



# Revitalizing the Tidal Schuylkill

Schuylkill River Development Corporation  
**STRATEGIC PLAN 2016-2020**



# Contents

## Introduction

|                                     |   |
|-------------------------------------|---|
| About the Plan                      | 1 |
| A Brief History of Schuylkill Banks | 2 |

## Capital Projects

|                                               |           |
|-----------------------------------------------|-----------|
| <b>Completed Projects as of 2015</b>          | <b>5</b>  |
| Center City                                   | 6         |
| Grays Ferry Crescent                          | 8         |
| Boardwalk                                     | 10        |
| Trail Enhancements                            | 12        |
| Access Improvements                           | 14        |
| <b>Projects in the pipeline</b>               | <b>17</b> |
| South to Christian                            | 18        |
| Christian to Crescent Connection              | 19        |
| Schuylkill Crossing at Grays Ferry            | 20        |
| Bartram’s Mile                                | 21        |
| Bartram’s to Passyunk Point                   | 22        |
| Passyunk Point to Fort Mifflin                | 23        |
| Woodlands Cemetery Trail                      | 24        |
| University Avenue Overpass                    | 25        |
| Navy Yard Spur                                | 26        |
| PennDOT Bridge Projects                       | 27        |
| West Bank Greenway                            | 28        |
| 30th Street Station Master Plan               | 29        |
| Schuylkill Banks Capital Projects At a Glance | 31        |

## Trail Use & Public Programs

|                                |    |
|--------------------------------|----|
| Daily Trail Use                | 34 |
| Riverboat Tours 2006-2015      | 36 |
| Riverboat Tours 2016-2020      | 38 |
| Kayak Tours 2006-2015          | 40 |
| Kayak Tours 2016-2020          | 42 |
| Movie Series 2005-2015         | 44 |
| Movie Series 2016-2020         | 46 |
| Public Events & Celebrations   | 48 |
| Public Events & Celebrations   | 50 |
| 2000-2015 Programs At a Glance | 52 |

## Operations & Funding

|                                  |    |
|----------------------------------|----|
| Schuylkill Banks Operations      | 56 |
| Operational Needs 2016-2020      | 58 |
| Funding Sources                  | 60 |
| Use of Funds                     | 62 |
| Use of Funds                     | 64 |
| Fundraising & Development Plan   | 66 |
| SRDC Leadership                  | 68 |
| SRDC Staff                       | 70 |
| Organizational Development       | 71 |
| The 2020 Schuylkill Banks Vision | 72 |



# About the Plan

## Schuylkill River Development Corporation

SRDC is a 501(c)(3) nonprofit organization charged by the City of Philadelphia with revitalizing the area around the 8-mile tidal section of the Schuylkill River, from the Fairmount Dam to the Delaware River, branded as Schuylkill Banks.

The centerpiece of this effort is the construction, programming, and maintenance of a continuous riverfront trail and greenway with associated access points and amenities along the Banks. The first phase of trail construction, which is well underway, will connect the Fairmount Water Works and Bartram's Garden, both National Historic Landmarks. The subsequent phases of trail construction will extend Schuylkill Banks to Fort Mifflin, another National Historic Landmark, situated near the confluence of the Schuylkill and Delaware Rivers.

## Mission

SRDC is revitalizing Philadelphia's tidal Schuylkill River corridor into an asset that connects neighborhoods and encourages investment. Working with the City and stakeholders to build, maintain, and program Schuylkill Banks, SRDC drives improvements in recreation and transportation, community and economic development, public health, and environmental stewardship, benefiting neighbors, Philadelphia and the region.

## Vision

SRDC envisions the continued transformation of Schuylkill Banks, the 8-mile tidal Schuylkill corridor between the Fairmount Dam and the Delaware River, into Philadelphia's premier riverfront destination. The Schuylkill Banks greenway, composed of unique neighborhood riverfront parks connected by a continuous trail, will be used heavily for alternative transportation and for active and passive recreation. Areas surrounding the greenway will see significant investments resulting in increased residential, commercial, and light industrial development; neighborhoods will be vibrant and healthy, and community members will be engaged and active stewards of Schuylkill Banks.

## Partnership

SRDC works with the City of Philadelphia and Commonwealth of Pennsylvania in fulfilling its mission. Key City agencies include the Department of Commerce, Philadelphia Parks & Recreation, Philadelphia City Planning Commission, the Mayor's Office of Transportation and Utilities, and the Department of Streets. Key state agencies include DCNR, PennDOT, DEP, DCED and FBC. In most cases, SRDC is the junior partner to these larger organizations, but our frequent presence on site makes our contribution significant.

Additionally, SRDC has great support and guidance from private foundations, including the William Penn Foundation, the Pew Charitable Trusts, the Philadelphia Foundation, and the Knight Foundation. And SRDC is proud to partner with a variety of other public, private, and nonprofit partners to advance the Schuylkill Banks Vision and help create a more sustainable Philadelphia.

## Strategic 5-Year Plan

This plan is the result of a one-year strategic planning process undertaken by SRDC staff and Board; it takes a comprehensive look at the work that has been done on Schuylkill Banks to date and the vision for the Banks between 2016 and 2020, with a particular focus on capital projects, programming, and operations. Each section of the plan will begin with an in-depth look at SRDC's success to date before examining plans for the development of Schuylkill Banks over the next five years.



# Schuylkill Banks through 1990

## Early History of the Schuylkill

Before the founding of Philadelphia, the Schuylkill (then known as Manayunk, or “where we go to drink”) was an important part of the landscape for Leni-Lenape tribes.

William Penn originally intended for his “greene country towne” to spread evenly between the Delaware and Schuylkill Rivers, situating the city at the narrowest point between the two rivers.

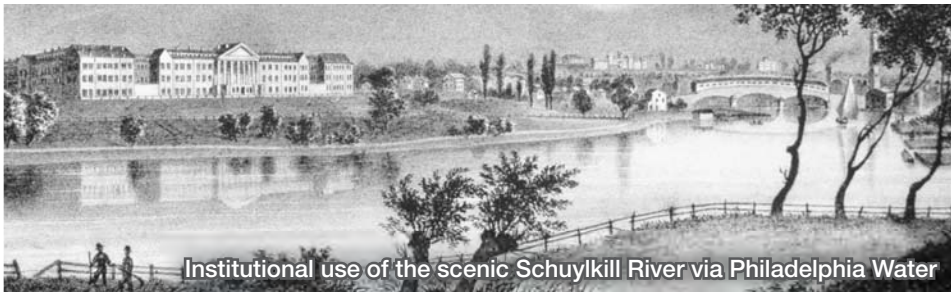
However, residents had other ideas, developing bustling neighborhoods along the Delaware River and leaving the Schuylkill River largely as a country retreat with bucolic estates, institutional uses, and larger farm tracts through the late 1700’s.

## Industrial Revolution

The 1800’s brought the industrialization of the Schuylkill River, with heavy use of the tidal portion of the river for ships and barges at the beginning of the century, transitioning to rail yards, slaughterhouses, trash yards, and related uses by the end of the century.

Neighborhoods around the river consisted primarily of working class families who benefitted from living near factories and other centers of labor and could not afford to live farther away from the increasingly polluted riverfront.

The 1800’s also saw the institution of the Fairmount Water Works, Fairmount Dam, and Fairmount Park all of which worked together to protect Philadelphia’s drinking water from industrial and agricultural pollution upriver from Philadelphia’s City Center.



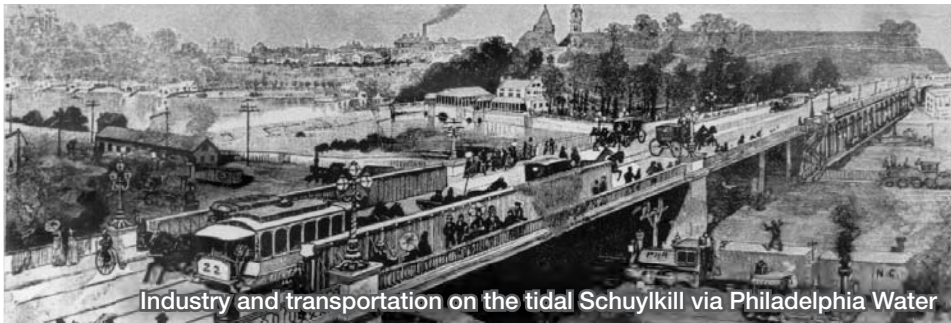
Institutional use of the scenic Schuylkill River via Philadelphia Water



Collosus Bridge via Philadelphia Water



South Street Docks via Philadelphia Water



Industry and transportation on the tidal Schuylkill via Philadelphia Water

## Movements to Reclaim the River

By the early 1900’s, the tidal Schuylkill was choked with so much trash and effluent that the river was unable to carry it all away from the city. In 1924, John Frederick Lewis and the City Parks Association published a tract calling for the reclamation of the lower Schuylkill River.

By the middle of the 20th Century, most industry had abandoned the tidal Schuylkill in Center City and West Philadelphia. What remained consisted of transportation infrastructure, including rail lines and a newly constructed expressway.

In the 1960’s, the Fitler Square neighborhood successfully advocated for the creation of Schuylkill River Park at 25th and Spruce Streets. Encouraged by its success, John Collins, a landscape architect, proposed a linear park along the largely abandoned riverfront.



Schuylkill Riverfront in 1924 via City Parks Association of Philadelphia



Proposed Schuylkill Promenade 1924 via City Parks Association of Philadelphia



Schuylkill River Park



# Recent History of Schuylkill Banks

## Schuylkill River Development Council

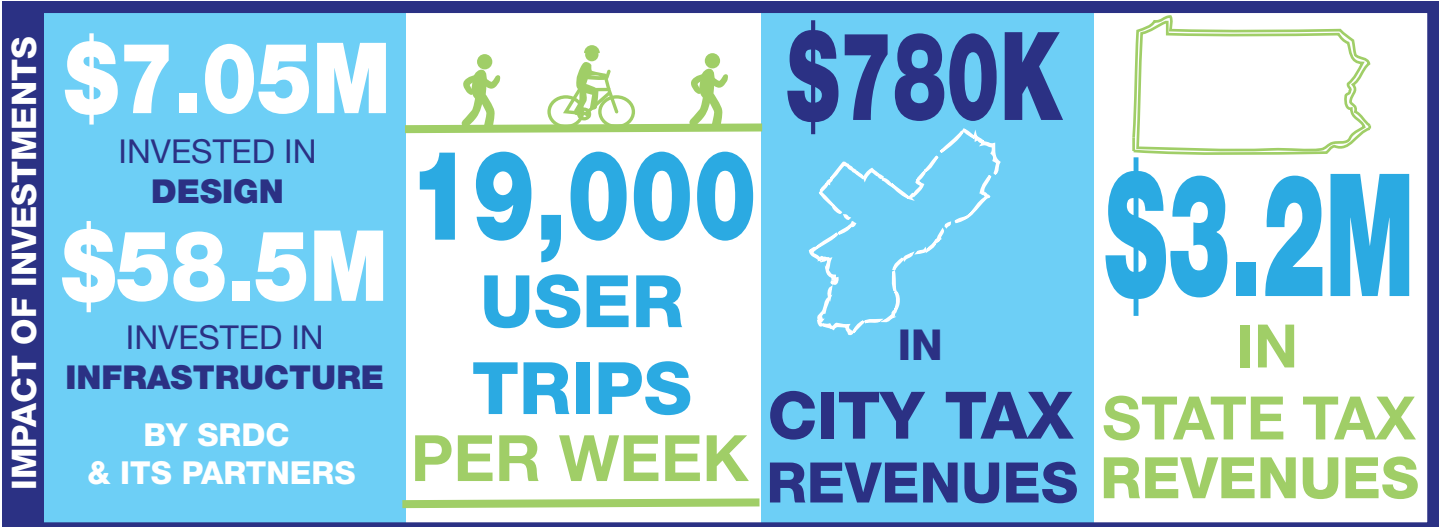
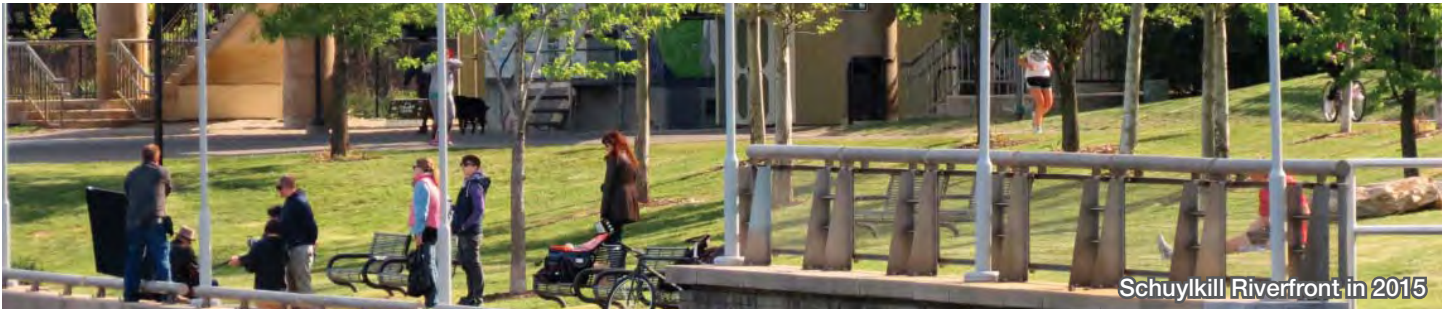
The Schuylkill River Development Council was formed in 1992 to advocate and raise funds for the riverfront park. This early iteration of SRDC was a very active neighborhood nonprofit. Thanks in large part to its advocacy, the City of Philadelphia Department of Streets cleared, bulkheaded, and added a paved trail along the riverfront between Locust Street and MLK Drive.

## Schuylkill River Development Corporation

A decade after its founding, SRDC voted to restructure. The new corporation had a Board of Directors comprised of stakeholders along the river, including universities, utilities, City agencies, and businesses. It also had a professional staff that was hired to fundraise and advocate for trail development, oversee capital projects, and implement programming.

Under the leadership of the new Board, SRDC worked with the City to landscape the Center City portion of the trail, create a vision for a connected greenway along the entire tidal Schuylkill, and take steps towards implementing that vision. Between 1992 and 2015, more than \$60M was invested by SRDC, the City, and their partners along the tidal Schuylkill, resulting in dramatic improvements to the built environment and playing a significant role in the revitalization of neighborhoods along the completed portions of the trail and greenway.

Schuylkill Banks, and the larger Schuylkill River Trail, have received numerous awards and distinctions, including PA River of the Year, Trail of the Year, and the USA Today's Best Urban Trail in America. SRDC plans to capitalize on its successes to date in order to create momentum for the continued revitalization of the Schuylkill River.





# Capital Projects

Completed Projects as of 2015

- Center City
- Grays Ferry Crescent
- Boardwalk
- Trail Enhancements
- Trail Access & Neighborhood Improvements



# Center City

Opened 2000 ~ \$8,800,000 Investment  
5,343 linear feet

This project was completed in several phases between 1996 and 2009, but officially opened to the public in 2000. Since opening more than a decade ago, this area has been transformed from a formerly industrial no-man's land to a beloved amenity that attracts an average of more than 19,000 user trips per week. This trail segment is a vital commuter corridor, a valued recreation amenity, and an oasis within the city.

The City of Philadelphia Streets Department began revitalization of the tidal Schuylkill River corridor with the bulkheading of a large portion of this trail segment between 1996 and 1998. This project was essential for protecting water quality in the Schuylkill by preventing further erosion, and for creating

enough space to establish a viable riverfront trail and greenway.

The City of Philadelphia Streets Department paved and installed lighting along the 1.2 mile trail segment in 1999. In most areas, this trail segment is eleven or twelve feet wide, allowing for a variety of recreational and commuting uses, including bicycling, walking, running, rollerblading and skateboarding. Upon opening to the public in 2000, the paved trail welcomed new visitors to the tidal Schuylkill.

SRDC worked with the Army Corps of Engineers to landscape the Locust to Race Street trail segment in 2005 and 2006. Spaces between each of

the bridges were designed as separate 'rooms' each with its own distinct feel.

Landscaping elements such as trees, shrubs, flowers, and grass made an immediate impact on the space, transforming it into a vibrant greenway.

Hardscaping, such as boulders south of Chestnut Street and a paved plaza between Chestnut and Market Streets, added variety and created unique spaces for riverfront events.

Furnishings such as benches and trash cans along the trail made the greenway a more welcoming space for relaxing and enjoying the Schuylkill River. Landscaping this trail segment made the space even more inviting for neighbors and visitors.

***“The most transformational project that Philadelphia built in the last decade.”***

***-Inga Saffron***

*Phila. Inquirer, 12/29/10*

SRDC, working with Fairmount Park, PennDOT and the Pennsylvania Horticultural Society landscaped the North End of Schuylkill Banks, from Race Street to Martin Luther King Jr. Drive in 2009. This project included the creation of a gateway plaza near MLK Jr. Drive, a river overlook west of the plaza, a formalized fishing pier with custom benches near Vine Street, and a formalized walking trail near the tidal beach between Vine Street and MLK Drive.

Fifty new trees were planted along a portion of this trail to enhance the green space and help manage stormwater runoff. New benches and trash receptacles were installed along the trail to create a more welcoming environment and encourage good stewardship.

The Center City segment of Schuylkill Banks quickly became a valued landmark within the city, as will be detailed later in this report.



Center City between Walnut and Chestnut Streets



North End of Schuylkill Banks



# Grays Ferry Crescent

Opened 2012 ~ \$3,500,000 Investment  
3,300 linear feet

The Grays Ferry Crescent Trail segment wraps around the east side of the Schuylkill from 34th Street to Wharton Street behind the former DuPont Marshall Labs, a Waste Management facility, and a FedEx distribution center. It is currently disconnected from other Schuylkill Banks trail segments. Access points to this trail segment are located at the 34th Street Bridge, Grays Ferry Avenue & 36th Street, and Wharton Street & Schuylkill Avenue.

Grays Ferry Crescent was dedicated on June 11, 2012. It is a popular

destination among near neighbors, who use the space primarily as a riverfront park – for evening and weekend walks, dog walking, children’s play space, picnicking, and especially fishing. It is a very tranquil spot, and attracts anglers and birders from across the region.

The land now occupied by the Crescent had been used for a variety of industrial and chemical purposes for more than a century, so it was necessary to remediate this area to meet DEP standards before creating an extension of the Schuylkill Banks trail and greenway

along this corridor. SRDC undertook remediation of the Grays Ferry Crescent (then referred to as the DuPont Crescent) in fall 2008.

Remediation work included removing and disposing of hazardous soil and paving, general clearing and grubbing, and placing new fill soil, topsoil and grass seed to prevent erosion.

The construction of a greenway along the Grays Ferry Crescent trail segment provided long-awaited access to the river for neighborhoods in South and Southwest Philadelphia. The project

*“We enjoy the solitude and natural beauty of the Crescent, which is hard to find in South Philly.”*  
-Chas Ryan

provided 4,036 feet of bicycle and pedestrian trail and access routes, plus several walking trails totaling another 2,171 feet.

Lawn areas allow casual activities such as picnicking, throwing a Frisbee or playing catch. Meadows of native grasses and wildflowers provide a

natural beauty to the area while absorbing stormwater runoff. New amenities along the greenway provide fishing and viewing opportunities. Benches, lighting, and trash receptacles, along with a utility building were also installed to ensure proper maintenance of the greenway.



*“The Crescent is a beautiful place to escape the constant concrete.”*  
-Jimmy D.





# Boardwalk

Opened 2014 ~ \$18,900,000 Investment  
2,030 linear feet

Mayor Nutter and other dignitaries cut the ribbon to open the Schuylkill Banks boardwalk to the public on October 2, 2014. The unique structure, which features spectacular views of the river and skyline, was an instant success. It received praise not only from local press and on social media but was a featured article in outlets across the nation. It has also created renewed vigor for extending the trail south along the river.

The Schuylkill Banks Boardwalk increases commuter and recreational

opportunities for pedestrians and non-motorized vehicles in Center City Philadelphia, while promoting local economic growth. The project also helps reduce traffic and the production of air pollutants from transportation-related sources within Philadelphia by encouraging alternative transportation. The extension of the trail is part of SRDC's overall strategy to revitalize the tidal Schuylkill River corridor, and is an important step in continuing the trail southward to serve more neighborhoods.

The structure is a multi-use elevated boardwalk style bridge with a poured reinforced concrete surface, supported on river piers. It was built over the river approximately 60' from and parallel to the existing riverbank bulkhead, running south about 2,000 feet to the stair tower of the new South Street Bridge. On-land connections to the existing trail at Locust Street and the South Street Bridge include a paved asphalt trail with landscaping. The trail bridge is a composite pre-stressed concrete structure composed of 21 spans.

The elevated trail section is wide enough to accommodate motorized

***"Philadelphians like it so much, they're acting like it's been theirs forever."***

***-Drew Lazor***

*Philadelphia Magazine 10/7/14*

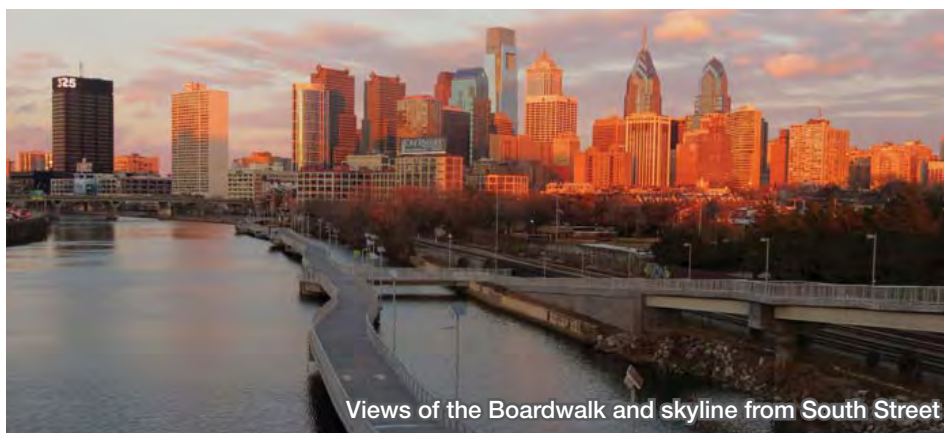
emergency and small maintenance vehicles, and widens to 23' at three locations to allow users to move out of the flow of traffic to fish, relax, and enjoy river and city views. At the intersection of the South Street Ramp and the Boardwalk, the deck widens to 33' to provide maneuvering space for maintenance and emergency vehicles.

This project also includes a trail access ramp that connects the northeast side of the South Street Bridge to Schuylkill Banks, improving safety and mobility for trail users in the University City and South of South neighborhoods. The 461-foot long ramp, which serves bicyclists and pedestrians, has a 12-foot wide path and is ADA compatible.

***"Philadelphia's boardwalk exhilarates us with its limitless vista."***

***-Inga Saffron***

*Philadelphia Inquirer 9/29/14*



Views of the Boardwalk and skyline from South Street



Boardwalk Opening Celebration



# Trail Enhancements



## Schuylkill Banks Docks

SRDC had floating docks installed along the Center City trail segment by Walnut Street and at Bartram’s Garden in November 2005. These docks increase access to the river, especially among the kayaking and canoeing community. They also expanded programming opportunities by allowing for riverboat and kayak tours.



## Composting Rest room

SRDC and PPR installed a composting rest room on Schuylkill Banks near Walnut Street in late summer 2010. Special care was taken to keep the facility as compact as possible and to

fit it seamlessly into the landscape. This state of the art rest room uses aerobic decomposition to break down the waste product into fertilizer.

## Paine’s Park

Paine’s Park, pictured in the banner above, is a skatepark and multi-use event space planned and constructed by the Franklin’s Paine Skatepark Fund along the north end of the trail adjacent to MLK Blvd. The skatepark has activated what was once unused space, attracting a young and diverse demographic to Schuylkill Banks.



## 9/11 Memorial

This memorial honors all of the victims and heroes of the attacks on September 11, 2001. The Port Authority of NY and NJ gave the Schuylkill River Development Corporation and Philadelphia Parks & Recreation a piece of steel from the World Trade Center to create the memorial. The memorial features the steel crashing down on a reflective granite base, pointing towards ground zero, symbolizing the chaos of the World Trade Center collapse. The sky’s reflection in the granite offers a sense of hope and healing.



## Grays Ferry Fishing Pier

SRDC restored a derelict fire protection pier along the Gray’s Ferry Crescent, creating a unique observation deck and fishing pier just downriver from the 34th Street Bridge. A red pipe and fire hydrant interpret the historic use of the pier without need for signage.



## North End Lower Trail Rehabilitation

SRDC rehabilitated approximately 200 feet of the Schuylkill Banks North End Lower Trail, an offshoot of the main

Schuylkill Trail, near the tidal beach between Vine Street and the MLK Drive.

Work included installation of gabion baskets beneath the trail, a new catch basin and inlet grate, and native landscaping to better manage stormwater runoff.



## Grays Ferry Skate Park

A small skatepark under the Grays Ferry Avenue Bridge, constructed by Franklin’s Paine Skatepark Fund, attracts skateboarders of all ages and backgrounds to the Crescent in the warmer months.



## “Air”

SRDC worked with Philadelphia Parks & Recreation and the Office of Arts, Culture, and the Creative Economy to install Walker Hancock’s “Air” on Schuylkill Banks near Cherry Street. This is the first statue along the trail and has been well received by trail users.

### ADDITIONAL SCHUYLKILL BANKS INVESTMENTS 2005-2015

| Project                                     | Opened      | Investment  |
|---------------------------------------------|-------------|-------------|
| 1. Schuylkill Banks Docks                   | Fall 2005   | \$1,000,000 |
| 2. Composting Rest room                     | Fall 2010   | \$200,000   |
| 3. Paine’s Park (FPSF Investment)           | Spring 2012 | \$4,500,000 |
| 4. 9/11 Memorial                            | Fall 2012   | \$200,000   |
| 5. Grays Ferry Fishing Pier                 | Fall 2012   | \$400,000   |
| 6. North End Lower Trail Rehabilitation     | Fall 2012   | \$100,000   |
| 7. Grays Ferry Skate Park (FPSF Investment) | Summer 2013 | \$75,000    |
| 8. “Air”                                    | Spring 2015 | \$56,300    |



# Access Improvements



## JFK Blvd. Bridge

PennDOT undertook structural improvements to the JFK Boulevard Bridge in 2008 and 2009.

SRDC approached PennDOT late in the design effort seeking a stair access and a wider sidewalk on the south side of the bridge. KSK was retained by SRDC to develop a proposed promenade which was incorporated into the project by PennDOT as a project cost.

New amenities included a wider sidewalk on the south side of the bridge, more open railings to allow views of the river and greenway, new benches along the bridge, decorative sidewalk paving along JFK Boulevard and Schuylkill

Avenue, a new gateway pergola and stair tower down to Schuylkill Banks, a new decorative clock in front of 30th Street Station, and decorative plantings at the base of the new stair tower.



## Market St. Bridge

SRDC assisted PennDOT in making pedestrian-friendly and aesthetic enhancements to the Market Street Bridge in 2009.

Improvements included cleaning a century of soot and grime off the bridge façade, replacing part of the bridge railing with a more open style railing allowing views of the river and

greenway, installing a new gateway pergola, placing an interpretive sign at the Market Street Bridge entrance ramp to Schuylkill Banks, and installing new benches near the bus stop at Market Street and Schuylkill Avenue.



## Walnut Street Bridge

The former roadway configuration of the Walnut Street Bridge had four wide traffic lanes, a bike lane and two 8' sidewalks. Adjustments were considered to meet the heavy pedestrian and bicycle use of this crossing. PennDOT and the Streets Department supported this initiative. Detailed traffic analyses determined that reducing the number of lanes from four to three and decreasing the lane widths would not only allow for wider 12' sidewalks but also calm traffic.

Designs also called for replacing the large, overhead I-76 signs with smaller signs placed on poles at the sides of the roadway to make the bridge feel less like a highway. Conflict between bicycles and auto traffic at Schuylkill Avenue was minimized. These changes, completed in August 2012, have created a safer facility that encourages a symbiotic relationship with all bridge users.



## Schuylkill River Parks Connector Bridge & At-Grade Crossings

As a result of an agreement negotiated between the City of Philadelphia and CSX, automated crossing gates were installed at the Locust Street and Race Street at-grade access points to Schuylkill Banks. These gates close when there is train traffic, and reopen once the crossing points are clear.

To improve access when these gates are closed, a pedestrian bridge was built to span the railroad from Schuylkill Banks to Schuylkill River Park. The project included intensive community involvement in the design process. The bridge is a 95' long truncated arch truss structure with a 12' wide pathway. There are 10' wide ADA accessible ramps on the approaches with three overlooks. Architectural lighting and enhancements were included in the contract.

This award-winning project resolves the safety concerns of the City and CSX with respect to providing convenient access to Schuylkill Banks. It also serves as a popular viewing area for the

bustling Schuylkill River Park Dog Run and the Schuylkill River. The connector bridge was completed and opened to the public in October 2012.



## Schuylkill Banks Bridge Lighting

SRDC upgraded and restored the enhancement lighting that was originally installed as part of the City's Millennium Celebration in 1999.

This includes flood lighting, LED string lighting and pier lights. The Walnut Street, Market Street, JFK Boulevard, and SEPTA Bridges fixtures were all refurbished to provide dependable and energy efficient service.

## TRAIL CONNECTION IMPROVEMENTS 2009-2015

| Project                                                         | Completed | Investment             |
|-----------------------------------------------------------------|-----------|------------------------|
| 1. JFK Boulevard Bridge                                         | 2009      | \$19,800,000 (PennDOT) |
| 2. Market Street Bridge                                         | 2009      | \$1,100,000            |
| 3. Walnut Street Bridge                                         | 2012      | \$2,600,000 (Streets)  |
| 4. Schuylkill River Parks Connector Bridge & At-Grade Crossings | 2012      | \$6,400,000 (Streets)  |
| 5. Schuylkill Banks Bridge Lighting                             | 2013      | \$1,300,000            |



# Capital Projects

Projects that are in the pipeline

- South to Christian
- Christian to Crescent Connection
- Schuylkill Crossing at Grays Ferry
- Bartram's Mile
- Bartram's to Passyunk Point
- Passyunk Point to Fort Mifflin
- Woodlands Cemetery
- University Avenue Overpass
- Navy Yard Spur
- PennDOT Bridges
- West Bank Greenway
- 30th Street Station Master Plan



## South to Christian

Projected 2016 ~ \$4,950,000 Investment  
1,400 linear feet

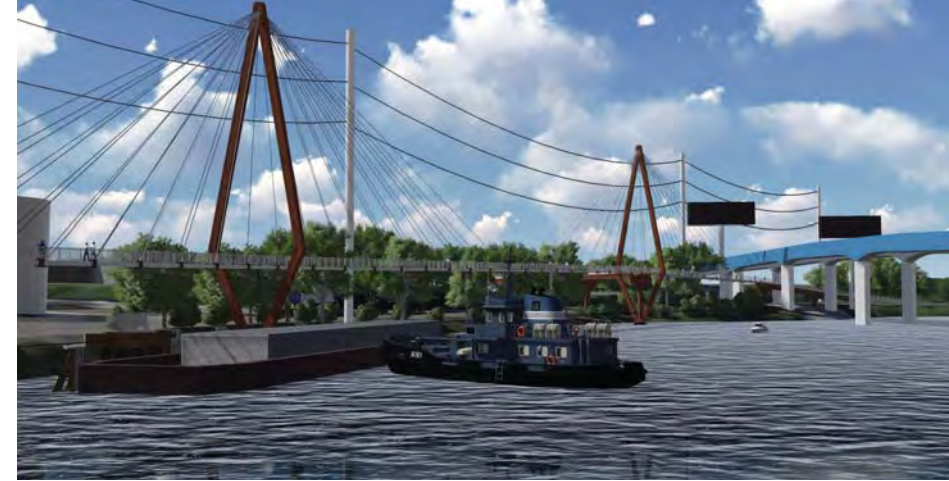
There is sufficient space between the CSX tracks and the river's edge to extend the tidal Schuylkill River Trail on land from this point. SRDC is beginning construction of a 1,400 foot-long trail segment that will extend Schuylkill Banks from the southern terminus of the Boardwalk at South Street to just south of Christian Street.

The site is approximately 2.8 acres and offers some space for potential meadow areas. There is a scoured cove near the Boardwalk that requires a retaining wall about 86 feet in length. Some challenging land acquisition and construction access issues had to be addressed. Completion of this work is scheduled for November 2016.

*South to Christian offers neighbors more trees and meadows than the Center City trail segment.*



Before: hidden views of University City



## Christian to Crescent Connection

Projected 2019 ~ \$24,200,000 Investment  
2,700 linear feet

The Christian Street to Crescent trail segment is the final link needed to provide an entirely off-road route between Center City and the Grays Ferry Crescent for pedestrians and bicyclists. This is a potentially difficult trail segment, as this area is still industrially active and the riverbank narrows for a portion of its length, which will likely necessitate a second boardwalk or similar structure.

Once this segment is built, SRDC's vision of a completed off-road, multi-use trail along the Schuylkill between the Fairmount Water Works and Bartram's Garden will be realized. SRDC has just begun a feasibility study to analyze the sites along this future trail segment and propose possible trail alignment options, with the final goal of having the trail section under construction by 2018.

*This project will be the last piece in the puzzle to extend the Schuylkill River Trail to Bartram's Garden.*



Before: looking north from 34th St. Bridge



Before: washout along CSX right-of-way





## Schuylkill Crossing at Grays Ferry

Projected 2017 ~ \$13,800,000 Investment  
1,000 linear feet

This project will repurpose portions of an abandoned railroad swing bridge to construct a new river crossing, connecting the Grays Ferry Crescent and Bartram's Mile to finally provide a direct off-road trail route to Bartram's Garden for pedestrians and bicyclists. Currently, trail users must use a 4-lane highway bridge that rises 50 feet above the river and leads to a circuitous route to Bartram's Garden.

The proposed crossing will reuse the existing substructure and approach spans of the abandoned railroad bridge to allow for safe passage of pedestrians and bicyclists and for river traffic beneath the bridge. The bridge will be a movable swing truss bridge that will permit a nearly level path across the river and yet accommodate the infrequent river traffic that requires high clearance. The approach spans will utilize the existing girders to support a new deck. The trail leading to the structure

*This will be a critical link between the existing trail and Bartram's Garden.*

will be placed on existing grade and will meet ADA requirements.

This will be a critical river crossing, providing access to Bartram's Garden from the Grays Ferry Crescent and allowing SRDC to continue the trail to the south along the west bank of the tidal Schuylkill.



Existing bridge span and east approach



## Bartram's Mile

Projected 2016 ~ \$6,600,000 Investment  
6,000 linear feet

Philadelphia Parks and Recreation led the planning and design of the Bartram's Mile segment of Schuylkill Banks, which will run along the west bank of the Schuylkill River between Grays Ferry Avenue and 58th Street. SRDC is a partner in this design effort.

This project is currently in the latter stages of design and is being fast-tracked for construction in 2016. SRDC expects to take a more active role in project management once it enters the construction phase.

*Bartram's Mile will connect neighbors to the river and reflect the history of Bartram's Garden.*



Rendering of the trail near Grays Ferry Avenue



## Bartram's to Passyunk Point

Projected 2019 ~ \$7,700,000 Investment  
6,200 linear feet

The first part of SRDC's plan, to extend the tidal Schuylkill River Trail from Bartram's Garden to Fort Mifflin, will start just south of the former US Gypsum and TransMontaigne properties that constitute the southern portion of the Bartram's Mile. It will end just south of the Passyunk Avenue Bridge.

This approximately 4,000 linear foot segment requires acquisition of several properties or easements along the riverfront to allow the trail to be built. SRDC anticipates that several sites will require environmental remediation, but that the design and construction of the trail should be a relatively simple undertaking if the right of way can be acquired.

*The sites between Bartram's Garden and Passyunk Avenue will likely require remediation, but the trail should be relatively easy to design and build.*



Existing conditions looking north from Passyunk Avenue



## Passyunk Point to Fort Mifflin

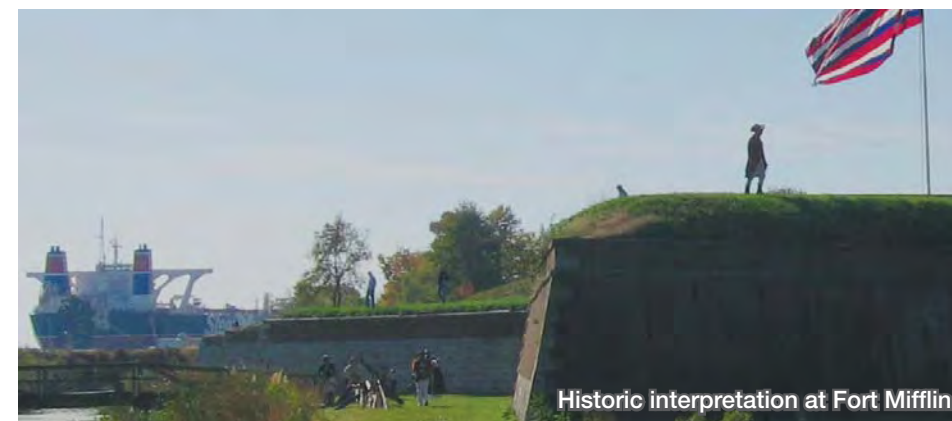
Projected 2022 ~ \$13,200,000 Investment  
24,000 linear feet

The distance from Passyunk Point to Fort Mifflin is less than 3 miles. Some of the western riverfront is occupied by storage tanks and marine facilities and poses a barrier for trail use. Land acquisition and/or easements will be needed along the entire length of the trail and this will likely be a difficult effort. Much of the land will require environmental remediation. However, except for a river inlet just north of the Penrose Bridge, the terrain is trail friendly – relatively flat with few natural barriers.

A study will be undertaken to determine the most practical route. It remains to be seen if the route can be completed as a single project or broken into phases. The desire is to keep the trail as close to the river as possible. The oil storage tanks and the tug boat facility will have to be accommodated. Because of the proximity to the Philadelphia International Airport and its runway approach lights, coordination

of proposed routes will be needed. The City and Army Corps of Engineers will be consulted on proposals for bringing the trail to Historic Fort Mifflin.

*This segment of Schuylkill Banks will connect to the fourth Historic Landmark along the 8-mile tidal Schuylkill.*



Historic interpretation at Fort Mifflin



# Woodlands Cemetery Trail

Projected 2017 ~ \$2,750,000 Investment

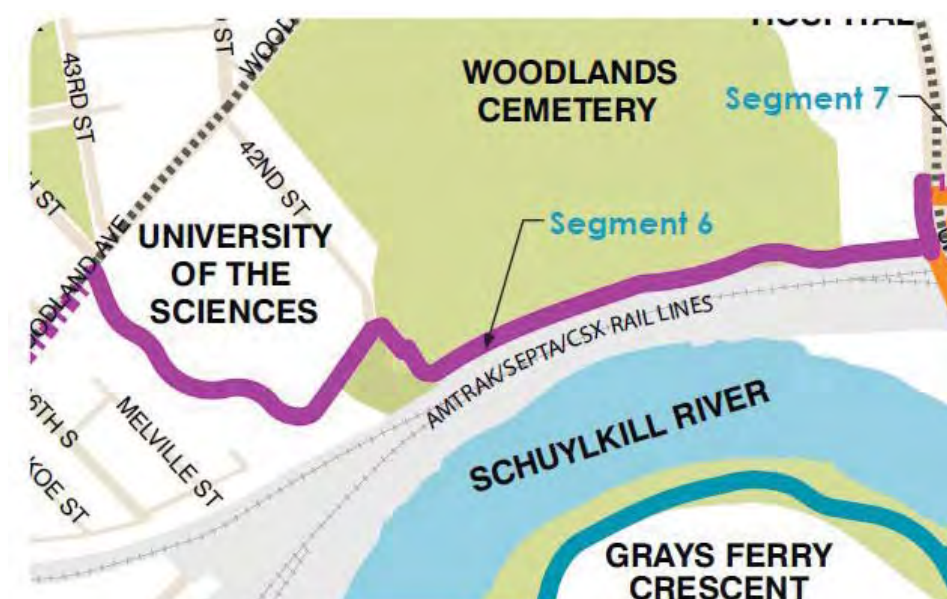
A connection through the Woodlands Cemetery would link Spruce Hill and West Philadelphia to the river and the river trails. This link could provide an important commuting option to the University of the Sciences and would also create a connection between the University of the Sciences and the University of Pennsylvania.

The Woodlands has expressed interest in pursuing this link to the river and in bringing more of the neighborhood into the Cemetery. A system of trails through the site and along the river side of the property connecting to Woodland Avenue could benefit the Cemetery and Schuylkill Banks.

Coordination with the VA Hospital and the University of the Sciences would be

required. The trail system through the cemetery should be a relatively simple engineering project. Historic mitigation would be included as required.

*A formal trail through Woodlands would be a welcome addition for neighbors.*



# University Avenue Overpass

Projected 2021 ~ \$5,000,000 Investment

The most direct route between University City and the Grays Ferry Crescent is along University Avenue. Unfortunately, University Avenue carries a large volume of traffic and is difficult and potentially dangerous for pedestrians and cyclists to cross. To provide safe passage across University Avenue, the concept of a pedestrian bridge will be explored.

There are several bridge structures over University Avenue just north of the Schuylkill River. The southern structures do not currently carry active tracks. One carries a railroad service road and

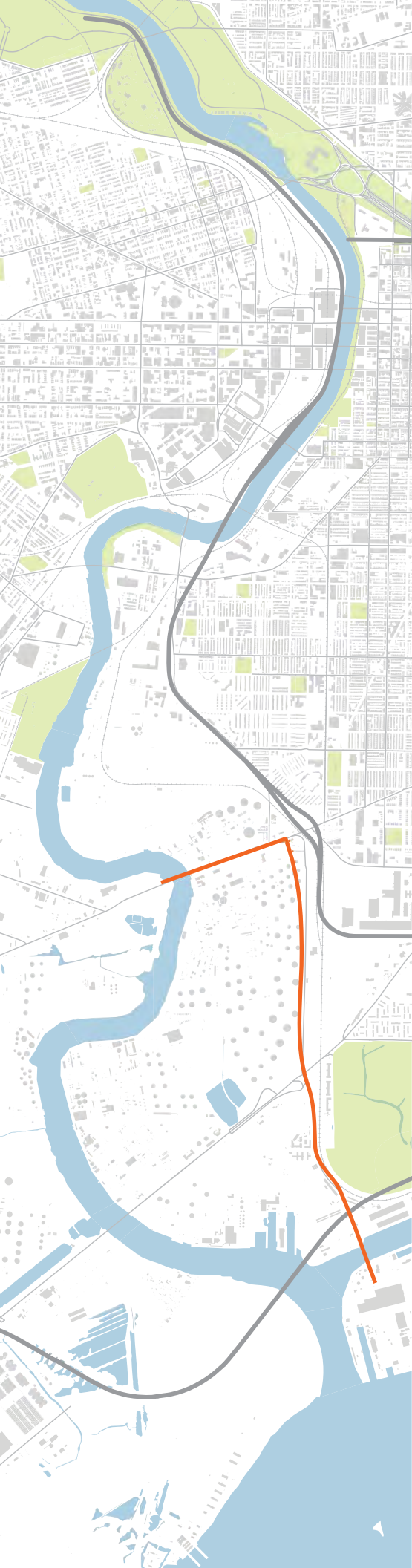
the southernmost bridge is unoccupied and overgrown. This structure could be retrofitted to carry a pedestrian and bicycle path.

Ownership of the structure and approaches needs to be determined. Adaptive reuse of this structure would provide an economical option for an overpass route here. Feasibility of providing ADA compatible ramps will also have to be investigated. Appropriate methods of securing the railroad right-of-ways and safely separating rail and trail traffic would be analyzed.

*University Avenue can be a barrier to accessing Schuylkill Banks; an overpass could ease pedestrian and bike access from University City and Southwest Philadelphia.*



Existing conditions along the rail line and access road



## Navy Yard Spur

Projected 2024 ~ \$16,500,000 Investment

The Master Plan for the Schuylkill Banks trail and greenway was finalized in March of 2003. The original destination of the trail was Fort Mifflin, a National Historic Landmark situated at the confluence of the Schuylkill and Delaware Rivers.

Philadelphia has undergone some major improvements since 2003. Along with the expansion of housing and employment in Center City, the Navy Yard has been redeveloped into a successful commerce center. FDR Park has been renovated and serves a growing user base. The Philadelphia International Airport has expanded and continues to be a major hub for airlines.

SRDC proposes to study a potential spur off of the main Schuylkill Banks trail that would connect to the Navy Yard and FDR Park. It is about 3 miles from the western end of the Passyunk Avenue Bridge to the 26th Street entrance to the Navy Yard. This would not only offer important recreational and educational destinations to the trail user, but could serve as an important commuting option for employees. It is expected that much of this route would follow existing roadways, but off road trails could be investigated. The City would most likely be the primary project sponsor with support from SRDC.



*This spur will connect businesses at the Navy Yard with upcoming enterprises along Bartram's Mile.*



## PennDOT Bridge Projects

Projected 2017 ~ \$134,700,000 Investment

### 1. Spring Garden St.

This is a bridge rehabilitation project and includes painting of the structural steel, joint and bearing repairs, etc. The deck will receive an overlay, and the ramp opening from Spring Garden Street to I-76 Westbound will be widened.

### 2. JFK Boulevard

This is the rehabilitation of three bridges that carry JFK Blvd. over 21<sup>st</sup>, 22<sup>nd</sup>, and 23<sup>rd</sup> Streets. Curb layout will be adjusted and bike traffic will be accommodated. A ramp will be added at the northwest corner of 22<sup>nd</sup> Street. and JFK Boulevard. to improve access to Schuylkill Banks for neighbors.

### 3. Passyunk Avenue

This bridge rehabilitation project includes painting of the structural steel, joint and bearing repairs, and deck repairs. The project could include coordination with SRDC for the extension of the trail under the bridge, potential pedestrian access between the proposed trail segment and bridge, and a potential link to the proposed Navy Yard Spur.

### 4. Chestnut Street

This project will rehabilitate the bridges carrying Chestnut Street from 30<sup>th</sup> St. to 24<sup>th</sup> St. and Schuylkill Ave. from Market St. to Walnut St. The project includes roadway and sidewalk reconstruction, sidewalk widening where possible, better lighting, and new

parapet walls that allow for better views of the river. A pedestrian plaza will also be created near Walnut Street.

### 5. 34<sup>th</sup> Street over CSX Railroad Spur

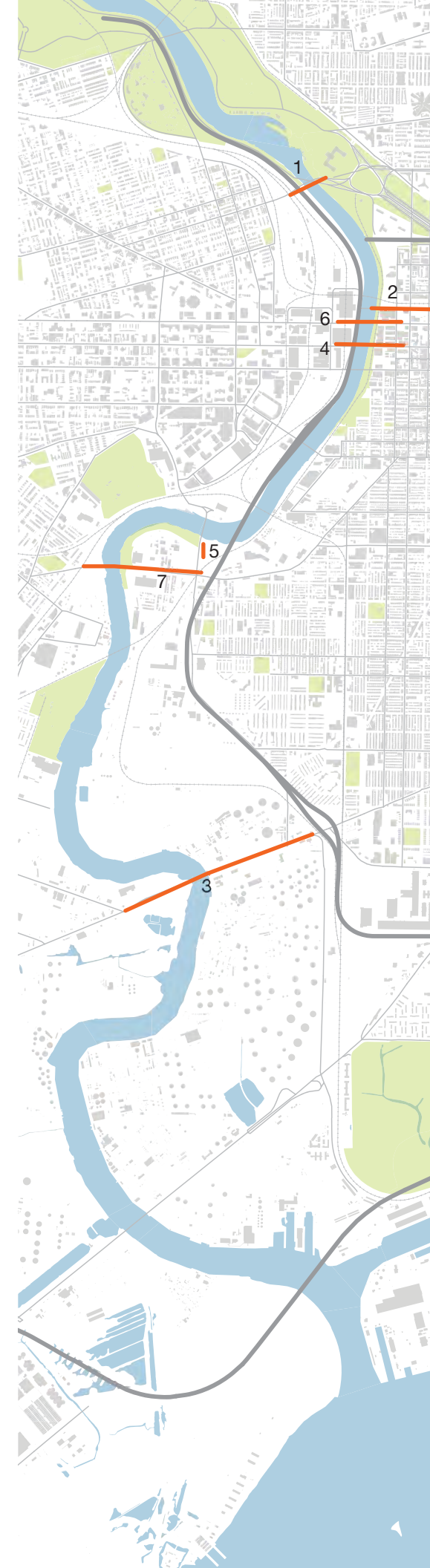
PennDOT will replace this bridge and its superstructure. It passes over an inactive rail line, the right of way of which is envisioned for the future trail connecting to the Grays Ferry Crescent. An existing wing wall abuts the Grays Ferry Crescent access ramp from 34<sup>th</sup> Street.

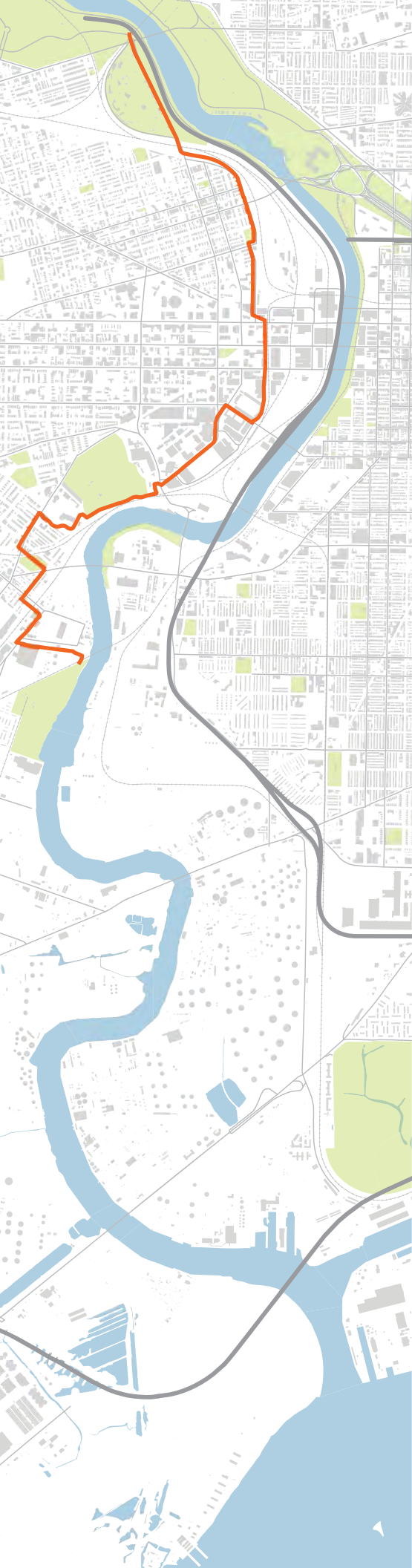
### 6. Market Street

This rehabilitation of the bridges carrying Market St. over the Schuylkill River and the CSX tracks will include roadway and sidewalk reconstruction and traffic lane re-striping. All existing street furniture (lighting, benches, signs, etc.) will be reset at the end of the project.

### 7. Grays Ferry Avenue

Rehabilitation of the deck of the bridge will include a two-way cycle track on the south side of the structure with a connection to the Grays Ferry Crescent. Coordination of the merging trail and ramp and the impact of construction activities are being evaluated by SRDC and PennDOT.





## West Bank Greenway

Projected 2023 ~ \$5,900,000 Investment

The May 2012 Study by KSK Planners, Architects and Historians to provide a link between the Zoo and Bartram's Garden presented several alternatives for meeting this goal.

As an ongoing project, SRDC will investigate the many components of this plan and initiate and implement small segments of the proposal at appropriate times and as funding becomes available.

*The recommendations of the West Bank Greenway will help connect neighborhoods to the Schuylkill.*



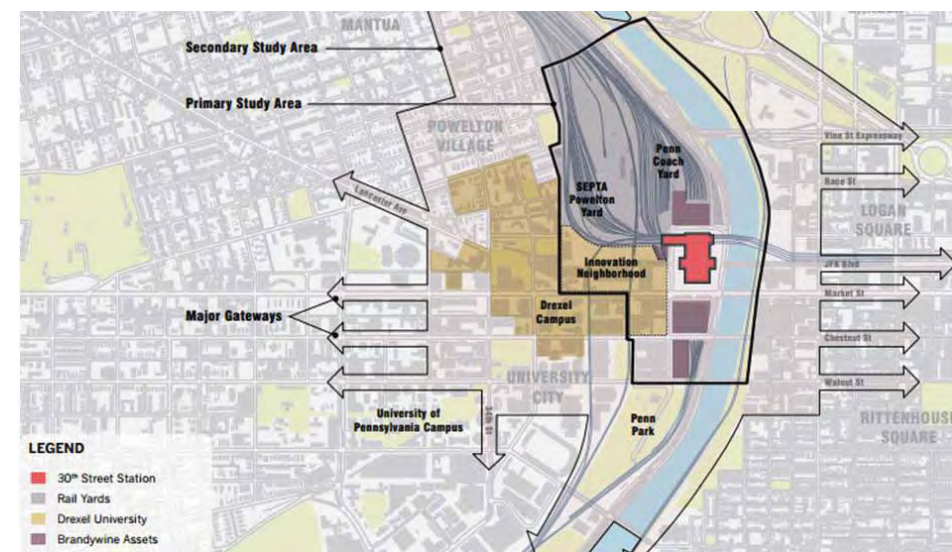
## 30th Street Station Master Plan

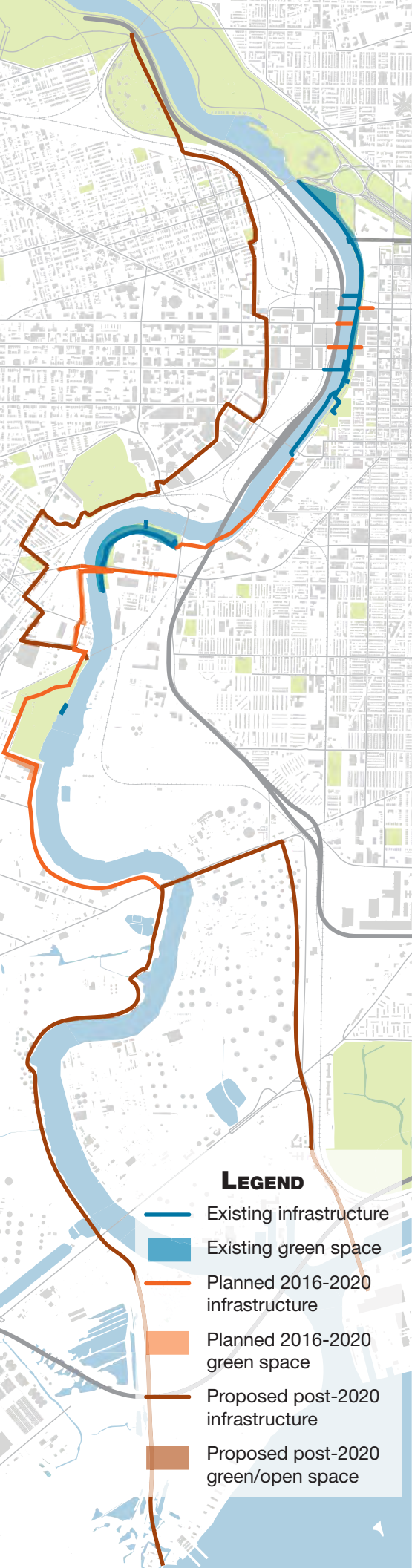
Projected 2026 ~ \$4,000,000,000 Investment

SRDC is a member of the Coordinating Committee that will develop a plan to provide efficient access for the transportation users, connect the Station to the neighborhoods and to make the Station a destination for non-transportation users. Development of a concept by Skidmore, Owings & Merrill (SOM) will be completed in mid-2016. The project is being led by a development team comprised of Amtrak, Drexel University, SEPTA and Brandywine Realty Trust.

SRDC will assist in the concept phase by sharing the ideas developed in its West Bank Greenway study. The area around the Station presents a real challenge in developing a safe and convenient path to take bicyclists and pedestrians through this highly congested area. Early preliminary concepts for the Master Plan also include one or two pedestrian bridges crossing the river that would link the newly developed area to the Banks. This would not only bring new users to the trail but also provide a dramatic visual addition to the Banks.

*Improvements to 30th Station will enhance Schuylkill Banks.*

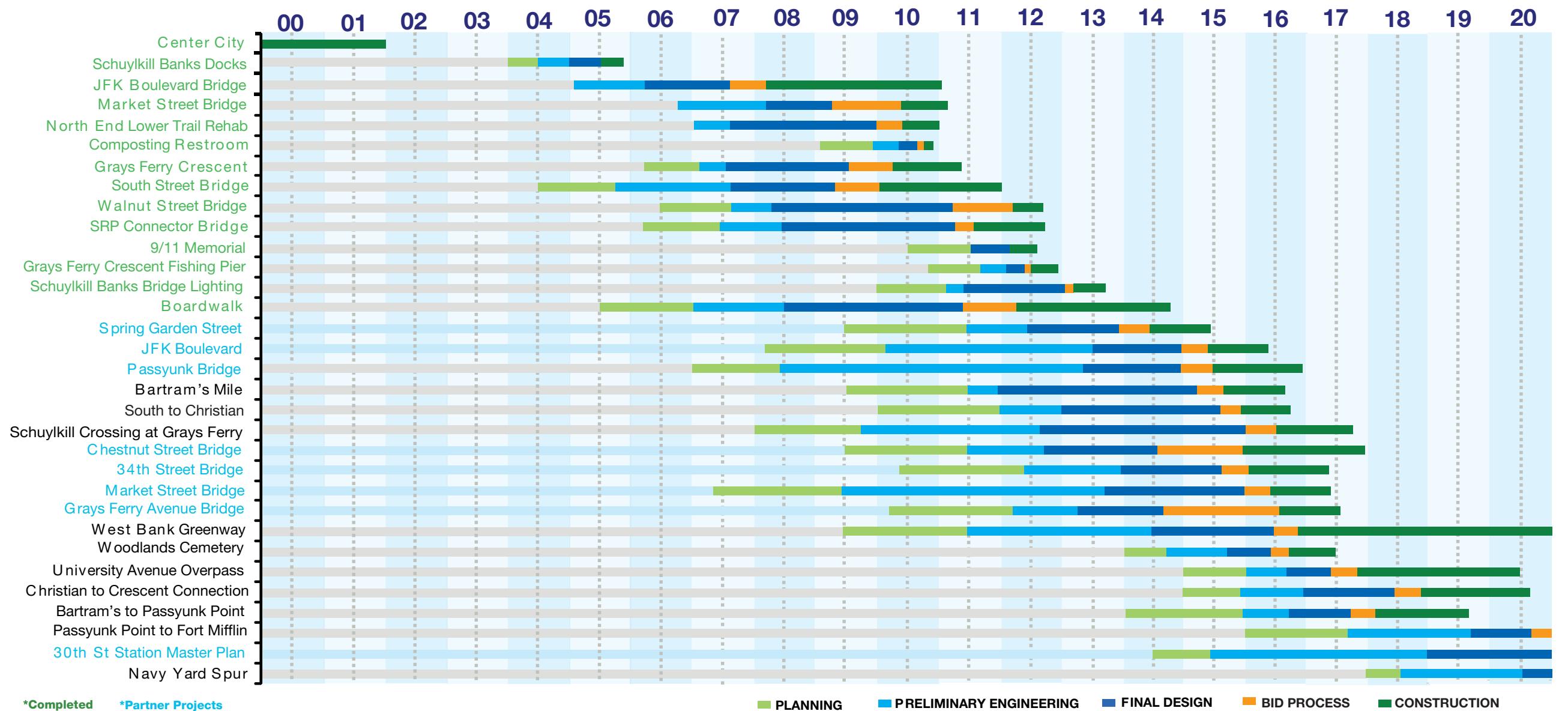




# Schuylkill Banks Capital

# Projects At a Glance

## CAPITAL PROJECTS TIMELINE | 2000-2020





# TRAIL USE & PUBLIC PROGRAMS

Connecting people to the tidal Schuylkill

- Daily Trail Use
- Riverboat Tours
- Kayak Tours
- Movie Series
- Public Events & Celebrations



# Daily Trail Use

## Center City

Trail use in Center City grew from less than 100 user trips in 1998 to an average of more than 2,000 user trips per day in 2010.

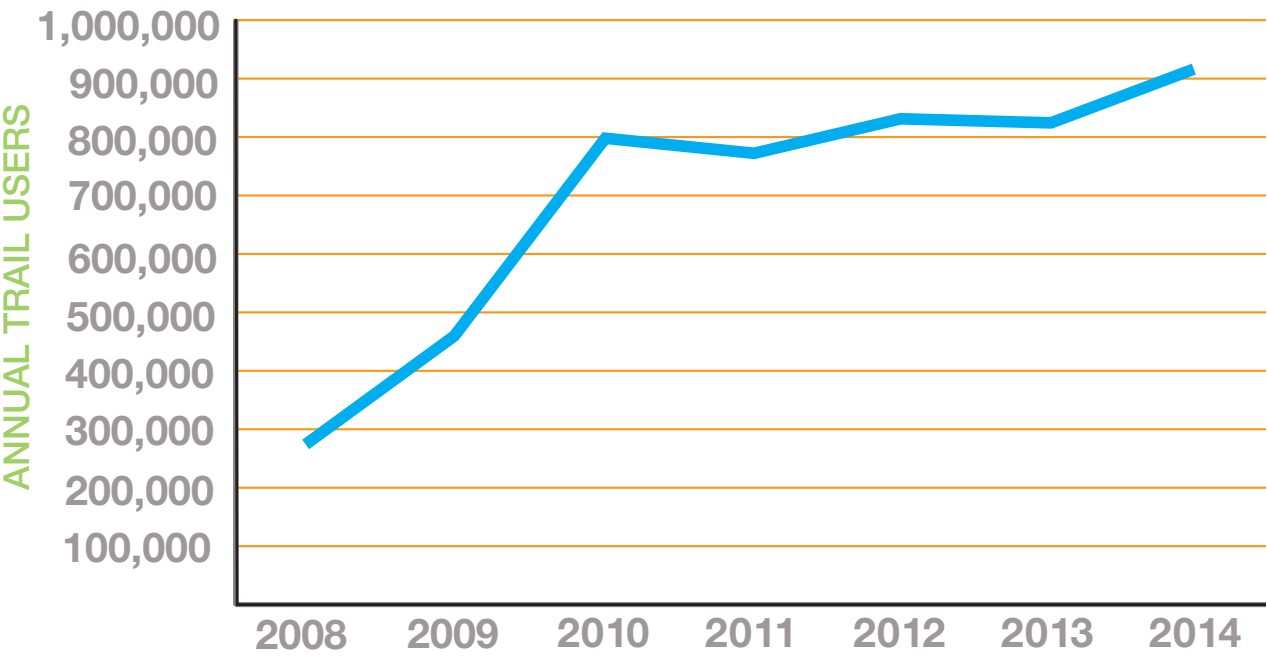
The Center City segment of Schuylkill Banks is heavily used for bicycle and pedestrian commuting and for a combination of active and passive recreation, as detailed on the next page.

The table to the right details average daily trail use by month between Market Street and JFK Boulevard for 2010 through 2014. The chart below shows the growth of trail use at Market Street from 2008 through 2014.

AVERAGE DAILY TRAIL USE AT MARKET STREET BY MONTH

|           | 2010  | 2011  | 2012  | 2013  | 2014  |
|-----------|-------|-------|-------|-------|-------|
| January   | 1,291 | 1,035 | 1,709 | 1,985 | 1,188 |
| February  | 1,068 | 1,728 | 2,153 | 1,713 | 1,637 |
| March     | 2,578 | 2,213 | 2,926 | 2,278 | 2,252 |
| April     | 3,710 | 2,862 | 3,347 | 3,451 | 3,980 |
| May       | 2,880 | 2,833 | 2,632 | 2,656 | 3,485 |
| June      | 2,400 | 2,292 | 2,624 | 2,143 | 2,630 |
| July      | 2,058 | 2,028 | 1,640 | 1,666 | 2,341 |
| August    | 1,789 | 1,839 | 1,678 | 2,156 | 2,652 |
| September | 2,371 | 2,163 | 2,280 | 3,052 | 2,729 |
| October   | 2,671 | 2,495 | 2,311 | 2,627 | 3,192 |
| November  | 2,155 | 2,504 | 2,296 | 2,140 | 2,329 |
| December  | 985   | 1,610 | 1,570 | 1,386 | 1,539 |
| Annual    | 2,163 | 2,134 | 2,264 | 2,271 | 2,496 |

ANNUAL TRAIL USE AT MARKET STREET



## Grays Ferry Crescent

Grays Ferry Crescent sees fewer user trips than the Center City trail segment, with an average of 126 trips per day via the Wharton Street entrance counted in 2014. Most trail users are near neighbors who use the space as their neighborhood park.

The most popular activities in this segment of Schuylkill Banks are fishing, walking, skateboarding, and dog walking.

SRDC anticipates that use of the Grays Ferry Crescent will increase somewhat when it is connected to Bartram’s Mile, and that use will increase dramatically when it is connected to Center City.

The table to the right shows average daily trail use by month at the Wharton Street entrance to Schuylkill Banks in 2013 and 2014.

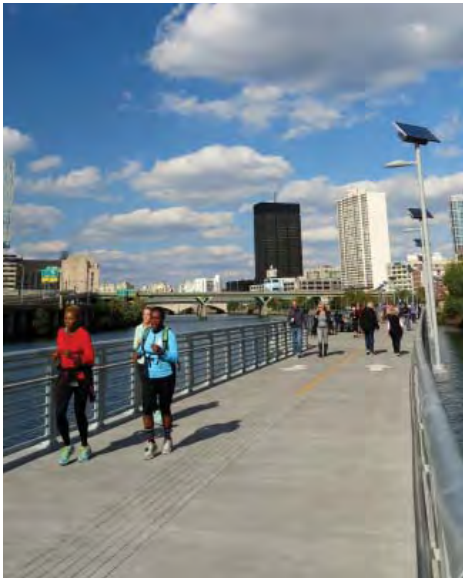
AVERAGE DAILY TRAIL USE AT WHARTON STREET BY MONTH

|           | 2013 | 2014 |
|-----------|------|------|
| January   | 34   | 13   |
| February  | 43   | 42   |
| March     | 66   | 82   |
| April     | 156  | 144  |
| May       | 168  | 198  |
| June      | 138  | 178  |
| July      | 99   | 174  |
| August    | 162  | 191  |
| September | 172  | 213  |
| October   | 100  | 148  |
| November  | 77   | 70   |
| December  | 44   | 55   |
| Annual    | 105  | 126  |

## Boardwalk

The Schuylkill Banks Boardwalk has been heavily used since the day it opened. Philadelphians who live or work south of Spruce Street instantly incorporated the new trail segment into their regular use of the Banks.

SRDC plans to install a trail counter on the Boardwalk in 2016 to better monitor use of the newest segment of Schuylkill Banks.



## Schuylkill Banks Recreation:

- walking
- running
- cycling
- skating
- fishing
- bird-watching
- picnicking
- kayaking
- canoeing
- yoga
- tai chi
- circuit training
- reading
- playing
- dog walking
- sunbathing
- photography
- painting
- drawing



# Riverboat Tours 2006-2015

## Program Origins

SRDC began offering riverboat tours in 2006 as part of its inaugural program-ming season. The primary goal of these tours is to introduce new people to Schuylkill Banks. A secondary goal is to inform the public about the history of the river, recent and ongoing develop-ment, and plans for future development along the river.

Tours depart from the Walnut Street Dock, located under the Walnut Street Bridge on the east bank (Center City side) of the Schuylkill River.

The program has evolved over the years, as SRDC and its partners experi-mented with tour frequency and timing in order to maximize the efficiency of operations.

*Tours support our mission by introducing new audiences to the tidal Schuylkill and by educating people about our work.*

## Early Operations

For the first several years, SRDC offered tours on the RiverLoop, a pontoon-style vessel that seated approximately 50 and had a bar and rest room.

In 2006, select tours departed from the Bartram’s Garden dock, but these tickets did not sell as well as the Center City tours and were discontinued in 2007.

The RiverLoop was not ideally suited for tours, as it was too large to run efficiently, had limited views, and was expensive to run regularly. In 2012, the operator opted not to sign an operating agreement and thus tours did not operate that year.



RiverLoop - in operation 2006-2011



Patriot - in operation 2012-present

## Program Evolution

SRDC began working with its second riverboat tour operator, Patriot Harbor Lines (PHL) in 2013 to offer two different riverboat tours on its boat, the Patriot.

This reproduction of a classic 1920s mini commuter yacht is a U.S. Coast Guard-approved vessel that has

360-degree views, and is ideally suited for riverboat tours for 15-35 people. It features wrap around seating, a basic equipped bar, rest room, and a sheltered yet open stern, allowing SRDC’s guests to take in all of the interesting sights along the tidal Schuylkill in com-fort and style.

PHL is responsible for all on-water operations for Schuylkill Banks River-boat Tours, but SRDC narrates the tours and helps with ticketing.

## Sponsorship

Schuylkill Banks Riverboat Tours have traditionally been sponsored by SCA Americas, though this sponsorship ended in 2015. Sponsorship is key to SRDC’s riverboat program, especially for underwriting staff time for the tours.



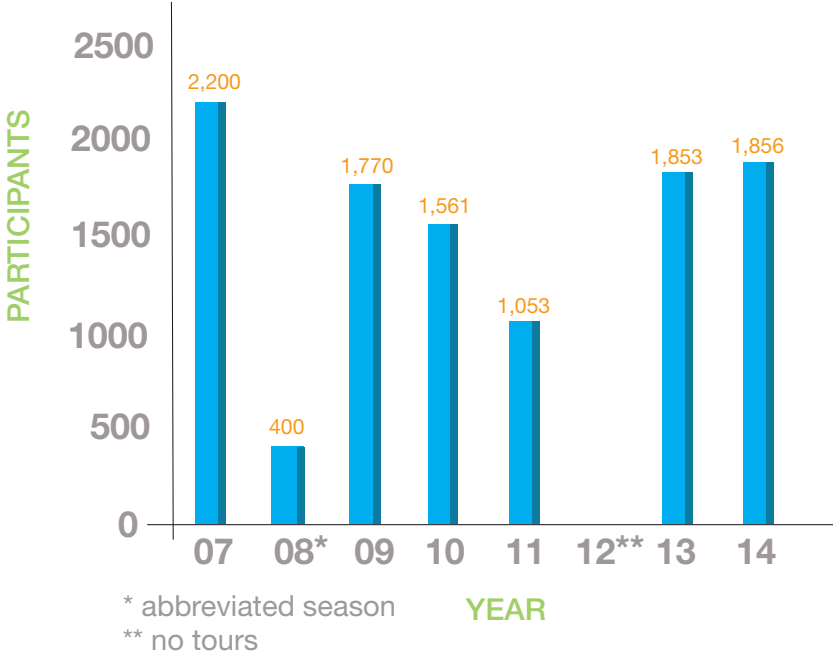
## Tour Descriptions

**Secrets of the Schuylkill:** A one-hour fun and fact-filled boat tour high-lighting the past, present and future of the Hidden River. Discover the sights and history of the river, from the early 1700s at historic Bartram’s Garden, to the 1800s at the Fairmount Water Works, to iconic 20th century build-ings and award-winning 21st century skyscrapers.

**Boat to Bartram’s Garden:** Cruise to Bartram’s Garden and discover the home of America’s first great bota-nist, John Bartram. Take a walk up the meadow to see amazing views of the skyline and explore the historic garden, community farm and recre-ational trail. This 3-hour tour includes a 2-hour stop at Bartram’s Garden with guided history tour.

**Private Charters & PHL Tours:** SRDC and PHL also promote the Patriot as a venue for private tours and charters. This is mutually ben-eficial, as it increases the number of tours for interested patrons, helps to make PHL’s operation economically viable, and promotes SRDC’s work.

## RIVERBOAT TOUR ATTENDANCE 2007-2014





# Riverboat Tours 2016-2020

## Program Evaluation

This is a valuable program for SRDC. Riverboat Tours support our mission by introducing new audiences to Schuylkill Banks and by educating people about our work. Reviews have been extremely positive; participants often express how much fun they had and how much they learned about the history of and future plans for the river and adjacent neighborhoods.

## 2016-2020 Plans

SRDC and PHL operate on a per-season basis with one-year contracts. As of 2015, both parties are satisfied with the riverboat program and plan to continue working together and growing the riverboat tour program in the future.

These tours, while valuable to SRDC’s mission, demand a lot of staff time and energy during the operating season. SRDC’s staff and volunteers are



currently working at maximum capacity on its branded tours, so SRDC is dedicated to maximizing its impact by filling up tours rather than by adding significantly more tours over the next five years. This could change in the future if SRDC’s staff is able to expand in order to facilitate additional programming.

**SRDC will encourage its Riverboat Operator to run its own tours outside of the Schuylkill Banks Riverboat Tour schedule to introduce a larger audience to the river.**



## Water Works Dock

Philadelphia Parks & Recreation (PPR) and the Philadelphia Water Department (PWD) have, in the past, discussed plans for an additional dock along the tidal Schuylkill just south of the Fairmount Dam near the historic Fairmount Water Works.

This dock will be more difficult to design, build, and install than the docks at Walnut Street and Bartram’s Garden, since the river is rocky and shallow at this location and will require a longer gangway. Construction of this dock has been delayed and possibly deferred due to rising construction costs.

If and when this dock is built, it has the potential to expand riverboat operations by adding an interesting new destination that will be available via boat. Interested parties have suggested the potential for special tours that combine trips to Bartram’s Garden with a meal at the WaterWorks Restaurant, among other options.

## Partner Tours

SRDC sees great value in encouraging its contracted Riverboat Tour Operator running its own private riverboat tours on Schuylkill Banks. This brings more people out to experience the Schuylkill without requiring any additional effort from SRDC’s staff, and it leads to greater revenues for the Operator, making its program more economically feasible.

To this end, SRDC will encourage Patriot Harbor Lines, or any future operator, to run its own tours on the condition that it does not interfere with any of SRDC’s programs, that the tours do not lead to additional maintenance requirements, and that the tours are of a high quality that reflects favorably on the Schuylkill Banks brand.



Rendering of proposed Water Works dock

## Reviews

*“Informative, fun, and scenic! Highly recommend it.”*

*“The tour along the Schuylkill was impressive, learning about the river’s history and current projects makes me love living in Philadelphia even more.”*

*“The boat ride was really fun and so interesting. The tour guide on the boat was very well informed and was clearly enthusiastic about everything he told us. It was so interesting to see the city from the perspective of the river.”*



# Kayak Tours 2006-2015

## Program Origins

SRDC partnered with Hidden River Outfitters (HRO) to run Schuylkill Banks Kayak Tours beginning in 2006.

Schuylkill Banks Kayak Tours are targeted primarily at beginner or novice kayakers, and include half an hour of on-land instruction by trained guides before the tour. SRDC staff and volunteers assist participants as they board and exit their kayaks, and professional guides with HRO lead the tours.

Kayaking is a physical activity, and the tours typically require a moderate exertion level. While the Schuylkill is generally easily navigable by kayak, SRDC

and the outfitter do need to cancel tours during extreme weather conditions, including during thunderstorms, strong wind, and when the river is swollen. Whenever possible, we try to reschedule participants from cancelled tours; however that is not always possible.

## Program Evolution

The kayak tour program initially featured three tour types: Basic Kayak Tours, Moonlight Tours, and advanced paddles to Bartram's Garden with picnic lunch. Sales for the advanced paddles waned in 2010 and 2011, so these tours are now only available for private groups outside of the regular schedule.

In addition to regularly scheduled Schuylkill Banks Kayak Tours, SRDC works with HRO to accommodate private group tours based on participant demand.

## Partner Tours

Since starting tours on the Banks, HRO has expanded its operation to include similar tours above the Fairmount Dam in Manayunk and kayak and paddle boat rentals on the Delaware River at Penn's Landing.

Each of the sites and programs are slightly different, and the variety of programming helps to introduce more people to the Philadelphia riverfront and encourage participants to visit other sites. The kayak rental program on the Delaware, in particular, is a great way to introduce nervous first-time paddlers to kayaking, giving many the confidence that they need to embark on a full tour on Schuylkill Banks.



### Schuylkill Banks Kayak Tour Descriptions

**Basic Kayak Tours:** Professionally guided tours of the Schuylkill River departing from the Walnut St. Dock. Includes equipment rental, 1/2 hour of instruction and 1 hour on the river.

**Moonlight Kayak Tours:** Let the moon guide you on a romantic Schuylkill sojourn. Includes 1/2 hour of instruction and 1 hour on the river

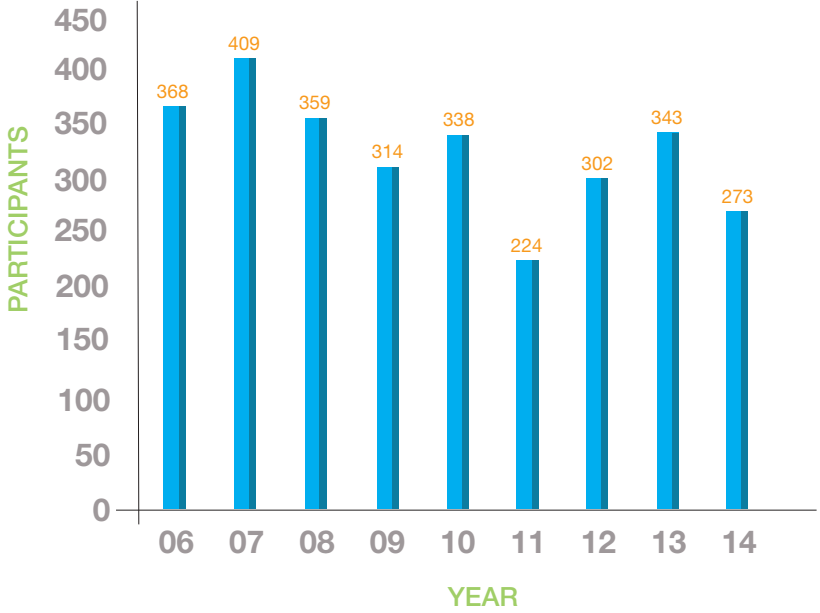
**Advanced Kayak Tours:** Explore the Schuylkill River between Walnut Street and historic Bartram's Garden, featuring lunch and a self-guided tour of the garden. Includes equipment rental, 1/2 hour of instruction, and 2 hours on the river, and 1 hour at the garden.

**Private Charters:** Tours for groups of 7-18 people are available outside of the regular schedule, based on outfitter availability. Private charters include basic tours, moonlight tours, or more advanced tours to Bartram's Garden.

*Tours encourage recreational use of the tidal Schuylkill and open up opportunities to discuss the river.*



KAYAK TOUR ATTENDANCE 2006-2014





# Kayak Tours 2016-2020

## Program Evaluation

These kayak tours support our mission by encouraging active recreational use of the tidal Schuylkill River. While participants receive less educational messaging on kayak tours than riverboat tours, being on the river highlights key messages about

the value of the tidal Schuylkill, and seeing kayaks on the water is exciting for trail users. The kayak program also opens up opportunities for staff and volunteers to discuss important messages, including the health of the Schuylkill River, the tidal nature of the river, and SRDC’s work to increase river access.

## Plan for 2016-2020

SRDC plans to continue running Schuylkill Banks Kayak Tours with HRO in the future, likely with the same tour types and a similar number of tours each year. Tour sales have stabilized at approximately 300 participants per year. Staff noted that tours filled up more quickly in 2015 than they had in recent years, though there was rarely enough demand to add another tour to a regularly scheduled tour date. As such, SRDC doesn’t anticipate dramatically increasing demand for regularly scheduled kayak tours in the future.

## Kayak Rentals

SRDC receives dozens of requests each year for individual kayak rentals. Rentals are a very different prospect than organized tours, with increased potential liability issues and dramatically higher staffing requirements. SRDC staff is already working at full capacity for its annual programming; it has no plans to run kayak rentals in the near future due to these limitations. Bartram’s Garden is doing a trial run of kayak rentals on select days during the summer 2015 season, which will serve as a learning opportunity for Bartram’s, SRDC, and Hidden River Outfitters. While SRDC has no plans to run kayak rentals, it would be open to discussions with Hidden River Outfitters should HRO opt to pursue a kayak rental program on the tidal Schuylkill.

### Customer Reviews

“Thank you so much for your hospitality on the river this afternoon. My students had the time of their lives....as evidenced by the million-watt, ear-to-ear smiles.”

“The instructors did a fantastic job sharing about themselves while kindly offering instruction. Thank you for exposing the girls to another cool thing Philly has to offer!”

*SRDC anticipates that its kayak tour program will hold steady at approximately 300 kayakers/year.*





# Movie Series 2005-2015

## Program Overview

SRDC began showing free movies on Schuylkill Banks with a single film in 2005, followed by 2 films in 2006. These early movie nights showed promise, so SRDC expanded to a full series in 2007. Moviegoers are invited to bring their picnic blankets or folding chairs and a picnic dinner to enjoy al fresco while watching the movie. SRDC enhances the movie-going experience at movie nights by providing free soft pretzels, popcorn, and beverages. SRDC also works with partners to provide gift cards as part of a free

pre-movie raffle at each movie night and extra treats like frozen custard at select movie nights.

## Program Evolution

SRDC works with an operator to set up a temporary screen on the trail on which to show free movies after sunset. The first movie operator projected the films onto the side of a white van. As the movie series became more popular, SRDC switched to a new operator who projects onto an inflatable screen. While the operator is primarily responsible for setting up and operating the movie, SRDC staff provides significant

support to the operator and in efforts to set up the site, including refreshment stations, etc. Movie nights are an “all hands on deck” event. After the Grays Ferry Crescent trail segment opened in 2012, SRDC hosted one movie night to draw people to the new trail segment. There were three movie nights at the Crescent in 2013 and 2014. While these films don’t attract as large an audience as the Center City movies, they are showing steady growth. SRDC scheduled one film at Paine’s Park after its 2013 opening, but it was rained out. The first successful movie screening at the venue in 2014 showed promise.

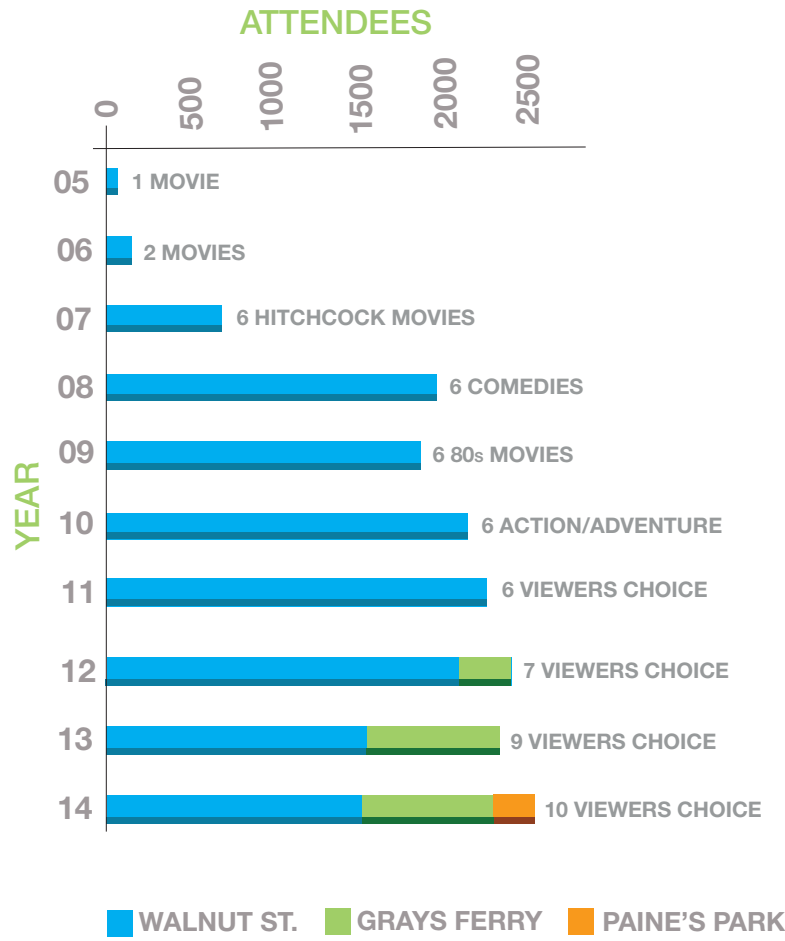
## Sponsorships

Free movie nights are expensive to produce, so sponsorship is essential to cover the costs of licensing, paying the operator, purchasing snacks, and underwriting staff time. CSX has been the movie series presenting sponsor for the past several years. SRDC has also worked with partners including IKEA and Philadelphia

Runner to provide raffle prizes to movie attendees. Some years, SRDC has received additional sponsorships for food and beverage underwriting or in-kind donations of extra treats, such as fresh Nook iced tea or Shake Shack frozen custard. These “extras” help reinforce the message that Schuylkill Banks is a fun, inviting space.



## MOVIE SERIES ATTENDANCE BY YEAR AND LOCATION



The Schuylkill Banks Movie Series is SRDC's most popular program. Movies draw huge crowds and drive traffic to SRDC's website.



# Movie Series 2016-2020

## Program Evaluation

SRDC’s movie series is its most popular public program, especially among near neighbors. Movies serve as a fantastic community development tool, bring people of all ages and backgrounds together to enjoy a fun night under the stars.

The movie series is also a great way to bring new people to Schuylkill Banks. SRDC was an early adopter in the trend to show free outdoor movies during summer months. Over the years, this trend has grown, which leads to more people actively seeking out free movies in their area.

SRDC’s website analytics show that movie nights are a key driver of summer website traffic, especially from new viewers. Movie nights are a great way for people to learn about the trail and our other diverse

*SRDC will analyze how to best use the movie series to engage neighbors with Schuylkill Banks as new trail segments open.*

programming opportunities. While it is difficult to track how many people return to the trail for recreational purposes or to participate in other programs, anecdotal evidence shows that many of these first-time moviegoers do come back to explore more of Schuylkill Banks.

## Program Constraints

SRDC plans to continue hosting its annual movie series in future years. Weather conditions are best for outdoor movies between June and September.

We typically have a few movies rain out each year that need to be rescheduled later in the season, so we are constrained to scheduling a 10 week movie series from June to August to leave time for these rain dates in September.

## Plan for 2016-2017

For the beginning of this five-year planning window, SRDC expects to host the same number of movies in approximately the same frequency as 2015 – six movies by Walnut Street, three at the Grays Ferry Crescent, and one at Paine’s Park.

## Options for 2018 and Beyond

As more trail segments are built, SRDC will explore further expanding the scope of the series to introduce trail users to these new segments and provide programming in more neighborhoods. This could take several different forms.

The first option is to host fewer movies at Walnut Street, the most popular site, so the same number of movies can be spread over more sites. This may lead to a drop in attendance early in the transition as it takes time for new movie sites to become well populated.

Alternately, SRDC could host more than one movie per week to accommodate new sites. This would increase costs and require additional staff and volunteer support.

The third option is for SRDC to work with partners, such as Bartram’s Garden or neighborhood groups, to host movie nights at different sites along Schuylkill Banks throughout the season in order to expand programming without adding significantly to SRDC’s work load.



*Reviews*

*These movies are my favorite part of summer in Philly!*

*We had so much fun! I can’t wait to come back next week.*

*I love free movie Thursday nights. It’s the perfect date night!*

*Even in the summer heat, the breeze from the Schuylkill keeps you cool. It’s nothing but a great time.*

*Free movie by the river tonight? I’ll be there!*





# Public Events & Celebrations

## Philly FUN Fishing Festival

The Philadelphia Water Department (PWD) has held free annual catch & release fishing festivals in cooperation with the PA Fish and Boat Commission (PFBC) as part of PA Coast Day for the past decade.

In 2005, the organizers decided to expand fishing location options to include Schuylkill Banks by Walnut Street, partnering with SRDC. Over the next few years, the location grew in popularity, likely due to a combination of its easily accessible location and the fact that its anglers caught more fish and larger fish than those at other locations. As such, event partners decided to hold the event entirely on Schuylkill Banks starting in 2009.

*“I enjoy [fishing] and hope that I can continue to do it for the rest of my life.”*  
*-John*

The Philly Fun Fishing Fest is extremely popular among the regional angling community and among neighbors who are curious to try fishing for the first time. Participants include individuals of all ages, levels of experience, and socioeconomic backgrounds. PFBC staff lends out rods and tackle to those who don’t have any and provide lessons for those who need it. PWD staffs check-in stations where all fish caught are measured, species are identified, and the

participants’ catches are tracked. SRDC and PPR staff and volunteers provide additional staffing and support as needed. At the end of the 4-hour fishing window, there is an awards ceremony where those who caught the most fish, largest fish, smallest fish, etc. win prizes including fishing gear, tackle boxes, and gift certificates to sporting gear shops. Attendance at the Fishing Fest depends largely on the weather, but 100-250 individuals tend to participate each year.

## Walnut 2 Walnut

SRDC worked with Independence Seaport Museum (ISM) to host innovative boating events in 2014 and 2015. Participants used row boats, dragon boats, kayaks, canoes, and other non-motorized craft to travel from the Schuylkill Banks Walnut Street Dock to the Seaport Museum on the Delaware River at Walnut Street for a post-regatta party. Those who wanted to participate but were unable to row were able to do a scavenger hunt that also took them from the Banks to the Seaport Museum for the party.

The event was visually stunning, and brought dozens of river supporters to Schuylkill Banks. SRDC looks forward to supporting ISM on this event in the future, and hopes that it grows over the next five years.

## Art in the Open

Art in the Open (AiO), a project of the City Parks Association, is a citywide event that celebrates artists, their inspirations for creating art, and their relationships with the urban environment. Art in the Open debuted in June 2010, bringing a jury-selected group of artists to Schuylkill Banks - from the historic Fairmount Water Works to Bartram’s Garden - to inspire new ways of seeing the river and the city it runs through. Each spring, a new group of artists is chosen for a three day event, creating new works of art outside, in a creative process open to everyone.

The public is encouraged to participate in Art in the Open by visiting often during the three-day event, to see the works of art evolve and talk with the artists about their creative process.

By actively engaging with AiO, they become part of that process - shifting ideas of the art audience, and as part of the environment the artists are considering, influencing how the art takes shape. Artists’ working times vary with their project’s particular needs; most activity takes place between 9 am and 5 pm. AiO was one of the first regular events to be hosted on the Schuylkill Banks ‘venue’ with limited assistance from SRDC. It has been popular with the local arts community, introduced hundreds of people to Schuylkill Banks, and led to a lot of media coverage each year. SRDC looks forward to working with City Parks Association on AiO again in the future.





# Public Events & Celebrations

## Annual and Semi-Annual Events

SRDC plans to continue to work with partners to host free public festivals along Schuylkill Banks, including the Philly FUN Fishing Fest, Walnut 2 Walnut, and Art in the Open, described earlier.

These programs are well received by neighbors who return to participate year after year, and help to introduce new audiences to the Banks.



## Promoting Schuylkill Banks as a Venue

As Schuylkill Banks becomes more well-known within the community, an increasing number of groups and individuals are expressing interest in using the space for their activities.

Requests include both regularly scheduled and one-time events, including walks and runs, athletic and recreational activities, and outdoor parties. SRDC directs these inquiries to Philadelphia Parks & Recreation, as the City owns the space and PPR has final say in its use and all permit approvals.

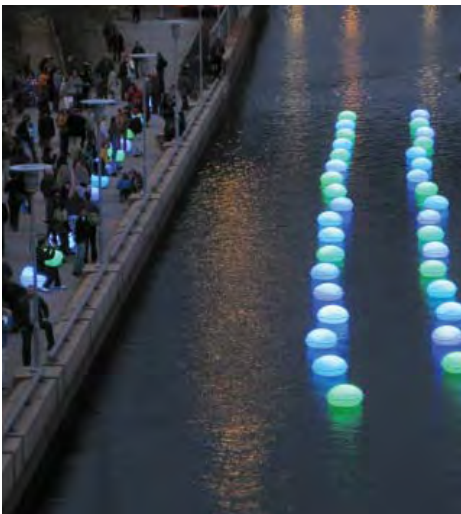
Over the next four years, SRDC is interested in expanding programmatic opportunities by promoting the space as a venue for other organizations interested in hosting events along the river. This will help to increase visibility of the greenway, the river, and SRDC's other projects without greatly increasing SRDC's staffing and volunteer demands. We believe that Philadelphia Parks & Recreation shares this viewpoint.

As Schuylkill Banks becomes a more popular venue, SRDC will need to work closely with PPR to work out issues such as site control, administrative interaction with event organizers, permitting procedures, and how to ease potential operational conflicts.



## Schuylkill Banks is an ideal venue for many programs

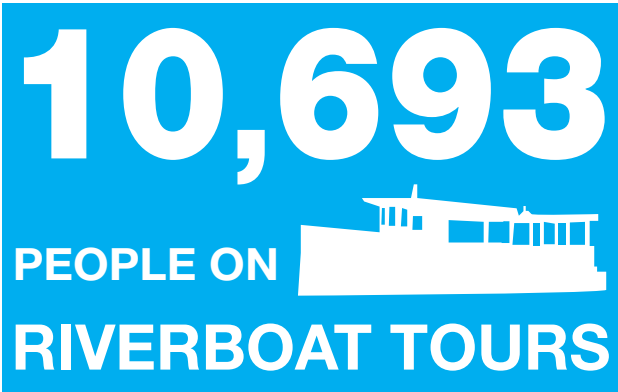
- Arts events
- Athletic events
- School events
- Runs/Walks
- Fundraisers
- Parties



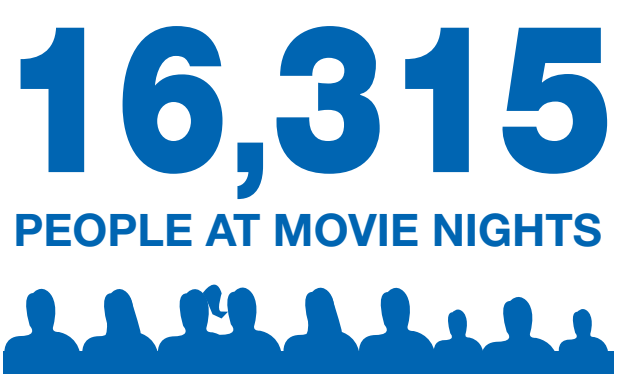


# 2000-2015 Programs At a Glance

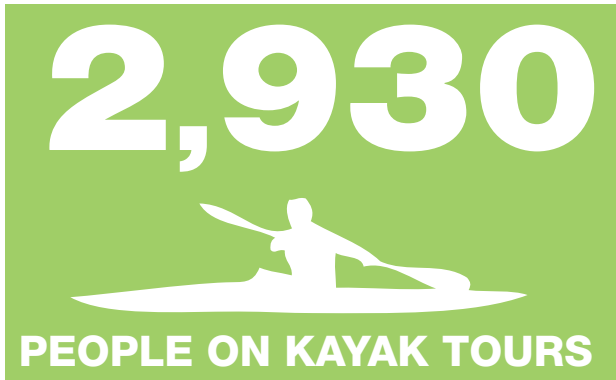
## RIVERBOAT TOURS



## MOVIE NIGHTS



## KAYAK TOURS



## CELEBRATIONS





# Operations & Funding

Making Schuylkill Banks a reality

- Schuylkill Banks Operations
- Volunteer Program
- Expanded Operational Needs
- Organizational Development
- Funding Sources
- Uses of Funds
- Funding Needs 2016-2020
- Fundraising and Development Plan
- SRDC Leadership and Staff



# Schuylkill Banks Operations

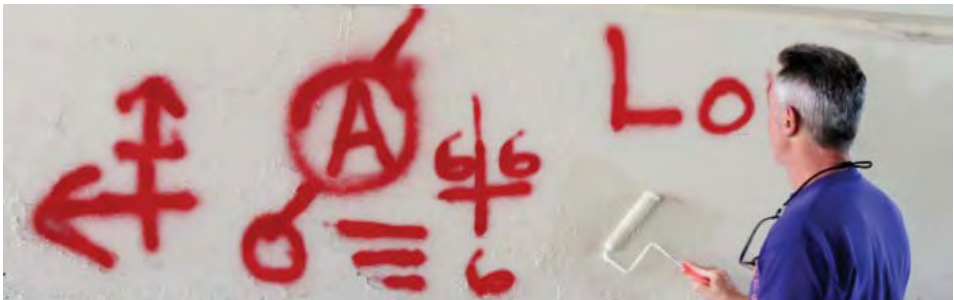
## Joint Maintenance Agreement

SRDC and Philadelphia Parks & Recreation (PPR) operate under a shared maintenance agreement. SRDC shares landscape and maintenance responsibilities with PPR, with PPR responsible for lawn mowing and SRDC covering the costs of additional landscape work such as herbicide application, annual mulching and pruning. SRDC responsibilities are generally for tasks that fall outside of PPR's normal maintenance.

## SRDC's Role

SRDC's primary maintenance focus is the general housekeeping and removal of graffiti from Schuylkill Banks. Graffiti is removed using paint and rollers, as well as solvents and other cleaning solutions. Staff also opens and services the composting rest room on a daily basis near the Walnut Street area of the Center City trail segment.

SRDC, PPR and Franklin's Paine Skatepark Fund also have a similar shared



maintenance agreement for Paine's Park. SRDC staff performs routine maintenance and removes graffiti at Paine's. PPR removes trash and is responsible for lighting and hardscape maintenance. Franklin's Paine reimburses SRDC for maintenance hours charged by staff at Paine's Park.

## Current SRDC Maintenance Staff

- Full Time Operations Manager
- Full Time Assistant Operations Manager
- Part Time Maintenance Contract Employee at Grays Ferry Crescent

## Cleanups

SRDC hosts seasonal cleanup events on the Banks for corporate and school groups. These volunteer cleanup days, which usually involve mulching, planting, weeding, trash pickup and/or graffiti removal, accommodate 5 to 50 people.

SRDC also hosts large cleanup days after major flood events and as part of citywide events such as the Philly Spring Cleanup and LOVE Your Park Day. These large cleanup events can draw as many as 200 people and make a major impact along the Banks. In 2014, SRDC hosted 16 cleanups, engaging more than 450 volunteers.

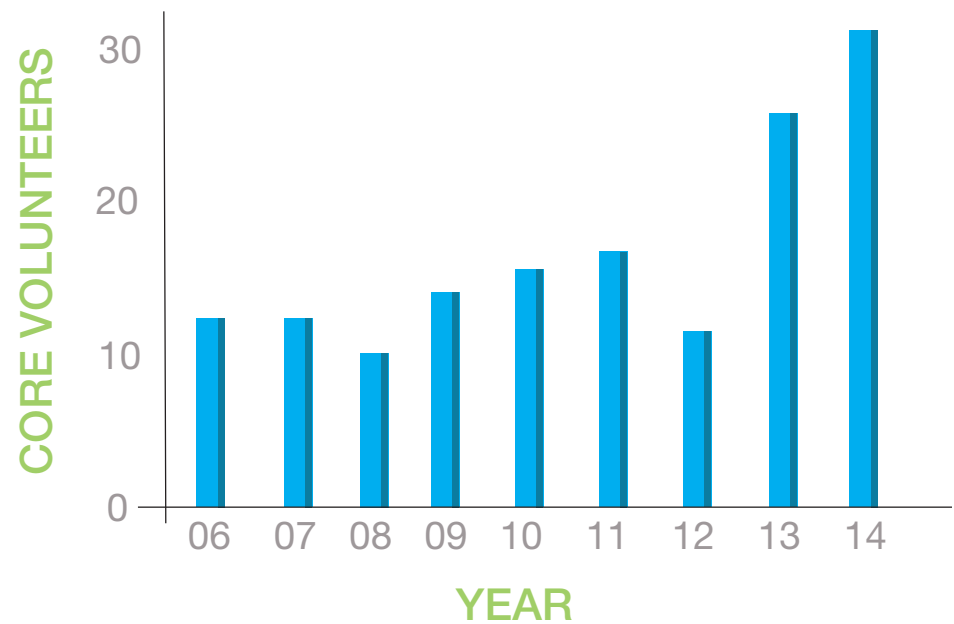
## Volunteer Team

From May to October, SRDC coordinates weekly with a core group of approximately 30 volunteers who are essential to the success of Schuylkill Banks events, including riverboat tours, kayak tours, and movie nights. Volunteers set up for events, check people in for tours, help people into kayaks and serve snacks and refreshments at movies.

Some of these volunteers also help with trail maintenance and landscaping on a semi-regular basis, depending on the needs of our maintenance staff.



## Schuylkill Banks Core Volunteer Team



*“After just one day down there, meeting the staff and other volunteers, I knew I’d be back again and again!”*  
**–Jocelyn Wilson, Volunteer**



# Operational Needs 2016-2020

## Growing with Schuylkill Banks

As new trail segments are completed, SRDC's maintenance needs will expand greatly. By 2020, SRDC expects more than double the length of developed greenway along Schuylkill Banks. This will result in a corresponding increase in the staff, equipment, and facility needs to maintain these new trail segments and a corresponding increase in regular maintenance expenses.

## Maintenance Staff

One additional Full Time Maintenance Associate will be required between Grays Ferry and Bartram's Mile (beginning in 2016 or 2017).  
A second additional Part Time Maintenance Staff member (Contract employee) will be required to support operations for Center City, the Boardwalk, and South to Christian segments. (beginning in 2017 or 2018).

## Equipment and Facilities

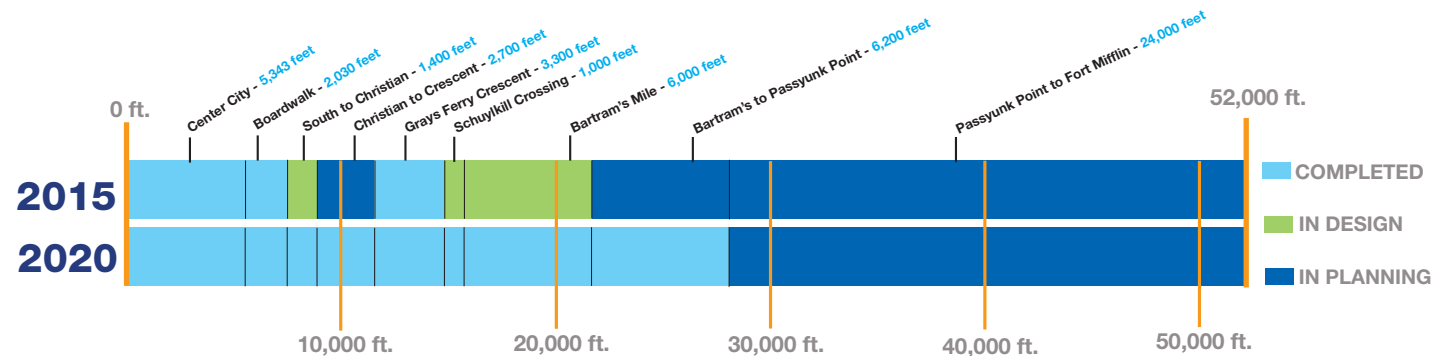
At least two (2) additional maintenance facilities (storage sheds) will likely be needed, one on the South to Christian trail segment and another on Bartram's Mile North.  
At least one (1) additional utility cart will likely be needed once Gray's Ferry Crescent is connected by the Schuylkill Crossing at Gray's Ferry to the Bartram's Mile segment.

SRDC may need a small pick-up truck for moving equipment, staging events, project inspection and ongoing maintenance, especially once Gray's Ferry Crescent is connected by the Schuylkill Crossing at Gray's Ferry to the Bartram's Mile segment. It will become more difficult to rely on personal vehicles, utility carts or bicycles once the Banks have extended to the west side of the Schuylkill.

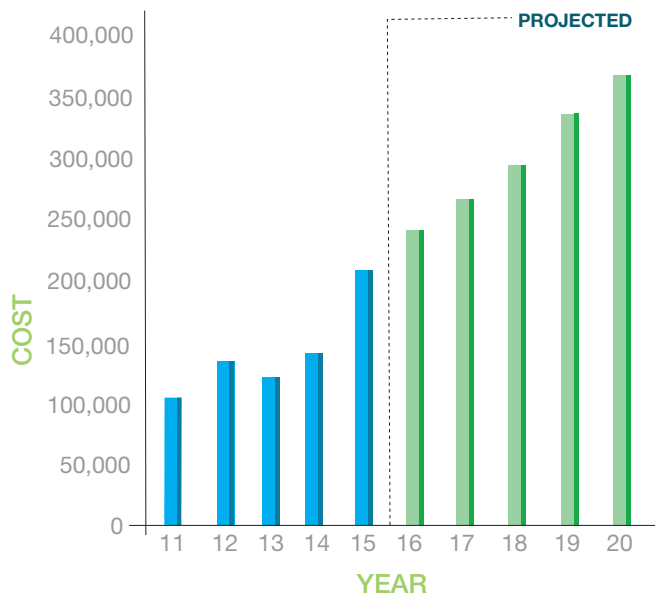
A small 12-foot work boat may be needed for ongoing maintenance to the boardwalk (Locust to South Street segment) and for easier access to riverfront areas south of South Street Bridge. A boat may be necessary to remove debris and inspect the boardwalk after flooding or other storm-related events.



## TRAIL LENGTH 2015 & 2020



## MAINTENANCE EXPENSES BY YEAR 2008-2020





# Funding Sources

## Grants

SRDC has aggressively pursued grants from governmental and non-governmental sources over the past several years, and has been relatively successful in obtaining grant funding needed to cover capital project costs, as shown in the table below.

Additionally, other grants were received by other entities for use on Schuylkill Banks such as TIGER grants received for Walnut Street Bridge reconstruction (\$1.85M), Schuylkill River Parks Connector Bridge (\$3.7M) and the Schuylkill Banks Boardwalk (\$5.82M). These grants were awarded to the City of Philadelphia and were earmarked for the specific projects listed above. The Commonwealth has also made

grants directly to Philadelphia Parks and Recreation (PPR) for work on Schuylkill Banks. Grants made directly to organizations outside SRDC are not included in the tables and figures in this report, but represent significant sources of funding.

## Stakeholder Contributions

SRDC has a robust group of private and public stakeholders who provide valuable unrestricted funding to support its efforts on Schuylkill Banks. This has been essential for allowing SRDC to hire the professional staff that it needs to thrive and for providing match funding for grants as needed to complete capital projects. SRDC depends on these

stakeholders, and could not operate as it has without their support.

## Annual Giving

SRDC first began soliciting annual giving contributions from trail users in 2007. The program grew slowly in its infancy, but has expanded in recent years. This growth is likely due to a combination of different factors, including a growing trail user base and increased marketing of trail fundraising needs through trail signage and online.

## Friends of Schuylkill Banks

Friends of Schuylkill Banks (FOSB), a nonprofit registered with the Commonwealth of PA, was founded in fall 2010 to raise funds solely to support SRDC's efforts on Schuylkill Banks.

For the first few years of its existence, FOSB hosted two on-trail party fundraisers each year, one in the spring and one in the fall, and a few off-trail happy hours. Through its' on- and off- trail fundraisers and connections with two foundations, FOSB raised more than \$20,000 in its first three years. This money helped SRDC purchase a maintenance cart for the Grays Ferry Crescent and supported general operating costs including supplies and labor for maintenance of the greenway.

As FOSB evolved, it became clear to its Board of Directors that it would make the most sense to merge with SRDC and become a fundraising event planning committee rather than remaining a separate nonprofit. This change helped

increase operational efficiency by allowing SRDC to handle collecting donations, event ticketing, and administrative elements of the fundraising events directly and allow members of FOSB to focus on what they do best – planning and marketing spectacular on-trail events. This change occurred in 2014, along with a modified event calendar. Rather than host two similar on-trail parties, one in the spring and one in the fall, FOSB hosted a party in the spring and SRDC worked with partners to host a fun run in the fall to celebrate the opening of the Schuylkill Banks Boardwalk, where participants were the “first” across the new amenity.

## Other Revenue

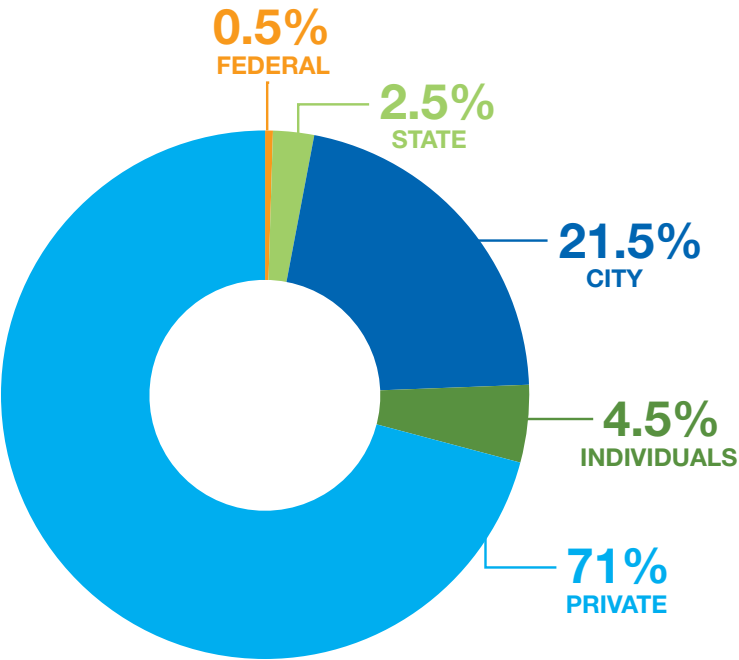
As detailed earlier in this report, SRDC has been growing its programming calendar with both free and paid events over the past several years. To date, these programs have not brought in enough revenue to fully cover their expenses once staff time is factored in. In 2014, the Riverboat and Kayak Tour programs did bring in enough revenue to cover operator expenses and contribute a small amount towards SRDC's program costs.

SRDC has also experimented with offering Schuylkill Banks merchandise for sale from the Schuylkill Banks Center and online. Different offerings have included Schuylkill Banks T-shirts which were sold on the trail and used as giveaways during select on-trail events, and



an online shop through CafePress that sells a variety of clothing, housewares, and stationary options. To date, SRDC has not made any significant revenue through merchandise; however, these experiments have covered their own costs and help to promote Schuylkill Banks.

SRDC FUNDING SOURCES FOR FISCAL YEAR ENDING 2015





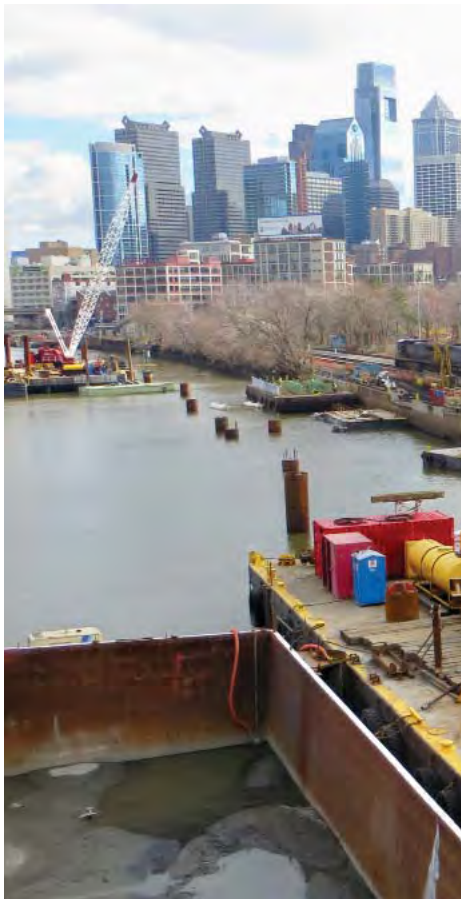
# Use of Funds

## Capital Projects

Capital costs include planning and design consultants, engineering expenses, and costs related to remediation and construction projects. The amount of funds raised for and spent on capital projects varies greatly by year, based on the varying stages of development of each trail segment.

Capital work is funded primarily through government and private grants, often

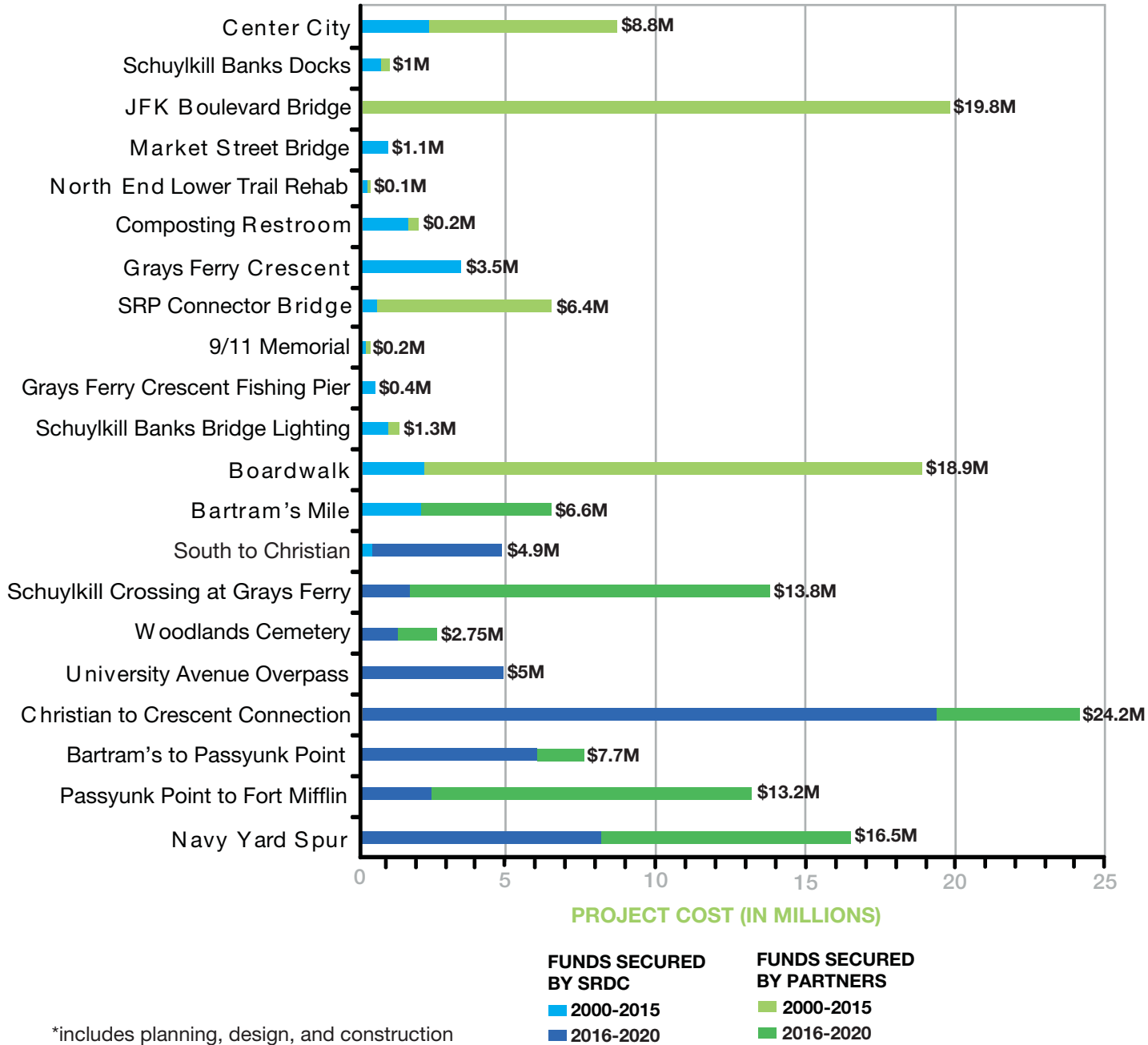
matched with stakeholder contributions. Most grants require some level of match funding and SRDC strategically combines grants and contributions in appropriate ratios to meet all grant requirements. Stakeholder monies and other non-grant private donations normally do not have match requirements, but are often used to help fulfill matching requirements or otherwise close funding gaps for projects.



The following agencies and organizations provided support for SRDC Capital Projects:

- |                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>City of Philadelphia</li> <li>Commerce Department</li> <li>Parks &amp; Recreation</li> <li>Streets Department</li> <li>Commonwealth of Pennsylvania</li> <li>Department of Community and Economic Development</li> <li>Department of Conservation and Natural Resources</li> <li>Department of Environmental Protection</li> </ul> | <ul style="list-style-type: none"> <li>Department of Transportation</li> <li>Fish and Boat Commission</li> <li>US Federal Agencies</li> <li>National Oceanic and Atmospheric Administration</li> <li>Department of Transportation (via the City of Philadelphia)</li> <li>Nongovernmental Organizations</li> <li>Delaware Valley Regional Planning Commission</li> <li>DuPont Clear into the Future</li> </ul> | <ul style="list-style-type: none"> <li>Lenfest Foundation</li> <li>McLean Contributionship</li> <li>National Fish &amp; Wildlife Foundation</li> <li>Neighborhood Transportation Initiative</li> <li>Pew Charitable Trusts</li> <li>Rails to Trails Conservancy</li> <li>William Penn Foundation</li> </ul> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## CAPITAL EXPENSES BY PROJECT 2000-2020\*





# Use of Funds

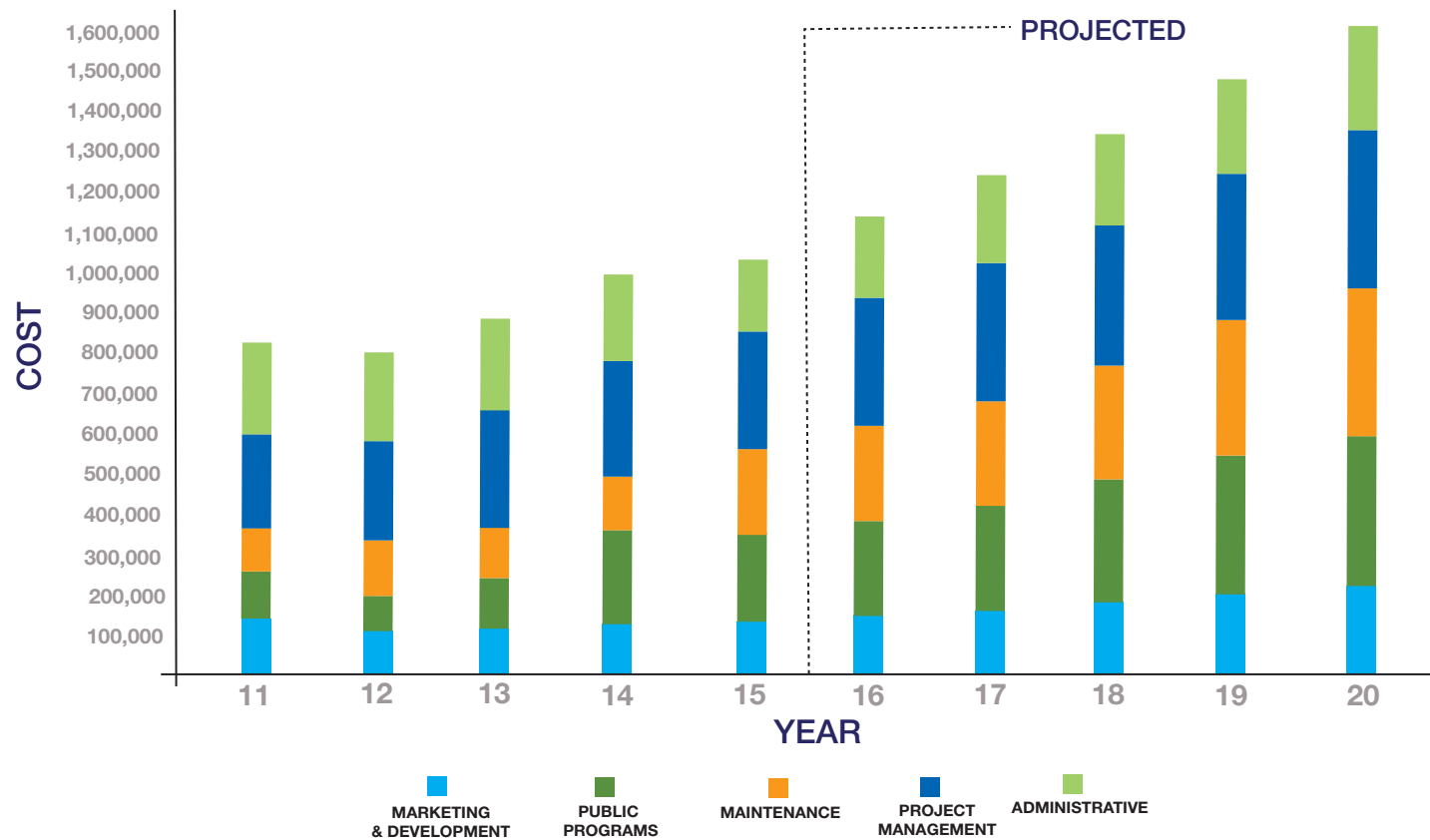
## Operations and Maintenance

SRDC has an operating budget of approximately \$1M per year (FYE 2015 figure) to cover ongoing costs of business. These expenses include staffing and benefits, office space and technology needs, professional services, public programming, and trail maintenance. Operations costs are primarily funded through SRDC Stakeholder contributions, supplemented with donations from individuals through SRDC's annual

giving program and Friends of Schuylkill Banks (FOSB) fundraisers and, to a much lesser extent, through revenues from SRDC programs and merchandise. SRDC expects that most of its regular operating expenses will increase modestly over the next five years. However, it does anticipate that its maintenance budget will grow significantly over the next five years as more trail segments come online. The current maintenance budget includes part-time staff costs, materials for graffiti removal and trash pickup,

landscaping equipment, repairs to docks, repairs and improvements to SRDC facilities such as the kayak shed, Schuylkill Banks Center, golf cart storage shed, and tool sheds at the Grays Ferry and Center City segments. These costs also include landscaping and grounds work not covered by PPR under the shared maintenance agreement. Projected increases will stem from increases in total miles of trail to be maintained and the corresponding increase in materials and personnel hours needed to continue SRDC's current level of maintenance.

OPERATING EXPENSES 2011-2020



SRDC Operations and Maintenance support has been provided by:

- 50onRed^
- AECOM^
- Albert Lofgren-Antoinette Farrar Seymour Donor-Advised Fund of the Philadelphia Foundation
- Ammann & Whitney^
- Amtrak\*
- Aqua America, Inc.
- Brandywine Realty Trust\*^
- C & R Building Supply^
- Carr & Duff^
- Center City District
- City of Philadelphia\*
- Connelly Foundation
- Cozen O'Connor
- CSX Transportation\*
- Curt Fox
- Drexel University\*
- East Coast Greenway^
- Greater Philadelphia Tourism Marketing Corporation
- Greater Philadelphia Urban Affairs Coalition
- Gregory FCA^
- Hewlett Packard
- IKEA
- James Price, Realtor^
- John Bartram's Association
- John Gough\*
- Joseph F. Spera, DMD^
- Landservices USA
- Locust Associates
- LRSLA^
- Melissa Heller^
- Merrill Lynch
- Morris Visitors Center
- My Fabulous Mama^
- Neighborhood Transformation Initiative
- Olitsky Family Foundation^
- PECO\*^
- Pennoni Associates, Inc.^
- PEW Charitable Trusts
- Philadelphia Runner
- Philly Car Share
- Preferred Sands^
- Pure Sweets^
- Raynier Institute & Foundation
- Realen Properties\*
- Reger Rizzo and Darnall LLP
- Roger Perry Memorial Fund of the Philadelphia Foundation
- Samuel S. Fels Fund
- SCA Americas\*
- Schuylkill River Greenway Association
- Schuylkill River Park Dog Owners Association
- Shake Shack^
- Sheridan Volunteer Engagement Systems^
- Sunoco\*
- Tag Communication Services^
- U3 Ventures^
- University City District
- University of Pennsylvania\*
- Urban Engineers, Inc.^
- William Penn Foundation

\*SRDC Board of Directors  
^FOSB Sponsor





# Fundraising & Development Plan

## 2016-2020 Strategies

SRDC is aware of the importance of diversifying its funding base to maximize stability of the organization in the future, and will continue to pursue funding from all of the previously listed sources. As Schuylkill Banks continues to develop and connect to more neighborhoods, businesses, and cultural centers, its user base will increase. SRDC hopes that this increase in constituents will help to raise the profile of the amenity and facilitate a wide range of political and financial support for its continued growth and maintenance.

### Grant funding

SRDC plans to continue to aggressively pursue grant funding to cover capital expenses. Predicting future

funding from these sources is difficult, as programs evolve over time and the amounts of money available from various sources change based on the economy and political climate. For example, federal earmarks previously were an important source of funds for trail work. However, these grants have been eliminated. Despite this uncertainty and while acknowledging that past performance does not guarantee future success, SRDC believes that these past experiences are likely to be a good indication of what SRDC can expect going forward.

### Stakeholder Contributions

SRDC anticipates continuing to rely heavily on stakeholder contributions to cover a wide variety of operational costs over the next five years. As more trail

segments are completed and staffing needs expand, this essential source of funding will likely also need to expand in order to continue to meet the needs of SRDC's constituents at the same high level that they have come to expect.

### Annual Giving

SRDC is actively working towards growing its annual giving program through a variety of on-trail and online marketing efforts. As our audience grows and more people become aware of our mission and see the value of our work, SRDC expects that individual donations will increase accordingly. While success of this program has been modest, the individual contributions are important as they represent user buy-in.

## Friends of Schuylkill Banks

SRDC looks forward to working with its Friends of Schuylkill Banks committee in the future to continue to raise funds for maintenance and increase connections with trail users through fun on-trail events. FOSB and SRDC may discuss having fun runs each fall to engage the local running and walking community, and options for growing its annual spring fundraiser, including the pros and cons of expanding the event into a larger 'Night Market' style event or hosting a traditional gala style fundraiser.

### Other Revenue

SRDC will continue to work with riverboat and kayak tours operators, and seeks to find the right balance of tours to properly meet demand and maximize

the amount of revenue for all parties. As these programs grow, there is certainly the potential that SRDC could earn more significant revenues from partnering with organizations to run tours or from charging a dock use fee for events outside of our regular schedule.

SRDC is also working with PPR to explore working with a local restaurant to create a unique cafe concession on the trail at Walnut Street. Should this concession occur, SRDC and PPR would expect to collect a site use fee which could be used to help defray Schuylkill Banks maintenance costs.

### Investment Account

The Corporation receives funds from a variety of sources for use in fulfilling its mission. At times, this funding is received in advance of need and the Corporation has discussed proper

and prudent strategies for securing and, where possible, growing these funds until they are needed for capital improvements or for maintenance and operations. SRDC is also sensitive to the rapidly escalating costs of maintaining developed portions of the Schuylkill Banks trail and greenway, and is exploring new revenue streams to support this important part of our mission.

As part of these efforts, SRDC's Board has established an investment account to allow for more aggressive growth of assets in situations where funding is not anticipated to be needed for some time. This account is subject to an Investment Policy which has been approved by the Board of Directors. It is SRDC's hope that this investment account could grow into an endowment fund, which would cover a large portion of SRDC's operational budget in the future.





# SRDC Leadership

## 2016 Board of Directors

SRDC’s Board of Directors provides vision and direction for Schuylkill Banks. A dynamic partnership of public and private entities is in place to provide effective leadership and governance.

**CHAIRMAN**  
**Gerard H. Sweeney**  
President & CEO  
Brandywine Realty Trust

**VICE CHAIRMAN**  
**James Tucker**  
Senior Vice President for Student Life and Administrative Services  
Drexel University

**SECRETARY**  
**John Francis Gough, Esq.**  
Founder and Manager  
Gough Law Associates, RLLC

**TREASURER**  
**Anne Papageorge**  
Vice President, Facilities and Real Estate  
University of Pennsylvania

**Madeline Bell**  
Chief Executive Officer  
The Children’s Hospital of Philadelphia

**Michael DiBerardinis**  
Deputy Mayor for Environmental and Community Resources; Commissioner of Parks & Recreation  
City of Philadelphia

**Stephen Gardner**  
Vice President, NEC Infrastructure & Investment Development  
AMTRAK

**Kevin Gorman, Esq**  
Vice President & General Counsel  
SCA Americas Inc.

**John Grady**  
President  
Philadelphia Industrial Development Corporation

**Alan Greenberger**  
Deputy Mayor for Economic Development and Director of Commerce  
City of Philadelphia

**Dr. Amy Gutmann**  
President  
University of Pennsylvania

**Elinor Haider**  
Vice President, Market Development  
Veolia North America

**Edward Hazzouri, Esq.**  
Chairman  
Hazzouri & Associates, LLC

**Frank Jiruska**  
Director, Energy and Marketing Services  
PECO Energy

**Paul Levy**  
President & CEO  
Center City District

**Dennis Maloomian**  
President  
Realen Properties

**Joseph McGinn**  
Senior Manager of Public Affairs  
Sunoco

**Robert Nix, III, Esq.**  
President  
Pleasant News, Inc.

**Rodney J. Oglesby**  
Resident Vice President of Philadelphia, NJ and NYC Government Affairs  
CSX

**Keith Orris**  
Senior Vice President for Corporate Relations and Economic Development  
Drexel University

**Karen C. Smith**

**Andrew C. Topping**  
Senior Vice President, Human Resources  
Comcast Cable Communication

**John Westrum**  
CEO and Chairman  
Westrum Development Company

## 2016 Steering Committee

SRDC’s Steering Committee provides additional guidance and support for SRDC in its mission to revitalize the tidal Schuylkill River.

**Matt Bergheiser**  
Executive Director  
University City District

**Lori Brennan**  
Senior Director of Marketing  
University City District

**Duane Bumb**  
Deputy Director of Commerce  
Philadelphia Department of Commerce

**Samantha Corson**  
Greenberg Traurig, LLP

**Lori Doyle**  
Senior Vice President  
Drexel University

**Mark Focht**  
First Deputy Commissioner of Parks & Facilities  
Philadelphia Parks & Recreation

**Bill Goetz**

**Clete Graham**  
Amerimar

**Melissa Heller**  
Commonwealth Strategies, Inc.

**John Hogan, Sr.**  
The Mariner Insurance Group

**Mark Kocent**  
Principal Planner  
University of Pennsylvania

**Sara Merriman**  
Special Assistant to the Director  
Philadelphia Department of Commerce

**John Mondlak**  
Senior Director of Real Estate Development  
City of Philadelphia

**Howard Neukrug**  
Commissioner  
Philadelphia Water Department

**Samuel Rhoads**  
Senior Vice President  
Philadelphia Industrial Development Corporation

**Alan Urek**  
Director, Strategic Planning & Policy  
Philadelphia City Planning Commission

## 2016 Friends of Schuylkill Banks Board

Friends of Schuylkill Banks plans and implements fundraising events with SRDC staff to raise money and support for SRDC’s operations.

### Co-CHAIRS

James Price

Sydney Waldron

### LIAISON TO THE BOARD OF DIRECTORS

Karen C. Smith

### MEMBERS

Lauren Collier

David Curtis

Alex Feldman

Ethan Fox

Michael Gale

Robert Haimes

Rejoice Julia

Tracey Ko

Brett Mandel

Marisa Piccarreto

Lindsey Pierce

Lauren Scibal



# SRDC Staff

## Full Time Staff

SRDC employs seven full-time employees, as described below. In addition to their postion-specific tasks, all employees are involved with programming activities, including the ticketing, set-up, running, and cleanup of events.

- President and Chief Executive Officer – Responsible for all aspects of SRDC work.
- Director of Capital Projects – Responsible for planning, design and construction coordination for capital projects.
- Director of Marketing & Development – Responsible for all SRDC marketing, communications and fundraising efforts.
- Office Manager & Executive Assistant – Responsible for all office-related tasks; assists the President and Chief Executive Officer in administration and the Director of Marketing and Development in marketing and fundraising tasks.
- Operations Manager – Responsible for all operational matters including maintenance and programming.
- Design Assistant & Outreach Coordinator – Responsible for assisting the Director of Marketing and Development with grant writing, marketing and fundraising and the Operations Manager with on-trail operational tasks, volunteer recruitment and coordination.
- Assistant Operations Manager – Assists the Operations Manager in maintenance and operations tasks.

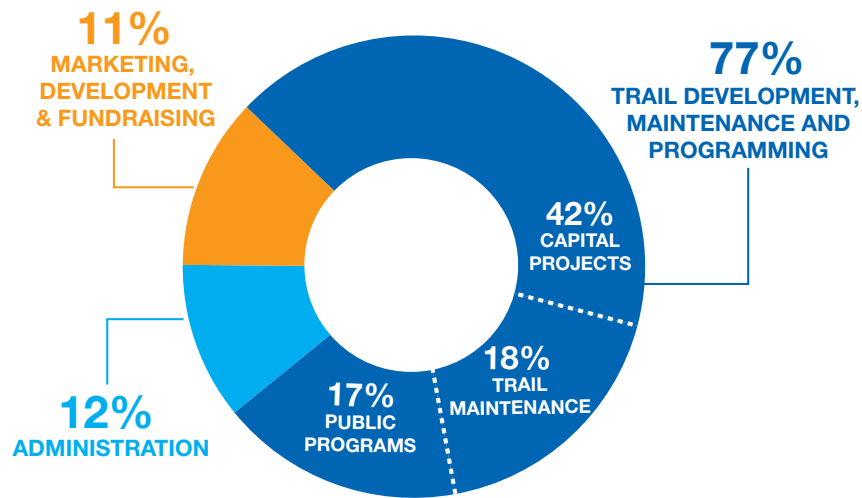


## Part Time Consultants & Staff

SRDC supplements staffing as needed with paid consultants, including a part-time controller, IT professional, on-trail maintenance contractors, and professionals required to plan, design and implement capital projects.

SRDC hired two part-time staff to assist with on-trail marketing, outreach, and events for the 2015 summer and fall season. This was a foundation funded pilot program that has shown itself to be successful. SRDC will explore how to fund these positions in future years.

SRDC Staff Time Allocations FYE15



# Organizational Development

## Staff Development

SRDC does not anticipate a dramatic change in staffing over the five-year strategic plan period. As mentioned earlier in the report, some new staff may be hired depending on need and resources.

Some potential new positions include:

- one full-time maintenance staff person once Bartram's Mile and Schuylkill Crossing open,
- one part-time maintenance staff person once South to Christian opens,
- and one or more part-time seasonal staff to assist with Schuylkill Banks programs and outreach.

As more segments of Schuylkill Banks open, SRDC will likely need to reassess its maintenance and operations strategy. Once the Christian to Crescent segment is completed, and the trail is connected

from MLK Drive to 56th Street, it may be most efficient to transition away from having individual contractors focus on all aspects of maintenance for discrete portions of the trail and instead hire individuals or teams that are able to handle specific tasks (such as picking up trash, landscaping, or graffiti mitigation) and are able to be deployed to any area of Schuylkill Banks as needed. This strategy could be effective with contractors, part- or full-time, or seasonal staff, or a combination thereof.

## Board Development

SRDC's Board of Directors has 24 seats, 23 of which are filled as of 2015. Board members are elected for three-year terms, with cycles of these classes elected each September.

Existing Board Members represent a subsection of the diverse stakeholders of Schuylkill Banks, including

commercial and institutional stakeholders and representatives of applicable City departments/agencies.

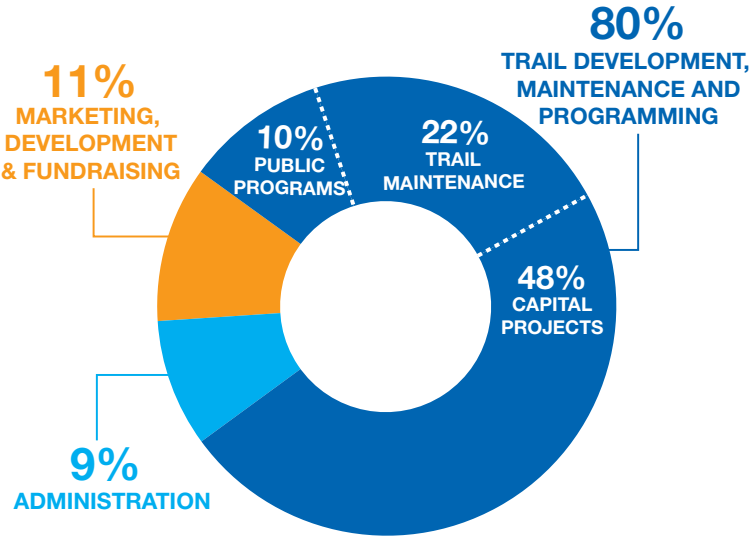
As Board Seats become available, SRDC's Board of Directors commits to adding new members strategically to conform with best practices of strengthening organizational leadership through recruitment of a diverse and active Board of Directors.

## Corporate Identity

SRDC's Board of Directors and staff have noted that its name may not be the best fit for the company. More specifically, there is a question as to whether Schuylkill River Development Corporation sounds more like a major real estate developer rather than a local nonprofit.

During this five-year period, SRDC's Board of Directors may consider a formal name change, utilizing the Schuylkill Banks brand as an aka, or developing a new identity to use as an alternate name.

PROJECTED Staff Time Allocations 2016-2020





# The 2020 Schuylkill Banks Vision



## Capital Improvements

By 2020, SRDC and its partners will greatly expand recreational and commuter opportunities along the tidal Schuylkill River with completion of the following Capital Projects:

- South to Christian
- Bartram’s Mile
- Schuylkill Crossing at Grays Ferry
- Christian to Crescent
- Woodlands Trail
- Bartram’s to Passyunk

Improvements will also be made to a number of nearby roads and bridges, enhancing Schuylkill Banks access.



## Programming

Public programming by SRDC and its partners will continue to bring new audiences to Schuylkill Banks over the next five years.

Programming will expand to cover new trail segments as appropriate, and SRDC will work with partners such as the John Bartram Association to program some new trail segments.

SRDC will also promote the Banks as a venue for programs run by outside operators and agencies to further fulfill its mission of revitalizing the tidal Schuylkill.



## Operations & Funding

SRDC will continue to work with PPR to plan, build, and maintain Schuylkill Banks. It will expand its maintenance staff as needed to maintain the high levels of cleanliness and safety for which Schuylkill Banks is known.

Staff will continue to seek all available funding to cover capital and operating costs. Specific sources will include government and private grants; stakeholder contributions; annual giving; fundraising events; investment income; and revenues from on-trail operations. This broad strategy will help ensure the long-term sustainability of Schuylkill Banks.



## Economic Impact

Investments made to expand the Schuylkill Banks trail and greenway will lead to significant economic impacts for the region. Some of these benefits will come directly from construction and maintenance activities, such as jobs and tax revenue from labor for contractors and suppliers.

The greenway will also help to attract new commercial and residential development to the neighborhoods surrounding Schuylkill Banks. These benefits, which can already be seen along the Schuylkill in Center City and University City, will expand to South and Southwest Philadelphia.



## Community Impact

Expanding the Schuylkill Banks greenway to South and Southwest Philadelphia will transform diverse riverfront neighborhoods. Residents will have a convenient and inexpensive means of bicycling or walking between their neighborhoods and the Center City and University City business districts.

Institutions like Bartram’s Garden and Woodlands Cemetery will be more easily accessible by visitors coming from the north, and can expect to see increased patronage thanks to the trail connection.

Riverfront recreation will be easier and more pleasant, connecting community members and enhancing public health.

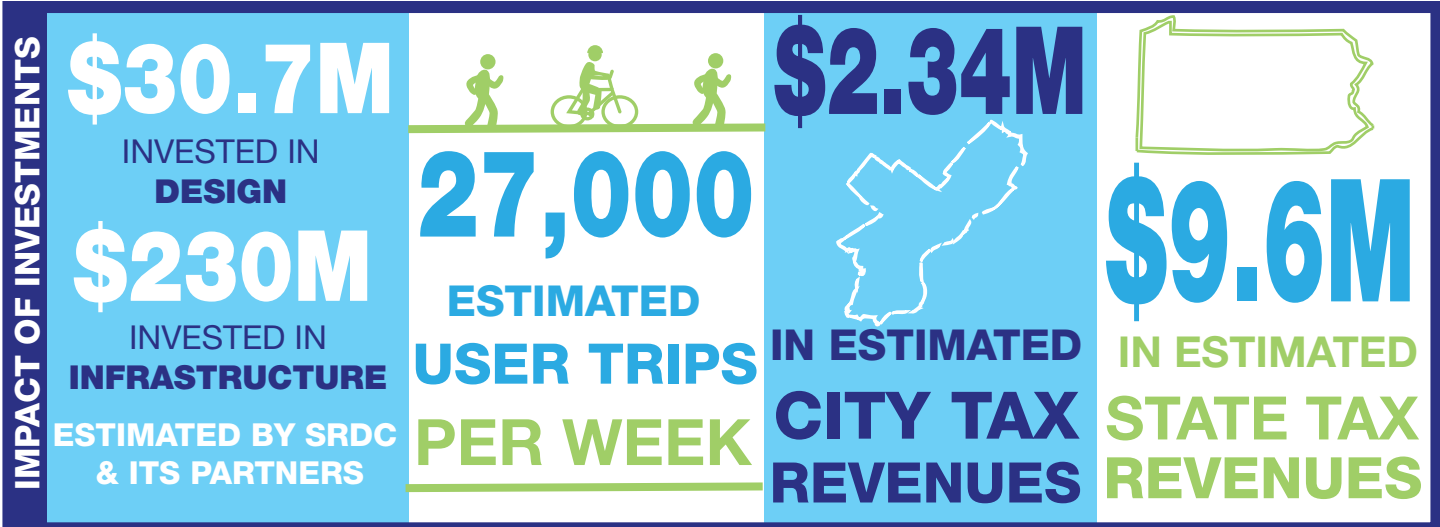


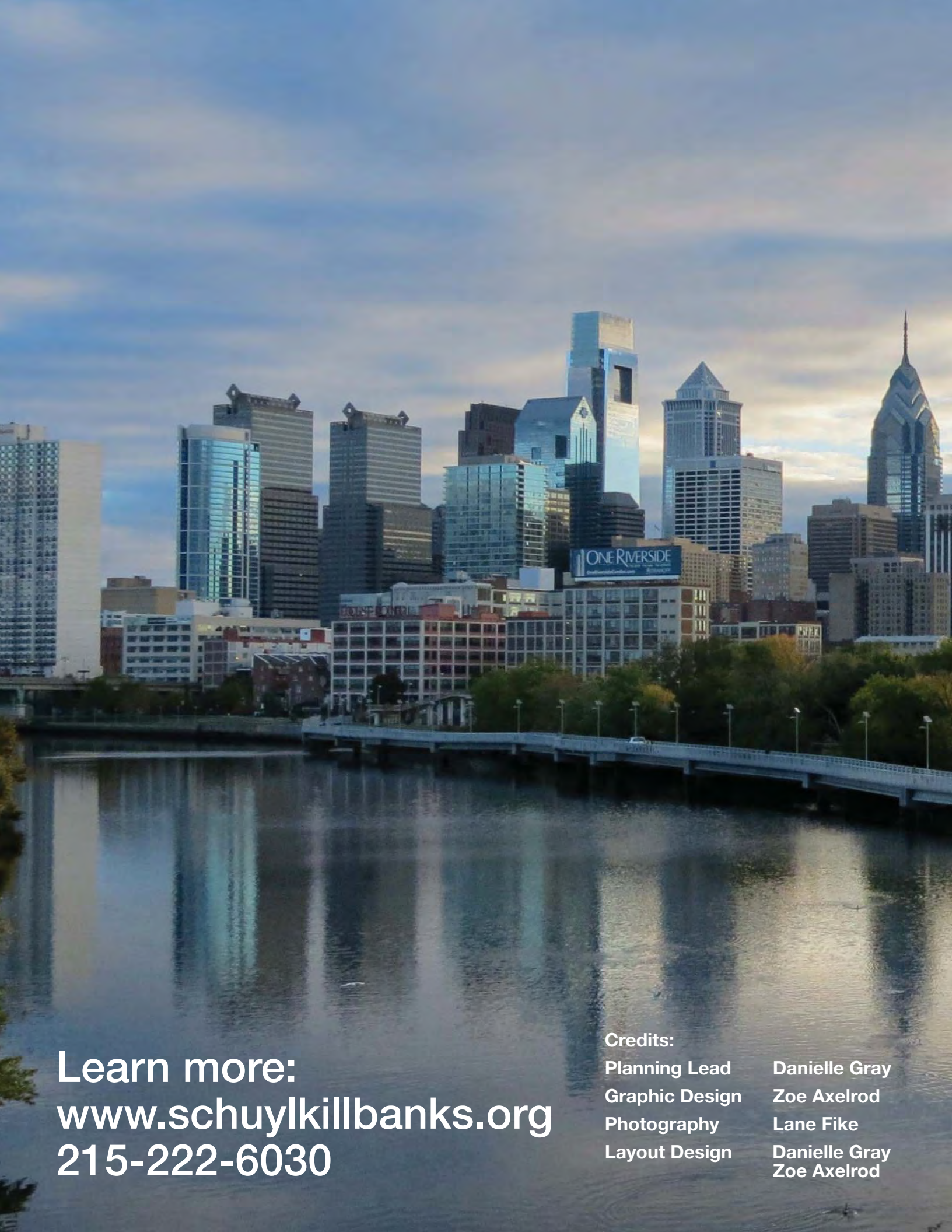
## Environmental Impact

The expanded greenway will also create a positive impact on the environment. Existing brownfields will be converted to beautiful, green spaces with rain gardens and other features to absorb stormwater runoff, improving quality and quantity of water in the tidal Schuylkill.

New trees combined with lowering barriers to multimodal transportation will help to mitigate air pollution within the region.

The greenway will also create new habitat for migrating waterfowl and other forms of urban wildlife.





Learn more:  
[www.schuylkillbanks.org](http://www.schuylkillbanks.org)  
215-222-6030

Credits:

Planning Lead  
Graphic Design  
Photography  
Layout Design

Danielle Gray  
Zoe Axelrod  
Lane Fike  
Danielle Gray  
Zoe Axelrod