



Frankford Avenue Arts Corridor Corridor Plan

New Kensington Community Development Corporation

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Trenton Gateway

Frankford Avenue Arts Corridor
Artwork and Greenspace



Palmer Park

Frankford Avenue Arts Corridor
Bike Racks and Bus Shelter



Trenton Avenue North

Frankford Avenue Arts Corridor
Commercial and Residential Revitalization

Executive Summary

New Kensington Community Development Corporation (NKCDC) has created this comprehensive plan for the development of the Frankford Avenue Arts Corridor. Built on Kensington's history, current assets, and changes occurring in the neighborhood, this plan outlines economic improvement, design, promotion and organization strategies that are key to making Frankford Avenue a vibrant arts corridor. Key improvements planned include the following:

An Authentic Place

Participants in the public process insisted that Kensington's working class nature be preserved and enhanced.

A Place for Artists to Live, Work and Sell

The commercial corridor will become the commercial center of a community that embraces the creative class. Artists will build equity in the corridor and become a key community asset.

Focus on Business Clusters

All economic improvement and promotion efforts will focus on creating clusters of four types: Home Fixtures and Furnishings; Lawn and Garden Products and Services; Specialty Foods; and Film Production. These clusters will be strategically placed in one of three zones along the corridor.

Focus on Customer Groups

Clusters will focus on key customer groups, the groups most likely to buy those products and services.

Urban Design Improvements

The center of the district will be recreated to include a new green space and commerce center that connects two neighborhoods currently divided by a wasteland and wall. The improvements will make the neighborhood more accessible to SEPTA riders.

Concentrated, Phased Development

Development will be phased and focused in specific geographic areas.

Streetscape Improvements

The corridor will be enhanced with street furniture, art, and trees. More importantly, property owners will have the opportunity to enhance their building facades to create a unique and welcoming district.

Traffic and Parking

Trenton Avenue will be extended to meet Frankford Avenue to provide an alternate route to the Berks SEPTA station and two new schools to be built in the area, and to provide ample parking in the area.

Organization

The tasks for this plan will be assigned to a working group convened by NKCDC that divides responsibilities and facilitates communication.

Projects and Funding

Projects will be implemented methodically with funding from a variety of sources including government, foundations and corporations.

Introduction

NKCDC has one goal for the Frankford Avenue commercial corridor (between Girard and Lehigh Avenues): to create a destination arts district. Through several informative meetings, NKCDC provided Market Knowledge and Group G with the background needed to enable the team to identify the following:

History of the Area

Kensington was the workshop of the world. At the heart of the industrial revolution, Kensington, a town established as a retreat from the urban life of Philadelphia, was a center of design, production and shipping. Key to this history was the trades people who lived, worked and produced here and the ports and rail systems that made commerce happen.¹ Today, a group of artists and neighborhood residents are reviving this heritage and building upon this firm foundation to again make Kensington a 'workshop of the world.' A longer discussion of the history of Kensington and its impact on the plan is included in Appendix I.

Trends and Issues in the Frankford Avenue Arts Corridor

The Frankford Avenue commercial corridor is one of stark contrast. There are large, warehouse buildings juxtaposed against smaller 3-story row houses with first floor "mom and pop" stores. There are beautifully manicured, well-tended gardens and nearby trash-strewn vacant lots that break up the contiguity of the corridor. There are whimsically painted benches for relaxing, but a person could walk blocks before finding one on which to sit. The area is well serviced by public transportation, but there are no sheltered bus stops and the route to the elevated train station is universally considered treacherous. Newly renovated homes stand proudly next to deteriorating, boarded shells. In addition to the physical contrast, there is the changing face of the neighborhood. Gentrification is making its imprint on the neighborhood with new homeowners, rising real estate values, and an eclectic mix of businesses opening on the corridor. Artists make up a significant portion of the new population, as rising center city rents have pushed this group northward toward more affordable housing choices.

Previous Studies

Drawing on the work of a previous study completed by Wallace Roberts & Todd, LLC (WRT) in 2002, this study attempts to provide a more in-depth analysis for the establishment of an arts-centered commercial corridor. The current neighborhood plan provides a backdrop of the overall health and vitality of the physical components of the Kensington neighborhood, which enabled this study to look more closely at some of the issues specifically facing the Frankford Avenue commercial corridor. In addition to the neighborhood plan, this study includes data from a visual survey of properties and infrastructure along the corridor. Throughout the planning process, several workshops were conducted with artist residents, business owners, and the broader community to gather information about the needs and desires of the current population. These workshops focused on collecting information on existing conditions, as well as brainstorming about how to use the Arts as an engine of economic opportunity and tool in creating a unique commercial district.

Research Method: Neighborhood Business Market

Market Knowledge studied both wants and needs of local residents and the buying habits of arts patrons. Research findings were used to come to specific conclusions and recommendations.

To understand the neighborhood commercial corridor market, Market Knowledge conducted secondary and primary research to identify complementary types of businesses for the corridor, and which products and services neighborhood residents wanted. Secondary research included a demographic analysis, sales leakage analysis and research on other successful commercial corridors.

The majority of customers who buy from a neighborhood commercial district come from households surrounding the area. This area includes the primary market (from which the commercial corridor could

optimally capture 60-80% of disposable income). See the map of the primary market in Appendix VII. Other potential customer groups considered include the working population in the neighborhood, those passing through the neighborhood (via car and transit), and visitors.

Secondary Research: Demographic Shifts

To understand these groups, Market Knowledge gathered research from the U.S. Census and other sources. A summary of findings is included in the section on demographics.

Primary Research

Market Knowledge and Group G conducted focus groups to understand what neighborhood residents and artists want from the commercial corridor. The findings from the four meetings are summarized throughout this report.

Organization of Remaining Report

The market and urban design analyses of the Frankford Arts Commercial Corridor are presented in the following order:

Market Analysis

The market issues we will examine include:

- Customers
- Competitors
- Commercial Corridor Assets
- Channel Partners

Economic Improvement Recommendations

From these findings, we will suggest improvements that will enable NKCDC to take advantage of economic opportunities and improve quality of life for neighborhood residents. The recommendations will be strategies with the following elements:

- Products
- Places
- Price Points
- Promotions

Promotion Recommendations

This Economic Improvement Recommendation is presented in greater detail. The report provides successful marketing tools borrowed from other communities and industries. It provides detailed instructions for cultivating specific customer groups.

Image Analysis

This report will examine the area's image from the consulting team's professional appraisal and the perspective of neighborhood residents. We will evaluate Frankford Avenue's urban design, streetscape, traffic and parking, and private spaces.

Image Improvement Recommendations

Based on the market and image analyses findings, the consulting team makes recommendations for improving the streetscape, traffic and parking, and urban design.

Projects, Funding & Organization

The report concludes with a summary of recommended projects, costs, funding sources and organization.

Market Analysis

Commercial Corridor Assets: Kensington Avenue Arts District

The commercial corridor's assets – its buildings, businesses, and public spaces – are the things that make the district unique and thus able to make money. Ideally, the corridor's buildings will be fully utilized, merchants' sales will be sufficiently vibrant at \$150 or more per square foot, and your public assets will create a special place where neighbors and shoppers want to go to and spend time. Realistically, the area's building space is underutilized, businesses need to improve sales, and public assets need reinvestment. Market Knowledge inventoried the buildings and businesses, entered them into a database (which was delivered with this report), and identified business and development opportunities.

Buildings

The Frankford Arts Commercial Corridor is 13 blocks long. A summary of the corridor's buildings can be found in Appendix II. It has 376 deeded properties zoned as follows:

- 39% commercial,
- 14% industrial,
- 8% light industrial,
- 39% residential.

Market Knowledge estimates that approximately 15% of the square footage of the first floor of these buildings is vacant. Many of the commercial spaces are being used as residences or are vacant, and many of the industrial (including light industrial) spaces are vacant. It was difficult to tell whether the residential properties were occupied. NKCDC will soon contact

Businesses

When we asked the community and local artists to identify key businesses and clusters, they found it difficult to name key businesses other than the U.S. Post Office. They did identify clusters they would like to build:

Furniture and home fixtures

- Entertainment
- Graphic design
- Jewelers
- Clothing and accessories
- Construction
- Artists Supplies

and Support

- Food
- Performing Arts

Despite the community's difficulty in identifying them, there are specialized arts businesses on Frankford Avenue. A summary of the mix of businesses is included in Appendix III. From this information, we identified the following clusters:

- Home Fixtures, Furnishings & Services
- Welding, Furniture Refinishing
- Specialty Food – Yard's Brewery, Furfaris Pretzels.
- Auto Enhancement, Restoration & Performance Improvement

Public Assets

Public assets can play an important role in creating a community in which people want to live, visit, spend time, and spend money.

Garden center

Gardening classes and sales are conducted here. It communicates community in its purest form. This program, established by NKCDC, has played a catalytic role in revitalizing the neighborhood.

Palmer Park

This beautiful park is an oasis in a dense, industrial urban neighborhood. It is the heart of the community. It is a recruiting tool; use it as such.

Elevated train

The Market-Frankford elevated train brings thousands of customers by the community each day. The station's potential has not yet been optimized.

Murals

Kensington and Frankford Avenue are blessed with large canvases of artwork that provides interest and beauty.

Sculpture Garden

Franco Karlie's sculpture garden on Frankford just above Girard Avenue is an excellent example of how art can be displayed along Frankford Avenue, especially on vacant lots.

Upon closer examination, the zoning and use of the properties along the corridor can be divided into three subdistricts, based on zoning and inspection. These subdistricts are defined as follows:

Subdistrict I – Girard Avenue to Palmer Street

- The buildings have similar zoning (industrial) and complementary businesses (metalwork)

Subdistrict II – Palmer Street to York Street

- This area also seems to be a natural heart of the 'new' community that is developing due to gentrification.
- It has a nice mix of commercial density and open space.
- It is close to the Berks and York-Dauphin elevated train stops.
- The zoning designations of the area will allow a diversity of businesses.
- The majority of buildings are in good condition and contiguous.
- Revitalization is already starting to work here.
- There are a few blocks at the north end of this subdistrict that have a density and intimacy that is ideal for shopping.

Subdistrict III – York Street to Lehigh Street

- Like the previous district, this district physically hangs together. York and Lehigh Streets are natural boundaries for this area; thus they create a subdistrict. There are several large properties here. Most properties are zoned residential. All the sidewalks in this district are in bad condition.
- Many properties are slated for demolition. The disruption that this causes will make the area difficult to revive until greater revitalization momentum is evident.
- Nothing ties the businesses together. There are no complementary clusters.

Nearby Development Projects

Even as the residential real estate market is growing, there are various new and potential developments that are positively affecting the vitality of the commercial corridor. Several new businesses recently opened on Frankford Avenue that have revived sections of the commercial corridor. The Rocket Cat Café, a funky new coffee/sandwich shop, is a popular morning destination on the northeast corner of Frankford Avenue and Norris Street. A few doors north on Frankford Avenue is Circle Thrift, a great place to find bargains on used clothing, home furnishings, and accessories. On the same block is the office for Positive Space, a consortium of local artists whose mission is to provide resources for artists as well as integrating art into the local physical landscape through the transformation of vacant lots and buildings. Across from Rocket Cat Café, planning is presently underway for Kenbo's Barbecue, the first new sit-down restaurant in the area in many years. On a larger scale, the School District of Philadelphia is currently considering a large tract of land just West of Frankford Avenue and directly adjacent to the Shissler Community Center as a location for two new schools in the near future. This site is also conveniently located near the newly renovated SEPTA Elevated Train stop at Berks Street. Neumann Medical Center will soon be converted into residential housing for senior citizens.

Competitors

NKCDC must consider the strength and competitiveness of the neighborhood-based and arts-focused shopping districts with which Frankford Avenue will compete.

Neighborhood-Based Shopping Districts

The community and artists identified the following neighborhood shopping districts as places where neighborhood residents buy groceries, household supplies and other necessities:

- Aramingo Avenue
- Port Richmond Village
- Delaware Avenue South

All three of these centers are easy to access, provide ample parking, and have national retailers that have broad product lines, competitive prices, long business hours, and substantial marketing budgets. Competing with them directly would be difficult. In developing a new neighborhood commercial center, NKCDC should consider the following to compete more effectively:

- Recruit stores that sell products and services most needed in the community.
- Try not to compete with the strong businesses in the closest centers, especially the chains. They have deep pockets and compete more effectively.
- Add parking wherever possible.
- Place near public transportation hubs, especially near elevated train stations and major bus transfer points, to make the project more attractive to developers.
- Use building and landscape design to make the center a place people want to spend time. Buffering green space, flowers, and sculptured outdoor furniture can make a neighborhood center more like a park and encourage people to spend time and consequently spend money.

Arts-Focused Commercial Corridors

Using the arts and artists as an economic revitalization catalyst is a commonly used strategy. Several other communities in Philadelphia are employing this strategy. Thus, NKCDC must realize that they will compete to attract artists and arts patrons. Artists who attended one or both of the public meetings identified Girard Avenue, Manayunk, Northern Liberties, Cape May (NJ), Haddonfield (NJ), New Hope (PA), Bella Vista (Philadelphia), and Peddler's Village (PA) as competitors to their arts corridor strategy.

Two particularly good examples of arts-focused commercial corridor initiatives are in Pittsburgh.

- The Penn Avenue Arts Initiative www.pennavenuearts.org is a very successful arts corridor initiative organized by two community development organizations in the Bloomfield and Garfield communities in Pittsburgh. These organizations with the cooperation of artists have helped artists acquire and redevelop commercial property along Penn Avenue and create a destination commercial corridor.
- 1662 Design Zone www.1662designzone.com, Pittsburgh's interior design and decorating district. A group of artists and craftsmen are methodically transforming this working class community into the place to acquire highly-designed and well-constructed home fixtures and furnishings. The 1662 Design Zone (Butler Street between the 16th and 62nd Street bridges just outside downtown Pittsburgh) supports its artists with targeted print (brochure) and electronic (web) media. Urban design (complementary façade improvements that respect architectural integrity) orients shoppers and gives direction through small decorative banners.

Each of these communities has something to teach NKCDC about using arts as an economic revitalization catalyst. These include the following:

- Get properties into the hands of owners who can make the properties useful.
- Preserve the unique character of the commercial corridor. Showcase unique architectural features, keep buildings contiguous, open front windows so that shoppers can see all the way into the back of the store, and make the façades noticeable and attractive.
- Help merchants become good business owners. Teach them marketing, good retail practices, and financing.
- Transform the public and private spaces into places in which people want to spend time. Use creative design to encourage shoppers to stroll down the street, let them know they are somewhere special, guide them to interesting areas, and give them rest, relaxation and renewal.
- Create events that define the character of the neighborhood. Organize special events that create lasting memories.

Competing with Other Districts

To compete effectively – even harmoniously – with the other commercial corridors, NKCDC should do the following:

- **Study their design:** what features of their public and private spaces make them unique and memorable? What makes shoppers want to stay?
- **Study their business mix:** how does the mix work to make the commercial corridor unique and attract customers?
- **Examine the retailers' and galleries' supplies:** what artists are selling there? These may be artists you can attract to the commercial corridor.
- **Figure out their marketing strategies:** how are they drawing customers to the commercial corridor? Are they trying to attract one specific customer group? On what days and times do they want customers to shop?
- **Identify their channel partners:** what organizations are their partners? How are they partnering to attract and better serve artists and shoppers?

Customers: Neighborhood Residents & Arts Patrons

Because focus group members wanted a commercial corridor that appealed to both neighborhood residents and arts patrons, Market Knowledge gathered and analyzed demographic and buyer information about neighborhood residents and arts patrons.

Kensington Arts Center District		Primary Market		
Age	1990	2000	% Change	
All Ages	101,433	93,933	-7%	
Race				
One Race				
White	63,908	53,048	-17%	
Black or African American	24,361	23,905	-2%	
American Indian and Alaska Native	216	362	68%	
Asian or Pacific Islander	1,918	2,507	31%	
Some other race	11,030	11,265	2%	
Two or More Races		2,846		
Ethnicity				
Latino	13,851	18,180	31%	
Household				
Total households	36,049	34,051	-6%	
Educational Attainment				
Percent high school graduate or higher	51%	59%	9%	
Percent bachelor's degree or higher	12%	13%	1%	
Household Income				
Median household income (dollars)	\$ 18,819	\$ 23,369	24%	
% HHs with Lower Income (<\$25,000)	62%	53%	-9%	
% HHs with Middle Income (\$25,000 to \$74,999)	36%	37%	1%	
% HHs with Upper Income (\$75,000+)	2%	9%	7%	

Demographic Changes

The aggregate changes in demographics (seen in the table above) in the 1990s, considered in isolation, were not positive. A closer inspection of the specific census tracts showed very positive changes: repopulation and rising incomes and education levels. Here are some of the changes we found:

Changes in the aggregate market.

- a. More than a third of the population left the neighborhood in the 1990s.
- b. Fewer residents are obtaining high school diplomas – only two in five residents had obtained high school diplomas
- c. Median household income rose substantially and more households can be considered having moderate incomes.

Changes due to gentrification.

- a. Specific census tracts experienced substantial repopulation in the 1990s: 126, 127, 128, 129, 130 & 143 (Old City & Northern Liberties).
- b. The neighborhood is becoming more diverse. Whites are still the largest population but the neighborhood is becoming home to more African-Americans, Hispanics and Asians.
- c. Each of the aforementioned census tracts also experienced rises in education attainment and household income.
- d. The majority of new residents are non-related (perhaps single) households.
- e. There is evidence that gentrification is spreading northward into Kensington.
 - i. Property values rising: anecdotal stories from long-time and new residents tell us that property values are rising rapidly. This is good because poorly maintained properties can get sufficient capitalization to make the properties useful.
 - ii. Development projects: residential and commercial projects, such as the Yards Brewery relocation from Manayunk – are validating the value and opportunity in Kensington.
- f. Interviews with Realtors: real estate professionals tell us that properties are selling fast for sums larger than asking prices.

Changes in the balance of supply and demand.

Due to changes in demographics and the local business climate, Market Knowledge conducted a sales leakage analysis (to estimate the difference between demand and supply)². We also identified the following business opportunities (by sales and square foot opportunity);

Medical supplies	\$1.7 million	11,235 square feet
Sports Equip/Supplies	\$0.5 million	3,702 square feet
Children's Apparel	\$10.4 million	69,053 square feet
Women's Apparel	\$10.6 million	71,879 square feet
Gas and Oil	\$28.3 million	188,758 square feet
Household Textiles	\$3.6 million	37,965 square feet
Housekeeping Supplies	\$6.8 million	45,554 square feet

The complete sales leakage analysis is included in Appendix IV.

Art Customers

Art collectors are the lifeblood of an artist's business – and the lifeblood of an arts district. New Kensington Community Development Corporation (NKCDC) must understand them in order to create a viable arts-based economy. To better understand collectors and other persons likely to purchase artwork, Market Knowledge conducted secondary and primary research. We interviewed gallery owners and analyzed regional demographics. They helped us develop an appropriate marketing strategy for the arts district as a whole and the home fixtures and furnishings cluster in particular.³

Gallery Owner's Perspective

Market Knowledge interviewed two well-respected gallery owners, one in Wilmington and another in Philadelphia, to better understand how the artwork value chain works. Both said they understood the challenges of artists wanting to show and sell their work. From their multiple years in selling art, these gallery owners said that the following guidelines may help NKCDC choose which artists to attract to the commercial corridor:

- **Names are Important**

Artwork can be difficult to sell if not the artist is not known. Without a notable name, it will be difficult to sell at all or for a respectable price. Attracting a few well-known artists to Kensington can validate and catalyze the growth of the arts district.

- **Good Art Sells**

While art is very subjective, customers prefer to purchase high quality art. Most people do not purchase art that includes themes outside of their ethnic group. While the arts corridor should offer a diversity of styles and prices, high-end art should be well represented on the corridor. Sometimes name matters, but often style matters most. NKCDC should have a way to find and attract good artists.

- **Niches Matter**

Not all art collectors are alike, according to gallery owners. There are large niches of different types of collectors. For example, one collector shared that he has a small and very loyal group of African-American and Latino executives who seek unique prints and other original artwork. He is regularly looking for unique artwork for those clients. Understanding gallery owners' needs and creating and promoting specific client niches can focus commercial corridor development efforts.

Best Customer

From the Consumer Expenditures Survey (CEX) – a bi-annual study of American buying habits conducted by the federal government, we know that the best customers⁴ for art studios and other businesses that sell decorative items for the home can be described as follows:

- Married couples without children.
- Married couples with adult children.
- Have median households of \$40,000 or greater – their likelihood of purchasing prints rises dramatically when median household income rises above \$70,000
- Ages 45 to 54 (at the height of their career and earning potential) and 65 to 74 (free of fixed costs and seeking luxury)

- Spend an annual average of \$134.12 on decorative items for the home. This average does not mean that all families spend \$134.12 on home décor items – some do and other do not. As mentioned, the better customers are middle-aged, most likely highly educated, married, have no kids or their children are grown, and earn respectable incomes. Finding these customers – and channel partners who have relationships with them – is key to effectively marketing and selling prints.

Luckily, NKCDC has two key trends on its side: demographics and the Philadelphia suburbs. All stakeholders in this revitalization effort must capitalize on these trends.

- General demographics are perfect for art sellers. Baby boomers are currently in the 45-54 age group and heading towards retirement. That means that they are at their highest earning potential and are most willing and able to purchase unique items. This market will grow as middle-aged empty nesters grow in numbers.
- The Philadelphia suburban counties are some of the most lucrative markets for home fixtures and furnishings businesses⁵. If there are 2 million households in metropolitan Philadelphia, that translates into nearly \$268 million spent annually on home décor items. Getting just a small portion of this market can be profitable for artists. Market penetration in Philadelphia and other diverse markets is key to its success.

Image Analysis

Streetscape

Neighborhood amenities along the corridor, such as bicycle racks, benches, sheltered bus stops, and trashcans are severely lacking. Survey of Frankford Avenue reveals there to be only two bicycle racks and public trashcans and no sheltered bus stops along the entire commercial corridor. Lack of such public amenities may contribute to the amount of trash along the Avenue and the overall deterioration of neighborhood living conditions. In addition, community residents have expressed a strong desire to have bike racks installed along the corridor in order to facilitate the use of bicycles as means of transportation within the neighborhood. See Map A.

Sidewalk conditions along several sections of the corridor are treacherous for pedestrian traffic to navigate. Although several sections of sidewalk along Frankford Avenue have been recently improved, there remain numerous areas on both the eastern and western sides that are in immediate need of maintenance. Commercial and recreational activities are particularly disrupted by the condition of sidewalks between Norris and Lehigh Avenues as residents are unable circulate throughout the neighborhood without being forced to walk in the street or over stretches of crumbling concrete. There are also several sections of sidewalk that need to be replaced in the area between Columbia and Girard. See Map B.

Lack of street trees creates a bleak image of an unfriendly Frankford Avenue. There are few trees along the entire length of Frankford Avenue to offer a cool and shaded respite in the summer and provide the welcoming signs of new seasonal growth and health long associated with greenery. See Map C.

The scale and graceful curve of Frankford Avenue and its buildings provides for an intimate pedestrian experience. Because of its history, the building stock along the Frankford Avenue corridor consists predominantly of row houses that typically housed commercial stores on the first floor and residences on the upper floors. The average square footage of these types of dwellings is 1200 sq. ft.

per floor, which is appropriate for small-scale retail development, and ideal for pedestrian shopping. The height and uniqueness of the corridor's buildings frame the area and create a truly intimate urban experience. In addition, Frankford Avenue (including the sidewalks) is 60 feet wide, a distance which provides an experience amenable to frequently crossing the street and the ability to see the opposite side.

Traffic and Parking

The Frankford Avenue corridor is situated between various major Philadelphia transit routes, providing easy access to the neighborhood. The three major access points to the commercial corridor are York Street, Girard Avenue and the elevated train along Front Street. The Girard Avenue exit off Interstate 95 directly feeds into the southern end of the Frankford Avenue corridor and the Aramingo Avenue exit also provides easy access to numerous points of entry into the neighborhood, especially York Street. York Street is particularly important because it is a wide street and can accommodate higher traffic volume. The Market-Frankford elevated train runs along nearby Front Street the corridor can be easily accessed via four stations; Girard, Berks, York-Dauphin, and Huntingdon.

The roadway width of Frankford Avenue limits vehicular flow through the neighborhood as well as on street parking, while Trenton Avenue presents opportunities for vehicular linkage to the neighborhood. Because it is only two lanes, with parking on either side, Frankford Avenue is unable to accommodate more traffic than it already does. In addition, commercial deliveries along the Avenue often involve large tractor-trailers, which temporarily obstruct traffic flow several times throughout the day because they do not have a sufficient turning radius with which to maneuver. Trenton Avenue (including the sidewalks), however, is 78 feet wide and feeds directly onto York Street, a major access point from the interstate. Both Trenton and Frankford possess the positive quality of slight curves, which helps to reduce traffic speed and creates a safer pedestrian environment.

Urban Design

The close proximity of the Berks and Dauphin/Susquehanna St. elevated train stations provide easy access to public transit but are generally perceived as being too dangerous to be utilized after dark. Community residents have expressed particular concern about their personal safety when returning from the train station by way of Berks Street. Analyses of neighborhood circulation patterns reveal that the Berks Street station can only be indirectly accessed by way of Norris and Front Streets as a result of the dividing wall, which limits access via Trenton Avenue. In addition, the Girard Street station provides easy access to the southernmost portion of the Avenue, while the corridor's northernmost section can be readily accessed via the York Dauphin or Huntingdon Street stops. All Elevated stations are within an approximately five minute walking radius of the Avenue.

In addition to several established businesses, new businesses and developments are in progress between Palmer and York Streets, which represents the most viable area to focus commercial development. Rocket Cat Café, Circle Thrift, and Positive Space are all examples of newly established organizations that are situated in the heart of Frankford Avenue's commercial corridor. The school district's proposed development of open space along Frankford Avenue's western edge is also a sign of the area's potential for redevelopment. Finally, Neuman Medical Center will soon become housing for senior citizens. These developments are all concentrated in the Palmer to York sections of the corridor and represent a critical mass for clustered commercial development to meet the needs of the surrounding community.

The large dividing wall behind Shissler Community Center represents a real and perceived barrier between the Frankford Avenue commercial corridor and the Front Street commercial district. The wall, and the large tract of land to which it is directly adjacent, present an obstacle to pedestrian traffic, especially with regard to access to the Berks Street elevated train station. In addition, the wall obstructs the sightline into the neighborhood and thereby represents a community safety issue.

The large number of vacant storefronts along Frankford Avenue and lack of local community gathering spaces contribute to an unsafe and dark 'ghost town' at the end of the day. Shissler Community Center is the only community-oriented facility within the neighborhood. Unfortunately, its location along Blair Avenue adjacent to the Mercado renders it invisible to general pedestrian and vehicular traffic. It has become a haven for illegal activities instead of a safe harbor for children and adults.

Industrial G-2 zoning designations and large sizes of several properties along Trenton Avenue offer opportunities for flexible, larger scale, and cost-efficient mixed-use development. Enjoying a generous width second only to York, Trenton Avenue can accommodate uses, such as large showrooms and galleries, and larger commercial and residential developments. These uses often require access by large vehicles such as semi-trailers and moving vans.

Generalized clusters of building footprints along the corridor provide for varied development opportunities. Buildings along the southwestern portion of Frankford Ave, extending from Girard Ave to Belgrade Street, are generally larger than most of the other buildings found throughout the neighborhood. The area to the east of Frankford Ave from Palmer to York consists of smaller and traditional residential row homes, while the western side of the Avenue is a mixture of similar residential buildings and larger buildings more suited for commercial and light industrial uses. The northern section of Frankford Ave from York to Lehigh is bounded by small to medium sized residential buildings on both the East and the West.

Private Spaces

Elements of the private space (a store's façade, windows, plants and signs) in a commercial corridor are just as important as the public space. Yet, private spaces are rarely addressed in commercial corridor revitalization programs. Market Knowledge and Katrina Johansen examined the private spaces on the commercial corridor and found the following:

Outside

- **Facades (the upper floors):** While there are some abandoned buildings in the commercial corridor, many of the facades are in decent condition on the second and third floors.
- **Facades (the first floor at street level):** Unfortunately, many of the facades are shrouded to keep visitors and shoppers out. Windows and architectural detail, which make shops interesting and inviting, are covered with plywood and/or concrete block. Even if the windows are not permanently covered, they are temporarily covered by promotional posters, stickers and flyers. This tells visitors that they are not welcome.
- **Plants:** Few businesses have used plants inside or outside their stores to make their stores inviting.
- **Signs:** Only a few of the commercial corridor's businesses have noticeable signs. Thus, potential shoppers never notice these businesses.

Interiors

- **Store Layout & Design:** The consulting team found several good examples of store layout and design (especially in Circle Thrift, Johnny Brenda's and the Rocket Cat Café). Most other stores, however, were shuttered, unkempt, and discouraging. More stores must become inviting to create a place shoppers want 'to be.'
- **Merchandising:** Again, the consulting team found that merchandising was lacking in almost all stores. Better merchandising can encourage more shopping and higher average sales.
- **Lighting:** Lighting in most stores was insufficient. Stores were too dark and hence dangerous. Shoppers will not venture into dangerous shopping territory if they have options.

Recommendations: Urban Design

A New Vision: The Picture of Authenticity

The Picture of Authenticity

A recurring theme that emerged from several neighborhood focus groups was that of maintaining a sense of neighborhood authenticity. Rooted in Kensington's industrial history, authenticity seeks to extend the working class history of the neighborhood into the present by incorporating the lived experiences of neighborhood residents into the planning process. Residents have variously described the concept of 'authenticity' as being gritty, rustic, organic, and accessible. Reflecting this input, authenticity, as used in the planning process, does not attempt to reproduce the neighborhood's history through simulations of the past, but rather seeks to incorporate the essence of the neighborhood's historical experience into design elements, products, and creations. As such, 'authenticity' along Frankford Avenue might be expressed through a local artist's work, but not in a corporately configured logo said to represent "art". Authenticity is defined here as a design concept which is responsive to, and derived from, factors and conditions which are indigenous to the neighborhood's working class traditions.

Integration of the Arts

Establish the physical image of the neighborhood as an area with strong and visible connections to the creative nature of artists, especially local and resident artists. Elements such as key bus stop shelters, bike racks, and transitional buildings will be embellished to reflect an artistic vision of an artist or a collaboration of artists. Creativity, resourcefulness, and non-traditional approaches to design and implementation will be encouraged within the conceptual framework of "AUTHENTICITY" that favors business success.

To realize this vision, the consulting team worked closely with the community and artists to create a new urban design. At a public meeting in late September 2004, community members approved the following strategies. The gallery of drawings presented at the beginning of this report were created carefully considering all the wants, needs and concerns of the many people who participated in the creation of this plan.

Urban Design

The community and artists agreed to a three phase strategy. Frankford Avenue would be divided into three subdistricts, each having a specific cluster and customer focus. Map D outlines the subdistricts. Most of the urban design improvements will be made in subdistrict II of the commercial corridor: the Frankford Avenue Arts Corridor.

The 'Frankford Avenue Arts Corridor'

The area along Frankford Avenue between Palmer and York Avenues and extending west to Trenton Avenue will be established as the core cluster for the district and be the focus of initial marketing initiatives and physical improvements. As primary access points to the district, the intersections at Palmer and York Avenues will serve as gateways with new design feature elements located to mark its significance. Reflective of its historical past as a railway link from New York and New Jersey, a narrower version of Trenton Avenue will be extended southward to link with and terminate at Palmer Street. See Map E.

Elevated train stations

Berks Street Station provides the most direct link between Center City Philadelphia and the Frankford Avenue commercial corridor. Front and Norris Streets will be improved to provide pedestrians with a convenient and safe means of accessing shops and residences along the Avenue. Improvements will include design elements that reflect the neighborhood's artisan history.

Shissler Park Dividing Wall: As part of the southward extension of Trenton Avenue, the existing wall will be removed in order to facilitate access to Front Street. Topography will be adjusted in order to allow vehicular and pedestrian traffic to transition smoothly and improve visibility to and from the surrounding streets.

Green space: Incorporating new site furnishings to encourage social gathering will enhance existing green spaces such as Palmer Park. New green spaces and a park at the neighborhood gateway between York and Trenton Streets will also be created. The City of Philadelphia will be encouraged to improve the existing conditions of Shissler Park.

Zoning: Mixed-use development will be encouraged along Frankford Avenue with retail and showroom spaces on the first floor and live-work housing on upper floors. These buildings can be between five and six stories tall. The upper floors above the third story should be set back from street frontage so as enhance the street level experience.

Commercial Development: Small businesses will be encouraged to locate along the eastern side of Frankford Avenue. Apartments in the upper floors will connect the commercial district with residential parts of neighborhood.

Current and Anticipated Development: There is ample evidence of increased sales and rehabilitation of properties along Frankford Avenue. The School District of Philadelphia is in the planning stages for two educational facilities in the large vacant lot between Norris, Front, Palmer, and Blair. With the momentum and energy of these highly visible projects, the community must encourage private developers and new property owners to be guided by the vision presented in this report.

Streetscape

Neighborhood amenities: Provide sheltered bus stops, bicycle racks, benches, and trashcans along Frankford Avenue and important pathways linkages. Bicycle rack locations should be determined using the following guidelines:

- Racks should be primarily installed in the public Right-Of-Way such as along sidewalks. If installed on private sites, there should be a hold-harmless agreement between NKCDC and the property owner.
- Locate racks within 30' of building entrances. This would reduce bike owners' anxiety and allow for easy visual monitoring from within the building.
- Minimize conflicts with both pedestrians and vehicular traffic. All bicycle racks shall be located a minimum of 24" from the curb edge.
- Coordinate rack locations in the immediate vicinity of public transportation nodes or bus stops and public service-oriented buildings such as NKCDC offices and community centers.
- Coordinate rack locations in the vicinity of spaces and places with high potential for social interaction such as outdoor public parks and gardens, coffee shops, cafes, bookstores, neighborhood grocery stores, and similar retail uses.
- Coordinate rack locations with lighting and district signage/wayfinding elements.

Sidewalk Conditions: Sidewalks will be improved to facilitate pedestrian access to and along the commercial corridor. Sidewalk design will include such features as accessible curb cuts and incorporate accent-paving materials in order to enhance the experience of visitors and residents.

Trees: The number of trees along the corridor will be increased. Planting and drainage grates will meet design criteria as established by the Philadelphia Streets Department.

Traffic and Parking

Roadways: Traffic flow will be encouraged along Trenton Avenue through signage and the provision of additional parking areas.

Private Spaces

Simple changes in private spaces can add to the shopping experience and encourage shoppers to buy. The consulting team recommends the following improvements outside and inside the commercial corridor's private spaces:

Outside

- **Façade Improvements:** Create a façade enhancement committee that can suggest artistic enhancements to buildings and provide grants to make them possible. The committee will encourage open windows, architectural enhancement, creative lighting that illuminates the sidewalk below and celebrates the façade above. Examples of clever and unique façade treatments are included in Appendix V.
- **Street Greenery:** Create a program to add window boxes to the upper floors of the store and moveable sidewalk-appropriate planters to the street level.
- **Signs:** Again, use the façade enhancement committee to suggest sign design and provide funding to help merchants add new, stylish signs for their stores. Examples of good indoor and outdoor signage are included in Appendix VI.

Interiors

- **Small Business Assistance:** Give business owners advice on merchandising, store layout, and lighting through a quarterly workshops.
- **Merchandising Assistance:** Get the help of local volunteers who work in retail stores to help the corridor's shops better display their merchandise.

Recommendations: Economic Improvement

We suggest NKCDC incrementally employ a nodes-based strategy over the next five years to create an arts-based commercial corridor that also adequately serves neighborhood needs and creates unique arts subdistricts.

Subdistrict I: Girard Avenue to Palmer Street

PHASE II

Create a unique industrial arts and garden cluster (from Girard Avenue to E Oxford Street) to capture home fixtures and furnishings entertainment disposable income. This area is closer to gentrification (hence shopping \$) and has the best chance of initial economic revitalization success.

- Metal work and gardening businesses already there
- Gardens and lots already there
- Large buildings with appropriate zoning
- Movie materials production
- TV production
- Won't conflict with arts-based strategies on Girard Avenue
- Create an industrial arts apprenticeship program there
- Auto and motorcycle performance and aesthetic enhancement.

Subdistrict II – Palmer Street to York Street

PHASE I

Create a new town center for the gentrifying neighborhood that includes public green space, convenience stores, and arts retailers. This is a fantastic opportunity to bridge two very different communities and create a very useful center for both.

- Create an arts 'create, show and sell' shopping district in the northern part of this area, especially on the east side of Frankford Avenue above E. Montgomery Street. The strategy for this area makes sense because of the intimacy and scale of the space. It has unique, preserved buildings on both sides of the street and intact housing. Hence, it has characters and thus supports a 'main street' shopping district where retail works best. This will become the destination area.
- Put live-work spaces in this district, especially along Trenton Avenue. Leave the commercial corridor area to retail shops, galleries, cafes, restaurants and bars.
- Locate specialty food (specialty foods retailers, cafés, and restaurants), arts retailers (pottery, paintings, jewelry, picture framing, etc.) here.

Subdistrict III - York and Lehigh Streets

PHASE III

Create an arts learning and office district between York and Lehigh Streets

- Although this area is zoned commercial, it is currently unsuitable for a commercial corridor because it has many vacant lots and abandoned buildings. Less retail shopping businesses should be located here.
- This can become a center for learning the arts for neighborhood residents.
- Consider placing an arts education (such as a community music school) here.
- Graphic and web design studios and music recording and production studios could do well here.

Recommendations: Cluster Development

A New Vision: Authentic Neighborhood with Artists and a Unique Selling Position

Throughout this planning process, neighborhood residents and artists told the consulting team that they wanted to preserve the neighborhood's authentic nature, but also attract artists who live, work and sell their goods along Frankford Avenue. To manage the development of Frankford Avenue so it becomes an arts-focused commercial corridor while respecting the community's desire to preserve the neighborhood's integrity (authenticity), the consulting team recommends a cluster development strategy.

Cluster Development Strategy

The following cluster development strategy is constructed on the following marketing and revitalization principles:

- Start with and better utilize the commercial corridor's existing assets. Organize and promote current assets as the first step; they have unrealized potential.
- Take advantage of shopper demographics and trends. Understand what shoppers are buying and how they shop and use that to choose clusters to grow.
- Take advantage of other regional revitalization efforts, if possible. Being part of a regional effort can get your project much needed attention.
- Think globally, act locally. Yes, think of regional efforts but never forget the community. Neighborhood residents can be a stabilizing source of revenue.
- Divide and conquer. Expect all stakeholders to assume responsibility for the plan. More people will stay involved over a longer period of time if work is divided.
- Diversify, diversify, diversity – by attracting a diversity of investment and a diversity of customers. Your revitalization initiative will be less vulnerable economic shifts and trend changes by creating complementary clusters that attract a diversity of customer groups.
- Initial investments need public investment. Strategic investments in strategic blocks will cause momentum, encourage investment, and set standards.
- Nothing is done without marketing. Having great assets and good marketing materials is not enough. All key stakeholders must market the corridor.
- Network, network, network. The artists in Kensington will succeed with communication. They should use the internet to communicate.

The Frankford Avenue commercial corridor's main assets are its buildings and businesses. The market study conducted for NKCDC identified four existing and potential clusters of products and services to promote and build.

- First, NKCDC and a cooperative of artists should promote their existing assets (especially home fixtures and furnishings) and direct current customers to other home furnishings-related arts businesses. The cooperative of artists should quickly assume responsibility for attracting artists and promoting clusters
- Second, NKCDC must find ways to educate current and past customers about the lawn and garden businesses in the area. A marketing campaign should promote the existence and specialties of these businesses.
- Third, NKCDC should support the development and growth of the small specialty foods business cluster in Kensington. This is a business-to-business market including Yards Brewery and the Furfaris Pretzels company. The Philadelphia Made initiative could take the lead on this effort.
- Fourth, NKCDC should explore a partnership with the Greater Philadelphia Film Office and the Philadelphia Film Society to make Kensington the center for film production in the Philadelphia region.

The importance and responsibility of the clusters were categorized according to their readiness to promote as seen in the matrix below.

		Products	
		Existing	New
Customers	Existing	<p>Goal: Market Penetration — Promote Existing Cluster</p> <p>Products: Arts Cluster</p> <p>Responsibility: Artist cooperative</p> <p>Businesses: Furniture refinishing, reupholstery, decorative items</p>	<p>Goal: Product Development — Recruit businesses</p> <p>Products: Lawn & Garden</p> <p>Responsibility: NKCDC</p> <p>Businesses: Phillips Metal, NKCDC Garden Center, Florist</p>
	New	<p>Goal: Market Development — Organize existing businesses to sell regionally</p> <p>Products: Specialty food</p> <p>Responsibility: Philadelphia Made</p> <p>Businesses: Yards, pretzels, coffee</p>	<p>Goal: Diversification — new business to new customers</p> <p>Products: Film Production Cluster</p> <p>Responsibility: NKCDC</p> <p>Businesses: Set design business already in community</p>

Arts Cluster Development

NKCDC must cultivate several different customer groups to be successful in building this cluster. It should improve the organization and delivery by developing a multi-faceted promotional campaign using the images and themes developed by Market Knowledge and approved by the artists. (See Appendix IX for artwork). Once that's complete, it should methodically promote the cluster to customers in the following order:

- First, it should encourage its **current customers** to buy more. The arts district already has businesses that sell art products, especially home fixtures and home furnishings. It should encourage those businesses to collaboratively promote their products and services and refer customers to the arts businesses that move into the area.
- Second, **design professionals** (designers, architects, home builders) in the region must be identified and cultivated. They can identify and refer customers to businesses in the arts district.
- Third, **gallery owners** must be cultivated. They are key channel partners in reaching customers.
- Fourth, conduct direct mail to people who have self-identified as **collectors**. Market Knowledge bought a database of collectors from InfoUSA list reselling company.
- Fifth, focus on reaching **affluent, middle-aged (35-55) homeowners** with incomes greater than \$70,000 in suburban Philadelphia counties.

Take a group artist to art fairs and galleries in key census tracts in the metropolitan area. The map in Appendix VIII will help you identify key areas of diverse metropolitan areas that have households with the 'best' customer. Once those areas are identified, attracting art galleries, designers, architects, interior decorators and other channel partners is easier.

Seek special promotional tie-ins with key for profit and non-profit channel partners who have a relationship with affluent, middle-aged homeowners. Channel partners are suppliers and distributors that add value to products and services or provide channels to key customer groups. For example, NKCDC should seek to get involved in AVON's fundraising for breast cancer research. NKCDC can use its artists' work to get the exposure it needs.

NKCDC and the artist cooperative must use channel partners – suppliers and distributors -- who provide value to the arts and can help artists connect with collectors. Understanding and fully using each marketing channel in the arts value chain is key to succeeding at this venture.



The value chain involves each marketing channel partner from materials to consumer. Each plays an important role in producing, selling and buying products and services. NKCDC and a cooperative of artists must communicate with each channel partner and engage them to create a value chain more valuable to the consumer than already exists.

Here are some suggestions for channel partners for the aforementioned customer groups:

Current Customers

Current Businesses

encourage these businesses to share 10-20 names of good customers that could be included in a cooperative database. Send a cooperative marketing piece to this group.

Collectors

Collectors Associations

Join their organization and consider holding meetings in the commercial corridor. Advertise in their newsletters and donate prints to their benefits.

Gallery Owners

Insurance Companies, Accountants and other Professionals

this industry has its own professionals who know how this industry works

Gallery Associations:

find their professional associations and get their membership lists.

Design Professionals

The American Institute of Architects

American Society of Interior Designers

Local chapter of the National Association of Home Builders

Middle-Aged Homeowners who Purchase Art

Through Art Fairs

- Civic groups who organize arts shows.

Through Art Galleries in Key Census Tracts

- Merchant Associations: promote your products to the association and they can pass it along to their members.
- Main Street Groups and Downtown Revitalization Groups: these groups are looking for ways to help their merchants become distinctive.

Through their community institutions

- Schools: offer to teach a class at that school
- Churches: offer something for a fundraiser in exchange for advertising in their newsletter

These channel partners are critical to implementing a comprehensive, yet focused marketing strategy. The strategy must include unique approaches (involving customer-focused products, pricing policies, geographic focus, and promotion methods) for each customer group. Detailed in the next section are strategies for each customer group.

Film Production Cluster Development

NKCDC can properly use the large, vacant buildings in Subdistrict I (Girard Avenue to Palmer Street), tap into a growing regional industry, and support struggling artists by supporting the development of a film production cluster.

- Partner with the Philadelphia Film Office (www.film.org) to attract filmmakers to Philadelphia. Work with Film Office Director Sharon Pinkinson.
- Support the current 20% tax break for film production in Philadelphia currently making its way through the Pennsylvania legislature.
- Host the 'Set in Philadelphia' film competition.
- Partner with the Philadelphia Film Society to present screen films during the Philadelphia International Film Festival.
- Cultivate local film producers and stars, such as Brook Lenfest, M. Night Shyamalan, and Kevin Bacon, to invest in local buildings and businesses and speak for the initiative.
- Create a training program for artists interested in set design and costuming.

Garden and Metalwork Cluster Development

NKCDC can properly organize the metalwork and garden businesses in the commercial corridor to tap into a growing regional industry.

- Partner with Pennsylvania Horticultural Society to better understand the landscaping business, plants, and decorative accessories for the garden.
- Create a window box business with a local entrepreneur – or a local community groups, say the recreation center. Sell the boxes to new residents at the NKCDC garden center, at community meetings and events, at yard sales, on consignment in neighborhood hardware stores, and through the website.
- Explore the feasibility of attracting businesses that supply plants to the Pennsylvania Convention Center for major conventions or to offices in Center City.

Specialty Food Cluster Development

NKCDC can attract more specialty food businesses that can produce and sell foods regionally.

- Find specialty foods makers by doing the following:
 - a. Ask specialty food retailers in the metropolitan area to identify their local suppliers.
 - b. Find specialty food make in the 'Best of Philadelphia' lists published annually in regional newspapers and magazines.
 - c. Attend specialty food trade shows and talk with suppliers about their distributors.
- Work closely with Philadelphia Made to attract new specialty foods companies and promote the cluster.

Organization

To optimize and synchronize these clusters, NKCDC should establish a Frankford Avenue Arts Corridor working group comprised of NKCDC representatives, neighborhood residents, arts businesses, and local artists. The working group would be responsible for the following:

Managing this plan.

It should make sure that all participating clusters commit to and complete specific tasks.

Monitoring development in the community.

To prevent unwanted development, the council must watch for property ownership changes, zoning hearings, and development proposals.

Managing public relations.

To prevent miscommunication and the consequential division, this revitalization effort needs a single voice that is positive, polished and consistent.

Communicating with stakeholders.

It is critically important that leaders of this revitalization movement communicate with all of the stakeholders on a regular basis.

Making the process transparent.

To prevent rumors and half-truths, the council should post meeting minutes, progress reports, announcements, ideas and questions in one physical location in the community and on the internet.

Using the Internet

The consulting team strongly encourages the leadership of this revitalization effort to use the internet to facilitate communication with stakeholders and potential shoppers, monitor development in the community, and encourage neighborhood residents and visitors spend time in the Frankford Avenue Arts Corridor. To better use the internet, the consulting team recommends the following:

- Develop **www.kensingtonarts.com**, which was bought and created for this project by the consulting team.
- Start a dialogue on the **groups.yahoo.com/kensingtonart** listserv. Registration is free and using the group is easy for posting announcements, raising concerns or sharing ideas and resources.
- Create a wireless (wi-fi) zone where locals and visitors with laptops with wi-fi chips can surf the internet, send email or play games.

Description of Improvement Areas

SubDistrict I: Girard Avenue to Palmer Avenue

SubDistrict II: Palmer Street to York Street

SubDistrict III: York Street to Lehigh Avenue

Frankford Avenue Arts Corridor

Proposed Privates Space & Economic Improvement Projects Concept Costs Opinion

		Year 1		Year 2		Year 3		Year 4		Year 5	
Responsibility		Area	Cost	Area	Cost	Area	Cost	Area	Cost	Area	Cost
Private Space Improvements											
Façade Matching Grant Program	New Kensington CDC	II	50,000	I	20,000	I	20,000				
Signage Matching Grant Program	New Kensington CDC	II	10,000	I	5,000	I	5,000				
Lighting Matching Grant Program	New Kensington CDC	II	10,000	I	3,000	I	3,000				
Artist Equity Acquisition Fund	New Kensington CDC	II	100,000								
Total			\$170,000		\$28,000		\$28,000		\$0		\$0
Economic Improvements											
<i>Business Improvement Programs</i>											
Artist Business Loan Fund	New Kensington CDC	II	100,000								
Small Business Improvement Classes	New Kensington CDC	I, II, II	2,000	I, II, II	2,000	I, II, II	2,000	I, II, II	2,000	I, II, II	2,000
<i>Business Attraction Marketing Materials</i>											
Website Development	Artist Cooperative	II	2,500	II	2,500						
Business Attraction Brochure	Artist Cooperative	II	2,500	II	2,500						
Business Attraction Events	Artist Cooperative	II	1,600	II	1,600						
Total			\$108,600		\$8,600		\$2,000		\$2,000		\$2,000

Description of Improvement Areas

SubDistrict I: Girard Avenue to Palmer Avenue

SubDistrict II: Palmer Street to York Street

SubDistrict III: York Street to Lehigh Avenue

Frankford Avenue Arts Corridor

Cluster Development Projects
Concept Costs Opinion

Responsibility	Year 1		Year 2		Year 3		Year 4		Year 5	
	Area	Cost	Area	Cost	Area	Cost	Area	Cost	Area	Cost
Cluster Development										
<i>Arts Cluster Development</i> Artist Cooperative										
Website Development			II	2,500						
Cooperative Marketing Brochure Development			II	1,200						
KensingtonArts.Com Signage for Stores			II	1,600						
Cluster Events			II	500						
Artist Grants (for Creation/Exhibition)			II	5,000						
<i>Lawn & Garden Cluster Development</i> New Kensington CDC										
Website Development	I	2,500								
Cooperative Marketing Brochure Development	I	2,500								
KensingtonArts.Com Signage for Stores	I	1,200								
Cluster Events	I	1,600								
Artist Grants (for Creation/Exhibition)	I	5,000								
<i>Specialty Food Cluster Development</i> Philadelphia Made										
Website Development					II, III	2,500				
Cooperative Marketing Brochure Development					II, III	2,500				
KensingtonArts.Com Signage for Stores					II, III	1,200				
Cluster Events					II, III	1,600				
Artist Grants (for Creation/Exhibition)					II, III	5,000				
<i>Film Production Cluster Development</i> New Kensington CDC										
Website Development			I	2,500			I	2,500		
Cooperative Marketing Brochure Development			I	2,500			I	2,500		
KensingtonArts.Com Signage for Stores			I	1,200			I	1,200		
Cluster Events			I	1,600			I	1,600		
Artist Grants (for Creation/Exhibition)		5,000	I	5,000			I	5,000		
Total		\$17,800		\$23,600		\$12,800		\$12,800		

Description of Improvement Areas

SubDistrict I: Girard Avenue to Palmer Avenue

SubDistrict II: Palmer Street to York Street

SubDistrict III: York Street to Lehigh Avenue

Frankford Avenue Arts Corridor

Proposed Physical Improvement Projects Concept Costs Opinion

		Year 1		Year 2		Year 3		Year 4		Year 5	
Responsibility		Area	Cost	Area	Cost	Area	Cost	Area	Cost	Area	Cost
Clean	New Kensington CDC	I-III		I-III		I-III					
Sidewalk repairs/replacement	New Kensington CDC			II	30,000	I, II	123,600	III	21,000	III	129,000
District signage	New Kensington CDC			II	5,000	I-III	12,000	I-III	6,000		
Install trash cans	New Kensington CDC	II	9,000	II	10,800	I	3,900	III	4,200		
Bike racks	New Kensington CDC	II	20,000	II	17,500	I	10,500	III	4,000		
Enhanced bike racks	New Kensington CDC	II	15,000	I, II	30,000	I,II	30,000			III	15,000
Street trees	New Kensington CDC			II	14,400	I, II	57,600	III	4,800	III	14,400
Village green	New Kensington CDC					II	22,500	II	52,500		
Benches	New Kensington CDC					II	3,600	I-III	6,000		
Enhanced bus stop kiosks	New Kensington CDC					II	70,000	I,III	70,000	III	35,000
Lighting	New Kensington CDC			II	70,000	I,II	190,000	III	20,000	III	75,000
Subtotal			44,000		177,700		523,700		188,500		268,400
OH + profit			8,800		35,540		104,740		37,700		53,680
Contingency			8,800		35,540		104,740		37,700		53,680
Escalation					8,530		50,275		33,930		64,416
			61,600		257,310		783,455		297,830		440,176

General Notes

1. All quantities are approximate.
2. A mark-up of 20% is provided for contractor's overhead and profit.
3. An escalation mark-up of 4% per year has been applied to anticipate inflation.
4. A contingency has been provided for years 2 through 5.
5. Soft costs are excluded.

Prepared by: Group G LLC

Funding Sources

Public Space Improvements

Federal Funding

Intermodal Surface Transportation Efficiency Act (ISTEA)	Delaware Valley Regional Planning Commission
Transportation and Community and System Preservation (TCSP)	U.S. Department of Transportation
Urban Park Renewal Grant	National Park Services
National Park Service	
Art & Community Landscapes	National Park Services

State of Pennsylvania Funding

Communities of Opportunity Program	Department of Community and Economic Development
Community Revitalization Program	Department of Community and Economic Development
Infrastructure Development Program	Department of Community and Economic Development

City of Philadelphia Funding

Capital Improvements Fund	Department of Commerce
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Private Space Improvements

City of Philadelphia Funding

Economic Stimulus Fund	City of Philadelphia
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Other Funders

The Allstate Foundation
The Prudential foundation
MAB Paints
Surdna Foundation

Programs & Initiatives

Small Business Programs Funding

Campaign for Human Development

Arts Programs Funding & Individual Artist Funding

- * 5 County Arts Fund
- Arcadia Foundation
- Brook J. Lenfest Foundation
- Claniel Foundation
- Delaware River Port Authority
- Dolfinger-McMahon Foundation
- Ford Foundation, Media, Arts and Culture Program
- Genuardi Foundation
- * Golden Foundation
- Greater Philadelphia Tourism and Marketing Corporation
- Haas (John C. & Chara C.) Charitable Trust
- Independence Foundation
- Nathan Cummings Foundation
- National Endowment for the Arts, Humanities Fund
- * Pennsylvania Council on the Arts
- * Pennsylvania Humanities Council
- * Philadelphia Activities Fund
- Philadelphia Cultural Fund
- Samuel P. Mandell Foundation
- Samuel S. Fels Fund
- The Barra Foundation
- The Philadelphia Foundation
- Warhol (Andy) Foundation for the Performing Arts
- William Penn Foundation

Networking and Communication

National Telecommunications and
and Information Administration

* Also provides grants to individual artists.

Footnotes

¹ “Old Kensington,” Pennsylvania’s Legacies, The Historical Society of Philadelphia, November 2002.

² To estimate demand for products and services, we multiply the number of households in a trade area by average amount spent by a household in that area (obtained from the Consumer Expenditures Survey of the U.S. Department of Labor) and by a percentage market penetration rate. To estimate supply, we purchase detailed information about businesses within a 1-5 mile radius (depending on the project) in the area from a data reseller (infoUSA). We use their estimated sales (# employees multiplied times the average sales per employee calculated by the U.S. Department of Commerce). To estimate the value of what neighborhood residents are leaving the area to buy, I subtract supply from demand. InfoUSA considers regional differences when estimating sales. We control for the strength of specific big box/ regional businesses by adjusting sales according to their market size.

³ The home fixtures and home furnishings cluster was chosen as the key cluster to first promote and build. See corridor assets for the reasoning for this choice.

⁴ Russell, Cheryl and Mitchel, Susan, Best Customers: Demographics of Consumer Demand. New Strategists Publications, 1999. p. 432.

⁵ American Demographics magazine.

Kensington History

Located just beyond the bounds of colonial Philadelphia's administrative core, Frankford Avenue winds its way through the heart Kensington, a working class neighborhood older than the city itself and layered with a history that reflects Philadelphia's faded glory as a global city of industry and technological innovation. Once a crucible of economic activity and cultural assimilation, the physical landscape along Frankford Ave reveals to the observant visitor layers of economic and social history; here a row of houses once inhabited by Scottish-Irish immigrants who worked at the Fishtown docks, there a renovated tenement building once used by Irish weavers who sold clothing to local fishermen and their families. More than a wayward community removed from the consumer rituals of Philadelphia's central business district, the neighborhood surrounding Frankford Ave has played a historic role in providing opportunities for working class immigrants and shaping the foundations of American industry.

Originally incorporated in 1820 as part of the Kensington District of Northern Liberties, the area surrounding Frankford Ave and the neighboring community of Fishtown first began to develop during the mid-18th century as a result of German and Scottish-Irish immigrants settling along the river. As Philadelphia became a international center for the shipbuilding industry, shipwrights and their craftsmen took up residence along Shackamaxon and Marlborough Streets while local mariners, watermen, and fishermen established communities in the areas along Montgomery and Aramingo Avenues. In 1786, the first successful steamboat set sail from Kennsington's docks and established Philadelphia as a global center of technological innovation. By the end of 18th century, the Frankford Ave community was already constituted as a working class neighborhood for workers in the ship building and fishing trades, from carpenters to rope makers and caulkers to riggers.

As the United States experienced its first great wave of immigration at the beginning of the 19th century, Irish immigrants began to settle in the neighborhoods to the north and west of the Delaware River, making clothing from their boarding house rooms for the shipbuilders and workers along the docks. Competing against the textile factories and communities along the Schuylkill River, but located in closer proximity to commercial opportunities in Philadelphia, the neighborhood around Frankford Ave soon became a regional center for cottage weaving and textile production and continued to attract immigrants and craftsmen throughout the 19th century. With the advent of Industrialization and the adoption of factory-based production systems in the 1830s, the Frankford Avenue neighborhood grew into a global manufacturing center of textiles, carpets, and furniture and boiled with the energy of industry and innovation.

Interestingly however, even as Kensington gave birth to internationally competitive firms which mass produced everything from hats to saws, small-scale entrepreneurs and artisans remained crucial to the neighborhood's social and economic vitality. In

1850 for example, most of the neighborhoods 126 textile firms had only one owner and employed no more than a few employees. Neighborhood residents maintained a tradition of using handlooms to produce fine tapestries and fabrics, even as textile mills powered by steam engines made their cottage-based technologies obsolete for mass production. In addition, most workers continued to live in the areas surrounding the businesses and factories in which they were employed, creating the conditions for an environment of worker solidarity and communal living. May 1st, conventionally recognized as the international holiday of the working classes, was considered to be the most important public celebration of the year and a May pole was erected and decorated in the center of the community. Public parks with benches were also established in Kensington in the 1840s as workers sought to preserve open spaces for 'public use and benefit' amongst the increasingly crowded living conditions. In all, the area surrounding the Frankford Ave commercial corridor retained a unique local character, even as its residents struggled to navigate the storms of industrialization, immigration, and economic upheaval.

While a history of Kensington provides a fascinating window into the socio-economic processes which shaped Philadelphia's industrial landscape during the 19th century, the Frankford Avenue neighborhood remains attractive today as a working class community of craftspeople and artisans. Possessing many of the same characteristics which were once alluring to its original inhabitants, Frankford Ave continues to offer its residents the rich possibility of being able to work in the same neighborhood in which they live. In addition, the neighborhood continues to offer affordable housing choices for working class families with easy access to public transportation and Philadelphia's central business district. The small scale of Frankford Ave and the clustering of public spaces along its commercial corridor creates a sense of intimacy and community which is lacking in many suburbs and center cities. Steeped in Kensington's legacy of industry and entrepreneurship, the Frankford Avenue neighborhood remains a vibrant community of working class artists, families, and businesses.

Building Mix

Street Name	PropType	# Props	Sq FT
Frankford Ave			
	Commercial		
	C1	13	1,719,438
	C2	170	40,769,531
		183	42,488,969 39%
	Industrial		
	G2	17	15,456,989
		17	15,456,989 14%
	Light Industrial		
	L4	15	9,030,258
		15	9,030,258 8%
	Residential		
	R10	184	40,875,973
	R10A	14	2,431,374
		198	43,307,347 39%
Sum		413	110,283,563
Grand Total		413	110,283,563

Building Occupancy

ST CD	PropType	# Props	Sq FT
Frankford Ave			
	Commercial		
	Residential Use	30	3,958,927
	Occupied	60	17,817,806
	Vacant Lot	35	6,148,095
	Park	1	2,950,000
	Vacant	31	7,407,242
	Unknown	11	1,821,557
	Vacant Lot Garden	1	383,900
	Abandoned	14	2,001,442
		183	42,488,969
	Industrial		
	Occupied	6	10,799,263
	Occupied Lot	3	2,384,420
	Residential Use	1	124,974
	Vacant	4	1,856,000
	Vacant Lot	3	292,332
		17	15,456,989
	Light Industrial		
	Vacant	3	1,096,444
	Occupied	8	5,492,909
	Vacant Lot	2	1,877,930
	Residential Use	2	562,975
		15	9,030,258
	Residential		
	Occupied	198	43,307,347
		198	43,307,347
Subtotal		413	110283563
Total		413	110283563

Business District Summary

SIC Category	Estimated Annual Sales	Estimated # Employees
Construction Industries	\$20,284,000	67
1 GENERAL CONTRACTORS	\$3,540,000	15
1 SEWER CONTRACTORS	\$668,000	4
6 BOILERS-REPAIRING & CLEANING	\$16,076,000	48
Manufacturing	\$14,590,000	82
1 PRETZELS-MANUFACTURERS	\$2,360,000	4
1 PLEATING/STITCHING/TUCKING-TRADE	\$1,504,000	16
1 FURNITURE-MANUFACTURERS-OFFICE	\$800,000	5
1 DIE-CUT PAPER & PAPERBOARD (MFRS)	\$1,859,000	13
2 ENGRAVERS-STATIONERY (MANUFACT)	\$1,969,000	10
1 ALUMINUM FABRICATORS	\$274,000	2
1 SHEET METAL FABRICATORS	\$1,096,000	8
1 FARM EQUIPMENT-MANUFACTURERS	\$4,728,000	24
Retail Trade	\$14,569,000	90
1 BUILDING MATERIALS	\$1,548,000	6
5 CONVENIENCE STORES	\$2,548,000	14
6 AUTOMOBILE DEALERS-USED CARS	\$6,458,000	14
2 FURNITURE-DEALERS-RETAIL	\$1,018,000	5
9 ICE CREAM PARLORS	\$1,710,000	40
5 BEER & ALE-RETAIL	\$1,287,000	11
Services	\$20,501,000	618
6 LAUNDRIES-SELF SERVICE	\$689,000	13
2 DISTRIBUTING SERVICE-CIRCULAR & S	\$927,000	9
7 AUTOMOBILE BODY-REPAIRING & PAINT	\$1,162,000	13
3 UPHOLSTERERS	\$280,000	4
6 DENTISTS	\$7,553,000	49
3 SCHOOLS-UNIVERSITIES & COLLEGES	\$0	247
8 DRUG ABUSE & ADDICTION INFO & TR	\$9,890,000	187
6 VETERANS' & MILITARY ORGANIZATION	\$0	96
Wholesale Trade	\$27,814,000	40
5 BEARINGS (WHOLESALE)	\$12,660,000	21
2 COFFEE & TEA-WHOLESALE	\$15,154,000	19
Total	\$97,758,000	897

Frankford Avenue Arts Corridor Spending Leakage Analysis

New Kensington CDC

	Local Store Sales	Local Demand	Spending Leakage	Sales per Sq Foot	Sq Foot Opportun
ALCOHOLIC BEVERAGES	\$30,928,000				
Bars	\$24,600,000	\$8,286,470	(\$16,313,530)	\$129.99	-125,498
Liquor Stores	\$6,328,000	\$5,538,851	(\$789,149)	\$129.99	-6,071
APPAREL AND RELATED SERVICES	\$55,126,000				
Children, Birth to 15	\$1,170,000	\$11,644,671	\$10,474,671	\$151.69	69,053
Footwear	\$19,800,000	\$13,214,739	(\$6,585,261)	\$197.91	-33,274
Men, aged 16 or older	\$9,706,000	\$18,361,073	\$8,655,073	\$188.36	45,950
Other apparel products, services	\$11,227,000	\$3,169,357	(\$8,057,643)	\$150.00	-53,718
Women, aged 16 or older	\$13,223,000	\$23,899,924	\$10,676,924	\$148.54	71,879
ENTERTAINMENT	\$69,364,000				
Fees and admissions	\$5,742,000	\$20,018,367	\$14,276,367	\$150.00	95,176
Other entertainment supplies, services	\$11,202,000			\$150.00	
Pets, toys, and playground equipment	\$37,132,000	\$5,606,887	(\$31,525,113)	\$143.64	-219,473
Television, radio, sound equipment	\$15,288,000	\$26,516,704	\$11,228,704	\$154.13	72,852
FOOD	\$429,141,000				
Food at Home	\$305,993,000	\$127,131,895	(\$178,861,105)	\$328.13	-545,092
Food away from home	\$123,148,000	\$94,465,758	(\$28,682,242)	\$139.07	-206,243
HEALTHCARE	\$31,603,000				
Medical Supplies	\$3,055,000	\$4,753,817	\$1,698,817	\$150.00	11,325
Pharmaceuticals	\$28,548,000	\$16,136,810	(\$12,411,190)	\$150.00	-82,741
HOUSING	\$174,008,000				
Household furnishings, equipment	\$115,509,000	\$15,918,745	(\$99,590,255)	\$148.29	-671,591
Household services	\$5,543,000	\$413,451	(\$5,129,549)	\$150.00	-34,197
Housekeeping supplies	\$2,213,000	\$5,538,851	\$3,325,851	\$150.00	22,172
Shelter	\$50,743,000	\$3,567,543	(\$47,175,457)	\$90.70	-520,126
MULTI-DEPARTMENT STORES	\$36,244,000				
DEPARTMENT STORES	\$29,292,000			\$150.00	
THRIFT STORES	\$6,952,000			\$150.00	
PERSONAL CARE PRODUCTS & SERVICES	\$29,890,000				
Personal care products (salons, cosmetics, etc.)	\$18,808,000	\$11,856,194	(\$6,951,806)	\$150.00	-46,345
Personal care services	\$11,082,000	\$7,633,583	(\$3,448,417)	\$150.00	-22,989
READING	\$1,589,000				
Non-Subscription Reading	\$1,589,000	\$2,456,720	\$867,720	\$150.00	5,785
TRANSPORTATION	\$132,384,000				
Auto Parts and Repair	\$58,016,000	\$98,303,702	\$40,287,702	\$150.36	267,942
Automobile Dealers	\$50,954,000	\$144,140,965	\$93,186,965	\$150.00	621,246
Gas and Oil	\$17,630,000	\$46,011,715	\$28,381,715	\$150.36	188,758
Motorcycles and Parts	\$5,784,000	\$1,570,068	(\$4,213,932)	\$150.00	-28,093

Façade Treatment Ideas

Facades will play an important role in creating a unique, welcoming arts corridor. Market Knowledge suggests several guidelines for choosing façade treatments:

- ① Use the buildings bones and add simple things such as plants to make them a warm and inviting. (16:62 Design Zone, Butler Street, Pittsburgh, PA)
- ② Create facades with paint, signage and graphics that reflect your image. (South Las Vegas, NV)
- ③ Transform stores into places that evoke emotions such as excitement, comfort and community. People will want to hang out there. (Downtown Athens, GA)
- ④ Use signs and graphics to establish image. This awning covers a very plain façade and presents the store's retro-image. (Haight-Asbury, San Francisco, CA)
- ⑤ Draw attention to stores with something curious, whimsical, and fun such as this wind chime. It adds to the experience of shopping. (Short North, Columbus, OH)
- ⑥ Add treatments beaming up on the façade and down on the sidewalk. (16:62 Design Zone)



Sign Ideas

Signs are key to getting the attention of shoppers, welcoming them to the business district and helping them get to their destination. Market Knowledge suggests using a signage system with the following elements:

1 & 2 Deploy signage that identifies the district, helps define it and directs shoppers to key shopping areas. Tunkhannock, PA & Rehoboth Beach, DE)

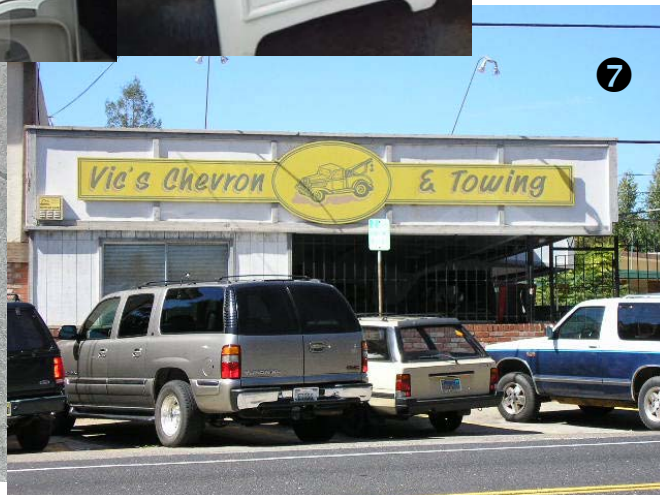
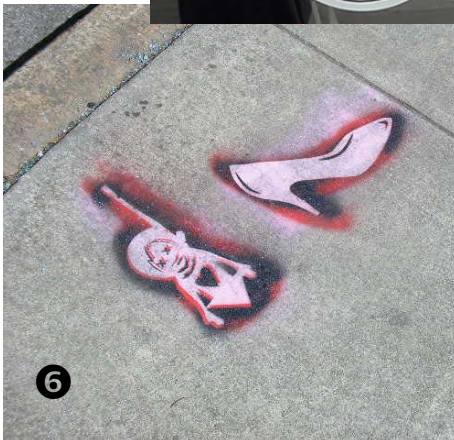
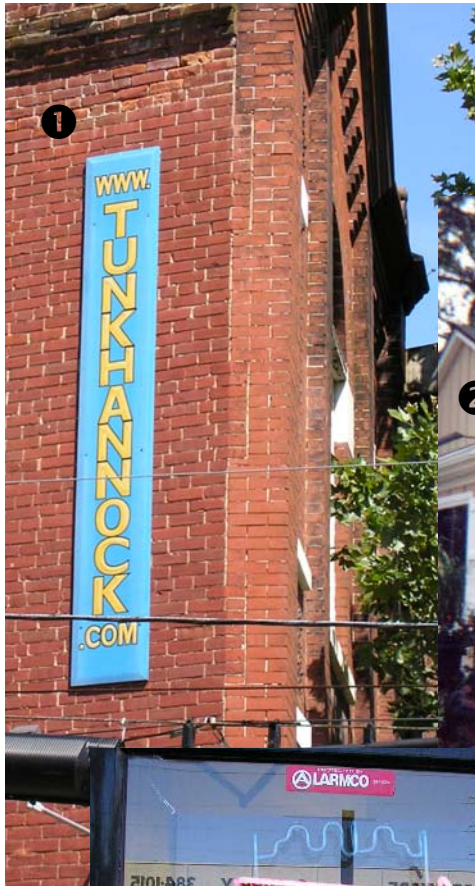
2 & 3 Add signage that identifies a group of businesses and/or regularly-held events. Be sure to add website addresses and days events are held. (Pittsburgh, PA, Las Vegas, NV & Rehoboth Beach, DE)

4 Add open and closed signs and hours of operations. Busy shoppers will try shop at new places if they know when they can shop. (Columbia, SC)

5 Sidewalk signage and changeable signage allows businesses to communicate with potential shoppers. They are easy to create and can be taken in at the end of the work day. (Tacoma, WA)

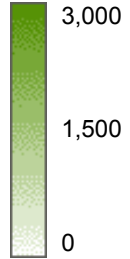
6 Use the sidewalk. It may be illegal in some areas and not in others. Capture pedestrians' attention and direct them to a specific area, cluster or business. (San Francisco, CA)

7 Be true to your theme and ask all businesses to participate. Complementary signs can frame an area and create a place. Even gas stations and auto repair businesses can play a role.



Market Boundaries

Households
(projected: 2005)
by Census Tract

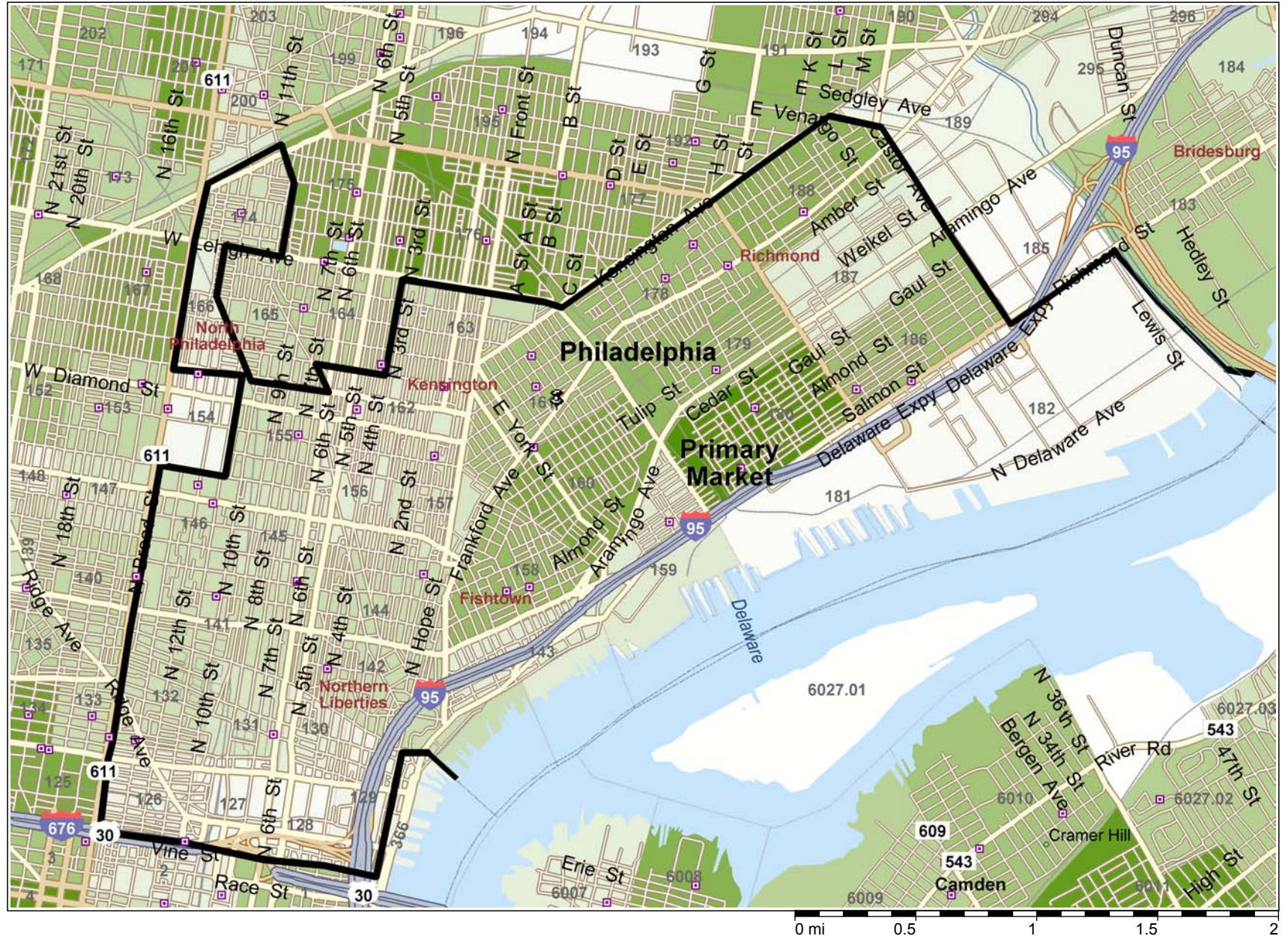


Custom
Territories

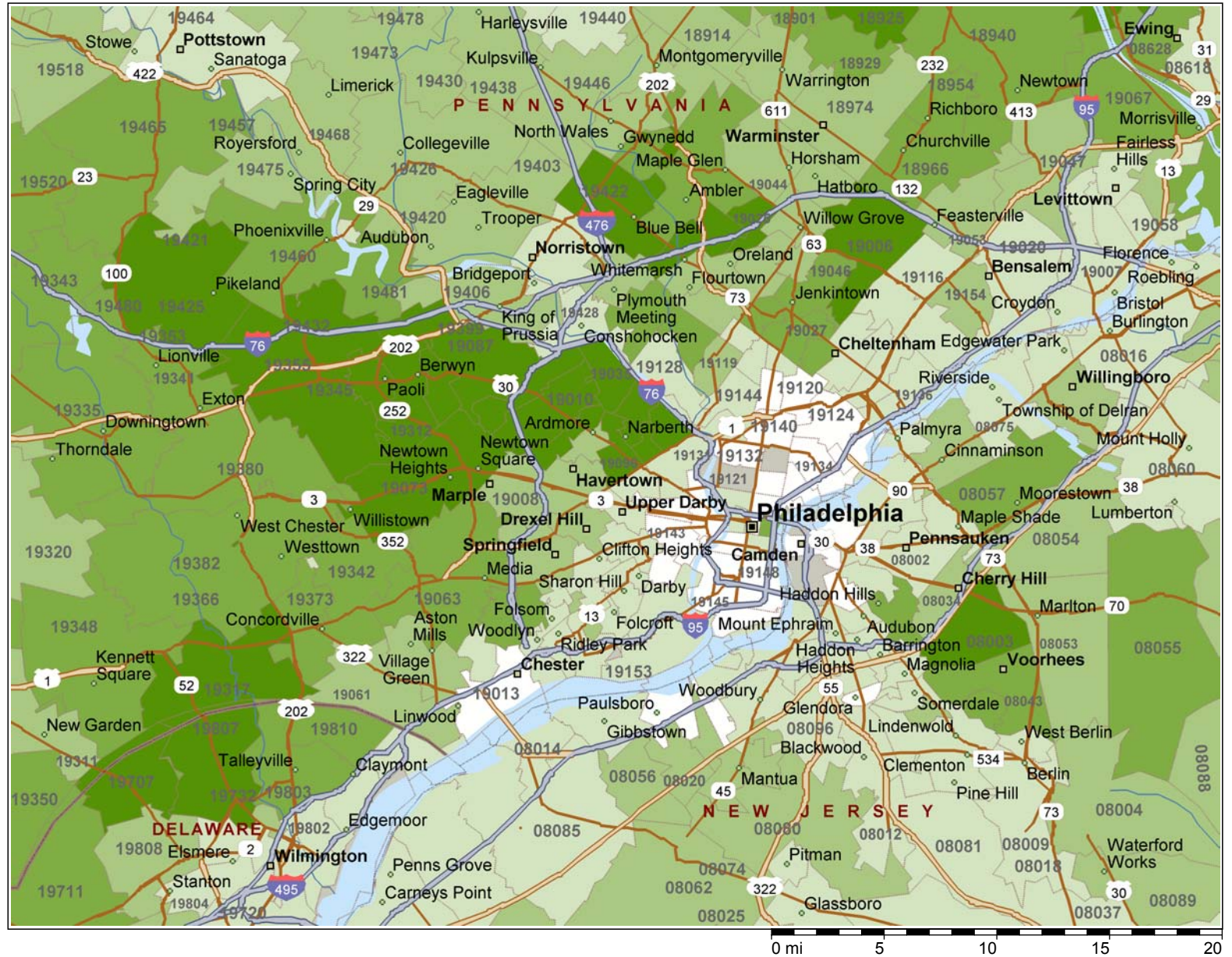
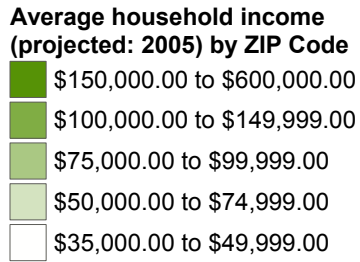
Primary Market

Pushpins

My Pushpins



Average household income (projected: 2005) by ZIP Code





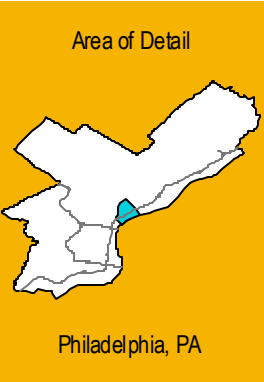
KensingtonArts



Frankford Avenue Trees & Lighting

New Kensington Community Development Corporation

- Tree
- Street Light



Map C



New Kensington Community Development Corporation

