

2019  
IMPACT  
REPORT

# VISION IN-

JO-MAR

PRE MAKEN STUDIOS NORTH:

FORMER JOMAR FABRICS MILL AND WAREHOUSE

SHIFT

Certified  
**B**  
Corporation



# — PROGRESS

MAKEN STUDIOS NORTH IN KENSINGTON  
AWARDED THE URBAN LAND INSTITUTE'S  
2019 WILLARD G. "BILL" ROUSE III AWARDS FOR EXCELLENCE

We appreciate you

## DEAR FRIENDS

Our journey started seven years ago, when we made our first investment in Kensington and what is now MaKen Studios. Our strategy back then was, and still is today, grounded in real estate and guided by a vision to create equitable growth in underserved neighborhoods.

During these seven years we have adjusted and refined our paths forward, all while learning and listening to how to best serve our community and create much needed coordinated collaboration across sectors and partners. We have funneled our learnings to set our team and our community on a stronger trajectory by rethinking and reshaping traditional real estate frameworks to better align capital investments with community advancement. This can be seen in our work in Kensington and Broad & Erie and at the start of our work in Sharswood with our development partners, Mosaic Development Partners and the Philadelphia Housing Authority.

And while we have helped bring over 600 permanent jobs into our neighborhoods and have witnessed the grit and passion of entrepreneurs like Genevieve Greer of Juggernaut Studios/Le Puppet Regime and Thu Pham of Càphê Roasters, our vision is still in progress. We recognize that during this past year the opioid crisis and homeless population continues to grow and intensify on Kensington Ave. We acknowledge that only a handful of our Kensington Avenue Storefront winners have successfully created a path to opening. And, most importantly, we recognize we must stay people-focused and collaborate with the community, government, and businesses to realize the potential of the neighborhoods we strive to strengthen.

Although 2020 has started off with a new set of challenges for us and our community members, it is all the more reason to reflect on our growth, learn from our mistakes, amplify the good of our community members, and continue to build a hopeful future on the other side of this global tragedy.

Take care of yourselves and each other.

### TEAM SHIFT

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This is who we are

## We are ~~a real estate developer~~ a neighborhood investment group

We are on a mission to create inclusive, equitable communities who thrive

Through our **Whole Neighborhood approach**, we thoughtfully invest in neighborhoods and people to accelerate job creation and growth in small businesses and the creative economy, improve community health and safety, and offer quality affordable housing.

We engage with city agencies, industry leaders, and residents to **co-develop community solutions and programming** that support our investments in our neighborhoods' built environment. With our partners, we strive to maintain and diversify a neighborhood's character while maximizing long-term affordability and minimizing displacement.

**Our investments are place-based, people-focused, and purpose-driven.** Our approach is part of a greater vision to strengthen Philadelphia by laying the groundwork for communities living in historically overlooked neighborhoods to thrive. The invested and vested capital allows us to think comprehensively and set standards and measurements that hold us accountable for the impact and effects of our work. We believe social and financial good are inherently tied together. Together with our investors and partners, we invest intentionally and patiently to create a stronger, more stable community.

### **THEORY OF CHANGE**

We look to increase the long-term self-sufficiency, safety, prosperity, and quality of life for residents in underserved urban areas through holistic, thoughtful real estate development and services, blended financing across the private, public and nonprofit sectors, and partnership and programming with city, community, and industry leaders.

### **VALUES WE LIVE EVERY DAY**

#### **Visionary catalysts**

Building the future

#### **Invested**

In and for people, families, communities, and society

#### **Authentic**

Genuine ingenuity thoughtfully designed

#### **Inclusive**

Together for a better community

#### **Invested**

Community elevators helping people and businesses rise up

#### **Authentic**

Power tools, talented people, quality products, remarkable service



TOURING YOUTH AND EDUCATORS AT OUR FAME EVENT SPACE AT MAKEN NORTH



LENDING OUR ART SKILLS TO STUDENTS AT SANKOFA FREEDOM ACADEMY CHARTER



SPREADING HOLIDAY CHEER AT TUSCULUM SQUARE



TOURING ENTREPRENEURS AT SOON-TO-OPEN J-CENTREL



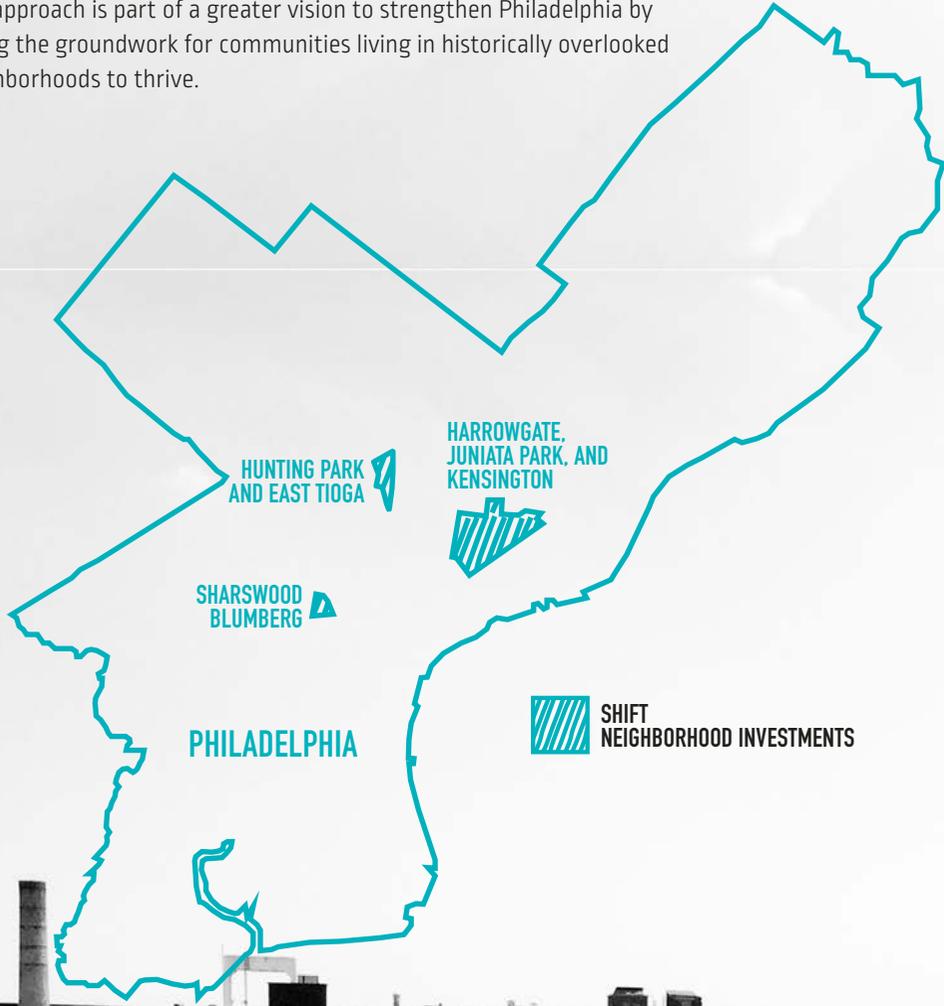
DONATING A BIKE AND HELMET FOR STUDENTS AT DEEP ROOTS CHARTER SCHOOL



TEAM PRIDE WITH NEIGHBORHOOD MURALIST, IYE YIN DAE

# Our Philly roots

Our investments are place-based, people-focused, and purpose-driven. Our approach is part of a greater vision to strengthen Philadelphia by laying the groundwork for communities living in historically overlooked neighborhoods to thrive.



## PHILADELPHIA

POPULATION	MEDIAN HOUSEHOLD INCOME	INCOME CATEGORY	UNEMPLOYMENT RATE
1,575,522 people (594,778 households)	\$43,744	31% below \$25,000 (187,289 households)	5.4%

## HARROWGATE, JUNIATA PARK, AND KENSINGTON

POPULATION	MEDIAN HOUSEHOLD INCOME	INCOME CATEGORY	UNEMPLOYMENT RATE (WEIGHTED AVG)
31,267 people (9,123 households)	\$18,125 to \$27,500	52% below \$25,000 (4,764 households)	22%

## HUNTING PARK AND EAST TIOGA

POPULATION	MEDIAN HOUSEHOLD INCOME	INCOME CATEGORY	UNEMPLOYMENT RATE (WEIGHTED AVG)
11,117 people (4,414 households)	\$15,891 to \$39,971	51% below \$25,000 (2,263 households)	11%

## SHARSWOOD BLUMBERG

POPULATION	MEDIAN HOUSEHOLD INCOME	INCOME CATEGORY	UNEMPLOYMENT RATE (WEIGHTED AVG)
4,154 (976 households)	\$22,244	54.3% below \$25,000 (530 households)	80%

VIEW FROM SHIFT HQ AT MAKEN STUDIOS NORTH  
LOOKING TOWARDS MAKEN STUDIOS SOUTH,  
KENSINGTON, AND CENTER CITY ON THE HORIZON.

**INCLUSION & DIVERSITY**



**67%**

of team SHIFT is from an underrepresented group

**31%**

of industrial and commercial tenants are owned by underrepresented groups

**92%**

of dollars spent with Pennsylvania-based organizations

**29%**

of dollars spent with Philadelphia-based organizations



**ARTS & CULTURE**

**36**

MaKers participate in Philadelphia Open Studio Tours (POST)

**600+**

visitors attend POST including American Craft Council & Craft NOW



**80+**

creative economy tenants

**MAKEN STUDIOS**



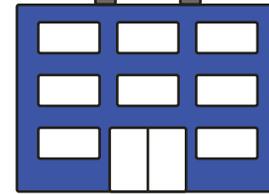
**HEALTH & SAFETY**

**40+**

respite beds for residents experiencing chemical dependency and housing insecurity through tenancy with Prevention Point

**750+**

individuals referred to a prosecution diversion center operated through tenancy with Prevention Point and the Philadelphia Police Department



**\$907K+**

invested in fire and safety systems

**\$780K+**

invested in environmental assessment/remediation

**4**

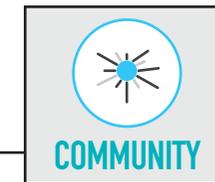
murals completed

2800 D Street

2968 Kensington Avenue

2917 Kensington Avenue

MaKen Studios North



**COMMUNITY**

THROUGH TENANCY WITH DEEP ROOTS CHARTER SCHOOL (2019)

**345**

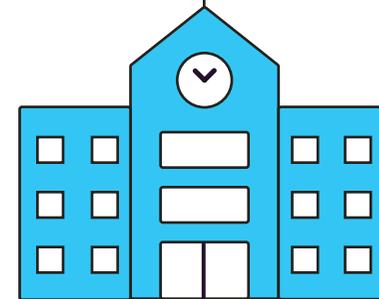
students served

**287**

students from neighborhood

**298**

students from under-represented groups



**4**

projects continued

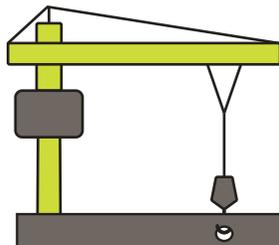
Tusculum Square, Kensington Avenue façade improvement, tree planting, & commercial corridor cleaning

**3,800+**

bags of trash removed from Kensington & Hunting Park/ East Tioga commercial corridors (with IMPACT Services & North Broad Renaissance)

**\$75.2MM**

invested in real estate



**800+**

temporary jobs (construction/maintenance)

**600+**

jobs brought to / created in the neighborhood



**ECONOMIC DEVELOPMENT**



**50+**

single-family homes and apartments renovated

**100%**

residential portfolio currently at 60% Phila AMI or less



**HOUSING**

**100**

residential units

76 single-family units

24 residential units in mixed-use buildings



**6**

vacant commercial storefronts renovated

**5**

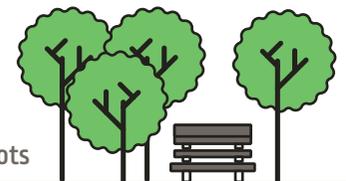
vacant commercial storefronts leased

**88+**

businesses or organizations added to previously vacant spaces

**25**

vacant lots



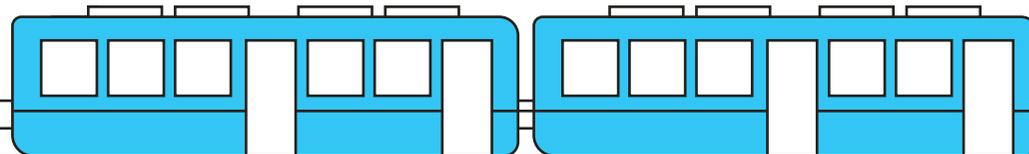
**1.75MM**

square feet of real estate acquired

**IMPACT PROGRESS**

- PLACE-BASED
- PEOPLE-FOCUSED
- PURPOSE-DRIVEN

**100%** properties 1/2 mile or less from public transportation





## Housing

We believe every resident deserves a safe, affordable quality home with attentive and thoughtful property management, and access to supportive services.

### WE HAVE LEARNED

Providing housing is not sufficient to support an individual or household's long-term success.

Providing an affordable unit to the real estate market is also not the only measure that we need to pay attention to.

### WE NEED TO...

Provide services, such as free internet access and free telehealth services, that can further contribute to a resident's growth and quality of life.

Rethink what affordability means. We need to take into account a renter's income to evaluate their rent burden directly, not just against a city-wide statistic.

## SOLUTION

# Internet Is Essential

### DISCONNECTED

Apply Online! Watch This! Download That! For many of us, these types of transactions happen dozens of times a day without a second thought. There is a wealth of knowledge, resource, and opportunity at our fingertips. Unfortunately, based on these sobering facts relating to broadband access for residents in our communities, a tremendous gap exists preventing this seemingly ubiquitous service from entering the homes where it is needed the most.

### BRIDGING THE DIGITAL DIVIDE

In 2019, together with Comcast, SHIFT launched Sponsored Service affordable high-speed internet for our residential tenants. This provided affordable access to connection and opportunity we believe will help improve and enrich our tenants' lives and

neighborhoods. Additionally, the added internet access will allow our tenants to take advantage of home security and smart technology features we are installing at our residences. Access to an unlimited amount of resources, and added safety and security, it is an obvious choice we and all landlords should be contemplating.

Working side-by-side with Comcast, SHIFT helped develop the Sponsored Service program, which is built from Comcast's comprehensive Internet Essentials program and is available to all qualified tenants. Sponsored Service creates a vehicle for sponsors, like SHIFT, to manage payment and setup for tenants, and incorporate the free service into our residential rental agreement. This is a small investment with big dividends for households that lack internet access.

IN TIOGA-NICETOWN AND KENSINGTON 51% AND 32% OF HOUSEHOLDS LACK BROADBAND, RESPECTIVELY. COMPARED TO CENTER CITY WHERE IT IS LESS THAN 10%.

### WHAT WE'VE LEARNED

Partnership takes patience. A tremendous resource already existed in Comcast's Internet Essentials Program. A program that was potentially not available to all of our community members. Together with Comcast, we filled this gap by collaborating to launch Sponsored Service into households that needed it the most. By treating it as an essential service, like gas, water, and electricity, and making it part of our tenant onboarding process, we were able to make it immediately available to incoming, qualified tenants.





## Economic Development

We believe in quality workforce development, job opportunities, and thoughtful retail and services for neighborhood residents.

### WE HAVE LEARNED

Commercial corridor revitalization should be reflective and respectful of the community, conscious and considerate of its spirit and culture, and inclusive of its resident needs.

Local small businesses, especially on commercial corridors in under-served communities, need flexible funding and ongoing technical support to grow and be sustainable in the long-term.

### WE NEED TO...

Build models, like the Kensington Corridor Trust (read more on page 17), that allow for active participation and long-term governance by the community, its non-profit leaders, business owners, and residents to ensure intentional and equitable revitalization.

In addition to existing workforce development stalwarts like Impact Services, Goodwill, and Baker Industries, we need to find new and innovative ways to create entrepreneurial pathways for neighborhood residents through programs like the Kensington Storefront Challenge and Jumpstart Kensington.

## SOLUTION

# Small businesses. Mighty entrepreneurs.

### KENSINGTON STOREFRONT CHALLENGE

In 2017, we partnered with IMPACT Services, NKCDC, and the City of Philadelphia's Department of Commerce and launched the Kensington Storefront Challenge to reactivate commercial spaces we owned, and bring community engagement and consumer activity back to Kensington Avenue. Nine finalists were chosen at the onset with five businesses from the cohort remaining in the program. Businesses received up to \$10,000 and 12 months of free rent from SHIFT, \$3,500 towards security cameras and facade improvements from the Philadelphia Department of Commerce, and free business planning support through NKCDC and IMPACT Services.

We sat down (virtually) with two winners, Genevieve Greer of Juggernaut Studios/Le Puppet Regime and Thu Pham of Càphê Roasters, who shared their Storefront experience, actualities of building a small business, and a forecast for the future. We only edited content to fit the limits of the page. Their stories are their truths for you and our team to hear and act on.

*Please note: We understand the nature of the world right now, and we have not dismissed the impact on small businesses. These stories are meant to be snapshots of their histories from inception through 2019.*





GENEVIEVE GREER, GLASS ART-IN-THE-MAKING

## Genevieve Geer: Juggernaut Studios/Le Puppet Regime

Genevieve is a glassblower, former animator, community advocate, a curiosity of energy, and a small business owner.

For Genevieve, fire powers her business and drives her passion. She is a trained glass artist and a maker, an illustrator and animator, and an engineer and experimenter. Most of her work is “a combination of traditional stained glass technique mixed with a Lowbrow, Pop Surrealist sensibility.” Think stained glass as a whimsical statement piece. She produces and sells her art under the Le Puppet Regime brand.

Genevieve applied to the Storefront Challenge on sort of a whim after a local community group member suggested the program. She had been running Le Puppet Regime out of her dining room for years and was consistently building her customer base and growing her bottom line. Genevieve saw the Storefront Challenge as an opportunity to give her the muster she needed to take the next step in expanding her business and living out her dreams.

She was named a Storefront awardee, and one year later, she opened Juggernaut Glasshaus in MaKen Studios North in Kensington. The Glasshaus houses her production studio for Le Puppet Regime, a retail shop, and micro-studios for other MaKers.

### A SPECTACLE OF LEARNING AND REFLECTING: “THE HARDEST TWO YEARS OF MY LIFE.”

From award to opening, Genevieve hit and rode out many bumps along her journey. She admits if she could hit the reset button, she would be more patient in developing her ideas and space, she would take a few breaths, make sure both her financial and physical health are in order, develop a sound and realistic business plan, and connect with mentors and advisors who could fill in the gaps to help build her business.

Genevieve is thankful for all who supported her and continue to do so. She is turning her learning moments into forward thinking and moving actions. She is focused on growing her business lines, especially her wholesale business, while staying unique to her handmade collections and hardcore fans. “I know business is there. Let’s scale up [patiently]. Let’s pay bills and get [debt] off our back. Then we can do our magical stuff.”

The Glasshaus gives Genevieve the space to create, grow, and interact with both the MaKer and neighborhood community. She plans to light new fires for students and adults by offering glass classes that mix fantastical learning and mentoring.

### WHAT WE’VE LEARNED

**“Everyone put us in their newsletters and on their websites. No one helped us make wise decisions.”**

We believe our tenants’ success leads to our success. For us, Genevieve spotlighted areas of opportunities for us, focused on creating a stronger network of partner supports who can advise small businesses on financially building viable, scalable businesses and on maneuvering through physically building storefronts. Challenge accepted.

## Thu Pham: Càphê Roasters

Thu is a coffee roaster, eternal educator, community advocate, a ray of joy, and a small business owner.

Thu co-runs Càphê Roasters, Philadelphia's first and only Vietnamese specialty coffee roastery, with Raymond John. Thu and Ray met while working together at 12+, a nonprofit that partners with high schools in underserved communities to provide academic, college, and career support services that help students create a dedicated path beyond the 12th grade. Thu was a college and career advisor, and Ray continues to serve as CEO.

The partners wanted to build a social enterprise that would drive funding and create a personal and professional development program for 12+ students. One night, while bowling in South Philadelphia, Ray saw a flyer for the Storefront Challenge and worked with Thu and team to pitch their Càphê idea. The benefits and guarantees SHIFT had offered were too good to pass up: "We were afraid if we didn't do it, we would regret it." And the location in Kensington fit with their mission...12+ had been serving the same neighborhood for seven years at the time.

With the win, a càphê was born. At least the roastery piece, first.

Thu and her partners got to work. They moved into MaKen Studios North where they brewed their concept. Thu put her nose to the books and eyes to the screen to learn best techniques. She collaborated with industry experts and local partners for advice and samples to refine her roasting and brewing skills. She invested in a \$20 popcorn maker to roast beans to iterate on their flavors and products.

There are plentiful Philadelphia cafes throughout the city. What makes Càphê different? The blend

of heart and heritage from Thu and team and the artfulness of the making. The main brew is tied to Thu's Vietnamese heritage. Their coffee is crafted with single-sourced coffee beans direct from Vietnam. Its flavor and story have been developed to unite people beyond just a cup.

### I TOOK WHAT I LEARNED AT 12+ AND TRANSLATED IT TO CÀPHÊ

Over the last two years, Thu has shaped Càphê's product lines and offerings and put the team on a strong trajectory forward. She attributes this growth to the intermixing of her team's diverse skills and experiences with the meaningful partnerships they have developed. Thu leverages these relationships to sustain their wholesale partner program with mission-aligned companies and grocers who sell their products with a focus on giving back to their communities. Team Càphê also works with like-minded food, beverage, and hospitality groups on events far and wide across communities to build brand fans and extend their social capital to neighbors.

For Thu, the Storefront Challenge gave Càphê a space and financial investments and incentives to take their brainstorm to brew. It also helped her team forge a bond with SHIFT that showed her the power behind a landlord partner who believed in their long-term success.

Thu looks forward to the near future when Càphê opens its brick and mortar cafe serving unique coffee, beverages, food, and experiences while running a workforce development program for 12+ students and alumni. It will be a happy, move forward, connect and grow kind of space open for all.



PHOTO COURTESY OF PATRICK VINH

THU WORKING IN CÀPHÊ'S ROASTERY  
AT MAKEN STUDIOS NORTH



# Community

We believe trusted relationships and strategic partnerships with the City, community development and non-profit organizations, and industry members are essential to deliver value-add programming and services to community members.

### WE HAVE LEARNED

Existing community development corporations and civic associations, like Impact Services, New Kensington CDC, Harrowgate Civic Association, and the Broad Germantown Erie Collaborative, have the trusted relationships within our communities.

Providing a service is not always sufficient to actually serve community members.

### WE NEED TO...

Follow their lead in determining how best to serve them and their community members, focus on our capabilities and strengths, and help their team members build real estate knowledge and capacity to support their communities long after we are gone.

Meet community members where they are and continue to learn from them to build accessible, sustainable programs.

## SOLUTION

# Impact is not Forever...Yet

One of the realities of our work is the challenge of delivering impact in perpetuity. Projects end, funds close, and properties get sold. Even if impact is delivered throughout that project or a fund's lifecycle, the buyer will determine its future fate.

Look no further than artist spaces-turned-luxury condos in places like New York and San Francisco, where once trailblazing local artists fueled development only to be displaced by future developers looking to convert to residential uses for profitability's sake.

### RETAINED VALUE

That truth, aligned with what we learned from the Kensington Storefront Challenge regarding the need for small business funding and technical support, led us and our partners to begin the formation of a long-term impact and equity model known as the Neighborhood Trust. Originally articulated by [Joe Marguiles](#), this model is best understood as an endowed community development corporation or business improvement district. Simply put, imagine if local community non-profits could be endowed with

funds and resources to thoughtfully acquire, redevelop, and re-tenant real estate assets in their neighborhoods. Value would effectively stay in the communities, through cash flow and appreciation, and be reinvested by community members to further benefit their residents, rather than being extracted by investors and developers who lack a meaningful connection to the neighborhood.

And so, The Kensington Corridor Trust was born. A real estate and community development non-profit formed through an innovative

cross-sector partnership between Impact Services (a non-profit community development corporation), SHIFT Capital (a social impact real estate B-Corp), IF LAB (an inclusive technical assistance provider), PIDC (Philadelphia's public-private economic development corporation), and Purpose (equitable ownership experts). This partnership takes a multi-stakeholder, multi-pronged approach to corridor revitalization, combining lessons from like-minded efforts that have proven effective in strengthening corridors.



### PROGRESS TO DATE

**\$600K raised in grants and program-related investments** from The Barra Foundation & Patricia Kind Family Foundation

**Board formed** with 72% of Board Members from an under-represented group, and 45% of Board Members from the neighborhood

**First two properties acquired** on Kensington Avenue

**Featured in** [Towards A New System of Community Wealth](#) and [Next City](#)

### WHAT WE'VE LEARNED

By leveraging our networks, knowledge, and resources, we can give communities the tools they need to build capacity and determine their own fates. We can teach them how to develop, rather than feed them development projects, giving them the power to counteract the opportunistic, extractive development that typically afflicts communities. This model for community-led development would yield true equity for residents, and move us towards the vision of a new system of community wealth.

## Health & Safety

We believe all residents should have access to safe spaces and passages, health services, and healthy food and activity options.



### WE HAVE LEARNED

It is difficult for residents to prioritize healthcare when it is expensive and requires time away from work.

Our greatest offering to neighborhood organizations that are providing health and services to residents is through tenancy.

### WE NEED TO...

Deliver free telehealth services through partnership to relieve these compounded stresses from our residential tenants.

Continue to provide key strategic locations to service providers like Prevention Point, Philadelphia Diaper Bank, Philadelphia Furniture Bank, Deep Roots Charter School, and other neighborhood non-profits.

## SOLUTION

# A Simple, Powerful Equation: Housing + Health

### ENCOURAGING A BETTER HEALTH OUTCOME

The neighborhoods in which we work have some of the lowest quality of life and length of life rankings in the City. Juniata Park-Harrowgate, Hunting Park-Fairhill, and Upper Kensington, rank 44th, 45th, and 46th, respectively, out of 46 neighborhoods in Philadelphia, in terms of health outcomes and health factors. This reality presented our team with an opportunity to influence these contributing health factors in hopes of achieving better outcomes.

### A POWERSHIP

SHIFT started a powerful partnership with HEALTH+ to provide residents in its communities access to quality healthcare and low-cost prescription medications via two services, Teladoc and CleverRX. Teladoc enables residents to contact a doctor through a phone call or video chat, and CleverRX provides access to discount prescriptions. SHIFT provides these services at no cost to the tenant to provide access to a doctor and to lower cost prescriptions with the hopes of positively impacting the lives of our residents and their families.

According to the Wellness Council of America, 70% of all physician visits and 40% of urgent care visits can be managed using telehealth. Solutions like this can effectively not only serve residents more efficiently but also reduce the burden on urgent care centers and emergency rooms.

SHIFT is breaking new ground and showing how landlords can embrace and apply technology-enabled solutions to provide their tenants with services that go beyond housing. People should not have to make a choice between taking their sick child to the doctor and getting fired for missing work, or neglecting their child's immediate needs to earn a paycheck. HEALTH+ creates a win-win for residents and landlords.

### MATT HOFFMAN, A PARTNER IN THE HEALTH+ VENTURE

### WHAT WE'VE LEARNED

Even though we offer these services to all of our residential tenants free of charge, the adoption rate has been slower than expected. We have communicated via email, phone, and mail, and have hosted in-person sessions to encourage registrations. We have learned that the most effective way to onboard tenants to these services is during their lease signing. By making it part of the process, and demonstrating the value add from the beginning, we can make it a more seamless adoption and deliver the long-term benefits.



# Arts & Culture

We believe supporting local artists through the development and preservation of artists spaces and commissioning of public projects is key to retaining cultural heritage of under-served neighborhoods.

### WE HAVE LEARNED

If we provide the canvas and engage with artists of all ages and demographics, we can create opportunities for them to paint their own picture of community.

Art has a tremendous ability to gather community members and inspire dialogue around a shared vision.

### WE NEED TO...

Activate art-rich canvases like the walls of MaKen Studios and the art boards on our residential properties created through the Show Your Kensington project.

Create opportunities for engagements like b.PHL, Philadelphia Open Studio Tours, and Tusculum Square, where artists can collaborate to showcase the cohesiveness and strength of their community.

## SOLUTION Show Your Kensington

### ART AS A VEHICLE FOR YOUTH TO CHANGE AND BE A PART OF HOW THEIR NEIGHBORHOOD LOOKS

In the Philly neighborhoods of Kensington and Harrowgate, SHIFT owns row homes that have experienced long-term vacancy and neglect, causing them to be unlivable. Before our rehabs, we board up doors and windows to maintain safety and security.

These boards were the perfect blank canvas to inspire. Motivated by organizations from Camden, Trenton, and Brooklyn, we developed **Show Your Kensington** to create art boards that beautify our homes, bring communities together, and help heal the trauma experienced from home vacancy.

SHIFT partnered with local school teachers and students from Sankofa Freedom Academy Charter School to ensure the art was meaningful and inspiring to the community. Students and teachers had creative reign over their designs and worked side-by-side with our team to install the final pieces of art.

Sankofa students used this project as an educational tool for their school and community. Through the project, they uncovered and discovered historical connections between art and healing.

SHIFT installed the art on various properties throughout the neighborhood. We are nothing without the people in our community.

LEARN MORE ABOUT THIS PROJECT:  
[SHIFTCAPITAL.US/PROJECT/SHOW-YOUR-KENSINGTON](https://shiftpcapital.us/project/show-your-kensington)

I've seen how this project changed me and my students. How it encouraged all of us to be greater and to have more purpose.

IYE YIN DAE, CREATIVE DIRECTOR  
SANKOFA FREEDOM ACADEMY CHARTER

STUDENTS AND TEACHERS FROM SANKOFA  
FREEDOM ACADEMY CHARTER INSTALL  
ARTWORK ON ONE OF SHIFT'S PROPERTIES





## Inclusion & Diversity &

We believe by providing opportunities to under-represented groups via our team, vendors and suppliers, and tenants, we build stronger, more equitable, and more cohesive communities.

### WE HAVE LEARNED

Inclusion and diversity policies need to be integrated into every function, especially human resources, development, construction, and property management, to ensure we take advantage of every opportunity to respect and improve the diversity of our community.

By defining programs that are focused on serving our existing residents, we can ensure that the participants reflect the demographic of the neighborhoods in which we work.

### WE NEED TO...

Define inclusion and diversity policies and set clear goals for each function internally, and also encourage our contractors, vendors, and partners to make those same commitments.

Ensure program applicants demonstrate a clear connection to the neighborhood, and share our commitment to improving the neighborhood and the quality of life for its residents.

## SOLUTION

### (Re)building Wealth through Jumpstart Kensington

When we first connected with Ken Weinstein of Philly Office Retail, who founded the Jumpstart program in 2015, we had no idea how transformative the program could be not only in Germantown but throughout the City of Philadelphia. As of today, the program has trained well over 1,000 aspiring developers, has lent over \$15 million dollars to buy and renovate properties citywide, and has started to inspire programs across the country.

Jumpstart consists of approximately 10 hours of classroom training in all facets of impact real estate development, assignment to a seasoned real estate mentor, and access to flexible, short-term capital to purchase and renovate a home. The program solves for two of the biggest gaps in under-served communities: access to knowledge and access to capital. It directly puts the power to re-develop community in the hands of the community, and gives them the tools to

be successful. Empowering the local community inherently creates developers with a social consciousness who care about, and can affect, the future of their neighborhood.

### A NEW BEGINNING

In 2016, representatives from Impact Services, New Kensington CDC, and SHIFT, and five members of the Harrowgate community attended Ken's program in hopes of piloting it in Kensington. Fast forward to 2018...with the knowledge gained and \$500K raised by IMPACT Services from JP Morgan Chase, Jumpstart Kensington was launched. The

Barra Foundation funded a formal program launch guide and set of instructional materials. SHIFT and IMPACT developed the curriculum based on the collective team's real estate development and financing expertise to deliver the program and provide mentorship.

Today Jumpstart Kensington has received over 280 applications, graduated over 100 students (85% of which are from under-represented groups), and has provided training and support for at least two projects in Kensington with several more in the pipeline for 2020.

FOR MORE: [JUMPSTARTKENSINGTON.ORG](http://JUMPSTARTKENSINGTON.ORG)

### WHAT WE'VE LEARNED

Sometimes, knowledge and capital are not enough. Participants often do not know where to start, especially if they are already juggling another job or do not have enough for a downpayment. We are trying to find ways to meet prospective developers where they are and take baby steps through the process to reduce risk. In future program iterations, this may be delivered in professional skills training (like goal-setting and project management), peer support groups, and more intensive function-specific sessions.



This class helped to focus my investment thought process while also reinvigorating my drive. This [program] acknowledges a very important crossroads between capitalism and social responsibility.

JUMPSTART KENSINGTON GRADUATE



LISTENING AND SUPPORTING NEIGHBORS AT COMMUNITY MEETING



THE MARKETPLACE PHILLY OPENING



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AMBER ART AND DESIGN AT WORK AT MAKEN NORTH



MAYOR KENNEY VISITS PAM THORNTON AT HER KENSINGTON POUNDCAKE HEAVEN SHOP

We appreciate you

# THANK YOU

**Our team** for showing up with an unending amount of spirit, passion, and determination every day despite the weight of the challenges this work brings.

**Our families** who selflessly and unconditionally support us, allowing us to be present and engaged with community members who many of them will never meet.

**Our funders** for fueling us to deliver this work, financially and impactfully, and ensuring a legacy of positivity in communities that have been long-forgotten.

**Our tenants** for committing to these neighborhoods, through their work, their craft, or their service, and ultimately providing us with the ability to resurrect previously hopeless spaces.

**Our partners** for your thoughtfulness and patience in helping us deliver innovative, collaborative solutions that can provide real value for our community members now and for years to come.

**Our neighbors** for being our north star, communicating to us what is most important to you, and providing guidance when we miss the mark and affirmation when we get things right.

**Our City** for being the foundation for everything we do, and a partner throughout this journey, in hopes of creating a better, more equitable Philadelphia for all.

We are grateful for you and your dedication to meaningful, sustained growth for all.

**SOURCES** PGS 6-7  
 Policy Map, Community Report for the following areas: Philadelphia (City); North Kensington (Harrowgate, Juniata Park, & Kensington) Census Tracts 1771, 1772, 178, 188, 192; Hunting Park/East Tioga Census Tracts 200, 201.01, 201.02, 203; Sharswood Census Tracts 136.02, 137, 138, 139, 140, 148, 149). Sharswood unemployment data sourced from the Sharswood Blumberg Neighborhood Transformation Plan

PGS 8-9  
 Trash statistics provided by Impact Services, North Broad Renaissance, and Shift Property Management.  
 All unit, investment, project, and team data sourced from internal accounting and property management systems.  
 All tenant statistics sourced via internal property management system, team and tenant interviews, and the annual tenant impact survey.

PG 11  
 Policy Map, Estimated percent of households with internet access, between 2014-2018.

PG 2  
 Philadelphia, The Health of Philadelphia's Neighborhoods, [phila.gov/media/20190801133844/Neighborhood-Rankings\\_7\\_31\\_19.pdf](http://phila.gov/media/20190801133844/Neighborhood-Rankings_7_31_19.pdf), Summer 2019.

**SHIFT CAPITAL**

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A SPECIAL THANKS  
TO OUR PARTNERS  
FOR PHOTOS  
AND STORIES.

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