We Are Mantua!
CHOICE NEIGHBORHOODS INITIATIVE

# MANTUA
## TRANSFORMATION PLAN

*FINAL SUBMISSION - JUNE 29, 2013*




*SUBMITTED TO:* **HUD - DEPT. OF HOUSING & URBAN DEVELOPMENT**

*GRANTEE:* **MT. VERNON MANOR, INC.**

# "We are Mantua!" Choice Neighborhoods Initiative
# MANTUA TRANSFORMATION PLAN

FINAL Submission

Submitted: June 29, 2013

Prepared By: Kitchen & Associates

On behalf of: Mt. Vernon Manor Inc.

# Acknowledgements

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## Attachments are included on a separate document


1. Community Input Report

2. Market Study

3. MCHSA Proposal for Morton McMichael School

4. Handout

5. News Articles

## Commonly Used Acronyms

DB4 - Da Bottom For...(Mantua Youth Action Committee)

HUD - Department of Housing and Urban Development

LISC - Local Initiatives Support Corporation

MCIC - Mantua Community Improvement Committee

MCP - Mantua Community Planners

NTI - Neighborhood Transformation Initiative

OHCD - Office of Housing and Community Development

PCPC - Philadelphia City Planning Commission

PEC - People's Emergency Center

PHA - Philadelphia Housing Authority

PHFA - Pennsylvania Housing Finance Agency

PHS - Philadelphia Horticultural Society

PRA - Philadelphia Redevelopment Authority

SCI-West - Sustainable Communities Initiative

TPL - Trust for Public Land

UCD - University City District

WAM! - We Are Mantua!

WPRE - West Philadelphia Real Estate

In recent years, a trend of disinvestment has been reversed for many of the neighborhoods adjacent to Philadelphia's Center City. Population increase and new investment have transformed these formerly depressed communities into small oases of residential life. Mantua, with a significant amount of vacant land, easy access to public transit, and close proximity to some of the City's most important destinations, is prime for renewed growth.

Current demographic and market trends, along with citywide planning initiatives make planning for Mantua's future a critical task for today. The Mantua community, with a strong history of civic engagement -- personified by the Mantua City Planners motto "Plan Or Be Planned For" --, has embraced the opportunity to envision a new future. Community leaders and residents, in partnership with local stakeholders and city agencies, have informed a comprehensive planning process that looks to guide the neighborhood's future development and ensure a better quality of life for current and future residents alike.

As the centerpiece of this planning effort, Mt Vernon Manor Apartments sets the stage for the neighborhood's transformation by preserving affordability while significantly improving living conditions for its residents.



# Introduction



# Introduction

The Mantua Transformation Plan is the product of a community-driven planning effort carried out by the Mt Vernon Manor Board of Directors and its partners under HUD's Choice Neighborhoods Initiative (CNI). It provides HUD, elected officials, City agencies, stakeholders and the overall Mantua community with a summary of key strategies targeting the revitalization of Mt Vernon Manor Apartments and the surrounding neighborhood.

Mantua, with Mt Vernon Manor Apartments as the centerpiece of this initiative, was one of the first communities nationwide selected to receive a CNI Planning Grant for the development of a neighborhood transformation plan. The newly created federal program presented the community with a unique opportunity to engage in a comprehensive planning process structured around three key goals:

- HOUSING: Improve the living environment at Mt Vernon Manor Apartments.
- PEOPLE: Expand opportunities for an improved quality of life for individuals in the community and their families.




- NEIGHBORHOOD: Make it a viable and well-functioning community, with good housing opportunities, access to services, high-quality learning institutions and access to jobs.

Mantua has a wonderful tradition of community planning. In the early 1970s, under the auspices of another HUD initiative – the Neighborhood Development Program - engaged Mantua leaders and local organizations formed the Mantua Joint Workshop. In partnership with the Philadelphia Redevelopment Authority and the Philadelphia Housing and Community Development Agency, the Workshop worked to tackle local problems with a multi-faceted approach, addressing housing, economic development, physical development, health, education and social issues. The resulting "Plan for Mantua" guided public investments in the neighborhood for several years and shaped what would later become some of Mantua's major assets: community centers, playgrounds and recreation spaces. The very development plan for Mt Vernon Manor Apartments was conceived at that time and realized with funding associated with that effort.







Over 40 years later, Mantua's youth, families and senior citizens have embraced the opportunity to, once again, have a proactive role in shaping the community's future while addressing present day challenges. Residents have volunteered their time to inform the planning team about issues and concerns currently affecting the community; they have worked collaboratively with local stakeholders, City agencies and partners such as Drexel University, LISC, PHA and the Pennsylvania Horticultural Society to identify most critical needs and the short and long-term solutions required to address those needs; finally, they have engaged in concrete efforts to see that implementation of the Plan would start now, during the planning process with positive outcomes along the way.

# We are Mantua! . . .Early Steps, Early Victories

A lot has been accomplished over the past eighteen months. The CNI planning effort – baptized "We Are Mantua!" or "WAM!" – unlocked a variety of opportunities for the community. Most of all, it established a solid framework for this Plan's successful implementation by:

- Providing an open and ongoing platform for communication between the community and organizations investing in Mantua
- Re-energizing the community by engaging and connecting residents while establishing an environment for new leadership opportunities;
- Refocusing attention on Mantua by City agencies, funding agencies and organizations

Much of that success results from WAM!'s active effort to initiate the process of neighborhood transformation during the planning process by collaborating with project partners and the community in numerous short-term projects and initiatives. The early action steps, achievable in scope and typically with minimum or existing resources, produced visible and positive change in Mantua, contributing to maintain community interest while paving the way for future, long lasting neighborhood interventions. The following summary highlights some of the most significant efforts carried out in parallel but in coordination with the planning process:

## Improved capacity at Mt Vernon Manor Board of Directors

Sponsored by LISC Philadelphia, the Mt Vernon Manor Board of Directors has embarked on a long-term capacity building effort over the last 6 months. Originally established to oversee the Mt Vernon Manor housing development, the Board continues to strengthen its management capacity while structuring itself to become an active community organization in Mantua.

## New Community engagement and leadership initiatives

**Mantua Youth Advisory Committee / DB4 – Da Bottom 4:** Established in February 2012 and supported with an initial grant from Drexel University, DB4 brings young Mantua leaders together to address topics of interest to local youth, including health, recreation, education and job opportunities. DB4 has quickly become a reference for youth activism in Philadelphia for its contribution in engaging the neighborhood's youth and bridging the gap of communication between young residents and

the community. To date, DB4 has partnered with WAM! and other organizations in numerous neighborhood initiatives. The group meets on a weekly basis and has hosted a series of community events including:

- HIV / AIDS Testing events. A total of 50 residents of all ages were tested in two events. (April 2012)
- Voter registration day. A total of 41 young residents registered to vote at this year's presidential election (September 2012)
- Mantua Health Day to hold HIV / AIDS testing, nutrition education, health and fitness programs (December 2012)

**Mantua Civic Association:** Identified as an early action step during the planning process, the Civic Association was established in the Summer of 2012 upon general elections for board members and key administrative positions. Members meet regularly and are currently working with a LISC consultant to build long-term capacity and reinforce the Association's role in supporting the implementation of the Mantua Transformation Plan. Members of the new board are currently attending a course offered through the Philadelphia Citizens Planning Institute and have been actively




*"DB4 is not just an idea, it's a movement, and everyone in the community is involved in this movement." Vinte Clemons, DB4 Organizer*

engaged in the CNI planning effort, including participation at the Choice Neighborhoods Conference in Washington DC, November 2012.

**Community, Home and School Association (CHSA):** Also identified as an early action step through the planning process, the MCHSA was established in June 2012. This new organization brings parents, school and the community together to support academic improvement at the local elementary school -- Morton McMichael School -- through increased resources and a supportive environment for parents of school age children. The MCHSA has gained great momentum over the past few months with the successful effort to remove McMichael from the School District's

list of schools to be permanently closed. The effort was carried out by MCHSA in collaboration with the new school principal at McMichael School -- Principal Wallace --, WAM! and Drexel University. As a result, McMichael will remain open and has been designated a Promise Academy which will ensure additional funding and resources for improved student achievement and school climate.

## Engaging the community in neighborhood development

**Development Review:** Looking to engage residents in ongoing development activity, WAM! hosted a series of community meetings in the Spring / Summer to review real estate development proposed for the neighborhood. Through these meetings, residents had the opportunity to be informed about new development initiatives, express concerns and provide feedback to developers. A total of 3 meetings were held. The now established Civic Association has recently taken over the role of promoting development review meetings.

**Community Assets Improvements:** A Community Day of Service held in April 2012 and hosted by WAM! and LISC brought together 25 Mantua residents to the 33rd and Wallace Playground for a one-day intensive effort to improve that recreation space with new painting, landscaping and small repairs.

Supported by LISC and other local stakeholders, WAM! and a group of local residents have worked to build partnerships around improvements of targeted neighborhood open spaces. The areas, identified through the planning process, are existing assets with potential for expanded role as community parks and catalysts for neighborhood investment.

## New Programs and Opportunities

**Mantua in Action:** This seven week summer program was the result of a solid partnership between Drexel University, Philadelphia Parks and Recreation, WAM!, Mantua Community Improvement Committee, Philadelphia Youth Sports Collaborative and DB4. The program served over 200 middle school students living in Mantua with a variety of sports and playwriting opportunities. It also involved training and job opportunities for young residents who worked as junior coaches for the summer program, some of whom went on to permanent job positions as coaches. DB4, the youth advisory committee, played a key role in conceiving, advertising and attracting local children to the program. The successful initiative has filled a wide gap of opportunities for local youth and will be rolled out as a year long after school program throughout the neighborhood starting in 2013.

**New Community Center :** As part of the future Dornsife Center for Neighborhood Partnerships, Drexel University has initiated work

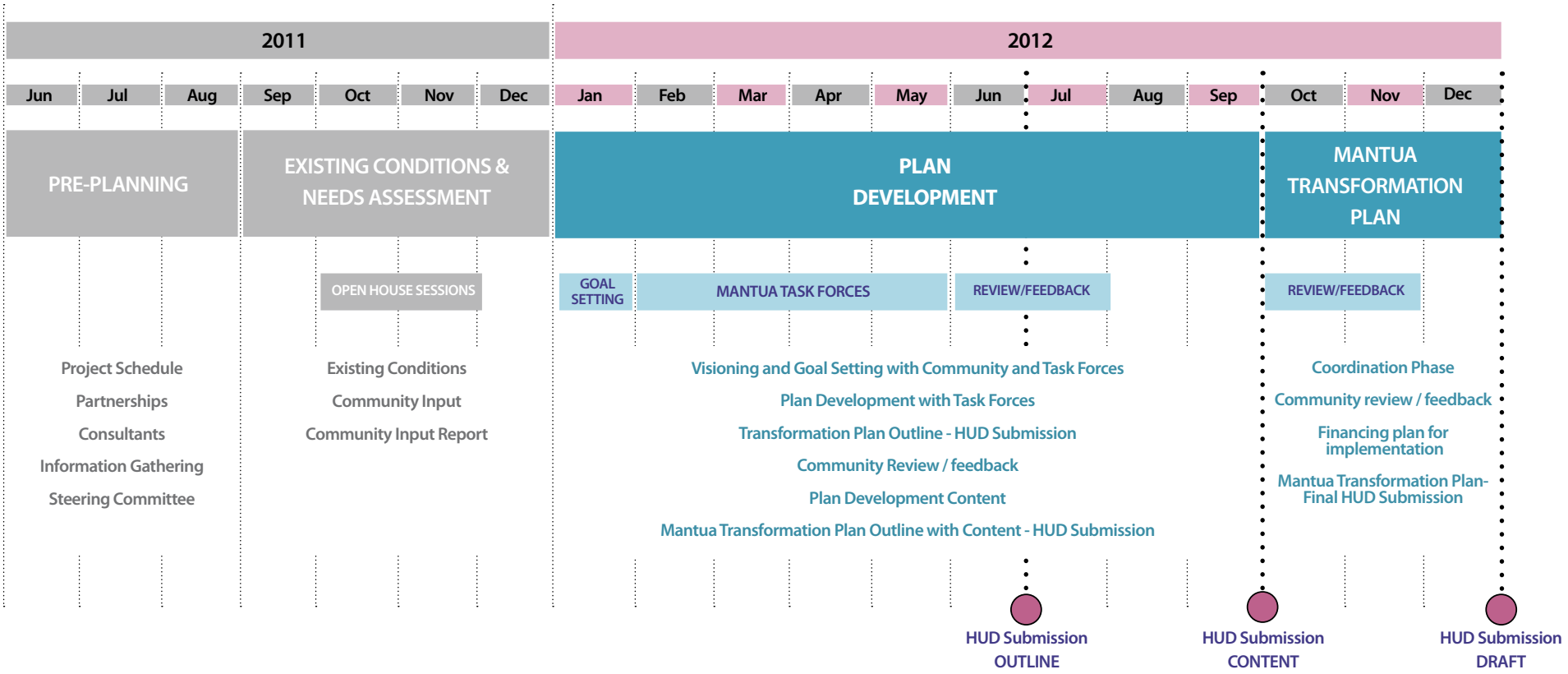
with WAM!, local partners and the Mantua community to develop a program of activities and services oriented to local residents. The new community center, to be located on the southern edge of Mantua, will look to engage Drexel's colleges and schools in community oriented initiatives addressing needs identified during the planning process. Drexel is looking to establish a variety of programs targeting families, children, youth and senior residents. That includes a community health center, a law clinic, fitness and arts classes, tutoring and computer training among others. The center will open in 2014 but program development and community outreach has already started. The new center will be fully funded with a $10 million gift to Drexel University.

## New Funding Opportunities

**Department of Justice/Byrne Criminal Justice Innovative Grant:** In September 2012, WAM! and its partners were awarded the BCJI Grant of $600,000 to address critical crime and safety issues in the neighborhood. The Grant, a component of the White House Neighborhood Revitalization Initiative, will be applied towards efforts to address crime hot spots in Mantua, youth crime prevention, intervention services and improvements of the built environment. The Mantua BCJI collaborative has built critical partnerships for planning over the past few months and is currently working to complete the plan for future implementation

## Planning Process

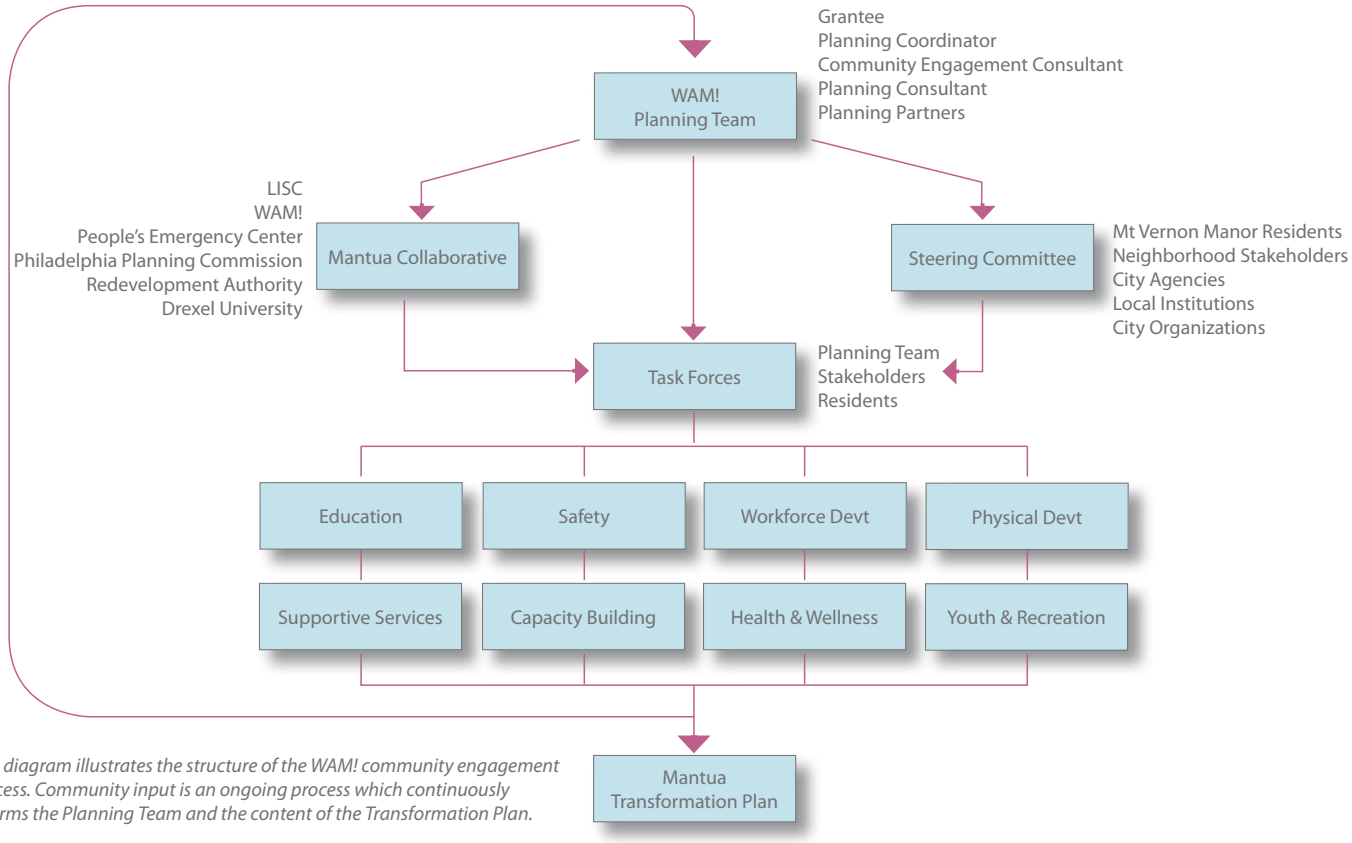
The Mantua Transformation Plan was developed over a period of 24 months, starting in June 2011 with completion in June 2013..



## Community Engagement

The success of the Mantua Transformation Plan hinged on the need to ensure an open and ongoing dialogue with residents and stakeholders from within and outside the community. The planning process was structured to provide that environment through multiple venues for community engagement:

**Mantua Steering Committee:** brought together Mantua leadership, local residents, and representatives from City agencies and organizations actively involved with projects and programs in the neighborhood. This group contributed a variety of perspectives and areas of expertise and helped advance communication and




*This diagram illustrates the structure of the WAM! community engagement process. Community input is an ongoing process which continuously informs the Planning Team and the content of the Transformation Plan.*

coordination efforts towards implementation of short-term and long-term initiatives. The Steering Committee held 3 meetings throughout the planning process.

**Open House Sessions**: A series of 3 sessions were held in the Fall of 2011 to gain residents' input about key neighborhood issues. Over 100 residents attended these sessions and shared their experiences, concerns and ideas for Mantua. This process also offered residents with opportunities for further involvement in the planning process by signing up for task forces based on 8 neighborhood themes: supportive services, capacity building, physical development, education, youth & recreation, health & wellness, workforce development and safety. Details about the Open House Sessions can be found on Attachment A – Community Input Report.

**Resident Surveys:** Completed by those residents who attended the Open House sessions, the surveys provided additional information about residents' satisfaction with existing services and amenities. A total of 47 questionnaires were completed. Results from resident surveys can be found on Attachment A – Community Input Report.

**Task Forces:** comprised of members of the planning team, Mantua Steering Committee and community residents, task forces focused on each one of the eight neighborhood themes. Each team met on a regular basis for a period of four months and developed a set of priority goals and initial strategies for their specific theme. Two progress meetings were held with all task force chairs and co-chairs to inform progress and allow for coordination. Task forces were also tasked with identifying recommendations for short-term implementation, many of which have already been completed or are underway (early action steps). The work completed by task forces frame this Transformation Plan.

**Ongoing Outreach Efforts:** a variety of communication methods were utilized throughout the process to ensure information and resident participation:

- We Are Mantua! blog (www.wearemantua.com)
- Flyers
- Direct phone calls
- Email communication





## Core Planning Partners

The Mantua Choice Neighborhoods Initiative leveraged support from multiple organizations in the City of Philadelphia. Among them, four organizations played a key role as members of the planning team and as key partners who contributed resources, expertise and financial support to the process.

### *Drexel University*

Drexel University is located immediately south of the Mantua community. Under new leadership since 2010, Drexel has committed to the communities surrounding its main campus, structuring its neighborhood initiatives around six goals:

- Create a livable, affordable mixed-income community
- Promote a clean, safe and sustainable neighborhood
- Improve economic opportunities for community residents
- Create lively retail corridors with enhanced arts and culture offerings
- Enhance educational options and learning communities
- Leverage resources to improve health and wellness in the community

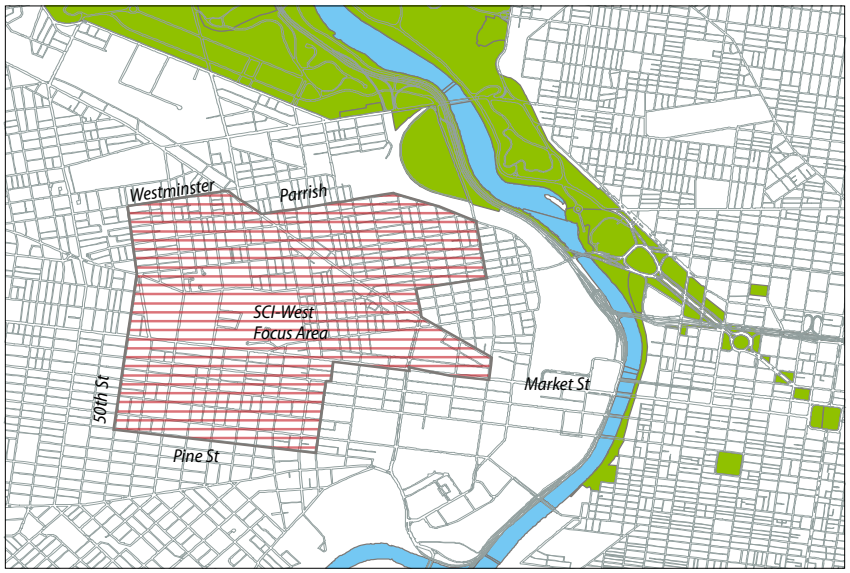
The Choice Neighborhoods Initiative gave Drexel the opportunity to work collaboratively with the Mantua community and target its efforts to specific needs identified by community members. Drexel faculty and staff participated in task force meetings and provided critical input on topics of Education and Youth Development. Drexel has also provided technical and financial assistance to a number of early action initiatives identified throughout the planning process, including:

- Mantua Youth Advisory Committee
- Mantua in Action – Summer Program for middle school children
- Mantua Community, Home and School Association
- DOJ Byrne Criminal Justice Innovation Grant – Funding Application

Combined, these initiatives leveraged a total of $150,000.00 in Drexel's support to the Mantua Transformation Plan.

### *Local Initiatives Support Corporation / LISC*

LISC is a national organization dedicated to helping community residents transform distressed neighborhoods into healthy and sustainable communities of choice and opportunity. Through its Sustainable Communities Initiative model targeting a portion of West Philadelphia that includes Mantua (SCI-West), the Philadelphia LISC and its partners have worked to affect positive change emphasizing improvements in five key priority areas:




- Expanding capital investment in housing and other real estate
- Increasing family income and wealth
- Stimulating local economic activity and connections to regional economies
- Improving access to quality education
- Supporting safe and healthy environments and lifestyles

Prior to the award of HUD's CNI Planning Grant, LISC and its partners had limited engagement with Mantua due to the lack of an organizational local partner. The CNI grant to Mt. Vernon Manor Board of Directors effectively changed this dynamic, giving LISC and SCI-West a new partner to work with and significantly improving the organization's ability to work towards sustainable neighborhood change in the community.

In support to Mt Vernon Manor emerging role as a neighborhood group, LISC has focused its resources primarily on technical assistance for community engagement and capacity building, investing $68,000 in the following initiatives:

***Funding of a consultant position to support community engagement and early implementation efforts.*** Donna Griffin, the consultant in this role, has provided critical support to the planning process by ensuring ongoing information and broad participation. She has also coordinated communication between Mt Vernon Manor, local organizations, City agencies and stakeholders and has coordinated Mt Vernon Manor early implementation efforts, including the successful application for a Byrne Criminal Justice Innovation Grant, which will provide $600,000 towards targeted neighborhood crime and safety strategies.

***Funding of a consultant position towards the creation of Mantua Civic Association***. The need for a strong, representative Civic Association was identified early on in the planning process. To support that effort, LISC brought Urban Ventures Group to work with Mantua community members in the preparation of the new association's vision, mission and by-laws. Urban Ventures also

developed job descriptions for officers and assisted in public elections for board positions. Elections were held in September 2012. The Civic Association is now active.

LISC has also contributed resources and expertise throughout the process and has played a critical role in promoting collaboration and coordination among ongoing planning initiatives and projects affecting the neighborhood.

### *Philadelphia Housing Authority*

The Philadelphia Housing Authority has significant development experience in Mantua and has worked closely with the community and local stakeholders in the recent revitalization of Mantua Square. PHA also owns and manages a significant number of scattered site units in the neighborhood. Through its Workforce Development Division, PHA offers an array of services and programs to its residents, including training, health services,

As a partner in Mantua's Choice Neighborhoods Initiative, PHA contributed its expertise and resources primarily to activities associated with the "People" component of the Transformation Plan by:

- Designing a survey questionnaire targeting Mt Vernon Manor tenants
- Participating in task force meetings associated with workforce and economic development
- Assisting with workforce and economic development strategies

### *The Philadelphia Foundation*

As a funding partner, the Philadelphia Foundation supports WAM!'s ongoing capacity building and community engagement efforts. The Foundation has contributed $40,000 towards the following activities:

- Hiring of community engagement specialist who focuses on outreach efforts, capacity building and strategic partnerships for implementation
- Recruiting of local residents ages 16-24 for door-to-door surveys and information dissemination regarding the planning process and issues of interest to the community.
- Community events, communication assistance, printing, food and materials for meetings.

# Neighborhood Context



# Neighborhood Context

Mantua is a neighborhood of West Philadelphia, adjacent to University City and within short distance from Philadelphia's Center City and some of the region's most important destinations. It is bounded by Spring Garden St on the south, 31st Street on the east, 40th Street on the west and Mantua Ave on the north, covering a total of 0.3 square miles. In 2010, Mantua was home to 5,924 residents.



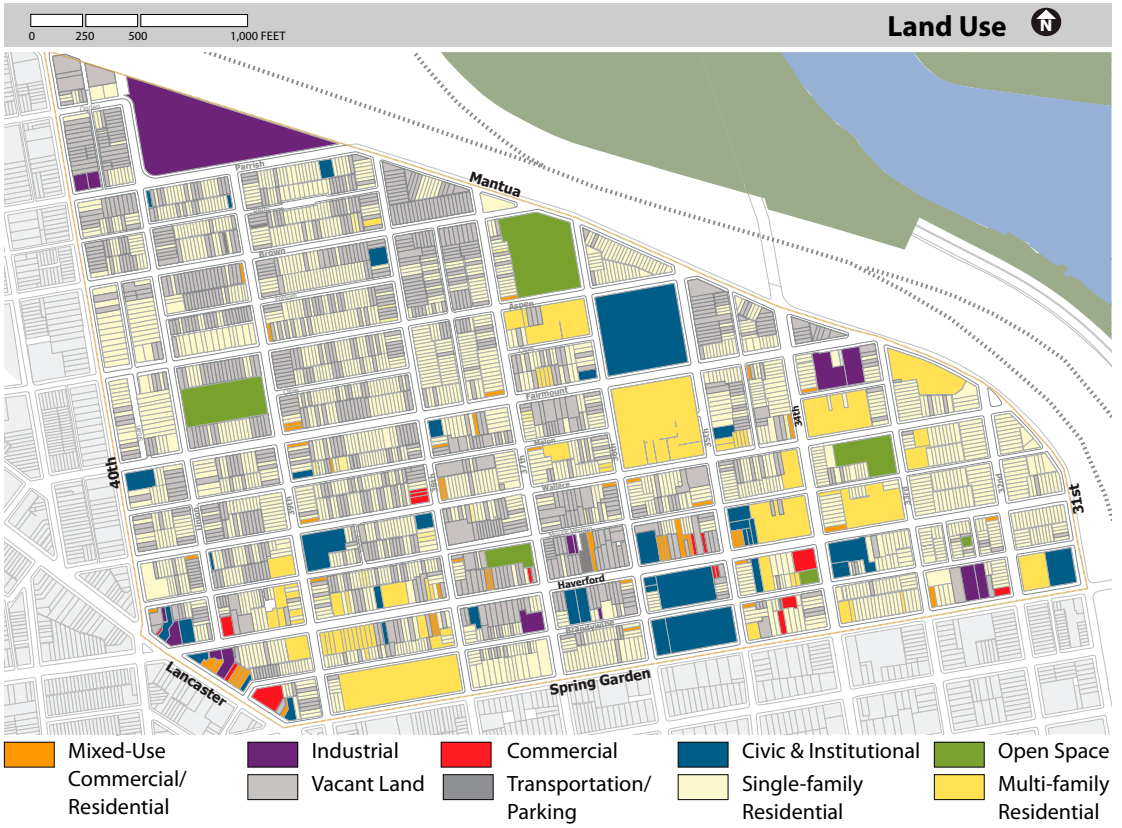

*Below: Mantua is directly across the Schuylkill from Center City and boasts views of the Philadelphia skyline and Art Museum*





Mantua is comprised primarily of residential properties. 2,116 out of a total of 3,383 properties are used for residential purposes; another 32% of the parcels currently sit vacant. All remaining parcels are used for institutional purposes, open spaces and retail. Only 3% of the land is used for retail and commercial activities, primarily concentrated on the southwestern end of the neighborhood, along Lancaster Avenue.

*Source: City of Philadelphia, Field Survey*






*Mixed-use commercial/ residential*



*Multi-family residential*



*Vacant residential structures*



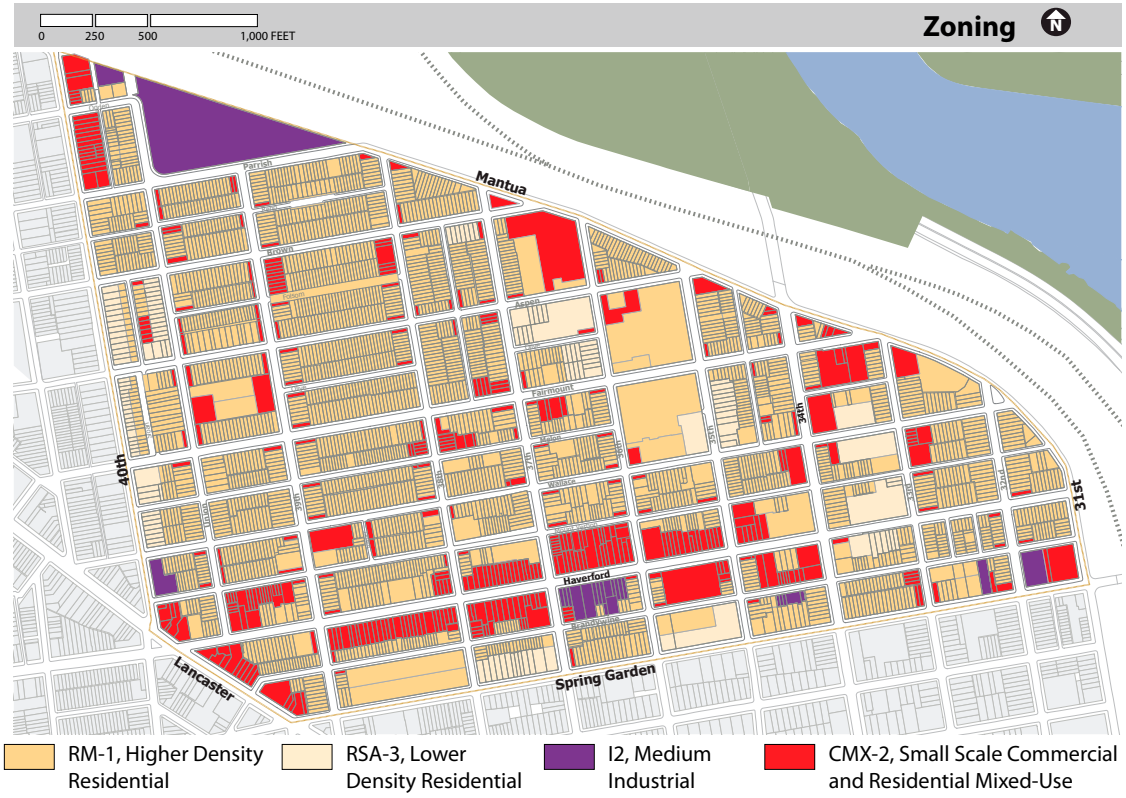
*Mantua Square*



*Presbyterian Apartments*

Two and three-story single-family rowhomes comprise the vast majority of existing housing structures. In recent years, the community has seen a trend of single-family homes converted into multifamily apartment buildings rented to university students or as affordable housing units. Recent redevelopment efforts such as Presbyterian Apartments and Mantua Square re-introduced new density concepts to the neighborhood.

*Source: City of Philadelphia*

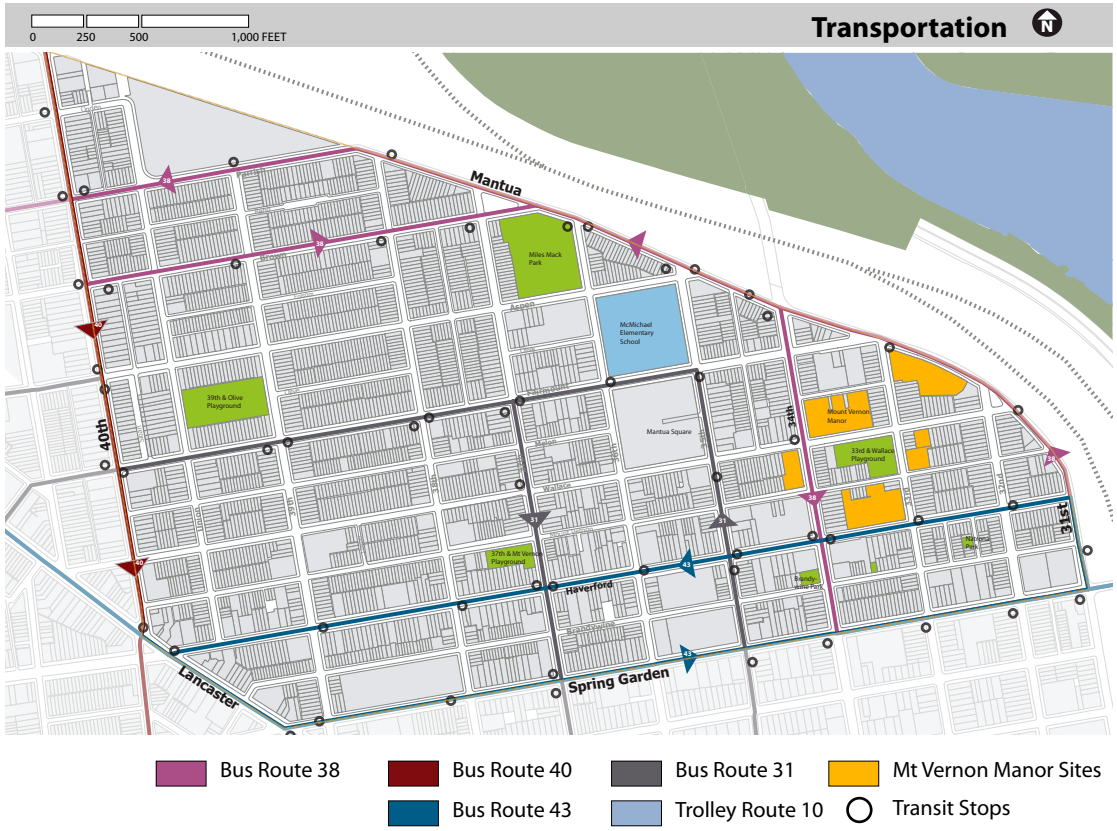


# Neighborhood Assets



## Neighborhood Assets

**Neighborhood Identity:** Mantua has a history of strength and resilience. In the struggle to address some of the most challenging issues faced by the community, local residents built a culture of civic engagement along the way, taking upon themselves the responsibility to help improve living conditions for their residents. Examples of such efforts include Herman Wrice's Young Great Society, Mantua Community Planners, and a number of organizations that have stepped in over the years to fill gaps of services and opportunities otherwise not available to residents. That same energy drives the Mt Vernon Manor Board of Directors and led to CNI's community driven planning process.




**Location:** Some of the most important employment centers in the region are located just within a mile distance from Mantua. That includes Center City, two university campuses and regional hospitals. Recreation and cultural destinations, including Fairmount Park, the Art Museum and the Philadelphia Zoo, are also within minutes from the neighborhood. Two major institutions of higher education – University of Pennsylvania and Drexel University -- are within walking distance.

Mantua is also served with multiple transportation options. Bus lines, a trolley and subway lines connect the neighborhood to various sections of the City. The 30th Street Station, a regional transportation hub, is within a 10-minute bus ride from Mantua.

**Local Elementary School:** Located in the heart of the neighborhood and within walking distance from residences, McMichael School has a great potential for positive impact in the community, both as an educational institution and as a community hub. It serves approximately 360 K-8 students but has the potential to serve as many as 700 children when at full staff capacity.

**Open Spaces:** Compared to other Philadelphia neighborhoods, Mantua is well served with outdoor recreation amenities. Among residents, these spaces represent some of Mantua's best assets, despite ongoing issues associated with safety and poor maintenance. Six playgrounds and open spaces comprising approximately 4.5 acres of land serve local youth and families. That includes playgrounds, ball fields, a public pool and other passive recreation spaces.

**Community Facilities:** There are two community centers, a recreation center and a branch of the Free Library in Mantua. The Mantua-Haverford Community Center plays a vital role in Mantua's civic life with a combination of after-school programs, recreation activities, classes and health awareness programs. The West Philadelphia Community Center offers an array of afterschool programs targeting the broader West Philadelphia area. The facility includes swimming pool, gym, classrooms and conference rooms, which are often utilized for community gatherings and activities. The Wright Center offers indoor recreation spaces dedicated to teenagers. The Charles Durham Library has been identified by residents as a critical neighborhood resource and provides a variety of educational programs while also serving as a focal point in the community.



*Park at 35th and Wallace St*



*Wallace St Playground*



*West Philadelphia Community Center*



*Neighborhood Church*



*The Lancaster Avenue commercial corridor contains the bulk of Mantua's retail services*

**Churches**. There are 26 churches in Mantua. The "We Are Mantua" planning process has made a concerted effort to engage religious groups in this planning process and leverage their commitment with the community to provide services that meet residents' needs.

**Access to Lancaster Ave Commercial Corridor:** Having lost much of its retail base over the years, Mantua residents rely on that commercial corridor for retail and services. Located on the southwestern edge of the neighborhood, Lancaster Avenue concentrates a variety of retail establishments including shops, restaurants and services.

## *Mantua:* A Brief Neighborhood Timeline

1600 — 1800 — 1850 — 1900 — 1950

POP: 19,394 — POP: 16,886



**1690:** Welsh Friends lay beginnings of Lancaster Pike

**1795:** Lancaster Pike opens as the only turnpike in the country.



**1809:** Judge Richard Peters divides and sells a portion of his Belmont Estate for real estate development. The appropriated land is called Mantua after the town of residence of ancient Italian author Virgil

**1812:** Spring Garden Bridge, designed by German engineer Lewis Wernwag, opens, offering direct access to center city and increasing the residential appeal of Mantua



**1858:** Trolley lines are first extended to West Philadelphia. The railroad is rerouted across the Northern edge of Mantua to parallel the river down to market street

**1870:** University of Pennsylvania moves to West Philadelphia

**1891:** Drexel Institute of Science, Art and Industry is opened



**Early 20th Century:** Mantua is a well established community of Irish working class families whose presence lends the nickname "Cork Town" after County Cork, Ireland. Local residents also sometimes call the area "The Bottom"

**1920's:** Mantua experiences an influx of African Americans migrating from the south. These residents find employment in manufacturing, railroading, construction, clerical work and other office/service support jobs



**1950:** Mantua hits peak population of 19,394 residents

**1960:** 18-story Mantua Hall is constructed, reflecting the trend of public housing "projects"

**1963:** West Philadelphia Redevelopment Area is certified

**1964:** Herman Wrice forms the Young Great Society with the goal of inspiring the youth of Mantua to be leaders within the community

## 1970

POP: 12,044



**1970:** Herman Wrice establishes the Urban Leadership Training Program

**1970:** *Mantua Urban Renewal Plan*: Establishes the Neighborhood Development Plan (NDP) and spells out community development initiatives

**1971:** *Planning for Mantua*, prepared by The Mantua Joint Workshop is submitted to Philadelphia RDA

**1978:** Mount Vernon Manor Apartments are completed

## 1980

POP: 9,112




**1980:** Mantua population drops to 9,112 a decrease of 53% from peak

**1980's:** Mantua sees a rise in drug-related crime and violence

**1988:** Herman Wrice establishes Mantua Against Drugs. His organization demolishes or boards up numerous known drug houses

## 1990

POP: 7,230



**1992 - 1993:** Cloisters and Cloisters I homes are constructed

**1994:** *Plan for West Philadelphia* attempts to address areas of Mantua that were overlooked in previous redevelopment efforts.

**1997:** Establishment of the University City District (UCD)

**1997:** Spencer Place Townhomes constructed

## 2000

POP: 6,826




**2000's:** PHS's Vacant Land Stabilization and Mayor John Street's NTI programs work to improve the condition of the neighborhood by demolishing abandoned structures, removing debris from vacant land and creating "park-like" settings on vacant parcels

**2003:** Mantua Community Improvement Committee (MCIC) is founded by Rick Young in an effort to keep the streets of Mantua clean and safe

**2008:** Mantua Hall is demolished

**2008:** Mantua Presbyterian Apartments is completed

## 2010

POP: 5,924



**2010:** Union Hill development completed

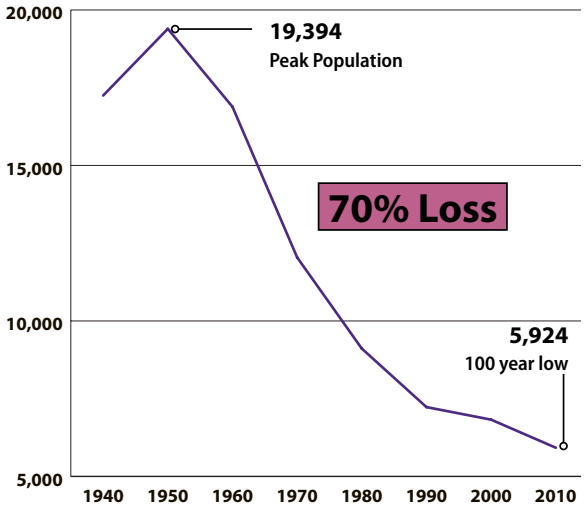
**2010:** Mt Vernon Manor Inc. is awarded a HUD Choice Neighborhoods Planning Grant

**2011:** Mantua Square development is completed by the PHA

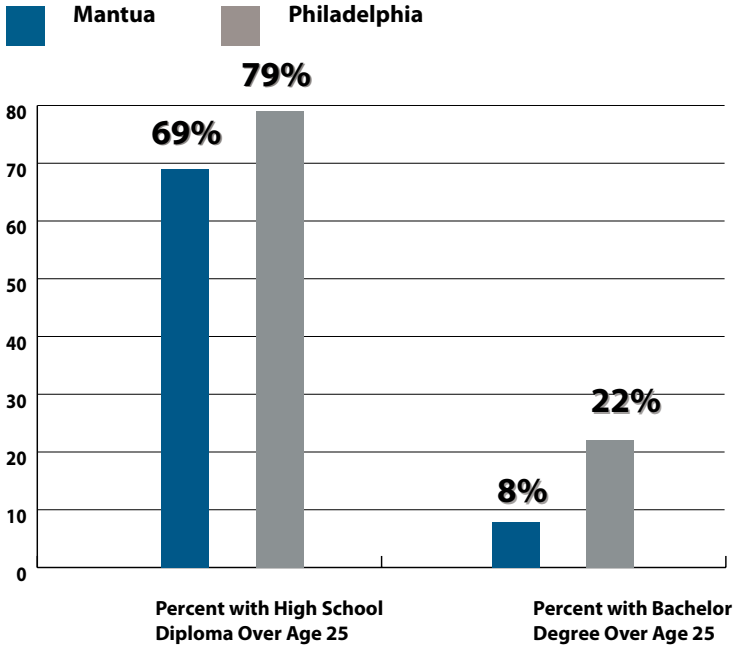
## Mantua Today

Mantua has experienced some significant changes throughout its history. In less than 50 years, a once thriving working class community with close to 20,000 residents gave place to a fragmented neighborhood marked by abandonment, disinvestment and critical social problems. In 2010, Mantua continued to experience population decline, reaching an all time low of under 6,000 people. Today, half of all residents live below poverty level and median income in the neighborhood is under $20,000, 45% lower than Philadelphia's median income of $36,700 (2009) and only 33% of national median income ($49,777). Unemployment continues to impact families and is intensified by an ever-widening gap between skills individuals can offer and those required in the current workplace. In 2009, 21% of Mantua residents in the labor force (16 and older) were unemployed (12% in Philadelphia). Limited educational attainment continues to be a key obstacle to job opportunities. One out of three adult Mantua residents have not completed high-school and only 7.8% have a bachelor's degree.

**Population Change**

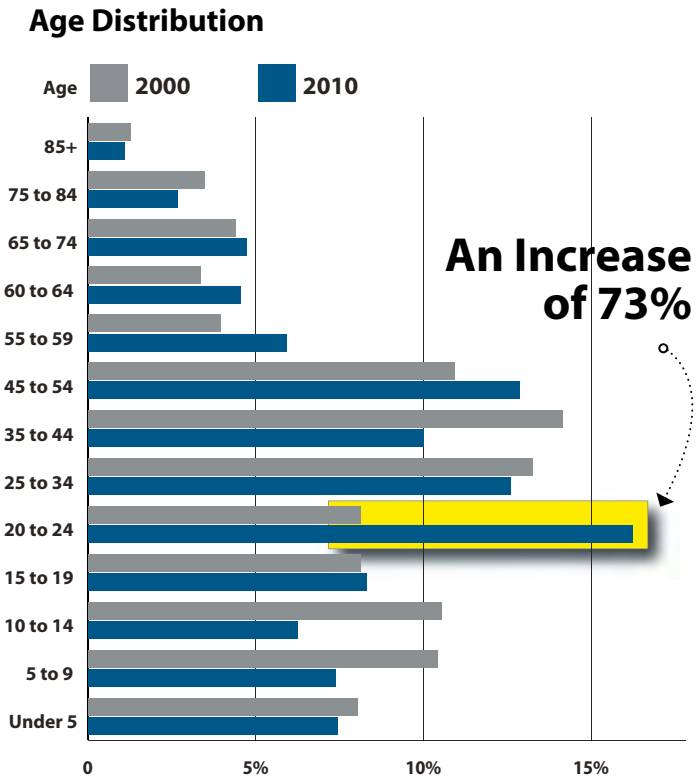


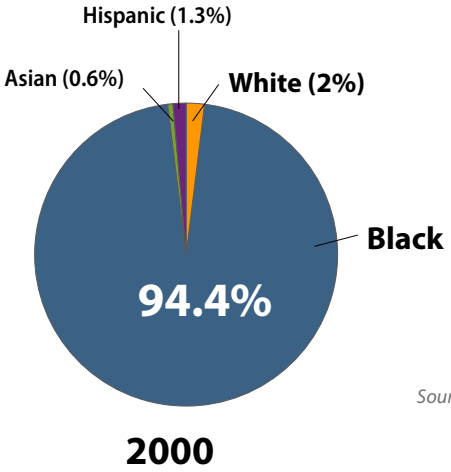

**Education Attainment**

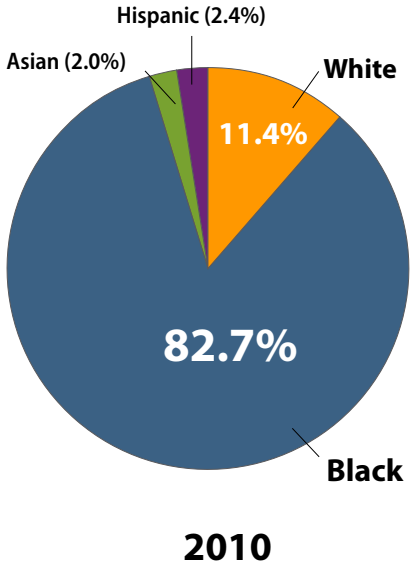


## Less children, a growing number of adults and seniors

In 2010, Mantua had less children, a growing number of adults and seniors, and a significant growth in the number of young adults, reflecting a growing number of university students who have established residence in Mantua in recent years.




*Source: 2000 and 2010 U.S. Census*

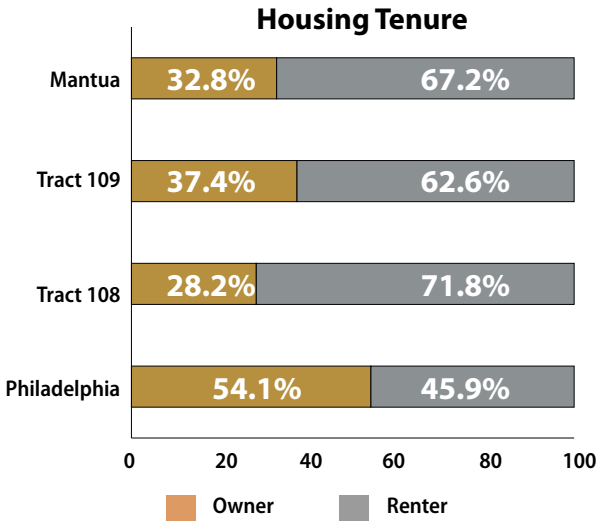
## Growing Racial Diversity

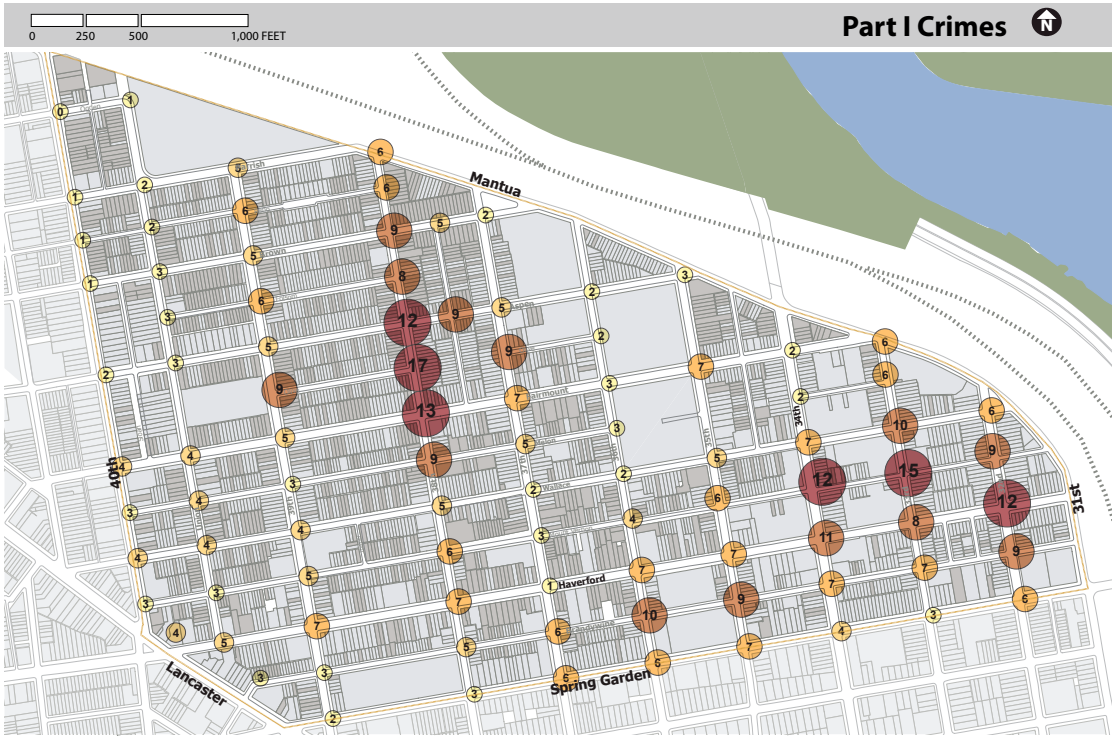
With population decrease, came a significant shift in race and ethnicity: the 2010 Census reports growing diversity with an increased percentage of white residents (11.4% in 2010, up from 2.1% in 2000) and a noteworthy presence of Asians and Hispanic residents.

# Vacant Land

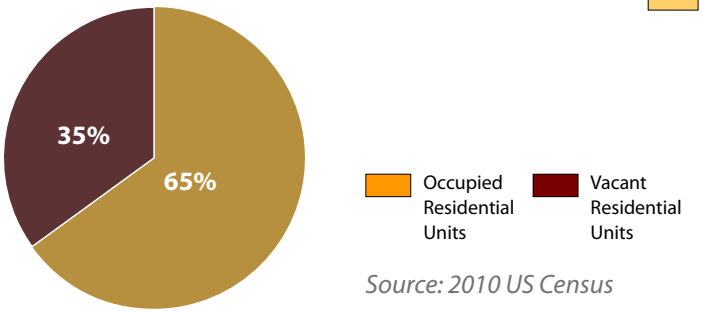

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Parrish
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Spring Garden
Lancaster
40th
39th
38th
37th
36th
35th
34th
33rd
32nd
31st
Union
North
Miles Mack Park
39th & Olive Playground
33rd & Wallace Playground
37th & Mt Vernon Playground
Brandywine Park
National Park
Publicly Owned Vacant land
Privately Owned Vacant Land

Population loss and concentrated poverty have had a profound impact on the physical and social fabric of the neighborhood. Vacant land represents 1/3 of the area of all parcels combined. For every five housing units, one is vacant. Only one in every three homes is owner occupied. The local K-8 school (McMichael Elementary) operates at half of its capacity. Neighborhood retail, once robust, is reduced to a minimum, impacted by a declining and impoverished customer base. Crime and drug related activities continue to compromise quality of life.




*Source: City of Philadelphia Crime Maps, K & A analysis*
*Data collected from Jan 1 - June 30 2012*




*Source: 2010 US Census*

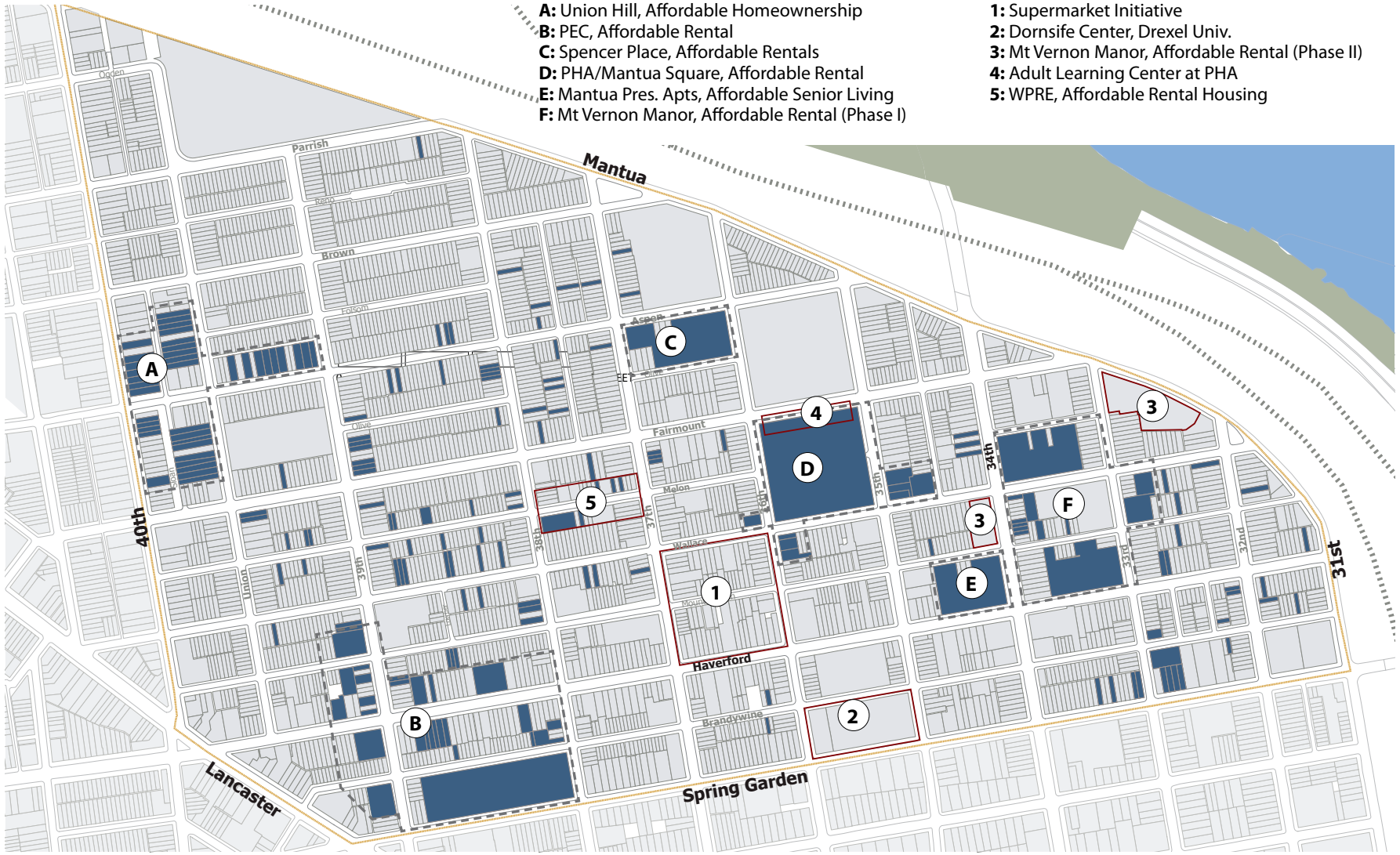
Future Investments

Recent Investments (Includes scattered site housing initiatives)

## Recent Investment

**A:** Union Hill, Affordable Homeownership
**B:** PEC, Affordable Rental
**C:** Spencer Place, Affordable Rentals
**D:** PHA/Mantua Square, Affordable Rental
**E:** Mantua Pres. Apts, Affordable Senior Living
**F:** Mt Vernon Manor, Affordable Rental (Phase I)

**1:** Supermarket Initiative
**2:** Dornsife Center, Drexel Univ.
**3:** Mt Vernon Manor, Affordable Rental (Phase II)
**4:** Adult Learning Center at PHA
**5:** WPRE, Affordable Rental Housing



## Recent and Anticipated Investments in Mantua Neighborhood

In the past ten years, efforts have been made to reverse the long pattern of neighborhood decline. Public and private investments were put in place, initiating a slow but significant process of physical revitalization. In the early 2000s, Mantua was a target area for the City's Neighborhood Transformation Initiative (NTI), an extensive neighborhood clean-up effort based on the demolition and stabilization of dangerous structures and vacant lot clean-ups. Building on that effort, new investments in affordable housing followed: Spencer Place, Presbyterian Apartments and Cloisters III filled in some of the physical gaps and housing needs with new, modern and properly managed affordable housing. A few years later, PHA's initiative to demolish Mantua Hall, -- an 18-story public housing high-rise -- and replace it with 101 new housing units solidified the renewed trend of targeted revitalization efforts in the neighborhood.

Change has been accelerated in recent years with a growing influx of private investments. Much of that investment has been geared to student housing and has resulted in the rehabilitation and conversion of single-family homes into student apartments, especially on the eastern end of the neighborhood. At the same time, a combination of public and private funding continued to create new affordable housing opportunities adding new and rehabilitated homes to Mantua's aging housing stock. The renovation of Mt Vernon Manor Apartments, funded through a combination of state, city and private funding, is the most recent example of that trend.

Beyond housing, other initiatives continue to gain momentum. The much awaited supermarket initiative targeting two blocks in the neighborhood is moving forward with renewed City support for land acquisition and development. Local institutions and non-profit organizations such as the People's Emergency Center and MCIC have continued to do their part to improve quality of life through a variety of initiatives. Ongoing street clean-up efforts, safety initiatives and targeted improvements at community centers and open spaces are just a few of such examples. Philadelphia LISC, through its Sustainable Communities Initiative has taken steps to address pressing issues in the community through partnerships with local residents and stakeholders. Some recent examples include the Green Block Build Collaborative -- which focuses on assisting homeowners with home repairs and energy upgrades --, and the West Philly Block Captains. In recent years, a partnership between Drexel University and McMichael Elementary brought improvements to the school. Drexel University also announced a new initiative – the Dornsife Center for Neighborhood Partnerships --, which promises to have a significant impact in the neighborhood as a resource center with a variety of services including adult education, entrepreneurship and health, among others.

*Part II:*

# A Vision for Mt Vernon Manor Apartments



# Housing Vision

## History of Mt Vernon Manor

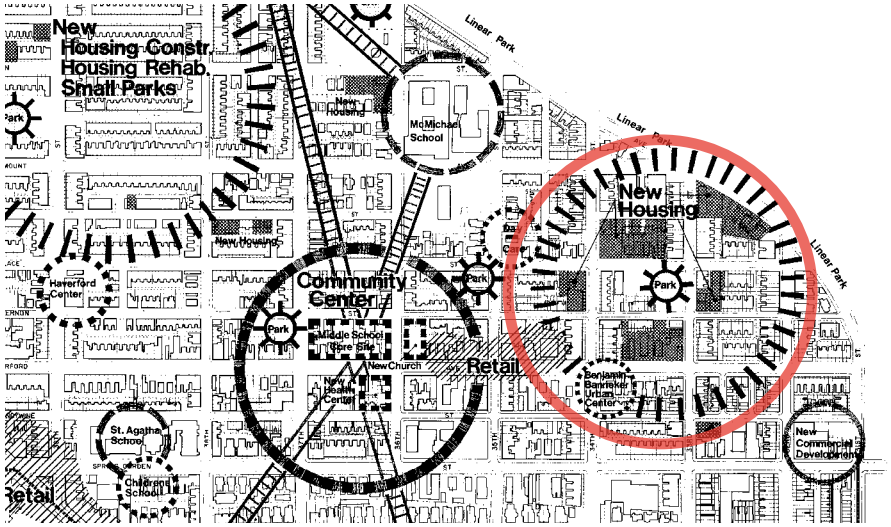
Mt Vernon Manor was built in 1978 as an affordable housing development funded through HUD's FHA 236 Program. With nine structures and a total of 125 units, this project was the result of a collaborative effort between a group of concerned Mantua community leaders and the Philadelphia Redevelopment Authority.

The opportunity for an affordable housing development in Mantua was first identified in the early 1970s, under the Urban Renewal Plan for Mantua. A 1970 report prepared by the Mantua Joint Workshop (1) describes the proposed development as "122 units of new rental apartments to be built over five parcels of land located in eastern Mantua". Due to a federal moratorium on the production of new public housing, the project was delayed until early 1977. The complex was completed and occupied in 1978.

Thirty five years later, Mt Vernon Manor still provides much needed affordable housing to Philadelphia's citizens and families. Despite its poor physical conditions, the development still remains attractive due to its' prime location within the City and close proximity to regional employment centers, health and higher education




*Mt Vernon Manor sites*




*1970 Mantua Plan identifies the site for Mt. Vernon Manor apartments*

institutions, transit and services. Revitalized, Mt Vernon Manor will continue to provide a highly desirable housing alternative to low-income individuals and families.

## Mt. Vernon Manor Today

As of June 2012, Mt Vernon Manor was only partially occupied (55 occupied units). Severe site and building deficiencies have impacted livability at residential units: issues associated with water infiltration, mold and mildew have made most ground floor units uninhabitable; roof leaks, damaged gutters and downspouts have caused critical damage to upper floor units. Most apartments are also impacted by a combination of aging and inefficient mechanical systems with poor thermal insulation, resulting in poor heating/cooling performance and high utility bills. Vandalism, illegal activities and an overall perceived lack of safety have only added to the many factors contributing to push residents away from Mt Vernon Manor and detract from this otherwise desirable rental community.

**Current Unit Mix at Mt Vernon Manor Apartments**

| Unit Type | Unit SF | Number of Units |
|---|---|---|
| One Bedroom | 603 sf | 14 |
| Two Bedroom | 717 sf | 96 |
| Three Bedroom | 1,002 sf | 14 |
| **Total** | | **125** |



*Right: Windows at ground level create damp conditions inside units creating conditions which promote the growth of mold and mildew. The at-grade windows also cause concerns for privacy and security*



*Left: Damaged roof and gutters contributes to water problems both inside and out. Signs of mold and mildew are evident along the exterior of the buildings.*



*Far left: Damaged gutters dump water at the foundation of the buildings, undermining the structural stability*



*Left: Units are accessed by stairs, posing problems for aging and disabled residents*

## Housing Vision and Goals

1. **Preserve affordability**
2. **Improve living conditions for residents and neighbors**
   - » Create livable units
   - » Make it energy efficient and sustainable
   - » Ensure accessibility
   - » Integrate into the neighborhood fabric
3. **Provide replacement units through coordinated neighborhood revitalization strategies:**
   - » Keep all units in Mantua
   - » Create new housing while revitalizing distressed areas of Mantua.
   - » Provide subsidized housing in the context of mixed income housing opportunities.



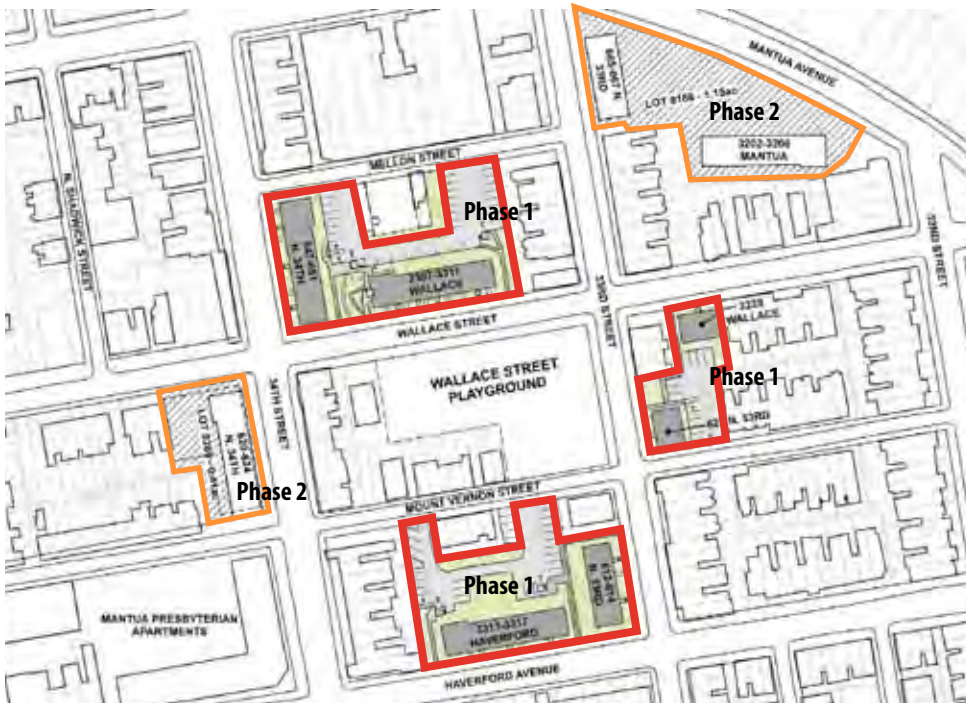
*Illustrative rendering*

## Housing Strategy

The current revitalization strategy for Mt Vernon Manor Apartments is based on a two-phase development effort focused on the rehabilitation of all 21 buildings within the complex. Under the circumstances of the current economic environment, where funding options for affordable housing are limited and extremely competitive, rehabilitation was identified as the most appropriate way to address immediate physical distress of the housing units in a cost-effective way and with minimal impact to current tenants and neighbors of surrounding blocks.

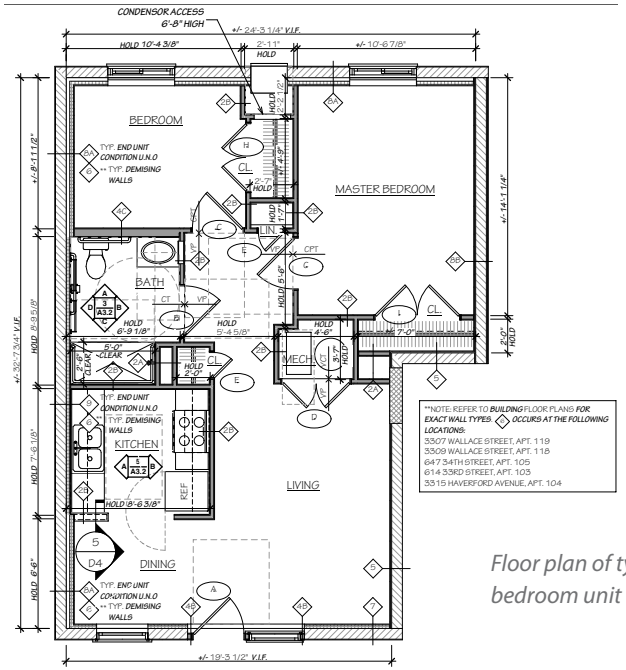
The proposed rehabilitation effort builds on the opportunity to reuse existing foundation systems, exterior walls, flooring systems and roof structures as solid "bones" for the new residential buildings. The scope of rehabilitation includes an extensive list of improvements targeting the site, individual units, common areas, building facades, as described below:

- Improved living conditions at individual units:
  - » Improved unit layout with adequate living spaces, circulation and storage
  - » New kitchen appliances
  - » New bathroom fixtures
  - » New heating / cooling systems
  - » Wiring for telephone, data, digital cable
- Improved safety conditions at buildings throughout the site
- Maximized opportunities for individual entrances from the street: Wherever grading allowed, individual entryways and

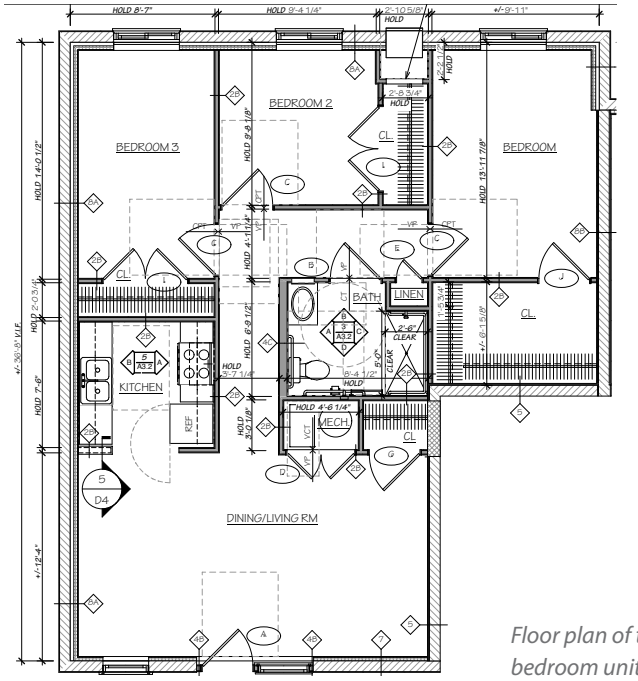


porches were added to ground floor units. That solution minimizes the use of common halls while enhancing the building's presence on the street and maximizing pedestrian traffic around the perimeters of the building.

- Buildings integrated to surrounding context: Attention has been given to the need to break down the massing of buildings to a scale more consistent with that of surrounding neighborhood fabric, composed primarily of rowhomes. Careful selection of exterior materials and design elements will contribute to make the buildings blend with the surrounding environment.
- Improved accessibility at units and throughout all Mt Vernon Manor sites
  - » Accessible units with accessible exterior access and accessible parking spaces
  - » Adaptable / visitable units
  - » Accessible community spaces including management office, community room, laundry and outdoor recreation area




*Floor plan of typical 2 bedroom unit*




*Floor plan of typical 3 bedroom unit*

## Phase I - Getting Started

In the summer of 2011, Mt Vernon Manor succeeded in securing an allocation of 9% low-income housing tax credits for the rehabilitation of 75 units (Phase I). Construction started in the summer of 2012 with completion date anticipated for August 2013. Phase I will target households with incomes at or below 60% of the area median income (AMI), according to the following breakdown:

**Target Population Information for Affordable Units**

| % AMI (2012) | Income Limit | Number of Units | Period |
|---|---|---|---|
| 60 | $48,240 | 20 | 15 years |
| 50 | $40,200 | 55 | 20 years with 20 year renewal option |

A total of 32 units will continue to receive Section 8 project-based vouchers through HAP Contract (Housing Assistance Payment Contract). These HAP units will remain affordable to households earning up to 50% AMI for a period of 20 years with potential renewal for another 20 years. The remaining 43 units will remain affordable to households earning up to 60% AMI for a period of 15 years.

Phase I rehabilitation efforts include 6 structures and 13 buildings (see map highlighting Phase I). Construction work is phased – 6 units at a time --, starting with currently vacant units. This process



*Mt Vernon Manor - Phase I construction is scheduled tobe completed in Aug 2013.*

ensures that every resident currently living at Mt Vernon Manor remains on site during construction and is required to move only once, from his/her current unit to a newly renovated unit. To date, two buildings along Haverford Ave have been completed, allowing 12 families the opportunity to return to newly renovated units in less than 4 months.

***Financing: Phase I rehabilitation brings together federal, state and City resources.***

| SOURCE | FUNDING PROGRAM | AMOUNT |
|---|---|---|
| City of Philadelphia | NSP2 Program | $3.7 Million |
| Federal Funding | IRP Loan/Others | $1.0 Million |
| State Funding | PHFA Tax Credits | $1.2 Million |
| Debt/Financing | | $10.1 Million |
| Total Project Costs | | $16 Million |



***Phase I / Key Project Amenities:***

- On-site management office (2,400sf)
- Maintenance space and storage
- Laundry facility adjacent to community room
- Supportive services office
- Community Room
- Parking at a ratio of one space / unit
- Site improvements (lighting, landscaping)
- Outdoor recreation space adjacent to community room

***Green / Sustainable design features include:***

- Asset Preservation: The preservation and rehabilitation of existing structures represents a key sustainable feature of the project. Significant savings for avoiding demolition and reconstruction of structural systems.
- Thermal insulation: The entire perimeter envelope of all buildings – exterior walls, flooring systems and roof structures - will receive new thermal insulation inclusive of areas where no insulation existed originally. All existing windows will be replaced with energy efficient windows
- Energy efficient systems and appliances: All mechanical, plumbing and electrical systems will be replaced with new, state of the art systems. All units will receive Energy Star labeled residential appliances, light fixtures and equipment. Low flow plumbing fixtures will be installed at kitchen and bathrooms.
- Alternative energy sources: Solar panels will serve hot water and electricity needs at common areas including management office, community and laundry spaces.
- Green materials: Use of formaldehyde free composite woods for cabinets; low VOC materials; recycled materials.
- Use of native, drought tolerant landscape planting

*Common areas at Mt Vernon Manor will utilize solar panels, such as these found at Mantua Square*

## Phase II Strategy

While units upgraded during Phase I will contribute to significantly improve living conditions at Mt Vernon Manor, a lasting and positive impact of this effort will only be felt throughout the neighborhood when all sites are addressed and buildings upgraded. Phase II of this revitalization effort will build upon the success of Phase I by completing the remaining 8 buildings in 3 separate structures, totaling 48 renovated units.

The current strategy for Phase II follows the rehabilitation approach adopted for Phase I: preservation of existing structures with key units upgrades, green/sustainable features, improved accessibility and a design approach aimed at making buildings blend with the neighborhood character.

While no funding has been committed to date for the completion of the project, the Mt Vernon Manor Board of Directors anticipates the project to be developed with a combination of City and tax credit funds. The Board has selected Dale Corporation, an experienced developer of affordable housing, as its development partner. The partnership will sumit a funding application in the Fall of 2013 targeting the rehabilitation of forty-eight (48) units and new construction of 2 infill units to replace two apartments converted during Phase I for community purposes. Phase II will serve 12 units at 20% AMI, 17 units at 50% AMI and 21 units at 60% AMI. A total of 23 units will continue to receive Section 8 project-based vouchers through a HAP Contract (Housing Assistance Payment Contract).

## Replacement Housing

- A detailed strategy for replacement units will be a function of the direction taken for Phase II units. Under a scenario of rehabilitation funded through tax credits, a total of 50 units will be required as one-to-one replacement units.



This requirement will be met through a combination of off-site strategies within the neighborhood boundaries and in coordination with ongoing efforts promoted by City agencies and initiatives by local organizations. The following options are currently under consideration:

- **Scattered Infill Development:** An approach to infill housing will advance this Plan's goal of restoring residential blocks on the west end of Mantua while expanding housing opportunities to former Mt Vernon Manor residents. This will be achieved through a coordinated effort with PHA as the agency moves to expand affordable rental opportunities in Mantua.
- **Rehabilitation of vacant structures**: In a coordinated effort between the Philadelphia Redevelopment Authority, Philadelphia Housing Authority, Mt Vernon Manor will focus new affordable housing opportunities through the rehabilitation of vacant residential structures located in otherwise solid residential blocks. Such initiative will also advance this Plan's self-sufficiency priority of promoting, training and employment opportunities in construction trades.





*Left: Rehabilitation of existing housing stock removes blighted properties from the neighborhood and can provide an affordable option to residents*

# People Vision

## Introduction

Parallel to the housing strategy outlined above, this Transformation Plan establishes specific strategies aimed to improve quality of life and expand opportunities for ***current and future individuals and families living in Mt Vernon Manor***. To that end, the planning team prepared and administered a comprehensive survey with residents who currently live in the complex to establish a baseline understanding of their demographic characteristics and needs.

## Supportive Services | Goals & Strategies

In accordance with requirements established by the Pennsylvania Housing Finance Agency, the Mt Vernon Manor Board of Directors and its partner Diamond & Associates have contracted with Diversified Community Services (DCS), a local community based organization, to provide case management and coordinate services for residents at Mt Vernon Manor. The strategy targets initially residents moving to units rehabilitated in Phase I, but it is expected to be expanded to all 125 households with the completed revitalization project, subject to funding availability.

DCS has developed 4 initial goals for the services to be provided to Mt Vernon Manor residents:

Provide a variety of services to ensure residential stability and prevent homelessness

- Promote self-sufficiency through education and skill building
- Create economic opportunities through job training and employment opportunities
- Promote the well being of families through integrated education initiatives and programs for children, youth and parents.

To achieve those goals, a conceptual set of services and outcomes have been outlined, as described on the following page:

| PROPOSED SUPPORTIVE SERVICES | MEASURABLE OUTCOMES |
|---|---|
| Financial Literacy and Budgeting | All heads of households will have attended counseling sessions and developed a household income/ expense budget and a savings plan. |
| Employment Training and Information / Referral | All residents will have attended orientation sessions focused on employment training options, job openings and job fairs. |
| Case Management Services | Every household will have met with the case manager and discussed family issues, needs, goals and action steps. An individualized Family Plan will be prepared and monitored on a regular basis. |
| Parenting Education | At least 50% of households with school age children will attend a parenting education program. Progress with key issues will be closely monitored on a regular basis. |
| Youth development enrichment programs | At least 50% of households with children under 18 will have enrolled in pre-school or after-school programs run or referred to by the service provider |
| Establishing Tenant Council | A Tenant's Council should be established within a period of 6 months from the date of occupancy, with established leadership and a means for dialogue with the Mt Vernon Manor board. |

## Access to Neighborhood Services and Opportunities

In conjunction with the specific strategies outlined above, neighborhood efforts associated with topics of education, employment, safety, health, youth development and recreation will support positive outcomes for Mt Vernon Manor residents. DCS and Mt Vernon Manor Board of Directors will work closely with organizations representing the broader Mantua community to ensure awareness and residents involvement with initiatives and programs promoted at the neighborhood level. Further information regarding these initiatives is described on Part III – Neighborhood Vision.

*Part III:*

# A Vision for Mantua Community



# Neighborhood Vision

## Vision Statement

"Mantua looks to the future as a community with ***a strong sense of identity***, an ***engaging civic life*** and a ***safe and healthy environment*** that allows individuals and families to thrive as active members of society. Mantua is a place where long-term residents ***choose and are able to stay***, a place that supports families raising ***children*** and provides opportunity to its youth. It is organized from within but connected to the City beyond.

Mantua is ***proud of its history*** and builds on its strengths to improve and expand opportunities for ***self-sufficiency*** among its residents. Strong learning institutions, access to employment, a healthy lifestyle and improved connections to resources will be the building blocks of a positive future for current and future members of the community. This vision will be achieved through ***collaborative work*** involving residents, local organizations, institutions and partners in the private and public sector."

## Guiding Principles

***Build on Mantua's strengths*** Mantua has a wealth of physical, social and individual assets with positive impact for the community. These can become the seed of greater organizations, institutions and opportunities for community and individual development.

***Focus on youth*** Provide opportunities for today's children and young adults to develop into community leaders of tomorrow with a place in Mantua's future.

***Connect people to people, to resources, to places*** There is a wide gap of information about resources already available within Mantua and citywide. Improved connections to these resources will benefit all Mantua residents.

# Key Neighborhood Priorities

1. *Improve Capacity for Civic Engagement*
2. *Ensure Quality Education for Mantua's Youth*
3. *Promote Economic Self-Sufficiency*
4. *Enhance Community Safety*
5. *Promote a Healthier Lifestyle*
6. *Revitalize Mantua's Physical Environment*
7. *Expand Housing Opportunities for All Income Levels*

# 1 Improve Capacity for Civic Engagement

A multilayered approach to capacity building will help solidify the community's organizational ability to advocate and advance the goals of this Plan while also creating opportunities for new leadership to emerge. This effort has already been initiated with the recent completion of critical early action steps, including the creation of the Mantua Civic Association and the Mantua Community Home and School Association.

## KEY STRATEGIES

### 1.1. Establish Mantua Civic Association

Identified by the community as a critical priority for neighborhood transformation, the Civic Association was established in the Summer of 2012 with broad and consistent resident participation. With technical assistance provided by LISC and its consultants, residents were able to frame the structure of the new organization, putting together bylaws, a mission statement and job descriptions for board members. Elections for board members were held in August. The MCA is recognized by the City as a registered community organization and coordinates community review meetings with developers and organizations investing in the community. Members of the MCA have just completed the Philadelphia Citizen Planning Institute Program receiving the designation of "Citizen Planners". That opportunity has heightened the community awareness of community development dynamics, improving local capacity to advance the goals for Mantua's transformation. As the planning process transitions to completion, the MCA will have a critical role in representing the community and collaborating with

local partners for the implementation of proposed strategies.

### 1.2. Establish Community Home and School Association

Also established in 2012, the MCHSA brings parents of McMichael students together to improve parental involvement in the school's governance and children's education. This is the first such organization in Mantua and represents a solid step towards improved education opportunities for local children. Ever since its establishment, the organization has held regular meetings and events bringing together parents, school staff and members of the community. The MCHSA served as a critical voice for the community in its successful effort to remove McMichael from the City's list of schools to be closed in 2013. The MCHSA now works closely with community partners and the School District as the school transitions to a new education and administration model under Promise Academy.

### 1.3. Cultivate Tomorrow's Leadership

**Establish Youth Advisory Board / DB4:** Established in February 2012, DB4 has brought young residents age 18-24 together to address topics of interest to local youth. Now with over a year of experience and collaborative work with multiple organizations in the community, DB4 is expanding its activities to solidify its role as a non-for-profit focused on youth leadership.

**Leadership Academy:** A partnership between LISC, Temple University, APM and WAM! will provide leadership training to 15 youth from Mantua in Summer 2013. The program will provide participants with hands-on approach to action and involvement in the community with additional opportunities for summer internships.

**Community Connectors:** is a program coordinated by PEC with support from LISC and Knight Foundation. Local residents receive training in community leadership and door-to-door outreach with the purpose of maximizing access to information among residents and promote public engagement and leadership.

### 1.4. Expand Mt Vernon Manor Board's Capacity

The experience of leading the Mantua Choice Neighborhoods planning effort over the past two years has given the Mt Vernon Manor Board of Directors the ability to become deeply involved with neighborhood issues that go beyond the Board's core mission: the development and management of Mt Vernon Manor Apartments. As the Transformation Plan moves into implementation, Board members have identified the opportunity to expand the Board's focus to include affordable housing beyond the boundaries of Mt Vernon Manor Apartments as its mission. The addition of new board members with experience in community and real estate development and the Board's ongoing efforts to expand staff represent critical steps in that direction. Over the next 12 months, the Board will continue to restructure itself to expand its presence in the neighborhood, particularly with rehabilitation and construction of affordable housing units while maintaining its core responsibility with residents at Mt Vernon Manor Apartments.

# 2 Ensure Quality Education for Mantua's Youth

Input received from Mantua residents indicates the following as key topics of concern with respect to education:

- Lack of funding for school staff, programs and improved facilities
- Growing percentage of high school drop outs
- Parents' lack of awareness about the importance of early head start and pre-school for young children
- Lack of awareness about programs that support youth learning
- Bullying and peer pressure as factors contributing to discourage school advancement
- Limited after school and recreation options

Mantua's school-age children have access to a number of public and charter schools in West Philadelphia. Morton McMichael, the local elementary school, combines a Head Start (Pre-K) and K-8 programs. Although attended by a significant number of Mantua's children, McMichael is not considered a school of choice among local parents, due to ongoing challenges associated with the school's poor academic performance. The school has capacity for over 700 students but currently serves only 362 children. Recent structural changes in the Philadelphia School District have impacted funding, forcing the school to operate with minimal staff and resources. McMichael was originally listed by the Philadelphia

School District as one of the schools to be closed in 2013 but that decision was reversed thanks to an effective collaboration between WAM!, school staff, parents and Drexel University. A three- year improvement plan was prepared by the Community Home and School Association as part of the dialogue with the School District. As a result, McMichael will remain open and is one of nine schools in the City to undergo complete transformation as a Promise Academy starting this year. The Promise Academy model wiill bring to McMichael additional resources to improve students' academic performance and school climate. The community and its partners will have a critical role in ensuring the appropriate use of those resources for effective outcomes.




## PRIORITY STRATEGIES

The strategies outlined below reflect a vision for a quality education path for Mantua's youth, based on a multi-faceted approach to education that understands the fundamental role that schools, parents and the community have in supporting children's academic success. The strategies are framed around initiatives to improve opportunities at each step of the way – from early childhood, to elementary school, to high school and higher education.

Drexel University has been a critical partner of the community in this effort and has already taken significant steps towards the realization of that vision, as exemplified by the following actions:

- Funding for classroom and activity grants available to all McMichael teachers.
- Funding for structured play and physical activities during recess, before and after school, and throughout the school day.
- Music and tutoring programs for middle year students.
- Continued professional development opportunities for teachers.
- Collaboration on parent/community group, including sponsoring dinners with the principal, and participating in all parent engagement events.
- Playground improvements

### 2.1 Support Pre-K and Early Literacy

*Key partners: MCHSA / McMichael School / School District / Drexel University*

► **Early Literacy**. A collaborative effort between Drexel, Children's Literacy Initiative (CLI) and the community will look to improve children's literacy skills by targeting early literacy instruction in Pre-K classrooms. Through its Model Classrooms, CLI provides coaching, material and professional development opportunities to strenghten teachers' capacity to implement effective literacy practices. Ultimately, the program looks to increase the number of children who reach third grade with solid reading skills.

► **Parent Engagement**. The strategy builds on the successful experience of the Head Start program in engaging parents with their children and learning environment by extending that involvement through kindergarten. Drexel will work with its partners in the community to establish a parent organization initially led by former Head Start parents to help develop new leadership and stronger engagement among parents of chldren transitioning to Kindergarten.

In recent months, local parents partnered with the PSD Office of Early Childhood Education to start the McMichael Parent Literacy program. The new program will be modeled after the Parent-Child Home Program (PCHP) run by the School District and which provides parents and families with material and information to develop learning and language development through the use of books and toys.

### 2.2 Improve Learning Environment at McMichael School

*Key partners: MCHSA / McMichael School / Philadelphia School District / Drexel University*

► **Support professional development for teachers**. To help teachers' effectiveness in the classroom, the school and its partners will increase opportunities for professional development.

► **Revisit school curriculum to promote collaborative learning, thinking and inquiry process**. McMichael is taking steps to transition its school curriculum from a test-driven approach to one that emphasizes critical thinking and collaborative learning.

► **Incorporate technology in the curriculum**. McMichael still lags behind on the subject of technology. Recently, Drexel faculty led an effort to introduce information technology and digital literacy in the curriculum of six K-2 classrooms. That pilot program is currently under evaluation and will be incrementally expanded to other grades.

► **Address school climate and student behavior**. With support from Drexel University, the school engaged in the past year a School Improvement Coordinator who supports the current principal

addressing behavior and school climate issues. The coordinator implements strategies for a positive school environment, focusing on social, emotional and behavioral issues. The position is currently funded for one year. A partnership with Playworks has also allowed the school to provide enhanced behavior support during recess periods.

► **School LIbrary.** The school also plans to hire a dedicated librarian to manage the new library, just recently re-opened in a renovated space and stocked with 2,000 new books. The library is the product of a joint effort between McMichael, the West Philadelphia Alliance for Children (WePAC) and Drexel University.

### 2.3. Improve Learning at local High Schools

*Key partners: Philadelphia School District / Drexel University*

Improved learning at the high-school level will be largely informed by students' preparation at the elementary level. Drexel is currently working with the community and local high-schools to identify opportunities for improved transition and student achievement at the high-school level.

### 2.4. Establish a Path to College Opportunity

*Key partners: Drexel University / Community College of Philadelphia*

The Drexel Dornsife Center is currently in conversation with the Community College of Philadelphia with the goal to offer credit-bearing and certificate programs to local residents. Through its Gateway to College Program, the Community College offers scholarships to School District sttudents age 16-20 who may not have completed high-school. The Program gives students the opportunity to earn a high school diploma while earning college credits toward a dregree or certification.

### 2.5. Establish a Strategy for Parent Engagement

*Key partners: McMichael School / Philadelphia School District / Drexel University / We Are Mantua!*

In addition to the established Mantua Community Home and School Association (MCHSA) described under Priority 1, a collaborative effort with the community is working to establish the Parent University. An initiative between the School District and Drexel University, the Parent University will provide local parents with resources and opportunities for personal development and tools to help them create at home a supportive environment for their children's education. The program will take place primarily at McMichael and will offer a variety of classes, computer training and life skills opportunities. The program will be offered free of charge and will be supported in its first year (2013) with funding from Drexel University and the School District.

# 3 Promote Economic Self-Sufficiency

According to 2005-2009 American Community Survey data, x% of all Mantua households live with annual incomes under $30,000. Approximately 54% of all residents live below poverty level with rates particularly high for children under 18 (75% in Mantua, while citywide rate is 34%). Over 40% of all households rely on food stamps and other forms of public assistance. Along with data indicating that over 30% of residents do not have a high-school degree, these figures reinforce the need to focus on employment, training and skill building as a path to opportunity and economic self-sufficiency for individuals and families in the community.

The strategies outlined below are structured around four key priorities:

1. Support job readiness
2. Connect residents to career pipeline programs available in the region
3. Develop skills in construction trades
4. Support entrepreneurship initiatives

Philadelphia has a wealth of resources to support workforce development and entrepreneurship initiatives. Increasing awareness about those resources among community members and connecting them to opportunities is a primary goal for this plan.

## KEY STRATEGIES

### 3.1. Support job Readiness

*Key partners: Drexel/ People's Emergency Center / LIFT / University City District / Phillyworks*

► **Connect residents to adult education programs:** Maximizing the number of residents with a GED certificate is a key priority for Mantua as most jobs, including low-skilled entry levels positions, require a high-school degree. In order to create opportunities for individuals to acquire the basic education, credentials and skills they need to be successfully employed, WAM! is working with its partners to establish some of these services in the neighborhood. The following investments are anticipated towards that goal:

- The Dornsife Center for Neighborhood Partnerships offers basic literacy and GED classes as well as technology lessons.
- Adult learning and GED Programs: PEC will establish a GED testing location in the Mantua area, anticipated for 2013.
- Computer Literacy Program: Through the Freedom Rings Partnership, a new location for computer learning opportunities will be made available to Mantua residents. The new KEYSPOT will be located at PHA's Mantua Square and will offer free computer use, Internet access and training to local residents.

► **Connect residents to career and financial services:** Access to career and financial services will be made available to residents through two channels:

- PEC existing services to be expanded to all Mantua residents
- Dornsife Center for Neighborhood Partnerships which will establish a satellite office for LIFT, a local organization providing low-income residents with programs targeting economic stability.

### 3.2. Connect Residents to Job Opportunities

*Key partners: WAM! / PhillyWorks/Drexel University/PHA/LIFT/ University City District/ MCIC*

**Future jobs in Mantua**: Building on short-term and long-term investments anticipated for the neighborhood, WAM! will work with its partners to establish a pipeline of employment opportunities for local residents. Efforts such as new housing development initiatives, the supermarket effort and Drexel's Dornsife Center will generate temporary and permanent positions in a variety of fields, including construction, office administration, sales and management. To ensure that a percentage of those jobs remain

in the community, WAM! will look to establish partnerships with future employers while, at the same time, support residents' efforts to become job-ready.

► **West Philadelphia jobs**: The West Philadelphia Skills Initiative works to connect residents of West Philadelphia to job opportunities offered by institutions located in University City. That includes some of the largest employers in the City, such as universities and hospitals. Through the WPSI, residents may have access to specialized training tailored to the specific needs of job positions offered by employers.
Although Mantua residents are eligible to participate in these programs, records indicate that few do. Lack of awareness is one factor but inability to meet basic requirements for participation – often a high-school degree or GED certificate -- has prevented interested individuals from taking advantage of these services.
WAM! will collaborate with the WPSI and other city pipeline initiatives to disseminate information among community members.

► **Opportunities for PHA residents:** Through its Community Partners Programs, PHA offers its residents a variety of educational and training programs targeting fields of growing demand in the region including telecommunications, healthcare and hospitality. Programs generally run a few sessions every year, typically for a period of 4 to 8 weeks.

PHA residents of Mantua represent approximately 15 to 20% of the entire neighborhood population. Although these residents are eligible to receive services and participate in training programs already available through PHA's Workforce Development Center, few actually take advantage of those opportunities. In order to increase awareness among residents, WAM! will support PHA's efforts to improve information and maximize local participation in its programs.

### 3.3. Develop skills in Construction Trades

*Key partners: PHA / Tomorrow's Promise / The Other Carpenter/ Drexel University*

In an effort to address the community's particular interest in construction jobs, WAM! and its planning partners have worked to identify training opportunities at the regional level from which interested residents can gain the skills and experience required to pursue employment opportunities associated with the construction sector:

► **Tomorrow's Promise Pre-Apprenticeship Program:** In a joint effort with WAM! and Drexel University, Tomorrow's Promise, a

local non-profit in Philadelphia, will initiate efforts to offer its well-established 9-week construction training and building maintenance program to Mantua residents. The program integrates theory and practice, allowing trainees to gain hands-on experience in the carpentry trade through real construction projects. Tomorrow's Promise will initiate its work in Mantua with the rehabilitation of the Wrice property, located on 35th Street. The property, historically home to Herman Wrice's Young Great Society, will be renovated to accommodate a new youth center and flexible community space. Tomorrow's Promise program connects its trainees to hiring employers and has a successful track record in placing its graduates in full-time, well-paid employment positions.

► **Home Building Program:** In response to local interest in establishing a home building program in Mantua, local residents skilled in construction trades will join efforts with a local non-profit (The Other Carpenter) to provide residents with hands-on training opportunities in the field. The program targets primarily youth and young adults who will engage in construction projects assisting elderly and low-income homeowners with small repairs and home improvements.

### 3.4. Support Entrepreneurship

*Key partners: Drexel University / PHA / Entrepreneurworks*

Mantua concentrates a variety of resident owned services, including child-care services, contractors, hair salons and auto services. To support existing businesses and encourage development of new initiatives, a coordinated program including technical assistance, services and business training is envisioned for the neighborhood. Entrepreneurworks, a local Philadelphia non-profit focused on supporting small businesses in local communities, has been identified as a key partner in that effort. The organization has an established and successful program oriented to small business development in Philadelphia's low-income neighborhoods. Entrepreneurworks will partner with Drexel University to provide services to the community through the Dornsife Center for Neighborhoods

# 4 Make Mantua a Safer Place

In September 2012, the Mt Vernon Manor Board of Directors and its partners were awarded the Department of Justice's Byrne Criminal Justice Innovation Grant. This opportunity represents a major boost in the process of addressing crime, drugs and violence in the community. Through that grant, WAM! will join efforts with the Philadelphia Police Department, LISC, Drexel, the Philadelphia School District, Mantua in Action and other organizations to further develop and implement crime prevention initiatives focused on the following overarching goals:*

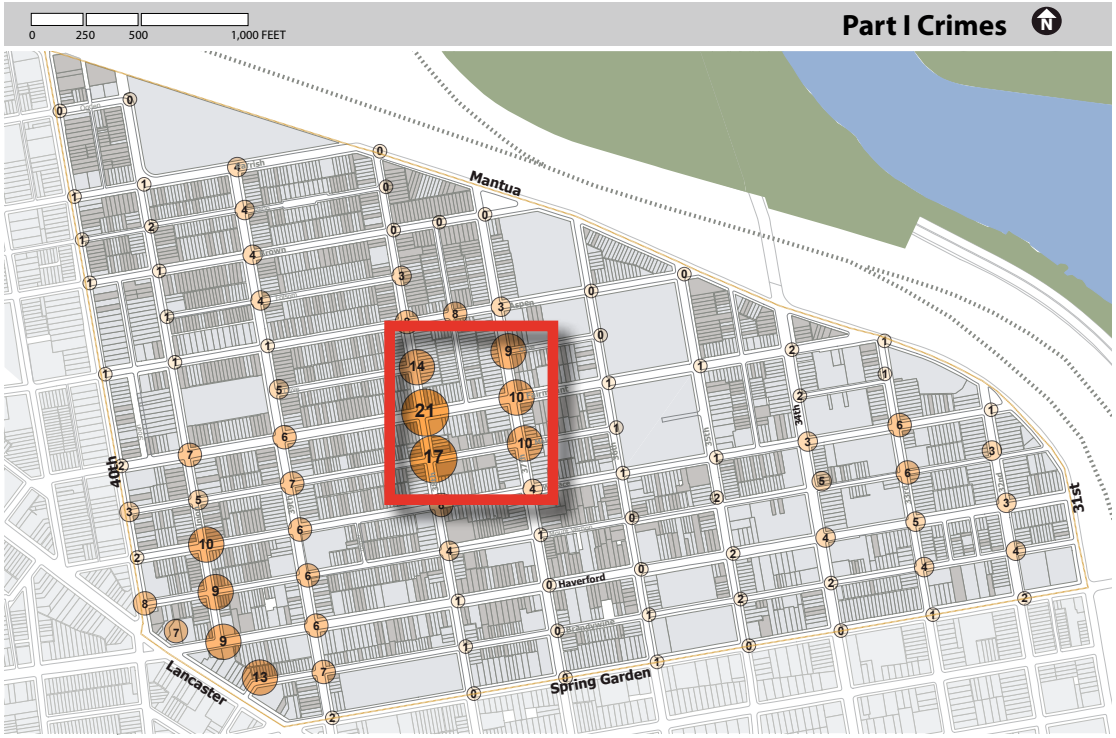
1. Reduce crime, illegal drug sales and use of firearms
2. Improve community social, educational and vocational development
3. Improve the built environment

## KEY STRATEGIES

### 4.1. Address hot-spots for drug activity

*Key partners: Philadelphia Police Dept / LISC*

Mantua has a number of established and commonly known drug dealing points. Residents are well aware of these hot-spots and data provided by the PPD confirms patterns of drug activity on various sections of the neighborhood. Need to expand on the problem. To address these issues, a multi-faceted approach based on improved police enforcement and physical intervention will be required. LISC and the Philadelphia Police Dept will be key partners in this effort. LISC will build on its successful Crime Safety Initiative based on the model of Crime Prevention Through Environmental Design (CPTED).




*The map above illustrates the number of narcotics related offenses occurring within 400 ft of each intersection. The greatest numbers of crime occur along 38th Street between Melon and Olive Streets. Another pocket area with high narcotics related offenses is on Union Street between Haverford Avenue and Wallace Street.*

*Source: City of Philadelphia Crime Maps, K & A analysis*
*Data collected from Jan 1 - June 30 2012*

### 4.2. Build Capacity at the Block Level

*Key partners: Philadelphia Police Dept / LISC / SCI-West*

The implementation of a Neighborhood Watch Program in Mantua was identified as a critical element of a comprehensive safety strategy for Mantua. A coordinated effort between residents and the Police Department will help improve communication of events to the police, expand informal surveillance on the neighborhood streets and reinforce the community's cohesion in its effort to turn Mantua into a safe place for all. WAM! is currently working with the Philadelphia Police Department and key stakeholders to identify critical steps for the establishment of a successful and effective Mantua Watch Program.

### 4.3. Encourage anonymous crime reporting at Mt Vernon Manor Apartments

*Key partners: Mt Vernon Manor management / Philadelphia Police Dept / Residents*

Residents at Mt Vernon Manor have expressed great concern about the challenge of reporting illegal activities taking place within their housing development. Fear of retaliation prevents them from reporting activities witnessed within their buildings, in common halls or neighboring units. Those who take that step have received limited response or action from the part of site management and/or the police. The renovation of existing units at Mt Vernon Manor will certainly improve general safety conditions through improved security systems and reduced vacancy. Nonetheless, management and residents have worked together over the past months to improve communication by encouraging anonymous crime reporting and better enforcement of rules and regulation on lease contracts established with current and future tenants. WAM! is currently working with residents in the development of a form for anonymous reporting.

### 4.4. Reinforce and expand Drug Free Zone

*Key partners: Philadelphia School District / Streets Dept / Local community organizations*

Drug free zones around schools and community facilities create safe places where children and families are protected from exposure to drug-related activities. The Mantua Civic Core, as described under Priority #6 of this Plan, is a section of Mantua with a high concentration of community facilities, which function as daily destination points for local youth and their families. WAM! and its partners in the community have made it a priority to turn this area -- which includes McMichael School, the West Philadelphia Community Center, the public library and Miles Mac among others, -- into a safe environment for families and children, a place that attracts and favors community life, day and night. In partnership

with the Philadelphia School District and other local stakeholders, including residents and City agencies, WAM! will establish a drug free zone covering the blocks between 34th and 37th streets, Spring Garden St and Mantua Ave.

### 4.5. Improve Nighttime Lighting Conditions

*Key partners: Philadelphia School District / Streets Dept / local community facilities*

In the context of scarce public resources, WAM! and its partners will pursue a three-pronged approach to improve nighttime lighting conditions in Mantua, building on public and private resources while also engaging residents and property ownersWAM! will work with City agencies to improve street lighting along strategic neighborhood locations, prioritizing neighborhood corridors and connector streets, public spaces and public buildings.

- Collaborate with City agencies to improve street lighting along strategic neighborhood locations, prioritizing neighborhood corridors and connector streets, public spaces and public buildings. (Refer to Priority #6 for identified improvement areas)
- Encourage local organizations, housing agencies and churches to improve exterior lighting conditions at key community buildings, housing developments and other local landmarks.
- Partner with Philadelphia LISC and local property owners to improve exterior lighting conditions along residential streets through the porch light initiative.

# 5 Promote a Healthier Lifestyle

A range of short and long-term strategies frame solutions aiming to address health and wellness among Mantua residents. LISC, under its Healthy Communities Initiative targeting West Philadelphia neighborhoods, will be a key partner in this effort. HCI brings together local stakeholders to develop coordinated strategies around topics of health, access to healthcare, healthy eating and active lifestyles. The initiative looks to leverage resources and expertise from local universities and healthcare institutions as well as the City's Department of Public Health.

## KEY STRATEGIES

### 5.1. Expand Access to Affordable and Diverse Food Options

*Key partners: WAM! / Civic Association / City of Philadelphia / MCIC / LISC / Drexel / Pennsylvania Horticultural Society*

**Establish a local grocery store**: Dormant for a few years, the grocery store initiative for Mantua has taken new life over the past year, as the City moved to complete land acquisition, hence allowing the project to move forward. The new retail space with close to 25,000sf will occupy the 3600 block of Haverford Ave, filling a void in the community with a full-fledged food retail establishment.

**Community Supported Agriculture Initiative:** Philadelphia offers a number of choices when it comes to CSA programs .

Local urban farms and farms located in nearby communities have established multiple pick-up locations throughout the City making farm fresh food regularly available to residents, specially during summer/fall seasons. Although there are several pick-up locations in West Philadelphia, a convenient location in the neighborhood will benefit Mantua families and senior residents challenged by limited mobility. options. WAM!, the Civic Association and LISC are currently working to attract quality and affordable options to the community.

**Support and promote food growing in the neighborhood**: Using vacant land in the neighborhood to grow food will be another way to improve access to healthy and affordable food options. Philadelphia has a strong tradition of community gardens and urban agriculture not yet reflected in Mantua. Through this planning process, various locations were identified for potential community gardens. Locations nearby community facilities such as playgrounds and community buildings are favored as they will help reinforce the use of those spaces as community amenities..

### 5.2. Improve Access to Basic Healthcare Services

*Key partners: LISC/Public Health/Presbyterian Hospital/CHOP/Drexel*

**Mental health**:

**Information / Education**

### 5.3. Expand opportunities for affordable exercising

*Key partners: WAM! / Drexel University / Dept of Recreation / City of Philadelphia / MCIC*

**Transform Mantua Ave into a greenway:** The opportunity to turn Mantua Ave into a greenway has rapidly captured residents' interest and involvement. Mantua Ave defines the northern edge of the neighborhood and has historically known as an unsafe environment characterized by abandonment and distress. In the early 2000s, a segment of the avenue between 31st and 34th street was improved with a walking path, trees and new lighting. The completion of that effort through 40th St will provide the community with one mile of walking and bikeways with opportunities for public spaces and outdoor fitness equipment along the way. LISC and MCA have already started working with the community in identifying next steps towards further development of that project.

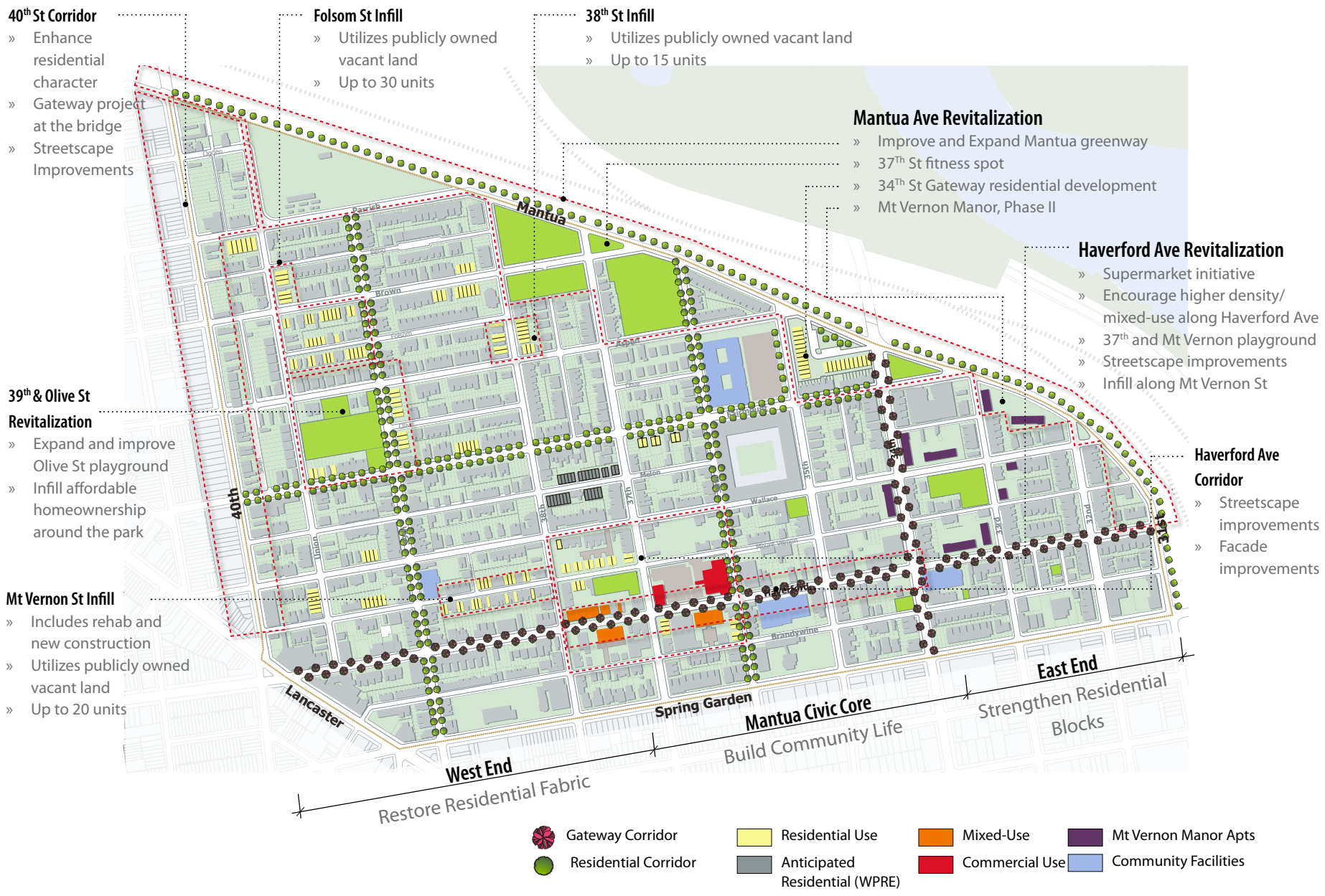
**Expand after school programs:** Building on the successful youth sports and art program offered to the community in the Summer of 2012 (Mantua in Action), Drexel and its partners are currently working with McMichael School to provide a year-round after school program to middle school aged children. The Program will offer a variety of sports and art activities and will include the participation of local residents aged 16-24 who will be trained to work as staff members.

# 6 Revitalize Mantua's Physical Environment

Mantua's physical revitalization will not happen overnight. Much needs to be done to restore the neighborhood's physical fabric and re-establish an environment that supports opportunity for local families and individuals. Improvements will occur gradually and will require solid public-private partnerships for successful implementation.

The strategies outlined below build upon existing neighborhood assets and opportunities created by recent and anticipated investments to restore the neighborhood fabric and strengthen opportunities for community life. A mix of neighborhood-wide initiatives and site-specific efforts will set the path to revitalization, informed by two key goals::

- **Create a Vibrant Neighborhood Core**, the place for community life
- **Restore and Strengthen Residential Blocks**, with complete blocks, safe streets, quality housing and recreation opportunities


40th St Corridor
» Enhance residential character
» Gateway project at the bridge
» Streetscape Improvements
Folsom St Infill
» Utilizes publicly owned vacant land
» Up to 30 units
38th St Infill
» Utilizes publicly owned vacant land
» Up to 15 units
Mantua Ave Revitalization
» Improve and Expand Mantua greenway
» 37Th St fitness spot
» 34Th St Gateway residential development
» Mt Vernon Manor, Phase II
Haverford Ave Revitalization
» Supermarket initiative
» Encourage higher density/ mixed-use along Haverford Ave
» 37th and Mt Vernon playground
» Streetscape improvements
» Infill along Mt Vernon St
39th & Olive St Revitalization
» Expand and improve Olive St playground
» Infill affordable homeownership around the park
Haverford Ave Corridor
» Streetscape improvements
» Facade improvements
Mt Vernon St Infill
» Includes rehab and new construction
» Utilizes publicly owned vacant land
» Up to 20 units
Mantua
40th
Lancaster
Spring Garden
West End
Restore Residential Fabric
Mantua Civic Core
Build Community Life
East End
Strengthen Residential Blocks
Gateway Corridor
Residential Corridor
Residential Use
Anticipated Residential (WPRE)
Mixed-Use
Commercial Use
Mt Vernon Manor Apts
Community Facilities


Mantua
Brown
Aspen
Olive
Melon
Wallace
Mount Vernon
Haverford
Brandywine
Spring Garden
37th
36th
35th
34th
33rd
32nd
Mantua Civic Core
Build Community Life

# Create A Vibrant Neighborhood Core

*Key Partners: McMichael School / PHA / Drexel University / MCIC / West Philadelphia Community Center / Public Library / LISC / Mantua Civic Association*

The section of Mantua defined by 34th and 37th streets, Spring Garden and Mantua Ave presents a unique opportunity to create a strong, identifiable center of neighborhood life. This area already concentrates most of Mantua's civic and institutional facilities, and has, in recent years, been the target of significant housing investments. Recent initiatives -- including Drexel's Dornsife Center, an adult learning center at Mantua Square and improvements at McMichael School -- only solidify the potential for this area to become the heart of Mantua's community life, a place with multiple resources for community and individual development. A cohesive strategy based on strengthened local assets and coordinated physical improvements will reinforce that character and bring about the components of a safe, clean and green environment that supports gathering, learning, shopping and social activities.

## KEY STRATEGIES

### A. Prioritize SAFETY

Focused initiatives to improve safety conditions will encourage pedestrian traffic and establish an environment for community life within the Core.

- **Address area hot-spots,** prioritizing pedestrian routes to schools and community facilities.
- **Improve street lighting conditions** along neighborhood and residential corridors -- Haverford Ave, 34th Street, 36th Streets and Fairmount Ave.
- **Improve exterior lighting condition**s at public buildings and community facilities: McMichael School, West Philadelphia Community Center, Mantua Square, Miles Mack.
- **Promote front porch light** incentives along residential streets





*Improved lighting conditions at community buildings and on the street will enhance the perception and reality of safety*

### B. Complete NEIGHBORHOOD BLOCKS

Small but targeted interventions will help address gaps and breaks within blocks caused by isolated vacant lots and buildings. These gaps can potentially be turned into midblock gardens, play areas or simply acquired by adjacent property owners for side yards or expansions.

- **Prioritize vacant lots** along key pedestrian links (34th and 36th streets, Fairmount Ave, Haverford Ave). Consider infill-housing, opportunity for side yard uses and community uses.
- **Address isolated vacant buildings** through rehabilitation efforts and community oriented uses.



*Murals are community landmarks and ways to communicate the local culture and history. Consider restoring the Wrice mural on a prominent corner within Mantua's core.*

### C. Encourage HIGHER DENSITY housing

The City's anticipated zoning re-mapping effort creates an opportunity to consider higher density development along corridors and large swaths of vacant land in the Core. Priorities should include:

- Properties on Mantua Ave and 34th Street for gateway development
- Properties on the 3600 block of Fairmount Ave
- Work with Mantua Civic Association to establish guidelines for higher density development

### D. Celebrate Mantua's CULTURE and CHARACTER

From small community projects to more significant investments, efforts to improve the public realm will contribute to express and reinforce the neighborhood's pride about its culture and history

- **Restore the Young Great Society property** located on 35th St to include youth related activities
- **Improve streetscape environment** along neighborhood and residential corridors:
- **Install street trees and street furniture** where appropriate.
- **Support property owners** with front yard clean up efforts
- **Support facade improvement initiatives** for retail

establishments and civic buildings and residential buildings

- Fix sidewalks
- **Reinforce pedestrian experience** through improved signage, way-finding, tree planting, bulletin boards and street furniture.
- **Enhance and attract new businesses along Haverford Ave,** between 3400 and 3800 blocks
- **Identify and highlight historic and cultural community landmarks,** including the Fire Department, Wrice property and murals

## E. Establish a CIVIC IMPROVEMENT COALITION

As an organized group of local stakeholders, the Civic Improvement Coalition will maintain and coordinate initiatives associated with improvements of Mantua's Civic Core. Together, these organizations can leverage resources and coordinate efforts for meaningful impact in the neighborhood. Key members of the Coalition should include the Mantua Civic Assocation, Mt Vernon Manor, LISC, PEC, MCIC, the West Philadelphia Community Center, McMichael School, PHA, Drexel University, Miles Mack, the Public Library and Dornsife Center.



*Enhance pedestrian experience with sidewalk improvements along main neighborhood corridors.*




*Example of signage and way-finding identifying community landmarks help reinforce character.*



*Consider playful solutions to enhance pedestrian routes to school*


Mantua
Parish
Brown
40th
Union
38th
37th
Haverford
Lancaster
West End
Spring Garden

# West of the Core, Rebuild the Residential Fabric

*Key Partners: LISC / PHA / PRA / PEC / Private developers / Dept of Recreation / Pennsylvania Horticultural Society*

The western end of Mantua is the portion of the neighborhood in most need of investment and will require solid public-private partnerships. Investments made by the City to clean and stabilize the area over the past decade have created an opportunity for incremental rebuilding process.

## KEY STRATEGIES

### A. Implement a multi-layered VACANT LAND strategy:

Vacant lots in the West End typically fall in one of three categories. Strategies should address these specific conditions:

**A.1 - Individual lots between occupied buildings** will be most appropriate for private use as side yards, community gardens and private home expansions. Supporting residents' efforts to acquire and maintain those properties will help reinforce the residential character of existing blocks and homeowners' stake in the neighborhood.

- Prioritize blocks with significant number of owner occupied units
- Disseminate information about PRA's Front Door initiative for public land acquisition
- Identify funding sources to support private acquisition of the land.

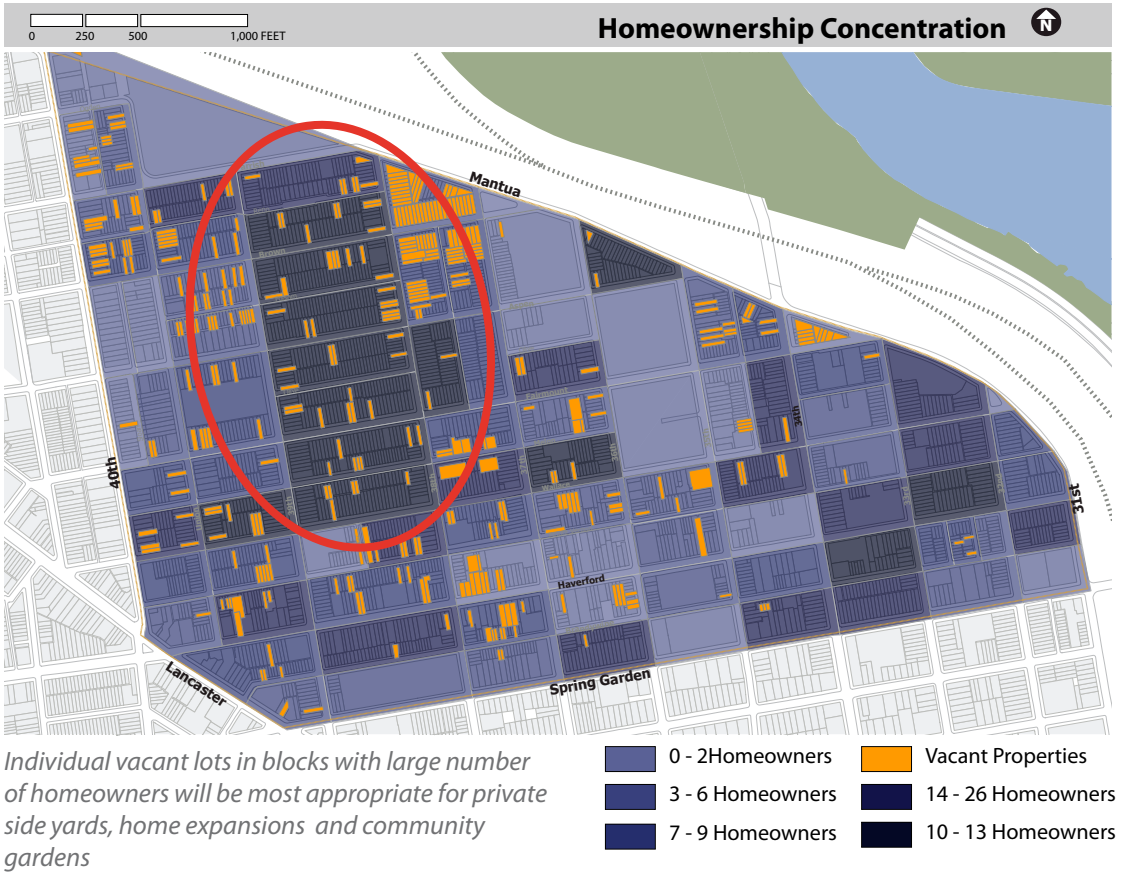
**A.2 - Small areas of contiguous vacant parcels** land themselves for infill housing development. Land assembly will be a key challenge and will require coordinated efforts between the community and City agencies. Priority should be given to areas with concentrated publicly owned land. Identified areas include:

- 38th Street and Aspen St
- 3800 block of Mt Vernon St
- 3900 blocks of Folsom and Brown St

**A.3 - Large swaths of contiguous vacant parcels** create opportunities for large scale revitalization projects. Land assembly and consolidation makes it a long-term project with required significant investments. Three areas have been identified for targeted efforts:

- 3400 block of Mantua Ave
- 3700 block of Mantua Ave
- 40th Street, north of Parrish St

**A.4 - Improved vacant lot maintenance** will be a short-term measure to keep vacant properties safe while redevelopment does not take place. The City maintains lots in the neighborhood through the Vacant Land program from the Pennsylvania Horticultural Society, with MCIC as a local the operating agency. Residents and local stakeholders should work to enhance MCIC's efforts and keep communication about focused problem areas.




*Individual vacant lots in blocks with large number of homeowners will be most appropriate for private side yards, home expansions and community gardens*



*Example of sidewalk conditions in various sections of the West End*



*Opportunity for infill housing*

### B. Implement a HOME REHABILITATION PROGRAM

**Support homeowners** with home repairs and facade improvements, porch restoration, porch light program. Build on SCI-West Green Block Build Experience. Prioritize blocks with significant number of owner occupied units

### C. IMPROVE STREETSCAPE along Fairmount Ave and 39th Street

- **Install street trees and street furniture** where appropriate. Target the Mantua Haverford Community Center, Olive Street Playground area
- **Support property owners** with front yard clean up and landscaping efforts
- **Fix sidewalk**s
- **Reinforce key pedestrian crossings** around community facilities and school routes.


Mantua
East End
Haverford
Garden

# East of the Core, Strengthen Residential Blocks

*Key Partners: Mantua Civic Association / MCIC / Mt Vernon Manor Apts / Drexel University / LISC / local landlords*

With a more consolidated residential fabric, the East End of Mantua requires efforts to strengthen and enhance the physical character of existing blocks. That effort will require different groups in the community -- long term residents, homeowners, students and property owners -- to work together and through gradual and collaborative projects, improve the living environment.

## KEY STRATEGIES

### A. Promote efforts to improve relationship between students, landlords and local residents.

Identified as a key issue among community members, the influx of University students has contributed to neighborhood conflicts and instability. But a recent effort to revitalize a small public space on Natrona St -- Natrona Park – shows the potential for students and local residents to work together to improve the neighborhood. The revitalization of the East End should build on this opportunity and leverage resources that students and property owners can bring to the table. Priority action steps include:

- Establish an ongoing channel of communication between residents, students and landlords
- Encourage local residents to create a "Welcome to Mantua" package of guidelines and neighborhood references for incoming students.
- Work with the universities – Drexel and UPenn – to ensure awareness about neighborhood guidelines

### B. Support maintenance and small repairs

- Work with local homeowners and landlords to repair building facades, maintain front yards and porches.
- Promote Porch Light incentives along residential streets.

### C. Improve neighborhood gateways

- 31st and Spring Garden
- 34th and Mantua Ave

# Key Revitalization Efforts

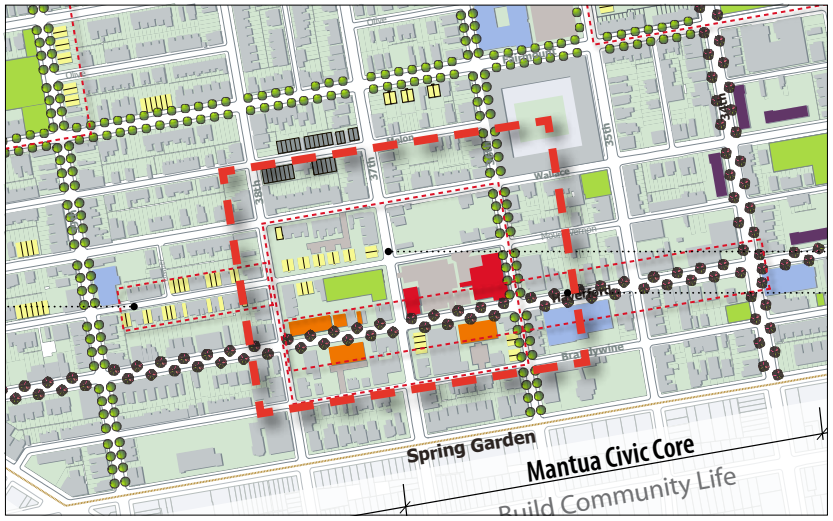
## A. Haverford Avenue Revitalization Initiative

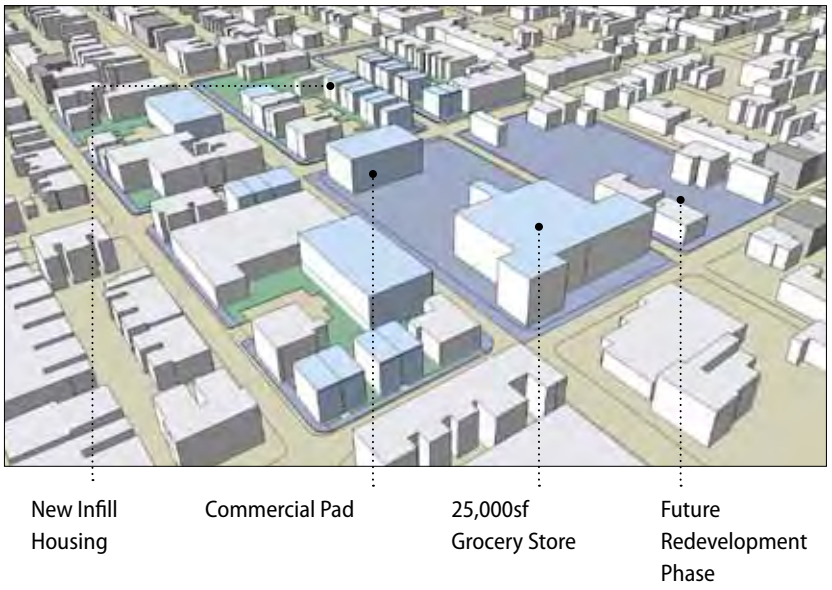
*Key Partners: City of Philadelphia / MCIC / LISC / Private Developers / Parks and Recreation / Trust for Public Land*

The Haverford Avenue Revitalization Initiative targets six blocks of the neighborhood characterized by a high concentration of vacant commercial properties. Located in the heart of Mantua, this area, once redeveloped, can be a catalyst for investment in the entire neighborhood. Steps in that direction have been taken by the City of Philadelphia with the recent acquisition of private land on the 3600 blocks of Haverford and Mt Vernon streets for the development of a grocery store. Redevelopment of the area should reinforce the concept of a neighborhood downtown with a mix of residential, retail and community uses. In line with RES' market study, this area has the potential for a higher density, mixed income residential development.

**Key components of that initiative include:**

- **Supermarket Initiative** with up to 25,000sf of retail space This project has the potential to incorporate other needs identified by the community such as a health clinic, a neighborhood center and a



local restaurant. WAM! will work with MCIC and its development partners to identify the appropriate mix of activities for the area. Careful attention should be given to ensure a harmonious relationship between the supermarket and surrounding blocks. Issues like vehicular access, service zones, trash management and safety should be addressed to minimize negative impact on the surrounding neighborhood.

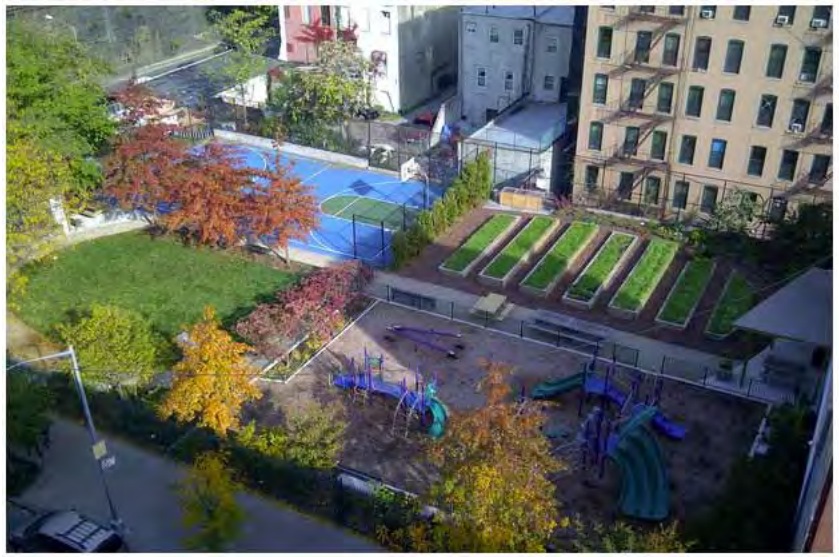
- **Mixed income, higher density housing along Haverford Ave.** As identified on the Vision Plan, there is a potential for new housing along the corridor with opportunities for ground floor retail and/or commercial uses. As per RES' market study, this area has the potential to attract a senior housing development or multi-family housing targeting small households taking advantage of location and easy access to transit.



*Promote higher density housing above retail on Haverford Ave*

- **Infill housing along Mt Vernon St** with new family townhomes or twins.

- **Improved recreation space at 37th and Mt Vernon St.** A partnership between the HUB Coalition, Parks and Recreation and the Trust for Public Land has been established in recent months to bring much needed improvements to this recreation space. The effort will be carried out under the Green2015 partnership which promotes the creation of state-of-the-art play spaces with green infrastructure.



*Example of green space project carried out by Trust of Public Land in New York City*



*Green Resource Center as a temporary use on 38th st*



*Outdoor fitness opportunities along the Greenway*



*Existing stretch of the Greenway stops on 34th St*



## B. The Mantua Avenue Revitalization Initiative

*Key Partners: MCA / Streets Dept / Parks and Recreation / LISC / Mt Vernon Manor Apts / PRA / PHS / National Park Service*

The Mantua Avenue Revitalization Initiative targets the redevelopment of vacant properties along the avenue in the context of a comprehensive set of improvements to enhance and expand the existing greenway along Mantua Avenue. The project builds on the existing improved segment of Mantua Ave (between 31st and 34th streets) to put neglected public and private land into active uses combining new housing with active recreation spaces. Together, those improvements have the potential to establish Mantua Ave as the neighborhood's front yard.

**Key components of that revitalization initiative include:**

**Mantua Greenway**: an opportunity to create a green link with the Fairmount trail system while optimizing the use of City owned land for recreation purposes with x linear feet of tree lined bike and pedestrian paths, outdoor fitness amenities and artistic murals. Improvements should prioritize the segment between 34th and 38th streets, and on a 2nd phase, extend through to 40th street.

Large scale redevelopment opportunities include four areas along the avenue:

- Mt Vernon Manor Apartments / Phase II
- 3400 block of Mantua Ave
- Triangle site on 37th and Mantua Ave
- 3700 block of Mantua Ave

*3400 Block of Mantua Ave*




*3700 Block of Mantua Ave and Triangle on 37th*



### C. The Olive Street Playground Revitalization Initiative

The 39Th and Olive Street Playground Revitalization Initiative targets improvements to the playground area combined with new homeownership initiatives surrounding the park. It looks to enhance and expand opportunities for multi-generational outdoor activities establishing a true focal point for the community and creating, as a result, a positive environment for investment in affordable homeownership. These efforts build on and complete recent homeownership investments made in the area (Union Hill Homes).

*Key Partners: City of Philadelphia (Recreation / PRA) / LISC / Private developers*

**Key components of that revitalization initiative include:**

- An enhanced and expanded public space at Olive St.
- Infill affordable homeownership along the edges of the park, prioritizing 39th Street and Fairmount Ave.






# 7 Expand Housing Opportunities

Mantua has seen a significant amount of development activity in recent years with affordable rental housing and student housing leading the way in terms of development trends. Ongoing university expansion with increasing number of students and growing demand for student housing have pushed the boundaries of new development into the neighborhood with new construction and the conversion of single family homes into student apartments. The threat of displacement is an ongoing concern among local residents and stakeholders and has been intensively discussed during the planning process.

Development pressure will continue to increase due to Mantua's proximity to Center City and the expansion of its institutional neighbors. A set of targeted strategies protecting homeowners preserving and expanding affordable housing options will ensure that Mantua residents are able to remain and benefit from the neighborhood's transformation. The following strategies are designed to prevent displacement and, at the same time, guide Mantua's growth into a healthy, diverse and affordable community.

## PRIORITY STRATEGIES

### 7.1. Preserve Existing Homeownership

*Key partners: OHCD / LISC SCI-West / Drexel University / PHA / People's Emergency Cente*

The need to support long-term homeowners in their efforts to preserve their homes and protect their assets was identified as a top priority by the community. To address these needs, a two-pronged strategy is currently being evaluated by WAM! and its partners:

**Protect Ownership:** Connect residents to existing services and programs offering legal and financial assistance. The City, together with non-profit organizations, offers a wealth of services and opportunities to help address issues associated with foreclosures, tangled titles, taxes, among others. This effort seeks to raise awareness about already available resources and bring those services to residents through homeowners' workshops and other methods of assistance and information dissemination.

**Preserve Assets:** Connect residents to free home repair and energy efficiency assistance programs. Improvements will extend the life of homeowner's assets while helping lower maintenance and utility costs. A multi-faceted strategy based on existing City programs and initiatives by the non-profit sector is under evaluation. The effort will require support from OHCD, LISC and local community-based organizations.

### 7.2 Expand affordable homeownership opportunities

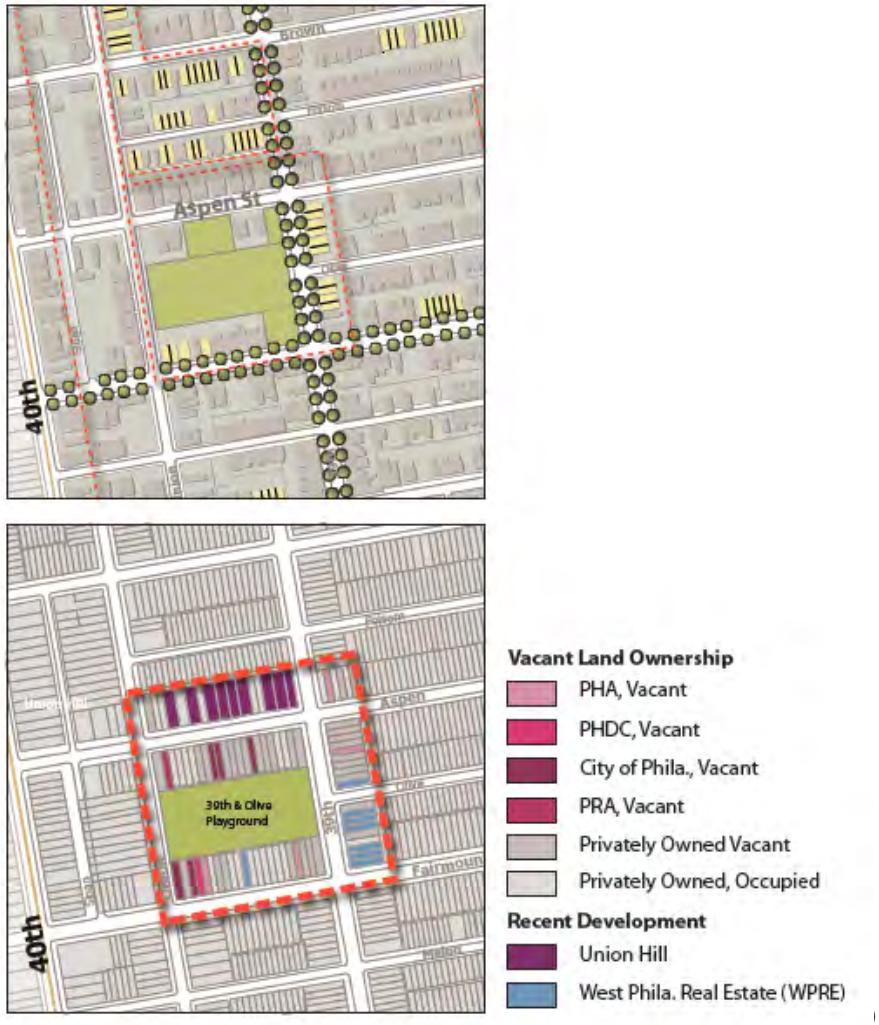
*Key partners: Mt Vernon Manor / OHCD / PRA / PHA*

Residents have emphasized the need to expand homeownership options in Mantua. There is a general belief among members of the community that younger residents and their families are forced out of the neighborhood due to lack of good quality and affordable housing options. The partial success of Union Hill has shown, however, that a successful homeownership initiative will require more than just new housing units, but a comprehensive

*Union Hill for-sale housing units recently completed in west Mantua*



revitalization strategy that includes improved safety conditions, better access to amenities, good schools and an overall neighborhood environment conducive to families and children. To achieve that goal, WAM! and its partners are working with City agencies, property owners and local developers to establish a homeownership program based on combined strategies of rehabilitation and new construction. This effort, while applicable to the entire neighborhood, will target primarily the western end of Mantua, more specifically the blocks surrounding Olive St Playground New homeownership opportunities in this area will help stabilize those blocks with significant concentration of owner occupied units while building on and enhancing the investment made on the new Union Hill homes. The Olive St playground will play an important role as a catalyst for improvement and investment in the area. As an improved public amenity, safer and with multiple options of recreation and activities for residents and their families, that public space has the potential to become another neighborhood landmark and leverage interest for further housing investment. Drexel University's program for homeowners' assistance targeting university's staff will provide a significant boost in Mantua's homeownership efforts, also contributing to attract investments to the area.



### 7.3 Expand affordable rental opportunities

*Key partners: OHCD / PRA / PHA / PEC / WPRE*

According to RES' housing market study, demand for rental housing units continues to grow in the West Philadelphia market area. The study suggests that Mantua can build on this opportunity to promote the revitalization of those sections of the neighborhood with large concentrations of vacant land. The following sections of the neighborhood may be targeted for new rental housing:

- **38th Street, north of Aspen St** / potential for 14 new units
- **3900 blocks of Folsom and Brown streets** / potential for 36 new units
- **3700 / 3800 blocks of Mt Vernon St** / potential for 20 new units

WAM! and its partners are currently in dialogue with key public and private entities to pursue a development process based on combined resources at the City, state and federal levels for subsidized housing programs.

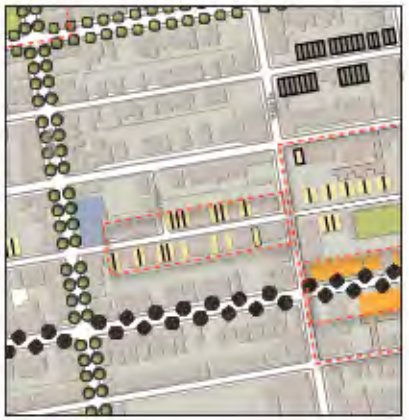
**Senior housing:** Still in the realm of affordable rental opportunities, the RES market study has also identified a demand within the West Philadelphia market area for subsidized senior housing. A successful development will require special attention to location. While there is an abundance of vacant / developable land in the neighborhood, only areas that provide convenient access to shopping and services and are perceived as safe places to live will be attractive to that type of development. WAM! is currently exploring such opportunities with its partners in the public and




*38th Street north of Aspen has the potential for 14 new units and the renovation of three vacant properties. The majority of the parcels to be used are publicly owned, with PHA as the dominant landowner.*



*3900 Block of Folsom and Brown Streets has the potential for 36 new units. New development would utilize currently vacant land and would not require demolition. The largest public landowner in the area is the City of Philadelphia.*



*3700 and 3800 Blocks of Mt Vernon Street has the potential for 20 new units. Another 5 publicly owned abandoned structures could be renovated. PHA is the largest public landowner in the site area.*



**Vacant Land Ownership**

- PHA, Vacant
- PHDC, Vacant
- City of Phila., Vacant
- PRA, Vacant
- Privately Owned Vacant
- Privately Owned, Occupied

**Recent Development**

- Union Hill
- West Phila. Real Estate (WPRE)




**Vacant Land Ownership**

- PHA, Vacant
- PHDC, Vacant
- City of Phila., Vacant
- PRA, Vacant
- Privately Owned Vacant
- Privately Owned, Occupied

**Recent Development**

- People's Emergency Center (PEC)
- West Phila. Real Estate (WPRE)

private sectors.

### 7.4 Expand opportunities for mixed income housing

*Key partners: OHCD / PRA*

While housing affordability is a key priority for residents in the community, expanding housing options to different groups of households and income levels in targeted areas will bring positive change to the entire neighborhood. Close proximity to destinations in University City and easy access to transit make the section previously described as the Haverford Ave Revitalization Area the ideal location for new multifamily housing development. According to RES' housing study, there is a solid market for a development in this area with a unit mix targeting households with incomes from 20 to 80% of the area median income.

### 7.5 Employ zoning to guide development

*Key partners: MCA / PCPC / Residents*

Mantua residents have the opportunity to shape development in the neighborhood with the citywide zoning remapping effort anticipated to occur in the near future. Currently the majority of Mantua's properties are zoned RM-1 (Residential Multi-Family-1) This zoning classification permits multi-family construction and conversions even on blocks that have historically had a single-family character. The RM-1 classification also excludes commercial uses and limits height to 38feet. The zoning remapping process will provide the opportunity to review existing zoning according to desired development patterns. Strategic remapping according to community objectives will help preserve single-family character where appropriate and create opportunities for higher density and commercial development in targeted locations. Strategically employed, the remapping effort will shape development patterns, provide opportunities for a diversity of housing options, and protect the character of neighborhood.

## Consistency with other planning efforts

The Mantua Transformation Plan was informed by a number of recent planning initiatives with direct impact for the Mantua community:

**Philadelphia 2035** is the result of the City's most recent comprehensive planning effort. Adopted in 2011, Philadelphia 2035 Citywide Vision constituted the first phase of the process, establishing a framework for the City's future physical development. The City is currently working on the second phase of that effort, preparing 18 District Plans with focused recommendations for local communities. The West District Plan, which includes Mantua, is anticipated for 2014. As a member of the WAM! Steering Committee and Mantua Collaborative, the Philadelphia City Planning Commission has been involved in the planning process and has provided feedback to ensure consistency between plans. (2011)

**New Philadelphia Zoning Code** was adopted in August 2012. The process will be followed by a remapping effort on a district-by-district basis. Zoning remapping give the Mantua community an opportunity to evaluate current development patterns and advance the goals and objectives established under the "We Are Mantua" planning effort (2012).

**Year 38 Consolidated Plan Year 2013- 2017** establishes the City's budget for 2013 and a comprehensive strategy for housing and community development for the next five years. Mantua continues to be a target area for City's resources with new housing projects anticipated for 2013. In addition to Mt Vernon Manor Apartments, which received NSP2 funding for its Phase I redevelopment, other local projects will move forward with financial support from the City, including PEC's affordable rental units and WPRE's scattered site units (2012).

**Lower Lancaster Revitalization Plan** is the result of a planning effort led by PEC, addressing the revitalization of the Lancaster Avenue commercial corridor and surrounding neighborhoods.. Due to significant overlap between the study areas covered by that initiative and the Mantua Choice Planning effort, a Mantua Collaborative group including partners involved in both planning efforts was established to ensure coordination and information sharing (2012).

**Drexel University Campus Master Plan** guides the University's physical expansion. The Plan calls for growth within the boundaries of the existing Campus with opportunities for new student housing along Chestnut Street and Lancaster Ave. Demand for housing in

neighborhoods surrounding the University will continue to grow, primarily for graduate student housing and will be met through private initiatives carried out by private developers and property owners (2012).

**Powelton Village Neighborhood Plan (2011)** guides investments and development in Powelton Village, a neighborhood immediately south of Mantua and adjacent to Drexel University campus (2011).

**Philadelphia Green 2015** is a city-wide initiative to address sustainability through a variety of programs. Stated goals of the plan include retrofit 15% of housing stock; stormwater Federal Compliance (Green City Clean Waters); park and recreation amenities within 10 minutes walk; access to local food; infrastructure repair; green jobs; 500 acres of new park land (Green 2015); increased tree coverage. The Mantua Transformation Plan harnesses these objectives and utilizes "Greenworks" initiatives to forward the neighborhood goals and objectives identified through the community planning process (2012).

**PRA "Front Door"** Through its "Front Door" system, the Philadelphia Redevelopment Authority has streamlined the process for purchasing and leasing publicly owned land by creating a singular reference point and process. The database is available online and allows interested parties – both private and non-for-profit organizations - the opportunity to apply for acquisition of city owned properties (2012).

**Connect the Circuit Initiative** A Collaborative effort by non-profit organizations, foundations and public agencies to complete and expand the network of recreation trails in the Philadelphia region. The Mantua Greenway is identified as a segment of the Circuit -- the Westbank greenway --, connecting different portions of the Fairmount Park system. "We Are Mantua" will work together with Connect the Circuit to implement its "segment" of the system (2012).



# *Part IV:* Moving to Implementation

The implementation of a community plan as multi-faceted and comprehensive as the Mantua Transformation Plan will require multiple partnerships and the leadership of a number of organizations, including local community groups, City agencies, local institutions and partners in the private and non-for-profit sectors. Implementation will require coordination, assigned responsibilities, clear timeframes and an upfront knowledge of the costs and potential funding sources available to support each initiative through completion.

This section provides a quick summary of established priorities for Mt Vernon Manor and Mantua as outlined in this document. It describes preliminary assumptions regarding roles and required partnerships as well as timeframes associated with implementation of each strategy.

Over the next few months, WAM! will continue to work with the City and its partners to refine aspects of the plan, establish implementation priorities and verify leadership roles. An important step in that direction will be the plan's acceptance by the Philadelphia City Planning Commission. An accepted plan ensures that the City recognizes and supports the goals and of the plan. That will be relevant as the Planning Commission moves to prepare the West District Plan, which includes Mantua, among other West Philadelphia neighborhoods. As described on the implementation matrix, the plan is anticipated to be fully implemented within a period of 10 years, with critical milestones along the way.

## Strategic Partnerships

Over the period of the planning process, a few organizations have emerged as critical partners with potential lead roles in the implementation of the Mantua Transformation Plan

The **Housing Component**, currently focused on Mt Vernon Manor Apartments, will continue to be led by the Mt Vernon Manor Board of Directors. With completion of Phase I anticipated for August 2013, the Board will move forward with the renovation of the remaining 50 units (Phase II). The Board is currently in dialogue with Dale Corporation, a local developer of affordable housing, as potential development partner for Phase II. The Board will also keep ongoing dialogue with OHCD, PRA and PHA to expand affordable housing opportunities through development and rehabilitiation of vacant properties.

The **Neighborhood Component** will be coordinated by a collaborative effort of the following key partners:

- **Philadelphia LISC** will be a key partner in the implementation of several neighborhood strategies, coordinating primarily efforts associated with safety, health and wellness and physical development. LISC will also continue to be a key player in the implementation of workforce, education and housing initiatives.
- **Drexel University** will continue to support education and youth development efforts, coordinating the implementation of education and youth development strategies. Drexel will support the implementation of workforce, safety and housing initiatives.
- **People's Emergency Center** is a natural partner for neighborhood services given its presence in the community and the wide range of programs it makes available to local residents. PEC will also support the implementation of other initiatives, including housing and health & wellness.

In addition to key leading entities, WAM! and its partners will continue to expand the role of the Mantua Collaborative as a forum for coordination between partner organizations involved in the process of implementation. The Collaborative will provide partners a platform for oversight, coordination, evaluation and other activities to help advance implementation. It will also have an important role in assessing progress and evaluating the impact of initiatives through measured outcomes.

As it moves to complete the planning process, WAM! has initiated dialogue with City agencies to evaluate the opportunity of an application for CNI Implementation funding in 2014. Over the next few months, WAM! will continue that dialogue while also pursuing alternative funding options. Although a successful CNI implementation grant would be the optimal outcome of this planning effort, WAM! and its partners

# Mantua Transformation Plan
# NEIGHBORHOOD PRIORITIES
- Implementation Matrix -

| PRIORITY | STRATEGY | TIMEFRAME | KEY PARTNERS | POTENTIAL FUNDING SOURCES | ESTIMATED COSTS |
|---|---|---|---|---|---|
| **1** **Improve Capacity for Civic Engagement** | **1.1) Establish Civic Association** | ***Early Action Step*** | *WAM! /Residents / LISC / Philadelphia Planning Commission* | *LISC* | *($25,000)* |
| | **1.2) Establish Community Home and School Association** | ***Early Action Step*** | *WAM! / Residents McMichael/Drexel* | *Drexel* | *($1,000)* |
| | **1.3) Cultivate tomorrow's leadership**<br>• Youth leadership / DB4<br>• Leadership Academy<br>• Community Connectors | ***Early Action Step*** | *WAM!/LISC/Residents/Drexel* | *Knight Foundation/Drexel* | *$25,000* |
| | **1.4) Expand Mt Vernon Manor Board's Capacity** | *1-Year* | *Mt Vernon Board / WAM! / LISC* | *TBD* | *$5,000* |
| **2** **Ensure Quality Education for Mantua's Youth** | **2.1) Support Pre-K and Early Literacy** | *3-Year* | *McMichael / Drexel / School District / Children's Literacy Initiative* | *School District / others TBD* | *$1,250,000* |
| | **2.2) Improve Learning Environment at McMichael**<br>• Professional development for teachers<br>• School climate<br>• School facilities | *5-Year* | *McMichael / WAM! / Drexel / School District* | *School District / Drexel / others TBD* | *$300,000* |
| | **2.3) Improve Learning at local High Schools** | *5-Year* | *Local high-schools / Drexel* | *TBD* | *TBD* |
| | **2.4) Establish a Path to College Opportunity**<br>• Community College | *3-Year* | *Drexel /Dornsife Center Community College* | *Drexel / others TBD* | *$150,000* |
| | **2.5) Establish a Strategy for Parent Engagement**<br>• Establish Parent University | ***Early Action Step*** | *McMichael /WAM! / MCHSA / Drexel / School District* | *School District / Drexel /others TBD* | *TBD* |

| PRIORITY | STRATEGY | TIMEFRAME | KEY PARTNERS | POTENTIAL FUNDING SOURCES | ESTIMATED COSTS |
|---|---|---|---|---|---|
| **3** **Promote Economic Self-Sufficiency** | **3.1) Support job readiness**<br>• Adult education programs<br>• Career and financial services | *3-year* | *PEC / LISC / Philadelphia Works / Clarifi* | *TBD* | *$300,000* |
| | **3.2) Connect residents to job opportunities**<br>• Future jobs in Mantua<br>• Jobs in West Philadelphia<br>• PHA training and job opportunities | *3-year* | *PEC / LISC / UCD / PHA / Dornsife Center* | *TBD* | *$500,000* |
| | **3.3) Develop skills in construction trades**<br>• Pre-Apprenticeship Program<br>• Home Building Program | *3-year* | *Mt Vernon / WAM! / PHA / Drexel/ Tomorrow's Promise* | *Dept of Labor / TBD* | *$500,000* |
| | **3.4) Support Entrepreneurship**<br>• Technical assistance to local businesses<br>• Small business development | *1-year* | *Building Trades Council / The Enterprise Center/ Entrepreneur Works* | *TBD* | *$250,000* |
| **4** **Make Mantua a Safer Place** | **4.1) Address hot-spots for drug activity**<br>• Physical Environment<br>• Youth Prevention and intervention services | *3-year* | *WAM! / LISC / PPD / US Attorney's Office/Public Safety Initiative/Mantua in Action/EducationWorks* | *BCJI Grant/Others TBD* | *$1,000,000* |
| | **4.2) Build Capacity at the Block Level**<br>• Identify block leaders for block organization<br>• Connect leaders to resources<br>• Build knowledge around public safety | *3-year* | *WAM! / LISC / PPD Partnership CDC / US Attorney's Office* | | |
| | **4.3) Encourage anonymous crime reporting**<br>• Mt Vernon Manor Apartments<br>• Mantua community | *3-year* | *WAM! / MCA/ PPD / Residents* | | |
| | **4.4) Reinforce and expand Drug Free Zone**<br>• Increase signage<br>• Expand boundaries around public facilities<br>• Increase enforcement | *3-year* | *WAM! / MCA / School District / PPD / City of Philadelphia* | | |
| | **4.5) Improve nighttime lighting conditions**<br>• Street lighting<br>• Exterior lighting / community buildings<br>• Porch Light Initiative | *3-year* | *WAM! / MCA / LISC / Streets Dept* | | |
| **5** **Promote a Healthier Lifestyle** | **5.1) Expand access to food options**<br>• Establish a local grocery store<br>• CSA Initiative<br>• Promote food growing in the neighborhood | *3-year* | *MCA / LISC / MCIC / PHS* | *Wells Fargo / McClain Foundation* | *$250,000 (**)* |
| | **5.2) Improve access to basic healthcare services**<br>• Mental health<br>• Information / education<br>• Connect to services outside of Mantua | *3-year* | *WAM! /LISC/ Presbyterian Hospital / City Health Dept / Public Health Mgmt / CHOP* | *TBD* | *$!,000,000* |
| | **5.3) Promote affordable exercising activities**<br>• Youth Programs<br>• Outdoor fitness opportunities | *3-year* | *WAM! /MCA / LISC / Drexel / Parks and Recreation / Mantua in Action / Nat'l Park Service / MCA* | *Lenfest Foundation / Aberdeen Foundation* | *$1,000,000* |

| PRIORITY | STRATEGY | TIMEFRAME | KEY PARTNERS | POTENTIAL FUNDING SOURCES | ESTIMATED COSTS |
|---|---|---|---|---|---|
| **6**<br>**Revitalize Mantua's Physical Environment** | **6.1) Create a Vibrant Neighborhood Core**<br>• Prioritize safety<br>• Complete blocks<br>• Encourage higher density housing<br>• Celebrate culture and character<br>• Establish a Civic Improvement Coalition | *10-year* | *WAM! / LISC / PIDC / MCA / McMichael / PHA / Miles Mack / Community Center / MCIC Library / Dornsife Center / Local Retail* | *LISC / PIDC – Storefront Program, BID Assistance, Commerce, DCED* | *$1,000,000* |
| | **6.2) East End – Strengthen Residential Blocks**<br>• Complete Phase II – Mt Vernon Manor<br>• Promote collaboration between residents, students and landlords<br>• Support maintenance and small repairs<br>• Improve neighborhood gateways | *5-year* | *Mt Vernon / MCA / Drexel / LISC / MCIC* | *LISC / Basic System Repair / Façade Grant Program* | *$1,000,000* |
| | **6.3) West End – Rebuild the Residential Fabric**<br>• Implement vacant land strategy<br>• Promote Home Rehabilitation<br>• Streetscape Improvements / Fairmount Ave | *5-year* | *Mt Vernon Manor / LISC/ PHA / PRA / OHCD/ PEC/ PHS / Sheriff's Office / Rebuilding Together Philadelphia* | *PHS / Sheriff's Office / CDBG/HOME / Basic System Repair / PHIL Loans / LISC / DCED* | *$3,000,000* |
| | **6.4) Key Revitalization Project / HAVERFORD AVENUE**<br>• Supermarket Initiative<br>• Higher density housing<br>• 37th Street Playground | *5-year* | *CITY / PRA / LISC / Private Developers / TRF/ PIDC / Commerce / RCAP / TPL* | *TRF / LISC / PIDC / Commerce / RCAP / HOME/CDBG / Trust for Public Land* | *$30,000,000 (***)* |
| | **6.5) Key Revitalization Project / MANTUA AVENUE**<br>• Create Mantua Greenway<br>• Promote redevelopment of large vacant plots | *5-year* | *CITY / PRA / Parks and Recreation / MCIC / LISC / Private Developers* | *PHS- Land Care / Private foundations / Parks & Recreation* | *$2,000,000 (***)* |
| | **6.6) Key Revitalization Project / 39TH AND OLIVE ST**<br>• Enhance playground space<br>• Develop infill for-sale around playground | *10-year* | *CITY / PRA / LISC / Private Developers / Rebuilding Together* | *Parks & Recreation Dept / Private foundations* | *$1,000,000 (***)* |
| **7**<br>**Expand Housing Opportunities** | **7.1) Preserve existing homeownership**<br>• Preserve ownership<br>• Preserve assets | *5-year* | *Mt Vernon Manor / LISC / PEC / Drexel / Rebuilding Together* | *OHCD/PHDC (Housing Counseling, Heater hotline, Basic Systems Repair) PHIL Loans* | *$3,000,000* |
| | **7.2) Expand affordable homeownership opportunities** | *5-year* | *LISC / OHCD / PRA / Private developers* | *LISC/ CDBG/HOME, Private funding* | *$5,000,000* |
| | **7.3) Expand affordable rental opportunities**<br>• 38th Street x Aspen St<br>• 3900 block of Folsom St<br>• 3700 and 3800 blocks of Mt Vernon St | *5-year* | *Mt Vernon Manor / LISC / OHCD /PHFA / PRA / Private Developers* | *LISC/LIHTC/CDBGHOME, FHLB/PHA Capital Funds, private funding* | *$25,000,000* |
| | **7.4) Expand mixed income housing opportunities** | *10-year* | *LISC / OHCD / PHFA / PRA* | *LISC/CDBG/LIHTC/ Bond financing, Private* | *$15,000,000* |
| | **7.5) Employ zoning to guide development** | *5-year* | *MCA/PCPC/Residents* | *TBD* | *TBD* |

(*) Proposed Implementation Timeframes:

Early Action Step Implemented within the period of the planning process
1-Year To be implemented within a 1-year period from June 2013
3-Year To be implemented within a 3-year period from June 2013
5-Year To be implemented within a 3-year period from June 2013
10-Year To be implemented within a 3-year period from June 2013

(**) Supermarket development costs not included. Included under Priority 6 – Physical Environment

(***) Housing development costs not included. Included under Priority 7 – Housing Opportunities