



THE ENTERPRISE CENTER
BUSINESS | CAPITAL | COMMUNITY

52nd Street: A Commercial Corridor for West Philadelphia

*Investment and Partnership
Opportunities*



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What is the 52nd Street Investment Playbook?



The 52nd Street Investment Playbook was launched by The Enterprise Center (TEC) and the Nowak Lab to ***provide investors, banks, community members, state and local leaders with the opportunity to realize economic and social returns*** from the revitalization of 52nd Street as the main corridor of West Philadelphia.

The 52nd Street Investment Playbook focuses on over 30 investments and strategies, totaling to over \$160M.*

“Setup” moves
Foundational investments that will catalyze further investments. Acquisition has already begun.

“Shovel ready” projects
Considerable planning and design have been completed.

Exploratory projects
Additional planning, capacity, and coordination is required. Leading partners needed.

	Investments and Strategies	Leading Organizers	Cost	Potential Noteworthy Funders
Transformative Real Estate	Marketplace 52 Parke Building 277 Community & Business Resource Center 5241-43 Market Street 52 nd Street Commons	TEC	\$90M	State (\$15M)
Business Support & Attraction	Grants for Small Business Infrastructure (5 Grants) Minority Contractors & Procurement	TEC	\$4.8M	City Programs; Banks (JP Morgan + Wells Fargo)
Infrastructure	Public Improvements (2 investments) Connected Street Initiative (5 investments) Climate Action Plan (5 investments)	TEC + SEPTA + City of Philadelphia	\$68M	IIJA Funding (channeled through states and cities)
Community Development	Inclusion of residents in employment opportunities Minority Contractors & Jobs Anchor Institution Collaboration Third Places	TBD	TBD	Anchor Institutions
Housing	Affordable Housing Accessibility Preservation of Naturally-Occurring Affordable Housing Protection of Renters Housing Quality and Conditions Sustainability of Local Homeownership	TBD	TBD	TBD
		TOTAL	~\$163M	

*Note: This cost is expected to increase as projects on Housing and Economic Mobility are costed and incorporated.

Unprecedented federal investment presents a **unique opportunity for place-based initiatives.**

- The **American Rescue Plan Act (ARPA, \$1.9 trillion) — passed in March 2021**
 - The bill included \$350 billion in discretionary Coronavirus State and Local Fiscal Recovery Funds (SLFR), of which **\$7.3 billion went to Pennsylvania.***
 - Surplus ARPA funds for Pennsylvania **have yet to be allocated.**
- **Infrastructure Investment & Jobs Act** (\$1.2 trillion, \$549 billion in new spend) — **passed November 2021**
- **Inflation Reduction Act** (\$740 billion, incl. \$360 billion on clean energy programs) — **passed August 2022**



* Source: Commonwealth Foundation,
<https://www.commonwealthfoundation.org/research/pennsylvanias-use-of-arpa-funds/>

The 52nd Street playbook seeks to build on this momentum to build a vibrant and healthy corridor.

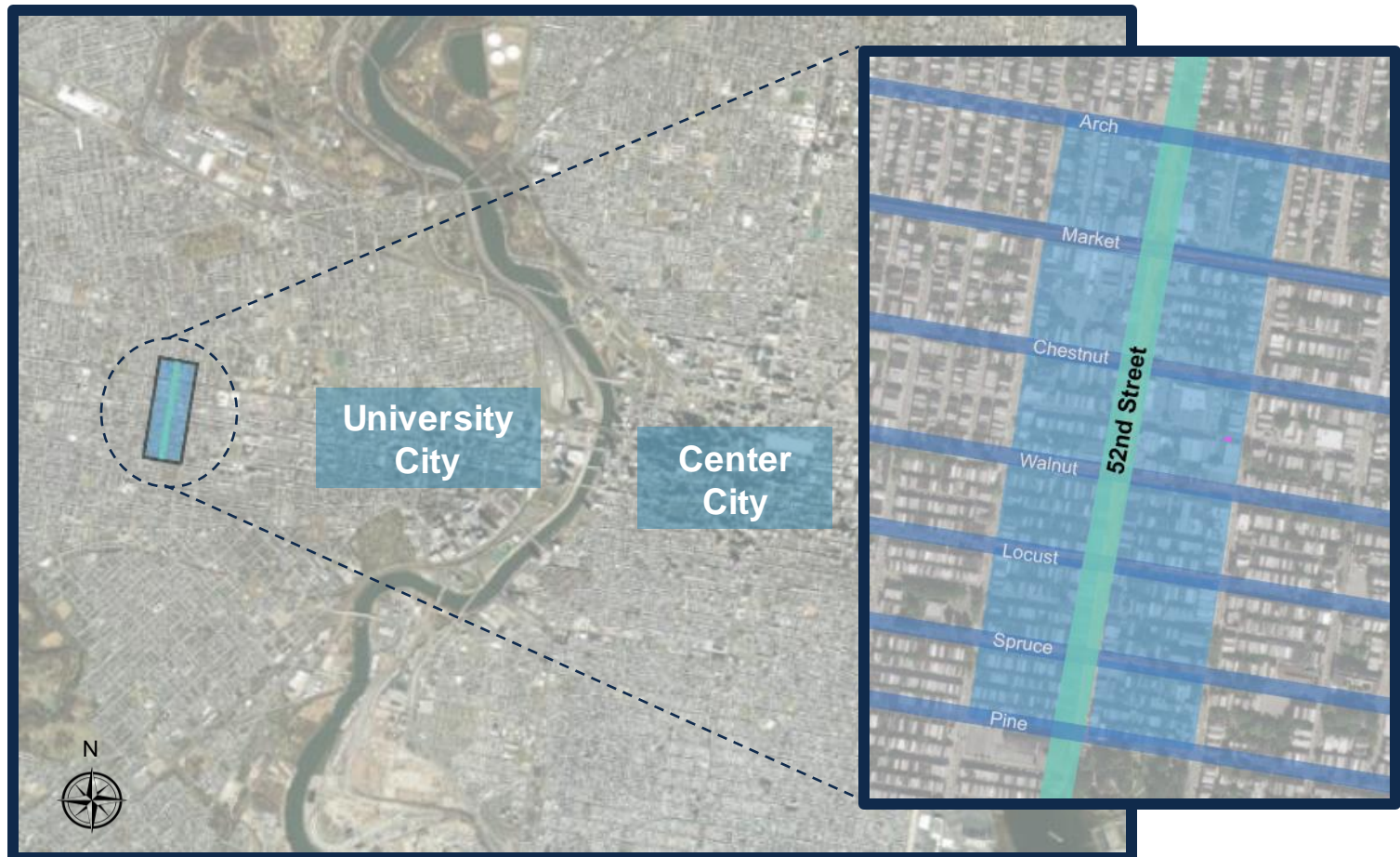
The main objective is achieving a **vibrant and healthy corridor** that adapts to the needs and concerns of residents.

Our **equitable development approach** ensures that everyone can participate in and benefit from decisions that shape their neighborhoods and regions.

This entails ***being intentional with investments and infrastructure.***

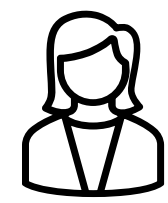
<i>What characterizes a healthy commercial corridor?</i>
Mixed-use district with clustered development
Retail anchors that add, not detract, from the small business environment
Institutional anchors that provide community-accessible jobs
Thriving local-owned and legacy small businesses
Professional services that meet community needs in health and finance
Cultural assets that convene community
Mixed-income residency
Pedestrian oriented design
High proportions of local ownership

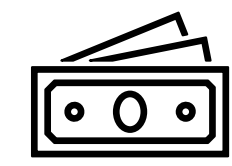
The playbook focuses on the 52nd Street corridor, from Malcolm X Park to Arch Street.



 **6 Blocks,**
stretching 0.5 miles, that host

 **138 Businesses**
that employ

 **648 people**
and generate

 **\$98 million**
in annual sales

The neighborhood* surrounding 52nd Street suffers from entrenched inequities: compared to the city, 52nd Street's residents are predominantly Black, poorer and less educated.



Population

	Growth Rate	% Black
Corridor	3%	74%
Philadelphia	5%	40%



Education

	% w/BA+
Corridor	27%
Philadelphia	33%



Income

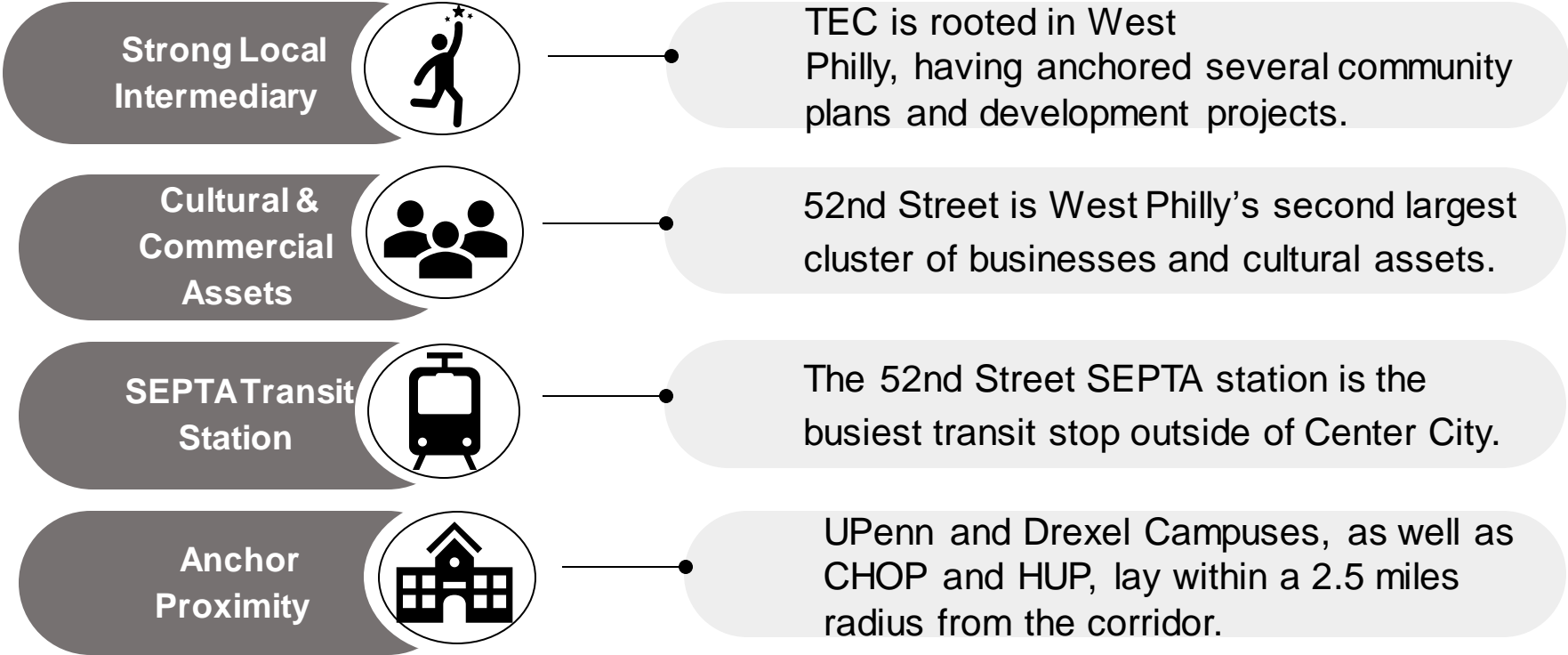
	Median HH Income
Corridor	\$39k
Philadelphia	\$54k



Homes

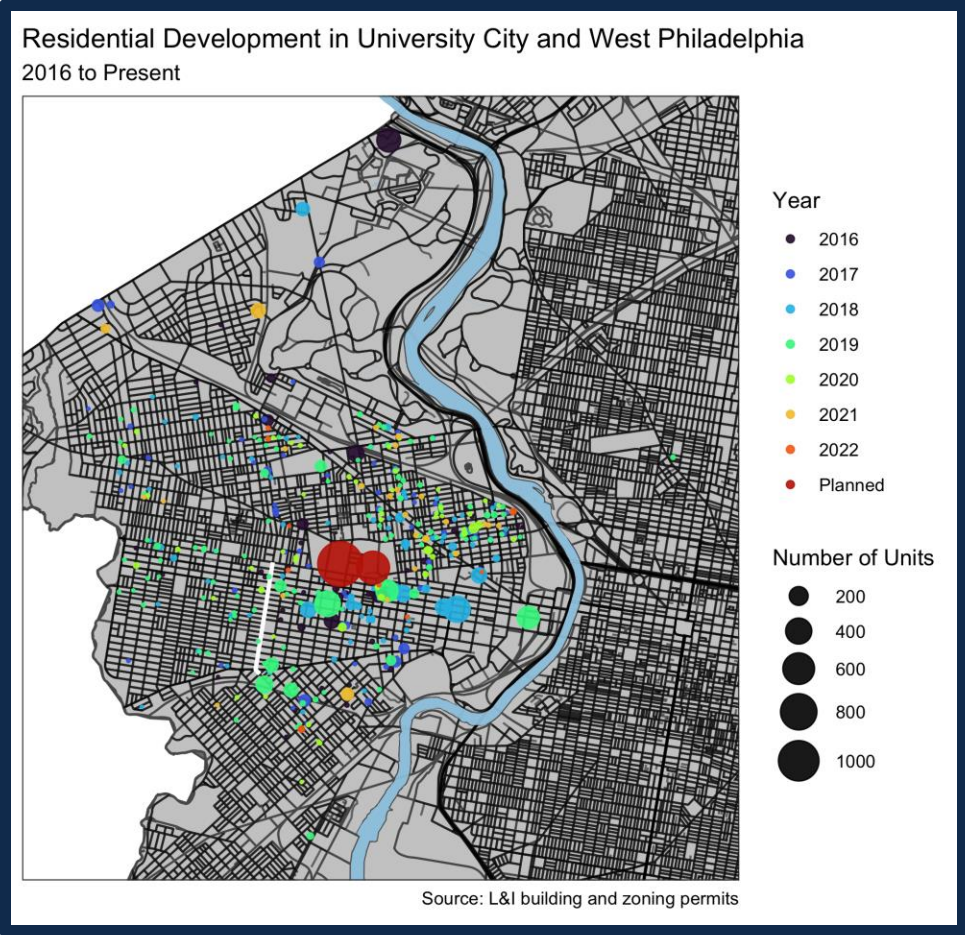
	Owner-Occupied	Median Value
Corridor	36%	\$116k
Philadelphia	46%	\$224k

There are four distinct benefits to investing in the development of 52nd Street.



As West Philadelphia grows, new development inches towards 52nd Street.



- As Philadelphia recovers from the pandemic, *the University City market continues to grow*, faster than other areas in Philadelphia.*
- Recent development activity in West Philadelphia is marching towards 52nd Street. *More than 1,300 units have been permitted for construction between 44th and 57th Streets, with another 1,900 units in the pipeline.*



As new development inches west, it has the potential to magnify existing trends affecting the corridor.

There are six key trends that will impact the corridor's trajectory.

Corridor Trends

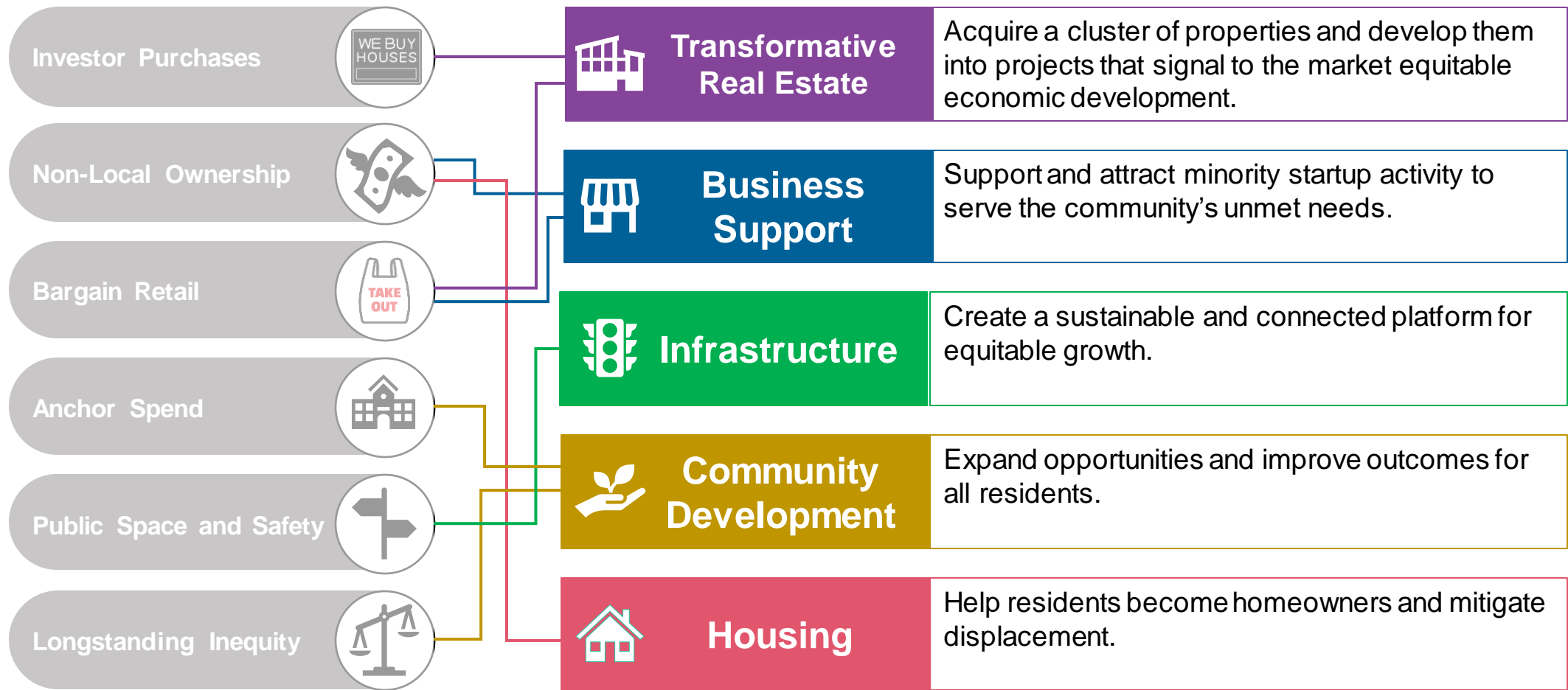
- Investor Purchases**  **16 corporate owners** control 40% of the corridor.
- Ownership of Properties**  77% Black population, but significantly lower **Black business ownership**
- Bargain Retail**  The corridor holds 6 **discount stores** in less than 0.2 miles.
- Anchor Spend**  **Low utilization of local businesses** by nearby anchors.*
- Public Space and Safety**  The corridor faces high levels of **gun violence.**
- Longstanding Inequity**  Residents earn roughly **74% of the city's median income.**

*Note: "Anchors" are defined as anchor institutions that are mainly medical and educational institutions.

TEC and Nowak Lab created five strategies responding to these trends.

Corridor Trends

Key Strategies



These strategies support a healthy and vibrant corridor.

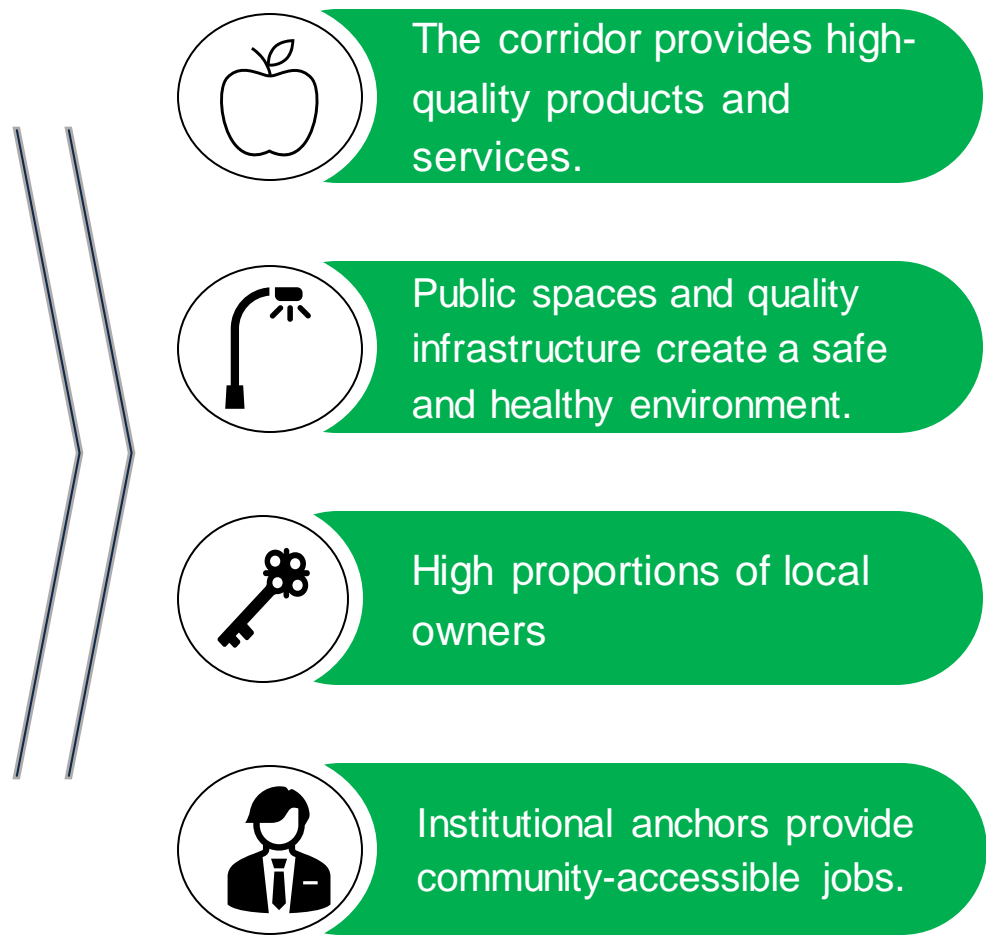
Corridor Trends



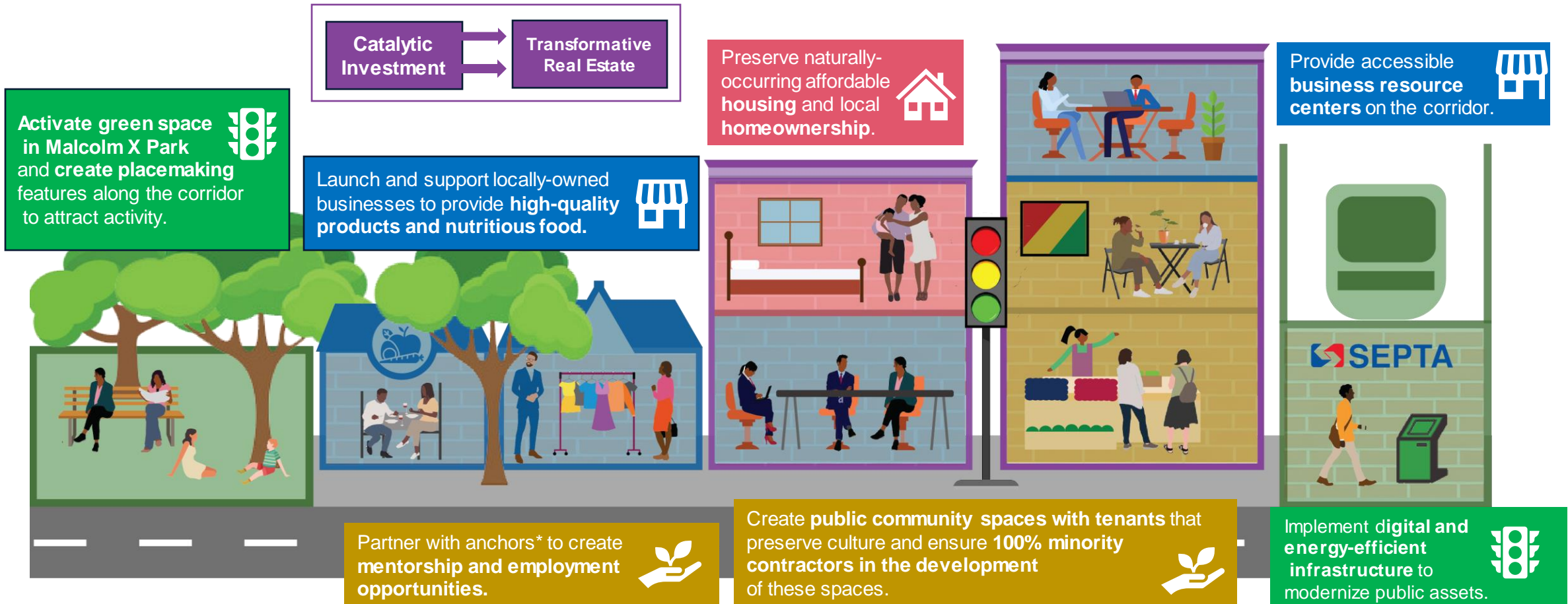
Key Strategies



Vision for the Corridor



Through the development of transformative real estate, TEC sets the tone for a healthy, vibrant, and equitable commercial corridor.



*Note: "Anchors" are defined as anchor institutions that are mainly medical and educational institutions.

The five strategies for intervention on 52nd Street total to over \$160 M.

Housing



Preserving naturally-occurring affordable housing stock for existing residents and **supporting local homeownership**.

Community Development



Bolstering "third places, like YMCA or Blackwell Library



Generating **employment opportunities**

Transformative Real Estate

Five defining projects that set the tone for future development, indicating how community-serving real estate can generate social, economic, and financial returns.

Business Support

- **Business Improvement Grant**
- **New Business Grant**
- **Upper Floor Reuse Grant**
- **Storefront Improvement Grant**
- **Minority Contractors and Procurement**



Infrastructure



Public space improvements, such as outdoor seating outside of the library.



Public art along the train bridge.



Green infrastructure and streetscape improvements



Fiber network/WiFi



Rooftop solar panels



Intelligent traffic systems and tech-enabled safety enhancements



EV parking spaces and charging stations



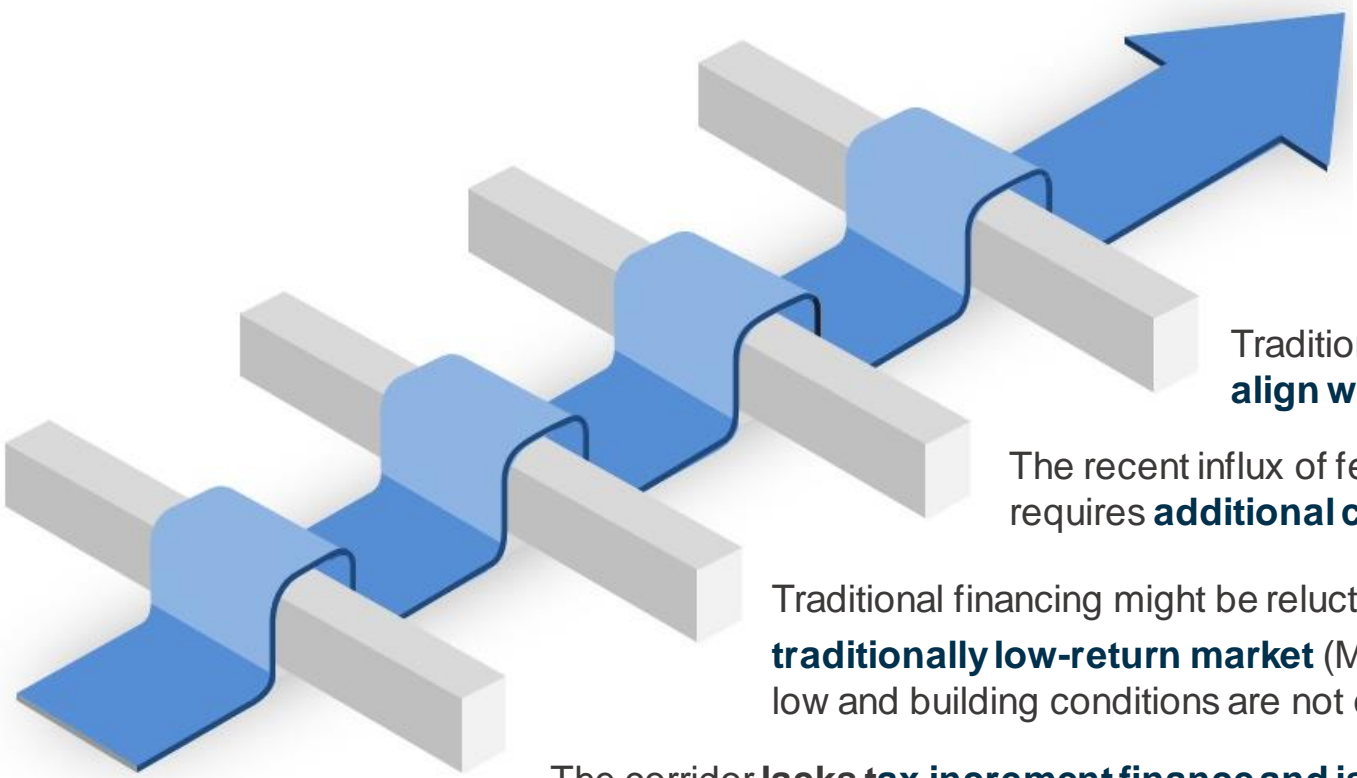
Welcome kiosks at 52nd Street SEPTA station



Efficient, transit-oriented development



Financing this strategy requires going beyond the limits of traditional development financing.



Blended patient capital

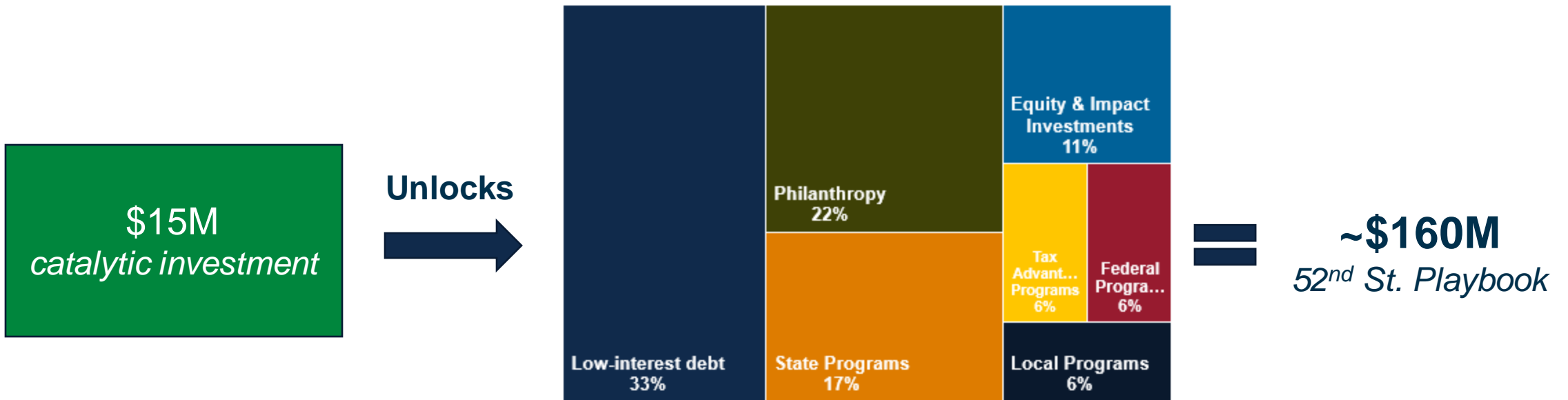
Traditional funding sources do not align with coherent local priorities.

The recent influx of federal and state funding requires additional coordination efforts.

Traditional financing might be reluctant to invest in a traditionally low-return market (MBEs credit profile is low and building conditions are not optimal).

The corridor lacks tax increment finance and is not a business improvement district.

A \$15M catalytic investment can unlock an impactful public private partnership.



State Funds

"First-in" flexible working capital to *prove the market and attract blended capital* to invest in the next layers of the project.

Potential blend of patient capital

Supports Transformative Real Estate, Business Support, Infrastructure, Community Development and Housing

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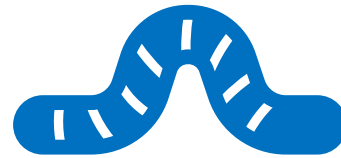
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The COVID-19 pandemic magnified existing trends negatively affecting commercial corridors.



The rise of e-commerce shifted retail buying patterns and were detrimental to models too dependent on foot traffic.

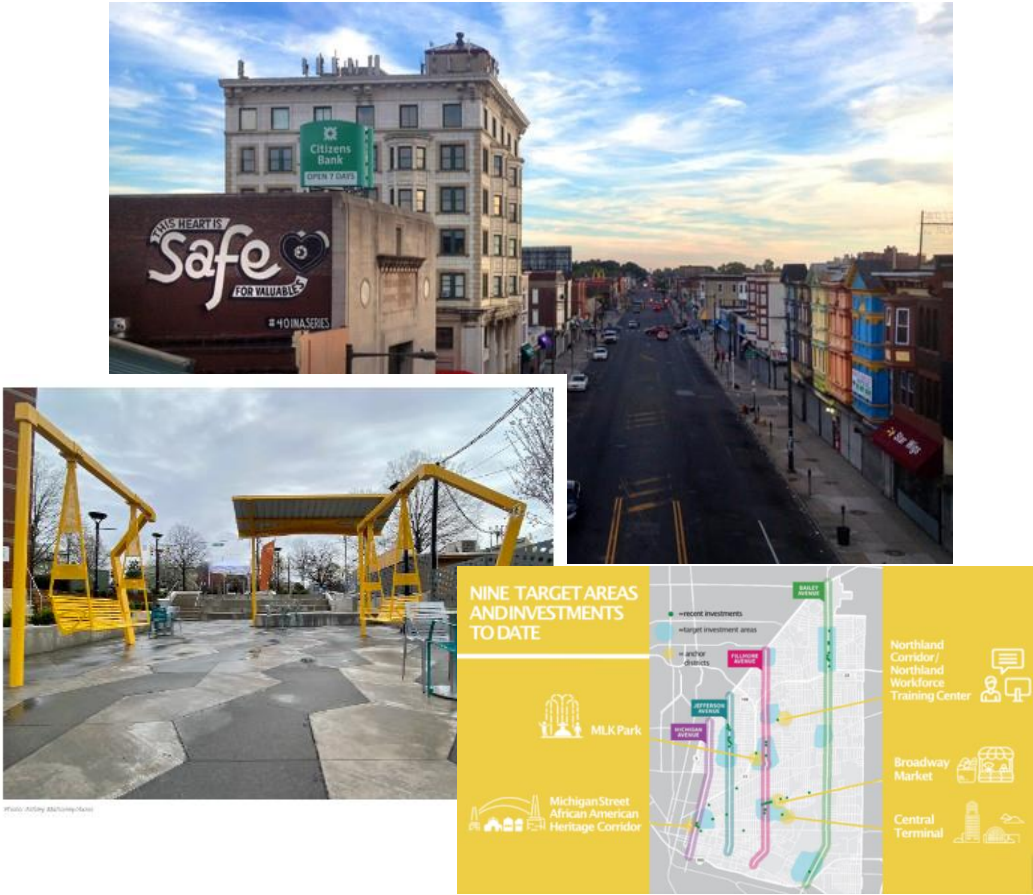


The parasitic economy (check cashing, dollar stores) is disproportionately located in Black and Brown neighborhoods.



Commercial corridors are filled with B2C sectors where Black and Brown businesses are mostly concentrated.

The 52nd Street Investment Playbook is a Philadelphia-specific model that is part of a national trend.



- **In Philadelphia:** Through catalytic investments, **The Enterprise Center, a minority-led MBDA, SBIC, CDFI and CDC**, is pioneering a new model of equitable commercial corridor regeneration for intermediaries as a participant of Pennsylvania's Main Street Program.
- **In Buffalo:** The East Side Avenues Initiative has raised **\$180 million in committed capital** for projects and programs.
- **In Charlotte:** Charlotte's Corridors of Opportunity is a **\$38.5 million commercial corridor development program** in Charlotte's West End.*
- **In Detroit:** more than **\$112 million in investment** has been deployed in 10 neighborhoods through its Strategic Neighborhood Fund.*

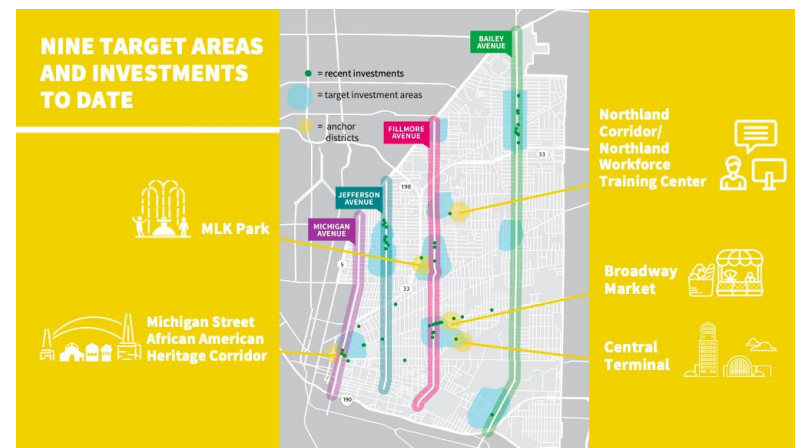
Example: Buffalo, NY Investment Playbook

The East Side Avenues Initiative promotes investments in East Buffalo focused on small business, placemaking, and workforce development with the aim of building wealth in the Black community. Playbook features five anchor projects located along four key commercial corridors. Funds sourced from federal, state, private, and philanthropic sources.



Strategy for Generational Wealth Building Ecosystem

Three Pillars of Investment:



MICHIGAN STREET AFRICAN AMERICAN HERITAGE CORRIDOR
 Transformative Community Anchor

	PROPOSED	TO DATE
Capital	\$7,428,000	\$30,000,000
Operations/Capacity Building	\$1,070,000	\$10,000,000



NORTHLAND CORRIDOR/NORTHLAND WORKFORCE TRAINING CENTER
 Scale Up Success

	PROPOSED	TO DATE
Capital (Corridor/NWTC)	\$45,000,000	\$100,000,000
NWTC Operations/Capacity Building	\$7,500,000	



EAST SIDE COMMERCIAL DISTRICTS PROGRAM
 Scale Up Success

	PROPOSED	TO DATE
Capital	\$2,600,000	\$25,000,000
Operations/Capacity Building	\$1,150,000	\$4,000,000



Historic African-American Business Districts in the US

- During the Great Migration, African-Americans settled in structurally segregated Northern, Midwestern and Western cities.
- Some corridors that bisected a community of several neighborhoods became **“Black Wall Streets”** – corridors with both retail and civic purpose.
- Many of these corridors were targeted for urban renewal projects in the 1950s and 1960s, decimating the built environment and **unleashing a cycle of disinvestment**.



Image: Centre Avenue, Hill District. *Pittsburgh Post-Gazette*

Commercial Corridors in Philadelphia

- **Philadelphia has 265 “retail centers”**, and nearly 75% of corridors are classified as “neighborhood centers”.
- Most of the commercial corridors were constructed during the pre-automobile era, and about **42% are pedestrian-oriented***.
- The City of Philadelphia’s Department of Commerce provides organizational and financial support for corridors through its corridor management program and business improvement grant program**.

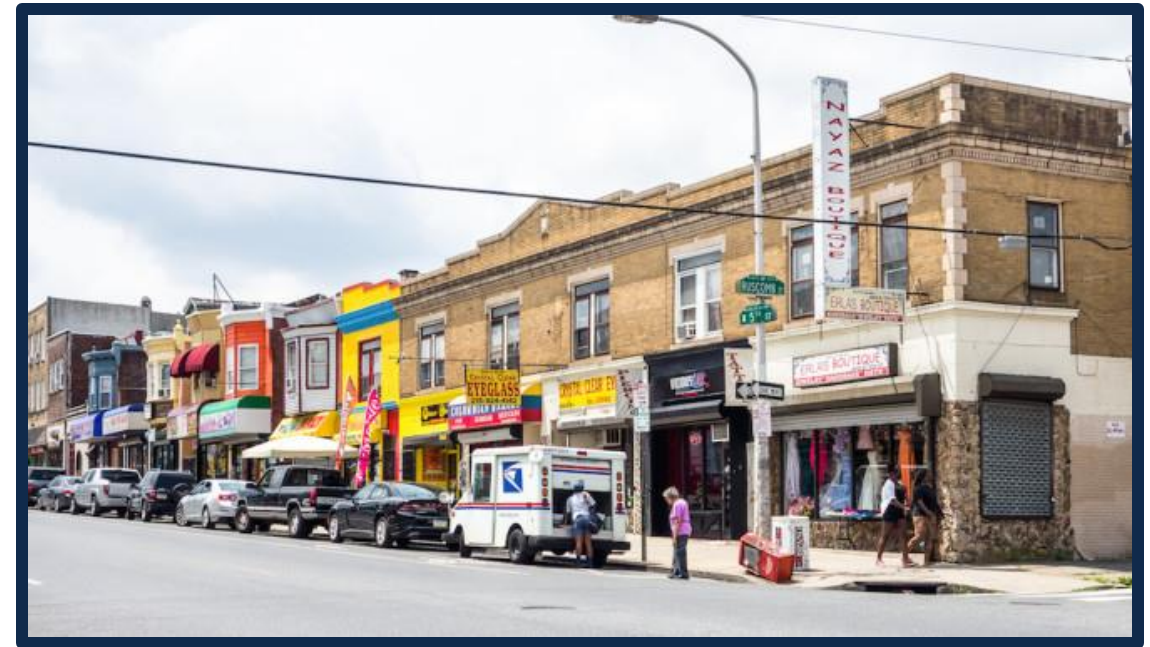


Image Source: North 5th Street & Olney, Hidden City

The 52nd Street Corridor is historically significant for West Philadelphia.

- Affectionately known as “the Strip”, the 52nd Street corridor became a harbor of Black economic activity in the mid 20th century during and after Black migratory waves to the city.*
- It was not immune to the disease of brick-and-mortar decline in the 1980s, and the construction 52nd & Market subway line is cited among business owners and residents as being a negatively disruptive development.**
- Home to a resilient set of just over 200 small businesses, 52nd Street is emblematic of many **culturally significant corridors** that have endured swift demographic changes, disruptive transit developments and renewed displacement risk.

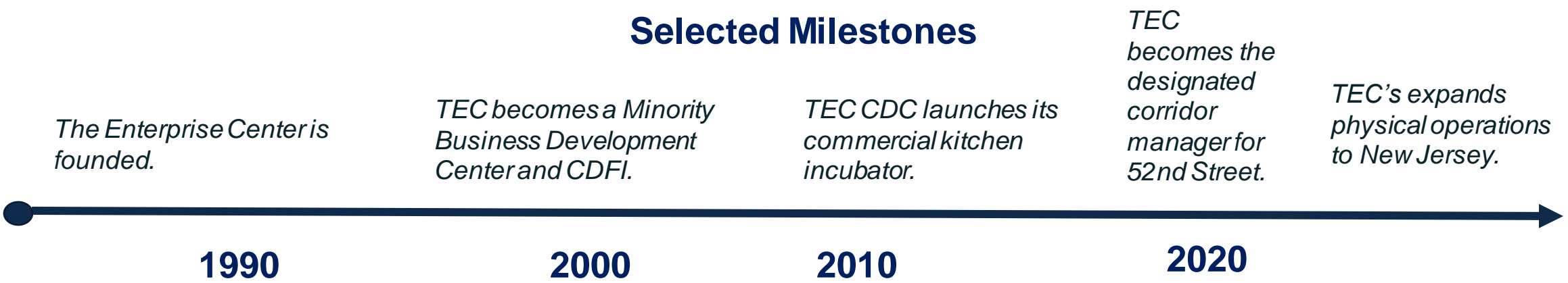


Image from The Enterprise Center

For over thirty years, The Enterprise Center (TEC) has been a leader in business support and community development finance.

- Since then, the organization has grown into a CDC, CDFI, SBIC, and MBDA Center*. In 2014, TEC-CDC was designated as the "corridor management" entity for 52nd Street. Since then, TEC has worked with several community stakeholders, residents, and business owners to address challenges and opportunities.
- As 52nd Street grows, TEC will be a championing intermediary for the corridor by bringing together private, civic, and nonprofit stakeholders for support.

Selected Milestones



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Context of 52nd Street

- Located at the heart of West Philly, 52nd Street is **cultural and business hub** starting at the intersection of Arch and 52nd Street, moving past the 52nd Street Market-Frankford SEPTA line, and ending around Malcolm X Park.
- The Corridor is lined with a vibrant mix of businesses and community assets serving residents.

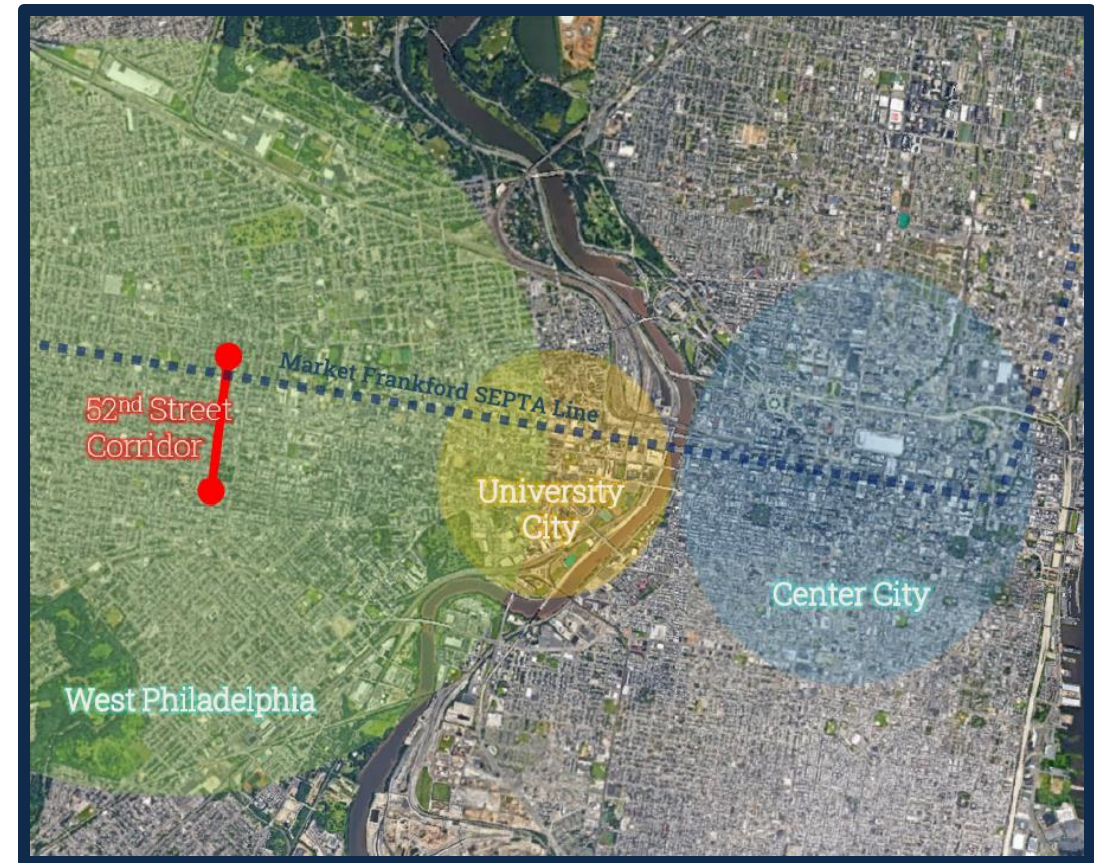


Image from 52nd Street Investment Playbook

52nd Street is home to distinct economic, civic, and cultural assets, including...

- 1. Strong Local Intermediary:** *In 2014, TEC-CDC was designated as the "corridor management" entity for 52nd Street. The Enterprise Center CDC works with businesses, residents, property owners, city agencies, and other key stakeholders to spur revitalization along the 52nd Street commercial corridor.*
- 2. Cultural and Commercial Assets:** *52nd Street is West Philly's second-largest cluster of businesses and cultural assets.*
- 3. Public Transit Hub:** *52nd street is among the 15 busiest stations (out of the 75 that comprise the whole system).*
- 4. Proximity to Anchor Institutions:** *UPenn and Drexel Campuses lay within a 2.5 miles radius of the corridor. Together, both anchors have an annual budget of +\$1B and are home to ~46K students.*

Timeline of TEC's 52ND St. Corridor Programs

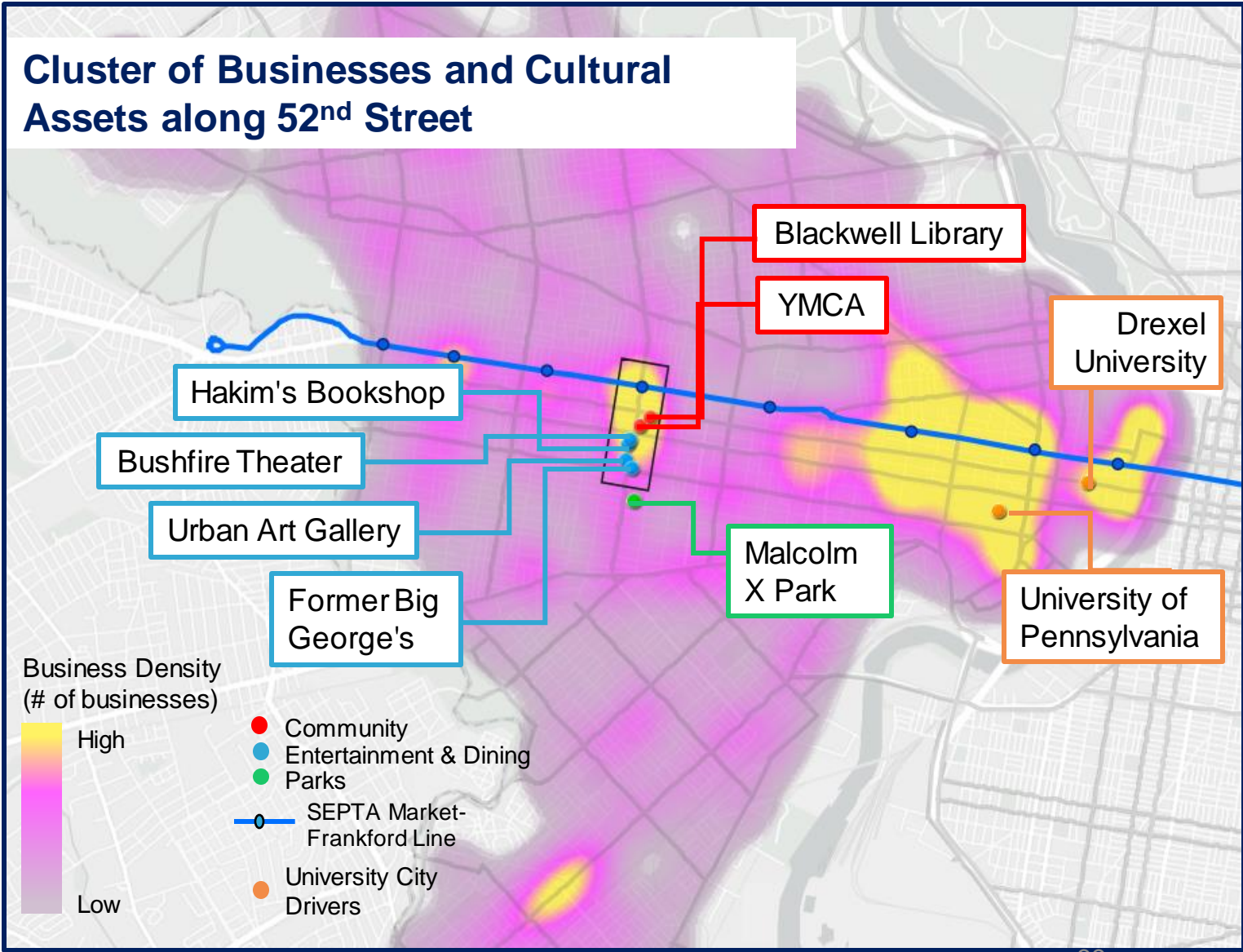
- The Enterprise Center (TEC) is the designated commercial corridor manager for 52nd Street and is the host organization for PA DCED Main Street Program.
- With properties at 46th and 48th Streets, 52nd Street is the natural boundary for TEC's primary neighborhood service area, as it is also the boundary determined by the Walnut Hill Community Association.
- As 52nd Street grows, TEC will be a championing intermediary for the corridor by bringing together private, civic, and nonprofit stakeholders for support.

Selected efforts



52nd Street hosts a unique cluster of cultural assets and business activity.

- The largest cluster of businesses within West Philly are unsurprisingly in University City, around the universities and SEPTA stations.
- However, the next prominent cluster of businesses line 52nd Street. With its distinctive collection of cultural assets, and as development moves westward, this corridor is poised well for inclusive economic growth.



52nd Street is among the 15 busiest SEPTA stations (only two of those being in West Philadelphia).

SEPTA's 15 busiest stations (circled in light blue)

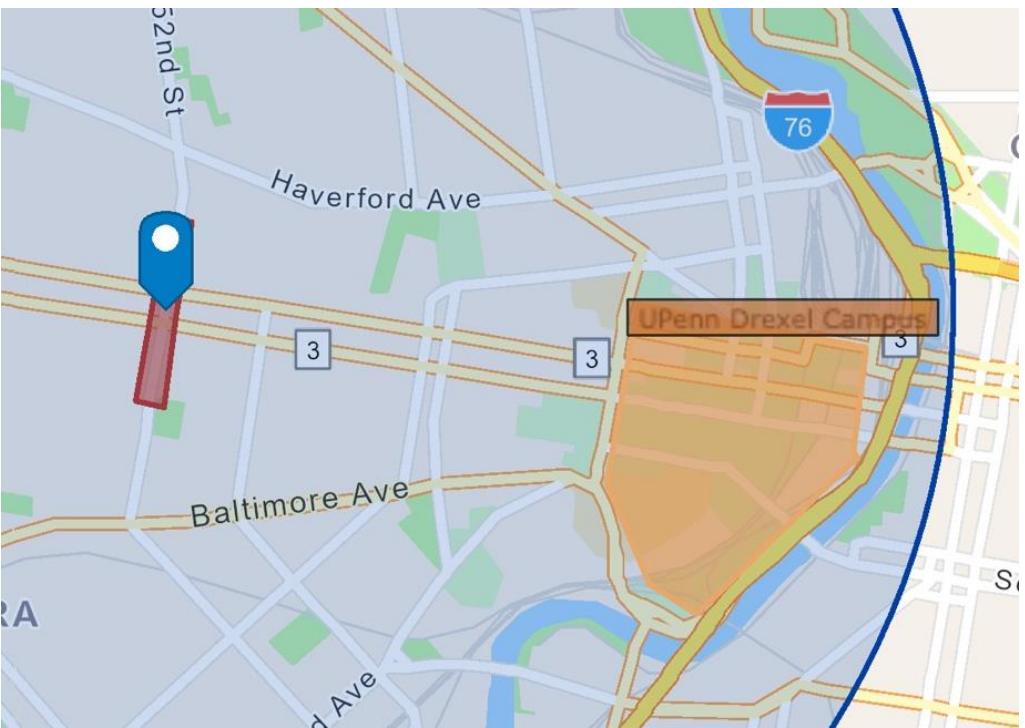


- On an average weekday, **6.5K people board** the 52nd street station and **378 trips** are scheduled.
- Its ridership positions 52nd street among the **15 busiest stations** (out of the 75 that comprise the whole system).
- Of the 15 busiest stations, **only two stations, the 69th St. Terminal and 52nd St. station, are in West Philadelphia.**




52nd Street benefits from two large anchor institutions with considerable economic and market generation power.

UPenn and Drexel Campus lay within a **2.5-mile radius** from the corridor.

Together, both anchors have **annual budgets** of more than \$1B and are home to 46,247 **students**.



		Total
---	---	--------------

 SPENDING	\$870M	\$233M	\$1.1B
 STUDENTS	23K	23K	46K
 EMPLOYEES	18K	10K	28K

Source: (*) based on 2021 University of Pennsylvania and Drexel University Financial Statements

Six main trends characterize 52nd Street.

1. **Longstanding Inequities:** *The corridor is situated in a predominantly Black neighborhood, with lower educational levels, incomes and home-ownership levels than the rest of the city.*
2. **Investor Purchases:** *Investor purchases have increased over time, peaking in price 2018 and number in 2020. Currently, 16 corporate owners control 40% of the 52nd Street area.*
3. **Non-Local Ownership:** *Non-local ownership is common: 40% of building owners reside outside of Philadelphia and less than 40% of housing units are owner-occupied.*
4. **Bargain Retail:** *Among culturally-significant and community-serving businesses, there is an influx of bargain retail selling low quality products. The corridor holds 6 discount stores in less than 0.2 miles. Out of 138 businesses, only 28% are third place businesses.*
5. **Anchor Spend:** *The corridor's minority businesses are not capturing all the area's market opportunities. Only \$1.4M (0.6%) of Drexel University's spending goes to minority businesses and only \$28M (3.2%) of the UPenn's procurement goes to West Philadelphia's diverse suppliers.*
6. **Public Space and Safety:** *There is a need to develop a safer, more efficient streetscape across 52nd Street.*

The neighborhood* surrounding 52nd Street suffers from entrenched inequities: unlike the rest of the city, 52nd Street's residents are predominantly Black, older, poorer and less educated.

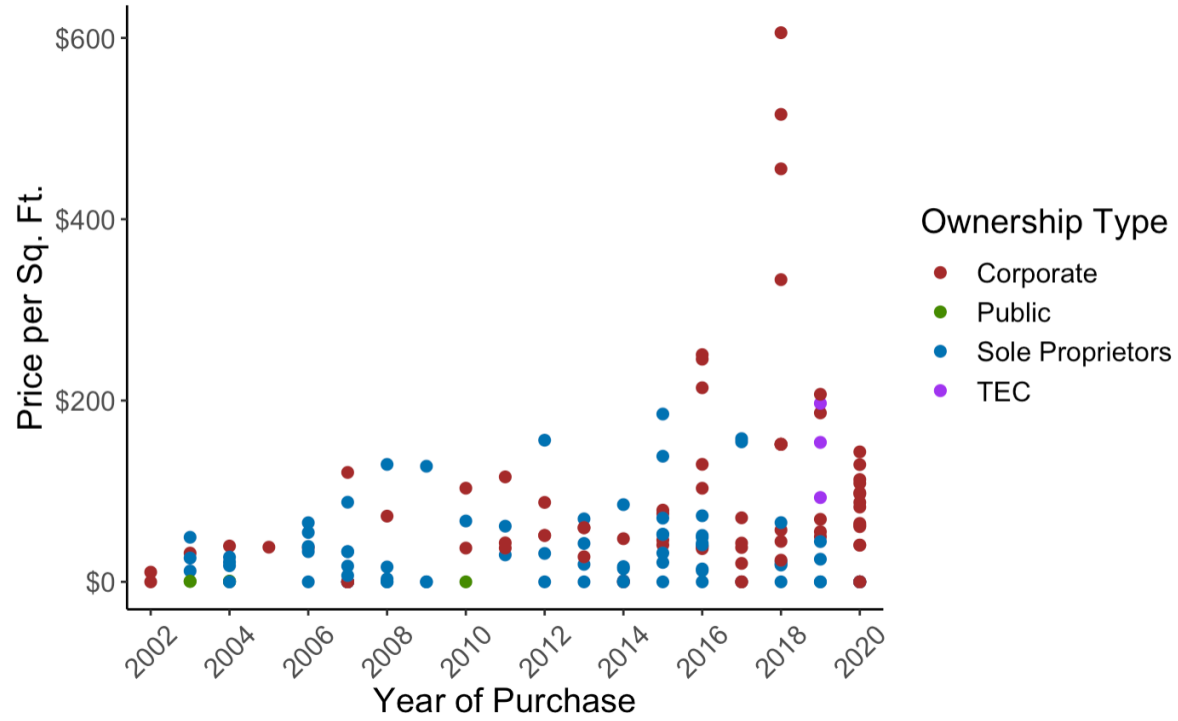
Demographics	52 nd Street	Philly	Comparison
Population	38K	1,603K	2.4% of Philadelphia's residents live in the trade area.
Population Change from 2010	3.09%	5.09%	The population growth rate was 64% lower than that of the city.
Population % 65 or over	15.3%	12.1%	The proportion of residents over 65 is 20% higher than in the city.
Population % Black	74%	39.3%	The proportion of Black residents is almost double than that of the city.
Bachelor's degree or higher	27.2%	32.9%	Around 5% less residents have a bachelor's degree or higher.

Poverty	52 nd	Philly	Comparison
Unemployment	8.1%	7.1%	1% more area residents are unemployed when compared with the city.
Median HH income	\$39.1K	\$53.7K	Residents earn roughly 74% of the city's median.
Poverty rate	30%	20%	When compared with the city, 10% more residents live in poverty.

Housing	52 nd	Philly	Comparison
Owner-occupied units	36.2%	46.3%	The homeownership rate is 27% lower than that of the city.
Housing units' median value	\$116K	\$224K	The median home value is almost half the city's median.

Investor purchases have increased over time, changing the ownership landscape in the corridor.

Investor purchases have increased over time, **peaking in price in 2018 and in number in 2020.**



Just 16 corporate owners control 40% of the 52nd Street area; most purchases have occurred since 2016.

Ten Largest Owners by Land Area



- VP PHILADELPHIA CENTRAL E
- VIKING 5129 PARTNERS LLC
- UNIVERSITY CITY CAPITAL GROUP LLC
- MCDONALDS CORP
- JEKOGIAN LP
- City of Philadelphia
- CHESTNUT EMERALD, PARTNERS LLC
- BUSHFIRE THEATRE OF, PERFORMING ARTS
- 52ND STREET DEVELOPMENT A
- 51 MARKET OWNER LLC

Total Area Owned ● 20000 ● 30000 ● 40000 ● 50000

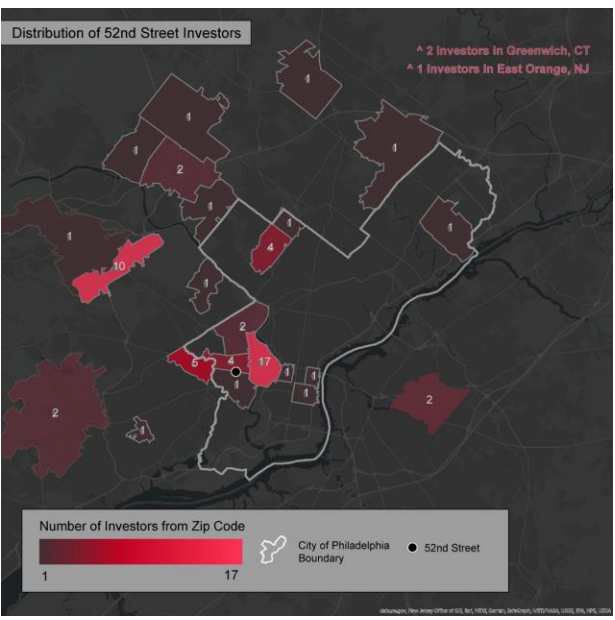
Source: 2020 OPA data // TEC property and business inventory

A significant part of the corridor is not owned by the neighborhood's residents.

At least 40% of building owners have mailing addresses **outside of Philadelphia**

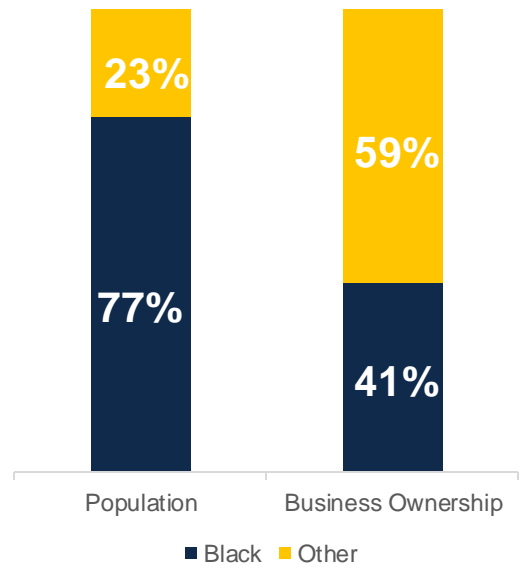
While 77% of the area's population is Black, early estimates suggest ~40% of total businesses along the corridor are **Black-owned**.*

Only **36%** of **housing units** are owner-occupied



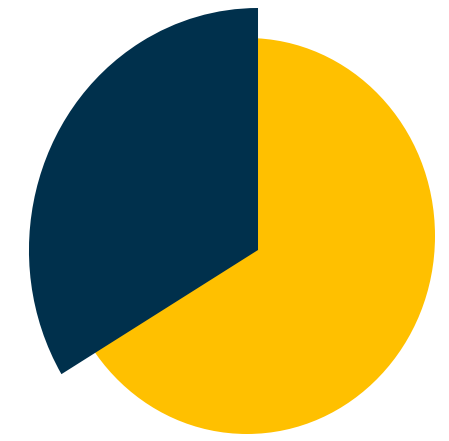
Buildings

Source: Office of Property Assessment



Businesses

Source: The Enterprise Center



Housing Units

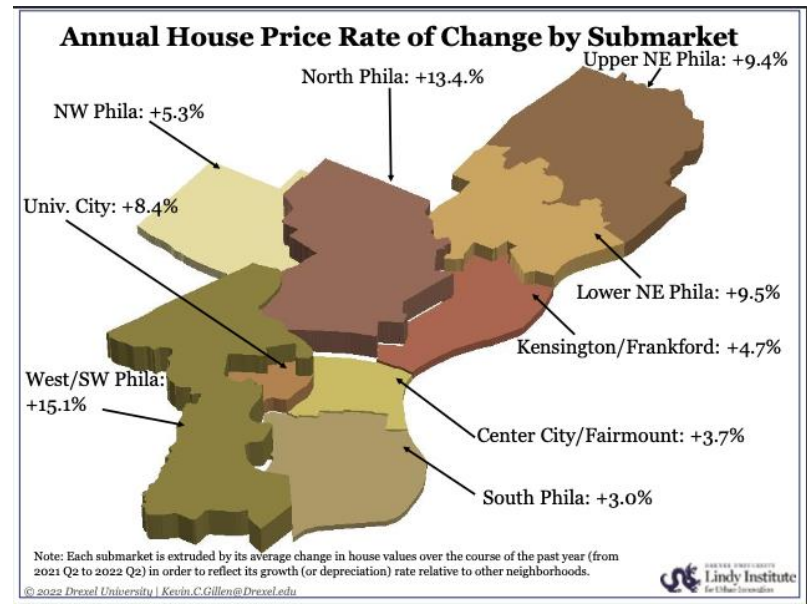
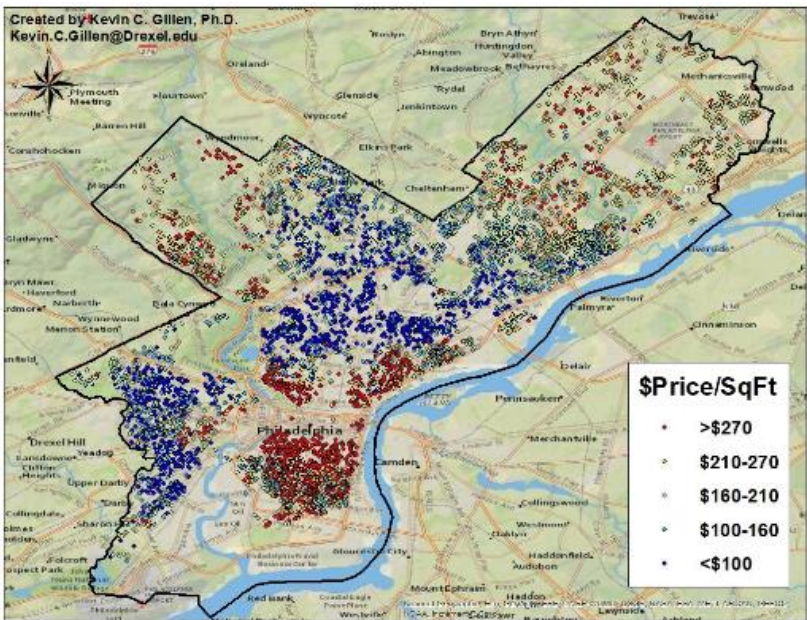
Source: Esri 2022 data source, which is based on the boundaries from the 2020 US Census Bureau data.

*Note: This figure is a preliminary estimate from TEC's windshield assessment of the 52nd Street corridor.

West Philadelphia offers some of the lower home prices in the City but is appreciating much faster than other neighborhoods.

During 2022 Q2, West Philadelphia concentrated **home sales at the lowest prices** in the city (<\$100/SqFt).

The region has also experienced the **highest annual increase in house prices** in the City



The increase in house prices will mostly affect the Black population, making community ownership even lower.

Black residents face a series of **barriers to homeownership**.

Long-lasting effects of historical discrimination

- Designed decades ago to impede Black homeownership

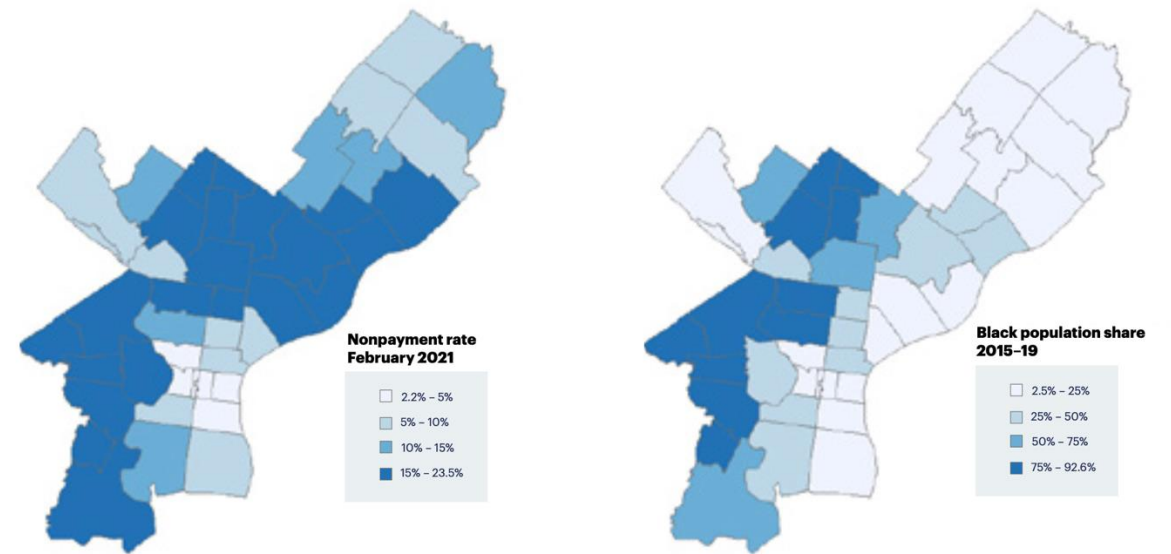
Stagnated incomes

- Since 1980, the median value of a home in Philadelphia has risen by 147%, while the median household income for Black residents has increased by only 13%

Limited credit histories and low credit scores

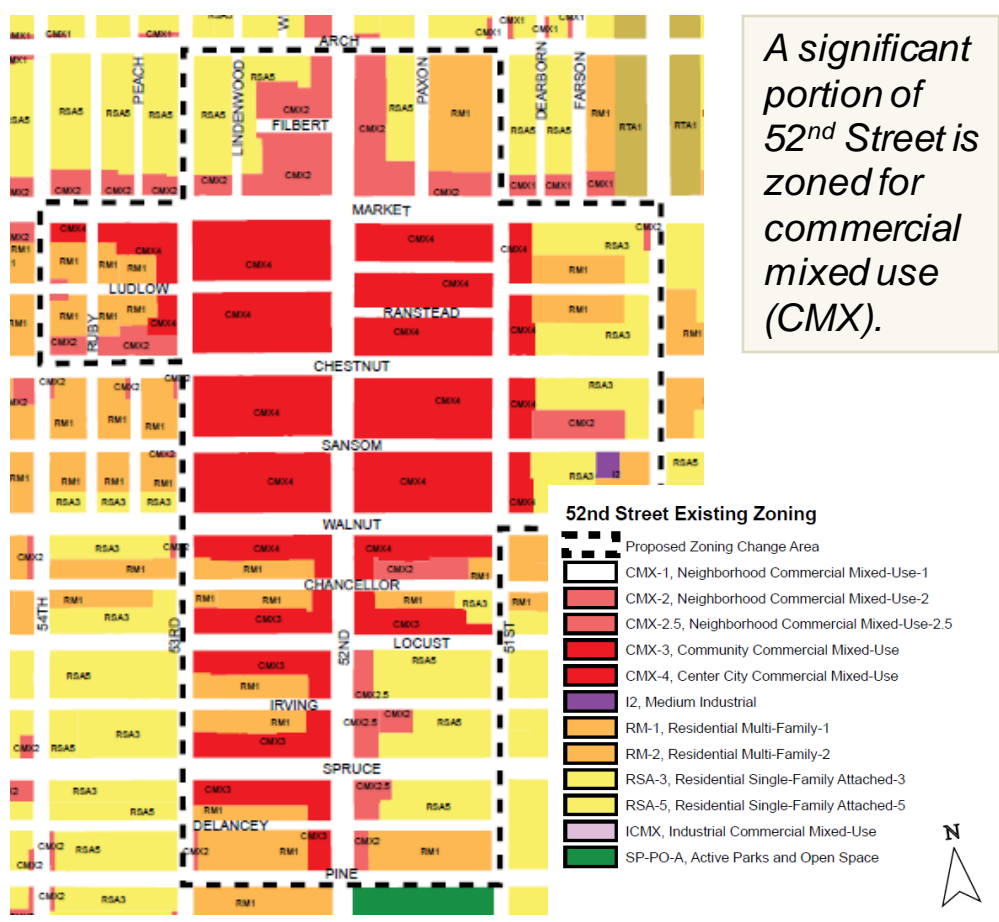
- In the city last year, lenders cited credit history as a reason for denying 16% of rejected white applicants but 29% of rejected Black applicants.

Zip codes with the highest mortgage nonpayment rates also concentrate the highest Black population shares



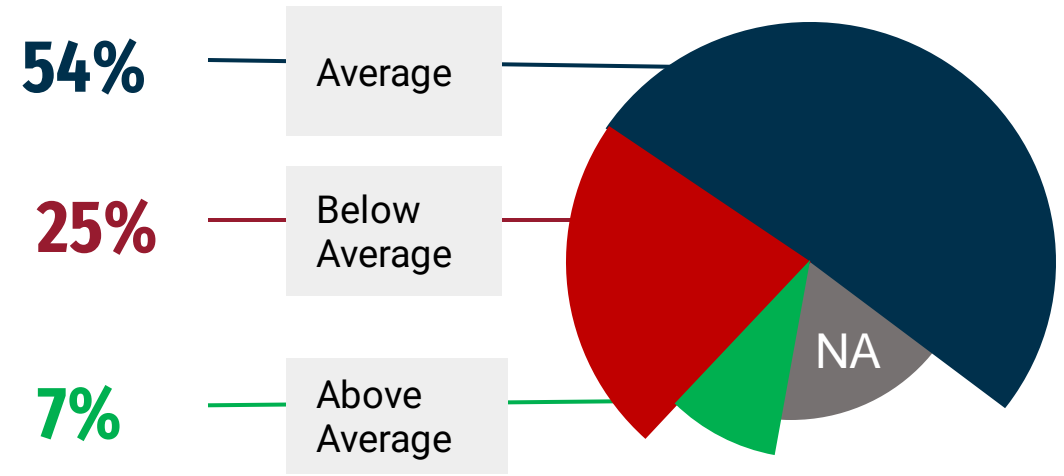
Source: Mortgage Analytics and Performance Dashboard from the Federal Reserve Bank of Atlanta

52nd Street's commercial landscape is also changing, as vacancy and subpar building conditions persist.

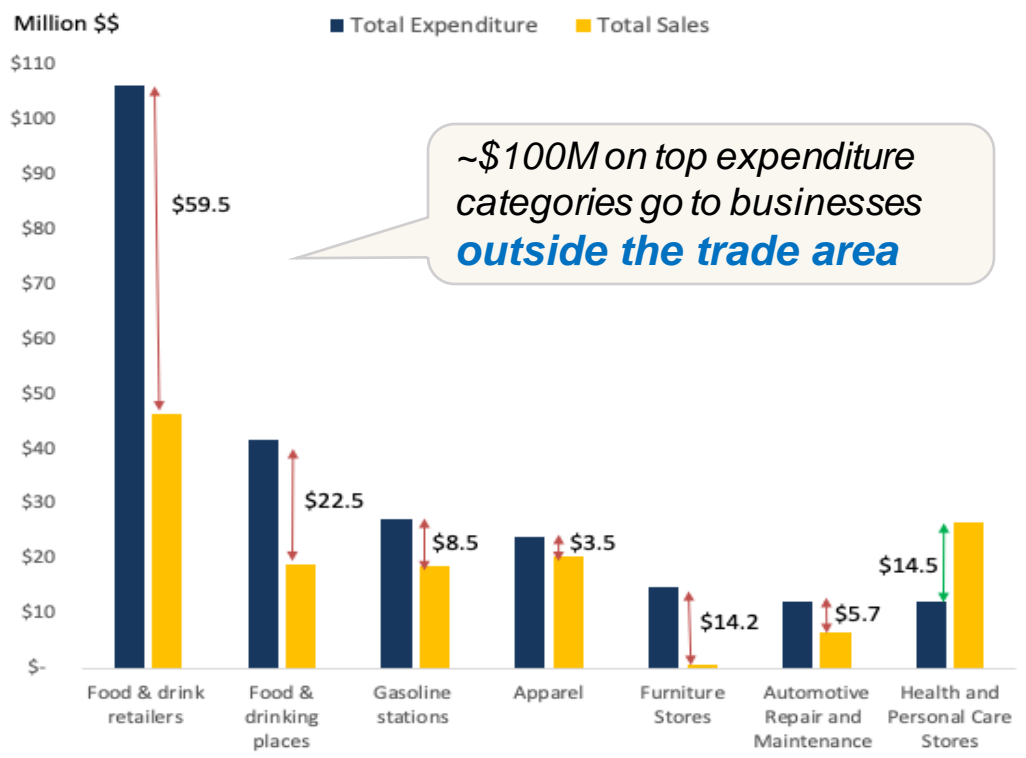


A significant portion of 52nd Street is zoned for commercial mixed use (CMX).

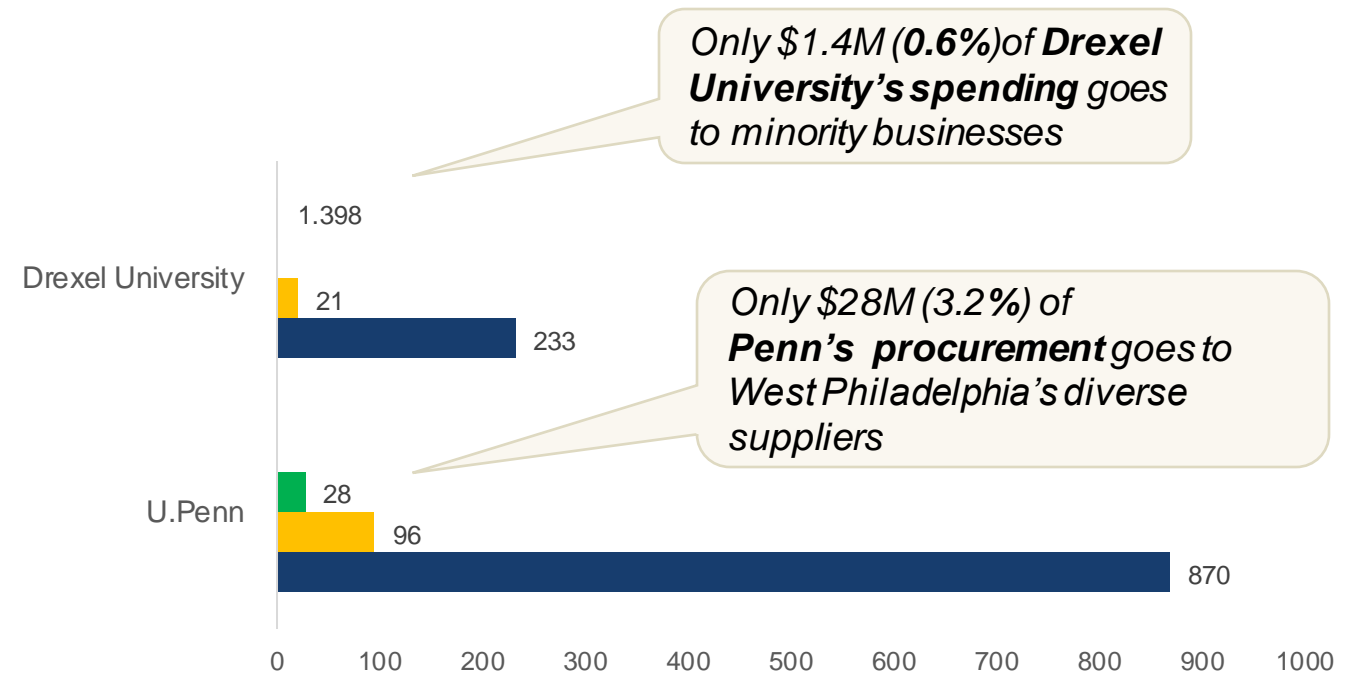
Approximately one-quarter of businesses live under "below average" conditions. * Around 9% of buildings are vacant. **



The corridor's minority businesses are not capturing all the area's market opportunities.



Note: Top expenditures as those with the highest average amount spent
Source: Esri 2022 Consumer Spending data derived from the 2018 and 2019 Consumer Expenditure Surveys, Bureau of Labor Statistics



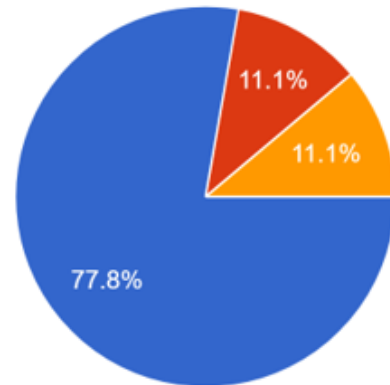
■ Minority Businesses ■ West Philadelphia diverse suppliers
 ■ Diverse Suppliers ■ Total procurement

Source: (*) based on 2021 University of Pennsylvania and Drexel University Financial Statements

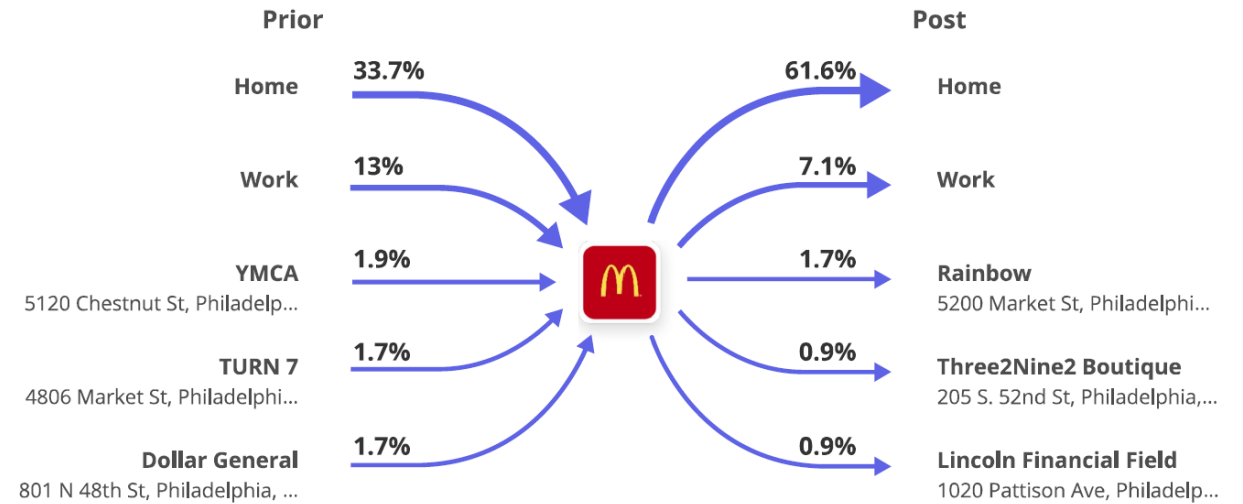
The primary market for 52nd Street’s local businesses might largely stem from its adjacent neighborhoods.

What's the main residency of your customers?
18 responses

A sample of business owners from TEC’s recent survey of 52nd Street suggested their customer base is mainly “part of the neighborhood.”*



- Part of the neighborhood
- Outside the neighborhood
- I don't know

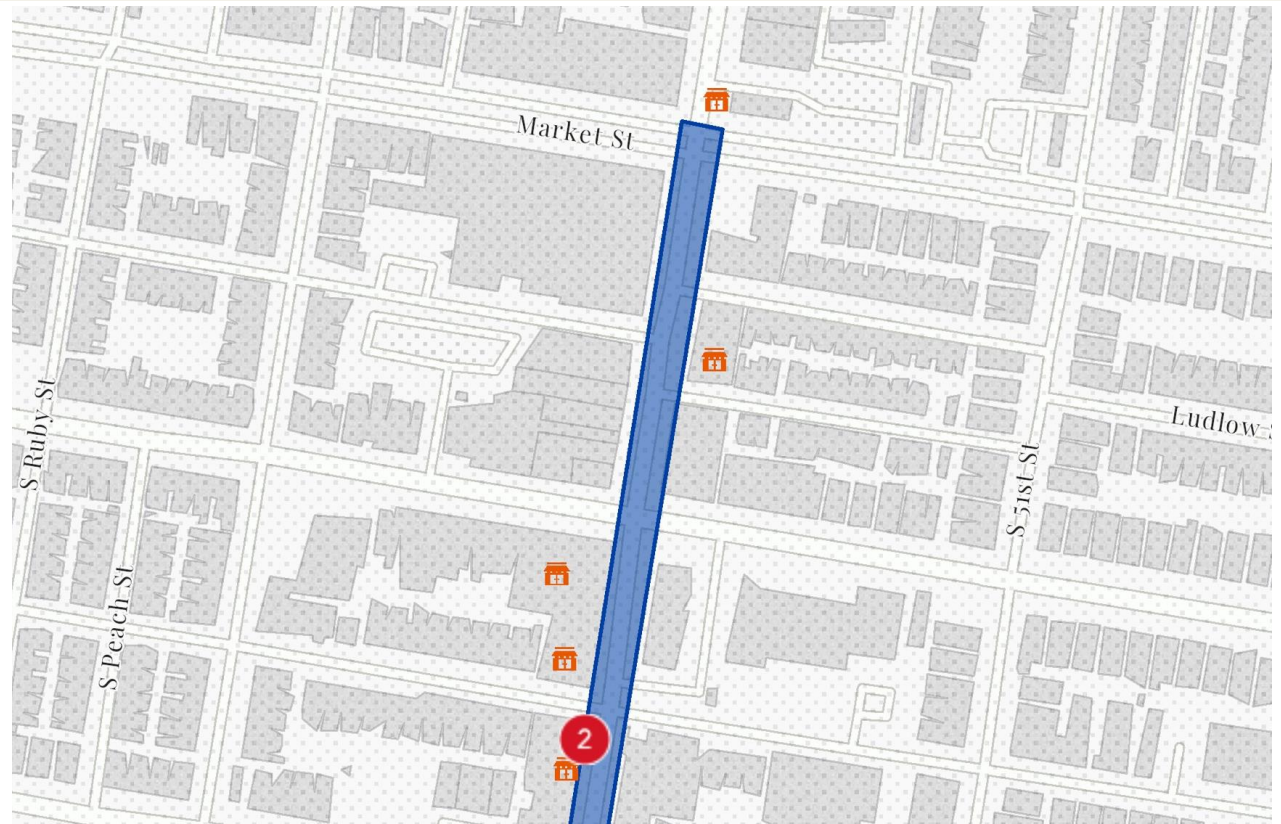


Data analytics from PlacerLabs suggest the “Typical Visitor Persona” of the McDonalds on 52nd Street is Black, and largely come from or are going “home”.

*This survey is in its early stages of collection—as TEC collects more responses, a larger sample may change this distribution..

However, an influx of bargain retail threatens community-serving and locally-owned businesses.

*Businesses providing **low quality products** are common in the area. The corridor holds 6 **discount stores** in less than 0.2 miles*



Source: Esri 2022 data source, which is based on the boundaries from the 2020 US Census Bureau data.

The corridor's vibrancy is now limited to few physical places where people can easily and routinely connect.

Retail trade, accommodation and food services make up **57% of total businesses** in the area

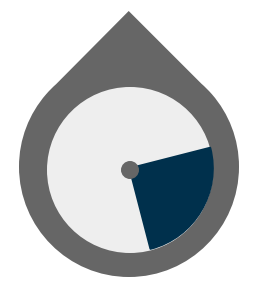


72%

Other Services

TOP 3 businesses by number of employees

- H&R Block
- Sqft Acquisition LLC
- Al-Ameen Imports



20%

Accommodation and food services

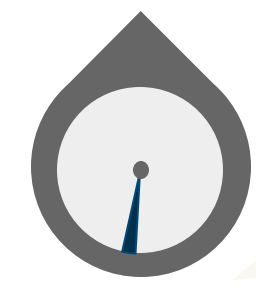
- McDonalds
- Little Caesars
- South Side Pizza



6.4%

Healthcare, and social assistance

- West Philadelphia Medical Ctr
- Anti Drugs & Alcohol Crusaders
- Hope Rising Child Learning Center



1.43%

Arts, entertainment, recreation

- West Palace
- Bushfire Theater of Performing
- Urban Art Gallery

Only 28% of businesses in the corridor serve as community building spaces

Disinvestment has also led to a need for a safer, more efficient streetscape across 52nd Street.

Traffic risks



Four of 52nd Street's cross streets - Pine, Locust, Walnut, and Chestnut – are part of the 12% of streets that account for 80% of the city's traffic fatalities and serious injuries.

Lack of Trees



Consistent with a nationwide pattern of previously redlined places, 52nd Street has few trees of any kind. Trees are proven to slow average driving speed and reduce urban heat

Insufficient bus routes



Despite buses accounting for less than 2% of vehicles on the corridor, they carry nearly 70% of all passengers on 52nd Street at any given time

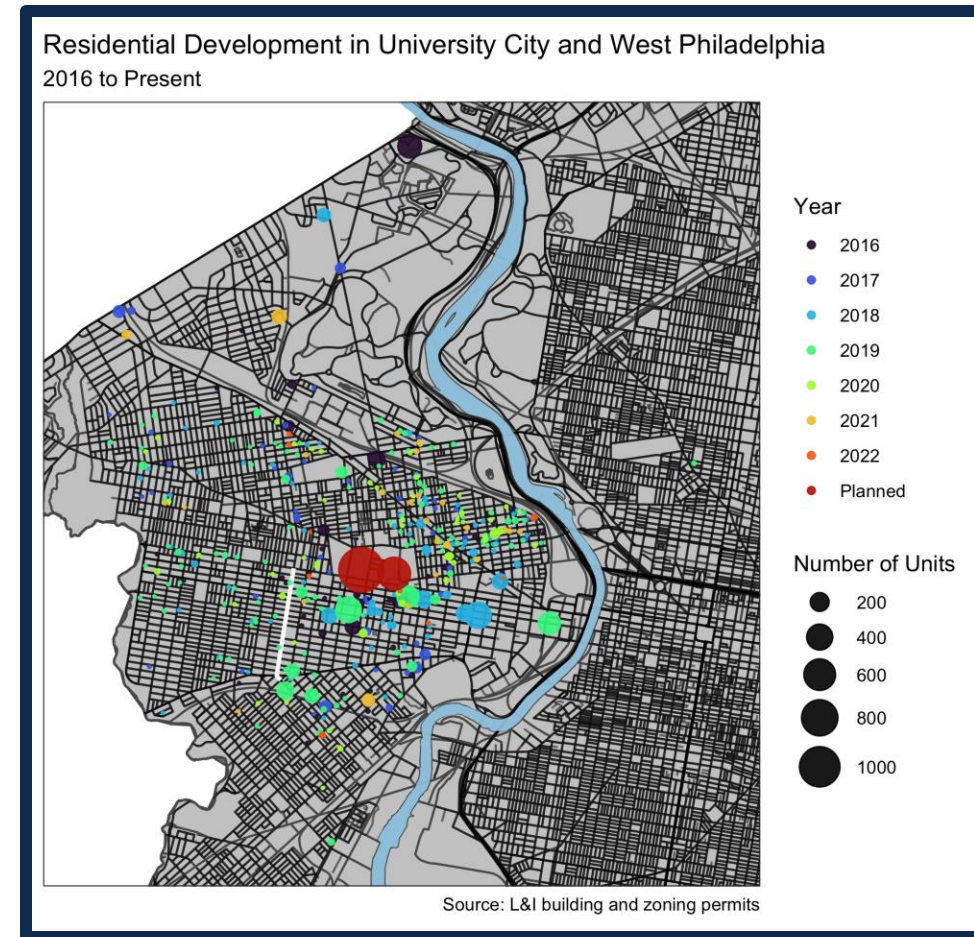
Sidewalk conditions



On average, approximately 80% of residents wished to see shorter crosswalk distances, widened sidewalks, improved lighting, and general improvement of sidewalk conditions.

As the trends progress, development continues to move west from University City.

- As Philadelphia recovers from the pandemic, **the University City market continues to grow**, faster than other areas in Philadelphia.*
- Recent development activity in West Philadelphia is marching towards 52nd Street. **More than 1,300 units have been permitted for construction between 44th and 57th Streets, with another 1,900 units in the pipeline.**



Without intervention, traditional market development at 52nd Street excludes existing community and bypasses key segments of the West Philly market.

Smart and inclusive economic development capitalizes on public and private funding to create economic and social returns for the neighborhood.

Corridor Dynamics



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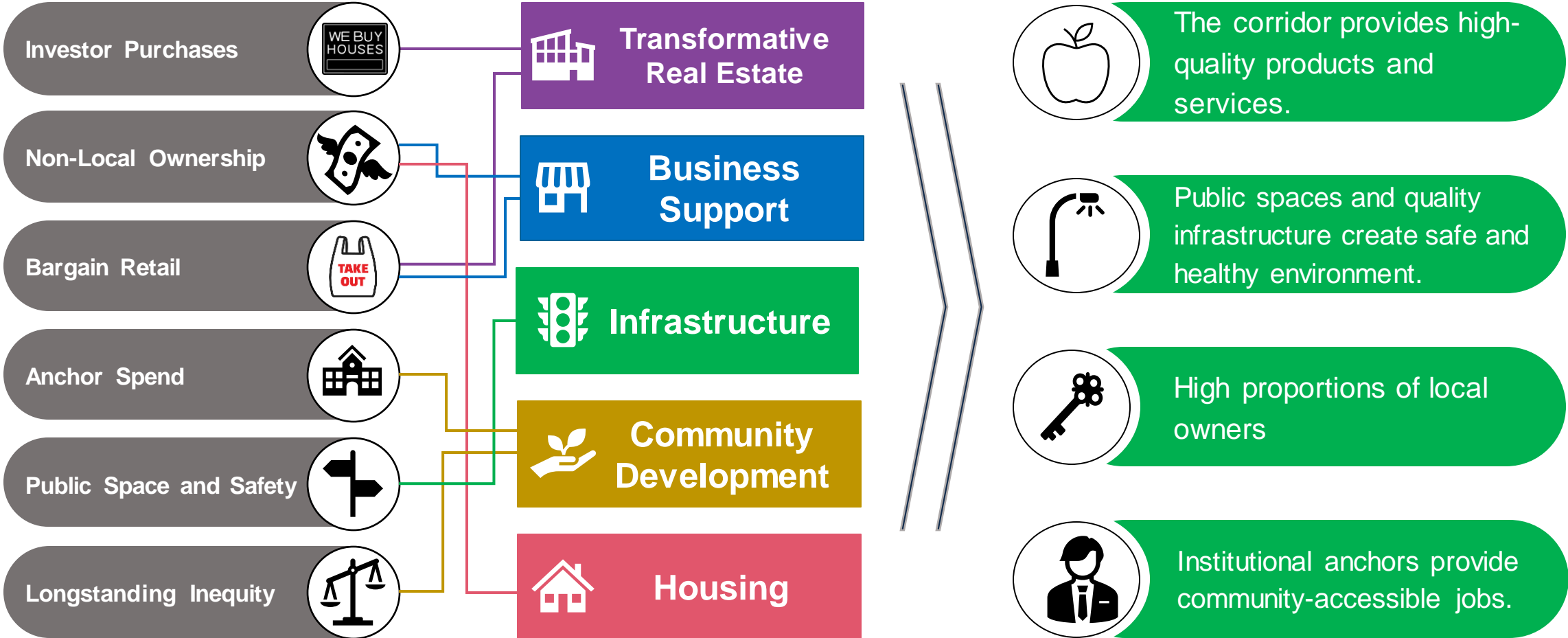
Projects and Opportunities

Achieving a healthy and vibrant corridor requires responding to these trends through 5 main strategy buckets

Corridor Trends

Key Strategies

Vision for the Corridor



The five strategies create the overall vision for 52nd Street.

Housing



Preserving naturally-occurring affordable housing stock for existing residents and supporting local homeownership.

Transformative Real Estate

Five defining projects that set the tone for future development, indicating how community-serving real estate can generate social, economic, and financial returns.

Business Support

- Business Improvement Grant
- New Business Grant
- Upper Floor Reuse Grant
- Storefront Improvement Grant
- Minority Contractors and Procurement

Community Development



Bolstering "third places", like YMCA or Blackwell Library



Generating employment opportunities



Infrastructure



Public space improvements, such as outdoor seating outside of the library.



Public art along the train bridge.



Green infrastructure and streetscape improvements



Fiber network/WiFi



Rooftop solar panels



Intelligent traffic systems and tech-enabled safety enhancements



EV parking spaces and charging stations



Welcome kiosks at 52nd Street SEPTA station



Efficient, transit-oriented development

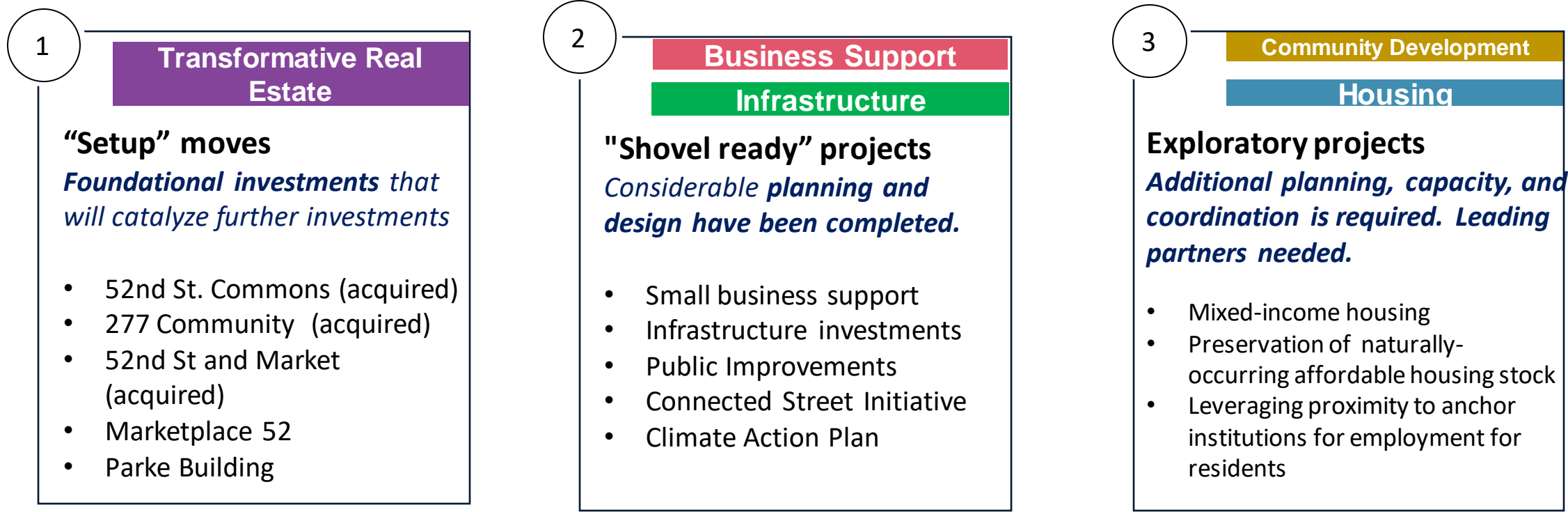


Overall, the 52nd Street Investment Playbook prioritizes “first move” transformative investments that incubate and incite community and equitable development goals.

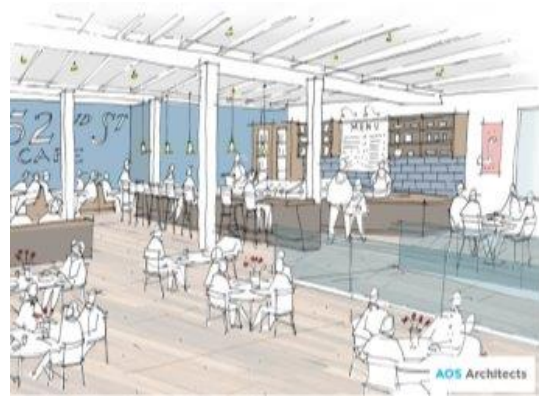
These investments vary by level of readiness and urgency creating a *three-step holistic approach*.

Could begin immediately

Requires more capacity and organizing



Transformative real estate has **the readiness and urgency** necessary to become the playbook's *kickstart strategy*.



Marketplace 52

The Parke Building

277 Community and Business Resource Center

5241-43 Market St.

52nd St. Commons

Urgency

- The increase in investor purchases calls for the need of ***an urgent strategic acquisition strategy to combat parasitic uses.***

Readiness

- ***Three properties have already been acquired*** by TEC and two remain in the pipeline
- For pipeline properties, ***costs have already been estimated and matched to sources.***


"Without site control, you just have an opinion..."

-Della Clark, President and CEO of The Enterprise Center

TEC is focusing on the acquisition and development of key transformative real estate.

Housing

Preserving naturally-occurring affordable housing stock for existing residents.



Transformative Real Estate

Five defining projects that set the tone for future development, indicating how community-serving real estate can generate social, economic, and financial returns.

Business Support

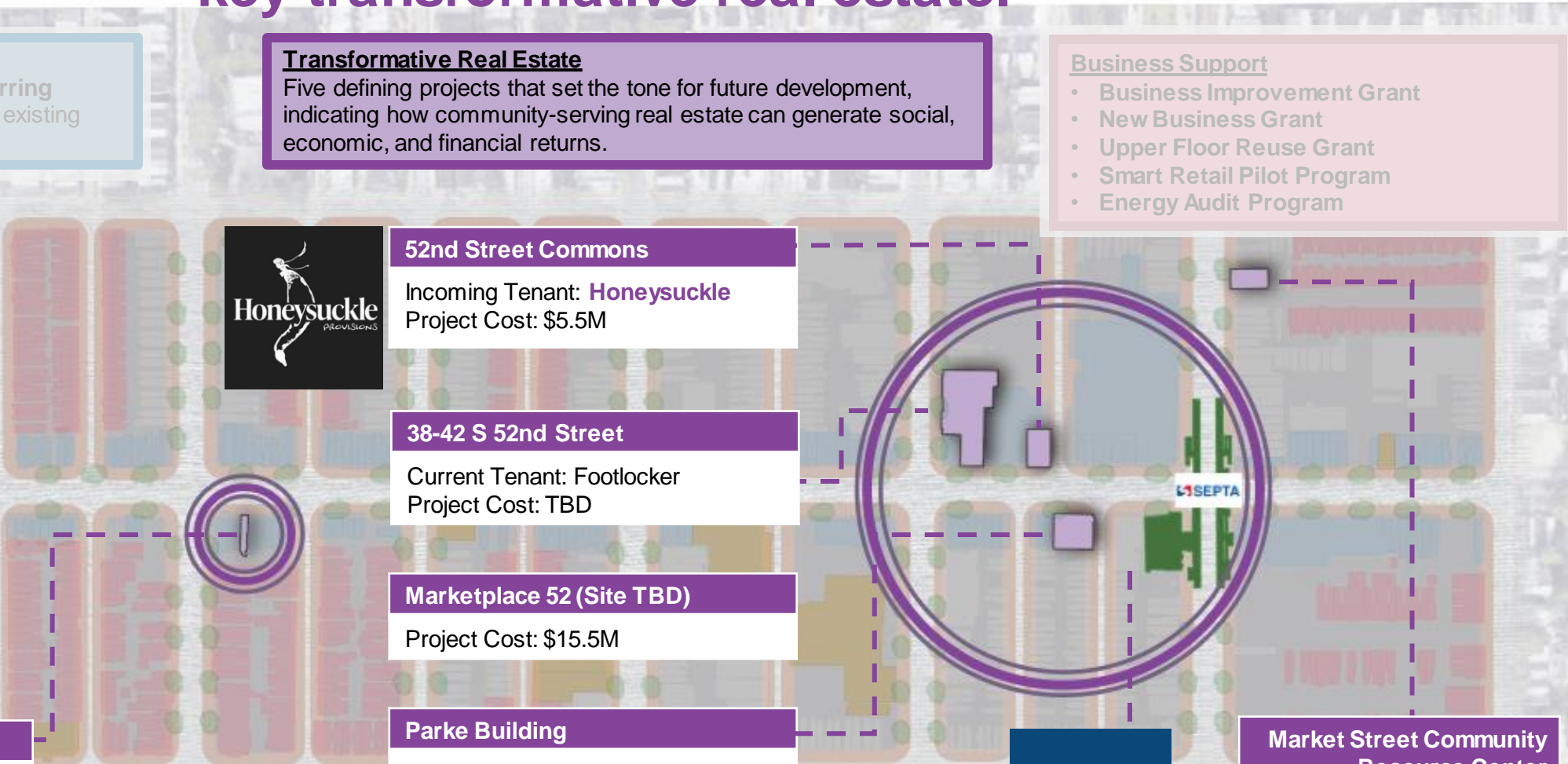
- Business Improvement Grant
- New Business Grant
- Upper Floor Reuse Grant
- Smart Retail Pilot Program
- Energy Audit Program

Community

Bolstering "third" places, like YMCA or Blackwell Library

Generating employment opportunities

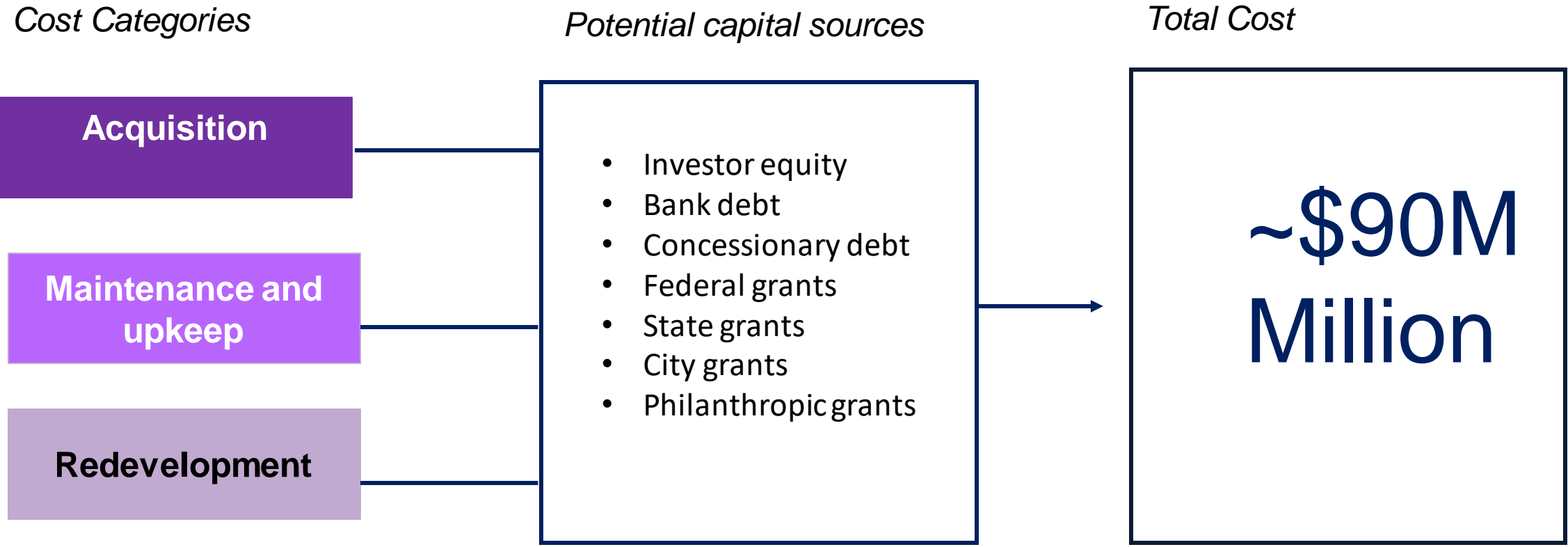




Infras

- Public space improvements, such as outdoor seating outside of the Library.
- Public art along the Train Bridge.
- Green infrastructure and streetscape improvements
- Fiber network/WiFi
- Rooftop solar panels
- Intelligent transit systems and tech-enabled safety enhancements
- EV parking spaces and charging stations
- Welcome kiosks at 52nd Street SEPTA station
- ent, it-oriented development

The acquisition and redevelopment cost for the transformative anchor properties is around **\$90M**—various tools and funding sources can be tapped.



The catalytic investment would serve **rehabilitation and acquisition purposes** for two transformative anchor properties.



Marketplace 52	The Parke Building	277 Community and Business Resource Center	5241-43 Market St.	52nd St. Commons
----------------	--------------------	--	--------------------	------------------

\$8M
Acquisition

\$0.5M
Working Capital

\$2M
Acquisition and predevelopment

\$5M
Redevelopment

Business Support & Attraction: Vision

Objective: Develop a suite of grants to stabilize and grow existing minority businesses along the corridor and attract new minority businesses.

Business improvement grants provided by TEC will support businesses with **marketing; equipment and technological upgrades, and emergency support.**

TEC will continue **pursuing full-scale façade improvement** along the corridor, building on its early success between Walnut and Locust streets with the Wells Fargo Hope Campaign.

Storefront improvement grants from TEC will complement that the City of Philadelphia's Storefront Improvement Program by providing quicker capital for smaller and less expensive improvements, such as new signage, while providing matching capital and help navigating the city program for larger and more expensive improvements.




Upper floor reuse grants will address upper floor vacancy by providing eligible property owners with funding subsidy to implement **upper floor renovation projects**, as well as technical assistance for the design and construction processes.

New business grants will help certain types of small businesses, identified by market analysis and community survey response, with opening costs related to **store fit out and marketing**, while building long-term relationships.

Infrastructure: Vision

Objective: Create a sustainable and connected platform along 52nd Street for vibrancy and community health.




TEC will integrate technology to improve public safety, enhance visitor experiences, and support businesses and residents.

-  **Fiber network** and **WiFi access points**
-  **Welcome kiosks** at 52nd Street SEPTA station
-  **Intelligent traffic systems** and **tech-enabled safety enhancements**




TEC will work with local partners to create an **energy audit** program for 52nd Street property and business owners. Upon completion of the energy audit, businesses and property owners would be eligible for funding through a **52nd Street Energy Efficient Improvement Fund**.



Public improvement programs will enhance the condition and experience of the public realm on 52nd Street:

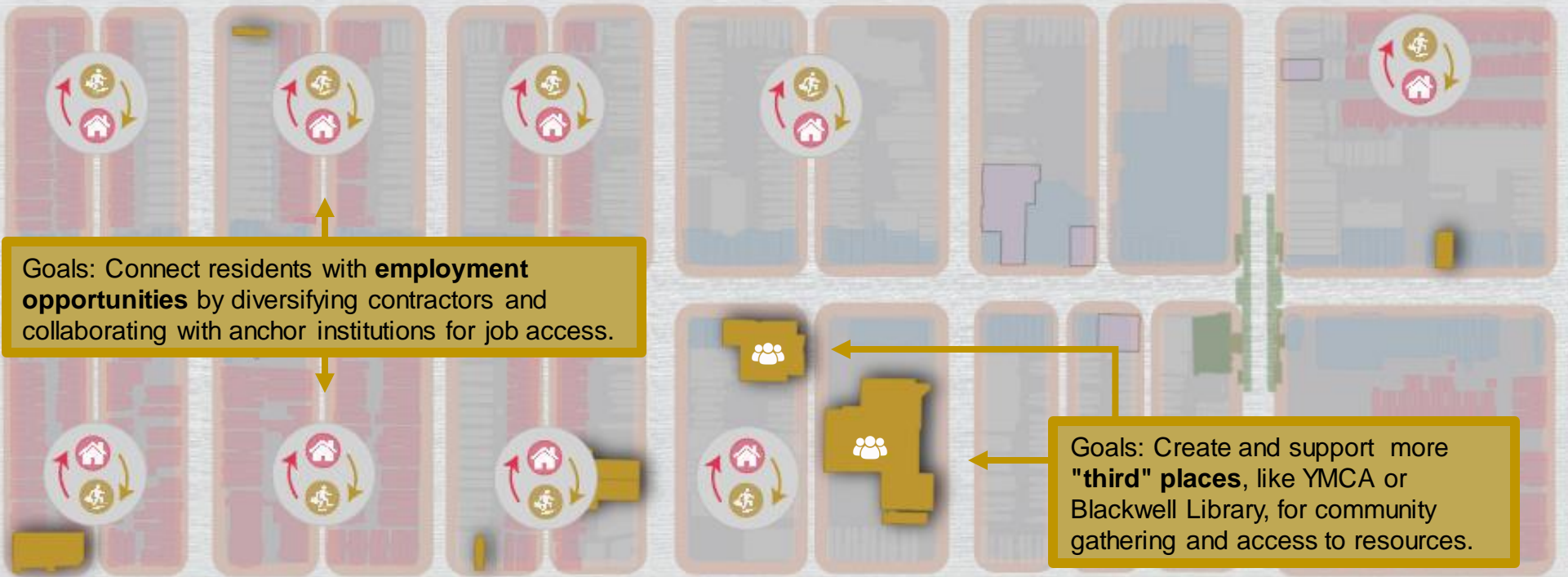
-  **Green infrastructure** and **streetscape improvements**
-  **Public space improvements**, such as outdoor seating outside of the Library.
-  **Public art** along the Train Bridge.

TEC will incorporate strategies to reduce climate impacts of all public and private improvements:

-  **Efficient, transit-oriented development**
-  **EV parking spaces and charging stations**
-  **Rooftop solar panels**

Community Development: Vision

Objective: Improve socioeconomic outcomes and expand opportunities for adjacent communities and local residents.



Goals: Connect residents with **employment opportunities** by diversifying contractors and collaborating with anchor institutions for job access.

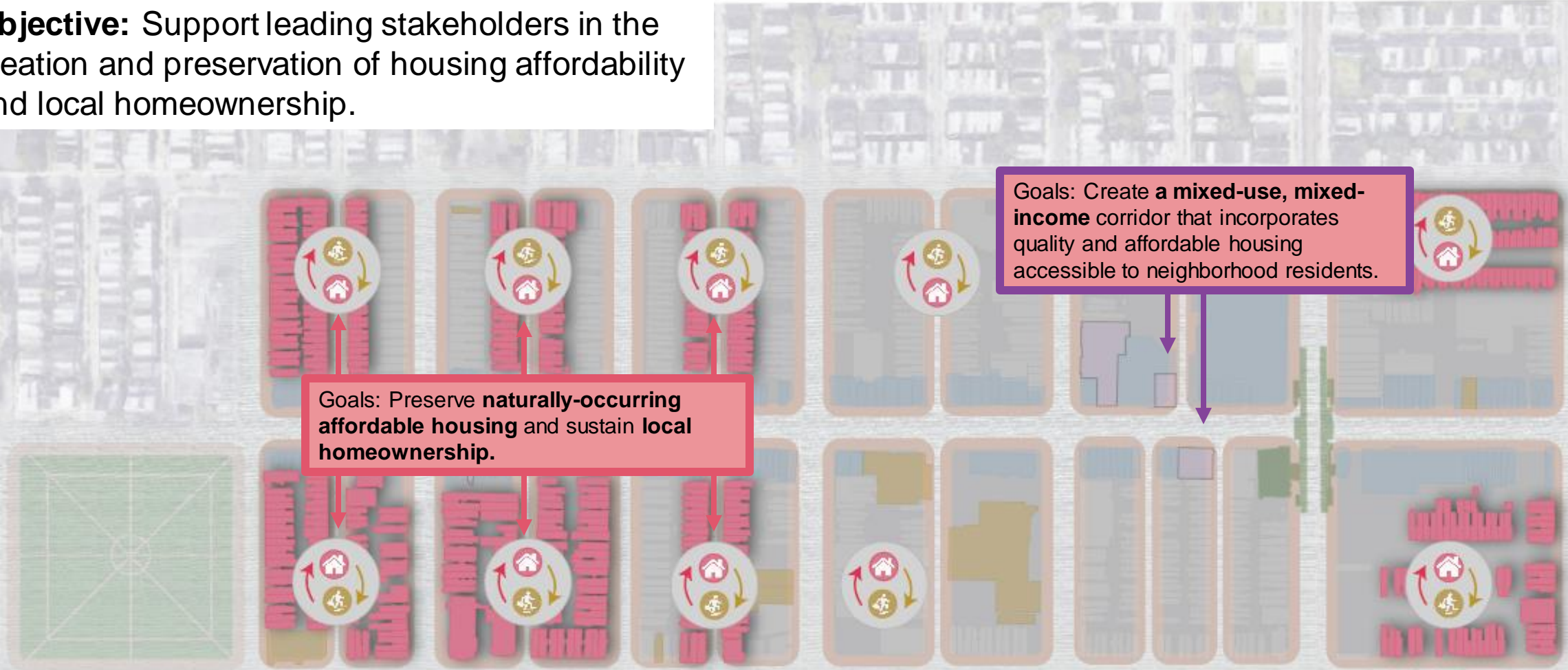
Goals: Create and support more **"third" places**, like YMCA or Blackwell Library, for community gathering and access to resources.

Housing: Vision

Objective: Support leading stakeholders in the creation and preservation of housing affordability and local homeownership.

Goals: Create a **mixed-use, mixed-income** corridor that incorporates quality and affordable housing accessible to neighborhood residents.

Goals: Preserve **naturally-occurring affordable housing** and sustain **local homeownership**.



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52nd Street's trends require catalyzing investment in five main strategies.

Corridor Trends

Longstanding Inequities

Investor Purchases

Non-Local Ownership

Bargain Retail

Anchor Spend

Public Space and Safety

Strategies

Transformative Real Estate Acquire and develop a cluster of transformative properties.

Business Support Support minority business to serve community needs.

Community Development Expand opportunities and improve outcomes for all.

Infrastructure Create sustainable and connected platforms for growth.

Housing Help residents own homes and mitigate displacement.

Equitable Development

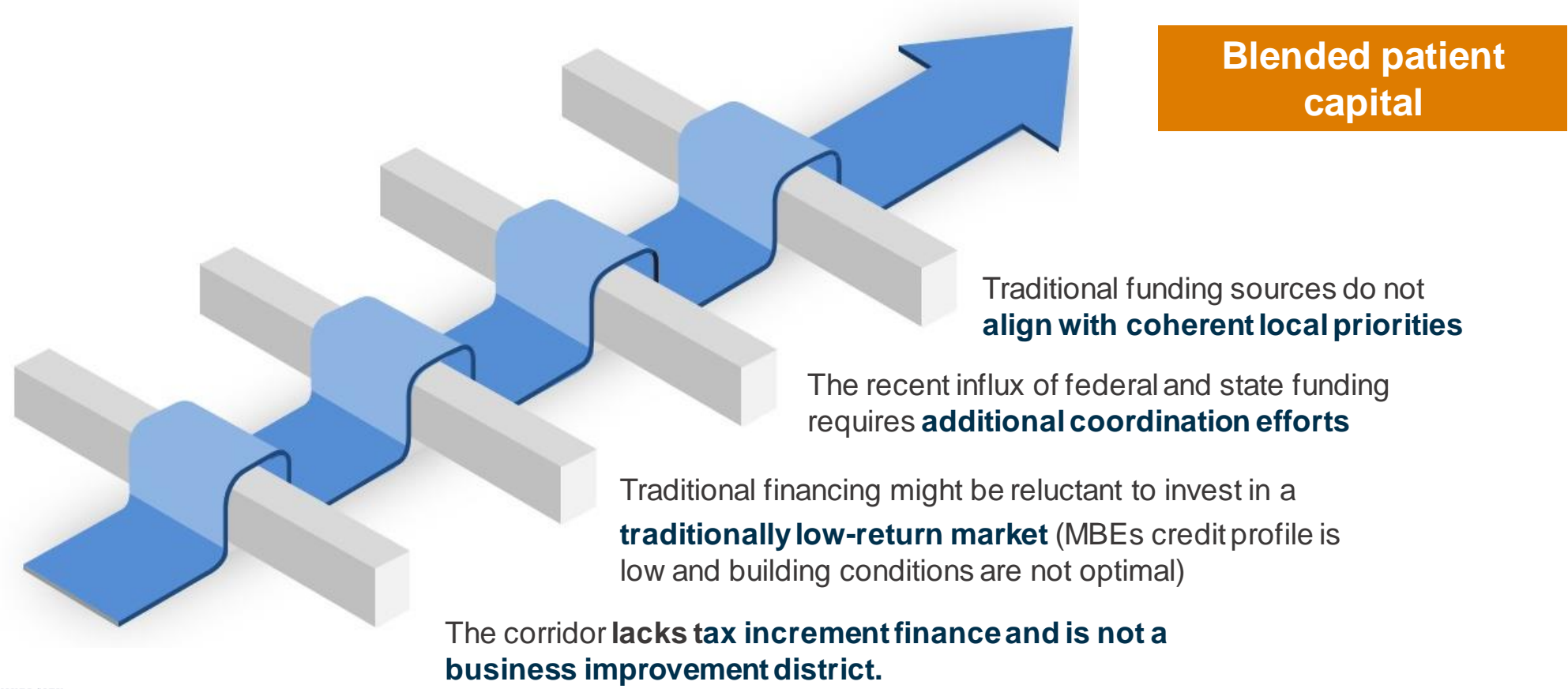
52nd Street is a healthy, vibrant, and equitable commercial corridor.

52nd Street residents participate in and benefit from decisions that shape their neighborhood and region.

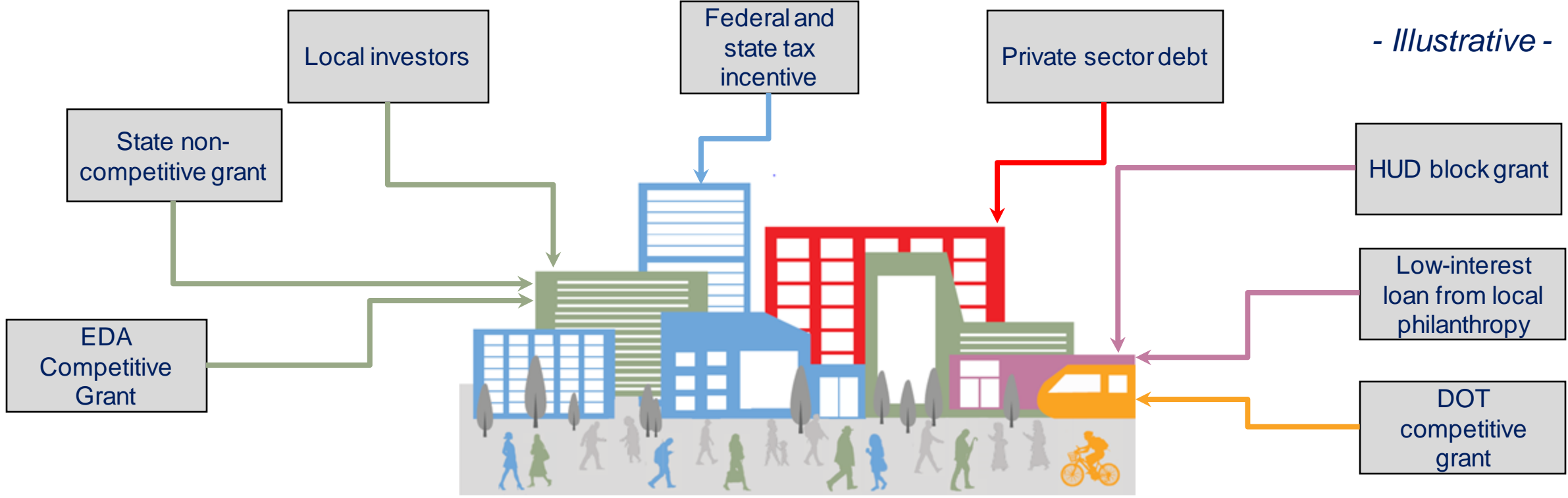
Financing
How to catalyze investment for each strategy?

Commercial development fund:
A model to deploy the influx of federal funds and private capital for inclusive growth and equitable development.

Financing this vision requires going beyond the limits of traditional development financing.



For corridors to thrive, they must align myriad and complex funding sources to coherent local priorities.



This process requires careful planning and an influx in local capacity within government, nonprofit, and civic organizations.

The playbook presents the opportunity for a new vehicle— 52nd Street Development Fund—"a pledge to place."

Background

This model has been used in variation by Detroit's Strategic Neighborhood Fund, Cincinnati's 3CDC, and Charlotte's Corridors of Opportunity.

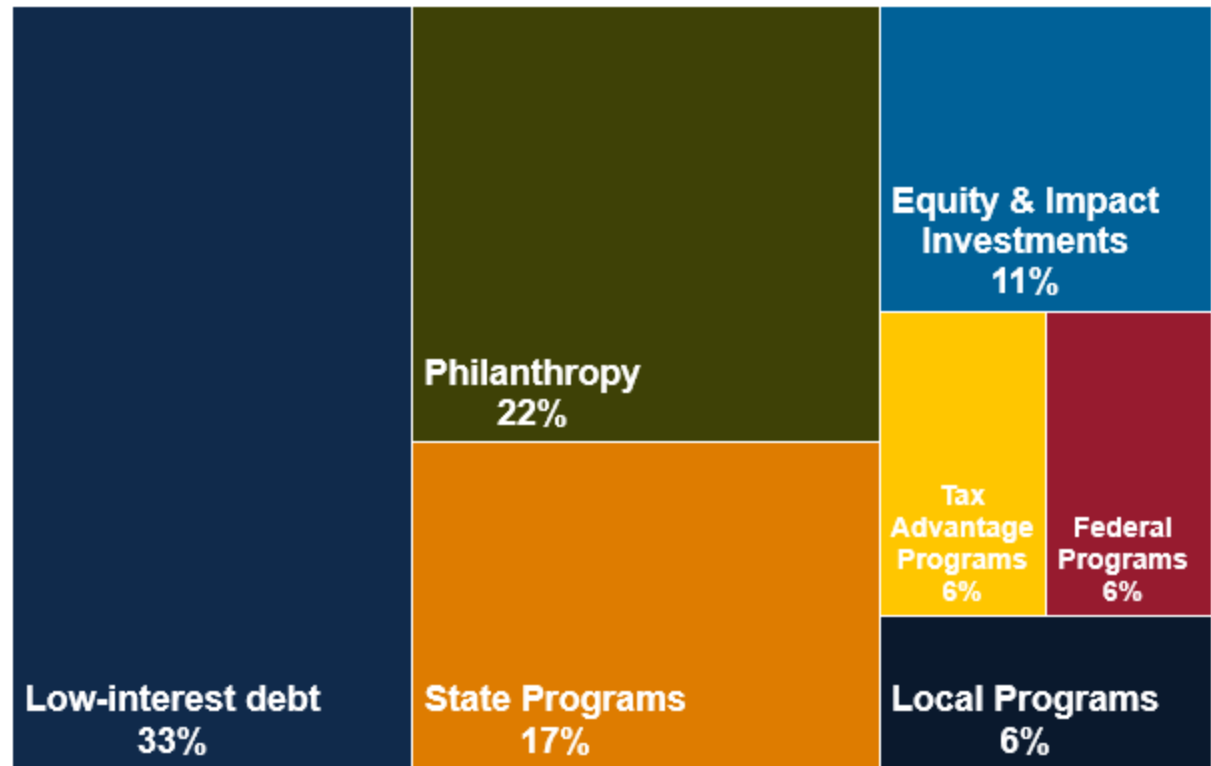
Definition

The fund is a series of **coordinated financial pledges** from federal and state programs, corporate philanthropies, banks, and impact investors.

Goals

Achieve inclusive **business growth and equitable real estate development** by supporting predevelopment, acquisition, pathways to owner-occupancy, asset-based lending, retrofit , and leasehold improvements.

Potential Composition of 52nd Street Development Fund



A \$15M catalytic investment can unlock an impactful public private partnership.



State Funds

"First-in" flexible working capital to *prove the market and attract blended capital* to invest in the next layers of the project.

Blended patient capital

That supports Transformative Real Estate, Business Support, Infrastructure, Community Development and Housing

The catalyst fund will ultimately unlock significant subsidies and programs available for various playbook elements.

Program	Source	About	Matching Fund Requirement	Business Support	Infrastructure	Housing	Community Development	Transformative Real Estate
Neighborhood Preservation Initiative	City of Philadelphia	Affordable housing, small biz, neighborhood preservation		✓		✓	✓	✓
Neighborhood Economic Development Grants	City of Philadelphia	Planning, pre-development, development costs	✓ One-to-one match for city funds				✓	✓
Redevelopment Assistance Capital Program	PA Office of Budget	Regional economic, cultural, civic, historical improvement projects	✓ 50% project costs					✓
Local Share Account	PA DCED	Economic development, neighborhood and community revitalization		✓	✓		✓	✓
Multimodal Transportation Fund	PennDOT/PA DCED	Leverage transit assets to enhance communities and improve neighborhoods	✓ 30% of non-federal project costs		✓		✓	✓
Keystone Communities Program	PA DCED	Public-private partnerships for neighborhood growth and stability	✓ Dollar for dollar match	✓	✓		✓	✓
Neighborhood Assistance and Partnership Programs	PA DCED	Tax credits for support of distressed communities	✓ Private sector capital		✓		✓	✓
New Markets Tax Credits	Varies	Project subsidy via tax credit investment	✓ Equity investment and leverage loan	✓				✓
PIDC Debt	PIDC	Low-interest debt for development gaps	✓ ~10/20 project equity	✓			✓	✓

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Transformative Real Estate: Overview

Overview

Attract high-quality investment around nodes that prioritize needs and services for the community. Future development should cluster in districts to capitalize on the momentum created, eventually creating strong pockets of activity that will link together in the future, creating both economic and social returns.

Projects by Status

Project Name	Cost
Projects in Progress	
52 nd Street Commons	\$8.25M
277 Community & Business Center	\$2.5M
Market Street Community Resource Center	\$400k
Pipeline Projects	
Parke Building	\$27M
Marketplace 52	\$16M
TOTAL	\$51.4M

Investment Overview

Fund Type	Amount
Committed Funds	
PRI's	\$ 1,500,000
Federal Grants	\$ 1,000,000
State Grants	\$ 350,000
Private Grants	\$ 50,000
Seeking Funds	
Debt	\$ 17,000,000
Public Grants	\$ 14,000,000
Tax Credit-Supported Equity	\$ 13,000,000
Foundation Grants	\$ 4,500,000
TOTAL	\$ 51.4M

Transformative Real Estate: 52nd Street Commons



IN DEVELOPMENT

Overview

Location: 24 South 52nd St.

Project type: Three-story retail, office and community incubation space

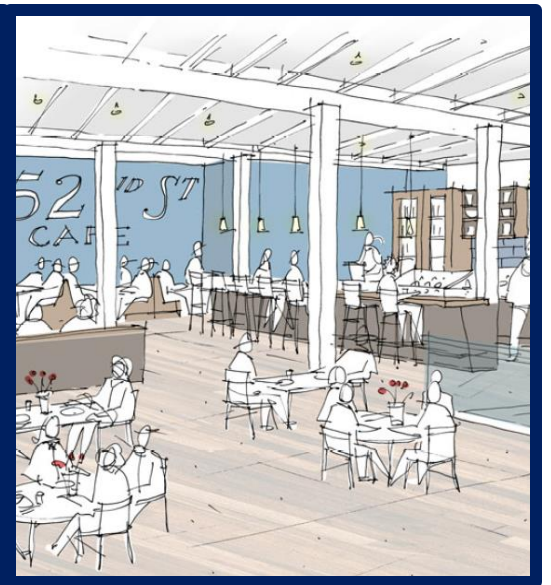
Community: Recreating “third place” and community gathering space

Business Support: Local-owned culinary cafe and maker/artisan retail pop-up

Impact

- First Neighborhood Economic Development grant used for commercial acquisition in the City of Philadelphia.
- Activated holiday retail pop-up for over 90 Black business owners.
- Tenant will graduate into ownership.
- Introduces healthy food option to corridor.

Uses		Sources	
\$3M	Site Acquisition	\$1.1M	TEC Equity
\$4.5M	Renovation and Construction	\$900k	City of Phil. NED
		\$2M	PA DCED RACP
		\$800k	HHS
		\$2.7M	Seeking
Completed		Committed Funds	
Planned		Seeking Funds	
TOTAL COST \$7.5M			





Overview

Location: 277 South 52nd St. (est. completion date Summer 2023)

Project type: Three-story office, and affordable housing

Economic Mobility: 100% minority contractors for new construction

Business Support: Business and Community Resource Center relocated on the corridor

Uses		Sources	
\$250k	Business Plan and Professional Services	\$1M	State Grants
\$290k	Site Acquisition	\$1.5M	Foundation Grants (Wells Fargo)
\$1.5M	New construction	\$500k	PRIs
	Completed		Committed Funds
	Planned		Seeking Funds
TOTAL COST \$2.5M			

Impact

Project developed 100% by minority-owned companies w/ mentorship from Driscoll, developing capacity for future projects.

20 permanent jobs expected at completion.



Sample of Contracting Firms

**GLENWOOD
ENGINEERING LLC**



Market Street Community Resource Center

Overview

Location: 5241-43 Market St.

Project type: Mixed-use property – two (2) retail spaces and two (2) apartments

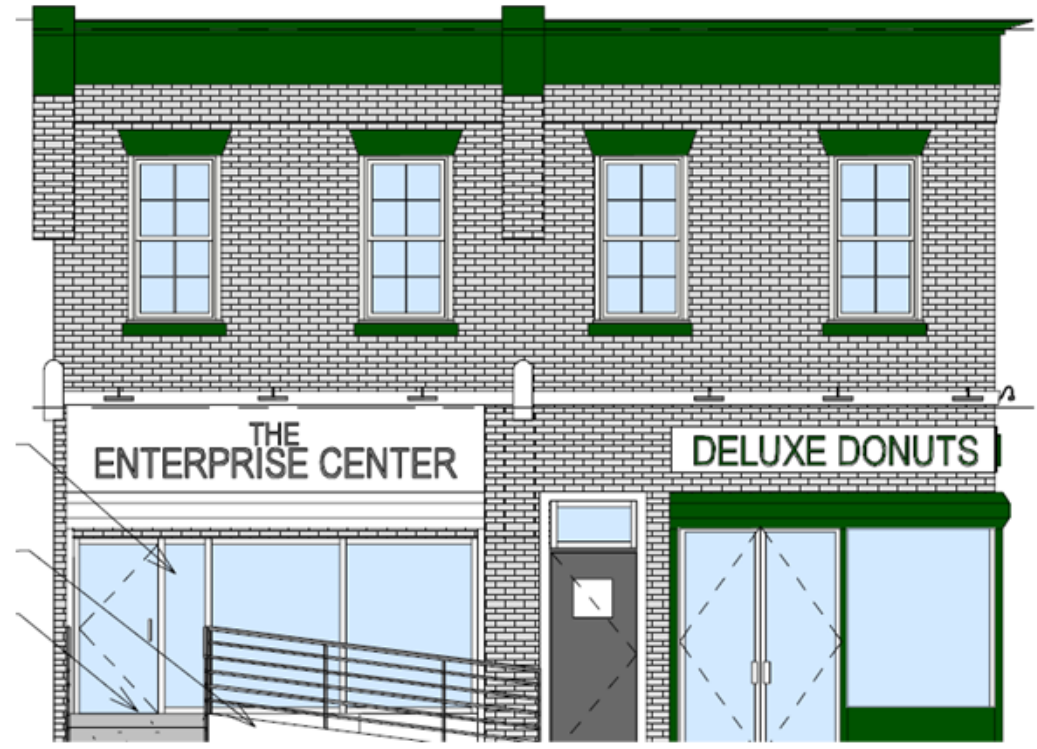
Business support: Renovate existing tenant’s space and provide advisory services; diversify mix with new local small business

Housing: Two 2-BR housing units on upper floors

Uses		Sources	
\$350k	Renovations	\$350k	State funds
\$50k	Architectural and Engineering	\$50k	Private funds
	Completed		Committed Funds
	Planned		Seeking Funds
TOTAL COST \$400k			

Impact

Transitioned stressed asset from legacy Black business owner to community use and preserved Black retail business.



Overview

Location: 17 South 52nd St.

Project Type: Mixed use anchor property with retail and affordable apartments

Community: ground floor with community-serving commercial use

Ownership: Upper floors residential with 20-30 affordably priced units

Uses		Sources	
\$4M	Business Plan and Professional Services	\$8M	NMTC/OZ Enhanced Equity
\$22M	Construction	\$3M	Grants (source TBD)
\$1M	Soft Costs and Professional Services	\$16M	Debt
Completed Planned		Committed Funds Seeking Funds	
TOTAL COST \$27M			

Impact

The tallest building in West Philadelphia, this is a keystone project in terms of developable square footage and bringing affordable housing and retail tenants to the corridor.



Overview

Location: 38-42 South 52nd St.

Project Type: Mixed use with ground-floor retail and residences (Phase II)

Business Support: Multi-tenant location with vendor stalls

Ownership: Adjoining 7-story residential development (Phase II)

Uses

\$5.5M	Site Acquisition
\$9.5M	Construction
\$650k	Business Plan and Professional Services
\$350k	Working Capital

**Completed
Planned**

Sources

\$9M	Public Grants
\$5M	NMTC/OZ Equity
\$2M	Foundation Grants

**Committed Funds
Seeking Funds**

TOTAL COST \$16M

Impact

Critical testing and growth space for small retail and small businesses, including current street vendors

New supply of affordably priced housing with transit proximity (Phase II)



Business Support: Overview

Overview

Around \$100M on top expenditures go to businesses outside the area and less than 3% of anchors' spending goes to minority/community businesses. Investment in business support would support minority startup activity to serve the community's unmet needs and create wealth among residents. TEC can leverage their existing suite of business development programs to augment place-based incentives that need to be levered up for scale.



Image Source: Hakim's Bookstore, Philadelphia's Oldest Black-Owned Bookstore, from their website: <https://hakimsbookstore.com/>

READY TO GO	COST
Small Business Infrastructure	\$4.8M
Minority Contractors and Procurement	Not applicable
TOTAL	\$4.8M



Small Business Infrastructure

Project Overview

- **Business Improvement Grant:** Incentivizes better business practices by focusing on marketing support, equipment and technology upgrades and emergency support
- **New Business Grant:** Helps certain types of small businesses, with opening costs related to store fit out and marketing, while starting to build long-term relationships
- **Upper Floor Reuse Grant:** Provides eligible property owners with funding subsidy to implement upper floor renovation projects, as well as technical assistance for the design and construction processes

Uses	Stage of Program	Potential State, Local Corporate Philanthropic Sources
\$200k Business Improvement Grant	Scaling	City of Philadelphia Business Improvement Program, JP Morgan Chase, COVID-19 Statewide Business Assistance Program, Wells Fargo (committed)
\$200k New Business Grant	Seeking	City of Phila. InStore Forgivable Loan Program, JP Morgan Chase and other banks
\$400k Upper Floor Reuse Grant	Seeking	JP Morgan Chase Foundation, Wells Fargo
		TOTAL COST: \$800K



Image: Urban Art Gallery, sourced from website.

Small Business Infrastructure (Continued)

Project Overview

- **Storefront Improvement Grant:** This grant would complement the City-wide version of this program, providing quicker capital for smaller and less expensive improvements, such as new signage, while providing matching capital and help navigating the city program for larger and more expensive improvements, such as masonry work or a more comprehensive storefront improvement.
- **Full-scale Façade Improvement:** The total cost of implementing a full-scale façade improvement along the corridor from Market St to Pine St would cost approximately \$1,000,000 per block. There are five total blocks in this stretch and one block, Walnut to Locust, has been started and partially complete.

Uses	Stage of Program	Potential State, Local Corporate Philanthropic Sources
Storefront Improvement Grant	Emerging	Wells Fargo; JP Morgan Chase
Full-scale Façade Improvement	Emerging	Wells Fargo Hope Campaign (already conducted first phase of façade improvement on one block); City of Philadelphia
TOTAL COST: \$4M		



Image of 200 block of South 52nd Street facade improvements. Image sourced from The Enterprise Center.

Minority Contractors and Procurement

Project Overview

- **Partners:** The City of Philadelphia Department of Commerce and LF Driscoll, a regional construction management firm.
- **General objective:** Utilize 100% Minority Business Enterprise (MBE) contractors for all facets of the 277 project, with an emphasis on hiring contractors and workers from the immediate 19139 and 19143 zip codes.
- **Impact with Small MBE contractors:** Small MBE contractors selected for the project will not only get contract work but also mentorship to help them grow their businesses and pursue more and larger contracts over time.

Stakeholders involved

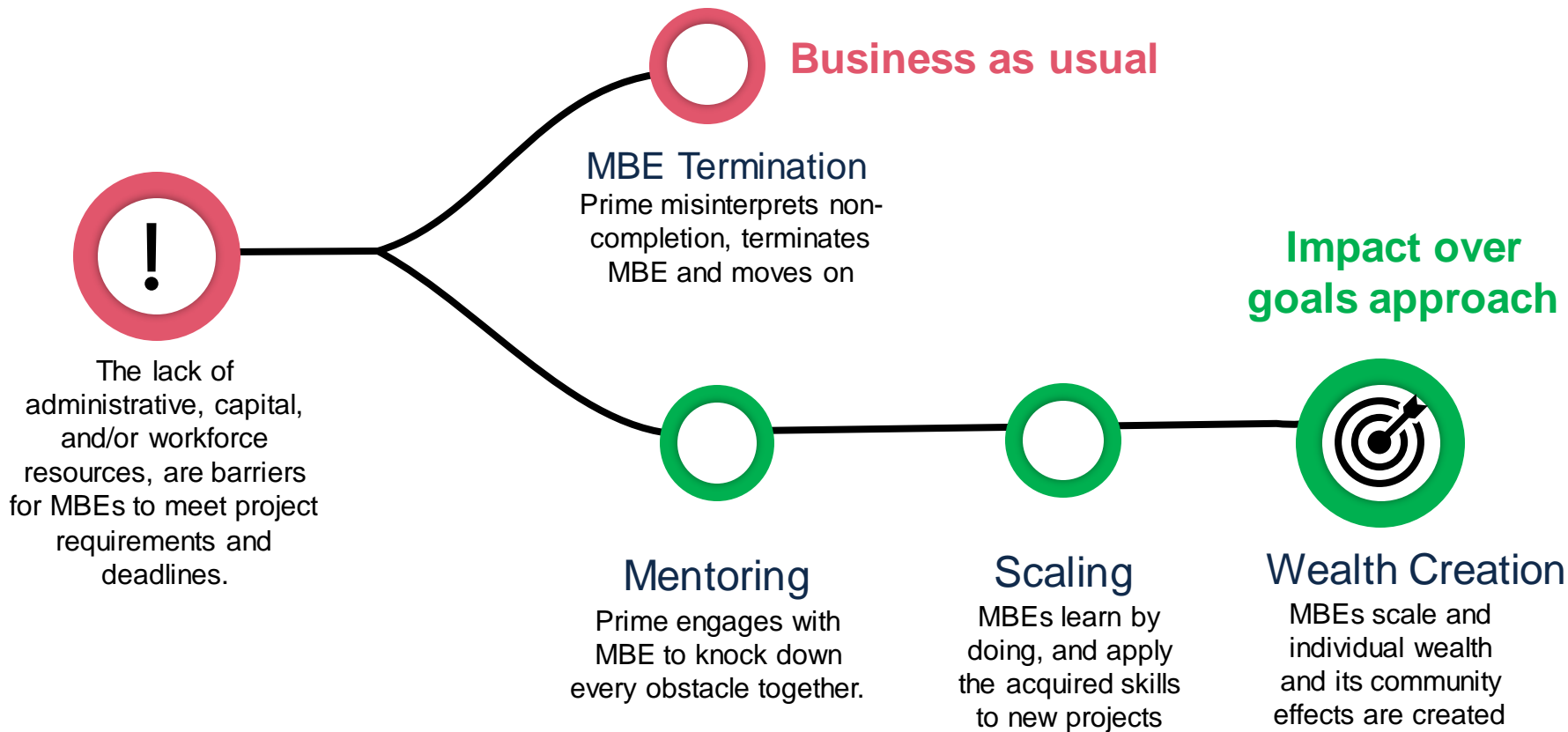
Company	Project Role
The Enterprise Center	Construction Project Manager
	Technical Assistance Manager
	Administrative Project Manager
BBF	Administrative Project Lead
OZ Collaborative	Lead Architect,
	Architectural Manager Architectural Designer
LF Driscoll	Project Mentor
	Administrative Mentor
	Construction Mentor

MBE contractors in the project

Company	Contractor Trade
Adelphia	Demolition
Eartha Construction Co.	Excavation, Concrete, Masonry
3rd Generation Design, LLC	Structural Steel, Structural Wood, Tile
Schofield Finish Carpentry	Millwork & finish Carpentry, Windows, Storefronts, Div 10 Specialties supplier
Madrid Construction	Waterproofing/Damproofing, Roofing
D&D Family Construction LLC	Windows/ Storefronts
G & R Contractors	Drywall/ Rough Carpentry
Carlos Carpet and Flooring	Flooring
Mixology Painting	Painting
Side Technology	Residential Appliances
Oneida Fire Protection Inc	Fire Protection
A Positive Response Plumbing	Plumbing
Dewitt HVAC	Mechanical/ HVAC
Milligan Group, LLC	Electrical and Low Voltage

Minority Contractors and Procurement- Mentoring

LF Driscoll is innovating how primes engage with MBEs, helping them scale and create wealth.



“There’s this idea that construction can change the whole world, but you can only do it one person at a time.”

-Michael Delaney, LF Driscoll’s VP

Infrastructure: Overview

Overview

Infrastructural improvements along the 52nd Street corridor focus on pedestrian safety, the public realm, technological modernization, and climate action. Such improvements will contribute to a more equitable, connected, and healthier urban neighborhood.

As unprecedented funding flows through the Infrastructure Investment and Jobs Act (IIJA), TEC intends to partner with local, state, and federal agencies to fund and implement many of these projects. IIJA supports a more equitable future for neighborhoods through investments in transportation, public safety and resilience, and quality jobs. Moreover, IIJA prioritizes racial equity, access to opportunity, and historically disadvantaged communities.

These attributes make IIJA a critical tool to realizing the vision of the 52nd Street Investment Playbook, in addition to other private and public sources.

Shovel-ready Projects	Cost
Public Improvements	\$35 M
Streetscape Improvements	
Placemaking Enhancements	
Connected Street Initiative	\$25 M
Internet Access	
Tech-Enabled Safety Enhancements and Smart Retail	
Welcome and Navigation Kiosks	
Intelligent Traffic Systems	
Climate Action Plan	\$8 M
Transit-Oriented Development	
EV Charging Stations	
Rooftop Solar	
Green Infrastructure	
Energy Efficiency	
TOTAL	\$68 M

Streetscape Improvements

Project Overview

- **Streetscape:** The goal is to create and implement a public improvement plan focused on enhancements and amenities aligned with community priorities. This includes improvements to enhance the pedestrian experience, support businesses, and serve the needs of residents. This would consist of a complete streetscape treatment, including evaluating potential changes in roadway design and traffic patterns. The plan would include strategies to maintain current parking availability, improve transit access, and enhance bicycle safety and access (**anticipated total budget: \$20 million**).

Potential Sources

IIJA Funding Programs	National Amount	Potential Receiving Entities in PA	Key Milestones
Energy Efficiency and Conservation Block Grant	\$550M (block and competitive)	City of Philadelphia; Commonwealth of Pennsylvania	NOI Released in Q4 2022
Carbon Reduction Program	\$6.4B (formula)	Commonwealth of Pennsylvania (PennDOT)	Funding opportunities for the next 4 years. \$265M made available for the Commonwealth; PA has already received ~\$51M for 2022.**
Section 402 Safety Programs and Highway Safety Improvement Programs	\$2B (formula) + \$16B (grant)	PennDOT	Funding opportunities for the next 4 years
Local and Regional Project Assistance Grants (RAISE)	\$7.5B (competitive)	City of Philadelphia or PennDOT	Funding opportunities for the next 4 years;
Statewide Transportation Planning Program	\$167M (formula)	Commonwealth of Pennsylvania	\$1.23M awarded to PA in FY 2022***. Funding opportunities for the next 3 years

*Source: [whitehouse.gov/build](https://www.whitehouse.gov/build), last updated September 2022

**Source: <https://www.casey.senate.gov/news/releases/casey-announces-264-million-for-pa-to-reduce-carbon-emissions>

***Source: <https://www.gfoa.org/the-infrastructure-investment-and-jobs-act-ijja-was>

Placemaking Enhancements

Project Overview

- **Public Spaces:** Design and implement plazas, outdoor seating areas, public art installations, and other enhancements to public spaces in the corridor. This may include adding plazas and outdoor seating areas in specific locations, such as in front of the Library (**anticipated total budget of \$13 million**).
- **Public Art Installation:** Launch a public art design competition seeking applicants to create an iconic, memorable landmark/experience near the train station (**anticipated total budget of \$2 million**).

Potential Sources

Existing State and Local Programs	Award Amount	Potential Receiving Entities
Mural Arts Philadelphia (City of Philadelphia)	Varies	Community Groups or Individuals
Creative Communities Initiative (Pennsylvania Council on the Arts)	Up to \$25k/yr.	Nonprofits
Community Parks and Recreation Grants (Pennsylvania Department of Conservation & Natural Resources)		City of Philadelphia and other local agencies; Nonprofits



Image Source: The Enterprise Center

Project Overview

- **Fiber Network and Wi-Fi access points:** The backbone of this project would be working with local partners to implement a fiber network and Wi-Fi access points that deliver publicly accessible multi-gigabit internet everywhere along the corridor.
- **Neighborhood Access:** Proposed increased internet connectivity could also provide high speed internet access to nearby residents.

Potential Sources

IIJA Funding Programs	National Amount	Potential Receiving Entities in PA	Key Milestones
State Digital Equity Planning Grant	\$60M	Commonwealth of Pennsylvania	Funding will be released on a rolling basis between August-November 2022.
State Digital Equity Capacity Grant	\$1.44B	Commonwealth of Pennsylvania	NOFO Open in Q1 2023
State Digital Equity Competitive Grants	\$1.25B	Local Education Agency; State Governments, Non-Profit Organizations (TEC) ; Community Anchor Institutions; Workforce Development Programs	NOFO to be released in FY 2023, 30-days after State Capacity awards are made.
Affordable Connectivity Program	\$14.2B	Internet Service Providers (ISPs)	

*Source: whitehouse.gov/build, last updated September 2022



Image Source: The Enterprise Center

Tech-Enabled Safety Enhancements and Smart Retail

Project Overview

- **Tech-Enabled Safety Enhancements:** The system could include public safety enhancements such as emergency call boxes, adding public cameras, and incorporating sensor-activated smart street lighting systems. The system would also allow for integration of safety improvements for individual business and property owners, such as providing retail store owners with remote access to security cameras, store lighting controls, and door locks.
- **Smart Retail Pilot Program:** As a benefit of operating on 52nd Street, all businesses would be provided with fast, reliable communications and the ability to integrate emerging technologies. Businesses could receive technical assistance on how to use this infrastructure to integrate a wireless point of sale system, managing inventory, operate security systems, and conduct e-commerce to complement their physical stores.

Potential Sources

Funding Programs	Amount	Eligible Recipients
Philadelphia Business Security Camera Program	50% of eligible costs up to \$3k per property	Individual businesses
SmartCityPHL Program	Varies	Varies



Image Source: The Enterprise Center

Welcome & Navigation Kiosks

Project Overview

- **Welcome and Navigation Kiosks:** Expand the LinkPHL program with digital kiosks installed at the 52nd Street, Market-Frankford SEPTA Station to provide visitors and residents with information on upcoming events, business hours, restaurant menus, transit information, etc.

Potential Sources

Funding Programs	Amount	Relevant Entities
LinkPHL	TBD	TBD

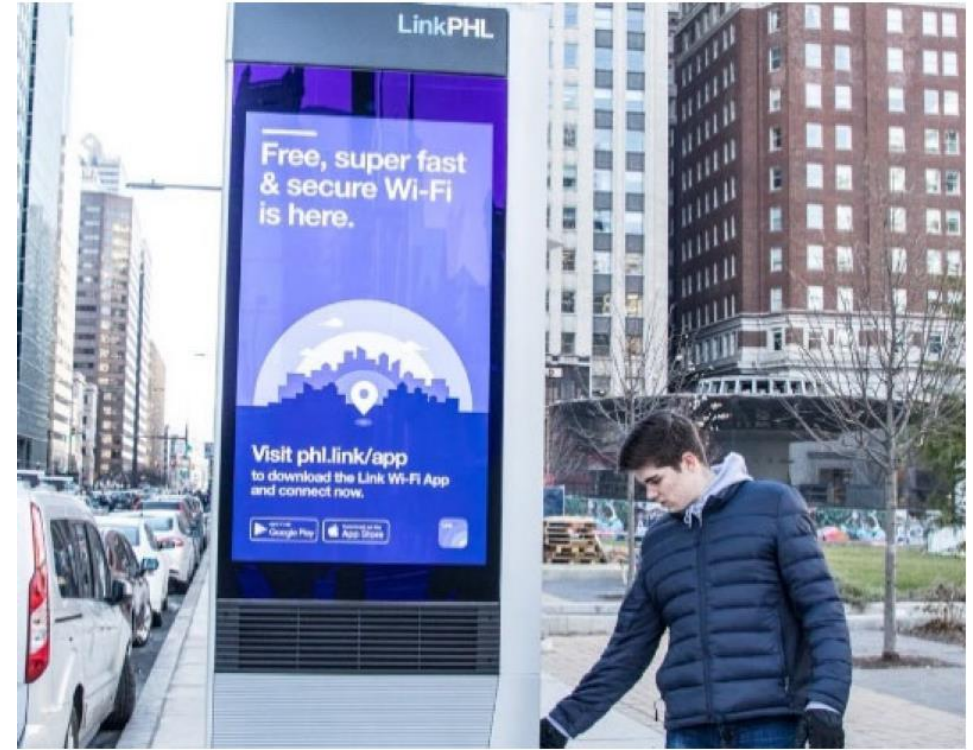


Image Source: The Enterprise Center

Intelligent Traffic Systems

Project Overview

- **Intelligent Traffic Systems:** Smart traffic systems would improve safety on 52nd Street and enhance the experience for both pedestrians and motorists. This project component could include sensors to manage traffic and dynamically control the red/green and walk/don't walk signals to improve traffic efficiency as well as pedestrian safety and convenience.

Potential Sources

IJA Funding Programs	National Amount	Potential Receiving Entities in PA	Key Milestones
Pilot Program for Enhanced Mobility	\$24M (competitive)	Commonwealth of Pennsylvania; City of Philadelphia; Nonprofits (TEC)	NOFO open in Fall 2022; Funding available year of allocation + 2 yrs.
Strengthening Mobility and Revolutionizing Transportation (SMART) Grants	\$500M (competitive)	Commonwealth of Pennsylvania; City of Philadelphia; SEPTA; DVRPC	NOFO open in Fall 2022.
Intelligent Transportation Systems Program	\$250M	Federal Highway Administration Research, Technology, and Education Program	
Safe Streets and Roads for All	\$5B (competitive)	DVRPC	Funding Opportunity Closed in September 2022.
Advanced Transportation Technologies & Innovative Mobility Deployment (ATTAIN)	\$300M (competitive and other)	SEPTA; City of Philadelphia; DVRPC	



Image Source: The Enterprise Center

*Source: [whitehouse.gov/build](https://www.whitehouse.gov/build), last updated September 2022

Transit Oriented Development

Project Overview

- **Transit Oriented Development:** The 52nd Street project will bring investment, new businesses, and new housing to an urban corridor well-served by transit. Promoting increased density, and transit-oriented development standards will provide for more efficient developments with lower climate impacts than lower density auto-oriented development patterns.

Potential Sources

IIJA Funding Programs	National Amount	Potential Receiving Entities in PA	Key Milestones
Pilot Program for Transit Oriented Development (TOD)	\$69M (competitive)	City of Philadelphia; Commonwealth of Pennsylvania	Funding Opportunity Closed in Summer 2022



Image Source: The Enterprise Center

*Source: whitehouse.gov/build, last updated September 2022

Electric Vehicle (EV) Stations

Project Overview

- **EV Charging Stations:** As part of the planned public improvements, TEC proposes to include the installation of designated electric vehicle parking spaces and charging stations at public parking areas.

Potential Sources

IIJA Funding Programs	National Amount	Potential Receiving Entities in PA	Key Milestones
Charging and Fueling Infrastructure Grants (Community Charging)	\$1.25B (competitive)	Commonwealth of Pennsylvania (PennDOT); City of Philadelphia; DVRPC	NOFO open in Spring 2023; Funding opportunities for the next 4 years.
Charging and Fueling Infrastructure Grants (Corridor Charging)	\$1.25B (competitive)	Commonwealth of Pennsylvania (PennDOT); City of Philadelphia; DVRPC	NOFO open in Spring 2023; Funding opportunities for the next 4 years.
National EV Infrastructure Formula Program	\$5B (formula)	Commonwealth of Pennsylvania (PennDOT)	Funding allocated over 5 years; Pennsylvania submitted a plan in Fall 2022.**



*Source: [whitehouse.gov/build](https://www.whitehouse.gov/build), last updated September 2022

**Source: [FHA Biden-Harris Announcement](#)

Project Overview

- **Rooftop Solar:** As part of implementation of the proposed catalytic real estate development projects, TEC will seek to incorporate rooftop photovoltaic solar arrays on rooftops.

Potential Sources

Funding Programs	Amounts	Eligible Entities
Philadelphia Green Capital Corporation – Solarize Philly	Varies	Commercial Building Owners and Homeowners
Greenhouse Gas Reduction Fund, Competitive Grants, Low-Income and Disadvantaged Communities	\$7B (national)	Varies



Image Source: The Enterprise Center

Infrastructure: Green Infrastructure

Project Overview

- **Green Infrastructure:** The proposed streetscape and public space improvements will incorporate high efficiency LED lighting systems and other energy efficient equipment. Other green infrastructural improvements could include more vegetation, green space, and permeable surfaces to address heat island effect and manage stormwater runoff.

Potential Sources

Funding Programs	National Amount	Potential Receiving Entities in PA
Environmental and Climate Justice Block Grant (IRA)	\$2.8B	City of Philadelphia or direct from EPA to TEC
Multimodal Transportation Fund	TEC has requested \$3M specifically for 52 nd Street.	Pennsylvania Department of Community & Economic Development



Image Source: The Enterprise Center

Project Overview

- **Energy Audit:** TEC will work with local partners to create an energy audit program for 52nd Street property and business owners. This would be a free service. An energy audit would involve evaluating the operations and equipment of the business/property and providing recommendations on improvements that would increase efficiency, reduce climate impacts, and save money.
- **Energy Efficient Improvement Fund:** Upon completion of the energy audit, businesses and property owners would be eligible for funding through a 52nd Street Energy Efficient Improvement Fund. This grant program would provide business and property owners with funding to implement energy efficient upgrades. This could include new refrigeration, upgraded windows, lighting systems, HVAC systems, etc.
- **Energy Efficiency for Residents:** Neighborhood organizations should connect West Philly residents with state resources making homes more energy efficient.

Potential Sources

IIJA Funding Programs	National Amount	Potential Receiving Entities in PA	Key Milestones
Energy Auditor Training Grant Program	\$40M	Commonwealth of Pennsylvania	FOA Open in Q1 2023
Clean Energy Career Skills Training Program	\$10M	Non-Profit (TEC) Partnerships	NOI Released in Q4 2022
Energy Efficiency and Conservation Block Grant	\$550M (block and competitive)	City of Philadelphia; Commonwealth of Pennsylvania	NOI Released in Q4 2022
Energy Efficiency Materials Pilot Program	\$50M	Non-Profit Organizations (TEC)	RFI Released in Q4 2022
Energy Efficiency Revolving Loan Fund Capitalization Grant Program	\$250M (Formula)	Commonwealth of Pennsylvania	FOA Open in Q4 2022
Low Income Home Energy Assistance Program	\$500M	Commonwealth of Pennsylvania (West Philly residents can directly apply through state)	Funding administered 2022-2026
Weatherization Assistance Program	\$3.5B (formula)	Commonwealth of Pennsylvania (West Philly residents can directly apply through state)	FOA Open in Q3 2023

*Source: whitehouse.gov/build, last updated September 2022

Community Development: Overview

Overview

The corridor is situated in a predominantly Black neighborhood, with lower educational levels, incomes and home-ownership levels than the rest of the city. These strategies focus on building incomes, expanding opportunities, and improving outcomes for all residents. Financial investments in the corridor must also be matched with programmatic investments in human capital to ensure pathways to local community wealth.

EXPLORATORY ACTIONS

- **Prioritize residents** from adjacent neighborhoods (i.e. Walnut Hill) for job opportunities created from tenants of TEC's real estate projects.
- **Diversify contractors and construction jobs** for renovation or construction projects along the 52nd Street Corridor to create community jobs.
- **Collaborate with anchor institutions**, such as Penn and Drexel, to prioritize mentorship and internship positions for West Philadelphia residents.
- Create and/or expand educational programming in community "**third places**", such as the YMCA or Blackwell Library, to develop skills of the community.

LAST MILE

- TEC's Construction Mentor- Protégé Program
- Collaboration with West Philadelphia Skills Initiative

Prioritizing Residents for Job Opportunities

Project Overview

Developers and other stakeholders involved in building programming should prioritize community residents from adjacent neighborhoods (i.e. Walnut Hill) for permanent, high quality job opportunities created from tenants of TEC's real estate projects. Furthermore, job development should complement initiatives such as the West Philadelphia Skills Initiative to ensure major employers in West Philadelphia, such as Drexel University of University of Pennsylvania, recruit and identify neighborhood talent.

Spotlight: Drexel University's "Hire Local" Strategy

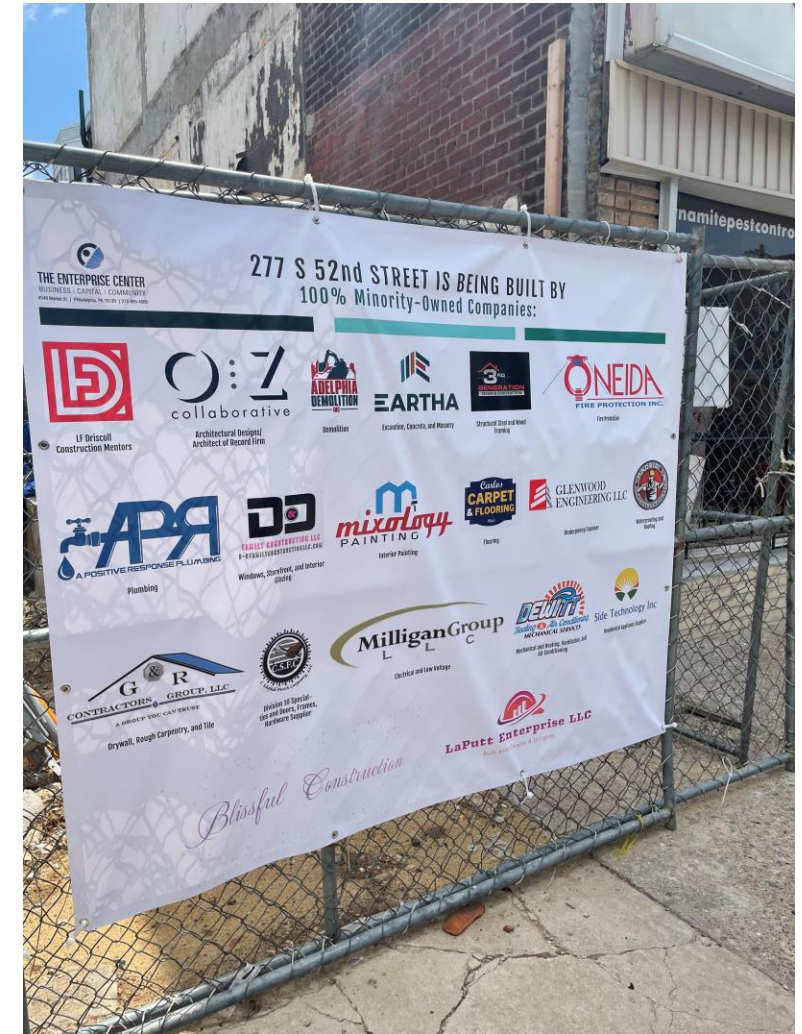
Drexel University states the goal of its "Hire Local" initiative is to "increase the number of jobs in the institution or with the institution's vendors held by local residents, using a targeted recruiting and hiring project including customized training -through-placement job training, along with a community-accessible adult education program."* Strategies such as these should be monitored, evaluated and supported to ensure achievement of these goals.

*Sources: Drexel Hire Local, Office of University and Community Partnerships, [https://drexel.edu/civicingement/centers-initiatives/economic-inclusion/step-by-step/hire-local/](https://drexel.edu/civicingagement/centers-initiatives/economic-inclusion/step-by-step/hire-local/)

Diversify Contractors and Jobs

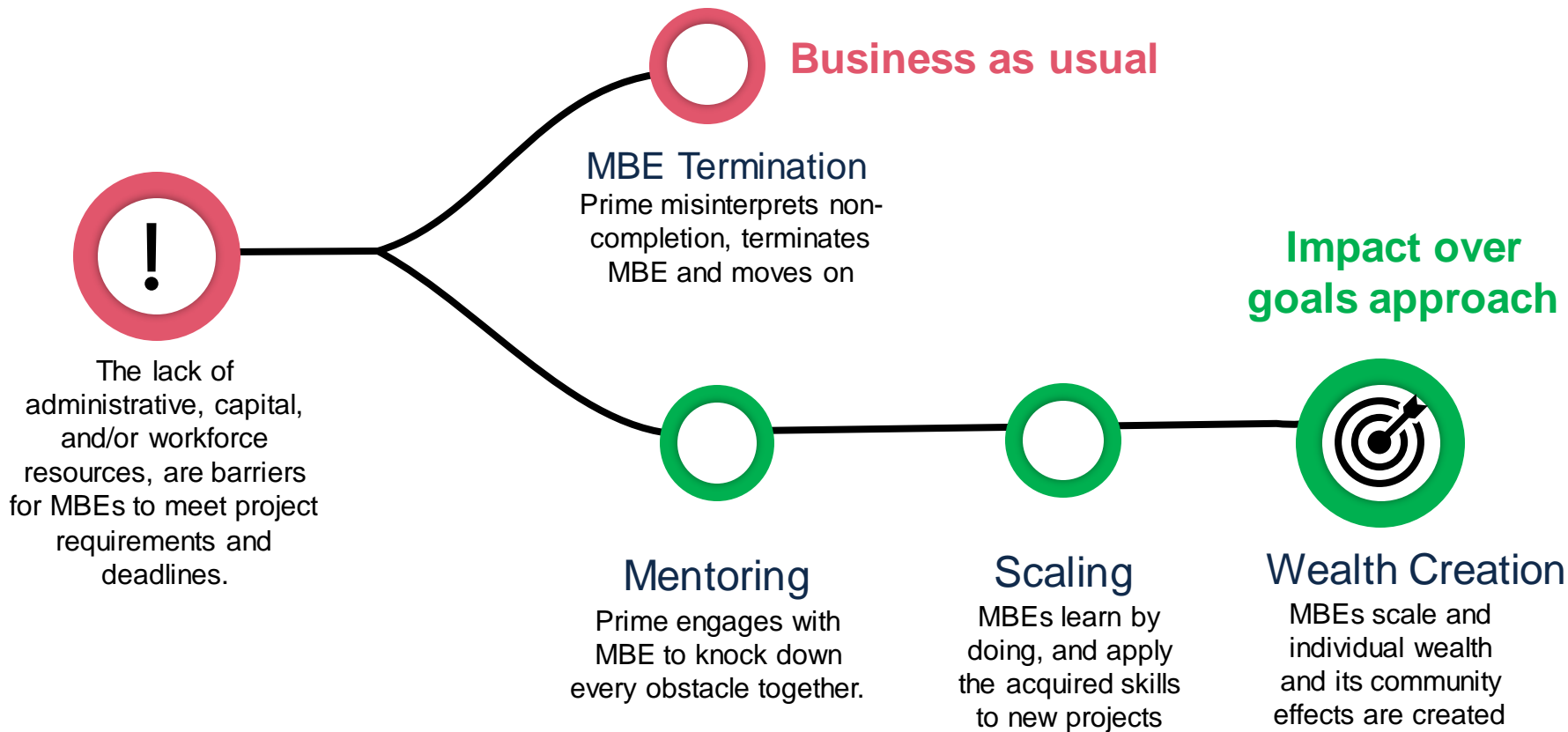
Project Overview

Diversify contractors and construction jobs for renovation or construction projects along the 52nd Street Corridor to create community jobs. For example, TEC, with project partners, LF Driscoll LLC, and the City of Philadelphia, are renovating 277 as a pilot project of the **Construction Mentor Protégé Program**. This approach will allow 20 local MBEs to work on a renovation project on 52nd Street, which was one of the hardest hit economically as a result of the civic unrest during Summer 2020. The Construction Mentor Protégé Program is an education- and experience-based partnership that enables selected M/W/DSBEs to receive business advisory support from industry leaders in order to grow their business, build new professional relationships, access future opportunities, and achieve project success.



Diversify Contractors and Jobs

LF Driscoll is putting the time and effort to help MBEs grow by taking on larger contracts.



“There’s this idea that construction can change the whole world, but you can only do it one person at a time.”

-Michael Delaney, LF Driscoll’s VP

Collaboration with Anchors and Partners

Project Overview

Talent development is crucial to building individual incomes and assets for residents. Neighborhood groups and anchor institutions in West Philadelphia should work together to develop programs that can equip neighborhood residents with marketable skills in high-demand fields.

Spotlight: West Philadelphia Skills Initiative (WPSI)

WPSI is an innovative approach to workforce development, employing job-driven and cohort-based models with customized pipeline training. Employers in West Philadelphia partner with WPSI when they need to resolve recruitment, high turnover or performance quality issues. WPSI then creates training cohorts of eligible residents and designs a customized curriculum that responds to specific hiring needs.*



Source: West Philadelphia Skills Initiative website: <https://philadelphiaskills.org/>

Project Overview

Create and/or expand educational programming in community "third places", such as the YMCA or Blackwell Library, to develop skills of the community. Third places refer to spaces that are typically public and promote social gathering and community engagement. Examples include libraries, coffee shops, parks, churches or temples.

Third Places on 52nd Street

Many of the cultural and community assets along 52nd Street currently serve, or have the potential to serve, as activated third places. Neighborhood stakeholders should ensure such places include activities and amenities that are responsive to the community. TEC is especially mindful of this—as an example, they are using their acquired space on 24 S 52nd Street to launch an activated holiday retail pop-up for over 90 Black business owners. Neighborhood stakeholders that manage public spaces, such as Friends of Malcolm X Park, should also be supported in their community programming.



Image: Blackwell Library

*Sources: "Third Places as Community Builders", Brookings Institute
<https://www.brookings.edu/blog/up-front/2016/09/14/third-places-as-community-builders/>;
Projects for Public Spaces, <https://www.pps.org/article/to-create-a-great-third-place-get-out-of-the-way>

Housing: Overview

OVERVIEW

Affordable housing options and homeownership are fundamental in stabilizing the community and mitigating displacement, as development increases value along the 52nd Street corridor. This section outlines several recommendations and actions that implicate leading public, nonprofit, and private stakeholders in this area. This list of solutions is not necessarily exhaustive but represents a starting point for housing policy that can address displacement concerns.

TEC will support leading stakeholders in the creation and preservation of housing affordability and local homeownership. These actions build on existing state and local programs, in addition to new recommendations and recently-passed programming, such as the Whole Home Repairs program.

EXPLORATORY ACTIONS

Affordable Housing Accessibility: Affordable housing developers can work with TEC to incorporate mixed-use and mixed-income development along the corridor. Local leaders and others can steward affordable housing development in Walnut Hill and surrounding neighborhoods, prioritizing West Philadelphia residents.

Preservation of Naturally-Occurring Affordable Housing: In a market where values will rise quickly, it is crucial to build in and preserve long-term affordability in the neighborhood before the market fully encroaches upon the neighborhoods surrounding 52nd Street.

Protection of Renters: As development on 52nd Street increases, tenants may be at greater risk of displacement and eviction from landlords. Local legal nonprofits, like Community Legal Services of Philadelphia and the Philadelphia Eviction Protection Program can help renters stay in their homes.

Housing Quality and Conditions: Homeowners and landlords are nervous to upgrade property—as conditions improve, property tax values rise. Helping seniors and long-time owner-occupants access programs like the Longtime Owner Occupants Program will be crucial

Sustainability of Local Homeownership: Homes nearby the 52nd Street Corridor that are redeveloped and rehabilitated should be priced affordably, so that local residents can access homeownership opportunities.

Affordable Housing Accessibility

Exploratory Actions	Description	Leading Stakeholders	Estimated Cost
Incorporate mixed-income housing units into transformative real estate projects.	TEC can pursue joint ventures with developers creating affordable and market-rate units, which can help address upper floor vacancy along the corridor. Community benefit agreements can ensure residents are given priority in applications for units created along 52nd Street.	Affordable housing developers or partners (JP Morgan); nonprofit housing organizations* (Mission First)	TBD
Leverage transit-oriented development (TOD) near 52 nd Street SEPTA station.	Near transit access points, developers can build mixed-income housing in exchange for additional density.	Affordable housing developers	TBD
Support Philadelphia Accelerator Fund. (PAF)	PAF offers capital products to fill funding gaps for affordable housing and community development projects.	City of Philadelphia	TBD
Support community outreach initiatives and organizations.	Nonprofits and CBOs can alert existing residents to resources and information regarding new housing opportunities in Walnut Hill and other neighborhoods adjacent to 52nd Street.	Neighborhood Advisory Committees (ACHIEVEability in West Philadelphia); grassroots organizations	The recent Save Our Homes plan recently allocated over \$4 million for community outreach.
Identify development opportunities for LIHTC projects in-and-around 52 nd Street	LIHTC remains the premier funding opportunity to build new low- and moderate-income housing units. TEC can work with existing affordable housing developers to identify potential sites for new, affordable housing development near the 52 nd street corridor.	City of Philadelphia Division of Housing and Community Development	TBD

Preservation of Affordable Housing

Exploratory Actions	Description	Leading Stakeholders	Estimated Cost
Expand funding for Rental Improvement Fund*	PHDC offers credit to small landlords for facility improvements in exchange for keeping the improved units affordable.	Philadelphia Housing Development Corporation (PHDC)	Around \$400K in funding supports the Kensington neighborhood.
Expand funding for Landlord Working Capital Loans*	Provides short-term loans to landlords located in Philadelphia that own 15 or fewer units.	PHDC	TBD—operating at less than \$1M
Explore tax relief for landlords with permanent affordable units.**	Explore options to offset taxes paid by landlords with non-subsidized units. The landlord would have to have a restrictive covenant on the property to ensure long-term affordability of the units.	City of Philadelphia (Department of Revenue; Office of Property Assessment); Commonwealth of Pennsylvania	TBD
Explore large-scale efforts that preserve long-term affordability in strengthening markets.**	Explore community revitalization efforts such as the Choice Neighborhood Initiative in North Central, the Blumberg-Sharswood project, and the revitalization of Bartram Village.	City of Philadelphia; Philadelphia Housing Authority (PHA)	\$30M from HUD to implement the Choice Neighborhood Initiative.
Local government rent subsidies (Philadelphia's Shallow Rent program)	Philadelphia's program provides rent assistance to tenants living in affordable housing projects who are rent-burdened. Other locally funded rent subsidy program have targeted owners of unsubsidized affordable rental properties. In exchange, owners would commit to maintain affordability for a certain number of years.	PHDC	\$1.6M annually supports 394 tenants
Model a Tenant Opportunity to Purchase Act (TOPA).	If landlords look to sell their portfolios, it's important that tenants have an opportunity to remain in place. Developing a Tenant Opportunity to Purchase law (or a Community- or City-Opportunity to Purchase Law) can help make that a reality.	Philadelphia City Council	TBD
Develop a Community Land Trust	Transitioning housing from the market into a sheltered market to maintain affordability. A community land trust around 52 nd Street could maintain affordable rental and ownership opportunities.	Community Justice Land Trust	TBD

*These actions were recommended by the Philadelphia Division of Housing and Community Development (DHCD) and Urban Land Institute in their report, **Preserving Philadelphia's Naturally Occurring Affordable Housing**. Estimated costs come from the report.

**These actions were recommended by the 2018 Philadelphia Housing Action Plan.

Protection of Renters

Exploratory Actions	Description	Leading Stakeholders	Estimated Cost
Engage in partnerships with the Philadelphia Eviction Prevention Project.	The Philadelphia Eviction Prevention Project is a collaboration among many housing nonprofits in the City of Philadelphia, including Community Legal Services. Housing advocacy groups in West Philadelphia can work with PEPP to ensure that local tenants have access to resources should they have trouble with their landlords.	Community Legal Services of Philadelphia	TBD
Ensure proactive code enforcement and active and appropriate inspections.*	Cities can also undertake proactive code enforcement and active and appropriate inspections to ensure that all rental properties are in good repair for the tenants who live there.	City of Philadelphia	TBD
Support residents who may be experiencing housing or property discrimination.	Create space and access to resources for residents who may be experiencing discrimination from providers of housing, banks, insurance agents, real estate brokers, and other property-related services, so they can file a complaint.	Philadelphia Commission on Human Relations	TBD
Alert West Philadelphia residents to unlawful rental practices and their Right to Counsel.	Housing advocacy groups can conduct outreach to connect residents with Philadelphia’s Fair Housing Commission. It should be noted that zip code 19139 in West Philadelphia (which includes 52 nd Street) ranked the second highest in a combined index measuring the need for Right to Counsel, free legal representation for eligible low-income residents.**	City of Philadelphia; Neighborhood Advocacy Groups; Community Associations	TBD

*Source: *Investor Home Purchases and the Rising Threat to Owners and Renters: Tales from 3 Cities* by Emily Dowdall, Ira Goldstein, Bruce Katz and Benjamin Preis

**This was an analysis conducted in 2019 by The Reinvestment Fund to help the City determine which zip codes need Right to Counsel the most. The analysis can be found [here](#).

Housing Quality & Conditions

Exploratory Actions	Description	Leading Stakeholders	Estimated Cost
Whole-Home Repairs Program	The Whole-Home Repairs Program establishes a one-stop shop for home repairs and weatherization—the program provides up to \$50K to repair and upgrade homes.*	Administered through Commonwealth of Pennsylvania	\$125M appropriated for 2022-2023
Connect residents with existing resources from the City for home repair and weatherization.	Existing programs include the Restore, Repair, Renew Initiative (low-interest loans for repairs); Basic Systems Repair Program (free emergency repairs); and the Utility Emergency Services Fund (assistance to pay utility bills).	City of Philadelphia (Housing and Community Development); Philadelphia Housing Development Corporation (PHDC)	TBD—\$60M was issued by City in 2016 to support existing home repair programs.*
Connect more residents with Low-Income Home Energy Assistance Program	Through IJJA, the federally-funded Low-Income Home Energy Assistance Program will receive significantly more funding. West Philly residents can apply directly through the state—the program assists eligible low-income households with energy-related home repairs.	Neighborhood Energy Centers should foster connections.	TBD—\$500M to states in new federal funding for 2022-2026
Connect more Weatherization Assistance Program	Through IJJA, the federally-funded Weatherization Assistance Program will receive significantly more funding. West Philly residents can apply directly through the state—the program assists eligible low-income households with energy efficiency, reducing, their total energy expenditure for housing.	Neighborhood Energy Centers should foster connections.	TBD—\$3.5B to states in new federal funding
Create a city-backed loan program for health-related home repairs (often costing more than \$10k, and might not be eligible for city programs)*	The Healthy Rowhouse Initiative has advocated for a loan program that “will encourage private lenders to provide home improvement loans to households with incomes or credit scores too low to be eligible for conventional loans.”**	City of Philadelphia	TBD—\$40M was issued by City in 2016 to create new loan program for homeowners turned down by private lenders.*
Continue innovative partnerships with nonprofits or anchor institutions, such as the CAPP+ Initiative.	Community Asthma Prevention Program Plus Home Repairs (CAPP+) initiative is sponsored by the Children’s Hospital of Philadelphia, in partnership with TEC and PHDC, to address asthma effects of unhealthy housing.	Nonprofits; anchor institutions (housing organizations should explore programming ideas with Drexel and Penn)	TBD

*Source: <https://www.pasenatorsaval.com/wholehomerepairs/>

**Source: <https://www.healthyorhouse.org/understanding-the-need/>

Sustainability of Local Homeownership

Exploratory Actions	Description	Leading Stakeholders	Notes on Funding
Continue Mortgage Foreclosure Prevention Program*	This program pauses the foreclosure process to give homeowners the opportunity to attend a free conciliation conference to negotiate new loan or tax payment terms.	City of Philadelphia	TBD
Continue Homeowner Tax Relief Programs, such as the Homestead Exemption Program or Low Income Senior Tax Freeze*	The City offers public programs that can offer relief to homeowners in the face of rising property taxes.	City of Philadelphia (Department of Revenue)	TBD
Connect homeowners with the Longtime Owner Occupants Program (LOOP)	LOOP limits home assessment increases to 1.5 times or 1.75 times its value over the last year or five years, respectively. Longtime low- and mid-income homeowners whose property assessment by 50% or more in one year, or 75% over the last five years are eligible.	City of Philadelphia (Department of Revenue)	Council appropriated \$35M for 2022-2023.**
Do-not-call list for unwanted wholesale home-buying offers	The City of Philadelphia has laws that protect owners from unwanted solicitations from wholesale home purchasers. Community leaders can ensure that local homeowners know how to protect themselves from malicious homebuyers.	Community Legal Services of Philadelphia	TBD
Conduct outreach to connect prospective first-time homebuyers with Philly First Home program .	Philly First Home offers homebuyer assistance grants of up to \$10,000 (or 6% of the home's purchase price, whichever is lower) to assist first-time homebuyers in down payment and closing costs.	PHDC's housing counseling agencies (Intercultural Family Services, Inc. in West Philadelphia); ACHOPA office in West Philadelphia	Program relaunched in May 2022 and as of Sept.2022, allocated ~3.5M for 373 people.
Increase access to mortgages.	Lenders can open up access to mortgages through by reforming their underwriting and evaluation processes. This could, for example, consider the incomes of multi-generational family members not on the deed or income from secondary jobs.***	Banks (Univest, JP Morgan), credit unions, and other lenders	TBD
Connect homeowners with the Tangled Title Program.	Offering assistance to low-income people whose name is not on the deed of the home they are living in.	City of Philadelphia; housing counseling agencies	TBD

*These actions were recommended by the 2018 Philadelphia Housing Action Plan

**Source: <https://phlcouncil.com/councilmember-kenyatta-johnson-will-host-a-series-of-property-tax-workshops-to-help-second-council-district-residents-reduce-their-property-tax-bills/>

***Source: <https://www.urban.org/urban-wire/increasing-access-mortgages-minorities>

Summary

1. **TEC has begun acquiring and redeveloping anchor properties with success** on the 52nd Street Corridor.
2. As the market accelerates westward, **their acquisition strategy is pivotal to the realization of a healthy and equitable corridor**, particularly as they look to replace noncommunity serving uses and develop a construction pipeline of minority contractors.
3. To further their impact, **they need patient working capital and nondilutive grants** to unlock properties and put them to productive use.
4. With similarity to other corridor efforts, **we propose a \$15 million catalytic investment** to kick off the redevelopment of transformative real estate, including 277 and the 52nd Street Commons concept, an innovative, intermediary-led approach.
5. This Playbook is a **living document** and can be updated as the market changes.



Thank You