Allegheny West
Neighborhood Strategic Plan Progress

Project and Program Performance and Opportunities
January 2006 through June 2010

Prepared for:

The Allegheny West Foundation
Philadelphia, PA

Prepared by:

V. Lamar Wilson Associates, Inc.
Real Estate and Community Development Advisory Services
Wynnewood, PA

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Project and Program Performance and Opportunities

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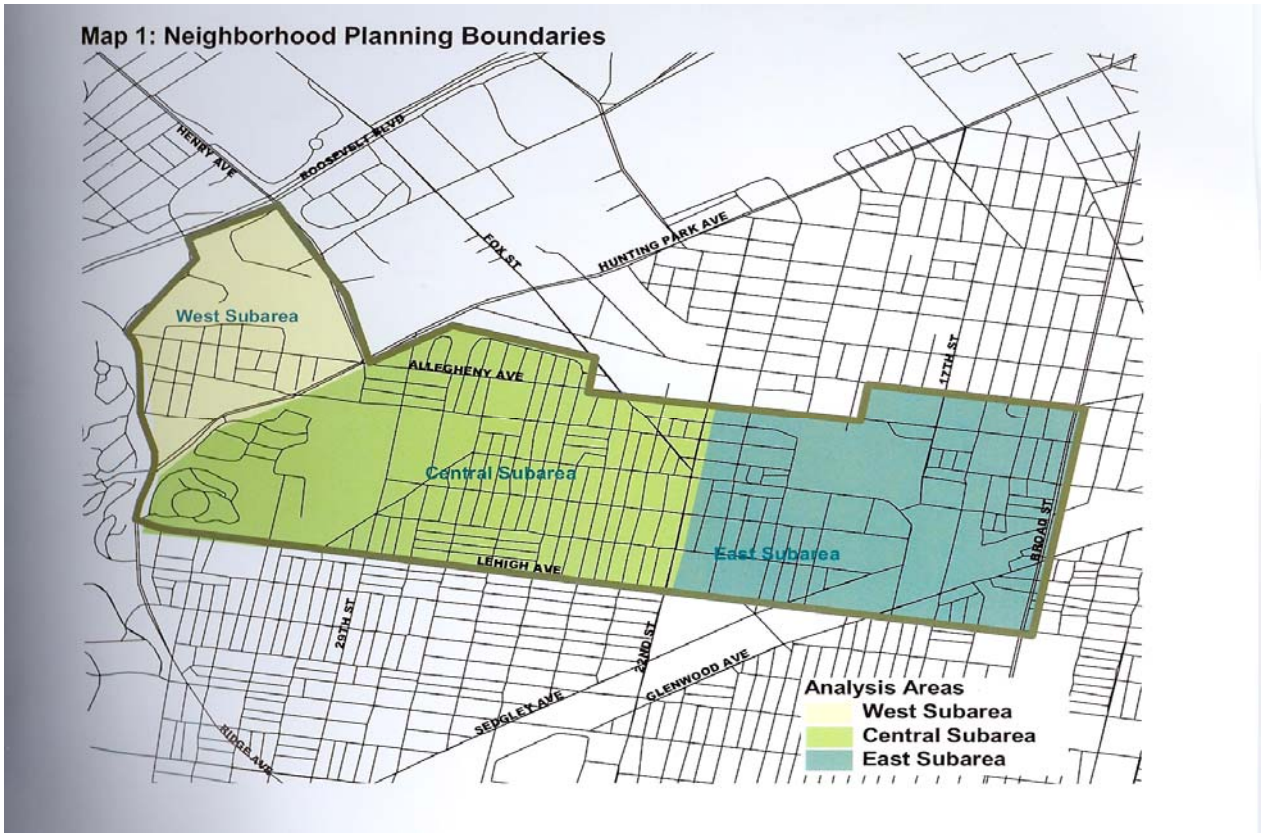
I. Executive Summary

A. Introduction

In May of 2010, the Allegheny West Foundation ("AWF") engaged Lamar Wilson Associates, Inc. to undertake an analysis of its progress in executing a broad range of projects and programs being carried out principally as the result of multi-year funding committed to it by the Wachovia Regional Foundation ("Wachovia"). The funding commitment in the form of a five-year grant was awarded to support the implementation of community development activities that were presented in AWF's "Neighborhood Strategic Plan" for the Allegheny West community that is defined generally by Allegheny Avenue on the north, Lehigh Avenue on the south, Ridge Avenue to the Roosevelt Boulevard on the east and Broad Street on the west (see map below). This Plan was completed in December 2004 by Lamar Wilson Associates in collaboration with Urban Partners and Readletter Services. It is important to note that none of the firms involved in development of the Plan have been directly or indirectly involved in consulting on, development of, or support to any project or program referenced in this Plan.



AWF's motivation for this analysis is to essentially develop an internal "report card" of its performance at the halfway point of Wachovia's funding commitment, and to use this information to determine if and to what extent mid-course adjustments may be called for to

achieve the original goals articulated in the Plan, as well as to identify new opportunities based on new conditions and circumstances affecting the organization, the neighborhood, or the overall market in which each operates. The audiences for this information include AWF board, senior management, and program staff, and the organization's stakeholders, funding sources, and consultants, and technical assistance providers. AWF views this early assessment as a tool for helping to evaluate progress being made, identify where resources are being leveraged, and understanding constraints and restraints that impede or preclude progress towards neighborhood revitalization goals established some time ago. In essence, it is their belief that the formal neighborhood strategic plan completed in 2004 helped attract the Salvation Army and Temple University to the neighborhood years later, and that it will continue to be instrumental in attracting a shopping center development and other resources and investment opportunities to the Allegheny West community.

B. Research Process and Methodology

The analysis of AWF's progress involved a variety of information gathering/research sources and techniques including:

- review of quarterly and annual progress reports prepared by program staff and submitted to Wachovia that chronicled the activities of projects and programs which were receiving financial supported;

- review of quarterly progress reports submitted by the AWF President, Ron Hinton, that addressed overall performance of the Foundation and major projects and programs that were receiving Wachovia support;

- interviews of AWF management and program staff to solicit:
    - information about the nature and extent of community development projects and programs for which they are responsible,
    - impressions of conditions or circumstances that affected performance or production; and
    - statistics that reflect public or private capital leveraged to support AWF projects and programs.

- interviews of a representative sample of stakeholders, partners, consultants and funders that AWF engaged to help carry out projects and programs to get their impression of progress and to confirm information supplied by AWF with respect to goals and resources committed to underwrite them; and

- analyses of financial data, primarily project costs and funding, develop a picture of actual and potential capital leveraged by specific projects or programs that were highlighted in and/or considered top priorities in the 2004 strategic plan.

The scope of work requested by AWF for this research did not call for and hence did not include an assessment of the organization's capacity, infrastructure, and procedures as they relate to their community development operation, nor did the scope call for an assessment of the impact of their community development activities on the customers or clients of the projects and programs administered.

C. Plan Focus and Implementation Focus

Although the neighborhood strategic plan was completed in 2004, AWF was unable to secure the required level of resources necessary to begin the implementation phases until 2007-08. In the interim, the organization continued to solicit and receive competitive funding from the City's Office of Housing and Community Development, Commerce Department and Redevelopment Authority, the Commonwealth of Pennsylvania, and financial institutions and philanthropic entities carry out projects and programs that represented their core, "bread and butter" activities. The funding opportunity provided by Wachovia -- $750,000 over five years – enabled AWF to, on the one-hand, continue its core program services and, on the other, sustain its ability to do so by providing greater predictability to the organization knowing the resources are available to the extent performance is evident.

In general, the focus of development activities called for in the plan and pursued by AWF starting in 2005 can best be described as:

- investments in the people of the community;
- investments in the physical assets in the community; and
- investments in the businesses and industry that help sustain the community

The goals and objectives of the activities under each these three categories – as stated in the plan and as reflective of projects and programs being carried out to-date – give high priority to:

- increasing community safety and security;
- improving education and access to living-wage employment;
- enhancing overall recreational, health care and wellness resources; and
- augmenting the supply of affordable housing.

D. Overview of Major Activities and Results To-Date

Comprehensiveness

The mix of projects and program activities in which AWF has been engaged since 2005 is fairly comprehensive in scope, addressing a wide range of physical, social and environmental needs and concerns that were referenced in the strategic plan completed in 2004. Their focus centered on four areas or lines of business – residential development, economic development, community building and education and employment – and the activities under each as summarize directly below:

<u>Residential Development</u>

Affordable Housing

- maintenance and repair
- rehabilitation, preservation and infill new construction
- serving low- to moderate-income markets
- serving rental and homeownership markets
- serving family, multi-family and senior markets
- financial counseling and homebuyer clubs
- targeted to leverage infrastructure and commercial investments nearby

<u>Economic Development</u>

Mixed-Use and Retail/Office Facilities

- new leased space to community-service oriented tenants providing health/nutrition-related services to young mothers and their children
- transit oriented development near the 22nd Street train station
- marketing/promotion of commercial corridor businesses and available space for new businesses
- opened new Tasty Kake Thrift Store site

Vacant Site Reuse/Redevelopment

- facilitated parceling off and resale of former Tasty Baking and Budd manufacturing sites for reuse and redevelopment

Physical Infrastructure

- street and sidewalk improvements along the 22nd Street commercial corridor

Market Analysis

- commissioned independent study of commercial corridor and retail market strengths and opportunities

Community Building

Community Facilities and Services

- in-home senior/elder medical care and social services
- new community center providing facilities and services for serving children, youth, seniors and families
- new partnerships offering medical, health care and wellness services to residents
- pursuing development of banquet hall, commercial kitchen, and catering business
- expansion and development of city recreational facilities

Resident Participation and Engagement

- co-sponsorship of safety workshops with Police District Advisory Committee
- recruitment of Town Watch members
- sponsorship of festivals and special events to promote community unity
- facilitated funding to support neighborhood advisory council activities

Education and Employment

Job Fairs

- training workshops building interviewing skills, obtaining GED and continuing education
- referrals and placements for summer and permanent jobs

Collaborations and Partnerships

As has been its history, AWF aligned itself with a fairly impressive and well-capitalized group of private- and public-sector institutions and businesses who support the organization's mission and have confidence in the organization's ability to achieve project and program goals. Moreover, the entities listed below have played different roles at different times – from grantor to investor, collaborator to partner, technical assistance provider to developer – to better enable AWF to implement their neighborhood strategic plan goals and objectives:

Government/Quasi-Government Sector

Office of Housing and Community Development (OHCD)
Redevelopment Authority of the City of Philadelphia (RDA)
City Commerce Department
City Recreation Department
Police District Advisory Committee
Pennsylvania Housing Finance Agency (PHFA)
Pennsylvania Department of Community and Economic Development (DCED)
Pennsylvania Department of Conservation and Natural Resources (DCNR)
Philadelphia Youth Network

Private Developers
New Courtland Elder Services
TKMG Associates

Development Consultant/Technical Assistance Providers
Sherick Project Management
Harold Burk
Econsult Corporation

Private Business & Industry
Tasty Baking Company
Temple University/Temple University Health Systems/School of Medicine
The Salvation Army
The Ray and Joan Kroc Foundation
PNC Bank
PNC Multifamily Capital
Federal Home Loan Bank of Pittsburgh/New York
North, Inc.
Sunoco Foundation Learning Center
Career Link, TBM Productions and Earn Center
Philadelphia Health Management Corporation (PHMC)
Preferred Real Estate Investments

Foundations/Philanthropic Entities
Wachovia Regional Foundation
W.W. Smith Charitable Trusts

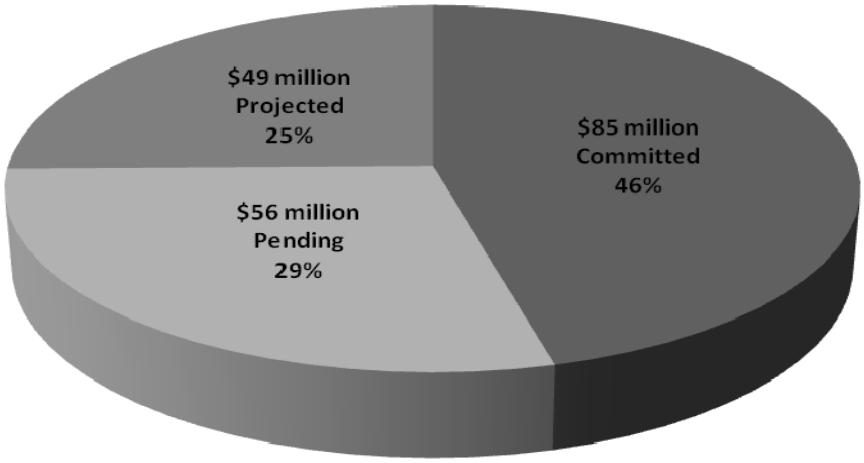
Civic and Business Organizations
Allegheny West Neighborhood Advisory Council
North 22nd Street Merchants Association

Capital Formation

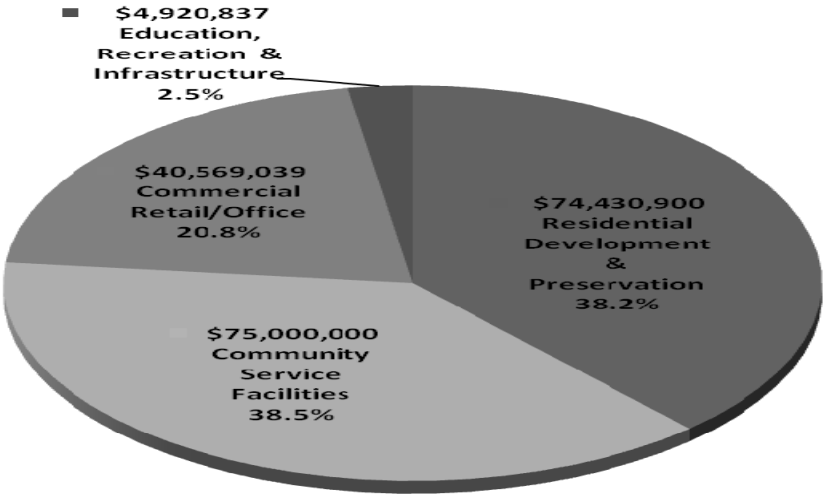
AWF has shown an ability to attract technical and professional support (internally and through outside developers and consultants) necessary to initiate the different projects and programs outlined above and given high priority in their neighborhood strategic plan, and is demonstrating a similar capacity to leverage the required capital to finance and sustain them. As detailed in Table 1 in the Appendix (see pages 32-33) and illustrated below, approximately $195 million in private-and public-sector investments to the Allegheny West community are at

various stages to support residential, economic, and related community development initiatives for which predevelopment activities began in 2006-07:

Status of Investment Capital



Prospective Investments by Program Area



Production

With regard to the number housing units and amount of square feet of commercial and community facility space produced and in the pipeline, and the residents directly served through AWF-sponsored programs, production at this point in the plan's implementation is measured in the following terms (see Table 2 on page 33 in the Appendix):

- over 400 housing units rehabilitated or built;
- approximately 212,000 square feet of commercial and community facility space;

- an estimated 1,000 residents directly served, beginning mid-2008 through mid-2010 (average of 300 per year);

- an estimated 1,300 homeowner and tenant beneficiaries from completed and in-the-pipeline residential developments through 2013; and

- median home price for the neighborhood surrounding North 22nd Street and Hope Plaza Corridor was $160,000, higher than the citywide median price of about $125,000.[1]

The 2004 strategic plan did not project the number of housing units, commercial square feet, or residents to-be served over the five-year implementation period, but instead presented revitalization indicators, outcomes measures, and a framework for tracking production and investments. Five principal indicators were proposed for measuring and evaluating the extent to which revitalization, over time, was evident or emerging from actions and investments made within the Allegheny West community. They included the extent to which:

- current residents where reinvesting in their homes, schools and neighborhood institutions, and prospective residents bought homes or leased rental units in the neighborhood;

- neighborhood institutions (civic, religious, educational, social and political) deepened and/or broadened their services in ways that built and strengthened personal responsibility and the "sense of community" there;

- existing merchants and businesses continued to make investments in their stores and businesses, and new entrepreneurs opened stores, offices, or industries in the neighborhood;

- private developers or investors placed their risk capital in the neighborhood; and

- governmental institutions at the local, state or federal level delivered, maintained and sustained quality public services to the neighborhood.

E. Overall Observation and Impressions

From the completion of the neighborhood strategic plan at the end of 2004 through the middle of 2010, AWF has focused its attention on generating and leveraging resources to move

[1] Econsult Corporation: North 22nd Street and Hope Plaza Corridor Briefing Report; produced for the Allegheny West Foundation, 2010.

programs and projects outlined in their plan forward. Based on interviews with and data from a small sample of their institutional stakeholders to analyses of financing budgets, letters committing the funding for program and projects, and discussions with AWF management and staff, there has been a "single-minded purpose" to use the plan as a framework to attract capital (financial, human and political) to achieve market opportunities in the areas of housing, commercial retail and office, community facilities and community engagement.

AWF would be the first to acknowledge that there is a tremendous amount of work remaining to complete the mission and realize the vision projected by its plan and respond to other issues and challenges that confront their low-income service area. As the results of its work over the past five year have borne out, and as the pipeline of programs and projects suggests, there is tremendous potential to achieve that vision and address community needs into the next decade. Consistent with that, AWF should consider using the overall gains over the past several years to "rebrand the old neighborhood", one that has a very rich history steeped in Tasty Baking Company's presence and the active role they played in its development, to create a new vision and perhaps a new name that captures the next generation of leadership, potential and opportunity.

With respect to community participation and engagement, a key component AWF committed to in the planning phase as well as in the ongoing implementation phase, the organization recognizes the importance of having and maintaining an outreach and communications strategy to both keep the community apprised of its activities and to solicit feedback, input and ideas to ensure program and project benefits accrue to residents of Allegheny West as a first priority. The primary objectives of the outreach/communications strategy include:

- affirming to the community the importance of the role of the Neighborhood Advisory Committee as the organized voice of Allegheny West and representation of that body on the AWF Board of Directors;

- reinforcing the governing functions of both groups – the NAC and AWF board – and the interactions between the two in setting goals for the neighborhood, soliciting resources to help achieve them, and monitoring progress; and

- facilitating community meetings and special forums that enable program operators and project developers to: (a) explain the nature of their planned activities in the community and how residents can access program services; (b) identify specific opportunities for resident employment (and training if appropriate) for construction and permanent jobs; and (c) commit to a hiring process that helps achieve specific goals in each area.

II. Principal Activities and Performance by Category

A. Housing/Mixed-Use Development

Multi-Family/Bonsall Street Initiative

Goals:

- Develop two new rental developments

Status

- Projects determined infeasible given housing market conditions and financing environment
- Private consultant has been retained to fashion a plan for the future of AWF's two existing tax credit projects, AWF-1 (41 units) and AWF-2 (45 units) which have each reached the end of their initial 15-year tax credit compliance period. The investor limited partner – the National Equity Fund (NEF) – has agreed to transfer their interest to AWF at a very nominal price.
- Plan is to convert units and request tax credits as preservation project in 2011 and include Bonsall Street project which calls for building 8 new units on land acquired from the RDA and use those new units to temporarily house tenants from AWF-1 and AWF-2 during the course of phased renovations.

Senior Housing/Life Center (1900 and 1940 W. Allegheny Avenue)

Goals:

- Create housing and services to support growing senior population for those preferring to age-in their own homes and those preferring to down-size and live in a group-setting.

Status

- New Courtland Elder Services has been selected as the developer for a 108 units of senior rental units in two phases of 60 and then 48 units and to operate a Life Program Center program providing medical and social services to seniors in their homes.
- Phase 1 (60 units):
  - $14 million investment
    - $1.5 million PHFA
    - $2.5 million City of Philadelphia
    - $.45 million NewCourtland
    - $.7 million FHLB of NY/Pittsburgh
    - $8.2 million PNC Multifamily Capital
  - Financing Schedule: January 2011
- Phase 2 (48 units)
  - Financing Schedule: pending completion of Phase 1

- Senior/Life Center
    - Financing Schedule: October 2010
    - $6.5 million projected development costs

Lehigh Plaza Mixed Use Project (1927-35 W. Lehigh)

Goals

- Pursue mixed-use project site as part of Allegheny West Corridor Development Strategy

Status

- 5,000 square foot mixed use project financed using PHFA's Mixed-Use Facility Financing Initiative (MUFFI):
    - $300,000 HTF
    - $550,000 CDBG
    - $500,000 PHFA
    - $80,000 AHP
- Two-year lease with North, Inc. (a nonprofit organization that manages the Supplemental Food and Nutrition Information Program for Women, Infants and Children (WIC) in Philadelphia County).
    - Leases 2,460 sq. ft. on ground floor
    - Programs serve 4,000 clients per month
    - Provides direct health and nutritional education, access to health care and referrals to health and human service programs for women, infants and pre-school children.
- 5 residential units on upper floor for low-/moderate-income tenants

Steele Heddle Building Project (2100 W. Allegheny Avenue)

Goals:

- Well-situated building to benefit from transit-oriented development approach to the area surrounding the 22nd Street train station through conversion to rental housing and potential retail uses

Status

- Site plan approval received for construction of 171 apartments for seniors or families, parking, and 9,000 sq. ft. of commercial retail space.
- AM8 Group Steele Heddle Building LP is the developer and has invested its own capital to cover predevelopment costs to date
- Anticipate 2011 construction start
- If the project is developed for market rent to students, with the retail component on the first floor, total; development costs could range between $35 and $38 million; pending construction cost estimates if developed for affordable housing.

Forgotten Blocks (19th to Lehigh, Opal to Cambria)

Phase II (25 units)

Goals

- Complete rehabilitation of units in long-neglected area

Status

- Completed and last unit sold in 2008
  - $2.5 million total development costs

Phase III (13 units)

Goals

- Complete predevelopment of units in long-neglected area

Status

- 4 units rehabbed of original 10-unit scope due to reduced funding commitments

2728-2730-2732 N. 19th Street (Before)

2728-2730-2732 N. 19th Street (After)

2236 W. Allegheny Avenue (Before)

2236 W. Allegheny Avenue (After)

2755 N. 20th Street

2736 N. Garnett Street

2852 N. Garnett Street

Housing Preservation/4th District Rehabs (25th and Cambria)

Goals

- Extend housing activities to 4th district part of neighborhood
- Targeted Housing Preservation in the 4th Council District to be extended out to Central Subarea

Status

- $270,000 HTF committed to rehab 9 units in 2008
- $1.2 million in sales proceeds based on $60-$75K per unit sales price
- PHFA/AHP application was unsuccessful
- Pursued HRP financing to do 7 scattered site rehabs

Edgewood Manor/Coltrane Common

Goals

- Complete predevelopment of 49 and 80 units, respectively

Status

- Project not funded due to PHFA requirements

Homebuyer Rehabs

Goals

- Identify buyers for units located next to rehabbed homes to help secure entire block

Status

- Surveys of blocks conditions completed in 2010 to identify target properties
- Processing applications for two families to qualify their incomes

Elm Street

Goals

- Beautify residential blocks in close proximity to N. 22nd Street commercial corridor

Status

- $250,000 Elm Street commitment from City and DCED
- Annual funding dropped from $75K to $50k year
- Program ended June 2010

B. Private Development Initiatives Facilitated

Budd Site Marketing and Reuse

Goals:

- Attract redeveloper for Tasty Baking and Budd sites
- Facilitate parceling-off and development of site to buyers to reuse old site

Status

- Temple University/Temple Health System leased space in the former Budd plant's administrative building at 2450 W. Hunting Park Avenue and completed leasehold improvements in 2009. Their move relocated approximately 750 employees in the university's back-office, administrative services and hospital system support areas from their main Broad Street campus, a move that was motivated by a combination of several key factors:
    - commitment to the North Philadelphia environs and the neighborhood in particular;
    - financing incentives available only at this site through the developer;
    - proximity of the Budd site to Temple's the main campus; and
    - economically more feasible than constructing a new facility in other areas considered including along Roosevelt Boulevard or in Center City Philadelphia.

- Project links well with the Salvation Army's Kroc Center and the Senior Housing/Life Center program (see below) that may help pave the way for a possible shopping center that enhances leveraging of the site and other resources that can speed-up revitalization of the community.

Ray & Joan Kroc Community Center (Wissahichon Avenue Side of Budd Manufacturing Plant Site)

Goals:

- Complete construction of new Salvation Army community center facility funded by the Kroc Foundation

Status

- Steel structure built on 12.4 acre site; construction of 130,000 square-foot facility including a small pavilion is nearing completion
- Total development costs of over $75 million, excluding an endowment
- Services and activities to be offered to community residents/organizations include:
    - social services; early childhood education; worships & performing arts theater including music/dance/drama instruction;
    - Sunoco Foundation Learning Center after school and summer programs with a focus on science & math; education including job training, life skills, literacy, nutrition, fitness, horticulture; game room; recreation

including a gymnasium and 160'x360' synthetic turf athletic field for soccer, field hockey, lacrosse, and other sports for youth;
    - horticulture education center including a 1/3 acre planting area, fitness/wellness center with individual instruction and group classes; aquatic center with family fun waterpark, warm water jet pool, and 25m x 25yd pool for swim, water polo, synchronize swim lessons/competitions; and
    - Sunday worship services and bible study groups.
- Anticipated grand opening/dedication scheduled for October 2010

4200 Wissahichon Avenue

- The Kroc Estate stipulated the center be located in an underserved neighborhood and the Salvation Army researched over fifty sites within Philadelphia using a set criteria, including:
    - an underserved area;
    - proximity to neighborhoods in need/demographics (primarily 2000 census statistics);
    - did not require demolition or relocation of existing residences;
    - proximity to public (and private) transportation;
    - lack of similar resources in a 3-mile radius;
    - relatively environmentally-clean site;
    - cost (remediation and purchase price); and
    - potential for partnerships with other organizations.

- This facility will complement the services to be offered by the New Courtland Senior Housing/Life Center program (see below) and help create market strength and incentives to attract a new shopping center at the former Tasty Baking Company site across Wissahichon Avenue that AWF envisions.

Tasty Baking Company Site Reuse/Redevelopment

Goals:

- ➢ Facilitate $6 million sale of former manufacturing site for reuse and redevelopment in ways that benefit the neighborhood.

Status

- Tasty Baking is in process of selling the former bakery at 2801 Hunting Park Avenue and the old corporate offices at 3413 Fox Street totaling 20 acres to TKMG Associates, a Philadelphia-based limited partnership.
- TKMG plans to raze the buildings and envisions two shopping centers: one with big tenants and the other with a convenience store and drugstore, and possibly a restaurant. Also in consideration are: a 65,000 sq. ft. grocery store, a home-improvement company, and a women's clothing store.
- Project to start by end of 2010, cost $39 million, and generate 350 construction jobs and 750 permanent jobs.
- City open to zoning changes to accommodate reuse based on Tasty Baking's commitment to (a) not leaving an empty building and (b) leaving the neighborhood in better conditions than they found it.

C. Housing Counseling/Financial Literacy

Homeownership

Goals

- ➢ Continue AWF's core program designed to encourage and facilitate homeownership and assist residents in preparing for their responsibilities as homeowners.
- ➢ Host Homebuyer's Club meetings to discuss home ownership requirements, facilitate individual credit repair counseling sessions, and obtain free credit reports from major rating agencies.

Status

- ➢ Collaboration with NKCDC for continued third-party housing counseling services
- Pre/Post Purchase Counseling, Home Repair Financing, Consumer Credit/Counseling
- Code Enforcement (demolish imminently dangerous buildings)
- 17 or 24% of the 71 Homebuyers Club graduates since plan implementation began in 2005 bought homes

- 81 graduates of homebuyers club (34 in 2005-06 and 37 in 2007-08)

D. Economic Development

Commercial Corridor Analysis

Goals

- Assess the characteristics and business potential of the N. 22nd Street corridor

Status

- Commissioned a study of commercial corridor and market opportunities by the Econsult Corporation which revealed the following:
  - The Philadelphia Planning Commission (PCPC) recognizes that North 22nd Street and Hope Plaza demonstrates the features of a *Mixed Character* corridor; as it strongly exhibits both pedestrian and auto-oriented qualities.
  - PCPC classifies the North 22ndStreet and Hope Plaza Corridor, along with 39 percent of the City's corridors, as, *"Good,"* on a four-point scale of "Poor," "Fair," "Good," and, "Excellent." Store mix measures the type of retail anchors, relative to the corridor's type as well as the presence of uses that are compatible or detrimental to its health.
  - Retail sales for the North 22nd Street and Hope Plaza Corridor:
    - was $30 million in 2005, ranking it 50th out of all 260 corridors in the City.
    - retail sales growth rate was 58 percent from 1996-2005, ranking it 108th in the City, a lower rate than the City's as a whole, and 60 store opened and 30 stores closed during same time period
  - Corridor well served by 3 transit lines
  - Relative to other corridors, it experienced a high number of aggravated assaults in 2006.

T.M. Pierce Annex Development (2850-52 N. 22nd Street)

Goals

- Begin predevelopment of 3,000 sq. ft. facility for commercial use as part of Allegheny West Corridor Development Strategy, including
  - Banquet hall with commercial kitchen
  - Catering facility and community meeting space

Status

- $43,000 predevelopment grant awarded by Commerce Department
- Acquisition complete
- $500,000 total development cost
- Scheduled for Summer 2011 grand opening

North 22nd Street Merchants Association

Goals

- Support active participation by merchants to market and manage the corridor, and attract resources for physical and environmental stabilization including:
  - Business expansion
  - Streetscape improvements
  - Infrastructure improvements
  - Vacant storefront occupancy
- Enhance night-time/evening hour activities of the corridor

Status

- Average 10 meetings per year
- Manages website
- One-third of $1.2 million streetscape construction completed (new sidewalks, street resurfacing, tree removal (awaiting bus shelters, street furniture and replacement trees)
- Two new businesses attracted to corridor
- Plan to update shoppers surveys
- Marketing/promotional campaigns during holiday season
- Loan packaging support working with Citizen's Bank to secure rebates

- Received $10,000 commitment from the Merchants Loan Program and $25,000 commitment from City Department of Commerce to support four businesses on the 22nd Street corridor
- Association introduces owners of vacant properties to interested entrepreneurs which resulted in $100,000 new restaurant (Ribs R Us)
- 18 vacant buildings at start; 6 of which are currently under construction and 7 of 12 remaining vacants are being pursued by potential businesses

Festivals

Goals

- ➢ Market and promote corridor through special festivals and coordinate with traditional Community Day events and holiday seasons

Status

- Planned and carried out two festivals in 2009

Job Training

<u>Fresh Start Program I</u>

Status

- Partnership with Career Link, TBM Productions and Earn Center
- 12 week employment began in October of 2009
- 83 people attended sessions total

- 25 started in program; 16 completed it; 2 found permanent employment at Tasty

Fresh Start Program II

Status

- Welfare to work focus
- Workshops twice per week
- Program to end in May 2010
- Business workshops
    - business owners serve as instructors
    - focus on interviewing skills, completing GED, adult learning week employment began in October of 2009

Impact

- 15 women participated, down to 9 participants at present

Job Fairs

- Partnership with Temple University
- Job seekers meet with employers and apply for open positions

Computer Training

- 12-week certificate course to train residents in operating computers, and using different applications
- Impact (Aug-October 2009)
    - 51 applicants
    - 16 interviews
    - 10 job placements

TastyKake /Ogontz Thrift Shop

- Adaptive re-use of former PNC Bank building donated to AWF and converted to retail and worker training space
- Independently appraised value of the site totaled $192,222 ($143,822 for building and $48,400 for the land)
- 23 out of school youth trained and experience helpful in giving participants a foundation of entrepreneurship and experience in how small business operates
- 2 full time jobs created

E. Community Planning and Resident Engagement

Allegheny West Neighborhood Advisory Committee (NAC)

- Secured $65,000 commitment from OHCD to support NAC

Neighborhood Toolshed

- Small scale lending library started in 2008 for $10,000
- Central inventory of small tools/(lawnmower, shovels, etc.); limited resources to replace them

Tree Planting program

- Lack of available resources and owners less interested in program
- Strategic blocks in Main Street Program selected (two on 22nd Street Corridor)
- More funding now available for:
    - greening and tree planting
    - better integration with Elm street program
    - infrastructure

<u>Potential Neighborhood Stabilization Program Participation</u>

- Actions pending to focus just below Lehigh to assess and potentially address mortgage foreclosures taking place in this area of the neighborhood

F. Education/Job Training

Career Development and Summer Enrichment Program for Youth

- Funded by the Department of Education of the Commonwealth of Pennsylvania, AWF established in 2008 and extended through 2010 a 21st Century Community Learning Center (as part of the No Child Left Behind Act). This program is housed at Panati Playground and provides academic, artistic and cultural enrichment opportunities for children. AWF was awarded an initial three-year grant just under $1 million which was subsequently extended to a fourth year taking the total investment to approximately $1.2 million.

- Through additional support from the state, summer enrichment services were extended from 300 youth served in 2009 to over 430 youth projected through 2010; this includes an operating grant of $130,000 for student stipends of approximately $900 per student for six weeks of the program.

Job Training

- Sponsored workforce training project classes
- Secure job placements for participants at minimum 50% success rate
- College preparatory activities underway including SAT tutoring

- Summer College Institute/Career and College Exposure
    - $75,000 from Philadelphia Youth Network secured to support 50 youth plus approximately $30,000 for student wages
    - 90% of youth entering program enroll in colleges or community colleges
    - Unable to track students once they leave program

- WorkReady Summer Internships provided high school students with paid workplace experiences at area businesses for six weeks during the summer.

- Youth Impact
  - Need it to operate on regular basis
  - Funding stripped and program closed; activities included: poetry theater; Free Style Fridays; Literary Café (book reading/quite time; part of challenge for group to read 100 books)[2]

G. Recreation

Panati Town Center Development

Goals

- Complete predevelopment for $700,000 physical expansion of center
- Demolish adjacent structure
- Complete fundraising to fill financing gap

Status

- Site control agreement with Department of Recreation completed
- Partnership with DCNR in place
- Fundraising to fill financing gap ongoing

[2] Philadelphia Youth Network 100 book challenge ceased December 2009; computer hardware exists but new funding not in place to download new materials.

Panati Playground (3100 N. 22nd Street)

H. Community-Based Health

- Health Subcommittee convened
- Low attendance at Panati by seniors resulted in changes to provide workshops at senior center eliminating their need to travel
    - Opportunity Towers
    - Philadelphia Service center
    - Venango House
- Executed MOU with Temple University Health System to provide health workshops using medical students:
    - Blood pressure checks and CPR training
    - Referrals for direct services and counseling
    - Nutrition, exercise and fitness advice

- Community Health Program handbooks (140 as of May 2010) distributed throughout community
- Over 50 health care workshops held
- Administered health, wellness and quality of life questionnaire to community
- Residents' health concerns/issues assessed annually (450 as of May 2010)
- Health service referrals made annually (350 as May 2010)
- Identified major concerns in adult community, including;
    - Obesity
    - Exercise
    - Cancer and diabetes screening
    - Smoking, heart disease and strokes

I. Crime Prevention

Safety Training/Town Watch

Goals

- Conduct personal safety training workshops with Police District Advisory Committee
- Recruit Town Watch members
- Develop/distribute crime reduction newsletters
- Install surveillance cameras at hot spots
- Host community orientation sessions for newly assigned police officers to district

Status

- Training held
- Town Watch recruitment complete (20 volunteers)
- Surveillance cameras pending city approval
- Newsletters in process

Code Enforcement

Goals

- demolish imminently dangerous buildings

Status

- Identified target buildings behind Panati Playground for treatment
- Recreation dept cleaned up and fenced the lot
- Net step to get land “greened’ but unable to secure matching grant from DCNR

III. APPENDIX

A. Capital Leverage Analysis

Table 1		Development Costs	% of *Total*	Funds Committed	Funds Pending	Funds Projected
HOUSING						
Lehigh Plaza Mixed Use Project		$ 1,077,060		$ 1,077,060		
Forgotten Blocks (II)		$ 4,206,247		$ 4,206,247		
Forgotten Blocks (III)		$ 1,363,593		$ 1,363,593		
4th District Rehabs/Stable Homes Project		$ 270,000		$ 270,000		
Homeownership Rehab Program (HRP)		$ 2,014,000		$ 2,014,000		
New Courtland Senior Housing (Phase 1)		$ 14,000,000			$ 14,000,000	
New Courtland Senior Life Center		$ 6,500,000			$ 6,500,000	
Steele Heddle Building Project		$ 35,000,000			$ 35,000,000	
Multi-Family/Bonsall Street Initiative		$ 10,000,000				$ 10,000,000
	subtotal	**$ 74,430,900**	***38.2%***	**$ 8,930,900**	**$ 55,500,000**	**$ 10,000,000**
COMMUNITY FACILITIES						
Salvation Army - Kroc Center		$ 75,000,000		$ 75,000,000		
	subtotal	**$ 75,000,000**	***38.5%***	**$ 75,000,000**	**$ -**	**$ -**
BUDD SITE REUSE						
Temple University/Health Systems		***Pending***		***Pending***		
	subtotal	**$ -**	***0.0%***	**$ -**	**$ -**	**$ -**
TASTY BAKING SITE REUSE						
TKMG Shopping Center Complex		$ 39,000,000				$ 39,000,000
	subtotal	**$ 39,000,000**	***20.0%***	**$ -**	**$ -**	**$ 39,000,000**
COMMERCIAL						
Lehigh Plaza Mixed Use Project		$ 718,040		$ 718,040		
T.M. Pierce Annex		$ 500,000			$ 500,000	
Tastykake Thrift Shop		$ 215,999		$ 215,999		
Merchants Fund		$ 10,000		$ 10,000		
City Commerce Department		$ 25,000		$ 25,000		
New Businesses		$ 100,000		$ 100,000		
	subtotal	**$ 1,569,039**	***0.8%***	**$ 350,999**	**$ 500,000**	**$ -**
RECREATION						
Panati Playground Improvements		$ 9,784		$ 9,784		
Panati Town Center		$ 700,000		$ 700,000		
	subtotal	**$ 709,784**	***0.4%***	**$ 709,784**	**$ -**	**$ -**
INFRASTRUCTURE						
North 22nd Street Corridor		$ 1,200,000		$ 1,200,000		
Elm Street		$ 250,000		$ 250,000		
	subtotal	**$ 1,450,000**	***0.7%***	**$ 1,450,000**	**$ -**	**$ -**

Table 1 (continued)

	Development Costs	% of *Total*	Funds Committed	Funds Pending	Funds Projected
EDUCATION					
Panati Career Program (PA Dept of Education)	$ 1,155,567		$ 1,155,567		
Summer Enrichment Program (PA Dept. of Education)	$ 513,000		$ 513,000		
PHMC/Philadelphia Youth Network Programs	$ 1,027,486		$ 1,027,486		
subtotal	**$ 2,696,053**	***1.4%***	**$ 2,696,053**	**$ -**	**$ -**
PLANNING					
AWF Neighborhood Advisory Council	$ 65,000		$ 65,000		
subtotal	**$ 65,000**	***0.0%***	**$ 65,000**	**$ -**	**$ -**
Grand Total	**$ 194,920,776**	**100%**	**$ 89,202,736**	**$ 56,000,000**	**$ 49,000,000**
			45.8%	***28.7%***	***25.1%***

Sources: AWF staff interviews, status reports; budgets, partners/consultants (July 2010); Salvation Army Kroc Center

Table 2

Program and Project Production

Program	Residents Served	Project Housing	Housing Units	Commercial/Facility Project	Square Feet
Fresh Start I	83	New Courtland	108	Lehigh Plaza	5000
Fresh Start II	15	AWF 1& 1	86	Steele Heddle	9000
Computer Training	51	Lehigh Plaza	5	Tasty Baking Site	65000
Tasty Kake Store Employees	23	Steele Heddle	171	Salvation Army Community center	130000
Youth Career Development	730	Forgotten Blocks II	25	T.M. Pierce	3000
Youth Network	50	Forgotten Blocks III	5	Total	212000
Homebuyer Club Graduates	37	HRP	7		
NAC Board	13	4th District Rehabs	9		
Town Watch Members	20	Total	416		
Total	1022				

B. Institutional Stakeholders/Partners and Related Sources

- Housing
  - Forgotten Blocks (Regina Rhea Smith)
  - Harold Berk (Consultant)

- Ray and Joan Kroc Community Center
  - Dorothy Wells (The Salvation Army of Greater Philadelphia)
  - Rev. Bonnie Camarda (The Salvation Army of Greater Philadelphia)

- Tasty Baking Site
  - Philadelphia Inquirer article dated April 7, 2010 entitle "Tasty Baking to Sell Nicetown Properties" By Stacey Burling, Inquirer Staff Writer

- Budd Site
  - Alan Rosenberg (Temple University Health System)

- Neighborhood Economic Development
  - Jim Flaherty (City Commerce Department/Renewal Community)
  - Jim O'Toole (Office of Housing & Community Development - Elm Street)

- Resident Participation
  - NAC Board (Regina Rhea Smith)

Listed below are the primary program areas and related activities and projects of AWF (most of which were reflected in the Neighborhood Strategic Plan), and the names of the staff persons and associates interviewed to discuss the status of programs and projects and related financial data:

<u>Program Areas</u>

- Safety and Security **(AWF Program Director: James Emmanuel)**
  - Safety Workshops
  - Town Watch/Safety Committee
  - Personal Crime Prevention Training
  - Crime Reduction Newsletter
  - Police Bike Patrols
  - School Crossing Guards
  - Street Lighting/Street Cleaning
  - High Vacancy Blocks

- Employment/Training **(AWF Program Director: Tay Carey)**
  - Ogontz Thrift Shop
  - Workforce Training
  - Summer Youth Employment
  - Job Training/Career Exploration

- Education **(AWF Program Director: Jacques Louis)**
  - College/Career Exposure
  - Summer Career Development
  - Homework Assistance/Tutoring
  - Work-Study/Student Internships
  - GED/Continuing Education/Library Services

- Recreation **(AWF Program Director: James Emmanuel)**
  - Recreation Subcommittee
  - Youth Recreation Program
  - Senior recreation Program
  - Panati Playground
  - Supervised Playgrounds
  - After School Programs
  - Arts & Crafts

- Health/Wellness **(AWF Program Director: Melanie Palmer)**
  - Community Health Subcommittee
  - CHP Handbooks
  - Community Heath Workshops/Assessments
  - Health Service Referrals
  - Pregnancy Prevention/Pre/Post Natal Counseling
  - Parenting
  - Drug/Alcohol Use Counseling
  - Nutrition and Fitness

- Housing Development **(AWF Program Director: Lynda McClary)**
  - Elm Street Program
  - Forgotten Blocks\4th District rehabs and Bonsall Street
  - Homebuyers Clubs **(AWF Community Liaison: Keisha Garner)**
  - Tree plantings
  - Homeowner Rehabs
  - Neighborhood Toolshed/Neighborhood Cleaning Equipment
  - Pre/Post Purchase Counseling
  - Home Repair Financing
  - Housing Counseling **(AWF Property Manager: Eleanor McDevitt)**
  - Code Enforcement (demolish imminently dangerous buildings)

        - Market-based housing in West Subarea (capture market-based opportunities spreading to the West Subarea from East Falls)
        - Affordable housing near 22nd St. train station in East Subarea
        - Housing preservation in Central Subarea

    - Economic Development **(AWF Program Director: Alvin Little)**
        - North 22nd Street Business Association
        - Loan Packaging
        - Occupancy of Vacant Properties
        - Seasonal Festivals
        - Marketing/Promotional Materials
        - Business Recruitment/Promotional campaign
        - Main Street Program
        - Opal Pavilion
        - T.M. Pierce Development
        - Tasty Baking/Budd Site Reuse

<u>Operations/Administrative/Planning Areas</u> (**AWF President**: **Ron Hinton, Jr.)**

- Multi-Purpose Center Facility
    - for delivery of programs for families, children, youth and seniors
- Auxiliary programming at Widener Library
    - to help meet community educational and cultural needs
- Investments in Business, Industry and Related Infrastructure
    - 22nd Street Transit-Oriented Development (housing and retail space)
    - Redevelopment of vacant former industrial properties fronting Allegheny Avenue
    - New Courtland Elder Services, Devon Storage and large, derelict Benjamin Riggings site
    - Allegheny West Business Campus

<u>Financial Management</u> (**Angela Coaxum, Associate/Your Part-Time Controller, LLC)**

- Revenue Reports for Programs and Financial and In-Kind Contribution Statements

C. Questions/Probes

General questions and probes used in meetings with AWF Program Directors/Staff of each program were developed to identify and discuss information from files and reports to help confirm and assess program activities and performance/process towards achieving goals established in the neighborhood plan. Among the types of information sought and questions/probes used for these purposes included the following:

1. Names/titles of all programs under each program area that were or were to be implemented during 2005-2009, and the sites where program services are being delivered or projects are to be carried out.

2. Budgets (sources and uses) for each program activity.

3. Numerical goals and objectives by year, quarter and year as appropriate.

4. Reports tracking progress and showing[3]:
- # of people and/or families served
- dollars leveraged/raised to support program or project and the sources (city, state, federal, private)
- sign-in sheets indicating attendance at events, meetings, workshops, etc.

5. Names, contact numbers (phone and email) of key organizations and their personnel which provided technical and/or financial support for each program.

6. Thoughts, perceptions, and opinions on what led/contributed to successes and any shortcomings experienced for each program.

7. Tracking systems accounting for the number of people served and production activities (units, square feet, etc.) for week to week, month to month, year to year.

[3] Monthly and quarterly reports prepared and submitted to the Wachovia Regional Foundation.