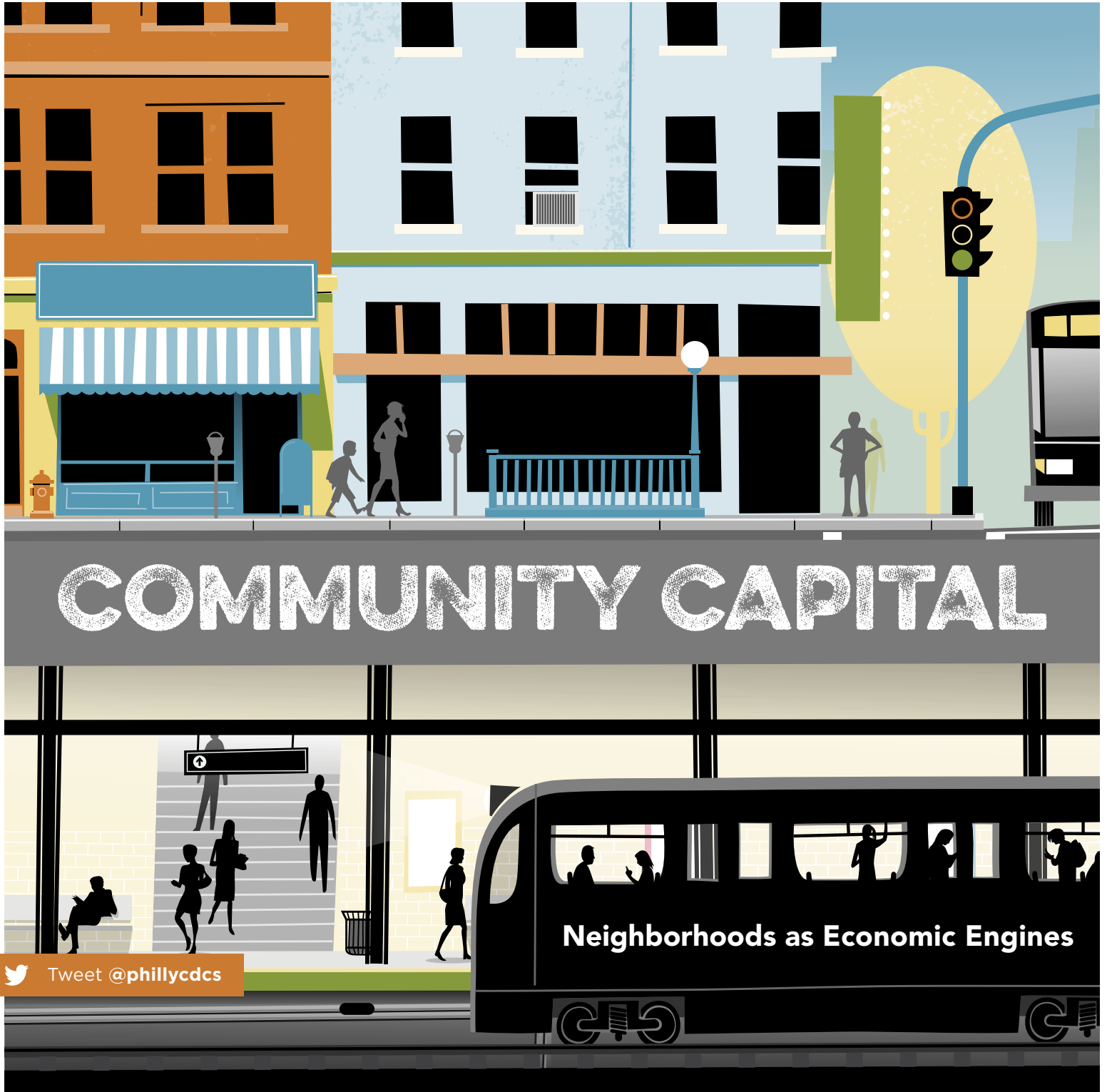




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2017

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“In the pain of upheaval, there is the unrelenting effort of the oppressed to shake off the agony of unequal treatment. It is that effort that calls us, tells us not to be afraid of the truth, but to join the movement toward a more equitable future.”

— MINDY THOMPSON FULLILOVE, M.D.

PACDC's Community Development Leadership Institute's 2017 Forward Equitable Development Conference

Wednesday, June 28, 2017

(Registration starts 8:30, Closing Event 5:00)



KEYNOTE

Mindy Thompson Fullilove, M.D.

“Fullilove has spent the past 30 years investigating how broken connections between various parts of cities harm public health and, more recently, exploring ways to reconnect them.” —The New York Times

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“Each and every one of us has the power to improve the places we hold in common, whether we are concerned with the neighborhood, city, nation or planet.”

—MINDY THOMPSON FULLILOVE

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PACDC 2017

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Philadelphia does better when we ALL do better.

Dear Friends:

It is hard to believe that it has been 25 years since the launch of PACDC. Back then Philadelphia was a post-industrial city trying to manage decline—in population, in employment, in conditions of its housing stock. Back then a small but determined group of CDCs banded together to speak with one voice and advocate for the resources they needed to better their distressed neighborhoods.

Today Philadelphia is a growing city that is seeing an unprecedented level of new investment—in some neighborhoods. As CDCs take a more comprehensive approach to community development and adjust their strategies based on changing market conditions, PACDC's work has grown too. We work to change systems that affect every neighborhood, such as how the City deals with vacant property. We're also working side by side with our members engaging stakeholders from every part of the city—residents, businesses, institutions, and government—on the role they can play in creating a more equitable city. Because Philadelphia does better when we ALL do better. Doing better means attaining a better quality of life, which is heavily dependent on economic drivers—such as income, access to goods and services, and a quality affordable home.

PACDC members are doing extraordinary—as well as essential—work to ensure their local neighborhood economies stabilize, grow, and flourish. We are awed by their successes and its impact. Because economic development is becoming such an integral part of the work of CDCs and our partners, we decided to make it the theme of this year's PACDC Magazine by featuring the innovation, best practices, and creativity happening around Philadelphia.

We are fortunate to have featured in this edition insights on how our sector can advance equity—taking broad and innovative approaches while still holding fast to what we know works. We are honored to be able to showcase this work and so much more in this year's edition.

We look forward to celebrating the story of great Philadelphia CDCs and great neighborhoods.

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STRONG CDCS. PACDC strengthens CDCs through professional development, funding, and networking opportunities.

A STRONG CITY. PACDC and member organizations build strong neighborhoods—and a strong Philadelphia—by increasing housing and economic opportunities and providing programs and services that sustain families and good jobs.

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PACDC extends its appreciation to the many organizations and individuals whose support has helped PACDC to strengthen neighborhoods. In addition to our 25th Anniversary Sponsors (see p. 39) and Advertisers, PACDC gratefully acknowledges the following institutions for their leadership in supporting our initiatives to build A Strong Voice in Policy, Strong CDCs, and A Strong City.

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Building a Better Bridge Linking Community and Regional Economic Development

BY THOMAS BURNS



Credit: Photo by J. Fusco for VISIT PHILADELPHIA®

There is a growing disconnect between some of the longstanding goals and strategies driving the community development sector and those that inform broader economic revitalization efforts in Philadelphia and other urban regions. The lack of alignment between the community development and regional economic development paradigms is detrimental to both.

There is an opportunity for community development practitioners and advocates to more fully embrace—and help to reshape—the goals and strategies that drive large-scale investments to improve the economic health and competitiveness of cities and regions. By better framing the role of the community development sector as an essential component of urban economic revitalization, practitioners and advocates can not only strengthen the case for increased investment in disadvantaged communities but also bolster their ability to make city and regional economic development efforts more inclusive and equitable.

Community Development within a Broader Frame

There is now widespread acceptance of the principle that to remain competitive, metropolitan areas must continue to innovate in ways that protect,

rebuild, and occasionally reinvent their economies. As the Urban Institute's Bruce Katz and many others have argued since the 1990s, this imperative requires moving beyond the unhealthy competition that pits cities against suburbs, pursuing instead strategies that combine metropolitan economic assets to create nodes of economic growth and innovation that improve prosperity and quality of life throughout an entire region.

In Philadelphia, two examples of intensive economic development investments are the proposed Innovation Neighborhood in the University City/30th Street station area involving a projected \$3.5 billion in new development over the next few years, and the transformation of the Navy Yard into a thriving business campus that when fully built out will comprise 13.5 million square feet of mixed-use development accommodating 30,000 people. In addition to transforming their neighborhoods, both these investment nodes constitute significant additions to the regional economic landscape.

Large-scale projects such as these inevitably raise questions about who benefits from the typically substantial outlays of public and private dollars involved. More specifically, to what degree do these efforts produce results that are inclusive and equitable in their effects? Questions like this



are no longer being asked only by community leaders and social justice advocates seeking increased economic opportunities for nearby communities and their predominantly lower-income residents. They are also of increasing interest to researchers and policy-makers concerned with the economic and community impacts of such larger-scale public-private investments—for example on the local labor force, infrastructure capacity, the distribution of tax burdens and benefits, and their spin-off effects on small business growth.

In recent years, new research on the connections between income disparity and regional health has added another dimension to discussions of the potential impacts of larger-scale revitalization investments in core cities—and this is a development that ought to be of particular interest to the community development sector. Thanks to economist Manuel Pastor and others who have studied issues of income, race and ethnicity from a regional perspective, there is mounting evidence that sustained growth of whole regions is strongly correlated with lower income disparity among residents of core cities and suburban communities. In other words, significant income inequity within a region, most often reflected in income differences between the urban core and the surrounding suburbs, has a negative influence on overall regional health.

The national nonprofit CEOs for Cities recently introduced a Core Vitals framework which reinforces this way of thinking. Its premise is that regions fare better and are more competitive when they have core cities with less concentrated poverty, healthier downtowns and diverse neighborhoods offering lifestyle choices that appeal to people of different incomes and cultural backgrounds. Its Core Vitals framework offers a tool for measuring and comparing the core vitality of American cities. These and similar research efforts are building a more empirical basis for claiming that equitable development offers a sound pathway for achieving greater regional prosperity.

Still other arguments have been made that reinforce the need for more metropolitan approaches to resolving core city challenges. Some point to the negative effects of fiscal disparities that limit the capacity of cities with eroding federal dollars and declining local tax bases to address symptoms of concentrated poverty, maintain the quality of citywide services, or invest in removing blight and correct other conditions associated with disinvested neighborhoods. This budgetary argument in particular is driving many cities to pursue population attraction strategies that draw more people with higher incomes back into the urban core.

Similarly, analyses have shown the negative effects of regional disparities and unchecked sprawl on the educational performance of core city schools and the labor force competitiveness of residents living in more disadvantaged neighborhoods near the city core. Lastly, we now have numerous studies highlighting how underused land in the urban core increases transportation expenditures and environmental degradation. All this research showing the interconnection of core city conditions and overall regional health has helped to refocus attention on the need for increased reinvestment in central cities.

The message for the community development sector is that a new rationale has emerged to encourage increased economic investments in core cities as a means for strengthening the health of whole regions. Associated with the new rationale are goals such as population attraction, increased housing choice, greater income diversity and market strength, all intended to make core areas into places that are once again contributing to the economic wellbeing of urban regions.

This is a quite different argument from the one that community developers have typically made in support of inner-city neighborhood revitalization. Rather than approaching revitalization efforts as a means for alleviating poverty and addressing symptoms of neighborhood disinvestment, its premise is that revitalization efforts are intended to create new nodes of economic strength that benefit the entire city and region. These very different assumptions about the purposes and priorities guiding revitalization present both points of contention and emerging opportunities that deserve to be fully examined by community development practitioners and advocates.

Aligning Mission and Strategies from a Regional Perspective

Given the growth in governmental and business interest in core area revitalization strategies as an avenue for achieving broader economic development objectives, the time has come for those within the community development sector to consider whether the longstanding principles that have guided the sector continue to provide the necessary underpinning for its further evolution. The need for this type of mission-level review and reset seems more urgent in view of the widespread retrenchment that has occurred as resources and capacity have eroded in many urban markets.

In addition, a refresh would provide an opportunity to respond to concerns that the community development paradigm has not evolved sufficiently in response to the dramatic loss of population density in many core neighborhoods, the deconcentration of poverty in many core areas as lower-income residents have migrated to suburban areas and been replaced by gentrifying populations, and the increasing prevalence of newly-poor households in other places within regions.



In many ways, the sector has already amply demonstrated its agility over the past 10-15 years in responding to new opportunities and approaches. Some of these include:

Reimagining how vacant and under-used land can become repurposed as an asset

Tapping into new energy technologies and restoration of the natural environment as avenues for building community wealth

Advocating for new transit investments that will transform places and increase access to shopping and employment

Forging new relationships with local anchor institutions as increasingly powerful economic drivers

Capitalizing on the economic potential of arts and entertainment, culture and the creative sector

However, as impressive as these new lines of development have been, their pursuit has been mostly opportunistic, often fragmented, and sometimes only marginal in their scale of impact. There is now a need for better integrating community development work into a more cohesive and compelling change agenda.

Ideally the result will be a newly stated mission that aligns better with broader economic development thinking, and particularly the principles informing the larger-scale public-private investments intended to repopulate and bring new economic vitality to the core areas of many cities. Accomplishing this mission reset could not only help bring new energy and investment into the sector but also give community developers more influence over the economic development policies and practices driving today's larger-scale urban investments.

Whatever new change agenda emerges should certainly include a continuing commitment to traditional community development goals such as ensuring resident voice and leadership in decision making, responding to locally-defined priorities, and advocating for equity and fairness in addressing the challenges facing lower-income residents of core neighborhoods. Just as important, the development of a new case statement for the field provides an opportunity to articulate the role and relevance of community development in helping to frame and execute an equitable urban economic development strategy that advances broader regional economic interests while remaining responsive to the needs of all residents across the income spectrum.

Regions fare better and are more competitive when they have core cities with less concentrated poverty; healthier downtowns and diverse neighborhoods offering lifestyle choices that appeal to people of different incomes and cultural backgrounds.

By better framing the role of the community development sector as an essential component of urban economic revitalization, practitioners and advocates can not only strengthen the case for increased investment in disadvantaged communities but also bolster their ability to make city and regional economic development efforts more inclusive and equitable. Only by broadening the linkages between community development practices and those associated with broader core area economic revitalization efforts will there emerge a more holistic approach to equitable development that connects the health of urban neighborhoods to broader regional economic concerns.

Thomas Burns is Managing Director of Urban Ventures Group and a member of PACDC's Advisory Board.

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Equity and Economic Development Must Go Hand in Hand

BY MATT ZONE

In today's rapidly changing demographic, social, environmental, and economic environment, the need for equitable economic development programs is particularly urgent. According to the Brookings Institution, states and localities spend \$50-\$80 billion on tax breaks and incentives each year in the name of economic development, despite a mountain of evidence showing that tax incentives produce mostly marginal returns. These traditional approaches to economic development by local governments have not benefited all populations—and, in many cases, the policies and programs have particularly neglected or even shortchanged people of color, immigrants, and low-income communities.

When cities instead invest in making economies more equitable from the bottom up, or the middle class out, economic growth is likely to be better for all residents, and that growth is more likely to be sustained over longer periods of times. Cities need to be intentional about targeting their economic development programs, funding, and policies at the specific populations and neighborhoods that are increasingly distant from the growth sectors of their regional and city economies.

In my city we have a nonprofit organization called The Democracy Collaborative that is a national leader in equitable, inclusive, and sustainable development. In partnership with the City, the Cleveland Foundation, the Ohio Employee Ownership Center, and major hospitals and universities, they helped to implement a new model of large-scale worker-owned and community-benefiting businesses. The Evergreen Cooperative Initiative is beginning to build serious momentum in Cleveland and we're very proud that this model is being referred to nationally as "The Cleveland Model." We see innovative approaches to economic development emerging in other cities nationwide to bring green job creation and neighborhood stabilization, and I'm very proud that the National League of Cities (NLC) is working to speed up the learning curve in this area.

To that end, NLC together with PolicyLink and the Urban Land Institute (ULI), launched the Equitable Economic Development (EED) Fellowship last year with the generous support of the Surdna and Open Societies Foundations. Specifically, the EED Fellowship provides one year of technical assistance to a class of six cities to help them pursue more equitable and inclusive economic development policies and programs in traditionally underserved communities—those that have the highest levels of unemployment, lowest levels of income and educational attainment, and represent the highest needs for job- and workforce-related programs in the city. Through leadership development, technical assistance, peer learning, and sharing best practices, the fellowship provides city leaders with insights and tools to make equity, transparency, sustainability, innovation, and community



engagement driving forces for how they conduct economic development and bring an intentional focus on communities that have been historically disconnected from economic growth and prosperity.

The inaugural EED Fellowship class consists of three fellows from the cities of Boston, Charlotte, Houston, Memphis, Milwaukee, and Minneapolis. The participants in NLC's Equitable Economic Development (EED) Fellowship are tackling unemployment, low income levels, and workforce-related issues in their communities—but each city is employing different tactics.

The EED Fellowship includes a year-long program of working retreats, web-based discussions, site visits, and peer exchanges to introduce the teams of practitioners from each participating city to best

practices, national experts, and their peers across the country. Throughout the year, the EED Fellowship also offers technical assistance via webinars on different topics identified by the six cities.

Each city in the program has also identified an economic development policy or program that they want to advance with a more equitable approach, and NLC, PolicyLink, and ULI deliver technical assistance to them on that project throughout the year. Some of the topics covered include: inclusive strategies for small business development and entrepreneurship support, best practices in collecting data for equitable economic development, institutionalizing equity in economic development programs and policies, and presenting a framework to incorporate an equity lens in economic development incentive packages.

The work of the EED Fellowship cities also serves as a model for a new Economic Mobility and Opportunity Task Force at NLC. Based on years of work that NLC has done on anti-poverty efforts and family economic security, I created this Task Force last fall, and asked Mayor Kasim Reed of Atlanta to chair it. The Task Force is comprised of 22 elected officials from around the country and Mayor Reed issued a challenge this month that each of those leaders should implement a new policy or program in their city before the Task Force concludes its work at the end of the year.

That charge—to move from talking about innovation to actually acting to bring it about in our cities—is exactly the kind of leadership that NLC wants to bring to the challenges facing cities. Please follow the Task Force's progress and look for a report on a set of recommendations for local leaders at the end of the year. We're very proud to be leading this work with our Equitable Economic Development Fellowship.

Matt Zone is the 2017 president of the National League of Cities (NLC). He serves as a City Councilmember in Cleveland, Ohio, representing Ward 15, which includes the Detroit-Shoreway neighborhood where he and generations of his family grew up.



Rebuild Philadelphia: More Than Bricks and Mortar; an Investment in Local Businesses

BY DAVID GOULD AND KIRA STRONG

Rebuilding Community Infrastructure (Rebuild) is Mayor Kenney's seven-year, \$500 million investment in Philadelphia's neighborhood parks, libraries, and recreation centers. Utilizing revenue from the Philadelphia Beverage Tax, Rebuild will do far more than just give communities a temporary face-lift. Rebuild is an investment in our city's economy, particularly its small, minority, women, and disabled-owned businesses (M/W/DSBEs).

In the next five to seven years, Rebuild is expected to support approximately 150-200 capital projects—the majority of which will be located in underserved communities. This pipeline of capital projects provides a unique opportunity to join historically underserved M/W/DSBEs with contracting opportunities over an extended period of time.

To capture this opportunity the Kenney administration recognizes that it must intentionally address the barriers that have kept many M/W/DSBEs from participating in publicly funded capital projects and hindered their ability to grow. This is why Rebuild is developing a business supports program, informed by feedback from M/W/DSBEs and the agencies that support them, to assist M/W/DSBEs throughout the duration of Rebuild. This program will provide increased access to capital and credit enhancements, an Owner-Controlled Insurance Program (OCIP) to reduce insurance costs, and assistance to help contractors meet bonding requirements for Rebuild projects. It will also provide business development supports such

as back-office and technical assistance, mentoring, and/or peer-to-peer support to establish customized business development plans.

In addition to this program, Rebuild will ensure that design and construction contracts are structured in ways that maximize opportunities for smaller M/W/DSBEs and that sub-contractors are paid within 30 days to alleviate cash flow constraints.

These efforts will not only allow M/W/DSBE contractors to participate on Rebuild projects, but the program will also work with contractors to develop plans for how they can use Rebuild's seven-year pipeline of projects to grow their business. For example, contractors that are only capable of working on the smallest Rebuild projects in the initiative's first year will be supported to slowly work their way up to working on larger projects by years 3 and 4. If successful, Rebuild will leave participating M/W/DSBEs in a position to compete for more contracts and work on bigger projects after the initiative is over.

In many instances, historically underserved businesses represent untapped potential to strengthen our economy and provide jobs for Philadelphians. As Rebuild sets out to strengthen Philadelphia's neighborhoods, it's imperative that we invest in our local businesses in the process.

David Gould is Deputy Director of Community Engagement and Communications and Kira Strong is Deputy Director of Design and Construction for the City of Philadelphia's Rebuild Initiative.

Spring LOVE Your Park service day at the Philly Pumptrack at Parkside Evans Park.



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Q & A

with **HAROLD T. EPPS**, DIRECTOR OF COMMERCE, CITY OF PHILADELPHIA



The official unemployment rate in Philadelphia is 7%, and much higher in some neighborhoods. How will we get more Philadelphians to work?

A: Yes, and we have a dismal rate of only 33% of our citizens having any formal degree beyond high school. We also lead the nation among big cities with a poverty rate of 26%.

Building upon our manufacturing legacy, we have to create infrastructure jobs that help our very labor oriented workforce. The Mayor's commitment to Pre-K, community schools, parks, recreation centers, and libraries is part of that. The state is beginning to roll out a transportation bill. We've got to make sure that as those projects come to the city, jobs are being filled by city residents. The Governor's commitment to the port—\$300 million over five years—will create a few thousand jobs, and so infrastructure has got to be one of the components.

We created a workforce development unit within the Commerce Department to improve our culture around workforce readiness. We have a significant increase in our commitment to the innovation and startup community so that when people graduate from colleges and universities, they start their companies here and stay. And of course, Meds and Eds are a critical part also.

Last year we added about 20,000 jobs. But this is generational work, to change the paradigm and culture of Philadelphia, to make sure that our citizens are ready and able to compete in today and tomorrow's jobs.

Q: Can you speak on the importance of immigrant entrepreneurs in the city?

A: What's fueling the growth of the city is the retention of the Millennials, and the continued diversification of the population of the city that's coming from our new citizens from around the world. That's very important to the increased diversity, vibrancy, and cultural activity of the city. That, along with the city's new World Heritage status is reinforcing Philadelphia as a global city, and our job in Commerce is to continue to reaffirm that through investment and support.

Q: When you were appointed, you said "I come to the job with the belief that as Center City gets transformed, communities and the neighborhoods get to participate in that transformation also." So, how do we create stronger neighborhood economies and opportunities for residents?

A: We've got to be strategic and intentional to make sure that development happens in all of our neighborhoods. From Commerce we oversee the investment on the business side of neighborhood and corridor development through our Storefront Improvement, InStore, and camera programs. We partner with City Planning and the Streets Department around streetscape improvements, lighting, and other capital projects.

I'm happy to say that funding for these categories was up over the prior year, and we hope to further increase the budget for these programs in the future. And in the past year, the Commerce Department has added staff that speak two additional languages to connect with our immigrant population to increase their trust in government, to take advantage of these programs.

Q: As part of your "orientation," you toured 31 neighborhood commercial corridors. What did you learn?

A: They all want the same thing: to be safe, clean, and well lit. It's our job to facilitate that as a baseline. I learned for a neighborhood or corridor to be vibrant, it must have strong, local volunteer leadership. Then to take off, it's got to have some local management structure. Somebody is getting out of bed in the morning and thinking about how they're going to continue to capture the imagination of the corridor and its participants to maximize its potential.

Q: Along that line, the Commerce Department's Corridor Management Program and Cleaning grants fund community-based organizations to be that management structure. Can you talk about the value of those programs and the partnership with the CDCs and other corridor organizations?

HAROLD T. EPPS became the City's Commerce Director in January 2016. He worked in the private sector for more than 30 years, including as vice chairman of PRWT Services, one of the nation's largest minority-owned firms.



A: They are critical because they provide the stability, the continuity, the vision, and the planning that will move corridors and neighborhoods forward. The other reality is, there is always going to be turnover, attrition, change, growth, regression, and all of that has got to continue to churn in a way that delivers outcomes that will advance the geography we're talking about. That's where the CDCs, the business improvement districts, and others come into play.

Q: *You also stated that "We've got to make sure that the opportunities include a broader spectrum of Philadelphians. I am specifically talking about diversity and inclusion." How can the City expand opportunities for minority- and women-owned businesses?*

A: We've asked the mayor to use his bully pulpit and encourage all public and private institutions in the city to do a diversity and inclusion assessment. That assessment has five characteristics: 1) What does your board of directors look like? 2) What does your senior executive team look like? 3) What does your employment look like? 4) What is your procurement record? And if you are a for-profit, 5) What is your community engagement and philanthropic giving? There's a set of metrics you can assess yourself against, and then ask, what am I willing to do to increase my performance? So, I'm asking the public and private sector to follow that lead.

On an annual basis, we have targets of where the city will spend its billion dollars of procurement spending. Last year, the City spent 30.6% of that with minority- and women-owned companies. The Mayor said that by the end of his first term, he wanted that number to be 35%.

The charge put on the Rebuild initiative dollars is 40%. That's 40% of the Rebuild contract dollars and 40% of the workforce is expected to be people of ethnic diversity. The parks, recreation centers, and libraries to be affected are predominantly in our more impoverished neighborhoods, and our more impoverished neighborhoods are primarily made up of black and brown skinned people. So let's make sure that we employ black and brown skinned people, and that contracting dollars are going to the people that look like the neighborhoods where dollars are to be spent.

Q: *The City's CDC Tax Credit program leverages private sector support for non-profits undertaking neighborhood economic development efforts. How can we attract additional corporate involvement to further strengthen this program?*

A: The Community Development Corporation Tax Credit program needs to be constantly reinforced to the business community, it's a win-win for them. As a government, we must also continue to advocate for the program and potentially expand it. Right now the CDC Tax Credit program is at capacity, so we're looking to see if we can make more room in the present tent. In Commerce we want to also focus more on working with the CDCs and the private sector as a match-maker.

Q: *What energizes you most in this work and gives you the greatest satisfaction?*

A: The balance between knowing what has happened over the last ten years and my extreme belief that Philadelphia's best days are still ahead. As the Mayor's chief business oriented person, the ability to help drive, influence, and shape where we ought to be when America celebrates its 250th birthday in 2026. I am very bullish on what we can do.

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Together we'll go far





(Right) Union organizers and community activists demonstrating for fair wages.

Black Work Matters: Social Activism Transforming Policy

BY REVEREND GREGORY HOLSTON

Within the past decade Philadelphia has become a travel destination boasting an emergence of growing businesses and a number of well-attended cultural events that attract record levels of corporate profit. But the benefits of this growth are limited to a small percentage of people already earning the highest incomes within the city. The gains are not at all felt by those on the ground helping the city re-emerge as the powerhouse of culture and wealth that it once was.

In May of last year, POWER (Philadelphians Organized to Witness, Empower, and Rebuild), OIC (Opportunities Industrialization Center of America), and Unite Here Philly, sponsored a day-long event called “The Poverty Summit.” During The Poverty Summit, we released a report titled “Black Work Matters” which traced the cause of poverty in the city to the decline of manufacturing jobs and the rise of service sector jobs, many of which maintain racial inequities that keep minorities earning lower incomes while their white counterparts enjoy higher-paying jobs.

Up until the release of the Black Work Matters report, much of the narrative on rampant poverty in Philadelphia focused on its consequences such as high crime rates, unemployment, and heightened incarceration rates across the city. Seldom was the cause of poverty discussed. In response to a growing frustration with this one-dimensional understanding of poverty, we joined our partnering organizations in committing ourselves to eradicating poverty within the City of Philadelphia one step at a time.

So what action have we taken since the summit to combat the problem-focused narrative and overall decline of economic opportunities for minorities in the city? We understand that changes in the economy within the local workforce have led to major city-wide job loss, school closures, and heightened mass incarceration. In

response to these growing deficiencies that primarily impact communities of color, we have begun building the foundation to take up the issue more in-depth before City Council, pressing our **12-point anti-poverty campaign platform.** (See sidebar to the right.)

Leadership of all three organizations have begun meeting individually with City Council members about increasing the minimum wage in the city of Philadelphia to \$15 an hour. We have also begun discussing pathways to increasing access to environmentally friendly green jobs and leveraging existing city assets to address poverty.

In addition to the dozens of actions, rallies, and community education sessions that we have held thus far, this year we will hold a “Black Work Matters” training as part of our 100 Days of Faithful Resistance in an effort to train community members on how to present the “Black Work Matters” report. This will help those most impacted by poverty gain the language and understanding of the city’s economic landscape to begin sharing information with family, friends, and colleagues about the true causes of poverty; not just its consequences. It is our hope that by this summer, members will begin presenting the report in churches, synagogues, mosques, and community centers across the Greater Philadelphia region.

Somewhere between our conversations with City Council members, protests and demonstrations demanding an increase in the minimum wage, and community center sessions on the economic landscape of the city, we hope to build a groundswell of support from people within the communities directly affected by poverty within Philadelphia. Communities most impacted will be the ones to bring forth the solutions that help Philadelphia become a city of opportunity for all.

Reverend Gregory Holston is the Executive Director of POWER.



Anti-Poverty Platform

The platform is a list of proposals designed to move people out of poverty, not just to sustain them in poverty. The proposals are designed to be implemented independent of state or federal support, and are meant to be a beginning point and not an ending on the work of lifting people out of poverty:

- 1 Racial Justice through Unionization to End Poverty
- 2 Raising the Minimum Wage to \$15 per hour to End Poverty
- 3 Developing Green Jobs through Alternative Energy Sources
- 4 Using City Assets, Including the Development of a Public Bank
- 5 End Mass Incarceration
- 6 Development of Worker Cooperatives
- 7 Pass Inclusionary Housing Zoning Laws
- 8 Create Hunger Free Communities
- 9 Develop Free, Quality Pre-K
- 10 Expand Home Ownership Financing
- 11 Expand Computer Training and Jobs Development Options
- 12 Connecting the Wealth of Faith-based Institutions to Build Black Entrepreneurship



To download the Black Work Matters Report, visit:
<http://tinyurl.com/kox8jtb>

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The Philadelphia CDC Tax Credit Program: Stable Funding for the Long Haul

Philadelphia's CDC Tax Credit Program provides stable, long-term funding to community development corporations (CDCs) for their work to create more vibrant neighborhood economies. It is a critical source of revenue relied on by 40 CDCs and intermediaries in Philadelphia.



THE CDC TAX CREDIT PROGRAM WAS CREATED THANKS TO LEGISLATION INTRODUCED BY COUNCILMAN W. WILSON GOODE, JR. THE PROGRAM WAS EXPANDED SEVERAL TIMES UNDER COUNCILMAN GOODE'S LEADERSHIP!

How Does it Work?

A qualifying Community Development Corporation (CDC) or intermediary recruits a Philadelphia business (or two) that have combined Business Income and Receipts Tax (BIRT) liability of either \$85,000 or \$100,000 per year (depending on what year they entered the program). The businesses make a contribution of \$85,000 or \$100,000 every year, for ten years, to the non-profit. In turn, the business gets a credit for the full value of that contribution against their local tax liability.

The non-profit then uses the funds to hire staff, cover office expenses, and engage in program work to create and retain jobs, to help workers become more employable, and to help small businesses stabilize and grow. Here are just a few examples of great work done by participating non-profits thanks to the tax credit program:

Impact Services Corporation: Forming and Supporting Business Associations

Impact Services organized the small businesses to form the Aramingo Avenue Business Association, the Aramingo Business Improvement District (BID), and the Kensington and Allegheny Business Association. These business and merchants associations work with the Impact staff to help connect the businesses with resources and programs including the Storefront Improvement Program, develop marketing strategies to recruit more shoppers and investment, placement of "Safety Ambassadors," and provide other supports to the merchants.

Chestnut Hill CDC: Streetscape Plan

Historic Germantown Avenue has a great mix of small, independent businesses that attract visitors from the entire region. But the streetscape has deteriorated, and sidewalks, signage, lighting, curbs, crosswalks and more are in need of repair and replacement. The Chestnut Hill CDC worked with architects, businesses, and residents to develop a plan for capital improvements on Germantown Avenue so that the corridor can continue to be safe for pedestrians, and can continue to attract new shoppers, businesses and investment.

Community Design Collaborative: Pro-Bono Design Grants for Neighborhood Economic Development

The Community Design Collaborative offers pro bono preliminary design services to CDCs and other nonprofits. Since 2012, the Community Development Tax Credit program has enabled the Collaborative to support economic development in targeted neighborhoods through 61 design grants and nearly \$1 million in donated services from local architects and designers. The Collaborative has helped small businesses envision their storefront improvements, CDCs design mixed-use development projects, small businesses do feasibility studies for relocations to new sites, and corridor stakeholders plan for streetscape improvements.

Southwest CDC: Economic Development for Woodland Avenue

Southwest CDC hired Urban Partners to do an economic study of the Woodland Avenue corridor, and found that there is excess consumer demand in 29 retail sectors that could support new shops, and 370,000 square feet available for business location or expansion. Southwest CDC has long known the community lacked a grocery store, and is now reaching out to potential stores to take a serious look at Woodland Avenue. They continue to partner with FINANTA on a small business lending program called "PRECAPS," which has provided more than 140 loans for more than \$824,000 to small businesses, 95% of which are African immigrants. Southwest CDC also keeps the Woodland Ave corridor clean through regular sidewalk sweeping.



Community Design Collaborative's rendering of new streetscape planning for Frankford CDC's Arrott Plaza.

How Can Your Business or CDC Participate in the Program?

Right now, all 40 slots in the program are filled, but PACDC is actively working with City Council and the Kenney Administration to expand the program. We want to hear from you if your CDC or business would like to participate if new slots become available! Interested businesses or eligible CDCs can contact Beth McConnell at PACDC at bmcconnell@pacdc.org or 215-732-5829 x 110.



PACDC-Wells Fargo CDC Tax Credit Program Partnership

PACDC partners with Wells Fargo Bank through the City's CDC Tax Credit Program. We asked Stephanie Wall, Senior Vice President at Wells Fargo, about their participation in the program.

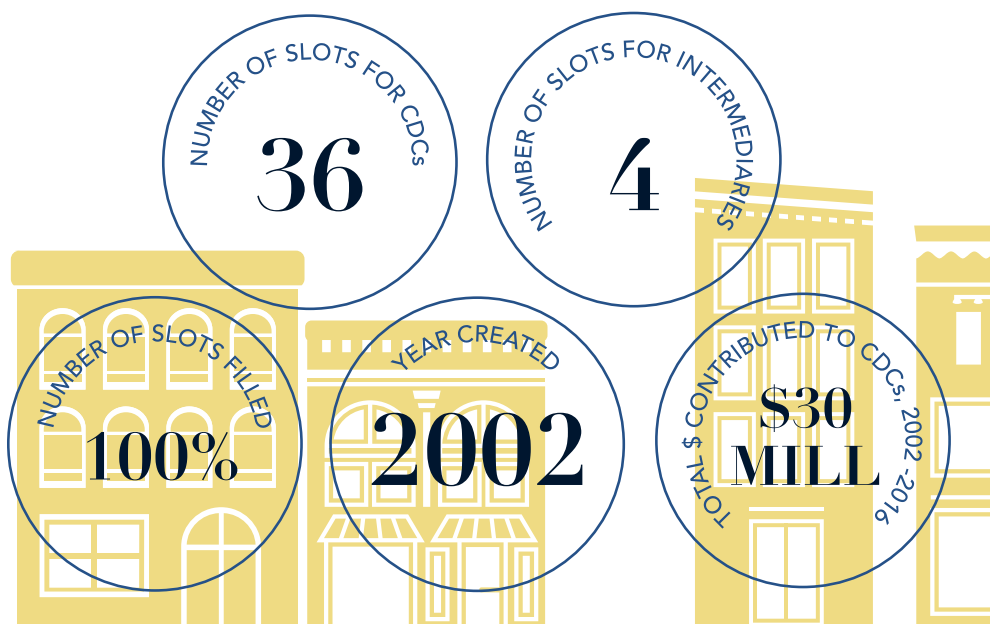
"We had an interest in participating in the CDC Tax Credit program because it is a vehicle that allows us to further extend our commitment from a community perspective with our partners in the market. In addition, the multi-year support provided is of interest because it enables the non-profit to leverage that commitment and bring additional dollars into the organization that allows multi-year impact, because you're looking at a ten-year window of knowing that the support is going to be there.

We selected PACDC because we had this long, extensive relationship with the organization. PACDC being an umbrella organization allowed us to support a larger work versus just one CDC or one CDFI. I'm a firm believer in the impact of a membership organization like PACDC and I think that it's important to continue to provide strong support so the organization can continue to do what they're doing for its broader membership. PACDC plays a pivotal role for all those organizations that are your members and that needs to continue to happen."

—Stephanie Wall, Senior Vice President, Wells Fargo Bank

CDC TAX CREDIT PROGRAM

By the Numbers



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Citizens Bank is pleased to support PACDC on its 25th Anniversary. Congratulations to Citizens Bank's William Smith (retired) for receiving the 2017 Lifetime Achievement Award.





Using Arts Partnerships for Economic Development: A Baltimore Story

BY TIMOTHY D. ARMBRUSTER, Ph.D.

Impetus for what became the Central Baltimore Partnership (CBP) in 2006 was the recognition, beginning a year or two earlier by leaders of higher educational institutions, arts groups and individual artists, community based organizations, private businesses, and city agencies of the need for a sustained collaboration to reclaim the troubled but increasingly vibrant area north of Baltimore's central business district and Inner Harbor.

The area, which originally included four communities centered at Charles Street and North Avenue, now stretches north from the historic Mt. Vernon neighborhood to Charles Village and the Homewood campus of Johns Hopkins University along the Charles Street corridor to eleven economically and racially diverse neighborhoods. It became obvious early on that the issues they commonly faced—housing quality, mediocre public schools, crime, and overall quality of life, commercial and retail decline and both public and private disinvestment—could be dealt with far more effectively through a collaborative strategy than the efforts of any single actor, however influential.

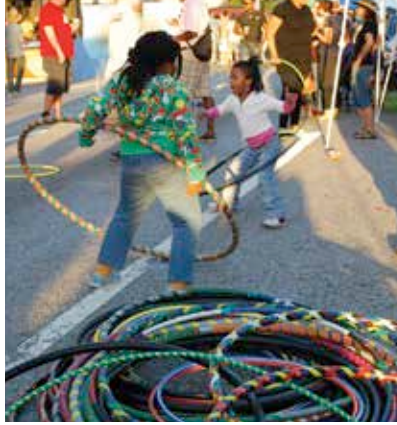
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From its earliest days, the Partnership has been committed to working through and in support of its partners, rather than creating and managing its own programs, unless specifically requested by city and state governments or private funders or where there is a lack of viable partner. This has allowed the Partnership to operate with a small staff, and its ability to raise financial support has helped mitigate the concerns, especially of smaller, community-based groups, about competition for funds. Central to the area's revitalization and key to the acceleration of investment over the past decade by public and private sector partners has been the presence of an energetic and growing community of individual artists and arts organizations, drawn by a combination of inexpensive housing and work space, a large number of students and alumni of the nearby Maryland Institute College of Art (MICA), and the longer term space needs of MICA, the University of Baltimore, and Johns Hopkins University. The recognition of those three institutions of their enlightened self-interest in the revitalization of Central Baltimore's neighborhoods has been critical to the Partnership's success.

It was, in fact, Hopkins' adoption in 2012 of the Homewood Community Partnership Initiative, an ambitious community engagement strategy, developed by the Partnership in collaboration with deep community input, which led to the expansion of CBP's work from the original four neighborhoods to the current eleven. Above all, it has been the energy and vibrant creative environment in the Central Baltimore neighborhoods, specifically the Station North Arts and Entertainment District. Located in the heart of Baltimore, Station North was the first area in Baltimore to receive the State designation as an Arts & Entertainment District in 2002. Spanning the neighborhoods of Charles North, Greenmount West, and Barclay Station North is a diverse collection of artist live-work spaces, galleries, row-homes, and businesses, all just steps away from Penn Station, Mount Vernon, Charles Village, the Maryland Institute College of Art, the University of Baltimore, and Johns Hopkins University.

Where ten years ago, there were four eating and entertainment venues in the Station North area of Central Baltimore, there are now nineteen restaurants, six bars, and eleven theater or entertainment venues.





(Opposite Page and Top Left)
Kids enjoying community play day in
Baltimore's Station North Arts District;
(Top Right) Murals on vacant property.



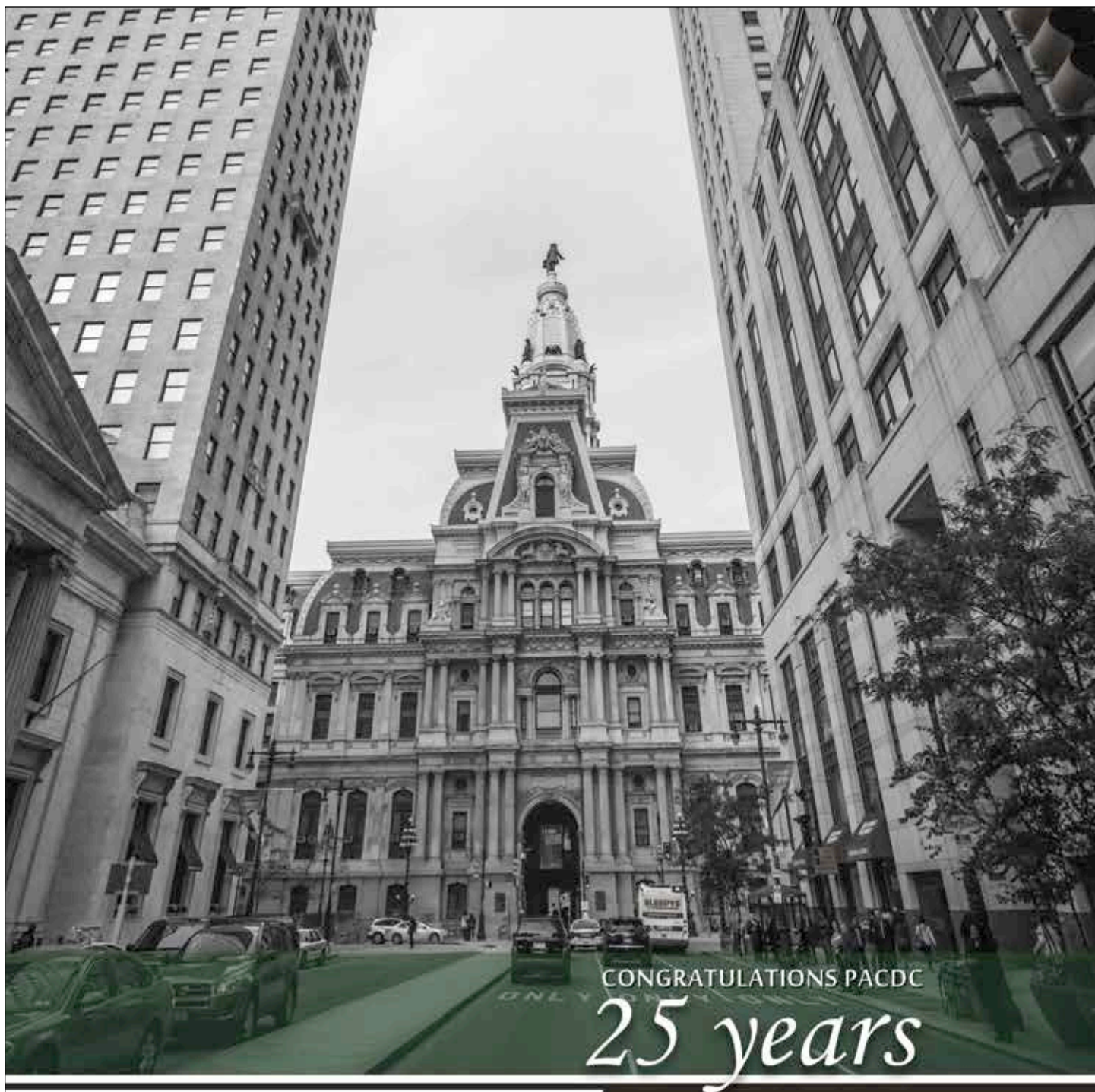
There are now 22 Arts & Entertainment Districts in Maryland, and similar programs in dozens of states. Station North continues to serve as a national model for Arts & Entertainment Districts. The vision of the District strives to ensure that the Station North Arts & Entertainment District builds on its reputation as a nationally recognized creative hub and maintains its appeal to a diverse population of locals and visitors from near and far. Its mission employs an arts-based revitalization and placemaking strategy by managing quality public art projects, providing thought-provoking programming, and forging strong supportive relationships with local artists, designers, residents, businesses, and institutions to guide development in the Station North Arts & Entertainment District. There more than 600 working artists have been the principal catalyst for more than \$800 million of capital investment in the area to date. Examples include redeveloped space for galleries and graduate level study, new facilities for film and video programs, and more than 100 new, affordable live-work space for artists.

Where ten years ago, there were four eating and entertainment venues in the Station North area of Central Baltimore, there are now nineteen restaurants, six bars, and eleven theater or entertainment venues. Importantly, there are over 1,300 rehabbed and new housing units, both subsidized and market rate, retaining long-time residents while continuing to attract new ones. Much remains to be done, of course, especially in offering greater employment opportunities to residents, improving the schools, and the overall aesthetics of the neighborhoods. Work is underway in all these and will greatly profit by the emerging engagement of Central Baltimore's imbedded creative community.

Timothy D. Armbruster, Ph.D. is currently Chair of the Central Baltimore Partnership. He is former President and CEO of the Goldseker Foundation and the Baltimore Community Foundation, and a former Visiting Scholar at the Johns Hopkins Institute for Health and Social Policy.

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Stories of Community: An Arts-based Approach to Neighborhood Planning

BY LISAJO EPSTEIN, Ph.D.

As a socially-aware homeowner active in her civic association and an artist, Marie-Monique acutely understands the differing social realities of people in this large, historic neighborhood made up of smaller pocket neighborhoods isolated from one another. She also knows about residents' historic lack of power to influence neighborhood development decisions, and the negative changes that could occur from gentrification and displacement in the place she loves and calls home.

Now visualize the circles and silos of community members who share similar concerns, but aren't nearly as active as she is. We all know that civic engagement requires a mechanism to address isolation, cultivate and improve social cohesion, and stewardship of place. This is where the use of strategically-designed, arts-based activities can create a welcoming space for democratic participation across divides, towards the common good, and from our best selves.

ABCD: Arts-Based Community Development

Just Act was created to be an arts-powered catalyst for healing, change, and activism. In 2014-2015, we collaborated with a range of residents, planners, and community stakeholders to design and facilitate an arts-based engagement planning process for the City of Chester, an under-capitalized and under-seen community of historic social and commercial vitality. This discovery project popularly named ChesterMade transformed Chester's traditional planning approach into one that put community members first. It activated deep, local engagement, fostered unlikely, productive new relationships, and catalyzed a now thriving, resident-driven, arts-based corridor development movement. In our recent partnership with Germantown United CDC (GUCDC), we built upon our success and knowledge gained from ChesterMade to pilot *This is Germantown Heart & Soul*.

Arts-based community development—aka “ABCD”—is the term for a large, multi-faceted field characterized by “arts-centered activity that contributes to the sustained advancement of human dignity, health and/or productivity within a community,” as defined by William Cleveland, founder of the Center for Study of Art and Community. Through intensive consultation with GUCDC, we designed our ABCD pilot to be a first step towards healing historic, invisible community divisions in Germantown, countering attitudes about CDCs and development planning, and help GUCDC begin to create a resident-driven, comprehensive neighborhood plan for Germantown's commercial corridor. Data captured from residents could then directly inform future development choices, and economically benefit them too. While the Northwest Philadelphia city planner was supportive of the project and consulted with us, no local developers or City Council representatives were involved, since our focus was on a *process* of

“Conversation that engages all of the various interests present in a neighborhood should be a key part of planning for development. It is the absence of the full range of voices from the development chorus that creates friction.”

—MARIE-MONIQUE MARTHOL-CLARK, GERMANTOWN
RESIDENT

community engagement and building capacity for equitable engagement in future development planning and projects.

The process of community development can be seen as the ultimate act of public creativity. It gathers together a wide-range of cross-neighborhood and cross-sector stakeholders to co-create ideas for change that everyone can champion. The integration of arts-centered activities into this process greatly strengthens the assembled group's abilities to flex the muscles of their personal and civic imagination around a multitude of issues and causes, while dissipating distrust and mobilizing residents' power as well as knowledge of the community's unacknowledged assets, needs and visions. In our project, story and theatre activities shaped conditions for enlivening meaningful participation in corridor planning and collective dialogue, grew goodwill towards GUCDC, and provided experiential understanding of the efficacy of arts-powered planning. Residents felt heard and seen and that their ideas would actually be utilized for the first time in a long time.

Unlike community planning that results in public art, parks, or changed road patterns, Just Act's engagement process is our art product. It is a public, art-powered process for bridge-building between the way residents emotionally experience where they live, and how developers and city stakeholders reflect on a neighborhood's status. A community member relayed that what distinguished this program from typical community and city planning meetings was that ours was “active, alive, and had more heart.” A 60 year old participant noted that it “put a human side to commercial and community development; this was engaging and made it personal and meaningful to me because part of it was about me, about us!”



This is Germantown Heart & Soul Activities.



“My commitment to supporting local businesses was deepened as I envisioned, with neighbors, the potential of the business district and what we would want to see on Germantown Avenue.”

Asset-Based Community Development: aka ABCD (too)

The ABCD Institute (not to be confused with Cleveland’s Center) defines asset-based community development, as “Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future.” From the start, trust-building and silo-busting were key components of our work. Every step revolved around expanding who and how people participated, enabling us to draw upon and make visible many assets that had gone invisible for too long. As a result, *This is Germantown Heart & Soul* succeeded in creating space within known community sites that were more inclusive, and it was in this space that the creative and collaborative aspect of our asset-based arts activities facilitated participants to listen to each other in an open honest way, resulting in healing, knowledge, and relationships that made people feel plugged-in in new ways.

AABCD: Arts and Asset-Based Community Development

Just Act takes Brene Brown’s mantra “stories are data with soul” to heart. To that end, the arts-based activities of *This is Germantown Heart & Soul* took place at a series of community story events that utilized story circles

and theatre to collect data about specific, impactful experiences in the commercial district and Germantown, past or present. Just Act and engagement team members facilitated these story circles that revealed the emotional, economic and civic health of the business corridor and their lives. Afterwards, each circle of community members interpreted the meaning of their stories in creative ways, generating data about shared values, needs, and visions. One community member was amazed at the power of the process and revealed that “My commitment to supporting local businesses was deepened as I envisioned, with neighbors, the potential of the business district and what we would want to see on Germantown Avenue.”

Through this arts-based process, community members were able to clarify the voice and focus of the community to guide development. *This is Germantown Heart & Soul* strengthened resident capacity, readiness for, and engagement in, future planning. Significantly, GUCDC was able to gather baseline data to establish some priorities regarding community needs, values and visions for corridor revitalization. Just Act feels the patient urgency to continue our work in Germantown and we welcome others to walk with us on the journey.

Lisajo Epstein, Ph.D., is the Founder and Executive Director of JustAct.



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The Inquirer



Small Business Matters: How Investing in Neighborhood Businesses Can Help Ensure Philadelphia's Economic Vitality

BY LUIS MORA

For the last 20 years, FINANTA, short for **FIN**ancial **AND** Technical Assistance Center, has been nurturing micro- and small-business development in Philadelphia. Day in, day out, we breathe finance and assist businesses, regardless of the size, the type of assistance requested, or the amount of the loan they need. Entrepreneurial expansion is what we do.

Entrepreneurial activities are not new. They've been around since the beginning of civilization. They're what inspired us to progress, evolve, and excel in science and industry. From pharmaceuticals to aviation to hospitality to textiles—the entrepreneurial spirit has been behind the small and large advancements that define our modern world with each entrepreneur perfecting an idea, an experiment, until they make it a reality.

So, how did FINANTA come to commit itself to investing in business development at the neighborhood level? I could say because it is the right thing to do for community well-being, makes sense financially, is necessary to see neighborhoods thrive, or simply that somebody has to do it. However, when we were established more than two decades ago it was hard for others to see what seems so clear to so many now. But a group of community residents saw the need for nurturing local entrepreneurial development and how such work could have a rippling effect for the good of not only the individual businesses impacted, but also the communities in which they operate. Their vision gave FINANTA its mission.

We have not rested since, testing new programmatic approaches and a myriad of loan products to do more for more entrepreneurs. I often think about what Justin Trudeau, Canada's Prime Minister, said at the United Nations regarding his country's policies for refugees and immigrants: "In

Canada we got it right, not perfect, but right." It is the same sentiment I have for FINANTA and our entrepreneurial work. We got it right, not perfect; but we do it because it matters, because there is no community without entrepreneurs and there is no city without communities.

Why does this matter? Because our entrepreneurs innovate, create, and provide products and services for our communities and the city. We get bread and pastries at Silvia's Bakery and solar arrays for our offices and homes from Micah's Solar States Company, both local entrepreneurs. We have learned from both to come up with new programmatic activities and loan products. We respect them, but beyond respect, we love who they are and what they do. They have challenged us to do better and go farther. They hire, produce, and provide services and products that benefit thousands locally, and their success is also the success of their families and their employees' families. They, like thousands of other entrepreneurs we have served, including doctors, dentists, lawyers, bakers, cooks, limousine owners, painters, real estate developers, barbers, spas, and others, create thousands of jobs, hire locally, live locally, contribute billions to our city's tax base and to the communities they serve. They create vibrancy and permanency for our neighborhoods, commercial corridors, and city streets.

Our city is alive 24 hours a day because of entrepreneurial activity. These entrepreneurs and the work they do keep us going every single minute, every year, even during the worst of times. They are not a piece of the puzzle; they are all the pieces of our economic puzzle. Could we imagine a vibrant Philadelphia without entrepreneurs?

Luis Mora is the Founding President and Chief Executive Officer of FINANTA.

"When no bank would approve us for a loan to expand our business, we went to FINANTA. I brought my product in, discussed my business, and two weeks later we were approved for a loan. They were the only ones who would support our vision."

—JOAN VERRATTI, POLLYODD

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efforts made today.



Thank you, Rick Sauer and PACDC, for your continued support and dedication to our local community. Your commitment and contributions have made this an even better place to call home.

Kafi M. Lindsay, Esquire
PNC Community Development
215-585-4606



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The Shop Around the Corner

Philadelphia's neighborhoods host an abundance of amazing shops and delicious eateries that feature everything from Arabic tchotchkes and imported herbal medicines to Korean styled barbeque and Butter Cakes. All you need to know is where to start. We have taken an eager, but by no means definitive, sampling of some of PACDC member organizations' commercial corridors that host these great places and invite you to explore, shop, and eat! We are still loving the Smore's Butter Cake from Puddin's Cake Corner Bakery. **We hope you will make it a point to visit them and other shops around the corner soon.**



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Rose Jewelers

5638 North 5th Street

Are you in the market for an engagement ring or last-minute gift? If so, stop by Rose Jewelers for their amazing selection of quality jewelry, with prices starting at just \$39.



T-house

5040 North 5th Street

T-House has been serving Philadelphia for 30 years, providing exceptional service and quality work in screen printing and embroidery. Check out their fun and streamlined website where you can choose from a ton of options and order apparel in minutes!



D'Classico Barbershop

5040 North 5th Street

Originally from the Dominican Republic, Alberto Carrasco runs this very busy and friendly barber shop in the heart of Olney. Many customers are long time members of the community and love to talk baseball, by far their most popular sport. Kids welcome!



Struttin' Lightly

39 North 52nd Street

"You don't have to be rich to have a beautiful home," say Ms. G, owner and founder.



Hakim's Bookstore

210 South 52nd Street

Family Owned & Operated for over 50 years!



Urban Art Gallery

262 South 52nd Street

Check out Philadelphia's community art gallery and showcase space.

Struttin' Lightly

Hakim's Bookstore

Little Delicious





Puddin's Cake Corner Bakery

4814 Princetown Avenue

This was the first bakery to open in Tacony in nearly 20 years and finally brought a great place to buy a birthday cake and other delicious treats! Owner Rebecca Rogers has brought new life and a great gathering spot for the neighborhood. Families of all types love to gather around the fireplace and relax. While the cupcakes are sure to wow, the bakery doubles as a cake showroom to highlight all sorts of specialty and wedding cakes.



Amalgam Comics & Coffeehouse

2578 Frankford Avenue

Specializing in comics, toys & figurines, games, comic related magazines, apparel, coffee & espresso related beverages, and baked goods.



Rowhouse Spirits Distillery

2430 Frankford Avenue

Stop in for a tasting during retail hours!



COMMERCIAL CORRIDOR KEY

East Wyoming Avenue
Esperanza

North 5th Street (North of Roosevelt Boulevard)
North 5th Street Revitalization Project

The 52nd Street Corridor
The Enterprise Center CDC

Torresdale Avenue
Tacony CDC

Frankford Avenue Corridor
New Kensington CDC

Woodland Avenue Corridor
Southwest CDC

East Passyunk Avenue
Passyunk Avenue Revitalization Corporation



Little Delicious

4821 Woodland Avenue

Yum! Grab some Caribbean specialties here.



Long Life Chinese Natural Herbs

1011 Arch Street

Chinese apothecary shop much like you will find in most Asian neighborhoods around the globe.



Ye Shi Night Market

Special Event in Chinatown

An annual festival of commerce and food usually takes place in fall. Follow them on Twitter at #yeshinightmarket or www.yeshimarket.com.



Black N Brew

1523 East Passyunk Avenue

Breakfast & lunch fare plus coffee are served at this caffeine bar with a mosaic-adorned facade.



1540 Hardware

1540 East Passyunk Avenue

This cozy family-operated store carries home improvement supplies, tools & paint.



PACDC Member CDCs' Commercial Corridors



There are 27 PACDC member CDCs featured on this map. 25 of these organizations receive funding from the Philadelphia Commerce Department for corridor management and cleaning staff and/or through the City's CDC Tax Credit Program.

For more information, visit www.pacdc.org/member_list

PHILADELPHIA ASSOCIATION OF
COMMUNITY DEVELOPMENT CORPORATIONS

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Federal Home Loan Bank of
Pittsburgh

HACE

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The Philadelphia Foundation

Philadelphia Local Initiatives Support
Corporation/National Equity Fund
philly.com

Regional Housing Legal Services

Republic Bank

STAKEHOLDERS

Allied Construction

Asociación Puertorriqueños en Marcha

Berman Indictor

Children's Hospital of Philadelphia

Customers Bank

Domus

Don & Lynn Haskin

Drexel University

Eustace Engineering

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New Kensington Community
Development Corporation

Pennsylvania Housing Finance Agency

People's Emergency Center

Philadelphia Industrial Development
Corporation

Project HOME

Saul Ewing

Sherick Project Management/Stone
Sherick Consulting Group

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THE QUARTER CENTURY AWARD

PACDC honors Judy Berkman, Mark Levin and Mark Schwartz for decades of outstanding support of and advocacy for the community development sector that has helped to transform neighborhoods across Philadelphia for the better.

In 1973, when Regional Housing Legal Services (RHLS) was founded as an alternative means of addressing community issues beyond its fights with one of Bucks County's most notorious slum landlords, then founder Lorry Post had a singular focus in mind. "Lorry wanted to improve communities rather than just treat disputes. He wanted to see how our work could have a comprehensive impact for the community for the better, and I think we have done that," says Mark Schwartz, long-time Executive Director of Regional Housing Legal Services. "I think we have collectively worked to create something unique in community legal services that I am proud to be a part of—even if I couldn't be the General Manager of the Phillies."

By any measure there is much Mark and his colleagues Mark Levin, Chief Counsel, and Judy Berkman, Senior Counsel, have to be proud of collectively and individually. RHLS has provided legal guidance and support to community developers in the production and rehabilitation of thousands of units of affordable housing and commercial space throughout Pennsylvania. They advocate for systems improvement at the state level to ensure that tax credit allocations adapt to real-world, on-the-ground conditions neighborhood revitalizers face, and they work collaboratively with practitioners and advocates to ensure that residents once in homes are not swept under by rising utilities costs through their affiliate, the Pennsylvania Utilities Law Project.

"I am not exaggerating when I say that a number of our deals would not have gone to closing without RHLS being at the table working creatively to solve problems," says Rose Gray, Vice President of Asociación Puertorriqueños en Marcha. John Chin, Executive Director of Philadelphia Chinatown Development Corporation concurs, "They make the difference for community developers and their work goes on unseen."

Individually, their accomplishments are equally impressive with Mark Schwartz being one of the longest serving board members of the Pennsylvania Housing Finance Agency. Together he and Mark Levin were among the original founders of the state-wide housing advocacy organization, the Housing Alliance of Pennsylvania. Judy Berkman, in addition to serving as a role model and mentor for many women attorneys entering the sector, created the Tangled Title program and helped establish Philly VIP's LawWorks which provides pro-bono legal services for nonprofits and small businesses in Philadelphia. Their work has also shaped local policy making in the form of advising advocates and city administration officials, including the creation and implementation of the Philadelphia Housing Trust Fund and Philadelphia Land Bank.

When asked recently what among their collective and individual achievements they are most proud of, all three point to RHLS' body of transactional work (legal counsel not involving court disputes) and wide ranging advocacy efforts such as transforming the model of what community legal services can look like. They are quick to point out that RHLS' achievements are driven by the tremendous support of its board members—many of which have served for 10 or 15 years or more—and their dedicated staff and volunteers. "Their support and hard work are what enables the organization to do what it does," says Mark Levin. Judy added that the staff is also inspired by the dedicated work of RHLS clients improving their neighborhoods and serving vulnerable populations. This work is enabling their team to think broadly about the future of RHLS, its impact on communities, and the staff that carries out that future, including launching a training program specifically tailored for RHLS staff attorneys, undertaking collaborative projects in Ohio, Michigan, Texas, and New Jersey, and advancing a new comprehensive Equal Justice Center for legal services and public interest legal organizations.

Judy Berkman, when asked what advice she would offer to her 25 years younger self or young professionals considering entering the sector, the former social worker says, "I would encourage younger colleagues to consider pursuing dual degrees in urban planning and law, or environmental sciences and the law, to gain valuable skills and perspectives for undertaking community development work effectively. I would also encourage young professionals to think about the implications of their work long-term, particularly in the environmental field. In the age of climate change, community developers need to prepare for climate change effects that impact not only the quality of life of residents living in vulnerable neighborhoods, but also the long-term viability of housing development on air quality, utilities, and water-sealing."

Mark, Mark, and Judy have established a strong legacy of being mindful of the implications of community development efforts and have worked tirelessly to help governmental entities and non-profit clients large and small be mindful too. Lorry Post in reflecting on RHLS work had this to say, "In my wildest dreams I could not have imagined the progress and accomplishments of RHLS. I am pleased beyond words that the leaders, staff and board have brought this dream to fruition." Here, here Lorry and kudos Judy, Mark, and Mark—careers in Major League Baseball notwithstanding!



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Congratulates PACDC On Its 25th Anniversary And Its Honorees:

Quarter Century Awardees: Mark Schwartz, Judy Berkman and Mark Levin of
Regional Housing Legal Services

Lifetime Achievement Awardees: Sandy Salzman, New Kensington CDC, and
William Smith, Citizens Bank

Community Leader Awardee: Lucinda Hudson, Parkside Association of Philadelphia

2017 Rising Star Awardees: Harry Tapia, HACE; Joanna Winchester, New Kensington
CDC; Sara Yeung, Philadelphia Chinatown Development Corporation

Finalists for the Blue Ribbon Award Of Excellence in Community Development:

- Philadelphia Chinatown Development Corporation and Project HOME for Francis House of Peace Pin An House
- Asociación Puertorriqueños en Marcha (APM) for Food Buying Club
- New Kensington CDC for Orinoka Civic House

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LIFETIME ACHIEVEMENT AWARD

Sandy Salzman: Inspiring the Flight of Dreams into Transformative Reality

Sandy Salzman's Lifetime Achievement Award honors her journey of living, envisioning, collaborating, and tenaciously making the impossible happen in Fishtown and East Kensington. Salzman is a fourth-generation Fishtowner who grew up and then raised her own family there. From her early youth as a Girl Scout, community service has been a foundational thread that has run through Sandy's life as a volunteer and a practitioner. Now, retiring as the Executive Director of the New Kensington Development Corporation (NKCDC), she can look back on a humbling track record of accomplishments.

Under her leadership, more than 90% of Kensington's 1,100 vacant parcels have been cleaned up and revitalized. Salzman explained, "These were vacant lots that the Department of License & Inspections (L&I) had written off. NKCDC did not own these properties, but that did not stop us from cleaning them up and planting trees. We did this only after we had the support of L&I, the Philadelphia Office of Housing and Community Development, and the Pennsylvania Horticultural Society. We felt that collaboration would discourage an owner from challenging the improvements we were making to their property. The cleanup work that we did changed attitudes and spurred residents to have a sense of pride and ownership regarding their block. Once our efforts took hold, programs such as Green to Grow and the Garden Center were created. Then the developers came and the neighborhood's population decline turned around. All of this occurred because we did not wait to take ownership of properties to begin cleaning them up." Regarding her unorthodox approach to eradicating blight, Salzman offered this observation: "While I would never tell anyone to break the law, sometimes you have to bend it a little bit."

Salzman's capstone project, the Orinoka Civic House, is expected to be yet another game-changer. Slated to open later this year, the dilapidated former Orinoka Mills factory is being transformed into a 51-unit apartment complex with commercial and community spaces. Even after retirement, Sandy's presence will be felt in the work that she began to revitalize the North of Lehigh neighborhood.

Looking back on her career, Salzman points to the Coral Street Arts House as her most unexpected success. "This building had been a business incubator that went under. Whenever we talked about developing affordable housing in East Kensington, the residents were always hostile to the idea. When we came up with the idea of converting the Coral Street property into a mixed-used facility that included artists' workspace, the residents became very positive. It has been a real change agent for the neighborhood."

Salzman's vision has been to create holistic, environmentally friendly neighborhoods. She partnered with for-profit developers and other non-profits to create a "green" sustainable environment that has earned her organization the distinction of being one of only sixteen in the country to receive the designation as a NeighborWorks Green Organization. NKCDC's initiative, the Big Green Block, earned NKCDC the 2011 PACDC Blue Ribbon Award for Community Development Excellence.

It was fitting when the Lutheran Settlement House honored Salzman at their ninth annual Women of Courage Awards ceremony in 2014. In describing herself, "I am persistent. I don't give up. When I believe in something, I follow through." Her advice to new practitioners entering the field is to "look at the big picture. This is work that takes time. If it took 50 years for a neighborhood to decline, it will probably take 40 years for it to come back. You have to be in it for the long haul."

Salzman's successfully fearless approach to her work is best captured by the iconic pigs with wings that occupied her desk. The well-known reply to someone's outrageous wish is, "Sure! That'll happen when pigs fly!" But as anyone who has worked with Salzman knows, she is no Don Quixote. Her dreams are not impossible; Salzman coaxes her pigs to soar!

It is in recognition of Salzman's bold legacy of keeping those pigs in flight that PACDC is proud to celebrate her remarkable career by bestowing upon her PACDC's Lifetime Achievement Award as part of its 25th Anniversary celebration.



LIFETIME ACHIEVEMENT AWARD

Passion and Partnerships Fuel William Smith's Commitment to Neighborhoods

Lifetime Achievement isn't the name Bill Smith would give to the award he received at the PACDC 25th Anniversary Gala in April. Bill would call it the Lifetime of Giving Back Award because it perfectly suits his personality and how he spent his career.

Bill is Philadelphia through-and-through—from St. Catherine of Siena grade school in North Philadelphia to Cardinal Dougherty High School and LaSalle University. After ROTC at La Salle, Bill was commissioned in the Army Armored Corps, rising to Lt. Colonel in a 21-year career that included graduating from the Army's Command and General Staff College.

On his journey, Bill bore personal witness as the city's neighborhoods rose and fell and rose again. When he began his 40-year career in 1972 at Girard Bank (which became Mellon then Citizens), he found his calling.

"I developed a passion," Bill said. "I grew up in the neighborhoods in the '60s and '70s. I saw the economy change from manufacturing to service and as it changed, I saw neighborhoods with employers like Stetson Hats, Fleer Bubble Gum and "lunch pail" communities where the workers lived change from middle-income to low- and moderate-income. Racial demographics also changed," Bill said.

Bill was doing real estate deals at Mellon when the bank formed a CDC in 1989. "I jumped at the opportunity to lead that effort and never looked back," he said. Later, he supervised more than \$750 million in community development programs and initiatives. But his "secret sauce" in the many communities and community organizations where he has worked in and with, was his ability to get people and groups to work together.

"I believe in collaboration and partnerships," Bill said. "A lot of issues affect communities, and when you get people together under one roof, all of the partners work for the same end result.

"Partnerships like the Urban Affairs Coalition's Community Economic Development Committee, PACDC, LISC, and PIDC are necessary. No one person can do it alone," he said.

The value of Bill's contributions to Philadelphia and to Citizens Bank haven't been lost on Citizens Bank President (PA/NJ/DE) Dan Fitzpatrick, Bill's last boss.

"On behalf of Citizens Bank, I am proud to congratulate my friend and former colleague, Bill Smith as he is honored by the Philadelphia Association of CDCs," Fitzpatrick said. "Throughout his entire life, Bill has served our community and our country with distinction, honor, empathy, and sincerity."

"Since joining our predecessor, Girard Bank, in 1972, Bill has had a profound impact on Citizens Bank and his thoughtful, collaborative approach has greatly influenced our community reinvestment strategy," Fitzpatrick said.

Speaking for the community groups with which Bill worked so closely, PACDC Executive Director Rick Sauer said he had been fortunate to witness first-hand Bill's commitment as a funder, investor, and advocate.

"He has worked to build strong partnerships to advance neighborhood revitalization with lasting results you can see throughout Philadelphia," Sauer said. "PACDC is honored to recognize Bill on behalf of the entire community development industry."

As you'd expect, Bill's days never end when the sun sets. Over the years, he chaired the boards of the Philadelphia Local Initiative Support Corporation and the Urban Bankers Association. He has also served on the LaSalle University President's Advisory Council and the boards of the Urban Affairs Coalition, Entrepreneur Works, the West Philadelphia Empowerment Zone, and the Green Tree School, among many others.

But Bill sees the shift in national politics creating lots of work ahead. "I am concerned," Bill said. "There are challenges to Dodd-Frank, the Community Reinvestment Act, and the Consumer Financial Protection Bureau, all of which could have an adverse impact that have people unsure of the future." He suggests this approach: "We have to be excellent lemonade makers. We've got to work in partnerships to do what we can with the lemons we get and turn them into lemonade."



COMMUNITY LEADER AWARD

Lucinda Hudson, Cardboard Signs and Focus Leads to Community Transformation

“I can remember it almost like it was yesterday. My family and I were in the park right outside my front door and someone said, ‘You know they are paving the park tomorrow?’ I said, ‘What?!, I can’t believe that. No one told us! We play, picnic and read in that park every day!’,” recounted Lucinda Hudson, President and founder of the Parkside Association of Philadelphia and PACDC’s 2017 Community Leader Award winner. She was explaining how she began advocating for the community she loves so dearly. This passion ultimately led to more than \$21 million in new development, community organizing, and programs ranging from food pantries to play spaces.

“Plans had been made to provide paved parking in the park area in front of my home for the newly developed Mann Music Center. So the next day before the bulldozer arrived I grabbed some old cardboard that someone had put out for trash and quickly made some signs and hung them around my two and four year olds’ necks and we laid down in front of the bulldozer.

Before long, a crowd gathered and I asked some of the older kids in the group of folks gathered to get paper and pen and quickly get people from the neighborhood to sign a petition showing their support not to pave over the park. Television news crews arrived, city officials and even Frederick Mann, the Music Center’s namesake came. Between the community coming together and the attention of the media, by the time anyone really knew what was happening, we had the beginnings of an organized group of neighbors focused on fighting for the neighborhood with a lot of diverse supporters of which Frederick Mann was one of our biggest.”

“I am a fighter. People who know me know I don’t let things slip through the cracks. I follow up and if someone thinks they can come to my community and walk over the community without our say so, they are in for another thought.”

Ms. Hudson has worked tirelessly for the revitalization of West Parkside and her tenacity and warm graciousness has been front and center of the community’s nascent revitalization which includes helping to usher in the creation of the West Philadelphia Empowerment Zone and its investment and development of the Parkwest Town Center, a catalytic new neighborhood shopping center featuring a Lowes and a Brown Family Shoprite. The overall project was led by the West Philadelphia Financial Services Institu-

tion under the leadership of Jim Burnett. A transformative endeavor for the community, Parkwest Town Center not only features businesses that hire from the local neighborhood including those in re-entry programs, but also eliminated what once was a nationally-recognized food desert in the neighborhood.

In addition to her work on behalf of youth and seniors, Ms. Hudson helped lead multiple development partnerships with Community Ventures including the current development of Centennial Village that will boast 52 new affordable homes, four new retail spaces, and the continued re-building of the heart of West Parkside. “Ms. Hudson offers warm praise when deserved and is more than willing to speak her mind when criticism is necessary. She is involved and willing to meet and coordinate neighborhood meetings. She stood with us in every aspect of the project’s development, including holding our and the contractors’ feet to the fire when it came to matters like local hiring. Her kitchen has hosted conversations on every topic relevant to community development, featuring everyone from mayors and city councilmen, to city planners and developers, to contractors, architects and engineers, to activists and other members of the business, political, and non-profit leadership,” says Community Ventures Executive Director David LaFontaine.

“I learned to fight after witnessing how scared my parents were of authority figures. They were sharecroppers in North Carolina,” says Ms. Hudson. “My mother had to pay a \$1 to vote for John F. Kennedy. My father had to prove he could count by counting M&Ms in a bowl before he could vote. But despite that, they worked hard to send all my siblings and I up North to work any job we could find to have a better life. My husband and I worked hard to ensure our three sons, Kareem, Hakim, and Khalil, could have a better life too and all of them have gotten scholarships, gone on to college, and are thriving living here in the U.S. and in Sweden.”

“Of all of the work I have done I can say I am most proud of my sons and the young men they have become,” beams Ms. Hudson when asked about her most important accomplishment. “They are a great support to me and even edit my writing!” laughs Ms. Hudson. Driving all of her hard work and effective leadership is her steadfast focus of helping others—most particularly young people and seniors. “I just want to see people in my community have a better life.” Thanks to Ms. Lucinda Hudson, more people are enjoying just that.



RISING STAR AWARD

Harry Tapia | HACE

Neighborhood Kid Makes Good by Giving Back

Harry Tapia joined HACE at the age of 19. Fifteen years later, he's still there. As he puts it: "I grew up here." Tapia migrated with his family from Puerto Rico to the Norris Square section of the city when he was nine years old. He was exposed to community service and non-profit work from an early age because his mother held jobs at various non-profits while he was growing up. Tapia was involved too. As a child, he got involved with the Norris Square Neighborhood Project, a youth and afterschool programming non-profit, and an initiative to turn vacant lots into community gardens. Shortly after that he was involved in CUNAD and Weed'n Seed, where he took part in sports, their summer jobs program, and led their ROTC program. He also served on their Youth Advisory Council at Thomas A. Edison High School.

At 19, Tapia was hired as a part-time filing clerk at HACE. Bill Salas, then President and CEO of HACE, had one requirement of Tapia while working at the organization—he had to continue his education. Tapia went on to receive a degree in Business Administration from La Salle University. Moving on from his part-time position, Tapia was promoted to Accountant and then to Controller, the job he holds today. Tapia oversees all of the financial systems of both HACE and HACE Management Company.

His proudest accomplishment while at HACE was the work he did as Controller to transfer the limited partnership interests of four expiring Low Income Housing Tax Credit developments to reduce the real estate transfer

liability on the organization. Two of the developments have been combined into Lehigh Park Apartments LLC. Harry was involved in the 4% tax credit application to renovate and keep Lehigh Park Apartments LLC affordable for the next 30 years.

Tapia's role at HACE has not been limited to financial administration. He is now being exposed to the management of programs, real estate development, fundraising, and the development of HACE's 2025 neighborhood plan, a goal of which is to reduce crime through various initiatives. One initiative Tapia was heavily involved in is the development of a localized version of a Crime Prevention through Environmental Design and Safe Growth Program, which is an effort to reduce crime along the Front Street and Allegheny corridor.

Tapia grew up in the neighborhood surrounding HACE. His family still lives there and his children go to the neighborhood schools. It is a true testament to a resident's involvement in the development of their neighborhood.

Tapia attributes his success to his wonderful, caring parents Maria Rojas and Harry Tapia, his various mentors along the way—Bill Salas, Jr., Maria Gonzalez, David Gonzalez, and everyone at HACE. "The path I have taken would not be possible without them." PACDC is honored to have Harry Tapia as a 2017 Rising Star.

Tapia and his co-workers at HACE work with local police on Crime Prevention through Environmental Design, an integral part of their 2025 neighborhood plan.





RISING STAR AWARD

Joanna Winchester | New Kensington CDC

Commitment to Partnership is About Building Lasting Impact

Joanna Winchester began her career in Washington, D.C. and Oakland, CA, where she worked as a community organizer for environmental justice issues. She came to Philadelphia in 2011 to get her Masters in City Planning at the University of Pennsylvania and began working at New Kensington Community Development Corporation (NKCDC) in 2013. Her experience in organizing, working with people to make positive change in their neighborhoods, combined with her love for city planning led her to the field of community development.

Coming from Oakland, she was surprised by how much Philadelphia felt like home. She particularly liked the city's strong and identity-driven neighborhoods and the team of creative, bright, and driven colleagues at NKCDC. Beginning as the Director of Economic Development at NKCDC, she helped develop and implement strategies that focused on creative and arts-driven revitalization, equitable development, support of entrepreneurship, small and cooperative business development, place-based physical improvements, and developing and connecting leaders within the business community to increase the neighborhood's collective capacity.

Some of her proudest accomplishments include helping coordinate clean-ups on Front Street and Kensington Avenue that brought together residents, business owners, addiction recovery service providers, partners

like Prevention Point Philadelphia, and the 24th and 26th Police Districts.

"We built something that appears really simple – cleaning up litter along a commercial corridor—and made it an opportunity to layer on a lot more community building," she said. "I am most energized when a project is about more than it seems on the surface—a cleanup is never really about litter!"

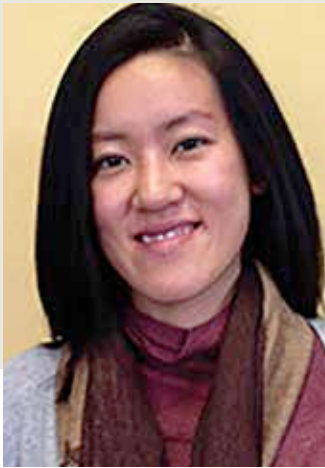
Winchester believes equity is a crucial part of the equation, and NKCDC finds itself in a neighborhood deeply divided. The Lehigh Viaduct, an elevated freight rail line, cuts through NKCDC's service area "dividing some of the most economically depressed census tracts in the City from one of the most rapidly developing and income-increasing areas of the city," Winchester notes. The organization is shifting its focus north of Lehigh Avenue. Anchoring the move will be their new Orinoka Civic House which will be home to the new NKCDC offices. She has an all-in-this-together attitude, which she—along with other NKCDC staff—demonstrate through creating effective partnerships with residents, businesses, other CDCs, real estate developers, non-profits and city agencies.

Which leads to Winchester's most recent position at NKCDC, Director of Strategic Initiatives. She's tasked with finding and establishing new partnerships in the area North of Lehigh while maintaining the effective partnerships the organization has already created up and down Frankford Avenue and other parts of Fishtown and East Kensington. One of the most recent projects NKCDC has been working on is the Mural Arts Porch Light series, a partnership between Philadelphia Mural Arts Program, Philadelphia's Department of Behavioral Health & Intellectual Disability Services, with neighborhood partners NKCDC, Impact Services Corporation, and Prevention Point Philadelphia.

Winchester says, "My hope is that we are able to utilize our network of partnerships, building on existing strengths within the community as well as needed resources from outside the community, to co-create with folks in the neighborhood toward a place that is healthy, resilient, thriving, and whole. We get there by working together, by taking risks and trying things that seem outlandish, by recognizing the histories of trauma as well as the strengths and skills, and by listening and connecting more than telling or doing. We have been lucky to start some momentum with some great folks, and I can't wait to see where it goes from here!" PACDC is honored to have Joanna Winchester as a 2017 Rising Star.

Front & Kensington Ave Corridor Cleanup with volunteers & community members.





RISING STAR AWARD

Sarah Yeung | Philadelphia Chinatown Development Corporation

Advocating for the Community Powers Her Leadership

Sarah Yeung came to Philadelphia to attend the University of Pennsylvania from Central New Jersey. Yeung, the child of first generation immigrants from Hong Kong, quickly found a community in Chinatown and became a member of the Chinese Christian Church & Center. In 2009, she began an internship at Philadelphia Chinatown Development Corporation (PCDC). Eager to look beyond her social and religious network in Chinatown, she wanted to understand the sustaining forces behind her new home and community.

Today, Yeung wears two hats at PCDC. As the Senior Project Manager, she is charged with managing and advancing the non-profit's real estate projects. PCDC has been working since 2010 on its flagship development project, the Eastern Tower Community Center, a \$76 million mixed-used development with office, retail, recreational space, and 150 residential units. From 2013 to 2016, Yeung was responsible for coordinating a fast track re-design for the building, obtaining permits, completing the environmental remediation process, negotiating contracts, and managing a team of attorneys, architects, and engineers.

As Director of Planning, Yeung oversees all neighborhood planning projects and is leading the charge on creating a resident-driven neighborhood plan for Chinatown. Planning started in December of 2016 with help from Interface Studio, a planning and urban design firm. Initial engagement efforts solicited over 600 responses. The goal is to release the plan in summer of 2017.

"This is a crucial moment in the city for a strong, locally-led plan here in Chinatown for equitable growth," Yeung said. "Chinatown has evolved into a diverse community, but it's also a hub for Asians across Philadelphia and has a role to play as advocate for Asian immigrant needs. It's important that the community is helping to set the agenda from the beginning, so that the end result connects directly with the community's needs and unique identity."

Yeung also stepped up as a leader to advocate around the creation of the City of Philadelphia's Assessment on Fair Housing (AFH). The AFH was required by HUD under the Obama Administration to use a data-driven approach to assess patterns of segregation, disparities in access to opportunities, and to address racially or ethnically areas of concentrated poverty. Philadelphia was one of the first large cities to complete their AFH, and Yeung advocated for Limited English Proficient (LEP) communities in the development of the plan.

"LEP immigrants have always been underserved. AFH was not just about plugging them into the programs but understanding that where they live matters, in a way that is unique to this population," she said. "AFH gave advocates an arena to have a conversation with the city and the housing authority to build that understanding, and it provided the data to support our recommendations." PACDC is pleased to recognize Sarah Yeung as a 2017 Rising Star.

Moderating a community meeting on how to engage with nuisance businesses with Captain John Ryan from the 6th District.





THE
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PLEASE...

How PACDC Blue Ribbon Award Winners Are Selected

PACDC's Blue Ribbon Awards recognize outstanding achievement by community development corporations that advance our Vision:

“Vibrant and diverse neighborhoods across Philadelphia that equitably meet the needs of all community members, preserve and enhance community assets, and foster a stronger city and region.”

Winners exemplify community development best practices and demonstrate excellence in at least one of the following categories:

- **INNOVATION:** organization has created a new or pioneering project or program; or approached a project or program in a new and inventive way.
- **IMPACT:** a demonstrated capacity to have positively influenced or enhanced the community or population served.
- **LEADERSHIP:** a proven ability to guide, lead, or influence the direction, course, action, or opinions of stakeholders that results in advancement for the community or population served.
- **ADVANCES EQUITY:** project or program demonstrates the use of an equitable development strategy that works toward equality in housing, health, education, or economic opportunity for low- and moderate-income households.

A committee of community development professionals reviews nominations, selects the finalists, and decides the winners by consensus.

Past Blue Ribbon Winners and Finalists

2016

WINNERS

People's Emergency Center CDC

Neighborhood Time Exchange

The Village of Arts and Humanities

People's Paper Co-op

FINALISTS

WCRP

Grace Townhomes

Esperanza

Esperanza Academy Public Charter High School

2015

WINNERS

Impact Services Corporation

Veterans Housing Center

Philadelphia Chinatown CDC

Leveraging Night Markets

FINALISTS

Community Ventures

Ingersoll Commons

People's Emergency Center CDC

Bigham Leatherberry Wise

2014

WINNERS

Asociación Puertorriqueños en Marcha

Paseo Verde

Logan CDC

Logan Park(let)

FINALISTS

ACHIEVEability

Community-Academic Partnerships

The Enterprise Center CDC

Center for Culinary Arts

Uptown Entertainment and Development Corporation

Uptown Youth Got Talent Program

2013

WINNERS

Mission First Housing Group

Walnut Hill West and Temple I & II

Nicetown CDC

Nicetown Courts I & II

FINALISTS

People's Emergency Center CDC

Lancaster Revitalization Plan

The Enterprise Center CDC

Community Leaders Program

2012

WINNERS

Community Ventures

Francisville East

Habitat for Humanity Philadelphia

ReStore

FINALISTS

Friends Rehabilitation Program

Strawberry Mansion Townhomes

People's Emergency Center CDC

Jannie's Place

Women's Community Revitalization Project

Evelyn Sanders II

2011

WINNERS

East Falls Development Corporation

Trolley Car Café and Gateway Center

New Kensington CDC

Sustainable 19125: Big Green Block

FINALISTS

HACE

Lawrence Court

Impact Services Corporation

Aramingo Crossing

Philadelphia Chinatown Development Corporation

Tenth Street Plaza

2010

WINNERS

HACE

Mercy LIFE Center

Roxborough Development Corporation

Targeted Block Façade Improvement

FINALISTS

Impact Services Corporation

Hancock Manor

Esperanza

Latin Quarter Project

People's Emergency Center CDC

West Powelton/Saunders Park Neighborhood Plan

Universal Companies

Universal Plan

2009

WINNER

Asociación Puertorriqueños en Marcha

Pradera II and TruMark Credit Union

FINALISTS

Archdiocese of Philadelphia/Office of Community Development
St. John Neumann Place

New Kensington CDC
Sustainable 19125

Ogontz Avenue Revitalization Corporation
West Oak Lane Jazz Festival

Women's Community Revitalization Project
Neighborhood Planning

2008

WINNER

Project HOME
St. Elizabeth Phase V Homeownership Development

FINALISTS

Asociación Puertorriqueños en Marcha
Sheridan Street Affordable Housing Project

The Enterprise Center CDC
Walnut Hill Street Team

Impact Services Corporation
Dual Diagnosis Program

New Kensington CDC
Frankford Avenue Arts Corridor

Ogontz Avenue Revitalization Corporation
Northwest Greening Initiative



2017 BLUE RIBBON AWARD *Winner*

▲ Ribbon cutting at Francis House of Peace Ping An House with funders, residents, and elected officials.

Philadelphia Chinatown Development Corporation and Project HOME Partner to Create a Combined Vision in the Francis House of Peace Ping An (平安) House

"If we had organizations in a room saying what partnerships would make good ones, this idea never would have come up," says John Chin, Executive Director of the Philadelphia Chinatown Development Corporation (PCDC), about the collaboration between community-based organizations PCDC and Project HOME. However, the idea for the culturally integrative affordable housing project Francis House of Peace Ping An (平安, which means peace in Chinese) House was the perfect collaboration to bring their two visions into one.

When Project HOME came upon the block that was then primarily parking lots looking for land to build affordable housing for persons who are homeless, formerly homeless, or at risk of becoming homeless, it led them to PCDC. "PCDC had always looked at that parcel for affordable senior housing," says Chin. "What really intrigued me was the idea that two very different non-profit organizations and of the potential if they came together. The missions are clearly very different. I saw this as an opportunity to think outside the box."

Thinking outside of the box for this creative project has led the Francis House of Peace Ping An House to tremendous success. Once they decided to partner, everything moved quickly. "The uniqueness of it really attracted people that fund these types of projects," says Chin, with the Francis House of Peace Ping An House receiving the highest tax credit award ever granted by the Pennsylvania Housing Finance Agency.

The Francis House of Peace Ping An House:

- Provides 94 units of low-income housing: 50 for persons who are homeless, formerly homeless, or at risk of becoming homeless; 20 for seniors; and 24 for the general low-income population
- Employs many bi-lingual staff

- Drew significant public and private support, raising \$24.3 million for development of the project
- Features local artists' work in common spaces

The Francis House of Peace Ping An House creates its own unique community with a diverse population that includes formerly homeless persons, native Chinese speakers, members of the LGBTQ community, young adults, and seniors. Both Janet Stearns, Vice President of Real Estate Development and Asset Management at Project HOME, and Chin recall a Chinese New Year celebration of residents about a month after they began moving in. Stearns describes seeing adults new to the neighborhood, formerly homeless young adults, seniors, and those who had lived in Chinatown for a long time all gathering together around the table in Francis House of Peace Ping An House's community room to tell their stories and work on projects. "Everyone loved the building and loved to be there, and that seemed to be a common ground for building community right away," says Stearns. "The inclusion of everyone is very successful," adds Chin.

The residents, neighborhood, Project HOME, and PCDC are happy to see the culture and community that the Francis House of Peace Ping An House brings. Without the partnership between Project HOME and PCDC, the project would not have been possible. "The essence of this project is mindful cooperation," says Rachel Mak, Deputy Director of PCDC. As Chin states, "In today's world where resources are scarce, collaboration is an opportunity to achieve success."



2017 BLUE RIBBON AWARD *Winner*

▲ Everyone pitches in to help at APM's Food Buying Club on shopping day.

Asociación Puertorriqueños en Marcha Brings Healthy Food and More to Eastern North Philadelphia

Asociación Puertorriqueños en Marcha (APM) isn't primarily a food focused organization. However, when staff members Angel Rodriguez and Bridget Palombo saw that families in Eastern North Philadelphia needed better access to healthy food, they saw the power to address it. As Rodriguez says, "Everybody knows what good food is. How do you access this food? How do I make it affordable is the question?"

APM began to tackle this question by going to families and asking what they needed. The problem of food insecurity as they saw it was related primarily to income volatility and household budgets for food. They saw a problem in the current dominant dialogue focused on nutrition and cooking education, and shifted the focus to what really needed to change for these families to have equal access to the same quality food that people in other neighborhoods have. "That shift meant we needed to address the cost, quality, and location of fresh fruits and vegetables in the neighborhood," says Palombo.

APM sought to address the issues of food access, safety, and community development by taking a traditional model of food buying clubs and pairing it with outreach and crime displacement to address the community's food access needs. In collaboration with the local police force, they focused on issues of safety and walkability by identifying strategic placement of police and produce pick-up and drop-off locations through a crime and safety initiative called CPTED (Crime Prevention Through Environmental Design) with the 26th Police District. By first addressing issues of safety in food access, the Food Buying Club (FBC) is able to deliver quality produce to residents by accessing the wholesale market through collective buying. Through a partnership with the Philadelphia Wholesale Produce Market, APM uses a hub-and-spoke model to enable residents to purchase healthy produce together in small neighborhood groups in a safe way, at one-third the cost of going to the grocery store.

Not only does the FBC help families purchase more fresh produce, it also helps residents save time and see improvements in their health and

community. Palombo shares the story of Melinda Martinez, a resident who has become a leader in the neighborhood through the FBC. Now an APM Community Connector, she shares information about the FBC and other resources door-to-door; identifies community spaces for FBC food pick-up; and helps develop partnerships with other groups in the neighborhood. Palombo describes her work and spirit as "contagious...She's empowered to change the neighborhood and show other people in the neighborhood how to do that."

In the first year, the Food Buying Club:

- Served 600 households, or about 1,500 residents
- Saved members \$112,000 combined
- Distributed 60,000 pounds of fresh produce
- Employed 5 residents part-time
- Engaged 286 consistently active and engaged residents in leadership roles
- Enabled residents to buy three times more produce than from a retail supermarket

Palombo describes the joy in seeing how communities and neighborhoods have connected through the Food Buying Club. In addition to having access to high quality food at the lowest price, she sees how neighbors connect with and support each other in ways that they didn't before their participation in the FBC. "People didn't know their neighbors as well as they could," she says. Rodriguez also notices the connection built within families, stating that, "it changes the relationship of a mom with her kids by what she's able to put on the table."

For Rodriguez, the greatest success of the FBC is "starting to change the conversation of how people are tackling food insecurity and food access in a low-income neighborhood." The Food Buying Club has brought so much positivity to residents by empowering them through healthy food, building connections, and community leadership. As Rodriguez states, "It is okay for you to expect the best, and we are here to help you get that."



2017 BLUE RIBBON AWARD *Finalist*

▲ Architect's rendering of Orinoka Civic House, a beacon for the neighborhood's revitalization.

New Kensington Community Development Corporation's Orinoka Civic House What a Difference 10 Years Makes!

In 2007, the intersection of Ruth and Somerset Streets was notorious for an abandoned mill that was a dangerous eyesore; a dilapidated and ruinous betrayal of a storied past. During the early decades of the 20th Century, the Orinoka Mills was a cornerstone of the North of Lehigh neighborhood, providing jobs and sustaining a vibrant working class community. By 2007 it had become Ground Zero for crime, serving as a cover for drug sales, drug use, and prostitution. It was a location to avoid at all costs.

Fast forward to 2017 when over 600 residents, seeking a better life, apply for 51 new affordable rental apartments in that same, formerly abandoned, crime-infested wasteland that had long outlived its glory as a former industrial powerhouse.

What happened? NKCDC is what happened.

The New Kensington Community Development Corporation (NKCDC), having dramatically transformed the footprint and character of the Fishtown and East Kensington neighborhoods, set its sights next on North of Lehigh. Under the leadership of Executive Director Sandy Salzman, NKCDC began to work closely with the neighborhood's residents by providing housing counseling, food referrals, tax rebate assistance, and other services. During the course of conversations with residents it became apparent that, despite facing complex neighborhood issues, residents were strongly interested in improving (rather than abandoning) their community.

Beginning in 2010, NKCDC engaged the community in several volunteer-led studies, resident input meetings and door-to-door surveys which led to the creation of the resident-led Somerset Neighbors for Better Living Civic Association and the 2014 release of the North of Lehigh Neighborhood Plan. Converting the Orinoka Mills into the mixed-use Orinoka Civic House was a key component of that plan.

"It took years, literally," to transform the building, NKCDC Director Sandy Salzman told Generocity in 2016. "The Orinoka Mills building was the biggest, baddest, ugliest thing going. We worked really, really hard with

lots and lots of people from the Redevelopment Authority and the Office of Housing and Community Development, Councilman Mark Squilla, Councilwoman Maria Quiñones Sánchez, the Commerce Department—all these city agencies, to try to get this building....And then of course, we had to raise the money to renovate it." Specifically, funding came from neighbors, three Federal Home Loan Banks, the City of Philadelphia, the Pennsylvania Housing Finance Agency, TD Bank, and NKCDC itself.

The Orinoka Civic House is comprised of 51 units of sustainable, affordable housing with commercial and community spaces. Unit amenities will include individually controlled heat and air conditioning, Energy Star appliances, laundry facilities, and abundant natural light.

Anchoring the community space of Orinoka Civic House will be NKCDC, which will relocate its offices and many of its supportive services there. The community space will be available to residents as well as to the larger neighborhood. As an acknowledgement to the need for a holistic approach to neighborhood revitalization, the renovated facility will include a retail incubator space.

When the former Orinoka Mills reopens as the Orinoka Civic House in the summer of 2017, it will signal a transformative milestone in the North of Lehigh neighborhood. Genevieve Geer of Somerset Neighbors for Better Living told Star, "Having a giant gorgeous building, well-lit, humming along, a place to walk your dog, or bring a picnic to the green space out back is, like, sort of a miracle for that corner!"

As history has shown us, NKCDC's neighborhood rescues happen one project at a time. In the same way that the Coral Street Arts House sparked an East Kensington renaissance, it is widely anticipated that the Orinoka Civic House will anchor the revitalization of the North of Lehigh neighborhood.

It is therefore with great pleasure that PACDC acknowledges the New Kensington Community Development Corporation's Orinoka Civic House project as a 2017 Blue Ribbon Finalist.



RHLS Congratulates PACDC for 25 years of dedication to advocacy, policy development, and technical assistance for community development corporations and other organizations in their efforts to rebuild communities and revitalize neighborhoods.

Thank you for being our partner!

We also congratulate Judy Berkman, Mark Levin, and Mark Schwartz for the receipt of PACDC's Quarter Century Award.

Thank you for being our fearless leaders!

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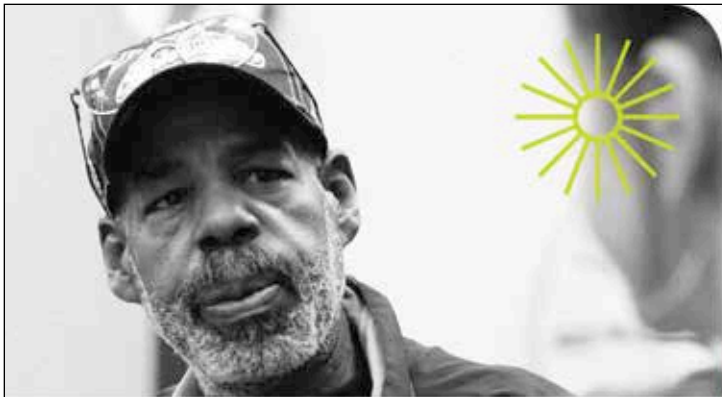
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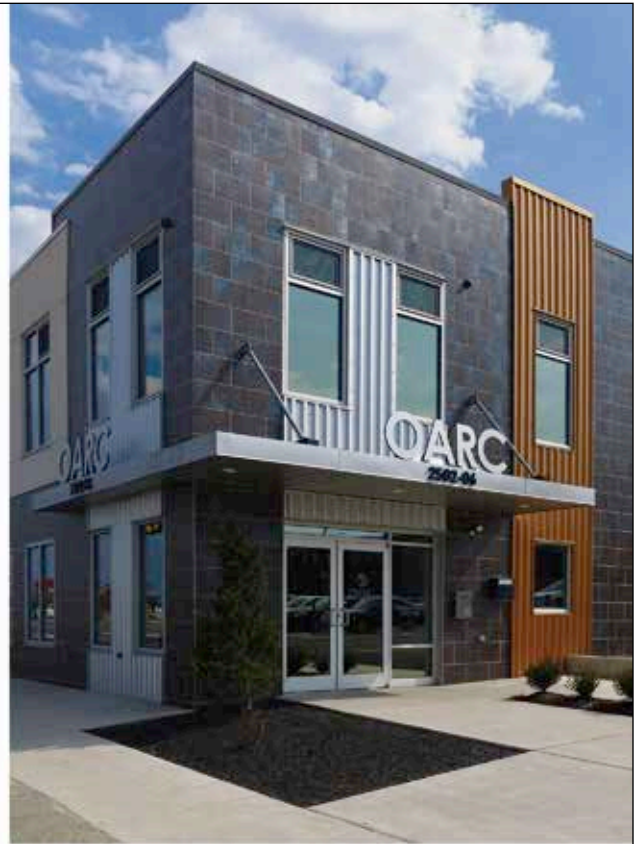
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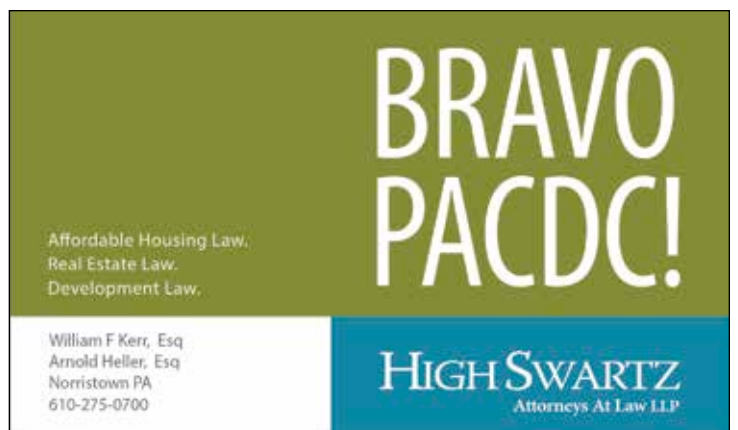
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267-421-1763

Germantown United Community Development Corporation ● ● ● ● ●
www.germantownunitedcdc.org
215-603-3690

Habitat for Humanity Philadelphia ● ● ● ● ●
www.habitatphiladelphia.org
215-765-6000

HACE ● ● ● ● ●
www.hacecdc.org
215-426-8025

HELP USA ● ● ● ● ●
www.helpusa.org
215-473-6454

Hunting Park Neighborhood Advisory Committee/Community Development Corporation ● ● ● ● ●
www.huntingparknac.org
215-225-5560

ICPIC New Africa Center Community Development Corporation ● ● ● ● ●
www.newafricacenter.com
610-352-0424

Impact Services Corporation ● ● ● ● ●
www.impactservices.org
215-423-2944

Korean Community Development Services Center ● ● ● ● ●
www.koreancenter.org
267-331-9091

M.A.P. Holistic Community Development Corporation ● ● ● ● ●
www.mayfaircdc.org
215-787-0900

Mayfair Community Development Corporation ● ● ● ● ●
www.mayfaircdc.org
267-538-4668

Mission First Housing Group ● ● ● ● ●
www.missionfirsthousing.org
215-557-8484

Mt. Vernon Manor Community Development Corporation ● ● ● ● ●
www.mvmcdc.org
215-475-9492

New Beginnings Non-Profit Incubator ● ● ● ● ●
www.rhd.org/Programs/
NonprofitIncubator.aspx
215-951-0300

Newbold Community Development Corporation ● ● ● ● ●
www.newboldcdc.org
267-571-9280

New Kensington Community Development Corporation ● ● ● ● ●
www.nkcdc.org
215-427-0350

Nicetown Community Development Corporation ● ● ● ● ●
www.nicetowncdc.org
215-329-1824

Office for Community Development, Archdiocese of Philadelphia ● ● ● ● ●
www.catholichumanservicesphilly.org
215-587-3663

Old City District ● ● ● ● ●
www.oldcitydistrict.org
215-592-7929

Passyunk Avenue Revitalization Corporation ● ● ● ● ●
www.passyarc.com
215-551-5111

People's Emergency Center Community Development Corporation ● ● ● ● ●
www.pec-cares.org
267-777-5800

Philadelphia Chinatown Development Corporation ● ● ● ● ●
www.chinatown-pcdc.org
215-922-2156

Philadelphia Neighborhood Housing Services ● ● ● ● ●
www.phillynhs.org
215-476-4205

Project HOME ● ● ● ● ●
www.projecthome.org
215-232-7272

Roxborough Development Corporation ● ● ● ● ●
www.roxboroughpa.com
215-508-2358

South of South Neighborhood Association ● ● ● ● ●
www.southofsouth.org
215-732-8446

South Street Headhouse District ● ● ● ● ●
www.southstreet.com
215-413-3713

Southwest Community Development Corporation ● ● ● ● ●
www.southwestcdc.org
215-729-0800

Tacony Community Development Corporation ● ● ● ● ●
www.visittacony.com

215-501-7799

Tioga United ● ● ● ● ●
www.tiogaunited.com
215-771-5699

Universal Companies ● ● ● ● ●
www.universalcompanies.org
215-732-6518

Uptown Entertainment and Development Corporation ● ● ● ● ●
www.philadelphiauptowntheater.org
215-236-1878

The Village of Arts and Humanities ● ● ● ● ●
www.villagearts.org
215-225-7830

Women's Community Revitalization Project ● ● ● ● ●
www.wcrpphila.org
215-627-5550

Wynnefield Overbrook Revitalization Corporation ● ● ● ● ●
www.sites.sju.edu/worc/
610-660-1241

CDC MEMBER SERVICES

- Housing/Housing Counseling
- Social Services/Referral
- Organizing/Advocacy
- Economic Development/Corridor Management

ASSOCIATE MEMBER SERVICES

- Housing Development/Project Planning
- Social Services/Referral
- Advocacy/Membership Organization
- Other Professional
- Banking/Financing
- Arts
- Education
- Health

ASSOCIATE MEMBERS

Membership Directory

The Altman Group/Allied Construction ● ●
www.allied-altman.com
215-884-0500

Bank of America ●
www.bankofamerica.com
800-432-1000

BB&T Bank ●
www.bbt.com
800-226-5228

Beneficial Bank ●
www.thebeneficial.com
888-742-5272

Berman Indictor ●
www.bermanindictor.com
215-825-9730

BFW Group, LLC ● ●
www.bfwgroup.net
215-798-1055

Big Brothers Big Sisters Independence Region ●
www.bbssepa.org
215-790-9200

BluPath Design Inc. ● ●
www.blupath.us
267-519-3564

BWA Architecture + Planning ● ●
www.bwa-architects.com
215-923-2420

Capital Access ● ●
www.capitalaccessinc.com
215-551-2000

Cicada Architecture ● ●
www.cicadaarchitecture.com
215-247-1430

Children's Hospital of Philadelphia ●
www.chop.edu
215-590-1000

Citizens Bank ●
www.citizensbank.com
800-922-9999

CityLife Neighborhood Clinics ●
www.citylifeclinics.com
267-819-1800

Community Design Collaborative ● ●
www.cdesignc.org
215-587-9290

Customers Bank ●
www.customersbank.com
215-717-7953

Diamond and Associates ● ●
www.diamondandassociates.com
215-732-3600

Domus ● ●
www.domusinc.net
215-849-4444

Drexel University Dornsife Center for Neighborhood Partnerships ●
www.drexel.edu/dornsifecenter
215-571-4013

Eastern University Urban Studies Department ●
www.eastern.edu/urbanstudies
610-341-5800

Econsult Solutions ●
www.econsultsolutions.com
215-717-2777

Eustace Engineering ● ●
www.eustaceeng.com
215-346-8757

Fairmount Park Conservancy ●
www.myphillypark.org
215-988-9334

Federal Home Loan Bank of Pittsburgh ●
www.fhlb-pgh.com
800-288-3400

Finanta ●
www.finanta.org
267-236-7000

Fox Rothschild ●
www.foxrothschild.com
215-299-2000

Greater Philadelphia Cultural Alliance ● ●
www.philaculture.org
215-557-7811

Housing Alliance of Pennsylvania ● ●
www.housingalliancepa.org
215-576-7044

HSBC ●
www.us.hsbc.com
800-975-4722

David Hunter ●
347-417-3114

Innova ●
www.innovaservices.com
215-336-0440

JKRP Architects ● ●
www.jkrparchitects.com
215-928-9331

JPMorgan Chase ●
www.jpmorganchase.com
212-270-6000

Keep Philadelphia Beautiful ●
www.keepphiladelphiabeautiful.org
215-854-4000

Key Bank ●
www.key.com
800-539-2968

KSK Architects Planners Historians ● ●
www.ksk1.com
215-599-5382

Lamb Financial Group ●
www.lambfinancialgroup.com
212-375-3000

Local Initiatives Support Corporation - Philadelphia ● ●
www.programs.lisc.org/philly
215-923-3801

Locus Partners ● ●
www.locus-partners.com
215-644-7604

M&T Bank ●
www.mtb.com
215-665-1509

Marcus Reinvestment Strategies ●
www.marcusreinvest.com
267-209-0450

Mialstones Consulting ●
267-975-8919

The Michael's Organization ●
www.themichaelsorg.com
856-596-0500

Murdock Investments ●
215-219-6963

National Equity Fund, Inc. ●
www.nefinc.org
860-596-0500

NeighborWorks America ● ●
www.neighborworks.org
202-760-4000

Newmark Grubb Frank Knight ●
www.ngkf.com
215-561-8300

The Nonprofit Center at LaSalle University ● ●
www.lasallenonprofitcenter.org
215-951-1701

PECO Energy Company ●
www.exeloncorp.com
215-841-5640

Pennsylvania Horticultural Society ● ●
www.phsonline.org
215-988-8761

Philadelphia Corporation for Aging ●
www.pcacares.org
215-765-9000

Philadelphia Industrial Development Corporation ●
www.pidcphila.com
215-496-8125

Philadelphia VIP/Law Works ●
www.phillyvip.org
215-523-9550

Philly Office Retail ●
www.phillyofficeretail.com
215-247-5555

PNC Bank ●
www.pnc.com
888-762-2265

Public Health Management Corporation ● ●
www.phmc.org
215-985-2500

The Public Interest Law Center ●
www.pilcop.org
215-627-7100

Rebuilding Together Philadelphia ●
www.rebuildingphilly.org
215-568-5044

Regional Housing Legal Services ● ●
www.rhls.org
215-572-7300

Republic Bank ●
www.myrepublicbank.com
888-875-2265

Right-Sized Homes, LLC ● ●
www.right-sized-homes.com
215-370-6043

Santander ●
www.santanderbank.com
877-768-2265

Saul Ewing ●
www.saul.com
215-972-7777

Scenic Philadelphia ●
www.scenicphiladelphia.org

Scout Urban LLC ●
www.scout-ltd.com
310-293-4270

Self-Determination Housing Project of Pennsylvania ● ●
www.sdhpc.org
610-873-9595

Sherick Project Management/Stone-Sherick Consulting ● ●
www.sherickpm.com
215-627-8877

Studio Ludo ●
www.studioludo.org
484-843-4102

Sustainable Business Network ●
www.sbnphiladelphia.org
215-922-7400

TD Bank ●
www.tdbank.com
888-751-9000

Thomas Jefferson University Hospitals ● ●
www.jefferson.edu
1-800-JEFFNOW

Tompkins VIST Bank ●
www.vistbank.com
215-722-4566

Traffic Planning and Design ●
www.trafficpd.com
610-326-3100

Turner Law ●
www.turnerlawpc.com
267-207-3584

Urban Affairs Coalition ● ● ●
www.gpuac.org
215-871-1701

Wells Fargo Bank ●
www.wellsfargo.com
800-869-3557

Wilson Associates ● ●
610-645-5392

PACDC CELEBRATES ITS 25TH ANNIVERSARY



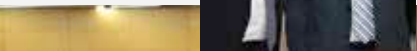
PACDC has come a long way from a dream shared by a handful of CDC leaders to what we are today, and our journey could not have taken place without our members and supporters. We are humbled by the work you do to strengthen neighborhoods across our city. We thank you for walking with us for the last 25 years, and for giving us the inspiration to continue for the next 25 years.





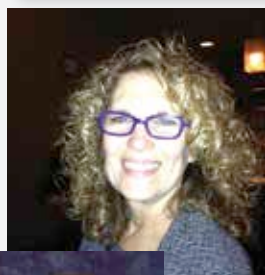
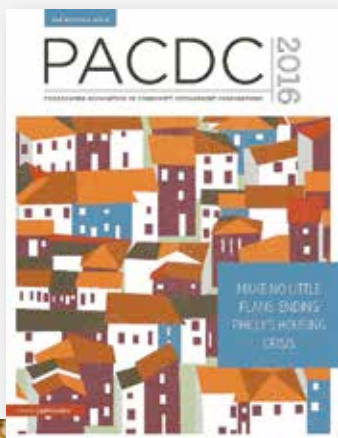
Opposite page, clockwise:

State Representative John Taylor at Land Bank state authorizing bill signing; Belinda Mayo; Sister Mary Scullion; Mayor Ed Rendell and Steve Culbertson (founding executive director); Housing Director Deborah McCulloch and Rick Sauer; Councilman W. Wilson Goode, Jr., State Representative Dwight Evans, PACDC board members and allies; Councilman W. Wilson Goode, Jr.; Rose Gray (board president); Mayor John Street, State Representative Curtis Thomas and Housing Secretary Kevin Hanna at Philadelphia Housing Trust Fund bill signing.



This page, clockwise:

City officials and private funders at Collective Strength report release; John MacDonald (past board president); Herb Wetzel (founding board member); PACDC's 2015 Mayoral Candidates Forum; John Carpenter (founding board member); Mayor Michael Nutter, City Councilmembers, and Majeedah Rashid (board member) at Land Bank bill signing; Mayor Jim Kenny at PACDC Equitable Development Symposium; Deputy Mayor Alan Greenberger, Rick Sauer, Eva Gladstein and Bill Salas (founding Board President) at Zoning Code bill signing; Michael Rubinger; Nora Lichtash (founding board member); Blane Stoddart and John Chin (past board presidents).



Know

that serving the
community makes
a lasting impact.



PNC is proud to congratulate PACDC's 25 years. We appreciate all you've done for our local community and economy. Thank you for all that you do.

*Kafi M. Lindsay, VP and Market Mgr.
PNC Community Development Banking
215-585-4606*



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