

PACDC

PHILADELPHIA ASSOCIATION
OF COMMUNITY DEVELOPMENT CORPORATIONS

Equipping Corridor Managers for Success

A Replicable Talent Pipeline Model for
Community Economic Development

Today's Speakers:



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Who is PACDC?

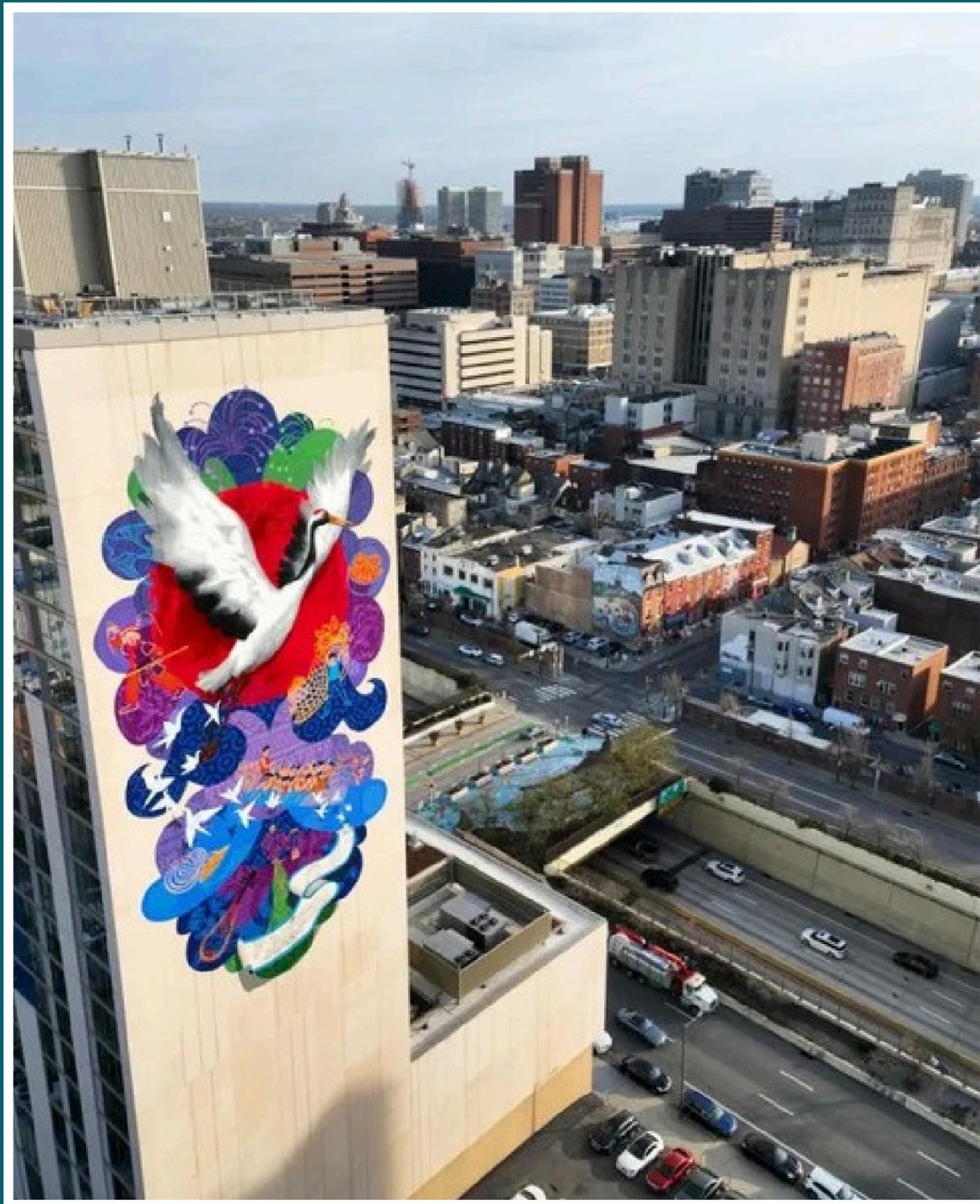
PACDC works to create an equitable city where every Philadelphian lives, works, and thrives in a neighborhood that offers an excellent quality of life.

As a membership association, we foster strong community development corporations and nonprofit community organizations by enhancing their skills and advocating for resources and policies to create a just and inclusive Philadelphia.

Our Values:

Equity, Collaboration, Integrity, Passion, Impact





Philly's Community Econ. Dev. Ecosystem

Network Structure

- Neighborhood-based CDCs
- Business support providers & affinity groups
- Intermediaries (PACDC, LISC)
- CDFI network, The Merchants Fund, banks
- Municipal & state government entities

Context & Approach

- Corridor Management & BIDs (place-based)
- "Clean, Green & Safe" focus
- Changes in neighborhood/economic realities



What Is A Commercial Corridor?

AKA "Main Street"

- Commercial centers/business districts
- Diverse marketplaces - locally-owned businesses
- Reflect neighborhood identity

Neighborhood Backbone

- Essential, culturally relevant goods & services
- Local economic engines
- Community gathering spaces

It Takes a Village To Grow a Business

TARGETED CORRIDOR MANAGEMENT PROGRAM





Why Support Corridor Managers?

Critical connectors between:

- Small businesses & key resources
- Community needs & econ. dev.
- Place-based strategy & implementation

Challenge:

- Expected to learn “on-the-job”
- High rates of turnover and burnout
- Entry-level pay for expert-level skills



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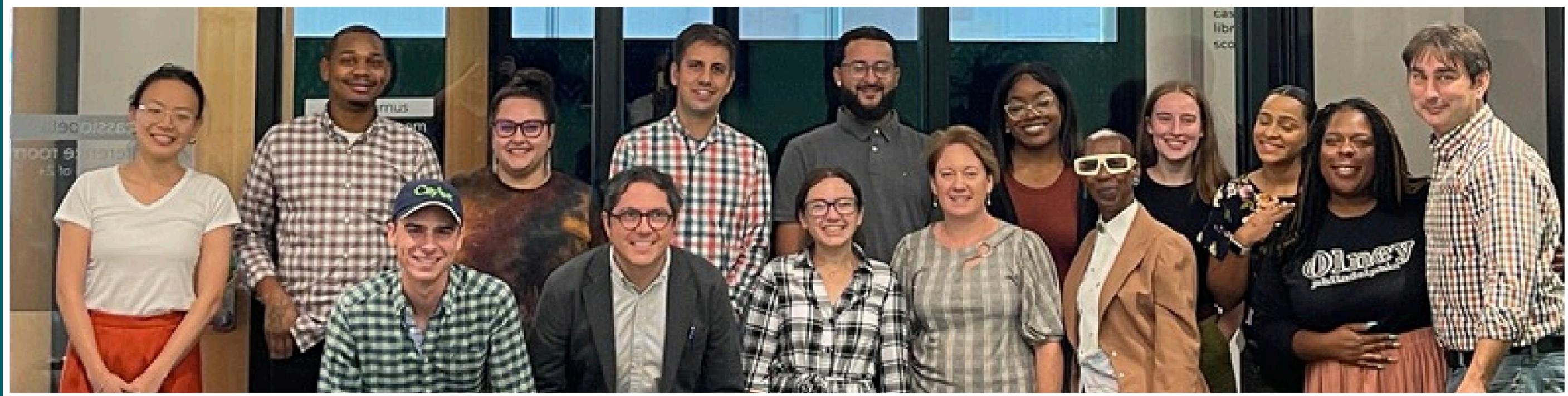
OPPORTUNITY:

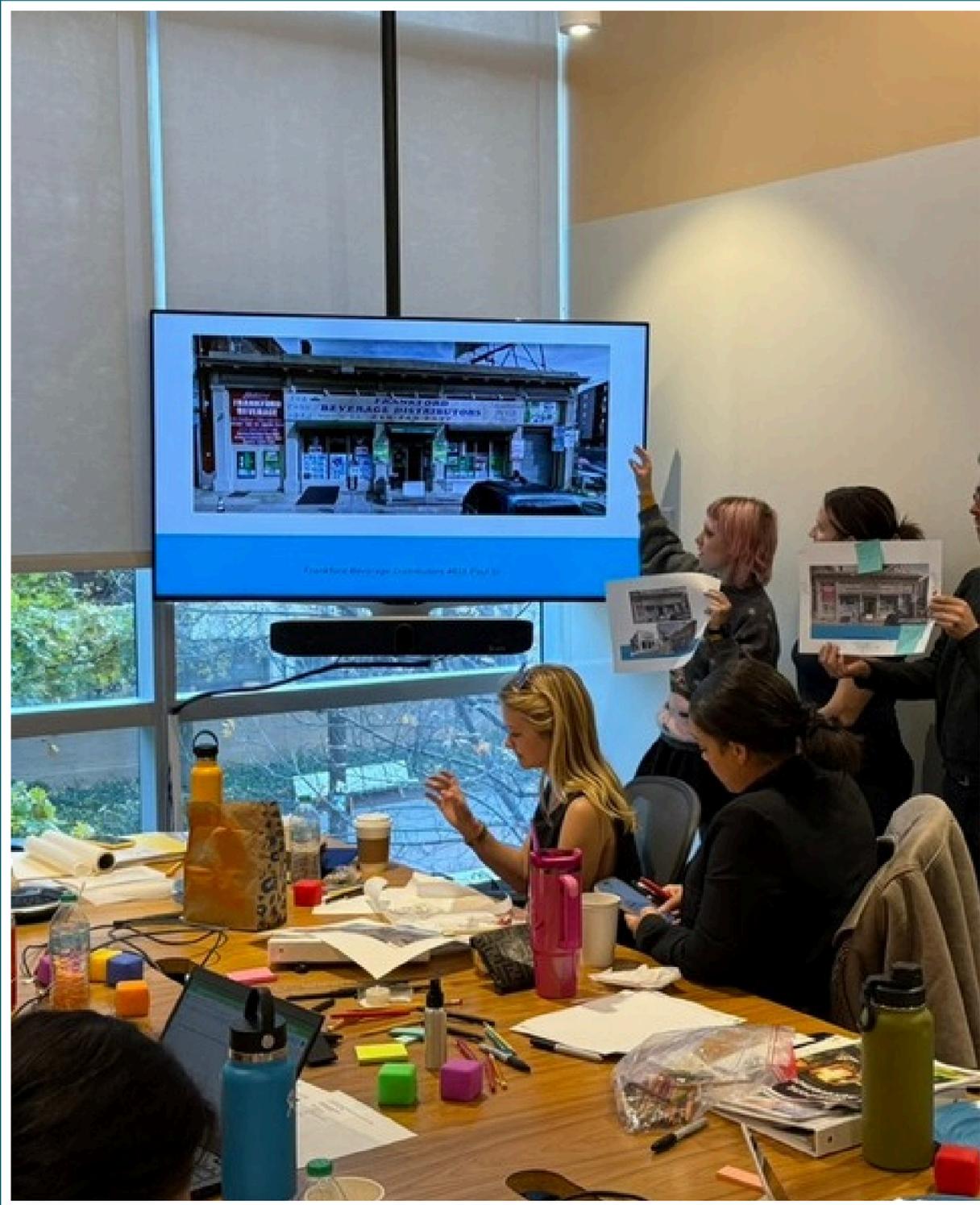
- Ecosystem of invested partners
- Interest in "professionalization"
- Structured on-boarding + mentorship

Corridor Manager
On-Boarding

Program Overview

- 6-month intensive program
- Monthly half-day workshops focused on core competencies/skill sets
- 1:1 coaching with experienced economic development practitioners
- Supervisor engagement & skill building





Program Overview

PACDC & Partner Roles

- Offered as a service for members, but open to other partner orgs
- On-boarding for new employees (supplements member capacity)
- Funded primarily by Philadelphia Commerce Department
- Members and ecosystem partners shape curriculum, format, etc.

Topics Covered

Foundations of Corridor Management

Core Econ. Dev. Principles
Asset-Based Comm. Dev.
Main Street Approach

Business Support & Engagement

Building Business Owner Trust
Intercultural Competencies
Business Support Ecosystem

Physical Improvements & Corridor Design

Storefront Improvement Program
Creative Placemaking, Streetscapes
Community-Engaged Design

Navigating Philly's Development Landscape

Engaging Property Owners
Zoning Process & RCOs
Vacancy & Nuisance Properties

Community Engagement & Corridor Safety

Community Organizing
Partnerships & Coordination
Addressing Safety Issues

Marketing, Events & Advocacy

Communications, Event Planning
Stakeholder Engagement
Corridor Policy & Advocacy



Program Evolution

What We've Learned

- Expanded from 3-day intensive to 6-month program for retention
- Increased 1:1 coaching role
- Introduced supervisor engagement
- Focus shifted from pure role-focused training to more individually-focused career development



What Works

Critical Success Elements

- Cohort model - lasting networks
- Expert coaches - real-world guidance
- Interactive & applied learning
- Multi-level engagement in orgs
- Structured curriculum
- Both technical and “soft” skills
- Graduation & recognition

Participant Perspective

- Why did you choose to join?
- What was most valuable?
- What was most challenging?
- How did participating in the program impact your work or your career growth?



Coach Perspective

- Describe coaching process
- Why did you get involved?
- Common coaching topics
- What has been most valuable and most challenging for you?
- How have you dealt with org or supervisor concerns?





Program Funding

Annual Program Cost: \$95K

Funding Partners:

- Phila. Dept. of Commerce - \$75K
- Bank/Foundation Partners - \$20K

Cost Drivers:

- Curriculum development (heaviest in 1st year)
- Coach stipends & speaker fees
- Materials, resources, software
- Program coordination (staff time)
- Venue, meals, celebration



Ongoing Challenges

- Staff Capacity
- Cost / Sustainability
- Re-engaging Alums / Network
- Demands on Participant Time
- Heightened Corridor Challenges
- Organizational Support
- Structural / Systemic Issues

Impact & Looking Forward:



- 5 Years / 5 Cohorts
- 42 Corridor Managers Trained
- 94% Completion Rate
- 5,250 businesses supported by participants (approximate)
- 89% of graduates have remained in Community Development field (*not all with CDCs*)

Replication Roadmap



- **Engage Ecosystem Champions**
 - Municipal/State Government Agencies
 - Intermediaries, Member Orgs
- **Assess Local Needs**
 - Survey corridor managers & organizations
 - Identify core competencies & gaps
- **Secure Funding Commitments**
- **Develop Curriculum**
 - Adapt to local context
 - Recruit expert instructors

Replication Roadmap



- **Recruit Coaches**
 - Identify experienced practitioners
 - Offer orientation, training
- **Market & Recruit Pilot Cohort**
 - Consider messaging for participants, their supervisors, organizations, etc.
 - Start small (5-8 participants)
- **Evaluate & Iterate**
 - Baseline & Exit Surveys; 1:1 Interviews
 - Create annual cadence that includes prep time

Resources & Support Available



- **What PACDC Can Share:**
 - Curriculum overview
 - Successful funding proposals
 - Evaluation reports
- **Collaboration Opportunities:**
 - Cross-city exchanges
 - Virtual session partnerships
 - Shared coach network / coach certification
 - Joint funding proposals
 - Curriculum licensing? (exploring!)

Thank You!



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