

WORKING TOGETHER

Asociación Puertorriqueños en Marcha



Creating
Communities of
Choice by
Engaging
Community

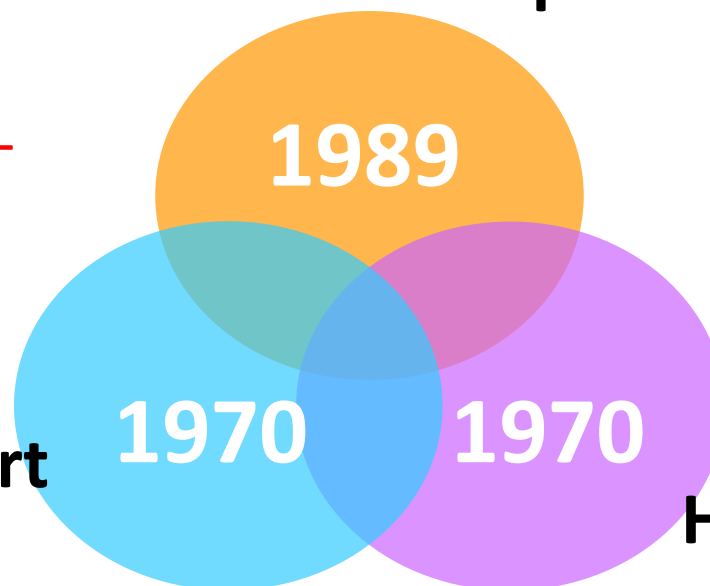




Angel Rodriguez
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Community Economic Development
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- 332 Affordable & Market Rate Rental Units
- 150 Units of Homeownership
- 1 Supermarket Site & Credit Union
- Sustainable Communities Initiative
- Choice Neighborhood Award – People Lead

Community & Economic Development



Health Support Services

- 2 Mental Health Clinics
- 2 Drug & Alcohol Clinics

Human Support Services

- Community Umbrella Agency
- 1200 Children receiving Case Management Services
- 3 Four Star Head Start Programs

Snap Shot of Eastern North Philadelphia:

- Population **11,914**
- Race **45% Black; 45% Hispanic; 6% Asian; 3% White**
- **74%** of the population is under the age of 35.
- Median Income **\$15,540**
- Residents do not earn a livable wage jobs;
- Unemployment rate is approximately **26% 3 Xs the city's rate of 8.9%**
- **84%** of Households are led by a **Single Parent**
- They are under-educated;
- The **Part 1 Crime** average is **2X** that of the City average
- **84%** of the Community report drugs as a primary concern

**How do we approach the
issues?**

What is our Philosophy?

We ascribe to the:

TO...

FOR...

With...

Principal

POLICY MAKER'S PERSPECTIVE



RESIDENT'S PERSPECTIVE



Collective Impact

The Five Conditions of Collective Impact

Common Agenda

All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.

Shared Measurement

Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.

Mutually Reinforcing Activities

Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.

Continuous Communication

Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.

Backbone Support

Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies.

**To execute
The Staff & Community
need training in two
areas.**

Leverage

Several assertions:

1. Community is about **relationships**.
2. We repeatedly “work” with people or companies we like.

WORKING TOGETHER

Management Skills

Leverage

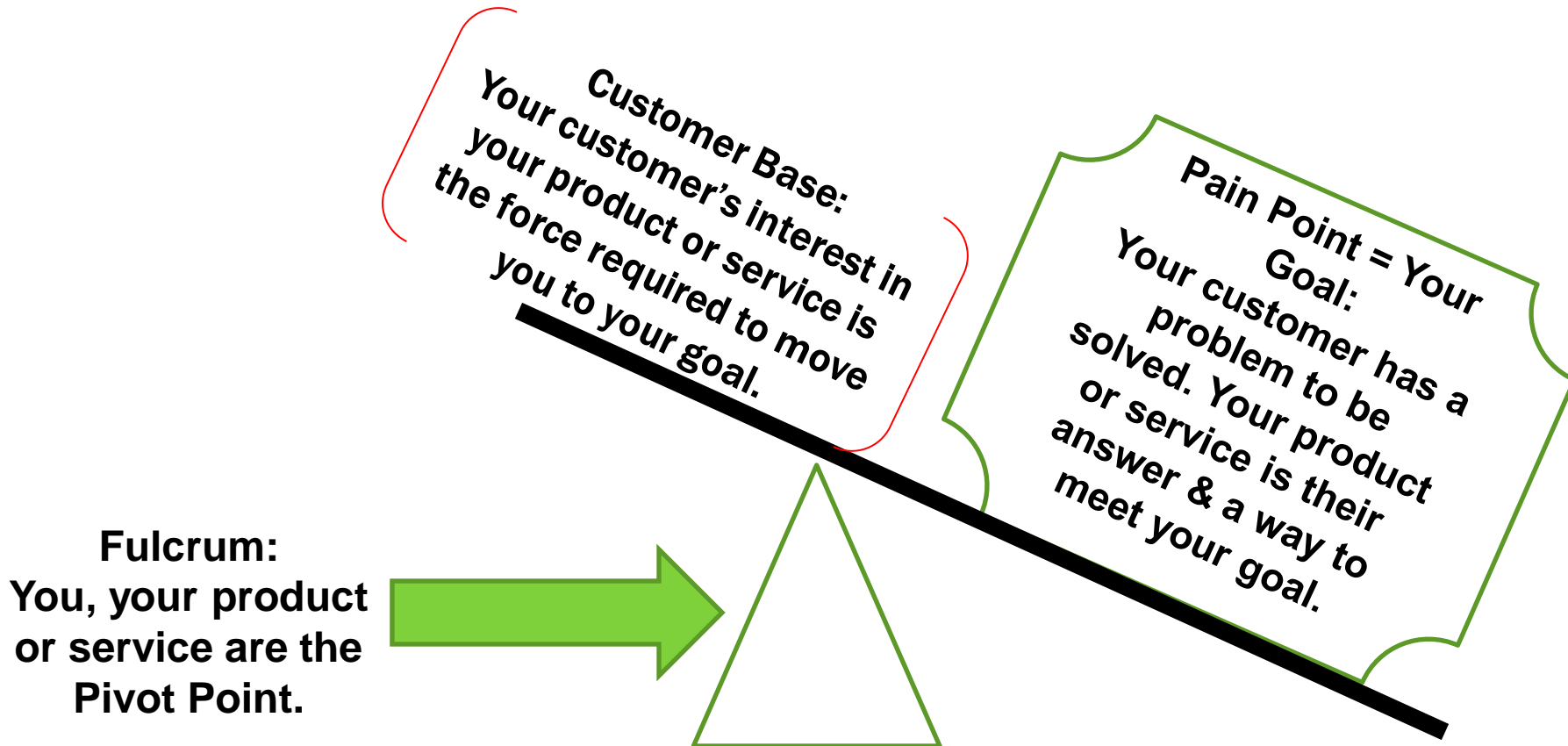
Residents:
Your resident's interest in
your project is the force
required to move you to
your goal.

**Pain Point = Your
Goal:**
Your Community
has a problem to be
solved. Your project
is their answer & a
way to meet your
goal.

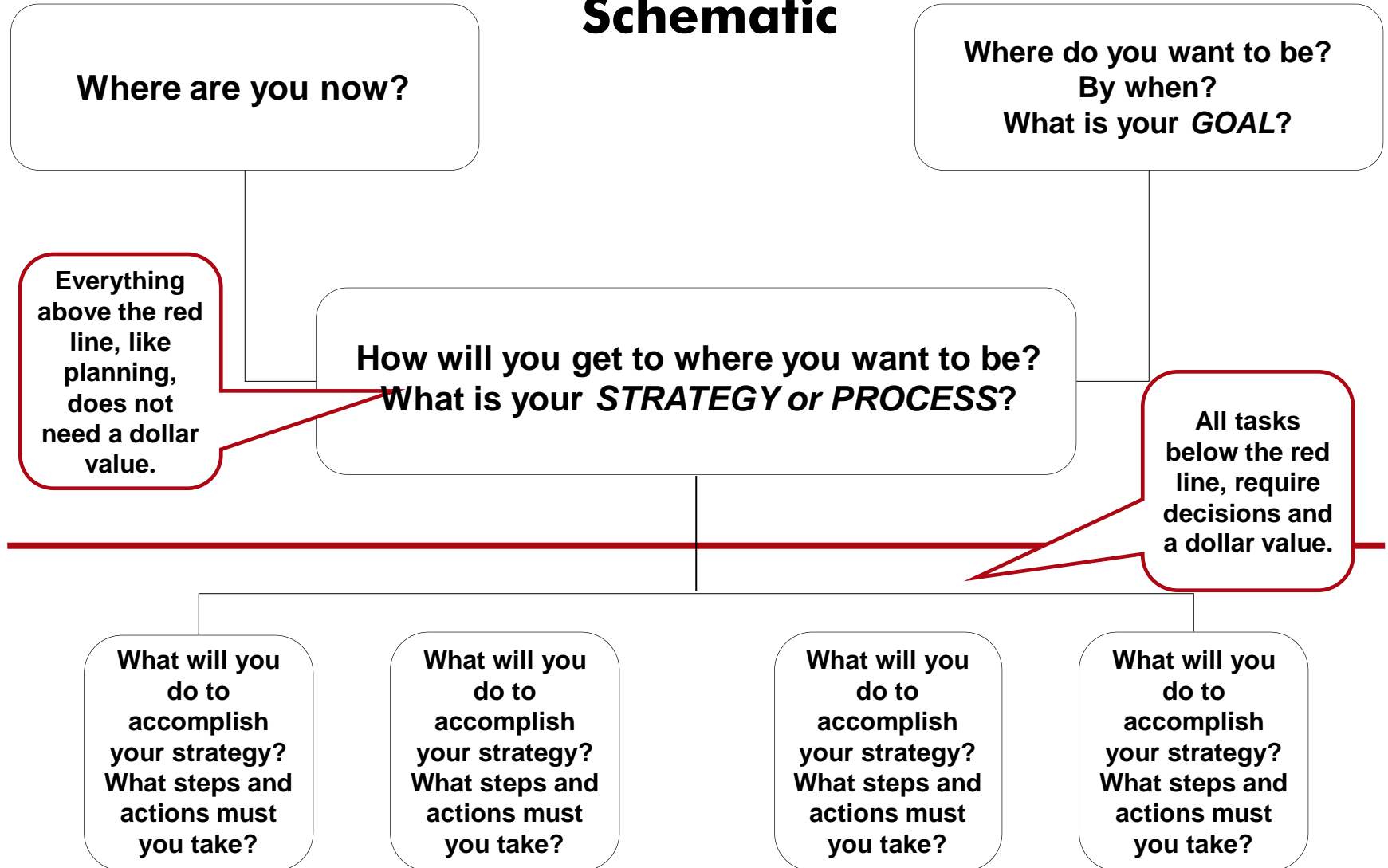
Fulcrum:
You & your
organization are the
Pivot Point.

When Leverage is too **SHORT** or too **SMALL**

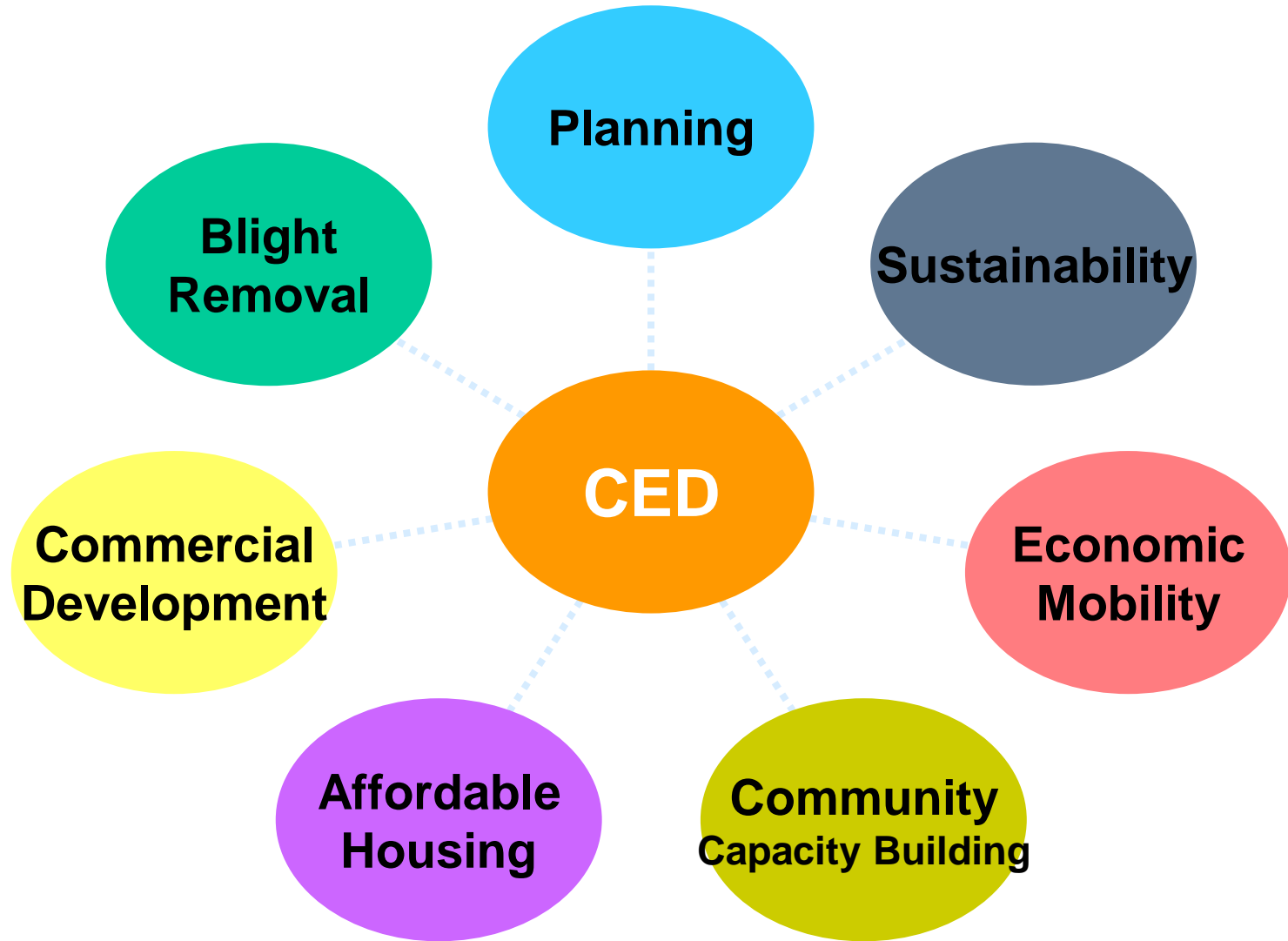
You need to reassess your **GOAL**.



Strategic Planning Schematic



We apply those two skills in these areas:



Affordable Rental Housing Jardines Rental Housing Development



Commercial Development



Economic Mobility



TruMark
Financial
CREDIT UNION

EXIT ONLY

ENTRANCE

TruMark
Financial
CREDIT UNION
Hours of Operation
Monday 9:00 AM - 5:00 PM
Tuesday 9:00 AM - 5:00 PM
Wednesday 9:00 AM - 5:00 PM
Thursday 9:00 AM - 5:00 PM
Friday 9:00 AM - 5:00 PM
Saturday 9:00 AM - 1:00 PM
Sunday 11:00 AM - 3:00 PM

Affordable Housing

Pradera Homeownership Development



Incorporating Sustainability

Sheridan Street LEED Gold Homeownership



Open Space





1945 N 4th Street
1998



1945 N 4th Street
2011

Vacant Land Stabilization with PHS 1998 | 2011

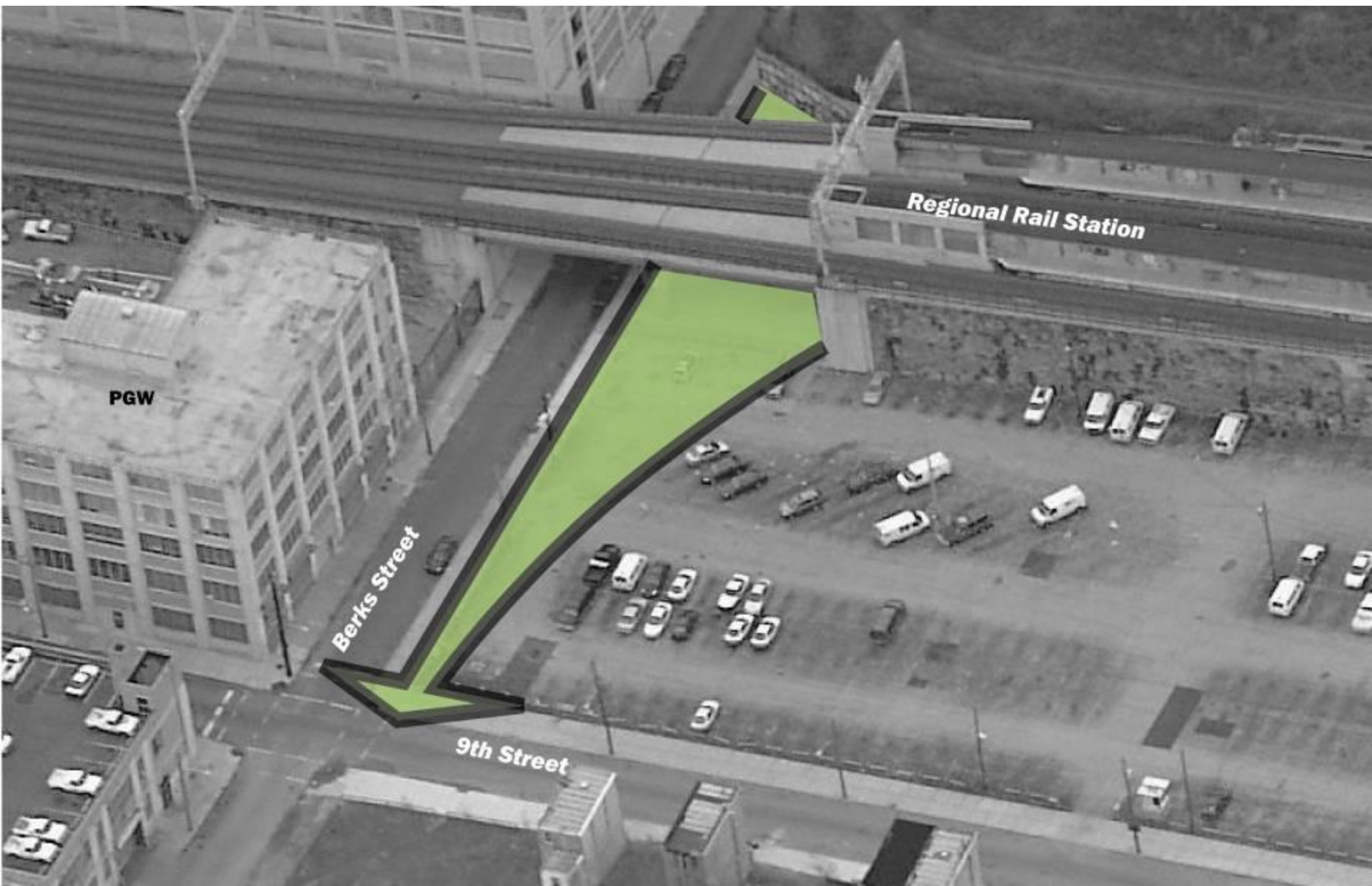


Side Lot Program 1998 | 2011

Paseo Verde Transit Oriented Development:



Before Development



Project Financing for Paseo Verde



VIEW OF TRANSIT PLAZA & STREET

View from 9th & Berks Street looking north towards SEPTA's Temple University Station entrance. The hinge tower at this pivotal corner provides a marked point of reference for pedestrians and rail passengers alike, marking the place where the community will come together.

Low Income Tax Credit: Condo Unit #1

- Transit Village Affordable Housing
- Acquisition “0”
- 53 units targeted to persons at or below 60% median income
 - Total project costs \$15,632,152
 - LIHTC Equity 11,111,729
 - Grants: OHCD 4,000,000
 - AHP 520,423
- The LIHTC development does not have permanent debt.



New Market Tax Credit: Condo Unit #2

- Acquisition “0”
- 67 market rate rental units
- 30,000 square feet commercial space
- Total project costs **\$32,479,813**
- Conventional Loan **9,576,864**
- Grants (1 day loan) **2,706,487**
- Grants **8,688,285**
- NMTC Equity **8,507,174**
- TRF Energy Works **3,000,000**

New Market Tax Credit: Condo Unit #2

CDE Investment

- LISC \$10,000,000
- CSH 7,000,000
- AFLCIO 5,000,000
- WNC 8,000,000
- TRF ENERGY LOAN 3,000,000



VIEW OF RIBBON COURTYARD

New Market Tax Credit: Condo Unit #2

New Market LP Grants

• State of Pa RACP	4,500,000
• OHCD	1,500,000
• CASEY EARMARK	487,000
• State of Pa DCED	500,000
• Home Depot /LISC	420,000
• Citi Bank	150,000
• Comcast	50,000
• Enterprise Foundation	30,000

Project Strengths

- **Location- Location –Location**
- **First Transit Oriented Development in Philadelphia**
- **Political Will**
- **Community Support**
- **Strong and reputable partner Rose Company**
- **Public /Private Partnerships and Investments**
- **Significant Subsidies from City and State**
- **Pre-leased 7,600 square feet of space to a community medical center, 15,000 square feet for office space for APM, 1,500 square feet for a pharmacy.**
- **Excellent Legal Council and consultants**

Project Weaknesses

- Rental Market Place is 100% of median income thus restricting rental revenue
- Commercial market un-known (pre-leased medical center and APM offices)
- Complex project structure and financing for the NMTC condo used 4 CDE investors
- Excessive NMTC fees and guarantees
- Learning curve for CDC staff with NMTC)
- At times not listening to consultants



THANK YOU

apmphila.org

**For more information:
www.APMphila.org**

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