52nd Street: A Commercial Corridor for West Philadelphia

Investment and Partnership Opportunities
Acknowledgments

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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.*

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

*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/](https://www.commonwealthfoundation.org/research/pennsylvanias-use-of-arpa-funds/)
The 52\textsuperscript{nd} Street playbook seeks to build on this momentum to build a \textit{vibrant and healthy corridor}.

The main objective is achieving a \textit{vibrant and healthy corridor} that adapts to the needs and concerns of residents.

Our \textit{equitable development approach} ensures that everyone can participate in and benefit from decisions that shape their neighborhoods and regions.

This entails \textit{being intentional with investments and infrastructure}.

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

*Note: The neighborhood surrounding 52nd Street was defined as the area within a 10min walk from the corridor.


<table>
<thead>
<tr>
<th></th>
<th>Population</th>
<th>Education</th>
<th>Income</th>
<th>Homes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Growth Rate</td>
<td>% Black</td>
<td>% w/BA+</td>
<td>Median HH Income</td>
</tr>
<tr>
<td>Corridor</td>
<td>3%</td>
<td>74%</td>
<td>27%</td>
<td>$39k</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>5%</td>
<td>40%</td>
<td>33%</td>
<td>$54k</td>
</tr>
</tbody>
</table>
There are **four distinct benefits** to investing in the development of 52nd Street.

- **Strong Local Intermediary**
  - TEC is rooted in West Philly, having anchored several community plans and development projects.

- **Cultural & Commercial Assets**
  - 52nd Street is West Philly’s second largest cluster of businesses and cultural assets.

- **SEPTA Transit Station**
  - The 52nd Street SEPTA station is the busiest transit stop outside of Center City.

- **Anchor Proximity**
  - UPenn and Drexel Campuses, as well as CHOP and HUP, lay within a 2.5 miles radius from the corridor.
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.

*Source: Market values in University City rise as residents struggle to stay in their homes, The Daily Pennsylvanian
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.

**Key Strategies**

- **Transformative Real Estate**: Acquire a cluster of properties and develop them into projects that signal to the market equitable economic development.

- **Business Support**: Support and attract minority startup activity to serve the community’s unmet needs.

- **Infrastructure**: Create a sustainable and connected platform for equitable growth.

- **Community Development**: Expand opportunities and improve outcomes for all residents.

- **Housing**: Help residents become homeowners and mitigate displacement.
These strategies support a healthy and vibrant corridor.

**Corridor Trends**
- Investor Purchases
- Non-Local Ownership
- Bargain Retail
- Anchor Spend
- Public Space and Safety
- Longstanding Inequity

**Key Strategies**
- Transformative Real Estate
- Business Support
- Infrastructure
- Community Development
- Housing

**Vision for the Corridor**
- The corridor provides high-quality products and services.
- Public spaces and quality infrastructure create a safe and healthy environment.
- High proportions of local owners
- Institutional anchors provide community-accessible jobs.
Through the development of transformative real estate, TEC sets the tone for a healthy, vibrant, and equitable commercial corridor.

**Executive Summary**

- **Catalytic Investment**
  - Transformative Real Estate
  - Partner with anchors* to create mentorship and employment opportunities.
  - Launch and support locally-owned businesses to provide high-quality products and nutritious food.
  - Activate green space in Malcolm X Park and create placemaking features along the corridor to attract activity.

- **Preserve naturally-occurring affordable housing and local homeownership.**

- **Provide accessible business resource centers on the corridor.**

- **Implement digital and energy-efficient infrastructure to modernize public assets.**

- **Create public community spaces with tenants that preserve culture and ensure 100% minority contractors in the development of these spaces.**

*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.

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.

$15M catalytic investment

Unlocks

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

= ~$160M
52nd St. Playbook
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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.*

*Sources: City of Detroit, City of Charlotte
Image Sources: Axios Charlotte and The Philadelphia Inquirer
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.
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

Source* The Rise and Fall of Philadelphia’s Commercial Corridors, Federal Reserve Bank of Philadelphia
Source**: Interview with the City of Philadelphia Commerce Department
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.

*Source: The Enterprise Center
**Source: West Philly’s historic main street seeks a 21st century identity, The Philadelphia Inquirer
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**

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>1990</td>
<td>The Enterprise Center is founded.</td>
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<tr>
<td>2000</td>
<td>TEC becomes a Minority Business Development Center and CDFI.</td>
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<tr>
<td>2010</td>
<td>TEC CDC launches its commercial kitchen incubator.</td>
</tr>
<tr>
<td>2020</td>
<td>TEC becomes the designated corridor manager for 52nd Street.</td>
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</tbody>
</table>

TEC’s expands physical operations to New Jersey.

*Abbreviations: CDC—Community Development Corporation; CDFI—Community Development Finance Institution; SBIC—Small Business Investment Company (privately owned, regulated by Small Business Association); MBDA—Minority Business Development Agency*
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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.
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.
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.

**Timeline of TEC’s 52ND St. Corridor Programs**

- **2016**: Purchased and renovating 277 S. 52nd St. Building
- **2018**: Began Main Street and commercial corridor plan.
- **2020**: Commissioned streetscape plan and public realm improvements. Led crisis response in COVID-19 pandemic and civil unrest, resulting in over $1 million directly deployed to businesses.
- **2022**: Purchased and renovating 277 S. 52nd St. Building

**Selected efforts**

- Facilitated Walnut Hill Community Plan
- Began Main Street and commercial corridor plan.
- Commissioned streetscape plan and public realm improvements
- Led crisis response in COVID-19 pandemic and civil unrest, resulting in over $1 million directly deployed to businesses.
- Purchased and renovating 277 S. 52nd St. Building
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).

- 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.

Source: SEPTA’s fiscal year 2021 service update
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.

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.

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

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

<table>
<thead>
<tr>
<th>Housing</th>
<th>52nd</th>
<th>Philly</th>
<th>Comparison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Owner-occupied units</td>
<td>36.2%</td>
<td>46.3%</td>
<td>The homeownership rate is 27% lower than that of the city.</td>
</tr>
<tr>
<td>Housing units’ median value</td>
<td>$116K</td>
<td>$224K</td>
<td>The median home value is almost half the city's median.</td>
</tr>
</tbody>
</table>

*Note: The neighborhood surrounding 52nd St. was defined as the area within a 10min walk from the corridor. Source: Esri Inc. (2022). ArcGIS Online. Data is based on the boundaries from the 2020 US Census Bureau data.
Investor purchases have increased over time, changing the ownership landscape in the corridor.

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

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.

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

**Current Conditions: Non-Local Ownership**

<table>
<thead>
<tr>
<th>Buildings</th>
<th>Businesses</th>
<th>Housing Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Source: Office of Property Assessment</td>
<td>Source: The Enterprise Center</td>
<td>Source: Esri 2022 data source, which is based on the boundaries from the 2020 US Census Bureau data.</td>
</tr>
</tbody>
</table>
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: It’s no easier for Black Philadelphians to become homeowners now than it was 30 years ago”. The Inquirer 2022, Michaelle Bond with data from the Federal Reserve Bank of Philadelphia
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.**

- **54%** Average
- **25%** Below Average
- **7%** Above Average
- **NA**

*Source: City of Philadelphia  
**Source: City of Philadelphia Office of Public Assessment
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: (*) 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.

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

Data analytics from Placer Labs 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
- 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.

Source: Esri 2022 data source, which is based on the boundaries from the 2020 US Census Bureau data.
Disinvestment has also led to a need for a safer, more efficient streetscape across 52nd Street.

<table>
<thead>
<tr>
<th>Traffic risks</th>
<th>Lack of Trees</th>
</tr>
</thead>
<tbody>
<tr>
<td>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.</td>
<td>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</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Insufficient bus routes</th>
<th>Sidewalk conditions</th>
</tr>
</thead>
<tbody>
<tr>
<td>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</td>
<td>On average, approximately 80% of residents wished to see shorter crosswalk distances, widened sidewalks, improved lighting, and general improvement of sidewalk conditions.</td>
</tr>
</tbody>
</table>
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.

*Source: Market values in University City rise as residents struggle to stay in their homes, The Daily Pennsylvanian
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**
  - Longstanding Inequities
  - Investor Purchases
  - Non-Local Ownership
  - Bargain Retail
  - Anchor Spend
  - Public Space and Safety

- **Current Conditions**
  - New development does little to rectify racial inequities
  - Extractive capital and corridor degeneration
  - Non-locals displace local owners.
  - Bargain retail replaces local business.
  - Untapped anchor procurement
  - Deteriorating infrastructure hinders foot traffic and safety.

- **New Development**
  - New development creates local employment and growth.
  - Investment supports healthy and vibrant corridor.
  - Mixed-income neighborhood with local ownership
  - Local business drives cultural and economic vibrancy.
  - Local business opportunity from anchor spend
  - Public spaces, infrastructure create safe and healthy environment.

Nowak Metro Finance Lab
Lindy Institute for Urban Innovation
Achieving a healthy and vibrant corridor requires responding to these trends through 5 main strategy buckets

Corridor Trends
- Investor Purchases
- Non-Local Ownership
- Bargain Retail
- Anchor Spend
- Public Space and Safety
- Longstanding Inequity

Key Strategies
- Transformative Real Estate
- Business Support
- Infrastructure
- Community Development
- Housing

Vision for the Corridor
- The corridor provides high-quality products and services.
- Public spaces and quality infrastructure create safe and healthy environment.
- High proportions of local owners
- Institutional anchors provide community-accessible jobs.
The five strategies create the overall vision for 52nd Street.

**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.

- Public space improvements, such as outdoor seating outside of the library.
- Public art along the train bridge.
- Infrastructure
  - 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

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

**In-Housing**
- Malcolm X Park

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

<table>
<thead>
<tr>
<th>1</th>
<th>Transformative Real Estate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Setup” moves</strong></td>
<td><strong>Foundational investments that will catalyze further investments</strong></td>
</tr>
<tr>
<td>52nd St. Commons (acquired)</td>
<td>277 Community (acquired)</td>
</tr>
<tr>
<td>52nd St and Market (acquired)</td>
<td>Marketplace 52</td>
</tr>
<tr>
<td>Parke Building</td>
<td></td>
</tr>
</tbody>
</table>

**Requires more capacity and organizing**

<table>
<thead>
<tr>
<th>2</th>
<th>Business Support Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>“Shovel ready” projects</strong></td>
<td><strong>Considerable planning and design have been completed.</strong></td>
</tr>
<tr>
<td>Small business support</td>
<td>Infrastructure investments</td>
</tr>
<tr>
<td>Public Improvements</td>
<td>Connected Street Initiative</td>
</tr>
<tr>
<td>Climate Action Plan</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Community Development Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exploratory projects</strong></td>
<td><strong>Additional planning, capacity, and coordination is required. Leading partners needed.</strong></td>
</tr>
<tr>
<td>Mixed-income housing</td>
<td>Preservation of naturally-occurring affordable housing stock</td>
</tr>
<tr>
<td>Leveraging proximity to anchor institutions for employment for residents</td>
<td></td>
</tr>
</tbody>
</table>
Transformative real estate has the readiness and urgency necessary to become the playbook’s *kickstart strategy*.

**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.

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

Housing
- Preserving naturally-occurring affordable housing stock for existing residents.

277 S 52nd Street
- Current Tenant: TEC
- Project Cost: $2.5M

277 S 52nd Street
- Public space improvements, such as outdoor seating outside of the Library.
- Public art along the Train Bridge.

38-42 S 52nd Street
- Current Tenant: Foot Locker
- Project Cost: TBD

52nd Street Commons
- Incoming Tenant: Honeysuckle
- Project Cost: $5.5M

Marketplace 52 (Site TBD)
- Project Cost: $15.5M

Parke Building
- Incoming Tenant: TBD
- Project Cost: TBD

Market Street Community Resource Center
- Current Tenant: TEC
- Project Cost: $400K

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

Cost Categories

- Acquisition
- Maintenance and upkeep
- Redevelopment

Potential capital sources

- Investor equity
- Bank debt
- Concessionary debt
- Federal grants
- State grants
- City grants
- Philanthropic grants

Total Cost

~$90M Million

~$90M Million
The catalytic investment would serve rehabilitation and acquisition purposes for two transformative anchor properties.

<table>
<thead>
<tr>
<th></th>
<th>Marketplace 52</th>
<th>The Parke Building</th>
<th>277 Community and Business Resource Center</th>
<th>5241-43 Market St.</th>
<th>52nd St. Commons</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition</td>
<td>$8M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Working Capital</td>
<td>$0.5M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquisition and predevelopment</td>
<td>$2M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Redevelopment</td>
<td>$5M</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**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.

**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.

**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.

**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.

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

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 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**.

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.
**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.
- Preserve naturally-occurring affordable housing and sustain local homeownership.
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Projects and Opportunities
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.

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.
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**

- Low-interest debt: 33%
- Philanthropy: 22%
- State Programs: 17%
- Local Programs: 6%
- Tax Advantage Programs: 5%
- Federal Programs: 5%
- Equity & Impact Investments: 11%
A $15M catalytic investment can unlock an impactful public private partnership.

$15M catalytic investment

Unlocks

$145M growth investment

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

= ~$160M
52nd St. Playbook
The catalyst fund will ultimately unlock significant subsidies and programs available for various playbook elements.

<table>
<thead>
<tr>
<th>Program</th>
<th>Source</th>
<th>About</th>
<th>Matching Fund Requirement</th>
<th>Business Support</th>
<th>Infrastructure</th>
<th>Housing</th>
<th>Community Development</th>
<th>Transformative Real Estate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Neighborhood Preservation Initiative</td>
<td>City of Philadelphia</td>
<td>Affordable housing, small biz, neighborhood preservation</td>
<td>✓</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Neighborhood Economic Development Grants</td>
<td>City of Philadelphia</td>
<td>Planning, pre-development, development costs</td>
<td>✓  One-to-one match for city funds</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Redevelopment Assistance Capital Program</td>
<td>PA Office of Budget</td>
<td>Regional economic, cultural, civic, historical improvement projects</td>
<td>✓  50% project costs</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Local Share Account</td>
<td>PA DCED</td>
<td>Economic development, neighborhood and community revitalization</td>
<td>✓</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Multimodal Transportation Fund</td>
<td>PennDOT/PA DCED</td>
<td>Leverage transit assets to enhance communities and improve neighborhoods</td>
<td>✓  30% of non-federal project costs</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Keystone Communities Program</td>
<td>PA DCED</td>
<td>Public-private partnerships for neighborhood growth and stability</td>
<td>✓  Dollar for dollar match</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Neighborhood Assistance and Partnership Programs</td>
<td>PA DCED</td>
<td>Tax credits for support of distressed communities</td>
<td>✓  Private sector capital</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>New Markets Tax Credits</td>
<td>Varies</td>
<td>Project subsidy via tax credit investment</td>
<td>✓  Equity investment and leverage loan</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>PIDC Debt</td>
<td>PIDC</td>
<td>Low-interest debt for development gaps</td>
<td>✓  ~10/20 project equity</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>
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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

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Projects in Progress</strong></td>
<td></td>
</tr>
<tr>
<td>52nd Street Commons</td>
<td>$8.25M</td>
</tr>
<tr>
<td>277 Community &amp; Business Center</td>
<td>$2.5M</td>
</tr>
<tr>
<td>Market Street Community Resource Center</td>
<td>$400k</td>
</tr>
<tr>
<td><strong>Pipeline Projects</strong></td>
<td></td>
</tr>
<tr>
<td>Parke Building</td>
<td>$27M</td>
</tr>
<tr>
<td>Marketplace 52</td>
<td>$16M</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$51.4M</td>
</tr>
</tbody>
</table>

Investment Overview

<table>
<thead>
<tr>
<th>Fund Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Committed Funds</strong></td>
<td>$2.9M</td>
</tr>
<tr>
<td>PRIs</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Federal Grants</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>State Grants</td>
<td>$350,000</td>
</tr>
<tr>
<td>Private Grants</td>
<td>$50,000</td>
</tr>
<tr>
<td><strong>Seeking Funds</strong></td>
<td>$48.5M</td>
</tr>
<tr>
<td>Debt</td>
<td>$17,000,000</td>
</tr>
<tr>
<td>Public Grants</td>
<td>$14,000,000</td>
</tr>
<tr>
<td>Tax Credit-Supported Equity</td>
<td>$13,000,000</td>
</tr>
<tr>
<td>Foundation Grants</td>
<td>$4,500,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$51.4M</td>
</tr>
</tbody>
</table>
# Transformative Real Estate: 52nd Street Commons

## 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 vs. Sources

<table>
<thead>
<tr>
<th>Uses</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>$3M Site Acquisition</td>
<td>$1.1M TEC Equity</td>
</tr>
<tr>
<td>$4.5M Renovation and Construction</td>
<td>$900k City of Phil. NED</td>
</tr>
<tr>
<td></td>
<td>$2M PA DCED RACP</td>
</tr>
<tr>
<td></td>
<td>$800k HHS</td>
</tr>
<tr>
<td></td>
<td>$2.7M Seeking</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed</th>
<th>Planned</th>
<th>Committed Funds</th>
<th>Seeking Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL COST</td>
<td>$7.5M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Uses</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>$250k Business Plan and Professional Services</td>
<td>$1M State Grants</td>
</tr>
<tr>
<td>$290k Site Acquisition</td>
<td>$1.5M Foundation Grants (Wells Fargo)</td>
</tr>
<tr>
<td>$1.5M New construction</td>
<td>$500k PRIs</td>
</tr>
</tbody>
</table>

Impact

Project developed 100% by minority-owned companies w/ mentorship from Driscoll, developing capacity for future projects. 20 permanent jobs expected at completion.

TOTAL COST $2.5M

Sample of Contracting Firms

- 3rd Street
- Eartha
- Adelphia
- GLENWOOD ENGINEERING LLC
## 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 vs. Sources

<table>
<thead>
<tr>
<th>Uses</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>$350k Renovations</td>
<td>$350k State funds</td>
</tr>
<tr>
<td>$50k Architectural and Engineering</td>
<td>$50k Private funds</td>
</tr>
</tbody>
</table>

### Impact

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

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.

Uses

<table>
<thead>
<tr>
<th>Uses</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4M Business Plan and Professional Services</td>
<td>$8M NMTC/OZ Enhanced Equity</td>
</tr>
<tr>
<td>$22M Construction</td>
<td>$3M Grants (source TBD)</td>
</tr>
<tr>
<td>$1M Soft Costs and Professional Services</td>
<td>$16M Debt</td>
</tr>
</tbody>
</table>

Completed   Planned   Committed Funds   Seeking Funds

TOTAL COST $27M
Transformative Real Estate: Marketplace 52

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)

<table>
<thead>
<tr>
<th>Uses</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5.5M Site Acquisition</td>
<td>$9M Public Grants</td>
</tr>
<tr>
<td>$9.5M Construction</td>
<td>$5M NMTC/OZ Equity</td>
</tr>
<tr>
<td>$650k Business Plan and Professional Services</td>
<td>$2M Foundation Grants</td>
</tr>
<tr>
<td>$350k Working Capital</td>
<td>$2M Foundation Grants</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Completed</th>
<th>Planned</th>
<th>Committed Funds</th>
<th>Seeking Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL COST</td>
<td>$16M</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**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.

READY TO GO

<table>
<thead>
<tr>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business Infrastructure</td>
</tr>
<tr>
<td>Minority Contractors and Procurement</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
</tr>
</tbody>
</table>
**Business Support:**

**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

<table>
<thead>
<tr>
<th>Uses</th>
<th>Stage of Program</th>
<th>Potential State, Local Corporate Philanthropic Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>$200k Business Improvement Grant</td>
<td>Scaling</td>
<td>City of Philadelphia Business Improvement Program, JP Morgan Chase, COVID-19 Statewide Business Assistance Program, Wells Fargo (committed)</td>
</tr>
<tr>
<td>$200k New Business Grant</td>
<td>Seeking</td>
<td>City of Phila. InStore Forgivable Loan Program, JP Morgan Chase and other banks</td>
</tr>
<tr>
<td>$400k Upper Floor Reuse Grant</td>
<td>Seeking</td>
<td>JP Morgan Chase Foundation, Wells Fargo</td>
</tr>
</tbody>
</table>

**TOTAL COST:** $800K

Image: Urban Art Gallery, sourced from website.
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.

<table>
<thead>
<tr>
<th>Uses</th>
<th>Stage of Program</th>
<th>Potential State, Local Corporate Philanthropic Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Storefront Improvement Grant</td>
<td>Emerging</td>
<td>Wells Fargo; JP Morgan Chase</td>
</tr>
<tr>
<td>Full-scale Façade Improvement</td>
<td>Emerging</td>
<td>Wells Fargo Hope Campaign (already conducted first phase of façade improvement on one block); City of Philadelphia</td>
</tr>
</tbody>
</table>

**TOTAL COST: $4M**

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

<table>
<thead>
<tr>
<th>Company</th>
<th>Project Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Enterprise Center</td>
<td>Construction Project Manager, Technical Assistance Manager, Administrative Project Manager</td>
</tr>
<tr>
<td>BBF</td>
<td>Administrative Project Lead</td>
</tr>
<tr>
<td>OZ Collaborative</td>
<td>Lead Architect, Architectural Manager, Architectural Designer</td>
</tr>
<tr>
<td>LF Driscoll</td>
<td>Project Mentor, Administrative Mentor, Construction Mentor</td>
</tr>
</tbody>
</table>

MBE contractors in the project

<table>
<thead>
<tr>
<th>Company</th>
<th>Contractor Trade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adelphia</td>
<td>Demolition</td>
</tr>
<tr>
<td>Eartha Construction Co.</td>
<td>Excavation, Concrete, Masonry</td>
</tr>
<tr>
<td>3rd Generation Design, LLC</td>
<td>Structural Steel, Structural Wood, Tile</td>
</tr>
<tr>
<td>Schofield Finish Carpentry</td>
<td>Millwork &amp; finish Carpentry, Windows, Storefronts, Div 10 Specialties supplier</td>
</tr>
<tr>
<td>Madrid Construction</td>
<td>Waterproofing/Damproofing, Roofing</td>
</tr>
<tr>
<td>D&amp;D Family Construction LLC</td>
<td>Windows/ Storefronts</td>
</tr>
<tr>
<td>G &amp; R Contractors</td>
<td>Drywall/ Rough Carpentry</td>
</tr>
<tr>
<td>Carlos Carpet and Flooring</td>
<td>Flooring</td>
</tr>
<tr>
<td>Mixology Painting</td>
<td>Painting</td>
</tr>
<tr>
<td>Side Technology</td>
<td>Residential Appliances</td>
</tr>
<tr>
<td>Oneida Fire Protection Inc</td>
<td>Fire Protection</td>
</tr>
<tr>
<td>A Positive Response Plumbing</td>
<td>Plumbing</td>
</tr>
<tr>
<td>Dewitt HVAC</td>
<td>Mechanical/ HVAC</td>
</tr>
<tr>
<td>Milligan Group, LLC</td>
<td>Electrical and Low Voltage</td>
</tr>
</tbody>
</table>
LF Driscoll is innovating how primes engage with MBEs, helping them scale and create wealth.

- **Business as usual**
  - MBE Termination
    - Prime misinterprets non-completion, terminates MBE and moves on

  - Impact over goals approach

- **Mentoring**
  - Prime engages with MBE to knock down every obstacle together.

- **Scaling**
  - MBEs learn by doing, and apply the acquired skills to new projects

- **Wealth Creation**
  - MBEs scale and individual wealth and its community effects are created

"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.

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

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

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


***Source: [https://www.gfoa.org/the-infrastructure-investment-and-jobs-act-iija-was](https://www.gfoa.org/the-infrastructure-investment-and-jobs-act-iija-was)
Infrastructure:
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

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

Image Source: The Enterprise Center
Infrastructure: Internet Access

**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.

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

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

<table>
<thead>
<tr>
<th>Funding Programs</th>
<th>Amount</th>
<th>Eligible Recipients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia Business Security Camera Program</td>
<td>50% of eligible costs up to $3k per property</td>
<td>Individual businesses</td>
</tr>
<tr>
<td>SmartCityPHL Program</td>
<td>Varies</td>
<td>Varies</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Funding Programs</th>
<th>Amount</th>
<th>Relevant Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>LinkPHL</td>
<td>TBD</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Image Source: The Enterprise Center
Infrastructure: 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

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

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

<table>
<thead>
<tr>
<th>IJIA Funding Programs</th>
<th>National Amount</th>
<th>Potential Receiving Entities in PA</th>
<th>Key Milestones</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot Program for Transit Oriented Development (TOD)</td>
<td>$69M (competitive)</td>
<td>City of Philadelphia: Commonwealth of Pennsylvania</td>
<td>Funding Opportunity Closed in Summer 2022</td>
</tr>
</tbody>
</table>

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

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

*Source: 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**

<table>
<thead>
<tr>
<th>Funding Programs</th>
<th>Amounts</th>
<th>Eligible Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia Green Capital Corporation – Solarize Philly</td>
<td>Varies</td>
<td>Commercial Building Owners and Homeowners</td>
</tr>
<tr>
<td>Greenhouse Gas Reduction Fund, Competitive Grants, Low-Income and Disadvantaged Communities</td>
<td>$7B (national)</td>
<td>Varies</td>
</tr>
</tbody>
</table>
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

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

Image Source: The Enterprise Center
Infrastructure:
Energy Efficiency

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

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

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

<table>
<thead>
<tr>
<th>Spotlight: Drexel University’s “Hire Local” Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drexel University states the goal of its &quot;Hire Local&quot; initiative is to &quot;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.&quot;* Strategies such as these should be monitored, evaluated and supported to ensure achievement of these goals.</td>
</tr>
</tbody>
</table>

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.
Community Development:
Diversify Contractors and Jobs

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

Business as usual

- **MBE Termination**
  - Prime misinterprets non-completion, terminates MBE and moves on

Impact over goals approach

- **Mentoring**
  - Prime engages with MBE to knock down every obstacle together.

- **Scaling**
  - MBEs learn by doing, and apply the acquired skills to new projects

- **Wealth Creation**
  - MBEs scale and individual wealth and its community effects are created

“The 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

The lack of administrative, capital, and/or workforce resources, are barriers for MBEs to meet project requirements and deadlines.
### 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.*

## 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.

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

<table>
<thead>
<tr>
<th>Exploratory Actions</th>
<th>Description</th>
<th>Leading Stakeholders</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporate mixed-income housing units into transformative real estate projects.</td>
<td>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.</td>
<td>Affordable housing developers or partners (JP Morgan); nonprofit housing organizations* (Mission First)</td>
<td>TBD</td>
</tr>
<tr>
<td>Leverage transit-oriented development (TOD) near 52nd Street SEPTA station.</td>
<td>Near transit access points, developers can build mixed-income housing in exchange for additional density.</td>
<td>Affordable housing developers</td>
<td>TBD</td>
</tr>
<tr>
<td>Support Philadelphia Accelerator Fund. (PAF)</td>
<td>PAF offers capital products to fill funding gaps for affordable housing and community development projects.</td>
<td>City of Philadelphia</td>
<td>TBD</td>
</tr>
<tr>
<td>Support community outreach initiatives and organizations.</td>
<td>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.</td>
<td>Neighborhood Advisory Committees (ACHIEVEability in West Philadelphia); grassroot organizations</td>
<td>The recent Save Our Homes plan recently allocated over $4 million for community outreach.</td>
</tr>
<tr>
<td>Identify development opportunities for LIHTC projects in-and-around 52nd Street</td>
<td>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 52nd street corridor.</td>
<td>City of Philadelphia Division of Housing and Community Development</td>
<td>TBD</td>
</tr>
</tbody>
</table>
## Housing: Preservation of Affordable Housing

<table>
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<th>Estimated Cost</th>
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<tr>
<td><strong>Expand funding for Rental Improvement Fund</strong></td>
<td>Philadelphia Housing Development Corporation (PHDC) offers credit to small landlords for facility improvements in exchange for keeping the improved units affordable.</td>
<td>PHDC</td>
<td>Around $400K in funding supports the Kensington neighborhood.</td>
</tr>
<tr>
<td><strong>Expand funding for Landlord Working Capital Loans</strong></td>
<td>Provides short-term loans to landlords located in Philadelphia that own 15 or fewer units.</td>
<td>PHDC</td>
<td>TBD—operating at less than $1M</td>
</tr>
<tr>
<td><strong>Explore tax relief for landlords with permanent affordable units.</strong></td>
<td>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.</td>
<td>City of Philadelphia (Department of Revenue; Office of Property Assessment); Commonwealth of Pennsylvania</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Explore large-scale efforts that preserve long-term affordability in strengthening markets.</strong></td>
<td>Explore community revitalization efforts such as the Choice Neighborhood Initiative in North Central, the Blumberg-Sharswood project, and the revitalization of Bartram Village.</td>
<td>City of Philadelphia; Philadelphia Housing Authority (PHA)</td>
<td>$30M from HUD to implement the Choice Neighborhood Initiative.</td>
</tr>
<tr>
<td><strong>Local government rent subsidies (Philadelphia’s Shallow Rent program)</strong></td>
<td>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.</td>
<td>PHDC</td>
<td>$1.6M annually supports 394 tenants</td>
</tr>
<tr>
<td><strong>Model a Tenant Opportunity to Purchase Act (TOPA)</strong></td>
<td>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.</td>
<td>Philadelphia City Council</td>
<td>TBD</td>
</tr>
<tr>
<td><strong>Develop a Community Land Trust</strong></td>
<td>Transitioning housing from the market into a sheltered market to maintain affordability. A community land trust around 52nd Street could maintain affordable rental and ownership opportunities.</td>
<td>Community Justice Land Trust</td>
<td>TBD</td>
</tr>
</tbody>
</table>

*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.
## Housing: Protection of Renters

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<th>Estimated Cost</th>
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<tr>
<td>Engage in partnerships with the Philadelphia Eviction Prevention Project.</td>
<td>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.</td>
<td>Community Legal Services of Philadelphia</td>
<td>TBD</td>
</tr>
<tr>
<td>Ensure proactive code enforcement and active and appropriate inspections.*</td>
<td>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.</td>
<td>City of Philadelphia</td>
<td>TBD</td>
</tr>
<tr>
<td>Support residents who may be experiencing housing or property discrimination.</td>
<td>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.</td>
<td>Philadelphia Commission on Human Relations</td>
<td>TBD</td>
</tr>
<tr>
<td>Alert West Philadelphia residents to unlawful rental practices and their Right to Counsel.</td>
<td>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 52nd Street) ranked the second highest in a combined index measuring the need for Right to Counsel, free legal representation for eligible low-income residents.**</td>
<td>City of Philadelphia; Neighborhood Advocacy Groups; Community Associations</td>
<td>TBD</td>
</tr>
</tbody>
</table>

*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](#).
## Exploratory Actions

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<tr>
<td><strong>Whole-Home Repairs Program</strong></td>
<td>Administered through Commonwealth of Pennsylvania</td>
<td>$125M appropriated for 2022-2023</td>
</tr>
<tr>
<td>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.*</td>
<td></td>
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</tr>
<tr>
<td><strong>Connect residents with existing resources from the City for home repair and weatherization.</strong></td>
<td>City of Philadelphia (Housing and Community Development); Philadelphia Housing Development Corporation (PHDC)</td>
<td>TBD—$60M was issued by City in 2016 to support existing home repair programs.*</td>
</tr>
<tr>
<td>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).</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connect more residents with Low-Income Home Energy Assistance Program</strong></td>
<td>Neighborhood Energy Centers should foster connections.</td>
<td>TBD—$500M to states in new federal funding for 2022-2026</td>
</tr>
<tr>
<td>Through IIJA, 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.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connect more Weatherization Assistance Program</strong></td>
<td>Neighborhood Energy Centers should foster connections.</td>
<td>TBD—$3.5B to states in new federal funding</td>
</tr>
<tr>
<td>Through IIJA, 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.</td>
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</tr>
<tr>
<td><strong>Create a city-backed loan program for health-related home repairs (often costing more than $10k, and might not be eligible for city programs)</strong>*</td>
<td>City of Philadelphia</td>
<td>TBD—$40M was issued by City in 2016 to create new loan program for homeowners turned down by private lenders.*</td>
</tr>
<tr>
<td>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.”**</td>
<td></td>
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</tr>
<tr>
<td><strong>Continue innovative partnerships with nonprofits or anchor institutions, such as the CAPP+ Initiative.</strong></td>
<td>Nonprofits; anchor institutions (housing organizations should explore programming ideas with Drexel and Penn)</td>
<td>TBD</td>
</tr>
<tr>
<td>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.</td>
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</tr>
</tbody>
</table>

*Source: [https://www.pasenatorsaval.com/wholehomerepairs/](https://www.pasenatorsaval.com/wholehomerepairs/)

**Source: [https://www.healthyrowhouse.org/understanding-the-need/](https://www.healthyrowhouse.org/understanding-the-need/)
## Exploratory Actions

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<th>Notes on Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Continue Mortgage Foreclosure Prevention Program</strong>*</td>
<td>City of Philadelphia</td>
<td>TBD</td>
</tr>
<tr>
<td>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.</td>
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</tr>
<tr>
<td><strong>Continue Homeowner Tax Relief Programs, such as the Homestead Exemption Program or Low Income Senior Tax Freeze</strong>*</td>
<td>City of Philadelphia (Department of Revenue)</td>
<td>TBD</td>
</tr>
<tr>
<td>The City offers public programs that can offer relief to homeowners in the face of rising property taxes.</td>
<td></td>
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<tr>
<td><strong>Connect homeowners with the Longtime Owner Occupants Program (LOOP)</strong></td>
<td>City of Philadelphia (Department of Revenue)</td>
<td>Council appropriated $35M for 2022-2023.**</td>
</tr>
<tr>
<td>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.</td>
<td></td>
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</tr>
<tr>
<td><strong>Do-not-call list for unwanted wholesale home-buying offers</strong></td>
<td>Community Legal Services of Philadelphia</td>
<td>TBD</td>
</tr>
<tr>
<td>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.</td>
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</tr>
<tr>
<td><strong>Conduct outreach to connect prospective first-time homebuyers with Philly First Home program</strong></td>
<td>PHDC’s housing counseling agencies (Intercultural Family Services, Inc. in West Philadelphia); ACHOPA office in West Philadelphia</td>
<td>Program relaunched in May 2022 and as of Sept.2022, allocated ~3.5M for 373 people.</td>
</tr>
<tr>
<td>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.</td>
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<td></td>
</tr>
<tr>
<td><strong>Increase access to mortgages.</strong></td>
<td>Banks (Unvest, JP Morgan), credit unions, and other lenders</td>
<td>TBD</td>
</tr>
<tr>
<td>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.***</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Connect homeowners with the Tangled Title Program.</strong></td>
<td>City of Philadelphia; housing counseling agencies</td>
<td>TBD</td>
</tr>
<tr>
<td>Offering assistance to low-income people whose name is not on the deed of the home they are living in.</td>
<td></td>
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</tr>
</tbody>
</table>

*These actions were recommended by the 2018 Philadelphia Housing Action Plan
***Source: [https://www.urban.org/urban-wire/increasing-access-mortgages-minorities](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.