

# R/UDAT

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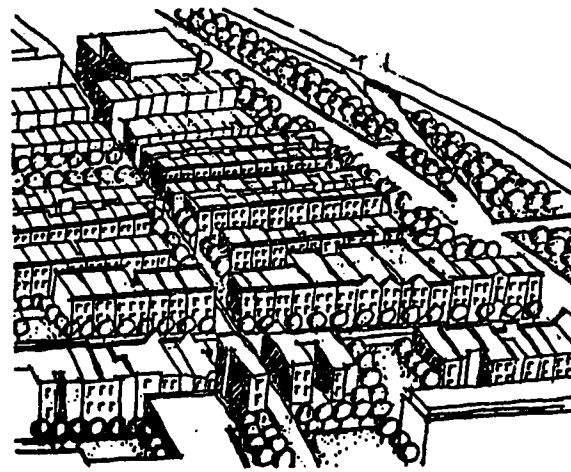
*North Philadelphia*



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*October 1990*

# A Vision for North Philadelphia



## FOREWORD

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The Urban Planning and Design Committee of the American Institute of Architects has conducted Regional/Urban Design Assistance (R/UDAT) projects in more than 100 U.S. cities since 1967. This North Philadelphia R/UDAT is one of the most ambitious.

Each R/UDAT Team is specially tailored to suit the issues presented in a specific project. The North Philadelphia Team includes planners, architects, youth and community organization specialists, and economists experienced in working in older cities.

We were invited to North Philadelphia by a coalition of community and city leaders and the Philadelphia Chapter of the American Institute of Architects to take a fresh look at some longstanding and pressing needs and problems, with no preconceived ideas, and suggest some ways to tackle them.

Thanks to the excellent work of the local R/UDAT Steering Committee and the support of dozens of students and volunteers, we gained a very good understanding of the potential and the problems of North Philadelphia in a very short time.

During our four-day visit, we listened to the concerns, ideas and hopes of North Philadelphia's citizens, businesspersons, and

community leaders; and public officials whose activities and plans affect life in the area. We toured North Philadelphia by foot, bus and car and reviewed plans, reports and studies about the area done during the last several years.

Based on what we heard, saw and read, we offer proposals ranging from broad planning guidelines to block improvement programs; from an overhaul of major transportation facilities to expanding day-care services.

This is not a comprehensive plan. Some major issues, such as the plague of drug use and serious deficiencies in public health services, are critical but not directly addressed. Some of our proposals are intended to stimulate debate and further exploration, not immediate acceptance.

North Philadelphia is not a compilation of statistics and charts. It is thousands of people in an area that is an integral part of Philadelphia's past, present, and future. No one concerned about the city's future can ignore North Philadelphia's problems and potential. North Philadelphians deserve to live with dignity, to raise their children safely, and to have access to the same economic opportunities enjoyed by all Philadelphians. They are entitled to nothing less.

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We listened carefully to North Philadelphians, and took what we heard seriously. As can be seen on the following pages, we identified many issues, offered many proposals. However, all our proposals were guided by four basic messages that rose above the specific issues. They were the Words We Worked By:

**Our future is in our children.**

**We want to improve North Philadelphia ourselves for ourselves.**

**North Philadelphia is where we intend to stay.**

**North Philadelphia should symbolize our pride and our power.**

*Carl Lewis*  
*Fred Brown*  
*Rock Kuru*  
*N. Ross Ford*  
*M. Blaylock*  
*Russell Grier*  
*Leid Pitts*  
*Robert Richardson*  
*Gene Raymond*  
*Hubert*  
*Dale J. Munkham*

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**This North Philadelphia R/UDAT Report was prepared at the conclusion of a visit by a Regional/Urban Design Assistance Team (R/UDAT), a multi-disciplinary team of specialist assembled by the American Institute of Architects (AIA), brought to North Philadelphia by the Philadelphia Chapter of the AIA. Additional copies may be obtained by contacting the Chapter, 117 South 17th Street, Philadelphia, PA 19103.**

**First Edition:                   October 22, 1990  
Second Edition:               December 11, 1990**

**This edition of the R/UDAT Report differs from the first in the following ways:**

- a. references to the appendices where appropriate,**
- b. biographies of the team members,**
- c. labels on illustrations and pages,**
- d. selected examples of media attention.**

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## PAST AND PRESENT

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We focused our attention on the transportation corridors and several neighborhoods located within the center of North Philadelphia. Bounded between 22nd Street and 8th Street, and Allegheny Avenue and York Street, this area forms a large and diverse community. Within this boundary lies the intersection of Broad Street and Lehigh Avenue, where the Amtrak and SEPTA regional rail lines cross. SEPTA's North Broad Station is several blocks south. These two commuter rail stops, along with SEPTA's North Broad Street Subway Station and numerous bus and trolley lines, make this area one of Philadelphia's most accessible areas. It provides exceptional access to destinations within the city, the region and the Northeast Corridor.

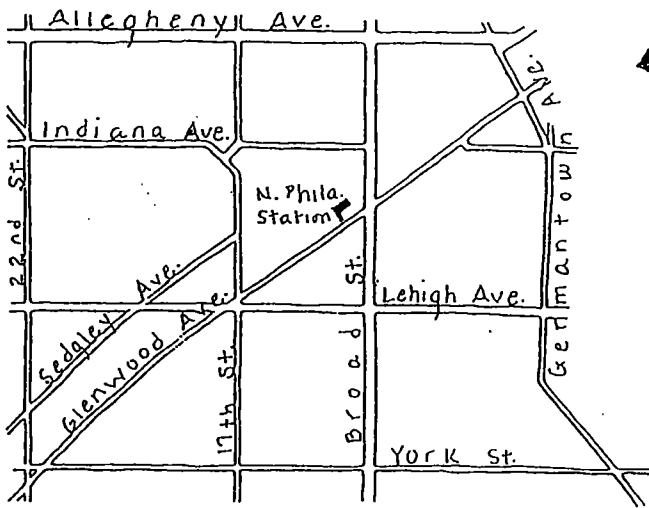
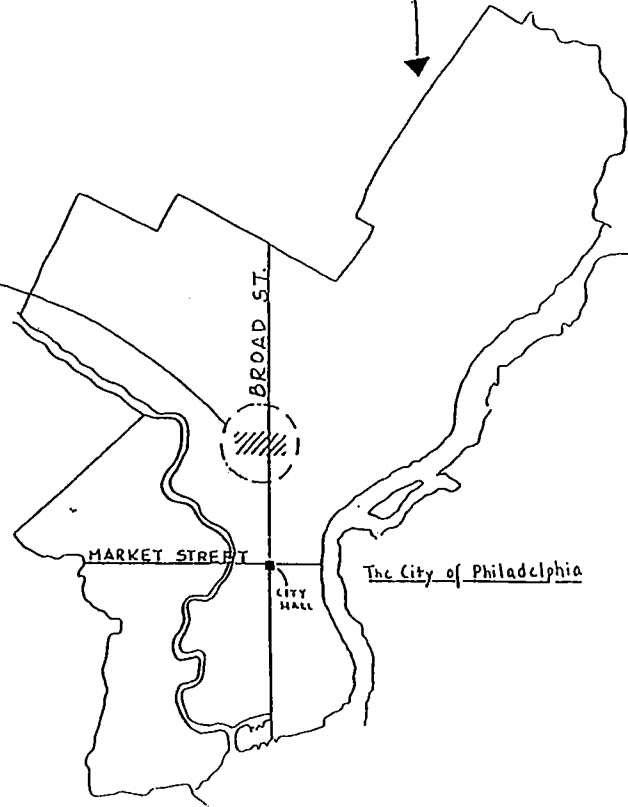
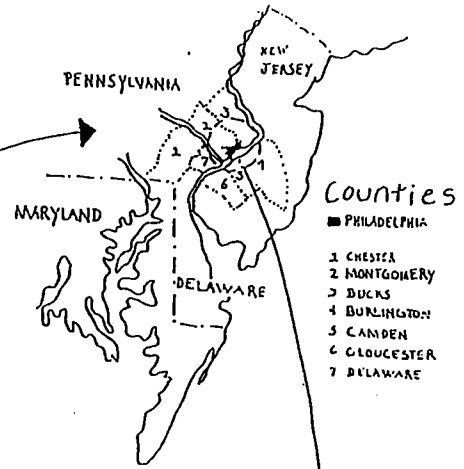
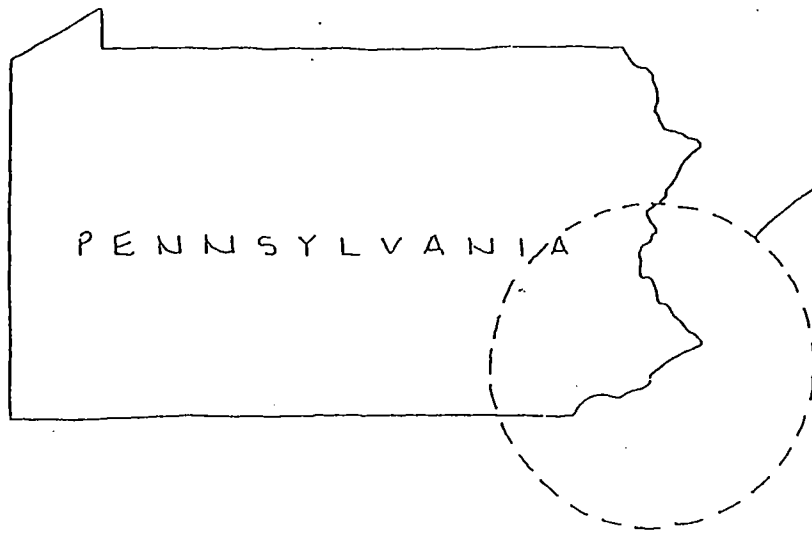
By the turn of the century, North Philadelphia, because of its accessibility, was a thriving economic center. The industries included automobile and machine shops, bakeries, breweries, furniture manufacturers, knitting and hosiery mills, lumber yards and sawmills. The area attracted a variety of immigrants who supplied the manpower to run the factories. Because of the need for housing for these workers, thousands of row houses were erected around the large industrial buildings by 1925.

North Philadelphia thrived as a manufacturing center until after World War II. Changing technology and economic forces led to a decline of the inner-city industrial economy, and many area

industries either went out of business or moved elsewhere. Along with these industries, which were North Philadelphia's lifeblood, went its reign as an economic center and cultural melting pot. Left with the prospect of no work, many of its residents left for the suburbs and were replaced by a predominantly African-American population. With little or no local employment opportunities available for the residents, North Philadelphia's once cohesive neighborhoods began to decline. Now, because of the lack of economic opportunities, many vacant, abandoned, or poorly-maintained loft buildings loom on the landscape. Large undeveloped spaces exist, frequently neglected by their non-community-based owners. These blighted areas are situated largely along the main traffic corridors and railroad lines. They are highly visible to those who travel through North Philadelphia's commuter hub, and they contribute to a negative perception of the area.

But, beside the many problems confronting North Philadelphia today lies tremendous potential — a potential that if developed and nurtured properly, could result in one of Philadelphia's strongest economic and social areas.

The future of North Philadelphia lies in the efforts of its residents and business persons. With the cooperation and support of community leaders and city agencies, North Philadelphia can experience the revitalization that it deserves.



NORTH PHILADELPHIA  
R/UDAT Study Area



## **POTENTIAL**

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### **THERE IS A GOOD BASE OF BLOCK AND COMMUNITY LEADERSHIP TO DEVELOP AND CARRY OUT A LONG-TERM REVITALIZATION PROGRAM.**

Unlike many inner-city areas around the country, North Philadelphia has a wealth of organizations and local leaders actively engaged in community projects. Collectively, they have the potential to be a powerful force for the area.

### **NORTH PHILADELPHIANS WANT TO IMPROVE CONDITIONS IN THEIR BLOCKS AND NEIGHBORHOODS.**

We heard no one who is satisfied with things as they are; nor was anyone optimistic about conditions improving without concerted action. We found North Philadelphians are willing to "chip in" their talents toward creating a brighter future.

### **WITHIN THE COMMUNITY THERE IS MUCH EXPERTISE.**

Many in the community have specific skills, such as gardening, carpentry and auto repair that can help rehabilitation efforts.

### **LOCAL SCHOOLS ARE INSTILLING PRIDE AND SELF CONFIDENCE.**

We are impressed with the programs in area

elementary schools that equip students with basic skills and a sense of purpose. With an expanded Head Start Program and reinforcement in the middle and senior high schools, North Philadelphia children can realize their potential.

### **THE CHURCHES ARE STRONG SPIRITUAL ANCHORS AND HAVE THE POTENTIAL FOR EVEN GREATER INFLUENCE IN REVITALIZING THE AREA.**

Many churches of all sizes and denominations dot the North Philadelphia map. Some have active social service and housing programs beyond their spiritual functions. In our opinion, these institutions are a major asset for improving the quality of day-to-day life.

### **VACANT LAND PROVIDES AN OPPORTUNITY TO CHANGE THINGS FOR THE BETTER.**

The amount of vacant land creates the potential for new development and activities without causing any relocation.

### **NORTH PHILADELPHIA HAS GOOD TRANSPORTATION ACCESS.**

Because of the grid of arterial streets, Broad Street Subway, commuter rail system, and bus lines, the basic transit route structure in North Philadelphia is excellent.

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**THE TRANSPORTATION HUB CAN BE SIGNIFICANT.**

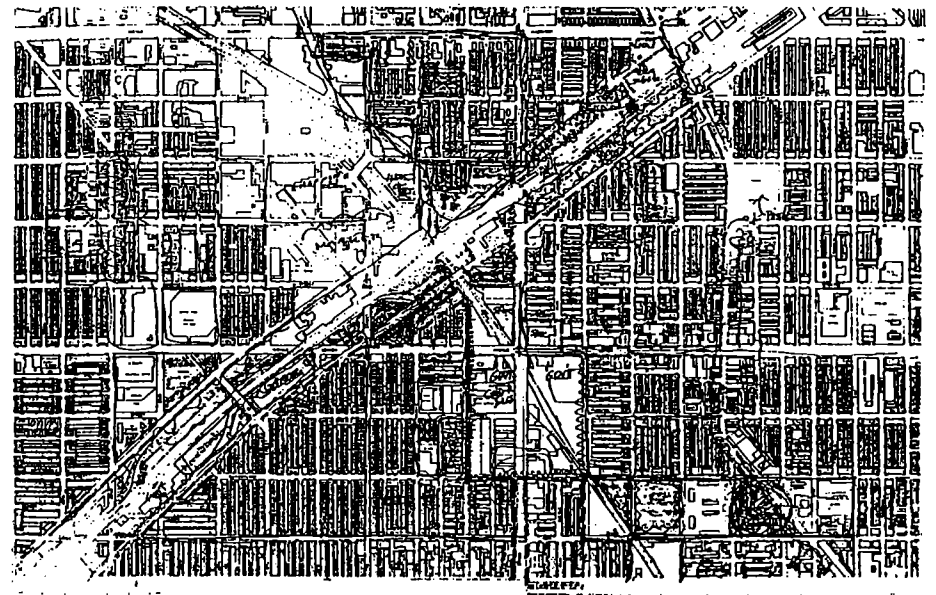
The crossing of the commuter rail lines and Broad Street Subway creates the opportunity to improve the transportation system. The hub can make the transportation system work better and help stimulate economic activity.

**ITS PROXIMITY TO CENTER CITY AND TO MAJOR TRANSPORTATION ROUTES GIVES NORTH PHILADELPHIA STRATEGIC LOCATIONAL ADVANTAGES.**

The long-term economic potential of North Philadelphia, especially those areas adjoining major transportation facilities and close to downtown, is enormous. North Philadelphia is relatively close to Center City, the international airport and the port.

**THE COMMUNITY GARDENS AND "ART PARKS" BRING COLOR, NUTRITION AND PRIDE TO THE AREAS AROUND THEM.**

These local projects are treasures recognized citywide. They are vivid illustrations of how to create community assets at low cost with human ingenuity.





GERMANTOWN AVE.

## PROBLEMS

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### **THE METROPOLITAN ECONOMY IN SOUTHEASTERN PENNSYLVANIA IS NOT GROWING.**

An economist told us that "employment has dropped like a stone," although productivity has increased. The traditional economic base of Philadelphia and North Philadelphia was manufacturing but is shifting to services. People with limited education and experience have trouble competing for these jobs.

### **CITY GOVERNMENT WILL BE UNABLE TO ALLOCATE SIGNIFICANT ADDITIONAL RESOURCES TO NORTH PHILADELPHIA IN THE FORESEEABLE FUTURE.**

The City's well-documented financial difficulties are real and won't be overcome for several years. Notwithstanding North Philadelphia's clear and pressing needs, the City will be hard-pressed to maintain its current level of services.

Because of the City's financial situation, it cannot afford to provide basic city services. The middle class (both white and black) moves from the city, leaving behind persons with the greater need for services, but a reduced tax base to pay for them.

The City's problems discourage private investments, compounding the challenge for North Philadelphia.

### **THERE ARE MANY PROGRAMS AND AGENCIES THAT PROVIDE SERVICES. THE EFFECT MAY BE INEFFICIENT USE OF LIMITED RESOURCES.**

According to one official, there are 900 programs in North Philadelphia. Because many agencies operate these programs, there is little coordination, and resources are fragmented. Potential economies of scale and leveraging are missed.

### **COMMUNICATION AT ALL LEVELS IN THE COMMUNITY IS LESS THAN DESIRABLE.**

Because of the separate agendas of the neighborhoods, there is difficulty learning from the successes and opportunities of others. The fragmentation between the leaders and the people creates a lack of awareness of agenda and common focus.

### **BALKANIZATION OF NEIGHBORHOOD ORGANIZATIONS PROHIBITS COLLECTIVE ACTION AND LEADS TO POLITICAL PARALYSIS.**

Neighborhood organizations are far too many in number and so fiercely independent that no collective power base exists for effective political action.

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The political machine plays one against another and forces intense competition for available financial resources. The lack of one cohesive voice and power base feeds the political paralysis.

**MANY IN THE COMMUNITY BELIEVE THAT THE LEADERSHIP DOES NOT "WALK THE TALK."**

Much of the frustration experienced in the community is directly related to the number of promises not kept. Each of the promises/plans communicated presently are suspect because of that history.

**COMMUNITY ACTION OFTEN FOCUSES ON SMALL AREAS AND MISSES OPPORTUNITIES TO COALESCE AROUND COMMON ISSUES.**

North Philadelphians tend to focus on their own block. They miss the opportunity to join forces with people in other areas to solve similar problems. Groups compete for the same resources. The City plays one group against another.

**EXCEPT FOR ITS CHURCHES AND TEMPLE UNIVERSITY, NORTH PHILADELPHIA OFFERS FEW ATTRACTIONS FOR VISITORS.**

Despite its strategic location, North Philadelphia is isolated from Philadelphia and southeast

Pennsylvania. Since it has few visitors, non-residents form opinions based on media reports and hearsay.

**THE PRESENT ENTERPRISE ZONE PROGRAM ISN'T ENTERPRISING ENOUGH.**

While its objectives are praiseworthy, Pennsylvania's program is insufficient to enable North Philadelphia's two zones to compete effectively with enterprise zones in many other states.

**UNDER CURRENT CONDITIONS, THERE ARE FEW MECHANISMS BY WHICH CURRENT RESIDENTS CAN PARTICIPATE IN, OR BENEFIT FROM, ECONOMIC DEVELOPMENT AS IT OCCURS.**

Except for such vocational training programs as the Dobbins High School and Temple University's Small Business Development Program, residents have little access to business opportunities and partnerships that might arise during revitalization.

**THERE AREN'T ENOUGH JOBS IN THE AREA FOR LOCAL RESIDENTS.**

Jobs in North Philadelphia have been disappearing for decades. Most of the high-skill jobs in the area are filled by persons living elsewhere; most employed North Philadelphia residents commute to work elsewhere.

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**EXISTING HOUSING IS OVERCAPACITY, OBSOLETE, DETERIORATED AND DIFFICULT TO REMODEL.**

Migration and attrition through the years have produced a glut of obsolete and seriously deteriorated housing. Lack of maintenance, poorly designed and constructed remodeling efforts, vandalism and exposure to harsh weather while vacant present major obstacles to cost-effective renovation.

**THERE IS AN ENORMOUS NEED FOR AFFORDABLE HOUSING.**

Homelessness, overcrowding, unhealthy living conditions and low self esteem are results of this lack of affordable housing.

**RECREATION FACILITIES AND FUNDS TO MAINTAIN THEM ARE FAR LESS THAN NEEDED TO SERVE THE CHILDREN OF THE AREA.**

Next to affordable housing, the most often-voiced need we heard was for parks and play spaces. These ranged from play fields to "tot lots." In an area characterized by small houses without yards, safe open spaces are needed.

**MANY OF THE VACANT INDUSTRIAL BUILDINGS THAT OVERLOOK RESIDENTIAL AREAS ARE BLIGHTING INFLUENCES.**

Industrial buildings throughout the area, many of which are multi-story abandoned eyesores, are not screened from residential neighborhoods. The existence of such industrial buildings coupled with rail lines suggests substandard neighborhoods and introduces the suggestion of deterioration and hopelessness.

**AVAILABLE COMMERCIAL AND RECREATION FACILITIES ARE UNDER-UTILIZED BECAUSE OF FEARS OF CRIME.**

One woman told us she can't let her kids play except just outside her house. Her daughter wants a bicycle but cannot ride it anywhere in safety. The nearest playground is a block and a half away, but it is not safe because of the drug dealings.

People regard the underground tunnel to the North Broad Street Station on the commuter rail system as unsafe. While looking at the area, we asked about the tunnel. Residents strongly advised us not to go there.

Several women who cross a park to go shopping told us they carry sticks to avoid attacks.

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**VACANT LOTS INVITE ILLEGAL DUMPING AND ARE A HEALTH AND SAFETY HAZARD.**

They are small and scattered randomly and invite unwelcome visitors — old tires, appliances and rats. Unless kept clean, they spread blight to neighborhood buildings.

**THERE IS A SERIOUS SHORTAGE OF AFFORDABLE DAY-CARE SERVICES.**

North Philadelphia has a very high percentage of households headed by single women. Despite recent expansion of Head Start and day-care facilities, demand exceeds local supply. This effectively keeps mothers out of the labor force and forces them to pay very high prices and to sacrifice other needs such as decent housing or food.

**ALTHOUGH NORTH PHILADELPHIA HOUSEHOLDS HAVE A LOWER AVERAGE INCOME THAN THOSE IN OTHER AREAS OF THE CITY, THERE IS A MARKET FOR MORE LOCAL RETAIL AND SERVICE BUSINESSES.**

Area residents buy goods and services elsewhere that, if available, could be purchased locally. This outflow is a net financial loss to the community.

**SECURE PARKING IS A HIGH PRIORITY FOR AREA BUSINESSES AND PUBLIC FACILITIES.**

Unattended vehicles are vulnerable to damage and theft in this area (as in most areas of the city); but secure parking is scarce. New facilities and existing commercial areas must include ample secure parking in their development programs.

**EXISTING PROCEDURES FOR REUSING OR REPLACING ABANDONED BUILDINGS ARE VERY SLOW, ALLOWING BLIGHT TO SPREAD TO ADJOINING PROPERTIES.**

Preventing blight is simpler and less expensive than to reverse it. Keeping structures in productive use and, if vacated, quickly putting them to reuse, is blight prevention.

**DESPITE A LARGE NUMBER OF SOCIAL SERVICE PROGRAMS IN THE AREA, MANY VITAL SERVICES ARE NOT AVAILABLE TO THOSE WHO NEED THEM.**

We heard many calls for better services for the disabled, drug and alcohol treatment programs, pre-natal care and child protection. According to one official, the health and social services systems in Philadelphia are overwhelmed by the growing demand for service from fixed or declining resources.

**THE GATEWAYS TO NORTH PHILADELPHIA REINFORCE ITS IMAGE.**

While there are many attractive areas, persons passing by do not see them. SEPTA and Amtrak lines are bordered by vacant and dilapidated industrial buildings.

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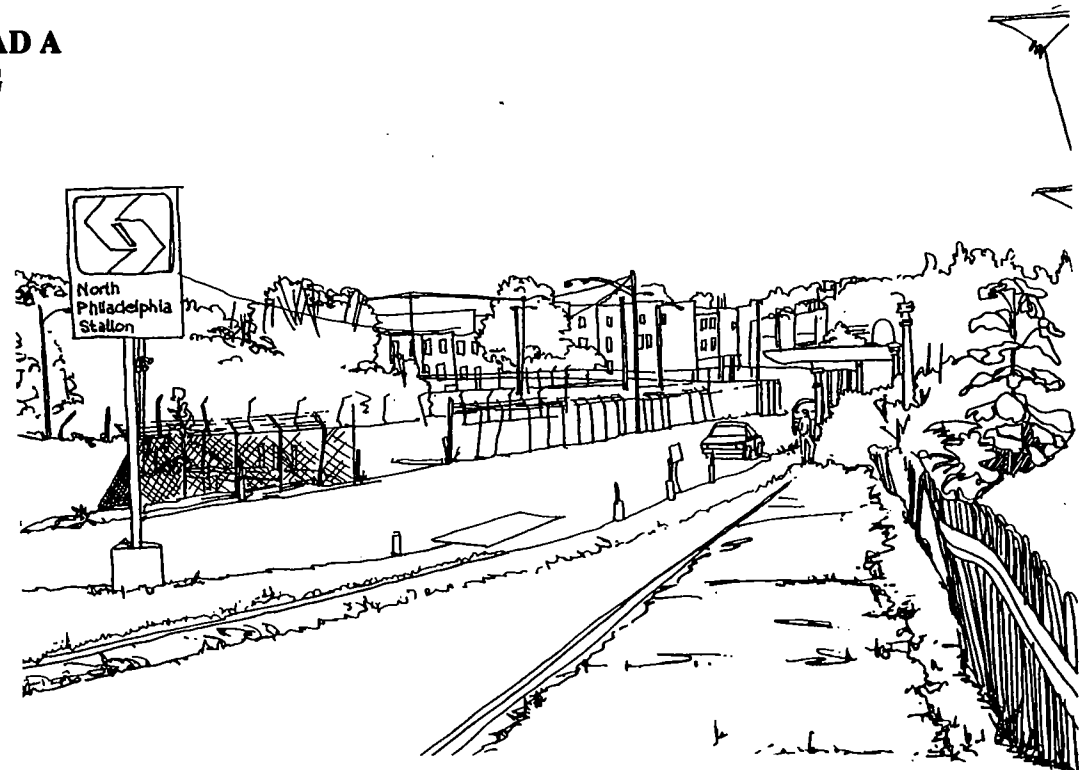
Vacant and under-utilized buildings line much of Broad Street.

**RESIDENTS AND BUSINESS PEOPLE ARE VERY CYNICAL ABOUT GOVERNMENT PLANS AND STUDIES, PROBABLY WITH GOOD REASON.**

North Philadelphia is home to many difficult problems, many of which are easier to study than solve. Most “plans” for the area require substantial infusions of government funds. When the funds fail to appear, people feel betrayed.

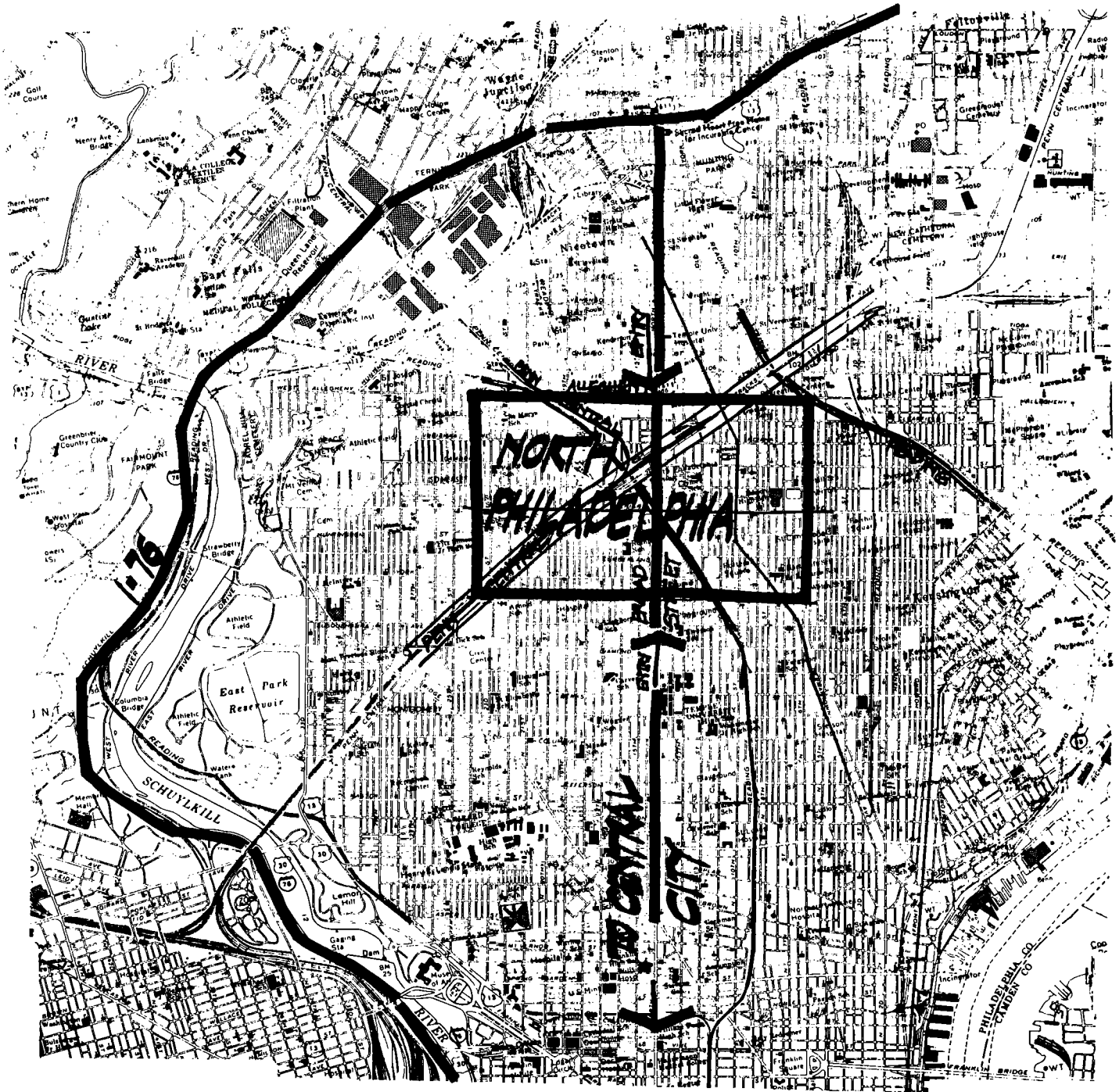
**NORTH PHILADELPHIA HAS HAD A BAD REPUTATION FOR A LONG TIME; IT WILL BE VERY TOUGH TO OVERCOME.**

Rightly or wrongly, people feel the area is unsafe, unfriendly, and a poor investment. This perception is ingrained, and will change only with time and substantial effort.





**R/UDAT Study Area of  
North Philadelphia**



## PROPOSALS

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### **ESTABLISH A "HOUSE FACTORY" TO SUPPLY UNITS TO RENEW NORTH PHILADELPHIA AND FOR EXPORT TO OTHER COMMUNITIES.**

To provide jobs and supplement the vocational training available at Dobbins Vocational School, the House Factory can be located at the southwestern end of the greenbelt along the railroad tracks. Situated in the park-like setting, the House Factory will have the advantage of easy access to rail lines and relatively easy access by truck over major surface streets. (See Appendix E.)

### **CONSIDER OFFERING EQUITY INSURANCE FOR NORTH PHILADELPHIA.**

Why should a family that can better themselves stay and make a stand here? That answer lies within the members of that family: their roots, ethnic pride, church affiliation, sense of security, and hope in the future.

The Federal Housing Administration insures against loss when they make a home loan. The banks will not lose. If the banks can be insured, so should the people. The city that encourages people to stay in, or move to an area, should be willing to insure their citizens' investments in changing neighborhoods. **And** if the city loses its will, changes government, loses focus and the neighborhood gets worse, then this city must guarantee the people's investment. The people

can't be the losers; they invested their time, they can't lose their money. They must have equity insurance, just like the banks, to protect their investment, and the city must be the insurer.

### **MINIMIZE THE TIME THAT HOUSES LIE VACANT.**

Immediate action is needed to quickly board up residential buildings before they are damaged by vandalism, theft or harsh weather.

Acquire materials necessary to board up the properties and pay salaries to residents to do the work. Do a daily survey of all areas to determine vacancies and to complete the boarding up process. (See Appendix C.)

### **DEVELOP AN "ADOPT A LOT" PROGRAM.**

Vacant property quickly becomes a neighborhood blemish due to dumping of trash or overgrowth of weeds.

A program to let neighborhood residents adopt specific vacant lots makes sense. Consider use as a garden, playground, mini-park or open green space with maintenance and clean up provided by individuals or groups of individuals.

Instill pride by promoting competition with cash awards for best maintenance, most unique use and overall appearance. Provide materials for decorative fencing as dumping prevention. (See Appendix C.)

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## **EXPAND THE ROLE OF THE BLOCK CAPTAINS.**

The Block Captain has the potential to rally neighborhoods and promote a variety of needs. The Block Captain should promote cooperation and establish neighborhood priorities.

(See Appendix F.)

## **CREATE YOUTH ATHLETIC LEAGUES.**

Organized recreation for young people is a pressing need. The lack of facilities and organization has impeded progress.

A cooperative venture between private business and community groups is required to identify and develop open space. Community volunteers can provide coaches and supervision. Team members must help maintain athletic facilities.

Equip team members for all age groups with uniforms and trophies for champions. Concession stands at larger facilities will help offset costs. Self esteem, learning how to win and lose, discipline and managing free time are all by-products.

## **COMMUNITY POLICING CAN HELP.**

Community policing is a strategy to involve average citizens as partners in the process of reducing crime, fear of crime and neighborhood decay, and to improve the overall quality of life. The beat police officer becomes the neighborhood ombudsman who meets regularly with citizens to jointly define problems and

establish priorities. This process often reveals that the neighborhood views social and physical disorder from dumping to prostitution as higher priorities than actual crime. Because citizens help set priorities, they cooperate in finding solutions.

Community policing requires a philosophical change that starts from the top command down, but the implementation and day-to-day operation is from the beat officer up. It delivers direct services, and challenges the neighborhood to do its share.

Community policing is an operational model, not a community relations image builder.

## **ESTABLISH A CLEAN COMMUNITY PROGRAM.**

Litter, dumping and abandoned cars can be overcome through education and cooperation. A multi-step program could include the following:

- Foster a recycling program that can involve everyone from the kids to the senior citizens. Include a local recycling center and hire local citizens to operate it.
- Conduct periodic block cleanup programs.
- Schools can sponsor poster contests depicting the negatives of the problem as an education process.
- Develop block watch programs to identify offenders.
- Formation of special litter patrol officers to concentrate efforts exclusively on the problem.
- Provide cheap, economical and accessible land fills or temporary dumping sites to encourage voluntary compliance.
- Promote neighborhood pride by erecting special signs depicting litter free areas. Post "No dumping" signs.

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**ESTABLISH AN "ADOPT-A-VILLAGE" PROGRAM.**

Our proposed small inner-city village living concept can provide security and a better form for contemporary family living. Certain needs such as "tot lots," social security offices, day-care facilities, community rooms, and neighborhood parks and playgrounds offer a better way to raise families in North Philadelphia. To augment local resources, we recommend that major corporations give individual support and "adopt" one of these new villages.

**DEVELOP BETTER FINANCIAL TOOLS TO ENABLE NORTH PHILADELPHIA TO COMPETE AS AN ENTERPRISE ZONE.**

Enterprise zones need to use financial tools that are available in other cities and states to make the rent charged to industrial, office, or commercial users competitive. (See Appendix A.)

**IMPROVE THE TRAFFIC CORRIDORS.**

**Broad Street is a highly visible corridor which needs special facilities and design treatment to improve the image of North Philadelphia.**

Broad Street runs the entire north-south length of the city. Some people clearly identify with the east side of the street or the west side of the street. Broad Street can become a way to link communities both east and west. Because many people from outside North Philadelphia drive on the street plus the fact that you cannot live here without knowing it, special

design treatment can improve the image of North Philadelphia among outsiders.

**Improve traffic flow and safety.**

Because Philadelphia is an old city, streets don't meet modern standards. Some small-scale improvements such as bus pull-outs, shelters, far side bus stops, signal timing, and geometric improvements can improve traffic flow and reduce accidents.

**Solve specific traffic flow and safety problems at some major intersections.**

Examine the intersections of Allegheny-Germantown-Sedgley, Germantown-8th Street, Germantown-Indiana-10th Street, Glenwood-Huntingdon, and Glenwood-17th for traffic flow and safety problems. Minor traffic engineering improvements can increase traffic flow capacity and reduce accidents.

**INTEGRATE AND IMPROVE THE TRANSIT STATIONS.**

**Combine the North Philadelphia and North Broad Street SEPTA commuter rail stations.**

There is no need for two commuter rail stations so close to each other. They are separate for historical reasons. Two stations cost more to operate, maintain and police. The North Broad Street Station behind the Reading Terminal is too far away from the Amtrak Station to allow easy transfers. Combine the two stations to create a major transportation hub, decrease operating costs and create a good environment. Provide for the Chestnut Hill service.

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**Use anti-crime design features in all station remodeling.**

Anti-crime design principles include short, direct, well-lit, open, visible walking routes. Such principles help reduce actual crime and create the perception of a safer environment. (See Appendix D.)

**Ask SEPTA and Amtrak to play an important positive role in the future of North Philadelphia.**

Two of the major advantages of North Philadelphia are a good transportation system and a close relationship to downtown. Both SEPTA and Amtrak have major facilities badly in need of improvements. Both agencies need to make major investments, so it makes sense to try to get the maximum value by designing to help both the transportation system and the economic base of the community. Recognize that transportation facilities have a strong impact on the economic vitality of an area and its visual image.

**People, community groups, public agencies, non-profit agencies and private businesses need to work together to solve the problems.**

Successful projects today use partnerships. No one entity can do it alone. The challenge is to build partnerships and resolve differences so needed projects happen.

**INCREASE TRANSIT SAFETY.**

The appendix lists 60 programs that will help reduce transit crime and the perception of crime. Every

transit system has an obligation to its riders to protect them from foreseeable harm. (See Appendix D.)

**CREATE A "PARTNERSHIP" BETWEEN THE COMMUNITY, AND PRIVATE ENTERPRISE/ACADEMIA/RELIGIOUS INSTITUTIONS.**

Create a forum to implement proposals stemming from R/UDAT to secure funding for consultants and community initiatives. Get the leadership for such a partnership from private enterprise (i.e. CEO, COO level). Insure that the funding is used to complete the selected project before moving on to another project. (See Appendix F.)

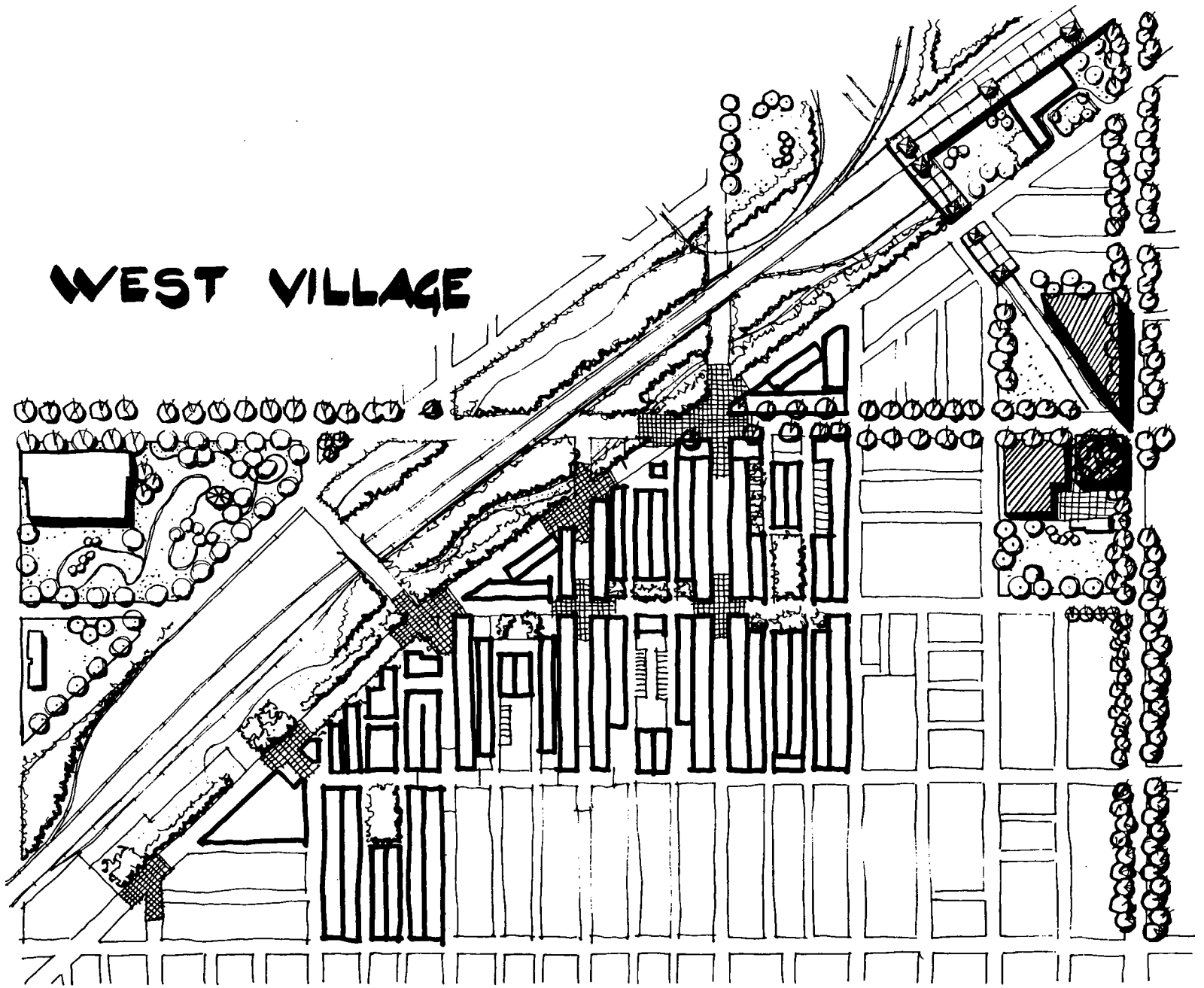
**CREATE A MECHANISM TO BEGIN A GRASS ROOTS CHANGE EFFORT.**

Attract the "informal" leaders from across the community (i.e. the block captains, "grandmothers", etc.) to meet in a central location to: a) confirm the issues that confront North Philadelphia; b) prioritize the issues, and c) plan a process to influence the "formal" leadership to act on the identified priorities. (See Appendix F.)

**ENHANCE THE EXISTING DAY CARE SYSTEM IN THE FOLLOWING WAYS:**

Change the intake process for children from the Urban League as driver — to the community (on the Head Start Program); increase the visibility of the Get Set day care centers; create additional community-based and funded day care centers with central access; insure that all residents of North Philadelphia are aware of the availability, procedures and processes to enroll their children in day care; create a "grandmother" network of home day care centers.

# WEST VILLAGE



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**INCREASE THE POWER OF THE COMMUNITY BY ENSURING THAT PEOPLE EXERCISE THEIR RIGHTS.**

Start an "over-communication" process that gets all eligible residents registered to vote. In addition, ensure that all registered voters go to the polls.

During community meetings, invite candidates to speak to the voting public explaining their platforms, direction, philosophy, etc.

**TRAIN PEOPLE IN THE COMMUNITY IN PROBLEM SOLVING, DECISION MAKING AND CONFLICT MANAGEMENT/RESOLUTION.**

Enlist Temple University's aid in creating a community based training and development curriculum to increase/enhance the skills of the area's leaders. (See Appendix F.)

**CREATE A NORTH PHILADELPHIA UNIFYING COMMITTEE.**

Convene a committee representing all the interests within the community to: identify and prioritize the issues that confront North Philadelphia, both at a problematic and opportunistic level; involve appropriate others in creating viable alternatives to solving problems and/or capitalizing on opportunities; and have the committee decide the appropriate alternatives and implementation strategies. (See Appendix F.)

**IMPLEMENT A NEGOTIATED INVESTMENT STRATEGY PROCESS.**

Utilizing the unifying committee, assess funding at a macro level and decide through negotiation, the most appropriate community investments on a priority basis.

**SECURE AGREEMENTS FROM NEW AND EXPANDING BUSINESSES TO RECRUIT FROM NORTH PHILADELPHIA FIRST.**

Collectively, the community organizations in the area can press this point. When matched with community-based job training programs, employers also benefit from these agreements.

**CONSIDER FORMING LOCAL BUSINESSES, OR USING EXISTING NON-PROFIT ORGANIZATIONS, TO PROVIDE LOCAL SERVICES THAT SUPPLEMENT THOSE PROVIDED BY THE CITY.**

For example, a local recycling firm might also provide extra trash pickup or clean vacant lots. A security firm might contract with a local organization to protect abandoned houses or escort senior citizens. (See Appendix E.)

**RENEW DETERIORATED BLOCKS WITH THE URBAN VILLAGE CONCEPT.**

As North Philadelphia rehabilitates and renovates the deteriorated housing that exists now and in the future, a collection of urban villages will begin to emerge. These urban villages will be a combination of housing types and open spaces representing viable alternatives to suburban housing choices.

The specific elements will include contained and observable open space, visual symbols which give the individual areas unique identity, a separation of public and service streets, and an array of support services including such public facilities as schools, fire stations, community buildings, churches and convenience shopping.

A sense of "place" as neighborhood will be present, including child care, integral play space and security.

These urban village concepts will be integrated with the existing development such that they can evolve from the older patterns and will be attractive to present and future home owners. (See illustration, page 20.)

### **FOLLOW AN INCREMENTAL IMPROVEMENT PROGRAM TO PROTECT THE BLOCKS IN GOOD CONDITION.**

#### **Existing Housing Stock in Good Condition**

Separate residential areas into distinct villages each with an overall green setting.

- Create central greens for each village where vacant lots occur. The greens should contain play space for kids and teenagers, and passive space for adults to supervise play.
- Create landscaped parking bays that are small within the central courts and edges where possible.
- Create private exterior open space for housing units where possible.
- Give each village a community center and convenience store if possible.

- Connect the villages to churches and schools by means of streetscaping, lighting and landscaping.

- Create a network of villages and greenspace that enhances movement on through streets and slows through movement in the villages and restricts it to local residents.

- Define edges and entry points of the villages by creating gateways into each district.

- Loop or cul-de-sac interior streets to make them more private and distinct.

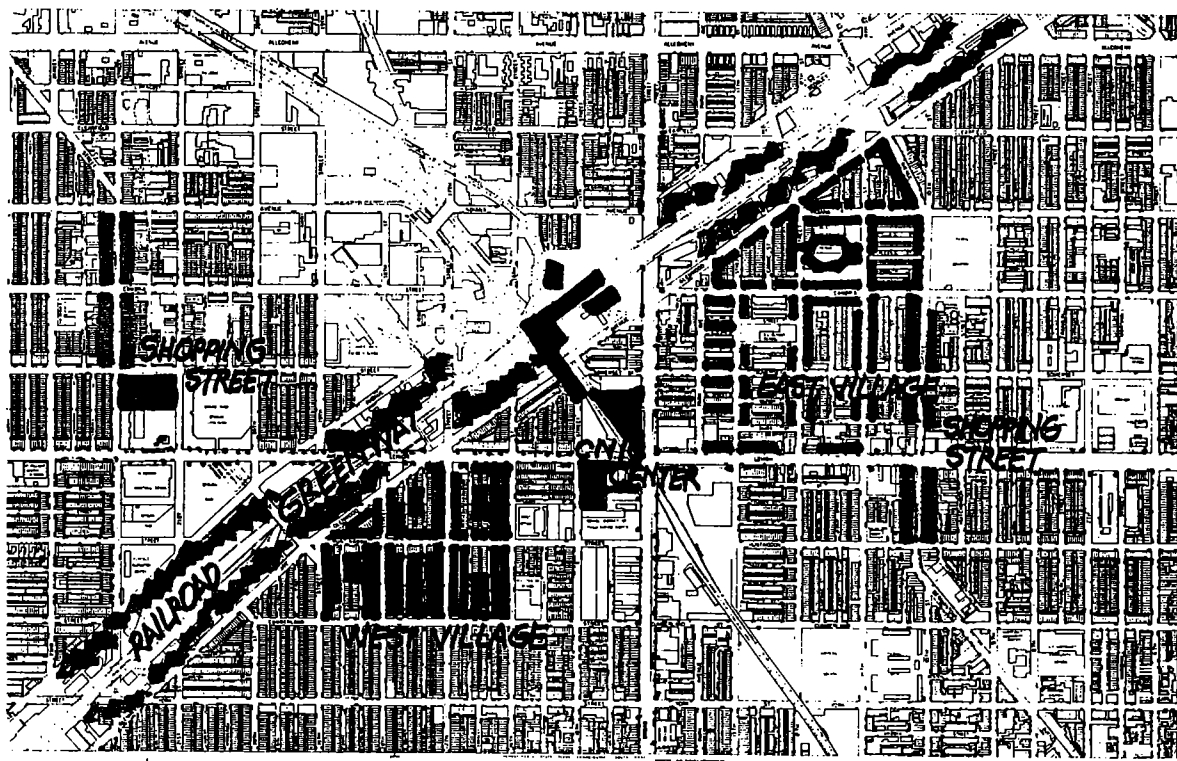
### **ESTABLISH THE GRAND DESIGN AT BROAD AND LEHIGH.**

- The Crystal Palace Station
- The Great Civic Plaza
- The Intermediate School for Creative and Performing Arts
- The Farmers Market
- The Tower of Light
- The Happening

The team proposes the Grand Design, a series of buildings and uses that complement each other, that sets the stage for the revival of North Philadelphia, and that establishes the North Philadelphia Railway Station [SEPTA and Amtrak] as the New Great Station for the twenty-first century. The Crystal Palace Station and the Great Civic Plaza will afford easy, visible and regal entry to the new North Philadelphia Central Complex, crowned by the restored 12-story Botany Building encased in a "pop art" facade that will serve both day and night as a beacon for the community and a point of entry into the great plaza.

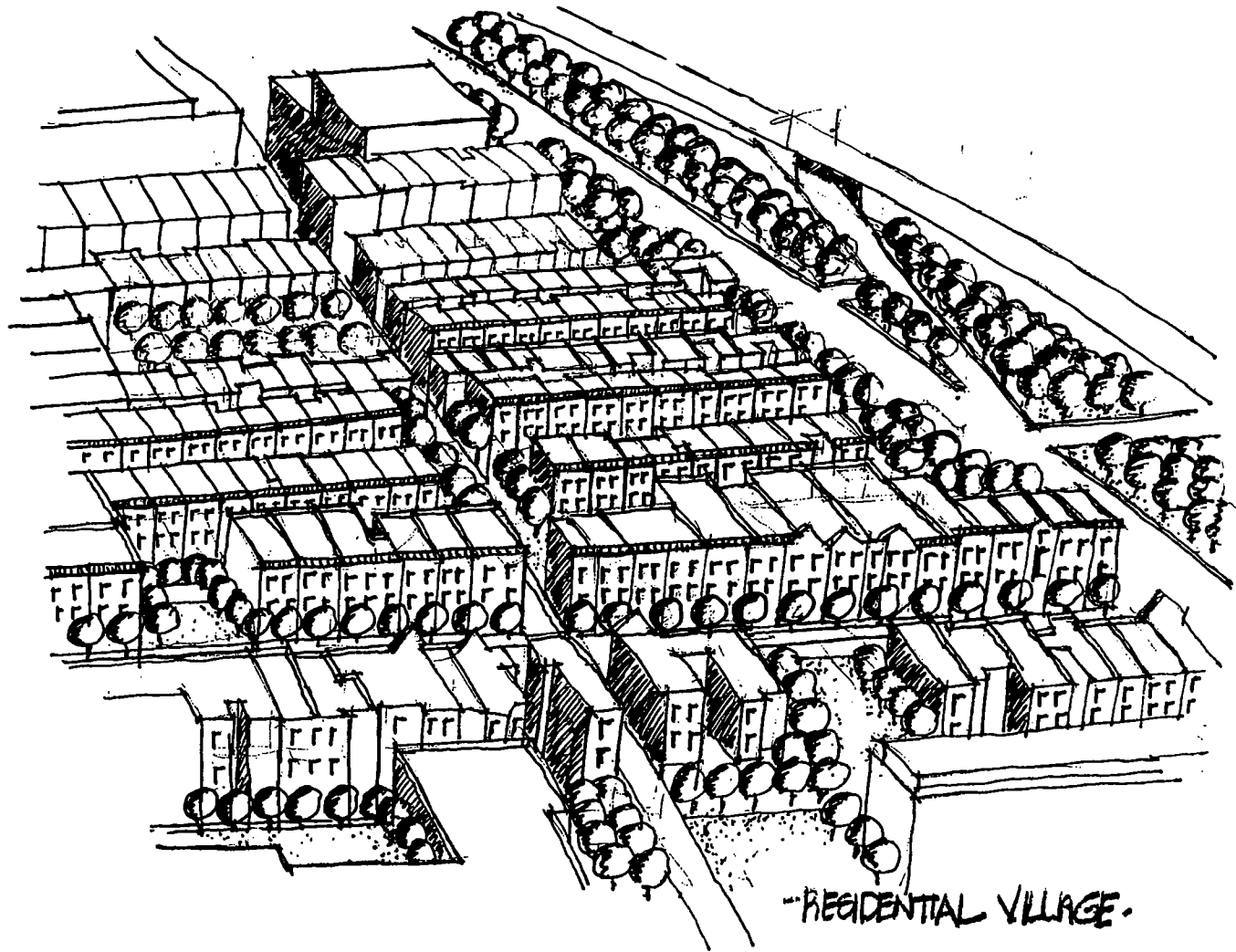


Inside this building will be the new Intermediate Magnet School for the Creative and Performing Arts. Flowing from there will be a new Government Building, which will contain a place for the community to participate in decision making. The glass-enclosed Farmers Market, Cineplex Theatre, ethnic restaurants, jazz clubs and department store complex will cap off North Philadelphia's show piece for the twenty-first century. (See illustrations, pages 22 and 23.)

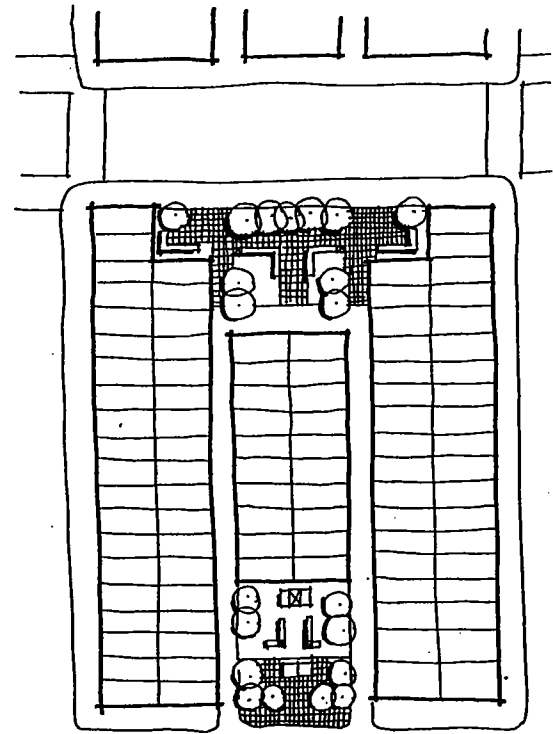
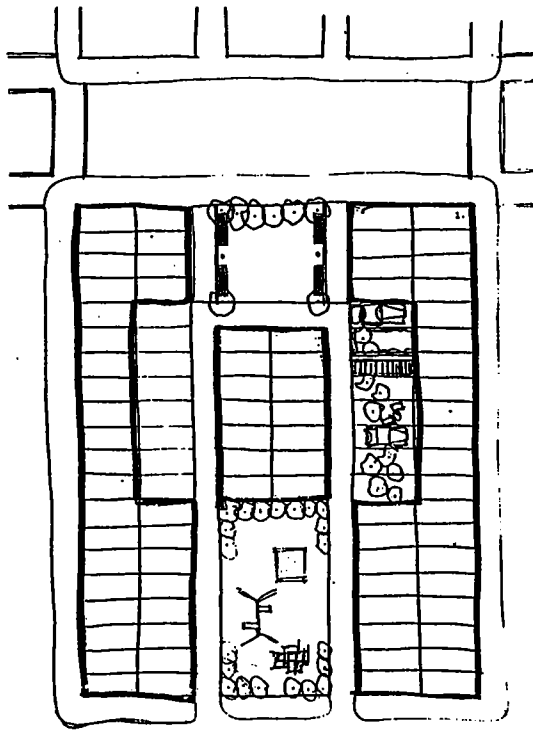
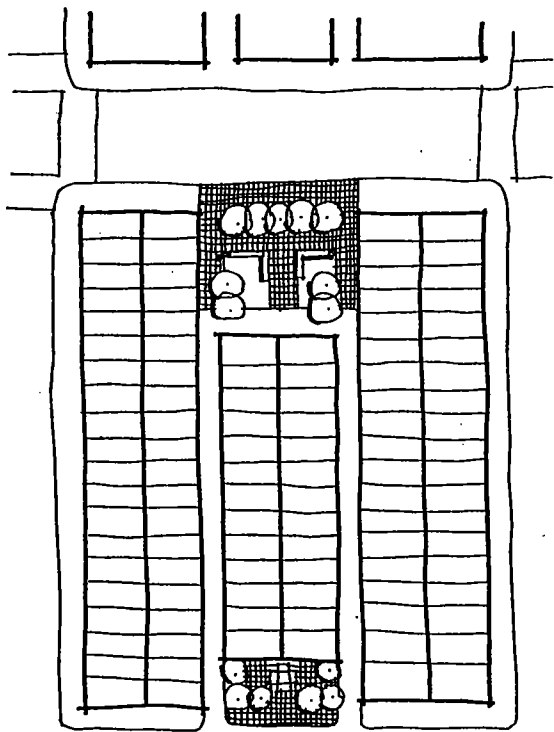


PLANNING COMMISSION

PHILADELPHIA

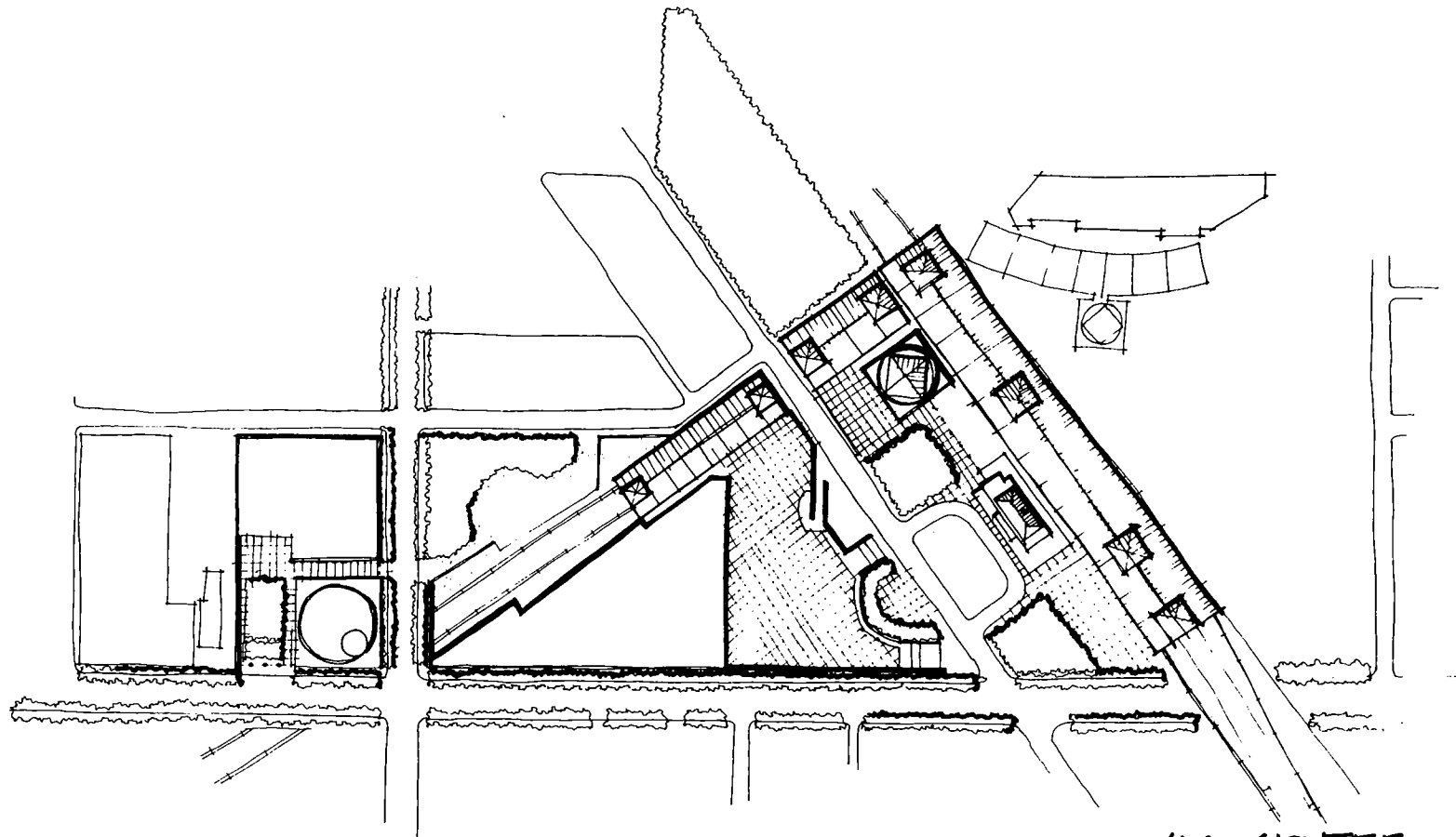


RESIDENTIAL VILLAGE.

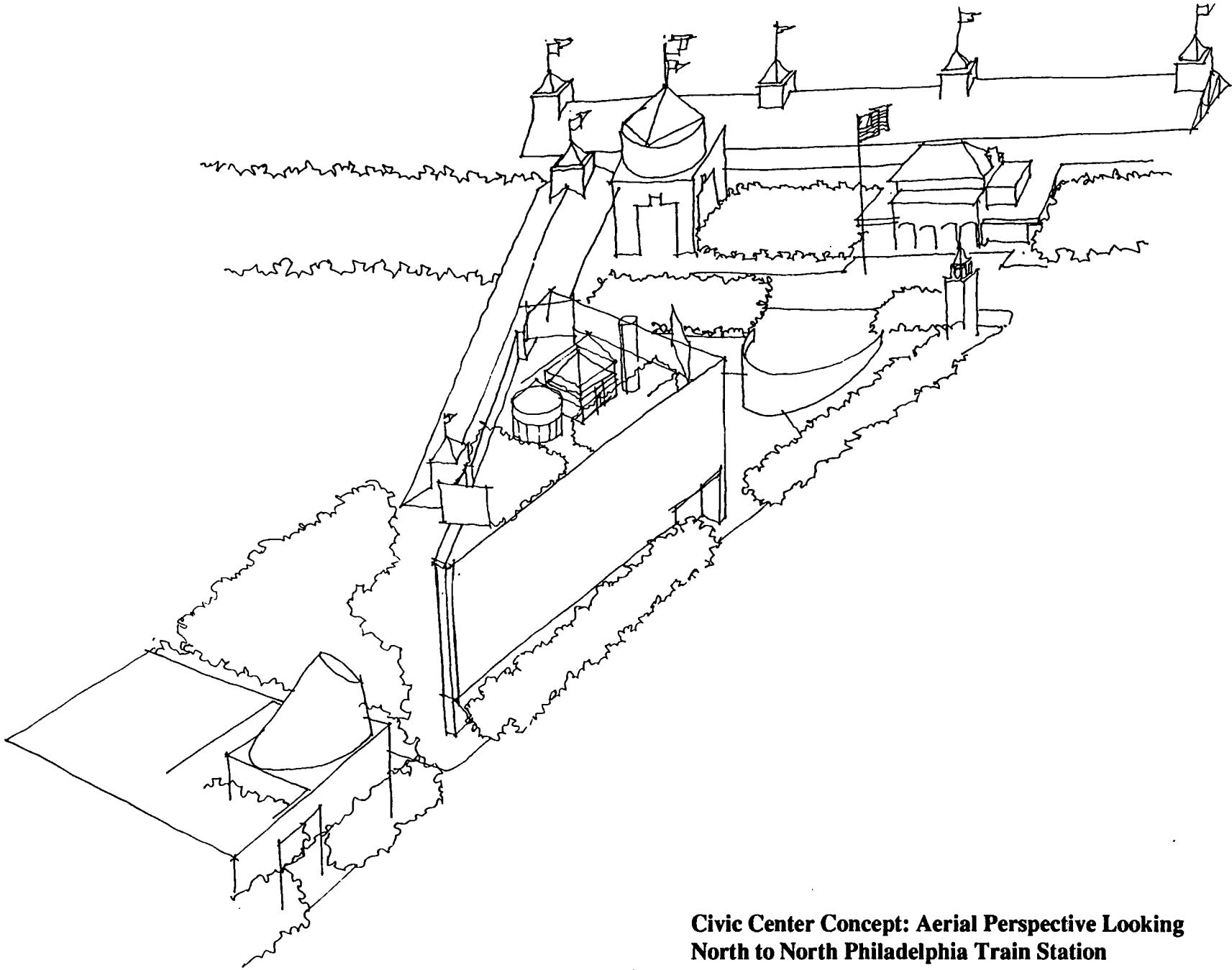


**Typical Residential Village Block Types**

**Plan View at Broad, Lehigh and Glenwood Avenues**



CIVIC CENTER  
CONCEPT

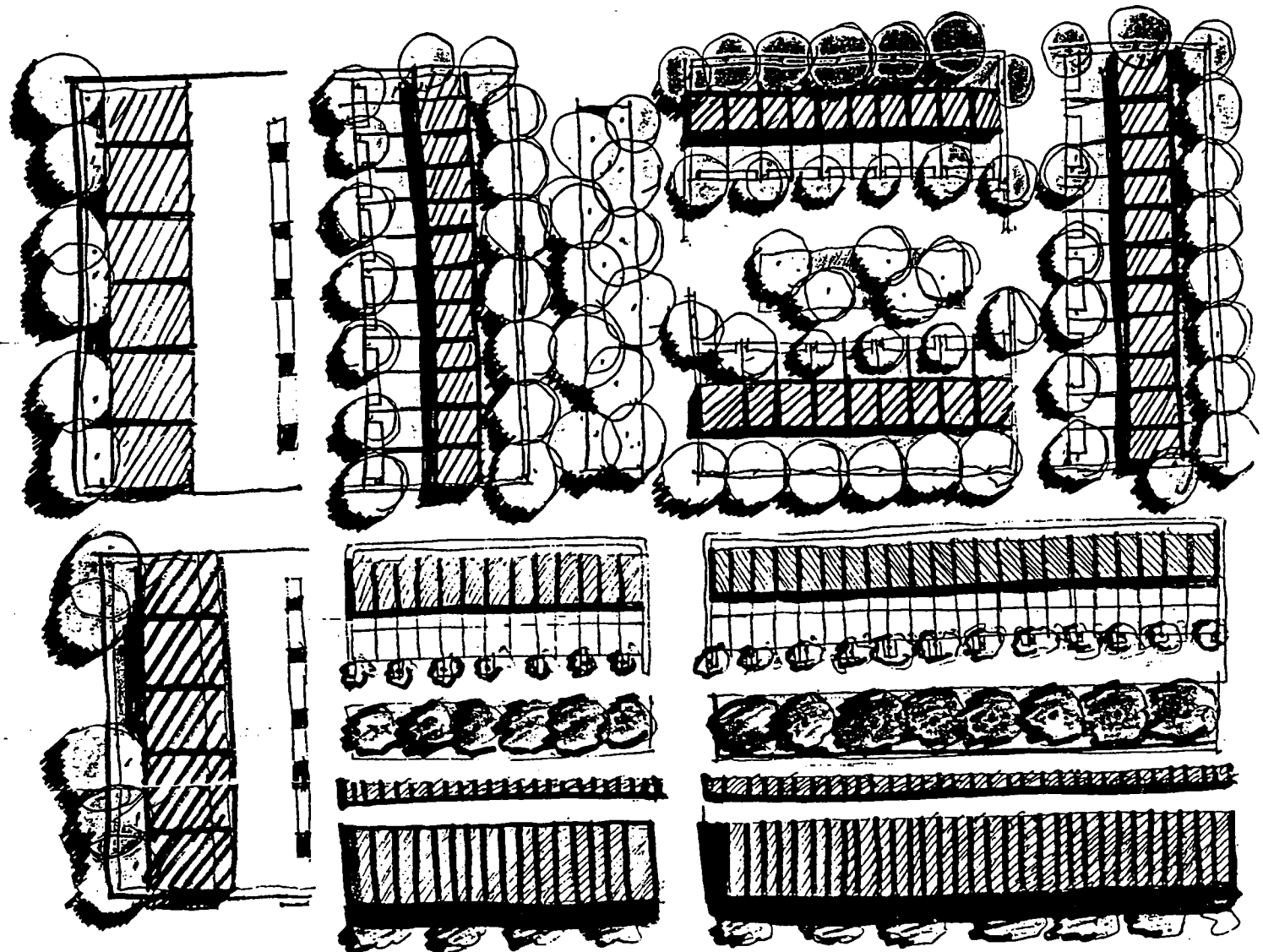


**Civic Center Concept: Aerial Perspective Looking  
North to North Philadelphia Train Station**

**Proposed North Philadelphia School for  
the Arts in Former Botany 500 Building**



East Village



GERMANTOWN AVENUE



**Landscaped Open Space**



## APPENDIX A: TOOLS FOR EFFECTIVE ENTERPRISE ZONES FOR NORTH PHILADELPHIA

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The State Capital Loan Program should be reset at the previous \$20,000 per job rather than the current \$15,000 per job.

Tax Abatement - Even though the city has three-year real estate tax abatements for improvements to the building, this is not competitive. Real estate taxes as a percentage of total rent are extremely high in Philadelphia, and that is not helping in the creation of jobs, especially entry level jobs.

Other cities offer tax forgiveness for six or seven years for new jobs. The typical method is to abate \$600 a year for each job created. Assuming each employee requires 250 sq. ft. of space, 1,000 sq. ft. of space would result in an abatement of  $4 \times \$600 = \$2,400$ . - or \$2.40 per sq. ft. savings in rent reduction.

Energy Credits - Typically, 40% of local electric company charges are attributed to City real estate tax collection (utilities effectively serve as tax collectors for the City). Other cities often rebate to new industry this 40% of the energy bill to the job creator. This energy credit can reduce rents by as much as \$2 per sq. ft.

State Discretionary Fund - The State of Pennsylvania has a "Sunny Day Fund." It

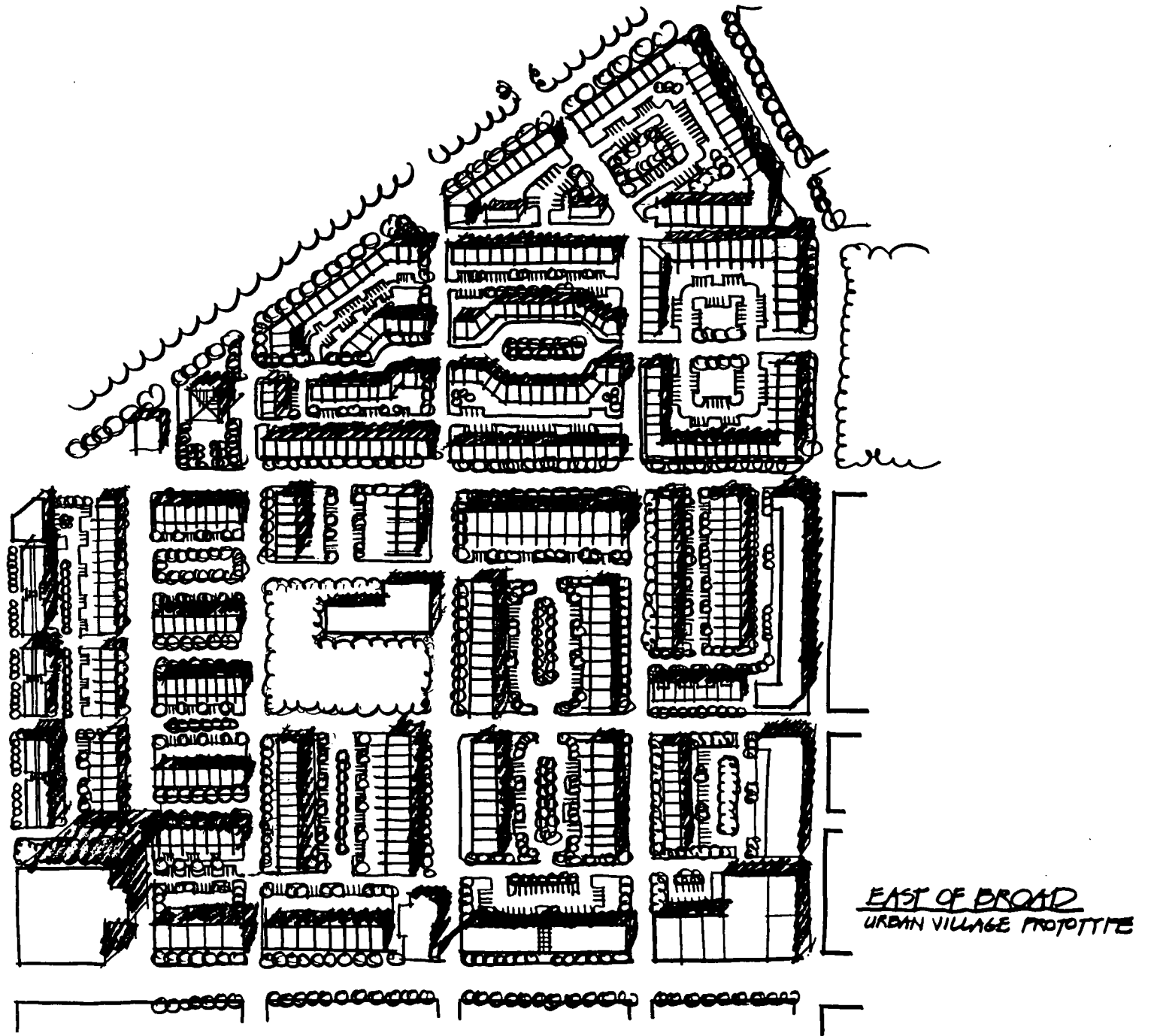
can do just about anything in gifts and credits to attract or keep jobs. To date, none of these funds has been allotted to North Philadelphia.

Insurance Underwriting - Insurance cost, because of high crime, makes inner-city development noncompetitive. Industry must be subsidized to bring it back to inner cities.

Site Development Costs - As a matter of course, most cities provide water, sewer and utility hookups free in target areas to remain competitive.

Writedowns - Land and buildings are often written down or leased for use at nominal rates.

The challenge to City Enterprise Zones is that they must offer rents in total that are equal to or better than competing cities; and cities compete nationally as well as globally for job creation.



## **APPENDIX B: BUILDING AFFORDABLE HOUSING IS LIKE DOING A JIGSAW PUZZLE ON A CONVEYOR BELT.**

---

The shortage of affordable housing that exists in North Philadelphia, exists in every major city in the country. Federal, state and city funds are scarce, and the competition for these funds is that much more competitive. The result has been a less equitable distribution of housing product among Philadelphia communities.

In order to put a deal together, the developer (private developer, community development corporation, church organization, etc.) can no longer rely on a single funding source. In fact, it often requires as many as five funding sources to put a deal together.

Because of this added complexity, the process takes considerably longer and has resulted in the private development community receiving the lion's share of available subsidies. Therefore the city is not in control of where this housing goes, and how it is distributed among the various communities of Philadelphia.

This, however, can be controlled. While much of the funding that developers use is outside the control of the city, the need to piggyback the subsidy sources gives the city leverage in controlling the process. (An allocation of tax credits by the state is not enough to get a deal done; at some point the developer will need the city to subsidize a part of the deal).

Because of the nature of the funding sources, the study area saw No new, for-sale housing units built last year. On a limited basis, renovated for-sale housing was successfully created by non-profits (CDC's), private investors and individuals. The Philadelphia Office of Housing and Community Development funded the rehabilitation of for-sale units under the MEND program. This is basically a subsidy of an average of \$9,000 that is matched by private funds to rehabilitate housing. (If the developer is a non-profit, it may qualify for CDBG funds to match the MEND funds.) For-rent housing was successfully built on a small scale by combining CDBG funds with tax credits and equity.

Proposed larger scale projects use financing schemes that piggyback many subsidies to produce a viable financing package. The typical deal combined CDBG funds, a PHFA market rate mortgage, a PHFA low interest loan, and the proceeds from the sale of a 10-year, 9% low-income tax credit that the qualifying project would qualify for.

Currently, city funds have been allocated to deals that are in all stages of development. Many of these deals are potentially good projects, but because they lack the necessary approvals (environmental, planning, health, etc.), they take extended periods of time to get built, and therefore, the funds that are allocated are not spent. Many states have dealt with this issue by creating funding programs that will only consider proposals for "ready to go" developments.

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The New York State Turnkey Program is such an example. In this program, the administering agency (DHCR) set up criteria by which all applications were judged. There were four application periods during the year, and after each quarterly deadline, all applications received by the deadline were judged, first against base criteria, and if they satisfied these criteria, the “survivors” were judged against each other. One of the base criteria was that there was evidence that a project had to be ready to go into the ground within sixty days of its receiving an award commitment (essentially, they had to prove they could go get building permits if the project received a commitment). The applications were compared against each other using criteria including, but not limited to: need, per unit cost, community support, and income level needed for residents to afford the housing. Because of this competitive process, there was a market force system of checks and balances that assured the maximizing of subsidy dollars.

If Philadelphia and/or Pennsylvania had this type of base criteria and competitive ranking of applications, housing would be built in a more expeditious manner with a lower per unit cost, and therefore more units could be built with the same limited funds.



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**Typical Development Costs of Affordable Housing Development in North Philadelphia for Rental Housing Construction**

Average Square Footage Per Unit 865

**USES OF FUNDS**

Description	Unit Costs
Development Costs Exclusive of Land	\$76,000
Land	<u>7,000</u>
Total Development Cost	\$83,000

Per Sq. Ft. Price: \$96

**SOURCES OF FUNDS**

PHDC Funds and PHFA Tax Credit Allocation	\$70,000
Equity	13,000





## APPENDIX C: MINIMIZING THE EFFECTS OF URBAN BLIGHT

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What do you do when a house is abandoned on your block?

Have a program in place to attack the problem the day it happens and not wait around for a couple of months hoping it will solve itself, get better or go away.

The following is a suggested program:

Before the move out occurs, establish a procedure of steps to be followed if the house is abandoned.

1. Survey every house on the block, as to who the owner is and if absentee, how to get in contact with him or her, and if a local owner, alternate method of contacting him or the next of kin, in case of emergency. Record this information for easy retrieval by the Community Group and have one person responsible for keeping the listing up to date.

2. Establish a Neighborhood Patrol that augments security, provides a sense of local awareness and is responsible for triggering a move out alert.

3. Establish a procedure through the local community leader for instant follow-up when move out occurs:

- a. Leader contacts listed owner or alternate.
- b. If no satisfactory response, notify city of abandonment of building.
- c. Street patrol gives extra protection to building to prevent vandalism.
- d. If successful in contacting owner, find out if home has been listed for sale, who has key or why abandoned.

e. Have community pre-designated local lawyer do title search, to determine ownership, back real estate taxes, liens, judgements, mortgage lender and mortgage arrears.

f. Continue to monitor and protect building.

g. If can't solve current home ownership problem, community leader and lawyer to negotiate with lender, or city, or both to cause interim rental, so that building can be reoccupied as soon as possible.

h. Contact pre-designated real estate agent for help and advice in selling or renting building.

i. Encourage city to have a fast track system for taking ownership because of tax arrears.

j. Determine if owner, lender and judgement holders will protect their investment or sign over to city their rights so as to facilitate city ownership and reoccupancy of the building.

k. Keep up the pressure on the various players to solve problems and have building re-occupied.

Now that you have the program, conduct the full blown exercise much the same as a school has a fire drill so as to be prepared when, and if, one does come.

## **APPENDIX D: TRANSIT CRIME PREVENTION PROGRAMS**

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To assist SEPTA and Amtrak, we list some crime programs to help reduce crime and the perception of crime. Some programs work well for some kinds of crimes, but not others. Others improve the sense of safety for passengers.

### **Education and Training Programs**

- School Education Campaign
- Community Education Seminars
- Poster Campaign
- Security Training
- Cite Unsafe Acts to Riders to Educate Them
- Interpersonal Relationships Training for Employees

### **Patrol and Surveillance Programs**

- Police Patrol Surveillance
  - Saturation Patrol
  - Undercover Plainclothes Patrol
  - Police Trail Buses in Marked or Unmarked Vehicles
  - K-9 (Canine) Patrol
  - Helicopter Patrol
  - Police Officers to Ride Vehicles Randomly, Both Uniform and Plainclothes
- Transit Company Security Guards
- Encourage on Street Transit Supervisors to Report Incidents
- Citizen Patrol
- No-Hide Architecture
- Platform Station Lighting
- Panoramic Mirrors
- Transparent Operator Protection with Total Visibility by Operator with Attack Resistant Materials
- Responsive Identification Devices
- Intrusion Detection Devices and Perimeter Protection
- Electronic Surveillance Equipment
- Public-Activated Surveillance
- Maintenance of a Central Crime Statistics File According to Routes and Stops



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## **Communication**

**Public Telephones with 911 Capability**  
**Police Telephones in Rapid Transit Stations**  
**Emergency Telephones with Automatic Locators**  
**Transit Telephone System**  
**Two-Way Voice Radio**  
**Public Address System**  
**Identification Numbers on Buses and Trains**  
**Crime Complaint Desk for Transit Crimes**

## **Alarm Systems**

**Alarm-Activated Flashing Light on Buses**  
**Routine Identification Devices**  
**Passenger Flow Controls**  
**Exit or Escape Devices**  
**Remote Locking Door**  
**Special Emergency Stop**

## **Smaller Payoffs for Offenders**

**Exact Fare System**  
**Stored Value Tickets**  
**Armed Guards to Collect Receipts**  
**Monthly Pass**  
**Lockers or Safes at Agent Booths**  
**Vandal-Resistant Materials**  
**Encourage People to Leave Valuables at Home and to Protect Their Valuables**

## **Higher Penalties**

**Enforce Transit Security Laws**  
**Set Higher Penalties for Crimes Against the Elderly**

---

**Special Liaison with Prosecutors**  
**Establish a Court Branch to Handle Mass Transit Cases**

**Operating Actions**

**Initiate More Frequent and Reliable Service**  
**Close Entrances**  
**Partially Sealed-Off Train During Non-Rush Hours**  
**Temporary Route Changes as Demand Changes During the Day**

## APPENDIX E: SKILL AND BUSINESS TRAINING

---

Only a fraction of the businesses in North Philadelphia are owned by the residents. What is worse is that with an unemployment rate of 23%<sup>(1)</sup>, North Philadelphia business owners often hire their employees from outside of the North Philadelphia area. This occurs for two reasons: first, there is a considerable lack of skilled labor in the North Philadelphia area. Second, when the need is for unskilled labor, there is, as one business owner put it, a huge "unemployed, unemployable population." Not only is there a need for job training, but also a need for more preliminary training in being an employee—coming to work every day on time, taking pride in what one does, etc. Vocational schools and incubator programs such as those that already exist in the community need to be expanded and encouraged to take on broader roles in the community.

### VOCATIONAL EDUCATION

Dobbins Tech offers the combination of academic and vocational training that is so greatly needed by North Philadelphia students. However, while Dobbins Tech pulls a large number of its students from North Philadelphia, its enrollment is limited to 1,600 high school students. Due to this limited enrollment, they select

<sup>1</sup> The unemployment rate is based on the percentage of the work force that is available to work. If low cost day-care were available, enabling single mothers to be a part of the workforce, the unemployment figure would be substantially higher.

students with histories of good grades and high attendance.

### INCUBATOR PROGRAMS

Programs such as the Temple University Industrial Center Incubator Program have the potential to increase the percentage of North Philadelphia resident-run businesses that survive, and encourage new businesses to start. Talents cannot be wasted. When an individual or group has a talent, product or skill, they need to be encouraged and nurtured to develop their talent into a profit-making enterprise. The incubator concept needs to be expanded from inside the buildings to outside, in the community.

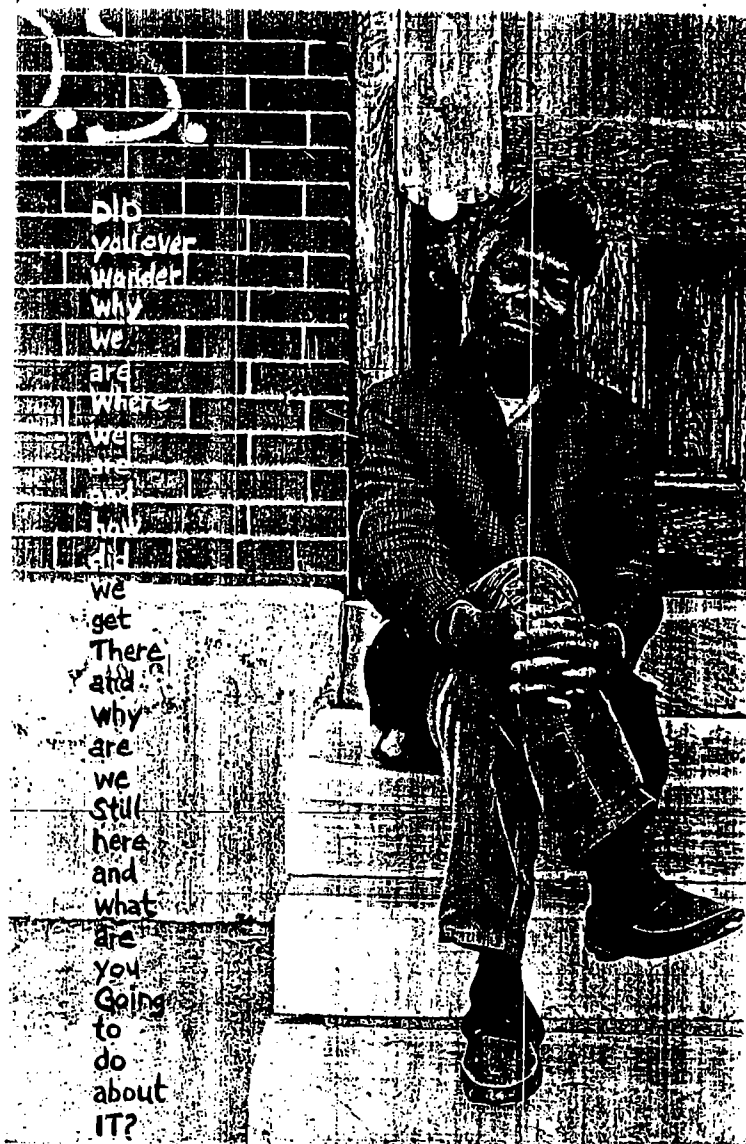
For example, the gardens of North Philadelphia are magnificent. With this talent, could the same gardeners grow and sell their produce in a farmers' market or to the businesses in the area? The Philadelphia Commercial Development Corporation is currently working with the Zion Community Center to develop a seven-day-a-week farmers' market. The market will include such businesses as produce stands, bakeries, clothing stands, flower stands, arts and crafts stands, and food stands. Business operators should be community residents, and they should hire and train local youths. The benefits of this type of commerce are threefold. First, it employs local people. Second, it puts money back into the community. Third, the atmosphere that this type of enterprise creates will enhance the local neighborhood's identity.

---

**Could the grandmothers who knit do so and make quilts or other products that could be sold in Center City and compete with the Amish products? In New York City, city-dwellers and suburbanites of all backgrounds venture into Harlem for ethnic food. Could this be done in North Philadelphia?**

**The incubator concept could foster these cottage industries. The North Philadelphia community has dwindling people and resources. The real world training that vocational schools offer and the nurturing environment that incubator programs create are essential in the effort to maximize the community's most vital resource, its youth.**

## APPENDIX F: COMMUNITY EMPOWERMENT PROCESS



The purpose for designing a community organizing process is to empower the people of the target area to perform all actions necessary to stabilize and develop their community into a livable and safe environment of which they will be proud. In so doing, we are not specifying, but suggesting, a method which might work to their benefit. This particular community basically has three groupings of people which can be called on to participate in the process. They are:

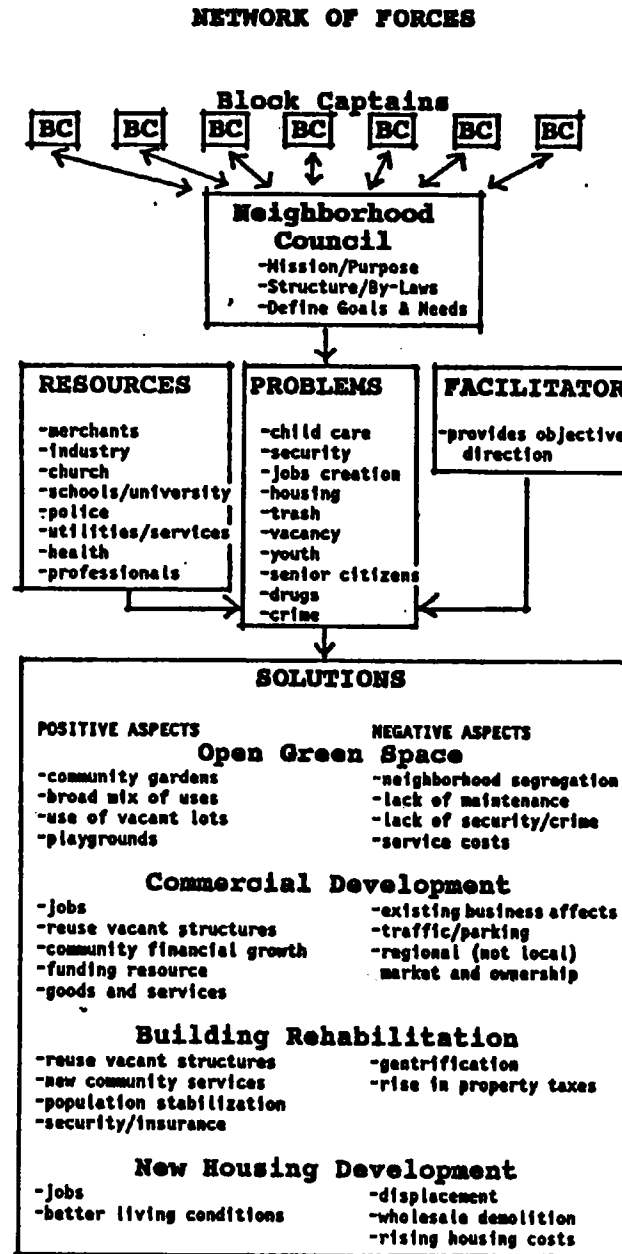
- 1) the neighbors who reside in the area who are concerned with crime, decaying housing stock, unemployment and social programs;
- 2) the business community, including commercial and retail proprietors and owners of industrial facilities; and
- 3) the utilities (telephone, gas and electric), bankers, college administrators, faculty and students, support services (health care, teachers, agency directors) and other service providers.

Each of these groupings organized separately as well as collectively will provide the largest areas with the necessary resources to implement its dream using the general R/UDAT plan as model.

Collectively, the mission of these forces would be to enable all the people of North Philadelphia to develop quality housing, viable open space, growing commercial centers and necessary social programs to enhance the quality of life.

The communities in North Philadelphia are divided and lack clout. To deal with their need to be empowered they must hold a community meeting, led by a person respected in the community. Such a person will not be competing for local funds, nor carry any local stigmas, and he/she can deliver a powerful message with an inspiring vision which will launch the local people toward empowerment and change. A central group, possibly composed of block captains, will develop an agenda for this meeting and agree on an approach, which will suggest that the three groups organize and that they appoint representatives to form a temporary body which will frame a general purpose, mission, goals and democratically-elected structure to plan and carry out the necessary steps.

The following diagram basically charts out a series of steps that may be followed.



---

An example of a specific campaign might be the community's desire to close a crack house in the neighborhood. Using the diagram titled "A Campaign for Crossroads," the community organization would:

Define the problem and notify the police. If this did not result in satisfactory action, then the community would bring the problem to the attention of the media. Following this they would place inquiries to all the necessary agencies or authorities to ascertain what the process is to have a crack house secured. During this entire time the community would be coming together and discussing what did or did not work. They would solicit advice for alternative solutions. Meanwhile they are building a campaign. Out of this campaign might come a slogan — "Take our neighborhood back, get rid of crack." Contact the State and Federal Representatives or anyone of authority. Call on the local churches. Solicit help from professionals who work in the community. If all else fails, notify the media again, organize a meeting at the crack house, get assistance from contacts for necessary materials to board up the crack house, and carry out the necessary action with the media and organized friends acting as witnesses.

## **A CAMPAIGN FOR CROSSROADS**

### **1. Address the Problem: DEFINE IT**

- Scream about it to the right people
- Get the observations of everyone
- Get to the bottom of it (what's the bottom line)
- Brainstorming
- Objective input
- Look at the ways others have solved the same type of problem

### **2. Identify Action: HOW TO FIX IT**

- Get advice
- Seek a solution from everyone
- Build a campaign
- Make a slogan, a focus, a point people can rally around
- Explore possible negatives side affects of solution

### **3. Identify Resources: GET HELP**

- Use group power to get help
- Call on those who want to help
- Call on those who want to give
- Don't waste time with those who don't care and won't give
- Don't forget to use your own hands and minds

## **APPENDIX G: R/UDAT PROGRAM PARTICIPANTS**

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The Salvation Army  
Susquehanna Neighborhood Advisory  
Committee Community Resource Center  
Temple University Facilities Department  
2770 North Broad Corporation (former  
Botany 500 Building)  
Hennie Washington's Flowers  
Zion Baptist Church

- The Philadelphia Chapter of the American Institute of Architects (AIA) wishes to thank **Elmore Johnson**, director of the **Hartranft Community Corporation**, and his staff for providing work space for the R/UDAT team and volunteers.
- The Chapter also thanks **Deanna Burney**, principal of the **M. H. Stanton Elementary School**, the **faculty, staff and especially the students** for allowing the R/UDAT to use the school for the two town meetings during the R/UDAT weekend.
- The AIA acknowledges special gratitude to the **management and staff of TV12, WHY Y and 91 FM** for their coverage of R/UDAT events. WHY Y's commitment to the R/UDAT project has enhanced the AIA's effort to focus the city's attention on the problems and opportunities of North Philadelphia.

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Troy Leonard  
Matthew Millan  
Joey Prevost  
Darren Scanlon  
Rob Stasi  
Harold Stonebreaker  
David Strauss

## APPENDIX H: TEAM BIOGRAPHIES

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- **Cliff Graves**, AICP, team chair, a city planner from San Diego, California, has been involved with several R/UDAT projects since 1971. He is president of Grisby/Graves, an environmental consulting firm. He was formerly with Internatechnology Corporation, an environmental management firm, and for seven years was chief administrative officer of San Diego, California. In the early 1970s he worked with the Office of Management and Budget and for the U.S. Department of Housing and Urban Development.
- **Boyce Appel**, sociologist/social ecologist. Mr. Appel is head of Appel Associates in Atlanta, Georgia, a consulting firm that “combines management experience, behavioral science research and specific procedures and skills to confront the organizational impasse, expedite the barrier breakthrough and take full advantage of those opportunities for new levels of success.”
- **Harold Bell**, real estate specialist/economist. Mr. Bell is an urban economist and professor of architecture and planning at the School of Architecture and Planning at Columbia University. He has extensive experience with the R/UDAT program, and has worked with urban renewal projects in Gulfport, Mississippi; Brooklyn, New York; and Chinatown in New York City. He holds a degree in business administration from City College of New York.
- **Raymond Brown**, urban designer with a specialty in mixed use development. Mr. Brown is president of Raymond Brown, Architect, a Dayton, Ohio architecture and urban design firm. He has worked on a wide range of projects, including most recently the Wesleyan Nature Center for the City of Dayton; a new headquarters building for the Elegant Limousine Service, Dayton; Neighborhood Design Guidelines, City of Dayton; Urban Design Studies of Various Downtown Projects, City of Dayton Department of Planning; and the Reece Terrace Multi-family Housing, City of Dayton. He has a B.S. in architecture from the University of Cincinnati.
- **Roosevelt (Rosey) Grier**, youth program specialist. Mr. Grier is best known for his career in professional football (New York Giants from 1955-62 and the Los Angeles Rams from 1963-67), and his appearances in films (*Roots*, *In Cold Blood*, *Sophisticated Gents*) and on television (*The Rosey Grier Show*, *Kojak*, *Quincy*, *I Dream of Jeannie*, *McMillan and Wife*, and many talk shows). He became an ordained minister in 1983, and is currently founder and chairman of the board of “Are You Committed,” a program which “enhances spiritual awareness and self-esteem in underprivileged inner-city youth, and helps to prepare individuals for better educational, employment and spiritual opportunities.”



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• **Rick Kuner**, transportation planner. Mr. Kuner is president of New Alternatives, Inc., a Chicago consulting firm specializing in transportation planning, city planning and computers. From 1964-71 he was chief transportation planner for the Boston Redevelopment Authority, and founded his own firm in 1975. He earned a B.A. in political science at the University of Pennsylvania and a master's degree in city planning from the Massachusetts Institute of Technology.

• **M. David Lee**, AIA, urban designer/transportation planner. Mr. Lee is vice president of Stull and Lee, Incorporated, Boston, Massachusetts. He was principal-in-charge of urban design for Boston's Southwest Corridor Transit Project; the Kaehler Primary Health Care Center for the U.S. Coast Guard in Falmouth, Massachusetts; the Chad Brown/Admiral Terrace master plan and housing renovations in Providence, Rhode Island; and the Poinciana Industrial Park in Miami, Florida. He has degrees from the University of Illinois and the Harvard Graduate School of Design, and teaching experience at the Rhode Island School of Design, MIT Department of Architecture and Planning, Harvard Graduate School of Design and others.

• **Lt. Col. Dale Menkhaus**, safety and security specialist, is assistant police chief of the City of Cincinnati. He has degrees in police administration and police studies from the University of Cincinnati, and frequently consults on safety matters.

• **Gus Newport**, neighborhood development specialist. Eugene "Gus" Newport is executive director of the Dudley Street Neighborhood Initiative in Roxbury, Massachusetts and former two-term Mayor of Berkeley, California. During his tenure he raised the city's bond rating to triple-A status, reorganized the administration into fewer departments, built more affordable housing than had been built in the previous thirty years, and led drives for adequate funding of social services and job equality. Mr. Newport has worked in several capacities for federal, state and local government, and for private non-profit agencies in roles that concerned economic development, plant closure and re-use and youth employment and training. He has served on the Advisory Board of the U.S. Conference of Mayors and chaired the sub-committees on Education and Employment for the Conference, and serves on several national and domestic policy boards and several United Nations committees.

• **Robert H. Richardson**, architect with experience in rehabilitation of older buildings. Mr. Richardson has since 1988 been principal architect with the Office of Architecture and Urban Design, Division of Architecture and Facility Management of the City of Cincinnati. He has held related positions with that city since 1972. He has degrees in architecture from the University of Cincinnati.

## APPENDIX I: MEDIA ATTENTION (As of December 6, 1990)

### Print

- Saturday, June 12, 1990; *The Philadelphia Tribune*, "N. Phila. targeted for revitalization," by Sid Holmes.
- Thursday, June 14, 1990; *The Philadelphia Inquirer*, page B-2, "Volunteer architects begin N. Phila. renewal project."
- Saturday, June 23, 1990; *The Philadelphia Inquirer*, Editorial page, Section A, "Reinvigorating a hub."
- June 18-24, 1990; *Philadelphia Business Journal*, page 27, "Study on redevelopment starts in North Philadelphia."
- Wednesday, June 27, 1990; *Focus*, page 42, "Urban design team to aid North Philadelphia revival," by Jeffrey S. Eisenberg.
- August, 1990; *Philadelphia* magazine, page 197, "[Best] group effort to improve the city."
- October, 1990; *Applause* magazine, page 3, "A Fresh Look at North Philadelphia," by Rick Breitenfeld and page 23, "Northern Exposures," text by Noel Weyrich, photographs by Peter Olson.
- Friday, October 5, 1990; [Germantown Neighborhood Action Bureau] *Community Messenger*, page 1, "R/UDAT comes to North Philadelphia," by Len Zangwill.
- Sunday, October 14, 1990; *The Philadelphia Inquirer*, page 1-F, "Hope, within limits, for the city," by Thomas Hine.
- Tuesday, October 16, 1990; *The Philadelphia Tribune*, page 10-C, "N. Phila. through the eyes of residents, historians."
- Wednesday, October 17, 1990; *Focus*, page 46, "Conference to develop plan to revive section of city," by Winifred B. Atterbury.
- Thursday, October 18, 1990; *The Daily News* (Philadelphia), page 6, "Changing Face of N. Philly/Urban Planners Pave the Way to Better Image," by Joanne Sills.
- Thursday, October 18, 1990; *The Daily News* (Philadelphia), Opinion page, "The 'Invisible' North Philly/Its Symbol is Mable Belton's Broom," by Linda Wright Moore.
- Friday, October 19, 1990; *The Daily News* (Philadelphia), page 67, "North Philly: Then and Now/Neighborhood Marks 100 Years of Change," by Kathy Sheehan.
- Friday, October 19, 1990; *The Philadelphia Inquirer*, page 5-D, "Exploring N. Phila., old and new," by Jonathan Storm.
- Friday, October 19, 1990; *Scoop USA*, page 1, "North Philadelphia's Hope For The Future" and "Help Make North Philadelphia a Better Place."
- Friday, October 19, 1990; Associated Press article, by Ted Duncombe, appeared in newspapers across the country.
- Friday, October 19, 1990; *TV Guide*, page 201, "North Philadelphia's Hope for the Future."
- Sunday, October 21, 1990; *The Philadelphia Inquirer*, page 1-B, "Looking to revitalize North Phila.," by Robin Clark.
- Sunday, October 21, 1990; *The Philadelphia Inquirer*, page 3-B, "At a town meeting, residents get a say in the neighborhood," by Kimberly J. McLarin.
- Tuesday, October 23, 1990; *The Daily News* (Philadelphia), page 5, "Plotting Course for N. Philly: Architects Unveil 'Vision' to Residents," by Joanne Sills.
- Tuesday, October 23, 1990; Associated Press follow-up article, by Ted Duncombe, appeared in newspapers across the country.

- Wednesday, October 24, 1990; *The New York Times*, A14, "Philadelphia Journal/Planners Offer Vision In Area Without Dream," by Michael deCourcy Hinds.
- Thursday, October 25, 1990; *The Philadelphia Inquirer*, Editorial page, Section A, "The spotlight was on, and North Philadelphia stood proud," by Acel Moore.
- Saturday, October 27, 1990; *The Philadelphia Inquirer*, Editorial page, Section A, "Reinventing North Philadelphia."
- Sunday, October 28, 1990; *The Philadelphia Inquirer*, page 1-H, "A dream grows in North Phila.," by Thomas Hine.

Wednesday, October 31, 1990; *Focus*, "Crystal Palace among ideas for North Philadelphia revival," by Winifred B. Atterbury.

November 8, 1990; *Engineering News Record (ENR)*, "Urban design team offers possible cures for North Philadelphia."

November 12-18, 1990; *Philadelphia Business Journal*, Section 2, "Getting on track; North Philly's renewal strategy," and "Team helps N. Phila. find its own solutions," by Diane M. Fiske.

Friday, November 16, 1990; [Germantown Neighborhood Action Bureau] *Community Messenger*, page 10, "A Vision for North Philadelphia," by Jim Young, page 11, "Homeowners! Don't Be Fooled by Speculators!" by Len Zangwill and page 18, "They Made R/UDAT Possible."

Sunday, November 25, 1990; *The Philadelphia Inquirer Magazine*, page 4, "New Arrivals," by Fred Mann and page 32, "Blueprint for the future," by Glenn Burkins.

December, 1990; *Architecture* magazine, by Peter Dobrin.

## Television

Friday, October 19, 1990, 10:00-10:30 p.m.; WHYY TV12, "North Philadelphia; 100 Years of Change," a 30-minute documentary on North Philadelphia's history by producers Glenn Holsten and Lillian Leak.

Saturday, October 20, 1990, 10 a.m. until 12:45 p.m.; WHYY TV12, "Town Meeting I; The People Speak, live coverage of the team's first meeting with the community. Saturday, October 20- Monday, October 22; WHYY TV12, "Spotlights," a series of 4-minute interviews with representative of the R/UDAT project, community leaders and residents.

Monday, October 22, 1990, 6:00 until 8:00 p.m.; WHYY TV 12, "Town Meeting II: A Fresh Look," live coverage of the team's presentation of its findings to the community.

Monday, October 22, 1990, 6:00 until 6:30 p.m.; Live news reports of the second Town Meeting by stations KYW (3), WCAU (10), WPVI (6) and WTXF (29).

Tuesday, December 18, Thursday, December 20, Saturday, December 22 and Sunday, December 23, 1990; WPHL (13) "Delaware Valley Forum" a half-hour talk-show with local R/UDAT representatives.

## Radio

Wednesday, October 3, 1990 3:00 until 3:30 p.m.; WHYY 91FM, "Radio Times" with Marty Moss-Coane, half-hour interview with team chair Cliff Graves.

Thursday, October 18 through Monday, October 22, 1990; News reports of the team's activities aired on many local stations.

- Copy included in following pages

# Reinventing North Philly

*Visiting experts peered through the blight and found much to inspire hope*

When the public spotlight is shined on North Philadelphia, too often it's because there's trouble. Not. Drug-related killings ... rowdy arson attacks ... a balloonist is mugged.

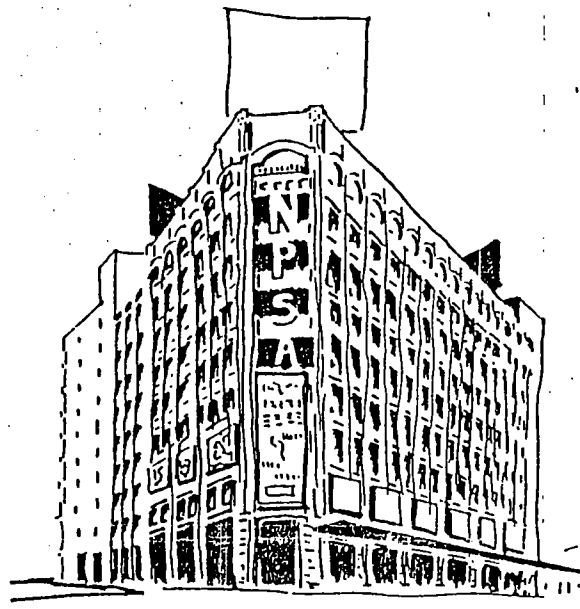
It's not that plenty of bad things don't happen in this, the city's most blighted area. Nor are we suggesting for one minute that the media should ignore trouble, wherever it touches town. It's just that, for all its problems, North Philadelphia remains home to thousands of decent, home-loving folks who yearn, just once in a while, for the outside world to come calling when there's good news to talk about.

Well, last weekend it happened — in a big way. A team of urban experts conducted an intensive study of possible solutions to North Philadelphia's problems of crime, chronic unemployment and run-down housing. Assembled from around the country by the Philadelphia chapter of the American Institute of Architects (AIA), the member team of architects, planners, sociologists and educators focused on the neighborhood straddling Broad Street and Lehigh Avenue near Amtrak's North Philadelphia Station.

After four days (and some nights) of brainstorming, the out-of-towners issued a written report that talked about the troubling truths. But they

also applauded the abundance of block and community groups in the area, elementary schools where they said students were enthusiastic and sometimes inspired, the large network of activist churches, the area's superb access to public transportation and the once-bleak lots turned into flowering gardens and parks, described as "treasures recognized citywide."

Such sweet praise is not often sung for the ears of North Philadelphia residents, and so the exercise was a rare lift to their spirits. An estimated 500 people turned out for a community meeting Monday to hear the experts' recommendations, and to offer suggestions. For these residents, said Emanuel Kelly, an archi-



Architects envision reusing Botany 500 building as a North Philadelphia school for the arts.

Saturday, October 27, 1990

## The Philadelphia Inquirer

An Independent Newspaper

ROBERT J. HALL  
Publisher and Chairman

MAXWELL E.P. KING  
Editor and Executive Vice President

DAVID R. BOLDT  
Editor of the Editorial Page

GENE FOREMAN  
Executive Editor

JAMES M. NAUGHTON  
Managing Editor

### EDITORIAL

tect and Temple University professor instrumental in organizing the weekend, "This was a real catalyst."

For the much wider television audience that was reached by virtue of the substantial commitment of air time by WHYY-TV (Channel 12), the study may have come as somewhat of a revelation. Beaming into living rooms, as architect and AIA official Sally Harrison noted, were "very articulate, very caring people." And Paula Taylor, who runs a nonprofit housing agency near the Temple University campus, said it was important that viewers learned of "our dissatisfaction" with conditions in North Philadelphia.

If the AIA event succeeded somewhat in changing the areas's relent-

lessly negative image, it also produced specific recommendations and strategies that could be put to work on real-life problems.

Sure, some of the AIA team's recommendations seemed utopian — such as creating a glass-enclosed "Crystal Palace" and a "Grand Civic Plaza" at the Amtrak site, and turning the vacant Botany 500 building into glass-sided School for the Creative and Performing Arts. But the AIA experts offered a number of more do-able ideas, such as asking churches to take more responsibility for the other properties on their own blocks, lobbying for the "greening" of major street intersections with plantings and establishing a town

watch to move quickly when properties go vacant and to work with owners to find new tenants.

Probably one of the most valuable recommendations was the need for better coordination of grassroots organizing efforts. The team found that community groups, while abundant, often worked in isolation and even at cross-purposes. Unifying whatever efforts take place should be paramount from here on out, and that could be the key role played by the local AIA chapter in its continuing efforts to support this neighborhood.

Such grassroots activism has been and will continue to be crucial, even though it can't replace what's ultimately needed — a massive infusion of outside resources to help those who want to be helped and to crack down on the criminals who make life so miserable for the good folks struggling to get by. As Ray Brown, a Dayton, Ohio, architect on the study team, told residents Monday, "It seems a long way from broken-down houses to a Crystal Palace. ... And you may not make it. But you got to try."

Many, like Leroy Owens, a local restaurant owner who was raised in the neighborhood, seemed willing to do that. "I see all of the potential in North Philly that I do in any other community," Mr. Owens told the AIA team Monday. "It's in our hands. We gotta do something about it. We can't let this die."

**Philadelphia Journal**

# Planners Offer Vision In Area Without Dream

By MICHAEL deCOURCY HINDS

Special to The New York Times



PHILADELPHIA,  
Oct. 23 — To most  
out-of-towners,  
North Philadel-  
phia is a decrepit

Amtrak station, a whistle-stop where conductors openly worry about the safety of the few who disembark. To the people who live there, many of them black, North Philadelphia is a place without a dream.

That was the assessment of a group of urban experts, assembled last weekend from around the country by the American Institute of Architects to evaluate the section and to suggest solutions to its problems. The 11 volunteers slipped into town last Thursday night, and like a SWAT team searching for suspects, they swept through the area, held meetings, took tours and talked to community leaders.

The exercise was part of a 23-year-old voluntary program of the institute, Regional/Urban Design Assis-

**'We tore it down  
and we're going to  
build it back.'**

ance Teams. The institute sifts through applications from local organizations, choosing sites that seem to hold the most promise for change. It then recruits team members from whatever discipline seems appropriate for each project. On average, the institute sends out four teams a year, on projects from public land use in Vancouver, Wash., to growth management in Kansas City, Mo.

North Philadelphia, once the heart of the city's manufacturing industry, is just north of the city's downtown and sprawls east toward the Delaware River and west toward the Schuylkill. About 17 percent of the city's population, or about 275,000 people, live there; 69 percent of them are black and 15 percent Hispanic.

The area's most important institution is Temple University. Connie Mack Stadium, where the Athletics played baseball until they moved to Kansas City in 1954 and where the Phillies played until they moved to Veterans Stadium in South Philadelphia in 1970, was gutted by fire and demolished in 1976.

"North Philadelphia is the city's largest area of physical decay along with having the most concentrated poverty in the city," said Barbara J. Kaplan, executive director of the City Planning Commission. "But despite all the poverty, it has a significant percentage of homeownership, ranging from about 38 to 60 percent in different areas, and that is a real strength."

Enter the experts. Led by Clifford Graves, a San Diego city planner, team members included Roosevelt Grier, the former Los Angeles Rams lineman who is now a specialist in youth programs; Dale Menkhaus, an assistant police chief of Cincinnati, and Gus Newport, a former Mayor of Berkeley, Calif. The team also included architects, urban planners, a sociologist, an economist and a transportation specialist.

By Monday afternoon the team had finished a detailed report with recommendations for improving many services in the area, including housing, day care, education and transportation. The experts noted that the neighborhood had no fewer than 900 separate assistance programs operating independently.

The report did not offer any instant solutions for financing the reconstruction of North Philadelphia. It did, however, suggest that existing resources could be put to better use.

On Monday night, the team held a town meeting and dreamed aloud about a utopian North Philadelphia, a place with a Crystal Palace for a train station, a glass-sided School for the Creative and Performing Arts and a Grand Civic Plaza.

"The children will have the opportunity to perform in the Grand Civic Plaza," said M. David Lee, an urban designer from Boston and a team member, "at which time there will be food and vegetables and produce and products of the hands and minds of North Philadelphians to sell to each other and to the people from outside who just have to come and find out what all this is about."

In response, the audience of several hundred stood up in the Stanton Elementary School auditorium and began clapping and chanting:

*We're going to build!  
We're going to build North Philadel-  
phia!  
We're going to do it ourselves!  
We tore it down and we're going to  
build it back! Amen!*

## Surroundings



The Philadelphia Inquirer / TODD BUCHANAN

North Philadelphians, including Tyrell Beatty, 3, greet urban design experts seeking ways to aid the area.

# A dream grows in North Phila.

*The bricks-and-mortar ideas of visiting experts may or may not be realized. But if nothing else, their effort has built optimism.*

By Thomas Hine  
*Inquirer Architecture Critic*

**N**orth Philadelphia was built for production. It is a place of factories, houses for workers, houses for managers and owners, and railroad tracks to move the products out into the world.

It has some magnificent churches, and a handful of schools, libraries, banks and other

substantial buildings that punctuate the industrial landscape. But they do not dominate it. The factories — when they were running — did that.

The fundamental reason for the decline of North Philadelphia is not mysterious: It was built to serve a heavy industrial economy that no longer exists. Ever since the 17th century, Americans have followed a tradition of

abandoning fields that were no longer productive or things they no longer needed and moving on. America has left North Philadelphia behind.

But places are not merely economic entities. They are also cultural. They are families and friends and houses that have been paid for with labor and sacrifice. They are ways of talking and ways (See NORTH PHILADELPHIA on 4-II)

The Philadelphia Inquirer

SUNDAY  
October 28, 1990

# New plans, and a dream, for North Phila.

NORTH PHILADELPHIA, from 1-H of walking down the street. The money moves on, but humans are not so footloose. People are always left behind.

If you watched either of the North Philadelphia town meetings televised on Channel 12 as part of last weekend's "Crossroads North Philadelphia" urban design exercise, you saw something of the culture of North Philadelphia. It was a culture far too complex to fit any stereotype such as "the underclass." Indeed, the aspirations expressed were decidedly mainstream, middle-class goals.

It was working mothers whose jobs were a lengthy and expensive commute from their children. It was homeowners who worried about being able to pay for repairs to their houses and who faced the threat that their neighbors' abandonment of houses would undermine any investment. It was a battalion of block captains and officers of a bewildering array of neighborhood groups. It was beautiful children and eloquent preachers and young recovering drug addicts eager to help others.

While there was no pretense that these people were living in Mr. Rogers' neighborhood, speaker after speaker expressed pride, confidence and commitment to the place where they lived. There was a widespread recognition that most outsiders don't care about them or their neighborhood, and thus, extravagant gratitude for the experts who had come from around the country to listen to them and make suggestions about how the neighborhood could better serve its residents and reflect their aspirations.

The exercise was part of something called an R/UDAT, which stands for Regional/Urban Design Assistance Team. This is a program sponsored by the American Institute of Architects that sends teams of architects, planners, economists and other specialists to conduct fast, intensive surveys and leave a set of suggestions behind.

In some cases, these suggestions have formed the core of a sustained improvement effort, while in others, the R/UDAT has been an isolated, largely irrelevant event. How things

turn out depends on whether the recommendations make sense to the people who will be affected, whether the means are at hand, and whether people are organized to put the ideas into practice. This group's focus was on an area of North Philadelphia that straddles Broad Street from York Street to Allegheny Avenue and from Germantown Avenue to 22d Street. North Philadelphia Station and the intersection of Broad and Lehigh are at the center of this area, which could be considered to be the center of the much larger part of the city termed North Philadelphia.

The R/UDAT program had its origins in the 1960s, when many people believed that the world could be remade, new and better than ever before. It was an attempt to harness architects' visionary impulses to larger social goals.

Today, such an effort, particularly in a place as difficult and complicated as this one, must confront the limited role that architecture and physical planning can play in dealing with an area's problems. People need to have jobs in order to afford to take care of the places where they live, and they need education and skills in order to get and keep those jobs. If the schools don't work and some measure of order cannot be maintained, there is no point in building anything.

Even if there were the prospect of large sums of money coming from an outside source to realize grand designs for the neighborhood, residents would have good reason to fear that they might be viewed as being in the way of progress.

Development is all too often a blunt instrument, whose goal is to make a place attractive to outsiders rather than to improve it for the people who live there. There is no doubt that North Philadelphia needs to have more money invested there. Home values must be higher than the cost of major repairs to the houses so that the cycle of abandonment can be stopped and the wealth embodied in houses can help residents to become part of the national economy. The area desperately needs jobs, and these will not come without outside investment.

There is also an argument to be made for creating some long-term physical goals to which a neighborhood can aspire. Yet proposals that are too expensive, too concentrated, too dramatic are suspect because they raise false expectations and might not be beneficial for the current residents if they were carried out.

The 10-member North Philadelphia R/UDAT team was led by a planner, Clifford Graves of San Diego, and contained only three architects, along with an economist, a police official, a sociologist, an ex-mayor and a community organizer who used to play professional football. The composition of the group probably biased it against drawing lavish architectural fantasies, though some rather ambitious visions did make it into the report in narrative form.

The most dramatic of these was the suggestion that North Philadelphia Station be rebuilt as the neighborhood's center in the form of a Crystal Palace, whose transparency would provide security for travelers and would, at night, serve as a beacon for the neighborhood. This building, which would link all the SEPTA rail lines and a subway access, would provide a market for the produce of community gardens and home cooking. It would be linked with a public square, a town hall, and an intermediate school for the arts, proposed for the former Botany 500 building at Broad and Lehigh.

Ray Brown, the Dayton, Ohio, architect who explained this proposal to the town meeting, elicited the most enthusiasm of any of the panelists. But the specific development that Brown proposed is probably less important than the ideas it embodies.

One is that North Philadelphia should perceive Broad Street not as a divide but as an opportunity to create a center that it currently lacks. Another is that the excellent transportation available to the neighborhood should be linked more pleasantly and dramatized.

Even now, the Amtrak station is the neighborhood's chief image to the outside world, and the impression it makes is not good. The town hall with

its government offices and meeting rooms represents an idea that the various levels of government should respond to North Philadelphia as a whole rather than to a divided and mutually suspicious array of small neighborhood groups.

The report also proposes a green buffer zone along the Amtrak tracks that cut through the neighborhood. This idea seems modest, but it actually would be expensive and administratively complicated. But it does seem to be one of those goals that can be carried out in small ways and might well emerge over a very long time.

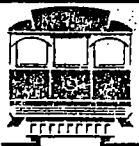
The other major physical proposals call for the creation of "villages" with their own open spaces, tot lots, secure parking and gateways. On the west side of Broad Street, these would be organized using existing houses, with the open space reclaimed from existing vacant lots and structures. Companies would be encouraged to "adopt" individual villages and assist them in improving themselves.

On the east side of Broad, the team proposed building some entirely new developments whose houses would be competitive with the suburbs and would be attractive to successful people from the neighborhood so that they could stay and form part of the community rather than move out.

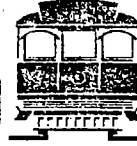
The chief economic development proposals are the station complex and a house factory, where neighborhood residents would learn construction and rehabilitation skills to save the area's homes.

The R/UDAT's report was not so much a plan as a menu of possibilities, along with a few suggestions about how to find help, but few details about execution. The Philadelphia chapter of the AIA, which spent more than a year planning the effort, must now find ways of following up on it.

In the end, the specific proposals will probably be less important than the spirit of cooperation, self-determination and optimism that seemed to suffuse the North Philadelphians who participated. These people told the world, and themselves, that they have not given up on their lives — or on the place where they live.



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**NEIGHBORHOOD ACTION BUREAU**

# Community Messenger

Volume 3 - Number 9

2565 Germantown Avenue • Philadelphia, PA 19133

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Friday, October 5, 1990

## R/UDAT comes to North Philadelphia

### National Focus on Broad and Lehigh

By Len Zangwill

The intersection of Broad and Lehigh Avenue is, and has been, one of the most important in North Philadelphia. Both Broad and Lehigh played very important roles in the development of North Philadelphia. Broad Street, the longest straight street in the country, is home to universities, industries, churches, old mansions, and other institutions. Lehigh Avenue, laid out along a ridge approximately 2 1/5 miles north of City Hall. A walk down Lehigh will quickly reveal numerous industrial and commercial. From Front Street, one passes the N. 5th St., Germantown and Lehigh, N. 22nd St., and 29th St.

The intersection of Broad and Lehigh plays a different role in the community. Within minutes of each other are the Amtrak North Philadelphia Train Station, the Broad Street Subway North Philadelphia stop (outfitted for express service, but currently only a local stop), and the SEPTA North Philadelphia commuter rail lines. For this reason, this area has long been a focal point for North Philadelphia.

A recent American Institute for Architects (A.I.A.) (Philadelphia Chapter) report found that over 15,000 people pass through the Broad and Lehigh hub daily, but that "a sense of vital activity is absent." The report cited numerous development opportunities, and called for a concentrated effort to revitalize the area. This report projected at a national level what many community residents already knew: the fact you can get anywhere from Broad and Lehigh, the old loft buildings waiting to be redeveloped, the vacant lots which could be beautifully landscaped, and the vital community spirit shown by the network of community organizations.

The national A.I.A. accepted the report's proposal for a concentrated effort to make something positive happen at Broad and Lehigh. This will begin on October 18th, when the Philadelphia chapter of the A.I.A. will sponsor the Regional/Urban Design Assistance Team (R/UDAT) initiative. RUDAT is a unique, multi-disciplinary team of experts from across the country which will work with the community to "produce an urban design that

strengthens the commercial, transportation, residential, industrial, educational, and recreational elements of the neighborhood. The team will be in the area from October 18th until October 22nd.

RUDAT will bring together the community, policymakers, and nationally recognized leaders in transit, architecture, real estate, youth issues, landscape architecture, sociology, and urban design to design specific initiatives for the Broad and Lehigh area. The visitors provide an outside perspective, and will probably notice positive things about the area which residents take for granted. On the other hand, they also need significant community input. On **Saturday, October 20th, at 9:30 am, at Stanton Elementary School, 16th and Cumberland**, there will be a town meeting to discuss the problems and the opportunities of the area. On **Monday, October 22nd, at 5:30 pm** at Stanton Elementary School, the RUDAT team will present its report.

The report will be the result of an intensive study of the area. Team members will speak to a variety of residents, businesspeople, and policymakers. There will also be a reception on Thursday, October 18th, at Hartranft Community Center (2415 Germantown Avenue) to welcome the team to North Philadelphia. The public is invited. Tours will be arranged to different parts of the area. A very important part of the visit is when team members explore North Philadelphia on their own.

The report coming out of this four day experience will address a variety of issues. The urban design elements include, among other issues, land use, public transit, residential needs. Equally important is are the implementation issues. These range from timing, to financing, to policy, to community involvement and many more. The package will be a balanced

one, with the specific recommendations being given action timelines to make them a reality.

Any recommendations in the RUDAT report will remain recommendations if there is no followup. Cliff Graves, an nationally known urban planner from San Diego, and team leader, commented, "The purpose of

the RUDAT is to stir up things that are bogged down, to provide a fresh opinion. But the project will only be a success if there are people who are interested in making it a success after the RUDAT goes home. If work stops when we get on our planes and trains to go home, then we will have wasted our time."



# Plotting Course for N. Philly

## Architects Unveil 'Vision' to Residents

By Joanne Sills

Daily News Staff Writer

They left North Philadelphia with a grand vision of what it could become — a vision marked by a "Crystal Palace" rising to the sky where an old train station stands today.

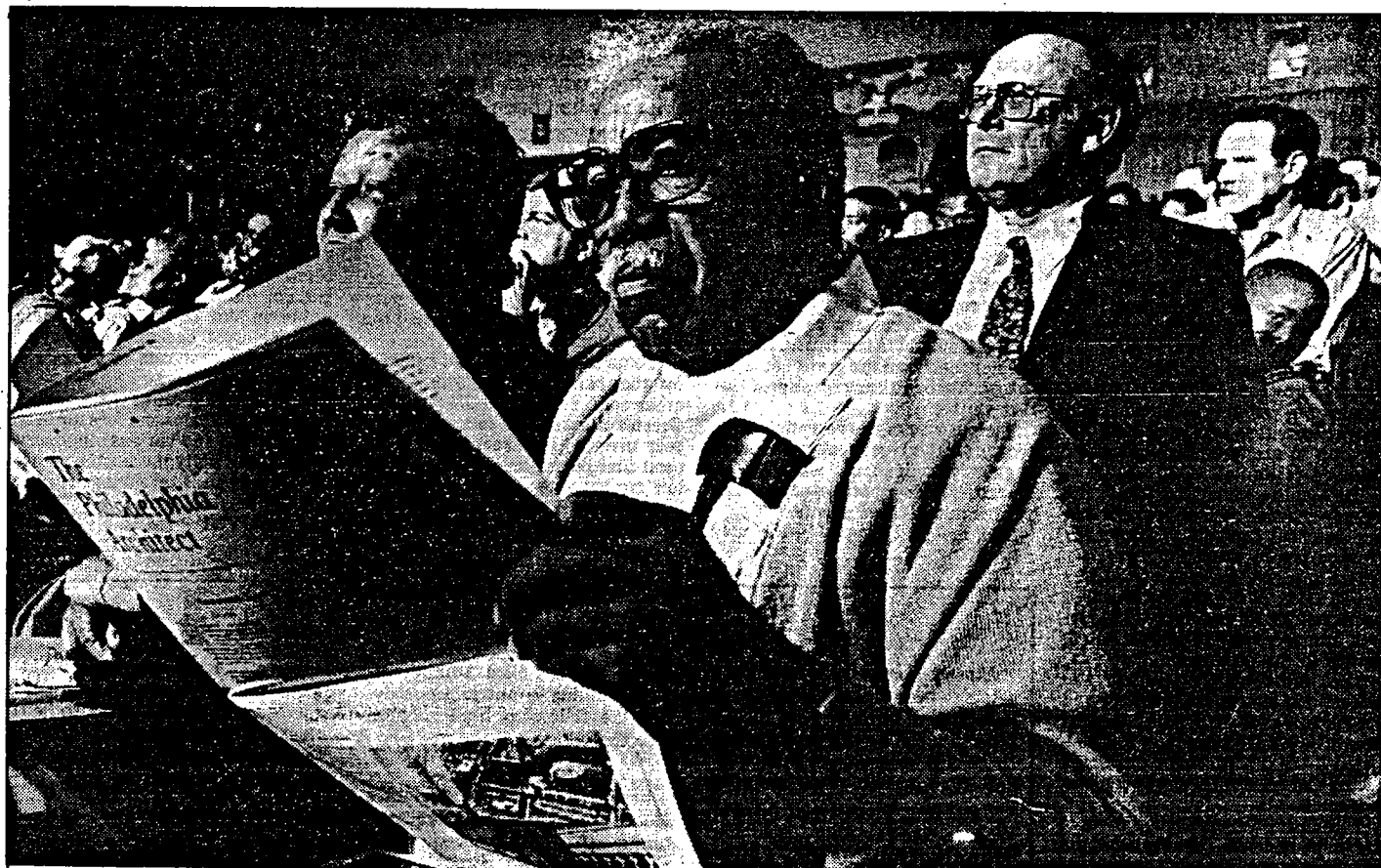
And the people of North Philadelphia cheered the vision, welcomed the praise and attention, and wondered how it all could be done.

For five days, an 11-member team of architects and planners from around the country had immersed themselves in the promise and plight of North Philadelphia's neighborhoods as part of an Regional/Urban Design Assistance project sponsored by the American Institute of Architects.

Last night, more than 500 people crammed into M.H. Stanton Elementary School, at 16th and Cumberland streets, and others watched on television, as the team presented its suggestions in a 49-page report called "A Vision for North Philadelphia."

"We looked at the big problems and came up with big answers," said the team's economist, Harold Bell of New York City. "We wanted to create a new image for the people who live here and for the people who won't come here ... My hope is that we would create something owned by the people."

The team's recommendations responded to four key points stressed by the residents they had talked with. The residents had said that they wanted to improve the future of their children, that they wanted to know how they could improve their neighborhoods without outside help,



E.W. FAIRCLOTH/DAILY NEWS

William J. Wolf looks over proposals to revitalize North Philadelphia at a town meeting yesterday at M.H. Stanton Elementary School

that they intended to stay in the community, and that they wanted North Philadelphia to symbolize community pride.

The design team's major proposal was a "Grand Design" at Broad Street and Lehigh Avenue. It would be anchored by a new Crystal Palace Station that would combine SEPTA's and Amtrak's two neighboring but separate rail lines and stations into an airy, green, glass-enclosed station with a light tower; a nearby civic plaza and town hall; and a school for the performing arts in the empty high-rise Botany 500 building.

In the surrounding neighborhoods, the design team envisioned small clusters of urban villages with distinctive rowhouses and thriving business districts.

Architect Ray Brown, a member of the team from Dayton, Ohio, said the "Grand Design" would "light the way to the middle of North Philadelphia."

But some residents expressed concerns of what would happen to them if such a vision ever became reality.

"There's not a lot of money in the neighborhood," said Arnold Mitchell, Democratic committeeman for the 37th Ward. "When you start

talking about 'crystal palaces,' I get apprehensive."

Mary Hill, who lives near the Stanton school, said she's lived through the federal Model Cities program in the 1960s and the city's North Philadelphia Plan announced two years ago, but that not much has changed in her neighborhood. She said she was pleased with the architects' new ideas, but, fearing neighborhood people would be pushed out, wanted "some way of guaranteeing the people already there could stay."

"We need better housing," Hill said. "We already have the better

people."

Brown and other team members encouraged the residents not to fear change, but to control it.

"It's very important to continue striving," Brown said.

Some residents, however, questioned whether community spirit could solve the area's major problems unless there also was big money behind the architects' vision. "We know how to come together," said Tyrone Reed, executive director of Committee for a Better North Philadelphia. "But we always seem to be fighting a mightier foe."

# The spotlight was on, and North Philadelphia stood proud

By ACCEL MOORE

To most people who don't live there or who only drive through to their middle-class neighborhoods in other parts of the city or the suburbs, North Philadelphia is the stereotypical crime-ridden, poverty-stricken inner-city ghetto — a black township.

To outsiders it is a place full of dirty streets, abandoned houses, crack addicts, muggers and robbers who prey on the elderly. To outsiders it is a community whose spirit and civic pride were broken long ago and replaced by a sense of hopelessness.

To those who just pass through or read only media accounts of North Philadelphia it is a place where all those who could afford to have already moved out. It is believed that those left are devoid of any middle-class values such as hard work, meritorious achievement or getting a college education. It is believed that those remaining are the elderly, the unemployed and dysfunctional welfare-dependent families, those whom the neoconservatives characterize as suffering from a victim complex.

That is the picture most often drawn of North Philadelphia. But it is an inaccurate and insidious picture.

For four days, Friday through Monday, those images were shattered during a visit by a team of architects, urban planners, educators and soci-

*There is a side to North Philadelphia that the commuters and tourists don't see as they whiz by.*

ologists who developed plans and recommendations for the revitalization of this often maligned and neglected community.

The visit was an integral part of a project called "Crossroads, North Philadelphia" sponsored by the American Institute of Architects. The group, called a Regional/Urban Design Assistance Team, was headed by Clifford Graves, a San Diego city planner. The team talked to community residents and toured an area of North Philadelphia bounded by Allegheny and York Avenues and 22d and Eighth Streets.

The group's report was complete with architects' sketches and recommendations for development of the area. The team made attempts to link their ideas and suggestions with existing structures and projects like the North Philadelphia Station modernization that are already on the drawing boards and suggested some fresh approaches.

But more important than the group's work was the fact that its visits focused attention on what is happening in North Philadelphia.

At two public meetings — one four-

hour session Saturday and the concluding session Monday at the Stanton Elementary School — the planners listened to dozens of community people and leaders tell of their problems and concerns for their neighborhoods.

The speakers were block captains, heads of community and civic organizations, church leaders, small-business owners and just everyday people who live and work in North Philadelphia. More than 500 persons attended the concluding session Monday.

They were people like Arnold Mitchell of the Oakdale Community Association, Tyrone Reed of the Committee for a Better North Philadelphia, Lillian O. Pauhill, an aide to Rep. William H. Gray 3d, and Joseph A. Caesar of the Lower Tioga Community Civic Association.

They passionately believe in their community and are as spirited about North Philadelphia as other residents are about their sections of the city.

Mitchell has provided leadership that has inspired others, including other young black men, to work to-

gether for the betterment of their neighborhood.

"I live here because I want to live here, not because I have to," said Mitchell. The Oakdale Community Association, of which he is vice president, meets each month. The group not only works to get civic services like street cleaning and boarding up abandoned houses, it has cleaned the streets itself and boarded up abandoned houses and replaced burned-out lights in alleys and walkways.

What the architects as well as those who watch the public meetings on television saw were dozens of North Philadelphia's residents speaking with pride and dignity about their community and what they were doing to address the many social problems that afflict them.

What the planners learned is that North Philadelphia has not been completely abandoned by the middle class and that economic status alone does not determine middle-class values. Character does.

What the team members learned about North Philadelphia was best stated in the foreword of their report. They said, "North Philadelphia is not a compilation of statistics and charts, it is thousands of people in an area that is an integral part of Philadelphia's past, present and future. North Philadelphians deserve to live with dignity, to raise their children safely and to have access to the same economic opportunities enjoyed by all Philadelphians."

What the planners heard is that

North Philadelphia is not a wasteland, not just an area of social pathology. They learned that there are people young and old and in between who have middle-class values, despite the decay, poverty and abandoned homes that surround them.

They learned about people who own their homes, who take pride in their neighborhoods, who sweep their streets, who cooperate with police in fighting crime, who keep gardens and who have a deep sense of pride in their neighborhood and their city.

Would that those who only find fault with North Philadelphia could see what the team saw.

Thursday columnist Accl Moore is associate editor of *The Inquirer*.

# TV12 WHY Y 91FM

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## **North Philadelphia's Hope for the Future** A special series of programs on WHY Y TV12 and 91FM October 15-22, 1990

WHYY TV12 and 91FM will focus its resources on North Philadelphia in NORTH PHILADELPHIA'S HOPE FOR THE FUTURE, a series of special reports and live broadcasts from October 15 to 22. WHY Y will provide comprehensive coverage -- including more than four hours of live broadcasts -- of the American Institute of Architects' Regional/Urban Design Assistance Team (R/UDAT) visit October 18 to 22. Programs will look at North Philadelphia's history, problems now facing the community, and efforts to revitalize the neighborhoods surrounding Broad Street and Lehigh Avenue. HOPE FOR THE FUTURE Executive Producer David Othmer says, "This is a community project in its best sense. We see this as an opportunity to focus on the economic, human and social potential in North Philadelphia."

The special programs include:

### **North Philadelphia -- 100 Years of Change**

**Friday, October 19, 10-10:30 p.m. on TV12**

Traces the history of North Philadelphia, looking at the original design of the area, its development as an industrial hub and the many phases it has gone through. Features interviews with former and current residents of all ages, archival photos and even home movies.

### **Town Meeting I -- The People Speak**

**Saturday, October 20, 10 a.m. to noon on TV12**

Live coverage of the R/UDAT team's first town meeting at the Stanton Elementary School. Neighborhood residents present their views.

### **Spotlights**

**Saturday, Sunday, Monday, October 20 to 22 on TV12**

Short features on many of the people and places in North Philadelphia broadcast hourly throughout the day, including live updates on the R/UDAT team's progress.

### **Town Meeting II -- A Fresh Look**

**Monday, October 22, 6 to 8 p.m. on TV12 and 91FM**

Live coverage of the R/UDAT team's report to area residents and city officials.

### **Morning Edition**

**Week of October 15 between 6 and 9 a.m. on 91FM**

Background reports on North Philadelphia's strengths and problems.

### **Radio Times**

**Week of October 15, 3 to 4 p.m. on 91FM**

Interviews with local housing experts and a look at R/UDATs in other cities.

Contact: Art Ellis (215) 351-1262