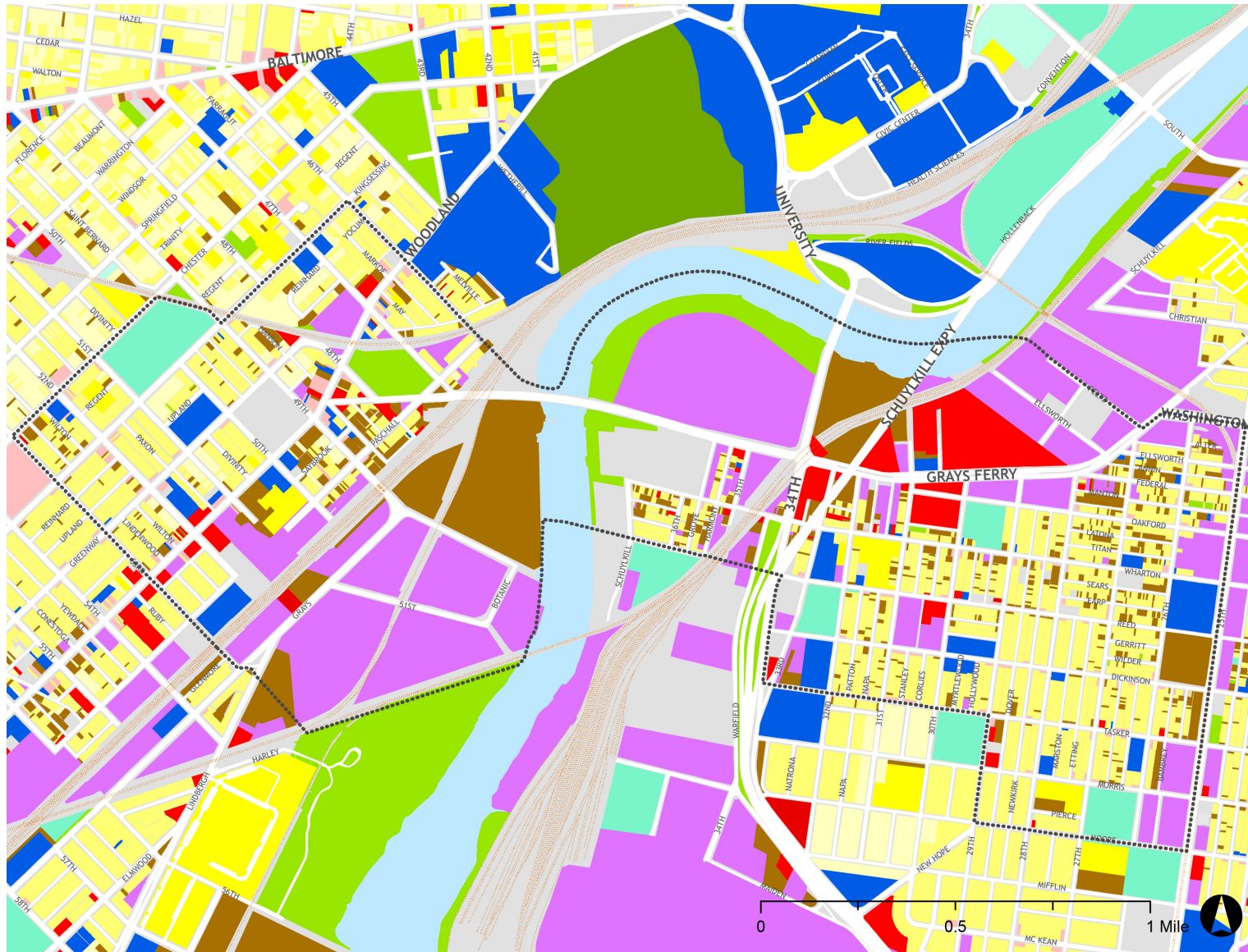
Adults 18+ eating less than 4 servings of fruits and vegetables on a typical day, 2015

A high percentage of adults living along the Grays Ferry corridor eat less than four servings of fruit and vegetables on a typical day



Source: PHMC

LAND USE

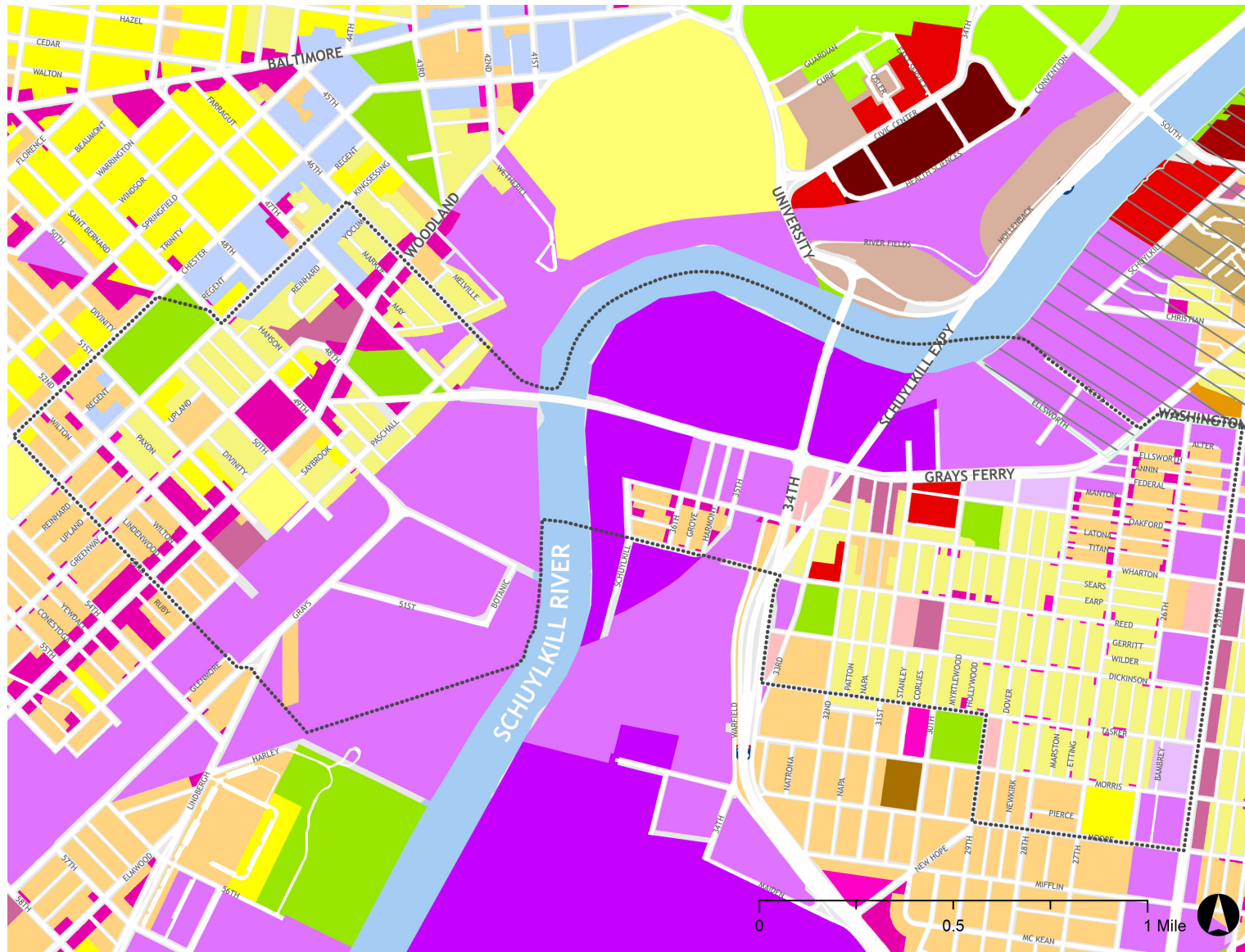


Land Use

- Residential Low
- Residential Medium
- Residential High
- Commercial Consumer
- Commercial Business/Professional
- Commercial Mixed Residential
- Industrial
- Civic/Institution
- Transportation
- Culture/Amusement
- Active Recreation
- Park/Open Space
- Cemetery
- Water
- Vacant Land
- Other/Unknown

Source: City of Philadelphia

ZONING

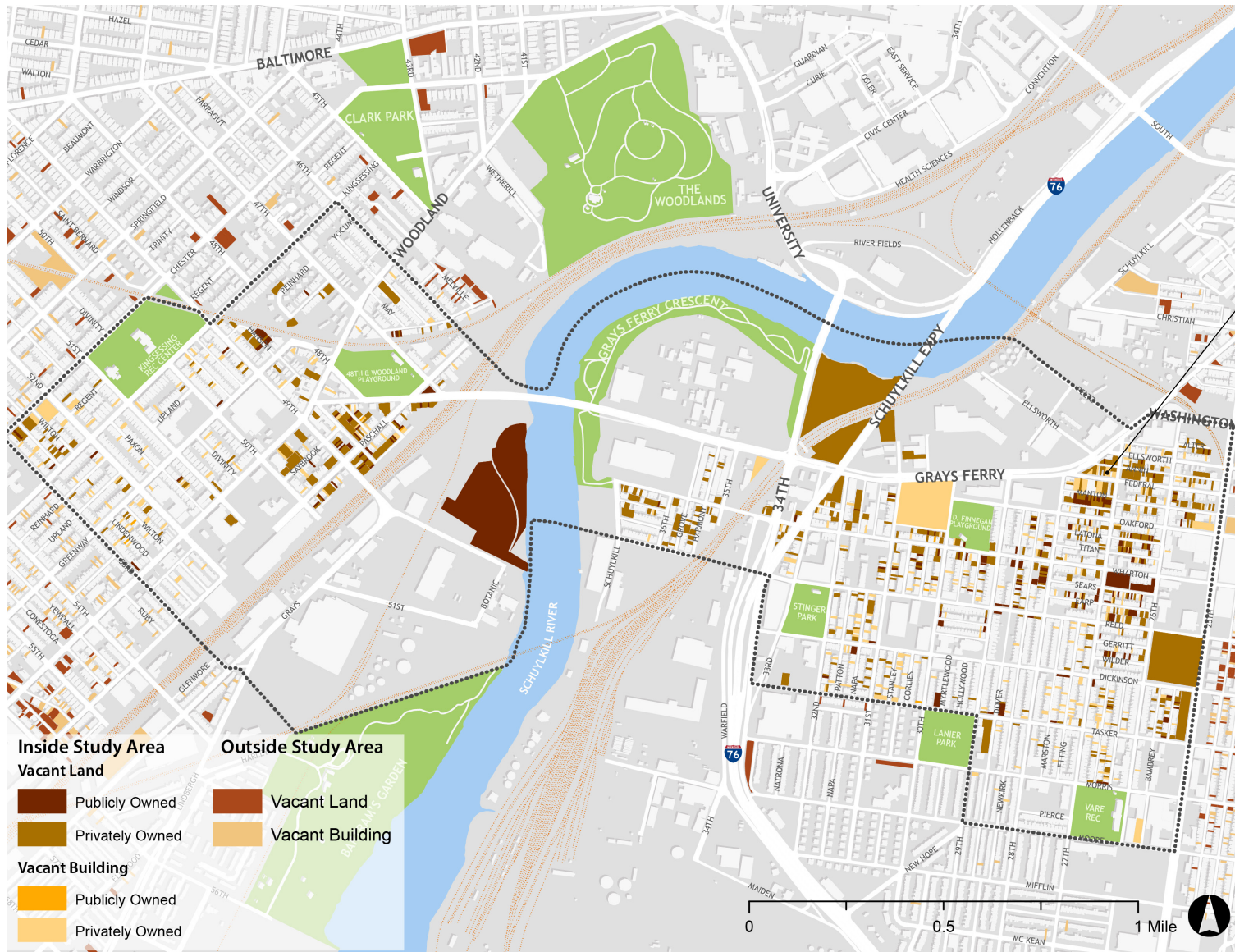


Source: City of Philadelphia

Zoning

- CA-1
- CA-2
- CMX-1
- CMX-2
- CMX-2.5
- CMX-3
- CMX-4
- CMX-5
- I-1
- I-2
- I-3
- I-P
- ICMX
- IRMX
- RM-1
- RM-2
- RM-3
- RM-4
- RMX-1
- RMX-2
- RMX-3
- RSA-1
- RSA-2
- RSA-3
- RSA-4
- RSA-5
- RSD-1
- RSD-2
- RSD-3
- RTA-1
- SP-AIR
- SP-ENT
- SP-INS
- SP-PO-A
- SP-PO-P
- SP-STA
- Residential Parking Control Area

VACANCY



Private and city owned lots are maintained through the city's vacant lot program, which regularly cleans vacant lots grouped by zip code, in addition to responding to cleanup requests via 311, as well as the Philadelphia Horticultural Society's LandCare Program which works alongside city agencies and community based organizations.



Grays Ferry has a high number of vacant corner lots, often adorned with murals, and some of which have been fenced in an used as side yards, and others that are simply maintained as grassy areas with the potential for pocket parks or community gardens.

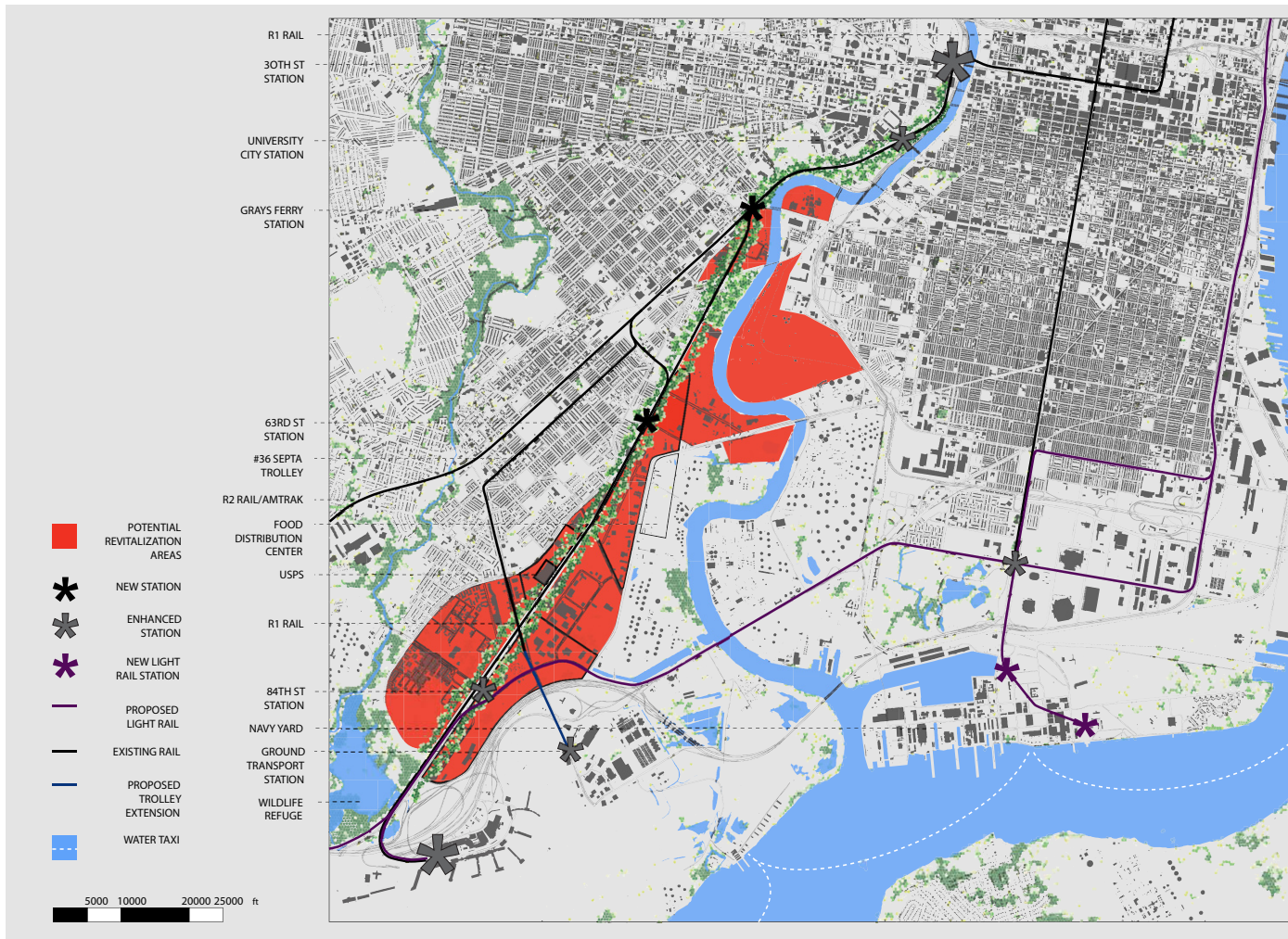
Distribution of Vacant Land



= 52.08 ACRES TOTAL

< .1 Acre - Public Buildings

INFRASTRUCTURE



PennPraxis's 2009 publication *Erase the Boundaries: Design Ideas for Greater Philadelphia* presents long term goals and strategies for infrastructure investments in the Greater Philadelphia Region which encourage mutually supportive and integrated land use, resource management and transportation policies that transcend political boundaries. The proposed interventions are the products of a two-day charrette, meant to serve as springboards for further research and discussion. The charrette proposed multiple interventions that directly affect the Grays Ferry corridor:

- Enhancing access to the airport by establishing an airport connector rail line that departs every 15-20 minutes from 30th Street Station and runs along the west bank of the Schuylkill River. A new rail station would be built on the property adjacent to the Grays Ferry Bridge to help catalyze development in the area and enable easier airport access in Southwest and West Philadelphia.
- Establishing a new Grays Ferry/ Washington Avenue LigWht Rail would improve linkage between South Philadelphia and West Philadelphia. The line would run from Columbus Boulevard along the Grays Ferry/Washington Avenue corridor and connect with the No. 11 Trolley, which runs along Woodland Avenue.
- Encouraging the development of Dupont Crescent not only as a center for research and development that would be an attractive alternative to suburban office parks, but also as a mixed-use, mid-rise, live-work community. Future development should enhance pedestrian connections across the Grays Ferry Bridge as well as provide riverfront recreation and trail access.

A new rail line connecting 30th St. Station to the Philadelphia Airport would stop at a new station adjacent to the Grays Ferry Bridge.

Source: PennPraxis

DATA SOURCES

US Census Bureau – 2011-2015 American Community Survey. Retrieved from <http://factfinder.census.gov>

Redfin Data Center. Retrieved from <https://www.redfin.com/blog/data-center>

City of Philadelphia: Licenses and Inspections. Retrieved from <https://www.opendataphilly.org/dataset/licenses-and-inspections-violations>

City of Philadelphia. "Philadelphia Childhood Lead Poisoning Prevention Advisory Group: Final Report and Recommendations". June 20, 2017. Retrieved from <http://www.phila.gov/health/pdfs/Lead%20Advisory%20Group%20Report.pdf>

Schuylkill Riverfront Development Corporation. <https://www.schuylkillbanks.org/>

Environmental Protection Agency (EPA), Brownfields Sites Reports. Retrieved from <https://www.policymap.com/>

Philadelphia Water Department (PWD).

Philadelphia Health Management Corporation (PHMC). Community Health Database.

Get Healthy Philly, Philadelphia Department of Public Health.

Southeastern Pennsylvania Transportation Association (SEPTA). SEPTA Bus and Rail Routes and Times. Retrieved from <https://www.opendataphilly.org/dataset/septa-bus-and-rail-routes-and-times>

SEPTA Service Planning Department. SEPTA Route Statistics 2017. Retrieved from <https://septa.org/strategic-plan/reports/route-statistics.pdf>

University City District. "Read Details about SEPTA's Proposed 49 Bus Route". Retrieved from <https://www.universitycity.org/blog/read-details-about-septas-proposed-49-bus-route>

Delaware Valley Regional Planning Commission (DVRPC). DVRPC Traffic Counts. Retrieved from: <https://www.opendataphilly.org/dataset/dvrpc-traffic-counts>

Pennsylvania Department of Transportation.

City of Philadelphia. Bike Network. Retrieved from <https://www.opendataphilly.org/dataset/bike-network>

Philly.com Data Hub. Crash Data. Retrieved from <http://data.philly.com/datasets/crashes/>

City of Philadelphia. Vacant Property Indicators. Retrieved from <https://www.opendataphilly.org/dataset/vacant-property-indicators>

City of Philadelphia. Zoning Base Districts. <https://www.opendataphilly.org/dataset/vacant-property-indicators>

City of Philadelphia. Land Use. Retrieved from <https://www.opendataphilly.org/dataset/land-use>

Philadelphia City Planning Commission. Philadelphia 2035: University Southwest District Plan. 2013.

Philadelphia City Planning Commission. Philadelphia 2035: South District Plan. 2015.

PennPraxis. Erase the Boundaries: Design Ideas for Greater Philadelphia. 2009.

Community Design Collaborative. Soak It Up Philly. 2013.

Philadelphia Industrial Development Corporation (PIDC). Lower Schuylkill Master Plan. 2013.

Healthy Rowhouse Project, 2017. www.healthyrowhouse.org

Philadelphia Industrial Development Corporation (PIDC). University City Transportation Study. 2016.

Mayors Office of Sustainability, "Greenworks: A Vision for a Sustainable Philadelphia," 2016. https://beta.phila.gov/media/20161101174249/2016-Greenworks-Vision_Office-of-Sustainability.pdf



NATIONAL STUDY VISIT PANELIST BIOS

Ed McMahon – National Study Visit Chair
Senior Resident Fellow, Urban Land Institute
Washington, DC

As the Senior Fellow for Sustainable Development, Ed McMahon leads ULI's worldwide efforts to conduct research and educational activities related to environmentally sensitive development policies and practices. He is also a senior staff adviser for ULI's Building Healthy Places Initiative, and is a sought-after speaker and thinker on health and real estate.

Before joining the Institute in 2004, McMahon spent 14 years as the vice president and director of land use planning for the Conservation Fund in Arlington County, Virginia, where he helped protect more than 5 million acres of land of historic or natural significance. McMahon is also the cofounder and former president of Scenic America, a national nonprofit organization devoted to protecting America's scenic landscapes. Before that, he taught law and public policy at Georgetown University Law Center for nine years, and served in the U.S. Army, both at home and abroad.

McMahon is the author or coauthor of 15 books, including *Conservation Communities: Creating Value with Nature, Open Space, and Agriculture*; *Better Models for Development in Virginia*; *Developing Sustainable Planned Communities*; *Green Infrastructure: Connecting Landscape and Communities*; *Land Conservation Finance*; and *Balancing Nature and Commerce in Gateway Communities*. He also writes regularly for *Urban Land* magazine, *Citiwire*, *Planning Commissioners Journal*, and other periodicals.

Over the past 25 years, McMahon has helped communities in all 50 states with a wide variety of community planning and economic development issues. He serves on several advisory boards and commissions, including the National Trust for Historic Preservation, Preservation Maryland, the Governor's Institute for Community Design, the Doris Duke Charitable Fund, and the Orton Family Foundation. McMahon has an MA in urban studies from the University of Alabama at Birmingham and a JD from Georgetown University Law School. He and his wife live in Takoma Park, Maryland.

John Coleman
Regional Business Development Director, Entegri Partners
Fayetteville, Arkansas

John is a graduate of the University of Arkansas' College of Engineering, a licensed Professional Engineer and a LEED Accredited Professional in Building Design and Construction. Previously, John worked as an environmental engineer in the Chesapeake Bay and Mississippi River delta watersheds before moving to Austin, Texas to study environmental policy and sustainable development at the University of Texas. While in Austin, John worked in the City Manager's Office developing Austin's Climate Protection Plan and Austin's CarShare program. In May 2007, he moved to Fayetteville, Arkansas to serve as the City's Sustainability Director and worked on a variety of issues including energy management, economic development, and energy policy.

In 2014, John was named to the Forty Under 40 list by the Northwest Arkansas Business Journal. This annual list of young business leaders are said to be the best and brightest in their industry. Currently he serves on the U.S. Green Building Council Western Arkansas Chapter Steering Committee and the Urban Land Institute's NWA Steering Committee. Other professional memberships include the Arkansas Building Authority's Energy Revolving Loan Committee.

NATIONAL STUDY VISIT PANELIST BIOS

Colleen Hawkinson

**Manager, Strategic Planning Branch, District Department of Transportation
Washington, DC**

Colleen manages the Strategic Planning Branch for the District Department of Transportation (DDOT). The team is comprised of 8 Transportation Planners who manage Neighborhood and Corridor studies, oversee State and Regional Planning and develop funding priorities for each fiscal year.

Her work in this capacity focuses on creating sustainable, safe, multi modal transportation networks that are accessible to all. She has utilized her experience in planning, policy development and budgeting to create a multidisciplinary team that is capable of navigating planning through implementation.

Colleen managed DDOT's national award winning strategic plan, moveDC. This document is now used agency-wide as a guide for project development, prioritization and assessment. Due to her work and leadership on this project, she was awarded the 2014 Women in Transportation Seminar's (WTS) Innovative Transportation Solution Award. Colleen was recently selected to participate on the Mayor's Mentorship Circles program. This competitive program pairs cabinet level executives with high potential managers to provide mentoring and networking opportunities.

Colleen holds a Master's Degree in Urban and Environmental Planning from the University of Virginia and is a member of the American Institute of Certified Planners (AICP). Colleen lives in Washington, DC with her husband and two children.

Jesse Leon

**Senior Program Officer, Colorado Health Foundation
Denver, Colorado**

Jesse's passion for health equity is personal. Raised in the inner city along the California-Mexico border, he intimately knows the impacts of poor health in urban areas. As a child, he lived with asthma while watching his family struggle with poverty, illness and access to health care. His life since then has been mobilized by those experiences – all of which inform his work, his philosophy and his drive to connect with people with empathy and authenticity.

At the Foundation since September 2017, Jesse works on a team that focuses on Healthy Behaviors and the Social Determinants of Health. He brings more than 20 years of experience in philanthropy and international health issues including HIV, housing and public-private partnerships. He came to the Foundation from the U.S. Department of Housing and Urban Development (HUD), where he managed multi-million dollar grants for redevelopment across the U.S. to create healthy, mixed-income neighborhoods in urban, rural and border communities. Prior to his work at HUD, Jesse served as the Vice President for Global Philanthropy and Community Relations at JPMorgan Chase in Miami. He was also a Vice President of Real Estate Development at Bank of America Merrill Lynch where he successfully built over \$1 billion in mixed-income housing from site selection to build out, stabilization and disposition of assets. Prior to Bank of America, Jesse was a program manager at the Funders' Network for Smart Growth and Livable Communities where he managed demonstrations on equitable development across the U.S.

Jesse is a native San Diegan, identifies as a Miamian, and is now proud to be a Coloradan. In his new home state, he loves to be on the move and connecting with his community, whether that's walking along the Cherry Creek trail (usually while on the phone with his mom, a treasured part of his day), salsa dancing, writing, people-watching in coffee shops, hiking or practicing Tai Chi. For Jesse, life is good when all of these things are in reach. And his life (and his personal story) is a daily reminder of the purpose of his work: bringing health in reach for all Coloradans.

NATIONAL STUDY VISIT PANELIST BIOS

Sharon Madison
Owner, Madison Madison International
Detroit, Michigan

Sharon Madison is living proof that there is no such thing as an overnight success. As the third generation in her family to operate the family construction and architecture business founded by her grandfather, Robert James Madison, Jr., Sharon has been succeeding all of her life. As one of four children, Sharon was the only one to show an interest in continuing the family business, Madison Madison International (MMI), and was preparing to step into her destiny by being taught to make models at the age of 11, learning drafting at the age of 12, and using surveying instruments by the age of 14.

Because she literally grew up in the business, Sharon has extensive experience in project, site, and environmental planning, landscape architecture, public safety, public relations, and communications. She has worked as surveyor, civil engineering draftsperson, and landscape designer. Some of MMI's more acclaimed projects under her leadership include work on the Detroit Wayne County International Airport, Michigan's Blue Water Bridge in Port Huron, City of Cleveland Public Power, and the design of 20,000 units of low to moderate-income housing. After completing her education at the University of Michigan education in 1977 with a Master's Degree in Urban Planning and Landscape Architecture, Sharon first interned as a landscape architect with the United States Environmental Protection Agency. She then joined Madison Madison International in 1978. She began her MMI career at the company's North Carolina office as a civil landscape designer and surveyor.

Sharon was promoted to Business Development Coordinator before transferring to Detroit as Contracts Administrator in 1980. She became Marketing Coordinator in 1982, Marketing Director one year later, then Executive Vice President of Madison Madison International of Michigan in 1984. By 1987 she was named President, and by 1988 Sharon was sole stockholder. Since its inception in 1987, Sharon has headed M2 International, a division she co-founded with her father, Julian Madison, specializing in program and construction management. M2 International is the only Detroit-based company that specializes in program management and it is ranked high nationally among program management firms. Sharon's companies are ISO 9000 and ISO 9001 certified, placing them in an elite group of less than 20,000 nationwide following this international quality standard. Sharon has received numerous prestigious awards and recognitions, and in 1991 she was highlighted as one of the most successful "African Americans in the Construction Industry" in the Journal of the National Technical Association (NTA).

Brad Power
Director, Community Development Department, City of Englewood
Englewood, Colorado

Brad Power has over 25 years of experience in redevelopment, public/private real estate development partnerships, economic development and public agency leadership. He serves as the Director of the Community Development Department for the City of Englewood, Colorado. Englewood is adjacent to Denver and the department coordinates the city's planning, building services, economic development, redevelopment, housing and environmental programs. A significant portion of his career included serving as Executive Director of the Boulder Urban Renewal Authority and Redevelopment Director for the City of Boulder, Colorado. He also served as the Director of the Economic Development Department for the City of Longmont, Colorado. Power has facilitated over \$600 million of private capital investment through projects that have included major retail center redevelopments as well as hotel, residential and mixed use developments.

Power is an active member and leader of the Urban Land Institute (ULI). He is a Trustee of the 40,000-person organization and served as a Governing Trustee from 2013-2017. He is an original member of the Public/Private Partnership Council and he served as Chairman of the council from 2008-2011. Power also served as a ULI Council Counselor and a member of several ULI committees and task forces, including the group that developed the Urban Plan for Public Officials program.

He earned Bachelors and Master's Degrees from the University of Colorado. His graduate degree is in urban and regional planning. He was awarded the Fannie Mae Fellowship and completed the Senior Executives in State and Local Government Program at Harvard University.

NATIONAL STUDY VISIT PANELIST BIOS

Sharon Roerty

**Senior Program Officer, Robert Wood Johnson Foundation
Princeton, New Jersey**

Sharon Roerty, AICP/PP/MCRP; an urban alchemist who has spent a lot of time at the intersection of health and transportation, is a Robert Wood Johnson Foundation senior program officer. She brings her expertise in built environments, transportation, and environmental and urban policy to the Foundation's efforts to improve health, equity and well-being in America. Previously, she was the CEO of the National Center for Bicycling & Walking, and directed projects at the Voorhees Transportation Center at Rutgers University and the North Jersey Transportation Planning Authority. She has been a member of numerous federal and state transportation task forces, and local planning and education committees. She holds a BS in environmental science and an MCRP in city and regional planning.

Alexis Stephens

**Senior Communications Associate, PolicyLink
New York, New York**

Alexis Stephens, Senior Communications Associate, develops and disseminates communications strategies for PolicyLink. Delivering messages about economic and social equity, Alexis contributes to the America's Tomorrow newsletter and provides general media advocacy support to multiple teams across the organization. Previously, she was Next City's 2014-2015 equitable cities fellow. She has a B.A. in urban studies from Barnard College and an M.S. in historic preservation from the University of Pennsylvania.

Clark Wilson

**Acting Director of Community Assistance and Research Division, U.S. EPA
Washington, D.C**

Clark Wilson is an urban designer and an Acting Division Director in EPA's Office of Sustainable Communities. Mr. Wilson focuses his research and policy work on integrating green infrastructure into street and neighborhood design, and improving walkability in communities while also supporting local economies and resiliency efforts. Mr. Wilson manages several of the office's technical assistance programs including EPA's Greening America's Communities program which provides design assistance to communities to incorporate smart growth and green infrastructure strategies into their planning and development efforts. Prior to joining the EPA in 2007, Mr. Wilson was an Associate Principal with Community Design + Architecture, an urban design firm in Oakland, CA. At CD+A his work focused on incorporating ecological systems into urban and street design projects. Mr. Wilson also taught urban design studios at Berkeley in the departments of Architecture, Landscape Architecture and City Planning; and he has spoken at over one hundred state and national conferences, and eight universities. Mr. Wilson's has an undergraduate degree in Fine Arts (University of Lethbridge); and graduate degrees in Architecture (University of British Columbia), Landscape Architecture (UC Berkeley) and City Planning (UC Berkeley).

NATIONAL STUDY VISIT PANELIST BIOS

Derrick Lanardo Woody
CEO, DLW LLC
Washington, DC

Derrick Lanardo Woody has a talent for branding and priming overlooked and underserved, urban neighborhoods to attract significant new private investment. He employs unique approaches based on each neighborhood's assets and leverages infrastructure investments into compelling narratives resulting in new investments. He founded DLW in 2012 after working within the District of Columbia's Office of the Deputy Mayor for Planning and Economic Development and the Office of Planning. During his tenure, he created and managed a popular, citywide, redevelopment program on nine major corridors simultaneously--the Great Streets Initiative. The numerous economic planning processes led by Derrick are resulting in billions of dollars in new investment. Since departing from the District, the Great Streets Initiative has been expanded to include two additional corridors.

Derrick led the community planning process which resulted in "REVIVAL: The H Street NE Strategic Development Plan." Paired with the subsequent streetscape and transportation plan, the coordinated, interagency focus on H Street laid the groundwork for the Great Streets Initiative. H Street has evolved as a national example of successful and inclusive planning yielding real-time results. In 2013, the corridor was the recipient of the National Trust for Historic Preservation's "Great American Main Street Award." Forbes Magazine ranked H Street sixth out of 250 neighborhood districts in major cities in its review of "America's Best Hipster Neighborhoods." H Street ranked first in USA Today's "10 Great Places to Explore Urban Neighborhoods" in August 2011. Other planning processes led by Derrick are also resulting in the revitalization of multiple neighborhoods.

He has assisted numerous property and business owners and developers to navigate cumbersome regulatory approvals and through public/private finance negotiations. Signature projects include the restoration of the historic Howard Theatre through a complex structure involving New Markets Tax Credits, historic tax credits, tax increment financing, private finance, and public grant funds. Derrick was also instrumental in convincing the owner of the strip center H Street Connection to pursue mixed use redevelopment. There are numerous other projects upon which Derrick has worked in an effort to make neighborhoods vibrant for existing and new residents and investors.

Derrick previously worked as Executive Assistant for Special Projects in West Palm Beach's Mayor's office; as Urban Designer at Stull & Lee Architects and Planners in Boston; as Project Planner for the City of Cambridge's Economic Development office; and others. He received his Master of Architecture in Urban Design from Harvard Design School and his Bachelor of Architecture from Auburn University.

ULI BUILDING HEALTHY PLACES STAFF BIOS

Sara Hammerschmidt
Senior Director, Urban Land Institute
Washington, DC

Sara Hammerschmidt is Senior Director, Content at the Urban Land Institute, where she develops content and programs focused on the impact of the built environment on public health through the Building Healthy Places Initiative. Throughout her career, Sara has done extensive work on issues that lie at the intersection of health and the built environment. Previously, she worked at PolicyLink in Oakland, California, researching the inclusion of social and economic equity into projects, plans, and policies that are being implemented at the intersection of health and the built environment. Sara has spoken on the topics of Health Impact Assessment, the role of urban planning in creating healthier cities, and recommendations for incorporating health into all built environment decision making at several national conferences.

Sara holds an M.S. and Ph.D. in Community and Regional Planning from the University of Texas at Austin, where her research focused on developing recommendations for how planning departments across the country can incorporate public health considerations into their work. She also holds a B.S. in Industrial Operations and Engineering from the University of Michigan, and worked for eight years in the tech industry prior to graduate school.

Reema Singh
Senior Associate, Urban Land Institute
Washington, DC

Reema Singh supports the Building Healthy Places Initiative's projects on corridors, parks, and creative placemaking. With a background in program evaluation, Reema is committed to ensuring that BHP's initiatives are results-oriented and impactful, and that they leverage community voices and bottom-up approaches to bring equitable change during revitalization. Prior to joining ULI, Reema provided technical assistance and research support for a range of community-based health and urban education reform studies at the RAND Corporation, collaborating with local development agencies to highlight a need for sustainable built environments. Reema holds a passion for writing and a Masters in Public Policy and Management from H. John Heinz III College at Carnegie Mellon University in Pittsburgh, PA, as well as a B.A in Cultural Anthropology from the University of Rochester.

STUDY QUESTIONS

The following questions were developed by the Grays Ferry Corridor Local Leadership group for use by the National Study Visit panelists to guide the development of recommendations. They emerged from the overarching themes and challenges identified during the local workshop in July.

1. There are a number of **community institutions and assets** (educational, open space, etc.) in the neighborhood around Grays Ferry. How can these groups best contribute to supporting **equitable development** in the neighborhood in regard to the social determinants of health (including housing, supporting local businesses and the economy, local employment and job training, and physical health improvement)? Financially, creating or supporting local programs, etc.?
2. What are appropriate attraction programs and strategies available to **attract businesses** that serve unmet needs of the surrounding residents, and **improve retail quality** to appeal to future tenants?
3. What **built environment aspects** need to be changed/improved in order for residents to access the means for a healthier lifestyle?
 - a. How do we empower residents to make healthier lifestyle choices (including mobility and nutrition), and take advantage of existing and future resources and incentive programs?
 - b. How do we encourage resource sharing between neighborhoods?
4. How can the corridor be reconfigured to balance **multi-modal safety and connectivity** with auto traffic and peak travel demands?
5. What are design and regulatory strategies for improving both **indoor and outdoor air quality** in this neighborhood, mitigating impacts of:
 - a. Older housing stock;
 - b. Industrial uses;
 - c. Interstate and surrounding major arterial roads?
6. What is the **appropriate phasing** and order of action steps to efficiently balance private development and public realm investment?

RECOMMENDATIONS: TRANSPORTATION + INFRASTRUCTURE



COMPLETE STREETS 101: RECOMMENDED ACTIONS

Champions: SEPTA, Office of Transportation and Infrastructure Systems

1. Pedestrians

Crossing Grays Ferry to connect to the Schuylkill River:

- Establish pedestrian priority buttons at 29th and 30th Streets
- Establish refuge islands
- Eliminate free right turn lanes
- Enhance markings

Enhance walking experience:

- Improve ADA accessibility
- Modify sidewalk widths
- Improve lighting

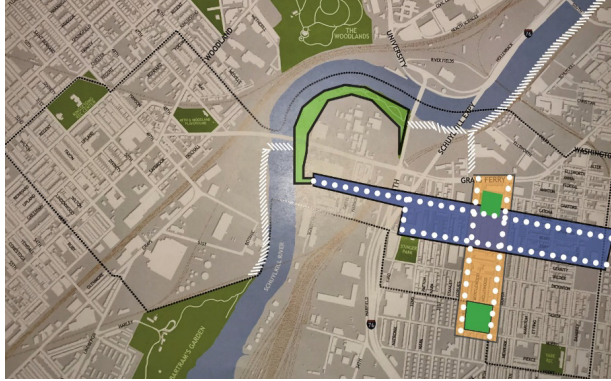
2. Bicycles

- Establish protected bike facilities between 49 Street, Woodland Avenue, Grays Ferry Avenue, and Washington Avenue
- Offer bike safety education opportunities for neighborhood children
- Create new bikeshare locations at Grays Ferry Bridge and 49th Street/Woodland Avenue/Grays Ferry Avenue
- Improve wayfinding (see www.walkyourcity.org for low-cost examples)

3. Transit

- Improve reliability
- Reduce headways and implement free transfers
- Create shelters with real-time information

RECOMMENDATIONS: GREENING



ADDING GREEN TO COMPLETE: RECOMMENDED ACTIONS

Champions: Department of Parks and Recreation, Nature PHL, Philadelphia Horticultural Society, Philadelphia Water Department, REBUILD, Office of Sustainability, Office of Transportation and Instructure Systems, Diversified Community Services in partnership with Department of Housing and Community Development

1. Improve programming of the four neighborhood parks
2. Increase tree canopy to reduce heat island issues
3. Develop and aggressively market neighborhood recreation strategy
4. Prioritize greening from the existing parks to regional networks (29th and 30th Streets to Grays Ferry Avenue, and the planned trail link adjacent to Fresh Grocer, Wharton Street, Reed Street, and Gray's Ferry Crescent Park)
5. Extend greening east to the Delaware River and connect neighborhoods
6. Leverage stormwater management projects to create neighborhood amenities
7. Explore additional pedestrian and bicycle connections across the Schuylkill River at multiple points
8. Implement strategic front porch enhancements to encourage outdoor living and neighborhood cohesion. Pilot as a project on Wharton and Reed Streets

RECOMMENDATIONS: AIR QUALITY AND HEALTH CONCERNS



MITIGATING AIR QUALITY AND HEALTH CONCERNS: RECOMMENDED ACTIONS

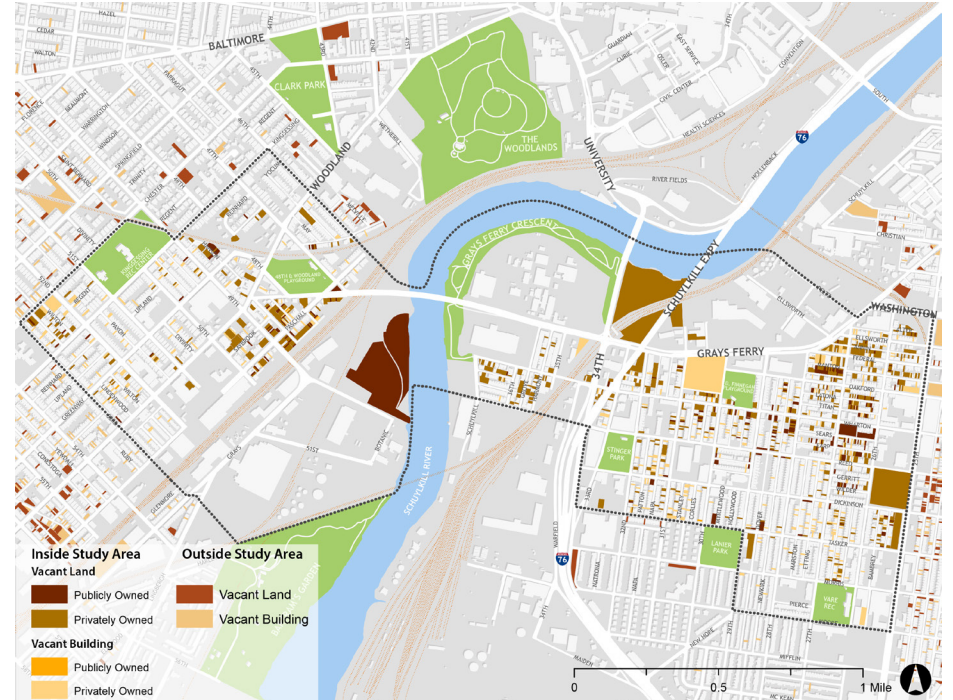
Champions: Philly Thrive, Philadelphia City Planning Commission (PCPC), Philadelphia Department of Housing and Community Development

Partners: Philadelphia City Council, Philadelphia Department of Public Health, Philadelphia Health Management Corporation, Action United, Clean Air Council, Asthma Rangers, Philadelphia Office of Sustainability, PAWS, Pennsylvania Health Funders Collaborative, PECO, Philadelphia Gas Works, Children's Hospital of Philadelphia, Philadelphia Industrial Development Corporation

Potential Funders: Federal Reserve, Pew Charitable Trusts, Healthy Neighborhood Equity Fund

1. Empower residents to advocate on their own behalf
 - Local examples: Philly Thrive's "Right to Breathe" campaign; Healthy Rowhouse Project
 - National examples: WE-ACT/Coalition for Asthma-Free Homes (New York City)
2. Create a Grays Ferry Healthy Housing Coalition Pilot, focusing specifically on older homes and indoor air quality
3. Relocate industrial and toxic uses
 - Look at alternative sites for waste transfer facility
 - Plan for eventual closure of facility on Sunoco site and have an action plan in place
4. Conduct a Health Impact Assessment (HIA)
 - Timeframe of 6 months to secure funding, 12-18 months to complete comprehensive HIA

RECOMMENDATIONS: REDEVELOPMENT



REDEVELOPMENT OF VACANT LAND AND BUILDINGS: RECOMMENDED ACTIONS

Champions: Department of Housing and Community Development, Philadelphia Land Bank, Philadelphia Redevelopment Authority, LISC Philadelphia, Office of Councilman Kenyatta Johnson

1. Prioritize building affordable, infill housing at neighborhood-sensitive price points on vacant land and in vacant building lots on Wharton, Reed, 26th, and 27th Streets, where over 52 acres of vacant land and buildings are available for redevelopment
2. Leverage the Land Bank and Housing Trust Fund to increase the neighborhood's affordable housing stock

RECOMMENDATIONS: LAND ACQUISITION



COMMERCIAL AND RESIDENTIAL LAND ACQUISITION: RECOMMENDED ACTIONS

Champions: Philadelphia Land Bank, Philadelphia Redevelopment Authority, LISC Philadelphia, Philadelphia Industrial Development Corporation, Women's Community Revitalization Project, Federal Reserve Bank of Philadelphia

Funders: Foundations, banks, donors

1. Financing commercial and residential land acquisition

- Social impact financing
- Program-related investments
- Grants

In Grays Ferry, this financing could be secured by linking the acquisition with the city's land bank authority

RECOMMENDATIONS: EQUITABLE ECONOMIC DEVELOPMENT



EQUITABLE DEVELOPMENT AND GROWTH: RECOMMENDED ACTIONS

Champions: Citizens Planning Institute, LISC Philadelphia, Southwest CDC, Women's Community Revitalization Project, National Nurse-Led Care Consortium, Philadelphia Industrial Development Corporation (PIDC), Philadelphia Horticultural Society, University City District West Philadelphia Skills Initiative, University City District Green City Works, Office of the Mayor, REBUILD, University of Pennsylvania, University of the Sciences, PennDOT, Mural Arts, Philadelphia ACE Project, Schuylkill River Development Corporation, Bartram's Garden, Philadelphia Water Department, Philadelphia Association of Community Development Corporations

1. Identify developers interested in purchasing properties and leasing to entrepreneurs
 - Example: Options Real Estate in Oak Cliff (Dallas, TX)
 - The developer purchases vacant properties and talent to put them on the pathway to entrepreneurship
2. Offer training and access to capital to novice developers
 - Example: JumpStart in Germantown (Philadelphia, PA)
 - Loan program funded by LISC and the Barra Foundation, offering loans and training for novice developers and those without access to traditional financing
 - As a short-term action step (timeframe: 2 years or less), advise with JumpStart Germantown and try a "developer boot camp"
3. Support the creation of a local healthcare worker co-op, matching co-op model to existing skills
 - Example: Cooperative Home Care Associates (Bronx, NY)
 - Employer-based agency providing free training for 600 low-income and unemployed women annually
 - Certified B-Corp

In Grays Ferry, this co-op could be implemented by:

- Engaging with and enrolling local certified healthcare workers in the Philadelphia Area Cooperative Alliance's Cooperative Leadership Institute
- Creating an advisory committee with members from CHOP, Penn's School of Nursing, Pennsylvania Health Funders Collaborative, Park Pleasant Nursing Home, The Consortium, Hospital of the University of Pennsylvania, Little Sisters of the Poor Nursing Home, etc.

RECOMMENDATIONS: EQUITABLE ECONOMIC DEVELOPMENT

4. Create a job placement center tied to Philadelphia 2035 and the Lower Schuylkill Master Plan
 - Example: Brooklyn Navy Yard Employment Center (Brooklyn, NY)
 - Pre-screening available to public housing residents for placement with any of its 330 tenants. 2,000 people placed since 1999.

5. Engage companies in a local hire program for returning citizens
 - Example: Cascade Engineering "30-2-2" program (Grand Rapids, MI)
 - Returning citizen program providing on-the-job training and mentorship
 - On-site case manager with salary funded by multiple sources

In Grays Ferry, this program could be implemented by expanding the Clean and Green Program

6. Employ local youth in existing infrastructure/parks improvements through a culturally sensitive lens
 - Example: One Summer Chicago Plus (Chicago, IL)
 - Provides youth with summer employment, a mentor, socio-emotional learning, civic leadership, and soft skills
 - Study by Penn sociologist Sara Heller found a significant drop in violent crime arrests among participants

In Grays Ferry, this program could be implemented by focusing on the infrastructure, landscaping, arts and culture, and urban planning in the ULI study area.

RECOMMENDATIONS: JOBS + BUSINESS ATTRACTION



BUSINESS ATTRACTION + RETENTION: RECOMMENDED ACTIONS

Champions: University of Pennsylvania, Southwest CDC, City of Philadelphia, International Council of Shopping Centers, Community Design Collaborative, Philadelphia Department of Commerce, Philadelphia City Planning Commission, ULI Philadelphia, LISC Philadelphia, Philadelphia Industrial Development Corporation, Citizens Planning Institute

Partners: Pennovation Works, Wharton Small Business Development Center, with additional financial partners as identified by champions

1. Provide a physical space (building) for a small business/entrepreneurial business development center
 - Make it a permanent place where residents can start and grow transactional businesses (example: Anacostia Arts Center, Washington, DC)
 - Offer technical assistance from business training providers and practitioners to provide advice to new businesses
 - Help grow new businesses and bring them to scale
 - Create peer support networks
 - Include maker space
 - Possible location: former grocery store
 - Model includes on-site bank or CDFI to work with pre-bankables (example: TechTown, Detroit)
2. Conduct retail studies, including:
 - Needs assessment
 - Market analysis for retail opportunities
 - Leakage Analysis (supply and demand) involving direct conversations with community
3. Leverage real estate expertise
 - Draw on demonstrated experience in similar urban environments
 - Inventory land for commercial development
 - Match inventory with use opportunities for the neighborhood
 - Expertise could be leveraged as part of a ULI Technical Assistance Panel

IMPLEMENTATION + PARTNERSHIPS

In order to achieve these goals and implement these action steps, we recommend the creation of a **long-range action and implementation committee**, with members that include:

Office of the Mayor
City Council representatives
Large property owners (e.g. University of Pennsylvania; Children's Hospital of Philadelphia)
Office of Transportation and Infrastructure Systems
Philadelphia City Planning Commission
PennDOT
SEPTA
Philadelphia Water Department
Local residents
Local business owners

The goal of the committee would be to establish a bold, strategic, and results-driven assessment and redevelopment plan focusing on land use changes, transportation, infrastructure improvements, accessibility, health impact assessments, and industrial use impact analysis focused on jobs, business, and housing along Grays Ferry Avenue from Woodland Avenue to Washington Avenue. The 11th Street Bridge Project in Washington, DC can serve as a model, as it connects the Anacostia and Capitol Hill neighborhoods across the Anacostia River using abandoned highway piers. The Capitol Riverfront in Washington, DC also serves as a model for reclaiming waterfronts.

This committee should plan now for growth over the next 20-35 years.

SUMMARY OF RECOMMENDATIONS + CHAMPIONS

IMPLEMENTATION FOCUSED	CHAMPION(S)
Infrastructure improvements for pedestrians, bikes, transit	SEPTA, OTIS
Greening strategies	Department of Parks and Recreation, Nature PHL, Office of Sustainability, Office of Transportation and Infrastructure Systems, Department of Housing and Community Development, Citizens Planning Institute, Philadelphia Horticultural Society, Philadelphia Water Department, REBUILD, Diversified Community Services
Relocate industrial and toxic uses	Philadelphia Industrial Development Corporation, Philly Thrive, Office of Sustainability
Open a neighborhood business development center	University of Pennsylvania, Southwest CDC, City of Philadelphia
Housing development focused on affordable housing	Department of Housing and Community Development, Philadelphia Land Bank, Philadelphia Redevelopment Authority, LISC Philadelphia, Office of Councilman Kenyatta Johnson
Targeted workforce development: create a local healthcare worker co-op; public housing residents; returning citizens; youth	National Nurse-Led Care Consortium, Philadelphia Industrial Development Corporation, Philadelphia Horticultural Society, University City District West Philadelphia Skills Initiative, Office of the Mayor, REBUILD

STRATEGY FOCUSED	CHAMPION(S)
Conduct a Health Impact Assessment	Department of Public Health, Children's Hospital of Philadelphia, Philadelphia City Planning Commission, Philadelphia Health Management Corporation
Form a long-range action and implementation committee to plan for future growth	Office of the Mayor, City Council representatives, large property owners, Office of Transportation and Infrastructure Systems, PennDOT, SEPTA, Philadelphia Water Department, local residents, local business owners, Citizens Planning Institute
Conduct retail studies and leverage real estate expertise	International Council of Shopping Centers, Community Design Collaborative, Department of Commerce, Philadelphia City Planning Commission, Philadelphia Industrial Development Corporation, LISC Philadelphia, ULI Philadelphia
Commercial and residential land acquisition	Philadelphia Land Bank, Philadelphia Redevelopment Authority, Women's Community Revitalization Project, LISC Philadelphia, Philadelphia Industrial Development Corporation with the Federal Reserve Bank of Philadelphia
Empower residents to advocate for clean air; create a Grays Ferry Healthy Housing Coalition pilot	Philly Thrive, Philadelphia City Planning Commission, Department of Housing and Community Development
Empower novice developers and entrepreneurs	Citizens Planning Institute, LISC Philadelphia, Southwest CDC, Women's Community Revitalization Project



