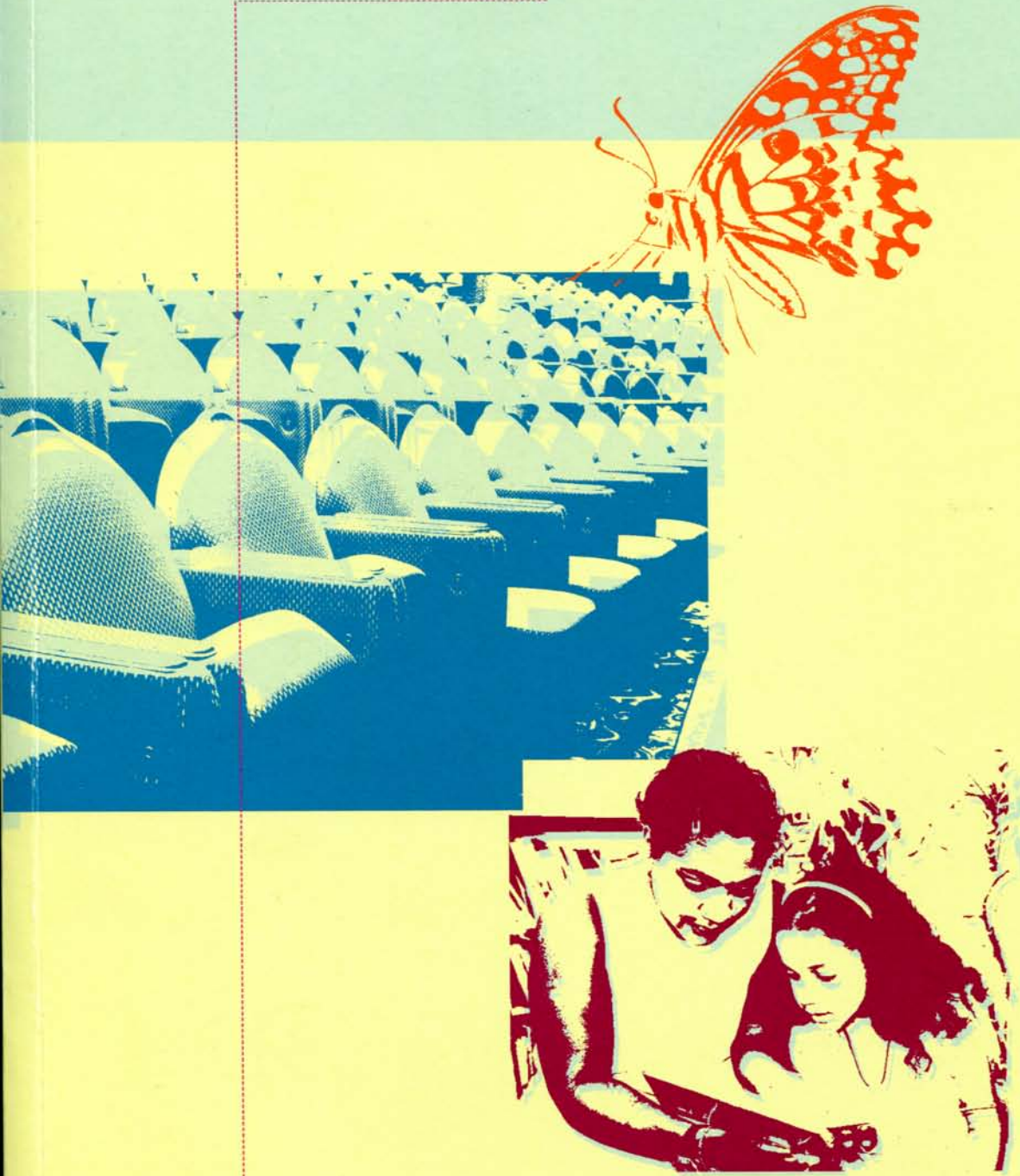
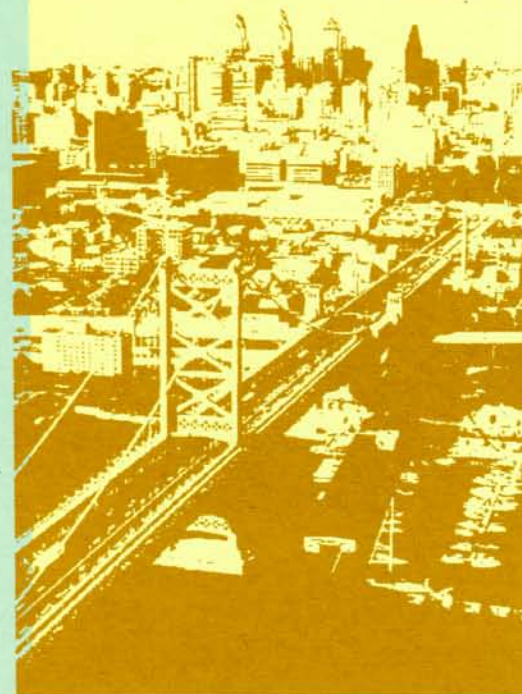


ANNUAL REPORT 2006



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In many ways, our region is at a crossroads. In 2006 Philadelphia was heralded in the national media as "the Next Great City," but it is far from assured that we will achieve such an aspiration. Greatness hinges upon so many choices we have yet to make. As a region, we must challenge ourselves to make the right decisions if we are to shape our future as a great American metropolis.



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leadership letter }

Changing the ways we invest in children, seizing opportunities along our riverfronts, and securing the long-term health of our cultural sector are just a few of the ways that smart, effective civic leaders are shaping the future of our region.

*A great American metropolis...*

In many ways, our region is at a crossroads. In 2006 Philadelphia was heralded in the national media as "the Next Great City," but it is far from assured that we will achieve such an aspiration. Greatness hinges upon so many choices we have yet to make. As a region, we must challenge ourselves to make the right decisions if we are to shape our future as a great American metropolis.

With the help of three outstanding reporters, formerly of *The Philadelphia Inquirer*, this year's Annual Report examines several major challenges in our region, highlighting individuals and organizations that are using grants from the Foundation to effectively respond to changing, dynamic environments.

Historically the Delaware and Schuylkill rivers have been central to Greater Philadelphia's regional economy. But as industry and commerce declined in the late 20th century, our urban riverfronts were left under-utilized and in disrepair, despite their immense potential. Today, investors recognize the extraordinary value of these lands, presenting us with a problem we never thought we would have:

intense development pressure and rapid change. As the pace quickens along the Delaware and Schuylkill riverfronts, Philadelphians are in danger of losing control over some of the region's greatest assets. Now is the time to ensure that new development addresses residents' aspirations, provides public access to the waterfront, and is consistent with



high environmental standards. Linda Harris, a former *Inquirer* reporter who often writes for PlanPhilly.com, explores how several Foundation grantees are helping to ensure that our region does not fail in meeting this once-in-a-lifetime challenge.

Across the nation, the best and brightest arts organizations are ensuring their long-term stability by creatively responding to shifting audience needs and buying patterns. Given the central role the arts play

in the health of Greater Philadelphia, it is extremely important for our region's cultural sector to effectively grapple with this challenge. Patricia Horn covered the business of the arts as a reporter for *the Inquirer*. Here she reports on some of the sector's most interesting and innovative approaches to a rapidly changing marketplace.



Years of research have established the undeniable importance of early childhood care and education. Simply put, children who are prepared to succeed from birth perform better later in life. Most policymakers accept that investing in our children's development at the earliest possible stages is not only critical for their individual well-being, but also is key to a stronger, more prosperous society. Healthy young people will contribute to a vital workforce, be less likely to strain public support systems, and build

stronger economies. Pennsylvania and New Jersey both recognize the value of early care, and have made strides to ensure high quality care and education for their children. Each state has excelled in different aspects of this challenge, leaving each with important policy deficits to address. Susan FitzGerald, a former pediatrics writer for *the Inquirer*, reports on efforts in Harrisburg and Trenton to address each state's path to the same goal: Quality early childhood care and education for all.



These are just three of many significant challenges that come at a time when our region's political leadership is in a state of flux. Philadelphia's next mayor will take office in January 2008. The legislature in Harrisburg has been through a phenomenal shift in the past year, with the highest turnover of seats in recent memory. Dramatic changes in the New Jersey legislature are on the horizon, as at least

leadership letter }

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foundation programs }

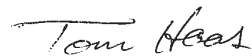
a quarter of the state's incumbent senators have announced they will not run in the coming cycle. On both sides of the Delaware River, high profile corruption indictments have shaken the old ways of doing business.

These factors add up to an environment ripe for change. There is great opportunity for new public and private civic leadership on the greatest challenges we face.

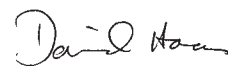
Changing the ways we invest in children, seizing opportunities along our riverfronts, and securing the long-term health of our cultural sector are just a few of the ways that smart, effective civic leaders are shaping the future of our region. The William Penn Foundation is proud to support these important goals, and we are eager to partner with and invest in other leaders with equally promising ideas for Greater Philadelphia.

The stakes for our region are high. With strong civic leadership, Greater Philadelphia can become a great American metropolis. Without it, our region will continue to miss opportunities and lag behind our peers.

Sincerely,



Thomas Haas  
Chair of the Corporation



David Haas  
Chair of the Board



Feather O. Houstoun  
President

**arts & culture**

Artistic expression is a hallmark of a diverse, 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.

**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.

**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.

## Area Cultural Groups Adjust to Changing Audience Patterns

**Editor's Note:** Greater Philadelphia's cultural consumers have more entertainment choices than ever, creating unique challenges for the organizations that produce, present, and create the wide range of cultural opportunities available in the region. Many cultural organizations in Greater Philadelphia are securing a stronger financial future by reinventing how they interact with their audiences and the public. The Foundation asked Patricia Horn, a veteran cultural reporter, to explore how several of our Arts & Culture grantees are successfully dealing with these challenges.

Experimentation. Flexibility. Openness. Relationships. Destination.

Corporate mumbo-jumbo? Another book on relationships?

Nope. These are the words the region's arts and cultural leaders keep in mind as they adapt to the varied and changing expectations of today's audiences.

Consider the Free Library of Philadelphia. It faces competition for its audience from bricks-and-mortar bookstores, Amazon.com, Google, video games, Netflix, public radio—and all of the other things that make people less likely to read books or visit libraries in our society today.

So what makes, or will make, people leave their homes to browse the library's books, DVDs,

databases, and other resources? "A 21st century library has to be more than coming to get a book, reading it, and returning it," says Elliot Shelkrot, the Free Library's president and director. "We have to make the institution behave in a way that is interactive and stimulates the life of the mind."

The library must be a destination people want to visit, online and in person. That means providing a sense of community and shared experiences and the thrill of serendipitous discovery, Shelkrot continues, like stumbling on the fact that the Central Library has one of the most comprehensive collections of antique auto repair manuals and car advertising in the country.

Shelkrot points to the library's popular Author/Speaker Series at the Central Library. "There is always a question-and-answer session. You can buy the book and meet the author," he points out. People can come to one lecture or all, and when they come, he says, they are part of a community audience. They build a relationship with the library.

With these factors in mind, the Free Library has planned renovations to the Central Library and a new addition. "The new building will have soft edges and be open and inviting," says Shelkrot. "We want to get rid of the sense of restrictiveness that if you don't have a card, you can't come in."

After construction, the Central Library's Parkway Pavilion will be open 7 a.m. to 11 p.m. The new building will have glass sides to attract pedestrians and to make guests feel connected to the outside.

A longer version of this article is available through the Foundation's web site. Visit the "Annual Report" link at [williampennfoundation.org](http://williampennfoundation.org) to download the full monograph.



It will have a café, bookstore, banquet area, and a new auditorium. People can bring their coffee into the library’s reading rooms (hurray!), and there will be a room where teens can hang out and make noise.

Some would say the library is selling out, becoming “Borders-ized.” Shelkrot disagrees. “We cannot change the direction of popular culture, but we must be aware of it and sensitive to it and modify what we do and how we do it,” he says. “That includes the environment of the library and its services.”

Experimentation and flexibility are increasingly evident as arts and cultural groups grapple with their audiences’ growing unwillingness to buy ahead.

At the start of last season, the Arden Theatre Company saw a precipitous drop in subscriptions and single ticket sales. “That shook us up,” says Managing Director Amy L. Murphy. “The message for us was never sit back. We are on the edge of changing times. Never just plug in the routine. The minute you sit back, you get nailed.”

The Arden had already planned to add a fourth person to its marketing team—sizeable numbers for a theater its size. But as Murphy points out, 60 percent of its revenue comes from ticket sales. Its ticket sales last year and this year rebounded, and the Arden continues to focus on gaining subscribers. But it has increased its efforts toward group and single ticket sales for each show, doubling group sales in five years.

Lantern Theater Company has seen an increase in subscribers, to 730, partly as a result of a new direction in its annual marketing campaign to create a stronger brand presence for the Lantern. Even so, the Lantern launched an à la carte ticket package this season. A patron buys four tickets at a discount—tickets they can use any way they want, when they want, whether for four seats at one production, two seats at two, or one seat at four.

It sold just 50 à la carte subscriptions in its debut year. That’s a small percentage, says Karyn Lyman, Lantern’s managing director, but those buyers bought only single tickets before and she expects that percentage to grow each year. “Theaters will still have their base of traditional subscribers but with the buying habits we are observing, we need to test new, more flexible packages now,” she says.

Like the Lantern, the Philadelphia Shakespeare Festival, the Philadelphia Chamber Music Society, the Philadelphia Orchestra, and others are experimenting with more flexible ticket models.

“Our whole lifestyle today is one of having a flexibility and control over what we choose to do,” says J. Edward Cambron, the orchestra’s vice president of marketing and public relations. The orchestra’s current subscription model “does not fit people’s lives now.”

Orchestra patrons do not want to buy subscriptions forcing them to commit to a particular day, particular seats, and particular performances a year in advance, Cambron says.

The orchestra will move to more of a membership model, one based on how PhillyCarShare works. Patrons would pay a small fee to be members and, among other advantages, that membership would allow them to buy any seats to any concert at any time at a membership rate.

The Chamber Music Society is taking another tack: It is sending concert reminders to patrons to help capture those last-minute decision-makers.

At the Mann Center for the Performing Arts, President Peter B. Lane says his concert venue, which is partially outdoors, must become more adept at handling walkups. “What we are seeing is ‘If I am in town, I’ll show up and buy tickets,’” he says. “We can have up to 1,000 walkups a show if there is good weather.”

These are not just issues for performing arts groups. The Philadelphia Museum of Art has found more tickets to its special exhibitions are selling closer to the date of the visit, rather than being reserved weeks in advance.

And the Greater Philadelphia Cultural Alliance created its once-a-week, half-price email Funsavers to help its members grab those last-minute ticket buyers. Funsavers features the gamut of arts and cultural events, from historic home teas to city walking tours, from major museum exhibits to theater shows. That information is in demand: Funsavers now has more than 60,000 subscribers.

### Buildings and Audience

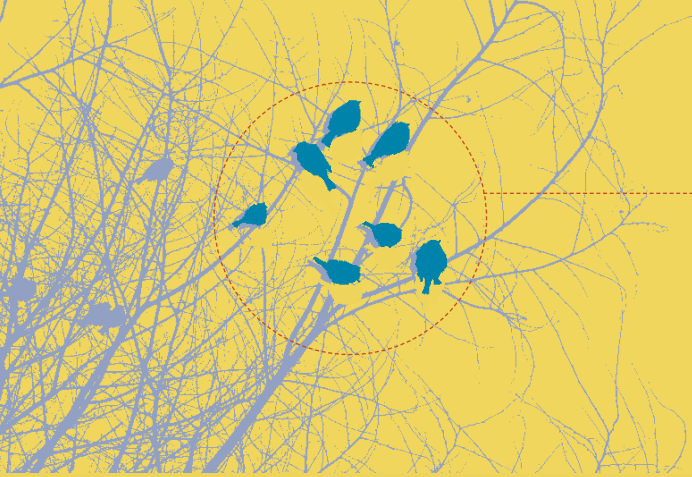
When the Kimmel Center opened, the Philadelphia Chamber Music Society got its first steady home. It won new audiences and loved its new performance space. But it soon found the Kimmel was not enough. Some of its audience preferred its previous performance spaces. So it kept many of its other venues.

Then it realized other advantages to having multiple spaces. Performing at the American Philosophical Society or the Independence Seaport Museum allowed the Society to keep overall venue costs lower, and therefore maintain more affordable ticket prices, a factor for much of its audience, according to the Society’s Executive Director Philip Maneval. Smaller performance venues also allow it to host artists still building names, artists who might eventually fill the Kimmel’s Perelman Theater.

The Philadelphia Orchestra is exploring how to better reach its suburban audiences who are unwilling to come to Center City. “People want what they want when they want it,” says Cambron. “They are very demanding. They are not always willing to come to the Kimmel!”

But with 106 performers, travel is not easy or cheap for the Orchestra. Still, Cambron says, the Orchestra is looking for suburban venues so people can see it perform live.

For some groups, reaching out to where audiences are is a necessity. Headlong Dance Theater lacks a home



dance performance space so it must go where it is invited. "It is a real struggle for us in developing an audience, not having a small dance performance venue," according to Amy Smith, Headlong's co-director.

Headlong performs at events such as the Philadelphia Live Arts Festival and DanceBoom!, in addition to places such as the Ethical Society of Philadelphia and the Art Museum.

It has found an audience in these venues. For example, Headlong had stopped doing First Fridays in Old City when it moved to South Philadelphia. But its co-founders felt the company lost something aesthetically and audience-wise when it stopped. "Every month we would have 100 people at two shows," says Smith. "It was a lot of young people and a lot of people new to dance."

So Headlong now rents space in Old City just for First Fridays to continue developing that audience.

### Coming Together for a Cause

Relationships: They are hard to build for the long term in a commitment-shy culture.

The Philadelphia Zoo, like many other cultural groups, does not want a member for just one year, says Vikram Dewan, the Zoo's president and chief executive officer. It wants people and families as members for generations.

One way to do that, Dewan believes, is to connect members with the Zoo's conservation mission and to help them develop their own conservation tools.

"We see a trend of increased responsible global citizenry," he says. These people want to do their part to preserve the environment and species and seek the tools and education to do that right. The Zoo, Dewan says, wants to be part of that education and long-term commitment.

As an example, Dewan points to the Zoo's plan to create "an Ark for frogs," which are rapidly disappearing from the planet. The Zoo will care for and breed frogs and hopes to reintroduce the zoo-bred frogs back into the wild in the future. It also plans to educate its members about the importance of frogs and how the members themselves can help frogs survive.

The same is true with its upcoming McNeil Avian Center. "We sit in a very important migratory pathway for birds," Dewan says. The Zoo will use the Avian Center to teach its members about birds, migration, and how to help protect threatened species. Zoo staff also hope to show visitors how they can make a difference for birds in their own backyards.

### Comfort Zone

One of the biggest tasks for cultural organizations is making people feel comfortable enough to walk into a ballet or an opera or a science museum for the first time, according to Cultural Alliance President Peggy Amsterdam. Then the next task is encouraging them to try additional cultural experiences, such as a chamber music concert. "We need to make them feel comfortable trying something new and expanding their cultural menu," she says.

The traditional cultural sector is paying the price of many schools cutting back on arts programs for what are now multiple generations. Adam Travia, the director of marketing for The Philadelphia Shakespeare Festival, says that at some of the Festival's student performances this year "half the audience had not even been to a play before."

Making all types of people feel comfortable can mean changes large and small. The huge resurgence in opera attendance in the 1990s can be partly traced to the use of supertitles to translate operatic text so people could understand the stories, points out the Orchestra's Cambron. Audio guides with art exhibitions have proven great learning tools for many attendees, he says.

Like other groups, the Orchestra is experimenting with how to make audience members new to classical music comfortable at their first performance and how to make them want to return.

The Orchestra, Cambron says, must help audiences unfamiliar with classical music learn the "stories" behind the music and how to interpret a musical piece. To not do that, he says, is akin to asking a movie audience to watch a film in a foreign language without the subtitles to help.

The Orchestra is planning to begin experimenting with how to do that at its Access Concerts. This year it will start using camera technologies to show close-ups of musicians and develop methods to give audiences additional content to help understand the orchestral work.

"We won't roll this out at every concert because not every audience would want it," he says. "But for younger audiences, they may want and need that."

Removing the wall between the artist and the audience is one of Peter Lane's goals at the Mann. Another is to throw out the unwritten rule books.

Part of an ongoing \$50 million renovation of the Mann is a reception area where some audience members can meet visiting artists, which is one way to connect performers on the stage and the audience on the lawn. Another way, for example, is to have a musician from the Philadelphia Orchestra, during a summer performance at the Mann, stand up to introduce a piece and say what draws him or her to that musical work.

"People want to know they can connect with someone on the stage. They want to feel the arts are approachable," he says. "There are so many rules around when to clap and when to stand, people feel intimidated. And why go if you feel intimidated? I'm trying to lose the barriers and make art so much more approachable. Come, have a glass of wine, gather with friends, and listen."

*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 (FL), and The Sarasota Herald-Tribune (FL).*

## Quality Early Care and Education for All Children: Challenges on Both Sides of the River

Editor's Note: Five years ago, the William Penn Foundation reaffirmed its commitment to advancing high quality early childhood care and education for all children in Greater Philadelphia. Since then, the Foundation has collaborated with other funders and made significant investments in campaigns and programs such as Child Care Matters, Early to Learn, Pre K Counts, and the BUILD Initiative, resulting in significant advances in the quality and professionalism of Pennsylvania's nonprofit child care and early education centers. Despite these advances, much remains to be done to ensure adequate funding for Pennsylvania's early care system. In New Jersey, substantial public funding has been mandated by the courts, but the state has not focused on achieving a high level of professional infrastructure as Pennsylvania has. In recent years, the Foundation has supported efforts in New Jersey to advance stronger quality assurance systems that will help to leverage the state's investment in early care and learning.

Please note that the names of the children in this story have been changed.

It's Monday morning and the girls in Miss Eartha's class are all gussied up for a few hours on the town. Maria looks elegant in a royal blue velvet gown with sequins. Amy is wearing red velvet and carrying a

fabulous fur-trimmed purse. Tasha's flowered dress is perfect for a sunny day. The girls enjoy a tea party and take a bus to do some shopping and see a movie.

Eartha Burton is an instructional assistant at the Martin Luther King Jr. Child Development Center in Camden, and the make-believe tea party and outing are part of the day's lessons. "Area time," as it is called, is not just about play—it is a chance for the youngsters in Burton's charge to socialize, cooperate, and stretch their imaginations. In other pods around the room, children are reading, working on a computer, stacking blocks, and working on an art project.

The center is part of a movement taking hold in New Jersey and around the country to systematically improve the quality of child care. Diana Walker, the center's executive director, has seen dramatic changes since her staff began taking part in an initiative offered through Rutgers University's Center for Children and Childhood Studies. Seventy percent of 55 staff members, located at four sites, are enrolled in Rutgers' Child Development Associate (CDA) credential program or moving on toward an associate's degree in early childhood education, according to Walker.

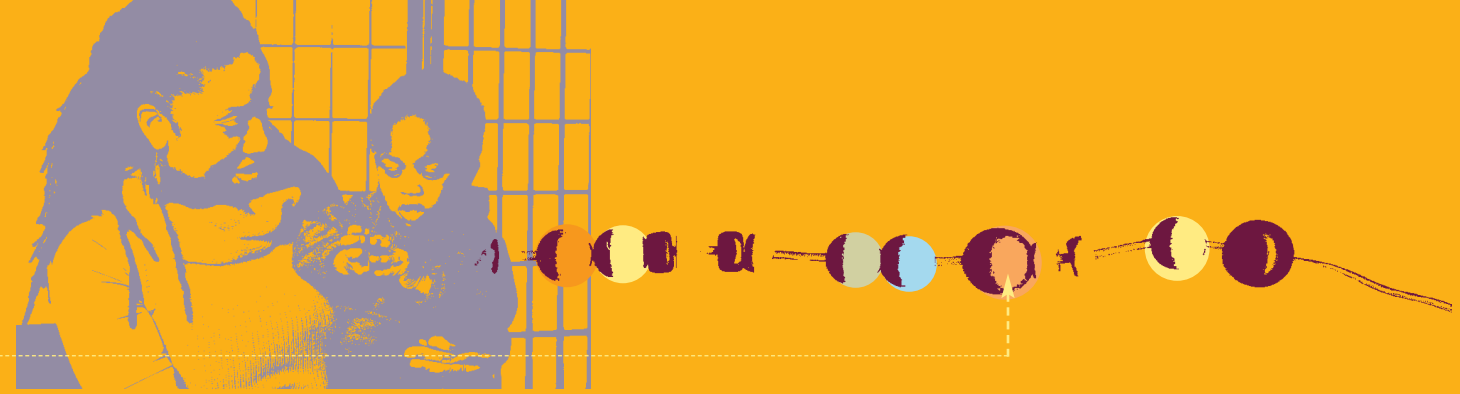
"The changes are evident in the classroom. There's better planning, better organization," Walker says. "The kids are happier. The kids are much more secure with someone who has professional training.







Pennsylvania's Keystone Stars program rates child care providers using measures that include health and safety factors, curriculum, staff qualifications, and professional development.



They're learning more and not being babysat. If you give children a foundation for learning and a love of learning, it will carry over."

Across the river in Pennsylvania, Debra Lawrence is witnessing changes in child care as well, in her role as a regional director with an ambitious state-run quality-improvement initiative called Keystone Stars. The voluntary program, which began as a pilot program in 2002, uses a rating system of one star to four stars to indicate where a child care provider falls on the quality continuum.

"Parents don't have a degree in early childhood education. They need a system to help them gauge the quality of a child care provider," says Lawrence, who heads the "Southeast Regional Key," where 41 percent of the 3,373 certified or registered child care providers are involved in Keystone Stars.

"Our hope is that parents will begin to say, 'No, it's not OK that you're just a one star. I need to have a program that gives additional assurances,'" she says.

The quality push underway in Pennsylvania, and to a smaller degree in New Jersey, is a big advance from the days when advocates had to spend their time justifying the very need for child care.

"If 15 years ago someone said, 'We have to improve quality,' it didn't have a sense of urgency about it. People might have shrugged their shoulders and said 'whatever,'" says Dr. Elizabeth Jaeger, a developmental psychologist and associate professor of psychology at Saint Joseph's University.

**"If you give children a foundation for learning and a love of learning, it will carry over."**  
 —Diana Walker, Executive Director, Martin Luther King Jr. Child Development Center

Then came welfare-to-work, which made reliable child care an employment issue, and the declaration

of the 1990s as the "decade of the brain." Suddenly, everyone was talking about the importance of optimal brain development early in life.

"It added traction to the quality issue," says Jaeger, of the increased awareness of brain science. To make the case that more than caretaking is going on, professionals now prefer to use the terminology "early care and education," instead of daycare or child care.

New Jersey and Pennsylvania have each made progress in the child care arena, though in different ways and to varying degrees.

"There are resources that have been devoted by the state of New Jersey, huge resources, toward pre-kindergarten, but they haven't been able to nail the quality issue yet," says Ronnie Bloom, program director for Children, Youth, & Families at the William Penn Foundation.

"On the Pennsylvania side of the river, the state has not yet earmarked substantial resources toward pre-kindergarten, but at the same time Pennsylvania has been very forward-thinking and successful in addressing the quality issues," she says. In New Jersey, the movement to improve access to high quality early care and education was jumpstarted by a series of lawsuits known as *Abbott v. Burke*. Beginning in 1999, Abbott mandated state funding for preschool for 3- and 4-year-olds in 31 low-income communities. About 70 percent of 55,000 eligible children are enrolled in Abbott preschools, supported by \$500 million in state funds, according to the New Jersey Department of Education.

"Abbott put preschool on the radar screen, but I think it also established what quality preschool is," in terms of small class size, teacher training, and adequate funding, says Cecilia Zalkind, executive director of the Association for Children of New Jersey, an advocacy group. The requirement that Abbott classrooms have a teacher with a bachelor's

degree and certification in early childhood education is especially important, she says, "because teachers are what it's all about."

Additional state money has made some preschool available in 128 other districts, says Zalkind, and the

**"Parents don't have a degree in early childhood education. They need a system to help them gauge the quality of a child care provider... Our hope is that parents will begin to say, 'No, it's not OK that you're just a one star. I need to have a program that gives additional assurances.'"**  
 —Debra Lawrence, Regional Director, Keystone Stars

goal is to expand early education even more. Her group provides leadership in New Jersey for a privately funded initiative called BUILD, which wants to "create a seamless, accessible system for families to get the benefit of early care and education," Zalkind says.

As part of that aim, a child care rating system similar to Pennsylvania's Keystone Stars program will be piloted in Camden and Trenton. The BUILD initiative also wants the state to establish a centralized office for early care and education, rather than having efforts scattered throughout various agencies.



**“The changes are evident in the classroom. There’s better planning, better organization. The kids are happier. The kids are much more secure with someone who has professional training. They’re learning more and not being babysat.”**—Diana Walker, Executive Director, Martin Luther King Jr. Child Development Center

In Camden, the Rutgers’ Center for Children and Childhood Studies plays a key role in the quality movement, sponsoring classes for child care workers, including college readiness sessions, and providing on-site mentoring and technical assistance. The center has been instrumental in helping Abbott-designated programs meet state standards for classroom teachers and assistants.

“Nobody was really able to meet the standards set forth for Abbott, because there wasn’t a pool of workers out there,” says Angela Connor, the center’s senior program director. In 2001, 22 workers in the city’s 62 licensed child care providers had a CDA credential. Now, thanks to her center’s programs, 202 have earned that status, she says.

Connor says her center wants to nurture a home-grown child care workforce, rather than recruit from elsewhere, because local workers are more likely to be committed to Camden and more apt to stay on in their jobs, providing continuity for the children in their care.

“If you’re going to look at sustainable change, it has to come from the city,” she says. “Parents are more receptive to people who come from the community, who understand the issues they face every day.”

Pennsylvania is ahead of New Jersey in establishing a dedicated early care and education office and a statewide quality assessment system. The state also has a public-private partnership called Pre K Counts, which impacts 7,000 children and involves collaboration among school districts, community-based providers, and Head Start to provide early learning programs for preschoolers. Child care leaders are hoping for added state funding to expand Pre K Counts to reach 11,000 preschoolers.

“There is very little question that you have to have a strong public sector vision and leadership and a will to invest,” says Harriet Dichter, who heads the state’s Office of Child Development & Early Learning, which bridges the departments of welfare and education.

Pennsylvania’s Keystone Stars program rates child care providers using measures that include health and safety factors, curriculum, staff qualifications, and professional development. It gives providers money to help make improvements and do professional development, and provides scholarship money for child care workers to further their education.

An independent study of Keystone Stars released last year found that the quality of child care has improved in Pennsylvania since 2002, reversing a



**“There is very little question that you have to have a strong public sector vision and leadership and a will to invest.”**

—Harriet Dichter, Director, Pennsylvania Office of Child Development & Early Learning

decline in quality that happened in the late 1990s. The study used standardized tools to measure quality and found that providers with a Star 3 or 4 rating had better quality than providers that were not in the Keystone Stars program or were just beginning the process. Quality was good at centers with a defined curriculum and teachers with at least an associate’s degree.

The Cheltenham Christian Crusade Little People’s Day School in Philadelphia’s Germantown neighborhood has earned a Star 2 rating. Director Diane Williams says it took effort, and her already hardworking staff was not always thrilled about taking time for professional development. But she sees the benefits of the Stars program, including getting about \$10,800 in funding, which she used for safety upgrades such as non-skid padding and guard rails for the stairs and playground equipment. She hopes to earn a third star this year.

Mindy Barbakoff, executive director of the Childspace Too Day Care Center in Germantown, says her

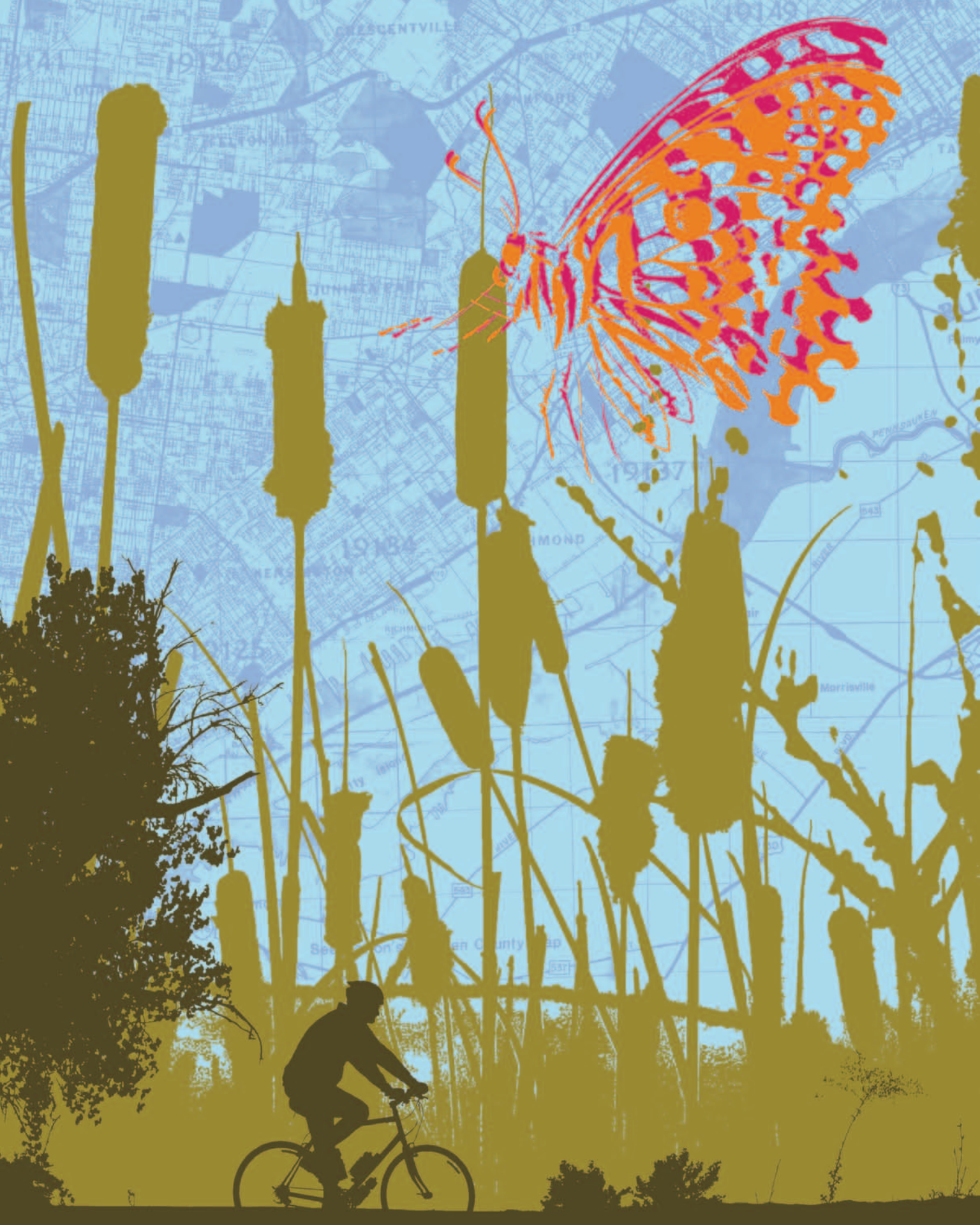
center automatically got Star 4 status because it was already accredited by the National Association for the Education of Young Children. She serves as a mentor to other centers taking part in Keystone Stars and sees the transformations.

At one center, there was no sink in the toddler room, and an eating area had carpeting that could be a breeding ground for mold and germs. A sink was installed and the carpeting was pulled up.

Barbakoff says that under the Keystone Stars program, she has watched teachers go from using flash cards and activities that required youngsters to sit for long stretches of time at tables, to introducing small-group activities that teach the concept of cause and effect.

“It’s all about learning a different way to deal with children,” she says.

*Susan FitzGerald is a Philadelphia-based freelance writer with a special interest in medicine and health. She worked nearly 25 years at The Philadelphia Inquirer, where she covered medicine, public health, and child health and development. She was selected as a Kaiser Media Fellow and spent a year researching and writing about children’s health issues. In addition to her writing, she teaches a journalism course at Villanova University.*



## Building Strong Connections Between Philadelphians and Their Rivers

Editor's Note: The Foundation has long been committed to the waterways that shape Philadelphia's geography, economy, and quality of life. The Delaware and Schuylkill rivers serve to connect Philadelphia and its surrounding communities, and are critically important to the future of our region. Through investments in ecological restoration, public amenities, community development, environmental advocacy, civic engagement, public visioning, and planning, the Foundation seeks to reinvigorate Philadelphia's waterfronts and reconnect its neighborhoods and residents to their rivers.

It's not yet quitting time in Center City's offices, but Schuylkill River Park is already attracting a swarm of people eager to embrace one of the first warm, sunny days of spring. Joggers dash down steps leading from Walnut Street to the riverside trail, where helmeted rollerbladers zoom past. A couple pedals along on their sleek bicycles and a well-known artist strolls, lost in his own reverie, thinking of what? Who knows! It's spring, it's Philadelphia—a city where people dare yet again to dream.

From East Falls to Manayunk to Center City and points south, the Schuylkill riverfront has successfully made the transition from eyesore to icon, proof

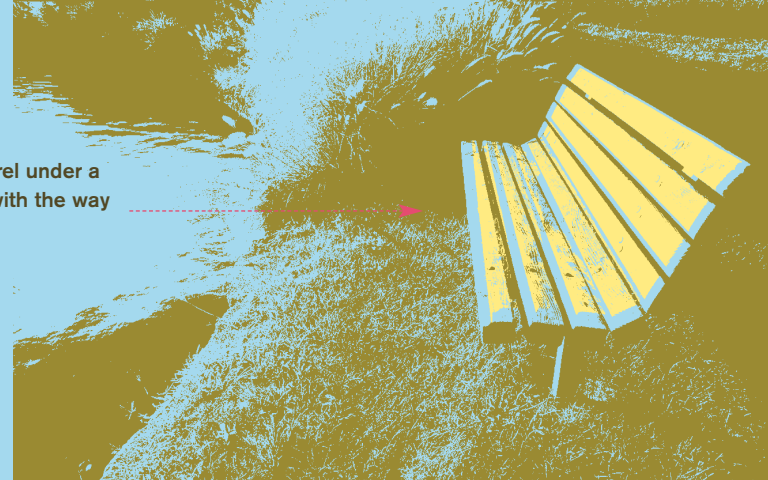
positive that this city is a treasure trove of jewels that can, indeed, regain their luster.

It's a new day for Philadelphia, once down at the heels, short of jobs, a bit of a deficit in the hope department. Generously flanked by two rivers and with a generation ready to appreciate and develop its natural resources, Philadelphia is legitimately poised to live up to the billing it recently received in *National Geographic Traveler* as "the Next Great City."

### The Banks of the Schuylkill

Building upon the work of early visionaries such as John Randolph, former director of the Schuylkill River Development Corporation (SRDC), and landscape architect John Collins, the SRDC is transforming this outstanding asset along the western edge of Philadelphia's downtown. "We've taken to heart this whole mission of the Schuylkill being a true asset," says Gerard H. Sweeney, SRDC chairman.

The SRDC, a nonprofit organization founded in 1992, is overseeing a \$2.5 billion long-term and short-term development plan for an eight-mile stretch of the Schuylkill waterfront, from the Fairmount Water Works to the confluence of the Delaware River.



“The winning design made a lot of sense. Hide the rain barrel under a bench. That’s what the project is about, trying to connect with the way people live.”—Gina Snyder, East Falls Model Stormwater Project

“The trail is a key component, but so is fostering economic development and neighborhood access,” Sweeney says. “This eight-mile stretch impacts 27 neighborhoods. It has some far-reaching implications in many parts of our city. One of our goals is to increase the level of activity on the water.”

In November 2005, the SRDC completed construction of docks at Walnut Street and Historic Bartram’s Garden. The docks, in turn, enabled the SRDC to organize kayak and boating tours last summer and fall, which were an instant hit.

“We sold out every single tour that we had except for the last one late in October,” says Joseph R. Synchron, SRDC president.

Synchron says the main attraction of Schuylkill Banks, however, is the 1.2-mile trail from the Fairmount Water Works to Locust Street. The trail, which had been in the works for years, has been complete for four, and a landscape architect has been hired to complete the beautification of the north end of the trail.

“We’re trying to make the river less of a barrier and more of a destination,” Synchron says.

Other pieces of the plan include restoring the state-ly Market Street Bridge, a South Street “boardwalk” leading to the trail, and continuing the trail south to Historic Bartram’s Garden.

Enthusiasm over completion of the trail was dampened when the CSX railroad refused to allow public access at Race Street and Locust Street. Determined activist Sarah Clark Stuart, along with Russell Meddin, co-founded the nonprofit organization Free Schuylkill River Park and took on the railroad.

**“This eight-mile stretch impacts 27 neighborhoods. It has some far-reaching implications in many parts of our city. One of our goals is to increase the level of activity on the water.”**  
—Gerard H. Sweeney, Chairman, Schuylkill River Development Corporation

Street and Race Street and an overpass leading to the park at South Street.

“We knew the success of the park depended on having these two grade crossings made safe and available,” Stuart says. Recently, an agreement was reached with CSX, which allows for public access to the park at Locust

“I think it has brought a great sense of empowerment for the community to have the experience that they were able to bring about a result that they wanted,” Stuart says.

Further north along the Schuylkill, Kay Sykora of the Manayunk Development Corporation (MDC) and Gina Snyder of the East Falls Development Corporation are working together on an ambitious plan called the Schuylkill Project, which will help the communities they represent develop better connections to the river.

Sykora says they have organized cleanups, plantings, education programs, and bird-watching walks.

“We go into the schools, we partner with other environmental groups, the Schuylkill Center. The goal is the combination of education and service,” she says.

Along with the Philadelphia Water Department and other city agencies, the MDC is working toward development of Lower Venice Island Park, which will provide a stormwater holding tank, parking, open green space, game courts, a riverwalk, and a new recreation center. Work on the park, scheduled to begin this fall, could be delayed until Spring 2009.

In East Falls, Gina Snyder is leading the East Falls Model Stormwater Project, with the idea of alleviat-

ing the problem of too much rainwater flowing too quickly into the Schuylkill.

One of the interesting approaches she developed involved Philadelphia University, which partnered with the East Falls Development Corporation to sponsor a contest to find innovative ways to collect water in rain barrels.

“The winning design made a lot of sense,” Snyder says. “Hide the rain barrel under a bench. That’s what the project is about, trying to connect with the way people live.”

### Philadelphia’s Dreams for the Central Delaware Waterfront

Across town on the city’s eastern side, community leaders, planners, and residents are working to develop the Delaware River banks to make that waterfront as accessible and enjoyable as its western counterpart.

“Think big,” implored Harris Steinberg, the director of Penn Praxis, as he harvested residents’ ideas and dreams at a public forum on the future of the Central Delaware Waterfront. As redevelopment pressures increase, this public process in many



As redevelopment pressures increase, this public process in many ways represents Philadelphians' last best chance to have a say in the future of their river.

ways represents Philadelphians' last best chance to have a say in the future of their river.

Steinberg and public engagement specialist Harris Sokolov invested marathon days and nights meeting with neighborhood people, importing experts from other cities, touring successful riverfronts elsewhere, and brainstorming with architects, designers, and city planners, all with the goal of turning the seven miles of Central Delaware River banks into a ribbon of accessible beauty and practical use.

**"I think we're all a bit blown away by the sheer excitement this has generated, which leaves us in good standing to refine the ideas and build a bridge to the next administration and create a good relationship between the city and the state. The state is a critical partner here."**  
—Harris Steinberg, Director, Penn Praxis

"I think we're all a bit blown away by the sheer excitement this has generated, which leaves us in good standing to refine the ideas and build a bridge to the next administration and create a good relationship between the city and the state. The state is a critical partner here," Steinberg says.

Laura Lanza, a community activist from the city's Port Richmond section, participated in the Penn Praxis forums. She is particularly interested in Pulaski Park, the beloved half-acre waterfront public space near Richmond Street and Allegheny Avenue.

While some people use the park for fishing and picnicking, Lanza says there needed to be more lighting and security, as well as a more inviting connection to the neighborhood.

**"I think the Penn Praxis process made the vision a little bit bigger."**  
—Laura Lanza, community activist, Port Richmond

"Electrical and water are missing. It's all real basic stuff," Lanza says. "I think the Penn Praxis process made the vision a little bit bigger."

### Public Access Along the North Delaware

Just north of Port Richmond is another stretch of Delaware River waterfront, 11 miles long, which is also generating excitement. The Delaware River City Corporation (DRCC) was formed last year to lead the way in making over this portion of the riverfront. The Pennsylvania Environmental Council was instrumental in getting the DRCC up and running, with a 25-year plan in hand.

"You had to have a plan that was very clear and that people supported and agreed to. That's the part we did," says Patrick Starr, vice president of the Pennsylvania Environmental Council.

Sarah M. Thorp, executive director of the recently formed DRCC, has been working on what is known as the North Delaware Riverfront Greenway. The plan is to acquire several parcels of barely used land on the river side of the hiking and biking trail that is envisioned. The trail would connect with another along the Central Delaware, creating an 18-mile path.

One of the short-term goals is Lardner's Point Park, near the foot of the Tacony-Palmyra Bridge. Comprising five acres, it will be the 63rd park in the Fairmount Park system.

"The designs are already done," Thorp says. "The plan is to have it be a showcase for new technology such as having solar-powered lighting and composting toilets. If they work here at this park, maybe Fairmount Park can include them in other parts of the city." Construction is tentatively scheduled to begin this summer.

On both sides of the city, the rivers are exerting their powerful charms, serving as important tools of economic redevelopment. Their natural beauty provides a peaceful respite from hectic city life and their renewal promises to help restore Philadelphia's greatness.

And really, this is just the beginning. "The momentum continues to build," says Sweeney.

Linda K. Harris is a former editor and writer for The Philadelphia Inquirer.

## history of the foundation

In 1945 Otto and Phoebe Haas created the Phoebe Waterman Foundation to provide for their philanthropic concerns, specifically 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.

Over the next decade, the Foundation was supported by gifts from the family and continued to reflect the personal philanthropic interests of Otto and Phoebe Haas. In 1955, as annual grants exceeded \$100,000, the Foundation hired its first director.

Upon Mr. Haas' death in 1960, the Foundation received the bulk of his estate; Mrs. Haas continued a program of regular gifts to the Foundation until her death in 1967. During this period, Otto and Phoebe's sons, John C. and F. Otto, headed the Foundation's board.

When the Foundation's name was changed to the Haas Community Fund in 1970, annual grants were \$3.5 million. Within another four years, grants had doubled to \$7 million per year and the Haas family renamed 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.

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.

In 2001, the Foundation undertook a planning process in consultation with various stakeholders in the communities that it serves. The results reaffirmed the Foundation's commitment to improving the quality of life in the Greater Philadelphia region and led to the establishment of new goals and priorities for its current grantmaking programs: Arts & Culture; Children, Youth, & Families; and Environment & Communities.

Over the years, presidents have included Richard Bennett, Harry Cerino, Kathy Engebretson, Janet Haas, and Bernard Watson. Two of Otto and Phoebe's 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 early 2005.

Today, with nearly \$1.4 billion in assets, the Foundation is one of the largest grantmakers in Greater Philadelphia. In 2006, the Foundation granted its one billionth dollar.

## 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 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

### 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.**

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.

## 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.

**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 }

**Statements of Financial Position,** Years ended December 31, 2006 and 2005

<b>Assets</b>	<b>2006</b>	<b>2005</b>
Cash	\$ 134,493	159,787
Investments	1,376,678,840	1,221,485,672
Securities lending collateral	45,378,866	25,413,855
Program-related investments	6,000,000	6,000,000
Other Assets	1,551	—
Property and equipment, net	172,187	149,304
<b>Total Assets</b>	<b>\$ 1,428,365,937</b>	<b>1,253,208,618</b>
<b>Liabilities and Net Assets</b>		
Federal excise tax payable	\$ 1,627,384	513,734
Deferred federal excise tax	4,047,018	2,894,782
Grants payable, net	31,961,280	44,702,531
Securities lending collateral	45,378,866	25,413,855
Post-retirement health care benefits	2,220,112	2,127,376
Accrued expenses and other liabilities	1,144,329	14,059
<b>Total liabilities</b>	<b>86,378,989</b>	<b>75,666,337</b>
Unrestricted net assets	1,341,986,948	1,177,542,281
<b>Total liabilities and net assets</b>	<b>\$ 1,428,365,937</b>	<b>1,253,208,618</b>

**Statements of Activities,** Years ended December 31, 2006 and 2005

<b>Revenues</b>	<b>2006</b>	<b>2005</b>
Interest	\$ 3,396,151	2,966,142
Dividends	34,912,310	19,985,682
Grants from Otto Haas Charitable Trusts	24,176,048	20,721,156
Net realized and unrealized gains	165,329,341	69,348,722
<b>Total Revenues</b>	<b>\$ 227,813,850</b>	<b>113,021,702</b>
<b>Grants Made and Operating Expenses</b>		
Grants made	\$ 49,737,208	64,641,331
Program administration and general expenses	4,234,515	4,000,285
Investment expenses	5,707,679	3,401,359
Federal excise tax	3,689,781	2,000,000
<b>Total grants made and operating expenses</b>	<b>63,369,183</b>	<b>74,042,975</b>
Change in net assets	164,444,667	38,978,727
Unrestricted net assets, beginning of year	1,177,542,281	1,138,563,554
<b>Unrestricted net assets, end of year</b>	<b>\$ 1,341,986,948</b>	<b>1,177,542,281</b>





grantmaking details }

**2006 Grant Facts**

Letters of Inquiry Received	329
Eligible Proposals Received	235
New Grants Approved <sup>1</sup>	203
Dollars Awarded for New Grants (excluding small and matching gifts)	\$49,340,217
Number of Active Grants from Prior Years	199
Total Active Grants	402
Total Payments (excluding small and matching gifts)	\$61,909,016
Dollars Awarded with WPF as Principle Project Funder <sup>2</sup>	\$7,441,094

<sup>1</sup> Does not include seven grants shared between more than one program area.  
<sup>2</sup> The William Penn Foundation is providing the majority of support for the project.

**New and Active Grants, 2006**

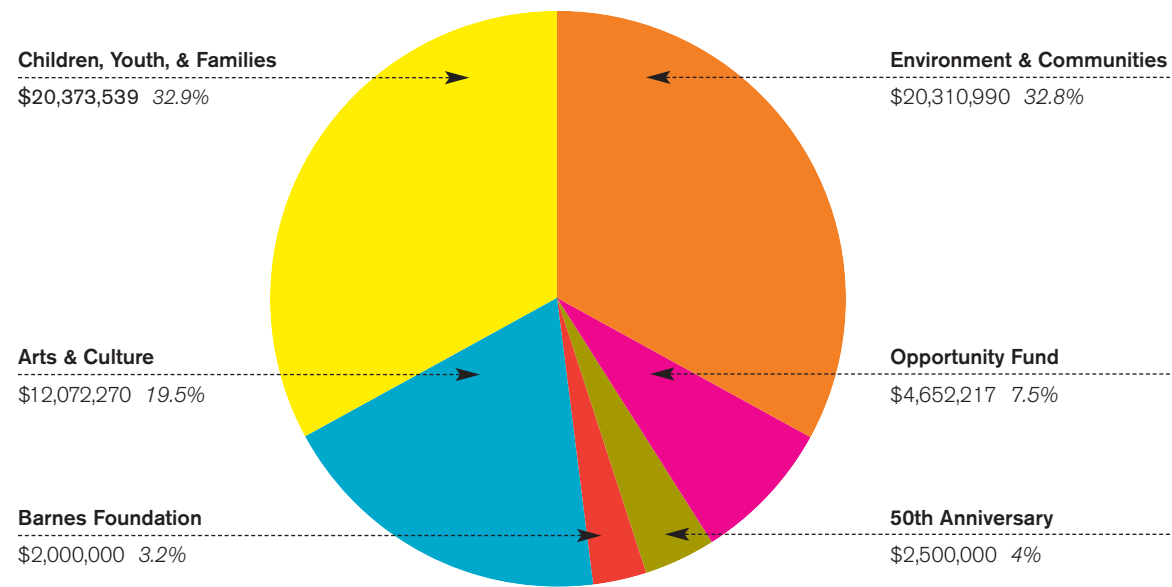
	Number of New Grants <sup>1</sup>	Number of Active Grants – Prior Years	Total Active Grants	2006 New Appropriations	2006 Total Payments on Active Grants
Arts & Culture	46	48	94	\$ 11,173,240	\$ 12,072,270
Children, Youth, & Families	54	49	103	16,245,223	20,373,539
Environment & Communities	76	76	152	19,157,454	20,310,990
Opportunity Fund	27	21	48	2,764,300	4,652,217
50th Anniversary	0	4	4	0	2,500,000
Barnes Foundation	0	1	1	0	2,000,000
<b>Total</b>	<b>203</b>	<b>199</b>	<b>402</b>	<b>\$ 49,340,217</b>	<b>\$ 61,909,016<sup>2</sup></b>

<sup>1</sup> Does not include seven grants shared between more than one program area.  
<sup>2</sup> Does not include small and matching gifts appropriations totaling \$965,704.

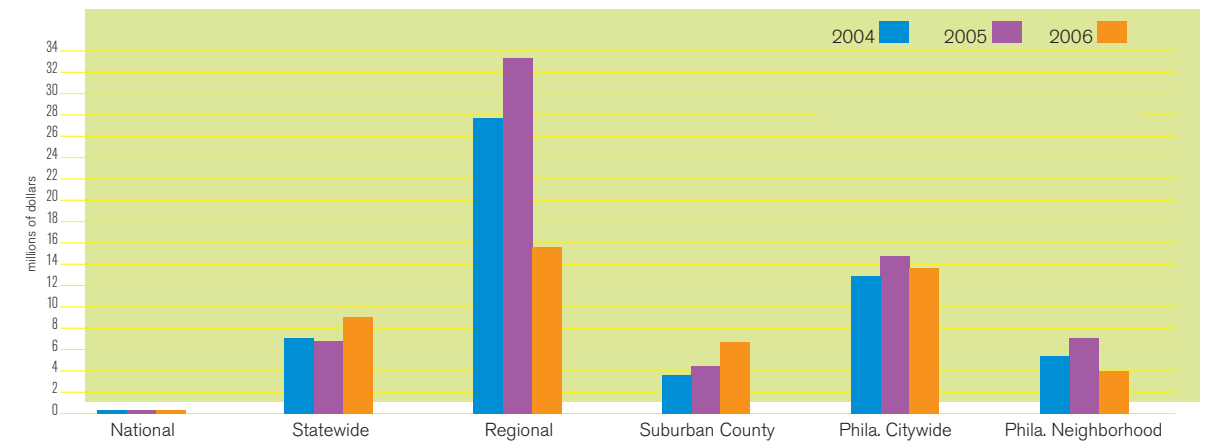


awards and payments }

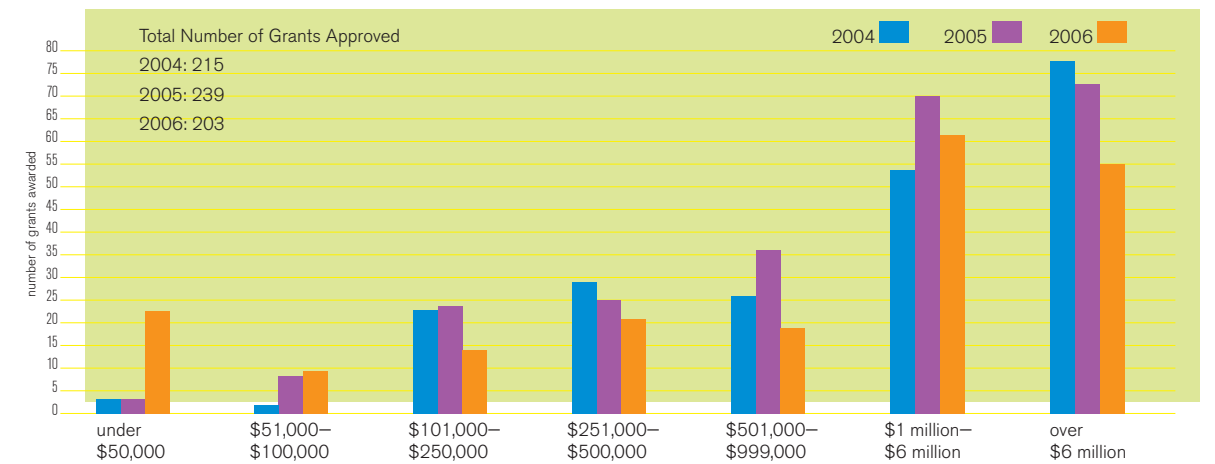
**Grant Payments by Category**



**Grant Dollars Awarded by Geographic Area Served, 2004–2006**



**Grant Awards by Organizational Income Level, 2004–2006**





Used with permission from Leah Stein Dance Company

**1812 Productions, Inc.**  
Philadelphia, PA  
\$313,500 over 31 months

**Act II Playhouse, Ltd.**  
Ambler, PA  
\$82,500 over 12 months

**Ambler Theater, Inc.**  
Ambler, PA  
\$110,000 over 12 months

**Arden Theatre Company**  
Philadelphia, PA  
\$495,000 over 36 months

**Art Sanctuary**  
Philadelphia, PA  
\$50,000 over 6 months  
\$110,000 over 8 months

**Astral Artistic Services**  
Philadelphia, PA  
\$247,500 over 31 months

**Bach Festival of Philadelphia, Inc.**  
Philadelphia, PA  
\$33,000 over 8 months

**Bristol Riverside Theater Company, Inc.**  
Bristol, PA  
\$82,500 over 12 months

**Dance USA**  
Washington, DC  
\$310,000 over 36 months

**Fairmount Park Historic Preservation Trust, Inc.**  
Philadelphia, PA  
\$165,000 over 24 months

**Friends of the Japanese House and Garden**  
Philadelphia, PA  
\$151,250 over 30 months

**Fund for Philadelphia, Inc.**  
Philadelphia, PA  
\$1,170 over 3 months

**Greater Philadelphia Cultural Alliance**  
Philadelphia, PA  
\$1,350,000 over 36 months

**Group Motion Multi Media Dance Theatre**  
Philadelphia, PA  
\$193,600 over 36 months

**Hedgerow Theatre**  
Media, PA  
\$374,000 over 36 months

**Interact, Inc.**  
Philadelphia, PA  
\$324,500 over 32 months

**James A. Michener Art Museum**  
Doylestown, PA  
\$71,208 over 12 months

**Lantern Theater Company**  
Philadelphia, PA  
\$82,500 over 10 months

**Leah Stein Dance Company**  
Philadelphia, PA  
\$17,600 over 6 months

**Mann Center for the Performing Arts**  
Philadelphia, PA  
\$300,000 over 12 months

**Melanie Stewart and Company Dance, Inc.**  
Philadelphia, PA  
\$82,500 over 36 months

**Mendelssohn Club of Philadelphia**  
Philadelphia, PA  
\$82,500 over 12 months

**Mid Atlantic Arts Foundation, Inc.**  
Baltimore, MD  
\$885,000 over 36 months

**Miro Dance Theatre**  
Philadelphia, PA  
\$32,010 over 12 months

**Mum Puppettheatre, Ltd.**  
Philadelphia, PA  
\$82,500 over 10 months

**Network for New Music**  
Philadelphia, PA  
\$73,340 over 36 months

**New Sounds Music, Inc.**  
Philadelphia, PA  
\$49,500 over 9 months

**Opera Company of Philadelphia**  
Philadelphia, PA  
\$300,000 over 12 months

**Opera North, Inc.**  
Philadelphia, PA  
\$247,500 over 38 months

**Painted Bride Art Center**  
Philadelphia, PA  
\$82,500 over 36 months

**Pew Charitable Trusts**  
Philadelphia, PA  
\$488,300 over 12 months

**Philadelphia Dance Projects**  
Philadelphia, PA  
\$82,500 over 41 months

**Philadelphia Folklore Project**  
Philadelphia, PA  
\$165,000 over 36 months

**Philadelphia Fringe Festival**  
Philadelphia, PA  
\$82,500 over 3 months  
\$2,375,000 over 36 months<sup>1</sup>

**Philadelphia Theatre Company<sup>2</sup>**  
Philadelphia, PA  
\$750,000 over 24 months

**Philadelphia Young Playwrights Program, Inc.**  
Philadelphia, PA  
\$39,600 over 6 months

**Red Heel Theater Company, Inc.**  
Philadelphia, PA  
\$82,500 over 12 months

**Regional Performing Arts Center, Inc.**  
Philadelphia, PA  
\$165,000 over 4 months

**Relache, Inc.**  
Philadelphia, PA  
\$178,750 over 26 months

**Theatre Exile Company**  
Philadelphia, PA  
\$49,500 over 9 months

**University of the Arts**  
Philadelphia, PA  
\$40,000 over 24 months

**West Philadelphia Cultural Alliance**  
Philadelphia, PA  
\$49,500 over 36 months

**WHYY, Inc.**  
Philadelphia, PA  
\$440,000 over 36 months

**Woodmere Art Museum, Inc.**  
Philadelphia, PA  
\$82,500 over 12 months

<sup>1</sup>Shared with Environment & Communities

<sup>2</sup>Shared with Opportunity Fund

## children youth &amp; families



**American Institute for Social Justice, Inc.**  
Washington, DC  
\$165,000 over 24 months

**Arcadia University**  
Glenside, PA  
\$27,500 over 10 months

**Association for Children of New Jersey**  
Newark, NJ  
\$49,500 over 3 months

**Berks County Intermediate Unit**  
Reading, PA  
\$1,000,000 over 12 months

**Boys and Girls Club of Camden County**  
Camden, NJ  
\$550,000 over 18 months

**Boys and Girls Clubs of Philadelphia, Inc.**  
Philadelphia, PA  
\$229,350 over 36 months

**Camden Center for Youth Development**  
Camden, NJ  
\$888,750 over 36 months

**Camden Churches Organized for People, Inc.<sup>3</sup>**  
Camden, NJ  
\$82,500 over 12 months

**Carnegie Mellon University**  
Pittsburgh, PA  
\$336,319 over 36 months

**Children's Hospital of Philadelphia**  
Philadelphia, PA  
\$482,533 over 48 months

**Children's Literacy Initiative**  
Philadelphia, PA  
\$410,771 over 16 months

**Civil Society Institute, Inc.**  
Newton, MA  
\$220,000 over 24 months

**Community Legal Services, Inc.**  
Philadelphia, PA  
\$500,000 over 24 months

**Congreso de Latinos Unidos, Inc.**  
Philadelphia, PA  
\$33,000 over 6 months

**Delaware Valley Association for the Education of Young Children**  
Philadelphia, PA  
\$353,375 over 24 months

**Education Law Center - PA**  
Philadelphia, PA  
\$1,085,754 over 24 months  
\$82,500 over 18 months

**Education Policy and Leadership Center**  
Harrisburg, PA  
\$688,600 over 24 months

**Good Schools Pennsylvania**  
Philadelphia, PA  
\$539,000 over 24 months

**Greater Kansas City Community Foundation**  
Kansas City, KS  
\$17,500 over 12 months

**Greater Philadelphia Federation of Settlements**  
Philadelphia, PA  
\$346,500 over 36 months

**Greater Philadelphia Urban Affairs Coalition**  
Philadelphia, PA  
\$82,500 over 24 months  
\$82,500 over 12 months  
\$49,995 over 12 months

**Health Federation of Philadelphia, Inc.**  
Philadelphia, PA  
\$770,105 over 36 months

**Hispanics in Philanthropy<sup>4</sup>**  
San Francisco, CA  
\$82,500 over 12 months

**Institute for Safe Families**  
Philadelphia, PA  
\$200,000 over 24 months

**Juvenile Law Center**  
Philadelphia, PA  
\$5,000 over 12 months

**La Comunidad Hispana, Inc.**  
Kennett Square, PA  
\$82,500 over 24 months

**Maternity Care Coalition**  
Philadelphia, PA  
\$431,232 over 24 months

**National Women's Law Center**  
Washington, DC  
\$500,000 over 24 months

**New Jersey Academy for Aquatic Sciences, Inc.**  
Camden, NJ  
\$99,000 over 12 months  
\$37,700 over 12 months

**Nonprofit Finance Fund**  
New York, NY  
\$432,642 over 24 months

**Parent-Child Home Program, Inc.**  
Port Washington, NY  
\$423,775 over 24 months

**PathWaysPA**  
Holmes, PA  
\$210,000 over 24 months

**Philadelphia Academies, Inc.**  
Philadelphia, PA  
\$82,500 over 24 months

**Philadelphia Early Childhood Collaborative**  
Philadelphia, PA  
\$404,910 over 12 months

**Philadelphia Education Fund**  
Philadelphia, PA  
\$320,000 over 24 months<sup>5</sup>  
\$365,000 over 12 months

**Philadelphia Health Management Corporation**  
Philadelphia, PA  
\$82,500 over 24 months

**Philadelphia Youth Network**  
Philadelphia, PA  
\$368,080 over 30 months  
\$82,500 over 12 months  
\$579,150 over 12 months

**Preschool Project: An Early Childhood Resource Center**  
Philadelphia, PA  
\$82,500 over 9 months

**Public/Private Ventures**  
Philadelphia, PA  
\$9,000 over 12 months

**RAND Corporation**  
Santa Monica, CA  
\$12,832 over 6 months

**Resources for Human Development, Inc.**  
Philadelphia, PA  
\$82,500 over 12 months  
\$39,600 over 12 months

**Rutgers University Foundation**  
New Brunswick, NJ  
\$473,000 over 24 months

**School District of Philadelphia**  
Philadelphia, PA  
\$275,000 over 12 months  
\$148,500 over 12 months

**Supportive Older Women's Network**  
Philadelphia, PA  
\$75,000 over 36 months

**United Way of Southeastern Pennsylvania**  
Philadelphia, PA  
\$605,000 over 12 months

**Urbanpromise Ministries, Inc.**  
Camden, NJ  
\$396,000 over 36 months

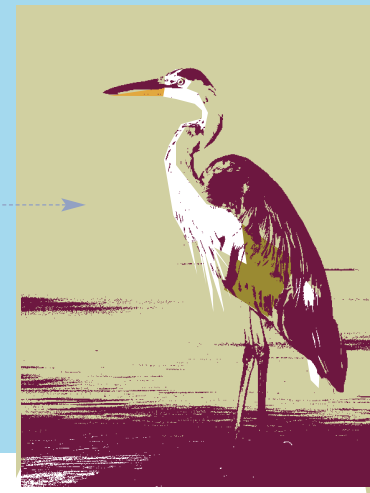
**Youth United for Change**  
Philadelphia, PA  
\$165,000 over 24 months

**Zero to Three: National Center for Infants, Toddlers & Families**  
Washington, DC  
\$275,000 over 24 months

<sup>3</sup>Shared with Environment & Communities

<sup>4</sup>Shared with Opportunity Fund and Environment & Communities

<sup>5</sup>Shared with Environment & Communities

**10,000 Friends of Pennsylvania**

Philadelphia, PA  
\$550,000 over 24 months

**American Farmland Trust**

Washington, DC  
\$82,500 over 12 months

**American Littoral Society**

Highlands, NJ  
\$407,000 over 24 months  
\$300,000 over 24 months

**Berks County Conservancy**

Reading, PA  
\$165,000 over 14 months

**Brookings Institution**

Washington, DC  
\$82,500 over 10 months

**Camden Churches Organized for People, Inc.<sup>6</sup>**

Camden, NJ  
\$82,500 over 12 months

**Center for Architecture<sup>7</sup>**

Philadelphia, PA  
\$82,500 over 12 months

**Chester County Conservation District**

Kennett Square, PA  
\$403,000 over 24 months

**Clean Air Council**

Philadelphia, PA  
\$82,500 over 12 months

**Clean Water Fund**

Philadelphia, PA  
\$250,000 over 24 months

**Community Design Collaborative of AIA Philadelphia**

Philadelphia, PA  
\$297,500 over 18 months

**Community Foundation of Greater Johnstown**

Johnstown, PA  
\$77,000 over 12 months

**Conservation Resources, Inc.**

Chester, NJ  
\$176,000 over 24 months

**D&R Greenway Land Trust, Inc.**

Princeton, NJ  
\$60,500 over 14 months

**East Falls Development Corporation**

Philadelphia, PA  
\$33,000 over 6 months

**Enterprise Foundation**

Columbia, MD  
\$82,500 over 12 months

**Environmental Defense, Inc.**

New York, NY  
\$176,000 over 24 months

**Environmental Law Institute**

Washington, DC  
\$165,000 over 24 months

**Food Trust**

Philadelphia, PA  
\$82,500 over 12 months

**Franklin and Marshall College**

Lancaster, PA  
\$82,500 over 12 months

**Friends of the Wissahickon, Inc.**

Philadelphia, PA  
\$110,000 over 12 months

**Funders' Network for Smart Growth and Livable Communities, Inc.**

Coral Gables, FL  
\$82,500 over 12 months

**Greater Philadelphia Urban Affairs Coalition**

Philadelphia, PA  
\$49,500 over 12 months

**GreenTreks Network, Inc.**

Philadelphia, PA  
\$82,500 over 12 months

**Heritage Conservancy**

Doylestown, PA  
\$220,000 over 14 months

**Hispanic Association of Contractors and Enterprises<sup>8</sup>**

Philadelphia, PA  
\$47,740 over 12 months

**Hispanics in Philanthropy**

San Francisco, CA  
\$82,500 over 12 months

**Homes for Working Families, Inc.**

Washington, DC  
\$49,500 over 12 months

**Housing and Community Development Network of New Jersey, Inc.**

Trenton, NJ  
\$220,000 over 12 months

**Independence Visitor Center Corporation**

Philadelphia, PA  
\$82,500 over 12 months

**Keystone Conservation Trust**

Radnor, PA  
\$82,500 over 12 months

**Lancaster Farmland Trust**

Strasburg, PA  
\$165,000 over 14 months

**Land Trust Alliance, Inc.**

Washington, DC  
\$220,000 over 24 months

**Natural Lands Trust, Incorporated**

Media, PA  
\$220,000 over 14 months

**Nature Conservancy, Inc. (New Jersey Field Office)**

Chester, NJ  
\$165,000 over 14 months

**New Jersey Conservation Foundation**

Far Hills, NJ  
\$220,000 over 14 months

**New Jersey Future, Inc.**

Trenton, NJ  
\$440,000 over 24 months

**New Manayunk Corporation**

Philadelphia, PA  
\$660,000 over 24 months

**OMG Center for Collaborative Learning**

Philadelphia, PA  
\$49,500 over 12 months

**Partners for Sacred Places, Inc.**

Philadelphia, PA  
\$500,000 over 24 months

**Partnership for the Delaware Estuary, Inc.**

Wilmington, DE  
\$55,000 over 6 months  
\$78,100 over 12 months

**Penn Praxis, Inc.**

Philadelphia, PA  
\$1,600,000 over 24 months<sup>9</sup>  
\$82,500 over 6 months

**PennEnvironment Research and Policy Center**

Philadelphia, PA  
\$82,500 over 18 months

**Pennsylvania Department of Conservation and Natural Resources**

Harrisburg, PA  
\$50,000 over 12 months

**Pennsylvania Economy League, Inc.**

Harrisburg, PA  
\$220,000 over 15 months

**Pennsylvania Environmental Council, Inc.**

Philadelphia, PA  
\$880,000 over 12 months  
\$30,690 over 9 months  
\$82,500 over 6 months

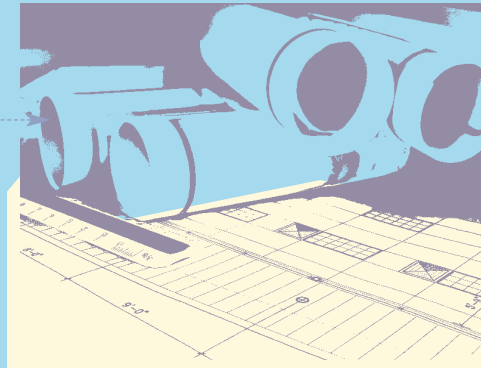
<sup>6</sup>Shared with Children, Youth, & Families

<sup>7</sup>Shared with Opportunity Fund

<sup>8</sup>Shared with Children, Youth, & Families and Opportunity Fund

<sup>9</sup>Shared with Opportunity Fund

## environment&amp;communities [ CONTINUED ]



## opportunity fund

**Pennsylvania Horticultural Society**

Philadelphia, PA  
\$2,500,000 over 24 months

**Pennsylvania Organization for Watersheds and Rivers**

Harrisburg, PA  
\$82,500 over 12 months

**People's Emergency Center**

Philadelphia, PA  
\$450,000 over 24 months

**Philadelphia Association of Community Development Corporations**

Philadelphia, PA  
\$165,000 over 24 months

**Philadelphia Education Fund<sup>10</sup>**

Philadelphia, PA  
\$320,000 over 24 months

**Philadelphia Fringe Festival<sup>11</sup>**

Philadelphia, PA  
\$2,375,000 over 36 months

**Philadelphia University - The Design Center**

Philadelphia, PA  
\$82,500 over 12 months

**Pinelands Preservation Alliance, Inc.**

Southampton, NJ  
\$220,000 over 24 months

**Rails to Trails Conservancy - Northeast Regional Office**

Camp Hill, PA  
\$121,000 over 24 months  
\$77,000 over 12 months

**Regional Plan Association**

New York, NY  
\$82,500 over 12 months

**Reinvestment Fund, Inc.**

Philadelphia, PA  
\$1,500,000 over 18 months

**Schuylkill River Greenway Association**

Pottstown, PA  
\$660,000 over 24 months  
\$82,500 over 6 months

**Scrub Foundation, Inc.**

Philadelphia, PA  
\$82,500 over 12 months

**Smart Growth America**

Washington, DC  
\$82,500 over 12 months

**South Jersey Tourism Corporation**

Camden, NJ  
\$82,500 over 12 months

**Stroud Water Research Center**

Avondale, PA  
\$294,000 over 24 months  
\$165,000 over 24 months

**Trust for Public Land**

Morristown, NJ  
\$165,000 over 14 months

**United Way of Southeastern Pennsylvania**

Philadelphia, PA  
\$440,000 over 18 months

**University City District**

Philadelphia, PA  
\$461,000 over 12 months

**University of Pennsylvania - Fels Institute of Government**

Philadelphia, PA  
\$58,174 over 9 months

**University of Pennsylvania - The Wharton School**

Philadelphia, PA  
\$25,000 over 12 months

**Urban Industry Initiative**

Philadelphia, PA  
\$110,000 over 18 months

**Western Pennsylvania Conservancy**

Pittsburgh, PA  
\$70,000 over 18 months

**Wilderness Society**

Washington, DC  
\$165,000 over 24 months

**Women's Community Revitalization Project**

Philadelphia, PA  
\$300,000 over 24 months

**American Planning Association - Pennsylvania Chapter**

Harrisburg, PA  
\$2,500 over 12 months

**Center for Architecture<sup>12</sup>**

Philadelphia, PA  
\$82,500 over 12 months

**Committee of Seventy**

Philadelphia, PA  
\$82,500 over 12 months

**Council of New Jersey Grantmakers**

Trenton, NJ  
\$2,000 over 6 months

**Free Library of Philadelphia Foundation**

Philadelphia, PA  
\$10,000 over 12 months

**Greater Philadelphia Cultural Alliance**

Philadelphia, PA  
\$52,800 over 36 months

**Greater Philadelphia Urban Affairs Coalition**

Philadelphia, PA  
\$82,500 over 12 months

**Hispanics in Philanthropy**

San Francisco, CA  
\$82,500 over 12 months<sup>13</sup>  
\$3,000 over 12 months

**International Visitors Council of Philadelphia**

Philadelphia, PA  
\$82,500 over 12 months

**National Academy of Public Administration Foundation**

Washington, DC  
\$2,000 over 12 months

**Parkway Council Foundation**

Philadelphia, PA  
\$82,500 over 12 months

**Penn Praxis, Inc.<sup>14</sup>**

Philadelphia, PA  
\$1,600,000 over 24 months

**Pennsylvania Economy League, Inc.**

Harrisburg, PA  
\$44,000 over 6 months  
\$82,500 over 3 months

**Philadelphia Foundation**

Philadelphia, PA  
\$82,500 over 12 months

**Philadelphia Museum of Art**

Philadelphia, PA  
\$10,000 over 12 months

**Philadelphia Theatre Company<sup>15</sup>**

Philadelphia, PA  
\$750,000 over 24 months

**Reading Terminal Market Corporation**

Philadelphia, PA  
\$5,000 over 12 months

**Rutgers University Foundation**

New Brunswick, NJ  
\$82,500 over 18 months

**Temple University - Department of Geography and Urban Studies**

Philadelphia, PA  
\$844,000 over 24 months

**University of Pennsylvania - Fels Institute of Government**

Philadelphia, PA  
\$165,000 over 24 months

**Williamson Free School of Mechanical Trades**

Media, PA  
\$25,000 over 12 months

<sup>10</sup>Shared with Children, Youth, & Families<sup>11</sup>Shared with Arts & Culture<sup>12</sup>Shared with Environment & Communities<sup>13</sup>Shared with Children, Youth, & Families and Environment & Communities<sup>14</sup>Shared with Environment & Communities<sup>15</sup>Shared with Arts & Culture

members  
of the  
corporation

board  
of  
directors

foundation staff

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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\*Term effective January 2007

\*\*Term ended January 2007

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Prospective grantees should visit the Foundation online at [williampennfoundation.org](http://williampennfoundation.org) for detailed information about our funding strategies in each of our program areas, eligibility requirements, and procedures for submitting a letter of inquiry.

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**About the Artist:** Laura Hutton is a Philadelphia artist. She is a graduate of The Philadelphia College of Art and The Pennsylvania Academy of the Fine Arts. Her work has been shown at Fleisher Art Memorial, Nexus Foundation for Today's Art, and the Philadelphia Art Alliance, among other venues. In addition to being a fine artist and illustrator, she is also a graphic designer.





*WILLIAM PENN*  
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F O U N D A T I O N

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