



**YORKTOWN COMMUNITY  
DEVELOPMENT CORPORATION**

v. lamar wilson associates | interface studio llc

**YORKTOWN**  
**master plan 2015**

a blueprint for survival  
& sustainability

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# EXECUTIVE SUMMARY

**“When we moved in it was just built. The sidewalks were not yet completed, but we lived there, because it was my father’s dream for his family. And out of this dream, what happened for African-American individuals who were educated and wanted the very best, they all settled in this area. And, no, we don’t want to leave the area, because we have raised our children and our grandchildren here. We will continue to live here because we feel safe and connected.”**



This Yorktown 2015 Master Plan focuses on a small but important group of largely residential blocks and committed residents who are their “owners, caretakers and stakeholders.” It represents the product of intense work and creative ideas for both how to build on existing assets in order to realize new opportunities to grow and sustain a community spirit and attract investments from inside and outside the boundaries of Yorktown. It is a powerful narrative for 2015 describing “assets and opportunities” in Yorktown that suggest the community’s survival is not an issue. There are, however, some real threats and challenges that, if left unattended, will only constrain Yorktown’s ability to survive in the short-run and thrive over the long term. Underlying Yorktown CDC’s motivation for embarking on this neighborhood strategic plan at this stage of the community’s history were concerns of its board and staff that are reflected in the very title of the plan itself: survival and sustainability. Yorktown residents feel threatened by market forces and other circumstances including:

- > Increases in rental housing in and surrounding the community targeted to students attending Temple University
- > A growing senior population of homeowners challenged more and more with the upkeep of their homes and yards as they approach or are already in retirement
- > The prospects of higher density residential and commercial development within and on the edges of the neighborhood that could undermine their relative peace, quiet, safety and security

At the same time, the board, staff and residents in general are buoyed by the level and spirit of resident and institutional engagement that occurred over the past year to develop a strategy to secure the community’s long-term future. Over 260 Yorktown community residents participated in focus groups, surveys and community and coordinating committee meetings to help shape this plan and who are prepared to keep their sleeves rolled up to make it happen. The deep and rich history of Yorktown serves as a foundation upon which the community continues to grow, undergo



# YORKTOWN COMMUNITY MASTER PLAN STUDY AREA

— yorktown housing





revitalization, and be preserved all at the same time. The fact that these goals and objectives are neither conflicting nor mutually exclusive fueled a resolve among residents that the future of Yorktown is indeed a function of the same type of energy and capital that led to its development in 1960 and that give it renewed life and energy today, including:

- residents who are committed to investing their time, energy and money to maintains its vibrancy
- neighborhood-serving institutions including Bright Hope Baptist Church, Progress Plaza, Yorktown Community Organization, Opportunities Industrialization Center (OIC), Progress Investments, Inc. and the Columbia North YMCA share a similar view and see their own survival and vibrancy inextricably linked with one another and with the community.

This plan is both visionary/forward thinking and practical/achievable as it offers: (a) ideas for investing in community assets; (b) strategies for preventing displacement of community residents; and (c) mechanisms that encourage community stakeholders to play an active role in the first two areas. Outlined in the full plan are narratives, statistics, charts, and graphics that illustrate a direction for Yorktown and the place it can evolve to as articulated by its residents and institutional stakeholders. This shorter piece serves as an “appetizer” to encourage a full reading of the plan to have a greater appreciation of Yorktown’s promise and potential, and Yorktown CDC’s commitment to secure resources to ensure the vitality of Yorktown through 2015 and beyond.

## PLANNING AREA

The core of the planning area, outlined in yellow in the study area map at left, is officially “Yorktown” and has an overwhelmingly single-family residential character. These blocks account for approximately half of the total 20 square-block planning area. The hard edges of Broad Street to the west and Girard Avenue to the south are dominated by commercial retail, institutional and mixed-use establishments, contrasted by the northern and eastern edges which are characterized more by student housing and institutional and recreational uses and multi-family residential, respectively.



Community engagement included meetings, focus groups, stakeholder interviews, and the fabrication and installation of an audio recording booth—the Yorktown Chatterbox—designed to capture residents’ stories about and visions for the future of the neighborhood.

## PLANNING PRINCIPLES

The neighborhood strategic planning process was guided by values and principles discussed and decided upon by the Yorktown Plan Coordinating Committee (YPCC) consisting of over 30 stakeholders empanelled by YCDC to help direct the activities and interact with the Wilson/Interface consultant tem. These principals, used to help guide the work and inform specific priorities and recommended action steps outlined in the final plan, and the decision-making steps for endorsing the plan are as follows:

- Preserve and Advance Yorktown’s History and Legacy
- Invest in Current and Future Generations of Residents as Leaders of the Community
- Invite and Excite Resident to be “Architects of their Plan”
- Build on the Community’s Pride and Spirit

## 4 COMMUNITY ASSETS

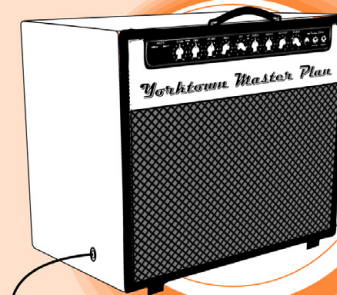
Yorktown features distinct housing types including rows of attached housing in a mixture of two- or three-story types. While each housing type has its own distinctive look, all are drawn from a common language of stylistic and architectural elements, including mansard roofs, shutters, covered porches, and awning. The occupancy rate of the buildings in Yorktown is estimated at 90%; and the vast majority of the vacant stock is attributable to the former William Penn High School at Master and Broad and an empty Temple building at Jefferson and Broad.

The Yorktown community is well-connected to a multitude of public transportation options. As revealed by the community survey, after personal car use and walking, riding the bus is the third most common primary means of transportation, and is most commonly used to make health and medical-related trips and to access shopping destinations.

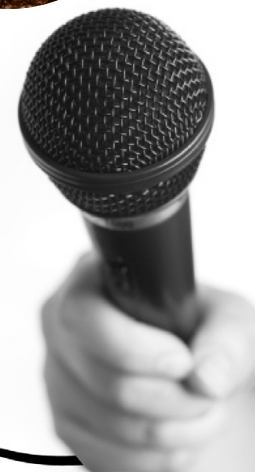
## MASTER PLAN GOALS

Five core goals emerged from the planning work completed over the past year as shown below and discussed in greater detail in the main body of this report. They are:

- 1 INVEST IN YORKTOWN'S DEEP HISTORY AND RICH LEGACY.**
- 2 ENHANCE YORKTOWN'S IMAGE THROUGH MARKETING AND PROMOTIONAL EVENTS.**
- 3 EMPOWER THE CURRENT AND NEXT GENERATIONS OF YORKTOWN RESIDENTS THROUGH ENGAGEMENT.**
- 4 ENCOURAGE THE PRESERVATION AND EQUITABLE DEVELOPMENT YORKTOWN AND FACILITIES SERVING IT.**
- 5 REINVEST IN YORKTOWN'S PHYSICAL INFRASTRUCTURE AND COMMON SPACES.**



**YOUR  
TURN  
TO TALK**





## OUTLINE OF RECOMMENDATIONS

### INVEST IN YORKTOWN'S HISTORY AND LEGACY

- > Archive And Share Neighborhood's History
- > Explore Historic Preservation Overlay
- > Establish Historic Markers To Increase Awareness Of Yorktown Story

### ENHANCE NEIGHBORHOOD

- > Promote Schools Serving Yorktown
- > Uplift Yorktown Community Standards
- > Make Improvements Neighborhood Gateways
- > Develop the Neighborhood's Online Presence

### EMPOWER CURRENT AND FUTURE GENERATIONS

- > Team-Up for Greater Community Empowerment
- > Reinvigorate Block Captain System
- > Sponsor Events to Bridge the Generations of Yorktown

### PRESERVE AND REINVEST IN HOUSING AND COMMUNITY-SERVING FACILITIES

- > Encourage Preventive Maintenance and Upkeep Of Homes And Yards
- > Connect Residents to Financial Resources to Protect Local Equity
- > Manage Change in Yorktown Housing Market
- > Keep Tabs on Zoning Changes and Building Code Enforcement

### REINVEST IN PHYSICAL INFRASTRUCTURE AND COMMON SPACES

- > Ensure Neighborhood Safety and Security
- > Enhance Shared Spaces and the Public Realm
- > Reinvest in Streets and Public Infrastructure
- > Revitalize Parks, Play Spaces, and Community Facilities



Proposed historic murals...p 62.



Proposed "green strip" reconfiguration...p 79.

## NEXT STEPS TOWARD PLAN IMPLEMENTATION

YCDC will take this final plan “on the road” to start and complete three interrelated processes:

- > Telling, retelling and updating the story of Yorktown as the first step towards securing a broader appreciation of its assets and strengths among all stakeholders, internal and external
- > Making the case for Yorktown’s staying power and it being as much a community of choice now and into the next decade and beyond, as it was at its birth in the 1960s
- > Securing all varieties of capital—human, financial, and political—to ensure its survival and sustainability, starting with current residents and inviting all interests, industries and sectors to become partners with Yorktown



# 1

# INTRODUCTION





**“When we moved in it was just built. The sidewalks were not yet completed, but we lived there, because it was my father’s dream for his family. And out of this dream, what happened for African-American individuals who were educated and wanted the very best, they all settled in this area. And now we don’t want to leave the area, because we have raised our children and our grandchildren here. We will continue to live here because we feel safe and connected.”**



## A. BASIS FOR THE PLAN

### HISTORIC CONTEXT

In the spring of 2010, the Yorktown Community Development Corporation (YCDC), a community-based organization serving the historic Yorktown neighborhood in North Central Philadelphia, commissioned Lamar Wilson Associates, Inc. and Interface Studio, LLC to assist it in the preparation of a resident-driven neighborhood strategic plan. The planning area extends beyond the central core of the Yorktown community to encompass 20 square-blocks bounded by Cecil B. Moore Avenue on the north, Girard Avenue on the south, North 10th Street on the east, and North Broad Street on the west. The overarching objective of this plan, as refined over the course of a six month process, is to leverage new investments on the part of Yorktown residents—the principal stakeholder in the plan—and attract new investments from institutions, businesses and industries located in, adjacent to, or otherwise serving the Yorktown community.

The Yorktown community was constructed in 1960 by the Denny Corporation, a private entity, which acquired 153 acres of blighted blocks and abandoned buildings assembled by the Redevelopment Authority of the City of Philadelphia and produced 635 homes that were eventually sold to first-time and, on occasion, second-time homeowners. The “blueprints” for the creation of a totally new community featured and delivered multiple clusters of homes with garages on small blocks, off-street and visitor parking, lush lawns and back yards, tree-lined streets, neighborhood-oriented parks, and shared public spaces. Yorktown was then and is now conveniently located less than two miles from Center City, with immediate access to major public transportation and the expressways. The original plan called for and delivered modern and attractive 3- and 4-bedroom homes marketed to and purchased by African-American homebuyers with children. Since that time, Yorktown has served as a model in urban redevelopment and set a precedent for homeownership by African-American families in Philadelphia who were largely locked out of the real estate market in many segregated neighborhoods and by discriminatory real estate and lending practices at that time. It was the only community where the first owners were African-American, helping to demonstrate the economic power and home-buying potential of African-Americans and other minorities in the City.

**Now in its 50th year, Yorktown is thriving and still stands as a testament to the resilience of the original 635 homeowners** and the Yorktown Community Organization, formed in 1963 to serve as the collective voice of the community, advocating for the rights of the residents, reminding them of their responsibilities as homeowners in a unique community, providing programs and services and monitoring zoning changes, public policies and private development activities in Yorktown and the surrounding neighborhoods. The organization’s accomplishments include youth activities and athletic programs, cultural enrichment opportunities and neighborhood safety and beautification programs. In 1988, the Yorktown CDC was established to lead efforts to plan and develop new housing, housing preservation, and community economic development initiatives.

Yorktown CDC’s financing of this plan is particularly important and somewhat unique in that the organization provided the principal source of funding to underwrite its costs. In effect, their own “first dollars in” represent an early infusion of equity demonstrating an organizational commitment to the central theme of the plan, which is to create a blueprint for ensuring Yorktown’s survival as a neighborhood of homeowners and its sustainability as a community of stakeholders. Supplementing their own resources to make this plan possible, and to whom Yorktown CDC is immensely grateful, are three sources committed to the preservation of Yorktown: an institutional investor, Opportunities Industrialization Center of America (OICA), through its Strengthening Communities Fund; the Philadelphia office of the Local Initiatives Support Coalition (LISC); and an individual investor, Mr. Leroy Artison, a long-time Yorktown homeowner and resident. The only return each expects from their investment is the implementation of recommendations developed by the residents of Yorktown, as outlined in this report.



# YORKTOWN COMMUNITY MASTER PLAN STUDY AREA

— yorktown housing



FIGURE 1: Yorktown 2015 Study Area

## PLANNING AREA

As depicted in Figure 1, the plan's study area is bounded by Girard Avenue, Cecil B. Moore, Broad Street, and 10th Street. The hard edges of Broad Street to the west and Girard Avenue to the south are dominated by commercial retail, institutional and mixed-use establishments, contrasted by the northern and eastern edges, which are characterized more by student housing and institutional uses; and recreational uses and multi-family residential, respectively.

Within these boundaries, the core of the planning area that is officially "Yorktown" [outlined in yellow in Figure 1] accounts for approximately half of the 20 square-block planning area and has an overwhelmingly single-family residential character. Yorktown housing is found within:

- > 11th to 13th Street from Oxford to Thompson, excluding the church on the southwest corner of Oxford and 11th
- > 10th to 11th Street from Oxford to Cecil B. Moore
- > 12th to 13th from Flora to Thompson
- > Jessup to 12th from Stiles to Thompson
- > The west side of 13th Street between Jefferson and Oxford

## PLANNING PRINCIPLES

The neighborhood strategic planning process was guided by values and principles discussed and decided upon by the Yorktown Plan Coordinating Committee (YPCC), consisting of approximately 30 stakeholders empanelled by YCDC to help direct the activities and interact with the Wilson/Interface consultant team. These principals, used to help guide the work and inform specific priorities and recommended action steps outlined in the final plan, and the decision-making steps for endorsing the plan are as follows:

- > **Preserve** and Advance Yorktown's History and Legacy
- > **Invest** in Current and Future Generations of Residents as Leaders of the Community
- > **Invite** and **Excite** Resident to be "Architects of their Plan"
- > **Build** on the Community's Pride and Spirit

These planning principles were considered by the Yorktown Plan Coordinating Committee to be critical for generating buy-in for and engagement in the planning process. As evidenced by the long list of residents and stakeholders acknowledged in this document, the community participated in the discussions and shared their ideas and visions for their Yorktown reflected in this plan for Yorktown.

## GOVERNANCE FOR SETTING PRIORITIES AND MAKING DECISIONS ABOUT YORKTOWN'S FUTURE

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- > YPCC advised and made recommendations to Yorktown CDC Board of Directors based on:
  - The analyses developed by Wilson Associates & Interface Studio
  - The ideas and input from the community & stakeholders through committee meetings, community-wide meetings, focus group discussions, and interviews conducted
- > YCDC Board of Directors set planning priorities and made final decisions they based on:
  - The information and data as described above and presented at YCDC meetings
  - Formal votes by members of the board consistent with its corporate by-laws





## 12 ROLLOUT AND CAPITALIZATION GOALS

Going forward, YCDC, in collaboration with the leadership of its sister institutions, Bright Hope Baptist Church, the Yorktown Community Organization (YCO), Opportunities Industrialization Center (OIC), Progress Investments, Inc., and the Columbia North YMCA, remains committed to the underlying values of the planning process and to the recommendations that emerged from it. As such, YCDC will lead the efforts to:

- > Aggressively promote the plan throughout Yorktown and the City among public and private sector policy makers and decision makers to leverage capital—human, financial and political
- > Build and sustain a solid constituency for the plan beyond those who helped develop it
- > Use the plan to produce an investment prospectus that invites individual and institutional investments from inside and outside the community



**TIMES THEY ARE STILL A CHANGIN'**

**AND YET SOME THINGS SEEM TO HAVE STAYED THE SAME FOR BETTER OR WORSE**

**OUR TASK IS TO DETERMINE HOW WE WOULD LIKE THINGS TO CHANGE - AND - WHAT WE WOULD LIKE TO PRESERVE IN YORKTOWN**



## B. COMMUNITY ISSUES AND OPPORTUNITIES DRIVING THE PLAN

As the details in this document and the process used to craft it attest, there are scores of assets and opportunities in Yorktown that suggest its survival is assured. However, and as also outlined in this document, there are real threats and challenges to those strengths that, if left unaddressed, will only constrain Yorktown's ability to both survive in the short-run and thrive over the long haul. Underlying the reason for embarking on this neighborhood strategic plan at this time are concerns of Yorktown CDC's board and staff that are reflected in the very title of the plan itself: survival and sustainability. Yorktown residents feel threatened by market forces and other circumstances including:

- > An increase over the years in rental housing in the community and surrounding it that is targeted to students attending Temple University to the north
- > A growing senior population of first and second-generation homeowners challenged more and more each day with the upkeep of their homes and yards
- > Rising property values in Yorktown—a good thing in general—are of concern to older residents who have built equity in their homes but whose incomes are fixed as they approach or are already in retirement
- > Potential for higher density residential and commercial development within and on the edges of the neighborhood that could undermine the neighborhood's relative peace and quiet, and safety and security

These concerns tracked closely with others as articulated by residents throughout the planning process, including:

- > Aging infrastructure and the high cost of capital improvements
- > Property conditions, interior and exterior, and the projected costs of improvements, including energy conservation challenges
- > Zoning to protect and preserve the single-family, low-density residential character

- > Tangled property titles that inhibit legal transfer of homeownership and undermine equity formation
- > Changing demographics, cultures and generations, within and around the community that requires understanding through communications and engagement
- > Public safety
- > The impact of public school closings and reconfigurations

On the other hand, YCDC and residents who participated in focus groups, surveys and community and coordinating committee meetings that helped shape the plan acknowledged the strong assets of Yorktown—its people, the homes and the relationships among residents—and its deep and rich history as foundations upon which the community can grow, undergo revitalization and be preserved all at the same time. The fact that these goals and objectives are neither conflicting nor mutually exclusive serve to fuel a resolve among residents that the future of Yorktown is a function of the same type of energy and capital that led to its development in 1960 and that help to give it life and energy today, including (a) residents who care for one another and are committed to investing their time, energy and money to maintain its vibrancy; and (b) neighborhood-serving institutions such as Bright Hope Baptist Church, Progress Plaza, YCO and others that share a similar view and see their own survival and vibrancy inextricably linked with one another.

## 14 C. ROLES OF YCDC AND THE YORKTOWN COMMUNITY

Throughout the development of the plan, YCDC and the YPCC, in conjunction with the Wilson/Interface planning team to helped guide the planning process, set goals, made recommendations based upon the results of the research work, and reviewed recommendations offered by Wilson/Interface. YCDC's goal, at the beginning of the plan process and at its conclusion, has been to use the plan to create closer working relationships between residents and institutions serving the community, including but not limited to:

- > Bright Hope Baptist Church, the institution most responsible for Yorktown's historic rise as Black, middle-class, homeownership community in the 1960s and the senior anchor-institution in the greater Yorktown area
- > Yorktown Community Organization, the civic organization for Yorktown
- > Progress Plaza, the commercial retail center that anchors Yorktown on its western edge
- > OIC of Philadelphia, an affiliate of OIC of America, which advances the importance of educational, vocational and personal development that is central to Yorktown's legacy

Externally, YCDC's strategy includes reaching out to and engaging public and private sector institutions—governmental, business, cultural and religious—that have a stake in the community's continued stability, growth, and development. In those ways, YCDC views the plan as a tool for generating capital investments needed to implement the plan's recommendations necessary to produce the outcomes and make the impact called for over the next five years.



## D. PLANNING PROCESS

The six month long neighborhood strategic planning process involved several steps, actions, and activities, all designed to collect relevant information about the neighborhood. Data was collected from a variety of sources, ranging from Census data, field condition surveys, resident opinion surveys, focus group discussions, community-wide meetings, coordinating committee meetings, and stakeholder interviews. Key intervals of this process were carefully designed for the consultant team to share information, solicit feedback to test the accuracy and/or interpretation of information collected, and determine how and the extent to which such information reflects assets in the community; needs of the community; threats to the community; and priorities for the community.

### OVERALL SCHEDULE AND SEQUENCE

The general sequence of planning steps and activities were as follows:

#### June-July

- > Kick-off meeting to inform community of planning process and timeline and to solicit input
- > Begin research and data collection phase examining demographic, historic, land use, and physical conditions
- > Design resident survey instrument and distribute, collect, and analyze completed surveys

#### July-August

- > Summarize existing conditions based on the research
- > Develop vision and underlying planning principles to help guide plan recommendations
- > Present preliminary findings to the community through coordinating and community-wide meetings

#### September-October

- > Conduct focus group discussions
- > Prepare preliminary recommendations
- > Present preliminary recommendations to community for review and feedback
- > Refine recommendations

#### November

- > Meet with YCDC board to present final recommendations
- > Prepare draft plan
- > Submit draft plan to YCDC board for review, vetting, and approval
- > Prepare and distribute final plan to YCDC



## 16 COMMUNITY OUTREACH AND ENGAGEMENT

YCDC played an important role in coordinating outreach activities throughout the planning process, including inviting residents and other stakeholders to serve on the YPCC and organizing and hosting three community meetings, Coordinating Committee meetings and focus group discussions, all held in the Yorktown Arms community room, 1300 West Jefferson. In addition, YCDC coordinated distribution of the resident surveys, and collected and analyzed them using student interns from the community. Attendance at these sessions and participation on the resident survey are summarized below:

### **Communitywide Meetings (June, July, September)**

100 people averaging 33 per session

### **Coordinating Committee Meetings (June, August and October)**

61 people averaging 30 per session

### **Community Surveys (July)**

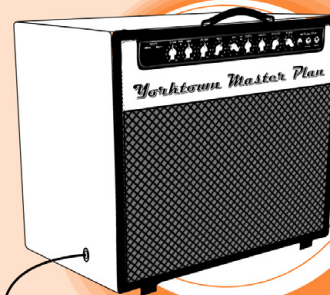
105 surveys were completed and returned from a community-wide distribution, a number that represents 14.7% of the 712 households in Yorktown (619 homes plus 93 residential units in the Yorktown Arms I and II rental housing developments)

### **Stakeholder/Institutional Interviews (September and October)**

Philadelphia Water Department  
Pennsylvania Horticultural Society (PHS)  
Bright Hope Baptist Church  
Temple University

### **Focus Group Discussions (September)**

43 people averaging 10 per sessions  
Building on Yorktown's History and Legacy (9)  
Courtyards, Public Places, Common Spaces (10)  
Housing Reinvestment (10)  
Education and Recreation (13)



**YOUR  
TURN  
TO TALK**





The purpose of the focus group sessions was to discuss in greater detail issues, specific ideas, and concerns that emerged from communitywide and Coordinating Committee meetings and use them to identify priorities and inform recommendations made by both residents themselves and the planning consultants. The topics listed below each heading were developed to help frame the conversations at these meetings and subsequently served as the foundation on which the recommendations in this plan were built.

### **Courtyards, Public Places, Common Spaces**

- > Physical Infrastructure / General Improvement Needs
- > Streets, Lighting, Parking & Storm-water Management
- > Cleaning, Greening and Conservation
- > Available Resources and Resources Required

### **Building on Yorktown's History and Legacy**

- > Promoting the Community to the Community
  - Role of Families
  - Role of Community-based Groups
  - Role of Block Captains
- > Promoting the Community to Community institutions
  - South to Center City
  - North to Temple University
  - Available Resources and Resources Required

### **Housing Reinvestment**

- > Maintenance and Upkeep (house and yard)
- > Preservation and Affordability
- > Energy Conservation
- > Personal Safety and Financial Security (keys to health and well-being)
- > Available Resources and Resources Required

### **Education and Recreation**

- > William Penn High School Revitalization-Reuse
  - Physical Plant
  - Technical/Trades-Related Curriculum
  - Academic Curriculum
  - Community Engagement Process
  - Available Resources and Resources Required

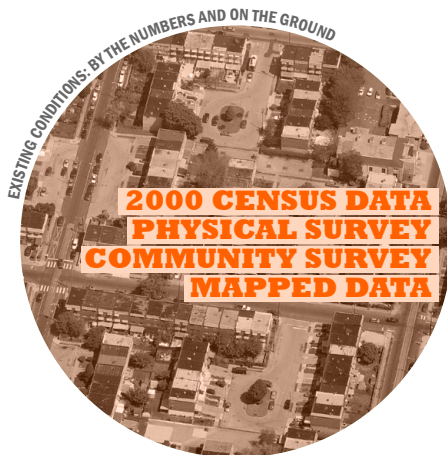


## 18 DEMOGRAPHIC, LAND USE AND PHYSICAL ANALYSES

Interface Studio's full analysis of the neighborhood's physical conditions, land use attributes, and population characteristics, as defined by observation, research, and outreach included:

- > Creation of a GIS basemap by combining an updated parcel database layer with aerial photography and updated data layers including curbs and buildings
- > A parcel-by-parcel survey of the study area to create an up-to-date land use map and determine building conditions
- > An in-depth examination of the physical environment to assess the existing commercial and retail mix, the quality of the natural environment, local traffic and circulation patterns, the transit system, parking resources, and pedestrian amenities, among many other elements in the neighborhood
- > Census research to evaluate demographic and socioeconomic changes within the City over time
- > A review of historic maps and photographs as well as past planning documents

This analysis served as the basis for the creation of informed recommendations through discussions with the community. A summary of the existing conditions analysis is found in the Community Conditions and Perceptions section of this plan document.



- > DEMOGRAPHIC PROFILE
- > LAND USE AND ZONING
- > PUBLIC REALM
- > HOUSING
- > VACANCY
- > PARKS AND PLAY SPACE
- > GETTING AROUND
- > CRIME

## E. ACKNOWLEDGMENTS

### TO OUR COMMUNITY

YCDC acknowledges and greatly appreciates the hard work, time invested, and ideas shared by the many individuals, organizations and institutions listed below (and others not listed who may have missed signing in at meetings or residents who completed surveys but whose names are kept confidential) who participated in this neighborhood strategic planning process, from community meetings, to coordinating sessions, special focus group conversations, and surveys. They were truly the “architects, planners and designers” of a vision for Yorktown and have demonstrated their preparation, willingness and ability to work alongside partners who we are confident will sign on to work with us in making this plan our reality over the coming days, weeks, months and years.

### YPCC Coordinating Committee Members

Robert Atkins  
Thomas C. Bacon  
Larmeter Bivins  
John Bivins Sr.  
Alethea Carroll  
Florence Cunningham  
Alma R. Davis\*\*\*  
Johnathan Davis, Executive Director, Columbia North YMCA  
Patricia Deans  
Athena Dooley\*  
Renee Drayton  
Elouise Edmonds  
David Fecteau, AICP, Philadelphia City Planning Commission  
Veda Floyd\*\*  
Rochelle Johnson\*  
Anthony May  
Daniel Moody  
Charles Peoples Jr. VP Citizens Bank  
Margie A. Pierce, Executive Director, West Poplar NAC  
Charles Rainey  
Johnathan Robinson, Branch Manager United Bank of Philadelphia  
Donald Shappelle  
Erin Esty Shappelle  
Cheryl Taylor\*  
Fred Tookes  
Vivian VanStory, Founder/CEO Phila. Community Land Trust  
Juliet Welker, President/CEO Welker Real Estate  
Alfonso Webb\*  
Wendell Whitlock, President/CEO Progress Investment Association, Inc.  
Janice Williams  
Mikel Woods  
Priscilla Woods



## Focus Group Participants

Thomas C. Bacon	Elouise Edmonds	Bunmi Samuel
John Bivins	Veda Floyd**	Bobby Scott
Larmeter Bivins	Barbara S. Ford	Anne Stone
Ruth Burchett	Vanessa Holland	Cheryl Taylor*
Florence Cunningham	Rochelle Johnson*	Martha Tisdale
Alma R. Davis***	David M. Kee*	Fred Tookes
Athena Dooley*	Michael Kingwood	Vivian VanStory
Renee Drayton	Pete May	Priscilla Woods
Ruth Dukes	Margie Pierce	

## Communitywide Meeting Participants

LeRoy Artison	Veda Floyd**	Wilfrance Paryes
Thomas C. Bacon	Barbara Ford	Mr. and Mrs. Lottie Perry
Barbara Bailey	Rosetta Forte	Marie Peterson
Mable Banks	Fozia Gerald	Wilson Pettus
Wimblett Barnett Sr.	Lil Gorns	Martha Capron Pasha
John Bivins Sr.	Mary Gray	Ilene Pounds
Larmeter Bivins	Dr. Lillian G. Green**	Charles E. Rainey Sr.
Harold Bohler	Joanne Hall	J. Nathan Randolph
Marie Bostic	Hattie-Mae Harrell	Beverly Reid
Nate Braxton	Mary A. Harrison	Margo Robinson
Alfred Brown	Melva Herout	Michelle Rowe
Gerry Brinson	M. Ruth Heyward	Bunmi Samuel
Lucy V. Butler	Vanessa Holland	Bobby Scott
Manny Citron.	Shirley Horton	Eddie Shellman
Robert Cook	Annette James	Elaine Smith
Diane Coppedge-Anand	Mary Jones	Fred Snead-Ali
Hattie Crawford	Charles Jenifer	Ann Stone
Beatrice Crawley	James Johnson	Andrea Swan
Barbara Culmer	Juanita Johnson	Hattie Thelmon
Florence E. Cunningham	Rochelle Johnson*	Zipporah Thelmon
Alma R. Davis***	Percy Jones	Harriet Thompson
Pat Deans	David Kee*	William (Bill) Thornton
Willie DeShields**	Denise Key	Rose Thurmond
Mahinda de Lanerolle	Barbara King	Martha Tisdale
Ruth Dukes	Jerry Michael Kingwood	Brother Fred Tookes
Rev. Lee Duncan	Myron Kinsey	Shirley Turpin
Dara Easterling	Mildred McCollum	Vivian VanStory
Elouise Edmonds	Mary McCrea	Doris Washington
James Edwards	Elaine McIntyre	Janice Rogers Williams
Venessa Edwards	Priscilla Mclvor	Richard Rose
Mack El Benjamin	Robert McMichael	Eddie Shellman
Jereal Evans	Teena Mills	Eloise Young
Kate Evans	Cameron Milton	Mr. and Mrs. George Young
David Fecteau	Kathryn Outting	

## Resident Survey Reviewers/Q&A Participants

Katie Atkins	Barbara Ford	Lottie Perry
Thomas C. Bacon	Reneé Graveley	Timothy Perry
Barbara Bailey	Joanne Hall	Wilson Pettus
Alfred Brown	Sally Harris	Martha Capron Pasha
John Bivins Sr.	M. Ruth Heyward***	Charles E. Rainey Sr.
Larmeter Bivins	Shirley Horton	Margo Robinson
Eugene T. Bryson	Rochelle Johnson*	Kevin Russell
Johnnie Burton	Catherine King	Bobby Scott
Beatrice Crawley	Rosalind Lindsay	Mr. and Mrs. Andrew Stone
Virginia Davis	Robert F. McMichael	Hattie Thelmon
Willie J. DeShields**	Bertha Middleton	Zipporah Thelmon
Patricia Deans	Vanessa Miller	Martha Tisdale
Renee V. Drayton	Dan Moody	Charles Trulear
Lee Duncan	Joyce Moore	Valerie Waller
Ruth Dukes	Faith Pembleton	George A. Young

## Summer Interns

WorkReady Philadelphia's Philadelphia Youth Network  
People for People, Inc., Sponsoring Agency

## Addressed, Distributed Door-To-Door, and Tallied Resident Surveys & Envelopes, Telephone Follow-Up

Alynda Carasquillo  
Whitney Dunn  
Lasha Whiteside  
Emiliz Roman

## Prepared, Distributed Door-To-Door Surveys, Flyers & Meeting Notices

Angelo Chaney  
James Glisson  
Dominique Perry

## Recruited and Supervised Interns; Survey Data Entry

Erica Holden, Administrative Assistant

\* YCDC Board Members    \*\* YCO Board Members    \*\*\* Yorktown Arms Residents Council



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**Opportunities Industrialization Center of America** (OICA)  
**Philadelphia Local Initiatives Support Coalition** (LISC)  
**Mr. Leroy Artison** (long-time Yorktown homeowner and resident)

## TO OUR PLANNING CONSULTANTS

Yorktown CDC and our community had the benefit of a planning consultant team identified below who listened carefully, engaged seriously, and documented artfully our ideas, our hopes and our expectations for Yorktown 2015. Thank you for being partners with us.

**Wilson Associates, Inc.**  
V. Lamar Wilson, Principal

**Interface Studio, LLC**  
Scott Page, Principal  
Leah Murphy, Associate Urban Designer  
Ashley DiCaro, Urban Designer