

# PACDC

Philadelphia Association of Community Development Corporations



Celebrating

Years

2012

Dear Friends,

We are pleased to share with you the 2012 Edition of PACDC Magazine. It highlights exciting triumphs in a stellar year and celebrates two decades of success. Inside you'll read about...



- PACDC's **policy** wins involving the Philadelphia Housing Trust Fund, Zoning Code Reform, Philadelphia CDC Tax Credit Program, and vacant property reform;
- Highly-rated **member services** including technical assistance and training on everything from Fundraising and Economic Development Finance to Arts/Culture as Economic Drivers;
- Our Blue Ribbon and other **Award winners'** stories of excellence and innovation; and,
- **Twenty-year reflections** of long-time CDC leaders and their visions for the future.

We wish to thank...the many partners that make it possible for PACDC and its members to be successful—funders, colleagues, and public officials, as well as the residents and businesses that invest their time and effort to improve our neighborhoods.

We look forward to...building on 20 years of success to ensure that PACDC is *A Strong Voice in Policy*, builds *Strong CDCs*, and ultimately creates *A Strong City*.

Sincerely,

Rick Sauer, Executive Director

John Chin, Board President



*Supporting CDCs. Strengthening Neighborhoods.*

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PACDC Magazine is distributed free of charge to members and friends of PACDC. Every effort is made to ensure the accuracy of published information.

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# Contents 2012

## Departments

About PACDC p. 4  
Our Mission, Vision and Funders

CDCs In Motion p. 5  
CDC Accomplishments and Events

View Points p. 8  
New Market Tax Credits: An Innovative  
Economic Development Incentive  
by Michelle Mooney

Philadelphia Urban Agriculture  
and Community Development:  
A (Mostly) Recent History  
by Domenic Vitiello

PACDC Policy 2012 p. 15

PACDC Supporters p. 37  
Thank you to the generous support  
of our members and partners

Members Directory p. 48  
PACDC Members and  
Contact Information



*An Early Image of PACDC Board Members and Elected Representatives at City Hall*

## Features

**Membership Services** p. 12  
Stronger Collaborations Help  
to Build Strong CDCs

**Cover Story** p. 18  
Twenty Years Going Strong and Getting Stronger  
CDC Leaders Discuss Neighborhood Development  
and Philadelphia's Future

## PACDC's 2012 Awards for Community Development Excellence

Winners and Finalists p. 25

Community Development Champion  
*Honoring Champions of Zoning Reform*

Rising Star Award Winners  
*Honoring 40 and Under Professionals*

Community Leader Award  
*Honoring Outstanding Volunteer Service*

Blue Ribbon Awards for  
Community Development Excellence:  
*Large CDC, Small CDC, Finalists*



# PHILADELPHIA ASSOCIATION

of  
COMMUNITY  
DEVELOPMENT  
CORPORATIONS



*Supporting CDCs. Strengthening Neighborhoods.*

## About PACDC

### **A Strong Voice in Policy**

PACDC's advocacy is a unifying and compelling voice in government, business and foundation forums where decisions affecting neighborhoods are made.

### **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.

*A Strong Voice in Policy*

*Strong CDCs*

*A Strong City*

## Our Supporters

*PACDC gratefully acknowledges these funders for their leadership in supporting our efforts to build **A Strong Voice in Policy**, **Strong CDCs**, and **A Strong City**:*

Oak Foundation

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Office of Housing and Community  
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Archer & Greiner, P.C.

Bank of America

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The Home Depot Foundation/NACEDA

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NeighborWorks America

PECO, an Exelon Company

Pennsylvania Housing Finance Agency

PNC Bank

Samuel S. Fels Fund

Sovereign Bank/Santander

Susquehanna Bank

TD Bank

Wells Fargo

*To learn more about PACDC, the work of its members or how to join, visit us at [www.pacdc.org](http://www.pacdc.org).*

*CDCs in Motion is an information sharing resource highlighting the major achievements, honors, and initiatives that keep CDCs moving forward in their efforts to strengthen Philadelphia's neighborhoods. To submit your organization's information, email us at [info@pacdc.org](mailto:info@pacdc.org) and mark CDCs in Motion in the subject line.*

## The Enterprise Center CDC Set to Open New Culinary Facility

The Center for Culinary Enterprises is an innovative multi-use commercial kitchen center designed to be an engine for creating food-related jobs and businesses, and to provide resources to emerging food entrepreneurs in Philadelphia. Construction on the 13,000 plus square foot, \$5 million facility began this past fall and is expected to be completed in summer 2012. It features three shared-use, licensed commercial kitchens for rent to culinary entrepreneurs, an eKitchen Multimedia Learning Center, three retail spaces and access to The Enterprise Center's existing Walnut Hill Community Farm. For more information, call (215) 895-4075 or visit [www.philafood.org](http://www.philafood.org).

**"Food growth and production efforts foster local businesses that provide jobs for people with different skill levels and training needs. A few organizations, such as The Enterprise Center in West Philadelphia...are beginning to use food as the centerpiece of a strategy to build neighborhood wealth and economic opportunity."**

**– City of Philadelphia  
Greenworks Philadelphia**



## Impact Services Launches New Business Line



Impact Services Corporation recently launched its

newest business venture to provide low cost business support while creating opportunities for hands on learning for its workforce development efforts. Impact Information Solutions provides a range of services, including digital color printing, high volume copy services and document scanning services, shredding of paperwork, assistance with mailings, and other needed support services. Impact has a deep entrepreneurial portfolio that ranges from a successful Center City-based copy center, the widely acclaimed Buildings Materials Exchange, and a successful document storage business sold to a for-profit entity. Contact Bill Ubil for more information or to request a quote at [bubil@impactservices.org](mailto:bubil@impactservices.org).

**"This project is a Win-Win for not only Impact and our constituents, but also for non-profits, and area businesses of all sizes."**

**– John MacDonald, President and CEO  
Impact Services Corporation**



## Project H.O.M.E. Celebrates Grand Opening of James Widener Ray Homes

March 5th marked the grand opening of Project H.O.M.E.'s newest residence, the James Widener Ray Homes in the Tioga/Nicetown neighborhood. Named after the founder of the lead funder of the Raynier Institute and Foundation, James Widener Ray Homes is the result of an innovative public/private partnership. It provides 53 units of permanent, supportive housing for formerly homeless men, women, and children, as well as veterans and low-income families. For more information on Project H.O.M.E. and its range of programs, visit them online at [www.projecthome.org](http://www.projecthome.org).

## Nicetown CDC Completes Nicetown Court I

The 60,000 square foot building, which features 37 apartments, a community medical office, and a beauty salon and spa, opened in December 2011. The development is a core component of Nicetown CDC's commercial and residential redevelopment strategy. The \$15 million development is a joint venture between Nicetown CDC and Universal Companies. For more information, contact Nicetown CDC at (215) 329-1824. See photo of Nicetown Court I on page 19.

**"I believe this building is going to bring more life, more energy, and more people taking pride in the neighboring block."**

**– Curtis McAllister  
longtime Nicetown resident**



Local Initiatives Support Corporation  
and National Equity Fund, Inc.

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Are proud to support PACDC's  
Annual Gala Fundraiser!

Thank you for your hard work  
and dedication to affordable  
housing in Philadelphia.

We salute PACDC and its members on a  
job well done in Philadelphia's neighborhoods!

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*NeighborWorks America salutes the*


# Philadelphia Association of Community Development Corporations on its 20th Anniversary.

Our congratulations to PACDC's 2012 Rising Stars:  
Kevin Gray, from our NeighborWorks charter member,  
New Kensington Community Development Corporation (NKCDC),  
and Jennifer Rodriguez from Asociación Puertorriqueños en Marcha (APM),  
and to all of tonight's award winners.

We are proud to partner with PACDC in support of professional and resident training,  
and neighborhood revitalization efforts throughout the city of Philadelphia.  
Watch for new local opportunities for resident leadership development in 2012 and the  
return of the NeighborWorks Training Institute to the Philadelphia area in August 2013!

—  
**NeighborWorks America Northeast Region**  
80 Pine Street 32nd Floor New York, NY 10005  
212.269.6553      [nw.org](http://nw.org)  
—

Deborah Boatright, Regional Director  
Keith Getter, Ramona Johnson and Susan Jouard, Philadelphia Outreach Team

Follow us on  and 

Working Together for Strong Communities



## New Market Tax Credits: An Innovative Economic Development Incentive

*This article is a follow up to a two-day training on New Market Tax Credits led by Michelle Mooney from the National Development Council that PACDC sponsored in January 2012 with the support of the Citi Foundation.*

### What are New Market Tax Credits?

New Market Tax Credits (NMTCs) are a federal program to support economic development in communities across the country. The idea behind the bi-partisan NMTC legislation was that there are good business opportunities in low-income communities, but the cost and scarcity of capital in these “New Markets” is a considerable impediment to stimulating economic growth.

The purpose of the credits was to stimulate private sector investment in low income, economically distressed urban and rural communities. NMTC Investors receive a 39% tax credit against federal income taxes and businesses and real estate projects in qualified areas receive equity or loans with below-market terms and conditions.

**“ I believe that New Markets work best as gap financing for community-supported developments that have sustainable operating budgets. They can’t make a bad project good, but they can make a good project happen.”**

**– Andy Frishkoff  
Executive Director, Philadelphia LISC**

Unlike many federal incentive programs, NMTC is very flexible in the types of projects that can be assisted. The program has been used to fund a variety of developments including mixed-use, manufacturing, charter

schools, community facilities, grocery stores/local retail, for-profit and nonprofit office space, university facilities, high-tech business incubators, etc. Projects that cannot be assisted include golf courses, gambling facilities and mixed-use developments generating commercial revenues at less than 20% of gross revenue. Under the current program and tax credit pricing, an eligible \$10 million project could attract \$2.38+ million in net NMTC equity.



Rendering: APM's Paseo Verde NMTC project, Wallace Roberts Todd, Architects.

Most projects utilizing the credit to attract equity have total project costs greater than \$5 million because a number of the costs associated with closing a NMTC transaction are not scalable and returns diminish significantly below that level.

### How Do You Get These Credits?

Unlike Community Development Block Grants and other federal entitlement programs, NMTCs are not directly allocated to states or local governments. The CDFI Fund, a division of the US Treasury, administers the program but projects are selected for NMTC financing by Treasury-certified Community Development Entities (CDEs), which include non-profits, banking institutions, private corporations, government-controlled entities, etc.

Allocations of tax credits are awarded to these CDEs annually through a competitive application process. In the most recent round of awards, only 20% of applicants received an allocation. In Philadelphia, local entities serving as CDEs include the Local Initiatives Support Corporation, The Reinvestment Fund, PNC Bank, Citi, and the Philadelphia Industrial Development Corporation.

“New Markets Tax Credits are an excellent tool for filling funding gaps in innovative and well-planned community economic development projects. I believe that New Markets work best as gap financing for community-supported developments that have sustainable operating budgets. They can’t make a bad project good, but they can make a good project happen.” – Andy Frishkoff, Executive Director, Philadelphia LISC

### A Local Example

A recent local example of a CDC using the incentive is Asociacion

Puertorriquenos en Marcha for Paseo Verde, a 206,000 square foot Transit Oriented Development project that will feature 120 mixed-income rental units, and 30,000 square feet of ground floor retail and community service space. The \$47.3 million project is a joint venture with Jonathan Rose Companies, and was designed by Wallace Roberts Todd. The project is expected to be complete in 2013. ■

*Michelle Mooney is the Northeastern Regional Director of the National Development Council. For more information on NDC and its range financing tools and educational services, visit [www.nationaldevelopmentcouncil.org](http://www.nationaldevelopmentcouncil.org).*



## Tips For Financing Your Project with NMTCs

**Identify Key Service Targets:** NMTCs are designed to address capital deficits in projects located in low-income communities and/or benefiting low-income persons. Use the mapping tool on the CDFI Fund's website ([www.cdfifund.gov/what\\_we\\_do/mapping.asp](http://www.cdfifund.gov/what_we_do/mapping.asp)) to confirm if census tracts in your area qualify.

**Find a Local Resource:** Once a sponsor determines that it has a qualified project in need, it should search for a CDE that has a NMTC allocation serving its area. The CDFI Fund website has a list of CDEs and areas served; whether they currently have remaining allocation; and generally what types of projects they prefer to finance.

**Make a Strong Case:** Some important benefits to highlight include job creation, especially to the extent that such jobs will be available to low-income communities and residents; increased goods and services for low-income communities; "green" features; benefits to nonprofits, minority/woman owned enterprises or local businesses; etc.

**Leveraging is Critical:** The project budget is especially important because to utilize the NMTC leverage model to attract equity to a project, the project needs a source of leverage. Some potential sources of leverage include developer equity, capital campaign proceeds, commercial loans, and public funds. Leverage loans must be non-recourse debt and must be interest only for seven years.

**Get Professionals to Help:** Businesses and developers receiving NMTC assistance will want to seek experienced and qualified legal counsel and possibly consultants. NMTC is a relatively new program, so it is important to confirm the type and level of experience of any experts before they are retained. ■



## Philadelphia Urban Agriculture and Community Development: A (Mostly) Recent History

*This article is a follow up to a workshop on food access and urban agriculture that PACDC sponsored in September 2011. The author, Domenic Vitiello, was a presenter at the workshop.*

### Waves of Gardening, Mainly in Tough Economic Times

Philadelphians have deployed urban agriculture in community and economic development for more than a century. Established in 1897, the Vacant Lot Cultivation Association helped people access land, involved children in gardening, and encouraged adults to start market gardens much like today's urban farms.<sup>1</sup> During World Wars I and II, individuals and organizations planted Victory Gardens that supplied a large portion of household diets. Beginning in the 1960s, as deindustrialization and population loss left many properties vacant, migrants from the South, Puerto Rico, and Southeast Asia built the city's densest concentrations of gardens in North, West, and South Philadelphia. A half dozen large allotment gardens, most famously Glenwood Green Acres along the railroad tracks in North Philadelphia, enabled some people to grow at a larger scale.

### Leading Support Programs

***From the 1970s through 90s, Philadelphia had one of the nation's greatest urban agriculture support sectors.***

The Pennsylvania Horticultural Society (PHS) established the Philadelphia Green program in 1974. Penn State's Urban Gardening Program began in 1977, part of a six-city demonstration project that grew into a nearly two-decade national program. They played complementary roles for the city's gardeners. PHS helped organize prospective gardeners to gain access to lots and provided compost, fencing, and other materials, much as its Garden Tenders and City Harvest programs still do today. Penn State offered training, seeds, and technical assistance with crops. By the mid-1990s, Penn State supported some



## Viewpoints

city, over half of Philadelphia's community and squatter gardens growing food shut down. The number of community and squatter gardens growing food declined from 501 in 1996, to 227 in 2008.

We attributed this change mainly to three factors.

First, in 1996 Congress de-funded the Urban Gardens Program, which closed in Philadelphia in 2000. Around this time, private foundations pulled support from PHS's community gardens programs, such that by 2008 they provided ongoing support to 37 gardens (45 by 2011).

Second, city policy shifted from substantial support for community gardens in the 1980s and 90s, to limited, if any, support as well as some bulldozing of gardens through the Neighborhood Transformation Initiative.

Third, and perhaps most significant for the loss of gardens, was the aging of older generations of gardeners, and their lack of replacement by new gardeners.

### Food Production and Distribution: A Vital Form of Social Support

Despite this decline, in 2008 we estimated that community and squatter gardeners in the city produced close to \$4.9 million of food. That was more than farmers markets and urban farms in the city combined sold or distributed that year. We found that the great majority of gardeners donate a substantial portion of their harvest to extended family, neighbors, fellow church members, and strangers. Gardeners often do this as a deliberate strategy to help other people who are hungry, especially youth and seniors, through both institutional and informal means. The relationships they build enable diverse forms of social support and community building.

### Urban Agriculture Today...

Since 2008, community gardens have grown in middle class neighborhoods, where the Neighborhood Gardens Association land trust has been most successful preserving gardens. In low-wealth neighborhoods some gar-

dens have shut down while others have been started (farms and farmers markets have grown quickly, and we are conducting a new survey of gardens this summer). A new generation of urban farms has also grown up, almost as diverse as the gardens, close to 40 of them supported by PHS and its City Harvest Growers Alliance program.

**Philadelphia is one of the great centers of urban agriculture in North America, with vibrant gardens, farms, and support programs.**

### ...and Tomorrow?

Yet urban agriculture is not as healthy and sustainable a sector as it can and should be. Many gardens face short-term challenges of generational succession. The city still lacks strong or clear urban agriculture policies, especially about land tenure and animals. The public lacks a transparent, navigable way to find a plot in gardens citywide. Perhaps most importantly, the majority of community gardeners and farmers in Philadelphia are unsure of where they can invest their meager funds and vast energies, mainly because they do not have secure or predictable land tenure. These are all problems that community development organizations can help tackle in their social programs, community organizing, advocacy, and landholding. ■

*Domenic Vitiello is a professor of Urban Studies and Planning at the University of Pennsylvania, was founding president of the Philadelphia Orchard Project, and studies urban agriculture across North America. Some of his work and that of his students can be found at: <https://sites.google.com/site/urbanagriculturephiladelphia/>*

1. Much of the history of community gardening in Philadelphia is recounted in Laura Lawson, *City Bountiful: A Century of Community Gardening in America* (Berkeley: University of California Press, 2005).

*Photo credits: Pennsylvania Horticultural Society, page 9, Hansberry Garden, Germantown; page 10, The Spring Gardens, Spring Garden.*

500 gardens in the city, all growing food. Philadelphia Green supported most of these, plus hundreds more ornamental gardens and green spaces. Scores of neighborhood groups, including CDCs, churches, and senior centers, supported gardens, sometimes offering or acquiring land.

### Lasting Impacts

**Community gardening has been one of the most important, lasting, and impactful community development activities in poor and gentrifying neighborhoods since at least the 1970s.**

People reclaimed lots, built relationships that supplied other forms of social support, improved safety, and in some dramatic cases pushed away drug sales and prostitution (though drug markets have put more gardeners out of business than the other way around). Gardening was an activity principally for first generation migrants, rarely passed on to their children, and often something people did – or did more – upon retirement. It remains an important factor in the quality of life, especially of older people in low-wealth communities. It also helped gentrify and create vital public spaces in neighborhoods surrounding Center City.

### Decline of Community Gardening

Yet from the mid-1990s to 2008, when colleagues and I surveyed gardens across the



*Congratulations  
to all the award winners!*

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**We applaud your community development successes**



**We're your housing resource. Welcome home.**

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**Tom Corbett, Governor • Brian A. Hudson Sr., Executive Director & CEO**



**“The industry needs more opportunities for professional development and training. I applaud groups like PACDC who are committed to seeing a skilled and educated workforce evolve in community development.”**

*– Rick Cohen, National Correspondent for Non Profit Quarterly and Former Executive Director for the National Committee for Responsive Philanthropy*



## Strong Collaborations Help to Build Strong CDCs

**“The information was timely and presented in a fashion that was very palatable for the lay person. Not only was the information helpful, but the presentation was well timed so we all were able to ask questions and also hear from the other CDCs in the room. It far exceeded my expectations and I look forward to more training classes!”**

*– Shelly Anthony White, Executive Director Greater Brewerytown CDC*

PACDC is committed to providing a range of technical assistance, trainings, and networking opportunities designed to build our members' capacity and broaden awareness of neighborhood revitalization strategies. Thanks to strong collaborations with a range of local and national partners, during the past year PACDC members had the opportunity to explore topics as diverse as using arts as a community development strategy, food access and urban agriculture, and innovative approaches to small business development. Here are highlights of our key programs:

### Arts and Neighborhood Development


The Greater Philadelphia Cultural Alliance and PACDC hosted an Arts and Community Development workshop featuring local and national examples of how arts can drive community revitalization. The session, held at the Asian Arts Initiative, attracted more than 80 CDCs and arts groups that enjoyed presentation by the Office of Culture of the City of Pittsfield, MA describing its nationally acclaimed Storefront Arts Project. Other presentations from PACDC members New Kensington CDC highlighted its range of arts programs and redevelopment efforts along the Frankford Arts Corridor, and Philadelphia Chinatown Development Corporation shared insights on its growing partnership with the Asian Arts Initiative as well as its cultural destination efforts.



## Urban Agriculture and Food Access

Increasingly CDC are facing hunger issues among their constituents coupled with growing demands for better access to fresh food in their neighborhoods. PACDC partnered with The Food Trust, Pennsylvania Horticultural Society and others to explore these important topics in the context of neighborhood stabilization and revitalization. Featured speakers for the half-day workshop at The Enterprise Center included leading scholar and author Domenic Vitiello, representatives from the Urban Tree Connection, Penn State Cooperative Extension department, and the Greater Philadelphia Coalition to End Hunger, as well as PACDC member organizations The Enterprise Center CDC and New Kensington CDC. Nearly 40 people attended the program including representatives from the City's Office of Sustainability and Commerce Department.

## Citi Finance Academy a Success

 Thanks to underwriting from Citi, PACDC's first trainings of 2012 were a strong success—with capacity classes for two, two-day trainings on Economic Development Finance with an emphasis on small business credit analysis, and an introduction to New Market Tax Credits led by the National Development Council—one the country's most respected economic development finance training providers. The sessions attracted a broad range of experienced practitioners, new staff members, and municipal redevelopment agencies from as far as York, PA; and Union City, Camden; and Newark, NJ. These programs received outstanding feedback from participants—so much so that Citi has committed additional National Development Council training opportunities to PACDC this year.

## Fundraising Technical Assistance Project Launched

This spring saw the launch of our pilot technical assistance program with Fairmount Ventures to build the fundraising capacity of PACDC's CDC members. Six organizations were selected to receive one-on-one technical assistance from Fairmount—one of the region's most experienced fundraising consultants with a portfolio of large and small agencies working in private and public funding spheres. The participants include: Francisville Neighborhood Development Corporation, Greater Brewerytown CDC, Korean Community Development Services Center, Logan CDC, Ogontz Avenue Revitalization Corporation, and Roxborough Development Corporation. Fairmount is customizing recommendations that the participating organizations can implement quickly. PACDC will be working with program partners to review accomplishments and lessons learned in the pilot to help inform future technical assistance in this area.

## Measuring Impact: PACDC Survey and Impact Report Underway

Few can tell your story better than you, and what better time to do so than now!? PACDC continues to gather surveys and data for its CDC Impact Report with the goal of releasing the report by the end of 2012. The report will include comprehensive data analysis, led by Econsult, as well as a multitude of stories reflective of both the seen and unseen impacts of resident driven revitalization efforts. CDCs who have not already completed their surveys are urged to contact Pamela Bridgeforth, Director of Programs, at [pbridgeforth@pacdc.org](mailto:pbridgeforth@pacdc.org) or (215) 732-5829. The story of CDC work in communities large and small is too important to not include the broadest possible perspective. We will keep you posted on our efforts and look forward to sharing with you the survey's outcomes soon.



## Other Trainings, Networking and Peer Learning Sessions by PACDC:

- Co-hosted a workshop with Regional Housing Legal Services at the Philadelphia Bar Association, "Revitalizing Commercial Corridors: What Every Non Profit Should Know About Federal Tax Law."
- Presented a half-day training with Fairmount Ventures, "Strategic Fundraising: A Workshop for Non-profit Staff with Little or No Fundraising Experience."
- Conducted a Communications 101 session for members, and sponsored a "Human Resource Management Workshop and Clinic: What Every Non-Profit Needs to Know" in collaboration with Exude.
- Hosted the fourth installment of our on-going Dinner with Friends at the Arden Theater at the Philadelphia premiere of *August: Osage County*. The bitterly funny play was enjoyed by nearly two-dozen PACDC members and their friends and family.

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*Top, left: Megan Whilden, Director of the Office of Cultural Development, City of Pittsfield, MA giving a presentation at the Arts and Community Development Dynamic Partners Workshop co-sponsored with Greater Philadelphia Cultural Alliance and PACDC. Below, left: Workshop participants at the Arts and Community Development Dynamic Partners Workshop.*

*Top, right: Economic Development Finance training led by National Development Council.*





PACDC Annual Membership Meeting in Energy Hall at PECO, An Exelon Company.

### Summer Community Leadership Institute

PACDC and NeighborWorks America are collaborating to advance greater learning opportunities for PACDC members within the broad range of NeighborWorks nationally recognized portfolio of programs. One initiative in particular is the development of a one-day Community Leadership Institute that would feature workshops, peer learning and networking for community leaders and volunteers engaged with our member CDCs. Key topics are leadership building, team building skills and collaborating together, organizing for community safety and more. We will be working with NeighborWorks and our Member Services Committee to further develop this day-long learning opportunity with the goal of integrating trainings for professional staff as well.

**“NeighborWorks America is proud to partner with PACDC to offer continuing education and training for community leaders throughout Philadelphia. Resident and volunteer leaders are the heart and soul of community development. There is no real neighborhood progress without their active engagement. Community development organizations are also increasingly complex, and professionals must continually advance their skills to excel in a challenging environment. Through targeted opportunities for both professionals and resident leaders, we look forward to contributing to the success of PACDC and its member organizations.”**

**– Deborah Boatright  
Northeast Regional Director  
NeighborWorks America**

### Other Upcoming Workshops

PACDC is planning additional trainings and workshops in response to needs identified by our members, including: Effective Strategies for Using Pennsylvania’s Conservatorship Law, in collaboration with the Housing Alliance of Pennsylvania and Regional Housing Legal Services; training on business attraction and retention on commercial Corridors with national consultant Larisa Ortiz and LISC; and accessing vacant property from the city using their new “Front Door” or single point of entry.

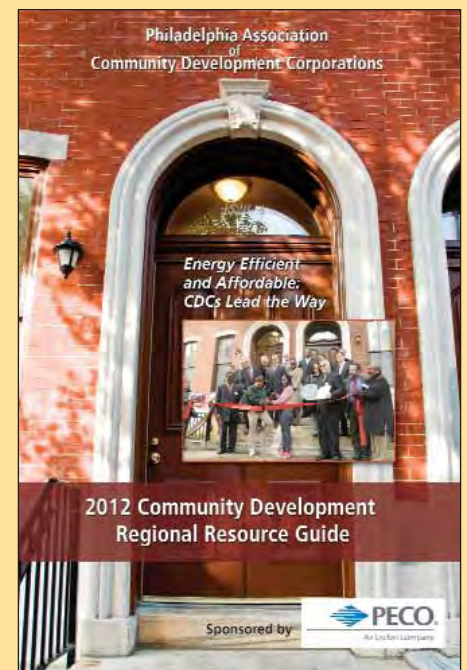
### 2012 Community Development Regional Resource Guide A Hit

Working in partnership with PECO, an Exelon Company, PACDC produced its popular annual guide featuring a rich compilation of community development information, ranging from addressing housing needs to how to contact local media and elected officials. This year’s theme of energy efficiency highlighted the outstanding work of PACDC members engaged in energy conservation, weatherization and other environmentally conscious initiatives from new construction to rehab. Members featured included: 1260 Housing Development Corporation, Project H.O.M.E., People’s Emergency Center CDC, New Kensington CDC, Ogontz Avenue Revitalization Corporation, and Women’s Community Revitalization Project. ■

## Get Your Guide

### PACDC’s 2012 Regional

**Resource Guide** is your connection to navigating your way through numerous city agencies and community development programs. PACDC’s *Regional Resource Guide* is an easy to use, finger-tip resource for professionals and the public for local, regional and national information on a range of issues important to community development. PACDC’s Regional Resource Guide also features some of the excellent work of PACDC’s members in neighborhoods throughout the city.



**“I love your resource guide  
...Beautiful and useful.”**

–A. Williamson, New Kensington CDC

For more information on obtaining a copy or advertising in our next edition of *PACDC’s Regional Resource Guide*, contact Pamela Bridgeforth at [pbridgeforth@pacdc.org](mailto:pbridgeforth@pacdc.org) or 215-732-5829.



## PACDC Policy and Advocacy Efforts Get Results

As an effective advocate for policy that leads to stronger, healthier communities and addresses residents' needs, PACDC is the "go-to" organization in Philadelphia for neighborhood development. In 2011, PACDC achieved several "Big Wins" that strengthen neighborhood shopping districts, build and preserve affordable homes, enhance the quality of life in low- and moderate-income neighborhoods, and increase opportunities for investment in Philadelphia. During the past year, we advanced all four of our policy priorities:

### Expanded Economic Opportunity

PACDC worked with Councilman Wilson Goode, Jr. to expand and strengthen the Philadelphia CDC Tax Credit Program to support economic development activities in neighborhoods across the city. We succeeded in: a) extending the program another 10 years; b) increasing the number of partnerships from 30 to 35, including up to three non-profit intermediaries who advance the work of CDCs; and c) preserving the 100% tax credit for an annual \$85,000 contribution.

### Expanded Housing Opportunity

PACDC successfully advocated for an increase in new dedicated funding for the Philadelphia Housing Trust Fund by at least \$3.5 million annually that took effect February 2012. To date, the Trust Fund has raised more than \$65 million in dedicated resources to build and repair affordable homes and prevent foreclosure and homelessness, benefitting more than 5,500 families and leveraging more than \$225 million in non-City funds.

*Vacant land in Eastern North Philadelphia.*



### New Zoning Code

PACDC played a leadership role in advocating for a new Zoning Code, facilitating numerous meetings to provide input to the Zoning Code Commission, organizing stakeholders to support constructive changes, and working with community development organizations and other strategic partners to make the new code a reality. The new code goes into effect August 2012.

### Reform of the City's Vacant Property System

PACDC is leading a broad range of stakeholders to advance reform of the City's system for acquiring, managing and disposing of vacant properties and ultimately to create a Philadelphia Land Bank. Our goal is to facilitate the productive reuse of vacant properties by non-profit and for-profit developers, businesses, and neighborhood residents for a wide range of uses, while also strengthening the City's tax base and creating jobs. We are working closely with the Nutter Administration, City Council, and a range of allies to implement a more transparent, effective and efficient system, including a new land management data system and disposition policy in conjunction with opening a "Front Door" or single point of entry to acquire property from the City. We continue to work toward the needed next step – creation of the Philadelphia Land Bank to consolidate the fragmented ownership of vacant properties to better facilitate their reuse. ■



PACDC was featured in the Center for Community Change Winter 2012 Housing Trust Fund Project Newsletter.

Looking forward, PACDC is working to achieve the following policy goals:

- The reality of a Philadelphia Land Bank;
- Preservation and restoration of federal and state resources for affordable housing and community development through a regional coalition effort in collaboration with the Housing Alliance of Pennsylvania;
- An increased financial commitment from the City to address the housing and economic development needs of Philadelphians and their neighborhoods;
- Implementation of our Commercial Corridor Working Group's recommendations to strengthen neighborhood shopping districts;
- Implementation of measures to protect low-income homeowners from rising property taxes; and
- Advancing weatherization repair of multi-family and single-family properties through our work with the Philadelphia Weatherization and Conservation Collaborative.

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# 20



PACDC  
Incorporates

OHCD Funding  
for Neighborhood  
Strategic Plans  
and PACDC GIS  
Mapping Support

PNDC Operating  
Support for  
CDCs Launched

Homeownership  
Rehabilitation  
Program Created

Nuts and Bolts  
Conferences

Mixed-Use Facility  
Financing Initiative  
Launched

CDC Tax Credit  
Program Created

1992 1993 1994 1995 1996 1997 1998 1999 2001 2002

## PACDC 20 Years of Achievement



### CDC Leaders Discuss Neighborhood Development and Philadelphia's Future

During the past two decades, strong community development corporations (CDCs) in many of Philadelphia's neighborhoods have leveraged private and public investments and have contributed significantly to local stability and revitalization.

While much work still needs to be done, many communities throughout the City are stronger now due to improved housing stock, enlivened commercial corridors and broader resident engagement. Leading much of this work are CDCs and their resident partners who tackle everyday issues such as litter and safety and deal with broader concerns such as advocating around vacant land and increasing community activism.

In honor of its 20th Anniversary, the Philadelphia Association of Community Development Corporations (PACDC) asked a sampling of its CDC members – Rose Gray, Vice President of Asociación Puertorriqueños en Marcha; Nora Lichtash, Executive Director of Women's Community Revitalization Project; Majeedah Rashid, Chief Operating Officer of Nicetown CDC; Bill Salas, President and Chief Executive Officer of HACE; and Sister Mary Scullion, Executive Director and Co-Founder of Project H.O.M.E. – to reflect on their work during the last two decades and to share their insights and vision for the next twenty years of neighborhood development. Here are excerpts of their comments:



# Years

## Going Strong & Getting Stronger

2003 2004 2005 2006 2007 2008 2009 2010 2011 2012

CDC Tax Credit Expanded	Philadelphia Housing Trust Fund Launched	CDC Tax Credit Expanded	Housing Trust Fund Expanded	New Zoning Code Approved	CDC Tax Credit Expanded
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PACDC: Your organizations represent diverse neighborhoods that either have or are undergoing significant transformation. What would you rank as the most important accomplishment as part of that transformation?

**Majeedah Rashid:** "It's our commitment to a resident-driven approach to community economic development. We have done it by prioritizing, educating and building capacity of residents and businesses, regardless of the labor intensity and challenges that often come with it. It has helped us to ensure inclusion and build trust and support in our planning and development processes to deliver affordable housing, economic development/commercial



Majeedah Rashid

corridor revitalization, land care and management, social services, and arts and culture. These are our goals and objectives, and it is how we fulfill our mission."

**Rose Gray:** "Managing economic change through an equitable development strategy has been key to APM's approach to community revitalization and we believe that this approach has led to our success."

**Nora Lichtash:** "At WCRP, we value both physical development and leadership development. We are engaged in neighborhood

planning and visioning so that we can honor what was here and make feasible and realistic plans for what will be here in the future. Our

success is that we spend a lot of time listening, hearing and reflecting back the key issues our constituencies want addressed. There is empowerment when you feel your issues are being heard and acted on in a way that reflects shared values from a mix of people."

**Sister Mary Scullion:** "During the past 22 years, Project H.O.M.E. has developed 486 units of affordable housing in multiple neighborhoods across Philadelphia. Of this, 128 units (26%) are located in North Central Philadelphia, where we engage in community economic development work. Our place-based work has been, and continues to be, the bedrock from which Project H.O.M.E. shapes and informs its work as an organization. Our work in the neighborhood has had





a tremendous impact in our ability to understand the complex relationship between poverty and homelessness. It is from the neighborhood and the communities that we serve, that the organization has been able to develop effective relationships, models, and policy for stemming the cycle of homelessness.”

**PACDC:** What else do you see your agency being engaged with to move this work still farther along?

**Rose Gray:** “APM takes a holistic approach to community revitalization. It’s not just bricks and mortar. Quality of life issues must be included and addressed in all community and economic plans, and going forward we will need to embrace issues around climate change carbon foot print reduction and other energy issues.”

**Bill Salas:** “Continuing to advocate for policy and systems change which continues to be a focus and a primary reason why HACE was a co-founder of PACDC...The membership has advocated with and supported PACDC in its work, enabling PACDC to emerge into a major contributor in the City’s planning of its neighborhood development strategy.”

**Sister Mary Scullion:** “Making our North Philadelphia community a hub for educational excellence, economic opportunity and wellness. In addition, I see our work expanding around hunger, violence, preservation and environmental sustainability.”

**PACDC:** How has your involvement with PACDC helped your work?

**Sister Mary Scullion:** “PACDC



**Rose Gray**

has been an essential voice for the CDC community—most significantly PACDC has helped to champion policy that has led to the Housing Trust Fund, CDC Tax Credit, and most recently its work with the city on vacant land reform.”

**Majeedah Rashid:** “PACDC has provided the foundation of

cutting-edge and effective education for myself, our staff and colleagues. Membership with PACDC has ensured that we are poised to obtain and utilize best practices and critical information from those with replicable models, and key players on the City, State, and Federal levels. PACDC literally put us in the mix with the City’s CDC Tax Credit Program that partnered us with Comcast Corporation in 2009. The catalyst to



**Sister Mary Scullion**

Nicetown’s revitalization – Nicetown Court I & II – is situated on a previously forgotten commercial corridor that had seen no investment for more than 20 years.”

“I would say that our involvement with PACDC has been instrumental in leveraging and supporting nearly \$100 million in economic development in Nicetown.” – Majeedah Rashid, Chief Operating Officer, Nicetown CDC

**Nora Lichtash:** “PACDC is a model of coalition building. I have learned a lot about how other neighborhoods are working from being a part of PACDC. That’s important to me.”

**Rose Gray:** “PACDC and its membership have been at the forefront of creating public policy that has led to community transformations across Philadelphia. One of the most impactful of these policies has been the housing trust fund that has provided funding and technical support that supported the development of hundreds of affordable housing units. Today, we stand ready to ensure that land will be available to continue our missions through our policy work with the city and other stakeholders on the development of a land bank. We have come a long way thanks to the leadership, staff and membership at PACDC.”





**PACDC:** "What is your vision for your community in the next 20 years?"

**Bill Salas:** "My vision is that neighborhoods become communities of choice and provide opportunities for residents."

**Nora Lichtash:** "Right now is a very hard time, but my hope is that we will be smart enough to elect the right leadership that listens to us. I'd love to envision abundance for our communities—that we are not displaced and that the community is multi-raced and diverse and that we realize that we have hope in strength."

**Sister Mary Scullion:** "In the next five years, Philadelphia will be the first US city to end street homelessness. In the next 15 years...We can end homelessness permanently."

**PACDC:** If you could offer one piece of advice for those coming up in the field, what would you say?

**Rose Gray:** "Vision. Passion. Tenacity. Never accept "no" for someday they will share your vision and say yes."



Bill Salas

**Majeedah Rashid:** "You can always learn something new, and building partnerships, collaborations, and sharing useful information is imperative. Join PACDC!"

**Bill Salas:** "Create collaborations and focus on strengths; create capital and wealth for your organization and the constituents you serve."

**Sister Mary Scullion:** "No matter how big or small the endeavor, never underestimate the power of getting involved... Remain true to your vision but expect the unexpected along the way, and above all persevere!"

**Nora Lichtash:** "Remember the first "C" in community development corporations. I realize you need to watch the bottom line and maintain operations to keep our organizations strong. But we all should realize that real strength comes from the power of community. Community represents potential, the strength and the benefit of our work."



Nora Lichtash

**P. 18 Top:** Mayor John Street signing Philadelphia Housing Trust Fund Legislation into law; Below, left: Mayor Michael Nutter at a PACDC Briefing. Below, right: Friends Rehabilitation Restoration Project

**P. 19** Ogontz Avenue Revitalization Corporation Artists Showcase; Nicetown CDC's Nicetown Court I; APM's Sheridan Street Project; Media attention for Philadelphia Housing Trust Fund; Logan CDC Community Computer Center; Governor Edward Rendell with Founding PACDC Executive Director Steve Culbertson; Friends Rehabilitation Project Kids Space.

**P. 20-21 Top, Left to Right:** Philadelphia Chinatown CDC's 10th Street Plaza; HACE's Lawrence Court; Governor Rendell at PACDC Conference; Esperanza Academy Graduation; 1260 Housing Development Corp., Temple II Ribbon Cutting; The Enterprise Center CDC Walnut Hill Street Team; Roxborough Development Corporation Ridge Avenue; Universal Companies Small Business Development East Falls Development Corp., Trolley Car Café/Bathey House

Below, Left to Right: Women's Community Revitalization Project (WCRP) Community Meeting; People's Emergency Center Technology Center; Impact Services Aramingo Shopping Center; Archdiocese of Philadelphia St. John Neumann Center; Impact Services Day Care Center; Mt. Airy USA corridor marketing banner; Ogontz Avenue Revitalization Corp.'s Jack Kitchen at Press Event Women's Community Revitalization Project (WCRP) Clean-Up Day; New Kensington CDC Garden Center



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# Recognizing extraordinary efforts



Achieving great things in any community takes courage, vision and tremendous effort. What each of us does can make life better for everyone.

**To all of tonight's award winners, you are appreciated and admired every day.**

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Together we'll go far





## PACDC 2011 Gala & Awards Ceremony



**Top Left:** from left to right: Kira Strong, Rising Star Awardee and Vice President of Community and Economic Development, People's Emergency Center; Nicole Hines, Community Leader Awardee; Cicely Peterson-Mangum, Executive Director, Logan CDC; City Councilwoman Marian Tasco.

**Top Right:** from left to right: Blue Ribbon Finalists and Awardees: John MacDonald, President and CEO, Impact Services; Tom Potts, New Kensington CDC; Xin Ge, Special Projects Coordinator, Philadelphia Chinatown Development Corporation; Bill Salas, Jr., President and CEO HACE; Gina Snyder, Executive Director, East Falls Development Corporation.

**Left:** The audience enjoying the presentations at PACDC's 2011 Gala and Awards Ceremony in the Federal Reserve Bank of Philadelphia.

## PACDC 2012 VIP Reception



**Top Left:** from left to right: Rick Sauer, Executive Director, PACDC; Gina Snyder, PACDC Board Vice President and Executive Director, East Falls Development Corporation; Carol Lawrence, Senior Vice President/Territory Manager, PNC Bank.

**Bottom Left:** from left to right: Sherita Glenn, Community Leader Awardee and President, Logan NAC; Cicely Peterson-Mangum, PACDC Board Member and Executive Director, Logan CDC.

**Below:** From left to right: Eva Gladstein, Former Executive Director, Zoning Code Commission; John Ungar, PACDC Board Member and Chief Operating Officer Ogontz Avenue Revitalization Corporation; Stella Tsai, Zoning Code Commission Vice-Chair, Managing Partner, Archer & Greiner; Michael Davidson, PACDC Board Member and Associate, Fineman, Kreckstein & Harris.





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of  
Community Development Corporations**

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and Blue Ribbon Finalists**

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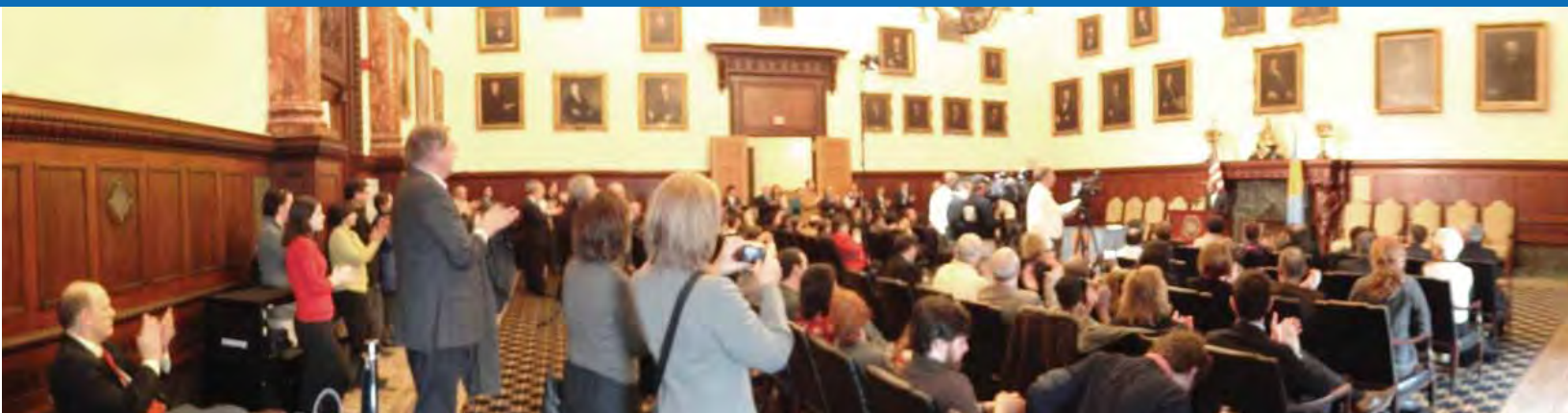
# ACHIEVEMENT: STARTS AT HOME

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# 2012 Community Development Champions



## Community Development Champions Recognized for Zoning Code Reform

Hailed by CDC leaders as a significant advancement for neighborhoods, Philadelphia's new Zoning Code – and the “Champions” who made it happen – are being recognized by PACDC as 2012 Community Development Champions.

Zoning Code reform, a key goal of PACDC and our allies, was achieved with leadership, hard work, perseverance and dedication of hundreds of people who together are being recognized at PACDC's 20th Anniversary Gala. Standing to acknowledge this tremendous group effort are just a few representative leaders associated with this accomplishment:

- Eva Gladstein and Natalie Shieh, who served as Executive Director and Project Manager of the Zoning Code Commission;
- Alan Greenberger, Peter Kelsen and Stella Tsai, who served as Chair and Vice-Chairs of the Zoning Code Commission; and
- City Councilman Frank DiCicco, who sponsored legislation for the new zoning code.

Modernization of the 1962 Zoning Code marks an important step in Philadelphia's path to becoming an economically competitive city with healthy neighborhoods and strong job growth. With a tremendous impact on the quality of life for everyone who lives in, works in, or visits our City, Zoning Code benefits include:

- Recognition of contemporary uses and building opportunities such as computer stores instead of slaughterhouses;
- Clearer language and pictures on how to comply with its provisions;
- A formal role for communities in evaluating large real estate development projects;
- A requirement for developers to meet with community organizations at the beginning of the process; and,
- Incentives for developing fresh food markets, green building, and mixed income housing.

PACDC began its focus on zoning reform in 2004 when it endorsed the “If We Fix It, They Will Come” report released by the Building Industry Association of Philadelphia, which found that the city's 1962 code was terribly outdated.

PACDC advocated for rewriting the code, and in 2007, more than 80% of voters passed a referendum to establish a Zoning Code Commission empowered to rewrite the code and submit it to City Council for a vote. In December 2011, City Council unanimously passed the new Code and Mayor Nutter signed it into law. The new zoning code goes into effect August 22, 2012.

During the next several years the city's neighborhoods will be remapped by the



Planning Commission to reflect the new code and new market realities. In addition, between now and August, the Commission will work on creating effective sign controls and regulations for the new zoning code, and training city officials and outside stakeholders on its use.

PACDC salutes its members who provided constructive input throughout the process and worked with other business, non-profit and governmental leaders who together achieved a modern, effective zoning code. On its 20th anniversary, PACDC honors the Community Development Champions of Zoning Code Reform. ■

*Clockwise: Bill signing in Mayor's Reception Room; (from left to right): Eva Gladstein, former Executive Director, Zoning Code Commission; Mayor Michael Nutter, City Councilman Frank DiCicco, Alan Greenberger, Zoning Code Commission Chair; Mr. Greenberger with Rick Sauer, Eva Gladstein and Bill Salas, Jr., PACDC Board Member and Zoning Code Commissioner.*





## Lifetime Lessons Benefit PACDC Rising Star

Jennifer Rodriguez, Deputy Vice President of Programs and Sustainable Communities  
Asociación Puertorriqueños en Marcha

**A**s a PACDC 2012 Rising Star, Jennifer Rodriguez's light also shines brightly on many others.

Her meteoric rise to success started simply enough in Puerto Rico, and in 1990 she migrated to the continental US to earn a Bachelor's in Business Administration from Boston University and a Master's in City and Regional Planning from the University of Pennsylvania.

Today, Rodriguez is Deputy Vice President of Programs and Sustainable Communities at the Asociación Puertorriqueños en Marcha (APM), a mission-driven organization that seeks to improve the lives of Latinos in Philadelphia.

"I care about social justice, and these planning and quality of life initiatives are now part of APM's neighborhood revitalization strategy," she added.

Rodriguez started that initiative at APM "to do more for the community as a whole and to bring families the support they need to advance. APM has always done a great job with community, real estate and economic development. But I am grateful to Rose Gray and Nilda Ruiz who saw value and let me create and run this initiative," she added.

A collaboration between APM, Local Initiatives Support Corporation (LISC), and Pennsylvania Horticultural Society (PHS), and funded by the Home Depot Foundation and LISC, the Sustainable Communities Initiative brings access to resources for underserved residents.

Her passion is shared with other organizations as well.

Rodriguez is a founding member of the Latino Professional Mentoring Network and the Greater Philadelphia Chamber of Commerce's CEO Access network connecting minority CEOs of growth companies to chamber business leaders. She also serves on the Board of the Philadelphia Redevelopment Authority.

Previously, she was Vice President of Financial Services for the Philadelphia Industrial Development Corporation (PIDC) where she managed a \$200+ million portfolio.



In 2008, Rodriguez was named among Philadelphia Business Journal's 40 Under 40 and recognized in Impacto Newspaper's Most Influential Latinos in the Delaware Valley.

Regarding the PACDC Rising Star award, she says it is "most satisfying to be recognized by people in your own field whom you respect very much." And her advice to even younger rising stars?

"Pursue an education you really want; Build networks; Be respectful of others; Don't cut corners." That last lesson came as a youngster in Puerto Rico when her grandmother, a "no-nonsense, independent perfectionist" taught her to sew. "She'd pull out all the seams and make me start over if the dress was not perfect."

Rodriguez, a PACDC 2012 Rising Star, learned all her lessons well. ■

*Above: 'La Placita' at Borinquen Plaza;  
Below, Right: Rainbow de Colores Playground.  
Below, Left: Digital Connectors Technology Program.*





## Passion for Neighborhoods Key for PACDC Rising Star

Kevin Gray, Director of Real Estate  
New Kensington CDC

There he also attended summer basketball camps and his uncle was a college assistant coach. Then on to New York and after graduation from Fordham University, he went to NYU's Robert F. Wagner Graduate School of Public Service and earned a Master's in Urban Planning.

After graduation, he spent three years in Japan teaching English as a second language.

"It was a great experience, but throughout my career, I've never been far from neighborhoods," he said.

From Japan he returned to New York to work as Vice President of Citi Community Capital, Citibank's Community Development Construction Finance Division, then moved to Philadelphia.

"I wanted to make a change and work on the other side of the table," Gray said of his move to New Kensington CDC. "I had friends in Philly, wanted to effect change on the local level, and wanted to make projects work," he added.

"The biggest challenge was moving from a for-profit to a non-profit because the resources are not there. I learned how to be resourceful and do more with less," Gray said. "I wanted to earn respect as an urban planner, and I've never been far from finance, planning and communities," he added.

He's satisfied seeing "the fruits of his labors become a reality."

And, he's serving as Board Chair of the South of South Neighborhood Association (SOSNA) where he lives.

PACDC's Rising Star advises younger colleagues to be "passionate about what you want to do and let passion guide you. Talk to people in different fields; Speak to professionals; Join organizations; and get involved in local community development."

A former viola player who enjoys jazz/classical/r&b/hip hop, takes writing workshops to hone his fiction-writing skills, and plays basketball for fun, Gray is already a winner whose star continues to rise. ■

Louisville, New York, Japan, New York again, Kensington and Southwest Center City.

Although this might sound like a circuitous route for a successful career, it's really a straight line if you are Kevin Gray, a PACDC 2012 Rising Star.

Today, the Director of Real Estate at New Kensington CDC, Gray leads all real estate and development including its Neighborhood Stabilization and Targeted Housing Preservation Programs. He's currently working on New Kensington CDC's first LEED Certified, new construction redevelopment of a Brownfield with local, award-winning green developer Postgreen.

But Louisville is where it started for Gray.



Left: Rehabbed Homeownership Project for NSP;  
Below: Renderings of NKCDC's Awesome Town Project







## Community Leader Honors Others; Engages and Encourages Students and Neighbors

Sherita Glenn, President  
Logan Neighborhood Advisory Committee

**S**herita Glenn, PACDC's 2012 Community Leadership Award winner, is honored, but frankly doesn't understand all the fuss.

"It's really hard for me to talk about my work," said Ms. Glenn. "I just get up and do what has to be done and never think about it."

Reached by phone in her office where she has been Director of Diversity in Medicine at Drexel University's College of Medicine for eight years, she spoke fondly of her students.

My office "is a home away from home" for these traditional and non-traditional minority medical students "who come in here to laugh, cry and just be themselves. They call me their 'second mom.'"

Caring for others is what Ms. Glenn does all the time. It's evident in the lengthy roster of activities, young people and organizations to which she devotes her time. When asked to choose the "top three," she paused thoughtfully and said:

"First, my family – being a wife and mother are most important to me. And I'm a daughter and a sister and a big cousin to lots of cousins."

"Second, my community – I want to see change in Logan where I've lived for 16 years, and clean up the blight and be part of the revitalization along with the team of officials and Logan leaders such as Cicely

Peterson-Mangum and Charing Ball, from Logan CDC and NAC. She chairs the Board of the Logan NAC.

"Third, I work with the broader neighborhood and my Church, Enon Tabernacle Baptist."

### She elaborated on community.

"I have lived in Logan for 16 years since we inherited my mother-in-law's home when she died," she said. "She wanted her grandson to be raised in that home, so I kept that promise and never moved. That's why I want to be part of Logan's revitalization."

"I care about inner city youth and the ones that struggle. I like to encourage them to do extraordinary things and take them out of their comfort zone and go on to the next level."

Ms. Glenn always encourages young people to go on to higher education "even if they think they do not have the resources or the know-how to succeed." She urges them to "go for just one semester" hoping they will then go "on to the next level." Her son, BJ III, is a graduate of Lafayette.

In addition to her church and family, she counsels Police Athletic League (PAL) students in South Philadelphia. PAL "was important to me growing up, and I still carry my original PAL membership card from the 1970s."

Then, the conversation comes full circle, and she praises others, as she does so well.

"I'm honored to work with Cicely and Charing. And I'd be remiss if I also did not mention my loving and supportive husband, BJ Glenn, Jr. He is a lieutenant at the Philadelphia Police Academy and he just graduated from the FBI Academy. He talked me into running for the Board of the Logan NAC and then for President."

Her nomination states: "She lives her life by the lyrics of the song made famous by Mahalia Jackson: "If I Can Help Somebody."

Undoubtedly, the many people whose lives have been touched by Sherita Glenn's boundless caring and energy will agree she really deserves PACDC's 2012 Community Leadership Award. ■

*Below: Logan Day Celebrations*



# The Envelope Please...

## How PACDC Blue Ribbon Award Winners Are Selected



### PACDC's Blue Ribbon Awards recognize outstanding achievement by community development corporations that advance PACDC's 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 changed the community or population served for the better.

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

PACDC thanks the 2012 Awards Review Committee: Paige Carlson-Heim, TD Bank; Ronald Dutton, Wells Fargo; Don Haskin, Citibank; Elizabeth Miller, Community Design Collaborative; Deborah O'Brien, Bank of America; Sandy Salzman, New Kensington CDC; Stefanie Seldin, Philadelphia VIP/ LawWorks; William Smith, Citizens Bank; Gina Synder, East Falls Development Corporation; and Linda Winfield, PNC Bank.

## Blue Ribbon Finalists and Winners

### 2011

**Winner – Large CDC**  
New Kensington CDC  
Sustainable 19125  
Big Green Block

**Winner – Small CDC**  
East Falls Development Corporation  
Trolley Car Café and Gateway Center at the Bathey

#### Finalists

HACE  
Lawrence Court  
Impact Services Corporation  
Improvement of Aramingo Avenue and Aramingo Crossing  
Philadelphia Chinatown Development Corporation  
10th Street Plaza

### 2010

**Winner – Large CDC**  
HACE  
Mercy LIFE Center

**Winner – Small CDC**  
Roxborough Development Corporation  
Targeted Block Façade Improvement Program

#### Finalists

Impact Services Corporation  
Hancock Manor  
Nueva Esperanza  
Latin Quarter Project  
People's Emergency Center  
West Powelton/Saunders Park Plan

### 2009

**Winner**  
Asociación Puertorriqueños en Marcha  
Pradera III Homeownership and Tru Mark Credit Union

#### Finalists

Office of Community Development – Archdiocese of Philadelphia  
St. John Neumann Place  
New Kensington CDC  
Sustainable 19125  
Ogontz Avenue Revitalization Corporation  
West Oak Lane Jazz Fest  
Women's Community Revitalization Project  
Neighborhood Plan

### 2008

**Winner**  
Project H.O.M.E.  
St. Elizabeth Phase V  
Homeownership Development

#### Finalists

Asociación en Marcha Puertorriqueños  
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





## 2012 Blue Ribbon Award Winner

### Large CDC

## Habitat for Humanity Philadelphia for The ReStore

Frank Monaghan, Executive Director

### HABITAT BUILDS HOMES AS THE RESTORE SECURES THE FUTURE

Habitat for Humanity Philadelphia, which since 1985 has helped 158 families break the cycle of poverty and become homeowners, has begun to increase its home production, serve more families, and – simultaneously – strengthen its own house with a creative, new source of funding.

The ReStore, a self-sustaining retail business, was opened by Habitat to sell surplus, new and used building and home improvement materials, tools, equipment, appliances, home goods and furnishings at deeply discounted prices. Designed to sell products to help Habitat's Partner Families and neighborhood residents do home repairs, The ReStore's products may also be used to build Habitat homes. But the benefits don't stop there.

Since The ReStore opened in September, 2011, the early returns are promising, with a first-year gross expected to be \$400,000. If the trend continues, revenues may reach \$1 million in three years which would net Habitat more than \$600,000. Proceeds from

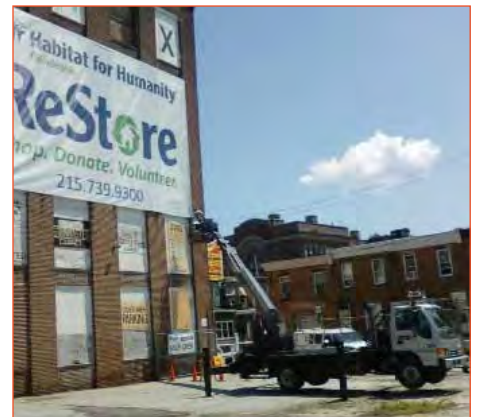
The ReStore directly fund Habitat's efforts to strengthen neighborhoods and build quality homes with sweat equity from Family Partners.

The goal is to use The ReStore's profits to build more Habitat homes. Fueled with a reliable source of funding, Habitat expects to increase its housing production from 10 to 18 homes per year.

But the benefits are more than financial. The ReStore has generated jobs for residents in the Jasper Street/Kensington Neighborhood. And, more than 90 tons of valuable materials are now in productive reuse instead of in the waste stream.

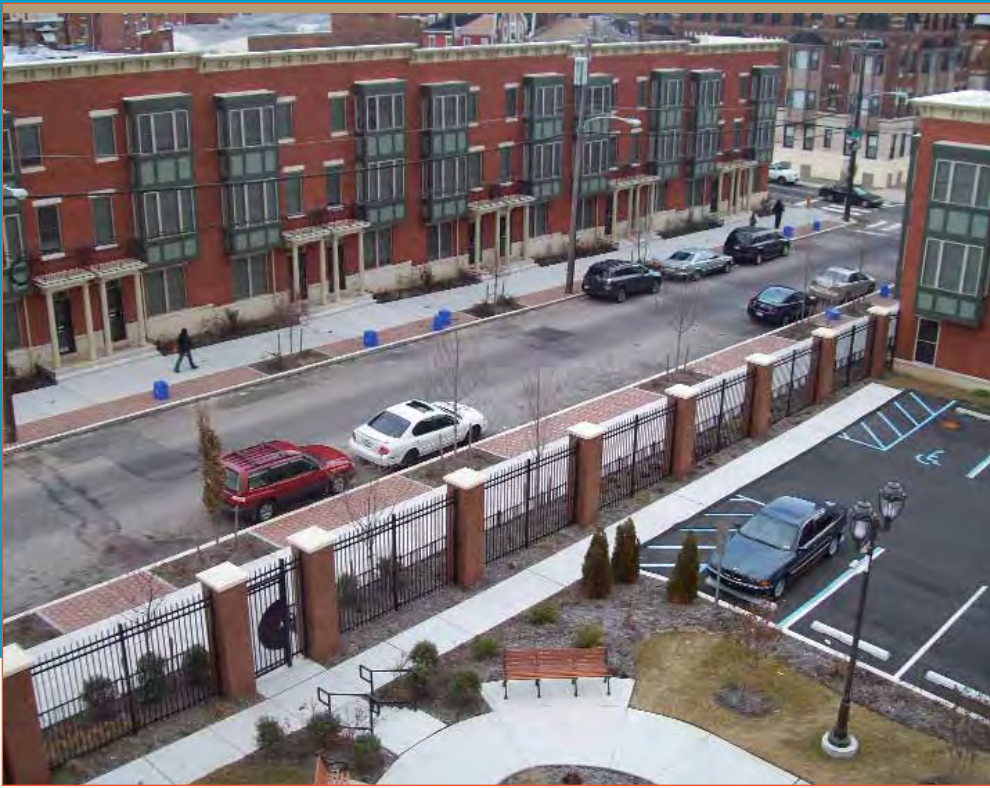
And donors to The ReStore can make their contributions easily enough. Habitat picks up donations right from donors' homes – another example of how Habitat's Restore makes good sense.

Good sense, creative, productive and profitable: The ReStore makes everyone a winner – including Habitat for Humanity Philadelphia. ■



**Developer:** Habitat for Humanity  
**Architect:** Frank Siefert  
**General Contractor:** Habitat for Humanity  
**Business Plan:** Fox School of Business at Temple University  
**Total Project Cost:** \$50,000  
**Seed Funding:** William Penn Foundation





## 2012 Blue Ribbon Award Winner

### Small CDC

## Community Ventures for Francisville East

Steve Kaufman, Executive Director

### COMMUNITY VENTURES AND FRANCISVILLE TAKE A STAND FOR AFFORDABLE HOMES

With gentrification attracting new investment, but threatening affordability, Community Ventures and the local community decided to take a stand for more balanced development.

Community Ventures, a non-profit developer of low- and moderate-income housing since 1987, partnered with Francisville Neighborhood Development Corporation (FNDC) to revitalize a blighted block and build affordable homes. This neighborhood's decades-long commitment to revitalization coupled with its strategic plan successfully helped balance the challenges and benefits of gentrification and affordability.

Community Ventures turned the formerly blighted 1500 block of Poplar Street – a good location two blocks from a Broad Street line station with easy access to employment, retail, education, medical, and entertainment

facilities – into affordable homes. Francisville East, completed in Spring, 2011, reached full occupancy in less than 90 days. Included are 17 single family row homes and a three-story, 27-unit apartment building for seniors.

A thoughtful strategic plan completed by FNDC supported the development of hundreds of affordable homes as nearby long-vacant loft buildings were being converted into luxury condominiums. Community Ventures' Francisville East development was the last major opportunity to create new accessible, affordable, sustainable homes for existing residents. Using \$500,000 from the developer fee to create a rental subsidy fund, different units serve households at or below 20%, 40% and 50% of the area median income.

Incorporated in 1987 with the mission of joint venture development with neighborhood organizations, Community Ventures has completed 333 homes in six different neighborhoods: Francisville, South Philadelphia, West Parkside, Susquehanna, Strawberry

Mansion and Germantown.

Community Ventures helped Francisville keep a commitment and make a lasting difference in yet another neighborhood. ■



**Developer:** Community Ventures

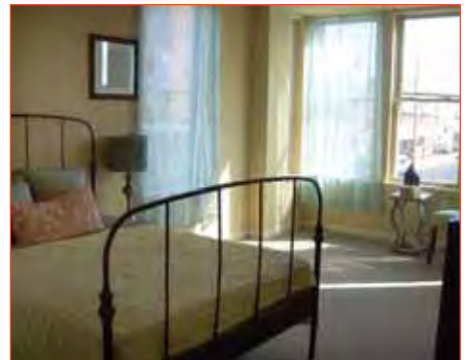
**Architect:** KSK

**General Contractor:** Domus

**Total Project Cost:** \$16 million

**Sources:** OHCD/PRA (Philadelphia HTF, HOME), PHFA/Bank of America through the Richman Group (LIHTC Equity) and FHLB-Pittsburgh via PNC Bank (AHP)





## 2012 Blue Ribbon Award Finalist

### Friends Rehabilitation Program for Strawberry Mansion Homeownership Craig Smith, President and Executive Director

#### FRIENDS REHABILITATION AND STRAWBERRY MANSION RESIDENTS OVERCOME CHALLENGES

With numerous challenges confronting them, Friends Rehabilitation Program (FRP) worked with Strawberry Mansion residents to overcome very tough odds as they tackled the Strawberry Mansion Homes.

A good deal of creativity was needed to reposition an oddly-shaped commercial corridor in Strawberry Mansion, and FRP and residents rose to the challenge.

FRP, a Quaker-related non-profit which provides housing and social services for low- and moderate-income households, currently is working in Strawberry Mansion just East of Fairmount Park. Their ambitious goal is to transform a four-block, once-thriving, but now vacant neighborhood shopping district on 31st Street between Diamond Street and Cecil B. Moore Avenue into a viable, residential link connecting homes east and west of 31st Street rather than dividing them.

FRP, an experienced developer since 1961, faced its biggest challenge yet. With only a

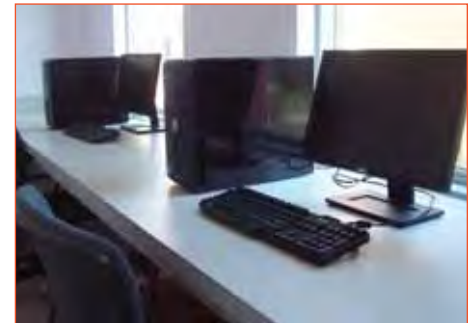
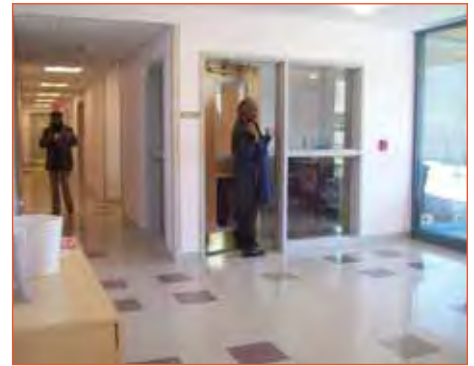
few stores remaining and competition nearby at 29th and Lehigh, retail was not an option.

The corridor was long, but the lots were very narrow, so homes had to be designed carefully to fit into the different styles of surrounding, existing homes. Thus, wide frontage and shallow depth on the homes made sense. So 25 completed new townhomes with 35-foot fronts and side yards create bright interiors, rich with natural light.

Three-story homes with dark brown stucco facades were constructed on Diamond Street to fit into the Diamond Street Brownstone Historic District, and two-story homes with nine-foot ceilings were constructed to match those dimensions of homes on 31st Street. The planned next phase will include 12 homes on 31st Street between Berks Street and Montgomery Avenue.

Instead of giving up, FRP and Strawberry Mansion found creative solutions to major challenges. By working together to physically, aesthetically, and socially reconnect very different and disjointed residential neighborhoods, they made a difference and strengthened the fabric of the community. ■

**Developer:** Friends Rehabilitation Program  
**Architect:** KSK  
**General Contractor:** Domus  
**Total Project Cost:** \$6.2 million  
**Sources of Funding:** OHCD/PRA (Philadelphia HTF, HOME), PHFA (HCI), FHLB-Pittsburgh & New York via Citizens Bank and M&T Bank (AHP)



## 2012 Blue Ribbon Award Finalist

### People's Emergency Center for Jannie's Place

Farah Jimenez, President & CEO

#### PEC AND PARTNERS DEVELOP RECIPE FOR SUCCESS

Innovation, perseverance, and a top-notch team resulted in diverse, affordable, environmentally friendly and energy efficient housing in Mantua.

Long-committed to meeting the needs of the West Philadelphia neighborhoods of Belmont, Mantua, Mill Creek, Saunders Park and West Powelton, People's Emergency Center (PEC) conceived the idea of Jannie's Place in 2006, named after Councilwoman Jannie Blackwell who strongly supports affordable housing. Completed in September 2011 by a 10-person team led by Kira Strong, Vice President of Community and Economic Development, the project resolved complex site and funding issues.

The project's goal was to combine new affordable homes and revitalized existing properties with low energy costs and attractive, environmentally friendly features all around 40th and Mt. Vernon Streets.

This development includes:

- 20 units of new permanent housing for homeless women with special needs and their children;
- Preservation of nine units of existing housing on the 2nd floor of PEC's family shelter; and,
- A Tot Lot and garden behind Jannie's Place.

The red brick and colorful metal sided development includes community and computer rooms, laundry facilities, a 5,000 square foot green roof which lowers energy consumption by five to seven percent and increases rainfall retention by 50%, a porous pavement parking lot, and ceiling fans in bedrooms and living rooms.

PEC serves hundreds of individuals, families, businesses and organizations through social services, educational and workforce development programs each year. And, with the opening of Jannie's Place, more women and families will benefit from PEC's success in serving West Philadelphia. ■

*Developer: People's Emergency Center  
 Architect: Cecil Baker + Partners  
 General Contractor: Allied Construction  
 Land Assessment: Environment Management Services  
 Total Project Cost: \$9.2 million  
 Sources of Funding: OHCD/PRA (Philadelphia HTF, HOME), HUD/OSH (SHP), PHFA (exchange credits, PennHOMES), LISC, FHLB-Pittsburgh via Valley Green Bank (AHP)*





Photo, above: Domus

## 2012 Blue Ribbon Award Finalist

### Women's Community Revitalization Project for Evelyn Sanders Townhomes Phase 2

Nora Lichtash, Executive Director

#### WCRP: ENGAGING THE COMMUNITY AND MAKING A DIFFERENCE

A tenacious, tireless and graceful community activist in Eastern North Philadelphia had a vision for her blighted neighborhood.

Today, the reality of Evelyn Sanders' vision not only provides safe homes where 31 families can achieve economic and family goals but also reinvigorates an area previously written-off for decades where drug dealers roamed the abandoned properties and blighted, trash-strewn lots.

Today, Evelyn Sanders Townhomes Phase 2 – affordable rental homes for low-income families – has brought more than \$1.2 million of new income into the community. This project follows Phase I with its 40 homes, together resulting in 71 units of affordable rental housing.

This development, one in a string of many successes, was completed by the Women's Community Revitalization Project (WCRP) which was established in 1987 by women who lived and worked in Eastern North

Philadelphia. Since then, WCRP has built and managed 238 units of affordable rental housing, assisted community organizations in developing more than \$30 million in facilities serving low-income families, and supported tenants.

But WCRP has not done it alone. The organization's work also includes engaging the community and organizing residents to get the attention of City leaders on a variety of issues. Organizing residents to improve their environment, combat crime, and counter the devastating effects of drug trafficking, WCRP has mounted numerous campaigns, all tied to improving their neighborhood and the lives of residents.

The 40 families in Phase 1 and the 31 families in Evelyn Sanders Phase 2 work every day to combat physical and social deterioration and years of disinvestment in their neighborhood.

Sadly, Evelyn Sanders passed away before the project named for her was completed in February, 2011. And even though there is still much more work to be done in the neighborhood, folks are certain Evelyn Sanders would be pleased. ■



**Developer:** Women's Community Revitalization Project  
**Architect:** Kramer + Marks  
**General Contractor:** Domus  
**Total Project Cost:** \$11 million +  
**Sources of Funding:** OHCD/PRA (Philadelphia HTE, CDBG & NSP 1), National Equity Fund (LIHTC equity)

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List complete as of 3/30/12

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[www.1260hdc.org](http://www.1260hdc.org)



**AchieveAbility**  
(215) 748-8802  
[www.achievability.org](http://www.achievability.org)



**Asociación Puertorriqueños en Marcha**  
(215) 235-6070  
[www.apmphila.org](http://www.apmphila.org)



**Chestnut Hill CDC**  
215-247-6696  
[www.chestnuthillpa.com](http://www.chestnuthillpa.com)



**Community Ventures**  
(215) 564-6004  
[www.community-ventures.org](http://www.community-ventures.org)



**Delaware River City Corporation**  
(215) 537-8400  
[www.drcc-phila.org](http://www.drcc-phila.org)



**East Falls Development Corporation**  
(215) 848-8084  
[www.eastfalls-pa.com](http://www.eastfalls-pa.com)



**The Enterprise Center CDC**  
(215) 895-4075  
[www.theenterprisecenter.com](http://www.theenterprisecenter.com)



**Esperanza**  
(215) 324-0746  
[www.esperanza.us](http://www.esperanza.us)



**Fairmount CDC**  
(215) 232-4766  
[www.fairmountcdc.org](http://www.fairmountcdc.org)



**Francisville Neighborhood Development Corporation**  
(267) 687-7544  
[www.francisvillencdc.org](http://www.francisvillencdc.org)



**Friends Rehabilitation Program**  
(215) 825-8800  
[www.friends-frp.com](http://www.friends-frp.com)



**Germantown Community Connection**  
(267) 421-1763  
[www.germantowncc.org](http://www.germantowncc.org)



**Getting Homes Technical Training Equal Opportunity, Inc.**  
(267) 528-8442



**Grace Neighborhood Development Corporation**  
(215) 535-3885



**Greater Brewerytown CDC**  
(215) 769-5220  
[www.brewerytownphilly.org](http://www.brewerytownphilly.org)



**Habitat for Humanity Philadelphia**  
(215) 765-6000  
[www.habitatphiladelphia.org](http://www.habitatphiladelphia.org)



**HACE**  
(215) 426-8025  
[www.hacecdc.org](http://www.hacecdc.org)



**Impact Services Corporation**

(215) 423-2944

[www.impactservices.org](http://www.impactservices.org)



**Kensington South CDC**

(215) 426-4261

[www.kscdc.org](http://www.kscdc.org)



**Korean Community Development Services Center**

(215) 276-8830

[www.koreancenter.org](http://www.koreancenter.org)



**Logan CDC**

(215) 302-1604

[www.logancdc.org](http://www.logancdc.org)



**Mantua Community Improvement Committee**

[www.mcic.org](http://www.mcic.org)

(215) 382-6242



**Mt. Airy USA**

(215) 844-6021

[www.mtairyusa.org](http://www.mtairyusa.org)



**N.E.T. CDC**

(267) 441-0899

[www.netcdc.org](http://www.netcdc.org)



**New Kensington CDC**

(215) 427-0350

[www.nkcdc.org](http://www.nkcdc.org)



**Nicotown CDC**

(215) 329-1824

[www.nicotowncdc.org](http://www.nicotowncdc.org)



**Northwest Philadelphia Interfaith Hospitality Network**

(215) 247-4663

[www.philashelter.org](http://www.philashelter.org)



**Office for Community Development, Archdiocese of Philadelphia**

(215) 426-9422

[www.officeforcommunitydevelopment.org](http://www.officeforcommunitydevelopment.org)



**Ogontz Avenue Revitalization Corporation**

(215) 548-5950

[www.oarcphilly.org](http://www.oarcphilly.org)



**People's Emergency Center**

(215) 382-7523

[www.pec-cares.org](http://www.pec-cares.org)



**Philadelphia Chinatown Development Corporation**

(215) 922-2156

[www.chinatown-pcdc.org](http://www.chinatown-pcdc.org)



**Project H.O.M.E.**

(215) 235-3110

[www.projecthome.org](http://www.projecthome.org)



**Roxborough Development Corporation**

(215) 508-2358

[www.roxborough.us](http://www.roxborough.us)



**South Philadelphia H.O.M.E.S., Inc.**

(215) 334-4430

[www.sphinc.com](http://www.sphinc.com)



**Tacony CDC**

(215) 925-3788



**United Communities CDC**

(215) 467-8700

[www.ucsep.org](http://www.ucsep.org)



**Universal Companies**

(215) 732-6518

[www.universalcompanies.org](http://www.universalcompanies.org)



**Women's Community Revitalization Project**

(215) 627-5550

[www.wcrpphila.com](http://www.wcrpphila.com)



**Wynnefield Overbrook Revitalization Corporation**

(610) 660-1223

[www.wynnebrook.org](http://www.wynnebrook.org)



**Yorktown CDC**

(215) 769-0225

[www.yorktowncdc.org](http://www.yorktowncdc.org)










# Associate Members

## Key

### Associate Members

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

List complete as of 3/30/12

**Allied Construction Services, Inc.**  
(215) 884-0500

[www.allied-altman.com](http://www.allied-altman.com)



**Bank of America**

1(888)-Business

[www.bankofamerica.com](http://www.bankofamerica.com)



**Beneficial Savings Bank**

267-519-5747

[www.thebeneficial.com](http://www.thebeneficial.com)



**BWA Architecture + Planning**

(215) 923-2420

[www.bwa-architects.com](http://www.bwa-architects.com)



**Capital Access**

(215) 551-2000

[www.capitalaccessinc.com](http://www.capitalaccessinc.com)



**Citibank**

1-877-528-0990

[www.citibank.com](http://www.citibank.com)



**Citizens Bank**

1-800-4Business

[www.citizensbank.com](http://www.citizensbank.com)



**Community Design Collaborative**

(215) 587-9290

[www.cdesignc.org](http://www.cdesignc.org)



**Delaware Valley Regional Economic  
Development Fund**

(215) 531-7450

[www.dvredf.org](http://www.dvredf.org)



**Diamond and Associates**

(215) 732-3600

[www.diamondandassociates.com](http://www.diamondandassociates.com)



**Diversified Community Services**

(215) 336-5505

[www.dcsphila.org](http://www.dcsphila.org)



**East River Bank**

(267) 295-6420

[www.eastriverbank.com](http://www.eastriverbank.com)



**Fairmount Ventures**

(215) 717-2299

[www.fairmountinc.com](http://www.fairmountinc.com)



**Fineman, Krekstein & Harris, P.C.**

(215) 893-8717

[www.finemanlawfirm.com](http://www.finemanlawfirm.com)



**Firsttrust Bank**

(800) 238-BANK

[www.firsttrust.com](http://www.firsttrust.com)



**Greater Philadelphia Chamber of  
Commerce**

(215) 545-1234

[www.greaterphilachamber.com](http://www.greaterphilachamber.com)



**Greater Philadelphia Cultural Alliance**

(215) 326-9460

[www.philaculture.org](http://www.philaculture.org)



**Homeownership Counseling Association  
of Delaware Valley**

(215) 731-1723

[www.hcadv.org](http://www.hcadv.org)



**Housing Alliance of Pennsylvania**

(215) 576-7044

[www.housingalliancepa.org](http://www.housingalliancepa.org)



**Innova**

(215) 336-0440

[www.innovaservices.com](http://www.innovaservices.com)



**Kitchen & Associates Architects**  
856-854-1880

[www.kitchenandassociates.com](http://www.kitchenandassociates.com)



**Kramer+Marks Architects**  
(215) 654-7722

[www.kramermarks.com](http://www.kramermarks.com)



**KSK Architects**  
(215) 790-1050

[www.ksk1.com](http://www.ksk1.com)



**Local Initiatives Support Corporation**

(215) 923-3801

[www.lisc.org](http://www.lisc.org)



**MaGrann Associates**

(856) 813-8780

[www.magrann.com](http://www.magrann.com)



**M&T Bank**

(215) 956-7080

[www.mtb.com](http://www.mtb.com)



**Marcus Reinvestment Strategies, LLC**

(267) 209-0450



**National Penn Bank**

(610) 369-6408

[www.knby.com](http://www.knby.com)



**NeighborWorks America**

(212) 269-6553

[www.nw.org](http://www.nw.org)



**New City Investment Solutions, LLC**

(215) 219-6963

[www.newcityinvestment.com](http://www.newcityinvestment.com)



**PECO Energy Company**

(215) 841-5640

[www.exeloncorp.com](http://www.exeloncorp.com)



**Philadelphia Corporation for Aging**

(215) 765-9000

[www.pcaphl.org](http://www.pcaphl.org)



**Philadelphia Industrial Development Corporation**

(215) 496-8020

[www.pidc-pa.org](http://www.pidc-pa.org)



**Philadelphia VIP/Law Works**

(215) 523-9550

[www.phillyvip.org](http://www.phillyvip.org)



**Philadelphia Youth Network**

(267) 502-3726

[www.pyninc.org](http://www.pyninc.org)



**PNC Bank**

(1-888) PNC-Bank

[www.pncbank.com](http://www.pncbank.com)



**Preservation Alliance of Greater Philadelphia**

(215) 546-1146

[www.preservationalliance.com](http://www.preservationalliance.com)



**Rebuilding Together Philadelphia**

(215) 568-5044

[www.rebuildingphilly.org](http://www.rebuildingphilly.org)



**Regional Housing Legal Services**

(215) 572-7300

[www.rhls.org](http://www.rhls.org)



**Right Sized Homes, LLC**

(215) 370-6043

[www.right-sized-homes.com](http://www.right-sized-homes.com)



**Scenic Philadelphia**

(215) 731-1796

[www.publicvoiceforpublicspace.org](http://www.publicvoiceforpublicspace.org)



**Sherick Project Management**

(215) 627-8877

[www.sherickpm.com](http://www.sherickpm.com)



**SmallGirl Development, Inc.**

(215) 620-7583

[www.smallgirldevelopment.com](http://www.smallgirldevelopment.com)



**South Kensington Community Partners**

(215) 427-3463

[www.ksnac.org](http://www.ksnac.org)



**Sovereign Bank**

1-877-SOV-Bank

[www.sovereignbank.com](http://www.sovereignbank.com)



**Suquehanna Bank**

1-800-311-3182

[www.susquehanna.net](http://www.susquehanna.net)



**TD Bank**

1-888-751-9000

[www.tdbank.com](http://www.tdbank.com)



**Urban Affairs Coalition**

(215) 851-1705

[www.uac.org](http://www.uac.org)



**Wells Fargo**

1-800-956-4442

[www.wellsfargo.com](http://www.wellsfargo.com)



**Wilson Associates**

(610) 645-5392





# ACHIEVEMENT: GETS A BIG PAT ON THE BACK

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**We're committed to helping the community and everyone who lives here achieve more than ever. That's why we're proud to support PACDC.**

