

# HEART OF KENSINGTON COLLECTIVE IMPACT 2022

OUR NEIGHBORHOOD'S STRATEGIC PLAN

A collaboration between Residents of and  
Anchor Organizations serving the  
Heart of Kensington neighborhood

TECHNICAL AND CONSULTING SERVICES  
PROVIDED BY:

INTERFACE STUDIO, LLC  
&  
V. Lamar Wilson Associates, Inc.

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# EXECUTIVE SUMMARY

INTERESTED IN MORE INFORMATION?

If you'd like a copy of the entire plan or you are interested in supporting these efforts, please contact the Community Development Department at Impact Services Corporation at 215.739.1600 or [info@impactservices.org](mailto:info@impactservices.org).

The plan is also available at [www.impactservices.org](http://www.impactservices.org)

# HEART OF

# KENSINGTON

# COLLECTIVE IMPACT

# 2022

## BASIS FOR THIS PLAN

In 2016, Impact Services launched a neighborhood strategic planning process with support from the Wells Fargo Regional Foundation. The goals and strategies outlined here are the result of a neighborhood-led effort to gather information, establish shared priorities and develop a collective vision of the future. The plan will be a tool for those working toward that vision. In the last few years, Kensington has faced increased challenges stemming from the growing opioid epidemic and a rise in poverty and unemployment. While the neighborhood has suffered from disinvestment and neglect, it is a rich community with dedicated residents and opportunities to build on the strengths that already exist.

## WHY THIS PLAN, NOW?

Kensington's long-standing problems of poverty, unemployment, disinvestment and violence have been exacerbated by the opioid epidemic—a public health crisis of an order of magnitude that is hard to comprehend. Last year, Philadelphia's overdose rate was three times that of the gun homicide rate in Chicago—and Kensington is at the epicenter of this crisis in Philadelphia. Kensington is at a crossroads, where the culmination of deeply-rooted and multidimensional challenges call for a new approach.

We are proposing a new approach, defined as Trauma-Informed Community Development (TICD). Trauma-informed community development incorporates three key elements:

- **REALIZING** the prevalence of trauma
- **RECOGNIZING** how trauma affects individuals and communities
- **RESPONDING** by putting this knowledge into practice.

At its core, TICD is a framework that takes a strengths-based approach and moves to empower people, invest in communities and build skills. It places a premium on collaboration, transparency and building trust. Community Development is WHAT we do; Trauma Informed is HOW we do it.

Impact is part of a growing movement of trauma-informed organizations and it is applying this approach to its community development work as well.

## A FRAMEWORK FOR TRAUMA INFORMED COMMUNITY DEVELOPMENT

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### WHAT IS TRAUMA?



*Memorial in the neighborhood.*

Trauma refers to extreme stress that overwhelms a person's ability to cope. It can be a single event, a series of events, or a chronic condition such as childhood neglect or domestic violence. It is also produced by structural violence, such as segregation, food and housing insecurity, and poverty, which are systemic problems faced by millions of children and adults. Trauma affects individuals, families, and communities by disrupting healthy development, adversely affecting relationships, and contributing to mental health issues including substance abuse, domestic violence, and child abuse.

### EFFECTS OF TRAUMA:

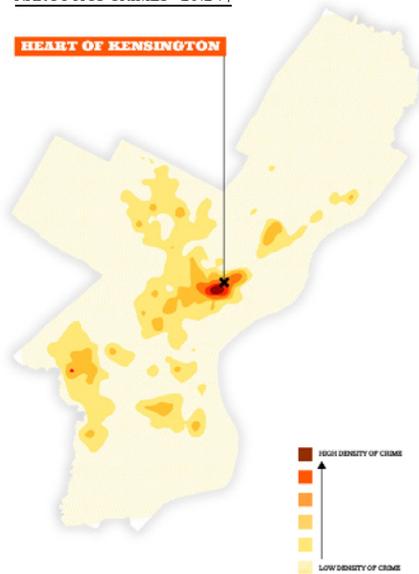


*Vacant former industrial building.*

Trauma is widespread and its effects are varied, deep and long-lasting. It is widely considered one of the most important public health problems in the US today. The effects of childhood exposure to trauma are significant and diverse, ranging from depression, higher risk of suicide and addiction problems to obesity, COPD, heart disease and cancer. Exposure to trauma also impairs brain development in children, particularly the parts that regulate emotion and impulse control. Trauma, therefore, contributes to its own perpetuation both within communities and inter-generationally.

Individuals who have experienced four or more traumatic experiences as children (Adverse Childhood Experiences – ACEs) are:

- **4.6** times more likely to experience depression
- **2.2** times more likely to have heart disease
- **7.4** times more likely to become an alcoholic
- **12.2** times more likely to attempt suicide
- **10.3** times more likely to inject drugs
- **2.5** times more likely to develop and STD



TRAUMA MANIFESTS AT THE COMMUNITY LEVEL:

In recent years, there has been a shift from understanding trauma solely at the individual level to also include collective trauma. Community trauma is not just the aggregate of individuals in a neighborhood who have experienced trauma. The symptoms of community trauma are present in the socio-cultural, economic and the physical/ built environments. A community can be described as having several inter-related components: the social-cultural environment (the people); the physical/built environment (the place), including infrastructure and public services; and the opportunities afforded in the economic and educational environment which is made up of the local economy and educational institutions (equitable opportunity)

Kensington has serious, deeply-rooted and multi-dimensional challenges that will require a comprehensive approach. For each of these challenges, however, there are also opportunities – assets upon which we can build and partnerships we can strengthen. Just as the challenges are inter-related, so are our opportunities, which means that improvements in one area will impact all the others.

Community Components	Symptoms Of Community Trauma	Indicators In The Heart Of Kensington
<p><b>PEOPLE</b> SOCIAL-CULTURAL ENVIRONMENT</p>	<ul style="list-style-type: none"> <li>Disconnected/damaged social relations and social networks</li> <li>Elevation of destructive, dislocating social norms</li> <li>A low sense of collective efficacy</li> </ul>	<ul style="list-style-type: none"> <li>When residents are transient, social networks are more difficult to forge. HOK Schools report a large turnover of students; large renter population supports this trend (63% in HOK vs. 48% in Philadelphia).</li> <li>HOK has the highest crime rates in Philadelphia across all categories and high rates of incarceration among adults population.</li> <li>Center of the City's drug trade, the largest open air drug market in the East Coast.</li> </ul>
<p><b>EQUITABLE OPPORTUNITY</b> ECONOMIC &amp; EDUCATIONAL ENVIRONMENT</p>	<ul style="list-style-type: none"> <li>Intergenerational poverty</li> <li>Long-term unemployment</li> <li>Relocation of businesses and jobs</li> <li>Limited employment</li> <li>Disinvestment</li> </ul>	<ul style="list-style-type: none"> <li>58% of HOK residents live in poverty (2.5x city and 4.5x PA rates). Low graduation rates magnify problem- 44% of adults do not have a high school degree (2.4x city, 3.6x PA rate). Median household income is \$20K (half of Philadelphia and 37% of PA AMI)</li> <li>Barriers to employment include lack of preparation, lack of information and access to employment opportunities outside the neighborhood, lack of affordable childcare options, prevalence of drug trade, criminal records among working-age adults</li> <li>Factories closed in the 1950's and have not been replaced by any job-creators at a similar scale.</li> <li>Shortage of local job opportunities</li> <li>14% of total area is vacant and abandoned, signaling overall disinvestment.</li> </ul>
<p><b>PLACE</b> PHYSICAL/BUILT ENVIRONMENT</p>	<ul style="list-style-type: none"> <li>Deteriorated environments &amp; infrastructure</li> <li>Dangerous public spaces</li> <li>Unhealthy products</li> </ul>	<ul style="list-style-type: none"> <li>TRF MVA 2015* qualifies most of HOK block groups as distressed, a few as transitional.</li> <li>8 of 10 top drug corners in the city are located in Kensington, near or on public parks</li> <li>According to USDA food desert locator, most census tracts in Kensington are Low-income where a significant number of residents are more than 1/2 mile from the nearest supermarket.</li> </ul>

HOW DO WE ADDRESS COMMUNITY TRAUMA?

Rather than focusing on how trauma can disrupt a person’s life, we are choosing to develop a strengths-based approach, which focuses on how communities can come together to become safer, healthier, and more resilient. Resilience is the capacity to overcome adversity, to believe that some better future might exist, even when no other possibilities are immediately apparent.

BUILDING COMMUNITY RESILIENCE:

Community Resilience requires the following components:

**COLLECTIVE EFFICACY** is the ability of members of a community to control the behavior of individuals/groups within their community. Collective Efficacy requires social cohesion among neighbors and their willingness to intervene on behalf of the common good (shared expectation of control). Collective Efficacy is also linked to reduced violence and leads to safety and order.

**SOCIAL COHESION** refers to how connected a community is, and implies the willingness of members of a society to cooperate with each other in order to survive and prosper

**SHARED EXPECTATION OF CONTROL** is how much you trust that your neighbor will act on your behalf (i.e. act against crime in neighborhood)

What does it mean for a Comprehensive Neighborhood Plan? It means that the planning process is carried out in a participatory way, where people are engaged and partnerships are forged, laying the groundwork to build trust. In the plan, the goals, strategies and tactics are designed to improve social connection, promote civic engagement and increase access to resources. Heart of Kensington Collective Impact 2022 represents a call to action and an opportunity those who live, work, worship, play, and learn here to imagine and work towards a better future.



*“Phoenix Park” built by residents on a former industrial lot.*



*New playground built at McPherson Square with community support.*

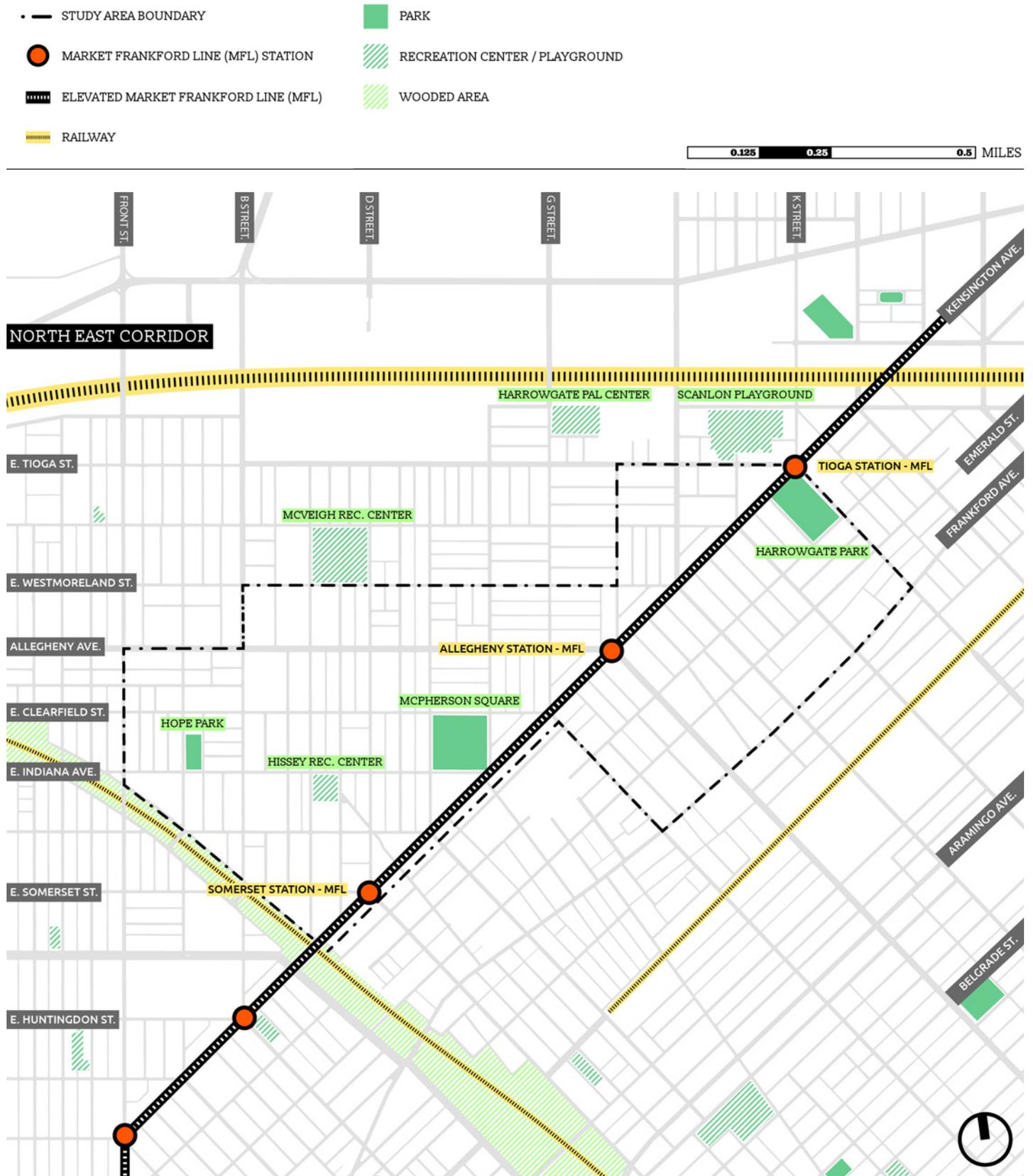
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**STUDY AREA & PLANNING  
CONTEXT**

Located in North Philadelphia, the Heart of Kensington study area encompasses 167 city blocks and is home to 21,993 residents. The study area boundary’s unique shape was determined through careful consideration of recent planning studies, with the intent of not duplicating already completed work.

Existing Plans: In 2013, NKCDC commissioned a “North of Lehigh Neighborhood Revitalization Plan” and in 2016, HACE commissioned the “HACE 2025 Neighborhood Plan”. These studies provided a good foundation for our work as they are recent and examined neighborhoods with similar challenges immediately to the south and west of our study area boundary.

FIGURE 1:  
STUDY AREA BOUNDARY



## PLANNING PROCESS & PUBLIC ENGAGEMENT



*Plan Kickoff*



*Steering Committee Meeting*



*Public Forum participants*

The planning team for this project used a multi-track process involving the following:

- Data collection, historic research, and field surveys.
- Community outreach and engagement through resident surveys, stakeholder interviews, task force discussions, and community wide meetings.
- Guidance in reviewing issues and ideas that emerged from the stories, statistics and interpretation of them by a steering committee of residents, organizational and institutional leaders, volunteering their time and offering up their insights and impressions to help inform and give shape to the plan.
- Drafting and finalizing this report incorporating what was learned, who participated in shaping it, and how it will be used to mobilize the resources needed to implement its many components over time.

### COMMUNITY OUTREACH AND ENGAGEMENT

We used a number of different outreach tools including:

- A **STEERING COMMITTEE** comprised of local Stakeholders (residents, community leaders, business owners, and elected officials, service providers, etc)
- Confidential **INTERVIEWS** with a sample of key residents and/or practitioners to gain perspectives on best practices in their areas of expertise.
- Two **PUBLIC MEETINGS**, one on December 15th 2016 and the other on August 1st 2017.
- **COLLABORATIVE MAPS** were used to help participants locate and prioritize areas of concern, where do-it-yourself and short-term improvements could be made, and where major improvements were needed.
- A special **FOCUS GROUP** with a group of local high school students, who gave us their ideas on what they would do if they were elected "Mayor of Kensington".
- A meeting with **PERSONS IN RECOVERY** from addiction and **MANAGERS OF RECOVERY HOUSES** to get their perspective and their views for the future of Kensington.
- A door-to-door **RESIDENT PERCEPTION SURVEY** conducted in the plan area by community volunteers and Impact staff. A total of 362 completed surveys were completed, collected and analyzed over a combined five-month period.

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## PUTTING THE PLAN TOGETHER

The planning process consisted of **3** phases:

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**1.**

### RESEARCH AND EXISTING CONDITIONS:

Defined by research and data collection.

- A parcel-by-parcel survey of every property in the neighborhood and a GIS parcel by parcel mapping of land use, block condition and vacancy data to create an up-to-date land use map.
- An examination of the physical environment to assess the existing public spaces, neighborhood anchors, the quality of the natural environment, local traffic and circulation patterns, the transit system, and other amenities.
- Research using Policy Map and the Census to evaluate demographic and socioeconomic changes within the community.
- A review of historic maps and photographs as well as prior planning documents whose boundaries overlap with those of the study area.
- Data analysis to identify opportunities and challenges
- Review of this information in open public meetings.

**2.**

### PRELIMINARY RECOMMENDATIONS

Done in close collaboration with community partners to develop recommendations

- Focus groups that discussed specific concerns raised during Phase I.
- One-on-one interviews to review previous findings and discuss possible recommendations with key stakeholders and funders.
- A list of goals and objectives based on public input.
- A series of preliminary recommendations for achieving such goals and balancing observed trends and projections with desired outcomes.
- Presenting the preliminary recommendations to the community for feedback and critique at the last public meeting.

**3.**

### DRAFT AND FINAL PLAN

In the last phase of the planning process, the planning team refined the recommendations to incorporate input collected from the Steering Committee and the general public. The analysis and recommendations are packaged together in the larger report, along with an implementation strategy to guide community action in the coming weeks, months, and years, through 2022.

## VISION & GOALS

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**“The Heart of Kensington is a safe, healthy and clean community. Neighbors feel connected to one another, take shared responsibility for the neighborhood, feel empowered to make change in their environment and envision a positive future for themselves and their children.”**

HEALTHY COMMUNITY COMPONENTS:

**HEALTH & SAFETY:**

HOK residents feel safe in their neighborhood and live in an environment that promotes health and wellness

**EDUCATION:**

HOK residents are educated (maximizing opportunities for personal/professional development) and informed about issues affecting their neighborhood.

**ECONOMIC DEVELOPMENT:**

HOK Residents are Employed and Self-Sufficient

**HOUSING:**

HOK Residents have access to quality, affordable housing and are stable in their homes

**COMMUNITY:**

HOK residents feel connected to one another, take shared responsibility for the neighborhood, feel empowered to make change in their environment and envision a positive future for themselves and their children

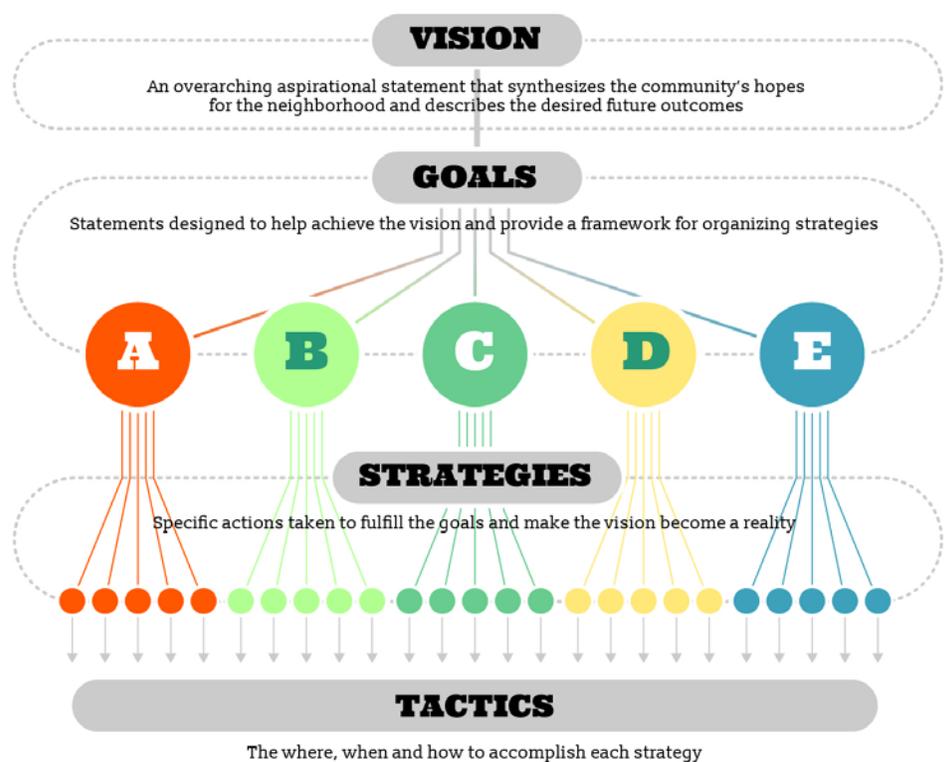
## HOW TO USE THIS PLAN

Though Impact Services sponsored and led the planning process, this plan is meant to be a guide for any organization working in the neighborhood, showing areas where partnerships are being formed, and aiming to help align a multitude of resources and initiatives towards a unified outcome. This plan is a call for ACTION through COLLABORATION to help create sustained change in Kensington.

This section of the plan is divided in the following ways:

By **HEALTHY COMMUNITY COMPONENT**: strategies designed for addressing the stated goals for each component of a healthy community.

By **TARGET AREA**: the HOK Plan boundaries cut through several distinct neighborhoods. To address this diversity, we have identified 5 distinct focus zones, each with site-specific action plans described at the block level.



# HEALTH & SAFETY

## GOAL:

### HOK RESIDENTS FEEL SAFE IN THEIR NEIGHBORHOOD AND LIVE IN AN ENVIRONMENT THAT PROMOTES HEALTH AND WELLNESS

#### WHAT DO RESIDENTS THINK?

In general, public safety and the opioid epidemic are the number one topics that came up throughout the public outreach process. The crisis impacts the day-to-day life of all residents. The results from the resident survey reflect these concerns:

- 60% of residents said Safety was the thing they liked least about living in the community – the top choice.
- 72% of renters said they would not look to buy a home in the neighborhood – when asked why, 74% say it's due to crime and safety issues – the number 1 answer.
- When asked to rate the following aspects as either “very good” or “good”, only 13% of respondents answered Safety, the lowest score.
- When ranking quality of life mean scores, safety ranked the lowest at 2.27

FIGURE 2:  
HEALTH & SAFETY  
ASSETS/CHALLENGES



## **CHALLENGES AND STRATEGIES:**

### **CHALLENGE 1: KENSINGTON IS THE CENTER OF THE OPIOID EPIDEMIC IN PHILADELPHIA**

#### **STRATEGY 1.1**

PREVENT OVERDOSE DEATHS WITHIN THE COMMUNITY

- 1.1.1 Expand Naloxone training and availability
- 1.1.2 Support City's coordinated rapid response to outbreaks
- 1.1.3 Work with the City to further explore Comprehensive User Engagement Sites (CUES)

#### **STRATEGY 1.2**

SUPPORT DRUG ADDICTED RESIDENTS IN RECOVERY AND LIVING PRODUCTIVELY

- 1.2.1 Work with City Council to remove lack of ID's as a barrier for receiving treatment
- 1.2.2 Address Air Bridge
- 1.2.3 Destigmatize opioid use disorder and its treatment
- 1.2.4 Advocate for expanded capacity and access to treatment
- 1.2.5 Address homelessness among opioid users

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### **CHALLENGE 2: KENSINGTON HAS THE HIGHEST CRIME RATES IN THE CITY, PARTICULARLY DRUG-RELATED CRIMES**

#### **STRATEGY 2.1**

DEVELOP A COLLABORATIVE, PROBLEM-SOLVING APPROACH TO OPIOID ISSUES

- 2.1.1 Strengthen relationship between civic organizations, city agencies and local CDC's
- 2.1.2 Improve Civic Engagement
- 2.1.3 Use Cure Violence model as a means to develop collective efficacy

#### **STRATEGY 2.2**

IMPROVE POLICE AND COMMUNITY RELATIONS

- 2.2.1 Trauma informed training for police
- 2.2.2 Problem Oriented Policing
- 2.2.3 Community Oriented Policing

#### **STRATEGY 2.3**

REDUCE PHYSICAL DISORDER

- 2.3.1 Pursue Crime Prevention Through Environmental Design (CPTED)
- 2.3.2 Clean and Green vacant lots near crime hotspots

# EDUCATION

## GOAL:

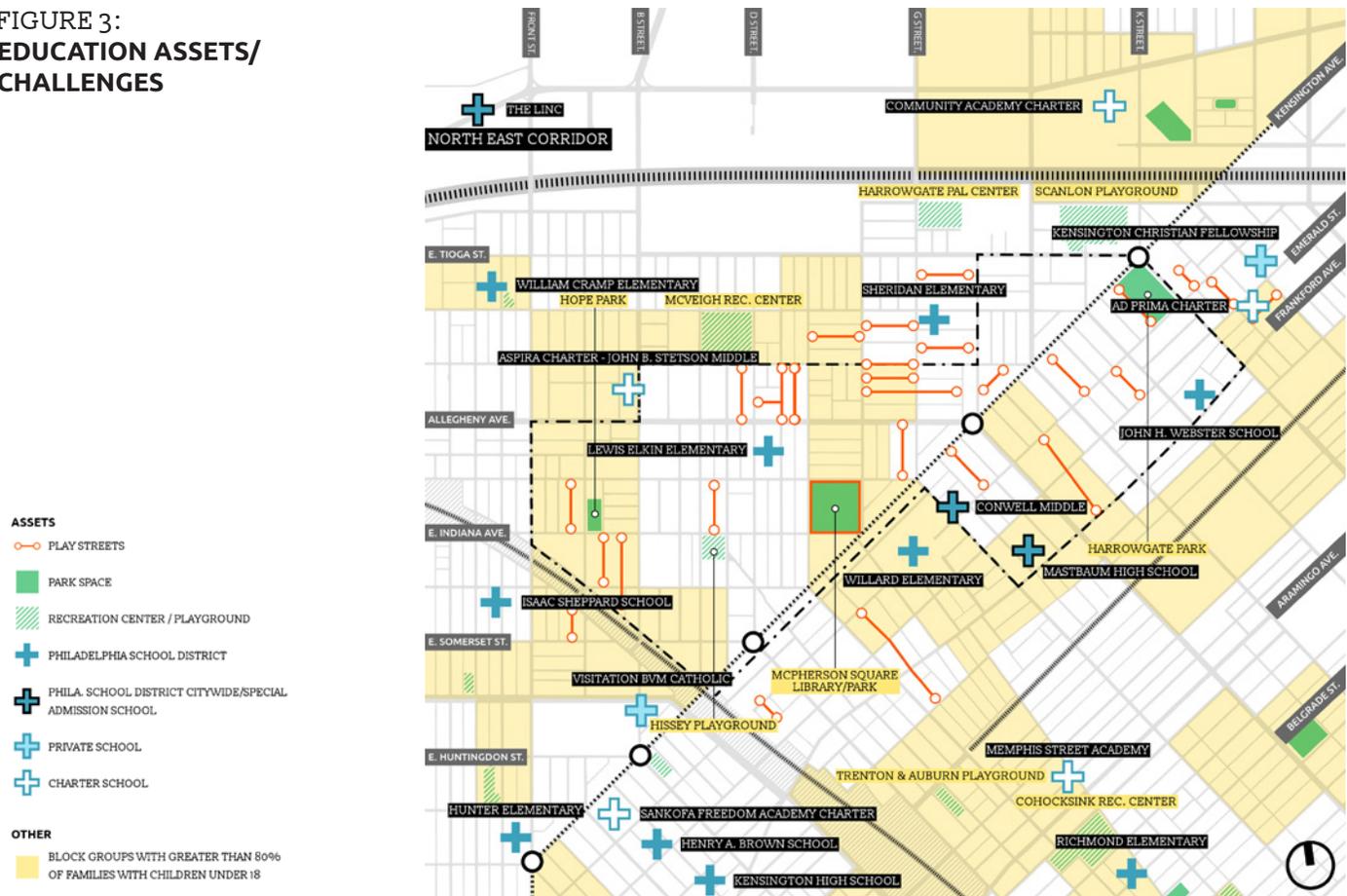
**HOK RESIDENTS ARE EDUCATED (MAXIMIZING OPPORTUNITIES FOR PERSONAL/PROFESSIONAL DEVELOPMENT) AND INFORMED ABOUT ISSUES AFFECTING THEIR NEIGHBORHOOD**

### WHAT DO RESIDENTS THINK?

Throughout the public outreach process, residents stressed the need for more after-school and summer programs for children, and the desire to improve their children’s opportunities for educational attainment. While the resident survey did not ask specific questions regarding schooling and education, some examples from resident’s thoughts regarding families and public services are informative.

- Only 21% of respondents would recommend the neighborhood to families with children
- Only 37% of respondents rate “public services” in the neighborhood as either “very good” or “good”
- On the quality of life mean score, quality of public services received a score of 3.22

FIGURE 3:  
EDUCATION ASSETS/  
CHALLENGES



## **CHALLENGES AND STRATEGIES:**

### **CHALLENGE 1: LOW GRADUATION RATES AND ADVANCED DEGREES, NOT ENOUGH MINORITY CHILDREN GRADUATING**

#### **STRATEGY 1.1**

PROMOTE A CULTURE THAT VALUES EDUCATION AS A MEANS FOR PERSONAL AND COMMUNITY ADVANCEMENT

- 1.1.1 Advocate for expansion of PHLPre-K programs
  - 1.1.2 Organize mentorship programs in schools
  - 1.1.3 Work with a Community College of Philadelphia to create a hub or presence in Kensington
- 

### **CHALLENGE 2: INDIVIDUAL AND COMMUNITY TRAUMA NEGATIVELY IMPACT STUDENTS' ABILITY TO SUCCEED**

#### **STRATEGY 2.1**

SCHOOLS PROVIDE SAFE SANCTUARY FOR CHILDREN EXPERIENCING TRAUMA

- 2.1.1 Campaign for trauma informed training and awareness in schools
- 2.1.2 Advocate for school-based social workers

#### **STRATEGY 2.2**

PROVIDE SUPPORT FOR STUDENTS DEALING WITH ADDICTION AT HOME

- 2.2.2 NAR-Anon and AL-Anon programs for families
  - 2.2.3 Education campaign about the risks of drug use and addiction
- 

### **CHALLENGE 3: BARRIERS FOR PARENT PARTICIPATION IN SCHOOLS**

#### **STRATEGY 3.1**

PROVIDE PROGRAMMING IN SCHOOLS THAT SUPPORTS PARENTS BEYOND SCHOOL-RELATED ISSUES

- 3.1.1 Provide ESL classes/financial literacy, etc as needed
- 3.1.2 Organize job fairs/housing counseling or other events as needed to help parents address challenges

#### **STRATEGY 3.2**

CREATE A COMMUNITY HUB FOR EDUCATIONAL RESOURCES

- 3.2.1 Help families transition from one education stage to the next
  - 3.2.2 Sponsor the formation of peer groups so parents can engage around specific topics (parenting, nutrition, etc.)
- 

### **CHALLENGE 4: LIMITED OPPORTUNITIES FOR AFFORDABLE AFTER-SCHOOL/SUMMER PROGRAMS**

#### **STRATEGY 4.1**

IMPROVE ACCESS TO AFTER SCHOOL/SUMMER PROGRAMS TO SUPPORT CHILDREN OUTSIDE SCHOOL

- 4.1.1 Expand programming in existing parks and recreation centers/PAL Center/McPherson Library
- 4.1.2 Strengthen and expand local Playstreets.

# ECONOMIC DEVELOPMENT

## GOAL:

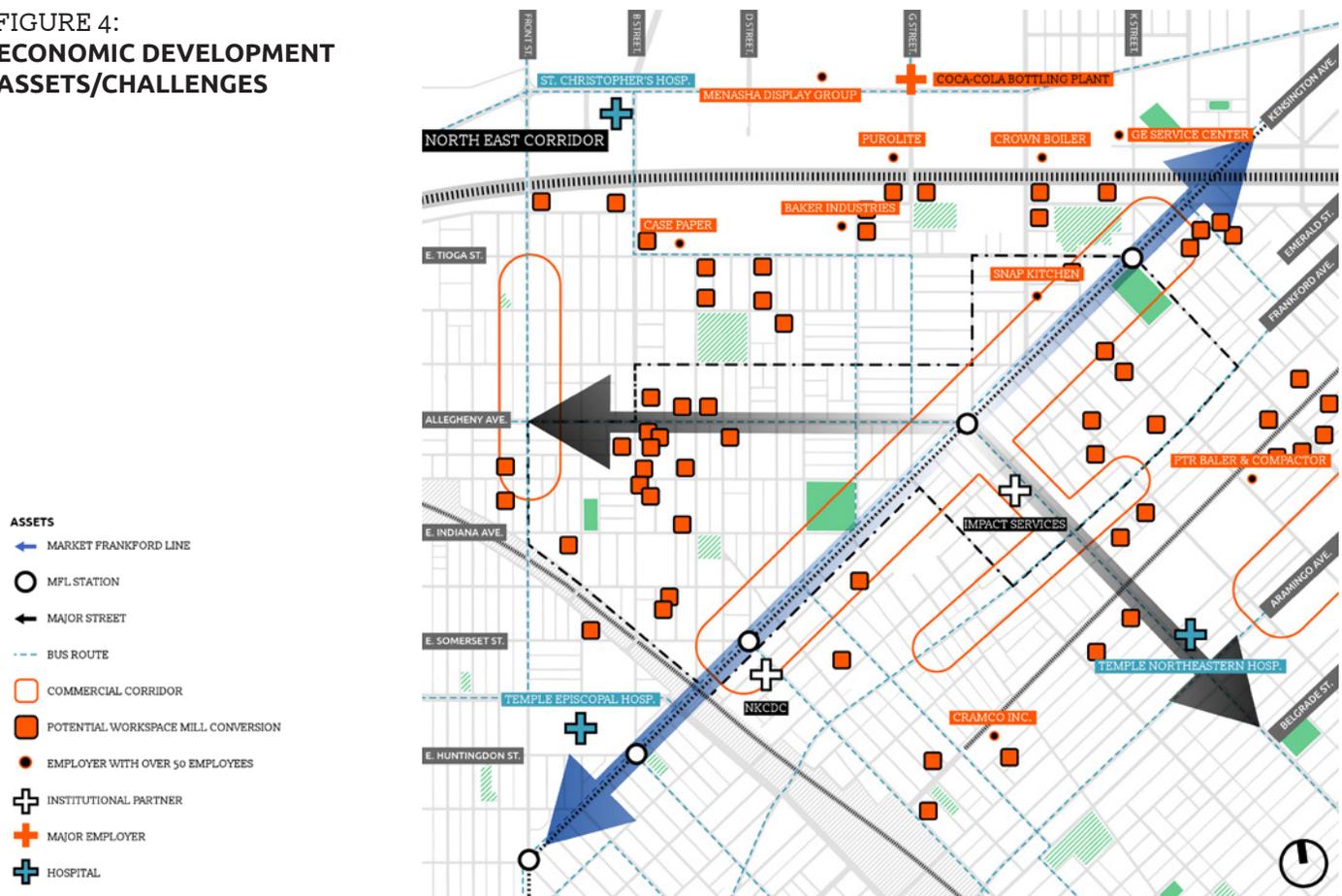
### HOK RESIDENTS ARE EMPLOYED AND SELF-SUFFICIENT

#### WHAT DO RESIDENTS THINK?

Residents attribute low incomes and the sway of the drug trade on the lack of job opportunities. These two factors have incredible consequences on housing, safety, and a variety of other issues within the neighborhood. From the resident survey results, numerous questions get at economic development being at the heart of some of the neighborhood challenges.

- Of the renters that say they are interested in purchasing a home in the community, but haven't yet, 75% attribute it to their personal financial situation.
- Employment is not within the top 3 reasons why residents decide to live in the neighborhood, but affordable housing is the number one choice. This implies that residents live in the neighborhood because of their current economic/financial situation
- 31% of resident's rate access to employment centers as "very good" or "good", however 49% say the access to transportation is "very good" or "good". This implies that residents mean access to employment is not good in the immediate neighborhood.

FIGURE 4:  
ECONOMIC DEVELOPMENT  
ASSETS/CHALLENGES



## **CHALLENGES AND STRATEGIES:**

### **CHALLENGE 1: DISCONNECT BETWEEN SKILLSET OF RESIDENTS AND EXISTING JOBS**

#### **STRATEGY 1.1**

IMPROVE THE SKILLSET OF LOCAL RESIDENTS SO THEY CAN FIND AVAILABLE WORK

- 1.1.1 Establish a workforce development center that works with local industries to provide apprenticeship programs
  - 1.1.2 Explore the development of a “green” workforce development program (growing industry)
  - 1.1.3 Work with trade unions to be more inclusive so residents can partake in building boom nearby
- 

### **CHALLENGE 2: SHORTAGE OF QUALITY JOBS/CAREER OPPORTUNITIES IN THE NEIGHBORHOOD.**

#### **STRATEGY 2.1**

ATTRACT NEW LOCAL JOBS TO THE NEIGHBORHOOD

- 2.1.1 Advocate for policies that will ensure local large scale construction projects hire locally (developers, rebuild, etc.)
- 2.1.2 Ensure workspace is reserved in mill buildings as they are redeveloped
- 2.1.3 Make strategic investments on existing commercial corridors so they can maximize their potential

#### **STRATEGY 2.2**

CULTIVATE THE ENTREPRENEURIAL SPIRIT IN KENSINGTON

- 2.2.1 Create an incubator space to make financing and mentoring available for “underground” business to develop formal enterprises
  - 2.2.2 Pop-up markets offer informal businesses opportunity to test out products
  - 2.2.3 Find affordable brick and mortar locations for start-ups so they stay in the neighborhood
  - 2.2.4 Expand Jumpstart Kensington, a training program that helps local residents become real estate developers
- 

### **CHALLENGE 3: DRUG TRADE IS A LARGE LOCAL EMPLOYER**

#### **STRATEGY 3.1**

CREATE OPPORTUNITIES FOR RESIDENTS TO AVOID THE DRUG TRADE OR TRANSITION OUT OF IT

- 3.1.1 Support mentoring programs
- 3.1.2 Coordinate after school opportunities for youth to engage
- 3.1.3 Promote workforce development that targets people in the drug trade and returning citizens

# HOUSING

## GOAL:

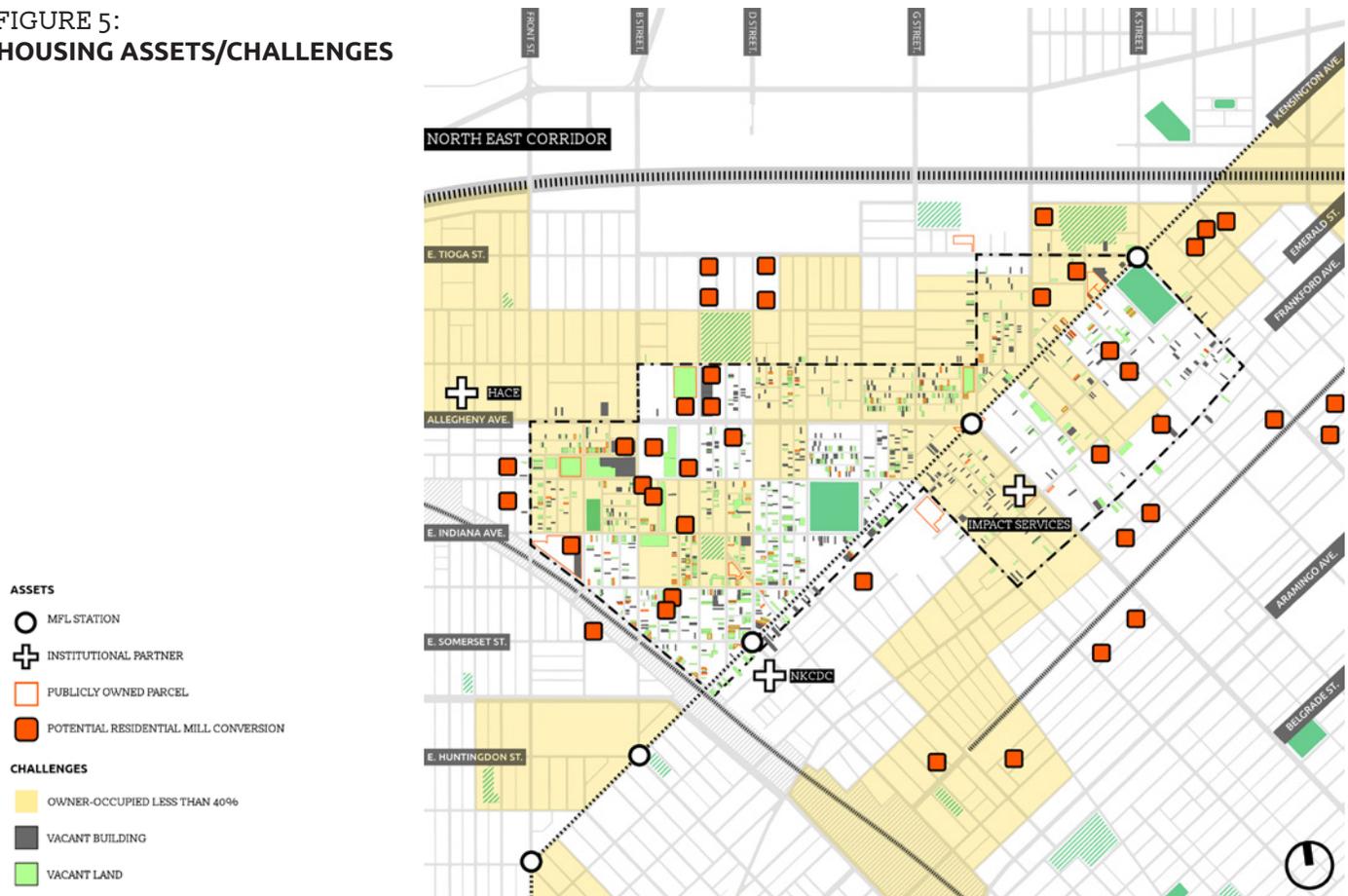
### HOK RESIDENTS HAVE ACCESS TO QUALITY, AFFORDABLE HOUSING AND ARE STABLE IN THEIR HOMES

#### WHAT DO RESIDENTS THINK?

Residents recognize that the neighborhood is affordable, but are fearful that affordability will be lost in the future. Community meeting participants indicated that increased homeownership affects their day-to-day lives the most, and advocating for policies and resources that encourage equitable development is something they would most likely participate in to help prevent any displacement residents, particularly lower-income households.

- The top three reasons respondents gave for residing in the neighborhood: the affordability of housing, because they were born here, or because they had no choice.
- What residents like best about the community?—their home or apartment, their neighbors, and the affordability of housing
- Residents were split evenly when asked if they would continue to live in the community if they had the choice. Just over half, or 51% said they would continue to live here, while 49% said they would not. Owners were more likely to say they would continue to live here compared to renters with 61% of owners saying they would continue to live here compared with 47% of renters; and about one-quarter, or 28% of renters surveyed, say they would be interested in purchasing a home in the community.

FIGURE 5:  
HOUSING ASSETS/CHALLENGES



## **CHALLENGES AND STRATEGIES:**

### **CHALLENGE 1: SOME OF THE LOWEST LEVELS OF INCOME CITYWIDE RESULTS IN UNAFFORDABLE HOUSING FOR RESIDENTS**

#### **STRATEGY 1.1**

INCREASE THE SUPPLY OF LONG-TERM AFFORDABLE HOUSING UNITS

- 1.1.1 Pursue Low Income Housing Tax Credits (LIHTC) to create new units of affordable rental housing
  - 1.1.2 Explore the feasibility of building new affordable units on public land
  - 1.1.3 Explore a community land trust for Kensington to ensure long-term affordability
- 

### **CHALLENGE 2: LOW QUALITY OF HOUSING STOCK, PARTICULARLY RENTALS**

#### **STRATEGY 2.1**

EXPAND REACH OF PROGRAMS TO HELP HOME OWNERS IMPROVE THEIR HOMES

- 2.1.1 Expand healthy home repairs
- 2.1.2 Improve energy efficiency

#### **STRATEGY 2.2**

ADVOCATE FOR QUALITY RENTAL HOUSING AND TENANTS RIGHTS

- 2.2.1 Hold unscrupulous landlords accountable through code enforcement
  - 2.2.2 Campaign to inform residents about tenants' rights. Facilitate affordability and quality through subsidies and landlord licensing
- 

### **CHALLENGE 3: RESIDENTS AT RISK OF BEING DISPLACED AS DEVELOPMENT INCREASES**

#### **STRATEGY 3.1**

INCREASE THE NUMBER OF HOMEOWNERS IN THE NEIGHBORHOOD

- 3.1.1 Work to convert vacant city owned properties into affordable homeownership opportunities
- 3.1.2 Support NKCDC's Project Reinvest: Homeownership counseling/down payment assistance
- 3.1.3 Increase homeownership through financial coaching, rent-to-own options, and cooperative ownership opportunities

#### **STRATEGY 3.2**

ADVOCATE FOR INCLUSIVE AND EQUITABLE DEVELOPMENT

- 3.2.1 Develop a toolkit of equitable development opportunities and guidelines for development in Kensington
- 3.2.2 Coordinate with city on potential upzoning of parcels that provide affordable housing incentives (inclusionary zoning)

# COMMUNITY

## GOAL:

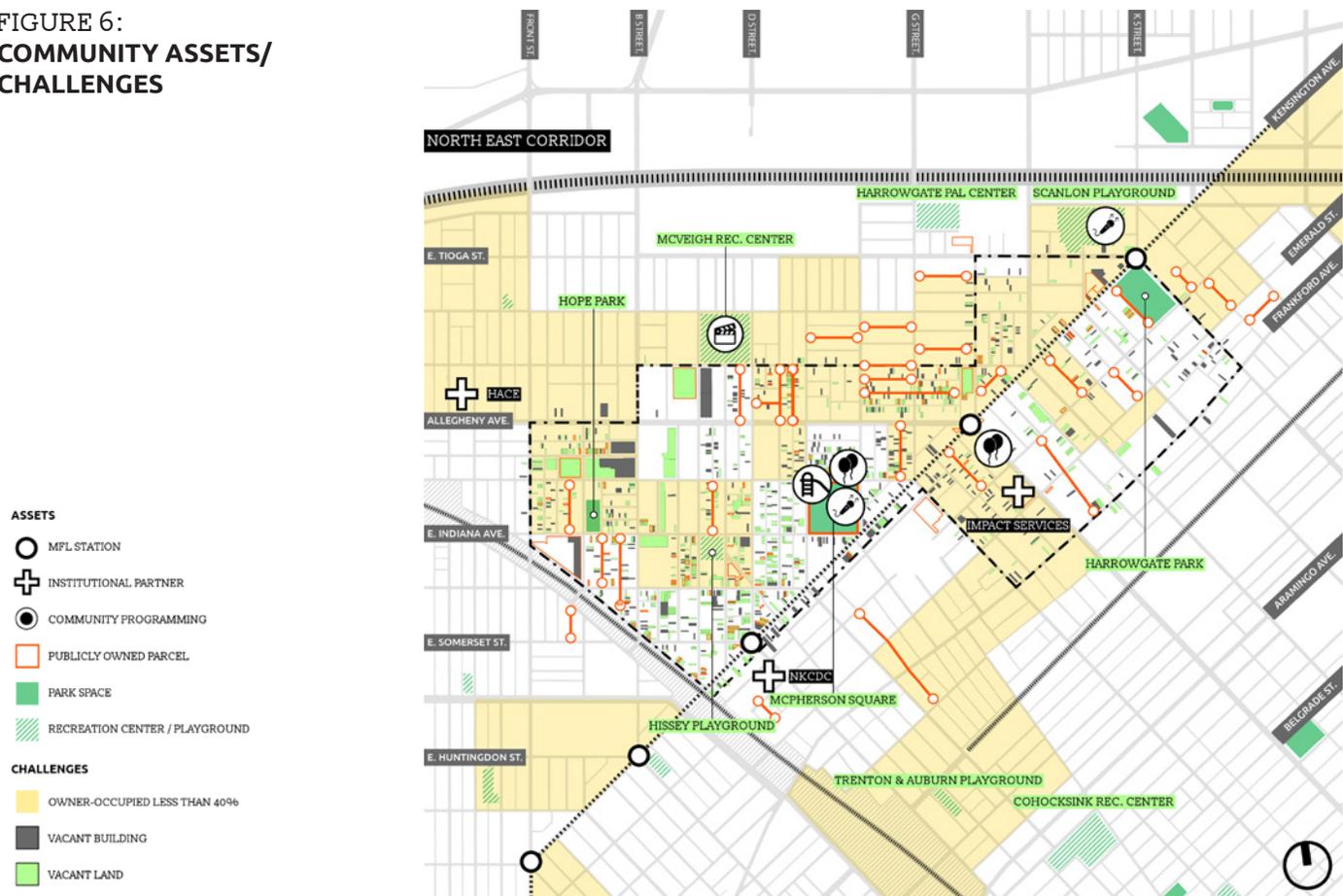
**HOK RESIDENTS FEEL CONNECTED TO ONE ANOTHER, TAKE SHARED RESPONSIBILITY FOR THE NEIGHBORHOOD, FEEL EMPOWERED TO MAKE CHANGE IN THEIR ENVIRONMENT AND ENVISION A POSITIVE FUTURE FOR THEMSELVES AND THEIR CHILDREN**

### WHAT DO RESIDENTS THINK?

Residents and stakeholders who participated in steering committee and community meetings, task force discussions, and door-to-door surveys reinforced the need to work closer together for their own and their neighbors' health, welfare, safety and development. The strategies and tactics they came up with give priority to the following activities:

- 50% of respondents speak with regularly for five minutes or more with four or more of their neighbors.
- And if something were wrong, 37% would agree or strongly agree that their neighbors would work together to fix the problem.
- A score of 20 indicates that, on average, respondents feel it is somewhat likely to likely neighbors would help each other out. Heart of Kensington's 2016-17 score is 20.03
- Only 17% of residents felt the community "improved a lot" or "improved some" over the 3 year period
- Only 30% of residents feel the community will "improve a lot" or "improve some" over the next 3 years

FIGURE 6:  
**COMMUNITY ASSETS/  
CHALLENGES**



## **CHALLENGES AND STRATEGIES:**

### **CHALLENGE 1: DISRUPTION IN THE NEIGHBORHOOD MAKES IT DIFFICULT TO BUILD A SENSE OF COMMUNITY**

#### **STRATEGY 1.1**

BUILD PROGRAMS THAT ENHANCE SOCIAL COHESION AND PROMOTE COLLECTIVE EFFICACY

**1.1.1** Develop a network of micro-communities across Kensington (neighborhood groups organized at the block level)

#### **STRATEGY 1.2**

PROMOTE OPPORTUNITIES FOR COMMUNITY ENGAGEMENT

**1.2.1** Organize seasonal community events that families can look forward to every year

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### **CHALLENGE 2: RESIDENTS LACK QUALITY SPACES TO BE IN PUBLIC AND INTERACT WITH EACH OTHER**

#### **STRATEGY 2.1**

IMPROVE PUBLIC GATHERING SPACES SO RESIDENTS HAVE A PLACE TO INTERACT

**2.1.1** Facilitate improvements to major parks and recreation centers so residents can better interact with each other

**2.1.2** Facilitate resident-led renovation/stabilization of vacant lots into gardens/side yards/play spaces

**2.1.3** Coordinate with PWD on green stormwater infrastructure (GSI)

**2.1.4** Increase tree coverage across the neighborhood

#### **STRATEGY 2.2**

LAUNCH A CAMPAIGN FOR A CLEANER NEIGHBORHOOD

**2.2.1** “Kensington CLEAN” campaign on littering and cleaning, involving local residents as well as the business community

**2.2.2** Start a “Cleanest Block” competition, sponsored by City of Philadelphia

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### **CHALLENGE 3: KENSINGTON SUFFERS FROM A POOR REPUTATION AND IS REFERRED TO AS THE “BADLANDS”**

#### **STRATEGY 3.1**

A MULTI-MEDIA MESSAGING CAMPAIGN TO RE-SHAPE THE NARRATIVE AROUND KENSINGTON

**3.1.1** Strengthen social media campaign to continue work started during the planning process: #KENSINGTONPROUD

**3.1.2** Work with local artists to develop a creative placemaking campaign in the Heart of Kensington

**3.1.3** Develop a signature community festival to strengthen positive neighborhood identity

## PRIORITY IMPLEMENTATION BY FOCUS ZONE

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### FOCUS ZONES:

- HOPE PARK
- MCPHERSON SQUARE
- INDIANA AVENUE "GREEN" CORRIDOR
- KENSINGTON & ALLEGHENY
- TIOGA - HARROWGATE

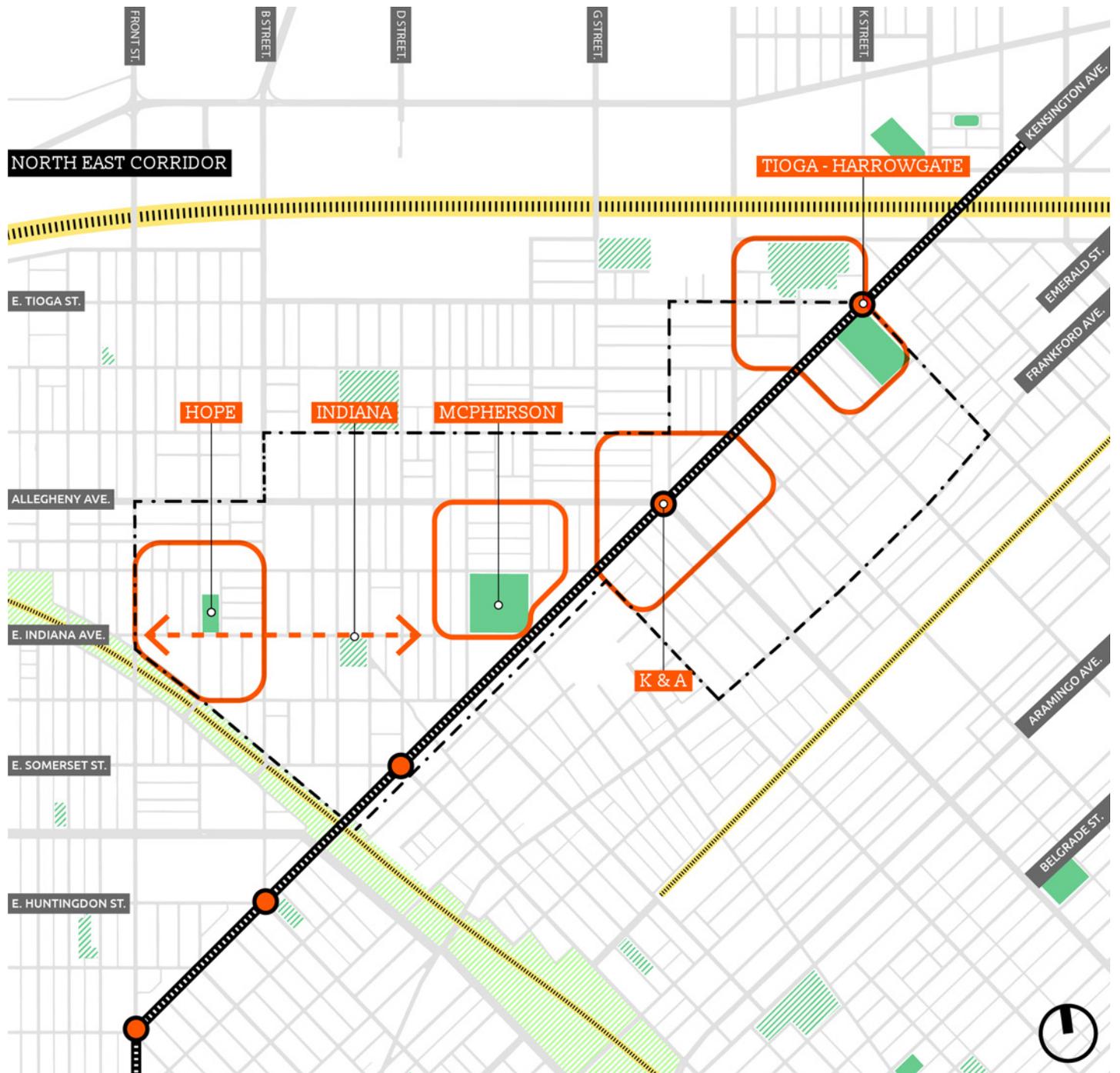
The specific goal areas discussed in the previous section provide a framework for strategies at the neighborhood level, addressing the significant challenges while building off existing assets and work already being done by local organizations. While there are similarities across the neighborhood that residents deal with on a day-to-day basis, specific parts of the neighborhood require specific solutions. To build a collective response to the many challenges faced, a ground-up approach is needed, formulated and led by the community and its residents. To truly take ownership of ideas, residents will feel most compelled to take action if the challenge affects them personally, and in their immediate vicinity. The intent of the focus zones is to break down the neighborhood into a series of micro-communities that those living in them and nearby can take ownership of and bring the strategies and tactics in this plan to fruition.

While the neighborhood wide strategies and tactics are organized around 5 key goal areas, real world implementation will require tactics pulled from each of the 5 goal areas. Addressing only the physical conditions that makes a corner good for drug dealing will just push dealers somewhere else in the neighborhood. Only through a coordinated effort of addressing a lack of education within the neighborhood, job training that leads to jobs, providing opportunities to transition out of the drug trade, and helping to decrease demand for them by getting users on a path to sobriety, will the problem truly be addressed. The focus zone strategies look to make the connections between the different goal areas and to coordinate with the appropriate partners that will lead to implementation.

The responsibilities for carrying out components of Heart Of Kensington Collective Impact - 2022 will rest with a Plan Coordinator within Impact Services to work with Impact's different departments, Partners, and the Community Outreach Team. The Recommendation Matrices in the main report provide detailed descriptions of each program or project by the 5 goal areas and will serve as a management tool for assigning responsibility, ensuring accountability, and tracking performance of outcomes in moving each component of the plan forward. The Implementation section presents time frames for planning out, launching and completing priority projects organized by Focus Zone.

FIGURE 7:  
FOCUS ZONES

0.125 0.25 0.5 MILES



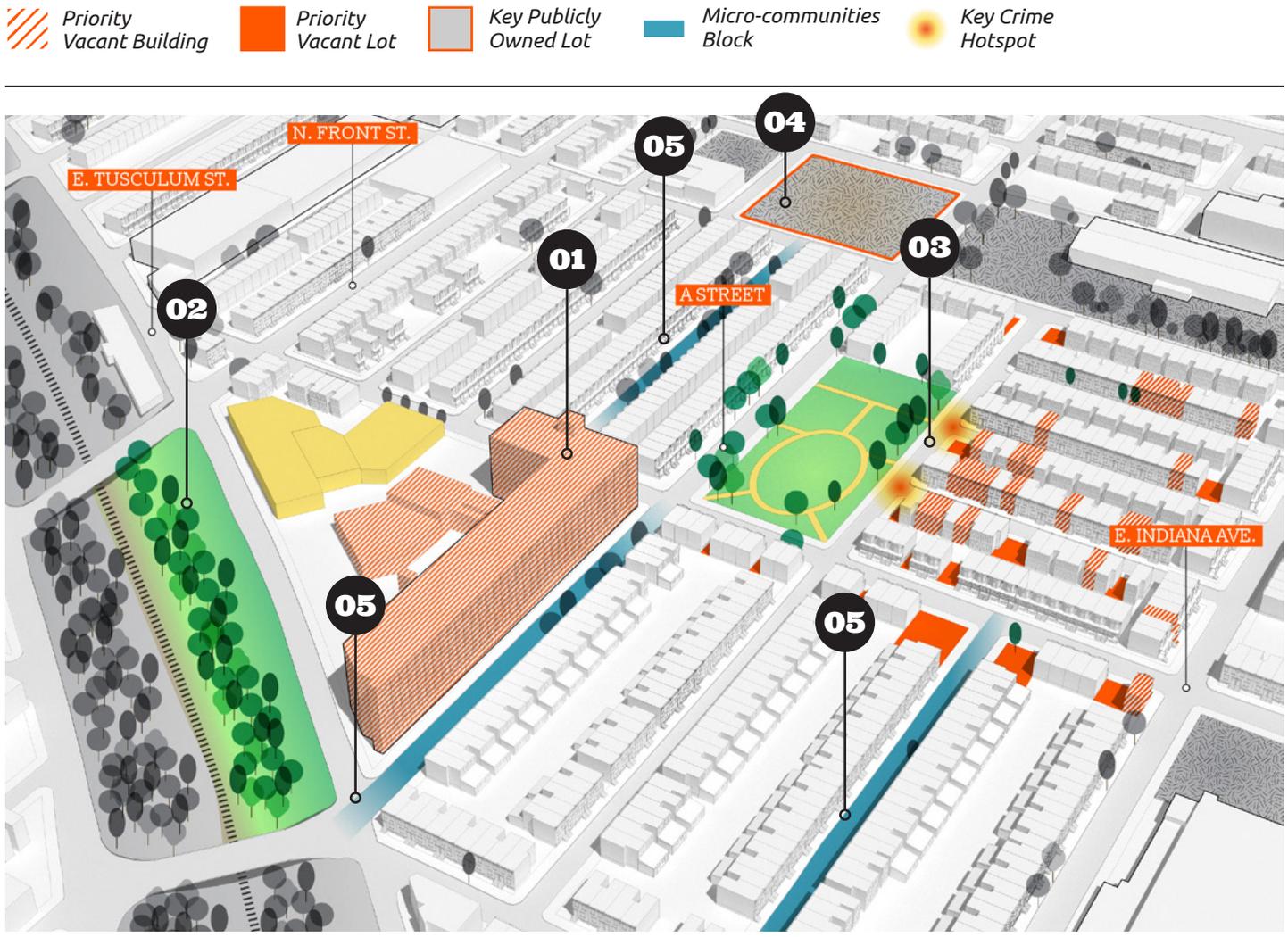
**FOCUS ZONE:**

**HOPE PARK**

CHALLENGES/OPPORTUNITIES

The Hope Park focus zone contains some of the most active blocks in regards to drug dealing/crimes according to Philadelphia Police data. Particular hotspots include the eastern side of Hope Park, as well as the corner of Kip and Cambria, and the vacant industrial right-of-way between Gurney Street and Tusculum. The addition of vacant buildings and lots scattered throughout the area provide further cover for other illicit activities. Assets include Hope Park, the large industrial building at A & Indiana owned by Impact Services and moving towards development, as well as the large city owned vacant parcel at A & Clearfield that is a clean slate for redevelopment. Each one of these projects has a chance to build off their individual investment to collectively respond to the challenges at hand.

FIGURE 8:  
**HOPE PARK PRIORITY PROJECTS**



## PROJECTS WITHIN THIS FOCUS ZONE INCLUDE:



Conceptual drawing of A & Indiana redevelopment



Site of potential greening along Tusculum Street.



Potential site plan for publicly owned vacant lot at A and Clearfield.

### 1.

RENOVATION OF VACANT MILL BUILDING AT A AND INDIANA - mixed-use development including affordable housing, community center, gym, health center and business incubator. This project is a key investment within the Hope Park Focus Zone.

### 2.

SUSTAINABILITY OF CONRAIL RIGHT-OF-WAY CLEAN UP - Conrail and the city are currently engaged in a cleanup along the Gurney Street rail lines, which includes garbage removal, shrub removal, and new fencing. A Conrail, HACE, and Impact partnership has been formed to ensure that the recent investments along the railway are sustainable; they are committed to working collaboratively to identify strategic approaches where planned capital improvements can support stakeholder and resident-led change to engage community, leverage investments, and help support quality of life improvements to create a safe, healthy, and vibrant community. Together, there is a potential for leveraging more than \$60 million in public and private investments over the next 5 years

### 3.

SAFETY AND GREENING IN AND AROUND HOPE PARK - Hope Park is a small park on the site of a former industrial building. What could serve as a great community asset is instead overrun by the drug trade. Philadelphia Police Department data shows the corners in and around the park as important crime hotspots. A coordinated effort between residents, law enforcement and city agencies is needed to reclaim the park as an asset for the community.

### 4.

POTENTIAL FOR AFFORDABLE HOUSING DEVELOPMENT ON PUBLICLY OWNED LOT - The large vacant lot bounded by Water, Lippincott, A, and Clearfield is publicly owned and currently serves as an impromptu parking lot for neighborhood residents. The recently completed HACE plan proposes 16 semi-attached twin homes. A two story row house type development would fit within the context of surrounding blocks but there is an opportunity to explore a larger scale development. HACE and Impact will coordinate with the City of Philadelphia to determine the most appropriate program for the site.

### 5.

MICRO-COMMUNITIES - Particular blocks within the Hope Park area have active and engaged residents. These streets will serve as the building blocks for the micro-communities concept discussed in the Community section of this plan. Blocks include:

- A Street – between Indiana & Gurney
- Swanson Street – between Clearfield & Indiana
- Kip Street – between Indiana & Cambria

**HOPE PARK - PRIORITY IMPLEMENTATION MATRIX**

PROJECT	TIMELINE (YEARS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BEYOND
<b>1. Redevelop vacant mill building at A &amp; Indiana</b>						
1. Building redevelopment						
<b>2. Sustainability of Conrail right-of-way clean up</b>						
1. Overdose prevention services						
2. Expand capacity and access to treatment and recovery for substance abuse						
3. Address homelessness- increase capacity and access to housing first units						
4. Clean and green vacant lots near Tusculum cleanup site						
5. PWD Green Stormwater Infrastructure						
6. Creative Placemaking Project on Tusculum Green						
<b>3. Safety and greening in and around Hope Park.</b>						
1. Impact Vacant Land Fund						
2. Facilitate improvements to Hope Park						
3. Coordinate with PWD on green stormwater infrastructure (GSI) for Hope Park						
<b>4. Potential for affordable housing development on publicly owned lot at A and Clearfield</b>						
1. Construction of new affordable housing units						
<b>5. Micro-communities</b>						
1. Develop leadership and engagement strategy. Potential sites include: 2900 block of A St, 2900 block of Ella St and 3000 block of Swanson St						
2. Establish Street Camp location on 2900 Block of Swanson St						
3. Establish "Cleanest Block" competition sponsored by City of Philadelphia						

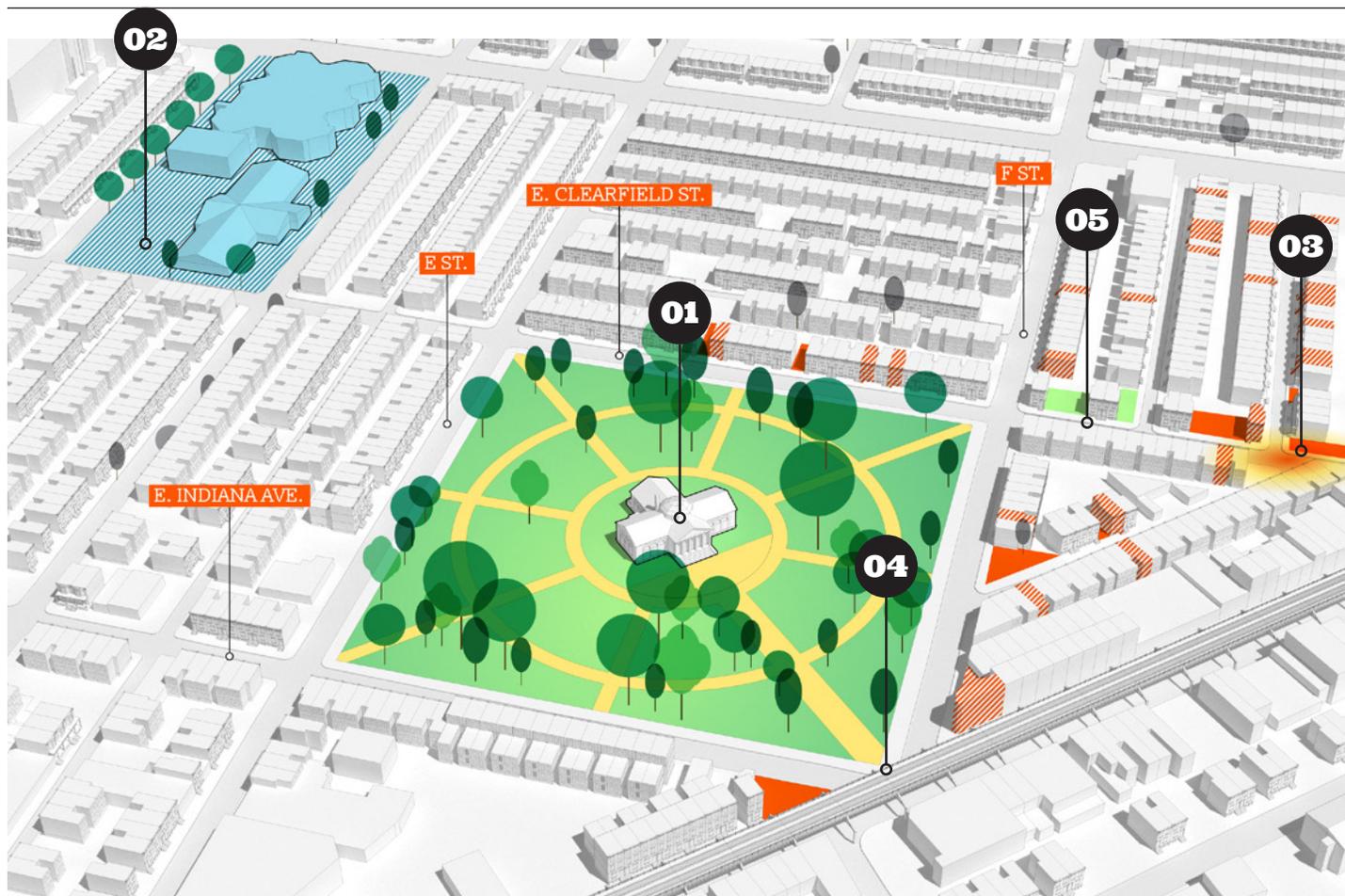
PARTNERSHIPS	ESTIMATED COST	OVER TIME	SOURCE OF FUNDS
<i>Impact Services, Prevention Point, 24th District PPD, DBHIDS, Philadelphia Department of Public Health, Goodlands Coalition/Iglesia del Barrio, FINANTA, Commerce Department, PHFA, Stone Sherick Project Management, LISC</i>	<b>\$30M</b>	<b>5+ YEARS</b>	<i>LIHTC, Private Equity, Foundations, TBD</i>
<i>Impact Services, Prevention Point, Philadelphia Police Department, 24th District PPD, Esperanza Health Center, McPherson Square Library, DBHIDS</i>	<b>\$125K</b>	<b>5 YEARS</b>	<i>WFRF among other sources of private and public funds</i>
<i>Prevention Point, OHS, Pathways to Housing, Housing First, DBHIDS, City Council, Managing Director's Office.</i>	<b>\$60K</b>	<b>YEARLY</b>	<i>TBD</i>
<i>OHS, Pathways to Housing, Housing First</i>	<b>\$250K</b>	<b>YEARLY</b>	<i>Office of Homeless Services</i>
<i>PHS, Philadelphia Parks and Recreation, Iglesia del Barrio/Goodlands Coalition/Iglesia del Barrio, Friends of Hope Park, MDO, Mural Arts</i>	<b>\$10K</b>	<b>YEARLY</b>	<i>Foundations, PHS</i>
<i>PWD, Friends of Hope Park, Goodlands Coalition/Iglesia del Barrio,</i>	<b>\$1M</b>	<b>2022 +</b>	<i>PWD</i>
<i>Impact, local artists, Mural Arts</i>	<b>\$30K</b>	<b>2018-19</b>	<i>TBD</i>
<i>L&amp;I, PHS, Land Bank, CLIP, Goodlands Coalition/Iglesia del Barrio</i>	<b>\$25K</b>	<b>2018</b>	<i>Bank of America</i>
<i>City Council, REBUILD, Parks and Recreation, PWD</i>	<b>\$2M</b>	<b>2021-22</b>	<i>Rebuild, TBD</i>
<i>PWD, Goodlands Coalition/Iglesia del Barrio, Friends of Hope Park</i>	<b>\$1M</b>	<b>2022 +</b>	<i>PWD</i>
<i>Impact Services, Pennsylvania Housing Finance Agency (PHFA), PRA Workforce Housing Program, Philadelphia Land Bank, WCRP, community residents, financial institution, City Council</i>	<b>\$10M</b>	<b>2022 +</b>	<i>LIHTC, Private Equity, Foundations, TBD</i>
<i>Resident leadership, Kensington SCI</i>	<b>\$40K</b>	<b>YEARLY</b>	<i>DCED among other public funds</i>
<i>Parks and Recreation, Police Department, Impact Services, Fab Youth Philly, Street Soccer USA, City Council (PAF)</i>	<b>\$17,200</b>	<b>YEARLY</b>	<i>WFRF, private fundraising, PYN among other potential funding sources TBD</i>
<i>Philadelphia Streets Department, local residents, Goodlands Coalition/Iglesia del Barrio, Friends of Hope Park.</i>	<b>\$1K</b>	<b>YEARLY</b>	<i>Foundations, private fundraising</i>

**FOCUS ZONE:****MCPHERSON SQUARE**CHALLENGES/OPPORTUNITIES

McPherson Square Library and the park that surrounds it serve as the most visible institution in the neighborhood. Other significant assets include Lewis Elkin Elementary, city owned vacant properties, and two playstreets.

Over the years the library and the neighborhood around it has experienced disinvestment similar to the rest of the neighborhood. Vacant building and land are scattered throughout the zone, particularly in the blocks north and northeast of the library. The corner of Potter, Clearfield, and Reach appears within the recent Philadelphia Police Department data as a drug hotspot. The park itself has gone through highs and lows as well. In years past the park was referred to "Needle Park".

FIGURE 9:  
MCPHERSON SQUARE PRIORITY PROJECTS



## PROJECTS WITHIN THIS FOCUS ZONE INCLUDE:



McPherson Square Park and Library



Mayor Kenney announcing Social Worker Program

### 1.

COORDINATED IMPROVEMENTS TO MCPHERSON SQUARE PARK & LIBRARY - \$2 million has been committed to the renovation of the library; The Philadelphia Water Department will soon implement green stormwater infrastructure within the park, similar to the recent investments at Harrowgate Park.

### 2.

FORGE INSTITUTIONAL PARTNERSHIPS AND COLLABORATION - In the 2014-15 yearly report, Lewis Elkin was ranked 57 out of 59 Elementary Schools. The poor ranking in part can be attributed to the challenging environment the students grow up in. The city of Philadelphia recently announced a \$1.2 million commitment to place 22 full time social workers into schools citywide, one of which is at Lewis Elkin Elementary. A tremendous opportunity exists for Impact and the community to create a dialogue with this social worker around the challenges that children face within the community

### 3.

CLEAN UP VACANT LOTS AND REDUCE DRUG DEALING AROUND POTTER AND CLEARFIELD (HOTSPOT)

### 4.

RENOVATE 2968 & 3000 KENSINGTON AVE. AS A NEW GATEWAY

### 5.

MICRO-COMMUNITIES - Particular blocks within the McPherson Square area have active and engaged residents. These streets will serve as the building blocks for the micro-communities concept discussed in the Community section of this plan. Blocks include:

- Clearfield Street – between F & Custer
- Potter Street – between Clearfield & F
- Reach Street – between Allegheny & Clearfield

Conceptual Rendering for 3000 Kensington Ave.



SOURCE: Shift Capital

**MCPHERSON SQUARE - PRIORITY IMPLEMENTATION MATRIX**

PROJECT	TIMELINE (YEARS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BEYOND
<b>1. Coordinated improvements to McPherson Square Park and Library</b>						
1. CPTED- ensure that plans for renovation of Park and Library include appropriate lighting and clear sight lines to promote safety						
2. Facilitate improvements to McPherson Square Park and Library through City's REBUILD program						
3. Coordinate with PWD on green stormwater infrastructure (GSI) planned for McPherson Square Park						
<b>2. Forge institutional partnerships and collaboration around McPherson Square</b>						
1. Work with Elkins Elementary School to further Trauma Informed Care awareness and education school-wide						
2. Create a community hub/one-stop-shop in McPherson Square Library for parents to access information and resources available in the area and for schools to connect with local service providers to coordinate activities						
3. Strengthen Relationships between Civic Organizations, City Agencies and Community- support McPherson Community Action Group						
4. Improve Civic Engagement- support Friends of McPherson group						
<b>3. Vacant lot stabilization - clean &amp; green</b>						
1. Clean and Green Vacant lots near crime hotspots						
2. Expand Jumpstart Kensington to develop properties from list of priority vacancies						
<b>4. Renovate 2968 &amp; 3000 Kensington Avenue as a new gateway</b>						
See Storefront Challenge in Kensington & Allegheny Focus Zone						
<b>5. Micro-communities</b>						
1. Develop leadership and engagement strategy. Potential sites include: 3100 Custer St, 700 E Clearfield and 3000 Potter St)						
2. Establish Street Camp location at McPherson Square Park and Library						
3. Establish "Cleanest Block" competition sponsored by City of Philadelphia						

PARTNERSHIPS	ESTIMATED COST	OVER TIME	SOURCE OF FUNDS
<i>REBUILD, McPherson Community Action Group, Friends of McPherson</i>	<b>\$100K</b>	<b>2019-20</b>	<i>Predevelopment funding, Rebuild and additional sources TBD</i>
<i>Managing Directors Office, Parks and Recreation, City Council, Community Action Group, Friends of McPherson, Rebuild.</i>	<b>\$1.3M</b>	<b>2019-20</b>	<i>Rebuild</i>
<i>PWD, Friends of McPherson, McPherson Free Library, community residents</i>	<b>\$1M</b>	<b>2019-20</b>	<i>PWD</i>
<i>School District Philadelphia, School Reform Commission, Elkins Elementary School, Sanctuary Center, ACEs Task Force, Kensington SCI</i>	<b>\$12K</b>	<b>YEARLY</b>	<i>Foundations TBD</i>
<i>McPherson Square Free Library, Sheridan, Willard, Elkins and Cramp Schools</i>	<b>\$80,751</b>	<b>YEARLY</b>	<i>Foundations TBD</i>
<i>Impact Services, Free Library of Philadelphia, Prevention Point, Town Watch, Maker Jawn, Angels in Motion, Mural Arts, PWD, Friends of McPherson, MDO</i>	-	-	-
<i>Impact Services, McPherson Square Library, local residents, Friends of McPherson</i>	<b>\$30K</b>	<b>YEARLY</b>	<i>WFRF, Philadelphia Activities Fund</i>
<i>PHS, Philadelphia Parks and Recreation, Friends of McPherson, McPherson Community Action Group, MDO, Mural Arts</i>	<b>\$5K</b>	<b>YEARLY</b>	-
<i>Kensington SCI, Jumpstart Germantown, Finanta, Impact Loan Fund</i>	<b>\$100K</b>	<b>2020-22</b>	<i>Jumpstart Kensington, FINANTA, private financing, Impact Loan Fund</i>
<i>Resident leadership, Kensington SCI, Rock Ministries, Friends of McPherson</i>	<b>\$40K</b>	<b>YEARLY</b>	<i>DCED among other public funds</i>
<i>Parks and Recreation, Police Department, Impact Services, Fab Youth Philly, Street Soccer USA, City Council (PAF)</i>	<b>\$17,200</b>	<b>YEARLY</b>	<i>WFRF, private fundraising, PYN among other potential funding sources TBD</i>
<i>Philadelphia Streets Department, local residents, Friends of McPherson</i>	<b>\$1K</b>	<b>YEARLY</b>	<i>Foundations, private fundraising</i>

**FOCUS ZONE:****INDIANA AVENUE “GREEN” CORRIDOR**CHALLENGES/OPPORTUNITIES

The SW corner of the study area experiences the highest level of drug activity and violence, and also contains the highest levels of vacant land and buildings. Indiana Ave Kensington Avenue to Front Street, two of the most important commercial corridors in the community. Three significant public spaces are located along Indiana Ave: McPherson Square Park, Hissey Playground, and Hope Park.

FIGURE 10:  
INDIANA AVENUE “GREEN” CORRIDOR PRIORITY PROJECTS



**PROJECTS WITHIN THIS FOCUS ZONE INCLUDE:**



*Vacancy along Cambria Street.*

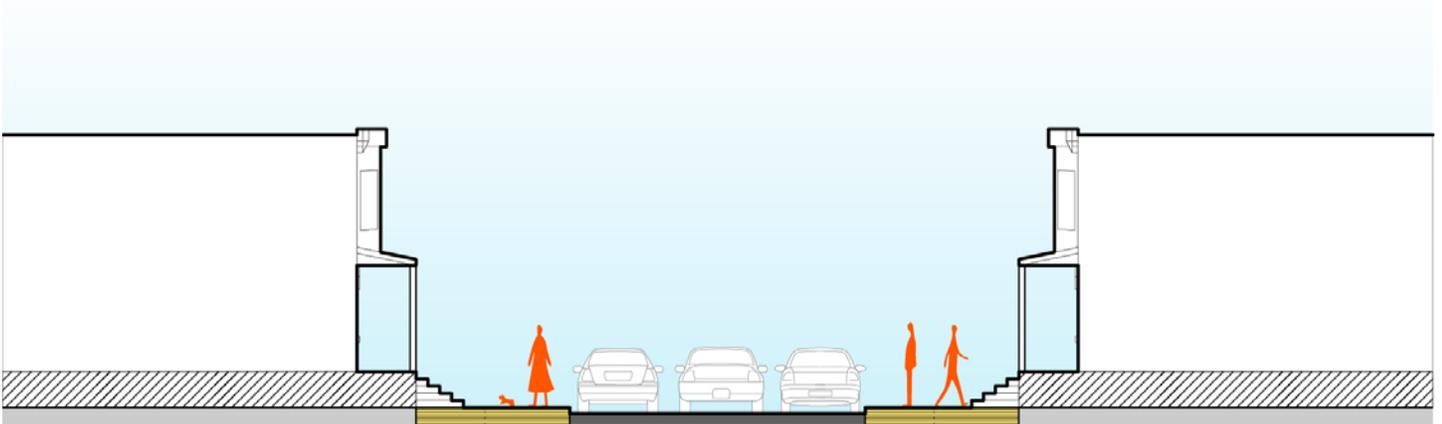
**1.**

CONVERT INDIANA AVENUE INTO A GREEN CORRIDOR - Through tree plantings, improved lighting, green stormwater infrastructure, and vacant lot "cleaning and greening". PWD will help serve as a vital partner for implementation

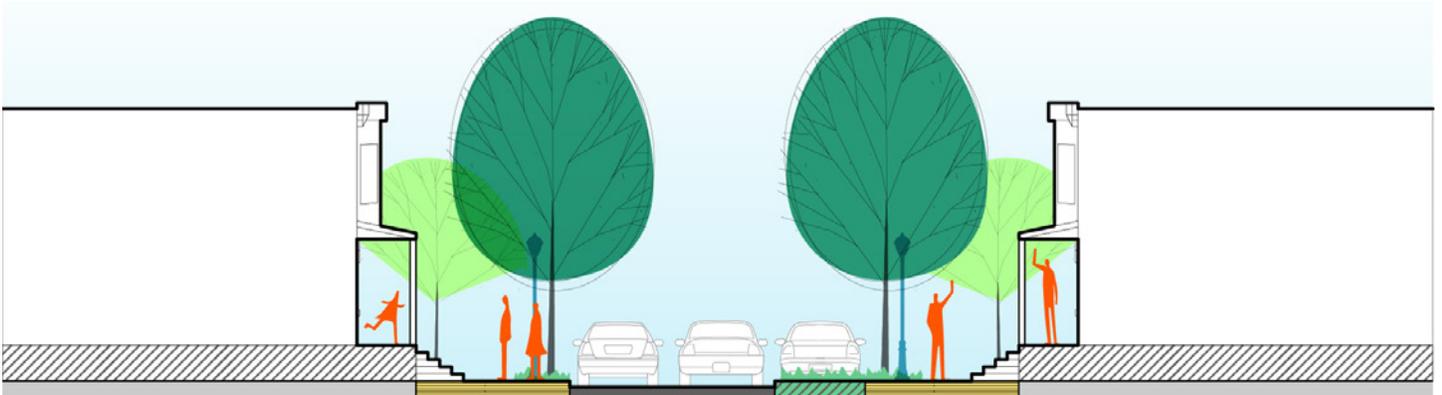
**2.**

CLEAN UP VACANT LOTS AND REDUCE DRUG DEALING - This is a great location to deploy the community policing, problem oriented policing, and town watch programs discussed in the health and safety goal area. This should be coordinated with mentorship programs that target drug dealers.

**FIGURE 12:  
EXISTING INDIANA AVENUE "GREEN" CORRIDOR SECTION**



**FIGURE 11:  
POTENTIAL INDIANA AVENUE "GREEN" CORRIDOR SECTION**



**INDIANA AVENUE “GREEN” CORRIDOR - PRIORITY IMPLEMENTATION MATRIX**

PROJECT	TIMELINE (YEARS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BEYOND
<b>1. Convert Indiana Avenue into a “Green” Corridor</b>						
1. Facilitate second round of improvements to Hissey Park (including CPTED strategies)						
2. Facilitate resident-led renovation/stabilization of vacant lots into gardens/side yards/play spaces- select locations from priority list						
3. Coordinate with PWD on green stormwater infrastructure (GSI)						
4. Increase tree coverage across the neighborhood						
<b>2. Clean up vacant lots and reduce drug dealing</b>						
1. Explore the Cure Violence Model as a means to develop collective efficacy						
2. Problem Oriented Policing (POP)- work with 24th Police District to develop POP strategies around A and Indiana, C and Indiana, Kip and Cambria (crime hotspots)						
3. Community-Oriented Policing around Hissey Park- work with Friends of Hope Park, Goodlands Coalition/Iglesia del Barrio to organize Town Watch groups around A and Indiana, C and Indiana, Kip and Cambria (crime hotspots)						
4. Clean and Green Vacant lots near C and Indiana						
5. Support mentoring programs						
6. Promote workforce development that targets people in the drug trade and returning citizens						

PARTNERSHIPS	ESTIMATED COST	OVER TIME	SOURCE OF FUNDS
<i>City Council, REBUILD, Parks and Recreation, Goodlands Coalition/ Iglesia del Barrio, Friends of Hissey Park, Police Athletic League</i>	<b>\$1M</b>	<b>2020-22</b>	<i>Rebuild</i>
<i>L&amp;I, PHS, Land Bank, CLIP, local residents, Friends of Hissey Park</i>	<b>\$10K</b>	<b>2019-2020</b>	<i>Foundations, PHS</i>
<i>PWD, Friends of Hissey Park, Friends of Hope park, Friends of McPherson Park</i>	<b>\$500K</b>	<b>2021-22</b>	<i>PWD</i>
<i>Tree Philly, local residents, PWD</i>	<b>\$50K</b>	<b>2020-22</b>	<i>PHS, PWD</i>
<i>DBHIDS, Temple University, Operation Ceasefire, DA Office, 25th District PPD</i>	<b>\$100K</b>	<b>YEARLY</b>	<i>BCJI, Foundations, TBD</i>
<i>24th District PPD, Philadelphia DA, local residents and block leaders, Town Watch Integrated Services, Impact Services</i>	<b>\$10K</b>	<b>YEARLY</b>	<i>BCJI, Foundations, TBD</i>
<i>24th District PPD, Philadelphia DA, local residents and block leaders, Town Watch Integrated Services</i>	<b>\$10K</b>	<b>YEARLY</b>	<i>BCJI, Foundations, TBD</i>
<i>PHS, Philadelphia Parks and Recreation, Goodlands Coalition/ Iglesia del Barrio, Friends of Hope and Hissey Parks, MDO, Mural Arts</i>	<b>\$10K</b>	<b>YEARLY</b>	<i>Foundations, PHS</i>
<i>Latino Men Call to Action, Men In Motion, Philadelphia School District, Free Library of Philadelphia, Philadelphia Parks &amp; Recreation, Street Soccer USA</i>	<b>\$20K</b>	<b>YEARLY</b>	<i>WFRF, Foundations</i>
<i>Impact, Department of Corrections, Protocall, Jets, Careerlink, Baker Industries, Bodhi Coffee, Community College of Philadelphia's Fox Rothschild Center for Law and Society and Re-entry support project, Mural Arts</i>	<b>\$15,500</b>	<b>YEARLY</b>	<i>WFRF, Foundations</i>

**FOCUS ZONE:**

**KENSINGTON & ALLEGHENY**

CHALLENGES/OPPORTUNITIES

General blight, crime and safety, and poor marketing are contributing factors towards its underutilization. Proposed investments already on the table including the Kensington Storefront Challenge and the new Esperanza Health Center can serve as catalysts throughout the focus zone. In addition to already planned investments, a series of proposed projects can further improve the focus zone and help to implement overall neighborhood strategies and tactics.

FIGURE 13:  
**KENSINGTON & ALLEGHENY PRIORITY PROJECTS**

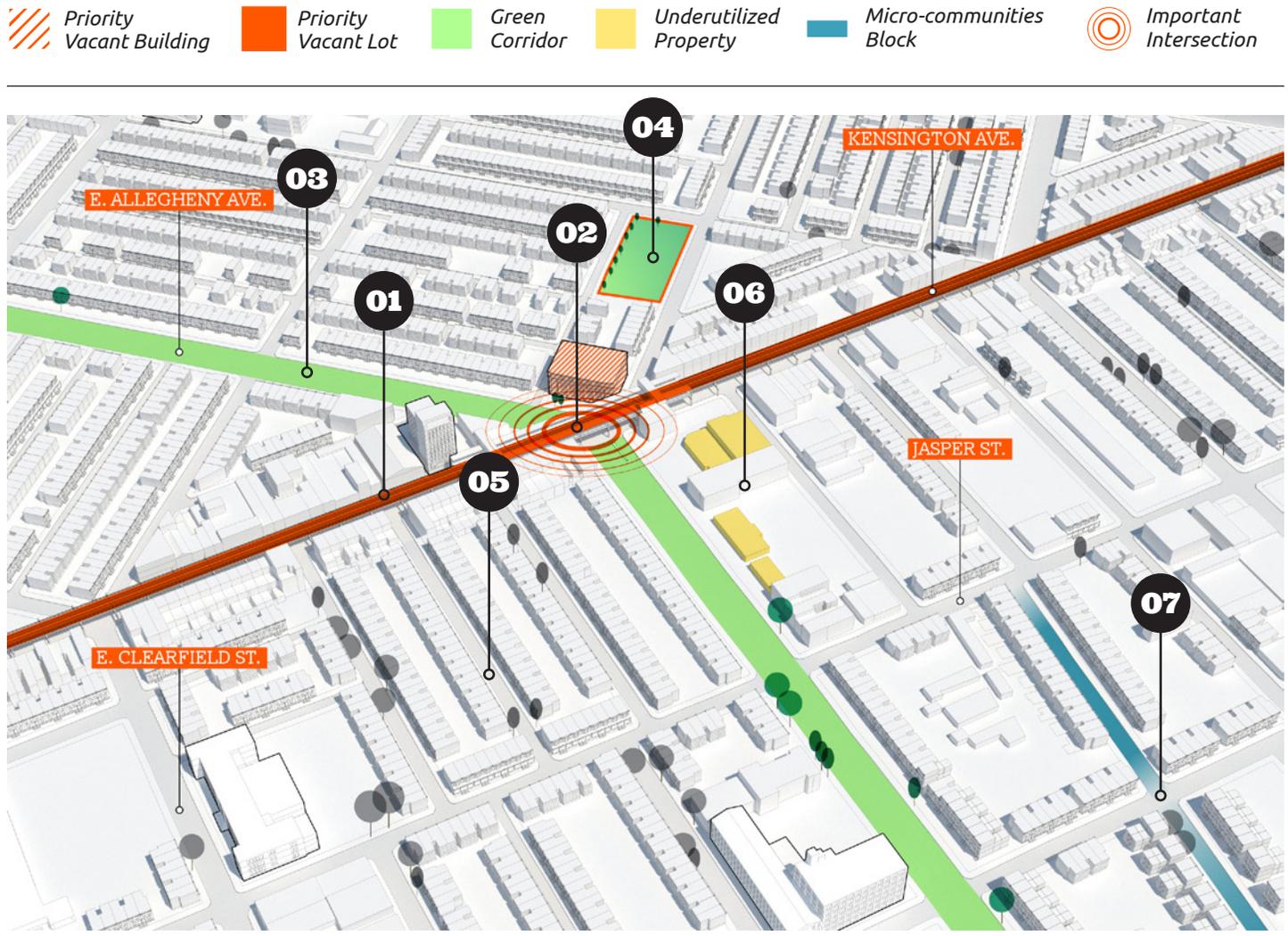


FIGURE 14:  
**PROPOSED K&A INTERSECTION**

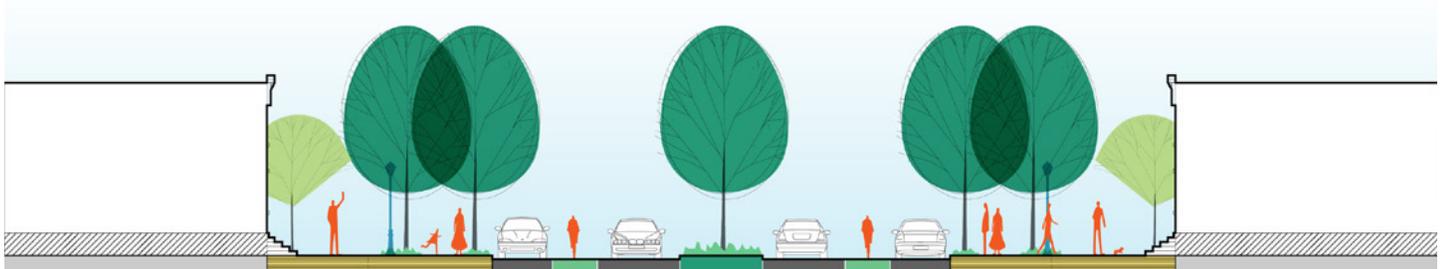


*Site of future Esperanza Health Center.*

**PROJECTS WITHIN THIS FOCUS ZONE INCLUDE:**

- 1.** COORDINATE WITH THE REIMAGINE KENSINGTON STOREFRONT CHALLENGE - Up to 10 Entrepreneurs, startups, artist, will be selected through a competitive application process to receive up to one year of free rent, among other incentives, to locate their business on Kensington Ave.
- 2.** IMPROVEMENTS TO KENSINGTON AVENUE SO IT CAN THRIVE AS A COMMERCIAL CORRIDOR
- 3.** GREEN ALLEGHENY AVENUE WITH NEW PLANTINGS AND STREET TREES
- 4.** COORDINATE WITH ESPERANZA ON NEW HEALTH CENTER
- 5.** TARGET LOW/HIGH OWNERSHIP BLOCKS - The blocks on either side of Allegheny from Kensington Avenue to Emerald present an interesting dichotomy from a homeownership perspective. The north side has the highest rate of homeownership within the study area at 63%, while the south side has the lowest rate at 13%. This presents an interesting opportunity to deploy some of the overall goals around housing in a targeted area. Upzone underutilized blocks on Allegheny Avenue
- 6.** UPZONE UNDERUTILIZED BLOCKS ON ALLEGHENY AVENUE
- 7.** MICRO-COMMUNITIES - Particular blocks within the Kensington & Allegheny area have active and engaged residents. These streets will serve as the building blocks for the micro-communities concept discussed in the Community section of this plan. Blocks include:
  - Madison Street – between Jasper & Emerald
  - Madison Street – between Emerald & Frankford

FIGURE 15:  
**POTENTIAL ALLEGHENY AVENUE “GREEN” CORRIDOR**



**KENSINGTON & ALLEGHENY - PRIORITY IMPLEMENTATION MATRIX**

PROJECT	TIMELINE (YEARS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BEYOND
<b>1. Coordinate with the Reimagine Kensington Storefront Challenge</b>						
1. Coordinate with the Reimagine Kensington Storefront Challenge						
<b>2. Improvements to Kensington Avenue</b>						
1. Work with local artists to develop a creative placemaking campaign on K&A						
2. Crime Prevention Through Environmental Design (CPTED)- improve lighting and litter along Kensington Ave						
3. Clean and Green Vacant lots on Commercial Corridor along Kensington Ave, yearly maintenance						
4. Make Facade and InStore improvements to existing storefronts along K&A Commercial Corridor to make it more attractive for new businesses						
5. Pop-up markets on vacant lots along Kensington Ave can offer informal businesses opportunity to test out products						
6. Organize seasonal marketing events on the commercial corridor that shoppers can look forward to every year						
7. Develop a signature community festival to strengthen positive neighborhood identity						
8. Launch "Kensington CLEAN" campaign on littering and cleaning, involving local residents as well as the business community						
9. Continue and expand street cleaning and safety ambassador program						
<b>3. Green Allegheny Avenue with new plantings and street trees</b>						
1. Coordinate with PWD on GSI along Allegheny Ave.						
<b>4. Coordinate with Esperanza on new health center</b>						
1. Coordinate Community Engagement for Esperanza's new Health Center development						

PARTNERSHIPS	ESTIMATED COST	OVER TIME	SOURCE OF FUNDS
<i>Shift Capital, Commerce Department, Finanta, Impact Loan Fund, Kensington SCI, K&amp;A Business Association</i>	<b>\$650K</b>	<b>2018</b>	<i>SIP program, InStore Program, Shift Capital, private investments</i>
<i>Kensington SCI, Mural Arts, Local Artists, K&amp;A Business Association, Commerce Department</i>	<b>\$60K</b>	<b>2018-20</b>	<i>National Endowment of the Arts, Foundations, Commerce Department</i>
<i>LISC, Kensington SCI, Commerce Department, Streets Department, SEPTA</i>	<b>\$4M</b>	<b>2018</b>	<i>SEPTA, Commerce Department</i>
<i>PHS, L&amp;I, K&amp;A Business Association, Kensington SCI, Mural Arts, CLIP, Streets Department</i>	<b>\$20K</b>	<b>YEARLY</b>	<i>Foundations, PHS</i>
<i>Shift Capital, Commerce Department, K&amp;A Business Association, Kensington SCI</i>	<b>\$22K</b>	<b>YEARLY</b>	<i>Commerce Department and private investments</i>
<i>Commerce Department, K&amp;A Business Association, Kensington SCI, L&amp;I, Streets Department</i>	<b>\$7,500</b>	<b>YEARLY</b>	<i>Foundations, PHS, private sponsorships</i>
<i>K&amp;A Business Association, Kensington SCI</i>	-	-	-
<i>Impact, K&amp;A Business Association, Friends of McPherson, Free Library of Philadelphia, Aramingo BID, local artists</i>	<b>\$40K</b>	<b>YEARLY</b>	<i>Foundations, Private Sponsorships, Philadelphia Activities Fund</i>
<i>KABA, PMBC (Philadelphia More Beautiful Campaign), local schools, SCI Collaborative</i>	<b>\$30K</b>	<b>2018-20</b>	<i>Streets Department, Foundations, Private Sponsorships</i>
<i>Kensington Renewal, Shift Capital, Commerce Department, PRIDE, K&amp;A Business Association</i>	<b>\$80K</b>	<b>YEARLY</b>	<i>Commerce Department, Private Sponsorships</i>
<i>PWD, Streets Department, SEPTA, Impact Services, Commerce Department</i>	-	-	-
<i>Esperanza Health Center, Commerce Department, K&amp;A Business Association</i>	-	-	-

**KENSINGTON & ALLEGHENY - PRIORITY IMPLEMENTATION MATRIX**

PROJECT	TIMELINE (YEARS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BEYOND
<b>5. Target low/high ownership blocks</b>						
1. Expand healthy home repairs						
2. Work with ECA and weatherization programs to improve energy efficiency of homes						
3. Launch educational campaign on tenants’ rights and enforcing landlord licensing						
4. Support NKCDC’s Project Reinvest: Homeownership counseling/down payment assistance						
5. Increase homeownership through financial coaching, rent-to-own options, and cooperative ownership opportunities						
<b>6. Upzone underutilized blocks on Allegheny Avenue</b>						
1. Develop a toolkit of equitable development opportunities and guidelines for development in Kensington						
2. Coordinate with city on potential upzoning of parcels that provide affordable housing incentives (inclusionary zoning)						
3. Develop Mixed-use development project						
4. Pursue Low Income Housing Tax Credits (LIHTC) to create new affordable units						
<b>6. Micro-communities</b>						
1. Develop leadership and engagement strategy on 1900-2000 Madison St.						
2. Establish Street Camp location at 1900 Madison St						
3. Establish “Cleanest Block” competition sponsored by City of Philadelphia						

	<b>PARTNERSHIPS</b>	<b>ESTIMATED COST</b>	<b>OVER TIME</b>	<b>SOURCE OF FUNDS</b>
	<i>NKCDC, LISC, Rebuilding Together</i>	<b>\$150K</b>	<b>YEARLY</b>	<i>Rebuilding together</i>
	<i>ECA</i>	<b>\$30K</b>	<b>YEARLY</b>	<i>ECA</i>
	<i>L&amp;I, TURN, DHCD Fair Housing Campaign, Legal Clinic for Disabled</i>	<b>\$2,600</b>	<b>YEARLY</b>	-
	<i>NKCDC</i>	-	-	<i>Project Reinvest</i>
	<i>FINANTA, Land Bank, NKCDC</i>	-	-	-
	<i>Kensington SCI, PACDC</i>	<b>\$15K</b>	<b>YEARLY</b>	-
	<i>City Planning Commission</i>	<b>\$15K</b>	<b>YEARLY</b>	-
	<i>Impact Services, Commerce Department, PHFA, LISC, PRDA</i>	<b>\$80K</b>	<b>2019-21</b>	<i>Foundations, LISC, PRDA, PHFA</i>
	<i>Impact Services, PHFA, PRDA</i>	<b>\$8M</b>	<b>2022-25</b>	<i>PHFA</i>
	<i>Resident leadership, Kensington SCI, K&amp;A Business Association</i>	<b>\$40K</b>	<b>YEARLY</b>	<i>DCED among other public funds</i>
	<i>Parks and Recreation, Police Department, Impact Services, Fab Youth Philly, Street Soccer USA, City Council (PAF)</i>	<b>\$17,200</b>	<b>YEARLY</b>	<i>WFRF, private fundraising, PYN among other potential funding sources TBD</i>
	<i>Philadelphia Streets Department, local residents, K&amp;A Business Association</i>	<b>\$1K</b>	<b>YEARLY</b>	<i>Foundations, private fundraising</i>

**FOCUS ZONE:**

**TIOGA - HARROWGATE**

CHALLENGES/OPPORTUNITIES

The Tioga focus zone assets include a MFL station, Harrowgate Park and Scanlon Rec Center (provides active sports and recreational space, with the hockey rink). Opportunities exist to improve these assets to better serve the community. Recent investments by SHIFT Capital with the redevelopment of MAKEN Studios on I street is one of the largest private sector investments the neighborhood has seen in decades. There exists an opportunity to make these investments as a hub for the community and spill over into the redevelopment of adjoining properties. The Philadelphia Water Department has recently made stormwater investments at Harrowgate Park and are proposing similar investments along I street. Together these investments show a commitment by the city to the neighborhood and can help to improve the quality of life for neighborhood residents.

FIGURE 16:  
**TIOGA - HARROWGATE PRIORITY PROJECTS**



## PROJECTS WITHIN THIS FOCUS ZONE INCLUDE:



Existing conditions of Scanlon Playground



Recent PWD investments at Harrowgate Park.

### 1.

**BUILD OFF INVESTMENTS MADE BY SHIFT CAPITAL** - Of particular interest is the future redevelopment of 3400-08 J Street and the potential for new tenants. The ground floor of this building is included in the Kensington Storefront Challenge and is seeking creative business ideas. MAKEN Studios offers a great opportunity to bring new businesses to the neighborhood that can create local jobs.

### 2.

**COORDINATE WITH PWD ON THE I STREET CORRIDOR** - The Philadelphia Water Department recently completed an analysis of potential green stormwater infrastructure opportunities within Kensington. The I Street corridor is targeted as a great opportunity to address stormwater at a large scale.

### 3.

**ACTIVATE HARROWGATE PARK** - Friends of Harrowgate Park is an active and vocal resident organization that does great work to improve the park, and in turn the surrounding neighborhood. Continued support for programs such as flea markets, street soccer, and proposals such as Shakespeare in the park will continue to activate the park and serve as a vital asset for the community.

### 4.

**PRIORITIZE VACANT LOTS ALONG SCHILLER STREET ACROSS FROM HARROWGATE PARK** - The large overgrown vacant lot along Schiller Street, consists of 8 continuous parcels, two of which are publicly owned. This is a great opportunity to coordinate with the City and property owners to “clean and green” the lot.

### 5.

**IMPROVEMENTS TO SCANLON PLAYGROUND** - investments should be made in new basketball surfaces and better, more visible entrances at J Street and Tioga, as well as both entrances on Atlantic Street. A larger park overhaul should be done in coordination with a community engagement process.

Conceptual drawings for 3400-8 J Street.

SOURCE: Shift Capital



**TIOGA - HARROWGATE - PRIORITY IMPLEMENTATION MATRIX**

PROJECT	TIMELINE (YEARS)					
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	BEYOND
<b>1. Build off investments made by Shift Capital</b>						
1. Work with a Community College of Philadelphia to create a hub or presence in Kensington						
1. Establish an incubator space at 3400-08 J St (Corner with Kensington Ave) to make financing and mentoring available for "underground" business to develop formal enterprises						
<b>2. Coordinate with PWD on the I Street Corridor</b>						
1. Coordinate with PWD on green stormwater infrastructure (GSI) along I St						
1. Increase tree coverage along I St.						
<b>3. Activate Harrowgate Park</b>						
1. Support Friends of Harrowgate in organizing events and activities to bring residents back into the park: create seasonal festivals, pop-up markets						
1. Harrowgate Park just underwent a major renovation with the installation of a large rain garden through PWD's Stormwater Management program. Physical renovations will be prioritized in years 4-5.						
<b>4. Prioritize vacant lots along Schiller across from Harrowgate Park</b>						
1. Crime Prevention Through Environmental Design (CPTED)- improve lighting and visibility into the lots, organize cleanups and activities, identify resident stewards						
1. Clean and Green Vacant lots, add to PHS maintenance schedule						
<b>5. Improvements to Scanlon Playground</b>						
1. Crime Prevention Through Environmental Design (CPTED)- Improve facilities, access, lighting, greenspace and programming at Scanlon Park						
1. Coordinate after school opportunities in Scanlon Park for youth to engage in their free time						

PARTNERSHIPS	ESTIMATED COST	OVER TIME	SOURCE OF FUNDS
<i>Community College of Philadelphia, Shift Capital, K&amp;A Business Association, Friends of Harrowgate Park, Harrowgate Civic Association</i>	-	<b>2021-22</b>	<i>Foundations, Community College of Philadelphia, Private Investments</i>
<i>Shift Capital, Commerce Department, Finanta, Impact Loan Fund, Philadelphia Community College (PowerUP), K&amp;A Business Association, Friends of Harrowgate Park, Harrowgate Civic Association</i>	<b>\$500K</b>	<b>2018-20</b>	<i>Foundations, Commerce Department</i>
<i>PWD, Harrowgate Civic, KICA</i>	-	-	-
<i>Tree Philly, PHS, local residents</i>	<b>\$20K</b>	<b>2021-22</b>	<i>PHS</i>
<i>Friends of Harrowgate, Police Department, Parks and Recreation, K&amp;A Business Association, City Council</i>	<b>\$15K</b>	<b>YEARLY</b>	<i>WFRF, Philadelphia Activities Fund, Private fundraising, Foundations</i>
<i>Rebuild, Impact Services, City Council, Harrowgate Civic Association</i>	<b>\$800K</b>	<b>2021-22</b>	<i>Rebuild, Impact Services, City Council, Harrowgate Civic Association</i>
<i>Harrowgate Civic Association, Friends of Harrowgate Park, PHS, CLIP</i>	<b>\$10K</b>	<b>2019</b>	<i>Foundations, LISC, PHS, private investments</i>
<i>PHS, CLIP, Streets Department</i>	<b>\$6K</b>	<b>YEARLY</b>	<i>PHS</i>
<i>Impact Services, City Council, KICA, PWD, Rebuild</i>	<b>\$800K</b>	<b>2021-BEYOND</b>	<i>Rebuild, Foundations, private investments</i>
<i>Street Soccer USA (Kensington Soccer Club), KICA, Parks and Recreation</i>	<b>\$10K</b>	<b>YEARLY</b>	<i>WFRF, Philadelphia Activities Fund, Private fundraising, Foundations</i>

INTERESTED IN MORE INFORMATION?

If you'd like a copy of the entire plan or you are interested in supporting these efforts, please contact the Community Development Department at Impact Services Corporation at 215.739.1600 or [info@impactservices.org](mailto:info@impactservices.org).

The plan is also available at [www.impactservices.org](http://www.impactservices.org)