



MT. AIRY 2025

an action plan for our future

NEIGHBORHOOD RETAIL & COMMERCE

EARLY CHILDHOOD EDUCATION

SENIOR LIVING

COMMUNITY SAFETY & PLACEMAKING

HOMES & HOUSING

YOUTH ENGAGEMENT



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EXECUTIVE SUMMARY

Background

In the fall of 2014, Mt. Airy USA and its partners (East Mt. Airy Neighbors, West Mt. Airy Neighbors, Chew and Belfield Neighbors, the 6300 Alliance, and the Mt. Airy Business Improvement District) submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The group recognized that much of the work outlined in the 2004 *Mt. Airy Neighborhood Plan: Opportunities, Challenges & Recommendations* plan had been accomplished, and that it was time to assess the needs of the neighborhood again. Wells Fargo awarded the new planning grant in spring 2015 and the planning process kicked off soon thereafter.

Dubbed “Mt. Airy 2025,” this plan will include a 10 year vision for the future of the neighborhood and implementation goals for the first five years (shown in Appendix A). The plan will identify and prioritize various neighborhood revitalization strategies and also provide cost estimates and a timetable for implementation.

The Mt. Airy 2025 Study Area was determined in consultation with the Wells Fargo Regional Foundation, which recommends that neighborhood planning areas are compact to facilitate tracking of progress and outcomes after the plan starts being implemented. While the Study Area does not include all of Mt. Airy (**Figure A**), all residents of the entire neighborhood were welcome to participate in the planning process. As illustrated in this report, many of the discussions will focus on issues that affect the entire neighborhood.

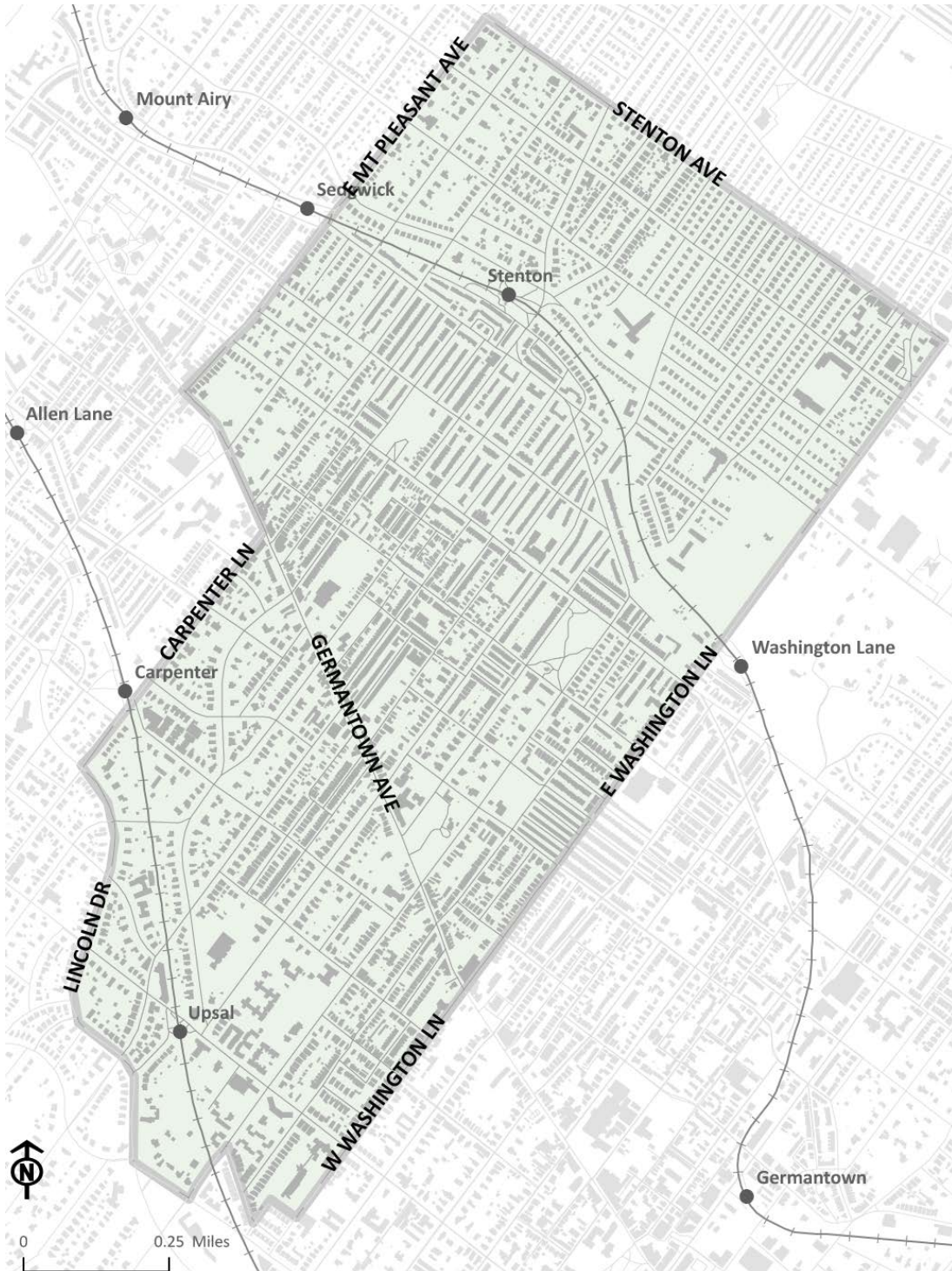


Figure A: Map of Study Area Context.

Specially, the Mt. Airy 2025 Study Area is bounded by:

- Stenton Ave. to the east
- E. Washington Ln to the south
- Lincoln Dr. to the west, and
- Carpenter Ln and E. Mt. Pleasant Ave. to the north (see **Figure B**).

Figure B: Mt. Airy 2025 Study Area



Planning Process

At the heart of Mt. Airy 2025's planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident and stakeholder feedback. The public outreach strategy included the use of public meetings and visioning workshops; focus group meetings; stakeholder interviews; a dedicated project website (*mtairy2025.org*), and a social media campaign (i.e. the utilization of #mtairy2025 on Facebook and Twitter).



Figure C: Neighborhood residents providing comment at the Open House.

The planning process also involved the review and evaluation of previous planning efforts conducted in Mt. Airy, including:

- *Mt. Airy Neighborhood Plan: Opportunities, Challenges & Recommendations (2004)*
- *Mt. Airy Placemaking & Streetscape Improvement Plan (2008)*
- *Mt. Airy Schools Coalition Strategic Plan*

In the years since these plans were developed, a \$3.5 million streetscape improvement project and nearly 80 façade improvements have transformed the appearance of Germantown Avenue. New businesses have opened on the Avenue, safety has improved, and pedestrian traffic has increased. MAUSA has also added to the neighborhood's affordable housing stock, begun a transformative park project in partnership with the Free Library, and started the Mt. Airy Business Improvement District as well as the Business Association of Mt. Airy. The Mt. Airy Schools Coalition has worked with all six local public elementary schools to launch a multi-site, multi-year, multi-million dollar schoolyard redesign initiative with the School District of

Philadelphia and has also received over \$250,000 in grant funding to support technology updates and professional development to support the Mt. Airy Reads initiative for grade level reading.

Also important to note is that Mt. Airy itself is part of a larger Northwest Philadelphia region. Public officials are thinking and planning regionally, even examining cross-municipal collaborations, such as:

- Chestnut Hill Regional Mobility Study
- Shops, Streets, Centers: A Guide to the Revitalization of Commercial Corridors in the 9th Councilmanic District
- Philadelphia2035, Comprehensive Plan for the City of Philadelphia (the Upper Northwest District Plan is scheduled to kick off in 2017)

Public Meetings

On June 24, 2015, the planning team facilitated a public meeting that was held at Mt. Airy Presbyterian Church. Approximately 70 individuals participated in this meeting and rotated through three discussion stations organized into the following topics: Economic Opportunity, Housing, and Quality of Life (see **Appendix B** for detailed summaries of the discussions).



Figure D: *Planning team member facilitating discussion at the first public meeting.*

Midway through the planning process, as background analysis was completed and initial themes began to emerge in regard to Mt. Airy 2025’s goals and objectives, an Open House event was held at Germantown Church of the Brethren on October 29, 2015. 46 community members attended throughout the course of the event. There were no formal presentation made by the planning team at this event; rather, it was a chance to present the background findings and initial ideas for action on presentation boards. Participants were asked

to vote on which ideas they thought were the highest priorities and which others were missing from the list.

Finally, a third public meeting was held at Pleasant Playground on December 17, 2015. At this meeting, a set of proposed action items were presented to the general public. 43 residents took part in the process. Comments providing feedback were evaluated and have subsequently been incorporated into this document.

Figure F: the resident engagement process for Mt. Airy 2025 leverage existing community events to gather information and input. On September 17, 2015, planning team members attended the Mt. Airy Street Fare and interacted with dozens of residents about their aspirations (or BIG IDEAS) for the neighborhood



Resident Survey & Physical Conditions Survey

Working with NeighborWorks America—a community development organization that has been collaborating with the Wells Fargo Regional Foundation on community planning initiatives—Mt. Airy USA coordinated a team of surveyors to complete 258 resident surveys. In all, the survey team visited nearly 1,000 homes in the Study Area soliciting resident input on a variety of topics. Detailed analysis of the Resident Survey is attached to this report as **Appendix C**.

Lastly, a physical conditions survey of all 6,620 properties in the Study Area was conducted and subsequently analyzed by the consultant team.

Key Issues Task Forces

Key concerns raised by the aforementioned community input gathering methods were organized into categories. Task forces were created for each category and community members and stakeholders met several times in October and November of 2015 to address these concerns. Recommended actions from these task forces were sent back to the steering committee and are set forth in this report. Mt. Airy 2025's action strategies are organized in six (6) major categories with these vision statements:

- Neighborhood Retail & Commerce: Mt. Airy has vibrant, clean and thriving commercial areas that meet the needs of its residents and attracts/nurtures entrepreneurs.
- Early Childhood Education: Mt. Airy offers accessible, affordable, and high quality early childhood education opportunities that prepare children for succeeding as they enter the school system.
- Senior Living: Mt. Airy is a multi-generational neighborhood with deep social connections that offers a variety of services and housing options for its seniors.
- Community Safety & Placemaking: Mt. Airy is a neighborhood where residents feel comfortable and safe and are actively engaged in neighborhood-wide public safety efforts.
- Homes and Housing: Mt. Airy is a diverse, mixed-income, affordable neighborhood with a wide range of housing types and sizes available for residents of all stages of life.
- Youth Engagement: Mt. Airy has actively engaged youth who come together to advocate for their needs and aspirations for the neighborhood.

In addition to the six major categories, there is a detailed strategy for developing the communications plan is outlined in support of these action strategies (**Appendix A**).

INTRODUCTION

Background

In the fall of 2014, Mt. Airy USA and its partners (East Mt. Airy Neighbors, West Mt. Airy Neighbors, Chew and Belfield Neighbors, the 6300 Alliance, and the Mt. Airy Business Improvement District) submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The group recognized that much of the work outlined in the 2004 *Mt. Airy Neighborhood Plan: Opportunities, Challenges & Recommendations* plan had been accomplished, and that it was time to assess the needs of the neighborhood again. Wells Fargo awarded the new planning grant in spring 2015 and the planning process kicked off soon thereafter.

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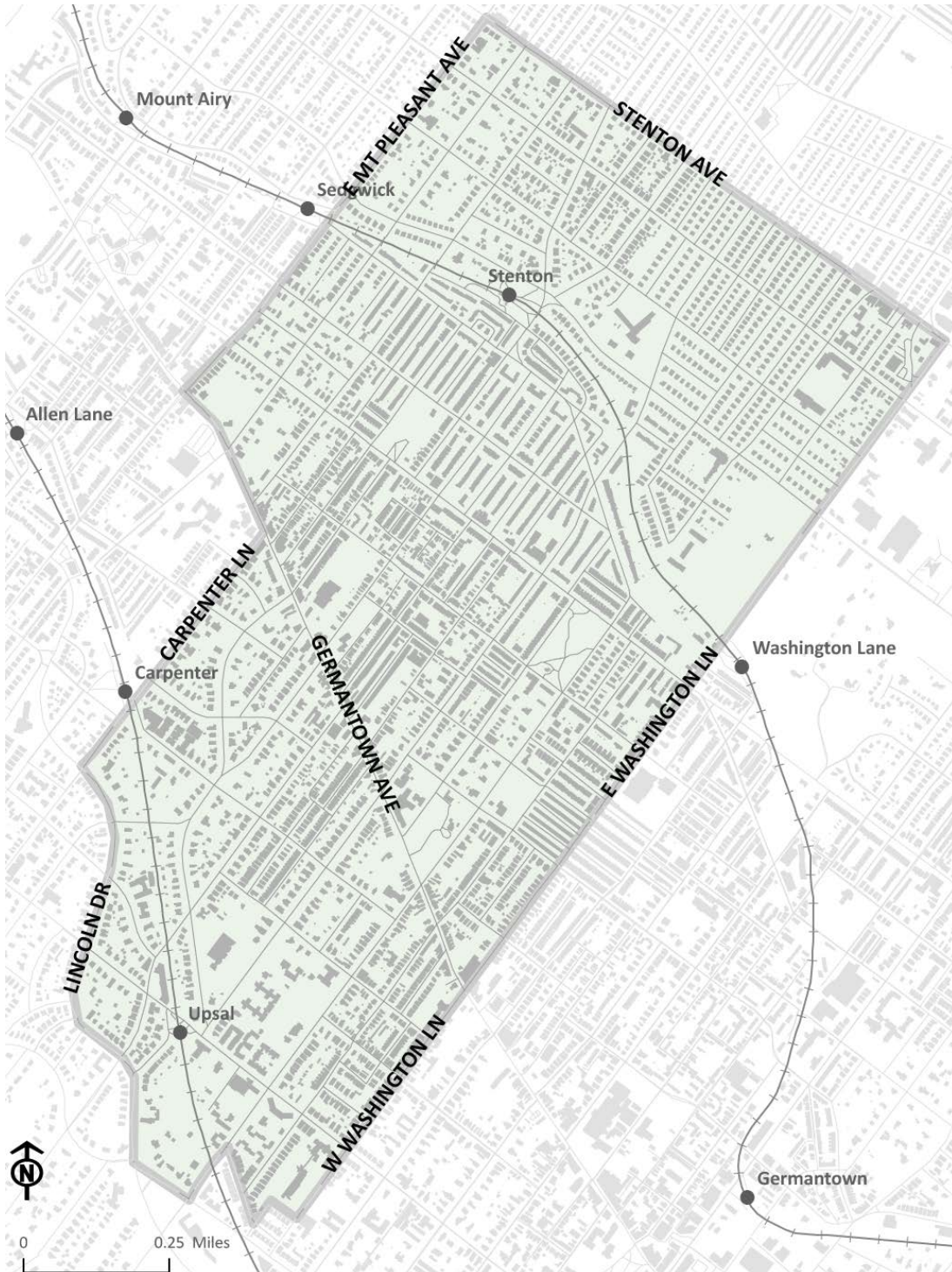


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- Carpenter Ln and E. Mt. Pleasant Ave. to the north (see **Figure 2**).

Figure 2: Mt. Airy 2025 Study Area



Steering Committee

A steering committee—which includes residents and representatives from local neighborhood/civic groups, organizations, and social service agencies—has been formed to guide the planning process and plan development. The members of the steering committee are:

- Councilwoman Cindy Bass, City of Philadelphia, 8th District
- Elayne Bender, East Mt. Airy Neighbors
- Sarajane Blair, Mt. Airy USA
- Tonyelle Cook-Artis, Office of State Representative Cherrille L. Parker
- Brad Copeland, Mt. Airy USA
- Larry Daniels, East Mt. Airy Neighbors, Business Owner
- Rachel Falkcove, Philadelphia Interfaith Hospitality Network
- Jim Flaherty, City of Philadelphia Commerce Department (retired)
- Tyree Gladden, Emlen School Parent
- Deborah Gary, 6300 Block Alliance, Business Owner
- Ian Hegarty, Philadelphia City Planning Commission
- Leah Hood, Duval Street Improvement Association
- Maisha Jackson, Office of State Senator Art Haywood
- Della Lazarus, West Mt. Airy Neighbors
- Kim Massare, Mt. Airy USA
- Tia Mathisen, Mt. Airy Business Improvement District
- Charles Richardson, G'Town Restoration CDC
- Rachael Silva, Valley Green Bank
- Bill Simon, The Philadelphia Public & Human Services Guild, Inc.
- Linda Slodki, Mt. Airy Art Garage
- Joe Sullivan, Pepper Hamilton, LLP
- Kyasha Tyson, Office of State Representative Cherrille L. Parker
- Eric Wilden, Ralston My Way
- Reverend Chester Williams, Chew and Belfield Neighbors
- David Young, Cliveden of the National Trust

Altogether, the steering committee met seven (7) times from May 2015 to March 2016 to guide the planning process and to shape the final strategy document.

For the purpose of facilitating the planning process, Mt. Airy USA has retained the consultant team consisting of Urban Partners (lead consultant), RBA Group, Baker & Company, and Jeremiah White & Associates.

PLANNING PROCESS

At the heart of Mt. Airy 2025's planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident and stakeholder feedback. The public outreach strategy included the use of public meetings and visioning workshops; focus group meetings; stakeholder interviews; a dedicated project website (mtairy2025.org), and a social media campaign (i.e. the utilization of #mtairy2025 on Facebook and Twitter).



Figure 3: Neighborhood residents providing comment at the Open House.

Previous Planning Efforts

This section contains summaries of previous plans and studies completed for Mt. Airy and surrounding neighborhoods.

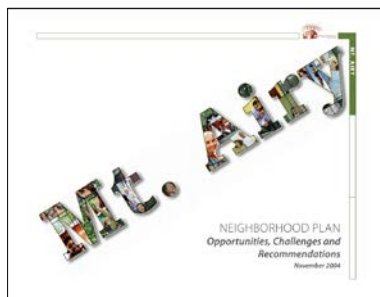


Figure 4: Cover page of the Mt. Airy Neighborhood Plan, 2004.

Mt. Airy Neighborhood Plan: Opportunities, Challenges & Recommendations (2004)

The Mt. Airy Neighborhood Plan was developed in response to Mayor Street’s Neighborhood Transformation Initiative. The planning area covered the “traditional” boundaries of the Mt. Airy neighborhood, an area larger than the Study Area for Mt. Airy 2025. The plan focused on four areas: Housing, Economic Development, Circulation, and Building Community (see **Figure 4**).

Mt. Airy Placemaking & Streetscape Improvement Plan (2008)

This plan represents a long-term master plan for improving Germantown Avenue in Mr. Airy, as well as a strategic blueprint for allocating funding that Mt. Airy USA had received from various sources to plan for and make improvements to the Avenue. The primary accomplishment of the plan was setting in motion the streetscape improvements along Germantown Avenue. The plan had four main components: Streetscape Elements, Special projects, Mobility & Traffic, and Navigation & Wayfinding.

Mt. Airy Schools Coalition Strategic Plan

In 2014 the Mt. Airy Schools Coalition completed a strategic planning process led by Mt. Airy USA with support from Ingrid Boucher of Strategy Arts. The planning process solicited input from a wide range of school stakeholders—principals, teachers, parents, and community members—through surveys, interviews, focus groups and community meetings. The planning team also reviewed the School District of Philadelphia’s Action Plan 2.0, individual School Improvement Plans, School Performance Profiles, and PSSA data to identify areas where the Schools Coalition could align with broader improvement efforts.

Based on this analysis, the Schools Coalition has identified three project areas for its future work: 1) Literacy, 2) Schoolyard Redesigns, and 3) Fundraising Capacity and Partnership Building.

Accomplishments from Previous Planning Efforts

In the years since these plans were developed, a \$3.5 million streetscape improvement project and nearly 80 façade improvements have transformed the appearance of Germantown Avenue. New businesses have opened on the Avenue, safety has improved, and pedestrian traffic has increased. MAUSA has also added to the neighborhood’s affordable housing stock, begun a transformative park project in partnership with the Free Library, and started the Mt. Airy Business Improvement District as well as the Business Association of Mt. Airy. The Mt. Airy Schools Coalition has worked with all six local public elementary schools to launch a multi-site, multi-year, multi-

million dollar schoolyard redesign initiative with the School District of Philadelphia and has also received over \$250,000 in grant funding to support technology updates and professional development to support the Mt. Airy Reads initiative for grade level reading.

Other Planning Efforts in Northwest Philadelphia

Also important to note is that Mt. Airy itself is part of a larger Northwest Philadelphia region. Public officials are thinking and planning regionally, even examining cross-municipal collaborations, such as:

- Chestnut Hill Regional Mobility Study
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Figure 6: the resident engagement process for Mt. Airy 2025 leverage existing community events to gather information and input. On September 17, 2015, planning team members attended the Mt. Airy Street Fare and interacted with dozens of residents about their aspirations (or BIG IDEAS) for the neighborhood



Resident Survey & Physical Conditions Survey



Figure 7: Neighborhood residents filling out the survey.

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Survey Question: Satisfied about living in this community?

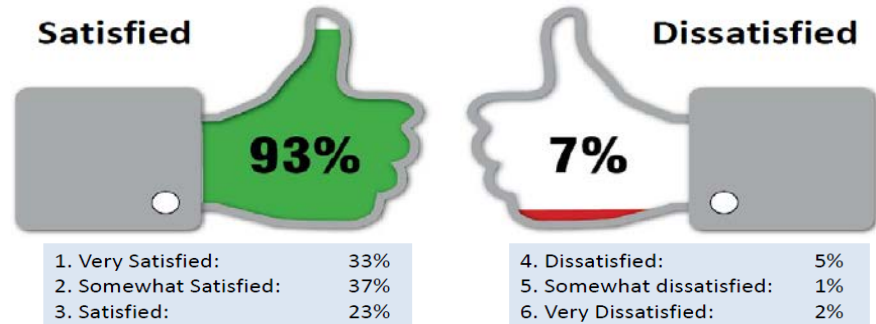


Figure 8: Response to survey question about residents' satisfaction about living in My. Airy.

Overall, the vast majority of Study Area residents expressed satisfaction about living in this community (93% of the responses were “very satisfied, somewhat satisfied, or satisfied” about living in Mt. Airy). Analyzed by the three Sub Areas, the resident satisfaction levels vary (with Sub Area 1 reporting the highest satisfaction, followed by Sub Area 3 and Sub Area 2, see **Figure 9**). The survey also revealed that what residents liked the most about living in Mt. Airy were their houses or apartments, while community safety was what they liked the least (for detailed report of the Resident Survey responses, see **Appendix C**).

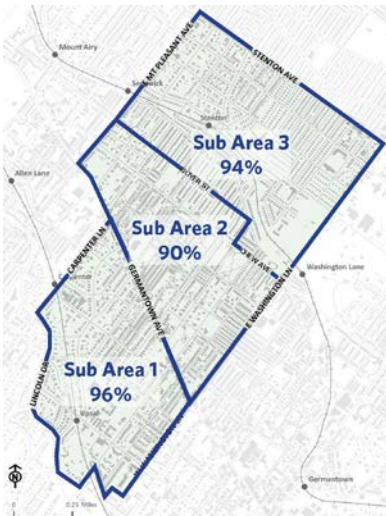


Figure 9: Response to survey question about residents' satisfaction about living in My. Airy, by Sub Area.

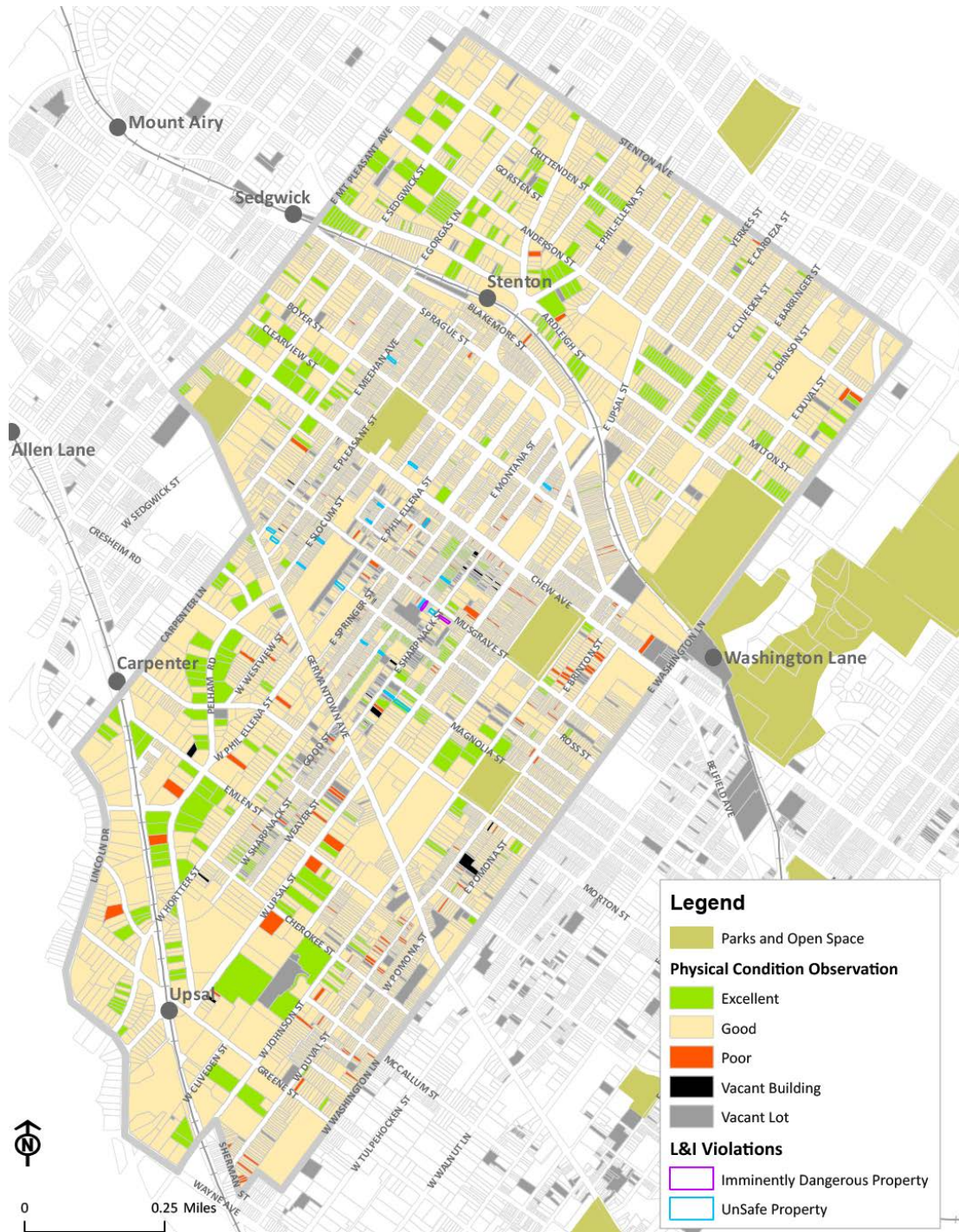
Lastly, a physical conditions survey of all 6,620 properties in the Study Area was conducted and subsequently analyzed by the consultant team. **Figure 10** shown on the following page is a map summarizing the results of the physical conditions inventory. It shows several clusters of housing in “Excellent” condition in the Study Area:

- E. Sedgwick Street & Anderson Street
- E. Barringer Street & Anderson Street
- E. Phil Ellena Street & Ardleigh Street
- Pelham Road between W. Horter Street and Germantown Avenue

While the area framed by Chew Avenue, E. Meehan Avenue, E. Upsal Street, and Germantown Avenue has some rows of “Excellent” homes, it also has a number of homes in “Poor” condition, vacant houses, and vacant lots. This area also include a number of properties in this area with L&I violations.

A detailed Existing Conditions Report was prepared documenting these concerns and conditions (**Appendix D**).

Figure 10: Property Conditions Inventory



Excellent	Good	Poor
<p><i>Buildings and properties appear exceptionally well maintained and manicured. Includes new construction</i></p>	<p><i>Buildings and properties appear to be reasonably maintained. Walls, windows, doors and roof visible from the street generally appear to be in good condition with some indications of wear. Properties are generally clean and maintained at a basic level.</i></p>	<p><i>Buildings exhibit visual evidence of deterioration and possible structural damage. Properties may appear unmaintained and/or unkempt.</i></p>

Key Issues Task Forces

Key concerns raised by the aforementioned community input gathering methods were organized into categories. Task forces were created for each category and community members and stakeholders met several times in October and November of 2015 to address these concerns. Recommended actions from these task forces were sent back to the steering committee and are set forth in this report. Mt. Airy 2025's action strategies are organized in six (6) major categories with these vision statements:

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- Youth Engagement: Mt. Airy has actively engaged youth who come together to advocate for their needs and aspirations for the neighborhood.

In addition to the six major categories, there is a detailed strategy for developing the communications plan is outlined in support of these action strategies.

SUMMARY OF EXISTING CONDITIONS

Brief History of Mt. Airy¹

Mt. Airy is a community whose rich history reaches back to America's beginnings. In 1750, William Allen (1704-1780) built a summer mansion and estate on the current location of the Lutheran Theological Seminary, on Germantown Avenue. He gave the estate the name "Mount Airy," which gradually became adopted as the name of the area. At that time, Mt. Airy was a popular resort spot, where the wealthy citizens of Philadelphia would spend their summers. Certainly Mt. Airy has connections to all the things that make Philadelphia's Northwest so historic. Germantown Avenue was known as the "Great Road" and its Belgian blocks line what was long ago a Native American hunting trail. The small neighborhoods which comprise Mt. Airy, with names like Dogtown, Beggarstown, and Kresheim, go back as long as Philadelphia.



Figure 11: Johnson House

In 1777, Mt. Airy was the setting for Philadelphia's only Revolutionary War battle, at the Chew family mansion of Cliveden, which is a nationally recognized historical monument. Mt. Airy is also the location of the Johnson House (see left), a monument of equal importance to American history. The home was a Quaker safe house for runaway slaves traveling the Underground Railroad in the 1850's, and is one of the few historical sites of its kind that is still open to the public.

Mt. Airy makes up the center of the "German Township" (with Germantown to the south and Chestnut Hill to the north). Like all other sections of Philadelphia that had once been separate townships, Mt. Airy was incorporated into the city of Philadelphia in 1854. And like

¹ This excerpt was taken from Mt. Airy USA's website (www.mtairyusa.org) in the About the Area page.

many other neighborhoods, it has held on to its separate sense of identity ever since. Unlike Germantown (with its connections to Colonial and Revolutionary history, for instance) or Chestnut Hill (with its history as a railroad suburb), Mt. Airy has a separate sense of history for different reasons, namely for all hard work that has gone to make it a diverse and integrated community that it is today.

Demographics

According to the 2014 American Community Survey (ACS) from the U.S. Census Bureau, the total population of the Study Area is 21,856, which is 8.9% larger than what was indicated in the 2000 Decennial Census. In terms of the number of residents, the Study Area comprises approximately 80.8% of Mt. Airy as a whole (bounded by Wissahickon Creek, Cresheim Valley Road, Stenton Avenue and Washington Lane). The Study Area’s rate of population growth for this period exceeded the rate recorded for the city and for Mt. Airy as a whole (see **Table 1**)².

Table 1: Population Trends, 2000-2014

	Population 2000	Population 2014	Change in Population (%)
Study Area	20,064	21,856	8.9%
Mt. Airy	25,299	27,034	6.9%
City of Philadelphia	1,517,550	1,546,920	1.9%

Source: U.S. Census Bureau

Within the Study Area, there are subsections that exhibit different socio-economic and physical characteristics. For the purpose of this analysis, three Sub Areas have been identified:

- **Sub Area 1:** West Mt. Airy Section within the Study Area located south of Germantown Avenue.
- **Sub Area 2:** Middle section of the Study Area, between Germantown Avenue and Boyer Street/Chew Avenue.
- **Sub Area 3:** Area north/east of Boyer Street/Chew Avenue (see **Figure 12** on the following page).

According to the 2014 ACS, the three Sub Areas increased population between 2000 and 2014 at varying rates. Sub Area 3 experienced the largest growth at 11.0%, followed by Sub Area 1 at 9.6%, and Sub Area 2 at 6.6% (See **Table 2**).

Table 2: Population Trends by Sub Area, 2000-2014

	Population 2000	Population 2014	Change in Population (%)
Sub Area 1	5,769	6,325	9.6%
Sub Area 2	7,561	8,056	6.6%
Sub Area 3	6,734	7,475	11.0%

Source: U.S. Census Bureau

² The population and housing unit data for the 2000 Decennial Census are based on a sample size of 100% of the households whereas the 2013 American Community Survey 5-Year Estimates are based on a sample size of approximately 1 out of 8 addresses.

Figure 12: Sub Areas within the Study Area

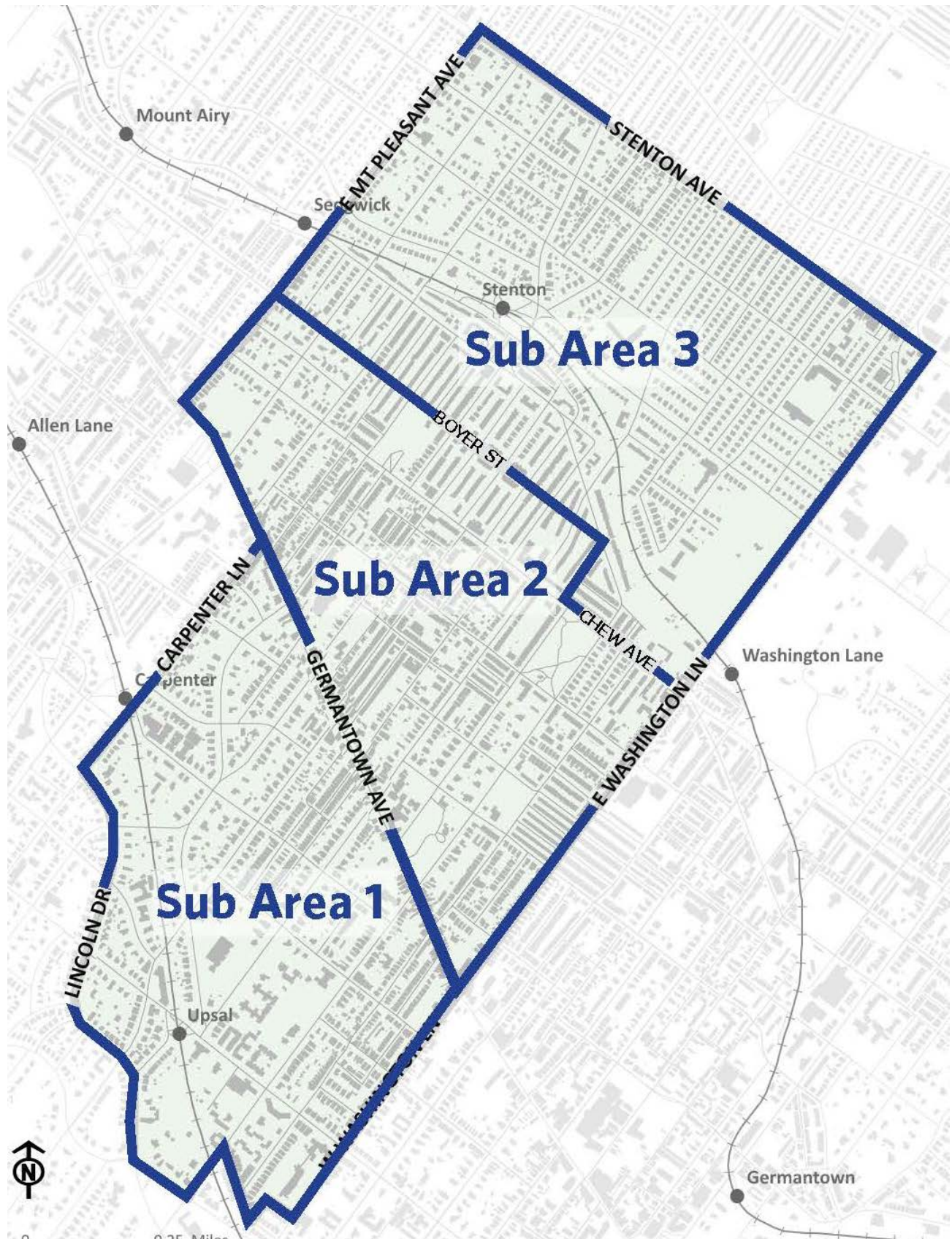
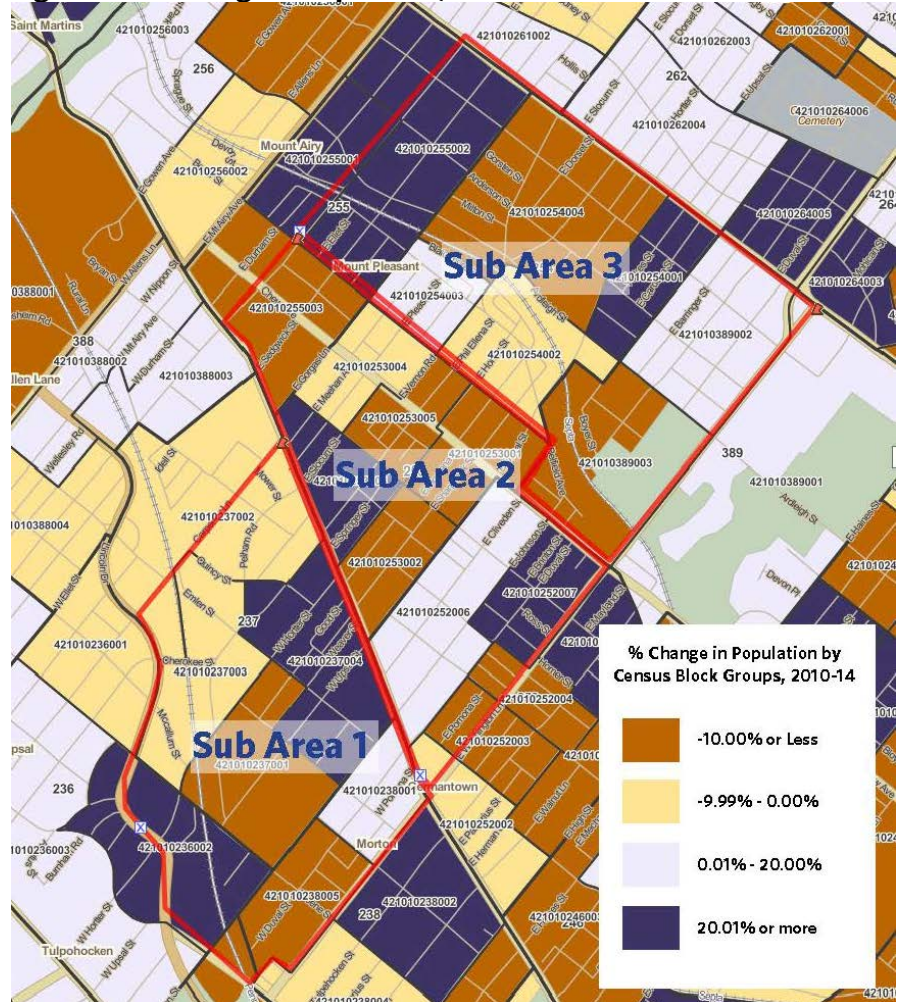


Figure 13 is a map that illustrates the degrees of population change. The shades of purple indicate population growth and the shades of yellow/brown indicate population loss. It should be noted that there are pockets of population growth and decline within each of the Sub Areas.

Figure 13: % Change in Population, 2010-14

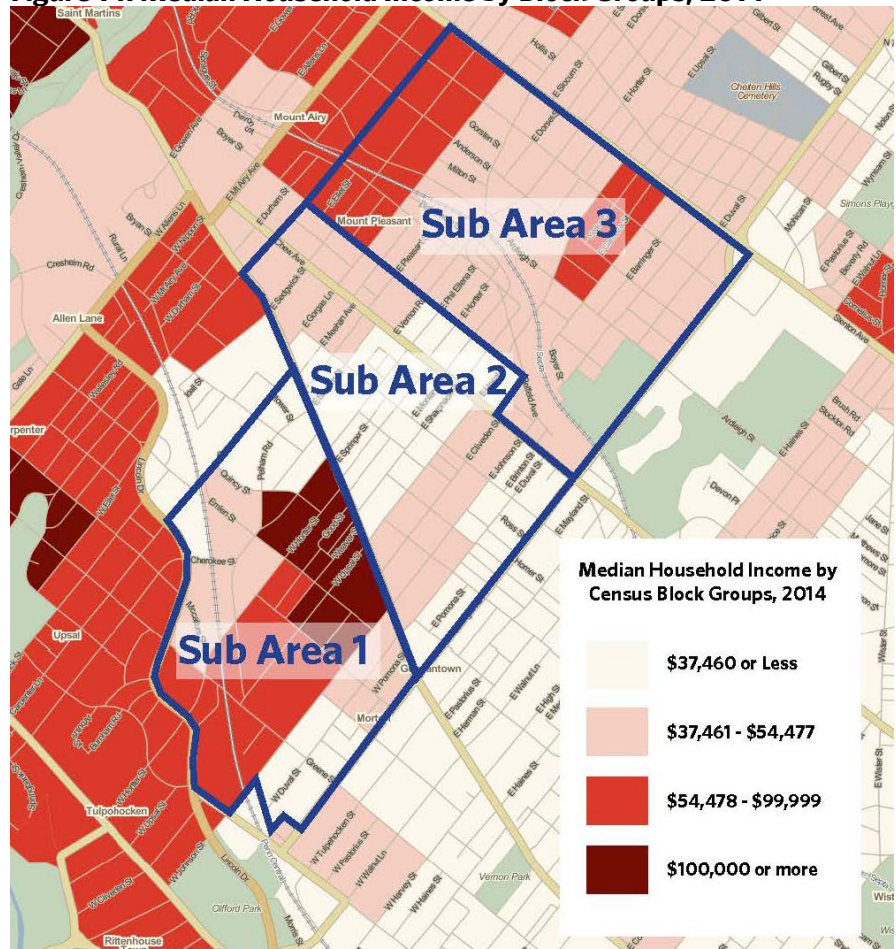


Source: U.S. Census Bureau, PolicyMap

According to the 2014 ACS, the median household income levels for the Study Area range from \$15,846 to \$100,839, which is equivalent to 42% to 269% for the city as a whole (\$37,460 in 2014). By comparison, the 19119 Zip Code which represents the majority of Mt. Airy has a median household income of \$54,478.

In **Figure 14**, median household incomes are illustrated by block groups in shades of red. The block group with the highest household income level is located in Sub Area 1, just south of Germantown Avenue. All block groups in Sub Area 2 report median household incomes less than 19119 Zip Code as a whole.

Figure 14: Median Household Income by Block Groups, 2014



Source: U.S. Census Bureau, PolicyMap

According to the 2014 ACS, 79.1% of the residents in the Study Area are Black while another 14.0% are White. The White population grew by 25.4% since 2000, while the Black population slightly decreased by 7.6%. Compared to Mt. Airy as a whole, the Study higher concentration of Black residents (79.1% to 57.5%, see **Table 3**).

Table 3: Racial Composition, 2000-2014

	Study Area 2000	Study Area % of Total Population in 2000	Study Area 2014	Study Area % of Total Population in 2014	Mt. Airy % of Total Population in 2014
Black	18,727	84.5%	17,295	79.1%	57.5%
White	2,434	11.0%	3,052	14.0%	33.6%
Asian	109	0.5%	270	1.2%	2.1%
Other	904	4.1%	1,239	5.7%	6.8%

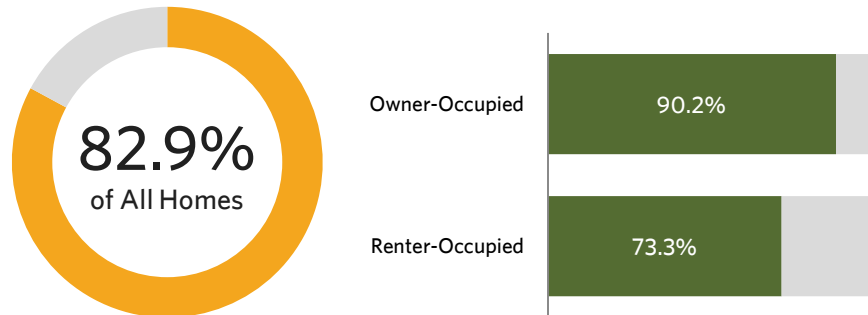
Source: U.S. Census Bureau

Housing Conditions



According to the 2014 ACS, 82.9% of all homes in the Study Area were built prior to 1950 (Figure 16).

Figure 16: Percent of Homes Built Prior to 1950



The Study Area’s sale housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development and its associated pricing. According to Realquest, which is a comprehensive real estate database service that was utilized for report, there were 484 home sales in the seven tract area within the last 24 months. In **Table 4** shown below, these sales are segmented into the following categories: Foreclosures; Investor/ Developer Acquisitions; Clear Arm’s Length Sales between Owner Occupants; and Homes Sold by Investors/Developers to Owner Occupants (see **Appendix D** for locations of these home sales).

Table 4: Breakdown of Home Sales in the Study Area Tracts

	Total Number of Sales	Average Sale Price	Average Sale Price/SF	Average Living Space
Foreclosures	52*	\$83,087	\$48.91	1,699 SF
Investor/Developer Acquisitions (Non Foreclosure)	72	\$111,288	\$63.37	1,756 SF
Homes Sold by Investors/Developers to Owner Occupants	53	\$194,715	\$113.54	1,715 SF
Clear Arm's Length Sales between Owner Occupants	307	\$211,590	\$111.74	1,894 SF

Source: U.S. Census Bureau

There were 52 foreclosures, 29 of which were homes purchased by investors/developers, with an average sale price of \$83,087 (or \$48.91/SF). Investors or developers acquiring non-foreclosure homes accounted for 72 transactions, with an average sale price of \$111,288 (\$63.37/SF); and homes sold by investors/ developers to owner occupants totaled 53 transactions, with an average price of \$194,715 (or \$113.54/SF). Finally, homes transferred between owner occupants totaled 307 transactions (63.4% of the total), with an average sale price of \$211,590 (or \$111.74/SF). As for home sizes, the sales between owner occupants were the biggest with an average of 1,894 SF of living space (see **Table 3**).

The level of home foreclosures and/or investor activity varies within the Study Area. Sub Area 2 has experienced the most home sales of this variety with 41 total transaction (or 32.3% of all sales), followed by Sub Area 1 with 18 transaction (or 23.4% of all sales) and Sub Area 3 with 24 transactions (or 20.2% of the total sales, see **Figure 17**).

As for rental housing, 16 apartment complexes have been examined to determine the potential for new rental housing development in the Study Area and its associated pricing. A total of 1,389 units are in these 16 apartments, which accounts for 36% of all rental units in the Study Area.

The rents at the Greene Manor (see **Figure 18**) represent the highest rates for complexes located in the Study Area. Greene Manor is a 90-unit midrise complex located on the 200 block of W. Johnston Street. Asking rents at the time of this report are as follows:

- Studio units from \$795 to \$810 (or \$1.93 to \$2.58 per SF)
- One-bedroom units from \$1,050 to \$1,100 per month (or \$1.56 to \$1.68 per SF)
- Two-bedroom units from \$1,250 to \$1,650 per month (or \$1.56 to \$1.73 per SF)
- Three-bedroom units at \$1,850 per month (or \$1.50 per SF).

The lowest rents for two-bedroom apartments (\$675 per month, or \$0.68 per SF) are found at Simon Garden located on the 6700 block of

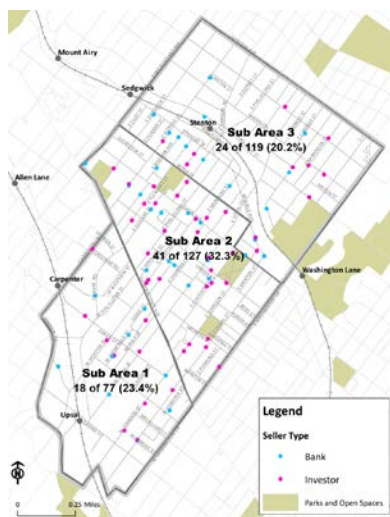


Figure 17: Foreclosures and/or Investor Related Sales



Figure 18: Greene Manor Apartments

Musgrave Street. Detailed information on all 16 apartment complexes can be found in the *Existing Conditions Report* in **Appendix D**.

As of this report, a mixed-use building is being developed at the corner of Germantown Avenue and Westview Avenue. In addition to the 3,800 SF of commercial retail space on the ground floor, this development will feature 28 apartments ranging from studios to two-bedrooms. According to PlanPhily, the proposed rent levels range from \$900 to \$1,100 for one-bedroom units and \$1,200 to \$1,400 for two-bedroom units. These prices are comparable to Greene Manor’s pricing which represented the top of the rental market in 2015 (**Figure 19**).



Figure 19: *Mixed-Use Development (6600 block of Germantown Ave)*



Figure 20: *Location of Large Income-Restricted Rental Housing Complexes*

The Study Area has several large income-restricted apartment complexes. They include: New Courtland Apartments at Cliveden, Presser Senior Apartments, Awbury View Apartments, and Emlen Arms Apartments (see **Table 5**).

Table 5: Larger Income Restricted APT Complexes in the Study Area

	Address	Type	Total Number of Units
New Courtland Apartments at Cliveden	319 W. Johnson Street	Senior - HUD	62
Presser Senior Apartments	101 W. Johnson Street	Senior - HUD	45
Awbury View Apartments	6320 Chew Avenue	Family Tax Credit	124
Emlen Arms Apartments	6733 Emlen Street	Family - PHA	141

Source: U.S. Census Bureau

In addition to the income restricted senior apartment complexes, a major continuing care retirement community is located within the Study Area. Wesley Enhanced Living at Stapeley at 6300 Greene Street offers senior residents independent living and nursing care services, including alzheimer's and dementia care.



Figure 21: *Wesley Enhanced Living at Stapeley*

Education

There are two public schools located within the Study Area: Eleanor C. Emlen School and the Anna B. Day School. Emlen School, which is located on the 6500 block of Chew Avenue, is a K-5 School that feeds Roosevelt School for grades 6 through 8. Day School, which is located on the 6300 block of Crittenden Street, is a K-8 School that feeds Martin Luther King High School located just south of the Study Area (see **Figure 22** on the following page).

In addition to Emlen School and Day School, the Study Area sits within catchment areas for three other Philadelphia School District K-8 Schools: Henry School on the 600 block of Carpenter Street; Houston School on the 7300 block of Rural Lane; and Lingelbach School on the 6300 block of Wayne Avenue. All three of these schools feed Roxborough High School located to the southwest of the Study Area for grades 9th through 12th.

Shown below are the overall School Progress Report (SPR) Scores for the five public schools that has catchment areas located within the Study Area. In addition to receiving an Overall Score, each school is measured against all schools of the same grade configuration (City Rank) and against a peer group of schools with similar student demographics (Peer Rank). Of the eight schools examined here, Henry School has the highest Overall Score of 59%, followed by Day School

(36%), Lingelbach (33%), and Houston School (27%). Emlen School received the lowest score of the five schools (15%). The only school ranked near the top quartile of their peer groups is Henry School, which is ranked 4th of 15 schools. Lastly, Roosevelt School reported the lowest scores among K-8 schools in the city (see **Table 6**).

Figure 22: Elementary School Catchment Area

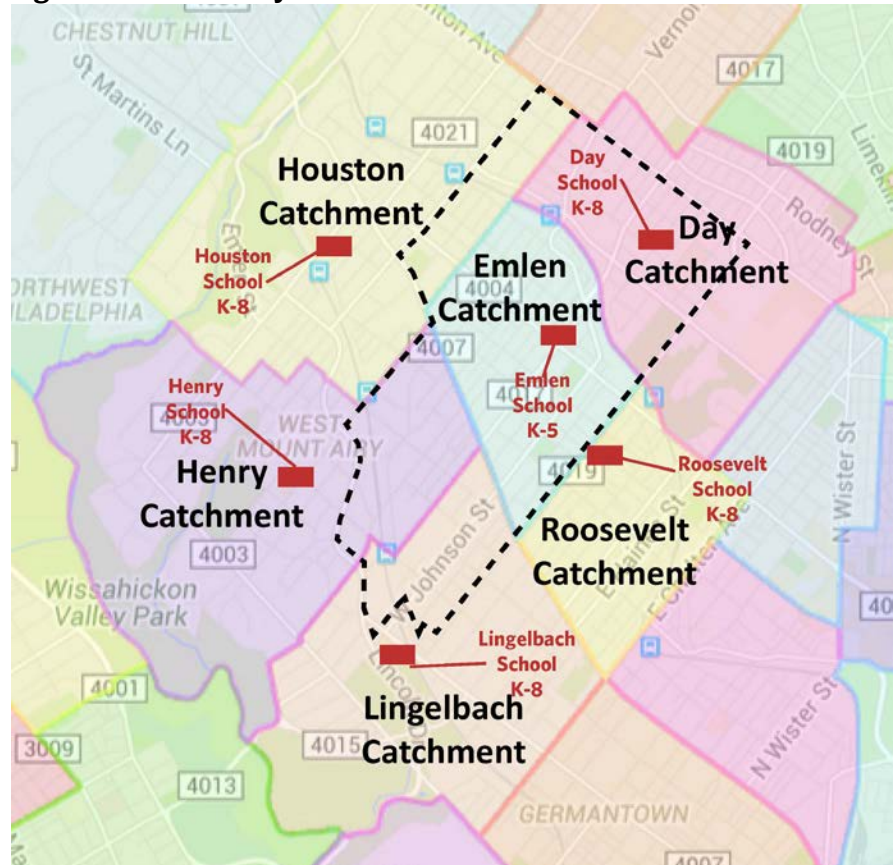


Table 6: Overall Score for Study Area K-5 and K-8 Public Schools

	Overall Score	Peer Rank	City Rank
Emlen School (K-5)	15%	17 th of 22	54 th of 61
Day School (K-8)	36%	13 th of 21	60 th of 126
Henry School (K-8)	59%	4 th of 15	16 th of 126
Lingelbach School (K-8)	33%	12 th of 15	70 th of 126
Houston School (K-8)	27%	15 th of 15	87 th of 126
Roosevelt School (K-8)	>10%	51 st of 51	126 th of 126

Source: School District of Philadelphia, School Progress Report 2013-14

According to the 2014 ACS, there are 3,501 K-12 students residing in the Study Area. Of those, 2,431 students (or 69.4%) attend public schools and 1,070 students (or 30.6%) attend private schools. Less than half of the kindergarten students (38.2%) attend public schools, but 71.4% of students in 1st grade through 4th grade attend public schools. The percentage of students in public middle schools (5th grade through 8th grade) is 62.8%, while close to four out of five the high school students (79.2%) attend public schools (**Table 7**).

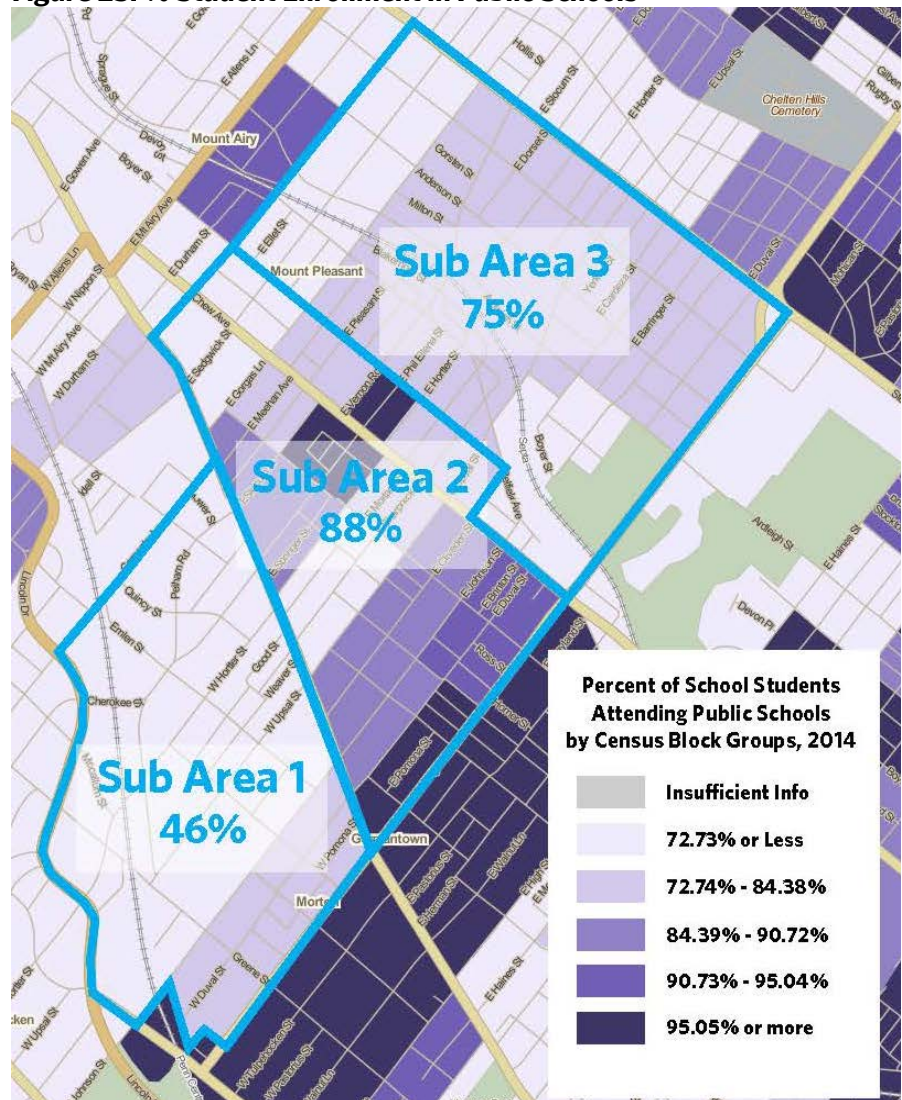
Table 7: K-12 School Enrollment by Type of School, 2014

	Total	% Public	% in Private
Enrolled in School:	3,501	69.4%	30.6%
- Kindergarten	273	38.2%	61.8%
- Grade 1 to 4	1,145	71.4%	28.6%
- Grade 5 to 8	857	62.8%	37.2%
- Grade 9 to 12	1,226	79.2%	20.8%

Source: U.S. Census Bureau

The percentage of public school enrollment varies across the three Sub Areas. Compared to the Study Area as a whole, Sub Area 1's public school enrollment rate is considerably lower (46% compared to 69%). Sub Area 2 has the highest public school enrollment at 88%, followed by Sub Area 3 at 75%.

Figure 23: % Student Enrollment in Public Schools



Source: U.S. Census Bureau, PolicyMap

As illustrated in **Figure 23**, some block groups in Sub Area 1 report rates as high as 95% public school enrollment, while all block groups located in Sub Area 1 report rates lower than 85%.

Employment

According to the 2014 ACS, the Study Area has 17,777 residents 16 years and over. Of those, 10,484 residents (or 59.0%) are participating in the labor force and 8,916 (or 85.1%) are employed. The U.S. Census Bureau estimates that 1,567 individuals 16 years and over are unemployed (a rate of 14.9%). In comparison, 59.2% of Philadelphia residents 16 years and over are participating in the labor force and the unemployment rate of 14.9% is identical to the Study Area (**Table 8**).

Table 8: Employment Status (Persons 16 Yrs+)

	2014	2014 (%)
Study Area (Population 16 year and over)	17,777	
- In labor force	10,484	-
Employed	8,916	85.1%
Unemployed	1,567	14.9%
Philadelphia (Population 16 year and over)	1,239,791	
- In labor force	734,452	-
Employed	625,386	85.1%
Unemployed	109,066	14.9%

Source: U.S. Census Bureau



Figure 24: Largest Employers in the Study Area

According to the OnTheMap application, the largest employers in the Study Area include:

- Caring Heart Rehab & Nursing (est. 304 FTE jobs)
- Mt. Airy USA and others at 6703 Germantown Avenue (est. 245 FTE jobs)
- Cliveden Convalescent Center (est. 238 jobs), and
- Wesley Enhanced Living at Stapeley (est. 189 FTE jobs, see **Figure 24**).

Shopping & Dining

A retail market analysis of the greater Mt. Airy area completed for this project has revealed the following:

- There are 144 stores operating in Mt. Airy, with total estimated sales of \$104 million annually. It is estimated that Mt. Airy residents spend \$368 million shopping and dining every year.
- This means that \$264 million in retail purchases by residents are being made outside of the neighborhood. In other words, only 28% of residents' retail spending is being captured by the shopping and dining offerings currently located within Mt. Airy (see **Figure 25**).
- The retail store additions likely to be most successful in Mt. Airy include
 - Twelve categories of community-serving stores totaling more than 125,000 SF of store space.
 - Expanded dining opportunities (50,000 SF of store space).
 - Eight categories of specialty goods that total 44,000 SF of store space (see detailed discussion in the *Existing Conditions Report*).

Figure 25: Infographic on Mt. Airy Retail Performance



Source: Nielsen Company, Urban Partners

PROPOSED STRATEGIES:

NEIGHBORHOOD RETAIL & COMMERCE

In 2013, there were more than 18,400 residents over the age of 16 in the Mt. Airy 2025 Study Area, with 11,300 of them participating in the labor force. Among this group, 14% were unemployed. Currently, employed residents work largely in service and retail trade industries—45% in health care, education, social assistance, and public administration and 20% in retail trade, food services, and accommodations.

Mt. Airy is chiefly a bedroom community; while more than 11,000 residents work, only 2,200 jobs are located in the area. These jobs are heavily concentrated in nursing homes and other health care, social assistance, education, and retail trade sectors.

Given the largely residential character of the community, the chief economic development concerns are in adding to the range and quality of retail goods and services available in the neighborhood, mostly on Germantown Ave. and in smaller convenience nodes such as Chew Ave. To identify viable opportunities for such retail diversification and expansion, Urban Partners undertook an analysis of supply and demand within the Greater Mt. Airy area, which is generally bounded by the Wissahickon Creek, Cresheim Valley Road, Stenton Avenue and Washington Lane.³

Currently, there are 144 retail businesses located within the Mt. Airy primary trade area providing goods and services in 24 different retail categories. These 144 businesses occupy about 329,000 SF of store space, with 69% of store space devoted to six types of stores:



Figure 26: Commercial and Retail Areas within the Study Area

³ See Figure 22 in the Existing Conditions Report (Appendix D) for a detailed map of the Retail Study Area.

- Supermarkets/grocery stores—61,400 SF
- Full-service restaurants—36,700 SF
- Pharmacies—36,500 SF
- Hair salons—31,500 SF
- Limited service restaurants—31,400 SF, and
- Home furnishings stores—30,500 SF.

These 144 businesses generated an estimated \$104 million in sales in 2015. On the other hand, Mt. Airy’s residents are purchasing an estimated \$368 million in goods and services annually, with only 28% of those sales being captured by Mt. Airy stores.

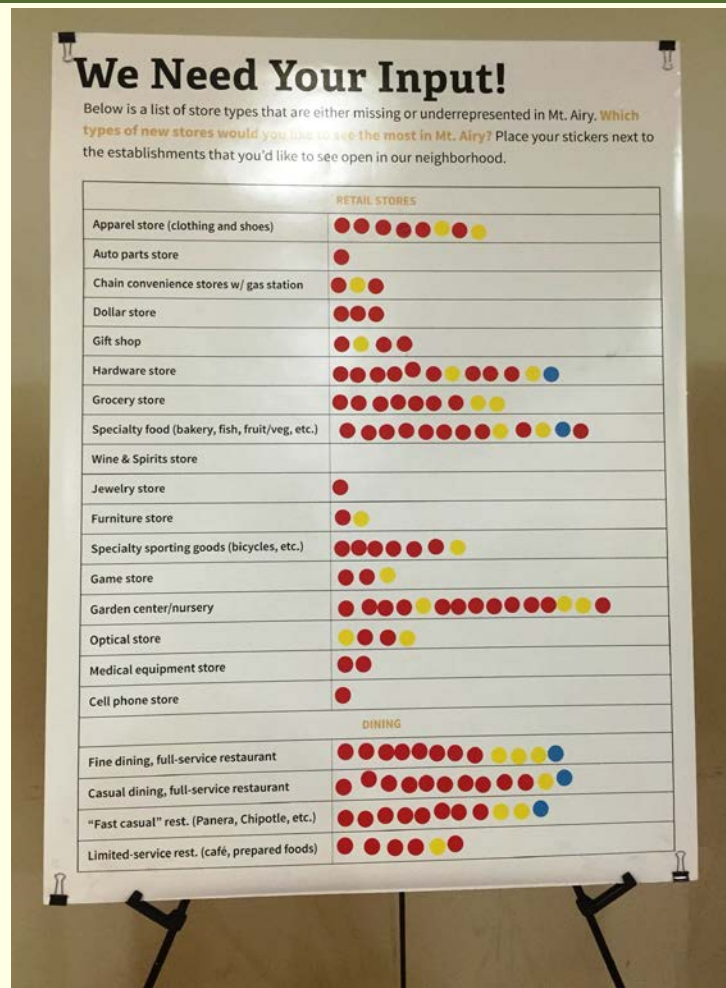
Despite this significant surplus of demand in almost all retail categories, successful development strategies will need to emphasize adding retail outlets that (1) focus on goods and services that attract their own markets, rather than relying on spillover from major anchors, which do not exist in the area; (2) function well in smaller store spaces; and (3) can, in most cases, be operated by independent entrepreneurs or smaller local chains.

Figure 27: What Retail Establishment Would You Want to See Open in Mt. Airy?

The following are results from a poll taken at the Mt. Airy 2025 Open House on October 29, 2015.

Top Responses:

- **Garden Center/Nursery: 15**
- **Specialty Food: 13**
(Bakery, Fish, Fruit & Veg)
- **Hardware Store: 12**
- **Fine Dining, Full-Service: 12**
- **Casual Dining, Full-Service: 12**
- **Fast Casual Dining: 11**
- **Grocery Store: 9**



VISION STATEMENT:

Mt. Airy has vibrant, clean and thriving commercial areas that meet the needs of its residents and attract/nurture entrepreneurs.

Revitalization Strategies

The six strategies detailed here focus on the key economic development issues of concern to the Mt. Airy community. They include providing for a greater range of goods, services, and amenities to improve the quality of life in Mt. Airy; continuing and enlarging on recent improvements in conditions on Germantown Avenue and Chew Avenue; and expanding support of local entrepreneurs.

1. Convene the Neighborhood Retail Task Force

The members of the Neighborhood Retail & Commerce Task Force that were convened for Mt. Airy 2025 will continue to meet together to further advance the objectives described in this section. Mt. Airy USA and Mt. Airy BID will assist members of the Task Force recruit additional partners—including business owners, commercial landlords, and other stakeholders.

2. Diversify Range of Goods & Services in Mt. Airy.

The retail store additions likely to be most successful in Mt. Airy will be those that fill the significant gap in available supply to meet the everyday needs of Mt. Airy residents. The strongest potential is for an additional 125,000 SF of store space in twelve retail categories including reopening or replacing the closed Bottom Dollar supermarket (**Figure 28**) and adding hardware, garden center, and auto parts stores. Other key opportunities will expand by up to 50,000 SF the range of available dining options. Finally, certain freestanding apparel, home furnishings, and specialty goods stores are also likely to be successful in the Mt. Airy commercial corridors.

Key activities to pursue this strategy include: i) expanded and targeted retail recruitment and corridor marketing; ii) recruiting a replacement supermarket for the closed Bottom Dollar; and iii) convening a commercial landlord coalition meeting.

3. Upgrade Conditions on the Commercial Corridors (Germantown Avenue + Chew Avenue).

Significant physical improvements have occurred on many Germantown Avenue blocks, but many properties in the 6300 through 6700 blocks remain in need of improvement, and scattered properties elsewhere are also in need of effort. Key strategies included targeted, property-by-property rehabilitation and façade improvements in the 6300 through 6700 blocks, continued façade upgrades elsewhere, and diligent and consistent application of community standards and contextual design for new development along the Avenue (see **Figure 29** on the following page for potential interventions and **Appendix E** for a list of targeted properties as of this report).

Property and streetscape conditions on Chew Avenue currently lag behind recent improvements on Germantown Ave. and contribute to diminished quality of life for residents of nearby blocks. Key activities to upgrade Chew Avenue include improving 17 identified properties and



Figure 28: Rev. Chester Williams (steering committee member) in the parking lot of the closed Bottom Dollar store on Chew Avenue.

Photo credit: Them That Do

installing security cameras to discourage drug dealing and other illegal activity. The 17 identified properties include seven needing façade improvement or landscaping and ten that require more extensive interventions for rehabilitation or redevelopment (see **Appendix E** for a list of targeted properties as of this report).

Figure 29: Recent Façade Improvement Projects that Serve as Models for Future Investments

As a large part Mt. Airy USA's mission is to attract commercial activity to the neighborhood, Mt. Airy USA has helped several businesses revitalize their spaces through various city programs and grants. These renovations have had a significant impact on Mt. Airy's commercial health.

Right - After photo of Little Jimmie's Bake House

Below - Before photo of Little Jimmie's Bake House



Right - After photo of Earth Bread & Brewery

Below - Before photo of Earth Bread & Brewery



4. Improve Neighborhood Infrastructure along Commercial Corridors and Surrounding Residential Areas.

The varied circumstances along Germantown Avenue include many areas that have strong shopper and pedestrian amenities, but also other locations where improvements are needed. Chief activities within this strategy are improving the availability and operation of parking resources and upgrading the pedestrian environment with public space improvements and improved security.

Additionally, pedestrian safety issues related to sidewalk and curb conditions will be assessed. Mt. Airy’s mature trees provide wonderful shade and improve the value of housing in the neighborhood, but many of them have grown so large that their roots have lifted the sidewalk pavement upward, creating tripping hazard for seniors and young children.

5. Supported Expanded Entrepreneurship.

Mt. Airy strongly encourages entrepreneurs, including recent immigrants. Key strategies to support entrepreneurial expansion include the recently-opened Philadelphia Immigrant Innovation Hub, targeted technical assistance to entrepreneurs, and encouraging the relocation of current at-home businesses to the Germantown and Chew Avenue corridors.



Figure 30: Mayor James Kenney at the Immigrant Innovation Hub grant opening event.

REVITALIZATION STRATEGIES:

EARLY CHILDHOOD EDUCATION

Emerging out of its strategic planning process in 2012, Mt. Airy USA identified the work of improving the neighborhood schools (see **Figure 31**)—both in terms of the quality of education and the general perception—as a top priority action item. Soon thereafter, Mt. Airy USA partnered with East Mt. Airy Neighbors and West Mt. Airy Neighbors to form the Mt. Airy Schools Coalition.

Partnering with Day School, Emlen School, Henry School, Houston School, Lingelbach School, and Jenks School (in Chestnut Hill), Mt. Airy Schools Coalition’s mission is to empower these schools to compete with the best schools in the city and the suburbs. One of the early successes of this effort is the designation of Mt. Airy USA as a qualified recipient of a grant program through the State’s Education Improvement Tax Credit (EITC), which offers a fundraising tool to continue generating programming/ capital funds for the schools.

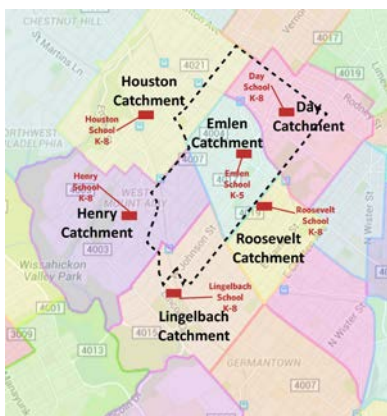


Figure 31: *Elementary School Catchment Area for Study Area Households.*

Even as Mt. Airy Schools Coalition continues its work of supporting the neighborhood public schools, Mt. Airy 2025 calls for the vital need to improve the quality of early childhood education opportunities so that children are ready to successfully transition from preschool to kindergarten. The data shows that while there are plenty of spots available at local preschools and daycare facilities, there is a shortage of high-quality centers as defined by the Keystone STARS rating system. According to The Reinvestment Fund, there were a total of 48 certified childcare facilities in the Study Area as of June 2015, providing approximately 1,294 certified childcare slots. There are only three facilities with top Keystone STARS rating of 3 or 4 Stars: Kidsville Learning Center (1340 E. Washington Lane), Little Einsteins Early Learning (6316 Germantown Avenue), and Precious Memories Family Childcare (117 E. Phil Ellena Street).



Figure 32: Proposed improvement for the A.B. Day Elementary School Yard.



VISION STATEMENT:

Mt. Airy offers accessible, affordable, and high quality early childhood education opportunities that prepare children for succeeding as they enter the school system.

Revitalization Strategies

In order to ensure active community participation and leadership for the early education initiative, the taskforce identified seven strategies that would foster increased knowledge amongst the community about early childhood education in the target area, strengthen and expand existing partnerships and relationships currently engaged in providing quality early education for all children and provide a sustainable interest group of parents and others to advocate for children that will benefit from high quality early childhood learning experiences.

1. Continue Activities Outlined under Schools Coalition Strategic Plan.

Emerging out of its strategic planning process in 2012, Mt. Airy USA identified the work of improving the neighborhood schools—both in terms of the quality of education and the general perception—as a top priority action item. Soon thereafter, Mt. Airy USA partnered with East Mt. Airy Neighbors and West Mt. Airy Neighbors to form the Mt. Airy Schools Coalition. This strategy calls for implementing the action items outlined in the Mt. Airy Schools Coalition Strategic Plan, especially as they related to early childhood education.

2. Convene the Early Childhood Education Task Force.

The members of the Early Childhood Education Task Force that were convened for Mt. Airy 2025 will continue to meet together to further advance the objectives described in this section. Mt. Airy USA will assist members of the Task Force recruit additional partners, including education professionals and parents.



Figure 33: School Yard Design Charrette sponsored by Mt. Airy USA.

3. Determine Needs of Early Childhood Learning System in Mt. Airy Target Area.

The early education network of providers, funders, and capacity builders is not clearly defined. The taskforce was able to describe in some detail what exists but determined that in order to effectively determine how additional funding and collaborations could move things forward, it needed more concise information and data that could lead to an effective multiyear plan. What was understood and had to be address was the current in place income based approach that determine in the most part, who had access to the best early childhood education. If you had sufficient household income you paid for the best care. If you were low income, you settled for what was offered through the public/private system which for a lot of reasons including limited funding and access to staff development resources where not as effective. A study that would complement the Mt Airy Neighborhood Plan was proposed that would provide recommendations on how to move forward and would be presented to stakeholders.

“We need to improve public schools, or increase the number of charter schools (with preferences for the enrollment of local children).”

Resident Survey Respondent

4. Turn Existing Connections between Early Childhood and Elementary Schools into a Network.

There are numerous initiatives that are currently in place that require additional support to ensure that children from the early education network are presented to elementary school teachers with the necessary background exposure to succeed in elementary school. The elementary schools have in a variety of ways reached out to and are working with daycare providers to align expectations and curriculum to get better results.

5. Build Peer-to-Peer Network in Target Area.

Parents and daycare providers need access to information and best practices that produce children that are ready for elementary school. Since the early childcare network is large and resourced strapped, future activity should include a carefully designed pilot project that takes daycare centers where they are and move them to a better quality service. The experience from this project would be expanded to other centers.

6. Create Special Interest Coalition to Advocate for Additional Resources and to Empower Parents.

Encourage a coalition of parents and other stakeholders to specifically advocate for technical and funding resources for Mt Airy's providers. There are a number of programs and funding opportunities available to the City as a whole. This effort would make sure that My Airy's desires and needs are on the agenda of all the city wide and state wide coalitions and funded groups as public and administrative policy and programs are formed. Particular emphasis would be on creating a coalition that represent the broad spectrum of parents affected by the lack of quality early education services.

REVITALIZATION STRATEGIES:

SENIOR LIVING

From 2000 to 2013, older adults that are near retirement age (55 to 64 years-of-age) experienced the biggest population increase in the Study Area. In 2013, there were 2,673 individuals in that age category, which represents 11.8% of the overall population and a growth of 34.1% since 2000. It is likely that the percentage of retired individuals in Mt. Airy is likely to increase rapidly in the next five to ten years.

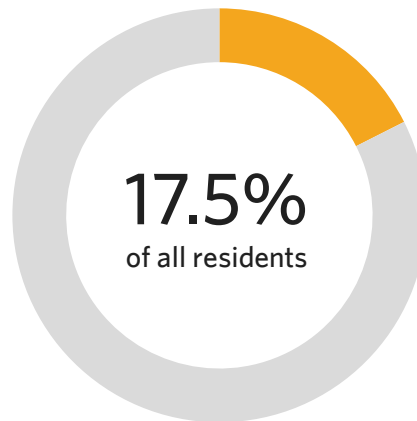


Figure 34: *Percent of Study Area Residents over 65 yrs, 2014*

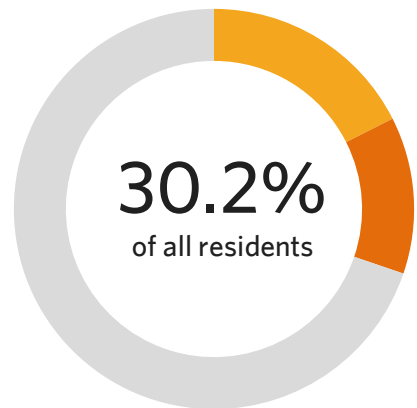


Figure 35: *Percent of Study Area Residents over 55 yrs, 2014*

According to the Resident Survey, Mt. Airy residents believe that the neighborhood is a currently good place to live for seniors. Seventy-nine percent (79%) of all respondents indicated that they would “Definitely” or “Probably” recommend the neighborhood to seniors. Among the seniors submitting survey responses, 82% respondents indicated that they would “Definitely” or “Probably” recommend the neighborhood to other seniors. In comparison, 88% of non-seniors responded that they would recommend this neighborhood to seniors (see **Appendix D**).



Figure 36: Neighborhood residents participating in the first public meeting

The purpose of the action items outlined in this section is to preserve Mt. Airy as a good place to live for seniors—providing the residential options and the social connections required for seniors to continue thriving in Mt. Airy.



VISION STATEMENT:

Mt. Airy a multi-generational neighborhood with deep social connections that offers a variety of services and housing options for its seniors.

Revitalization Strategies

The four strategies detailed here focus on identifying the resources currently available to seniors and creating a sustainable approach to providing effective care. A new entity that will play a crucial role in implementing these strategies is the Senior Hub. The vision of the Senior Hub originates from collaborative discussions that have been occurring among three prominent neighborhood-based organizations—namely Ralston My Way, Northwest Village Network, and Weavers Way. In addition to gathering information on various resources that are available to older adults and effectively distributing/ publicizing that information in the neighborhood, the Senior Hub will create a model of walking alongside seniors to ensure proper care and follow up once connections have been made.

1. Research the Needs of Seniors and Provide the Mechanism to Deliver these Services.

The members of the Senior Task Force that were convened for Mt. Airy 2025 will continue to meet together to further advance the objectives described in this section. The first order of business will be to recruit additional partners and stakeholders, such as Weavers Way and Center in the Park, and to develop a core mission statement and build consensus around goals and evaluation metrics. It is anticipated that a Senior Hub will be launched as a result of these meetings, and the purpose of this entity will be to serve as a central organizing entity for organizations serving the seniors in Mt. Airy.

2. Develop an Online Marketplace to Match Housing Needs with Surplus Space in Homes Occupied by Seniors.

The Senior Task Force identified that many seniors own homes with surplus bedrooms and brainstormed concepts to match housing demand with surplus space in homes owned by seniors. This strategy takes this concept a few steps further by developing a business model and launching a pilot program.

3. Research the Needs of Seniors and Build Hub Reflective of these Needs.

Once the staff position for the Senior Hub is filled, a community survey to gauge demand for various services or home types will be implemented. The starting point for this effort will be to assemble known survey data from previous efforts and determining missing information. In addition, the Senior Hub staff will conduct a census of all resources and services that are currently available to the residents of Mt. Airy. The result of this analysis will be: i) the identification of services that are currently missing, and ii) a plan/timeline for filling the service gap.

4. Expand and Publicize Residential Options for Seniors

The Senior Hub and Mt. Airy USA will take the lead in assisting seniors maintain and/or modify their current homes to match their evolving housing needs. In some cases, older households may be interested in major modifications to retrofit the home for aging-in-place purposes, while others may require help with home repairs and upkeep.

The Senior Hub and Mt. Airy USA will also work with the development community and local real estate agents to advocate for the construction of new housing units that meet the needs of the growing senior population and to strategically market these homes throughout the neighborhood and the city.

REVITALIZATION STRATEGIES:

COMMUNITY SAFETY & PLACEMAKING

The Resident Survey results indicated that while most residents are satisfied with living in Mt. Airy, they have deep concerns regarding community safety. The top response to the question, "What are the things that you like least about living in this community?" was "Safety in the Community." This sentiment was reinforced in public meetings and interviews as residents expressed concern over drug related crime and nuisance behaviors (such as loitering and loud noises at night, **Figure 37**). A recent rash of violent crimes in Mt. Airy galvanized the neighbors into action that will result in community involvement in policing and effective dissemination of crime data (**Figure 38**).

Placemaking refers to a collaborative process by which (communities) can shape our public realm in order to maximize shared value.

[Project for Public Spaces](#)

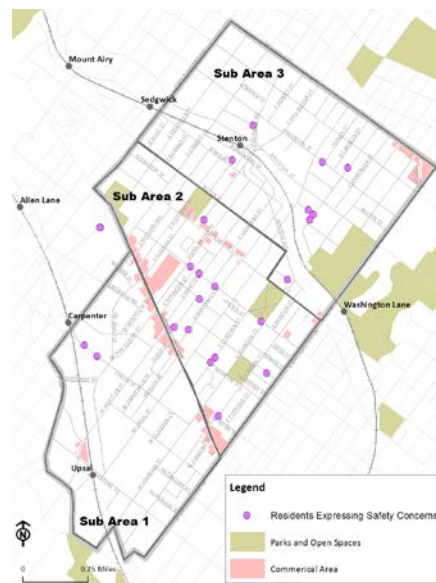


Figure 37: Location of Resident Survey Respondents Expressing Concerns about Crime.

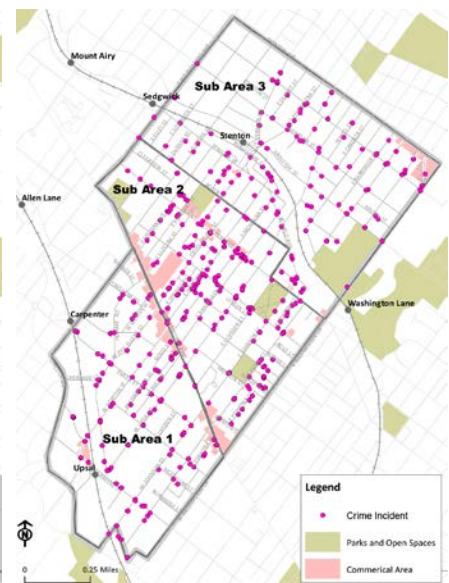


Figure 38: Crime Incidents Reported in 2015-16. Source: Philadelphia Police Department

In addition to crime, another public safety concern is related to pedestrian, bicyclist, and motorist safety. The action items outlined in this section will assess traffic, pedestrian, and bicycle safety issues at key areas/intersections (likely near schools and commercial shopping areas) and develop a pragmatic plan to complete improvements.



VISION STATEMENT:

Mt. Airy is a neighborhood where residents feel comfortable and safe and are actively engaged in neighborhood-wide public safety efforts.

Revitalization Strategies

The three strategies detailed here focus on improving coordination among residents, police officers, civic organizations, city officials, and private businesses to address public safety issues in Mt. Airy.

1. Convene the Community Safety & Placemaking Task Force

The members of the Community Placemaking Task Force that were convened for Mt. Airy 2025 will continue to meet together to further advance the objectives described in this section. This Task Force recognizes the importance of working with the police captain/lieutenant in the 14th District order of business, as well as Town Watch Integrated Services (TWIS) and Community Liaisons.

2. Facilitate the Creation of Community Programming Leading to Stronger Community Bonds.

Recognizing that various pragmatic interventions and placemaking campaigns in the public environment can help deter crime, this strategy seeks to increase the “eyes and ears” in the community by strengthening neighbor-to-neighbor connections. One of these activities may include participating in National Night Out, which promotes police-community partnerships.

3. Expand Existing Community Safety Structures to Ensure Full Neighborhood Coverage.

The Community Safety Task Force, with the assistance of Mt. Airy USA and the police department, will ensure that the Community Liaison positions are not vacated for prolonged periods of time. The Task Force will also work with the 14th District to increase attendance at the District Town Hall Meetings and collaborate with TWIS to strengthen local Town Watch groups.

Key elements of this strategy include the analysis of communication gaps between the police and the public, and developing a guideline for disseminating crime statistics and other information. Increasing the attendance at Police Service Area (PSA) meetings and offering crime information workshops are important components of strategy.



Figure 39: Screenshot of 14th District website. Under “Calendar” are PSA meeting information.

REVITALIZATION STRATEGIES:

HOMES & HOUSING

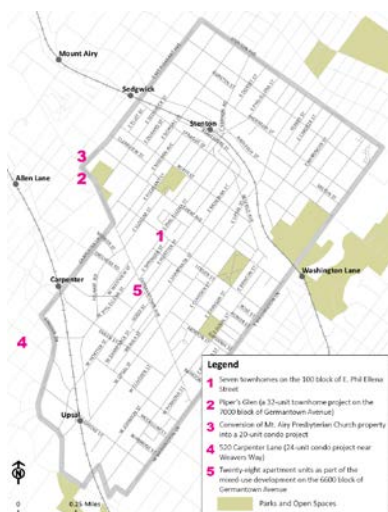


Figure 40: Location of New Housing Developments in Mt. Airy.



Figure 41: Photo of Townhomes on 100 block of E. Phil Ellena during Construction Phase

The housing stock in Mt. Airy is considered one of its greatest assets. In the Resident Survey, nearly 60% of the respondents said their “house or apartment” is the best thing about living in Mt. Airy—far surpassing all other answers.

For the last 24 months, the average sale price of clear arm’s length home sales between owner occupants was \$211,590, or \$112 per SF. The Study Area has not seen much of new home construction activity, with only four units built and sold from 2008-2015. However, there has been a steady increase of new units being built in Mt. Airy, including:

1. Seven (townhomes on the 100 block of E. Phil Ellena Street)
2. Piper’s Glen (a 32-unit townhome project on the 7000 block of Germantown Avenue)
3. Conversion of Mt. Airy Presbyterian Church property into a 20-unit condo project
4. 520 Carpenter Lane (24-unit condo project near Weavers Way)
5. Twenty-eight apartment units as part of the mixed-use development on the 6600 block of Germantown Avenue (see **Figure 40** for locations of all five new developments)

Despite the signs of a strong residential market in certain sections of the neighborhood—as evidenced by the new construction activity listed above—there are on-going concerns with home foreclosures, absentee landlords, and deferred maintenance (see location of at-risk properties in **Figure 42** on the following page). In order to preserve the legacy of inclusion and diversity that Mt. Airy identifies as a defining characteristic, a comprehensive strategy must be implemented to expand housing options for all its residents and to improve the quality of older housing stock.

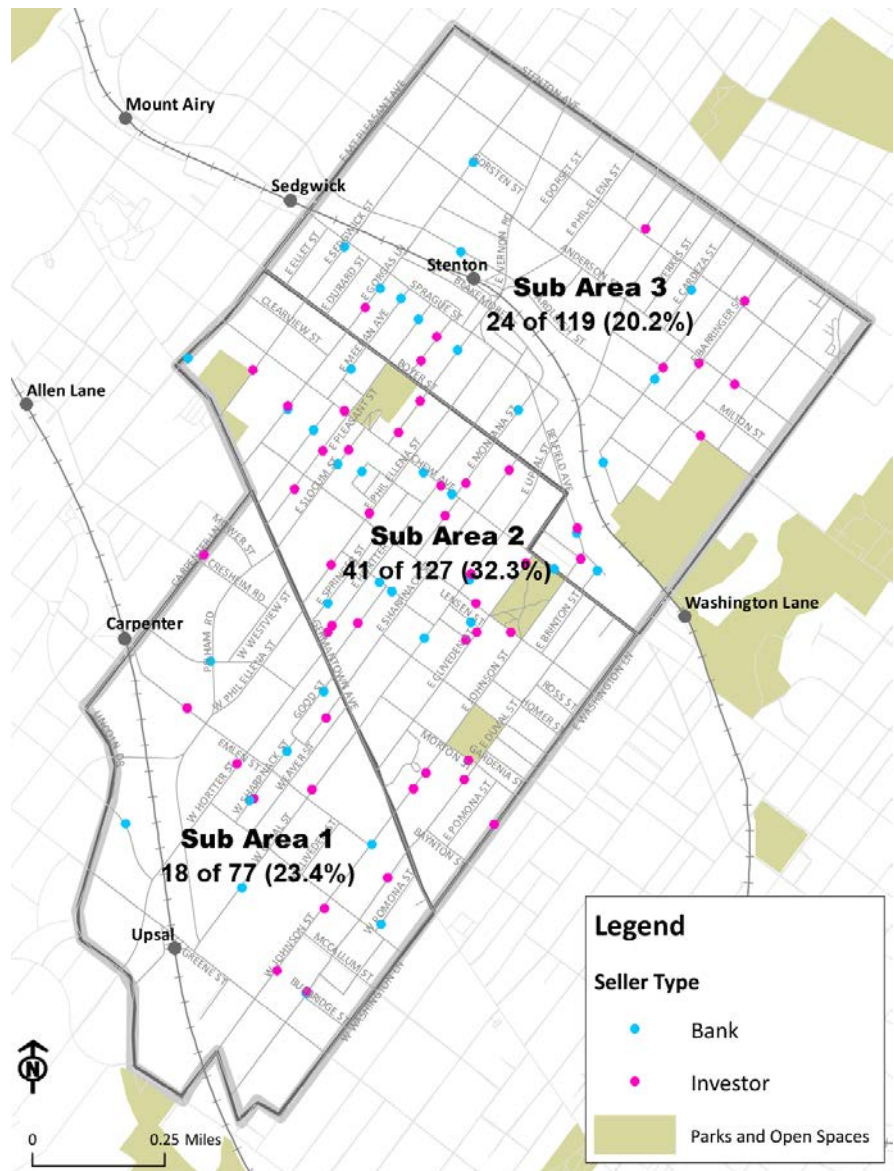


Figure 42: Bank Foreclosures and/or Investor Related Sales



VISION STATEMENT:

Mt. Airy is a diverse, mixed-income, affordable neighborhood with a wide range of housing types and sizes available for residents of all stages of life.

Revitalization Strategies

The five strategies detailed here represent a comprehensive approach to addressing housing issues and opportunities in Mt. Airy, which includes housing policy and advocacy, local networking and collaboration, and both demand-side and supply-side initiatives.

1. Create Development Plan/Model for Focus Area: Look for Ways to Maintain Housing Affordability within the Neighborhood.

Mt. Airy USA will undertake the detailed property by property assessment of Housing Focus Area; engage key block residents, political leadership, and City agencies; and prepare recommendations on redevelopment scenarios (see **Figure 43** for a map of the Housing

Focus Area).

This area was selected for more detailed assessment because it represented the highest concentration of vacant and blighted properties within the Mt. Airy 2025 survey area. A more detailed survey of the identified properties will take place to determine the appropriate acquisition method.

2. Educate and Support Prospective and Current Homeowners.

Mt. Airy USA has a strong track record of rehabilitation of housing, utilizing available policy and regulatory tools to facilitate this work, educating homeowners, and counseling prospective homebuyers. Mt. Airy USA and its local partners will expand, promote, and continue this important work for neighborhood residents and prospective residents.

3. Participate in City, Regional, and State Level Policy Discussions and Programs Involving Housing.

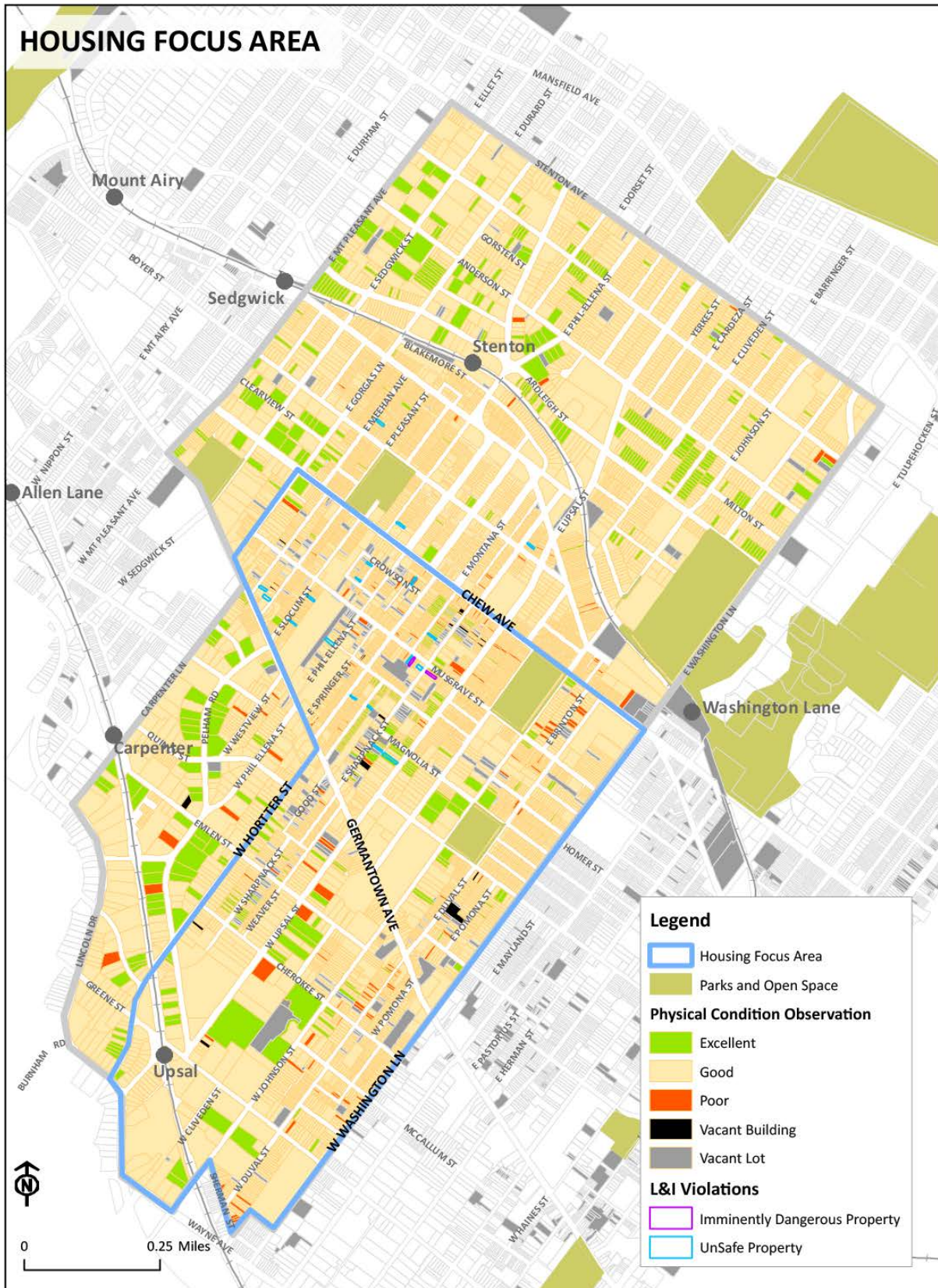
Housing is a multifaceted topic influenced by policies at the federal, state, and local level. At the local level, the City of Philadelphia has adopted several new initiatives, including a Land Bank program. The State of Pennsylvania has also created policy and regulatory tools that Mt. Airy has utilized effectively for housing rehabilitation activities. Mt. Airy will share its experiences and advocate for its needs and the collective needs of City neighborhoods by working with organizations such as the Philadelphia Association of Community Development Corporations (PACDC) to become actively involved in housing policy discussions and housing advocacy.

4. Manage the Flow of Housing Production and Rehabilitation in the Neighborhood to Preserve Diversity and Affordability.

Mt. Airy USA will work with local partners and coordinate with neighborhood residents to create a plan for rehabilitation of homes and infill housing development in specific blocks of the neighborhood that present the best opportunities for reinvestment and affordable pricing. Strategic marketing will also be considered based on the price, size, and other characteristics of houses. The revitalization of Germantown Avenue may make adjacent blocks more appealing places to live, in addition to improving the quality-of-life for existing residents.

This strategy includes the action items described in the Senior Living section which calls for Mt. Airy USA to work with contractors/architects and City agencies to help seniors make home modifications.

Figure 43: Housing Focus Area



REVITALIZATION STRATEGIES:

YOUTH ENGAGEMENT

At various meetings, residents expressed concerns over diminishing extracurricular and enrichment programs at the local schools due to budget cuts. Filling this void in programs and activities is a high priority action item for Mt. Airy 2025. The best approach in implementing these strategies, as stated by the Youth Engagement Task Force members in their meetings, is to empower the youth to take leadership roles to advocating for their peers.



VISION STATEMENT:

Mt. Airy has actively engaged youth who come together to advocate for their needs and aspirations for the neighborhood.

Revitalization Strategies

The four strategies detailed here comprise a framework for youth coordination and leadership in Mt. Airy. Engaging young people and developing young leaders is a long-term process. This framework presents initial steps toward the longer-term aim to establish a structure for neighborhood youth leadership and to improve services, amenities, and facilities for young people between the ages of 14-24.

1. Develop Engagement Plan for Local Youth

Engaging and communicating with neighborhood youth is a critical path toward meeting the vision statement. As a first step, ACS data will be collected and analyzed to lay the groundwork for understanding the demographics of young people in the neighborhood. This data can inform the work of a proposed task force consisting of youth development professionals and parents that will guide youth policy and advocacy in Mt. Airy. It will also advise a proposed neighborhood youth leadership committee.

2. Support On-Going Engagement, Recruitment and Program Development Efforts for Neighborhood Residents Ages 14-24.

An inventory of existing programs, activities, and facilities for neighborhood youth—which will include a gap analysis of extra-curricular activities that are not offered at local public schools—will inform a plan to invest in new and/or improved programming and facilities.



Figure 44: Neighborhood youth giving input at the listening session at the Mt. Airy Street Fare 2015.

3. Support and Expand Existing Parents Resource Network.

Building on the existing network in Mt. Airy mostly among families with infants and toddlers, this strategy aims to expand the communications to parents & caregivers with older children.

REVITALIZATION STRATEGIES:

COMMUNICATIONS PLAN

A major theme that emerged during the planning process is the need to strengthen the communication strategy so that residents, businesses, visitors, and other stakeholders can be better informed of things happening in Mt. Airy. As current information platforms for each of the community-based groups are mapped and analyzed, Mt. Airy USA will undertake the task of producing communication plans tailor made for each of the six plan strategies outlined in previous sections.

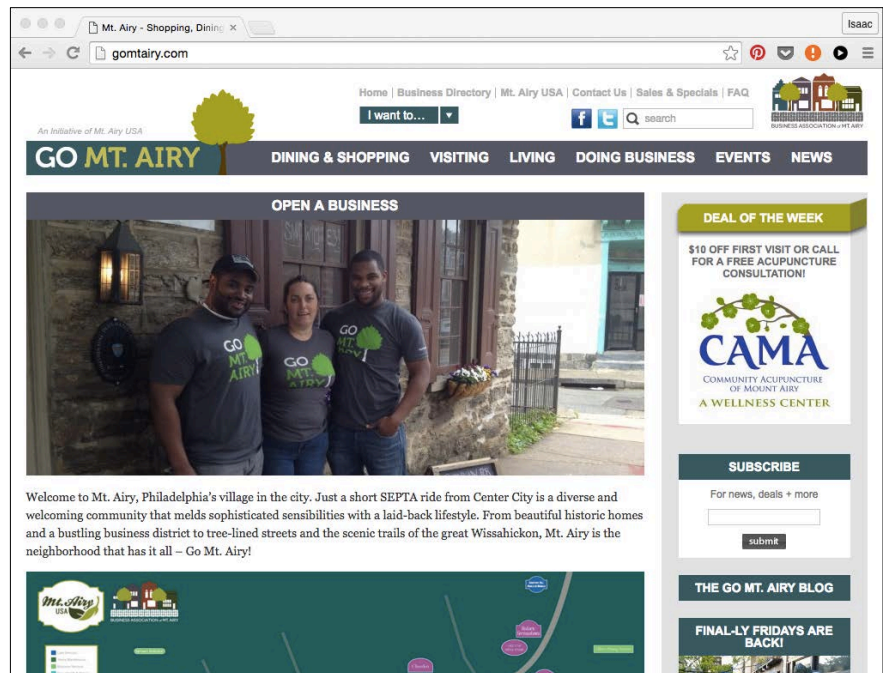


Figure 45: Screenshot of Gomtairy.com website, which is the online communication and marketing platform utilized by Mt. Airy USA.

Appendix A: Implementation Matrices

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Action Strategies - Milestones & Funding

NEIGHBORHOOD RETAIL & COMMERCE: Mt. Airy has vibrant, clean and thriving commercial areas that meet the needs of its residents and attracts/nurtures entrepreneurs.

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date	Budget	Funding Source
1 Convene Retail Task Force.							
1.1: Form the Retail Task Force.	1.1a: Expand to include additional partners and stakeholders.	Mt. Airy USA/ Mt. Airy BID	-	Y1Q1	Y1 Q3	Current staff time	Mt. Airy USA/ Mt. Airy BID
2 Diversify Range of Goods & Services in Mt. Airy.							
2.1: Retail recruitment & corridor marketing.	2.1a: Develop recruitment & marketing program. <ul style="list-style-type: none"> Determine broad categories of retailers to recruit Participate in the Destination Marketing effort for Northwest Philadelphia. Identify key marketing strategies 	Mt. Airy USA/ Mt. Airy BID	LISC, Commerce Dept	Y1 Q1	Ongoing	\$73,000	Commerce Department
	2.1b: Implement recruitment & marketing program. <ul style="list-style-type: none"> Hire a consultant to implement program as needed Identify & secure funding for key marketing strategies Carry out key strategies 	Mt. Airy USA/ Mt. Airy BID	NW Corridors Coalition, LISC, Commerce Dept, Consultants	Y1 Q2	Y1 Q3	\$200,000	To be identified
	2.1c: Assemble & customize landlord services tool kit. <ul style="list-style-type: none"> Package existing resources into kit Customize to fit varying circumstances Connect with new property owners in 6300 block 	Mt. Airy USA/ Mt. Airy BID	-	Y1 Q1	Y1 Q3	Current staff time	Mt. Airy USA/ Mt. Airy BID
	2.1d: Convene a commercial landlord coalition meeting.	Mt. Airy USA	-	Y1 Q1	Ongoing	Current staff time	Mt. Airy USA
	2.2: Re-establish supermarket and/or other acceptable community use in Chew/Washington area.	2.2a: Coordinate with developer to try to fill Bottom Dollar space with new supermarket.	Mt. Airy USA	Private Developers and Community Partners	Y1 Q1	Y1 Q4	Current staff time, \$400,000 (upfit)
	2.2b: If unable to use Bottom Dollar for supermarket, find other acceptable use meeting food needs for the community (potentially combination of things in a geographical area).	Mt. Airy USA	Private Developers and Community Partners	Y2 Q1	Y2 Q4	Current staff time, \$5 million (renovation)	Private debt/equity, NMTC
3 Upgrade Conditions on the Commercial Corridors (Germantown Avenue + Chew Avenue).							
3.1: Beautify properties on the 6300-6700 block of Germantown Avenue.	3.1a: Complete renovations and other improvements on targeted properties.	Mt. Airy USA	-	Y1 Q4	Ongoing	TBD	To be identified
3.2: Develop and distribute store front and visual guidelines.	3.2a: Produce workshops and trainings with design guidelines that happen regularly.	Mt. Airy USA	PCDC	Y1 Q3	Y1 Q4	Current staff time	To be identified
3.3: Maintain/upgrade commercial storefronts.	3.3a: Continue/promote façade program throughout Germantown Avenue blocks.	Mt. Airy BID	Mt. Airy USA	Y1 Q3	Ongoing	\$400,000	City, Private, Incentive
3.4: Influence the aesthetics of new development to conform with the context.	3.4a: Engage all new development in context-sensitive design.	Mt. Airy USA	EMAN/WMAN	Y1 Q3	Ongoing	Current staff time	Mt. Airy USA

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3.5: Facilitate the improvement of identified target properties on Chew Avenue.	3.5a: Facilitate the Improvement of exterior appearance of targeted commercial properties on Chew Avenue. Possible improvements include façade improvements, streetscape improvements, new business recruitment, and etc.	Mt. Airy USA	-	Y1 Q4	Ongoing	\$200,000 (additional staff for Mt. Airy USA or Mt. Airy BID)	Private equity/debt, public/private grant funds
	3.5b: Facilitate the acquisition of lot at 6808 Chew Avenue, determine appropriate community use.	Mt. Airy USA	-	Y3 Q1	Y3 Q1	\$250,000	Private foundations, public grants
	3.5c: Facilitate the acquisition/rehab of targeted properties on Chew Avenue.	Mt. Airy USA	Private Developers	Y2 Q4	Y4 Q4	\$2.1 million	Private equity/debt, public/private grant
3.6: Improve public security.	3.6a: Facilitate the installation of security cameras.	Mt. Airy USA/ Mt. Airy BID	EMAN/WMAN	Y2 Q2	Y2 Q4	\$60,000	City, private, Multi-Modal grant
	3.6b: Implement other strategies in line with the community safety & placemaking strategies.	Mt. Airy USA/ Mt. Airy BID	EMAN/WMAN	Y2 Q2	Y2 Q4	Current staff time	Mt. Airy USA/ EMAN/WMAN
4 Improve Neighborhood Infrastructure along Commercial Corridors and Surrounding Residential Areas.							
4.1: Encourage walkability--alleviate current gaps in activity on Germantown Avenue.	4.1a: Develop pocket parks ● Identify sites/programming/site-control	Mt. Airy BID	Mt. Airy USA	Y3 Q3	Y3 Q3	\$75,000	Mt. Airy BID, PHS, private foundations
	4.1b: Explore possibility of exercise station loop on Germantown Avenue. ● Identify loop/station locations/specific improvements ● Purchase/install station facilities/signage	Mt. Airy USA/ Mt. Airy BID	-	Y3 Q3	Y3 Q3	\$50,000	To be identified
	4.1c: Explore other placemaking infrastructure that encourages walkability.	Mt. Airy USA/ Mt. Airy BID	-	Y3 Q3	Y3 Q3	To be determined	To be identified
4.2: Implement Renovation Plan for Lovett Library Park.		Mt. Airy USA	Free Library, Friends of Lovett, etc.	Y1 Q1	Y2 Q3	\$1.1 million	Knight Foundation, William Penn Foundation, Council Person, Friends of Lovett Library
4.3: Undertake comprehensive parking study.	4.3a: Study parking in the following target area - 6300 block of Germantown Avenue to Allen's Lane: ● Consider appropriate allocation of resources to shoppers/employees/residents ● Particularize study to individual segments of Germantown Ave. ● Consider potential for remote employee parking ● Consider appropriate residential density/impact on parking resources	Mt. Airy BID	PPA, Mt. Airy USA	Y2 Q1	Y2 Q4	\$90,000	To be identified
	4.3b: Implement key recommendations from the parking study.	Mt. Airy USA/ Mt. Airy BID	-	Y3 Q1	Ongoing	To be determined	To be identified
	4.4: Improve quality of directional signage and mobility across the neighborhood.	4.4a: Design and install Wayfinding System and Bus Shelters	Mt. Airy USA	Council Members; other Community Groups in NW Phila	Y1 Q1	Y2 Q1	\$1.1 million
	4.4b: Research the feasibility of neighborhood Jitney programs as parking alleviation-tool	Mt. Airy USA	Local business schools	Y3 Q1	Y3 Q4	To be determined	To be identified
	4.4c: Understand citybike plan and research possible connections into the neighborhood	PCPC	Mt. Airy USA	Y3 Q1	Y3 Q4	To be determined	To be identified

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4.5: Assess sidewalk, curb, traffic, pedestrian, and bicycle safety issues.	4.5a: Identify priority areas/intersections; assess safety around schools.	EMAN/WMAN, Mt. Airy USA	PCPC, Streets Department and City Council	Y1 Q4	Year 1 (4Q)	Current staff time	EMAN/WMAN
	4.5b: Develop concepts for traffic and pedestrian safety and bicycle accommodations.	Streets Dept	PCPC, PennDOT	Y2 Q4	Y3 Q4	\$50,000	Private foundations
	4.5c: Place initiatives on capital budget projects list.	Mt. Airy USA	PCPC, City Council	Y2 Q1	Ongoing	Current staff time	Mt. Airy USA
4.6: Implement improvements based on assessment completed in 4.5.	4.6a: Consider crossing improvements at intersections (crosswalks, pedestrian-actuated signals, midblock crossings).	Mt. Airy BID	Streets Dept, PennDOT	Y3 Q1	Y5 Q4	\$15,000	Mt. Airy BID, Streets Dept
4.7: Increase lighting in Mt. Airy.	4.7a: Identify areas where increased lighting is needed.	Local Community Liaisons	Mt. Airy BID	Y2 Q1	Y5 Q4	Current staff time	EMAN/WMAN
	4.7b: Use 311 to identify city lighting issues for repair. Determine responsible party and system for reporting.	Mt. Airy USA	City Streets Department	Y1 Q1	Ongoing	Current staff time	Mt. Airy USA, Mt. Airy BID
	4.7c: Develop and fund "lights on for safety campaign" to encourage residents to light up blocks, including seeking funding from PECO and others to support program based on using solar lights.	EMAN/WMAN	Mt. Airy USA, PECO	Y2 Q1	Ongoing	\$300,000	PECO
5 Support Expanded Entrepreneurship							
5.1: Launch the Philadelphia Immigrant Innovation Hub.	5.1a: Continue/expand pilot cohort training.	Mt. Airy USA	Welcoming Center	Y1 Q1	Ongoing	\$275,000	Private foundations, other grants
	5.1b: Market and publicize co-working space at 6700 Germantown Avnue.	Mt. Airy USA	Welcoming Center	Y1 Q1	Ongoing		
5.2: Expand HUB programing and technical assistance to non-immigrant businesses	5.2a: Provide technical assistance to businesses.	Mt. Airy USA	Welcoming Center, Entrepreneur Works, CDFI, Financial Institutions	Y1 Q2	Ongoing	To be determined	To be identified
5.3: Research alternative entrepreneurship models	5.3a: Build model for a rotating set of community-owned/leased standard vendor carts.	Mt. Airy USA	Mt. Airy BID	Y2 Q3	Ongoing	To be determined	To be identified
	<ul style="list-style-type: none"> ● Explore vendor cart potential to place in key gaps ● Set success metrics for potential pilot program ● Create 2 or 3 cart pilot program ● Expand pilot program to other identified gap areas ● Build/expand relationships with at-home businesses ● Encourage expansion/relocation to Germantown or Chew corridor locations 						

End of NEIGHBORHOOD RETAIL & COMMERCE

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EARLY CHILDHOOD EDUCATION: Mt. Airy offers accessible, affordable, and high quality early childhood education opportunities that prepare children for succeeding as they enter the school system.

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date	Budget	Funding Source			
1 Continue Activities Outlined under Schools Coalition Strategic Plan. 1.1: Implement action items outlined in the Mt. Airy Schools Coalition Strategic Plan.		Mt. Airy Schools Coalition	-	Y1 Q1	Ongoing	Current staff time	Mt. Airy Schools Coalition Partners			
2 Convene the Early Childhood Education Task Force. 2.1: Form the Early Childhood Education Task Force.	2.1a: Recruit partners (professionals and parents).	Mt. Airy USA	-	Y3 Q3	Y4 Q1	Current staff time	To be identified			
	2.1b: Hold kickoff meeting.	Mt. Airy USA	Mt. Airy Schools Coalition	Y3 Q3	Y3 Q3	\$2,000	To be identified			
	2.1c: Set goals and evaluation metrics.	ECE Task Force	Mt. Airy Schools Coalition	Y4 Q1	Y4 Q1					
	2.1d: Implement ongoing evaluation metrics.	ECE Force	Mt. Airy Schools Coalition	Y4 Q1	Y4 Q1					
3 Determine Needs of Early Childhood Learning System in Mt. Airy Target Area. 3.1: Collect data and information on existing early childhood learning system (parental decision making). 3.2: Compile finding and make recommendations. 3.3: Present findings to Key Stakeholders.	3.1a: Identify early education learning facilities in planning area.	Mt. Airy USA/ Mt. Airy Schools Coalition	Klem Consulting, DVAEYC, PHMC, Mt Airy Parents Network, Local universities, local homeschool community, School District	Y4 Q1	Y4 Q2	\$30,000	Private foundations, public/private grants			
	3.1b: Publicize meetings in planning area using existing media plus churches and community newspapers, etc.									
	3.1c: Convene meetings for caregivers to assess needs.									
	3.1d: Convene focus group of childcare providers.									
	3.1e: Gather data on feeder patterns.									
	3.1f: Gap analysis of existing barriers to quality improvement.									
	3.1g: Social network analysis.									
	3.2a: Receive early education data.	Same as 3.1	Same as 3.1	Y4 Q3	Y4 Q4					
	3.2b: Develop network for information sharing.									
	3.2c: Publish information									
3.2d: Develop website or page on existing website for online access										
3.3a: Meet with steering group and present findings	Same as 3.1	Same as 3.1	Y4Q4	Y4 Q4						
3.3b: Meet with stakeholders and present recommendations										
3.3c: Meet with community to present recommendations										
3.3d: Modify recommendations accordingly										
3.3e: Prepare document of findings and recommendations										
4 Turn Existing Connections between Early Childhood and Elementary Schools into a Network. 4.1: Support already existing networks	4.1a: PSD "Building Bridges" program, STARS, OCDEL (Office of Child Development and Early Learning).	Mt. Airy USA/ Mt. Airy Schools Coalition	DVAEYC, School District, PHMC, Please Touch Museum, Free Library, churches, Mayor's Office, Montgomery Early Learning Center	Y5 Q1	Y5 Q1	\$150,000	Private foundations, public/private grants			
4.2a: Create message.	Y5 Q2							Y5 Q3		
4.2b: Create mechanism for delivery, add outreach to service providers, recruiting providers to existing programs, advertising benefits of the program.	Y5 Q3							Y5 Q3		

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5 Build Peer-to-Peer Network in Target Area.							
5.1: Establish a peer-to-peer network, launching initially as a pilot program.	5.1a: Research models of high quality early childhood education in similar neighborhoods. 5.1b: Create pilot program (staff development, coaching, materials, supplies, mentoring, facilities). 5.1c: Implement pilot program. 5.1d: Plan for scaling up pilot program.	Mt. Airy USA/ DVAEYC	School District, PHMC, Please Touch Museum, Free Library, churches, Mayor's Office, MELC (Montgomery Early Learning Center)	Y5 Q1	Ongoing	\$200,000	Private foundations, public/private grants
5.2: Plan for scaling up pilot program.	5.2a: Evaluate results of pilot. 5.2b: Set programmatic targets. 5.2c: Implementation funds. 5.2d: Ongoing evaluation.	Mt. Airy USA/ DVAEYC	School District, PHMC, Please Touch Museum, Free Library, churches, Mayor's Office, MELC (Montgomery Early Learning Center)	Y5 Q4	Ongoing		
6 Create Special Interest Coalition to Advocate for Additional Resources and to Empower Parents.							
6.1: Establish core group of partners to lead coalition.	6.1a: Recruit partners.	Mt. Airy USA/ Mt. Airy Schools Coalition	EMAN, WMAN, churches, elected reps, libraries	Y3 Q4	Y3 Q4	\$50,000	Private foundations, public/private grants
6.2: Establish mission and function for coalition.	6.2a: Establish mission and function for coalition and offer incentives for continued participation			Y3 Q4	Y3 Q4		
6.3: Increase and leverage resources for existing and new providers.	6.3a: Launch advocacy effort that's focused on local needs			Y3 Q4	Y3 Q4		
6.4: Empower parents.	6.4a: Assess & establish a plan to engage hard-to-reach parents. Initiate targeted outreach and ongoing engagement. 6.4b: Create a new or enhanced network. 6.4c: Create messaging (choice and resources). 6.4d: Special needs coaching and support.	Mt. Airy USA/ Mt. Airy Schools Coalition	VROOM, Community Empowerment & opportunity, DVAEYC	Y4 Q1	Y4 Q1	\$50,000	Private foundations, public/private
				Y4 Q1	Y4 Q1		
				Y4 Q1	Y4 Q1		
				Y4 Q1	Y4 Q1		

End of EARLY CHILDHOOD EDUCATION

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SENIOR LIVING: Mt. Airy is a multi-generational neighborhood with deep social connections that offers a variety of services and housing options for its seniors.

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date	Budget	Funding Source
1 Research the Needs of Seniors and Provide the Mechanism to Deliver These Services. 1.1: Form the Senior Task Force	1.1a: Expand the meetings among My Way, NW Village Network, and Weavers Way to include additional partners and stakeholders.	My Way, NW Village Network, Weavers Way	Mt. Airy USA, local congregations, EMAN, WMAN	Y1 Q3	Y1 Q3	\$5,000	Private foundations
	1.1b: Hold kickoff meeting.	Senior Task Force	Mt. Airy USA	Y1 Q3	Y1 Q3	Current staff time	Senior Task Force
	1.1c: Develop a core mission statement and build consensus around goals and evaluation metrics.	Senior Task Force	My Way, NW Village Network, Weavers Way, Mt. Airy USA	Y1 Q4	Y1 Q4	Current staff time	Senior Task Force
	1.1d: Implement evaluation metrics.	Senior Task Force	-	Y2 Q1	Y2 Q1	Current staff time	Senior Task Force
	1.1e: Research Senior Hub Models, outline best options and choose model through consensus.	Senior Task Force	My Way, NW Village Network, Weavers Way, Mt. Airy USA	Y2 Q2	Y2 Q2	Current staff time	Senior Task Force
	1.1f: Research client tracking systems, outline best options and choose model through consensus.	Senior Task Force	My Way, NW Village Network, Weavers Way, Mt. Airy USA	Y2 Q3	Y2 Q3	\$5,000	To be identified
	1.1g: Develop a revenue model for the Senior Hub.	Mt. Airy USA	-	Y2Q4	Y2 Q4	Current staff time	Senior Task Force
	1.1h: Secure fiscal sponsoring agency.	Senior Task Force	My Way, NW Village Network, Weavers Way	Y3Q1	Y3 Q1	Current staff time	Senior Task Force
	2 Develop an Online Marketplace to Match Housing Needs with Surplus Space in Homes Occupied by Seniors. 2.1: Develop a Senior Airbnb for Housing.	2.1a: Work with Weavers Way and other employers to house younger workers in extra bedrooms. Create mechanism to screen tenants and landlords.	Senior Hub	-	Y2 Q2	Y2 Q3	\$75,000
2.1b: Design a collaborative model.		Senior Hub	-	Y2 Q2	Y2 Q3		
2.1c: Test pilot model with targeted group of seniors.		Senior Hub	-	Y2 Q4	Y3 Q3		
2.1d: Redesign model and begin implementation.		Senior Hub	-	Y3 Q3	Y3 Q3		
3 Research the Needs of Seniors and Build Hub Reflective of These Needs. 3.1: Find staffing Support for the Senior Hub.	3.1a: Develop a job description for the staff position at the Senior Hub.	Senior Task Force	-	Y2 Q3	Y2 Q3	Current staff time	Senior Task Force
	3.1b: Secure a staff person for the Senior Hub.	Senior Task Force	My Way, NW Village Network, Weavers Way, Mt. Airy USA	Y2 Q4	Y2 Q4	\$60,000/Year	Private foundations

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3.2: Survey the seniors in the community to gauge demand for various services or home types.	3.2a: Assemble known survey data from previous efforts. Conduct the new survey, if necessary, and publicize to results to the general public.	Senior Task Force	PCA, EMAN, WMAN	Y3 Q1	Y3 Q3	\$8,000	Private foundations
	3.2b: Conduct a census of all the resources and services that are currently available.	Senior Hub	-	Y3 Q1	Y3 Q3	Current staff time	Senior Hub
	3.2c: Develop of roster of services that are currently missing and develop timeline for creating/ implementing services	Senior Hub		Y3 Q1	Y3 Q3	Current staff time	Senior Hub
3.3: Implement programming in response to 3.2.	3.3a: Create Workshop Series: find and recruit speakers, build oning calendar, promote through communications plan.	Senior Task Force	Mt. Airy USA, local congregations, Center in the Park, EMAN, WMAN	Y3 Q3	Ongoing	\$15,000	Earned income, private/public grants
	3.3b: Conduct regular meetings, forums, and etc. to discuss issues relevant to seniors. Offer activities for seniors utilizing existing community facilities.	Senior Task Force	Mt. Airy USA	Y3 Q3	Ongoing	To be determined	To be identified
4 Expand and Publicize Residential Options for Seniors.							
4.1: Assist seniors in maintaining and/or modifying their current homes.	4.1a: Publicize existing options for senior modification and repair help (in line with Homes & Housing strategie 2.1 and 2.2).	Senior Hub	Mt. Airy USA	Y2 Q3	Y2 Q3	Staff time	Senior Hub
	4.1b: Research existing funding programs for home modification. (In line with Homes & Housing strategies 2.1 and 2.2).	Senior Hub	Mt. Airy USA	Y2 Q4	Y2 Q4	Staff time	Senior Hub
	4.1c: Work with contractors and architects to provide a written guide for quality home modifications of homes owned by seniors (e.g. installing elevator, conversion into multi-family dwelling, install first floor restroom, etc.). (In line with Homes & Housing strategy 4.2).	Mt. Airy USA	Senior Hub	Y2 Q2	Ongoing	\$40,000	Private foundations
	4.1d: Work with Urban Resource Development Corporation, Philadelphia Corporation for Aging and other partners to assist seniors make home improvements. (In line with Homes & Housing strategy 4.2).	Senior Hub	Mt. Airy USA	Y2 Q2	Ongoing	Staff time	Senior Hub
	4.2a: Work with developers to pursue housing suitable for senior living (e.g. single-level, common maintenance of shared areas, walkable to shops & restaurants). (In line with Homes & Housing strategy 4.2).	Mt. Airy USA	Senior Hub	Y2 Q3	Y2 Q3	Current staff time	Mt. Airy USA
4.2: Advocate for the development of new housing that meets the needs of the seniors	4.2b: Work with City to develop low-to-moderate income housing for seniors (e.g. New facilities with HUD 202 funding). (In line with Homes & Housing strategy 4.3).	Mt. Airy USA	Senior Hub	Y2 Q4	Y2 Q4	Current staff time	Mt. Airy USA
	4.2c: Develop and implement a marketing campaign for new and existing homes that are suitable for seniors that are interested in aging in place.	Mt. Airy USA	Local realtors	Y2 Q3	Y2 Q3	\$5,000	To be identified

End of SENIOR LIVING

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COMMUNITY SAFETY & PLACEMAKING: Mt. Airy is a neighborhood where residents feel comfortable and safe and are actively engaged in neighborhood-wide public safety efforts.

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date		
1 Convene the Community Placemaking Task Force 1.1: Form the Community Placemaking Task Force.	1.1a: Recruit partners for participation in the task force.	Mt. Airy USA	-	Y1Q1	Y1 Q1	\$10,000	Private foundations
	1.1b: Hold kickoff meeting	Mt. Airy USA	-	Y1 Q1	Y1 Q1		
	1.1c: Define placemaking for Mt. Airy	Community Safety & Placemaking Task Force	-	Y1 Q1	Y1 Q1		
	1.1d: Undertake detailed assesment of current community placemaking (see communications plan).	Community Safety & Placemaking Task Force	-	Y1Q2	Y1 Q3		
	1.1e: Research best practices and evaluation metrics for sustainable community engagement.	Community Safety & Placemaking Task Force	-	Y1 Q2	Y1 Q3		
	1.1f: Brainstorm community activities.	Community Safety & Placemaking Task Force	-	Y1 Q2	Y1 Q3		
2 Facilitate the Creation of Community Programming Leading to Stronger Community Bonds. 2.1: Based on identified best practices, design community placemaking programming 2.2: Prototype and test designed programming. 2.3: Implement successfully tested programming and continue to evaluate. 2.4: Redesign and re-implement programing to stay responsive to community needs.	2.1a: Beautification neighborhood bonding mechanism (link to Commercial Retail Strategy 4).	Community Safety & Placemaking Task Force	-	Y1Q2	Y1 Q3	\$100,000	Private foundations
	2.1b: Research community connection practices and brainstorm community activities.	Community Safety & Placemaking Task Force	-	Y1Q2	Y1 Q3		
		Community Safety & Placemaking Task Force	-	Y1Q3	Ongoing		
		Community Safety & Placemaking Task Force	-	Y2 Q1	Ongoing		
		Community Safety & Placemaking Task Force	-	Y2Q2	Ongoing		

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3 Expand Existing Community Safety Structures to Ensure Full Neighborhood Coverage.

3.1: Enhance flow of information across community safety groups	3.1a: Analyze the level/mode of communication between community groups (PDAC, TWIS, EMAN, WMAN), the police, and the public. Identify communication gaps.	Community Safety & Placemaking Task Force	EMAN/WMAN/MAUSA	Y2 Q1	Y2 Q3	\$10,000	Private foundations
	3.1b: Once communication gaps are identified, define target audience for Community Safety & Placemaking Task Force communication plan.	Community Safety & Placemaking Task Force	-	Y2 Q1	Y2 Q3		
	3.1c: Create plan for information sharing, outline specific point people (community liason, TWIS group, task force, general police...) in charge of different types of information (Crime Incident Reports, PSA Meetings, etc.).	Community Safety & Placemaking Task Force	Mt. Airy USA/Local Community Liasons	Y2 Q1	Y2 Q3		
3.2: Outline and implement specific steps for communications to increase attendance at Police Service Area and Town Hall meetings.	3.2a: Publicize PSA/ 14th District meetings in planning area using existing media plus churches and community newspapers.	Community Safety & Placemaking Task Force	Community Papers, EMAN, WMAN, MAUSA	Y2Q1	Y2 Q4		
	3.3: Outline and implement steps for safe means of crime reporting.	3.3a: Develop outreach flyer on the importance of reporting crime including explaining what happens when you call 911 and the use of anonymous complaint reporting form.	Community Safety & Placemaking Task Force	Mt. Airy USA	Y2Q1		
3.4: Based on determined need, facilitate training program for Community Liasons	3.3b: Distribution Mapping List (library; community centers, businesses and churches).	Community Safety & Placemaking Task Force	-	Y2Q1	Y2 Q4	\$20,000	Private foundations
	3.4a: Outline Community Liason description and conduct interview process to fill any vacancies in the area.	Community Safety & Placemaking Task Force	Mt. Airy USA	Y3 Q1	Y4 Q4		
	3.4b: Gain police department approval of liasons and ask about their training protocol.	Mt. Airy USA	14th Police District	Y3 Q1	Y4 Q4		
	3.4c: Receive crime reporting data to be redacted in conjunction with spot crime	Local Community Liasons	Mt. Airy USA; 14th Police District	Y3 Q1	Y4 Q4		
	3.4d: Hold quarterly community liason meetings w/ all Community Liasons in 14th District.	Mt. Airy USA/EMAN/WMAN	Local Community Liasons	Y3 Q1	Y4 Q4		
	3.4e: Hold annual Community Liason Trainings and info sessions for interested community members.	14th Police District & Carpenters Woods Town Watch		Y3 Q1	Y4 Q4		
3.5: Work with Town Watch Integrated Services (TWIS) to strengthen area town watch effort.	3.5a: Hold meeting with TWIS to review local efforts.	EMAN/WMAN	-	Y3Q1	Y3 Q4		
	3.5b: Create network between 14th District community watch groups.	Local Community Liasons	EMAN/WMAN	Y3Q1	Y3 Q4		

End of COMMUNITY SAFETY & PLACEMAKING

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HOMES & HOUSING: Mt. Airy is a diverse, mixed-income, affordable neighborhood with a wide range of housing types and sizes available for residents of all stages of life.

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date		
1 Create Development Plan/Model for Focus Area: Look for Ways to Maintain Housing Affordability within the Neighborhood.							
1.1: Convene Housing Task Force.	1.1a: Develop partnerships with community minded developers.	Mt. Airy USA	-	Y1 Q1	Y1 Q2	Current staff time	Mt. Airy USA
1.2: Undertake additional assessment of focus area	1.2a: Undertake detailed property by property assessment.	Mt. Airy USA	Residents and City Agencies	Y1 Q1	Y1 Q2	\$25,000	Private foundations
	1.2b: Engage key block residents, political leadership, City agencies.	Mt. Airy USA	-	Y1 Q1	Y1 Q2		
	1.2bc: Examine zoning and housing types; prepare recommendations.	Mt. Airy USA	PCPC	Y1 Q1	Y1 Q2		
2 Educate and Support Prospective and Current Homeowners.							
2.1: Hold/expand first-time homebuyer and financing workshops.	2.1a: Expansion happening Y1 Q3.	Mt. Airy USA	-	Y1 Q1	Y1 Q3	\$125,000/Year	OHCD, PHFA, HUD grants
2.2: Hold/expand home maintenance workshops.	2.2a: Expansion Happening Y2 Q2.	Mt. Airy USA	-	Y1Q1	Y2 Q2	\$125,000/Year	PHFA, HUD grants
	2.2b: Hold ongoing community forums.	Housing Task Force	Mt. Airy USA	Y2Q2	Y2 Q2		
	2.2c: Mt. Airy Housing Summit.	Housing Task Force	Mt. Airy USA	Y3 Q3	Y3 Q4		
	2.2d: Promote and leverage state and Federal programs to support rental and homeownership assistance.	Mt. Airy USA	Private Developers	Y3 Q3	Y3 Q4		
2.3 Continue foreclosure counseling services.		Mt. Airy USA	-	Y1 Q1	Ongoing	\$75,000/Year	PHFA, HUD grants, lending institutions
3 Participate in City, Regional, and State Level Policy Discussions and Programs Involving Housing.							
3.1: Housing Task Force to decide on priority advocacy areas.		Mt. Airy USA	-	Y3 Q3	Y3 Q4	\$3,500	Contributions from partner groups
3.2: Come to a consensus around advocacy areas.	3.2a: Participate actively in PACDC and/or other organizations involved in housing policy advocacy.	Mt. Airy USA	RCOs	Y3 Q3	Y3 Q4		
	3.2b: Monitor and participate in the City's land bank program.	Mt. Airy USA	-	Y3 Q3	Y3 Q4		
	3.2c: Build relationships with PHA and other housing producers/actors.	Mt. Airy USA	PHA, Habitat for Humanity, URDC	Y3 Q3	Ongoing	Current staff time	Mt. Airy USA

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3.3: Improve coordination and collaboration among local housing agencies, organizations, developers, and landlords	3.3a: Support and promote ongoing efforts to engage and train/educate developers.	Mt. Airy USA	Jump Start Germantown, EMAN, WMAN, local realtors, private developers	Y4 Q2	Ongoing	\$30,000	Private foundations
	3.3b: Create a residential landlords coalition.	Mt. Airy USA	Residential landlords	Y4 Q2	Ongoing	\$5,000	Private/public grants
	3.3c: Participate in area planning and zoning reexamination/remapping efforts.	PCPC	Mt. Airy USA, EMAN, WMAN	Y2 Q1	Ongoing	Current staff time	Mt. Airy USA
4 Influence the Flow of Housing Production and Rehabilitation in the Neighborhood to Preserve Diversity and Affordability.							
4.1: Create a system for getting control of property (including strategies outlined in 1.3).		Mt. Airy USA	-	Y2 Q2	Ongoing	Current staff time	Mt. Airy USA (developer fees)
4.2: Create a system for rehabbing owner occupied properties.		Mt. Airy USA	-	Y2 Q2	Ongoing		
4.3: Implement system with partners created in 1.1.		Mt. Airy USA	-	Y2 Q3	Ongoing		
4.4: Refer to Senior Living Strategies 4.1b, 4.1c.		Mt. Airy USA	-	Y2 Q3	Ongoing		

End of HOMES & HOUSING

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YOUTH ENGAGEMENT: Mt. Airy has actively engaged youth who come together to advocate for their needs and aspirations for the neighborhood.

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date		
1 Develop Engagement Plan for Local Youth							
1.1: Conduct relevant research.	1.1a: Collect data (demographics, age groups, number of children per household, median income, education level, public school feeder patterns, etc.).	Mt. Airy USA	-	Y1 Q1	Y1 Q4	\$5,000	Private foundations
1.2: Convene the Youth Engagement Task Force.	1.2a: Recruit partners (professionals and parents).	Mt. Airy USA	-	Y1 Q1	Y1 Q1	\$2,000	Private foundations
	1.2b: Hold kickoff meeting.	Mt. Airy USA	-	Y1 Q1	Y1 Q2		
	1.2c: Set goals and evaluation metrics.	Youth Engagement Task Force	-	Y1 Q1	Y1 Q2		
	1.2d: Research best practices for cultivating youth leadership.	Youth Engagement Task Force	-	Y1 Q2	Y1 Q3		
	1.2e: Implement ongoing evaluation metrics.	Youth Engagement Task Force	-	Y1 Q2	Y1 Q3		
1.3: Create a neighborhood youth leadership committee.	1.3a: Recruit coordinators/staff who excel at working with youth.	Youth Engagement Task Force	-	Y1 Q2	Y1 Q3	\$60,000	Private foundations
	1.3b: Develop plan for youth outreach with existing task force youth members.	Task force Youth members	Mt. Airy USA	Y1 Q2	Y1 Q3		
	1.3c: Develop Youth Leadership structure.	Task force Youth members	Mt. Airy USA	Y1 Q2	Y1 Q3		
	1.3d: Recruit and Begin Youth Leadership Committee.	Task force Youths members	Mt. Airy USA	Y1 Q2	Y1 Q4		
	1.3e: Hold kickoff meeting.			Y1 Q4	Y1 Q4		
	1.3f: Set goals for youth leadership committee (scope of activities, needs for 14-24 age group, on-going evaluation metrics).	Youth Leadership Committee	Mt. Airy USA	Y1 Q4	Y1 Q4		
	1.3g: Invite other youth-led groups to speak (i.e. Philadelphia Student Union).	Youth Leadership Committee	Mt. Airy USA	Y1 Q1	Ongoing		
2 Support On-Going Engagement, Recruitment and Program Development Efforts for Neighborhood Residents Ages 14-24.							
2.1: Create ongoing recruitment plan	2.1a: Youth and Parent Task forces both create recruitment plans	Youth Leadership Committee	Youth Engagement Task Force	Y2Q1	Y2 Q1	Staff time	Youth Leadership Committee

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2.2: Undertake inventory and assessment and opportunities study of programs/activities.	2.2a: Perform the following tasks: - Inventory existing after school programs and activities; gap analysis of what extra-curricular activities are not offered at local public schools - Inventory existing mentoring agencies and programs that are active in Mt. Airy. - Inventory bullying/cyber-bullying prevention program - Inventory current facilities for youth programming - Inventory current programs offering GED services. - Research the demand for Adopt a Grandparent or similar intergenerational programming. - Undertake research and community surveying to determine needs, perceptions, and interests - Recommend opportunities for new or expansion of programs. - Identify physical improvements to existing facilities or need for new facilities.	Youth Engagement Task Force	-	Y2 Q2	Y2 Q4	\$60,000	To be identified
2.3: Support/expand existing programming.	2.3a: Develop plan to support to existing local youth programming providers	Youth Engagement Task Force	Mt. Airy USA	Y3 Q1	Y3 Q2	To be determined	To be identified
2.4: Pilot a Teen Center/ Lounge.	2.4a: Secure location as needed to launch a pilot Teen Center / Lounge.	Youth Engagement Task Force	Mt. Airy USA	Y3 Q3	Y3 Q4	To be determined	To be identified
3 Support and Expand Existing Parents Resource Network.							
3.1: Compile information on existing Mt. Airy Parent Resource groups.		Mt. Airy Schools Coalition	Mt. Airy Parents Network	Y3 Q4	Y3 Q4	Current staff time	Mt. Airy Schools Coalition
3.2: Publicize/ make information more accessible for Mt. Airy Parents and Caregivers.		Mt. Airy Schools Coalition	-	Y4 Q1	Y4 Q1		

End of YOUTH ENGAGEMENT

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COMMUNICATIONS

Strategies	Milestones (i.e. Main Action Steps)	Responsible Party	Supporting Party	Start Date	Completion Date			
1 Develop Mt. Airy Communications Platform	1.1: Map key information platforms in the neighborhood.	1.1a: Including Mt. Airy USA, Go Mt. Airy, WEMAN, EMAN...	Mt. Airy USA	-	Y1 Q1	Ongoing	\$130,000 (Platform Development and Maintenance)	
		1.1b: Print	Mt. Airy USA	-	Y1 Q1	Ongoing		
		1.1c: Word of mouth	Mt. Airy USA	-	Y1 Q1	Ongoing		
		1.2: Analyze community usage of each platform.	Mt. Airy USA	-	Y1 Q1	Ongoing		
		1.3: Research best practices in neighborhood communication.	Mt. Airy USA	-	Y1 Q1	Ongoing		
		1.4: Design a system that enhances linkages across the neighborhood.	1.4a: Linking larger constituencies in the neighborhood- for example a community listserve	Mt. Airy USA	-	Y1 Q1	Ongoing	
			1.4b: Opt in platform	Mt. Airy USA	-	Y1 Q1	Ongoing	
			1.4c: Guidelines for neighborhood wide communication system	Mt. Airy USA	-	Y1 Q1	Ongoing	
	2 Produce Communications Plans for Each Task Force.	2.1: Develop the Communications Plan for Senior Living.	2.1a: Map current channels of communication for the following areas:	Mt. Airy USA	-	Y2 Q2	Ongoing	\$10,000
			<ul style="list-style-type: none"> Senior Assistance Programming (help with tasks, travel, etc.) Senior Continued Education Programming Home Repair and Maintenance Assistance Moving or downsizing home Information 					
			2.1b: Assemble comprehensive list of print and online materials.	Mt. Airy USA	-	Y2 Q2	Ongoing	
			<ul style="list-style-type: none"> Define and create collateral material and outreach strategy Literature organizes the resources and services that are available for seniors. 					
			2.1c: Identify gaps in communication channels and define target audience.	Mt. Airy USA	-	Y2 Q2	Ongoing	
			<ul style="list-style-type: none"> Identify seniors being reached and those being missed, define target audience for Safety Task Force communication plan 					
			2.1d: Design plan for information sharing.	Mt. Airy USA	-	Y2 Q2	Ongoing	
	<ul style="list-style-type: none"> Identify existing outlets and begin planning what would go on a central website 							
	2.1d: Implement plan across appropriate platform	Mt. Airy USA	-	Y2 Q2	Ongoing			
	<ul style="list-style-type: none"> Publish literature developed in 1.1b on the hub website. Make a prominent link from the GoMtAiry.com website. 							

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2.2: Develop the Communications Plan for Early Childhood Education.	2.2a: Map current channels of communication for the following areas: <ul style="list-style-type: none"> ● Schools and Early Childhood providers ● Schools and nonprofits ● Schools and parents ● Inter-childhood provider network ● Early childhood and parents 	Mt. Airy USA	-	Y3 Q4	Ongoing	\$10,000	Private foundations
	2.2b: Assemble comprehensive list of print and online materials.	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.2c: Identify gaps in communication channels and define target audience.	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.2d: Design plan for information sharing. <ul style="list-style-type: none"> ● Use communication plan to empower parents ● Design new or enhanced network ● Design special needs coaching and support ● Design messaging 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.2e: Implement plan across appropriate platform.	Mt. Airy USA	-	Y3 Q4	Ongoing		
2.3: Develop the Communications Plan for Youth Engagement.	2.3a: Map current channels of communication for the following areas: <ul style="list-style-type: none"> ● Youth Engagement Taskforce to identify these areas. ● Youth Leadership Committee to identify these areas. 	Mt. Airy USA	-	Y3 Q4	Ongoing	\$10,000	Private foundations
	2.3b: Assemble comprehensive list of print and online materials. <ul style="list-style-type: none"> ● Youth Engagement Taskforce to identify these areas. ● Youth Leadership Committee to identify these areas. 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.3c: Identify gaps in communication channels and define target audience. <ul style="list-style-type: none"> ● Youth Engagement Taskforce to identify these areas. ● Youth Leadership Committee to identify these areas. 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.3d: Design plan for information sharing <ul style="list-style-type: none"> ● Youth Engagement Taskforce to design plan ● Youth Leadership Committee to design plan 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.3e: Implement plan across appropriate platform <ul style="list-style-type: none"> ● Youth Engagement Taskforce to implement plan ● Youth Leadership Committee to implement plan 	Mt. Airy USA	-	Y3 Q4	Ongoing		

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2.4: Develop the Communications Plan for Neighborhood Retail & Commerce	2.4a: Map out key parties with vested interest in neighborhood commercial corridors: <ul style="list-style-type: none"> • Landlords/ Property Owners • Business Owners • BID • Developers • Institutional Users 	Mt. Airy USA	-	Y3 Q4	Ongoing	\$10,000	Private foundations
	2.4b: Assemble existing resources for the beautification and economic growth of the commercial corridor	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.4c: Identify gaps in communication channels and define target audience	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.4d: Design plan for information sharing	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.4e: Implement plan across appropriate platform	Mt. Airy USA	-	Y3 Q4	Ongoing		
2.5: Develop the Communications Plan for Homes & Housing.	2.5a: Map current channels of communication for the following areas: <ul style="list-style-type: none"> • Affordable Housing and Senior Housing in Mt. Airy • Education Programming around Housing • Home Repair and Maintenance Assistance • Tenants Rights organizations • Communication among local housing agencies, organizations, developers, and landlords 	Mt. Airy USA	-	Y3 Q4	Ongoing	\$10,000	Private foundations
	2.5b: Assemble list of print and online materials <ul style="list-style-type: none"> • Define and create collateral material and outreach strategy • Organize the resources and services that are available for public. 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.5c: Identify gaps in communication channels and define target audience <ul style="list-style-type: none"> • Identify population we reach and areas for improved communication/ outreach 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.5d: Design plan for information sharing <ul style="list-style-type: none"> • Design Messaging 	Mt. Airy USA	-	Y3 Q4	Ongoing		
	2.5e: Implement plan across appropriate platform.	Mt. Airy USA	-	Y3 Q4	Ongoing		
2.6: Develop the Communications Plan for Community Safety & Placemaking.	2.6a: Map networks through which placemaking is being done: <ul style="list-style-type: none"> • Religious Communities • Nonprofits/ community organizations • Sports groups • Others 	Mt. Airy USA	-	Y1 Q3	Y1 Q3	\$10,000	Private foundations
	2.6b: Assemble comprehensive list of print and online materials. <ul style="list-style-type: none"> • Community events, etc. 	Mt. Airy USA	-	Y1 Q3	Y1 Q3		
	2.6c: Identify gaps in communication channels and define target audience.	Mt. Airy USA	-	Y1 Q3	Y1 Q3		
	2.6d: Design plan for information sharing.	Mt. Airy USA	-	Y1 Q3	Y1 Q3		
	2.6e: Implement plan across appropriate platform.	Mt. Airy USA	-	Y1 Q3	Y1 Q3		

End of COMMUNICATIONS

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Action Strategies - Outputs

NEIGHBORHOOD RETAIL & COMMERCE: Mt. Airy has vibrant, clean and thriving commercial areas that meet the needs of its residents and attracts/nurtures entrepreneurs.

Strategies	Outputs (i.e. quantifiable measures of success)	Target Date
1 Convene Retail Task Force. 1.1: Form the Retail Task Force.	<ul style="list-style-type: none"> - Hold kickoff meeting. - Develop a core mission statement and build consensus around goals & objectives. 	Y1 Q3
2 Diversify Range of Goods & Services in Mt. Airy. 2.1: Retail recruitment & corridor marketing.	<ul style="list-style-type: none"> - Develop recruitment & marketing program, identifying categories of retailers to recruit and key marketing strategies. - Participate in the Destination Marketing effort for Northwest Philadelphia. - Assess the need to hire a marketing consultant and start implementing key early strategies. <ul style="list-style-type: none"> ● Hire a consultant to implement program as needed ● Identify & secure funding for key marketing strategies ● Carry out key strategies - Secure participation from businesses and property owners in the funding of the elements of the marketing campaign. <ul style="list-style-type: none"> ● Package existing resources into kit ● Customize to fit varying circumstances ● Connect with new property owners in 6300 block - Convene a commercial landlord coalition meeting. 	Y1 Q3
2.2: Re-establish supermarket and/or other acceptable community use in Chew/Washington area.	<ul style="list-style-type: none"> - Work with the developer and secure a supermarket back to the Bottom Dollar site. - Identify an alternate site, if Chew+Washington site cannot accommodate a supermarket, and secure a supermarket operator. 	Y2 Q4
3 Upgrade Conditions on the Commercial Corridors (Germantown Avenue + Chew Avenue). 3.1: Beautify properties on the 6300-6700 block of Germantown Avenue.	<ul style="list-style-type: none"> - Assist two business/property owners complete appropriate business improvements and physical enhancements per year (including interior renovations, façade upgrades, operational improvements, new business launch, etc.) 	Y1 Q4 - Ongoing
3.2: Develop and distribute store front and visual guidelines.	<ul style="list-style-type: none"> - Produce and distribute guidelines (both printed version and online) to business/property owners and to the general public. - Begin holding annual or bi-annual workshops. 	Y1 Q4
3.3: Maintain/upgrade commercial storefronts.	<ul style="list-style-type: none"> - Meet with every business/property owner on Germantown Avenue in the Study Area and discuss any need for storefront renovation assistance. 	Y1 Q3 - Ongoing
3.4: Influence the aesthetics of new development to conform with the context.	<ul style="list-style-type: none"> - Regularly attend zoning meetings for the local RCO (i.e. EMAN and WMAN) and monitor the design of proposed developments. 	Y1 Q3 - Ongoing

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3.5: Facilitate the improvement of identified target properties on Chew Avenue.	- Establish contact with business/property owners of target properties. Discuss the desire to make improvements to their properties and/or transfer ownership to Mt. Airy USA or another party. Prepare redevelopment plans as necessary. <ul style="list-style-type: none"> ● Market façade improvement program to five specific properties. ● Support screening of one auto repair facility. ● Support greening of one office parking lot. 	Y1 Q4 - Ongoing
	3.5b: Facilitate the acquisition of lot at 6808 Chew Avenue, determine appropriate community use.	Y3 Q1
	3.5c: Facilitate the acquisition/rehab of targeted properties on Chew Avenue. <ul style="list-style-type: none"> ● Acquire/rehab three adjacent mixed-use properties (6637-41 Chew Avenue). ● Acquire/rehab and manage one small rental complex (6802 Chew Avenue). ● Acquire or use conservatorship to control 6810 and 6818 Chew Avenue for rehab and resale to homeowners. ● Acquire 6735 Chew Avenue (Kingdom Car Care) and rehab for commercial use. 	Y4 Q4
3.6: Improve public security.	- Install 10 new security cameras on the Chew Avenue corridor.	Y2 Q4
	3.6b: Implement other strategies in line with the community safety & placemaking strategies.	Y2 Q4
4 Improve Neighborhood Infrastructure along Commercial Corridors and Surrounding Residential Areas.		
4.1: Encourage walkability--alleviate current gaps in activity on Germantown Avenue.	- Identify sites/programming/site-control for pocket parks. <ul style="list-style-type: none"> ● Identify sites/programming/site-control 4.1b: Explore possibility of exercise station loop on Germantown Avenue. - Identify locations for exercise station loop, and install station facilities. <ul style="list-style-type: none"> ● Purchase/install station facilities/signage - Produce a list of other placemaking infrastructure that encourages walkability.	Y3 Q3
4.2: Implement Renovation Plan for Lovett Library Park.	- Complete planned renovations.	Y2 Q3
4.3: Undertake comprehensive parking study.	- Complete a parking study for target area (6300 block of Germantown Avenue to Allen's Lane) <ul style="list-style-type: none"> ● Consider appropriate allocation of resources to shoppers/employees/residents ● Particularize study to individual segments of Germantown Ave. ● Consider potential for remote employee parking ● Consider appropriate residential density/impact on parking resources - Analyze key recommendations from the parking study and discuss with stakeholders strategies to implement key action items.	Y2 Q4
4.4: Improve quality of directional signage and mobility across the neighborhood.	- Design and install Wayfinding System and Bus Shelters - Produce a feasibility study of neighborhood Jitney programs. - Hold meetings with city officials to discuss the bike plan and potential connections into the neighborhood	Y2 Q1 Y3 Q4 Y3 Q4

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4.5: Assess sidewalk, curb, traffic, pedestrian, and bicycle safety issues.	- Identify priority areas/intersections; assess safety around schools.	Y1 Q4
	- Develop concepts for traffic and pedestrian safety and bicycle accommodations.	Y3 Q4
	- Meet with elected officials and city/state agency representatives to place initiatives on capital budget projects list.	Y2 Q1 - Ongoing
4.6: Implement improvements based on assessment completed in 4.5.	- Advocate for installation of crossing improvements at intersections (crosswalks, pedestrian-actuated signals, midblock crossings).	Y5 Q4
4.7: Increase lighting in Mt. Airy.	- Identify areas where increased lighting is needed.	Y2 Q1
	- Determine responsible party and system for reporting issues through the City's 311 protocol.	
	- Secure required funding and resident participation for "lights on for safety campaign"	
5 Support Expanded Entrepreneurship		
5.1: Launch the Philadelphia Immigrant Innovation Hub.	- Continue/expand pilot cohort training.	Y1 Q1
	- Market and publicize co-working space at 6700 Germantown Avenue.	
5.2: Expand HUB programing and technical assistance to non-immigrant businesses	- Provide technical assistance to businesses.	Y1 Q2
5.3: Research alternative entrepreneurship models	- Build model for a rotating set of community-owned/leased standard vendor carts.	Y2 Q3
	<ul style="list-style-type: none"> ● Explore vendor cart potential to place in key gaps 	
	<ul style="list-style-type: none"> ● Set success metrics for potential pilot program 	
	<ul style="list-style-type: none"> ● Create 2 or 3 cart pilot program 	
	<ul style="list-style-type: none"> ● Expand pilot program to other identified gap areas 	
	<ul style="list-style-type: none"> ● Build/expand relationships with at-home businesses 	
	<ul style="list-style-type: none"> ● Encourage expansion/relocation to Germantown or Chew corridor locations 	

End of NEIGHBORHOOD RETAIL & COMMERCE

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EARLY CHILDHOOD EDUCATION: Mt. Airy offers accessible, affordable, and high quality early childhood education opportunities that prepare children for succeeding as they enter the school system.

Strategies	Outputs (i.e. quantifiable measures of success)	Target Date
1 Continue Activities Outlined under Schools Coalition Strategic Plan. 1.1: Implement action items outlined in the Mt. Airy Schools Coalition Strategic Plan.	- Continue efforts under the Mt. Airy Reads initiative -continue efforts under the Mt. Airy Schools Coalition	Ongoing
2 Convene the Early Childhood Education Task Force. 2.1: Form the Early Childhood Education Task Force.	- Recruit partners (professionals and parents). - Hold kickoff meeting. <hr/> 2.1c: Set goals and evaluation metrics. <hr/> 2.1d: Implement ongoing evaluation metrics.	Y4 Q1
3 Determine Needs of Early Childhood Learning System in Mt. Airy Target Area. 3.1: Collect data and information on existing early childhood learning system (parental decision making).	- Identify early education learning facilities in planning area. - Publicize meetings in planning area using existing media plus churches and community newspapers, etc. - Convene meetings for caregivers to assess needs. - Convene focus group of childcare providers. - Gather data on feeder patterns. - Gap analysis of existing barriers to quality improvement. - Social network analysis.	Y4 Q2
3.2: Compile finding and make recommendations.	- Receive early education data. - Develop network for information sharing. - Publish information - Develop website or page on existing website for online access	Y4 Q4
3.3: Present findings to Key Stakeholders.	- Meet with steering group and present findings - Meet with stakeholders and present recommendations - Meet with community to present recommendations, modify recommendations accordingly - Prepare document of findings and recommendations	Y4 Q4
4 Turn Existing Connections between Early Childhood and Elementary Schools into a Network. 4.1: Support already existing networks	- Make connections to PSD's "Building Bridges" program, STARS, OCDEL (Office of Child Development and Early Learning).	Y5 Q1
4.2: Educate in order to encourage alignment	- Prepare and distribute outreach material for service providers to participate in existing programs.	Y5 Q3
	4.2b: Create mechanism for delivery, add outreach to service providers, recruiting providers to existing programs, advertising benefits of the program.	Y5 Q3

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5 Build Peer-to-Peer Network in Target Area.		
5.1: Establish a peer-to-peer network, launching initially as a pilot program.	<ul style="list-style-type: none"> - Produce research analysis on models of high quality early childhood education in similar neighborhoods. - Create pilot program (staff development, coaching, materials, supplies, mentoring, facilities). 	Y5 Q3
	- Implement pilot program.	
5.2: Plan for scaling up pilot program.	- Evaluate results of pilot program and prepare a scale-up plan.	Y5 Q3
6 Create Special Interest Coalition to Advocate for Additional Resources and to Empower Parents.		
6.1: Establish core group of partners to lead coalition.	- Recruit partners.	Y3 Q4
6.2: Establish mission and function for coalition.	- Establish mission and function for coalition and offer incentives for continued participation.	Y3 Q4
6.3: Increase and leverage resources for existing and new providers.	- Launch advocacy effort that's focused on local needs.	Y3 Q4
6.4: Empower parents.	<ul style="list-style-type: none"> - Assess & establish a plan to engage hard-to-reach parents. Initiate targeted outreach and ongoing engagement. - Create a new or enhanced network. - Create messaging (choice and resources). - Special needs coaching and support. 	Y4 Q1

End of EARLY CHILDHOOD EDUCATION

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SENIOR LIVING: Mt. Airy is a multi-generational neighborhood with deep social connections that offers a variety of services and housing options for its seniors.

Strategies	Outputs (i.e. quantifiable measures of success)	Target Date
1 Research the Needs of Seniors and Provide the Mechanism to Deliver These Services.		
1.1: Form the Senior Task Force	- Hold kickoff meeting with expanded stakeholders.	Y1 Q3
	- Develop a core mission statement and build consensus around goals and evaluation metrics.	Y1 Q4
	- Research Senior Hub Models, outline best options and choose model through consensus.	Y2 Q2
	- Research client tracking systems, outline best options and choose model through consensus.	Y2 Q1
	- Develop a revenue model for the Senior Hub.	Y2 Q2
	- Secure fiscal sponsoring agency.	Y3 Q1
2 Develop an Online Marketplace to Match Housing Needs with Surplus Space in Homes Occupied by Seniors.		
2.1: Develop a "Senior Airbnb" for Housing.	- Design a collaborative model with Weavers Way and other employers.	Y2 Q3
	- Test pilot model with targeted group of seniors, assess the pilot program, then implement permanent program.	Y3 Q3
3 Research the Needs of Seniors and Build Hub Reflective of These Needs.		
3.1: Find staffing Support for the Senior Hub.	- Develop a job description for the staff position at the Senior Hub.	Y2 Q3
	- Secure a staff person for the Senior Hub.	Y2 Q4
3.2: Survey the seniors in the community to gauge demand for various services or home types.	- Assemble known survey data from previous efforts. Conduct the new survey, if necessary, and publicize to results to the general public.	Y3 Q3
	- Conduct a census of all the resources and services that are currently available.	
	- Develop of roster of services that are currently missing and develop timeline for creating/ implementing services	
3.3: Implement programming in response to 3.2.	- Create Workshop Series: find and recruit speakers, build ongoing calendar, promote through communications plan.	Y3 Q3 - Ongoing
	- Conduct regular meetings, forums, and etc. to discuss issues relevant to seniors.	
	Offer activities for seniors utilizing existing community facilities.	

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4 Expand and Publicize Residential Options for Seniors.

4.1: Assist seniors in maintaining and/or modifying their current homes.	- Produce a brochure listing existing options for senior modification and repair help, including potential funding programs	Y2 Q3
	- Produce a written guide for quality home modifications of homes.	Y2 Q2 - Ongoing
	- Establish working relationship with Urban Resource Development Corporation and the Philadelphia Corporation for Aging.	Y2 Q2 - Ongoing
4.2: Advocate for the development of new housing that meets the needs of the seniors	- Work with developers to pursue housing suitable for senior living (e.g. single-level, common maintenance of shared areas, walkable to shops & restaurants).	Y2 Q3
	- Hold meetings with OHCD, Redevelopment Authority, and PHA to identify opportunities for low-to-moderate income housing for seniors.	Y2 Q4
	- Develop and implement a marketing campaign for new and existing homes that are suitable for seniors that are interested in aging in place.	Y2 Q3

End of SENIOR LIVING

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COMMUNITY SAFETY & PLACEMAKING: Mt. Airy is a neighborhood where residents feel comfortable and safe and are actively engaged in neighborhood-wide public safety efforts.

Strategies	Outputs (i.e. quantifiable measures of success)	Target Date
1 Convene the Community Placemaking Task Force		
1.1: Form the Community Placemaking Task Force.	- Recruit partners for participation in the task force.	Y1 Q1
	- Hold kickoff meeting	Y1 Q1
	- Produce a report of the detailed assesment of current community placemaking. Research best practices and evaluation metrics for sustainable community engagement.	Y1 Q3
2 Facilitate the Creation of Community Programming Leading to Stronger Community Bonds.		
2.1: Based on identified best practices, design community placemaking programming.	- Research community connection practices and brainstorm community activities.	Y1 Q3
2.2: Prototype and test designed programming.	- Prototype and test designed programming.	Y1 Q3 - Ongoing
2.3: Implement successfully tested programming and continue to evaluate.	- Implement successfully tested programming and continue to evaluate.	Y2 Q1 - Ongoing
2.4: Redesign and re-implement programing to stay responsive to community needs.	- Redesign and re-implement programing to stay responsive to community needs.	Y2 Q2 - Ongoing
3 Expand Existing Community Safety Structures to Ensure Full Neighborhood Coverage.		
3.1: Enhance flow of information across community safety groups	- Conduct analysis of the level/mode of communication between community groups (PDAC, TWIS, EMAN, WMAN), the police, and the public. Identify communication gaps.	Y2 Q3
	- Define target audience for Community Safety & Placemaking Task Force communication plan.	Y2 Q3
	- Create plan for information sharing, outline specific point people (community liason, TWIS group, task force, general police...) in charge of different types of information (Crime Incident Reports, PSA Meetings, etc.).	Y2 Q3
3.2: Outline and implement specific steps for communications to increase attendance at Police Service Area and Town Hall meetings.	- Publicize PSA/ 14th District meetings in planning area using existing media plus churches and community newspapers.	Y2 Q4
3.3: Outline and implement steps for safe means of crime reporting.	- Develop outreach flyer on the importance of reporting crime including explaining what happens when you call 911 and the use of anonymous complaint reporting form.	Y2 Q4
3.4: Based on determined need, facilitate training program for Community Liasons	- Outline Community Liason description and conduct interview process to fill any vacancies in the area. Gain police department approval of liasons and ask about their training protocol.	Y4 Q4
	- Hold quarterly community liason meetings w/ all Community Liasons in 14th District.	Y4 Q4
	- Hold annual Community Liason Trainings and info sessions for interested community members.	Y4 Q4
3.5: Work with Town Watch Integrated Services (TWIS) to strengthen area town watch effort.	- Hold meeting with TWIS to review local efforts.	Y3 Q4
	- Create network between 14th District community watch groups.	Y3 Q4

End of **COMMUNITY PLACEMAKING**

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HOMES & HOUSING: Mt. Airy is a diverse, mixed-income, affordable neighborhood with a wide range of housing types and sizes available for residents of all stages of life.

Strategies	Outputs (i.e. quantifiable measures of success)	Target Date
1 Create Development Plan/Model for Focus Area: Look for Ways to Maintain Housing Affordability within the Neighborhood.		
1.1: Convene Housing Task Force.	- Develop partnerships with community minded developers. Hold kickoff meeting.	Y1 Q2
1.2: Undertake additional assessment of focus area	- Complete detailed property by property assessment with the assistance of key block residents, political leadership, City agencies. - Examine zoning and housing types; prepare recommendations.	Y1 Q2 Y1 Q2
2 Educate and Support Prospective and Current Homeowners.		
2.1: Hold/expand first-time homebuyer and financing workshops.	- Expansion happening Y1 Q3. 10 extra workshops a year	Y1 Q3
2.2: Hold/expand home maintenance workshops.	- Expansion happening Y2 Q2. 2 extra workshops a year (occurring every other month) - Hold ongoing community forums.	Y2 Q2 Y2 Q2
2.3 Continue foreclosure counseling services.	- Hold the Mt. Airy Housing Summit. - Serve 200 clients per year.	Y3 Q4 Y1 Q1 - Ongoing
3 Participate in City, Regional, and State Level Policy Discussions and Programs Involving Housing.		
3.1: Housing Task Force to decide on priority advocacy areas.	- Produce a list of high priority advocacy areas.	Y3 Q4
3.2: Come to a consensus around advocacy areas.	- Participate actively in PACDC and/or other organizations involved in housing policy advocacy. - Monitor and participate in the City's land bank program.	Y3 Q4 Y3 Q4
3.3: Improve coordination and collaboration among local housing agencies, organizations, developers, and landlords	- Hold regular meetings with PHA and other housing producers/actors. - Meet with JumpStart Germantown to discuss potential expansion into Mt. Airy. - Create a residential landlords coalition. - Participate in area planning and zoning reexamination/remapping efforts.	Y3 Q3 - Ongoing Y4 Q2 - Ongoing Y4 Q2 - Ongoing Y2 Q1 - Ongoing
4 Influence the Flow of Housing Production and Rehabilitation in the Neighborhood to Preserve Diversity and Affordability.		
4.1: Create a system for getting control of property (including strategies outlined in 1.3).	1) Explore methods of property acquisition including Sheriff sales, land bank, REO, etc. in housing target area 2) expand work with PA Conservatorship Act	Y2 Q2 - Ongoing
4.2: Create a system for rehabbing owner occupied properties.	1) Interview existing homeowners about rehab needs 2) Investigate financing options for homeowners with rehab needs	Y2 Q2 - Ongoing
4.3: Implement system with partners created in 1.1.	1) Assign roles and tasks with partners to carry out the activities in each system	Y2 Q3 - Ongoing
4.4: Refer to Senior Living Strategies 4.1b, 4.1c.	- Produce a written guide for quality home modifications - Establish working relationship with the Urban Resource Development Corporation and the Philadelphia Corporation for Aging.	Y2 Q3 - Ongoing

End of HOMES & HOUSING

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YOUTH ENGAGEMENT: Mt. Airy has actively engaged youth who come together to advocate for their needs and aspirations for the neighborhood.

Strategies	Milestones (i.e. Main Action Steps)	Completion Date
1 Develop Engagement Plan for Local Youth		
1.1: Conduct relevant research.	- Collect data (demographics, age groups, number of children per household, median income, education level, public school feeder patterns, etc.).	Y1 Q4
1.2: Convene the Youth Engagement Task Force.	- Recruit partners (professionals and parents), and hold kickoff meeting. - Research best practices for cultivating youth leadership.	Y1 Q1 Y1 Q3
1.3: Create a neighborhood youth leadership committee.	- Recruit coordinators/staff who excel at working with youth. - Develop plan for youth outreach with existing task force youth members. - Develop Youth Leadership structure; recruit and begin Youth Leadership Committee. - Hold kickoff meeting.	Y1 Q3 Y1 Q4
2 Support On-Going Engagement, Recruitment and Program Development Efforts for Neighborhood Residents Ages 14-24.		
2.1: Create ongoing recruitment plan	- Create recruitment plans.	Y2 Q1
2.2: Undertake inventory and assessment and opportunities study of programs/activities.	- Perform the assessment of a variety of programs/activities related to youth development/engagement.	Y2 Q4
2.3: Support/expand existing programming.	- Develop plan to support to existing local youth programming providers.	Y3 Q2
2.4: Pilot a Teen Center/ Lounge.	- Secure location as needed to launch a pilot Teen Center / Lounge.	Y3 Q4
3 Support and Expand Existing Parents Resource Network.		
3.1: Compile information on existing Mt. Airy Parent Resource groups.	- Make connection with individuals coordinating the Mt. Airy Parent Resource group.	Y3 Q4
3.2: Publicize/ make information more accessible for Mt. Airy Parents and Caregivers.	- Start distributing regular communication regarding early childhood education.	Y4 Q1

End of **YOUTH ENGAGEMENT**

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COMMUNICATIONS: Mt. Airy is connected and informed.

Strategies	Milestones (i.e. Main Action Steps)	Completion Date
1 Develop Mt. Airy Communications Platform		
1.1: Map key information platforms in the neighborhood.	- Map key information platforms, including print, word of mouth, and other means.	Y1 Q1 - Ongoing
1.2: Analyze community usage of each platform.	- Produce a report analyzing usage.	Y1 Q1 - Ongoing
1.3: Research best practices in neighborhood communication.	- Produce a report analyzing best practices.	Y1 Q1 - Ongoing
1.4: Design a system that enhances linkages across the neighborhood.	- Create a system that links to larger constituencies in the neighborhood and ultimately enlarges community-wide communication	Y1 Q1 - Ongoing
2 Produce Communications Plans for Each Task Force.		
2.1: Develop the Communications Plan for Senior Living.	- Produce a report that maps current channels of communication; assembles comprehensive list of print and online materials; identifies gaps, and defines a target audience. - Design plan for information sharing and implement the plan across appropriate platforms.	Y2 Q2 - Ongoing
2.2: Develop the Communications Plan for Early Childhood Education.	- Produce a report that maps current channels of communication; assembles comprehensive list of print and online materials; identifies gaps, and defines a target audience. - Design plan for information sharing and implement the plan across appropriate platforms.	Y3 Q4 - Ongoing
2.3: Develop the Communications Plan for Youth Engagement.	- Produce a report that maps current channels of communication; assembles comprehensive list of print and online materials; identifies gaps, and defines a target audience. - Design plan for information sharing and implement the plan across appropriate platforms.	Y3 Q4 - Ongoing
2.4: Develop the Communications Plan for Neighborhood Retail & Commerce	- Produce a report that maps out key parties with vested interest in neighborhood commercial corridors and assembles existing resources for the beautification and economic growth of the commercial corridor. - Produce a report that identify gaps in communication channels and define target audience. - Design plan for information sharing and implement the plan across appropriate platforms.	Y3 Q4 - Ongoing
2.5: Develop the Communications Plan for Homes & Housing.	- Produce a report that maps current channels of communication; assembles comprehensive list of print and online materials; identifies gaps, and defines a target audience. - Design plan for information sharing and implement the plan across appropriate platforms.	Y3 Q4 - Ongoing
2.6: Develop the Communications Plan for Community Safety & Placemaking.	- Produce a report that maps current channels of communication; assembles comprehensive list of print and online materials; identifies gaps, and defines a target audience. - Design plan for information sharing and implement the plan across appropriate platforms.	Y1 Q3 - Ongoing

End of COMMUNICATIONS

Appendix B: Summary of Public Workshop Discussion

June 24th Neighborhood Vision Workshop

Meeting Summary

Project Overview

The meeting began with an overview of the project timeline. Isaac Kwon of Urban Partners, the lead consultant for Mt. Airy 2025, explained that the purpose of this project is to undertake a comprehensive, resident-driven, planning process that results in a neighborhood strategic plan for Mt. Airy. It will provide a 10-year vision for Mt. Airy along with a 5-year Implementation Strategy.

The project is sponsored by Mt. Airy USA, East Mt. Airy Neighbors, West Mt. Airy Neighbors, Chew and Belfield Neighbors, the 6300 Alliance, and the Mt. Airy Business Improvement District, and funded by the Wells Fargo Regional Foundation.

In addition to identifying the key issues and concerns that the 10-year plan will address, Phase 1 of the Mt. Airy 2025 project will include a community survey set to begin in late July, stakeholder interviews, a property conditions survey, and other background research. The project will include two additional public meetings, including an Open House event in the fall. Those upcoming meeting dates will be posted here on mtairy2025.org as they are scheduled. The estimated completion date is February 2016.

Discussion Groups

Participants of the Neighborhood Vision Workshop were asked to divide into three discussion groups each with a different topic. One table focused on Economic Opportunities, another table discussed Housing Issues, while the third table spoke about Quality of Life issues.

Below is a summary of key themes or repeated comments that resulted from the small group discussions:

Housing Issues

Co-housing

- Seeking to build co-housing in the neighborhood (Wissahickon Village Co-Housing). Requires Walkability, Accessibility, Affordability, Common space

Aging-in-Place

- Northwest Village Network
- Many want to downsize and stay in the area, but there is limited availability
- Low-income housing is available, but there is a need for moderate income too.
- Consider allowing accessory dwelling units in backyards.

Home/Yard Maintenance

- Consider workshops for DIY Maintenance
- Need list of Reputable contractors
- Updating “knob and tube” homes is a big issue due to increase housing insurance. This is a make or break on many sales/purchases.
- Tree care. Trees need regular maintenance, otherwise increases risk of damage due to storms
- Expand the Tree Tenders program.

Pockets of Blight

- One house in a block is vacant, boarded up and impacts the rest of the block.
- We have a hard time trying to address such homes .
- “Housing is one of Mt. Airy’s best assets, but also one if its handicaps”

Energy-Efficiency

- Funding/ incentives for energy-efficient upgrades for renovations and new construction
- Make a commitment to a net zero energy capable by 2030, like PHFA.

Quality of Life

Traffic/parking issues

- Cars speed through the neighborhood and often don’t stop at intersections.
- Cars travel very fast on Chew Avenue and Sedgwick Street.
- Germantown Avenue – when cars are turning left, there’s often a long backup. Cars illegally parking close to the intersection are part of this problem.
- There’s not enough parking.
- Should provide bus shelters.
- Could there be a “jitney service” for area residents (e.g. senior citizens).

Public schools

- Need to improve the quality of public education and address actual resource gaps.
- Need to improve the general perception of the schools. There are some positive aspects in the schools, yet much of that is obscured by negative perceptions.
- Strengthen relationship with area schools. Neighborhood needs to OWN the schools. Increase volunteerism at the schools.

Property vacancies

- Certain blocks have high rate of property vacancy (e.g. unit to 200 block of E. Sharpnack Street). Vacant lots are prone to get illegal trash dumping.
- Turn vacant lots into community gardens
- Alleys in the back of homes are fire hazards.

Other issues

- There are problems with wild animals.
- Need better lighting, especially near parking lots.

- Surveillance cameras are only recordings and no one is monitoring them live.
- Crime incidences should be collected and posted.
- Youth outreach – need positive activities and programming to limit antisocial activity.
- Increase opportunities to age-in-place.
- Market diversity of Mt. Airy as a community strength and a selling point for new businesses and residents.
- Reprogram Sedgwick Theater as a focal point of the commercial corridor.

Economic Opportunity

- Parking! Parking! Parking! There is a need for increased parking in many of the commercial areas. One commonly raised opportunity is to consider how the parking in the rear of the Sedgwick Theater property can become a community parking resource.
- There is a strong request for more food stores and full-service restaurants.
- Three specific sub-areas were noted as priorities for adding new stores/commercial revitalization. Chew Avenue from Washington Lane to the Pleasant Playground is one—here a special concern is replacing the closed Bottom Dollar supermarket. A second is Germantown Avenue below the revitalized 6300 block down to Washington Lane--security and safety concerns were mentioned in this area. Meehan, Boyer, Upsal, and Germantown bound the third target area where both additional homeowners and more stores are needed.
- There was also strong interest in creating community-friendly “corner nodes” within many of the residential areas. The Weaver’s Way-anchored corner of Green and Carpenter was mentioned as a positive model. Opportunities for similar nodes were seen for the areas near train stations. Each would have a small number of breakfast café and/or /community gathering type businesses.
- There was recognition that Mt. Airy’s small store spaces and other neighborhood characteristics result in many business opportunities captured by individual entrepreneurs, rather than larger chains. There is a need to expanded support for these entrepreneurs.
- The need for more entertainment—particularly family entertainment—activities: an upscale bowling alley; indoor play space for kids; and especially further expansion of activities at the Sedgwick Theater.
- The need for a better vehicle for local business advertising (like the Chestnut Hill Local) was frequently mentioned. There is the need to get out the word on new businesses.
- The need for more quality day care—especially for kids under 2½--meets a community need and suggests an important business opportunity
- Some mentioned the need to build more bridges to employment for young people not going on to College immediately. This would include summer employment as well as after-high school bridges to the world of work, such as internships.

Appendix C: Resident Survey Analysis



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Resident Survey Analysis

Prepared for: Mt. Airy 2025 Steering Committee
April 4, 2016 (amended June 15, 2016)

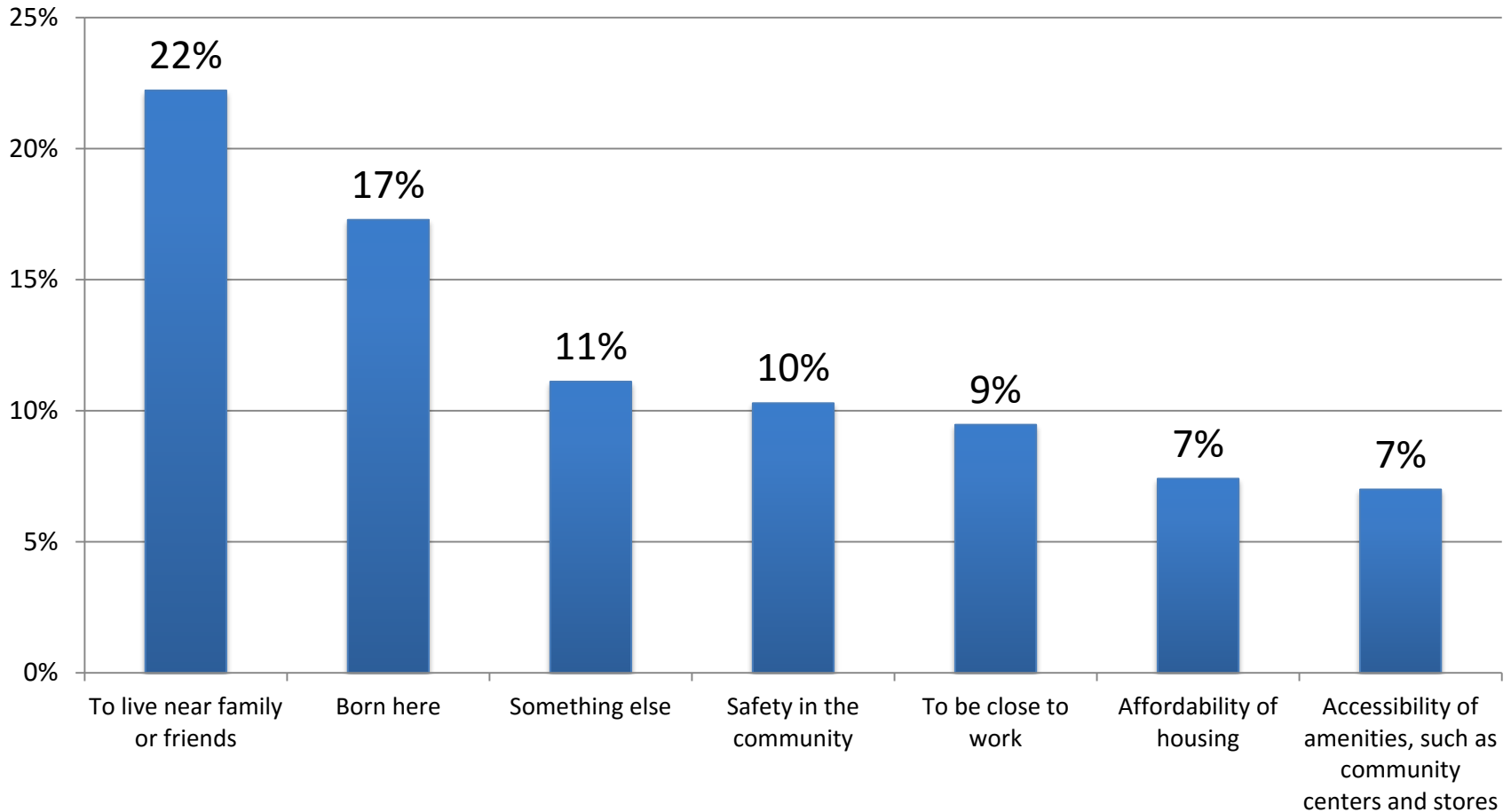
URBAN PARTNERS

RBA BROWN &
KEENER



**WHITE &
ASSOCIATES**

Major reason why you live in this neighborhood ?



Satisfied about living in this community?

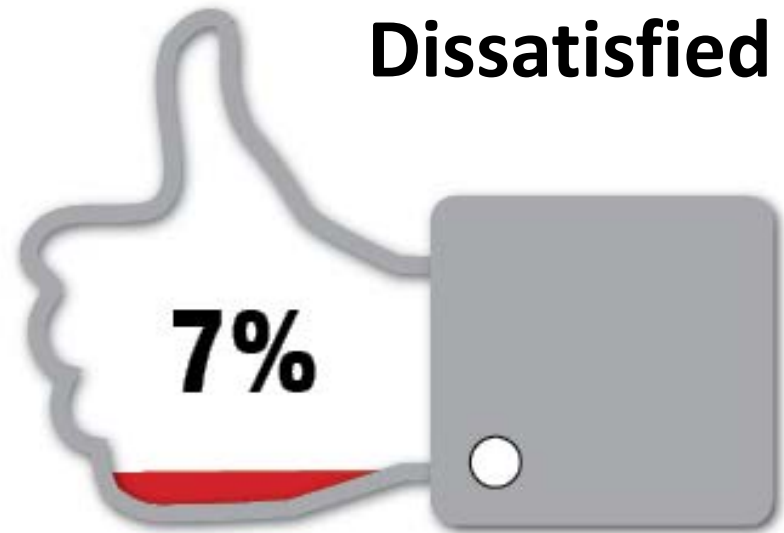
(All responses)

Satisfied



1. Very Satisfied:	34%
2. Somewhat Satisfied:	19%
3. Satisfied:	40%

Dissatisfied

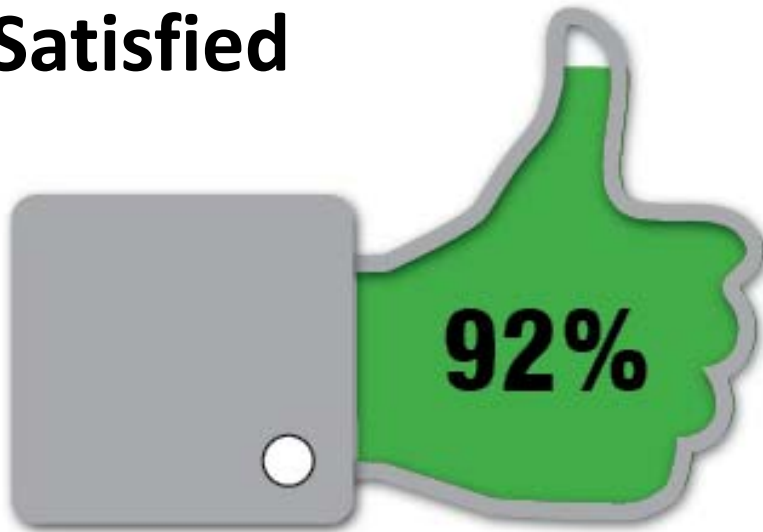


4. Dissatisfied:	1%
5. Somewhat dissatisfied:	5%
6. Very Dissatisfied:	1%

Satisfied about living in this community?

(Recently moved residents, less than 10 years)

Satisfied



1. Very Satisfied:	26%
2. Somewhat Satisfied:	20%
3. Satisfied:	46%

Dissatisfied



4. Dissatisfied:	-
5. Somewhat dissatisfied:	8%
6. Very Dissatisfied:	-

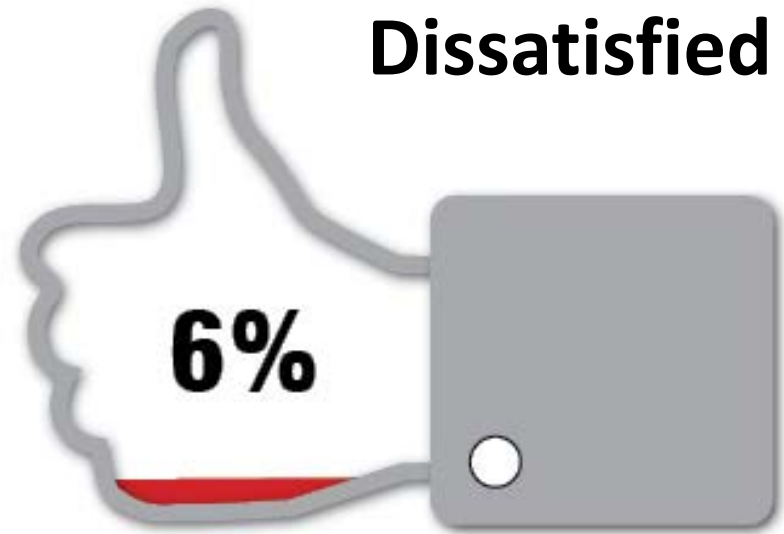
Satisfied about living in this community?

(Long time residents, 10+ years)

Satisfied



Dissatisfied

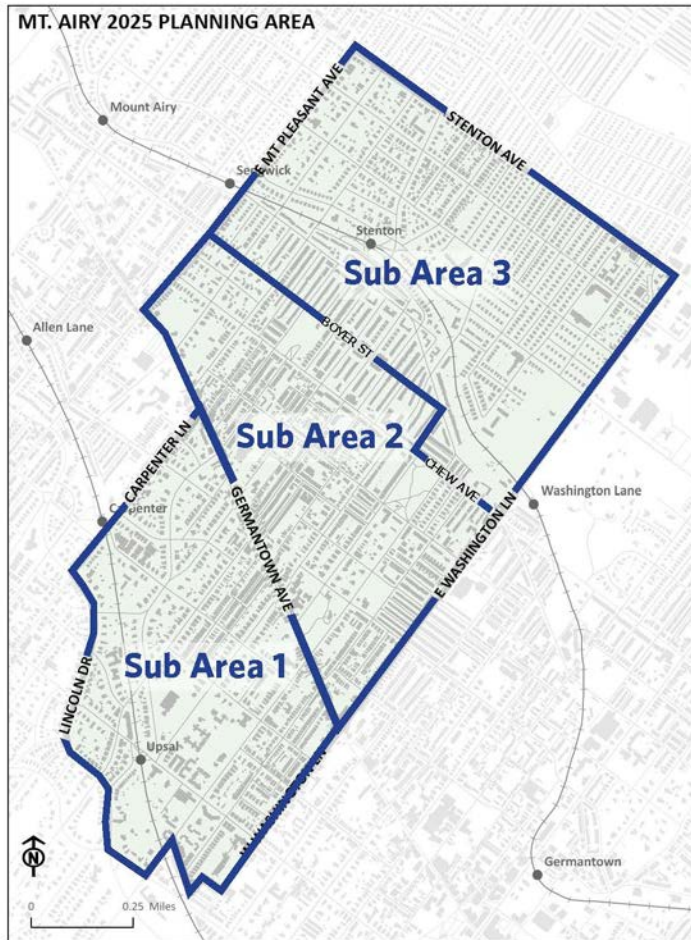


1. Very Satisfied:	39%
2. Somewhat Satisfied:	18%
3. Satisfied:	37%

4. Dissatisfied:	1%
5. Somewhat dissatisfied:	3%
6. Very Dissatisfied:	2%

Satisfied about living in this community?

(By Sub Areas)



Sub Area 1



Sub Area 2

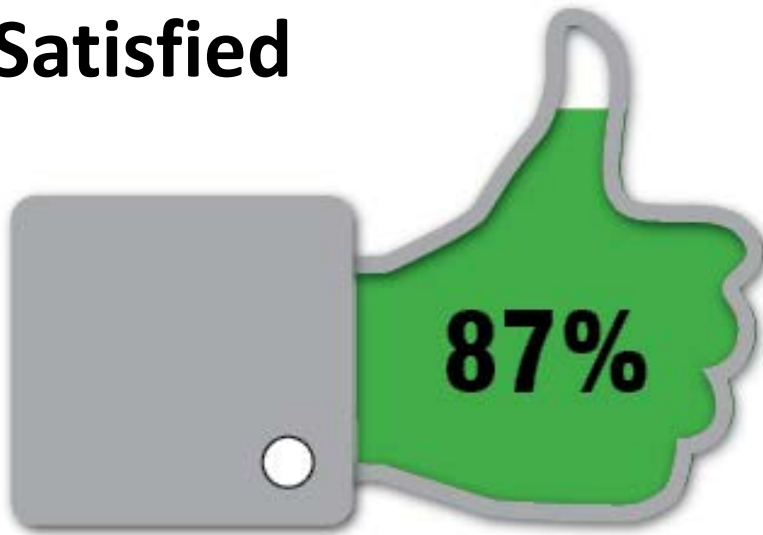


Sub Area 3



Recommend to families with children?

Satisfied



- 1. Definitely Recommend: 40%
- 2. Probably Recommend: 47%

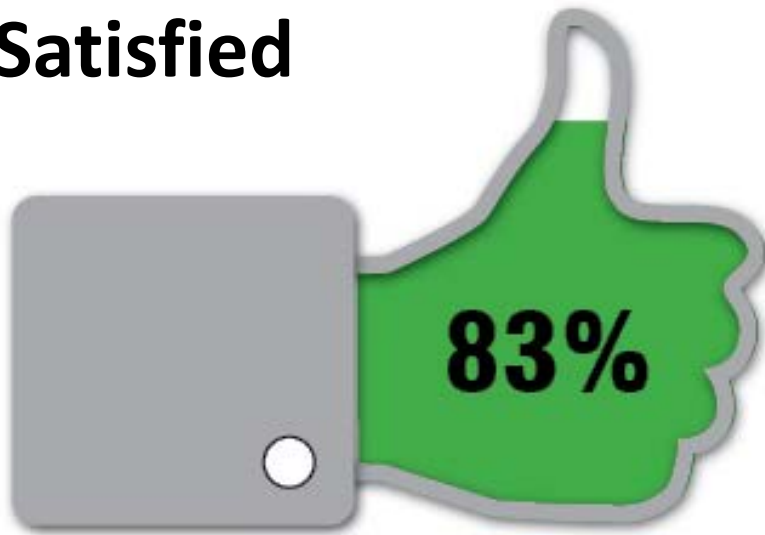
Dissatisfied



- 3. Probably Not Recommend: 11%
- 4. Definitely Not Recommend: 2%

Recommend to seniors?

Satisfied



- 1. Definitely Recommend: 35%
- 2. Probably Recommend: 48%

Dissatisfied

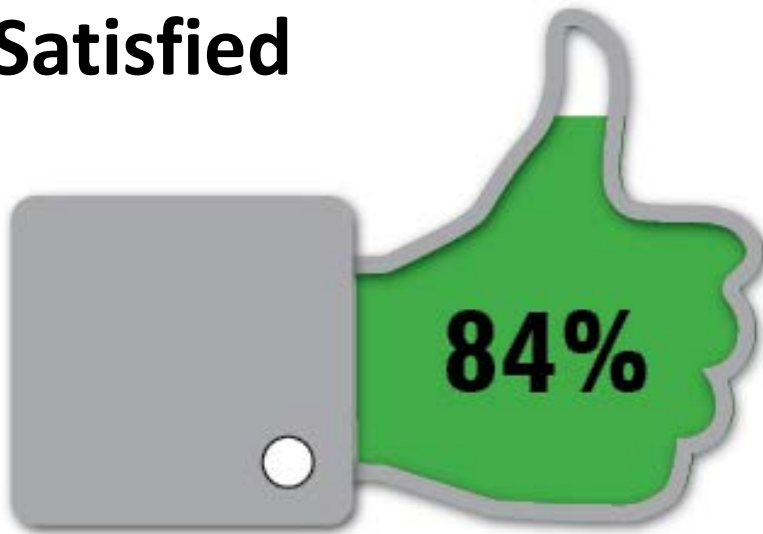


- 3. Probably Not Recommend: 16%
- 4. Definitely Not Recommend: 2%

Recommend to Seniors?

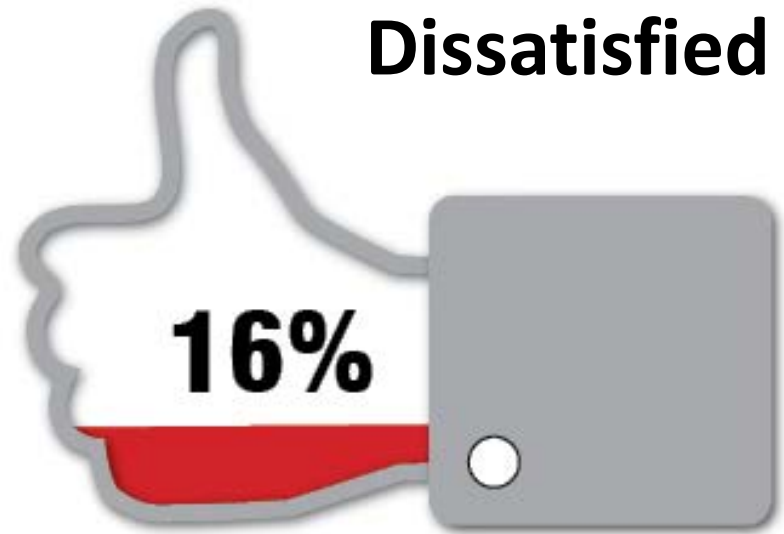
(Residents 55+ years-of-age)

Satisfied



- 1. Definitely Recommend: 40%
- 2. Probably Recommend: 44%

Dissatisfied

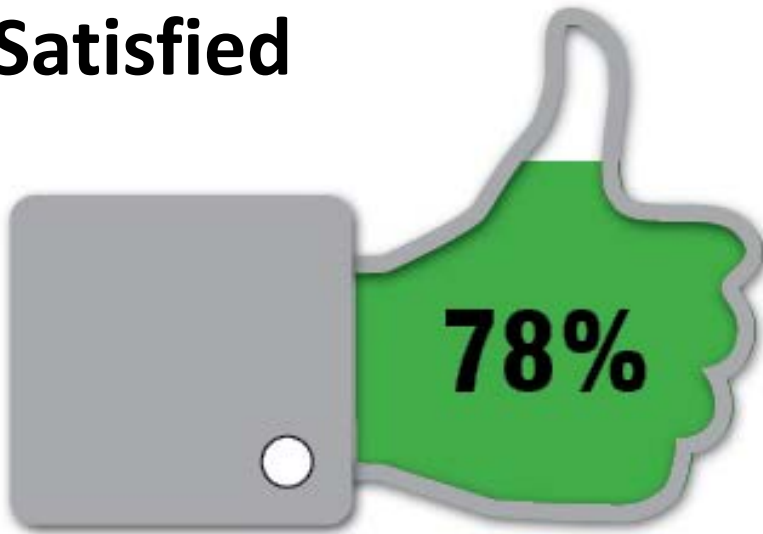


- 3. Probably Not Recommend: 14%
- 4. Definitely Not Recommend: 2%

Recommend to Seniors?

(Residents less than 55 years-of-age)

Satisfied



- 1. Definitely Recommend: 28%
- 2. Probably Recommend: 50%

Dissatisfied



- 3. Probably Not Recommend: 19%
- 4. Definitely Not Recommend: 3%

If you had the choice, would you continue to live in this community?



“It’s home, it feels like home. Community small, tight-knit, know one another.”

“I feel safe in this community”

“A mix of races and great neighbors”

“Because I know the neighbors & its peaceful to live!”

“Green, clean, quiet”

“Generally, people are friendly, it’s centrally located, and the homes are fairly affordable.”

If you had the choice, would you continue to live in this community?



Because of the drugs...in the neighborhood"

Senior, really have no need for a 3 bedroom house

To much litter and carelessness towards in community

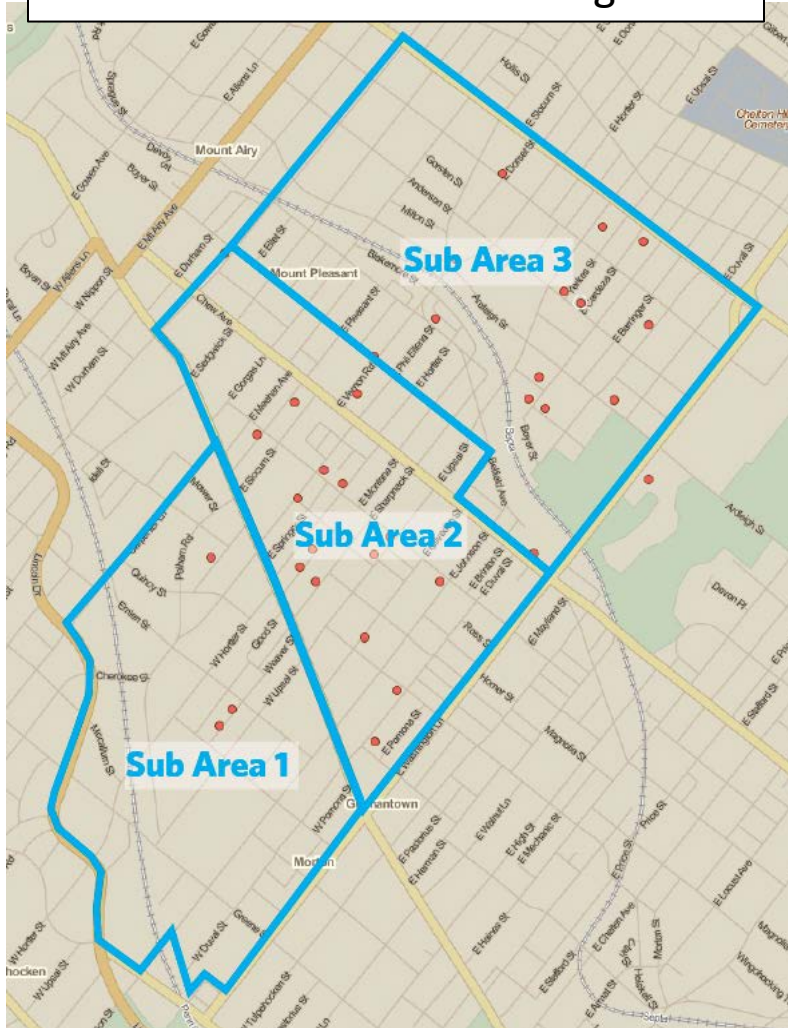
Unruly neighbors, safety Concern

In the past eleven years, my house has been burglarized twice, my car stolen once, my car was vandalized twice, my wife's car was vandalized once, and her car was burglarized once.

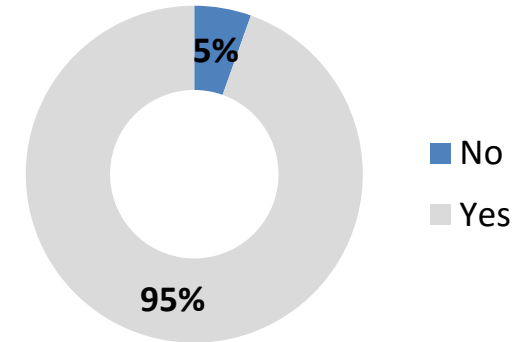
Only because the public school (Emlen) is so bad that it's not a viable option to send my children there

If you had the choice, would you continue to live in this community?

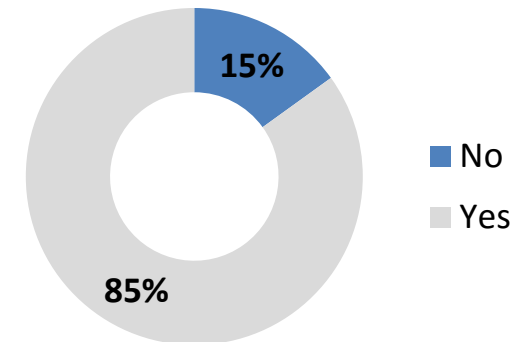
Location of those answering "No"



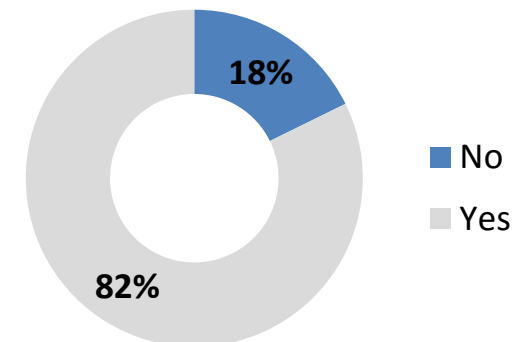
Sub Area 1



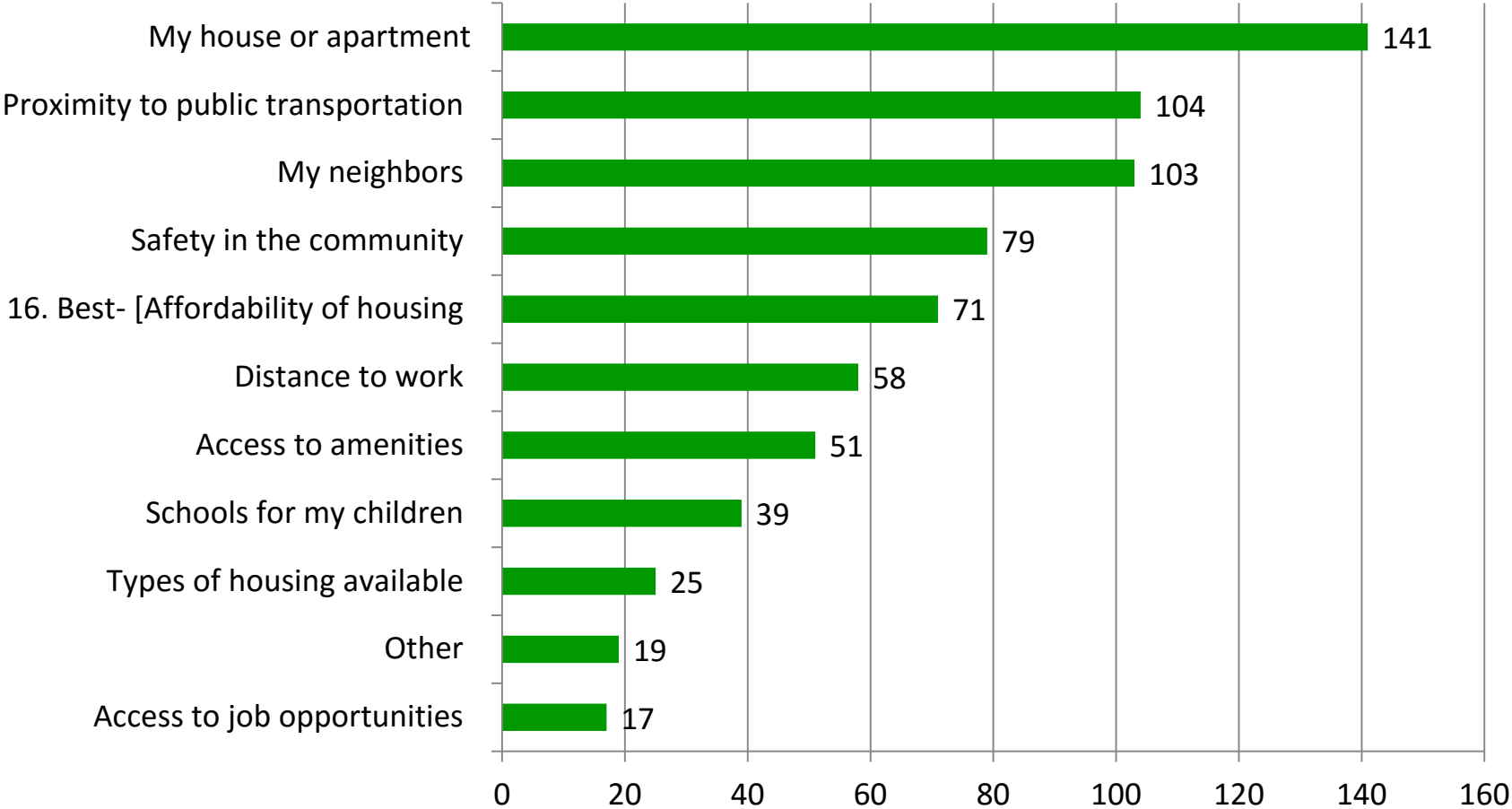
Sub Area 2



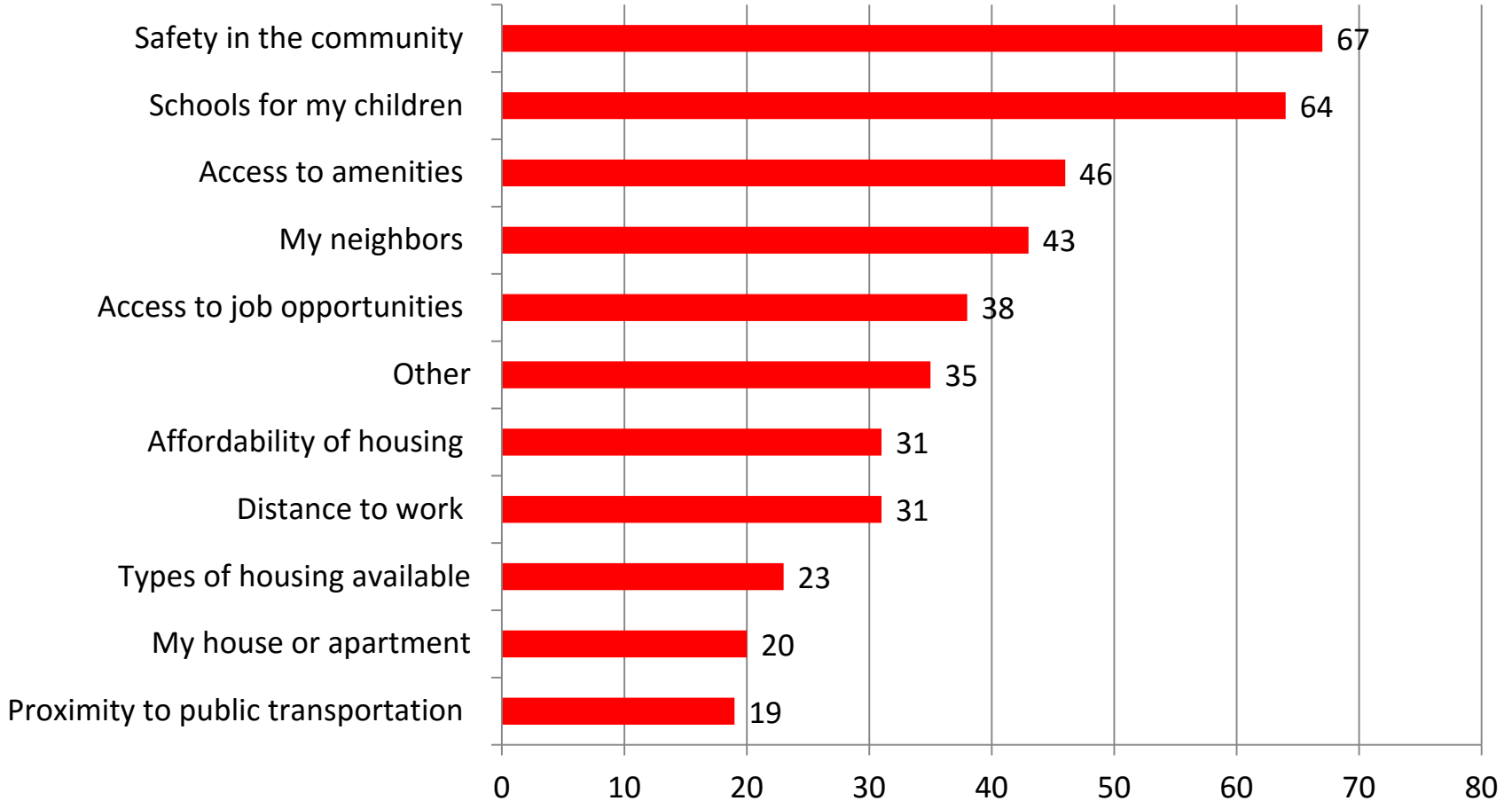
Sub Area 3



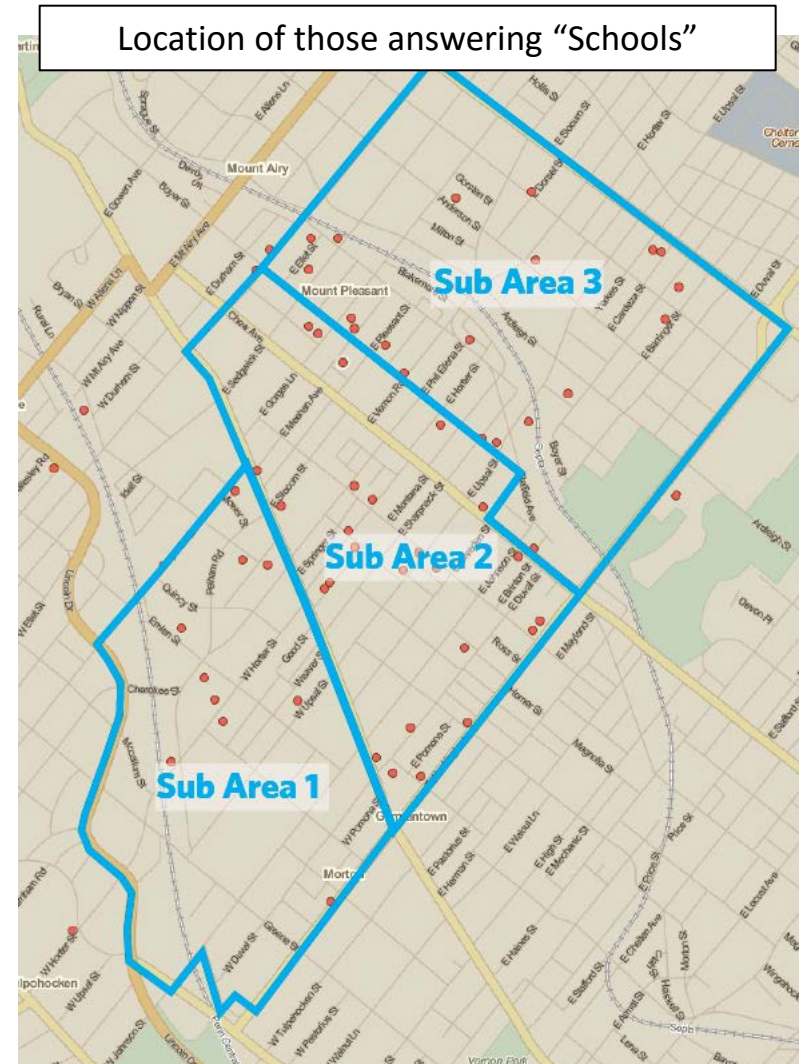
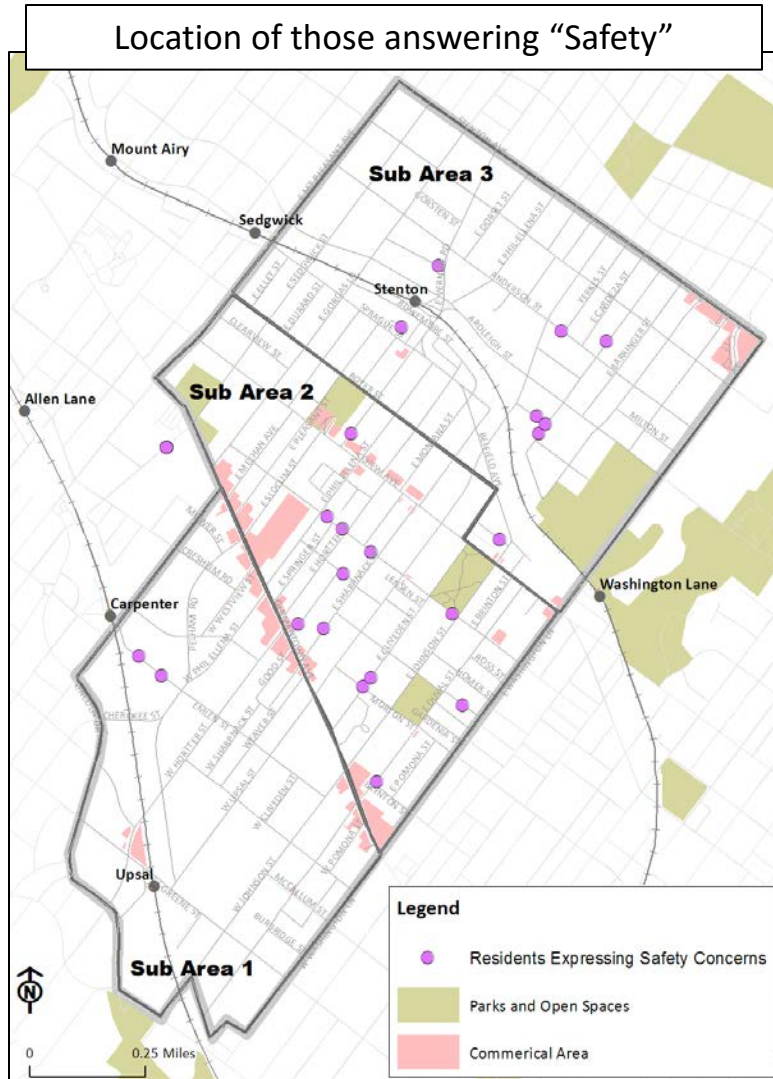
What are the things that you like **best** about living in this community?



What are the things that you like **least** about living in this community?



What are the things that you like **least** about living in this community?



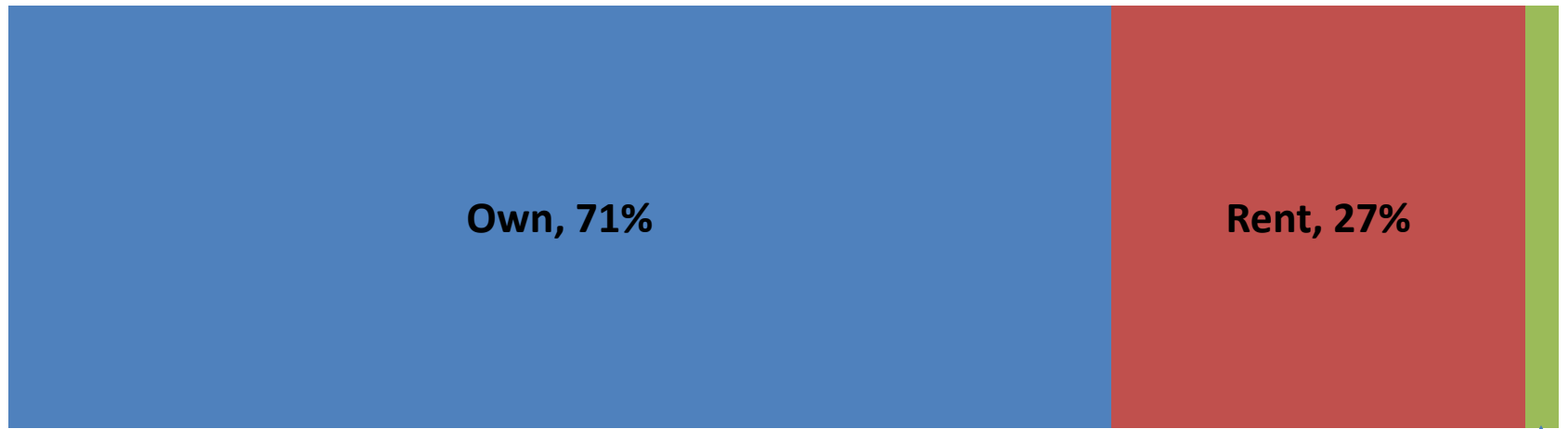
What are the things that you like **least** about living in this community?

- Responding “Other”:
 - Climate of the neighbors is becoming chaotic
 - Not enough police patrol
 - Small break ins
 - Section 8 causing a bad reputation
 - Not as safe as it used to be
 - Bad neighbors
 - Drug activity
 - Taxes are up! Phila, property taxes too much!!
 - Abandoned houses
 - Lack of a vibrant senior center like center on the Hill for active, lifelong learners
 - Lack of diversity (need more immigrants - Latinos / Asians)
 - Too many stores that sell alcoholic beverages
 - Lack of cleanliness

What shops and services are missing in Mt. Airy that you'd like to see added?

- Coffee shops in main business district
- A supermarket (like Shoprite)
- Shopping center
- TD Bank
- Laundromat
- Bookstore
- Bowling alley
- Bookstore
- Full service restaurants
- Evening outdoor activities
- Clothing stores
- Hungarian restaurant
- Programs for seniors
- More mom & pop stores
- Movie theater
- Shoe store
- Dollar store
- Music venues
- Wawa
- Ice cream parlor
- Yarn store
- Pet supplies

Own or Rent?

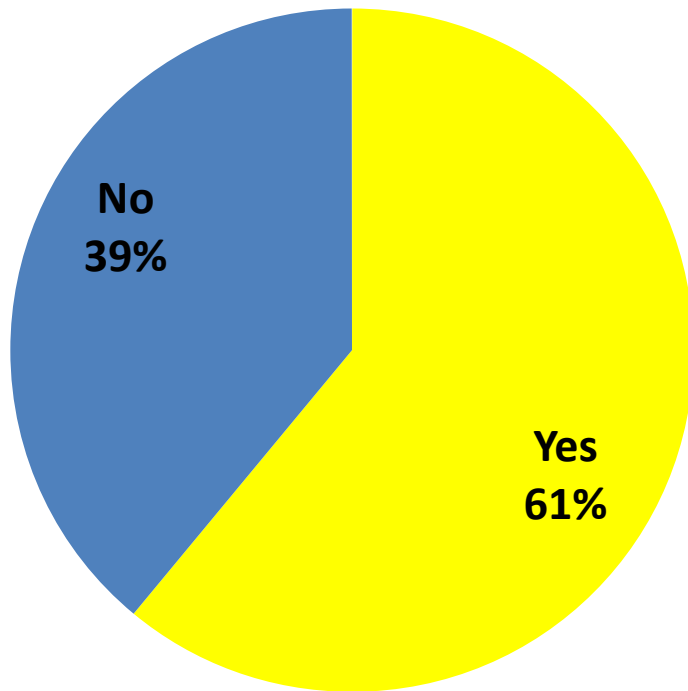


Tenure According to Census Bureau:

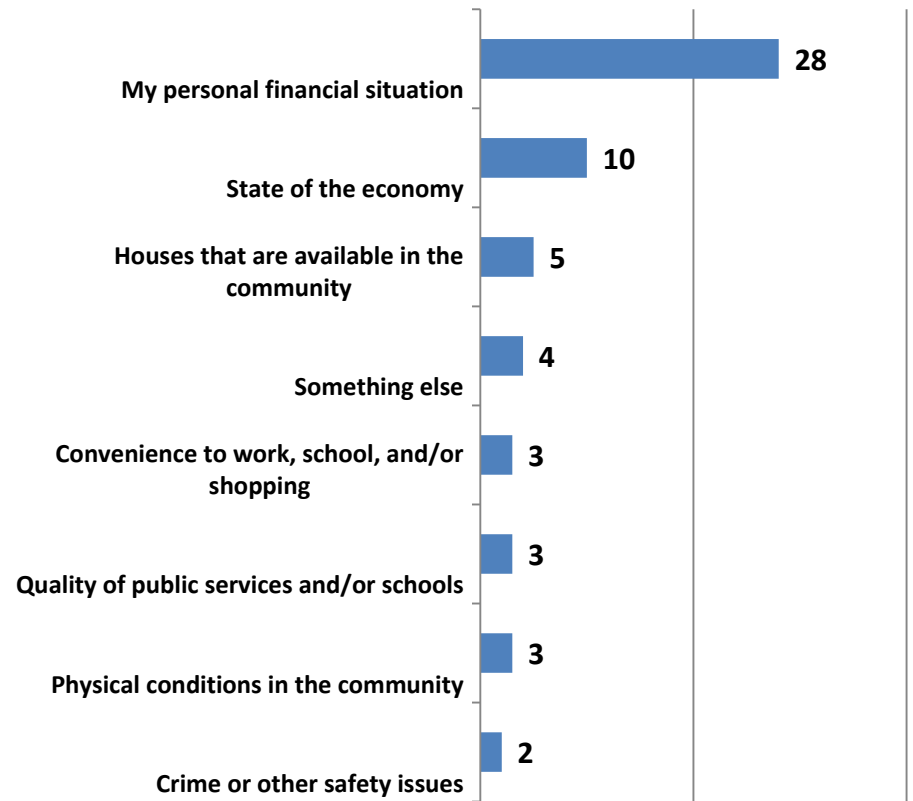
- Owner occupied homes: 56.3%
- Renter occupied homes: 43.7%

Live with
friend/relative,
2%

Would you consider buying a home?

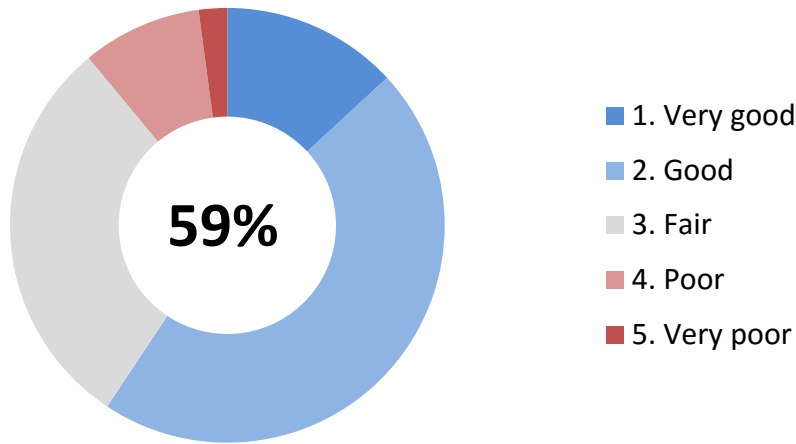


Primary reason for not buying a home?

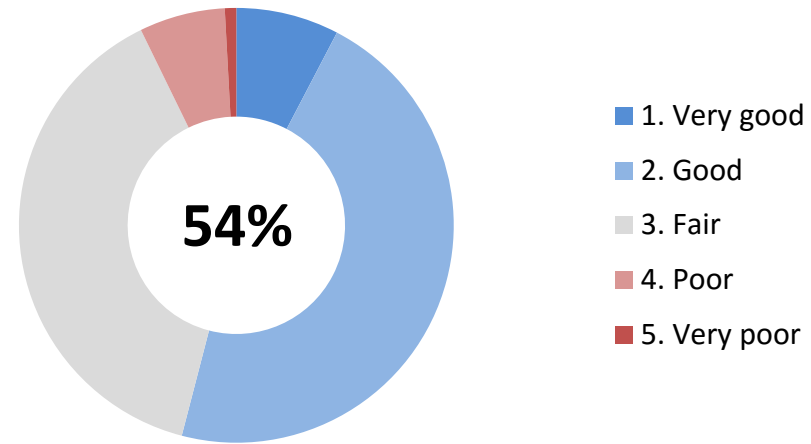


Rate different aspects of community:

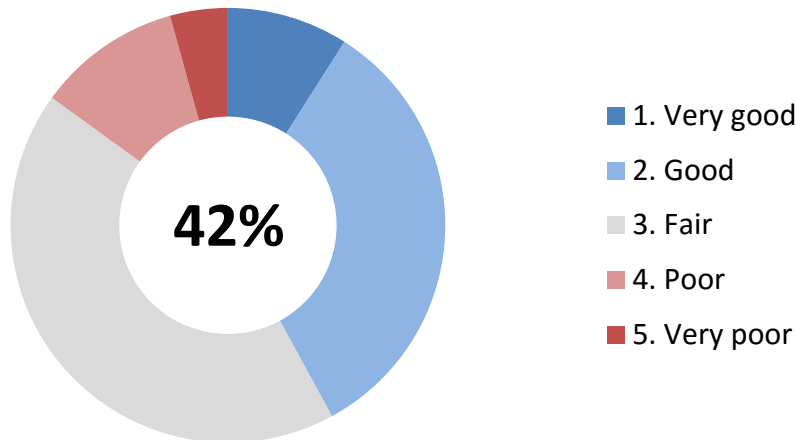
Cleanliness of the Community



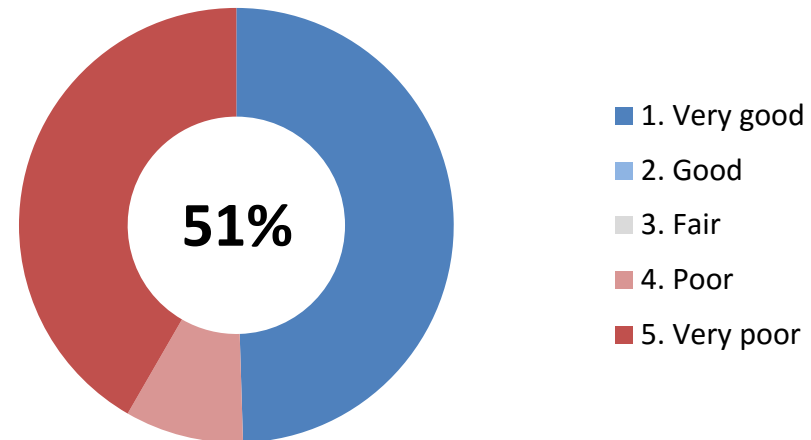
Physical Conditions of Homes



Physical Condition of Public Spaces

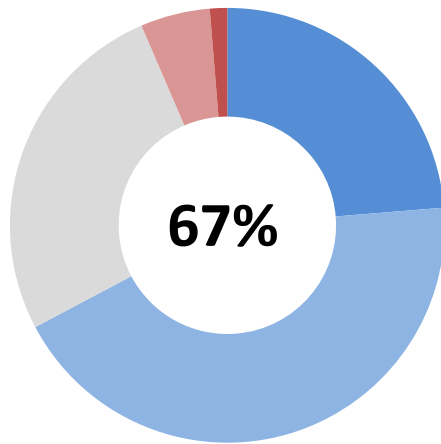


Safety

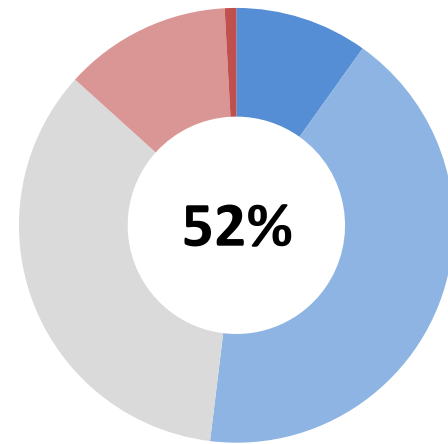


Rate different aspects of community:

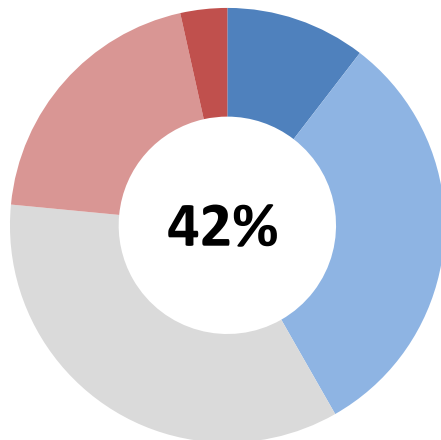
Friendly Neighbors



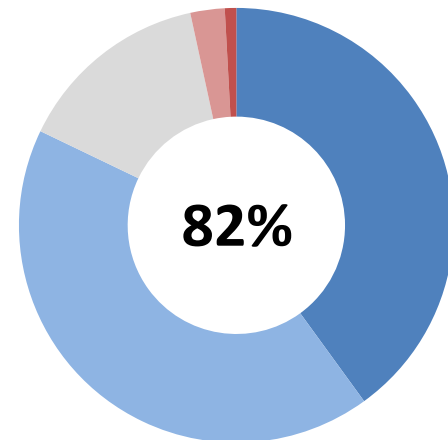
Quality of Public Services



Available Goods & Services

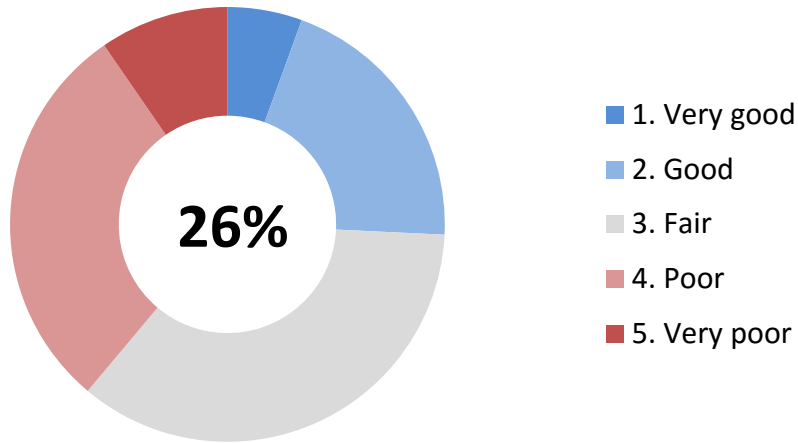


Transportation Access

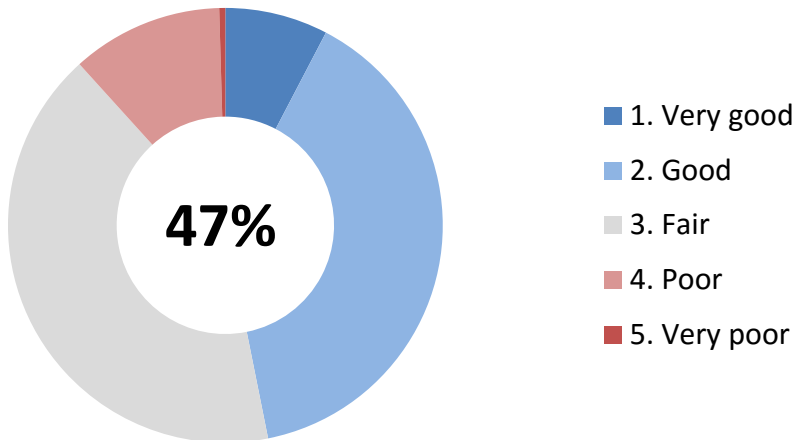


Rate different aspects of community:

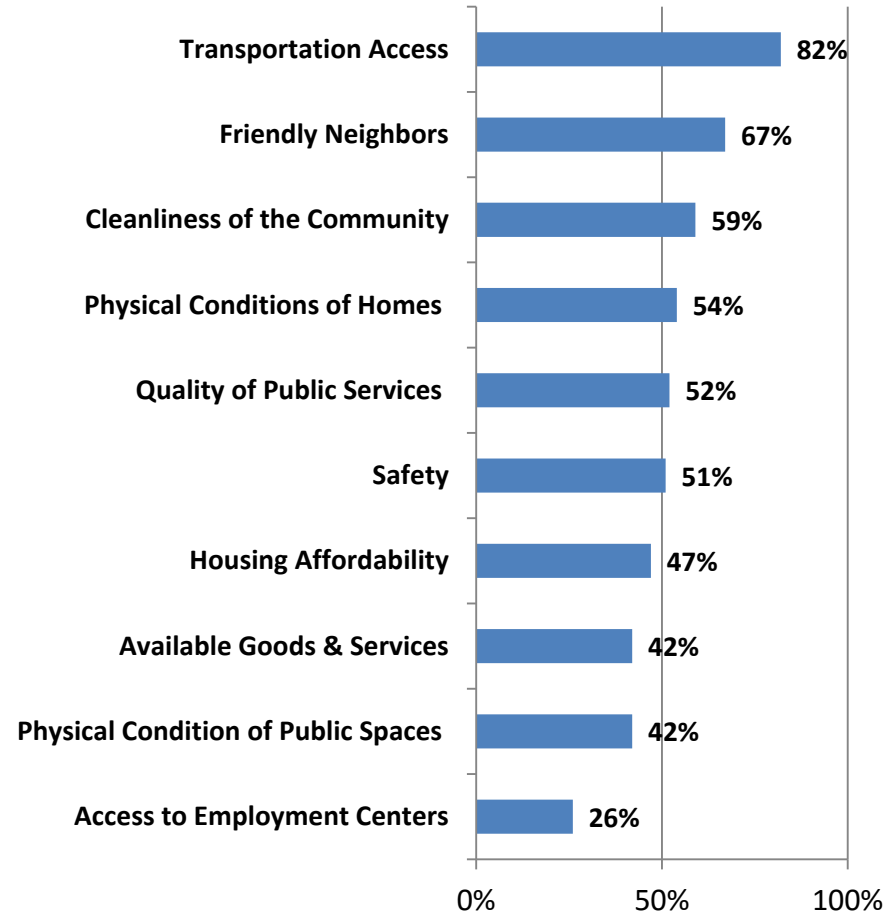
Access to Employment Centers



Housing Affordability

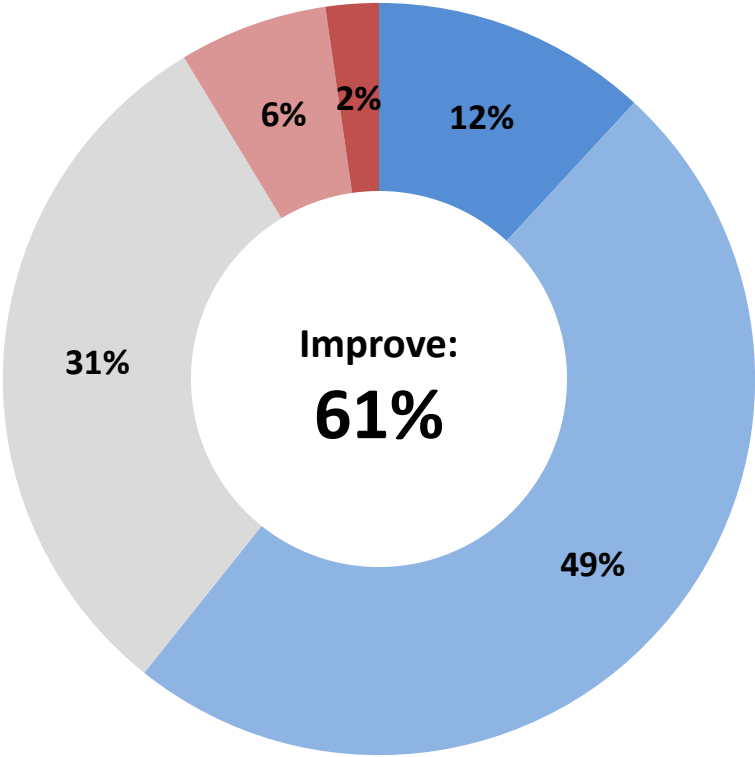


Summary



In the next three years, how would you say this community is likely to change?

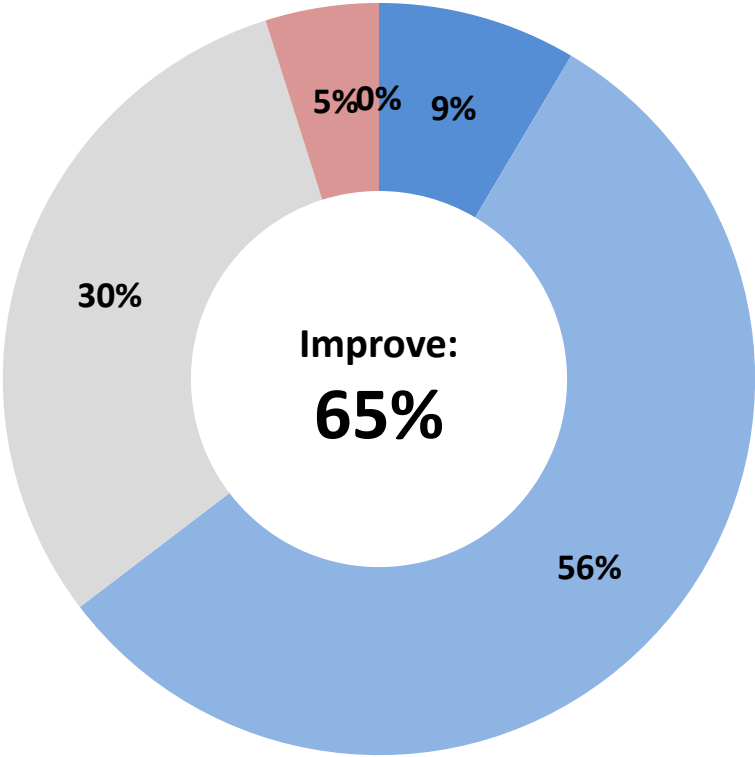
(All responses)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

In the next three years, how would you say this community is likely to change?

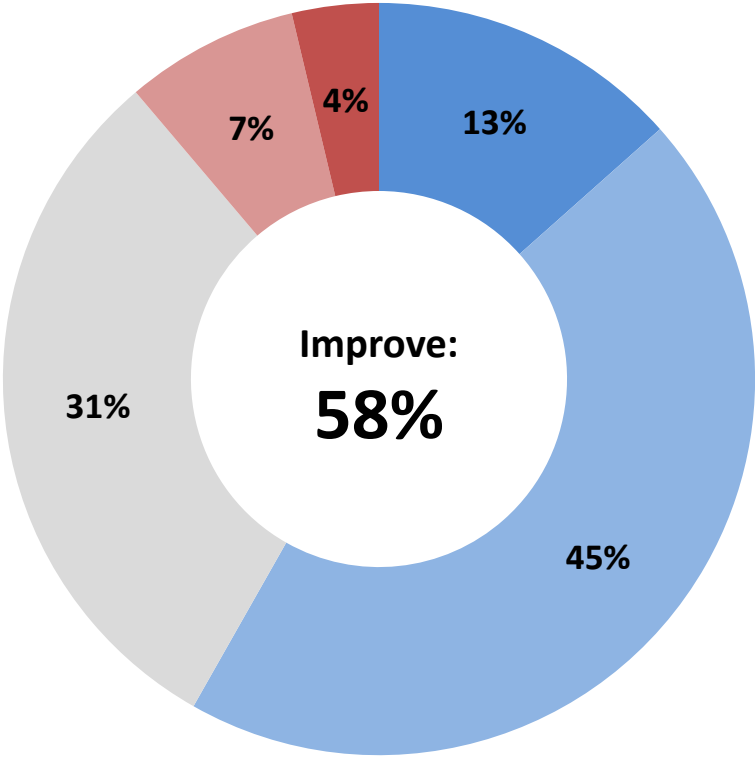
(Recently moved residents, less than 10 years)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

In the next three years, how would you say this community is likely to change?

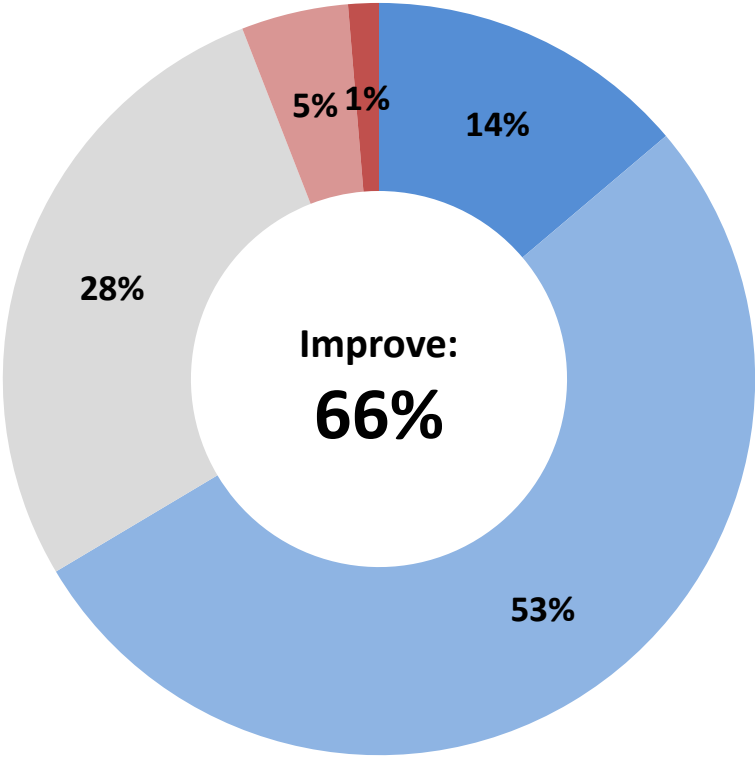
(Long time residents, 10+ years)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

In the next three years, how would you say this community is likely to change?

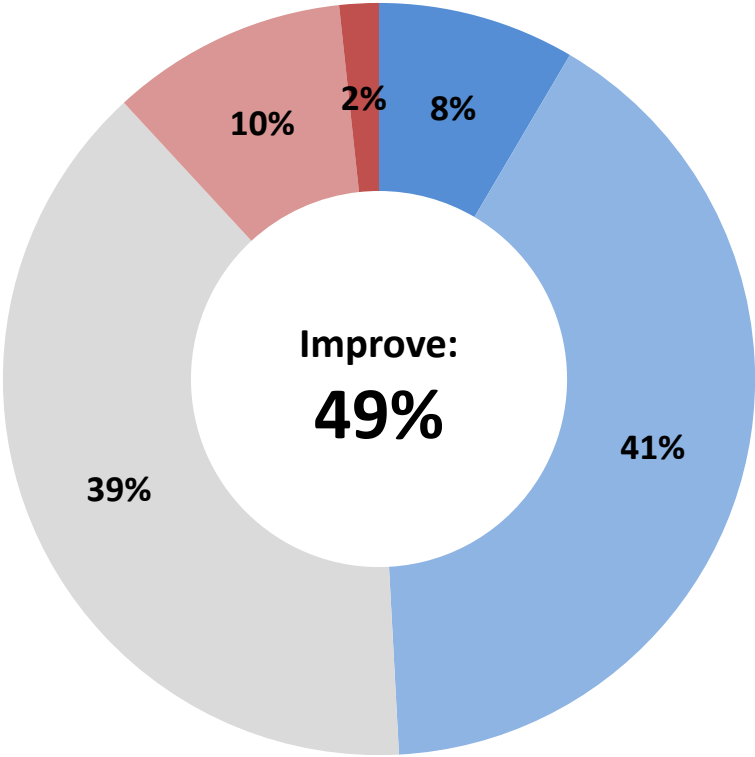
(Owners)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

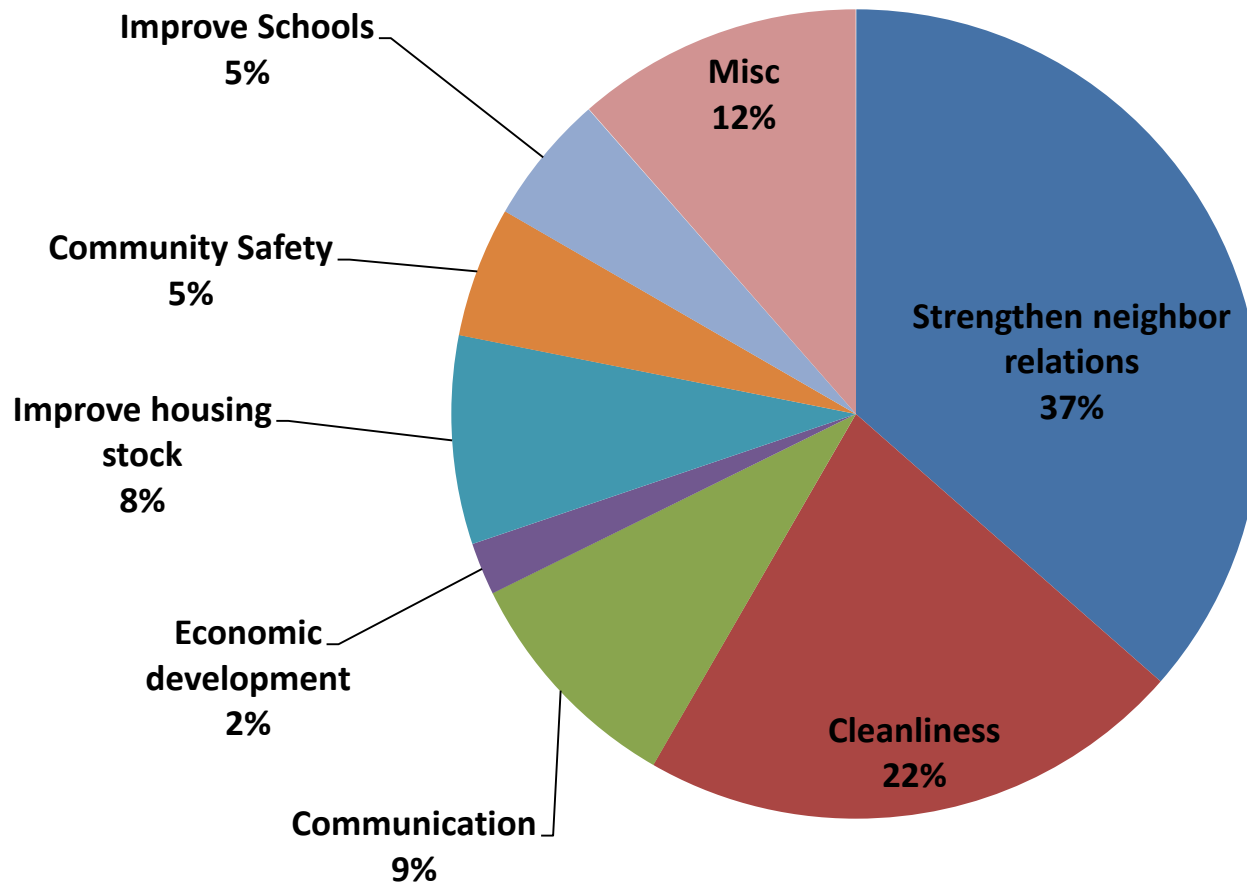
In the next three years, how would you say this community is likely to change?

(Renters)



- 1. Improve a lot
- 2. Improve some
- 3. Stay about the same
- 4. Decline some
- 5. Decline a lot

What can people in this neighborhood do to make it a better place to live?



Appendix D: Existing Conditions Report



MT. AIRY 2025

an action plan for our future

Existing Conditions Analysis (Draft 2)

Prepared for: Mt. Airy 2025 Steering Committee

November 3, 2015

URBAN PARTNERS

RBA

BR
LLC

WHITE &
ASSOCIATES

BACKGROUND

In the fall of 2014, Mt. Airy USA and its partners (East Mt. Airy Neighbors, West Mt. Airy Neighbors, Chew and Belfield Neighbors, the 6300 Alliance, and the Mt. Airy Business Improvement District) submitted a collaborative proposal to the Wells Fargo Regional Foundation for a Neighborhood Planning Grant. The grant was awarded in spring 2015 and the planning process kicked off soon thereafter.

Dubbed “Mt. Airy 2025,” this plan will include a 10-year vision for the future of the neighborhood and implementation goals for the first five years. The plan will identify and prioritize various neighborhood revitalization strategies and also provide cost estimates and a timetable for implementation.

The Mt. Airy 2025 Study Area was determined in consultation with the Wells Fargo Regional Foundation, which recommends that neighborhood planning areas are compact to facilitate tracking of progress and outcomes after the plan starts being implemented. While the Study Area does not include all of Mt. Airy, all residents of the entire neighborhood are welcome to participate in the planning process. As illustrated in this report, many of the discussions will focus on issues that affect the entire neighborhood.

Specially, the Mt. Airy 2025 Study Area is bounded by:

- Stenton Avenue to the east
- E. Washington Lane to the south
- Lincoln Drive to the west, and
- Carpenter Lane and E. Mt. Pleasant Avenue to the north (see **Figure 1**).

STEERING COMMITTEE

A steering committee—which includes residents and representatives from local neighborhood / civic groups, organizations, and social service agencies—has been formed to guide the planning process and plan development. The members of the steering committee are:

- Councilwoman Cindy Bass, City of Philadelphia, 8th District
- Elayne Bender, East Mt. Airy Neighbors
- Tonyelle Cook-Artis, Office of State Representative Cherelle L. Parker
- Brad Copeland, Mt. Airy USA
- Larry Daniels, East Mt. Airy Neighbors, Business Owner
- Rachel Falcove, Philadelphia Interfaith Hospitality Network
- Jim Flaherty, City of Philadelphia Commerce Department (retired)
- Tyree Gladden, Emlen School Parent

- Deborah Gary, 6300 Block Alliance, Business Owner
- Ian Hegarty, Philadelphia City Planning Commission
- Leah Hood, Duval Street Improvement Association
- Maisha Jackson, Office of State Senator Art Haywood
- Della Lazarus, West Mt. Airy Neighbors
- Tia Mathisen, Mt. Airy Business Improvement District
- Charles Richardson, G’Town Restoration CDC
- Rachael Silva, Valley Green Bank
- Bill Simon, The Philadelphia Public & Human Services Guild, Inc.
- Linda Slodki, Mt. Airy Art Garage
- Joe Sullivan, Pepper Hamilton, LLP
- Abby Thaker, Mt. Airy USA
- Kyasha Tyson, Office of State Representative Cherelle L. Parker
- Eric Wilden, Ralston My Way
- Reverend Chester Williams, Chew and Belfield Neighbors Association
- Carolene Wood
- David Young, Cliveden of the National Trust

For the purpose of facilitating the planning process, Mt. Airy USA has retained the consultant team consisting of Urban Partners (lead consultant), RBA Group, Baker & Company, and Jeremiah White & Associates.

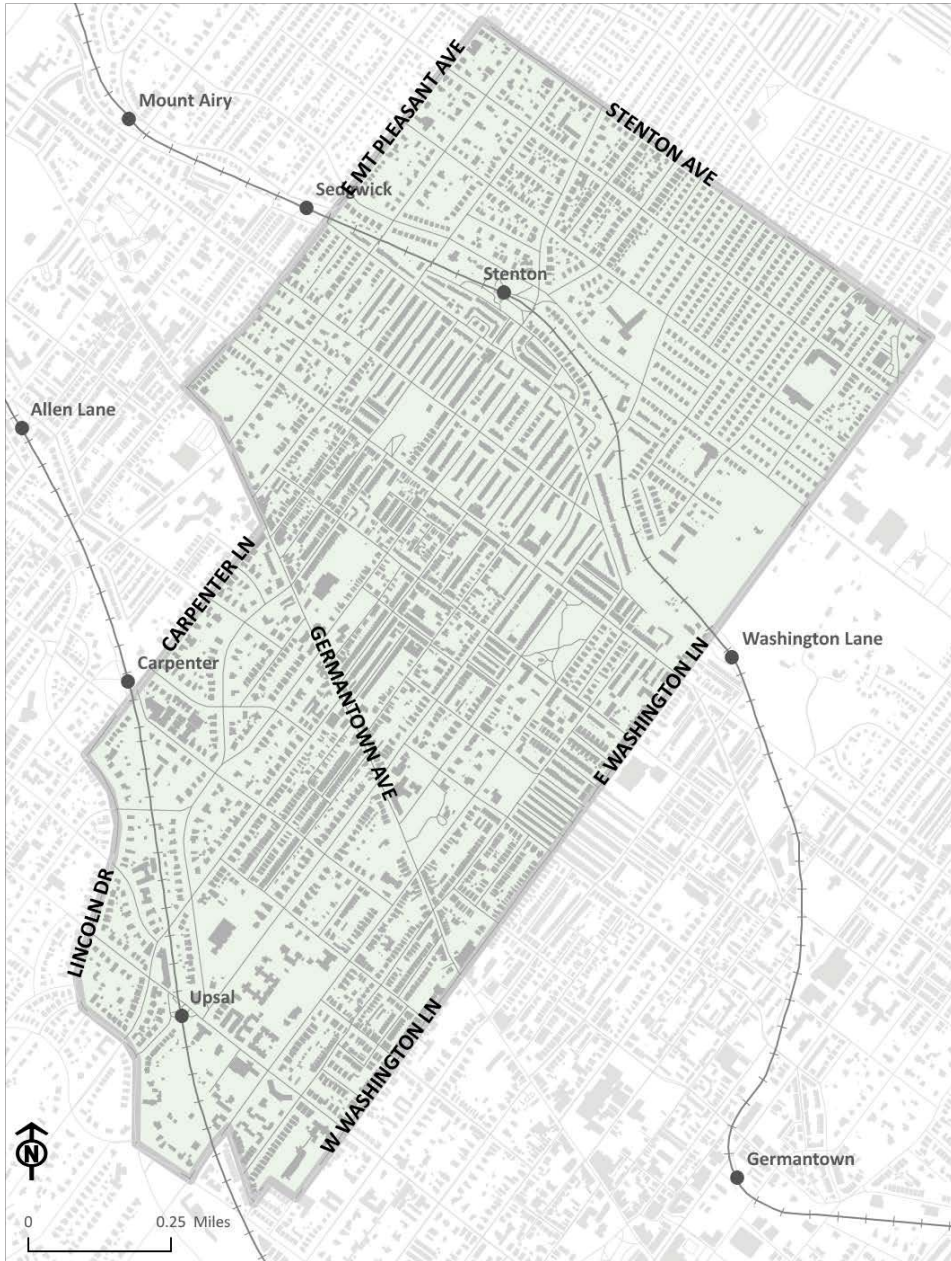
PURPOSE OF THIS ANALYSIS

The aim of this Existing Conditions Analysis is to provide a snapshot of the Study Area in terms of: socio-economic trends, physical conditions, retail and housing market conditions, education, and economic conditions. The information contained in this report is from a combination of third-party data sources, such as the U.S. Census Bureau and the Bureau of Labor Statistics, and first-hand field observations conducted by the consultant team.

This report also summarizes the comments heard during the initial public engagement process, which included a public meeting at the Mt. Airy Presbyterian Church on June 24, 2015, stakeholder interviews, and focus group meetings organized around specific topics.

This Existing Conditions Analysis and the comments/suggestions collected from the community will provide the framework from which responses to key community issues will be organized in the next phase of the planning process.

Figure 1: Mt. Airy 2025 Study Area



REVIEW OF RELEVANT PLANNING EFFORTS

This section contains summaries of previous plans and studies completed for Mt. Airy and surrounding neighborhoods.

MT. AIRY NEIGHBORHOOD PLAN: OPPORTUNITIES, CHALLENGES & RECOMMENDATIONS (2004)

The Mt. Airy Neighborhood Plan was developed in response to Mayor Street’s Neighborhood Transformation Initiative. The planning area covered the “traditional” boundaries of the Mt. Airy neighborhood, an area larger than the Study Area for Mt. Airy 2025. The plan focused on four areas:

➤ Housing

The plan identified certain streets and properties to be in need of various types of change. All of these streets were in the southern part of the Mt. Airy community. In addition, a set of deteriorating influences which touch many neighborhoods was separately identified.

➤ Economic Development

The plan concluded that economic development in Mt. Airy focuses principally on the nature of the various shopping/ commercial districts. Germantown Avenue is the primary shopping district, but there are also small concentrations of shopping within the neighborhoods. The plan included recommendations for entire areas, as well as key specific sites.

➤ Circulation

The plan addresses the uses of all types of movement: pedestrian, public transportation, walking, and parking. The gateway entrances are also part of the larger movement system.

➤ Building Community

The plan acknowledged that certain key issues were raised in the process that reached beyond new developments, and which focused on other ways to continue the ongoing process of building a sense of community within the various Mt. Airy neighborhoods. These issues included the value of making public meeting places – in the form of small parks and gardens, support for youth and the elderly (including the ability to age in place), and crime prevention.

This study is available for download at <http://www.dvrpc.org/reports/04046.pdf>

MT. AIRY PLACEMAKING & STREETScape IMPROVEMENT PLAN (2008)

This plan represents a long-term master plan for improving Germantown Avenue in Mr. Airy, as well as a strategic blueprint for allocating funding that Mt. Airy USA had received from various sources to plan for and make improvements to the Avenue. The primary accomplishment of the plan was setting in motion the streetscape improvements along Germantown Avenue. The plan had four main components:

➤ Streetscape Elements

To plan for and prioritize improvements to the Avenue’s streetscape, including sidewalks, streetlights, trees, and furnishings.

➤ Special Projects

To imagine, conceptualize, and set parameters for creative projects that would enhance the appearance, identity, and quality-of-life along Germantown Avenue and in Mt. Airy.

➤ Mobility & Traffic

To identify and devise solutions to the vehicular and pedestrian circulation problems along the Avenue in order to make the Avenue more safe and appealing.

➤ Navigation & Wayfinding

To devise a new sign system to help people navigate to Mt. Airy and its major attractions and institutions, including the Avenue business district and SEPTA Regional Rail stations.

Available for download at http://update2013.mtairyusa.org/wp-content/uploads/2013/06/mtairy_apr2008_web.pdf

OTHER PLANNING EFFORTS IN NORTHWEST PHILADELPHIA

Also important to note is that Mt. Airy itself is part of a larger Northwest Philadelphia region. Public officials are thinking and planning regionally, even examining cross-municipal collaborations, such as:

➤ Chestnut Hill Regional Mobility Study

➤ Shops, Streets, Centers: A Guide to the Revitalization of Commercial Corridors in the 9th Councilmanic District

SUMMARY OF INITIAL PUBLIC OUTREACH EFFORT

At the heart of Mt. Airy 2025’s planning effort is resident and stakeholder engagement. As the project kicked off, the planning team consulted with the steering committee regarding effective outreach strategies and devised a multi-pronged approach in obtaining resident feedback. The public outreach strategy includes the use of public meetings/visions workshops, focus group meetings, stakeholder interviews, project website (<http://mtairy2025.org>), and a social media campaign (i.e. the utilization of #mtairy2025 on Facebook, and Twitter) (see Figure 2 and Figure 3).

Figure 2: Soliciting “Big Ideas” for Mt. Airy at the Street Fare: Sip, Savor, Stroll, 2015



Figure 3: Screenshot of the Mt. Airy 2025 Website



In addition, a team of surveyors is in the process of interviewing randomly sampled households scattered throughout the Study Area to record their opinions about the neighborhood and various quality of life issues. As of this report, the resident surveys have been partially completed. The summary results will be incorporated in a subsequent version of the planning document.

DEMOGRAPHICS

During the initial public outreach process, the planning team heard the following statements from the community regarding resident makeup of the Study Area:

“Mt. Airy has always been an ethnically diverse community and this is a big reason why people have moved / stayed in the neighborhood.”

“There are growing number of seniors that have evolving residential and social service needs.”

CENSUS DATA

According to the 2013 American Community Survey (ACS) from the U.S. Census Bureau, the total population of the Study Area is 22,667, which is 2.2% larger than what was indicated in the 2000 Decennial Census. In terms of the number of residents, the Study Area comprises approximately 62.7% of Mt. Airy as a whole (bounded by Wissahickon Creek, Cresheim Valley Road, Stenton Avenue and Washington Lane). The Study Area’s rate of population growth for this period exceeded the rate recorded for the city but lagged behind the growth rate for Mt. Airy as a whole (see **Table 1**)¹.

Table 1: Population Trends, 2000-2013

	Population 2000	Population 2013	Change in Population (%)
Study Area	22,174	22,667	2.2%
Mt. Airy	35,088	36,133	3.0%
City of Philadelphia	1,517,550	1,536,704	1.3%

Source: U.S. Census Bureau

Between 2000 and 2013, the Study Area saw a decrease of 377 households and Mt. Airy as a whole lost 182 households. We can deduce that the portions of Mt. Airy that are outside the Study Area gained 195 households between 2000-2013. The city as a whole also experienced household loss, but the rate of change for the Study Area exceeded the city as a whole by more than 240%. The Study Area’s persons-per-household ratio is 2.59, compared to 2.50 for Mt. Airy as a whole and 2.65 for the city as a whole (see **Table 2**).

¹ The population and housing unit data for the 2000 Decennial Census are based on a sample size of 100% of the households whereas the 2013 American Community Survey 5-Year Estimates are based on a sample size of approximately 1 out of 8 addresses. At the time of this report, the 2013 ACS was the most up-to-date 5 year sample data.

Table 2: Household Trends, 2000-2013

	Households 2000	Households 2013	Change in Households (%)	No. of Persons per Household 2013
Study Area	9,133	8,756	-4.1%	2.59
Mt. Airy	14,664	14,482	-1.2%	2.50
City of Philadelphia	590,283	580,017	-1.7%	2.65

Source: U.S. Census Bureau

Between 2000 and 2013, the number of housing units in the Study Area increased by 2.3%. Housing vacancy rate increased from 8.0% in 2000 to 12.9% in 2013. The Study Area’s rate of homeownership also dropped from 58.2% in 2000 to 56.3% in 2013 (see **Table 3**).

Table 3: Housing Occupancy and Tenure, 2000-2013

	Housing Units- 2000	(%)	Housing Units - 2013	(%)	% Change
Total housing units	9,817	-	10,047	-	2.3%
- Occupied units	9,028	92.0%	8,756	87.1%	-3.0%
- Vacant units	789	8.0%	1,291	12.9%	63.6%
Owner occupied	5,255	58.2%	4,927	56.3%	-6.2%
Renter occupied	3,773	41.8%	3,857	43.7%	2.2%

Source: U.S. Census Bureau

Compared to city as a whole, the Study Area has an older population according to the 2013 ACS. Residents who are over 65 years-of-age account for 16.1% of the population, compared to 12.2% for the city as a whole. Working aged adults from 18 to 64 years-of-age account for 63.4% of the total population, compared to 65.4% for the city as a whole (see **Table 4**).

Table 4: Age Distribution, 2013

	Study Area % of Total Population in 2000	Philadelphia % of Population in Age Group
Under 5	5.9%	6.8%
Under 18	20.5%	22.4%
Working Age (18-64)	63.4%	65.4%
Aging (65+)	16.1%	12.2%

Source: U.S. Census Bureau

Table 5 shown below is a more detailed look at the age distribution for the Study Area. Between 2000 and 2013, school-aged youth (5 to 17 years-of-age), middle-aged adults (35 to 55 years-of-age), and seniors (65 years-of-age and older) all saw population increases. School-aged youth grew by 316 residents (or 8.8%), middle-aged adults grew by 234 residents (or 3.8%), and seniors grew by 212 residents (or 5.5%). On the other hand, older adults (55 to 64 years-of-age), young adults (22 to 34 years-of age), and children under 5 years-of-age experienced population losses. The number of older adults dropped by 679 (or 25.4%), while the number of young adults declined by 275 (or 7.1%) and the number of children under 5 dropped by 156 (or 10.6%).

Table 5: Changes in Age Distribution, 2000-2013

	Study Area 2000	Study Area % of Population 2000	Study Area 2013	Study Area % of Population 2013
<i>Children</i>				
Under 5 years	1,470	6.5%	1,314	5.9%
<i>School-Aged</i>				
5 to 9 years	1,294	5.7%	1,487	6.7%
10 to 14 years	1,240	5.5%	1,542	7.0%
15 to 17 years	1,038	4.6%	859	3.9%
<i>Post HS/College Aged</i>				
18 and 21 years	1,106	4.9%	960	4.3%
<i>Young Adults</i>				
22 to 24 years	844	3.7%	748	3.4%
25 to 29 years	1,478	6.5%	1,383	6.2%
30 to 34 years	1,563	6.9%	1,478	6.7%
<i>Middle Aged</i>				
35 to 39 years	1,340	5.9%	1,635	7.4%
40 to 44 years	1,666	7.3%	1,695	7.6%
45 to 49 years	1,530	6.7%	1,600	7.2%
50 to 54 years	1,560	6.9%	1,401	6.3%
<i>Older Adults</i>				
55 to 59 years	1,391	6.1%	1,055	4.8%
60 and 61 years	579	2.6%	358	1.6%
62 to 64 years	703	3.1%	581	2.6%
<i>Seniors</i>				
65 and 66 years	445	2.0%	408	1.8%
67 to 74 years	1,413	6.2%	1,521	6.9%
75 to 84 years	1,411	6.2%	1,447	6.5%
85 years and over	597	2.6%	702	3.2%

Source: U.S. Census Bureau

According to the 2013 ACS, 81.6% of the residents in the Study Area are Black while another 12.5% are White. The White population grew by 16% since 2000, while the Black population slightly decreased by 1.2% (see **Table 6**).

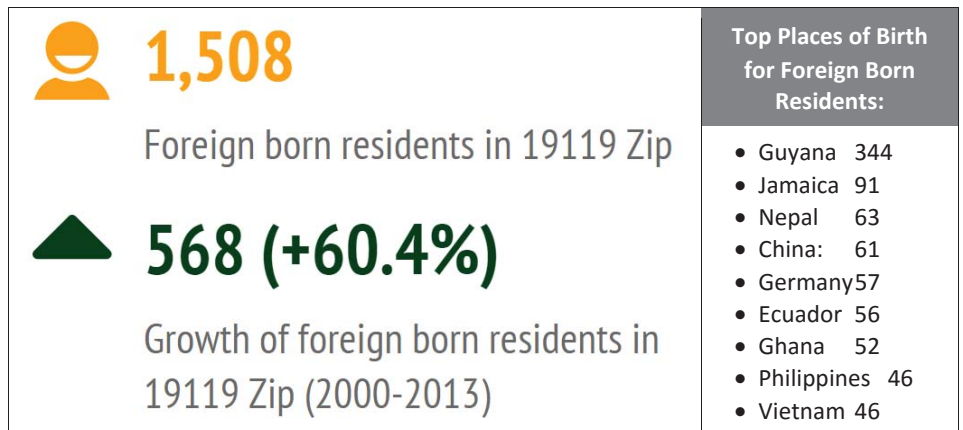
Table 6: Racial Composition, 2000-2013

	Study Area 2000	Study Area % of Total Population in 2000	Study Area 2013	Study Area % of Total Population in 2013	Phila % of Total Population in 2013
Black	18,727	84.5%	18,493	81.6%	43.3%
White	2,434	11.0%	2,838	12.5%	41.5%
Asian	109	0.5%	163	0.7%	6.5%
Other	904	4.1%	1,173	5.2%	8.7%

Source: U.S. Census Bureau

To study the in-migration trends of foreign born residents in Mt. Airy, the place of birth information for the foreign-born population in the 19119 Zip Code was analyzed.² In 2000, 940 (or 3.4% of all residents of the 19119 Zip Code) were foreign born. In 2013, the number of foreign born residents increased to 1,911, which represents 5.2% of all residents in the 19119 Zip Code. There was a large influx of residents from Guyana (344 in 2013, compared to 49 in 2000). Additionally, there were 91 residents born in Jamaica, followed by 63 born in Nepal, 61 born in China, 57 born in Germany, and 56 born in Ecuador (see **Figure 4**).

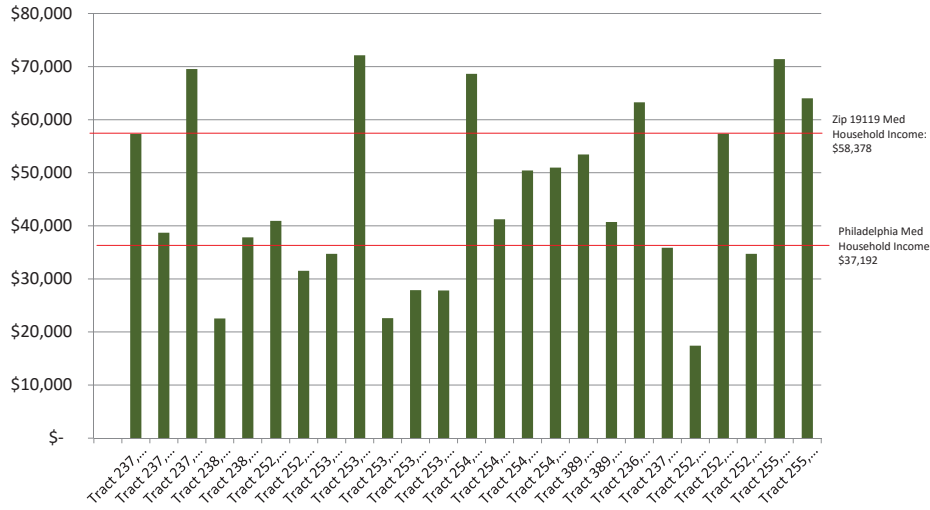
Figure 4: Racial Composition, 2000-2013



² The 19119 Zip Code is generally bounded by Stenton Avenue, Cresheim Creek, Wissahickon Creek, and Johnson Street and represents the majority of the Mt. Airy neighborhood.

According to the 2013 ACS, the median household incomes for the Study Area range from \$17,430 to \$72,125, which is equivalent to 47% to 194% for the city as a whole (\$37,192 for the City of Philadelphia in 2013). By comparison, the 19119 Zip Code which represents the majority of the Mt. Airy neighborhood has a median household income of \$58,378 (see **Figure 5**).

Figure 5: Median Household Income, 2013



Source: U.S. Census Bureau

According to the U.S. Census Bureau, the Study Area residents are better educated than those of the city as a whole. Study Area residents with bachelor’s degrees or higher account for 32.2% of the residents aged 25 and older, compared to of 23.9% for the city as a whole (see **Table 7**).

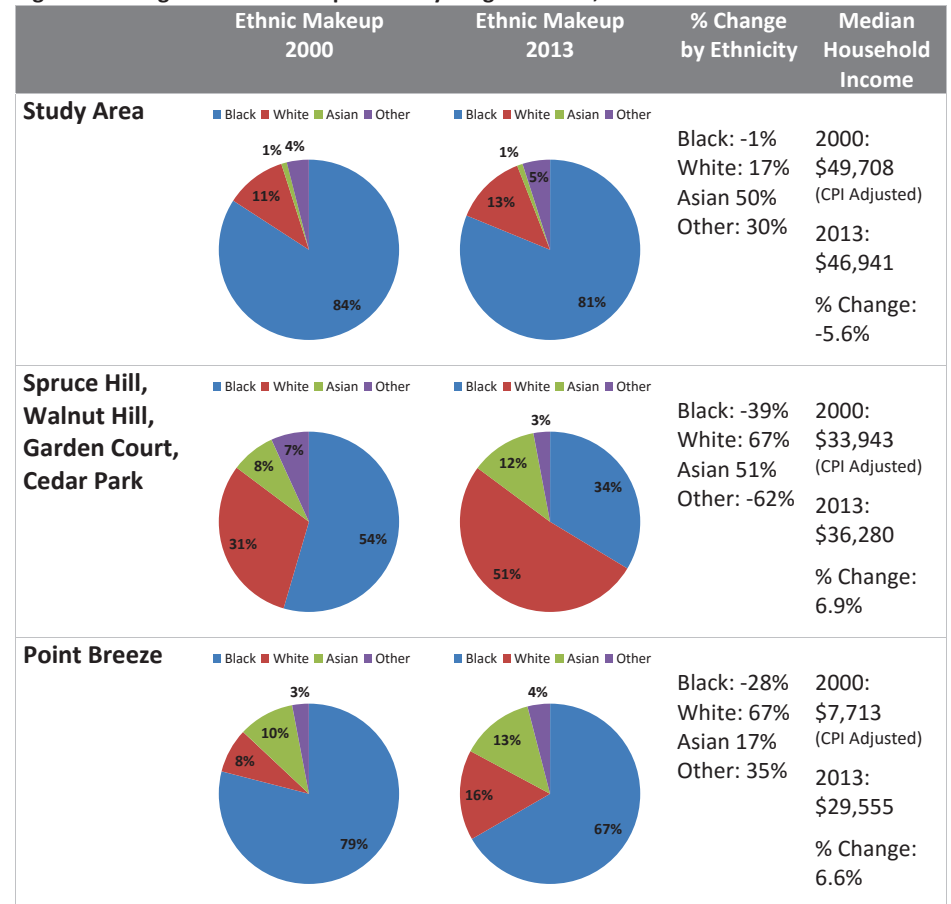
Table 7: Educational Attainment (25 Years of Age or Older)

	Study Area	Study Area %	Philadelphia %
Less than a 9th grade education	572	2.5%	6.1%
9th to 12th grade, no diploma	2,096	9.2%	12.7%
A high school diploma	6,469	28.5%	34.5%
Some college or an associate's degree	6,231	27.5%	22.8%
A bachelor's degree	3,901	17.2%	13.8%
A post graduate degree	3,398	15.0%	10.1%

Source: U.S. Census Bureau

In order to compare the Study Area’s demographic trends to other neighborhoods in Philadelphia where significant socio-economic shifts have occurred in the last decade or so, the following areas have been selected and analyzed: Spruce Hill-Walnut Hill-Garden Court- Cedar Park area in West Philadelphia, and the Point Breeze section of Center City. As shown in **Figure 6**, the ethnic composition in the Study Area has remained relatively stable when compared to the substantial changes in the West Philadelphia neighborhoods and in Point Breeze. Furthermore, the Consumer Price Index adjusted median household income for the Study Area has fallen by 5.6% whereas the comparison neighborhoods have seen increases.

Figure 6: Changes in Ethnic Composition by Neighborhood, 2000-2013



Source: U.S. Census Bureau

PHYSICAL CONDITIONS

During the initial public outreach process, the planning team heard the following statements from the community regarding physical conditions of the Study Area:

“Vacant lots: they are prone to get illegal trash dumping. There are also problems with wild animals such as raccoons.”

“Alleys in the back of homes are fire hazards.”

“There is apathy from the city when dangerous conditions are reported.”

PHYSICAL CONDITIONS INVENTORY

The Wells Fargo Regional Foundation requires each recipient of its neighborhood planning grant that a physical conditions inventory is undertaken of the building and properties in the identified planning area.

The consultant team conducted an inventory of the physical conditions of the more than 6,500 building/properties within the Study Area. The criteria below were used to assess the condition of each building and property. The physical conditions ratings, from 1 to 3, were determined solely through visual observation from the street or sidewalk. Evidence of recent or ongoing improvements were also recorded (see condition rating & criteria on **Figure 7**).

Figure 7: Building/Property Condition Rating & Criteria

	<p>1 = Excellent. Buildings and properties appear exceptionally well-maintained and manicured. Includes new construction.</p>
	<p>2 = Good. Buildings and properties appear to be reasonably maintained. Walls, windows, doors and roof visible from the street generally appear to be in good condition with some indications of wear. Properties are generally clean and maintained at a basic level.</p>
	<p>3 = Poor. Buildings exhibit visual evidence of deterioration and possible structural damage. Properties may appear unmaintained and/or unkempt.</p>

Figure 8 is a map summarizing the results of the physical conditions inventory. It shows several clusters of housing in “Excellent” condition in the Study Area:

- E. Sedgwick Street & Anderson Street
- E. Barringer Street & Anderson Street
- E. Phil Ellena Street & Ardleigh Street
- Pelham Road between W. Horter Street and Germantown Avenue

While the area framed by Chew Avenue, E. Meehan Avenue, E. Upsal Street, and Germantown Avenue has some rows of “Excellent” homes, it also has a number of homes in “Poor” condition, vacant houses, and vacant lots. This area also include a number of properties in this area with L&I violations (see **Figure 8**).

Various factors and variables may contribute to the patterns that appear on the Physical Conditions Inventory map. **Figure 9** on page 10, which shows homeownership rates throughout the planning area by Census block group suggests a positive correlation between homeownership rates and building/property conditions. People who own their homes typically have more incentive than those who rent their homes to keep maintain and adorn their homes and yards. It is important to note that are several relatively large multifamily rental complexes in the planning area that happen to appear very well-kept and manicure, or “Excellent” in terms of the physical conditions inventory.

Figure 10 on page 10 plots the location of homes sold in and around the planning area within the last 2 years. It is important to keep in mind that home prices are impacted by various variables. One of these is the size of properties and homes. The map shows that housing prices in the center of the planning area are generally lower in sales price than other parts of the neighborhood. The relatively small property and home size in this area is one possible explanation for this.

Figure 11 on page 11 also plots the location of homes sold in and around the planning area within the 2 years. The colors of the dots on this map correspond with the type of seller. “Owner” sales represent a home sale made by a private homeowner. The majority of sales shown on the map are “Owner” sales. There are no conspicuous clusters of certain seller-types within specific parts of the planning area. However, there are several streets where adjacent or near-adjacent homes have been sold within the past two years, which suggests relatively high turnover.

Figure 8: Property Conditions Inventory

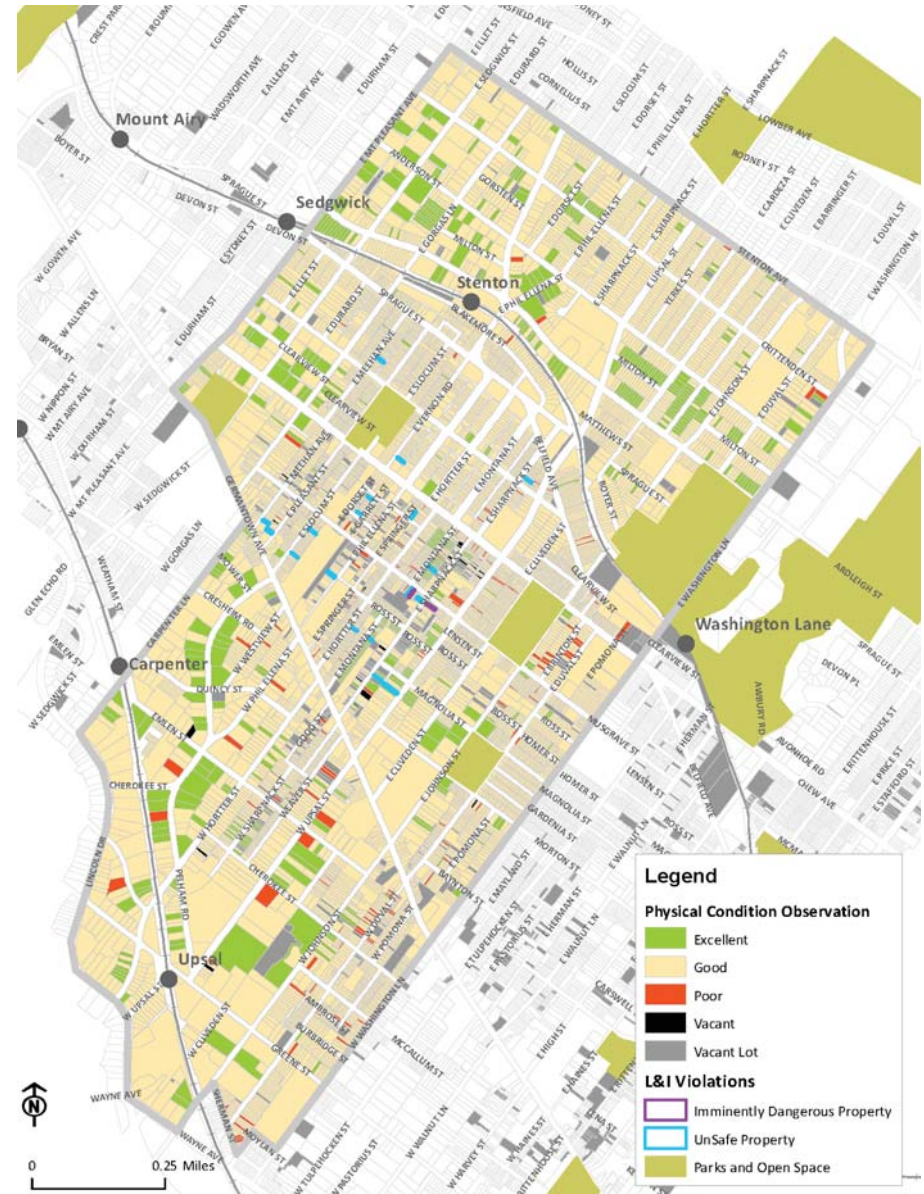
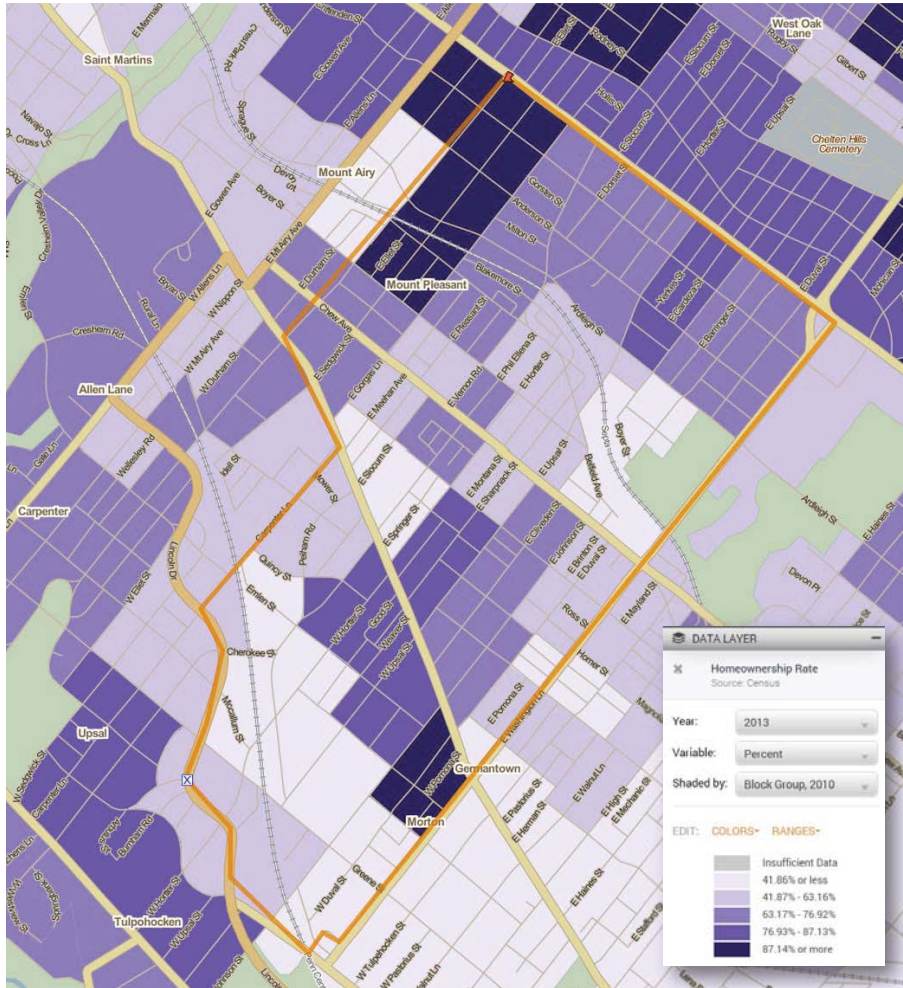


Figure 9: Homeownership Rates by Block Group



Source: U.S. Census Bureau, PolicyMap

Figure 10:

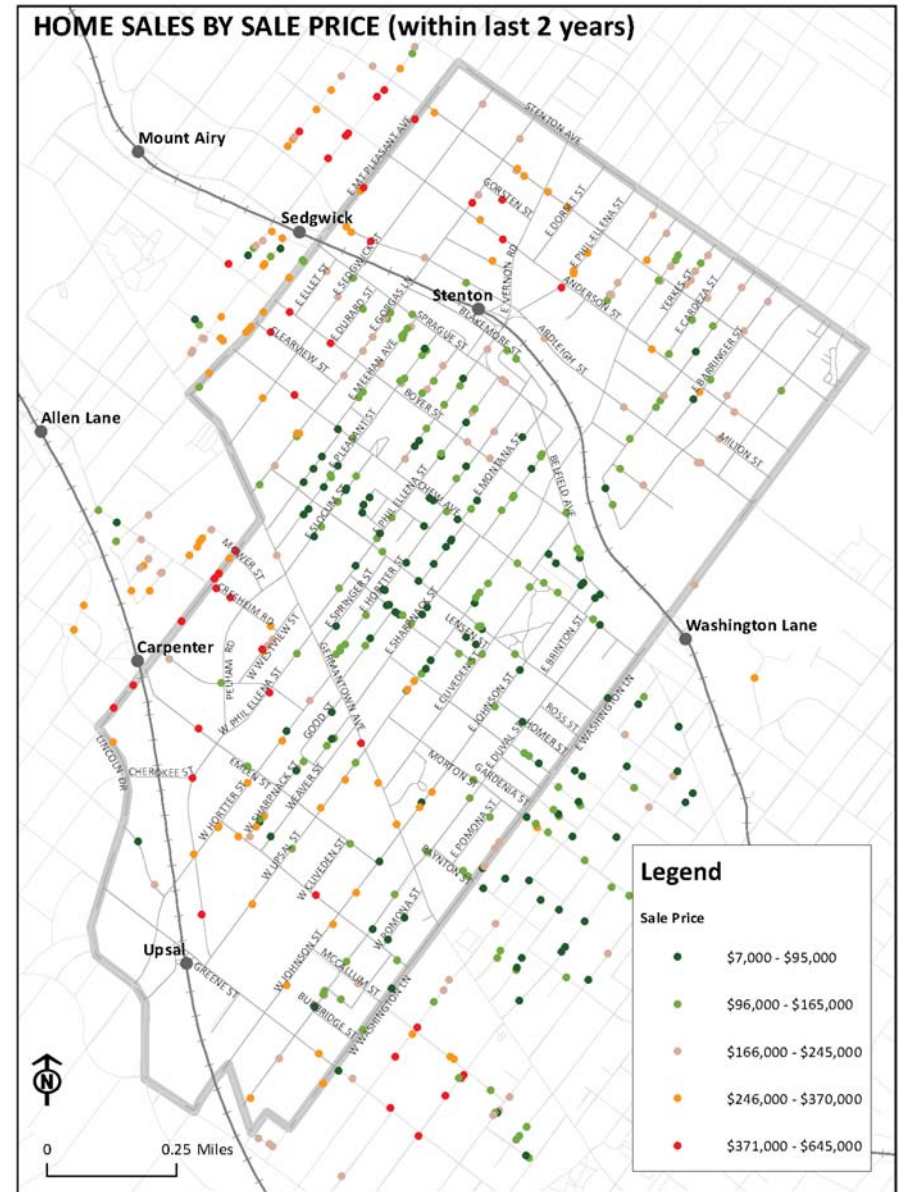
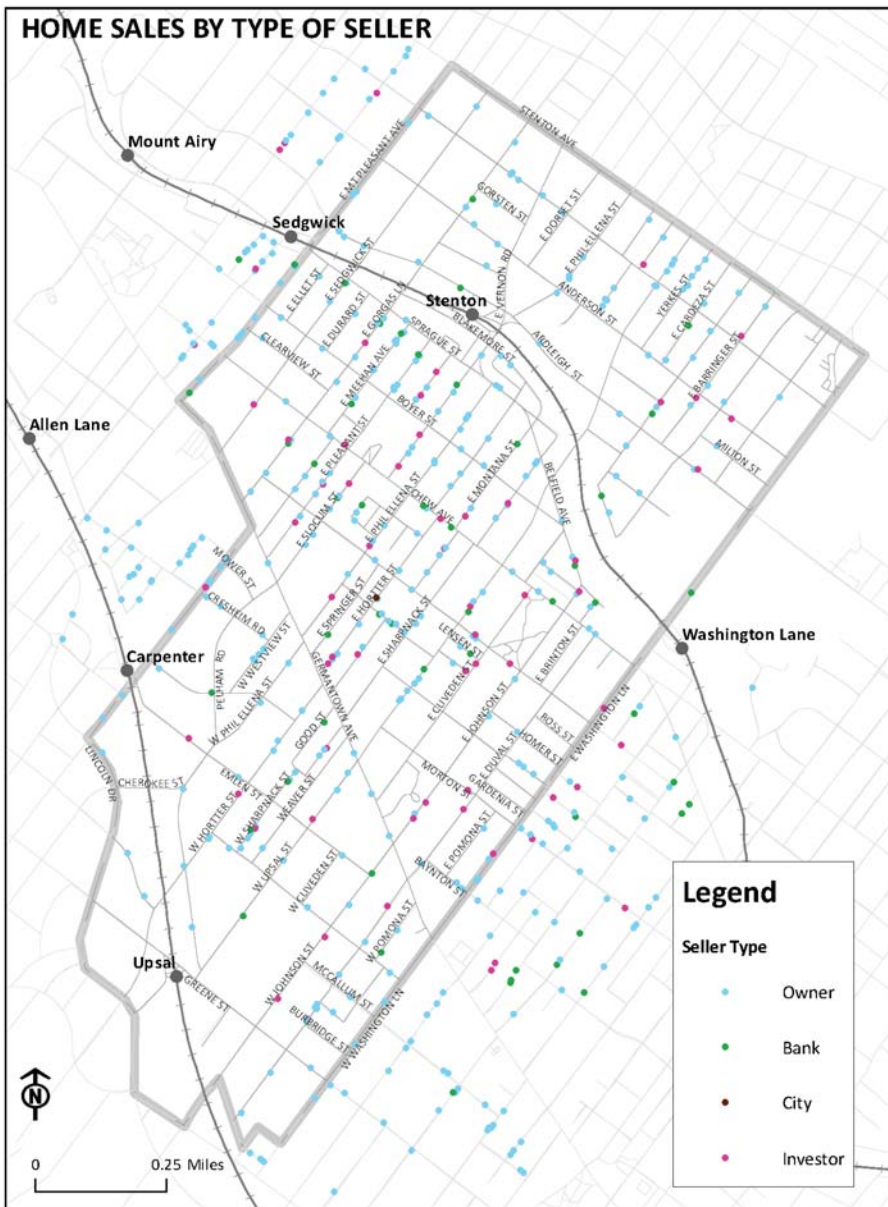


Figure 11:



Finally, the planning team observed many locations in the Study Area where the sidewalk slabs have been pushed upward by the tree roots resulting in uneven pavement. In many instance, the lifting is in excess of several inches resulting in potential pedestrian tripping hazards. These conditions are particularly problematic for seniors and young children.

PLANNING QUESTIONS TO CONSIDER

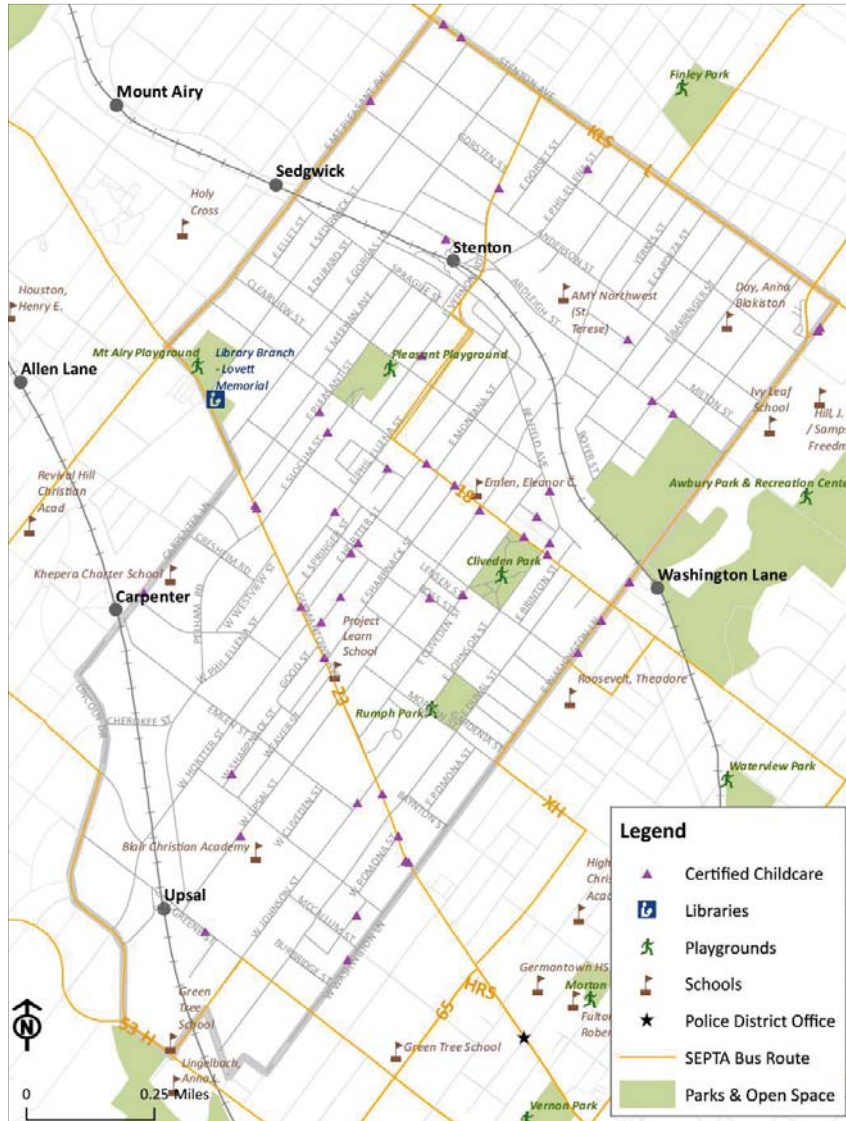
In light of what the public has expressed in terms of physical conditions, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

- **What are effective ways to...**
 - Work with the city to address vacancy and nuisance property issues?
 - Turn vacant lots into community gardens?
 - Re-purpose vacant lots (i.e. community gardens and other positive uses)?
 - Help residents and property owners maintain trees and shared alleys?
- **Where does Mt. Airy prioritize use of these strategies?**
 - Should Mt. Airy focus on areas with highest vacancy rates?
 - Or, focus on opportunities to stabilize blocks in transition?

COMMUNITY LANDMARKS AND FACILITIES

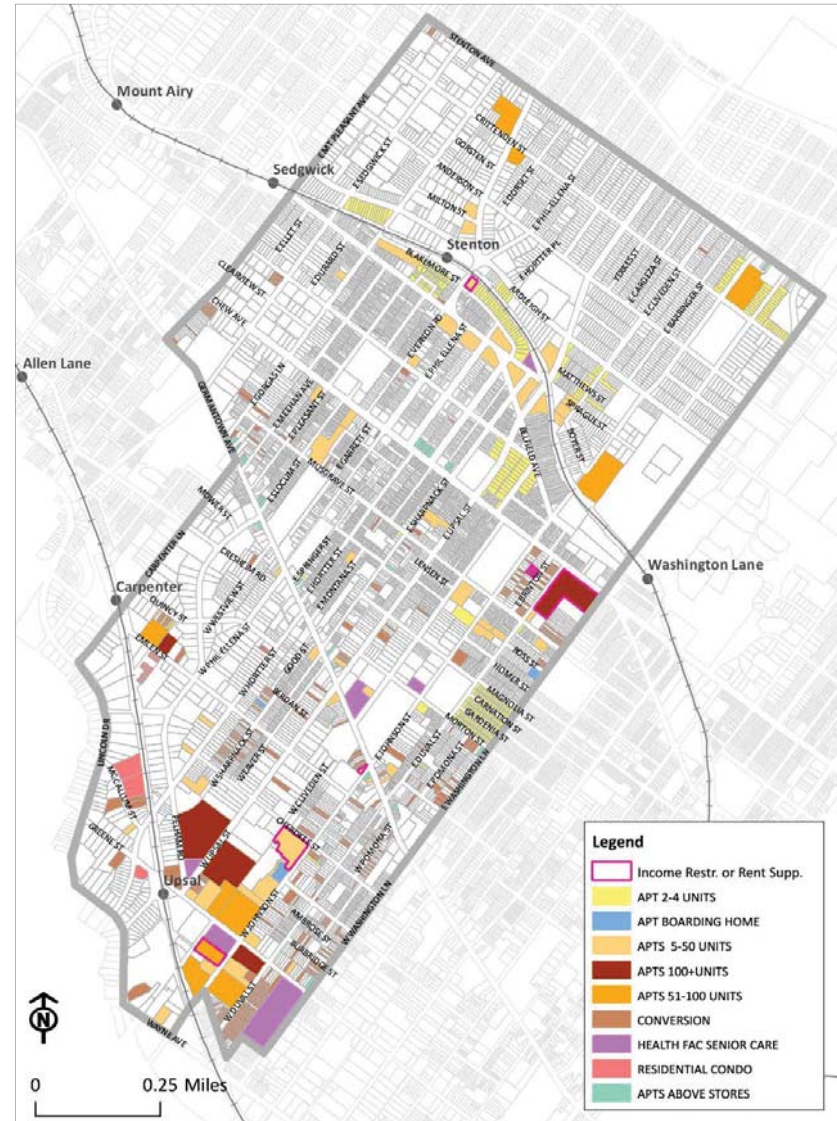
Shown below in **Figure 12** are the locations of schools, parks, libraries, police, and childcare facilities. The SEPTA Regional Rail stations and bus routes are also shown.

Figure 12: Community Facilities & Public Transit



The following map identifies properties with multi-family housing, including senior care facilities and apartment complexes with income restrictions (see **Figure 13**)

Figure 13: Multifamily Housing & Senior Care Facilities



OWNER-OCCUPIED HOUSING

During the initial public outreach process, the planning team heard the following statements from the community regarding owner-occupied housing in the Study Area:

“Housing is one of Mt. Airy’s best assets, but also one of its handicaps. Many of these old, beautiful homes are very large and costly to maintain.”

“Many seniors want to downsize and stay in the area, but there is limited availability for housing that meet their needs.”

“There is a need for additional moderate-income housing.”

MARKET ANALYSIS

The Study Area’s sale housing market was analyzed to identify trends in residential real estate and to determine the potential for new for-sale residential development and its associated pricing³. According to Realquest, which is a comprehensive real estate database service that was utilized for report, there were 484 home sales in the seven tract area within the last 24 months. In **Table 8** shown below, these sales are segmented into the following categories: Foreclosures; Investor/Developer Acquisitions; Clear Arm’s Length Sales between Owner Occupants; and Homes Sold by Investors/Developers to Owner Occupants (see **Appendix A** for locations of these home sales).

Table 8: Breakdown of Home Sales in the Study Area

	Total Number of Sales	Average Sale Price	Average Sale Price/SF	Average Living Space
Foreclosures	52*	\$83,087	\$48.91	1,699 SF
Investor/Developer Acquisitions (Non Foreclosure)	72	\$111,288	\$63.37	1,756 SF
Homes Sold by Investors/Developers to Owner Occupants	53	\$194,715	\$113.54	1,715 SF
Clear Arm’s Length Sales between Owner Occupants	307	\$211,590	\$111.74	1,894 SF

Source: Realquest, Urban Partners

* 29 purchased by investors

There were 52 foreclosures, 29 of which were homes being purchased by investors/developers, with an average sale price of \$83,087 (or \$48.91/SF). Investors or developers acquiring non-foreclosure homes accounted for 72

transactions, with an average sale price of \$111,288 (\$63.37/SF); and homes sold by investors/developers to owner occupants totaled 53 transactions, with an average price of \$194,715 (or \$113.54/SF). Finally, homes transferred between owner occupants totaled 307 transactions (63.4% of the total), with an average sale price of \$211,590 (or \$111.74/SF). As for home sizes, the sales between owner occupants were the biggest with an average of 1,894 SF of living space (see **Table 8**).

NEW CONSTRUCTION

The Study Area has not seen much of new home construction activity in the last seven years. According to Realquest, the following four new homes are the only new construction homes built and sold since 2008:

- 201 E. Cliveden Street (built 2013), Sold for \$279,900 (109.22/SF)
- 218 E. Johnson Street (built 2008), Sold for 316,500 (per SF N/A)
- 618 E. Johnson Street (built 2008) Sold for \$124,000 (\$98.41/SF)
- 620 E. Johnson Street (built 2008), Sold for \$120,900 (\$95.95/SF)

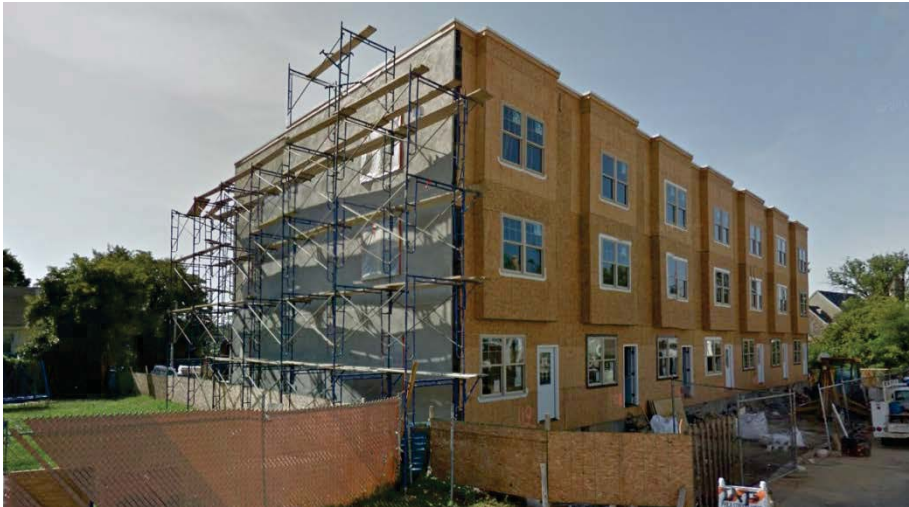
Figure 14: Photo of 201 E. Cliveden Street



³ For the purpose of this analysis, market activity for Census Tracts 237, 238, 252, 253, 254, 255, and 389 (the area in which the Study Area sits) was examined.

As of this report, a developer group called Gilat Homes, Inc. is at or near the end of construction for seven townhomes on the 100 block of E. Phil Ellena Street. As of this report, the homes have not been listed for sale (see **Figure 15**).

Figure 15: Photo of Townhomes on 100 block of E. Phil Ellena during Construction Phase



Just north of the Study Area and adjacent to the Acme supermarket, a 32-unit new construction project called Pipers Glen is proposed on the 7000 block of Germantown Avenue. As of this report, units in the Pipers Glen development are being marketed for \$315,000 for the 1,400 SF condominiums and \$450,000 for the 2,700 SF townhomes (**Figure 16**).

Additionally, a 20-unit condominium project is proposed at the Mt. Airy Presbyterian Church property (Mt. Pleasant Avenue and Germantown Avenue) and a 24-unit condominium project is planned on the 500 block of Carpenter Lane near Weavers Way (**Figure 17**).

Figure 16: Photo Rendering of Pipers Glen



Figure 17: Photo Rendering of 520 Carpenter Lane



PLANNING QUESTIONS TO CONSIDER

In light of what the public has expressed in terms of owner-occupied housing, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

- ***What is the demand for...***
 - *Helping homeowners afford critical repairs?*
 - *Supporting seniors identify opportunities to age-in-place?*
 - *Co-housing opportunities in the neighborhood?*
- ***What are effective practices to support homeowners? Should Mt. Airy...***
 - *Provide DIY maintenance workshops?*
 - *Provide incentives for energy-efficient home repairs?*
 - *Create a reputable contractors list?*
- ***What is the ideal density for new residential developments on (or near) Germantown Avenue?***
- ***What opportunities exist for infill new construction on vacant lots, and how should Mt. Airy engage local developers about these opportunities?***

RENTAL HOUSING

During the initial public outreach process, the planning team heard the following statements from the community regarding rental housing in the Study Area:

“There are serious concerns about bad landlords (many of them are absentees and/or accidental landlord who inherit properties).”

“There are concentrations of Section 8 homes in certain sections of the neighborhood and residents aren’t sure whether these homes are properly inspected.”

MARKET ANALYSIS

Rental housing represented 43.7% % of the housing market in the Study Area in 2013. According to the U.S. Census Bureau, 90.3% of the rental housing units were built before 1980, compared to 86.2% for the city as a whole (see **Table 9**).

Table 9: Year Renter Occupied Structure Built

	Study Area %	City of Philadelphia %
Built 2010 or later	0.6%	0.3%
Built 2000 to 2009	1.8%	4.3%
Built 1990 to 1999	2.5%	3.9%
Built 1980 to 1989	4.8%	5.4%
Built 1970 to 1979	8.5%	9.3%
Built 1960 to 1969	8.5%	11.0%
Built 1950 to 1959	25.2%	15.0%
Built 1940 to 1949	18.3%	15.1%
Built 1939 or earlier	29.7%	35.8%

Source: U.S. Census Bureau

The renter occupied structures in the Study Area are larger than the city as a whole. According to the 2013 ACS, a majority of the renter occupied units (52.3%) are located in structures that have more than five units, with 23.2% of the units being in structures larger than 50 units. As a city as a whole, 16.0% of the renter occupied units are in structures with more than 50 units (see **Table 10**).

Table 10: No. of Units in Renter-Occupied Structures

	Study Area %	City of Philadelphia %
1, detached	4.3%	3.9%
1, attached	19.1%	36.8%
2	12.5%	14.5%
3 or 4	11.7%	11.2%
5 to 9	8.1%	7.8%
10 to 19	7.9%	4.2%
20 to 49	13.1%	5.3%
50 or more	23.2%	16.0%
Mobile home, Boat, RV, etc	0.0%	0.2%

Source: U.S. Census Bureau

According to the 2013 ACS, a majority of the renter households in the Study Area (50.4 %) pay more than 35% of their household income for housing costs compared to 49.1% of the renter households in the city as a whole (see **Table 11**).

Table 11: Housing Costs as % of Household Income

	Study Area %	Philadelphia %
Less than 20% of Household Income	18.4%	20.1%
20% to 24.9% of Household Income	9.4%	11.2%
25% to 29% of Household Income	15.0%	11.3%
30% to 34.9% of Household Income	6.9%	8.3%
35% or More of Household Income	50.4%	49.1%

Source: U.S. Census Bureau

In order to determine the potential for new rental housing development in the Study Area and its associated pricing, 16 apartment complexes have been examined. A total of 1,389 units are in these 16 apartments, which accounts for 36% of all rental units in the Study Area⁴ (see **Table 12**).

⁴ Additionally, Malvern Hall—located on the 660 block of McCallum Street—is a 58-unit condominium community that may have as much as 65% of the units (approximately 38) currently being rented out to tenants.

Table 12: Summary of Rental Rates for Larger Complexes in the Study Area

Name	Total Units	Type	Price	Size (SF)	\$/SF
The Duval 6439 Greene Street	167	Studio	\$795-\$825	308-420 SF	\$1.96 to \$2.58
		1 Bed	\$925-\$995	541-625 SF	\$1.59 to \$1.71
		2 Bed	\$1150-\$1250	723-753 SF	\$1.59 to \$1.66
Upsal Gardens 246 W Upsal Street	150	Studio	\$775	400-500 SF	\$1.55 to \$1.94
		1 Bed	\$900-\$1000	650-750 SF	\$1.33 to \$1.38
		2 Bed	\$1075-\$1400	900-1100 SF	\$1.19 to \$1.27
		3 Bed	\$1450	1200 SF	\$1.21
Pelham Park 229 W. Upsal Street	143	1 Bed	\$825	553 SF	\$1.28 to \$1.49
		2 Bed	\$1300	1085 SF	\$1.33 to \$1.20
Sprague Court 6630 Sprague Street	112	1 Bed	\$780	700 SF	\$1.11
Pelham Court 6803 Emlen Street	94	Studio	\$650	350 SF	\$1.86
		1 Bed	\$750	550 SF	\$1.36
		2 Bed	\$1080	1000 SF	\$1.08
Greene Manor 259 W Johnson Street	90	Studio	\$795-\$810	308-420 SF	\$1.93 to \$2.58
		1 Bed	\$1050-\$1100	625-703 SF	\$1.56 to \$1.68
		2 Bed	\$1250-\$1650	723-1060 SF	\$1.56 to \$1.73
		3 Bed	\$1850	1236 SF	\$1.50
The McCallum 6635 McCallum Street	88	Studio	\$750	432 SF	\$1.74
		2 Bed	\$1300	1153 SF	\$1.13
Simon Garden 6731 Musgrave Street	75	2 Bed	\$675	1000 SF	\$0.68
Green Manor West 345 W. Johnson Street	67	Studio	\$700-\$795	451-451 SF	\$1.55 to \$1.76
		1 Bed	\$775-\$1025	580-580 SF	\$1.34 to \$1.77
		2 Bed	\$925-\$1150	890-890 SF	\$1.04 to \$1.29
Willowbend 944 E. Johnson Street	66	1 Bed	\$850-\$885	651 SF	\$1.31 to \$1.36
		2 Bed	\$1025-\$1105	950 SF	\$1.08 to \$1.16
King Phillip Apartments 6439 Greene Street	60	1 Bed	\$800	703 SF	\$1.14 to \$1.46
		2 Bed	\$995	823 SF	\$1.21
Vernon Hall 615 E Vernon Rd	54	2 Bed	\$750	1000 SF	\$0.75
Cliveden Apartments 45-49 E Cliveden Street	40	Studio	\$695	495 SF	\$1.40
		2 Bed	\$950	950 SF	\$1.00
Cliveden Court 913-915 E Cliveden Street	20	1 Bed	\$600	1000 SF	\$0.60
Cliveden Manor Apts 905-911 E Cliveden Street	20	1 Bed	\$600	400-600 SF	\$1.00 to \$1.50

Source: Apartments.com, Forrent.com, Rent.com, Urban Partners

The rents at the Greene Manor (see **Figure 18**) and Upsal Gardens represent the highest rates for complexes located in the Study Area. Greene Manor is a 90-unit midrise complex located on the 200 block of W. Johnston Street. Rents for studio units range from \$795 to \$810 (or \$1.93 to \$2.58 per SF); one-bedroom units from \$1,050 to \$1,100 per month (or \$1.56 to \$1.68 per SF), two-bedroom units from \$1,250 to \$1,650 per month (or \$1.56 to \$1.73 per SF), and three-bedroom units at \$1,850 per month (or \$1.50 per SF).

Figure 18: Greene Manor



Upsal Gardens is another midrise apartment complex located on the 200 block of W. Upsal Street that has a total of 150 apartments. Rents at Upsal Gardens are slightly lower than Greene Manor. Studio units rent for \$775 per month (or \$1.55 to \$1.94 per SF); one-bedroom units from \$900 to \$1,000 per month (or \$1.33 to \$1.38 per SF), two-bedroom units from \$1,075 to \$1,400 per month (or \$1.19 to \$1.27 per SF), and three-bedroom units at \$1,450 per month (or \$1.21 per SF).

The lowest rents for two-bedroom apartments (\$675 per month, or \$0.68 per SF) are found at Simon Garden located on the 6700 block of Musgrave Street.

The Study Area has several large income-restricted apartment complexes. They include: New Courtland Apartments at Cliveden, Presser Senior Apartments, Awbury View Apartments, and Emlen Arms Apartments (see **Table 13**).

Table 13: Larger Income Restricted Apartment Complexes in the Study Area

	Address	Type	Total Number of Units
New Courtland Apartments at Cliveden	319 W. Johnson Street	Senior – HUD	62
Presser Senior Apartments	101 W. Johnson Street	Senior – HUD	45
Awbury View Apartments	6320 Chew Avenue	Family Tax Credit	124
Emlen Arms Apartments	6733 Emlen Street	Family – PHA	141

Source: The Reinvestment Fund, Philadelphia Housing Authority, Urban Partners

As of this report, a mixed-use building is being developed at the corner of Germantown Avenue and Westview Avenue. In addition to the 3,800 SF of commercial retail space on the ground floor, this development will feature 28 apartments ranging from studios to two-bedrooms. According to PlanPhily, the proposed rent levels range from \$900 to \$1,100 for one-bedroom units and \$1,200 to \$1,400 for two-bedroom units (see **Figure 19**).

Figure 19: Mixed-Use Development on the 6600 block of Germantown Avenue



PLANNING QUESTIONS TO CONSIDER

In light of what the public has expressed in terms of rental housing, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

- **How does Mt. Airy address the concentration of problem landlords in certain sections of Mt. Airy who don't maintain their properties?**
- **Is there a need to increase affordable and moderate-income rental housing? How?**

EMPLOYMENT

During the initial public outreach process, the planning team heard the following statements from the community regarding the topic of employment:

“There is a need for employment opportunities for young people not going on to college immediately.”

“We need to create employment bridges, such as summer jobs and internships.”

LABOR STATISTICS

According to the 2013 ACS, the Study Area has a total of 18,440 residents 16 years and over. Of those, 11,323 residents (or 61.4%) are participating in the labor force and 9,738 (or 86.0%) are employed. The U.S. Census Bureau estimates that 1,584 individuals 16 years and over are unemployed, which represents a rate of 14.0%. In comparison, 59.2% of Philadelphia residents 16 years and over are participating in the labor force and 15.1% of those residents are unemployed (see **Table 14**).

Table 14: Employment Status (Persons 16 Yrs+)

	2013	2013 (%)
Study Area (Population 16 year and over)	18,440	-
- In labor force	11,323	-
Employed	9,738	86.0%
Unemployed	1,584	14.0%
Philadelphia (Population 16 year and over)	1,231,556	-
- In labor force	729,562	-
Employed	619,094	84.9%
Unemployed	110,019	15.1%

Source: U.S. Census Bureau

According to the U.S. Census Bureau’s *OnTheMap* application, which uses employer payroll tax information to geo-locate jobs within a defined area, the Study Area reported a total of 8,868 employed residents in 2002. In 2013, there are 12.2% less employed residents (7,782). The sectors with the highest concentration of employment are *Health Care & Social Assistance* with 1,985 employed residents and *Educational Services* with 973 employed residents (see **Table 15**).

Table 15: Top Industrial Sectors for Employed Residents

	Count	Share
Health Care and Social Assistance	1,985	25.5%
Educational Services	973	12.5%
Retail Trade	661	8.5%
Accommodation and Food Services	592	7.6%
Public Administration	565	7.3%

Source: U.S. Census Bureau

JOBS LOCATED IN THE STUDY AREA

Since 2002, the Study Area has experienced modest job growth. The U.S. Census Bureau’s *OnTheMap* application reports that the Study Area was home to 1,752 jobs in 2002. In 2013, the number increased to 2,206 which is equivalent to a growth rate of 25.9%. Sectors experiencing the most job growth are:

- *Health Care and Social Assistance (577 additional jobs)*
- *Educational Services (71 additional jobs)*
- *Administration & Support, Waste Management and Remediation (23 additional jobs)*

According to the *OnTheMap* application, the largest employers in the Study Area include:

- 1) Caring Heart Rehab & Nursing (est. 304 FTE jobs)
- 2) Mt. Airy USA and others at 6703 Germantown Avenue (est. 245 FTE jobs)⁵
- 3) Cliveden Convalescent Center (est. 238 jobs), and
- 4) Wesley Enhanced Living Stapeley (est. 189 FTE jobs) (see **Figure 20**).

Figure 20: Largest Employers, 2013



The biggest single factor in the Study Area’s job growth is attributable to the increases in *Healthcare and Social Assistance* jobs (a gain of 577 jobs from 2002 to 2013). On the other hand, two sectors experienced significant jobs losses from 2002

⁵ The employment numbers at this address may be inflated by a home healthcare agency that used to be headquartered at this location but had employees placed throughout the city.

to 2013: *Accommodation and Food Services* (loss of 183 jobs) and *Arts, Entertainment, and Recreation* (loss of 42 jobs). See **Table 16** for a report of industrial sectors experiencing the large employment growth, as well as sectors losing the most jobs in the Study Area.

Table 16: Sectors Gaining or Losing Jobs in the Study Area, 2002-2013

	2002	2013	Change
Sectors Gaining Employment			
Health Care and Social Assistance	808	1,385	577
Educational Services	181	252	71
Administration & Support, Waste Management and Remediation	50	73	23
Transportation and Warehousing	2	20	18
Other Services (excluding Public Administration)	47	64	17
Sectors Losing Employment			
Accommodation and Food Services	233	50	-183
Arts, Entertainment, and Recreation	48	6	-42
Retail Trade	121	95	-26
Real Estate and Rental and Leasing	94	73	-21
Manufacturing	18	0	-18

Source: U.S. Census Bureau

Shown below in **Figure 21** are commuting patterns for the Study Area residents. In 2002, there was a total of 1,752 jobs of which 134 (1.5%) were filled by residents. In 2013, the commuting pattern remained nearly unchanged; only 1.4% of the 2,206 workers in the Study Area were also residents.

Figure 21: Commuting Patterns for Study Area Residents, 2002-2013



Source: U.S. Census Bureau

Shown below in **Table 17** is the employment status for Study Area residents aged 16 to 19. According to the 2013 ACS, there are 1,225 residents in the Study Area who are between the ages of 16 and 19. A total of 1,071 residents in this age group (87.1%) are enrolled in school, of which 117 (or 11%) are in the labor force and are employed. For the city as a whole, in comparison, 15.3% of the youth (aged 16 to 19) enrolled in school are also employed.

Additionally, there are 154 residents in the Study Area between the ages of 16 and 19 who are not enrolled in school. About 38% of these residents are high school graduates and, in this segment, 42% are currently employed. As for the 96 residents between the ages of 16 and 19 who are not enrolled and are not high school graduates, all of them are not in the labor force (see **Table 17**).

Table 17: Employment Status for Population 16 To 19 Years

	Study Area	Study Area %	Phila City	Phila City %
Total Number of Residents 16-19 Yrs	1,225		92,047	
Enrolled in school:	1,071		78,066	
Employed	117	11.0%	11,923	15.3%
Unemployed	91	8.5%	8,462	10.8%
Not in labor force	863	80.6%	57,681	73.9%
Not enrolled in school:	154		13,981	
- HS graduate (includes equivalency):	58		9,150	
Employed	24	41.9%	3,163	34.6%
Unemployed	34	58.1%	2,430	26.6%
Not in labor force	0	-	3,557	38.9%
- Not high school graduate:	96		4,831	
Employed	0	-	410	8.5%
Unemployed	0	-	1,209	25.0%
Not in labor force	96	100.0%	3,212	66.5%

Source: U.S. Census Bureau

PLANNING QUESTIONS TO CONSIDER

In light of what the public has expressed in terms of employment, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

- *Should there be youth employment focus in this strategy and who's the responsible entity to implement this element?*

COMMERCIAL RETAIL

During the initial public outreach process, the planning team heard the following statements from the community regarding the topic of commercial retail services:

“There is a real shortage of parking. Sedgwick Theater property can become a community parking resource.”

“We need more food stores and full-service restaurants.”

“There are three specific sub-areas for attention: Chew Avenue (closed Bottom Dollar); Germantown Avenue below the 6300 block down; and Meehan, Boyer, Upsal, and Germantown—target area for more homeowners and stores.”

“We need to create additional community-friendly “corner nodes” like Weaver’s Way.”

“We need to support entrepreneurs, not larger chains.”

“We need more family entertainment.”

“We need improved local business advertising.”

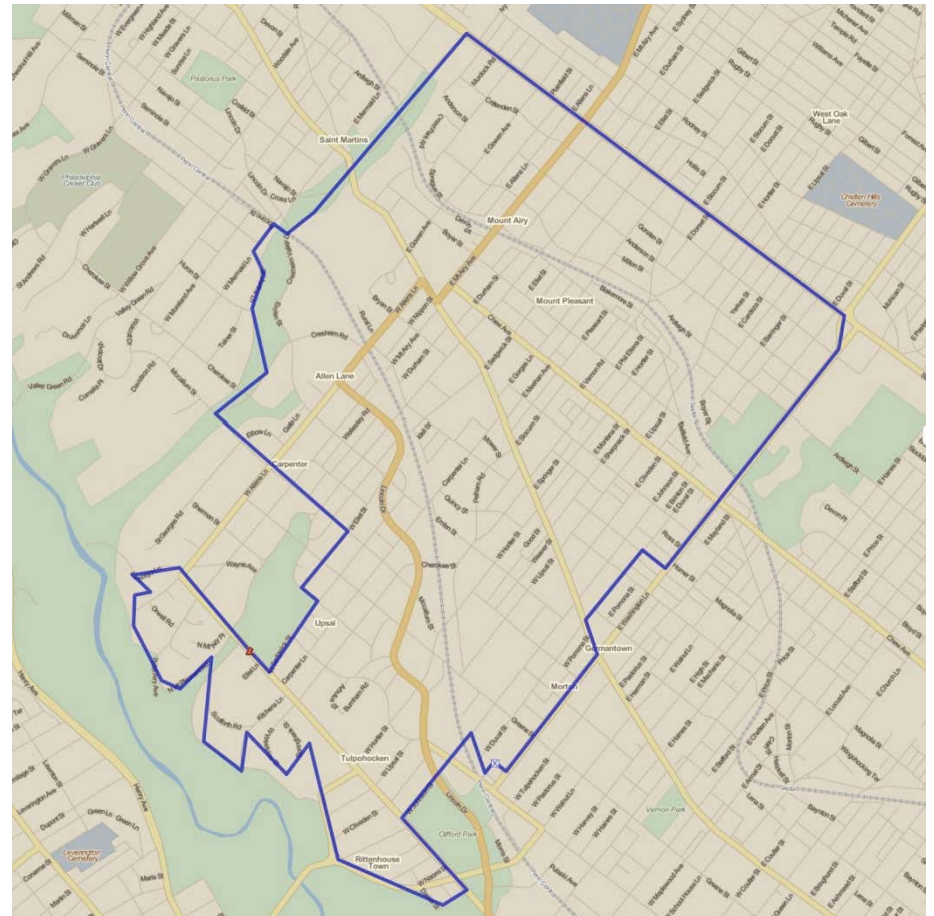
“Sedgwick Theater should be reprogrammed.”

MARKET ANALYSIS METHODOLOGY

To identify and characterize the available shopping opportunities for the Study Area, Urban Partners undertook an analysis of supply and demand for retail goods and services within the Greater Mt. Airy area. As shown in **Figure 22**, the primary trade area for this analysis consists of the following block groups situated entirely in Mt. Airy:

- Block Group 1 in Tract 235
- Block Groups 1, 2, and 3 in Tract 236
- Block Groups 1, 2, 3, and 4 in Tract 237
- Block Groups 1 and 2 in Tract 238
- Block Groups 6 and 7 in Tract 252
- Block Groups 1, 2, 3, 4, and 5 in Tract 253
- Block Groups 1, 2, 3, and 4 in Tract 254
- Block Groups 1, 2, and 3 in Tract 255
- Block Groups 1, 2, and 3 in Tract 256
- Block Groups 1, 2, 3, and 4 in Tract 388
- Block Groups 2 and 3 in Tract 389

Figure 22: Map of the Primary Retail Trade Area



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 trade area residents and by other customers already attracted to the area for specific products and services.

Retail shopping patterns in this portion of Philadelphia are quite complex. About half of Mt. Airy’s retailers are spread along fourteen blocks of Germantown Avenue, but there are also other retail concentrations within the neighborhood in the

vicinity of Lincoln Drive and W. Mt. Pleasant Avenue, near Weaver’s Way Coop on Carpenter Street, along Chew Avenue, and along Stenton Avenue. The adjacency of other shopping opportunities in Chestnut Hill and Central Germantown as well as larger “big box” store concentrations in nearby Cheltenham provides market study area residents with a broad range of competitive retailing opportunities. This retail market analysis is intended to describe the structure of retailing in the primary trade area and to highlight strengths and weaknesses of the retail mix currently provided.

This analysis 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/nail salons and laundry/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 fully understand currently available shopping opportunities in this primary trade area, Urban Partners completed an inventory of all retail business establishments operating in the area. As shown in **Table 18**, there are 144 retail businesses located within the Mt. Airy primary trade area providing goods and services in 24 different retail categories. The most numerous store types include:

- 30 hair and nail salons
- 23 limited service restaurants
- 17 full service restaurants
- 11 dry cleaners/laundries
- 9 convenience stores
- 8 supermarkets/grocery stores

Table 18: Mt. Airy Primary Trade Area Supply

Retail Category	No. of Stores	Store Space (SF)
Total	144	328,900
Food & Beverage Stores	22	89,200
Grocery Stores (17)		76,200
Supermarkets, Grocery Stores (8)		61,400
Convenience Stores (9)		14,800
Specialty Food Stores (3)		3,600
Beer, Wine & Liquor Stores (2)		9,400
Health & Personal Care Stores	8	40,600
Pharmacies & Drug Stores (4)		36,500
Cosmetics, Beauty Supplies, Perfume Stores (3)		3,400
Other Health & Personal Care Stores (1)		700
Foodservice & Drinking Places	44	72,400
Full-Service Restaurants (17)		36,700
Limited-Service Eating Places (23)		31,400
Drinking Places -Alcoholic Beverages (4)		4,300
General Merchandise Stores	1	5,000
Other General Merchandise Stores (1)		5,000
Clothing & Clothing Accessories Stores	4	4,400
Women's Clothing Stores (3)		3,200
Other Clothing Stores (1)		1,200
Furniture & Home Furnishings Stores	7	32,200
Furniture Stores (1)		2,000
Home Furnishing Stores (6)		30,200
Sporting Goods, Hobby, Book, Music Stores	5	9,600
Sewing, Needlework & Piece Goods Stores (1)		1,000
Musical Instrument & Supplies Stores (1)		1,600
Book Stores (3)		7,000
Miscellaneous Store Retailers	12	26,300
Florists (1)		5,000
Gift, Novelty & Souvenir Stores (3)		5,000
Used Merchandise Stores (6)		13,600
Other Miscellaneous Store Retailers (2)		2,700
Personal Services	41	49,200
Hair Salons/Barbers/Nail Salons (30)		31,500
Laundries/Dry Cleaning (11)		17,700

Source: Urban Partners

These 144 retailers occupy an estimated 328,900 square feet (SF) of store space. This inventory does not include the currently vacant 20,000 SF former Bottom Dollar supermarket space.

Most stores are small due to the physical constraints of the Mt. Airy commercial districts. Only five stores currently operate in spaces of 9,500 SF or more: the Acme supermarket, Maloumian Oriental Rugs, and the larger chain pharmacies.



Figure 23: Photo of Maloumian Oriental Rugs on the 200 block of W. Mt. Pleasant Avenue

In terms of retail categories, 69% of store space is devoted to six types of stores, including:

- Supermarkets/grocery stores—61,400 SF
- Full-service restaurants—36,700 SF
- Pharmacies—36,500 SF
- Hair salons—31,500 SF
- Limited service restaurants—31,400 SF
- Home furnishings stores—30,500 SF

A full inventory of these retailers is shown in **Appendix B**.

RETAIL TRADE AREA DEMAND

This section describes the current demand for retail goods and services by residents of the primary trade area. The total population for the primary trade area (see **Figure 16**) is 34,770 based on 2013 ACS estimates. Note that this primary trade area

includes all of Mt. Airy—not just the portion of the neighborhood included in the Mt. Airy 2025 Study Area.

Using information about the retail spending behavior of the primary trade area residents as compiled by the Nielsen Company, we estimate that the primary trade area’s population spends approximately \$368.1 million on retail goods annually (see **Table 18**), of which:

- \$80.2 million is in Food and Beverage Stores
- \$64.3 million is in General Merchandise Stores
- \$56.3 million is for Building and Garden Materials
- \$51.3 million is at Eating and Drinking Places
- \$30.4 million is for Health and Personal Care items
- \$26.2 million is in Clothing and Accessories Stores
- \$6.9 million is at Hair Salons and Dry Cleaners
- The remaining \$52.5 million is at stores specializing in furniture, electronics, auto parts, sporting goods, gifts, and other items.

Responding to this demand, Mt. Airy’s 328,900 square feet of retailers provide only a portion of the goods and services required by area residents. Utilizing the Nielsen data with adjustments made by Urban Partners based on our field observations and collection of the retail inventory discussed above, we note that the overall level of retail supply in the area is generating an estimated \$104.1 million in sales—only 28% of the demand generated in the primary trade area (see **Table 19**).

The percentage capture of retail demand by current Mt. Airy businesses, however, does vary significantly from category to category. For instance, the strong collection of national chain pharmacies contributes to a nearly 80% capture of demand for health and personal care stores. The only noticeable gaps in this category are for an optical store and a medical equipment supplier. Similarly, Mt. Airy’s 41 hair salons and dry cleaners are capturing 97% of demand for these services.

On the other hand, Mt. Airy has no auto parts stores, no electronics stores, no hardware or other building materials or garden stores, and very limited availability of general merchandise and clothing stores.

In total, these conditions yield a retail gap of over \$264 million—offering significant opportunities for new retail development in the Mt. Airy neighborhood.

Table 19: Retail Demand and Opportunity Gaps

	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percentage Capture
Total Retail Sales & Eating, Drinking Places	\$ 368,142,164	\$ 104,124,782	\$ 264,017,382	28.28%
Food & Beverage Stores	\$ 80,214,850	\$ 37,186,660	\$ 43,028,190	46.36%
Grocery Stores	\$ 56,158,002	\$ 30,716,660	\$ 25,441,342	
Supermarkets, Grocery Stores	\$ 42,325,980	\$ 26,914,021 *	\$ 15,411,959	
Convenience Stores	\$ 13,832,022	\$ 3,802,639	\$ 10,029,383	
Specialty Food Stores	\$ 5,577,516	\$ 750,000 *	\$ 4,827,516	
Beer, Wine & Liquor Stores	\$ 18,479,332	\$ 5,720,000 *	\$ 12,759,332	
Health & Personal Care Stores	\$ 30,378,445	\$ 24,158,721	\$ 6,219,724	79.53%
Pharmacies & Drug Stores	\$ 24,207,611	\$ 22,800,000 *	\$ 1,407,611	
Cosmetics, Beauty Supplies, Perfume Stores	\$ 2,111,120	\$ 1,148,721	\$ 962,399	
Optical Goods Stores	\$ 1,357,892	\$ -	\$ 1,357,892	
Other Health & Personal Care Stores	\$ 2,701,822	\$ 210,000 *	\$ 2,491,822	
Foodservice & Drinking Places	\$ 51,308,382	\$ 21,731,925	\$ 29,576,457	42.36%
Full-Service Restaurants	\$ 26,120,443	\$ 11,000,000 *	\$ 15,120,443	
Limited-Service Eating Places	\$ 22,780,822	\$ 9,493,031	\$ 13,287,791	
Drinking Places -Alcoholic Beverages	\$ 2,407,117	\$ 1,238,894	\$ 1,168,223	
General Merchandise Stores	\$ 64,308,433	\$ 1,821,442	\$ 62,486,991	2.83%
Department Stores	\$ 27,711,975	\$ -	\$ 27,711,975	
Other General Merchandise Stores	\$ 36,596,458	\$ 1,821,442	\$ 34,775,016	
Clothing & Clothing Accessories Stores	\$ 26,157,265	\$ 1,165,184	\$ 24,992,081	4.45%
Clothing Stores	\$ 14,122,952	\$ 1,165,184	\$ 12,957,768	
Men's Clothing Stores	\$ 690,385	\$ -	\$ 690,385	
Women's Clothing Stores	\$ 3,178,663	\$ 925,184 *	\$ 2,253,479	
Children's, Infants' Clothing Stores	\$ 818,777	\$ -	\$ 818,777	
Family Clothing Stores	\$ 7,586,099	\$ -	\$ 7,586,099	
Clothing Accessories Stores	\$ 626,093	\$ -	\$ 626,093	
Other Clothing Stores	\$ 1,222,935	\$ 240,000 *	\$ 982,935	
Shoe Stores	\$ 1,375,589	\$ -	\$ 1,375,589	
Jewelry, Luggage, Leather Goods Stores	\$ 10,658,724	\$ -	\$ 10,658,724	
Jewelry Stores	\$ 9,645,439	\$ -	\$ 9,645,439	
Luggage & Leather Goods Stores	\$ 1,013,285	\$ -	\$ 1,013,285	

	2015 Demand (Consumer Expenditures)	2015 Supply (Retail Sales)	Opportunity Gap/Surplus	Percentage Capture
Building Material, Garden Equipment Stores	\$ 56,294,358	\$ -	\$ 56,294,358	0.00%
Building Material & Supply Dealers	\$ 48,933,119	\$ -	\$ 48,933,119	
Home Centers	\$ 20,091,930	\$ -	\$ 20,091,930	
Paint & Wallpaper Stores	\$ 834,535	\$ -	\$ 834,535	
Hardware Stores	\$ 4,863,853	\$ -	\$ 4,863,853	
Other Building Materials Dealers	\$ 23,142,801	\$ -	\$ 23,142,801	
Lawn/Garden Equipment/Supplies Stores	\$ 7,361,239	\$ -	\$ 7,361,239	
Outdoor Power Equipment Stores	\$ 1,813,764	\$ -	\$ 1,813,764	
Nursery & Garden Centers	\$ 5,547,475	\$ -	\$ 5,547,475	
Furniture & Home Furnishings Stores	\$ 11,336,921	\$ 5,593,256	\$ 5,743,665	49.34%
Furniture Stores	\$ 6,008,462	\$ 293,256	\$ 5,715,206	
Home Furnishing Stores	\$ 5,328,459	\$ 5,300,000 *	\$ 28,459	
Electronics & Appliances Stores	\$ 10,300,293	\$ -	\$ 10,300,293	0.00%
Household Appliances Stores	\$ 1,389,610	\$ -	\$ 1,389,610	
Radio, Television, Electronics Stores	\$ 6,557,017	\$ -	\$ 6,557,017	
Computer & Software Stores	\$ 2,110,160	\$ -	\$ 2,110,160	
Camera & Photographic Equipment Stores	\$ 243,506	\$ -	\$ 243,506	
Automotive Parts/Accessories, Tire Stores	\$ 7,394,844	\$ -	\$ 7,394,844	0.00%
Sporting Goods, Hobby, Book, Music Stores	\$ 9,854,023	\$ 1,696,973	\$ 8,157,050	17.22%
Sporting Goods, Hobby, Musical Inst Stores	\$ 8,469,090	\$ 335,257	\$ 8,133,833	
Sporting Goods Stores	\$ 4,396,178	\$ -	\$ 4,396,178	
Hobby, Toy & Game Stores	\$ 2,454,799	\$ -	\$ 2,454,799	
Sewing, Needlework & Piece Goods Stores	\$ 707,600	\$ 190,000 *	\$ 517,600	
Musical Instrument & Supplies Stores	\$ 910,513	\$ 145,257	\$ 765,256	
Book, Periodical & Music Stores	\$ 1,384,933	\$ 1,361,716	\$ 23,217	
Book Stores	\$ 1,056,061	\$ 1,361,716	\$ (305,655)	
News Dealers & Newsstands	\$ 131,126	\$ -	\$ 131,126	
Prerecorded Tape, CD, Record Stores	\$ 197,746	\$ -	\$ 197,746	
Miscellaneous Store Retailers	\$ 13,709,890	\$ 4,120,621	\$ 9,589,269	30.06%
Florists	\$ 560,293	\$ 1,200,000 *	\$ (639,707)	
Office Supplies, Stationery, Gift Stores	\$ 6,855,883	\$ 900,000	\$ 5,955,883	
Office Supplies & Stationery Stores	\$ 3,301,673	\$ -	\$ 3,301,673	
Gift, Novelty & Souvenir Stores	\$ 3,554,210	\$ 900,000 *	\$ 2,654,210	
Used Merchandise Stores	\$ 1,151,133	\$ 1,000,000 *	\$ 151,133	
Other Miscellaneous Store Retailers	\$ 5,142,581	\$ 1,020,621 *	\$ 4,121,960	
Personal Services	\$ 6,884,460	\$ 6,650,000	\$ 234,460	96.59%
Hair Salons/Barbers/Nail Salons	\$ 3,337,920	\$ 3,450,000 *	\$ (112,080)	
Laundries/Dry Cleaning	\$ 3,546,540	\$ 3,200,000 *	\$ 346,540	

RETAIL DEVELOPMENT POTENTIAL FOR MT. AIRY

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 retail market demand within a portion of a larger metropolitan area, these behavioral observations translate into a series of analytical rules-of-thumb:

- Shopping for community-serving goods and services is generally confined to the primary trade area.
- Expenditures made at full-service restaurants will occur chiefly within the primary trade area, but some restaurant expenditures made by the primary trade area population will be lost to established restaurants located outside the primary trade area. Similarly, some restaurant sales in the primary trade area will be attracted from residents who live elsewhere in the region.
- Expenditures made by primary trade area residents for shopping good items (department stores, apparel, and most specialty goods) will more likely occur within the area, but a substantial proportion of these sales will occur outside the area. Similarly, significant sales will be attracted from residents outside the primary trade area to any large, well-known stores or major national chain anchors located within the trade area.
- Specific high-quality stores within the primary trade area may attract significant clientele from well beyond the primary trade area for highly-targeted, single destination trips for specialized purchases.

Besides these analytical rules-of-thumb, we also need to make adjustments for certain physical constraints and businesses conditions in Mt. Airy. First, a substantial portion of the \$264 million retail gap—about \$80 million—is in categories such as department stores (Walmart, Target), home centers (Home Depot, Lowe’s), and warehouse clubs where the industry is overwhelmed by a few very large “big box” retailers. These mega-retailers all have outlets within a few miles of Mt. Airy and, even if they were not nearby, their store footprints require

sites much larger than anything that could be reasonably accommodated in Mt. Airy.

Secondly, many national and regional chain retailers seek sites reasonably proximate to either these very large “mega-retailers” or near major expressway and interstate highway exits. Such locations exist within a few miles of Mt. Airy—indicating that these chain retailers are not likely to be attracted to Mt. Airy—at least at this time. The exceptions to this rule tend to be chains providing convenience goods and community-oriented goods and services meeting basic neighborhood needs such as supermarkets and pharmacies. Many of these chains have found Mt. Airy locations already.

Thirdly, the vast majority of available or potentially available store spaces in Mt. Airy are small, indicating that successful strategies for capturing some of the “lost” retail demand from Mt. Airy will need to focus on multiple small stores rather than a single mid-size or larger format store.

In short, while there is significant surplus retail demand in almost all retail categories, successful retail development strategies will need to emphasize adding retail outlets that (1) focus on goods and services that attract their own markets, rather than relying on spillover from major anchors; (2) function well in smaller store spaces; and (3) can, in most cases, be successfully operated by independent entrepreneurs or smaller local chains.

Fortunately, there are many opportunities within Mt. Airy’s overall \$264 million retail gap that match up well to these constraints and criteria.

OPPORTUNITIES TO MEET BASIC COMMUNITY NEEDS

The retail store additions likely to be most successful in Mt. Airy will be those that fill the significant gap in available supply to meet the everyday needs of Mt. Airy residents. There are strong opportunities available in twelve categories (see **Table 20**) totaling more than 125,000 SF of store space, including:

- Reopening the 20,000 SF Bottom Dollar supermarket
- Up to 14,000 SF of specialty food stores
- Up to 20,000 SF of chain convenience stores with gas stations
- An optical store (2,000 SF)
- A medical equipment store (3,000 SF)
- One or two dollar stores (16,000 SF)
- One or two hardware stores totaling 12,000 SF

- 14,000 SF of nursery/garden centers
- 6,000 SF auto parts store
- A second Wine & Spirits store
- One or two cell phone stores (5,000 SF)
- An additional 10,000 SF of gift shops

Most of these opportunities meet the Mt. Airy-specific criteria detailed above: they attract their own customer bases, they can be accommodated in smaller spaces, and they can be successful ventures of independent entrepreneurs.

Table 20: Retail Opportunities for Mt. Airy

Retail Stores	Opportunity Gap/Surplus (\$millions)	% Capture	Opportunities	Opportunities Consistent With Entrepreneurs hip
Total Retail Sales & Eating, Drinking Places	\$ 264.02	28.28%	Total: 58 stores--220,000 SF	
Food & Beverage Stores	\$ 43.03	46.36%		
Grocery Stores	\$ 25.44			
Supermarkets, Grocery Stores	\$ 15.41		Reopen Bottom Dollar--20,000 SF	???
Convenience Stores	\$ 10.03		20,000 SF of convenience stores @ gas stations--desirable?	No
Specialty Food Stores	\$ 4.83		14,000 SF specialty food stores	Yes
Beer, Wine & Liquor Stores	\$ 12.76		Another Wines & Spirits Store--where?	No
Health & Personal Care Stores	\$ 6.22	79.53%		
Pharmacies & Drug Stores	\$ 1.41			
Cosmetics, Beauty Supplies, Perfume Stores	\$ 0.96			
Optical Goods Stores	\$ 1.36		2,000 SF Optical store	Yes
Other Health & Personal Care Stores	\$ 2.49		3,000 SF Medical equipment store	Yes
Foodservice & Drinking Places	\$ 29.58	42.36%	Large gap for all restaurant types--50,000 SF	Yes
Full-Service Restaurants	\$ 15.12			
Limited-Service Eating Places	\$ 13.29			
Drinking Places -Alcoholic Beverages	\$ 1.17			
General Merchandise Stores	\$ 62.49	2.83%		
Department Stores	\$ 27.71			
Other General Merchandise Stores	\$ 34.78		One or two dollar stores--16,000 SF	???

Retail Stores	Opportunity Gap/Surplus (\$millions)	% Capture	Opportunities	Opportunities Consistent With Entrepreneurs hip
Clothing & Clothing Accessories Stores	\$ 24.99	4.45%		
Clothing Stores	\$ 12.96		One or two women's clothing stores--2,000 SF Two or three family clothing stores--14,000 SF 2,000 SF work clothing/uniform store	Yes ??? Yes
Shoe Stores	\$ 1.38		3,000 SF shoe store	???
Jewelry, Luggage, Leather Goods Stores	\$ 10.66		Two or three jewelry stores--4,000 SF	Yes
Building Material, Garden Equipment Stores	\$ 56.29	0.00%		
Building Material & Supply Dealers	\$ 48.93		One or two hardware stores--with paint--12,000 SF	Yes
Lawn/Garden Equipment/Supplies Stores	\$ 7.36		One or two garden centers--14,000 SF	Yes
Furniture & Home Furnishings Stores	\$ 5.74	49.34%		
Furniture Stores	\$ 5.72		One or two furniture stores--10,000 SF	Yes
Home Furnishing Stores	\$ 0.03			
Electronics & Appliances Stores	\$ 10.30	0.00%	One or two cell phone stores--5,000 SF	???
Automotive Parts/Accessories, Tire Stores	\$ 7.39	0.00%	6,000 SF auto parts store	No
Sporting Goods, Hobby, Book, Music Stores	\$ 8.16	17.22%		
Sporting Goods, Hobby, Musical Inst Stores	\$ 8.13		One or two sporting goods stores--bikes, running--7,000 SF 2,000 SF games store	Yes Yes
Book, Periodical & Music Stores	\$ 0.02			
Miscellaneous Store Retailers	\$ 9.59	30.06%		
Florists	\$ (0.64)			
Office Supplies, Stationery, Gift Stores	\$ 5.96		Several small gift shops--10,000 SF	Yes
Used Merchandise Stores	\$ 0.15			
Other Miscellaneous Store Retailers	\$ 4.12			
Personal Services	\$ 0.23	96.59%		
Hair Salons/Barbers/Nail Salons	\$ (0.11)			
Laundries/Dry Cleaning	\$ 0.35			

There are, however, some exceptions. The reopening of the Bottom Dollar supermarket will likely require a regional chain or national operator. The potential for adding chain convenience stores with gas stations (Wawa, Royal Farms) may present difficulties for the neighborhood in terms of traffic and noise. Obviously, a second wine and spirits store would be operated by the state system. The better dollar stores and auto parts stores tend to be national chains.

EXPANDED DINING OPPORTUNITIES

As also shown on **Table 19**, there is a strong opportunity for significant additions to the available full-service and limited-service restaurant mix—up to 50,000 SF of such facilities. Again, these facilities tend to draw their own customer bases and therefore could be situated in a variety of locations. Mt. Airy has had success over the years with such dining facilities run by local independent operators; the remaining gap for these dining facilities of nearly \$30 million suggests the strong potential for further expansion of the area as a dining hub.

SPECIALTY GOODS OPPORTUNITIES

There are another eight retail categories where a strong opportunity exists to capture unmet demand from the Mt. Airy primary trade area and where freestanding stores have proven successful in attracting their own customer base. These eight store types (see **Table 19**) require up to 44,000 SF of store space; more than half these opportunities (25,000 SF) are for additional clothing and clothing accessories stores.

Mt. Airy currently has a small concentration of clothing stores in the 7100 block of Germantown Avenue. Additional stores could be added in the vicinity of these operators to create a more effective concentration. New compatible stores could include:

- Two or three family clothing stores of up to 14,000 SF
- A 3,000 SF shoe store
- One or two additional women’s clothing stores (2,000 SF)
- A 2,000 SF work clothing/uniform store
- Up to 4,000 SF of jewelry stores specializing in costume and craft jewelry

In addition, a few other specialty goods stores could recruited to the area to meet major gaps in retailing, including:

- Up to 10,000 SF of furniture stores

- 7,000 SF of specialty sporting goods stores such as a bike shop and a running store
- A 2,000 SF gamer store

Together, these 220,000 SF of retail opportunities would grow retail supply in the Mt. Airy neighborhood by two-thirds, respond to many of the key unmet needs of the Mt. Airy neighborhood for additional goods and services, and capture \$75 million of sales currently leaving the neighborhood. These new sales would represent about 40% of current leakage in categories likely to be re-captured. This new store space would also add more than 900 full-time equivalent jobs in the neighborhood.

Many of these opportunities could be met in a variety of locations, providing the potential both for in-filling current vacancies along the Germantown Avenue corridor and for strengthening the retail mix in target locations such as Chew Avenue.

We should note, however, the implications of some of these opportunities may prove unattractive to the neighborhood (convenience stores with gas stations, for instance), that identifying independent entrepreneurs with capacity in some retail categories may take a long time, and that there may not be sufficient viable retail space to capture all these opportunities. As a result, physical, community, and operator constraints may result in the capture of fewer opportunities than the maximum detailed above.

PLANNING QUESTIONS TO CONSIDER

In light of what the public has expressed in terms of commercial retail services, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

- **How active should Mt. Airy be in recruiting desired retailers and who should take the lead role?**
- **How aggressively does Mt. Airy want to proceed in refilling the Bottom Dollar?**
- **Should Mt. Airy put together the details of a Chew Avenue strategy?**
- **How does Mt. Airy plan for additional parking (i.e. where)?**
- **How intensively should Mt. Airy support entrepreneurs?**
- **Does the community support recruiting selected national/regional chains in certain categories?**

EDUCATION

During the initial public outreach process, the planning team heard the following statements from the community regarding the topic of education:

“We need to improve the quality of public education and address actual resource gaps.”

“We need to improve the general perception of the schools.”

“We need for more quality day care—especially for kids under 2½.”

“There needs to be youth programming to foster leadership development and limit antisocial activity.”

“We need to support education both at school and at home.”

SCHOOL ENROLLMENT, K-12

According to the 2013 ACS, there are 3,590 K-12 students residing in the Study Area. Of those, 2,637 students (or 73.5%) attend public schools and 952 students (or 26.5%) attend private schools. Less than half of the kindergarten students (43.6%) attend public schools, but 77.3% of students in 1st grade through 4th grade attend public schools. The percentage of students in public middle schools (5th grade through 8th grade) is 64.0%, while than 4/5 of the high school students (80.2%) attend public schools (Table 21).

Table 21: K-12 School Enrollment by Type of School

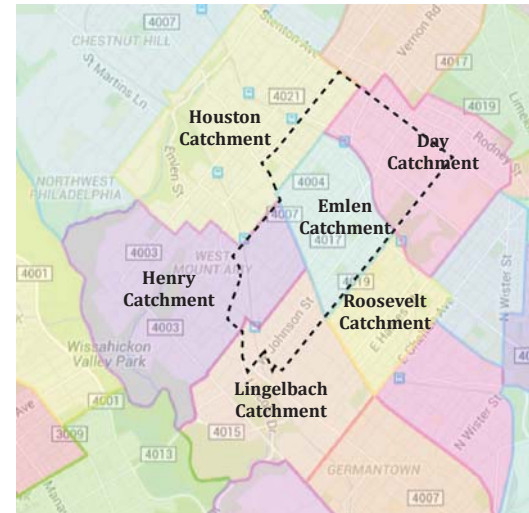
	Number of Students	% of Students
Enrolled in school (K-12):	3,590	
Public school	2,637	73.5%
Private school	952	26.5%
– Enrolled in kindergarten:	230	
Public school	100	43.6%
Private school	130	56.4%
– Enrolled in grade 1 to grade 4:	1,135	
Public school	877	77.3%
Private school	258	22.7%
– Enrolled in grade 5 to grade 8:	760	
Public school	487	64.0%
Private school	274	36.0%
– Enrolled in grade 9 to grade 12:	1,464	
Public school	1,174	80.2%
Private school	291	19.8%

Source: U.S. Census Bureau

PERFORMANCE EVALUATION OF MT. AIRY SCHOOLS

There are two public schools located within the Study Area: Eleanor C. Emlen School and the Anna B. Day School. Emlen School, which is located on the 6500 block of Chew Avenue, is a K-5 School that feeds Roosevelt School for grades 6 through 8. Day School, which is located on the 6300 block of Crittenden Street, is a K-8 School that feeds Martin Luther King High School located just south of the Study Area.

Figure 24: Public Schools Catchment Areas



In addition to Emlen School and Day School, the Study Area sits within catchment areas for three other Philadelphia School District K-8 Schools: Henry School on the 600 block of Carpenter Street; Houston School on the 7300 block of Rural Lane; and Lingelbach School on the 6300 block of Wayne Avenue (see Figure 24).

All three of these schools feed Roxborough High School located to the southwest of the Study Area for grades 9th through 12th.

The following is a summary of the scoring system for the School Progress Report (SPR) from the Philadelphia School District for the 2013-14 academic year. The SPR shows an Overall Score for each of the schools based on a combined performance on the following four “Domains”⁶:

- **Achievement:** Measures performance on standardized assessments, including the PSSA, Keystone Exams, ACCESS for ELLs, and reading assessments.
- **Progress:** Measures growth on standardized assessments and progress towards graduation for high schools only.

⁶ A more detailed explanation of the four domains can be downloaded here: <http://webqui.phila.k12.pa.us/uploads/z1/Zf/z1ZfAzkMiTtd3YwyHpz2A/SPR-User-Guide-20150330.pdf>

- **Climate:** Measures school climate and student and parent/guardian engagement.
- **College & Career** (for High Schools Only): Measures college and career readiness and post-secondary outcomes.

Shown below are the overall SPR Scores for the five public schools that has catchment areas located within the Study Area. In addition to receiving an Overall Score, each school is measured against all schools of the same grade configuration (City Rank) and against a peer group of schools with similar student demographics (Peer Rank). Of the eight schools examined here, Henry School has the highest Overall Score of 59%, followed by Day School (36%), Lingelbach (33%), and Houston School (27%). Emlen School received the lowest score of the five schools (15%). The only school ranked near the top quartile of their peer groups is Henry School, which is ranked 4th of 15 schools (see **Table 22**).

Table 22: Overall Score for Study Area K-5 and K-8 Public Schools

	Overall Score	Peer Rank	City Rank
Emlen School (K-5)	15%	17 th of 22	54 th of 61
Day School (K-8)	36%	13 th of 21	60 th of 126
Henry School (K-8)	59%	4 th of 15	16 th of 126
Lingelbach School (K-8)	33%	12 th of 15	70 th of 126
Houston School (K-8)	27%	15 th of 15	87 th of 126

Source: School District of Philadelphia, School Progress Report 2013-14

The following are SPR Scores for the Middle School (6-8) and the High Schools (9-12) that the five aforementioned schools serve as feeders. Both Roosevelt School and MLK High School received scores below 10%, which ranks at the very bottom of all the schools in their respective grade configurations. Roxborough High School received a score of 19%, which is 17th out of 18 peer group schools and 52nd out of 71 schools citywide with similar grade configuration (see **Table 23**).

Table 3: Overall Score for Middle School and High Schools for Study Area Households

	Overall Score	City Rank	Peer Rank
Roosevelt School (K-8)	<10%	126 th of 126	51 st of 51
MLK High School (9-12)	<10%	71 st of 71	27 th of 27
Roxborough High School (9-12)	19%	52 nd of 71	17 th of 18

Source: School District of Philadelphia, School Progress Report 2013-14

In addition to the public schools highlighted above, there are eight charter schools operating in close proximity to the Study Area. The following five are K-5 or K-8 schools: Green Woods Charter School (K-5), Imani Educational Circle Charter School (K-8), Mastery Charter School - Pastorius Campus (K-8), West Oak Lane Charter

School (K-8), and Wissahickon Charter School (K-8). The following three are Middle and High Schools: Imhotep Institute Charter High School (9-12), Mastery Charter School - Pickett Campus (6-12), and New Media Technology Charter School (6-12). **Table 24** and **Table 25** shown below are PSSA test scores for the aforementioned eight charter schools⁷. Green Woods Charter School is performing at higher level than the state average for Math and English Language Arts, but the other seven schools are all performing lower than the state average.

Table 24: % Students above PSSA Test Proficiency, K-5 and K-8 Charter Schools

	Total Enrollment	Math	Language Arts
Green Woods (K-5)	466	43.9%	74.1%
Imani Educational Circle (K-8)	454	5.1%	26.4%
Mastery Pastorius (K-8)	543	10.3%	28.0%
West Oak Lane (K-8)	959	15.5%	37.7%
Wissahickon (K-8)	457	15.3%	45.3%
State Average	-	42.8%	61.9%

Source: PSSA Score for 2015, Pennsylvania Department of Education

Table 25: % Students above PSSA Test Proficiency, Charter Middle and High Schools

	Total Enrollment	Math	Reading	Writing	Science
Imhotep Institute (9-12)	624	27.9%	48.8%	66.7%	4.6%
Mastery Pickett (6-12)	830	42.6%	55.2%	79.0%	10.9%
New Media Technology (6-12)	455	25.0%	50.0%	78.7%	5.4%
State Average	-	60.0%	67.8%	82.9%	41.8%

Source: PSSA Score for 2012, Pennsylvania Department of Education

CHILD CARE CENTERS

Improving the quality of early childhood education and childcare services is another high priority objective for the residents of the Study Area. According to The Reinvestment Fund, there were a total of 48 certified childcare facilities in the Study Area as of June 2015, providing approximately 1,294 certified childcare slots (see **Appendix C** for a full roster of the facilities). There are only three facilities with top Keystone STARS rating of 3 or 4 Stars⁸:

⁷ Evaluating the quality of a particular school using only the PSSA is problematic and it is not the intent of this report to accomplish that task. The purpose of this analysis for the charter schools is to record a high-level snapshot of the relative performance of these charter schools that are near the Study Area.

⁸ The Keystone STARS, which is an initiative of the Office of Child Development and Early Learning (OCDEL), evaluates the quality of early learning centers into four levels, from 1 to 4 (4 being the highest quality). The standards used to measure the quality include: staff and director development, child observation/curriculum/assessment, environment rating, community resources/family involvement, and continuous quality improvement. The home-based centers are evaluated differently, using measures in

- Kidsville Learning Center (1340 E. Washington Lane)
- Little Einsteins Early Learning (6316 Germantown Avenue)
- Precious Memories Family Childcare (117 E. Phil Ellena Street)

According to The Reinvestment Fund, the total estimated childcare demand for the Study Area is 968 children. In 2015, there were approximately 634 childcare slots in 16 facilities with any type of STAR rating, meeting only 65.5% of the demand generated from the Study Area.

Expanding the supply and demand analysis for childcare services to the greater Mt. Airy neighborhood, the data shows that the average number of children under five residing within a half-mile radius of East and West Mt. Airy is 1,938. The total estimated supply of childcare spots is 3,023, or 156% of the demand. However, the percent of supply that is licensed is only 55.6% and the percent of supply that is licensed and high quality (3 or 4 STARS) is only 12.4% (see **Table 26**).

Table 26: Supply-Demand of Childcare Services

	AVG # of Children <5 in 1/2 mile Radius	AVG Total Supply within 1/2 mile Radius	% of Supply Within 1/2 Mile that is Licensed	% of Total Supply Within 1/2 Mile Radius - Lic'd & High Quality
East Mt. Airy	1,071	1,549	53.2%	15.4%
West Mt. Airy	864	1,474	58.2%	9.3%
TOTAL	1935	3023	55.6%	12.4%

Source: The Reinvestment Fund

MT. AIRY SCHOOLS COALITION

Emerging out of its strategic planning process in 2012, Mt. Airy USA identified the work of improving the neighborhood schools—both in terms of the quality of education and the general perception—as a top priority action item. Soon thereafter, Mt. Airy USA partnered with East Mt. Airy Neighbors and West Mt. Airy Neighbors to form the Mt. Airy Schools Coalition.

Partnering with Day School, Emlen School, Henry School, Houston School, Lingelbach School, and Jenks School (in Chestnut Hill), Mt. Airy Schools Coalition’s mission is to empower these schools to compete with the best schools in the city and the suburbs. One of the early successes of this effort is the designation of Mt. Airy USA as a qualified recipient of a grant program through the State’s Education

Improvement Tax Credit (EITC). The EITC offers the Coalition a fundraising tool to continue generating programming and capital funds for the neighborhood schools.

In 2014, the Mt. Airy Schools Coalition completed a strategic planning process of its own and identified the need to: i) improve literacy outcomes in the neighborhood schools; ii) renovate schoolyards into vibrant playgrounds for students and neighborhood households; and iii) assist area schools build fundraising infrastructure and leverage strategic partnerships.

The Coalition anticipates that the strategies and initiatives resulting from the Mt. Airy 2025 process will be complimentary and synergistic to the efforts already underway.

PLANNING QUESTIONS TO CONSIDER

In light of what the public has expressed in terms of education, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

- **How does Mt. Airy strengthen relationships with area schools?**
- **What are the best practices to increase volunteerism at the schools?**
- **How does Mt. Airy strengthen education at home?**
- **Is there a need for better quality day care and preschools, and if so, how to increase the supply?**

Owner/Staff Qualifications & Development, Secondary Staff Development, Child Observation/Curriculum/Assessment, Environment Rating, and Continuous Quality Improvement.

PUBLIC SAFETY

During the initial public outreach process, the planning team heard the following statements from the community regarding the topic of public safety:

- “There’s drug activity at known locations that leads to other violent crimes.”
- “Need better lighting, especially near parking lots.”
- “Surveillance cameras are only recordings and no one is monitoring them live.”
- “Crime incidences should be collected and posted.”
- “Cars speed through the neighborhood and often don’t stop at intersections.”
- “Cars travel very fast on Chew Avenue and Sedgwick Street.”
- “Certain streets need pedestrian crosswalks.”

CRIME INCIDENT REPORT

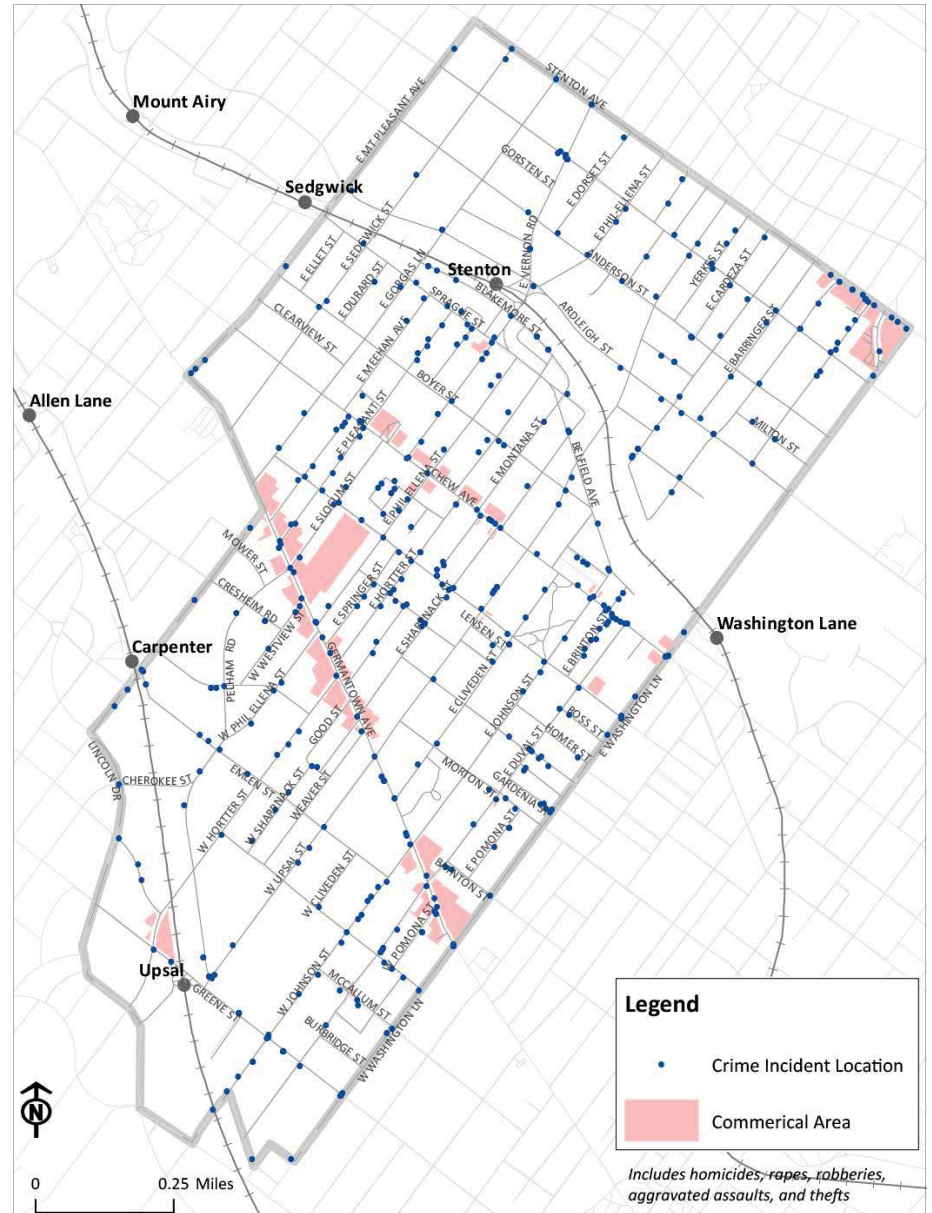
Figure 16 is a crime incidence map that plots out locations of crimes reported and recorded by the Philadelphia Police Department between 2012 and 2014. The crimes incidents on this map may include “violent” crimes, which include: homicides, rapes, robberies, aggravated assaults, and thefts. The map also identifies commercial areas within the Study Area, which might experience more robberies and thefts more frequently than residential areas. It is important to look not only areas where crime seems to occur most frequently, but also where crimes do not seem to occur very frequently. For example, the area near the intersection of Chew Avenue and E. Brinton Street appears to have experienced a cluster of crimes, while the northwest section of the Study Area shows few reported crimes (see Figure 25).

PLANNING QUESTIONS TO CONSIDER

In light of what the public has expressed in terms of crime and public safety, and now inserting the quantitative findings from the research shown above, the following are the major planning questions to consider:

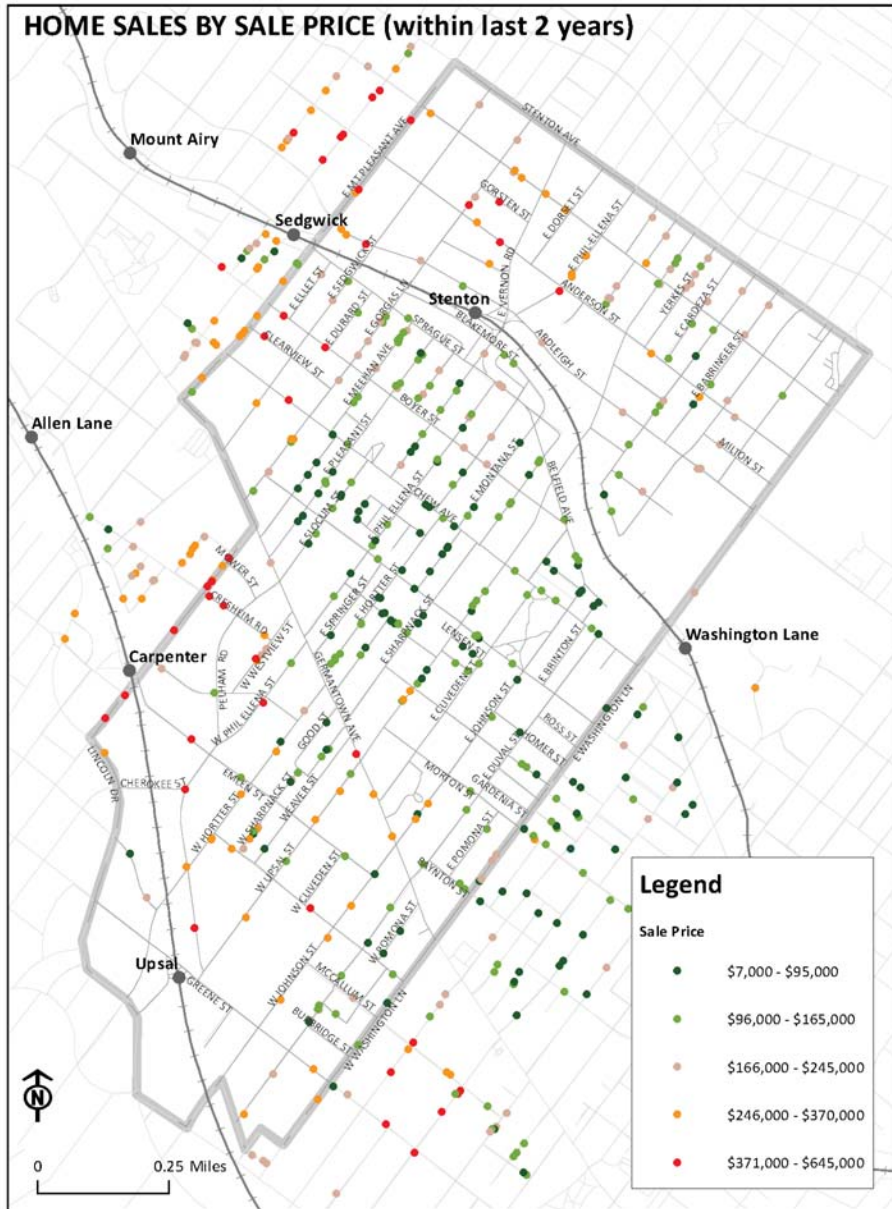
- **What are the best ways to deter drug activity in the neighborhood?**
- **What are the best ways to disseminate crime incidence reports to the community?**
- **Identify areas where additional lighting and/or security cameras are needed?**
- **Install traffic calming measures at dangerous intersections (e.g. Chew and Sedgwick)?**

Figure 25: Crime Incidents Reported by Philadelphia Police Department



APPENDIX

A. Locations of Home Sales by Price and Type



B. Full Inventory of Mt. Airy Trade Area Retailers

Store Name	Address	Street	Category	Size (SF)
A & D Family Hair Salon	6331	Germantown Ave	Hair Salon	1,000
Acme	7010	Germantown Ave	Supermarket, Grocery Store	40,000
Across the Way	610	Carpenter	Pet Supplies	1,300
Across the Way	610	Carpenter	Other Healthcare Products	700
Alisas Bridal Boutique	7117	Germantown Ave	Other Clothing	1,200
Alma Mater	7165	Germantown Ave	Full Service Restaurant	5,000
Amy Beauty Supply	6300	Chew Ave	Cosmetics, Beauty Supplies, Perfume	1,000
Andy's Food Market	6701	Chew Ave	Supermarket, Grocery Store	2,500
Avenue Art & Framing	6837	Germantown Ave	Home Furnishings	2,000
Bacio	311	W. Mt. Pleasant	Full Service Restaurant	1,000
Barry's Clothesline	6362	Stenton Ave	Women's Clothing	1,200
Bee Burger	7133	Germantown Ave	Limited-Service Restaurant	1,400
Best Beer	6603	Chew Ave	Convenience Store	800
Big Blue Marble Bookstore	551	Carpenter	Book Store	1,000
Blacqskin	7161	Germantown Ave	Women's Clothing	1,000
Brewers Outlet	7401	Germantown Ave	Liquor & Beer Distributor	6,000
Callis-N-Callis	6336	Stenton Ave	Hair Salon	800
Carol's Corner	7125	Germantown Ave	Specialty Food	1,000
Charlie B's II Lounge	6402	Stenton Ave	Drinking Places -Alcoholic Beverages	1,500
Chay La Ree's	6492	Musgrave St	Hair Salon	600
Chef Ken's Café	7135	Germantown Ave	Full Service Restaurant	1,400
Chew Deli & Market	6303	Chew Ave	Convenience Store	2,000
Chew's Market	6709	Chew Ave	Supermarket, Grocery Store	2,400
China Kitchen	6605	Chew Ave	Limited-Service Restaurant	800
Collage Hair Studio	6813	Germantown Ave	Hair Salon	1,500
Color Book Gallery	6353	Germantown Ave	Book Store	1,000
Cresheim Valley Grain Exchange	7152	Germantown Ave	Full Service Restaurant	2,000
Crown Fried Chicken	6342	Stenton Ave	Limited-Service Restaurant	1,500
Culture Hair Studio	7201	Germantown Ave	Hair Salon	800
CVS	7065	Lincoln	Pharmacy	11,000
CVS	6344	Stenton Ave	Pharmacy	9,500
Divine Inspirations	6365	Germantown Ave	Hair Salon	1,200
Dolly's Boutique & Consignment	6778	Germantown Ave	Used Merchandise	1,000
Dunkin Donuts	1325	E. Washington Ln	Limited-Service Restaurant	2,000
Earth Bread + Brewery	7136	Germantown Ave	Full Service Restaurant	2,000
Emlen Cleaners	7103	Emlen	Dry Cleaner	1,000
E-TAE Natural Products	6732	Germantown Ave	Cosmetics, Beauty Supplies, Perfume	1,000
Family Dollar	6555	Greene St	Other General Merchandise	5,000
Fino's Pizzeria	6784	Germantown Ave	Limited-Service Restaurant	1,800
Five Star Chinese Food	6667	Germantown Ave	Limited-Service Restaurant	800
Flair Dry Cleaners	7100	Lincoln	Dry Cleaner	1,400
Flair Dry Cleaners	6308	Chew Ave	Dry Cleaner	1,000
From Head to Toe	6404	Stenton Ave	Hair Salon	1,500
Frosted Fox	6511	Germantown Ave	Specialty Food	1,200
Gem Cleaners	546	Carpenter	Dry Cleaner	2,500
Goat Hollow	300	W. Mt. Pleasant	Full Service Restaurant	3,000
Golden Crust Pizza	7155	Germantown Ave	Limited-Service Restaurant	1,800
Grand Market	6700	Sprague St	Supermarket, Grocery Store	3,000
Greene Cleaners	600	Carpenter	Dry Cleaner	1,000

Store Name	Address	Street	Category	Size (SF)
Greene Street Outlet	7151	Germantown Ave	Used Merchandise	1,600
Ground Zero Mt. Airy	7119	Germantown Ave	Hair Salon	1,000
Hair Salon	279	W. Mt. Pleasant	Hair Salon	1,000
Handicraft Workshop	7226	Germantown Ave	Sewing & Needlework	1,000
Harris Hair Salon	6625	Chew Ave	Hair Salon	1,000
High Point Café	602	Carpenter	Full Service Restaurant	1,000
Hong's Laundromat	6705	Chew Ave	Laundromat	2,000
III Dimensions Salon	6620	Germantown Ave	Hair Salon	1,500
Ingram's Lounge	6812	Chew Ave	Drinking Places -Alcoholic Beverages	800
J Hair Salon	6641	Chew Ave	Hair Salon	1,000
Jahaya's Organic Skin Care	7201	Germantown Ave	Cosmetics, Beauty Supplies, Perfume	1,400
Jeffrey Fuller Fine Art	730	Carpenter	Art Dealer	2,700
Joa Market	361	W. Horticter St	Supermarket, Grocery Store	2,500
Jones Beauty Shop	6340	Germantown Ave	Hair Salon	800
Jose Rodriguez Grocery	6349	Germantown Ave	Convenience Store	1,200
Joseph's Hair Gallery	6368	Stenton Ave	Hair Salon	1,500
Juju Thrift Store	6406	Stenton Ave	Used Merchandise	2,000
June's Restaurant	6338	Stenton Ave	Full Service Restaurant	1,000
Jyoti Indian Bistro	7220	Germantown Ave	Full Service Restaurant	1,400
King's Deli	7214	Germantown Ave	Convenience Store	1,000
Lincoln Drive Delicatessen	7080	Lincoln	Limited Service Restaurant	1,200
Linda's Vegetarian Village	6381	Germantown Ave	Limited-Service Restaurant	1,500
Little Jimmie's Café	6669	Germantown Ave	Limited-Service Restaurant	1,000
Madelyn Dominican Hair Salon	7128	Germantown Ave	Hair Salon	1,000
Majecki's Stain Glass Works	7212	Germantown Ave	Home Furnishings	1,000
Malalani Café	6736	Germantown Ave	Limited-Service Restaurant	1,500
Maloumian Oriental Rugs	231	W. Mt. Pleasant	Home Furnishings	20,000
Malt House Ltd.	7101	Emlen	Specialty Food	1,400
Marvin Grocery	457	E. Washington Ln	Convenience Store	800
Master Cleaners	6706	Sprague St	Dry Cleaner	1,500
McMenamin's Tavern	7170	Germantown Ave	Full Service Restaurant	3,000
Mermaid Bar	6745	Germantown Ave	Drinking Places -Alcoholic Beverages	1,000
Mi Puebla	7157	Germantown Ave	Full Service Restaurant	3,500
Mt Airy Breakfast and Lunch	6709	Germantown Ave	Full Service Restaurant	2,000
Mt. Airy Custom Furniture	7056	Germantown Ave	Furniture	2,000
Mt. Airy One Hour Cleaners	7205	Germantown Ave	Dry Cleaner	1,800
Murph's Guitar Gallery	7149	Germantown Ave	Musical Instruments	1,600
Natasha Somalia	7150	Germantown Ave	Hair Salon	1,000
Neighborhood Food Market	6520	Germantown Ave	Supermarket, Grocery Store	2,000
New Hong Kong Restaurant	6749	Germantown Ave	Limited-Service Restaurant	800
New Imperial	7134	Germantown Ave	Limited-Service Restaurant	1,400
New Mandarin House	6451	Germantown Ave	Limited-Service Restaurant	800
New Untouchable Barber Shop	7126	Germantown Ave	Hair Salon	1,000
Owen's Antiques	7132	Germantown Ave	Antiques	1,000
Pamper Me Silly Hair Salon	332	W. Mt. Pleasant	Hair Salon	600
Panda Garden	275	W. Mt. Pleasant	Limited-Service Restaurant	1,000
Panda House	6643	Germantown Ave	Limited-Service Restaurant	2,000
Pelham Pharmacy	6555	Greene St	Pharmacy	2,000
Pelham Plaza Cleaners	6555	Greene St	Dry Cleaner	1,500
Philadelphia Salvage Company	542	Carpenter	Used Merchandise	7,000
Point of Destination Café	6460	Greene St	Full Service Restaurant	1,200
Polish Styles	7108	Germantown Ave	Hair Salon	1,000
Posh Palace Salon	6629	Chew Ave	Hair Salon	1,000
Q-Nails	6544	Germantown Ave	Hair Salon	1,000

Store Name	Address	Street	Category	Size (SF)
Queenie's Pets	7174	Germantown Ave	Pet Supplies	1,400
R & C Super Deli	6340	Stenton Ave	Convenience Store	1,000
Read & Eat	7143	Germantown Ave	Book Store	5,000
Rib Crib	6333	Germantown Ave	Limited-Service Restaurant	1,200
Rite Aid	1315	E. Washington Ln	Pharmacy	14,000
Rothe Florists	7148	Germantown Ave	Florist	5,000
Sandaga	7130	Germantown Ave	Women's Clothing	1,000
Sarafina Hair Braiding	6412	Stenton Ave	Hair Salon	800
Sassy's Professional Hair Design	6538	Chew Ave	Hair Salon	1,200
Secrets Hair Salon	6370	Stenton Ave	Hair Salon	1,500
Son Art	7122	Germantown Ave	Gift Shop	1,000
Stenton Cleaners	6358	Stenton Ave	Dry Cleaner	1,500
Stenton Super Market	6400	Stenton Ave	Supermarket, Grocery Store	2,000
Sugar	6378	Germantown Ave	Home Furnishings	3,500
Sunny Market	6339	Germantown Ave	Convenience Store	2,400
The Juice Room	7127	Germantown Ave	Limited-Service Restaurant	1,000
The Nesting House	606	Carpenter	Used Merchandise	1,000
The Old School Barber Shop	6389	Chew Ave	Hair Salon	800
The Personal Chef	6833	Germantown Ave	Full Service Restaurant	2,000
The Vendors' Boutique	7167	Germantown Ave	Gift Shop	2,000
Thelma Walker's	6515	Germantown Ave	Hair Salon	1,200
Tiffin	7105	Emlen	Full Service Restaurant	1,000
Tip Top I Pizza	6627	Chew Ave	Limited-Service Restaurant	1,000
Tis A Gift	7056	Germantown Ave	Gift Shop	2,000
Tommy's Laundromat	6544	Germantown Ave	Laundromat	2,500
Toto's Pizzeria	6555	Greene St	Limited-Service Restaurant	3,000
Trattoria Moma	7131	Germantown Ave	Full Service Restaurant	1,200
Trolley Car Diner	7619	Germantown Ave	Full Service Restaurant	5,000
Trolley Car Ice Cream	7611	Germantown Ave	Limited-Service Restaurant	400
Uptown Deli	6631	Germantown Ave	Convenience Store	1,200
Used Furniture	7111	Emlen	Used Merchandise	1,000
Vince's Innovations Hair Design	6776	Germantown Ave	Hair Salon	800
Vivid Hair Salon	6513	Germantown Ave	Hair Salon	1,200
Voltaire Hair Cutting	6355	Germantown Ave	Hair Salon	1,000
Wawa	7236	Germantown Ave	Convenience Store	4,400
Weaver's Way Co-op	559	Carpenter	Supermarket, Grocery Store	7,000
Wine & Spirit Shop	7200	Germantown Ave	Liquor & Beer Distributor	3,400
Wing Daddy's Pizza	277	W. Mt. Pleasant	Limited-Service Restaurant	1,000
Wow Wing & Fish Company	6320	Stenton Ave	Limited-Service Restaurant	2,500
X Marks the Spot	6364	Stenton Ave	Drinking Places -Alcoholic Beverages	1,000
Zodi's Hair Design	6509	Germantown Ave	Hair Salon	1,200

C. Roster of Childcare Facilities

Facility Name	Address	City	State	ZIP Code	Facility Phone Number	Center Type	Capacity	STAR Level
NATASHA HANFORD FCCH	604 E JOHNSON ST	PHILADELPHIA	PA	19138	215-990-6792	Family Child Care Home	6	No STAR Level
JANICE TILLMAN FAMILY CHILD CARE HOME	243 E SLOCUM ST	PHILADELPHIA	PA	19119	267-991-4908	Family Child Care Home	6	No STAR Level
ETHEL TRICE DAY CARE CENTER	8107 STENTON AVE	PHILADELPHIA	PA	19150	215-247-0755	Child Care Center	25	No STAR Level
VALERIE TURNER FAMILY CHILD CARE HOME	6429 CLEARVIEW ST	PHILADELPHIA	PA	19119	215-849-0102	Family Child Care Home	6	No STAR Level
Brand New Life Christian Center	6301 GERMANTOWN AVE	PHILADELPHIA	PA	19144	215-844-0790	Child Care Center	151	No STAR Level
ANGELA VINSON FAMILY CHILD CARE HOME	837 E PHIL ELLENA ST	PHILADELPHIA	PA	19119	215-849-3044	Family Child Care Home	6	STAR 1
BRIDGETT WILLIAMS FCCH	6335 ARDLEIGH ST	PHILADELPHIA	PA	19138	215-548-6088	Family Child Care Home	6	STAR 1
TRUE LIGHT FELLOWSHIP CHURCH	6400 ARDLEIGH ST	PHILADELPHIA	PA	19119	215-548-5053	Child Care Center	37	No STAR Level
TRICE DAY CARE CENTER	8123 STENTON AVE	PHILADELPHIA	PA	19150	215-247-1222	Child Care Center	25	No STAR Level
GERMANTOWN MONTESSORI SCHOOL	6767 GERMANTOWN AVE	PHILADELPHIA	PA	19119	215-849-4896	Child Care Center	39	No STAR Level
Kidsville Learning Ctr	1340 E WASHINGTON LA	PHILA	PA	19138	215-224-3718	Child Care Center	126	STAR 3
Blair Christian Ed School and Ctr Comm Outreach	220 W UPSAL ST	PHILADELPHIA	PA	19119	215-438-6557	Child Care Center	119	STAR 1
GRACE COMMUNITY CHRISTIAN CENTER	29 W JOHNSON ST	PHILADELPHIA	PA	19144	215-848-2700	Child Care Center	59	No STAR Level
LuBels House of Learning Christian Academy Inc	500 E MOUNT PLEASANT AVE	PHILADELPHIA	PA	19119	215-242-4663	Child Care Center	69	STAR 2
STEPHANIE TORAIN FAMILY CHILD CARE HOME	6387 CHEW AVE	PHILADELPHIA	PA	19138	215-842-1991	Family Child Care Home	6	No STAR Level
CHILDRENS GARDEN ACADEMY	6452 GREENE ST	PHILADELPHIA	PA	19119	215-844-1110	Child Care Center	130	STAR 1
ARLENES NIGHT CARE	88 E HORTTER ST	PHILADELPHIA	PA	19119	215-991-9021	Family Child Care Home	6	No STAR Level
SHARON KNOX	141 W SHARPNACK ST	PHILADELPHIA	PA	19119	215-848-3842	Family Child Care Home	6	STAR 2
CURIOUS LITTLE MINDS LLC	6371 GERMANTOWN AVE	PHILADELPHIA	PA	19144	215-843-2000	Child Care Center	20	No STAR Level
SHONDELL BUTLER FCCH	106 E HORTTER ST	PHILADELPHIA	PA	19119	215-844-3479	Family Child Care Home	6	No STAR Level
TINAS LIL BUSY BODIES	6427 CHEW AVE	PHILADELPHIA	PA	19119	267-336-7410	Family Child Care Home	6	STAR 2
MARILYN BOWMAN FCCH	714 E VERNON RD	PHILADELPHIA	PA	19119	267-283-7368	Family Child Care Home	6	No STAR Level
THERESAS LITTLE TREASURES V	516 E WASHINGTON LN # 18	PHILADELPHIA	PA	19144	215-848-2258	Child Care Center	42	No STAR Level
JESUS IN ME CHRISTIAN CHILD DEV CTR	1330 E WASHINGTON LN	PHILADELPHIA	PA	19138	215-548-4542	Child Care Center	20	STAR 1
DORIAN GRAY FCCH	6465 MILTON ST	PHILADELPHIA	PA	19119	215-285-6384	Family Child Care Home	6	No STAR Level
TREANAS LITTLE CASTLE LEARNING CENTER	6601 CHEW AVE	PHILADELPHIA	PA	19119	215-848-4092	Child Care Center	11	No STAR Level
PRECIOUS MEMORIES FAMILY CHILDCARE LLC	117 E PHIL-ELLENA ST	PHILADELPHIA	PA	19119	215-438-4492	Family Child Care Home	6	STAR 4
SACRED HEARTS PRESCHOOL	160 CARPENTER LN	PHILADELPHIA	PA	19119	215-843-2266	Child Care Center	21	No STAR Level
ARTRAGEOUS KIDS CHILDCARE	542 E WASHINGTON LN	PHILADELPHIA	PA	19144	267-251-2095	Family Child Care Home	6	No STAR Level
ARTRAGEOUS KIDS CHILD CARE LLC	6649 GERMANTOWN AVE	PHILADELPHIA	PA	19119	215-991-5674	Child Care Center	14	No STAR Level
LEADERS OF TOMORROW	263 E CLIVEDEN ST	PHILADELPHIA	PA	19119	215-991-4471	Family Child Care Home	6	No STAR Level
WISSAHICKON CHARTER SCHOOL AWBURY CAMPUS	815 E WASHINGTON LN	PHILADELPHIA	PA	19138	267-774-4370	Child Care Center	-9999	No STAR Level
IN GOOD HANDS LLC	424 E VERNON RD	PHILADELPHIA	PA	19119	215-900-1562	Family Child Care Home	6	No STAR Level
LITTLE MISS MUFFITS CHILD CARE	6531 GERMANTOWN AVE	PHILADELPHIA	PA	19119	215-991-1805	Child Care Center	58	No STAR Level
GRANDMOMS DAYCARE LEARNING CENTER	164 E PLEASANT ST	PHILADELPHIA	PA	19119	215-438-2903	Family Child Care Home	6	No STAR Level
Shabazz Group Day Care	6804 ARDLEIGH ST	PHILADELPHIA	PA	19119	215-849-3432	Group Child Care Home	11	No STAR Level
SHIRLEY ANN HALL	59 E MONTANA ST	PHILADELPHIA	PA	19119	267-385-7692	Family Child Care Home	6	No STAR Level
KEREBAS ENGLISH FAMILY CHILD CARE HOME	19 E MONTANA ST	PHILADELPHIA	PA	19119	215-844-2552	Family Child Care Home	6	STAR 2
MARILYN DICKENS FAMILY CHILD CARE HOME	118 W POMONA ST	PHILADELPHIA	PA	19144	215-848-1973	Family Child Care Home	6	STAR 2
LITTLE EINSTEINS EARLY LEARNING LLC	6316 GERMANTOWN AVE	PHILADELPHIA	PA	19144	215-438-5437	Child Care Center	48	STAR 3
A WONDERFUL WORLD OF TOTS CHILD CARE	6321 GERMANTOWN AVE	PHILADELPHIA	PA	19144	215-743-7119	Child Care Center	13	No STAR Level
MARQUITA J JOHNSON FAMILY CHILD CARE HOME	6435 BELFIELD AVE	PHILADELPHIA	PA	19119	215-848-0799	Family Child Care Home	6	No STAR Level
LEARNING LAUGHING GROWING CC ACADEMY	6631 CHEW AVE # 33	PHILADELPHIA	PA	19119	267-335-3299	Child Care Center	60	STAR 1
ANGELA MURPHY	6483 ROSS ST	PHILADELPHIA	PA	19119	267-230-7983	Family Child Care Home	6	No STAR Level
YA YA DAYCARE CENTER	378 E UPSAL ST	PHILADELPHIA	PA	19119	267-278-1494	Child Care Center	14	STAR 1
MARYS LEARNING ACADEMY LLC	6763 GERMANTOWN AVE	PHILADELPHIA	PA	19119	215-844-2279	Child Care Center	17	No STAR Level
ALONZO BRIDGES DAY CARE CENTER	6656 CROWSON ST	PHILADELPHIA	PA	19119	215-848-1387	Child Care Center	27	No STAR Level
YA-YAS PLACE FAMILY DAYCARE	109 W WASHINGTON LN	PHILADELPHIA	PA	19144	215-848-2886	Family Child Care Home	6	STAR 2

Appendix E: List of Targeted Commercial Properties (Mar. 2016)

Targeted Commercial Properties for Improvement & Potential Intervention Strategy (as of Mar 2016)

Property Address	Facade Improvement	Facade Degree	Fill Business Vacancy	Rehab	Vacant Lot	Lot for mixed use	Lot for greening/placemaking	Lot for parking
6311 Germantown Avenue					X	X	X	X
6322 Germantown Avenue	X	Moderate	X					
6324 Germantown Avenue	X	Moderate	X					
6326 Germantown Avenue	X	Moderate	X					
6328 Germantown Avenue	X	Light	X					
6329 Germantown Avenue			X					
6331 Germantown Avenue			X					
6332 Germantown Avenue			X					
6339 Germantown Avenue	X	Extensive	X (possible convience store)	X				
6341 Germantown Avenue	X	Extensive	X	X				
6343 Germantown Avenue	X	Moderate	X (residential? convert back)					
6347 Germantown Avenue			X					
6349 Germantown Avenue	X		X					
6351 Germantown Avenue			X					
6354 Germantown Avenue			X					
6355 Germantown Avenue	X	Light	X					
6365 Germantown Avenue	X	X	X (possible)					
6367 Germantown Avenue	X	Moderate	X					
6360 Germantown Avenue (?)					X	X	X	X
6368 Germantown Avenue	X	Minor	X (residential home)					
6375 Germantown Avenue			X					
6416 Germantown Avenue (Pink)	X	Extensive	X	X				
6446 Germantown Avenue	X	Minor	(Residential)					
6515 Germantown Avenue	X	Moderate	X					
6517 Germantown Avenue	X	Moderate	X					
6520 Germantown Avenue	X	Moderate	(upgrade business use)					
6536-38 Germantown Avenue					X	X	X	
6544 Germantown Avenue	X	Light (signage)						
6547-Germantown Avenue	X	Light	X					
6552-56 Germantown Avenue	X	Extensive	X	X				
6631 Germantown Avenue	X	Minor	X					
6635 Germantown Avenue	X	Moderate	X					
6600 Germantown Avenue	X	Extensive		X				
6610-12 Germantown Avenue	X	Moderate	X					
6632 Germantown Avenue	X	Light	X (upgrade business use)					
6634 Germantown Avenue	X	Moderate	(Church use)					
6651-53 Germantown Avenue	X	Extensive	X	X				
6657-59 Germantown Avenue	X	Extensive	X	X				
6661-63 Germantown Avenue	X	Moderate	X	X				
6667 Germantown Avenue	X	Moderate	X (upgrade business use)					
6702 Germantown Avenue					X		X	
6725 Germantown Avenue	X	Extensive	X (septa lot -- develop)	X	X	X	X	X
6730 Germantown Avenue	X	Moderate	X (possible vacant)					
6755-57 Germantown Avenue	X	Moderate						
6759 Germantown Avenue	X	Extensive	X					
6761 Germantown Avenue	X	Moderate						
6811 Germantown Avenue	X	Moderate	X					
6817 Germantown Avenue	X	Light	X					
6821 Germantown Avenue			X					
6637 Chew Avenue				X				
6639 Chew Avenue				X				
6641 Chew Avenue				X				
6802 Chew Avenue			X	X				
6810 Chew Avenue			X (residential? convert back)	X				
6818 Chew Avenue			X (residential? convert back)	X				
6735 Chew Avenue				X				