

Germantown and Nicetown Transit-Oriented Plan

Executive Summary



PCPC
Philadelphia City Planning Commission

KSK
kise straw + kolodner

Real Estate Strategies

ACKNOWLEDGEMENTS

Project Team

Jennifer Barr, *Project Manager, Philadelphia City Planning Commission*

John Gibbons, *Kise Straw & Kolodner*

Michelle Barbieri, *Kise Straw & Kolodner*

Meg Sowell, *Real Estate Strategies*

Elizabeth Beckett, *Real Estate Strategies*

Advisory Committee

Nettie Boykin

Pamela Bracey

Michael Dawkins, *SEPTA*

Alex Flemming, *SEPTA*

Sloane Folks, *Central Germantown Council*

Stephen Hague, *Historic Germantown, Stenton*

Tamika Hardy

Tawana Hardy

Rev. Ricci J. Hausley, Sr., *Eagles Nest Christian Fellowship*

James E. Igees, *Wister NAC*

Brother Saadiq A. Jabbar, *Germantown Masjid*

Roger Kern, *Commerce Department*

Patrick Moran, *Historic Germantown*

Rev. Nancy E. Muth, *First Presbyterian Church in Germantown*

Kathleen Paulmier, *Germantown Friends School*

Majeedah Rashid, *Nicetown CDC*

LeRoi Simmons, *Central Germantown Council*

Ed Thompson

Betty Turner, *Germantown Community Connection*

David Yurky, *Councilperson Donna Reed Miller's Office*

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The Honorable Michael A. Nutter
Mayor, City of Philadelphia

Alan Greenberger
Executive Director, Philadelphia City Planning Commission

The Honorable Donna Reed Miller
Member, Philadelphia City Council, 8th District

CHAPTER 1: INTRODUCTION



The *Germantown and Nicetown Transit-Oriented Neighborhood Plan* is a master plan. As a comprehensive or master neighborhood plan, this project looks at all the facets of life in Germantown including land use, quality of life issues, historic resources, recreation, and economic development.

Master plans are often completed on a municipal level and Germantown is the size of many municipalities in the region. At a city-wide master planning level, neighborhood specific issues and solutions are not possible. This is why neighborhood plans, such as this one are undertaken. Despite the fact that many plans have been completed in recent years for Germantown, none were comprehensive, municipally endorsed, or had wide community participation. This plan accomplishes all of these goals.

This plan was created to guide and attract public and private investment in Germantown. It sets clear goals and priorities that were developed through community input and expert guidance. This plan sets a forth realistic vision for the future of Germantown. Residents, property owners, businesses, developers, and implementing city and state agencies should be able to use this plan to leverage change and direct actions. The grant monies came from the Transportation and Community Development Initiative (TCDI) program. The TCDI program emphasizes transportation resources as key to community and economic development. This plan has a special concentration on transportation, particularly the five train stations in the study area, due to this grant source. As a transit-oriented plan, this study aims to maximize access to public transportation, revitalize transit stations as centers of activity, and encourage transit ridership.

Broad public input to the plan was initially sought through a community survey and subsequently at three successful public meetings. In September 2007, the Community Visioning Workshop was held to introduce the project, present the initial findings and to identify priority community issues. Participants were split up into break-out groups to discuss issues related to their neighborhood. Over 150 people attended the meeting. A second public meeting, the Design Open House, was held in April 2008. The purpose of the meeting was to demonstrate how the public input generated at the fall workshop was integrated into detailed site plans and to seek community feedback on the preliminary recommendations. Close to 100 people attended the meeting. A third meeting was held in November 2008 with over 100 attendees to present the final plan, discuss next steps, and prioritize implementation projects.

CHAPTER 2: DATA COLLECTION



This chapter outlines existing demographic and economic data to examine neighborhood characteristics and analyze the area's market strengths and potential. The profiles include land use, population, homeownership, employment, real estate, retail spending and crime data. These figures give a glimpse into demographic changes and market activity in the community over the last couple years and highlights assets to build off and areas where improvements may be needed.



Map of Study Area

CHAPTER 3: BEST PRACTICES

Transit-Oriented Development

Having developed before the age of the automobile, Germantown, as well as many other neighborhoods in Philadelphia, already exhibits some of the characteristics and benefits of transit-oriented development (TOD). TOD is an increasingly popular concept that capitalizes on transit infrastructure and promotes transit use by concentrating a mix of uses around a transit station.

The argument for TOD asserts that an acre of dense, mixed use development will likely encourage more transit ridership and have a greater economic spillover into the surrounding community than an acre of surface parking. TOD seeks to improve a community by enhancing what is already in place near transit facilities through housing rehabilitation, historic preservation and building new development on vacant lots and surface parking.

Transit-oriented developments or communities differ in size and form. TOD can be a dense, urban center with offices and condominiums, like Suburban Station in Center City or a residential village with parks, schools and row houses. No matter its shape or magnitude, four factors are essential: distance, density, diversity and design. These characteristics must be present to create a successful and sustainable community.

There case studies, Fruitvale Village, Oakland, California; Health Station, Boston, Massachusetts; and U Street, Washington, District of Columbia, are each examples of development programs that have resulted in successful transit-oriented development. These case studies highlight the importance of community involvement throughout the planning process and cooperation between public and private entities. It is important to note that some of the programs highlighted in these case studies are funded under unique state and local programs that are not presently available in Philadelphia.

CHAPTER 4: TRANSIT INFRASTRUCTURE

The study area is well-served by public transit with seven Southeastern Pennsylvania Transportation Authority (SEPTA) regional rail lines, five train stations and a variety of bus routes. There is an overwhelming potential to integrate these various modes and dramatically improve the transportation services to open up greater economic opportunities around the transit stations. Regional Rail has the ability to play a more important role in the study area's transportation network if these connections could be made faster, easier, and with greater frequency and convenience.

Regional Rail

The two regional rail lines serving the broader study area are the R7 Chestnut Hill East (CHE) and R8 Chestnut Hill West (CHW) routes. R8 CHW trains stop at the Cheltenham Avenue Station and Queen Lane Station before traveling through North Philadelphia into Center City, Philadelphia via 30th Street Station. The R7 CHE travels to Temple University and Center City with stops at the Germantown Station, Wister Station and Wayne Junction Station in the study area. In Center City, the R7 CHE becomes known as the R7 Trenton and provides service to Northeast Philadelphia, Bucks County and Trenton, New Jersey where passengers can transfer to other services including the New Jersey Transit Northeast Corridor line to New York City.

2007 Average Daily Users for SEPTA Regional Rail*

	Weekday	Saturday	Sunday
Wayne Junction	1,622	691	632
Queen Lane	869	331	216
Chelten Avenue	823	312	219
Germantown	368	190	146
Wister	144	61	70

*** Users include both inbound and outbound boardings and leaves.**

Germantown Station

The dilapidated condition of Germantown Station, east of Germantown Avenue on Chelten Avenue, has likely contributed to the station's lower ridership. The station does not have a station building, ticket office, ADA accessibility to the station platform or high-level platforms that are level with the floor of the train car for wheelchair accessibility. Since the station is situated on an elevated curved track, constructing high-level platforms is more costly. Other stations on curved tracks have typically been relocated to reduce these costs and dangers; however, relocating Germantown Station is likely not a cost effective or popular option with neighborhood residents. The station abuts several underutilized and vacant parcels that discourage patronage of the station, but could offer the potential for transit-oriented mixed-use development that could further reinforce business activity along East Chelten Avenue. Central Germantown Council has received a grant from the City's Commerce Department to fund a study of the immediate Germantown Station area which is currently underway.

Recommendations for this station include improved lighting, maintenance, and a public-private partnership for the revitalization of the area immediately adjacent to the station.

Chelten Avenue Station

With 832 recorded trips on weekdays, Chelten Avenue Station serves many residents living in apartment and condominium buildings along Chelten and Wissahickon Avenues. Chelten Avenue is also served by bus routes 26, 65, J and K making the station a key intermodal location. The area surrounding the station is an active neighborhood center with two supermarkets, restaurants, and several neighborhood institutions. The existing mix of uses, high density residential housing and transit service makes Chelten Avenue Station the model transit-oriented ready station in the study area.

However, retail uses close to the station are typically auto-oriented, and do not encourage pedestrian traffic from the station to the heart of the district. Single-story buildings are setback on large parking lots with multiple curb-cuts on Chelten Avenue. Corridor improvements should focus on improving the pedestrian environment by reducing the impact of open parking lots and automobile usage, and improving the interchange and access to transit service. Redeveloping underutilized sites and parking lots with dense, mixed-use development could improve the pedestrian environment and reinforce this area as "downtown" Germantown.

Wister Station

Access to the Wister Station, for both walk-in passengers and drivers, is severely restricted. With only a limited number of streets crossing the railroad tracks, the neighborhood is physically isolated from communities north of Wister Station. South of the tracks, Rufe Street is discontinuous, and Ashmead Street dead-ends at the station. Dumping on Rufe Street is a major problem because of its isolation. There is no commuter parking. Pedestrian access from Belfield Avenue is a long and uninviting walk between the chain link fences of two parking lots.

Due to low ridership on the R7 line overall, improvements to Wister Station may need to be less aggressive and work with the existing station location. Upgrades must focus on improving automobile and pedestrian access to the station in the Wister neighborhood and from Belfield Avenue.

Queen Lane Station

In contrast to the R7 stations, Queen Lane Station is in fair condition. The station has ramps for ADA accessibility and there are 56 parking spaces, including a Philly Carshare pod. SEPTA is in the process of reconstructing the station's canopies, stairwells, and overpasses, as well as adding new lighting and signage.

The station building offers the opportunity for a small retail shop to serve the surrounding community and commuters. SEPTA is willing to lease 2,040 square feet of the station building to an interested tenant. The lease includes a small portion of the first floor and the entire second floor of the building. The tenant would be required to make historically-sensitive renovations and install utilities.



Queen Lane Train Station

Bus Service

The bus routes in the study area include Routes 23, 26, 53, 65, 75, H, XH, J, and K. The Route 23 surface trolley traveled from Chestnut Hill to South Philadelphia via Germantown Avenue until 1992 and is now currently operated with buses. Route 23 is the system's most heavily patronized surface route, with daily ridership averaging 20,111 in 2007 (or approximately 42% of the daily ridership of the entire suburban bus network combined).

If trolley service were reinstated, Route 23 would not be returned to PCC-vintage cars such as was done with the Route 15 primarily due to handicap accessibility issues. As the infrastructure (rail and centenary) remains and the ridership is high, creating a new light rail or trolley service on the Route 23 is very feasible here. A modern, quieter, fixed rail, low floor light rail system for this corridor could provide a sustainable mass transit service for the Northwest. A trackless trolley, such as Route 75, is another more environmentally-friendly and quiet alternative to diesel buses for the Route 23.

In addition to the Route 23 trolley recommendation, other recommended bus service improvements include more marked bus pullover areas, consolidation of nearby stops to decrease travel times, increased bus service to the Wister area, and improved bus stop amenities particularly at train stations which include schedules and covered seating.

CHAPTER 5: BUILT ENVIRONMENT

Germantown's urban fabric began with Germantown Avenue, which was an old Native American Indian trail. In the 1680s Quakers from Germany came to Germantown and settled along this established trail. By the 1800s Germantown had become a manufacturing center for the region and a suburban retreat for rich Philadelphians. Today, the 18th and 19th century estates and row homes still stand as a reminder of this rich history.

By the end of the 20th century, much of the large-scale industry that had been primarily located along the rail lines had declined and many of the community's residents followed new job and housing opportunities to the suburbs. In the decades that followed, Germantown saw little public or private investment in the community leading to a great number of vacant buildings and empty lots in former industrial areas and residential streets.

Vacancy

There are extensive areas of vacant land and vacant buildings throughout the study area. The highest concentrations of vacancy are located in the Wister area of Germantown east of Germantown Avenue, along Queen Lane and the Queen Lane Apartments, and along Wayne Avenue in the Wayne Junction Station area.

Plan recommendations include sale of City-owned vacant parcels, urban and community garden agreements, and use of redevelopment authority to acquire and consolidate vacant land for redevelopment.

Land Use and Zoning

Residential

The primary land use in Germantown is residential. Germantown has a wonderful diversity of housing options and from co-op apartments to large detached single-family homes. Although there are many rowhouses in the neighborhood, unlike many other Philadelphia neighborhoods, Germantown has a variety of housing types mixed together often within the same block.

Important recommendations include counseling services to help homeowners avoid foreclosures and reduce the adverse impacts from sub-prime lending, increased community reporting of building conversions to multi-family uses, and peruse funding for a study of group homes in Germantown. This report should identify all group home facilities in Germantown, the number of persons it serves, staffing levels, and programs offered. When the inventory is completed, there should be an assessment of the effects of each facility on the surrounding community.

Industrial

There is substantial industrial land at the southern end of the study area around Wayne Junction and Stenton Avenue along the R7 rail line. The land is zoned G-2 or General Industrial. G-2 zoning permits all but the heaviest of industries. Additional industrially zoned land is located along Belfield Avenue to the north along the R7 corridor and south of Germantown Station. Industrial land in this area is a mix of G-2 and Commercial C-7. Much of this land is vacant or under-utilized industrially.

Recommendations for industrial lands focus on rezoning to promote new industries and development particularly around Wayne Junction and Germantown Stations.

Institutional and Public Use

There are a large number of institutional uses throughout the study area. In zoning, there is no separate designation for schools and religious centers. Schools and historic churches are typically found in residential zones R3, R4, or R5. Newer religious centers and “storefront churches” are often located on commercial corridors as the name suggests as they are permitted in commercial zones. Public property or land owned by the City of Philadelphia and public agencies, including parks and public schools, is scattered throughout the study area.

The plan recommends that the publicly owned institutions be improved by the creation of master plans for parks, encourage more “friends of” organizations for parks and conversion of paved school yards into green play and community space.

Commercial Districts

Historic Germantown Avenue forms the central spine of the community with a mix of commercial, institutional, and residential uses. The intersection of Germantown and Cheltenham Avenues has the highest concentration of commercial and mixed uses and is considered the “downtown” of Germantown. Commercial uses are also located on Wayne Avenue and Queen Lane.

There are a number of recommendations for the various commercial districts in the study area. Germantown and Cheltenham was once the principal retail districts in Southeastern Pennsylvania, with several national and local department stores, the Germantown central business district declined during the 1960s and 70s. Germantown was affected by population shifts to the suburbs and the rise of enclosed shopping malls. The current market draw is substantially smaller. This has negatively affected the variety and quality of the retailers. However, retail occupancy continues to be steady.

To address this shift, the plan recommends upzoning along Cheltenham Avenue to promote denser development with residences above retail. More residential will increase the market for the Germantown and Cheltenham Shopping area and capitalize upon the existing Germantown and Cheltenham Avenue train stations. Maplewood Mall, a 1960s redevelopment project, located adjacent to the main Germantown and Cheltenham shopping area, as a pedestrian oriented outdoor mall is recommend to receive streetscape improvement that will allow better visibility and more vehicular traffic.

Along Wayne Avenue for a three to four block long neighborhood commercial strip, the plan recommends down zoning. Down zoning will help improve the retail mix and deal with high levels of retail vacancy by preventing the further conversion of residences to storefronts and by permitting residences on the first floor.



4500 Block Wayne Avenue

Redevelopment Areas and Urban Renewal Areas

Since the 1960s the City of Philadelphia has designated Redevelopment and Urban Renewal Areas to facilitate development and investment in its neighborhoods. Redevelopment Areas are sections of the city that are deemed “blighted” and are eligible for urban renewal by the Redevelopment Authority. Urban Renewal Areas (URAs) are contained within Redevelopment Areas. URAs give the City of Philadelphia redevelopment powers such as acquiring private land and developing it either with public funds or by choosing a private redeveloper. The plan recommends expanding the URAs within the existing Redevelopment Areas to allow for more acquisition and consolidation of vacant and blighted areas.

CHAPTER 6: HISTORIC RESOURCES

The rich colonial history of the area is key asset for the community and the Greater Philadelphia region. Important historic resources in the area include Stenton, the Germantown Historical Society, Grumblethorpe, Loudon Mansion, Vernon Park, the Germantown Town Hall, the Wyck House and the Deshler-Morris House.

Historic Districts

There are four national historic districts in the area including the Colonial Germantown Historic District which runs along Germantown Avenue from Wayne Junction Station north into Mount Airy. The Old Germantown Academy and Headmasters Houses district includes the block between Wayne Avenue and Green Street that is home to the Pennsylvania School for the Deaf. Fisher's Lane Historic District is located north of Hood Cemetery along Logan Street. The Tulpehocken Station Historic District is at the edge of the study area along Tulpehocken Street and including the Ebenezer Maxwell Mansion.

The plan strongly recommends that local designation of individual properties, particularly at risk properties, already on the National Register to be perused by local groups. Conservation Districts should also be considered for larger neighborhood areas that cannot currently be tackled by the small staff of the Philadelphia Historical Commission if a local historic district was pursued.

Tourism

The rich history and resources available in Germantown offer the opportunity to make the community a tourism destination. "Historic Germantown: Freedom's Backyard", a group of thirteen historic institutions in the community, is currently working to make this a reality. To fully realize tourism as an economic generator for Germantown, supportive services and visitor amenities are necessary. Visitors would likely take a day trip from Center City and would seek restaurant options, shopping areas, and additional activities for families and children.

CHAPTER 7: QUALITY OF LIFE

Throughout the planning process, feedback from residents frequently centered on quality of life issues such as litter, crime, home maintenance, loitering, lack of youth involvement and community volunteerism. No matter how trivial the complaint may seem, these nuisances can threaten to breakdown community bonds and neighborhood pride. Germantown needs committed leaders and residents that will work together to combat indifference, address these neighborhood-based problems, lead by example by caring for their home, their block, and their neighbors, and prove that positive change is possible.

The Quality of Life chapter tackled four main areas of concern Community Organization, Crime and Safety, Youth Activities, and Trash and Litter. The plan encouraged grass roots measures and greater communication with the local police district, elected officials, and city agencies to improve this issues which are generally outside the scope of a planning study.

CHAPTER 8: PRIORITY AREAS

The four Priority Areas in this chapter include Wayne Junction Station area, Queen Lane Apartments area, Germantown and Cheltenham shopping district, and the Wister Station area. These are areas with a concentration of potentially transformative projects. Focusing future funding and planning efforts to strengthen these Priority Areas will be the catalyst to attract additional, on-going private investment, improve transit ridership, and generate economic spillover into the surrounding community. These Priority Areas were chosen through analysis of the existing conditions and opportunity sites, stakeholder interviews and input from the public at the Visioning Workshop. The final decision on the priority area selections were made by the Advisory Committee.

Wayne Junction Priority Area

As the central gateway between Nicetown and Germantown and a major transit hub, Wayne Junction Station should be a catalyst for economic development and street life in the area. It is a key community asset that with the proper improvements can create a sense of place and become an economic generator for the community. However, the poor condition of the station, the high property vacancy, and lack of activity in and around the station make the area desolate, isolated, and disconnected from Germantown and Nicetown.

Wayne Junction Station is not only an important asset for Germantown and Nicetown, but for the region as well. With a 12-minute ride to Market East Station and a 40-minute ride to the Philadelphia International Airport, accessing the station from US Route 1 / Roosevelt Boulevard and the Schuylkill Expressway will be an attractive option for regional commuters. Facility and access improvements at Wayne Junction Station should be paired with parking opportunities for commuters, such as a park and ride. The vacant and underutilized properties near the station make this a genuine possibility. In addition, Windrim Avenue in front of Wayne Junction Station is a very wide street that offers the opportunity to expand parking resources at the station with angled parking.

SEPTA is currently planning full historic rehabilitation of the station with improved amenities for passengers, high-level platforms, elevators and ADA compliant ramps. With these improvements in place, transit users will be more drawn to the convenient commute to Center City and spending the day exploring the rich history of Germantown.

Former industrial buildings near the station are key opportunities for mixed-use redevelopment. The Wayne Mills complex on Berkley Street is an attractive opportunity with its wonderful collection of historic buildings and proximity to the station. This facility could house a community of artists and craftsmen with workshop galleries and housing.

Much of the land in the immediate vicinity of Wayne Junction is zoned G2, general industrial. Rezoning of some of the parcels adjacent the station will encourage higher density mixed-use development that could support transit use. The area may offer the potential for creation of a TRID district with SEPTA as a potential development partner. The Transit Revitalization Investment District (TRID) Act was passed in Pennsylvania in 2005 allowing transit agencies to partner with municipalities and developers to advance transit-oriented development. The real estate tax revenues from the new development cover maintenance, streetscape improvements, and additional capital improvement projects.

Photo Simulation

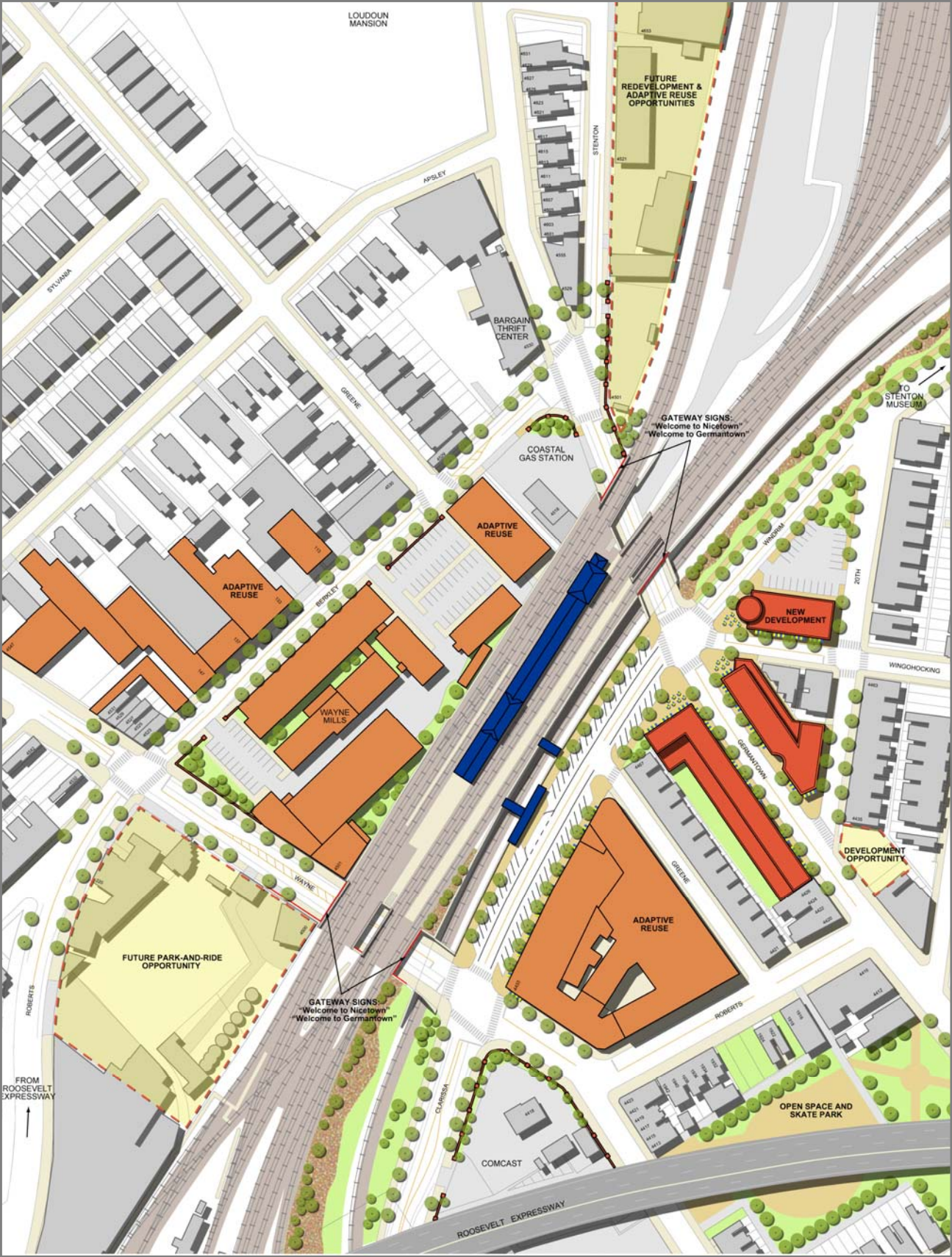


Before



After

Conceptual Plan



Queen Lane Priority Area

The Queen Lane Priority Area follows the Queen Lane corridor from the Queen Lane Station to Wayne Avenue and incorporates one-block on the north and south side. The focus of this Priority Area is the Queen Lane Apartments complex. The sixteen-story, high-rise building is out of scale with the three- and two-story row homes and twins in the neighborhood. The playground and open space is underutilized and gang-controlled creating an unsafe area for children.

The Philadelphia Housing Authority is willing to redevelop the housing complex with lower-scale housing as they are doing in the Mantua neighborhood in Philadelphia with former Mantua Hall site. The new lower-rise development at Queen Lane would not fully replace the 100 units that currently exist, but vacant buildings and land in the vicinity create an opportunity for scattered-site housing. The demolition of Queen Lane Apartments will create a healthier, safer, mixed-income community as can be seen in many other Philadelphia neighborhoods where public housing has been overhauled.

The intersection of Pulaski Street and Queen Lane currently has a convenience store and bar at the intersection creating a small neighborhood commercial node. The new housing development should reinforce this intersection with additional retail and space for property management offices at the corner. The existing buildings on the corner are somewhat dilapidated, but are architecturally interesting and should be rehabilitated.

As mentioned in Chapter 4, SEPTA is in the process of reconstructing Queen Lane Station's canopies, stairwells, and overpasses, as well as adding new lighting and signage. The station building offers the opportunity for a small retail shop to serve the surrounding community and commuters. SEPTA is willing to lease 2,040 square feet of the station building to an interested tenant. The lease includes a small portion of the first floor and the entire second floor of the building. The tenant would be required to make historically-sensitive renovations and install utilities. The lease would also include 2 or 3 parking spaces.

The Queen Lane corridor is in need of streetscape upgrades to improve the pedestrian's experience as they travel to the station with street trees, lighting and new sidewalks. Through beautification projects, Queen Lane could serve as an attractive gateway between East Falls and Germantown.



PHA's Queen Lane Apartments

Photo Simulations



Before



After

Conceptual Site Plan



Wister Priority Area

The Wister Priority Area is bounded by Wakefield Street, Shedaker Street, Belfield Avenue and Penn Street. The sub-area includes the Wister Station, Wister Playground, and a portion of Wister Woods.

Unlike other residential areas in Germantown, the Wister neighborhood is cut-off from the regular grid of streets which makes the area seem isolated. Wakefield Street is the longest continuous north-south street in the area running for just five blocks. The other streets run continuously for only two or three blocks. This creates a broken network of one-way streets and long residential blocks. The area's high vacancy rate and lack of community-serving retail in the area is likely an outcome of this confusing poor network and isolation.



Entrance from Ashmead Street

The central focus for this Priority Area is to improve access to Wister Station and the neighborhood. The large parcels of vacant land on Rubicam and Rufe Streets are an opportunity to extend the surrounding streets and create parking for the station. These parcels are owned by SEPTA, the Philadelphia Redevelopment Authority, and Michael's Development which owns and operates the apartment complex. There is also an opportunity to create new housing on scattered vacant parcels near the station. Improved access, parking and new potential transit riders will likely increase ridership at Wister Station. Currently station access is difficult and unfriendly with no parking.

Additional ridership at Wister Station could potentially come from the growing LaSalle University to the Germantown Hospital campus north of Belfield Avenue. The station entrance on Belfield Avenue to the north of the station must be expanded and made safer for transit riders. The expansion should not only include improved lighting and landscaping, but also a passenger drop-off area near the station entrance. This drop-off area should accommodate the potential for shuttle buses serving LaSalle or SEPTA.

Photo Simulation



Before



After

Conceptual Site Plan



Chelten and Germantown Priority Area

The Chelten and Germantown Priority Area includes the Chelten Avenue corridor from Wissahickon Avenue to Baynton Street, Germantown Avenue from Church Street to Harvey Street and the Chelten Avenue and Germantown Stations.

The central focus for this area is extending the retail activity east from West Chelten Avenue down to the Germantown Station. The Chelten Avenue Station is well used and surrounded by a variety of community-serving retail and stable residential areas. The Chelten and Germantown intersection is considered “Downtown Germantown”, but it does not live up to its potential as a thriving urban center. The retail mix is limited and dominated by take-out restaurants, electronic goods and sneaker shops. East Chelten Avenue has few destination retail stores, several vacant parcels, and little pedestrian activity.

Improving the destinations and amenities at Chelten and Germantown Avenues will create a more attractive shopping and community gathering location. Vernon Park is a central community asset that remains underutilized and somewhat hidden from the activity of Germantown Avenue. The mature sycamores and recently planted lower canopy trees block the views of Vernon House and create a dark and foreboding entrance into the park. The park should be a sunny, green landscape where the community can picnic, read a book, throw a football, and host music festivals.

Maplewood Mall also does not live up to its potential. The streetscape improvements are outdated and worn and in need of upgrades. The parking lots on each end of Maplewood Mall are well used, but block views of the Mall and do not provide welcoming entrance points especially for pedestrians. These lots are an opportunity to create infill development with larger footprints for restaurants and cafes with outdoor seating to add to the streetlife. Cars access to the mall needs to be easier with on-street parking and a straightened roadway. The main focus should be on improving the cartway and streetscape, creating sidewalk activity and a friendly pedestrian experience.

Balancing the needs of the pedestrian and automobile is an issue for the entire Priority Area. Parking lots are located throughout the area, but many are privately owned. Chain stores, such as the fast food restaurants, sit in a sea of parking which detracts from the urban environment. Multiple driveways and curb cuts break-up the sidewalk and cars turning into parking lots slow down traffic and block pedestrians. Parking entrances should be limited, coordinated, and where possible located on side streets to limit the number of cars crossing the sidewalk on Chelten Avenue.

Lack of parking in Germantown has become a real issue despite a large supply of parking lots in the area. Germantown has many private lots that are underutilized and public lots that are routinely full of cars. Parking management through a business association or non-profit could help resolve this problem. The Chestnut Hill Community Association established the Chestnut Hill Parking Foundation (CHPF) in 1954 to provide convenient shopper parking for visitors to Chestnut Hill. Today, the CHPF manages nine lots which are leased to the CHPF. In turn, the CHPF staffs, manages and maintains the lots. Creating a central parking management agency addresses not only the problems of supply and demand, but also deals with parking fees and liability issues. In addition, parking fees could be a source of revenue for the business association and for community improvements, such as trash cans, lighting and landscaping. Parking fees in Chestnut Hill are \$1 per hour or free with validation.

Chelten Avenue and Germantown Stations are both in need of access and facility improvements, as stated in Chapter 4. The vacant land surrounding Germantown Station is an opportunity for transit-oriented development to further draw street activity east along Chelten Avenue, reinforce the “downtown”, and increase ridership at the station.

Photo Simulation



Before



After

Conceptual Site Plan



CHAPTER 6: IMPLEMENTATION

The Implementation Chapter is organized by chapter and topic. The reader can use this chapter to look up the implementing agency for the specific recommendations put forward by this plan. The purpose of this chapter is to provide a quick resource for readers.

Below is an example of this chapter’s organization:

Vacancy Recommendations (page 51)

Implementing Agency	Action
Philadelphia City Planning Commission (PCPC)	Urban Renewal Area (URA)
	Redevelopment RFP standards
	Select redeveloper
	Up-zoning
Redevelopment Authority (RDA)	Urban Renewal Area (URA)
	Property acquisition and consolidation
	Issue RFP
	Select redeveloper
Habitat for Humanity	Housing rehabilitation
Board of Revision of Taxes	Ownership information
Redevelopment Authority (RDA)	Public property acquisition
Pennsylvania Horticultural Society (PHS)	Vacant lot reclamation ideas
Commerce Department	Commercial façade grants