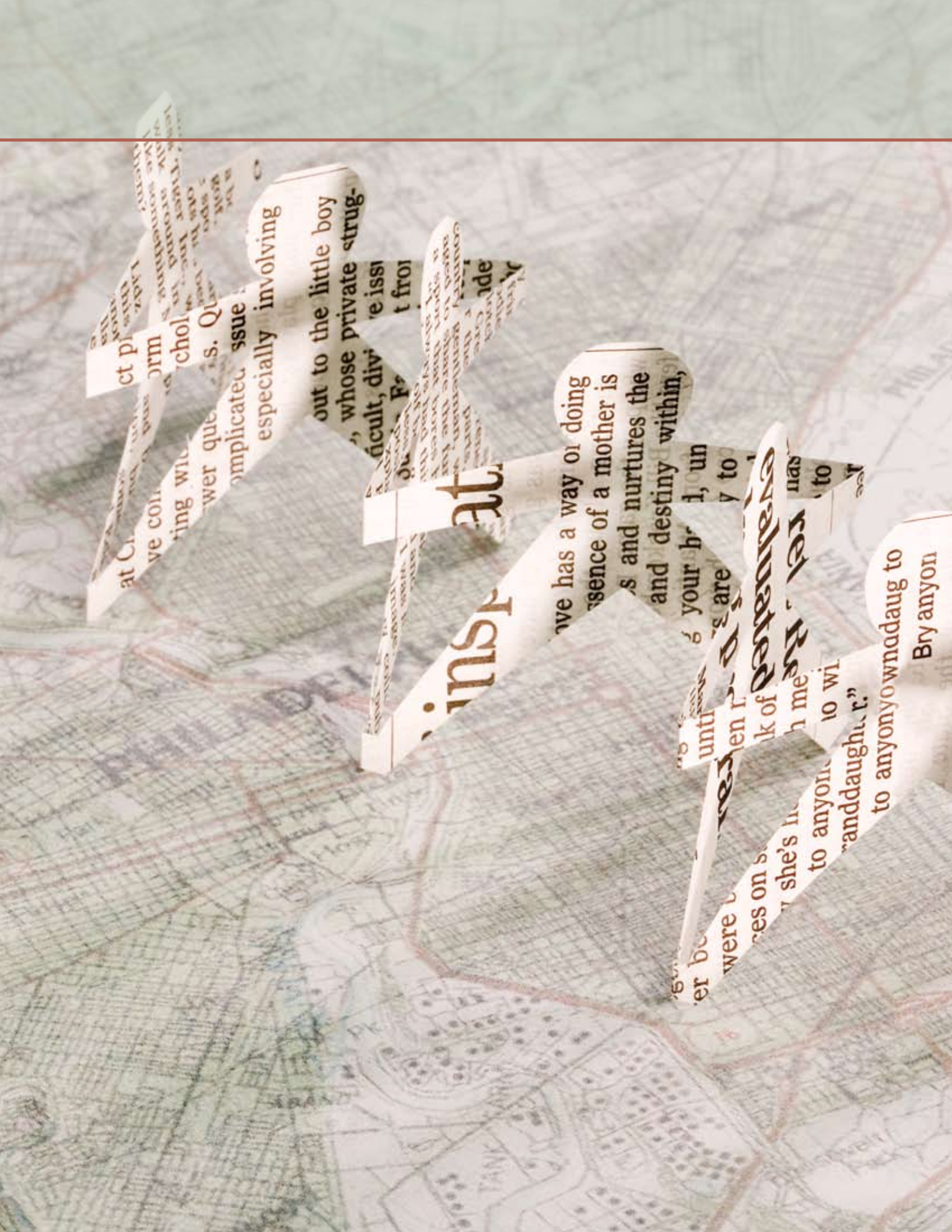


Annual Report 2007

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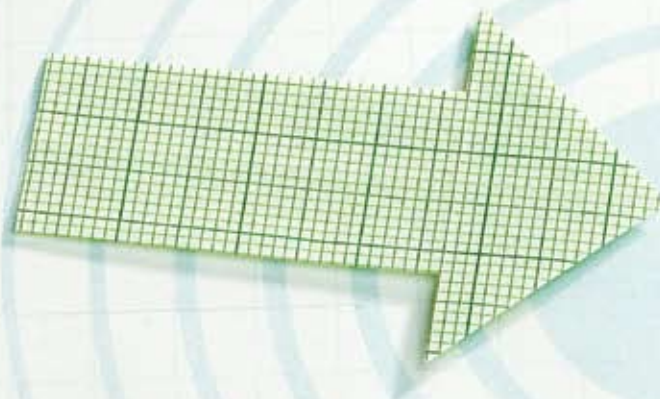
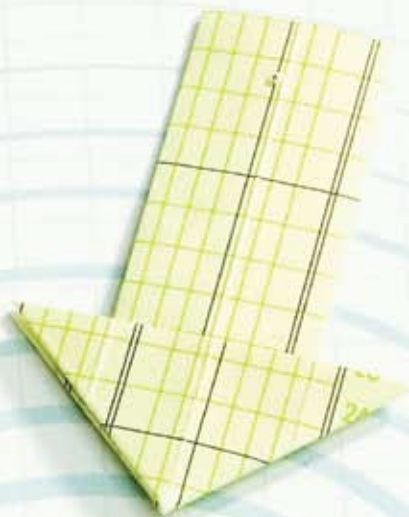
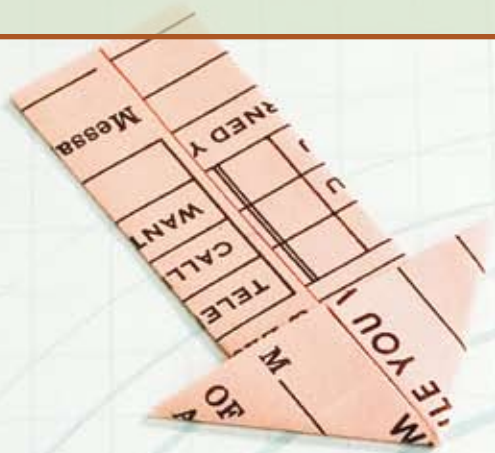
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Fighting the Fragmentation of Interests



Too often people and organizations with a great deal to gain from working together operate in silos. At best, they move ahead on parallel tracks, making marginal progress toward their goals. At worst, they work at cross-purposes, blunting each other's achievements. They miss opportunities, increase their own costs, drain resources from others, and minimize their impact.

It often seems like they are trapped in separate rooms with no connecting doors.

While the fragmentation of interests certainly seems to happen a great deal in our region, it is not unique to Greater Philadelphia or to the nonprofit sector. Isolated actors miss opportunities and burn resources at all levels of government and business in any geographic region, ceding power to those who benefit from the status quo.

As the Foundation's grantmaking has evolved over the past decade, we have found the best opportunities to achieve our regional advancement mission come from encouraging, supporting, and yes, in some cases, cajoling otherwise independent actors to unite around shared interests. We try to do this by providing the resources needed to get people working together and by identifying and rewarding strong leadership.

We understand these approaches do not work every time, and they are seldom easy, particularly for the people and organizations that have to make the necessary compromises and do the hard work of collaboration. And we appreciate that it takes a great deal of humility to check one's interests at the door and find common cause with others.

But our experience shows that when collaborative ventures truly work, the results can be stunning. A few examples:

During the 1990s, this Foundation joined with others to invest in securing a stronger system for early childhood education in Pennsylvania. At every step of the way, nonprofits, government agencies, school districts, and others had to cooperate closely and take collective action. Those efforts have yielded tremendous results over time, galvanizing and professionalizing the early childhood field. In 2007, largely as a result of these efforts, the Commonwealth established a \$75 million dedicated funding stream that will provide approximately 11,000 three- and four-year-olds with access to high-quality pre-K.

Philadelphia has one of the most dysfunctional systems of planning and zoning of any major American city. This opaque system is closed to citizens and rife with opportunities for corruption. It

>> As the Foundation's grantmaking has evolved over the past decade, we have found the best opportunities to achieve our regional advancement mission come from encouraging, supporting, and yes, in some cases, cajoling otherwise independent actors to unite around shared interests.

rewards mediocrity and discourages new ideas and new blood. Several years ago, we sponsored a study that catalogued these problems and proposed a reform agenda. It was initially the work of an association of developers, but with creative coalition building, the work rose to another level. Eventually, 75 organizations endorsed the agenda, including neighborhood civic groups, affordable housing organizations, design advocates, and others. The breadth of political support for change created public expectations for radical reform. All six candidates for mayor in the city's 2007 Democratic Primary pledged support for major planning and zoning reform, something we would have thought unattainable when we began. The strength was not in the idea itself, but in the realization that the safe political position was on the side of reform. Appointments by

the new mayor suggest that this work may finally achieve something that has been talked about for decades.

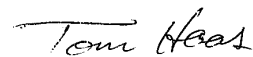
One of the most insidious problems facing Philadelphia is the high school dropout crisis. Nearly half of our children who enter the 9th grade will not graduate. Several years ago, we began funding high-quality research at Johns Hopkins University and the University of Pennsylvania to pinpoint the early indicators of high school failure and to identify the most promising interventions. Late in 2006, a coalition including child advocates and representatives of the School District, city government, the juvenile court system, and the business community came together to launch Project U-Turn—a comprehensive, shared strategy to keep kids in school and to reconnect those who have already left. Today, the group has nearly 60 member organizations and agencies. Their collective efforts have so far leveraged \$4.8 million in federal funding for new slots in alternative education programs for students wishing to return to school. Perhaps even more promising is that Philadelphia's new mayor has committed his administration to extraordinarily aggressive targets for turning this crisis around. The Project U-Turn coalition will serve as

the mayor's not-so-secret weapon in going after what has become his top educational goal.

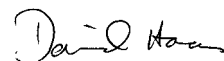
These are just three examples of what can be accomplished. In this Annual Report, you will find feature articles about other breakthroughs that are happening in our region when people and organizations find ways to work together.

We hope that highlighting these successes, challenges, and emerging collaborations will bring focus to what we consider to be one of the Foundation's most enduring values and one of the most promising approaches for large-scale change in our region.

Sincerely,



Tom Haas
Chair of the Corporation



David Haas
Chair of the Board



Feather Houston
President

Foundation Programs

Arts & Culture

Diverse artistic expression is a hallmark of a healthy region.

Through our Arts & Culture program, we provide various types of core operating support for arts groups and cultural institutions, enabling them to pursue their creative missions with confidence in their organization's future. We also fund work that broadly advances the region's cultural sector. Our funding strategies promote artistic achievement and encourage public participation in and support for the arts.

Children, Youth, & Families

When all children and families have access to opportunity, society benefits.

Our Children, Youth, & Families program funds work in our region to promote a better early care and education system, more effective and equitable education policies, networks of developmental opportunities for older youth, and improvements to the systems supporting families. Our grantmaking focuses largely on critical transitions in the lives of children as they progress from birth, through early childhood, and into young adulthood.

Environment & Communities

Healthy ecosystems and communities are essential for a livable and economically competitive region.

Our Environment & Communities program uses an integrated grantmaking approach to enhance the sustainability of the region's ecosystems and older communities. The program seeks to foster greater cross-sector collaborations that build on the assets of our region through revitalization of its urban core and protection and restoration of watersheds, with a focus on key waterways. Our Environment & Communities program makes investments intended to catalyze innovation and leadership in the region.

- >> **Evaluation.** We believe that lessons gained from our grantmaking can be used to help keep our work relevant, effective, and valuable to the fields in which we work. Our Focus on Learning program evaluates the progress of our funding strategies and creates opportunities to learn and share knowledge acquired over time.
- >> **Communications.** We view strategic communications as a tool that can maximize the impact of our grants. When needed, the Foundation provides funding and other assistance to our grantees to develop practical communications approaches that advance our common goals.

>> ***Prospective grantees should visit the foundation online at www.williampenfoundation.org for detailed information about funding strategies in each of our program areas, eligibility requirements, and procedures for submitting a letter of inquiry.***

>> ***“Organizations have these silos. Each does what it does and we do it as best we can. But when we operate together, we begin to recognize that we can get more done collaboratively than individually.”***

—Dr. Stella Horton, Executive Director, Camden Center for Youth Development



Providing High Quality Opportunities to Camden's Kids



Aliyaah Demby gives a sure-handed, thorough tour of the East Camden Clubhouse, a brand new facility recently opened by the Boys and Girls Club of Camden County.

"Those kids over there are playing 'Clue.' That's for ages nine and up," she says, pointing to three girls huddled over one table. "Everyone gets to play games after they finish their homework." She walks through the large sunny room, pointing out a homework chart on one wall and a row of computers crowded with boys and girls playing "Super Mario Bros."

"We have everything here," Demby says. "We have air hockey. We have pool. We have the gym. It's really great. Really *really* great."

She's so confident, so mature, that it is hard to believe she's only seven—until she mentions that last week she earned a snack for memorizing her multiplication tables or includes details in her tour such as, "That's the elevator and that's a teacher and that's the coatroom where you line up to get coats."

"The kids take ownership of this place," says Sandra Young, the clubhouse's director. "They come in these gates and it's a whole different world. It's a safe haven."

Camden, N.J., needs these havens. A national research company has twice dubbed the city America's most dangerous. No one can deny that Camden's infrastructure is neglected, that its school system is lacking, or that most of its population is adversely affected by poverty. In a state with the nation's highest graduation rate, this city graduates less than half of its high school students. The 2000 Census showed that about 35 percent of Camden's 80,000 residents are under 18, making this vulnerable group the key either to the city's future or to its slow demise.

Groups like the Boys and Girls Club see a promising horizon for those youth and this often forgotten city. Now Camden groups with similar goals are coming together for the first time, joining efforts and sharing resources, and, with luck and a lot of hard work, celebrating success.

"Organizations have these silos. Each does what it does and we do it as best we can," explains Dr. Stella Horton, executive director of the Camden Center for Youth Development. "But when we operate together, we begin to recognize that we can get more done collaboratively than individually. It gets us out of the competitive mode and we get more bang for the buck."



Photo by Tommy Doward

Horton’s organization has been integral in creating the Alliance for Youth Affairs, which is bringing together political leaders, youth service providers, businesses, community groups, and law enforcement with the aim of creating a public policy plan for coordinated investment in youth. The aim is to become, as one Alliance member says, “the village that raises a child.”

Other programs participating in the Alliance include the New Jersey Academy for the Aquatic Sciences, which mentors and employs teens in education programs at Camden’s Adventure Aquarium, and UrbanPromise, a nationally recognized faith-based program that aims to impart life skills, educational drive, and leadership qualities for a population that is easy to overlook.

>> ***“It’s a caring, loving environment where they don’t have to be afraid to be a kid. They don’t have to wear that mask that they wear on the street.”***

—Milford Liss, Executive Director, Boys and Girls Club of Camden County

Collaboration has already worked in Camden with stunning results. Collaboration is what helped make the Boys and Girls Club’s East Camden Clubhouse—linked to a brand new public school—a reality. The nonprofit joined with the city school board, the state of New Jersey, and private foundations to construct the 102,000-square-foot building that includes an indoor pool and full-size gymnasium. The complex was so dazzling when unveiled in September that media reports quoted more than one resident as saying they had never seen anything like it in the city.

“People look at the school and the clubhouse in awe. They don’t expect something like that in Camden and that’s unfortunate,” says Milford Liss, executive director of the Boys and Girls Club of Camden County. “There’s no question that people had the thought, ‘It can’t be done in

Camden’ or ‘The children won’t take care of it in Camden.’ Well, it *can* be done in Camden, it *was* done in Camden, and as you can see, the children have embraced it.”

Among the building’s amenities is the corridor that connects it to Octavius V. Catto Community School, meaning 200 children travel between class to after-school programs without exposure to negative behaviors on the street.

As wonderful as that is, what dazzles visitors most is the indoor pool. It is one of the first things site director Young, herself a city kid who never learned to swim, points out. The pool is what many of the children talk about, even when they are not physically in the water, lamenting forgotten bathing suits and planning future splashes.

While the gorgeous pool is filled with happiness and fun, Liss also sees practical advantages for Camden’s kids. Many have parents who grew up afraid of the water because they never learned to swim in a city without many pools. Beyond teaching kids how to be safe in and around water, the pool also presents work opportunities for older kids to serve as lifeguards after achieving the

appropriate certifications. Eventually, Liss hopes to see the pool lead to a competitive high school swim team to represent Camden.

Who knows? Maybe one day an Olympian will come from these waters.

➤ ***“There’s no question that people had the thought, ‘It can’t be done in Camden’ or ‘The children won’t take care of it in Camden.’ Well, it can be done in Camden, it was done in Camden, and as you can see, the children have embraced it.”***

—Milford Liss, Executive Director, Boys and Girls Club of Camden County

Perhaps most importantly, the clubhouse is a source of pride for the young people who make it their own, and Liss says that many take as much pride in it and feel as comfortable as they do in their own homes. “It’s a caring, loving environment where they don’t have to be afraid to be a kid. They don’t have to wear that mask that they wear on the street.”

The glimmering clubhouse represents an important anchor in a city yearning for economic revitalization, according to Kelly S. Woodland, program officer at the William Penn Foundation. “Families stay in communities where there are excellent resources for their kids,” says Woodland. He envisions a not-so-distant future where

“Camden’s young people not only gain a better footing in the world, but the city itself benefits economically by virtue of families who stay because they want their kids to have access to these resources.”

The New Jersey Academy for Aquatic Sciences is a not-for-profit education, research, and community development organization housed at Camden’s Adventure Aquarium since 1992.

In place as an Academy program for the last 15 years, the Community and Urban Science Enrichment (CAUSE) program serves about 35 students each year, and features a 1-to-12 ratio of adult mentors to teenage participants—an implicit promise of quality. When it started, the organization’s aim was to interest minorities in science, an area in which they are traditionally underserved and represented, according to president Brian DuVall. Organizers came to realize they also had an incredible youth development program on their hands.

“In the beginning, we would have said the goal was to raise scientists,” DuVall says. “Now we realize there’s a holistic change and our focus is to raise citizens.”



Photo by Tommy Leonard

On a recent spring day, participants in CAUSE shared poetry and essays they have written to describe “where I’m from.” During past rap sessions, they opened up about sexual identity, parental abuse, and depression. This day, an African American girl shares a moving rhyme that concludes she is like her mother, reflects on the safety she left behind in the womb, and notes that you have to know where you come from to get where you’re going. Another girl, of Latin heritage, composed a rap about being from a tough housing project, from a house of hard workers, from a kitchen stewing rice and beans. Trash, violence, crime, she says, “It’s not the prettiest place to be, but it’s home.”

Does this help them when it comes time to point out the parts of a horseshoe crab? No. But they are gaining confidence, public speaking experience, and so-called soft skills they will need to go far. They are meeting people from other parts of the city, as foreign to them as someone carrying a non-U.S. passport, and they are learning to accept and even enjoy their differences.

“I hear them say to each other things like, ‘I would never have met you. I



➤ ***“If I’m doing bad in class, they ask. They’re helpful. They always have your back. It feels good to know they notice how I feel every day.”***

—Joey Rodriguez, Community and Urban Science Enrichment program participant

would never have talked to you. I would never have listened to that funky music you listen to. It’s cool,” says Cheronda Frazier, the Academy’s director of community initiatives.

“When they come back later and say they learned how to speak to people here, how to respect people for who they are, it makes all the difference.”

Most of these students start as freshmen in high school and stick with it until they graduate. Unlike many other city students, these youth *do* finish four years of high school: Over the life of the program, 100 percent of the students have graduated, DuVall says. About 95 percent of the participants go on to college.

Joey Rodriguez, 17, is one of the college bound, heading to Rowan University next year. He says he is naturally shy, although that is not obvious when he smiles and explains how the Academy’s nurturing brought him out of his shell and, in a way, kept him safe in one.

“It keeps me busy, instead of just watching TV from six to nine o’clock. Sometimes, I ride by and see people on the corner and I say, ‘Why? You’re just sitting there cold.’ People at school walk the streets. This place helps people stay busy,” Rodriguez says. “If I’m doing bad in class, they ask. They’re helpful. They always have your back. It feels good to know they notice how I feel every day.”

In Andy Joshua’s office at UrbanPromise’s headquarters in South Camden, a dry erase board is covered in algebra equations— one-on-one tutoring for a teenager in the organization’s StreetLeader program, explains Joshua, the children and youth ministry director. These teens are paid hourly wages to work here, but if someone falls behind in a class, UrbanPromise makes sure they catch up. Better grades means raises; doing well brings more working hours.

“Part of it is we are holding them accountable. When you get bad grades, somebody notices and says, ‘What’s going on?’ For a lot of kids in the city, there isn’t that kind of support system,” says Joshua. “There’s motivation to do well. Their paycheck is affected by how well they do in school.”

StreetLeaders generally work with the organization’s elementary school program, supervising children, helping with homework, leading groups in activities, cleaning up at the end of the day, and making sure the little ones get home safely. They also get SAT classes, small group mentoring, and leadership training.

“We try to show them that failures are not permanent. We can really invest in them and they can really invest in the program,” Joshua says. “Part of what we do is show them they do have a future.”

A future that could be here, in the city. Many people seem to think that success means escaping Camden, Joshua says. Not so. A number of alumni come back as adults and take jobs with UrbanPromise. One of his staffers, an alum, recently took a group of leaders to Florida.

Such trips, which sometimes include college visits, also aim to show youth whose world is often narrowly defined by a handful of blocks that there is a big world out there.

“Seeing the second generation coming up is a really rich thing,” Joshua says. “For the kids, they see, ‘Here’s someone who is older, from my neighborhood, and they’re not ‘escaping’ Camden.’”

>> “This is where I’m from. I want to help these kids. I want to see them grow up.”

—Brittney Pollitt, UrbanPromise Street Leader

Youth, Joshua says, should be viewed as a resource, not a problem. One of those resources is Brittney Pollitt, 18, who attended UrbanPromise’s after school programs until 8th grade, then came back a few years later to work as a StreetLeader. She is now an assistant team leader, supervising her peers, and credits the program for keeping her out of trouble.

“You come to the job and you don’t want to leave. I used to be that kind that chilled on the corners. Now



Used with permission, UrbanPromise Ministries

UrbanPromise opens a world beyond kids’ neighborhoods: Pictured here, Camden teens investigate a very different environment in Florida during an eco-tour in Everglades National Park.

I don’t even look over there,” she says. “This keeps my head in the game. I have to be mindful of the kids. They look at me like, ‘What’s Brittney doing?’”

Brittney is working hard to bring her algebra grades up. Brittney is encouraging other youth to join the program. Brittney is imagining a future after high school very firmly in Camden, doing for a new generation what others have done for her.

“This is where I’m from,” she says. “I want to help these kids. I want to see them grow up.”

Natalie Pompilio is a freelance writer based in Philadelphia. She spent more than a decade as a newspaper reporter, working for *The Philadelphia Inquirer* and *The Times Picayune* (New Orleans). She received local and national recognition for her coverage of the war in Iraq and Hurricane Katrina’s devastation of the Gulf Coast. She is a co-author of “More Philadelphia Murals and the Stories They Tell” (Temple University Press, 2006).



>> ***“Before this, there was no cohesive voice for the region. There were groups working, but not a lot of cross-pollination, and not a lot of efficiency.”***—Sandy Batty, Executive Director, Association of New Jersey Environmental Commissions

Can John Muir and John Deere Co-exist?

Preservation of New Jersey's Delaware Bayshore Hangs in the Balance

The Foundation's Environment & Communities grantmaking strategies operate within a "smart growth" framework. In New Jersey, our grantmaking is intended to advance the goals of the State Development and Redevelopment Plan, which promotes targeted development and revitalization of the state's cities and older towns, as well as preservation of critical natural areas.

The Delaware Bayshore region of South Jersey, which spans four counties and encompasses ecologically sensitive habitat and waterways and the state's largest concentration of farms, is one of six landscapes the Foundation has identified as a priority for protection. There, our grantmaking is focused on balancing preservation of critical habitat, clean water, productive farmland, along with efforts to promote economic growth—including the farm economy and revitalization of the region's distressed older communities. Here, state policies relating to land preservation, funding and permitting of water and sewer lines, highway construction, and redevelopment of older communities are all factors that will have a major impact on the way the Bayshore evolves.



During the last housing boom, development in New Jersey claimed approximately 18,000 acres each year. That's 50 acres a day, or more than 2 acres per hour.

By the time that boom went bust in the recent credit crisis, the march of suburban sprawl had reached a region of South Jersey called the Bayshore, four counties bordering the Delaware River Estuary that may well be the last best place in the Garden State.

The Bayshore is really two worlds in one. Along the coast, its estuarine salt marshes rank among the most biologically productive ecosystems in the world, supporting both migratory birds and a healthy ecotourism economy, part of the \$34 million that birding brings to the state each year.

Farther inland, a broad farm belt generates tomatoes, peppers, field grains, and fruits—part of an agricultural economy begun in colonial times that is now a \$300 million industry. Most locals cherish the character of this place, a spiritual balance of John Muir and John Deere, and so they fear the future.

"We're blessed with a second chance because of the downturn in the housing

market,” says farm owner Bill Hancock. “But we can’t sit and wait. Once the developers arrive, it’s too late.”

Hancock is part of a loose coalition of environmentalists, non-profits, local residents, and longtime farmers trying to build a cooperative strategy for the preservation of the Bayshore’s agricultural and natural heritage.

They have come together around a place called Mannington Meadows, an 18,500-acre marsh in Salem County, and the surrounding agricultural landscape of Mannington Township, a small part of the Bayshore that could hardly be more beautiful or more threatened.

In the Meadows, bald eagles and blue herons hunt among the snaking channels of the Salem River, the broad banks of rustling reeds, and the black mud flats covered and uncovered by daily tides from the Delaware Bay. It is a critical habitat for breeding populations of endangered King Rails, Least Bitterns, and Pied-billed Grebes.

On the northern horizon, however, loom the blue towers of the Delaware Memorial Bridge. Mannington is just 20 minutes from Wilmington, DE and less than an hour from Philadelphia, and that means another species has lately come here to roost: the Mid-Atlantic Commuting Suburbanite.

Already a major national homebuilder has floated a plan for developing



a 2,000-acre farm that abuts the Meadows. It called for 3,200 new homes in a township that now has just 550. The plan was withdrawn, perhaps in part as a casualty of the housing credit crunch, but also because of local community concerns. The close call helped to galvanize groups that do not always see eye to eye.

To environmentalists, the development of this and other neighboring farms means degradation of water quality in the Meadows, destruction of feeding and breeding areas, and the inevitable influx of housecats and dogs that decimate ground-nesting bird species.

To farmers, every piece of farmland taken for homes fragments the agricultural economy, which requires a critical mass of working farms to support services like feed stores and tractor repair, while at the same time loading the landscape with newcomers given to complaining about the sounds, smells, and practices of a working farm.

“There’s an old adage down here that houses and farms don’t mix,” says Mannington Mayor Don C. Asay, who sees defending agriculture as part of his duty. So when the

first major development proposal came in, Asay and township leaders set out to meet the challenge of development pressure head on, forming an environmental commission, passing new land use laws, and fostering public discussion of Mannington’s future.

At the same time, Asay found a host of independent organizations uniting to accomplish similar goals. Formed in 2005, the South Jersey Bayshore Coalition brings together 17 separate groups with expertise ranging from conservation and planning to land acquisition and public advocacy.

>> “We’re blessed with a second chance because of the downturn in the housing market. But we can’t sit and wait. Once the developers arrive, it’s too late.”

—Bill Hancock, Farm Owner

“Before this, there was no cohesive voice for the region,” says Sandy Batty, executive director of the Association of New Jersey Environmental Commissions, a member group. “There were groups working, but not a lot of cross-pollination, and not a lot of efficiency.”

In a short time the coalition has produced a comprehensive natural resource inventory for the Bayshore region with computer mapping done

by the Center for Remote Sensing and Spatial Analysis at Rutgers University, and is training municipal officials in its use. They are pressing for the Bayshore to be named a National Heritage Area by the National Park Service. To further promote the Bayshore's identity, the coalition has encouraged the state to designate a Bayshore Scenic Byway through old fishing and oystering towns like Shellpile and Bivalve.

At Mannington Meadows, coalition partner New Jersey Audubon Society named the marsh an "Important Bird Area" and set to work building partnerships with local landowners. On Bill Hancock's land, NJ Audubon operatives helped secure federal funding to tear out acres of phragmites, an invasive species of reed, and to plant protective buffers between farmland and marsh. NJ Audubon also promotes nature-friendly farming tactics. Rule number one: Don't harvest the hay until the birds are done nesting there.

"Farming is compatible with land conservation," says NJ Audubon's Beth Ciuzio. "It just takes a little planning."

Other coalition partners buy the development rights off farmland, a practice that not only prevents housing but saves farms.

You could see it on a recent afternoon as farmer Mario Caltabiano clapped the dust from his hands to

greet two representatives from the New Jersey Conservation Foundation with genuine affection.

Mario and his wife Catherine saw their childhood farms disappear in earlier waves of development, but on these 100 acres they have made a stand—growing asparagus, peppers, eggplants, butternuts, yellow squash, and tomatoes. When they got into financial trouble, they could have sold off land for houses.

Luckily the Conservation Foundation, a land trust, came to the Caltabianos with a \$1 million offer to buy the development rights from atop their property. The easement would retire the rights to develop the property forever, ensuring the land's use for agriculture, and the Caltabianos could continue to own and expand their farm.

>> "Farming is compatible with land conservation. It just takes a little planning."

—Beth Ciuzio, New Jersey Audubon

"I was in debt and they helped me clean it up, gave me a new start," Caltabiano says. "And I expanded my property by 20 acres... You know if it wasn't for that, I would have been in bad shape."

This is just one of many deals assembled by the Conservation Foundation's Regional Manager for

the area, Janet Eisenhauer, who must cobble together funding from federal, state, county, and private sources—a time-consuming process for a woman who knows the region does not have much time.



"The housing slow-down has given us a window of time here," Eisenhauer says. "Whatever we don't preserve in the next five to ten years is probably as good as gone."

The Conservation Foundation first documented the importance of preserving the region in *Charting a Course for the Delaware Bay Watershed*, a 1997 comprehensive planning guide that documents the unique environmental importance of the region and provides tools for protecting its resources. Since 1985, the Conservation Foundation has preserved 57 properties totaling nearly 4,000 acres, and is currently working on the preservation of an additional 30 properties that will preserve over 3,500 acres. In 2006, to better understand the issues facing farmers in Cumberland, Gloucester, and Salem counties, the Conservation Foundation launched

the Tri-county Agriculture Retention Partnership (TARP). The goal is to promote agricultural viability beyond farmland preservation, and to help keep farming alive and well in this critically important agricultural region.

The situation is as urgent, and considerably more ironic, at another nearby farm, where a second group, the D&R Greenway Land Trust, managed to engage the family in talks about preserving their incredible property, yet finds the state funding for farmland preservation drying up.

New Jersey's open space fund is entirely committed, and \$200 million in stop-gap funding is trapped in the legislature.

"Right now we're working on over 4,000 acres in the Mannington and Pennsville area," says D&R Greenway's executive director Linda Mead. "The irony is we've got the expertise to put the deals together, and we've got landowners who want to protect their way of life. They can do that if they get the funding. If they don't, the developer offers start to look enticing."

So far, Mannington farmers are holding their ground. Preston Carpenter, the occupant of a historic farmhouse on the banks of the Meadows, is waiting for an offer from D&R Greenway to buy the development rights off his farm. But time is unlikely to shake Carpenter. His family's history runs quite deep



"Why do I want to preserve the farm? Because I want to see this area stay the way it is. This is probably the finest land you are going to find in South Jersey. This is premium, premium soil." —Preston Carpenter, Farmer



US Fish and Wildlife Service

in the soil. They have been working this land since the mid-1700s, descendants of Samuel Carpenter, an early Quaker and close friend of William Penn.

"Why do I want to preserve the farm?" Carpenter asks. "Because I want to see this area stay the way it is. This is probably the finest land you are going to find in South Jersey. This is premium, premium soil."

For his part, Mayor Asay applauds the progress he has seen so far, with one major caveat: "There's never going to be enough money to preserve everything that's worth preserving." In other words, you cannot buy development rights from every farm. You cannot buy your way out of suburban sprawl.

This is where planning comes in, Asay explains, the art of designing land use regulations to control growth. With the involvement and support of Bayshore Coalition members, Mannington Township has made some bold moves to weatherize itself against the coming development storm, and is contemplating still more.

First the township enacted "cluster zoning," which requires residential developers to group homes together to save much of the site for open space. Through clustering, a 60-acre project can end up keeping 40 acres of open farmland. It is an idea very much in line with New Jersey's emphasis on "smart growth."

Next the township conducted a build-out study, and found that a whopping 5,500 new homes could potentially be built under current zoning. In response, Mannington reduced the allowable density across the township by a third.

A final step to protecting Mannington has not happened yet, but many believe it will soon: Transfer of Development Rights or TDR.

TDR is an innovative system by which landowners in low-density areas can sell their development rights to developers who want to build at a higher density in existing towns or in other designated "receiving areas." While the details are complex, the upshot of TDR is simple: Because the land trusts cannot buy every farmer's

development rights, why not permit sales to developers who will build someplace else?

Maryland pioneered this practice, using TDRs to preserve tens of thousands of acres of forest and farmland. New Jersey's Pinelands Protection Act established a similar system for that region in 1979. Yet progress elsewhere has been slow.

"There's a lot of fear and misunderstanding when TDR is new in a town," says Matt Blake of the American Littoral Society, a coalition member that advocates conservation and smart growth policies across the Bayshore. "It's a complex tool, and a hard sell, even for officials." Blake also cites the up-front planning costs as a hurdle for some communities. "Many towns are waiting to see how things go in Woolwich and Hopewell," Blake says, citing two communities among the first in the Bayshore region to implement TDR practices.

Yet done right, TDRs can be an unbeatable tool for preserving open land. While the state struggles to find public money for farmland preservation, a single town in Burlington County, Chesterfield Township, has seen 755 TDR credits change hands since 2002, for a total value of \$30 million—all of it private money.

New Jersey maintains a TDR bank through the State Agricultural

>> "The alternative is to do nothing as development pressure hits, and in time get a scattershot, random pattern of development. You lose your community, you lose your landscape, and you lose your identity."

—Susan Craft, Executive Director, State Agriculture Development Committee

Development Committee. Susan Craft heads the bank and sees TDR as a great balancing act. Towns do not lose farmland, landowners do not lose the true value of their land, and receiving areas, often small towns, gain a chance at revitalization as growth is channeled into their borders.

"The alternative is to do nothing as development pressure hits, and in time get a scattershot, random pattern of development," Craft says. "You lose your community, you lose your landscape, and you lose your identity."

In Mannington, officials have considered a township-wide plan. But while many landowners want to sell their rights, few want their neighborhood designated as a "receiving area." Preston Carpenter, for one, was appalled by one proposal to channel growth to land abutting his historic farm.

"They want to go the TDR route, but I don't want to be the target zone," he says.

Again, collaboration offers a solution. A multi-municipal TDR system could channel growth to nearby Salem City, a historic but dwindling borough of 6,000 with underused schools and infrastructure. Already city leaders have talked about TDR with rural townships to the east.

"Salem City is very interested in being a receiver," says Mayor Earl Gauge. "We're looking for homes and homeowners. Our schools can handle it. Our infrastructure can handle it... Don't sell Mannington to developers," Gauge says. "Make it so they have to build in where there's already settlement done. You've got to take control over your destiny."

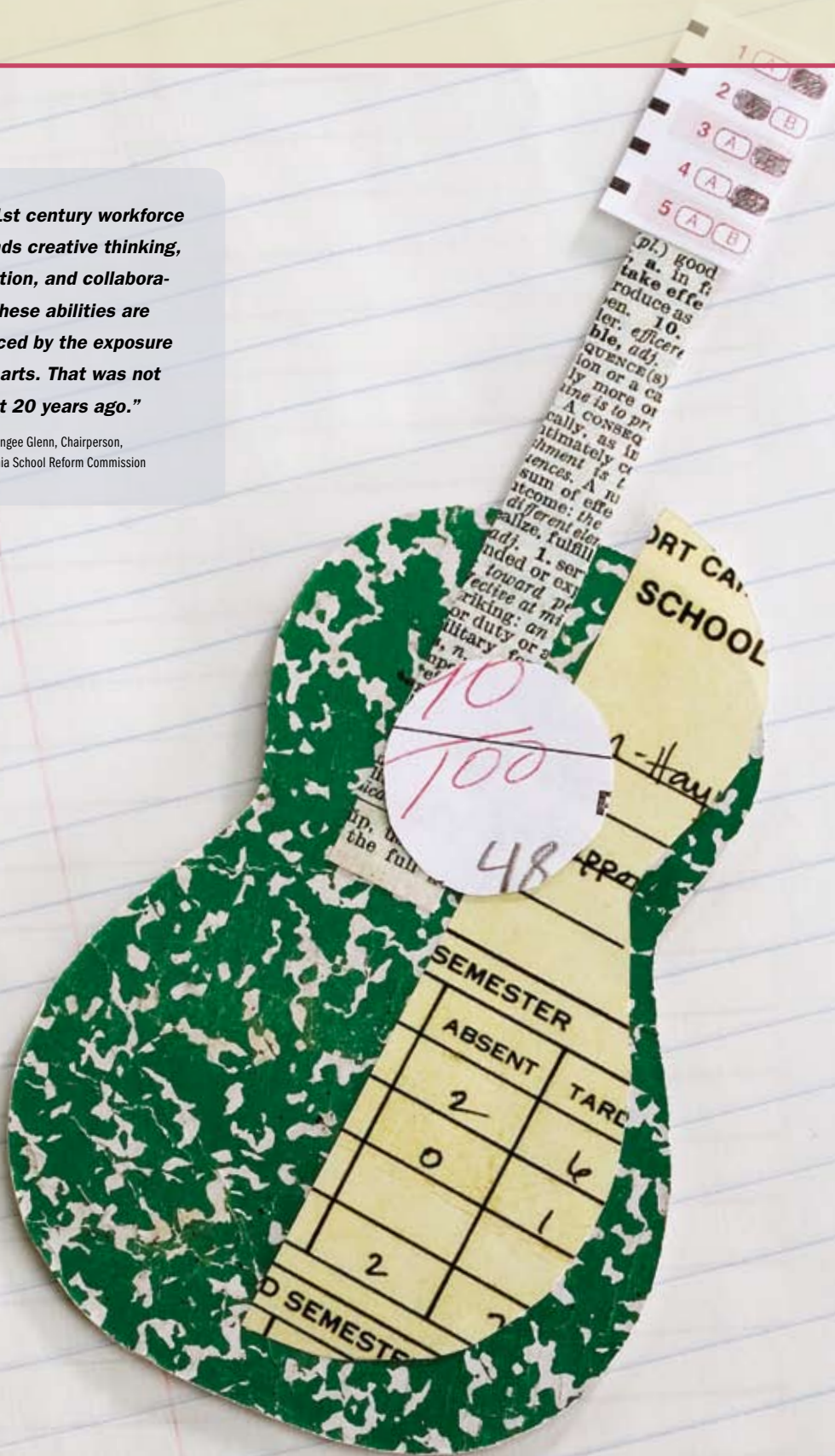
The South Jersey Bayshore is a timeless landscape that may be running out of time, with just a few years or perhaps months before development pressure returns.

The Mannington experience offers hope, a model where residents, non-profits, and state agencies find collaborative solutions to protect a landscape loved by all. If it can be replicated across the Bayshore, local leaders will still face critical land use decisions, but backed by networks like the South Jersey Bayshore Coalition, no community will have to face these choices alone.

Freelance writer Matt Blanchard teaches writing at the University of the Arts and is a former reporter for *The Philadelphia Inquirer*.

>> **"The 21st century workforce demands creative thinking, innovation, and collaboration. These abilities are enhanced by the exposure to the arts. That was not evident 20 years ago."**

-Sandra Dungee Glenn, Chairperson,
Philadelphia School Reform Commission



The Big Idea: Bringing the Arts Back to Philadelphia's Children



Dallas did not just eclipse Philadelphia in pro football last year, it also surpassed it in giving its children a healthy dose of arts education in its schools and communities. Dallas has spent the last 10 years steadily developing one of the country's best arts education programs for children.

That program has helped increase state education test scores among participating students. Those students are more involved in learning, and parents participate more with their children's education.

Now the William Penn Foundation is prodding Philadelphia's arts, youth, civic, and education leaders to take up the paintbrushes, theater wigs, and violins and give the city's school children, and the city itself, the creative advantages that Dallas and its school children now have.

Can Philly put aside its fractured political nature and come together around delivering quality arts education to the city's children? A decade from now we may have the answer.

For now, the Foundation believes this "big idea"—as it is known in the Foundation's offices—is one of the most important efforts it has kicked off in years.

What's wrong with this picture?

This last school year, in Philadelphia's public schools, less than a quarter of elementary schools provided both arts and music classes weekly, and 28 percent provided neither arts nor music classes.

The story gets slightly better in the higher grades, but a startling number of students have no regular art or music classes. Thirteen percent of the district's middle schools and 19 percent of high schools have neither.

At the Foundation, laying down a challenge to the Philadelphia community to bring the arts back into the city's classrooms is a decision years in the making.

The idea of providing arts education, in all its forms, to every school-age child in Philadelphia for the foreseeable future is an overwhelming proposition, both programmatically and financially. Board members knew that no single foundation in Philadelphia could tackle this project alone.

So the board approved small projects that nibbled at the problem here and there, but continued to feel unsatisfied with the outcomes. In 2004 the Foundation ratcheted things up, giving \$400,000 to the school district to create lesson plans

to integrate the arts into reading and math and bring more artists into the schools.

At the same time, the Foundation gave a multi-year grant to the Philadelphia Arts Education Partnership (PAEP). In both cases, the board wanted to see how those grants turned out before taking on any other arts education funding. The PAEP program showed success with individual schools and students, but “there was no contagion. It benefited those who got the services, but it didn’t grow beyond that,” says Feather Houstoun, the Foundation’s president.

The Foundation wanted contagion. But what existing program or programs were capable of lighting a fire? Unless the Foundation was willing to fund a comprehensive intervention, there were few options. Developments in 2006 and 2007 propelled the Foundation toward an answer.

In 2006 two program officers, W. Courtenay Wilson in the Foundation’s Arts & Culture program, and Candace Bell in its Children, Youth, & Families program, realized they shared a joint interest in funding programs with more depth and breadth around youth and arts education.

The two began to toss around ideas. The cross-pollination of

their backgrounds worked, says Bell, because they each had useful relationships in Philadelphia and nationally and each brought different approaches to the issue.

According to Wilson, this intense cross-departmental cooperation within the Foundation was a necessary breakthrough. In other cities where foundations have significantly impacted arts education, it has taken exactly this type of collaboration between officers working in distinct education and cultural grantmaking programs.

The two considered the universe of where youth interact with the arts—in school, in community organizations, at home, in after-school programs, in art institutions themselves.

“I knew how to impact cultural institutions and how to bring more exposure to professional arts and cultural work,” Wilson says. “I knew how to support community arts. But this behemoth of the school system, I didn’t know how to deal with that.”

In January 2007, Jo-Anna J. Moore, an associate professor and chair of the art and education program at the Tyler School of Arts at Temple University, joined the board and became actively involved in moving the Foundation forward on this issue.

Moore is a product of the Philadelphia public schools, kindergarten through 12th grade. After graduating from high school, she went to Syracuse University on scholarship as a studio painter and eventually earned a doctorate from Harvard University. She then spent 27 years teaching in Maine and came back to Philadelphia to work at Tyler.

“I never dreamed of the deterioration in art education in the Philadelphia public schools,” she says. Here was a city, she thought, whose art and cultural community was thriving, but its school children faced an increasing paucity of art experience. “Something was wrong with this picture,” she says.

Out of a series of discussions, “came what we call the big idea,” says Houstoun. “What if there was a community-wide commitment to youth arts and culture. Could we then create something bigger?”

The team looked nationally for a model city to emulate. All signs pointed to Dallas.

Dallas

The Dallas Integrated School District (ISD) is the twelfth largest in the country. Nearly 94 percent of its

students are Hispanic or African American, according to the Dallas nonprofit Big Thought, and 52 percent speak a language other than English at home. More than 80 percent are considered economically disadvantaged.

In 1997 few Dallas schools had music and arts specialists, particularly the elementary schools. No one inside or outside the district was coordinating arts integration and no public/private partnership funded creative learning. Only a limited number of students had access to the city’s extensive cultural outreach offerings.

In 1998 a core group of civic leaders—around 15 to 16 people, including Gigi Antoni, president and CEO of Big Thought (then Young Audiences of North Texas)—formed Dallas ArtsPartners. Their goal was to provide every Dallas ISD elementary student with equal access to community arts and cultural resources, and to integrate those resources into the classroom in a meaningful and measurable way.

The organizers realized that no single cultural institution or other entity such as the orchestra or the school district could provide a workable solution at the necessary scale. So the group asked: “What if we focused

The Cognitive Benefits of Music and Arts	
	Does the absence of music or arts instruction in schools actually make a difference in learning the fundamentals, like reading and math?
	“Yes,” says Dennis Creedon, the administrator of Creative and Performing Arts at the School District of Philadelphia. “The difference is that children are not given an opportunity to grow and thrive when the arts aren’t part of their education and lives.”
	Consider what people must master when they learn a piece of music. They spot patterns and change, they memorize sequences—both important aspects of learning math and reading.
	While there is some debate on the issue, a variety of researchers agree: Having the arts in a child’s education and life helps develop mental habits that lead to lifelong curiosity and a love for learning.
	<i>Learning, Arts, and the Brain</i> is a three-year study by cognitive neuroscientists from seven leading U.S. universities. Among its findings released last spring on the links between arts education and learning was a specific link in children between practicing music and mastering the skills needed in geometry.
	The study also found that one of the central predictors of early literacy, phonological awareness, is correlated with both music training and the development of specific brain pathways.
	“The arts open your mind to possibilities of how things are made,” sums up Peggy Amsterdam, president of the Greater Philadelphia Cultural Alliance.
	“If you look at a landscape and then draw it, the landscape will look different to you after doing that than when you first looked at it.”
	A short review of key research studies can be found through the Annual Report link on the front page of www.williampenfoundation.org.

on changing the environment, not just the programs, and we worked as a system rather than as individual entities?”

The decision to go after a system-wide solution meant bringing together everyone who could influence it, says Antoni. The

group invited the school board, the district superintendent, commissioners, private funders, the business community, school district personnel, principals, city officials, cultural providers, fine arts specialists, classroom teachers, and individual artists to join the effort.

ArtsPartners paired classroom teachers with teaching artists and art and cultural institutions to weave the arts into the curriculum of other subjects such as math, literacy, science, and history. The Dallas program started small. It began during the 1998–1999 school year with \$100,000 in funding. It launched its program in just 13 schools and served 8,800 children.

In 2007 Dallas' arts integration program began operating at scale, serving all 100,000 elementary school students with programming and 6,000 Dallas ISD educators with professional development and technical assistance.

ArtsPartners serves as the foundation for a new city-wide effort that combines arts integration, fine arts instruction, and arts in the community to surround children and parents with creative learning opportunities. Now, the Dallas ISD, with help from Big Thought, is adding 140 additional qualified and certified music and visual arts specialists so that every Dallas elementary school student will receive 45 minutes of music and 45 minutes of visual arts instruction each week. Big Thought is also growing the arts in the city's communities through community hubs, summer arts camps, and coordination of neighborhood groups.

"Ten years ago," says Antoni, "we had none of that."

This was the moment

Learning about Dallas's success inspired the Foundation staff and board to push forward.

In October 2007, the Foundation's board held a retreat and asked representatives from the Ford Foundation and the OMG Center for Collaborative Learning to brainstorm with them about the possibilities for a large-scale community-driven program in Philadelphia around arts and education. It wanted to know what challenges to prepare for and how to initiate the community planning process.

As a result of those discussions, the board contracted with OMG to help its staff find out if Philadelphia was ready to build that community partnership and public support.

At that point, the Foundation believed it might have to launch the project without the cooperation of the school district or the School Reform Commission. Nor did it know at that point, before the city's mayoral election, if the next mayor would support this project.

In so many ways, the timing seemed just right. Nationally, more cities were developing or had arts initiatives for their schools, including Pittsburgh, Los Angeles, Chicago, New York, Portland, and others. Polls were showing parents wanted more arts in schools.

In the Philadelphia cultural community, the Foundation's Wilson and others sensed a rising interest around coordinating arts education efforts for youth.

Then, in September 2007, Sandra Dungee Glenn became chairperson of the Philadelphia School Reform Commission, which controls the school district. Glenn quickly put arts education on her priority list for school reform. The Foundation felt it had an ally that might support its plans.

And she does. "One of the things evident for a number of years is that the exposure to the arts and music is an integral part of a complete educational experience. It is relevant to developing a sense of culture and a sense of self and a sense of place," Glenn says. "Arts and culture are not add-ons but an integral component of an education. Instruction of this in K-12 is essential. This must be rebuilt into the schools."

In addition, she says, "the 21st century workforce demands creative thinking, innovation, and collaboration. These abilities are enhanced by the exposure to the arts. That was not evident 20 years ago."

In March 2008, Glenn showed how serious she was on this topic. She sent back the budgets to all the schools and required they find the money for either a music or an art teacher in each school.

Finding the funding to get the arts back into the city's schools is a challenge, she says, and so is convincing people of the importance of an arts education. "We can't do this alone," says Glenn. "And we know we can't do this in one year. But it is a priority."

The Foundation felt "this was the moment to take this on," says Bell.

In January the Foundation and OMG announced a five-hour event that featured Antoni's and Dallas' success and laid the groundwork for Philadelphia to launch a community-wide planning process. Initially the Foundation and OMG thought approximately 30 people would attend. As the RSVP list swelled beyond 100, it became clear they would need a bigger venue.

Setting the stage for community action

On March 6, 2008, 120 people, including the city's top leaders in arts, education, and children's issues, filed into the National Constitution Center. Over the next five hours they listened to Antoni's experiences in Dallas and organized themselves into working groups. More than 70 people committed to participating in ongoing work sessions to develop an action plan for the project. By the end of 2008, the Foundation hopes this process will result in a blueprint for



>> ***"The Foundation does not want to, nor should it, provide the solitary leadership for this. We are committed to the effort, and we have every expectation of staying deeply involved, but the time is coming when others will have to emerge and assume the mantle."***

—Feather Houstoun, President, William Penn Foundation

reinvigorating arts for all youth in Philadelphia.

"I think the conference will be an important moment that leads to lots of good things," says one attendee Shelly D. Yanoff, executive director of Public Citizens for Children and Youth.

For the Foundation, the day was an exciting validation of the community interest and excitement they had long believed existed. Launching the process, however, is in many ways a test. The Foundation has set the stage, but it has never sought to be the sole actor on that stage, and the degree to which members of the community step forward will tell the tale.

"We realized up front that this was not going to be a permanent initiative of the Foundation," says Houstoun. "We can provide the yeast that starts it bubbling, and we will bring resources to it, but this absolutely has to have community partners, energy, resources, ideas, and guidance. The Foundation does not want to, nor should it, provide the solitary leadership for this. We are committed to the effort, and we have every expectation of staying deeply involved, but the time is coming when others will have to emerge and assume the mantle."

"We threw the first big party," Houstoun says, referring to the March 6 event. "Now something powerful needs to happen."

Patricia Horn is a former reporter for *The Philadelphia Inquirer*, where she won three statewide awards for her business coverage. In her last beat at *The Inquirer* she covered the business of the arts. Horn has also written for *The Baltimore Sun*, *The Christian Science Monitor*, *The Fort Lauderdale Sun-Sentinel*, and *The Sarasota Herald-Tribune*.



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A New Approach to the News



For the better part of two decades, news executives across the country have quizzed focus groups, held conferences, and conducted in-depth studies trying to come up with better ways to cover “local news.” Readers, viewers, consultants, and their own inner voices told them that local news is their franchise, but they have found it very expensive to do it right. As a direct result of deep staffing cuts in the news business, coverage of the daily process of governing, once the staple of a local reporter’s beat, is often triaged out of the mainstream media.

Two Philadelphia-based Web sites, The Next Mayor (www.thenextmayor.com) and PlanPhilly (www.planphilly.com), both supported by the William Penn Foundation, have emerged in the last few years as possible prototypes for gathering and publishing local news. They have created communities of interest, helped shape public policy, and forced politicians to address real issues.

Their formula is basic. Start with strong doses of good journalism and clear, concise writing. Surround each story with rich layers of related information, previously

reported stories, and audio-video feeds, and keep it fresh.

The Next Mayor became the “go to” site for information about the 2007 mayoral campaign and helped keep the candidates focused on issues, not sound bites.

Detailed coverage of Philadelphia’s Delaware Riverfront development, casinos, and the city planning and zoning boards made PlanPhilly a primary source for consistent and reliable news.

“One of the great values of the Web is that it enables you to archive what you have done,” says *Philadelphia Inquirer* columnist Chris Satullo, a pioneer in getting the public involved in news and government issues. “It gives you complete transparency in what you are doing so that people who miss an [event] can catch up or even take part in the process.”

“On the Web, people can access the information at their convenience,” Satullo says. “They can dip in as deep as they want or as light as they want. And it is interactive. They can respond.”

The two sites, while similar in their thorough coverage, came about in distinctly different ways.

The original idea for what developed into The Next Mayor came up when Zack Stalberg, then editor of the *Philadelphia Daily News*, and WHYY president Bill Marrazzo were having lunch about five years ago. Stalberg says they shared concerns that the downturn in the news business would weaken the coverage of the mayor's race, especially in 2007, when there would be no incumbent and a wide-open Democratic primary.

>> **“...If I give it to the Web site, it is going to go to the right people. Within 48 hours, all of the mayoral candidates had signed on. I don't think I would have gotten that reaction from a newspaper [story].”**

—Zack Stalberg, Committee of Seventy

“What we both feared was there was going to be diminished coverage of the race, given what was happening in the industry,” says Stalberg, now the president of the good-government watchdog group, the Committee of Seventy.

By 2005, the idea of tackling the mayor's race using the Web developed



into a three-way partnership between WHYY, the Committee of Seventy, and the *Daily News*. Each contributed unique strengths to the project. WHYY brought production capacity and well-established radio and television platforms. The Committee of Seventy brought a reformist edge and a passion for openness and transparency. The *Daily News* brought its highly regarded newsroom and the resources of its parent company, Philadelphia Media Holdings, including Web hosting and a great deal of uncompensated hours by senior editorial staff.

Stalberg says by being early to the game the site built a following that grew as the election approached.

>> **“In the end, we had more unique viewers to our project than voted in the 2005 Philadelphia primary. We felt we had succeeded.”**

—Wendy Warren, *Philadelphia Daily News*

“You felt you could trust this because it is not just one more Web site with some idiot's opinion on it,” he says. “It changed the nature of the coverage from being horse race-oriented to putting an emphasis on issues.”

Stalberg says he saw an opportunity in early 2007 to make the reform of City Hall ethics a major issue. The Committee of Seventy put together an “ethics agenda” that called on the candidates to pledge to clean up how City Hall did business. He posted the agenda on The Next Mayor.

“In an earlier day, I would have leaked it to the *Sunday Inquirer*,” Stalberg says. “But I thought, if I give it to the Web site, it is going to go to the right people. Within 48 hours, all of the mayoral candidates had signed on. I don't think I would have gotten that reaction from a newspaper [story].”

By that time, The Next Mayor had morphed into the hub for all information about the race. “The great thing about The Next Mayor was everyone had to go there,” says Sandra Shea, editor of the *Daily News* Editorial Page. She says that it became the dominant site for the candidates, their campaign workers, political reporters, and voters alike.

“It was the ‘go to’ place, not only for its audience, but also for those who wanted to reach that audience,” Shea says.

During its peak period before the May 2007 Democratic Primary, tens of thousands of users visited the site each day. The Next Mayor concept was so new, it had no boundaries, no taboos, and enough versatility to change each day.

“We really don’t want to just do journalism,” says Wendy Warren, the *Daily News* editor who handled most of the day-to-day postings. “We wanted to create a community of interest around the mayor’s race. I wanted it to be the best fan site for the mayor’s race, in existence.”

Warren said the site changed her ideas of what is important to users.

“One of our most popular pages was our press release archive,” she says. “We archived every press release from 2005 until the end of the campaign. It was humbling, but it was a good reminder to us that information is very powerful, and aggregation is powerful.”



“On election eve, we were leading election coverage. The (*Daily News*’ and *Inquirer*’s) Web site, www.philly.com, turned over the top of the site to an RSS of our breaking-news blog. We were linked worldwide. And yes, we were briefly too popular for our own good—our blog crashed for a few minutes—but were back up without missing a report on the vote count. In the end, we had more unique viewers to our project

than voted in the 2005 Philadelphia primary. We felt we had succeeded.”

For Philadelphia’s newly elected mayor, Michael Nutter, the site was one of the few media outlets that paid attention to his early campaign. Nutter says the site was a primary resource for fair and analytical information about the race for candidates as well as voters.

“It was a central player,” Nutter says.

While The Next Mayor was going strong in early 2007, PlanPhilly was just finding its legs.

Matt Golas, a career newspaperman and former *Inquirer* editor, was hired in late 2006 to run the site for PennPraxis, the clinical arm of the University of Pennsylvania’s School of Design. PennPraxis was working on a long-range plan to develop a public vision for Philadelphia’s Central Delaware Riverfront and the site’s job was to document the process. It quickly became a news site as fresh stories and video were posted weekly.

By February 2007, Golas and his team of freelance writers faced their first real challenge. PennPraxis had scheduled a neighborhood

meeting at Furness High School in South Philadelphia to solicit public comment on riverfront uses. A false rumor had circulated through dockworkers that PennPraxis was against port expansion. Several hundred longshoremen filed into the school cafeteria and when Penn Praxis director Harris Steinberg called the meeting to order, he was shouted down.



“We had four reporters and a video-camera person, and all hell breaks loose,” Golas recalls. “We covered all-hell-breaking-loose and we put all-hell-breaking-loose up on the site.”

It was the “get-it-right-and-post-it” feel about PlanPhilly that helped it gain credibility with its users. Golas says 5,500 users have registered for weekly e-mail updates.

➤ ➤ **“PlanPhilly is focused on issues that other media outlets do not have the staff to cover.”**

—John Connors, Penn Treaty Museum

John Connors, director of the Web-based Penn Treaty Museum, is a regular reader of the site. “PlanPhilly provides either an exclusive perspective of an issue or another focused perspective. [From] my vantage, it is accurate and insightful,” says Connors. “PlanPhilly is focused on issues that other media outlets do not have the staff to cover.”

PlanPhilly reporter Kellie Patrick Gates, another former *Inquirer* staffer, says writing for the Web gives reporters more ways to enhance a story.

“The nuts and bolts are the same but the biggest difference is that there are more components,” she says. She now links to previous stories and posts the entire text of studies, court filings, graphics, maps, and charts. “Because everything is online, it is a lot more interactive with readers and sources. They are already on the computer so they click on my e-mail if they want to comment.”

“One of our main goals was to increase the transparency of government decision making as well as public access to information about the operations of government,” says Shawn McCaney, a program officer at the Foundation. “We didn’t go into this thinking we were entering the news business, but in the end, supporting solid, professional journalism and specific, topical coverage in an online format turned out to be the most effective way to keep citizens informed about the actions of key decision makers in an era of declining local news coverage.”

Like everything else on the Web, the sites have already changed. PlanPhilly coverage has expanded from the waterfront to become a citywide site for planning and zoning information. The Next Mayor has added a feature on the Philadelphia budget process with the “It’s Our Money” feature. The Foundation and the site’s organizers are in discussions about reshaping the project to provide ongoing coverage of the city administration.

Then there is the question of who pays for it all.

➤➤ **“One of our main goals was to increase the transparency of government decision making as well as public access to information about the operations of government. We didn’t go into this thinking we were entering the news business, but in the end, supporting solid, professional journalism and specific, topical coverage in an online format turned out to be the most effective way to keep citizens informed about the actions of key decision makers in an era of declining local news coverage.”**

—Shawn McCaney, William Penn Foundation

Stalberg says commercial journalism sites have a hard time finding advertising and he does not see anyone lining up to buy space on even more serious sites. “I think it is a hard question that the foundations will have to confront. Will they be willing to support this for the long haul?”



Warren of the *Daily News* says that her experience has her thinking about the future of Web-connected communities.

“Maybe we are entering a world where community groups could produce this kind of information. Could a homeless advocacy group be the primary resource on homelessness coverage?” she asks. “Maybe ‘journalistic’ becomes an adjective that means a certain set of standards, including objectivity, fairness, community mindedness, and less an adjective meaning it was produced by people who are paid solely to do this work. Maybe there can be links between for-profits and non-profits to create good coverage of the communities they live in.”

For its part, the Foundation is excited about the possibilities for this new breed of journalism to enhance Philadelphia’s civic space, according to McCaney. “A decade ago people were just learning that the Web could be a vehicle for delivering and archiving standard news coverage. Now, we’re just beginning to understand how it can be used to shape community dialogue and serve civic discourse. Within a few more years, who knows?”

Dick Cooper spent 36 years as a newspaper reporter and editor, the last 28 on the staff of *The Philadelphia Inquirer*. While a reporter at *The Rochester Times-Union*, Cooper and fellow writer John Machacek won the 1972 Pulitzer Prize for General Local Reporting. He is now president of Cooper Media Associates, a media consulting and writing firm. Cooper lives and sails in St. Michaels, Md.

History of the Foundation

Throughout its history, the Foundation's grantmaking has focused on a range of topics, including arts and culture, human development, conservation and restoration, community fabric, education, and the environment, all intended to improve the lives of the residents of Greater Philadelphia.

Over the years, presidents have included Richard Bennett, Bernard Watson, Harry Cerino, Kathy Engbretson, and Janet Haas, M.D. Two of Otto and Phoebe Haas'

grandsons now serve as chair of the corporation (Thomas Haas) and chair of the board of directors (David Haas). The Foundation's current president, Feather O. Houstoun, has served in that position since March 1, 2005.

Today, with nearly \$1.4 billion dollars in assets, the Foundation is one of the largest grantmakers in Greater Philadelphia, with an annual grant budget of more than \$60 million. Below are some key moments in the Foundation's history.



1945

Otto and Phoebe Haas create the Phoebe Waterman Foundation. Early philanthropic concerns included relief in post-War Europe, scholarships for fatherless children, and support for medical and educational institutions. The Foundation's development was made possible by the increasing success of the Rohm and Haas Company.

Gifts from the Haas family support the Foundation and continue to reflect the personal philanthropic interests of Otto and Phoebe Haas, including medical research and hospital expansion projects.

1945-55

1955

As annual grants exceed \$100,000, the Foundation hires its first director.

Our Founders

At the age of 15, German-born Otto Haas learned English while working as a bank clerk to support his widowed mother and younger siblings. He didn't know it then, but his newfound language skills would eventually help him create one of the world's largest manufacturers of unique specialty chemicals.

Clerking at the bank and working with a German dye and chemical manufacturer provided Mr. Haas with the savings he needed to emigrate to the United States, and he did so in 1901, before the age of 30. Within a few years, Dr. Otto Rohm, a friend from Germany who was developing a new product for the tanning industry, asked Mr. Haas if he could help him

Upon Mr. Haas' death, the Foundation receives the bulk of his estate.

1960

1960-67

Mrs. Haas continues a program of regular gifts to the Foundation until her death in 1967. Otto and Phoebe's sons, John C. and F. Otto, head the Foundation's board.

Why William Penn?

>> *The Foundation is named for the 17th-century Quaker whose pursuit of an exemplary society and understanding of human possibilities led to his founding of Philadelphia, the City of Brotherly Love.*

with his business. Mr. Haas agreed, and helped investigate the needs of leather tanners in the United States before returning to Germany to help Dr. Rohm develop the new business. Mr. Haas returned to the United States in 1909 to establish the first American branch of the fledgling Rohm and Haas partnership in Philadelphia, a center of the tanning industry. The venture was a success, and by 1912 there was a branch in Chicago. In 1913, markets in South America were ready for the new approach to tanning, and Mr. Haas set out on a trip to establish offices there.

On the ship to South America, Otto Haas met Dr. Phoebe Waterman, an astronomer on her way to an

assignment at an observatory in Argentina. Born on the North Dakota frontier, she was the daughter of an army lieutenant colonel posted to Fort Totten to rebuild the troops replacing Custer's regiment after Little Big Horn. Educated at Vassar and Berkeley, she had earned an M.A. in mathematics and astronomy and was among the first women to earn a Ph.D. in astronomy at the Berkeley/Lick Observatory. Phoebe Waterman and Otto Haas were married in 1914.

Rohm and Haas continued to prosper in the subsequent decades, thanks to the firm's concentration on chemicals that had unique industrial properties and the hard work of its employees. Mr. Haas' personal concern for his

employees and his financial policies enabled the company to survive the Depression without reducing its workforce.

The advent of World War II coincided with the company's development of Plexiglas, a product well-suited for airplane cockpit enclosures. Today, most Rohm and Haas products are rarely seen by consumers; rather, they are used by other industries—paint and coatings, electronics, detergents, adhesives, plastics, and salt—to improve the performance of their products. The history of Rohm and Haas has been a series of innovative technical contributions to science and industry, usually taking place behind the scenes.

Annual grants climb to \$3.5 million, and the Foundation changes its name to the Haas Community Fund.

1970

1974

The Haas family renames the fund the William Penn Foundation, commemorating the 17th-century Quaker whose pursuit of an exemplary society led to the founding of Philadelphia, the City of Brotherly Love. Annual grants total \$7 million.

2001

The Foundation undertakes a planning process in consultation with various stakeholders in the communities that it serves. The results reaffirm the Foundation's commitment to improving the quality of life in Greater Philadelphia and lead to the establishment of new goals and priorities for its current grantmaking programs: Arts & Culture; Children, Youth, & Families; and Environment & Communities.

2006

At its 60th anniversary, the Foundation is one of the largest grantmakers in the Philadelphia region, with assets of \$1.2 billion and an annual grant budget of more than \$60 million. The Foundation marks its sixth decade of philanthropy granting its one billionth dollar.

Founding Philosophies

Our Vision

Advancing a dynamic, diverse region with meaningful opportunity.

Our Values

Stewardship: The Foundation's funds belong to the community at large. Members, directors, and staff act as trustworthy and responsible stewards of these funds, seeking to direct resources with wisdom and compassion. They strive to ensure that our grantmaking is not only relevant, effective, and efficient, but also mindful of the opportunity gap between low-income residents and their more advantaged peers.

Respect for Others: Members, directors, and staff value and respect all persons, recognizing that persons of disparate gender, race, age, religion, economic level, sexual orientation, and capacity contribute meaningfully to our world. All persons are treated with honesty, integrity, and fairness.

Commitment to Collaboration:

Participation of the public, as well as that of other grantmakers and Foundation directors and staff, is sought to clarify issues of community concern and is facilitated through our role as a convener. Collegial relationships, collaboration, discussion, debate, and exchange of information are encouraged.

Learning: Grantees' accomplishments and the Foundation's activities, including evaluation and education efforts, provide means to promote learning and convey information to interested others. Foundation members, directors, and staff value learning opportunities that enhance the well-being of the region and its citizens.

Communication: Communications advance the Foundation's mission by enhancing the impact of our grantmaking and the effective use of our resources. Members, directors, and staff value clarity, coherence, and simplicity in communications. They listen and seek to learn from others in order to function with maximum efficacy.

Our Mission

- >> To improve quality of life in the Greater Philadelphia region through efforts that foster rich cultural expression, strengthen children's futures, and deepen connections to nature and community. In partnership with others, we work to advance a vital, just, and caring community.

Our Principles

Long-Term Focus: We focus on work that will strengthen the region's viability and sustainability for the long term, rather than confining our efforts to short-term goals.

Integration: Whenever possible, we integrate grantmaking throughout rural, suburban, and urban areas of the Philadelphia region and across Foundation grantmaking categories.

Achievability: We support work that is based on sound objectives and measurement practices, is ambitious but achievable, and is relevant to our grantmaking capacity to contribute. We understand that success is predicated on the presence of social capital and viable partners and on sharing and applying insights learned from previous work in the field.

Leverage: We focus on work that has a multiplier effect; we seek points of leverage, including alignment of interests across the private and public sectors.

Relevance: We regularly and consistently ask our community for information regarding significant challenges faced by our region and for feedback about the value and effectiveness of our work and the relevance of our planned future directions.

Financial Highlights

	1	2
Statements of Financial Position* <i>Years ended December 31, 2007 and 2006</i>		
Assets	2007	2006
Cash	\$ 413,810	\$ 134,493
Investments	1,462,657,995	1,376,678,840
Securities lending collateral	84,126,155	45,378,866
Program-related investments	5,500,000	6,000,000
Other assets	1,096,666	1,551
Property and equipment, net	152,629	172,187
Pension Plan assets, net	1,557,830	—
Total assets	\$ 1,555,505,085	1,428,365,937
Liabilities and Net Assets		
Post-retirement health care benefits, current portion	\$ 52,000	\$ —
Federal excise tax payable	269,720	1,627,384
Grants payable, net	31,706,123	31,961,280
Securities lending collateral obligations	84,126,155	45,378,866
Post-retirement health care benefits	1,519,851	2,220,112
Deferred federal excise tax	587,729	4,047,018
Accrued expenses and other liabilities	212,470	1,144,329
Total liabilities	118,474,048	86,378,989
Unrestricted net assets, before change	1,435,155,298	1,341,986,948
Net change, FAS 158	1,875,739	—
	1,437,031,037	1,341,986,948
Total liabilities and net assets	\$ 1,555,505,085	\$ 1,428,365,937
<i>*Because the Foundation's annual audit was in process at press time, this statement is unaudited as presented.</i>		

	1	2
Statements of Activities* <i>Years ended December 31, 2007 and 2006</i>		
Revenues	2007	2006
Interest	\$ 4,249,290	\$ 3,396,151
Dividends	29,765,924	34,912,310
Grants from Otto Haas Charitable Trusts	27,050,347	24,176,048
Net realized and unrealized gains	109,424,551	165,329,341
Total revenue	170,490,112	227,813,850
Grants made and operating expenses		
Grants made	61,020,459	49,737,208
Program administration and general expenses	4,328,119	4,234,515
Investment expenses	6,142,474	5,707,679
Federal excise tax and income taxes	5,830,710	3,689,781
Total grants made and operating expenses	77,321,762	63,369,183
Change in net assets	93,168,350	164,444,667
Add: FAS 158 changes, net	1,875,739	—
Total change in net assets	95,044,089	164,444,667
Unrestricted net assets at beginning of year	1,341,986,948	1,177,542,281
Unrestricted net assets at end of year	\$1,437,031,037	\$1,341,986,948
<i>*Because the Foundation's annual audit was in process at press time, this statement is unaudited as presented.</i>		

Grantmaking Details

2007 Grant Facts		1
1	Letters of Inquiry Received	358
2	Eligible Proposals Received	286
3	New Grants Approved ¹	246
4	Dollars Awarded for New Grants (excluding small & matching gifts)	\$60,121,590
5	Active Grants from Prior Years	171
6	Total Active Grants	423
7	Total Payments on Grants (excluding small & matching gifts)	\$60,486,062
8	<i>¹Does not include four grants shared between more than one program area.</i>	
9		

	1	2	3	4	5		
New and Active Grants, 2007							
	Number of New Grants ¹	Number of Active Grants-Prior Years	Total Active Grants	2007 New Appropriations ²	2007 Total Payments on Active Grants ²		
1	Arts & Culture	58	38	96	\$13,088,452	\$12,629,024	1
2	Children, Youth, & Families	65	50	115	19,852,365	20,480,774	2
3	Environment & Communities	84	69	153	22,035,738	20,802,662	3
4	Opportunity Fund	38	11	49	4,845,035	4,463,602	4
5	50th Anniversary	1	2	3	300,000	110,000	5
6	Barnes Foundation	0	1	1	—	2,000,000	6
7	2007 Totals	246	171	417	60,121,590	60,486,062	7
8	¹ Does not include four grants shared between more than one program area.					8	
9	² Does not include small and matching gifts appropriations totaling \$1,158,908.					9	

Awards & Payments

Grant Payments by Category*

Children, Youth, & Families

\$20,480,774

33.9%

Environment & Communities

\$20,802,662

34.4%

Arts & Culture

\$12,629,024

20.9%

Opportunity Fund

\$4,463,602

7.4%

50th Anniversary

\$110,000

0.2%

Barnes Foundation

\$2,000,000

3.3%

*Does not include small and matching gifts appropriations totaling \$1,158,908.



Arts & Culture

- > **Abington Art Center**
Jenkintown, PA
\$335,500 over 31 months
- > **Academy of Vocal Arts**
Philadelphia, PA
\$79,750 over 12 months
- > **Art Partners Studio**
Coatesville, PA
\$27,500 over 12 months
- > **Art Sanctuary**
Philadelphia, PA
\$410,094 over 32 months
- > **Asian Arts Initiative**
Philadelphia, PA
\$550,000 over 20 months
- > **Association for the Colonial Theater**
Phoenixville, PA
\$27,500 over 4 months
- > **Atwater Kent Museum**
Philadelphia, PA
\$82,500 over 9 months
- > **Azuka Theatre Collective**
Philadelphia, PA
\$33,000 over 6 months
- > **BalletX**
Philadelphia, PA
\$77,000 over 7 months
- > **Brat Productions, Inc.**
Philadelphia, PA
\$82,500 over 27 months
- > **Bristol Riverside Theater Company, Inc.**
Bristol, PA
\$199,870 over 12 months
- > **Bryn Mawr Rehabilitation Foundation**
Malvern, PA
\$82,410 over 30 months
- > **Bushfire Theatre of Performing Arts**
Philadelphia, PA
\$165,000 over 35 months
- > **Center for Emerging Visual Artists, Ltd.**
Philadelphia, PA
\$361,909 over 32 months
- > **Christ Church Preservation Trust**
Philadelphia, PA
\$550,000 over 38 months
- > **Concerto Soloists of Philadelphia**
Philadelphia, PA
\$194,800 over 14 months
- > **Dance Affiliates**
Philadelphia, PA
\$590,000 over 38 months
- > **Fund for Philadelphia Inc.**
Philadelphia, PA
\$1,733 over 3 months
- > **German Society of Pennsylvania**
Philadelphia, PA
\$171,600 over 12 months
- > **Greater Philadelphia Cultural Alliance**
Philadelphia, PA
\$281,000 over 21 months
- > **Rennie Harris Pure Movement**
Philadelphia, PA
\$82,500 over 10 months
- > **Haverford Township Free Library Association**
Havertown, PA
\$27,500 over 8 months
- > **Headlong Dance Theater**
Philadelphia, PA
\$124,300 over 24 months
- > **Historic Yellow Springs, Inc.**
Chester Springs, PA
\$82,205 over 14 months
- > **Independence Visitor Center Corporation**
Philadelphia, PA
\$82,500 over 7 months
- > **Kulu Mele African American Dance Ensemble**
Philadelphia, PA
\$40,700 over 8 months
- > **Lantern Theater Company**
Philadelphia, PA
\$335,500 over 38 months
- > **LaSalle University¹**
Philadelphia, PA
\$247,500 over 24 months
- > **Library Company of Philadelphia**
Philadelphia, PA
\$331,155 over 40 months

¹Shared with Children, Youth, & Families and Environment & Communities

- > **Mann Center for the Performing Arts**
Philadelphia, PA
\$300,000 over 10 months
- > **Mid Atlantic Arts Foundation, Inc.**
Baltimore, MD
\$75,000 over 14 months
- > **Mill at Anselma Preservation and Educational Trust, Inc.**
Chester Springs, PA
\$105,600 over 36 months
- > **Montgomery Theater, Inc.**
Souderton, PA
\$231,000 over 36 months
- > **Mum Puppettheatre, Ltd.**
Philadelphia, PA
\$82,500 over 12 months
- > **OPERA America, Inc.**
New York, NY
\$100,200 over 11 months
- > **Opera Company of Philadelphia**
Philadelphia, PA
\$350,000 over 11 months
- > **Painted Bride Art Center**
Philadelphia, PA
\$461,186 over 32 months
- > **Pennsylvania Ballet Association**
Philadelphia, PA
\$850,000 over 18 months
- > **People's Light and Theatre Company**
Malvern, PA
\$495,000 over 36 months
- > **Pew Charitable Trusts**
Philadelphia, PA
\$438,400 over 24 months
- > **Philadelphia Chamber Music Society**
Philadelphia, PA
\$363,000 over 38 months
- > **Philadelphia Fringe Festival**
Philadelphia, PA
\$990,000 over 36 months
- > **Philadelphia Singers**
Philadelphia, PA
\$66,000 over 8 months
- > **Philagrafika**
Philadelphia, PA
\$82,500 over 14 months
\$8,250 over 12 months
- > **Piffaro The Renaissance Band**
Philadelphia, PA
\$37,400 over 6 months
- > **Point Breeze Performing Arts Center**
Philadelphia, PA
\$82,500 over 12 months
- > **Raices Culturales Latinoamericanas, Inc.**
Philadelphia, PA
\$82,500 over 14 months
- > **Scrap Performance Group**
Philadelphia, PA
\$11,000 over 12 months
- > **Scribe Video Center, Inc.**
Philadelphia, PA
\$333,740 over 26 months
- > **Settlement Music School of Philadelphia²**
Philadelphia, PA
\$1,000,000 over 36 months
- > **Leah Stein Dance Company**
Philadelphia, PA
\$82,500 over 31 months
- > **Taller Puertorriqueño, Inc.**
Philadelphia, PA
\$378,400 over 31 months
- > **Trinity Center for Urban Life**
Philadelphia, PA
\$82,500 over 4 months
- > **University of the Arts**
Philadelphia, PA
\$77,250 over 9 months
- > **Village of Arts and Humanities, Inc.**
Philadelphia, PA
\$390,500 over 38 months
- > **VSA Arts of Pennsylvania**
Philadelphia, PA
\$82,500 over 5 months
- > **Walnut Street Theatre Corporation**
Philadelphia, PA
\$27,500 over 12 months
- > **Wayne Art Center**
Wayne, PA
\$236,500 over 36 months

² Shared with Opportunity Fund

Children, Youth, & Families

- > **Action Against Crime and Violence Education Fund**
Washington, DC
\$275,000 over 24 months
- > **American National Red Cross – Southeastern Pennsylvania Chapter**
Philadelphia, PA
\$82,500 over 24 months
- > **American Prospect, Inc.**
Washington, DC
\$25,000 over 12 months
- > **Arcadia University**
Glenside, PA
\$55,000 over 24 months
- > **Big Brothers Big Sisters Southeastern Pennsylvania**
Philadelphia, PA
\$27,500 over 12 months
- > **Bryn Mawr College**
Bryn Mawr, PA
\$82,500 over 36 months
- > **Center for Literacy, Inc.**
Philadelphia, PA
\$82,500 over 12 months
- > **Central Susquehanna Intermediate Unit**
Lewisburg, PA
\$82,500 over 36 months
- > **Children's Literacy Initiative**
Philadelphia, PA
\$1,101,395 over 24 months
- > **Civil Society Institute, Inc.**
Newton, MA
\$350,000 over 24 months
- > **Communities in Schools of Philadelphia Inc.**
Philadelphia, PA
\$462,000 over 36 months
- > **Community Foundation for the National Capital Region**
Washington, DC
\$25,000 over 12 months
- > **Delaware Valley Association for the Education of Young Children**
Philadelphia, PA
\$50,000 over 3 months
- > **Education Law Center**
Newark, NJ
\$74,250 over 12 months
- > **Family Service of Montgomery County**
Norristown, PA
\$429,118 over 36 months
- > **Greater Philadelphia Chamber of Commerce Regional Foundation**
Philadelphia, PA
\$50,000 over 3 months
- > **Greater Philadelphia Federation of Settlements**
Philadelphia, PA
\$27,500 over 36 months
- > **Greater Philadelphia Urban Affairs Coalition**
Philadelphia, PA
\$264,000 over 36 months
- > **Hispanics in Philanthropy³**
San Francisco, CA
\$82,500 over 12 months
- > **Juvenile Law Center**
Philadelphia, PA
\$225,000 over 24 months
- > **LaSalle University⁴**
Philadelphia, PA
\$247,500 over 24 months
- > **Maternal Child Health Consortium of Chester County**
West Chester, PA
\$307,453 over 24 months
- > **Maternity Care Coalition**
Philadelphia, PA
\$82,500 over 12 months
- > **Montgomery County Opportunities Industrialization Center, Inc.**
Norristown, PA
\$425,700 over 36 months
- > **New Frankford Community Y**
Philadelphia, PA
\$82,500 over 12 months
- > **Nonprofit Finance Fund**
New York, NY
\$1,202,303 over 12 months
- > **NPower Pennsylvania**
Philadelphia, PA
\$80,060 over 3 months
\$296,300 over 12 months
- > **Pennsylvania Health Law Project**
Philadelphia, PA
\$82,500 over 12 months
- > **Pennsylvanians for Modern Courts**
Philadelphia, PA
\$165,000 over 24 months
- > **Philadelphia Academies, Inc.**
Philadelphia, PA
\$689,150 over 24 months

³Shared with Environment & Communities and Opportunity Fund

⁴Shared with Arts & Culture and Environment & Communities

- > **Philadelphia City Sail, Inc.**
Philadelphia, PA
\$82,500 over 24 months
- > **Philadelphia Early Childhood Collaborative**
Philadelphia, PA
\$748,000 over 18 months
- > **Philadelphia Health Management Corporation**
Philadelphia, PA
\$368,980 over 14 months
\$634,300 over 36 months
\$29,200 over 12 months
- > **Philadelphia Safe and Sound**
Philadelphia, PA
\$66,000 over 12 months
- > **Philadelphia Student Union**
Philadelphia, PA
\$55,000 over 12 months
- > **Philadelphia Youth Network**
Philadelphia, PA
\$1,348,000 over 24 months
- > **Philadelphia's Children First Fund**
Philadelphia, PA
\$75,000 over 3 months
\$373,650 over 12 months
\$507,601 over 24 months
- > **Public Interest Projects Inc.**
New York, NY
\$319,500 over 36 months
- > **Public Private Ventures**
Philadelphia, PA
\$82,500 over 6 months
- > **RAND Corporation**
Santa Monica, CA
\$109,199 over 12 months
- > **Research for Action, Inc.**
Philadelphia, PA
\$600,000 over 24 months
\$82,500 over 12 months
- > **Saint Joseph's University**
Philadelphia, PA
\$59,168 over 4 months
- > **School District of Philadelphia**
Philadelphia, PA
\$646,001 over 17 months
\$344,500 over 10 months
- > **Starfinder Foundation**
Philadelphia, PA
\$82,500 over 24 months
- > **Support Center for Child Advocates**
Philadelphia, PA
\$250,000 over 24 months
- > **Temple University – College of Education**
Philadelphia, PA
\$1,200,000 over 36 months
- > **Temple University – Family and Children's Policy Collaborative**
Philadelphia, PA
\$186,271 over 24 months
- > **Temple University – University Community Collaborative of Philadelphia**
Philadelphia, PA
\$544,500 over 36 months
- > **To Our Children's Future With Health, Inc.**
Philadelphia, PA
\$127,764 over 12 months
- > **United Way of Southeastern Pennsylvania**
Philadelphia, PA
\$605,000 over 12 months
\$485,242 over 8 months
- > **University of Pennsylvania – Center for Research on Youth and Social Policy**
Philadelphia, PA
\$825,000 over 36 months
- > **University of Pennsylvania – Fels Institute of Government**
Philadelphia, PA
\$82,251 over 12 months
- > **University of Pennsylvania – Graduate School of Education**
Philadelphia, PA
\$600,000 over 36 months
- > **University of Pittsburgh– Office of Child Development**
Pittsburgh, PA
\$450,000 over 12 months
- > **UrbanPromise Ministries, Inc.**
Camden, NJ
\$33,000 over 12 months
- > **West Chester University Foundation**
West Chester, PA
\$72,000 over 12 months
- > **Women's Community Revitalization Project**
Philadelphia, PA
\$265,015 over 24 months
- > **Women's Law Project**
Philadelphia, PA
\$400,000 over 24 months

Environment & Communities

- > **American Assembly**
New York, NY
\$25,000 over 9 months
- > **American Littoral Society**
Highlands, NJ
\$247,500 over 24 months
- > **American Rivers, Inc.**
Washington, DC
\$220,000 over 24 months
- > **Appalachian Mountain Club**
Boston, MA
\$220,000 over 18 months
- > **Asociacion de Puertorriquenos En Marcha, Inc.**
Philadelphia, PA
\$50,000 over 12 months
- > **Association of New Jersey Environmental Commissions**
Mendham, NJ
\$220,000 over 24 months
- > **Berks County Community Foundation**
Reading, PA
\$165,000 over 18 months
- > **Berks County Conservancy**
Reading, PA
\$660,000 over 24 months
- > **Bicycle Coalition of Greater Philadelphia**
Philadelphia, PA
\$82,500 over 24 months
- > **Brandywine Conservancy, Inc.**
Chadds Ford, PA
\$302,500 over 12 months
- > **Brandywine Valley Association, Inc.**
West Chester, PA
\$66,000 over 18 months
- > **Brookings Institution**
Washington, DC
\$82,500 over 6 months
- > **Business Alliance for Local Living Economies**
San Francisco, CA
\$50,000 over 12 months
- > **Camden City Garden Club, Inc.**
Camden, NJ
\$82,500 over 12 months
- > **Center in the Park, Inc.**
Philadelphia, PA
\$38,500 over 12 months
- > **Citizens for Pennsylvania's Future**
Harrisburg, PA
\$550,000 over 18 months
- > **City of Philadelphia – Office of the Managing Director**
Philadelphia, PA
\$82,500 over 12 months
- > **City Parks Alliance, Inc.**
Washington, DC
\$27,500 over 18 months
- > **Clean Air Council**
Philadelphia, PA
\$82,500 over 18 months
- > **Clean Water Fund**
Philadelphia, PA
\$275,000 over 24 months
- > **Coalition for Affordable Housing and the Environment, Inc.**
Trenton, NJ
\$88,000 over 24 months
- > **Community Design Collaborative of AIA**
Philadelphia, PA
\$330,000 over 18 months
- > **Community Foundation of Greater Johnstown**
Johnstown, PA
\$66,000 over 12 months
- > **Congress for the New Urbanism**
Chicago, IL
\$55,000 over 4 months
- > **Conserve Wildlife Foundation of New Jersey**
Trenton, NJ
\$82,500 over 18 months
- > **Cooper's Ferry Development Association, Inc.**
Camden, NJ
\$330,000 over 18 months
- > **Council of State Governments**
New York, NY
\$27,500 over 12 months
- > **D&R Greenway Land Trust, Inc.**
Princeton, NJ
\$242,000 over 24 months
- > **Delaware Valley Regional Planning Commission**
Philadelphia, PA
\$38,838 over 6 months
\$72,600 over 6 months
\$1,276,000 over 24 months

- > **Enterprise Center**
Philadelphia, PA
\$82,500 over 12 months
- > **Enterprising Environmental Solutions, Inc.**
Pittsburgh, PA
\$33,000 over 10 months
- > **Environmental Leadership Program**
Washington, DC
\$165,000 over 24 months
- > **Friends of the Wissahickon, Inc.**
Philadelphia, PA
\$143,000 over 24 months
- > **Funders' Network for Smart Growth and Livable Communities, Inc.**
Coral Gables, FL
\$132,000 over 18 months
- > **GreenTreks Network, Inc.**
Philadelphia, PA
\$220,000 over 18 months
- > **Heritage Conservancy**
Doylestown, PA
\$275,000 over 12 months
- > **Hispanics in Philanthropy⁵**
San Francisco, CA
\$82,500 over 12 months
- > **Housing and Community Development Network of New Jersey, Inc.**
Trenton, NJ
\$440,000 over 24 months
- > **Initiative for a Competitive Inner City**
Boston, MA
\$15,000 over 3 months
- > **Institute for Conservation Leadership**
Takoma Park, MD
\$330,000 over 24 months
\$220,000 over 24 months
- > **International Economic Development Council**
Washington, DC
\$10,000 over 12 months
- > **Keystone Conservation Trust**
Radnor, PA
\$130,000 over 18 months
- > **Lancaster County Conservancy**
Lancaster, PA
\$132,000 over 24 months
- > **Lancaster Farmland Trust**
Strasburg, PA
\$82,500 over 24 months
- > **LaSalle University**
Philadelphia, PA
\$200,000 over 18 months
\$247,500 over 24 months⁶
- > **Local Initiatives Support Corporation—Philadelphia Chapter**
Philadelphia, PA
\$1,000,000 over 24 months
- > **Media and Policy Center Foundation of California**
Santa Monica, CA
\$82,500 over 12 months
- > **Montgomery County Lands Trust**
Lederach, PA
\$110,000 over 24 months
\$165,000 over 18 months
- > **National Audubon Society**
Audubon, PA
\$690,000 over 24 months
- > **National Fish and Wildlife Foundation**
Washington, DC
\$195,800 over 24 months
- > **Natural Lands Trust, Incorporated**
Media, PA
\$330,000 over 12 months
- > **Nature Conservancy, Inc. (New Jersey Field Office)**
Chester, NJ
\$330,000 over 24 months
- > **New Jersey Audubon Society**
Bernardsville, NJ
\$286,000 over 24 months
- > **New Jersey Conservation Foundation**
Far Hills, NJ
\$550,000 over 24 months
- > **New Jersey Pinelands Commission**
New Lisbon, NJ
\$82,500 over 12 months
- > **New Jersey Tree Foundation**
Trenton, NJ
\$55,000 over 12 months
- > **New Kensington Community Development Corporation**
Philadelphia, PA
\$495,000 over 24 months
- > **Northeast-Midwest Institute**
Washington, DC
\$137,500 over 24 months
- > **Partnership for the Delaware Estuary, Inc.**
Wilmington, DE
\$27,500 over 12 months

⁵Shared with Children, Youth, & Families and Opportunity Fund

⁶Shared with Arts & Culture and Children, Youth, & Families

Opportunity Fund

- > **Penn Praxis, Inc.**⁷
Philadelphia, PA
\$1,925,000 over 24 months
- > **Pennsylvania Environmental Council, Inc.**
Philadelphia, PA
\$1,353,000 over 24 months
- > **Pennsylvania Housing Finance Agency**
Harrisburg, PA
\$220,000 over 12 months
- > **Pennsylvania Land Trust Association**
Harrisburg, PA
\$220,000 over 24 months
- > **Pennsylvania Low Income Housing Corporation**
Glenside, PA
\$300,000 over 28 months
- > **Philadelphia University–The Design Center**
Philadelphia, PA
\$82,500 over 6 months
- > **Preservation Alliance for Greater Philadelphia**
Philadelphia, PA
\$495,000 over 24 months
- > **Regional Housing Legal Services**
Glenside, PA
\$500,000 over 24 months
- > **Reinvestment Fund, Inc.**
Philadelphia, PA
\$1,750,000 over 24 months
- > **Schuylkill Headwaters Association**
Pottsville, PA
\$55,000 over 10 months
- > **Scrub Foundation, Inc.**
Philadelphia, PA
\$82,500 over 12 months
- > **Share Food Program, Inc.**
Philadelphia, PA
\$66,000 over 12 months
- > **Shirley Road Productions**
Narberth, PA
\$50,000 over 12 months
- > **South Jersey Tourism Corporation**
Camden, NJ
\$165,000 over 24 months
- > **Tookany-Tacony-Frankford Watershed Partnership**
Philadelphia, PA
\$44,000 over 24 months
- > **Trust for Public Land – New Jersey Field Office**
Morristown, NJ
\$500,000 over 24 months
- > **John J. Tyler Arboretum**
Media, PA
\$33,000 over 12 months
- > **United Way of Southeastern Pennsylvania**
Philadelphia, PA
\$440,000 over 12 months
- > **University City District**
Philadelphia, PA
\$547,000 over 24 months
- > **Wildlands Conservancy, Inc.**
Emmaus, PA
\$275,000 over 24 months
- > **Willistown Conservation Trust, Inc.**
Newtown Square, PA
\$165,000 over 24 months
- > **Center City District**
Philadelphia, PA
\$285,000 over 12 months
\$82,500 over 12 months
- > **City of Philadelphia – Planning Commission**
Philadelphia, PA
\$44,000 over 5 months
- > **Committee of Seventy**
Philadelphia, PA
\$550,000 over 24 months
- > **Delaware Valley Grantmakers**
Philadelphia, PA
\$5,000 over 3 months
- > **Delaware Valley Regional Planning Commission**
Philadelphia, PA
\$82,500 over 6 months
- > **Free Library of Philadelphia**
Philadelphia, PA
\$10,000 over 12 months
- > **Harvard Business School Club of Philadelphia**
Eagle, PA
\$33,000 over 36 months
- > **Hispanics in Philanthropy**⁸
San Francisco, CA
\$82,500 over 12 months
- > **Independence Visitor Center Corporation**
Philadelphia, PA
\$800,000 over 24 months
- > **OMG Center for Collaborative Learning**
Philadelphia, PA
\$78,430 over 24 months

⁷Shared with Opportunity Fund⁸Shared with Children, Youth, & Families and Environment & Communities

- > **Parkway Council Foundation**
Philadelphia, PA
\$60,500 over 7 months
- > **Penn Praxis, Inc.**⁹
Philadelphia, PA
\$1,925,000 over 24 months
- > **Pennsylvania Economy League, Inc.**
Harrisburg, PA
\$495,000 over 24 months
- > **Pennsylvania Hospital**
Philadelphia, PA
\$220,000 over 12 months
- > **Philadelphia Convention and Visitor's Bureau Foundation**
Philadelphia, PA
\$82,500 over 12 months
- > **Philadelphia Museum of Art**
Philadelphia, PA
\$50,000 over 12 months
- > **Preservation Alliance for Greater Philadelphia**
Philadelphia, PA
\$2,500 over 12 months
- > **Reading Terminal Market Corporation**
Philadelphia, PA
\$7,500 over 12 months
- > **Settlement Music School of Philadelphia**¹⁰
Philadelphia, PA
\$1,000,000 over 36 months
- > **Temple University – Institute of Public Affairs**
Philadelphia, PA
\$38,500 over 6 months
- > **University of Pennsylvania – Fels Institute of Government**
Philadelphia, PA
\$25,000 over 12 months
- > **University of the Arts**
Philadelphia, PA
\$300,000 over 6 months
- > **WHYY, Inc.**
Philadelphia, PA
\$82,500 over 12 months
- > **Wireless Philadelphia**
Philadelphia, PA
\$250,000 over 24 months
- > **Fairmount Park Conservancy**
Philadelphia, PA
\$300,000 over 12 months

⁹Shared with Environment & Communities¹⁰Shared with Arts & Culture

Members of the Corporation

The William Penn Foundation is directed by a corporation composed of Haas family members and a board with family and public directors.

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David Haas

Duncan A. Haas

Frederick R. Haas

John Otto Haas

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Frederick R. Haas, *Vice Chair and Secretary*

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James Gately

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**Term ended January 2008*

***Term effective January 2008*

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About the Artist: Laura Hutton is a fine artist, illustrator, and graphic designer. She lives and works in Philadelphia.

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