

POWELTON VILLAGE CIVIC ASSOCIATION

**FIVE-YEAR
ORGANIZATIONAL STRATEGIC PLAN**

FINAL

Prepared for:

POWELTON VILLAGE CIVIC ASSOCIATION

Prepared by:

URBAN PARTNERS

JANUARY 2011

INTRODUCTION

Commissioned by the Powelton Village Civic Association (PVCA) in 2010, *Powelton Village DIRECTIONS* is a neighborhood plan addressing issues of planning, maintenance, regulation, investment, and development in Powelton Village. It is conceived as an operating manual for continued stewardship of the neighborhood.

The following are the five major goals that emerged from the planning process:

1. **WE'RE MAKING POWELTON VILLAGE HOME** – How can Powelton Village promote home ownership and better maintenance practices for neighborhood houses?
2. **NEIGHBORHOOD SCHOOLS, NEIGHBORHOOD PARTNERS** – How can neighborhood residents bring Powelton's schools additional needed resources for educational and schoolyard improvements?
3. **LANCASTER AVE ALIVE!** – What will it take to make Lancaster Avenue a more lively, attractive main-street - and what will Powelton Village do about it?
4. **GOOD CONNECTIONS: VILLAGE/CITY/REGION** – Are there specific initiatives that Powelton Village can support or initiate to improve connections to key area destinations, such as 30th Street Station, Center City, and local universities?
5. **GREAT GREEN SPACE** – What improvements, resources, and actions are needed to make better streets and safe sidewalks, as well as enduring, green, diversified neighborhood open spaces?

In order to effectively and efficiently implement the action items recommended in *Powelton Village DIRECTIONS*, the PVCA has retained Urban Partners to conduct an organizational assessment and provide assistance in the development of a strategic work plan. This report should be cross-referenced to *Powelton Village DIRECTIONS* in order to track the progress of the action items assigned to the Board of Directors of the PVCA and the various committees.

This plan was developed through a series of strategic planning meetings in the fall of 2009 with the PVCA Board that Urban Partners facilitated. The purpose of these meetings was to identify, prioritize, and assign each of the action items to various committees and partnering entities.

OVERVIEW OF THE ORGANIZATION

Founded in 1955, the PVCA “exists for the protection, preservation and improvement of the unique character of Powelton Village.” The PVCA is an all volunteer organization with no paid staff. It's governed by the Board of Directors, which is comprised of the following officers: President, Vice-President, Secretary, Treasurer, and Archivist. The officers are elected every year.

In addition to the Board of Directors, various affairs of the PVCA are assigned to these committees:

- Campus/Community Committee
- Greening Committee
- West Bank Greenway Committee
- Zoning Committee
- Tot Lot Committee
- Historic Preservation Committee

- Streets Committee
- Powelton Post Committee

Each committee has a chairperson(s) and the activities of the committees are reported to the PVCA Board which serves as an overseer.

IMPLEMENTATION STRATEGY

Listed under the five major goals identified in *Powelton Village DIRECTIONS*, there are 16 community objectives and 43 action items. For some of the action items, partnering groups such as the University City District and Drexel University are asked to play the lead implementation roles. For most others, the PVCA Board and/or one of the PVCA committees are listed as lead responsible entities.

Although the PVCA is open to the idea of adding full-time staff to the organization in the future, the current plan is to start implementing these action items by mobilizing the members of the PVCA Board and the existing committees. This is an ambitious enterprise for an all-volunteer based group, and in order to succeed, the PVCA must dedicate considerable energy toward recruiting and motivating its membership toward these goals.

Action items have been assigned to six of the eight committees currently in existence: Campus/Community Committee, Greening Committee, West Bank Greenway Committee, Zoning Committee, Historic Preservation Committee, and Streets Committee. In addition to these six committees, the plan recommends the establishment of four new committees. They are: Sustainability Committee, Ad Hoc Task Force (for improving the public realm near institutional properties), Commercial Support Committee, and Arts Committee. The responsibility for assembling these new committees falls on the PVCA Board.

Work Plan

The implementation work plan is organized into three parts and attached to this report as appendices. In **Appendix A**, action items are assigned to individual committees. Twenty-one action items have been assigned to the PVCA Board and the rest are delegated to the various committees. It should be noted that the tables are organized in descending order of importance, with high priority action items shown toward the top and low priority ones listed at the bottom.

In **Appendix B**, the work plan is organized according to the calendar years the action items must be completed by each of the responsible entities. Year 1 tasks are those expected to be completed within one year of the *Powelton Village DIRECTIONS* being formally adopted by the PVCA, followed by Year 2-4 action items. Those action items designated as “Year 5 +” are long-term initiatives that require significant planning, coordinating, and lobbying, or those projects that are lower priorities in relation to other issues in the community at this time.

Lastly, **Appendix C** is a comprehensive work plan for the PVCA as a whole. In this document, the prioritized action items are accompanied in the right hand column by the responsible entities. Whereas Appendix B is most useful for each of the responsible entities to take a snapshot of their progress, Appendix C is the appropriate document for a review of the PVCA’s overall progress relating to this implementation work plan.

Progress Review

A critical element of the implementation strategy is for the PVCA to institute a system of accountability within the organization to check the progress of each of the action items. The work plan contained in this report (**Appendices A, B, & C**) is designed to facilitate periodic reviews by the PVCA Board and the various committees which have been assigned tasks. Progress review meetings should be conducted no less frequently than once a year.

Since the organization is attempting to implement these tasks as a volunteer based group, careful attention should be paid in the first year as to the viability of this personnel strategy. It is strongly recommended that at the conclusion of Year 1, an assessment is conducted regarding the need for fulltime staff in the PVCA. If at the conclusion of Year 1 a mere fraction of the action items has been completed or even underway, it may be necessary to create a **Neighborhood Improvement District** to assist the organization.

Neighborhood Improvement District

The operating budget for a Neighborhood Improvement District (NID) is financed through a special tax assessment to property owners in a designated area in which improvements are planned. The NID payment is typically included in the annual real estate tax bill to the city's revenue department. An NID must be approved by the property owners within the boundaries of the proposed district and must be authorized by a resolution of the governing body, in this case the City Council.

The purpose for a Powelton Village NID is to establish a permanent source of financing for community revitalization projects – most of which will be funding full-time personnel to assist the PVCA in implementing the work plan contained in this strategic plan. Much of the early planning efforts necessary to create an NID has been completed as a result of the planning process for *Powelton Village DIRECTIONS*. Below is a summary of the steps required to form an NID:

<p>Phase 1: Planning</p> <p><i>Action items in this phase include:</i></p> <ul style="list-style-type: none">• Determine whether or not to form a NID• Form a steering committee for the NID.• Hold an initial steering committee meeting• Develop a database of properties• Conduct a needs assessment survey• Draft the district plan <p>Phase 2: Outreach</p> <p><i>Action items in this phase include:</i></p> <ul style="list-style-type: none">• Engage the general public in the planning process <p>Phase 3: Legislative Authorization</p> <p><i>Action items in this phase include:</i></p> <ul style="list-style-type: none">• Obtain city approval for NID

Appendix D is a detailed description of the procedures for establishing an NID.

APPENDIX A: PRIORITIZED ACTION ITEMS, BY COMMITTEE

Action Items Assigned to Existing Committees of the PVCA

PVCA BOARD

PRIORITY OBJECTIVE #1	
WE'RE MAKING POWELTON VILLAGE HOME - PRESERVE AND PROMOTE OWNER OCCUPIED HOUSING MODELS IN POWELTON	
1.3 Market a Viable Home Ownership Model in Powelton.	<p>Task 1.3A: Prepare materials which compare and contrast the various housing models in Powelton Village, emphasizing the benefits of homeowners renting out to tenants.</p> <p>Task 1.3B: Identify potential real estate partners to market this model to potential West Philadelphia homeowners.</p>
1.4 Pursue Strategic Collaboration w/ Drexel.	<p>Task 1.4A: Advocate for significant financial incentives for Drexel faculty and staff to purchase homes in Powelton Village.¹</p> <p>¹ PVCA Board is the lead responsible entity. Drexel to play supportive role.</p>
1.5 Pursue Land Trust Models or Deed Restrictions.	<p>Task 1.5A: Hold meetings among homeowners to gauge the community's interest in establishing a homeownership preservation trust.</p> <p>Task 1.5B: Research various operational models and potential trust partners to make specific recommendations for Powelton Village.</p> <p>Task 1.5C: Identify cost of implementing land trust with chosen partner.</p> <p>Task 1.5D: Develop funding mechanism, base for land trust.</p> <p>Task 1.5E: Start a pilot initiative for Powelton Village homeownership preservation program.</p>

PRIORITY OBJECTIVE #3	
NEIGHBORHOOD SCHOOLS, NEIGHBORHOOD PARTNERS - IDENTIFY SOURCES OF FUNDING FOR EDUCATIONAL RESOURCES AND SCHOOL IMPROVEMENTS	
3.1 Enlist the Help of Local Institutions and Community Members for Powel School.	<p>Task 3.1A: Lobby for Penn and Drexel's participation.</p> <p>Task 3.1B: Enlist the help of friends and alumni of Powel School in raising funds for the school and lobbying for additional improvements.</p>
3.2 Create Green Schoolyards in the Neighborhood.	<p>Task 3.2A: Support efforts by UCD and others to green schoolyards in Powelton Village.</p>

PRIORITY OBJECTIVE #4	
WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT TARGETED MIXED USE DEVELOPMENT IN THE NEIGHBORHOOD	
4.1 Support the Development of Student Housing on Campus.	<p>Task 4.1A: Expand Drexel-Powelton Village dialog concerning future student housing projects.</p>
4.2 Develop the Parcel at the Southeast Corner of 34th and Spring Garden Street.	<p>Task 4.2A: Set up discussions with property/business owners about the possibility of additional development.</p> <p>Task 4.2B: Recruit developers and investors.</p>
4.3 Mechanisms for Identifying Other Sites for New Housing.	<p>Task 4.3A: Identify property owners in the neighborhood that own underutilized properties or vacant lots.</p> <p>Task 4.3B: Set up discussions with property owners about the possibility of new/additional development.</p>

PRIORITY OBJECTIVE #5	
WE'RE MAKING POWELTON VILLAGE HOME - PROMOTE POWELTON AS AN HISTORIC RESIDENTIAL NEIGHBORHOOD	
5.1 Promote Powelton as an Historic Residential Neighborhood.	<p>Task 5.1A: Utilize the PVCA website to highlight Powelton Village as a residential community.¹</p> <p>Task 5.1B: Develop brochures and other promotional material.</p> <p>Task 5.1C: Distribute brochures and other promotional material to local realtors.</p> <p>¹ To be performed by the Webmaster.</p>

PRIORITY OBJECTIVE #8**LANCASTER AVE ALIVE! - RECRUIT RESTAURANTS AND OTHER RETAILING TO THE NEIGHBORHOOD**

8.1 Support Retail-Oriented Development at Lancaster Avenue.	Task 8.1A: Advocate for ground floor retail on all properties on Lancaster Avenue between 34th and 38th. ¹ <i>¹ PVCA is the lead responsible Drexel to play supportive role.</i>
8.2 Pursue a Mixed-Use Development at the School District Parcel at 38th and Lancaster.	Task 8.2A: Set up discussions with school district about possibility of the 38th and Lancaster site being reprogrammed. Task 8.2B: Explore possibility of Drexel playing a development/equity partner. Task 8.2C: Obtain support from local city council person.

PRIORITY OBJECTIVE #9**GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE TRAFFIC FLOW THROUGH THE NEIGHBORHOOD**

9.1 Reduce Speeding at 34th Street.	Task 9.1A: Install bump-outs and narrow traffic lanes for the current one-way traffic configuration. ¹ Task 9.1B: Continue to advocate for two-way traffic (north of Market Street). ¹ <i>¹ UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</i>
9.2 Reduce Automobile Congestion at the Northern Edge of Powelton.	Task 9.2A: Advocate for two-way traffic on Spring Garden Street between 30th and 34th. ¹ Task 9.2B: Eliminate the "No Turn on Red" sign at 31st and Spring Garden. ² <i>¹ PVCA is the lead responsible entity. Drexel to play supportive roles. ² UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</i>
9.3 Encourage Use of Public Transit.	Task 9.3A: Advocate for commuter incentives by Drexel and Science Center.

PRIORITY OBJECTIVE #11**WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT RETROFITTING "GREEN" TECHNOLOGY TO EXISTING HOMES AND NEW CONSTRUCTION**

11.1 Support the Drexel Smart House.	Task 11.1A: Continue supporting the Drexel Smart House.
11.2 Advocate for Sustainable or "Green" Technologies in Existing Powelton Homes.	Task 11.2A: Prepare materials to explain the savings generated from weatherizing homes in Powelton and available tax incentives for those that do. Task 11.2B: Research the costs of a neighborhood-wide energy audit versus the capability of individual homeowners to conduct one themselves. Task 11.2C: Contact local officials or the local energy provider and request an energy audit of those homes requiring a professional energy audit.

PRIORITY OBJECTIVE #12**GREAT GREEN SPACE - IMPROVE THE PUBLIC REALM NEAR INSTITUTIONAL LOTS AND BUILDINGS**

12.1 Address Utilization of 'Dead' Properties by Institutions.	Task 12.1B: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection. ¹ <i>¹ Ad hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.</i>
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PRIORITY OBJECTIVE #13**GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE CONNECTIONS BETWEEN 30TH STREET AND THE NEIGHBORHOOD**

13.1 Improve Connections Between 30 th Street and the Neighborhood.	Task 13.1A: Publicly support plans for much needed streetscaping at JFK Boulevard. Task 13.1B: Advocate for signage which indicates Powelton's presence as part of the streetscape improvements. This signage should be cohesive with the signage program proposed in section. ¹ <i>¹ PVCA Board is the lead responsible entity. Drexel to play supportive role.</i>
13.2 Make Market Street More Appealing.	Task 13.2A: Engage in discussions with the City and major institutions about improving the appearance of Market Street.

PRIORITY OBJECTIVE #15**GREAT GREEN SPACE - CREATE PLACES TO MEET AND GREET AT RETAIL LOCATIONS**

15.3 Pursue Retail Opportunities at Drexel Park.

Task 15.3A: Consider ground floor retail (at most 25,000 to 30,000 SF) on properties lining the park.

PRIORITY OBJECTIVE #16**GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE PEDESTRIAN AND BICYCLE LINKS TO SURROUNDING NEIGHBORHOODS**

16.2 Complete the 38th and Lancaster Improvements.

Task 16.2A: Install pedestrian scale lighting on 38th Street, and landscape buffer at 38th & Lancaster.¹

¹UCD is the lead responsible entity. PVCA Board to play supportive role.

In addition to these tasks, the PVCA Board must initiate the process of establishing these new committees:

- Sustainability Committee
- Ad Hoc Task Force
- Commercial Support Committee
- Arts Committee

Creating these committees must be regarded as a high priority, early action item for the PVCA.

CAMPUS/COMMUNITY COMMITTEE**PRIORITY OBJECTIVE #1****WE'RE MAKING POWELTON VILLAGE HOME - PRESERVE AND PROMOTE OWNER OCCUPIED HOUSING MODELS IN POWELTON**

1.2 Strategic Intervention by Drexel.

Task 1.2A: Review current API inventory (Drexel University owned) to assess opportunities for homeownership conversion.

Task 1.2B: Advocate for the preservation of Winter and Summer Streets as 3-story residential blocks to Drexel.

PRIORITY OBJECTIVE #2**WE'RE MAKING POWELTON VILLAGE HOME - PROMOTE BETTER PROPERTY MAINTENANCE AND TRASH CLEANUP**

2.2 Work with Landlords to Establish a Code of Property Maintenance and Management for Landlords.

Task 2.2A: Establish a written code of property maintenance and management.

Task 2.2B: Implement a voluntary landlord training program in which landlords' rights and responsibilities are explained. Upon completion, participating landlords shall receive a certificate of completion.

Task 2.2C: Drexel shall strongly advise students to rent only from landlords who can provide certificates of completion in the landlord training program.¹

Task 2.2D: Establish a written code of student conduct and make it mandatory for all off-campus students to sign it as a pledge to abide by.¹

Task 2.2E: Make available a covenant of conduct that landlords can have their tenants sign.

¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.

2.4 Create a Student Rental Blog Maintained by Office of Off-Campus Students.

Task 2.4A: Create a webpage where students can rate their rental properties and their landlords. This would create a forum where students are made aware of rental options and the differences in quality. Enlist help of the Triangle.

PRIORITY OBJECTIVE #8**LANCASTER AVE ALIVE! - RECRUIT RESTAURANTS AND OTHER RETAILING TO THE NEIGHBORHOOD**

8.3 Create a Marketing Strategy for Lancaster Avenue.

Task 8.3A: Form a Powelton Village Business Association.¹

¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.

PRIORITY OBJECTIVE #16**GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE PEDESTRIAN AND BICYCLE LINKS TO SURROUNDING NEIGHBORHOODS**

16.1 Develop a Bike Network Plan for Powelton Village.

Task 16.1A: Work with the Association of Pedestrian and Bicycle Professionals (APBP) and West Philadelphia neighborhoods to advocate for a detailed bike network plan in West Philadelphia by the Philadelphia Planning Commission.¹

¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.

ZONING COMMITTEE**PRIORITY OBJECTIVE #6****GREAT GREEN SPACE - MAINTAIN AND ENHANCE POWELTON'S TREE CANOPY (HIGH PRIORITY OBJECTIVE)**

6.2 L & I Enforcement through the PVCA and Traffic Committee.

Task 6.2A: Continue utilizing a centralized reporting system where complaints of nuisance properties and inappropriate behaviors are logged.

Task 6.2B: Identify the appropriate official(s) at L&I to whom complaints should be reported and establish procedure for such referrals.

Task 6.2C: Maintain comprehensive records of complaints and subsequent enforcement actions.

PRIORITY OBJECTIVE #11**WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT RETROFITTING "GREEN" TECHNOLOGY TO EXISTING HOMES AND NEW CONSTRUCTION**

11.3 Promote Sustainability in New Construction and Rehab through Design Guidelines.

Task 11.3A: Encourage the use of sustainable building practices and construction materials for projects seeking zoning support.

HISTORIC PRESERVATION COMMITTEE**PRIORITY OBJECTIVE #1****WE'RE MAKING POWELTON VILLAGE HOME - PRESERVE AND PROMOTE OWNER OCCUPIED HOUSING MODELS IN POWELTON**

1.1 Market a Viable Home Ownership Model in Powelton

Task 1.1A: Routinely publicize the various resources available for homeowners to maintain their properties

PRIORITY OBJECTIVE #2**WE'RE MAKING POWELTON VILLAGE HOME - PROMOTE BETTER PROPERTY MAINTENANCE AND TRASH CLEANUP**

2.1 Inform Rental Property Owners of their Eligibility for Historic Preservation Tax Incentives.

Task 2.1A: Verify Powelton Village's eligibility in the Historic Preservation Tax Credit Program.

Task 2.1B: Assemble information on how business owners and landlords can benefit from the historic preservation tax credit.

Task 2.1C: Prepare a pamphlet and distribute to property owners on the potential benefits of this tax credit. Make the information available online.

2.3 Pursue the Possibility of Establishing a Conservation District.

Task 2.3A: Research the feasibility of establishing a conservation district in Powelton.

WEST BANK GREENWAY COMMITTEE

PRIORITY OBJECTIVE #7

GREAT GREEN SPACE - COMPLETE AND PROTECT THE WEST BANK GREENWAY

7.1 Devise Measures to Complete and Protect the West Bank Greenway	Task 7.1A: Identify specific actions necessary to complete the West Bank Greenway. Task 7.1B: Mobilize support from PVCA and residents to assure completion. Task 7.1C: Develop design guidelines that preserve the integrity of the greenway, such as preserving the right of way, protecting pedestrians from foot and vehicle traffic to new development and preserving views of the city.
7.2 Extend the West Bank Greenway South to Market Street.	Task 7.2A: Work with UCD and Drexel to devise a solution for extending the greenway south of Powelton Avenue to Market Street. ¹ ¹ West Bank Greenway Committee is the lead responsible entity. UCD and Drexel to play supportive role.

GREENING COMMITTEE

PRIORITY OBJECTIVE #6

GREAT GREEN SPACE - MAINTAIN AND ENHANCE POWELTON'S TREE CANOPY (HIGH PRIORITY OBJECTIVE)

6.1 Develop a Plan of Action for Tree Planting in Powelton.	Task 6.1A: Catalog specific locations where new trees are to be installed. Obtain signatures from property owners permitting UC Green to install the trees. Task 6.1B: Apply for free trees through the TreeVitalize Program.
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Action Items Assigned to New Committees of the PVCA

The following committees must be formed to implement the objectives described in this section.

- Commercial Support Committee
- Arts Committee
- Sustainability Committee
- Ad Hoc Task Force

COMMERCIAL SUPPORT COMMITTEE (NEW)

PRIORITY OBJECTIVE #8

LANCASTER AVE ALIVE! - RECRUIT RESTAURANTS AND OTHER RETAILING TO THE NEIGHBORHOOD

8.3 Create a Marketing Strategy for Lancaster Avenue.

Task 8.3A: Form a Powelton Village Business Association.

Task 8.3B: Initiate strategies such as: joint marketing, regular street festivals, dining promotions, and a coordinated website for neighborhood merchants.

Task 8.3C: Create a branding campaign for Lancaster Avenue' commercial corridor.¹

¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.

8.4 Retrofit the Ground Floor of Buildings to Accommodate New Businesses.

Task 8.4A: Maintain a list of properties and building conditions.¹

Task 8.4B: Establish design guidelines and provide design assistance for properties requiring retrofitting.¹

Task 8.4C: Assist businesses and/or property owners in obtaining necessary capital to make improvements.¹

¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.

8.5 Provide Assistance to Entrepreneurs (Financial and Logistical).

Task 8.5A: Assist prospective restaurateurs & other retailers in assessing market demand and identifying specific space in the neighborhood.

Task 8.5B: Assist prospective restaurateurs & other retailers in obtaining financing.¹

¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.

PRIORITY OBJECTIVE #10

LANCASTER AVE ALIVE! - IMPROVE THE APPEARANCE OF EXISTING RETAIL BUSINESS

10.1 Explore Ways to Promote and Improve the Existing University City District's Façade Improvement Program.

Task 10.1A: Promote UCD's façade improvement program to businesses and/or property owners.¹

Task 10.1B: Produce a catalog of desirable store facades with detailed specifications (colors, materials, aesthetics). Offer design assistance for interested business owners.¹

Task 10.1D: Assist prospective restaurateurs & other retailers in obtaining financing.¹

¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.

PRIORITY OBJECTIVE #16

GREAT GREEN SPACE - CREATE PLACES TO MEET AND GREET AT RETAIL LOCATIONS

15.2 Sidewalk Café Improvement Program.

Task 15.2A: Encourage existing businesses to create sidewalk dining. Initially focus on Lancaster Avenue restaurants and expand throughout the neighborhood.¹

Task 15.2B: Offer design assistance for properties that require physical alteration.¹

Task 15.2C: W/ appropriate design, support Sidewalk Dining permits.

Task 15.2D: Identify funding programs that restaurant owners may tap into.¹

¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.

ARTS COMMITTEE (NEW)

PRIORITY OBJECTIVE #10

LANCASTER AVE ALIVE! - IMPROVE THE APPEARANCE OF EXISTING RETAIL BUSINESS

10.1 Explore Ways to Promote and Improve the Existing University City District's Façade Improvement Program.

Task 10.1C: Create a Powelton Village Arts Committee. Set up a liaison from the PVCA to plan initial efforts for a pilot program.

PRIORITY OBJECTIVE #12

GREAT GREEN SPACE - IMPROVE THE PUBLIC REALM NEAR INSTITUTIONAL LOTS AND BUILDINGS

12.2 Develop Temporary Installations at Underutilized Locations that Promote the Public Realm.

Task 12.2A: Pursue the installation of art from local artists to be featured at underutilized locations.

PRIORITY OBJECTIVE #15

GREAT GREEN SPACE - CREATE PLACES TO MEET AND GREET AT RETAIL LOCATIONS

15.1 Engage the Arts Community for Ideas on Permanent Spaces and Temporary Events/Promotions.

Task 15.1A: Encourage on-going discussion by arts community of opportunities at identified locations. Utilize proposed Powelton Village Arts Council.

Task 15.1B: Promote "Live After Five" Events/Gallery Openings/Street fairs in cooperation with business owners.

SUSTAINABILITY COMMITTEE (NEW)

PRIORITY OBJECTIVE #11

WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT RETROFITTING "GREEN" TECHNOLOGY TO EXISTING HOMES AND NEW CONSTRUCTION

11.3 Promote Sustainability in New Construction and Rehab through Design Guidelines.

Task 11.3B: Accumulate information about green building practices.

Task 11.3C: Distribution of materials to other committees/residents and realtors.

PRIORITY OBJECTIVE #14

GREAT GREEN SPACE - MANAGE STORMWATER IN LOCAL STREETS AND PARKS

14.1 Become a Model Stormwater Project of the City Water Department.

Task 14.1A: Secure designation by Philadelphia Water Department's Office of Watersheds.¹

¹ Sustainability Committee is the lead responsible entity. UCD & Drexel Green to play supportive role.

14.2 Demonstrate Potential Stormwater Projects at the Community Garden.

Task 14.2A: Potential storm water management strategies may include: rain gardens, permeable pavers, and stormwater planters. Identify & implement specific improvement program

Task 14.2B: Encourage private property owners to incorporate one or more of these stormwater management techniques in their properties.¹

¹ Sustainability Committee is the lead responsible entity. UCD & Drexel Green to play supportive role.

AD HOC TASK FORCE (NEW)

PRIORITY OBJECTIVE #12

GREAT GREEN SPACE - IMPROVE THE PUBLIC REALM NEAR INSTITUTIONAL LOTS AND BUILDINGS

12.1 Address Utilization of 'Dead' Properties by Institutions.

Task 12.1A: Compile a list of "dead" properties that require attention. Research property ownership and identify specific individuals within those institutions with whom to engage in discussions.

Task 12.1C: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection.¹

¹ Ad Hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.

APPENDIX B: FIVE-YEAR WORK PLAN, BY COMMITTEES

PVCA BOARD

1. WE'RE MAKING POWELTON VILLAGE HOME - PRESERVE AND PROMOTE OWNER OCCUPIED HOUSING MODELS IN POWELTON

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
1.3 Market a Viable Home Ownership Model in Powelton	<p>Task 1.3A: Prepare materials which compare and contrast the various housing models in Powelton Village, emphasizing the benefits of homeowners renting out to tenants.</p> <p>Task 1.3B: Identify potential real estate partners to market this model to potential West Philadelphia homeowners.</p>				
1.4 Pursue Strategic Collaboration w/ Drexel.		<p>Task 1.4A: Advocate for significant financial incentives for Drexel faculty and staff to purchase homes in Powelton Village.¹</p> <p>¹ <i>PVCA Board is the lead responsible entity. Drexel to play supportive role.</i></p>			
1.5 Pursue Land Trust Models or Deed Restrictions.		<p>Task 1.5A: Hold meetings among homeowners to gauge the community's interest in establishing a homeownership preservation trust.</p>	<p>Task 1.5B: Research various operational models and potential trust partners to make specific recommendations for Powelton Village.</p>	<p>Task 1.5C: Identify cost of implementing land trust with chosen partner.</p> <p>Task 1.5D: Develop funding mechanism, base for land trust.</p>	<p>Task 1.5E: Start a pilot initiative for Powelton Village homeownership preservation program.</p>

3. NEIGHBORHOOD SCHOOLS, NEIGHBORHOOD PARTNERS - IDENTIFY SOURCES OF FUNDING FOR EDUCATIONAL RESOURCES AND SCHOOL IMPROVEMENTS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
3.1 Enlist the Help of Local Institutions and Community Members for Powel School.	<p>Task 3.1A: Lobby for Penn and Drexel's participation.</p>	<p>Task 3.1B: Enlist the help of friends and alumni of Powel School in raising funds for the school and lobbying for additional improvements.</p>			
3.2 Create Green Schoolyards in the Neighborhood.	<p>Task 3.2A: Support efforts by UCD and others to green schoolyards in Powelton Village.</p>				

4. WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT TARGETED MIXED USE DEVELOPMENT IN THE NEIGHBORHOOD

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
4.1 Support the Development of Student Housing on Campus.	Task 4.1A: Expand Drexel-Powelton Village dialog concerning future student housing projects.				
4.2 Develop the Parcel at the Southeast Corner of 34th and Spring Garden Street.	Task 4.2A: Set up discussions with property/business owners about the possibility of additional development.	Task 4.2B: Recruit developers and investors.			
4.3 Mechanisms for Identifying Other Sites for New Housing.			Task 4.3A: Identify property owners in the neighborhood that own underutilized properties or vacant lots. Task 4.3B: Set up discussions with property owners about the possibility of new/additional development.		

5. WE'RE MAKING POWELTON VILLAGE HOME - PROMOTE POWELTON AS AN HISTORIC RESIDENTIAL NEIGHBORHOOD

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
5.1 Promote Powelton as an Historic Residential Neighborhood.	Task 5.1A: Utilize the PVCA website to highlight Powelton Village as a residential community. ¹ <i>¹ To be performed by the Webmaster.</i>	Task 5.1B: Develop brochures and other promotional material. Task 5.1C: Distribute brochures and other promotional material to local realtors.			

8. LANCASTER AVE ALIVE! - RECRUIT RESTAURANTS AND OTHER RETAILING TO THE NEIGHBORHOOD

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
8.1 Support Retail-Oriented Development at Lancaster Avenue.	Task 8.1A: Advocate for ground floor retail on all properties on Lancaster Avenue between 34th and 38th. ¹ <i>¹ PVCA is the lead responsible Drexel to play supportive role.</i>				
8.2 Pursue a Mixed-Use Development at the School District Parcel at 38th and Lancaster.	Task 8.2A: Set up discussions with school district about possibility of the 38th and Lancaster site being reprogrammed. Task 8.2B: Explore possibility of Drexel playing a development/equity partner. Task 8.2C: Obtain support from local city council person.				

9. GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE TRAFFIC FLOW THROUGH THE NEIGHBORHOOD

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
9.1 Reduce Speeding at 34th Street.		<p>Task 9.1A: Install bump-outs and narrow traffic lanes for the current one-way traffic configuration.¹</p> <p>¹ UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</p>	<p>Task 9.1B: Continue to advocate for two-way traffic (north of Market Street).¹</p> <p>¹ UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</p>		
9.2 Reduce Automobile Congestion at the Northern Edge of Powelton.		<p>Task 9.2A: Advocate for two-way traffic on Spring Garden Street between 30th and 34th.¹</p> <p>Task 9.2B: Eliminate the "No Turn on Red" sign at 31st and Spring Garden.²</p> <p>¹ PVCA is the lead responsible entity. Drexel to play supportive roles. ² UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</p>			
9.3 Encourage Use of Public Transit.		<p>Task 9.3A: Advocate for commuter incentives by Drexel and Science Center.</p>			

11. WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT RETROFITTING "GREEN" TECHNOLOGY TO EXISTING HOMES AND NEW CONSTRUCTION

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
11.1 Support the Drexel Smart House.	<p>Task 11.1A: Continue supporting the Drexel Smart House.</p>				
11.2 Advocate for Sustainable or "Green" Technologies in Existing Powelton Homes.		<p>Task 11.2A: Prepare materials to explain the savings generated from weatherizing homes in Powelton and available tax incentives for those that do.</p>	<p>Task 11.2B: Research the costs of a neighborhood-wide energy audit versus the capability of individual homeowners to conduct one themselves.</p>	<p>Task 11.2C: Contact local officials or the local energy provider and request an energy audit of those homes requiring a professional energy audit.</p>	

12. GREAT GREEN SPACE - IMPROVE THE PUBLIC REALM NEAR INSTITUTIONAL LOTS AND BUILDINGS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
12.1 Address Utilization of 'Dead' Properties by Institutions.			<p>Task 12.1B: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection.¹</p> <p>¹ Ad hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.</p>		

13. GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE CONNECTIONS BETWEEN 30TH STREET AND THE NEIGHBORHOOD

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
13.1 Improve Connections Between 30 th Street and the Neighborhood.				Task 13.1A: Publicly support plans for much needed streetscaping at JFK Boulevard.	Task 13.1B: Advocate for signage which indicates Powelton's presence as part of the streetscape improvements. This signage should be cohesive with the signage program proposed in section. ¹ <i>¹ PVCA Board is the lead responsible entity. Drexel to play supportive role.</i>
13.2 Make Market Street More Appealing.					Task 13.2A: Engage in discussions with the City and major institutions about improving the appearance of Market Street.

15. GREAT GREEN SPACE - CREATE PLACES TO MEET AND GREET AT RETAIL LOCATIONS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
15.3 Pursue Retail Opportunities at Drexel Park.			Task 15.3A: Consider ground floor retail (at most 25,000 to 30,000 SF) on properties lining the park.		

16. GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE PEDESTRIAN AND BICYCLE LINKS TO SURROUNDING NEIGHBORHOODS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
16.2 Complete the 38 th and Lancaster Improvements.			Task 16.2A: Install pedestrian scale lighting on 38th Street, and landscape buffer at 38th & Lancaster. ¹ <i>¹ UCD is the lead responsible entity. PVCA Board to play supportive role.</i>		

CAMPUS/COMMUNITY COMMITTEE

1. WE'RE MAKING POWELTON VILLAGE HOME - PRESERVE AND PROMOTE OWNER OCCUPIED HOUSING MODELS IN POWELTON

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
1.2 Strategic Intervention by Drexel.	<p>Task 1.2A: Review current API inventory (Drexel University owned) to assess opportunities for homeownership conversion.</p> <p>Task 1.2B: Advocate for the preservation of Winter and Summer Streets as 3-story residential blocks to Drexel.</p>				

2. WE'RE MAKING POWELTON VILLAGE HOME - PROMOTE BETTER PROPERTY MAINTENANCE AND TRASH CLEANUP

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
2.2 Work with Landlords to Establish a Code of Property Maintenance and Management for Landlords.	<p>Task 2.2A: Establish a written code of property maintenance and management.</p>	<p>Task 2.2B: Implement a voluntary landlord training program in which landlords' rights and responsibilities are explained. Upon completion, participating landlords shall receive a certificate of completion.</p> <p>Task 2.2C: Drexel shall strongly advise students to rent only from landlords who can provide certificates of completion in the landlord training program.¹</p> <p>¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.</p>	<p>Task 2.2D: Establish a written code of student conduct and make it mandatory for all off-campus students to sign it as a pledge to abide by.¹</p> <p>Task 2.2E: Make available a covenant of conduct that landlords can have their tenants sign.</p> <p>¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.</p>		
2.4 Create a Student Rental Blog Maintained by Office of Off-Campus Students.			<p>Task 2.4A: Create a webpage where students can rate their rental properties and their landlords. This would create a forum where students are made aware of rental options and the differences in quality. Enlist help of the Triangle.</p>		

16. GOOD CONNECTIONS: VILLAGE/CITY/REGION - IMPROVE PEDESTRIAN AND BICYCLE LINKS TO SURROUNDING NEIGHBORHOODS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
16.1 Develop a Bike Network Plan for Powelton Village.			<p>Task 16.1A: Work with the Association of Pedestrian and Bicycle Professionals (APBP) and West Philadelphia neighborhoods to advocate for a detailed bike network plan in West Philadelphia by the Philadelphia Planning Commission.¹</p> <p>¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.</p>		

ZONING COMMITTEE

6. GREAT GREEN SPACE - MAINTAIN AND ENHANCE POWELTON’S TREE CANOPY (HIGH PRIORITY OBJECTIVE)

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
6.2 L & I Enforcement through the PVCA and Traffic Committee.	<p>Task 6.2A: Continue utilizing a centralized reporting system where complaints of nuisance properties and inappropriate behaviors are logged.</p> <p>Task 6.2B: Identify the appropriate official(s) at L&I to whom complaints should be reported and establish procedure for such referrals.</p> <p>Task 6.2C: Maintain comprehensive records of complaints and subsequent enforcement actions.</p>				

11. WE’RE MAKING POWELTON VILLAGE HOME - SUPPORT RETROFITTING “GREEN” TECHNOLOGY TO EXISTING HOMES AND NEW CONSTRUCTION

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
11.3 Promote Sustainability in New Construction and Rehab through Design Guidelines.		<p>Task 11.3A: Encourage the use of sustainable building practices and construction materials for projects seeking zoning support.</p>			

HISTORIC PRESERVATION COMMITTEE

1. WE'RE MAKING POWELTON VILLAGE HOME - PRESERVE AND PROMOTE OWNER OCCUPIED HOUSING MODELS IN POWELTON

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
1.1 Market a Viable Home Ownership Model in Powelton	Task 1.1A: Routinely publicize the various resources available for homeowners to maintain their properties				

2. WE'RE MAKING POWELTON VILLAGE HOME - PROMOTE BETTER PROPERTY MAINTENANCE AND TRASH CLEANUP

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
2.1 Inform Rental Property Owners of their Eligibility for Historic Preservation Tax Incentives.	Task 2.1A: Verify Powelton Village's eligibility in the Historic Preservation Tax Credit Program.	Task 2.1B: Assemble information on how business owners and landlords can benefit from the historic preservation tax credit. Task 2.1C: Prepare a pamphlet and distribute to property owners on the potential benefits of this tax credit. Make the information available online.			
2.3 Pursue the Possibility of Establishing a Conservation District.		Task 2.3A: Research the feasibility of establishing a conservation district in Powelton.			

WEST BANK GREENWAY COMMITTEE

7. GREAT GREEN SPACE - COMPLETE AND PROTECT THE WEST BANK GREENWAY

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
<p>7.1 Devise Measures to Complete and Protect the West Bank Greenway</p>	<p>Task 7.1A: Identify specific actions necessary to complete the West Bank Greenway.</p>	<p>Task 7.1B: Mobilize support from PVCA and residents to assure completion.</p>	<p>Task 7.1C: Develop design guidelines that preserve the integrity of the greenway, such as preserving the right of way, protecting pedestrians from foot and vehicle traffic to new development and preserving views of the city.</p>		
<p>7.2 Extend the West Bank Greenway South to Market Street.</p>			<p>Task 7.2A: Work with UCD and Drexel to devise a solution for extending the greenway south of Powelton Avenue to Market Street.¹</p> <p>¹ West Bank Greenway Committee is the lead responsible entity. UCD and Drexel to play supportive role.</p>		

GREENING COMMITTEE

6. GREAT GREEN SPACE - MAINTAIN AND ENHANCE POWELTON'S TREE CANOPY

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
6.1 Develop a Plan of Action for Tree Planting in Powelton.	Task 6.1A: Catalog specific locations where new trees are to be installed. Obtain signatures from property owners permitting UC Green to install the trees. Task 6.1B: Apply for free trees through the TreeVitalize Program.				

COMMERCIAL SUPPORT COMMITTEE (NEW)

8. LANCASTER AVE ALIVE! - RECRUIT RESTAURANTS AND OTHER RETAILING TO THE NEIGHBORHOOD

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
8.3 Create a Marketing Strategy for Lancaster Avenue.	Task 8.3A: Form a Powelton Village Business Association.	Task 8.3B: Initiate strategies such as: joint marketing, regular street festivals, dining promotions, and a coordinated website for neighborhood merchants.	Task 8.3C: Create a branding campaign for Lancaster Avenue commercial corridor. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>		
8.4 Retrofit the Ground Floor of Buildings to Accommodate New Businesses.		Task 8.4A: Maintain a list of properties and building conditions. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Task 8.4B: Establish design guidelines and provide design assistance for properties requiring retrofitting. ¹ Task 8.4C: Assist businesses and/or property owners in obtaining necessary capital to make improvements. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>		
8.5 Provide Assistance to Entrepreneurs (Financial and Logistical).			Task 8.5A: Assist prospective restaurateurs & other retailers in assessing market demand and identifying specific space in the neighborhood. <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Task 8.5B: Assist prospective restaurateurs & other retailers in obtaining financing. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	

10. LANCASTER AVE ALIVE! - IMPROVE THE APPEARANCE OF EXISTING RETAIL BUSINESS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
10.1 Explore Ways to Promote and Improve the Existing University City District's Façade Improvement Program.	Task 10.1A: Promote UCD's façade improvement program to businesses and/or property owners. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Task 10.1B: Produce a catalog of desirable store facades with detailed specifications (colors, materials, aesthetics). Offer design assistance for interested business owners. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Task 10.1D: Assist prospective restaurateurs & other retailers in obtaining financing. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>		

15. GREAT GREEN SPACE - CREATE PLACES TO MEET AND GREET AT RETAIL LOCATIONS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
15.2 Sidewalk Café Improvement Program.			Task 15.2A: Encourage existing businesses to create sidewalk dining. Initially focus on Lancaster Avenue restaurants and expand throughout the neighborhood. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Task 15.2B: Offer design assistance for properties that require physical alteration. ¹ Task 15.2C: W/ appropriate design, support Sidewalk Dining permits. <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Task 15.2D: Identify funding programs that restaurant owners may tap into. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>

ARTS COMMITTEE (NEW)

10. LANCASTER AVE ALIVE! - IMPROVE THE APPEARANCE OF EXISTING RETAIL BUSINESS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
10.1 Explore Ways to Promote and Improve the Existing University City District's Façade Improvement Program.		Task 10.1C: Create a Powelton Village Arts Committee. Set up a liaison from the PVCA to plan initial efforts for a pilot program.			

12. GREAT GREEN SPACE - IMPROVE THE PUBLIC REALM NEAR INSTITUTIONAL LOTS AND BUILDINGS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
12.2 Develop Temporary Installations at Underutilized Locations that Promote the Public Realm.			Task 12.2A: Pursue the installation of art from local artists to be featured at underutilized locations.		

15. GREAT GREEN SPACE - CREATE PLACES TO MEET AND GREET AT RETAIL LOCATIONS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
15.1 Engage the Arts Community for Ideas on Permanent Spaces and Temporary Events/Promotions.			Task 15.1A: Encourage on-going discussion by arts community of opportunities at identified locations. Utilize proposed Powelton Village Arts Council.	Task 15.1B: Promote "Live After Five" Events/Gallery Openings/Street fairs in cooperation with business owners.	

SUSTAINABILITY COMMITTEE (NEW)

11. WE'RE MAKING POWELTON VILLAGE HOME - SUPPORT RETROFITTING "GREEN" TECHNOLOGY TO EXISTING HOMES AND NEW CONSTRUCTION

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
11.3 Promote Sustainability in New Construction and Rehab through Design Guidelines.		Task 11.3B: Accumulate information about green building practices.	Task 11.3C: Distribution of materials to other committees/residents and realtors.		

14. GREAT GREEN SPACE - MANAGE STORMWATER IN LOCAL STREETS AND PARKS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
14.1 Become a Model Stormwater Project of the City Water Department.			Task 14.1A: Secure designation by Philadelphia Water Department's Office of Watersheds. ¹ <i>¹ Sustainability Committee is the lead responsible entity. UCD & Drexel Green to play supportive role.</i>		
14.2 Demonstrate Potential Stormwater Projects at the Community Garden.			Task 14.2A: Potential storm water management strategies may include: rain gardens, permeable pavers, and stormwater planters. Identify & implement specific improvement program	Task 14.2B: Encourage private property owners to incorporate one or more of these stormwater management techniques in their properties. ¹ <i>¹ Sustainability Committee is the lead responsible entity. UCD & Drexel Green to play supportive role.</i>	

AD HOC TASK FORCE (NEW)

12. GREAT GREEN SPACE - IMPROVE THE PUBLIC REALM NEAR INSTITUTIONAL LOTS AND BUILDINGS

Objective	Year 1	Year 2	Year 3	Year 4	Year 5 +
<p>12.1 Address Utilization of 'Dead' Properties by Institutions.</p>		<p>Task 12.1A: Compile a list of "dead" properties that require attention. Research property ownership and identify specific individuals within those institutions with whom to engage in discussions.</p>	<p>Task 12.1C: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection.¹</p> <p><i>¹ Ad Hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.</i></p>		

APPENDIX C: ANNUAL WORK PLAN, *FIRST YEAR TASKS*

Objective	Action Item	Task	Responsible Group
1. We're Making Powelton Village Home - Preserve and Promote Owner Occupied Housing Models in Powelton (High Priority Objective)	1.1 Market a Viable Home Ownership Model in Powelton.	Task 1.1A: Routinely publicize the various resources available for homeowners to maintain their properties	Historic Preservation Committee
	1.2 Strategic Intervention by Drexel.	Task 1.2A: Review current API inventory (Drexel University owned) to assess opportunities for homeownership conversion. Task 1.2B: Advocate for the preservation of Winter and Summer Streets as 3-story residential blocks to Drexel.	Campus/Community Committee
	1.3 Market a Viable Home Ownership Model in Powelton.	Task 1.3A: Prepare materials which compare and contrast the various housing models in Powelton Village, emphasizing the benefits of homeowners renting out to tenants. Task 1.3B: Identify potential real estate partners to market this model to potential West Philadelphia homeowners.	PVCA Board
2. We're Making Powelton Village Home - Promote Better Property Maintenance and Trash Cleanup (High Priority Objective)	2.1 Inform Rental Property Owners of their Eligibility for Historic Preservation Tax Incentives.	Task 2.1A: Verify Powelton Village's eligibility in the Historic Preservation Tax Credit Program.	Historic Preservation Committee
	2.2 Work with Landlords to Establish a Code of Property Maintenance and Management for Landlords.	Task 2.2A: Establish a written code of property maintenance and management.	Campus/Community Committee
3. Neighborhood Schools, Neighborhood Partners - Identify Sources of Funding for Educational Resources and School Improvements (High Priority Objective)	3.1 Enlist the Help of Local Institutions and Community Members for Powel School.	Task 3.1A: Lobby for Penn and Drexel's participation.	PVCA Board
	3.2 Create Green Schoolyards in the Neighborhood.	Task 3.2A: Support efforts by UCD and others to green schoolyards in Powelton Village.	PVCA Board
4. We're Making Powelton Village Home - Support Targeted Mixed Use Development in the Neighborhood (High Priority Objective)	4.1 Support the Development of Student Housing on Campus.	Task 4.1A: Expand Drexel-Powelton Village dialog concerning future student housing projects.	PVCA Board
	4.2 Develop the Parcel at the Southeast Corner of 34th and Spring Garden Street.	Task 4.2A: Set up discussions with property/business owners about the possibility of additional development.	PVCA Board
5. We're Making Powelton Village Home - Promote Powelton as an Historic Residential Neighborhood (High Priority Objective)	5.1 Promote Powelton as an Historic Residential Neighborhood.	Task 5.1A: Utilize the PVCA website to highlight Powelton Village as a residential community. ¹ ¹ To be performed by the Webmaster.	PVCA Board

6. Great Green Space - Maintain and Enhance Powelton's Tree Canopy (High Priority Objective)	6.1 Develop a Plan of Action for Tree Planting in Powelton.	<p>Task 6.1A: Catalog specific locations where new trees are to be installed. Obtain signatures from property owners permitting UC Green to install the trees.</p> <p>Task 6.1B: Apply for free trees through the TreeVitalize Program.</p>	Greening Committee
	6.2 L & I Enforcement through the PVCA and Traffic Committee.	<p>Task 6.2A: Continue utilizing a centralized reporting system where complaints of nuisance properties and inappropriate behaviors are logged.</p> <p>Task 6.2B: Identify the appropriate official(s) at L&I to whom complaints should be reported and establish procedure for such referrals.</p> <p>Task 6.2C: Maintain comprehensive records of complaints and subsequent enforcement actions.</p>	Zoning Committee
7. Great Green Space - Complete and Protect the West Bank Greenway (Medium Priority Objective)	7.1 Devise Measures to Complete and Protect the West Bank Greenway.	Task 7.1A: Identify specific actions necessary to complete the West Bank Greenway.	West Bank Greenway Committee
8. Lancaster Ave Alive! - Recruit Restaurants and Other Retailing to the Neighborhood (High Priority Objective)	8.1 Support Retail-Oriented Development at Lancaster Avenue.	<p>Task 8.1A: Advocate for ground floor retail on all properties on Lancaster Avenue between 34th and 38th.¹</p> <p>¹ PVCA is the lead responsible Drexel to play supportive role.</p>	PVCA Board
	8.2 Pursue a Mixed-Use Development at the School District Parcel at 38th and Lancaster.	<p>Task 8.2A: Set up discussions with school district about possibility of the 38th and Lancaster site being reprogrammed.</p> <p>Task 8.2B: Explore possibility of Drexel playing a development/equity partner.</p> <p>Task 8.2C: Obtain support from local city council person.</p>	PVCA Board
	8.3 Create a Marketing Strategy for Lancaster Avenue.	<p>Task 8.3A: Form a Powelton Village Business Association.¹</p> <p>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</p>	Commercial Support Committee (NEW)
10. Lancaster Ave Alive! - Improve the Appearance of Existing Retail Business (Medium Priority Objective)	10.1 Explore Ways to Promote and Improve the Existing University City District's Façade Improvement Program.	<p>Task 10.1A: Promote UCD's façade improvement program to businesses and/or property owners.¹</p> <p>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</p>	Commercial Support Committee (NEW)
11. We're Making Powelton Village Home - Support Retrofitting "Green" Technology to Existing Homes and New Construction (Medium Priority Objective)	11.1 Support the Drexel Smart House.	Task 11.1A: Continue supporting the Drexel Smart House.	PVCA Board

SECOND YEAR TASKS

Objective	Action Item	Task	Responsible Group
1. We're Making Powelton Village Home - Preserve and Promote Owner Occupied Housing Models in Powelton (High Priority Objective)	1.4 Pursue Strategic Collaboration with Drexel.	Task 1.4A: Advocate for significant financial incentives for Drexel faculty and staff to purchase homes in Powelton Village. ¹ <i>¹ PVCA Board is the lead responsible entity. Drexel to play supportive role.</i>	PVCA Board
	1.5 Pursue Land Trust Models or Deed Restrictions.	Task 1.5A: Hold meetings among homeowners to gauge the community's interest in establishing a homeownership preservation trust.	PVCA Board
2. We're Making Powelton Village Home - Promote Better Property Maintenance and Trash Cleanup (High Priority Objective)	2.1 Inform Rental Property Owners of their Eligibility for Historic Preservation Tax Incentives.	Task 2.1B: Assemble information on how business owners and landlords can benefit from the historic preservation tax credit. Task 2.1C: Prepare a pamphlet and distribute to property owners on the potential benefits of this tax credit. Make the information available online.	Historic Preservation Committee
	2.2 Work with Landlords to Establish a Code of Property Maintenance and Management for Landlords.	Task 2.2B: Implement a voluntary landlord training program in which landlords' rights and responsibilities are explained. Upon completion, participating landlords shall receive a certificate of completion. Task 2.2C: Drexel shall strongly advise students to rent only from landlords who can provide certificates of completion in the landlord training program. ¹ <i>¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.</i>	Campus/Community Committee
	2.3 Pursue the Possibility of Establishing a Conservation District.	Task 2.3A: Research the feasibility of establishing a conservation district in Powelton.	Historic Preservation Committee
3. Neighborhood Schools, Neighborhood Partners - Identify Sources of Funding for Educational Resources and School Improvements (High Priority Objective)	3.1 Enlist the Help of Local Institutions and Community Members for Powel School.	Task 3.1B: Enlist the help of friends and alumni of Powel School in raising funds for the school and lobbying for additional improvements.	PVCA Board
4. We're Making Powelton Village Home - Support Targeted Mixed Use Development in the Neighborhood (High Priority Objective)	4.2 Develop the Parcel at the Southeast Corner of 34th and Spring Garden Street.	Task 4.2B: Recruit developers and investors.	PVCA Board
5. We're Making Powelton Village Home - Promote Powelton as an Historic Residential Neighborhood (High Priority Objective)	5.1 Promote Powelton as an Historic Residential Neighborhood.	Task 5.1B: Develop brochures and other promotional material. Task 5.1C: Distribute brochures and other promotional material to local realtors.	PVCA Board
7. Great Green Space - Complete and Protect the West Bank Greenway (Medium Priority Objective)	7.1 Devise Measures to Complete and Protect the West Bank Greenway.	Task 7.1B: Mobilize support from PVCA and residents to assure completion.	West Bank Greenway Committee

8. Lancaster Ave Alive! - Recruit Restaurants and Other Retailing to the Neighborhood (High Priority Objective)	8.3 Create a Marketing Strategy for Lancaster Avenue.	Task 8.3B: Initiate strategies such as: joint marketing, regular street festivals, dining promotions, and a coordinated website for neighborhood merchants.	Commercial Support Committee (NEW)
	8.4 Retrofit the Ground Floor of Buildings to Accommodate New Businesses.	Task 8.4A: Maintain a list of properties and building conditions. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)
9. Good Connections: Village/City/Region - Improve Traffic Flow through the Neighborhood (Medium Priority Objective)	9.1 Reduce Speeding at 34th Street.	Task 9.1A: Install bump-outs and narrow traffic lanes for the current one-way traffic configuration. ¹ <i>¹ UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</i>	PVCA Board
	9.2 Reduce Automobile Congestion at the Northern Edge of Powelton.	Task 9.2A: Advocate for two-way traffic on Spring Garden Street between 30th and 34th. ¹ Task 9.2B: Eliminate the "No Turn on Red" sign at 31st and Spring Garden. ² <i>¹ PVCA is the lead responsible entity. Drexel to play supportive roles. ² UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</i>	PVCA Board
	9.3 Encourage Use of Public Transit.	Task 9.3A: Advocate for commuter incentives by Drexel and Science Center.	PVCA Board
10. Lancaster Ave Alive! - Improve the Appearance of Existing Retail Business (Medium Priority Objective)	10.1 Explore Ways to Promote and Improve the Existing University City District's Façade Improvement Program.	Task 10.1B: Produce a catalog of desirable store facades with detailed specifications (colors, materials, aesthetics). Offer design assistance for interested business owners. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)
		Task 10.1C: Create a Powelton Village Arts Committee. Set up a liaison from the PVCA to plan initial efforts for a pilot program.	Arts Committee (NEW)
11. We're Making Powelton Village Home - Support Retrofitting "Green" Technology to Existing Homes and New Construction (Medium Priority Objective)	11.2 Advocate for Sustainable or "Green" Technologies in Existing Powelton Homes.	Task 11.2A: Prepare materials to explain the savings generated from weatherizing homes in Powelton and available tax incentives for those that do.	PVCA Board
	11.3 Promote Sustainability in New Construction and Rehab through Design Guidelines.	Task 11.3A: Encourage the use of sustainable building practices and construction materials for projects seeking zoning support.	Zoning Committee
		Task 11.3B: Accumulate information about green building practices.	Sustainability Committee
12. Great Green Space - Improve the Public Realm Near Institutional Lots and Buildings (Low Priority Objective)	12.1 Address Utilization of 'Dead' Properties by Institutions.	Task 12.1A: Compile a list of "dead" properties that require attention. Research property ownership and identify specific individuals within those institutions with whom to engage in discussions.	Ad Hoc Task Force (NEW)

THIRD YEAR TASKS

Objective	Action Item	Task	Responsible Group
1. We're Making Powelton Village Home - Preserve and Promote Owner Occupied Housing Models in Powelton (High Priority Objective)	1.5 Pursue Land Trust Models or Deed Restrictions.	Task 1.5B: Research various operational models and potential trust partners to make specific recommendations for Powelton Village.	PVCA Board
2. We're Making Powelton Village Home – Promote Better Property Maintenance and Trash Cleanup (High Priority Objective)	2.2 Work with Landlords to Establish a Code of Property Maintenance and Management for Landlords.	Task 2.2D: Establish a written code of student conduct and make it mandatory for all off-campus students to sign it as a pledge to abide by. ¹ Task 2.2E: Make available a covenant of conduct that landlords can have their tenants sign. <i>¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.</i>	Campus/Community Committee
	2.4 Create a Student Rental Blog Maintained by Office of Off-Campus Students.	Task 2.4A: Create a webpage where students can rate their rental properties and their landlords. This would create a forum where students are made aware of rental options and the differences in quality. Enlist help of the Triangle.	Campus/Community Committee
4. We're Making Powelton Village Home - Support Targeted Mixed Use Development in the Neighborhood (High Priority Objective)	4.3 Mechanisms for Identifying Other Sites for New Housing.	Task 4.3A: Identify property owners in the neighborhood that own underutilized properties or vacant lots. Task 4.3B: Set up discussions with property owners about the possibility of new/additional development.	PVCA Board
7. Great Green Space - Complete and Protect the West Bank Greenway (Medium Priority Objective)	7.1 Devise Measures to Complete and Protect the West Bank Greenway.	Task 7.1C: Develop design guidelines that preserve the integrity of the greenway, such as preserving the right of way, protecting pedestrians from foot and vehicle traffic to new development and preserving views of the city.	West Bank Greenway Committee
	7.2 Extend the West Bank Greenway South to Market Street.	Task 7.2A: Work with UCD and Drexel to devise a solution for extending the greenway south of Powelton Avenue to Market Street. ¹ <i>¹ West Bank Greenway Committee is the lead responsible entity. UCD and Drexel to play supportive role.</i>	West Bank Greenway Committee
8. Lancaster Ave Alive! - Recruit Restaurants and Other Retailing to the Neighborhood (High Priority Objective)	8.3 Create a Marketing Strategy for Lancaster Avenue.	Task 8.3C: Create a branding campaign for Lancaster Avenue' commercial corridor. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)
	8.4 Retrofit the Ground Floor of Buildings to Accommodate New Businesses.	Task 8.4B: Establish design guidelines and provide design assistance for properties requiring retrofitting. ¹ Task 8.4C: Assist businesses and/or property owners in obtaining necessary capital to make improvements. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)
	8.5 Provide Assistance to Entrepreneurs (Financial and Logistical).	Task 8.5A: Assist prospective restaurateurs & other retailers in assessing market demand and identifying specific space in the neighborhood. <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)

<p>9. Good Connections: Village/City/Region - Improve Traffic Flow through the Neighborhood (Medium Priority Objective)</p>	<p>9.1 Reduce Speeding at 34th Street.</p>	<p>Task 9.1B: Continue to advocate for two-way traffic (north of Market Street).¹ <i>¹ UCD is the lead responsible entity. PVCA Board & Drexel to play supportive roles.</i></p>	<p>PVCA Board</p>
<p>10. Lancaster Ave Alive! - Improve the Appearance of Existing Retail Business (Medium Priority Objective)</p>	<p>10.1 Explore Ways to Promote and Improve the Existing University City District’s Façade Improvement Program.</p>	<p>Task 10.1D: Assist prospective restaurateurs & other retailers in obtaining financing.¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i></p>	<p>Commercial Support Committee (NEW)</p>
<p>11. We’re Making Powelton Village Home - Support Retrofitting “Green” Technology to Existing Homes and New Construction (Medium Priority Objective)</p>	<p>11.2 Advocate for Sustainable or “Green” Technologies in Existing Powelton Homes.</p>	<p>Task 11.2B: Research the costs of a neighborhood-wide energy audit versus the capability of individual homeowners to conduct one themselves.</p>	<p>PVCA Board</p>
	<p>11.3 Promote Sustainability in New Construction and Rehab through Design Guidelines.</p>	<p>Task 11.3C: Distribution of materials to other committees/residents and realtors.</p>	<p>Sustainability Committee</p>
<p>12. Great Green Space - Improve the Public Realm Near Institutional Lots and Buildings (Low Priority Objective)</p>	<p>12.1 Address Utilization of ‘Dead’ Properties by Institutions.</p>	<p>Task 12.1B: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection.¹ <i>¹ Ad hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.</i></p>	<p>PVCA Board</p>
	<p>Task 12.1C: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection.¹ <i>¹ Ad Hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.</i></p>	<p>Task 12.1C: Work with institutions to introduce new amenities, filling in empty parcels and parking lots with useful developments and/or streetscape improvements that will create a sense of connection.¹ <i>¹ Ad Hoc Task Force is the lead responsible entity. PVCA Board to play supportive role.</i></p>	<p>Ad Hoc Task Force (NEW)</p>
	<p>12.2 Develop Temporary Installations at Underutilized Locations that Promote the Public Realm.</p>	<p>Task 12.2A: Pursue the installation of art from local artists to be featured at underutilized locations.</p>	<p>Arts Committee (NEW)</p>
<p>14. Great Green Space - Manage Stormwater in Local Streets and Parks (Low Priority Objective)</p>	<p>14.1 Become a Model Stormwater Project of the City Water Department.</p>	<p>Task 14.1A: Secure designation by Philadelphia Water Department’s Office of Watersheds.¹ <i>¹ Sustainability Committee is the lead responsible entity. UCD & Drexel Green to play supportive role.</i></p>	<p>Sustainability Committee</p>
	<p>14.2 Demonstrate Potential Stormwater Projects at the Community Garden.</p>	<p>Task 14.2A: Potential storm water management strategies may include: rain gardens, permeable pavers, and stormwater planters. Identify & implement specific improvement program</p>	<p>Sustainability Committee</p>

15. Great Green Space - Create Places to Meet and Greet at Retail Locations (Low Priority Objective)	15.1 Engage the Arts Community for Ideas on Permanent Spaces and Temporary Events/Promotions.	Task 15.1A: Encourage on-going discussion by arts community of opportunities at identified locations. Utilize proposed Powelton Village Arts Council.	Arts Committee (NEW)
	15.2 Sidewalk Café Improvement Program.	Task 15.2A: Encourage existing businesses to create sidewalk dining. Initially focus on Lancaster Avenue restaurants and expand throughout the neighborhood. ¹ ¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.	Commercial Support Committee (NEW)
	15.3 Pursue Retail Opportunities at Drexel Park.	Task 15.3A: Consider ground floor retail (at most 25,000 to 30,000 SF) on properties lining the park.	PVCA Board
16. Good Connections: Village/City/Region - Improve Pedestrian and Bicycle Links to Surrounding Neighborhoods (Low Priority Objective)	16.1 Develop a Bike Network Plan for Powelton Village.	Task 16.1A: Work with the Association of Pedestrian and Bicycle Professionals (APBP) and West Philadelphia neighborhoods to advocate for a detailed bike network plan in West Philadelphia by the Philadelphia Planning Commission. ¹ ¹ Drexel is the lead responsible entity. Campus/ Community Committee to play supportive role.	Campus/Community Committee
	16.2 Complete the 38 th and Lancaster Improvements.	Task 16.2A: Install pedestrian scale lighting on 38th Street, and landscape buffer at 38th & Lancaster. ¹ ¹ UCD is the lead responsible entity. PVCA Board to play supportive role.	PVCA Board

FOURTH YEAR TASKS

Objective	Action Item	Task	Responsible Group
1. We're Making Powelton Village Home - Preserve and Promote Owner Occupied Housing Models in Powelton (High Priority Objective)	1.5 Pursue Land Trust Models or Deed Restrictions.	Task 1.5C: Identify cost of implementing land trust with chosen partner. Task 1.5D: Develop funding mechanism, base for land trust.	PVCA Board
8. Lancaster Ave Alive! - Recruit Restaurants and Other Retailing to the Neighborhood (High Priority Objective)	8.5 Provide Assistance to Entrepreneurs (Financial and Logistical).	Task 8.5B: Assist prospective restaurateurs & other retailers in obtaining financing. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)
11. We're Making Powelton Village Home - Support Retrofitting "Green" Technology to Existing Homes and New Construction (Medium Priority Objective)	11.2 Advocate for Sustainable or "Green" Technologies in Existing Powelton Homes.	Task 11.2C: Contact local officials or the local energy provider and request an energy audit of those homes requiring a professional energy audit.	PVCA Board
13. Good Connections: Village/City/Region - Improve Connections Between 30th Street and the Neighborhood (Low Priority Objective)	13.1 Improve Connections Between 30 th Street and the Neighborhood.	Task 13.1A: Publicly support plans for much needed streetscaping at JFK Boulevard.	PVCA Board
14. Great Green Space - Manage Stormwater in Local Streets and Parks (Low Priority Objective)	14.2 Demonstrate Potential Stormwater Projects at the Community Garden.	Task 14.2B: Encourage private property owners to incorporate one or more of these stormwater management techniques in their properties. ¹ <i>¹ Sustainability Committee is the lead responsible entity. UCD & Drexel Green to play supportive role.</i>	Sustainability Committee
15. Great Green Space - Create Places to Meet and Greet at Retail Locations (Low Priority Objective)	15.1 Engage the Arts Community for Ideas on Permanent Spaces and Temporary Events/Promotions.	Task 15.1B: Promote "Live After Five" Events/Gallery Openings/Street fairs in cooperation with business owners.	Arts Committee (NEW)
	15.2 Sidewalk Café Improvement Program.	Task 15.2B: Offer design assistance for properties that require physical alteration. ¹ Task 15.2C: With appropriate design, support Sidewalk Dining permits. <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)

FIFTH YEAR TASKS

Objective	Action Item	Task	Responsible Group
1. We're Making Powelton Village Home - Preserve and Promote Owner Occupied Housing Models in Powelton (High Priority Objective)	1.5 Pursue Land Trust Models or Deed Restrictions.	Task 1.5E: Start a pilot initiative for Powelton Village homeownership preservation program.	PVCA Board
13. Good Connections: Village/City/Region - Improve Connections Between 30th Street and the Neighborhood (Low Priority Objective)	13.1 Improve Connections Between 30 th Street and the Neighborhood.	Task 13.1B: Advocate for signage which indicates Powelton's presence as part of the streetscape improvements. This signage should be cohesive with the signage program proposed in section. ¹ <i>¹ PVCA Board is the lead responsible entity. Drexel to play supportive role.</i>	PVCA Board
	13.2 Make Market Street More Appealing.	Task 13.2A: Engage in discussions with the City and major institutions about improving the appearance of Market Street.	PVCA Board
15. Great Green Space - Create Places to Meet and Greet at Retail Locations (Low Priority Objective)	15.2 Sidewalk Café Improvement Program.	Task 15.2D: Identify funding programs that restaurant owners may tap into. ¹ <i>¹ Commercial Support Committee is the lead responsible entity. UCD to play supportive role.</i>	Commercial Support Committee (NEW)

APPENDIX D: FORMING A NEIGHBORHOOD IMPROVEMENT DISTRICT

Phase	Action	Task
Phase 1: Planning	Determine whether or not to form a NID	Prepare a Statement of Need <ul style="list-style-type: none"> ▫ Describe the neighborhood conditions. ▫ What are the quality of life concerns that the NID could address? What are the long-term development goals for the neighborhood? How could a NID support these goals?
	Steering committee for the NID.	Form a steering committee.
	Hold an initial steering committee meeting	<ul style="list-style-type: none"> ▫ Select Steering Committee Chairperson ▫ Agree on a Vision for the District ▫ Define Tentative Boundaries ▫ Identify Resource Needs and Funding Sources ▫ Set a Project Plan
	Develop a database of properties	Should list property addresses and assessed value.
	Conduct a needs assessment survey	Mail or hand-deliver the survey to all property owners and commercial tenants.
	Draft the district plan	<ul style="list-style-type: none"> ▫ Determine Services/Improvements ▫ Determine First Year Budget ▫ Determine Assessment Formula ▫ Explore the need and desirability of forming a separate 501(c)(3) entity to run the NID
Phase 2: Outreach	Engage the general public in the planning process	Sent out first information mailing
		Hold first public meeting
		Hold second public meeting
		Document results of support gathering
Phase 3: Legislative Authorization	Obtain city approval for NID	City Council Ordinance

POWELTON VILLAGE

RETAIL MARKET ANALYSIS

Prepared for:

POWELTON VILLAGE CIVIC ASSOCIATION

Prepared by:

URBAN PARTNERS

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BACKGROUND

In order to determine a range of potential retail uses for the Powelton Village study area, Urban Partners conducted a retail market analysis to describe the current performance of Powelton Village's retailers. This analysis is intended for use in identifying opportunities for the further development of retailing in the area based on the capture of retail purchases made by the area residents and the workers in nearby offices.

Retail shopping patterns in Philadelphia are quite complex. The adjacency of neighboring communities provides Powelton Village residents with a broad range of competitive retailing opportunities. This retail market analysis is intended to describe the structure of retailing in Powelton Village and to highlight strengths and weaknesses of the retail mix currently provided in the study area.

This study focuses chiefly on retail stores engaged in selling merchandise for personal and/or household consumption and on establishments that render services incidental to the sale of these goods. Selected service establishments are also included, especially those businesses primarily providing personal services to individuals and households, such as hair and nail salons and laundry and dry cleaning establishments.

All retail establishments in the area were classified by type of business according to the principal lines of merchandise sold, the usual trade designation, estimated square footage, and level of sales. Banks and other financial establishments are excluded from this assessment because banking activities – deposits, loans, etc. – cannot be added to sales volume data for other types of retail establishments.

The term "retail store sales" in this analysis includes sales by establishments that are normally found in pedestrian-oriented retail shopping areas. This definition excludes automobile dealerships and repair facilities, service stations, fuel oil dealers, and non-store retailing.

RETAIL SUPPLY

To identify and characterize the currently available shopping opportunities in Powelton Village, Urban Partners completed an inventory of all retail business establishments located in the study area. The results of this inventory, characterized by retail type and number, are shown on **Table 1**. As of April 2009, there are 27 stores located in Powelton Village. These stores occupy an estimated 38,400 SF of gross leasable area (GLA) and generate an estimated \$11.1 million in annual retail sales.

Twenty-three of the 27 businesses within Powelton Village provide community-serving goods and services, including four convenience stores, ten limited-service restaurants, one florist, four hair salons/barbers, two laundromats, and two dry cleaners. These 23 convenience retail stores represent 85% of all stores in the study area and occupy 82% of the retail space (31,300 SF). The remaining four stores occupy a combined 7,100 SF of space and are comprised of two full-service restaurants and two specialty sporting good stores.

Table 1
Estimated Retail Store Performance
Powelton Village Retailers

RETAIL CATEGORY	No. of Stores	S.F. GLA	Retail Sales (\$1000)	Sales /SF	Pct. of Stores	Pct. of GLA	Pct. of Sales
TOTAL	27	38,400	\$11,106	\$289	100.00	100.00	100.00
COMMUNITY-SERVING GOODS & SERVICES	23	31,300	\$8,870	\$283	85.19	81.51	79.87
Supermarkets, Grocery Stores							
Convenience Stores	4	10,000	\$4,375	\$438	14.81	26.04	39.39
Meat Stores							
Fish Stores							
Fruit & Vegetables							
Bakeries							
Candy & Nuts							
Other Speciality Foods							
Liquor & Beer Distributors							
Drug Stores/Pharmacies							
Cosmetics, Beauty Supplies, & Perfume							
Health Food Supplements							
Limited-Service Restaurants	10	11,500	\$3,071	\$267	37.04	29.95	27.65
Bars and Lounges							
Dollar Stores & Other General Merchandise Stores							
Jewelry Stores							
Optical Stores							
Newsstands							
Video Stores							
Gift, Novelty, Souvenir Stores							
Hardware Stores							
Florists	1	800	**	**	**	**	**
Hair Salons	4	3,900	\$488	\$125	14.81	10.16	4.39
Laundries; Dry Cleaning	4	5,100	\$712	\$140	14.81	13.28	6.41
FULL-SERVICE RESTAURANTS	2	5,500	**	**	**	**	**
DEPARTMENT STORES							
Full-Service Department Stores							
Discount Department Stores							
Warehouse Clubs							
APPAREL							
Men's Clothing							
Women's Clothing							
Children's Clothing							
Family Clothing							
Clothing Accesories							
Other Clothing							
Shoe Stores							
HOME FURNISHINGS & IMPROVEMENT							
Furniture							
Floor Coverings							
Window Treatments							
Other Home Furnishings							
Household Appliances							
Radio/TV/Electronics							
Home Centers							
Paint & Wallpaper Stores							
Retail Lumber Yards							
Nursery & Garden Centers							
Antique Stores							
OTHER SPECIALTY GOODS	2	1,600	**	**	**	**	**
Luggage & Leatherwork							
Computer & Software Stores							
Camera, Photo Supply							
General-Line Sporting Goods							
Specialty Sporting Goods	2	1,600	**	**	**	**	**
Toys & Hobbies							
Sewing, Needlework							
Music Stores							
Book Stores							
Record/CD/Tape Stores							
Office Supply/Stationers							
Art Dealers							
Collectors' Items & Supplies							
OTHER RETAIL STORES							
Auto Parts & Accessories Stores							
Pet Supply Stores							
Tobacco Stores							
Other Health & Personal Care							
Other Used Merchandise							
Other Miscellaneous Retail Stores							

RETAIL DEMAND

Consumer shopping patterns vary depending on the types of goods being purchased. For convenience goods purchased frequently, such as groceries, drugs, and prepared foods, shoppers typically make purchases at stores close to their home or place of work. For larger-ticket, rarely purchased items – such as automobiles, electronics and large appliances – shoppers may travel anywhere within the metropolitan area or beyond to obtain the right item at the right price. For apparel, household furnishings, and other shopping goods, consumers generally establish shopping patterns between these two extremes, trading at a number of shopping areas within a 30 minute commute of their homes.

In analyzing the market demand within a portion of a large metropolitan area such as the Delaware Valley, these behavioral observations translate into a series of analytical rules-of-thumb:

- Shopping for community-serving goods and services is generally confined to nearby stores.
- Expenditures made at full-service restaurants will occur chiefly near home, but some restaurant expenditures made by the local population will be lost to established restaurants located outside the area. Similarly, some restaurants will attract customers who live outside the area.
- Expenditures made by area residents for shopping good items (i.e. department stores, apparel, and most specialty goods) will most likely occur within the immediate area, but a substantial proportion of these sales will occur outside the area. Similarly, significant sales will be attracted from residents outside the area to any large, well-known stores located within the trade area. Existing retail developments in and near the trade area—especially retail malls and power centers—greatly influence the shopping patterns of area residents and will impact the demand for stores within the area.
- Specific, high-quality stores within the district may attract significant clientele from well beyond the trade area for highly-targeted single destination trips for specialized purchases.

In this section, we will describe the current demand for retail goods and services by Powelton Village residents and office workers. This analysis is not intended to suggest that the boundaries of Powelton Village represent the appropriate trade area for all Powelton Village stores. Rather, this description of retail demand is instead intended to provide a basis for assessing the comparative performance of various store categories in the study area.

Retail demand in Powelton Village area include three distinct segments: 1) the residents of the neighborhood, including college students not on meal plans; 2) Drexel students on meal plans; and 3) employees working for the University and Science Center businesses with offices north of Market Street.

1) Residents of the Neighborhood

The estimated total population of Powelton Village in 2009 is 8,544. This assumes that the addition of new Drexel dormitories did not change the percentage of non-dorm residents enrolled in college. According to Drexel University, there are 3,100 students that purchase meal plans which include both on- and off-campus residents, which leaves 5,444 residents who are included in this segment of the retail demand calculation. **Table 2** on the following page shows the population and per capital income for each of the ten Census Block Groups in the study area.

Table 2: Population and Income for the Powelton Village Retail Trade Area

	2009 Population ¹	2000 Per Capita Income	2009 Per Capita Income ²	2009 TOTAL Income
Tract 90				
Block Group 1	545	\$13,778	\$17,591	\$9,587,239
Block Group 2	509	\$11,465	\$14,638	\$7,450,797
Block Group 3	0	\$0	\$0	\$0
Block Group 4	481	\$9,116	\$11,639	\$5,598,353
Block Group 5	605	\$23,359	\$29,824	\$18,043,488
Block Group 6	837	\$6,906	\$8,817	\$7,380,111
Tract 91				
Block Group 1	737	\$21,104	\$26,945	\$19,858,349
Block Group 2	369	\$17,175	\$21,928	\$8,091,592
Block Group 3	279	\$15,161	\$19,357	\$5,400,611
Tract 124				
Block Group 1	1,082	N/A	\$16,749 ³	\$18,122,292
TOTAL	5,444			\$99,532,831

Source: U.S. Census Bureau

¹ Specifically, the total number of residents who do not purchase Drexel's meal plan.

² After Consumer Price Index adjustment of 1.276764706 (166.6/212.709).

³ Since there was no one living in this Census Tract in 2000, an average per capita income of the above block groups is used.

The total 2009 income of residents in Powelton Village is estimated at \$99.5 million. Using information about the retail spending behavior of Philadelphia metropolitan area residents as compiled by *Sales and Marketing Management*, we estimate that the Powelton Village residents spend approximately \$40 million on retail goods annually, of which:

- \$20.9 million is spent on community-serving goods and services
- \$1.9 million at full-service restaurants
- \$3.3 million in department stores and warehouse clubs
- \$3.9 million on apparel
- \$5.2 million on home furnishings and improvement
- \$3.2 million on other specialty goods
- \$1.8 million at "other retail stores" such as auto parts and pet supplies businesses.

A detailed breakdown of the estimated purchases is shown in **Table 3**.

2) Drexel Students on Meal Plans

According to Drexel University, there are 3,100 students that purchase dining hall meal plans which include both on- and off-campus residents. Based on the typical student budget obtained from the University of Pennsylvania's Student Financial Services, we estimate that this segment of retail demand adds up to \$4.7 million of retail goods annually, of which:

- \$3.2 million is spent on community-serving goods and services
- \$733,000 at full-service restaurants
- \$114,000 in department stores and warehouse clubs
- \$396,000 on apparel

- \$155,000 on home furnishings and improvement
- \$83,000 on other specialty goods

A detailed breakdown of the estimated purchases is shown in **Table 3**.

3) Workers

As of 2009, Drexel’s total employment is estimated at 7,300 workers. Of this total, we estimate that 1,157 faculty and staff (15.8%) can be accounted for in 23 Drexel buildings located north of Market Street. Additionally, the demand from workers in the University City Science Center represents a significant portion of retail demand for Powelton Village. Taking the conservative approach of including only those employed in buildings located on the northside of Market Street, 2,430 individuals can be added to the 1,157 Drexel employees and yielding a total of 3,587 workers.

Using information about the retail spending behavior of office workers as compiled by the International Council of Shopping Centers, the average worker spends \$7,432 per year on retail goods and services near his/her place of employment. Applying this to the 3,587 workers in the study area, we estimate that workers in Powelton Village spend approximately \$26.7 million annually, of which:

- \$15.6 million is spent on community-serving goods and services
- \$3.1 million at full-service restaurants
- \$1.7 million in department stores and warehouse clubs
- \$2.1 million on apparel
- \$2.4 million on home furnishings and improvement
- \$1.9 million on other specialty goods

A detailed breakdown of the estimated purchases is shown in **Table 3**.

In aggregate, the three segments of retail demand total \$71.6 million annually, of which:

- \$39.8 million is spent on community-serving goods and services
- \$5.6 million at full-service restaurants
- \$5.1 million in department stores and warehouse clubs
- \$6.4 million on apparel
- \$7.8 million on home furnishings and improvement
- \$5.1 million on other specialty goods
- \$1.8 million at “other retail stores” such as auto parts and pet supplies businesses.

Table 3
Estimated Retail Store Purchases
Powelton Village - 2009 (residents)

	Residents	Students w. Meal Plan	Workers	Aggregate
TOTAL POPULATION	5,444	3,100	3,587	12,131
TOTAL INCOME (\$000)	\$99,533	-	-	-
TOTAL RETAIL PURCHASES (\$000)	\$40,234	\$4,702	\$26,659	\$71,595
COMMUNITY-SERVING GOODS & SERVICES	\$20,997	\$3,222	\$15,577	\$39,796
Supermarkets, Grocery Stores	\$9,751	\$103	\$3,824	\$13,678
Convenience Stores	\$1,774	\$584	\$2,177	\$4,535
Meat Stores	\$121		\$59	\$179
Fish Stores	\$29		\$15	\$43
Fruit & Vegetables	\$58		\$29	\$88
Bakeries	\$25	\$6	\$21	\$52
Candy & Nuts	\$34	\$6	\$21	\$61
Other Speciality Foods	\$34		\$15	\$48
Liquor & Beer Distributors	\$629	\$65	\$244	\$939
Drug Stores/Pharmacies	\$3,321	\$88	\$1,360	\$4,769
Cosmetics, Beauty Supplies, & Perfume	\$149	\$3	\$48	\$199
Health Food Supplements	\$117			\$117
Limited-Service Restaurants	\$1,776	\$1,374	\$3,444	\$6,593
Bars and Lounges	\$203	\$183	\$671	\$1,056
Dollar Stores & Other General Merchandise Stores	\$306	\$12	\$194	\$512
Jewelry Stores	\$623	\$63	\$329	\$1,015
Optical Stores	\$217	\$7	\$34	\$257
Newsstands	\$29		\$179	\$207
Video Stores	\$23			\$23
Gift, Novelty, Souvenir Stores	\$488		\$2,587	\$3,076
Hardware Stores	\$458	\$13	\$206	\$677
Florists	\$221	\$2	\$34	\$257
Hair Salons	\$335	\$512	\$46	\$892
Laundries; Dry Cleaning	\$277	\$202	\$42	\$520
FULL-SERVICE RESTAURANTS	\$1,852	\$733	\$3,060	\$5,645
DEPARTMENT STORES	\$3,286	\$114	\$1,677	\$5,076
Full-Service Department Stores	\$1,023	\$38	\$589	\$1,650
Discount Department Stores	\$1,381	\$46	\$707	\$2,134
Warehouse Clubs	\$882	\$30	\$380	\$1,292
APPAREL	\$3,921	\$396	\$2,074	\$6,392
Men's Clothing	\$332	\$34	\$176	\$541
Women's Clothing	\$918	\$93	\$485	\$1,496
Children's Clothing	\$156	\$16	\$83	\$255
Family Clothing	\$1,508	\$152	\$798	\$2,458
Clothing Accessories	\$72	\$7	\$38	\$117
Other Clothing	\$243	\$25	\$128	\$396
Shoe Stores	\$692	\$70	\$366	\$1,127
HOME FURNISHINGS & IMPROVEMENT	\$5,227	\$155	\$2,411	\$7,793
Furniture	\$563	\$16	\$255	\$834
Floor Coverings	\$226	\$6	\$100	\$333
Window Treatments	\$13		\$5	\$18
Other Home Furnishings	\$183	\$5	\$81	\$270
Household Appliances	\$139	\$4	\$62	\$205
Radio/TV/Electronics	\$442	\$17	\$261	\$720
Home Centers	\$1,738	\$50	\$781	\$2,569
Paint & Wallpaper Stores	\$267	\$8	\$119	\$394
Retail Lumber Yards	\$1,409	\$41	\$634	\$2,084
Nursery & Garden Centers	\$183	\$5	\$81	\$269
Antique Stores	\$64	\$2	\$30	\$96
OTHER SPECIALTY GOODS	\$3,163	\$83	\$1,860	\$5,106
Luggage & Leatherwork	\$48		\$30	\$78
Computer & Software Stores	\$331	\$13	\$195	\$538
Camera, Photo Supply	\$31	\$1	\$17	\$49
General-Line Sporting Goods	\$314	\$12	\$185	\$510
Specialty Sporting Goods	\$361	\$14	\$214	\$590
Toys & Hobbies	\$484	\$18	\$286	\$789
Sewing, Needlework	\$107		\$64	\$171
Music Stores	\$128		\$76	\$204
Book Stores	\$417		\$246	\$663
Record/CD/Tape Stores	\$225		\$133	\$358
Office Supply/Stationers	\$575	\$22	\$343	\$940
Art Dealers	\$101	\$3	\$46	\$150
Collectors' Items & Supplies	\$41		\$25	\$66
OTHER RETAIL STORES	\$1,787			\$1,787
Auto Parts & Accessories Stores	\$937			\$937
Pet Supply Stores	\$185			\$185
Tobacco Stores	\$103			\$103
Other Health & Personal Care	\$159			\$159
Other Used Merchandise	\$140			\$140
Other Miscellaneous Retail Stores	\$263			\$263

RETAIL DEVELOPMENT OPPORTUNITIES

On **Table 4**, we show the estimated retail purchases not captured by the Powelton Village retailers. It shows that the 12,131 shoppers in the Powelton Village trade area are leaving the area for approximately \$60.7 million in retail purchases (or 85% of the total). One-hundred percent of the purchases made in the categories of department stores, apparel, home furnishings and improvement, and other retail stores are leaving the area. There are only modest levels of capture for community-serving goods and services (22%), full-service restaurants (32%), and other specialty stores (9%).

Table 4
Estimated Retail Sales Capture
Powelton Village Trade Area - 2009

RETAIL CATEGORY	Retail Purchases Not Captured by Powelton Village Retailers (\$000)	As a % of Total	Retail Purchases Not Captured by Powelton Village Retailers (\$000)	As a % of Total	
TOTAL	\$60,681	85%			
COMMUNITY-SERVING GOODS & SERVICES	\$31,118	78%	HOME FURNISHINGS & IMPROVEMENT	\$7,793	100%
Supermarkets, Grocery Stores	\$13,678	100%	Furniture	\$834	100%
Convenience Stores	\$160	4%	Floor Coverings	\$333	100%
Meat Stores	\$179	100%	Window Treatments	\$18	100%
Fish Stores	\$43	100%	Other Home Furnishings	\$270	100%
Fruit & Vegetables	\$88	100%	Household Appliances	\$205	100%
Bakeries	\$52	100%	Radio/TV/Electronics	\$720	100%
Candy & Nuts	\$61	100%	Home Centers	\$2,569	100%
Other Speciality Foods	\$48	100%	Paint & Wallpaper Stores	\$394	100%
Liquor & Beer Distributors	\$939	100%	Retail Lumber Yards	\$2,084	100%
Drug Stores/Pharmacies	\$4,769	100%	Nursery & Garden Centers	\$269	100%
Cosmetics, Beauty Supplies, & Perfume	\$199	100%	Antique Stores	\$96	100%
Health Food Supplements	\$117	100%			
Limited-Service Restaurants	\$3,522	53%	OTHER SPECIALTY GOODS	\$4,658	91%
Bars and Lounges	\$1,056	100%	Luggage & Leatherwork	\$78	100%
Dollar Stores & Other General Merchandise Stores	\$512	100%	Computer & Software Stores	\$538	100%
Jewelry Stores	\$1,015	100%	Camera, Photo Supply	\$49	100%
Optical Stores	\$257	100%	General-Line Sporting Goods	\$510	100%
Newsstands	\$207	100%	Specialty Sporting Goods	\$142	24%
Video Stores	\$23	100%	Toys & Hobbies	\$789	100%
Gift, Novelty, Souvenir Stores	\$3,076	100%	Sewing, Needlework	\$171	100%
Hardware Stores	\$677	100%	Music Stores	\$204	100%
Florists	\$33	13%	Book Stores	\$663	100%
Hair Salons	\$404	45%	Record/CD/Tape Stores	\$358	100%
Laundries; Dry Cleaning	\$0	0%	Office Supply/Stationers	\$940	100%
			Art Dealers	\$150	100%
FULL-SERVICE RESTAURANTS	\$3,857	68%	Collectors' Items & Supplies	\$66	100%
DEPARTMENT STORES	\$5,076	100%	OTHER RETAIL STORES	\$1,787	100%
Full-Service Department Stores	\$1,650	100%	Auto Parts & Accessories Stores	\$937	100%
Discount Department Stores	\$2,134	100%	Pet Supply Stores	\$185	100%
Warehouse Clubs	\$1,292	100%	Tobacco Stores	\$103	100%
			Other Health & Personal Care	\$159	100%
APPAREL	\$6,392	100%	Other Used Merchandise	\$140	100%
Men's Clothing	\$541	100%	Other Miscellaneous Retail Stores	\$263	100%
Women's Clothing	\$1,496	100%			
Children's Clothing	\$255	100%			
Family Clothing	\$2,458	100%			
Clothing Accessories	\$117	100%			
Other Clothing	\$396	100%			
Shoe Stores	\$1,127	100%			

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Based on this analysis, we see that opportunities exist for expansion of community-serving goods and services, as well as other store types. There is sufficient retail demand to support 105,000 SF of new store space, but given the physical constraints of the commercial corridor and the close

proximity of competing retail clusters, we recommend the addition of **70,000 SF** of new store space (see **Table 5**). Key store types include:

- A **grocery store** managed by an independent operator (10,000 SF).
- Several **limited-service restaurants**, such as coffee shops and sandwich shops (8,000 SF).
- A **hardware store** (4,000 SF).
- One or two **neighborhood taverns** (6,000 SF).
- Several **full-service restaurants** (12,000 SF).
- Several **apparel stores** (10,000 SF).
- Several **home furnishings & improvement stores**, such as a bedding store or a cell phone store (5,000 SF).
- A **computer and software store** (2,000 SF), a **game store** (1,000 SF), and an **auto parts & accessories store** (4,000 SF).

RETAIL CATEGORY	Priority New Retail Store Space Powelton Village Study Area	
TOTAL	70,000	
COMMUNITY-SERVING GOODS & SERVICES	36,000	
Grocery Store	10,000	Independent Grocery
Limited Service Restaurants	8,000	Coffee Shop; Sandwiches
Bars and Lounges	6,000	Neighborhood Tavern
Dollar Store	3,000	
Jewelry Store	2,000	
Gift, Novelty, Souvenir Stores	3,000	
Hardware Store w. Garden Center Adjunct	4,000	
Hair Salons	3,000	
FULL-SERVICE RESTAURANTS	12,000	
APPAREL	10,000	
Women's Clothing	2,000	
Family Clothing	4,000	
Shoe Stores	4,000	
HOME FURNISHINGS & IMPROVEMENT	5,000	
Furniture	3,000	Bedding
Radio/TV/Electronics	2,000	Cell Phone
OTHER SPECIALTY GOODS	3,000	
Computer & Software Store	2,000	
Toys & Hobbies	1,000	Game Store
OTHER RETAIL STORES	4,000	
Auto Parts & Accessories Store	4,000	

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The most serious challenge facing Powelton Village both in maintaining its existing retailers and in any further retail expansion is the condition and the limited physical size of the district and its properties. Niche specialty retailers can operate successfully in the small store spaces currently available in Powelton Village. Key convenience and community serving anchors, however, require larger store spaces that currently do not exist in Powelton Village and, therefore, must be programmed into future development projects.