

Connect, Live, Thrive

# Blossom at Bartram!

Bartram Village is a special place to live at every age – with beautiful spaces that bring people together, creating a sense of community, strength, and inspiration.



**BARTRAM CHOICE**

NEIGHBORHOOD PLAN

\_ OUR SINCERE THANKS TO

# the Bartram Village Residents + our Partners

## *Key Partners*

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U.S. Department of Housing & Urban  
Development (HUD)

Bartram Village Resident Council

Pennrose Development

Philadelphia Housing Authority (PHA)

PIDC

WRT, LLC

## *Partner Organizations*

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African Cultural Alliance of North America  
(ACANA)

Bartram's Garden

Catholic Social Services

Children's Hospital of Philadelphia (CHOP)

City of Philadelphia Streets Department

City of Philadelphia Department of Commerce

City of Philadelphia Department of Planning  
and Development

City of Philadelphia Department of Housing  
and Community Development

City of Philadelphia Mayor's Office of  
Community Empowerment & Opportunity

City of Philadelphia Office of Managing  
Director - REBUILD

City of Philadelphia Office of the Mayor

City of Philadelphia Office of Transportation  
and Infrastructure Systems

City of Philadelphia Parks and Recreation

City of Philadelphia Planning Commission

City of Philadelphia Police Department - 12th  
District and 18th District

City of Philadelphia Philadelphia Water  
Department

City Lights Network

The Common Place

Councilman Kenyatta Johnson

Councilwoman Jannie L. Blackwell

Drexel University Lindy Center for Civic  
Engagement

Ezekiel Baptist Church

Grace Christian Fellowship

Family Practice & Counseling Network

Jobcorps

John Bartram High School

Kingsessessing Rec Center & Library

Mural Arts Philadelphia

Myers Rec Center

Paschalville Library

Philadelphia Housing Authority Resident  
Advisory Board

Philadelphia Promise Zone/Promise  
Neighborhood Community Advisory Council

Pennsylvania Horticultural Society

Philadelphia Works

Representative Joanna E. McClinton

Rythym & Brunch

School District of Philadelphia

Schuylkill River Development Corporation

SEPTA

Southwest CDC

Southwest District Services

Southwest Nu-Stop

State Senator Anthony H. Williams

Tilden Middle School

University of Pennsylvania Office of  
Government and Community Affairs

University of Pennsylvania PennPraxis

University of the Sciences

the Village | Hope in Action for Children and  
Families

[This list is incomplete and constantly  
growing.]

***Steering Committee***

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[Complete list of names to be included in final  
plan.]

***Neighborhood Ambassadors***

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Luciana Boone

Tracey Gordon

Tonya Robinson

Dionna Roundtree

Doreen Waller

Kimberly Waller

***Housing Task Force***

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[Complete list of names to be included in final  
plan.]

***Neighborhood Task Force***

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[Complete list of names to be included in final  
plan.]

***People Task Force***

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[Complete list of names to be included in final  
plan.]

***Action Activities Committee***

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[Complete list of names to be included in final  
plan.]

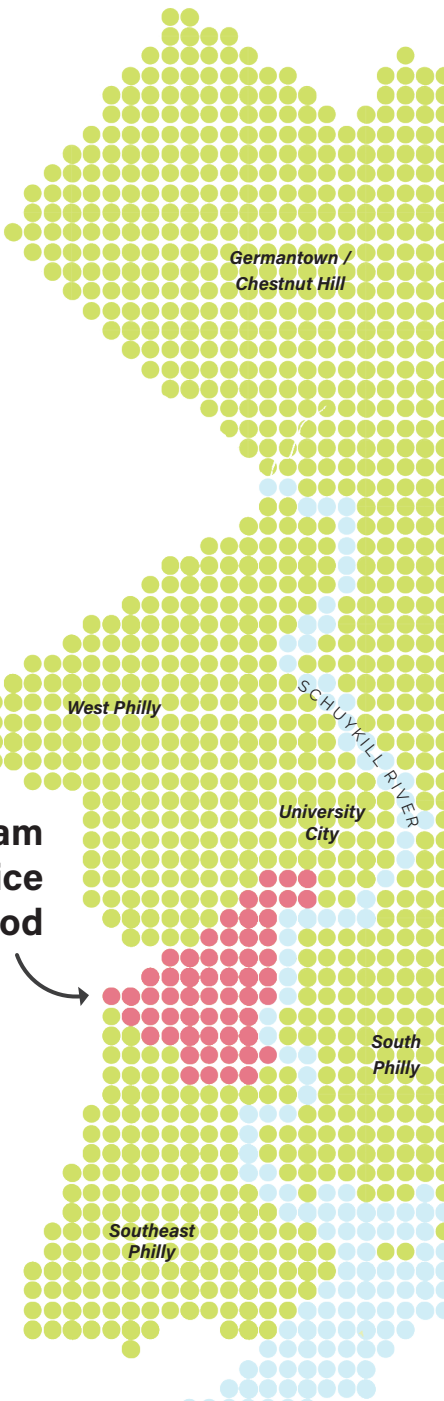
CHECK US OUT!

**@ BARTRAMCHOICE.COM**

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### Bartram Village Choice Neighborhood





## Plan Area

The boundaries of the Bartram Village Choice Neighborhood are Woodlands Cemetery to the north, Springfield Avenue to the west, 67th Street to the south, and the Schuylkill River to the east.

# The Vision

Bartram Choice has the potential to do something truly special—to map out a plan that traces its roots to the area’s (and nation’s) horticultural history and the restorative power of nature; a vision for action that illustrates the very best intentions of the Choice Neighborhoods Initiative and enables residents not just to thrive but to *blossom*.

The beautifully wooded 22-acre site of Bartram Village huddles next to Bartram’s Garden, a 45-acre national historic landmark, garden, and farm overlooking the Schuylkill River whose fertile edges housed the Lenni Lenape for centuries before feeding Philadelphia’s industrial evolution. Today both sites form a green oasis in Southwest Philadelphia that is separated from the surrounding neighborhood by the crisscrossing rail and freight lines of a post-industrial landscape outside their doors.

The Bartram Choice neighborhood is fortunate to have a number of advantages to build upon. These include a well-established transit system connected to major employment hubs such as Center City. University City sits on the neighborhood’s northeastern edge and comprises the city’s largest employer—the University of Pennsylvania—along with Drexel University and Children’s Hospital of Philadelphia. Four miles south is Philadelphia International Airport, which supports over 96,000 jobs. In addition, the neighborhood enjoys several active commercial corridors, churches, schools, health facilities, parks and community facilities, not to mention some very passionate neighbors.

The timing could not be better to reimagine Bartram Village. Philadelphia is experiencing an influx of residents, from Millennials to empty nesters, as trends continue to see more and more people choosing to live in urban centers. As a result, Philadelphia is in the midst of a planning resurgence with many activities focused on Southwest Philadelphia.

For example, the Lower Schuylkill Master Plan outlines a strategy to redevelop the 3,700-acre corridor into three distinct, modern, competitive business campuses. This includes an innovation and logistics hub on the land immediately north and south of Bartram Village, bringing with it 3,000 new jobs.

Philadelphia is also reinvesting in its civic places—parks, open space, rec centers, trails and waterfronts— and celebrating its cultural and historical resources. Better connections between people and these places is also a central focus emphasizing walkability as well as bike trails. The Schuylkill River Trail, 58th Street Greenway, Kingsessing Rec Center and Library, and Myers Rec Center are a few of the neighborhood’s treasures that are a target of these investments.

Our challenge is to harness this activity for the residents of Bartram Village and the Choice neighborhood.

As we enter the second year of the planning process, we are asking ourselves:

- + Can we preserve the character of the Bartram Village site to integrate nature in ways that counteract some of the impacts of trauma by creating green affordable housing combined with gardens, views, playspaces that are calming and restorative?

- + How can we build on the area's horticultural heritage—to establish a safe network of green streets that connect to the waterfront? To increase access to healthy food? To create welcoming spaces to recreate and socialize? To develop an ecosystem of green jobs?
- + How can this plan address the need for employment and link new jobs to physical investments?
- + Can we equip youth with career-building skills that could also improve the built environment?
- + How do we best coordinate already planned infrastructure investments (transportation, stormwater, civic) to serve all neighborhood residents?
- + How do we nurture a vibrant local economy of small business owners and patrons that rival other strong commercial corridors in Philadelphia?

We believe this plan can do something special. By building on the efforts of our neighborhood partners, the plan will preserve the area's natural resources and become a model of sustainable redevelopment, that helps residents flourish and gives the community even more to be proud of.

## Summary of Goals

This section has not yet been developed.

## How to use this document

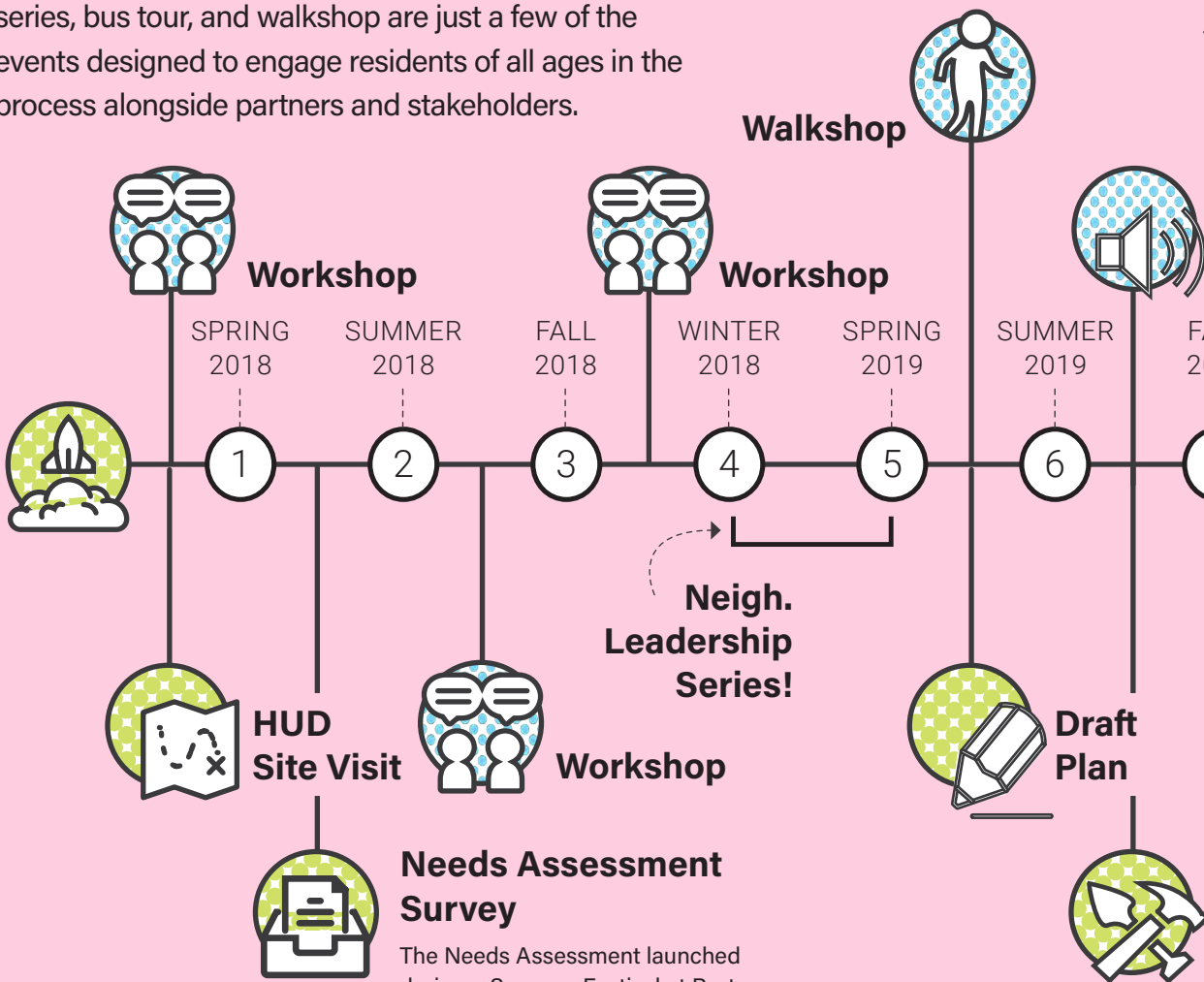
Please don't be alarmed. There is a lot of information here but we developed it in a way to provide both a deep dive for those of you with a great interest along with summaries of each section for those who just might want to understand the key takeaways. The summaries may be found on the brightly colored pages that introduce each section.

### HELPFUL TIP:

***Flip to the brightly colored pages for a quick look at the plan!***

# The Planning Process

Residents are front and center in the planning process where their opinions, experiences, and preferences are shaping the plan. They serve in leadership roles on every committee and task force. A summer festival, leadership series, bus tour, and workshop are just a few of the events designed to engage residents of all ages in the process alongside partners and stakeholders.



## Needs Assessment Survey

The Needs Assessment launched during a Summer Festival at Bartram Village on June 22, 2018. Over 200 Bartram Village residents completed the lengthy survey that day! A total of 260 households (over 52%) completed surveys by August 2018.





## Final Plan Celebration!



## Our Team!

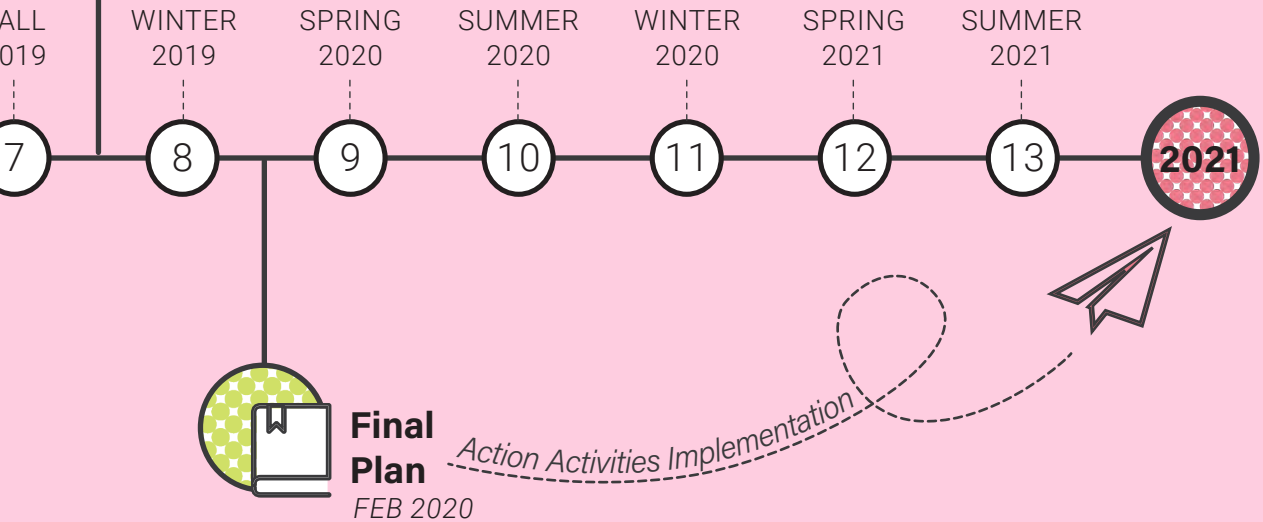
They say it takes a village to raise a child. It certainly takes many partners and interested residents to create a visionary yet achievable neighborhood plan, particularly one that unites the desires and the will of such a large and established urban neighborhood.



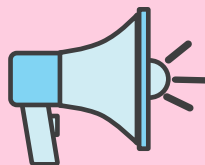
## Action Activities

Action Activities are physical improvement, community development, and economic development projects that enhance and accelerate the transformation of the neighborhood.

## Draft Plan Presentation



## Draft Action Activities Proposal



## Engagement

The 1st year of planning was busy! There was a total of 27 meetings, activities and special events, including 3 big community meetings and 7 steering committee/task force meetings. Approximately 1128 people have participated in the planning process, including 32 participants in the Neighborhood Leadership Series. Over 500 Bartram Village residents joined their friends and neighbors at the Summer Festival in June 2018.

# Meet our Team

They say it takes a village to raise a child. It certainly takes many partners and interested residents to create a visionary yet achievable neighborhood plan, particularly one that unites the desires and the will of such a large and established urban neighborhood. For the plan to be successful it needs to be transparent to residents, partners and stakeholders so that those who are interested know when meetings are held and how decisions are being made. The process should also be inclusive and welcoming. And it must address pressing issues through strategies that residents will take hold of, help implement, and take advantage of. The members of the Bartram Choice team are committed to making this happen.

## OUR LIST OF PARTNERS CONTINUES TO GROW. HERE ARE JUST A FEW OF THEM:

- + ACANA
- + JOHN BARTRAM HIGH SCHOOL
- + BARTRAM'S GARDEN
- + THE COMMON PLACE
- + EZEKIEL BAPTIST CHURCH
- + JOHN BARTRAM HIGH SCHOOL
- + PHILADELPHIA WATER DEPARTMENT
- + MURAL ARTS
- + PHS
- + SEPTA
- + SOUTHWEST CDC
- + SOUTHWEST DISTRICT SERVICES
- + TILDEN MIDDLE SCHOOL
- + THE VILLAGE

## Core Team Members

*Philadelphia Housing Authority (PHA) |  
Lead Applicant; Co-Chair, Housing Task  
Force; Chair, People Task Force*

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Philadelphia Housing Authority (PHA) provides housing for nearly 80,000 people in the City of Philadelphia as the fourth largest housing authority in the country. In this role, PHA develops, acquires, leases, and operates affordable housing for city residents with limited incomes. But PHA goes far beyond housing by providing education, training, services and other programs to help residents thrive and ultimately achieve self-sufficiency. These programs include free basic adult education, job training programs such as certified nursing assistant, pharmacy technician, medical billing, and culinary arts training, computer skills, financial literacy, youth activities, and senior programs.

Prior to Bartram Choice, PHA led the development of two significant Choice Neighborhood planning efforts. These include the North Central and Blumberg/Sharswood neighborhoods, which are now undergoing significant transformation.

*Pennrose | Co-Chair, Housing Task Force*

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Pennrose was selected by PHA as the developer for Bartram Village because of its innovation, integrity and experience developing more than 200 properties. As one of the largest affordable housing providers in the region, Pennrose recognizes the impact it has on people's lives and is committed to working side-by-side with partners, residents, elected officials, and public agencies to create exceptional living experiences. Pennrose has been at the table since the beginning of the Bartram Choice process to listen to resident concerns and explore ways to enhance the quality of life for Bartram Village residents and have a positive impact on the surrounding community.

## ***PIDC | Co-Chair, Neighborhood Task Force***

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PIDC is a non-profit organization founded by the City of Philadelphia and Greater Philadelphia Chamber of Commerce to stimulate investment, support business growth, and foster developments that create jobs, revitalize neighborhoods, and drive growth to every corner of Philadelphia. In 2013, PIDC and the City of Philadelphia released the Lower Schuylkill Master Plan. The Plan creates a framework to transition the 3,700-acre industrial corridor running along the Schuylkill River to the north and south of Bartram Village into a vibrant set of modern, competitive business campuses.

The plan anticipates 3000 new employees will work at the “innovation hub.” As PIDC moves forward with the plan, it will play an important role in knitting the former industrial area back into the neighborhood and also helping existing Bartram Village and neighborhood residents anticipate ways to tie into and benefit from the development. This could include ideas for job training, entrepreneurship and small business incubation, and supportive services like catering and landscaping. It should also be noted that the census tract containing Bartram Village and the formerly industrial land along the riverfront has been designated as a Qualified Opportunity Zone.

## ***Bartram Village Resident Council***

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Bartram Village has three resident council members—President, Vice-President, and Secretary/Treasurer—who form a direct link to residents of Bartram Village. All three members are deeply involved in the planning process as members of the Steering Committee and all of the Task Forces. They also serve as neighborhood ambassadors. The Resident Council reviews all of the ideas, materials, and presentations developed through the planning process and gives their feedback before anything is presented to residents or the community.

## **Partners & Stakeholders**

Bartram Choice is fortunate to have many partners involved with the planning process to help identify realistic opportunities and strategies for the neighborhood plan. These partners serve on our Steering Committee, Task Forces, and Action Activities Committee, and participate in our capacity building activities. Our hope is that by bringing together all of these talented organizations, we can synthesize our efforts to maximize the impact of our programs and resources.

## **Bartram Village & Neighborhood Residents**

Residents of Bartram Village and the surrounding neighborhood are the focus of our planning effort and their participation is vital for the plan to be effective. A concerted effort is being made to encourage Bartram Village residents and their neighbors to take an active part in the planning process. Bartram Village residents and their neighbors are members of the Steering Committee and Task Forces. Special programs like the Neighborhood Leadership Series and the Artist in Residency program have been designed to help residents of all ages feel more comfortable sharing their opinions about the plan's ideas and taking part in the planning process.

HEY THERE!

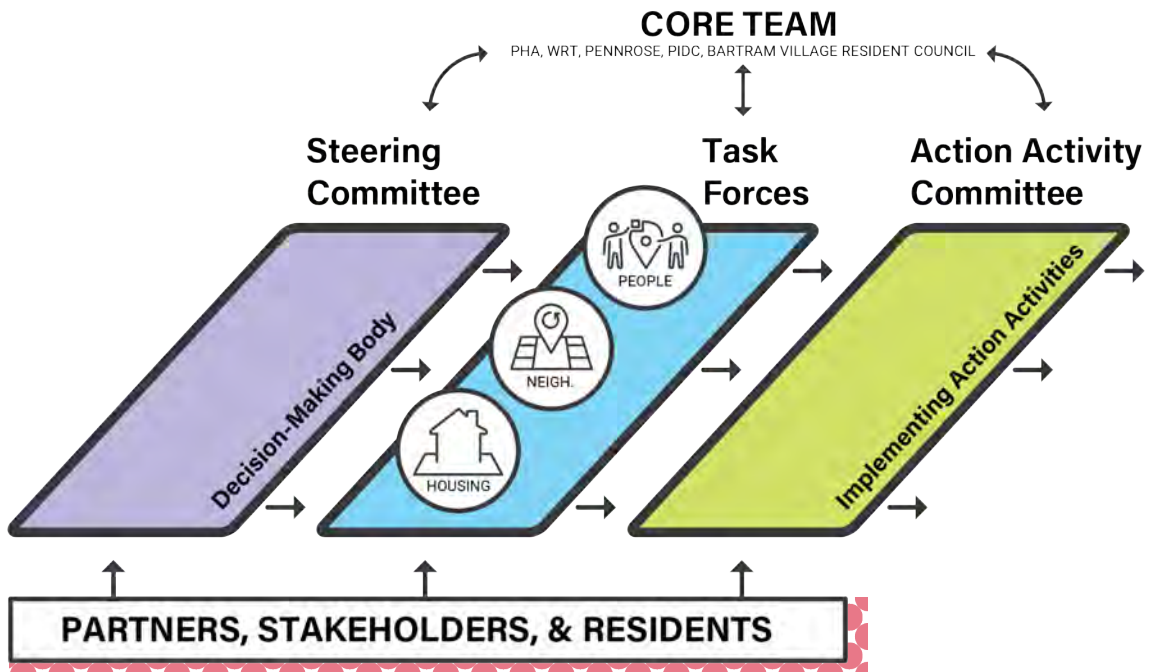
***It's not too late to get involved. Please let us know you are interested in participating! Call us: 215.684.2105 or email: [bartram@pha.phila.gov](mailto:bartram@pha.phila.gov)***

# How our Team is Organized

## Steering Committee:

The Bartram Choice Steering Committee (BCSC) serves as the decision-making body for the Bartram Choice Neighborhood planning effort and was established to make sure that all policy and project decisions are well-informed by the community. BCSC will review and approve the Transformation Plan priorities, early action activities and action activities, project design, community engagement and capacity building efforts. The BCSC is made up of representatives from PHA, Pennrose, PIDC, Bartram Village residents, neighborhood residents, and government employees (Philadelphia City

Planning Commission, Department of Housing and Community Development, and the Office of Community Empowerment and Opportunity's Place-Based Initiatives). Other members represent educational and workforce training facilities, community organizations, local business owners, and health institutions, including Bartram High School, Bartram's Garden, Southwest Community Development Corporation, the Common Place, City Lights Network, ACANA, Southwest Philadelphia District Services, the Village, and 12th Police Precinct.



# Task Forces:

Three task forces focus on the main objectives of the Choice Neighborhoods Initiative—Housing, People, and Neighborhood. The task forces are responsible for identifying the goals for the plan and strategies to achieve the goals. The task forces will also brainstorm ideas for early action activities that can be completed while planning. They will also propose action activities to be completed when the planning process ends.

The task forces bring together professional partners, area stakeholders, business owners, non-profit organizations, Bartram Village residents and neighborhood residents. Each is chaired by a working professional as well as a member of the community. The intent is to combine the expertise of practitioners with the on-the-ground knowledge of community members while building capacity and a shared understanding of the possibilities and potential limitations.

- + **The Housing Task Force** focuses on developing a strategy to provide high-quality, well-managed, mixed-income housing that responds to the needs of the neighborhood.
- + **The People Task Force** explores ways to help residents of Bartram Village and the surrounding community thrive. This includes access to effective education, meaningful opportunities for employment, quality health and wellness services, and well-designed, affordable housing.
- + **The Neighborhood Task Force** identifies ways to improve connections to basic services in the community such as grocery stores, banks, and a laundromat, doctor's and dentist's offices, a greater sense of safety, and overall appearance and character to attract public and private investment.

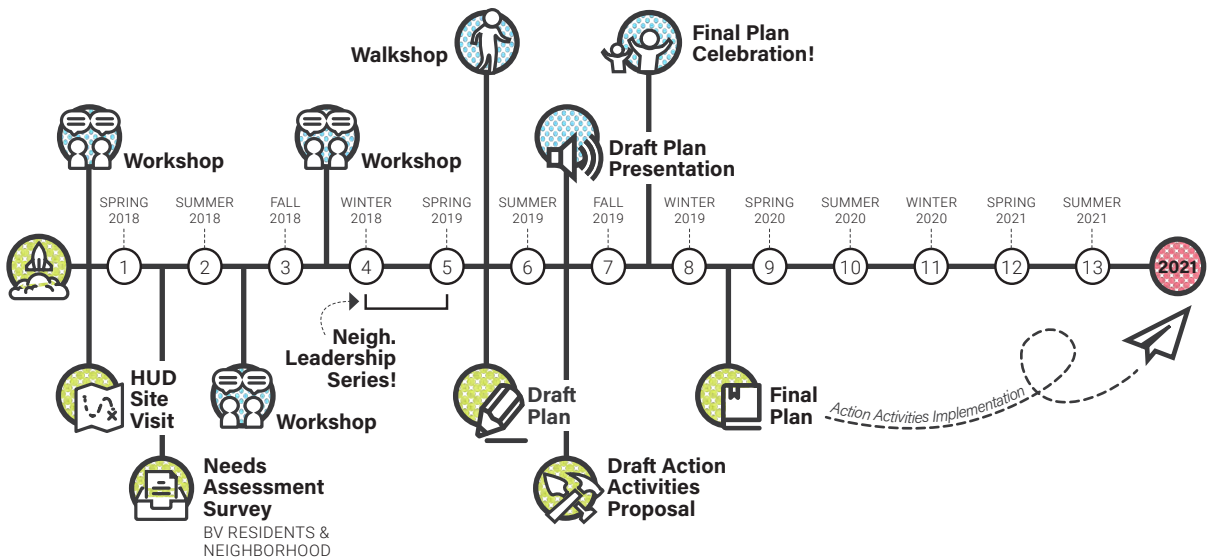


Task Force Meeting

# Action Activity Committee:

Action Activities are physical improvement, community development, and economic development projects that enhance and accelerate the transformation of the neighborhood. An Action Activity Committee will be set up in March 2019. The committee will first develop criteria to evaluate potential activities submitted by the task forces. It will select activities to submit to HUD by November 27, 2019. All activities must be approved by HUD. The committee then will be responsible for overseeing the projects through completion. Members of the committee will include Bartram Village and neighborhood residents, and planning partners.

# The Process



The Bartram Choice effort received a special planning and action activity grant from HUD, which involves a two-year planning process followed by another year and a half to implement Action Activities to jumpstart transformation of the neighborhood. This is especially important in Southwest Philadelphia, an area that has figured into many recent planning efforts and is ready to see real signs of change.

We are one year into the planning process. Our focus now is to develop a vision for the future of the area, and then set clear, actionable goals for the plan and identify strategies to achieve these goals. The next step will be to identify partners and a timeframe to complete each goal followed by setting up metrics to measure our progress.

We must submit a full draft of our plan for HUD to review by August 27, 2019. The final plan must be completed and sent to HUD for approval by February 27, 2020.

## About the meeting schedule:

When the Bartram Choice planning process began, the Steering Committee and the three Task Forces aimed to meet regularly—either monthly or bi-monthly. We discovered that there is a lot of overlap among partners and interested residents. A small but committed group of participants emerged who were trying to attend back-to-back meetings. This approach did not seem sustainable or effective. As a result, during Year 2, the planning team is going to combine Steering Committee and Task Force meetings to limit meeting fatigue and increase attendance. By streamlining the meetings, we also hope to foster greater transparency and a greater sense of shared visioning and decision-making.

# Community Engagement & Capacity Building

The Bartram Choice neighborhood covers 2.78 square miles and has a population of nearly 40,000. Because of the size, the Bartram Choice engagement strategy aims to connect with as many people as possible at different locations in the community and at different times of the day and week. Transportation is provided for Bartram Village residents to all events that are not held at Bartram Village. The engagement strategy was designed to provide opportunities for people to be actively involved in shaping the plan by identifying priorities and developing strategies that they can see themselves using and benefiting from. Activities have been developed to gather input and also to give residents the tools and comfort level to participate and to become for stewards of the plan.

## >>Communication:

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Spreading the word about Bartram Choice and sharing information in a timely manner is one of the biggest challenges we face. A website—[BartramChoice.com](http://BartramChoice.com)—was set up at the very start of the process for anyone interested in the planning effort. It has a calendar of events, an information hub with meeting summaries, presentations, and photos, as well as contact information that is updated frequently. Meeting announcements are also posted to several different social media outlets. Flyers for all meetings and special events are handed out to every Bartram Village household. Flyers are also available at community anchor locations.

## >>Neighborhood Ambassadors:

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The Bartram Village resident survey showed that most people get their news by word of mouth from family and friends as opposed to online. To increase participation in the planning process, the planning team decided to bring on 6 Neighborhood Ambassadors—3 living at Bartram Village and 3 living in the neighborhood. These energetic ambassadors are creating a buzz about Bartram

## \_ SPOTLIGHT!

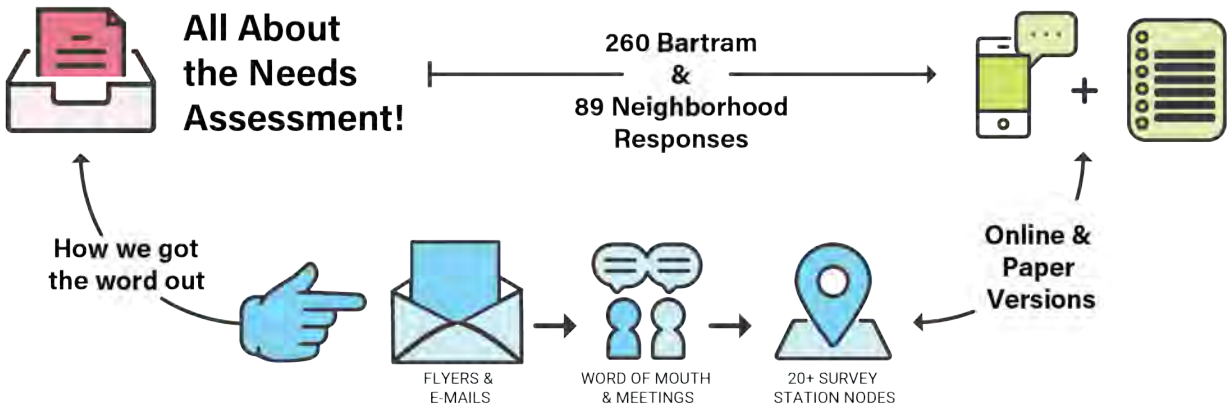
### MEET A NEIGHBORHOOD AMBASSADOR!

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Luciana Boone has lived in Southwest Philadelphia for almost 20 years. In that time, she has taught at Tilden Middle School, operated a Family Child Care Home, and raised her children. She is very active in the community as a Block Captain, a panelist for the District Attorney's Office Youth Aid Panel, and a graduate of the Citizens Planning Institute. Luci would like community members to be educated on the many resources available to them to make transformative generational changes. Her wish is for property values to increase and benefit the families who have raised children in the area.

Short-term changes she would like to see are safer streets and an increased level of pride for the area. "I have seen neighborhoods in Philadelphia change and wanted to be part of the change in my immediate community. I believe those who could be affected should be involved in the shift."



Choice by distributing flyers in their communities, sharing information about the planning process with their friends, neighbors, and networks, posting updates on social media, and getting people out to meetings.

**>>Community-wide meetings:**

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A total of 5 large meetings are planned for the public during the two-year planning process. To date, three meetings have brought the community together. The kick-off meeting at Kingsessing Recreation Center on April 24, 2018 gathered Bartram Village and neighborhood residents together with Councilwoman Jannie Blackwell, State Rep. Joanna E. McClinton, representatives of HUD, and many local partners. At the Common Place on October 10, 2018, the planning team shared and discussed the results of the Needs Assessment and started to prioritize the findings. Over 50 residents and partners engaged in lively discussions during a presentation and open house about the plan’s emerging themes and framework on February 7, 2019, at Ezekiel Baptist Church.

**>>Needs Assessment:**

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The Needs Assessment launched during a Summer Festival at Bartram Village on June 22, 2018. Over 200 Bartram Village residents completed the lengthy survey that day! A total of 260 households

(over 52%) completed surveys by August 2018. The Festival brought neighbors of all ages outside to enjoy music, food, and activities for the kids such as painting and dancing.

To gather feedback from those who live, work or frequently visit the surrounding neighborhood, the planning team developed a shorter survey that launched in July 2018 and ran through September 2018. It was available online and on paper at over 20 nodes in the neighborhood including churches, libraries, and rec centers such as Grace Christian Fellowship, Paschalville Library, Southwest CDC, Rhythm & Brunch, and The Common Place. Eighty-nine residents completed this survey.

Separate reports with the full results of both surveys are posted at BartramChoice.com. The findings were also presented and discussed during the Community Meeting & Workshop #2 and are directly shaping the plan.

**>>Focus Groups:**

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Currently two focus groups are planned for March 2019. One will focus on education with representatives of local schools. The second focus group will discuss health, wellness, trauma and healing.





*Visioning Activity during the Summer Festival*

### **>>Neighborhood Leadership Series:**

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This popular series was open to all Bartram Village and neighborhood residents to develop communication and leadership skills, to meet neighbors with similar interests, and to learn how to take an active part in the Bartram Choice and other community planning and development efforts. Six two-hour sessions were held from November 2018 to February 9, 2019, at Bartram Village. The sessions began with dinner from local restaurants and covered the following topics:

- + Session 1: Right under our noses—the building blocks of change
- + Session 2: Music to my ears—building consensus with your inside voice
- + Session 3: Planning in Philadelphia
- + Session 4: Change is good but so is affordability
- + Session 5: The power of design and nature [trauma and resiliency]
- + Session 6: Take the lead!

The final session was led by long-time PHA Resident Council leaders who shared their experiences about coming together and speaking with one voice. This session coincided with a Bus Tour of three recently redeveloped housing sites owned by PHA. Afterwards participants joined one another for a final graduation celebration. Thirty-two participants took part in the leadership series.



*Community Workshop*

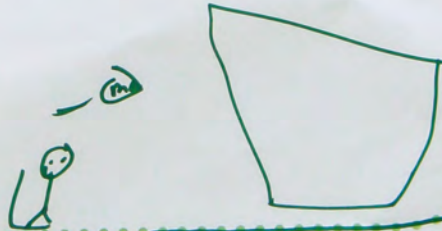


*Neighborhood Leadership Series Participants*

MY FAVORITE THING IN THE NEIGHBORHOOD IS...

My FavorIT ← neig·HOOR

My favor ite game is fortnite



Lemay carter

**BARTRAM CHOICE**  
— NEIGHBORHOOD PLAN —

## >>Youth Summer Arts Program:

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BARETEETH, the Bartram Village Community Center, and Youth HEALers Stand Up collaborated on a five-week arts program at Bartram Village during the summer 2018. The program involved discussions, photography, art and dance workshops, and rehearsals that explored the themes of home, displacement, and futurity, focusing on the participants' current experiences with housing at Bartram Village.

The summer residency program involved five workshops that gave for youth aged 7 to 17 the opportunity to take photographs for a visual time capsule of Bartram Village and to make t-shirts representing their collectivity. Youth also got to choreograph and perform a dance for the Stronger Youth Movements conference on August 18, 2018, in addition to writing and publishing a pamphlet about the present housing crisis at Bartram Village. Outside of the workshops, Bartram Village youth decided to meet an additional three times a week to allow more time to choreograph and rehearse their dance routine, produce the t-shirts and the pamphlet. Over 25 young residents of Bartram Village participated in the residency program.

## >>Special Events:

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- + **PHL + NYC Quality Affordable Housing Exchange:** On July 26, 2018, several members of the planning team joined Bartram's Garden and residents of the community on a one-day study tour of exemplary affordable housing developments in New York City. The tour explored case studies of housing created through inclusive design, highlighting public partnerships with community organizations. The tour also considered ways to integrate community-supported services, the arts, public space, and other amenities into affordable housing developments.
- + **Walkshop:** The planning team will hold a "Walkshop" for Bartram Village and neighborhood residents in April 2019. Members of the planning team will join small groups of neighbors on a series of walks on different

paths through the neighborhood starting from Bartram Village. The hope is to have informal conversations about the neighborhood highlighting favorite places, as well as obstacles, unsafe areas, vacant lots that might be addressed by the plan. One group will be focused on youth to gain their perspective. A coffee hour using maps will also be held for seniors or those unable to participate in the walking tours.

## ANTICIPATED MEETING SCHEDULE:

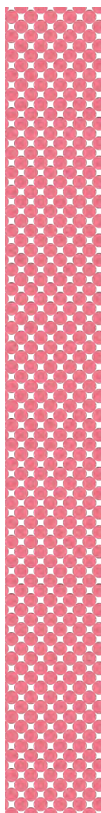
### 2019:

- + FEBRUARY: Community Meeting #3
- + MARCH: Joint Steering/Task Force Meeting and two Focus Group Meetings (Education and Health & Wellness)
- + APRIL: Special Event – Walkshop
- + MAY: Joint Steering/Task Force Meeting
- + JUNE: Joint Steering/Task Force Meeting and Youth Art Project
- + JULY: Community Meeting #4
- + SEPTEMBER: Joint Steering/Task Force Meeting

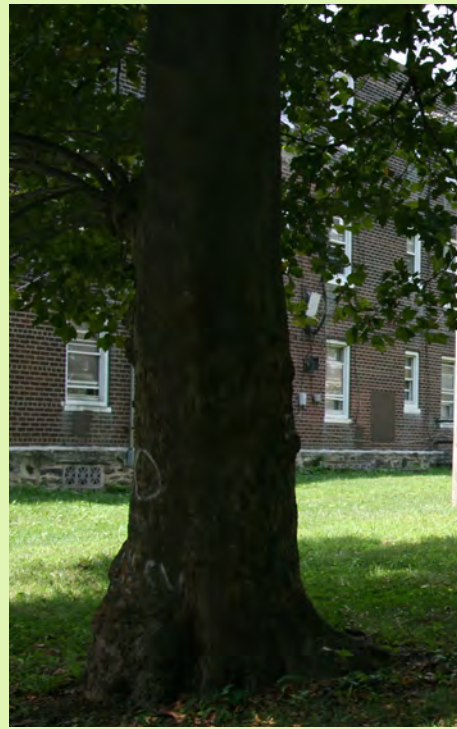
### 2020:

- + FEBRUARY – Community Meeting #5 - Final plan celebration

*\*A meeting schedule for the Action Activities Committee has not been set up yet.*



# About the Neighborhood



The Bartram Choice neighborhood is fortunate to have a number of advantages to build upon. These include a well-established transit system connected to major employment hubs. In addition, the neighborhood enjoys several active commercial corridors, churches, schools, health facilities, parks and community facilities, not to mention some very passionate neighbors.

## Demographics

While Philadelphia's economy has grown in recent years, the Bartram Choice neighborhood has lagged behind. The median household income of \$28,705 is almost 30% less than that of the city and the unemployment rate of 15% is 4% higher than the city. The population is about 76% African-American compared to 42% in the city and it is younger with a median age of 31.2 vs. 34.7, and younger still at Bartram Village with a median age of 20. There is also a significant immigrant population in the neighborhood.



The future of the Bartram Choice neighborhood





Bartram Village

# Assets & Opportunities

The Bartram Choice neighborhood has all of the ingredients of a vital community—busy commercial corridors along a walkable grid that is connected to employment hubs and the larger region by a public transit network. It has varied housing, a rich history, parks, schools, churches, and community recreation centers.



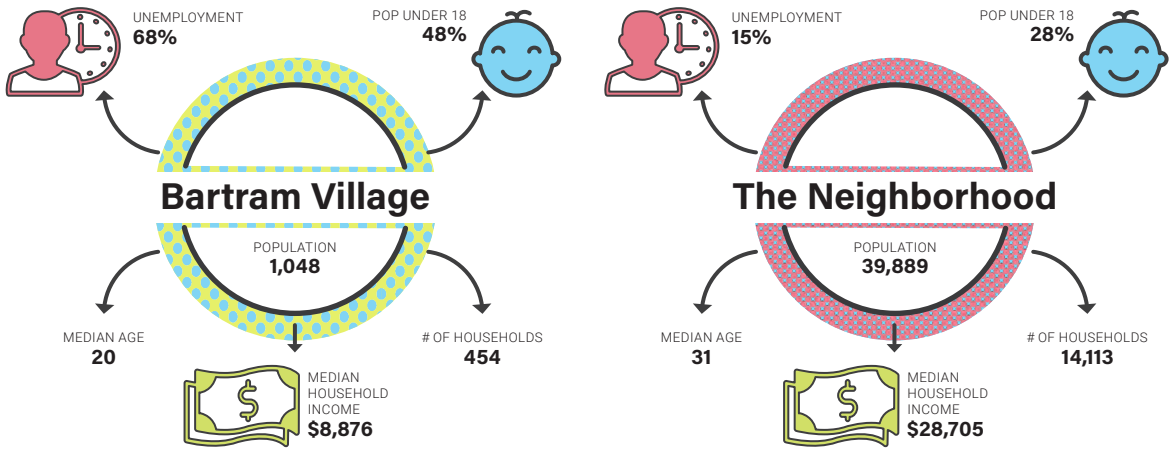
# Challenges & Opportunities

Low rates of literacy and education across the neighborhood make it challenging to overcome low incomes and high rates of unemployment and poverty. Vacant and blighted properties that attract crime add to the stress and trauma impacting the community. Aging neighborhood infrastructure such as streets, sidewalks, crosswalks, and civic places are also in need of improvement.



Aging housing stock offers opportunities for renewal

# About the Neighborhood



## Bartram Village

The 22-acre Bartram Village development contains 41 three-story residential apartment buildings that provide 500 units of housing for over 1,000 residents. The tree-lined site was built in 1942 as defense worker housing, and now 75 years later, Bartram Village is considered severely distressed by HUD. The units are small, are difficult to make fully accessible, and do not contain many of the amenities expected in more contemporary housing. Costs to fully rehabilitate the existing development are over \$112 million and would still result in a development exhibiting the design and layout challenges described above

## Neighborhood Context

Like most urban neighborhoods, Southwest Philadelphia has undergone many changes in population over time. It was often home to different waves of immigrant populations seeking affordability and access to jobs, and that aspect remains true today.

The Bartram Choice neighborhood includes a greater proportion of minority residents than the city as a whole: 76% of residents identify as Black, 8% identify as Asian, and 10% identify as white. The Hispanic population is far smaller than in Philadelphia, however, with 4% of Southwest residents identifying as such, compared to 15% citywide. The Bartram Choice neighborhood's Black population includes a number of immigrant African communities; they are the largest immigrant community in the neighborhood, comprising 8% of the total population. Their presence and roots in this community is visible in the many businesses along Woodland Avenue. Asian foreign-born residents primarily come from Vietnam and Cambodia, and Latin American foreign-born residents come from the Caribbean islands.

This neighborhood is also slightly younger than the city of Philadelphia, with a median age of 31 compared to 35 for Philadelphia. Bartram Village, however, is much younger, with a median age of 20. Approximately half of Bartram Village residents, in fact, are under the age of 18. The neighborhood also has a significant senior population with 22% of residents over 55.

# Assets & Opportunities

## History

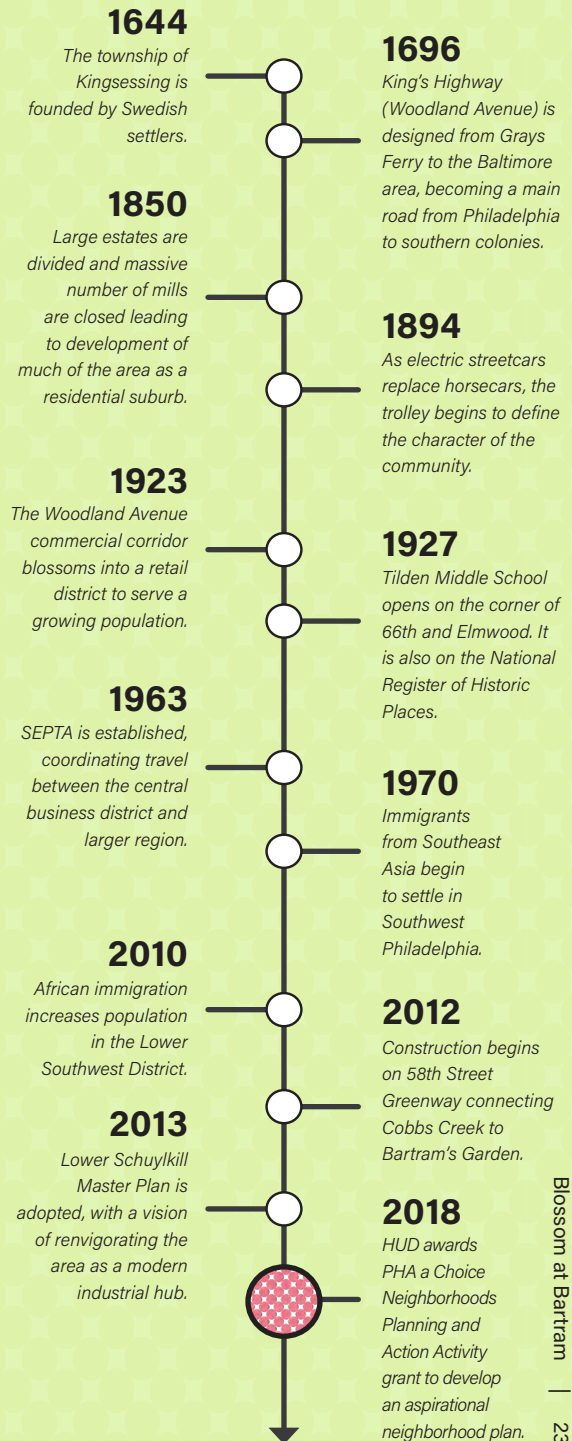
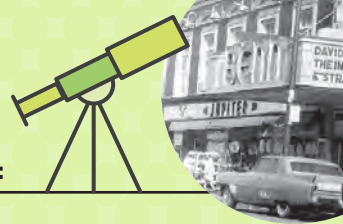
Southwest Philadelphia has a long and diverse history dating back centuries. Once a fertile agricultural area for Native American tribes such as the Lenni Lenape, the area was later formally settled by Swedish colonists in 1644 as the township of Kingsessing. The area's agricultural and botanical heritage continued over time with the establishment of John Bartram's estate—now Bartram's Garden—which included a curated variety of garden nurseries and other horticultural assets throughout the 18th and 19th Centuries.

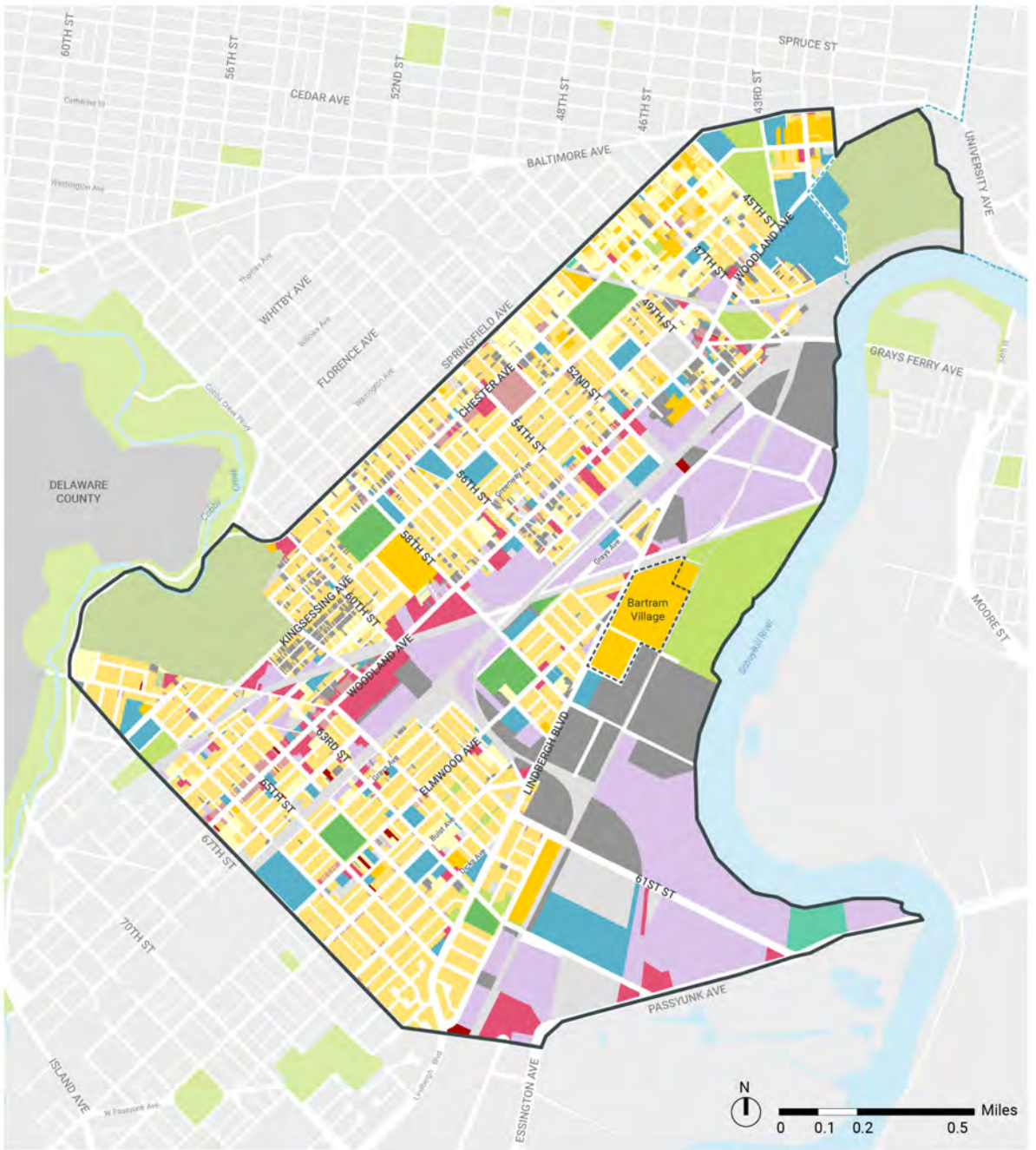
As the industrial revolution gained momentum, the riverfront area slowly changed from green to industrial, providing jobs for waves of Irish, German, Lithuanian, Polish, Italian, and Jewish immigrants that settled nearby. Other major assets that emerged during this time include Mount Moriah Cemetery, established in 1855, and Kingsessing Recreation Center, built in 1916. From 1850 to 1930, Southwest Philadelphia evolved from a rural to streetcar suburb, with trolley lines enabling residents to easily access jobs throughout the city.

In 1941, the Philadelphia Housing Authority utilized the Lanham Defense Housing Act to develop Bartram Village, which was meant for temporary use as housing for defense workers migrating into Philadelphia during World War II.

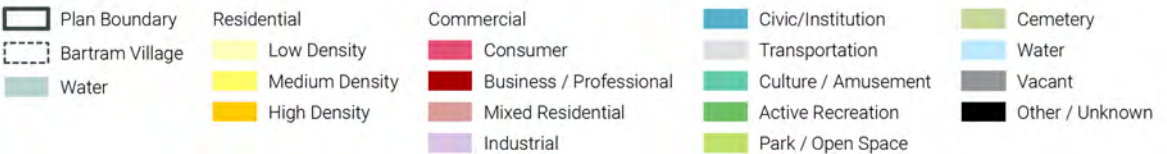
In keeping with nationwide trends, the industrial activity along the Schuylkill River began to fade in the mid-20th Century, contributing to an era of decline and disinvestment for Southwest Philadelphia. In recent years, despite its challenges, Southwest Philadelphia residents have organized, advocated for change, and participated in numerous planning efforts that aim to revitalize the neighborhood while maintaining its affordability and diversity.

## A TOUCH OF HISTORY:





## Existing Land Use







## ***Land Use***

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The communities within the Bartram Choice Neighborhood are comprised mostly of residential areas of attached rowhomes surrounded by the industrial corridors along the SEPTA Media/Elwyn Regional Rail Line to the north and the SEPTA Airport Regional Rail Line to the east. Residential neighborhoods are bisected by the two commercial corridors of Woodland Avenue and Chester Avenue, which each feature SEPTA trolley Lines. Bartram Village, physically separated from the neighborhood by the former Pennsylvania Railroad lines, is also separated from the neighborhood by active and vacant industrial properties between Woodland Avenue and Lindbergh Boulevard. The neighborhood has a relatively high amount of vacant land. Major vacant areas include former industrial sites hugging the Schuylkill River directly north and south of Bartram Village, which are meant to be returned to productive use according to the Lower Schuylkill Master Plan.

Southwest Philadelphia is host to a number of large and small scrapyards, which are an inevitable part of an urban economy but when poorly sited can create issues for residents in terms of aesthetics, air and noise pollution, and criminal activity. The City of Philadelphia recently released a white paper with recommendations on improving conditions and seeking regulatory changes to better manage these sites.

Parks and open space are distributed throughout the neighborhood, with recreation centers providing ball fields and passive recreation assets. Bartram's Garden, which draws visitors from throughout the region, sits directly between Bartram Village and the Schuylkill River. Mount Moriah Cemetery and Nature Preserve provides yet another major open space asset along the southwestern border of the plan area. Various institutional uses are also spread throughout the neighborhood, including places of worship, fire and police stations, and public and private schools. The University of the Sciences campus is also located at the northern edge of the neighborhood, which was North America's first college dedicated to pharmacy studies.

## ***Housing Stock & Character***

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As the region was first utilized for the horticulture industry in the 1860s, the Bartram Choice Neighborhood was initially constructed with country estates, cemeteries and parks that wealthier Philadelphians invested in to escape the conditions of the city. As Southwest Philadelphia started to develop as a working-class neighborhood adjacent to major industrial activity along the river in the late 1800s, typical Philadelphia rowhouses were built along trolley lines to accommodate European immigrants with access to nearby factory jobs. Housing types within Southwest Philadelphia include single-family detached, single-family attached,



Neighborhood Commercial Corridor

two-family attached and multi-family homes, with single-family attached two-story rowhomes being the most common. The area’s aging housing stock—92% of which was built before 1950—is a growing concern and increasingly expensive to maintain.

Home values in the neighborhood have begun to increase, especially in the areas closest to University City to the north. Real estate pressure is expected to continue to push further south as citywide market conditions improve. There is a strong imperative to preserve affordability for Southwest Philadelphia residents.

Bartram Village, which sits somewhat separate from the neighborhood on its own 22-acre campus, contains 500 apartments in three-story garden apartment buildings. The development is set back from Lindbergh Boulevard and contains many mature trees.

### ***Connectivity to Employment Centers***

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There are a total of 14,228 employed residents in the Bartram Choice neighborhood. Most of the employed population works in the Services industry (62%), followed by Retail Trade (12.5%) and Transportation and Utilities (7.3%). With approximately 15% of neighborhood residents unemployed and an average household income of \$46,715, there is a strong need for investment in job growth and economic development in Southwest

Philadelphia. As most jobs along the commercial corridors of Chester Avenue and Woodland Avenue are in retail, there is currently a lack of options for high-income careers within the neighborhood boundary.

The neighborhood’s SEPTA Trolley Lines 11 (Chester Avenue), 13 (Woodland Avenue), and 36 (Elmwood Avenue) provide connections to the major employment centers of University City—with the University of Pennsylvania and Drexel University and many healthcare institutions—and Center City Philadelphia. Another reasonably close job center is the Philadelphia International Airport. While the SEPTA Regional Rail Airport Line travels through the neighborhood, there is not a stop located within a reasonable distance of the neighborhood. An employee wishing to take public transit would need to board a bus and get on the Airport Line at Eastwick Station, or take the 37 Bus the entire way.

### ***Transportation***

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The Bartram Choice neighborhood is very well-served by transit—both by regional rail and local trolley lines as well as an extensive bus network. The 36, 11, and 13 SEPTA Trolley lines run along the neighborhood’s major commercial corridors, connecting residents to nearby University City and Center City within minutes. A SEPTA Regional Rail stop at 49th and Chester Avenues along the Media/Elwyn Line enables residents to reach a wide array of destinations throughout the region. Although the Regional Rail Airport Line also passes through the neighborhood, there is not a stop within the neighborhood. Other freight lines also pass through the neighborhood. The frequency of rail lines criss-crossing the area, both at-grade and below-grade, creates some barriers to walkability for residents.



## Access to Transportation and Employment Centers

- Plan Boundary
- Bartram Village
- Water
- Park / Open Space
- University City
- Commercial Corridor
- SEPTA Regional Rail
- SEPTA Trolley Line
- Bike Route or Trail

### HEALTH ANNEX:

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The Health Annex is a Federally Qualified health Center that provides a range of services to patients, including primary care, behavioral health, dental care, social work, outreach and enrollment services, diabetes and nutrition education and support, mind/body practices, prenatal care, specialist services, physical therapy, on-site pharmacy, transportation assistance, and a fitness room. The building also features a community room and community kitchen used by individuals and groups serving the neighborhood or hosting events. As a commitment to serving all residents, no one is turned away for inability to pay. Services are offered on a sliding scale based on patient's income.

#### CONTACT:

6120-B Woodland Ave., 2nd Floor  
Philadelphia, PA. 19142  
215-727-4721

### *Commercial Corridors*

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Three major commercial corridors lie within the Bartram Choice neighborhood site. Woodland Avenue from 58th to 67th is an active corridor, with more than 175 businesses serving the neighborhood. Businesses include specialty retail shops, restaurants, small grocery and corner stores, and clothing shops. There is a particularly vibrant corridor near 65th Street and Woodland Avenue, home to many African-owned businesses like grocery stores, salons, and restaurants. The African Cultural Alliance of North America (ACANA), a nonprofit organization serving African and Caribbean immigrants, regularly sweeps and cleans the blocks between 58th and 66th Streets. On Chester Avenue, while there are convenience stores and local retail shops selling beauty products, clothing, and personal care, the commercial corridor is facing challenges including deteriorating storefronts and vacancy. ACANA is headquartered here and has plans to initiate clean-up efforts similar to their efforts along Woodland Avenue.

The northern portion of Woodland Avenue from 46th to 49th St has locally-owned restaurants, smaller grocery stores, and convenience stores that primarily serve the surrounding University of the Sciences student population.

### *Institutional Anchors*

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The Bartram Choice neighborhood borders the University City neighborhood, which is home to many of Philadelphia's health and educational institutional anchors including the city's largest employer—the University of Pennsylvania—as well as the Hospital of the University of Pennsylvania, Children's Hospital of Philadelphia, Drexel University, and University of the Sciences. University of the Sciences is closest, situated near the northern border of the neighborhood boundary. The many hospital systems and higher educational institutions located directly north of the neighborhood provide residents with jobs in the healthcare, education, and supportive staff arenas. Their presence also represents an opportunity to create unique partnerships that could benefit and enrich neighborhood residents.



## **Parks, Recreation Centers, and the Waterfront**

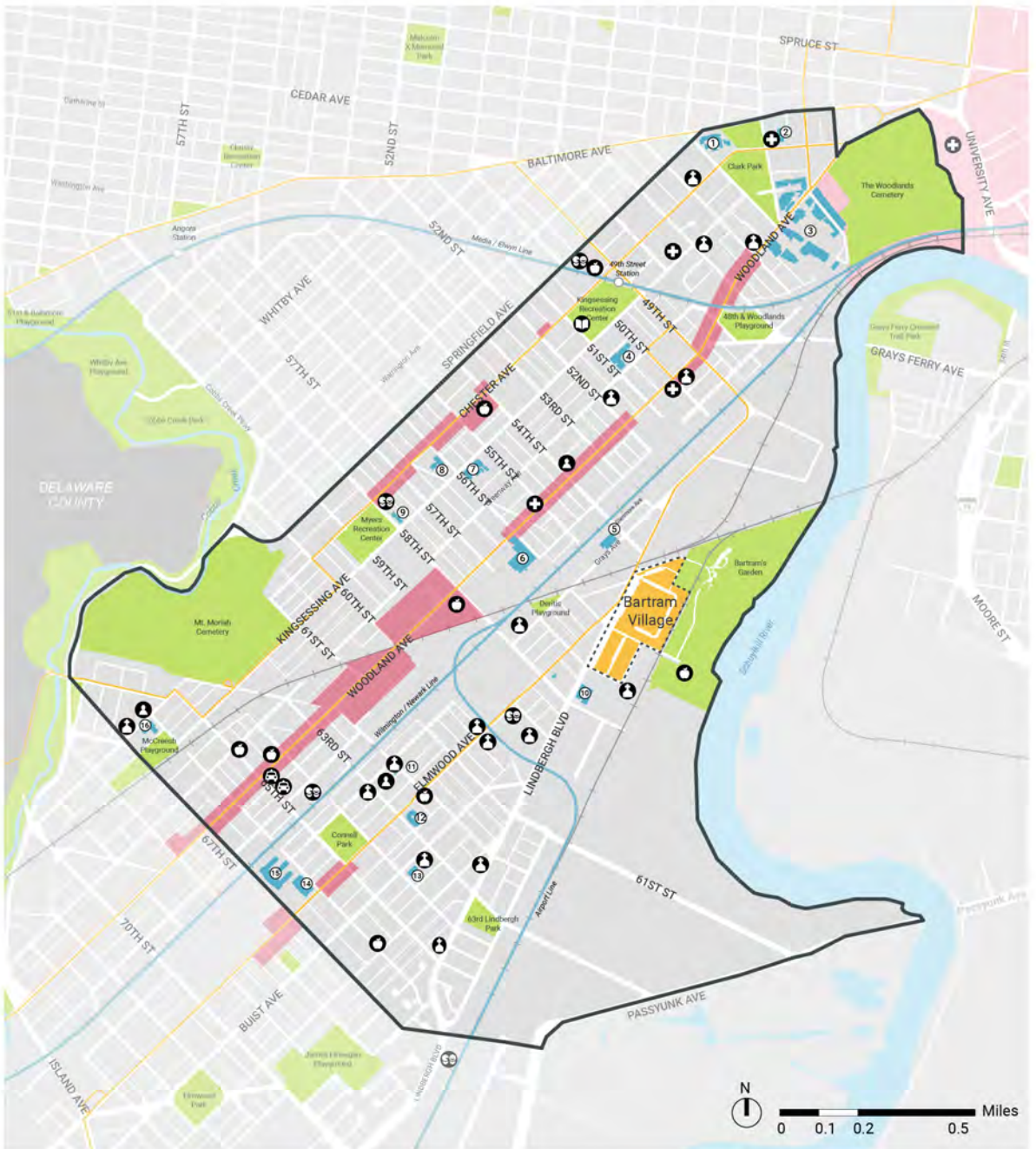
The Bartram Choice neighborhood lies along the Schuylkill River waterfront, which serves as one of the neighborhood's boundaries. Currently, access and activity along the waterfront is limited to Bartram's Mile, a 1.1 mile running, walking, and biking trail that was completed in 2017 by Philadelphia Parks and Recreation. Bartram's Mile extends along the western bank of the Schuylkill River through the grounds of Bartram's Garden and ends near the Bartram Choice neighborhood site at 56th Street. The trail is best accessible at 56th Street and Lindbergh Boulevard. The Schuylkill Banks Master Plan intends to expand and connect Bartram's Mile to the eastern Gray's Ferry Crescent Trail (part of the larger Schuylkill River Trail) via the Schuylkill River Swing Bridge. There is also a dock at Bartram's Garden, which allows no-cost fishing, boating, and other water-based recreation along the river.

Neighborhood parks and recreation centers are distributed throughout the Bartram Choice neighborhood site, with the closest park to Bartram Village being 63rd Lindbergh Park. Other modestly sized parks include Connell Park, McCreesh Playground and Skatepark, 49th and Woodlands Playground, and Deritis Playground. Besides Bartram's Garden, Clark Park and the Woodlands are two larger open spaces that sit at the northern boundary of the Bartram Choice neighborhood. Mount Moriah Cemetery sits at the southwestern

corner of the neighborhood and serves as an entry point to Cobbs Creek Park, which extends north and south along the waterway.

The Francis J. Myers Recreation Center and Kingessing Recreation Center serve the Bartram Choice neighborhood population. They are both slated for investment from the Rebuild Initiative, a \$500 million campaign led by the city to renew the city's parks, recreation centers, and libraries.

The Myers Recreation Center is a 6.2-acre facility that includes two basketball courts and two tennis courts, as well as a swimming pool and park within its grounds. It has robust programming, including an after-school program, pre-K program, fitness classes, career exploration programs and fitness classes. Opened to the public in 1916, the grand Beaux-Arts Kingessing Recreation Center is one of the city's oldest and largest recreation centers, sitting on nearly 9 acres. It is another heavily-programmed site for community members, featuring a public pool, sports facilities, a computer lab, educational and sports programming, and a boxing gym.



## Neighborhood Assets

- Plan Boundary
- Bartram Village
- Water
- Park / Open Space
- University City
- SEPTA Regional Rail
- SEPTA Trolley Line
- Commercial Corridor
- Educational Facility

### Community Assets

- Grocery Store / Food
- Social Services
- Church / Religious
- Social / Recreational
- Medical
- Library
- Police / Fire

Southwest Philadelphia is fortunate to have several civic treasures:

**Bartram's Garden:** Situated directly in between Bartram Village and the Schuylkill River, Bartram's Garden is a 45-acre open space resource and historic landmark that draws visitors from far and wide. It occupies the former site of colonial horticulturalist John Bartram, who celebrated and explored plant life with a lush array of gardens, orchards, and open spaces on his land. Today, Bartram's Garden carries on the horticultural heritage with the Bartram plant collection along with open meadows, trails, and water access. Other initiatives include kayaking from the boat dock, site-based educational programs, Sankofa Community Farm, and arts and culture programming and events.

**Kingsessing Library:** Built in 1919, the Kingsessing Branch of the Philadelphia Public Library is one of 30 Philadelphia libraries sponsored by philanthropist Andrew Carnegie. It sits adjacent to Kingsessing Recreation Center, creating an important neighborhood hub that serves the community in a number of ways. Along with providing free access to books, movies, music, and more, the library also includes a computer lab, meeting space, internet access, and a wide variety of enriching events that are free and open to the public.

**Mt. Moriah Cemetery and Nature Preserve:** Spanning 142 acres across Southwest Philadelphia and Yeadon Borough, Mt. Moriah Cemetery includes grave markers for an estimated 200,000 people. The cemetery was established in 1855 and has been the final resting place for a diverse array of people of all races, backgrounds, and incomes. Having recently overcome financial struggles, the cemetery is embarking on a new chapter as historic resource and nature sanctuary. Its advocates hope to re-establish Mt. Moriah as a unique cultural, ecological, and educational resource for the region.

## \_ SPOTLIGHT!

### ACANA

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The African Cultural Alliance of North America is a nonprofit organization that advocates for the welfare and rights of African and Caribbean immigrants and refugees throughout the Philadelphia region. Services include social and legal support, health services, community development programs, organizing African arts and culture events, commercial corridor and small business development, job training, and youth programs.

#### CONTACT:

5530 Chester Ave Philadelphia, PA 19143  
215-729-8225  
acanaphila@gmail.com

### THE COMMON PLACE:

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The Common Place aims to serve children and their families in Southwest Philadelphia through educational programs, social services, and faith formation. Specific programs include nutrition education, youth trades industry camps, after school and weekend academic enrichment, a youth orchestra, and support for vulnerable and abused children.

**CONTACT:**

5736 Chester Ave  
Philadelphia, PA 19143  
267-275-8238  
[info@thecommonplacephilly.org](mailto:info@thecommonplacephilly.org)

# Challenges & Opportunities

## *Educational Attainment*

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The Bartram Choice neighborhood lags somewhat behind the city as a whole in terms of educational attainment, with 15% of the population possessing a bachelor's degree or more, compared to 27% citywide. At Bartram Village, according to the Needs Assessment Survey, 77% of adults have at least some high school education. There are also many promising young students at Bartram Village, with 30% of respondents saying their high school-age children intend to go on to a 2 or 4-year college and 20% planning to directly enter the workforce.

Literacy is an issue for many residents at Bartram Village and in the Bartram Choice neighborhood. The lack of proficiency in this area prevents residents from gaining employment, and in the case of adult literacy issues, can hinder a child's ability to excel in school without reading support at home. There is a great opportunity to expand programming in the areas of literacy, tutoring, and academic enrichment and enable all residents to realize their full potential.

## *Employment*

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The Bartram Choice neighborhood has a slightly higher number of unemployed residents than the city, at 15% compared to 11% citywide. At Bartram Village, a large number of residents face challenges in finding employment or attaining the skills needed for their desired careers. Educational levels, lack of access to skills training in emerging sectors, and literacy rates all impact employment. A significant portion of residents are also working part-time or working multiple jobs. Still others are unable to work due to disabilities, language barriers, health issues, or childcare responsibilities.

PIDC, as part of their Lower Schuylkill Master Plan, anticipates new development on large former industrial areas both north and south of Bartram Village. This development will bring tens of thousands of new jobs to Southwest Philadelphia





*Kingsessing Library*

at all skill levels in the fields of innovation, research, and advanced manufacturing. The census tract containing Bartram Village and the formerly industrial land along the riverfront has been designated as a Qualified Opportunity Zone.

A significant number of residents are employed in the healthcare sector, thanks to the nearby health institutions in Southwest Philadelphia and University City. This remains an area for potential growth and a sector that Bartram Village residents have expressed an interest in. Still another major employment center nearby is the Philadelphia International Airport, which employs over 96,000 people.

### ***Health and Wellness***

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There are multiple healthcare facilities located within the neighborhood, though residents still report challenges in gaining access to health care services. Existing facilities include the Health Annex, the Woodland Ave Health Center, Renaissance Rehabilitation, and City Health Center #3, as well as a number of pharmacies throughout the neighborhood. The area is also a short car or trolley ride to the many renowned healthcare institutions in University City, including Children’s Hospital of Pennsylvania and the University of Pennsylvania health system.

The Bartram Choice neighborhood is considered to be in a primary care shortage, which means

even if someone is insured, they may not be able to actually see a doctor easily. Other health indicators such as adult obesity rates, cardiovascular disease rates, and cancer mortality rates are all elevated in the Bartram Choice neighborhood compared to citywide rates.

Bartram Village and neighborhood residents have reported a need for specialized health services for issues like mental health, substance abuse, and trauma. Trauma is an especially resonant challenge that affects many residents every day and impacts their ability to earn a living, care for children, and lead full lives. There is an opportunity to bring these issues to the forefront and begin to heal trauma through both physical and programmatic investments.

### ***Crime and Safety***

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The neighborhood is served by the 12th Philadelphia Police District, with regular patrols by car and on foot. Bartram Village exhibits lower crime rates than other areas in the surrounding neighborhood. There are a few crime hotspots towards the southwestern end of the Bartram Choice neighborhood, particularly in the area adjacent Mt. Moriah Cemetery. Major issues include theft, gun violence, and gang activity. Beyond crime data, however, the neighborhood struggles with a perception of being unsafe. The elevated amount of vacant land and buildings also contributes to a feeling of danger for residents when walking in their community.



## Vacant Land

- Plan Boundary
- Bartram Village
- Water
- Park / Open Space
- Freight Rail
- SEPTA Regional Rail
- SEPTA Trolley Line
- Vacant Land

## Vacant and neglected properties

The neighborhood has a significant amount of vacant land, vacant properties, and abandoned or blighted properties that need to be addressed. This includes both small residential lots alongside occupied homes and large, formerly industrial areas that have lain dormant for years. Some of these have been cleared, while others still have empty industrial structures occupying them. The large swaths of vacant industrial land that border the Schuylkill River directly north and south of Bartram Village are under the purview of the Lower Schuylkill Master Plan and will be redeveloped into productive job centers in the near future.

The persistent presence of untended vacant buildings and land throughout the neighborhood creates an atmosphere where residents feel unsafe walking in their own community. However, a number of vacant parcels have been trimmed, maintained, and fenced in order to reduce blight by organizations such as the Pennsylvania Horticultural Society and the Philadelphia Water Department. This is a low-cost intermediate solution that greatly improves feelings of safety.

### DID YOU KNOW?

**The industrial land south of Bartram Village will be redeveloped into employment centers.**

## \_ SPOTLIGHT!

### **SWCDC: SOUTHWEST CDC**



Southwest CDC has worked in the community since 1987 to improve the quality of life for Southwest Philadelphia residents. Programs include heating assistance, foreclosure prevention, after school care, local business support, job seeker assistance, tax forgiveness programs, a weekly local newspaper, and cleanup efforts along Woodland Avenue. They also serve as the area's Registered Community Organization, working with the City of Philadelphia on zoning issues and permit approvals for local development. SWCDC also runs Jumpstart Southwest, an expansion of a successful effort started in Germantown, which provides training, mentoring, networking, and financing options for aspiring local developers.

#### CONTACT:

6328 Paschall Ave. Philadelphia, PA 19142  
215-729-0800

# Bringing it all Together...

Since 2011, when the city adopted its comprehensive plan for growth, Philadelphia 2035, Southwest Philadelphia has figured into multiple planning efforts, large and small.

The Lower Schuylkill Master Plan, University Southwest District Plan, Lower Southwest District Plan, Civic Commons: Reimagining Our Cities Public Assets, and Art@Bartram's are just a few of the major efforts. With this in mind, the Bartram Choice Transformation Plan is striving to develop a focused set of actionable goals that are aligned with and advance these planning efforts.

## City-Wide Plans

PHILADELPHIA 2035 CITYWIDE VISION (2011)

CIVIC COMMONS: REIMAGINING OUR CITIES PUBLIC ASSETS (2016)

## District Plans

UNIVERSITY SOUTHWEST DISTRICT PLAN (2013)

LOWER SOUTHWEST DISTRICT PLAN (2016)

## Specific Plans

LOWER SCHUYLKILL MASTER PLAN (2013)

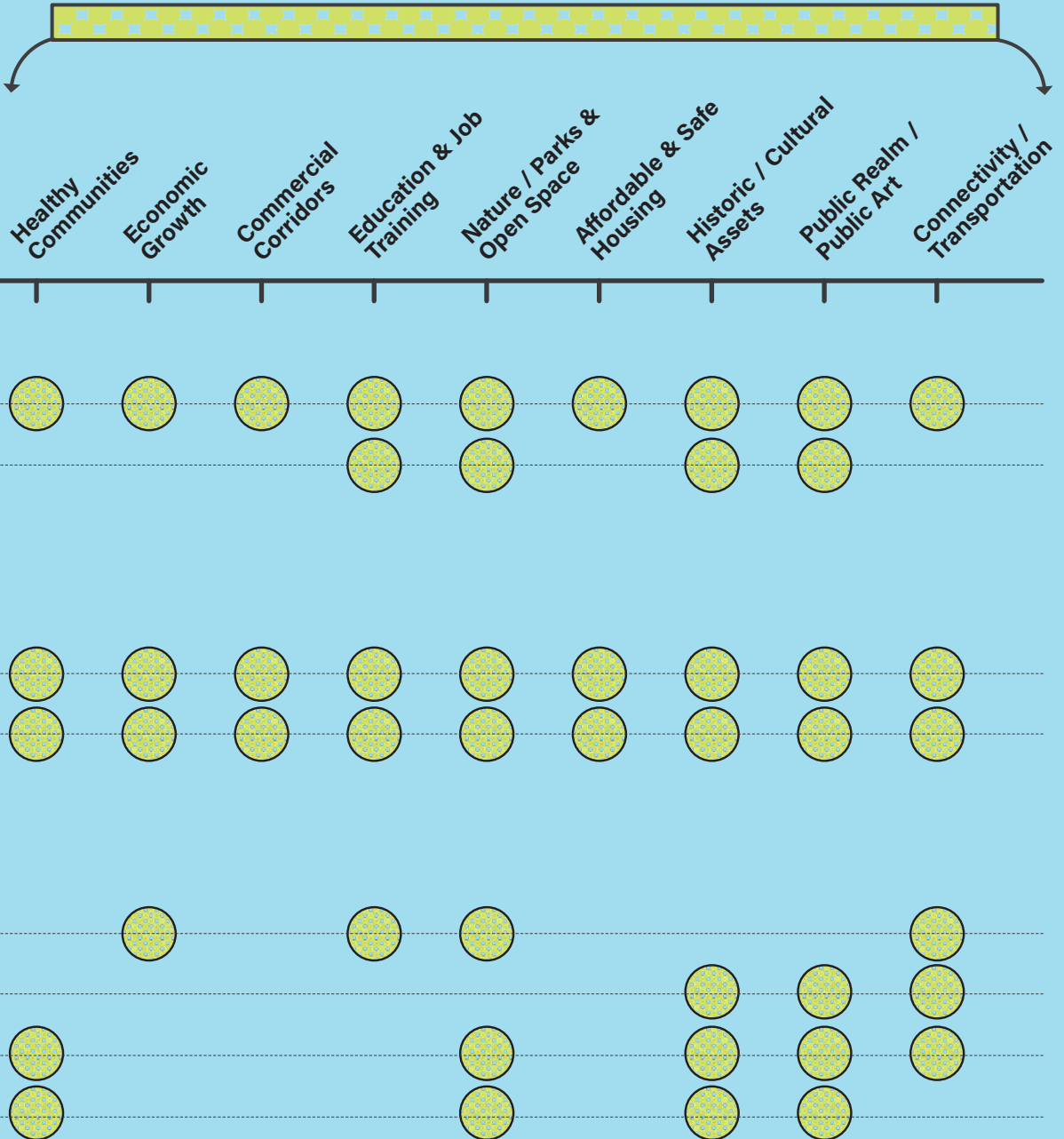
SEPTA / DVRPC MODERN TROLLEY STATION IMPROVEMENTS (2017)

ART@BARTRAM'S: EXPLORATION, DISCOVERY AND EXCHANGE (2015)

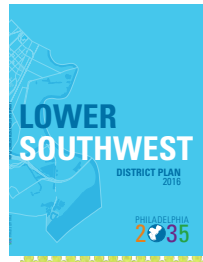
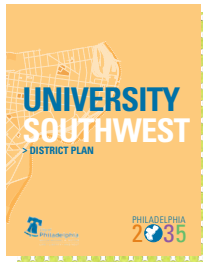
MOUNT MORIAH STRATEGIC PLAN (2018)

# How this Plan Fits in with Previous Plans

WE'RE BUILDING ON THE GREAT WORK OF OUR PARTNERS AND PREVIOUS EFFORTS



# Relevant Plans



## City-Wide Plans

### *Philadelphia 2035 Citywide Vision, 2011*

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Philadelphia2035 is the official vision for the future of the city's growth. It is the first written comprehensive plan for Philadelphia since 1960. The multi-year planning process established a Citywide Vision, which was followed by the development of 18 District Plans for every corner of the city. The Citywide Vision is organized into three aspirational themes —Thrive, Connect, and Renew.

- + **Thrive:** Create a healthy neighborhoods and a diverse economy, offering opportunity to everyone. Cultural and institutional resources and new enterprises flourish, and land is used in suitable and vibrant ways.
- + **Connect:** Connect Philadelphians seamlessly to the region and the world. People, goods, and ideas move effortlessly between neighborhoods, the region, and the world, driving economic prosperity. Reliable and efficient transportation serve a population that is more energy conscious than ever before.
- + **Renew:** Preserve and renew Philadelphia's environmental and historic resources. The city will aim to showcase centuries of growth and change, treasured parks and rivers, valued culture and architecture, and clean air and water.

### *Civic Commons: Reimagining Our Cities Public Assets, 2016*

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Civic Commons: Reimagining Our Cities Public Assets (2016) seeks to demonstrate how civic assets—parks, libraries, schools and other institutions—can be revitalized to yield equitable prosperity for urban communities. The project was launched in 2014 by Studio Gang Architects, a group of national funders and local civic leaders. The three-year initiative is being tested in five American major cities, including Philadelphia. The document approaches civic assets as a collective network—a commons—and imagines how they can better operate together toward expanding their individual and collective capacities for the public good.

With an emphasis on Philadelphia and the city's Southwest Philadelphia district, Studio Gang focused on the (1) history and current conditions of the city's civic assets, (2) learning what the community wants to see change, and (3) developing simple designs ideas that convey revitalization in these areas. The study imagines revitalizations of key Southwest Philadelphia assets—Paschalville Library, Myers Recreation Center, the 12th Police District Headquarters, John Bartram High School, and Woodland Avenue—that extend outward into the community, layer different uses and community needs into each space, and welcome residents to these new neighborhood hubs.

# District Plans

The Bartram Choice neighborhood is split between two district plans—the University Southwest District Plan, completed in 2013, and the Lower Southwest District Plan, completed in 2016.

## ***University Southwest District Plan, 2013***

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The Upper Southwest District Plan includes the northern portion of our neighborhood until roughly 58th Street. Relevant recommendations include:

- + Redesign Bartram Village to provide better connections to the existing street grid and the proposed River Road as well as Bartram’s Garden and the 58th St Greenway
- + Create a targeted zone for OHCD’s Basic System Repair Program in Kingsessing to help residents maintain their homes
- + Create a Request for Proposals and subsidize the development of scattered site affordable housing in a section of Kingsessing bounded by Chester Avenue, Woodland Avenue, 58th Street, and 57th Street
- + Create a targeted vacant land stabilization zone in Kingsessing to prevent the spread and detrimental effects of vacant land
- + Rezone the Lower Schuylkill Industrial properties to better attract research and development, advanced and artisanal manufacturing, and institutional uses (consistent with Lower Schuylkill Master Plan)
- + Improve the Kingsessing Rec Center with repairs, ADA ccessibility, and stormwater management
- + Extend Bartram’s Mile and Schuylkill River Trails
- + Create access to the Schuylkill River at South 49th St and Botanic Ave (consistent with Lower Schuylkill Master Plan)
- + Link the Kingsessing Recreation Center, residential neighborhoods, and Schuylkill River public space (located at 49th Street and Botanic

Avenue) together by extending bicycle lanes and sharrows (shared bike and vehicle lanes) and re-opening South 49th Street between Grays Avenue and Botanic Avenue

- + Improve the tree canopy of the Kingsessing neighborhood by planting trees along the key corridors of Woodland Avenue, South 49th Street, Chester Avenue, South 58th Street, Whitby Avenue, and South 54th Street
- + Create a strategic plan for the reuse and stabilization of Mount Moriah Cemetery

Plan Focus Area: Woodland Avenue Commercial Corridor at 49th St

- + Improve the Woodland Ave commercial corridor: recommendations include blight certification of certain properties, institutional expansion in order to increase storefront occupancy, and new mixed-use development
- + Improve Comegys Recreation Center: recommendations include street closures that would create space to expand the facility and a public-private partnership
- + Improve 49th Street: recommendations include lighting, street trees, and sidewalk reconstruction to connect green space, recreation centers, and the Schuylkill River

## ***Lower Southwest District Plan, 2016***

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The Lower Southwest District Plan includes the southern portion of our neighborhood, generally south of 58th Street. Relevant recommendations include:

- + Create a unified vision for Woodland Ave and expand the storefront improvement program along the corridor
- + Increase local access to trails through improved lighting, signage and ped and bicycle routes along Woodland Ave (and other corridors not in Bartram Choice neighborhood)

# Specific Plans

- + Add transit-oriented pedestrian improvements and stormwater management features
- + Prioritize Woodland Ave, West Passyunk Ave, and Lindbergh Boulevard for pedestrian and bicycle safety improvements
- + Repurpose large vacant areas
- + Evaluate best practices and market feasibility for creating a modern scrap/salvage/recycling district

Focus Area: Woodland and Elmwood corridors (between 58th and 70th)

- + Enhance the public realm along commercial corridors: recommendations include implementing green stormwater infrastructure projects, upgrades to Woodland Village Plaza to make it more pedestrian friendly, and adding vegetated buffers.
- + Synthesize and strengthen vacant or underutilized parcels by building on existing retail options: recommendations include starting a business association, implementing façade improvements, adding lighting, seating, public art, and greenery, in addition to building out currently vacant lots.
- + Provide additional public amenities including better transit options and open space: recommendations include a new open space and/or green infrastructure project on the parcels south of John Bartram High School and trolley modernization projects.

## ***Lower Schuylkill Master Plan, 2013***

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The Lower Schuylkill Master Plan envisions a 21st Century industrial district that integrates exciting opportunities for new and growing businesses with sustainable features and public amenities. PIDC's Industrial Land & Market Study (2011) flags the Lower Schuylkill as a key site for industrial revitalization. This plan is part of a coordinated City strategy to reposition the 3,700-acre corridor as three distinct, modern, competitive business campuses. Two of those districts, the innovation district and the logistics hub, are within the Bartram Choice Neighborhood and would occupy the land north and south of Bartram Village, respectively. The innovation district is envisioned as a vibrant campus for research and development, advanced and artisanal manufacturing, and institutional uses. The logistics hub is envisioned as a center for distribution, warehousing, and manufacturing, occupying a strategic location close to air, train, and highway networks. A third district—the energy corridor—would occupy the land across the Schuylkill River from our neighborhood. A major goal is to integrate river access and amenities.

Early implementation efforts include the following:

- + Grays Ferry Bridge upgrades
- + Penn's South Bank campus
- + Bartram's Mile
- + Philadelphia Energy Solutions' Energy Complex
- + Bartram's North and South publicly owned parcels

## ***SEPTA / DVRPC Modern Trolley Station Improvements, 2017***

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This design guide provides a framework for the modernization of the city's trolley system. To maintain transit capacity afforded by the Schuylkill River Trolley Tunnel, SEPTA is procuring a new state-of-the-art fleet that is in compliance with the Disabilities Act of 1990 (ADA), along with



redesigning the trolley network's stations. Elements of the redesign include new trolley cars, passenger-activated ramp deployment at stations, lower vehicle floors to avoid steps, and more efficient station spacing (approximately every quarter mile). The reimagined trolley stations will feature dedicated raised platforms that will extend up to the entrance of the trolley, increasing accessibility and safety for riders. New on- or off- fare payment will allow passengers to board and alight through multiple doors without the need to interact with operators.

SEPTA's initial Trolley Modernization Program Principles include four goals: (1) to create an accessible system for people of all disabilities can use for transportation, (2) to improve customer service by providing faster and more reliant transit service, (3) to control vehicle acquisition costs by providing the right-sized trolley fleet for improved services, and (4) to reduce annual operating costs by improving reliability and operating speeds. SEPTA expects to oversee trolley modernization planning and execution of the next 10 years.

### ***Art@Bartram's: Exploration, Discovery and Exchange, 2015***

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This plan focused on the development and production of public art projects that could be placed along Bartram's Mile, in Bartram's Garden, and throughout the surrounding neighborhood. The project commemorates the Schuylkill River with the mission of connecting the public to the river, enhancing the public's experience with the river, and promoting environmental stewardship. The Lindy Institute for Urban Innovation at Drexel University—in partnership with the Philadelphia Mural Arts Program and the John Bartram Association—led the creation of the plan, which established principles to follow in reconnecting residents to the river via art and culture:

- + **Bridge the Divide:** Alleviate the physical barriers that separate the Garden from the surrounding neighborhoods by establishing connections and creating elements that allow users to orient themselves in the landscape.

## DID YOU KNOW?

**Partners all over the city are working together to help make Southwest Philly a healthy, safe, connected, and vibrant hub!**

- + **Make History Your Guide:** Leverage the historical land uses and artifacts in the district to initially consider potential artistic interventions.
- + **Follow the Water:** Increase awareness of environmental issues along the Schuylkill River and build a culture of stewardship.
- + **Connect Communities Through Art & Horticulture:** Strengthen relationships between Bartram's Garden and the surrounding community and leverage community development initiatives through art making and stewardship of the land.

### ***Mount Moriah Strategic Plan, 2018***

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The Mount Moriah Strategic Plan prioritizes the revitalization of Mount Moriah Cemetery as a civic asset to the surrounding Southwest Philadelphia district and the City of Philadelphia. The strategic plan was supported by the major stakeholders of the Mount Moriah Cemetery Preservation Corporation, Friends of Mount Moriah Cemetery, Inc., and the Mount Moriah Advisory Group. Goals of the plan strive to reposition the cemetery as a green space amenity and historic center, increase public access to the cemetery, engage with stakeholders to drive a culture of stewardship, develop organizational structures that support the cemetery, and ensure long-term sustainability of both the Cemetery and Nature Sanctuary.

# The Plan:

## Emerging Themes

The Bartram Choice needs assessment surveys, task force and community meetings, market analysis, as well as recent planning studies identify a number of issues facing residents of Bartram Village and the Bartram Choice neighborhood. For residents to blossom at and around Bartram, there are three overlapping areas of focus that need to be addressed.

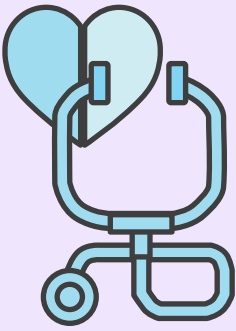
These three areas of focus are evolving into organizing themes for the plan, which we are referring to as *Connect, Live, and Thrive*.



### **Connectivity to services, recreation, nature, and to each other:**

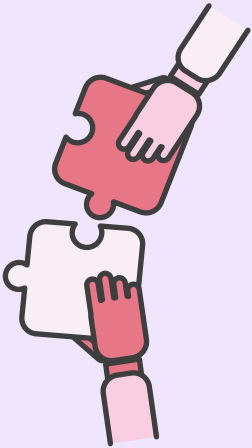
The Bartram Choice neighborhood has several parks and recreation centers, active commercial corridors, and an expansive public transit system, but the physical connections from Bartram Village to many of these resources are limited to three streets that cross over the rail lines. The actual crossings are open, overgrown, and unsafe. In one location at 58th Street, the freight rail line crosses at grade with just a simple gate protecting pedestrians.

One of the many advantages of an urban location like this is that a car is not necessary for daily needs. Schools, doctor's offices, a library, parks, and basic services are within walking and biking distance of Bartram Village. But the pedestrian experience is hampered by poor lighting, litter, vacant buildings and lots, crumbling sidewalks, scrapyards, and in some areas, industrial activity. Hard-to-see markings and unprotected bike lanes also discourage biking. A cleaner, safer, and more attractive pedestrian framework along major routes of circulation would enable residents to safely access and take advantage of available services and amenities. This same framework would help all neighborhood residents move more securely within the neighborhood and improve their access to the waterfront.



## The ability to live well:

Everyone deserves the right to live a physically and mentally healthy life. Bartram Village residents and their neighbors enjoy a relatively high rate of health insurance. Yet they also experience high incidences of asthma, elevated blood pressure, and depression/anxiety/post-traumatic stress. Access to healthy, affordable food and safe places to exercise are also limited. Bartram Village residents and their neighbors are in great need of the piece of mind that comes with safe, secure, affordable housing; fresh, nutritious food; inviting spaces to walk and exercise without fear; and resources to heal the body and mind.



## Opportunities to excel and thrive:

Southwest Philadelphia is a well-established community near significant employment centers and anticipated economic investments. Yet factors such as low-performing schools, limited educational attainment, low literacy levels, and limited access to technology make it difficult for residents to gain the skills necessary to obtain meaningful employment or participate in these developments. There are exciting signs of improvement among Bartram Village high school students who are going on to two- and four-year college degree programs. But it is crucial that this planning effort explore creative ways to establish a local job training and employment ecosystem to foster confident, skilled residents who can achieve self-sufficiency and take part in the economic developments happening nearby. It is also important for the neighborhood to thrive by celebrating its history and culture, beautification efforts, expanded services, and welcoming gateways.

## How do these themes incorporate the goals of CNI?

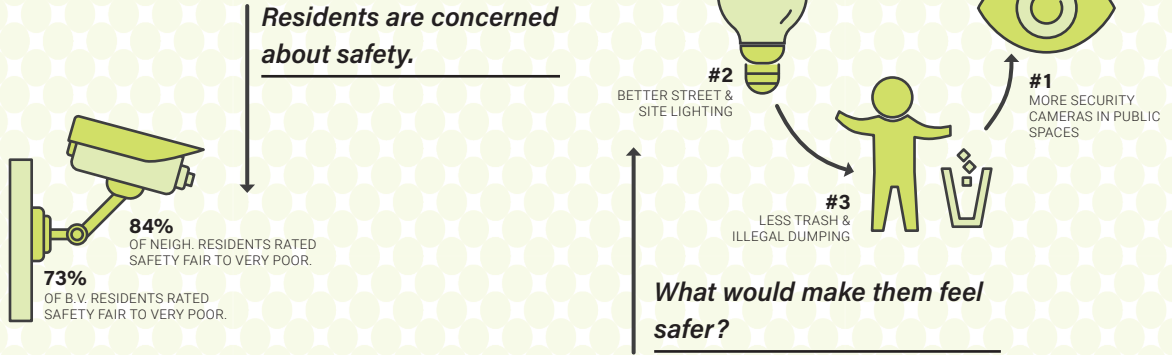
The Bartram Choice Plan is sharply focused on CNI's core goals of housing, people, and neighborhood, which are folded into the "working" themes of Connect, Live, and Thrive. But after several meetings referring to housing, people, and neighborhood plans, it was obvious that these terms were not resonating with our residents and partners. We introduced aspirational themes such as "Connect, Live, and Thrive" at the February 2019 Community Meeting, and received very positive feedback.



# Connect

Create an inviting community that is clean, green, and safe with beautiful, active public spaces. Connect people to these places; to nature and recreation; and to each other.

# WHAT WE HEARD



1.

## Goal

Foster a safe neighborhood day and night for residents of all ages

**Strategies to Address:** lighting along major routes and at Bartram Village; ways for community/police to work together; identifying spaces and activities for older youth; reducing blighted properties

## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...

# WHAT WE HEARD

*Parks or green spaces residents want to see improved*

#1

**Kingsessing Rec Center**  
(VOTED #3 BY NEIGHBORHOOD RESIDENTS)

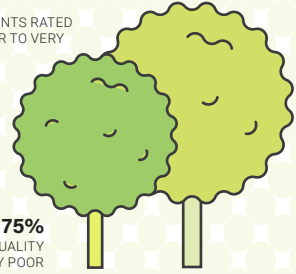
#2

**48th & Woodland**

#3

**63rd & Lindbergh Park**  
(VOTED #2 BY NEIGHBORHOOD RESIDENTS)

70% OF NEIGH. RESIDENTS RATED CLEANLINESS FAIR TO VERY POOR



75% RATED AIR QUALITY FAIR TO VERY POOR

*Safety, Cleanliness & Air Quality are major concerns*



2.

## Goal

Develop a clean and green network of streets along primary circulation routes that connect major green spaces to Bartram Village and waterfront

**Strategies to Address:** complete streets and green infrastructure; tying into Rebuild investments at Kingsessing Rec Center and Myers rec center; tying into Southwest Litter Plan along network streets; identifying vacant lots to clean and green along the network; combatting appearance of scrapyards

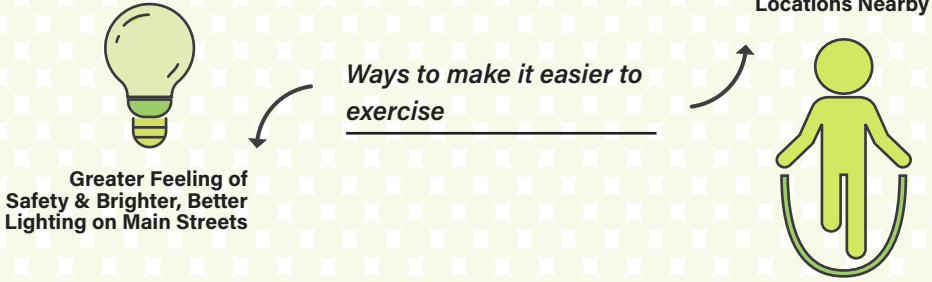
## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...

# WHAT WE HEARD



### 3.

## Goal

Create a healthy outdoor environment that promotes access to healthy activities and social experiences

**Strategies to Address:** strengthening connections to waterfront and Bartram's Garden; safe playspaces; adult recreation/exercise, health and wellness programming at BV; holistic activities such as yoga, meditation, community gardens

## Key Metrics

Insert key metrics...

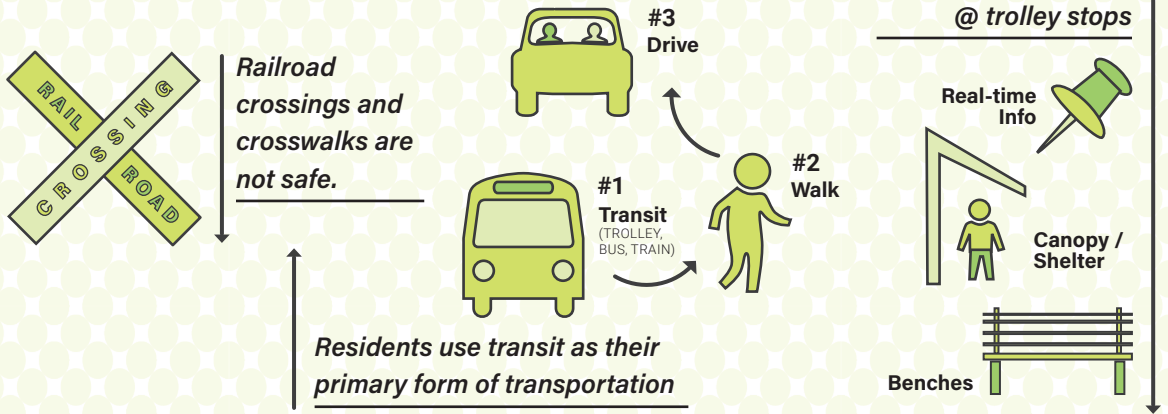
## Key Metrics

Insert key metrics...





# WHAT WE HEARD



4.

## Goal

Enhance the existing transportation network through safe street crossings, trail connections, and increased walkability

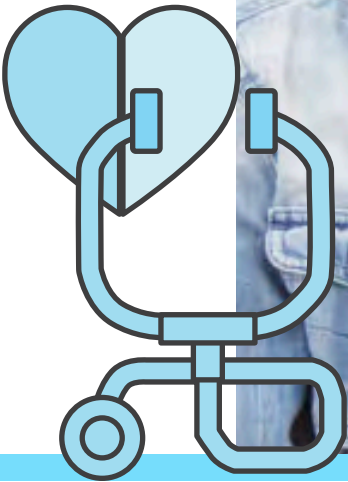
**Strategies to Address:** unsafe crosswalks and railroad crossings on major circulation routes; overall pedestrian safety; enhanced trolley stops

## Key Metrics

Insert key metrics...

## Key Metrics

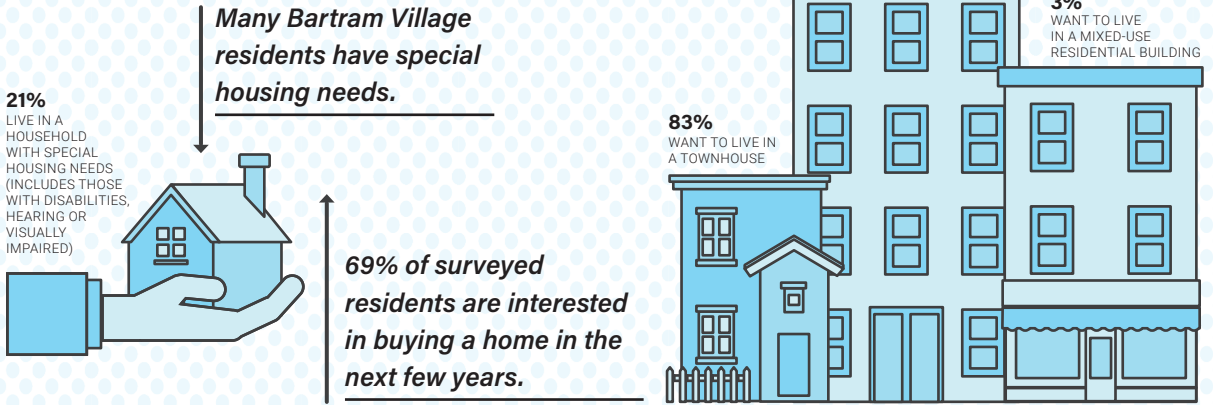
Insert key metrics...



# Live

Create an environment that fosters the health and wellness of all residents of all ages, through healthy and affordable housing, access to medical services and nutritious food, and to spaces that heal the mind and body.

# WHAT WE HEARD



1.

## Goal

Provide healthy, affordable housing and a healthy built environment at Bartram Village

**Strategies to Address:** specialized needs (accessible, hearing impaired, senior); green building practices; housing for asthma sufferers; seamlessly integrated mixed-income housing

## Key Metrics

Insert key metrics...

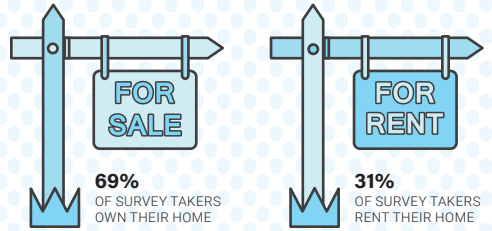
## Key Metrics

Insert key metrics...

# WHAT WE HEARD

*Types of housing residents feel are needed in the neighborhood.*

- #1 Renovated existing homes for homeownership
- #2 Senior housing
- #3 New affordable rental housing (EX: 2-BED UNIT THAT RENTS FOR \$600/MO)



*There is a strong percentage of long-term homeowners (10+ years) in the neighborhood*



## 2.

### Goal

Support healthy, affordable housing throughout Bartram Choice neighborhood

**Strategies to Address:** maintaining affordability of housing in neighborhood; opportunities/programming for homeownership - Jumpstart Southwest, Healthy Rowhouse Project & infill housing along key corridors; Basic Repairs program

### Key Metrics

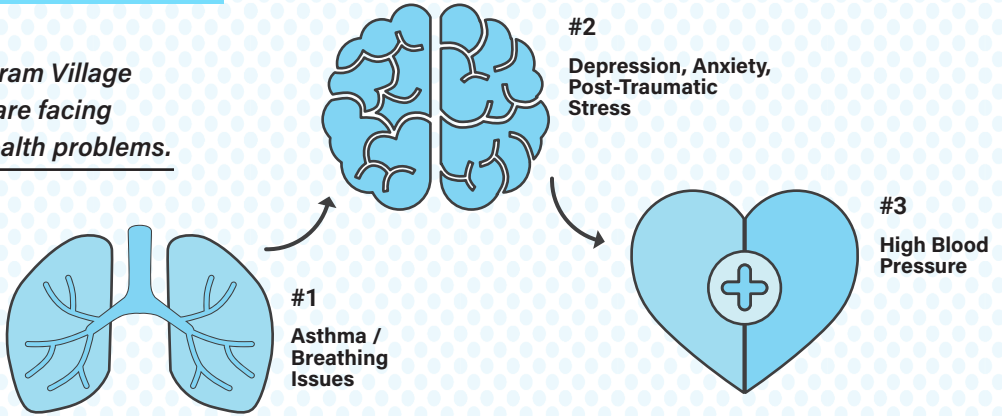
Insert key metrics...

### Key Metrics

Insert key metrics...

# WHAT WE HEARD

*Many Bartram Village residents are facing chronic health problems.*



3.

## Goal

Enhance physical health of residents

**Strategies to Address:** asthma, high blood pressure; regular check-ups; health insurance for adults and children; opportunities to exercise

## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...

# WHAT WE HEARD

*How the quality of healthcare could be improved.*

- #1 More healthcare facilities in the neighborhood
- #2 A shuttle to major medical facilities
- #3 Extended hours at health-related facilities in the neighborhood



**64%**  
OF SURVEY TAKERS HAVE NOT PARTICIPATED IN HEALTH SCREENINGS OR HEALTH FAIRS

*Many residents are not taking advantage of existing health screenings & fairs.*



4.

## Goal

Expand access to a wider range of quality health services

**Strategies to Address:** need for dental care, domestic violence, substance abuse, physical therapy, mental health, vision; health shuttle or mobile services; health screenings/fairs

## Key Metrics

Insert key metrics...

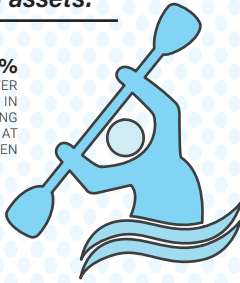
## Key Metrics

Insert key metrics...

# WHAT WE HEARD

**Many residents are not taking advantage of existing natural assets.**

**72%**  
HAVE NEVER PARTICIPATED IN KAYAKING / BOATING ON THE RIVER AT BARTRAM'S GARDEN



**80%**  
HAVE NOT PARTICIPATED IN GROWING THEIR OWN VEGETABLES ON A GARDEN PLOT AT SANKOFA FARM AT BARTRAM'S GARDEN



**Many residents do not participate in programs that offer gardening.**



**5.**

## Goal

Establish an environment that promotes positive mental health and healing

**Strategies to Address:** neighborhood trauma (programming, activities); healing gardens/ restorative spaces; views of nature

## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...



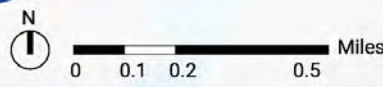
**TO PENN HOSPITALS AND CHOP**



**REDEVELOPED BARTRAM VILLAGE:**

- » Affordable housing
- » Healthy buildings
- » Community gardens
- » Design for safety
- » Healing garden
- » Outdoor fitness
- » Views of nature
- » Food share
- » Farm stand

- Safe, Well-Lit Streets
- ▭ Plan Boundary
- SEPTA Regional Rail
- SEPTA Trolley Line
- - - Bicycle Lane/Trail
- Water
- Park / Open Space
- University City





# WHAT WE HEARD



**40%**  
EXPERIENCE NOT  
HAVING ENOUGH  
FOOD AT LEAST  
ONCE OR TWICE  
A WEEK

**Residents are facing  
food insecurity.**



**54%**  
DO NOT  
HAVE  
ENOUGH  
MONEY



**31%**  
FIND IT TOO  
DIFFICULT  
TO GET TO  
THE STORE

**Barriers to food access.**



**6.**

## Goal

Improve access to nutritious, affordable food

**Strategies to Address:** lack of walkable access to grocery store; limited availability of affordable fruits, vegetables; community gardens, farm stand; nutrition programming

### Key Metrics

Insert key metrics...

### Key Metrics

Insert key metrics...



# Thrive

Foster access for people of all ages to education, skills, jobs, services, inspiration and encouragement so that they can thrive. Enable the neighborhood to blossom by celebrating its history and strengthening its commercial corridors and identity.



# WHAT WE HEARD



Many residents have young children.

The top reasons residents do not participate in early childhood education programs.

#1

Cost of the programs



#2

Difficulty finding safe, quality programs



1.

## Goal

Develop a pathway to educational success from early childhood to high school graduation

**Strategies to Address:** increasing participation of children 5 and under in quality education programs; building on successful model of local community school (Tilden MS) to improve HS graduation rate; creating pathway to success with supportive programs-tutoring, homework club, PHA CATCH, GED

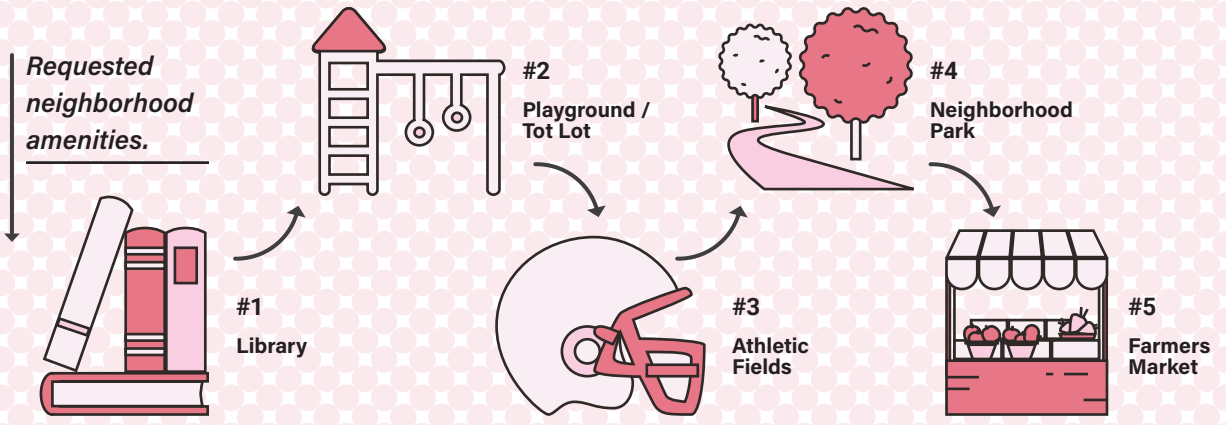
## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...

# WHAT WE HEARD



2.

## Goal

Nurture a culture of literacy

**Strategies to Address:** very low literacy levels among adults and children; strong Bartram Village resident desire for a library

## Key Metrics

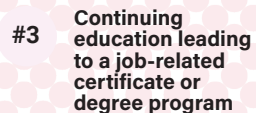
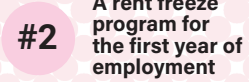
Insert key metrics...

## Key Metrics

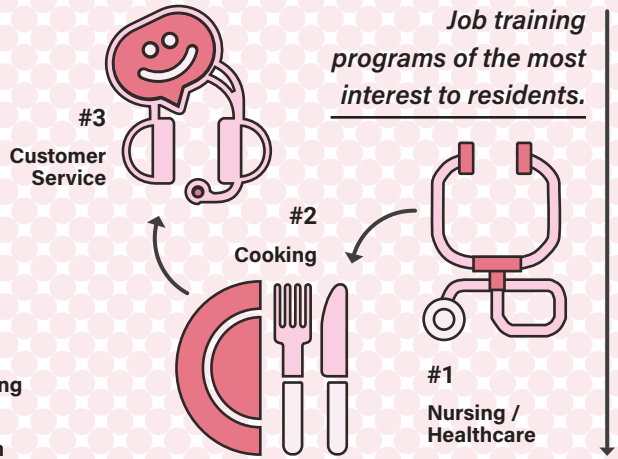
Insert key metrics...

# WHAT WE HEARD

*Job readiness programs would provide the most benefit to residents.*



*Job training programs of the most interest to residents.*



## 3. Goal

Cultivate a local employment training ecosystem that aligns with neighborhood needs and opportunities

**Strategies to Address:** tailored job training programs—green infrastructure, landscaping, basic home repairs and weatherization; re-entry—build on a program such as PHS Roots to Re-entry; youth skills—construction, green building & landscaping; nursing/health care, customer service; catering/ food service to support Innovation and Logistics Hub; entrepreneurship/small business incubation

### Key Metrics

Insert key metrics...

### Key Metrics

Insert key metrics...

# WHAT WE HEARD

*Services residents feel are missing in the neighborhood.*

**#1**

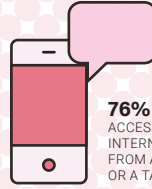
Job readiness, resume assistance, job placement

**#2**

Computer training & engineering

**#3**

Workforce development, job training, career fairs



**76%**  
ACCESS THE INTERNET FROM A PHONE OR A TABLET



**78%**  
DO NOT HAVE A COMPUTER WITH INTERNET ACCESS AT HOME

*Many residents have limited internet and computer access.*



**4.**

## Goal

Bridge the basic skills divide

**Strategies to Address:** digital divide, access to technology, and basic computer fluency (email, job searches); resume writing, job search, and interview prep; financial literacy; raising awareness of wide variety of resources in community–directory/ concierge

## Key Metrics

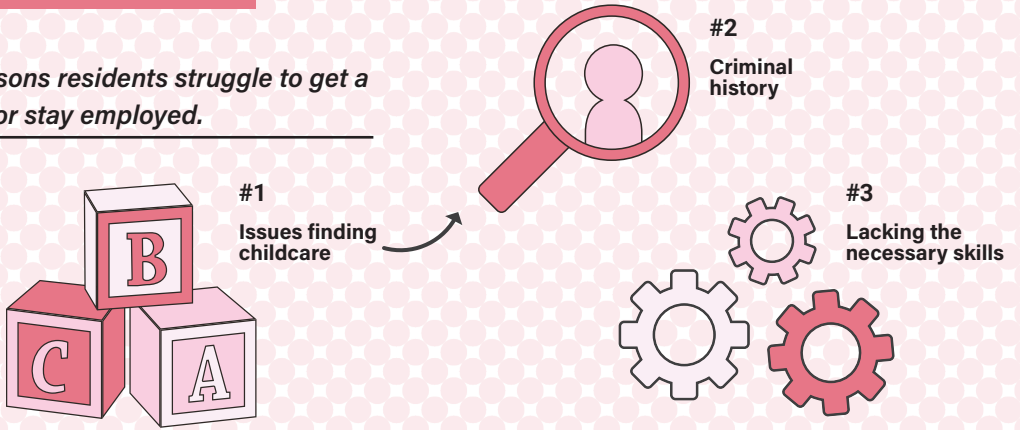
Insert key metrics...

## Key Metrics

Insert key metrics...

# WHAT WE HEARD

*Reasons residents struggle to get a job or stay employed.*



5.

## Goal

Expand access to quality childcare near Bartram Village

**Strategies to Address:** need for affordable, quality childcare nearby

## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...



**TO UNIVERSITY CITY  
AND CENTER CITY  
80,000 JOBS  
300,000+ JOBS**

**TO PENNOVATION  
CENTER**

**1,500 NEW INNOVATION JOBS**

**REDEVELOPED  
BARTRAM VILLAGE:**

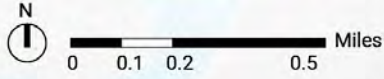
- » **Community building**
- » **Retail along Lindbergh**
- » **Collaborative business incubator**
- » **Job training center**
- » **Literacy center**
- » **Computer center**

**1,500 NEW INNOVATION JOBS**

**TO PHIL AIRPORT  
20,000+ JOBS**



- Priority Connecting Corridors
- Plan Boundary
- SEPTA Regional Rail
- SEPTA Trolley Line
- Water
- Park / Open Space
- University City





# WHAT WE HEARD



6.

## Goal

Strengthen the identity and vibrancy of the neighborhood

**Strategies to Address:** defining gateways to neighborhood; celebrating history and culture; supporting beautification of commercial corridors; attracting desired services—grocery, bank, laundromat

## Key Metrics

Insert key metrics...

## Key Metrics

Insert key metrics...

# How we're Going to Implement the Plan!

With so many planning efforts underway or recently completed in the Bartram Choice neighborhood, residents are, understandably, ready for action.

# Early Action Activities

The planning team is gathering a growing list of ideas for early action activities from the Needs Assessment surveys and discussions with residents during community and task force meetings. These activities are physical neighborhood improvements to complete during the two-year planning process. At the top of the list of ideas are:

- + improving the crosswalks on Lindbergh Boulevard outside of Bartram Village
- + cleaning and greening visible vacant and blighted sites near Bartram Village
- + making some PHA scattered sites available for homeownership with Jumpstart Southwest
- + installing temporary benches at the 54th and Lindbergh Boulevard trolley stop

Upcoming joint Task Force/Steering Committee Meetings in March and May, and the Walkshop in April will bring Bartram Village residents, neighbors, and partners together to discuss possible activities and prioritize alternatives.

## ***Early Action Activity Implementation Strategy***

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This will include a description of each early action activity, as well as a timeline for implementation and financing strategy. This strategy has yet been developed.

# Action Activities

In addition to funding for the development of a plan, Bartram Choice received an award for Action Activities to be completed during the year and a half following the plan's completion. These are also physical neighborhood improvements that will jumpstart transformation of the neighborhood. An Action Activity Committee will be set up in March 2019 to develop criteria to evaluate potential activities. All activities must be approved by HUD. The committee will later be responsible for the completion of the Action Activities.

## ***Description of Action Activities***

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These activities have not yet been identified.

# Plan Implementation

A matrix will be developed to summarize all of the plan's goals, strategies, and Action Activities. It will include a timeframe, responsible partners, and metrics to measure progress.

## Connect

**Goal 1: Improve Connections to x.**

| Strategies      | Metrics               | Lead Agency & Partners | Timeframe (ST, MT, LT) | Leverage Resources       |
|-----------------|-----------------------|------------------------|------------------------|--------------------------|
| 1. Work with... | Increase in ridership | City, PHA              | MT                     | Existing Operating Funds |
|                 |                       |                        |                        |                          |
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# Live

## Goal 1: Improve Connections to x.

| Strategies      | Metrics               | Lead Agency & Partners | Timeframe (ST, MT, LT) | Leverage Resources       |
|-----------------|-----------------------|------------------------|------------------------|--------------------------|
| 1. Work with... | Increase in ridership | City, PHA              | MT                     | Existing Operating Funds |
|                 |                       |                        |                        |                          |
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# Thrive

## Goal 1: Improve Connections to x.

| Strategies      | Metrics               | Lead Agency & Partners | Timeframe (ST, MT, LT) | Leverage Resources       |
|-----------------|-----------------------|------------------------|------------------------|--------------------------|
| 1. Work with... | Increase in ridership | City, PHA              | MT                     | Existing Operating Funds |
|                 |                       |                        |                        |                          |
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**PENNROSE**  
Bricks & Mortar | Heart & Soul

