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New Kensington  
Community Development Corporation  
Strategic Plan  
2019-2022

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June 2019



**FAIRMOUNT**  
VENTURES

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## BACKGROUND

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New Kensington Community Development Corporation (NKCDC) began in 1985 and has been viewed among the best community development corporations (CDCs) in the region since. Moreover, the organization established itself as a leader among CDCs across the country through the NeighborWorks America network. Its approach to arts-based development and greening work, in particular, was considered innovative and transformative.

In the time since its founding, NKCDC's service area<sup>1</sup> has changed dramatically. Fishtown and East Kensington, NKCDC's focus areas for decades, have developed at an astonishing pace. Once beleaguered by disinvestment, these neighborhoods have become some of the most competitive real estate markets in the city— as well as significantly affected by gentrification. NKCDC worked to organize and engage residents, build affordable housing, revitalize commercial corridors, and ensure clean public spaces were available to all. This work led to enhanced safety, stability, and quality of life for many residents and provided a much-needed counterweight to market forces, even if it was unable to stop displacement outright.

Given NKCDC's large, varied service area, this strategic planning process confirmed that NKCDC's calling moving forward is to provide services and supports to people and in places where residents are most vulnerable. This commitment drove NKCDC's decision to shift its focus and most of its resources to the area north of Lehigh Avenue where poverty, disenfranchisement, and impending development are exacerbating high levels of vulnerability among long-time residents. NKCDC's decision to create Orinoka Civic House and relocate its offices to this area speaks to this commitment.

Despite this shift in focus, NKCDC maintains its commitment to Fishtown and East Kensington. Residents of these areas are encouraged to participate in NKCDC's activities and services, as they are eligible and interested; however, NKCDC's proactive, neighborhood-specific work will prioritize the area north of Lehigh. NKCDC is rightly proud of all it has accomplished alongside the residents and businesses of Fishtown and East Kensington over the years, has reflected on what it did well and what it could have done differently, and pledges to bringing the lessons learned in Fishtown and East Kensington to the area north of Lehigh.

As it solidifies its focus north, NKCDC will target resources to catalytic, strategic physical development, while simultaneously cultivating community engagement and offering direct human services to help counteract the threat of displacement. This evolution, which de-emphasizes widespread real estate development in favor of more strategic, transformational development, aligns with trends in the field among peers across the country. Public sector funding for affordable housing and community development is a fraction of what it once was, and few CDCs have the structure or resources to compete with private sector developers. Today, as CDCs nationwide reevaluate their traditional focus on housing and real estate development, many have decided to provide more resident-focused services instead of, or in addition to, real estate services.

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<sup>1</sup> Defined as the area from Front Street and Kensington Avenue to the Delaware River and Frankford Creek, inclusive of the East Kensington, Fishtown, and Port Richmond neighborhoods

**In adopting this plan, NKCDC affirms— and explicitly articulates— its commitment to harness the power of development, community engagement, and direct services to promote greater equity and stability for residents who are most vulnerable to displacement.** Left to market forces, neighborhood development can have the unintended consequence of exacerbating inequity, favoring those with existing access to resources. NKCDC aims to redirect the benefits of development so those who have historically and systematically been excluded from resources can remain in their homes, shape their neighborhoods, and improve their lives. In adopting this plan, NKCDC also pledges to bring the organization’s values, trauma-informed approach, and racial equity, diversity and inclusion (REDI) practices to both its internal interactions and work with the broader community.

The purpose of this document is to provide a guide for the period from July 2019-June 2022. The body of the document includes new guiding statements for the organization, followed by a set of goals, strategies, and intended outcomes that comprise the heart of the plan. By design, a strategic plan does not include every activity that an organization will undertake; rather, it highlights those that require the greatest attention or are of highest priority over the upcoming years. This plan assumes that NKCDC will continue mission-critical activities like commercial corridor revitalization and greening work (among many other worthwhile activities), despite the plan not including strategies that explicitly name them. Those activities will be included departmental operating plans, which are informed by the strategic plan but include a much greater level of operational detail.

Supporting materials for the plan— including methodology for the planning process, a community profile, a SWOT analysis, and information about the consultants who facilitated this process— are included as appendices.

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## GUIDING STATEMENTS

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The following statements will guide NKCDC as it embarks on its next chapter.

### Mission statement

A mission statement is an aspirational statement that articulates an organization's role in achieving its vision for the communities it serves. It commonly answers the questions: *What do we do and why?* A mission statement serves dual purposes: it guides internal decision making and communicates identity to external audiences.

Going into this planning process, NKCDC's mission was, "*to strengthen the physical, social and economic fabric of the community by being a catalyst for sustainable development and community building.*" In adopting this plan, NKCDC is embracing a new mission, which places its commitment to equity front and center:

**NKCDC's mission is to advance social equity and economic empowerment by nurturing and creating opportunities for residents to live and actively shape their neighborhoods of choice.**

### Positioning statement

A positioning statement describes how an organization adds value or fills a need differently or better than its competitors. Like a mission statement, this influences internal decision-making and external communications. NKCDC did not have a positioning statement when it entered the planning process. Its new positioning statement is below.

**At NKCDC, we believe that neighborhood development can and should benefit all residents. We use a strategic combination of catalytic real estate development, community engagement, and people-centered direct services to ensure all of our neighbors can remain—and thrive—where they choose to live. NKCDC focuses equally on people *and* places because we know that the two work together to create healthy, vibrant communities. Whether we are building affordable housing or helping residents build their wealth, we pledge to promote equity, stability, and safety in all we do, with a sharp focus on those most at-risk of being displaced. At NKCDC, we work together with residents, businesses, and communities to make sure that our neighborhoods will always be great places to live.**

### Program parameters

The following criteria were used in evaluating the strategies listed later in this document and should be used when considering new program opportunities. NKCDC's programs and services will:

1. Advance our mission
2. Embody our commitment to equity
3. Respond to community needs for people currently disenfranchised from resources
4. Build on organizational strengths we currently have or can reasonably acquire

5. Be within our organizational capacity
6. Cover direct and indirect costs inclusive of philanthropy (over time)<sup>2</sup>
7. Continue to position NKCDC as a trusted leader in the field and communities we serve<sup>3</sup>
8. When possible and relevant, leverage the strengths and resources of partner organizations within and outside our area (and, therefore, make optimal use of our own strengths and resources)

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<sup>2</sup> This does not preclude NKCDC from undertaking programs with a high mission impact that do not cover their costs via public sector contracts. Rather, it means that NKCDC will need to identify external and internal resources to help underwrite the program.

<sup>3</sup> Not every program will elevate NKCDC's leadership position, but this will be considered. By the same token, the potential for a program to negatively affect the organization's brand will be considered.

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## GOALS, STRATEGIES, AND OUTCOMES

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This plan has a set of four interrelated goals that reinforce one another. They focus on catalytic physical development, community engagement, individual self-sufficiency, and assuring that NKCDC has the people, structure, and resources to fulfill its ambitions. Likewise, the strategies are interrelated and reinforce each other across goals. For example, providing residents with the ability to be financially stable, as listed in Goal 3, supports the strengthening of communities articulated in Goal 2. A sign of a good strategy is one that can do double the work.

### **GOAL ONE. CATALYTIC DEVELOPMENT**

*Create transformational physical development in the area anchored by Orinoka Civic House*

#### *Strategies*

1. Develop Orinoka Civic House II.
2. Secure property adjacent to Orinoka Civic House and develop a new affordable housing or mixed-use project on the parcel.
3. Develop green open space and playing fields on land surrounding the Orinoka developments.
4. Focus streetscape greening and beautification on the area immediately surrounding the Orinoka developments and along the corridors that connect them to the El stop.
5. Target a home improvement grant and low interest loan program for homeowners in the area immediately surrounding the Orinoka development.

#### *Intended Outcomes*

1. The Orinoka complex will be a hub of positive community activity and manifestation of equitable development in the north of Lehigh area.
2. The housing stock and overall appearance in the target area will be improved.
3. The quality of life for surrounding neighbors and businesses will improve as negative activities are displaced by the physical development and positive life on the street.
4. NKCDC's brand as an innovative, high performing CDC will be burnished in the eyes of community residents and businesses, the public sector, foundations, and peers.

### **GOAL TWO. EMPOWERED COMMUNITIES**

*Organize and engage communities north of Lehigh to shape and improve their neighborhoods*

#### *Strategies*

1. Strengthen NKCDC's focus on organizing and engaging residents and businesses, equipping them with the tools, information, and connections needed to have a proactive, effective voice in development plans.
2. Promote trauma-informed and healing-centered practices in order to facilitate emotional and physical safety for residents.
3. Explore and prioritize opportunities to improve public safety, including creating safe passageways for children and expanding police presence.
4. Determine how community-wide events (e.g., Sculpture Derby, festivals) can be utilized to bring communities together. Allocate resources to particular events and locations in accordance with NKCDC's overall priorities; consider which to initiate, expand, contract, spin off, etc.
5. Continue to support residents as they address issues related to the opioid crisis.
6. Begin outreach and organizing efforts north of Clearfield Street.

### *Intended Outcomes*

1. Private development in the area will be in accordance with community expectations for equitable development, adherence with established zoning guidelines, and positive impact on the community at-large.
2. Residents see NKCDC as a trusted, welcoming, and safe resource.
3. Residents feel safer in their communities.
4. Communities will have opportunities to celebrate together, with resources invested in alignment with NKCDC's priorities.

## **GOAL THREE. PATHWAYS TO STABILITY**

***Provide vulnerable people with access to resources they need to be self-sufficient and remain in their communities***

### *Strategies*

1. Continue efforts to expand housing and financial counseling to community-based locations such as community centers, schools, places of worship, etc.
2. Pilot a project that offers intensive case management to high utilization clients<sup>4</sup> in an effort to establish the cost-effectiveness of additional support on client outcomes and the cost to public systems. Partner with public agency(ies), foundations, and an evaluator from the outset to generate buy-in and a commitment to consider public policy change if deemed effective.
3. Introduce expanded financial capability tools, e.g., IDAs, financial education in schools, etc.
4. Partner with other providers to leverage extant resources for home improvement, rental assistance, and weatherization for residents in NKCDC's priority service area.
5. Improve residents' access to job readiness and job opportunities by partnering with an experienced workforce development provider(s).
6. Complete the development of affordable housing on scattered sites which NKCDC controls.

### *Intended Outcomes*

1. NKCDC clients will have an enhanced understanding of and access to the resources they need to manage their financial lives on a path from stability to mobility.
2. Completion of a pilot project and determination if public sector funders of emergency assistance are willing to invest in intensive case management in order to "solve" rather than temporarily ameliorate financial insolvency for participating clients.
3. People will live in safer, more affordable homes, and the stock of quality, affordable housing will in NKCDC's service area will be preserved.
4. A cohort of area residents will secure better jobs, and there will be greater community awareness regarding resources available for employment.
5. The development of affordable housing will be complete on all NKCDC-controlled scattered site locations.

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<sup>4</sup> "High utilization clients" are people who require multiple or ongoing support from NKCDC.



## **GOAL FOUR. HIGHLY EFFECTIVE ORGANIZATION**

*Assure that NKCDC has the resources needed to advance its mission*

### *Strategies*

1. Continue to integrate trauma-informed and REDI practices in all planning, service delivery, and interactions within and external to NKCDC.
2. Evaluate program decisions through the lens of assuring that there are sufficient resources to implement them in a quality manner while allowing staff to have a reasonable work-life balance.
3. Secure a foundation grant to engage a consultant to develop and implement a board development plan that focuses on board composition and recruitment, committee structure and activation, and board-staff collaboration.
4. Design and launch an ongoing fundraising and volunteer effort, targeted towards individuals and businesses in the entire NKCDC service area that have a commitment and vested interest in the transformation without displacement of the area north of Lehigh Avenue.

### *Intended Outcomes*

1. NKCDC will be an employer of choice for top talent. Staff retention will exceed industry standards.
2. The quality of services and work environment will be enhanced by fully integrating trauma-informed practices and practices that honor racial equity, diversity and inclusion in every aspect of the organization.
3. The Board of Directors will consist of a portfolio of highly engaged individuals with the skills and knowledge to provide strategic advice and oversight and who reflect the diversity of the communities served.
4. There will be shared understanding, transparent communications, and a close partnership between the board and staff in strategic decision-making.
5. Financial resources will be available to implement NKCDC's goals.

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## APPENDIX A: METHODOLOGY

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NKCDC retained Fairmount Ventures, Inc. to facilitate a participatory strategic planning process. The plan outlined in this document is the results of a four-month process. During the process, Fairmount:

1. Compiled and reviewed NKCDC's internal documents in order to gain a better understanding of NKCDC's structure, past and current plans, programming/services, and target service area.
2. Researched and analyzed the current trends relevant to CDCs at the local, state, and federal level.
3. Conducted 15 interviews with Board members, NKCDC staff, and external stakeholders to gain insight into their perspectives on key strategic issues.
4. Facilitated meeting with a sub-set of NKCDC staff members to determine staff priorities for the planning process.
5. Facilitated four meetings with NKCDC's Strategic Planning Committee and multiple calls with the Committee's leadership to identify the strategic issues driving the plan and confirm the direction for the organization.

## APPENDIX B: COMMUNITY PROFILE

Fairmount conducted research on NKCDC’s service area, defined as the area from Front Street and Kensington Avenue to the Delaware River and Frankford Creek. The environmental scan, below, is presented in the aggregate, as analyzed by the area’s two major zip codes, and individually by neighborhood (using census tracts, below), where needed to show differences in demographics or need within zip code and neighborhood areas (Table 1). Analysis of the area’s zip codes illustrates the stark differences between the neighborhoods that NKCDC serves. This is meant to update and supplement the neighborhood information in the 2018-2019 plan extension.

Table 1. NKCDC Service Area Census Tracts<sup>5</sup>

	Corresponding Census Tracts	Corresponding Zip Codes
Fishtown & East Kensington	143, 158, 160	19125
Orinoka Mills Area	178, 179	19134
Port Richmond	180.01, 180.02, 188, 378, 379, 382	

### General Population

As of 2018, Census data from the most recent American Community Survey, 5-Year Estimate, 2013-2017, shows that approximately 87,010 individuals live within the NKCDC service area (Table 2). The area’s population increased 7% from 2000 to 2017, faster than the Philadelphia growth rate of 4%. The majority of this growth is represented by African American and Hispanic residents, whose populations grew 35% and 57%, respectively, between 2000 and 2017. However, the majority of growth in the service area’s African American population occurred in the first decade, as this population has actually *declined* by 9% since the 2010 Census. The service area’s Hispanic population continues to grow into 2017, though at a slower rate (43% 2000-10 vs. 12% 2010-17).

Table 2. NKCDC Service Area General Overview

	19125	19134	NKCDC Service Area
Population 2017	24,149	62,861	87,010
Change 2000-2017	2%	9%	7%
Race	White 48% Black 5% Asian 7% Hispanic 15%	White 59% Black 19% Asian 1% Hispanic 49%	White 63% Black 14% Asian 3% Hispanic 38%
% Foreign Born	8%	10%	9%
Median Income	\$56,508	\$27,546	\$42,027
% HS or higher degree	83%	67%	72%
% < FPL	19%	41%	35%

Though the total service area of NKCDC is predominantly white (at 63%), a deeper dive into Census tracts shows that the area’s diversity varies dramatically between census tracts (Table 3). In Fishtown (roughly, Census tracts 143, 158, and 160), 91% of residents are white; compare this to the area near

<sup>5</sup> Neighborhood boundaries and names are widely disputed in Philadelphia. For the purposes of this analysis, the document refers to three geographic areas (including the area immediately surrounding NKCDC’s office, Orinoka Mills), using the names and boundaries listed in this table.

Orinoka Mills (roughly, Census tracts 178 and 179), where 49% of residents are white, 28% are African American, and 42% are Hispanic.

Table 3. Neighborhood Demographics by Census Tract

	<b>Fishtown &amp; East Kensington</b>	<b>Orinoka Mills Area</b>	<b>Port Richmond</b>
White	91%	49%	75%
African American	2%	28%	13%
Asian	4%	2%	1%
Hispanic	6%	42%	18%

In the aggregate, the majority of residents within the NKCDC service area are ages 18-44 at 41% (Table 4). Between zip codes, age demographics vary widely. In Fishtown, 52% of residents are age 18-44. Near Orinoka Mills, 32% of the population is under the age of 18 (compared to Fishtown, where just 14% of the population is less than 18 years of age). Both zip codes areas have a similar senior citizen population, with approximately 8% of the population 65 and older.

Table 4. Service Area Age Demographics

	<b>19125</b>	<b>19134</b>	<b>NKCDC Service Area</b>
Median Age	33	31	32
Under 18	17%	31%	27%
18-44	52%	36%	41%
45-64	21%	23%	22%
65+	9%	8%	8%

#### *Education, Income, & Employment*

NKCDC's service area represents a wide range of incomes and education levels, including some Census tracts where as many as 55% of residents live below the poverty line (178) and others where as few as 10% of residents live in poverty (160). Median incomes for NKCDC service area residents have, on average, increased by 43%, from 2000 to 2017, but remains below the city-wide median income of \$41,449 (Table 5). The median income for the service area overall is \$35,500, but ranges from \$18,349 near Orinoka Mills to \$44,555 in Fishtown (Table 6). Across the area, unemployment, at 10%, is double the Philadelphia unemployment rate of 5%. Unemployment is particularly high in neighborhoods experiencing declining manufacturing activity, including the area near Orinoka Mills and in Port Richmond, where unemployment stands as at 25%.

Table 5. Service Area Education, Income, & Employment

	<b>19125</b>	<b>19134</b>	<b>NKCDC Service Area</b>
Unemployment Rate	11%	10%	10%
% < HS Diploma	14%	22%	20%
Bachelors+	29%	10%	15%
Median Income	\$56,508	\$27,546	\$42,027
% < FPL	19%	41%	35%

The percentage of residents who live below the federal poverty level varies by each neighborhood (Table 6). In Fishtown and East Kensington, 12% of residents live below the federal poverty level. Near Orinoka Mills, 40% of residents live below the poverty level. Though the poverty rate varies across

neighborhoods, the percentage of residents living below the poverty line has declined by 2-3% for all Census tracts.

Table 6. Neighborhood Education, Income, & Employment by Census Tract

	<b>Fishtown &amp; East Kensington</b>	<b>Orinoka Mills Area</b>	<b>Port Richmond</b>
Unemployment	9%	25%	25%
% < HS Diploma	10%	36%	19%
Bachelors+	39%	9%	15%
Median Income	\$44,555	\$18,349	\$38,755
% < FPL	12%	40%	29%

The top three industries for workers in the NKCDC service area are retail trade, educational, health care, and social services, and manufacturing. On average, more than half of residents of NKCDC’s service area spend 30 minutes or more traveling to work each day—meaning that more than half of residents work outside of their neighborhood. Near Orinoka Mills, more than 70% of residents spend 30 minutes traveling to work.

### *Housing*

As a whole, the NKCDC service area has seen a 3% increase in housing stock between 2000 and 2017 (Table 7). Housing stock increased even more dramatically in the Fishtown/East Kensington or 19125 areas, ranging from 18% in Fishtown to 9% across the 19125 zip-code as a whole. The median home value across the NKCDC service area has increased 34% from 2010-2017—higher than the increase across Philadelphia at 25%. However, the increase in home value varies significantly between the two zip codes, and within neighborhoods. Home values in 19125 increased 43% from 2010-2017, where homes values in 19134 increased just 15%.

Generally, in Philadelphia, homeowners are at a lower risk of displacement than renters given the number of programs across Philadelphia that help homeowners facing unaffordable property taxes that threaten homeowners’ ability to stay in their homes. Across NKCDC, approximately 48% of residents own their homes, below the citywide rate of 52% (Table 7). Rates of owner-occupied housing have declined since 2000; conversely, rates of renter-occupied housing have increased. Between 2000 and 2017, the number of units being rented in 19134 increased by 45%, while owner-occupied rates decreased by 21%.

Table 7. Service Area Housing Landscape

	<b>19125</b>	<b>19134</b>	<b>NKCDC Service Area</b>
Housing Units	10,844	23,369	34,253
Change 2000-2017	9%	0%	3%
Ownership Rate	54%	44%	48%
Vacancy Rate	12%	14%	13%
Med. Home Value	\$218,300	\$83,600	\$150,950
Med. Gross Rent	\$1,038	\$872	\$955

The starkest differences within NKCDC’s neighborhoods can be seen in analysis on the housing landscape, where communities vary across rates of homeownership, home value, median gross rent, and more (Table 8). Housing units have increased across the full service area by 3%, but growth varies between Census tracts, where housing has increased by as high as 18% (143), but also declined by as much as 5% (178). Of the eleven census tracts that define the NKCDC service area, six meet the

National Community Investment Coalition’s definition of Gentrifying Census Tract in its 2019 study of gentrification nationally (NCIC, 2019).<sup>6</sup> Homeownership ranges from 66% (Port Richmond) to 39% (Orinoka Mills). The majority of residents near Orinoka Mills are renters (61%).

Table 8. Neighborhood Housing Landscape by Census Tract

	<b>Fishtown &amp; East Kensington</b>	<b>Orinoka Mills Area</b>	<b>Port Richmond</b>
Housing Units	6,888	4,911	11,164
Change 2000-2017	4%	-5%	1%
Vacancy Rate	12%	16%	11%
Med. Home Value	\$192,700	\$58,350	\$116,700
Med. Gross Rent/Month	\$1,212	\$815	\$949
Med. Mortgage/Month	\$1,397	\$915	\$1,156

Housing costs are on the rise in the NKCDC service area, with 24-47% of residents spending more than 30% of their monthly income on housing, including both homeowners and renters. However, renters are more likely than homeowners to pay more than 30% of their income monthly (21% to 31% in Fishtown/East Kensington; 39% to 60% near Orinoka Mills; and 21% to 56% in Port Richmond).

#### *Neighborhood Services*

NKCDC’s service area is comprised of several dense areas of residential and industrial development, meaning there are fewer business and social service amenities accessible to residents. Within the service area, there are no hospitals, only one WIC Center, one community health center, and one farmers market. Each neighborhood has one Free Library branch. The area immediately surrounding Orinoka Mills has just one park and no public playgrounds, compared to Fishtown, though similar in population and land size, which has 6 parks, 2 playgrounds, and one confirmed Rebuild Site. The largest geographic neighborhood, Port Richmond, has the most public amenities, with 9 parks and 6 public playgrounds, including 4 confirmed Rebuild Sites.

#### *Disparities in Income by Education, & Race*

Census data demonstrates the strong correlation between access to educational, workforce, and homeownership opportunities (Table 9). Across all of NKCDC’s service area, more than one third of residents without a high school diploma live in poverty. Even residents with *some college* experience see poverty rates similar to those of residents with just high school diplomas (between 15% and 25%).

Table 9. Neighborhood <FPL by Education Level by Census Tract

	<b>Fishtown &amp; East Kensington</b>	<b>Orinoka Mills Area</b>	<b>Port Richmond</b>
< HS	33%	57%	39%
HS	11%	30%	21%
Some College	15%	25%	15%
Bachelors+	6%	12%	6%

<sup>6</sup> To be eligible to gentrify, a tract's median household income and median home value needed to fall within the bottom 40th percentile of all tracts within a metro area at the beginning of the decade. Tracts considered to have gentrified recorded increases in the top third percentile for both inflation-adjusted median home values and percentage of adults with bachelors’ degrees.

Though the distribution of residents living below the poverty line across race within the NKCDC service area is relatively equal, similar to the rest of Philadelphia and the nation, residents of color are more likely to be poor. Residents identifying as Hispanic across NKCDC’s service area are the most likely to live below the poverty line, at 59% in Port Richmond and 53% near Orinoka Mills (Table 10).

Table 10. <FPL by Race by Community

	<b>Fishtown &amp; East Kensington</b>	<b>Orinoka Mills Area</b>	<b>Port Richmond</b>
White	12%	31%	24%
African American	11%	42%	52%
Asian	0%	50%	19%
Hispanic	19%	53%	59%

Across Philadelphia, and within the NKCDC service area, homeownership opportunities vary with education level and race. White residents within the NKCDC service area are three times more likely to be homeowners than Hispanic residents and thirteen times more likely than African American residents (Table 11). Approximately 78% of the service area’s homeowners are White, while just 6% are African American and 23% are Hispanic.

Table 11. Homeownership by Race by Zip Code

	<b>19125</b>	<b>19134</b>	<b>NKCDC Service Area</b>
White	88%	72%	78%
African American	2%	8%	6%
Asian	6%	2%	3%
Hispanic	6%	33%	23%

Unlike inequities in homeownership by race, there is a correlation between disparities in homeownership by education level and median income (Table 12). Said differently, in areas with higher median income, residents with higher levels of education are more like to be homeowners. However, in areas with lower median income, residents see more similar rates of homeownership across education level.

Table 12. Homeownership by Education Level by Zip Code

	<b>19125</b>	<b>19134</b>	<b>NKCDC Service Area</b>
< HS	16%	34%	26%
HS Equivalent	26%	40%	33%
Some College	18%	19%	17%
Bachelors+	40%	8%	19%
Median Income	\$43,453	\$27,546	\$35,500

### *Opioid Crisis*

A final, but enormously important, environmental factor in NKCDC’s service area is the opioid crisis, the epicenter of which is considered to be Kensington. Collectively, the proposal of a safe injection site, closing of encampments, and a spillover effect into adjacent neighborhoods have shed additional light to and heightened the emotional charge of the issue. A number of residents, service providers, and public officials are voicing their opinions and calling on others to do the same.

## APPENDIX C: SWOT ANALYSIS

A SWOT analysis is an inventory of **S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats. Strengths and Weaknesses are internal to the organization, while Opportunities and Threats are external to the organization. Likewise, Strengths and Opportunities are largely considered positive or helpful for the organization, while Weaknesses and Threats are negative or harmful. These relationships are illustrated below. Moreover, something can be both a strength and a weakness (e.g., having a strong executive is a strength, but being overly reliant on him/her is a weakness) or both an opportunity and a threat (e.g., displacement creates challenges for NKCDC and residents, but could also be an opportunity for NKCDC to play a meaningful role in organizing around or responding to that issue.)

	<b>Positive/Helpful</b>	<b>Negative/Harmful</b>
<b>Internal</b>	<b>Strengths</b>	<b>Weaknesses</b>
<b>External</b>	<b>Opportunities</b>	<b>Threats</b>

Fairmount facilitated a process to identify the strengths, weaknesses, opportunities, and threats most likely to affect NKCDC over the three-year period of this plan. The results are below.

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Internal</b>	<ul style="list-style-type: none"> <li>• Long-standing reputation as leader in community development and program innovation</li> <li>• Comprehensive service mix</li> <li>• Strong community relationships</li> <li>• Skilled, experienced executive</li> <li>• Dedicated, knowledgeable staff</li> <li>• Staff commitment to trauma-informed approach and REDI</li> <li>• Positive staff culture</li> <li>• New HR policies and handbook</li> <li>• Orinoka Civic House – new offices</li> <li>• Capacity to organize and implement community events</li> <li>• Strong relationships with public sector funders and foundations</li> <li>• Access to NeighborWorks network</li> </ul>	<ul style="list-style-type: none"> <li>• Lingering concern re: communications between board and staff</li> <li>• Nature of the work and funding inhibits greater cross-departmental collaboration</li> <li>• Under-funding can result in over-taxed staff that can create burnout</li> <li>• Lack of clarity on priority population and geography within a large service area</li> </ul>



<b>External</b>	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Community members committed to their neighborhoods</li> <li>• Service providers with which to collaborate</li> <li>• Strong public interest in environmental sustainability and greening</li> <li>• City reinvestment via Rebuild</li> <li>• New businesses attracted to area</li> <li>• Transportation Oriented Development (TOD) along the EL</li> <li>• Increased city funding for home repairs</li> </ul>	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Gentrification</li> <li>• Systemic poverty without adequate public resources to address</li> <li>• Systemic under-funding of cities, schools, etc.</li> <li>• Opioid epidemic</li> <li>• Real estate market in which private sector players are better capitalized and can move faster than NKCDC</li> <li>• Public sector contracts dictate scope of work NKCDC can do with public funds</li> <li>• Foundation support for traditional, core CDC work is waning from direct underwriting of needed services and projects</li> </ul>
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## APPENDIX D: ABOUT FAIRMOUNT VENTURES

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Fairmount Ventures was founded in 1992 to strengthen and accelerate the transformational impact that nonprofit and public sector organizations have on the people they serve. The idea was to assemble a multi-disciplinary team capable of providing unparalleled insights and connections to resources. Since then, Fairmount has been thought partner to nearly 400 organizations. Whether a start-up with a powerful idea in search of funding and opened doors, a mid-sized organization ready to take center stage, or a venerable institution wanting to pivot and launch a community-focused initiative, Fairmount has guided clients to envision and plan their next stage of growth, and then connect to resources to realize their goals. While often the unseen partner in organizational planning, generating new program ideas, facilitating a merger or securing funding, we are proud when we see the impact of our work in services, schools, facilities, community centers, parks, murals, et al, that we helped launch, improve or expand.

After more than 27 years, Fairmount’s vision to “position nonprofits to grow and thrive” holds constant and is realized through a mix of inter-related services:

- Strategic and business planning
- Resource development
- Mergers & affiliations
- Executive search
- Program design and assessment
- Board development

A more complete understanding of Fairmount Ventures can be gleaned at [www.fairmountinc.com](http://www.fairmountinc.com).

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