ULI Healthy Corridors National Study Visit

Grays Ferry Corridor - Philadelphia, PA

December 13-15 2017
Urban Land Institute

**Mission:** Provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

**Membership:** 40,000 members globally, comprised of real estate industry professionals (developers, design, financial services, public sector)

Convenings  |  Research  |  Best Practices  |  Education
ULI Building Healthy Places Initiative

The Building Healthy Places Initiative advances the ULI mission and promotes healthy, thriving communities by engaging, informing, and inspiring ULI members.

ULI members and all land use professionals can promote health:

- Through their organizations
- Through their investment and project decisions
- Through their influence in communities

uli.org/health
Why Corridors?
Healthy Corridors Project: Phase I Corridors

Vista Avenue
(ULI Idaho)

Charlotte Avenue
(ULI Nashville)

Van Nuys Boulevard
(ULI Los Angeles)

Federal Boulevard
(ULI Colorado)
Healthy Corridors Project: Phase II Corridors

- Grays Ferry Avenue (ULI Philadelphia)
- Highway 71B (ULI NW Arkansas)
- Rice & Larpenteur Gateway (ULI Minnesota)
- South Broadway (ULI Colorado)
Healthy Corridors Project: Goals
Reimagining the future of urban and suburban arterials

1. Advance a new, healthier vision for urban and suburban corridors
2. Working with “Demonstration Corridors” throughout the country, via ULI District Councils, develop and implement healthy corridor strategies
3. Define typologies for holistically healthy corridors
4. Nurture a new community of practice, by sharing knowledge – change the conversation and expectations around what corridors can be
National Study Visit Participants

John Coleman | Entegrity Partners, Fayetteville, AR
Colleen Hawkinson | District Department of Transportation, Washington, DC
Jesse Leon | Colorado Health Foundation, Denver, CO
Sharon Madison | Madison Madison International, Detroit, MI
Sharon Roerty | Robert Wood Johnson Foundation, Princeton, NJ
Brad Power | Community Development Department, City of Englewood, CO
Alexis Stephens | PolicyLink, New York, NY
Clark Wilson | U.S. EPA, Washington, DC
Derrick Lanardo Woody | CEO, DLW LLC, Washington, DC
Local Leadership Group

Julie Donofrio, PennPraxis - Local Leadership Group Chair
Francine Axler, Executive Director, Public Health Management Corporation
Jeannette Brugger, Office of Transportation and Infrastructure
Glenn Bryan, University of Pennsylvania Office of Government and Community Affairs
Christi Clark, Women’s Community Revitalization Project
Celeste Corrado, Wharton Small Business Development Center
Thomas Dalfo, Philadelphia Industrial Development Corporation
David Forde, University of the Sciences
Sofia Guernica, Mayor’s Office of Sustainability
Joshu Harris, Office of Councilman Kenyatta Johnson
Lisa Kleiner, Public Health Management Corporation
Mark Kocent, University of Pennsylvania Facilities and Real Estate Services
Steven Kuzmicki, Southwest Community Development Corporation
Kate McNamara, Philadelphia Industrial Development Corporation
Christina Miller, Public Health Management Corporation
Garrett O’Dwyer, Philadelphia Association of Community Development Corporations
Nicole Ozdemir, Philadelphia City Planning Commission
Keri Salerno, Public Health Management Corporation/ Health Promotion Council
Paul Sehnert, University of Pennsylvania Facilities and Real Estate Services
Kyle Shenandoah, Citizens Planning Institute graduate/ resident
Dr. Ahada Stanford, Department of Commerce
Tiffany Thurman, Department of Parks and Recreation
Amy Verbosky, Delaware Valley Regional Planning Commission
Amanda Wagner, Philadelphia Department of Public Health
Tiphanie White, Office of Councilman Kenyatta Johnson
National Study Visit Process

• Briefing materials, including health data
• Tour of corridor area
• Stakeholder interviews, including Local Leadership Group members and local residents
• Development of actionable recommendations
• Public presentation to stakeholders
National Study Visit: The Study Area
1. There are a number of community institutions and assets (educational, open space, etc.) in the neighborhood around Grays Ferry. How can these groups best contribute to supporting equitable development in the neighborhood in regard to the social determinants of health (including housing, supporting local businesses and the economy, local employment and job training, and physical health improvement)? Financially, creating or supporting local programs, etc.?

2. What are appropriate attraction programs and strategies available to attract businesses that serve unmet needs of the surrounding residents, and improve retail quality to appeal to future tenants?

3. What built environment aspects need to be changed/improved in order for residents to access the means for a healthier lifestyle?

4. How can the corridor be reconfigured to balance multi-modal safety and connectivity with auto traffic and peak travel demands?

5. What are design and regulatory strategies for improving both indoor and outdoor air quality in this neighborhood, mitigating impacts of:

6. What is the appropriate phasing and order of action steps to efficiently balance private development and public realm investment
Recommendations: Transportation and Infrastructure Changes to Improve Access and Health

How can the built environment be changed or improved to allow residents to live a healthy lifestyle?

How can Gray’s Ferry Avenue be reconfigured to both accommodate active transportation and move vehicular traffic?
Gray’s Ferry: Barrier to Bridge
Existing Conditions: Infrastructure
Complete Streets 101: Recommended Actions

Champions: SEPTA, OTIS

1. PEDESTRIANS
   a. Crossing Grays Ferry to connect to River: Pedestrian priority buttons at 29th and 30th Street, refuge islands, eliminate free right turn lanes, enhance markings, etc.
   b. Enhance walking experience
      1) ADA accessibility
      2) Sidewalk width
      3) Lighting

2. BIKES
   a. Protected bike facilities 49th/ Woodland/ Grays Ferry to Washington Avenue
   b. Bike safety education for neighborhood children
   c. Bikeshare – new locations at Grays Ferry Bridge and 49th/Woodland/Grays
   d. Wayfinding – look at walkyourcity.org for low cost examples

3. TRANSIT
   a. Improve reliability
   b. Reduce headways and implement free transfers
   c. Shelters with real time information
Adding Green to Complete
Adding Green to Complete

Focus greening in the neighborhoods rather than along Grays Ferry, due to utilities under sidewalks.

More trees can also improve air quality.
Adding Green to Complete: Recommended Short Term Actions

Champions: Parks and Rec, Nature PHL, Philadelphia Horticultural Society (PHS), Philadelphia Water Department (PWD), REBUILD

1. Better **programming of the four neighborhood parks**

2. Increase **tree canopy** to reduce heat island issues

3. Develop and aggressively **market neighborhood recreation** strategy

4. Prioritize **greening from the existing parks to regional networks** (29th and 30th to Grays Ferry Avenue and the planned trail link adjacent to Fresh Grocer site and Wharton Street and Reed Street to Gray’s Ferry Crescent Park); extend east to Delaware River and connect neighborhoods.
5. Leverage **stormwater management projects** to create neighborhood amenities *(Champion: Office of Sustainability, Philadelphia Water Department)*

6. Explore **additional pedestrian and bicycle connections** across the Schuylkill River at multiple points *(Champion: OTIS)*

7. Implement strategic **front porch enhancements** to encourage outdoor living and neighborhood cohesion; pilot on Wharton and Reed *(Champions: Diversified Community Services in partnership with DHCD)*
Housing Development

Prioritize building affordable, infill housing on vacant land and in vacant buildings lots on Wharton, Reed, 26\textsuperscript{th} and 27\textsuperscript{th} Streets to increase affordable housing stock, leveraging the Land Bank and Housing Trust Fund.

Champions: DHCD, Land Bank, Philadelphia Redevelopment Authority, LISC Philadelphia, Councilman Johnson’s Office
Begin building new affordable housing at neighborhood sensitive price points, along Wharton, Reed, 26th and 27th Streets: over 52 Acres of vacant land and buildings

Source: City of Philadelphia
Recommendations: Air Quality and Health Concerns

What are some strategies for improving indoor and outdoor air quality in the neighborhood?
Mitigating Air Quality and Health Concerns

Empower residents to advocate on their own behalf

- Local example: Philly Thrive’s “Right to Breathe” Campaign, Healthy Rowhouse Project
- National examples: WE-ACT/Coalition for Asthma Free Homes in NYC
- Champion: Philly Thrive
- Partners: Department of Public Health, Philadelphia City Planning Commission (PCPC), Philadelphia Health Management Corporation (PHMC), Action United, Clean Air Council, Asthma Rangers, Philadelphia Office of Sustainability, PAWS, Pennsylvania Health Funders Collaborative
Mitigating Air Quality and Health Concerns

Create a Grays Ferry Healthy Housing Coalition Pilot

- Focusing specifically on older homes and indoor air quality
- **Champion:** PCPC, DHCD
- **Partners:** City Council, public utilities (PECO, PGW), Department of Public Health, CHOP, Healthy Rowhouse Project, PHMC
Mitigating Air Quality and Health Concerns

Relocating industrial and toxic uses

- Look at alternative sites for waste transfer facility
- Plan for eventual closure of facility on Sunoco site and have an action plan in place
- **Champions**: PIDC, Philly Thrive, Office of Sustainability, City Council
Recommendations: Jobs, Business Attraction, and Equitable Development

What businesses and services does the neighborhood need? How can it attract these businesses and services?

How can equitable economic development best be implemented in the corridor area?
Provide a Physical Space (building) for Small Business/Entrepreneurial Business Development Center

- Permanent place where residents can start and grow transactional businesses (example: Anacostia Arts Center, Washington DC)
- Technical assistance from business training providers and practitioners: led by practitioners in business to provide advice to new businesses
- Help grow new businesses and bring them to scale; create peer support networks
- Include maker space
- Possible location: old grocery store
- Model includes on-site bank or CDFI to work with pre-bankables (example: TechTown, Detroit)

Champions: UPenn, Southwest CDC, City of Philadelphia work together to identify financial partners

Partners: Pennovation, Wharton Small business Development Center
Conduct Retail Studies

- Needs assessment
- Market analysis for retail opportunities
- Leakage Analysis (supply and demand) involving direct conversations with community

Champions: International Council of Shopping Centers (ICSC), Community Design Collaborative, Department of Commerce, PCPC
Leverage Real Estate Expertise

• Demonstrated experience in similar urban environments
• Inventory land for commercial development
• Match inventory with use opportunities for the neighborhood
• Expertise could be leveraged as part of a ULI Technical Assistance Panel

Champions: ULI Philadelphia, PIDC, LISC Philadelphia, and/or ICSC with input from Citizens Planning Institute
Prioritize Equitable Economic Development: Empower Novice Developers and Entrepreneurs

Identify developers interested in purchasing properties & leasing to entrepreneurs
  - Example: Options Real Estate in Oak Cliff in Dallas
  - Developer purchases vacant properties & talent to put them on the entrepreneurship pathway.

Offer training and access to capital to novice developers
  - Example: JumpStart in Germantown Philadelphia
  - Loan program funded by LISC and Barra Foundation offering a loans and training for novice developers & those without access to traditional financing

Champions:
  - Citizen’s Planning Institute, LISC Philadelphia, Southwest CDC, Women’s Community Revitalization Project

Timeframe: 2 years or less
  - Advise with JumpStart Germantown
  - Try a “developer boot camp”
Support Creation of Local Healthcare Worker Co-op

Match co-op model to existing skills
- Example: Cooperative Home Care Associates in Bronx, NY
- Employer-based agency providing free training for 600 low-income and unemployed women annually
- Certified B Corp

How in Grays Ferry?
- Engage with, and enroll local certified healthcare workers in Philadelphia Area Cooperative Alliance’s Cooperative Leadership Institute.
- Create advisory committee with members CHOP, Penn School of Nursing, Pennsylvania Health Funders Collaborative, Park Pleasant Nursing Home, The Consortium, Hospital of the University of Pennsylvania, Little Sisters of the Poor Nursing Home
- **Champion**: National Nurse-led Care Consortium
Create Job Placement Center tied to Philadelphia 2035 and Lower Schuylkill Master Plan

• Example: Brooklyn Navy Yard Employment Center
• Pre-screening available to public housing residents for placement with any of its 330 tenants. 2,000 people placed since 1999.

Engage Companies in local hire program for returning citizens

• Example Cascade Engineering “30-2-2” program in Grand Rapids, Michigan
• Returning citizen program providing on-the-job training and mentorship
  On-site case manager with a split salary between

How in Grays Ferry?

• Expand Clean and Green Program
  Champions: PIDC, Philadelphia Horticultural Society, UCD West Philadelphia Skills Initiative, Mayor’s Office
Employ local youth in existing infrastructure/parks improvements through a culturally sensitive lens

- Example: **One Summer Chicago Plus** (Mayor’s Office)
- Provides youth with summer employment, a mentor, socio-emotional learning, civic leadership & soft-skills.
- Study by UPenn sociologist (Sara Heller) found a significant drop in violent crime arrests among participants.

How in Grays Ferry?
- Infrastructure/Landscaping/Arts & Culture/Urban planning in study area
- **Champions**: REBUILD + Mayor’s Office, enlisting institutions such as: UPenn, USciences, PennDOT, Mural Arts, Philadelphia ACE Project, Schuylkill River Development Corporation, Bartram’s Garden, UCD Green City Works, Philadelphia Water Department, LISC Philadelphia, Philadelphia Association of Community Development Corporations (PACDC)
Prioritize Equitable Economic Development: Land Acquisition

Financing Commercial and Residential Land Acquisition

- Social Impact Financing
- Program Related Investments
- Grants

How in Grays Ferry?

- Tie to city’s land bank authority
- **Champions:** Philadelphia Land Bank, PRA, LISC Philadelphia, PIDC, Women’s Community Revitalization Project with Federal Reserve Bank of Philadelphia
- Funding sources: Foundations, banks, donors
All Working Together: Key Redevelopment Strategies

Peace Wall by Peter Pagast & Jane Golden at 29th Street and Wharton

Source: www.phillymuralpics.com
Conduct a Health Impact Assessment (HIA)

Strategically bring together institutions and residents

• Focus analysis in study area along Grays Ferry: could use existing plans of the area as a tool for analysis
• Tool for community empowerment and engagement and identifying health risks and benefits of planning and policy efforts
• Local example: Lower South District HIA
• Corridor HIA example: Federal Boulevard in Denver area
Conduct a Health Impact Assessment (HIA)

- **Champions:** Department of Public Health, CHOP, PCPC, PHMC, with multiple public and private stakeholders
- Potential funding sources: Federal Reserve, Pew Charitable Trust, Healthy Neighborhood Equity Fund
- Timeframe: 6 months to secure funding, 12-18 months to complete comprehensive HIA
FORM A LONG RANGE ACTION & IMPLEMENTATION COMMITTEE

**Goal:** Establish a bold, strategic, and results-driven assessment and redevelopment plan focusing on land use changes, transportation, infrastructure improvements, accessibility, health impact assessment, and industrial use impact analysis, focused on jobs, business, and housing along Gray’s Ferry Avenue from Woodland to Washington.

**To include:**
- Mayor’s office
- Council members
- Large property owners
- OTiS
- PCPC
- PennDOT
- SEPTA
- Philadelphia Water
- Residents
- Business owners

Source: Base plan, Urban Land Institute; Overlay, DLWLLC
Plan Now for Growth Over Next 20-35 Years

Example:
11th St Bridge Park
Washington, DC
bridgepark.org

Connects Anacostia and Capitol Hill neighborhoods over abandon highway piers
Plan Now for Growth Over Next 20-35 Years

Example:
Capitol Riverfront
Washington, DC
capitolriverfront.org

Reclaiming waterfronts.
Bringing it All Together: Key Recommendations

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