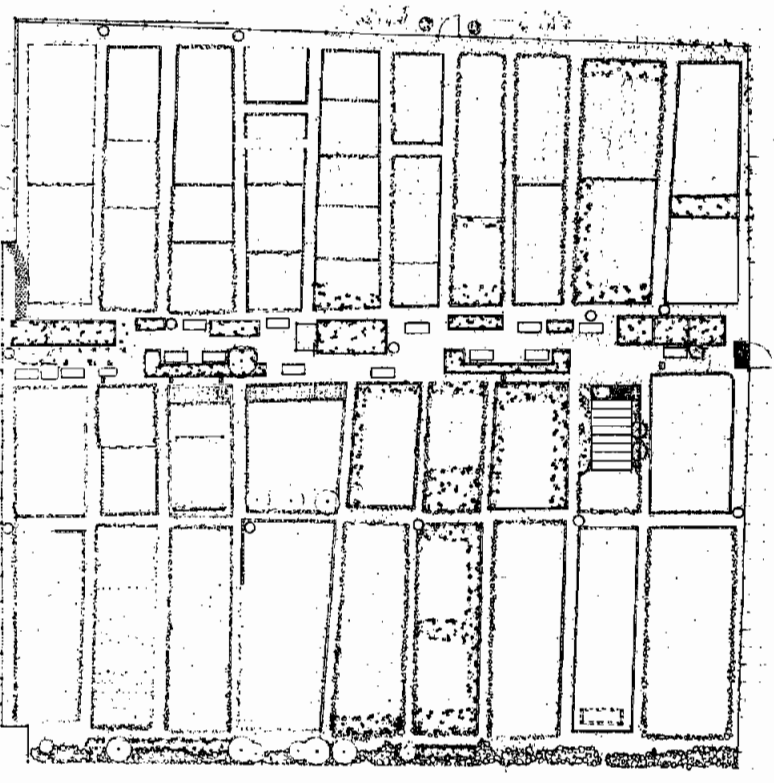
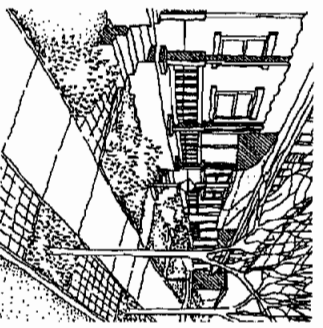
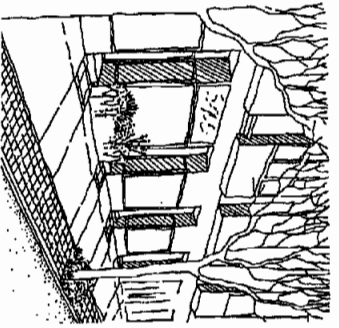
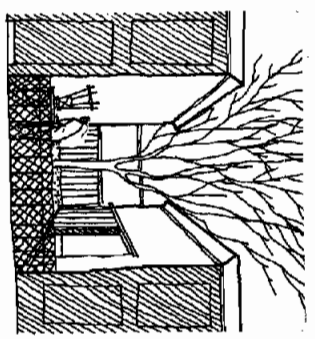
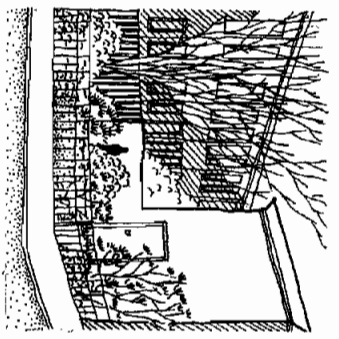
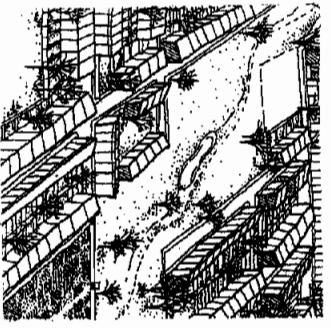


MODELS OF SUCCESS

LANDSCAPE IMPROVEMENTS AND COMMUNITY DEVELOPMENT



**MODELS OF SUCCESS:
LANDSCAPE IMPROVEMENTS AND
COMMUNITY DEVELOPMENT**

**A Publication of the West Philadelphia Landscape Plan
Department of Landscape Architecture and Regional Planning
University of Pennsylvania**

**Supported by a Grant from the J. N. Pew Charitable Trust
1991**

ACKNOWLEDGEMENTS

Principal Investigator: Anne Whiston Spin
Project Managers: Mark Cameron (1990)

Michele Pollio (1989-1990)
W. Gary Smith (1987-1989)

This publication was written by Anne Whiston Spin and Dan Marcucci, but it represents the summary of work to which many others contributed. The West Philadelphia Landscape Plan and Greening Project is a three-year community development and research project funded by the J. N. Pew Charitable Trust and conducted by the Department of Landscape Architecture and Regional Planning at the University of Pennsylvania, The Organization and Management Group, and Philadelphia Green, under the auspices of the West Philadelphia Partnership.

This investigation of landscape improvements that have served as catalysts for community development was initially undertaken in Summer of 1989 by Kacey Constable under the supervision of Anne Whiston Spin and Michele Pollio. Dan Marcucci continued this work from Fall of 1989 through Fall of 1990.

Valuable assistance and insight were contributed by Philadelphia Green Staff, including Blaine Bonham, Patricia Schreiber, Michael Groman, Sally McCabe, Denise Jefferson, Susan Ross, and Eva Ray and by project coordinator Geri Spilka of The Organization and Management Group.

Many individuals from the organizations and projects described in this report shared information and insights about their successes and failures. We are grateful for their willingness to be interviewed and for their generosity with time and information: Teresa Allen, Lewis Allen, Richard Arthur, Marie Bogle, Mr. Brown, Valerie Burns, Charles Clark, Bill Coleman, Patricia Cove, Ken Cruckemeyer, Bill deGroot, Fran Dewey,

Charlotte Donald, Helen Feggans, Hayward Ford, Anne Froehling, Eileen Gallagher, Shirley Hanson, Ira Harkavy, Joseph Henley Sr., Robert Hoffmaster, Joanne Jackson, Betsy Johnson, Charlotte Kahn, Jackie Kramer, Robert Lundgren, Bob McDonald, Andy McNitt, Rebecca Melvin, Allan Morris, Terry Mushovic, Betty Ann Ney, Walter Ney, Mark Primack, Mattie Robbins, Ron Rossmiller, Sir Peter Shephard, Jeff Shoemaker, Beth Showell, Doris Stahl, Leroy Stoddard, Greg Taischer, Joan Trimback, L. Scott Tucker, Ben Urbonas, Madeline Waller, Don Watts, Bruce Wiggins, Ester Williams, and Charles Wingfield.

PUBLICATIONS IN THIS SERIES

- I. *The West Philadelphia Landscape Plan: A Framework for Action*
- II. *Models of Success: Landscape Improvements and Community Development*
- III. "This Garden is a Town.": *Shaping the Community Garden*
- IV. *Vacant Land: A Resource for Reshaping Urban Neighborhoods*
- V. *Shaping the Block: Redesigning Small Urban Neighborhoods*
- VI. *The Computerized Data Base: A Guide to the West Philadelphia Landscape Plan*

CONTENTS

THE WEST PHILADELPHIA LANDSCAPE PLAN.....	II-1
LANDSCAPE IMPROVEMENTS AND COMMUNITY DEVELOPMENT.....	II-2
THE BENEFITS OF LANDSCAPE IMPROVEMENTS.....	II-4
Environmental Improvement	
Investment in the Community	
Development of Leadership and Other Skills	
Creation of Employment Opportunities	
Spin-off Projects	
Inspiration	
TYPES OF LANDSCAPE IMPROVEMENTS.....	II-10
Block Projects	
Community Gardens	
Playlots, Playgrounds, Ball Courts, and Playfields	
Parks	
Institutional Grounds	
Garden Centers and Nurseries	
Transportation Projects	
Water Projects	
Urban Wilds	
TYPES OF SPONSORS AND PARTICIPANTS.....	II-16
Individuals and Small Groups	
Private Businesses	
Institutions	
Public Agencies	
Nonprofit Organizations	
Foundations	
Partnerships and Alliances	
INGREDIENTS OF SUCCESS: LESSONS FROM EXISTING PROJECTS.....	II-26
Key Individuals	
Well-defined Goals and Objectives	
Community Involvement	
A Visible and Successful Product	
Good Design	

CONTENTS

INGREDIENTS OF SUCCESS: LESSONS FROM EXISTING PROJECTS (continued)	
Ownership and Control of Land	
Collaboration	
Broad-based Resources	
MEASURES OF SUCCESS.....	II-32
PROMOTING LANDSCAPE IMPROVEMENTS AS PART OF COMMUNITY DEVELOPMENT--A Role for Everyone.....	II-34
APPENDIX: MODELS OF SUCCESS.....	II-35
Independent Sponsors	
Hope Street.....	II-36
Camden Garden Centre.....	II-38
Blanche Levy Park: University of Pennsylvania.....	II-40
Germantown Avenue Commercial Revitalization.....	II-42
Collaboration Among Multiple Sponsors	
Philadelphia Green.....	II-44
Aspen Farm.....	II-46
Olive Street.....	II-48
West Shore Greene Countrie Towne.....	II-50
Penn State Urban Garding Program.....	II-52
Boston Urban Gardeners.....	II-54
Baltimore Association of Retarded Citizens.....	II-56
Forest Park Library.....	II-58
Formal Partnerships	
West Philadelphia Improvement Corps (WEPIC).....	II-60
Turner School.....	II-62
West Philadelphia High School.....	II-64
Southwest Corridor Park.....	II-66
Denver Urban Storm Drainage and Flood Control District.....	II-68
Platte River Development Committee: Platte River Greenway.....	II-70
Incorporated Alliances	
Philadelphia Land Trust/A Neighborhood Gardens Association.....	II-72
Boston Greenspace Alliance.....	II-74

CONTENTS

LIST OF SIDEBARS IN THE TEXT

Aspen Farms: A Success Story.....	II-5
West Shore: A Greene Countrie Towne.....	II-7
Philadelphia Green: "Greening" Projects and Greene Countrie Townes.....	II-11
Blanche Levy Park: An Urban Academic Campus.....	II-12
Camden Garden Centre.....	II-13
Denver Storm Drainage and Flood Control District.....	II-14
Hope Street: The Name Says it All.....	II-17
Chestnut Hill: Local Businesses versus the Malls.....	II-18
Penn State Cooperative Extension: Bringing the Benefits of Agriculture to the City.....	II-19
The Southwest Corridor Project.....	II-21
Boston Urban Gardeners: Grassroots Community Development.....	II-22
The Southwest Corridor Farm.....	II-23
Boston Greenspace Alliance: A Network for Boston.....	II-24
Cooper's Place.....	II-28
WEPIC: A Community Partnership in the Public Schools.....	II-30

THE WEST PHILADELPHIA LANDSCAPE PLAN

The West Philadelphia Landscape Plan and Greening Project is a three-year community development and research project funded by the J. N. Pew Charitable Trust and conducted by the Department of Landscape Architecture and Regional Planning at the University of Pennsylvania, The Organization and Management Group, and Philadelphia Green, under the auspices of the West Philadelphia Partnership.

The West Philadelphia Landscape Plan is based upon the conviction that individuals, small groups, and local organizations, as well as public agencies and developers have a role in shaping the landscape of the city. Incremental improvements to the urban landscape by individuals and small groups can have an enormous, cumulative, effect on the city and how it looks and functions. The West Philadelphia Landscape Plan seeks to encourage and support such incremental improvements, as well as to identify large-scale projects that can only be accomplished by neighborhood-wide organizations and city-wide or regional public agencies. Landscape planning and the design and construction of small, neighborhood landscape projects have proceeded simultaneously and have informed one another throughout the project.

The scope of this plan is more comprehensive than what are commonly referred to as "greening" projects, for the landscape of West Philadelphia is more than parks, gardens, and street trees. The urban landscape embodies the total physical environment within which built structures fit. It includes hills and valleys, rocks and earth, rivers and underground streams upon which the city rests. It includes the framework of

streets, sidewalks, and public utilities which structure the city and through which people, water, wastes, and energy flow. And it includes the playgrounds, parking lots, plazas, private yards, and vacant lots that fit within that larger framework. The plan addresses the major transportation and stream corridors which provide a neighborhood-wide structure and serve both local and regional needs, as well as smaller, more discrete projects tailored to suit the needs of local residents.

West Philadelphia is a multi-racial, multi-cultural inner-city neighborhood. Crime, rising drug use, unemployment, poverty, and the physical deterioration of housing and public infrastructure are pressing issues. These are fundamental problems that any plan for West Philadelphia must address, including a plan for landscape improvements. Clearly landscape development alone cannot solve these problems. Nevertheless, even small, incremental improvements to the urban landscape can produce major improvements in the function and appearance of the city and in the quality of urban life. Successful landscape projects can serve as catalysts for other community development projects and as important adjuncts to a wide variety of social programs, such as education, job training, employment, and community organizing. The West Philadelphia Landscape Plan addresses these social issues, as well as environmental problems, such as land subsidence and flooding in areas over buried streams and filled land.

The products of the West Philadelphia Landscape Plan are six reports and a computer database that integrates text, statistics, maps, and

drawings. *The West Philadelphia Landscape Plan: A Framework for Action* provides an overview of the plan. *"This Garden is a Town"* explores existing community gardens as models for neighborhood-based planning. *Vacant Land* analyzes the types of vacant land that occur in West Philadelphia, how they fit into the city, and how they may be reclaimed. *Shaping The Block* focuses on the block as a significant unit of neighborhood and explores how residents can reshape the block they live on to better support their needs, values, and activities. *The Computerized Landscape Plan* describes the computer database and its potential uses.

This report, *Models of Success: Landscape Improvements and Community Development*, describes examples of successful projects that have already been built and draws lessons for similar projects that could be undertaken in West Philadelphia. The report describes many types of projects, both small and large, and many different types of sponsors, from individuals and private sponsors, to public/private partnerships, and public agencies. The report summarizes lessons learned from these examples and highlights the stories of exceptional cases. An appendix includes information on successful projects and sponsors. Taken together, these represent the various types of landscape improvements recommended by the landscape plan and the types of sponsors who might implement them. Whenever possible, these examples are drawn from West Philadelphia or the greater Philadelphia region. Several outstanding programs from outside Philadelphia are included, however, when local examples do not exist or when certain aspects of these projects are unusual.

LANDSCAPE IMPROVEMENTS AND COMMUNITY DEVELOPMENT

In the Mill Creek neighborhood of West Philadelphia, entire blocks are vacant. Many blocks where houses still stand have gaping holes between buildings. Some of these vacant lots are covered with grassy rubble, while on others the "weeds" are twenty feet high. There is a string of open land in the Mill Creek neighborhood that cuts diagonally across the grid of streets. This vacant land corresponds to the old floodplain of the Mill Creek, filled in and built upon 100 years ago. The creek itself still flows beneath the neighborhood encased in underground sewers.

In the 1960s, there was even more vacant land. Urban redevelopment transformed large areas of what had previously been blocks of two-story rowhouses into new public housing. Unfortunately, much of this new housing was built in the low-lying land that had once formed the floodplain of Mill Creek. The surrounding ground still slopes down to the now deteriorated, no longer new, buildings. The "new" houses were also built with none of the amenities of the houses they replaced: stoops, porches, and, occasionally, small front gardens. This redevelopment disregarded the constraints of the "natural" landscape and failed to achieve lasting community development.

Here and there, juxtaposed to deteriorating blocks and vacant lots, are blocks of well-maintained homes with small front gardens or porches. These are like islands, anchored in a sea of dereliction. One such island is the area around 48th and 49th between Brown and Olive Streets. At the center of this area, at the corner of 49th and Aspen Streets, there is a well-maintained, fenced-in, community garden. Aspen Farms stands on

ground that fifteen years ago was vacant, weedy, and full of trash. Besides individual garden plots, there are benches, flower beds, a large wooden pergola, and a small greenhouse. This garden is at the core of efforts by residents to improve their neighborhood. Their concerted efforts have now spanned more than fifteen years and spawned many projects. Aspen Farms was an initial project that brought people together and that continues to inspire new projects.

Aspen Farms, with the neighborhood surrounding it, stands out as a successful example of landscape improvement and community development. It also stands in sharp contrast to the alternative fate that the rest of the neighborhood demonstrates. This area is not alone in creating such a contrast between deterioration and renewal. Such examples can be found throughout Philadelphia and in many other American cities.

In the West Kensington section of North Philadelphia, for example, it seems as if half of the land in the area is vacant. Many houses are unoccupied or in serious disrepair. Streets and sidewalks are old, with potholes and missing pavement. There are several public parks in West Kensington, and all have been vandalized. Trees, furniture, and play equipment are missing or broken. On Front Street, the elevated train moves above a gritty, dark commercial area.

The 2500 block of Hope Street is one block west of Front Street. Here also, half of the houses are missing. But instead of the typical abandoned lots, filled with weeds and trash, every lot on this street is fenced-in and cared for. Each

lot looks different. Some lots look like suburban backyards, while others have a more rural appearance with large vegetable gardens. One yard even has chickens. The street is clean, and the paving and sidewalk are new.

The contrast between an improved local landscape and adjacent, neglected urban neighborhoods is the first indication of successful landscape change. Projects which create such sharp contrasts with their surroundings, thereby highlighting their success, stand out as important showpieces that inspire others. Many of the most successful examples start out as neighborhood-initiated projects, then attract additional private and public investment.

Landscape improvements are an effective tool for engendering community development. Many are highly visible, "greening" projects: new street trees, flower planters, and community gardens. Such projects can transform the appearance of a block or neighborhood virtually overnight, yet they are relatively inexpensive compared to other types of physical improvements. Small, landscape improvements do not require a complex organization or unusual skills; they can be installed and maintained by individuals. Such projects can also stand as a symbol of other efforts, both ongoing and future, which are more ambitious or require a longer planning and implementation period.

Community development means improving the environment in which people live, work, and play. It means improving the education and employment prospects for members of the community. Community development also means

engaging people in decisions that affect their lives. It means inspiring and enabling people to address the problems of their community while preserving and enhancing those aspects of their neighborhood that they value. Landscape improvement is but one small aspect of community development, but it is an important one that can serve as a catalyst for others.

Not all landscape improvements can be implemented by individuals or small organizations. Playfields, parks, and large projects which integrate landscape improvement with other uses, such as housing, commercial development, or stormwater management are beyond the scope and resources of most individuals. Yet these types of projects affect the quality of life in urban neighborhoods and can also contribute to community development.

This report presents successful cases of landscape improvement that engendered community development. Not every case examined was equally successful, but each represents important lessons. We judged these projects successful according to a series of measures. Each project described here achieved the goals it originally was designed to address. In each case, improvements were sustained for more than just a brief period; the project has had a lasting contribution to the community. Every project has also generated other, spinoff projects and has engendered the development of leadership and other skills in participants. Another measure of success is not shared by all the examples discussed here, but when present, indicates an even greater impact on community development: providing job training and employment. All the

projects described here represent models because they can, in some aspect, be imitated by other people in other places.

THE BENEFITS OF LANDSCAPE IMPROVEMENTS

THE RANGE OF BENEFITS

The benefits of successful landscape projects range from environmental improvement and investment in the community to the development of leadership abilities and other skills in those individuals who launch, implement, and sustain the project. Some landscape improvements have the additional benefits of providing employment opportunity, engendering other spin-off projects, and serving as an inspiration to other groups for similar projects.

Many projects have a narrow scope; they are implemented by a small group of people and benefit the immediate neighborhood. Other projects are implemented by public agencies as part of a larger plan for the community or the city as a whole. Both small-scale and large-scale projects are important; each serves different needs.

Environmental Improvement

An improved urban environment--more pleasing physical appearance, safer conditions, increased opportunities for recreation, or better drainage or water quality--is a goal of every landscape project. The type of landscape project and its function and scale determine the nature and scope of the environmental improvement.

The most immediately apparent improvements are to physical appearance. The conversion of a trash-filled vacant lot into a community garden or sitting area creates a dramatic change in appearance virtually overnight. The motivation for undertaking such a project is not usually limited to the desire for garden space alone; the driving force may be the elimination of

a nuisance. The replacement of abandoned land with an attractive project, well used and maintained by members of the community, is an effective deterrent to vandalism and dumping and even to more serious crime. This was true in the case of Hope Street where one resident commented: "When people turn the corner and come down the street, they act like they're in a different world. People don't want to move off now. They think this is such a beautiful street they can't believe it. And this has stopped a lot of crime. Before 1984, we had a lot of burglaries. But that cut down a lot. Just having the fences blocked a way for people to get away."

In many urban neighborhoods, private yards are too small for children's play, and public playgrounds and parks are too far away for small children to walk unattended. Even when they are nearby, they may be in unusable condition. As a result, the street and sidewalk may be the only nearby play space. The conversion of a vacant property into a playlot for small children provides a safe place for play within sight and earshot of parents and neighbors. Furthermore, the playlot is developed and built as a neighborhood venture in response to neighborhood needs. Such a playlot, neither controlled by the city nor dependent on it, will be frequented by a circle of people known to each other who will maintain the lot and ensure its continuing usefulness.

Improvements are by no means restricted to reclaiming abandoned urban land. Many projects focus on the social spaces that already exist in a neighborhood. Philadelphia Green targets street improvements in several of its programs. Planting street trees, for example, has

the dual benefits of "greening" the block and making it cooler in the summer.

Landscape projects may also contribute to environmental quality within the larger neighborhood, city, or region. In Denver, Colorado, for example, many neighborhood and city parks are part of an comprehensive urban storm drainage and flood control program. They provide space for sitting, walking, bicycling, and playing. They also enhance drainage on local streets and retain water thereby reducing flooding in the city at large. In West Philadelphia, similar projects in the Mill Creek floodplain could reduce flooding and improve water quality in the Schuylkill River.

Investment in the Community

Parks, gardens, sidewalk improvements, and other landscape projects are capital investments. Successful landscape projects increase the net worth of a community and encourage additional investment. In the 1950s, the business district of Germantown Avenue in Chestnut Hill was in decline, with many unoccupied stores and numerous vacant lots; today this district is one of the most successful commercial areas in the city. This transformation was accomplished through a program of landscape improvements calculated to create an attractive shopping environment, including the creation of off-street parking, the addition of street trees and street lights, and flower-filled window boxes and sidewalk planters. The program was an investment by the local business association in cooperation with the Chestnut Hill Community Association.

Public investment in new streets, curbs, and sidewalks frequently follows landscape improvements by residents. This was the case in the 2500 block of Hope Street where residents cleaned up vacant lots on the block, fenced them in, secured ownership of the lots, and then applied successfully for street and sidewalk improvements.

Philadelphia Green's Greene Countrie

Towne program is a deliberate effort to attract additional investment in communities through the accumulation of incremental landscape projects. In the case of the West Shore Greene Countrie Towne, residents were successful in securing new sidewalk and street improvements from the city and financing for the renovation of several vacant houses from the Enterprise Foundation as a direct result of their demonstrated success in neighborhood landscape improvement.

Landscape improvement projects may also yield other, unexpected, financial and social returns. In the case of Blanche Levy Park at the center of the University of Pennsylvania campus, the result was not only an improved image for the University, but also increased student applications, enrollment, and donations.

Returns from the initial investment in landscape projects may also extend beyond financial return to the development of leadership and other skills and the initiation of additional projects.

Aspen Farms: A Success Story

In the early 1950s, when Esther Williams moved onto the 4800 block of Aspen Street, there were buildings across the street from her house. Some of her friends lived in the apartment building on the corner, and she worked in the front office of a factory in the middle of the block. Over the next twenty years, these buildings fell into disrepair and were abandoned. Eventually the city tore down the vacant buildings. By 1974, the large vacant lot across Aspen Street from Mrs. Williams's house was "a dump," full of trash and weedy trees.

Mrs. Williams was not the only one in the Mill Creek neighborhood concerned about the problem of this large vacant lot. People from nearby blocks formed a group called "Our Community" and decided to act. They cleaned up a corner of the lot and planted nine small gardens. This initial effort in 1975 demonstrated to the city that the neighborhood was taking action to improve itself and signalled to other residents in the neighborhood that organized work was underway. Community participation grew.

Meanwhile, Mrs. Williams was on the phone to the director of the Philadelphia Redevelopment Authority (RDA) who promised that the group could use the land for gardening until the city had a need for it. Furthermore, the city would clear the rubbish and weeds from the lot. But, on the day that the city workers came out to do the work, their instructions were to clear off only half the lot--the back half! Mrs. Williams was on the phone again, and was told that it was unclear whether the Redevelopment Authority owned the entire property. She replied that since this had not been a problem when the RDA demolished the old structures, it should not be a problem now. Finally, the city agreed to clear the entire lot. Early one Sunday morning, a friend plowed the lot with equipment he borrowed from his employer. After this initial work was completed, the garden became a major positive element in the local landscape, a role it continues to serve today.

Once the garden became a reality, Our Community disbanded, and the Aspen Farms Garden Association took over management of the lot. Over the past fifteen years, the garden has undergone several major overhauls. What started out as a disorganized field of garden plots has been transformed into a highly defined space with clearly marked pathways, boundaries, gateways, and meeting places. Like many community gardens that reclaim abandoned urban land, this one started by using materials that were found there, including: borders of railroad ties and stone; paths of bricks, wood chips, rugs and vinyl mats; and trellis "walls" of scrap wood.

Throughout its history, Aspen Farms Garden Association has had clearly-defined goals and has worked cooperatively with outside groups such as Philadelphia Green, the University of Pennsylvania Department of Landscape Architecture, and Penn State Urban Gardening. The investments that have been made at Aspen Farms have produced a wide range of benefits to the community.

Aspen Farms is an attractive, well-designed garden. The gardeners prize the opportunity for outdoor activity and socializing that the garden provides. Many pounds of fruits, vegetables, and flowers

THE BENEFITS OF LANDSCAPE IMPROVEMENTS

come out of the garden each year, and much of this harvest is given away to friends, neighbors, and needy families.

Aspen Farms represents an investment in the community. The City of Philadelphia invested time and resources when it cleaned the lot. Philadelphia Green contributed material and labor to improve the garden site. For fifteen years, the gardeners of the forty plots have spent time and money making improvements to their individual plots and to the garden as a whole. Investment extends beyond the garden. Aspen Farms sponsors a scholarship each year for a student at a local school and gives food to needy families. These are all community investments that would not have been made if Aspen Farms had not existed.

During its fifteen year history, Aspen Farms has provided opportunities for individuals to develop leadership and other skills. Hayward Ford is the third president of the Aspen Farms Garden Association. In this position, he oversees the daily business of the garden. He organizes garden clean-ups and motivates people to come and participate. He maintains the lengthy waiting list of people wanting a garden plot and polices gardeners that are neglecting their plots.

Aspen Farms provides many opportunities for people to learn about ornamental horticulture, vegetable production, and nutrition. Community gardeners trade knowledge as readily as they trade surplus vegetables. Aspen Farms also hosts seminars given by Philadelphia Green and Penn State Urban Gardening and sponsors visits by school groups. Aspen Farms installed a children's garden in 1988 in response to interest from neighborhood day care centers and the nearby Rhoads School. This garden gives local children a chance to learn about nature and gardening.

The visible success of Aspen Farms has helped support other projects in the neighborhood, and there are now quite a few in the immediate vicinity. The 4800 block of Olive Street, one block away from Aspen Farms, is a block of well kept houses and gardens. Lewis and Teresa Allen are residents of Olive Street. They were early members of Our Community, and Mr. Allen is a former president of Aspen Farms. When the work for Aspen Farms was nearing completion, Mrs. Allen became block captain for the 4800 block of Olive Street, and, under her leadership, the block became a garden block of Philadelphia Green. When the Mill Creek Council tries to encourage private investors to develop low-cost housing in the neighborhood, Aspen Farms and Olive Street are two places that it can show to indicate a viable, active community; a community that people want to live in. As Mrs. Allen says, "The houses don't go up for sale very often. If someone dies, then usually a relative moves back to the neighborhood into the house."

Aspen Farms is a showpiece for Mill Creek and for Philadelphia. It has won a city-wide award for "best community garden" several times, and is an inspiration for other community gardeners. It is both a community within itself and a vital part of the community around it. Perhaps most impressive is the fact that the gardeners at Aspen Farms are never content to rest upon their laurels. As current president Hayward Ford says, "If you can't improve each year, why be here."

Development of Leadership and Other Skills

Some people have a natural capacity to be leaders, but leadership is also a skill that can be developed with experience. Small, neighborhood-initiated landscape projects provide the opportunity for individuals to develop leadership skills and confidence. Most community gardens, for example, are born from the energy, determination, and vision of a single individual who persuades others to share and help accomplish these goals. The implementation of such a project requires the ability to find and obtain resources, as well as skills in negotiation and coordination.

Sustaining a landscape project develops diplomacy and the ability to make decisions in a group, to set and achieve goals, and to visualize the physical realization of those goals. Experienced community gardeners know their way through the city's bureaucracy; which city agency to call for sidewalk repairs, for street tree care, for water access, or for trash removal. They are also skilled in basic construction, horticulture, and landscape management. An organization like Philadelphia Green, which helps new groups get started on a project and assists them with advice and modest resources for materials and construction, provides invaluable support for the development of new leaders.

Landscape improvement projects may also develop other skills. The West Philadelphia Improvement Corps (WEPIC) uses neighborhood landscape construction and maintenance as an educational tool and a method of job training. The Baltimore Association of Retarded Citizens

(BARC), which provides residential, occupational, and vocational services for mentally retarded adults, has a successful landscape services division. BARC takes on landscape improvement projects that benefit the community at large, while affording the opportunity to teach landscape construction and maintenance skills to retarded citizens. The landscape work is also used to teach good work habits and responsibility to those who will ultimately be placed in indoor jobs. In one recent project, BARC joined forces with the Enoch Pratt Free Library System and the Friends of the Forest Park Library to renovate the landscape of the neighborhood library.

Community gardens throughout the city serve as centers for informal education.

Throughout the growing season, community gardeners, such as those at Aspen Farms, host field trips by neighborhood school groups. Aspen Farms has also installed a special children's garden. From nursery school on, a garden is a natural classroom for learning about the world. For older students, gardens and greenhouses provide hands-on experience in biology, ecology, and nutrition.

Creation of Employment Opportunities

Besides the skills that are developed, landscape projects may also provide employment opportunities. Philadelphia Green has nearly forty employees; Boston Urban Gardeners at the Community Farm has twelve. Organizations that advocate better maintenance of public open space are also advocating increased employment services to the community.

Landscape improvements specifically designed for training or education may also provide or even generate opportunities for employment. The Camden Garden Centre in London, England is a self-financed training scheme for unemployed young people from the Camden Town area of northern London. The garden center is an urban nursery and retail garden center. A group of youths operates the nursery while receiving instruction in horticulture and landscape construction. Unemployed youths enter the program for two years, during which they also attend classes at a local college, enabling them to receive a certificate in horticulture. An unexpected byproduct has been the "moonlighting" of trainees in outside landscape construction jobs for customers of the garden center.

Spin-off Projects

Success builds confidence and pride and often leads to new projects. Successful landscape projects are highly visible. They frequently build coalitions within a neighborhood which may tackle other issues and provide momentum for additional projects. In Philadelphia Green's experience, a group of residents on a block may begin with an application for street trees or window boxes, then reclaim a vacant lot, and eventually apply to the city for sidewalk or street improvements.

Organizations that begin with local open space issues in low-income neighborhoods often find themselves involved in many other issues facing the community. Boston Urban Gardeners at the Community Farm, for example, began as two organizations pursuing different aspects of

community gardening, and fifteen years later pursues an agenda that includes housing, employment, education, and community organizing.

Successful organizations also breed new organizations as needs arise; many nonprofit organizations are formed thus. The Neighborhood Gardens Association/A Philadelphia Land Trust and the Boston GreenSpace Alliance are both independent nonprofit organizations created by other organizations. In both cases, they were formed to fulfill missions that were related to, but not within the scope of, their founding organizations.

Inspiration

One of the most intangible, but important benefits of successful landscape projects is the inspiration they provide for other improvements. The premise of this report is that successful landscape projects represent models whose success can be repeated elsewhere. All of the case studies included here are presented because they can inspire others. Knowing and seeing a landscape project that addresses goals and concerns similar to one's own can provide the impetus to get a project going. More importantly, the experiences, successes, and failures of another group can provide valuable guidance for future programs and projects.

How exactly does one successful project inspire another? At the local scale, many projects inspire others just by their existence in the neighborhood. Aspen Farms provides an example

THE BENEFITS OF LANDSCAPE IMPROVEMENTS

in the Mill Creek neighborhood for other, aspiring neighborhood gardeners to visit. Similarly, the demonstration garden of Penn State Urban Gardening in West Shore provides inspiration for gardeners in many surrounding neighborhoods.

The success of the neighbors on the 2500 block of Hope Street has spread to the 2400 block of Hope Street and the 2400 and 2500 blocks of Howard Street. This is how neighborhood revitalization can begin.

Many landscape improvement projects create a sharp contrast between renewal and surrounding deterioration. These dramatic examples often attract media attention, and the ensuing publicity can inspire people in other parts of the city to try something similar in their own neighborhood. The successes of WEPC, for example, have been featured in several newspaper articles. Because of this attention, many people are familiar with the program.

Another channel of inspiration is through networks of people with similar interests in community development, open space, and environment. These networks exist in every city and are a primary source of knowledge and resources. They allow people who are planning new neighborhood projects to learn about and visit model projects throughout the city. There are even state-wide, national, and international networks. These networks permit an innovative project in a small neighborhood to inspire similar projects in other neighborhoods and many different cities. It is our hope that this report will help expand these networks by making these success stories more widely known and by putting people in touch with one another.

West Shore: A Greene Countrie Towne

Seven hundred people live in West Shore, a small ten-block neighborhood in West Philadelphia. The small size of the neighborhood is appreciated by the residents and was the result of a deliberate decision to define its boundaries. "When we decided we were going to be West Shore Civic Association, we had to decide how much of a bite we were going to take out of this area. You can't spread yourselves too thin. You don't accomplish anything that way. And we learned this from experience," explains current President Helen Feggans.

The surrounding areas show signs of decay--vacant houses and trash-strewn streets--and no signs of neighborhood cooperation. But West Shore has the appearance of a small village. Groups of people sit and talk in front of their homes. Every block has common meeting places whose uses vary: playlot, barbecue pit, vegetable garden, or sitting garden. Many of the blocks in West Shore have new sidewalks and street trees; all have window boxes and/or flower planters. There are few vacant houses, and those that do exist are securely boarded up. The sense of community and the physical evidence of this spirit are the product of efforts by residents who have lived here over the years.

The West Shore Civic Association started in 1972. Residents of West Shore had been involved with community participation for a large, new, housing project at the edge of their neighborhood. When the project was nearing completion, people in West Shore, led by Helen Feggans, decided to address the conditions of their own small neighborhood. They organized and called themselves the West Shore Civic Association. At that time there were over 100 vacant rowhouses in the ten block area.

From the very beginning, Philadelphia Green has had a large role in neighborhood improvements. Helen Feggans recalls, "Philadelphia Green and Blaine Bonham had a big hand in helping to get all this together. Maybe we could have done it piecemeal. But he came in, rolled up his sleeves; he helped us glue it together." The first greening projects were flower-filled urns made from old tires that were placed along the sidewalk. These were used for several years, until they were replaced with wooden barrels and concrete planters. In 1977 the Penn State Urban Gardening Program developed a demonstration community garden in West Shore. This garden was a source of gardening knowledge and inspired other greening projects. In 1979, West Shore became part of Philadelphia Green's street tree program. Thirty-five trees were planted in West Shore that year. On some streets, trees were planted where none had ever been, and residents had to dig holes through the sidewalks and compacted soil!

The West Shore Civic Association's first big project got underway a few years later when Blaine Bonham brought James Rouse of the Enterprise Foundation to meet with local leaders. Following this meeting, the Enterprise Foundation granted \$75,000 to the West Shore Civic Association to rehabilitate three houses. The Association incorporated as a non-profit organization in 1978, then acquired the properties from the city, renovated them, and sold them. The proceeds from the sale went towards the rehabilitation of additional houses. To date, the Association has renovated and sold 25 rowhouses.

In 1982, West Shore became Philadelphia Green's third Greene Countrie Towne. This program, named after William Penn's seventeenth century vision for Philadelphia, is a twentieth century vision for how the social impact of landscape projects in a single neighborhood can tie it together--"visually, through greening, and socially, through a network." By concentrating landscape improvements in a small neighborhood that has already demonstrated its ability to develop, build, and sustain earlier projects, the Greene Countrie Towne Program gives a community the opportunity to expand their efforts and make a highly visible change to their neighborhood. This investment often enables a Greene Countrie Towne to acquire outside support for other types of projects.

In July 1985, in a special ceremony, West Shore was officially recognized by the Pennsylvania Horticultural Society as a Greene Countrie Towne. For three years following their initial designation as a Greene Countrie Towne, residents of the West Shore neighborhood had worked with Philadelphia Green staff to design and build new projects. Charlotte Donald, of the West Shore Civic Association, has been coordinating the Greene Countrie Towne effort in the neighborhood. Nearly every block now has a community vegetable and flower garden and a meeting place. Each garden and meeting place reflects the needs and interests of the people who built and maintain them. The names give a clue to their character: Top o'46th Street Sitting Garden; The OK Corral; The Leo Donald Memorial Sitting Garden.

West Shore has pursued multiple projects simultaneously. The landscape improvement and housing initiatives have been two distinctly different programs of the West Shore Civic Association, but each has contributed to the success of the other. There is no doubt that the improved appearance of the neighborhood accomplished through the landscape projects contributed to the ease with which the rehabilitated houses were sold. Together, the rehabilitation of both housing and landscape contributed to the city's decision to invest in new streets, curbs, and sidewalks in a part of the neighborhood where residents had been petitioning for years.

West Shore's accomplishments over the past fifteen years have been impressive. First and foremost is the dramatic improvement to the condition of houses, streets, and landscape. This success has come from the leadership of key individuals within the community and the development of skills among a large number of residents. The sheer number, diversity, and scope of the projects is also impressive; it seems that one project just led to and reinforced another. West Shore is an inspiration to other neighborhoods. The individual projects, in themselves, can be achieved readily by others; the whole gives an appreciation for what many individual projects can accomplish together. This success has certainly come from the vision and energy of the residents themselves, but it is also due to their skill in gaining the support of outside resources and their ability to collaborate with outside sponsors. According to Mrs. Feggans, "We welcome outside advice. Sometimes other people are experts and come up with ideas that we couldn't. If someone has a good idea for our neighborhood, we'll listen to it."

TYPES OF LANDSCAPE IMPROVEMENTS

THE DIVERSITY OF PROJECTS

Community gardens, streets with new sidewalks and street trees, a park, and housing with common open space--these are all different types of landscape improvements. The size and function of landscape projects reflect the concerns and resources of the individuals or organizations who implement and maintain them. A small group of individuals may build a modest project on their own street like window boxes, sidewalk planters, street trees, a garden, or a playlot. Businesses and institutions like schools, hospitals, universities, and churches may improve the landscape on their own property and even permit access by local residents. Parks and larger, landscaped public works are usually initiated by, paid for, and maintained by a public agency. These may include projects that are not typically associated with parks, such as transportation or storm drainage and flood control projects.

Successful landscape projects of any type are the products of the people who plan and build them. Even within a single type of landscape improvement, each project is unique, since each is a reflection of the values, aspirations, and resources of the people who created it.

Block Projects

Block projects provide an opportunity for residents of a street to shape the block they live on. These range from new street trees, window boxes or sidewalk planters, to new lighting and improvements to street, curb, and sidewalk. Most blocks start with a small project like cleaning up the block or planting street trees, then gradually take on more ambitious projects.

Although block projects may require the cooperation and assistance of public agencies like the Streets Department or the Fairmount Park Commission, most are initiated by the people who live or work there. A single, energetic person with well-defined goals and an idea for a specific project who persuades neighbors to join in is often the primary ingredient for a successful block project. Blocks may work on their own or apply to an organization like Philadelphia Green for technical advice, materials, and help with construction. Philadelphia Green sponsors a range of programs for block projects. The Garden Block Program helps blocks plan and obtain window boxes and planters for porches or sidewalks, and the Street Tree Program provides street trees. The Blockscape Program helps residents of a block design more extensive improvements tailored to their values and needs.

Since 1975, when they first became one of Philadelphia Green's garden blocks, residents of the 4800 block of Olive Street in the Mill Creek neighborhood have made many improvements to their block. Hawthorne trees were planted along the curb on one side of the narrow street, and residents of rowhouses with tiny front yards planted flowers, vegetables or shrubs. The trees have now grown and the many front gardens, each distinct, combine to create a colorful block.

Community Gardens

A community garden is where a group of people garden together on commonly occupied land, dividing responsibility for maintenance of common areas such as flower beds and paths.

Community gardens range in size from a tiny, single lot to an entire city block. They may be tended by one or two individuals or accommodate fifty or more gardeners. In most community gardens, each person maintains an individual or a family plot; some gardens also include a sitting area that may be used by neighbors. Most community gardens are bounded by a fence, which is often set back from the sidewalk to create a flower bed that is planted and tended by the gardeners for the enjoyment of neighbors and passersby. Gardeners are makers and builders, and community gardens therefore often include hand-crafted signs, gates, borders, planters, trellises, arbors, and benches. The forms these common features take convey information about the values of those who garden there and reflect the individuality of the garden's "community" (see the report *"This Garden is a Town"*).

Community gardens are usually initiated by an individual or small group of people that wish to transform a trash-filled abandoned property into a more attractive and useful place. What starts as the project of a few people, however, can over time become an important feature of a neighborhood.

Community gardens are under-recognized as an important type of open space in American cities. They are frequently tolerated as a temporary use of abandoned land, but little thought is given to their survival as a permanent resource. This is not the case in many European cities, where "allotment" gardens are highly valued and are planned as part of the open space system.

Playlots, Playgrounds, Ball Courts, and Playfields

Playlots, playgrounds, ball courts, and playfields are all places to play, but they are distinctly different. Each serves specific functions and particular populations.

A playlot is usually established by parents motivated by a desire to create a safe place for small children to play near home. Most West Philadelphia neighborhoods are composed of rowhouses with no yards where the sidewalk and street afford the only outdoor play space. The transformation of a small vacant lot into a fenced-in playlot provides a safe, off-street place to play. The playlot may be as modest as a simple, grassy, area or may include swings or other play equipment. Playlots are usually used and maintained by a circle of people who know each other. They are social spaces for small children and adults. Their use may not last, however, as children grow older, the playlot will no longer hold their interest. If there are no more young children on the block, the playlot can be transformed into a ballcourt or some other appropriate use.

Playgrounds and playfields are usually built and maintained by a municipal agency for a relatively large population. Playgrounds and ball courts are often associated with a school. These are generally used by school children, although ball courts are often used by adults on evenings and weekends. Playgrounds usually include large paved areas, ball courts, and play equipment. A playfield may be a large area of mown grass or may be more elaborate, with goals, backstops, and

Philadelphia Green: "Greening" Projects and Greene Countrie Townes

In inner-city neighborhoods of Philadelphia, when you see planters filled with flowers and window boxes on a street, when you see a community vegetable or sitting garden, chances are that Philadelphia Green had a hand in the projects. And if you see a green and white sign announcing the name of the garden, then you can be sure that Philadelphia Green was the sponsor. There are hundreds of projects throughout Philadelphia that have been built with the assistance of Philadelphia Green since its founding in 1975. If you visit a neighborhood where there seem to be almost as many community gardens, sitting gardens, and playlots as there are houses, it is probably one of Philadelphia Green's eight Greene Countrie Townes.

Philadelphia Green is the community outreach program of the Pennsylvania Horticultural Society. It was established in 1975 with proceeds from the Philadelphia Flower Show. Today, the Flower Show continues to supply about 40 percent of the budget for Philadelphia Green. The organization has grown considerably over the years. It now employs forty people full time and receives substantial funding from outside foundations and public agencies for specific initiatives.

Philadelphia Green works with Philadelphia residents who want to improve their neighborhood through "greening" projects. People usually hear about Philadelphia Green by word of mouth or by seeing the green and white sign on a garden project in their neighborhood. Philadelphia Green sponsors several programs. The Street Tree Program and the Garden Block Program are for blocks that want to plant trees and flowers on their sidewalk and front yards as part of an initiative to improve their block. The Blockscape and Landscape Programs are more ambitious undertakings. The Blockscape entails more extensive improvements to the block and the Landscape involves the reclamation of a vacant lot for a community garden or sitting garden. Often blocks start out in the garden block program, get organized and demonstrate their ability to install and maintain the improvements, then apply for the blockscape or landscape program. These individual projects, when multiplied, can add up to neighborhood transformation. Neighborhoods which have sustained multiple, successful projects and which have developed a number of effective leaders can apply to become "Greene Countrie Townes," a program where investment in many greening projects is concentrated in a single neighborhood.

Philadelphia Green sponsors other programs which recognize success and build a city-wide network of garden organizers. The annual City Gardens Contest and the Harvest Show are occasions for celebrating success and sharing knowledge.

As a nonprofit organization, Philadelphia Green is well positioned to sponsor community development projects. Its mission is to use horticulture and urban greening not only to beautify, but also to organize neighborhoods. In so doing, Philadelphia Green hopes the momentum it helps to create in communities will continue on other, different types of projects.

TYPES OF LANDSCAPE IMPROVEMENTS

delineation of boundaries for different sports. These may be used by organized leagues or impromptu groups.

Parks

Parks are public open spaces that are usually built and maintained by a public agency. Philadelphia has one of the largest municipal park systems in the world, and portions of Cobbs Creek and Fairmount Parks border West Philadelphia. These parks are wonderful assets, but they are too far away for most residents of West Philadelphia to use on a daily basis. Within West Philadelphia, there are very few neighborhood parks.

There have been few new parks in Philadelphia in recent years, due to decreased park and recreation budgets; park maintenance has also suffered. Concerned residents have formed groups in several West Philadelphia neighborhoods, such as The Friends of Clark Park and The Friends of Black Oak Park. These groups sponsor clean-up projects and lobby the city for park improvements.

Budget problems are not unique to Philadelphia's park system, but are faced by most American cities. New parkland must be considered carefully, since the City is unable to maintain what it already has; new methods of financing park maintenance must be explored. One answer is parkland that serves purposes beyond recreation. The City of Denver has a large park system, for example, much of which doubles as a storm drainage and flood control system. Construction and maintenance of this parkland is paid for by flood control funds.

Blanche Levy Park: An Urban Academic Campus

In 1975, College Hall Green, at the heart of the Penn campus, was a wasteland. Paths crossed the Green, but many of them did not lead where people wanted to go, so students and faculty trampled dirt tracks across the grass. Mud washed off College Hall Green with each rain, and every April, grass sod was rolled out and seeds spread to create a new lawn. This bedraggled appearance did little to attract students and did not match Penn's stature as a world-famous university.

The university had spent millions of dollars on new buildings during the 1960s and early 1970s, but, for the most part, these did little to enhance either the campus or the city. The nicest parts of the campus were the oldest parts, but even these were bedraggled. Little money or effort had been spent on landscape improvements. A stroll through the campus today reveals a dramatic change. The heart of the campus is now like an attractive park. Paths have been rerouted, and new paving, curbs, steps, lighting, and plants have been installed. New trees increase the sense of shady enclosure. Every day thousands of people walk through, have lunch in, or meet friends on the College Hall Green, now renamed Blanche Levy Park. The park has given Penn a pastoral, pedestrian setting without closing it off from the city.

This change to College Hall Green has been repeated in other parts of the Penn campus and has had a dramatic effect upon applications and student enrollment. The first year after the completion of Blanche Levy Park, undergraduate applications increased by 250, and a record number of those admitted chose to attend Penn. Applications continued to rise over the following years, and the renewal of the campus landscape with the resulting enhancement of Penn's image have been given as reasons.

These changes were inspired and guided by "The Landscape Development Plan" prepared by faculty in Penn's Department of Landscape Architecture and Regional Planning under the leadership of Sir Peter Shephard, then Dean of the Graduate School of Fine Arts. Their ambition was to produce a plan that reflected the significance of the campus as "the setting for the life of the University." The plan was called a "development" plan rather than a "master" plan in order to emphasize that it was a guide to growth and change, rather than a rigid or "final" plan. The plan built on the strengths of the old campus and extended them to the newer precincts. It addressed the siting of new buildings, traffic, parking, and servicing, as well as the park-like setting of College Green.

Blanche Levy Park has improved the image of the University of Pennsylvania. As a large institution in West Philadelphia, Penn has sought to improve its own landscape. The result is a campus that has improved the life of the University and the experience of those who visit it. The Landscape Development Plan and subsequent landscape improvements also convinced Penn's President Sheldon Hackney that landscape development can have an enormous impact upon the image of an institution or community and can engender other investment. This inspired President Hackney to propose a similar Landscape Development for West Philadelphia, an initiative that resulted in the West Philadelphia Landscape Plan and Greening Project.

Institutional Grounds

The landscaped grounds of institutions such as schools, churches, universities and hospitals, can provide an attractive appearance for the neighborhoods they occupy and may even serve as a place for local residents to walk and sit and for children to play. Parts of the University of Pennsylvania campus, for example, especially those that are surrounded by residential neighborhoods, are used by many people who have no affiliation with the University. Woodland Cemetery is another example of private grounds that are used by the public for walking, bicycling, and sitting.

Garden Centers and Nurseries

Garden centers and nurseries are often private enterprises, which like many businesses require parking areas and secure boundaries. They sell plants, materials, and tools for private gardens and landscape projects. Well-designed garden centers and nurseries can also contribute to the physical appearance of a neighborhood. Camden Garden Centre in London, for example, is designed as a garden as well as a commercial enterprise. A visit to this garden center is like a visit to someone's private garden. The flowers and other plants inside are visible through the entrance gate.

Transportation Projects

Streets and trolley and trail lines are paths along which people move through the city, to and from homes to work, shop, and play. The quality

Camden Garden Centre

As I walked down a busy street in Camden Town, a neighborhood in northwest London, I saw a tall green wall in the distance. As I approached, I realized that the green wall--about ten feet tall--was a thick hedge. Above the hedge was a banner--Camden Garden Centre. The hedge-wall bordered both sides of the corner lot. In the middle of the wall, on the main street, was an entrance with a turnstile carved out of the hedge.

I stepped from the hot, dusty street through the gate into a green refuge. This was certainly someplace special--more like a secret garden than a place to buy plants. As I wandered through the garden, I read the signs that gave a clue to its organization: "plants for water gardens;" "plants for shade gardens;" "plants for pergolas;" "plants for rock gardens." The plants for sale were all arranged and arrayed within the type of context where they would be planted.

I had only wandered a few minutes, when I was approached by a young man who asked if he could help me. I explained that I was visiting the garden center as a tourist rather than a customer and asked him to tell me the story of this place. Who works here? How did it come to be?

"Six of us work here with one manager," he said. "We are trainees, and the manager is our teacher. The garden center is open for business five days a week and the other days it is closed so that we can have classes in horticulture. We built this garden," he said proudly, "that was the first thing we did. It was designed by a landscape architect, and we built it."

How did you get this job? "Oh, many people applied, and we were interviewed," he said. "You had to be unemployed. You also had to agree to stay in the program for two years to receive a certificate. If I hadn't agreed, I might be gone now, for there are many jobs. We trainees have a company that we formed ourselves and we build gardens. We get a lot of business from people who come to buy plants here at the center. Today, several of my partners have a day off, and they are out on a job. We work here three days a week, take classes two days a week, and work on our own jobs on other days."

I wandered on my own through the garden center and its many gardens, each with plants displayed for sale. The clientele were varied. One woman, clearly a resident of the surrounding working-class neighborhood, was shopping for peat moss. A well-dressed couple, probably from nearby Hampstead, was engaged in intense discussion with the manager about what to plant in a shady part of their garden. I walked out, past the cash register, through the rear door of the garden center, and into a large parking lot. A the lot, was a colorful mural painted on the wall of the adjacent building.

That was four years ago. Today the garden center is still a thriving enterprise. It was begun as a private venture, financed by a commercial bank loan, and has never received any subsidy or grant. Sales revenues go toward loan repayment and a fund for expansion. The Camden Garden Centre has inspired many others, including Ira Harkavy of WEPIC, who plans to implement a similar garden center in West Philadelphia.

TYPES OF LANDSCAPE IMPROVEMENTS

of the environment along these paths influences the quality of everyday experience. Transportation projects are not often thought of as landscape improvements, but they can be. Elements of such a project may be as simple as the decoration and demarcation of a subway or bus stop, such as the flower planting sponsored by the West Philadelphia Greening Project. Or, they may be developed with a large-scale road and rail project such as the Southwest Corridor Project in Boston.

Water Projects

Urban drainage and flood control and water quality are among the most important public works in any city. They are not often considered as opportunities for landscape improvement, but they can be among the most powerful tools in landscape and environmental improvement. There are numerous successful examples where such projects have been combined with parks and recreation. In Denver, Colorado, for example, many new parks throughout the city have been built and maintained by funds from the regional Urban Storm Drainage and Flood Control District. These parks, landscaped with grass and trees, paths and sitting areas, protect the adjacent neighborhoods from flooding and provide attractive parks as well.

In Philadelphia, there is great potential for such projects. After rainstorms, Philadelphia's sewers pour untreated sewage directly into the Schuylkill and Delaware Rivers. This occurs because Philadelphia's sewage treatment plants simply do not have the capacity to treat the enormous flows of combined sanitary sewage and

Denver Urban Drainage and Flood Control District

In Denver, Colorado, a small, green valley runs between the two-story brick rowhouses in a public housing project and the large buildings of a warehouse district. This is Weir Gulch Park. Once a trash-littered ditch, this valley is now a well-maintained park with a bicycle path and a play area with picnic tables. A small stream, so narrow you can jump over it, trickles down the center of the valley. In wet weather, the stream swells and spreads out onto the grass. In a flood, the park is designed to protect the nearby buildings by holding all the stormwater that flows down the stream. The entire park can fill up with water without causing any damage. A path runs along the stream, past the play area, under a bridge, to the South Platte River, where it joins another, larger path. The larger path extends for many miles along the river, past several neighborhoods, through downtown Denver, and out to the suburbs and farms beyond.

There are many other local parks like Weir Gulch throughout metropolitan Denver. These are located along drainageways that connect them to a larger, regional network of streams and rivers. They are part of a new park system that is also a storm drainage and flood control system. Funds for construction and maintenance of these parks come from a storm drainage fee that land owners must pay, based upon the size of their property.

The city decided to take this approach over twenty years ago. Following disastrous floods in the 1960s, Denver faced the need to reconstruct its storm sewer system. Storm sewers are usually built underground. They are expensive to build and they carry water swiftly, increasing flooding downstream. Ken Wright, a Denver water engineer, proposed an alternative: create a system of above-ground drainage channels, landscaped as parks, that could be used for sports, walking, bicycling, and picnicking most of the time and for storm drainage and flood control only when needed. His argument was persuasive, particularly to politicians, for there would be beautiful parkland to show for all the money spent on a new drainage system. The first project constructed under this program was Harvard Gulch Park; construction was rushed so the mayor could cut the ribbon just before election day. The mayor was reelected.

Denver's program has been in place for more than two decades and has proved highly successful. This is due not only to innovative engineering, but to astute politics. State and local politicians, Denver businessmen, and neighborhood representatives were all involved in initial planning of the South Platte Greenway. New projects must have the support of all parties before they will be undertaken by the Denver Urban Storm Drainage and Flood Control District, the agency responsible for planning and design. There is a long waiting list for new projects, and gradually the metropolitan-wide greenways are expanding.

stormwater that accompany large storms. If stormwater were detained in landscaped parkland for a few hours or days after storms, then the overflows could be greatly reduced. Much of the vacant land in West Philadelphia lies in low parts of the landscape, over the Mill Creek Sewer and within the old floodplain and might very well be suited to a combined park/storm drainage project.

the other two sides by the Schuylkill and the open right of way of a SEPTA rail line. Pheasants nest in the meadow.

Urban Wilds

Urban wilds are meadows and woodlands that have grown up on open land within the city. Some of these urban wilds are on land that was never developed, but others have grown up on vacant lots. Although most people like wildflower meadows and woods when they see them in the countryside, urban wilds are often perceived as derelict and unsafe. Urban wilds whose edges are carefully marked and maintained, which are cleaned periodically of litter and sponsored by a local group such as a school class are more readily appreciated as a landscape improvement.

The City of Boston surveyed its urban wild resources in the mid 1970s and now has a program to acquire and protect the most significant of these. Boston Natural Areas Fund was founded as a public-private partnership which purchases urban wilds and transfers them to the Boston Conservation Commission for management.

Bartram's Garden, on the west bank of the Schuylkill River in Philadelphia, has recently developed a wildflower meadow on a former industrial site. The triangular site is immediately adjacent to the historic gardens and bounded on

TYPES OF SPONSORS AND PARTICIPANTS

PEOPLE WITH A VISION

Landscape improvement projects and programs are initiated by people that have a vision and by public agencies that have a responsibility. These range from individuals, nonprofit organizations, foundations, private businesses, public agencies, and formal partnerships and alliances among these groups. Although a landscape improvement project may be implemented by any one of these, more often several types of implementing agents will play a role on a project, either through informal advice and cooperation at the beginning of a project or through direct participation throughout the life of the project. Differences in management structure, mission, political allegiances, and resources affect the character and type of project that particular implementing agents sponsor.

Providing parks and recreation as a public service is the primary mission of some implementing agents, such as the Fairmount Park Commission. Individuals and organizations involved in "greening" projects form a coalition of people from diverse backgrounds who have different motivations, ranging from neighborhood beautification to food production, horticulture, or community development. For other organizations, such as universities, churches, community development corporations, or foundations, landscape improvement projects are tangential to their primary mission, but may be exploited to enhance and reinforce their primary goals.

Individuals and Small Groups

A single person working in a neighborhood is often the catalyst that starts a

project in motion. Six people ready to clean up a vacant lot on their block are taking an important first step in community development. The transformation of a vacant lot into gardens with flowers and vegetables and perhaps a picnic table, benches, and barbecue pit turn an unsafe nuisance into a pleasant amenity and may also create common ground, a place to meet and discuss further neighborhood improvements. There are many examples of such cases throughout West Philadelphia and the rest of the city.

Fifteen years ago, Esther Williams and a small group of neighbors planted a garden on a portion of a vacant lot on the corner across from her house. Today Aspen Farms Community Garden fills the entire lot and is an active organization of more than forty gardeners. Several years ago, the 2500 block of Hope Street had nearly as many vacant lots as houses, a street with potholes, and deteriorated sidewalks. Walter Ney convinced his neighbors to clean up the vacant lots and fence them; in return, the city transferred ownership to those individuals for the cost of processing the forms. He and other residents on the block then petitioned the city successfully for new street, curb, and sidewalk. These projects and many others are a testament to what can be accomplished by individuals and small groups working on their own or in cooperation with nonprofit organizations and public agencies.

Private Businesses

Landscape improvements have an enormous effect upon the image of a business or commercial district. Private businesses are most

likely to invest in landscape improvements when they perceive that the investment will enhance their image and increase business. Retail merchants and real estate developers are quick to recognize the connection between a pleasant environment, convenient access, and attracting the desired clientele. In the 1950s, a small group of businessmen developed a plan for reversing the deterioration of the Germantown Avenue Commercial District in Chestnut Hill. They turned the many vacant lots along the Avenue and side streets into parking lots, planted street trees, and installed low streetlamps and flowerboxes. Today this is one of the most successful commercial streets in the city.

Private businesses may also collaborate on landscape improvement projects as part of a contribution to the community. In Boston, for example, landscape contractors donated their time as part of a training program for unemployed youths sponsored by Boston Urban Gardeners and the Roxbury Community College.

Institutions

Institutions--schools, universities, hospitals, and churches--are both public and private. Institutions often have landscaped grounds that contribute to their public image, provide a setting for their outdoor activities, and provide the surrounding neighborhood with additional open space. Institutions also have resources. They have people with knowledge and skills, space for meetings, financial resources, and perhaps even equipment for landscape construction and maintenance. While their financial resources may

be devoted largely to improvements on their own property, institutions may be willing collaborators in landscape projects that will improve the neighborhood around them.

Institutions can be difficult neighbors. Although they may provide services that are utilized by local residents, they are notorious for the pressures they place on surrounding neighborhoods. Increased traffic and parking are the most common problems. Expanding institutions trigger more severe tensions. Institutions can temper the unfavorable effects they have by careful attention to maintaining the landscape at their boundaries and by entering into a partnership with local residents and businessmen.

In West Philadelphia, particularly in the eastern portion, the large number of institutions represent both a resource and a threat to the surrounding neighborhoods. The University of Pennsylvania, Drexel University, and the University City Science Center form gateways to residential neighborhoods to the west and north and set the tone for many visitors' impressions of West Philadelphia. Most importantly, however, they embody considerable resources which, in partnership with West Philadelphia neighbors, may be brought to bear upon landscape improvements and community development.

The University of Pennsylvania is a major institution in West Philadelphia; it is also the largest private employer in the city. Penn has improved the landscape of its urban campus considerably over the past fourteen years. In 1977, faculty in the Department of Landscape Architecture and Regional Planning prepared a

Hope Street: The Name Says it All

In 1982, Joan Trimback took over several vacant lots next to her house that were being used for illegal dumping. People would back up trucks and just dump there. She built a fence out of old doors and planted a garden. The next year she bought cyclone fencing and enclosed a larger area. "Everybody said that I was foolish for putting a fence up--that they could come and take it away from me," she recalls, "But I said, if they want to come and take it down, let them come and take it down. But I am protecting my property."

Around this time, the city demolished many abandoned buildings on the block, creating even more vacant land. The city also established a program where homeowners could take legal possession of vacant lots on their block. This program required the homeowners to maintain and improve the properties for five years, after which they could take title to the lots for one dollar and the cost of the paperwork. In 1984, Walter and Betty Ann Ney started working on four lots across the street. Walter Ney became the unofficial block leader. He convinced everyone to adopt the vacant land near them. Since the rowhouses on the block had no private outdoor space, adopting vacant land provided residents with yards. Walter Ney became familiar with personnel and procedures in city government. He established a particularly good working relationship with the Director of Licensing and Inspections who was a fellow Vietnam veteran. Ney helped his neighbors file forms correctly and served as a spokesman for the block. He also got everyone out on Saturday mornings to clean the street.

On Hope Street, each garden is a reflection of the owners' values and interests. Most of the vacant lots were turned into private yards, but a few, including a community garden and a lot lot, are used in common. The lot lot was built by Rose Sierle, Joan Trimback's mother. She built it because the playground around the corner was not safe and the children needed someplace to play. After Mrs. Sierle died, Mrs. Trimback continued to keep the playlot open, but then she had a heart attack. Now Mrs. Trimback's grandsons are helping her clear out the weeds and plant a flower garden in memory of her mother.

After the first year, the block received an award for "Significant First-Year Project" from the Philadelphia Clean Block Committee. The work on Hope Street inspired neighboring blocks to do the same. On several there are now and gardens where abandoned lots used to be.

Hope Street shows what people with initiative and determination can accomplish with few other resources. The properties are all individually owned. The block received compost, topsoil, and seeds from Penn State Urban Gardening, but other improvements were accomplished solely by the residents. The year after most improvements were made, Walter Ney persuaded the city to install new streets and sidewalks. According to Walter Ney it was all the product of a group effort, "If it wasn't for the neighbors sticking together, none of this would have happened"

TYPES OF SPONSORS AND PARTICIPANTS

Gardening Program maintains nine demonstration gardens. Throughout the growing season demonstrations and workshops are scheduled. The public is always invited.

The Philadelphia County Extension Office also runs nutrition programs. A few years ago, the staff introduced a new twist to an existing program that provides food coupons to support calcium and protein nutrition. They developed coupons that are redeemable for produce at tailgate farmers' markets only, thus reinforcing two of their programs: nutrition and commercial horticulture.

The history of the tailgate farmers' market goes back nearly twenty years to when the Pennsylvania Department of Agriculture and the Roman Catholic Archdiocese of Philadelphia began a joint program of farmers' markets on church grounds. The dual purpose was to provide a convenient market for nearby farms and fresh produce for city residents. Once the markets were underway, the Department of Agriculture discontinued its participation in the program. The Archdiocese continued to support the markets, but eventually stopped paying staff to run the program. At that point, the farmers were left to their own devices. They were free to use the church grounds on Saturdays, but they had to organize the markets on their own. As markets closed for one reason or another, there was no umbrella organization to help the farmers start new markets.

When Andy McNitt was hired by the Penn State Cooperative Extension Office in commercial horticulture, there was only one major market still operating. This was at the old firehouse at 50th Street and Baltimore Avenue. After the local civic association and private developers converted the firehouse into an indoor market, however, the farmers were forced to move, and McNitt helped them find another location. Since he started at the Extension Office, McNitt has revived several other tailgate markets. The Cooperative Extension Office has no formal role in the management of the markets. It merely provides an office, a phone, and a person to be a liaison between individual farmers and government officials when one is needed.

Now, the tailgate farmers' market operates on a parking lot at 49th and Spruce Streets on Saturdays during the growing season. The tailgate market has been at its current site for over three years. Two benefits of the location are good visibility and plenty of parking. The farmers drive in from Lancaster and Chester Counties and from New Jersey. The organization of the market works primarily on "gentlemen's agreements." The farmers manage themselves and their small number insures personal working relationships among them.

The Garden Court Civic Association has been very supportive of the market. As Andy McNitt explains, "We have to have a link in the neighborhood. You can't just come in from the outside and say here is this market and expect the people to support it."

their specific reasons for existence. Nonprofit organizations have legal status: they can own property, enter contracts, and hire personnel. They have a structured management that allows for projects to continue through changes in personnel, and they retain a body of knowledge and experience to be built upon.

There is a wide variety of nonprofit organizations, and the missions they fulfill vary enormously. Some may have their genesis in a grass-roots coalition, others are formed by working partnerships between existing groups, and still others are subsidiaries of larger corporations. There are numerous nonprofit organizations that focus upon one or another aspect of the urban landscape and community development. Some nonprofit organizations are related to a specific location. Smaller community associations in West Philadelphia, for example, such as the Cedar Park Neighbors Association and Spruce Hill Garden Club have taken on landscape improvement projects. In London, the Camden Garden Center is a nonprofit organization that uses retail sales to underwrite a job-training program in horticulture and landscape construction.

Other nonprofit organizations cover a broader territory with a mission specifically focused on "greening." Philadelphia Green, for example, is the community outreach program of the Pennsylvania Horticultural Society. Its goal is to demonstrate the effectiveness of neighborhood-wide greening strategies as a community development tool. Philadelphia Green provides technical assistance, materials, and construction aid to residents in Philadelphia's low and moderate income neighborhoods which have applied to their

program and demonstrated an ability for self-management. Projects range from the installation of window boxes and sidewalks to the design and construction of community gardens and the formation of Greene Countrie Townes in neighborhoods with an accumulation of such projects.

Other nonprofit organizations, such as the Community Land Trust, in Philadelphia and the Natural Areas Fund in Boston, were founded in response to the need for community ownership of commonly managed open space like community gardens.

Foundations

Charitable foundations are nonprofit corporations, but they have such a unique role in community development, that they are a distinct category of sponsor in urban landscape change. Foundations possess a social vision and use grants to support specific projects and programs to promote their goals. Although charitable foundations are not likely to implement a landscape improvement project themselves, their influence goes far beyond the passive funding of projects. The J.N. Pew Charitable Trust, for example, sponsored both Philadelphia Green's Greene Countrie Towne program and the West Philadelphia Landscape Plan and Greening Project. Pew staff reviewed a series of draft proposals and worked with the applicants to strengthen the community development aspects of both projects.

Frequently foundations initiate entire programs and help organize alliances that can

The Southwest Corridor Project

The Southwest Corridor Project is a large public works project that integrated mass transportation, recreation, neighborhood improvement, and real estate development. Recently completed, the project is the realization of several decades of work by many different people and organizations. What began as a fiasco is now a model for how community residents, public agencies, and private institutions and businesses can work together to forge and realize a common vision.

The origins of the project lie in a 1950s plan for a new expressway connecting downtown Boston with the southwest suburbs. The alignment of the highway was to parallel existing Penn Central railroad tracks, but also entailed clearing a wide swathe of adjacent land in existing neighborhoods from Jamaica Plain through Roxbury to the South End. By the late 1960s, the state had acquired the land for the highway and interchanges, and demolition had begun. Residents from adjacent communities protested the destruction of their neighborhoods by a highway that did not benefit them. After years of protracted battle between community residents and proponents of the highway, Massachusetts Governor Francis W. Sargent halted the highway construction in 1969. Much damage had already been done, however. During the years of uncertainty, many businesses had left the area and many property owners had postponed investment in improvements. The scars remained; a huge swathe of vacant land sliced through southwest Boston.

Most of these scars--social, political, economic, and physical--have been healed by the Southwest Corridor Project. The Governor's Office, the Central Transportation Planning Staff, and the Massachusetts Bay Transit Authority (MBTA) formulated an alternative to the highway which focused on mass transit rail services and included new institutions, new businesses, a new arterial road that served the neighborhoods, and new parkland along the entire length of the project--4.7 miles.

Funding for the project came from the federal government. The cost of the entire project was \$750 million, but the cost of the park itself was \$15 million--only 2 percent of the entire project budget. The new park occupies both sides of the tracks and, in several places, decks over the tracks. The park includes community gardens, playgrounds, playfields, and ball courts in these densely populated neighborhoods.

Maintenance of the parkland was an issue that received much discussion. Initially maintenance of the parkland was contracted to local groups like the Southwest Corridor Community Farm. Since the Metropolitan District Commission took over the park in 1990, maintenance has been performed by MDC, but some of these jobs have remained in the community. According to Allan Morris, the Parkland Manager, "I prefer to look for employees in the community, because that guy is going to stay with this project longer than a guy from outside the community, who is going to get his experience and go away."

implement projects. The Boston Foundation developed a new initiative called the Poverty Impact Program, and community open space needs was one of the four major issues it addressed. Through this program, the foundation has supported many related efforts in Boston, including built projects, the Boston Greenspace Alliance, and the Carol R. Goldberg Seminar on Boston's Parks and Open Spaces.

Partnerships and Alliances

Large, complex landscape improvement projects and ambitious community development programs require collaboration among diverse participants and multiple groups. The Denver Urban Storm Drainage and Flood Control District, for example, brings together multiple municipalities, neighborhoods, and citizen's groups with engineers, planners, and landscape architects in its combined storm drainage/park projects. The West Philadelphia Landscape Plan and Greening Project has brought together community residents, neighborhood organizations, and public agencies with professionals in urban horticulture, landscape architecture, and management.

The West Philadelphia Partnership is an association of community, business, and education leaders from West Philadelphia concerned with the larger neighborhood. The West Philadelphia Improvement Corps (WEPIC) is a major project that the Partnership has undertaken together with the school district of Philadelphia. WEPIC combines job training, employment, and continuing education. Landscape improvement projects have been an important component of WEPIC's

THE GROWTH OF GARDENS IN BOSTON

Boston Urban Gardeners: Grassroots Community Development

For Charlotte Kahn, director of Boston Urban Gardeners (BUG) for nearly fifteen years, it all began with bussing in the mid 1970s. A resident of the South End, Kahn watched black children each morning as they boarded busses bound for formerly all-white schools in other parts of Boston. The bussing, which was designed to promote racially mixed classrooms, was bitterly opposed by whites, and the children were subjected to verbal abuse and violence. Moved by their courage and tears, Kahn planted a garden for children in her neighborhood.

In 1976, Kahn joined with several other community activists to convert vacant lots in the South End and Lower Roxbury into community gardens. The motivations behind their efforts included concerns for nutrition, cost of food, rubbish-filled vacant lots, and community organizing.

Meanwhile, groups in several other Boston neighborhoods had also begun community gardens, among these was a group in Roxbury headed by Ed Cooper, former president of the NAACP (See sidebar on Cooper's Place). The Boston Urban Gardeners' Coalition was formed by these groups in 1977. For the next thirteen years, this organization grew, acquired permanent staff, and served as a city-wide umbrella organization dedicated to serving community gardeners and inner-city neighborhoods. Soon BUG expanded to address other issues related to economically disadvantaged citizens, including food and hunger action, education, job training, public housing, open space advocacy, and recreation.

BUG began as and has remained a "grassroots" organization. It was founded by people who lived in the inner-city neighborhoods it served; its boardmembers, with few exceptions, were residents and gardeners. The original community gardens were begun mainly to provide a food supplement for low-income families and senior citizens and for community organizing. Neighborhood beautification was a welcome side benefit. The fact that BUG's activities broadened beyond gardening to larger social, economic, and political issues reflected the deep concerns of its founders, staff, and board members for the neighborhoods they lived in.

A list of projects sponsored by BUG is impressive in its scope: community gardens, playlots, wildflower meadows, a job training program in landscape contracting and management, studies for the landscape of public housing, low maintenance landscapes for highway rights-of-way, and an open space study for Roxbury.

Lacking a secure source of income, BUG's staff has had to be highly entrepreneurial in their pursuit of grants and contracts. Their sponsors have been as diverse as the Boston Foundation, the Boston Redevelopment Authority, the Boston Public Housing Authority, and the Massachusetts Department of Transportation. This wide flung network of people in different organizations became a resource in itself, and made possible the Boston Greenspace Alliance. But that is another story.

The Southwest Corridor Farm

Like Boston Urban Gardeners, the Southwest Corridor Community Farm was founded in 1977 and included some of the same key individuals. The group incorporated as a non-profit organization to address issues of unemployment, job training, environmental education, and urban gardening in the neighborhoods in and around the Southwest Corridor, a swathe of land that lay vacant during the planning stages of new urban rail lines. The land was owned by the state, and the group secured permission to use a one-acre site to build an urban farm and education center.

The Farm was started with support from Boston's Comprehensive Employment and Training Act (CETA), which enabled the hiring of twenty-one unemployed people for one year. This first group built and developed the farm's gardens and greenhouse. Although the CETA contract lasted for only one year, crucial relationships were formed to sustain the volunteer community gardening project. For several years the Southwest Corridor Community Farm succeeded as a volunteer organization. In the greenhouse, it produced thousands of vegetable seedlings for other community gardens.

By 1979, the farm received sufficient funding to hire a staff member and continued to develop as an urban environmental center. The farm's activities expanded into education, produce marketing, and landscape construction and maintenance. Staff and volunteers taught horticulture and environmental issues as an introduction to science at nearby elementary schools, which at the time had no science curriculum. The farm sponsored the Jamaica Plain Farmers' Market. It established a landscape crew and obtained contracts from city agencies to maintain parkland.

In 1990, the Southwest Corridor Community Farm merged with Boston Urban Gardeners. For thirteen years these two organizations had persevered in Boston; one as a city-wide umbrella program and the other as a community-centered project center. While their original goals were motivated by similar circumstances, they evolved along different tracks and their activities complemented one another. BUG's staff had been largely organizers, designers, and technical advisors; the Farm's staff was mainly landscapers. There were always strong personal ties between the two organizations. The merging of these nonprofits has created a comprehensive organization that is firmly rooted in the community, but that serves the entire city. The merger marks the beginning of a critical phase in any organization's history-- the passing of leadership to new leaders. Charlotte Kahn, who was one of the two original co-directors of BUG and its executive director and who was also the first president of the Southwest Corridor Community Farm, has left the organization to work on another project--The Tax Equity Alliance for Massachusetts. During the transition period, she retained her affiliation with BUG at the Community Farm as a member of the Board of Directors.

activities and, through the West Philadelphia Landscape Plan and Greening Project, are becoming an increasingly significant part of the Partnership's neighborhood development initiatives.

Partnerships and Alliances formed around a common cause or issue extend the capability, constituency, and funding resources far beyond the capacity of individual organizations working alone.

Boston GreenSpace Alliance: A Network for Boston

When cities are faced with budgetary crisis, expenditures on parks, recreation, and open space are usually among the first services to be cut. In the early 1980s, Massachusetts citizens passed Proposition 2½, a tax-cutting measure that precipitated a fiscal crisis for public services. Boston cut its Park Department's budget by 50 percent, and the departmental staff, which had once been as high as 700 employees, dropped to fewer than 200 employees by 1986.

In 1984, representatives from community groups, parks and environmental groups, and business associations joined to create the Boston GreenSpace Alliance, a city-wide coalition formed to advocate on behalf of Boston's parks and urban landscape. The Alliance has been extremely successful in publicizing the fate of the Boston park system and in placing open space issues on the political agenda of the city. With a full-time executive director, it has also initiated programs supported by private funds. The Alliance's success is due, in part, to the breadth of constituents represented by its member organizations. Before the formation of the Alliance, the constituency for urban environmental issues was large, but disconnected. One common point of contact was Boston Urban Gardeners, which had long relied upon an extensive network of people in public and private organizations throughout the city to implement their various projects. BUG's network became an important core group for the future alliance.

The Alliance began when, alarmed by the deteriorating parks and urban landscape, environmental leaders began meeting to discuss common goals. The working group met for dinners and breakfasts. Ironically, the diversity of members with varied agendas was also one of the major hurdles that had to be cleared in the beginning. Old suspicions ran deep, as business leaders, community organizers, civil servants, academics, and others found it difficult to agree even on something as simple as a neutral meeting place. Initially, the director of the Boston Globe Foundation called people together and helped mediate the discussions. The meetings were on neutral territory in the Boston Globe offices. With time, the leaders developed personal relationships with each other which developed trust. Working together, the group wrote a mission statement.

The Globe Foundation gave the Boston GreenSpace Alliance an initial seed grant of \$8000. Within six months, this was augmented by a \$50,000 grant from the Boston Foundation. The funding fit into the Boston Foundation's new agenda: the Poverty Impact Program. The Foundation identified Parks and Open-space Needs as one of the four issues to be addressed, along with Maternal and Infant Health Care, Teenage Pregnancy, and Employment and Training.

Following this major grant, the Alliance incorporated as a nonprofit organization and hired an executive director. The newly formed Boston GreenSpace Alliance had a very active role in another initiative sponsored by the Boston Foundation--the Carol R. Goldberg Seminar--whose topic was "The Future of Boston's Parks and Open Spaces." The seminar created a two year dialogue, running from 1986 to 1988, between the leaders of Boston's public agencies, community groups, and private businesses and

foundations. Mark Primack, director of the Alliance recalls, "The thing that the Carol R. Goldberg Seminar did was establish a common language.... We don't argue about open space anymore. We argue about issues, but nobody argues about the value of open space anymore." The product of the seminar was a book reporting the proceedings and conclusions called *The Greening of Boston: An Action Agenda*, designed to be accessible to a wide number of groups throughout the city.

The Boston GreenSpace Alliance had rapid and early successes. The initial strategies were to increase public awareness and support for the Alliance's political agenda through the newspaper, radio, and television media and to secure political support through direct dialogue with the mayor's office. In March 1986, leaders from the Alliance met with the mayor to emphasize the breadth of their support across multiple socio-economic groups. That summer, the Boston Globe published a series of editorials probing the conditions of Boston's parks and its effects on the city.

These efforts persuaded the mayor to adopt a pro-parks stance in his reelection platform. The mayor reinforced this position by appointing an aggressive new Parks Commissioner and increasing the operating and capital improvements budgets for the Park Department. In June 1987, the operating budget was nearly doubled.

The Boston GreenSpace Alliance was created to fulfill specific political goals regarding a pressing issue in Boston: the state of the municipal parks and green spaces. Within three years those goals had been effectively addressed and to a large extent realized. The Alliance has continued to function, however, and has broadened its objectives from advocacy to sponsorship of its own programs.

The Alliance administers a Small Grant Program, based on the successes of the Parks Partners Program, by making small grants available to community groups for projects on non-park open spaces. In 1983, Boston's Parks and Recreation Department started the Park Partners Program. It was funded by the National Park Service and provided materials for community groups to initiate and implement improvements to their local park. The Program matched public funds with community energy and volunteer time. At one time, there were over 50 groups in the Parks Partners Program. After several years, federal funding for the program came to an end. The city continued funding for a few years, then dropped it. The Small Grant Program of the Alliance was a direct recommendation of the Goldberg Seminar and is funded by the Boston Foundation. First year grants are no higher than \$3000, and decrease over the next two years. The money is for materials required for projects on a variety of lands, such as school grounds, public housing developments, libraries, or community centers. The community group provides volunteer time planning and executing the project.

The GreenSpace Alliance has increased the awareness of private citizens and public officials about the importance of the urban landscape and the need for public open spaces in every part of the city. The primary motivation behind the Alliance's support of parks and open space is the belief that well maintained parks, with some level of community control, will promote health, safety, and improved living standards for all the city's residents.

INGREDIENTS OF SUCCESS: LESSONS FROM EXISTING PROJECTS

COMMON FEATURES

There are common features among successful projects. These ingredients recur again and again, despite gross differences in types of projects, sponsors, participants, specific goals and objectives, and availability of resources. These ingredients of success fall within several categories: key individuals; well-defined goals and objectives; community involvement; a successful and visible product; good design; collaboration; ownership or control of land; and broad-based resources. Some of these key ingredients of success are important for accomplishing the initial project, all are essential for sustaining and managing that project and others over time.

The factors described below were identified through the study of many landscape improvement projects, both successes and failures. We suspect that they may apply equally to other types of projects that have community development as a goal.

Key Individuals

The significance of key individuals to the success of the project cannot be overestimated. It is simply impossible to accomplish the implementation of a successful project and to sustain it over time without the support, leadership, and commitment of key individuals. Every successful case we studied had a single person or a small core of individuals providing leadership, inspiration, and knowledge. Those individuals committed to a project become a resource for other participants and a spokesperson for the collective effort. Key individuals get things done.

Many projects are initiated by a single individual with a vision, who devotes energy to marshalling the resources and support necessary to accomplish the initial project. There are many landscape improvement projects, however, that have gotten off to a successful start only to falter several years later following the disappearance of the individual responsible for the initial implementation. The sustainability of a project or an organization depends upon the emergence of new leaders who can sustain the effort required to maintain the project and other spin-offs after the original key individual loses interest, moves on, or passes away.

The personality of the key individual is also important. A person who cannot work with others or has ill-defined goals, may manage to implement a project and keep it going, but success will be limited and other spin-off projects unlikely, for well-defined goals and objectives, community involvement, and collaboration are also important ingredients for success.

Well-defined Goals and Objectives

Landscape improvement projects are most likely to be successful when they are designed to fulfill specific objectives that have been defined by an individual, by a group, or by a public agency to address a perceived need in the neighborhood or the city. These objectives are more likely to produce a successful project if they are focused rather than diffuse, clearly articulated, rather than vague. A fairly narrow objective, such as providing a safe place for children to play or cleaning up a trash-filled vacant lot, may be the

initial objective that inspires a project. As these original objectives are fulfilled, a new generation of goals will motivate further projects or improvements. Specific, well-defined objectives generate interest and resources. Without these, an organization soon ceases to exist. The flexibility of key individuals or organizations in adapting their goals to fit changing needs influences their ability to attract the support and involvement of others in the community, another essential ingredient to success.

Community Involvement

There are many community gardens and other landscape projects--the product of a single individual with well-defined goals--that provide little or no benefit to others apart from the beauty of their appearance. While an initial project may get implemented without community involvement or support, the sustainability of the project and the implementation of further projects may very well depend upon broadening the base of support within the community. Many projects which were implemented successfully have faltered or failed because neighbors misunderstood the project or did not support it. This misunderstanding may be manifest through unwillingness to help maintain or expand a project or even by vandalism. Community involvement also enhances the sustainability of a project by affording a broad base of participants from whom additional key individuals and new leaders may emerge.

The scope of community involvement depends upon the scale of the project. In block projects, it is important that a majority of people

who live on the block participate. This is a criterion employed by Philadelphia Green in the block projects they sponsor. For larger public works, like transportation or drainage projects, involvement of residents and organizations from the larger neighborhood or region affected by the project is essential. The level of community development achieved by a project is a function of the level of community involvement in the planning, implementation, and future control of the project.

A Visible and Successful Product

Nothing engenders enthusiasm like a visible and successful product. A visible and successful product makes it easier to find people to help sustain the project and to work on future projects, to secure funds, and to find collaborators for future projects. Such projects can also become a rallying point for a community.

A major advantage of landscape improvement projects as a catalyst for community development is their relatively low cost and the relatively short time required for implementation compared to the cost and time required to renovate or construct a building. A street and even a neighborhood can be transformed within a matter of days or weeks by landscape improvement projects. This fact has been appreciated and exploited by organizations like the West Philadelphia Improvement Core (WEPIC) whose goal is to foster education and job training and contribute to community revitalization.

Good Design

Good design is frequently overlooked as an important ingredient of success. Good design provides a link between the goals and needs of participants and a successful, visible product. Good design can capture and express the values, dreams, and character of a particular people and place. This will engender a strong affection and attachment for the project and enhance its sustainability. Design that is adaptable to changing needs and potential growth will also enhance sustainability. For projects initiated or maintained by local residents rather than public agencies, design can contribute to community involvement by permitting and encouraging additions or enhancements by individuals. Good design is not a luxury, but an important ingredient for success.

Ownership and Control of Land

Many successful landscape improvement projects that have thrived and grown over years are extremely vulnerable because the land they are built upon is not owned or controlled by the people who use them. There are many successful landscape projects that have been destroyed when an owner decides to construct a building or parking lot on the site. Even ownership by a city agency is not sufficient protection, for the mission of the agency that owns the land may be to provide revenue to the city through the sale of the property or the construction of housing. Such agencies may not appreciate the value of landscape improvement projects for health, welfare, and community development.

Sometimes a city is willing to sell vacant land at a nominal cost, particularly if there is no prospect of building construction or a more lucrative sale. It is important to secure ownership before the project improves the quality of the neighborhood and attracts additional investment. Once a property becomes attractive to developers, its market value rises, often beyond the reach of community groups and nonprofit organizations. It is an irony that landscape improvement projects are often the catalysts for the private investment that leads to their destruction.

Occasionally, landscape improvement projects can be seen as temporary, as an attractive way of holding land until it can be redeveloped. In the case of improvements intended to be long-term or permanent, however, ownership and control of the land is essential. Community land trusts such as The Boston Natural Areas Fund and The Philadelphia Land Trust are organizations that have been founded to meet this need.

Collaboration

Urban landscapes affect large numbers of people, and there are many sponsors and organizations with an interest in landscape improvements. Through collaboration, individuals and organizations can increase the scope of projects each could undertake alone. Such collaboration may involve a small group of individuals with a private sponsor, such as Philadelphia Green, or it may involve several organizations, both public and private, such as in WEPIC, Denver's Stormwater and Flood Control District, and Boston's Southwest Corridor Project.

Collaboration strengthens the base of support for landscape improvement projects, since each organization and group of individuals brings its own constituency and network. Such collaboration can also lead to enlarged networks and other beneficial results, such as the Boston Greenspace Alliance or the Philadelphia Land Trust, two alliances that grew out of networks of organizations that had worked together on multiple projects for mutual interest. These collaborations were facilitated by personal relationships that had developed among members of these different organizations over the years and by staff who had moved from one organization to another.

Broad-based Resources

An ability to secure resources, whether human, material, or financial, is essential to the success of every project and organization, no matter how small or large, no matter whether the group involves a few individuals or multiple public agencies.

Capital funds and technical advice may be available for the planning and implementation of a project, but not for maintenance and management over time. Even if a sponsor does continue to fund a project after the initial implementation, funding priorities may eventually change, and programs may cease to exist. A project or an organization dependent upon a single source of outside funding for its continued existence is at risk. Although a single, generous sponsor may be a boon at the outset, in the long run, it may discourage collaboration and outreach efforts to other sources of funding. Boston Urban Gardeners

Cooper's Place

Cooper's Place, a community garden in the Roxbury section of Boston, is named after Ed Cooper, a gardener, community activist, and former director of both the NAACP and the Urban League in Boston. Cooper galvanized a group of his neighbors to create a vision for the garden and to secure the resources required to make the land their own. Founded in 1975 as the Highland Park 400 Survival Garden, this was one of Roxbury's first community gardens. Its beginnings were modest, but by 1985 it had become a landmark in the community and was one of the most beautiful gardens in Boston.

Forty people garden at Cooper's Place. Each gardener has his or her own plot, and all tend a common sitting area, which they share with other neighbors. Fifteen years ago the garden was vacant land, composed of four separate houselots. All traces of the four houses that once stood there are gone, save the stone retaining wall along the sidewalk, interrupted by steps that once led to front doors.

Today, walking up Linwood Avenue toward Cooper's Place, you can see the white arches and colored roses of the garden from a block away; closer, the scent of roses fills the air. You enter by going up old stone steps through a white, rose-covered arbor. An unlocked gate leads into a formal sitting garden, with a small panel of grass surrounded by a gravel path bordered by flowerbeds. This sitting garden is an anteroom to the allotment gardens beyond, reached through another arched gate. In this larger domain are the individual plots, a common herb garden and sitting area in back for the gardeners, and alongside, an orchard and nursery.

The transformation from vacant lots to Cooper's Place entailed the cooperative efforts of many individuals, organizations, and public agencies. For the first ten years, the garden was sustained by gardeners under the leadership of Ed Cooper and other neighbors. The garden was redesigned and reconstructed in 1984; the improvements were funded by the Boston Neighborhood Development and Employment Agency's Grassroots Program. This program awarded funds to neighborhood groups to make improvements to their local landscape. The Boston Natural Areas Fund, a nonprofit organization, purchased the land in order to protect the gardeners' investment. The gardeners selected a design for the new garden from among eight prepared by graduate students in landscape architecture at Harvard University. Local youth enrolled in a landscape training program sponsored by Boston Urban Gardeners and Roxbury Community College built the new garden.

Ultimately, the garden is a product of the energy, vision, and diplomatic skills of two key individuals--Ed Cooper and Charlotte Kahn. It was Cooper who initiated and sustained the garden. It was Kahn who was instrumental in the establishment of NDEA's Grassroots Program, who persuaded Anne Whiston Spin at Harvard to devote a portion of her studio course to the design of Cooper's Place, who persuaded Boston Natural Areas Fund to purchase the land, and who organized the training program for unemployed youth in landscape construction and management.

The program and goals for Cooper's Place were well-defined: individual garden plots, a sitting area, and an orchard. Underlying this apparent simplicity, however, were the gardeners complex feelings and sometimes conflicting ideas about the place and how they wanted to use it. The design students listened carefully and then tried to design what they thought they had heard the gardeners request. They also groped to find an image for the place that would embody the values and aspirations of the gardeners. One student asked them what their favorite place in Boston was. The response was a surprising consensus: the Fenway Rose Garden. "Yes, the Fenway Rose Garden! That's why we want to include a rose garden!" The Fenway Rose Garden, built in Boston's Fens in the 1930s, with its white arbors and gates, gravel paths, and multi-colored roses, became the model for the new garden at Cooper's Place.

Cooper's Place is now a local landmark, and good design has been an important factor in that success. There have been weddings there and other celebrations. Completed in 1984, it has served as a kernel of neighborhood change. At that time, the apartment building next door and the two houses across the street were all vacant. Five years later, these were renovated, repainted, and repopulated.

Cooper's Place has been an inspiration to other groups for how they might accomplish similar goals in their own neighborhoods. Similar projects were built in other neighborhoods in Boston. Beth Arndtson, the student who designed Cooper's Place, went to work for BUGC as their first staff landscape architect. In this capacity, she has helped many groups to organize and design local landscape improvements that express their own background and values. The project also created a reservoir of experience and expertise among the gardeners, students, and trainees in terms of how to build things, how to maintain them, and how to get things done. Cooper's Place is a model for how to care for a place. How to cultivate not only the soil, but also relations with other people.

has been plagued by shortage of funds since it was founded in 1976, and staff expend much energy in raising money. However, this necessity led to the development of an extremely broad network of relationships with a variety of public agencies at city, county, state, and federal levels, with universities and colleges, with foundations, with other nonprofit organizations, and with private business. It was this network, developed out of necessity by Boston Urban Gardeners, that led to the formation of the Boston Greenspace Alliance.

Some of the most beautiful and successful community gardens started on abandoned land with found or donated materials. In these early stages, a truckload of topsoil would represent a major investment. Many fences, gates, paths, and arbors in community gardens, crafted from found-objects, have achieved the quality of folk art. The individuals who built and who have sustained these gardens found a wealth of resources in their own energy and talents and in their ability to recognize a resource in discarded objects. Large sums of money are not always essential to the success of a landscape improvement project, but some funds are usually always necessary, even if only for purchase of the land.

More ambitious projects that include job training and employment programs will require financial, as well as human, investment. It takes money to purchase equipment, pay instructors and trainees, and to administer the program. Such programs become increasingly valuable as they become more successful, for experience makes the participants more knowledgeable and effective. Such programs are extremely vulnerable, since they depend upon funding. A key factor in their

long-term survival and success is therefore the ability to acquire either a predictable, secure source of funding such as retail sales or revenue. The Camden Garden Centre, for example, is self-supporting, funded through retail sales of plants and materials. Philadelphia Green, on the other hand, receives part of its funding from the gate receipts at the Philadelphia Flower Show. Most other projects sponsored by nonprofit organizations are funded by a combination of donations, grants from private or public sources. A key factor in their continued success is the ability to establish a broad base of support, rather than relying upon a single grant source.

Public agencies typically have access to the larger funds required for major public work projects, but government budgets are tight these days. Alternative funding for construction or management through grants from private foundations or public/private partnership agreements are attractive ways to augment public funds. If it is possible to link landscape improvement projects to other essential public works, such as transportation or flood control and water quality, these funds may be used to help construct and maintain landscape improvement.

WEPIC: A Community Partnership in the Public Schools

On any Saturday, the Turner Community School is bustling with over 250 students and adults. There are classes in aerobics, obtaining college scholarships, African hair-braiding, ceramics, vegetarian cooking, and much more. During the week, there are after-school job training, enrichment, and homework programs, an early morning computer workshop, and meetings for students and teachers engaged in a project to improve the health of the Turner Community. The Turner Community School was founded in 1988 and sponsored by the West Philadelphia Improvement Corps (WEPIC). WEPIC began in 1985 as an employment program for youth and has now expanded to develop school-based programs for all age groups that are aimed at community transformation.

From its beginnings, landscape improvement was a fundamental tool in WEPIC's repertoire. Although the long-term goals for WEPIC were broad, the initial short-term goals were focused. The original plan was to have small crews of students work on landscape improvements at West Philadelphia public schools during the summer of 1985. After the tragic MOVE fire on the 6200 block of Osage Avenue in May 1985, resources were concentrated to address the traumatic stress of that community. The work focused on Bryant Elementary School, two blocks from the fire. The plan succeeded: the students were very proud of their work and neighbors, noticing the clearly visible improvements, stopped by to offer their words of praise and encouragement.

Since that first summer at Bryant, a "landscape improvement" project has served as the initial project for each new school that has become involved with WEPIC. The landscape projects have been important to WEPIC for several reasons: they are inexpensive to initiate, they yield highly visible results, they provide common objectives for people with disparate backgrounds, and they require skill levels that are appropriate for the students. Perhaps even more important for the spirit of the community, is that a school yard is land which is seen as community property. By improving the school, WEPIC is improving a permanent and public part of the community.

With the success and excitement of its initial project, other "non-landscape" projects quickly proliferated. The job training goals of WEPIC have led to projects of housing rehabilitation with the Carpenters' Union, pipe organ restoration with the Curtis Organ Restoration Society, and retail management at the West Philadelphia High School Store. In addition, students working with WEPIC put together a regular newsletter. Although many schools are involved with WEPIC, the Turner Community School is now a focus for WEPIC's efforts.

If there is a single word which underlies the philosophy of WEPIC it is partnership. WEPIC is a program of the West Philadelphia Partnership, a corporation composed of institutions and community organizations in West Philadelphia. Partners in WEPIC's projects include unions, job training agencies, churches, community groups, and city, state, and federal agencies. The University of Pennsylvania is one of the institutional members of the Partnership. It was here, in a 1985 undergraduate honors seminar

taught by Ira Harkavy, Lee Benson, and President Sheldon Hackney, that the framework for WEPIC was first envisioned.

The excitement felt by people working in WEPIC is a direct product of the collaboration that is the founding principle of the organization. Because of the excitement generated by its successes, it has generated a corps of key individuals committed to its continued success. In the words of Dean Harkavy, "It's a movement!"

Teachers are enthusiastic participants in WEPIC programs. In one school, teachers who were disenchanting and near retirement were asked to set their own agendas for the program, then given the opportunity and the resources to implement their agendas. Suddenly, teachers who were rarely excited by their workday, were volunteering for after-school and weekend programs. One teacher, wrote, "It was the first time I had participated in a program where the administration actually valued my expertise as a classroom teacher and encouraged my opinions and suggestions."

The prospects for WEPIC as "a movement" are good. The key individuals from the early days of the program are still active. As a partner in WEPIC, the University of Pennsylvania has found an effective vehicle for public service to the West Philadelphia community. Now participation with WEPIC is coordinated through an office called the Penn Program for Public Service.

Landscape improvements continue to play an important role in WEPIC's programs. Plans are underway for a commercial garden center to be run by the WEPIC students and to serve the West Philadelphia marketplace. The center was inspired by the Camden Garden Centre in London and is conceived as an opportunity for vocational training that also responds to other community needs. Not all the students will pursue future careers in horticulture or landscape construction and maintenance. Even those who do not, however, will benefit from the skills acquired in business management and customer service. The young people who participate in WEPIC leave their mark on West Philadelphia and hopefully will go on to become educated responsible leaders in their community.

MEASURES OF SUCCESS

Success cannot be measured by a single dimension. There are simply too many different types of projects and too many different sponsors and participants, each with their own set of goals and objectives. There must be multiple measures of success. If, for example, the goal of landscape improvements is not only to beautify urban neighborhoods, but also to foster community development, then it is not enough that the project merely creates a beautiful environment. Ideally the landscape improvement should improve the appearance of the neighborhood, but it should also be sustainable, promote the development of leadership and other skills, lead to spin-off projects, provide employment possibilities, and be replicable. Not all landscape improvements will achieve all of these goals. However, they are measures by which to judge the degree of success.

Implementation of Initial Project and Accomplishment of Original Goals. The first and most important measure of success is the implementation of an initial project that accomplishes the original goals. Without such a tangible product it is difficult to sustain interest, to initiate other projects, and to develop leadership and other skills. Important factors in implementing the project are the presence of one or more key individuals who keep the project moving, well-defined goals for the project, and the ability to secure the resources necessary to implement the project.

Sustainability. Many a landscape improvement project has been initiated with high hopes and carried through to construction, only to fall into

disuse and disrepair due to lack of resources and knowledge or loss of interest by the individuals who originally sponsored the project. Other projects have been lost when the owner of the property decides to build a parking lot, houses, or offices. The ability to sustain a project over time is therefore an important measure of success. Key factors in long-term sustainability are the broadening of leadership to include others beyond the key individuals responsible for initial implementation, community involvement, the acquisition and sharing of knowledge and skills, the adaptability of the initial design to changing needs, control of the land, and the ability to find resources.

Development of Leadership and Other Skills. Development of leadership and other skills is not only essential to the sustainability of landscape improvements, but also to their extension in further projects. Landscape improvement projects that develop leadership abilities in community residents will have far-reaching results in many other areas. Key factors in the development of leadership abilities are the experience of defining goals and getting other people in the community involved. The networking and collaboration required to attain the resources and to implement a landscape improvement project develops the ability to network and provides a wider arena in which to develop and exercise leadership. The achievement of a visible, successful product is important for the confidence it builds as a tangible proof of success.

In addition to leadership abilities, the construction and maintenance of a landscape improvement project provide the opportunity to

learn and develop construction and horticultural skills. This occurs informally in most projects, while some are organized specifically to develop particular skills aimed at employment.

Job Training and Employment. Employment is one measure of whether a project has successfully developed leadership abilities and other skills. While this is a serendipitous by-product of some landscape improvement projects, it is a specific objective of others, like the West Philadelphia Improvement Corps (WEPIC), the Camden Town Garden Centre, and Boston Urban Gardeners' Landscape Trainees Program. In inner-city neighborhoods, where unemployment and lack of job skills are serious problems, projects that provide job training, that lead to new employment opportunities, or that place participants in jobs are an essential aspect of community development.

There are many job training programs that impart skills, but which leave trainees without help in job placement or which do not foster the good work habits. Establishing a connection with prospective employers, whether through community involvement or collaboration in the training program itself, makes job placement much easier. Key individuals who are energetic, well-organized, knowledgeable, and helpful provide a model for trainees. Well-defined, achievable goals and a visible, successful product which demonstrates the fulfillment of those goals are important. A secure source of funding to support instructors and trainees is also important and may come from a combination of donated time and resources, grants from foundations or public agencies, or payment for sales and services.

Growth and Spin-off Projects. Many landscape improvement projects are built, maintained, and enjoyed as per the initial goals without ever expanding. These are indeed successful for they provide enjoyment and beauty at a particular location. However, projects that spawn other projects, whose success promotes new projects that address other needs provide an even greater return on the initial investment of time and resources.

Perhaps the most important factor in determining whether a project will grow and produce spin-off projects is the presence of key individuals who wish to take on larger challenges and who inspire others to join them in defining new or broader goals. The more individuals that have been involved within the community affected by the project, the more likely other key individuals will emerge to sponsor additional projects.

A visible, successful product is also important for the encouragement of growth and spin-off projects. A tangible product provides proof of what has and can be done and permits others besides the key individuals to visualize what could be accomplished. The design of the initial project can also determine whether growth is encouraged or impeded. An attractive design that expresses the values, dreams, or backgrounds of participants or which becomes a landmark within the community will attract widespread affection and pride. Designs that are flexible and adaptable to change and that provide opportunity for others to make additions will also encourage growth.

The ability to secure additional resources, whether these are human, material, or financial, is

also essential to the successful implementation of new projects.

Replicability. A key aim of community development is to multiply the success of individual projects through their duplication in many other places by many other people. A final measure of success is therefore the replicability of a project or its ability to be reproduced by someone else in another place. It is not necessary, nor even desirable to duplicate a project in every aspect, but there may be some features that can be adapted to another situation. It is the process by which the project was accomplished that will be most easily repeated, rather than its specific form. It is important to avoid simply repeating a formula for form, for this reduces the specialness of the project and even its appropriateness for a specific place.

A major factor in replicability is the willingness of key individuals to share how they accomplished their project, the lessons learned, and pitfalls to avoid. Projects that serve needs that are common to other people and places are also valuable as models.

A ROLE FOR EVERYONE

How can communities be designed to meet basic human physical and social needs and to express the values and dreams of the people who live there? How can individuals shape the neighborhoods in which they live? What are the personal qualities, skills, and knowledge that someone needs to assert effective leadership in shaping his or her community and how can these be developed? What are the respective roles of individual citizens and public agencies in shaping the city and how can the energy and knowledge of individuals be tapped? What is the role of the professional designer or planner in shaping the city? What role can landscape change play in addressing the social, economic, and environmental problems of the inner city?

These are the fundamental questions addressed by the West Philadelphia Landscape Plan and Greening Project, and the projects described in the preceding pages embody some answers. The individuals and organizations who sponsored and built these projects have demonstrated how much can be accomplished. These projects are places that can be visited and assessed. They are models of success to learn from and emulate. The lessons they represent should be taken generally, however, and not necessarily copied in every detail.

What can an individual do? Look at Hope Street and Aspen Farms, two neighborhood improvement projects that were envisioned and implemented by a few individuals. What do individuals have to contribute? They have commitment to a place and to people, ideas, skills, energy, and knowledge of the local scene. The importance of individuals stands out in all

successful projects and programs, even within a large organization. Organizations are composed of individuals, and individuals form networks of people with shared interests, goals, and experiences. Through networks, individuals can extend their knowledge, resources, and influence upon the shape of their neighborhood.

Institutions and businesses have an important role to play in the improvement of the community in which they are situated and which they serve. Investment in landscape improvements and neighborhood revitalization is good business, repaid many times over in good will and further investment.

Public agencies have an essential role in landscape improvement and community development. This role is not limited to public works projects that provide an essential service to a community, but extends also to enabling local groups and facilitating neighborhood-based initiatives. This may mean the reduction or removal of bureaucratic roadblocks or the sponsorship of programs that promote such initiatives.

The role of the professional designer and planner in community development is an important one. The technical knowledge they bring is important, but their potential contribution extends far beyond the technical. The design of places that express the dreams and values of the people who live there and that capture their imagination and affection can create landmarks that come to define a place. Designers and planners may also help set a place within its larger context to realize a whole that may not be readily apparent.

Landscape improvements will not solve all or even many of the city's problems. They can, however, be a catalyst for larger physical, social, and economic renewal. They may also serve as a symbol of other programs for neighborhood revitalization that may be far less tangible.

APPENDIX: MODELS OF SUCCESS

INDEPENDENT SPONSORS

Individuals

Hope Street..... II-36

Nonprofit Organization

Camden Garden Centre..... II-38

Private Institution

Blanche Levy Park: University of Pennsylvania..... II-40

Private Businesses

Germanatown Avenue Commercial Revitalization..... II-42

COLLABORATING SPONSORS

Individuals and Nonprofit Organization

Philadelphia Green..... II-44

Aspen Farm..... II-46

Olive Street..... II-48

West Shore Greene Countrie Towne..... II-50

Individuals and Public Agency

Penn State Urban Gardening Program..... II-52

Individuals, Nonprofit Organizations, and Public Agency

Boston Urban Gardeners..... II-54

Baltimore Association of Retarded Citizens..... II-56

Forest Park Library..... II-58

FORMAL PARTNERSHIPS

Nonprofit Organizations and Businesses

West Philadelphia Improvement Corps (WEPIC)..... II-60

Turner School..... II-62

West Philadelphia High School..... II-64

Multiple Public Agencies

Southwest Corridor Park..... II-66

Denver Urban Drainage and Flood Control District..... II-68

Public/Private Partnership: Multiple Public Agencies and Nonprofit Organizations

Plate River Development Committee: Plate River Greenway..... II-70

INCORPORATED ALLIANCES

Philadelphia Land Trust/A Neighborhood Gardens Association..... II-72

Boston GreenSpace Alliance..... II-74

INDEPENDENT SPONSORS

HOPE STREET

Location: 2500 block of Hope Street, of the West Kensington neighborhood in North Philadelphia

Description: The 2500 block of Hope Street is a block of rowhouses with stoops. Many rowhouses have been abandoned and torn down. The remaining buildings include two story rowhouses and one story garages. The vacant houselots are now vegetable gardens, flower gardens, and yards with swimming pools. There are currently only two vacant houses on the block. See "This Garden is a Town" for a more detailed description of Hope Street.

Land Ownership: Most of the houses on the block are owner occupied. The vacant lots on the block were owned by the city, but, as part of this block improvement, homeowners have taken legal possession of the lots. After five years, if the lots have been maintained, the title can be transferred to the homeowner. The cost of the lots is \$1 plus the cost of the paperwork. Many of the titles have now been transferred since the block improvements are now over five years old.

Size of Project: One block long. Several of the vacant lots connect blocks and the effects of the improvements have affected nearby blocks.

Funding: The projects have primarily been funded by the individual homeowners. Compost, soil, and seeds were acquired through the East Philadelphia Project of the Penn State Urban Gardening Program. The city installed new street trees, and new streets.

Neighborhood: Hope Street is in the West Kensington 2 Neighborhood Statistical Unit.

According to the 1980 census, the neighborhood had the following:

- 44.6% owner occupied residences
- 31.4% people under 15 years
- 9% people over 65 years
- \$7,962 median family income
- 47.3% persons living below the poverty level

Of those persons 25 years or older, 24.1% finished high school and 3.2% had four years of college.

Approximately 45% were of Spanish origin (may be any race), 39% white, and 16 % black.

Organization: There is no formal management structure on Hope Street. Until he returned to work in November, 1989, Walter Ney assumed responsibility to motivate the neighbors to take over and care for the vacant lots.

Contacts:

- Walter and Betty Ann Ney
- 2547 Hope Street
- Philadelphia, PA 19133
- Joan Trimback
- 2549 Hope Street
- Philadelphia, PA 19133

Notes and Quotes:

If it wasn't for the neighbors sticking together and backing this up nothing would have happened. All I did was run my mouth off.--Walter Ney

Every year the people on the block are making more improvements on their grounds.--Joan Trimback

People don't want to move off now. They think this is such a beautiful street they can't believe it. And this has stopped a lot of crime. Before '84 we had a lot of burglaries. But that cut down a lot. Just having the fences blocked a way for people to get away.--Betty Ann Ney

We learned to garden by trial and error. I just scratched the ground and put seeds in and what came up, came up and what didn't, didn't.--Joan Trimback

When people turn the corner and come down the street they act like they are in a different world.--Betty Ann Ney

It doesn't look the same since Walter started working.--Betty Ann Ney

History

This is a project implemented by a small group of neighbors working on their own. The organization has been informal and the working relationships have all been personal. It first began in 1982, when Joan Trimback fenced in part of the vacant lot next to her house, cleared it and planted a garden. At first her neighbors thought she was wasting her time and money, but her cousin and her cousin's husband, who lived next door soon joined her; the Neys began working on the four vacant lots across the narrow street. When the city instituted a program for homeowners to take legal possession of vacant grounds, Walter Ney persuaded the neighbors on the block to each take some of the vacant land as their own. He has also kept them involved with keeping the street itself clean. After the lots were clean out and fenced in, Mr. Ney persuaded the city to repave the street.

Accomplishments

Each lot reflects the tastes and backgrounds of its owner. Some have a distinctly suburban feel to them while others have a more rural character.

Trimbacks' yard: The Trimbacks have two lots adjacent to their house. They had a third, but they gave it to one of their neighbors when she bought the house she had been renting. Half of the Trimbacks' yard is garden with vegetables and fruit trees and half is mown grass with a picnic table and swimming pool. This was the first reclaimed yard on the block and the trees have grown large enough to shade the picnic table.

America's garden: America Villaneva has the most rural looking garden on the block. She grows many vegetables that are common to gardens in her native Puerto Rico. America has a small henhouse for laying hens.

Ney's yard: The Neys have three adjoining lots. They also gave one of their lots to a neighbor who wanted one. The Neys have a large concrete patio that had been built as a swimming pool foundation. Unfortunately, the pool broke during its first winter. The patio now has a picnic table and benches. To the side is a wooden arbor covered with grape vines. The Neys' yard slopes up towards the back and they are currently building terraces to stop soil erosion.

Tot lot: The tot lot had been built by Joan Trimback's mother, Rose Sierle. She built it because the playground around the corner was not safe, and the children needed someplace to play. Everyone was welcome, but parents started dropping their children off and using the tot lot as a babysitting facility. Children from off the block came to use it, and toys disappeared. After Mrs. Sierle died, Joan Trimback kept the playlot open. Now, however, she is unable to maintain the playlot and is in the process of converting it into a flower garden in memory of her mother.

Jardin de la Comunidad: This is a garden tended by several hispanic residents.

Flora's garden: Flora has the largest garden. She owns a house on Howard Street, one block over; she adopted the lot behind her house on Hope Street. She grows vegetables near her house and has made a siting area near Hope Street.

INDEPENDENT SPONSORS

CAMDEN GARDEN CENTER

Address: 66 Kenish Town Road
London NW1 8NY
England

Telephone: 011/44-1/485-8468

Description: Camden Garden Centre is a self-financed training scheme in the field of horticulture for jobless young people from the Camden Town area. The "garden" is located in northwest London on a formerly vacant corner lot. It is an immaculate, small, urban nursery.

Land Ownership: St Pancras Housing Association. The lot is leased through the Camden Borough Council at commercial rent.

Size of Property: 1.5 acres

Funding: A commercial loan for £100,000 was obtained from Midland Bank and was guaranteed by the Wellcome Foundation as a means of getting the center started. Revenues from sales go towards loan repayment and expansion plans. This is a self-financing project. There are no government subsidies for this project and capital is acquired as loans from private concerns and not grants.

Neighborhood: Camden Town is a working class neighborhood adjacent to middle class neighborhoods. It is in North London, a fifteen minute subway ride from central London.

Organization: The trainees are lower income with limited education. Reading and writing are not requirements for the job, and consequently occasional trainees do not have these skills.

The garden center is owned by the Southern Task Educational Trust. It is overseen by a seven-member directors committee including: Gurnakh Singh, two members from Wellcome Foundation, two from the Camden Borough Council, and two private individuals. The current Garden Centre Managers are Richard Arthur and Andrew Prescott.

Contacts:
Richard Arthur
Camden Garden Centre
66 Kenish Town Road
London NW1 8NY
England
Telephone: 011/44-1/485-8468.

Notes and Quotes:
It was appalling--it had been derelict for five years. And there were mountains of fly-tip rubbish and old bits of metal in a sea of mud.--Adam Caplin, original Assistant Manager

History

The area known as College Hall Green, later dedicated as Blanche Levy Park, was built during 1977-1978 as the first project from the new Landscape Development Plan for the University of Pennsylvania. The Plan was prepared under the direction of then Dean Peter Shephard of the Graduate School of Fine Arts and members of the landscape architecture faculty. It was motivated by the need to create a campus out of what had become an agglomeration of unrelated buildings. Although hundreds of millions of dollars had been invested in new buildings and properties, the campus was not cohesive. On a very small budget, Dean Shephard and his colleagues created the Center for Environmental Design and produced the guidelines that became the Landscape Development Plan. Blanche Levy agreed to give the University a gift to build the first phase on College Hall Green. This area was later dedicated as Blanche Levy Park.

Accomplishments

The construction of Blanche Levy Park improved the physical landscape it encompasses, the image of the University, and the role of landscape projects in future campus development. The benefits of Blanche Levy Park have been a lasting contribution:

Rebuilt Pedestrian Walkways: One of the primary objectives of the park was to rebuild pedestrian paths in the appropriate places, of the proper size, and in attractive materials. The old path system consisted largely of remnants of

Woodland Avenue, miscellaneous paths, and plazas built around new buildings. The main paths, Locust Walk and Woodland Walk, are routes that extend to the edges of the campus and beyond. Secondary walkways accommodate local traffic. The new paths were based upon a study of pedestrian traffic patterns and volumes.

New Vegetation: *The Landscape Development Plan* specified guidelines for new plantings and for future replacement plantings. Native species of a low woodland association are specified, primarily to improve specimen viability and to give the effect of a woodland. Paths were edged with four inch raised curbs to protect the lawn areas from being trampled.

Drainage: The new walks and new plantings allowed for the park to be regraded. Previously there had been poor drainage patterns which created large mud puddles and eroded slopes.

Improved Image: The Park helped to reshape Penn's image. In 1990, the University celebrated its 250th anniversary with large outdoor parties in the park. Because of this improved image, admissions and contributions to the University have increased.

Meeting Ground: The Park created an ideal center for social activity. Many people gather there daily for lunch, study, and passive recreation.

Landscape Planning Office: Linda Jewell, a landscape architect, was hired as the construction project coordinator. That position has grown into the Landscape Project Planning office, a team of landscape architects, headed by Robert Lundgren.

A Model Project: With its position at the heart of the campus and the top of the priority list for the Landscape Development Plan, the Blanche Levy Park set the standard for the rest of the university campus. Aesthetic and functional goals were met by this new investment in landscape improvement. Just as the old campus areas of Smith Walk and Hamilton Walk inspired ideas for rebuilding College Hall Green, the recently built and dedicated Blanche Levy Park serves as an example for further improvements of the landscape on the Penn campus. The Landscape Project Planning office uses the original thirteen-year old plan the way it was meant to be: not as a masterplan but as a vision of the role of the campus in university life and as guidelines for areas of potential improvement.

INDEPENDENT SPONSORS

GERMANTOWN AVENUE COMMERCIAL DISTRICT

Location: The 7700 to 8700 blocks of Germantown Avenue. This is the main street running the length of Chestnut Hill, a neighborhood in northwest Philadelphia.

Description: The Germantown Avenue Commercial District is consciously maintained as a village "Main Street" with a colonial style. Architecture, appointments, signs, and even lights are designed to reinforce this colonial village atmosphere. Parking lots are on former vacant lots behind the stores and are free to retail customers.

Land Ownership: The retail properties along Germantown Avenue are privately owned. Merchants and businesspeople voluntarily belong to an association called the Chestnut Hill Development Group.

Size of Project: 11 city blocks

Funding: The Chestnut Hill Development Group is funded by dues paid by the member businesses. The Chestnut Hill Community Association is funded by private dues and private donations.

Neighborhood: Germantown Avenue and the adjacent neighborhood is in the Chestnut Hill 1 Neighborhood Statistical Unit. According to the 1980 census, the neighborhood had the following:

- 57.6% owner occupied residences
- 12.7% people under 15 years
- 14.1% people over 65 years
- \$39,125 median family income
- 5.5% persons living below the poverty level

Of those persons 25 years or older, 87.5% had completed high school and 67.4% had four years of college.

Approximately 97% were white, 1% black, 1% Asian, and 1% of Spanish heritage (may be any race).

Organization: The most significant feature of the neighborhood organizations in Chestnut Hill is the interlocking directorate. The Community Association, the Development Group, and the Historical Society each have members that sit on the others' boards of directors. This assures close cooperation between the various interest groups.

The committee structure of the Community Association also reinforces its efforts. Important committees include the Long Range Planning Committee, the Design Review Ordinance Committee, the Street Tree Committee, and the Architectural Review Committee.

Contacts:
Patricia Cove
Interior Designer
8510 Germantown Ave.
Philadelphia, PA 19118
(215) 248-3219

Shirley Hanson
Chestnut Hill Community Association
8434 Germantown Avenue
Philadelphia, PA 19118
(215) 248-8810

Publications and Other Readings:
"Preservation: The Past in Our Future," by

Patricia M. Cove, in the *Chestnut Hill Local*, September 20, 1990, pp. 9-10.

"Maintaining Hill's character can't be left to chance," by Patricia M. Cove, in the *Chestnut Hill Local*, September 27, 1990, pp. 1,21-22.

Chestnut Hill Land Use Guidelines, published by and available through The Chestnut Hill Community Association (Winter, 1982).

The Long Range Planning Committee has commissioned a new report which is in draft form entitled, *Chestnut Hill: People, Environment, Issues, and Goals*. The report has been prepared by Jon Lang and Walter Molestki of the Environmental Research Group with large input and feedback from the Planning Committee.

Notes and Quotes:
I would hope that changes that occur would enhance what is already there. Chestnut Hill is unique because it was developed with a very natural sense. Buildings were built with the natural landscape. New ones that were put in were compatible with the old ones.--Shirley Hanson.

If we had done this without an outside consultant, it would have been a traditional historic preservation plan. We would have looked at the buildings but not the streets, the street lights, and the trolley lines.--Shirley Hanson

History

The genesis of the Germantown Avenue revitalization started in the early 1950s. Since Chestnut Hill is so close to the suburbs, its shopping district competed directly with the new shopping malls. The Germantown Avenue commercial district had deteriorated. One-third of the stores were vacant; the occupied store fronts created a hodge-podge collection of shops on the street. The Chestnut Hill Development Group decided to combat this by working together to create a shopping district with a unified architectural style and convenient off-street parking. After considering many styles, including Art Deco, they decided to become "colonial." Compliance with the plans was voluntary but the Development Group used a strong public relations campaign to get the message out to the commercial and residential communities. Acceptance of the new guidelines became a popular cause. The implementation of the new guidelines was gradual, as stores renovated they did so in the chosen style. Painted wood signs were encouraged in lieu of neon signs.

Accomplishments

During the thirty-five years since this project was initiated, the successes have been dramatic. The business district has been transformed from a threatened commercial strip to a thriving retail area. The main vehicle of revitalization has been the adoption of a unified colonial style of architecture and the development of small parking lots throughout the area.

The interests of the businesspeople, represented by the Chestnut Hill Development Group, and the neighborhood residents, represented by the Chestnut Hill Community Association, have been coordinated by the close relationship between the two organizations. Over the decades, the constituency for historic preservation has grown. The Chestnut Hill Historical Society was formed in 1965. Working together, these groups succeeded in having Chestnut Hill registered as a National Historic District in 1985.

The Development Group remains active as a business association, but the task of protecting the heritage and image of the neighborhood has shifted to the Chestnut Hill Community Association. Currently, the Long Range Planning Committee of the Community Association has commissioned an ambitious study for the preservation of the character of the entire neighborhood, entitled, *Chestnut Hill: People, Environment, Issues, and Goals*.

COLLABORATING SPONSORS

PHILADELPHIA GREEN

Address: Pennsylvania Horticultural Society
325 Walnut Street
Philadelphia, PA 19601-2777

Telephone: (215) 625-8280

Mission: Philadelphia Green was founded as the community outreach program of the Pennsylvania Horticultural Society. Its 1984 mission statement reads: "To use the Greene Countrie Towne model to demonstrate the effectiveness of neighborhood-wide greening strategies as a community development tool. The approach focusses on organizing selected neighborhoods around the Greene Countrie Towne concept, and building a neighborhood greening network to support it. Taking a proactive approach, we emphasize the development of significant numbers of projects to create a 'critical mass' of green; key community focal points require more elaborate and sophisticated site development. We aim to maintain community involvement in most phases of these processes."

Land Ownership: Philadelphia Green is a program to develop community projects. The land for these projects has to be owned by the community group or they must have written permission of the owner to use the land.

Funding: 40 percent of the funds for Philadelphia Green come from the gate receipts from the Philadelphia Flower Show. The remainder of the funding comes from diverse sources including the Pew Charitable Trusts, Community Block Grants from the City of Philadelphia's Office of Housing and Community Development, and the William

Penn Trust. Smaller grants come from other foundations, corporations, and individuals.

Neighborhoods: Philadelphia Green concentrates its energy and resources on low to moderate-income neighborhoods. It has individual projects throughout the city. The neighborhood-wide initiatives include eight Greene Countrie Townes throughout the city. Although not designated as a Greene Countrie Towne, concentrated work has also taken place in Mill Creek.

Organization: Philadelphia Green is a program of the Pennsylvania Horticultural Society and individuals can be members of this organization. Participating community groups are enrolled with Philadelphia Green and receive the newsletters but do not form a board of directors.
Director: J. Blaine Bonham, Jr.
Manger, Site Development: Mike Groman
Education Director: Patricia Schrieber

Contacts:
Mr. Mike Groman
Ms. Sally McCabe
Philadelphia Green
Pennsylvania Horticultural Society
325 Walnut Street
Philadelphia, PA 19601-2777

Publications:
Greene Countrie Towne: A Development Guide.
Published by and available through Philadelphia Green, Pennsylvania Horticultural Society, 325 Walnut Street, Philadelphia PA 19106. Pub. 1988.

Philadelphia Green News. A monthly newsletter which is produced and distributed to member groups throughout Philadelphia.

Journal of Community Gardening. A quarterly journal which is published by the American Community Gardening Association. Available through ACGA Journal, c/o Pennsylvania Horticultural Society, 325 Walnut Street, Philadelphia, PA 19106.

Green Scene: The Magazine of the Pennsylvania Horticultural Society. Published bimonthly by the Pennsylvania Horticultural Society, 325 Walnut Street, Philadelphia, PA 19106.

Notes and Quotes:
We give people a positive issue to organize around--Sally McCabe

Philadelphia Green began in a day and time of community outreach.--Eva Ray

Greene Countrie Towne gives a target area where you can really do something.--Sally McCabe

Philadelphia Green and Blaine Bonham had a big hand in helping to get all this together. Maybe we could have done it piecemeal. But he came in, rolled up his sleeves; he helped us glue it together.--Helen Feggans, President, West Shore Civic Association

(see also Aspen Farms, Olive Street, West Shore Greene Countrie Towne, Neighborhood Gardens Association)

History

"Philadelphia Green began in a day and time of community outreach." It began when Mrs. Ernesta Ballard, then president of Pennsylvania Horticultural Society, began using proceeds from its annual Philadelphia Flower Show to support a Neighborhood Gardens Program. The program was aimed at improving the appearance of neighborhoods with window boxes and flower planters. In 1975, Philadelphia Green was established as a specific program and Blaine Bonham was appointed as its full time director.

Accomplishments

Over the past fifteen years, Philadelphia Green has developed hundreds of community projects. Currently the landscape projects of Philadelphia Green are organized into three types: landscapes, street tree and garden blocks, and blockscapes. Over the past five years, the J. N. Pew Charitable Trust funded a project called Greene Countrie Towne where these three levels are integrated into a concerted effort for a targeted neighborhood. There have been eight Greene Countrie Townes thus far. Philadelphia Green is also engaged in other important activities:

American Community Gardening Association: Philadelphia Green maintains active membership in the American Community Gardening Association and has played a leading role in the publication of the *ACGA Journal*.

Neighborhood Gardens Association: Along with Penn State Urban Gardening, it was a founding

agent of the Neighborhood Gardens Association/A Philadelphia Land Trust. This land trust is set up to acquire and help community groups acquire garden land.

Education: Philadelphia Green runs workshops for a wide variety of groups and audiences on horticultural topics.

COLLABORATING SPONSORS

APSEN FARMS

(Sponsored by Philadelphia Green)

Location: 49th & Aspen Streets, in the Mill Creek Neighborhood in West Philadelphia

Description: Aspen Farms is a half-acre community garden on the western half of its block. The eastern edge of the garden is bounded by a high brick wall covered by a large mural depicting a farm and mountain scene. The south, west, and north sides are marked with a new chain-link fence. Planters line the sidewalk by the south gate. Being bounded on three sides by streets gives the garden an open spacious feel. The intensively managed landscape with the common built structures gives the garden a park-like quality.

Land Ownership: Philadelphia Redevelopment Authority.

Size of Property: 175' x 150'. There are 40 garden plots at Aspen Farms

Funding: Most of the funding for improvements to the garden has come from Philadelphia Green. Members of Aspen Farms pay \$10 per garden plot into the annual maintenance fund. Aspen Farms has donated time and held fundraisers for some of the improvement projects.

Neighborhood: Aspen Farms is in the Mill Creek Neighborhood. According to the 1980 census the Mill Creek Neighborhood Statistical Unit had:

- 48.7% owner occupied residences
- 26.7% people under 15 years
- 15.3% people over 65 years
- \$8,992 median family income
- 43.8% persons living below the poverty level.

Of those persons 25 years or older, 44.4% had completed high school and 2.5% had four years of college.

Approximately 99% were black and 1% white.

Organization: Most of gardeners of Aspen Farms are homeowners. Preference for garden plots is given to people living in or closely connected to the Mill Creek neighborhood. Most are retired middle-class professionals. The average age is 65 years. The community garden is self-governing through the Aspen Farms Garden Association. Decisions about the garden are made through a vote of the members. Hayward Ford is the current president

Contacts:
Hayward Ford
5106 Diamond St.
Philadelphia, PA 19131
(215) 877-9354

Mrs. Esther Williams
4838 Aspen St.
Philadelphia, PA 19139
Philadelphia Green
325 Walnut Street
Philadelphia, PA 19106
(215) 625-8280

Notes and Quotes:
This garden is a town--we have everything but a penal colony.--Hayward Ford

It isn't all fifty beds of roses. There are fifty different people with fifty different ways of seeing

things and fifty different ways of doing things. And everybody, of course, is always right.--
Hayward Ford

Every thanksgiving the gardeners prepare dinner for the seniors at 55th and Haverford. According to Esther Williams, *There really is no slow time for us at the garden.*

This is a place where older citizens are able to stay active and feel younger while contributing something to the community.--Esther Williams

If you can't improve each year, why be here?--
Hayward Ford

The garden has been an educational adventure both for the young and the old. It has been a "therapy" for the old in that they're able to come out of their homes and watch things grow, and there was a small teaching program involving children resulting in a scholarship program for them.--Hayward Ford

I only have a small garden, just ten by ten. There's no point in having a two horse farm if you've only got one horse.--Mr. Brown, the senior gardener at Aspen Farms at 95 years old

(see also Philadelphia Green, Olive Street)

Individuals and Nonprofit Organization

History

In 1975, the half-block at Aspen and 49th Streets was nothing more than a trash and weed-tree filled lot for the citizens of the Mill Creek Neighborhood. Esther Williams was a member of an informal coalition called "Our Community" that was determined to do something about the blight. In the first year, they cleared only one corner of the property and built ten small garden plots. After that Mrs. Williams began negotiating with the Philadelphia Redevelopment Authority to clear the rest of the lot and let "Our Community" develop it into a community garden. When this work was completed, the organization and the garden were renamed Aspen Farms. From the very beginning, Aspen Farms worked closely with Philadelphia Green. It constantly tries to improve itself. Aspen Farms has had two major re-designs. Through the commitment of its member gardeners and with the development assistance of Philadelphia Green, Aspen Farms has become a showpiece.

Accomplishments

Aspen Farms was initially designed ad hoc by participating gardeners. As a formal group structure developed, design decisions were made through a vote by the members of the Aspen Farms Garden Association. The current design is the product of collaboration between gardeners, a studio of graduate landscape architecture students at the University of Pennsylvania, and Philadelphia Green. Aspen Farms is an outstanding example of a well designed and beautifully constructed community garden. This success has been the

direct result of their encouragement of outside collaboration and support from outside sources. The list of recent improvements is impressive:

Upgraded Fencing (1989): A tall chain link fence and locking gates around garden perimeter replaced the original wood post and turkey wire. Costs of \$7,000 were met by Aspen Farms fundraising and donations from Philadelphia Green.

Central Seating Area (1988-89): A central path and common seating area was designed by John Widrick, a student at the University of Pennsylvania. A central wooden pergola, raised railroad tie planters, concrete and wood park benches supplied by the Farmount Park Commission, and half-barrel planters create a common seating space. The costs and materials were provided by Philadelphia Green.

The Children's Garden (1988): This garden was organized to direct youth participation from vandalism to gardening activities. The product was a trellis rose garden. This was a combined effort of Aspen Village, Philadelphia Green, and the Aspen Farms gardeners.

Sidewalk trees (1987): Dogwoods were planted along the sidewalks surrounding the garden. Materials and labor provided by Philadelphia Green.

Turkey Wire Fencing (1987): This was the first fencing erected around the entire garden.

Irrigation system (1986): The original system had 120' of underground piping hooked to the fire hydrant on the southwest garden corner, 10 hose

outlets; and 50-gallon plastic barrels. The approximate cost was \$200. Aspen Farms President, Hayward Ford, designer of the original system, is now installing an upgraded system with a 4" main and three 2" laterals to locate water outlets near all of the gardens.

Greenhouse (1985): A wood and pvc hothouse was constructed by Philadelphia Green.

The garden has enlisted the help of the mayor's Anti-Graffiti League. Work began in 1985 for a mural on the wall that forms the eastern boundary of the garden. Today, a farm scene with barns and animals is the backdrop for staked vegetables, sunflowers, and orchard trees.

COLLABORATING SPONSORS

OLIVE STREET

(Sponsored by Philadelphia Green)

Location: 4800 block of Olive Street, in the Mill Creek neighborhood in West Philadelphia

Description: Olive Street is a narrow, east-west residential street composed primarily of brick rowhouses. On the southern side of the street, houses have elevated porches adjacent to the sidewalk. On the northern side, porches are set back from the street by small lawns that slope up steeply. Neighbors are responsible for planting their own yard, and this has primarily consisted of a variety of flowers, grasses, shrubs, and vegetables. Wine barrels containing small shrubs and flowers line the southern sidewalk. A row of hawthorn trees lines the northern sidewalk.

Land Ownership: The houses are mostly owner occupied.

Size of Project: One block with approximately 40 rowhouses.

Funding: Funding for the various projects came from the individual residents or from Philadelphia Green. The City of Philadelphia also undertook improvements to the street.

Neighborhood: Olive Street is in the Mill Creek neighborhood. According to the 1980 census the Mill Creek neighborhood statistical unit has the following:

- 48.7% owner occupied residences
- 26.7% people under 15 years
- 15.3% people over 65 years
- \$8,992 median family income
- 43.8% persons living below the poverty level.

Of those persons 25 years or older, 44.4% had completed high school and 2.5% had four years of college.

Approximately 99% were black and 1% white.

Olive Street is an older residential block and the percentages of owner-occupied houses and persons over 65 is considerably higher than that for the neighborhood.

Organization: The block is organized into the 4800 Olive Street Block Club. Mrs. Teresa Allen is the block captain. The block club meets three times a year. In addition, the block captains in the Mill Creek neighborhood meet periodically.

Contacts:

Mrs. Teresa Allen
4833 Olive Street
Philadelphia, PA 19139

Philadelphia Green
325 Walnut Street
Philadelphia, PA 19106
(215)625-8280

Notes and Quotes:

I've been Block Captain since we started working on cleaning up this block in 1975. I tried to turn over the work to someone else a few years ago, but they wouldn't let me. I guess as long as I'm here I'll be doing this.--Teresa Allen

Now that they have my name down at City Hall, they're always contacting me.--Teresa Allen

Mrs. Allen says that she would not choose to have hawthorn trees planted again given a choice, calling the trees "dirty". The berries will track into homes if homeowners are not vigilant ("most people are not") about keeping the sidewalk swept clean.

The houses don't go up for sale very often. If someone dies, then usually a relative moves back to the neighborhood into the house.--Teresa Allen

(see also Philadelphia Green, Aspen Farms)

History

The Allens on Olive street were involved with an organization called "Our Community" in 1975. This group soon reorganized into the Aspen Farms Garden Association, a community garden group that was working with Philadelphia Green on a new community garden. Teresa Allen initiated a block clean-up on her block that year. As Block Captain since then, Mrs. Allen has led the led block greening efforts. Olive Street became one of Philadelphia Green's Garden Blocks in 1975.

Accomplishments

The success of this project is due to the neighborhood's ability to coordinate beautification projects, including street and sidewalk repaving, and yard clean-ups.

Tire Urns (1975): Flower-filled urns made from old tires were installed for \$9 each.

Street Trees (1978): Hawthorns were planted by the city at no charge. Residents paved the soil pits with Belgian block in different patterns. Residents are expected to maintain them.

Street Lanterns (1984): \$130 each. These are black metal and glass lanterns mounted on 4' posts, generally erected on owners lawns or at foot of porch steps.

New sidewalks (1985): The city replaced the sidewalks after 10 years of petitioning.

Wine Barrels (1988): Cost of each barrel, complete with soil and plants installed, was \$30.

Street Repaving (1988).

Block Clean-up (twice annually): Under the aegis of the "Philadelphia More Beautiful" program, the city provides street washing machinery, and residents clean trash from yards.

COLLABORATING SPONSORS

WEST SHORE

GREENE COUNTRIE TOWNIE

(Sponsored by Philadelphia Green)

Location: West Shore Neighborhood, between Woodland Avenue and Grays Ferry Avenue and between 45th Street and 47th Street in West Philadelphia.

Description: West Shore is a neighborhood of single family two story rowhouses. One side of the neighborhood on Woodland Avenue is a derelict commercial strip. A SEPTA commuter rail line cuts through the neighborhood in an open-cut right-of-way. The eastern edge has common flower gardens and signs welcoming traffic from the Grays Ferry Bridge to the neighborhood. The small scale of the residential streets and the profusion of flower boxes and sidewalk planters give the look of a small village.

Land Ownership: The land throughout the West Shore neighborhood has a diverse group of owners. Many landscape improvements are directly on the homeowners' property. The City of Philadelphia and the Philadelphia Redevelopment Authority own many of the once vacant lots that have been turned into gardens and playlots. Some of the community gardens are on the SEPTA right of way.

Size of Project: West Shore is a ten block area.

Funding: \$75,000 for the first three houses to be rehabilitated came from the Enterprise Foundation. Funding for the landscape improvements has come largely from Philadelphia Green, the Sun Companies, and from money raised in the neighborhood.

Neighborhood: In the 1980 census, the West Shore Neighborhood Statistical Unit had:

54.0% owner occupied residences
20.7% people under 15 years
14.1% people over 65 years
\$9,091 median family income
39.5% persons living below the poverty level.

Of those persons 25 years or older, 46.3% had completed high school and 4.7% had four years of college.

There were 670 persons in the neighborhood in 1980.

Organization: The improvements in this community have largely been brought about by the West Shore Civic Association, a 501(c)3 nonprofit corporation. The neighborhood work is organized by block, with each having a block captain. Helen Feggans is president of the Civic Association and Charlotte Donald is chair of the Greene Countrie Towne Project.

Contacts:

Helen Feggans
4624 Linmore Ave.
Philadelphia, PA 19143
(215) 222-1538

Philadelphia Green
Pennsylvania Horticultural Society
325 Walnut Street
Philadelphia, PA 19106
(215) 625-8280

Mattie Robbins
1435 South 47th Street
Philadelphia, PA 19143

Notes and Quotes:
When we decided we were going to be West Shore Civic Association, we had decided how much of a bite we were going to take out of this area. You can't spread yourselves too thin. You don't accomplish anything that way. And we learned this from experience.--Helen Feggans

It doesn't make an impact if you are dealing with scattered sites. When we did these blocks here you could see the difference.--Helen Feggans

Philadelphia Green and Blaine Bonham had a big hand in helping to get all this together. Maybe we could have done it piecemeal. But he came in, rolled up his sleeves; he helped us glue it together.--Helen Feggans

You can imagine, if you took the green away it would be bare, it would almost be naked. I just can't imagine anything now not being green. You can rehab the houses, but it's almost like dressing and you don't have your gloves and your hat on.--Helen Feggans

You need bodies. When you go downtown you can't go as a one man show. They'll figure that you're the only one that wants this thing.--Helen Feggans

(see also Philadelphia Green)

Individuals and Nonprofit Organization

History

The West Shore Civic Association formed in 1972 to address the need for housing and the plight of the neighborhood, which had a very high number of vacant houses. Progress was slow on the housing issue, although in those first years the Association began a flower box program and a sidewalk planter program with Philadelphia Green. Shortly after this, the Penn State Cooperative Extension Service's Urban Gardening Program set up a demonstration community vegetable garden next to West Shore in which many of the residents gardened.

A few years later, Blaine Bonham of Philadelphia Green brought James Rouse of the Enterprise Foundation to the area to meet with local leaders. The Enterprise Foundation granted \$75,000 to the West Shore Civic Association to rehabilitate three houses. Incorporated as a nonprofit in 1978, the Association acquired the properties from the city, renovated them, and sold them. The proceeds from the sale went towards additional housing rehabilitations.

West Shore's involvement with Philadelphia Green continued to grow. In 1982, it became the third Greene Countrie Towne project of Philadelphia Green. Since then, the two organizations have had a continuous relationship aimed at improving the landscape of the neighborhood.

Accomplishments

The West Shore Civic Association has two main projects: housing and neighborhood greening. Other goals include developing a community center and improving public services.

Flower Planters: Neighborhood-wide window boxes and sidewalk planters were introduced. The first planters were fire urns. These were later upgraded to wooden barrels and concrete planters.

Street Trees (1978): The neighbors and Philadelphia Green planted 35 street trees obtained from the Fairmount Park Commission. Many of these were planted where no trees had been before and holes had to be dug through the sidewalks.

Greene Countrie Towne (1982): Becoming one of Philadelphia Green's Greene Countrie Townes, West Shore committed to a strong neighborhood-wide effort to develop all its open spaces into maintained, attractive landscapes. The intention is to bring a "bit of the country into the city."

Front Porch Program (1983): The Sun Company awarded a grant to the neighborhood for front porch improvements.

Streets and Sidewalks: Several blocks successfully applied to the city for new streets, curbs, and sidewalks after landscape improvements had been implemented.

Paschall Avenue Garden: This large community vegetable garden is on the hillside overlooking the railroad tracks.

Block Gardens: Nearly every block has its own garden. Some are small vegetable gardens, others are flower and sitting gardens. There are children's playlots and picnic yards with barbecue pits.

Housing Rehabilitation: To date the West Shore Civic Association has rehabilitated and sold 25 houses. They are currently planning three more such projects.

COLLABORATING SPONSORS

URBAN GARDENING PROGRAM

Address: Pennsylvania State University
Philadelphia County Cooperative
Extension
4601 Market Street
Philadelphia, PA 19139

Telephone: (215) 560-4150

Description: The Penn State Urban Gardening program is mandated by Congress to promote and assist food production and better nutrition through urban gardening. It is part of Penn State's Cooperative Extension Office for Philadelphia County.

Funding: The Urban Gardening Program is a publicly funded office and its services are available to anyone in Philadelphia County. Funding comes from many levels of government: the United States Department of Agriculture, the Commonwealth of Pennsylvania, and the City of Philadelphia.

Neighborhood: The Urban Gardening Program is active throughout Philadelphia County

Organization:
Elmore R. Hunter, County Extension Director
Terry Mushovic, Urban Gardening Program
There are seven garden advisors in Philadelphia.

Contacts:
Mr. Elmore R. Hunter
Ms. Terry Mushovic
Ms. Doris Stahl
Penn State Cooperative Extension
4601 Market Street
Philadelphia, PA 19139

Publications:
Urban Gardening Program: The Coordinator's Book. A handbook prepared and published by the Urban Gardening Program for use in Garden Management Workshops.

Harvest Fare: A Collection of Recipes from Philadelphia Community Gardeners and Friends. Marian Luongo, editor. Published by Urban Gardening Program, The Pennsylvania State University, Philadelphia County Cooperative Extension. Copyright, 1987. This eclectic collection of recipes was published at the ten year mark of the Urban Gardening Program as a testament to the success of city gardens and the cultural diversity of city gardeners.

Notes and Quotes:
There are a lot of endangered gardens here; my numbers are going down.--Doris Stahl

(see also Neighborhood Gardens Association, West Shore Greene Countrie Towne)

History

The Smith-Lever Act of 1914 established Cooperative Extension Services throughout the country. This visionary program saw the need for advances in agriculture to be available on the local level. The Act provided funding for the land grant universities in each state to establish an Agricultural College "extension" in each county. The Extension Services' activities continued to expand into youth education through the 4-H programs and family nutrition. Because the original focus of the Extension Services was on rural agricultural areas, Philadelphia County did not have an office set up until the 1940s. Today the Philadelphia County Cooperative Extension Office has over forty full-time employees and countless volunteers and boasts the largest 4-H club in the country.

Urban Gardening Programs were started by an act of Congress in 1976 in 17 cities. Philadelphia was in the first group of cities slated to receive support. The initial programs were so clearly successful as disseminators of information, important tools for gathering data in cities, and good economic investments that the funding has been expanded to involve over 40 cities throughout the country. As policy there is only one city per state which is federally funded with such a program.

Accomplishments

Urban Gardening is one program of the Penn State Philadelphia County Cooperative Extension Office. The other programs are 4-H,

Expanded Food and Nutrition Education Program (EFNEP), Family Living, Horticulture Agent services, and Entomologist services. The Urban Gardening Program is specifically involved in many activities in Philadelphia:

Technical Support to Gardeners: Penn State Urban Gardening provides extensive technical information to gardeners of all levels of experience. They present lectures to children, senior citizens, handicapped audiences, residents of the Ingless House, and others. Lectures that they sponsor are coordinated with Philadelphia Green and listed in *Philadelphia Green News*.

Garden Hotline: The office staffs a garden hotline full time to answer gardening questions of anyone that calls in. The number is 560-4150 and is open during business hours.

Master Gardener Program

Garden Management Workshops: These workshops are used specifically to train community members to be effective leaders of a community garden. To assist in the workshops, the staff assembled and published *The Coordinator's Book*.

Educational Booth at Philadelphia Flower Show

Board Member of Neighborhood Gardens Association/A Philadelphia Land Trust: Penn State Urban Gardening along with Philadelphia Green was instrumental in establishing this land trust dedicated to securing land permanently for gardening throughout Philadelphia.

Statistical Monitoring: Part of the Extension Office Urban Gardening Programs mandate is collecting data on gardens throughout the city. The intention of this effort is to analyze the cost effectiveness of investing in urban gardens, establish a data base for more in-depth study of urban gardening, and ensure an annual update on each garden in the city. In Philadelphia, in 1988, the Urban Gardening Program counted 477 community food gardens on 58 acres, 3319 families involved with these community gardens, 708 youth garden plots, and an estimated food production of \$1,881,740.

Demonstration Gardens: The Urban Gardening Program maintains nine demonstration gardens. Demonstration gardens differ from community gardens in that they are developed and run by the Extension Office, although most of the gardeners come from nearby communities. The primary purpose of the demonstration gardens is to have public examples of urban gardens throughout the city. The gardens are the sites of demonstrations and workshops throughout the growing season.

COLLABORATING SPONSORS

BOSTON URBAN GARDENERS AT THE COMMUNITY FARM

Address: 46 Chestnut Ave.
Jamaica Plain, MA 02130

Telephone: (617) 522-1259

Mission: BUG at the Community Farm is founded on the belief that "the twin goals of a sustainable environment and economic justice for all are linked." BUG at the Community Farm is a nonprofit organization and can provide a complete mission statement upon request.

Land Ownership: The land that BUG at the Community Farm lies on was one of the private development parcels from the Southwest Corridor Transportation Project. By agreement with a developer, housing will be built on part of the parcel with the remainder being set aside for the community garden. The Farm owns adjacent property.

Funding: Foundation grants, the Walk for Hunger, other charitable contributions, service contracts, and other sources.

Neighborhood: BUG at the Community Farm is active as a city-wide nonprofit organization. Its efforts are concentrated in low and moderate-income neighborhoods.

Organization: This is a membership-supported organization. Membership is open to the public and comes from throughout the metropolitan area. Members pay annual dues and select the Board of Directors. There is a 24 member Transition Board of Directors. The Executive Director of BUG at the Community Farm is Leroy Stoddard. There are twelve full time employees.

Contacts:
Leroy Stoddard
Executive Director
BUG at the Community Farm
46 Chestnut Ave.
Jamaica Plain, MA 02130
(617) 522-1259

Publications and Other Readings:
To Dwell is to Garden: A History of Boston's Community Gardens. Sam Bass Warner, Jr., photographs by Hansi Durlach. Northeastern University Press, Boston, 1987.

Handbook of Community Gardening. Produced by BUG, Susan Naimark, ed. Scribner and Sons, 1981.

Boston Urban Gardeners at the Community Farm Newsletter. Published semi-annually for members of BUG at the Community Farm.

Notes and Quotes:
The community gardens of Boston were born of hope and determination in the midst of a fractured city; they thrived and brought people together across what seemed like oceans of distance even before the city as a whole calmed and renewed itself.--Charlotte Kahn

People who have a claim, even if it is a temporary claim, on a piece of land have an eye for abuse of land, bad design, waste, chemical use. It happens because the community garden is a community when it works right.--Leroy Stoddard

(see also Southwest Corridor Park)

History

Boston Urban Gardeners at the Community Farm is a new organization with a long history. It was founded in June of 1990 by the merger of two Boston nonprofits; Boston Urban Gardeners and the Southwest Corridor Community Farm, both of which were founded in 1977.

Charlotte Kahn, who was influential at the start-up of both organizations, describes the early beginnings as using "leftover civic energy." There was a corps of activists that had been involved with national and international politics during the civil rights protests and the Vietnam War era. When these issues subsided from the headlines, there was left a group of people who were sensitive to political and social injustice and the plight of the underprivileged.

Independent community gardens began appearing on vacant urban land. A group called the South End Garden Project, along with Edward Cooper from Highland Park, and gardeners from Jamaica Plain, Dorchester, and Brighton perceived enough mutual interests that they formed the Boston Urban Gardeners' Coalition in 1977. The coalition continued to serve as a city-wide umbrella organization dedicated to bringing together urban gardeners. It also expanded to other issues related to economically disadvantaged citizens, including: food and hunger action, job training, public housing, open space advocacy, recreation, and education.

The Southwest Corridor Community Farm was also founded in 1977. The founding team,

which included Charlotte Kahn of the South End Garden Project, organized around land in the Southwest Corridor that lay vacant during the planning stages of new transportation rail lines. With support from the city's Comprehensive Employment and Training Act, twenty-one people were hired to build and develop the farm. The contract lasted for only one year, but that was long enough for the crucial relationships to be formed to sustain the community gardening project with neighborhood volunteers. At this point the original board of directors resigned in order to allow for local control of the Farm. The board of directors had a larger vision for the farm beyond that of community garden. By 1979 it had received funding, allowing it to hire a staff member and begin its development as an urban environmental center.

The two organizations merged in 1990 in an effort to combine resources. The merger is seen as a way to create a design/build firm with a community-oriented agenda.

Accomplishments

Both of the parent organizations of this new nonprofit had noteworthy successes in their efforts.

Boston Urban Gardeners was very successful as an advocate for urban gardening in the city. It served as an umbrella organization that people in neighborhoods could use to help solve problems with their gardens. From this constituency BUG naturally became involved with food and hunger action, job training,

environmental education, and open space planning. Perhaps one of the greatest accomplishments of BUG was its strengthening of the greening network in Boston. BUG was a founding member of the Boston GreenSpace Alliance

The former Southwest Corridor Community Farm was successful in its original goals of training neighborhood residents in horticultural skills and building a community farm. It was also especially successful in expanding its activities into education. It used horticulture and the environment as an introduction to science at nearby elementary schools, which at the time had no science curriculum. It sponsored the Jamaica Plain Farmers' Market. It established a professional landscape crew. The Farm always succeeded in bridging cultural barriers that plagued the area historically. The first "Wake Up the Earth Festival" was held in the spring of 1978. The main element of continuity of the annual festival is to highlight the rituals of spring in different cultures.

The major immediate project facing BUG at the Community Farm is the construction of a community based, multi-service urban environmental center. Long term tenure on the land was secured only in the last few years with negotiations with the MBTA and potential developers of the "development parcel" where the Farm is located. The center will include a new building to house the organization offices, the planning and design office, landscape training workshops, landscape equipment areas, a community center for educational and other multi-cultural activities; a new greenhouse; and fifty garden plots.

The new organization will have a full range of activities. In the words of Leroy Stoddard, the executive director, "Design/build does not mean what it means for a private firm. It means advocacy on a broad base about what neighborhoods need to be livable and safe and happy and green. So it is advocacy for a reconstruction of the city that allows everybody access to the green space, well maintained green space. On the build side, the build means we do it with local labor. We do it in what we hope are environmentally responsible ways in terms of water and infrastructure." BUG at the Community Farm intends to continue competing in the marketplace for landscape maintenance contracts. It does not plan to compete in the area of lowest price but rather in the area of quality service and improved city welfare. The belief is that the city will realize the benefits of awarding contracts to in-city organizations. BUG at the Community Farm also stresses a strong sense of responsibility with their service because it is their own community they are maintaining.

COLLABORATING SPONSORS

BALTIMORE ASSOCIATION FOR RETARDED CITIZENS (BARC)

Address: 4800 York Rd
Baltimore, MD 21212

Telephone: (301) 323-5600

Mission: "To ensure that persons with mental retardation have maximum opportunities for full participation in all aspects of life in the community and to offer programs and services that assist and support persons with mental retardation in becoming and being a true member of the community."

The Landscape Services Division of BARC is an employment service that runs landscape maintenance contracts, a wholesale greenhouse, and a landscape installation service.

Land Ownership: BARC owns a greenhouse in Reisterstown, Maryland. The work centers for other landscape maintenance activities are leased.

Funding: The annual budget for the entire agency is approximately \$28,000,000. Much of this is dedicated to the residential services provided by BARC. The budget for the landscape services division is \$500,000 per year. BARC receives money from the State of Maryland through the local counties for each client it employs. The landscape contracts are bid on at market rates. The third significant source of funding is from the United Way. BARC Landscape Services is not self sufficient because of the additional needs for case management services and the generally slower rate of work by its clients.

Neighborhood: BARC serves clients throughout Baltimore City and Baltimore County.

Organization: The Baltimore Association of Retarded Citizens is a member controlled nonprofit organization. Membership is open to the public for \$15 dollars annual dues. The mentally retarded adults to whom BARC provides services are the clients of the organization.

Currently there are 50 clients working full time, year-round in landscape services. The clients have ranged in age from 20 to 63 years old. Most of the clients are mobility trained, which is to say they get to work on their own, either by foot, bicycle, or bus. The clients live either with their families, in neighborhood group homes that BARC owns, or independently in apartments where they are responsible for paying their own rent. Several of the clients are married. Several of the clients have limited reading skills or are in literacy training classes.

The newest group to begin working in the landscape crews are work-study students from the city's special education classes. These students, aged 16-21, alternate weeks between working in a landscape crew and attending class. In the summer they work full time. The program is motivated by a new state incentive called the Transitioning Program which is designed to allow special education students to move straight from school to the workplace without an idle period of months or years. By having the students in Landscape Services, BARC intends to teach them the skills and routines of the workplace appropriate to a wide range of jobs.

Frank Burke is the Director of Employment Services at BARC. Don Watts is the Director for Landscape Services. The landscape

supervisors each direct a crew of five or six clients.

Contacts:
Don Watts
Baltimore Association for Retarded Citizens
4800 York Rd
Baltimore, MD 21212
(301) 323-5600

(see also Forest Park Library)

History

BARC began in the late 1940s when a group of parents of mentally retarded children got together, concerned about the isolation of their children. They started a day program which provided activities for their sons and daughters outside of their houses. Eventually the group incorporated legally and became a member of the national Association of Retarded Citizens.

Frank Burke saw the potential between horticultural work and people with mental retardation. In 1972 he started a crew working out of a workshop at Loyola College. The first crew used reel mowers with no gasoline engines because of concern over the use of power equipment. The success of the project relied on quality work being delivered to the customers. The skills of the retarded clients have been greatly developed, so now there are several clients qualified to operate tractor mowers. Acquiring new contracts has never been a problem for the Landscape Services.

The horticultural crews were the first full time employment services crews at BARC. After their successful initiation, Frank Burke expanded to Janitorial Crews.

Accomplishments

BARC Landscape Services has three main areas of operation. Eighty-five percent of their work comes from the 60 landscape maintenance contracts they accept each year. The most noteworthy sites include:

Sherwood Garden: This garden in the Guilford neighborhood of Baltimore is known for its colorful tulip beds. Each year BARC prepares the beds and plants 75,000 tulip bulbs. In addition it takes care of the lawn, mulching, and leaf collecting throughout the year.

Enoch Pratt Free Library Branch Locations: twelve of the city's branch libraries are maintained by BARC. Three years ago before BARC started the contracts, the library landscape staff only made monthly visits to the branches. The grass grew to knee high between cuttings. The library has received recognition from the mayor's office for reversing the situation so effectively and economically.

Towsontowne Boulevard: BARC maintains the roadside and median plantings on this boulevard in Towson, Maryland.

Academic Campuses: BARC provides the maintenance for several area campuses, including St. Mary's Seminary, Roland Park Country School, and Gilman School.

A new function of the landscape services crews is to maintain areas with no horticultural plantings. The main purpose of these jobs is to police the job site.

Mass Transit Administration Subway System: The Baltimore subway has seven below-ground stations and seven above-ground stations. A new contract allows for two crews to police the entire system. One works the underground stations and rides subway from site to site and the other does

the above-ground stations with a pick-up truck.

Ridgely's Delight Community Association: This downtown neighborhood has contracted with BARC for weekly policing of its streets.

BARC Landscape Services also installs new projects and renovates old landscapes. Generally these projects are small and often connected to one of its maintenance contracts. A small sample of the installations includes:

Forest Park Library--Enoch Pratt Free Library Branch #14: BARC installed a landscape renovation that was sponsored by Friends of the Forest Park Library. This installation complemented building renovations.

State Highway Administration: The state has contracted for 375 white pines to be installed along a state road in Ellicott City, Maryland. The work is currently in progress.

The third main activity of BARC Landscape Services is the wholesale greenhouse they operate in Reisterstown, Maryland. Currently the greenhouse concentrates on wholesale groundcovers, especially vinca minor, pachysandra, and english ivy. Groundcover production is appropriate to the skill levels of the greenhouse clients and has reduced overhead because of the low heat requirements for rooting cuttings over winter.

COLLABORATING SPONSORS

FOREST PARK LIBRARY

(Enoch Pratt Free Library, Friends of the Forest Park Library, BARC)

Location: 3023 Garrison Blvd., Baltimore, MD. 21216 (in northwest Baltimore.)

Description: The Forest Park Library is a freestanding, red brick structure dating to 1910. The renovation project was intended to improve the grounds by planting new trees and shrubs on the grounds. The mature trees providing shade are street trees around the perimeter, many of which are showing signs of stress. The renovation also included replanting grass that was destroyed during the reconstruction of the interior.

Land Ownership: Enoch Pratt Free Library, Baltimore City.

Size of Property: A triangular city block, 300 x 300 x 260.

Funding: The materials were donated by the Baltimore Department of Education and the planning time was volunteered by Friends of the Forest Park Library. The cost of installation was paid for by the library system.

Neighborhood: Greater Forest Park Neighborhood

Organization: Members of the Friends of the Forest Park Library are neighborhood residents. Many of them have connections with other community organizations and with the Greater Northwest Community Coalition. The current president of Friends of the Forest Park Library is Barbara Dorsey. Joseph Henley, Sr. was in charge of the landscape renovation project.

Director, Enoch Pratt Free Library: Ed Bougier
Branch Librarian: Madeline Waller

Contacts:
Joseph Henley Sr.
3614 Springvale St.
Baltimore, MD 21216

Madeline Waller
3023 Garrison Blvd.
Baltimore, MD. 21216

Notes and Quotes:
The Friends comment on the landscaping but I think many of the other patrons take it for granted. But if it hadn't been there I am sure I would have heard about it!--Madeline Waller.

We recognized that the library, after the building renovations, had no money left for the landscape.-- Joseph Henley

The job that BARC has done over the last three years keeping the library [grounds] in shape has been great. I think it is really a wonderful program.--Joseph Henley

(see also BARC)

History

Friends of the Forest Park Library is a group that gives financial support to projects that are outside the scope of the library's operating budget and provides volunteer time for programs at the branch. The landscape renovations were arranged by this group, under the direction of Joseph Henley, one of the group's members. The impetus for the landscape renovation came from building renovations to the branch that the Pratt Library system was undertaking. In 1987 the interior building renovations were nearly complete. Mr. Henley, an architect with the City of Baltimore, negotiated with the Department of Education for a donation of plant materials from the Bragg Nature Center. Working with Jerry Susco, a horticulturist, the Friends of the Library, and the library staff, he devised plans for the installation. The new plants were installed in the summer of 1987, by a crew from the Baltimore Association of Retarded Citizens. Another crew from BARC had begun weekly maintenance on the library grounds that spring.

Accomplishments

The work of the Friends of the Forest Park Library complemented the larger efforts of the city to renovate this branch. The project included planting three large trees, replanting the foundation area, planting a screen for the air conditioning unit, restoring the privet hedge, and reseeding the lawn. The ongoing maintenance by BARC Landscape Services has provided an essential ingredient in maintaining the position of the library as a community symbol. Three years

ago the Friends of the Library started an annual fashion show at the library to help raise funds for additional projects. The Friends group also holds an Appreciation Day for benefactors to the Library. Many other community groups and clubs and local businesses support the library. Current plans are to plant a reading garden on the north end of the property.

FORMAL PARTNERSHIPS

WEST PHILADELPHIA IMPROVEMENT CORPS (WEPIC)

Address: 3906 Spruce Street
Philadelphia, PA 19104

Telephone: (215) 222-8680

Mission: WEPIC, coordinated by the West Philadelphia Partnership, works towards job training, school improvements, and community revitalization. WEPIC initially integrated efforts of public schools, community and business leaders, and the University of Pennsylvania. It continues this broad integration with activities and programs that remain mostly in control of individual schools.

Land Ownership: WEPIC is based in the public schools. As such there is a large reservoir of potential projects on the school grounds. They have also assisted community groups on some projects. One project involved the West Philadelphia Partnership buying a house, WEPIC renovating it, and the house being sold.

Funding: Department of Labor and Industry, Commonwealth of Pennsylvania; Private Industry Council of Philadelphia; Charles Stewart Mott Foundation; Department of Education, Commonwealth of Pennsylvania.

Organization: The students that are enrolled in WEPIC's programs are "at-risk" students in the West Philadelphia area.

WEPIC is a program of the West Philadelphia Partnership, a 501(c)(3) corporation made up of institutions, businesses, and community groups in West Philadelphia. WEPIC applies for its own funding through the Partnership's legal incorporation.

Ms. Blondell Reynolds; Executive Director, West Philadelphia Partnership
Mr. George Brown; Executive Director, WEPIC
Ms. Jackie Kraemer; Director, WEPIC

Program for Public Service, 307B College Hall, University of Pennsylvania, Philadelphia, PA 19104.

Contacts:

Mr. George Brown, Executive Director
Ms. Jackie Kraemer
WEPIC
3906 Spruce Street
Philadelphia, PA 19104
(215) 222-8680

Reinventing Public Schools to Create the Workforce of the Future, by William E. Nothdurft. Published by SchoolWorks: Copyright 1989 by the German Marshall Fund. Available through: The German Marshall Fund of the United States, 11 Dupont Circle NW, Suite 750 Washington, D.C. 20036.

Mrs. Marie Bogle
Teacher-WEPIC
John P. Turner Middle School
59th Street and Baltimore Avenue
Philadelphia, PA 19143

"Six Schools are Catalysts for an Unusual Partnership" by Bill Ronady, in *Community Education Today*, Vol. XVI, No. 9, October 1989. Published by the National Community Education Association, 119 North Payne Street, Alexandria, VA 22314.

Mrs. Beth Showell
Lead Teacher-WEPIC
West Philadelphia High School
47th and Walnut Streets
Philadelphia, PA 19139

"West Philadelphia Improvement Corps (WEPIC): History and Accomplishments." A progress report produced by the West Philadelphia Partnership, Fall 1989.

Dean Ira Harkavy
Vice Dean, School of Arts and Sciences
Penn Program for Public Service
307B College Hall
University of Pennsylvania
Philadelphia, PA 19104
(215) 898-5351

(see also Turner School, West Philadelphia High School)

Publications:

Universities and Community Schools Journal. A quarterly publication of the University of Pennsylvania. The journal was inspired by WEPIC's success and is available through: Penn

History

WEPIC was created as a program of the West Philadelphia Partnership based upon recommendations that came out of an undergraduate honors seminar at the University of Pennsylvania. The first project that WEPIC undertook, in the summer of 1985, was a school beautification project at the William Cullen Bryant Elementary School. This project in the Cobbs Creek Neighborhood was calculated to confront the crisis in the community that was affected by the MOVE tragedy in May, 1985. The original plan had been to create a summer employment corps involving ten junior and senior high students from each of five different neighborhoods. After the MOVE fire the decision was made to concentrate WEPIC's efforts on the Bryant School area and involve an additional 62 students, all of those in the affected area. The initial effort was to clean up the grounds, while later efforts included painting murals and planting trees. The success of the project was evident by the favorable feedback from the community.

At the beginning of the school year in 1985 two teachers at the school became involved with WEPIC for the returning elementary students to help maintain the grounds at Bryant. The program was strictly after school for both teachers and students in the beginning. One of those first teachers, Mrs. Marie Bogle, is currently on special assignment full time, coordinating WEPIC's work at the Turner Middle School in Philadelphia.

Partnership has not been just a conceptual idea for implementing a new program. The early cooperation of the original players has transferred

itself into the culture of WEPIC. This has perhaps been a distinguishing element in WEPIC's success. The teachers and the principals at the schools have a large say in the projects. Outside support comes from Penn which is able to focus academic and volunteer support from its Penn Program for Public Service. Dr. Constance Clayton, Superintendent, and Dr. Marion Holmes, Director of Career and Vocational Education, of the School District of Philadelphia have both supported WEPIC's work in the schools. The national and international recognition of WEPIC's successes in vocational training and school-community-business cooperation have brought accolades from President Bush and Secretaries of Labor Elizabeth Dole and Ann McLaughlin. Such attention has been helpful for WEPIC to keep momentum going during its expansion to six schools and to a full twelve month calendar. Five years after it began, WEPIC is, in the words of Dean Harkavy, "a movement!"

Accomplishments

Public schools with landscape projects:
William Cullen Bryant Elementary School
West Philadelphia High School
H. C. Lea Junior High School
John P. Turner Middle School
Add B. Anderson Elementary School
Andrew Hamilton Public School

Other projects:
School Store at West Philadelphia High School
House Rehabilitation at 6009 Osage Avenue
Pipe Organ Restoration at West Philadelphia High
Community Education for Adults and Youths

FORMAL PARTNERSHIPS

JOHN P. TURNER

MIDDLE SCHOOL

(A WEPIC School)

Location: 59th Street and Baltimore Avenue, Philadelphia, PA 19143 (in the Cobbs Creek Neighborhood)

Description: The Turner School is a low brown brick building. It is set back from the street by a wide sidewalk and a twenty foot-wide strip of grass. Clumps of trees and shrubs are planted in the strip. Around back, between the school and the fenced railroad tracks is a large asphalt play yard. Three raised concrete planters with new wooden fences separate the play yard from a sunken courtyard.

Land Ownership: School District of Philadelphia

Size of Property: One city block, bounded by Baltimore Ave and SEPTA railway.

Funding: Department of Labor funds through the Urban Coalition

Neighborhood: The Turner School is in the Cobbs Creek Neighborhood. This Neighborhood Statistical Unit had, according to the 1980 census:

- 71.5% owner occupied residences
- 19.6% people under 15 years
- 11.3% people over 65 years
- \$15,733 median family income
- 21.2% persons living below the poverty level

Of those persons 25 years or older, 52.9% had completed high school and 2.5% had four years of college.

Approximately 96% were black and 3% white.

Organization: The students enrolled in the WEPIC program are defined as "at risk." There are 18 seventh and eighth graders, most of whom are in regular classrooms although several are in special education.

Principal: Dr. Robert Chapman
Teacher on WEPIC Assignment: Mrs. Marie Bogle

Contacts:
Mrs. Marie Bogle
Teacher-WEPIC
John P. Turner Middle School
59th Street and Baltimore Avenue
Philadelphia, PA 19143

Notes and Quotes:
The kids are identified in school as working. A lot of them get teased about this because there is an anti-work attitude in some of the other students in the school. Working and dirt are seen as bad.--
Greg Taischer

*There is a wide space between the [Sierra] Club and my kids. Often times these people will try to give the kids technical environmental talks without realizing that these students have the smallest knowledge of the environment. What people don't realize, is that this is unusual knowledge for city kids.--*Greg Taischer

(see also WEPIC, West Philadelphia High School)

Public School working with Nonprofit Organizations and Businesses

History

In 1987, after consultations between Dr. Chapman, Mr. Brown of the WEPIC partnership, and Dean Hartkay, the Turner School began participating in the WEPIC program. In planning the arrangement, Dr. Chapman appreciated especially the clean-up at the nearby Bryant Elementary School and the mural painting on the West Wall there. These visible landscape improvements were a public sign of the efforts the schools were making to reach out to the students and community beyond traditional classroom subjects. The school was able to provide a room for offices, part-time teaching staff, and some materials and equipment. Mrs. Bogle, who was teaching at Bryant at the time, eventually came over to the Turner School on special assignment.

Accomplishments

The landscape improvements of the WEPIC work crew are as much about process as about product. A project like the garden installation may take an entire year depending on the availability of hours and materials. The bushes in front proceed one bed at a time. The incremental nature of the work is a function of resources and also of the students themselves. Most of these students are working in an area where they have no experience. The basic knowledge of planting vegetables in rows or rooting cuttings is new to these students. The goal of the program is to develop good work habits, teach the students practical skills, and to improve the appearance of the school. Yet, like other WEPIC programs in schools in West Philadelphia,

there is a very low number of students that drop out of the program. On the contrary, the students take great pride on the work that they finish. The middle school students do not receive an hourly wage, but instead receive a daily stipend for attendance and participation. The WEPIC staff maintains close communication with the daytime teachers. If there is a problem in the classroom often the afterschool work can be used as leverage to encourage better habits in the classroom.

The program, as it developed at Turner, includes the twenty students during the school year on the WEPIC work crew, a summer work crew of 30 students, and a well attended community education program on Wednesday nights and Saturday mornings. Landscape improvements are now part of a much larger program: the Turner Community School. The landscape improvements include:

Clean school grounds: The students in the afterschool work program spend most of their time cleaning up the grounds at the Turner School. Early in the program there was graffiti to be cleaned off the walls. Now the lower walls of the school have a shiny finish which is the result of an anti-graffiti coating applied to the building's surface.

Plants in raised garden beds: There are three raised concrete planters behind the Turner school. Working with the WEPIC carpenter, Walt McAuley, the team installed wooden railings around them.

Landscape maintenance: Elsewhere on the grounds, old brush has been pruned away and

removed. Plans for new plantings are made so the installations may be done in phases. Along the Baltimore Avenue front of the school building, several groups of forsythia and barberry have been installed, and several areas are waiting for similar groupings. In the Greg Taischer Memorial Garden, red maples and barberry have been installed. Plants must be chosen to minimize theft before they mature and set roots.

FORMAL PARTNERSHIPS

WEST PHILADELPHIA HIGH SCHOOL

(A WEPIC School)

Location: 47th and Walnut Street, Philadelphia

Contacts:

Mrs. Beth Showell

WEPIC West

West Philadelphia High School

47th and Walnut Sts.

Philadelphia, PA 19139

(215) 471-1318

Description: West Philadelphia High School is a large brick structure dating to 1911. Filling one city block, it is bounded by streets and pavement on all sides. Planting beds exist as openings in the sidewalk along the front and side of the building. A black iron fence runs along the front of these marking the boundary between the public sidewalk and the school grounds.

(see also WEPIC, John P. Turner Middle School)

Land Ownership: School District of Philadelphia

Size of Property: One city block

Funding: WEPIC

Neighborhood: West Philadelphia High School is in the heart of West Philadelphia. It serves the high school students in the district along with University City High School and John Bartram High School.

Organization: Students involved in the landscape work at WPHS have a variety of backgrounds; identified "at-risk" students, gifted students, and special education students might all be involved. There are 12 to 15 horticulture students.

Landscape projects for the high school are planned and implemented by the WEPIC teacher and students.

Management structure:

Principal: Dr. Jesse Gardner

Lead Teachers: Mrs. Beth Showell, Mrs. Kathleen

Jones, Ms. Sally Gee, Ms. Pat Burch, Mr. Paul

Vernor

Landscape Coordinator: Mrs. Beth Showell

Public School working with Nonprofit Organizations and Businesses

History

Beth Showell was in the first group of teachers at West Philadelphia High involved with WEPIC. When approached by Dean Ira Harkavy and Dr. Jesse Gardner, Mrs. Showell jumped at the opportunity. She had been using plants and horticulture as a teaching tool in her biology classes and was eager to increase her activities and get extra support.

Originally Mrs. Showell and Marsha Walker supervised landscape groups in beautification projects targeted at West Philadelphia High and the community. The program started in May, 1986 and continued through the summer. Only 28 students were involved that first summer and the accomplishments, although modest compared to future successes, were sufficient to convince the teachers, students, and Partnership that the program was successful and needed to be expanded. Ms. Walker summed up the benefits of this beautification project on the participants when she reported at the end of the summer, "WEPIC is a unique experience for teachers and students alike. It's a remarkable feeling to immediately see the results of your efforts and to be appreciated because of them. WEPIC works!"

As is true with all the schools in which WEPIC has been successful, there has been a supportive principal and an enthusiastic teaching staff at West Philadelphia High School. Dr. Gardner has encouraged the presence and activities of WEPIC since its first involvement at the school. He has provided office space for a WEPIC employee to take care of the business of WEPIC

Accomplishments

The high school students are organized into several different WEPIC groups each with its own projects. Beth Showell and Kathleen Jones are in charge of the WEPIC students working in horticulture. Their projects include:

Junior Flower Show: Under the supervision of Mrs. Jones, the students prepare an exhibition for the Junior Flower Show of the Pennsylvania Horticultural Society.

Zoo Improvement Project: In the summer of 1987, Ms. Kathleen Jones supervised a group of eight interns in a Zoo Improvement Project. Working with the horticultural department at the Zoo, the interns prepared the areas of Korea Hill and the Picnic Grove for new plantings and produced a flower bed of their own design behind the tiger house. The program was set up specifically for job training so that the interns could learn about horticulture and the responsibilities of working for the Zoo. Several of the interns were retained by the Zoo full time to assist in transfer and care of tropical plants for the rare bird house.

School Landscape Projects: The current activities that Mrs. Showell has planned are ambitious in both the knowledge she expects her students to acquire and the work she expects them to perform. At the school itself, the students have planted beds around the front and side of the building and there are plans to install street trees along Walnut Street.

Greenhouse Project and Vegetable Garden: On a rooftop courtyard, the students had constructed a vegetable garden and a greenhouse. Renovation plans included a new roof for that part of the building and the greenhouse had to be disassembled and the vegetable garden removed. Undaunted, the WEPIC students saved the material from the greenhouse and plan to rebuild it when the roofers are finished. The vegetable garden is going to reappear as container gardens.

Community Greening: The students are also involved with projects that extend beyond the boundaries of the schoolyard. During one summer they prepared a community garden on Florence Avenue a few blocks from the school.

Non-Landscape Projects: WEPIC's activities beyond horticulture include such things as carpentry and housing rehabilitation, pipe organ restoration, and management of the school store.

FORMAL PARTNERSHIPS

SOUTHWEST CORRIDOR PROJECT

Location: Boston, Massachusetts. Extending along the Orange Line from the Back Bay/South End Station at Dartmouth St. to the Forest Hills Station at the Arborway.

Description: "The Southwest Corridor Project is an integrated transportation, park/recreation, land use, and economic development project that will bring broad benefits to the neighborhoods through which it passes, and to the city and region as a whole." The project entailed the realignment of the Orange Line of the Massachusetts Bay Transportation Authority(MBTA) and provision of tracks for regional commuter rail lines and AMTRAK's Northeast Corridor Service. The new lines are below grade. One-quarter of the length of the project is covered with decks increasing the size of the park.

Land Ownership: During planning and development, the property was owned by MBTA Southwest Corridor Project Office. Currently the park is being transferred to and operated by the Metropolitan District Commission(MDC).

Size of Property: 52 acres of parkland that stretch along 4.7 miles of track.

Funding: The cost for the entire project was \$750 million. The portion of the budget that specifically applied to building the park was \$15,400,000.

Neighborhood: This project is nearly five miles long and affects many neighborhoods. These neighborhoods represent a wide diversity in ethnic background, income, age, and education. The neighborhoods adjacent to Southwest Corridor Park are Back Bay, St. Botolph St., South End

Fenway/Symphony, Mission Hill-Parker Hill, Fort Hill, Roxbury, Centre Street/Jamaica Plain, Forest Hills.

Organization: During the planning and construction phase of the park, community involvement was coordinated through Station Area Task Forces (SATF). When construction was completed all the SATFs were reorganized into a Park Management Advisory Committee (PMAC) which communicates directly with the Park Manager. Currently Bob MacDonald is Chairman of the PMAC. There were many existing community organizations that participated in the project

Arnold Arboretum
Boston Area Natural Resources Fund
Boston Urban Gardeners
Franklin Park Coalition
Station Area Task Forces
Southwest Corridor Community Farm
SWC Neighborhood Committees
SWC Working Committee
and many other organizations and individuals were involved periodically over the years

Planning and Construction Management:
Alfred Pacelli, Assistant Director of Construction, MBTA
Daniel L. Ocasio, Director of Design and Land Development, Southwest Corridor Project, MBTA

Park Management:
Allan Morris, Parkland Manager, Southwest Corridor Park, MDC

Contacts:
Allan Morris
Parkland Manager
Southwest Corridor Park
38 New Heath St.
Jamaica Plain, MA 02130
Phone: (617) 727-0057

Publications:
The Southwest Corridor Park: A new strand in Boston's Emerald Necklace. May, 1986.

Notes and Quotes:
I prefer to [look for employees] in the community. Because I think that guy is going to stay with this project longer than a guy from outside the community, who is going to get his experience and go away.--Allan Morris

(see also BUG at the Community Farm)

History

The plan was completed in 1978. The park was completed in 1987. The park was dedicated and turned over to the MDC in 1990.

Landscape Architects:

Roy Mann Associates, Inc., Park Master Planners
Morece and Gary, Inc., Section One
Sasaki Associates, Inc., Section Two
Mason and Frey, Inc., Section Three

Accomplishments

Park amenities:

1 mile of decks covering the tracks
30,200 feet of bicycle paths
20 children's play areas
10 large areas comprising 160 community garden plots
16 basketball, street hockey, and tennis courts.

FORMAL PARTNERSHIPS

DENVER URBAN DRAINAGE AND FLOOD CONTROL DISTRICT

Address: 2480 W. 26th Ave.
Suite 156B
Denver, CO 80211

Telephone: (303) 455-6277

Description: This is a metropolitan authority that was established by an act of the state legislature. The district works with the 36 municipalities in metropolitan Denver to help them develop effective consistent stormwater management in an effort to reduce the severity of flooding in the South Platte River. Secondary goals are effluent, recreation, and cooling of the public power plant generators.

Size of District: The district includes all or part of five counties covering metropolitan Denver over a 1,200 square mile area. In this region there are 1,500 linear miles of floodplains.

Funding: The Urban Drainage and Flood Control District is funded by the state legislature. Projects that the District sponsors must be funded at least fifty percent by the applying municipalities. Both the city and county of Denver have instituted a storm drainage charge for property owners which is based on the amount of impermeable surfaces on a property.

Neighborhood: Metropolitan Denver

Organization:
L. Scott Tucker, Executive Director
William G. DeGroot, Chief, Floodplain
Management Program

Contacts:
L. Scott Tucker
Executive Director
Urban Drainage and Flood Control District
2480 W. 26th Ave.
Suite 156B
Denver, CO 80211
(303) 455-6277

Publications and Other Readings:
The Urban Drainage and Flood Control District has published numerous reports on issues and problems in the Denver area, most notably: *Drainage Criteria Manual*. Originally published in 1970 after it was requested by the Denver Regional Council of Governments. It has been continuously updated and is available from the District for the cost of reproduction.

Flood Hazard News, is an annual newsletter published by the district.

"Urban Storm Drainage Criteria Manual From Denver," *Civil Engineering*, July 1970, p. 39, by Elmer L. Claycomb.

The Granite Garden, by Anne Whiston Spin. pp. 157-163.

"The Recycling of a River," *Civil Engineering*, November 1976, pp. 42-46, by Kenneth Wright and William C. Taggart.

Notes and Quotes:
We really see our responsibility as a drainage and flood control district, but obviously the floodplains offer unique opportunities. Recreation is one of them.--L. Scott Tucker

Our approach is, everything we do is with the cooperation of the local municipality.--L. Scott Tucker

Half of the floodplains in the metropolitan region are undeveloped and the primary objective for these is to prevent potential damages from occurring.

(see also South Platte Greenway)

History

The Denver Urban Drainage and Flood Control District was formed in 1969 by an act of the Colorado legislature. The impetus for it came from a devastating flood in 1965 which caused \$325 million of damage.

Accomplishments

The legislation establishing the District envisioned a multi-functional agency that would be involved in various levels of floodplain management. The agency is not charged with promoting recreation or any other specific land use. However, it has certainly realized that proper floodplain management creates unique opportunities for riparian land use. Initial funding allowed for floodplain planning and consultation with municipal interests. In 1970, the District published the first *Drainage Criteria Manual*.

In 1974, funding was approved by the state legislature for construction projects. With construction funds, the District was able to develop specific flood control projects. The District has always required that any project it sponsored be supported by the local municipalities it affects, both in the planning phases and through the co-sponsoring of construction revenues. Specific projects are scheduled on a five-year planning calendar. One of the early projects to be developed was a gulch in Lakewood and Denver. Community support for the project was quickly organized because there were serious flooding problems in the gulch which the citizens knew from the recent flood.

In 1979, the District received maintenance funding. Many of the floodways in the Denver area are maintained entirely by the District. Generally these areas remain the property of the local municipalities.

In 1985, funding was received to extend the development of floodplain protection on the South Platte for its entire 40 mile length in the Denver region.

The District runs two other programs, Floodplain Occupancy Notification and Flood Warning. In the former, the District makes and annual mailing to all the addresses in or adjacent to each of the 750 identified 100 year floodplains. Each floodplain area has its own brochure. For the Flood Warning program, the District has a meteorologist on staff to augment analysis from the National Weather Service with the focus on tracking developing floods.

FORMAL PARTNERSHIPS

SOUTH PLATTE RIVER GREENWAY

Address: South Platte River Greenway
Foundation, Inc.
1666 South University Blvd.
Denver, CO 80210

Telephone: (303) 777-5501

Location: South Platte River, Denver, Colorado

Description: The South Platte River Greenway is a thirty-two mile long riparian park in metropolitan Denver. It includes pedestrian and bicycle paths, whitewater courses for kayaks, picnic areas, and public plazas. The original ten-mile stretch is in Denver proper. Subsequent work has connected the suburban sections of the river.

Land Ownership: The individual municipalities own most of the parkland and improvements in their jurisdictions. Some of the property is secured through licensed agreements and easements. The South Platte River Greenway Foundation does not hold land titles.

Size of Project: 32 miles of river, and 400 acres surrounding the river.

Funding: The initial study of the committee was funded with \$1.9 million revenue sharing funds that were available to the city. Initial construction of the project received \$2.5 million from the City of Denver, \$2.5 million from the Federal Government, and \$7 million from private sources.

Greenway Foundation: Current endowment is approximately \$700,000. Operating money from the endowment is \$60,000 annually. The Executive Director raises another \$50,000. Annual

operating budget is approximately \$100,000, including the executive director's salary and \$60,000 for maintenance of the park grounds.

Organization: The original organization was the Platte River Development Committee, a semi-autonomous mayoral committee. Its members were Joe Shoemaker, Chairman; Ted Bendelow; Harold Berglund; Dana Crawford; Hawatha Davis, Jr.; Marjorie Hornbein; Pat McLearn; Philip Milstein; Daniel R. Trujillo; and John Zapfen.

The South Platte River Greenway Foundation is directed by a nine member board that generally meets six times per year. Jeff Shoemaker is the Executive Director.

Contacts:
Joe Shoemaker
President & Chairman of the Board

Jeff Shoemaker
Executive Director
South Platte River Greenway Foundation, Inc.
1666 South University Blvd.
Denver, CO 80210
(303) 777-5501

Publications:
Returning The Platte to the People. By Joe Shoemaker with Leonard Stevens. Published by the Greenway Foundation, 1981.

Notes and Quotes:
The Urban Drainage & Flood Control District assumes responsibility for maintaining the water channels.

The Denver Parks system is responsible for maintaining the river bank parks.

"Rangers," youths hired for the summer, are given a bike with a cart, a broom, and litter bags. Their responsibility is to "patrol" the parks, clean up where needed, and report areas needing repair or restoration.

One year-round Ranger is employed from September to May to patrol the parks, and to call in with problems. This person is considered a guiding factor in setting priorities for goals.

Public Agencies and Nonprofit Organizations

History

In 1974 Mayor William McNichols commissioned the Platte River Development Committee and vested it with 1.9 million dollars of revenue-sharing funds. He asked Joe Shoemaker, his Republican opponent in the prior mayoral race to head the quasi-autonomous committee. The two of them named a nine-member working committee, to address the 10.5 mile stretch of the Platte River flowing through the City of Denver.

By 1976, the committee had completed its planning mission. Realizing that a nonprofit organization was going to be more successful at raising private contributions than a city committee, the group disbanded and reorganized as a 501(c)(3) corporation. The nine committee members became the board members of South Platte River Greenway Foundation, Inc. As an independent nonprofit corporation, the Greenway Foundation has been able to extend its efforts along the river past the city's boundaries. More recently it has been able to support projects throughout the metropolitan region drainage system.

Accomplishments

The South Platte River Greenway exists where fifteen years earlier there was little more than a neglected waterfront on a polluted river. At the core of the Greenway, in Denver, the river had been essentially abandoned. The Greenway was constructed as a series of projects as funding became available and as community involvement was organized. Significant phases included:

Confluence Park: designed by Wright Water Engineers and ED&W, this park is located at the meeting of Cherry Creek and the South Platte River in downtown Denver.

Globe Village Landing.

Cherry Creek Project.

Hike-Bike trail: runs alongside the South Platte through Denver, Arapahoe, and Adams Counties.

ALLIANCES

NEIGHBORHOOD GARDENS ASSOCIATION/A PHILADELPHIA LAND TRUST

Address: 325 Chestnut Street, Suite 800
Philadelphia, PA 19106-2777

Telephone: (215) 625-8264

Description: The mission of the Neighborhood Gardens Association is to preserve community-managed open space.

Land Ownership: The Neighborhood Gardens Association is set up to hold title to community-maintained open space.

Funding: Funding is from private sources. Significant funding is from the William Penn Foundation.

Neighborhood: The Neighborhood Gardens Association is active throughout Philadelphia.

Organization: The Neighborhood Gardens Association is a non-membership organization.

According to the bylaws, the Board of Directors is composed of roughly one-third community gardeners, one-third individuals with associated technical and professional skills, and one-third people from the community at large. In addition there are two ex officio positions, one each for Penn State Urban Gardeners and Philadelphia Green.

Bruce Wiggins, Executive Director
Claire T. Power, Acquisition Specialist

Contacts:
Mr. Bruce Wiggins
Neighborhood Gardens Association
325 Chestnut Street
Philadelphia, PA 19106-2777
(215) 625-8264

For further information on land trusts, contact:
Land Trust Alliance
1017 Duke Street
Alexandria, VA 22314
(703) 683-7778

Notes and Quotes:
You can't deal with vacant land issues without interest in the community.--Bruce Wiggins

Threatened sites are the most difficult to get because they are threatened.--Bruce Wiggins

There is always a chance that it can turn a neighborhood around and become a focus.--Bruce Wiggins

As a land trust we are taking on long term responsibility.--Bruce Wiggins

(see also Philadelphia Green, Penn State Urban Gardeners)

History

The Neighborhood Gardens Association is the outgrowth of the cooperative efforts of Blaine Bonham, Director of Philadelphia Green and Libby Goldstein, then Director of Penn State Urban Gardeners. They and their staffs were constantly faced with the dilemma of insecure land tenure for the community gardens that they were assisting and nurturing. The pattern of gardens being established on abandoned land in inner city neighborhoods and later being threatened by urban renewal is common throughout Philadelphia and the United States. In Philadelphia, Ms. Goldstein and Mr. Bonham realized the need for a land trust to help secure garden lands almost immediately, although it would be ten years to assemble the partnership that could create the land trust.

Initially, a land trust was conceived that would be part of an existing organization. However, neither of the principals were in a position to directly run such an effort, and no existing entities were found that would take on the project. In 1986, the Neighborhood Gardens Association was incorporated as a nonprofit organization with its own board of directors. This incorporation had the support of community and business leaders, as well as the city's Office of Housing and Community Development. Funding for full time paid staff did not come until 1988, at which point Bruce Wiggins, a planner with the City of Philadelphia, was hired as the executive director.

Accomplishments

Primarily projects have come to the attention of the NGA because an existing garden is threatened by real estate development. An organized garden group must request assistance from the NGA and continue working with it through the process of acquisition. Currently, there are nine additional properties that the NGA is addressing. There are several tools the Trust has to preserve community managed open space: acquire property outright and lease it to groups who maintain it; help groups to incorporate and acquire property themselves; negotiate long term leases with land owners; acquire conservation easements from owners; work with City government and neighborhood groups to plan for permanent gardens and open space in neighborhoods.

From its beginning, the Neighborhood Gardens Association realized that the success of its mission was fundamentally connected to community participation and support. It also has discovered other important phenomena related to fulfilling its mission. Firstly, acquiring identified parcels of land takes longer than is expected. New state laws place liabilities for existing environmental hazards on the current owners of a parcel, even if the degradation took place years before those owners took title. Community gardens, by their nature are on abandoned urban land which must be investigated carefully for contamination. The Trust must ascertain any existing environmental liabilities when acquiring or advising on property.

The other discovery that the Trust has made is that threatened sites are the most difficult to acquire simply because they are threatened. A threat to the continued use of a green space occurs when another interested party appears in the market place. Instantly, the market value of the land increases and the negotiations are complicated by the presence of additional players. In contacting community gardens city-wide, the NGA encourages people to organize and develop strategies for long term security on their land even before a crisis occurs.

Northern Liberties Properties: In March, 1990, the NGA acquired its first property title. The acquisition is a series of three lots of community gardens in the Northern Liberties section.

Neighborhood Initiatives Program: The NGA is developing the Neighborhood Initiatives Program as a second prong in its efforts. Open space needs, vacant land and green spaces, and housing needs are assessed and addressed for a entire community. As a land trust, the Neighborhood Gardens Association is taking on long-term responsibility for secure, community-managed gardens and open space. By organizing a project around a community, the Trust hopes to become involved early in the planning phase thereby enacting a comprehensive plan with efficient financial outlays. The William Penn Foundation has committed to supporting this program. Currently three neighborhoods are discussing possible partnerships. All three neighborhoods have been involved with Philadelphia Green's Green Countrie Towne program. Consequently, they all have well-articulated open space plans.

ALLIANCES

BOSTON GREENSPACE ALLIANCE

Address: 44 Bromfield St. No. 207
Boston, MA 02108

Telephone: (617) 426-7980

Mission: "The Boston GreenSpace Alliance is a working group of representatives of organizations concerned with the natural environment and outdoor recreational opportunities in Boston's neighborhoods. The Alliance's aim is to coordinate and promote equitable, expanded maintenance, programming and planning for parks, greenspaces, urban gardens; and the re-use of vacant lots by all Boston residents of all ages."

Land Ownership: As a political action coalition, the Alliance is not involved with land acquisition or direct development of any particular parcel of land.

Funding: The Alliance is funded annually by grants from private foundations. The Boston Globe Foundation provided the initial seed money. The Boston Foundation has been the primary supporter of the Alliance.

Neighborhood: The Alliance concentrates its activities on the City of Boston.

Organization: Boston GreenSpace Alliance is an organization of organizations. Individuals may be members on a non-voting basis. There are over 100 member organizations ranging from community groups to city wide nonprofit corporations to businesses. According to the founding charter, the Board of Directors is composed of more than thirty representatives of the member organizations. At least half of the

board members must represent community groups.

Mark Primack is the full-time Executive Director of the Alliance.

Contacts:

Mr. Mark Primack
Executive Director
Boston GreenSpace Alliance
44 Bromfield St. No. 207
Boston, MA 02108
(617) 426-7980

Publications and Other Readings:

Boston GreenSpace Alliance Newsletter. The quarterly newsletter of the Alliance which covers general topics and news on green space and park advocacy.

Boston Greensward. The quarterly newsletter of the Alliance's Community Liaison Program. This newsletter concentrates on "the 'how-tos' of open space community enrichment activities."

The Greening of Boston: An Action Agenda. A report from The Boston Foundation/ Carol R. Goldberg Seminar. Published October 1987. Distributed by the Boston GreenSpace Alliance.

"Renaissance of an Urban Park System: The Boston Story." A paper prepared for the Rene Dubos Only One Earth Forum by Mark Primack. Available through the Boston GreenSpace Alliance.

The Greater Boston Park and Recreation Guide.
Mark Primack.

Notes and Quotes:

There are a lot of people who feel like they did it: people in government, people in business, people in the foundation world, people in the nonprofits. If you talk to each of them, a lot of them are going to say, "we did it."--Mark Primack

Our target has been primarily political change. So we don't really care if everybody in the city knows we exist. We do care that decision makers know we exist: the governor, the mayor, the parks commissioner and the regional parks commissioner, and the secretary of environmental affairs and everybody on down the line.--Mark Primack

Community process is really central to what we are about. I have come to believe, it is the most important issue. If there is a good process there will be a good design; if there is not a good process, no matter what kind of brilliant people you bring in, you are going to get a crumbly design.--Mark Primack

But the thing that [the Carol R. Goldberg Seminar] did was, it established a common language. Everybody in this city who thinks about this stuff thinks with the same language. We don't argue about open space anymore. We argue about issues, but nobody argues about the value of open space anymore. It's pretty amazing.--Mark Primack

Everybody is benefitted but the big beneficiaries, because things were so bad, are low income people.--Mark Primack

(see also BUG at the Community Farm)

History

The Alliance was incorporated in 1985. It coalesced over several years from an informal network of people that had been active in the urban environment. The impetus to broaden and formalize the coalition was a reaction to the dire situation of the city parks in the wake of a 1980 tax cutting referendum.

maximum one-year grant is \$3000. There have been over 100 grants thus far.

Boston Greening Month: The Alliance coordinates the month long activities each May. During Boston Greening Month the member organizations of the Alliance run dozens of tours and outdoor lectures on their areas of interest.

Accomplishments

The Boston GreenSpace Alliance was founded to improve the condition of the parks and open space areas in the city. Towards this aim, it has successfully attracted the attention of the mayor's office and developed a rapport with the print media in Boston. Within three years of the Alliance's inception, the budget for the Parks and Recreation Department was "nearly doubled and the revival of the parks was physically underway." In addition to its founding mission the Alliance has undertaken several other important activities:

Carol R. Goldberg Seminar: Mark Primack, Executive Director of the Alliance, was the chairman of the working group for this two-year seminar on Boston's open space and park needs. In addition, the Alliance is charged with distributing the book which came out of the seminar.

Small Grant Program of the Boston

Foundation: The Alliance administers this program which is designed to provide small amounts of capital money for community-motivated and implemented greening projects. The