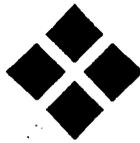

Draft For Public Comment

SPRUCE HILL
COMMUNITY RENEWAL PLAN



JUNE 13, 1995

SPRUCE HILL COMMUNITY ASSOCIATION
(SHCA)

SHCA Community Development Task Force

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1941
The first of the year
was a very busy one
and the work was
done in a very
thorough manner.

The second of the year
was also a very busy one
and the work was
done in a very
thorough manner.

1942

The first of the year

Introduction

Spruce Hill, which is bounded by Woodland Avenue to the south, Market Street to the north, and 39th and 46th Streets to the east and west, is a quintessential Philadelphia place. It overflows with the greatest American architecture and urban design of the late nineteenth century. Its abundance of trees, shrubs, and flowers evokes lush cities of the West Coast. Its people, no longer the residents of one of America's first suburbs, are city dwellers passionately determined to renew their neighborhood. The *Spruce Hill Community Renewal Plan* is designed to help them do so.

The *Plan* has been developed by the Spruce Hill Community Association's Community Development Task Force in conjunction with the Center for Community Partnerships of the University of Pennsylvania. The *Plan* has been made possible by the energy and enthusiasm of the many more residents who surveyed the buildings on their blocks, answered neighborhood needs surveys, and participated in focus groups and meetings.

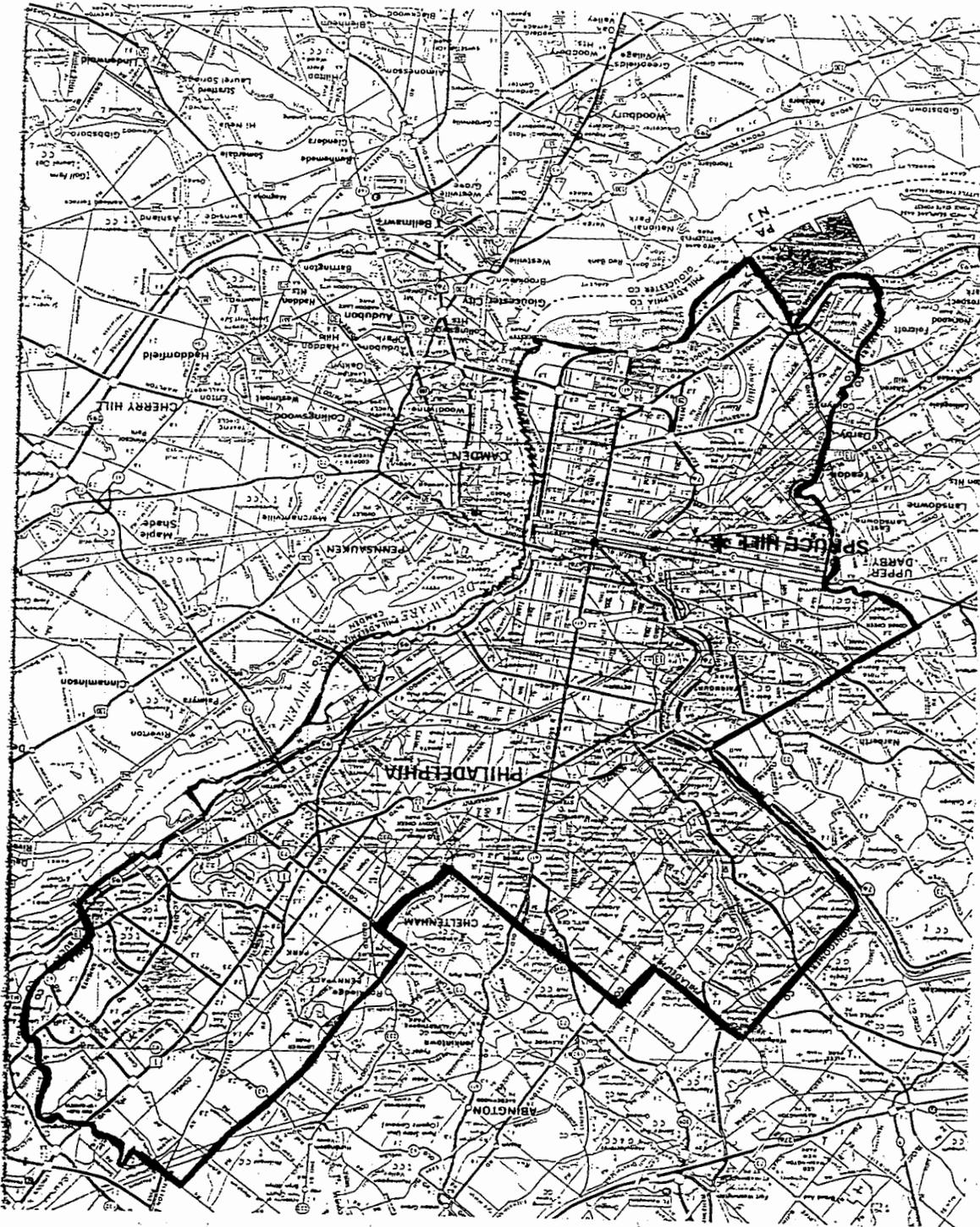
Of course, this draft is only the beginning of Spruce Hill's renewal. This is a *draft for public comment*, which means if it is to be useful, it requires that concerned citizens and other stakeholders take the time to respond to its strategies. Also, a series of focus groups will be convened this summer to gain additional input and ideas. The final draft of the *Plan* will be completed early in fall 1995. At that time, all Spruce Hill residents, businesses, organizations, institutions, and any other concerned entities including the City of Philadelphia, will have the responsibility of turning words to action, deterioration and decline to renewal. This document is designed to be used as a guide, a reference, a framework, a mediator, and a voice for a community with over 16,000 members. Many of the recommendations of the *Plan* are directed towards specific entities. However, most of the recommendations are intended to serve guidelines and are directed more generally.

Send all comments concerning the *Spruce Hill Community Renewal Plan* to:

Spruce Hill Community Association
Community Development Task Force
257 S. 45th Street
Philadelphia, PA 19104

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PLEASE NOTE: THIS IS AN INITIAL DRAFT OF A VERY COMPLICATED DOCUMENT. NOT EVERY SECTION IS COMPLETE. NOR ARE ALL THE ACCOMPANYING GRAPHICS AND SUPPLEMENTAL MATERIALS INCLUDED.



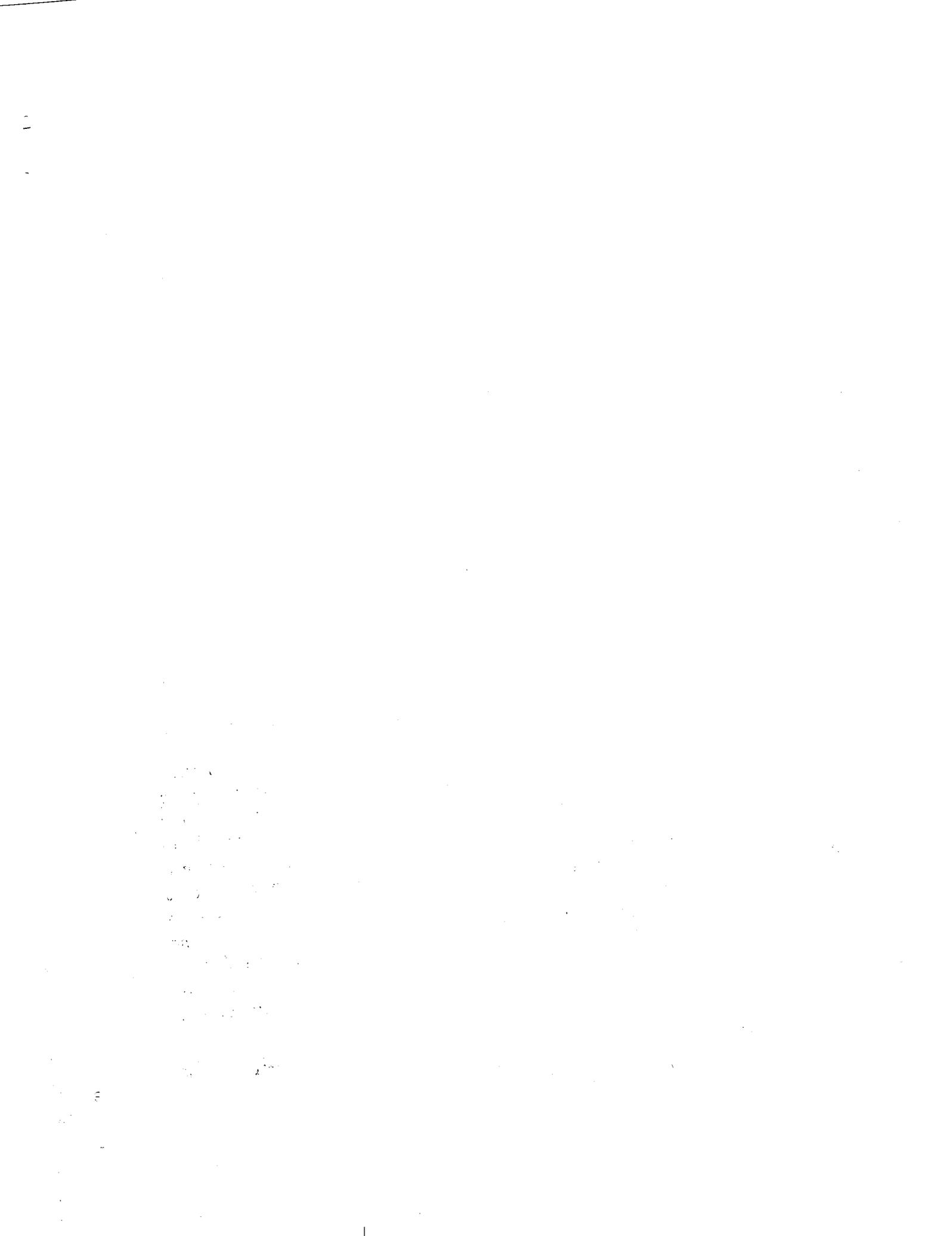
Spruce Hill in a Regional Context

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Section I - Background



A. Planning Principles and Strategic Assumptions

It is important for those using this document to fully understand what it is and what are its major assumptions. The Spruce Hill Community Renewal Plan is a set of strategies developed by neighborhood residents in conjunction with professional planners which sets an agenda for transformation of the neighborhood. It is at once a broad-based plan to improve several aspects of Spruce Hill and a call for specified steps to be taken by various entities and organizations in and around Spruce Hill. It is a clear outline of the priorities, interests, concerns, and creative ideas of the citizens of Spruce Hill. It is not a list of isolated and unrealistic recommendations, but rather a set of interlinked and synergistic strategies for renewal. The *Plan* is intended for use by all local residents, leaders, organizations, businesses, institutions, and future investors as a “jumping-off point” for a new course of action in Spruce Hill.

There is a definitive set of strategic assumptions which guide this plan:

- (1) To sustain a neighborhood’s revitalization, there must be investment in human resources, organizations, institutions, amenities, and housing.
- (2) Renewal of Spruce Hill demands investment from several key sources: local institutions, local, state and federal government, businesses, residents, foundations, private developers, and others.
- (3) Spruce Hill competes with other city and suburban communities for residents of most income levels, but specifically exists in a niche market in the Philadelphia region. Here are some defining qualities of this niche: older city mixed with close-in suburban neighborhood feel, distinctive architecture, easy access to central city employment and cultural amenities, and a highly academic atmosphere.
- (4) Spruce Hill desires a racially and economically diverse population. Current demographic trends show decreasing economic diversity. Therefore, it is necessary both to foster diversity and an increase in the number of middle income households.
- (5) There are specific reasons why middle-income families and individuals avoid Spruce Hill: poor public schools/expensive private schools, poor day care opportunities, no after school care, high home maintenance costs, poor quality

retail, perceived lack of safety, and few recreation facilities.

B. Planning Process

The planning process has involved a series of steps to ensure that the *Spruce Hill Community Renewal Plan* is a resident-driven strategy. Resident input is largely responsible for shaping the specific strategies found in the *Plan*. The following steps were taken:

- (1) The Spruce Hill Community Association appointed David Hochman and Patrick Starr co-chairs of a 13 member community development task force. The task force is comprised of a diverse (with respect to race, housing tenure, income, expertise) group of Spruce Hill residents. The task force maintains full responsibility for the final version of the *Spruce Hill Community Renewal Plan*. A list of task force members is found on the inside cover of the plan.
- (2) Professional support and development of the *Spruce Hill Community Renewal Plan* was provided by the University of Pennsylvania's Center for Community Partnerships. The planning team was led by the Center's Project Coordinator N.R. Popkin with assistance from Anne Marie Flatley, Deborah Mahanger, Gregory Nesmith, and Harmon Zuckerman.
- (3) The task force sponsored a neighborhood survey, designed to gain input on community needs ranging from city services and education to housing, taxes, and retail. Fully 191 individuals responded to the survey, which was published in the *Weekly Press*. The survey is found in the appendix of this document. The summary of survey responses is found in section II-C.
- (4) Individual community members and business owners were interviewed. This includes leaders of city-wide organizations whose work impacts on Spruce Hill.
- (5) Focus groups of neighborhood residents, business owners, and organizational and political leaders were conducted to help shape the goals of the plan and specific strategic recommendations. At the end of the planning process, nine individual focus groups of 4-7 participants each will have provided input to the plan.
- (6) Representatives of the Oakland CDC in Pittsburgh visited Spruce Hill and

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discussed their experiences with the task force, the Spruce Hill Board of Directors, and senior administrators of the University of Pennsylvania.

- (7) A Spruce Hill Town Meeting was held in which over 50 members of the community were updated on the progress of the plan, informed of its scope, and shown illustrative maps of building conditions, status, use, and occupancy. Residents were also given a chance to learn about two other Philadelphia community revitalization cases: Manayunk and North Philadelphia.
- (8) The draft plan was presented to the public for comment officially on June 13, 1995 at the Spruce Hill Community Association board meeting and specifically to Philadelphia City Councilwoman Jannie Blackwell and Carol Scheman, Vice President of Government, Public, and Community Affairs of the University of Pennsylvania.

C. *Neighborhood Goals*

These goals serve, first and foremost, to shape the planning process and direct the *Plan's* strategies. To a significant event, the goals were developed by the SHCA Community Development Task Force. They were altered and refined by two different focus groups. Though these goals are ranked in order of importance, each is a necessary component of the whole. The success of this effort is dependent on the realization of all of these interlocking goals:

- (1) *Increase the rate of owner-occupancy while respecting and addressing the need for a diversity of housing types that respond to a range of income levels*
- (2) *Increase the strength of the Spruce Hill Community Association and other community-based organizations while improving linkage among all neighborhood organizations and institutions*
- (3) *Radically improve public and private education in and around Spruce Hill*
- (4) *Strengthen the "social capital" of Spruce Hill, such as the linkages among neighbors, streetlife, and neighborhood pride and respect*
- (5) *Significantly improve the retail areas in and around Spruce Hill*
- (6) *Develop formal relationships with the University of Pennsylvania and engage Penn in Spruce Hill's long-term strategy*
- (7) *Reduce crime and the perception of crime in and around Spruce Hill*
- (8) *Increase the cleanliness of Spruce Hill*

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Section II - Neighborhood Analysis

A. *Neighborhood Demographics*

The primary data source for the demographic analysis of Spruce Hill is the 1990 U.S. Census. This analysis measures change in Spruce Hill over the last decade. It also indicates the potential for community renewal in Spruce Hill. Part of this analysis involves comparing Spruce Hill with two other neighborhoods in Philadelphia, Mt. Airy and Fairmount. These particular neighborhoods were chosen because of their similarity to Spruce Hill in terms of size, historical development, and housing type. They also display the economic diversity higher home ownership rates that Spruce Hill must strive to reclaim. The indices that are analyzed below are population, race, age, household income, employment, and housing. In comparison to the other two neighborhoods, Spruce Hill maintains a more transient and younger population with lower household incomes. It is a place less amenable to raising families.

POPULATION AND RACIAL CHARACTERISTICS OF THE SPRUCE HILL REGION BY CENSUS TRACTS*

	1970	1980	1990	Change in Population 1970 - 1990
Total Population	37,071	34,573	34,910	-6%
African-American	35%	36%	38%	+2%
White	62%	53%	50%	-25%
Asian	<i>n/a</i>	7%	12%	+82%**
Hispanic***	.3%	.1%	3%	+86%
Other	3%	2%	.7%	-43%

* Data from U. S. Census by census tract. Census tracts analyzed: 77, 78, 79, 86, 87, 88.

** Change measured from 1980-1990

*** Hispanic is a category of both African-Americans and Whites.

- Though the Spruce Hill region experienced an overall decrease in population from 1970, the population increased slightly between 1980 and 1990. This is in contrast to Philadelphia's population, which has steadily decreased.
- The African-American population has remained relatively constant while the White population has experienced some decline.

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- The Asian population of the region has grown significantly since 1980, as has the Hispanic population.

POPULATION AND RACIAL CHARACTERISTICS OF THE SPRUCE HILL NEIGHBORHOOD*

	1980	1990	Change in Population
Total Population	16,430	16,231	-1%
African-American	21%	24%	+12%
White	66%	59%	-11%
Asian	10%	15%	+55%
Hispanic**	2%	3%	+1%
Other	3%	2%	-1%

*Data analyzed by census blocks from the 1980 and 1990 U. S. Census.

**Hispanic is a category of both African-Americans and Whites.

- Philadelphia's total population declined by 6% between 1980 and 1990.
- In contrast to the city, the total population of Spruce Hill has remained relatively stable and racially diverse.
- While the White population has experienced a significant decline, the African-American and Asian populations have experienced increases in population.

AGE CHARACTERISTICS IN COMPARISON TO THE CITY AND OTHER NEIGHBORHOODS*

	SPRUCE	FAIRMOUN	MT. AIRY	CITY
AGE RANGE	% TOTAL	% TOTAL	% TOTAL	% TOTAL
Less Than 6	5.75%	6.41%	8.60%	9.88%
7 - 11	2.88%	3.99%	6.61%	6.54%
12 - 17	2.67%	5.00%	7.63%	7.49%
18 - 21	21.83%	4.09%	5.44%	6.44%
22 - 29	31.32%	20.11%	10.18%	13.92%
30 - 34	9.73%	11.41%	7.88%	8.53%
35 - 44	11.67%	17.45%	17.35%	13.37%
45 - 54	4.74%	9.24%	13.16%	9.52%
55 - 61	3.00%	4.87%	6.88%	6.23%
62 - 69	2.51%	7.20%	8.00%	7.62%
70 - 79	2.19%	7.03%	5.79%	7.08%
80+	1.71%	3.21%	2.47%	3.37%
	100.00%	100.00%	100.00%	100.00%

*Data analyzed by census tract from 1990 U. S. Census by census. Census tracts for Fairmount include: 134, 135, and 136. The census tracts for Mt. Airy include: 253, 254, 255, 256, 258, 261, and 262.

- Only 11% of Spruce Hill’s population is under 17 years old. This is in stark contrast to the city and Mt. Airy, where the under-17 population is approximately 23%. This shows that families are leaving Spruce Hill as children reach school age.
- Over 50% of the population of Spruce Hill is between the ages of 18 and 29. This high figure can be attributed to the large number of university students. In the city as a whole this age group represents only 20.36% of the population. In Fairmount and Mt. Airy this age group represents 24.2% and 15.62% of those populations, respectively.
- The 30 to 54 years age group, which is typically the highest-income group, comprises only 26.14% of Spruce Hill’s population. While this is a significant percentage, it is much smaller than the (approximately) 38% for Fairmount and Mt. Airy.
- The over 55 age group in Spruce Hill is only 9.41% of the population. Again, this figure is in stark contrast to the city and the other comparable neighborhoods, in which this age group represents about 23% of those populations. The low figure for this age group in Spruce Hill is indicative of the transitory and unstable nature of the neighborhood.

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COMPARISON OF HOUSEHOLD TYPE BY AGE OF HEAD OF HOUSEHOLD*

Household Type: Family

	SPRUCE HILL	MT. AIRY	FAIRMOUNT
TOTAL HOUSEHOLDS: % FAMILY	34%	70%	43%
AGE RANGE of HOUSEHOLD HEAD:	% TOTAL	% TOTAL	% TOTAL
15 - 24	7%	2%	4%
25 - 34	36%	13%	24%
35 - 44	25%	28%	24%
45 - 54	11%	22%	14%
55 - 64	11%	18%	13%
65 - 74	6%	12%	12%
75 YEARS AND OLDER	4%	5%	9%
	100%	100%	100%

Household Type: Non Family

	SPRUCE HILL	MT. AIRY	FAIRMOUNT
TOTAL HOUSEHOLDS: % NON FAMILY	66%	30%	57%
AGE RANGE of HOUSEHOLD HEAD:	% TOTAL	% TOTAL	% TOTAL
15 - 24	31%	5%	9%
25 - 34	34%	13%	30%
35 - 44	16%	16%	19%
45 - 54	6%	16%	12%
55 - 64	5%	18%	9%
65 - 74	5%	20%	11%
75 YEARS AND OLDER	3%	12%	10%
	100%	100%	100%

*Data analyzed by census tract from the 1990 U. S. Census.

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•Of all households in Spruce Hill, only 34% are families. Of these households, over 60% have heads of household between the ages of 25 and 44 years. This is in contrast to the comparable neighborhoods, whose heads of family households are more diverse in age. In Spruce Hill, as the age of the heads of household increases, the percentage of families declines significantly. This loss of family households reflects the poor quality of neighborhood public schools. Spruce Hill parents with school-age children often opt to leave the area to avoid paying for private school, as the public ones, to many parents, are not even an option.

•Non-family households comprise 66% of all households in Spruce Hill. Of these households, 65% have heads of households between the ages of 15 and 34 years. This is an indication of the presence of the large student population in the region. The neighborhoods of Mt. Airy and Fairmount have much smaller percentages of non-family households. Their non family households also tend to have household heads that are more diverse in age.

1990 INCOME BY HEAD OF HOUSEHOLD*

HOUSEHOLD HEAD: UNDER 25 YEARS HOUSEHOLD HEAD: AGES 25 - 34

	SPRUCE HILL	FAIRMOUNT	MT. AIRY		SPRUCE HILL	FAIRMOUNT	MT. AIRY
% H H < 25 YEARS	23.1%	6.7%	2.4%	% H H: 25-34	34.4%	27.2%	13.3%
INCOME	%	%	%	INCOME	%	%	%
LESS THAN \$5,000	27.82%	19.83%	7.63%	LESS THAN \$5,000	16.17%	6.37%	3.87%
\$5,000 TO \$9,999	17.11%	15.99%	2.97%	\$5,000 TO \$9,999	9.77%	4.07%	7.89%
\$10,000 TO \$14,999	14.64%	10.66%	36.02%	\$10,000 TO \$14,999	9.96%	6.00%	4.26%
\$15,000 TO \$24,999	19.29%	26.65%	31.36%	\$15,000 TO \$24,999	23.51%	15.19%	14.94%
\$25,000 TO \$34,999	11.99%	13.65%	3.39%	\$25,000 TO \$34,999	17.41%	14.87%	23.37%
\$35,000 TO \$49,999	7.56%	9.17%	16.10%	\$35,000 TO \$49,999	12.72%	19.68%	24.38%
\$50,000 TO \$74,999	1.09%	2.13%	2.54%	\$50,000 TO \$74,999	5.69%	17.75%	17.88%
\$75,000 TO \$99,999	0.00%	0.00%	0.00%	\$75,000 TO \$99,999	3.28%	9.81%	1.78%
\$100,000 OR MORE	0.50%	1.92%	0.00%	\$100,000 OR MORE	1.49%	6.26%	1.63%
	100.00%	100.00%	100.00%		100.00%	100.00%	100.00%

*Data analyzed by census tract from 1990 U. S. Census.

•Over 23% of the heads of household in Spruce Hill are under 25 years old. Of those household heads, over 78% had incomes less than \$25,000. These figures are indicative of the large university student population, which tends to rely on part time

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jobs and student loans for income. Including parental aid, however, would serve to adjust income figures for this group significantly higher.

- The large number of household heads with incomes less than \$25,000 also effects the poverty rate of Spruce Hill. The poverty rate in 1990 for Spruce Hill was about 35%, as compared to 20% for the City. Of the individuals below the poverty line in Spruce Hill, 51% are between the ages of 18 and 24 years old.

- Of the heads of household in Spruce Hill between the ages of 25 and 34, only 23% have incomes greater than \$35,000. In contrast are Fairmount at 53.5% and Mt. Airy at 45.67%.

HOUSEHOLD HEAD: AGES 35 - 44

HOUSEHOLD HEAD: AGES 45 - 54

	SPRUCE HILL	FAIRMOUN	MT. AIRY		SPRUCE	FAIRMOUNT	MT. AIRY
% HH: 35 - 44	18.9%	21.2%	24.4%	% HH: 45 - 54	7.6%	13%	20.2%
INCOME RANGE	% TOTAL	% TOTAL	% TOTAL	INCOME RANGE	% TOTAL	% TOTAL	% TOTAL
LESS THAN \$5,000	7.65%	6.29%	5.33%	LESS THAN \$5,000	8.04%	6.39%	3.23%
\$5,000 TO \$9,999	8.00%	2.27%	2.50%	\$5,000 TO \$9,999	10.12%	2.71%	3.64%
\$10,000 TO \$14,999	3.69%	4.68%	1.90%	\$10,000 TO \$14,999	12.58%	3.79%	2.36%
\$15,000 TO \$24,999	23.42%	12.58%	15.48%	\$15,000 TO \$24,999	10.69%	18.29%	11.37%
\$25,000 TO \$34,999	19.12%	16.25%	11.46%	\$25,000 TO \$34,999	14.29%	7.68%	15.57%
\$35,000 TO \$49,999	16.53%	20.60%	22.55%	\$35,000 TO \$49,999	22.99%	18.07%	24.01%
\$50,000 TO \$74,999	11.65%	15.99%	25.51%	\$50,000 TO \$74,999	15.89%	26.62%	22.68%
\$75,000 TO \$99,999	7.08%	9.57%	11.08%	\$75,000 TO \$99,999	3.12%	9.42%	11.37%
\$100,000 OR MORE	2.86%	11.77%	4.19%	\$100,000 OR MORE	2.27%	7.03%	5.79%
	100.00%	100.00%	100.00%		100.00%	100.00%	100.00%

*Data analyzed by census tract from 1990 Census

- Only 18.9% of heads of household in Spruce Hill are between 35 and 44 years old. Of those household heads, over 39% have incomes greater than \$35,000. In comparison, over 63% of the 35- to 44-year-old household heads in Mt. Airy reported incomes greater than \$35,000. In Fairmount, over 57% reported incomes greater than \$35,000.

- For heads of household between the ages of 45 and 54 in Spruce Hill, about 44% had incomes greater than \$35,000. Fairmount and Mt. Airy have much higher percentages (about 63%).

1990 EDUCATION CHARACTERISTICS*

EDUCATION LEVEL	SPRUCE HILL	CITY
Less than 9th Grade	5%	11%
9 - 12, No Diploma	10%	24%
High School Graduate	13%	33%
Some College, No Diploma	14%	12%
Associates Degree	4%	4%
Bachelor's Degree	25%	9%
Graduate/Professional Degree	29%	6%

*Data by census tract from the 1990 U. S. Census.

•Spruce Hill is a well-educated community, with 58% of the population having some form of a higher degree. Philadelphia reports that only about 19% of its population has some form of higher degree. However, the average household income for Spruce Hill is lower than it is for the city as a whole; there is the potential for higher income in Spruce Hill.

1990 EMPLOYMENT BY INDUSTRY*

	SPRUCE HILL	CITY
Health Services	12%	13%
Education Services	31%	9%
Retail	11%	16%
Other	45%	63%

*Data by census tract from the 1990 U. S. Census.

•In Spruce Hill, the health service and education industries have a tremendous influence on the local economy, as they employ about 43% of the population.

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1990 HOUSING CHARACTERISTICS*

STATUS	SPRUCE HILL	FAIRMOUNT	MT. AIRY	CITY
OCCUPIED	88%	79%	87%	89%
OWNER	11%	32%	63%	55%
RENTER	77%	47%	24%	34%
UNOCCUPIED	12%	21%	13%	11%

* Data by census tract from the 1990 U. S. Census.

- Both Fairmount and Mt. Airy, which contain a large number of apartment buildings, have higher owner-occupancy rates than Spruce Hill.
- When the blocks with the large apartment houses and student housing are removed, the owner occupancy rate in Spruce Hill rises, but only to about 17%.

B. Real Estate Market Analysis

The real estate analysis focuses chiefly on Spruce Hill's housing market.

(1) *Basic Trends*

In general, the following five to ten year trends are occurring in Spruce Hill real estate:

- (a) Diminishing city-wide quality of life and recently competitive Center City property values have caused property values of Spruce Hill's owner-occupied buildings to drop by about 20% since their peak in the late 1980s.
- (b) In order to raise property values at sale, more and more single-family buildings are being converted to multi-family use, creating a speculator's market. In fact, in the 1980s, there was a 20% drop in the number of owner-occupied buildings.
- (c) Simultaneously, as quality of life in the neighborhood has diminished, the existing rental demand has dropped. This is mostly due to an exodus of 780 Penn graduate students from 1990 to 1994.
- (d) High on-campus Penn rents (\$645/month for 7 months) have pushed rising numbers of undergraduate students to live, in high densities, in Spruce Hill. Since 1990, the number of undergraduates living in the community has increased by 893, while the total number of housing units has decreased.
- (e) Undergraduates have not replaced graduate students for demand of rental units. Instead, their demand is significantly focused on single-family homes in which they can live in groups of 5-10 (each student paying, on average, only \$150 - \$350 per month), and not on the one and two bedroom apartments favored by graduate students.
- (f) The missing demand for apartments has been filled by comparatively lower income tenants, reducing market rents and, subsequently, investment in property management and repairs.

**CHANGE IN PENN OFF-CAMPUS STUDENT POPULATION - 19104
ZIPCODE**

STUDENTS	1990	1991	1992	1994	% Change* (1990 - 1994)
UNDERGRADUATE	2,238	2,420	3,024	3,131	+40%
GRADUATE	2,543	2,368	1,722	1,763	-31%

*Data for 1993 is unavailable.

(2) *City and Regional Trends*

Spruce Hill's market is affected by the regional housing market and that of the city of Philadelphia. Regionally, in the last year, home prices increased by 11%, with city values generally continuing to drop. In Center City, only two of six zip codes posted increases in home sales in 1994. Five-year trends are even less positive. All but one Center City zip code has shown decreases in sales price since 1990 and most of those decreases have been significant, ranging from 21% to 44% (see table below).

AVERAGE HOME SALES VALUE, CENTER CITY

CENTER CITY	Average '94 Price	Five-Year Trend
Center City West	\$205,148	+6%
Midtown	\$92,325	-32%
Center City East	\$111,619	-44%
Society Hill	\$138,352	-28%
Fairmount	\$85,492	-21%
East Spring Garden	\$48,725	-33%

The Central Philadelphia housing market has yet to recover from the recession of 1990-92 and continues to negatively affect University City housing markets, which include those of Spruce Hill, Powelton Village, Garden Court, Cedar Park, Squirrel Hill, and Walnut Hill. This is because the relative parity between Center City and University City rents and the absolutely higher quality of life in most Center City

neighborhoods makes living in University City less attractive.

(3) *University City and West Philadelphia Trends*

1994 home sales in West Philadelphia were generally steady and somewhat lower in 1994 than 1993. Like the rest of the city, five-year trends in home values are down, but not as much as in Center City (see above table). University City prices were higher in 1994 than they were in 1993 but have dropped considerably in some neighborhoods since 1990.

AVERAGE HOME SALES VALUE, WEST PHILADELPHIA

WEST PHILADELPHIA	Average '94 Price	Five-Year Trend
Southwest	\$35,800	0%
East	\$47,013	-17%
West Market	\$26,195	+13%
Wynnefield	\$48,698	8%
Overbrook	\$59,112	-9%

University City, which comprises parts of the "East," "Southwest," and "West Market" sections of West Philadelphia showed some improvement in sales and sales prices in 1994. Prices increased nearly 8% to an average of \$93,602. Of note is the increase by 11 homes from 1993 to 1994 in sales over \$125,000. Nearly 100 sales of Garden Court Condominiums doubled the number of sales in University City in 1994, but if factored into average sales price, reduced it significantly. On the whole, sales activity has increased in University City by nearly 40% since 1991.

(4) *Spruce Hill Market*

In 1994, 37 single-family homes sold in Spruce Hill at an average price of \$94,870. This figure is comparable to that of University City as a whole (\$93,602). Sales values in Spruce Hill also compare well to those in Fairmount (\$85,492, 99 sales) and Mt. Airy (\$102,815, 124 sales), the two other Philadelphia neighborhoods used for comparison in the Neighborhood Demographics section.

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There are two important factors to consider in analyzing Spruce Hill real estate trends, and they both call into doubt the usefulness of a discussion of single-family house sales. First, very few housing units in Spruce Hill (11%) are single-family homes. Second, it is not clear how many of the 37 sales were to investors interested in converting the homes into multi-unit buildings. As this is a common occurrence in Spruce Hill -- many large houses are now home to 5 to 10 undergraduate renters per year -- it is not unlikely that a significant number of properties were sold to investors. Conversion to multi-occupancy raises the expectation of an increased income flow from the property and inflates its market value.

In any case, the \$94,870 average sale price is an indication that if an objective of the Spruce Hill community is to reconvert multi-unit structures to single-family homes, it can be expected that a typical building will cost a reconverter more than \$94,870.

This brings the analysis, finally, back to the demand side of the equation. While significant investment in the supply of housing in Spruce Hill is laudable, it will not be successful unless there is demand for quality rental and owner units. And this will not occur unless real improvements are made in the quality of life available to people in Spruce Hill.

C. Results of Neighborhood Survey

The following is a results summary of the Spruce Hill Community Association Survey. The Survey was conducted to determine community residents' general perception of Spruce Hill, its neighborhood services, and its commercial/shopping needs. The Survey was distributed on two occasions: Election Day 1994 and the Spruce Hill Fall Clean-Up Day 1994. It was also printed for response in the *Weekly Press* on March 17, 1995. There were 191 respondents to the survey. Of the respondents, 74% were homeowners. This percentage is between six and seven times higher than Spruce Hill's percentage of home ownership. Consequently, the results of the Survey are not a true representation of the population as a whole.

GENERAL PERCEPTIONS OF SPRUCE HILL - CONCERNS*:

CONCERNS	rank 1	rank 2	rank 3
CRIME	151	19	2
LITTER/TRASH	96	59	20
HOUSING DETERIORATION	90	56	11
SCHOOLS	51	59	39
HOUSING ABANDONMENT	51	67	34
CITY SERVICES	34	82	31
PROPERTY TAXES	29	44	71
FINDING PARKING	16	20	76
AFFORDABILITY	17	34	90

*Rank 1 represents the number of times a concern was ranked 1, 2, or 3 out of 9. Rank 2 represent the number of times a concern was ranked 4, 5, or 6. Rank 3 represents the number of times a concern was ranked 7, 8, or 9.

- Spruce Hill residents are overwhelmingly concerned about crime in their neighborhood. Other major concerns of residents include litter/trash and housing deterioration.

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GENERAL PERCEPTIONS - POSITIVE ATTRIBUTES*:

POSITIVE ATTRIBUTES	rank 1	rank 2	rank 3
LOCATION/ACCESS	137	41	4
SENSE OF COMMUNITY	66	56	41
DIVERSITY OF PEOPLE	61	51	22
AFFORDABILITY	40	59	58
PLEASANT SURROUNDINGS	40	64	45
ARCHITECTURE	31	46	47

*Rank 1 represents the number of times an attribute was ranked 1 or 2 out of 6. Rank 2 represents the number of times an attribute was ranked 3 or 4. Rank 3 represents the number of times an attribute was ranked 5 or 6.

• Respondents chose location/access as Spruce Hill’s greatest attribute. A sense of community and the diversity of people were also suggested as their reasons for living in Spruce Hill.

LOCAL AREA CONCERNS*:

CONCERNS ABOUT BLOCK:	rank 1	rank 2	rank 3	rank 4
CRIME	122	28	5	1
LITTER/TRASH	95	46	10	0
UNCARING LANDLORDS	83	21	18	9
CAR VANDALISM/THEFT	67	35	12	3
HOUSING DETERIORATION	48	56	15	4
DRUG SALES	39	26	13	8
HOUSING ABANDONMENT	22	28	33	12
NOISE	16	49	25	7
NO ORGANIZATION	13	24	22	33
LACK OF TREES	6	20	23	37
GRAFFITI	3	25	38	14

*Rank 1 represents the number of times a respondent ranked a concern as 1, 2, or 3 out of 11. Rank 2 represents the number of times a respondent ranked a concern as 4, 5, or 6. Rank 3 represents the number of times a respondent ranked a concern as 7, 8, or 9. Rank 4 represents the number of times a respondent ranked a concern as 10, or 11.

• Crime, litter/trash, and uncaring landlords are residents’ top three concerns about their blocks. Residents are also concerned about car vandalism and theft, housing deterioration, and drug sales.

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NEIGHBORHOOD SERVICES*:

NEIGHBORHOOD SERVICES	rank 1	rank 2	rank 3	rank 4	rank 5	DON'T USE
LITTER ENFORCEMENT	112	21	20	7	9	5
SHOPPING	27	44	59	35	12	3
TRASH/RECYCLING COLLECTION	17	22	58	59	20	5
EDUCATION	20	14	18	10	3	66
PARKS/ RECREATION	12	33	52	38	8	37
POLICE	10	27	67	58	18	8
HEALTH SERVICES	12	12	20	34	28	74

*Rankings represent a scale from 1 (poor) to 5 (excellent).

- Litter enforcement was ranked overwhelmingly by respondents as the poorest-performed neighborhood service.
- Police were rated as adequate or above average.
- The majority of community residents feel that Spruce Hill's educational opportunities are below average. 51% of respondents do not use local educational facilities. Some respondents noted that they send their children to private schools to avoid using the public schools.

COMMERCIAL/SHOPPING NEEDS - CONCERNS*:

CONCERNS ABOUT LOCAL SHOPPING:	rank 1	rank 2	rank 3	rank 4
CRIME	77	43	20	8
QUALITY OF BUSINESSES	65	31	22	9
LITTER/TRASH	54	63	25	5
TYPES OF SERVICES	39	33	40	23
PANHANDLING	39	40	15	21
DETERIORATION	34	28	41	19
PARKING	28	26	20	47
ABANDONMENT	18	18	25	46

*Rankings represent a scale from 1 (of greatest concern) to 4 (of least concern).

- When shopping in the area, crime and quality of businesses are residents' greatest concerns.
- Many respondents noted that they will not shop in the area, and consequently do most of their shopping elsewhere, such as in Center City or the suburbs.

COMMERCIAL/SHOPPING NEEDS - WANTED BUSINESSES*:

RANK	BUSINESSES MOST WANTED:	VOTES
1	GARDEN CENTER	98
2	SIT-DOWN RESTAURANTS	92
3	SUPERMARKETS	90
4	BANKING	74
5	SPECIALTY RETAIL	61
6	CLOTHING RETAIL	54
7	ART GALLERIES	54
8	HAIR CARE	28
9	CONVENIENCE STORES	25
10	NIGHTCLUBS	20
11	HEALTH SERVICES	16
12	CAR CARE	15

*Rank 1 is most desired.

•Community residents in Spruce Hill showed a strong interest in acquiring a garden center, quality sit-down restaurants, and supermarkets.

* * *

The neighborhood residents surveyed perceived crime and litter/trash to be the greatest concerns of their blocks and of Spruce Hill in general. In addition, housing deterioration and uncaring landlords were also frequently chosen as concerns. With respect to shopping in the neighborhood, residents frequently expressed concern about crime and the quality of the businesses. Many residents responded that they had no knowledge of block meetings or their block captain's identity.

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Section IIIa - Neighborhood-Wide Strategy

A. Neighborhood-Wide Strategies

Neighborhood-wide strategies focus on developing a set of amenities in Spruce Hill. This largely involves building on what already exists and fixing several difficult problems. The goal of implementing a set of neighborhood-wide strategies is to be able to market Spruce Hill as an exceptional place for individuals, families, and students to live. The set of present and required amenities for Spruce Hill includes the following:

- Good schools for children
- Job opportunities for adults
- Safety
- Quality housing for people of all income levels
- A strong sense of community *and* diversity
- Unique architecture and neighborhood design
- High quality retail services

Presently, Spruce Hill possesses all of these amenities, but to widely varying degrees. Therefore, the strategies designed to develop the above set will involve varying degrees of investment and emphasis.

(1) Radically Improve Local Schools

A distinct disincentive to living and raising a family in Spruce Hill is the disastrously inadequate public schools. The following map indicates the feeder areas for public elementary schools in and around Spruce Hill. Spruce Hill children, at least by definition of the feeder areas, attend Locke (K-5), Lea (K-8), Drew (K-8), and Wilson (K-5). The data provided by the School District of Philadelphia indicates that a paucity of these schools' students are testing in the highest quartile in national reading and mathematics tests (see below table). Ranked by performance on national standardized tests, Spruce Hill schools placed 107th (Drew), 112th (Locke), 130th (Lea), and 160th (Wilson) out of the 171 public elementary schools in Philadelphia.

SPRUCE HILL ELEMENTARY SCHOOLS - 1993

READING SCORES: % Scoring in Highest National Quartile*
GRADE LEVEL

SCHOOL	1	2	3	4	5	6	7	8
LOCKE	NA							
LEA	7	4	1	3	5	1	5	14
DREW	6	2	3	4	5	3	5	8
WILSON	0	12	6	0	0	NA	NA	NA

MATH SCORES: % Scoring in Highest National Quartile*
GRADE LEVEL

SCHOOL	1	2	3	4	5	6	7	8
LOCKE	NA							
LEA	3	6	1	7	6	5	6	11
DREW	1	10	4	4	11	3	12	7
WILSON	4	0	3	3	2	NA	NA	NA

*Source: School District of Philadelphia.

Clearly, the schools are not developing children who are able to excel in school, which means that the children of today will face unnecessarily severe challenges competing in a global workforce as adults. This is potentially disastrous for Philadelphia. For Spruce Hill, it means that its children will be less likely to qualify for acceptance to Penn, Drexel, or Pharmacy. For families in Spruce Hill, it means that they must be able to afford to send their children to private school, move to a location that offers excellent public education, claim a false residence to get their children into Powell or Greenfield (better public schools), or send their children to one of the four worst elementary schools in the city.

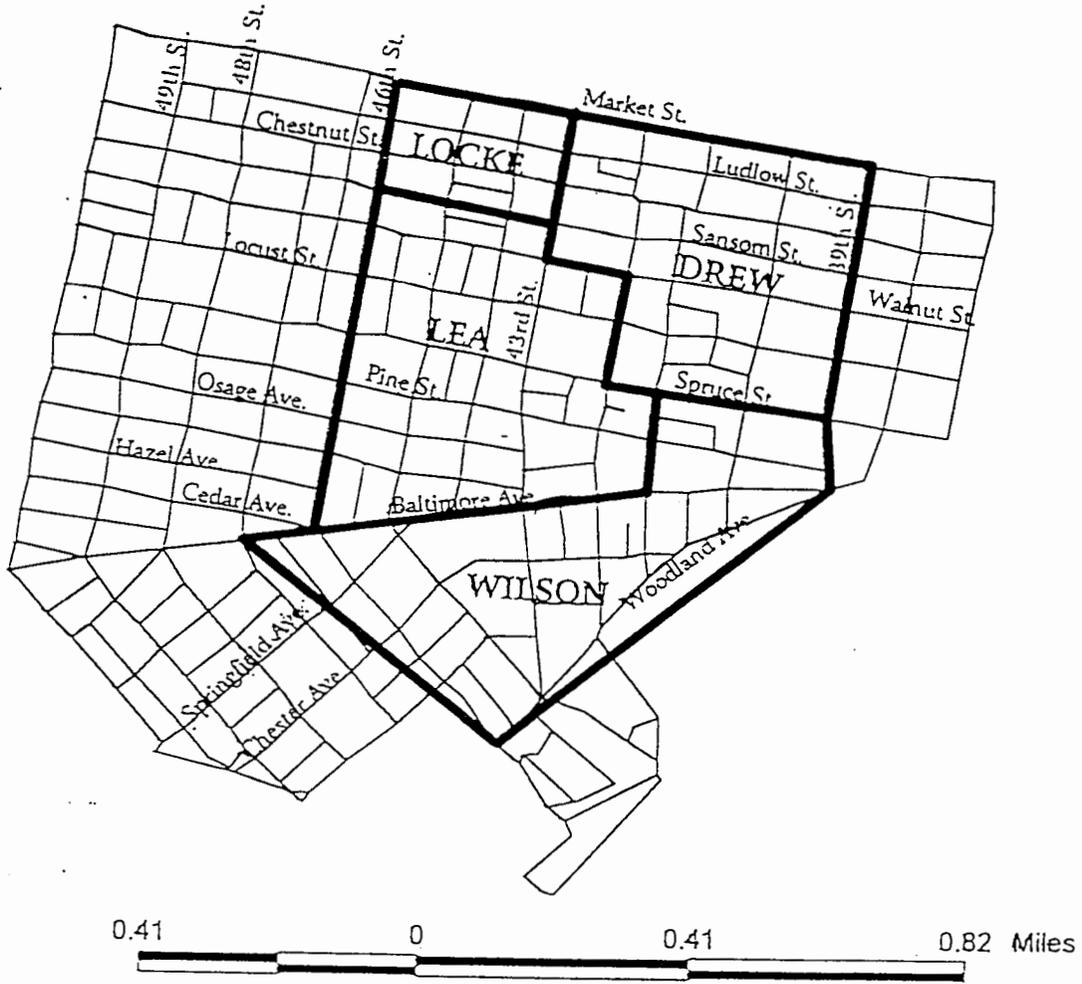
This plan serves as the “jumping-off point” for developing Spruce Hill schools into local amenities. Please note, however, that most of the students in each of the schools live outside of Spruce Hill and this strategy must not be developed by SHCA alone.

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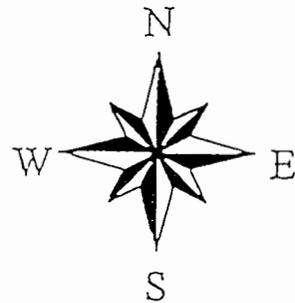
Initial Steps:

- (a) Reassess the boundaries of school feeder areas to better utilize available space and to enable the SHCA to better target its strategies. Specifically: the boundary between Wilson and Lea should be shifted north to increase Wilson's enrollment (see below maps). Currently, Lea is overcrowded and unmanageable with 1,068 students and Wilson is underenrolled with only 287 students. Also, change the boundary of Drew to include the part of Spruce Hill which feeds into the Locke School, thereby helping to ensure that neighbors attend the same school.
- (b) Work with Penn and the West Philadelphia Partnership to start extensive West Philadelphia Improvement Corps (WEPIC) programs at Lea and Drew. This process has begun at Wilson and is coincident with the Center for Community Partnerships's commitment to working extensively with the University City H.S. and West Philadelphia H.S. clusters.
- (c) Make targeted test scores and other goals for achievement public knowledge so that the entire community is aware of the effort in each school and all residents can focus on school improvement.
- (d) Continue to highlight neighborhood children who excel in school in the Spruce Hill newsletter.
- (e) Work with the University City New School to establish it as a Penn-affiliated charter public school with emphasis on enrolling local children. This continues to be an effort of the UCNS board. It is in the early stages of planning but, seen through to fruition, will have an immense impact on Spruce Hill. The quasi-public, charter UCNS would be the city's first school of that type and would continue to provide its current level and type of education.
- (f) Run a campaign to have all institutions, businesses, and organizations in Spruce Hill focus resources and energy on the elementary schools, such as the adoption of Wilson by the SHCA and College of Pharmacy.

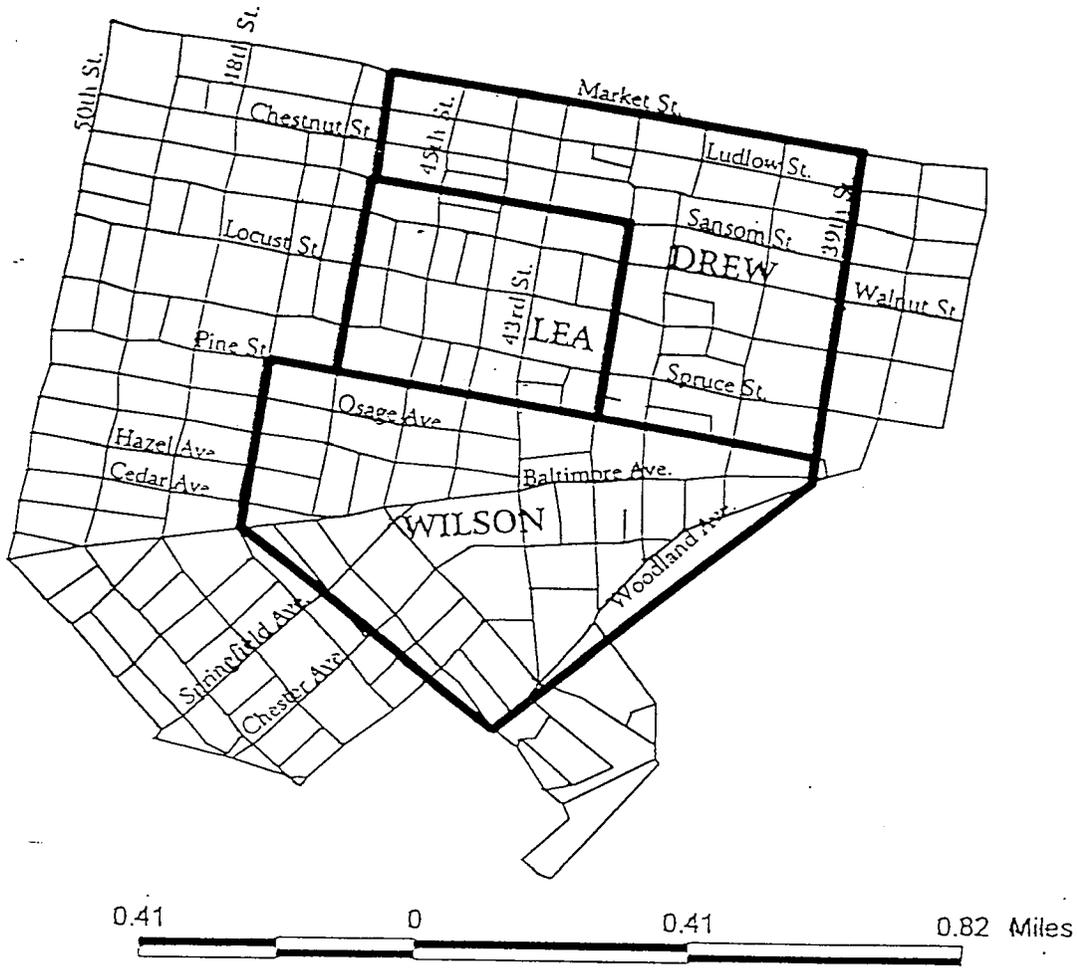
School Feeder Areas



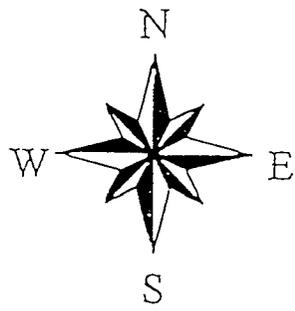
 Streets



Proposed Changes for School Feeder Areas



 Streets



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- (g) Address the needs of working families by creating after-school programs for children, such as the program in which Penn students supervise afternoon and Saturday sports at Wilson.
- (h) Support Montessori and desegregation programs at Wilson Elementary School.

(2) *Provide Job Opportunities to Residents*

One of Spruce Hill's most enviable amenities is its proximity to the huge employment centers of Center City and University City. On pleasant days, even a downtown office is within easy walking distance. Should they choose to ride, residents are connected to these areas by quick and convenient public transit.

Unlike the Center City employers, University City employers would benefit immediately and directly from a hiring policy that favors Spruce Hill and West Philadelphia residents. These people, with steady jobs, would be more apt to make repairs on their homes or even buy a house instead of renting an apartment. This would increase the stability, safety, and value of the neighborhood in which employer and employee alike are stakeholders. Also, institutions and businesses that hire local residents would need to make less of a provision for employee parking and lost worker-hours due to traffic jams on commuter roadways.

Spruce Hill's major employers should be convinced of the wisdom of a hiring policy that favors local residents. The upshot of the adoption of such a policy would be a "win-win" situation.

(3) *Reduce Crime*

The effect of crime is both broad-reaching and personal, plus many of the gradations between. The effort to reduce crime must take place on all of those gradations. Spruce Hill is developing strong local forces to combat crime. Mel-Lo Town Watch, SOMAD, and Sansom-Walnut-Chestnut Concerned serve as a strong visual force against crime. The SHCA must continue to support and make permanent these efforts. Linkages must be established between each town watch, the various block associations, the Police Mini-Station, the Penn police, and town watch organizations in other University City neighborhoods.

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Reducing crime also means investing in alternative activities for residents, especially young people. Of course, employment is an important alternative activity; any provision of employment opportunities can also be seen as a crime-fighting measure. Again, the SHCA can not, and must not, try to achieve these objectives singularly but must do so in conjunction with other organizations, institutions, and employers. University Herbs, on 40th Street, employs University City High School students. Other local employers should be encouraged to follow their lead and adopt, where possible, a similar hiring policy.

Spruce Hill's public and private schools should provide physical resources for alternative recreation activities. Wilson, Lea, Drew, the UCNS, West Catholic, and others should develop non-school hour community school recreation and education programs. This is already underway at Wilson, as mentioned earlier (see 1-g under A in this section). These programs would serve many purposes besides crime-prevention, one of them being the amelioration of the pressing need for more recreational space in Spruce Hill. Nevertheless, a city recreation center should be built in University City and children's recreation programs reinstated at Clark Park. This is recommended in the *Walnut Hill Neighborhood Strategic Plan* for the Market-Chestnut corridor near the Community College building at 4721 Chestnut Street. If a municipal recreation center is built, it should be a joint project of all University City neighborhoods and provide parking, playing fields, and indoor facilities.

The SHCA, other University City community-based organizations, institutions, and local government should work with the Philadelphia Police Department to develop a new University City Police District. This process requires unceasing effort by all parties involved. The new District should be small and flexible enough to respond to the special needs of University City.

The location of crime in and around Spruce Hill must be tracked. The sites of repeat offenses should be carefully investigated, and strategies should be developed to respond appropriately. Better lighting and policing, improved sight lines, and active participation of businesses are keys to changing patterns at specific sites. An organization such as the West Philadelphia Partnership should coordinate this effort, as it is currently sponsoring the development of the 40th Street Area Business Association.

(4) *Foster Quality Housing Opportunities for Residents of all Income Levels*

A key strategy for vastly improving the housing stock, increasing owner-occupancy, and ensuring diversity of income level units is control over property. Since real estate is a commodity well beyond the financial reach of the Spruce Hill Community Association, and there are comparatively few properties which could be condemned by the city and given to the SHCA, a strategy to gain relative control over the housing stock is to leverage available resources. The SHCA should work directly in partnership with organizations capable of leveraging significant capital -- Penn, CDC's, Elwyn, PCPS, and private developers -- and stabilizing the housing in Spruce Hill in accordance with the recommendations of this plan. At this time, energy should be spent establishing such partnerships rather than starting a new development corporation in Spruce Hill.

It is worth thinking about the magnitude of the housing stock problem and the potential costs associated with achieving the housing-related goals stated above. The following table presents a ten-year ballpark estimate of the cost of rehabilitating the approximately 75 abandoned homes, converting to owner-occupancy 135 buildings, and doing moderate rehabilitation and reinvestment in 250 structures. This table is a look at costs and does not estimate changes related to inflation or the increase in market value associated with such a concentrated effort. It does show how the costs and level of required effort differ in each planning area. The ten-year associated price tag of \$38 million, or \$3.8 million per year is extraordinary, and the table is meant, in part, to illustrate that the SHCA and its partners must prioritize the spending of scarce resources. The table does not reflect the true cost of the effort, since much of it would be recovered in property sales and increased real estate values. But it reflects a level of physical improvement that can be reached piecemeal as well as in large leaps through the financing of many sources of capital.

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SPRUCE HILL HOUSING COST BALLPARK ESTIMATE: 10 YEAR AGGREGATE COST

Gut Rehabilitation

PLANNING AREA	BUILDINGS	PURCHASE PRICE	TOTAL PURCHASE	CONTRACTING EACH	CONTRACTING TOTAL	TOTAL COST
AREA 1	30	\$25,000	\$750,000	\$70,000	\$2,100,000	\$2,850,000
AREA 2	10	\$45,000	\$450,000	\$80,000	\$800,000	\$1,250,000
AREA 3	10	\$100,000	\$1,000,000	\$80,000	\$800,000	\$1,800,000
AREA 4	10	\$80,000	\$800,000	\$90,000	\$900,000	\$1,700,000
AREA 5	15	\$40,000	\$600,000	\$80,000	\$1,200,000	\$1,800,000
TOTAL	75					\$9,400,000

Conversion to Owner Occupancy

PLANNING AREA	BUILDINGS	PURCHASE PRICE	TOTAL PURCHASE	CONTRACTING EACH	CONTRACTING TOTAL	TOTAL COST
AREA 1	15	\$90,000	\$135,000	\$60,000	\$900,000	\$2,250,000
AREA 2	50	\$105,000	\$5,250,000	\$50,000	\$2,500,000	\$7,750,000
AREA 3	20	\$160,000	\$3,200,000	\$70,000	\$1,400,000	\$4,600,000
AREA 4	30	\$145,000	\$4,350,000	\$65,000	\$1,950,000	\$6,300,000
AREA 5	20	\$155,000	\$2,300,000	\$55,000	\$1,100,000	\$3,400,000
TOTAL	135					\$23,300,000

Moderate Rehabilitation

PLANNING AREA	BUILDINGS	PURCHASE PRICE	TOTAL PURCHASE	CONTRACTING EACH	CONTRACTING TOTAL	TOTAL COST
AREA 1	50			\$20,000	\$1,000,000	\$1,000,000
AREA 2	50			\$20,000	\$1,000,000	\$1,000,000
AREA 3	50			\$20,000	\$1,000,000	\$1,000,000
AREA 4	50			\$20,000	\$1,000,000	\$1,000,000
AREA 5	50			\$20,000	\$1,000,000	\$1,000,000
TOTAL	250					\$5,000,000

- Total number of buildings is 460 at a total cost of \$38,700,000.
- Average combined cost of purchase and contracting per building: \$84,130 (all)
- Average combined cost not including moderate rehabilitation: \$160,476
- Average total cost per year over ten years: \$3,870,000

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The strategies indicated for each planning area are discussed in prose and at greater length in section IIIb. On the whole, the strategy assumes that it is more effective to invest in moderate rehabilitation than gut rehabilitation.

The neighborhood-wide housing strategy has the following fundamental characteristics:

- (a) Student housing must be better dispersed throughout the neighborhood. While the unmanageable concentration of students in Planning Area 3 should be mitigated through code enforcement and building conversion, manageable concentrations can be fostered in large apartment buildings. It is crucial that SHCA be a part of Penn residential living planning, including the setting of on-campus (e.g. dormitory) rents, which are so high as to directly encourage undergraduates to live off-campus in high densities (see section II-B).
- (b) Blocks of relatively small and less ornate houses should be targeted for conversion to owner occupancy and gut rehabilitation.
- (c) Large houses, when rehabilitated or converted to owner occupancy, should include one *dedicated* rental unit.
- (d) The moderate rehabilitation program (which should provide both grants and loans) should be heavily marketed and provide incentives for use (such as below-market rates on loans). Since dilapidated roofs are expensive to fix and very often the cause of abandonment, roof repair should be a special priority of this program.
- (e) City building and occupancy codes and ordinances regulating signage and trash must be enforced with respect to all residential occupancy buildings in Spruce Hill.
- (f) Loans and grants must be made available to property owners interested in lawncare and landscaping, as these efforts positively affect housing.

The Penn Mortgage Program allows Penn employees to purchase homes in West Philadelphia without a downpayment or closing costs. The mortgage is guaranteed 105% by the University. The Mortgage Program is a useful tool for encouraging

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homeownership among employees at all levels. With the program a householder with an income of \$25,000 can afford a home valued at approximately \$60,000. Although Spruce Hill does maintain a small number of homes in the \$60,000 range, most are not in good condition and require \$15,000 to \$30,000 in investment.

It is therefore useful to identify a set of financial scenarios which make homeownership attractive to moderate and middle income households. To provide a conservative analysis, the scenarios are developed under conventional mortgage circumstances -- 20% downpayment, 30 year fixed-rate mortgage, 3-4% transaction costs, 9% interest rate, 25-30% of household income spent on housing.

The following table shows homeownership scenarios for household income levels of \$30,000; \$50,000; and \$75,000.

HOMEOWNERSHIP SCENARIOS

Household Income	Maximum Home Value Afforded	Monthly Mortgage	Maximum Value Afforded with One Apartment Unit (\$450)	Monthly Mortgage
\$30,000.00	\$88,200.00	\$700.00	\$145,000.00	\$700.00
\$50,000.00	\$147,042.00	\$1,167.00	\$210,000.00	\$1,167.00
\$75,000.00	\$220,500.00	\$1,750.00	\$280,000.00	\$1,750.00

A household with income of \$30,000 can afford an \$88,200 home. With a single rental unit, that home becomes even more affordable on a monthly basis. A single rental unit would also allow the \$30,000 household to afford a \$145,000 home, provided they were able to pay nearly twice as much in downpayment. Nearly all of the 37 homes sold in Spruce Hill in 1994 were priced in that range. Adding a rental unit to defray mortgage costs has a substantially greater relative influence for home buyers within the \$30,000 to \$50,000 income range than for those with household income between \$50,000 and \$75,000.

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(5) *Maintain Spruce Hill's Sense of Community and Diversity*

Spruce Hill provides extraordinary racial, ethnic, and income diversity, yet its residents still feel that a sense of community pervades the neighborhood. This is an amenity that sets Spruce Hill apart from most places. To maintain and improve upon this amenity, the following steps must be taken:

- (a) In all developments and rehabilitation projects, reserve a significant number of units for low- and moderate-income and elderly residents.
- (b) Make linkages with all ethnic and racial populations. A way to do this is for the Spruce Hill Community Association to establish a formal relationship with the racially diverse 40th Street Area Business Association.
- (c) Improve the SHCA's programming so it appeals to all members of the community.
- (d) Develop formal ties between the SHCA and all churches and other institutions in the neighborhood.
- (e) Identify a representative or captain for each block in Spruce Hill and foster SHCA support of all block activity.
- (f) In collaboration with the West Philadelphia Partnership, establish a council of University City neighborhoods that includes each neighborhood and business association as well as a development corporation.
- (g) Bolster the image of Spruce Hill: green, spacious, beautiful, full of well-educated and interesting people, quiet without being dull, etc. Do students know the neighborhood in which they live? This is an important place to start.

(6) *Protect and Highlight Unique Architecture and Neighborhood Design*

The architecture and design of Spruce Hill is unique for a neighborhood on the Philadelphia grid. The large lots, spacious houses, luxurious old apartment buildings,

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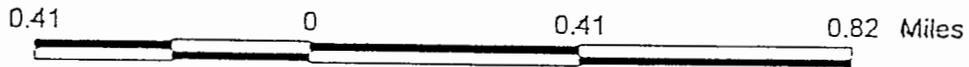
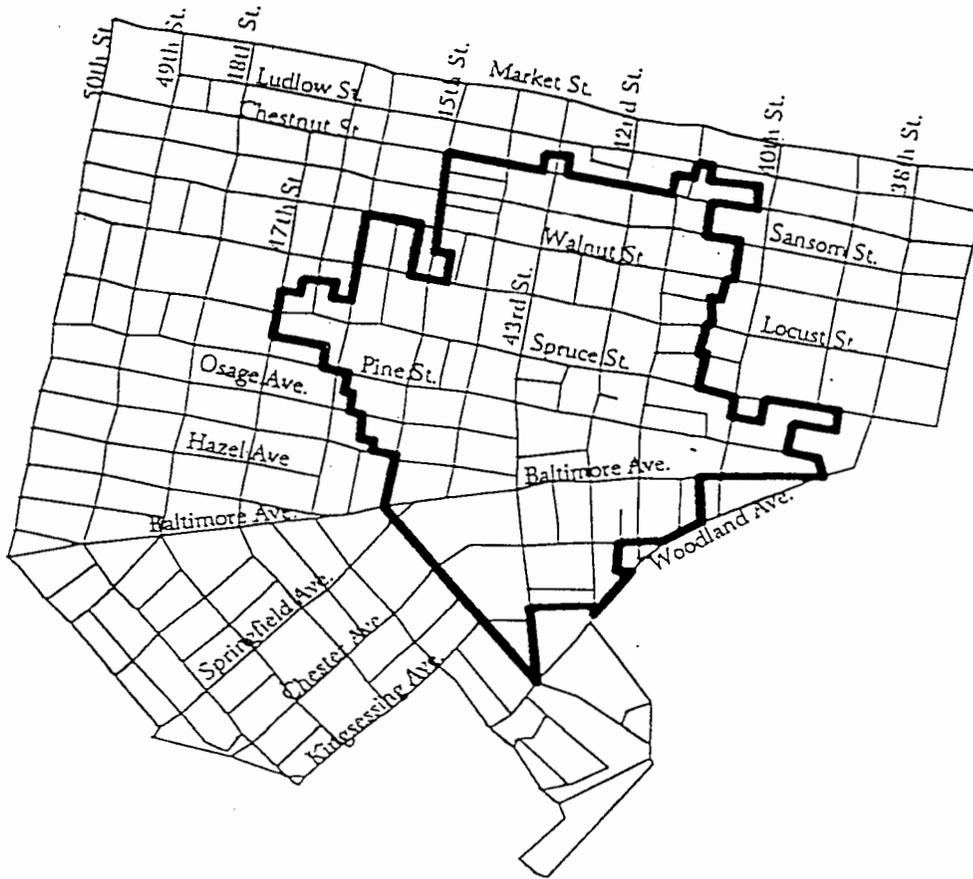
two-way streets, hills, green-fringed sidewalks, and a number of other details together contribute to one of Spruce Hill's finest amenities: overall design.

In some specific areas, however, new construction is warranted. Spruce Hill must both provide incentives for developers to build in the neighborhood and control the outcome of new developments. To these ends, it would be advisable to create a guide for developers who wish to do work in Spruce Hill. The developers' guide should:

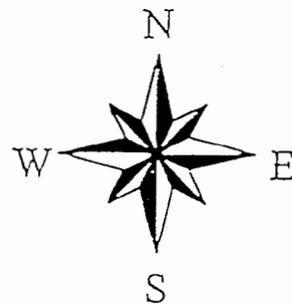
- (a) be written in conjunction with other West Philadelphia neighborhood organizations and with the aid of the Philadelphia City Planning Commission, the Preservation Coalition, and the Philadelphia Department of Commerce.
- (b) help developers work with the SHCA and through city bureaucracy to implement their proposals.
- (c) serve as a local marketing tool and provide inviting and practical ways for large- and small-scale developers to work in the area.
- (d) mandate neighborhood-wide design standards as well as area-specific standards. A city ordinance could require porches on new homes, street trees, and street frontage for retail establishments.
- (e) restrict particular types of businesses, including gas stations, stop-n-go's, and fast food establishments. Also, the guide must express concern about the potential for auto-only development along the Market-Chestnut corridor, as such development would impact widely on the small-scale pedestrian feel of the neighborhood.
- (f) suggest innovative ideas and attractive solutions. For instance, if a developer wants to build low-density housing, the guide could suggest the construction of houses that are the present-day interpretation of the ubiquitous Spruce Hill twin.

One of the most effective tools for building on this amenity is the proposed designation by the city's Historical Commission of Spruce Hill as a Historic District, which should be strongly supported by all members of the Spruce Hill community. The proposed boundaries of the District are illustrated on the Map -- Proposed

Proposed Spruce Hill Historic District



 Streets



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Spruce Hill Historic District, and the alteration or demolition of any structure within those boundaries would be subject to a review process. The process, which applies federal standards for historic rehabilitation, takes only one day for small alterations.

For the designation to work effectively in Spruce Hill, it must promote and not reduce investment. To that end, the SHCA must take a leadership role in training and educating building owners. Stakeholders in the area must know how to take full advantage of the designation to improve their own homes, to preserve particular properties, and to collectively market Spruce Hill.

(7) *Promote High Quality Retail Services*

Spruce Hill is not Philadelphia's most affluent neighborhood, but it is one of the most urbane, intellectual, and well-educated. Also, it is the home to thousands of students who possess upscale tastes and high disposable income. Spruce Hill must promote, patronize, and sustain local businesses that reflect the area's high quality retail needs.

* * *

To develop the above amenities as well as any not mentioned, great effort and creativity will be needed. In most cases, solving the underlying problems related to the amenities will require building undeveloped linkages with other community-based organizations, churches, schools, social service agencies, institutions, CDCs, private developers, and others. Spruce Hill alone cannot create all the amenities but must do so as part of University City and West Philadelphia as a whole.

B. Strategies to Improve Quality of Life

Issues of quality of life accumulate over time. That is, in the course of the average day they have little impact, but in the aggregate of three years they may, if negative, cause a resident to leave the neighborhood. If positive, quality of life issues make an area a pleasurable one in which to live as well as a worthy investment. Spruce Hill's quality of life, although in many respects very high, has begun to deteriorate rapidly. The following are eight quality of life issues which warrant attention and creative responses in the *Spruce Hill Community Renewal Plan*. It should be noted that nearly all of the issues are in some way interconnected with one or more of the others.

- Litter
- Open space
- Streetlife
- Shopping
- Places for families and children
- Parking
- Details
- Community events

(1) *Litter*

In all of Philadelphia, there are structural problems in the way trash is handled. This plan will not change the structure or policy to the point that our streets resemble those of Chicago, Pittsburgh, Toronto, or any other "clean" city. However, there are steps to be taken:

- (a) Establish a special services district for the 40th Street corridor once the 40th Street Area Business Association is in place.
- (b) Continue regular neighborhood cleanups.
- (c) Work with the City to have owners of off-campus housing cited when they or their tenants fail to properly dispose of trash. Any owner who does not maintain a litter-free property will no longer receive a listing in Penn's Office of Off-Campus Living. Penn should also help by working with the City to have sanitation officers assigned to University City as part of the proposed new police district.

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- (d) Work with Penn to develop ways to encourage students to dispose properly of trash. This should include the provision of free heavy-duty trash bags and ties to students.
- (e) SHCA should continue to target and monitor heavily trash-filled areas and designate residents, block captains, businesses, churches, institutions, and other responsible parties as in charge of their cleanliness. These areas include, but are not restricted to: Sansom Street from 40th to 46th (and nearby cross streets), Locust Street from 40th to 41st and from 43rd to 44th, 43rd Street in the area of Clark Park, Baltimore Avenue, and Walnut, Chestnut, and Market Streets.
- (f) Major businesses and institutions in Spruce Hill should adopt each of their adjacent streetcorners -- and the streets and sidewalks that connect them -- and be responsible for the sustained cleanliness of these areas. For example, Thriftway would maintain their entire square block: 43rd to 44th, Walnut to Sansom. Small business should take responsibility for their corner or block.

(2) *Open Space*

Open space does exist in Spruce Hill: Clark Park, the Divinity School Site, and the western edge of the Penn campus provide undeveloped land and some respite from urban life. The sites are, however, inadequate for many recreational activities and do not include playing fields or indoor facilities. The recreation issue (discussed above) is a crucial one for all of University City and must be addressed in conjunction with other neighborhoods and organizations.

The existing open space is adequate for walking and walking dogs, games of frisbee, playing catch, sledding, play for young children, and just relaxing in the grass. Several actions must occur to improve upon and maintain the open spaces of Spruce Hill:

- (a) Clark Park must be better maintained, lit, and secured (see discussion of Clark Park in Planning Area Five, Section IIIb-E).
- (b) The Divinity School site (Spruce to Locust, 42nd to 43rd), with its distinctive architecture and hand-picked -- by Clarence Clark, whose

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estate was once there -- horticulture, is absolutely fundamental to the quality of life and the character of Spruce Hill. The SHCA must formalize an agreement on this site's future use in conjunction with the University of Pennsylvania (the Divinity School's owner and steward).

- (c) Penn should be implored to improve the western edge of its campus (from 38th to 40th Streets). Compared to other parts of the campus, this area, which faces the West Philadelphia community, is poorly maintained, ugly, and under-utilized. Potentially, the Superblock (Spruce to Walnut, 38th to 40th) could be a usable and inviting space for University and community interaction.

(3) *Streetlife*

An active streetlife will deter crime and make Spruce Hill a better and more exciting place to live. To achieve this, three initial steps can be taken:

- (a) Improve retail and shopping areas (see section IIIa-C).
- (b) Encourage and support all businesses that directly affect streetlife, such as outdoor cafes.
- (c) Install more street and sidewalk lights throughout the neighborhood and especially in commercial areas. Penn should be involved in this effort and include it in its "Community Walks" program.

(4) *Shopping Areas*

See part C of this section, "Strategies to Improve Neighborhood Retail Areas."

(5) *Places for Families and Children*

Improving open space and shopping areas will essentially fill the need for places which are comfortable for families and children. Strategies that encourage events geared towards children, such as carnivals, and promote family-style restaurants (see section IIIb-A) should also be implemented.

(6) *Parking*

Parking in most residential areas of Spruce Hill is, like in most other Philadelphia neighborhoods, easy during the day and more difficult at night. Unlike most other Philadelphia neighborhoods, Spruce Hill has to contend with the cars owned by hundreds of students. Many of these cars are infrequently used and fill spaces at all hours. They make parking more difficult and invite car theft and other forms of crime into the neighborhood. The University of Pennsylvania should, as part of its new-student orientation and with its Office of Off-Campus Living, discourage students from having cars while attending Penn.

Parking in Spruce Hill's retail areas is inadequate during daytime shopping and eating hours. In the evening, parking on 45th Street and on Baltimore Avenue is strictly catch-as-catch-can on the street. On 40th Street, Penn has opened its Walnut Street lot for free evening and weekend use. The lot remains underutilized, and 40th Street merchants should be strongly urged to advertise the existence of this retail amenity.

(7) *Details*

Many people live in Spruce Hill because of the little things -- details -- that make life beautiful, convenient, interesting, etc. It is very important to build on these details, since together they make Spruce Hill a special place to live. Strategically, this means that the essential fabric of the neighborhood should be maintained. The architecture should be preserved, the trees cared for and replenished, and the residents encouraged to make their blocks special places. The following are some suggestions on ways to emphasize and create details:

- (a) Design and install decorative and illustrative banners and signs. This will both beautify Spruce Hill and mark its place in the city and region.
- (b) Establish a mechanism to aid property owners in purchasing and installing outdoor lights. If every Spruce Hill house had a lamp next to its door, the neighborhood would seem considerably safer and more inviting at night.
- (c) Install more effective and appropriate street lighting in retail areas. This means attractive historical-style lamps that are shorter (so as not to be obscured by trees), greater in number, and more aesthetically in tune

with the neighborhood and than typical municipal-issue lamps.

- (d) Institute a program to aid Spruce Hill residents in landscaping their property. Currently, the majority of the lawns and gardens in the neighborhood could be better maintained and cultivated. Low owner-occupancy rates in the area contribute greatly to this problem, as most residents are not stakeholders. Therefore, any landscaping program should recognize this and be of little or no cost to the participants.
- (e) Instill a knowledge and appreciation of details in the young people of the neighborhood. Spruce Hill schools, including University City New School and Spruce Hill Christian School, should offer classes that focus on West Philadelphia's history, architecture, places of interest, role in city politics, and other important local issues. The design program for children that is associated with the Baltimore Avenue Green on Green project is a good place to begin introducing Spruce Hill children to the wonders of their neighborhood.

(8) *Community Events*

Community events serve to instill neighborhood pride, foster ties between residents, solidify relationships between organizations, raise money, and create many other positives where little or nothing existed before. Spruce Hill already has many community events, such as:

- Spruce Hill Mayfair
- Friends of Walnut West Library Easter Egg Hunt
- Clark Park Music Festival
- Parent-Infant Center Halloween Parade
- University City Historical Society House Tour
- University City Arts League House Tour
- Secret Gardens of University City
- University City Saturday and Community Fair

All of these community events have a positive effect on Spruce Hill (though the UC Historical Society House Tour and the Secret Gardens of UC rotate through the neighborhoods and are not always in Spruce Hill; on the other hand, the Clark Park Music Festival tends to take place more than once a year). UC Saturday, an

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innovative effort of neighborhood realtors, residents, and businesses, has had great success in exposing the beauty of Spruce Hill to the uninitiated and to prospective home buyers. However, the annual Mayfair has been less than a smash in recent years. It should be better advertised and receive greater support, as it is a showcase event for the neighborhood. Also, the organizers of Mayfair may want to enlist the assistance of other organizations, as they did with the Friends of Walnut West Library, who ran the book table this year.

Recommendation: Spruce Hill should organize a celebration of the community such as Canal Day in Manayunk. The event should be designed specifically to celebrate Spruce Hill in a public way and attract visitors from other areas. It could involve music, food, a parade, the closing of Baltimore Avenue to car traffic, neighborhood rides on historic trolleys (SEPTA provides these free of charge for such events), face-painting, cotton candy, and all the other accouterments of a good urban festival. Another possibility is to attach it to a major event such as the Penn Relays, so that the celebration would provide alternative entertainment and expand the scope of both events.

C. Strategies to Improve Neighborhood Retail Areas

There are three significant retail areas in Spruce Hill: 40th Street, 45th Street, and Baltimore Avenue.

The 40th Street corridor (which includes the 3900 and 4000 blocks on the east/west streets from Filbert to Baltimore) accounts for just over 100 businesses and is the major mercantile area in and adjoining Spruce Hill. Among these businesses are restaurants, bars, real estate offices, beauty salons, shoe stores, etc. The variety of the retail along and around 40th Street is considerable. However, it reflects poorly the purchasing power and the retail needs of the adjacent Penn student population and the community at large. Presently, the 40th Street corridor contains too many low quality businesses, which, to give examples, sell cheap clothes, perfume, and electronics, as well as check cashing and notary services.

The 200 block of S. 45th Street and the 4500 block of Baltimore Avenue are the other clearly identifiable retail districts in Spruce Hill. 45th Street might be a victim of geography, as it lies on a quiet and seemingly residential street. The businesses there are somewhat lacking in variety, keep comparatively short hours, and do not present attractive frontage to the street. Besides the restaurants, most businesses are closed after dark, and the lighting on the street is inadequate. The Baltimore Avenue area, by contrast, provides great variety and better atmosphere. Besides a pizza shop and other ethnic restaurants, there is an inviting little market, a doctor, a lawyer, a dentist, a gas station, etc. Also, there is decent quality apartment housing on the upper floors of many of these businesses.

Recommendations for Improvement

40th Street: Of paramount importance to the improvement of the 40th Street corridor is the formation of a vibrant and functioning 40th Street Area Business Association. This must be accomplished through vigorous canvassing and organization with the help of the West Philadelphia Partnership. At this point, the Association exists in name only, as its many meetings have not yet produced an election of officers and an adoption of by-laws. Initial steps have been taken: \$25,000 and \$125,000 are earmarked in the City's capital budget for FY 1995 and FY 1996 respectively for planning and design and basic improvements to lighting and sidewalks. The \$25,000 for FY 1995 should, specifically, be used to create a master plan that will include a market-based demand study and design plan and recommend a long-range strategy for

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large-scale revitalization of the 40th Street Area. Only under the direction of a legitimate business association, with direct linkages to area community associations, can all of this aid be distributed. Factors hindering the formation of the Association are (1) the ethnic diversity of the merchants and the language barriers between them, (2) the high number of absentee owners who, by and large, do not care about the conditions on the streets in West Philadelphia as long as the (3) profit margins on 40th Street continue to be high despite the inhospitable atmosphere.

With or without the Association, SEPTA has expressed a willingness to invest in both of its 40th Street terminals (the El stop on Market and the Subway-Surface stop at Baltimore). SHCA and the 40th Street Area Business Association should work with SEPTA and help to plan the improvements, including making suggestions about the proposed artistic motif and the amount of decoration and lighting.

In a recent survey of 40th Street merchants, the issues affecting business (in order of decreasing importance) were as follows: security, litter, the street's physical appearance, lighting, parking, joint marketing, street vendors, panhandlers, and community development. With a functioning Business Association in place, public and private investment dollars would be made available to improve sidewalks, control litter, and provide lighting, street trees, facade work, and unified signage announcing 40th Street as a business district. Concerning parking, the lot at 40th and Walnut is now free (and patrolled) during the evening hours, but this site should be developed as a mixed-use parking and retail facility as recommended in section IV-A of this plan. Also, the University of Pennsylvania should better landscape and maintain its western grounds. A Landscape Architecture studio in Penn's Graduate School of Fine Arts recommends the ultimate development of 3-4 floor mixed retail and residential structures on the east side of 40th Street between Spruce and the Free Library at Walnut.

To better reflect the retail demands of members of the community and Penn students, certain types of businesses must be added to 40th Street. The fact that there is no Borders-style book store in all of University City is a gross oversight, and 40th Street would be the ideal place for one. Other types of stores that should be fostered along 40th Street are quality greengrocers, bakeries, coffeeshops, clothing stores (such as Banana Republic), restaurants (possibly and Italian restaurant), outdoor apparel stores (such as REI), sporting goods stores (such as Modell's), and quality florists.

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The current residential market (including students) in Spruce Hill could probably support such an increase in the quality of the businesses along 40th Street, but only if this market begins spending its disposable income there. The situation now is such that many Penn students are afraid to shop north of Walnut Street on 40th, and most people who want to buy more than trinkets prefer to shop elsewhere. This is evidenced by the fact that, in gross receipts/square foot/year, stores along 40th Street often make from 3 to 7 times less money than comparable stores located in the more attractive but less convenient shopping areas in Center City and at the eastern end of Penn's campus. Improvements in housing, increased rates of home ownership, and the aesthetic rehabilitation of 40th Street in conjunction with a better mix of stores will guarantee the success of this commercial area.

45th Street: Unlike 40th Street, which acts as the interface between the University and Spruce Hill, 45th Street is contained entirely within the neighborhood. This is a disadvantage, in that the level of through traffic is low. Also, 45th runs north, so the 200 block is not accessible directly from Walnut Street. There is also an advantage: the 45th Street stores are the nearest shopping area to many residents of Planning Area Four, which is almost purely residential. These residents must be persuaded to walk over to 45th for their shopping and eating. For customers from outside the neighborhood, there is less in the way of parking than there is on 40th Street, but parking presents less of a problem.

One of the most important improvements to be made along 45th Street involves its appearance. Right now, the street presents an intimidating, rather than an inviting face to the public. Litter is a major problem, as is broken glass from car windows. The latter problem and many others could be greatly ameliorated by street lighting, which at the moment is inadequate. Also, there is probably the market for a quality small grocery store, and a neighborhood-style restaurant/cafe, as there are few in Spruce Hill. With proper lighting, increased cleanliness, and improvements in the facades and signage of the current businesses, 45th Street could show a marked improvement in its business climate. At this time, most of the businesses in this area close early. Improvement in the business climate would allow for longer hours, more streetlife, a greater feeling of security, and further retail growth.

Baltimore Avenue: The current situation on the 4500 block of Baltimore is much more manageable than those of 40th and 45th Streets. Baltimore is less litter-strewn, better lit (though it could use a more imaginative lighting scheme), and more secure feeling than the other two retail areas. It benefits from having a great variety of

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businesses in a small geographic area, and these businesses are reasonably successful.

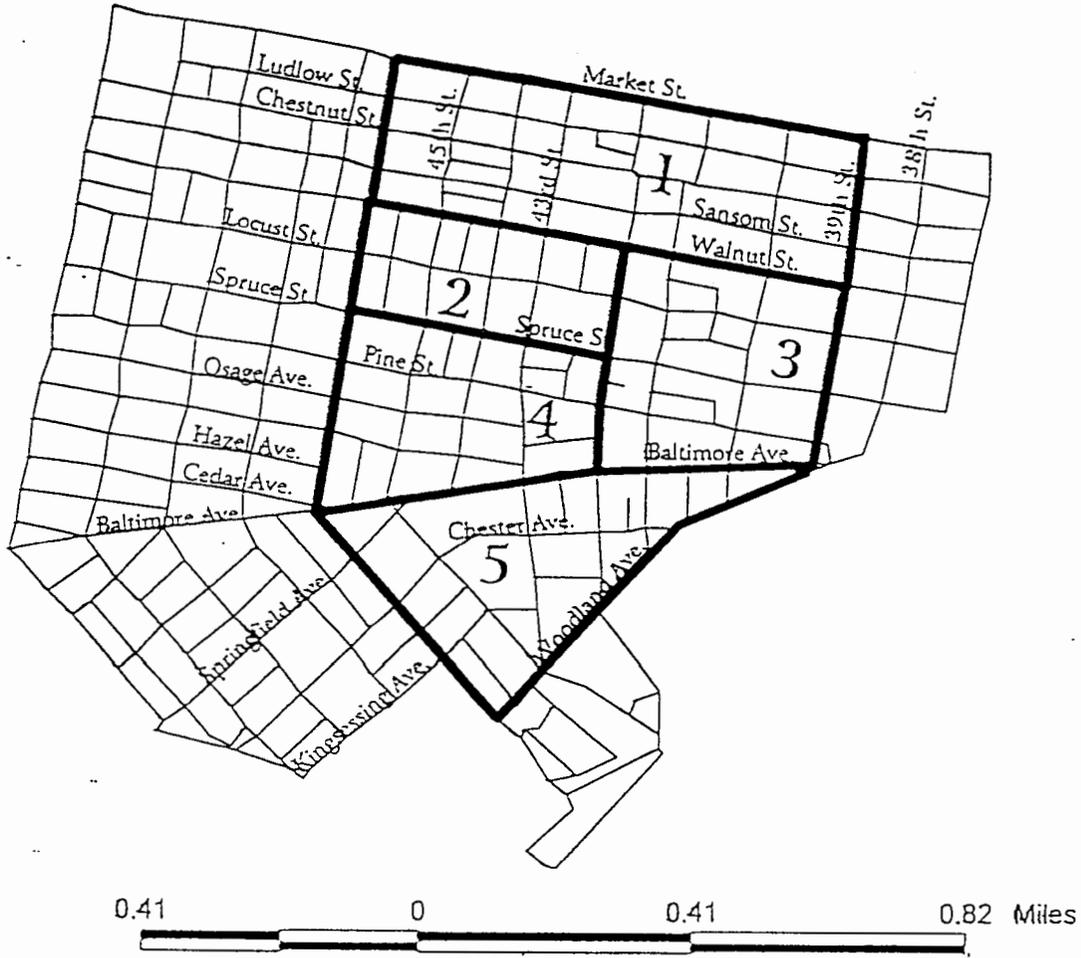
The most important improvement that can be made along the Baltimore shopping district involves the Sunoco gas station. This establishment provides many much-needed services and goods to Spruce Hill, but an increase in attention to its aesthetic impact is necessary. Some rudimentary cleaning, landscaping, and detail improvements would go a very long way towards helping Baltimore Avenue business.

Section IIIb - Strategies for the Five Planning Areas

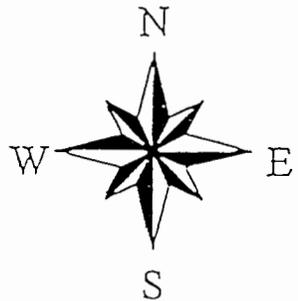
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This section provides specified residential and commercial strategies for Spruce Hill in five distinct planning areas. These areas were distinguished based upon their primary use and general condition. Discussion of each area includes an analysis of demographic change and status and a list of its “assets” -- major employers, institutions, and community-based organizations. The demographics and assets are intended to give a sense of what currently exists in each area, as this is an indication of the potential for development and of the constraints on it. Within the description of each planning area is a discussion of housing and retail combined with strategies specific to each situation.

Spruce Hill Planning Areas



 Streets



A. Planning Area One (39th-46th, Market-Walnut)

Demographic Change and Status

● **Population 1990: 3,601 (-10% from 1980)**

Racial Characteristics:

Race	1990	Change in Racial Population Since 1980
African-American	40%	+13%
White	22%	-40%
Asian	3%	+61%
Hispanic*	36%	-3%
Other	2%	-9%

*Hispanic is a category of both African-American and White.

● **Age Characteristics 1990:**

Between 18-21 years: 33%
 Between 22-34 years: 33%

● **Education Levels for those 25 years or Older 1990:**

Without H.S. Degree: 28%
 With Bachelor's: 22%
 With Graduate/Prof.: 22%

● **Income 1990:**

Average Household Income: \$20,962
 Poverty Rate: 34%
 % below poverty between 18-24 years: 46%

● **Employment 1990:**

Health Services: 12%
 Educational Services: 34%

● **Housing Units 1990: 1,855 (-8% from 1980)**

Status	1990	Change in status since 1980
Owner-Occupied	7%	-28%
Renter-Occupied	80%	-5%
Unoccupied	13%	+10%

*There were 63 abandoned buildings, 29 of which were houses.

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Major Employers, Institutions, and Community-Based Organizations

•Employers

Thriftway Market
Pep Boys
Mercy Douglas
University of Pennsylvania Medical Center
Philadelphia Elwyn
O.R. Lumpkin
C.L. Presser
West Philadelphia Enterprise Center

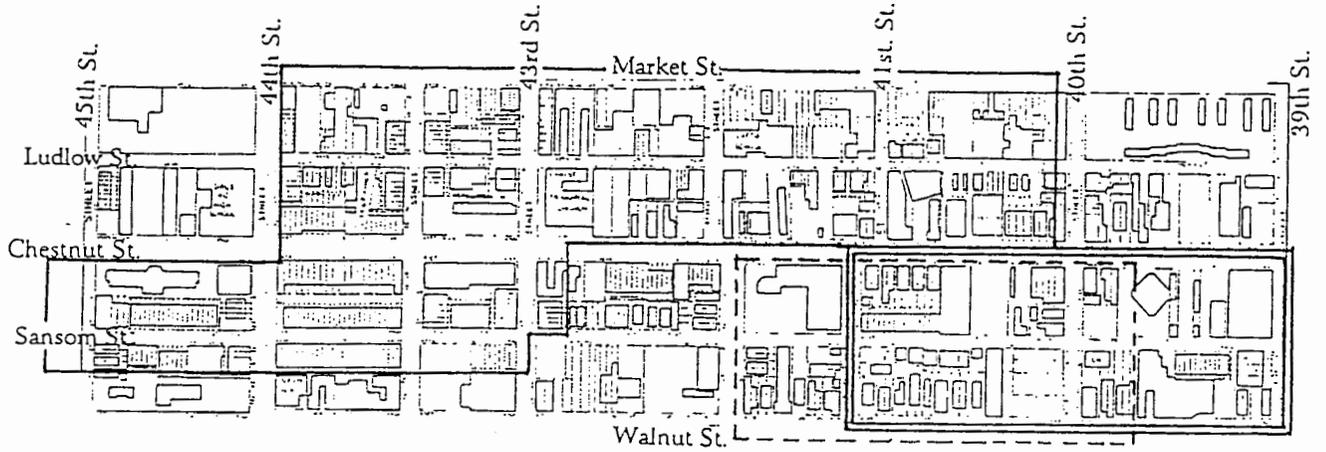
•Institutions

Restaurant School
West Philadelphia Catholic High School
Catto School
Center for Study of Adult Literacy
Philadelphia Elwyn
4601 Market
Christ Memorial Reformed Episcopal Church
St. Joseph's Baptist Church
Chestnut Street Baptist Church
Walnut Street Mosque
Mercy Douglas
The Consortium
Radio Church of God
Ludlow Street Church

•Community-Based Organizations

Tot-Lot (45th and Sansom)
SOMAD
Ludlow Neighbors
Sansom Walnut Chestnut Concerned Citizens
40th Street Area Business Association
Police Mini-Station
Community Garden (42nd and Sansom)
Fire House (43rd and Market)

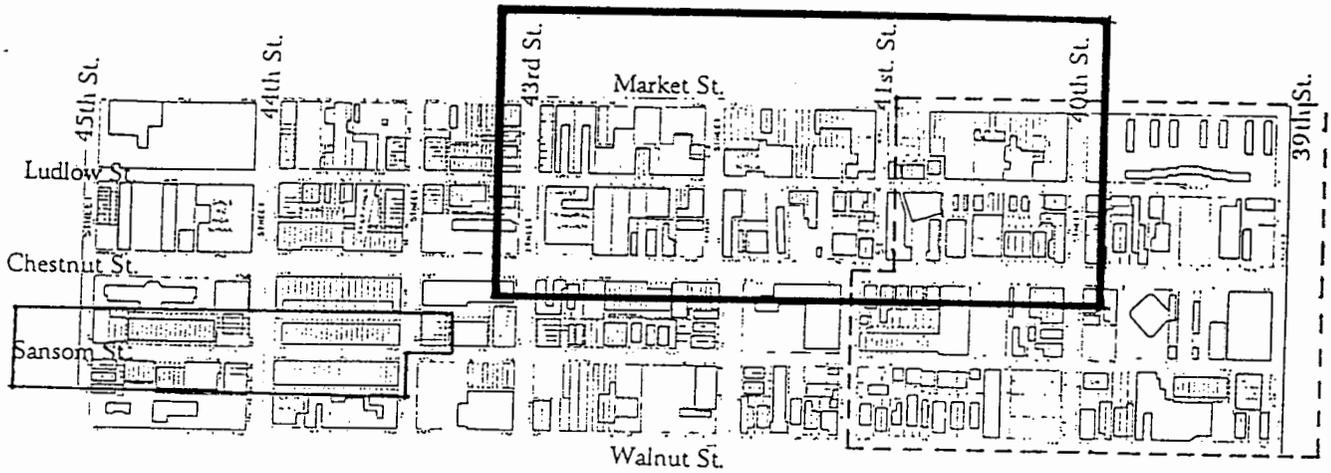
Planning Area One -- Current Use/Condition



KEY

- Vacancy and Abandonment _____
- Poor Property Condition - - - - -
- High Home Ownership _____
- High Undergraduate Densities = = = = =

Planning Area One -- Action



KEY

- Key Conversion Blocks _____
- Key Retail Areas - - - - -
- Key Development Sites _____
- Other Investment Areas = = = = =

Area One Description

Planning Area One is a slowly deteriorating, embattled section of Spruce Hill. Drug sales, destructive urban design, abandoned housing, and vacant commercial and semi-industrial uses blight its prospects. At the same time, there are more than a few signs of hope: the well-managed and stable University City Townhouses, the new rental townhouses at 45th and Market, the rowhouses rehabilitated and rented by O.R. Lumpkin, the Tot-Lot, active community opposition to drug crimes in the 46th Street corridor, a new 40th Street Area Business Association, and the existence of numerous community-based institutions and organizations. It is these strengths which a plan for Area 1 must build upon and incorporate into a long-term strategy for revitalization.

Some of the numerous factors contributing to the overall decline of this area are:

- the steady drop in home ownership due to the influence of the student-renter market, the impact of the Walnut, Chestnut, and Market multi-lane automobile corridors (which primarily serve commuters traveling to and from Center City), and the aging of homeowners along the Sansom and Ludlow corridors.
- drug trafficking that has made 45th and 46th Streets dangerous and intimidating for residents and visitors.
- auto-oriented uses along the major east-west corridors which have destroyed the urban texture and pedestrian experience of this area.
- population decline, a decentralized economy, and the prevalence of poverty further contributing to the decline of the businesses along Market, Chestnut, and 40th Streets.
- multi-family building owners who, on the whole, do not maintain their properties well.
- failures at community-building (especially concerning the inclusion of all ethnic groups, such as Southeast Asian immigrants), despite the exceptional work of active community-based organizations.
- the complete lack of coordinated economic development response to mitigate the above-listed factors.

This is a complicated Area in need of great physical investment and a coordinated strategy to guide its development. SHCA can take the lead on this task by setting standards for building and design, designating target blocks for residential investment,

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and reevaluating the way the area functions. Ideally, Area One should have immense positive impact on Spruce Hill and Philadelphia.

(1) *Conceptual Underpinnings*

- (a) Preservation of the best of the existing fabric of the area: rowhouses on Sansom, Ludlow, 42nd, 43rd, 44th, 45th, and 46th Streets; small-scale retail on 40th Street; churches; and West Catholic High School
- (b) Creation of new development opportunities in these targeted areas: 40th to 43rd Streets from Market to Chestnut, 41st and Sansom, and 42nd and Sansom (Park Sausages Building)
- (c) Investment in the rehabilitation of large apartment buildings (such as 4400 Chestnut, Netherlands, and Walnut Arms) and large abandoned rowhouses (including those in need of significant repair)
- (d) Improvement of the social and physical condition of the area through the development of new organizational ties between the SHCA and the Southeast Asian community, the 40th Street Area Business Association, and housing developers and property managers with access to tax credits and other development tools
- (e) Enhancement of the Area's business climate by fostering informal partnerships between its major businesses (O.R. Lumpkin, Pep Boys, C.L. Presser, Monarch, Milners, Thriftway, Graphic Design Lithographers, the Restaurant School, and Philadelphia Elwyn) and by developing the 40th Street Area Business Association.

(2) *Housing Strategy*

The stability of this Area is being adversely affected by a lack of homeowner investment. To foster long-term stability and counteract the large-scale commercial development which threatens the neighborhood, homeowner investment and the rate of owner-occupancy must be increased. The strategy is to reinvest in the residential blocks of this area, paying special attention to large multi-family dwellings. Many of these are in poor condition and must undergo rehabilitation, because, in their present state, they act as one of the single greatest impediments to homeowner investment.

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The strategy for conversion to owner-occupancy in Area One is important to all of Spruce Hill. The buildings here are smaller and less ornate than those in Planning Areas Three, Four, and Five. Conversion is therefore less expensive (absolutely and on a per-square-foot basis), and the houses are easier and cheaper to maintain. New development of mixed-tenure and -income housing is also required to help maintain this area as residential. New housing construction in Area One must wait until reinvestment and rehabilitation projects have helped to make this Area an inviting place in which to live.

Specific Targets:

- (a) Sansom Street: from 40th to 46th Street has mostly intact housing, most of which is quite manageable in size. Therefore, Sansom is an ideal target for conversion to owner-occupancy (4000, 4200, 4400, 4500 blocks) and rehabilitation (4400 and 4500 blocks).
- (b) All numbered cross-streets.
- (c) 4400 Chestnut Street: a comprehensive revitalization of this block would create a safer, more hospitable environment for most of the residential areas around it. Therefore, a single tax-credit developer should be recruited to develop and manage a number of mixed-income, contiguous properties. The project should be large enough to accommodate this approach and include street-level commercial development. Another approach would be the demolition of the existing structures on this block and the construction of a large institutional facility for, e.g., Mercy Douglas.

(3) *Mixed-Use Strategy*

In the short term, the area from (roughly) 40th to 43rd and Chestnut to Market Streets should be the target for mixed-use development. Although there are several important buildings, businesses, and other land uses here that must be preserved and enhanced, this area should be the central focus of demolition and new construction. The nearby institutions -- Elwyn, Penn, Drexel, the University City Science Center, and Penn-Presbyterian Medical Center will contribute to the development of this area and will, in some form, be involved in real estate acquisition. Spruce Hill should concentrate on ensuring its involvement in decisions about development; it should

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not prioritize its inclusion in site acquisition discussions. It is of the utmost importance that new development has a positive impact on both the neighborhood and the institutions.

A key to development is to find uses that are appropriate for the large scale of the area but are not destructive to the housing strategy above. This requires control over development. The following are types of development that are appropriate for the Chestnut-Market corridor:

- mixed-use/mixed-income residential with retail on the street level (development could be modeled on the Museum Towers on the 1800 block of Spring Garden Street)
- amenity-providing retail, such as home and garden centers, supermarkets, family restaurants, and office supply superstores
- health and/or elder care facilities
- creative and niche retail and wholesale, such as farmers' markets and artists' studios

Design guidelines should be articulated in a guide for developers working in Spruce Hill (see section IIIa-A).

B. Planning Area Two (42nd-46th, Walnut-Spruce)

Demographic Change and Status

● *Population 1990: 2,617 (0% from 1980)*

Racial Characteristics:

Race	1990	Change in Racial Population Since 1980
African-American	22%	-2%
White	54%	-10%
Asian	22%	+39%
Hispanic*	4%	+86%
Other	.6%	0%

*Hispanic is a category of both African-American and White.

● *Age Characteristics 1990:*

Between 18-21 years: 10%
 Between 22-34 years: 53%

● *Education Levels for those 25 Years or Older 1990:*

Without H.S. Degree: 10%
 With Bachelor's: 31%
 With Graduate/Prof.: 33%

● *Income 1990:*

Average Household Income: \$24,834
 Poverty Rate: 32%
 % below poverty between 18-24 years: 56%

● *Employment 1990:*

Health Services: 13%
 Educational Services: 27%

● *Housing Units 1990: 1,511 (+6% from 1980)*

Status	1990	Change in Status Since 1980
Owner-Occupied	7%	-13%
Renter-Occupied	80%	+5%
Unoccupied	12%	+41%

* There were 8 abandoned buildings.

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Major Employers, Institutions, and Community-Based Organizations

•Employers

Second Mile Center
University City New School
Penn Children's Center
Parent-Infant Center

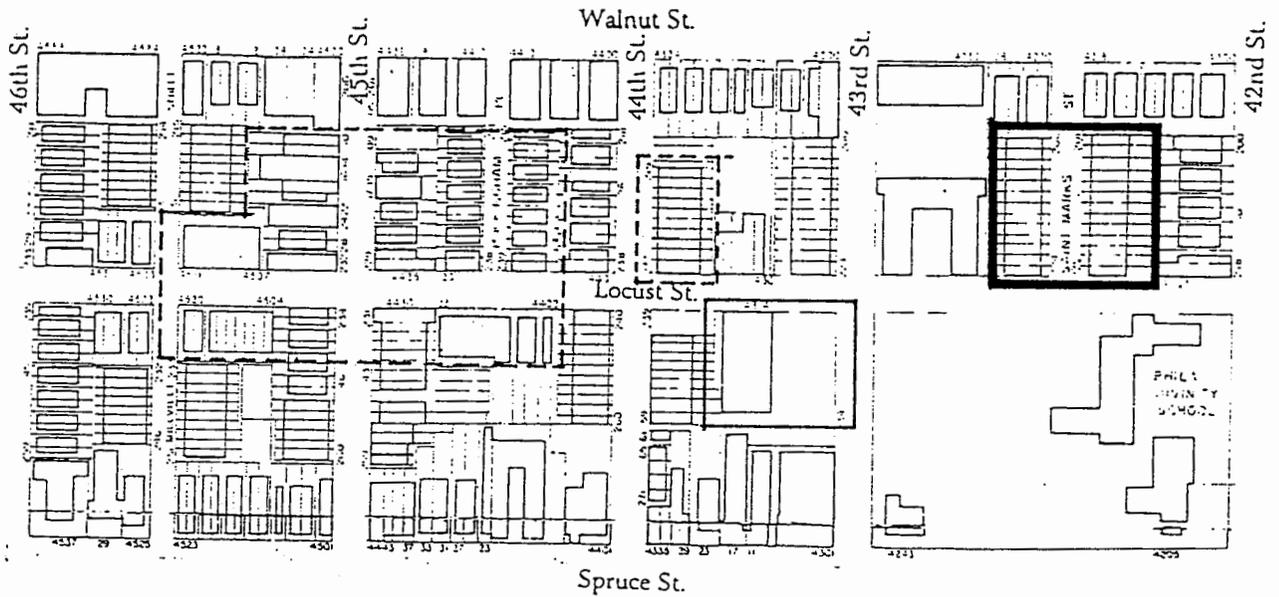
•Institutions

University City New School
Penn Children's Center
Parent-Infant Center

•Community-Based Organizations

Spruce Hill Garden Club
Mel-Lo Town Watch
St. Mark's Square Block Association
Spruce Hill Community Association Center
Various Block Associations

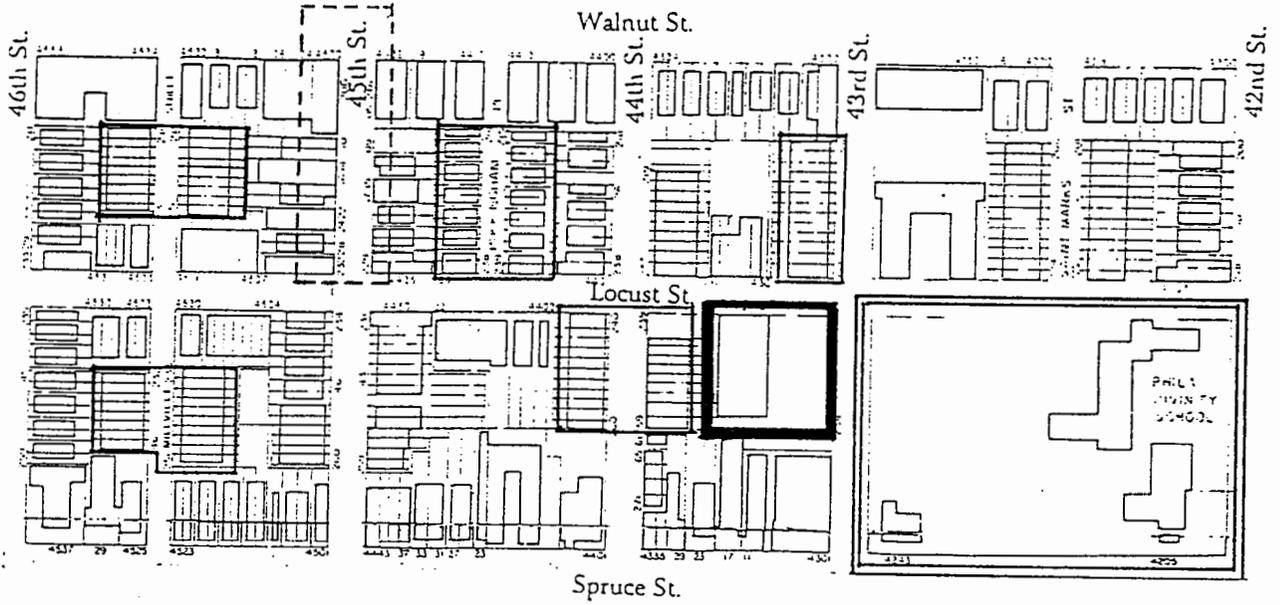
Planning Area Two -- Current Use/Condition



KEY

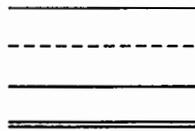
- Vacancy and Abandonment _____
- Poor Property Condition - - - - -
- High Home Ownership _____
- High Undergraduate Densities _____

Planning Area Two -- Action



KEY

- Key Conversion Blocks
- Key Retail Areas
- Key Development Sites
- Other Investment Areas



Area Two Description

The successful renewal of Planning Area Two is of paramount importance to Spruce Hill, because it will serve as a gauge for the entire neighborhood. The fundamental strategy -- to increase the number of homeowners living in the neighborhood -- will be tested here, with a focus on conversion of multi-family residential buildings to owner-occupancy.

(1) *Housing Strategy*

Much of the Area Two's housing stock, like that of Sansom Street, is smaller and less ornamental than it is in the rest of Spruce Hill. This makes a comparatively great percentage of this Area's housing ideal for conversion to owner-occupancy; the lower expense involved in buying and maintaining one of these less grandiose structures will appeal to a greater number of prospective homebuyers. The strategy here is to achieve two or three conversions per block on each target street. This would have massive localized and Area-wide impacts.

Specific Targets:

- (a) St. Mark's Square: this is one of the most stable blocks in Spruce Hill. It has elegant and relatively small houses with intact porches. The overall effect is of a tight and well-defined development, isolated from the bustle of the adjacent streets. This street should serve as the model for the other target streets and should be protected as such.
- (b) Buckingham Place
- (c) Melville Street
- (d) 42nd, 43rd, 44th, 45th, and 46th Streets

The current average market value for houses in Area Two is in the neighborhood of \$75,000 (see section II-B), which is substantially lower than Spruce Hill's average. Therefore, the strategy will have more impact for the dollar when implemented here.

Buildings on Walnut, Spruce, and even Locust Street are much larger than those located on the blocks singled out for conversion to owner-occupancy. Most of these

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buildings will remain renter-occupied, but their potential to draw graduate student renters should be exploited. Here, good property management makes a tremendous difference (e.g., 4233-35 Walnut) and helps to attract homeowners to adjacent blocks. Locust Street particularly is home to several poorly managed, deteriorating structures. These are the best candidates in the Area for gut rehabilitation.

(2) *Mixed-Use Strategy*

The former Acme supermarket at 43rd and Locust Streets is the most important potential development site in Spruce Hill. Currently, it is a vacant, graffiti-covered blight on the neighborhood. It is therefore worthwhile to discuss at least two redevelopment options:

- (a) Construction of a combined townhouse and apartment development with on-site parking. It should be multi-level to take advantage of the hilly topography and to reflect the eclectic nature of the surrounding architecture.
- (b) Development of the site as a school gymnasium/classroom facility and community recreation/meeting center as part of the major initiative to convert the University City New School into a Penn-affiliated charter public school (see section IIIa-A).

C. Planning Area Three (39th-42nd, Walnut-Baltimore)

Demographic Change and Status

● **Population 1990: 3,386 (+2% from 1980)**

Racial Characteristics:

Race	1990	Change in Racial Population Since 1980
African-American	8%	+14%
White	79%	+3%
Asian	12%	+14%
Hispanic*	3%	+67%
Other	3%	+1%

*Hispanic is a category of both African-American and White.

● **Age Characteristics 1990:**

Between 18-21 years: 47%
 Between 22-34 years: 39%

● **Education Levels for those 25 years or Older 1990:**

H.S. Grad. & Some Coll.: 20%
 With Bachelor's: 33%
 With Graduate/Prof.: 34%

● **Income 1990:**

Average Household Income: \$22,313
 Poverty Rate: 35%
 % below poverty between 18-24 years: 75%

● **Employment 1990:**

Health Services: 9%
 Educational Services: 37%

● **Housing Units 1990: 1,530 (-7% from 1980)**

Status	1990	Change in Status Since 1980
Owner-Occupied	4%	-47%
Renter-Occupied	88%	-5%
Unoccupied	9%	-10%

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Major Employers, Institutions, and Community-Based Organizations

•Employers

University of Pennsylvania
Stores in the Warehouse
Azalea Personal Care Facility

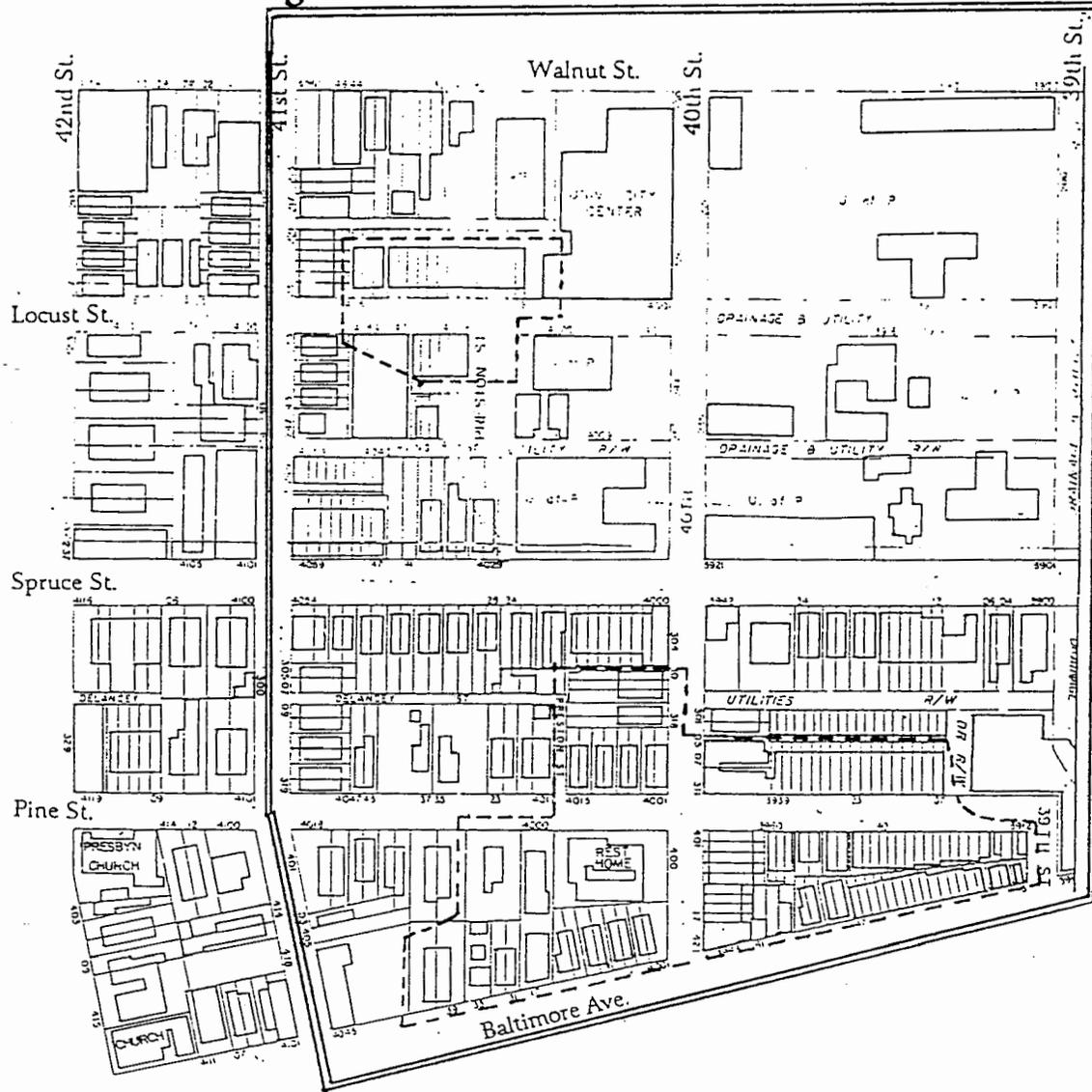
•Institutions

Penn School of Dental Medicine
Penn School of Veterinary Medicine
St. Mary's Church
University of Pennsylvania Dialysis Center
Church of Holy Redeemer
Spruce Hill Christian School
Woodland Presbyterian
First Church of Christ Scientist
Lubavitcher House

•Community-Based Organizations

40th Street Area Business Association

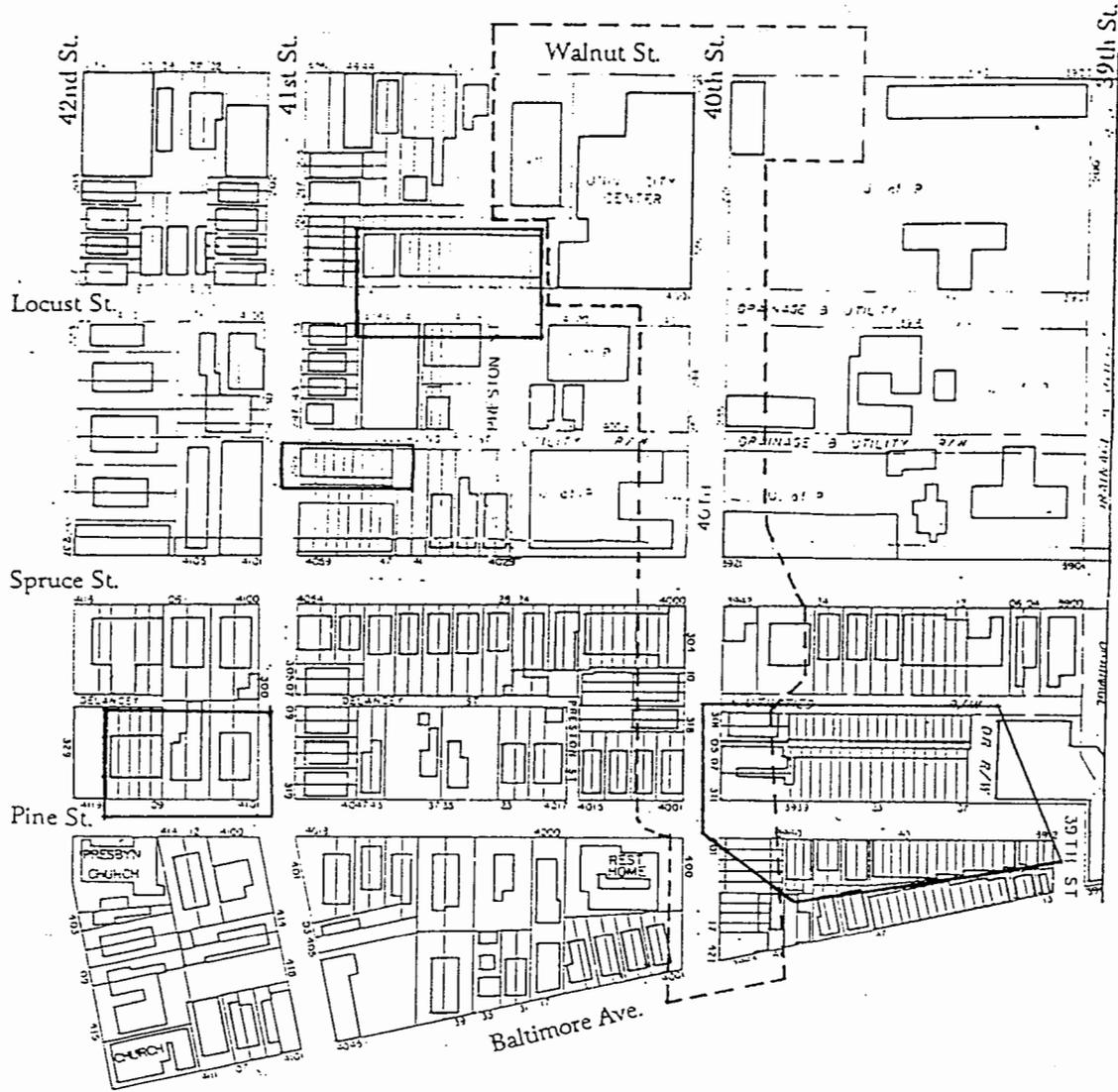
Planning Area Three -- Current Use/Condition



KEY

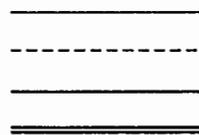
- Vacancy and Abandonment _____
- Poor Property Condition - - - - -
- High Home Ownership _____
- High Undergraduate Densities = = = = =

Planning Area Three -- Action



KEY

- Key Conversion Blocks
- Key Retail Areas
- Key Development Sites
- Other Investment Areas



Area Three Description

Now a student ghetto, Planning Area Three could become a welcoming place for a more diverse population, including homeowners, tourists, people doing short-term business with the University, and visiting faculty. At the very core of the strategy for this area is the direct involvement, cooperation, and endorsement of multi-property owners and the University of Pennsylvania. The goal for this Area is to convert twenty multi-unit structures to single-family use and improve the property management of multi-unit buildings.

(1) *Overall Strategy*

The overall strategy for Planning Area Three is to considerably change current residential patterns. The following initiatives are integral to this effort:

- (a) Conversion of target buildings on target blocks to single-family use
- (b) Evaluation of on-campus University of Pennsylvania rents (see section II-B)
- (c) Encouragement of residential college houses and bed and breakfast uses in target buildings on target blocks
- (d) Significant reduction in the amount of litter: dispersing the highly concentrated undergraduate population through owner-occupancy conversion will mitigate the litter problem. Also, a special services district (such as the Center City District) should be created to maintain the cleanliness of the streets from 39th to 41st and Filbert Street to Baltimore Avenue (see section IIIa-B).
- (e) Significant improvement in property management of multi-unit buildings: this may involve condensing property management to a single entity on certain blocks.
- (f) Alteration and physical improvement of retail areas and the western edge of the University of Pennsylvania campus

D. Planning Area Four (42nd-46th, Spruce-Baltimore)

Demographic Change and Status

● **Population 1990: 3,594** (-4% from 1980)

Racial Characteristics

Race	1990	Change in Racial Population Since 1980
African-American	18%	+40%
White	69%	-18%
Asian	12%	+107%
Hispanic	3%	+63%
Other	2%	-7%

*Hispanic is a category of both African-American and White.

● **Age Characteristics 1990:**

Less than 9 years:	6%
Between 18-21 years:	9%
Between 22-34 years:	54%
Between 35-50 years:	17%

● **Education Levels for those 25 Years or Older:**

With Bachelor's:	31%
With Graduate/Prof.:	37%

● **Income 1990:**

Average Household Income:	\$31,035
Poverty Rate:	26%
% below poverty between 18-24 years:	49%

● **Employment 1990:**

Health Services:	12%
Educational Services:	31%
Other Professional:	15%

● **Occupation 1990:**

Management/Professional:	53%
--------------------------	-----

● **Housing Units 1990: 2,059** (+2% from 1980)

Status	1990	Change in Status Since
Owner-Occupied	17%	0%
Renter-Occupied	70%	-2%
Unoccupied	13%	+1%

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Major Employers, Institutions, and Community-Based Organizations

•Employers

University of Pennsylvania

•Institutions

University of Pennsylvania

Good Shepherd Church

University City Arts League

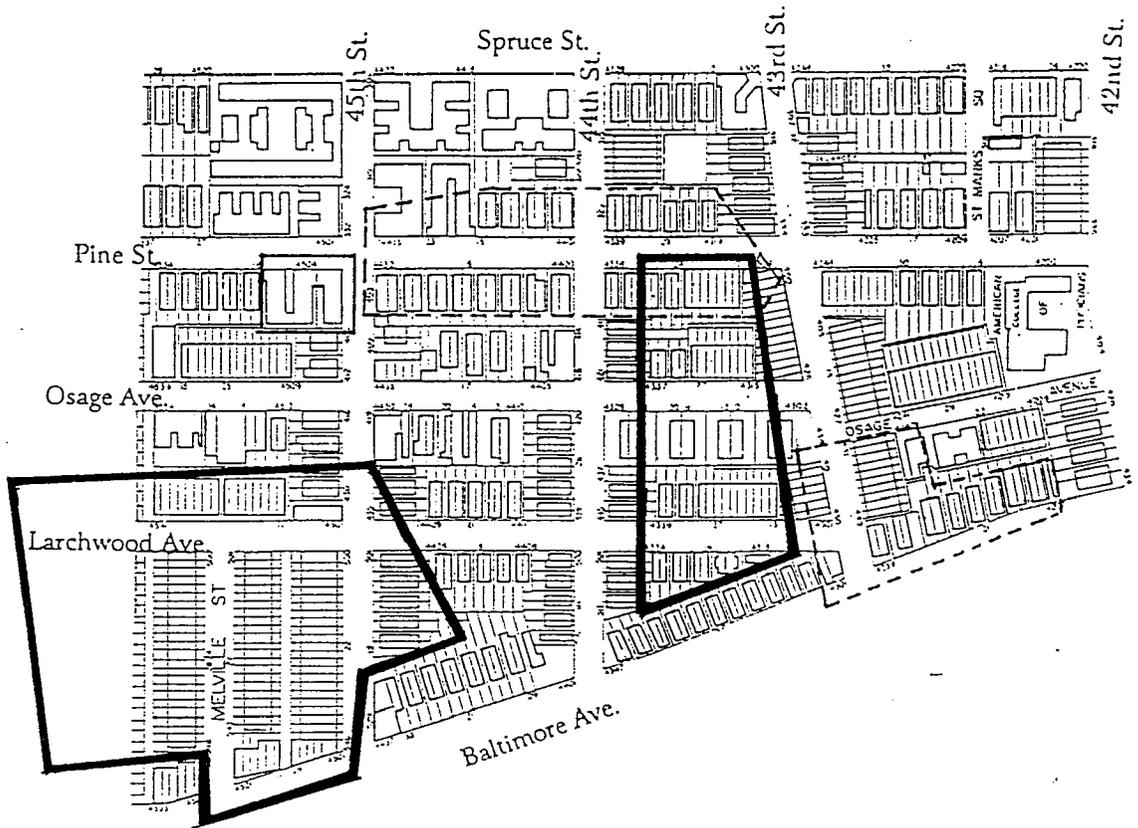
Transition to Independent Living

•Community-Based Organizations

University Mews Association

Various block associations

Planning Area Four -- Current Use/Condition



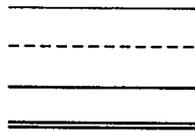
KEY

Vacancy and Abandonment

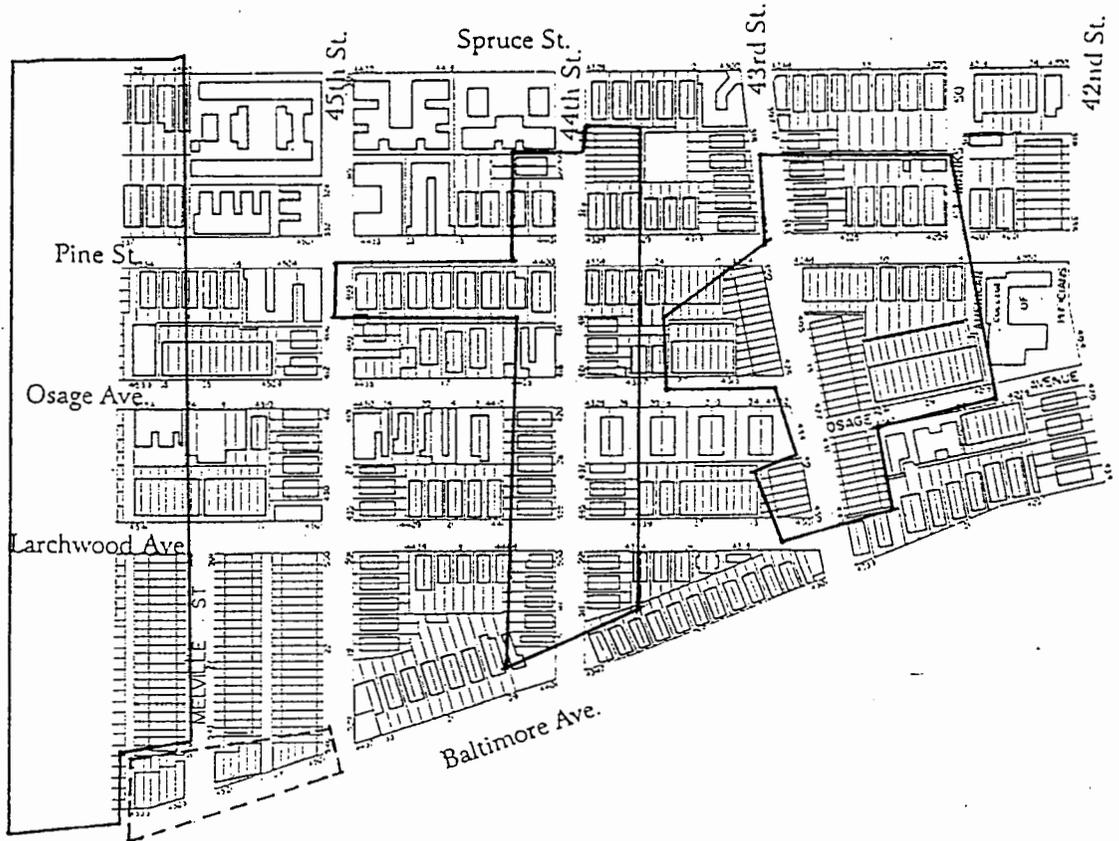
Poor Property Condition

High Home Ownership

High Undergraduate Densities

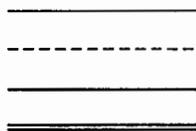


Planning Area Four -- Action



KEY

- Key Conversion Blocks
- Key Retail Areas
- Key Development Sites
- Other Investment Areas



Area Four Description

Planning Area Four is the most densely residential section of Spruce Hill. There is little or no commercial zoning on most blocks, and there are numerous apartment buildings. Owner-occupancy (17% rate) is high for Spruce Hill, but many houses are currently being divided into multi-unit structures. Because of the highly residential nature of Area Four, its quiet streets, and its beautiful and variegated architecture, there is need for preservation. The strategy must be based on increased home ownership and the committed efforts of renters and landowners. A good example of this commitment at work is the housing along 46th Street, which is beautifully maintained.

The northwest corner of Area Four is replete with large apartment buildings. Though this detracts from home ownership, it also increases population density and streetlife. The apartments are an asset when maintained properly, such as they are at 4300 Spruce and 4224 Osage. When poorly maintained and managed, such as on the 4500 block of Pine (4504 is abandoned), they are instruments of blight.

(1) *Conceptual Underpinnings*

- (a) Increase owner-occupancy throughout the Area and especially in specific sections of smaller housing stock. Meanwhile, preserve the sections in which the buildings are already in excellent condition (University Mews, 46th Street, the Campus Apartments on the 4300 and 4400 blocks of Spruce).
- (b) Invest in moderate rehabilitation of large apartment buildings (especially on Pine St.) and larger twin houses, the largest of which should be converted to multi-unit rental and condominium structures (e.g. 4300 Osage Ave.).
- (c) Create more streetlife: a few cafe/restaurants placed on large lots to allow for outdoor eating, drinking, and socializing, would do a great deal for streetlife. Possible sites include the dirt lot on the 4200 block of Osage and 4400 Larchwood.
- (d) Emphasize the beauty of this Area. In almost no other place on the Philadelphia grid are there such beautiful and spacious homes. The

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neighborhood is such that visitors from Mt. Airy feel right at home, but they notice that more care is should be taken to improve its aesthetics (see section IIIa-A).

(2) *Housing Strategy*

The strategy is to preserve the residential fabric of Area Four with the least possible amount of new development. Basically, the housing stock here is in structurally sound, as well as aesthetically pleasing. However, most of the houses are too large for easy maintenance by a middle-income family. Therefore, the most immediate conversions to owner-occupancy should take place on a few selected blocks.

Specific Targets:

- (a) 43rd Street: from Pine to Osage on the west side are 2 & 3 floor brick rowhouses that are already well-kept and are excellent candidates for conversion to owner-occupancy.
- (b) 4300 Osage Avenue: the small rowhouses on the north side of the street are ideal for conversion to owner-occupancy. The large twins on the south side sit on some of the largest lots in West Philadelphia and would be ideal for condoization (2 units per side), conversion to multi-unit undergraduate housing, and, possibly, the site of a bed-and-breakfast.
- (c) 4500 Pine Street: large apartment buildings are destroying this block, at the western end of which are some perfectly serviceable, mid-sized houses. The 4500 block of Osage is in a similar situation, except the apartments buildings are larger and the houses are smaller. In both instances, the apartment buildings must be rehabilitated in order to set the stage for conversion of the houses to owner-occupancy.
- (d) 4400 Larchwood Avenue: these reasonably-sized houses on large lots are in good physical condition and are ideal candidates for moderate rehabilitation and conversion to owner-occupancy or owner-occupancy with one renter.

If any demolition is to take place, the large buildings should be replaced by more modern apartments (to allow for neighborhood growth) or townhouses. University

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Mews (4500 Spruce) provides a good example of a well-planned townhouse development, although it presents a closed-looking facade to the street.

E. Planning Area Five (Baltimore-Woodland-46th)

Demographic Change and Status

● *Population 1990: 2,389 (-1% from 1980)*

Racial Characteristics:

Race	1990	Change in Racial Population Since 1980
African-American	33%	+13%
White	56%	-16%
Asian	9%	+162%
Hispanic	2%	-8%
Other	1%	+8%

*Hispanic is a category of both African-American and White.

● *Age Characteristics 1990:*

Less than 9 years:	9%
Between 18-21 years:	19%
Between 22-34 years:	39%
Between 35-50 years:	18%

● *Education Levels for those 25 Years or Older 1990:*

High School Grad:	37%
With Bachelor's:	20%
With Graduate/Prof.:	24%

● *Income 1990:*

Average Household Income:	\$24,916
Poverty Rate:	29%
% below poverty between 18-24 years: 51%	

● *Employment 1990:*

Health Services	17%
Educational Services	31%

● *Occupation 1990:*

Management/Professional:	40%
Technical/Sales:	34%

● *Housing Units 1990: 1,190 (+3% from 1980)*

Status	1990	Change in Status Since 1980
Owner-Occupied	18%	-13%
Renter-Occupied	68%	-6%
Unoccupied	13%	+15%

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Major Employers, Institutions, and Community-Based Organizations

●Employers

Philadelphia College of Pharmacy and Science

●Institutions

HMS School for Cerebral Palsy

Clark Park

Philadelphia College of Pharmacy and Science

Church 46th and Chester

46th Street Baptist Church

Wilson Elementary School

District 3 Health Center

●Community-Based Organizations

Friends of Clark Park

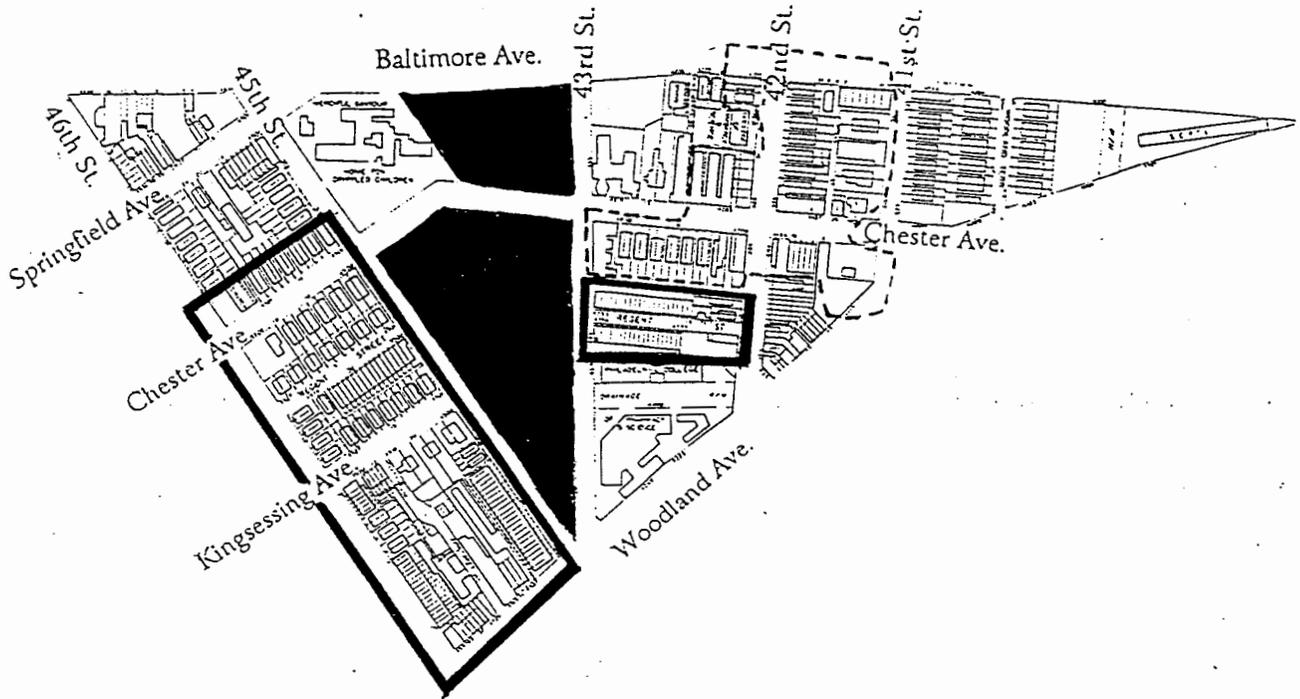
Regent Square Civic Association

Woodland Terrace Civic Association

University City Historical Society

Community Garden (43rd and Baltimore)

Planning Area Five -- Current Use/Condition



KEY

Vacancy and Abandonment



Poor Property Condition



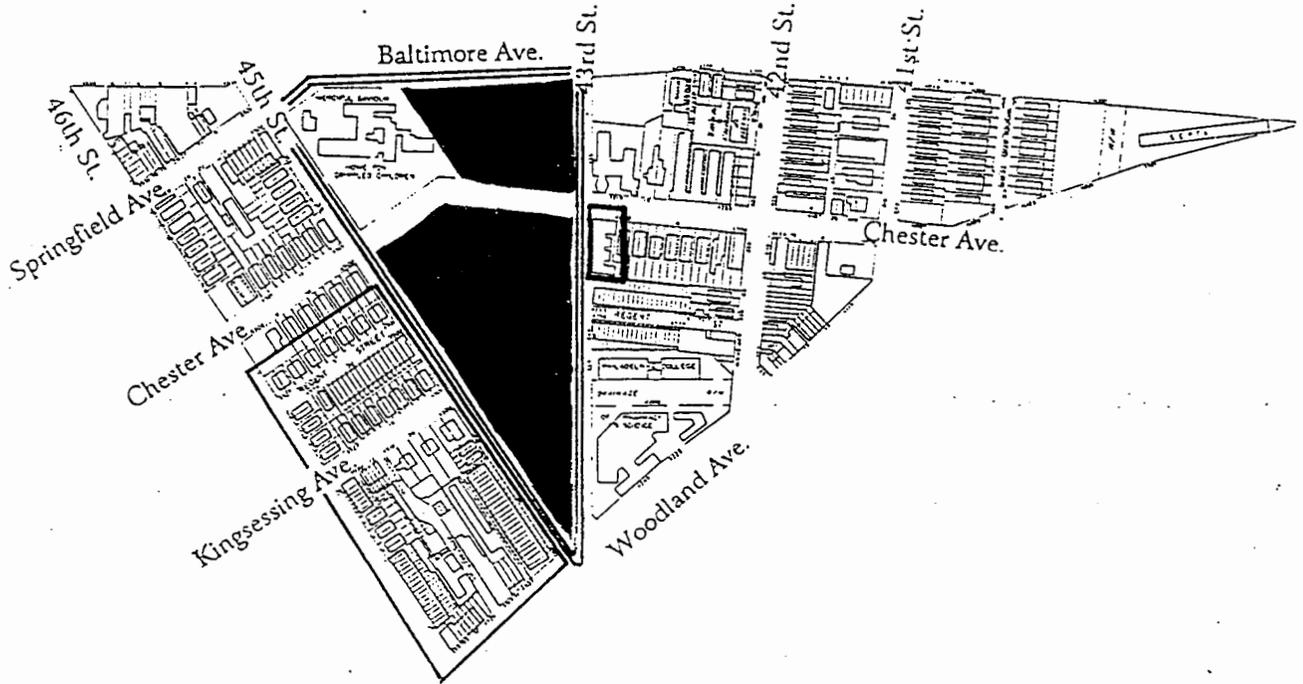
High Home Ownership



High Undergraduate Densities

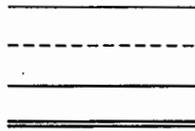


Planning Area Five -- Action



KEY

- Key Conversion Blocks
- Key Retail Areas
- Key Development Sites
- Other Investment Areas



Area Five Description

Planning Area Five contains the most heterogeneous landscape in Spruce Hill. The topography of Clark Park reflects the hilliness of the Area and alludes to the great block-to-block differences in Five. Here, quiet residential streets are only around the corner from the myriad businesses of Baltimore Avenue. There is the trolley terminal and all its noise and bustle at 40th Street; only a stone's throw away is picturesque Woodland Terrace. On the 1200 block of S. Melville St. is a modern, two-story townhouse project. There are service organizations for infants and the elderly. There is the campus of the Philadelphia College of Pharmacy & Science. There is Clark Park itself. Also, there is a broad range in the standard of living.

Once again, increased home ownership and the commitment of residents is of paramount importance to the improvement of the Area. Unlike in Area Four, however, it would make sense to engender small business here. Residents and PCPS students have almost no place to go in the neighborhood to buy a book, a cup of coffee, clothing, etc.

(1) *Conceptual Underpinnings*

- (a) Increase rate of home ownership.
- (b) Promote business and local support of that business.
- (c) Invest in the rehabilitation of the large apartment buildings on the 4200 block of Chester Ave. They could serve as housing for PCPS students and Spruce Hill residents and provide an excellent population base for the neighborhood.
- (d) Preserve and compound upon the variegated nature of the Area by rehabilitating existing structures and promoting variety in new housing and businesses.
- (e) Engender greater use of Clark Park.

(2) *Housing Strategy*

The most dramatic improvement in Area Five's home ownership rate could be realized

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if rehabilitation is concentrated on the southernmost extremity of the Area. It is here that the housing stock is of the most manageable size, and it is also here that the neighborhood is suffering the greatest amount of decay. On S. 46th street, about half of the houses on the 1200 block are abandoned.

Specific Targets:

- (a) A combined townhouse/rental housing development should be built at the vacant site at 43rd and Chester. The adjacent, abandoned house should be rehabilitated as part of the new development, which should reflect the scale of the surrounding built environment and the beauty of Clark Park.
- (b) 1200 S. 45th Street: if these 2-story, 2-unit apartment rowhouses are structurally sound, they should be rehabilitated for both homeownership and rental. If they are not structurally sound, these apartments should be demolished and replaced by lower-density, 3-story twins or rowhouses.
- (c) 1200 S. Melville Street: invest in the conversion to owner-occupancy of the remaining rowhouses at the north end of the block.
- (d) 1200 S. 46th Street: invest in the moderate rehabilitation and conversion to owner-occupancy of the better rowhouses on the block. Some houses are in poor condition and require more than moderate amounts of work. Every effort should be made to not demolish the homes in the middle of the block. Local efforts to rehabilitate the homes should be supported.
- (e) 4500 Kingsessing Avenue: if the above three blocks are successfully redeveloped, the large twin houses, medium rowhouses, the vacant lot, and some vacant houses will make Kingsessing an ideal site for middle- and mixed-income development.
- (f) 900 S. 46th Street: 917 to 931 are (small, pretty, single-unit) rowhouses that should be preserved as owner-occupied structures. Three are for sale right now.

(3) *Mixed-Use Strategy*

- (a) The SE corner of 42nd and Chester is a small and unattractive deli on a large lot. This is precisely the kind of site that, if utilized as a restaurant or cafe with outdoor seating, could provide a great deal of streetlife in the neighborhood.
- (b) Sunoco at 45th and Baltimore must take greater responsibility for its appearance and the affect that it has on the neighborhood. Cleaning and landscaping are necessary to make this amenity a welcome one.
- (c) The Self Stor at 41st and Woodland is an eyesore (especially on the Woodland Ave. side, where it presents boarded-up windows to the street). It is also an inefficient use of a triangular lot. This site should be redeveloped as a commercial use or as an institutional facility for PCPS.

(4) *Clark Park Strategy*

Clark Park is one of the finest amenities in Spruce Hill. It provides recreational opportunities and open space within the neighborhood. And yet, on the whole, it is underused. The park is generally perceived to be unsafe, poorly maintained, and dark. The park has a steward, Friends of Clark Park, which is determined to reverse its decline, increase its use, and again have it serve as the recreational core of Spruce Hill. The following steps should be taken to achieve those objectives:

- (a) Strengthen the Friends of Clark Park, with a fundraising and membership drive which includes businesses, schools, and organizations. The West Philadelphia Partnership's newly revamped Resource Center for local non-profits can aid in this initiative. Local institutions can also contribute by donating fundraising expertise.
- (b) The park is currently under the City Recreation Department, which is providing a temporary, full-time maintenance person. The Friends of Clark Park, should work with Philadelphia College of Pharmacy and Science and the University of Pennsylvania to ensure that the Recreation Department provides permanent maintenance to the park and funding for children's recreation activities.

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- (c) Organized children's recreation activities, specifically basketball and soccer, should be reinstated at the park. The soccer field will have to be upgraded for this purpose.
- (d) Significant bright lighting should be installed at strategic locations throughout the park.
- (e) A security kiosk should be built and staffed at one of the main entrances to the park.
- (f) The fence surrounding the cooperative garden at 43rd and Baltimore should be replaced with a clear, but secure barrier so that gardeners can serve as additional eyes and ears for the park.

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Section IV - Implementation

A. The Role of Penn and the Institutional Community

Most residents of Spruce Hill have a connection to one or more of the educational and medical institutions located in University City. The institutions, especially the University of Pennsylvania and its Medical Center, provide employment for thousands of Spruce Hill residents (including graduate teaching assistants). In addition, most of the 5,000 undergraduate and graduate students who live in University City live in Spruce Hill. The campus of the University of Pennsylvania serves as the eastern border of Spruce Hill. Other institutions, most notably Philadelphia College of Pharmacy and Science (PCPS), are located directly in the neighborhood. In the case of PCPS, institutional decisions directly affect Spruce Hill. It is therefore imperative that the institutions in and around Spruce Hill support the *Community Renewal Plan*, and agree to play a leadership role in its implementation.

While it is imperative that each of Spruce Hill's many institutions contributes significantly to the implementation of the plan, this section specifically discusses the role to be played by the University of Pennsylvania, its Medical Center, and the Philadelphia College of Pharmacy and Science.

University Of Pennsylvania and Medical Center

As an important international institution, the University of Pennsylvania must continue to be able to attract the finest students, staff, and faculty. It cannot do so if the surrounding neighborhoods are badly declined. As the largest private employer in Philadelphia, the University is the leading economic engine in the Spruce Hill area and can serve as one of the key vehicles for encouraging local private investment. In addition to these factors, the University maintains resources -- faculty and staff expertise, idealism and energy and skills of students, and an international reputation which enables it to attract outstanding personnel and external support. If Penn utilizes its range of resources strategically and in partnership with the community as well as other institutions, Spruce Hill can become an exemplary community with outstanding quality of life. The University's presence in Spruce Hill is multi-faceted; it should therefore take several roles in the neighborhood's renewal. There are five broad action areas in which Penn can contribute significantly:

- physical improvements
- business and retail development
- public school improvement
- internal, community-impacting process development
- student responsibility and civiness

(1) *Physical Improvements*

As a major Spruce Hill landowner, the University and its real estate subsidiary University City Associates (UCA) has an impact on the physical condition of the neighborhood. And while its multi-family apartment buildings are well-managed and attractive, its commercial holdings, especially the Ryan Mall (on 40th between Locust and Walnut Streets) and its open spaces (such as the Divinity School site and the western border of campus) can be significantly improved.

Specifically, the University should:

- (a) establish a capital improvement program for the Ryan Mall which includes better lighting, day-to-day maintenance, reconstruction/removal of brick pillar-supports, attractive new store signage, and interior rehabilitation.

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- (b) landscape the 40th Street border of campus in the same high quality spirit as the center of the campus.
- (c) agree to maintain and improve the care of the Divinity School's grounds as community open space.

(2) *Business and Retail Development*

In conjunction with physical improvements, the University should lease space to high quality establishments which meet the needs of both the institutional community and local residents (see section IIIa-C). The University should also consider supporting the development of specific sites.

Specifically, the University should:

- (a) continue to shape the fabric of the 40th Street area by improving the mix of retail establishments.
- (b) draw eclectic and "academic" type retail establishments as recommended in section IIIa-C of this plan.
- (c) develop the current parking lot at 40th and Walnut Streets as a mixed use site for parking and retail, with one or two large square footage stores as recommended in section IIIa-C of this plan.
- (d) develop the parking lot at 40th and Sansom Streets (which is currently used by Medical Center staff) as a retail complex sensitive to the surrounding scale of the street and in line with retail needs.
- (e) provide seed money and leverage outside investment for mixed-use development of the Market Street corridor (from 40th to 43rd Streets).

(3) *Public School Improvement*

The University already plays a key role, through the WEPIC program, in helping to improve the West Philadelphia public schools. However, in order to have significant impact on local human capital development and to make Spruce Hill an attractive neighborhood for families, Penn's work with public schools could be even more

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coordinated and effective through development of comprehensive university-assisted community schools. While in most cases, the level and type of that commitment is not described here, the schools of strategic importance for Spruce Hill are listed. Specifically, the University should:

- (a) help create, along with the School District of Philadelphia and the Federation of Teachers, and in conjunction with the Board of Directors of the University City New School, a charter public school to replace the existing private UCNS. The school should be a full partnership between the School District and the University and integrate a range of Penn resources.
- (b) focus WEPIC programs on Wilson, Lea, and Drew schools as a priority in conjunction with recommendations in section IIIa-A.

(4) *Community-Impacting Process Development*

The University makes many decisions which impact directly on Spruce Hill and other West Philadelphia neighborhoods without often directly advising or seeking input from the affected community. In some cases, the impact of the University's actions is significant enough to warrant this type of interaction with the community. The following are such cases: retail mix, security plans, on and off-campus student housing (including residential college houses and the setting of on-campus rents), and off-campus capital planning and construction. In each case, the University should devise a system for gaining input from members of the Spruce Hill community. One such system would be regular (twice yearly) meetings among the University, SHCA, Philadelphia College of Pharmacy and Science, and the City of Philadelphia.

(5) *Student Responsibility and Civiness*

Undergraduate students attending the University of Pennsylvania are generally poor neighbors in Spruce Hill. They tend to stay out late on weekends, their automobiles invite crime to the neighborhood, and the outsides of their residences are often trash-filled. There are strategies that the University can undertake in order to help the Spruce Hill Community Association reverse these problems:

- (a) deconcentrate the undergraduate population through better code enforcement and by purchasing and converting student housing into

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family housing.

- (b) at the school level, encourage graduate students to live in the immediate community.
- (c) as a policy, emphasize civic responsibility and value of civicness.
- (d) provide trash bags free of charge to all students who live off-campus.
- (e) reduce on-campus rents so that they are more competitive with those off-campus.
- (f) provide more manageable off-campus housing, such as apartment buildings and college houses.
- (g) as a policy, through the Office of Admissions or the Vice President for University Life, discourage students from bringing cars to school.
- (h) encourage the City to assign a full-time sanitation officer to the area and enforce litter and trash codes.

Philadelphia College of Pharmacy and Science

Philadelphia College of Pharmacy and Science, the nation's oldest school of pharmacy, is the most significant entity in Spruce Hill Planning Area Five. It employs 430 people and has a 1,850 member student body. Approximately 600 of those students live off campus in Spruce Hill. PCPS already contributes significantly to the Spruce Hill and the wider West Philadelphia community. It has adopted and maintains a science education program at Wilson Elementary School, and its students regularly contribute to community service activities. The college maintains the southern portion of Clark Park. The role that PCPS plays in Spruce Hill's renewal can be expanded both for the benefit of the college and for the neighborhood itself. There are five areas in which PCPS can play a key role:

- improvements to Clark Park
- student residential patterns and civic responsibility
- improving housing conditions on S. 45th Street
- community-impacting process development
- improvements to Wilson Elementary School

(1) *Improvements to Clark Park*

In addition to its current maintenance of part of Clark Park, PCPS can contribute to the Park's security by co-sponsoring, along with the SHCA and the Friends of Clark Park, measures which increase the security of the park and help make it more attractive to families and children. A step which should be explored is the placement of a staffed security kiosk at a major entrance to the park.

(2) *Student Residential Patterns and Civic Responsibility*

PCPS can help reduce the impact of undergraduate students on the Spruce Hill community by encouraging students to live in well-managed apartment buildings rather than in single homes in large groups. A way to do this would be to collaborate on the rehabilitation of buildings like the Chester Arms apartment building at 4205 Chester Avenue. This structure, which is directly adjacent to the PCPS campus, would be an ideal site for student housing.

In addition, PCPS can collaborate with the University of Pennsylvania by encouraging civic responsibility among students. Making trash bags and ties available

to all off-campus students would be one programmatic step.

(3) *Improving Housing Conditions on S. 45th Street*

The 1200 block of S. 45th Street, which faces Clark Park and PCPS, is among the most blighted blocks in Spruce Hill. Despite the deterioration, numerous homeowners take excellent care of their property and there is a strong and very active block association there. If the housing itself is structurally sound, numerous units should be rehabilitated for rental and owner-occupancy. PCPS can support, in several ways, such an initiative.

(4) *Community-Impacting Process Development*

Like the University of Pennsylvania, internal decisions made by the college impact on the Spruce Hill community. Spruce Hill residents should be informed and collaborated with on decision concerning security, Clark Park, capital projects, and on- and off-campus housing. In addition, a regular (twice yearly) dialogue between PCPS and the Spruce Hill Community Association can be established through participation in meetings also including Penn and the City of Philadelphia.

(5) *Improvements to Wilson Elementary School*

PCPS has made a strong commitment to the Wilson School through several programs involving tutoring, teacher development, and science education. The college should be encouraged to continue this crucial involvement and continue to focus it in three specific areas:

- facilities improvement
- teacher training and development
- equipment improvement and upgrading

B: *Spruce Hill Plan for Action*

(1) *Collaborative Process*

Implementation of the *Spruce Hill Community Renewal Plan* will be a long-term process which must involve as many Spruce Hill stakeholders as possible. The stakeholders include, but are not limited to:

- Spruce Hill Community Association
- Property owners and landlords
- Renters
- Block and Civic Associations in and around Spruce Hill
- City of Philadelphia
- School District of Philadelphia
- SEPTA
- City of Philadelphia Police Department
- University of Pennsylvania
- Philadelphia College of Pharmacy and Science
- All other institutions
- Businesses
- Churches
- West Philadelphia Partnership
- West Philadelphia Partnership CDC
- West Philadelphia Chamber of Commerce
- *Weekly Press*
- Private foundations
- University City community associations

The Spruce Hill Community Association should direct the implementation process. Its Community Development Task Force should serve as the responsible organization ensuring that the *Plan* becomes a document of action. The Spruce Hill Community Association office should make the document available and free of charge. The *Weekly Press* should continue to take a leadership role in communicating information about the process of the *Plan's* development and implementation. Not only does the publicity place Spruce Hill in the minds of residents and businesses throughout University City and west Center City, but it also reinforces within Spruce Hill that an exciting, creative, and positive initiative is taking place. It builds confidence and hope.

There are few problems cited in this document that can be solved by one organization alone. Many are beyond the scope of one neighborhood. Therefore, it is crucial that the organizations and entities listed above collaborate to solve the problems. To start, with the help of the West Philadelphia Partnership, a neighborhood council should be formed, so that representatives from each local community association meet regularly to create strategies to improve the quality of life throughout University City. Within Spruce Hill, a similar process must take place so that there is regular communication among all organizational entities linked to the SHCA.

(2) *Project Implementation*

As a long-term strategy, it is crucial that certain aspects of the plan be prioritized over others. Top priority should be afforded to those initiatives which directly support the eight neighborhood goals. In doing so, it is useful to think of implementation of the *Plan* in terms of scarce resources. How can they be best allocated?

To prioritize initiatives, it is useful to identify those which can help achieve multiple goals.

To prioritize investment in specific geographic areas, it is useful to determine where intervention will have a leveraging effect on other areas.

PLEASE NOTE: WHILE THE BODY OF THIS DRAFT OF THE PLAN INDICATES PRIORITIZATION OF STRATEGIES, AN EXPLICIT YEAR-BY-YEAR SPRUCE HILL PLAN FOR ACTION HAS NOT YET BEEN DEVISED. SINCE IT REQUIRES ADDITIONAL COMMUNITY-BASED INPUT, IT WILL APPEAR IN THE FINAL VERSION OF THE DOCUMENT.

MEMORANDUM FOR THE DIRECTOR

DATE: 10/15/54

SUBJECT: [Illegible]

SPRUCE HILL COMMUNITY ASSOCIATION
Neighborhood Survey, 1994

To Determine the Needs of the Community
Please return to the Spruce Hill Community Association, 257 S. 45th Street

GENERAL INFORMATION AND PERCEPTIONS

How long have you lived in Spruce Hill?

Do you **Rent** or **Own** your home? (circle) Is it a **House** or **Apartment**? (circle)

Describe your household (circle). **Family/Single/Multiple Person (Non-Family)**

State your age:

State your occupation and employer:

Is Spruce Hill a **Better** or **Worse** place to live than when you first moved here? (circle)

What most concerns you about Spruce Hill? (please rank the following 1 to 9, with 1 being the biggest concern)

Housing Abandonment Housing Deterioration Crime
 Schools City Services Litter/Trash Affordability
 Property Taxes Finding Parking

What do you like most about living in Spruce Hill? (please rank from 1 to 5 with 1 being what you like most)

Sense of Community Location and Access Affordable
 Pleasant Surroundings Architecture Diversity of People

NEIGHBORHOOD SERVICES

Rank the following neighborhood services/amenities from 1 to 5, with 1 being poor and 5 excellent. (circle)

Parks/Recreation	1	2	3	4	5	Don't Use
Health Services	1	2	3	4	5	Don't Use
Police	1	2	3	4	5	Don't Use
Trash/Recycling Coll.	1	2	3	4	5	Don't Use
Shopping	1	2	3	4	5	Don't Use
Litter Enforcement	1	2	3	4	5	Don't Use
Education	1	2	3	4	5	Don't Use

LOCAL AREA/ORGANIZATION

State the location of your block (ie, 4400 Osage):

How would you characterize the physical condition of your block? (check)

excellent good average poor deteriorated/dangerous

What most concerns you about your block? (please rank the following 1 to 11, with 1 being the biggest concern)

___ Housing Abandonment	___ Housing Deterioration	___ Crime (general)
___ Drug Sales	___ No Organization	___ Litter/Trash
___ Uncaring Landlords	___ Lack of Trees	___ Graffiti
___ Car Vandalism/Theft	___ Noise	

Do you have a Block Captain or Organization? Yes/No (circle)

Do you have regular block meetings? Yes/No (circle)

COMMERCIAL/SHOPPING NEEDS

How often do you shop or eat on 40th St. Area (every week/month/year); Baltimore Ave. (week/month/year); Lancaster Ave. (week/month/year); 52nd St. (week/month/year) 45th Street (week/month/year); Neighborhood Corner Stores (week/month/year)? (circle)

What type of businesses would you like to see or see more of in Spruce Hill? (check)

Banking Clothing Retail Specialty Retail Sit-Down Restaurants Hair Care
 Supermarkets Health Services Art Galleries Night Clubs Convenience Stores
 Car Care Garden Center Other _____

What concerns you most about local shopping areas? (rank 1 to 8, 1 being greatest concern)

___ Crime	___ Panhandling	___ Litter/Trash	___ Quality of Businesses
___ Parking	___ Types of Services	___ Deterioration	___ Abandonment

PLEASE RETURN TO:
SPRUCE HILL COMMUNITY ASSOCIATION
257 S. 45TH STREET
PHILADELPHIA, PA 19104