West Market Street Corridor

Delaware Valley Regional Planning Commission

Transit Oriented Development Plan

Transportation and Community Development Initiative (TCDI) Studies

Philadelphia City Planning Commission, Philadelphia, PA

WRT

July 2006

Rendering of the 56th Street Station Area illustrative site plan

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Acknowledgements

This report was made possible by a grant from: DVRPC

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Contents

Executive Summary

Background

The Market Street Corridor Transit Oriented Development (TOD) Plan provides a vision and framework for redevelopment of five station areas – about a quarter-mile radius around five stations on the Southeastern Pennsylvania Transit Authority's (SEPTA) Market-Frankford EL located in various neighborhoods of West Philadelphia. SEPTA is currently reconstructing EL stations in West Philadelphia. Wishing to leverage these investments, the Philadelphia City Planning Commission asked the consultant team led by Wallace Roberts & Todd, LLC (WRT) to develop TOD-based land use plans and redevelopment guidelines for the Market Street commercial corridor, which runs adjacent to EL.

Transit Oriented Development refers to compact, pedestrian-oriented mixed use development, characterized by moderate to high density development around transit stations. The consultant team developed land use and urban design plans for high opportunity sites to create conditions for strategic public and private investments tied to structural and service improvements to the EL. A best practices manual was also developed for use throughout the corridor. The project planning process included meetings with stakeholders and discussions with advisory committee members at important phases of the plan for feedback and comments. Based on community comments, there will be additional community meetings, and discussions regarding this plan. The Planning Commission will prepare an addendum providing additional clarification and refinement in the months to come.

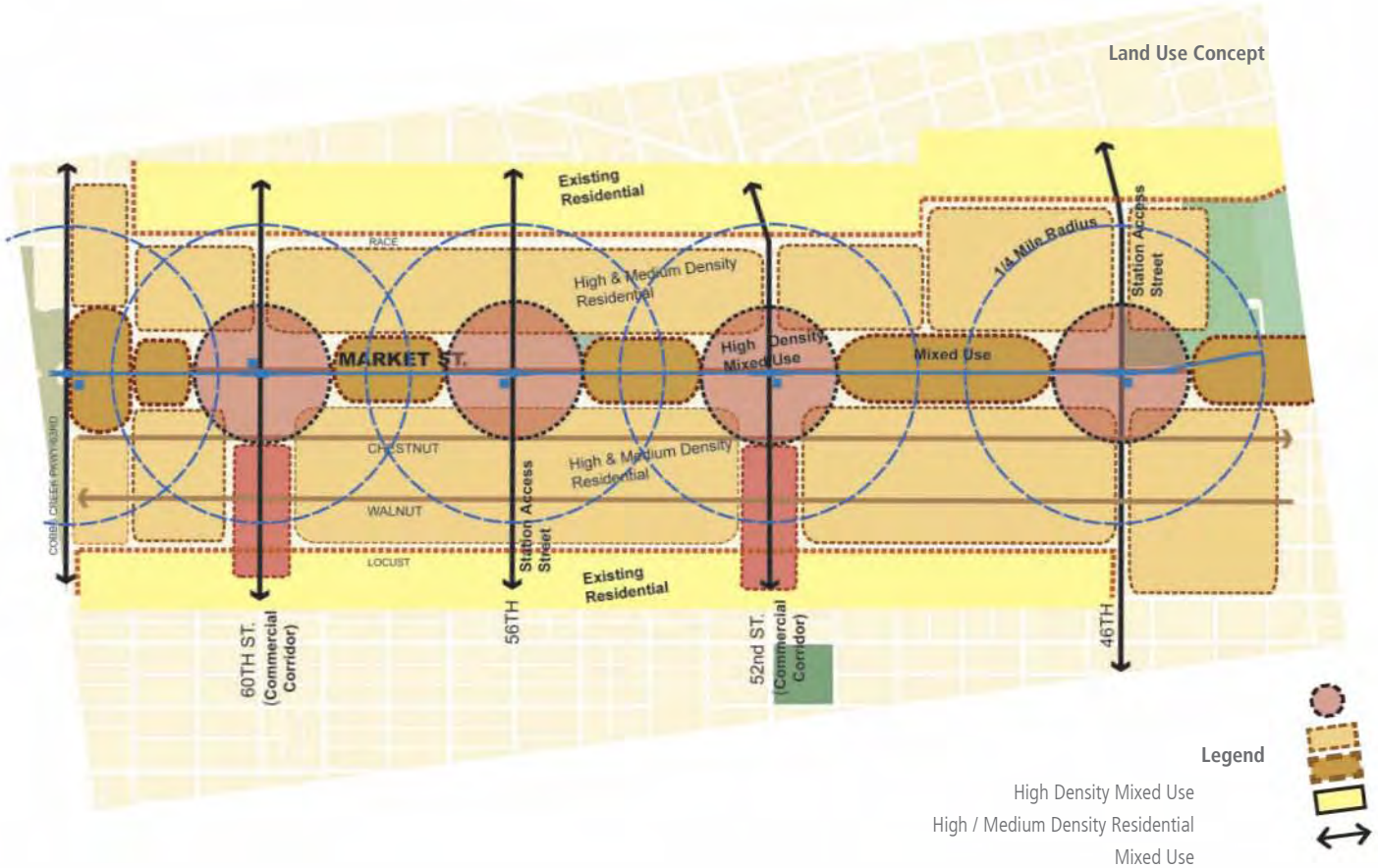
Existing Neighborhood Conditions

An analysis of market and physical conditions revealed high concentrations of vacant and underutilized buildings and narrow parcels along the Market Street corridor. Second floors of many buildings along the corridor are vacant due to noise, shade and vibrations from the El structure. Physical conditions studies also revealed potential parcel consolidation and development opportunities near the stations that could be targeted for public and private investment.

Analysis of consumer spending patterns within the census tracts around the corridor, however, showed a need for retail with an estimated surplus demand of approximately $160 million. The market analysis revealed that 10 percent of current sales along the avenue are to households living outside the area. There

West Market Street Corridor
Illustrative Vision Plan

Land Use Concept



Legend

High Density Mixed Use
High / Medium Density Residential
Mixed Use
Residential
Station Access Streets

is high potential to attract consumer dollars from West Philadelphia residents as well as commuters taking the EL.

Guiding Principles and Land Use

Seven guiding planning and design principles are identified for the corridor that combine best practices for transit oriented development as well as address specific physical conditions that exist along Market Street. These principles provide a basis for redevelopment guidelines, land use plans and illustrative station area vision plans developed in the plan.

The objective of the land use plan is to encourage private investment near the station areas as well as provide pedestrian oriented developments near stations. The land use plan calls for high or medium density mixed use developments that encourage active ground floor uses. Station area uses within this framework vary based on the development opportunities and existing land uses near each station. For example, new institutional and office uses are proposed near 46th Street Station to take advantage of existing institutions and large development parcels nearby while residential uses are also encouraged. It is envisaged that some of the retail along the Market Street corridor would be combined with residential uses to create high density mixed use developments near the stations.

Station Area Development: Vision for the Market Street

Redevelopment guidelines encourage use of open space such as public plazas around the stations and near the mid-blocks along the corridor. These open spaces will provide a forecourt and relief to buildings close to the El structure. These guidelines identify predominant block conditions or typology and suggest alternatives along the avenue that maintain the existing block size, building character and connectivity in West Philadelphia.

Sustainable planning and building design techniques are strongly encouraged. New pedestrian connections, local landmarks, gateways and special paved crossings are encouraged throughout the corridor and particularly along the station access streets that connect neighborhoods with El stations with improved streetscape, lighting and signage.

Structured or underground parking is preferred near the stations with an emphasis on parking management and Transportation Demand Management (TDM) techniques such as encouraging shared parking, marketing of innovative TDM programs and improved bicycle network connectivity. Transportation improvements and traffic calming measures such as mid-block crossings and pedestrian priority at traffic signals are encouraged around the station areas.

Illustrative vision plans demonstrate land uses, redevelopment guidelines and transportation related recommendations for five station areas in West Philadelphia. These illustrative site plans identify strategic development sites, new pedestrian connections, open space plazas, gateways and landmarks to provide a pedestrian friendly vision for the corridor taking advantage of the proximity to transit stations. The plan encourages renovation or adaptive reuse of many historic buildings that surround stations.

Implementation

A new TOD zoning district along Market Street corridor is proposed to implement the

vision and encourage private investment along the corridor. The new zoning district would provide TOD-related controls including redevelopment guidelines and related development parameters such as FAR, building heights and uses and on-site and off-site requirements. Additionally, a site plan review procedure will be provided to ensure that proposals fit within the corridor framework and vision.

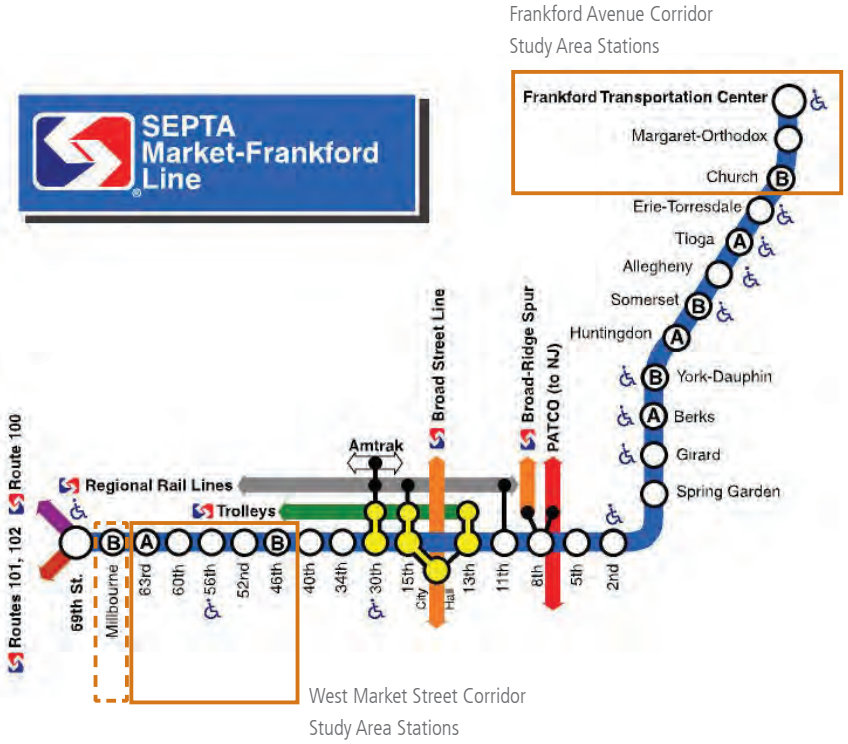
The plan recommends short-term (five-year timeframe) and long-term (ten- to fifteen-year timeframe) opportunities, listing specific steps to implement and generate re-investment along the corridor. Possible funding resources at all levels of government, various TOD-related programs and transportation improvements related funding sources are identified.

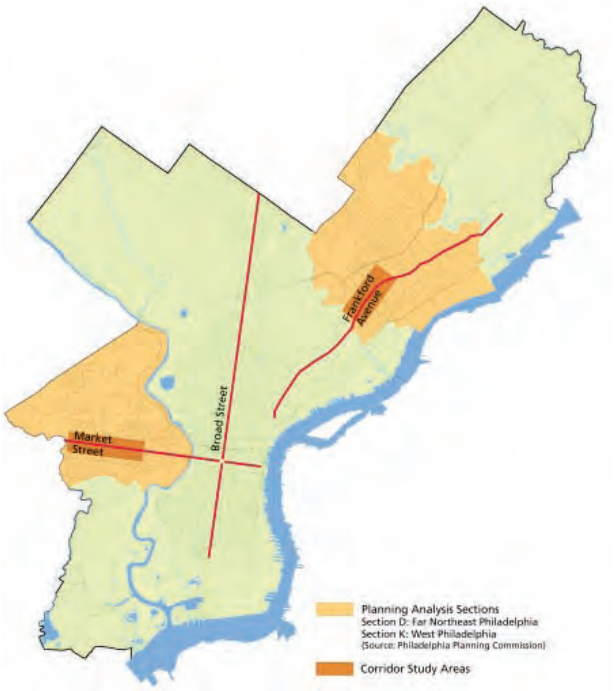
1.0 Introduction

Philadelphia has the advantage of being well connected through a variety of transit options. The City's transit network consists of approximately 52.8 miles of heavy rail, sixty-five bus lines, nine trolley lines, and three subway/elevated trains. Three separate transit agencies operate within the City, including the Southeastern Pennsylvania Transportation Authority (SEPTA), the Port Authority Transit Corporation (PATCO), and New Jersey Transit. SEPTA is the primary transit operator in the City, with approximately 1.1 million commuters using its transit system everyday.

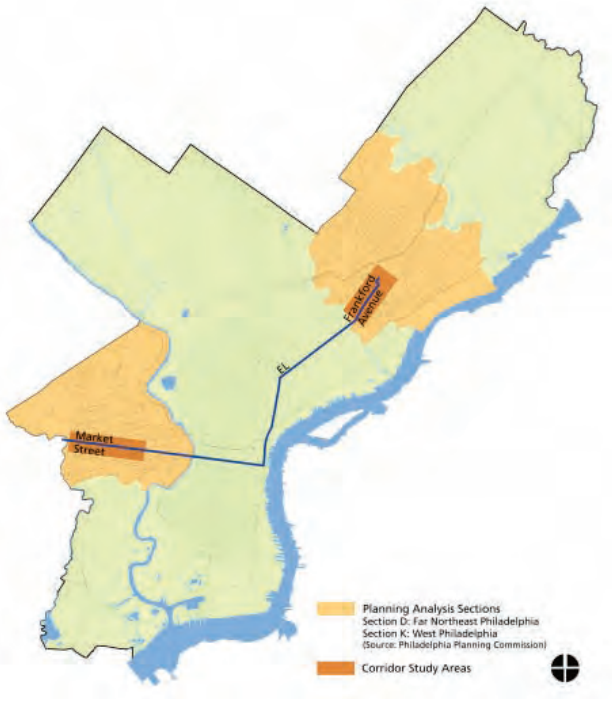
SEPTA's Market-Frankford Blue Line (the El), an elevated/subway train that provides service between the 69th Street Terminal in Upper Darby Township and the Frankford Transportation Center in Northeast Philadelphia, is heavily used transit line in the network. The El is the primary transit connection between the western and northeastern parts of the City, providing key transfer points with other major transit lines, including the Broad Street line, regional rail lines, trolleys, and bus and light

SEPTA Market-Frankford Blue Line
Route map (Source: SEPTA)





City, Neighborhoods and Study Area Corridors



City, Neighborhoods and EL

rail service to the suburbs via the 69th Street Terminal. On the western end of the line, the El travels along the West Market Street Corridor, through University City and multiple other neighborhoods in the West Philadelphia section of the City, terminating at the 69th Street Terminal. On the northeastern end, the El travels along Frankford Avenue, terminating at the Frankford Transportation Center (FTC) in the Frankford neighborhood of Northeast Philadelphia. From the FTC, a large network of surface transit lines provide connections to Northeast Philadelphia and beyond.

The El is the City's oldest high speed line, with public service beginning in 1907 between 69th Street and 15th Street. The immediate success of the line promulgated an extension from 15th Street to 2nd Street in 1908, with additional service extensions to South Street which were later discontinued. The line operated as an elevated train between 69th Street and a point just east of the Schuylkill River until 1955, and later ran underground through University City. The Frankford Avenue line was constructed by the City of Philadelphia in 1915 and opened for public service in 1922, providing the current direct connection with the Market Street Subway, and the Frankford Elevated Terminal at Bridge Street. The Frankford side of the El received major reconstruction and upgrades in the late 1980s and early 1990s.

The aging infrastructure of the western-most portion of the El prompted SEPTA to embark on a major multi-year replacement of the 100-year old structure and station renovation projects for 46th Street, 52nd Street, 56th Street, 60th Street, 63rd Street and Millbourne

stations. Construction of this project began in 2003 and it is expected to be completed by 2008. In early 2004, SEPTA constructed a new terminal building and El realignment at the Frankford Transportation Center. SEPTA plans to open a new parking garage and complete renovation of the Bridge Street Terminal building by September 2006.

The El reconstruction projects in both corridors have created disruption and inconvenience to the local residents and businesses. The disruption has been exacerbated by delays in construction, particularly in the West Market Street corridor. However, when completed, the new El structure on Market Street is expected to significantly improve neighborhood conditions for residents and businesses, including reduced noise and allowance of more light to reach the sidewalks. In addition to SEPTA's investments, the City's Streets Department plans to reconstruct Market Street with wider sidewalks and pedestrian friendly bulb-outs at major intersections. These improvements are planned throughout the West Market Street Corridor from 44th Street to the 63rd Street. When the West Philadelphia reconstruction project is finally complete, the West Market Street Corridor can begin a process of revitalization and redevelopment. This plan provides a vision for the rebirth of West Market Street utilizing principles of Transit Oriented Development. In Frankford, the new terminal building and realignment of the El structure along the section of Frankford Avenue has improved noise reduction and sunlight conditions for the businesses near the terminal. The new concrete El support structure has also improved noise reduction along the rest of Frankford Avenue.

100 year old EL Structure along West Market Street

Constriction of new EL cartway

New 56th Street Station

Aerial view of West Market Street
(Source: PCPC)

SEPTA's El reconstruction project will result in quieter operation and a less obtrusive structure, thereby improving conditions in the neighborhoods surrounding the West Market Street and Frankford Avenue transit corridors. The neighborhood improvements anticipated by the reconstruction project and the significant number of vacant properties near transit stations in both the corridors provide opportunities for new development and redevelopment that is designed around and reinforced by the transit stations. This concept, commonly known as Transit Oriented Development, or TOD, will enable the areas surrounding the two El corridors to maximize the economic and community benefits from the ongoing transit improvements.

SEPTA investments and opportunities for community development in these transit corridors require sound planning to ensure that the surrounding neighborhoods and the City as a whole are achieving maximum benefits. As part of the Delaware Valley Regional Planning Commission's (DVRPC) Transportation and Community Development Initiative (TCDI) grant, the Philadelphia City Planning Commission (PCPC) selected Wallace Roberts and Todd, LLC (WRT) and their team of subconsultants, Nelson Nygaard and Real Estate Strategies (RES), to prepare TOD studies for the West Market Street and Frankford Avenue corridors. The Market–Frankford TOD Plan focuses on eight El stations along the corridors, including the 46th, 52nd, 56th, 60th and 63rd Street stations on the West Market Corridor and the Church Street, Margaret Orthodox, and Frankford Transportation Center Stations on the Frankford Avenue corridor.

1.1 The TOD Concept

TOD refers to Transit Oriented Development. It is characterised by a compact, walkable mixed use development within an easy walk of a transit station. Its pedestrian-oriented design encourages residents and workers to use transit. TOD communities usually contain moderate to high density development and a mix of residential, commercial, office, and institutional uses.

TOD development can provide multiple benefits to a community, including reduced dependence on automobiles, reduced household expenses, reduction in traffic congestion, enhanced accessibility to non-drivers (e.g. elderly, disabled, youth, low income residents), enhanced pedestrian activity and economic development.

What makes a TOD successful depends on a variety of characteristics. Simply locating development next to a transit stop does not qualify as TOD. TOD is development designed to create connections between neighborhoods and transit in a way that encourages transit use and pedestrian movement, usually with activity taking place around the station area at least 16 hours per day, 7 days per week. This level of activity is best achieved through a mix of residential, office and retail uses as well as entertainment destinations. TOD should also be well integrated with other modes of transportation, such as bus, bicycle, and even automobile traffic.

A well designed TOD will display the following physical characteristics:

- Mix of uses
- Compact form of development with higher densities
- A recognizable place and center of activity
- Easy accessibility to all modes of transportation
- Pedestrian friendly and bicycle friendly

The existing Philadelphia urban fabric and high density residential development surrounding the El transit corridor would presumably act as a de facto TOD. However, with the exception of the Center City stations and the 69th Street Terminal, most of the stations along Frankford Avenue and the West Market Street Corridor do not currently operate as transit oriented developments. Despite two commercial corridors on West Market Street and a neighborhood "Main Street" on Frankford Avenue, the connections between existing development and the stations are disrupted by heavy automobile traffic, vacant and underutilized properties and a poorly designed and often unsafe pedestrian environment.

To qualify as a successful TOD, development and redevelopment plans require a good pedestrian oriented design, a strong retail market, transit friendly zoning regulations and public and private investment.

The Urban Land Institute (ULI) published the *Ten Principles for Successful Development around Transit*, a report that defines the following ten principles to achieve a successful TOD:

- Make it better with a vision
- Apply the power of partnership
- Think development when thinking about transit
- Get the parking right
- Build a place, not a project
- Make retail development market driven not transit driven
- Mix uses but not necessarily at the same place
- Make buses a great idea
- Encourage every price point to live around transit
- Engage corporate attention

(Source: Dunphy, Robert, Deborah Myerson, and Michael Pawlukiewics. Ten Principles for Successful Development around Transit. Washington D.C. ULI – the Urban land Institute, 2003).

For existing neighborhoods with transit, TOD can provide a catalyst for redevelopment and renewal that takes advantage of the existing infrastructure while remaining sensitive to the surrounding context. A number of case studies are available in planning literature that illustrates the success stories of TOD in achieving neighborhood renewal. Several national and international "Best Practices" examples relevant to the study areas are included in the appendix of this report.

1.2 Study Purpose

The purpose of the Market–Frankford TOD Study is to look at strategies to stabilize and revitalize two important urban corridors, West Market Street and Frankford Avenue, and their surrounding neighborhoods by capitalizing on the existing transit infrastructure and SEPTA investments for transit oriented development.

With the existing public transportation infrastructure a significant asset in the study areas, the potential transit and transportation related benefits of the study and its recommendations include:

1. Increased transit ridership and fare revenue.
2. More transportation options for those who prefer to take fewer automobile trips.
3. Improved safety for transit customers, pedestrians, bicyclists, residents and workers.
4. Increased public receptiveness to transportation-efficient land uses.
5. Increased private reinvestment and higher property values near transportation facilities.
6. Community design that maximizes connections amongst and between transportation centers, residential neighborhoods, stores and institutions.
7. Greater market support for preservation of historic properties near transportation centers.

1.3 Study Objectives

The objectives of the study include:

- To encourage new private investment by maximizing the study area's strengths.
- To develop land use concepts and redevelopment guidelines that will encourage and facilitate transit oriented development.
- To maximize the economic, social and environmental benefits of the transit infrastructure and the major public investment in the El reconstruction project.
- To recommend strategies that will enhance competitiveness of existing commercial corridors and community activity centers.
- To maximize the efficient use of the existing transportation infrastructure by making them attractive for residents and visitors.
- To analyze "Best Practices" examples relevant to the study areas.

1.4 Planning Process

Although the general purpose and objectives of the Market-Frankford TOD Study are similar for both corridors, the corridors and their individual station areas possess characteristics, issues, and goals that are unique to the particular area. The differences in community needs require separate and distinct planning and design approaches that address specific issues for each station area, yet include similar generalized goals and objectives common to successful TOD planning.

The final results of the study are presented as two reports, one for each transit corridor, that reflects both the common TOD principles and objectives adopted for the study and a three-phase planning process for each of the corridors. The three-phase process includes the following:

Phase I – Data Gathering and Analysis:

A visual survey and data analysis of existing conditions along the West Market Street Corridor and Frankford Avenue was conducted in Phase I to assess the current situation with regard to land use, zoning, vacancy, building conditions and public ownership information. Review of recent relevant revitalization strategies and a demographic analysis of neighborhoods adjacent to the corridors were also conducted in this phase.

Phase II – Existing Conditions Analysis and Alternative Concept Development

Phase II consists of detailed analysis of the relevant issues of each corridor, including market conditions, traffic and transportation conditions, urban design and susceptibility to change analysis and identification of opportunity sites within the station areas. The issues and opportunities identified within the station areas, as well as the objectives of the TOD study, form the basis for the development of planning and design principles and initial land use concepts.

This phase also consists of a "Best Practices" analysis, which examines case studies of successful application of TOD in other communities around the globe and their relevance to the West Market Street and Frankford Avenue corridors.

Phase III – Key Development Sites and Implementation Strategies

Phase III consists of applying the analysis performed in the previous two phases and identifying key strategic development sites in the two corridor study areas. Illustrative site plans were subsequently developed for each station area to demonstrate, through the application of recommended redevelopment guidelines, how the station areas could be developed to fulfill both the community goals and objectives and common TOD principles. Recommended implementation strategies and related transportation improvements were provided in this phase.

Community Involvement

To ensure consistent guidance and support from community stakeholders and residents, advisory committees were established in each corridor to guide the consultants and provide feedback throughout the planning process. The Advisory Committee members consisted of neighborhood residents, community leaders, city officials and staff from the elected representative's offices. Three Advisory Committee meetings were held at the completion of each phase of the study in the respective study areas to obtain comments and feedback on the progress of the project. Consultations with city officials, community-based organizations, community leaders, elected officials and representatives of other affected municipalities outside the study area, including Upper Darby Township and Millbourne Borough were also conducted to obtain additional input. The consultant team also met regularly with the project manager of the Philadelphia City Planning Commission to review the progress of the project.

Additional feedback was elicited through a stakeholder survey that was mailed to Advisory Committee members. A copy of the survey and a summary of the answers are included in the Appendix.

2.0 Corridor and Station Area Characteristics

2.1 Location and Context in the City

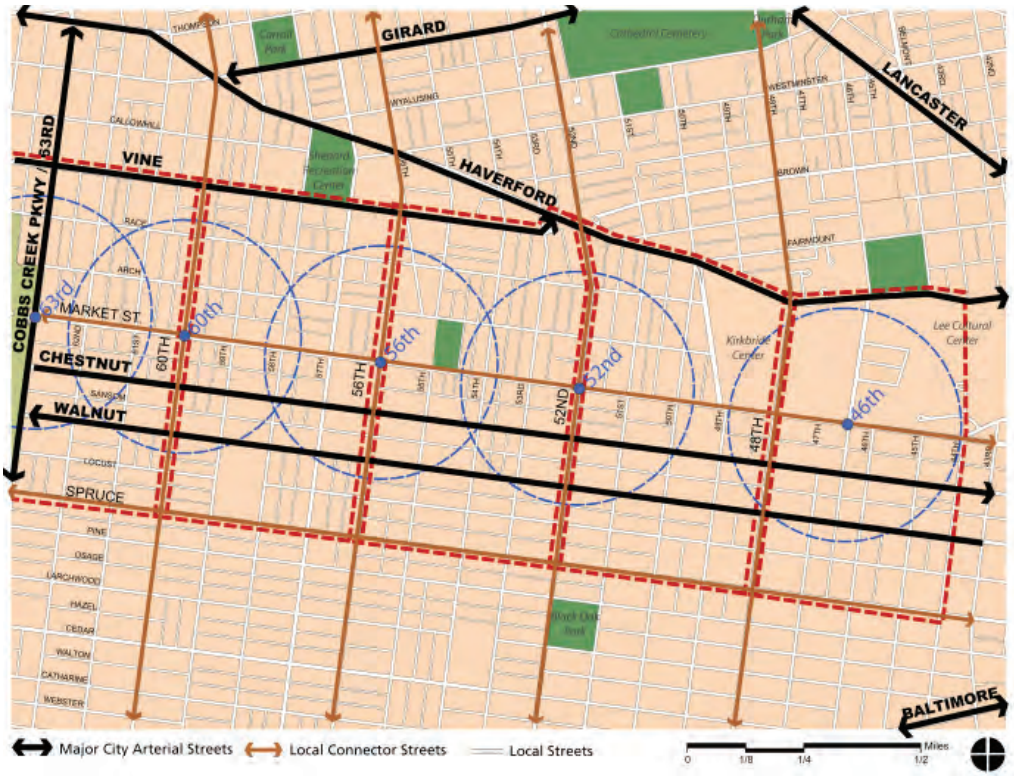
2.1.1 West Market Street Corridor Study Area Overview

The West Market Street Corridor is centrally located in West Philadelphia (Planning Analysis Section D). The study area extends along the Market Street corridor from 44th to 63rd Streets and encompasses areas within ¼ mile radius, or a 5 minute walking distance of the 46th Street, 52nd Street, 56th Street, 60th Street and 63rd Street El stations.

The study area does not include El stations areas in the Borough of Millbourne and Upper Darby Township, where the El continues to the 69th Street Terminal. The consultant team did, however, meet with Upper Darby and Millbourne Borough officials to address the surrounding context of study area. An illustrative site plan of the Millbourne station area is included in this report to provide an indication of potential spin-off benefits of the Philadelphia planning effort.

Fig. 2-1 Study Area

Fig. 2-2 Street Hierarchy



2.1.2 Street Hierarchy

The West Market Street Corridor is served by a well defined street network. In addition to Market Street, Chestnut Street and Walnut Streets are the two other major arterial streets that traverse the study area. These two high-volume one-way streets provide direct access between West Philadelphia and Center City. The Market Street exit of the Schuylkill Expressway (Interstate 76) is located at 30th Street, providing regional access to the corridor.

The study area is bound by Vine Street / Haverford Avenue to the north and Spruce Street to the south. Local neighborhood streets are designed in a grid pattern, providing multiple access opportunities on both sides of the Market Street Corridor.

The study area El stations are spaced at approximately ½ mile apart and are within a 5 minute-walking radius of surrounding residential neighborhoods.

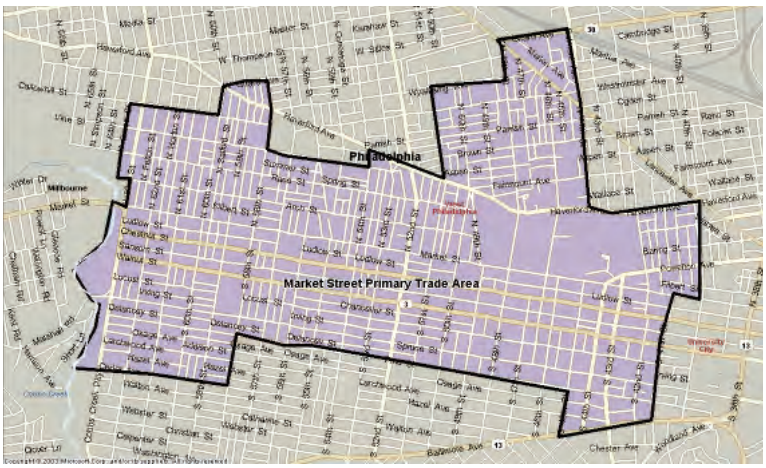
Chestnut Street

2.2 Demographic Characteristics

The Trade Area for a commercial corridor typically is defined as the geographic area from which a commercial business district draws its primary market support. Trade Areas will differ based on a district's overall size; retail and business mix; physical and locational considerations; highway access; visibility; types of retail, including anchors; consumer spending patterns and behavior; market competition and other factors. Inner-city commercial districts such as the West Market Street Corridor typically draw the majority of their business from the proximate residential population. Many of these patrons walk to the commercial establishments. With these characteristics in mind, a relatively close-in Primary Trade Area has been delineated that includes the area along Market Street from 63rd Street to 42nd Street. It is comprised of Census Tracts 83.01, 83.02, 84, 85, 86, 87, 92, 93, 94, 95, 96, 104 and 105. Fig. 2-3 indicates the location of the West Market Street Trade Area and associated census tracts.

Demographic characteristics of the West Market Street Trade Area, including population, income and housing, were analyzed to identify socioeconomic trends that might influence future development in the West Market Street Corridor. The data include population estimates for 2005 and population projections for 2010. These data were obtained from Claritas, Inc., a vendor supplying the most recent online US Census and population estimates and projections.

Fig. 2-3 Census tracts map – Market Street Corridor Trade Area



Local Street

Table 2-1 Population and Household Characteristics
Market Street Primary Trade Area and City of Philadelphia

	Primary Trade Area	City of Philadelphia
Population		
1990 Census	67,240	1,585,577
2000 Census	59,897	1,517,550
2005 Estimate	55,340	1,464,886
2010 Projection	51,028	1,414,086
Percent Change 1990 - 2000	-10.9%	-4.3%
Percent Change 2000 - 2005	-7.6%	-3.5%
Percent Change 2005 - 2010	-7.8%	-3.5%
Avg. Annual Percent Change 1990 - 2000	-1.1%	-0.4%
Avg. Annual Percent Change 2000 - 2005	-1.6%	-0.7%
Avg. Annual Percent Change 2005 - 2010	-1.6%	-0.7%
Households		
1990 Census	26,361	603,075
2000 Census	24,526	590,071
2005 Estimate	22,856	572,789
2010 Projection	21,172	553,960
Percent Change 1990 - 2000	-7.0%	-2.2%
Percent Change 2000 - 2005	-6.8%	-2.9%
Percent Change 2005 - 2010	-7.4%	-3.3%
Avg. Annual Percent Change 1990 - 2000	-0.7%	-0.2%
Avg. Annual Percent Change 2000 - 2005	-1.4%	-0.6%
Avg. Annual Percent Change 2005 - 2010	-1.5%	-0.7%
Average Household Size		
1990 Census	2.55	2.63
2000 Census	2.44	2.57
2005 Estimate	2.42	2.56
2010 Projection	2.41	2.55

2.2.1 Population and Household Characteristics

Table 2-1 summarizes population and household statistics for the West Market Street Trade Area and, for comparison purposes, the City of Philadelphia.

The West Market Street Trade Area consists largely of built-out older residential neighborhoods mixed with commercial uses. As shown in Table 2-1, U.S. Census data indicate the following salient facts:

- The population in the Primary Trade Area is decreasing at rates that far exceed the trend for the City of Philadelphia overall. The annual rate of population loss is expected to accelerate during the time frame from 2000 through 2010. Some of the loss may be attributable to redevelopment activity by the Philadelphia Housing Authority, which has been replacing deteriorated public housing in the area with lower density units.
- The number of households has been declining and this trend is expected to continue. The decline in households is at a lower annual rate than for the population, reflecting the trend toward smaller households.
- The average household size has been declining in the Primary Trade Area and also in Philadelphia. Households are smaller in the West Market Street Trade Area than in the City of Philadelphia overall.

Table 2-2 presents select characteristics for the population in the West Market Street Trade Area and the City of Philadelphia.

The following statistics are noteworthy:

- A larger percentage of the population in the West Market Street Trade Area is under five years old (7.1 percent) than in the City as a whole (6.7 percent). An additional 18.9 percent of the population is five to 17 years old. This age pattern represents an opportunity for retail services and merchandise for families with children.
- A large percentage (27.1 percent) of the population is in the 25 to 44 year old age cohort. People in this age range often are purchasing a home and are seeking home furnishings and household goods.
- Almost 87 percent of the population is African-American, while only 1.5 percent is of Hispanic origin. There is a small Asian population (2.8 percent) and only 7.0 percent of the population is Caucasian. Stores providing goods and services for African-American consumers are likely to be more successful.
- More than 32 percent of adults aged 25 years old and older do not have a high school diploma. Only 17.7 percent of adults have college degrees or advanced degrees. Educational attainment patterns affect earning potential and, therefore, retail expenditures.

Table 2-2 Selected Population Characteristics

Market Street Primary Trade Area and City of Philadelphia

	Primary Trade Area	City of Philadelphia
2005 Population by Age - Percent		
Under 5 Years	7.1%	6.7%
5 to 17 Years	18.9%	17.8%
18 to 24 Years	11.4%	10.7%
25 to 44 Years	27.1%	28.3%
45 to 64 Years	21.4%	22.8%
65 to 74 Years	6.8%	6.5%
75+ Years	7.3%	7.1%
Median Age - 2005 (in Years)	34.2	35.5
2005 Population by Race - Percent		
White	7.0%	42.4%
African American	86.9%	44.3%
Asian	2.8%	5.1%
All Other	3.3%	8.2%
2005 Hispanic Population - Percent *	1.5%	9.3%
Educational Attainment - 2005 Census **		
Less than 9th Grade	6.3%	7.6%
9th to 12th Grade, No Diploma	25.8%	21.2%
High School Graduate	32.2%	33.2%
Some College, No Degree	17.9%	15.5%
Associates Degree	3.7%	4.4%
Bachelor's Degree	7.1%	10.4%
Advanced Degree	6.9%	7.7%

Note: * Included in above Population by Race Numbers

Note: **Statistics are for population 25 + years in 2005

Table 2-3 2005 Households by Household Income
Market Street Primary Trade Area and City of Philadelphia

	Primary Trade Area		City of Philadelphia	
Income Band	Number	Percent	Number	Percent
Less than $15,000	8,019	35.1%	139,313	24.3%
$15,000 - $24,999	3,790	16.6%	79,151	13.8%
$25,000 - $34,999	3,007	13.2%	71,804	12.5%
$35,000 - $49,999	3,453	15.1%	90,043	15.7%
$50,000 - $99,999	3,679	16.1%	139,354	24.3%
$100,000 - $149,999	607	2.7%	37,005	6.5%
$150,000 and over	301	1.3%	16,119	2.8%
Total	22,856	100.0%	572,789	100.0%
Median Household Income				
2000 Census	$21,440		$30,882	
2005 Estimate	$23,973		$34,445	
2010 Projected	$26,560		$37,976	
Percentage Change 2000 - 2005	11.8%		11.5%	
Percentage Change 2005 - 2010	10.8%		10.3%	

Note: Percentages may not add because of rounding

2.2.2 Household Income

Table 2-3 presents the estimated number of households by household income for 2005 in the West Market Street Trade Area and the City of Philadelphia. The data is provided by Claritas, Inc. Analysis of the data indicates several relevant points about household income.

An estimated 35.1 percent of households in the Primary Trade Area have incomes below $15,000, an indication of relatively low disposable income in the area. An additional 16.6 percent of households have incomes from $15,000 to $24,999. This provides an indication of the need for inexpensive consumer goods. The large number of discount and second-hand retail stores in the West Market Street Corridor are tapping expenditures by households with incomes below $25,000.

- The median household income in the Primary Trade Area during 1999 (as reported in the 2000 Census) was $21,440, well below the median income for Philadelphia. Claritas, Inc. estimates that the median income increased to $23,973 by 2005 and will reach $26,560 by 2010, an encouraging sign that estimated increases are higher than for the City as a whole.
- Household income in the West Market Street Primary Trade Area undoubtedly is influenced by the existence of an "underground economy", or earnings that are not reported to government taxing bodies and are not likely to be reported in the Census. Studies have suggested that income generated in the underground economy could equal 20 percent of income reported nationally, with even higher percentages in low-income neighborhoods.

2.2.3 Housing Characteristics

Table 2-4 presents select data about the housing characteristics in the West Market Street Primary Trade Area and the City of Philadelphia.

- The percentage of owner-occupied housing (46.6 percent) is lower than the City as a whole (59.0 percent). Households that own homes tend to have more of a vested interest in the community than renters. They also are more likely to spend money for household improvements and home furnishings.

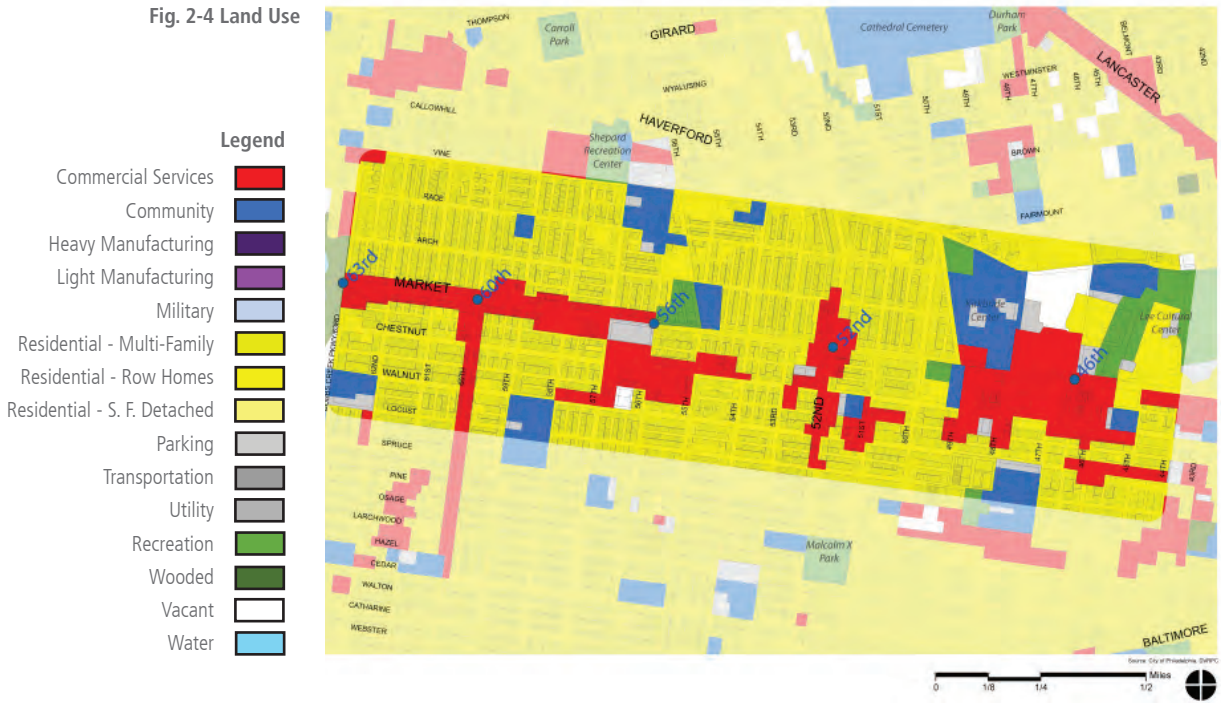
- The majority of the housing units (55.5 percent) in the Primary Trade Area are single-family attached row homes, the majority of which (55.2 percent) were built before 1940. The age of the housing stock is reflected in the high concentrations of vacant and abandoned homes and those evidencing signs of deferred maintenance.
- In 2005, the estimated median value of owner-occupied homes was $54,700 (approx. 25% rise from the median values in 2000). Over 78.0 percent of all housing units in the West Market Street Trade Area were valued below $80,000. Based on these relatively low values, economic obsolescence is an issue because the cost to acquire and repair or adequately maintain these units will probably exceed their value after they are rehabilitated.
- An estimated 52.6 percent of 2005 households in the West Market Street Trade Area did not own a car. These households are ideal targets for commercial establishments in the West Market Street Corridor because they can walk to stores and public transportation. West Market Street's competitive advantage over other areas of Philadelphia is its pedestrian orientation and the ability to use the El and the bus system to travel to other areas.

Table 2-4 Selected Housing Statistics

Market Street Primary Trade Area and City of Philadelphia

	Primary Trade Area	City of Philadelphia
2005 Est. Tenure of Occupied Housing Units		
Owner-Occupied	46.6%	59.0%
Renter-Occupied	53.4%	41.0%
2005 Est. Housing Units by Structure Type		
1 Unit Attached	55.5%	60.0%
1 Unit Detached	4.0%	8.1%
2 Units	10.0%	8.2%
3 to 19 Units	19.1%	12.8%
20 or More Units	11.2%	10.9%
Other	0.1%	0.2%
Total	100.0%	100.0%
2005 Est. Owner-Occupied Housing Value		
Less Than $20,000	6.8%	4.2%
$20,000 - $39,999	21.7%	9.4%
$40,000 - $59,999	29.4%	15.1%
$60,000 - $79,999	20.1%	16.3%
$80,000 - $99,999	10.8%	16.0%
Over $100,000	11.3%	39.1%
2005 Est. Median Value of Housing Unit	$54,669	$86,310
2005 Est. Housing Units by Year Built		
Built 1999 to Present	1.2%	3.0%
Built 1980 to 1998	4.4%	5.1%
Built 1960 to 1979	11.3%	18.9%
Built 1940 to 1959	27.9%	32.7%
Built Before 1939	55.2%	40.4%
Total	100.0%	100.0%
2005 Est. Households by Number of Vehicles		
No Vehicle	52.6%	35.6%
1 Vehicle	37.7%	42.1%
2 Vehicle	8.2%	18.0%
3 Vehicle	1.0%	3.2%
4 + Vehicles	0.6%	1.1%
Total	100.0%	100.0%

Fig. 2-4 Land Use



2.3 Land Use and Zoning

2.3.1 Land Use

The West Market Street Corridor consists of a mix of commercial, residential and institutional uses. Commercial uses are primarily concentrated around the 56th Street and 63rd Street station areas. In addition to these station area commercial nodes, the West Market Street Corridor includes two linear commercial corridors along 52nd Street and 60th Street that serve the surrounding neighborhoods.

Many of the buildings along West Market Street are older two and three-story structures that were originally built as single family row houses and converted to first floor retail as the area became more commercial. The second and third floor spaces in most buildings are either vacant or used as storage, office, or, in some instances, residential apartments. Some of the uses along Market Street include single story infill retail structures, many of which have adjacent off-street parking. There are also several areas along the commercial corridor that remain predominantly residential. Some of the structures are single family homes, while others have been converted to multifamily apartments.

The blocks along the north side of West Market Street, between 45th Street and 49th Street, are primarily occupied by large institutions with substantial building setbacks and fenced front yards to prevent access. These institutions include a former mental health facility, a former office complex, a public school and a public housing complex. The

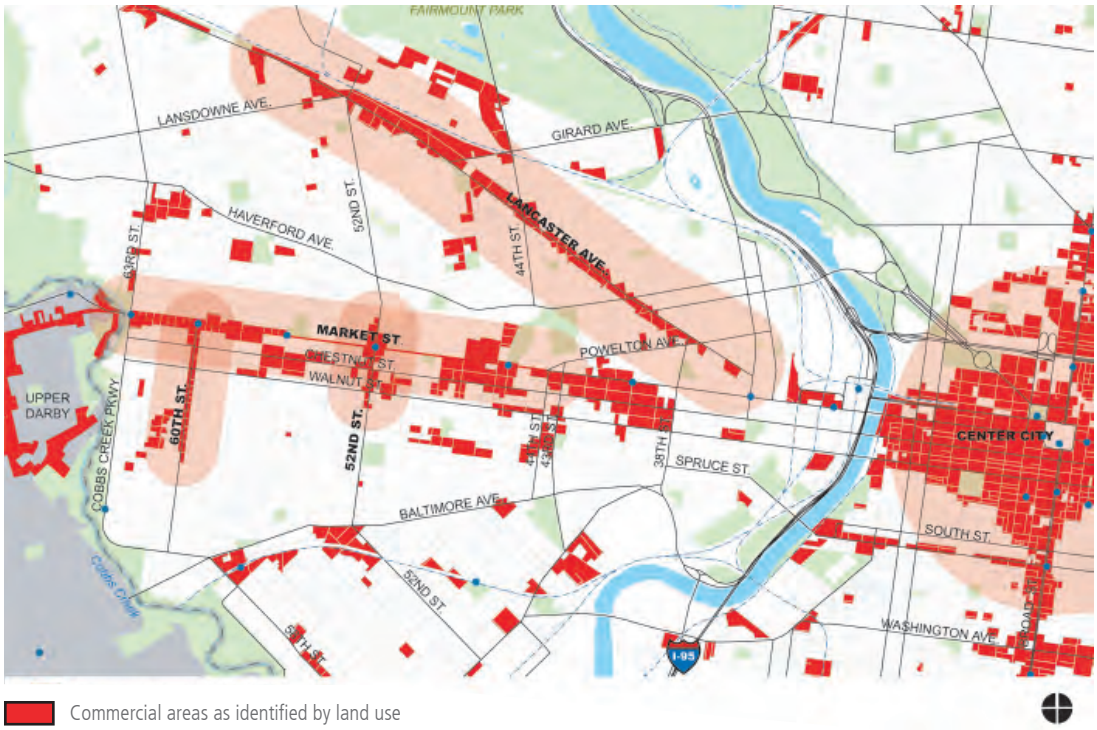


Fig. 2-5 Commercial Corridors

concentration of large underutilized buildings set back far from the street produces a "dead space" effect along a sizable stretch of the corridor, creating and intimidating pedestrian experience enroute to and from the stations. This stretch of the corridor lacks the mix of uses, attractive streetscaping and human scale buildings facades needed to generate pedestrian activity.

The adjoining commercial corridor map highlights the 52nd Street and 60th Street corridors along with other significant commercial corridors in the context area. The map highlights the proximity of major commercial corridors in Center City Philadelphia and the 69th Street shopping district, which are located within two miles and easy transit access for study area residents.

There are number of public housing sites within the study area, including West Park Public Housing at 44th, Market and Holden Streets. This approximately 11 acre complex consists of three high-rise apartment buildings with surrouding open space and extensive network of walkways.

Fig. 2-6 Zoning

2.3.2 Zoning

The West Market Street Corridor study area contains a mix of C-2, C-3 and C-4 commercial zoning districts. Parcels along West Market Street are predominantly zoned C-2. The C-2 district allows regional and neighborhood retail and prohibits residential uses.

Several areas around the 56th Street and 46th Street station areas are zoned G-2, which allows for light industrial uses. Most parcels located in the G-2 district are either vacant or underutilized industrial buildings currently occupied by storage and warehouse facilities. The G-2 district permits several light industrial uses by right that are not compatible with surrounding residential uses.

The 52nd Street and 60th Street commercial corridors are zoned as neighborhood commercial revitalization areas. These revitalization area districts have restrictions on the type and size of storefront signage. The 52nd Street station area also includes parcels within the C-4 business zoning district, which allows mixed-use development in high-rise buildings with an allowable Floor Area Ratio (FAR) of 500% of the lot area.

With the exception of the C-2 district, which establishes a maximum building height of 35 feet (allowable to a maximum of 60 feet under certain conditions), height limits are not regulated within the study area. Only buildings above five stories are required to have a set-back from the street.

2.4 Transportation Analysis

2.4.1 Transit

Transit ridership volumes were compiled for the West Market Street Corridor to get a sense of which stations would lend themselves most to TOD. As evidenced by the adjoining map and table, rail ridership dominates the Corridor. The 52nd Street station has the highest ridership, indicating the primacy of this station along West Market Street. The station is easily accessible by foot and sits along the 52nd Street commercial corridor. The lower volumes at 56th Street station, in comparison with ridership volumes at 60th and 52nd Streets, present an opportunity to encourage higher intensity of development between the two higher volume rail stations.

Fig. 2-7 Rail and Bus Ridership

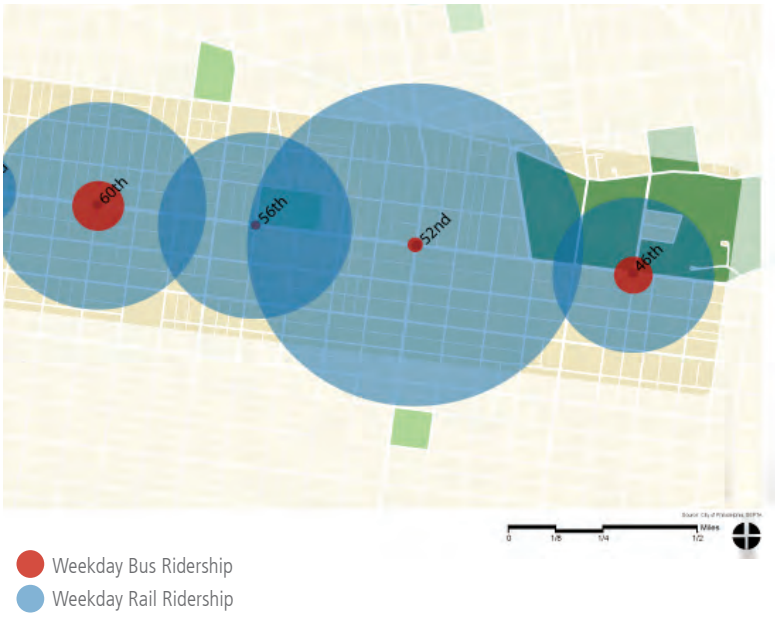


Table 2-5 Rail and Bus Ridership

	63rd Street Station	60th Street Station	56th Street Station	52nd Street Station	46th Street Station
Bus	631	2,198	348	639	1,636
Rail	3,375	9,212	8,272	14,341	6,888
Total	4,006	11,410	8,620	14,980	8,524

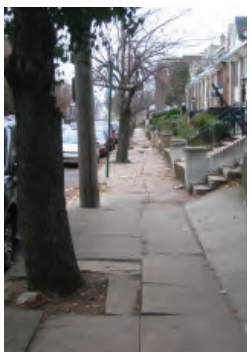
EL Structure

2.4.2 Pedestrian Circulation

Column in center of sidewalk

Columns close to mature trees

Sidewalk in need of repairs



Columns blocking corner

The West Market Street Corridor is part of a semi-dense urban fabric that developed in the pre-automobile era. The street grid is tight and walkable. Numbered streets provide a sense of comfort and familiarity in wayfinding. Towards the east end of the corridor, smaller blocks give way to larger institutional uses, which are less walkable, but provide a more gracious setting for street trees and building facades. At the west end of the corridor, Cobbs Creek Park provides a transition from city to nature by simply crossing the street. The park is an invaluable resource for the community. Over all, this corridor has excellent pedestrian infrastructure which should be retained and maintained. A number of pedestrian issues were observed through site visits that should be monitored and addressed as the community moves forward with redeveloping the study area. These issues include the following:

- The new columns for the El stations are being built in the center of the sidewalk. While it is not specified in the Streets Department construction plans, curb extensions should be included adjacent to these columns so that an adequately wide sidewalk is maintained. A new column blocks the corner, requiring a wider sidewalk or curb extension in this location.
- Near the 46th Street station, the new columns for the El stations are being built perilously close to a set of large, mature trees. This situation may be unavoidable; however steps should be taken to mitigate possible damage to the trees.

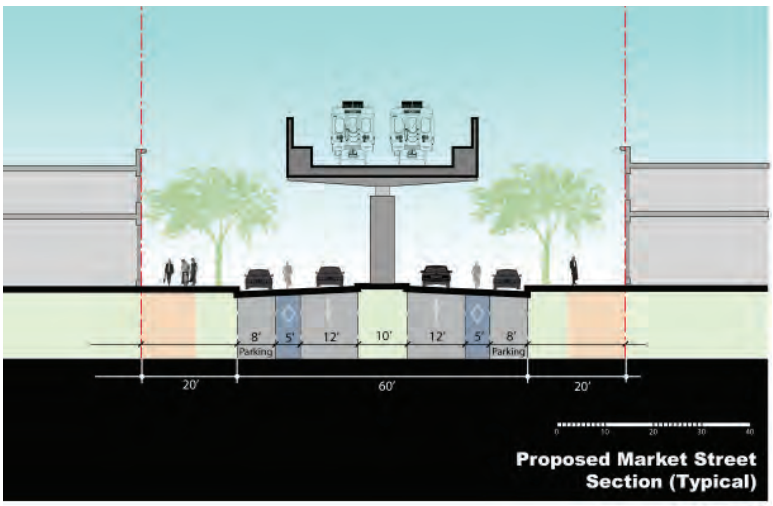
- On numerous occasions, vehicles were seen parked on the sidewalks. This practice should be prohibited. This will require stronger parking enforcement and/or physical impediments such as bollards.
- Many bus stops in the study area do not have shelters. While it is not included in the rehabilitation plan for the El, physically linking bus stops to the train station via shelters would serve transit users well.
- A program to repair and replace sidewalks is necessary to ensure a high-quality pedestrian infrastructure. This should be done in much the same way that streets are repaired and repaved.

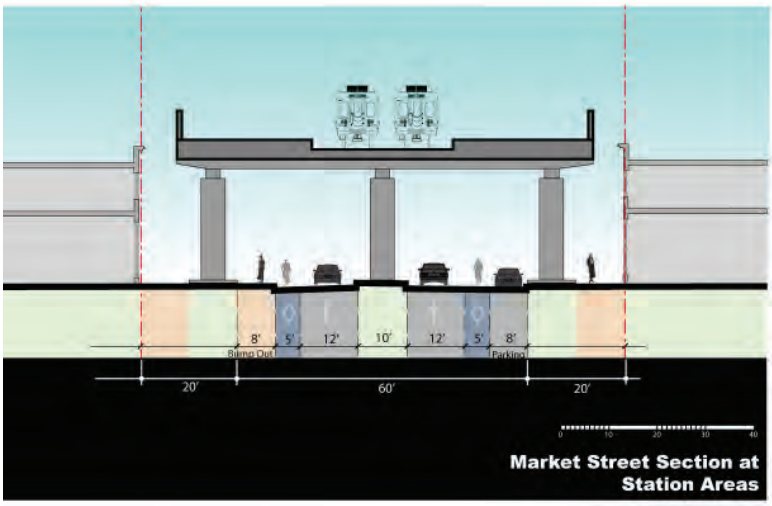
Delivery truck on sidewalk

Cars parked on sidewalk

Bus stops with no shelter

Fig. 2-8 Proposed West Market Street improvements by the Streets Dept.





2.4.3 Bicycle Network

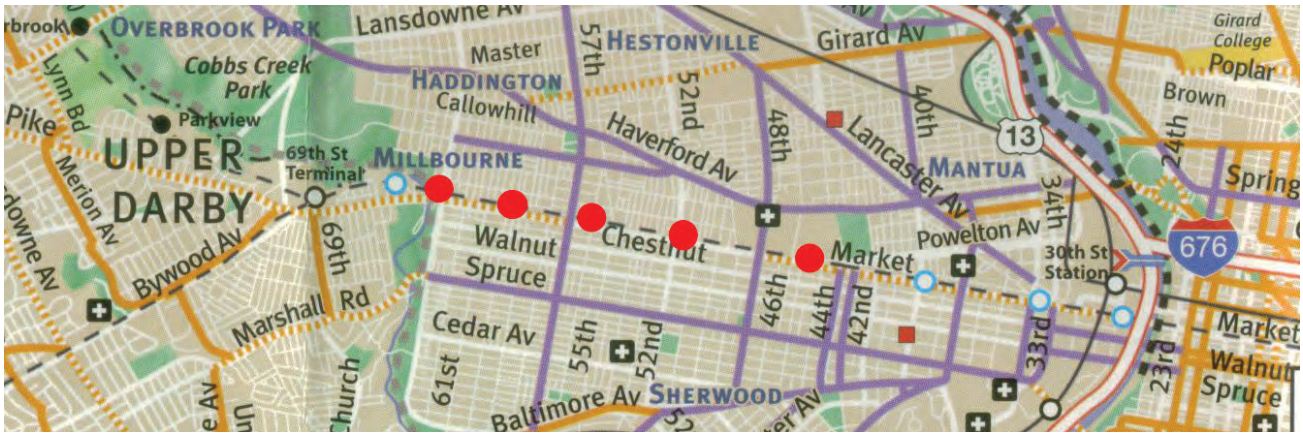
Bicycle Compatibility

The street alignment proposed by the Streets Department along West Market Street in the study area shows an eight-foot parking lane, five-foot bike lane, twelve-foot travel lane and a raised median on which the elevated train supports are located. When the street is returned to service, it is estimated that an average of 12,000 vehicles per day will use the street, based on historical trends. Using the FHWA Bicycle Compatibility Index, the level of service (LOS) along Market Street has been identified as C, with a BCI rating of 3.36.

A question about the proposed bike lane on West Market Street is whether it will be respected, given the prevalence of double parking and the number of vehicles turning at each intersection. Kensington Avenue, which has an elevated structure and on-street bike lanes, provides an exemplary model. There, the parking lane is seven feet wide, the bike lane is five feet wide and the vehicle lanes are ten feet wide. It has been reported that drivers often double park and force cyclists into the vehicle lane. Since West Market Street will have wider lanes, it is likely that the same situation will occur.

Removing the bike lane would lower the LOS to E, but this might be a fair trade-off if the sidewalks are widened. Faster cyclists would probably choose to travel on Chestnut or Walnut Streets towards Center City or Cobbs Creek Park. Less confident cyclists would continue to use some of the parallel neighborhood streets, or even ride on the wider sidewalks, which may occur anyway if the bike lane is constantly blocked. Removal of the

Fig. 2-9 Regional Bicycle Network (Source: Bicycle Coalition of Greater Philadelphia)



bike lane would require changes to the plans that are already drawn up by the Streets Dept. in coordination with SEPTA.

Off-street paths and trails

The Cobbs Creek Bikeway is an 8.5 mile designated bike route originating at the intersection of Market Street and 63rd Street, and extending south to the Philadelphia International Airport. The 63rd Street station allows easy intermodal transfer between the Bikeway and rail transit. Additionally, Spruce Street connects to the Bikeway south of Market Street, linking the Bikeway to bike lanes running the length of the Corridor.

The Bikeway was designed as a viable commute option for the roughly 20,000 airport employees living within five miles of the airport. The northern segment is an off-road, multi-use path constructed entirely within Cobbs Creek Park. The southern segment consists of designated bicycle lanes on city streets created by using pavement markings and signs. A northward continuation of the Bikeway through the park is proposed.

To complement the new bike trail and renovated 63rd Street station, it is recommended that a bike station is provided at this location. Such an amenity would complement the bike boulevard described above. Figure 2.9 shows the existing bicycle network from a regional perspective.

Legend

Bicycle Friendly
Most suitable for on-road cycling. Some roads may have heavy traffic but also have wide shoulders, making them preferred routes.

Average
Moderately suitable for on-road cycling. Cyclists of lesser skill and experience riding in traffic may find conditions unfavorable.

Below Average
Least suitable for on-road cycling. While riding on these roads may not be pleasant, they may be the most direct route between two points.

Off Road Trails **Future Trails**

Limited Access Highway

Cobbs Creek Bikeway

Fig. 2-10 Bicycle Network Map

(Source: Streets Dept. / Philadelphia Bike Map)

On-street bicycle conditions

The study area has an adequate bicycle lane network. Walnut Street has a new bicycle lane and Spruce Street includes lanes extending from Cobbs Creek Park (and Cobbs Creek Bikeway) to the University City neighborhood, connecting lanes with Center City and beyond. Bike lanes also cross the study area at 57th and 48th Streets. Haverford Avenue also offers bike lanes along its entire length at the northern edge of the study area.

Additional bike lane segments exist along:

- Market Street from 47th to 38th Street
- 42nd Street between Baltimore Avenue and Market Street
- 43rd Street between Baltimore Avenue and Market Street

Bicycle lane along 48th Street

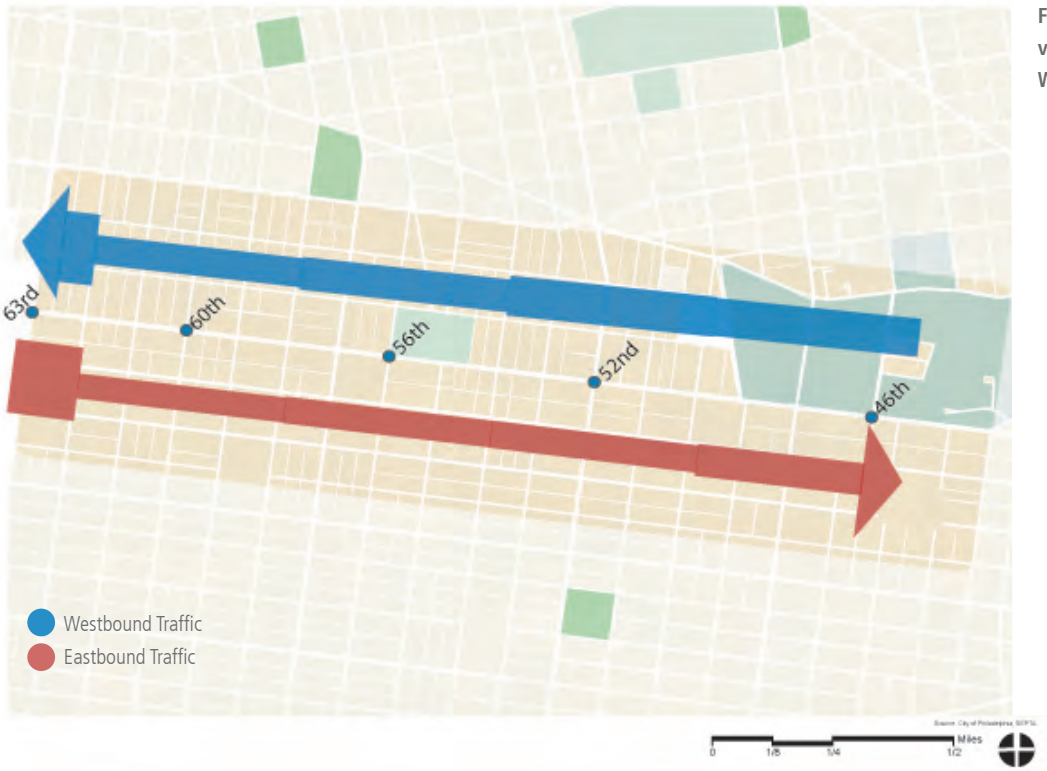


Fig. 2-11 One-way vehicle volumes on West Market Street

2.4.4 Vehicular Circulation

Vehicle volume data and parking information were gathered and analyzed to get a sense of the traffic activity around the stations and in the study area.

Traffic Volume

The volumes presented in Table 2.6 are based on historical conditions since the current street construction does not allow for accurate traffic counts. These volumes are depicted along the West Market Street in the above Fig. 2-11.

While volumes at 63rd Street total more than 1,000 cars at peak hours, none of the other stations experience volumes over 900. This indicates that the roadway operates below capacity and that the street can continue to operate smoothly with two lanes. The low traffic

Table 2-6 Average Daily Traffic Volumes

		63rd Street Station	60th Street Station	56th Street Station	52nd Street Station	46th Street Station
Average Daily Traffic	Eastbound	14,354	4,875	5,198	5,303	6,167
	Westbound	13,875	5,684	6,389	7,823	7,428
Peak Volume (Over 900 in bold)	Eastbound	1,316	454	388	550	705
	Westbound	1,315	609	571	777	777
Off-Peak Volume (Under 300 in bold)	Eastbound	808	242	270	198	267
	Westbound	598	216	130	304	292

Fig. 2-12 Amount and Type of Parking

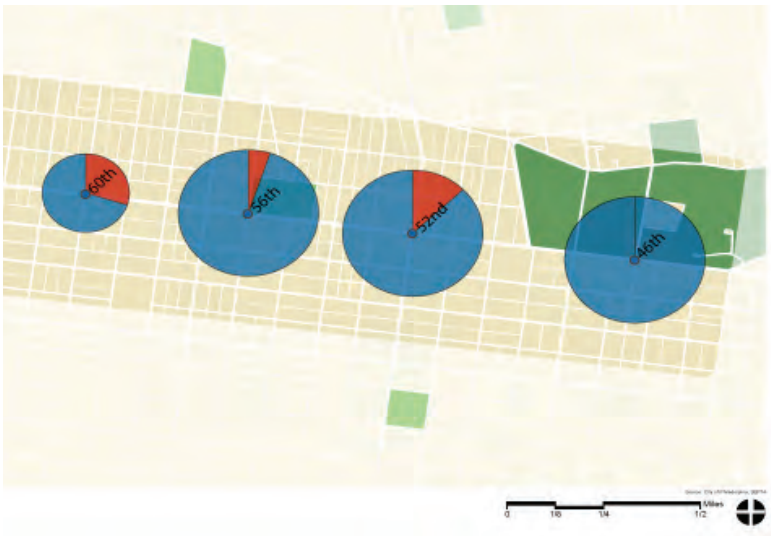


Table 2-8 Short and Long Term Parking

	63rd Street Station	60th Street Station	56th Street Station	52nd Street Station	46th Street Station
Short-Term	28	124	30	270	0
Long-Term	88	284	631	1,248	1,148
Total	116	408	661	1,518	1,148

Surface parking lots near 60th Street Station
(Credit: PCPC)

volumes at 46th, 52nd, 56th, and 60th Streets indicate that these areas operate as local streets.

Parking

Free long-term parking dominates the parking stock along West Market Street as shown in the Table 2-8. These parking spaces are depicted around the station area in the Fig. 2-12.

Crashes

Crash data for West Market Street was not analyzed because it overlaps with the El construction project (the crash data was provided for the years 2002-2004 and El reconstruction began in 2000). It is recommended that crash data for West Market Street be collected three years following the end of construction-and analyzed to assess the performance of the street

Fig. 2-13 Institutions and Public Amenities

2.5 Neighborhoods

2.5.1 Institutions and Public Amenities

The adjoining map shows the inventory of the many local institutions in the study area, including schools, places of worship, recreational centers and libraries.

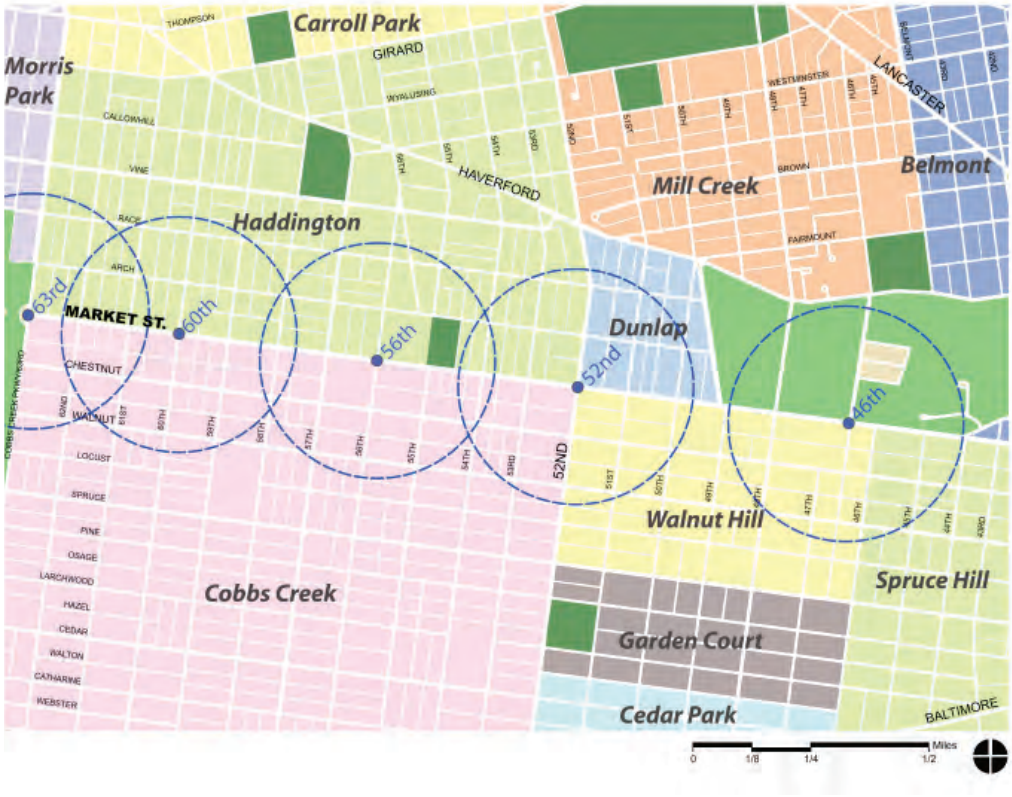
The 46th Street station area is surrounded by large institutional uses, including the former Provident Mutual building at 4601 Market Street, which currently houses non-profit and educational organizations. Other institutions include the Kirkbride Center campus at 49th Street and Market Street, and the Enterprise Center, a Philadelphia Community College branch building.

The 56th Street station area includes a Salvation Army campus at 55th and Market Streets with office, day care, and "Booth Manor", a new mid-rise apartment building for the elderly.

The West Market Street Corridor does have limited active recreation and open space areas such as an athletic field between 44th and 46th Street Station, a school district playground near 49th and West Market Street, playground within the Salvation Army campus

Legend
- School
- Open Space
- Recreation Center
- Library
- Hospital
- Cultural Facility
- Places of Worship

Fig. 2-14
Neighbhorhoods



and Cobbs Creek Park within the 1/4 mile radius of the study area. Several recreation centers are located just outside the boundaries of the study area.

2.5.2 Neighborhood Organizations

There are many neighborhood organizations active in the study area. As shown in the adjoining map, Market Street traverses 5 different neighborhoods within the study area.

The types of organizations with jurisdictional boundaries that are located within the study area include Community Development Corporations (CDC), business incubators, business associations and a number of civic and neighborhood groups. A list of these organizations is shown in the inset. (list of organizations- inset).

The consultant team met with the Partnership CDC, the AchieveAbility CDC and the Enterprise Center business incubator to coordinate their input and address their concerns. These meetings were held in addition to the Advisory Committee meetings held in the study area during the three planning phases.

List of Neighborhood Organizations

Community Development Corporations (CDC's)

- The Partnership CDC
- AchieveAbility
- Haddington/Cobbs Creek CDC

Business Incubator

- The Enterprise Center

Business Associations

- 52nd Street Business Association
- 60th Street Business Association

Civic and Neighborhood Groups

- Spruce Hill Community Association
- Walnut Hill Community Association
- Concerned Black Captains of Philadelphia
- Dunlop Community Council
- West Powelton Concerned Citizens

2.6 Relevant Plans for the Study Area

Neighborhoods in the study area represented by the various community organizations and the Planning Commission carried out a number of planning efforts that focused on the needs of the community. These planning efforts include neighborhood focused community plans, commercial corridor revitalization plans and strategic redevelopment plans that address the needs of the various neighborhoods within West Philadelphia.

These planning efforts were reviewed by WRT to understand the issues and needs of the residents within the study area. These past planning efforts do not directly address the goals and objectives of the TOD study, but provide valuable insight into the ongoing planning issues, projects and community characteristics within the study area.

Community Plans

One major recent community initiative was the Haddington/Cobbs Creek 2010 - A Plan for Our Future completed by the AchieveAbility CDC and the Partnership CDC in 2005. The plan was developed with extensive community participation and input as a joint effort between the two CDC's actively involved in the neighborhoods of Haddington and Cobbs Creek, located north and south of West Market Street. The recommendations of this plan focus on family and social programs and the immediate needs of the neighborhoods and its residents. They identify action items organized around four focus areas: children and families, economic development, affordable housing and counseling and neighbor-

hood building. A resident survey conducted by the CDC's indicate that residents travel to shop in Center City, the City Avenue area, Plymouth Meeting, the 69th Street shopping district and Mt. Airy, losing a significant percentage of retail expenditure to these areas. This plan recommends comprehensive commercial corridor development plans for the two struggling 52nd street and 60th street commercial corridors in the area. The plan also recommends reconstitution of the Haddington/Cobbs Creek CDC to implement the plan (This is undeway).

Other major planning initiatives for the area include The Plan for West Philadelphia, completed by the Planning Commission in 1994. This plan provides an inventory of the neighborhoods and their assets, as well as a framework to guide future development. Among the identified 'Districts' and 'Corridors' in the plan are the 46th Street and Market Street Districts and the 52nd Street Corridor.

In 1992, the West Philadelphia Coalition of Neighborhoods and Businesses completed a neighborhood plan entitled The Strategic Community Development Plan for West Philadelphia. This plan addresses housing needs in West Philadelphia and identifies strategies to facilitate and coordinate redevelopment efforts among the different neighborhoods through identification of neighborhood specific goals.

Commercial Corridor Revitalization Plans

The study area includes two commercial corridors for which revitalization studies were completed by the Partnership CDC. The consultant team met with the Partnership CDC as part of stakeholder meetings for the TOD study. The Development Strategy for the 60th Street Commercial District was completed in July 2003 to address the decline of the commercial corridor and rising vacancies. The plan includes a retail market analysis and a survey of existing land uses, parcel ownership and tenancy. The report concluded that, of the 450 stores in the 60th Street Commercial Corridor and its retail trade area, only 33% of retail purchases were made by trade area residents, resulting in a loss of over $209 million in retail purchases annually. The market study indicates strong retail market potential for the area.

The recommendations of the plan include;

- Consolidation of retail between Arch and Spruce Streets (within the ¼ mile radius of the 60th Street station area)
- Take advantage of the demand for new retail (pharmacy and auto parts store) generated by the 100 units of new single family, rental and senior housing between Spruce and Catherine Streets.
- Fulfill the need for approximately 50,000 square feet of community institutional space, including a child care center and a community education center.

The other commercial corridor study includes the West Philadelphia Economic Development Strategy for 52nd Street and Market Street, which was completed in 1998 by the Partnership CDC. The Plan led to the creation of the Mercy Special Services District (MSSD) that covers the area between 50th Street to the east, 63rd Street to the west, Market Street to the north, and Baltimore Avenue to the south. Other plan recom-

mendations include expansion of recreational services in the area, increasing the capacity of the CDC, attracting job training providers and improving streetscape conditions.

In addition to the commercial corridor revitalization studies, the Local Initiatives Support Corporation (LISC) is currently preparing a multi-year survey and study of the 60th Street commercial corridor. Vacancy data compiled through the LISC survey was used for the Market–Frankford TOD study to assess vacancy conditions in the study areas.

In 2003, Upper Darby Township, Millbourne Borough and the Delaware County Planning Department completed the Market Street Gateway Revitalization Study for the portion of the West Market Street Corridor located west of 63rd Street outside Philadelphia. The revitalization study recommends several pedestrian friendly improvements at the 69th and Markst Streets including a public plaza with a public art feature, removal of existing overhead pedestrain bridge to make all pedestrian crossings at street level, pedestrian bul-outs, street trees, lighting etc. For the on the 9.6 acre former Sears site in Millbourne Borough, Market Street Gateway Study recommends approximately 180,000 square feet of office development (2- 3 story 90,000 SF office buildings) with a 420-car shared commuter and office surface parking lot.

The consultant team met with Upper Darby and Millbourne Borough officials to address their concerns regarding the Market-Frankford TOD Study and its potential impact on plans to redevelop the Millbourne Station area, particularly the former Sears site. The Market-Frankford TOD Study recommends an alternative TOD scheme for the site that takes advantage of the proximity of the Millbourne EL Station and its development potential next to Cobbs Creek Park.

Commercial Zoning Code Update

In July 2004, the Planning Commission and Buckhurst, Fish and Jacquemart, Inc. completed an analysis of the zoning code for commercial corridors in Philadelphia. The report, entitled Recommendations to Update Commercial Codes, includes two pilot studies in the TOD study areas, an 18-block segment of the West Market Street Corridor and the Frankford Avenue commercial corridor.

The analysis of underlying zoning in the study areas concluded that the regulations do not encourage or promote pedestrian and transit friendly design. The analysis also indicated that regulations for the corridors are encumbered by overly complicated language for permitted uses and too many special districts, including sign controls and special permit uses.

The report recommends a new “Pedestrian and Transit Friendly Floating District” and a new “Commercial Overlay” in the two corridors that would require a special site plan review process for new and expanding uses by the Planning Commission. The recommendations also include a subset of zoning controls that encourage private reinvestment near transit facilities, transportation efficient land uses, increased density and pedestrian and transit friendly designs.

These recommendations highlight the need to develop zoning and design controls that focus on creating and maintaining a transit friendly environment. Such controls would include:

- Controls for vehicular access.

- Controls for circulation and parking.
- Minimum density requirements and mixed use incentives in the vicinity of transit stops.
- Incentives for promoting transit ridership.
- Incentives for smart growth development and the provision of affordable housing.

Redevelopment Plans

In recent years, the Planning Commission has certified several redevelopment areas and blighted areas within the West Market Street Corridor that have resulted in redevelopment plans and blight recertification reports. The following plans and reports emphasize the deteriorated building conditions and vacancies within the study area, and the need for renewal and revitalization.

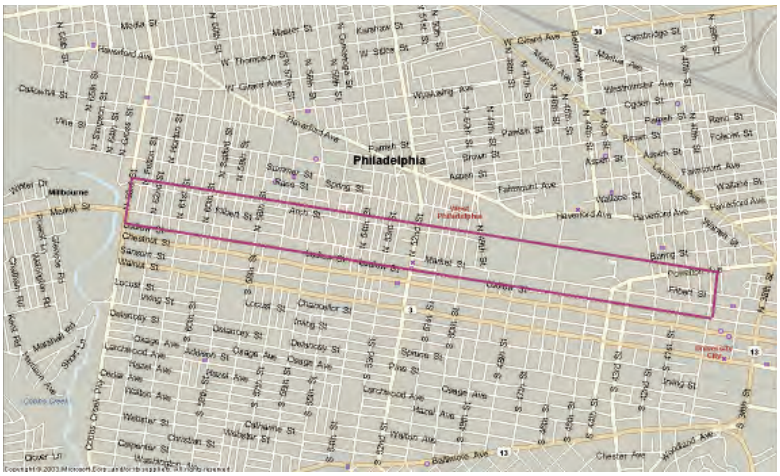
- Haddington Blight Recertification
- 42nd & Lancaster Area Blight Recertification
- 44th & Aspen Redevelopment Area Plan
- 45th & Sansom Redevelopment Area Plan
- 49th & Locust Redevelopment Area Plan

3.0 Real Estate Market Conditions

Real Estate Strategies (RES), conducted market analyses including a number of visual inspections of the West Market Street corridor, including the blocks along West Market Street from 40th Street to 63rd Street. RES also inspected side street corridors along 60th Street and 52nd Street. While the focus of this market analysis is on the West Market Street corridor as shown in Fig 3.1, there are many businesses that are located outside of the West Market Street corridor and especially along Chestnut Street, which is one block south of West Market Street.

Field inspections during the time frame from December 2005 through February 2006 indicated that the West Market Street Corridor is in a state of serious decline, partially caused by the reconstruction of the El. Although several recent developments have been completed, including a new supermarket, disinvestment in the area is a very serious problem.

Fig. 3-1 Location of the West Market Street Corridor in West Philadelphia



3.1 Retail Uses and Vacancy

The West Market Street Corridor suffers from extremely high concentrations of vacant and underutilized buildings, many of which are suffering from years of neglect and deferred maintenance. The El is located above West Market Street, creating an atmosphere that is dark in even the brightest sunlight. In addition, the reconstruction of the El has resulted in West Market Street being closed to vehicle traffic and in some cases, pedestrians. The result has been further deterioration and even higher vacancy rates along some blocks.

The vacancy rate along West Market Street changes dramatically from block to block. It ranges from approximately ten percent along more stable blocks to as high as 80 percent for some portions of the business district where the El is under construction. Second and third floor space along West Market Street has a vacancy rate estimated to be between 30 percent and 90 percent.

In addition, the limited amount of new development along West Market Street has been automobile oriented in its orientation. Rather than fronting on West Market Street, newer stores often face the side streets.

Visual inspections of the West Market Street Corridor indicated that about 30 to 50 percent of properties were vacant and/or boarded. Maximum vacancies exist for blocks particularly along Market Street between 50th and 52nd Street, between 57th and 58th Streets, around 60th Street Station. The retail stores that remain in blocks with high vacancies are suffering from serious problems with deferred maintenance and neglect. Retail stores that still exist include a mix of apparel stores that have an emphasis on sportswear, grocery stores, meat markets, bars and nightclubs, Chinese restaurants, hair and nail salons, legal services, accountants and tax return preparers, laundromats, and auto repair shops. There is a new supermarket and a new Rite Aid. As with other newer developments, however, the fronts of both buildings face toward other streets.

Table B-1 in the appendix of this report lists types of retailers that are located in the corridor, the number of retailers and employees in each category, and estimated annual sales during 2005. It should be noted that the data in Table B-1 include all establishments that are located in the census tracts that are represented in the West Market Street Corridor. Therefore, it is likely that some of the establishments are located on side streets rather than fronting on Market Street, itself.

The largest employers are the health services organizations that are centered around some of the hospitals in the area, including the University of Pennsylvania's Presbyterian Hospital. Other large employers include the elementary and secondary schools and eating establishments. There is a high concentration

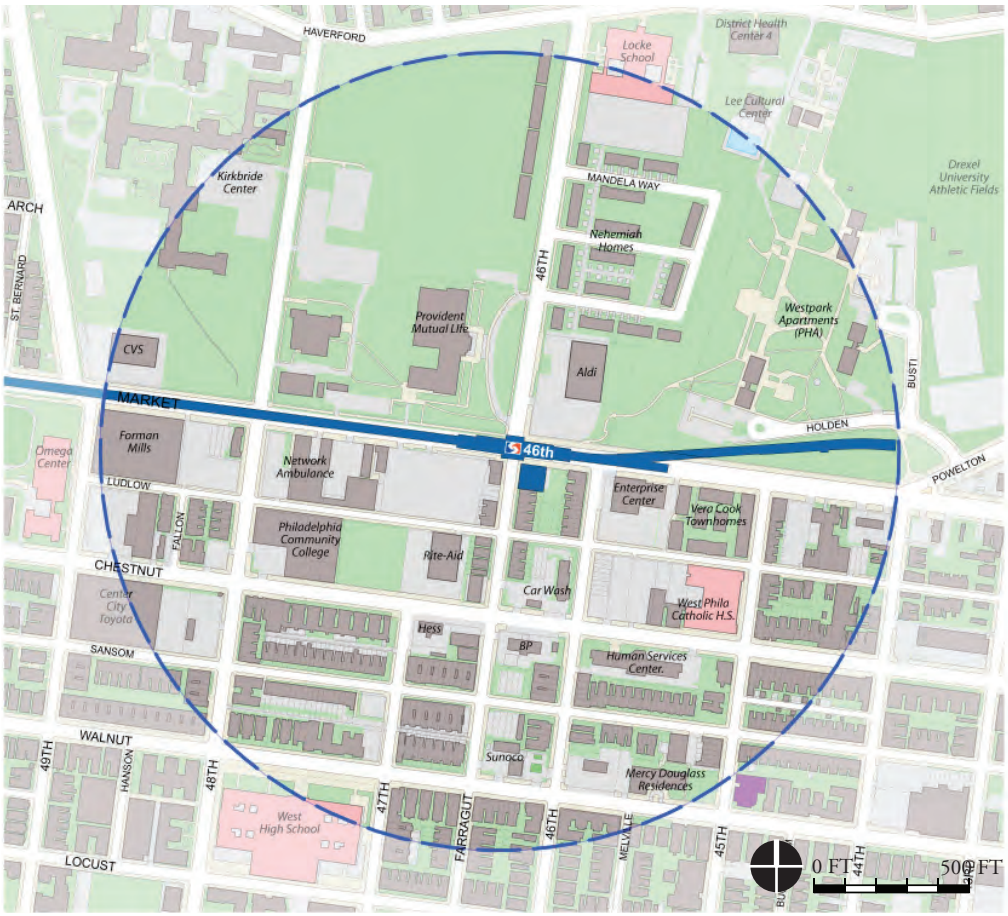
of food stores in the area, including the Fresh Grocer and the ALDI supermarket, although many of the food stores are small corner stores and many are poorly maintained with low quality products. There are a large number of membership organizations and real estate firms. In addition, the area has an abundance of auto repair shops, auto dealers and service stations. Although there were several apparel stores in the area, none were specifically geared to men's and boy's apparel.

Rental rates for first floor commercial space in the corridor range from $8 to $12 per square foot, which is considered by realtors to be a depressed level. Rents as low as $4.00 per square foot were reported in some locations. In contrast, well-designed, modern commercial buildings in good locations along the Market Street corridor and with dedicated parking can command rents as high as $20 per square foot.

Vacant retail properties along West Market Street Corridor

Occupied retail along West Market Street Corridor

Fig. 3-2
46th Street Station Area



3.2 Development Patterns around Station Areas

3.2.1 46th Street Station Area

This portion of the Corridor between 40th Street to 49th Street contains a diverse mix of uses and development patterns. At 49th Street, the El is located above the West Market Street right-of-way producing a dark, divided street below. At 46th Street the El veers slightly north and no longer is located above West Market Street. It drops underground just west of 44th Street. This area is, therefore, very much a transition area in which the El is a major influence and then is not an influence at all.

West Market Street from 46th Street to 49th Street is under the El. The north side of the street has large tracts of land that once housed Provident Mutual corporate headquarters and Kirkbride Center - a psychiatric treatment facility. The former Provident Mutual building at 4601 Market Street is now home to several not-for-profit organizations, but there are no buildings that front along the northern side of Market from 46th Street to 49th Street. The City and the property owners has attempted to identify new uses for these two

large parcels, including commercial uses and a new school.These properties could be the basis for a redevelopment project in this station area. A CVS drug store has been built at the corner of 49th and Market. Across the street, on the south side of West Market Street, is a Forman Mills and its parking lot, and a bar. Institutional use in this area included a west Philadelphia branch of the Community College and West Philadelphia Enterprise Center, a business incubator on the south side of Market. This area also has an ALDI grocery store that fronts on North 46th Street and has its parking lot along West Market Street.

The area between South 41st Street and 46st Streets, where the El leaves the Market Street right-of-way, is an area of transition to a more traditional streetscape along West Market Street. This stretch has a mix of retail and residential uses. There are a few properties that have been redeveloped into modern retail sites with front-loaded parking. These include the Eckerd drug store, Midas auto repair, and Pep Boys. There are also service-oriented establishments including a dialysis center, a few parking lots, a fire station, an accounting firm, a used car lot and a gas station. There are several affordable residential developments along this portion of the Corridor, and these buildings break the retail pattern and the flow of pedestrian traffic.

Closer to 40th Street, West Market Street becomes a more stable commercial district. Retailers are more diverse: H&R Block, a Wine and Spirits store, a few discount stores, a pizza parlor, donut shop, furniture store, and hair salon. A revitalization of the West Market Street Corridor focusing first at this end of the corridor might capitalize on the momentum that has been generated by University City District's revitalization of University City. Rental rates are higher in this section of the corridor than farther west. Moreover, this part of the Corridor does not have the amount of disinvestment that is apparent in the western end. Businesses closer to 40th Street also can be positioned to attract expenditures by University of Pennsylvania students, hospital workers, and others employed at the nearby Science Center.

Large institutional uses along West Market Street

The Enterprise Center

New CVS drug store

Affordable PHA public housing

Fig. 3-3
52nd Street Station Area

3.2.2 52nd Street Station Area

The section of Market Street between 49th Street to 54th Street around the 52nd Street El Station has the most diverse uses. On the south side of Market Street between 51st and 54th Streets, there is relatively stable commercial space with few vacancies and a diverse collection of retailers. Between 49th Street and 51st Street, the uses become predominately residential. There is a school on the south side of the street. There is a similar pattern on north side of the street, although the block between 54th and 53rd Streets has a high concentration (63 percent) of vacant properties. The blocks between 51st and 49th Streets are more residential and have more vacancies than on the south side of the street.

Retailers in this station area include Value Plus, Murray's Steaks, Kentucky Fried Chicken, a few dollar stores, bars, donut shops, dry cleaners and hair and nail salons. The commercial district along 52nd Street is more stable than along Market Street. Twenty years ago the City erected a permanent awning (or Canopy) along 52nd Street in an effort to make the retailing

more competitive with suburban shopping malls. The structure is now old, and it is suffering from neglect. RES recommends that it be removed to provide greater visibility for the retail stores that are located along line 52nd Street.

52nd Street Commercial Corridor

Retail along West Market Street near the 52nd Street Station

Fig. 3-4
56th Street Station Area

3.2.3 56th Street Station Area

The 56th Street station stop of the El has just undergone a major reconstruction project to make the station cleaner, safer, and more attractive. Hopefully, the retail in this area between 54th Street to 58th Street will begin to rebound from the problems associated with being in a construction zone. In addition to the station, another centerpiece is the new Fresh Grocer supermarket and Rite Aid drug store, developed on the block between Market and Chestnut Streets and 56th and 57th Streets. As indicated previously, however, these developments are automobile-oriented with large front loaded parking lots. Both stores have their back walls facing West Market Street. These developments do not embody the principles of transit oriented development.

This part of the corridor has the highest concentration of residential properties. Many are still occupied, although vacant structures and empty lots still plague the area. It is estimated to have a vacancy rate ranging from up to around 50 percent (particularly between 57th and 58th Streets), depending on the block. Retail in this node includes a laundromat, a few storefront churches, and a corner market. The Salvation Army has a facility that is set

back from the West Market Street.

RES looked at recent real estate market activity in this area. The buildings at 5407 Market and 5409 Market were offered for-sale at prices of $119,000 and $139,000, respectively. The retail space at 5407 Market was leased to a day care center for $850 per month with an increase to $1,000 per month scheduled during the year. The two-bedroom apartment above the retail space is leased for $625 per month. RES was advised that the retail space at 5409 West Market was being offered for-lease by the current owner for $1,200 per month. The three-bedroom apartment above this latter space reportedly was leased for $750 per month. The building at 5635 West Market Street was being sold; the asking price was $220,000. The first floor of this building housed a laundromat while a four-bedroom apartment occupies the upper two floors.

Fresh Grocer

Rite - Aid

New EL Station at 56th Street

Residential Units

Deteriorated Structures

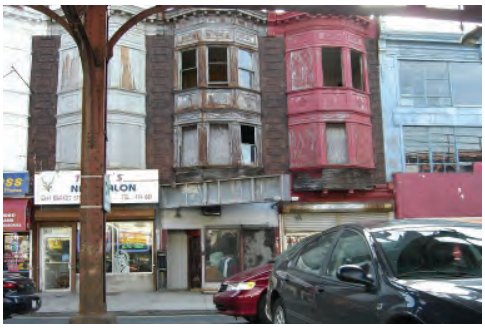


Fig. 3-5
60th Street Station Area

3.2.3 60th Street and 63rd Street Station Area

This section of the West Market Street corridor between 58th Street to 63rd Streets has the highest concentration of vacant properties and poorly maintained retail stores. Many of the vacant buildings are boarded, and the vacant lots are littered with trash and debris. The reconstruction of the El has contributed to the severe vacancy rate in this area. High vacancy levels, along with the fact that there are several properties currently available for sale, could be an initial assemblage for a redevelopment project when the El has been reconstructed. Overall, vacancies in this area are estimated to range between 20 percent to 80 percent (Maximum along Market Street between 60th and 62nd Streets), depending on the block. The block between 60th Street and 61st Street along the south side of Market Street has a collection of dilapidated former row houses, many of which have retained their original architectural details. These buildings could be a very attractive centerpiece for a revitalization effort.

The retail that remains in part of the corridor is marginal. It includes hair and nail salons,

Vacant architecturally significant buildings

Retail stores along 60th Street

Retail stores along West Market Street

Fig. 3-6
63rd Street Station Area

hair braiding salons, storefront churches, auto repair shops, bars, dry cleaners, a hardware store and a supply shop, a beer and packaged goods store and a small grocery store. This area also has a community service center, several tattoo parlors, and thrift stores. The blocks along 60th Street on both sides of Market Street have commercial stores that are more stable than those on Market, which would lend support to revitalization efforts in this part of the corridor.

The property at 6056 Market Street was listed for-sale during the time frame of fieldwork. The asking price of $49,900 is an indication of the depressed values in this area. The three-story building has a first floor retail space and a two-bedroom apartment on each of the second and third floors. The property was in very poor condition and was offered for-sale as-is, for cash only.

3.4 Consumer Spending Patterns

Consumer spending patterns were analyzed based on the estimates available from Claritas, Inc. of the 2005 consumer expenditures in the West Market Street Primary Trade Area. The summary of this data is included in the tables attached in the appendix of this report.

The unmet demand (or buying power) that is not captured by local stores in the West Market Street Primary Trade Area is almost $160 million. Since the estimates probably are based on estimated sales before the reconstruction of the El and the closing of many of stores in the West Market Street Corridor, the estimate probably is conservative. Much of this unmet demand is concentrated in several categories: automobile dealers, home furnishings, electronics and appliance stores. This would mean that these types of stores would be more successful in the trade area. The gap in food and beverage may have been closed with the opening of the Fresh Grocer store. Other stores which can be successful are: family clothing stores, sporting goods stores and general merchandize stores.

The types of establishments where there is an oversupply include women's clothing stores; shoes stores; pharmacies and drug stores; beer, wine and liquor stores; and home centers for building materials and supplies.

The Market Street corridor's current mix of stores is not likely to draw large numbers of shoppers from outside of the delineated Primary Trade Area. The market analysts estimate that approximately 10 percent of current sales in the Corridor are by households living outside the West Market Street Trade Area, and these expenditures would be by consumers either using the El or driving to patronize the new Fresh Grocer at 56th and Market. One strategy might be to build on this base by expanding retail offerings near the Fresh Grocer. In addition, there clearly is room for additional retail establishments to fill the demand of the existing retail consumers that exist in the trade area.

4.0 Opportunites and Issues

4.1 Building Conditions

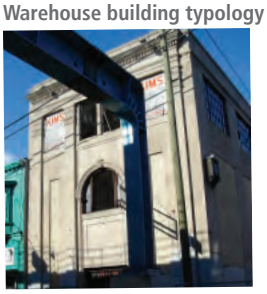
4.1.1 Building Typology – Predominant Building Character

Analysis of the building typology in the Market Street corridor area, as shown in Figure 4.1 on the next page, indicate the predominance of residential buildings consisting of row homes and twins. Several high rise residential apartment and senior housing buildings are also located in the study area.

Commercial building typologies primarily consist of mixed use structures with ground floor retail and residential above. These buildings are typically two to three stories in height, originally built as residential row homes that were converted to ground floor retail as the area became more commercial. These commercial mixed use buildings are primarily found along the Market Street, 52nd Street and 63rd Street commercial corridors.

Other prominent commercial building types include the typical "mid-box" buildings characterized by a large building footprint and on-site surface parking. This building type is an unfortunate side effect of zoning and development controls that facilitate automo-

Warehouse building typology



Residential Rowhome / Twin Typology

Commercial mixed use

Residential high rise (4-6 stories)

Commercial single use

Fig. 4-1 Building Typology

bile oriented design. Such buildings or their parking lots should be targeted for future redevelopment efforts. The existing CVS store lot (46th and Market St.), Aldi store lot (48th and Market St.) and Fresh Grocer-Rite Aid lot (56th and Market St.) are examples in this category.

There are number of older buildings with large footprints that are primarily occupied by warehouse and light industrial uses throughout the study area. These older buildings have significant architectural character and historic value, providing opportunities for adaptive reuse. Two buildings facing the Market Street, near the 56th Street Station in the Salvation Army compound are examples in this category. A previous adaptive reuse project at 55th and Chestnut Streets (the conversion of the historic Oliver Wendell Holmes School building into apartments for the elderly, ground floor offices and a day care center) serves as a successful example of the potential for major rehabilitation projects in the study area.

Many of the buildings in the corridor have interesting visual details on the upper floors such as bay windows, brick facades and elaborate cornices. At one time, the upper floors were presumably used for residential apartments and, in some cases offices. Today, only a few buildings contain a mix of uses.

Structures with historic character should merit special attention; preserving these buildings will enhance the quality and visual appeal of the area.

As with many other neighborhood business districts in Philadelphia, storefronts are narrow. Many have been combined to create a single larger retail space. Building depths vary depending on the building and whether it has been expanded into the rear yard; but generally the building depths are constraining and inadequate in relation to moderrn retailining standards. The size and shape of these existing structures limit their potential for redevelopment for larger commercial establishments. As a result, row structures along some streets have been demolished to make way for large scale commercial development. Most of these new developments have side loaded parking with front entrances oriented toward the parking lot instead of Market Street. The row houses, residential high rises and warehouse buildings could provide potential renovation and/or infill opportunities.

4.1.2 Vacancy

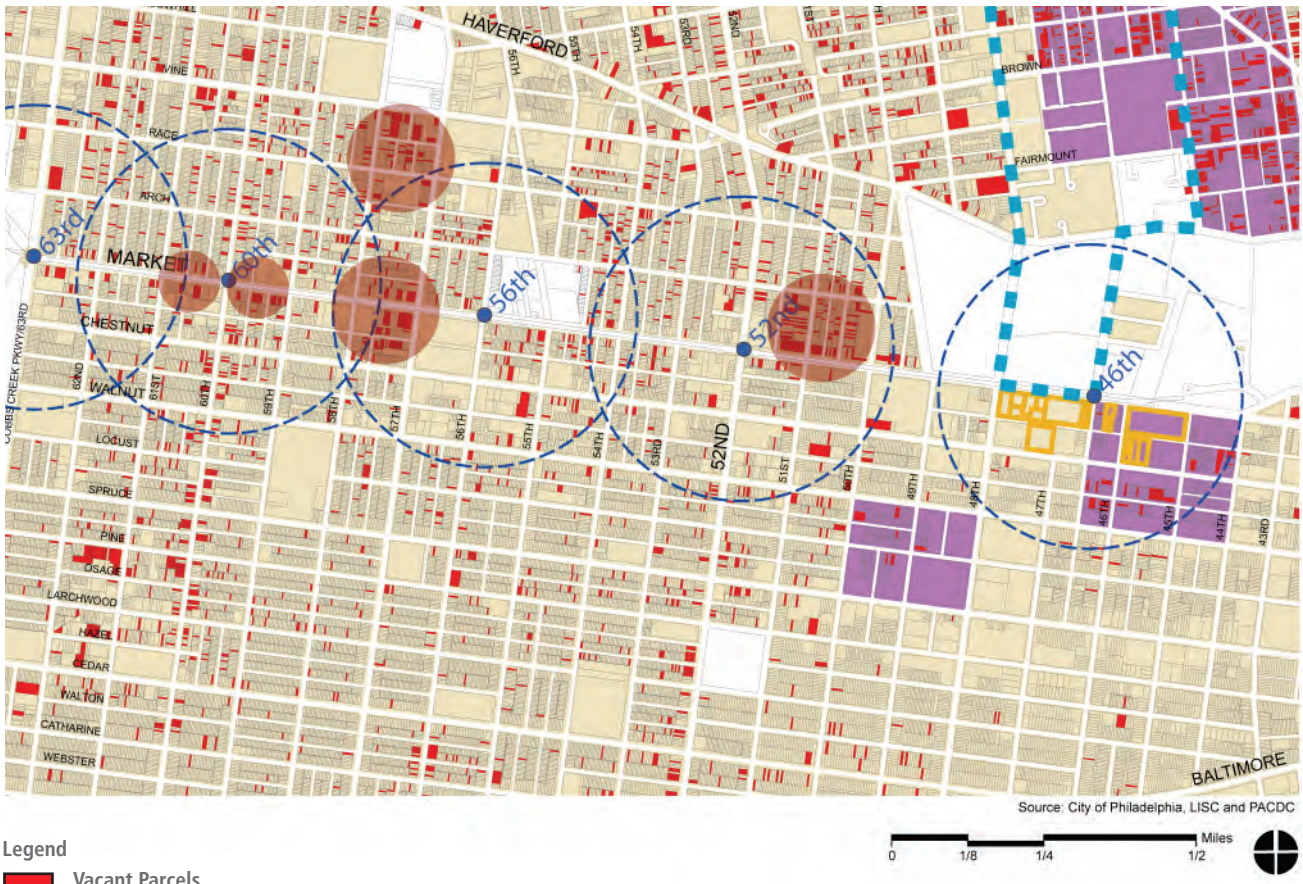
Analysis of the commercial establishments within the study area conducted by RES indicate serious decline of the commercial establishments along the Market Street corridor. Visual field inspections of building conditions one block north and south of West Market Street indicate relatively stable residential blocks with few vacancies.

The adjoining vacancy map, assimilated from data compiled by LISC, PACDC and the City for the 60th Street Corridor, shows pockets of vacancies along West Market Street. This map also shows redevelopment areas certified by the Planning Commission. The vacancy map also indicates stable retail blocks near the station areas and high vacancy conditions at the mid-block locations along West Market Street.

The station areas' development and vacancy patterns and building conditions are further analyzed for retail uses in the next section.

Vacant and deteriorated buildings in the study area

Fig. 4-2 Vacancy



Legend

- Vacant Parcels (source: PASDA GIS data, visual survey, LISC & PACDC)
- Declared redevelopment / blight areas
- Empowerment Zone
- KeystoneOpportunityZone (KEZ)
- Vacancy concentration

4.2 Public Realm

There is a distinct lack of public open space and gathering places, and therefore a sense of place is lacking in the study area. The analysis of the public realm indicates that the 52nd Street and 60th Street commercial corridors partially serve this function as shopping districts for the study area neighborhoods. These two corridors also provide easy access to transit with high ridership volumes.

Areas where the confluence of institutional and commercial uses occurs serve as identifiable places and landmarks within the neighborhoods. These areas include Haddington Progress Plaza (Vine and 57th Streets), the Sayre School near Walnut Street, and the Lucien Blackwell Regional Library and YMCA between Chestnut and Walnut Streets at 52nd Street. In addition, the 46th Street station is surrounded by significant institutional uses with large identifiable blocks and historic buildings, including West Philadelphia High School.

Chestnut Street from 49th to 63rd Streets and Walnut Street from 44th to 63rd Streets provide an identity to the area with a continuous street wall. Most of the residential streets in the study area lack their own unique identity due to the uniform street grid, with the exception of 51st Street between Market and Race

Fig. 4-3 Public Realm

Legend

Major city streets w/high traffic volume and good street wall

Confluence of commercial OR institutional uses

Residential streets with distict identity

Ridership volume @ stations

Fig. 4-4 Market Street Corridor

Legend

Schools

Places of Worship

Streets, which provides a welcome change to the otherwise monotonous street pattern. This change is emphasized by distinct housing, front yards, and tree lined streetscape. This block of 51st Street has the potential to be a very special place.

52nd Street Commercial Corridor

51st Street (Between West Market Street and Race Street)

4.3 Opportunities and Issues for the Corridor

Opportunities

The existing station areas and their proximity to the bus transit and bicycle network provide a great opportunity for redevelopment along the Market Street corridor. Historically low traffic volumes suggest a strong possibility to make West Market Street and its station areas more pedestrian friendly after the El reconstruction and related traffic disruptions are complete. The existing street grid in the study area provides multiple opportunities for improved vehicular and pedestrian access to the station areas.

Issues

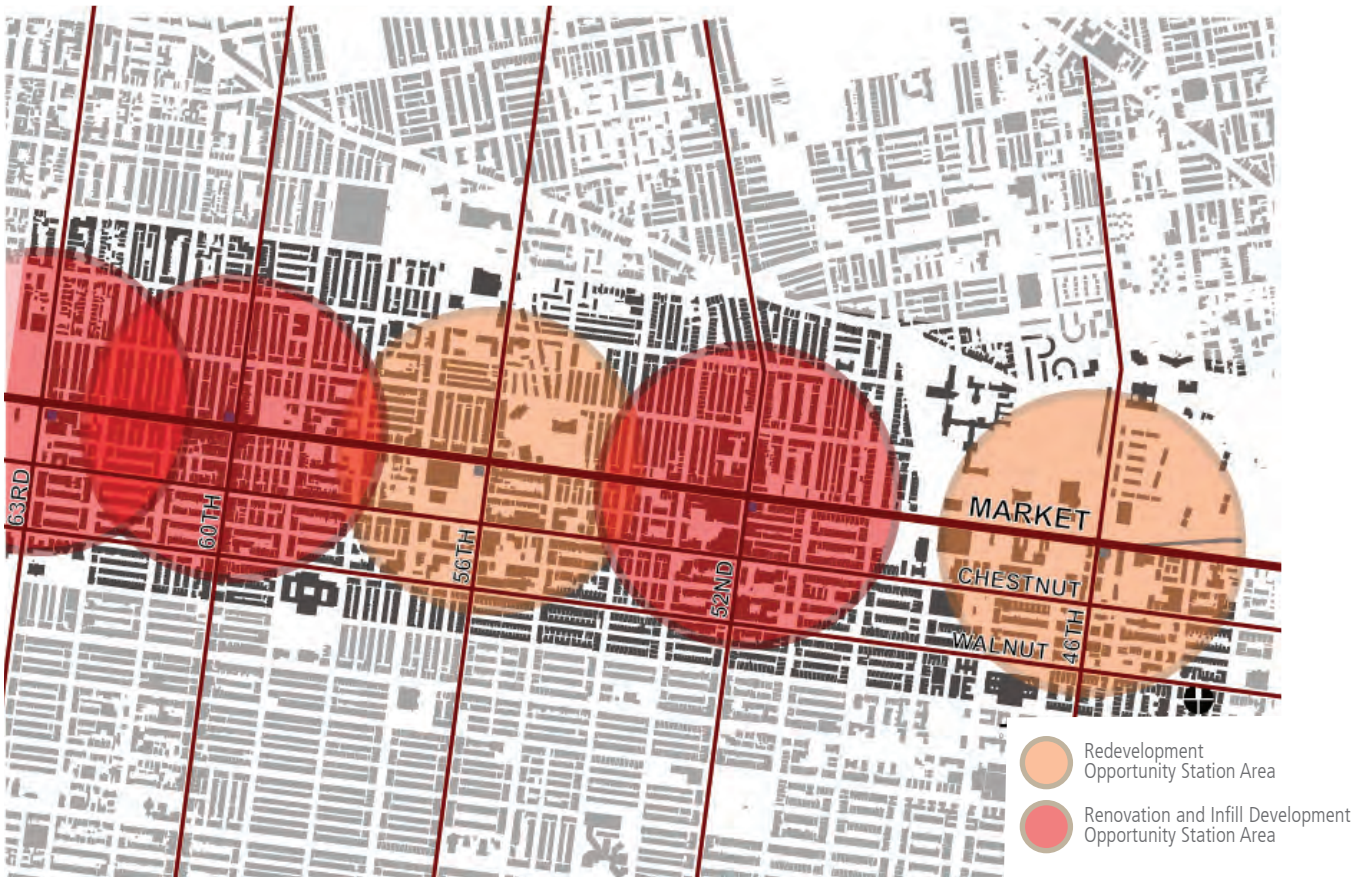
The study area contains many parcels with narrow frontages, limiting the potential for new development. New retail development typically requires large lot frontages and visibility. The excessive shade, noise and vibration created by the 100 year-old El Structure are also significant constraints to attracting new development along Market Street. There is also a lack of identity and sense of place to the area, primarily due to the limited number of gathering places and activity nodes. The exception is the 52nd Street corridor, which partially serves as a center of activity.

Station Areas

Based on the analysis of building conditions and issues and opportunities, two types of station areas are identified within the corridor as having the highest potential for positive change. This identification was also used to formulate redevelopment guidelines as described in Chapter 7.0. One type of station area can be categorised as the Redevelopment Opportunity Station Area. It contains a number of vacant parcels, parking lots and vacant buildings that can be targeted for redevelopment in the near future. These station areas include the 46th Street Station and 56th Street Station areas. The Millbourne Station area, which is located outside of, but in close proximity to the study area along Market Street near the 63rd Street Station area, is also included as a significant redevelopment opportunity. Redevelopment in these station areas could be implemented in the short term by identifying catalytic sites that could influence and attract future development in the corridor.

The other type of station area is the Renovation and Infill Opportunity Station Area, which includes areas that do not have large vacant or underutilized parcels to develop, but are in need of renovation and infill of existing development. This category includes the 52nd Street, 60th Street and 63rd Street station areas. Redevelopment in these locations will

Fig.4-5 Redevelopment and Infill
Opportunity Station Area– Concept diagram



require an incremental, long-term approach to focus and attract new development that is sensitive to the existing fabric.

Two representative areas, 56th Street and 60th Street within each category are selected to describe the two types of station areas along the corridor.

Predominant Redevelopment Opportunity Station Areas

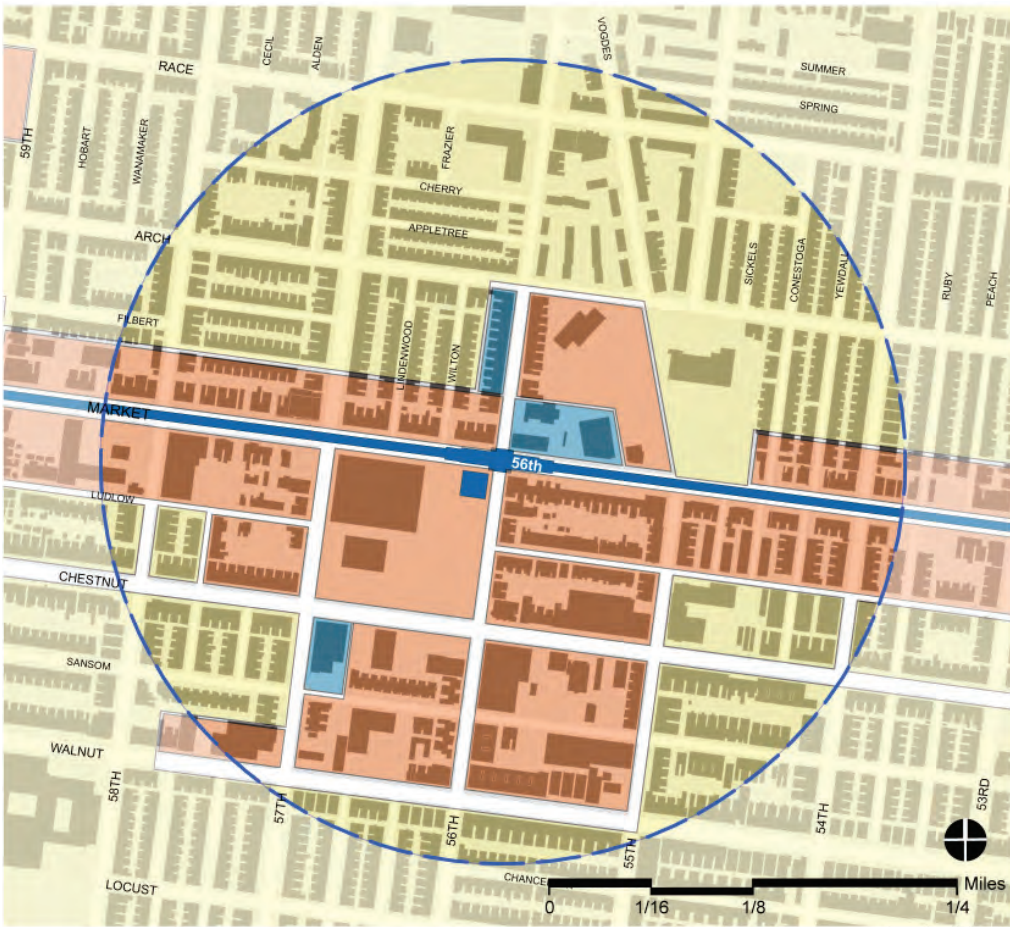
- 46th Street Station Area
- 56th Street Station Area
- Millbourne Station Area

Predominant Renovation and Infill Opportunity Station Areas

- 52nd Street Station Area
- 60th Street Station Area
- 61 Street Station Area

Fig.4-6
56th Street Station Area

Redevelopment Opportunity
Station Area



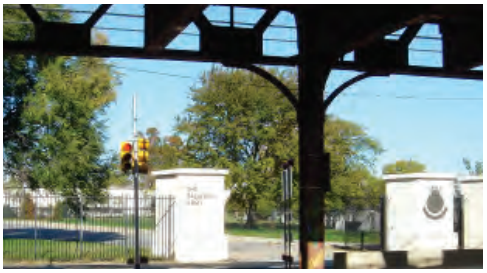
Redevelopment Opportunity
- Close to EL
- Vacant Land
- Vacant Building

Renovation & Infill Opportunity
- Close to Station
- Along Station Access Streets
- Adaptive Reuse Possible

Stable Residential

Fresh Grocer

Salvation Army Compound



New 56th Street Station Building

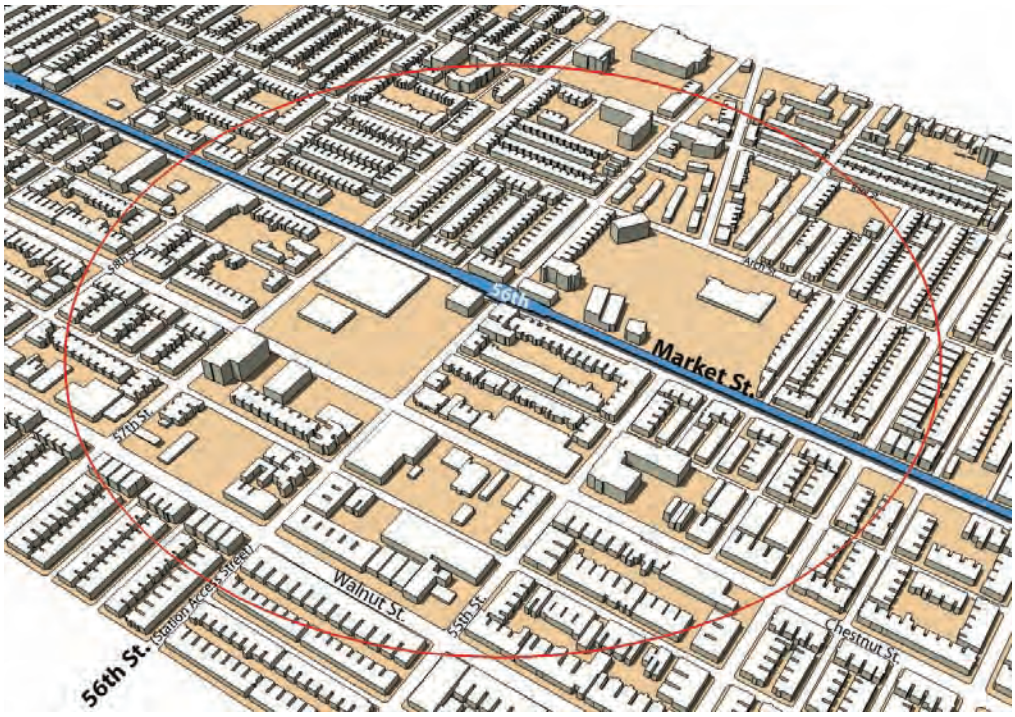


Fig.4-7
3-D View of existing buildings around 56th Street Station Area

4.3.1 56th Street Redevelopment Opportunity Station Area

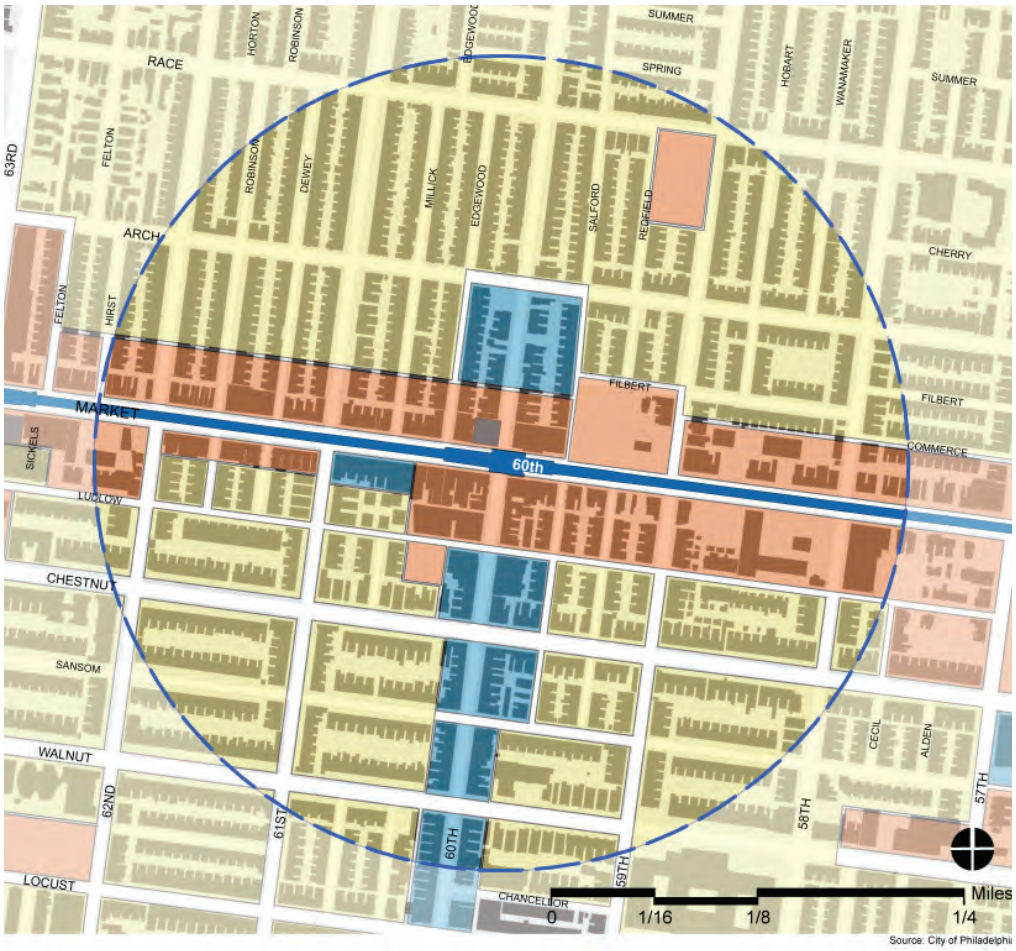
The 56th Street Station Area map on the adjoining page indicates that there is a higher concentration of redevelopment opportunity parcels compared to renovation and infill opportunities. These properties are identified based on the visual survey of the area conducted by the consultant team.

The results of the visual survey of the surrounding areas indicate sporadic vacancy within generally stable residential blocks. Major redevelopment opportunities include parcels close to El, the Fresh Grocer parking lot and adjoining vacant parcels and buildings, and the Salvation Army block.

Renovation and infill opportunity areas include several historically significant buildings and buildings that are close to the station. Station access roads also need to be targeted for renovation or infill.

New 56th Street Station Building

Fig.4-8 60th Street Station Area
Renovation and Infill Opportunity Station Area



Redevelopment Opportunity
- Close to EL
- Vacant Land
- Vacant Building

Renovation & Infill Opportunity
- Close to Station
- Along Station Access Streets
- Adaptive Reuse Possible

Stable Residential

60th Street Commercial Corridor

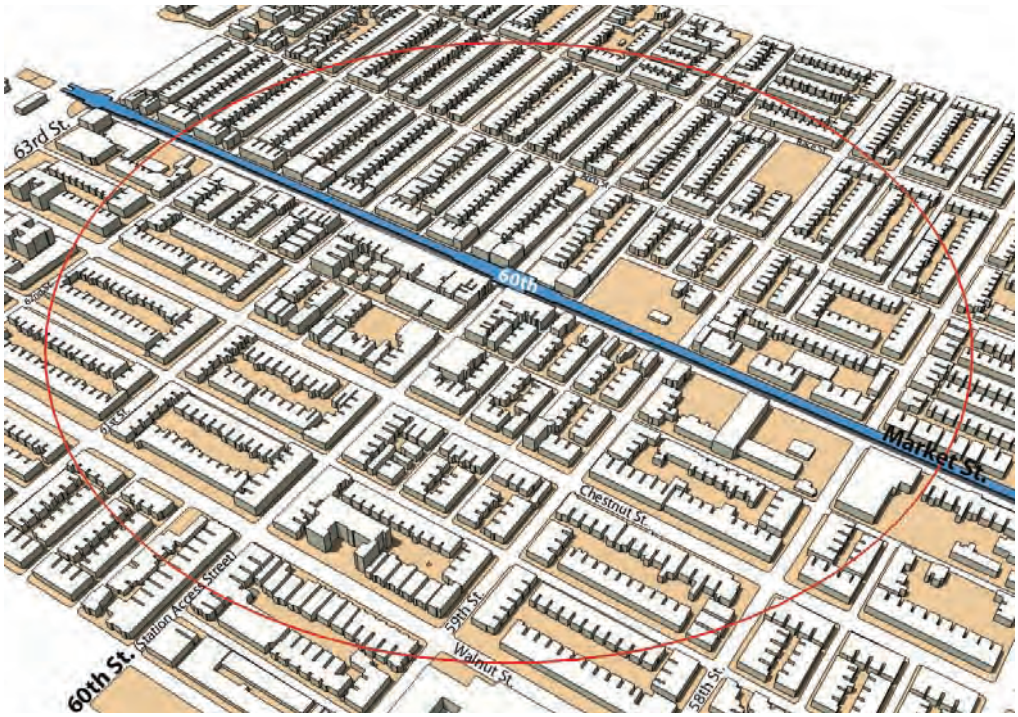
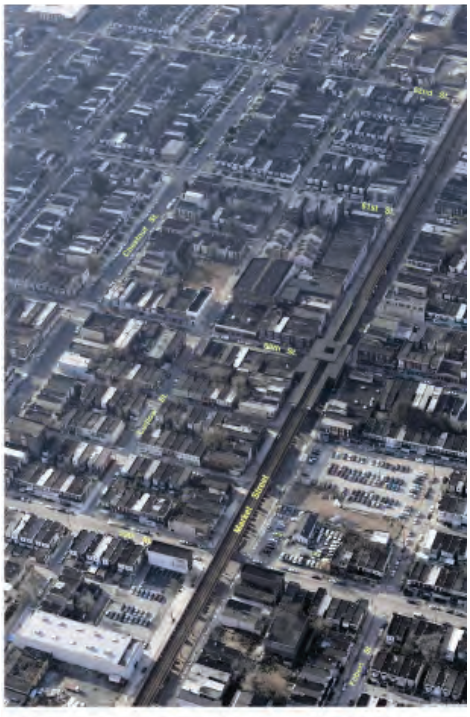


Fig.4-9
3-D View of existing buildings around 60th Street Station Area

4.3.2 60th Street Station Renovation / Infill Opportunity Area

The 60th Street Station Area map on the adjoining page indicates a larger concentration of renovation and infill opportunities compared to redevelopment opportunity parcels. Significant parcels along the existing 60th Street commercial corridor, require renovation or infill. The parcels closest to El should be targeted for redevelopment.



Aerial View of 60th Street Station Area
(Source: PCPC)

EL Structure and its proximity to buildings along West Market Street

Low density uses and surface parking lots near stations

(46th Street Station)

Fresh Grocer's West Market Street facade

5.0 Guiding Principles and Land Use

5.1 Planning and Design Principles

The following seven planning and design principles are intended to provide a framework for future development along the Market Street and around the station areas. They provide a basis for the recommended redevelopment guidelines and the proposed land use plan presented in Sections 5.2 and 5.3.

1. Encourage ideas and design strategies that address shade, noise and vibration problems for buildings along the corridor and adjacent to El, and for narrow parcels facing the West Market Street Corridor. Parcels along the corridor are constrained by the presence of the El structure and associated shade, noise and vibration impacts. The newly designed concrete sub-structure of the El is expected to reduce these impacts. However, it will remain a concern. The purpose of this principle is to encourage new design ideas and strategies that can mitigate the impacts created by the El structure and the narrow frontage lots facing the Market Street Corridor. The redevelopment guidelines presented in this plan provide alternatives strategies to help achieve this principle.

Design Ideas
IIT Campus State Street Village, Chicago, IL

Higher density mixed uses around Mockingbird Station

Dallas, TX

Pioneer Courthouse Square- hub of downtown Portland's light rail and bus sustem

Portland, OR

Encouraging pedestrian oriented environments around transit stations

2. Encourage higher density of uses around station areas.

High and medium density uses should be encouraged within the station areas. Density and building height development incentives can be used to increase the supply of public amenities and open spaces.

3. Create a sense of place around station areas.

Pedestrian friendly ground floor uses (e.g. retail, restaurants) should be encouraged within the station areas. Open spaces that can accommodate events, markets, exhibits and celebrations can help develop the station areas as activity nodes and establish a sense of place. A list of suggested prohibited uses in the immediate vicinity of station areas (e.g. drive-throughs and other auto related uses) and minimum Floor Area Ratio (FAR) regulations will help promote pedestrian friendly design within station areas. Design guidelines and review of new development and redevelopment are necessary to ensure quality design and attention to scale.

4. Create a pedestrian oriented environment integrated with transit.

Development of compact, safe and pedestrian friendly station areas with a high degree of connectivity is the basis for this principle. This principle is achieved by designating primary and secondary pedestrian access corridors to the stations and transit facilities, where pedestrian and streetscape improvements should be targeted. Building entrances and open spaces should face pedestrian access corridors and be integrated with bus and bicycle routes linking the El Stations. The existing street grid in the Market Street corridor area provides the opportunity to convert alleys

near station areas as exclusively pedestrian walkways.

5. Encourage shared structured parking and minimize off-street surface parking.
Shared use of structured and/or underground parking facilities should be encouraged along the corridor. Parking management measures and Transportation Demand Management (TDM) measures should be created to establish a parking policy that promotes pedestrian and transit friendly development.

6. Encourage sustainable site and building design.
Station areas and buildings can become models of sustainable planning and design. New buildings and renovation of existing buildings should be encouraged to follow the US Green Building Council's (USGBC) LEED rating system.

7. Encourage renovation and adaptive reuse of historic and architecturally significant buildings.
A preliminary assessment of existing buildings in the Market Street corridor study area identified the presence of numerous historic and architecturally significant buildings. These buildings should be evaluated for reuse and renovation feasibility and encouraged to be rehabilitated.

Structured parking with active ground floor uses

Alexandria, VA

LEED rated 'Bethel Center' building near CTA's Green Line stop

West Garfield Park, Chicago, IL

Historic and architectural significance: Von Louhr Apartment building renovated by AchieveAbility in 1990

near 60th Street Station in the study area

5.2 Land Use Plan

The objective of the Land Use Plan is to promote orderly development and encourage private investment near the station areas. The recommended land uses encourage high density and medium density mixed use development within station areas. Development parameters such as building heights, FAR, open space and parking requirements provide the necessary development controls to achieve the desired pattern of land uses.

The Land Use Plan prescribes three land use categories within the corridor as depicted in the adjoining Fig.5.1. A block level land use plan (Fig.5-2 on the next page) shows the proposed land uses along with the existing institutional uses in the study area.

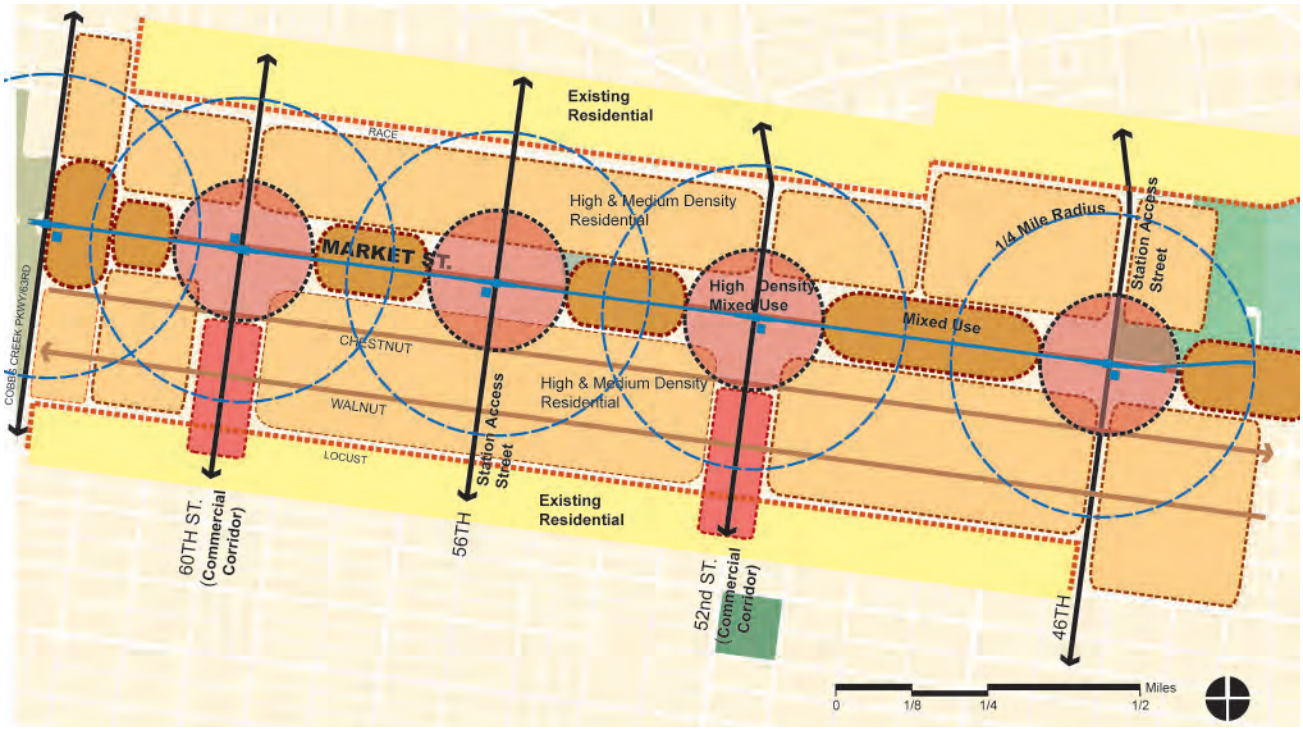
High Density Mixed Use: This designation encourages high density uses in the immediate proximity (within one block) to the 46th, 52nd, 56th and 60th Street Stations. This is also intended to encourage consolidatation of retail along the corridor near the station areas. The designation allows residential, office and institutional uses near stations. This designation is designed for flexibility, allowing market demand and existing development to dictate the predominant uses around the station areas. Development should be in accordance with the planning and design principles and guidelines. The objective is to encourage high density, pedestrian friendly activity nodes near the stations. The existing commercial corridors on 52nd and 60th Streets are included in this category.

High / Medium Density Residential: This designation applies to the areas within a ¼ mile radius of the stations. It is also intended as a transition zone between the station areas and surrounding residential neighborhoods. The area in proximity to Chestnut and Walnut Streets is included in this category.

Mixed Use: The mixed use designation applies to blocks along the Market Street corridor located midway between stations. It is intended that retail uses along Market Street would be consolidated near the station areas, opening up the possibility for mixed-use residential, office or institutional development in areas that are more distict from the stations.

Residential: The stable residential neighborhoods around the station areas are shown as unchanged in the Land Use Concept Plan.

Fig. 5-1 Corridor Land Use Concept Plan



High Density Mixed Use (4-6 story)

Mixed Use (2-4 story)

Legend

- High Density Mixed Use, (4-6 Stories)
- High / Medium Density Residential
- Mixed Use
- Residential
- Station Access Streets

High Density Residential (approx. 50 DU/Acre)

Medium Density Residential (Approx. 25 DU/Acre)

Fig. 5-2 Corridor Land Use Plan

Legend

- High Density Mixed Use, (4-6 Stories)
- Mixed Use
- High / Medium Density Residential
- Residential
- Institutional
- Open Space

5.3 Station Area Land Use Plans

The station area land use plans illustrate block by block recommended land uses for the 56th Street and 60th Street station areas. These illustrations are also intended to demonstrate similar application of the Land Use Plan categories to the other station areas within the West Market Street Corridor.

The 56th Station area land use plan shows high density mixed use development at the

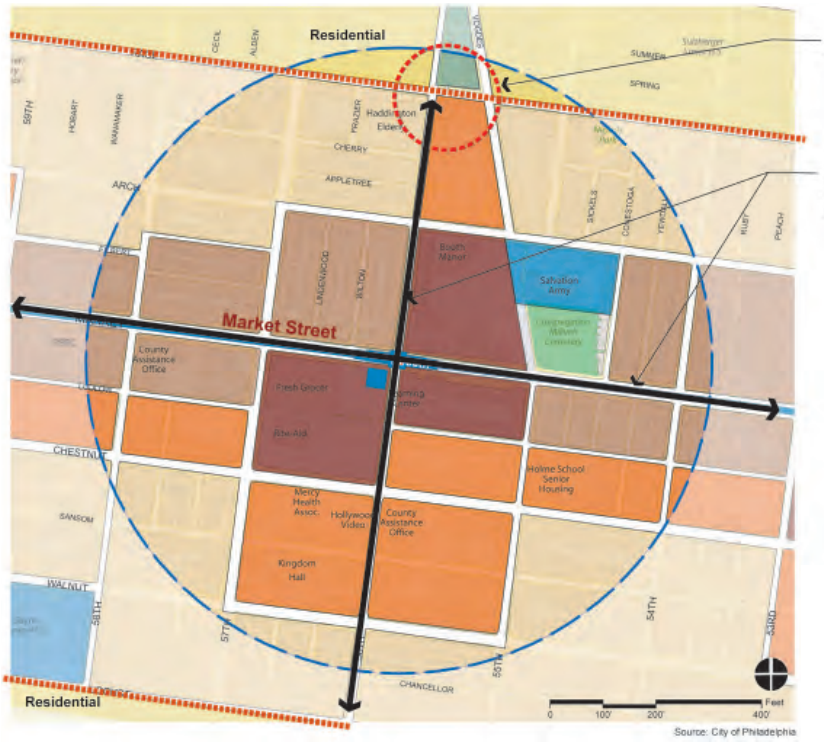


Fig. 5-3
56th Street Station Land Use Plan

Legend

- High Density Mixed Use, (4-6 Stories)
- Mixed Use
- High / Medium Density Residential
- Residential
- Institutional
- Open Space

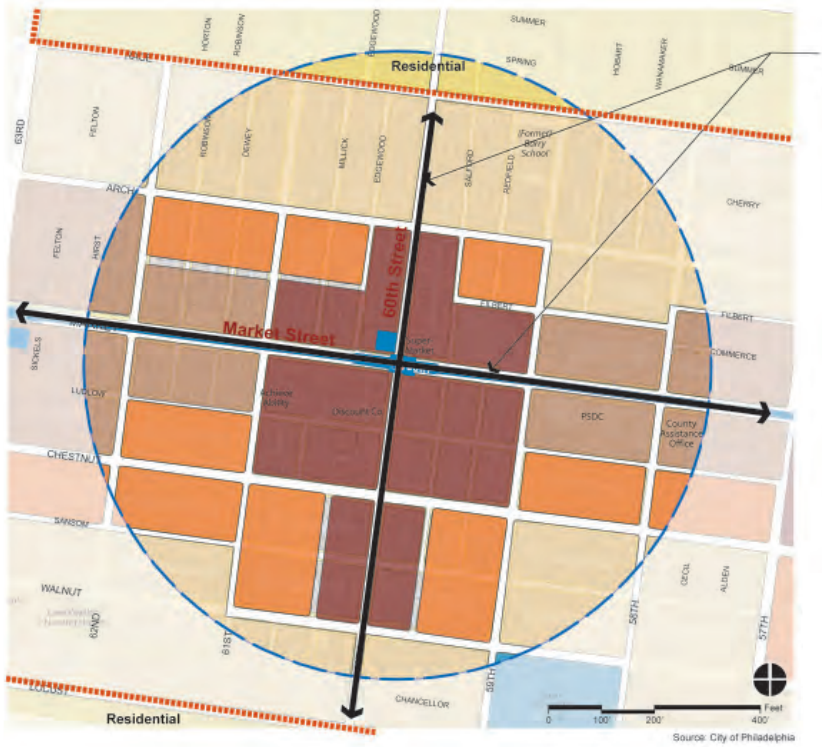


Fig. 5-4
60th Street Station Land Use Plan

Legend

- High Density Mixed Use, (4-6 Stories)
- Mixed Use
- High / Medium Density Residential
- Residential
- Institutional
- Open Space

Fig. 5-5
3-D illustration of 56th Street Station Area blocks with proposed land uses

Fig. 5-6
3-D illustration of 60th Street Station Area blocks with proposed land uses

Legend

- High Density Mixed Use, (4-6 Stories)
- Mixed Use
- High / Medium Density Residential
- Residential
- Institutional
- Open Space

Fresh Grocer site and the site east of the Salvation Army block near the station. The blocks southeast of the station should contain a mix of high and medium density uses. The northwest block is shown as a mixed use opportunity containing stable residential areas. New mixed use development is recommended one block north and south of the Market Street and the El structure.

The 60th Street Station area land use concept shows high density mixed use development along the commercial corridor and a one block area near the station. Medium density mixed use is shown within the ¼ mile radius along Chestnut and Arch Streets.

In other areas, mixed use development is recommended one block north and south of Market Street and the El structure.

6.0 Station Area Development

6.1 Redevelopment Guidelines

The Market Street corridor redevelopment guidelines provide a framework for organizing and attracting new development along the corridor and the areas within a 1/4 mile radius around the El stations.

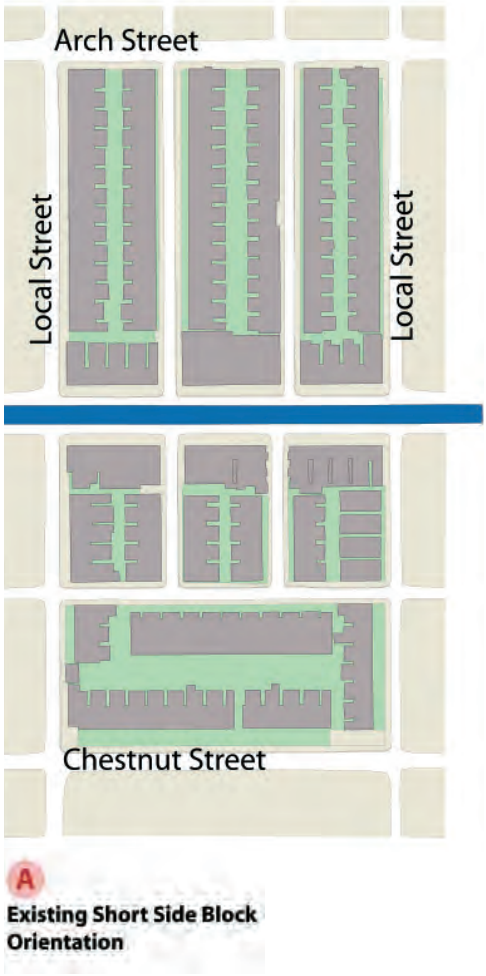
These guidelines are based on the key objectives of this study. These objectives include:

- To encourage new private investment by maximizing the study area's strengths through land use concepts and redevelopment guidelines that will encourage transit oriented development.
- To maximize the economic, social and environmental benefits of the transit infrastructure and the major public investment in El reconstruction.
- Recommend strategies to enhance the competitiveness of existing commercial corridors and community activity centers.

The purpose of these guidelines is also to address impacts related to the El structure, including shade, noise and vibration. The guidelines will also address high vacancy and narrow development parcels along the Market Street Corridor. Guidelines are organized around four major components:

- General Site Planning Guidelines
- Open Space Guidelines
- Building Design Guidelines
- Access, Circulation and Parking Guidelines

Fig. 6-1 Typical block configuration



General Site Planning Guidelines

The General Site Planning Guidelines focus on two primary elements, development type and block size.

Development Type

All development should meet the intent of the mixed use development categories as defined in the Chapter 4.0, including high density mixed use development in station areas and high and/or medium density mixed use development between the station areas along the West Market Street Corridor.

Block Size

The current block size that is prevalent in West Philadelphia should be maintained to maximize connectivity and community character. Special attention should be given to large parcels with high development potential. Every effort should be made to integrate new pedestrian walkways with the provision of new streets to maximize connectivity when the reduction in block size is not possible.

Open Space

Open space should be used as an organizing "place making" element for developing new uses and centers of activity along the West Market Street Corridor. The Open Space Guidelines for the West Market Street Corridor study area focus on two categories of open space: station area plazas and mid-block open spaces.

Station Area Plazas

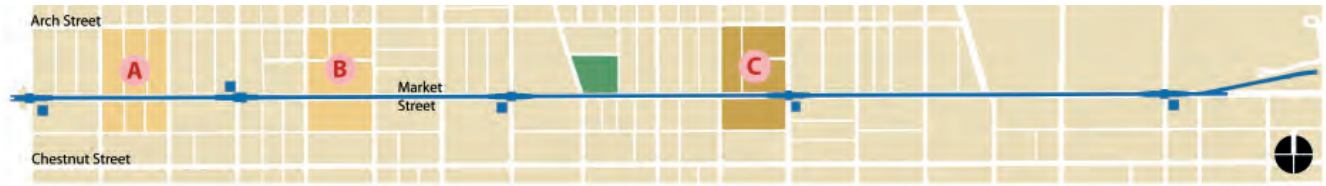
Public open spaces with a maximum amount of public amenities should be encouraged around each station area to create a sense of place. Station area plazas will provide an aesthetic visual focus amongst the high density development from the stations and for El commuters. Open Space amenities, including seating areas, plazas, public art, clock towers, lighting and landscaping should be encouraged in station area plazas.

Mid-Block Open Spaces

Small neighborhood pocket parks should be encouraged within mixed use developments in the mid-block areas along the corridor between station areas. Creation of open space in these areas will provide visual relief for tenants of the buildings close to the El structure and help reduce related noise impacts.

Staples Street Station - a transporation node and a place for the communtiy
Corpus Christi, TX
(Credit: Project for Public Places, Inc)

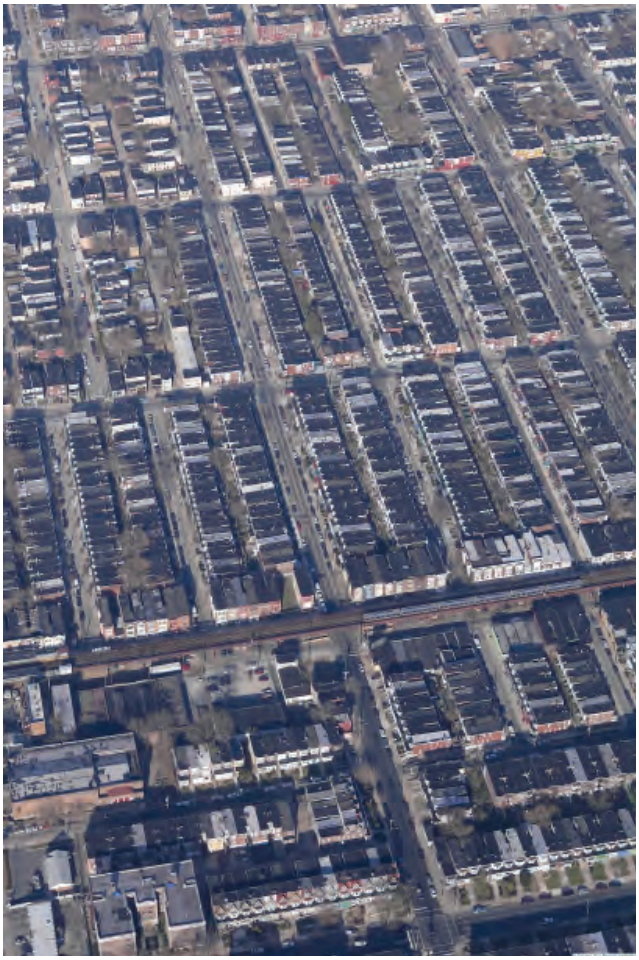
Pioneer Square
Portland, OR
(Credit: Project for Public Places, Inc)



A - Short side along West Market Street
B - Long side aling West Market Street
C- Station area blocks

Fig. 6-2 Existing block configuration and typology along West Market Street Corridor

Aerial view of the West Market Street Corridor - Typical Blocks
(Credit: PCPC)



Building Design Guidelines

Building Design Guidelines are intended to maintain the historic context and urban character of the West Philadelphia neighborhoods while incorporating modern development concepts. These guidelines focus on five primary categories:

- Block Typology / Build-To Lines
- Building Heights
- Building Articulation and Architectural Character
- Gateways and Signage
- Sustainable Site and Building Design

Block Typology / Build-to Lines

Blocks and site design guidelines address three types of building block conditions facing Market Street: 1) the short side along Market Street; 2) the long side along Market Street; and 3) the station area blocks. These block conditions define the nature of building configuration, open spaces and the urban street wall. Buildings should follow the street wall except in the case of Market Street, where open space is encouraged to be incorporated as an organizing "place making" element fronting the El structure and located at or close to the sidewalk.

Short Side along Market Street: Medium density mixed use development surrounding central pocket parks should be encouraged at these locations. Larger developments, if provided without open space, should emphasize pedestrian connectivity to Market Street. These developments should also include a noise barrier wall on higher floors facing the El structure.

Long Side along Market Street: Medium density mixed use developments should be encouraged in these areas. The long side block orientation along Market Street provides opportunities to develop structures with large building footprints and large open spaces facing the El.

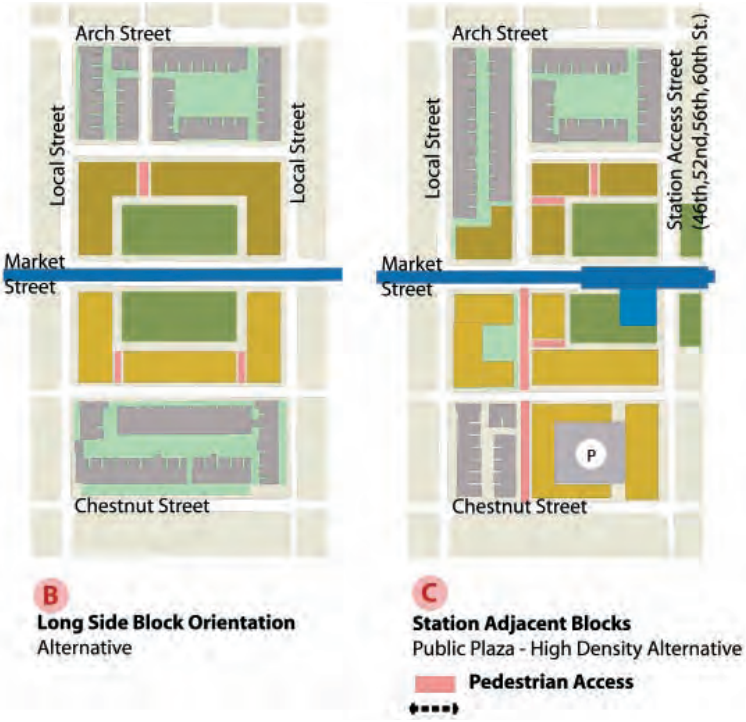
Station Area Blocks: High density mixed use buildings should be oriented around and face station area plazas. These areas should be designed to encourage a high level of pedestrian activity, creating a station area that is safer and more vibrant.

Building Heights

High density mixed use development should be encouraged near station areas. Higher building heights should be permitted in station areas as an incentive for the provision of station area plazas and amenities. Minimum and maximum height requirements of four to six stories respectively should be established for the areas located within one block of the stations. These buildings height requirements will ensure that new development is sensitive to the context of the station areas and surrounding West Philadelphia neighborhoods. There is potential to increase these height requirements for the 46th Street station area,

Fig. 6-3 Redevelopment alternatives for short side block

Fig. 6-4 Redevelopment alternatives for long side and station area blocks



Base - Middle - Top
Architectural articulation of buildings

Corner Elements
Towers and entrances

considering the relatively large parcel sizes and potential for active open space. For mid-block areas between stations, a maximum building height of four stories is recommended.

Building Articulation and Architectural Character

Active ground floor uses, such as retail and restaurants, should be provided for buildings within station areas. Architectural articulation of buildings should also have a defined base, middle and top as illustrated in the adjoining diagram. The building base should be articulated with windows and other features that provide architectural interest, such as awnings, changes in wall plane (e.g., projections and recesses), changes in texture and masonry pattern and wall trellises.

Gateways and Signage

Buildings constructed near areas labeled as gateways in the illustrative site plans (Section 7-13, Page 6-14) should incorporate architectural features such as towers or other landmark elements, special façade details, public art, signage and prominent building entrances with landscaped entry plazas. Intersections at Chestnut Street and Arch Street are ideal locations for gateway development that announces the presence of nearby stations. Pedestrian crossings with special paving features should be provided at these gateway intersections. A signage system that displays the locations of bicycle parking facilities, bike lanes and paths, bus stops and routes, as well as posting of the El schedule will increase awareness of transit connectivity and multi-modal options. These signs should be placed at strategic locations along the primary pedestrian corridors and near gateway locations.

Sustainable Site and Building Design
Private developers should be strongly encouraged to implement "Green Building" techniques as measured by the Leadership in Energy and Environmental Design (LEED) rating system.

Green roofs are strongly encouraged around the station areas and particularly along the Market Street Corridor. This will promote environmental and open space benefits as well as an identity for the corridor.

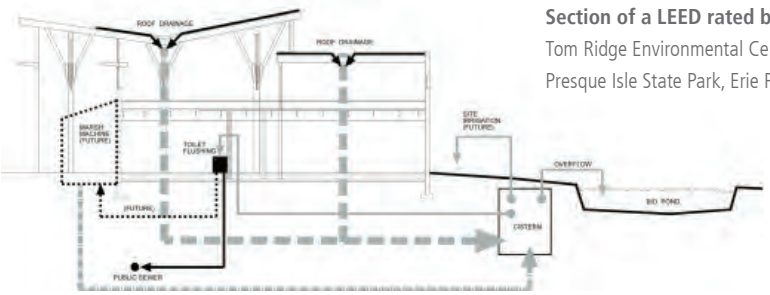
Stillwell Avenue/Coney Island Terminal rebuilt with a roof made up of photo-voltaic solar cells
Brooklyn, NY

Access, Circulation and Parking

Pedestrian Circulation: Station Access Streets
Station access streets are designated as primary pedestrian corridors. These corridors should have sidewalks at least eight feet in width with pedestrian activity (e.g., retail, sidewalk cafes, etc.) on both sides of the street. These corridors should also have increased landscaping, lighting and signage. Station access streets between Arch Street to the north and Chestnut Street to the south should be targeted for initial improvements.

Pedestrian friendly intersections should be designed near the station areas. The intersections of station access streets with Market, Chestnut and Arch Streets are considered priority locations to implement these improvements. The recommended improvements should include sidewalk bulb-outs, special paving and streetscape improvements.

Green roof
Chicago City Hall



Section of a LEED rated building
Tom Ridge Environmental Center, Presque Isle State Park, Erie PA

Fig. 6-5 Existing street network

New Pedestrian Connections

Local streets within station areas are designated as secondary pedestrian corridors. New pedestrian alleys and connections between each private development and the primary and secondary pedestrian corridors should be encouraged. Pedestrian connections between stations, station area plazas and mid-block open spaces should also be provided.

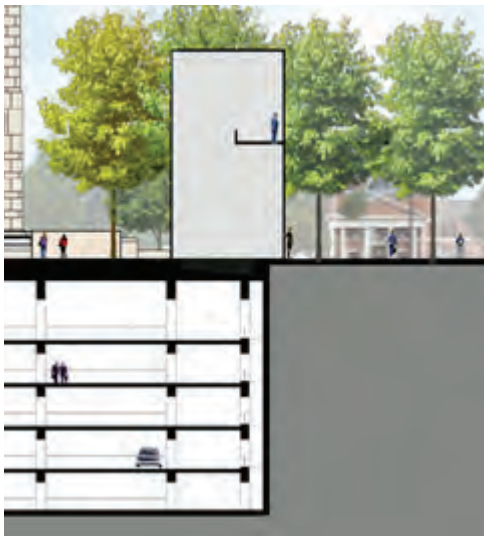
Pedestrian walkway located in a former alley
Easton, PA

Parking

Below-grade structured parking is strongly encouraged and should not count as floor area for the purpose of meeting FAR requirements.

Above grade structured parking is permitted within station areas and should be counted as floor area for the purposes of meeting FAR requirements. Where provided, structured parking should be separated from street frontages by concentrations of retail and pedestrian activity so that the facilities are not visible from the primary pedestrian corridors. Structured parking facades should include architectural treatments that are compatible with surrounding building design and do not negatively impact the pedestrian experience.

Underground parking is encouraged
FAR calculations exclude underground parking



Surface parking other than on-street parking is strongly discouraged. Where permitted, surface parking should be located to the rear of buildings and provide small-scale, green "parking courts" with generous landscaping and tree canopy.

Parking Management and Transportation Demand Management (TDM)

The overall goal of the recommended parking guidelines is to discourage, to the extent possible, the development of off-street parking facilities near station areas. This goal is best achieved through specific on-street and off-street parking requirements and TDM strategies. Specific parking management recommendations that should be implemented in the TOD areas are discussed in more detail in Chapter 8, Implementation Strategies. In addition, corridor-wide TDM measures should be encouraged as part of private development. These measures include:

- Encouraging shared parking and car sharing
- Active public marketing of innovative TDM programs

Bicycle Network and Transit Connectivity

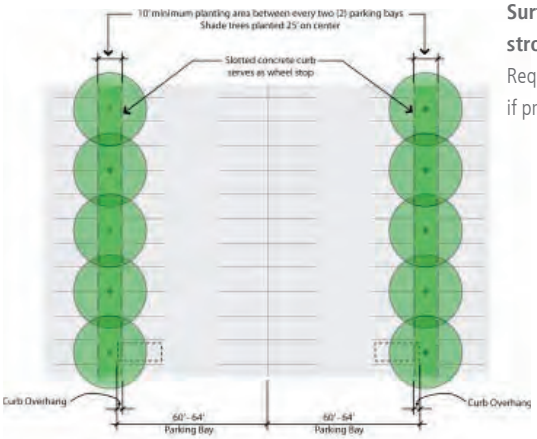
Bicycle parking facilities within and near station areas should be encouraged as part of existing and new development.

Service Access

Service and parking garage access should be provided from secondary pedestrian corridors or local streets rather than primary pedestrian corridors or station access streets.

Vehicular drive-through facilities are strongly discouraged (e.g., fast food restaurants and banks). If permitted, they should be located at the rear of buildings so as not to compromise the pedestrian experience at the street edge. Vehicular drive-through facilities should not be located adjacent to public spaces.

Above grade structured parking is discouraged
Required architectural facade treatment if provided



Green Parking Lot Requirements

Surface parking lots are strongly discouraged
Required "green parking courts" if provided

6.2 Transportation Improvements

Throughout the Market Street corridor, certain measures can be implemented to enhance safety and circulation conditions for all users, including drivers, cyclists, walkers and transit patrons. The following section describes these transportation measures in detail, including a demonstration application for the 56th Street station area.

Alleys and Side Streets
Alleys and smaller streets can be converted to exclusive pedestrian use to facilitate access to the stations. Care should be taken not to create security risks.

Bollards
Where vehicles commonly are parked on the sidewalk, bollards or other obstruction devices should be installed as a preventative measure.

Bus Shelters
All bus stops in the study area should have shelters to protect commuters from the weather as well as encourage ridership.

Curb Extensions and Wider Sidewalks
Curb extensions and wider sidewalks should be included at every location where a column supporting the elevated structure reduces the width of the sidewalk. It may be necessary to remove on-street parking to accomplish this. This is especially important near the stations, where pedestrian volumes are highest.

Lighting
Pedestrian scale lighting should be included along the corridor. At intersections and mid-block crossings, the lighting should be twice as bright.

Mid-Block Crossings
There are many small streets that intersect with Market Street, i.e., mid-block crossings, which do not warrant traffic signals. Some of these are T-intersections and some are pedestrian-only streets or alleys. It is recommended that pedestrian crossings be established and maintained, through marked crosswalks, pedestrian signals, and/or refuge islands, at mid-block intersections. However, in no case should barriers or fencing be constructed at crossings. As noted in the existing conditions analysis, crossings between signals can often be safer than at intersections.

Priority at Traffic Signals
Pedestrians should be given priority at traffic signals via a technique known as Leading Pedestrian Interval (LPI). LPI involves programming traffic signals to allow pedestrians to begin crossing before vehicle traffic on the parallel street is given the green light. LPI application is especially important where there are large volumes of turning traffic.

Rectilinear Intersections
Rectilinear or 90 degree intersections are much safer for drivers and pedestrians than angled intersections. The crossing distances are minimized and speeds are better managed. Effort should be undertaken to realign angled intersections.

Sidewalk Maintenance Program
An active sidewalk repair and replacement program should be implemented throughout the City, but especially within transit station areas. Just as streets are routinely repaved,

sidewalks should be kept in good repair, including not only walking surfaces, but also coordinating sidewalk furniture so that it does not block access.

Traffic Calming

Traffic calming measures such as sidewalk curb extentions or bulb-outs, raised crosswalks and and other design features should be undertaken to better manage vehicular traffic in high pedestrian activity zones, such as neighborhoods and station areas. Streets and intersections should be designed so that vehicular speeds are moderated all movements are expected and accepted.

View Corridors

Pedestrians traversing Market Street corridor can appreciate spectacular views of Center City and other important landmarks. These view corridors should be protected and enhanced through corridor design measures.

Primary Pedestrian Corridors and Gateways

At major cross streets leading to stations, (Station Access Streets) the provision of gateway treatments will help to extend the pedestrian realm into surrounding neighborhoods. Pedestrians are sensitive to location and distance. If streets in the TOD study area have a distinct and uniform pattern, pedestrians may feel more comfortable walking further from the station. Gateway treatments can include distinctive pavement, common light standards, or a visual element. Streets that lead to parks should be emphasized with gateway treatments.

Demonstration Application of Transportation Improvements- 56th Street Station Area

To better communicate the concepts behind the recommended transportation improvements, the measures have been applied to the 56th Street station to demonstrate how they may achieve the transportation and circulation objectives of the TOD study. The 56th Street station area has circulation characteristics that are typical of other stations along the West Market Street Corridor and therefore provides an effective demonstration model.

Figure 6-6 depicts the proposed reconstruction elements for Market Street once the renovation of the elevated structure is complete. with eight-foot wide curb extensions, left turn lanes and far-side bus stops in the parking lane. The new Market Street cross section will have an eight-foot wide parking lane in each direction, a five-foot wide bicycle lane and a twelve-foot wide vehicle travel lane. While the overall design is good, some minor alterations are recommended to improve its operation as an effective TOD. These alterations are depicted in Figure 6-7and described below.

The first recommended change is to relocate the proposed bicycle lane on Market Street to Chestnut Street. As discussed in the existing transportation conditions analysis in Chapter 4, the proposed bicycle lane on Market Street will be rendered ineffective due to prevalence of double parked vehicles. A bicycle lane on Chestnut Street, to complement the one on Walnut Street, will be more effective.

It is also recommended that the proposed cross section be modified to reduce the park-

ing lane from eight to seven feet wide, increase the vehicle travel lane from twelve to fifteen feet wide, and increase the sidewalk width by three feet on each side of the street. At the intersections, curb extensions at all corners, including at the bus stops, are recommended. Field observations of bus operations indicate that they typically stop in the travel lane, especially when vehicles are parked in the bus stop. The curb extension for buses, or bus "bulb-out", should be no more than six feet wide so as not to become a hazard to cyclists and drivers. The fifteen-foot wide travel lane is intended to be shared by drivers and cyclists. It is wide enough to pass a stalled or double parked vehicle. Intersections should be striped with an "intersection-only bicycle lane" to channel vehicular traffic and allow cyclists to ride to the front of the queue.

Finally it is recommended that the community consider limiting through-traffic on West Market Street. This is an option that should be explored. During construction, the street should be closed. Given historical trends, through-traffic on the reconstructed street is not anticipated once reopened. If the recommendations in this study are implemented, increased foot, bicycle and local traffic, and consequently increased shopping, parking and deliveries can be expected. To manage this anticipated activity, it is recommended that cars and trucks be required to turn off Market Street at every signalized intersection. Buses and bicycles should be allowed to continue straight and access from the surrounding neighborhoods should be maintained. The resulting improvement in street conditions will include reduced through-traffic, lower traffic speeds and a safer pedestrian environment.

In addition to the proposed street improvements associated with the El reconstruction project, the Philadelphia Streets Department has proposed new sidewalks paving and tree planting improvements for the West Market Street section. These improvements will provide added benefits to the corridor.

6.3 Station Areas: Illustrative Site Plans

Illustrative site plans have been developed for six station areas to demonstrate how the redevelopment guidelines presented in Section 7.1 could be applied to create successful transit oriented development along the West Market Street Corridor. The six station areas include 46th Street, 52nd Street, 56th Street, 60th Street, 63rd Street, and Millbourne.

The transportation improvements recommended in Section 6.2 are also included in the six illustrative station area site plans.

Realization of these site plans will depend upon a combination of private investment, market demand and public action.

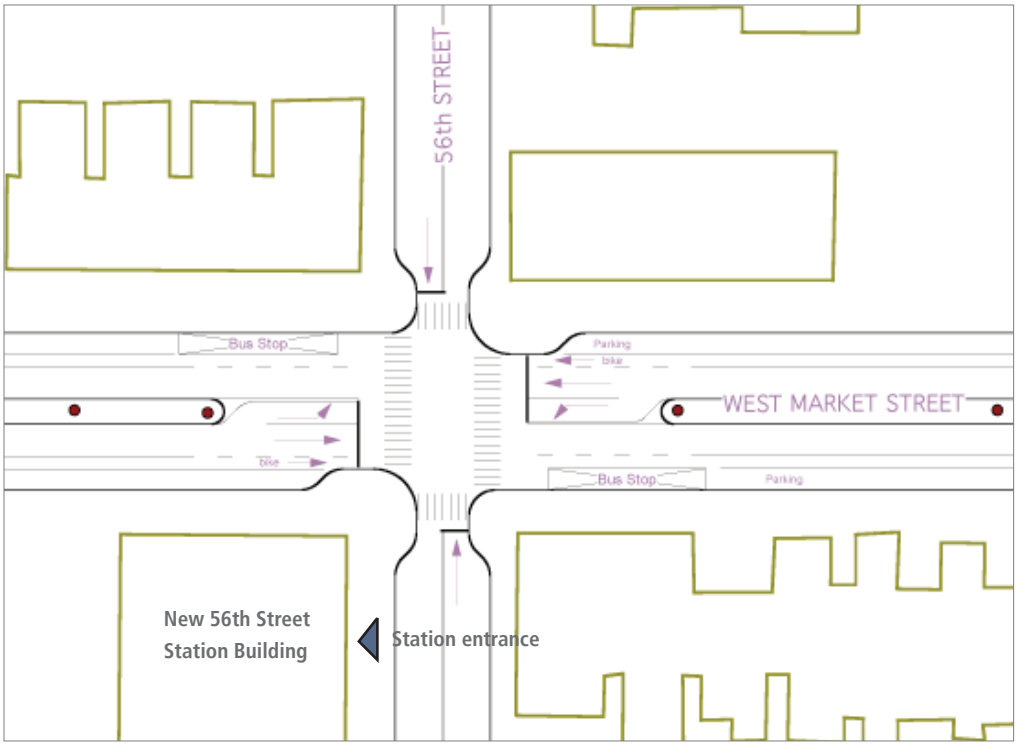


Fig. 6-6 Street Layout at Market and 56th Streets following the reconstruction of the El

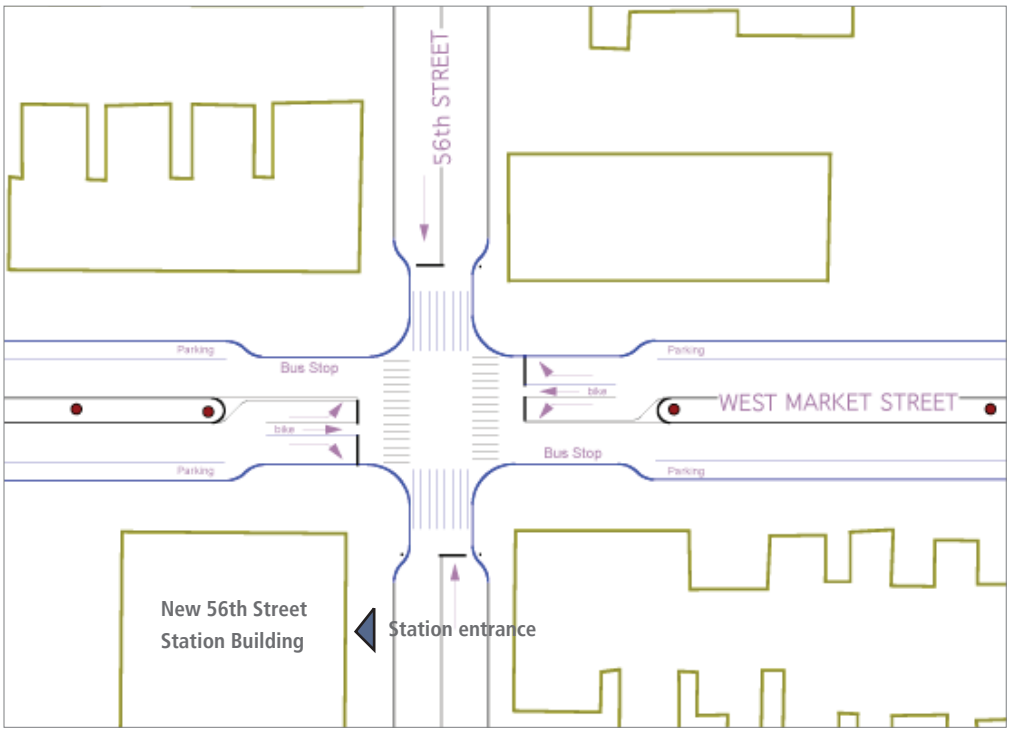
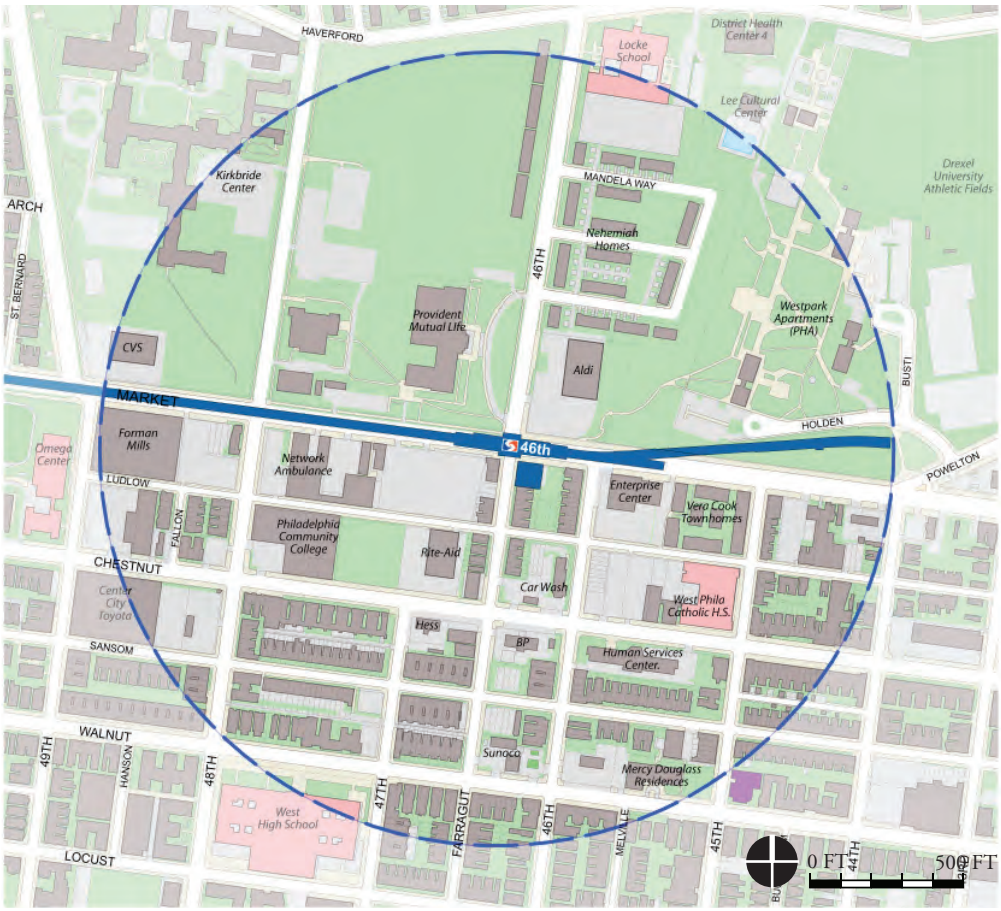


Fig. 6-7 Proposed Street Layout Modifications at Market and 56th Streets

Fig. 6-8
46th Street Station Area



6.3.1 46th Street Station Area

As indicated in Chapter 4, the 46th Street station area qualifies as a Redevelopment Opportunity Station Area because of the numerous vacant parcels in proximity. The site plan illustrates a redevelopment scenario that builds upon the presence of existing institutions as well as future institutional campus development north of Market Street.

Development recommendations include the potential for a new mid-box store near the existing Aldi that could attract West Philadelphia residents and provide an eastern destination and anchor for the corridor. This anchor store would complement the existing Fresh Grocer anchor at the 56th Street station area. The new store could provide replacement and expansion for Aldi.

The site plan also illustrates a new interconnected street and pedestrian network that connects existing neighborhood streets and provides a framework for the future campus development north of Market Street. Street network improvements include extending the existing streets of the Nehemiah homes to

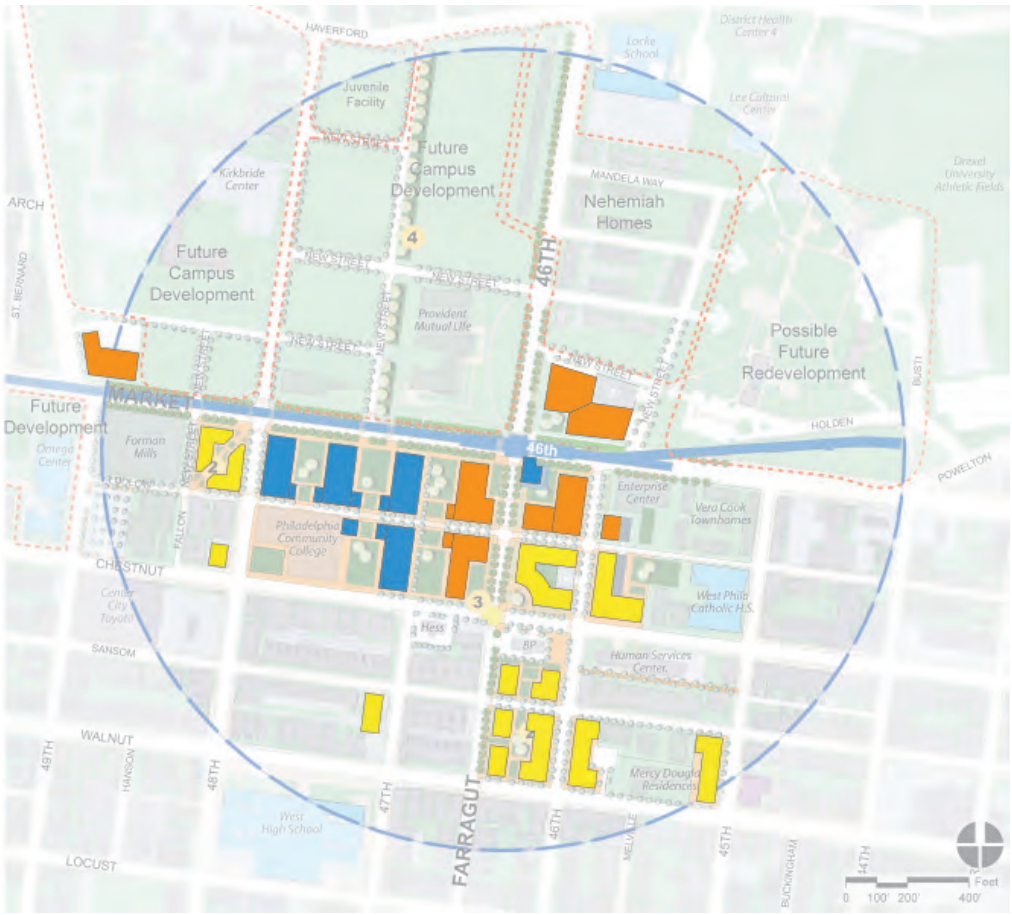
Legend

- New Building
- Existing Building
- Parking Garage
- Place of Worship
- Pedestrian Walkway
- School

1. Institutional Campus (Office Park, Business Center, Community College, Condominiums)
2. Medium Density Residential
3. Chestnut Street / 46th Street Station Gateway
4. Future Campus Boulevard
5. Future Retail Developments

Figure 6-9
46th Street Station Area - Illustrative Site Plan

Figure 6-10 Suggested Building Uses



Legend

- Mixed-use Building
- Primarily Residential Building
- Primarily Institutional/Office Building

integrate with the future mixed use campus development of the Provident Mutual building and the West Park Apartments public housing campus. Extension of 46th Street north of Market Street is another recommended improvement that will connect the station area to the Provident Mutual campus when it is redeveloped.

New institutional and office uses, including an office park, a business center and/or a community college branch are proposed south of Market Street. Residential uses can also be included at this location. This development is designed with a network of pedestrian walkways and open spaces to create a campus-like

setting that links the Market Street Corridor to the future development of the Provident Mutual campus. To the west, the Omega Center building is recommended to continue as an institutional use. The proposed adjoining recreational open space provides a community asset for the surrounding neighborhoods.

Along Sansom Street, medium density (3 to 4 stories) residential uses are proposed as the primary land use for the redevelopment area located between 45th Street and Farrugut Street. Much of this area is characterized by vacant parcels surrounded by residential buildings. The Partnership CDC has an ongoing residential development in this area.

A landmark building is proposed at the corner of Chestnut and Farrugat Streets with special paving at the intersection. These elements provide gateway treatments for the station area, located two blocks north of this key intersection. This plan would involve purchase and relocation of residential households and a car wash business as Farragat Street experiences an exciting renewal and revitalization.

The proposed parking plan for the station area includes shared parking garages and additional on-street parking spaces near the station, plus underground parking garages at the institutional campus.

The 46th Street station area has experienced problems with flooding and stormwater management. This issue can be addressed by applying best management practices for stormwater management and building engineering solutions for new development within the station area.

Vacant parcels near 46th Street Station

Provident Mutual building near 46th Street Station

Fig. 6-11 52nd Street Station Area

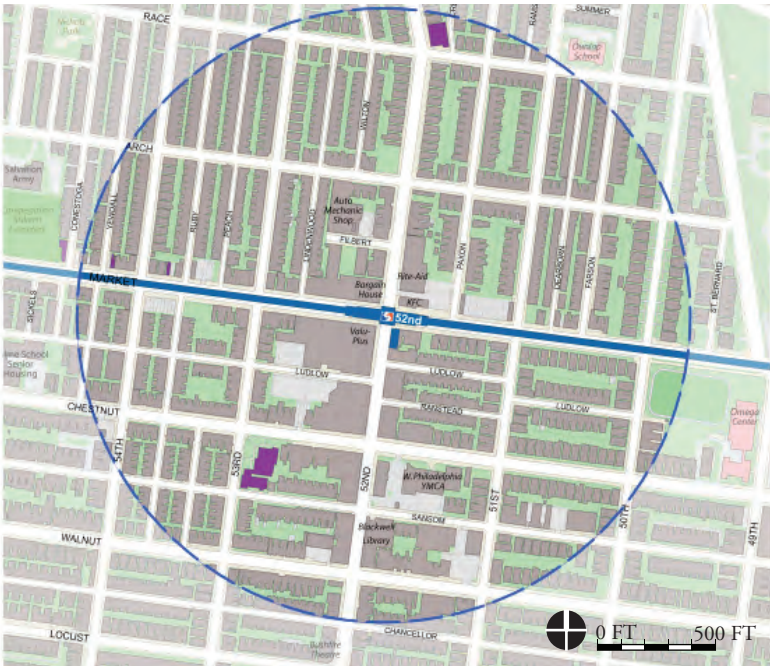


Figure 6-12 Suggested Building Uses

Legend

- Mixed-use Building
- Primarily Residential Building
- Primarily Institutional/Office Building

6.3.2 52nd Street Station Area

The 52nd Street station area has been identified as a Renovation and Infill Opportunity Station Area with an existing commercial corridor. The plan for this station area includes redevelopment on the vacant parcels along Market Street as primarily residential and mixed uses. This development scenario includes a number of possible variations of new buildings that could be developed around a central open space for visual and noise relief. This general pattern of development should be extended along the length of the Market Street corridor study area.

A new mixed use station area plaza is proposed at the northeast corner of 52nd and Market Streets. The plaza includes mixed use buildings designed around a central public open space, providing a center of activity for this busy commercial corridor. Special paving at the intersections of Chestnut and 52nd Streets and Arch and 52nd Streets is shown to mark these important intersections as gateways for the station and the commercial corridor. This plan would involve the relocation of a fast food business, which can be re-housed nearby in the new development.

The existing sidewalk canopy along the storefronts on 52nd Street is in disrepair and should be removed. Streetscape improvements, including new lighting, street trees, and street furniture should be installed as gateway treatments along 52nd Street between Arch Street and Chestnut Street. These streetscape improvements and removal of the sidewalk canopy will provide more visibility to stores along the commercial corridor and improve its image as a neighborhood retail corridor in West Philadelphia. A building façade improve-

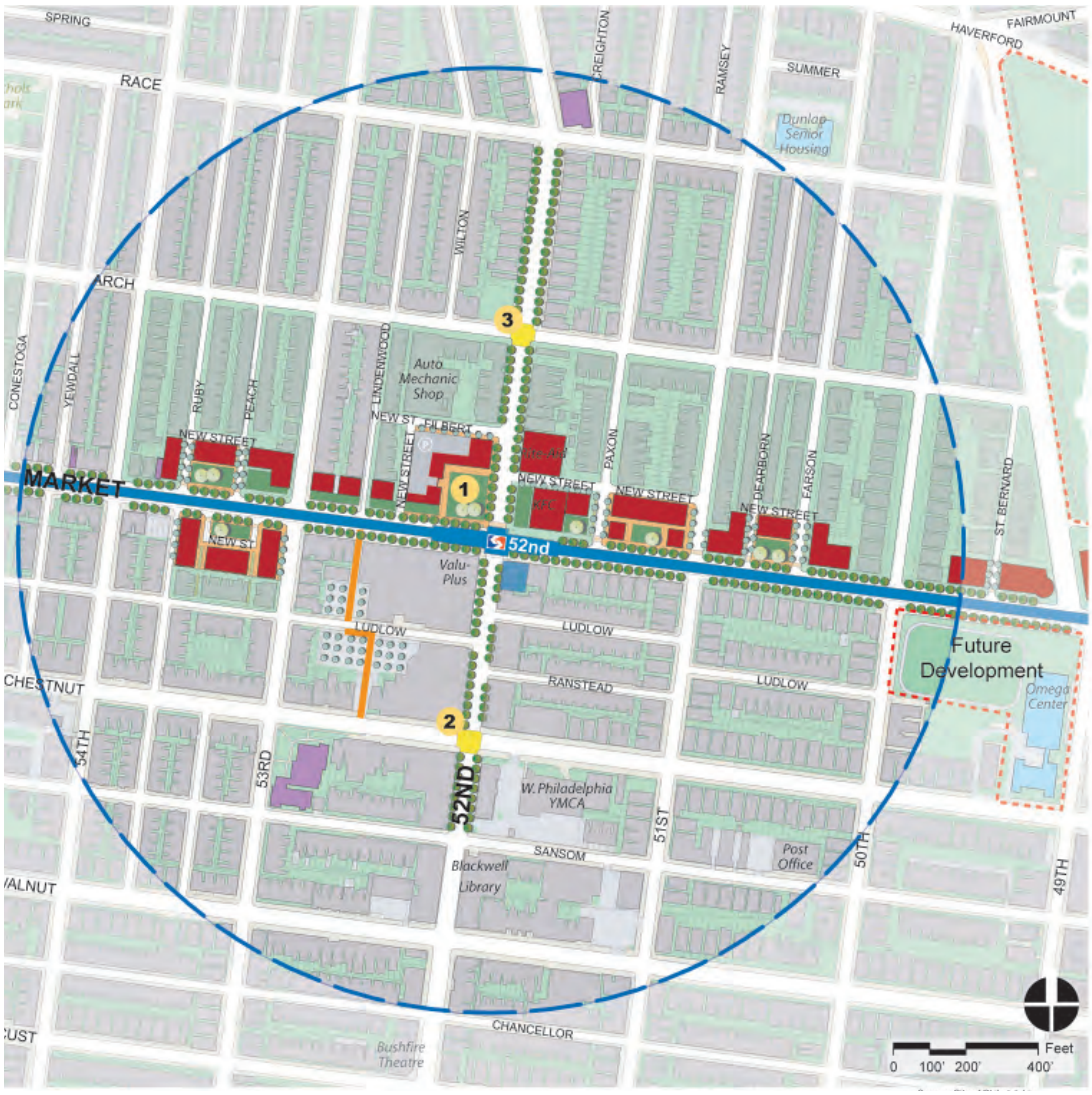


Figure 6-13
52nd Street Station Area - Illustrative Site Plan

Legend

- New Building
- Parking Garage
- Pedestrian Walkway
- Existing Building
- Place of Worship
- School

1. 52nd Street Station Plaza
2. Chestnut Street / 52nd Street Station Gateway (Special Paving, Streetscape)
3. Arch Street / 52nd Street Station Gateway (Special Paving, Streetscape)

ment program could be established to fund the improvements. These measures would allow 52nd Street to regain some of its orginal architectural significance and charm.

Fig. 6-14
56th Street Station Area

6.3.3 56th Street Station Area

The 56th Street station area has been identified as a Redevelopment Opportunity Station Area with primary redevelopment sites proposed within the Salvation Army block and the Fresh Grocer block near the station. The illustrative plan shows development of the Salvation Army block as a mixed use complex incorporating the existing Salvation Army senior housing 'Booth Manor' building. Another senior housing building is currently planned by the Salvation Army at this site. This newly proposed building can be part of the new mixed use buildng shown southeast of the Booth Manor senior housing building.The development will be connected by a pedestrian walkway and a plaza anchored by an existing church building near the station. A new Vogdes Street extension south to Market Street is also proposed to connect this complex to Market Street. The site plan includes proposed renovation and adaptive reuse of the three buildings with noted historic value facing Market Street, providing an attractive front door for the new development.

Proposed redevelopment of the Fresh Grocer-Rite Aid block southwest of the station will

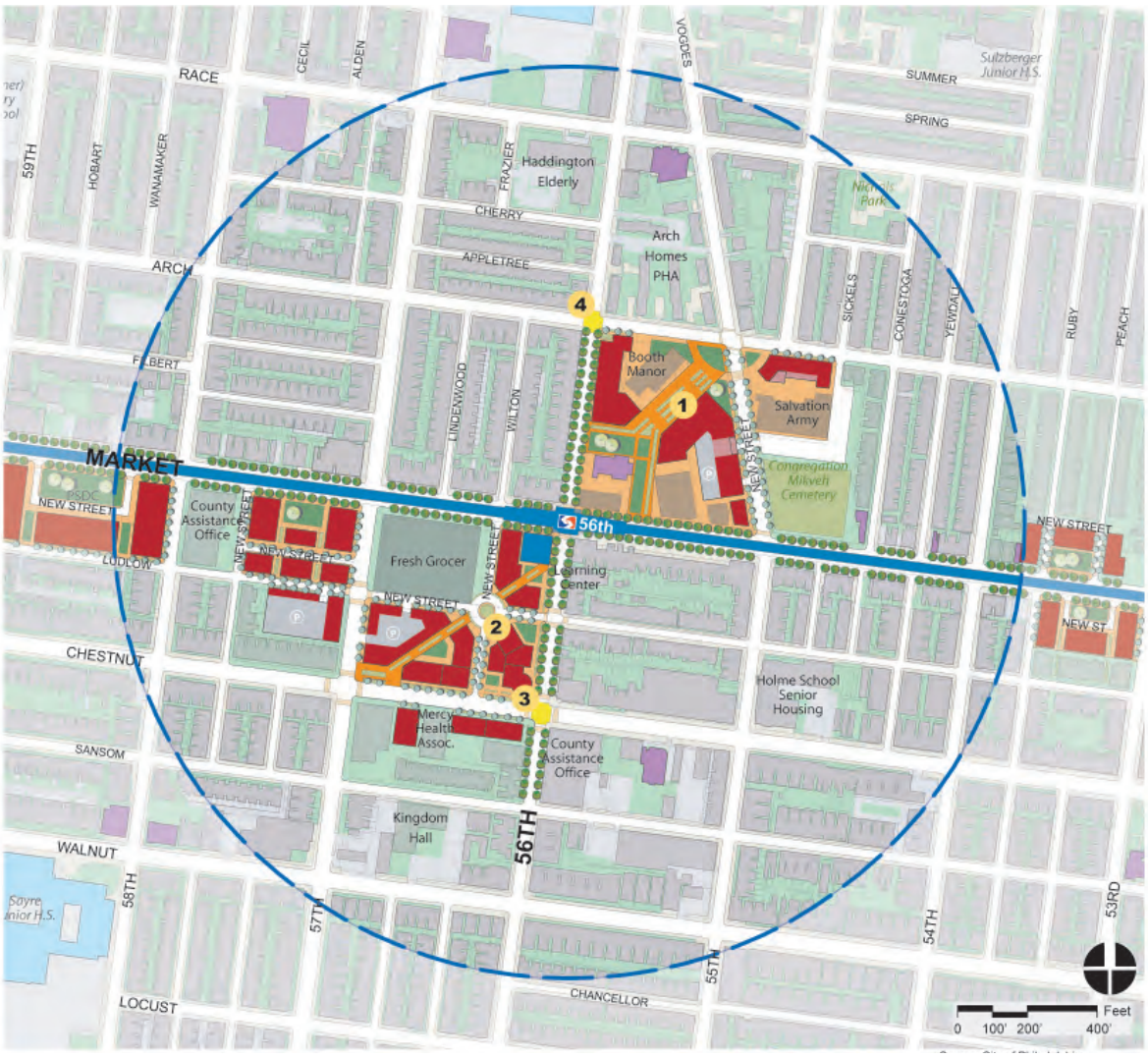


Figure 6-15
56th Street Station Area - Illustrative Site Plan

Legend

- New Building
- Parking Garage
- Pedestrian Walkway
- Existing Building
- Place of Worship
- School

1. Salvation Army Mixed-use Complex
2. Ludlow Circle
3. Chestnut Street / 56th Street Station Gateway
4. Arch Street / 56th Street Station Gateway

Figure 6-16 Suggested Building Uses

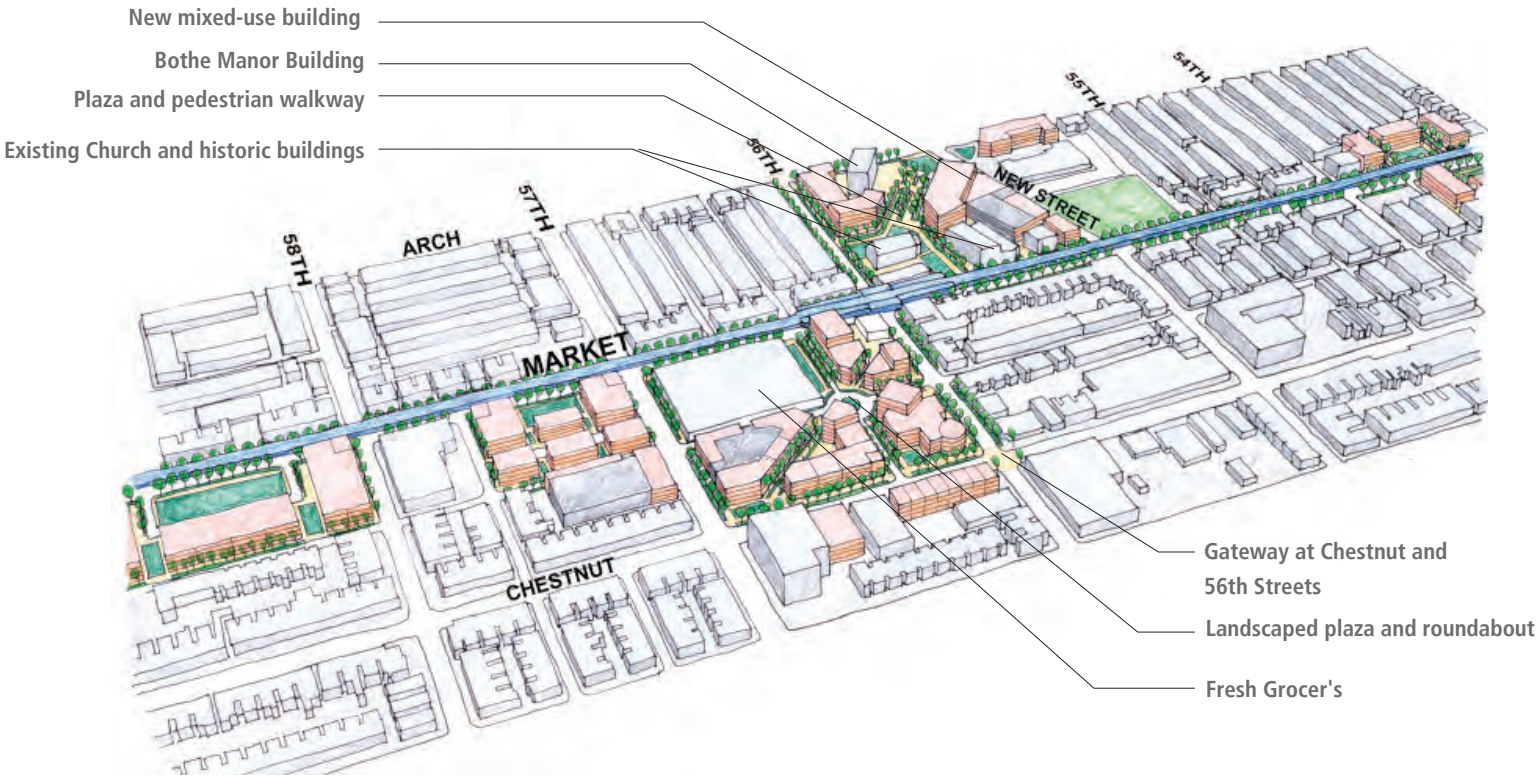
Legend

- Mixed-use Building
- Primarily Residential Building
- Primarily Institutional/Office Building

integrate the newly opened 56th Street station building with additional new mixed use development near the Fresh Grocer building. The proposed development is anchored by a landscaped plaza and a roundabout at the center of the block. The roundabout would be created by extending neighborhood streets to reduce the block size. This design provides urban and high density development for this important block, improving the visibility from Chestnut Street and the El station. The site plan includes the relocation of the Rite Aid store into the mixed use development.

Shared structured parking is proposed adjacent to the Fresh Grocer. Special paving at

Figure 6-17 Rendering of the 56th Street Station Area illustrative site plan



the intersections of Chestnut and 56th Streets and Arch is shown to mark these important intersections as gateways for the station. The corner buildings at these gateway intersections should include landmark features, such as a clock tower or sculpture and other architectural treatments.

Residential and mixed use development is proposed at the corner of 57th and Market Streets, adjacent to the Fresh Grocer block. New development in the 5700 block will have structured parking located to the rear along Ludlow Street.

Fig. 6-18 60th Street Station Area

Figure 6-19 Suggested Building Uses

Legend

- Mixed-use Building
- Primarily Residential Building
- Primarily Institutional/Office Building

6.3.4 60th Street Station Area

The 60th Street Station Area has been designated a Renovation and Infill Opportunity Station Area. The illustrative site plan shows a new mixed use activity node at the northeast corner of 60th and Market Streets that consolidates retail uses. This node also shows a relocated grocery store with structured parking to the rear. The existing PSDC office at 59th and Market Streets can be incorporated into a new office complex that would include additional ground floor office space and residential above. The vacant buildings located between 60th and 61st Streets along the El corridor should be evaluated for their feasibility for the adaptive reuse; but as an alternative, the illustrative site plan shows these buildings as demolished and replaced with new mixed use development facing a central open space. The site plan also includes a new corner open space that provides an aesthetic focal point for the AchieveAbility building, which is listed on the National Register of Historic Places.

Special paving at the intersections of Chestnut and Streets and Arch and 60th Streets is recommended to mark these important intersections as gateways for the station and the existing commercial corridor.

Figure 6-20
60th Street Station Area - Illustrative Site Plan

Legend

- New Building
- Parking Garage
- Pedestrian Walkway
- Existing Building
- Place of Worship
- School

1. Relocated Grocery Store around 60th Street Station Plaza
2. PSDC Office Complex
3. Chestnut Street / 60th Street Station Gateway
4. Arch Street / 60th Street Station Gateway

Fig. 6-21 63rd Street Station Area

Figure 6- 22 Suggested Building Uses

Legend

- Mixed-use Building
- Primarily Residential Building
- Primarily Institutional/Office Building

6.3.5 63rd Street Station Area

The 63rd Street station area has been designated a Renovation and Infill Opportunity Station Area. The Market-Frankford TOD plan recommends residential and mixed use development near the 63rd Street station area. The nearby 60th Street commercial corridor and Millbourne station areas will accommodate most of the potential new retail uses.

A bicycle parking station and directional signage for the adjoining Cobbs Creek regional bicycle trail is recommended to be located near 63rd Street.

Special paving is recommended for the intersections of 63rd and Market Streets and 63rd and Chestnut Streets to identify these important intersections as major gateways to West Philadelphia.

6.3.6 Millbourne Station Area

The illustrative site plan for the former Sears site located near Millbourne Station applies the redevelopment guidelines recommended for all station areas along the West Market Street Corridor. The plan proposes a central pedestrian oriented street that provides frontage for the mixed use buildings and creates two activity nodes within the irregularly shaped site. The “Millbourne Station Court’ creates a plaza with pedestrian connections from the station. Suggested development around this court includes office or institutional uses that can take advantage of the station proximity. A commuter parking structure is also shown behind the buildings at this location. The “Mixed Use Plaza” provides a landscaped open space and a plaza surrounded by retail uses. In the future, the plaza could be connected by either a pedestrian-only walkway

Figure 6-23
63rd Street Station Area and Millbourne Station Area - Illustrative Site Plan

or vehicular street with an extension to 64th Street and Arch Street. Along the southwest side of the new street, closer to the El structure, there is an opportunity for structured parking with either ground floor retail or residential "liner" units. The design of these buildings can use the topography of the site to hide the parking structure.

The other building side of the site facing Cobbs Creek is proposed for mixed use development with ground floor retail/office and residential units above. The residential

Legend

- New Building
- Parking Garage
- Pedestrian Walkway
- Existing Building
- Place of Worship
- School

1. Medium Density Residential around 63rd Street Station
2. Millbourne Station Court
3. Mixed-use Plaza
4. New Bicycle Parking Station
5. Chestnut Street / 63rd Street Station Gateway

units could incorporate terraces with green roofs that can take advantage of the views of Cobbs Creek and the surrounding open space. Mid-box retail uses are shown near the Market Street entrance to the site, including landscaping, a landmark corner tower and signage for the station area development.

6.4 The Vision for West Market Street

The adjoining figure shows a compilation of all six station area illustrative site plans, depicting the long term vision for the West Market Street Corridor. This vision is guided by a set of station-specific recommendations and corridor-wide redevelopment guidelines to achieve pedestrian friendly, medium to high density development that takes advantage of the proximity to transit. This plan also illustrates development scenarios that show the various development program possibilities near the El structure, using open space as an organizing and "place making" tool for the station areas. The plan provides options for dealing with narrow parcels by reconfiguring existing streets and maximizing pedestrian connections and access. This vision is achieved through contextual sensitivity to the dense, historic urban fabric of the various West Philadelphia neighborhoods.

Fig. 6-24 West Market Street Corridor
Illustrative Vision Plan

0 FT 500 FT

Fig. 6-25 New Buildings

Fig. 6-26 Existing Buildings

Fig. 6-27 New Open Space

Fig.6-28 Existing Open Space

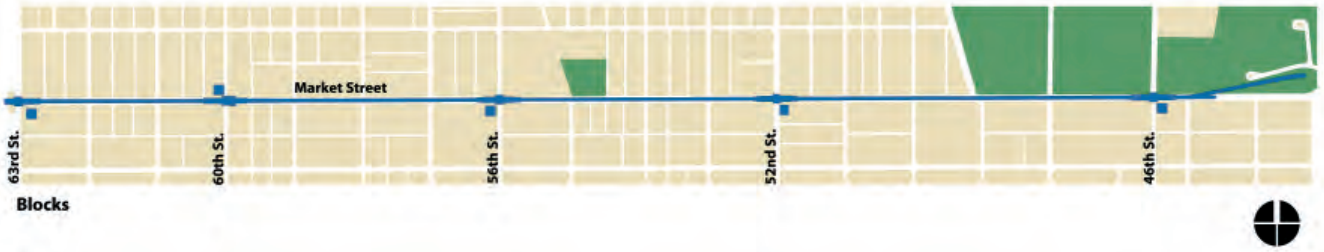


Fig. 6-29 New Streets

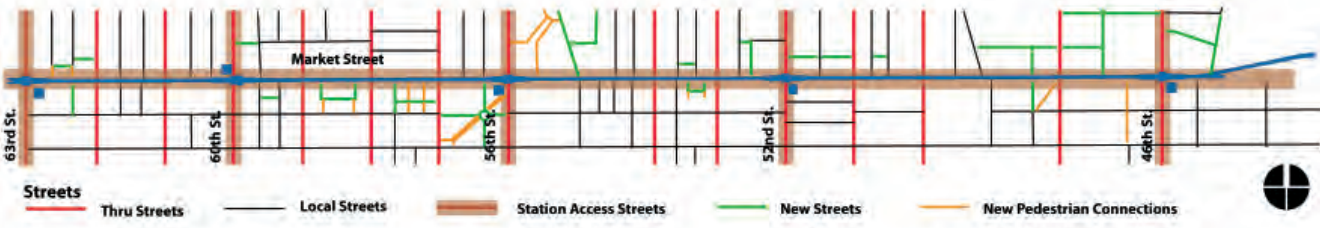
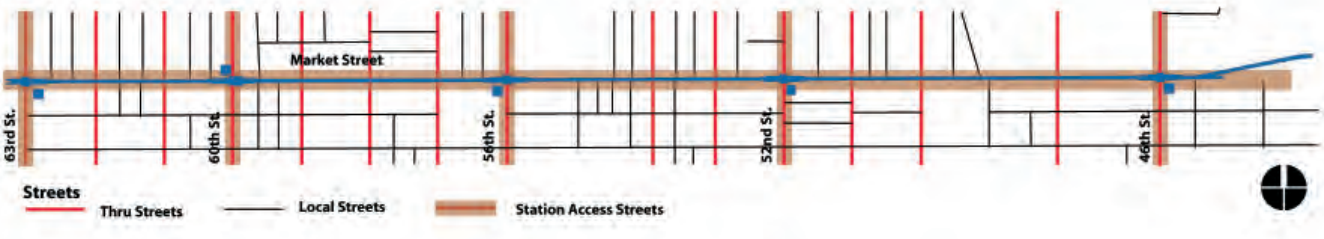


Fig.6-30 Existing Streets



7.0 Implementation Strategy

7.1 TOD Zoning District

Recommendations of the recently completed Commercial and Industrial Code Update submitted to the Planning Commission call for creating a new "Pedestrian and Transit Friendly Floating District" and a new "Commercial Overlay" that would enable the Planning Commission to exercise site plan review for all new development and existing building renovations within a 1,000 foot radius of the station areas and one block north and south of West Market Street and along Frankford Avenue between Unity Street and Bridge Street. This recommendation was to ensure the pedestrian and transit friendly development around stations. Its other purpose was also to reduce the amount of zoning overlays within the City and to replicate the TOD District throughout the City at other transit stations.

The Market-Frankford TOD Plan recommends establishing a new TOD Zoning District along West Market Street Corridor between 44th Street and 63rd Street within the study area and around ¼ mile radius of each station area.

This new district should supersede the existing zon-ing in the study area and require a parcel by parcel remapping by the Planning Commission.

This new TOD Zoning District should cover properties on each side of the Corridor within the study area and for properties around each sta-tions within 1200 feet distance (covering a total of about 16 blocks around stations). This district would approximately cover an area around ¼ mile radius of the station areas. The purpose of this new TOD zoning district is to help provide additional TOD related controls such as mixed uses, building height limits, on-site and off-site parking requirements and other pedestrian friendly site design elements. The zoning district would ensure that the new and existing development along the West Market Street Corridor is in accordance with the TOD planning and design principles and objectives of this plan. Redevelopment guidelines as described in Chapter 6.0 of this Plan should be incorporated as a development controls and guide for the West Market Street Corridor TOD district to encourage public

Table 7-1 TOD Zoning District Development Parameters

Subarea	Measure	Designation / Principal Uses	Allowable FAR	Min. and Max. Bldg. Ht. (stories / feet)	Min. Ground Level Open Space Reqd.	Prohibited Uses
TOD Sub-District						
Station Adjacent Blocks	600 Feet from the Station on each side	High Density Mixed Use (retail, residential, office, hospitality, theater, community facilities)	3.5	4-6 / 50'-70'	30% (Station Area plazas, open space)	Auto related uses, warehouses, drive through restaurants, surface parking lots etc).
TOD District						
Blocks within approx. quarter mile radius from the station	From 600 Feet to 1200 Feet from the Station on each side	High / Medium Density Residential and Mixed-Use (retail, residential, office, community facilities)	2.5	2-4 / 30'-50'	20% to 25% (neighborhood pocket parks for blocks fronting EL)	Auto related uses and warehouses (surface parking lots, drive in restaurants are discouraged)

Fig. 7.1 Zoning Overlay Concept

Notes:

1. Parcel consolidation is assumed for allowable FAR and Open Space requirements.
2. FAR refers to Floor Area Ratio (the total floor area of all buildings or structures on a lot divided by the total area of the lot). Please not the following:
   a. Above-grade structured parking is included in the FAR while below-grade parking is not.
   b. Areas designated High Density Mixed-Use, High /Medium Density Residential and Mixed-Use must demonstrate consistency with the TOD Plan to achieve the maximum FAR.
3. See Figure 7-1 for a spatial depiction of the TOD Zoning District
4. The Allowable FAR for station adjacent blocks would require downzoning for C-3, C-4 or G-2. They currently allow FAR between 4.5 to 5.5 with no height limits.

and private investment. Site design review procedures can be established to enforce the zoning overlay and redevelopment guidelines by the Planning Commission. The zoning district should encourage renovation and adaptive reuse of historically and architecturally significant buildings in the area and ensure that new development is in accordance with the redevelopment guidelines outlined in the Plan. The Market Frankford TOD Plan recommends two TOD Zoning Sub-districts – A station adjacent TOD sub-district that cover blocks adjacent to the stations (four blocks around stations within a 600 feet distance in each direction) and the other that would cover the remaining 12 blocks from 600 to 1200 feet distance in each direction from the station buildings as illustrated in the Fig. 7.1. Table 7.1 on the following page indicates some of the development parameters that will be included within each zoning sub-district.

7.1.1 Building Uses

The Market Frankford TOD Plan proposes high density mixed use development in the vicinity of the stations within the station adjacent TOD Sub-district. This zoning sub-district will prohibit drive-through restaurants and other auto-related uses, surface parking lots, and other low density uses near the station areas. The remaining area TOD sub-district encourages medium density mixed use development and also should prohibit drive-through restaurants and other auto-related uses. This zoning district should allow structured parking or off-street parking located behind buildings as defined by the redevelopment guidelines in Chapter 6.0. Structured parking, if provided, should require active ground floor uses with at least 60% open windows along street façade.

7.1.2 Building Height

Current zoning in the West Market Street Corridor does not establish maximum building height limits under C-3, C-4 and G-2 zones with a FAR limit ranging from 4.5% to 5.5%. The permitted building heights under the existing zoning are not compatible with the residential character and existing contextual building heights (primarily two to three stories) along the Market Street corridor. The proposed TOD District will place minimum and maximum building height limits within the station areas to maintain contextual compatibility. The Market-Frankford TOD study recommends a minimum two-story and a maximum six-story building height within the station adjacent TOD sub-district and a minimum two-story and a maximum four-story building height limit within remaining zoning district. The building height limit is intended to accommodate medium to high density building uses within the station areas. More than six story buildings heights may be possible near station areas particulary near 46th Street Station where large parcels are available at this location. A variance may be granted by the Planning Commission to allow higher building height in special cases, provided the the development is designed according to the TOD principles.

Higher density and/or height can be used as an incentive for developers to provide at least 30 percent of the lot area as ground level open space within the station adjacent TOD sub-district.

7.1.3 Off-Street Parking Requirements

Establishment of the TOD Zoning District will also provide accessory parking requirements for development along the Frankford Avenue Corridor and within the station areas. These requirements will vary depending on the type of development, as described in the following sec-tions.

Rehabilitation / Reuse of Existing Structures

Minimum off-street parking requirements should be eliminated for rehabilitation or reuse of existing structures located within the proposed zoning district. For residential conversions, this requirement is already in exiting zoning code but it should be made available for all other uses such as office, small retail (less that 10,000 GSF) and institutional uses to encourage rehabilitation and reuse of existing structures.

New Residential Development

For new construction in TOD zoning district, minimum off-street parking requirements should be reduced by 25 percent from the otherwise applicable standards. Minimum off-street parking requirements should be reduced by up to an additional 25 percent for each of the following development characteristics:

The vehicle availability rate within the surrounding US Census Tract is lower than 0.5 vehicles per household, based on the most recent avail-able decennial Census data;

- All required parking spaces are provided underground; and
- Actively promoted Transportation Demand Management programs or other factors that are deemed by the Planning Commission as likely to result in automobile ownership rates that are lower than otherwise applicable off-street parking requirements.

When the minimum off-street parking requirements proposed in this chapter result in a requirement to provide fewer than five spaces, off-street parking need not be provided.

The City should consider establishing a fee-in-lieu of providing on-site parking as otherwise required for new development. These fees, assessed on a per-non-built space basis, can be used to fund the provision of public parking facilities within the same TOD overlay district.

Unbundling Parking Costs from Housing Costs

All off-street parking spaces accessory to residential uses in new structures of ten dwelling units or more or in new conversions of non-residential buildings to residential buildings of ten dwelling units or more should be leased separately from the rental or purchase fees for dwelling units. This lease should apply for the life of the dwelling units renewable every year such that the option to lease a parking space is available to all residents. However, potential renters or buyers may have the option of renting or buying a residential unit at a price lower than that of a single price for both the residential unit and the parking space.

The Planning Commission may grant an exception from this requirement for projects that include financing for affordable housing that re-quires costs for parking and housing to be bundled together.

New Non-Residential Development

Minimum off-street parking requirements should be eliminated for new non-residential development less that 10,000 GSF. For non-residential development above 10,000 GSF size, such as a theatre or a grocery store, an underground or structured parking should be provided that could be shared between surrounding uses. Parking space reduction should be given as an incentive for providing parking space/s for car sharing companies such as Philly Car Share and others. The maximum number of off-street parking spaces allowed to be provided as-of-right as acces-sory to non-residential uses should not exceed two spaces per 1,000 square feet (gross) of floor area. Each parking space provided in excess of the maximum level would be counted as 350 square feet of floor area when calculating the building's floor area and determining compliance with applicable floor area ratio standards. Parking spaces provided in excess of this maximum ratio will not be counted as floor area if such spaces are located underground. On-street parking located along building frontages should be counted towards the maximum parking limit.

Location and Design

The following design standards should be applied to off-street parking areas where provided:

- Where feasible, ingress and egress from off-street parking areas should be provided from side streets or alleys.
- Surface parking lots should be located to the rear of buildings and should not exceed one acre in size. Surface lots should be prohibited in front of buildings.
- Parking structures and lots should have clearly marked pedestrian walkways and connections to the sidewalk system.
- Parking structures should include ground level retail along all abutting sidewalks and should include at least 60% open windows along the street façade.

7.1.4 Bicycle Parking Requirements

In most cases, bicycle parking should be provided with the TOD District to encourage and facilitate bicycle use. These bicycle parking re-quirements will vary depending on the type of development, as described in the following sections.

Rehabilitation / Reuse of Existing Structures

Bicycle parking provisions should not be required for rehabilitation or reuse of existing structures located within the proposed zoning districts.

New Residential Development

- For new residential development, a minimum of one bicycle parking space should be provided for every two automobile parking spaces.
- Bicycle parking for residential uses may be provided in garages, storage rooms, and other resident-accessible, secure, common areas.

New Commercial Development

- A minimum space equivalent to two automobile parking spaces should be reserved for bike parking within all structured and surface parking facilities with more than ten automobile spaces.
- A minimum overhead vertical clearance

of seven feet should be provided in these areas within structured parking facilities. Seven feet clearance is the minimum height required for signs that might be hit while riding a bike.

- Racks and other fixtures that are affixed securely to the ground or a building or individual bicycle lockers should be provided. Office uses shall be relived for a parking space/s if a shower room and changing facility is provided.

If required, bicycle parking facilities should not be visible from the street and signs should be posted indicating their location.

Location and Design

- Required bicycle parking may be located indoors or outdoors.
- Such spaces should be located on private property.

Areas used for required bicycle parking should be sheltered, secure, well-maintained, well-lighted and easily accessible.

City-Installed Bike Racks and Bike Stations

As part of this TOD program, the City should install bike racks at each station for transit users and along the corridor for shoppers. These racks should be provided in addition to those required as per the bicycle parking requirements under the TOD Zoning District.

Two locations have been identified for City-installed bike stations (indoor, attended bike parking with lockers and showers): Cobb Creek and Tacony Creek Parks.

7.2 Parking Management

In addition to the parking measures described for the TOD Zoning District, the following parking related recommendations should be implemented around station areas.

7.2.1 On-Street Parking - Parking Benefit District

On-street parking should be managed through the establishment of a Parking Benefit District (PBD). The PBD concept incorporates three mutually supportive parking management tools:

- Local return of all parking generated revenues;
- Market-rate pricing of on-street parking; and
- Residential Parking Permit (RPP) regulations for all predominantly residential streets.

Local Return

This benefit of PBD plays a central role in persuading local merchants and residents about the value of market-rate pricing and RPP implementation. Public opposition to upfront costs for "promises" of long-term benefit can be assuaged by immediate improvements to local streetscape, transit services, and sanitation. Future parking revenues can be used to provide improvements that underscore the direct connection between paying at the meter or purchasing a resident permit and see-

ing local improvements.

Use Pricing to Manage On-Street Demand
Overall, the West Market Street and Frankford Avenue Corridors currently do not appear to have parking shortages along commercial streets. However, there are localized shortages on individual blocks at certain times while many lots and garages located a block or two away remain underutilized. As these corridors are redeveloped, demand for "front door" spaces for new commercial development should be expected to increase. Consistently available and conveniently located on-street customer parking will therefore be of primary importance for new and existing ground-level retail to succeed and benefit from the new TOD environment.

Parking users can roughly be placed into two primary categories: bargain hunters and convenience seekers. Convenience seekers are more willing to pay for available front door spaces. Many shoppers and diners are convenience seekers because they stay for relatively short periods of time and are therefore typically less sensitive to parking charges, as opposed to employees and other "long-stay" parkers. By contrast, many long-stay parkers find it more worthwhile to walk a block or two to save eight hours worth of parking fees. With proper pricing, the bargain hunters will choose currently underutilized lots, leaving the prime spots free for those convenience seekers who are willing to spend a bit more. For local merchants, it is important to make prime spots available for these people. To maintain desirable levels of vacancy and turnover for these prime parking spaces, price incentives should be used to persuade some drivers to park in less convenient spaces. These incentives may include higher prices for the closest spots and lower or no cost for the less convenient spaces and currently underused lots.

The more traditional method for creating vacancies in prime parking spaces is to set time limits and issue tickets to violators. Time limits, however, have several disadvantages, including labor-intensive and difficult enforcement and the potential for "shuffling". Shuffling occurs when local employees, who quickly become familiar with enforcement patterns, become adept at the "two hour shuffle", moving their cars regularly or swapping spaces with a coworker several times during the workday. Another disadvantage of time limits is "ticket anxiety", or the fear of getting a ticket if one lingers too long. This anxiety, which creates the need to remain constantly aware of the time and consistently having to feed a meter, works against the concept of creating a comfortable "park-once" environment.

The goal for a market-rate pricing policy is to achieve an 85 percent occupancy rate on each block, even during peak parking hours. Once this policy goal is achieved, time limits can actually be eliminated and "ticket anxiety" for local visitors is no longer an issue. Plus, if market-rate prices keep an adequate number

of spaces available, time limits no longer serve a purpose.

As demand for access to commercial uses grows along these corridors, parking revenues, funding upkeep and continued improvements will also increase throughout the PBD.

Residential Parking Permits (RPP)
Without regulation that effectively protects existing residents from "spillover" parking demand generated by new development, popular support for innovative demand management tools should not be expected.

Residential resistance to RPP regulation and fees is common. The establishment of a Parking Benefit District, however, has proven to be an effective tool for generating residential support for RPP. Residential Parking Permits uses parking revenues to fund local improvements and services and also simplifies the accommodation of short-term visitor parking, features which are generally supported by local residents. With a PBD, revenues collected from permit fees, violations and non-resident meter charges are often used to pay for local improvements, including:

- Increased sidewalk cleaning and maintenance activities.
- Improved landscaping.
- Transit and TDM programs.
- Construction of public garages.

Typical RPP application under a Parking Benefit District also incorporates multi-space meters, which accommodate non-residents willing to pay meter rates or purchase daytime-only permits. This includes visitors to local residents and residents who do not own, but occasionally rent, a car. This expansion of parking opportunities for non-residents offers benefits to local businesses as well, as more spaces are made available for employees and customers during times of low residential demand.

A number of stakeholders have raised the issue of resident resistance to RPP. It is highly recommended that the City or the PBD solicit specific concerns regarding RPP regulations through public forums. A program can then be proposed that implements best practices from around the country and tailors regulations to address specific local conditions and concerns.

7.2.2 Meters and Enforcement

Anecdotally, we have heard concern about metered spaces around various stations. In congested urban neighborhoods it is common for curb space set aside for short-term parking to be misused. This may be a result of 'meter-feeding', a lack of enforcement or a disconnect between the regulations and needs of the community.

An effective management system requires both good design and good enforcement. As described above, pricing can be used to optimize the use of meters; however if drivers feel they can ignore the regulations, then the program will not be successful. The solution includes a community dialogue to decide how best to allocate this scarce resource. Some issues to consider include:

- Parking turnover.
- Longer-term parking needs.
- Delivery times and locations.
- Customer, vendor and merchant use.
- Street cleaning.
- Other curb-side uses (turn lanes, bus stops, bicycle lanes).

7.3 Transportation Demand Management (TDM)

The proposed TOD Zoning District parking requirements and recommended parking management strategies (Section 7.2) incorporate a number of TDM measures specific to private development, including:

- Bike parking requirements.
- Un-bundling of parking costs.
- Reduced/ eliminated minimum parking requirements.
- Encouragement of privately run TDM programs.

In addition to these location-specific measures, a district-wide Transportation Demand Management approach should be pursued for the TOD study areas. A number of common TDM measures can be implemented broadly, especially where a Parking Benefit District or other civic organization is in place. These measures are described in the following sections.

7.3.1 Shared Parking

A PBD or BID organization can be established to broker arrangements between area businesses to share parking inventories where offsetting demand peaks or complementary uses provide efficiency opportunities.

7.3.2. Information

Public marketing of innovative Transportation Demand Management programs, parking regulations and alternatives to private auto travel should be emphasized in TOD areas.

Types of information that support a TDM environment include:

- Transit stop locations and frequency and span of service.
- Parking rates and regulations that emphasize park-once opportunities, low-cost alternatives to on-street spaces and priority spaces for car-share and car/van pool vehicles.
- Car/ride-sharing opportunities.
- Bicycle routes and parking.
- Local attractions and walking times in between them.
- Parking locations (especially carpool and car-sharing priority locations).
- TDM programs offered through places of residence, employers, or a PBD.

Such information should be disseminated through the concurrent utilization of the following three mediums:

- **Websites** – A website administered by a PBD or other civic organization provides the best opportunity for comprehensive delivery of local TDM information. This is also an effective means of delivering advance information to potential visitors. Such advance information on alternative travel options and low-cost parking locations can also attract additional visitors by making access more user-friendly for people less familiar with the area.
- **Public Kiosks** – Well designed, prominently placed kiosks provide convenient on-site locations for local transportation information.
- **Signage –** Effective wayfinding signage promotes mobility options throughout the district by directly announcing the presence of bike facilities, public parking spaces (including rates and priority parking for car-share and car-pool vehicles), transit access and local attractions (including walking times).

7.3.3 Car-Sharing

Car-sharing organizations, such as Philly Car Share should be included as partners in TDM efforts. A local PBD or Business Improvement District can work with such an organization to create strategies for increasing driver convenience while reducing the associated costs. These strategies may include:

- Exemption from meter rates on local streets.
- Reserved free parking spaces in local garages.
- Information – Car-sharing companies are ideal sponsors and beneficiaries of effective informational campaigns.

7.3.4 PBD Funded Programs

Parking revenues, including "in-lieu" fees, should be used to fund additional TDM programs and transit improvements. These programs may include:

- **Transit Pass Programs** – Pooling community resources to purchase deeply discounted transit passes.
- **Sponsor Car/ Van Pool Programs** – Working with local employers that do

not have the in-house personnel resources to administer such programs individually.

- **Public Bike Storage Facilities** – Bike racks and lockers near major public and private destinations where privately provided racks are lacking or where they are reserved for employees/residents.
- **Transportation Resource Center** – Parking Benefit District offices can serve as a "storefront" office for providing comprehensive local alternative transportation information and marketing TDM benefits options to local employers.

7.4 Phasing and Catalytic Projects

There are opportunities to pursue attainable improvements in the West Market Street Corridor during a short-term period of two to five years. These near-term improvements can provide the foundation for other investments that can occur during a longer term (10 to 15 years). Improvements in the corridor will, however, require cooperative working relationships among community-based organizations, representatives of businesses in the area, residents, and the City of Philadelphia and its agencies. An initial, sustained period of visible improvements in the West Market Street Corridor will demonstrate the long-term potential of the Corridor and will spark new development activity involving private sector investments in TOD projects.

The performance of commercial real estate in many areas of the corridor is presently sub-par. Average rents for first floor commercial space typically range from $8 and $12 per square foot, but there are examples of well-designed, modern commercial buildings with on-site parking and with good locations that have commanded rents as high as $20 per square foot. These higher rents indicate that market forces are operating at some locations and rates of return on private investment may be approaching acceptable levels. Since instances of higher returns are now fairly limited in the Corridor, additional public sector intervention is needed to jump-start long-term reinvestment.

7.4.1 Short-Term Recommendations

The following are recommended short-term actions for implementation during a two- to five-year time frame to generate reinvestment in the West Market Street Corridor.

- **Build Organizational Capacity** – For reinvestment activity to take place, there must be capacity within an organization that can provide leadership, build consensus, raise funds and manage the process. Since market forces are not strong enough to entice leaders from the private sector, an essential first step in the process is to increase the capacity of community-based organizations. The objective should be to enhance capacity overall of stakeholders in the corridor and to enable the emergence of a leadership structure able to build coalitions that will pursue the funding that is required for priority TOD projects. Developing organizational capacity is an essential first step that should be the basis for subsequent initiatives, such as a Main Street designation. This step should be pursued for one or more portions of the West Market Street Corridor to stimulate additional concerted reinvestment efforts and gain priority for funding from state community and economic development programs. Since a portion of the West Market Street Corridor's trade area is within the University City District, corridor leaders might discuss a possible joint initiative with the University City District to increase capacity and address problems.
- **Establish TOD Zoning District -** A TOD Zoning District should be established for all the station areas as well as for the West Market Street Corridor. The zoning district will help implement the following:
  - Establish site plan review procedures by the Planning Commission for new and existing development as per the redevelopment guidelines established by this plan.
  - Implement parking related requirements and measures.
- **Establish an Acquisition Program for Vacant Properties and Underutilized Buildings** - There is a significant amount of vacant land and buildings in the Corridor that can provide a starting point in the process of assembling sites for larger-scale TOD projects. Included are a few underutilized parking lots that might be appropriate for new development. Acquisition activity should commence as soon as possible so that properties can be controlled before speculators gain control and drive up prices. Because of the size of the West Market Street Corridor, it is likely that acquisition will be ongoing for a number of years as development initiatives are pursued in the different nodes.

The following are key acquisition-related activities:

- Make arrangements for one or more funding sources for land acquisition that can be used to secure properties as they become available on the open market.
- Compile an inventory of real estate in the West Market Street Corridor to identify properties currently owned by public agencies. Determine which of these properties will contribute to TOD initiatives

and ensure that they will be made available when needed for redevelopment.

- Work with City of Philadelphia officials to obtain spot condemnations of vacant and/or tax-delinquent properties.
- Initiate redevelopment designations that will be required for larger-scale acquisitions in key areas that have been identified for major TOD projects.

- **Focus Attention on Parking -** A community discussion shall be started to address the following key parking related measures:
  - Parking Meter Enforcement - A community discussion involving the Streets Department, SEPTA, community leaders and business owners should be convened to discuss parking enforcement and meter use.
  - Shared Parking Arrangements - Discussions with the Philadelphia Parking Authority and local business associations should also be held to broker shared parking arrangements with either organizations serving as brokering agents.
  - Establish a Parking Benefit District - Convene discussions with the Parking Authority, local stakeholders and business associations to explore administrative and authoritative options.
  - Set up a Parking Benefit District Web Site – The web site could be funded through parking revenues and sponsorships.
  - Create partnerships with car-sharing organization(s) – Convene discussions with Philly Car Share and/or other organizations.
  - Begin parking benefit district funding of Transportation Demand Management programs and physical and service improvements.
  - Promote a Residential Parking Permit Program – Set up a RPP via local stakeholders, civic groups and block captains.

- **Focus Attention near the 46th Street, 52nd Street, and 56th Street Station Areas** – The West Market Street Corridor from 40th Street to 63rd Street is too extensive an area for commercial development in relation to the demand for retail stores and commercial space that is generated by current residents of West Philadelphia. Commercial reinvestment should be consolidated near transit stations that have existing stable development with some major anchors. Along the West Market Street Corridor, these nodes are strongest near the following stations:
  - 46th Street, where there is the possibility to capitalize on the momentum generated by revitalization in University City. By focusing on the area between 46th Street and 40th Street, there is the potential to entice the path of new development activity that is proceeding westward along major streets from University City through West Philadelphia to proceed along West Market Street.

- 52nd Street, where there already is a large concentration of retail stores and related commercial activity.
- 56th Street, which benefits from the new Fresh Grocer, a strong anchor that can be a catalyst for additional private sector development.

Successful initiatives to revitalize these nodes and attract new development will generate a process that can lead to future development with connecting nodes. Residential development components between commercial nodes would be appropriate to add new households and increase consumer expenditures.

- **Address the Pedestrian Environment and Safety Improvements** - Redesign the West Market Street cross-section and operations in coordination with the Streets Department, SEPTA and the community. The cross-section redesign should include the following elements:
  - Maintain and prioritize pedestrian crossings with the Streets Department.
  - Begin a dedicated sidewalk evaluation and maintenance program along the corridors with the Streets Department.
  - Begin a dedicated traffic calming program along the corridors with the Streets Department.
  - Install bollards, bus shelters, streets trees and other sidewalk furniture along West Market Street in coordination with the Streets Department and SEPTA.
  - Widen sidewalks at critical points along West Market Street in coordination with the Streets Department.
  - Evaluate signage, striping and signalization measures for safety and access along West Market Street in coordination with the Streets Department.
  - Evaluate pedestrian lighting along West Market Street in coordination with the Streets Department and SEPTA.
- **Address Drug Dealing and Related Criminal Activity** – The primary deterrent to new development in the West Market Street Corridor is problems with drugs and crime. These problems were cited repeatedly by real estate brokers and developers as major impediments to new development in the Corridor. Philadelphia's Center City District (CCD) has been very successful in forming a partnership with the police to prevent crime in their downtown target area. Leaders in the West Market Street Corridor should seek funding to obtain technical assistance from CCD to formulate and implement strategies to combat these particular problems.

Some potential programs might include the following:

- Working with the Police Department to strengthen community policing initiatives and help to establish partnerships between community organizations and the police.
- Placing police officers on bikes or horseback.
- Improving information flow and incident mapping to better label crime

"hot spots" in the Corridor.

- Installing cameras at key intersections and other locations as a security measure/crime deterrent.
- Establishing enhanced communications between police officers, residents of the community and business representatives about incidents crime.
- Utilize the existing community relations programs of the Police Dept. such as: Police Advisory Committee meetings, Town Watch, Police Explorers and Ride Along programs.

- **Engage in Community Clean-Up Activities** - Another priority for funding should be the identification of adequate funding for cleaning, maintenance of public areas and improved trash removal. Strategies might include:
  - Encouraging businesses and residents to place trash in sealed containers only on the day of trash collection.
  - Providing enclosed trash dumpsters and receptacles in strategic locations in the rear of properties or in vacant lots (behind screens) for storing trash between collection dates.
  - Forming a partnership with the Sanitation Department to ensure that trash collectors do not spill or leave trash along the streets.
  - Raising additional funds for regular sidewalk and street cleaning.
  - Working with the City to remove graffiti as soon as it appears.
- **Enhance the Appearance of the Corridor** - While clean-up and trash removal will have a major positive effect on the appearance of the Corridor, there are other related improvements that will enhance the appearance of the area and demonstrate to residents and potential investors that change is taking place. Leaders in the Market Street Corridor must forge stronger relationships and partnerships with various organizations and City of Philadelphia agencies. Leaders should work with the following organizations/groups:
  - PECO, the City of Philadelphia and SEPTA to improve lighting under the El and identify funds that can be used to install decorative lighting along sidewalks and at key development nodes. Improved lighting will also help to deter crime.
  - Public art ideas shall be encouraged in the neighborhoods especially for the EL structure. A citywide design competition could also be held to generate such proposals and ideas.
  - Commerce Department representatives to obtain funds for a façade improvement program for existing businesses.
  - Owners of existing businesses to improve store facades, signage and lighting.
  - Owners of vacant buildings and the Philadelphia Department of Licenses and Inspections to clean and seal vacant structures to eliminate illicit activity. Improved lighting, cleaning

and sealing buildings will help to deter crime.

- Philadelphia Green to improve landscaping and provide street trees, window boxes and planters.

Other initiatives should include following the New Kensington model of acquiring vacant lots and cleaning, fencing and greening the properties. Similarly, grants could be sought to improve signage for area attractions and install decorative banners.

- **Market the Corridor** – When aesthetic corridor improvements are realized, funding should be identified for use in developing and implementing a marketing and public relations campaign that emphasizes the improved area and reaches out to new businesses and customers. Marketing components might include:
  - Creating a new image and logo for West Market Street.
  - Establishing a wayfinding campaign and installing public information kiosks, either through the City, SEPTA or local business associations.
  - Using local publications and newsletters to provide positive information about the West Market Street Corridor, including improvements that have been completed, community activities and outreach and actions to address criminal activity.
  - Conducting an advertising campaign to promote the area and the businesses that are located in the Corridor and nearby.
  - Writing and placing newspaper articles on positive events that occur in the Corridor and the broader trade area.
  - Increasing the number of events/festivals and actively marketing them.
  - Enhancing seasonal and holiday promotional activities.
  - Web based marketing following the example of CDC's and homeowners websites such as Cedar Park (www.cedarparkneighbors.org), Overbrook Farms (www.overbrookfarms.org) and Fox Chase (www.foxchasehomeowners.org) and/or using websites setup by PCDC for commercial corridors.

At the cornerstone of any TOD effort is real estate development. West Market Street will need to put in place mechanisms over the next five years to encourage new real estate development activity. The following are recommended initiatives:

- **Pursue Public/Private Partnerships for Real Estate Development** - Create a real estate development strategy and identify a development facilitator assigned to work with the private sector. Activities might include:
  - Working with the City to issue requests for development proposals for acquired parcels, with established reversions if parcels are not developed in a timely manner.
  - Conducting outreach to businesses to entice them to consider a location in the West Market Street Corridor.

- Establishing relationships with real estate developers who can create retail space for new businesses.
- Securing financial assistance to offset development costs when projects are economically infeasible and to reduce occupancy costs for start-up businesses.
- Forming partnerships between real estate developers, leasing agents and businesses to facilitate negotiation of leases.
- Supporting the West Market Street business community to ensure full participation of businesses and adequate resources for project implementation.

- **Focus Initially on TOD Projects Located at Key Nodes** - The West Market Street Corridor spans more than 20 city blocks. Because of the sheer size of the Corridor, it will be most advantageous to focus new development activity in specific nodes with stronger development potential. These areas are between 40th and 46th Streets and around the 52nd and 56th Street El stations, where there is the greatest potential to build on existing strengths and achieve visible results. Initial real estate development activities at these nodes should include cleaning and public improvements and acquisition and redevelopment of vacant buildings and vacant, underutilized, and unimproved lots. These activities will enhance the overall appearance of the areas and their potential for new development projects.

- **Focus on Attracting Retailers in Categories that Offer Market Potential** – The West Market Street Corridor presently is served by an Aldi Supermarket, a new Fresh Grocer store and several smaller corner grocery stores. Consumer expenditure data suggest that the Corridor can support additional grocery stores and specialty retail. One initiative might be to redevelop the site of the existing Aldi with an expanded grocery store and additional retail.

Consumer expenditure data also indicate potential support for additional retail stores in the following categories:

- Store(s) for infant and children's clothing - The area has a large percentage of children under five years old (7.1 percent) and between five and 17 years old (18.9 percent). Consumer expenditure data indicate that purchases of clothing for children exceed the sales of stores in the West Market Street Corridor, which is an indication that the area can support additional stores. Locating retail stores that carry apparel for infants and children near El station stops will make the stores more accessible for households without vehicles. Since the West Market Street trade area has a high percentage of African-Americans (86.9 percent), a store with merchandise that appeals to African-Americans should have a competitive advantage, especially if it is owned by an African-American merchant.
- Furniture and home furnishings store – Consumer expenditure data suggest there is support for additional retail establishments that provide home furnishings

and furniture.

- Radio, television and computer equipment store – There is market support for retail stores that carry radios, televisions, electronics, and computer equipment. While consumer expenditures presently are going to retailers downtown and in the 69th Street area, niche stores that offer free delivery or other services for shoppers without access to vehicles could capture more of this market. A Circuit City store would be a good addition if a larger parcel can be identified at a corridor location with access to University City and the West Market Street Corridor trade area.
- New restaurants - Most of the existing establishments are fast food chains or restaurants with questionable quality that offer a limited selection of either Chinese food or pizza. Additional sit-down restaurants with dedicated free parking would enhance offerings in the area, including chain and local establishments. One approach would be to identify a restaurateur in Philadelphia willing to open an additional restaurant, or to work with the Philadelphia Restaurant School to identify an entrepreneur wanting to open a new restaurant with a related specialty. An enticement might be assistance with small business financing programs for business start-ups and tenant improvements. A new restaurant located near 40th Street and having reasonable prices or take-out prepared food and adequate free parking could attract patrons from University City.
- Gym, Martial Arts facility - A facility such as Gold's Gym, martial arts school, or Police Athletic League facility is likely to enjoy good community support in the West Market Street trade area. This type of operation could benefit the community by sponsoring programs for youth, both after school and during evening and weekend hours. While there are sports clubs and exercise facilities downtown and at universities in West Philadelphia, a facility within walking distance with structured exercise and sports programs would be a good addition in the West Market Street Corridor.

7.4.2 Long-Term Recommendations

The overall development framework that has been proposed for the West Market Street Corridor is a long-term strategy. Assuming that community leaders in the Corridor are able to secure adequate funding to assemble parcels for development, the strategy should be to build from strength rather than scattered development. It is strongly recommended that development start in specific nodes (40th Street, 52nd Street, and 56th Street) and work outward from them in ways that maintain critical mass, synergies among uses and pedestrian friendly streets.

Community leaders will need to be creative and to capitalize on opportunities as they arise. It is likely that some opportunities for large-scale TOD projects might materialize in the near term, and leaders must be prepared to act expeditiously to capture development dollars and new expenditures of public and private funds. For example, if an owner of a portfolio of strategically located properties decides to dispose of them, the opportunity should not be lost. Having the capacity to respond to such a circumstance and access to essential funding will be critical for successful reinvestment in the West Market Street Corridor.

7.5 Funding Resources

Funding for physical improvements often is difficult to identify, and there are always multiple competing priorities for City of Philadelphia dollars and Community Development Block Grant funding.

A new "ReStore Philadelphia Corridors" program is proposed by the City of Philadelphia to increase the funding resources for revitalizaing philadelphia's neighborhood commercial corridors. This proposed $65 million bond issue under the City's commecial corridor support program would be an excellent citywide funding resource which can be available for 52nd Street, 60th Street and Market Street commercial corridor revitalization.

To the extent possible, community leaders should explore some less obvious funding sources for community and economic development. For example, funding from the U.S. Department of Transportation that is provided to the Commonwealth of Pennsylvania has included discretionary dollars for transportation-related improvements, at times including development activity near transit stops. Department of Justice Weed and Seed funding has been used to support activities associated with crime and safety. The Economic Development Administration of the U.S. Department of Commerce has assisted with streetscape improvements and public improvements in distressed cities, and they have provided seed capital funding for development projects. Initiatives of the Commonwealth of Pennsylvania also may be available through the local office of DCED in Philadelphia.

In 2004, Pennsylvania passed Act 238, which

authorized $5 million for planning initiatives around "Transit Revitalization Investment Districts" (TRID). Up to $75,000 in funding is available for municipalities and planning agencies to create TRID's. While the TRID planning funds are generally more applicable around transit nodes than corridors, these funds could be used to provide further planning around the 46th Street, 52nd Street or 56th Street stations. Funding is distributed through DCED. After the TRID funded planning study in association with the transit agency, is completed, a TRID may be established around the station area also called "value capture area" that shares the increased tax revenues from the real estate development around the stations.

There is an effort underway to use a TRID district at 46th and Market Streets. The proposal is sponsored by the Neighborhood Transformation Initiative (NTI) office of the City in partnership with the Philadelphia Neighborhood Development Collaborative (PNDC). The use of TRID at this location could be also be an example for encouraging development of the other station areas within the area. The proposed TRID is consistant with the recommendations of this plan.

Another option for attracting new development and inverstors in the Market Street corridor is the use of Tax Increment Financing (TIF) districts. The City of Chicago has used TIFs for redeveloping neighborhoods including transit oriented development. The TIF designation would apply to the entire corridor and then separate RFP's would be issued for each station area to attract developers. This process also should include a Community Benefits Agreement (CBA) to benefit neighborhood -based CDC's and non-profits.

Community leaders should make every effort to leverage all of the funding that is received by using it to match other loan and grant funds as they become available. The leveraging concept can enable the organization to turn limited amounts of commercial reinvestment funding for the West Market Street Corridor into very sizable new initiatives. Visible development activity will significantly improve the business environment and the performance of individual businesses in the Corridor. It also will encourage incremental funding support and related development activity by the private sector.

In addition to the above discussed funding programs the following transportation related funding programs are available for TOD related projects.

Federal Highway Administration

The 2005 transportation bill, the Safe, Accountable, Flexible, and Efficient Transportation Equity Act - A Legacy for Users (H.R. 3) (SAFETEA-LU) is the third iteration of the surface transportation program established by Congress in 1991 with the Intermodal Surface Transportation Efficiency Act (ISTEA) and renewed in 1998 through the Transportation Equity Act for the 21st Century (TEA-21).

SAFETEA-LU has been enacted to support transportation projects through fiscal year 2009. The STP-Urban program is one of several Surface Transportation Programs that provide funds for projects outside the Interstate System or the National Highway System. The funds are intended to benefit minor arterial and collector roads rather than the more criti-

cal principal arterials funded by the Interstate and NHS programs. To be eligible, however, a roadway must still be classified by the Federal Highway Administration as a collector or arterial. The STP-Urban program provides funds for improvements to eligible roads in urban areas. These eligibility guidelines for STP-Urban are flexible. Funds can be used for a wide range of projects including roadway widening, roadway reconstruction and transit projects. A menu of Federal programs that may provide funds for transportation related improvements are described below.

A menu of Federal programs that may provide funds for transportation actions are described below. These funds are generally distributed by the Delaware Valley Regional Planning Commission, Pennsylvania Department of Transportation and SEPTA.

- **National Highway System**: Funds can be used for any type of improvement (new lanes, reconstruction, resurfacing, etc.) on roadways designated as part of the National Highway System. These include all Interstate routes as well as other freeways and specially designated "principal arterials." These eligibility guidelines for NHS are more flexible than the Interstate programs. Funds can be used for transit projects, ridesharing projects, or any other type of project in the travel corridor served by a NHS road so long as it improves travel in the corridor. NHS designated roadway segments in the study area include :
    - West Market Street west of 63 Street
    - Walnut Street
    - Chestnut Street
- **STP-Urban Program:** The STP-Urban program is one of several Surface Transportation Programs that provide funds for projects outside the Interstate System or the National Highway System. The funds are intended to benefit minor arterial and collector roads rather than the more critical principal arterials funded by the Interstate and NHS programs. To be eligible, however, a roadway must still be classified by the Federal Highway Administration as a collector or arterial. The STP-Urban program provides funds for improvements to eligible roads in urban areas. These eligibility guidelines for STP-Urban are flexible. Funds can be used for a wide range of projects including roadway widening, roadway reconstruction and transit projects. STP-eligible roads in the Study Area include :
    - West Market Street
    - Walnut Street
    - Chestnut Street
    - 63 Street

- **STP-Anywhere Program**: STP-Anywhere funds can be used anywhere. The funds can be used for any type of transportation project. Historically, this program is the largest of all the STP funding categories.
- **STP-Safety Program:** 10 percent of all STP funds must be spent on safety improvement projects. Many of the components of the TOD plan could be deemed safety related, especially new sidewalks, increased pedestrian crossing time, bicycle lanes and traffic calming. However, 'safety' has various meanings in the funding world and successful projects need to be described carefully.
- **STP-Transportation Enhancement (TE) Program:** Ten percent of all STP funds must be spent on transportation enhancement projects. There is no single criterion or definition of what constitutes an 'enhancement' project. Generally, however, the project should enhance the environment of motorists, transit users, pedestrians, or bicyclists. Categories that might apply to the linkage plan include:
  - Facilities for pedestrians and bicycles.
  - Safety and educational activities for pedestrians and bicyclists.
  - Scenic easements and scenic or historic sites.
  - Landscaping and other scenic beautification.
  - Preservation of abandoned railway corridors.
  - Control and removal of outdoor advertising.
- **Youth and Conservation Corps:** An interesting aspect of the Transportation Enhancement program described above it is the use of Youth and Conservation Corps in projects. A provision in SAFETEA-LU encourages states to enter into contracts and cooperative agreements with youth service and conservation corps, such as Aerators. These corps engage young adults in community service in exchange for a stipend, training, school diplomas, and contacts with the business world. Examples of projects include the Anacostia Riverwalk in Washington, DC, the Cape Flattery Trail in Washington State, and the Lihue Gateway Project in Hawaii.
- **Congestion Mitigation and Air Quality Program:** The Congestion Mitigation and Air Quality Program was created specifically to address congestion and air quality problems. Funds must be used for projects that reduce congestion and/or vehicular emissions. The funds are intended to help achieve the goal of the 1990 federal Clean Air Act Amendments. Given that goals of the TOD plan are to reduce excessive traffic and encourage walking and cycling trips, it seems clear that it would qualify for CMAQ funds; however, projects need to be carefully described so that the mitigation is properly accounted for.

Federal Transit Administration

SAFETEA-LU creates several new transit programs, and includes policy changes that may enhance opportunities for TOD. New

language elevates the role of land use and economic development among the various factors to be considered, though precise language still needs to be developed in final rulemaking. The expected changes will begin by exploring what development changes are likely to occur in an area identified for transit service and stations. What constitutes "development changes" includes:

- **Development Potential.** Development potential looks at credits or demerits based on development and redevelopment opportunities; barriers to development (e.g., land assembly, clean-up); and existing uses.
- **Transit-Supportive Plans. Policies and Actions Undertaken.** This review would examine existing and proposed plans; agency commitment to station area planning and joint development; plans and policies for pedestrian access, urban design, parking and density; and past performance.
- **Development Climate.** The climate refers to economic indicators of economy, station area market study, approvals for development, rents and occupancy rates, employment and population growth projections.

- **New Freedom Program:** Funding for new transportation services and public transportation alternatives beyond those required by the Americans with Disabilities Act to assist persons with disabilities. Improved integration of transportation services with other federal human service programs is a key aspect of this new program. Reconnecting America's national TOD market study found that senior households make up a significant percentage of the demand for housing near transit (roughly 35 percent). TOD has the potential to help coordinate these services through mixed use and housing development that can assist in providing increased accessibility through design. There may be opportunity to work with the FTA and local transit agencies to explore the possibility of making TOD an eligible activity for funding under this program.
- **Job Access and Reverse Commute Program:** Funds support mass transportation efforts that transport welfare recipients and low income individuals to and from jobs. This applies to typical and reverse commuting. Money can be used for:
  - Capital projects and operating costs of equipment, facilities, and associated capital maintenance items related to providing access to jobs.
  - Promoting the use of transit by workers with nontraditional work schedules.
  - Promoting the use by appropriate agencies of transit vouchers for welfare recipients and eligible low income individuals.
  - Promote the use of employer-provided transportation including the transit pass benefit program.

Department of Housing and Urban Development

- **Community Development Block Grant**

Program: These are usually distributed to a housing authority, but a portion can be used for transit if included in an approved proposal. Residents of CDBG-funded housing may need transportation to employment, human services, medical programs, shopping or recreation. This can be in the form of feeder service to an existing fixed route, line extension for an existing fixed route, special group trips to the supermarket or demand-response service for certain trip purposes.

Appendix

Appendix

A - Best Practices

1. Designing TOD - Development along Elevated Transit

Zoning as a Planning tool for TOD

- Zoning Overlay
- New transit Zones

Land Uses

- Transit Center as a catalyst for redevelopment
- CDC driven TOD

Buildings and building typology along EL

- Architectural design
- Large scale TOD

Design Guidelines

- Station Area Design Guidelines

Use of Open Space as an anchor for TOD

2. Integrating TOD into the existing transportation network

Pedestrian Network

- Safety
- Convenience
- Comfort
- Attractiveness

Bicycle Network

- Connecting Transit to Bikes
- Bike Parking
- Bike Access to Trains

Parking

- Demand Management
- Parking Management

Feeder Transit

- Inter service connectivity
- Inter service coordination
- Inter service information exchange

Innovative Fare Collection Systems

- Smart Cards
- Proof-of-Payment

3. Implementing TOD

- Incentives and programs
- Policies
- Implementation ideas
- Innovative funding options
- City / Community / Private Partnerships

1. Best Practices Designing TOD – Development along Elevated Transit

Zoning as a planning tool for TOD

A. Light Rail Transit Station Zone, City of Portland Zoning Overlay (Chapter 33.450)

City of Portland created a light rail transit overlay zone to encourage mixed use and employment opportunities within the light rail station areas. The overlay zone also includes development regulations to encourage pedestrian friendly environments. These development regulations prescribe minimum FAR, maximum and minimum parking requirements, location of vehicle access, site improvements (landscaping, bicycle parking), and provision of ground floor windows in certain base zones.

Resources: http://www.portlandonline.com/bds/index.cfm?c=38061

B. Transit Mixed use zoning district (T-MU-30) for directing growth around light-rail stations in Denver

A new zoning category for encouraging mixed use TOD near the transit stations was included by the City of Denver in the zoning code. The T-MU-30 district zone promotes highest intensity and broadest range of uses of all the mixed use districts in the zoning. Additional criteria's for approval also include a review of the development plan and site improvements to regulate the relationship of buildings to the transit station and pedestrian circulation in the TOD district.

Resources: www.denvergov.org

Land Uses: Transit center as a catalyst for redevelopment

A. The Oregon Clinic, TriMet's Gateway Transit Center, Portland, Oregon

Gateway Transit Center was developed by TriMet (three county area transit agency created by the State of Oregon in Portland) in partnership with Portland Development Commission (PDC), who was approached by a developer for a medical office building. The new development resulted in the conversion of TriMet's surface Park and Ride facility for TOD. The area is also designated as a Regional Center in the Metro 2040 Plan as well as an urban renewal district after a extensive community involvement. Phase I of the project includes 105,000 SF of medical office and a 650 space parking garage. Further development envisions a mix of uses including addition to the medical office space, a hotel, and residential units as well as a LEED certified public plaza.

Resources: Community Building Sourcebook, Portland, Oregon August 2005

Completion date: Phase I to be completed in Fall 2006

The Oregon Clinic

CDC-driven TOD development with emphasis on green buildings and community oriented uses

B. Bethel Center, Chicago, Illinois

Residents of the Garfield Park neighborhood in Chicago's West Side through the efforts of a faith based CDC named New Bethel Life, began an "asset based" effort to revitalize Lake and Pulaski stop on Chicago Transit Authority's Green EL. New Bethel Life constructed a 23000 SF, three story LEED gold rated building, named 'The Bethel Center' close to the Lake & Pulaski stop on the Green Line EL. The center incorporates Bethel's employment services center, a computer lab, a new child development daycare center and six retail spaces. Bethel is also developing 100 new homes within the walking distance of the transit stop.

Resources: www.bethelnewlife.org

Completion date: January 2007

Bethel Center, Chicago, IL
Credit: www.bethelnewlife.org

Buildings and building typology along EL

A. McCormick Tribune Campus Center (OMA, Rem Koolhaas) and State Street Village (Helmut Jahn), IIT campus, Chicago

Illinois Institute of Technology's (IIT) historic Mies Van Der Rowe-designed campus is divided in two distinct academic and residential parts by the EL. One of the strategic objectives of the IIT's master plan is to diminish the impact of the EL. Two new buildings designed by well known architects take clues from the existing EL structure. Rem Koolhaas's building uses walkways beneath the EL structure to organize various program elements of the student center that includes student dining facilities, recreational facilities, auditorium, student organization office spaces and a book store. The EL structure above the building is covered by a 530 feet tube as an acoustical and unifying solution. A second State Street Village building by Helmut Jahn is a series of three, five story student dormitory buildings covered by a glass wall – as a design and acoustical feature next to the EL structure.

Resources:

www.iitstatestreet.org (information on the State Street Village building and IIT's master plan)

www.arcspace.com (photos of the Campus Center building)

Completion date: Fall 2003

McCormick Tribune Center, Chicago, IL

State Street Village, Chicago, IL
Credit: www.arcspace.com)

Large scale TOD development

B. Fruitvale Transit Village, Oakland, CA

Located south of downtown Oakland, Fruitvale neighborhood is connected by a Bay Area Rapid Transit (BART) Line

Fruitvale Village is a successful 257,000 SF transit oriented development which replaced existing parking lots near the Fruitvale station - a result of successful partnership between the Unity Council - a social service CDC in the neighborhood that opposed the initial BART proposal of a parking garage, Fruitvale Development Corporation, City of Oakland and BART. The resulting TOD development includes variety of community oriented facilities along with retail and a structured parking garage. The development has also been successful in reducing the crime in the neighborhood as well as the high vacancy rate along the International Boulevard – neighborhoods traditional commercial corridor.

The village design creates a central pedestrian artery between the two building blocks, connecting the station with the International Boulevard as well as a plaza (with future plans for a public market) at the entrance. This pedestrian artery is carefully designed with signage, street furniture and landscaping – creating a central organizing element and a center for area's diverse ethnic population.

Resources:

Completion date: First phase 2003

Design Guidelines

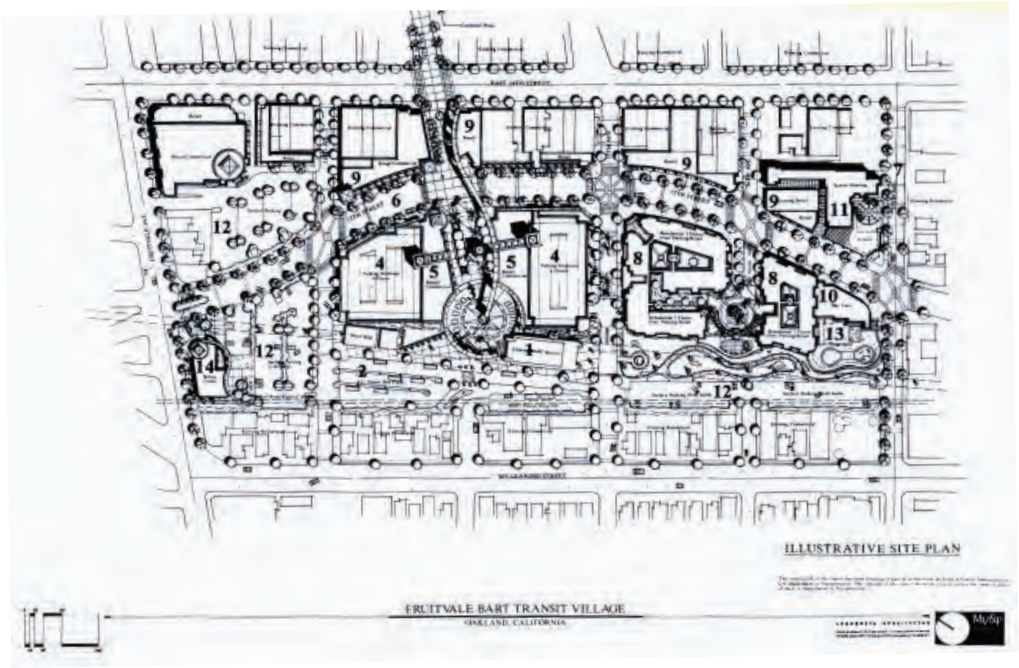
B. Phoenix Light Rail Urban Design Guidelines (WRT)

As part of the planning process for a new light rail line, the Regional Public Transportation Authority of Phoenix developed a comprehensive set of urban design guidelines. Urban design performance criteria were developed for every aspect of the system from vehicle design to station furnishings to bus and bike connections. These well-conceived and illustrative guidelines ensure that the new light rail line will enhance the image of the city while making the transportation system a joy to use

Use of Open Space as an anchor for TOD

A. Center Commons, Portland Oregon

Within walking distance of a transit line, Center Commons is a 5 acre, mixed use TOD consisting of apartments, town homes, senior homes, a day care facility developed around an open space as a central design element, inspired by the Dutch public open space system known as woonerf. The development site was a former maintenance yard of Oregon DOT which required remediation. The townhomes are also available for below median income buyers who receive a 10-year transit property tax abatement from the City of Portland because of its proximity to MAX light rail system. The project was also awarded a housing and community design award by HUD in 2001. It was developed by an affordable housing developer.



MIXED-USE

Fruitvale Transit Village, Oakland, CA

This successful TOD feature a central square, senior housing, day care facilities and residentail units (Credit: The Role of Transit in Creating Livable Metropolitan Communities, TCRP Report 22)

Mockingbird Station

Dallas, TX

This TOD on Dallas' DART light rail system contains offices, stores, apartments and an art-house movie theater.

2. Best Practices - Integrating TOD into the Existing Transportation Network

Walking Distances from Train Station Trenton, NJ (Nelson\Nygaard)

Walking Routes to School Copenhagen, Denmark (Nelson\Nygaard)

Pedestrian Walkway
Easton, PA

Note: This walkway is located in a former alley. It provides a shortcut and alternative for pedestrians and doubles as an outdoor cafe.

Pedestrian Network

Pedestrian access is essential to maintaining the urban vitality needed to support the dense mixed use character and transportation objectives of TOD. Successful pedestrian networks offer high levels of pedestrian service in four key measures:

- **Safety,**
- **Convenience,**
- **Comfort, and**
- **Attractiveness.**

Safety

TOD areas are inherently urban and characterized by shared spaces and conflicts therein. Unlike other areas where the preference may be to separate modes (freeways or pedestrian zones), a successful TOD embraces the energy of the street while minimizing the conflicts. There are four fundamental aspects to maintaining pedestrian safety for TOD.

- **Vehicle speed**
- **Pedestrian 'exposure' risk**
- **Driver predictability**
- **Vehicle volumes**

A primary design objective for any TOD area therefore should be to bring average auto speeds down to 20 miles per hour. Design elements such as shorter blocks, narrower rights of way, curb extensions at intersections, raised crosswalks, infrequent curb-cuts, and driveways that give visual emphasis to the continuation of the sidewalk are a few basic design elements that can minimize pedestrian risk exposure. Turning options should be minimized for vehicles along key pedestrian routes. And finally, Transportation Demand Management (TDM) can be effective in managing auto traffic volumes in TOD districts (See Auto section below).

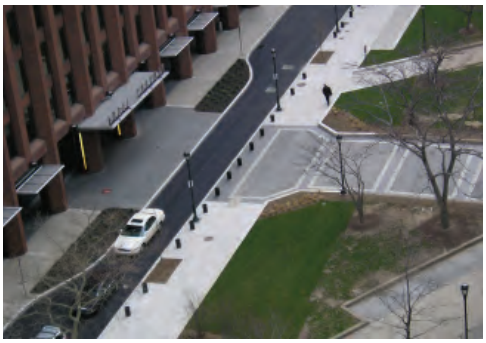
Convenience

TOD pedestrian networks should be designed to maximize walk+ride trips. A well-designed pedestrian access plan will provide a natural flow of walking customers from the surrounding area.

Comfort

Sidewalks should be wide enough for two pedestrians to walk abreast. The minimum width for two people to walk comfortably side by side is about 5 feet. For strolling pairs to be able to pass each other in stride, a minimum of 10 feet of sidewalk width is necessary. In places defined by high pedestrian volumes and buildings that directly abut sidewalks, widths up to 20 feet are commonly recommended, though a more modest width of 10-15 feet can add a sense of vitality.

Places to sit and to wait are also a key component of pedestrian friendly environment.



Curb Extension

Philadelphia, PA

Note: The curb extension is located directly in front of the building entrance where people would be crossing the street to the park opposite.

Typical Narrow Philadelphia Street

Philadelphia, PA (Courtesy of Dan Burden)

Note: This type of street can be a model for the narrow streets in the West Market corridor.

Raised Pedestrian Crosswalk

Doylestown, PA

Note: The crosswalk is placed directly in front of a school.

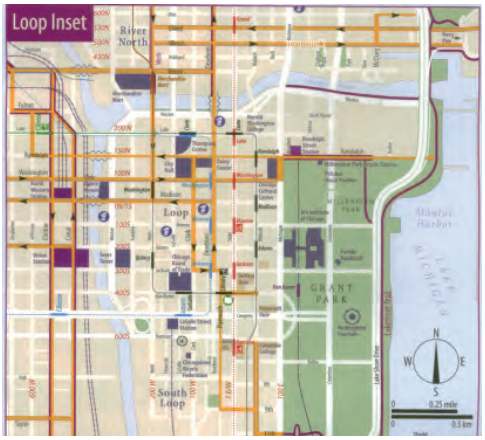
Curb Extension

Philadelphia, PA

Note: The curb extension provides space for trees and street furniture, thereby freeing up the sidewalk for pedestrian travel.

Chicago Bike Map

Note: The map identifies preferred bike routes, transit services and transit stations that offer secure bike parking.



Bike Rack Instructions from the Delaware County Public Transportation Guide

2-Minute Walking Scale from the Delaware County Public Transportation Guide

Attractiveness

Successful public spaces attract people by offering a combination of three basic qualities: Utility, Beauty, and Company. Uses should provide the local community with daily needs, minimizing regular out-of-area trips for goods and services. Uses should be mixed to maximize trip-chaining opportunities, and encourage longer area visits. Uses should also be strategically placed to maximize pedestrian-trip efficiency, such as placing dry cleaners and day care facilities near transit nodes. Aesthetics play an important role in supporting these uses. Sidewalks and plazas should be visually appealing and physically inviting. Appealing streetscape design can be an effective means of announcing the uniqueness of the TOD environment, and encourage initial visits to the area. When combined with quality land uses, such aesthetics can play an important role in drawing, and maintaining the crowded urban vitality that marks successful TOD.

Examples & Resources:

1.Calgary, Alberta - The City of Calgary's "TOD Policy Guidelines" provides detailed principles on pedestrian access in its "Pedestrian Oriented Design" section including:

- Providing quality pedestrian connections;
- Emphasizing a compact development form;
- Locating pedestrian-oriented uses at the ground level;
- Producing Human scaled architecture; and
- Incorporating all-season design.

2. Kansas City, KS – The city developed a pedestrian Level of Service model based on five measures:

- Directness – pedestrian connections between key destinations and transit;
- Continuity – conditions of pedestrian pathways;
- Street Crossings – ease and safety of pedestrian crossings;
- Visual Interest and Amenity – aesthetics and environment; and
- Security – lighting and sight lines.

3. Fruitvale BART Station, Oakland, CA (see above)

Bicycle

Integrating bicycles is beneficial for transit-oriented developments as bicycles extend the travel range in a low-cost and low-impact manner. There are three fundamental components to bicycles and TOD:

- Connecting the station to the cycling network;
- Including safe and secure bicycle parking at stations; and
- Ensuring that bicycles can be brought on board transit so that they may be used at both ends of a journey.

Police on Bikes in Washington, DC Metro (commuterpage.com)

Covered Bike Parking Ingolstadt, Germany (Michael King)

Bike Parking near Transit Stop Munich, Germany (Michael King)

Bicycle Track at BART Station, Berkeley, CA

(Jumana Nabti)

Bike on SEPTA Bus
Philadelphia, PA

Pram Ramp
Buxtehude, Germany
(Michael King)

Attended Bicycle Parking
The Hague, The Netherlands
(Michael King)

Bicycle Parking in the Parking Lane
Dortmund, Germany
(Michael King)

Examples & Resources:

1. Fruitvale BART Station, Oakland, CA (see above).

2. Metro Commuter Services, St. Paul, MN - installed bicycle lockers for safety and protection from inclement weather.

3. CalTrans operates a highly successful bikes-on-board program. It is so popular that requests for more access are driving equipment purchase decisions, see http://www.caltrain.com/caltrain_bike_FAQs.html.

4. The new NJ Transit RiverLINE cars and Portland existing light rail system have places to hang one's bicycle while on board.

5. The Paris regional rail (RER) system accommodates travelers with bicycles by providing separate compartments for people with large baggage items, bicycles, baby carriages, etc.

6. The Boston commuter rail lines have fold-up benches at the ends of the cars, with wheelchair fasteners. Wheelchair users have precedence but bicycles and baby carriages may use this space when not completely full with wheelchair users. Bicycles are banned in the main commuting direction during peak hours.

7. In Sydney, Australia and Toronto, Canada, bi-level commuter trains include vestibules with open areas primarily used by bicyclists. (In the peak period, bicyclists are required to have two tickets -- one for the body and one for the bike.)

8. Many systems, including Chicago's CTA have implemented restrictions such that the bikes may not be brought on board during peak period, and during some special

events. CTA instructs bicyclists "If trains are crowded, the use of trains by cyclists may be restricted by the train operator as appropriate" and "if the train is too crowded, please wait for the next one."

Parking

Demand Management

A primary objective of orienting development to transit is to reduce the volume of auto trips generated by its uses. Basic design features common to TOD, beyond transit proximity, that support this objective include:

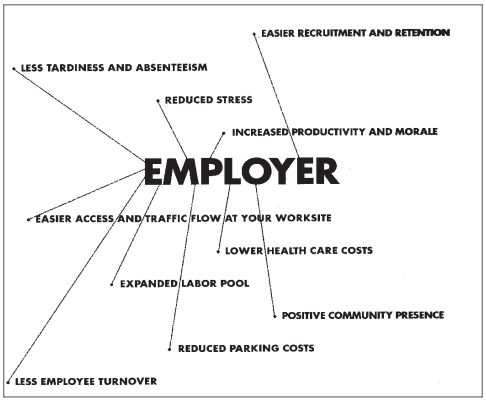
- Dense, mixed-use development patterns that reduce distance between residences and trip generators and support shared parking supplies;
- Pedestrian-oriented streetscape; and
- Bicycle accessibility.

Urban design alone, however, will not maximize the potential for TOD to mitigate auto use. Implementing a comprehensive Transportation Demand Management (TDM) program can maximize and sustain trip reduction benefits offered by TOD. TDM initiatives can be divided into three groups:

- Destination-Oriented TDM - focuses on supporting non-auto access at trip-generator locations;
- Origination-Oriented TDM - focuses on supporting non-auto trips at places of residence; and
- Universal TDM – measures that promote community-wide support for and awareness of alternatives to single-occupancy auto travel.

Map of Buildings with Indoor Bicycle Parking or Access (Courtesy Transportation Alternatives)

Indoor Bicycle Parking Racks in a Residential Building (Courtesy Transportation Alternatives)



Commuter Program Benefits Arlington, VA (Arlington Transportation Partners)

Zipcar Parking
Arlington, VA
(Arlington Transportation Partners)

Shared Parking Conserves Space
(www.greenbuildings-santamonica.org)

Destination-Based Demand Management

In general, employer-based TDM strategies tend to be the most effective means of reducing peak period auto trips and promoting transit use. For the Market Street and Frankford corridors, the focus of these strategies should be on the large employers drawing commuter trips (instead of commuters leaving the area, who are likely already using transit). Typical employer based TDM initiatives include:

- Providing a central bulletin board, display case, or use of internal e-mail systems or Web sites, to distribute commuter information;
- Reserving preferred parking spaces for carpools and vanpools;
- Implementing a formal telecommute program, or informally supporting telecommute through labor policies;
- Offering employees flextime, or compressed work week schedule options;
- Instituting a tax-free transit benefits program, either employer-sponsored or through pre-tax payroll deduction;
- Developing a commuting incentive program for those who carpool, bicycle, or walk to work. This can work especially well at health-care related facilities such as Frankford Hospital;
- Installing bicycle and/or shower facilities to encourage bicycle and pedestrian commuting;
- Providing employee/customer shuttles to local transit stations or other service areas;
- Initiating a “Guaranteed Ride Home”

program, where non-driving employees who work past normal shift hours are offered paid cab service home;

- Implementing a parking fee for solo drivers (for employers who previously offered free parking);
- Implementing a parking cash-out program, where a cash payment is offered to employees who opt out of employer-provided free parking;
- Offering free or reduced-price parking for carpools and vanpools (where a fee previously existed);
- Starting sponsored or subsidized vanpools;
- Implementing an Air Quality Action Days program where TDM initiatives are heavily promoted to employees; and
- Conducting regular employee transportation surveys to determine travel patterns and measure the effectiveness of the TDM programs.

Origination-Based Demand Management

Compared to standard residential developments, TOD housing tends to attract residents who own fewer cars and make more transit trips. Local transit access tends to figure prominently in the choice of TOD housing. TDM measures can support this, and further reduce residence-generated auto demand. Common resident-focused TDM measures include:

- Providing secure storage for bicycles, including guest bikes;
- Providing high bandwidth connections that support telecommuting;

Residential Permit Parking Sign

Multi-Space Parking Meter

- Pedestrian-friendly design that encourages interaction and socialization between neighbors, and within the immediate community;
- Reducing parking supplies through In-Lieu Fee options, reduced parking requirements, or implementing maximum on-site parking limits; and
- Requiring developers to "un-bundle" parking costs from housing prices, charging for actual use rather than passing the cost onto all residents. This makes the cost of vehicle ownership more transparent, and offers savings to those who do not need parking.

Universal Demand Management Initiatives

Other TDM initiatives can be implemented to promote a community-wide multi-modal transportation culture. Such measures include:

- Commuter Assistance Kiosks providing alternative transportation information and space to post ride-sharing requests and offers;
- Providing free-meter parking for car-share vehicles; and
- Providing and maintaining convenient and secure bicycle storage.

Parking Management

Parking management is essential for maximizing the benefits of Transit Oriented Development, and is especially vital for providing an optimal environment for pedestrian mobility. There are three important goals for TOD parking management:

- Minimize on-site parking;
- Manage on-street utilization and turnover; and
- Prevent spillover.

Minimize On-Site Parking

TOD parking policy should begin by emphasizing provisions of on-site parking that reflect the fact that mixed-use development generates less parking demand than separate freestanding developments of similar size and character. Furthermore, the TOD environment, through its high-density, transit-supportive, and pedestrian-focused urban design, offers potential for decreased vehicle use and ownership. These factors justify seeking strategies for aggressively minimizing the use of development opportunity area for vehicle storage. Three of the most effective means for this are:

- Reducing or Eliminating Parking Requirements
- Implementing Payment Options In-Lieu of Parking Requirements
- Shared Parking

Reduce or Eliminate Parking Requirements

The reduction or elimination of minimum parking requirements for all land uses should be strongly considered in TOD districts. Such requirements increase site-based parking supplies, which in turn increase curb-cuts and pedestrian-auto conflict points. This makes it considerably more difficult to achieve dense, walkable development patterns. Zoning options for reducing parking in TOD areas include:

- A reduction of minimum parking requirements for residential and commercial developments;

- Elimination of parking requirements, leaving developers free to choose the appropriate level of parking;
- Establishing maximum parking limits for all developments;
- Including on-street parking as part of a development's parking supply for purposes of satisfying zoning requirements;
- Reducing minimum requirements when a development incorporates TDM practices such as shared parking arrangements, or transit-pass programs.

In-Lieu Fees

Allowing developers to pay a fee "in-lieu" of meeting the standard requirements can be a highly effective means of minimizing on-site parking in TOD districts, especially in space-constrained older urban areas. A fixed base-fee, typically set well below the construction cost of one parking space, can be collected for each zoning-mandated space left unbuilt. This provides a financial incentive to eliminate, or minimize, on-site parking for development projects.

Collected fees can be pooled to construct parking as necessary. This parking is by default shared-parking, as it is tied to no specific land use and is controlled publicly. This policy works especially well where a local civic association is available to administer the collected funds and return them to local benefit.

Providing an In-Lieu Fee option can reduce the impact of parking and traffic in TOD areas by:

- Increasing off-street efficiency by matching supply to demand on a district-wide, rather than a site by site, basis;
- Providing fees to support TDM policies and programs;
- Increasing control over parking facility design and location; and
- Supporting infill development in older urban corridors, where meeting standard on-site parking requirements is often infeasible.

Shared Parking

Shared parking is defined as "parking space that can be used to serve two or more individual land uses without conflict or encroachment." Shared parking supplies are fundamentally more efficient than single use spaces, because each space can be occupied for more hours throughout the day, week, and year. Sharing parking also allows for reduced pedestrian-auto conflict points, by reducing parking access points, allowing for better pedestrian levels of service and increased development densities.

Shared parking opportunities are created by two basic conditions:

- Offsetting demand peaks among neighboring land uses; and
- Complementary land uses that generate multiple-destination visits to a single area.

Park and Ride lots, for example, can be shared with nearby movie theaters and restaurants. Transit riders use the parking on weekdays, while others use it on evenings and weekends. Another example is a space that may be used by patrons that dine out at a local restaurant before attending a nearby play.

Shared Parking can be supported by centralizing parking supplies. Privately controlled

on-site supplies can be shared as well through agreements arranged informally among local businesses, or brokered by a local parking authority or civic association.

These three parking best practices are mutually supportive and maximize each other's benefits. For example, where In-Lieu fees are used to construct central supplies of shareable parking, reduced parking minimums work all the more effectively by reducing demand for on-site supply.

Manage On-Street Utilization and Turnover

Ideal utilization of on-street parking leaves about 15 percent of curb space vacant at all times. This is generally enough vacancy for parking to "feel" available and not discourage the short-term trips upon which many businesses depend. The traditional approach to encouraging effective turnover is to impose time limits for high-demand spaces. This however has proven difficult or expensive to enforce, especially where meter rates compare favorably with long-term off-street prices.

Pricing is a tool that has been gaining a lot of attention lately for its potential to manage occupancy and turnover for on-street parking, and is an option that holds particular benefit for TOD.

Technology, most notably computerized multiple-space meters, has added important flexibility to this option, by allowing meters to charge "market" rates that track demand levels throughout the day and week. This technology also improves customer convenience, for example through accepting credit cards or refunding charges for unused time.

Flexible and effective pricing of on-street parking is especially beneficial to local businesses that depend on high turnover rates to maintain front-door access for their customers.

If cities charge the right price for curb parking, they can do away with time limits. Prices alone can maintain curb vacancies and create turnover. Prices can vary frequently enough to avoid chronic overcrowding or underuse. These prices can be reviewed periodically to examine whether they are producing the target occupancy rate. Prices will typically vary by time of day (e.g. lower evening rates) and location (e.g. lower rates on side streets or less intense commercial frontages).

Effective pricing can preserve availability even during peak hours, and fill spaces that would otherwise be vacant during off-peak times. It can maintain optimal turnover at spaces that provide front-door access to local shops and services. It also can reduce "search" traffic generated by over-occupied free-to-cheap on-street supplies. This is an important benefit for maintaining the primacy of pedestrians and multi-modal accessibility in TOD districts.

Prevent Spillover

Effective TOD parking management does not mean adjacent neighborhoods need to be affected by spillover parking demand. These problems can be addressed through thoughtful implementation of Residential Permit Parking or Parking Benefit District programs. This is true regardless of whether parking demand is generated by rail stations or commercial centers.

Residential Permit Parking (RPP)

Residential Permit Parking programs are becoming an increasingly standard practice in urban areas, as cities move away from

traditional separation of uses, and residents are moved ever closer to visitor-parking generators. These programs preserve on-street spaces for permit-holders to allow residents better opportunity of finding on-street parking near their homes. Such programs have generally been very effective in meeting this goal.

The proliferation of programs across the U.S. and abroad provide a wide range of best practices that have been effective in catering programs to the local needs and concerns of residents. RPP programs in TOD districts should make full use of this resource by designing a program that most effectively addresses local constraints and opportunities.

While RPP programs have proven a highly effective tool in protecting against parking demand spilling over into residential neighborhoods, they have often overreached in this direction, leaving on-street spaces idle while visitors circle commercial blocks in search of spaces. One solution that is emerging as an effective remedy to this is the creation of Parking Benefit Districts.

Parking Benefit Districts

A Parking Benefit District differs from traditional RPP in two important ways. First, while residents continue to use permits to park free of meter charges on RPP-designated streets, non-residents may access the same spaces by purchasing daytime-only permits or paying at meters. Second, all on-street parking revenues collected in the district are used to fund local public services and improvements. Meter fees can be adjusted, using computerized multi-space meters, to maintain ideal occupancy rates throughout the district, and to free up RPP-designated spaces during resident demand peaks.

Advantages of Parking Benefit Districts over traditional RPP include:

- Expanded parking opportunities for non-residents;
- More efficient use of on-street supply;
- Funding for local improvements and services; and
- Simplified/expanded visitor parking options for residential guests and resident users of car-rentals/sharing.

Examples & Resources:

1. Ventura, California - The town recently developed the “Downtown Ventura Specific Plan” which outlines a series of recommendations for managing parking demand in mixed-use districts including:

- Pursue a “Park Once” Strategy
- Create a Commercial Parking Benefit District
- Invest Meter Revenues in Transportation Demand Management Programs
- Provide Universal Transit Passes
- Require Parking Cash Out
- Create a Residential Parking Benefit District
- “Unbundle” Parking Costs
- Establish a Carsharing Program
- Reduce and then Remove Minimum Parking Requirements
- Reroute Bus Service from Main St. to Santa Clara St.
- New Parking Garage when Needed

2. Seattle, Washington - The City's "South Lake Union On-Street Parking Plan" recommends the elimination of time limits and proposes to charge hourly market rates for most on-street parking. Rates will be set and adjusted using market-rate pricing to ensure that an average of one space on every block is available at all times. Additionally, a residential parking zone would be established to provide a minimum amount of exclusive parking for neighborhood residents.

FEEDER TRANSIT

Beyond the primary transit service of a transit-oriented development, connectivity to feeder transit services is also important. These services encourage development of the TOD as a hub, and provide a focal point where services can locate and take advantage of high daily pedestrian volumes. The following practices are recommended to maximize the advantages of feeder services on the development of the TOD community.

Interservice connectivity

Effective feeder service must connect the TOD to other areas where people want to go. Feeder service should be concentrated on areas that do not provide the same services as within the TOD, so that travelers come to utilize not only the transit, but the businesses that aren't available to them.

Interservice coordination

Scheduled transfers between modes should include sufficient time for travelers to connect without having to run. Peak period service should be frequent enough so missing a connection does not require a long wait. Off-peak service should include timed transfers between multiple operators to allow TOD developments to function as hubs.

Interservice information exchange

The key to modal connectivity is providing information that draws on all transit services, so riders do not know or even care which service will take them where they want to go. So riders can perceive all transit as one linked system, comprehensive information should be provided at transit transfer points. This information should include schedules, maps, service bulletins and real-time information about all routes accessed from that station, as well as schedule, maps, and key service bulletins about all routes that can be connected to from the routes at that station. In this way, travelers can plan their trip at their origin, instead of making forced decisions mid-trip.

Examples & Resources:

1. Bay Area Rapid Transit coordinates schedules at many rail stations with connecting feeder transit services. One example is at the Pittsburg/Bay Point Station, 38 BART trains in each direction on each weekday are met by Tri-Delta Transit's Route 300. Transfer times range from 2 minutes (during early morning hours when travelers tend to stop less and few stores are open) to 13 minutes during the afternoon when travelers are more willing to stop and patronize stores.

- http://www.trideltatransit.com/top.aspx?p=bart.aspx&h=top_home_rider_alert.gif&route=300
- http://www.bart.gov/stations/schedules/lineSchedules_ROUTE1_WD.asp

INNOVATIVE FARE COLLECTION SYSTEMS

Unless transit service is provided free of charge, each operation requires a fare collection system. However, it is imperative that the fare collection system not impede customer use of the system, or cost so much to implement that it significantly detracts from the operating budget. The following presents two innovative fare collection systems recently implemented in cities across the country and the world.

Smart Cards

Washington D.C.'s regional transit system (WMATA Metrorail and Metrobus) has implemented the SmarTrip: a permanent, rechargeable farecard. SmarTrip is a plastic-like credit card embedded with a special computer chip that keeps track of the value of the card. WMATA has installed SmarTrip fareboxes at all Metrorail stations and on all Metrobuses, which speeds transfers and increases passenger convenience. Additional benefits of using SmarTrip include:

- Using SmarTrip is easy and fast. Instead of inserting a farecard through the Metrorail faregate slot, you simply touch the SmarTrip card to the circular target panels on top of or inside station faregates. Likewise, you can tap the SmarTrip farebox on Metrobus to pay your fare with SmarTrip.
- Travelers may add up to $300 in Metro value on a SmarTrip card, so it can last a long time between charging.
- If a card is lost, the traveler does not lose the fare balance. For a $5 fee to replace the card itself, WMATA will issue a new SmarTrip card with the value on the card at the time they are notified it was lost.
- Metro and Citi® have teamed up to bring you the Citi® Platinum Select® SmarTrip® MasterCard®, a Metro SmarTrip card and a Citi credit card (with no annual fee) in one.
- Effective June 28, 2004, SmarTrip is the only form of payment accepted at Metro-operated parking lots.

Boulder, CO's version of the SmarTrip card offers additional options. Their Eco Pass allows employers, neighborhood associations, and even certain age groups to buy discounted bus passes. Adding Eco Pass options to SmarTrip is a great way to encourage people to ride instead of driving. Research has shown once Neighborhood Eco passes are distributed, bus ridership increases by 50 percent. Almost all employees in Boulder, as well as all residents of several neighborhoods, get free transit passes purchased in bulk by their employer, their business association or through a special tax district voted upon by neighborhood residents. As a result, Boulder's transit ridership is higher than any community of its density in the country, despite the absence of rail service.

Proof-of-Payment

Proof-of-payment is a fare collection approach used on many public transportation systems. Instead of checking each passenger as they enter a fare control zone, proof-of-payment requires that each passenger carry a ticket or pass proving that they have paid the fare. Ticket controller or conductors make periodic checks to deter fare evasion. On many systems, a passenger can purchase a single use

ticket or multi-use pass at any time in advance, but must insert the ticket or pass into a validation machine before use. Validation machines are located at or near the platform or boarding area and time stamp the ticket. The ticket is then valid for some period of time after the stamped time. This system can be found in the Berlin Metro and the Hudson/Bergen Light Rail.

Examples & Resources:

- http://www.wmata.com/riding/smartrip.cfm
- http://www.ci.boulder.co.us/goboulder/html/transit/eco_pass/index.html
- Boulder TDM Toolkit, UrbanTrans Consultant, Inc. for City of Boulder, 2003.
- http://www.berlin-u-bahn.de/
- http://www.mylightrail.com/index.php?option=com_content&task=view&id=13&Itemid=60

3. Best Practices - Implementing TOD

Background

Transit-oriented development in the two corridors will require creative use of public and private sources of funds to "jump-start" the development process. Resources that should be explored include special financing, public sector loan and grant programs, and public/private partnerships to revitalize the corridors and develop projects. The sections that follow present techniques that can be used to finance the types of development that are envisioned. Included are the following:

- A description of successful techniques that have been used to foster and encourage development in transit-oriented retail corridors.
- Public financing techniques that might be used for development and redevelopment projects in the two corridors.
- A discussion of public/private partnerships.
- A description of some potential funding programs that might be tapped, for different types of development.

Successful Techniques to Enhance Development around Transit Stations

Public officials and other stakeholders have found techniques that can be used to position development priorities for funding. Procedures that have demonstrated success in generating support for TOD projects and the funds to implement them have involved the following steps.

1. ***Engage in a planning process that produces a vision for the future.*** The Urban Land Institute publication, "Ten Principles for Successful Development around Transit," states that the first principle is, "Make it better with a vision". Further, the vision should be oriented toward the future, but grounded in reality. It should be stakeholder centered, collaborative, and educational. It should be focused on implementation, and it should be flexible. The present planning process for the West Market and Frankford Avenue corridors is a good first step in a process that can result in a vision for the future.

2. ***Designate a leader and establish the organizational capacity to carry out development projects.*** Successful communities and community-based organizations have had leaders who have assumed responsibility for the development that is envisioned. The leader, in turn, typically identifies funding resources to commit costs and help build consensus among a broad base of constituents. In some communities to pay start-up costs early on the

leader has been an elected official. In others, the leader has come from a chamber of commerce, business group, community group or economic development organization. Many development-related publications speak of the importance of having a ***champion*** for every project with the vision and commitment to see it through. Each corridor needs to identify a leader.

A leader also must establish priorities and make difficult decisions about allocations of time and money. Large-scale development projects are likely to be needed in the corridors to provide a "critical mass" of development for visible change, and such projects will consume more than their fair share of resources. A leader must be able to build the support necessary to implement one project before another.

3. ***Identify priorities and establish "next steps"***. TOD and other more complex development projects are carried out through an orderly progression of steps. There must be consensus about what is to be done, and planning is needed to map out each step that is required to obtain the development that is envisioned. For example, if the problem is a shortage of parking, there must be agreement that there is a problem and that it should be addressed by developing a parking garage. If a surface parking lot is to be moved to make way for development of the garage, it will be necessary to focus initially on identifying an alternative location and arranging to use it on an interim or permanent basis. Since funding programs may have annual funding cycles, it will be important to monitor fund availability and consider the time that will be required to prepare a winning application. A detailed flow chart with a time line and all steps in the process is a very critical tool.

4. ***Assign responsibility for each step***. It is not enough to reach agreement about what must be done. Assignments must be made, and they must be accepted. For example, if a location for a new parking lot must be identified, there must be an assignment of responsibility for finding that location, and it must be accepted. The scope of the assignment must be clear. In the parking lot example, the scope would include the size of parcel needed, guidance about distance from the station, local officials and Realtors to contact regarding availability, and site control options (purchase vs. lease), and cost/payment parameters. If funds must be obtained to pay for property acquisition or lease, responsibility must be assigned for identifying and securing the required money by the time it is needed.

5. ***Commit to leveraging available funds***. The concept of leveraging involves using some money that may be available as matching funds to attract other funding for a development project. When funds are leveraged, a smaller amount of money is used to attract other funds – often, two or three times the original amount. For example, local funds may be used as a 50 percent "local match", for a federal or state funding program. Similarly, banks often will work with local officials to create a loan pool that uses some public sector funding to leverage for a larger pool of money that can be used to finance rehabilitation or small business loans. In addition, parking authorities have used their investment in existing structures as collateral for an additional parking structure. Without leveraging, there may not be sufficient funds to cover all de-

velopment costs; leveraging funds from other sources may address the problem. In leveraging, the City of Philadelphia can use Community Development Block Grant funds as its local match for most other state and federal funding programs.

6. ***Consider how funds can be used***. Loan and grant programs typically can pay for some development costs, and not for others. For example, programs involving reconstruction of streets may not pay for street trees; conversely, programs providing grants for street trees may not cover any other costs. In seeking funds for development projects, it is important to consider all potential funding sources, but to reserve those with the greatest funding flexibility (including local funds) to fill gaps that cannot be funded out of other, more restricted loan and grant programs.

Similarly, it is always easier to raise money to build a new development than to raise money each year to pay operating expenses. Unless a dedicated, ongoing source of money is available for operating expenses (e.g., utilities, maintenance and cleaning, insurance, salaries), a new development should generate sufficient revenue to pay these types of expenses. Raising funds every year is a time-consuming process, and it may not always be successful which often leads to deficient management of the asset.

7. ***Rely on private funding sources to the extent possible***. Funds to pay for infrastructure and related improvements, along with public sector loan and grant funds are always in short supply in relation to overall demand. At the same time, virtually all development projects have some potential to generate an increment of private investment for some costs, and it is important to look for this potential in every project. For example, providing retail space on the first floor of a parking garage may generate income from tenants; building residential units on air rights over parking garages can produce land or air rights lease revenue or even land sale revenue. Bringing some funds from the private sector into a project will make public sector funds go further.

8. ***Capitalize on the value in publicly owned land***. Land and air rights can be leased to produce income that can escalate over time. Land can be sold to generate revenue to pay for public infrastructure and parking garages. The Washington Metropolitan Area Transit Authority (WMATA) has been very successful in capitalizing on the value of land holdings to generate transit-related development. Successful TOD, in turn, has increased the value of publicly owned land located in station areas.

9. ***Emphasize public/private partnerships***. The formation of public/private partnerships exposes transit-related projects to market forces while also generating private investment. Involving private developers early in the development process brings added reality to shape developments that will meet the needs of long-term private sector users. When there are public/private partnerships, some development-related costs can be covered in private loan financing. Public/private partnerships also place responsibility for ongoing property management with people who specialize in managing real estate.

10. ***Account for funding, and show visible results***. It is essential to track and account for all of the funding that is provided for a development project. Agencies and organizations go to the head of the line on the next

funding request when they spend loan and grant funds in ways that are consistent with applicable rules and regulations, and within the established time frame. Similarly, successful development projects will change the landscape and the overall appearance of an area, and they should be publicized widely through marketing and outreach. Funders want to invest in successful projects; project leaders should get reprints of newspaper and magazine articles and send them to the agencies that provided financial assistance. Tracking project outcomes will also enable project leaders to demonstrate success stories to funding agencies.

Financing Programs and Funding Sources

New project initiatives in the two corridors are likely to involve small-scale developments, as well as improvements to buildings and infrastructure that can enhance each corridor's attractiveness as a place for businesses and pedestrian-oriented activity. Appropriate development would include commercial, residential, and mixed-use developments. Where there are opportunities for larger scale developments, public-private partnerships should be pursued with experienced, well capitalized real estate organizations.

There is no single program or funding source to be tapped for development projects in transit corridors. Rather, the process is one through which stakeholders determine the course of action that is to be pursued and marshal resources that can be made available under a range of different programs. The most important consideration is to explore a range of potential leads and sources and to assistance mechanisms that offer the most suitable funding to meet the needs that are a priority.

The discussion of potential funding sources that follows is not intended to be inclusive. Rather, the suggestions that are offered reflect some of the thoughts about funding initiatives that might be worthwhile, based on the consultants' own analysis of markets and potential.

Main Street Program

The Frankford CDC participates in the National Main Street Program, but there is no active Main Street program in the West Market Street corridor. Active participation in the Main Street Program provides access to training and community organizing programs along with the ability to tap the expertise of other Main Street programs throughout the U.S. The Pennsylvania Department of Community and Economic Development (DCED) provides funding for a portion of administrative costs over a five-year period and also funds the Downtown Reinvestment and Anchor Building components. All require matching grants. The Main Street designation – and active participation – helps stakeholders to address problems in a concerted way that also hinges on broad-based community participation and involvement. Often, a Main Street program will provide opportunities for capacity-building that can be used later in establishing and successfully administering a special services district. Information about the National Trust's Main Street Center is available at **www.mainstreet.org**. The guidelines for the Pennsylvania program are on the DCED web site (**www.newpa.com**).

Assistance for Small Businesses

Development Activity

Commercial spaces in the target area are small in size, and are likely to be best suited for occupancy by small businesses. These businesses can be very vulnerable, and failure rates are very high. An often-quoted statistic is that only 20 percent of small businesses actually survive. A number of organizations in Philadelphia provide a range of technical assistance programs that can be tapped to help small businesses and business start-ups. Most notable are the programs that are offered by Small Business Development Centers (SBDCs) in the City, which are at Temple University (215,204.7282; web address: **www.sbm.temple.edu/sbdc**) and The Wharton School of the University of Pennsylvania (215.898.4861; web address: **www.whartonsbdc.wharton.upenn.edu**). These organizations sponsor a range of training programs to assist small businesses to understand how to establish and run their businesses. SBDCs also may be aware of entrepreneurs who have completed training courses and are seeking space for a new business venture.

Funding for small commercial businesses in Philadelphia is provided by the Philadelphia Commercial Development Corporation (PCDC), and portions of both corridors are designated Neighborhood Commercial Revitalization Areas: Frankford Avenue between Pratt and Bridge Street; 40th and Market Street; 52nd and Market Street; and 60th and Market Street. All of the Market Street revitalization areas are along the cross streets. This is, however, a reflection of Market Street's current weakness as a commercial corridor. Emphasis on commercial revitalization could help to strengthen these areas, including nearby properties fronting on Market Street. Concentrated activity at these nodes could generate sufficient "critical mass" to become self-sustaining, especially near transit stations. PCDC also has a Small Business Support Center that helps businesses. Other PCDC programs include:

- A Commercial Property Acquisition Grant Program to non-profit corporations working in designated Neighborhood Commercial Revitalization Areas.
- Business loan programs that include the Small Business Revolving Loan Fund, the Comcast Loan Fund, and several other loan programs.
- Acting as an Area Loan Organization of the Pennsylvania Department of Community and Economic Development, meaning that the organization processes and services loan applications under Commonwealth programs including: Small Business First Loan Program, Community Economic Development Loan Program, and the Pennsylvania Minority Business Development Authority Loan Program.

New Markets Tax Credits

The U.S. Treasury Department's Community Development Financial Institutions Fund has authority to allocate a total of $15 billion of tax credits to Community Development Entities (CDEs) between 2002 and 2007. Investors in CDEs receive tax credits during a seven-year period. The investment proceeds that are received by the CDE in exchange for the tax credits are used to provide loans and equity investments to eligible businesses, to

provide financial counseling and other services to eligible businesses. A wide range of businesses including nonresidential real estate and nonprofit businesses is eligible. A number of CDEs in Philadelphia have been certified and have received allocations of tax credits. One of the largest recipients is The Reinvestment Fund, although banks and credit unions active in Philadelphia also have established CDEs and have received tax credit allocations. Guidelines for programs and descriptions of different funds may be found at **www.occ.treas.gov/Cdd/cdresourcedir.htm**.

Historic Preservation Tax Credits

These tax credits have been a very powerful stimulus for investments in rehabilitations of historic properties. Developers can receive and pass historic tax credits to others, and the credits can reduce federal income taxes, a powerful incentive for the preservation of historic buildings. The Preservation Alliance for Greater Philadelphia provides technical assistance and educational materials; the telephone number is 215.546.1146; the web site is **www.preservationalliance.com**.

Tax-Increment Financing (TIF) and Other Special Financing Programs

TIF usually involves issuing tax-exempt obligations to finance public infrastructure, a redevelopment project, or a range of redevelopment-related activities. In Pennsylvania, TIF is authorized as part of the redevelopment legislation, and activities that are financed with TIF proceeds are repaid from property taxes during the term of the obligation. Tax-increment debt is repaid using the increment of taxes above the base payment that was attributed to the property or area before redevelopment. Thus, the property taxes collected on a deteriorated structure on a well-located parcel would be frozen at the base level, and the increment of additional taxes associated with the new uses of the property would be used to finance project-related infrastructure or other eligible development costs. The tax increment (or a portion of the increment) is committed for payment of the debt service during the term of the obligation. A TIF was used for part of the financing of a parking garage at 12th and Filbert Streets in the City of Philadelphia that is owned by Parkway Corporation. If a site for development of structured parking becomes available in or near the target area, a TIF could be used to help with the financing. Tax-increment financing projects have been handled by the Philadelphia Industrial Development Corporation (PIDC), and they have involved a range of commercial and retail developments in addition to parking.

In addition to TIF, PIDC also administers loan programs that can provide assistance for development projects, as well as tax-exempt bond financing for development projects at below market rates of interest. PIDC's main telephone number is 215.496.8020; more detailed information about specific programs is available at their web site: **www.pidc-pa.org**.

Funding for Infrastructure Improvements

Infrastructure funding typically is considered to be within the purview of city government, especially when it is associated with city streets, sidewalks, streetlights, and related items. An alternative has been to use transportation funds from the Federal Government that are made available through formula grants and also through discretionary funding

programs. Projects in urban areas must be based on a transportation planning process carried out by the Metropolitan Planning Organization (MPO) in cooperation with the State and transit operators, and the projects must be included in metropolitan plans and programs.

For Philadelphia, funds generally flow through the Pennsylvania Department of Transportation (PENNDOT), and the applicable MPO is the Delaware Valley Regional Planning Commission (DVRPC). It is important to work with local officials and DVRPC to have priority projects included in DVRPC's Transportation Improvement Program (TIP), which can include the costs for infrastructure improvements that are transportation enhancements. In Chicago, for example, funds, which were made available through one of the discretionary programs, were used to help build a grocery store at a Green Line transit station. Information about funding for transportation projects is provided on the DVRPC web site, **www.dvrpc.org/transportation.htm/** or by calling transportation planners at 215.238.2803.

Other sources of funding for infrastructure-related improvements have included Community Development Block Grant (CDBG) funding through the City and programs of the DCED, which has perfected a single application process. Some DCED programs are available to government agencies and entities, while non-profit organizations can apply for other programs. The DCED web site is very user-friendly, and it provides both program summaries and detailed descriptions; the web site is www.newpa.com. The following infrastructure programs could be particularly useful to stakeholders:

- Community Revitalization Program (CRP), which is available to municipalities and non-profits and funds construction and rehabilitation of infrastructure, building rehabilitation, acquisition and demolition of structures, land acquisition, and a range of quality of life-related activities.
- Urban Development Program, which provides small grants for urban development and improvement projects also to municipalities and non-profits.
- Business in Our Sites Program, which can help a range of applicants including private developers with site development "patient money" for sites that can be used by businesses.

Not to be overlooked are efforts by the Pennsylvania Horticultural Society to address problems with vacant lots in Philadelphia neighborhoods, The Horticultural Society has been active in assisting with the greening of vacant lots and streetscapes in Philadelphia neighborhoods, often transforming very blighted, littered lots into community assets. The Horticultural Society also has programs which address landscaping gateways to various neighborhoods in the City for which Frankford Avenue could qualify.

Funding for Residential Development

There are sites in both corridors that could be appropriately used for residential development, or that might include a residential component as part of a mixed-use development. While some locations that are adjacent to the El would have noise and vibration

issues, others could be suitable for multifamily residential development through new construction or adaptive reuse. Residential developments that enjoy convenient transit access have appeal to young people and also to seniors. Programs of the Pennsylvania Housing Finance Agency (PHFA) provide below-market financing, Low-Income Housing Tax Credits, and partial financing for a range of rental and sales housing development. Funding for senior housing that serves extremely low-income people is provided to non-profit sponsors by the Department of Housing and Urban Development.

Public/Private Development of TOD Projects

With the exception of freestanding parking structures to serve transit users, most TOD initiatives have involved participation by private developers and the structuring of public/private development projects. Obtaining this type of participation is, or course, contingent on evidence of market support for new uses that are being proposed. Experience with TOD in other areas of the country (for example Atlanta, Miami, San Francisco, and Chicago) has demonstrated that TOD works well in areas with good markets for real estate and near transit stations in these metropolitan areas where there is market support for development or redevelopment.

When public/private partnerships are formed to develop TOD projects, real estate development and ownership responsibility is placed with private sector developers whose business expertise is constructing and managing real estate. Developers usually will have a financial stake in the development, even if it is only "sweat equity" in the form of contributed fees along with development and financing risk. Experience in other cities has demonstrated that redevelopment around transit stations typically must have subsidies to get started.

Public contributions to transit-oriented development take many forms. An article on transit-oriented development in the July 1996 issue of Urban Land noted, "(T)he public sector must "provide a policy framework for transit-oriented development, including zoning that supports or allows higher-density development near stations". A policy framework for transit-oriented development is reported to have helped with a recently completed TOD project in South Orange, New Jersey, called Gaslight Commons. This 200-unit residential development, which has an impressive range of amenities and services, is comprised of two four-story buildings that were constructed on a 4.7-acre site. The project was developed by LCOR Inc. near New Jersey Transit's Sloan Street Station on a site formerly occupied by a car dealership. The developer and the City received State of New Jersey assistance for the project.

In addition to public policy and zoning, other contributions from the public sector may include assistance in obtaining public support for a TOD project, providing access to special financing programs such as TIF that might not otherwise be available to a developer, and support from public sector grant programs for a range of infrastructure and related uses. Moreover, the public sector can be the source of sites for public/private development projects because vacant and abandoned properties often will have tax or other liens.

Appendix
B - Market Conditions Tables

Table B-1
Market Street Retailers by Type, Number of Employees and Sales
Primary Trade Area

	Number of Establishments	Number of Employees	Estimated Annual Sales
Apparel and Accessories Stores	36	178	$14,000,000
Men's and Boy's Clothing	0	0	$0
Women's Clothing	8	64	$3,000,000
Women's Accessories and Specialty	2	4	NAV
Children's and Infant Wear	2	3	NAV
Family Clothing	7	31	$2,000,000
Shoe Stores	8	55	$7,000,000
Miscellaneous Apparel and Accessories	9	21	$1,000,000
Jewelry Stores	4	6	$1,000,000
Gift / Novelty/Souvenir	9	23	$2,000,000
Luggage/Leather Goods	0	0	$0
Auto Dealers and Service Stations	25	404	$140,000,000
Auto Repair, Service and Parking	38	138	$10,000,000
Book Stores	3	24	$1,000,000
Stationary Stores	1	5	$1,000,000
Building Material and Garden Supply	10	172	$23,000,000
Engineering and Management Services	20	118	$19,000,000
Business Services	34	191	$24,000,000
Communication	5	36	$4,000,000
Drug Stores	10	101	$13,000,000
Liquor Stores	3	20	$2,000,000
Educational Services	53	1,889	$191,000,000
Motion Picture Theaters	1	16	NAV
Video Tape Rental	2	23	$2,000,000
Bowling Centers	0	0	$0
Commercial Sports	0	0	$0
Physical Fitness	1	7	$1,000,000
Coin-Op Amusement	0	0	$0
Depository Institutions	16	90	$20,000,000
Food Stores	64	474	$81,000,000
Grocery Stores	49	397	$70,000,000
Meat and Fish Markets	8	49	$8,000,000
Fruit and Vegetable Markets	1	2	NAV
Candy, Nut and Confectionary Stores	0	0	$0
Diary Products Stores	0	0	$0
Retail Bakeries	2	12	NAV
Miscellaneous Food Stores	4	14	$3,000,000
Furniture and Fixtures	0	0	$0
General Merchandise Stores	30	302	$30,000,000
Home Furniture / Furnishings and Equipment	15	69	$13,000,000
Health Services	97	2,179	$160,000,000
Insurance Carriers	0	0	$0
Leather and Leather Products	0	0	$0
Legal Services	7	17	$3,000,000
Printing and Publishing	7	103	$6,000,000
Membership Organizations	135	654	$48,000,000
Real Estate	56	337	$51,000,000
Hotels and Other Lodging	2	23	$1,000,000
Sporting Goods and Bicycle Shops	2	8	NAV
Hobby, Toy and Games	0	0	$0
Camera and Photography	0	0	$0
Sewing, Needlework and Piece Goods	1	1	NAV
Miscellaneous Repair Services	12	28	$3,000,000
Eating Places	105	898	$47,000,000
Drinking Places	17	82	$4,000,000
Transportation Services	7	38	$12,000,000
Travel Agencies	6	32	$10,000,000
Used Merchandise Stores	5	37	$3,000,000
Antique Stores	1	3	NAV
Veterinary Services	1	6	NAV
Animal Services	0	0	$0
Dog Grooming	0	0	$0
Retail Stores Not Elsewhere Classified	14	34	$5,000,000

SOURCES: US Bureau of the Census; Claritas, Inc.; Real Estate Strategies, Inc.

Table B-2
2005 Opportunity Gaps - Retail Stores
Market Street Primary Trade Area

	Demand-Consumer Expenditures	Supply-Retail Sales	Opportunity Gap/Surplus
Total Retail Sales	525,206,461	365,270,923	159,935,538
Motor Vehicle and Parts Dealers	69,793,109	24,314,375	45,478,734
Automotive Dealers	56,834,213	21,649,557	35,184,656
Other Motor Vehicle Dealers	5,382,740	0	5,382,740
Automotive Parts/Accsrs, Tire Stores	7,576,156	2,664,818	4,911,338
Furniture and Home Furnishings Stores	10,731,378	5,283,981	5,447,397
Furniture Stores	5,986,289	4,933,018	1,053,271
Home Furnishing Stores	4,745,089	350,963	4,394,126
Electronics and Appliance Stores	10,029,265	2,089,287	7,939,978
Appliances, TVs, Electronics Stores	6,613,275	1,310,361	5,302,914
Household Appliances Stores	1,341,008	428,730	912,278
Radio, Television, Electronics Stores	5,272,267	881,631	4,390,636
Computer and Software Stores	3,007,972	778,926	2,229,046
Camera and Photographic Equipment Stores	408,018	0	408,018
Building Material, Garden Equip Stores	48,792,703	51,561,696	(2,768,993)
Building Material and Supply Dealers	44,174,734	51,561,696	(7,386,962)
Home Centers	17,402,348	35,483,951	(18,081,603)
Paint and Wallpaper Stores	705,722	0	705,722
Hardware Stores	3,245,081	2,854,229	390,852
Other Building Materials Dealers	22,821,583	13,223,516	9,598,067
Building Materials, Lumberyards	6,983,797	4,509,367	2,474,430
Lawn, Garden Equipment, Supplies Stores	4,617,969	0	4,617,969
Outdoor Power Equipment Stores	715,795	0	715,795
Nursery and Garden Centers	3,902,174	0	3,902,174
Food and Beverage Stores	87,582,397	85,249,025	2,333,372
Grocery Stores	72,756,330	72,077,736	678,594
Supermarkets, Grocery (Ex Conv) Stores	69,789,633	68,414,424	1,375,209
Convenience Stores	2,966,697	3,663,312	(696,615)
Specialty Food Stores	11,316,469	5,051,301	6,265,168
Beer, Wine and Liquor Stores	3,509,598	8,119,988	(4,610,390)
Health and Personal Care Stores	29,846,926	56,405,296	(26,558,370)
Pharmacies and Drug Stores	24,896,683	55,204,133	(30,307,450)
Cosmetics, Beauty Supplies, Perfume Stores	1,229,020	183,277	1,045,743
Optical Goods Stores	1,370,243	1,017,886	352,357
Other Health and Personal Care Stores	2,350,980	0	2,350,980

SOURCES: US Bureau of the Census; Claritas, Inc.; Real Estate Strategies, Inc.

Table B-3
2005 Opportunity Gaps - Retail Stores
Market Street Primary Trade Area

	Demand-Consumer Expenditures	Supply-Retail Sales	Opportunity Gap/Surplus
Gasoline Stations	49,224,188	18,200,612	31,023,576
Gasoline Stations With Conv Stores	31,903,150	6,703,128	25,200,022
Other Gasoline Stations	17,321,038	11,497,484	5,823,554
Clothing and Clothing Accessories Stores	26,177,657	22,096,900	4,080,757
Clothing Stores	19,456,830	15,411,911	4,044,919
Men's Clothing Stores	2,127,158	2,639,053	(511,895)
Women's Clothing Stores	5,751,934	9,406,514	(3,654,580)
Children, Infants Clothing Stores	1,071,001	317,418	753,583
Family Clothing Stores	8,647,993	2,026,987	6,621,006
Clothing Accessories Stores	405,520	291,267	114,253
Other Clothing Stores	1,453,224	730,672	722,552
Shoe Stores	3,870,909	4,990,388	(1,119,479)
Jewelry, Luggage, Leather Goods Stores	2,849,918	1,694,601	1,155,317
Jewelry Stores	2,690,728	1,694,601	996,127
Luggage and Leather Goods Stores	159,190	0	159,190
Sporting Goods, Hobby, Book, Music Stores	8,271,916	6,274,399	1,997,517
Sporting Goods, Hobby, Musical Inst Stores	5,321,427	1,754,382	3,567,045
Sporting Goods Stores	2,698,663	1,376,030	1,322,633
Hobby, Toys and Games Stores	1,824,844	0	1,824,844
Sew/Needlework/Piece Goods Stores	379,048	40,152	338,896
Musical Instrument and Supplies Stores	418,872	338,200	80,672
Book, Periodical and Music Stores	2,950,489	4,520,017	(1,569,528)
Book Stores and News Dealers	1,771,132	4,520,017	(2,748,885)
Book Stores	1,600,142	4,277,263	(2,677,121)
News Dealers and Newsstands	170,990	242,754	(71,764)
Prerecorded Tapes, CDs, Record Stores	1,179,357	0	1,179,357
General Merchandise Stores	70,134,195	33,067,215	37,066,980
Department Stores	46,411,834	23,787,526	22,624,308
Other General Merchandise Stores	23,722,361	9,279,689	14,442,672
Warehouse Clubs and Super Stores	16,303,608	0	16,303,608
All Other General Merchandise Stores	7,418,753	9,279,689	(1,860,936)
Miscellaneous Store Retailers	11,369,559	3,979,718	7,389,841
Florists	1,542,607	116,014	1,426,593
Office Supplies, Stationery, Gift Stores	4,173,355	2,124,700	2,048,655
Office Supplies and Stationery Stores	1,741,369	1,283,235	458,134
Gift, Novelty and Souvenir Stores	2,431,986	841,465	1,590,521
Used Merchandise Stores	1,202,797	1,688,645	(485,848)
Other Miscellaneous Store Retailers	4,450,800	50,359	4,400,441

SOURCES: US Bureau of the Census; Claritas, Inc.; Real Estate Strategies, Inc.

Table B-4
2005 Opportunity Gaps - Retail Stores
Market Street Primary Trade Area

	Demand-Consumer Expenditures	Supply-Retail Sales	Opportunity Gap/Surplus
Non-Store Retailers	45,127,333	8,997,520	36,129,813
Electronic Shopping, Mail-Order Houses	15,903,761	0	15,903,761
Vending Machine Operators	3,475,180	8,997,520	(5,522,340)
Direct Selling Establishments	25,748,392	0	25,748,392
Foodservice and Drinking Places	58,125,835	47,750,899	10,374,936
Full-Service Restaurants	23,886,803	20,573,010	3,313,793
Limited-Service Eating Places	25,475,127	18,242,088	7,233,039
Special Foodservices	4,494,192	4,363,781	130,411
Drinking Places -Alcoholic Beverages	4,269,713	4,572,020	(302,307)
GAFO	129,517,766	70,936,482	58,581,284
General Merchandise Stores	70,134,195	33,067,215	37,066,980
Clothing and Clothing Accessories Stores	26,177,657	22,096,900	4,080,757
Furniture and Home Furnishings Stores	10,731,378	5,283,981	5,447,397
Electronics and Appliance Stores	10,029,265	2,089,287	7,939,978
Sporting Goods, Hobby, Book, Music Stores	8,271,916	6,274,399	1,997,517
Office Supplies, Stationery, Gift Stores	4,173,355	2,124,700	2,048,655

SOURCES: US Bureau of the Census; Claritas, Inc.; Real Estate Strategies, Inc.

1. Household Lifestyle Characteristics

Data on demographic characteristics, alone, do not always clearly portray the complex characteristics of households residing in a delineated trade area. Claritas, Inc. pioneered the use of so called "psychographic" or "lifestyle" analysis to identify clusters of households that share economic and demographic characteristics and have similar consumer behaviors. These data go beyond age and income to present a more comprehensive picture of the economic and social characteristics of the households who live in the area. The data were developed primarily for marketing purposes, and they have been used extensively by companies in conducting targeted consumer marketing campaigns.

Psychographic profiles have been defined as the sum total of the emotional, economic, educational, and sociographic backgrounds of the population. In addition to consumer marketing, these data have a broader use in defining the expenditure patterns of households, including expenditures that are made for housing. The lifestyles are based on U.S. Bureau of the Census data, as well as automobile registrations, magazine subscriptions, Nielsen ratings, and a host of sources on consumer purchases.

sychographic data were compiled and analyzed to shed additional light on potential consumer expenditure patterns. The analysis and expenditure patterns indentified under each "lifestyle" category can provide valuable understanding in order to attract retail stores that can meet the retail demand of households in the Trade Area. This information also lead to indetification of specific retail with market potential under short term recommendations described in the Section 7.4.1 of this Plan (Page 7-17).

Table B-5 presents the lifestyle data for the West Market Street Primary Trade Area from the PRIZM NE lifestyle segmentation system. The percentages of households in each lifestyle cluster group are for 2005 households; lifestyles with smaller numbers of households are not included.

Salient facts about this data include the following:

- The largest concentration of households, 8,272 (43.2 percent) are in the City Roots lifestyle cluster. These households are age 65 and older, and a high percentage is African-American. With a median U.S. income of $26,471 during 2005, these households are living on fixed incomes in row houses or twins that they have owned for many years. They belong to a veterans' club, are a member of a religious organization, and are on a church board. They shop at K-Mart, Lane Bryant, Sears, BJ's Wholesale Club, and a range of chain drug stores. They eat at IHOP, go to professional basketball and baseball games, and do indoor gardening.
- The trade area has relatively high concentrations of households in the Urban Achievers and Multi-Culti Mosaic lifestyles, 3,308 and 2,960 households, respectively. These two lifestyles are good targets for retail establishments in the West Market Street Corridor because they are comprised primarily of

young singles and couples, often with no children and renting their homes. With median incomes of about $34,000 in the U.S., these households spend money on consumer goods and services. Urban Achievers like to go to the movies; buy rap music; shop at Banana Republic, Bloomingdale's, and Macy's; and read Fitness Magazine. Multi-Culti Mosaics also like to go to the movies and eat at family restaurants; shop at Foot Locker, Bloomingdale's, and Marshall's; and read Car and Driver Magazine.

- Big City Blues and Low-Rise Living households face the greatest economic challenges. Generally these households have low incomes, live in rental housing, and have low educational attainment levels, Big City Blues had a median U.S. income of $29,998 during 2005, but many are single parents with blue collar and service jobs. These households go to Sizzler Family Steakhouse, go roller skating, and go to the movies. They shop at Bloomingdale's, Express, and Lerner. Low-Rise Living households have even lower incomes, with a 2005 U.S. median of $23,141. These households also go to Sizzler and go roller skating. They buy rap music, go to White Castle, Chuck E Cheese, and Popeye's, buy children's bicycles, and go to professional basketball games.

Table B-5 2005 PRIZM Distribution (Lifestyle Data Summary)
Market Street Primary Trade Area

PRIZM Cluster	Households	Percent
Young Digerati	50	0.3%
Money and Brains	82	0.4%
Bohemian Mix	148	0.8%
The Cosmopolitans	511	2.7%
American Dreams	167	0.9%
Urban Achievers	3,308	17.3%
Multi-Culti Mosaic	2,960	15.5%
Urban Elders	1,163	6.1%
City Roots	8,272	43.2%
Big City Blues	1,214	6.3%
Low-Rise Living	1,277	6.7%
Total	19,152	100.0%

Appendix
C - Stakeholder Survey Summary

Market Street Corridor - Stakeholder Survey Results
4 Surveys Received

1. Do you live in a Market Street/Frankford Avenue Corridor neighborhood?
__2__No __2___Yes

If YES, which neighborhood? _____

2 – University City
1 – Market Street
1 – Cobbs Creek

If YES, how many years have you lived in this neighborhood? _____ years

1 – 54 years
1 – 8 years
1 – 5 years

2. What is your role in the neighborhood (check all applicable)
a. _2__Neighborhood resident
b. _1__Neighborhood business owner
c. _2__Neighborhood business manager/employee

3. What are the typical means of transportation that you have used this week? (Please check all applicable)
a. _2__Walking
b. _0__Bicycle
c. _2__Driving a car or other vehicle
d. _1__Riding in a car
e. _1__Bus/trolley
f. _4__Market/Frankford El
g. ___Other (specify) _____

Of the transportation you listed above, what was the means used for the main portion of your trip?

1- Walking or Bus
2 - SEPTA El

4. If you use the Market/Frankford El:
How often?_____

1 – 3 to 4 times per week
1 – 4 to5 days per week
1 - 5 times per week
1 – 5 to 7 days per week

For what purpose (e.g., to go to work)?_____

3 – Go to work
2 – Go to meetings
2 – Go shopping

Any thoughts or suggestions on how to improve the El and make it more efficient?_____

1 – More wheelchair accessible stations
1 – Electronic payment cards like New York's Mass Transit System

5. Do you own or have unlimited access to a private vehicle?
_2__Yes _2__No

6. If you drive to a destination in a Market Street/Frankford Avenue neighborhood, please provide the address and where you park:
Destination Address:_____

4600 Paul Street
21 South 61st Street

Place Parked: _____

4600 Paul Street
21 South 61st Street

7. If you recently walked along Market Street or Frankford Street in the transit corridor, please indicate whether a vehicle driver did the following:
_2__Failed to yield at a crosswalk _1__Was speeding
_2__Blocked a crosswalk _1__Passed another vehicle on the right
___Was driving recklessly
___Other (explain):_____

8. If you have children, how old would they have to be before you let them walk alone in this neighborhood?
_____Years of age __3___Not applicable; I don't have children.

9. If you are a <u>resident</u> of a neighborhood in the Market Street/Frankford Avenue Corridor:

a. Do you own or rent your home?
_1__Own _1__Rent

b. How often do you shop along the Market/Frankford Commercial Corridor?
_____

1- Once a week

c. What other shopping districts to you patronize? (e.g., Center City, etc.)
_____

2 - Center City
1 – Olde City
1 – King of Prussia
1 – 69th Street

d. What businesses would you like to see along the Market/Frankford Commercial Corridor that do not currently exist?

_____

1 – Office Supply Store
1 – Department Store
1 – Movie theater
1 – Sit-down restaurant
1 – Upscale clothing store

10. If you are associated with a business along the Market Street or Frankford Avenue Corridor, please answer the following questions. If you ARE NOT the owner, manager, or employee of a business in this neighborhood, please skip to Question 13.

a. What is your role in this business? (check one)
___Sole owner ___Part owner _1_Manager./Asst.Mgr, _2__Employee

b. How long has this business been in operation at this location?_____

1 – Two years
1 – Fourteen years
1 – Fifteen years

c. Please check the primary nature of your business.
___ Retail Apparel ___ Retail Food ___ Retail - Restaurant
___ Retail Household Goods ___ Retail - Appliances
_1__ Bank, Financial Services, Insurance, Real Estate
___ Law, Accounting, Notary ___ Medical Office, Hospital, Clinic
___ Auto Repair, Auto Parts, Auto Services
_2__ Other – Please Specify __Non-Profit_____

d. Why did this business decide to locate in this neighborhood?

_____

1 – Support the community and participants in the program
1 – Nature of the operations

e. How large is the space where your business is located? _____Sq. ft.

1 – 36,000 Sq. Ft.
1 – 5,000 Sq. Ft.
1 – 4,000 Sq. Ft.

f. Is this business a tenant here, or do you own the building? (check one)
___Tenant _3__Building Owner

g. Does this business use any space on the upper floors of this building?
_2__Yes _1__No
If yes, for what purpose do you use the upper floor space? (check all that apply)_2__Offices ____Storage ____Other (specify use)
_____

h. If you are a tenant what is monthly rent $/per sq. ft. $_____

i. Please check the utilities that are included in rent ___ water/sewer
___trash collection ___heat ___electricity ___no utilities included

j. If you are a tenant, what improvements are needed to your building to improve your business? _____
_____

k. If you own the building, please list any improvements to the building you plan to make over the next three years.
_____

l. Please describe the customer base of the store/business. Are your patrons mainly: _1__ Women ___ Men _1__ Teenagers _1__ Young families with children ___ Senior citizens _2__ Other – Please specify_____

1 – Business owners and start-up entrepreneurs
1 – Single parents with children

m. What other businesses are your key competitors and where are they located?

No responses

n. How satisfied is the business with its location in the neighborhood?
____Very Satisfied __1__ Somewhat Satisfied ____Not at all Satisfied

o. Where do the most store/business customers live? Do they live:
___ Within half a mile ___ Half mile to a mile ___ One mile to two miles
___ Over two miles within Philadelphia ___ Outside of Philadelphia

p. How do most of your customers get to the store or business? _1__On foot
_1__By car _2__On the Market-Frankford El _2__On the bus
___Other (specify)_____

11. As a resident of business person, how are things changing in this neighborhood? Are conditions: _2__ Improving ___ Getting worse _2__ Staying the same
Explain:_____

1 – The only improvement is a new supermarket

12. In your opinion as resident or business person, what are the top five things from the following list of 18 things that would improve the area near the Market Street/ Frankford Avenue Transit Corridor**?**

a. _3__New housing
b. _2__Youth employment programs
c. _1__Repair of existing stores and houses
d. ___Additional medical services
e. _1__More trees
f. _1__Community gardens
g. _1__Improved trash collection
h. _3__Better street maintenance
i. _1__Accessible grocery shopping
j. ___Improved public transportation
k. _1__Maintenance of public facilities
l. ___Senior citizen programs
m. _3__Recreation programs for youth
n. _1__Playgrounds
o. ___Day care facilities
p. _2__Police protection and safety programs
q. _3__After school programs
r. ___More parking
s. _2__Other (Specify) _____

1 – Restaurants
1 - Education

13. What is the one thing most needed in your neighborhood

2 – Repair of existing stores and houses
1 – Restaurants
2 – Education

14. What are some things you like best about the neighborhoods near the Market Street/Frankford Avenue transit corridor?

4 – Proximity / access to public transportation / transportation
2 – Affordable housing
2 – Proximity to retail / other neighborhoods / hospitals
1 – Land use mix – residential / retail / open space / schools
1 – Potential of housing stock
1 – Community involvement in improving the neighborhood

15. Name the most frequent neighborhood complaints you hear about the Market Street/Frankford transit corridor and nearby neighborhoods:

2 – Crime and Safety
2 – Trash and dirt
2 – Lack of employment opportunities
1 - Far from Center City
1 – Dilapidated buildings
1 – Lack of support for the community
1 – Need for affordable housing
1 – Need for support for kids

16. If you could live anywhere at all in the Philadelphia area, what neighborhood would you choose to live in?
_1__Stay in this neighborhood, _1__ Center City Philadelphia
_1__Another neighborhood within the City _1__Outside of the City

Thank you for your participation in the survey. Please feel free to include additional thoughts and comments.

_____
_____
_____
_____
_____.

Optional Information

Name: _____

Street Address: _____

Telephone: _____

Appendix
D - Transportation

1. Parking Evaluation

Required New Parking

To determine whether the new parking shown in the conceptual plans was consistent with the parking related recommendations of the zoning overlay districts, Nelson Nygaard applied the proposed zoning overlay district requirements to the proposed development around the stations in each study area.

About 550 residential units are proposed for the Frankford Transportation Center area, and 500 units for the 56th Street station area, which correlates to the following ranges of likely minimum parking requirements based on proposed overlay zoning language:

- 56th Street area – 83 to 375 spaces required

This is based on:

- A base reduction of 25 percent in minimum parking requirements for new residential development within proposed TOD overlay districts;
- Potential subsequent reductions amounting to a potential 85 percent total reduction of standard requirements; and
- Standard parking requirements for the City of Philadelphia being one (1) on-site space per dwelling unit.

This is a rough range, as full exemptions from parking requirements are provided for individual projects for which less than five spaces would be required (projects with between 6 and 30 dwelling units, depending upon level of parking requirement reductions granted).

This range is not based on the existing parking conditions at both the station or user survey. These ranges are lower than what will be provided for these developments based on the existing zoning.

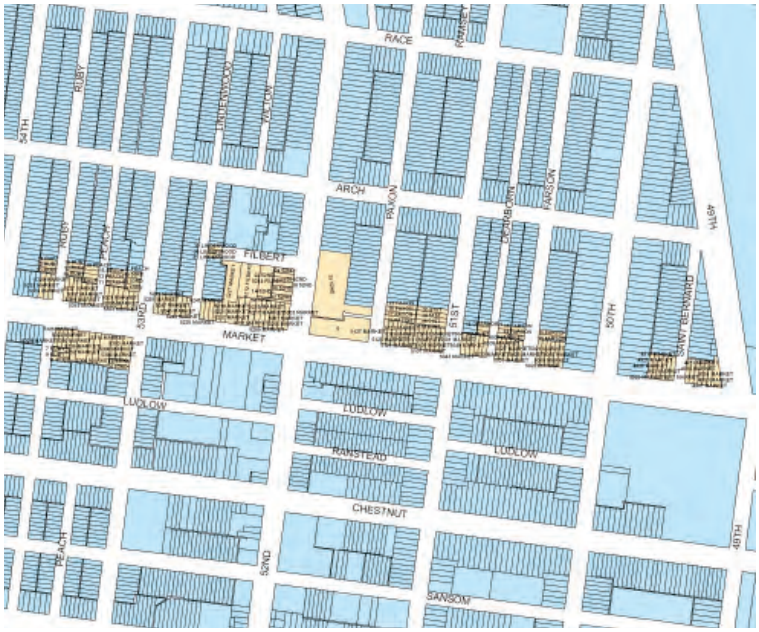
The parking spaces are to be provided on individual sites, located wither in underground parking garages or in structure parking garages, or in centralized locations as would be built with revenue from In-lieu Fees. In the latter case, the amount of parking actually built would be based upon measured levels of demand, as well as existing capacity among existing public parking inventories, and thus might be much lower.

Appendix
E - List of Properties as shown in the Illustrative Site Plans

46th STREET STATION AREA PARCELS

APPROX. TOTAL NUMBER OF PARCELS: 164

135 S 46TH ST
19 S 46TH ST
26 S 46TH ST
130 S 46TH ST
17 S 46TH ST
133 S 46TH ST
22 S 46TH ST
51 N 46TH ST
12 S 46TH ST
131 S 46TH ST
126 S 46TH ST
45 N 46TH ST
24 S 46TH ST
23 S 46TH ST
47 N 46TH ST
13 S 46TH ST
127 S 46TH ST
49 N 46TH ST
116 S 46TH ST
2468 S 46TH ST
128 S 46TH ST
120 S 46TH ST
122 S 46TH ST
29 S 46TH ST
14 S 46TH ST
125 S 46TH ST
10 S 46TH ST
124 S 46TH ST
20 S 46TH ST
129 S 46TH ST
118 S 46TH ST
15 S 46TH ST
21 S 46TH ST
2 S 46TH ST
16 S 46TH ST
25 S 46TH ST
27 S 46TH ST
18 S 46TH ST
11 S 48TH ST
9 S 48TH ST
13 S 48TH ST
15 S 48TH ST
4541 CHESTNUT ST
4641 CHESTNUT ST
4807 CHESTNUT ST
4627 CHESTNUT ST
4701 CHESTNUT ST
4639 CHESTNUT ST
4801 CHESTNUT ST
4633 CHESTNUT ST
4537 CHESTNUT ST
4635 CHESTNUT ST
4615 CHESTNUT ST
4631 CHESTNUT ST
4803 CHESTNUT ST
4623 CHESTNUT ST
4619 CHESTNUT ST
4625 CHESTNUT ST
4613 CHESTNUT ST
4549 CHESTNUT ST
4621 CHESTNUT ST
4617 CHESTNUT ST
4637 CHESTNUT ST
4529 CHESTNUT ST
4533 CHESTNUT ST
4545 CHESTNUT ST
4601 CHESTNUT ST
4701 CHESTNUT ST
4805 CHESTNUT ST
8 FARRAGUT ST
28 FARRAGUT ST
16 FARRAGUT ST
10 FARRAGUT ST
11 FARRAGUT ST
12 FARRAGUT ST
41 FARRAGUT ST
14 FARRAGUT ST
23 FARRAGUT ST
37 FARRAGUT ST
27 FARRAGUT ST
36 FARRAGUT ST
21 FARRAGUT ST
9 FARRAGUT ST
15 FARRAGUT ST
20 FARRAGUT ST
6 FARRAGUT ST
2 FARRAGUT ST
25 FARRAGUT ST
24 FARRAGUT ST
30 FARRAGUT ST
33 FARRAGUT ST
19 FARRAGUT ST
13 FARRAGUT ST
26 FARRAGUT ST
32 FARRAGUT ST
18 FARRAGUT ST
17 FARRAGUT ST
31 FARRAGUT ST
35 FARRAGUT ST
34 FARRAGUT ST
39 FARRAGUT ST
29 FARRAGUT ST
38 FARRAGUT ST
22 FARRAGUT ST
4718 LUDLOW ST
4711 LUDLOW ST
4613 LUDLOW ST
4713 LUDLOW ST
4618 LUDLOW ST
4614 LUDLOW ST
4721 LUDLOW ST
4615 LUDLOW ST
4611 LUDLOW ST
4617 LUDLOW ST
4731 LUDLOW ST
4616 LUDLOW ST
4628 MARKET ST
4716 MARKET ST
4624 MARKET ST
4708 MARKET ST
4708 MARKET ST
4622 MARKET ST
4806 MARKET ST
4626 MARKET ST
4714 MARKET ST
4800 MARKET ST
4618 MARKET ST
4718 MARKET ST
4620 MARKET ST
4730 MARKET ST
4744 MARKET ST
4738 MARKET ST
4814 MARKET ST
4610 MARKET ST
4616 MARKET ST
4748 MARKET ST
4804 MARKET ST
4528 NEHEMIAH WAY
4530 NEHEMIAH WAY
4522 NEHEMIAH WAY
4516 NEHEMIAH WAY
4520 NEHEMIAH WAY
4524 NEHEMIAH WAY
4518 NEHEMIAH WAY
4526 NEHEMIAH WAY
4514 NEHEMIAH WAY
4617 SANSOM ST
4610 SANSOM ST
4613 SANSOM ST
4619 SANSOM ST
4616 SANSOM ST
4618 SANSOM ST
4614 SANSOM ST
4615 SANSOM ST
4612 SANSOM ST
4611 SANSOM ST
4508 SANSOM ST
4700 SANSOM ST
4621 SANSOM ST
4620 SANSOM ST
4501 WALNUT ST
4619 WALNUT ST
4533 WALNUT ST
4501 WALNUT ST



52ND STREET STATION AREA PARCELS

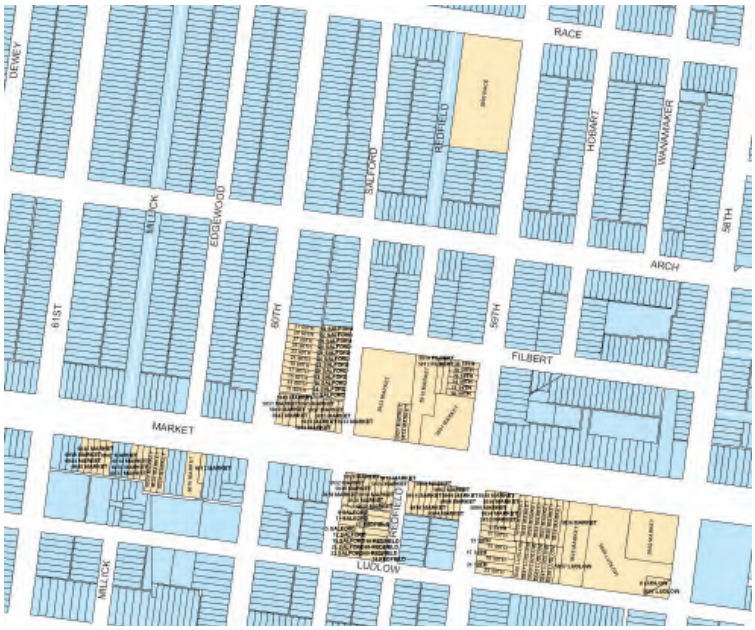
APPROX. TOTAL NUMBER OF PARCELS: 153

20 N 51ST ST
18 N 51ST ST
14 N 51ST ST
16 N 51ST ST
16 N 52ND ST
22 N 52ND ST
12 N 52ND ST
12 N 52ND ST
18 N 52ND ST
20 N 52ND ST
24 N 52ND ST
35 N 52ND ST
14 N 52ND ST
4 S 53RD ST
16 N 53RD ST
6 S 53RD ST
14 N 53RD ST
12 N 53RD ST
14 DEARBORN ST
11 DEARBORN ST
12 DEARBORN ST
13 DEARBORN ST
16 DEARBORN ST
15 DEARBORN ST
14 FARSON ST
12 FARSON ST
16 FARSON ST
13 FARSON ST
15 FARSON ST
5212 FILBERT ST
5214 FILBERT ST
35 N LINDENWOOD ST
31 N LINDENWOOD ST
33 N LINDENWOOD ST
5312 MARKET ST
5205 MARKET ST
5027 MARKET ST
5201 MARKET ST
5235 MARKET ST
4901 MARKET ST
5121 MARKET ST
5317 MARKET ST
5324 MARKET ST
5111 MARKET ST
5327 MARKET ST
5109 MARKET ST
5207 MARKET ST
5325 MARKET ST
5033 MARKET ST
5217 MARKET ST
5047 MARKET ST
5322 MARKET ST
5309 MARKET ST
5127 MARKET ST
5107 MARKET ST
5249 MARKET ST
5029 MARKET ST
5031 MARKET ST
5305 MARKET ST
5241 MARKET ST
5304 MARKET ST
4925 MARKET ST
5039 MARKET ST
5303 MARKET ST
5314 MARKET ST
5125 MARKET ST
5043 MARKET ST
5316 MARKET ST
5320 MARKET ST
5021 MARKET ST
5321 MARKET ST
5117 MARKET ST
5321 MARKET ST
5313 MARKET ST
5243 MARKET ST
5227 MARKET ST
5315 MARKET ST
5049 MARKET ST
5239 MARKET ST
5103 MARKET ST
5247 MARKET ST
4923 MARKET ST
5101 MARKET ST
5041 MARKET ST
4919 MARKET ST
4915 MARKET ST
4921 MARKET ST
4909 MARKET ST
5211 MARKET ST
5221 MARKET ST
4913 MARKET ST
5203 MARKET ST
5217 MARKET ST
5326 MARKET ST
5329 MARKET ST
5035 MARKET ST
5115 MARKET ST
4929 MARKET ST
5017 MARKET ST
5307 MARKET ST
5328 MARKET ST
5045 MARKET ST
5300 MARKET ST
5233 MARKET ST
5123 MARKET ST
5253 MARKET ST
5333 MARKET ST
5219 MARKET ST
5311 MARKET ST
5245 MARKET ST
5209 MARKET ST
5237 MARKET ST
5015 MARKET ST
5019 MARKET ST
5023 MARKET ST
5113 MARKET ST
5119 MARKET ST
4911 MARKET ST
5215 MARKET ST
5105 MARKET ST
4917 MARKET ST
5301 MARKET ST
5231 MARKET ST
5319 MARKET ST
5025 MARKET ST
4907 MARKET ST
4927 MARKET ST
5331 MARKET ST
5251 MARKET ST
5306 MARKET ST
5308 MARKET ST
5037 MARKET ST
19 N PAXON ST
21 N PAXON ST
17 N PAXON ST
15 N PAXON ST
14 N PEACH ST
13 N PEACH ST
11 N PEACH ST
17 N PEACH ST
12 N PEACH ST
16 N PEACH ST
18 N PEACH ST
15 N PEACH ST
11 S RUBY ST
7 S RUBY ST
14 N RUBY ST
11 N RUBY ST
13 N RUBY ST
10 N RUBY ST
9 S RUBY ST
15 N RUBY ST
12 N RUBY ST

56th STREET STATION AREA PARCELS

APPROX. TOTAL NUMBER OF PARCELS: 90

35 N 56TH ST
49 N 56TH ST
29 N 56TH ST
57 N 56TH ST
31 N 56TH ST
55 N 56TH ST
21 N 56TH ST
53 N 56TH ST
45 N 56TH ST
25 N 56TH ST
41 N 56TH ST
47 N 56TH ST
37 N 56TH ST
33 N 56TH ST
27 N 56TH ST
59 N 56TH ST
51 N 56TH ST
43 N 56TH ST
39 N 56TH ST
23 N 56TH ST
30 S 57TH ST
34 S 57TH ST
32 S 57TH ST
22 S 57TH ST
24 S 57TH ST
26 S 57TH ST
28 S 57TH ST
36 S 57TH ST
18 S 57TH ST
46 S 57TH ST
38 S 57TH ST
5452 ARCH ST
5600 CHESTNUT ST
5601 CHESTNUT ST
5644 CHESTNUT ST
5601 CHESTNUT ST
5716 LUDLOW ST
5712 LUDLOW ST
5719 LUDLOW ST
5743 LUDLOW ST
5714 LUDLOW ST
5713 LUDLOW ST
5708 LUDLOW ST
5737 LUDLOW ST
5715 LUDLOW ST
5720 LUDLOW ST
5718 LUDLOW ST
5727 LUDLOW ST
5731 LUDLOW ST
5724 LUDLOW ST
5711 LUDLOW ST
5739 LUDLOW ST
5735 LUDLOW ST
5728 LUDLOW ST
5723 LUDLOW ST
5722 LUDLOW ST
5730 LUDLOW ST
5717 LUDLOW ST
5732 LUDLOW ST
5733 LUDLOW ST
5729 LUDLOW ST
5747 LUDLOW ST
5726 LUDLOW ST
5725 LUDLOW ST
5745 LUDLOW ST
5741 LUDLOW ST
5710 LUDLOW ST
5721 LUDLOW ST
5738 MARKET ST
5708 MARKET ST
5732 MARKET ST
5714 MARKET ST
5742 MARKET ST
5515 MARKET ST
5730 MARKET ST
5740 MARKET ST
5724 MARKET ST
5716 MARKET ST
5734 MARKET ST
5718 MARKET ST
5736 MARKET ST
5726 MARKET ST
5660 MARKET ST
5710 MARKET ST
5511 MARKET ST
5720 MARKET ST
5712 MARKET ST
5700 MARKET ST
5728 MARKET ST
5722 MARKET ST



60th STREET STATION AREA PARCELS

APPROX. TOTAL NUMBER OF PARCELS: 125

19 S 59TH ST
9 S 59TH ST
11 S 59TH ST
17 S 59TH ST
20 N 59TH ST
13 S 59TH ST
23 S 59TH ST
15 S 59TH ST
28 N 59TH ST
24 N 59TH ST
30 N 59TH ST
21 S 59TH ST
26 N 59TH ST
22 N 59TH ST
25 N 60TH ST
27 N 60TH ST
15 N 60TH ST
23 N 60TH ST
31 N 60TH ST
17 N 60TH ST
29 N 60TH ST
11 N 60TH ST
13 N 60TH ST
21 N 60TH ST
19 N 60TH ST
5912 FILBERT ST
5910 FILBERT ST
5847 LUDLOW ST
5807 LUDLOW ST
5843 LUDLOW ST
5837 LUDLOW ST
5809 LUDLOW ST
5839 LUDLOW ST
5841 LUDLOW ST
5845 LUDLOW ST
5849 LUDLOW ST
5852 MARKET ST
5900 MARKET ST
5836 MARKET ST
6044 MARKET ST
5922 MARKET ST
5932 MARKET ST
6050 MARKET ST
5930 MARKET ST
6030 MARKET ST
5918 MARKET ST
5901 MARKET ST
6042 MARKET ST
5949 MARKET ST
6046 MARKET ST
5923 MARKET ST
5935 MARKET ST
5902 MARKET ST
5926 MARKET ST
5844 MARKET ST
5941 MARKET ST
5939 MARKET ST
5848 MARKET ST
6016 MARKET ST
5906 MARKET ST
5937 MARKET ST
5916 MARKET ST
5915 MARKET ST
5840 MARKET ST
5800 MARKET ST
6012 MARKET ST
5846 MARKET ST
5858 MARKET ST
5912 MARKET ST
5924 MARKET ST
5947 MARKET ST
6026 MARKET ST
5928 MARKET ST
5904 MARKET ST
5951 MARKET ST
5914 MARKET ST
6032 MARKET ST
5860 MARKET ST
5828 MARKET ST
5856 MARKET ST
6028 MARKET ST
5854 MARKET ST
5908 MARKET ST
5838 MARKET ST
5945 MARKET ST
5921 MARKET ST
5933 MARKET ST
5842 MARKET ST
6048 MARKET ST
5943 MARKET ST
6024 MARKET ST
5414 MARKET ST
5920 MARKET ST
5850 MARKET ST
5910 MARKET ST
6034 MARKET ST
5900 RACE ST
24 S REDFIELD ST
18 S REDFIELD ST
10 S REDFIELD ST
14 S REDFIELD ST
12 S REDFIELD ST
20 S REDFIELD ST
16 S REDFIELD ST
22 S REDFIELD ST
32 N SALFORD ST
19 S SALFORD ST
9 S SALFORD ST
15 S SALFORD ST
34 N SALFORD ST
30 N SALFORD ST
26 N SALFORD ST
13 S SALFORD ST
21 S SALFORD ST
18 N SALFORD ST
28 N SALFORD ST
24 N SALFORD ST
12 N SALFORD ST
23 S SALFORD ST
17 S SALFORD ST
11 S SALFORD ST
16 N SALFORD ST
14 N SALFORD ST
20 N SALFORD ST
22 N SALFORD ST

63rd STREET STATION AREA PARCELS

APPROX. TOTAL NUMBER OF PARCELS: 61

10 S 62ND ST
12 N 62ND ST
16 N 62ND ST
12 S 62ND ST
14 S 62ND ST
14 N 62ND ST
25 N 63RD ST
23 N 63RD ST
14 N FELTON ST
17 N FELTON ST
19 N FELTON ST
16 N FELTON ST
15 N FELTON ST
21 N FELTON ST
13 N HIRST ST
12 N HIRST ST
18 N HIRST ST
16 N HIRST ST
15 N HIRST ST
14 N HIRST ST
11 N HIRST ST
20 N HIRST ST
6219 LUDLOW ST
6221 LUDLOW ST
6259 LUDLOW ST
6225 MARKET ST
6233 MARKET ST
6221 MARKET ST
6222 MARKET ST
6254 MARKET ST
6219 MARKET ST
6237 MARKET ST
6201 MARKET ST
6202 MARKET ST
6256 MARKET ST
6210 MARKET ST
6247 MARKET ST
6204 MARKET ST
6241 MARKET ST
6245 MARKET ST
6231 MARKET ST
6249 MARKET ST
6203 MARKET ST
6209 MARKET ST
6223 MARKET ST
6235 MARKET ST
6252 MARKET ST
6212 MARKET ST
6243 MARKET ST
6215 MARKET ST
6207 MARKET ST
6227 MARKET ST
6250 MARKET ST
6211 MARKET ST
6200 MARKET ST
6217 MARKET ST
6205 MARKET ST
6213 MARKET ST
6250 MARKET ST
6239 MARKET ST
6229 MARKET ST