

PACDC

2021

PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

**The Future
Is Now:
Possibilities
for the World
to Come**

Future
dreaming
dreaming
dreaming
dreaming

Where two or more gather
where two or more gather
where two or more gather

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EQUITABLE
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5 QUESTIONS

As you read through the contributor's reflections and creations of their world imagined, take the time to consider the following ideas:

1 Many of the pieces reflect on where we are in the world as we confront a global pandemic, civil unrest, and a reckoning with race and equity. The last year has been challenging in many ways. *In contributors' reflections on where we currently are, how we got there, and what the obstacles are to betterment and equity, what glimpses of hope do you, the reader, see? Do you also see expressions of despair?*

2 All of our contributors are from different walks of life and offer various perspectives on such areas as wealth, community development, and indigenous rights. We often focus on difference rather than commonality. *Are there common threads and recurring themes woven throughout the pieces? For example, does Rasheedah Phillips's perspective on scarcity and abundance work in parallel or perpendicular to Jiana Murdic's perspective? Are scarcity and abundance prevalent themes in anyone else's perspective?*

3 Dr. Michael McAfee defines equity as "just and fair inclusion in a society in which all can participate, prosper, and reach their full potential." Kendall Stephens identifies hope as necessary for remaking the world. *How do definitions of words such as "equity" and "hope" shift in different narratives? Is there a cohesive vision of hope and equity? Are there other common ideas intertwined throughout the magazine? In what ways are they similar or different?*

4 Markita Morris-Louis points out that HUD's Family Self Sufficiency Program is the only current federal policy that integrates asset building into federally subsidized housing, which can be used to create the world she imagines. *What tools exist in this world that can be leveraged to get us closer to the world we imagine?*

5 *What is the world you imagine, and how is it similar to or different from the world our contributors imagined? Does the work of our awardees and finalists embody aspects of the world of your imagination?*

PACDC 2021

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*“We are still a beautiful people.
We are still breaking through.
We are still holding steady.
We are still pointing ourselves forward.”*

—TRAPETA MAYSON

Dear Friends:

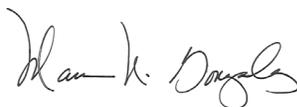
We are delighted to share with you our newest edition of *PACDC Magazine*. At this critical juncture of the world's metamorphosis, we have a powerful opportunity to rethink our work, envision new methods to undertake that work, and dream new ways to live, work, and thrive. “The Future Is Now” features essays, poems, visual art, and personal reflections on the topic of reimagining our communities. We explore housing, economic development, community organizing, health, and more!

As Nancy Nyugen, the Executive Director of VietLead, shares, the good news is that “we already have what we need to work hand-in-hand to create a world that works for all of us.” Our communities hold timeless treasures that we must nurture and spread around the globe. At PACDC, we see this magic and goodness at work every day among our member organizations that sprang to action over the past year.

We are particularly excited to introduce you to PACDC's 2021 Award Winners and Finalists. From Dr. Ala Stanford and the Black Doctors COVID-19 Consortium, who placed racial equity at the center of testing and vaccinations, to Jeannine Cook of Harriett's Bookshop, who flew to Minneapolis and Louisville in solidarity with the movement for Black lives, these honorees personify our belief that the future is now. PACDC is grateful to serve alongside them—and you—to help build an equitable Philadelphia. We won't always get it right the first time, but we pledge to treat each day as a new opportunity to build toward a just and inclusive city.

On behalf of all of us at PACDC, thank you for being an important part of our journey.

Warmly,



MARIA N. GONZALEZ
BOARD PRESIDENT



RICK SAUER
EXECUTIVE DIRECTOR



Acknowledging Those Who Make Our Work Possible

PACDC works to create an equitable city where every Philadelphian lives, works, and thrives in a neighborhood that offers an excellent quality of life.

As a membership association, we foster strong community development corporations and nonprofit community organizations by enhancing their skills and advocating for resources and policies to create a just and inclusive Philadelphia.

PACDC cannot pursue its mission without the support of numerous organizations and individuals. While this magazine showcases our 2021 Signature Events Series Sponsors and Advertisers, PACDC gratefully acknowledges the following institutions and individuals for their additional financial investment:

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About PACDC

A STRONG VOICE IN POLICY. PACDC's advocacy is a unifying and compelling voice in government, business, and funder 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.



CENTERFOLD AND COVER DESIGN BY SHANEL EDWARDS.

Shanel Edwards is a tender flame, a black-queer and trans first-gen Jamaican / Philly rooted healer. Through movement channeling, laying hands on scalps, witnessing through photography, tender poetics, and filmmaking, their expansive transness is a compass towards liberation and abundance. Shanel is committed to healing their wounds by listening to smoke, water, the earth, their ancestors, themselves, and community. They don't believe institutions validate our brilliance—relationships do, we do. Shanel cultivates black queer and trans brilliance and community daily. They hold this quote by Gwendolyn Brooks: "We are each other's harvest, we are each other's business, we are each other's magnitude and bond."

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The Future Is Now:

Possibilities for the World to Come

“Abolition is not absence, it is presence. What the world will become already exists in fragments and pieces, experiments and possibilities. So those who feel in their gut deep anxiety that abolition means knock it all down, scorch the earth and start something new, let that go. Abolition is building the future from the present, in all of the ways we can.”

—Ruth Wilson Gilmore, Professor of Earth and Environmental Sciences and Director of the Center for Place, Culture, and Politics at the City University of New York

If there was ever a time to burn everything to the ground and start something new, it would be this very moment. In just one year, the coronavirus killed more than 2.5 million people around the globe, including 500,000 in the United States and 3,000 here in Philadelphia. As if racism and white supremacy were not deadly enough before, they joined hands with the pandemic to require Black and brown folk to bear the greatest costs of COVID-19 cases and deaths, a harsh economic recession, and the responsibility to keep this country running. Even the most fortunate among us will never be the same.

After a year-plus of staying “safe at home” (that’s if you have one, especially one that is safe), surely 2021 is the time to dismantle everything. Or was that in 1921 when a white mob murdered over 300 Black Tulsans and burned down the thriving Greenwood District in their wake? How about that one time when America’s founding fathers enslaved Africans and created a nation on stolen land, while simultaneously declaring that all men are created equal? Throughout countless historical setbacks, extraordinary humans—known and unknown—dared to imagine and fight for the liberated future that lived inside of them. Our world has yet to manifest that future, but we still have our ancestors’ stories, dreams, victories, and lessons learned. Wouldn’t we be mistaken to knock it all down when they brought us this far?

In a 2019 interview with the *Funambulist*, Dr. Ruth Wilson Gilmore dispels the notion of abolition as absence. She shares, “Abolition is not absence, it is presence. What the world will become already exists in fragments and pieces, experiments and possibilities. . . . Abolition is building the future from the present, in all the ways that we can.” Over the past year, our communities withstood difficulties unlike anything we’ve ever seen, but so many of them rose to the challenge as our ancestors taught us to do. Consider the frontline staff at community

organizations who risked their lives to connect residents to vital resources, while many of those staff members faced housing and food insecurity when they returned to their own home. Some business owners did not know how they would make payroll or pay the rent, but they showed up for George Floyd, Breonna Taylor, and Walter Wallace when called. Mutual aid groups provided necessary support when the government failed to act. And we could always count on the delightful corners of the internet to spread much-needed joy during such a time as this.

Throughout this publication, you will hear from artists, organizers, scholars, attorneys, activists, parents, children, and fellow humans who are creating fragments and pieces, experiments and possibilities of the world to come. To be clear, this magazine is neither the end nor the beginning of what our neighborhoods, this great city, or our global community deserves. There are many urgent topics that we haven’t yet explored, but we hope the snapshots presented here will help you think about what your own small part of the world will become. The future is bigger than any of us could ever imagine, and it is already here.

And who will join this standing up
and the ones who stood without sweet company
will sing and sing
back into the mountains and
if necessary
even under the sea

we are the ones we have been waiting for

—June Jordan, “Poem for South African Women” ■



Palms of the People

BY CYDNEY BROWN

We can't social distance ourselves from the truth
Or invalidate the power of the youth
Our nation is capable of being a sanctuary
But only if we welcome diversity

We can't erase where we've been
But we can rewrite our history
reframe our minds to see
That ethnicity does not correlate with guilty

We demonstrated in the streets
Cause you don't need to be the target to know
that no one deserves to be shot

Isolation made us tackle the conversation of race
Suddenly big-name corporations saw inequity in the world
But this virus has been affecting us for years
You've just been immune

Imagine if a mask could prevent racism
And if you tested positive for hate speech
You'd have to quarantine

The power has always been in the palms of the people
Our veins exerting energy to change the world we know

Are your hands strong enough to hold onto this movement?
Feet ingrained in the ground
The sound of teeth clenching
Aching wrists and fists up in the air
Going back to normal is not an option
We can't unsee 2020
But we can demand equality

Uproot long-term solutions
Leaving performative activism planted in the ground
So sustainable change can flourish

Moments lost at sea
Trends end instantaneously
But a movement
Turns hums to anthems
Syllables to speeches
And Footsteps to protests

Brutality towards others
Is an attack on our freedom
Compassion can catapult us into a future
Where our differences are embraced
With every obstacle we face
The sun will always be a reminder of our radiant human race ■



Olney Community in Solidarity: Black Lives Matter March; Summer 2020. PHOTO CREDIT: WESLEY BROWN.



Cydney Brown is the Philadelphia youth Poet Laureate and author of Daydreaming.



A New World Is Possible

BY DR. MICHAEL McAFEE



Dr. Michael McAfee is the President and CEO of PolicyLink, a national research and action institute advancing racial and economic equity by Lifting Up What Works®.

If I could remake the world, the promise of equity would be realized—just and fair inclusion in a society in which all can participate, prosper, and reach their full potential. Everyone would belong. The toxic hierarchy of human value would be no more, and those who currently face the burdens of structural oppression would be liberated. Governments and economies would unlock the promise of nations by unleashing the promise in us all.

Our expected allies would be those who choose to fight for liberation: oppressed peoples, the abolitionists fighting for equity, and their supporting institutions. Our unexpected allies would be indifferent good people and those with a transformed heart and mind: oppressed people who accepted their oppression, white supremacists, patriarchs, misogynists, capitalists, and fascists.

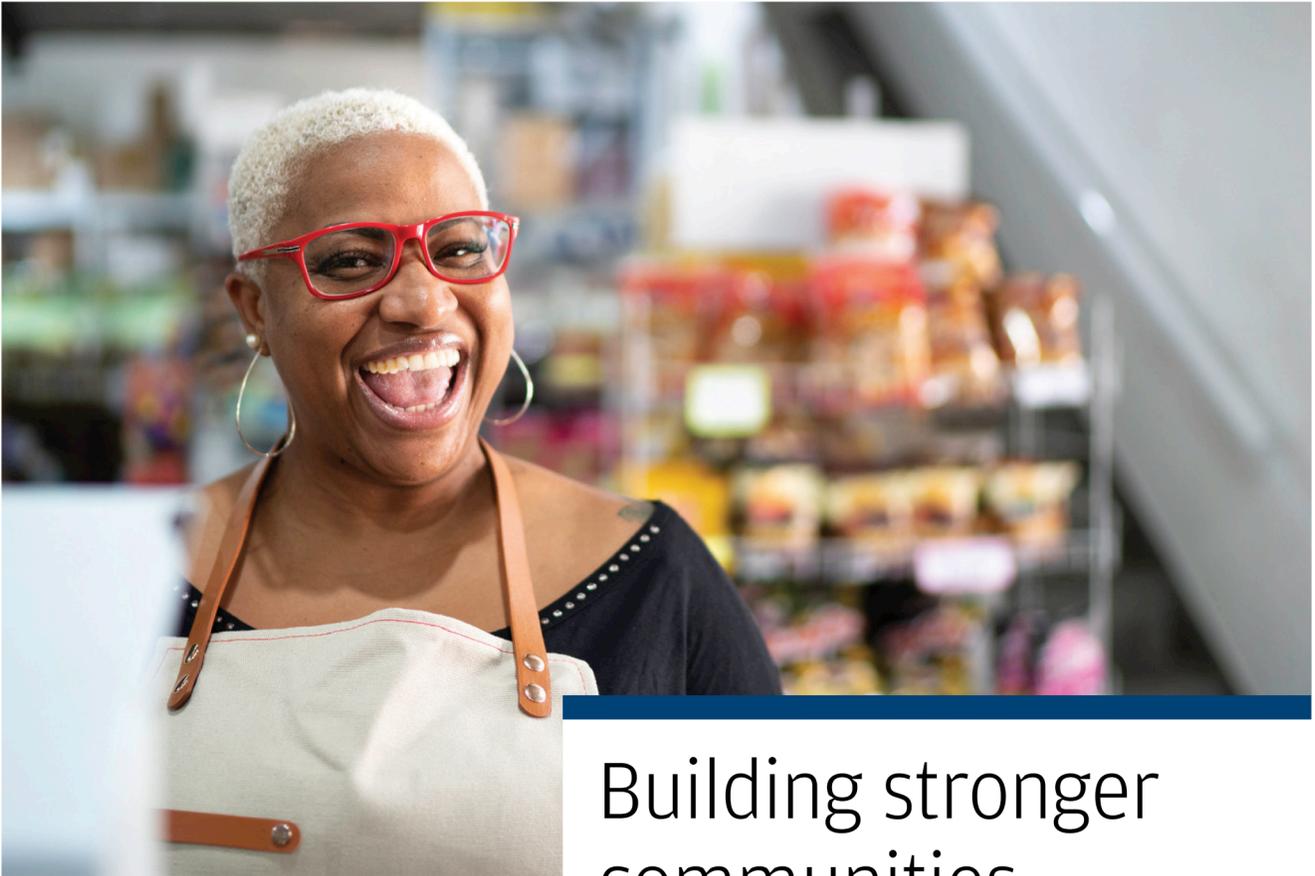
We can remake our world if we have the radical imagination, courage, and humility to do so. The journey to enact a new possibility can start today if we acknowledge that liberation for all has never been the goal of nations. This first step of acknowledging the truth naturally flows into the second step of atonement. It is here where we must



"Let Me Grow Up," digital illustration by Amy Scheidegger Ducos.

do the reparative work that leads to global healing. Acknowledgment and atonement are preconditions for designing an equitable world. The journey through these steps is not perfunctory. Critical self-reflection—as we go through these steps—will enable us to

let go of things that do not serve us well. In letting go, we create space to construct new laws, regulations, customs, cultures, beliefs, and connections to each other that will birth a just and fair society. ■



Building stronger communities

At JPMorgan Chase, we believe that everyone should share in the rewards of a growing economy. We seek to improve neighborhoods and advance promising solutions that connect families and business owners to economic opportunity. Reducing inequality and creating widely-shared prosperity requires collaboration of business, government, nonprofit and other civic organizations.

We are proud to participate in these efforts and support PACDC.

Today is where
Philadelphia's
history meets
its future.



Every day, in countless ways, the people of Philadelphia are making this a great place to live, work and play. We're excited to see what you do every day. And we're proud to be a part of it.

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Making Us Great Now

BY KENDALL STEPHENS



Kendall Stephens is a transgender advocate and hate crime survivor who serves as a champion and change-agent for LGBTQ+ rights.

A world etched, sketched, and molded to the specifications of every corner of my imagination would be an all-too-familiar one that has been shared by countless humanists before me.

It would be a world of synergistic cultural exchanges where our group of friends, as well as our communities, would rival the ethnic makeup of the League of Nations.

It would be a world where one's valuation would be based on the colors that radiantly reflect the illumination of one's heart, not in the amount of melanin in one's skin.

It would be a world where the ideals of hope, bravery, and resilience would be painful relics of the trauma-stained tapestries of humanity's unfortunate history.

In my world, it would no longer be required for one to hold out hope that people won't harm them, having to be brave in the face of bigotry or having to rely on the pains of resilience to help navigate trajectories of hate.

In the world that I imagine, we would be too preoccupied being human to one another for us to worry about such things anymore.

Hope would not be necessary in a world devoid of disparity and inequity, as our dreams and ambitions would be nourished and nurtured by humankind(ness), much like the sun's embrace warmly elevates a dandelion to the fullest heights of its potential.

Bravery would not be needed so long as danger and disconnection no longer lurk within the cold confines of human hearts, as we would not fear and misunderstand one other, but instead trust and believe in the good intentions of humanity.

Resilience would not have to be constantly mined by the oppressed from the painful reservoirs of our suffering, as our personal empowerment would be a manifestation of the investments we make in our communities and each other.

In my world (our world), we are in the business of receiving from our communities only what we invest in them—and business would be good!

I am speaking of a world reborn in the nutrient-rich amniotic fluid of love, understanding, and empathy, which is becoming more and more everyday like a seemingly implausible shared delusion among other dreamers like myself.

In my world, you could not make great again what was never great to begin with. So then, in my world (our world), we would strive to make *each other great now*.

I imagine foes becoming friends, enemies becoming allies, crossed-swords becoming cross-pollination, dreams becoming realities.

I imagine this, but I believe humanity already has the blueprint for making this world a more inclusive and accepting place. The tools we need are inside of us all—those being, faith and fearlessness. We can rid ourselves of the fear we have of one another and put faith in its place instead. We can do what every civilization known to the history of mankind has failed to do: believe and put that belief into action.

All we have to do is use our tools. All of us. In my world, your world, this world, I have faith that we will. For the sake of our humanity, I believe in us. I believe in you. ■



We Already Have What We Need

BY NANCY NGUYEN

As an organizer, a mother, and a daughter of Vietnamese refugees, I am inspired to use the existing possibilities to fight for an irresistible future. What will it be like for us in the world we seek? Here is my snapshot:

Around 6:30 a.m., I open my eyes and relish the silence and darkness. By 8:30 a.m., I'm dropping off my two kids, ages three and one, at a daycare center provided by my organization, which I helped build and that I co-own. There is democracy and connectivity in every aspect of my life. It's in the rejoining of the labor of my body and the work of my mind. It's in the dignity I find in my own life and choices and the dignity I see in others' lives. It means ending my workday at a reasonable time, enjoying a meal with my family that was created with locally resourced food and that will be locally composted. I belong to a multiracial community where a cooperative economic system has flourished and where we have won political power to promote progressive values.

Our trans, queer, gender-nonconforming siblings can not only freely and unapologetically express who they are but also thrive without fear of systemic or interpersonal violence. Our neurodivergent and disabled loved ones have access to the resources and the support they need to live their lives to the fullest without stigma. In communities everywhere, people have an undeniable right to celebrate and find joy in who they are. Our world is borderless, allowing people to seek dignity in their work and connection with their families. Our world is multilingual, multi-autonomous, and deeply connected.

We keep us safe—and we have done so through the extraordinary mutual aid networks that have unfurled around us as our governments have failed us. We can keep us fed—and we do so by growing food in buckets lining South Philly row home alleys and front steps, and selling Southeast Asian fare among families.

What I've described is not a far-fetched vision but rather an assembly of memories and moments from my own experiences, pieced together from my interactions with different people and places (abroad and in the US). I see this future in the victories our communities have won against the odds—when refugees and immigrant Southeast Asian youth secured funding from the School District of Philadelphia to start fixing the lead-infested exterior of Furness High School; when Vietnamese elders and Black, Brown, and Southeast Asian youth won a 99-year lease to continue to till land for the public good at our Resilient Roots Farm; when a state-wide coalition of Asian Americans helped push the 2020 presidential election in the direction of democracy. These victories to expand the commons and protect our rights drive my vision of what's possible.

We keep us safe—and we have done so through the extraordinary mutual aid networks that have unfurled around us as our

governments have failed us. We can keep us fed—and we do so by growing food in buckets lining South Philly row home alleys and front steps, and selling Southeast Asian fare among families. Despite the anti-Black, white supremacist, capitalist, heteropatriarchal systems that continue to work to disrupt and unravel our bonds, we keep building to hold them together.

So how do we make our future irresistible and worth fighting for? Let's ground ourselves in our unique brilliance and the gifts that our ancestors have given us. Remember we already have what we need to work hand in hand to create a world that works for us all. ■

Nancy Nguyen is the Executive Director and Cofounder of VietLead, a grassroots community organization in Philadelphia and South Jersey that is creating a vision and strategy for community self-determination, social justice, and cultural resilience.



Moving Forward as Community Developers

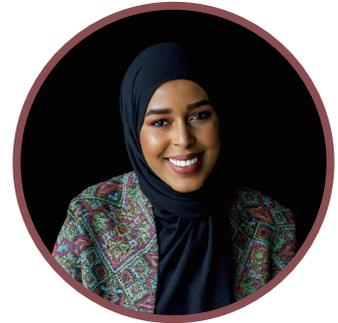
BY KADRA ABDI AND ROSE TENG

The concept of remaking an equity-centered world fuels the work of community developers. In Minneapolis, we have been asking ourselves, What is the world we want to exist and what is our role in building that world? The murder of George Floyd on 38th Street and Chicago Avenue has happened on so many streets and intersections across our country, and yet this tragedy was felt around the world and is something we are still very much grappling with today.

More than ever, we must be proactive in building the world we want to be part of: we cannot simply wish for things to be different or talk about the change we want to see. At the Metropolitan Consortium of Community Developers, we seek to strengthen our commitment to racial equity, hold tight to relationships with those whose values align with ours, engage new partners, build a more just economy, center antiracism in our policies and practices, and truly end an affordable-housing crisis that displaces, criminalizes, and problematizes people experiencing homelessness.

As an organization, we thrive when we

work in coalition. We are grateful for our longtime partners, with whom we have helped secure millions of dollars of investment in income-based affordable-housing production and preservation and with whom we have worked on creative and innovative solutions to housing and community wealth-building. Through our participation in groups such as Equity in Place and the Lake Street Rebuilding and Recovery efforts, we work in partnership with grassroots community organizations that lead the conversation on preventing displacement, creating community-centered solutions, and rebuilding in a way that is stronger and more equitable. This year, our partners have meaningful work ahead: repair and recovery of commercial corridors and cultural districts that have been the centers of BIPOC and immigrant communities and creation of an actionable and sustainable plan to address displacement and homelessness. Confronting Minnesota's story of self-exceptionalism and recognizing that our mission is to transform the systems that lead to inequity is at the heart of this work. ■



Kadra Abdi is a Business and Community Wealth Building Advisor with the Metropolitan Consortium of Community Developers. She is also a founder and curator of Ubuntu, a platform that spotlights emergent issues impacting the global black diaspora, and Synergy, a consulting business dedicated to helping BIPOC businesses and nonprofits craft strategies and counteract the often-negative assumptions that arise between historically marginalized communities and mainstream communities.



Ricardo Perez, a Minneapolis-based artist, helped to create this mural honoring George Floyd and calling for racial justice, on Lake Street in Minneapolis.



Rose Teng is the Public Policy Director for the Metropolitan Consortium of Community Developers, the association of nonprofit community development organizations in the Minneapolis-St. Paul metropolitan area.



Lenape Voices Lead the Path Toward Survival: Past, Present, and Future

BY MORGAN L. RIDGWAY



Morgan L. Ridgway (Black/Nanticoke Leni-Lenape) is an interdisciplinary scholar, writer, and poet from West Philadelphia. They are a PhD candidate in history at the University of Illinois at Urbana-Champaign with minors in American Indian Studies and Queer Studies.

Philadelphia is Lenape territory: it is Lenapehoking. Simply acknowledging this fact is not enough. We must be proactive in seeing the futures of our city as intertwined with the futures of Lenape people. The Lenape nation continues to teach us that the mutual aid projects that lead us to more responsible futures start with understanding our history and how it continues to play out in the structures of our communities and neighborhoods today. We need programs that uplift Lenape voices throughout Lenape territory and broaden our views of the world: we need to reach across the river. As Chief Mark Quiet Hawk Gould of the Nanticoke Leni-Lenape said during the 2020 Philly Indigenous People’s Day, “[The Lenape] have always been on both sides of the [Delaware] river. . . . We stayed and survived.” As capitalism forces us to compete with one another for resources, mutual aid is the path toward survival. In this view, Lenapehoking has survived because of the power of our care for our communities and the preservation of our history and culture.

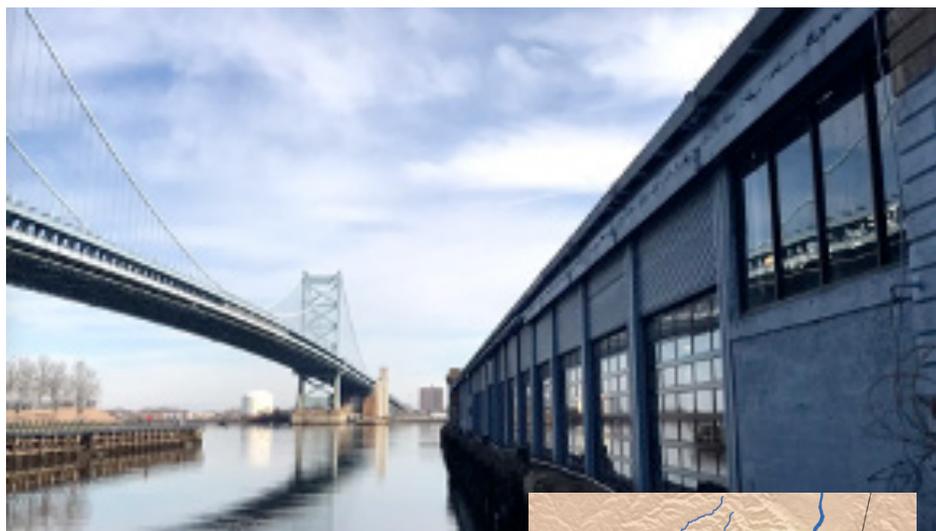


PHOTO CREDIT: MORGAN L. RIDGWAY.

Continuing to live in our unceded territory means the Lenape have weathered many a storm that seeks to destroy our homes. We are seeing the routine displacement of communities caused by efforts by outside groups to redevelop our neighborhoods for profit. However, the continued resistance by the Lenape reflects a knowledge that our relationship to our land is also our relationship to each other, and that relationship cannot be undone by capitalism. Together we can build programs that center the history of Lenape people not just as a moment but as the foundation. We all have much to learn from including Lenape and other Indigenous voices in imagining and planning for the future city. Educational programs, for example, can shape not only future generations but the landscape—the monuments, the plaques, the statues, and the names of our public sites. Such programs provide opportunities to move a step closer to living in a more beautiful and ethical place. The 1982 Philadelphia Tricentennial got something right: the future of the city demands the involvement of the



Map of Traditional Lands of the Lenape known as Lenapehoking.

Lenape not simply in name but in practice.

For more resources about mutual aid projects, check out Philly We Rise, which has created a directory of mutual aid efforts and resource guides that list a variety of funds, resources, and opportunities. For more information see www.phillywerise.com/mutual-aid-resources/. ■

YOU'RE MADE OF
PHILADELPHIA PRIDE,
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Reconfiguring Space, Time, and Justice for Liberatory Housing Futures

BY RASHEEDAH PHILLIPS

Achieving a vision of housing as a human right calls for radically reassessing and ultimately abandoning our fundamental notions of time and space. While this idea may sound like it fell out of the pages of a sci-fi book, time and space are concepts that often form the basis for severe inequities for marginalized people. We are typically familiar with spatial inequality in the form of displacement from location and inaccessibility to space; however, hierarchies of time, inequitable time distribution, and uneven access to safe and healthy futures are equally threatening to the well-being of individuals and communities.

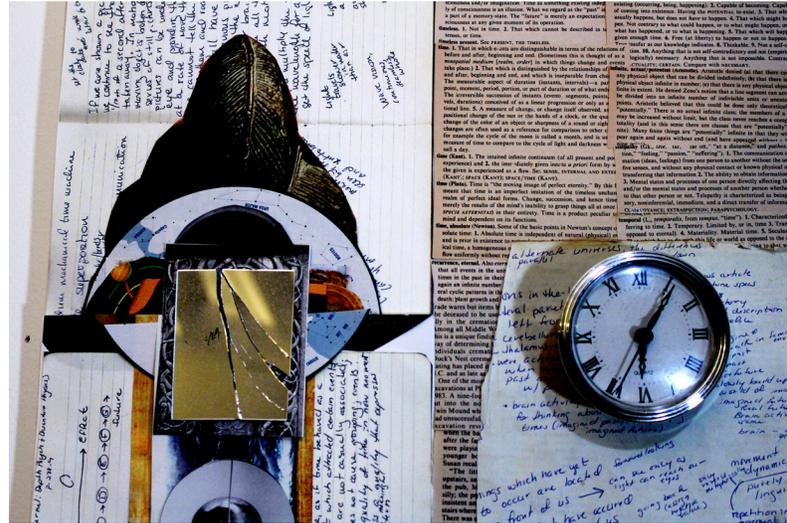
For example, time inequities show up at every step of the displacement process resulting from urban redevelopment, from the short or waivable notice requirements for termination of a lease agreement to the time required for a family to vacate its home if evicted or displaced, which is often severely out of sync with the time needed to secure new housing. Gentrification and redevelopment taking place in marginalized communities serve to condense time, disrupt communal temporalities, erase public memory, and challenge or foreclose access to the temporal domain of the future.

A vision of housing as a human right grapples with the concept of abolition by demanding the end of housing as a matter of private contract, shaping a world where housing and land is no longer considered a commodity and where time is no longer money and money is no longer a measure of value. Liberated housing futures are forward-reaching and backward-reaching simultaneously, correcting the past and reshaping futures where justice and equity are fundamental and inalienable aspects of reality.

In a liberatory, Afrofuturist vision of housing as a human right, the following three reconfigurations of our assumptions of space, time, and housing justice can serve as guideposts for creating liberatory housing futures.

In western culture we often say that time is scarce, running low, or running out. In the Afrofuture, time can be created, reclaimed, resourced, and redeemed. We will need to operate from a place of temporal abundance versus temporal scarcity in our collective futures.

This practice includes reimagining the ways we collaborate with impacted and housing-insecure people and communities in efforts to prevent displacement and evictions. While more and more organizations are striving to involve community voices as they address urgent problems and respond to crises, we must also give communities the space and time to think more creatively, expansively, and positively about the future of their neighborhoods and what a thriving community would



Untitled, Black Quantum Futurism, mixed media, found objects (2016),

look like to them. New solutions for tackling housing insecurity and creating equitable housing futures lie outside of the crisis-response model and the sense of time urgency that leaves little opportunity for communities and individuals to plan for their futures.

For our project Community Futures Lab (CFL), my artistic collective Black Quantum Futurism opened a year-long community space in the North Philly neighborhood known as Sharswood, where we developed and practiced a framework called *community futurisms* that aimed to facilitate a deeper understanding of the dynamics, rhythms, temporalities, memories, histories, and ideas for shared futures of the community, primarily through creative and informational workshops and “oral futures” interviews. CFL provided a space for community members to participate in dynamic conversations and critical dialogue about housing, displacement, gentrification, and related issues through the lens of Afrofuturism, instead of being passive recipients of information about those topics and being confined by narratives and languages of despair, powerlessness, and crisis. It was particularly crucial to have an Afrofuturistic space to speculate and imagine alternative futures while remembering and preserving the history of the North Philly community. One of our recurring workshops was a series called Housing Futures, which included visioning sessions and provided information on various topics related to housing rights, as well as the opportunity to provide critical feedback on and get directly involved in housing policy campaigns happening in the city, such as right to counsel and just-cause eviction. Workshop presenters collected feedback from community members to inform future policy and planning for this and other distressed communities facing similar redevelopment efforts.



Rasheedah Phillips is a queer housing attorney, parent, interdisciplinary artist, and Black Futurist cultural producer whose writing has appeared in *Keywords for Radicals*, *Temple Political and Civil Rights Journal*, *the Funambulist Magazine*, *Recess Arts*, and more. Phillips is the founder of the *AfroFuturist Affair*, a founding member of *Metropolarity Queer Speculative Fiction Collective*, cofounder of *Black Quantum Futurism*, and co-creator of *Community Futures Lab*.

We also produced a publication titled *Housing Futures Workbook*, which is meant to help capture the voices of people usually left out of conversations and policymaking on affordable housing issues that affect their lives and communities.

Through this work we have found that when people feel they have a stake in futures that are nondeterministic, not strictly associated with economic gain, and rooted in community, possibilities for hope, creative control, and meaningful access can spring forward. Visioning sessions include mapping, writing, storytelling, resource-sharing, and other activities that allow participants to create a collaborative, multipronged action plan for shaping the future of housing justice in Philadelphia and solutions for breaking intercommunal cycles of poverty and housing instability using artistic and holistic methods of healing. In addition to learning and exploring the history of housing, community, and Philadelphia at large, participants explore and co-create visions of the future and discuss practical ways they can contribute to promote positive change in their communities. The methodology of the sessions draws from speculative fiction and Afrofuturism, which provide the tools and language to practically explore reality, shape and share past and future narratives, and support community activism and empowerment.

Unlike in linear time, the past is not dead or closed off in a liberatory housing future. Information and narrative can be added to the past that will have an impact on the present or future.

Decision makers usually have the ability to determine the relationship of the past to the present and the present to the future. For example, criminal records and eviction records are snapshots in time of an individual's past that are too often used to prevent people from accessing housing far into the future. Landlords may refuse to rent to tenants who have even one eviction filing on their record, regardless of the outcome of the case or other details that may offer additional context on a prospective tenant's past rental circumstances. Likewise, criminal records that may bear no relationship to a renter's ability to be a good or responsible tenant are used as a means of denying people with remote or unrelated criminal histories access to housing. The tenant screening companies running background checks cannot always ensure that eviction records are completely accurate. These companies often use algorithms based on these incomplete records to make suggestions to landlords about whom to accept for housing.

Currently, policymakers are exploring options that will work to dismantle the significant barriers that housing and criminal records place on accessing stable and healthy housing futures by regulating access

to such records and how they can be used in rental decisions. For example, a protection that would require landlords to consider additional information about a tenant instead of only relying on eviction records allows the tenant to shift the relationship of the past to the present and the present to the future. Adding information and context to the past record unlocks it and breaks the record's temporal hold.

Such measures are the bare minimum for achieving housing equity; however, when we arrive at our liberated housing futures, records are no longer useful because all humans have access to housing, no matter what has happened in their past. In the Afrofuture, there is no value placed on a past that would prevent one from having a roof over one's head, and no one is denied access to housing stability.

Housing as a human right calls for dismantling or realigning systems that deprive people of temporal and spatial equity and that raise irreparable conflicts in timelines.

Systemic oppression is not linear: housing deprivation usually has multiple causes and triggers multiple, entangled effects. Time poverty is routinely used to penalize marginalized people in our present-day justice system, where not showing up "on time," even by just a few minutes can result in a default judgment that triggers a cycling of events—eviction, homelessness, and loss of other housing opportunities—an outcome that is intolerable under a human rights framework.

In our Housing Futures workshops, we often have participants create a map of their housing journey that shows all the places they have lived or called home and places they would like to call home in the future. We ask people the following questions: *What does your housing journey say about you? Your identity? Your sense of home? Sense of community? How might it compare with the journeys of people who are a part of marginalized communities or who have been displaced or evicted?* When people explain their maps, the answers are incredibly profound in showing the relationships between past, present, and futures in terms of housing experiences.

In the Afrofuture, we will actively address how future(s) are made inaccessible to marginalized communities in general and Black people in particular. We will also discuss where we have developed sustainable technologies of joy that specifically benefit low-income, vulnerable, and marginalized Black communities and that have replaced negative and discriminatory technologies, such as surveillance, algorithms, and big data that lock people out of opportunities to access housing stability. Through the recovery and binding of ancient and new Afrodiasporan tools, resources, and technologies, we can construct portals, time capsules, and temporal displacement devices that help us define, find, create, escape, and return home. ■



But there is still life here

BY TRAPETA B. MAYSON

1.
Someone tagged the shiny new bus stop shelter
just days after the glass got busted out.
Fat nasty letters graffitied on the boarded up frame
commanded, *Don't Gentrify Us!*
We spy small movements here and there.
The man who bought the old firehouse and sat
on it for 7 years is making "artist share spaces"
with luxury apartments above. He makes sure the doors
and windows, fences and barriers are hood proof for now.
He doesn't speak to neighbors while he works.
He and one of his golden hair boys hunch over
this new project, loose limbed and unbothered,
with a palpable air of ownership—like when a dog
runs up on a new spot, sniffs it out, claims it and sprays.

2.
The entire avenue has gone to crap,
said one long time resident as she
shakes her silver rod set in my direction.
That's how you know it's changing she says—
when it's allowed to sit and rot with no interventions,
just endless meetings to distract and defeat.
She tells me that the vultures will swoop in and collect
shells and reimagine relics; then defiantly confides to me,
but they won't collect these old bones!
I know that's right, I say back at her as we
pass one empty storefront after another—
display windows barren, riot gates shuttered.

3.
On one of the neighborhood's social media pages,
the newcomers are a particularly crafty bunch,
holding full court virtual councils on our hood.
It starts with an assertion or accusation of an *eyesore*;
sometimes a photo branded "bad renovations" is posted;
or someone doesn't like another's siding or
choice of windows or painted brick facade.
The overseers have an aesthetic and they're
ticked that the masses don't follow.
Remember your 8th grade bullies?
Remember senseless playground rumbles?
Remember getting jacked up after school, just because?
It's like that except the bullies are all grown now
and they tow their elitism, classism and racism
across Zuckerberg's virtual stage and puff chests
and huff and heave with each click and post.

4.
The "SELL US YOUR HOME" leaflets invade our mailboxes.
Gaudy loud colored flyers and bandit signs are stapled
on telephone poles. Robocalls and personalized text
messages urge us to *Sell, Sell, Sell* our piece of property.
Brad or Mike or Jason wants to take our burden of a home
off our hands and into his to bulldoze or to pile on two
extra stories of boxy condos; and then suddenly, the streets
will be cleaned and garages will replace basements and faces
too will be replaced. Some have taken the cash and exited,
others hold out, but patient speculators watch the block,
and we watch them; each side driving stakes deep into the concrete.
And then just like that,
the world hurled its magnificent body against us all,
Rammed the pandemic right into our lives and routines and ugliness.
And just for a moment, we were all raw, all scathed, all gutted.
And just for a moment, we raised our white flags and paused.

5.
So now we're here.
After 365 harrowing days,
after we've lost and mourned and isolated;
we are here now. We are here now.
2020 made the mice and pigeons anxious too.
They thieved the breadcrumbs right off those old trails
we once refused to abandon and now we can't go back.
And now we must resist the urge
to wound, to pierce one another.
Even if we falter or fault or fail
and think all has dissolved,
even if in our blue blue moments
we think we too may disappear
and we hang our heads so low
that it shadows our new paths
even then, we have to point ourselves forward.

6.
There is still life here
and this is where we will pick up from.
A neighbor clears the trash with her lone broom,
her 80 decade old fingers grip the handle
her stooped back bends just at the right angle
to spy me moving toward her to grab her haul—
bottles and cans and plastic bags and bits of stupid
stuff that littering people drop along streets when
they think no one cares. We stand there together,
nearly two generations apart and grin at our progress.
Here on this forgotten block, we are pointing ourselves forward.

7.
There is still life here people.
If we try a little tenderness, we will nurture it.
Even with warning signs of
what's to come tagged on bus stops,
even with elders clutching their bones on the avenue
and abandoned store fronts pleading
and new construction notices and moving trucks,
and leaflets that offend with promises to devour us,
there is still life.
We are still a beautiful people.
We are still breaking through.
We are still holding steady.
We are still pointing ourselves forward. ■



Trapeta B. Mayson is the city of Philadelphia 2020–2021 Poet Laureate. She is a recipient of a Pew Fellowship in Literature, Leeway Transformation Award, Leeway Art and Change Grant, and Pennsylvania Council on the Arts Grants.



Debts Owed, Debts Paid: Building Black Wealth Now and Tomorrow

BY MARKITA MORRIS-LOUIS

Between 1868 and 1934 the federal government granted 246 million acres of land, in 160-acre tracts, nearly for free, to 1.5 million white families—both American-born and immigrant—under the Homestead Act of 1862. Historian Keri Leigh Merritt estimates that some 46 million American adults today, nearly 20 percent of all white Americans, can trace their legacy of wealth and property ownership to this single entitlement policy.¹

Our country has been adept at wielding power and policy to build wealth and create opportunity for members of the dominant caste. The Homestead Act is just one in a series of tactics, with implementation dates stretching from the early days of the Republic into the better part of the twentieth century, to build a white, land-owning middle class to be served by and elevated over a permanent underclass consisting of Indigenous communities, Blacks, and other people of color. Halting the ever-widening racial wealth gap to let long-denied communities catch up to the wealth white Americans have accumulated over and across generations requires the same intention and effort that created the problem. The solution is a vast redistribution of wealth in the form of direct payments to households in an amount necessary to close the Black-white wealth gap.² Professor William A. Darity Jr. estimates the cost of such direct payments to be somewhere between \$10 trillion and \$12 trillion, with individual payments between \$200,000 and \$250,000 to about 40 million people. However, we know the political will does not yet exist for such a response. But a federal program does exist that has the potential to meet the scale of the challenge.

The Family Self Sufficiency (FSS) Program at the Department of Housing and Urban Development (HUD) was created in 1990 to promote increased earnings and savings for families in HUD-assisted housing. Under FSS, enrolled families who experience a rent increase because of an increase in earned income will have a portion of their rent deposited in an escrow account for their benefit. This account builds over time, and families can use the average savings of more than \$6,000 to achieve their financial goals. FSS has enjoyed bipartisan political support over the last 30 years, and most recently, Congress committed an additional 25 million in operational dollars toward the program. Our country has no other antipoverty program like FSS, which integrates asset building into the provision of federally subsidized housing. We can begin to address the racial wealth gap by fashioning a world where every family in HUD-assisted housing can build assets just by working and paying rent. A quasi-experimental, multiyear study of FSS participants in two programs in Massachusetts³ showed that participants earned more and received fewer cash-assistance payments than their matched peers. An interim cost-benefit analysis of these programs also found that participants gained more than \$10,000 in increased income over a five-year period as a result of participation in the program, at a net cost to the government of only \$276 per participant. FSS presents a shovel-ready, politically agreeable program with a 30-year legacy that could bring us closer to building wealth for communities that were previously systematically excluded from such opportunities. ■



Markita Morris-Louis, Esq., proudly serves as Chief Strategy Officer for Compass Working Capital, a national organization supporting families living in federally subsidized housing in building assets as a pathway to greater economic opportunity.

¹Keri Leigh Merritt, “Land and the Roots of African-American Poverty,” Aeon, March 11, 2016, <https://aeon.co/ideas/land-and-the-roots-of-african-american-poverty>.

²Rodney Brooks, “A New Book Discusses Not Just Why, but How the U.S. Should Pay Reparations to Black Americans,” *Washington Post*, December 11, 2020, <https://www.washingtonpost.com/nation/2020/12/11/new-book-discusses-not-just-why-how-us-government-should-pay-reparations-black-americans/>.

³Both studies are available for review at <http://abtassociates.com/CompassFSS>.



Transforming Our Communities for Tomorrow Requires Investment in Business Today

BY DELLA CLARK

“It takes money to make money.” That phrase is often championed in the business world, but few consider how unrealistic it is for many entrepreneurs of color. Minority business owners are often unable to gain access to the up-front capital necessary to build wealth. In fact, Black Americans have on average a tenth of the wealth of white Americans. And business loans are smaller and loan denial rates higher for entrepreneurs of color.

If the pandemic has shown us anything about supporting small businesses, it’s that the flow of capital into our communities needs to change and expand dramatically, while minority entrepreneurs need more support from intermediaries, investors, and institutions to help bridge the gap in the wealth divide.

Imagine the following: A local Black caterer opens a restaurant in West Philadelphia. She accesses financing to purchase her business’s mixed-used building, generating additional revenue from the apartments above while adding a valuable asset to her balance sheet. She hires from the community, creating job opportunities for neighborhood residents. The business connects with Penn and Drexel, catering meals for campus events while further diversifying its revenue model. As the business scales up, the owner partners with a local equity investor to open a second location near Temple, replicating the successful model.

We need to act on what we imagine. When we couple access to capital with comprehensive support from intermediaries, a new approach to financing from banks and investors, and a foot in the door at major institutions, this scenario can become the norm, not an exception. Our entrepreneurs need access to larger working capital loans to grow beyond survival mode. Neighborhood businesses need real estate financing to purchase their own buildings, creating asset wealth to remain stable in the face of changing neighborhood dynamics. Established minority businesses need access to growth equity.

Better capitalized businesspeople of color, supported by allies, have the power to build community wealth and be at the forefront of a new wave of equitable economic development. Strong partnerships will ensure that our response to the pandemic and social justice crises of 2020 is not fleeting but that it embraces the truly transformational work we need. ■



Della Clark is the President and CEO of The Enterprise Center, a full-service small-business incubation resource and neighborhood economic development center located in West Philadelphia.

Seven Strategies to Support Black Businesses

- Flexible loan agreements with lower interest rates and longer borrowing times that are favorable to small minority businesses who need flexible, long-term capital to help them grow their business over time.
- Recovery/revitalization grants to balance loans with debt-free capital and sustain a favorable cash flow for stability and growth.
- Equity investment funds that level up minority business growth without overburdening entrepreneurs with debt and improve access to necessary growth equity by redefining how equity investment criteria are used to evaluate minority businesses.
- Contract financing for businesses that often lack the funds to enter into high-value contracts.
- Lines of credit that offer businesses the flexibility to finance multiple contracts, long-term projects, or payroll between contracts without drawing more or less capital than they need.
- Commercial real estate loans to assist businesses in acquiring property so that they can build assets, generate additional revenue, and remain stable amid neighborhood changes.
- Industry-based coalitions that bring together anchor institutions, investors, and intermediaries to address systemic hurdles that affect competitiveness for minority businesses and to collaborate on increasing competitiveness of small businesses through joint funding opportunities, market experts, and joint partnerships to secure large contracts.



Embracing Collectivism in Community Design

BY TYA WINN

Design is a constant in this world. Everything we as humans interact with can be said to have been designed, and our experiences and interactions result in a sequence of intended and unintended consequences. This holds true for both our positive and our negative experiences. Throughout the past decade, the field of community design has gone through a period of introspection, and it is finally admitting that there are instances of bad design that have been caused by, necessitated the need for, or impacted the very work we were called to do. The events of the past year have served as a lived culmination of these realizations, showing how deeply the long history of inequity has scarred us. As we all wrestle with the knowledge that our lives will never be the same, my realization has been that we must do more moving forward to fight against inequity.

My choice of a design profession was inspired by my desire to pursue solutions that could improve the lives of people around me. I still hold the idyllic belief that design can change the world, but to do so requires collective action.

Too much of the design process is centered on shifting the risk and responsibility in the decision-making process. If the result is a building or thing that yields a negative impact, who is to blame? The client? The architect? The contractor? The truth is that each one of those

actors contributed to the realized effect in their attempt to mitigate risk. The all-too-frequent practice of shifting blame results in the worst outcome. But in the end, it is society at large that suffers in a Sisyphean exercise as we are forced to adapt to the existence of this practice.

Embracing the practice of collectivism, of assuming shared responsibility for others, is the only way forward. We cannot create something for one group without anticipating and planning for how that action affects the whole. Additionally, we must acknowledge and make necessary atonement for how actions of the past have affected others. Working collaboratively as we design our new future must be the new solution. Upholding and adhering to collective values must become the standard. We did not inherit the issues we face individually, and we will not solve the problems alone. I challenge us all to consider this as we embark on new design projects and to enthusiastically open the process to others. Include the voices of those who will benefit. Listen to the concerns of those who may be disadvantaged, and be prepared to plan designs with those voices in mind. We must hold each contributor accountable to a collective value that leaves our blocks, neighborhoods, and cities better than they were before we started. Only then will design become the powerful change agent we require. ■

PHOTO CREDIT: COMMUNITY DESIGN COLLABORATIVE.



Tya Winn is an architect and the Executive Director of the Community Design Collaborative, which provides pro-bono preliminary design services to nonprofit organizations in the Greater Philadelphia region, and raises awareness about the importance of design in revitalizing communities.



A Conversation with Jane Golden



Jane Golden is the Executive Director of Mural Arts Philadelphia, the nation's largest public art program, dedicated to the belief that art ignites change.

If you could remake the world, what would you create?

I would create a world where equity is a concrete concept. It would be actualized in our day-to-day world—systemic equity instead of systemic inequality.

And, of course, a world where art is not on the edge of things but where we all embrace the creative process. When it comes to complex problems, we discount creativity, but in this new world, creativity would be at the center. That means we wouldn't have to choose between arts and math, mural arts and the school district: we could multitask more fluidly. The notion of who is an artist and who is not would dissipate, and the understanding that people are inherently creative beings would be one of the invisible and systemic structures holding our new society together.

What would it take to get there?

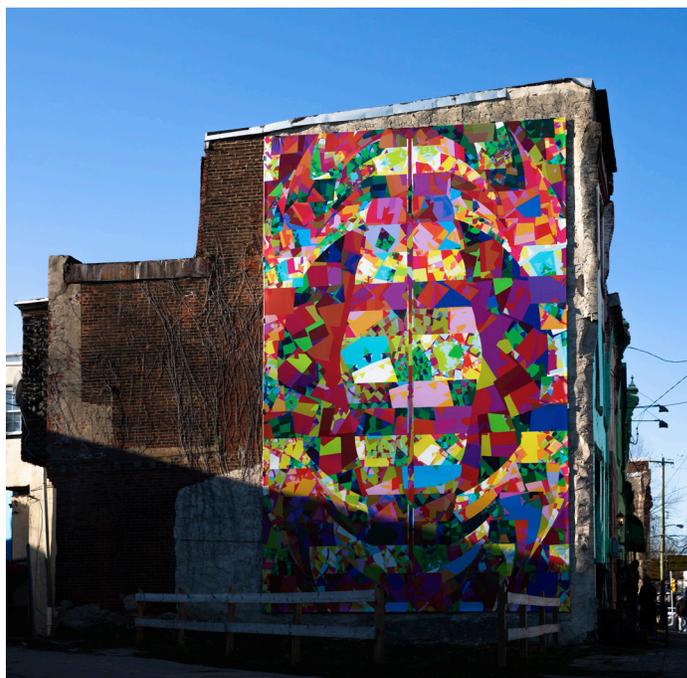
We need to recognize the importance of networks. We have this way of looking for specialists and experts, and when we find them, categorizing them as a specialist in just that, when really people encompass many experiences, ideas, and knowledge. We need to create a world for people to be all those things at once.

When we are compartmentalized like that, we become judgmental, both individually and at a societal level. We feel empowered to determine who has value and how to use it. It's an easy trap to fall into, but it's critical to suspend that kind of thinking, especially as we try to come up with solutions to complex social problems.

Who would be your allies—expected and unexpected?

For us to be able to find allies among people who challenge us is essential. We have to live with the discomfort and get through it. And sometimes we don't move through it. We're in a moment that proves it. You have to hold a lot of things at the same time.

I would love to see if a city program like ours can be allied with activists and those who don't always agree with us. In the projects we've done, when people have come from different walks of life and converged with a singular goal, they tend to find points of commonality if the table is set for that kind of discourse.



North Philadelphia, Quilt a Pattern for Generations, © 2020 City of Philadelphia Mural Arts Program / Destiny Palmer, 3110 Ridge Avenue. PHOTO BY STEVE WEINIK.

And what would be one step we could take (or may have already taken) toward making that world a reality?

Our leaders matter. They set the tone for their communities and act as role models. It also matters because of who they listen to and who they are willing to have in the room. Taking an active interest in who your local, state, and national leaders are is foundational to creating a new world.

It's not just external systems that we have to examine but our own thought processes. We've all been brought up with ideas about how to look at and think about the world. We quietly judge, we act out in our lives, we divide people up. We need to call on ourselves to be more empathetic and understanding. In a way, it's letting go of the way we historically think and pushing ourselves into the unknown. It's scary but filled with opportunity!

Change also tends to ask a lot of us: we need to hold grief and optimism and anger and all sorts of feelings. It's also a constant balance as generations shift. We need to move through the world with grace and empathy, recognizing that everything we do will necessarily be passed down to the next generation, who will change or shape it to their liking too. ■



Are There Any Chairs Left at the Table?

BY FRANK WOODRUFF



Mural by Cori Lin, Community Artist, Minneapolis.

In 2018, PACDC’s Pam Bridgeforth penned “On Social and Racial Justice . . . or Just Ask the Nice Black Lady,” a fun and effective essay on racial equity composed for the National Alliance of Community Economic Development Associations’ Tenth Anniversary publication, *Talking Values: Soulful Conversations within Community Economic Development* (www.naceda.org/talking-values). Retribution. That was my first thought. Pam was finally calling in the favor she did in writing that essay for NACEDA. And though I still think there’s a kernel of truth in that, after rereading her essay, I realized that in asking for an essay contribution from someone who looks like me and comes from where I come from, she’s advancing a central theme from her 2018 treatise.

Among Pam’s poignant arguments is that it’s too easy to simply ask the “nice black lady” to assert the racial equity testimonial. You also have to ask the aw-shucks, easygoing white dude. People like me have power. People like me have privilege—certainly within our broader society but also within the community development sector. There are a couple ways to consider voices like mine being at the equity table.

(Glass half-empty) Allowing us to always sit in the background lets us off the hook. Community development is grappling with its relationship to/with/for/beside racial equity. I lead a national community development organization. So I’m in it whether I want to be or not.

And/or

(Glass half-full) People like me have resources to bring to the table. I have relationships. A perch and perspective. Influence and credibility. To provide an example, community development is a notoriously cross-sector activity and field. As I interact with the health, arts, and environmental sectors (among others), I bring a certain type of credibility when the equity topic eventually comes up (it rarely comes first). I have seen it countless times in my own experiences with NACEDA. I can advance the equity conversation beyond community development in places that struggle with it even more than we do.

So why did *PACDC Magazine* ask someone like me to advance a national racial equity conversation? To put it simply, if I’m not at the table, I’m not at the table. The only question remaining is, are there any chairs left? ■



Frank Woodruff is the Executive Director of the National Alliance of Community Economic Development Associations.

**Some set
the bar.
Others
raise it.**



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Reimagining Health Care at Its Roots

BY CORNELIUS D. PITTS, PHARMD

When we look across the health care landscape and its needs, we see brokenness, shards, and enormous pockets of need among community members and health systems alike. This has never been made clearer than in what we've witnessed during the COVID-19 pandemic.

Miriam Medical Clinics is a nonprofit, primary health center with the chief mission of providing health access to all who seek it. This means that compassion, community, and need are at the forefront of our health care model. Hearing patients' stories shapes the paradigm of establishing trust, connection, and relationship with those we serve. In this, we are constantly trying to reimagine the future of health care.

Recently, Miriam Medical Clinics played a key role in distribution of mass COVID-19 vaccinations in Philadelphia. This has been an all-volunteer effort. During this effort, we have seen two things: there is a mass of humanity eager to be vaccinated, and there has been a mass of health care professionals eager to vaccinate. Vaccine "eagerness" exists on both sides of the equation. So the question is, are we seeing the birth of a movement or the reinvigoration of what was already there? I submit that it is both, but the "magic" and "goodness" that already exist in our community are real. Channeling that energy in organized and structured ways is now our challenge, and if our community meets

this challenge, intentionally and mindfully, a new era of health care will begin.

The "army" of volunteer health professionals and laypeople is evidence that the will to provide comprehensive and trusted health care already exists. We must dare to imagine a future where this strength is harnessed to create connectedness and relationships with those needing care so that whole communities are not only encouraged to thrive but to explode with vibrancy. This begins at the grassroots, community health clinic level, where day-to-day health care takes place. While research, academia, and hospitals remain absolutely necessary, it is in the neighborhoods where basic trust and relationships need to be garnered in order to bring community members into their doctor's office. We have seen this at Miriam Medical Clinics. We have also learned that this trust and the relationships and evident compassion "get vaccines into arms."

We also envision a future in health care where the patient is the center and leader of the health care team. Only patients can tell their own story. It is only this type of collaboration and connectedness that will lead us into a reimagined health care landscape. This year has brought us to the brink of that reality. Compassion will keep us there. ■



Dr. Cornelius Pitts serves at Miriam Medical Clinics and teaches at the Philadelphia College of Pharmacy as well as Temple University's Lewis Katz School of Medicine.



Miriam Medical Clinics hosts Trauma Conference. PHOTO CREDIT: PHOTO COURTESY OF DR. CORNELIUS PITTS.



Being Black and Well Is Our Birthright

BY JIANA MURDIC

After a year steeped in a pandemic and protests, we recognize that our country capitalizes on sickness and commodifies wellness and that being Black and Well in America is indeed a revolutionary act.

Get Fresh Daily creates revolutionary spaces for Black people to come together, to be well, to have fun, and to celebrate and manifest the best version of themselves. Whether through plant-based cooking classes that center on Black culture, support groups that focus on and lift up Black mothers, healing gardens as wellness destinations in marginalized neighborhoods, or year-round arts and wellness camps that foster connections with self and others in nature, we push back against the narrative that being well is not for us.

We see now that America was founded and fueled on a scarcity mindset. Consumerism dictates there's never enough. The Get Fresh Daily ethos spotlights community, rebuilt upon an abundance mindset, where there's more than enough for everyone.

In this world reimagined, we transform existing infrastructure—previously available only to the privileged—to work for the good of all:

- School and society nurture people's ability to realize their strengths and talents. People are encouraged to manifest their dreams to benefit the collective.
- Living healthfully is foundational, central, integral, not optional, and understood as key to the manifestation of our best selves.
- All neighborhoods are abundant with green space, clean air, clean water, and state-of-the-art play equipment for everyone.
- Outdoor space—for running, exercising, being active—is accessible, and these activities are normal in every neighborhood.
- Our food system respects the earth and all living beings. Foods are cultivated organically without chemicals.
- Fresh, delicious, unprocessed foods are affordable, available, and abundant to all.
- Unhealthy foods and products are not sold in neighborhoods where children and families live and attend school.
- Big food companies, such as fast-food conglomerates and industrial food manufacturing companies, are banned from marketing and selling foods that include chemicals and are held accountable for doing so.
- School food is delicious, nutrient-dense, and culturally appropriate, and includes ingredients that maximize children's ability to perform at high levels.

Despite society dictating differently, we relentlessly and unapologetically refuse to merely survive. We claim “thriving” as our birthright and our destiny. ■



Jiana Murdic is the Founder and Director of Get Fresh Daily, a social enterprise celebrating community, culture, and plant-centric living.



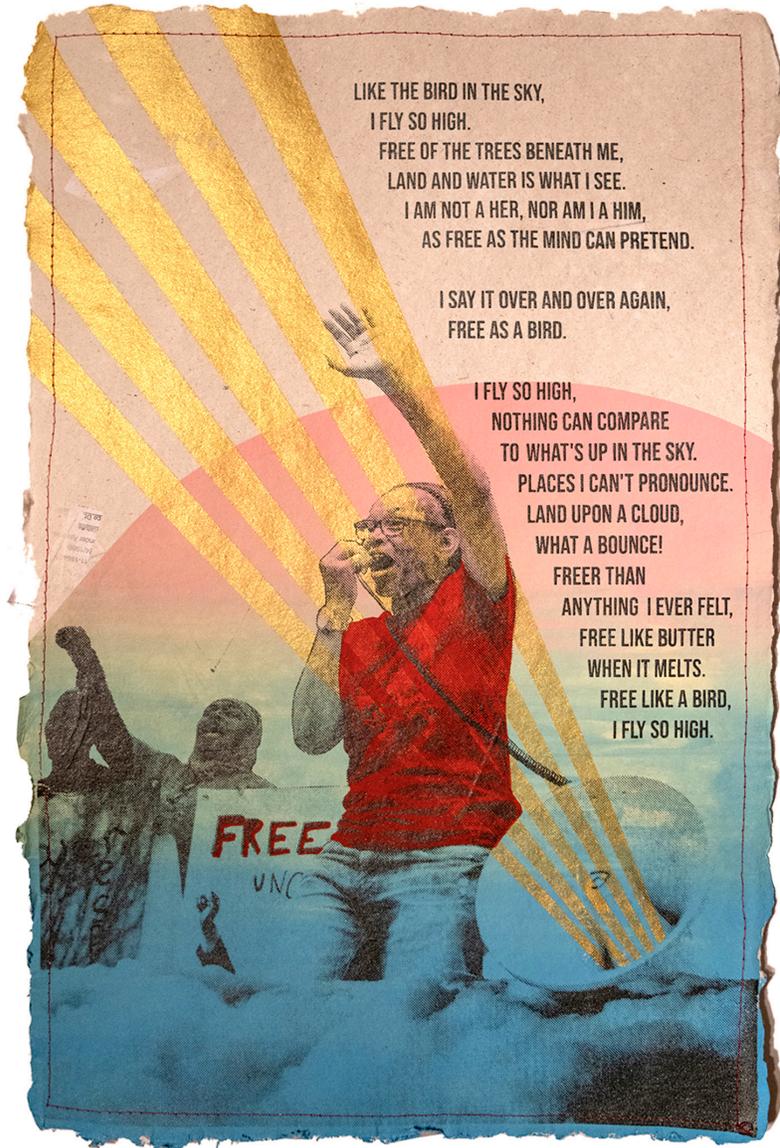
Welcome to the Journey of One Faith Deleen Bartley

BY FAITH BARTLEY

I am a formerly incarcerated Black woman. Where do I begin? For me, self-preservation has always been key. After my many attempts at trying to break my own vicious cycle of recidivism, I found myself wanting to help and support those women who were deemed returning citizens, those of us who were returning from prison. I believe that my God has given me this specific purpose—to help and support these women, myself included, to get free, stay free, and thrive in society successfully. To do this, I had to begin with me because if I am not able to stay free and thrive, then how can I become an advocate for those women who do not have the ability and the resources to do so?

I began advocating for women who were behind the walls (prison) when I landed a position with two artists from Richmond, Virginia. I did not know about advocacy until I met these wonderful humans. It was there at the People's Paper Co-op (PPC) that I got in touch with my voice and realized how powerful that voice was. During my many occasions in prison, I had no voice: "No one is listening anyway," I often thought to myself. But I believe my opportunity with PPC catapulted me into the social justice advocacy work that I have now become so passionate about. I truly feel and believe in my soul and spirit that this was the work that the Lord has called me to do—to help those who cannot help themselves or may not have a clue as to how or where to start.

My personal experience when returning home from prison was one of wanting to do the right thing, for the right reason. However, I was not aware of the resources available to me, such as transitional housing, employment opportunities, and access to free state identification. What I knew was that in Philadelphia, there are many reentry programs and resources for men returning but not so many for women, even though

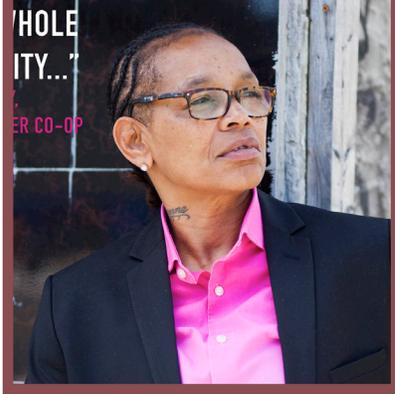


Bartley stands alongside formerly incarcerated women in the People's Paper Co-op women in reentry internship program. None of us are free until all of us are free. IMAGE CREDIT: MARK STRANDQUIST.

we've made up the fastest-growing segment of the prison population nationwide over the last 40 years. It was not until I became invested in the PPC that those resources I so longed for to break my own cycle of recidivism came to my attention. In my mind, I had always felt like the resources were hidden, unheard of, or not spoken

about. That made me feel as though my many incarceration stints were very intentional from a government and legislative point of view, a way to keep me in "self-bondage."

Now, fast-forward to the present day. Through networking, developing relationships with individuals who can connect me to the necessary resources, and rubbing elbows



Faith Bartley has been Lead Fellow of the People's Paper Co-op since 2015. In her work, Bartley encourages people to transform the narratives that others have created about them, and she hopes to support those people to break the cycle of recidivism.



PHOTO CREDIT: MARK STRANDQUIST.

with the movers and shakers of the reentry world, I have been able to build up resources for the other Faiths of the world, the other sisters coming home behind me who want to remain free from those “Slave Ships on Dry Land” (prisons). Those resources can help my sisters not only “stay free” but “thrive” in a society that has systematically marginalized us as Black women. One of my biggest pet peeves is that the government and legislative officials create policies without the experts at the table, without those of us with “lived experience.” We are the damn experts! We are the women who know what the hell we need to stay free and thrive! I always say, “The Queen Bee is the hardest worker of the beehive (community). She helps keep the family and community together. We are the ‘glue’! So when you lock us up, you lock up the *hope* of the community!” You dig me?

Women are the fastest-growing prison population. How do we slow that down, and how do we decrease the numbers overall? Here’s my advice: Support! Support! Support! We need to create platforms for women to share their experiences and stories with government and legislative officials and to bring awareness to those people in power about the impact that incarceration has on women in our communities and on our families. Long gone are the days that men are the head of the household, for it is the women who have been holding the families together. Is it any wonder why our children have now become juvenile delinquents? Too many of our mothers, sisters, aunts, and so forth are not in their lives. And why is this? Prisons are intentional. Lack of reentry resources is intentional. We come home from prison only to return because we are being set up to fail! The bottom line: I speak from mad

experience because each time I returned from prison, I could not find the resources or the support that would have sustained me or given me any encouragement to keep me pushing forward. I had become unemployed due to such a heavy criminal resume, and therefore the seed of discouragement sat in my spirit. Then boom! Before you know it, I was back at ground zero.

In 2018, I collaborated with other formerly incarcerated women to create a “Women’s Bill of Rights: A Blueprint to Help Keep Women Free.” This Women’s Bill of Rights is a prime example of how to create meaningful participatory stakeholder engagements that help develop policy. It consists of a set of demands that we know will keep women free: Equal Housing, Fair Employment, Education, Family/Community Reunification, Health/Mental Health Support, Addictions Support, Elimination of Probation/Court Financial Burdens, Peer Mentors, and Connections to Positive People. Providing us these basic services says to me that we did our time, that we paid the price for our mistakes. Make space for us to become who we are really meant to be, women who are more than our past mistakes. Support our ambition. “Take your foot off our necks!”

In closing, I will leave you all with this thought. It is my purpose to become a living blueprint and walking resource to help and support my sisters when they return home from prison. I am out here building relationships and networking with the hope of being able to support those women to break the cycle of recidivism. My vision is to have my own nonprofit, filled with mentors who can help women who are returning navigate their way back into the lives of their family and community *successfully!* And the Journey Continues. ■





Ghetto Fabulous

BY KYRA NORMAN

Big hoops, glossy lips, and bangs
Hot comb on the stove, mama telling me to pull my ear down
The freshest sneakers, and baggy jeans
Hair in twist, fros', and braids
Gold chains, big rings and bangles
Pigtails, and long nails
Everyone goes to the cookout
Old jams turned up loud
All the cousins and aunties come

Our rhythm, our swag, our style, our history
We ghetto fabulous
Our sense is the blueprint of trends
Nike, bucket hats, big boom boxes
Slicked edges, oil sheen, curl bumpers
Auntie makes the best baked Mac and cheese
Our music, our sound, our aura
Bonnets and headscarf before bed
Skin dark, skin light that's the beauty
Rolling dice, playing cards they all bet
Pink lotion in your hair on a Sunday afternoon and mama pops ya hand
when you touch
Bandanas, Jean jackets
Big noses, big lips, locs
Head wraps, dashikis and crystals
That's the fabulous in us. ■

Kyra Norman participates in Centennial Parkside CDC's Thoughts, Rhymes, and Speaking Free Poetry Workshop.



Norman and her cousin Brianna Boyd share a joyful embrace. PHOTO CREDIT: TASHIA RAYON.



Norman poses with her parents and older brother.



Thank you for helping our community rise

Inspiring people and mobilizing resources to address critical issues is a significant achievement.

We're proud to recognize the work your organization does in our community — making a difference in so many people's lives.

Let's celebrate PACDC's 2021 Signature Events Series.

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A piece of inspiration to take with you

Take some time to reflect on the following question: How can you contribute to the world you envision in your neighborhood? In your organization? In our Philadelphia?

“How I Think the World Should Be” by Simyr Ellis

Simyr Ellis is a seventh grader at the Commonwealth Charter Academy and participates in Centennial Parkside CDC's Thoughts, Rhymes, and Speaking Free Poetry Workshop.





Join a growing list of the city's leading established and emerging community-based innovators and entrepreneurs. Learn from experienced colleagues and be re-energized by new voices and fresh approaches. Together, share resources and insight, and most importantly, gain a seat at the table in community development decision-making.

PACDC MEMBERS' VOICES ARE HEARD!

pacdc.org/members/join-pacdc/



PHOTO BY MARIA MÖLLER

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For more than 145 years, BB&T has earned the trust of our clients with a local approach to banking. Understanding the fabric of our community. Being there when our neighbors need us. Encouraging what makes our community unique. That's why we're proud to support the Philadelphia Association of Community Development Corporations.



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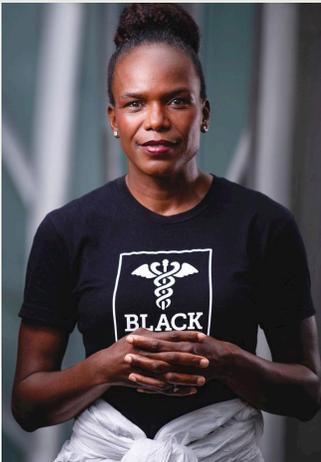
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COMMUNITY DEVELOPMENT CHAMPIONS

Recognizing outstanding leadership and dedication in advancing the field

Dr. Ala Stanford and the Black Doctors COVID-19 Consortium

Saving Lives and Helping Neighborhoods: It Takes Philly and an Ala

In January, people were getting sick.

Black people were getting sick before that, but in Philadelphia, the nation’s largest city with the highest rate of poverty, few paid attention. There was, however, one notable exception: Dr. Ala Stanford.

The board-certified surgeon with more than two decades of experience in world-class facilities across the region, whose specialty is caring for children and young people, watched as the numbers multiplied, reflecting COVID-19’s impact on illness and death within the Black population. The growing rates of infection and death coupled with the continued lack of access to testing within the Black community sparked Dr. Stanford’s sense of urgency to step into the fray.

“I just started seeing patients in my practice and administering COVID tests which I received from LabCorp.” For a significant portion of the earliest days of the worldwide pandemic’s brutal and swift impact, she covered the testing costs on her own, ensuring that those with or without insurance could be tested completely free of charge. That meant she covered the “patient share” co-pays of those with insurance, while she covered those without insurance 100%.

“I wanted to ensure that there was no barrier and full equitable access.”

She and the Black Doctors COVID-19 Consortium (BDCC) are making good on that commitment, having reached more than 24,000 individuals, including serving over 4,000 by hosting the city’s only 24-hour vaccination clinic, a brainchild of Dr. Stanford and the BDCC. National and local media outlets praised the group with such headlines as “Philly Black Doctors Clinic Outpaced the City in Vaccinating Black Residents” (*Philadelphia Inquirer*, February 25, 2021).

Dedicated to service long before now.

That she made the commitment to serve the underserved and then expanded on it is no surprise to those familiar with her and her work. She and her family have built a reputation for giving to others through service. Her grandmother was a longtime champion for neighborhood economic development in her role as a senior official at the city’s Department of Commerce. Her brother and husband serve as advisers and administrators of Dr. Stanford’s most comprehensive work, It Takes Philly, a nonprofit she formed more than 10 years ago.

The organization’s flagship program is a youth development initiative targeting public school students in the eighth grade who are struggling academically. It connects them with Black professionals in fields such as medicine, science, and technology. “Our mission through It Takes Philly is built on the idea that it takes all of us—doctors, lawyers, scientists, community members—to make Philadelphia better for young people. It is modeled from the African proverb “It takes a village to raise a child.” The Black Doctors COVID-19 Consortium is an initiative of the nonprofit.



Everything we are doing is about equity.

Now in the later stages of the pandemic, that proverb-based mission is taking hold and making a significant difference in shrinking the number of new cases of COVID-19 affecting African Americans in Philadelphia. Young people who have graduated from It Takes Philly are now in colleges and medical schools across the country and have returned to assist Dr. Stanford and other medical professionals with testing and vaccinations.

“When we first started, the percentage of Blacks receiving the vaccine in Philadelphia was 2%, despite the outsized proportion of our population getting sick and dying. Now it is closer to 22%. I know our work is having an impact,” Dr. Stanford said. She added, “Everything we are doing is about equity and providing barrier-free access to what most of the majority [white] community has: barrier-free access to testing, vaccination, and treatment by professionals with dignity.”

And she is not resting on her already considerable laurels. After more than two decades as a surgeon, Dr. Stanford said recently that she is taking a hiatus from surgery to focus on It Takes Philly and the Black Doctors COVID-19 Consortium. “I love this work! I never thought that the challenge and excitement that I enjoyed through my surgical practice I would feel anywhere else. But I feel that challenge and excitement in doing this work with It Takes Philly and the Consortium.”

Watching Dr. Stanford move through a cavernous sports arena leading a procession of health professionals and community members—dazzling city officials and others alike—there is no doubt that wherever she takes her community, they will be in exceptionally good and dedicated hands.

PACDC congratulates Dr. Ala Stanford and the Black Doctors COVID-19



PHOTOS COURTESY OF BLACK DOCTORS COVID-19 CONSORTIUM.





COMMUNITY LEADER

Given to dedicated neighborhood volunteers

Cynthia Barnes, Nicetown-Tioga

Fighting for Equity in Nicetown

Cynthia Barnes has been working for the city of Philadelphia for the past 22 years in various positions but always in a way where she has been of service to others. Her current position in the Mayor’s Office of Civic Engagement and Volunteer Service keeps her connected to the larger community, and she still rejoices in that work. But her day job is just the beginning of her commitment to improving the lives of residents—especially in her very own Nicetown-Tioga neighborhood where she has been volunteering for more than three decades.

One of the programs Barnes is currently championing is the Nicetown-Tioga Improvement Team (NTIT), which she cofounded and has led for the past 20 years. Through NTIT, she works with developers to ensure that they are responsive to community needs.

In fact, she recently negotiated a Community Benefits Agreement (CBA) with North10 Philadelphia that provides residents with an opportunity to develop usable skills in the construction field and gives them access to jobs and a voice at the table going forward. Barnes was thrilled with the result. “We worked to represent people who can’t speak for themselves, and it feels great to give folks a one-up in the community.”

One of Barnes’s most beloved accomplishments is the renovation of the 11th Street and Venango Playground, a half-block property right across the street from where she lives.

She recounts how in 1999 the Aldrich White School was demolished, leaving a dangerous, unsightly lot in its wake. She described looking out her window every day and witnessing a dramatic decline: “Dumping,

corner drugs sales, and shootings were a regular occurrence.” And it broke her heart to witness the neighborhood kids trying to play amid the debris. Barnes said the final straw came when she woke up to see a “huge, unsafe, rusty boat on a trailer dumped right in the middle of the lot.” That’s when she started organizing petitions and neighborhood involvement—and buzzing in the ear of (then) Councilman Clarke, who ultimately partnered with her to establish a new playground in 2003.

“It seemed to take forever, but the playground became the catalyst for so much that happened after. Vacant lots were restored with healing gardens and mosaic tiles and new murals on multiple corners.” Cynthia says that once again there’s a vacant lot outside her window, but that this time it’s the start of a playground upgrade that will include sustainable landscaping, sitting areas, and new equipment. And, not surprisingly, Barnes has been involved every step of the way.

Barnes hopes that one day Nicetown-Tioga will have a bustling commercial corridor. She is pained by the racial inequity that allows white neighborhood corridors to thrive when ones in communities of color often do not. She wants her neighbors to be able to “attend festivals and shop at local businesses run by local people where they can get their groceries, do their laundry, and pick up their prescriptions: things that others take for granted. This is everyday life for us—not to have something everyone else has because of the color of our skin.”

Congratulations to Cynthia Barnes for being a PACDC 2021 Community Leader awardee.



COMMUNITY LEADER

Given to dedicated neighborhood volunteers

Felicita Miranda, Fairhill

PHOTO CREDIT: DARRYL COBB.

Advocating for Children and Fairhill for Four Decades

Since she moved to Philadelphia from New York in 1976, Felicity Miranda has been a tireless advocate for children and families in her community. She felt that life in New York moved too fast and appreciated that in Philadelphia you could know and feel the community.

Before the Rivera Recreation Center and Mann Older Adult Center in the Fairhill neighborhood closed for renovations, Miranda had spent every day there for the past 25 years. At the center, people could come to get breakfast, play dominoes, exercise, and connect with others to get help and various supportive services.

Miranda got her start in advocacy when the local Catholic schools wouldn't let her enroll her children, and so she had to enroll them in public schools. That was when she saw the need to get involved. "I feel like I have the need to help people," said Miranda. "When I see a problem, I get involved."

Over the years, Miranda watched the community change and saw the need for someone to help mediate between the community and those making decisions for them. As more Latino and Spanish-speaking people and families moved into the neighborhood, Miranda bridged the gap between the two languages and cultures. Her special focus has been on children and their schools. Miranda states that her favorite accomplishment is the advocacy she did for non-English speaking children in the schools. She noticed that the children were getting into trouble with staff and the police simply because they did not share a common language and the children were being unheard. Motivated by empathy and her desire to help people, she scheduled meetings with principals at the schools to advocate for the children and families who couldn't speak for themselves. "Children have a weight to carry that isn't theirs," says Miranda.



Miranda attends HACE's Fiesta Caribeña in 2018. PHOTO COURTESY OF HACE.

"Felicita is a thread across generations," says Stasia Monteiro, Neighborhood Advisory Committee Program Director at HACE. "She is passionate about youth and families and has served on numerous committees and in neighborhood planning sessions to ensure that community safety and livability are forefront priorities. . . . Despite having lost both her husband and her son in early 2020, Felicity has not skipped a beat in her dedication to and love for making her neighborhood a better place." For over four years, Miranda has served on the HACE Neighborhood Advisory Subcommittee, including being the inaugural chairperson of the group.

PACDC congratulates Felicity Miranda as one of our 2021 Community Leader Awardees.



COMMUNITY LEADER

Given to dedicated neighborhood volunteers

Brenda Mosley, Kensington

Healing and Helping Kensington

For Brenda Mosley, her neighborhood of Kensington is full of possibility. The magic, according to Mosley, “is hope, the willingness to stand together. . . . The magic is that we don’t give up.” But she didn’t always see it that way. Since her childhood, Mosley was always on the defense. Her life was full of destruction and despair up until June 2, 1991. That was the day she met someone who believed in her, even though she didn’t yet believe in herself. Mosley joined a 12-step program for recovery, took control of her life, and realized, “I am not who other people say I am; I am who God wants me to be.”

At 39, Mosley went back to get her GED, earned her associate’s degree from community college, got her nursing license from Gwynedd Mercy, earned her bachelor’s from Temple University, and ultimately became a registered nurse. Along the way, Mosley began to love school and love life. Once she saw what life could give her, she knew she had to give back.

After getting clean and regaining custody of her daughter, Mosley began the process of opening a nonprofit to support children with disabili-

ties and their families, like her daughter who lived with severe cerebral palsy. On the day she was set to finalize the process, her daughter passed away. The grief and pain that came with that loss were unbearable. “It was me and her against the world,” said Mosley. The death of her daughter led her to relocate to Kensington. “I was so full of darkness and pain, I wanted to put myself in a place that mirrored how I felt.”

That was seven years ago. Today, Mosley is a key figure in Kensington. While at Rock Ministries, she connected with someone who worked at New Kensington CDC (NKCDC) who invited her to join the first class of NKCDC’s Community Health Workers. From there, Mosley and several other women from that first class (affectionately known as the “Trauma Ladies”) developed a trauma-informed care curriculum that now guides NKCDC’s community development work. “Thanks to the leadership of Ms. Mosley and the other ‘Trauma Ladies,’ trauma-informed community development is not a stand-alone program or the business of just one department. It has transformed the way that NKCDC does its work across operational departments and continues to inform our way forward. Ms. Mosley has been a spokesperson for the curriculum and the trauma-informed model with funders, partners, and city-wide,” said Bea Rider, Director of Resource Development and Communications at NKCDC.

Today, the community knows Brenda Mosley as “Mom.” From her roles as a block captain, recovery sponsor, nurse, Community Connector, and mentor to the Community Health Workers, her life has been about giving to the community. Where she once saw only darkness and pain, she now can see only life and possibility. With the help of NKCDC, Mosley has revived her plans to open her nonprofit.

Through all of her volunteer efforts, she is helping to create a world where there is “more love than hate, more giving than take, more wellness than sickness, more peace than anguish, and more joy than tears.”

PACDC is honored to recognize Brenda Mosley’s work with a 2021 Community Leader Award.

Mosley receives training to be a community health worker. PHOTO CREDIT: LOWELL BROWN.





RISING STAR

Recognizing staff under the age of 40 at PACDC member organizations

Iliana Dominguez-Franco, Asociación Puertorriqueños en Marcha

PHOTO CREDIT: RAY ERMEL.

Connected to Community

“Integrity, passion, commitment, and connection” is the powerful list of descriptors Rose Gray, Vice President of Asociación Puertorriqueños en Marcha (APM), uses to describe Iliana Dominguez-Franco.

She began working with APM in its Food-Buying Club, which was a 2017 PACDC Blue Ribbon winner. In her current role as Director of Sustainable Communities Initiatives, Dominguez-Franco works with Community Connectors to respond to the community’s pressing wants and needs. During her first week, Community Connectors introduced her to block captains and community leaders. “The Community Connectors are the best model out there and every organization should adopt it,” says Dominguez-Franco.

Community Connectors work as a team of already-established, diverse community members who use mentorship and leadership following the high-touch, low-tech model, which prioritizes personal connection over technological interaction. Dominguez-Franco describes Community Connectors as “an additional support system in the community where folks also have intense connections.”

With the technological divide that existed in Philadelphia prior to COVID-19, and COVID-19 making high touch difficult, Community Connectors struggled to also be low-tech. But Community Connectors and Dominguez-Franco found innovative ways to remain high touch safely. “I am just lucky enough to work with them,” Dominguez-Franco said of the Community Connectors. “They each have a network of people who just pulls them. They always know someone who needs help, someone who wants to do something. They are a team of people who know what is happening in the local organization and the community.”

Gathering knowledge and information from multiple places and distributing it in a digestible way are the most important parts of Dominguez-Franco’s job. When having guest speakers at meetings was no longer possible, she instituted other methods for reaching out: printing and distributing packets with infographics that detailed city systems and processes, rent relief opportunities, food distribution locations, and other resources. The packets were then loaded into backpacks and



Dominguez-Franco poses with APM’s outreach team! PHOTO CREDIT: NEAL SANTOS.

distributed by Community Connectors using an inventive method. Through APM’s connection with the arts community, Dominguez-Franco enlisted the aid of local puppeteers and drummers to engage in street performances and get people outside on their stoops, making the distribution of information more entertaining and more dynamic for the community. Envision a parade where entertainment and joy were paired with the distribution of critical information, delivered to people’s doors, block by block.

“Philly is a hidden gem that has always felt like home, like a community, that was real. The city and people I met here ground me,” Dominguez-Franco says. She envisions a community that has high-quality, diverse, permanent neighborhood assets (schools, recreation centers, community centers, transportation, etc.) that equip and empower community members with the tools to be able to choose how to be leaders in their neighborhood. Although her vision will require many players, she is a walking example of the community she envisions.

PACDC congratulates Iliana Dominguez-Franco on being recognized as a 2021 Rising Star.



RISING STAR

Recognizing staff under the age of 40 at PACDC member organizations

Amanda Garayua, HACE

Growing a Career by Helping Others

A North Philly native, Amanda Garayua started with HACE 12 years ago as an Administrative Assistant. During her time with the organization, she has worked her way up through the ranks to Housing Services Program Manager. “I have always liked working with people, and the exposure as an administrative assistant showed me that this [type of work] is something I would really like. Now as a manager, I get a glimpse into the development side. It will be a learning curve, but I want to know more about how we build.”

As a Housing Services Program Manager, Garayua oversees a staff of seven, works to make sure her department meets its goals for funding, ensures data is being entered correctly, and focuses on achieving positive outcomes for the communities they serve. This year, her department added rental assistance, an individual development account savings match program, and certification as a VITA tax preparation site in conjunction with such existing programs as home-buyer counseling, energy assistance and conservation, tenant counseling, and tax lien counseling. These programs make HACE a one-stop shop for the needs of its community. Garayua’s time-management skills and eagerness to learn have enabled her success and growth as she oversees many different initiatives. “If there was free training, I took it,” she said.

Garayua did not always have the education to help her move up the ladder. However, her organization not only recognized her drive and ability but also helped her gain the education necessary to accompany the experience she has accumulated. She is currently working toward her associate’s degree in social behavior and has her eye set on completing her bachelor’s degree shortly thereafter.

“My goal is HACE’s goal: to promote home ownership and financial wellness and prevent homelessness,” said Garayua. She believes that



Garayua providing free information for housing resources during VITA tax preparation hours at HACE’s main office. PHOTO COURTESY OF HACE.

credit is the foundation for prosperity because it affects every facet of your life, from pursuing educational opportunities, to purchasing utility and cable services without a deposit, to being approved for quality insurance and loan products at affordable rates, and sometimes to getting a job. For this reason, she helped create HACE’s Credit Academy.

“Amanda embodies the new wave of Housing Counseling professionals in that she is energetic and fully integrates her personal community perspectives and professional skills in her counseling work to achieve results. Specifically, her work toward improving the delivery of services to low-income individuals is a true mark of leadership that is needed to effect change for the improvement of housing opportunities in urban communities and to support equitable development in appreciating neighborhoods,” says Maria Gonzalez, President of HACE.

Congratulations to Amanda Garayua on being named a PACDC Rising Star Award winner for 2021!



EQUITABLE ENTREPRENEUR

Recognizing outstanding achievement by an individual entrepreneur that advances equity and economic opportunity for low-income residents in their business model

Carl Childs, 680 Big Green Box

A Love Project Becomes a Thriving Business

Carl Childs remembers taking the 23 bus from his neighborhood in North Philadelphia to Ninth and Washington with his mother. There, the two would pick up the best fresh fruits and vegetables, which were unavailable in their own community. Today, he laughs thinking about how heavy those bags were for a little kid to carry. Childs became an accountant after graduating from Cheyney University and earning his MBA from Temple University, but those childhood memories called him to something bigger.

When his mother passed away in 2016, Childs decided to use his business skills to make a difference. That same year, he launched 680 Big Green Box because he wanted to bring the energy of the Italian Market back to the people he cares about. For just \$20 weekly or \$75 monthly, Childs delivers a custom variety of the best seasonal fruits and vegetables to his customers across Philadelphia. Since 2018, he has been delivering affordable “boxes of goodness” full-time. An involved resident in the Hartranft neighborhood, Childs is also a member of the Asociación Puertorriqueños en Marcha (APM) Neighborhood Advisory Committee (NAC). “Carl’s decision to start 680 Big Green Box was rooted out of love. His goal to help his community access affordable fresh fruit and vegetable delivery has demonstrated his commitment to advancing equity in food deserts not only in North Philadelphia, but across the city,” says Victoria Cubillos-Cañón, NAC Coordinator at APM.

As the entrepreneur explains with pride, 680 Big Green Box is more than a food delivery service. “I wanted to change the perception of fruits and vegetables. It doesn’t need to be just something that you have to eat, but something that you want to eat.” To accomplish this, Childs recognizes that “each customer is their own kind of rock star,” and he creates each box with their palate in mind. The 680 Big Green Box team of three takes its responsibility so seriously that Childs wakes up at 4:00 a.m. to purchase and deliver his produce on the very same day. “Once I buy, I’m on the clock,” he remarks.



PHOTO CREDIT: CARL W. CHILDS, 680 STUDIOS PHOTOGRAPHY.

For Childs, the best part of 680 Big Green Box is its customers, and he cares deeply for the people who trust him with their health. “For me, I want those people to keep living. Food is the way you keep waking up. If you get a box of the best stuff, it’s going to save you from the potato chips every time.” It’s no surprise that Childs’s “love project”—turned—business became more popular during the pandemic. At a time when many neighborhood residents feel unsafe shopping at supermarkets, ordering from 680 Big Green Box allows them to not only stay home but also enjoy some of the finest produce too often reserved for white and wealthy communities.

In the future, Childs hopes to create recipes for his clients and accept SNAP benefits as a form of payment. Whatever he does, he will be sure to “keep buying the best stuff.”

Congratulations to Carl Childs on being named a PACDC 2021 Equitable Entrepreneur.



Where two or more gather
Where two or more gather

Future
Future
dreaming
dreaming
dreaming





EQUITABLE ENTREPRENEUR

Recognizing outstanding achievement by an individual entrepreneur that advances equity and economic opportunity for low-income residents in their business model

Jeannine Cook, Harriett's Bookshop

Fighting for the Space to Exist and to Dream

As the daughter of a librarian, Jeannine Cook fell in love with words, stories, and books at an early age, and she quickly recognized their power to bring people together for necessary dialogue. When Cook was eleven, her mother went completely blind, so Cook and her sisters would read aloud to their mom. This time became such a cherished moment for the family that the girls would have to wrestle the books out of each other's hands. In the latest chapter of her love story with literature, Jeannine Cook is the founder and owner of Harriett's Bookshop in Fishtown.

Although Harriett's opened in February 2020, Cook has been in conversation with Harriet Tubman, the shop's namesake, since elementary school. She fondly remembers, "She was like a superhero. She had all of these abilities, and she was still human." Today, Harriett's Bookshop celebrates women authors, women artists, and women activists. An author, artist, and activist herself, Cook is on a mission of revisionist history. She cannot believe that there are no Harriet Tubman monuments in Philadelphia given that this was the first place the Underground Railroad conductor and abolitionist came after escaping slavery. The shopkeeper vows, "I don't have to wait for anybody to show love to the people who need to be shown love. They are ours. Harriet is our gem." From guiding lights like Ida B. Wells and Toni Morrison to local treasures like Trapeta Mayson, Ursula Rucker, and Sonia Sanchez, women who have never been at the center have an unstoppable champion in Jeannine Cook.

After creating early iterations of Harriett's Bookshop on the sidewalks at the University of the Arts and at the corner of Broad and Cecil B. Moore, Cook wanted her new business to become a community space for organizers, activists, and authors. Of course, the coronavirus had other plans, but the entrepreneur "fought like hell to be able to continue to do versions of that." For example, she opened an online bookstore, utilized sidewalk space for outdoor sales, and even won a grant to renovate her basement and backyard where customers could safely shop. Still, she faced serious doubts earlier in 2020 and explained, "Before June, we thought it was over. Maybe we made a mistake."



Over the course of one weekend in June that would "change the world," according to seven-year-old Gianna Floyd, Harriett's Instagram following grew from 3,000 to 30,000. The spontaneous explosion of support for Black-owned businesses during last summer's uprisings may have been a lifeline for this particular version of Harriett's, but Cook's artistic instinct is the real secret sauce behind her success. "As an artist, we learn to work within limitations. We are problem solvers," she explains proudly. During this time, she also distributed books to demonstrators at City Hall, and she even flew to Minneapolis and Louisville to be of service to the movement.

After watching a mob of white vigilantes march outside Harriett's doors and receiving hate mail along with other Black- and women-owned businesses, Cook and her sister, Jasmine, organized a Sisterhood Sit-In. Adorned in 18th-century gowns, the duo challenged attendees to envision through poetry, music, and performance what a post-racist world would resemble. Cass Green, trusted confidante and Community Engagement Project Manager at New Kensington CDC, sat out front during the protest to keep an eye out. Green says, "Not only does Jeannine uphold, carry forth, and honor Harriet's legacy, she has been blessed with her anointing. The sista sit-in invoked Harriet's spirit in that danger was imminent which warranted a collective shotgun response. The journey continues."

Congratulations to Jeannine Cook on being named a PACDC 2021 Equitable Entrepreneur!



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 our vision:

“An equitable city where every Philadelphian lives, works, and thrives in a neighborhood that offers an excellent quality of life”

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

- **INNOVATION:** The organization has created a new or pioneering project or program, or approached a project or program in a new and inventive way.
- **IMPACT:** The organization shows a demonstrated capacity to have positively influenced or enhanced the community or population served.
- **LEADERSHIP:** The organization displays 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:** A 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

2020

WINNERS

Esperanza

Esperanza Arts Center

Philadelphia Chinatown Development Corporation

Crane Community Center

FINALISTS

Impact Services Corporation and New Kensington CDC

CoLab

New Kensington CDC

Kensington Health Connectors

2019

WINNERS

Community Ventures

Centennial Village

Project HOME

Gloria Casarez Residence

FINALISTS

African Cultural Alliance of North America

Woodland Revitalization

Frankford CDC

Frankford Pause Pilot Park

2018

WINNERS

Esperanza

Roberto Clemente Homes

Germantown United CDC

Open Doors in Germantown

FINALISTS

HELP USA

Lural L. Blevins Veterans Center at
HELP Philadelphia V

Office of Community Development–Catholic Human Services

St. John Neumann Place II

People’s Emergency Center CDC

4050 Apartments

2017

WINNERS

Asociación Puertorriqueños en Marcha

Food Buying Club

Philadelphia Chinatown Development Corporation and Project HOME

Francis House of Peace Ping An (平安)
House

FINALIST

New Kensington Community Development Corporation

Orinoka Civic House

2016

WINNERS

People’s Emergency Center CDC

Neighborhood Time Exchange

The Village of Arts and Humanities

People’s Paper Co-op

FINALISTS

Esperanza

Esperanza Academy Public Charter
High School

Women’s Community Revitalization Project

Grace Townhomes

2015

WINNERS

Impact Services Corporation

Veterans Housing Center

Philadelphia Chinatown Development Corporation

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

The Enterprise Center CDC
Community Leaders Program

People's Emergency Center CDC
Lancaster Revitalization Plan

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

Esperanza
Latin Quarter Project

Impact Services Corporation
Hancock Manor

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

New Kensington CDC
Frankford Avenue Arts Corridor

Ogontz Avenue Revitalization Corporation
Northwest Greening Initiative



2021 BLUE RIBBON AWARD *Winner, Large CDC*

NEW MARKET WEST, MISSION FIRST HOUSING GROUP

PHOTOS COURTESY OF MISSION FIRST HOUSING GROUP.

New Market West Provides Needed Investment under the EI

When Councilmember Curtis Jones wanted to see equitable development come to a long vacant and underutilized series of lots at 59th and Market Streets, he knew just who to reach out to—Mission First Housing Group. “We were actually in the middle of finishing a development when the councilman approached us,” said Mark Deitcher of Mission First, “but we made sure this project would be our next priority.”

The land comprised a number of different parcels with a jumble of uses—a municipal parking lot, some vacant homes, an old gas station, and an area that SEPTA had used for staging reconstruction of the rail line. “The recent SEPTA renovation of the elevated portion of the Market-Frankford Line had devastated businesses along the corridor which had already been struggling,” said Susan McPhedran of Mission First. But the existing blight provided an opportunity to bring new investment and services to a community well positioned to take advantage of its proximity to public transit.

Mission First was no stranger to the neighborhood as they already partnered with ACHIEVEability. They incorporated existing plans that had been completed, adopted the Planning Commission’s recommendation to focus on transit-oriented development, and easily won community support. “We were able to do the development because of the good will ACHIEVEability has built in the community,” said McPhedran. The result of that process and that hard-earned good will is New Market West.

Phase I of New Market West encompasses 92,000 square feet of commercial space and 85 underground parking spaces. Horizon House, a large behavioral health and homeless service provider, was vacating their previous headquarters and threw their support behind the project by becoming not only the anchor tenant but an equity investor as well. In addition, Mercy Health opened a senior health center, which takes on greater importance given the closure and transition of Mercy Hospital’s West Philadelphia campus. ACHIEVEability will also be calling the development home, and Councilmember Jones has decided to locate his office there. Excitingly, a restaurant will be opening in the summer of 2021, and a large day care center, Wonderspring, will also be on site. New Market West represents a dramatic boost to a corridor that, despite being close to transit, has faced strong headwinds.

Now Mission First is focused on completing Phase II of the development: 41 units of affordable rental housing and a community room. This \$16 million addition not only will provide new shoppers for the corridor but will allow residents to easily access some of the largest employment centers in the city. And the dramatic impacts of this close collaboration between developer, community partner, and government are already being felt as additional new construction and rehabilitation have begun taking place on surrounding blocks.

PACDC congratulates Mission First Housing Group on being recognized as a 2021 Blue Ribbon Award winner!



2021 BLUE RIBBON AWARD *Winner, Small CDC*

SUSQUEHANNA SQUARE, COMMUNITY VENTURES

PHOTOS COURTESY OF COMMUNITY VENTURES.

Building Off of Success

Community Ventures has done impressive affordable housing development work across Philadelphia—their Centennial Village development was a prior PACDC Blue Ribbon Award winner—but when they were looking for their next big project, they decided to build off of a legacy of success in North Central Philadelphia adjacent to Temple University’s campus. Investing in this neighborhood is critical as it has an existing low-income population along with increasing gentrification. In 2007 Community Ventures worked with neighborhood leaders to design Susquehanna Village, and continuing the developer’s history of strategic neighborhood investment became the focus. Grands as Parents, Inc., a local neighborhood organization that provides supportive services and advocates for grandparent-headed and kinship-care families and other stakeholders, collaborated with Council President Darrell Clarke’s office, and Susquehanna Square was born.

“David [La Fontaine] and Troy [Hannigan] have been phenomenal in working with us. We see this as an important first step in encouraging more intergenerational housing. Grandparents play such an important role in keeping families together, but they need more resources like this,” said Jean Hackney, Vice President of Grands as Parents.

Susquehanna Square is a 37-unit, mixed-generation affordable housing development located across the street from an elementary school on North 15th and 16th Streets and the 1600 block of Diamond Street. It’s composed of three new-construction buildings and will serve a variety of populations. All of the units are targeted for below 60% area median income, while eight are specifically designated for people experiencing homelessness. Five of the units have been leased to grandparents caring for grandchildren.

“One of the many strengths of Susquehanna Square is its access to a wide range of significant amenities in the surrounding community.

These amenities include Temple University and its associated commercial area, schools, public playgrounds, a movie theater, two modern supermarkets, and social service providers,” said Troy Hannigan, Program Director for Community Ventures. This puts the individuals, families, and children that will call Susquehanna Square home in close proximity to places to work, shop, and play and adjacent to the SEPTA Broad Street Line stop, which can connect them to the city’s largest employment and medical centers.

The total project covers nearly 39,000 square feet and includes 17 one-bedroom units, 14 two-bedroom units, 3 three-bedroom units, and 3 four-bedroom units. The project will also feature Energy Star-rated appliances and a green roof to help lower expenses for residents and assist with stormwater management. In addition, specific attention was given to ensuring that the 21st-century construction fit seamlessly into its context of 19th-century row homes. “We made sure to prioritize the building complementing and not contrasting with the existing community,” says Hannigan.

The development was able to come about because of close collaboration between a number of stakeholders, including Council President Clarke, the City of Philadelphia, the Philadelphia Housing Authority, the Pennsylvania Housing Finance Agency, the Federal Home Loan Bank of Pittsburgh, and more. This support and the dedication of the team at Community Ventures meant that not even the COVID-19 pandemic could stop them: they worked straight through to get the development completed.

The entire team at Community Ventures should be proud, and PACDC congratulates them on being recognized as a 2021 Blue Ribbon Award winner.



2021 BLUE RIBBON AWARD *Finalist*

CASA INDIANA, HACE

PHOTO CREDITS: KAT KENDON.

Honoring Community through Beauty and Innovation

Casa Indiana rises from the site of a former yarn mill, standing among old Philadelphia row homes and a newly inspired walking trail dotted with art installations that honors the memory of those who have passed away from the opioid epidemic and those who continue to live in the area.

This new 50-unit senior apartment building is a continuation of decades of work by HACE to construct an equitable future for Fairhill and uplift the cultural identity of the neighborhood. It provides much-needed affordable housing for elders, while at the same time it seeks to transcend recent violence and write a new future for the longstanding residents, their neighbors, and their families. “Our vision was to develop a diverse, age-friendly community that offers a high quality of life. As a product of this neighborhood myself, it gave me immense pride to be part of the leadership at HACE that developed Casa Indiana,” said Harry Tapia, HACE’s Director of Operations.

Sited along the busy thoroughfare of North 2nd Street, the development includes a plaza and a sculpture by local artist Marta Sanchez, which tells the story of the rail lines with bright hibiscus flowers springing symbolically from the old tracks. This open space connects to the Gurney Street Art Trail as well as the planned Willow Park to be built just down the street.

In the rear, the building embraces a Secret Garden that serves as a sheltered area for some of the community’s most vulnerable population to relax and enjoy. The garden provides areas for activities of all kinds: a sheltered open area for large gatherings and an open lawn for smaller gatherings, with raised planters that provide opportunities for the residents to garden.

Achieving National Green Building Standard Silver certification, Casa Indiana addresses sustainability on multiple scales—economically, socially, and environmentally—all to the benefit of its senior residents. The site itself, once a vacant brownfield, now mitigates on-site stormwater through a detention system and provides easy access to public transportation along with walkability to local amenities, including fresh food, parks, and commercial corridors.

Casa Indiana stands as a safe space for the neighborhood’s aging population and as a beacon that signals not the transformation of the neighborhood but its reclamation by the community that was there all along.

PACDC congratulates HACE as a 2021 Blue Ribbon finalist for its exemplary work!



2021 BLUE RIBBON AWARD *Finalist*

CONNECTED COMMUNITY: A TRAUMA-INFORMED COMMUNITY ENGAGEMENT TOOLKIT, IMPACT SERVICES CORPORATION AND NEW KENSINGTON CDC

PHOTO CREDITS: LOWELL BROWN.

A Curriculum and Practice for Neighborhoods

Theory versus practice. Theory teaches us the history of a subject and explores the canon of how a thing should or could be. Practice shows us that often in the doing of something theory can only take you so far. In the Kensington section of Philadelphia, a newer theory and practice of community development endeavors are being woven together in powerful ways, for lasting impact on individuals, neighborhoods, and communities.

Connected Community: A Trauma-Informed Community Engagement Program is a collaborative project with Impact Services Corporation and New Kensington CDC that evolved over the last four years. The program focuses on partnering with community activists, neighborhood residents, trauma-informed care (TIC) specialists, and others to build on the theoretical framework of TIC paired with practical on-the-ground strategies for building on a community's assets and strengths for better connectedness and improved collective outcomes. TIC is a clinical method by which practitioners understand the effects of trauma and adversity on an individual and a community and the resulting impacts on health and behavior.

As the program advanced, the insights gained were translated into a train-the-trainer curriculum so that other neighborhood groups can replicate the program within their own communities. The curriculum can be downloaded for free at www.traumainformedcommunity.org.

"We started this project as a response to the very real need to address the trauma that can come from living in a neighborhood that has suffered from decades of neglect and disinvestment. The effects of trauma, such as lack of trust and skepticism that things can change, are also the barriers to community engagement, so we had to embed a trauma-informed approach in our work as a way to counter some of those effects," said Zoë Van Orsdol of Impact Services when speaking about the impetus behind the project's launch.

Helping to distinguish this project is the overall design, which is built on the insights and reflections of those participating. Each convening or learning session is informed by the previous session and incorporates techniques to ensure that the work focuses not on defining people or communities by struggle but acknowledging how the struggle can affect efforts and what methods can be implemented to support a path forward through collective endeavors. Ms. Brenda Mosley, a neighborhood resident participant and 2021 Community Leader, says, "Through this process I found my imagination."

An important result of this work is integrating these practices into organizational cultures. Beatrice Rider of New Kensington CDC said, "It is an ongoing process. This has been transformative for NKCDC, but I don't want to make it seem like a trauma-informed approach is a magic bullet. The biggest change and the one that makes our work so much more effective is centered on residents and including them in the decision-making, including having more community residents on staff and providing opportunities to grow into community or organizational leadership. We also use many of the tools on a regular basis, which has helped make the trauma-informed approach how we do business."

Both Impact Services and NKCDC are quick to point out that implementation has a steep learning curve and that others seeking to advance it should view this version of the curriculum as a starting place rather than an endpoint in their efforts to strengthen communities. Rider added, "The curriculum our colleagues and partners have developed will change as we use it in Kensington, and as others adopt it as their own. We are excited to see what it will become and how it will be used."

PACDC congratulates Impact Services Corporation and New Kensington CDC as a finalist for the 2021 Blue Ribbon Award for Community Development Excellence.



2021 BLUE RIBBON AWARD *Finalist*

PANDEMIC FOOD DISTRIBUTION PROGRAM, CENTENNIAL PARKSIDE CDC

PHOTO CREDITS: TASHIA RAYON (LEFT) AND MICHAEL BURCH (RIGHT).

Neighbors at the Ready When Needed Most

The year 2020 saw the expansion of the work CDCs typically do. Centennial Parkside CDC had built strong relationships with residents and city officials over the years, and in February 2020, with their support and as the next step in its evolution, Centennial bought an abandoned building at 40th and Poplar Streets that needed significant renovation. The plan was, and still is, to move its offices into this space and rent the building's single apartment to a family seeking an affordable home. When the pandemic hit, the CDC's programming and goals shifted, and its new asset, ready or not, became the lifeline of the neighborhood.

"We are in a neighborhood that was hanging off the edge prior to the pandemic and just completely fell off once the pandemic hit," Chris Spahr, Executive Director, said. "We were seeing people lose their jobs, people getting sick, people not being able to buy food and feed their families. That's when our board knew that our priorities had to shift, and Lorraine Gomez stepped up to the plate and advocated that our residents needed food distribution."

Because of the disinvestment of the East Parkside neighborhood, there are no community centers there, and the city informed Centennial Parkside CDC that there wasn't much it could do to assist the organization with food distribution. So the CDC leaned on its councilmembers, who managed to advocate for inclusion in the Share Food Program. The next hurdle was finding a place to store and distribute food. Fortunately,

the recently acquired unrenovated building provided the perfect venue: it became the drop-off point for food delivery and the immediate pick-up location for residents. Through partnerships with the Archdiocese of Philadelphia, Brandywine Realty Trust, Mt. Vernon Manor CDC, and various struggling neighborhood restaurants, Centennial Parkside CDC distributed over 400,000 pounds of food to nearly 15% of neighborhood residents between March 2020 and February 2021.

"The silver lining of this pandemic was seeing people come out of the woodwork to help their neighbors get food, even though they were putting themselves at risk," Spahr said about the volunteers who made the food distribution program possible. "People would drive up, load their cars, and hit the whole block. We had volunteers delivering food to seniors in our community, and they made sure they were taken care of every week." When asked about how Centennial Parkside CDC connected residents to food distribution services, Lorraine Gomez, a board member of the CDC, said, "When you are in need, you are looking, so word of mouth was all we needed. We might get ten pallets of food, and it would be gone in 30 minutes."

Congratulations to Centennial Parkside CDC for being recognized as a Blue Ribbon Award finalist for its work.



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Comcast RISE stands for Representation, Investment, Strength and Empowerment. The initiative combined the talent and resources of two business units with expertise in the small business space— Effectv, the ad sales division of Comcast Cable, and Comcast Business – to sustain, support and rebuild BIPOC-owned small businesses within their combine footprints. The current program is geared towards the BIPOC-owned business community. As Comcast RISE is a multi-year initiative, the future complimentary services will be open to other underrepresented groups.

Selected businesses could receive one or more of the following business services :



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Advertising and marketing consultations with local Effectv marketing, research and creative teams to gain insights on how to grow your business.



Creative Production

Turnkey production of a 30-second TV commercial plus a media strategy consultation and 90-day media schedule.



Media

A linear TV media schedule over a 90-day period.



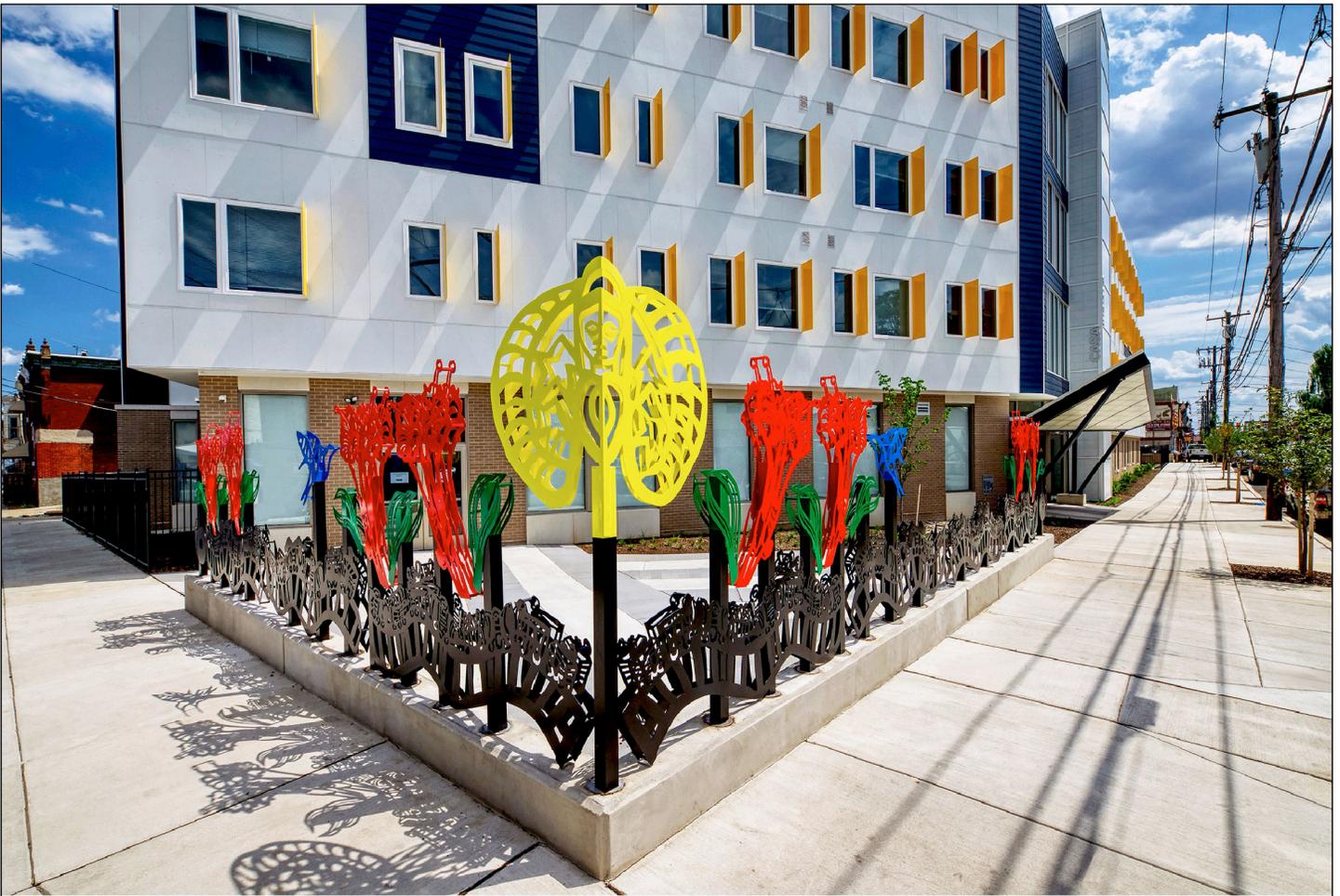
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2021

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Miranda**

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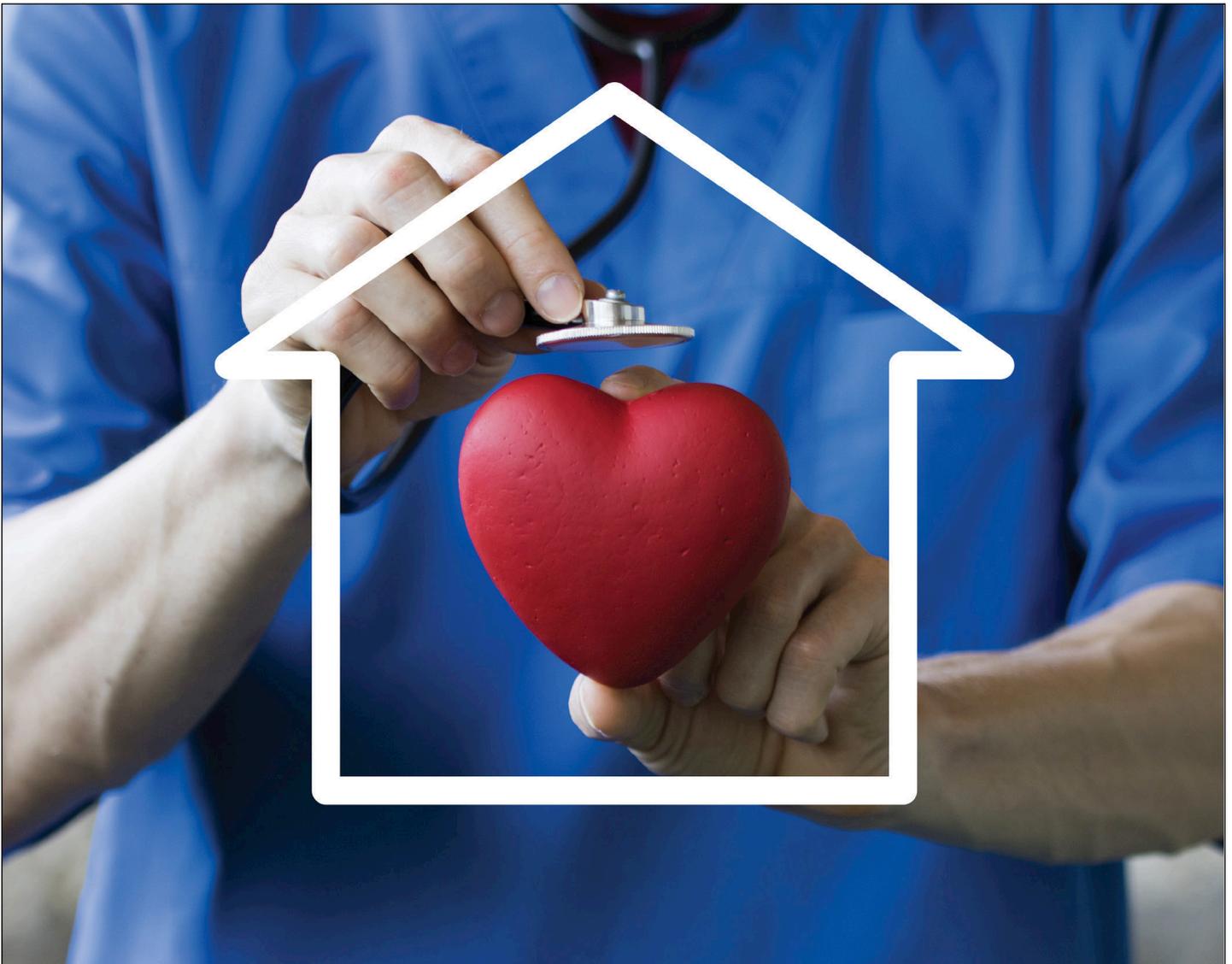


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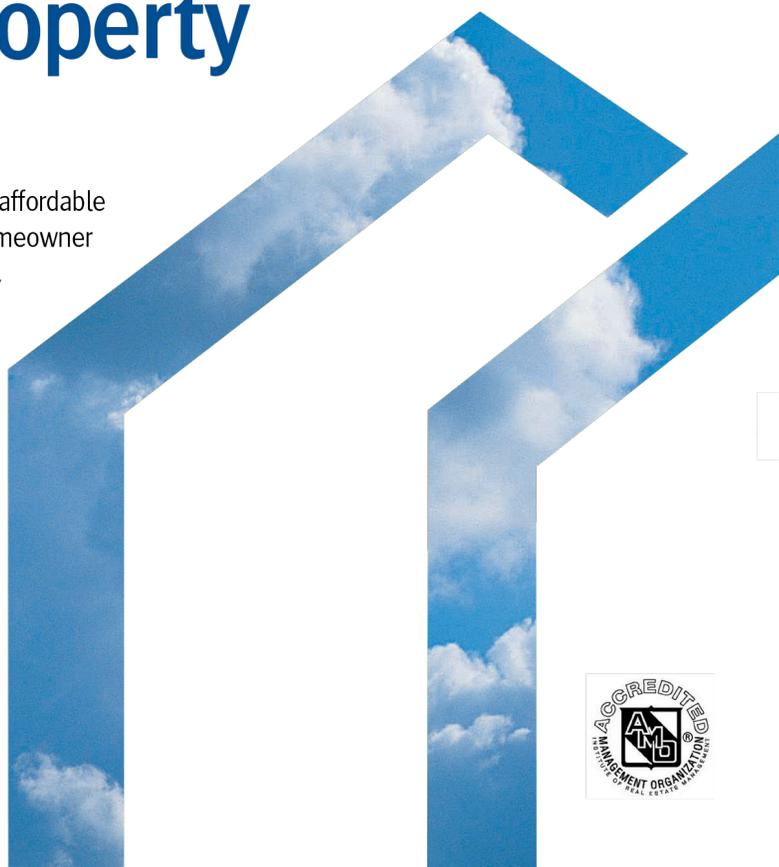
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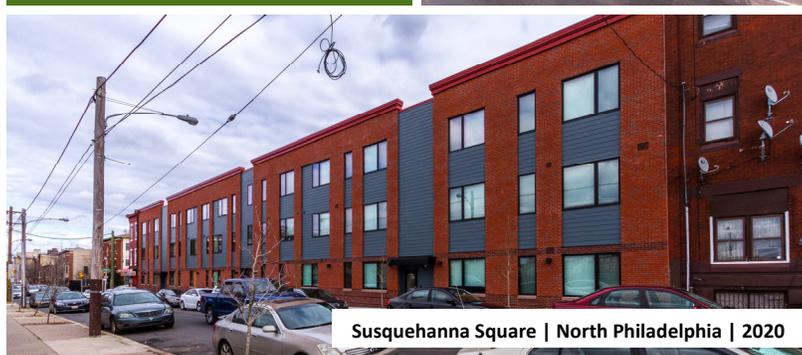
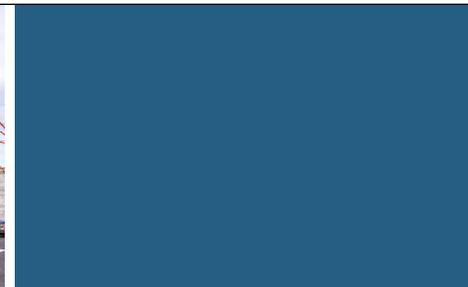
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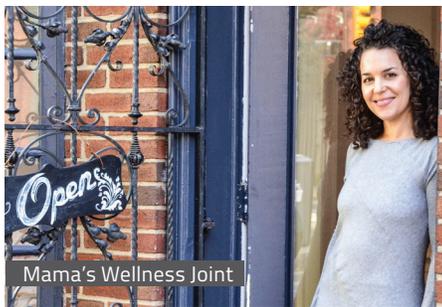
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