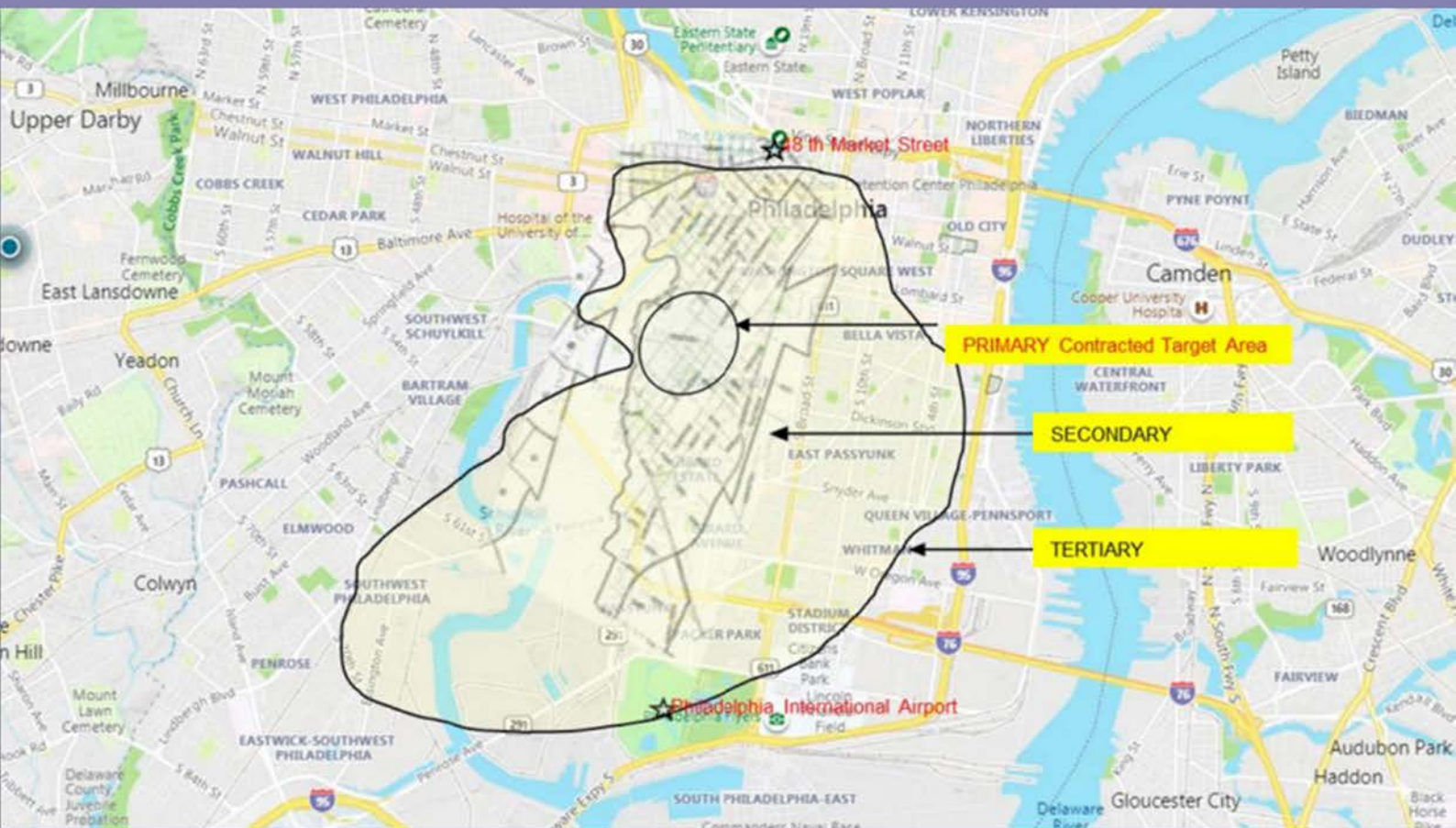


Southwest Philadelphia Cultural Economic Equity Final Report



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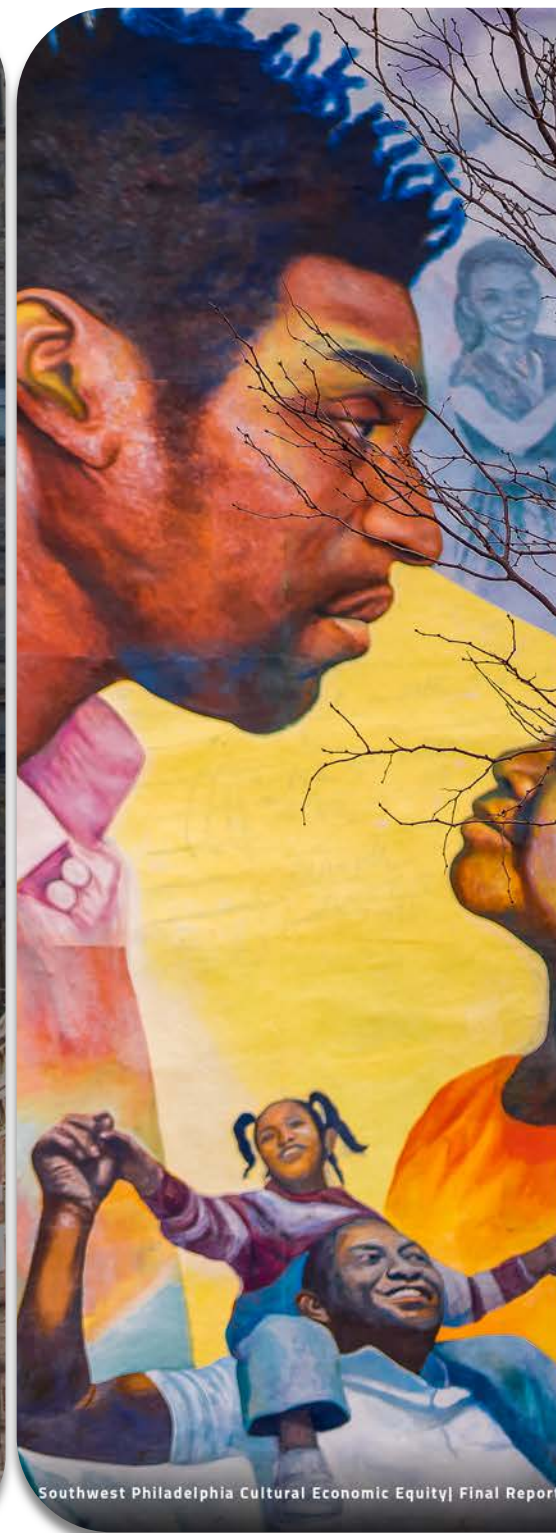
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Southwest Philadelphia Cultural Economic Equity| Final Report



EXECUTIVE SUMMARY

1

On behalf of the African Cultural Alliance of North America (ACANA), the African and Caribbean Business Council of Greater Philadelphia (ACBC) and Dr. Molefi K. Asante, Chairman of the Temple University, Department of Africology and African American Studies (AAAS), we want to thank the Philadelphia Department of Commerce for engaging the Temple Team to prepare a study on the Black Residents community in Southwest Philadelphia.

The project is identified as the Southwest Philadelphia Economic & Cultural Equity Plan (the Plan). We also want to give our appreciation to the elected and appointed officials that represent the Southwest community in City Council, the Pennsylvania House of Representatives, the Senate and the United States House of Representatives and the Senate, for their support in identifying and committing over \$10 million in public support, for a major economic development initiative to be constructed in Southwest Philadelphia, by ACANA.

The project developer, African Cultural Alliance of North America (ACANA) has done an extraordinary job in the conceptualization and design of a multipurpose community building, called the ACANA African Center, at 55th Street and Chester Avenue. More than a multipurpose community center, the building will also serve

to promote additional development in the area to complement the investments that have been made by the Black Residents business owners and other entrepreneurs that own and operate businesses along the commercial corridors of Baltimore, Chester, Woodland, and Elmwood Avenues. While the ACANA African Center is projected to cost between \$16 to \$18 million, it is essential to the development of a strategy to unify the community and will attract additional public and private sector investments and foreign capital into Africatown. The goal is to make it a cultural and commercial destination for tourists, visitors and shoppers seeking to enjoy the rich and diverse cultures of the Black Residents (aka African Diaspora – synonym for all people of African Descent) community in Philadelphia.

It is reported that, in Greater Philadelphia, tourism is an economic driver. Travelers spent an estimated \$10.9 billion and the sector employed nearly 80,000 people, in 2019. Based on this report, we believe, adequate support and investment in Southwest Philadelphia will make Africatown an economic driver for the community, to create jobs, create new businesses and raise capital to invest in and expand existing businesses. Without much support from the public sector, Black immigrant business owners have invested millions of dollars

of their own resources, in Southwest Philadelphia. Africatown, as a commercial center, will empower the Southwest community, by creating jobs and expanding economic opportunities for all residents of the Southwest community. Africatown has the potential to appeal to an entirely new tourist market, the 1.5 billion “Global African Diaspora.”

1.2 Background

The City of Philadelphia has always been known for its diverse populations and diverse “neighborhoods.” Over the last 25 years the newest addition to these communities has been from the African and Caribbean immigrants that have added to the character of our city and enhanced the cultural landscape.

While these Black immigrants have made various contributions to Philadelphia, they have been largely marginalized. However, beginning in 2000, former Councilwoman Jannie L. Blackwell created Echoes of Africa. This organized program, with Black immigrants, created an annual African and Caribbean Festival in Malcolm X Park. This event contributed to an understanding that Black immigrants are in Philadelphia to stay.



The official recognition of Black immigrants came in June 2005, when former Mayor John F. Street and then Councilwoman Jannie L. Blackwell signed an executive order creating the Mayor's Commission on African and Caribbean Immigrant Affairs (MCACIA). The MCACIA led to the creation of the Philadelphia Office of Immigrants Affairs.

This historic step made Philadelphia the first city in the United States recognizing Black immigrants in such a manner. Black immigrants had begun to make their mark as workers, consumers, taxpayers, business owners and voters in Philadelphia. At the same time the MCACIA was being organized, several Black immigrant groups became founding members of the organization. This included the following organizations:

- ACANA
- AFRICOM
- Caribbean Festival Committee
- Echoes of Africa
- Ethiopian Community Association of Greater Philadelphia
- Ghana Community of Philadelphia
- Haitian Coalition of Philadelphia
- Honorary Consul of Guinea
- Honorary Consul of Jamaica

In addition to the founding members of the MCACIA, it was soon learned that Greater Philadelphia had over 50,000 Black immigrants from 30 African and Caribbean countries. Black immigrants live in all areas of the city, however, a majority live in Southwest Philadelphia. In Philadelphia, the Black immigrant population comes from a number of nations like Liberia, Ethiopia, Nigeria, Ghana, Senegal, Cameroon, Côte d'Ivoire, Sudan and South Africa. Since the formation of the MCACIA in 2005 the Black immigrant population has grown significantly. A recent Pew Research Center report found that in "Pennsylvania the Black immigrant population jumped by 156%, and Philly's increased by 121% between 2000 and 2019." The report also estimates that the Black immigrant population in Philadelphia is over 120,000 and still growing.

1.3. Economic Impact of Black Residents and their Organizations

The economic impact of Black immigrants nationally and locally is noticeable. The New American Economy in a recent report, indicates that "In 2018 alone, Black immigrant households earned \$133.6 billion, paid \$36.0 billion in taxes (\$22.8 billion in federal income tax and \$13.2 billion in state and local taxes, and spending power of

\$97.6 billion." This economic display is evident in Southwest Philadelphia, where a large population of Black immigrants and their organizations provide a broad range of services to the entire community. Many of these self-help, Black immigrant community-based organizations (CBOs) have programs that provide much needed access to healthcare, immigration services, literacy and educational programs, as well as computer training initiatives.

A number of these CBOs have formed a partnership to eliminate poverty in their community and create wealth for families. For example, ACANA, the Philadelphia Chinatown Development Corporation and the Southwest Community Development Corporation have formed a partnership to fight poverty. The program operates with a staff to guide families and individuals through the various city, state and federal programs that are designed to provide benefits to those in need. Some of the services offered assist clients with filing tax returns, applying for earned income tax credits, health insurance for families and initiatives designed to put cash in the hands of families. Black immigrant business ownership in Southwest Philadelphia and entrepreneurship talent is on display in the community. In particular, their concentration along the commercial corridors of Baltimore, Chester, Woodland,

and Elmwood Avenues have led to the international press naming Southwest Philadelphia "Little Africa."

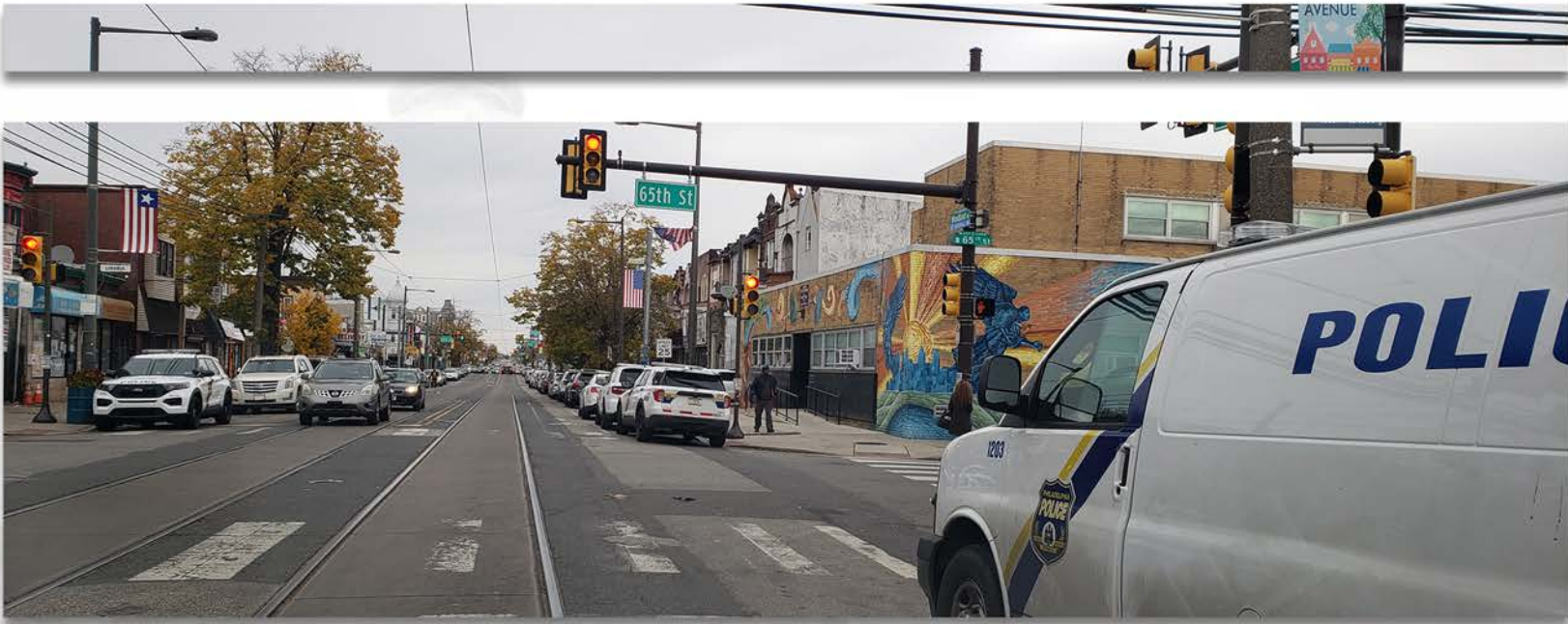
The BBC and France 24 are often in our city doing special features on Black immigrants. Our community and business surveys, discussed in this report, indicate that the Black immigrant business owners have received little support from public sector organizations, for a variety of reasons. But they have and continue to invest in their businesses and their community. Now, with the design of several programs, funded by the Philadelphia Department of Commerce and implemented by ACANA, public sector resources will be available to Black immigrant businesses and other small businesses in Africatown.

Finally, it is anticipated that, through the identification of existing community assets and investments, additional public and private sector investments will be made.

This could include improved transportation, redevelopment of publicly owned vacant properties, artwork, street-scapes sidewalks, and other investments. These improvements will contribute to the

efforts, already started by the business community, to promote Africatown as a destination point for tourists and the Global African Diaspora.

With over 120,000 Black immigrants living in Philadelphia from over 30 African and Caribbean nations, connecting the economic dots with the help of technology and by implementing the suggested projects below, based on the findings of this study, will make a difference. Related details are included in the recommendations.



ACANA headquarter: Street view

11 Initiatives to support the business growth, trade and community development.

- Business Initiatives
- Community Initiatives
- Trade Initiatives

- Employability oriented Strategic partnerships
- Tax and growth
- Employment driven initiatives
- Governance

Short term Initiatives

- Provide Technical Assistance
- Support business growth
- Improve access to funding
- Improve export logistics

Mid term Initiatives

- Improve real estate ownership
- Improve Public Transportation
- Expand Culture and community offering
- Provide professional education for youth and Enhance the quality of education
- Valorize and protect local assets
- Facilitate access to local Jobs

Long term Initiatives

- Collaboration and branding of Africatown with other community organizations



PROJECT EXECUTION

2

2.1. Geographic boundaries

This section provides details on the primary target area for the study. It also includes a brief description of the secondary and tertiary areas since they are included in the ACANA's portfolio (as CDC/RCO managing the census track from 47th and Baltimore to 84th and Lindbergh Blvd.)

2.1.1. Primary Target Area



The primary target area is the Woodland Avenue Commercial Corridor from 60th to 66th Streets. This includes the census tracts of 60, 62-70 which are South of Market Street and includes the commercial corridors of Woodland, Chester, and Elmwood Avenues and home to 417 businesses. This area is also the primary location for the 5 initial Africatown investment and community development initiatives including:

The African Center, the first building to be constructed in Africatown. It will be a mixed-use office building, with retail space for small businesses, a community health center, and space for education and skills training programs for youth and adults.

The African and Caribbean Trade Center, designed to attract African and Caribbean businesses that are seeking to trade with firms in Philadelphia and across the United States.

The African and Caribbean Performing Arts Center, a place that will enable the Black artistic and cultural community to learn, practice their craft and perform.

The African and Caribbean Innovation and Technology Center, will provide training in business and use of technology, especially to the Black and Brown youth and facilitate trade and access to business transactions from around the world, especially Africa and the Caribbean.

The African And Caribbean Hotel & Motel Initiative will ensure there are sufficient lodging capacities for tourists and visitors to Africatown.

2.1.2. Secondary Target Area

ACANA has been a steward of Southwest Philadelphia providing street cleaning and technical assistance to local businesses and residents of the secondary target area.

The following corridors outline this target area:

- Chester Avenue 5400-5800
- Elmwood Avenue 6500-7300
- Woodland Avenue 5800-6700

The secondary target area consists of assets that are predominantly zoned for residential development. Most of the abandoned industrial commercial buildings in the area are being renovated or repurposed. This area is being monitored by Southwest Economic Conference who will oversee the development of key properties, such as:

Eastwick Industrial Park
Includes industrial development parcels at Eastwick Industrial Park.

GE site at 6739 Elmwood Avenue
Redevelop the GE site at 6739 Elmwood Avenue.

5537 Grays Avenue
Renovation of existing storefront businesses and renovation of blighted assets.

5000 Woodland Avenue
Development of retail and vacant properties behind the Woodland Village Shopping Plaza.

5800 Woodland Avenue
Retail development and warehouse sites.

Fels Naphtha property on Island Avenue
Redevelop at 2300 Island Ave.

Woodland Village Shopping Plaza expansion
Potential expansion of the Woodland Village Shopping Plaza.

2.1.3. Tertiary Target Area

Eastwick Industrial Park is a cultural feature (locale) in Philadelphia County. Based on its primary coordinates, the Eastwick Industrial Park is within the PA 19153 ZIP Code delivery area. On March 11th, Pastor Darian Thomas provided a tour of the Eastwick community project that was never realized by the Philadelphia Development Authority. While the City's intentions of urban renewal may have been positive, the Eastwick project displaced thousands of people from their homes and disrupted an established, diverse community. The vision of a "City with-in a City" was never fully realized, and the scars left behind are still visible today.

The Lower Eastwick Public Land Strategy Feasibility Study considered the potential use and disposition of 3 large tracts of publicly owned vacant land totaling 185 acres in Eastwick, Philadelphia.



Eastwick is located in Southwest Philadelphia, across I-95 from the Philadelphia International Airport, and North of the John Heinz National Wildlife Refuge.



Site 1: A 124.5-acre site roughly bounded by 84th Street, Lindbergh Blvd., and Mario Lanza Blvd. This parcel was formerly referred to as “Parcel A.”

Site 2: A 4.5-acre site¹ at the southwest corner of 84th Street and Lindbergh Boulevard.

Site 3: A 58.6-acre site that includes multiple parcels, which for the purposes of this study were simplified into one “site” including the former Communications Technology High School (George Wolf School), owned by the School District of Philadelphia, the former Pepper Middle School site owned by the Philadelphia School District, and additional PRA-owned lands located along and generally bounded by Mario Lanza Blvd., between 81st and 84th Streets.



Each of the sites presents different opportunities and challenges when it comes to its suitability for new construction and its role in environmental stewardship. Their location at the base of two local watersheds makes them threatened by large flood events, and much of the area is within FEMA's Special Flood Hazard Area. The existing soils and vegetation are a legacy

of the Urban Renewal Plan and are likely of poor quality and potentially contaminated. It is one of the few areas in the city to potentially be impacted by sea level rise. In addition, the sites' proximity to the Philadelphia International Airport provides additional constraints on the properties. Despite these challenges, it is this study's findings, based on available data, that while costly and difficult, it is possible to do limited development on these sites. Additional studies are recommended to confirm these findings and ensure that new development would not worsen any of the flooding issues in the neighborhood.

Duroseau Management Services provided conceptual designs of low impact development that could be done in the Eastwick region of the city, and that would not expose the community to any environmental concerns. Such designs that have been rendered including but not limited to, open market spaces with greenery that helps purify the air and aid in the City's goal of reducing carbon emissions by 2030 according to the United Nation Global Sustainable Development Goals.



2.2. Analysis of the Business Environment

2.2.1. Data Collection - Strategy

Southwest Philadelphia is home to ~700 businesses. These are entrepreneurs at the heart of the economic development of the community. Although many of them have been resilient and able to sustain themselves over the years, many still face challenges accessing resources and technical assistance they need to significantly grow, create more jobs in the community, and hence improve the quality of life for the local residents. To gain a good understanding of the business landscape and the challenges they face, the project team worked with Councilwoman Jamie Gauthier, Councilman Kenyatta Johnson, the Philadelphia Commerce Department and ACANA (southwest Philly corridor manager), to create a questionnaire that adequately captures the current business environment in Southwest Philly. The goal of the data collection was to provide an evaluation of the area's assets, resources, opportunities, gaps, and challenges that businesses face in the defined target area. To achieve that objective, the

project team interviewed a representative set of businesses that accounted for the industry, gender, and size mix of typical companies in the target area. The questions were designed to provide a comprehensive view of analyzed businesses. The focus was on:

Profile

The company profiles enabled the team to get to know the business owners, the company size, the vertical they operate in and other key data like the number of employees, year created, and ownership of their current store location.

Management

The goal is to understand the management structure and assess their ability to drive a strategy that enables the business to grow, sustain itself and remain competitive. This is extremely critical in a market environment like Africatown where many businesses sell similar products, source from the same suppliers, and compete for the same customers.

Sales & Marketing

A look at sales and marketing activities enabled the project team to understand the product sourcing strategy, the market reach and ability to build a consistent client-base and how businesses engage customers. Further, the business' ability to take advantage of the digital transformation (i.e., shifting to

online sales and delivery services during the peak of the COVID-19 pandemic).

Finances

Ability to generate revenues, apply to available grants and funding, manage cashflow, align investments to the company's strategy and build the necessary resilience to overcome downturns and ensure compliance with local tax laws. In fact, the benefits of being compliant were especially tangible during the peak of the COVID-19 pandemic since having up-to-date tax filings made it possible for many businesses to take advantage of local, state, and federal assistance that was made available to sustain operations.

Technology

The use of technology is an imperative for businesses to reduce costs, drive process efficiency, support other functions like sales, marketing, finances and to implement innovative solutions to support growth and competitiveness.

Competition

Looking at the competition enabled the project to understand and assess how businesses compete including their unique value proposition and traits, knowledge of the existing competition, market differentiation and investments in growth to remain competitive.

Investment

The goal is to understand the ownership structure and the

business' readiness to allow external investors to support their growth.

Transportation

The goal is to make Africatown a tourist destination hence it is extremely important to make sure there is sufficient transportation and parking opportunities for customers and tourists hence the goal is to assess the current transportation infrastructure and potential improvements.

2.2.2.Data Collection Assumptions

There are about 170 businesses in the target area. Since the data collection window coincided with the peak period of the Delta and the omicron variants of the COVID-19 pandemic, the team had to adjust its data collection strategy. The result was a shift from face-to-face interviews to an online survey to reduce the exposure and contagion risks for data collectors. This decision was made in collaboration with all key partners including Temple University, ACANA, and the Commerce Department. Given the change in strategy, it was important to make sure the collected data provided good insights on opportunities and challenges within the business community in Southwest Philadelphia. To achieve the above, the team went for a non-probability sampling which consists in selecting a group of respondents from a larger

population. Leveraging ACANA's experience and knowledge as corridor manager, the team was able to ensure that selected businesses were a good reflection of the target area as a whole. Below are the assumptions that were used for the data collection:

- Number of businesses (target population): 170
- Sample Size: 49 Business

The businesses represented

- * All industries
- * Different genders
- * Owners' demographics
- * Business sizes

- Targeted confidence level: 90% (The confidence level is an indicator on the reliability of collected data. Typical range is 90%-99%.)

- Error rate: <=10% (This figure represents how much the opinions and behavior of the surveyed sample is likely to deviate from the total population. Typical range is 3%-10%.)





2.2.3. Survey results & findings

Summary of findings including challenges facing businesses using reports and narratives.

Business Mix

The survey included a good mix of the business sectors that are represented in Africatown including: General Groceries (27%), Restaurants/Food Service (14%), General Merchandise (9%) Auto Mechanics, Clothing, Household Linens, Financial Services all at 5%. Based on the business mix, Africatown needs more service offerings for the local population i.e., health care, children's services legal services, business enabling services like warehousing and logistics. In addition, there are no real lodging and art venues that can meet the need of tourists.

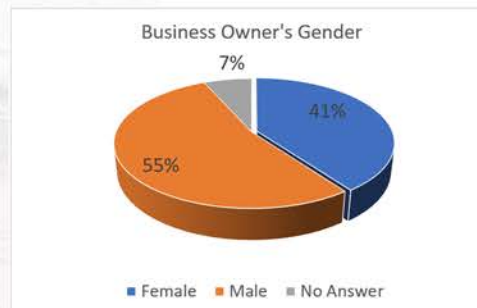
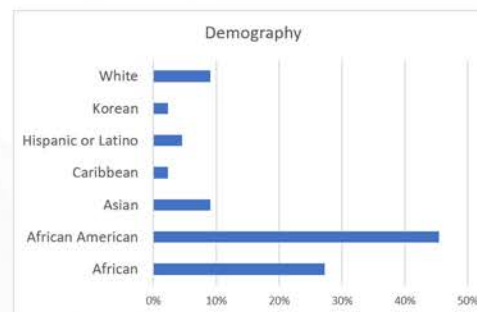
Ownership and Demographics

There is a good mix of business ownership in Africatown including Europe, Africa, the Caribbean, and Asia. It correctly reflects the diverse character of southwest Philadelphia. Thus far, West African business owners represent 91% of the surveyed population with 37% from Liberia (largest group representation) followed by the Ivory Coast and Mali at 9%. Based on the current businesses mix, there is a need to define a strategy to attract more businesses from the Caribbean and other parts of Africa especially Central, Eastern and Southern Africa. In addition, provide incentives for North African business that are on other commercial corridors like Baltimore Avenue to expand operations in Africatown.

Thus far, 64% of surveyed business are US citizens and 9% green card holders. Further, 23 % own the property where their business is located. This clearly illustrates the need to help business owners acquire the properties where they operate to shield them from real estate market fluctuations including potential rent hikes or repurposing of the building by their owners.

Management

From a management perspective, only 23% of surveyed companies have other executives to manage sales or marketing. This situation forces CEOs/Owners to wear multiple hats. Further, only 9%

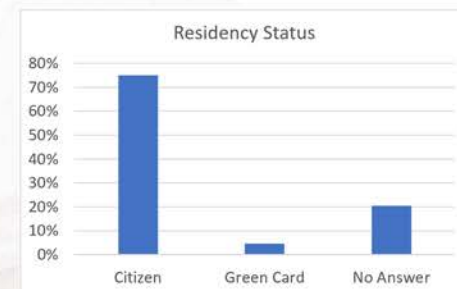
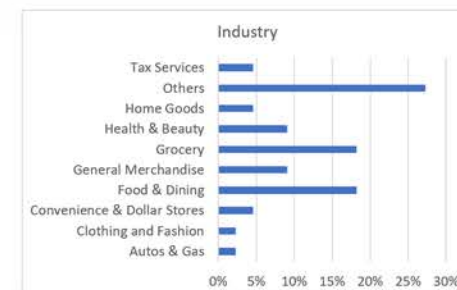


of business owners have successfully managed a previous venture, this limited experience further impacts their ability to establish and execute a multi-faceted growth strategy.

Pertaining to finance management, 90% of the businesses have a "tax preparer" vs. a real accountant or financial advisor to help them with critical business decisions pertaining to growth, investment, cashflow and operations. Further, none of the interviewed businesses have access or uses professional legal advice.

Finances

We question the accuracy of the revenue figures for the few businesses that disclosed their 2019, 2020, and 2021 gross revenue. This goes back to the need to have a financial advisor that clearly presents the value of transparent accounting to gain access to



business incentives at the city, state, and federal levels. Further, only 9% of interviewed businesses shared figures on their estimated revenue although the survey offered the opportunity to provide a range vs. actual figures. This is an aspect where accountants and CPAs could educate their clients about the need for good financials. From a sales perspective, most businesses rely on in store traffic to drive customers. In addition, only 5% have ever applied for technical assistance. This is a major issue as it has a direct impact on the businesses' ability to gain access to resources that could help them grow. This in turn further makes the strong case for the technical assistance center in the community. Such a center

will provide easy access to resources that understand the challenges that those businesses face and can guide them through necessary paperwork and processes to gain access to technical assistance i.e., access and responding to Request For Proposals, applying for grants, access to legal advice and more.

Sales and Marketing



Most businesses do not have a resource on staff to design and execute a marketing strategy hence CEOs often play the dual role of the CEO and Chief Marketing Officer. In addition, most of them use traditional marketing tools like flyers to engage customers hence missing out on the digitally active customer base. Only 14% currently sell products/services online, 5% use Facebook for their social media communication, and none use Instagram or Twitter. In addition, few of them have a website to present their product offering, drive marketing activities or use web analytics to track interest in their business. None of the businesses that were

interviewed use technology to drive marketing campaigns. Based on the flow of goods between Philadelphia and neighboring states, there is an opportunity to further understand the product flow between NJ, NY, and Philadelphia and what it means for local warehousing opportunities and transit for the Port of Philadelphia.

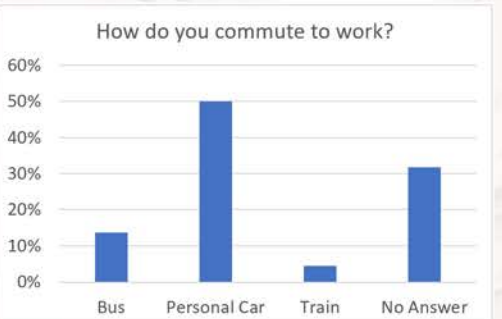
Technology

Based on the survey results, most businesses do not invest in technology and are not taking advantage of what technology could do for them in terms of efficiency, sales support, marketing, engaging customers, ecommerce and more!

Thus far, only 5% of interviewed businesses have a package for accounting. On the other hand, none of the businesses have a package for sales and marketing, logistics, inventory management or customer relationship management. In summary, there is a real need to evangelize businesses on the criticality of technology as a business enabler. Further, Africatown could benefit from a business directory showcasing businesses and services available in Africatown.

In addition, such a directory could provide online ordering and delivery services. Further, using it as a digital marketplace will make it easy to share information and inform both the local community and visitors about happenings in Africatown i.e., cultural events, restaurant weeks, etc. In addition, such a

directory will make it easy for mass communication with registered business and provide space for advertising as a consistent source of information.



Competition

9% of businesses are aware of their market position and 50% know their top three competitors. This limited market awareness surely explains why many of them differentiate on price only (95%). In fact, only 9% differentiate on service, 9% on quality, and 5% on

product. These results point to the need for technical assistance around market development and differentiation strategies. These are critical ingredients to drive growth and sustainability.

Investment

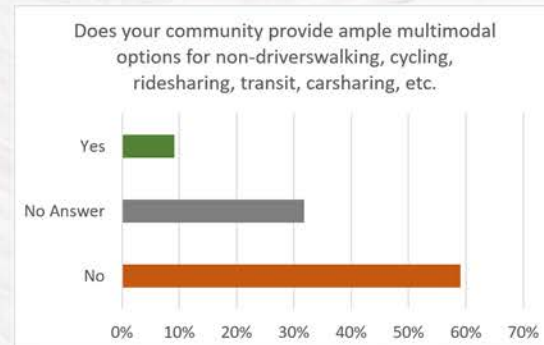
Based on the ownership structure of most businesses, 45% of surveyed companies are totally owned by the CEOs. The overall sense is that most CEOs want to keep 100% control of the business and this impacts their ability to grow as it limits opportunities for cash infusion from investors to accelerate and diversify growth. Further, few businesses are knowledgeable about grants or have ever applied for grants.

Transportation

Easy access to and from Africatown is critical for making Southwest Philadelphia a tourist destination. Based on the survey results, there are significant improvements required to achieve those objectives including:
-55% think the existing public transportation meets their expectations
-41% commute with cars and
-41% use public transport
-55% say there is no ample parking available for customers.

- 5% believe the community provides multimodal options for non-drivers, walking, cycling, ridesharing, transit, carsharing, etc.
- Only 45% of people taking public transportation are satisfied with the service quality

The Septa studies and planned projects to improve transportation in Southwest Philadelphia are a welcome opportunity to address identified gaps.



2.3. Feedback from Community Leaders

2.3.1. Background

The community survey was a critical component of the design of this project to ascertain the "buy-in" of this culturally diverse community and its business sector

While the population is predominantly Black, with a large population of African and Caribbean immigrants, there is still a segment of the Southwest community that has not accepted the notion of their community being identified as Africatown. Even with the fact that the community has been suffering from economic decline and depression for decades, the notion of an African led economic revival of the Southwest community

has caused tensions. However, recent trends and the results of this survey have pointed to a decisive change in the minds of many organizations in the Southwest community.

The community is endowed with a large population of Black residents including from Africa and the Caribbean that live, work, own and operate businesses of all types across the Southwest community.

The Mayor's Commission on African and Caribbean Immigrant Affairs, founded in 2005, reports that its membership represents Black immigrants from over thirty-five (35) African and Caribbean nations. This Commission was created by former Councilwoman Jannie L. Blackwell and former Mayor John F. Street to give voice to the thousands of Black immigrant citizens that have a critical part of the life and breath of Philadelphia. A recent Pew Research Center Report indicates that we have over 120,000 Black immigrants in Greater Philadelphia, with a large majority living in Southwest Philadelphia. The Pew Report points out that, between 2000 and 2019, the Black immigrant population grew by 120% and is expected to continue this growth over the next decade. Due to this large population of Black immigrants, the international press, local community leaders, and many of those living in the area have dubbed the community "Little Africa or Africatown." These Black immigrants have made major investments in the Southwest community.

Throughout the area, they have started businesses, especially along the commercial corridors of Chester, Woodland, and Elmwood Avenues, purchased homes, founded churches, mosques, and other institutions in the community. In addition to businesses, these Black

immigrants have established a number of social service organizations that provide much needed assistance to their members and those in need across the community. Organizations like ACANA, AFAHO, AFRICOM, and many others play a vital role in the alleviation of poverty in Southwest Philadelphia. These social service organizations provide access to healthcare, offer weekly food distribution programs, provide educational and cultural programs for all youth, and collaborate with many organizations to design programs and activities to enhance the quality of life of the entire community. All would agree that the Black immigrants and their organizations have made a significant contribution to the Southwest community.

2.3.2. Community Survey Design & Implementation

The initial survey was designed to capture the data through face to face interviews. Unfortunately, COVID-19 forced the team to rethink the data collection process, change the project timeline, and work through different methods to engage the community. The first step, however, was to work with Councilwoman Jamie Gauthier, Councilman Kenyatta Johnson, and the Philadelphia Commerce Department to create a questionnaire that would adequately capture the data necessary to understand the community's

expectations. Once the survey was approved by the council members and the Commerce Department, the team organized a series of community engagement meetings to discuss the survey, and make a presentation of Africatown. The goal was to share the economic importance of Africatown, as a commercial and cultural destination point for tourist, shoppers, and visitors to the area.

Walking tours through the community were organized with members and leaders of noted communities and elected officials, like the Philadelphia Commerce Director and the Secretary of the Pennsylvania Department of Community and Economic Development. The elected officials that visited the community and commercial corridors with our team included, Congresswoman Mary Gay Scanlan, Congressman Dwight Evans, State Senator Anthony Hardy Williams, Senator Sharif Street, Representative Johanna McClinton, Representative Jordan Harris, and Representative Regina Young. The City Councilmembers that have toured Africatown include Councilperson Jamie Gauthier, Councilman Kenyatta Johnson, At-Large Councilmen Derek Green, and David Oh.

Each of the elected officials have voiced their support for the concept of Africatown and the economic transformation it will make for the Southwest community. Several have provided resources to ACANA to sustain the development and design of the project.

In addition to the design of the community survey, the team educated the elected and appointed officials on Africatown, engaged a number of important community organizations to share with them the overall importance of Africatown to the Southwest community and the City of Philadelphia. These collaborators included the Mayor's Commission on African and Caribbean Immigrant Affairs (MCACIA) and the United South/Southwest Coalition for Healthy Communities (the Coalition). The MCACIA, founded in 2005, is composed of African and Caribbean immigrant organizations from over 35 nations (from Angola to Zambia in Africa, and Antigua to St. Kitts & Nevis in the Caribbean). Most of these organizations are based in Southwest Philadelphia and are formal 501(c)(3) organizations that were organized to serve their members with critical social services and to preserve their culture.

The interesting aspect of these groups is that they want to build or own a building in Africatown.

A number of these organizations have already purchased buildings in Africatown. For example, the Sudanese Association of Philadelphia has invested \$1 million in their building located at 58th and Baltimore Avenue.

The Ethiopian Community Association of Greater Philadelphia owns a building at 45th and Chestnut Streets, with an estimated value of \$500,000 and recently purchased a major campus for over \$1 million, located at 71st and Woodland Avenue.

The Sierra Leone community has invested ~\$1 million in a building at 71st and Paschal Avenue.

Many other Black residents organizations are seeking to purchase properties in Africatown. The Coalition is composed of over twenty (20) community-based organizations (CBOs) based across South and Southwest Philadelphia. Most organizations have been operating for years, however, they formed this coalition to engage HILCO Redevelopment Partners, the company redeveloping the former refinery land.

This coalition is seeking to assure that the community is protected from the environmental damage that could result from the contaminated site, as buildings are constructed on the location. In addition, the Coalition is pursuing

HILCO to sign a Community Benefits Agreement, to assure that the developers give back to the South/Southwest community organizations and the community receives an economic benefit from the development. Some of the key CBOs in the Coalition are:

- Concerned Citizens of Point Breeze
- Eastwick Community Network
- Empower Community Development Corporation
- Philly Thrive
- The Pinwheel Group
- Southwest Community Development Corporation
- Southwest Philadelphia Community Services Corporation
- Walk In the Light Christian Center
- 40th Ward Republicans

2.3.3. Data Collection

The community survey enabled the team to perform an evaluation of the area's assets, resources, opportunities, gaps, and challenges from a community perspective in the target area. The questions focused on five major topics and the team engaged a wide range of community leaders to ensure a good representation of the Southwest Philadelphia population.

General information

Understand the community through interviews with community leaders. The goal was to ensure that the

survey correctly captures feedback from the different communities that live and work in Africatown.

Education

Get feedback on the quality and quantity of both traditional schools and schools for professional education. Further, understand how the cultural heritage of the students impact their experience at school.

Transportation

Transforming Southwest Philadelphia into a tourist attraction requires an improved transportation infrastructure. It is critical to get input from community leaders on the quality of the current transportation infrastructure and suggested improvements.

Quality of Life

This rubric provides insights on perceived life quality in Southwest Philadelphia including housing, job opportunities, access to services, shopping, healthcare, security, and culture.

Africatown Project Impact

Given the anticipated impact of the Africatown project, it is important to understand the needs of the community with regard to culture, business enablement, economic development initiatives, and proximity to government services.





2.3.4. Survey results and findings

Education

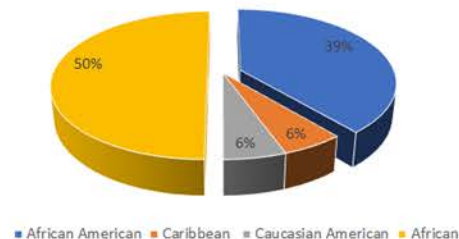
The participants in the community survey are a good reflection of the communities in Africatown. They represented major African and Caribbean organizations including:

- ACANA
- AFAHO
- AFRICOM
- AGAPE Senior Center
- Antigua & Barbuda Association
- Caribbean Festival Committee
- Cameroon Association of Philadelphia
- Ethiopian Community Association of Greater Philadelphia
- Ivorian Association of Delaware Valley
- Sudanese American Community of Greater Philadelphia.

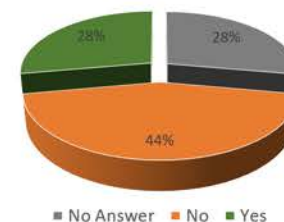
Based on the survey results, the general perception is an insufficiency of primary and schools of professional education.

In addition, the quality of education is mostly rated as poor or average. Further, most interviewees believe that children would benefit from learning more about their history and heritage in the local schools.

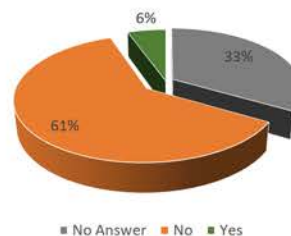
Represented communities



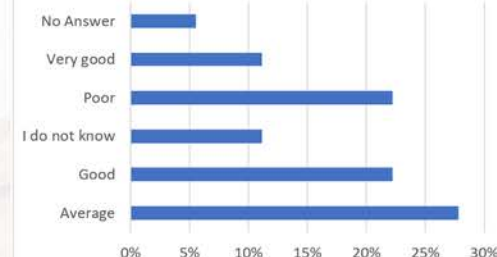
Are there enough primary schools in your community?



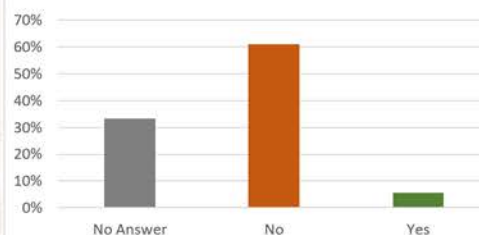
Are there enough schools of professional education in your community?



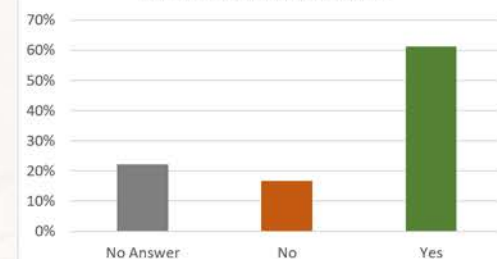
Rate the quality of education in your schools



Do you believe your child(ren) adequately learn about their history and heritage in their local schools?



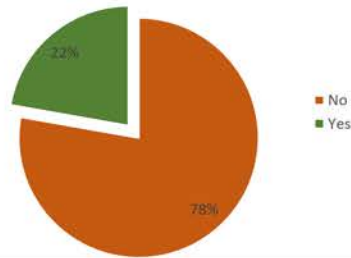
Do you believe your child(ren) would benefit from a more Afrocentric school?



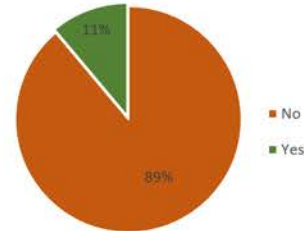
Transportation

The transportation infrastructure needs an overhaul. Based on the community feedback, sidewalks, streets, and roads need to be better maintained. In addition, there should be more customer parking especially for seniors and disabled citizens and to accommodate the influx of visitors given the goal of making Africatown a tourist destination. Further, there are too many repair shops on the main corridor making travel and parking difficult.

Do you think Southwest Philadelphia adequately maintains sidewalks?



Do you think Southwest Philadelphia adequately maintains utilities?

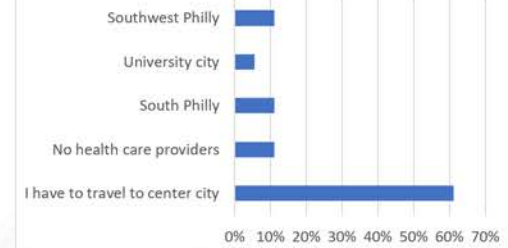


Quality of Life - Improving access to care

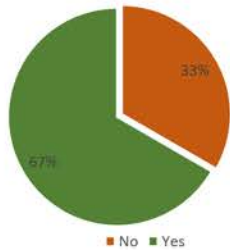
The community would like to see timely EMS and fire emergency responses, and city administrative services that are closer, readily available for the community, and a friendly, caring, present, and engaging police that helps reduce the crime rate in the neighborhood.

Pertaining to healthcare, there is a need for more primary and specialized physicians in Southwest Philly. In fact, most residents must often go outside of the community to get the care they need.

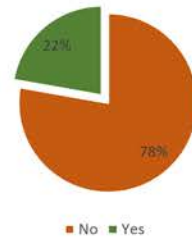
Are your primary care physicians in Southwest Philly? If no where do you go? [Other]



Improving the public transportation system
Do you support increasing bus frequency?



Improving the public transportation system
Do you support increasing train frequency?



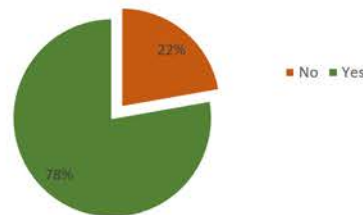
Are your specialist care physicians in Southwest Philly? If no where do you go? [Other]



Quality of Life – Jobs creation

When it comes to growth and development, the community is looking for more job opportunities for residents and not to allow gentrification to rob the community of its character.

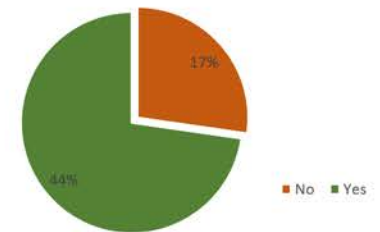
When it comes to growth and development, is job creation a major priority?



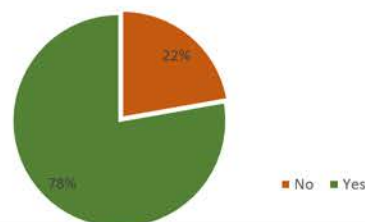
Quality of Life – Housing

From a housing perspective, the community is looking for more single-family houses and senior living accommodations.

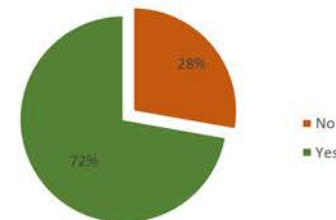
What type of housing opportunities would you like to see in a commercially vibrant Southwest Philly? [Single family houses]



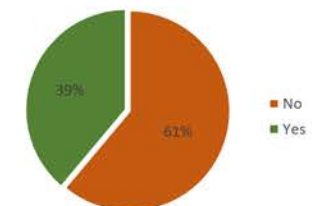
When it comes to growth and development, is community preservation (i.e., gentrification) a major concern?



What type of housing opportunities would you like to see in a commercially vibrant Southwest Philly? [Senior living]



What type of housing opportunities would you like to see in a commercially vibrant Southwest Philly? [Rental services]



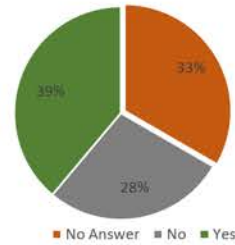
Quality of Life – Bringing the community together

There is a need to create more opportunities to bringing the community together i.e., festivals, parades, etc.

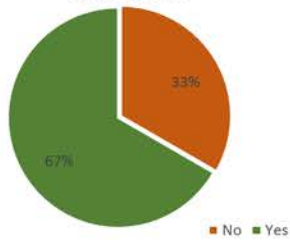
Quality of Life – Africatown Project Impact

The local community is looking for economic development, improved community facilities and infrastructure, year around tourism to support local businesses and improved transportation to make it easy to access Africatown.

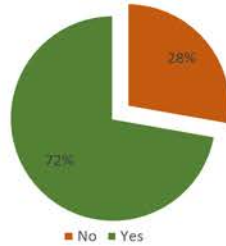
Do you feel connected with other cultural groups within the African Diaspora?



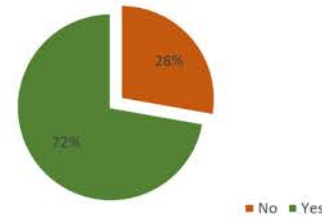
What types of cultural activities should be provided in the community? [African/Caribbean Days/Parades]



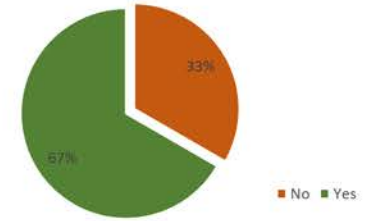
What types of cultural activities should be provided in the community? [Museums]



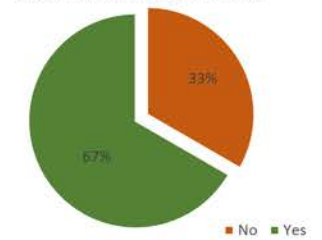
What should be the top economic development priorities for Southwest Philadelphia? [Infrastructure]



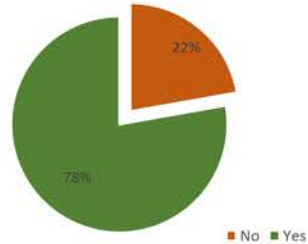
What should be the top economic development priorities for Southwest Philadelphia? [Economic development]



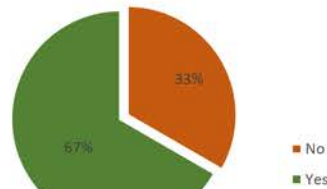
What should be the top economic development priorities for Southwest Philadelphia? [Improved community facilities]



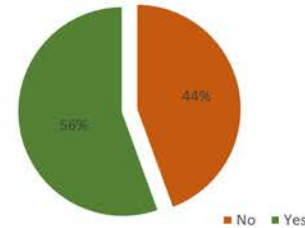
What types of cultural activities should be provided in the community? [Festivals]



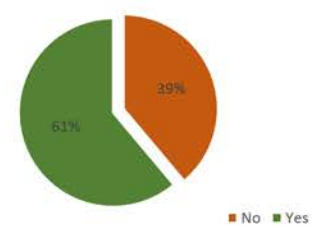
What types of cultural activities should be provided in the community? [Art galleries]



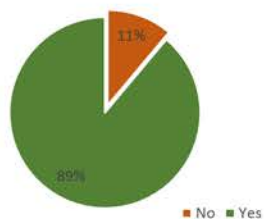
What should be the top economic development priorities for Southwest Philadelphia? [Parks and recreation]



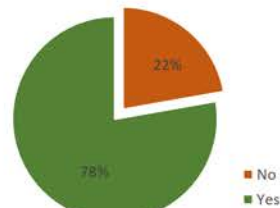
What should be the top economic development priorities for Southwest Philadelphia? [Transportation]



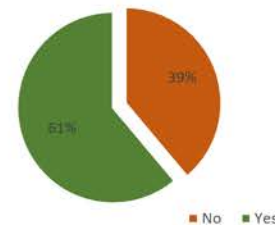
What types of amenities, recreational activities or attractions do you think would benefit the community? [Community center]



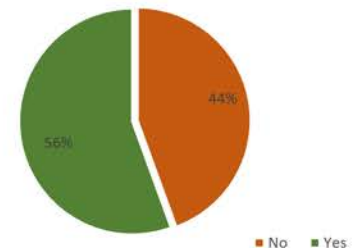
What types of amenities, recreational activities or attractions do you think would benefit the community? [Education/tech center]



What types of capital improvement should the community prioritize? [Water supply]



What types of capital improvement should the community prioritize? [Sewer]





3. Economic Development Strategy

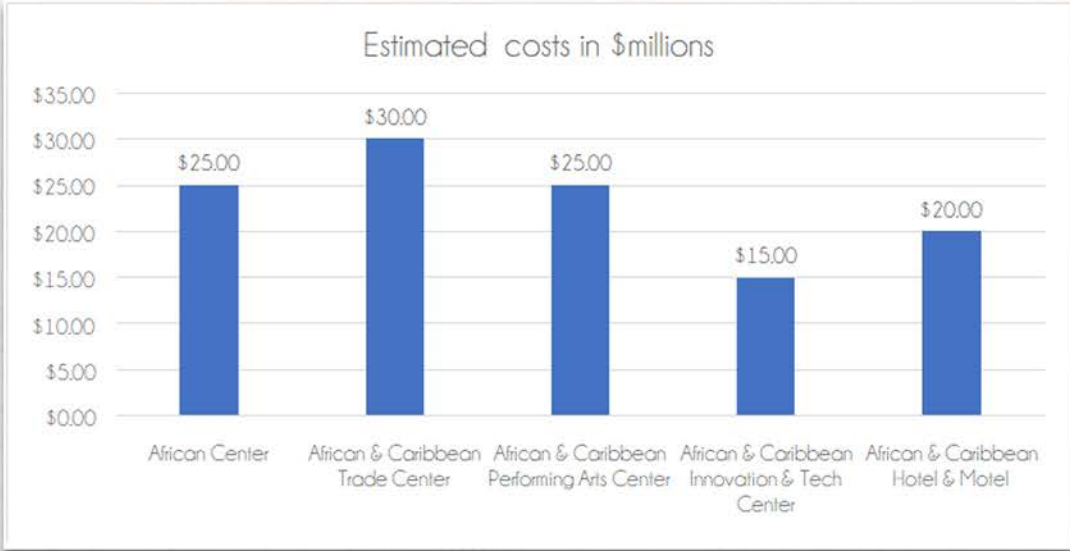
The section below provides key insights on the Africatown project and how it will drive economic development in Southwest Philadelphia.

3.1.Africatown - Community Development Strategy

Africatown is designed to become an economic development initiative to create jobs, for the youth, in Southwest Philadelphia, increase business ownership the community and eliminate poverty in one of the most economically depressed communities in Philadelphia. To accomplish these objectives, Africatown, being developed in the community will become a "Tourist Destination Point" for the global African diaspora and other interested persons.

Most of the infrastructure already exist in the southwest community, in which Africatown will be situated. Most important are the nearly 500 businesses owned by Black Residents that live and work in the community. ACANA and other community development corporations (CDCs) have been providing technical assistance to these African, Caribbean, and other black residents that own businesses along the commercial corridors in the

	African Center	African & Caribbean Trade Center	African & Caribbean Performing Arts Center	African & Caribbean Innovation & Tech Center	African & Caribbean Hotel & Motel
Technical Assistance	●			●	
Professional Education for Youth	●			●	
Support business growth	●	●		●	
Expand Culture and community Offering			●		●
Collaboration and branding of Africatown in the community	●	●	●	●	●
Improve export logistics	●	●			

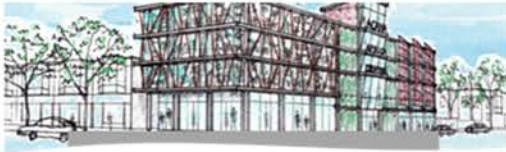


southwest. While the technical assistance has been well received, the Africatown strategy is designed to motivate more potential customers to visit the area. Clearly, to accommodate the thousands of new visitors to the southwest, additional infrastructures will be required, and several buildings will

be proposed to attract businesses, tourists, and shoppers to patronize the many black residents businesses on the commercial corridors in Africatown. The following is, a brief description of the major buildings to be constructed in Africatown, a summary of the anticipated impact based on

identified findings and the estimated cost of each building.

3.1.1. The African Center



The African Cultural Alliance of North America (ACANA) is developing The African Center, the first building to be constructed in Africatown.

The African Center will be a mixed-use office building, with retail space for businesses. It will house a community health center, and will provide space for education and skills training programs for youth and adults to prepare them for employment opportunities in Africatown and other locations.

The African Center will provide a range of social and legal services to residents that are in dire need of help. Subsequently, ACANA will add several moderate priced housing units to The African Center.

ACANA has received a grant to develop the multi-services building from the Commonwealth of Pennsylvania for \$3 million. It is projected that The African Center will cost between \$20 to \$25 million to construct.

This development will create hundreds of short- and long-term jobs in the community for professionals and semi-professionals and possibly have an opportunity for internships for youth in the community.

3.1.2. African and Caribbean Trade Center of Greater Philadelphia (ACTC)

The ACTC is designed to attract African and Caribbean businesses that are seeking to trade with firms in Philadelphia and across the United States. For those firms engaged in imports and exports, Philadelphia can become the "gateway" to markets across the country, identifying buyers and sellers that ship their wares through the Port of Philadelphia and the Philadelphia International Airport. The Port currently receives trade from Ghana and Côte d'Ivoire, making it the largest port in the U.S. receiving cocoa beans from Africa. The Philadelphia Port also receives goods from Angola, Cameroon, Nigeria, and South Africa. With the start, on January 1, 2021 of the African Continental Free Trade Area (AFCFTA), the possibility that markets to other African nations will be open to Philly businesses.

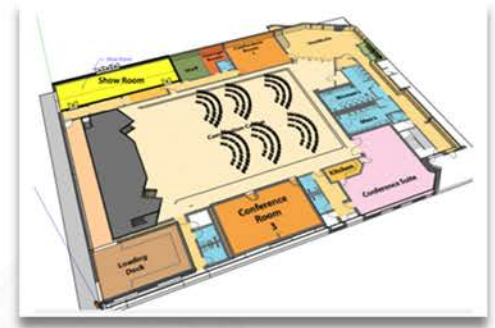
The ACTC will offer office and showroom space to African and Caribbean nations and

businesses seeking to gain access to the rich consumer markets across the U.S. Similarly U.S. firms and others will seek office and showroom space to market their products, goods, and services to African and Caribbean Nations and businesses. The foundation to two-way trade is proximity to markets, major modes of transportation, and willing buyers and sellers. The location of the ACTC provides extraordinary access to domestic and international transportation. The building will also have meeting rooms, a large auditorium, and a state-of-the-art communications center to accommodate international meetings. It is estimated that the construction of the African & Caribbean Trade Center of Greater Philadelphia will be between \$25 and \$30 million.

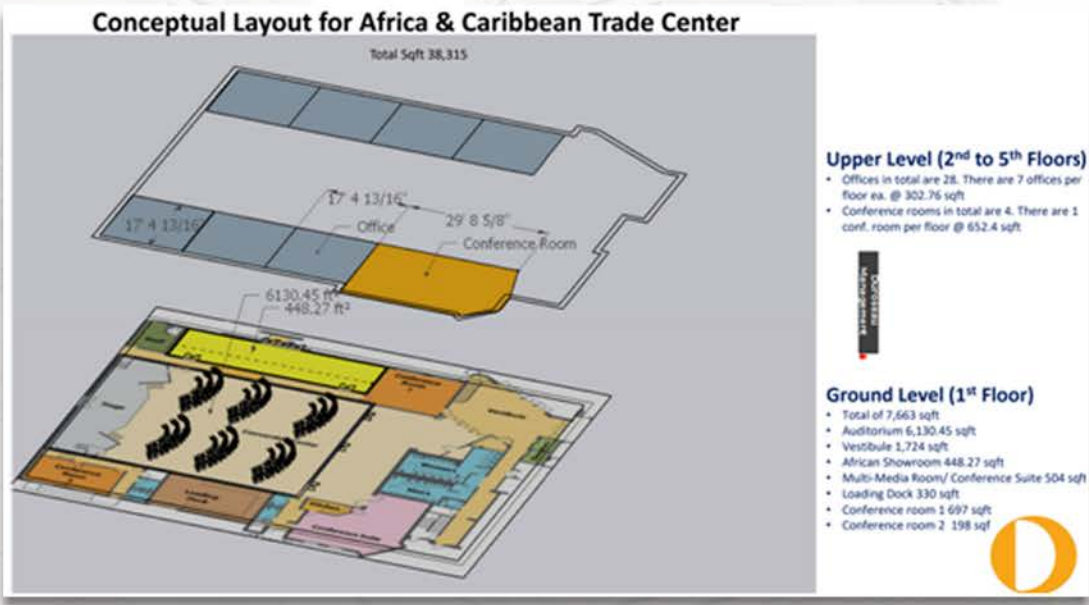
The ACTC will also house a staff of professionals to provide a full range of management and technical assistance services to small and minority businesses seeking to export their products, goods, and services to African and Caribbean nations. The ACTC will provide procurement assistance to Philadelphia businesses seeking to obtain contracts from U.S. agencies that purchase goods and services for export to foreign nations. U.S. government agencies like the U.S. Department of State, the U.S. Agency for International Aid, and others procure billions of dollars of goods and services for export to nations

abroad. International procurement will become a major opportunity for small businesses to access international markets.

Finally, the AFCFTA is a trade agreement between 54 African nations to promote inner continental trade. This brings together 1.3 billion people, a GDP of \$2.5 trillion with several of the fastest growing economies in the world. The AFCFTA will become the largest trading block in the world and the ACTC will be a major partner in this global trading initiative with access through Africatown in Philadelphia. The ACTC will create thousands of jobs, provide tax revenues, and serve as a destination point for tourists, and businesses seeking expanded markets for their products, goods and services through exporting and importing.



Layout of the African & Caribbean Trade Center





The ACANA Restaurant School Cafe

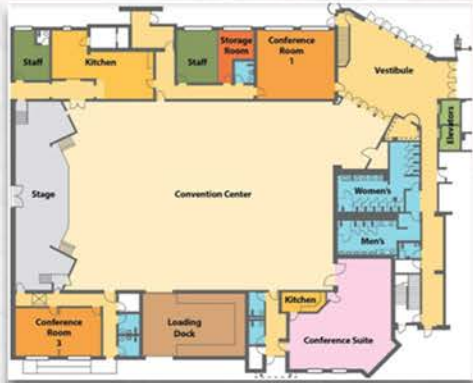
3.1.3. African and Caribbean Performing Arts Center (ACPAC)

Historically, Philadelphia has been known as a center for Black culture, entertainment, and education. With the coming of Black immigrants from Africa, Asia, and the Caribbean to the city, a rich and diverse cultural expression has fused with African-American performing arts to make Philadelphia a destination point to experience the explosion of Black arts and culture.



Unfortunately, there are limited locations in Philadelphia in which the growing Black artistic

and cultural community can perform. Add to this problem, the issue of the very limited places available for Black artist to learn and practice their craft. With the ACPAC, located in Africatown, tourist, visitors, and city residents will have a permanent venue in which they can see Black artists, from around the world, perform. Thanks to ACANA, the Caribbean Festival, ODUNDE and most recently, the JUNETEENTH celebration, nearly 600,000 Black people frequent these events every year. Most of these events are one day cultural activities, however, with the ACPAC and other venues, artists can be booked to perform over several days.



Potential location for the Center of Performing Arts
[6322 Woodland Avenue: Google Maps]



Potential location for the Center of Performing Arts (across the street view)
[5800 Woodland Avenue: Google Maps]

The Philadelphia Black immigrant community has already demonstrated its impact on the Philadelphia arts and cultural scene. In southwest Philadelphia and across the city, African and Caribbean immigrants come from thirty-five (35) nations. It is reported by the Mayor's Commission on African and Caribbean Immigrant Affairs, that African immigrants hail from Angola, Benin, Cameroon, Congo, Ethiopia, Gambia, Ghana, Guinea, Côte d'Ivoire, Kenya, Liberia, Mali, Mozambique, Senegal, Sierra Leone, South Africa, Zambia, and Zimbabwe.

The Caribbean immigrant community in Philadelphia comes from many nations for example: Antigua & Barbuda, Dominican Republic, Guyana, Grenada, Haiti, Jamaica, Panama, St. Kitts & Nevis, St. Vincent & Grenadines, and many others. Every year, these African and Caribbean immigrants look for venues to host their various events. With the construction of the ACPAC in Africatown, many of these immigrant communities will have a major performance center to serve their respective communities. It is projected that the ACPAC will earn revenues from ticket sales, facility rentals and provide tax revenues for the city.

3.1.4. African and Caribbean Innovation and Technology Center (ACITC)

The ACITC will be constructed in Africatown. The Black and Brown community across the city are wholly behind the mainstream population in their education and use of technology, especially for the Black and Brown youth. The ACITC will operate with the public and private sectors, with state-of-the-art communication, technology and engineering equipment that will access global communication networks from around the world. Professionals will use the ACITC to facilitate trade and access business transactions from around the world, especially Africa and the Caribbean.



The ACITC will collaborate with other technology efforts in Philadelphia that seek to eliminate the digital divide that is suffered by Black and Brown youth in school every day. Staff at the ACITC will be tasked with developing mentorship programs to expose Black and Brown youth to the latest technology in the workplace. Youth can leave the ACITC with real world experience, ready to enter the workplace. The ACITC will generate revenues from user fees, rentals, and long-term leasing. Co-working spaces, "gig" workers and other concepts have ushered in new types of profitable working arrangements. As the local and global economy changes to accommodate mobile money systems, block chain and the digital economy, the ACITC will link the Black and Brown businesses and others to the international marketplace.

3.1.5. African And Caribbean Hotel & Motel

The increased tourist and visitors to Africatown, in southwest Philadelphia, will necessitate the building of additional hotel-motel space in the area. The feasibility studies, to be developed, will provide a framework, timeline, and business plan to determine what type of facility will meet the needs of the market.



3.1.6. Africatown Open Market

District 2 has ample open space that has vast potential. The existing environmental impacts in the Lindbergh area of Southwest Philadelphia makes new development projects a challenge. For over twenty years, the Eastwick area of Southwest Philadelphia has been prone to flooding that can cause damage to facilities.

The Pepper Middle School was an area that our partners considered for a potential Technical Center. As of last year, Pepper Middle School has been inundated with flooding since it is located at the lowest elevation in the neighborhood.

Since this area has vast marshlands and undeveloped land, the recommendation would be to transform it to areas where the quality of life in these neighborhoods can improve.



Africa Town PHL Open Market



HIGHLIGHTS

- Hard paved pedestrian walkways provide easy egress from all corners of the park.
- Community gardens decrease urban food deserts providing the community with access to quality produce, while decreasing carbon emissions.
- Vendor Section located along least congested Eastwick Avenue facilitates deliveries for vendors and community parking.



3.1.7. Public Sector Financial Institutions for Partnership with Africatown

The African Culture Alliance of North America (ACANA) has received financing commitments of up to \$12 million in public sector financing from the Commonwealth of Pennsylvania and development financing from the Philadelphia Department of Commerce. This grant funding will allow ACANA to acquire the land and buildings, and begin construction on the Acana African Center, to be located at 54th and Chester Avenue. To achieve the total vision of Africatown, in Southwest Philadelphia, ACANA and its partner development organizations will need to have access to additional public and private sector

financing, as well as some venture capital. In addition to the ACANA AFRICAN CENTER, the development of Africatown includes an African and Caribbean Trade Center, an African and Caribbean Innovation and Technology Center, African and Caribbean Performing Arts Center, a hotel/motel, a museum, and a low- and moderate-income housing development in Southwest Philadelphia.

With the estimated cost of these buildings exceeding \$100 million to construct, there will be a need for financial capital and intellectual capital. In this regard, the project team engaged PIDC.

Historically, Southwest Philadelphia has not had any major public or private sector investments in



the community in decades. Southwest Philadelphia, often described as a poverty stricken or a ghetto, has lacked consistent leadership that could lead the transformation of the community. ACANA has stepped into this breach and for over twenty (20) years has provided leadership to the community and has developed a social service organization that provides a full range of much needed services to people in the community, and especially the Black residents in the community. In addition to social services, ACANA provides technical assistance to the nearly 700 businesses along the commercial corridors of Baltimore, Chester, Woodland, and Elmwood Avenues, through a grant provided by the Philadelphia Department of Commerce. As ACANA continues to grow its economic footprint to develop Africatown in Southwest Philadelphia, considerable resources will be needed, and we expect PIDC will be one of the organizational partners as the project develops.

The PIDC senior staff attended several meetings to discuss the Southwest Philadelphia Economic & Cultural Equity Plan, with our team. The meetings provided a range of discussions that revolved around the PIDC role and expertise in neighborhood economic development. ACANA will also need the

assistance of PIDC to help in identifying and coordinating public and private sector financing institutions and structuring the project financing. The following is a summary of our discussions and some listings of the various products and services PIDC can provide to ACANA, as the Africatown project is developed.

From the Africatown perspective, PIDC, Philadelphia Commerce, and a number of other federal, state, and local organizations have collaborated to transform and lead a number of notable community developments in Philadelphia. For example, Chinatown was a slum, but with access to resources, intellectual capital, public and private sector investments, the community has been transformed. The community residents have been protected from raising home and rental prices, while the businesses and commercial activities have benefited from the branding of Chinatown as a major tourist and visitor destination in Philadelphia. Another area that has received this type of coordinated development is what is now called the "Historic District." These are only two examples of the many communities and neighborhoods that were transformed with the collaboration of PIDC. This is the type of engagement and partnership that is needed for ACANA.

PIDC staff shared with us the various roles the organization can play, as we seek to develop Africatown and finance the construction of the buildings in the community. First, ACANA will need to have access to the intellectual capital necessary to develop a master plan for the community. As indicated above, the expanded planning of Africatown will go beyond the buildings discussed. PIDC provided that their real estate department and financing bring expertise that can lend itself to financing larger projects. PIDC has collaborated with CBOs and neighborhood organizations to develop and finance “High Impact” projects.

Over the next five (5) years or more, ACANA will need to have access to a full range of various financing products, tax incentive programs and various types of bonds that could fit or meet the needs of funding sources. As explained, PIDC has a number of vehicles that can offer public and private sector financing and tax incentives. These include, tax increment financing (TIF), new market tax credits (NMTC), and tax-exempt bonds (for not-for-profits), just to name a few. PIDC is also a CDFI, which provides a vehicle that can raise private capital to finance various projects in Africatown. While this is not an exhaustive list, it provides CBOs, like ACANA, with a major starting point and a potential partner, that has the necessary expertise to provide assistance to develop Africatown.



ACANA, as a CBO, based in Southwest Philadelphia, has the capacity to attract foreign direct capital (FDI) to invest in the development, finance and construction of Africatown.

We now know that PIDC, and several other certified organizations in Philadelphia, have been approved to receive FDI and put the investment funds into a development project that can meet certain federal requirements. The program, managed by PIDC, is known as the EB-5 program. The EB-5 is a federal program, designed to attract investors’ funds, has been used in Philadelphia to finance several major developments, like the Convention Center. Also, the EB-5 program was used to attract investment to build the Crane Center in Chinatown. Clearly, as important as having access to finance capital is to the development of Africatown, the “intellectual capital” is equally significant, as we attempt to create an economic engine in Southwest Philadelphia.

PIDC has much of the intellectual capital and institutional finance expertise to assist ACANA and other CBOs in the community. It is possible that ACANA and the Africatown development team can raise over \$50 million in FDI for our projects, through the EB-5 program over the next 5 year next 5 years since ACANA has deep roots in several West African countries.

PIDC can also use its skills to assist the Africatown development team with the numerous state and federal grant and loan programs that Africatown should qualify for over the next 5 years. For example, the Commonwealth of Pennsylvania has been a great partner of ACANA and the Africatown concept thus far. With the leadership of the elected officials in the region, ACANA has received commitments of \$10 million.

Additional funding sources could be available through several state agencies, like the Department of Community and Economic Development (DCED). DCED has a few grants, loans, and incentive programs to benefit low- and moderate-income communities in Pennsylvania. For example, if the community has a population that has an income level that is 80% of the medium income, that community could qualify for assistance. Southwest Philadelphia, by definition, meets this requirement. Added to this is the fact that ACANA and Africatown will eliminate slums, blight and address an urgent need for diversity, equity and inclusion (DEI) in Philadelphia and design projects to benefit the people of the community and enhance their quality of life.

The state and federal governments have initiatives that ACANA might be a recipient of, if the Africatown project is packaged to meet the agency requirements. For example, these include Keystone communities and the Keystone Opportunity Zones. This program requires that a sustainable local organization, like ACANA, is working to improve the central business district or commercial corridors in the community. ACANA and its Africatown development team are one of the few organizations in Southwest Philadelphia that are actively transforming the community. At the federal level, there are many agencies that could be engaged in the Africatown development. A few would include the U.S. Department of Housing and Urban Development, the U. S. Department of Commerce and its Economic Development Administration and the U.S. Small Business Administration. Each of these state and federal agencies provide resources that could extend to the benefit of the community of Africatown, however, ACANA will need to identify the “intellectual capital” necessary to add to the ACANA Africatown team.

Finally, the U.S. Congresswoman, Mary Gay Scanlan, for the area and U.S. Senator Bob Casey have provided up to \$3 million in grant funding to the project in Africatown through their Community Project Funding program. Clearly, ACANA, the Africatown team, and its development projects are attracting the much needed



resources to Africatown. While more resources are needed, it is hoped that PIDC will become a partner of ACANA and the Africatown team. The Commerce Department of Philadelphia has been a major partner of ACANA and Africatown from the initial stages of the concept and we have now expanded the team to include PIDC to make sure we also leverage projected investments from the URBANE plan that outlines ways PIDC could be catalyzing entrepreneurship from within Southwest Philadelphia.

3.1.8. Analysis of the Community Assets

The vision of Africatown, is that with appropriate resources, development, and the existing investments made by the Black immigrants in Africatown, it could be a major destination for tourism. This would be of particular interest to the over 1.3 billion people on the continent of Africa and people of African descent around the world. Black immigrants in Southwest Philadelphia have invested significant amounts of capital in homes, businesses, and their social service organizations. The leadership of many of these social service entities and not-for-profit organizations have purchased and/or rehabilitated large buildings to provide a range of services from dance classes for youth to health-care and mental and behavioral health services. Other groups have acquired buildings to serve their respective community.

For example, the Sudanese Community Association of Greater Philadelphia has invested over \$1 million in their building in Southwest Philadelphia. The building serves as a cultural and educational center. Sudanese youth are taught their culture, given tutoring classes, and computer classes. The building also serves as a meeting hall and event facility for weddings, family activities, etc. Many people, from across the Greater Philadelphia region, and especially Black immigrants, travel to Africatown to eat at their favorite African or Caribbean restaurant. Some even do their family shopping in the area, even though there is a need for more quality supermarkets in Africatown. The influence of the Black immigrant population in Philadelphia has so impacted the area that nearly all major supermarket shelves are stocked with African, Caribbean, and Latina fresh and packaged foods. The major assets in Southwest Philadelphia are the Black immigrants, with investments in their homes, businesses, and the economic growth they brought to a community that has lacked any major investment for decades. Branding the community Africatown, will serve another economic driver and asset, to attract tourists



Pennsylvania State Representative Regina Young has visited Southwest Philadelphia as her legislative district and she serves on the House Committee on Tourism and Recreational Development in Harrisburg. She is excited about the Africatown project and sees the project as an economic driver for the entire Southwest community.

In a report, Representative Young had prepared for her committee, she points out that in the Commonwealth of Pennsylvania, tourism is our second largest industry. In the Greater Philadelphia five (5) county, area tourists spent over \$10.9 billion, while the industry employs over 80,000 people and contributes \$1.5 billion in revenues each year to state and local governments.

As indicated, many of these sites already exist in Southwest Philadelphia and Africatown, near them, could only increase the number of revenue generating tourists to the sites discussed below:

Bartram's Garden is a 50-acre public park, designed as a National Historic Landmark, is estimated to host over 100,000 visitors per year. The site also features the Sankofa Community Farm and the Sankofa Youth Internship programs.

The John Heinz National Wildlife Refuge, located near Africatown, at 8601 Lindbergh Blvd., is another asset located in Southwest Philadelphia that receives thousands of visitors each year. The programs include educational environmental programs for Philadelphia and Delaware counties and has a broad range of recreational and outside activities. Some of these activities available to visitors are fishing, kayaking, canoeing, and hunting. Deer hunting is supervised for youth from the age of 12 years and older. Known as America's first Urban Refuge, it was established in 1972 to preserve and restore the Tinicum Marsh, reported to be the largest freshwater marsh in Pennsylvania.

The Philadelphia International Airport (PHL)

at 8000 Essington Avenue is located at the southern side of Africatown. PHL is the only airport serving the 6th largest metropolitan area in the country and serves an estimated 32 million passengers a year. PHL can boast that it is "connecting Philadelphia to the world."

The airport hosts 25 airlines, 500 daily departures to over 140 destinations around the world. As an attraction, PHL is also a major entertainment center and tourist site.

With its world-class shops, restaurants and amenities, visitors go there to have fun.

Before COVID-19, PHL and American Airlines were planning to launch a direct flight from PHL to North Africa. This is another indication of the influence African immigrants in Greater Philadelphia have on a major system, like airlines.

Fort Mifflin, located at 6400 Hog Island, is another National Historic Landmark close to Africatown. Fort Mifflin is the oldest established Fort in America. It was a base in the Revolutionary War, a prison in the Civil War and was used during World War II. In addition to the site being a museum, which attracts thousands of visitors, it offers educational programs to elementary schools, high schools, colleges, and adults. Simeone Foundation Automotive Museum at 6825 Norwich Drive hosts one of the world's greatest collections of racing sports cars. The museum provides information on the history and evolution of sports cars.

3.2.1. Buildings

In October 2022, Darrell L. Clarke, President of the Philadelphia City Council, made a presentation on his important legislation “Neighborhood Preservation Initiative” (NPI) to former Councilwoman Jannie Blackwell, the project team and other community leaders. NPI is a \$400 million initiative to fund housing and economic development projects across Philadelphia.

Given the project’s commitment to low-income housing and the support from council member Jamie Gauthier and State Representative Jordan Harris, the team took

immediate action and rallied with the local community agencies to discuss common development goals that are aligned with the Africatown vision.

In March 2022, ACANA and the African and Caribbean Business Council of Philadelphia (ACBC) partnered with the Ethiopian Cultural and Religious Center, a nonprofit organization in Southwest Philadelphia, to support the development of a Cultural Museum Center at 7100 Woodland Avenue. The campus was purchased for about \$1million by the Ethiopian community. The project entails 40,000 SF (4 story) facility, approx. 10,000 sf/floor, which would define the first phase of the museum/cultural center project. The Ethiopian Cultural and Religious community will be part of the many efforts to develop the Southwest community.

3.2.2. Land/Lots

The focal point of the study is Woodland Avenue, between 6000 to 6600. The project team visited the area on several occasions to identify available lots for the different initiatives.

Based on the Land Bank List of available properties, District 3 had no publicly vacant properties or lots available. The list provided over 2,200 properties. District 3 had a total of 256 vacant lots, but they were all owned by private companies. To ensure that a thorough study was conducted, the team completed several on-site studies to analyze the assets in the primary target area.

Unfortunately, there's no publicly held land in the six-block focused area. However, as the team approached the community, several other possible sites were identified that have the potential for development. Those sites are described below.

- The industrial development parcels at Eastwick Industrial Park
- The GE site at 6739 Elmwood Avenue, 5537 Grays Avenue
- 5000 Woodland Avenue
- 5800 Woodland Avenue
- The Fels Naphtha building at 2300 Island Avenue, and the vacant property behind the Woodland Village Shopping Plaza

Important note:

In FY 2022 the City has committed a total of \$6,860,000 in tax revenue raised by properties with expiring 10-year tax abatements in a new Housing Trust Fund (HTF-New). By directing these funds to affordable housing, the benefits of Philadelphia’s development boom are extended to benefit all residents. These dollars are to be used toward programs and projects that support equitable neighborhood development for the benefit



of households whose annual income, adjusted for size, is less than 120 percent of the Area Median Income (AMI). Projects and programs supported with these funds are designed to increase the production and preservation of affordable housing.

The pricing target for new subsidized housing units is generally 60%-80% of the regional AMI, which for Philadelphia is \$87,400. However, the AMI for census tracts in the 3rd District is about \$30,000, which is just 34% of the regional AMI. ‘Affordable’ units created for households at 80% AMI will only be affordable to households earning twice the average income in the 3rd District.

3.3. Local Transportation System - Septa’s Strategy



Southwest Philadelphia residents want improved public transit access to Airport area jobs. The coronavirus pandemic has exacerbated institutionalized inequities, including in transportation.

Many transit-dependent residents and commuters in the service sector and other lower salaried jobs, who are disproportionately Black and Latino, continue to use public transit throughout the pandemic.

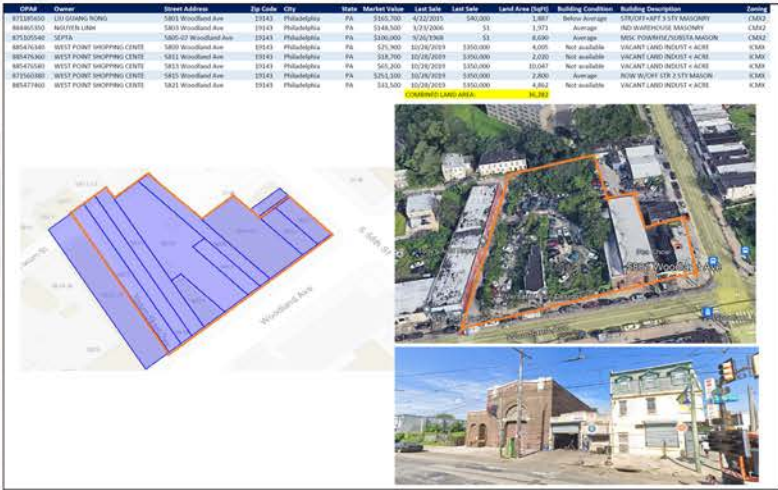
They have paid the price as public transit agencies nationwide, including the Southeastern Pennsylvania Transportation Authority (SEPTA), have drastically cut services to try to avoid financial disaster. The time to address transit inequities has never been more important. In Philadelphia, the city, and SEPTA consider equity in their transportation plans, but they lack a standard method to analyze results and sufficient coordination between entities, resulting in a fractured approach. To remedy this, the city needs a universal transportation equity measure that can be used across transportation projects. Having a universal measure can not only help to better identify vulnerable communities but establish the foundation for a coordinated citywide process for considering equity in city transportation projects.

SEPTA's local and regional transportation systems were examined to provide insight into their existing plans to improve and upgrade the trolley, bus, and regional rail lines into and out of Africatown. This would include the trolley lines

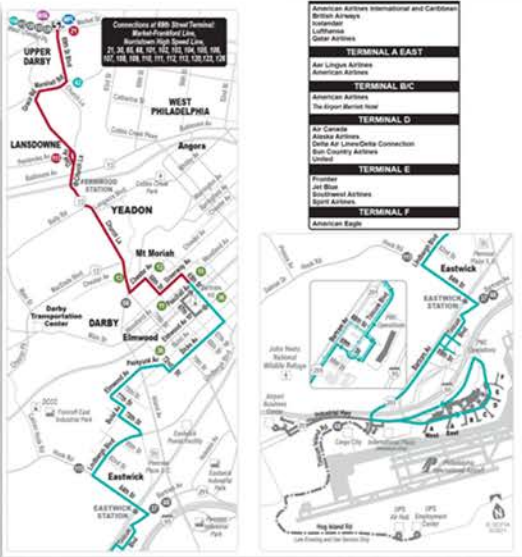
that travel along Baltimore, Chester, and Woodland Avenues. The bus routes that intersect with the commercial corridors and regional rail lines that stop at Angora and Eastwick are critical to visitors accessing the heart of Africatown (Woodland Avenue between 6000 to 6600 blocks).

SEPTA is aware of the need to improve and upgrade its entire system throughout Southeast Pennsylvania. In addition to its \$714 million capital budget, SEPTA will receive more than \$500 million over the next five years in federal funds and the Commonwealth of Pennsylvania is preparing for providing a dedicated source of funding for SEPTA, to finance ongoing operations. SEPTA has several projects that will be of benefit to Africatown, the

businesses, residents, and visitors to the community. These projects include a modernization of the trolley system, improvement of the bus operations, and a rebranding of the Regional Rail system. The commercial corridors of Baltimore, Chester, Woodland, and Elmwood Avenues will directly benefit from the trolley improvements and bus upgrades, while the rebranding of the Regional Rail system will benefit the rail stops at the Philadelphia International Airport, Eastwick, and Angora stations, which can be entry points to Africatown. Currently, the 108 line is the only connection to the airport from Southwest Philadelphia.

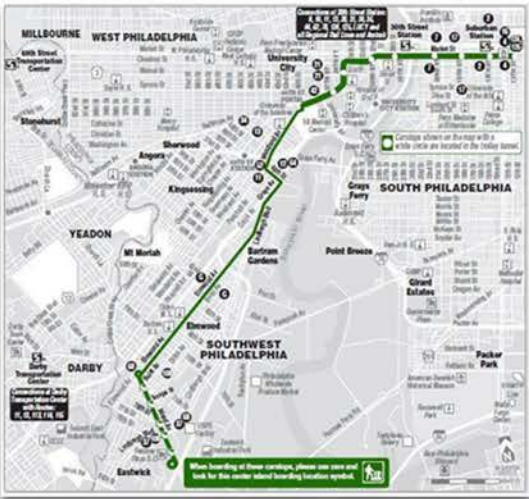


The SEPTA Line 108 illustration outlines the route that the 108 takes to commute through the Southwest region of the city to connect commuters to the airport.



Septa Line 108 [Source: Septa]

During the pandemic, SEPTA ridership hit an all-time low that has never been experienced. With businesses shutting down, employees working from home and schools pivoted to virtual learning, the impact to public transit has been devastating. SEPTA representatives have stated that there is a need for more people to ride frequently. Also, during the pandemic, there have been discussions around trolley modernization projects which aim to make the trolley system more user-friendly and put it in line for use for persons with disabilities. The trolley system is clearly an integral part of the Southwest region of Philadelphia.



Septa transit through Southwest Philly [Source: Septa]



Septa trolley modernization [Source: Septa]

The Trolley Modernization project is designed to make the system more user friendly and improve access for persons with disabilities. SEPTA, in the early stage of the project, has allowed for community engagement. This process will allow Africatown business owners and residents to have direct input with the SEPTA design team to discuss the type of enhancements to the transportation systems that impact the community. Africatown has a trolley operating on each of the commercial corridors of Baltimore, Chester, Woodland, and

Elmwood Avenues. The Trolley Modernization project will also speed up travel by reducing time stuck in traffic at red lights. The boarding process will be made quicker and, most importantly, new stations will be created.

SEPTA has also discussed working on a Bus Revolution project which will allow a holistic look at the entire bus system to determine what is working what isn't working, and how to best improve upon a bus system that works for the ridership. These projects are planning more community engagement for this year. In addition, stations such as Angora, Eastwick and the like in Southwest Philadelphia will be working on rebranding our regional rail service.

SEPTA has already started improvements in the bus system. The "SEPTA Bus Revolution: State of the Bus System and Marketing Analysis" report has been prepared and is available to the public. The report indicates that this revolution is a three-year process, and the first two years are dedicated to technical work and community engagement, while the third year will focus on implementation. For the businesses and residents of Africatown, there is still time to become engaged in the planning process. The report indicates that SEPTA has surveyed over 10,000 riders, residents, and stakeholders and will keep the conversation going during the process. "Reimagining the Regional Rail System," is another

report prepared by SEPTA, which discusses another transportation modes, important to Africatown. SEPTA sees this system as having the potential to connect people to the entire Southeastern region. The rail stops at the Philadelphia International Airport, Angora, and Eastwick can be designed to attract visitors to Africatown and can feed visitors to the commercial corridors in Africatown. The report will also seek to answer some of the following questions, as SEPTA continues its work:

- How often should the train run?
- What mix of express and local service should exist?
- What should the stations look like?
- How should Regional Rail connect to rapid transit, trolleys, buses, and other rail services?
- How should fares be integrated with other transit services?

As indicated, SEPTA has designed a system to ensure that community engagement is a critical part of its process. The necessary step is to assure that advocates for transportation improvements in Southwest Philadelphia and Africatown are involved in the process. Given our outreach to SEPTA, it is clear that the

organization will welcome engagement from the community at all levels. The reports are listed on the SEPTA website, <https://planning.septa.org/> with information on contacts and how to become engaged in the process. The analysis helped determine ways to improve public transportation for people living in neighborhoods with limited access to reliable travel, specifically from Southwest Philadelphia to the airport where high paying jobs are amply available.

This lack of public infrastructure limits economic mobility for those who rely on public transportation to get to work, or to get access to high paying job opportunities that can aid in decreasing poverty within these demographics. Cities around the globe share in disproportionately levels of equitable transportation options to neighborhoods with large populations of people of color. This inequity perpetuates the cycle of poverty. From the analysis, the team has determined entrepreneurial opportunities that can immediately address the situation until more permanent solutions are presented by SEPTA.

3.4. Air Transportation Philadelphia's airport Strategy

As the community engages SEPTA to advocate for improvements in the local transportation system, air transportation to Philadelphia

through the International Airport, has considerable potential to attract tourists and visitors to Africatown from around the world.



The Philadelphia International Airport (PHL), prior to COVID-19, was the only major airport serving the nation's 6th largest metropolitan area, with an estimated 32 million passengers, annually. PHL has an estimated 500 daily departures to over 140 destinations around the world. In 2019, PHL and American Airlines (AA) initiated discussions with community leaders to discuss plans for an inaugural flight to North Africa. The committee was named "American Airlines' PHL-Casablanca Inaugural Flight Steering Committee" and the membership was composed of AA and PHL executives with thirty (30) businesses and community leaders.

This historic, ground-breaking, new service, beginning on June 4, 2020, by AA was scheduled to kick-off a first-ever nonstop service to the African continent. The service was to have three (3)

weekly flights to Casablanca, Morocco. The community and the committee both indicated their excitement about the service, however, several committee members raised the question as to the wisdom of direct flights to Casablanca, rather than direct flights to West Africa, maybe to Côte d'Ivoire, Ghana, or Senegal, for example. Another factor is that the Greater Philadelphia region is home to over 120,000 Black immigrants from 35 African and Caribbean nations and most depart for Africa by going to New York, Newark, New Jersey or Washington, DC to get direct flights to Africa. The Philadelphia - North Africa direct flights could have a positive impact for those African immigrants and travelers seeking to reach the continent from Greater Philadelphia.

The population data also indicates that Pennsylvania has nearly 70,000 Liberian immigrants, the largest of any state in the nation. Liberians are the largest population of immigrants in Greater Philadelphia, with an estimated 40,000 immigrants. Several other West African nations with large populations in Philadelphia are Ghana, Côte d'Ivoire, Senegal, Sierra Leone, and Nigeria. Before a meaningful discussion could take place about direct flights to West Africa, COVID-19 hit Philadelphia in 2020. PHL and AA, like many airports and carriers reduced service, while some closed down completely. Any discussions of direct flights to Africa were put

on hold. Now in 2022, we are attempting to revive discussions, as we look towards to a "post COVID-19 recovery" between Philadelphia and Africa.

Through the Southwest Philadelphia Cultural Economic Equity Project team (Africatown), we have re-engaged PHL to explore the discussions of PHL-Africa flights and their COVID-19 recovery strategy. During our interview with the PHL executive team, they made it clear that progress is being made, however, PHL will not completely recover from the pandemic until fiscal year 2024 or 2025, even though they have reached 70% of 2019 levels. PHL is interested in discussing several areas that are important to Africatown, tourism, cargo service, increased focus to Caribbean markets, and diversity, equity, and inclusion. Direct flights to the African continent are not on the top of the list.

Direct flights to Africa are a function of an airline leading such an effort, as well as the airport providing support, etc. However, due to COVID-19, AA and PHL are not engaged in pursuing this market, at this time. PHL did point out that it is looking to focus its efforts on Caribbean markets. This is an area in which our

Africatown project and organizations could be very helpful also. The Mayor's Commission on African and Caribbean Immigrant Affairs, the African and Caribbean Business Council of Greater Philadelphia, AFAHO, AFRICOM, Caribbean Festival, Jamacia Trade Council of Greater Philadelphia, Haitian Chamber of Commerce, and many other Caribbean organizations in Greater Philadelphia are in a position to assist PHL with this outreach to Caribbean organizations.

Tourism to Philadelphia from African and Caribbean markets continues to grow and hopes to be back to pre-COVID-19 levels. The last week of April in every year is dominated by the historic Penn Relays. The Jamaican and Caribbean community and the Caribbean nations come together to have their youth participate in the Penn Relays for a week. Team Jamaica Bickel (TJB) is a not-for-profit that focuses its resources on flying into Philadelphia, Jamaican and Caribbean youth to participate in the Penn Relays. TJB, for the last 27 years, provides roundtrip air transportation to nearly 600 youth, before COVID-19. In the 2022 running of the Penn Relays, nearly 400 youth were flown into Philadelphia to compete. In addition to airfare, TJB provides the youth and their adult assistants with hotel rooms, food, medical assistance and a host of services that have a positive impact on the

economy of Philadelphia. In addition, the fact that over 40,000 Jamaicans and Caribbean sports enthusiasts attend the Penn Relays, following the activities of their Jamaican track team. There is a need to see how PHL can support this event. In addition to the Penn Relays, the Caribbean Festival Committee organizes the Caribbean Festival at Penn's Landing every year that brings together 30,000 people from across the Caribbean to Philadelphia. While the Caribbean community makes major contribution to attract tourist and visitors to Greater Philadelphia during the year, the African-focused cultural organizations, also make a significant contribution to the region's economy.

There are two efforts that need to be identified. The first is the ODUNDE FESTIVAL WEEK, in its 47th year, ODUNDE brings between 350,000 to 400,000 to Philadelphia from around the world to celebrate African culture. Billed as the largest African festival in the United States, ODUNDE hosts African and Caribbean ambassadors to its African and Caribbean Business Roundtables during the week of the festival. Also, ODUNDE staff takes its programs into schools and community groups to introduce the youth to the rich and diverse culture of the Global African Diaspora. Over 600 vendors have an opportunity to display their products in a 15-block marketplace, along South Street,

starting at the river at 23rd and South and going east to Broad Street. The economic impact of the ODUNDE FESTIVAL has been estimated at \$30 million. The ODUNDE FESTIVAL takes place during the second week of June every year.

The second African activity is organized by the African Cultural Alliance of North America (ACANA). The ACANA FESTIVAL is in its 10th year and takes place at Penns Landing. Nearly 20,000 people converge on the site to enjoy the many African performing artists. The audience comes from around the Greater Philadelphia region and represents some of the 120,000 Black immigrants from Africa and the Caribbean that call Philadelphia home. The ACANA FESTIVAL, like ODUNDE, is a strong tourist attraction for the region and brings in people from outside of Philadelphia to enjoy the festival. Clearly, the Caribbean Festival, the ODUNDE Festival and the ACANA Festival are great attractions for tourists and visitors, but there are many other events that are organized by the African and Caribbean organizations that would be willing to work with Philadelphia.

Another exciting opportunity shared with the project team by PHL is their diversity equity and inclusion (DEI) initiatives. The DEI is designed to identify minority business enterprises (MBEs) that can do business with PHL. This outreach effort would introduce African and Caribbean

businesses, along the commercial corridors of Southwest Philadelphia, to sell their products, goods, and services at PHL, in collaboration with ACANA and other organizations. PHL, also has twenty-five (25) airlines based in the terminals, that also procure a host of goods and services to operate their airlines. The PHL DEI program is one immediate initiative that can boost business for the black residents businesses in Africatown.

In summary, PHL is interested and has agreed to continue engagement with the Africatown team to discuss developments of our efforts. However, direct flights to the African continent is not a short-term project. Also, direct flights to Africa will be driven by an airline, like American Airlines, seeking to open such a service. On the other hand, PHL is interested in increasing tourism, air cargo services and greater access to the Caribbean market. Like the African immigrant community, Philadelphia has a large and growing Caribbean population. The Caribbean community is represented in the many organizations in our city. They include, the Mayor's Commission on African and Caribbean Immigrant Affairs, African and Caribbean Business Council of Greater Philadelphia (ACBC), the Jamaican Trade Council of Greater Philadelphia and many others. Finally, ACBC in

collaboration with ACANA, will pursue a partnership with PHL, to design an outreach initiative to contact the African and Caribbean immigrant businesses that have the potential to do business with PHL. We are especially interested in the businesses on the commercial corridors of Baltimore, Chester, Woodland, and Elmwood Avenues. This opportunity could generate growth and expansion for these neighborhood business owners. PHL also offers a regular BUSINESS OPPORTUNITY FORUM for MBEs to learn how to do business with the airport and its 25 airlines.

3.5. Logistics' Opportunities to Grow Import & Export Activities

In 2017, ACANA surveyed five owners of loading docks in Southwest Philadelphia to ascertain the scope of exports between the city of Philadelphia and the West African region. The surveyed companies are representative of the industry in Southwest Philadelphia and facilitate logistics for goods sold in/imported from Africa.

The African continent is a major market for U.S. products, not only because of their immediate benefits, but mostly for the made in USA label that is synonym for quality. Products exported toward Africa include:

- Spare parts
- Tools and equipment including heavy construction machinery
- Home goods and clothing
- Electronics and communication equipment
- Hospital equipment
- Beauty products, and more.

On the other hand, businesses in Southwest Philadelphia import the following commodities from Africa:

- Food products i.e., coffee, cocoa, smoked fish and shrimp, nuts, fufu
- Clothing i.e., African clothing, African jewelry, sandals
- Health and beauty products: i.e., Shea butter, skin lotions, black soap.

Based on the survey data, about 1,450 "40-foot" containers are shipped from the City of Philadelphia to West Africa every year.

About 1,344 of these containers contain 5,376 sedans or smaller cars or 1,344 cargo trucks per year.

Top destinations include the Republic of Côte d'Ivoire, Mali, and Senegal. The balance of 106 containers accounts for all other shipments including food, clothing, equipment, spare parts, beauty products, and home goods.

Identified Challenges

1. Use of other Ports vs. Philadelphia

Although surveyed companies are all based in southwest Philly, none of them use the port of Philadelphia for shipping. In fact, they all ship from the surrounding ports including Wilmington, Delaware, Elizabeth, New Jersey, or New York due to challenges and red tape they faced in the past trying to ship from the port of Philadelphia. Using other ports adds additional transport costs of \$750.00 \$800.00 to each container.

2. Poor State of the Warehouses

While it is commendable that some African immigrants have been able to create employment opportunities for themselves and colleagues, it is equally important to stress the fact that most of the loading docks are in virtual deplorable states, due to those institutions' inability to make major infrastructural renovations by themselves without external support or assistance. The very offices from which operational activities are conducted are not encouraging to would-be serious customers. The majority operates from concrete structures and this at their own risks because of the ever-present state of safety hazards to themselves and products in their care to be loaded and shipped.

3. Need of Technical Assistance

The survey made it clear that these businesses require technical assistance to understand how to access resources to grow their businesses, and standardize their operations to meet required standards. Further, they need assistance with management and record keeping. In fact, all surveyed companies had poor record and business management processes in place. None was prepared or able to quickly produce records to substantiate their response to the survey questions.

The way ahead

Top 5 Africa Total Trading Partners	TEUs	Share%
IVORY COAST	4,385	41.39%
SOUTH AFRICA	3,188	30.09%
GHANA	2,237	21.12%
MOROCCO	506	4.78%
NIGERIA	278	2.62%
Grand Total	10,594	100.00%

Top 5 Africa Import Trading Partners	TEUs	Share%
IVORY COAST	4,379	41.41%
SOUTH AFRICA	3,182	30.09%
GHANA	2,235	21.14%
MOROCCO	506	4.79%
NIGERIA	272	2.57%
Grand Total	10,574	100.00%

Top 5 Africa Export Trading Partners	TEUs	Share%
ALGERIA	36	46.15%
TANZANIA	17	21.79%
KENYA	7	8.97%
NIGERIA	6	7.69%
IVORY COAST	6	7.69%
SOUTH AFRICA	6	7.69%
Grand Total	78	100.00%

Total Container Volumes (In TEUs)

11,116



Container Trade \$Value
\$403.7 Million

TEU Volume shipped to Africa
[Source: PhilaPort]

Top 5 Africa Commodities Total Trade	TEUs	Share%
180100 - COCOA BEANS, WHOLE OR RAW	6,215	64.88%
080521 - EDIBLE FRUIT AND NUTS: CITRUS FRUIT	1,474	15.39%
080510 - ORANGES, FRESH	1,086	11.34%
180310 - COCOA PASTE, NOT DEFATTED	442	4.61%
080540 - GRAPEFRUIT, FRESH OR DRIED	362	3.78%
Grand Total	9,579	100.00%

Top 5 Africa Import Commodities	TEUs	Share%
180100 - COCOA BEANS, WHOLE OR RAW	6,215	64.88%
080521 - EDIBLE FRUIT AND NUTS: CITRUS FRUIT	1,474	15.39%
080510 - ORANGES, FRESH	1,086	11.34%
180310 - COCOA PASTE, NOT DEFATTED	442	4.61%
080540 - GRAPEFRUIT, FRESH OR DRIED	362	3.78%
Grand Total	9,579	100.00%

Top 5 Africa Export Commodities	TEUs	Share%
390410 - POLYVINYL CHLORIDE	36	39.13%
490199 - PRINTED BOOKS, BROCHURES, LEAFLETS	34	36.96%
490110 - PRINTED BOOKS, BROCHURES, LEAFLETS	8	8.70%
98 - SPECIAL CLASSIFICATION PROVISIONS, OTHERS	6	6.52%
070820 - BEANS FRESH OR CHILLED	4	4.35%
730890 - STRUCTURES AND PARTS OF IRON OR STEEL	4	4.35%
Grand Total	92	100.00%

Top commodities shipped to Africa
[Source: PhilaPort]

There is a need for state-of-the-art warehouse facilities in Southwest Philly to support businesses and customers looking to export goods to Africa. Using surroundings ports to ship goods to Africa is a missed opportunity to make Philadelphia the destination port for African trade with the African Diaspora, a critical aspect of the Africatown strategy. Key recommendations from the study include:

Provide technical assistance to surveyed companies to help them improve their operations and gain access to funding that will enable their growth.

Engage major players including the city and the state to provide incentives to support the development of a state-of-the-art warehouse facilities in Southwest Philly.

Work with the Port of Philadelphia and local trade officials to establish processes that will make it easy for those companies to import and export from the port of Philadelphia with reduced red tape.

Work with the City of Philadelphia, the Port Authority and the Africatown project team to identify the best location for a state-of-the-art warehouse serving the African Diaspora.

The container volume shipped to Africa by the 5 surveyed companies represents 2900 TEUs or 26% of the current PhilaPort volume toward Africa. The use of the port of Philadelphia as primary shipping location combined with the transformation of the logistics companies into state-of-the-art operations will significantly boost the yearly TEUs and hence commerce with Africa.

3.6. Access to Capital the suggested strategy

Access to capital is key to the Africatown vision and especially venture capital hence the launch of the African Diaspora Fund (ADF). The Fund is an initiative of the African Cultural Alliance of North America (ACANA) and the African and Caribbean Business Council (ACBC) with the aim of creating a sustainable investment platform to provide capital to diaspora entrepreneurs. The Fund's primary objective is to generate competitive real returns for investors over the investment horizon. The secondary objective is to strengthen the economic empowerment of the African diaspora entrepreneurs and increase access to private equity and debt. This will help address the fundamental gap in capital for growth in the investment ecosystem. ADF is anchored on the following pillars which shape the strategy of the Fund:

- **Pillar #1:** Create opportunities for capable entrepreneurs focused on the delivery of goods and services to the diaspora and beyond.
- **Pillar #2:** Provide capital to develop track records, accelerate fundraising and increase scale.
- **Pillar #3:** Provide technical and advisory services in partnership with the Africatown African and Caribbean Innovation and Technology Center to accelerate the fund management learning curve, and to support growth and expansion.
- **Pillar #4:** Focus is on sustainability and scalability of the platform.

The fund will work with diverse partners to access capital to fund innovative entrepreneurs and startups to ensure returns to investors. The Fund will aim for targeted transactions within the diaspora and regions that have a strong US-Africa business nexus. In addition, the Fund will be sector-agnostic, while prioritizing high-impact sectors like emerging technology, services, and real estate. ADF strives to enable business growth, by removing the barriers to success, while challenging the status quo

for a very successful but under-served business community

Phase 1:

Invest in entrepreneurs within the private equity and private debt markets with a proven track records or real estate projects with established developers and sponsors.

Phase 2:

Extend the fund's mandate to include entrepreneurs with history of limited access to capital but strong revenue growth and collateral.

Phase 3:

Further extend its mandate to include the incubation of entrepreneurs from the African and Caribbean Technical Assistance and Innovation Center.

Some of the key differentiators of the ADF vs. previous initiatives include:

1. ADF knows its customers

Funding members of the fund have been providing technical assistance to southwest Philadelphia businesses for years and are members of the community they serve.

2. ADF has the access & trust

As strategic partner to ACANA, the corridor manager the fund will leverage the existing trust and get firsthand access to local businesses, entrepreneurs and real estate opportunities that could benefit from financing.

Further, many executive members of the fund are also board members of the Africatown African and Caribbean Innovation and Technology Center hence able to build and sustain a good pipeline of qualified investment opportunities.

3. Network

Some executive members of the fund are ACBC board members. This gives ADF unique access to a global network of entrepreneurs across the African Diaspora.





WELCOME TO PHILADELPHIA'S RIVER GARDEN

We invite you to explore our vibrant garden, riverfront, and Southwest Philadelphia's gateway to our city's parks and trails.

Bartram's Garden is named for John Bartram (1699-1777), a naturalist and explorer whose journeys into the American wilderness fostered a transatlantic plant exchange that transformed landscapes in the colonies and Europe. Bartram's son, William Bartram (1739-1823), and granddaughter, Ann Bartram Carr (1779-1858), furthered our knowledge of the natural world through horticulture and the arts.

The history of this garden extends beyond the Bartram family. This land has been home to the indigenous Leni Lenape, early Swedish settlers, the family of Philadelphia industrialist Andrew Eastwick, and early African Americans

living in and around the garden. For many, this natural space has served to inspire community and spark creativity through its connection to these histories and its unique access to the Schuylkill River. As a public park, this inspiration is now accessible to any and all who seek it.

The John Bartram Association nurtures this legendary landscape in partnership with the City of Philadelphia.

Thank you for visiting. We hope you will visit often and take part in our diverse programs.

Learn more about how you can be involved and join as a member in the Welcome Center.



Hist
Qua



Mea



Rive



Farm



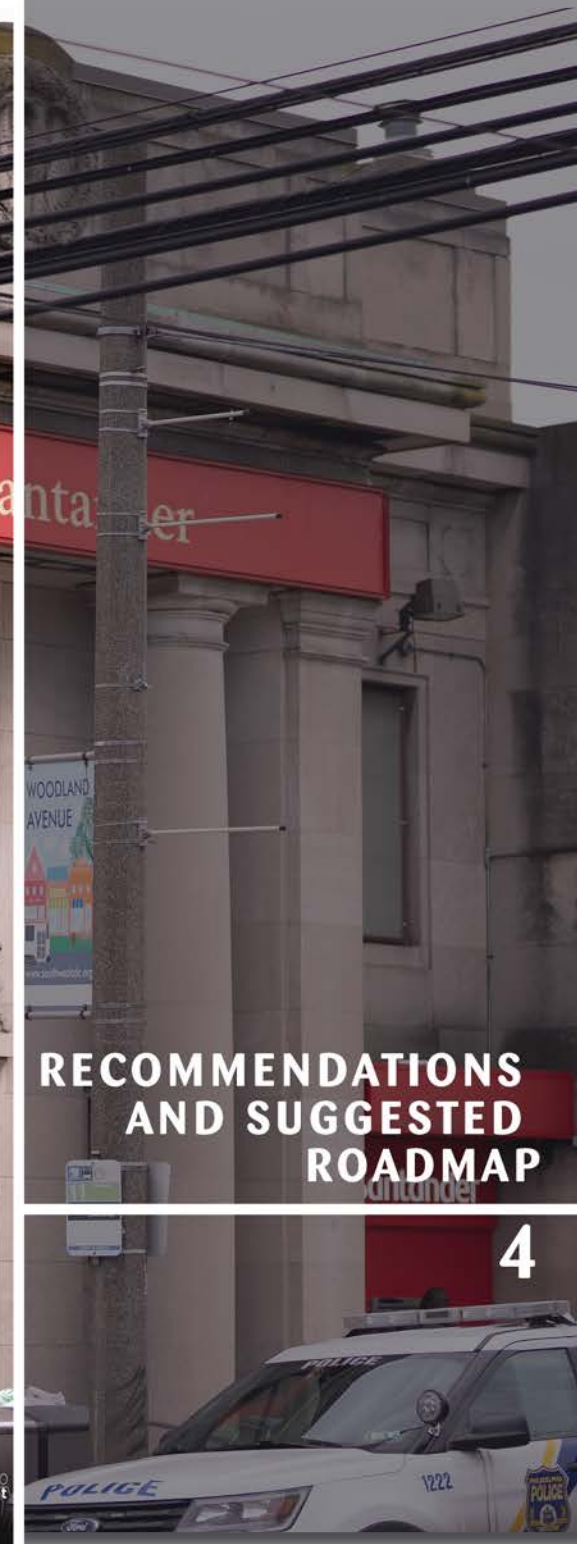
BARTRAM'S GARDEN

CONNECT, LEARN, AND BE INSPIRED
BARTRAMSGARDEN.ORG



INFORMATION

Accessible by automobile, trolley, bicycle, or by foot, our grounds are open every day of the year. Guided tours and maps are available from our Welcome Center during hours of operation, or you may explore the Garden on your own. Dogs on leashes are welcome in all areas except the Historic Quarters.



RECOMMENDATIONS AND SUGGESTED ROADMAP

4. Recommendations and suggested roadmap

Black residents business ownership in Southwest Philadelphia and entrepreneurship talent is on display in the community. In particular, their concentration along the commercial corridors of Baltimore, Chester, Woodland, and Elmwood Avenues have led to the international press naming Southwest Philadelphia “Little Africa.” The BBC and France 24 are often in our city doing special features on Black residents. Our community and business surveys, discussed in this report, indicate that the Black residents business owners have received little support from public sector organizations, for a variety of reasons. But they have and continue to invest in their businesses and their community.

Now, with the design of several programs, funded by the Philadelphia Department of Commerce and implemented by ACANA, public sector resources will be available to Black residents businesses and other small businesses in Africatown.

This roadmap provides a summary of recommendations and identified projects based on the study and informed by the Emerging Economy Business Growth Framework (E²GF©), a strategic framework for accelerating business-economic cycle in emerging economies in 2-3 years.

E²GF makes it possible to build the necessary infrastructure, capacities and innovative small and medium businesses that attract investors and businesses within the global economy. The focus is on 4 core objectives:

Employability oriented Strategic partnerships

I.e., education, health care, food services, technology innovation, emerging professions, training, export enablement.

Employment driven initiatives

I.e., entrepreneurship, startups incubation to accelerate mid- and long-term growth cycles, incentive programs, demand-based incentives.

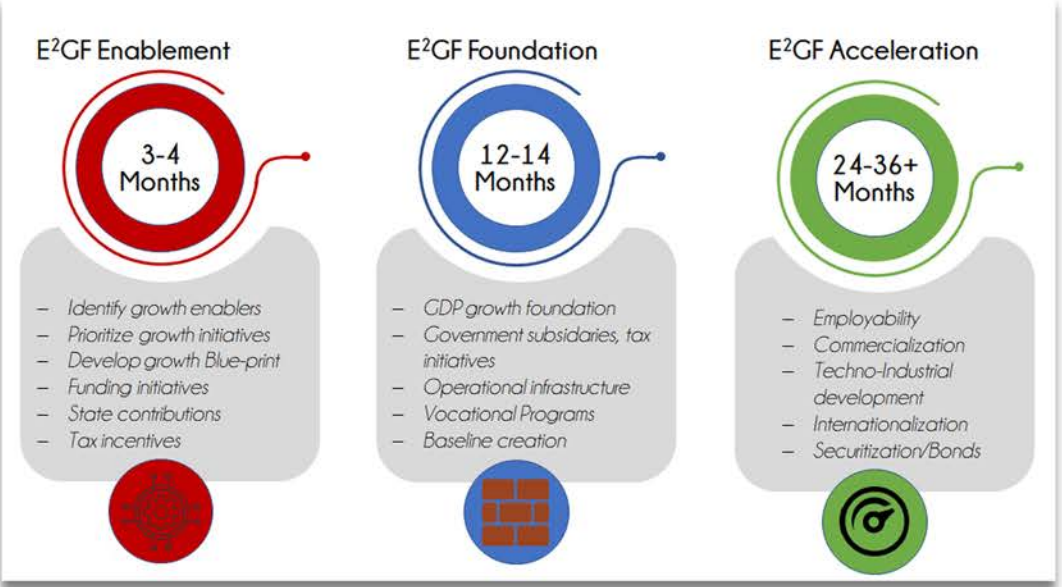
Tax and growth

Through employment, employability and new markets penetration/ attracting investors and tourists.

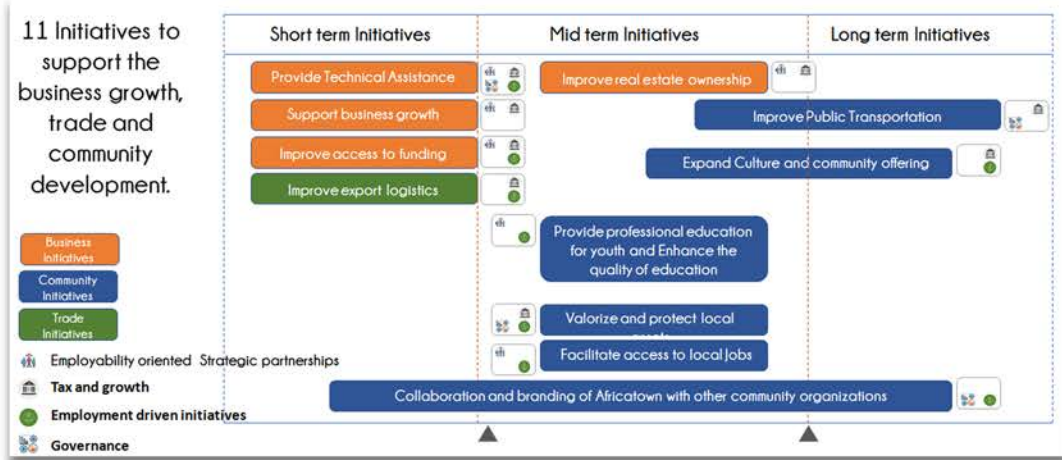
Governance

(Critical for Capital Markets - External fund generation to fuel growth through strategic partnerships.

The flow below reflects the typical E2GF Lifecycle to achieve transformation.



Using E2GF, the following 11 projects were identified and roadmap created based on the findings from the surveys and the resulting data analysis. Below are details on each project including Project Description, Achievements Thus Far, Stakeholders/ Partners and Suggested Next Steps grouped by priority (short, medium and long term).



4.1.Short Term Projects

Project #1: : Improve access to finances and funding

Business



Short Term	Improve access to finances and funding
Project Description	Most business in Africatown have been able to grow and sustain themselves including during the “COVID Years” without external funding. While that strategy has worked for many businesses, it has however impacted their ability to grow and make a major impact on the community. Gaining access to grants (city, state, federal and other 3 rd parties) and understanding how to leverage 3 rd party financing to grow their businesses is critical.
Progress thus far	<ul style="list-style-type: none"> Continued to create awareness for the ACANA grant programs for businesses in the commercial corridor Launched the African Diaspora Fund (ADF) in July 2022 and continue working with ACANA and PIDC on how to make it the project financing instrument for businesses in Africatown Launched the technical assistance center to help businesses qualify for grants and other commercial loans through financial advisory services.
Next steps	<ul style="list-style-type: none"> Identify and work with other partners on the city, state and federal levels to provide commercial lending services to small businesses.
Stakeholders/ Partners	<ul style="list-style-type: none"> ACBC, ACANA, ADF, CSG, Community Development financing institutions (CDFI), PA Dept of Community & Economic Development (DCED), other partners in the city that provide commercial lending services to small businesses.

Project #2: Improve logistics and warehousing to support export

Trade



Short Term	Improve logistics and warehousing to support export
Project Description	There is a need for state-of-the-art warehouse facilities in Southwest Philly to support businesses and customers looking to export goods to Africa. Using surroundings ports to ship goods to Africa is a missed opportunity to make Philadelphia the destination port for African trade with the African Diaspora, a critical aspect of the Africatown strategy.
Progress thus far	<ul style="list-style-type: none"> Completed a survey on logistics and export needs from southwest Philly based exporters Trade-Meeting with the shippers will take place on August 8th.
Next steps	<ul style="list-style-type: none"> Provide technical assistance to surveyed logistics companies to help them improve their operations and gain access to funding that will enable their growth Engage major players including the city and the state to provide incentives to support the development of a state-of-the-art warehouse facilities in Southwest Philly Provide managed warehouse space for businesses that export goods to Africa and the Caribbean Work with the Port of Philadelphia and local trade officials to establish processes that will make it easy for those companies to import and export from the port of Philadelphia with reduced red tape Organize shippers in the Africatown area to work with the port of Philadelphia and facilitate export from Philly Work with the City of Philadelphia, the Port Authority and the Africatown project team to identify the best location for a state-of-the-art warehouse serving the African Diaspora Work with Logistics teams on the Continent to increase business size, velocity and efficiency.
Stakeholders/Partners	<ul style="list-style-type: none"> ACANA, ACBC, CSG, Phila Port, Commerce Department, Holt Logistics, PA Dept of Community & Economic Development (DCED), Office of International Business Development (OIBD).

Project #3: Provide Technical Assistance to businesses

Business



Short Term	Provide Technical Assistance to businesses
Project Description	The survey made it clear that businesses in Africatown require technical assistance to understand how to access resources to grow their businesses and streamline their operations. Further, they need assistance with management and use of technology to drive efficiency and expand their market reach.
Progress thus far	<ul style="list-style-type: none"> The org-structure of the technical assistance center and the initial service offerings are complete. The center is located at 5515 Chester Ave., Philadelphia, PA 19143. This is a temporary location until the African Center building is ready Received \$100k funding from state representative Johanna McClinton Received \$50k funding from state senator Sharif Street to build the African Trade Institute in partnership with Temple University. Program set to start Aug 15, 2022. Agreement in place with Robert Morris University in place to help build the mini-innovation center at the current technical assistance center. The goal is to help local youth learn jobs of the future i.e., 3D printing and improve their job opportunities The soft launch scheduled for Aug 6 and full launch by September 15 Deployed a website for managing the entire lifecycle (http://philawaju.philaafricatown.org/).
Next steps	<ul style="list-style-type: none"> Create awareness for the center within the business and entrepreneur community Team up with local universities to join the Technical Assistance & Innovation Centers to expand the current offering for young entrepreneurs Discussion with congressman Dwight Evans in progress for potential funding Engage the ACBC network and recruit advisors and mentor for the businesses in program.
Stakeholders/ Partners	<ul style="list-style-type: none"> ACANA, ACBC, CSG, Philadelphia Work Force Development Corporation (PWDC), Robert Morris University, Temple University, other local universities and partner organizations.

Project #4: Support business growth: African Restaurant Week

Business



Short Term	African Restaurant Week - Support and market Africatown based restaurants
Project Description	The African restaurant week is designed to help businesses on the commercial corridor to increase sales and to limit the impact of major downturns like Covid-19 on their business operations. Africatown is home to many restaurants however there is limited marketing activities to make them known to both Philadelphia residents and visitors. This initiative is aimed at providing visibility to the reach and diverse restaurant landscape in Africatown and help them grow their business and customer base.
Progress thus far	<ul style="list-style-type: none"> Surveyed restaurants along the commercial corridor. Holding a restaurant week and having a business directory were key suggestions Created a business directory to list Africatown based restaurants and businesses http://businessdirectory.philaafricatown.org/ Created a virtual map of business in Africatown grouped by category https://www.google.com/maps/d/edit?mid=1g0cfdtH9OpVqNpyVm5XnIn-UyXo_CuR&ll=39.95908119736379%2C-75.17576399999999&z=12
Next steps	<ul style="list-style-type: none"> Hold an Africa restaurant week featuring 10-15 African Diaspora Restaurants in Q4, 2022 Formally launch the business directory Add African Restaurants to the Website of the Phila. Tourism Office Leverage the technical assistance center to help selected restaurants improve their online presence and ecommerce capabilities Feature stories of African Diaspora Cuisine in the CANA quarterly magazine.
Stakeholders/Partners	<ul style="list-style-type: none"> ACANA, ACBC, CSG

4.2.Mid Term Projects

Project #5: Improve real state ownership for place of business

Business



Mid to Long Term	Improve Public Transportation
Project Description	Southwest Philadelphia residents want improved public transit access to Airport area jobs. Many transit-dependent residents and commuters in the service sector and other lower salaried jobs heavily rely on public transportation hence the need for improvement. In addition, road and walkways improvements as well as the need for parking incl. for handicap are critical infrastructure improvements required in Southwest Philadelphia to make it easy for tourists and residents to visit Africatown and patronize local businesses.
Progress thus far	<ul style="list-style-type: none"> Septa has initiated the "Trolley Modernization project, designed to make the system more user friendly and improve access for persons with disabilities" (see: https://planning.septa.org/) SEPTA has also discussed a Bus Revolution project which will allow a holistic look at the entire bus to determine what is working, what isn't working, and how to best improve it In 2019, PHL and American Airlines (AA) initiated discussions with community leaders for an inaugural flight from North America to Africa (PHL-Casablanca) Collaboration with PHL on a direct flight to the Caribbean.
Next steps	<ul style="list-style-type: none"> Apply for grants to design an improved trolley and bus service for the community including kiosks and signage for visitors Work with "Visit Philadelphia" to position Africatown as a tourist destination in the city Organize the community to become involved in meetings to discuss future of transportation in the area with Septa Engage Septa to ensure Southwest Philadelphia benefits from the planned projects Engage the City Street Department to make sure maintaining the commercial corridor is integrated in their yearly plans Re-engage American Airlines/the airport to review the direct flight from PHL to Casablanca Re-engage the airport to promote the Caribbean market.
Stakeholders/Partners	ACANA, ACBC, Community Leaders, Commerce Department, Street Department, Septa, PHL, AA, Visit Philadelphia

Project #6: Leverage existing community assets to drive economic development

Community



Mid to Long Term	Improve real state ownership for place of business
Project Description	77% of businesses that were surveyed do not own the property where their business is located. This clearly illustrates the need to help business owners acquire the properties where they operate to shield them from real estate market fluctuations including potential rent hikes or repurposing of the building by their owners.
Progress thus far	<ul style="list-style-type: none"> Engaged PIDC to discuss how to make their commercial loan program accessible to business owners including access to their training and workshop. The technical assistance center is working with financial advisors to design a program that will help businesses improve their financial management and be better positioned to qualify for the commercial loans to acquire those properties Discussions with PHA in progress on rebuying low-income houses in the southwest Philly to increase ownership.
Next steps	<ul style="list-style-type: none"> Launch a pilot phase Identify 10 businesses to enroll into the pilot through the technical assistance center Work with selected businesses to qualify them for the commercial loans to purchase their buildings Upon completion of the pilot phase, expand to more businesses in Africatown Introduce the community and businesses with entities that provide lending programs to support economic development.
Stakeholders/ Partners	ACANA, ACBC, CSG, PIDC, ADF, PHA, Commerce Department, CDFI and banks.

Project #7: Access to Jobs for the local community

Business



Mid to Long Term	Culture and community services
Project Description	Based on discussion with community leaders, Africatown should be a tourist attraction that brings tourists and the community together through culture, business, food, entertainment i.e., museum, festivals, parades.
Progress thus far	<ul style="list-style-type: none"> ACANA is currently holding an annual festival every year at Penn's landing The Ethiopian community is building a Museum in Africatown Many African communities have built community centers (i.e., Ethiopia, Sudan, Mali)
Next steps	<ul style="list-style-type: none"> Apply for the SBA grant for tourism Work with the Pennsylvania Department of Tourism to promote Africatown Create/improve parks (Bartram, John Heinz) to make it an attractive destination for residents and visitors Expand the ACANA festival by extending it to the southwest Philly location Many communities currently celebrate either their national days or other cultural events yearly. Work with ACANA to create more awareness for these events and create a yearly event calendar Hold festivals and parades in southwest Philly to celebrate our culture Work with the Ethiopian community on their African Museum project Provide a recreation center (a Center of performing art is planned in the Africatown project) Secure site control to reduce risk of gentrifications including of a former movie theater in the 6300 as potential site for cultural events Provide incentives and facilitation to the community looking to build cultural centers Create incentives for physicians to set offices in southwest Philly Work with Penn Global Health to provide healthcare in Africatown Work with District 2 where there is ample open space on the "Africatown Open Market" project
Stakeholders/Partners	ACANA, ACBC, Community Leaders, PA Department of Tourism, Black Farmer coalition, District 2, Commerce Dept.

4.3. Mid to long Term Projects

Project #8: Improve Public Transportation

Community



Mid to Long Term	Promote Africatown within the African Diaspora and the Community
Project Description	Black immigrant business ownership in Southwest Philadelphia and entrepreneurship talent is on display in the community. In particular, their concentration along the commercial corridors of Baltimore, Chester, Woodland, and Elmwood Avenues have led to the international press naming Southwest Philadelphia "Little Africa" hence "Africatown". It is important to work with all African Diaspora Organizations and leaders to sustain that development.
Progress thus far	<ul style="list-style-type: none"> Rep. Joanna McCollinton visited Africatown to understand and discuss the project impact and especially the role of the African and Caribbean Innovation & Technology Center in creating opportunities for the local community Councilman David Oh visit to Africatown to discuss collaboration opportunities to build, develop and run the Technology and Innovation hub Councilmember Derek S. Green visited Africatown to understand the project impact on Southwest Philly and the city at large and discuss the planned public bank that will boost Black and brown businesses Jampro visit to Africatown to explore partnerships, investments and collaboration opportunities Cameroon delegation in Africatown to discuss investment and partnerships opportunities Yearly participation of African and Caribbean Ambassadors & Senator Street to the PA Farm Show
Next steps	<ul style="list-style-type: none"> US-GHANA EXPO at the PHL convention center to present and facilitate business opportunities in Ghana Planned trade mission to Cameroon, Ghana and Ivory Coats in collaboration with the OIBD Continue collaboration and engagement with the African Diaspora's organizations and officials to combine efforts for the success of the Africatown project.
Stakeholders/Partners	ACANA, ACBC, Commerce Department, City Council Members, Community Leaders, Black Farmer coalition, Office of Immigrant Affairs, Mayor's Commission on African and Caribbean Immigrant Affairs, Office of International Business Development, Temple University Lincoln University, Cameroon Chamber of Commerce, Ghana Chamber of Commerce, Ivorian Chamber of Commerce, Liberian Chamber, Mali Chamber of Commerce, Global Philadelphia Association, Drexel University-Mandela Fellows, TIS Foundation, Embassy of Liberia, Embassy of Cameroon.

Project #9: Expand Culture and community offering

Community



Mid Term	Leverage existing community assets to drive economic development
Project Description	The driving force of the Southwest Philadelphia Economic & Cultural Equity Plan (Africatown) is to build on the investments the community residents and businesses have already made in their community. An important element, in the future of the economic renaissance of Africatown is its branding, ability to draw investments through outreach to the Global African Diaspora, to attract them to visit, tour and live in Southwest Philadelphia, as the primary target population.
Progress thus far	<ul style="list-style-type: none"> Raised \$12.5 million from the public sector for ACANA's African Center Joined HILCO & ACANA submitted a plan for the Community Benefits Agreement (CBA) for funding Assisted ACANA establish the Street Cleaning Enterprise, with truck, etc. Received \$1 million grant for the Poverty Elimination Program with ACBC doing the tax project.
Next steps	<ul style="list-style-type: none"> Need to get resources to develop a masterplan for Africatown Build a branding strategy for Africatown to attract the African Diaspora and tourists to Southwest Philadelphia Build the African Performing Arts Center - ACANA & ACBC are discussing sight control of the former movie building on 6322 Woodland. Establish a housing development corporation in southwest Philadelphia to produce affordable housing in the community Secure funding for the other Africatown Core buildings including the African And Caribbean Trade Center, the African and Caribbean Innovation and Technology Center and African And Caribbean Hotel & Motels Assist the Ethiopian raise funding for their Cultural and Religious community that will also be home to the first African Diaspora Museum in Africatown Assist the Cameroon and Ivorian organizations locate a property for their cultural centers in Africa in Africatown Assess the opportunity to leverage the following assets: The industrial development parcels at Eastwick Industrial Park, the GE site at 6739 Elmwood Avenue, 5537 Grays Avenue, 5000 Woodland Avenue, 5800 Woodland Avenue, the Fels Naphtha building at 2300 Island Avenue, and the vacant property behind the Woodland Village Shopping Plaza.
Stakeholders/Partners	ACANA, ACBC, Commerce Department, Visit Philadelphia, Community Leaders.

Project #10: Promote Africatown within the Community

Community



Mid Term	Access to Jobs for the local community
Project Description	Africatown, as envisioned is designed to be a nearly \$400 million project across south-west Philadelphia to create jobs for our youth. Southwest Philadelphia will make Africatown an economic driver for the community, to create jobs, create new business and raise capital to invest in and expand existing businesses. The goal is to prepare the local workforce to be able to take on these new jobs and partner with both existing and new businesses to improve employment in the community
Progress thus far	<ul style="list-style-type: none"> Launched the Technical Assistance center
Next steps	<ul style="list-style-type: none"> Launch the Innovation center in partnership with the Robert Morris University Work with local companies to post local and citywide jobs at the Technical Assistance center website Use the innovation center to train the youth on skills that will improve their marketability Partner with AMAZON an HILCO to determine available jobs and skills needed to facilitate access to jobs for the local community Work with the Philadelphia Workforce Development Corporation (PWDC) to get funding to train the youth and community people for identified jobs.
Stakeholders/Partners	ACANA, ACBC, Community Leaders, Commerce Department, Robert Morris University, Lincoln University, Temple University, other local universities

4.4. Long Term Projects

Project #11: Enhance the quality of education

Community



Long Term	Improve Education
Project Description	Based on the survey results, the general perception is an insufficiency of primary and schools of professional education. In addition, the quality of education is mostly rated as poor or average. Further, most interviewees believe that children would benefit from learning more about their history and heritage at the local schools.
Progress thus far	<ul style="list-style-type: none"> Launched the Technical Assistance to train entrepreneurs and pair them with mentors Discussion with Lincoln University in progress to facilitate Cultural Exchange between Lincoln and Liberia including a student exchange program.
Next steps	<ul style="list-style-type: none"> Survey the local youth to understand their training needs Work with local schools and the community to teach our history to students Work with the city to find ways to build schools of professional education Provide coaching and professional development and expose to leading edge technology i.e. AI, 3D Printing Use the mini-innovation hub to train youth and adults (mid-term) Use the Technical Assistance center to train entrepreneurs and pair them with mentors Once the ACANA African Center is operational, use the dedicated space to provide education and skills training programs for youth and adults to prepare employment in partnership with Robert Morris University. Partner with local universities (i.e., Lincoln University) to provide certificates Launch the Pan African Studies Community Education Program (PASCEP) in partnership with the Temple University.
Stakeholders/Partners	ACANA, ACBC, CSG, Commerce Department, Community Leaders, local schools, Lincoln University, Robert Morris University, other local schools interested in joining the project.



BEYOND THE PROJECT SCOPE

5

5. Beyond the Project Scope

This section provides details on deliverables and activities that were completed beyond the scope of the project to further advance the overall objectives.

5.1. Key Events

Attend monthly Southwest Coalition meetings to discuss the community benefit agreement (CBA) with HILCO, the developer of the AMAZON site in Southwest Philadelphia. The Coalition is composed of some 35-community based organizations, and we are a member.

Meeting with Congressman Dwight Evans to discuss federal funding for the African and Caribbean Innovation & Technology Center.

Meeting with the United States Deputy Secretary of State to discuss Africa and Caribbean nations investing in African Town.

Rep. McClinton gave ACANA & ACBC a \$100,000 grant to setup an African And Caribbean Innovation & Technology Center at 5515 Chester Ave. The project will be staffed with professional IT, finance, business development experts, etc.

The project office will open in Q1 2023. This project will develop entrepreneurship, technology firms, to grow and teach the firms how to contract with the State and City.

- Started interviews with restaurants to discuss AFRICAN RESTAURANT WEEK along the commercial corridors in Southwest Philadelphia.
- The US-LIBERIA CHAMBER of COMMERCE, with ACANA & ACBC was launched. With this organization we will assist in the organization of the Liberian business community in Southwest Philadelphia.
- Completed membership and monthly meetings with the United South/Southwest Coalition for Healthy Communities. With his organization a major survey was taken and will be leveraged for our study.
- Launched the Africatown web site.
- Launched the southwest Philly business directory.
- Soft launch of the technical assistance center planned for Q1 2023.

5.2. Missions and Visits to Africatown

In the team's continued effort to promote Southwest Philly as a tourist and business destination for the African Diaspora and to strengthen support from elected officials, the team hosted many delegations in Africatown. The goal was to give them an overview of the

of the overall project and share collaboration, partnerships, and investment opportunities. Below is a snapshot of those events.

5.2.1. Rep. McClinton in Africatown

On September 9, 2021, Rep. McClinton visited Africatown.

She used the opportunity to understand and discuss the project impact and especially the role of the African and Caribbean Innovation & Technology Center in creating opportunities for the local community.



Tour of the Africatown target area on woodland avenue



Visit of the future location of the African Center

5.2.2.Africatown Launch Ceremony

Philadelphia City Councilmember Kenyatta Johnson, Second District presented a \$125,000 check to the African Cultural Alliance of North America (ACANA) on Friday, May 21, 2021 to help with the planning and design of a future “Africa Town” in Southwest Philadelphia.

“Creating a section of Philadelphia that honors and celebrates the contributions of Africans and Caribbean people in Philadelphia is a good thing, and I am happy to have been able to find financial support from the City of Philadelphia for ACANA’s Africa Town Project,” Johnson said.



Philadelphia City Councilmember Kenyatta Johnson



Commerce Director Michael Rashid



Africatown Project Team

5.2.3. Cameroon Delegation in Africatown

The US Cameroon Chamber of Commerce (UCCC) in partnership with the African and Caribbean Business Council (ACBC) and the Philadelphia's Mayor's Commission on African and Caribbean Immigrant Affairs invited a delegation of Cameroon Officials and businesses to Africatown.

The goal was for them to get a better perspective on investment and partnership opportunities for the African Diaspora including investments in real estate, showrooms to showcase products, setting up trade offices, opening restaurants or shops and more. In addition, discuss potential collaboration between the Innovation hub and select SME entities in Cameroon to support entrepreneurship.

It is important to highlight the special relationship between Philadelphia and Cameroon given the sister city relationship between Philadelphia and Douala. Below are highlights of the visit.



Meeting with the Judicial Team of the City



Meeting with Jim Kenny, Mayor



Meeting with City Council members



Meeting with the Africatown team

5.2.5. ACBC Business Forum 2021

On December 11, 2021, the African and Caribbean Business Council of Greater Philadelphia (ACBC) hosted its annual African Business & Policy Forum. Focus in 2021 was on Driving Diaspora investment in Africatown. Speakers included:

Hon. Stanley Straughter,
Chairman ACBC

Brenda Rios,
Southeast Regional Director,
Office of the Governor

David Briel,
Deputy Secretary, PA Office of
International Business
Development

Patrick Hayes,
SBA, Office of International
Trade

Dominic O'Brien,
PhilaPort,

HE Henri Etoundi Essomba,
Ambassador of the Republic of
Cameroon to the USA

Jannie L. Blackwell,
Chair of the Mayor's Commis-
sion on African and Caribbean
Immigrant Affairs

Voffee Jabateh,
CEO, African Cultural Alliance
of North America (ACANA)

Ahsan M. Nasratallah,
President, JNA Capital, Inc.

- Congressman **Dwight Evans**
- State Senator **Sharif Street**
- Rep. **Joanna E. McClinton**
- Councilman **Kenyatta Johnson**
- Councilmember **Jamie Gauthier**
- Rep. **Jordan Harris**
- Senator **Anthony H. Williams**
- Rep. **Regina G. Young**
- Congresswoman **Mary G. Scanlan.**



Hon. Stan Straughter, Chairman ACBC



Voffee Jabateh CEO, ACANA



Rep. Jordan Harris



Rep. Regina G. Young



Councilmember Jamie Gauthier



Senator Anthony Hardy Williams



State Senator Sharif Street



Congressman Dwight Evans



David Briel, Deputy Secretary, PA OIBD



ACBC Executive team

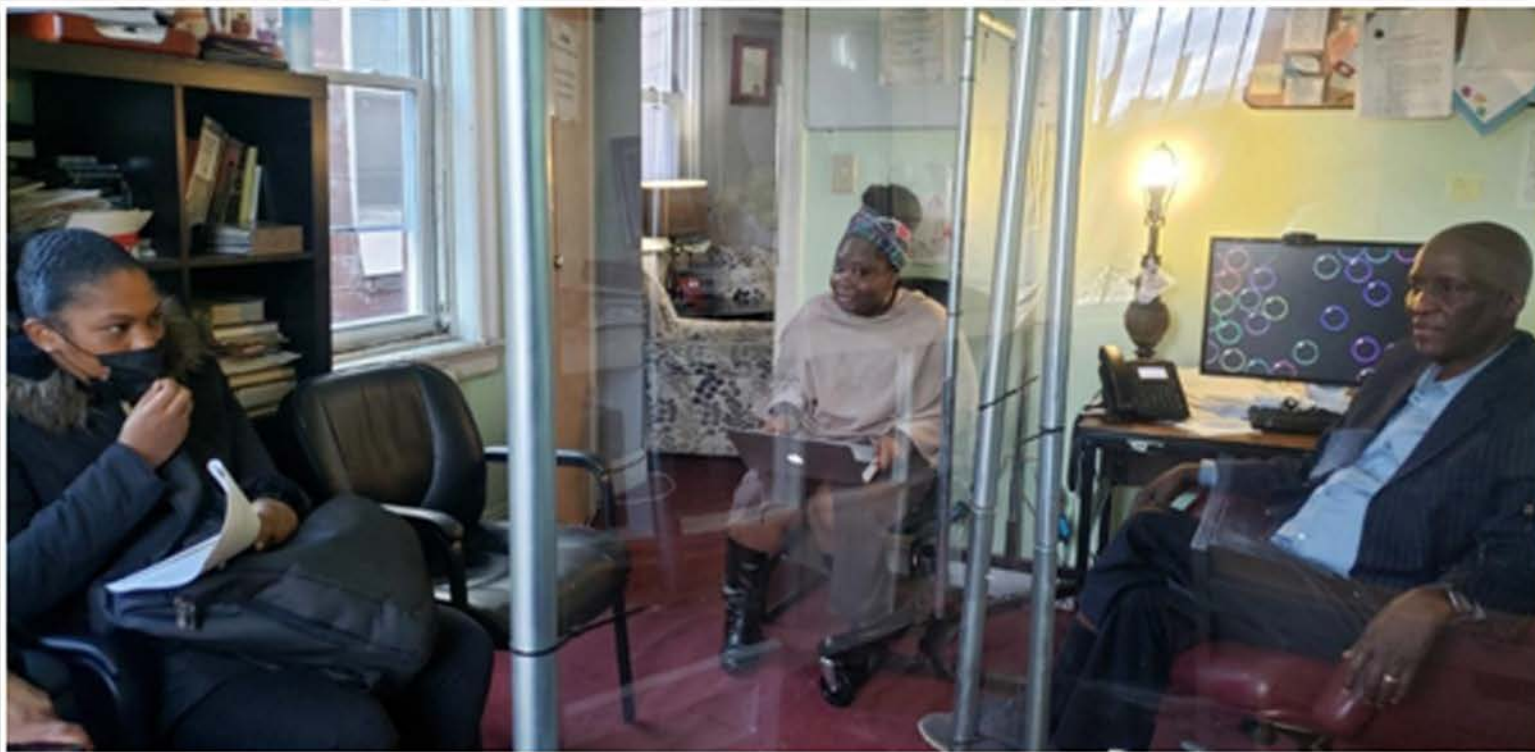
5.2.6. JamPro at Africatown



A delegation from the New York Office of the Jamaica Promotions Corporation (JAMPRO), the trade, investment, and promotion arm of the Government, visited Africatown in February 2022. The goal of the visit was to give the Jampro team a tour of Africatown, share more details about the project and discuss opportunities for Jampro to open a trade office at the African Center. This approach will give Jampro access to the African Diaspora at large while benefiting of Philadelphia's strategic position to quickly reach major segments of the US market within few days.



Meeting the Director of Communication of ACANA



Meeting the CEO of ACANA

5.2.7. Councilman Derek Green at Africatown

On March 18, 2021, Councilmember Derek S. Green, Councilmember At-Large for the City of Philadelphia visited Africatown to understand the impact the

project will have on Southwest Philly and the city at large. The Councilmember also used the opportunity to discuss the planned public bank that will boost Black and brown businesses and spur investment in disadvantaged areas.



Working Session at ACANA



Derek Green at the ACANA Office



Councilman Derek Green touring Africatown

5.2.8. Councilman David Oh at Africatown

On March 18, 2022, Councilman At-Large David Oh visited Africatown to understand the project and discuss how his portfolio on global Opportunities and creative/innovative economy can benefit Africatown. David also visited the newly acquired site by the Ethiopian community. The site will be home for a church, school, and African museum and more in Africatown.



Councilman David Oh



Ethiopian community site

5.2.9. Robert Morris University at Africatown

In April 2022 Ambassador Dr. Robin R. Sanders, Board member of the Robert Morris University and Dr. Maria Kalevitch, Dean visited Africatown in Southwest Philadelphia. The goal of the visit was to discuss collaboration opportunities to build, develop and run the Technology and Innovation hub project in Africatown. During the visit, the RMU team toured Africatown, the Ethiopian

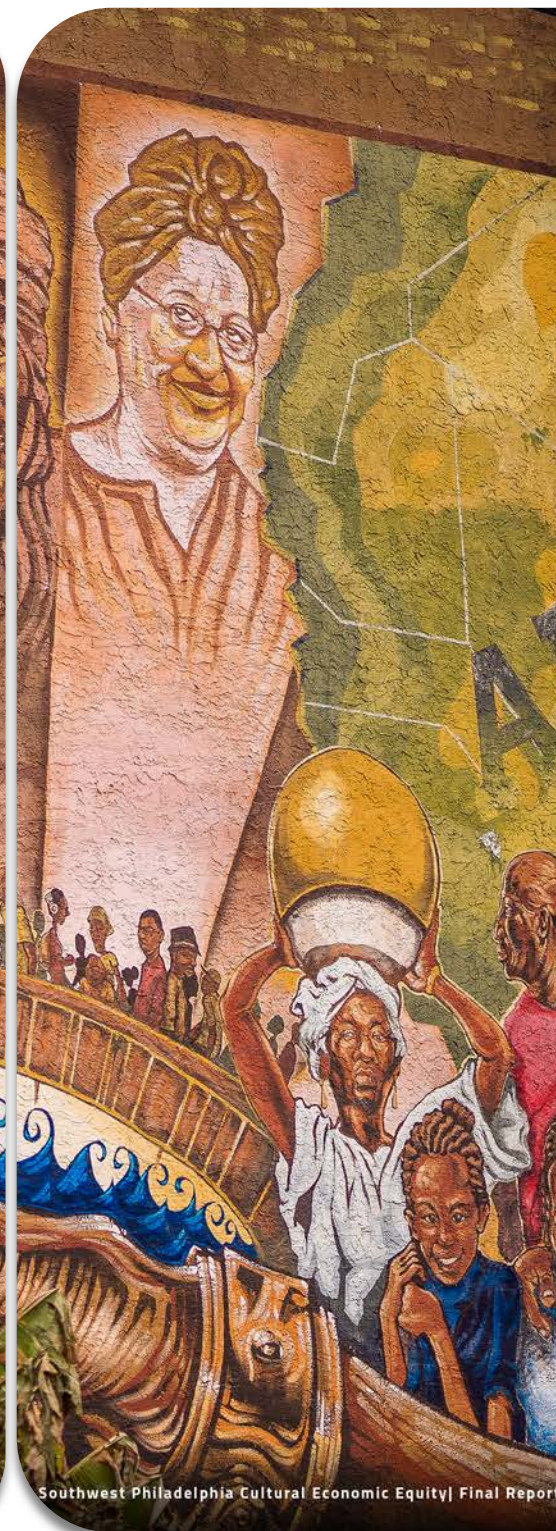
Museum site and attended a presentation on Africatown with focus on what an Innovation and Technology Center might look like and who it might service in our community.

In fact, ACANA is developing the African Center, the first building to be constructed in Africatown. The Africa Center will be a mix-use office building, with retail space for small businesses; it will house a community health center; provide space for an education and skills

training programs for youth and adults to prepare employment and an innovation hub. Partnering with RMU will enable the Africatown project to launch a state-of-the-art innovation hub and take advantage of RMU's training offerings (including 3D printing) available through their innovation lab. The goal is to train the local workforce and position trained resources to fill the current and projected demand for skilled workers.



Ambassador Robin Sanders with Hon Stan Straughter and Voffee Jabateh



6. Conclusion

The driving force of the Southwest Philadelphia Economic & Cultural Equity Plan (Africatown) is to build on the investments the community residents and businesses have already made in their community. In addition, with a majority of the community being Black, with a significant immigrant population from Africa and the Caribbean, this population is one of the area's biggest assets. Africatown, as a tourist destination in Southwest Philadelphia, will contribute to the economic uplift of the community, leverage existing investments and attract additional public and private sector capital to the neighborhood. This report has provided information on the type of projects that will enhance Africatown, such as the African Trade Center, Performing Arts Center, an Innovation & Technology Center, Museums, Hotels and shopping facilities. These additions, added to the about 700 businesses, restaurants and commercial enterprises that exist on the commercial corridors in Southwest Philly, will lay the foundation for and economic transformation of the community.

Recent investments in Africatown, from the City of Philadelphia, the Commonwealth of Pennsylvania and the Federal government, working with the African Cultural Alliance of North America (ACANA) and

other community organizations, have already started to attract direct capital investments into the area. As indicated in this report, many African organizations have acquired property in the community, some are planning to construct buildings, while some of these organizations are working with the Philadelphia Housing Authority (PHA) to rehab properties to provide affordable housing to the community residents. There's much work to be done, but the activity to date and the planning process, initiated by ACANA, has created the necessary excitement to lay the foundation for the economic renaissance that Africatown can be to Southwest Philadelphia. While every traveler is welcomed, 'who is the target population that would be attracted to Africatown?'

An important element, in the future of the economic renaissance of Africatown is its branding and outreach to the Global African Diaspora, to attract them to visit, tour and live in Southwest Philadelphia, as the primary target population. The information available on Black travelers in the United States and travelers from the international African Diaspora is very encouraging. Looking at Black American travelers, as a group, is astounding. In 2019, before COVID-19, Black American travelers spent \$63 billion on tourism. The data suggests that there are at least two types of Black travelers, African American travelers and African American 'cultural travelers'.

The African American cultural traveler spends much more. This traveler spends on average \$2078 on trips and this extra spending is attributed to their visiting restaurants to try local foods, shop in local stores, attend local arts, cultural performances and casual activities in the community. This has a lot to do with enjoying the experience of the culture, rather than a drive through.

A compelling aspect of the African American cultural traveler, is that 64% of Black travelers pick a location because of the impact that location has on culture. Clearly, Africatown can meet that aspect of the needs of Black travelers. Another important development is the rate of growth in Black travel spending, before COVID-19. A major finding from the Mandela Research report is that, between 2010 and 2018, Black travelers spending increased from \$15 billion to \$63 billion. Some of this increase is attributed to several factors and demographic changes in our society. Some of the demographics are related to African American 'baby boomers', with more time and money to explore the world. To millennials, it is said, that travel is critical to their existence. Added to this, is the growth of many Black travel clubs and networks that are appealing to Black travelers. This is a fascinating mix of Black Americans with time, money and an interest in culturally relevant destinations. Philadelphia's Africatown can compete with ease in the Black traveler market.

On the international travel scene, before COVID-19, African and Caribbean nations had already benefited from the growth in world travel and tourism. In some African nations like Ghana and South Africa, tourism was growing at an annual rate of 10% or more.

Historically, African countries were focused on eco-tourism, big game hunting and the organization of a safari for special clients. While this type of travel still exists, many African and Caribbean nations have focused on attracting the Black travelers from the United States, Europe, and the growing middle class and upper class families across the continent of Africa and the Caribbean.

On the continent of Africa, countries have designed special marketing programs to attract the African Diaspora tourists to 'return home' to the roots of people of African descent. This marketing effort has been very successful in Ghana where many Black Americans have resettled in that country. They have created businesses and other enterprises that cater to the upscale Black traveler. While the theme of returning to Africa was not solely intended for Black Americans, over the last decade, more

Black Americans gained interest in finding their 'roots' and learning more about their historical connection to Africa. These marketing efforts have also been successful in other countries, like the Ivory Coast, Senegal and South Africa, for example.

In the Caribbean, many countries have been marketing to Black travelers for decades. Bermuda is one of the Caribbean countries that recognize the impact of African American travelers. The CEO of the Bermuda Tourism Authority, Kevin Dallas said "We believe our destination has the cultural touchpoints that make African American Travelers feel right home out there." The rapid growth of the African American traveler market has forced the world tourism industry to evaluate their plans to strategically add the Black traveler, as a welcomed and profitable sector of their marketing strategy.

There are many ways that Philadelphia's Africatown could benefit from accessing the multi-billion dollar Black traveler market. The Greater Philadelphia Region has an advantage over other regions of the United States, due to its large Black immigrant population in the region. Also, it is certain that VISIT PHILADELPHIA, the city's tourism promotion agency, has the data and experience that could enhance the potential work necessary to make Africatown a major destination to attract the

Global African Diaspora. The key point is to help VISIT PHILADELPHIA and many other agencies to become more 'culturally' aware of successful initiatives to attract African people, other than African Americans, to Africatown.

Another strategy is to connect with the vast industry that has developed to serve the Black traveler in the United States and around the world. Some of these organizations listed below can open that door:

- Black Tourism Association
- Black Tour Operators
- African Tourism Board
- African Airline Association
- Ethiopian Airlines (fastest growing airline in the world, direct flights to many destinations across Africa from the U.S.)

Another important option is to leverage the large and growing African and Caribbean immigrant populations, that call Philadelphia home. This report has already indicated that, Greater Philadelphia is home to over 120,000 Black immigrants from over 35 African and Caribbean nations. Most of them still have direct access to their home country and can play an important role in the development of an effective strategy to market Africatown to African and Caribbean nations. The continent of Africa, with over 1.3 billion population, the Caribbean countries, Latin America, North America and the African Europeans present a formidable universe for people of African descent to begin to design and implement

a pilot program. Such a pilot, would be important to the nearly 1,000 African and Caribbean restaurants in Philadelphia.

This would allow the necessary time to make contact with the black tourism associations, identify African and Caribbean immigrant organizations in Philadelphia that can provide assistance in accessing key markets around the world; and continue building the infrastructure in Africatown to accommodate the Black traveler and the \$63 billion market they command, that is growing.





APPENDIX AFRICATOWN PROJECT PARTNERS

7. Appendix - Africatown Project Partners



The African & Caribbean Business Alliance of North America (ACANA) was founded in 1999 by a group of African musicians who sought to help establish themselves in the United States as artists. By the early 2000's however, the organization expanded its goals to include providing social, health and legal services for the African immigrant and refugee community in Philadelphia. This expansion was due in large part to the influx of African refugees fleeing war in various West African countries, including Liberia, Sierra Leone, and Côte d'Ivoire. Today, ACANA provides a variety of services that encourage education, community development and integration while still preserving cultural values.

The mission of ACANA is to help refugees, immigrant families and all other residents of Philadelphia access legal, health and other social services with a special focus on women, children, youth, and the elderly in their resettlement process in Pennsylvania. ACANA also produces and presents African cultural performances and recording artists to create an awareness of African arts and culture.

To this end, we strive to promote the preservation of cultural values as well as support artists' efforts to promote their own vocations in their new environment.

As part of its overall strategy to facilitate and promote the Integration of the African Diaspora in Philadelphia, ACANA launched the Africatown project. The first of its kind in the western hemisphere.



The African & Caribbean Business Council (ACBC) is a strong partner with respect to facilitating business and relationships. Given ACBC's strategic role for African and Caribbean countries, it is important to provide some insights on ACBC's vision, achievement, and strategy for the future.

The African and Caribbean Business Council of Greater Philadelphia (ACBC) grew out of the Mayor's Commission on African and Caribbean Immigrant Affairs, which was created by Councilwoman Jannie L. Blackwell in 2005. ACBC was organized the following year in 2006 by a group of African, Caribbean, and African American entrepreneurs. Drawing on the large population of African and Caribbean immigrants across the Greater Philadelphia region, the two entities have distinguished themselves in providing services across the City of Philadelphia.

Since its inception, the organization has been working to open markets in African and Caribbean countries for businesses in the Greater Philadelphia area.

The trade and investment missions organized by ACBC have taken businesses to many African and Caribbean countries and have produced millions of dollars in contracts and exports from the Philadelphia region.

As more people become aware of the vast marketplace and opportunity in the global African Diaspora, ACBC is called upon to assist in opening new markets in Africa and the Caribbean.

Recognizing the vast market potential that both Africa and the Caribbean represent (1.3 billion people; a middle class that is projected to exceed 350 million people by 2020 and the gross domestic product of the continent exceeding \$2.6 trillion), ACBC and its members have helped to organize business associations across Philadelphia to facilitate trade and investment between our city, Africa, and the Caribbean. Institutions that have emerged from that strategy include the Jamaican Trade Council of Greater Philadelphia, the US Cameron Chamber of Commerce, the Ghana Chamber of Commerce, the Guinea Chamber of Commerce, the Ivorian Chamber of Commerce, the Mali Chamber of Commerce, and the newly formed Liberian Chamber of Commerce.

As ACBC moves forward, it also

makes sure these accomplishments with Africa evolve to make a major economic impact on Philadelphia. With direct shipping and air links to Africa we can now begin to promote Philadelphia as an African Trade Hub. The region is already the largest recipient of cocoa beans from West Africa. These cocoa beans supply several of the largest manufacturing firms in the United States. The region also receives citrus from South Africa and beef from Namibia.

As this trade continues to grow in our region, we will continue to see an increase in travel to Philadelphia from African countries. We anticipate that visitors will be coming to do their business and to visit Africatown. Africatown, already exist in Philadelphia. The international press refers to it as "little Africa."

Africatown, as envisioned is designed to be a nearly \$400 million project across south-west Philadelphia to create jobs for our youth, create destination points to be visited by Global African Diaspora tourist seeking to eat and shop in businesses owned by entrepreneurs. The infrastructure will include an African and Caribbean Trade Center, and African and Caribbean Performing Arts Center, a hotel, and an Innovation Technology Center.

to prepare our youth for jobs of the future, as well as enhance the quality of life across the Southwest Community. The above activities and projects demonstrate ACBC's leadership and positioning as go to partner for countries and business looking to do business in the U.S.



Incorporated in 1998, Capstone Strategy Group (CSG) is a strategic advisory firm that provides business management, Business transformation and technology consulting services to federal, state, and local government organizations, private sector corporations. CSG's Core Competencies include:

- Business transformation and process improvement
- Business advisory
- System Implementation/Integration
- Surveys, data analysis and Benchmarking
- Robotic Process Automation, Machine Learning and Cognitive Computing

JNA CAPITAL, INC.

JNA Capital, Inc. is the finance consulting partner to the Africa-town project. JNA is a boutique community development and real estate finance consulting company that advises on debt and equity structures for commercial and mixed-used real estate projects that create positive community impact. Having background in urban planning, JNA brings added dimensions to its financing and development consulting services. JNA Capital, Inc. provides consulting services across a variety of capital markets for securing debt and equity for the acquisition, refinancing, or development of any range of properties. Their service portfolio includes:

- Off balance sheet, "lease back" transactions
- Long-term ground lease and guarantees
- Tax Credit Enhanced Investment Fund
- For-profit/non-profit/municipality joint ventures
- Monetized contribution agreements between non-profit institutions and for-profit contributor of real estate
- Structured finance/asset backed types of Financing Products
- Commercial real estate finance, recourse/non-recourse
- Hotel and restaurant financing
- FF&E Financing
- Conduit/non-recourse financing
- Tax Credit Equity, "soft debt" tax credit enhanced financing
- Equity/mezzanine financing.





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EFFECTING MEANINGFUL CHANGE

