STRAWBERRY MANSION

A Community First Preservation Plan

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STUDIO DETAILS
This report was assembled during the 2017 Fall semester by a team of students in the Graduate Program of Historic Preservation at the University of Pennsylvania School of Design, working under the guidance of studio advisor Randall Mason.

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GRAPHICS
Unless otherwise stated, all photographs, maps, and graphics were produced by team members for the purpose of this report.

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The North Philadelphia neighborhood of Strawberry Mansion possesses a charismatic and rich history that has long been jeopardized by disinvestment – resulting in deteriorating historic building stock, elevated levels of poverty, and a disconnect from development happening in the city’s central core. Decades of this practice have left the community grappling with the challenges of widespread unemployment, high land and building vacancies, and a dearth of community resources. Today the neighborhood is facing a new threat to its historical and cultural identities, gentrification.

The following report represents an in-depth study of Strawberry Mansion, conducted by a team of graduate students from the University of Pennsylvania’s program in Historic Preservation. It utilizes preservation and planning analyses to assess the full range of issues and opportunities facing the neighborhood to propose a means of mitigating redevelopment in order to strengthen its assets. Traditionally, the preservation profession has concentrated its work on architectural form, historical value, and the physical protection of the built environment. However, conscious of Strawberry Mansion’s concerns over displacement and inequitable development, our preservation approach focused on social factors, balanced with environmental concerns, to mitigate change for the neighborhood as a whole. Ensuring that the community is defined not only by its buildings and parks, but by its people and stories as well.

Prioritizing how current residents engage and interact with both their tangible and intangible heritage, we developed a Community-First Preservation Plan. The plan recognizes that the need to preserve the neighborhood’s existing social fabric is as essential to that of its physical fabric. The Strawberry Mansion Community Development Corporation, a local and active neighborhood non-profit, served as our entry point into the neighborhood; we adopted their approximate service area as the boundaries for our study, fully recognizing that to many residents, the physical demarcation of Strawberry Mansion is more fluid than fixed.

Through extensive interviews, in depth research, community engagement, neighborhood surveys, mapping, and documentation, a plan was developed that protects existing residents’ homes, culture, social networks, and sense of place, while still encouraging inclusive growth and development. By prioritizing both the intangible and tangible heritage of Strawberry Mansion, this plan seeks to enable the neighborhood’s existing community to pursue equitable revitalization that balances the necessity for affordable housing, market rate housing, and commercial development with the preservation of its rich, beautiful, and meaningful built environment and cultural identity.
CONTEXT AND CONDITIONS
Fig. 1.1: Aerial photograph calling out the defined boundary of the Strawberry Mansion neighborhood.
INTRODUCTION

DESCRIPTIVE ANALYSIS

Strawberry Mansion is a vibrant community in the northwest corner of Philadelphia’s Lower North District, approximately three miles north of the city’s downtown. The sprawling green of East Fairmount Park defines the neighborhood’s western edge, while train tracks cutting diagonally from the southwest to the northeast, give the neighborhood its characteristic triangle shape. Lehigh Avenue, to the north, is Strawberry Mansion’s most porous boundary.

Though the neighborhood has been laid out in accordance with the city-wide grid system, multiple stages of development have created a network of broad and narrow streets, many only a few blocks long. Ridge Avenue, a vestige of the pre-industrial roads, slies crosswise through Strawberry Mansion’s grid on its meandering path from Old City out to the country.

It is clear from the historic fabric that Strawberry Mansion was once a suburban enclave. Though a small cluster of commercial spaces sits buried within the neighborhood core, row upon row of residential housing extends as far as the eye can see. The majority of these homes are rowhouses, with the occasional twin facing Fairmount Park. Like most of Philadelphia, houses are two- and three-stories tall, with only a handful of structures rising above; the neighborhood is intimate. There are trends and rhythms in the built fabric: larger, taller houses along major streets; smaller, shorter houses filling in narrow alleyways over time (Fig. 1.4).

Vacant land where rowhouses once stood create gaps in the built fabric that are, at times, three or four blocks deep. A fair number of these vacant lots have been cultivated and adapted as recreational space, both formally by the Pennsylvania Horticultural Society’s Landcare program, and informally by individual community members: playgrounds have been installed, community gardens planted, and murals painted. However, many lots still sit untended, a harsh reminder of the widespread demolition that has plagued the neighborhood for decades. Houses have been torn down at an unsettling pace in Strawberry Mansion; the neighborhood’s percentage of parcel vacancies is nearly three times that of the city average (Fig. 1.3).

These vacant lots, along with the buildings that remain, tell a story of the diverse communities that have inhabited Strawberry Mansion over the years. In the early stages of its historic development, Strawberry Mansion was a thriving Jewish enclave. Hints of this previous identity can be teased out in the iconography of historic synagogues, today most commonly repurposed...
Local residents who have spent most, if not all, of their lives in the Strawberry Mansion neighborhood are frustrated with continuous disinvestment and recent development trends.
as churches (Fig. 1.6). In the mid-19th century, the community began to shift from a majority-white and Jewish to majority-African American and Christian. At present the neighborhood is 95% African American.

Strawberry Mansion has a widely publicized reputation for high crime rates—which community members acknowledge is an issue, but are quick to note is inflamed by media coverage that reports far more bad than good. This perception is only intensified by the prevalence of vacant lots and deteriorating buildings.

The present population, though dwindling, is tight knit (as Philadelphia experienced a citywide population increase of 2.5%, Strawberry Mansion’s population dropped a staggering 17.5%). There are many legacy families in the community, and an estimated 40% of households own their homes—a high figure for an economically distressed neighborhood.

Unfortunately, for the multi-generational families who have called Strawberry Mansion home, there is a growing unease in the neighborhood. For better and for worse, Strawberry Mansion is poised for transformation. Predatory development is already underway—neon signs offering to buy homes are tacked to telephone poles on nearly every block (Fig. 1.7). Pressures of gentrification and unrestrained new development are creeping into the community most predominantly from Brewerytown, the rapidly developing neighborhood that sits at Strawberry Mansion’s southern edge, though Temple University’s eastern presence, looming closer each year, is decidedly palpable.

These pressures necessitate strong, preemptive interventions, something several organizations in Strawberry Mansion are working toward. The local Community Development Corporation and Neighborhood Action Center work tirelessly, aiding residents with housing, health, and employment concerns in addition to advocating for responsible, equitable development.

While much work remains to be done, Strawberry Mansion has not lost its charm. On any given afternoon, neighbors gather together on porches, stoops, and street corners; the newly refurbished Bus Barn bustles with activity; horses graze in the fenced off pasture of the Fletcher Street Riding Club; and in the summertime, kids gather at Mander Recreation Center pool to play, their peals of laughter carrying across 33rd Street.

SCOPE OF PROJECT

To construct a Community-First Preservation Plan we used the neighborhood’s existing assets as our foundation. These assets were identified through documentation, research, and interviews. Our work began with the documentation of Strawberry Mansion’s built fabric—not simply its buildings, but its streets and open spaces as well—through mapping and photography. Historical research and informal conversations added depth and richness to this documentation process, providing an understanding of the multiple waves of development and population changes which moved through the neighborhood over its centuries of existence, as well as insight into the social networks and cultures valued in Strawberry Mansion today.

Through strategic analysis we prioritized three critical issues to concentrate our efforts on: the retention of existing residents (not only within the neighborhood, but in their existing historic houses), a management plan for the neighborhood’s high quantity of vacant land, and the preservation of the community’s intangible heritage. With these concerns in mind we explored the experiences of comparable urban communities, and took into consideration recent development trends affecting Philadelphia neighborhoods, in order to identify the role that historic preservation can play in stimulating positive changes while preventing unwanted ones.

The report concludes with several specific proposals, designated to support the equitable development of Strawberry Mansion through the preservation of the community’s tangible and intangible heritage.
The possibilities for preservation and equitable development in Strawberry Mansion are influenced by the enabling environment. This includes the political, legal, economic, and organizational factors that influence decision-making in the neighborhood. Outlining how these institutions influence the neighborhood and how they interact with each other assists in gauging the neighborhood’s capacity for growth, development, and preservation.

Strawberry Mansion has a small, albeit dedicated group of advocates working on behalf of the neighborhood and its residents. These advocates include volunteers, activists, and politicians. Several local representatives, including Donna Bullock, a State Representative, and Darrell Clarke, Philadelphia’s current City Council President and 5th District Representative, work closely with Strawberry Mansion residents and advocate on their behalf. However, despite the current work of these political leaders, decades of decisions made regarding preservation, planning, and development without community input have taken their toll. The results of this are visible throughout the neighborhood; vacant lots remain. Community members are reasonably suspicious of interventions crafted by outside agencies without input from longtime residents.

The local Community Development Corporation (the Strawberry Mansion CDC) works to provide help with housing, employment, and other essential services, but its passionate staff is at capacity. Sparse funding has made it hard for the CDC to expand, or to provide all of the services and aid the neighborhood needs, nor should it be required to shoulder this burden alone. Years of disinvestment and a shrinking population have resulted in deficiencies in the community’s organizational capacity. With little time or money to advertise its services, many neighborhood residents are unaware that the CDC exists, let alone what services it could offer to help.

Philadelphia2035, completed in 2011, is the city’s current comprehensive plan. As part of this, the Planning Commission is in the process of producing eighteen district plans that will focus on the conditions particular to each district in greater depth. The Lower North plan, completed in 2014, offers recommendations for priority areas; in the Lower North District, these include high vacancy levels and struggling commercial districts, two areas that are addressed in the preservation plan within this report.
Stakeholders were defined as either primary or secondary, based on how closely they were tied to the neighborhood. A Community-First Preservation Plan recognizes primary stakeholders—longtime residents, local institutions, and local non-profits—as the most significant stakeholders, and advocates for their needs first.

**CURRENT RESIDENTS:** All too often, homeowners are prioritized over renters. In a neighborhood with an equal percentage of homeowners and renters, equitable development should include the needs of both groups of residents.

**LOCAL INSTITUTIONS:** Strawberry Mansion has many local institutions that play a prominent role in the neighborhood. These include the wide variety of religious organizations and schools.

**LOCAL NON-PROFITS:** Local non-profits are critical to the revitalization of Strawberry Mansion, but the few organizations that exist in the neighborhood are currently underfunded and at capacity. This means that while local non-profits act on behalf of their perception of the community’s best interests, they struggle to meet all the needs of Strawberry Mansion residents.

Current nonprofit organizations include:

- Strawberry Mansion CDC
- Neighborhood Action Center (NAC)
- Strawberry Mansion Learning Center
- Strawberry Mansion Faith-Based Coalition
- Fletcher Street Urban Riding Club
- John Coltrane Cultural Society
- Mander Recreation Center Groups
- East Park Revitalization Alliance
SECONDARY STAKEHOLDERS

Secondary stakeholders include partner nonprofits, the city of Philadelphia, and regional developers.

PARTNER NONPROFITS: In partnership with local nonprofits, outside organizations can also establish a stake in the neighborhood, working together for the betterment of the community. Possible partner nonprofits include:

» Philadelphia Preservation Alliance
» Mural Arts Program
» Temple University
» Philadelphia Downtown Center (official PA State Coordinating Program for Main Street)

THE CITY OF PHILADELPHIA: Several governing entities are under the purview of the City. These include who most affect Strawberry Mansion and its sense of place. Government entities include:

» City Planning Commission
» Department of Commerce
» Department of Licenses and Inspections
» Department of Public Health
» Department of Streets
» Division of Housing & Community Development
» Fair Housing Commission
» Historical Commission
» Philadelphia Housing Authority
» Philadelphia Housing Development Corporation
» Philadelphia Land Bank
» Philadelphia Parks & Recreation
» Philadelphia Redevelopment Authority
» SEPTA

DEVELOPERS: Developers play an important, though fraught role in the future of Strawberry Mansion. To both revitalize and preserve the neighborhood, investment from developers is essential, but developers are driven by economic motives that have historically been harmful to the health and vitality of existing communities.

There are three prevalent types of developers in Strawberry Mansion: small, local developers that mostly rehabilitate neighborhood homes; predatory developers that buy houses at low cost (or obtain houses with tangled titles), renovate the houses, and sell them for high profits; the Philadelphia Housing Authority that develops new subsidized and market-rate housing, but does not consider the context of the existing housing stock (building out of place, a-contextual homes).

CONCLUSION: Involving secondary stakeholders is key to achieving preservation, equality, and development goals. Secondary stakeholders bring important resources into the neighborhood; however, they need to respect the needs and goals of primary stakeholders.

Figure 1.9: A recent mural of former Strawberry Mansion resident John Coltrane, installed by Mural Arts on the corner of 29th and Diamond Streets.
The maps on the following pages were produced through in-person survey work, data from OpenDataPhilly and the City of Philadelphia, and historic maps, among other sources.

**BUILDING TYPES:** Observed through Google Street View.

**BUILDING CONSTRUCTION YEARS:** Data obtained from historic Hopkins (1875 and 1884), Bromley (1888, 1895, and 1910, and 1922), and Smith (1908) maps, as well as newspaper articles, historic register nominations, and Google Street View.

**HISTORIC REGISTER LISTINGS:** Shapefiles from OpenDataPhilly (for local register listings) joined with tabular data from the National Park Service (for national register listings).

**OPEN SPACE:** Data obtained from Office of Property Assessment shapefile and spot-checked through site visits.

**NEIGHBORHOOD ASSETS:** As observed during site visits and learned about through interviews with community members.

**PUBLIC PARCEL OWNERSHIP:** Data obtained from cleaned Office of Property Assessment and Philadelphia Water Department shapefiles. Some data may not be accurate, as these records often conflict.

**BUILDING AND LAND VACANCY INDICATORS:** Citywide L&I data, with Strawberry Mansion outlined in white.

**BUILDING DEMOLITIONS:** By L&I and by private owners/contractors, showing a higher concentration of L&I demolitions and a lower concentration of private demolitions in Strawberry Mansion compared with elsewhere in the city.

**UNOCCUPIED UNITS NOT FOR SALE OR RENT:** Density map of census tract-level ACS data (2012-2016) showing a higher rate of unoccupied units not for sale or rent in Strawberry Mansion compared with elsewhere in the city.
Department of Public Property (228 parcels)
Philadelphia Housing Authority (607 parcels)
Philadelphia Housing Development Corp. (21 parcels)
Philadelphia Land Bank (62 parcels)
Philadelphia Redevelopment Authority (283 parcels)
Other City-owned (168 parcels)
- Building Vacancy Indicators
  City of Philadelphia data

- Land Vacancy Indicators
  City of Philadelphia data
Building Demolitions by L&I for Unsafe Conditions, 2007–present

Building Demolitions by Private Owners/Constructors, 2007–present
Unoccupied Units not for Sale or Rent

ACS 2012-2016

58.9% Vacant Units For Sale/Rent
46.6% Vacant Units For Sale/Rent
29.5% Vacant Units For Sale/Rent
AN EARLY SUBURB

The 1836 creation of Laurel Hill Cemetery immediately to the north of Summerville, and the establishment of Girard College and Eastern State Penitentiary, also in Philadelphia’s northern hinterlands around the same time, contributed to the development of Strawberry Mansion as a residential suburb. As part of a larger trend of the 1830s and ’40s, members of the upper-middle class traveled from the surrounding area to visit the cemetery, which served as a place of leisure. Laurel Hill Cemetery received 30,000 visitors over nine months in 1848, and the cemetery’s guidebook from that year invited visitors to tour the grounds of the nearby mansions along the Schuylkill River.1

By this time, Judge William Lewis’s 1789 estate had been converted into a dairy that sold strawberries and cream, inspiring the nickname that would later be given to both the estate and the neighborhood: Strawberry Mansion. Samuel Breck, the director of the Pennsylvania Horticultural Society, led tours of the private gardens associated with estates along the Schuylkill River, bringing visitors to the area.2

The consolidation of Philadelphia in 1854 brought increased investment in infrastructure, including the creation of the Ridge Avenue streetcar and of the Pennsylvania Connecting Railroad, whose tracks form the southeastern boundary of Strawberry Mansion today.3 Additionally, as part of the treaty, the grid was extended northward towards Strawberry mansion. East Fairmount Park was established in 1868 as an addition to the newly created park system and also shifted Strawberry Mansion’s relationship with other parts of the city: an 1870s extension of a road running along the river from Lemon Hill and the Water Works strengthened the connection between that neighborhood, Strawberry Mansion, and East Fairmount Park.4 Additional roads extending from Park Street (now Diamond Street) and Dauphin Street into East Fairmount Park connected Strawberry Mansion to a surrounding network of neighborhoods.

Although the streetcar’s presence along Ridge Avenue contributed to the area’s development, its fare was prohibitively high for members of the working class, who continued to walk to work, for instance, in Brewerytown. However, these new streetcar lines allowed upper-middle class residents to live in Strawberry Mansion and travel to work and recreational activities away from their immediate neighborhood.5

RAPID GROWTH

By the mid 19th century, new construction, concentrated along Ridge Avenue, along the cemeteries north of the Strawberry Mansion, and around the trolley depot at Dauphin Street, continued steadily. The area north of Lehigh Avenue, however, did not develop until the turn of the century. In the 1880s, many of the blocks in Strawberry Mansion were subdivided into thirds to allow for greater densities of rowhouses.

Dauphin Street was the first streetcar line to the north of Summerville. Streetcars ran to the north of Summerville on Ridge Avenue and continued north towards Strawberry Mansion, and to the east and west, and by Lehigh Avenue and the railroad to the north and south, was home to 1,800 residents. This included large numbers of people working for the streetcar system or in the building trades, many as stonemasons for tombstones. By 1900, the neighborhood’s population had increased to 9,000 residents and demographics shifted. The percentage of German-born residents declined from 20 to 8 percent. There was also sharp increase in sales and clerical jobs.
and a decline in the portion of the population working in transit and in the building trades (from 54 to 43 percent).\(^8\)

The area’s industrial development of the mid-nineteenth century, driven in large part by the railroad presence between Ridge Avenue and the Schuylkill, allowed this part of northwest Philadelphia to maintain dominance in several industries into the mid-twentieth century. In 1930, Ward 28, which included the northern portion of Strawberry Mansion, had an especially high concentration of bakeries and businesses associated with the garment industry.\(^9\)

**SHIFTING DEMOGRAPHICS**

Changes in the ethnic and racial backgrounds of Strawberry Mansion residents accelerated in the twentieth century, as the German population declined and a strong Jewish community took hold. Whereas only one Eastern European surname appeared in the neighborhood in the 1900 census, 80 percent of surnames in the 1930 census were likely Jewish.\(^10\) Despite this sweeping change, which was accompanied by high rates of residential turnover, socioeconomic levels remained relatively stable.\(^11\)

The Jewish community of Strawberry Mansion relied on the streetcar system for connectivity to other communities and associated services elsewhere in the city. Within the neighborhood, synagogues like Temple Beth Israel, which moved to 33rd Street and Montgomery Avenue in 1908, served as an anchor for the community. Other synagogues included B’nai Jeshurun, which moved to a new building at 33rd Street between Diamond and Susquehanna in 1905 to accommodate a growing congregation.\(^12\) Additionally, scattered throughout the historic commercial corridor along Ridge Avenue, social spaces that supported the particular needs of the Jewish community flourished, such as Kosher butchers and bakeries.

Although the Jewish community would remain strong until the 1960s, the neighborhood’s African American community began to grow in the 1930s. In fact, Columbia Avenue (now Cecil B. Moore Avenue) and Ridge Avenue, immediately to the east of the Strawberry Mansion neighborhood, served as a center of jazz in the city. Civic and religious institutions active at this time reflect the different communities in Strawberry Mansion: in 1965, the neighborhood contained more than eighty churches (primarily Baptist, but also several other denominations) and three synagogues.

**STRUCTURAL DISINVESTMENT AND COMMUNITY ACTION**

Riots and protests following an incident of police brutality in the summer of 1964 are often charged with prompting rapid white flight from North Philadelphia. This was, however, the continuation of earlier trends. The opening of the Broad Street subway in 1928 shifted the direction of growth in Lower North Philadelphia; until this point, growth and commercial development had been centered along Ridge Avenue.\(^13\) High levels of transit connectivity throughout the Lower North meant that residents were much more likely to live farther from their workplaces than they had at the turn of the century. By the 1930s and 1940s, fewer residents worked within walking distance of their homes.\(^14\)

More importantly, structural, government-driven discrimination further accelerated residential change. The 1930s Home Owners’ Loan Corporation survey marked many residences in the neighborhood as ineligible for mortgages (due largely to the high percentage of African Americans, and, to a lesser extent, Jews, in the neighborhood).\(^15\) A Philadelphia Housing Authority development on the site of the former Glenwood Cemetery, along the eastern edge of the railroad tracks,
was met with resistance by whites who thought that the land was too valuable to house African American residents.

By the 1940s and ’50s, Lower North Philadelphia had become an early target of the city’s redevelopment efforts. This trend continued at a heightened rate into the second half of the twentieth century: 85 percent (10,000 units) of all housing demolitions in Philadelphia occurred in this section of the city between 1950 and 1962. The neighborhood went from being 87 percent white and 13 percent African American in 1940, to 60 percent white and 40 percent African American in 1950, to 8 percent white and 92 percent African American in 1960.

Community groups and activists drew attention to continuing job and housing discrimination throughout this time. In 1963, the NAACP picketed the construction site of Strawberry Mansion High School to protest discriminatory hiring throughout the Philadelphia school system. Although progress has occurred, including through federally regulated affirmative action hiring policies, Strawberry Mansion residents remain concerned about discriminatory hiring practices to this day.

Parts of Lower North Philadelphia were included in the Model Cities Program of 1968–1975, which brought investment to social programs in the area. While this facilitated some positive change, it did not ameliorate the negative effects of past and continued disinvestment. Even as loans were being made available to homeowners, the Planning Commission continued to clear land (demolishing homes left vacant because of foreclosure and sometimes seizing homes through eminent domain) in the hopes of attracting developers. In response, the North Philadelphia Block Development Corporation encouraged families to move into properties vacated because of mortgage foreclosures as a way to seize control of the situation.

In 1985, hundreds of historic homes were demolished and a large swatch of land was cleared to develop Strawberry Square, a shopping center in the center of the neighborhood, at 29th and Dauphin Streets. At the time, this was seen as a sign of coming investment in the neighborhood; the center was well-received by local residents and business owners, many of whom had grown up in the area and witnessed the decline of the neighborhood. Although Strawberry Square has long housed the neighborhood’s sole grocery store, it has struggled to support a sufficient number of additional businesses. Today, many storefronts are vacant and deteriorating.

Mayor Street’s 2001–2007 Neighborhood Transformation Initiative (NTI), which has often been compared to urban renewal, led to increased building demolitions throughout the city. This data-driven program used bonds issued over a period of five years to reduce the number of vacant buildings in the city from 16,000 to 9,600, and to construct or rehabilitate 16,000 residential units. More recently, growing interest in Brewerytown has led to increased concern about impending displacement. Already, the percentage of white residents in the neighborhood has increased from 0.6 to 5 percent since 2000, at a time when the city’s percentage of white residents has decreased.
SIGNIFICANCE

02
STATEMENT OF SIGNIFICANCE

Since its inception, Strawberry Mansion has housed several distinctive communities. Once a Jewish neighborhood, it is now home to a predominantly black community. This community’s cultural identity is expressed in both the tangible and intangible assets throughout the neighborhood, layered in and around vestiges of residents past.

Generations of residents have preserved Strawberry Mansion’s significant tangible and intangible assets despite the litany of detrimental forces (disinvestment, demolition, etc.) weakening the urban and social fabric of Strawberry Mansion. The neighborhood’s historical, social, cultural, and economic value can be seen most readily in the following areas:

BUILT FABRIC

The historic urban fabric reveals Strawberry Mansion’s change over time. The neighborhood is considered to be one of Philadelphia’s first true suburbs—it was developed as a predominantly residential area for the working and middle class. The architectural styles and street patterns are typical of other residential development in and around Philadelphia at the end of nineteenth century. Several largely-intact housing blocks in Strawberry Mansion preserve the image of a typical Philadelphia rowhouse neighborhood at that time.

The historic fabric is the foremost visual reminder of Strawberry Mansion’s history. The neighborhood’s rowhouses, twin-houses, and multi-family complexes housed generations of disparate communities. The various ways these structures have been preserved or modified reveal the changing needs and means of the residents of Strawberry Mansion over time.

In addition, historic civic buildings speak to the changing identities of residents and the various religious and ethnic groups to which they belonged. Churches, synagogues, historic corner-stores, and retail are markers of the overlapping (often times, interacting) Jewish and Christian religious heritage in Strawberry Mansion. Many Jewish synagogues, now used as churches by the current community, display a unique convergence of religious styles and iconography. They illustrate the succession of communities that have laid claim to different places in the neighborhood.

The historic built environment is significant in its own right; but, it is also significant for the social and cultural life that it supported and continues to sustain in Strawberry Mansion.

OPEN SPACE

Another defining feature of Strawberry Mansion is the abundance of open and public spaces. These spaces are a means for residents, both past and present, to socialize and to enjoy the outdoors. Strawberry Mansion’s proximity to Fairmount Park has always been one of its most assets. But there is also ample open space tucked in and around the entire neighborhood (a greater number today than in the past due to demolition). These spaces range in size from small plots to block-long community gardens; some are maintained by the city or unofficially claimed and tended by individual residents. But, they all serve a similar purpose: bringing the community together and strengthening the social ties that have persisted across generations.

Many of these open spaces feature murals—some informal, others commissioned by organizations like the Mural Arts Program. These murals and the spaces they preside over commemorate and celebrate collective memories that are not visibly present elsewhere: lost loved ones, local artistic legends, or demolished buildings that once served as social loci. Neighborhood heroes, residents that have passed, jazz greats, and black cowboys are all memorialized in murals around Strawberry Mansion. Usually on walls facing tended, public spaces, serving as spots for contemplation and remembrance. These open spaces, while more inconspicuous than the historic built fabric, are significant for the history and culture they harbor.

Another defining characteristic of Strawberry Mansion’s landscape is the untended lots—unchanged and overgrown. These lots are a reminder of the neighborhood’s change over time—in many cases a painful vestige of the city’s failed attempts at urban renewal (including their seizure of private property, their demolition of historic structures, and their failure to build replacement infrastructure in the wake of demolition). These lots are characteristic of the look and feel of the neighborhood, but few would consider them significant in their own right. However, the collection of vacant, untended lots constitute an opportunity for future development (market-rate or subsidized), and they can draw development pressures away from other claimed and tended land. The community can leverage these spaces to protect other significant areas of their environment.

SOCIAL TIES

Strawberry Mansion’s historic buildings and public spaces were locations where social life bloomed and where it continues to prosper today. The neighborhood is notable for this vibrant close-knit community which developed as a result of multi-generational and long-time residency. Families and their relatives tend to stay in the same neighborhood, contributing to community culture and furthering a sense of belonging. Walking through the neighborhood, one sees this vibrant social life playing out on people’s porches, in parks, in corner stores and barber shops (known as “third spaces”), and on the street.

Figure 3.1: Colorful rowhouses on Patton Street.
Community organizations and religious groups, such as the CDC, NAC, Strawberry Mansion Learning Center, East Park Revitalization Alliance, and Strawberry Mansion Faith-based Coalition, augment this, strengthening community life. In addition to these organizations, there are a number of churches in Strawberry Mansion, ranging in size from small storefront churches to grand edifices. Some of these churches have closed, or struggle with dwindling congregations, but others remain widely attended, drawing in worshippers from outside of Philadelphia—family, friends, or past residents that have moved away, but return each week for services and socializing. Both community organizations and religious institutions bolster Strawberry Mansion’s neighborhood ties.

Strawberry Mansion’s vibrant social network, and the organizations that support it, rival the significance of the built environment. It is as essential to preserve this historically cohesive and close-knit community as it is to preserve the historic physical structures.

CULTURAL HERITAGE

In addition to the built environment and the vibrant social life it supports, Strawberry Mansion has a wealth of unique, intangible cultural assets—from jazz history to urban cowboys.

One of Strawberry Mansion’s more notable assets is the Fletcher Street Urban Riding Club. In the early 1900s, Fletcher Street Riding Club was one of many urban riding clubs in Philadelphia. While there used to be more than fifty stables in the city, now only a few remain. This century-long tradition of urban horsemanship has persisted in Strawberry Mansion, despite disappearing elsewhere.

The Fletcher Street Urban Riding Club has obtained national recognition, attracting notable photographers, filmmakers, and artists. It has been featured in an array of publications and exhibits including Time Magazine, The Atlantic, NPR, The Getty, The Barnes Foundation, and the Rudimental & John Newman music video. People far and wide, within the neighborhood and across the world, have recognized the significance of the urban riders in Strawberry Mansion. The Fletcher Street Urban Riding Club is notable not only for its history but also for the positive impact it has on the neighborhood as a program for at-risk youth. The club is an avenue for kids to learn about horsemanship and take on all of the responsibilities involved in caring for horses. This program has kept many kids away from crime, and these kids are preserving the heritage tradition of urban riding in their neighborhood.

In addition to the tradition of black urban cowboys, Strawberry Mansion also has a vibrant jazz history. The legendary jazz saxophonist John Coltrane resided in Strawberry Mansion from 1952-1958, the time in which he gained national recognition as a musician. Owners of Coltrane’s house at 1111 33rd Street have struggled with upkeep and maintenance in recent years, but a historic marker denotes the significance of the building.

Nowadays, many cultural activities, including film screenings and jazz concerts, are organized in and around Strawberry Mansion in remembrance of John Coltrane and the impact he had on the neighborhood. These events keep the neighborhood’s jazz legacy alive and play a significant role in fostering cultural identity and pride-of-place.

SUMMARY OF SIGNIFICANCE

As a residential Philadelphia neighborhood with a long and fascinating history, Strawberry Mansion has evolved through several historical periods and distinct ethnic groups. The tangible and intangible assets in Strawberry Mansion—from the layered, historic built environment to the longstanding cultural traditions—are evidence of the neighborhood’s significance. Strawberry Mansion’s is a vibrant neighborhood, with historical, social, cultural, and economic value; it is a neighborhood worthy of recognition, protection, and preservation.
For the purposes of this study, the neighborhood of Strawberry Mansion is defined by East Fairmount Park to the west, the tracks of the former Pennsylvania Connecting Railroad (now the Amtrak rail corridor) to the southeast, and Lehigh Avenue to the north. While these boundaries have been chosen for their physical presence in the landscape, conversations with residents and other stakeholders indicate that they are more porous than they appear.

A fence around the reservoir in East Fairmount Park strengthens the separation between the neighborhood and the park in this section. Roads that connect Strawberry Mansion to neighborhoods to the east cross over the railroad tracks in the southern portion of the neighborhood, and under them in the northern portion; these bridges and tunnels form strong physical boundaries in this area.

The neighborhood can be divided into three character areas, each with its own distinct qualities, and each facing somewhat different pressures. The lower section, which is located to the south of Diamond Street, borders Brewerytown. Here, development is moving northward into Strawberry Mansion, including new PHA housing along 33rd Street. Due to these nascent changes, the lower section of Strawberry Mansion is likely to see an increase in market-rate development before other areas.

The middle section of the neighborhood, from Diamond to Dauphin Streets, includes the broadest mixture of uses. It features historic housing, recent residential development, schools, and open space, in addition to the neighborhood’s main retail areas of Strawberry Square and Ridge Avenue.

The upper section has the highest levels of owner-occupied houses, and feels more purely residential in character, with houses that are set back from the street and have more trees.
URBAN STRUCTURE

A hierarchy of street types characterizes the neighborhood’s spatial structure. Major residential streets, including 33rd and Diamond Streets, accommodate grand three-story rowhouses and twins. Narrower streets, including those formed when city blocks were subdivided in the 1880s, have smaller houses that abut the sidewalk and create a more intimate relationship with the street.

This superblock has historically been a center of the neighborhood’s social life; today, the high school, bus depot, and a large community garden continue this legacy along Ridge Avenue between 31st and 33rd Streets.

Ridge Avenue, which runs diagonally through the neighborhood, and Lehigh Avenue, which forms the northern boundary, contain most of the commercial activity. Until the 1970s, a trolley depot occupied the location that is now Strawberry Mansion High School. Modern shopping centers, including Strawberry Square, are located farther east in the neighborhood’s middle section. Both York Street and Sedgley Avenue historically served as industrial areas in the neighborhood, and therefore have their own distinct character.

PUBLIC LIFE, COMMUNITY ASSETS, AND CULTURAL RESOURCES

Residents of Strawberry Mansion spend time in public and semi-public spaces: on their front porches and stoops, in the formal and informal parks and open land throughout the neighborhood, and in third spaces, including eateries and barbershops. Block parties play a central role in the neighborhood’s identity and cohesion. Much of this active public life is connected to the presence of long-term residents, and of extended families that live near one another. These social networks form the core of the neighborhood.

Churches, schools, community organizations and centers, parks, and other informal gathering spaces located throughout the neighborhood provide resources and strengthen community ties. In East Fairmount Park, historic houses, athletic facilities, and institutions provide additional programming, although some of these resources are utilized more by residents of the other neighborhoods of Philadelphia.

HISTORIC ARCHITECTURE

The neighborhood’s architecture includes a range of residential building types, mostly constructed from the 1880s through the 1910s. Residential buildings dominate, with many blocks containing rowhouses punctuated by mixed-use corner stores. Historic churches and synagogues are some of the neighborhood’s most charismatic buildings.

The neighborhood’s few designated historic sites include residential blocks, historic schools and religious
buildings, and the homes of the jazz musician John Coltrane and the painter Henry Ossawa Tanner. East Fairmount Park contains many additional buildings that are listed on the National Register of Historic Places.

A 1992 nomination for Strawberry Mansion South Historic District offers an argument for designating the area south of Diamond Street and between 31st and 33rd Streets for its significance as an example of turn of the century speculative housing in Philadelphia. While this district was not ultimately designated, we believe that smaller areas within Strawberry Mansion are eligible for designation on the Philadelphia Register of Historic Places under the following criteria:

Criterion A: Has significant character, interest or value as part of the development, heritage or cultural characteristics of the City, Commonwealth or Nation;

Criterion C: Reflects the environment in an era characterized by a distinctive architectural style;

Criterion J: exemplifies the cultural, political, economic, social or historical heritage of the community.

VACANCIES AND DEMOLITIONS

Once a densely built neighborhood, Strawberry Mansion’s physical fabric now contains high levels of land vacancy. Long-term disinvestment on the part of the city, paired with changing demographics and family sizes, has led to the deterioration of many buildings. Particularly along grander streets, large rowhouses and twins have faced additional challenges, as they require more maintenance than their more modest counterparts elsewhere in the neighborhood.

About 28 percent of the neighborhood’s residential units are unoccupied. Of these, 90 percent are neither for sale nor rent, meaning that they are unlikely to be receiving regular maintenance. Structures adjacent to demolition sites experience additional threats to their physical conditions, as their party walls are exposed.

OPEN SPACES

About one quarter of all parcels in the neighborhood are unbuilt, although this number fluctuates as additional structures are demolished and new development takes place. These unbuilt parcels include both tended and untended land, claimed by both individuals and the larger community. Some spaces exist as gardens, gathering spaces, or personal side yards, while others remain largely unused.
**BUILDING AND LAND TYPOLOGY**

**Residential Types**

About 75 percent of the buildings in Strawberry Mansion are residential. These include two and three story rowhouses and twins, mid-sized apartment buildings (up to five stories tall) and contemporary freestanding, attached, and semidetached townhouses.

- Two-story Rowhouses
- Three-story Rowhouses
- Twins
- Apartment Buildings
- Contemporary Residential

**Commercial and Mixed-Use Types**

While mixed-use buildings are scattered throughout the neighborhood, mostly at the ends of residential blocks, there are very few purely commercial buildings. Those that do exist include contemporary shopping centers and gas stations.

- Contemporary Commercial Centers
- Bus Stations
- Corner Stores
- Altered Residential/Mixed-use Rowhouses
Industrial Types

Industrial buildings are concentrated along Sedgley and York Avenues, at the neighborhood’s historical industrial core. Smaller industrial buildings appear throughout the neighborhood.

Institutional Types

Religious buildings include several former synagogues, constructed in the first quarter of the twentieth century. Two schools in the neighborhood, both listed on the National Register of Historic Places, were built by Irwin T. Catherine, who was the chief architect of the Philadelphia public school system from 1920 to 1937.

Open Space Types

Open spaces accounts for one quarter of the neighborhood’s parcels. They are diverse in both appearance and use.
Analyzing comparables in different neighborhoods that have similar characteristics and use-values as Strawberry Mansion, proved useful in determining example driven approaches to the unique questions posed within the neighborhood. Five neighborhoods were selected as comparables because of their similarity to Strawberry Mansion: Point Breeze, Philadelphia; Shaw, Washington, D.C.; Dudley Street, Boston; Englewood, Chicago; and Anacostia, Washington, D.C. (Fig. 2.14). Each of these neighborhoods has suffered from disinvestment in the recent past, and has faced or will soon face the pressures of gentrification.

Each of these neighborhoods has employed a variety of interventions (some successful, some not) to stave off rising prices and displacement. To determine interventions that might be applicable in Strawberry Mansion, we examined how each comparable neighborhood managed the following issues:

- Retain existing residents—not only within the neighborhood, but in the historic houses in which they reside
- Manage a surplus of vacant land
• Preserve existing social networks, cultural activities, and other intangible heritage

Each comparable had their own successes and failures, and provided valuable insights in determining what might work within the context of Strawberry Mansion (Fig. 2.15).

POINT BREEZE

Point Breeze is an example of runaway development without proper protections in place for longtime residents. Less than a decade ago, Point Breeze looked similar to Strawberry Mansion in terms of demographics, income, destruction of historic residential fabric, and housing prices, but unchecked development has resulted in skyrocketing property values and the displacement of long-time residents who could not afford the higher cost of living.

In addition, in many close-knit communities like Point Breeze, extended families pass their houses down without formally registering a change in ownership. This results in tangled titles, where there is not clear delineation of ownership for the property. Tangled titles often prohibit low-income residents from accessing home-improvement loans or other financial assistance because they cannot prove ownership of their property. To complicate matters, many developers target properties with tangled-titles for acquisition—their lack of clear ownership means they are generally cheaper and easier to procure.

Point Breeze has implemented a few small initiatives to ward off these predatory development practices and to lessen other gentrification pressures. Equal Access Legal Services, a nonprofit that seeks to assist low-income residents to procure.

Because of Shaw’s stringent and progressive affordable housing policies, many older, working-class community members have remained; however, much of the character of their neighborhood has changed: legacy businesses replaced, gathering spots transformed, and historic culture diminished. While longtime residents welcome many of the benefits they’ve seen—new investment, new jobs, decline in crime—they struggle with the loss of their community’s character and their lessened political influence.

As Strawberry Mansion looks to address similar issues through policy initiatives, they must also look for ways to preserve the community’s “sense of place”—it’s cultural assets, social life, and local community centers, religious centers, public space, and third spaces like corner stores and barber shops. Some initiatives that would help preserve these unique assets are: increased funding for community nonprofits that work to protect these assets, subsidies for legacy businesses, and community events or educational initiatives that celebrate local heritage (to name a few). These initiatives, in combination with similar policy protections seen in Shaw, would help Strawberry Mansion retain its unique sense of place and preserve residents’ sense of identity and ownership within the community.

DUDLEY STREET

By the 1960s, the Dudley Street area of Roxbury, Massachusetts was badly deteriorated, with over 10% of land vacant. It had a high rate of poverty and an ever-increasing number of vacant lots, many used as illegal dumping grounds for toxic waste.

Seeing the neglect and lack of attention by government and financial institutions, Dudley Street residents realized the need to take control themselves. Community members decided to undertake the process of restoring the neighborhood. Community members understood that the process of change needed to come from within, so they embarked on a grassroots revitalization effort—the only viable approach given the lack of interest by financial investors, development authorities, and wealthier neighbors. In 1984, residents created a Community Land Trust, the Dudley Street Neighborhood Initiative, in collaboration with the Riley Foundation.

Dudley Street Residents weren’t interested in solving immediate problems only. They developed a long-term framework for future planning and development too. The residents were gathered together through a shared vision and how to progress towards it through short and long-term strategies.

The Dudley Street Neighborhood Initiative (DSNI) is a nonprofit community organization that empowers residents to implement neighborhood initiatives, acquire land, and develop affordable housing. The DSNI inventories and acquires local properties. In order to do this, the right to use the city’s power of eminent domain in a 60-acre core area to take blighted land from private owners and redevelop it. It is one of the first and only community-run organizations to gain the power of eminent domain. They have created over 225 units of permanently affordable housing.

Currently, the DSNI has a 55-member board of directors whose makeup reflects the diverse racial and ethnic backgrounds of residents (black, white, Latinx, and Cape Verdean). The DSNI promotes civic participation, community engagement, organizational empowerment, economic opportunity, and diversity. Currently, DSNI’s main strategic focus is on community empowerment, sustainable economic development, and youth opportunities and development.

The grassroots effort instilled a long lasting sense of ownership and accountability within the community. Neighborhood goals were identified and campaigns were created accordingly to advocate for them.

The neighbors had full realization of their artistic potential and cultural diversity. This gave birth to Fairmount Cultural Corridor which is a creative placemaking initiative combining various artists, community member, organization, and businesses to create a local, vibrant, and lively neighborhood. The
Englewood is a neighborhood on Chicago’s South Side that has struggled many of the same issues as Strawberry Mansion: poverty, high rate of vacancy, and a high crime rate, to name a few.

The neighborhood of Englewood suffers from a land vacancy rate on-par with levels in Strawberry Mansion. Englewood has attempted to rectify this through participation in its Chicago’s “Large Lots” and “Green Healthy Neighborhoods” programs. Large Lots sells select city-owned vacant parcels for $1 to residents who agree to care for the properties and maintain ownership for a minimum of five years. LISC-Chicago helped to start this program with a number of other partners (funding from the Knight foundation and Boeing Corporation). DataMade, a local non-profit, mapped land vacancies and made the Large Lots website. DataMade came out of Open City, a volunteer group that creates civic apps with open data to improve transparency and understanding of the government in Chicago.

Green Healthy Neighborhoods utilizes larger swaths of vacant land to create new park spaces and add major streetscape improvements in the hopes of luring private investment and new development to the South Side. The initiative has been gaining notoriety for its utilization of empty space for urban agriculture, as well as championing of green/sustainable energies. The GHN devotes a section of its plan to Historic Preservation; the section is small but nonetheless a vital aspect of a green-centered neighborhood revitalization effort. Beyond designating the more compelling buildings in Englewood, the GHN plan also stresses the reuse of existing building stock (converting single family homes into apartments or duplexes to fit changing housing needs or trends) instead of building anew.

Englewood’s gained national attention in the last five years when artist and urban planner Theaster Gates made great strides re-energizing the neighborhood. Instead of more traditional means—policy, public or private investment, community land trusts—Gates used a creative-led approach, highlighting the community’s vibrant art and culture.

One of his most notable initiatives was creating the Stony Island Arts Bank. Gates purchased the dilapidated, historic Stony Island State Savings Bank, in 2013 for $1 from the City of Chicago. He beautifully restored the building and turned it into a free community space with a library, art gallery, and museum. Through his work, Gates aims to show that culture can and deserves to thrive in his neighborhood.

**ANACOSTIA**

The demographics of Anacostia changed drastically from predominantly white to African-American in the post-war years, a process that was accelerated by white flight and urban renewal initiatives. The neighborhood had long seen a dearth of commercial activity and was a victim of disinvestment, isolated from the heart of Washington, D.C. by the Potomac. Today, Anacostia is the site of the District’s 11th Street Bridge project—a pedestrian crossing that links the neighborhood with the Capitol Hill district across the river. The 11th Street Bridge is akin to New York City’s Highline; although the project has yet to be completed, Anacostia has seen a rise in property values due to the investment. Recognizing how destructive such charismatic infrastructure projects can be to low-income neighborhoods, an equitable development plan was created as a component of the 11th Street Bridge project through a partnership with LISC-DC. This equitable development plan aims to minimize the displacement of long-time Anacostia residents through education campaigns, affordable housing initiatives, job training, and the creation of a community land trust.

Education campaigns were widespread and designed to ensure that community members had the opportunity to participate in the equitable development plan, should they choose. This was accomplished through community meetings and the formation of partnerships with existing nonprofits active in the neighborhood. Affordable housing initiatives made use of these partnerships but also called for a re-working of the District’s comprehensive plan to be more inclusive of affordable housing options (both renter- and owner occupied). The equitable development plan includes job training and the fostering of strong small-business networks in order to ensure that long-time residents will prof it from the new development and investments flowing into their neighborhood.

It is too soon to tell whether this seemingly comprehensive and community-engaged initiative will allow the intangible heritage and culture of Anacostia to weather the coming development; nevertheless, as Strawberry Mansion hopes to spur investment, it is vital to lay out guidelines for how to do so equitably. Anacostia’s dedication to a community education initiative can be directly translated to Strawberry Mansion, where a lack of knowledge and adequate access to resources are crucial hurdles to overcome before wider community programs can be initiated. Revitalizing Strawberry Mansion’s historic commercial corridor of Ridge Avenue is also essential to the development and growth of the community. Empowering long-time residents to take part in this revitalization is a key component of equitable development.
SWOT ANALYSIS

SWOT analysis was a means of synthesizing the information we gathered in our interviews, research, and on-the-ground building conditions surveys. The SWOT analysis helped us to prioritize the myriad issues in the neighborhood and determine the focus of our preservation plan (Fig. 2.16). While there are many real and immediate threats to the neighborhood, Strawberry Mansion is still a vibrant neighborhood. In our plan, we wanted to address the community's struggles, but also celebrate and leverage its best assets.

Below are the areas that were in the scope of our project, and that we deemed priorities to address:

**STRENGTHS**
- Vibrant intangible heritage that unifies the neighborhood
- Widespread green spaces that serve as gathering spots and social loci for the community
- Historic building stock that’s one of the defining characteristics of the area
- Long-term residents and a closely-knit community

**WEAKNESSES**
- Challenging housing conditions, such as tangled titles and maintenance struggles, that threaten residents’ security and staying-power
- Lack of widespread information about the housing programs and resources available in the neighborhood
- Rampant building vacancy and untended land within the neighborhood, adding to the appearance of disinvestment
- A lack of a commercial space that meets residents’ needs and provides local jobs

**OPPORTUNITIES**
- Disseminating information about available housing resources to residents so they can take full advantage of the programs and aid that already exist
- Preserving intangible heritage by protecting the spaces and organizations to which they are tied
- Cultivating vacant land, preserving some for residents’ use, and using others to attract new investment
- Developing a commercial corridor to serve local consumers’ needs and provide jobs
- Creating partnerships with local organizations to augment the CDC’s current efforts (robust, but at capacity)

**THREATS**
- Gentrification, including rising home prices, displacement, and higher property taxes
- The loss of intangible heritage that changes the “sense of place” in Strawberry Mansion and isolates longtime residents in their own neighborhood
- Non-contextual development that distorts the “sense of place” and existing historic housing stock that defines the neighborhood
PRESERVATION PHILOSOPHY

Too often, preservation professionals focus on the built form first, divorcing the built environment from the people who inhabit it. We, however, believe that people—their social networks, their culture, and the meaning they ascribe to the places they inhabit—are just as important as the physical environment, if not more so. In Strawberry Mansion, the loss of the existing community and their culture would greatly alter and harm the neighborhood, regardless of which physical assets were left standing.

A comprehensive preservation plan must preserve not only the built environment, but also the community and the web of connections which constitute their social and cultural identities. We have termed this approach “community-first preservation.”

PRESERVATION PLAN

Community-first preservation undergirds our Preservation Plan.

To address the threats and opportunities facing Strawberry Mansion we encourage the preservation of its current housing stock, social and cultural heritage, and public space and also encourage new, equitable development, building wealth within the community. To address these issues, we sought to answer the following:

» How to preserve people’s homes by preventing homeowner and renter displacement and insure resident’s aren’t overly burdened by housing costs (maintenance, rising property taxes, etc).

» How to preserve the community’s rich cultural heritage, such as Strawberry Mansion’s urban horse riders.

» How to preserve public space—both informal and formal gathering spaces and streetscapes.

» How to revitalize a once thriving commercial corridor using a preservation-based commercial revitalization approach to bring jobs, businesses, and economic growth to the area.

PROPOSED INTERVENTIONS

» Utilize existing HOUSING POLICIES to strengthen the existing community.

» Create a unified DESIGN APPROACH for new construction.

» Prioritize the safeguarding of INTANGIBLE HERITAGE.

» Preserve GREEN NETWORKS throughout the neighborhood.

» Focus on the COMMERCIAL REVITALIZATION of Ridge Avenue.
Strawberry Mansion has an abundance of historic housing. As development pressures continue to accelerate throughout the city, the need to protect and support the neighborhood’s tangible and intangible assets is imperative. The Community-First Preservation Plan looks to protect existing residents’ home, culture, social life, and feeling of community. In order to retain these unique characteristics of both people and place, policies and programs that encourage housing preservation and equitable development are a priority. Equitable development, a place-based strategy for creating and sustaining strong and livable communities, is designed to meet the needs of underserved communities through policies and programs that reduce disparities and build on existing assets, while fostering places that are healthy and vibrant. To address the threats and opportunities facing Strawberry Mansion, as a high priority measure, we encourage the preservation of the neighborhood’s current housing stock and social fabric, as well as encourage new and equitable development.

Housing is one of the five strategies of the studio’s Community-First Preservation Plan. Affordable housing is most directly preserved by keeping existing residents and families in their homes. This should be pursued through coordinated policies and programming that address the opportunities, barriers, and capacity needs of current residents. The factors needed to advance an equitable housing strategy for Strawberry Mansion are organized into four distinct but interconnected categories:

- Physical, addressing maintenance and repair, aging in place, and redesign;
- Financial, acknowledging rising property taxes and paths to homeownership;
- Legal, recognizing the challenges of tangled titles and the potential for a community land trust; and
- Access to information, which ties the target categories together.

These four target categories are interrelated and should not be pursued in isolation from one another. For example, a policy that addresses aging in place may also address rising property taxes.
Additionally, it is important to acknowledge that there is a housing issue in Strawberry Mansion. Even though housing is considered “affordable,” there are other underlying problems that have the potential to instigate displacement. As Philadelphia continues to develop from the center outward, interventions are needed to reinforce the Community-First Preservation plan that looks to keep residents in their homes while simultaneously promoting equitable development.

Gentrification, a contested yet powerful term, has the potential to abet tension and oppressively restructure neighborhoods. However, after acknowledging the possibility of gentrification in Strawberry Mansion, these effects have been categorized into three tiers, or stages. In the initial stage, singular individuals move into low-income neighborhoods and begin to renovate. In the intermediate stage, change has already begun and both individuals and small-scale speculators purchase real estate. Vacancies decrease and displacement can begin. Finally, in the advanced stage, developers are the prominent renovators, and the neighborhood has demographically and financially shifted. At this time, sections of Strawberry Mansion are experiencing partial transformation in the second stages, with the apprehension that a third and consequential stage could occur if the proper measures are not taken. The hope is that by identifying the appropriate tools now, Strawberry Mansion residents will be well-informed and involved in change, able to retain and expand existing robust historic housing stock, and be able to build social equity on the cusp of new development.

I. PHYSICAL

While Strawberry Mansion has a robust historic housing stock, much of it has suffered from deferred maintenance or neglect. This, in combination with a high percentage of land and housing vacancy, has lowered area housing prices; the average value of an owner-occupied house in Strawberry Mansion is $43,000 (Fig. 4.1). Additionally, the neighborhood has a higher ratio of owners than might be expected given its median income; 41 percent of housing units are owner-occupied (the city average is about 53 percent). Strawberry Mansion is a close-knit neighborhood where properties are likely to be passed down from generation to generation. However, with the decreasing average income over the past fifty years, the costs of maintaining a single-family home affect housing quality and vacancy levels.

The need to address housing is vital in order to retain the community’s most important characteristic, its people, and to reinforce the Community-First Preservation plan. Longtime residents are concerned about the ease with which the real estate market can erase a neighborhood’s history and transform a once vibrant place into a generic, virtual replica of other “renewed” neighborhoods. Therefore, maintenance and repair of its existing housing stock is considered one of the top priorities in Strawberry Mansion. The hope is that through the preservation plan, the cumulative resources will go beyond regulations to create a more comprehensive look at the issues facing the community today in order to secure practical solutions for the future. The following recommendations pair historic preservation with public policy, zoning, and economic development. By utilizing the following tools, Strawberry Mansion can expand its capacity to provide residents the assistance that they need to oppose predatory developers and retain their homes.

1. EXISTING TOOLS:

In Philadelphia, several organizations already exist that help low-income residents fix their houses. With the mission of improving housing quality, reducing health and safety hazards, and increasing housing security, organizations like the Healthy Rowhouse Project (HRP) provide CDCs and residents financial options (including deferred home equity loans, landlord assistance, or block grants) which then go to local contractors in order to assist in repairing older homes. Organizations such as these expand the set of resources available to property owners and can improve occupant health and the viability of their properties. They can also help ensure a fair balance of public housing dollars between new construction and the rehabilitation of existing homes. For example, HRP focuses on bringing together a diverse and expansive list of stakeholders to push for a common cause, groups that share broadly similar goals but may never have previously cooperated on a project. By doing so, they are able to leverage diverse expertise and strategies. The Healthy Rowhouse
In addition to existing institutions, there are tools available at both regional and national levels:

1. **The Basic Systems Repair Program (BSRP):** Long waiting-list, and restrictions on both resident characteristics and home qualifications.

2. **Home Improvement Loans:** Non-predatory loans issued by Urban Affairs Coalition and The Pennsylvania Housing Finance Agency. However, loans are difficult to obtain.

3. **PHFA Keystone Renovate & Repair Loan Program (K.R.R. Loan):** Prevent homeowners from becoming victims of unsavory lending practices (i.e., high interest rates and costs, more money borrowed than needed, prepayment penalties, etc.).

4. **Weatherization Assistance Program:** Provides free weatherization and energy efficiency improvements to owner-occupied houses and tenant-occupied rental units in Philadelphia.

5. **Habitat Philadelphia’s Home Repair Program:** Habitat’s traditional homeownership model using affordable payment options, sweat equity, and volunteer labor to serve current low-income homeowners who are struggling to maintain their homes, make necessary critical repairs, or pay their utility bills.

6. **Rebuild Together Philadelphia:** Revitalizing communities by transforming vulnerable houses into safe, healthy and energy-efficient homes.

7. **National Park Service Information Maintenance Resources:**
   - Cleaning and Water-Repellent Treatments for Historic Masonry Buildings
   - Removing Graffiti from Historic Masonry
   - Appropriate Methods for Reducing Lead-Paint Hazards in Historic Housing
   - Heating, Ventilating, and Cooling Historic Buildings
   - Improving Energy Efficiency in Historic Buildings
   - Section 106

2. **RECOMMENDATIONS:**
   - The above-listed low-interest loan and repair programs are mostly for homeowners in Philadelphia. However, most have long waiting lists or exclude residents who are not in good financial standing, with no tax delinquencies and upkeep bills. Additionally, partner organizations already work in neighborhoods to assist with home repairs, but are limited in their organizational and financial capacity.

   Deferred loans, on the other hand, have the capacity to assist both low and moderate income homeowners with payments. A revolving loan fund would have the capacity to assist with emergency situations or any needed repairs. A new concept of a sliding income scale for the Basic Systems Repair program or creating a community benefit’s agreement would identify and address the neighborhood’s top priorities. Additionally, technical assistance with historic house repairs and design guidelines for both sensitive modification of existing historic stock as well as the mitigation of new development designs would ensure architectural cohesion.

   While the need to retain affordable housing in Strawberry mansion is extremely important, to completely keep it affordable would be to ignore the opportunities that come with new development. If addressed equitably, new development could create opportunities for the creation and expansion of neighborhood needs, as indicators that the neighborhood is once again becoming economically viable, questions still remain about the long-term implications of this growth. An acknowledgement of the financial burdens and opportunities in Strawberry Mansion recognizes that with new development and investment, housing prices may rise. By considering policies and programs that assist with any additional monetary burdens, the hope is to incentivize homeowners to remain in the neighborhood. The financial policies and programs described in this section address rising property taxes and paths towards homeownership.

1. **EXISTING TOOLS:**
   - Pennsylvania has some of the highest property taxes in the nation. They account for about 30 percent of state revenue, including funding of public schools. Existing programs such as Longtime Owner Occupants Program (LOOP), Real Estate Tax deferral program, Homestead Exemption, Low-Income Senior Citizen Tax Freeze, and Hardship Payment Plans look to reduce or freeze property taxes for homeowners in an effort to promote neighborhood stability, preserve character, and provide a dividend of sorts to those who have stayed through years of high crime, population loss, and declining property values. Current discount programs for homeowners exist through tax exemption and the provision of payment plans that postpone tax payments if real estate taxes increase by more than 15 percent from one year to the next. There are also organizations that assist first-time homebuyers with closing costs and payment plans.

2. **RECOMMENDATIONS:**
   - However, stronger renter protections and rent control are needed, not only in Strawberry Mansion but in Philadelphia as a whole. Protecting tenants’ rights would encourage responsible rental practices through systematic enforcement which would promote investment rather than displacement. Additionally, Community Development Block Grants, usually used to provide funds for housing rehab, could be re-defined or refined to focus their support towards integrable programming and community social gathering spaces.

II. **FINANCIAL**

While development and diversity have been welcomed as indicators that the neighborhood is once again becoming economically viable, questions still remain about the long-term implications of this growth. An acknowledgement of the financial burdens and opportunities in Strawberry Mansion recognizes that with new development and investment, housing
They can be in near-new condition or in deteriorating states. Property owner neglect, combined with careless disposal of trash and illegal dumping, provides optimal conditions for weeds and trash to accumulate, increasing the perception of blight in a neighborhood. Collecting data on empty parcels and vacant buildings can help a struggling neighborhood clean up and regain control of ownership in order to facilitate new residences. However, as is in Strawberry Mansion, where vacant parcels are ample and neighboring development pressures are rapidly expanding, developers eye the empty properties for future, for-profit development. (see map) While this development has the potential to socially and economically empower and uplift a low-income community, if used insensitively, the data being collected can be manipulated to intentionally harm the existing community members. Conversations and meetings with Strawberry Mansion Community Development Corporation elucidated the alarming extent that predatory developers go to in order to obtain housing. A particular opportunity for predatory developers occurs through the presence of tangled titles, a term that refers to the problems related to legal ownership of real estate in which the person living in the property and claiming ownership is not actually listed on the deed.

1. EXISTING TOOLS:
There are few programs and policies that address tangled titles. The process of dealing with a tangled deed is to figure out who owns the property by conducting online searches and then obtaining legal assistance in order to clear it. However, this can be costly and confusing. Existing organizations that assist with the necessary community legal services on a pro-bono basis include:

1. Community Legal Services
2. Philadelphia Legal Assistance
3. Philadelphia VIP

Additionally, the Tangled-Title Fund (TTF), a grant program funded by the Philadelphia Department of Housing and Community Development, helps prevent homelessness and urban blight. Through the program, grants are administered by Philadelphia VIP and are awarded on a monthly basis. The program is still active today but has eligibility restrictions such as, income, assets, and the ability to pay any extra costs.

2. RECOMMENDATIONS:
To better assist with the legal issues attributed to tangled titles, stronger connections between local institutions and organizations could be made. Strawberry Mansion’s neighbor, Temple University, or perhaps the University of Pennsylvania, could develop programs to connect law students and recent graduates with individuals in need of pro-bono legal assistance. Additionally, by establishing a land trust, which would act as a connecting point between the properties that currently exist and future properties, would further mitigate any future legal issues.

(IV) INFORMATION
Access and awareness to information is an underlying problem between all of the target categories listed above; the connection between available resources and the potential user is essentially lost, in many cases. Organizations such as the Strawberry Mansion CDC provide access to these resources and are more than willing to provide information, although their capacities can have limits. Not only is a centralized comprehensive toolkit, available in person or online through a website, necessary but creative ways to spread and distribute information could further extend their reach. Strengthened connections with local businesses or the city would help improve the distribution of information, calendar events, or resources. Recommendations include: establishing new organizations or recruiting block captains to assist in making information accessible, and establishing a central information point to connect people to reputable professionals such as contractors or construction workers.

Figure 4.2: HOUSING VACANCY RATES Using 2012-2016 ACS data, this map shows high vacancy rates throughout Philadelphia as a whole but most noticeably higher in neighborhoods such as Strawberry Mansion.
Design Approach is an important part of this preservation plan because contextually sensitive design is fundamental to preserving the neighborhood and ensuring its sustainability in the long term. New investment and development will come to Strawberry Mansion at an increasing pace, but it doesn’t not have to cost the neighborhood its existing character and unique “sense of place.” The intent with the Design Approach is not to impose a strict set of rules, but rather to describe and illustrate a design ethos for new housing that is respectful to the existing infrastructure and assets in Strawberry mansion.

Strawberry Mansion is no stranger to new development and housing. New development is taking place in several pockets of the neighborhood already and is an important component in revitalizing the area. However, this development and future development should be supportive of the existing historic built fabric and the social and cultural values of the residents. In addition to policy interventions and other protections, design can be used as a means to build stronger and more sustainable communities, meeting resident’s wide array of needs. Design can be used as a tool to elevate the community’s goals and ideals, augment the neighborhood’s existing assets, and improve the long-term sustainability of the neighborhood.

The following plan proposes a conceptual Design Approach to new housing construction as a complement to extant buildings. While there is no right answer (these are not guidelines), the plan aims to address certain principles and design themes that should be considered in any new development.

UNDERSTANDING THE BUILT ENVIRONMENT

While Strawberry Mansion has experienced disinvestment and rampant demolition, it has not lost its most significant characteristics: that of a closely-knit community. From a predominantly Jewish community to the existing majority-Black population, the neighborhood has retained its vibrant social and cultural significance.

The lives of the residents of Strawberry Mansion exist outside the boundaries of brick and mortar. Their claim on their public space is obvious through social clusters around stoops and open spaces. Some oft-used social spaces are the porch, which serves as an extension of the home; the sidewalk, an extension of the porch; and the street, an extension of the sidewalk. While some blocks have defined hard edges, separating the private from public, most of the neighborhood has these distinct ‘buffer’ spaces that act as pockets of social activity. The boundaries of these pockets are nebulous, often melding into larger spaces and creating an intangible social network that connects one neighbor to many. As one walks the streets in the neighborhood, a smile from the front steps and a wave from the porch are a constant reminder of the open nature of the residents and their strong social ties with one another. While the landscape of architecture in the neighborhood constantly changes from Philadelphia rowhouses to queen Anne style manors and modern block development, the social aspect of the neighborhood stays constant.

GOALS OF DESIGN APPROACH

The aim of the Design Approach is to:

- Establish key principles for new construction in the historic setting of Strawberry mansion for contextually respectful design
- Address Aging in Place through design; introduce ADA friendly construction that provides easy access to residents with a wide range of abilities and ensure those additions are an integral part of the design
Provide a framework for new design in Strawberry mansion by ensuring existing issues and concerns are well understood

Introduce different housing typologies to attract a diverse user network

Inspire creativity and innovation in new construction by setting a high standard for new design

Address both private housing units and the public environment

The Design Approach will address current issues of blocks with vacant lots. Design concepts were inspired by the existing conditions seen in more intact parts of the neighborhood. The Design Approach intends to do the following:

- Redefine the streetscape, particularly narrow one-way streets, to make them pedestrian and ADA friendly and encourage livelier street activity, engaging the neighbors and preserving existing street life
- Ensure infill construction and new development is contextual to the existing massing and form, maximizing the current space available
- Address the needs of long-term residents, including the need for ADA friendly accessibility without interrupting the current sidewalk layout
- Introduce a wider spectrum of housing sizes to attract a wide spectrum of residents with diverse needs; experiment with zoning height and FAR regulations to distribute residential density

AUDIENCE FOR DESIGN APPROACH

The Design Approach introduces a broad range of ideas and principles to initiate a dialogue amongst the stakeholders involved in design in historic settings, including:

- Architects and Designers
- City Planners
- Community Development Corporations (CDCs)
- Developers and Clients
- Residents of Strawberry Mansion (Homeowners)
- Local Authorities
- Other Interested Parties

DESIGN PRINCIPLES AND INTENTS

The Design Intent and Principles were developed in response to existing conditions, including the architectural language of the neighborhood and other tangible and intangible factors. It draws upon the value of street life and public spaces, helping guide new development (and modifications of extant buildings when suitable) to provide better housing opportunities and improved living conditions for residents. (each section will have its own illustration)

SHARED SENSE OF OWNERSHIP

Strawberry Mansion has a strong social fabric and new development should support that by introducing front porches or open spaces facing the street. This not only act as a gathering space, but become a transitioning space between the public and private, preserving the social dynamics of the community. Moreover, to improve the streetscape, design should incorporate front yards to provide a balance between soft and hard landscape

CLAIM THE REAR SIDE OF HOUSES

Many homeowners have renovated their rear yards, erecting fences or other barriers around the perimeter. This has resulted in snug alleyways, mostly used as dumping grounds, neglected. These alleyways could be cleared and used for ADA ramps to connect multiple houses, ensuring safe access for people with disabilities, particularly those in wheelchairs.

DEFINE THE STREET

Strawberry Mansion is characterized by three street types: major arterials, wider residential roads, and narrow streets. While traffic flows well on wider streets, narrow streets are often more congested, with minimal space for pedestrian activity. Narrow streets can be reworked to eliminate abrupt level changes—making them more ADA and pedestrian friendly—and to encourage more street activity like that seen on wider residential streets.

RESPECT THE CONTEXT

While developers tend to focus on large empty blocks, it is necessary to address single vacant lots as well. Infill construction on these properties should respect the surrounding context, such as rooflines, elevation
profiles, streetscape, social spaces, architectural language, fenestration placement, materiality, and texture, to ensure a cohesive and complementary design.

SOCIAL NODES

The neighborhood has several forms of transitional private/public spaces connecting houses to the street, including stoops, steps, and front porches. New design should experiment with several types of stoops to provide varying degrees of privacy and engagement, in keeping with the social values of the neighborhood.

EYES ON THE STREET

Many residents sit on their porches or front steps, engaging with neighbors and passersby, contributing to a friendly and social environment. Currently, this exists on the street level, extending horizontally. Utilizing stacked levels in verticality creates added opportunities to socialize, strengthening social engagement between neighbors.

RESPECT THE CONTEXT

STREET DEFINITION

EYES ON STREET

SOCIAL NODES

RESPECT THE CONTEXT

STREET DEFINITION

EYES ON THE STREET
A nuanced understanding of the neighborhood’s intangible landscape played a pivotal role in designing the following prototypes. These prototypes propose a menu of diverse design alternatives meant to fit the context of the neighborhood while remaining true to the existing “sense of place” in the neighborhood. These prototypes are not ‘hard designs,’ but rather, conceptual in nature—they explore essential design themes that have been derived from the neighborhood itself. These prototypes are a result of inspiration gleaned from intact parts of the neighborhood. They highlight that contemporary needs can be met in a historic neighborhood through new construction while staying true to the existing context.

The prototypes account for the varying sizes of vacant parcels and incorporate the needs of a wide array of residents to support the existing social fabric, both in public and private spaces. The prototypes cluster lots together, when possible, for maximum utilization of space (vertical and horizontal) for residential and public uses.

The prototypes are respectful of and reflect the community’s social character, contemporary needs, urban fabric, and socio-economics while utilizing modern building techniques. They can serve as compelling prototypes for use by relevant authorities or developers.

Note: The prototypes are conceptual in nature addressing those issues to which potential solutions can be provided through design. They have been derived from a study of existing conditions. The illustrations do not suggest Architectural Style, Form, Massing, Materiality, Texture or Dimensionality.

**PROTOTYPE ONE:**

**SUITABLE FOR FULL BLOCK CONSTRUCTION**

- Utilizes multiple lots to create larger dwellings with increased FAR by constructing vertically.
- Introduces mixed housing types to accommodate a wider range of residents and providing varying degrees of privacy.
- Creates levels of stoops that act as gathering spaces for diverse social activity.

**ROOF GARDENS**
SUSTAINABLE GREEN AND GATHERING SPACES (PRIVATE AND SHARED)

**LEVEL 3**

**STUDIO APARTMENTS**
HIGHER PRIVACY FOR FLOWERLESS

**LEVEL 2**

**MEZZANINE UNITS**
WITH PRIVATE SERVICES PROVIDING VISUAL CONNECTION TO STREET BELOW

**LEVEL 1**

**ADA FRIENDLY APARTMENTS**
WITH IMMEDIATE CONNECTION TO THE STREET

**STREET FACING BALCONY**
FRONT FACING EXTERIOR SPACES VISUALLY CONNECTED WITH ADJACENT BALCONIES

**MICRO STOOP**
SHARED FRONT PORCH; CREATING OPPORTUNITIES TO INTERACT AND SOCIALIZE

**MESO STOOP**
WIDER SOCIAL CATCHMENT AREA INCLUDING RESIDENTS FROM NEIGHBORING PROPERTIES

**REAR SEMI PRIVATE SPACE**
CREATING CONNECTIONS ON BOTH SIDES OF THE BUILDING FOR MORE SOCIALIZING OPPORTUNITIES
PROTOTYPE TWO:

SUITE FOR TWIN LOTS

» Utilizes twin lots and increases the height to develop a greater number of dwellings.
» Defines a wider street profile by pushing back the frontage to make space for stoops to generate interaction.
» Creates levels of stoops to act as gathering spaces for diverse social activity.
» Allows for bi-level dwellings to house a greater number of residents.
**PROTOTYPE THREE.**

**SUITABLE FOR MULTIPLE LOTS**
- Utilizes multiple lots between constructed buildings to develop mixed dwellings with varying heights.
- Creates individual levels of stoops to act as gathering spaces for diverse social activity.
- Engages side-yards to create added open space.

Strawberry Mansion has a rich architectural language ranging from large Queen Anne-style townhouses to smaller, simpler Philadelphia Rowhouses. Decades of disinvestment and demolition have left Strawberry Mansion with widespread land vacancy; however, despite the large number of vacant lots, Strawberry Mansion retains its distinct “sense of place.”

Strawberry Mansion needs investment and new development, but developers and designers must be sensitive and respectful of the existing character of the neighborhood. New development should respect the core values and principles of residents, protecting their vibrant tangible and intangible heritage.
INTANGIBLE CULTURAL HERITAGE

The cultural heritage of Strawberry Mansion encompasses both tangible and intangible heritage – buildings and landscapes, stories and traditions. The abundant intangible cultural heritage shapes residents' cultural identities and creates pride of place, and its preservation contributes to the wellbeing and quality of life of the community. Moreover, Strawberry Mansion’s intangible heritage constitutes an organic part of Philadelphia’s neighborhood story and is highly valuable in the city’s narrative as a city of neighborhoods. However, the community’s way of life and unique traditions are at risk, given the threat of gentrification, the national evolution of memory, and shifts in population. Since the community-first preservation plan places social and cultural values at its forefront, this section will focus on intangible heritage and strategies to advance its preservation.

The intangible cultural heritage in Strawberry Mansion includes jazz, a close-knit community, and a horse riding tradition, to name a few. However, traditional preservation tools don’t address intangible heritage realm well. For instance, considering that the community supported the legendary saxophonist John Coltrane, Strawberry Mansion contributed to Philadelphia’s jazz scene during its golden age. Preserving only the physical fabric of John Coltrane’s House doesn’t capture and promote the value of jazz culture. The city’s rich tradition of jazz continues with the support of nonprofit groups, local clubs, musicians and fans. Nowadays, many jazz activities, including film screenings and jazz concerts, are organized around the neighborhood and its immediate surroundings in respect for John Coltrane’s connection to this area.

Strawberry Mansion has developed a close-knit community through its multi-generational and long-time residency. Social activities occur at people’s stoops, porches, open spaces, and on the street; stories of the neighbors past and present and the charming history of the community are told throughout the neighborhood. To preserve this vibrant community life, local residents’ claims to their homes - whether owned or rented - should be protected, as should gathering spaces; these concerns are addressed in the sections of housing policy, design approach and green network.

The urban riding tradition is a unique representation of Strawberry Mansion. Although the urban riding community has received a great deal of national and international attention, preservation actions have not been taken towards the urban riding community, which remains exposed to risks. Despite the many aspects of intangible cultural heritage in Strawberry Mansion, this section will focus on the preservation of its horse riding community as an example for the unconventional approach of preservation, given the urban riding community’s rich history, and its potential to mitigate neighborhood violence and help disadvantaged youth.

BACKGROUND

The horse riding tradition was brought by African Americans from rural south to the urban north during the Great Migration. Given its proximity to Fairmount Park, a large African American population dating to the mid-twentieth century, and high rates of open space, it’s not surprising that horse culture has thrived here in Strawberry Mansion. Fletcher Field, a full block of vacant land located on West Fletcher Street, is the center of the neighborhood’s horseriding presence. Stables immediately to the north of Fletcher Field, and others scattered around the neighborhood, house the horses when they are not being exercised.

Generations of residents have grown up with horses around. They have watched riders and their horses in the neighborhood since they were kids. Today, some youth help care for privately-owned horses in exchange for riding privileges. And when the kids grow up, they become the new generation of riders. They keep their own horses, which again gives the next generation the opportunity to be exposed to horses in their childhood. In this way, the riding tradition has passed through generations. Ellis Ferrel, a 78-year-old horse owner, founded Fletcher Street Urban Riding Club around 2005. With the vision to mitigate neighborhood violence through equestrian activities and mentoring, he and his family teaches kids to ride and to take care of the horses. It’s proven that horses have kept many kids out of trouble.
Although not common, urban horse culture can be found in other neighborhoods in Philadelphia and other cities in the United States. Some of these other examples demonstrate successful strategies to preserve urban horse culture, from which useful lessons can be drawn for Strawberry Mansion’s riding community.

In Southwest Philadelphia, a group called Concrete Cowboy is organized by Malik Davis, owner of several horses. He provides a stipend for disadvantaged youth as a way to mitigate neighborhood violence. After he lost the site for his stables due to the rising rent, Batram’s Garden reached out to him and promised to provide space for the horses and to support the stable’s vision. The Garden is building new stables for him on an available land.

Lesson: Partnership with existing organizations is helpful in sustaining the small riding group.

A more formal riding program with a similar vision is Work to Ride (WTR) program housed in Chamounix Equestrian Center in Fairmount Park. It “aids disadvantaged urban youth though constructive activities centered on horsemanship, equine sports and education.” The program founded the first African American polo team that participates in national competitions. However, the program does not have enough the spots for kids who need help, and many applicants are on waitlist. Apart from WTR, Chamounix Equestrian Center offers various profitable programs, including riding lessons and horse camps. The success of WTR is based on the financial and management support from the organization.

Lesson: Robust organization is important in sustaining and achieving its mission.

Similar to Work-to-ride program, Horses in the Hood program in Los Angeles and Horse Power in Detroit use horse riding as a way to help disadvantaged youth. The major activity of the two organizations is horse camps. What’s special about Detroit’s Horse Power program is that the founder, David Silver, views building equestrian facilities as a way to revitalize the vacant land in urban Detroit. He believes that the repurposed vacant land will “contribute to the city’s renewal and be a center for community events and equestrian services.”

Lesson: Equestrian activities can be a solution for vacant land.

**THREATS TO STRAWBERRY MANSION’S RIDING COMMUNITY**

Although horse riding is still a frequent sight in Strawberry Mansion, the tradition is currently exposed to several threats. Personal interviews revealed that the riding community is loosely bound, and that the majority of horse owners are not members of the Fletcher Street Urban Riding Club. As indicated by the comparables, a robust organization can play an important role in the success of these communities. If the individual horse owners and riders were to come under the umbrella of an organization, such as the existing Fletcher Street Urban Riding Club, more resources and protection could be leveraged to sustain the riding community.

Furthermore, the properties occupied by the riders are under threat. In 2008, agents of the Pennsylvania Society for the Prevention of Cruelty to Animals raided the Fletcher Street stables because a dead pony was found near the site. Shortly thereafter, the Department of Licenses and Inspections shut down a number of Fletcher Street stables. Moreover, the corrals and outbuildings erected by the Fletcher Street Urban Riding Club on Fletcher Field were demolished. Currently the riders, are still using this land to exercise horses, but it is a real threat that the land is owned by the Philadelphia Redevelopment Authority and that the riders have no control over what will happen to it. The risk is urgent since this large area of open space, which occupies an entire city block, is an easy target for developers.

Lesson: Land ownership and control over what will happen to it is a real threat for the riding community.

In order to sustain the unique urban riding tradition, the Strawberry Mansion riding community needs to be prepared for future challenges. The first and foremost recommendation is to establish an integrated organization for the riding community. Instead of creating a new organization, utilizing the existing Fletcher Street Urban Riding Club may be a more viable option. However, the scale of the current club is not large enough to provide strong support for the community. More riders should be included in the club to pool the physical and human resources. With an integrated organization, the community will have more potential in fundraising, partnership, and resource sharing. Through the organization, the community will be able to tackle the three most important preservation issues facing the riding community: that of the riders, the land, and the stables.
Keep Riders in the Community

It’s impossible to preserve the riding tradition without passionate riders. For the tradition to continue, it is important to promote pride that horseback riding carries, and its important role as an asset to the community. This can be achieved through well-organized cultural activities. For instance, in 2014, artists collaborated with the riders to hold an equestrian event called “Horse Day” on Fletcher Field, where the riders rode their horses with special-designed armors. Such cultural programming can be effective in raising the awareness and visibility of the riding community, and in fostering a love for horses in the community.

Preserving Fletcher Field

To preserve the use of Fletcher Field for horses, three potential solutions are proposed:

1. Designating the land as a local historic site, based on the criteria (a), (h) and (j), Fletcher Field is eligible for local designation as a historic place. If Fletcher Street were designated as historic site, its development would be prevented. However, there is no precedent to designate a vacant land without archaeological value.

2. Purchase the land.

The Fletcher Street Urban Riding Club is a 501(c)(3) nonprofit organization. The money required to acquire the land could be obtained through fundraising. Apart from the financial needs, leadership and management skills are also required for the organization to maintain the land if it were successfully acquired.

3. Turn the field into a horse park.

An effective way to manage Fletcher Field is similar to the mechanism of dog parks. Turning the field into a horse park would ensure the function of the field as an exercise ground for horses. The transformation should begin with the transfer of ownership of the land from Redevelopment Authority to the Department of Parks and Recreation. Compared with the previous two solutions, a horse park has more possibilities in terms of cultural programming and obtaining financial benefits, as the riders could sell rides to neighbors and visitors as a source of income.

Improving Stable Conditions

One of the lessons learned from the incident in 2008 is that it is important to follow the rules and regulations so that no fault can be found in the stables. Shutting down the stables would be devastating for the riding community. To be prepared for potential threats, the current stables should be upgraded and more stables that meet standards are needed. Abandoned industrial buildings around Fletcher Field could be good candidates for adaptive reuse as horse stables and clubhouses.

The above recommendations are based on the condition of the Club developing sufficient management capacity to operate as the protector for the urban riding community. Although efforts have been made to contact the Club, we were unable to get in touch with the person in charge. Therefore, knowledge about the Club has been obtained through interviewing riders, online articles, documentaries, and investigating the Club’s website and Facebook page. The next step would be to conduct a deeper study of the organization’s capacity. Based on the information we have gathered thus far, we believe that, with a more solid structure, the Fletcher Street Urban Riding Club has the potential to become the organization that provides services for both disadvantaged neighborhood youth and the larger urban riding community. To expand its capacity, the organization could consider recruiting new members from the riding community, writing a strategic plan, and developing partnerships with large organizations, such as Fairmount Park.

CONCLUSION

Urban riding has been thriving in the neighborhood for over a century. This form of intangible cultural heritage is significant for local residents because it has become part of their cultural identity and pride-of-place. As a community struggling with disinvestment, drug, and violence issues, urban riding has become an alternative to provide an outlet for neighborhood youth. Therefore, the culturally and socially valuable tradition merits immediate preservation by promoting the practice and securing its property. To achieve this goal, an integrated organization would be able to implement the programing, fundraising, partnership, and upgraded facilities needed to carry this tradition on for generations to come.
Figure 4.14: Horses running on the Fletcher Street Field.
Strawberry Mansion's parcel vacancy rate is nearly three times that of the city average. Voids, where homes once stood, extend throughout the neighborhood, carving networks of open space across its built fabric. It is easy to see these vacancies as problems, and perhaps easier still to prioritize new development as the solution, but such a philosophy is one dimensional—it prioritizes the economic value of the open spaces while disregarding the historical, social, and environmental values that they embody. These scars of demolition are real components of Strawberry Mansion's history and cultural identity. They are an acknowledgement of the widespread and systemic disinvestment that has plagued the neighborhood's shrinking, yet resilient, community since the mid-twentieth century.

Preserving aspects of the present landscape through a system of green networks would not only retain the legibility of the neighborhood’s recent history, but provide opportunities for equitable and sustainable development, key components of successful community revitalization. These networks would prioritize the preservation of select open spaces for three distinct purposes: active community space, urban agricultural space, and passive green space.

Even where new construction is the desired outcome for presently vacant parcels, development won’t happen all at once (nor completely). In these cases the creation of green networks can function as a interim preservation strategy, providing community benefits and opportunities that will help support new development.

**ACTIVE COMMUNITY SPACES**

Strawberry Mansion is a tight-knit community, prideful of its culture and close relationships. These values, threatened by development, can be preserved and fortified through the creation of community-centered green spaces.

Active community spaces are areas that promote communal ownership and provide a physical space in which to express the intangible heritage and culture of the neighborhood. Recently, organizations have began to utilize Hatfield House (an historic property owned by the Fairmount Park Conservancy) as a venue for community arts events. While this has been a positive development for the community, Hatfield house is located on the southern periphery of Strawberry Mansion, not within the neighborhood itself, and highlights a need to develop similar community spaces that are more centrally located for Strawberry Mansion residents. The neighborhood also possesses two recreation centers (Mander and Cecil B. Moore) that help provide gathering spaces, but they are likewise located on the periphery of Strawberry Mansion.

These community spaces can be utilized for a wide array of activities: recreation, play, public art, public performances, gathering hubs, market spaces, and memorials. By proposing a network of smaller green spaces, no single location would meet all of these community needs. They can instead be dispersed throughout the neighborhood, widening the spectrum of community members who are connected to open spaces and engaging in community activities.

**URBAN AGRICULTURAL SPACES**

Urban agriculture in Strawberry Mansion, as in many Philadelphia neighborhoods, has its roots in the Second Great Migration. African Americans who came north during this period brought with them southern traditions of farming; traditions they adapted for use in their new communities. In recent decades Strawberry Mansion has seen a reduction in its gardens, many informal plots falling victim to developers and city inspectors. The proposed green network would work to preserve and expand the neighborhood’s remaining community gardens. Not only does gardening promote physical and mental wellbeing, it is a vital component of Strawberry Mansion’s twentieth century heritage. Providing a formal structure to support and connect instances of urban agriculture increases community access to fresh produce and creates educational opportunities, which teaches young residents not only where their food comes from, but where they themselves come from as well.

**PASSIVE GREEN SPACES**

Passive green spaces encompass the creation of green infrastructure that promotes both environmental sustainability and connectivity within Strawberry Mansion. This includes storm water management, through the establishment of rain gardens and green parking alternatives, as well as walking paths that connect agricultural and community nodes to form larger networks. These smaller green spaces also functions as parklets, open to all residents for recreational uses.
Figure 4.17: A typical example of the high volume of open space in Strawberry Mansion. These lots have the potential to be activated for environmental and community improvements.
SITE SELECTION

Not all vacant land is meant to be incorporated into these networks; larger swaths are more suitable for new development, and single parcels, for privately-owned side yards or infill construction. This proposal seeks to identify clusters of moderately sized open spaces (around two to five parcels in width) that can be cultivated to provide equitable access to green spaces in ways that positively impact both the community and the environment.

These networks are not designed to compete with East Fairmount Park, but rather to complement it. East Fairmount Park possesses a great sense of ownership within the community, and as large-scale improvements get underway in the park, such as Rebuild Philadelphia and the Discovery Center, there is a continuous move towards inclusivity regarding Strawberry Mansion residents and programming within East Fairmount Park. But no matter its size, a single park located on the periphery of the neighborhood does not create equitable access to green space, nor does it promote economic development and environmental sustainability throughout the community.

To illustrate how a network of green spaces would be designated and organized, three zones of focus were identified within Strawberry Mansion. The first zone resides in the southern section of the neighborhood; it was elected because of the increased gentrification pressures being felt in the area. The second zone is located around the recently constructed Gordon Street Apartments, selected to compliment Philadelphia Housing Authority’s investment and encourage more revitalization efforts. The third and final zone is centered on southern portion of Ridge Avenue, the area designated for commercial revitalization (this is discussed in depth in the following section of this report).

The selected sites are intended to evolve over time, as they make room for new development and adapt to community needs. First, the best land with which to create a network is identified (primarily based on size, location, and ownership). Next, the identified lots are evaluated and designated as either active community space, urban agriculture, or passive green space (based on immediate residents’ needs and lot size). Finally, the maintenance and improvements of the identified lots are undertaken collectively, to produce a cohesive and identifiable network. These networks are designed to evolve over time—to make room for new development, and to adapt as community needs change.

SITE SELECTION

Figure 4.18: The three zones explored for green networks in Strawberry Mansion.
Identify the key open lots that will serve as a green network.

Based on current conditions and input from immediate residents, designate the key lots for use as either active community space, urban agricultural space, or passive green space.

Through wayfinding and continuity, create a compelling pathway to link major nodes in the green network. Prioritize which lots will be maintained long term, and which will cycle out of the green network after a few years to promote new development that positively interacts with the community’s green spaces.
POSSIBLE PARTNERS

The following is a list of partners that Strawberry Mansion can look to for inspiration and assistance in creating green networks; it is meant to demonstrate that this or similar projects can be implemented incrementally. The creation of community-centered green networks does not need to be reliant on a single entity or source of funding. Instead, such a project can leverage different relationships and opportunities to achieve portions of the plan, one section at a time.

- Discovery Center
- East Park Revitalization Alliance
- Fairmount Park Conservancy
- Mural Arts:
  - Porch Light
  - Community Murals
  - Restored Spaces
- Philadelphia Horticultural Society
- Philadelphia Department of Water
- Philadelphia Orchard Project
- Philadelphia Redevelopment Authority
- Philadelphia School District
- Temple Medicine
- The Village of Arts and Humanities
- The William Penn Foundation:

These highlighted partners also serve the purpose of showing that investments in green infrastructure means so much more than just park space. Green spaces shape community identity, they preserve heritage, provide education and employment opportunities, foster community expression and engagement, promote improved health and wellbeing, and, when well-maintained and programmed, have measurable economic impacts on the surrounding community.
COMMERCIAL REVITALIZATION

REVITALIZATION THROUGH RETAIL

There are countless benefits to revitalizing a neighborhood commercial corridor. Revitalization efforts in a commercial corridor help to strengthen existing businesses, attract new businesses, and create new jobs for residents. In addition, commercial revitalization can lead to increased tax revenue for the neighborhood. When residents travel outside of their neighborhood to purchase goods and services, much-needed revenue escapes. Providing basic goods and services that residents need within the neighborhood, keeps spending local, benefiting local businesses, local workers, and generating tax revenue that can go towards local improvements.

In addition, commercial corridors are usually located on major arterials, and improvements along these oft-traveled thoroughfares can be the first sign to outsiders that the neighborhood is improving. This not only draws in outside consumers, but can make the neighborhood a more attractive place to live and work in the long-term, stemming the outflow of existing residents.

COMMERCIAL NODES

Historically, Strawberry Mansion had three commercial nodes: Lehigh Avenue between 24th and 29th Street; Strawberry Square bounded by 27th Street, Dauphin, 29th Street, and York; and Ridge Avenue between Sedgeley and Diamond Street (Fig. 4.19). In interviews, many longtime residents recalled that they used to be able to purchase everything they needed within their own neighborhood. Unfortunately, only fragments of these commercial areas remain, many of the historic commercial structures were demolished or repurposed into residential buildings. Sadly, the historic structures within the historic Strawberry Square were razed to make room for a large shopping center and sprawling parking lot.

Thankfully, Lehigh Avenue and Ridge Avenue remain largely intact. Most of the extant buildings are still commercial (whether vacant or currently in use) and would readily support continued commercial use today. While both of these could be candidates for revitalization, Ridge Avenue is the stronger option. Lehigh Avenue is far removed, on the periphery of the neighborhood; Ridge Avenue, by contrast, is centrally located, extending from the southeastern edge (bordering neighborhoods with increasing investment) into to the core of Strawberry Mansion.

In interviews, several Strawberry Mansion residents hoped to see Ridge Avenue restored as a commercial hub. The director of the CDC, Tonnetta Graham and a small developer in Strawberry Mansion, Julia Choseed, agreed that Ridge Avenue was the best and most likely spot for revitalization. This is due in large part to development plans underway along Ridge Avenue in Strawberry Mansion.

Choice Neighborhoods Transformation Plan outlines the city’s plan for the revitalization and development of Ridge Avenue between 21st Street and Cecil B Moore Avenue. This strip was designated as a Philadelphia Empowerment Zone and Keystone Opportunity Zone, creating tax incentives for new businesses opening up along the commercial corridor. As this area of Ridge Avenue fills up, development will likely extend beyond the boundaries of these zones. Commercial revitalization along Ridge Avenue in Strawberry Mansion would be a natural extension of the work already underway to the south (Fig. 4.20).
There are multiple strategies for commercial revitalization: government-led strategies, market-led strategies, and public-led strategies. Government-led revitalization usually includes direct financing or tax incentives from the government. While this investment is often badly needed, interventions can be slow and insensitive to local context as they are managed by outside agencies (government-led revitalization can include eminent domain seizures, demolition, and a-contextual development).

Market-led revitalization relies on market demand: when there is sufficient demand (and evidence of other successful businesses flourishing in that market), new investment will flow into the neighborhood. Unfortunately, this model requires a robust, extant market. There must be existing consumers, unmet consumer demand, and ideally, other businesses that have proven successful in that market. For communities suffering from decades of disinvestment, this is rarely the case; the neighborhood struggles to attract private investors.

Many commercial corridors remain stuck in a state of disrepair, lacking the interest of either government or private entities. Thankfully, there is a third model: public-led revitalization.

Public-led revitalization is a grassroots effort that is used to overcome employment and investment obstacles. It uses “soft” activities, like small-scale improvements, safety, cleanliness, and small business assistance to attract private-sector development. It relies on local residents and community partners (merchants, property owners, local nonprofit organizations, and other stakeholders) to coordinate a long-term strategy for revitalization and enact changes incrementally over time.

The Main Street Model is perhaps the most well-known public-led revitalization model. Main Street uses a four point approach to revitalization: organization, design, promotion, and economic vitality. The Main Street Model and the four point approach would work well for the Ridge Avenue commercial corridor in Strawberry Mansion.

**POINT 1:** Organization. Public-led revitalization starts with coordinating residents and community partners (merchants, property owners, local nonprofit organizations, and other stakeholders) to develop a shared vision for the future of the commercial corridor. Coordinating stakeholders to develop a long-term strategy requires a dedicated Main Street Manager and a volunteer Board of Directors. These leaders can then coordinate the input and efforts of other community organizations for the commercial corridor.

Thankfully, Strawberry Mansion has a close-knit community and strong community partners. The following organizations could help create the long-term plan for Ridge Avenue, and they could aid with funding or volunteer effort to help achieve short-term goals:

- Strawberry Mansion CDC
- Neighborhood Action Center (NAC)
- Widener Library
- Strawberry Mansion Learning Center
- Strawberry Mansion Faith-Based Coalition
- Fletcher Street Urban Riding Club
- John Coltrane Cultural Society
- Mander Recreation Center
- Fairmount Park Conservancy
- East Park Revitalization Alliance
- Fairmount Park Discovery Center
- Historic Strawberry Mansion
- Woodford Mansion
- Mural Arts Program
- Local churches
- Local schools
- Block captains
- Local developers

Strawberry Mansion could also look to organizations outside the neighborhood to help with funding or guidance: Philadelphia Downtown Center (the official State Coordinating Program for Main Street), Philadelphia Commerce Department, Preservation Alliance of Greater Philadelphia, Citizens Planning Institute, Community Design Collaborative, and Temple University (which has been extending development to the west towards Strawberry Mansion). Dedicated Strawberry Main Street leaders could work with these community groups to determine resident needs and create a shared vision for the future of the commercial corridor.
POINT 2: Design: Public-led commercial revitalization can be achievable for communities with tight budgets if they employ targeted, affordable improvements and make use of existing infrastructure—choosing rehabilitation and reuse over demolition whenever possible. Revitalization begins with small, incremental improvements that are achievable on a tight budget and with volunteer effort: painting, landscaping, cosmetic repairs to building facades, installing inexpensive lighting, etc. As these smaller repairs add up, the improved look and feel of the downtown attracts new public and private investment to the area.

Public-led revitalization should make use of existing infrastructure (rely on new development second, and demolition as a last resort). This enables improvements be made incrementally as money and volunteer effort becomes available, and preserves the existing historic structures to retain the corridor’s unique “sense of place” (in market terms, the differentiating factor that draws consumers to the area). Strawberry Mansion should adopt a preservation ethos for their commercial corridor before more buildings are lost. Already, some demolition and new construction has eroded the historic look and feel of the corridor. While the new Dollar General on Ridge and Sedgley Avenue has brought much needed investment to the area, additional demolition and new construction has eroded the historic corridor before more buildings are lost. Already, some business owners have persevered despite a challenging economic environment. Community leaders should determine what, if anything, these businesses need to sustain themselves or to grow—repairs, financial tools (statefront grants, improvement loans, regulatory relief), or training/workshops (classes on payroll, taxes, advertising, social media, succession planning, etc).

With local businesses strengthened, community leaders can look to attract new businesses (either help grow local entrepreneurs or incentivize existing businesses to move or expand). Strawberry Mansion should look to achieve a robust business mix. This is a mix of businesses that avoids cannibalization (e.g. too many of one type of business can mean no single business achieves necessary sales thresholds) and meets market demand. Community leaders should start by assessing what businesses already exist along Ridge Avenue. Then, Strawberry Mansion can determine market demand using both an on-the-ground community needs survey (conducted by local leaders) and a market study (Fig. 4.12).

POINT 3: Promotion: A public-led strategy for revitalization relies on promoting the commercial corridor and the new improvements being made. Promotion can happen through word of mouth or organized campaigns (mailers, radio interviews, ads, etc). This helps existing residents and outside consumers learn about the changes happening in the neighborhood and about the new businesses or products they should try.

In addition to promotion, community partners can use events to bring people into the corridor. Strawberry Mansion is lucky to have both an attractive historic commercial corridor and unique cultural assets. Community leaders can organize events to celebrate local culture within the commercial corridor (in the street or on one of the many large lots along Ridge). These events can be enjoyable activities for local residents, and draw people to local business, boosting sales.

POINT 4: Economic Revitalization: Responsible revitalization includes strengthening existing businesses, growing local entrepreneurs, and employing local residents. First and foremost, Strawberry Mansion should look to protect and strengthen existing businesses. Current businesses have survived because they have found a consumer base and are meeting consumer needs. These business owners have persevered despite a challenging economic environment. Community leaders should determine what, if anything, these businesses need to sustain themselves or to grow—repairs, financial tools (statefront grants, improvement loans, regulatory relief), or training/workshops (classes on payroll, taxes, advertising, social media, succession planning, etc).

With local businesses strengthened, community leaders can look to attract new businesses (either help grow local entrepreneurs or incentivize existing businesses to move or expand). Strawberry Mansion should look to achieve a robust business mix. This is a mix of businesses that avoids cannibalization (e.g. too many of one type of business can mean no single business achieves necessary sales thresholds) and meets market demand. Community leaders should start by assessing what businesses already exist along Ridge Avenue. Then, Strawberry Mansion can determine market demand using both an on-the-ground community needs survey (conducted by local leaders) and a market study (Fig. 4.12).

MARKET STUDY

We carried out a market study for the Ridge Avenue Commercial Corridor. This study examined the viability of nine different business types. First, the Primary Trade Area was identified. This is the area within which consumers will travel to shop (industry standards are 1 - 1.5 miles). For this market study, Fairmount Park and the Schuylkill River were regarded as hard boundaries: boundaries that consumers are unlikely to cross to shop.

The PTA includes the four zip codes that fit into the 1.5-mile buffer, east of Fairmount Park: 19121, 19122, 19130, and 19132 (Fig. 4.13).

A profile of the PTA revealed this area to have a total population of 119,107 residents and an average growth rate of 0.2% from 2000 to 2010. On average the population is much younger than Philadelphia and the U.S. as a whole. For example, there are 15.7% 20-24 year-olds and 15.4% 25-34 year-olds in the PTA.
Community leaders can use this market study in combination with an on-the-ground community needs survey to determine the ideal business mix for the Ridge Avenue commercial corridor.

**PRO FORMA**

The market study revealed one business type with significant unmet demand: Supermarkets and Other Grocery Stores (NAICS 45100) have an estimated yearly unmet demand of $89.6 million per year within the PTA. A Focused Competitiveness Analysis (see appendix) shows a sample of the spread of small, medium, and large food markets in the primary trade area, and while there are two supermarkets of comparable size within the PTA (Save-A-Lot and Aldi), there market study suggests consumers need more.

Given the results of this market study and the nature of the commercial corridor in which this parcel lies, a supermarket may be one (of many) viable businesses for the Ridge Avenue commercial corridor. The vacant warehouse on 2800 Ridge Avenue could adequately suit the needs of this type of business. A pro forma was put together to assess the viability of reusing the existing structure at 2800 Ridge Avenue for a supermarket, and the results suggest it would be a profitable project (see appendix). The numbers within the pro forma can be used by community leaders to test the profitability of other types of projects in other locations along Ridge. Ultimately, these decisions should be driven by residents what they need.

**CONCLUSION**

The myriad benefits of commercial revitalization along Ridge Avenue will directly support an overall equitable development strategy. Hopefully these guidelines can help community leaders begin that process, using a public-led Main Street Model and implementing the four-point approach. The market study and pro forma make the case that new, thriving businesses are viable along Ridge Avenue. Grassroots, incremental efforts can help improve the look and feel of the neighborhood, bolster existing businesses, and eventually attract much-needed public and private investment.
1682: William Penn’s plan for Philadelphia established 10,000 acres to the north of the city as land allocations for early investors.

mid-1700s: Country estates established along the Schuylkill River.

1789: Summerville (now Strawberry Mansion) built for Judge William Lewis. The neighborhood would take its name from this residence in the mid-1800s.

1829: Eastern State Penitentiary founded to the north of the Philadelphia.

1833: Girard College founded (the campus’s buildings would not be complete until 1848).

1836: Laurel Hill Cemetery established to the north of Strawberry Mansion.

1844: Consolidation of the City of Philadelphia.

1868: East Fairmount Park established.

1890s-’70s: Transportation infrastructure developed through the establishment of the Ridge Avenue Streetcar, the PA Connecting Railroad, and extensions of roads through the newly-created Fairmount Park.

Late 1800s–1910: Most of the neighborhood’s physical development occurred during this time period.

1920s and ’30s: Strawberry Mansion was one of the largest Jewish communities in Philadelphia. Large monumental synagogues were constructed throughout the neighborhood beginning at the turn of the century.

1930s-1960s: The second Great Migration and the development of Ridge Avenue as a prominent jazz corridor.

1940: The James Weldon Johnson Homes (a PHA development) was opened on the site of the former Glenwood Cemetery, along the eastern edge of the railroad tracks that form the neighborhood’s southeastern boundary. Ninety-five percent of initial residents were African American.

1944: Union employees of the Philadelphia Transportation Company organized a wildcat strike against the hiring of African Americans in skilled positions.

1946: Philadelphia Redevelopment Authority established.

1948: The City Planning Commission designated the area surrounding Temple University as blighted, leading to federally-mandated urban renewal and displacement in this area.

1950: The Philadelphia Housing Authority acquired Odd Fellows Cemetery, located along the eastern edge of the railroad tracks near the James Weldon Johnson Homes. It built a development on the site.

1963: The NAACP picketed a construction site at Strawberry Mansion High School, in protest of the school board’s racially discriminatory hiring practices.

1964: Police brutality and race riots in North Philadelphia contributed to white flight, and particularly, to the exodus of much of the Jewish community.

1967: The U.S. Department of Labor adopted the Philadelphia Plan, a program that required federal contractors to hire nonwhite employees.

Late 1967: Norman Bloomberg public housing apartments constructed on a superblock in Sharswood.

1969-1973: Parts of Lower North Philadelphia were included in the Model Cities Program.

1985: Strawberry Square shopping center, seen as a sign of reinvestment in the neighborhood, opened at 24th and Dauphin Streets.

1988: The North Philadelphia Revitalization Plan was developed.

1990s: Increased federal funding for affordable housing and homeownership accompanied by large amounts of affordable housing developed in the neighborhood’s central section.

2000–2007: Neighborhood Transformation Initiative (NTI), funded by $259 million in bonds, led to increased demolitions throughout the city.

2013: Strawberry Mansion High School was one of 37 schools slated for closure, although it ultimately remained open.

2015: Philadelphia Land Bank acquired its first properties.

2016: The Sharswood-Bloomberg Transformation Plan, using a Choice Neighborhoods Funding Grant from HUD, used eminent domain to demolish buildings in nearby Sharswood, including ones in fair condition.

2017: Mander and Cecil B. Moore Recreation Centers included on Rebuild Philadelphia’s preliminary list of parks, recreation centers, and libraries to receive funding. Council President and Fifth District Representative Darrell Clarke working with residents to survey the neighborhood and plan for change.
### Strawberry Mansion

#### Demographic Data

<table>
<thead>
<tr>
<th>Year</th>
<th>Strawberry Mansion</th>
<th>Lower North District</th>
<th>Philadelphia</th>
</tr>
</thead>
<tbody>
<tr>
<td>1940</td>
<td>22.7% Black or African American</td>
<td>39.3% Black or African American</td>
<td>91.3% Black or African American</td>
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<tr>
<td>1950</td>
<td>22.7% Black or African American</td>
<td>39.3% Black or African American</td>
<td>91.3% Black or African American</td>
</tr>
<tr>
<td>1960</td>
<td>22.7% Black or African American</td>
<td>39.3% Black or African American</td>
<td>91.3% Black or African American</td>
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#### Census 2000

<table>
<thead>
<tr>
<th>Strawberry Mansion</th>
<th>Lower North District</th>
<th>Philadelphia</th>
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</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>23,151</td>
<td>95,155</td>
</tr>
<tr>
<td>% White</td>
<td>61.8%</td>
<td>77.3%</td>
</tr>
<tr>
<td>% Black or African American</td>
<td>30.1%</td>
<td>22.7%</td>
</tr>
<tr>
<td>% Asian</td>
<td>6.3%</td>
<td>7.9%</td>
</tr>
<tr>
<td>% All Other Races (including two or more)</td>
<td>0.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>% Hispanic or Latino, any race</td>
<td>0.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Households</td>
<td>8,712</td>
<td>32,679</td>
</tr>
<tr>
<td>% Family households</td>
<td>62.7%</td>
<td>63.0%</td>
</tr>
<tr>
<td>% Married family</td>
<td>26.6%</td>
<td>28.1%</td>
</tr>
<tr>
<td>% Male, no wife</td>
<td>10.6%</td>
<td>10.9%</td>
</tr>
<tr>
<td>% Female, no husband</td>
<td>62.8%</td>
<td>61.1%</td>
</tr>
<tr>
<td>% Nonfamily households</td>
<td>37.4%</td>
<td>37.1%</td>
</tr>
<tr>
<td>% Male headed</td>
<td>40.8%</td>
<td>45.5%</td>
</tr>
<tr>
<td>% Female headed</td>
<td>59.2%</td>
<td>54.5%</td>
</tr>
<tr>
<td>Total Number of Housing Units</td>
<td>11,124</td>
<td>42,670</td>
</tr>
<tr>
<td>% Occupied</td>
<td>95.0%</td>
<td>93.5%</td>
</tr>
<tr>
<td>% Vacant</td>
<td>5.0%</td>
<td>6.5%</td>
</tr>
<tr>
<td>% for sale or rent</td>
<td>97.6%</td>
<td>97.3%</td>
</tr>
<tr>
<td>% other vacant</td>
<td>2.4%</td>
<td>2.7%</td>
</tr>
<tr>
<td>% Owner Occupied</td>
<td>28.4%</td>
<td>28.5%</td>
</tr>
<tr>
<td>% Renter Occupied</td>
<td>71.6%</td>
<td>71.5%</td>
</tr>
<tr>
<td>White Ownership Rate</td>
<td>34.6%</td>
<td>32.0%</td>
</tr>
<tr>
<td>Black Ownership Rate</td>
<td>29.4%</td>
<td>24.5%</td>
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#### ACS 2012-2016

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<tr>
<th>Strawberry Mansion</th>
<th>Lower North District</th>
<th>Philadelphia</th>
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</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>26,400</td>
<td>110,559</td>
</tr>
<tr>
<td>% White</td>
<td>61.8%</td>
<td>77.3%</td>
</tr>
<tr>
<td>% Black or African American</td>
<td>30.1%</td>
<td>22.7%</td>
</tr>
<tr>
<td>% Asian</td>
<td>6.3%</td>
<td>7.9%</td>
</tr>
<tr>
<td>% All Other Races (including two or more)</td>
<td>0.8%</td>
<td>0.0%</td>
</tr>
<tr>
<td>% Hispanic or Latino, any race</td>
<td>0.3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Households</td>
<td>10,168</td>
<td>38,495</td>
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<tr>
<td>% Family households</td>
<td>62.7%</td>
<td>63.0%</td>
</tr>
<tr>
<td>% Married family</td>
<td>26.6%</td>
<td>28.1%</td>
</tr>
<tr>
<td>% Male, no wife</td>
<td>10.6%</td>
<td>10.9%</td>
</tr>
<tr>
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<td>61.1%</td>
</tr>
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<td>% Nonfamily households</td>
<td>37.4%</td>
<td>37.1%</td>
</tr>
<tr>
<td>% Male headed</td>
<td>40.8%</td>
<td>45.5%</td>
</tr>
<tr>
<td>% Female headed</td>
<td>59.2%</td>
<td>54.5%</td>
</tr>
<tr>
<td>Total Number of Housing Units</td>
<td>13,877</td>
<td>50,065</td>
</tr>
<tr>
<td>% Occupied</td>
<td>95.0%</td>
<td>93.5%</td>
</tr>
<tr>
<td>% Vacant</td>
<td>5.0%</td>
<td>6.5%</td>
</tr>
<tr>
<td>% for sale or rent</td>
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<td>97.3%</td>
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</tr>
<tr>
<td>Black Ownership Rate</td>
<td>29.4%</td>
<td>24.5%</td>
</tr>
</tbody>
</table>

#### Average of median owner-occupied house value (2010 dollars)

- Strawberry Mansion, 2000: $45,685.15
- Strawberry Mansion, 2012–16: $60,486.96
TABLES: MARKET STUDY FOR RIDGE AVENUE BETWEEN SEDGLEY AND DIAMOND STREET; PRO FORMA FOR 2800 RIDGE AVENUE

Profile of the Primary Trade Area

<table>
<thead>
<tr>
<th>Zip Code</th>
<th>19130</th>
<th>19121</th>
<th>19122</th>
<th>19132</th>
<th>Total US</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>31.8%</td>
<td>3.3%</td>
<td>2.8%</td>
<td>4.9%</td>
<td>16.3%</td>
<td></td>
</tr>
<tr>
<td>Population 2000</td>
<td>22874</td>
<td>34935</td>
<td>19589</td>
<td>41709</td>
<td>119107</td>
<td>281421906</td>
</tr>
<tr>
<td>Growth Rate to 2010</td>
<td>8.7%</td>
<td>4.7%</td>
<td>10.5%</td>
<td>13.0%</td>
<td>0.2%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Population (2010)

<table>
<thead>
<tr>
<th>2010 Population</th>
<th>24870</th>
<th>36572</th>
<th>21653</th>
<th>36268</th>
<th>113963</th>
<th>30847598</th>
</tr>
</thead>
<tbody>
<tr>
<td>20-24</td>
<td>12.0%</td>
<td>18.2%</td>
<td>16.7%</td>
<td>8.7%</td>
<td>13.7%</td>
<td>7.0%</td>
</tr>
<tr>
<td>25-34</td>
<td>30.7%</td>
<td>11.0%</td>
<td>11.7%</td>
<td>11.3%</td>
<td>15.4%</td>
<td>13.3%</td>
</tr>
<tr>
<td>35-44</td>
<td>13.7%</td>
<td>9.0%</td>
<td>8.7%</td>
<td>11.9%</td>
<td>10.8%</td>
<td>13.3%</td>
</tr>
<tr>
<td>45-54</td>
<td>10.2%</td>
<td>12.0%</td>
<td>9.0%</td>
<td>15.5%</td>
<td>12.2%</td>
<td>14.6%</td>
</tr>
<tr>
<td>55-64</td>
<td>10.0%</td>
<td>8.4%</td>
<td>7.2%</td>
<td>11.7%</td>
<td>9.5%</td>
<td>11.3%</td>
</tr>
<tr>
<td>65+</td>
<td>11.8%</td>
<td>8.9%</td>
<td>8.9%</td>
<td>12.4%</td>
<td>10.5%</td>
<td>12.1%</td>
</tr>
<tr>
<td>Median Age (Years)</td>
<td>32.9</td>
<td>24.5</td>
<td>22.6</td>
<td>36.5</td>
<td>29.1</td>
<td>37.2</td>
</tr>
<tr>
<td>Younger</td>
<td>16.3%</td>
<td>12.9%</td>
<td>12.8%</td>
<td>12.8%</td>
<td>12.8%</td>
<td>12.8%</td>
</tr>
<tr>
<td>Older</td>
<td>22.0%</td>
<td>22.0%</td>
<td>22.0%</td>
<td>22.0%</td>
<td>22.0%</td>
<td>22.0%</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Zip</th>
<th>2014 Sales (ESRI Business Analyst)</th>
<th>SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAVE A LOT STORE</td>
<td>2802 W Dauphin Ave</td>
<td>19132</td>
<td>191,689,000.00</td>
<td>2755</td>
<td>69,580.00</td>
<td>Large grocery store chain. Discount prices.</td>
</tr>
<tr>
<td>CAROLINA MARKET</td>
<td>2952 Ridge Ave</td>
<td>19121</td>
<td>117,333,000.00</td>
<td>6466</td>
<td>18,000.00</td>
<td>Small biodige, located on commercial strip. Accepted SNAP. Deli counter. No fresh foods/vegetables.</td>
</tr>
<tr>
<td>JEFFERSON FOOD MARKETS</td>
<td>309 25th St</td>
<td>19121</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
</tr>
<tr>
<td>BARNEY’S SUPPER MARKET</td>
<td>2349 Ridge Ave 51</td>
<td>19121</td>
<td>360,000,000.00</td>
<td>7500</td>
<td>48,000.00</td>
<td>Convenience store. Located on commercial strip. Deli counter. No fresh foods/vegetables.</td>
</tr>
<tr>
<td>RIDGE GROCERY</td>
<td>2700 Ridge Ave</td>
<td>19121</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td></td>
</tr>
</tbody>
</table>


Focused Competitiveness Analysis: Retail Space: NAICS 45110 Supermarkets & Other Grocery Stores

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Zip</th>
<th>2014 Sales (ESRI Business Analyst)</th>
<th>SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>TITAN INDEPENDENT GROC</td>
<td>117,333.00</td>
<td>29th</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
</tr>
<tr>
<td>CAROLINA MARKET</td>
<td>2952 Ridge Ave</td>
<td>19121</td>
<td>117,333,000.00</td>
<td>6466</td>
<td>18,000.00</td>
<td>Small biodige, located on commercial strip. Accepted SNAP. Deli counter. No fresh foods/vegetables.</td>
</tr>
<tr>
<td>JEFFERSON FOOD MARKETS</td>
<td>309 25th St</td>
<td>19121</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
</tr>
<tr>
<td>BARNEY’S SUPPER MARKET</td>
<td>2349 Ridge Ave 51</td>
<td>19121</td>
<td>360,000,000.00</td>
<td>7500</td>
<td>48,000.00</td>
<td>Convenience store. Located on commercial strip. Deli counter. No fresh foods/vegetables.</td>
</tr>
<tr>
<td>RIDGE GROCERY</td>
<td>2700 Ridge Ave</td>
<td>19121</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
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</tr>
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Focused Retail Gap Analysis: NAICS 45110 Supermarkets & Other Grocery Stores

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Zip</th>
<th>2014 Sales (ESRI Business Analyst)</th>
<th>SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
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<tbody>
<tr>
<td>TITAN INDEPENDENT GROC</td>
<td>117,333.00</td>
<td>29th</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
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<tr>
<td>CAROLINA MARKET</td>
<td>2952 Ridge Ave</td>
<td>19121</td>
<td>117,333,000.00</td>
<td>6466</td>
<td>18,000.00</td>
<td>Small biodige, located on commercial strip. Accepted SNAP. Deli counter. No fresh foods/vegetables.</td>
</tr>
<tr>
<td>JEFFERSON FOOD MARKETS</td>
<td>309 25th St</td>
<td>19121</td>
<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
</tr>
<tr>
<td>BARNEY’S SUPPER MARKET</td>
<td>2349 Ridge Ave 51</td>
<td>19121</td>
<td>360,000,000.00</td>
<td>7500</td>
<td>48,000.00</td>
<td>Convenience store. Located on commercial strip. Deli counter. No fresh foods/vegetables.</td>
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<tr>
<td>RIDGE GROCERY</td>
<td>2700 Ridge Ave</td>
<td>19121</td>
<td>200,000,000.00</td>
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Focused Retail Gap Analysis: NAICS 44510 Women’s Clothing Stores

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<th>Address</th>
<th>Zip</th>
<th>2014 Sales (ESRI Business Analyst)</th>
<th>SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
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<td>200,000,000.00</td>
<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
</tr>
<tr>
<td>CAROLINA MARKET</td>
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<td>117,333,000.00</td>
<td>6466</td>
<td>18,000.00</td>
<td>Small biodige, located on commercial strip. Accepted SNAP. Deli counter. No fresh foods/vegetables.</td>
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<td>2620</td>
<td>76,600.00</td>
<td>Mike hlose market. Small selection, but bigger than a bodega, located on commercial strip. Small selection of fresh foods/vegetables.</td>
</tr>
<tr>
<td>BARNEY’S SUPPER MARKET</td>
<td>2349 Ridge Ave 51</td>
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<td>7500</td>
<td>48,000.00</td>
<td>Convenience store. Located on commercial strip. Deli counter. No fresh foods/vegetables.</td>
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<td>76,600.00</td>
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APPENDICES | 130

MARKET STUDY | 131
### Focused Competitiveness Analysis: Retail Space: NAICS 445120 Women’s Clothing Stores

<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Zip</th>
<th>2014 Sales (ESR) SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
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<tbody>
<tr>
<td>RAINBOW 278</td>
<td>2301 N 29th St</td>
<td>19132</td>
<td>$994,235</td>
<td>6496</td>
<td>Central location in Strawberry Square. Large online retailer as well (can return to store)</td>
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<tr>
<td>VINTAGE THRONE</td>
<td>2332 N Grazl St</td>
<td>19132</td>
<td>$180,000</td>
<td>2660</td>
<td>Located on residential block. Operated out of a house. No online presence.</td>
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<tr>
<td>DUR PLACE</td>
<td>1509 Spring Garden St</td>
<td>19130</td>
<td>$160,000</td>
<td>2246</td>
<td>Second-hand store. Located on busy commercial strip.</td>
</tr>
<tr>
<td>CENTER STAGE</td>
<td>2639 W Girard Ave</td>
<td>19130</td>
<td>$140,000</td>
<td>2305</td>
<td>Small store, new clothing. Located on busy commercial strip.</td>
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<tr>
<td>THE WAREHOUSE BOUTIQUE</td>
<td>1822 Spring Garden St</td>
<td>19130</td>
<td>$100,000</td>
<td>2246</td>
<td>Mid-large thrift store. Bright and well-kept. Located on busy commercial strip.</td>
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### Focused Retail Gap Analysis: NAICS 722513 Limited Service Restaurants

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<th>2014 Sales (ESR) SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
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<tr>
<td>KING CHUN RESTAURANT</td>
<td>2530 W Lehight Ave</td>
<td>19132</td>
<td>$45,000</td>
<td>2650</td>
<td>Asian fast food/drive through. Tables available only. Open 10am-12am. Located in central Strawberry Square.</td>
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<tr>
<td>CHECKERS DRIVE-THRU RESTAURANT</td>
<td>2329 N 29th St</td>
<td>19132</td>
<td>$611,251</td>
<td>4964</td>
<td>Limited online delivery available as well. Located on busy commercial strip.</td>
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<tr>
<td>TWENTY NINTH ST GRILL</td>
<td>2017 N 29th St</td>
<td>19132</td>
<td>$150,000</td>
<td>2924</td>
<td>Open 11am-12am. Located in busy commercial area near Temple U.</td>
</tr>
<tr>
<td>PLAZA PIZZA</td>
<td>600 N Broad St</td>
<td>10921</td>
<td>$460,000</td>
<td>2038</td>
<td>Open 11am-12am. Located in busy commercial area near Temple U.</td>
</tr>
</tbody>
</table>


### Pro Forma - 2800 Ridge Avenue

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<th>Concept, Assumptions, and Baseline Data</th>
<th>Name</th>
<th>Address</th>
<th>Zip</th>
<th>2014 Sales (ESR) SQFT</th>
<th>Sales/SQFT</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
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</table>

### Key Operating Schedules

#### Residential Income Schedule

<table>
<thead>
<tr>
<th>Year</th>
<th>Beginning Balance</th>
<th>Residential Gross Rent</th>
<th>Residential Depreciation Claimed</th>
<th>Residential Concession</th>
<th>Residential Vacancy</th>
<th>Residential Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2023</td>
<td>$9,840,258</td>
<td>$5,636,070</td>
<td>$264,034</td>
<td>$0</td>
<td>$0</td>
<td>$5,898,092</td>
</tr>
<tr>
<td>2024</td>
<td>$5,898,092</td>
<td>$5,748,791</td>
<td>$264,034</td>
<td>$0</td>
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</tr>
<tr>
<td>2025</td>
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<tr>
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<td>$0</td>
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#### Commercial Income Schedule

<table>
<thead>
<tr>
<th>Year</th>
<th>Beginning Balance</th>
<th>Commercial Gross Rent</th>
<th>Commercial Depreciation Claimed</th>
<th>Commercial Vacancy</th>
<th>Commercial Revenue</th>
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<tbody>
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<tr>
<td>2024</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
<td>$0</td>
<td>$817,363</td>
</tr>
<tr>
<td>2025</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
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<td>$817,363</td>
</tr>
<tr>
<td>2026</td>
<td>$817,363</td>
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<tr>
<td>2027</td>
<td>$817,363</td>
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<td>$817,363</td>
</tr>
<tr>
<td>2028</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
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<tr>
<td>2029</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
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<td>2030</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
<td>$0</td>
<td>$817,363</td>
</tr>
<tr>
<td>2031</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
<td>$0</td>
<td>$817,363</td>
</tr>
<tr>
<td>2032</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
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<td>2033</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
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<tr>
<td>2034</td>
<td>$817,363</td>
<td>$992,698</td>
<td>$22,974</td>
<td>$0</td>
<td>$817,363</td>
</tr>
</tbody>
</table>

#### Key Operating Schedules

**Key Operating Schedules**

**Residential Income Schedule**

- **Beginning Balance**: $9,840,258
- **Residential Gross Rent**: $5,636,070
- **Residential Depreciation Claimed**: $264,034
- **Residential Concession**: $0
- **Residential Vacancy**: $0
- **Residential Revenue**: $5,898,092

**Commercial Income Schedule**

- **Beginning Balance**: $5,629,962
- **Commercial Gross Rent**: $992,698
- **Commercial Depreciation Claimed**: $22,974
- **Commercial Vacancy**: $0
- **Commercial Revenue**: $817,363

**Total Gross Income**

- **2023**: $6,829,236
- **2024**: $6,829,236
- **2025**: $6,829,236
- **2026**: $6,829,236
- **2027**: $6,829,236
- **2028**: $6,829,236
- **2029**: $6,829,236
- **2030**: $6,829,236
- **2031**: $6,829,236
- **2032**: $6,829,236
- **2033**: $6,829,236
- **2034**: $6,829,236

**Effective Gross Income (EGI)**

- **2023**: $5,636,070
- **2024**: $5,748,791
- **2025**: $5,863,767
- **2026**: $5,981,043
- **2027**: $6,100,664
- **2028**: $6,222,677
- **2029**: $6,347,130
- **2030**: $6,474,073
- **2031**: $6,630,643
- **2032**: $6,787,867
- **2033**: $7,166,476
- **2034**: $7,585,034
## Market Study

### Pro Forma - 2800 Ridge Avenue

#### Cash Flow Summary

<table>
<thead>
<tr>
<th>Year</th>
<th>Operating Income</th>
<th>Reversion (Termination)</th>
<th>Accounts Receivable</th>
<th>Accounts Payable</th>
<th>Income Tax Payable</th>
<th>Total Debt</th>
<th>Total Liabilities</th>
<th>Total Equity</th>
<th>Net Worth</th>
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<tr>
<td>24</td>
<td>$18,873,300</td>
<td>$908,097</td>
<td>$19,995,888</td>
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<tr>
<td>25</td>
<td>$19,392,620</td>
<td>$939,213</td>
<td>$20,893,384</td>
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<td>26</td>
<td>$19,911,200</td>
<td>$970,329</td>
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<td>27</td>
<td>$20,429,060</td>
<td>$991,444</td>
<td>$22,688,384</td>
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<tr>
<td>28</td>
<td>$20,946,160</td>
<td>$1,012,560</td>
<td>$23,585,888</td>
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<td>$21,462,530</td>
<td>$1,033,675</td>
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</tbody>
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#### Notes
- Operating Income: $7,128,910
- Reversion (Termination): $199,930
- Accounts Receivable: $2,309,267
- Accounts Payable: $2,705,674
- Income Tax Payable: $3,130,376
- Total Debt: $4,613,520
- Total Liabilities: $5,134,704
- Total Equity: $5,666,888
- Net Worth: $6,173,392
### Development Accounts

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<tr>
<th>Item</th>
<th>Year -1</th>
<th>Year 0</th>
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<td>Land Purchase Price</td>
<td>$2,041,830</td>
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<tr>
<td>Soft Costs (incl. Synd.)</td>
<td>$1,803,064</td>
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<tr>
<td>Construction Loan Fees</td>
<td>$245,457</td>
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<tr>
<td>Construction Loan Cash In</td>
<td>$349,425</td>
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<tr>
<td>Construction Interest Costs</td>
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<tr>
<td>Permanent Loan Points</td>
<td>$319,808</td>
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<tr>
<td>Additional Cash-in (Cash-out) at Take-out</td>
<td>$(2,195,433)</td>
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</tbody>
</table>

- Cash In This Year $4,942,776 ($1,543,457)
- Total Cash In $4,942,776 $3,399,318

### Discounted Cash-flow Summary

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<thead>
<tr>
<th>Year</th>
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</thead>
<tbody>
<tr>
<td>IRR</td>
<td>130.1%</td>
<td>81.8%</td>
<td>60.8%</td>
<td>49.0%</td>
<td>41.5%</td>
<td>36.2%</td>
<td>32.3%</td>
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<td>26.9%</td>
<td>24.9%</td>
<td>23.2%</td>
<td>21.6%</td>
<td>20.6%</td>
<td>19.6%</td>
<td>18.7%</td>
<td>17.9%</td>
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<td>16.5%</td>
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<td>14.9%</td>
<td>14.4%</td>
<td>14.0%</td>
<td>13.9%</td>
<td>13.1%</td>
<td>12.3%</td>
<td>11.7%</td>
<td>10.7%</td>
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<td></td>
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</tbody>
</table>

### Sources and Uses Summary

#### Sources

- Permanent Mortgage $9,840,258 74%
- Investor's Equity $3,399,318 26%
- Total Sources $13,239,576 100%

#### Uses

- Land Acquisition $2,041,830 15%
- Soft Costs $1,803,064 14%
- Hard Costs $8,494,250 64%
- Construction Loan Fees $245,457 2%
- Construction Interest $332,168 3%
- Permanent Loan Fees and Points $219,808 2%
- Total Uses $13,239,576 100%


5. Theodore Hershberg, Harold E. Cox, Dale B. Light, Jr., and Richard R. Greenfield, “The ‘Journey-to-Work’: An Empirical Investigation of Work, Residence and Transportation, Philadelphia, 1850 and 1880,” in Hershberg, Philadelphia Work Space, Family and Group Experience in the Nineteenth Century, 142-143, 146. In 1880, a round-trip streetcar fare amounted to 37% of an unskilled worker’s average daily wage, or 8.7% of that of a skilled worker. By 1880, these percentages had decreased to 9.2 and 6 percent, respectively. An analysis of 1880 census data found that members of working class minority ethnic groups were more likely to live near their jobs (Greenburg, in Hershberg, Philadelphia: Work Space, Family and Group Experience in the Nineteenth Century, 208-211).


8. Meredith Savery, "Instability and Uniformity: Residential Patterns in Two Philadelphia Neighborhoods, 1880–1970," in The Divided Metropolis: Social and Spatial Dimensions of Philadelphia, 1800–1975, ed. William W. Cutler, III and Howard Gillette, Jr. (Wesport, CT: Greenwood, 1980), 205. It is not clear whether the 1880 and 1900 census data draws from the same physical area, as the neighborhood’s boundary may have been expanded between these years, and the author does not give precise boundaries for the 1900 data.


19. Census 1950 and 1960


04 INTERVENTIONS


7. Interview with Judith Robinson.


9. Interview with Tonneta Graham.

10. Interview with riders


13. Ibid.


16. Interview with riders.


20. Ibid.


Nairn., Michael P. “Philly Riding” The Barnes Foundation, 2017


The following is a list of all who were interviewed in connection with this project:

Rebecca Chan, LISC
Julia Choseed, Brickhouse Builders, LLC
Denise Clark, Strawberry Mansion CDC
Preston Hull, Building Conservation Associates
David Fecteau, Philadelphia City Planning Commission
David Ferris, LISC
Tonnetta Graham, Strawberry Mansion CDC
Lenora Jackson-Evans, Strawberry Mansion CDC
Larry Kingfish, Community Member
Amber Knee, Pennsylvania Horticultural Society
Molly Lester, PennPraxis
Charlotte Lewis, Community Member
Kevin Mathisen, Catalyst Builders
Adela Park, Fairmount Park Conservancy
Jill Roberts, Healthy Rowhouse Project
Judith Robinson, Strawberry Mansion Civic Association
Ellen Ryan, Fairmount Park Conservancy
Beth Uzwiak, Cultural Asset Mapping Residency
C. M. Williams, Community Member
Tyrone Williams, Strawberry Mansion NAC/CDC