



# MISSION MONUMENTAL

GROWING A COMMUNITY DEVELOPMENT CORPORATION

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11.308 Ecological Urbanism

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## A STATEMENT ON MISSION

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This report makes no definitive statement on the form or content of the mission Monumental Baptist leadership should pursue for their community development corporation (CDC). However, research for this project emphasized the importance of defining the mission as the preliminary step from which all else must flow. In the interest of supplying a framework around which Monumental might build their process, the following progression is offered for consideration:

*A CDC must understand both **CONTEXT** and **MISSION***

*Build on its **STRENGTHS** and identify **BARRIERS***

*Establish a steady **PLATFORM** to seize **OPPORTUNITIES***

*And sustain **PROGRAMS** that best serve **PEOPLE***

## I. INTRODUCTION

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Monumental Baptist Church has been an historic home to congregants in West Philadelphia for almost two-hundred years. After many years in its current location at the corner of 50<sup>th</sup> and Locust streets, the church is a trusted steward of community memory and a source of strength for the future. This report describes the challenges facing the church and the opportunities it may realize through a community development corporation (CDC) with the goal of preserving the neighborhoods it serves and securing a promising future for congregants and residents alike.

The church, and its CDC, is well positioned to perform this role from its strategic geographic and social position. A home for many in West Philadelphia and beyond, it is embedded in a residential community beset on all sides by powerful forces of urban redevelopment, whether from institutional expansion, private real-estate schemes, or bulging commercial corridors redesigned to serve new clientele. Furthermore, its congregation, spread across a diverse set of communities, share a common experience of the advance of development interests, with fears of gentrification and displacement paramount.

Within this context, a CDC would be an effective way to provide necessary services to struggling residents, while building a community anchor capable of guiding development to the benefit of existing communities. Though currently in its earliest stages, the invaluable assets which the church holds, including both its physical spaces, the cultural and organizational capabilities of congregants, and the trust and leadership which distinguish its legacy, form crucial ingredients for a strong organization. The decisions discussed in this and companion reports will influence the long-term success of the CDC and the effectiveness of its endeavors.

## II. PLANNING IN CONTEXT

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Monumental Baptist Church is located at 50<sup>th</sup> and Locust at the end of a block of Philadelphia row homes, and nestled in the West Philadelphia Apartment District, a residential pocket eligible for the National Register of Historic Places bounded by 50<sup>th</sup>, 46<sup>th</sup>, Chestnut, and Spruce Streets.<sup>1</sup> Though relatively stable, this district does display markers of rising home values and property taxes, and neighborhood demographic changes that are unsettling neighborhoods throughout West Philadelphia.<sup>2</sup> The type of change on the horizon for this core neighborhood may be of a different character than for the many surrounding neighborhoods represented by the church's congregation.

### City Planning in Service Area

No urban planning initiative sets an unalterable course. However, examination of such documents is valuable for predicting and envisioning neighborhood change. Often the result of years of collaboration between local political leaders, industry professionals, developers, community groups, and residents themselves, city plans provide a lens with which to distinguish the priorities of decision-makers, whose interpretations of the possible not only set concepts in motion, but initiate the bureaucratic processes of concrete action, from zoning code alterations to investment packages, which may ultimately define the contours of development for decades. In addition to the comprehensive *Philadelphia 2035* plan, local neighborhood and community

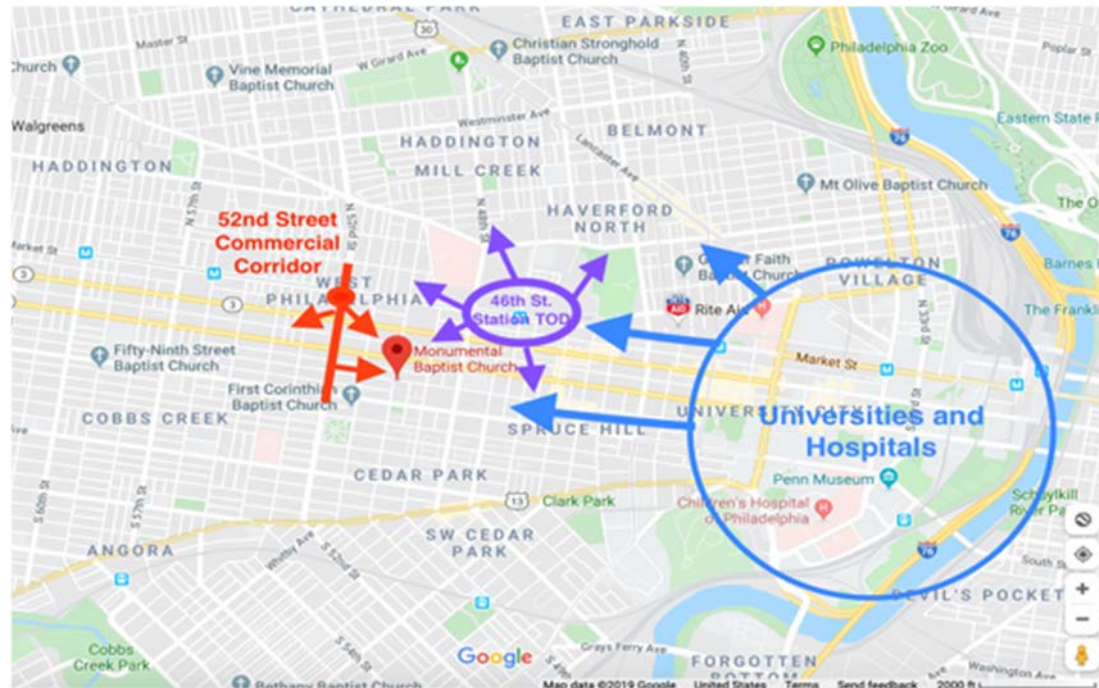


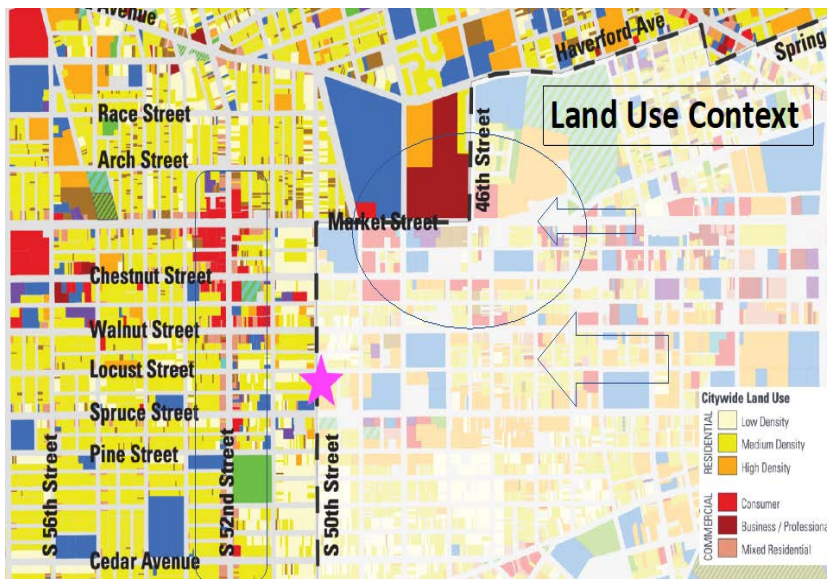
Figure 1: Major planned development patterns.

<sup>1</sup> *Shaping our Future: Walnut Hill Neighborhood Plan 2016*. The Enterprise Center and the Walnut Hill Community Association. 2016. Accessed 16 December 2019. Pg. 22. <http://www.walnuthillca.org/2016-neighborhood-plan.html>.

<sup>2</sup> *Shaping our Future*, pg. 5.

group planning documents lend crucial insight into the future of the areas Monumental serves.

For Monumental Baptist and its congregants, who are spread throughout West Philadelphia, the direct implications of the city-wide *Philadelphia 2035* planning effort are found in the *West District Plan*, and the *University Southwest District Plan*. Developed over the decade following the adoption of the flagship document in 2011, these two plans, adopted in 2018 and 2013, respectively, subdivide much of West Philadelphia. The West District includes most of the area south of Lancaster Avenue and north of Market Street, and west of 50<sup>th</sup> street extends south to Baltimore Avenue, and is bounded by Cobbs Creek Park to the west. The *University Southwest District* incorporates the large university and medical district, extending west down Market Street to 50<sup>th</sup> Street, and South to include the large Kingsessing area and western shoreline of the Schuylkill River.<sup>3</sup>



### Transit-Oriented Development/Overlay District

Transit-Oriented Development (TOD) is a type of community development that locates housing, commercial, entertainment, retail, and services around a transportation hub. TODs are walkable communities where the pedestrian right of way is protected and high-speed, high-frequency transit service is the basis for urban life.

A TOD zoning overlay allows for special design and use controls within a certain proximity of a transit stop or node. This includes bonuses for density, prohibition of auto-oriented uses, and walkable streetscapes.

to 50<sup>th</sup> Street, and South to include the large Kingsessing area and western shoreline of the Schuylkill River.<sup>3</sup>

Monumental and its surrounding Walnut Hill neighborhood are located within the northwest reaches of the *University Southwest District Plan*, and the church itself is on the western boundary. The church and its neighborhood are thus subject not only to the *Southwest District Plan*, but also to the priorities of the *West District Plan* immediately to the west and north. Within the scope of these plans, the neighborhood is poised for rapid change. This change is already advancing from the east, in the form of high-density residential and large institutional uses required for an expanding educational and medical

Figure 2: (Left) Land Use Context Depicting 52nd Street Commercial Corridor (Red), Transit-Oriented Development (Purple), and Institutional Advance (Blue). Pink Star Is MBC. (Right) Explanation of Transit-Oriented Development as presented in the *University Southwest District Plan*. Source: City of Philadelphia, *West District Plan*, 2018; City of Philadelphia, *University Southwest District Plan*, 2013.

<sup>3</sup> Philadelphia City Planning Commission. *West District Plan*. City of Philadelphia. 2018. Accessed 16 December 2019. <https://www.phila2035.org/>; Philadelphia City Planning Commission. *University Southwest District Plan*. City of Philadelphia. 2013. Accessed 16 December 2019. <https://www.phila2035.org/>.



Figure 3: Vacant land and commercial corridor extent. Especially in the areas circled, intensified transformation is expected as commercial districts expand. Source: City of Philadelphia, West District Plan, 2018.

campus. Institutional demands for space have pushed student housing development past 48<sup>th</sup> Street, while major commercial and institutional developments are planned just two blocks east of Monumental.<sup>4</sup>

Spreading west around the major Market Street corridor, and facilitated by its rapid elevated rail transit route, high-density residential, commercial, and institutional development is a core element of the city's vision. Adopting nodal dispersion

patterns around the rail transit stations, including the nearby 46<sup>th</sup> Street station along Market Street, planners advocate breaking up large super-blocks into a tight grid pattern, facilitating opportunities for walkable, transit-oriented development with "Complete Streets" upgrades and green infrastructure.<sup>5</sup> These planning terms refer to a safer, more ecologically friendly streetscape, with space for biking and reduced automobile priority and parking. Larger, modern building types will take advantage of any currently vacant space or under-invested civic spaces such as school closings,<sup>6</sup> and create opportunities for more individuals, young families, seniors, and a

modicum of affordable housing developments. Primed for institutional and increased private investment, these transit-based cores will radiate in all directions through zoning and land use changes, including a zoning overlay district to facilitate such development, fast encroaching upon legacy residential areas such as Walnut Hill, as well as the Mill Creek neighborhood to the north of Market street.<sup>7</sup>

<sup>4</sup> West District Plan, pg. 11-12.

<sup>5</sup> Ibid., pg. 34.

<sup>6</sup> Ibid., pg. 31.

<sup>7</sup> Ibid., pg. 44-46.

Continuing along Market Street, this proposed commercial corridor intersects with 52<sup>nd</sup> Street, a north-south commercial corridor dubbed West Philadelphia’s “Main Street.” Though high vacancy and significant decline characterize this once iconic main drag, local community development boosters, such as the Enterprise Center, alongside planning priorities for a commercial corridor advanced by the *West District* plan, promise infusions of millions of dollars-worth of new construction and small-business investment.<sup>8</sup> Concentrated primarily in the convergence at 52<sup>nd</sup> and Market, major corridor development will extend south, encouraging increased density and commercial capacity just two blocks west of Monumental, along the western edge of the Walnut Hill residential district.<sup>9</sup>

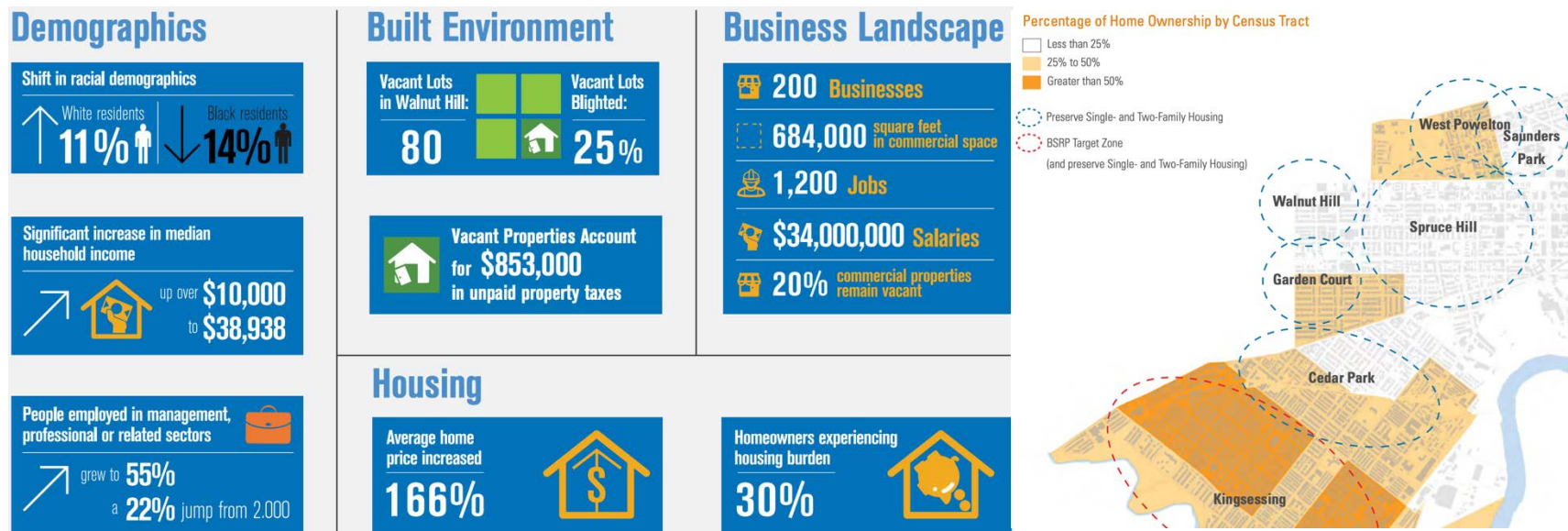


Figure 4: Graphic from Walnut Hill neighborhood plan showing demographic shifts, rising home prices, housing burdens, and vacancy in MBC vicinity (Left). Homeownership rates in University Southwest District- orange areas denote priority areas (Right). Source: The Enterprise Center And Walnut Hill Community Association, Shaping Our Future, 2016; City Of Philadelphia, University Southwest District Plan, 2013.

<sup>8</sup> The Enterprise Center. *Master Growth Plan*. 2015. Pg. 38-39. Accessed 16 December 2019. <http://www.theenterprisecenter.com/uploads/docs/TEC-Master-Growth-Plan-2015-2020.pdf>.

<sup>9</sup> *West District Plan*. Pg. 30-31.



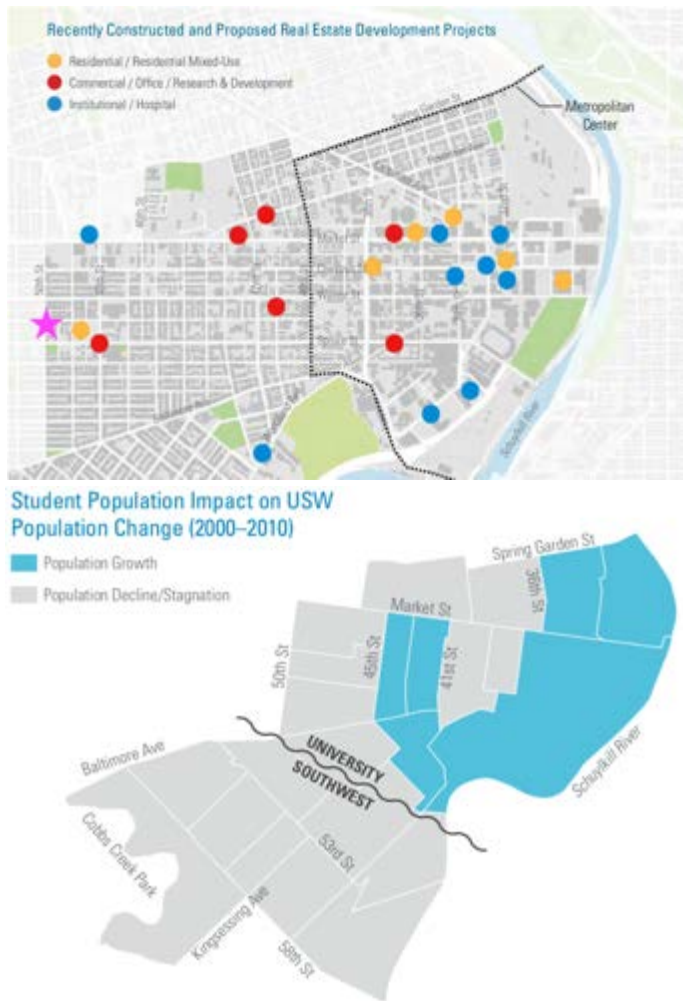


Figure 5: Advance of institutional development projects (Top), Student residential concentrations (Bottom). Source: City of Philadelphia, University Southwest District Plan, 2013.

The convergence of these powerful development forces affecting the core of Monumental’s service area will likely lead to a squeezed single-family and low-density multifamily neighborhood in Walnut Hill and extending to the south. Increasingly beset by rising home values and consumption costs, as well as increased traffic and demographic shifts, current residents face drastic neighborhood changes. To their credit, however, neighborhood and city-wide plans acknowledge these risk factors, and advocate mitigation strategies and increased investment in community support programs.

### Preservation and Community Balance

To balance up-zoning and ease of high-rise and commercial development along commercial corridors, for example, the city’s plans designate down-zoning from Residential Multifamily to Residential Single-Family for areas such as the Walnut Hill neighborhood, which would limit re-sale and construction to existing housing types. Of constant concern for residents in deteriorating housing stock, the plan also advocates increased investment for homeownership assistance organizations, such as Philadelphia Department of Housing and Community Development (DHCD)-sponsored Longtime Owner Occupants Program (LOOP) and Senior Citizen Tax Freeze to ameliorate rising tax burdens, and the Basic Systems Repair Program (BSRP) through the Philadelphia Housing Development Corporation (PHDC). Recently, an additional \$100 million was allocated to the BSRP. However, funds are dispersed city-wide and may be targeted to areas with higher homeownership rates. For example, the *University Southwest* homeownership preservation zone maps neighborhoods by percentage of homeownership by census tract, as of 2013. The plan mentions preservation in areas such as Walnut hill, with below 25% homeownership rates, but reserving concentrated BSRP dollars for areas with a greater than 50% homeownership rate further south in Kingsessing, or at least an above 25% rate in nearby West Powelton to the north.<sup>10</sup>

<sup>10</sup> *West District Plan*. Pg. 25-27; *University Southwest*. Pg. 47.



Figure 6: Typical zoning proposal using Walnut Hill as example. Pink Star (MBC), Commercial (Red), Multifamily (Orange), Single Family (Yellow and Tan), Open Space (Green). Source: City of Philadelphia, University Southwest District Plan, 2013.

Other mechanisms for neighborhood development and preservation are similarly restricted and require significant organizing and investment by local communities. Initiatives such as the Promise Zone enacted in 2014, a US Housing and Urban Development (HUD) program designed to facilitate neighborhood planning and give qualifying projects preference for federal projects, provides no direct funding, and the language of Philadelphia's plan vaguely mentions neighborhood planning processes as catalysts. Furthermore, the Promise Zone includes much of the Mantua neighborhood extends west to eastern Mill Creek, and also encompasses the Lancaster Avenue commercial corridor and much of the central university district.<sup>11</sup> Thus, given power and resource imbalances within the zone itself, benefits may flow disproportionately to university and hospital interests and affiliates, rather than to neighborhoods in desperate need of assistance.

More troubling is that although the plans expressly cite engaging local residents and organizations as directors of investment, nowhere in the plan are vital, embedded community service programs such as the Philadelphia Neighborhood Advisory Committees (NAC) and their dedicated

representatives mentioned. NACs are in and of the communities they serve. Woefully underfunded through contracts granted through the city to their host organizations, such as the Enterprise Center and Achieve-ability, just a few representatives are tasked with promoting neighborhood sustainability, preventing homelessness, preserving housing, reducing energy costs, developing job skills, mentoring youth, and engaging residents in all of West Philadelphia.<sup>12</sup> These neighborhood positions are discussed in neighborhood plans, such as the 2016 Walnut Hill Neighborhood plan, but without overarching support, they remain under-resourced.<sup>13</sup> Dedicated people on the front



Figure 7: West Philadelphia Neighborhood Advisory Committee Districts (Pink Star is MBC). Source: Phila.gov.

<sup>11</sup> *West District Plan*. Pg. 28.

<sup>12</sup> Division of Housing and Community Development. "Neighborhood Advisory Committees (NACs)." City of Philadelphia. 2019. Accessed 17 December 2019. <https://www.phila.gov/departments/division-of-housing-and-community-development/neighborhood-resources/neighborhood-advisory-committees-nacs/>.

<sup>13</sup> *Shaping our Future*. Pg. 50.

lines of combatting the very issues the plans purport to solve are thus shut out of investment decision-making, limiting the on-the-ground response capabilities of neighborhoods under threat.

Finally, despite prominent mention of historic preservation in the plan, including for valuable and abundant community anchor institutions such as churches, strategies for historic tax credits remain limited to income-generating properties that require developer involvement, and the initiative appears intended for maintaining appearance, rather than function. Indeed, the lack of funding for necessary service and infrastructure upgrades for community hubs such as Monumental Baptist Church are acknowledged, but not addressed with funding or programmatic commitments.<sup>14</sup>

### Overall Vision and Community Participation

The Philadelphia planning efforts over the past decade, supplemented by recent neighborhood planning, amount to a consolidation of increasingly well-defined districts. Residential neighborhoods with sufficient housing stock and ownership concentrations may receive increased assistance in the form of zoning restrictions and subsidized repairs. However, the major thrust of the City's vision for development in West Philadelphia advances west down major commercial corridors such as Market Street and Lancaster Avenue, easing rapid, high-density development which will place mounting pressure on any nearby residential areas. Smaller community cores, such as the Walnut Hill neighborhood surrounding Monumental Baptist Church, will face increased traffic, encircled by growing commercial and institutional uses, followed by rising values, taxes, and demographic tides which may overwhelm rudimentary down-zoning and under-funded homeowner stabilization programs.

Noted in the appendices of the plan, and sparingly cited in both the *West District* and *University Southwest* plans, the "community participation process" amounted to three meetings total for each initiative, consisting of exercises where a few hundred residents participated in visioning exercises, often limited to a few typologies provided by planners. Already settled by the publication of

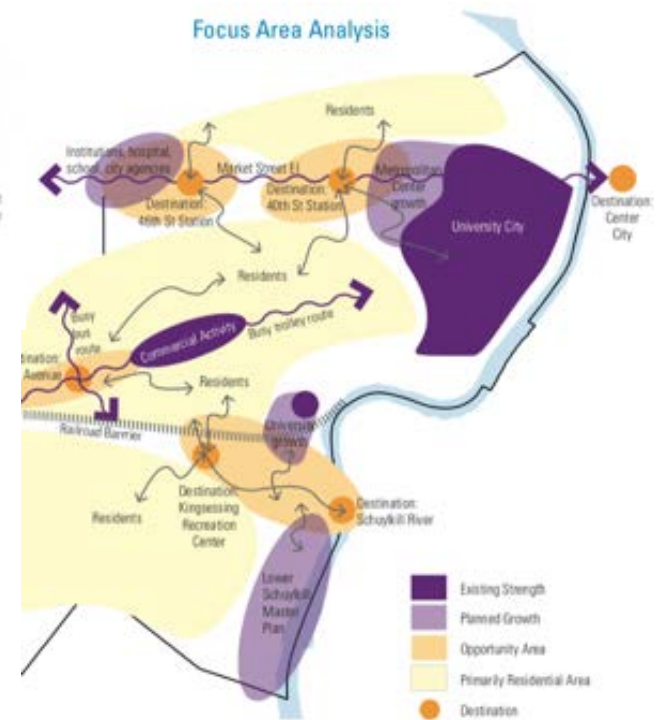


Figure 8: Conceptual maps of district consolidation in West Philadelphia. Source: City of Philadelphia, University Southwest District Plan, 2013.

<sup>14</sup> *West District Plan*. Pg. 8.

the overarching 2011 *Philadelphia 2035* plan, West Philadelphia residents were granted only these three opportunities, plus online engagement efforts, to influence proceedings in their neighborhoods. Implementation, often catalyzed through community organizations in plan documents, may be limited to public comments opportunities in zoning approval proceedings.<sup>15</sup> In contrast to examples of more effective community control measures, such as the advisory committees and neighborhood nomination processes developed through exemplars such as Boston's Roxbury Strategic Master Plan,<sup>16</sup> completed at the turn of the century, the Philadelphia process leaves room only for well-organized community groups to influence the future of their community.

Out of this context grows the need for a community development corporation- an organization with the wherewithal to undertake neighborhood planning efforts, negotiate a landscape of intensifying development, capture gains for residents, and preserve valuable assets. Opening avenues to greater funding and development opportunities, as well as providing a home for desperately needed neighborhood programming from homeownership counseling to youth education programs and perhaps property acquisition and development, a CDC can combine various elements into a coherent voice for the communities it serves, especially when certain key assets are in place with which to operate.

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<sup>15</sup> *West District Plan*. Pg. 86-90; *University Southwest*. Pg. 76-79.

<sup>16</sup> Boston Redevelopment Authority. *The Roxbury Strategic Master Plan*. City of Boston. *Bostonplans.org*. 2004. Accessed 17 December 2019. <http://www.bostonplans.org/getattachment/14118b82-9fa2-4e4d-b80d-3fc91bd6ef7d>.

### III. ASSET MAP

This section analyzes the current capabilities of the CDC project undertaken by Monumental Baptist Church and inventories the key resources that church leadership and congregants may exploit to guide development within the larger planning context discussed above. Despite the CDC's nascent stage, the church resources reflect significant areas of strength, including space, location, leadership, existing programming, and crucially, local trust. If coupled with coverage of current organizational gaps, such as legal counsel and funding mechanisms, the new CDC has the potential to deliver quality service and preserve its partnership role as a trusted community anchor.

#### Space

Monumental controls a great deal of space, both indoor and outdoor, which may be put to good use through the development of the CDC and in conjunction with neighborhood development initiatives (see "Monumental Spaces" report by students in the 2019 Ecological Urbanism class). Within the church building itself, upper floors provide office and event spaces, as well as rooms suitable for larger classes and training, anchored by the massive dining hall in the basement, complete with a raised stage on which performances take place. The basement also has multiple smaller rooms, as well as kitchen and storage spaces. The magnificent sanctuary space hosts not only Sunday sermons, but concerts and historical exhibition space in the rear. The assessed value of the church is \$1,949,400.

Adjoining the church, a row house provides ample space for offices and meetings. A similar rowhouse property across the street could serve similar purposes, creating a scattered-site office park or educational center with the capacity for at least three distinct operations at once. The rowhouse across the street is adorned on its western side with one of West Philadelphia's iconic murals, which overlooks the parking lot. The adjoining rowhouses are assessed at \$180,100 each, and the rowhouse across the street at \$201,100.

The parking lot makes up four separate land parcels arranged as if to accommodate four row houses fronting 50<sup>th</sup> Street. In all, it contains close to 40 parking spaces ringed by a fence in need of repair. Plans for re-pavement are in the works.

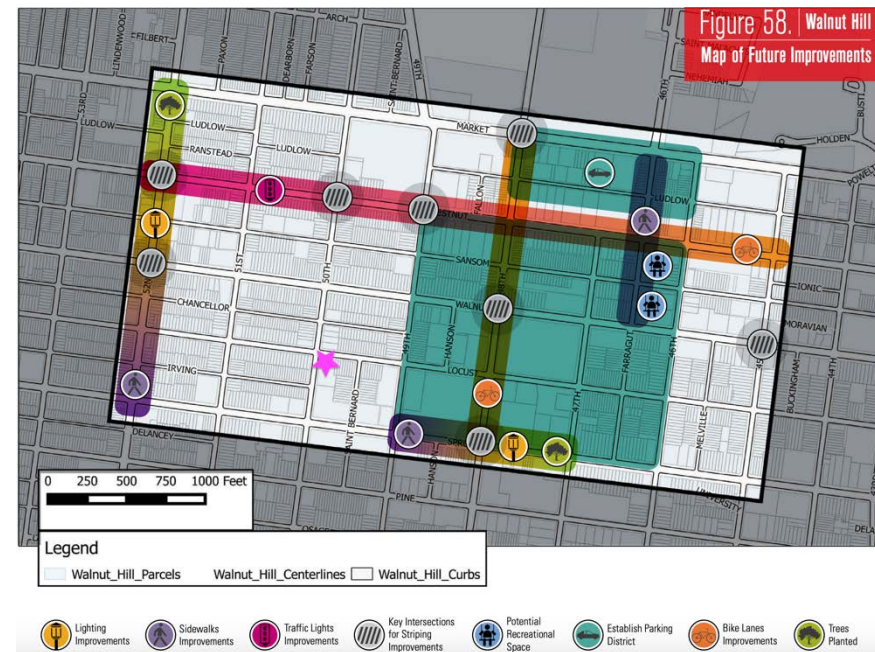


Figure 9: Parking district advocated as part of Walnut Hill neighborhood plan. Pink Star is MBC. Source: The Enterprise Center and Walnut Hill Neighborhood Association, Shaping Our Future, 2016.

Besides the church bus and a handful of cars for church staff, the lot remains empty during the week until Sunday, when it fills up. Street parking is available at the intersection of Locust and 50<sup>th</sup> streets and extends in all directions, where it can be difficult to find an open space. The assessed value of the parking lot is \$227,500.

Finally, the church has a large backyard area which houses a community garden, alcoves with plants and trees, and extends around the outside of the church to reach a street frontage along 50<sup>th</sup> Street. Between the southern edge of church property and the large apartment building to the south, there lies a large, empty parcel divided from the church property by a fence. This parcel (4959 Spruce Street) has a new deed and mortgage owner as of August 2019, when it was granted to Investors Bank from Terrace Avenue A LLC and Terrace Centennial LLC. The full L-shaped lot including the vacant area and apartment building are likely scheduled for redevelopment by the now controlling IS 4931 Spruce LLC. The assessed value is \$8,307,400.<sup>17</sup>

### Location

The property controlled by Monumental nests on the precipice of intensified commercial and institutional activity. Just two blocks from the 52<sup>nd</sup> Street commercial corridor, the church is well within the sphere of influence of Market Street developments, including the transit-oriented development node at the 46<sup>th</sup> street station, and is already confronting the westward expansion of university and hospital campuses. The neighborhood squeeze described in the preceding section foretells a daunting future. However, given the mitigation efforts described in the plan, the spaces Monumental occupies, and the possibilities accruing to the area through increased traffic and commercial activity, these challenges may become opportunities.

Whether through strategic acquisition of parcels for redevelopment or greater control over assets of increasing value, the CDC may leverage this proximity to its benefit. By virtue of the spaces available, businesses seeking office space or social programs servicing the area may seek mutually beneficial relationships with the CDC. In any case, the strategic positioning of the church property as an historic anchor, as well as its central geographic location in West Philadelphia and proximity to transit, make it an ideal gathering place for a range of activities. If correctly positioned as an organizational leader in this context, the CDC can establish a geographical foothold for neighbors threatened with displacement and serve as a powerful voice for equitable practice on the front lines of frantic development.

### Leadership

Personal interaction with church leadership through the course of my research has firmly established the powerful influence and high leadership standards which characterize those carrying out the CDC process. Whether from the pulpit or out conversing with

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<sup>17</sup> Valuations as of December 2019, provided through *atlas.phila.gov*.

neighborhood residents, the ability to organize, arrange administrative processes, and set goals is promising. A strong sense of institutional memory, and a robust network within the congregation will be crucial elements of any successful plan for the CDC.

### Church Programs

The Monumental CDC project may follow a variety of programming paths based on staffing, funding, possibilities, and other considerations. Fortunately, current activities carried out by the church provide strong frameworks for activities carried out through the CDC in the future, including instruction for academics or employment, support groups and counseling, meal preparation and community dinners, and performance art, from a budding theater program to a renowned choir. Informed once again by the space, location, and leadership Monumental offers, these programs could provide the funding and reputational framework for the nascent CDC.

### Trust

About to celebrate its bicentennial in West Philadelphia, and counting many years in its current location, Monumental Baptist Church holds an unparalleled reputation as a sacred gathering place, a foundation of social life, and a platform from which to lift community voices. The artifacts proudly displayed in its sanctuary and annexes tell of a rich legacy of support and guidance for generations. This reputation, earned through the course of hundreds of years, thousands of lives, and millions of shared memories, is perhaps the most valuable resource for any CDC. Called with missionary intent to serve those who wish to exercise power over their futures, the CDC model at its best exemplifies development by and for the people- a fitting structure through which to amplify the vision of the Monumental community.

## IV. VISION

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### Stepping Stones

In order to take full advantage of the assets Monumental has at its disposal, certain key foundations must be established for the CDC. As explored further through the case studies detailed in the Appendix, CDCs can take many forms and perform many important roles. However, these examples reiterate the need for certain core competencies and considerations.

First among these core considerations is the leadership and mission of the CDC. Dormant for an extended period of time, the board members and the organization's mission statement should be updated to address current initiatives. Especially in the case of the board, experienced community developers and advocates champion the need for a balanced membership, which incorporates vital administrative and financial skill sets and expands the organization's social and political network, especially in service of programmatic areas of choice. Above all, the board must retain the dominant voice of community members to ground the organizational vision for the long-term benefit of affected membership.

Among the competencies required for launch and sustained administrative security, legal counsel well-experienced with a range of community development functions should be retained. Pro-bono services are often the route of choice for small neighborhood CDCs, with programs available such as through Regional Housing Legal Services or connected law firms.

With these core competencies established, concurrent searches for relevant information and necessary resources become possible. As seen in the development of CDCs over time, preliminary board committees can research potential program areas and become acquainted with the funding and infrastructure requirements for such endeavors. These processes are unique to each organization and are developed in more detail by corresponding projects.

### Grounded Growth

Growing out of the development patterns identified through the course of this study, and filtered by the assets already working in Monumental's favor, future leaders and board members can begin to chart a course for the short and long-term growth of the CDC. Whether this future involves social service programming, homeownership programs, including a home for a Neighborhood Advisory Committee representative, tutoring and job training, small-scale community development financing, business incubation space for neighboring corridors, or land acquisition and housing development, the CDC must understand the tectonic shifts governing the investment, construction, and demographic changes confronting its service areas. Guided by the legacy of Monumental Baptist Church, and the congregants spread throughout Philadelphia, the CDC has enormous potential to serve as a vital community anchor in its immediate surroundings and beyond.



## Appendix A: Asset Map and Programming Framework

CDC Progress Matrix (December 2019)

<b>SETUP ACTIVITY</b>	<b>PROGRESS</b>	<b>NOTES</b>
Mission in Context	Started	Needs revision based on updated context and service delivery abilities
Board Formation	Started	5 original members, though currently passive. Need to identify willing constituents and industry connections
Target Area Designation	Near Complete	General Boundaries set by street, but subject to change in a few years
Financing Package	Initial Stages	Evaluating options, no clear pathway yet
Legal Support	Not Started	Essential, often pro-bono, programs available

# Asset Map: Existing Resources

## Space

- Church building
- Annex Properties
- Back yard and Garden
- Parking Lot

## Trust

- Long history in neighborhood
- Space of safety and celebration

## Church Leadership

- Future Vision
- Sustained Investment

## Location

- Proximity to Commercial Corridors
- Centered in Single-Family Residential Community

## Church Programs

- Education programs
- Support groups
- Arts Programming

# CDC Sample Program Progression

## Context

## Asset

## Function

Surrounding  
Commercial  
Development

Space+Location

- Business incubation leasing
- Neighborhood Strategic Planning

Home Preservation

Trust+Leadership

- Funding avenue for home repairs
- Mortgage and Legal Counseling

Institution  
Expansion

Arts+Education

- Concerts and arts education
- Historical Preservation

# CDC Opportunities: Parking Lot

## Revenue Generation

- Provide public parking for increased auto traffic and commercial development
- Enclose and lease spaces
- Develop Land (long term)

## Community Space

- Lease land to developer with mandated community space
- Art Fairs and Community Event Space

- Pave for outdoor sports/performance
- Permeable Surface, trees, and green space

## Appendix B: Case Studies

*Case Study: Sacred Places Civic Spaces*

### Wharton-Wesley United Methodist Church (Cobbs Creek, West Philly)

- Historic Church and Sunday School Building in need of capital repairs and maintenance
- Dwindling congregation
- Re-design to use spaces for community programming
- Partner Organizations: ACHIEVEability






### Zion Baptist Church (North Philly)

- Called to Serve CDC
  - Education and Entrepreneurship: support neighborhood schools and grow small business commercial corridors nearby
- Activate annexes to support community programming
- Originator of Zion Non-Profit Charitable Trust under the Reverend Leon Sullivan
  - 10-36 plan to secure financing

Source: <https://www.sacredplacescivicspaces.com/>

# Case Study: Nuestra Comunidad Development Corporation, Roxbury, MA

## Theory of Change | Nuestra Comunidad

History & Context	Assumptions	Lines of Business / Programs	Mid & Long-Term Outcomes	Vision
<p><b>History</b></p> <ul style="list-style-type: none"> <li>Nuestra Comunidad Development Corporation is a non-profit small business serving the Roxbury community and nearby neighborhoods for over 30 years. Led by a community-based board, we are in the business of creating opportunity for residents and businesses to revitalize their community, increase their incomes and gain wealth.</li> <li>Nuestra is a chartered member of the NeighborWorks Network, a HUD-approved Housing Counseling Agency and a Community Development Financial Institution (CDFI).</li> <li>In 2000 Nuestra opened its HomeOwnership Center.</li> <li>Nuestra has helped lead the revitalization of the Dudley Square neighborhood business district.</li> </ul> <p><b>Context</b></p> <ul style="list-style-type: none"> <li>The Roxbury housing market has rebounded and foreclosures have slowed. From 2000 to 2010, the number of housing units increased by 2500 and the number of vacant units actually decreased. Those trends were reversed for Dorchester and Mattapan.</li> <li>The Roxbury homeownership market is poised to recover.</li> </ul>	<ul style="list-style-type: none"> <li><b>Affordable Rental Housing through production, asset management, service referrals and counseling of tenants at risk of losing their housing</b>--helps families and individuals improve their long-term economic, education and health status.</li> <li><b>Homeownership through development, promotion and preservation</b>--provides residents the opportunity to buy their own home, helping to stabilize housing costs and accumulate wealth over the years, while also promoting investment and stability in our neighborhoods, including foreclosure prevention.</li> <li><b>Community Building programs</b> help residents improve the quality of life for their households, their neighborhoods and develops neighborhood residents' capacity to lead community development.</li> </ul>	 <p><b>Nuestra's Affordable Rental Housing Development</b></p>  <p><b>Nuestra's Homeownership Development</b></p>  <p><b>Home Center</b> offers first-time homebuyer classes and mortgage modification counseling.</p>  <p><b>Community Building</b></p> <p>Includes NeighborCircles program; the annual Cleanest Street; and Mission180 coalition.</p>  <p><b>Asset Management</b> of our affordable rental housing, and our clients who use Nuestra's asset management services.</p>	<p><b>Outcomes for People</b></p> <ul style="list-style-type: none"> <li>Residents are empowered and have pride in the community</li> <li>Residents, police, and community organizations work together effectively to prevent violent/ drug related crimes</li> <li>Neighbors trust and work with each other</li> <li>Residents have knowledge and skills to improve their financial sustainability and increase and retain their assets</li> <li>Residents have easy access to job centers and better employment opportunities</li> <li>Residents have increased access to high quality affordable rental and homeownership</li> </ul> <p><b>Outcomes for Places</b></p> <ul style="list-style-type: none"> <li>The community and its environment promotes improved health of the residents</li> <li>The infrastructure promotes safe walking and biking and efficient public transportation</li> <li>The community is viewed internally and externally as a desirable place to live, work, and play</li> <li>Public spaces are attractive and accessible</li> <li>The community is a hub of arts and culture</li> <li>Sustainable businesses meet the needs of community residents and attract others</li> <li>The built environment contains fewer blighted properties and more attractive housing and commercial spaces</li> </ul>	<p><i>Roxbury/ Dorchester is a destination, a place where residents of all incomes have access to affordable, high quality housing and other resources and services, and share in a sense of pride as they work together with other stakeholders to strengthen community life and vitality.</i></p>

Source: Nuestracdc.org

*Interview Credits:*

- Melvyn Colon, Southside Institutions Neighborhood Alliance, Hartford, CT
- Andora Monteiro, Nuestra Comunidad Development Corporation, Roxbury, MA
- Juan Carlos Canales, Nuestra Comunidad Development Corporation
- Rev. Michael A. Major, Sr., Called To Serve CDC, Philadelphia, PA
- Danny Foster, Mount Vernon Manor CDC, Philadelphia, PA