

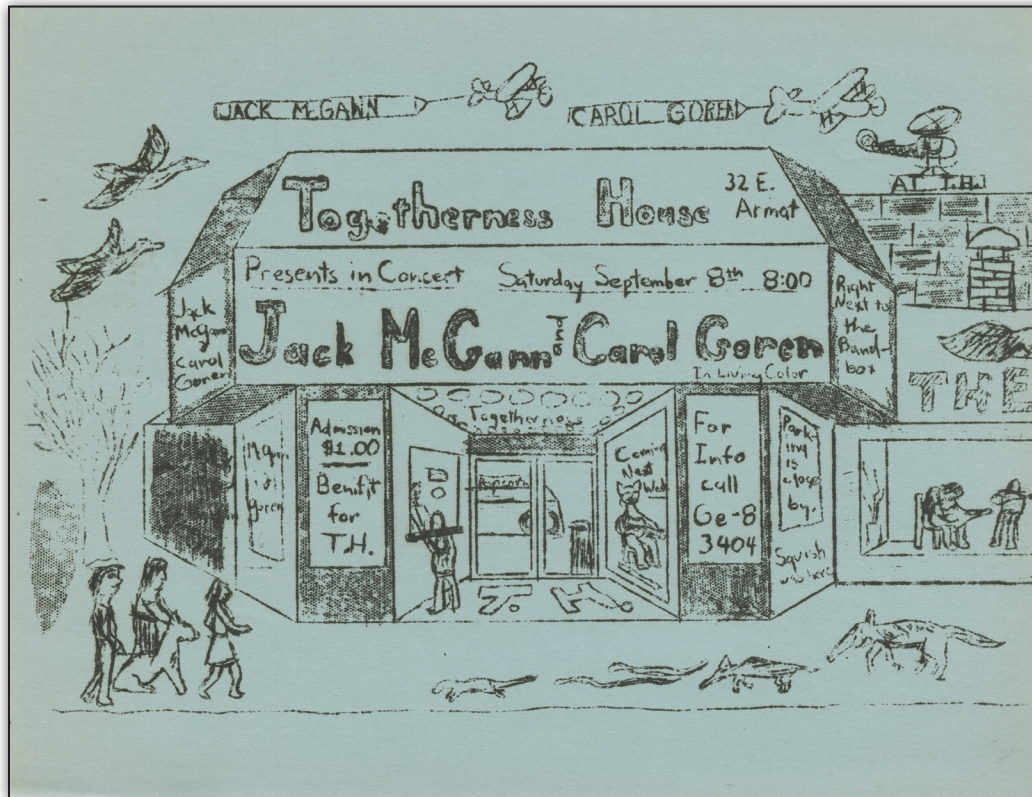
GERMANTOWN CRIER



HISTORIC
GERMANTOWN
Freedom's Backyard

A Publication of the Germantown Historical Society

Volume 73 Number 1 Spring 2023 \$10



In This Issue

THE YEAR THAT WAS 1973

TOGETHERNESS HOUSE

WEAVERS WAY CO-OPERATIVE ASSOCIATION: THE FIRST 50 YEARS

CLIVEDEN OF THE NATIONAL TRUST TURNS 50

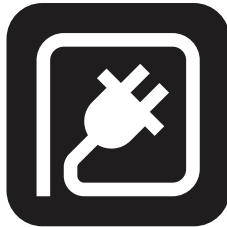
WYCK CELEBRATES 50 YEARS AS A PUBLIC SITE



Electrical Wizardry, Inc.

THE PREMIER CHOICE

FOR ELECTRICAL EXCELLENCE IN NORTHWEST PHILADELPHIA



With decades of experience servicing historic homes and businesses, our team is committed to preserving the charm of your treasured property while seamlessly integrating modern safety, convenience, and care for the planet.



voltwiz@gmail.com



electricalwizardryinc.com



215.837.0101

GERMANTOWN CRIER



**HISTORIC
GERMANTOWN**
Freedom's Backyard

Volume 73
Number 1
Spring 2023

OFFICERS

Loretta Witt, *President*
Carolyn T. Adams, *Vice President*
Mark Sellers, *Treasurer*
Dwayne Grannum, *Secretary*

DIRECTORS

Zarah Adams
Patricia Bass
Joan Countryman
James Earl Davis
Supreme Divine-Dow
Laura Fox
Kevin Hawkins, Jr.
John Kromer
Kathleen Lee
Norman Marcus
Ruth Marino
Amy Ricci
Dora Rogers
Nancy VanDolsen
Bethany Wiggan

STAFF

Tuomi Forrest, *Executive Director*
Caitlin Mongan, *Manager of Operations and Partnerships*
Stacey Swigart, *Communications Coordinator*
Piper Burnett, *Administrative Assistant and Events Coordinator*
Victoria Best, *Community Engagement Coordinator*
Stephanye Watts, *Community Engagement Coordinator*
Margo Szabunia, *Interim Archivist and Librarian*

www.freedomsbackyard.com
info@freedombackyard.com

Editor: Alex Bartlett
Design and Layout: Colleen Haley www.chaley.com

Address Correspondence to:
Editor
Germantown Crier
7782 Crittenden Street, Suite 27399
Philadelphia, PA 19118-9998
©2023 Germantown Historical Society

STATEMENT OF PURPOSE

Historic Germantown tells the stories of American liberty and the everyday people who fought for it, reflecting a neighborhood of independence seekers and community builders. Historic Germantown is where one of Philadelphia's Revolutionary War battles was fought, where the first-ever American protest against slavery was written, and where one of the few remaining houses on the Underground Railroad still stands. Historic Germantown's mission is underpinned by the idea that the organization is ultimately only as strong as the community in which it resides, and that a vibrant organization can help contribute to the vitality of the old German Township.

Table of Contents

THE YEAR THAT WAS 1973	4
<i>By Alex Bartlett</i>	
TOGETHERNESS HOUSE	5
<i>By unknown author</i>	
WEAVERS WAY CO-OPERATIVE ASSOCIATION: THE FIRST 50 YEARS	9
<i>By Thomas F. Boyle</i>	
CLIVEDEN OF THE NATIONAL TRUST TURNS 50.....	32
<i>By Carolyn Wallace</i>	
WYCK CELEBRATES 50 YEARS AS A PUBLIC SITE	35
<i>By Kim Staub and Cara Caputo</i>	



A depiction of the front façade of Togetherness House at 32 East Armat Street, from an early 1970s poster announcing a concert featuring Jack McGann and Carol Goren.
Germantown Historical Society.

THE YEAR THAT WAS 1973

By Alex Bartlett

The early 1970s could be characterized as a period of time in which much of the turbulence of the mid-to-late 1960s had abated, but with many conflicts still continuing on a national and international scale. Many of these conflicts continued into 1973, with some being resolved during that seminal year.

Nationally, cries for United States President Richard Nixon to be impeached reached a crescendo that fall, with his infamous “I am not a crook” speech being televised during a press conference, on November 17. Nixon would be impeached in the spring of the following year, and would resign. Debates occurring in the late 1960s regarding women’s reproductive rights and abortion culminated in the Supreme Court’s landmark decision, *Roe v. Wade*, which stipulated in January 1973 that the United States Constitution generally protects a woman’s right to have an abortion. The ruling would be overturned in 2022, after being in force for almost 50 years.

Internationally, the Vietnam War raged on; 1973 marked the beginning of United States efforts to extricate itself from the increasingly-unpopular war, after over 15 years of involvement beginning with the administration of President Dwight Eisenhower. The extrication took place over two years, and played a role in the fall of Saigon, South Vietnam, marking the end of the war. An energy crisis also occurred that year, when the Organization of Arab Petroleum Exporting Countries (OAPEC) cut off supplies of oil to countries supporting Israel during the Yom Kippur War¹, which included the United States. This led to an energy crisis, which included the rationing of

gasoline and was a contributing factor in the recession of 1973-1975.

Closer to home, the year witnessed many positive activities, with the founding of the Weavers Way Cooperative Association – more commonly known as Weavers Way – occurring that year. Cliveden and Wyck, now member sites of Historic Germantown, both opened their doors to the public and remain so today. The Togetherness House, an organization in Germantown which raised funds for area nonprofits by selling tickets to its concerts, poetry readings, and similar other events, was a thriving organization in 1973.

With the release of this issue of the *Germantown Crier*, we celebrate these organizations, their histories, and their impacts on the community, all which made significant contributions to the year that was 1973.



Large cars such as the 1973 Galaxie sold by Carr Ford of Chestnut Hill became much more expensive to drive, with the arrival of the energy crisis.

Chestnut Hill Conservancy.

1. A short-lived conflict between Israel and a coalition of Arab states led by Egypt and Syria, in which an object of the former was to seize land on the eastern bank of the Suez Canal and then use the land as a bargaining chip to acquire the return of a portion of the Israeli-occupied Sinai Peninsula.

TOGETHERNESS HOUSE



The Togetherness House logo.
Germantown Historical Society.

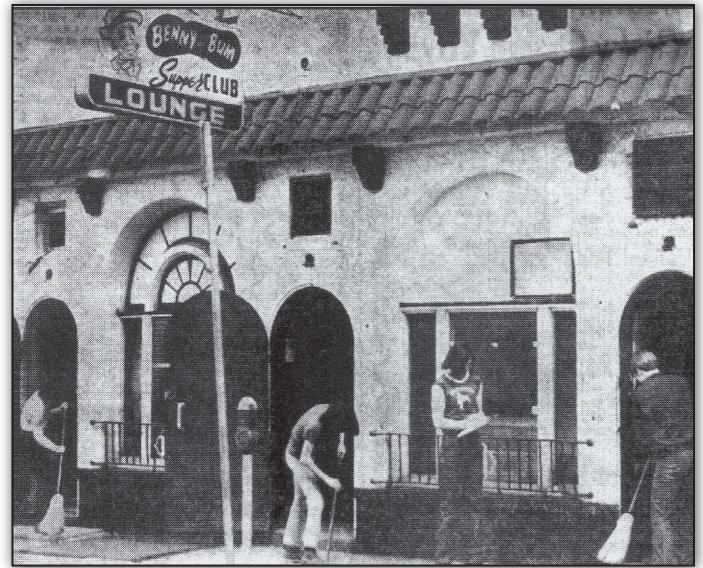
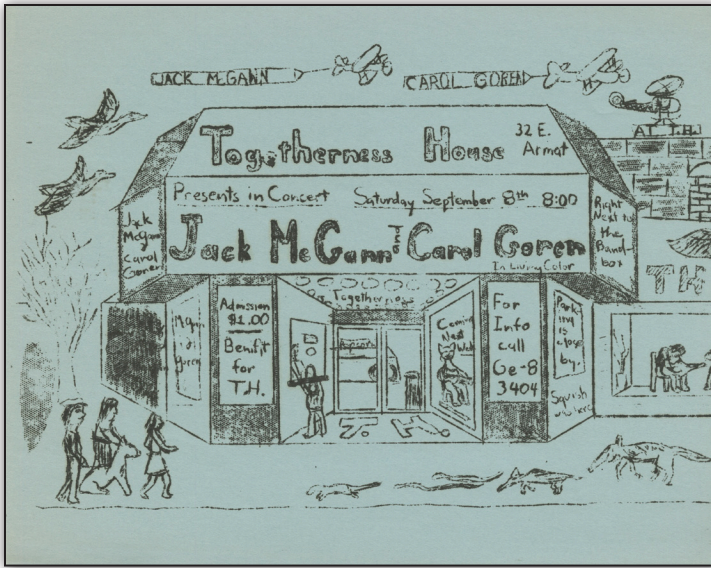
Editor's note: The following article was originally published in the fall 2002 issue of the Germantown Crier. In celebration of the current issue of the Crier's theme of "the year that was 1973," we have republished it here, along with images of a sample of the posters we received from Togetherness House member Steve Netsky, as a donation to our collection in 2014. The author of the following article is unknown; it has been edited lightly for content.

In the late 1960s, Fathers Edward Loughran and Don Cooney offered draft and drug counseling for young people at St. Vincent's Catholic Church. They also set up a coffeehouse in the basement of the parish hall. In 1970 the Dairy Maid restaurant at 5534-36 Germantown Avenue closed so that [West] Armat Street could be built through. While the building was empty, the priests asked if they could use it for youth activities until it had to be demolished. They paid a dollar a month rent to the Philadelphia Redevelopment Authority. After Father Loughran left for another position, Don Cooney and the young people organized a coffeehouse and "rap room" upstairs in the Dairy Maid building. Counseling on drugs and the draft continued. Father Cooney sought a diverse group of young people, including youngsters of all ages, races, and faiths, some from beyond the parish boundaries.

By November 1970 the teens had fixed up the building and decided to call the place Togetherness House. They put up a large sign saying "Togetherness" in the window on Germantown Avenue. A poster at the front door declared "No drugs and no booze. Get high on people."

In March 1971, they were evicted from the Dairy Maid building and were offered another abandoned building, formerly Benny the Bum Supper Club and Lounge, at 32 East Armat Street, next to the Bandbox Theater. In May, according to an article in the *Bulletin*, 20 boys and girls worked all week, carrying carpeting, light fixtures, musical instruments, wire, pipes, and lumber from the Dairy Maid to Benny the Bum's.

Besides offering a place to meet, Togetherness House was a place for young people to work on social



At left is a depiction of the front façade of Togetherness House at 32 East Armat Street, from an early 1970s poster announcing a concert featuring Jack McGann and Carol Goren. This is juxtaposed against a circa 1971 photograph of a cleanup in front of what was to become the new home of Togetherness House. Germantown Historical Society.

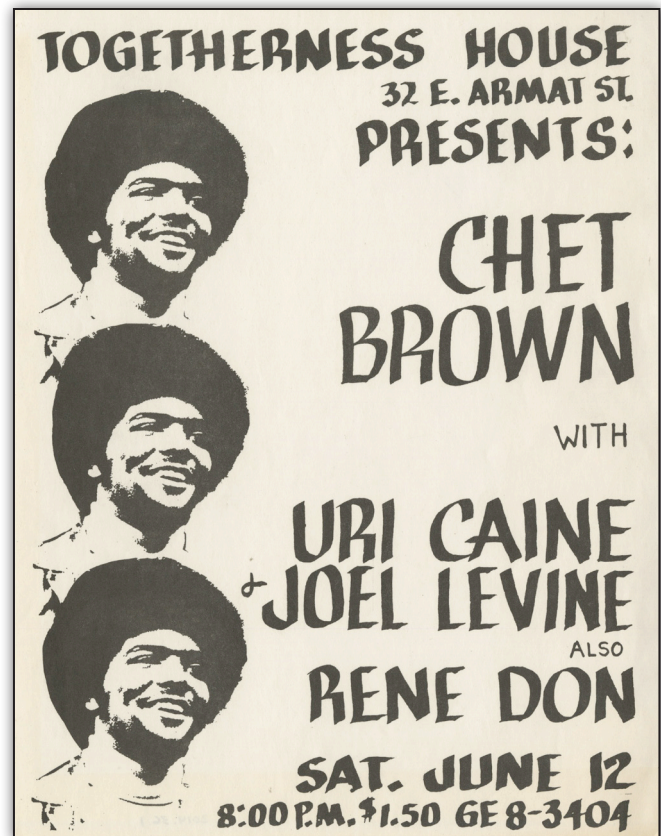
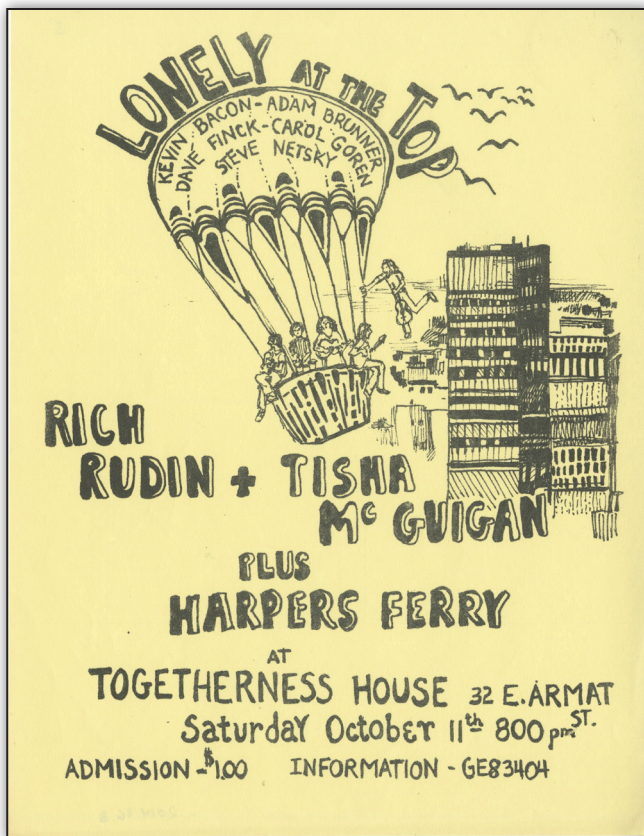
justice issues. Cesar Chavez's United Farmworkers campaign used it as a local center of activity and teens picketed supermarkets on behalf of migrant workers' rights. They also solicited donations of food for the poor, were involved in civil rights and anti-war activities, tried to improve local schools, heard talks about the Peace Corps and ecology, and listened to politicians such as Hardy Williams and Thacher Longstreth. A young mystic, who later moved to an ashram, taught some of the teens yoga.

The group gradually became focused more on the arts, but continued its community service, entertaining residents at local nursing homes and senior centers. There were regular concerts (including pop, folk, jazz, and classical), music lessons, a poetry and prose sharing class and poetry readings, drama class, art projects, games nights, a local history group, a bike club, camping trips, and a social awareness discussion group.

The concerts were very popular. In 1974, for example, 150 people attended a September concert, which featured vocals and guitar by Diane Monroe, as well as Steve Beskrone, Joel Levine, Chet Brown, and Steve Netsky. Many of the songs were written by

the performers themselves. In 1974 a concert to raise money for a new roof for the Togetherness House attracted 175 people. Other concerts featured Becca Wolpert (folk), Silver Moon (folk), Rich Rudin (classical, folk/ rock, and jazz piano), the Lewis Brothers (bluegrass), Steven and Hankus Netsky, Uri Caine, Carol Goren, Moshka, with Kenny Ulansey and Michael Urbanek, Tim Schoonmaker, Adam Brunner, and brothers Michael and Kevin Bacon.

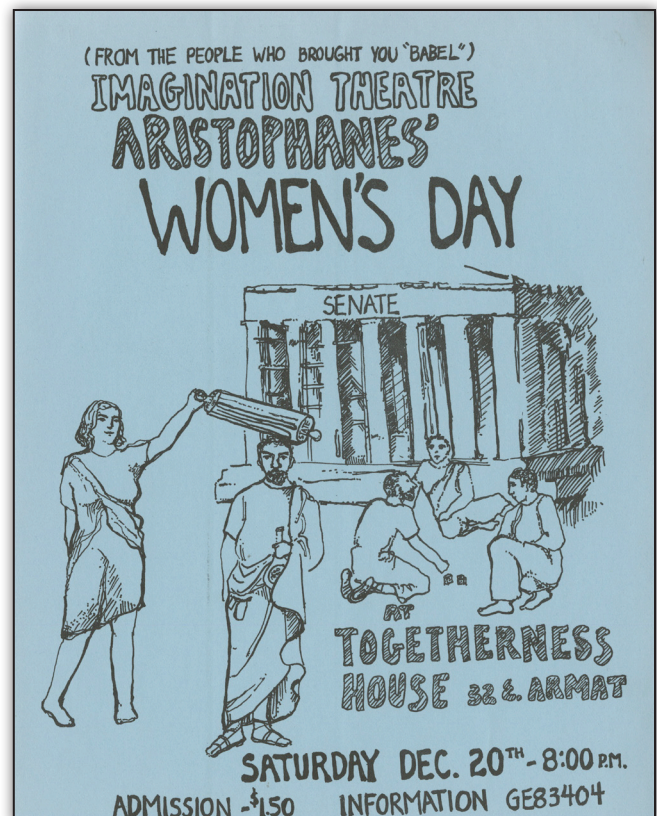
Many of these musicians have had successful music careers. Diane Monroe, who started as a vocalist and guitarist, became founder and first violin in the Uptown String Quartet. Steve Beskrone has played with the Ray Charles band and with Pat Martino. Ken Ulansey is one of the best-known band leaders in Philadelphia. Steve Netsky works for Rounder Records. His brother, Hankus Netsky, is founder and director of the Klezmer Conservatory Band. Rich Rudin is the owner/ director of the Maplewood Music Studio in Germantown. Uri Caine is one of the country's top jazz pianists. Michael Bacon has had a successful career as a musician and composer; he and his younger brother, Kevin, now a well-known actor, played together at Togetherness House many times, including at a 1972 fundraiser for Bangladesh.



Two early 1970s posters announcing events at Togetherness House. The "Lonely at the Top" concert announcement at left featured Kevin Bacon, Adam Brunner, Dave Finck, Carol Goren, and Steve Netsky. Bacon, a Philadelphia native and son of urban planner Edmund Bacon, would later achieve considerable success as an actor. At right is an announcement for a concert featuring Chet Brown, Uri Caine, Joel Levine, and Rene Don. Germantown Historical Society.

A hundred people attended *Alice in Wonderland*, a play put on by Imagination Theatre and directed by Jimmy Clark. A group called Rainbow offered entertainment for young children. They performed at Fort Indiantown Gap for Vietnamese refugees in 1975 and many times at Togetherness House.

Steve Netsky became the first full-time coordinator of Togetherness House and ran it for a number of years. Rich Rudin, then a music major at Temple University, later took over as coordinator. Both were in their early twenties. Some of the older teenagers, such as Jim McGann, also played important leadership roles. An advisory board included among others Don Cooney (who had left the priesthood and worked at the Germantown Y.M.C.A.), Duff Leavitt (then director of the Germantown Boys Club), and Frank Mahoney.



This 1970s poster features a play, Aristophanes' *Women's Day*, produced by Imagination Theatre. Germantown Historical Society.



Members of Togetherness House with a mural painted by the group. From left, Jenny Fluhr, Geoff Leavitt, and Steve Netsky. Germantown Historical Society.



In 1973, the Greater Germantown Appeal began to raise funds for Togetherness House. If can be judged by the content of this poster, the two organizations had a mutually-beneficial relationship, as the Togetherness House also raised funds for the Appeal. Germantown Historical Society.

Togetherness House was one of the beneficiaries of funds raised by the Greater Germantown Appeal, beginning in 1973. They also did benefit concerts, both for Togetherness House itself and for other local and national organizations.

The founders of the group moved on, but activities continued at Togetherness House until about 1978. For the participants, Togetherness House held a very special place in their lives.

Thanks to Rich Rudin, Steve Netsky, Sara Steele, Don Cooney, Doris Polsky, Shirley Melvin, and Nini Melvin, for information and photographs. Many thanks to Max Ochester for digitizing the many Togetherness House posters and flyers, a small sample of which is published here.

WEAVERS WAY CO-OPERATIVE ASSOCIATION: THE FIRST 50 YEARS

By Thomas F. Boyle



A woman and child descending the steps of the Mount Airy store at 559 Carpenter Lane. Photo taken on January 29, 1979 by Joseph P. McLaughlin for the Philadelphia Evening Bulletin.

Courtesy of Special Collections Research Center, Temple University Libraries, Philadelphia, PA.

The Weavers Way Food Co-operative¹, located at 559 Carpenter Lane in Philadelphia, is both a cultural icon and a thriving grocery business in Philadelphia's Northwest section of the city and a surrounding section of Montgomery County. It began in 1973 and today (2023) celebrates its 50th anniversary. This article will detail its founding, its growth over a 50-year period, and its projected future.

The Founding

When we view Weavers Way from today's perspective, we see a vibrant and thriving food co-

operative offering three separate locations, with a fourth scheduled to open in the Fall of 2023. These stores offer a variety and diversity of food products, and a variety of programs and committees that address various issues important to the membership. It is a successful operation poised for further growth and ongoing success. However, such was not always the case. From the beginning, success was often an elusive dream. Success did occur in fits and starts, but progress was slow and marred by missteps, lack of oversight, and lack of money to power growth.

¹ Hereinafter referred to as Weavers Way or the Co-op, with the exception of the caption on page 30, which is quoted as published in the *Evening Bulletin*. The legally incorporated name of the organization is Weavers Way Co-operative Association.

To fully understand how Weavers Way has risen to a level of prominence as a major food co-op in the Philadelphia region, we need to travel back in time to 1972 and the neighborhood of Mount Airy in Philadelphia's Northwest section. However, before that occurs, we need to travel even further back in time and location to 1844 and Rochdale, England a part of the Greater Manchester area, for that is where the dream/vision of Weavers Way began:

*In 1844, a group of impoverished weavers in Rochdale England formed a group called **The Rochdale Equitable Pioneers Society**. They each contributed one £ (pound) a month to form a co-operative to purchase butter, sugar, flour, and oatmeal, and opened a store initially three times per week but expanded the hours to five days per week due to need. They formed this co-operative to protest harsh working conditions and to protect themselves against dire social conditions, poverty, and starvation.² They also promulgated a list of principles known as **The Rochdale Principles**.³ Although details associated with this founding have been called into question by historians, the general premise of The Society's founding is true. It was indeed a group of individuals who banded together in a self-help organization to benefit the common good. In the end, they were successful, and have been cited as a model for similar organizations world-wide.⁴*

This basic premise of a group of individuals working together to provide for themselves is one that is a bedrock principle of Weavers Way.^{5,6}

This brings us back to 1972, and to the founder, Jules Timerman. Jules was a visionary, a dreamer with a complex personality. It was his vision, the



A photograph of Jules Timerman, founder of Weavers Way, as published with his obituary in 2008.

Germantown Historical Society.

force of his personality, his drive, and his arduous work that "birthed" Weavers Way. He was the father of Weavers Way, albeit a father who was dismissed and "shown the door" by those who adopted Weavers Way as their own; however, those events come later in this story. For now, we turn our sights to 1972, and to the events that led to the creation of Weavers Way.

In the summer and fall of 1972, Jules Timerman was involved with a pre-order buying group located in the basement of Summit Presbyterian Church, at 6757 Greene Street in Mount Airy.⁷ It was recognized that "Jules was knowledgeable about retailing, but more than that he has a visceral feeling that the time and community were fallow ground for planting the co-op idea."⁸

Jules believed that Mount Airy would support a co-operative food store and promoted this idea

2 "Rochdale Pioneers & Early Co-operation," <https://u.osu.edu/co-opmastery/history/history-of-co-operation> (Accessed February 24, 2023).

3 See Appendix A.

4 Fairbairn, Brett, "The Meaning of Rochdale: The Rochdale Pioneers and the Co-operative Principles," 1994, www.columbia.edu/~hauben/amalgamated/history/34. (Accessed February 24, 2023).

5 See Appendix B for *The Weavers Way Ends*.

6 See Appendix C for Co-Operative Principles.

7 Mort Brooks, "The Way We Were: A Look Back at 20 Years of Weavers Way," *The Shuttle*, Vol. 22, No. 5, Sep/Oct 1993, p. 3. "Jules was an active member of the People's Food Co-op of Mt. Airy, one of the 'pure' co-ops – now referred to rather patronizingly as Buying Clubs – which sprang up all over Philadelphia during the early 70s as an expression of the ferment and political activism of those years." Weavers Way Co-operative Association Records 1972-2015, Box 9, File 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

8 Bob Noble, "Weavers Way Historical Notes," compiled January 11, 2006. Weavers Way Co-operative Association Records 1972-2015, Box 1, Folder 32, p. 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.



Where it all began: Summit Presbyterian Church in Mount Airy, as it appeared in this recent photograph. Tom Boyle photograph.

checkout. Customers needed to go next store to 557 Carpenter Lane – which had been rented as office space – to pick up an order pad, then back to 555 to select groceries (writing down every product and price on the order pad), then back to 557 to pay for the groceries, then finally return to 555 to pick up the order!¹¹ However convoluted this system was, it worked. When the store opened, there were a total of 130 members. Anyone could join as a member, but only members could shop in the store. Because of the constricted space, both to stock items and to accommodate customers, membership was initially capped. A membership waiting list was compiled, although somewhat haphazardly.

When the doors at 555 and 557 Carpenter Lane first opened for business in January 1973, it was known as Weavers Way. Jules Timerman and his wife, Kit, (nee Fletcher) collaborated on the name.¹² As time progressed, Jules realized that if his dream were to succeed, he needed help. His one-man show was unsustainable for many reasons: burnout, the need for growth, record keeping, legal issues and money, among other problems. Jules is reported to have indicated early on that if his co-op were to succeed, it would need a Board of Directors.¹³ Jules had ignored that old dictum: “Be careful what you ask for....” It would be his undoing!

while selling apples door-to-door (he had the time since the buying group was open only one day per week).⁹ Finally, when enough people had contributed a total of \$10 per person, Jules rented an old delicatessen at 555 Carpenter Lane, stocked it with deli products as well as produce, and opened for business on January 13, 1973.¹⁰ This small store had some difficulties. It was unheated, with no space for

With a functioning group of activist members in place by late Fall 1973, organizational activities – mostly record-keeping systems – were formulated.¹⁴ Since there was no accounting system, no merchandising system, no membership recording system and no real communication system, these things would have been of paramount importance to construct. This group also began to draft by-laws

9 Bob Noble, “Weavers Way Historical Notes,” compiled January 11, 2006. Weavers Way Co-operative Association Records 1972-2015, Box 1, Folder 32, p. 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

10 <https://weaversway.co-op/pages/weavers-way-history>. (Accessed February 26, 2023).

11 Ibid.

12 Hannah Scardina, “Meaning of Weavers Way Has Changed, Remained the Same Over 25 Years,” *The Shuttle*, Vol. 27, No. 5, Sep/Oct 1998, p. 10. “Timerman and his wife derived the name Weavers Way from the first successful co-op in the modern age...in Rochdale, England.” Weavers Way Co-operative Association Records 1972-2015, Box 9, Folder 6, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

13 Bob Noble, “Weavers Way Historical Notes,” compiled January 11, 2006, “Chronology,” 1973, p. 2. Weavers Way Co-operative Association Records 1972-2015, Box 1, Folder 32, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

14 Ibid., p.3.

for the creation of a Board of Directors. In December of 1973, the first General Membership Meeting was held, and the first issue of *The Shuttle* was published. At the General Membership Meeting, nominations were accepted for the Board and a Board of Directors was voted into office on January 24, 1974. In February 1974, 559 Carpenter Lane was purchased for a total of \$6000. Jules raised money for the purchase from telephone solicitation of members, the money being member loans to the Co-op, and loans from suppliers, as well as some personal funds. He raised a total of \$23,000. The total was used for the purchase of the building as well as needed renovations. There was a tenant living on the second floor which provided some income. In September 1974, Jules Timmerman resigned from Weavers Way. He believed that the Board of Directors was not moving strongly enough in some directions.¹⁵ The Board rehired him almost immediately as the store manager. Even with this show of support on the part of the Board, the situation did not appreciably change. Jules was much annoyed by the fact that the Board was fulfilling their responsibilities by reviewing all aspects of Co-op operations. Although he had mentioned the need for a Board of Directors, his wish was for a Board that allowed him to operate without any hindrance to his freedom to do things as he wished.

On February 27, 1975, the Board issued a memo to all members of the Weavers Way Co-operative Association dismissing the Manager, Jules Timmerman.¹⁶ To do so in such a public way cannot have been what the Board wished to do. Unfortunately, Jules left the Board with no alternative. In the memo, the Board outlined the reasons for the dismissal: Jules could not and would not work co-operatively with the Board, he decided which Board policies to adopt

or implement at his discretion. Also, Jules did little or nothing to address and/or remedy the problem of continuing financial losses, that rather than discuss disagreements he had with the Board, those disagreements would instead be discussed with members of the Co-op. The situation was untenable, and Jules refused to adopt a policy of conciliation. The Board believed that the future viability of the Co-op demanded this action. To say that this public action stung Jules Timmerman is an understatement. It is doubtful that the sense of loss and hurt that Jules experienced from this termination ever receded. Weavers Way was his "child" and the loss for him was palpable. Jules was certainly willful and left the Board with no feasible options. Shortly after Jules departed from Weavers Way, he founded *Food With TLC* on Bethlehem Pike in Erdenheim, Montgomery County. In declining health, he closed that store in 1995. He died at his Mounty Airy home in April 2008.^{17,18}

Without Jules Timmerman there would not have been a Weavers Way, and equally with Jules Timmerman there would not have been a Weavers Way. And while that assessment may seem harsh, it is undoubtedly accurate.

Growth and Space

Growth and space are two factors that have been inextricably intertwined since the first day at Weavers Way. They are a double-edged sword that Weavers Way Boards of Directors and General Managers have had to balance for 50 years. Grow too fast without the required space to accommodate that growth and those efforts are stymied. Grow too

15 Bob Noble, "Weavers Way Historical Notes," compiled January 11, 2006. Weavers Way Co-operative Association Records, 1972-2015, Box 5, Folder 61, "An Open Letter from Jules Timmerman: Why I Am Resigning As Manager of Weavers Way Co-op," dated September 23, 1974, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

16 Bob Noble, "Weavers Way Historical Notes," compiled January 11, 2006. Weavers Way Co-operative Association Records, 1972-2015, Box 5, Folder 10, "Minutes of Membership Meeting of April 2, 1973," Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

17 *Philadelphia Inquirer*, Obituary, April 17, 2008, Germantown Historical Society. See also https://www.inquirer.com/philly/obituaries/20080417_Jules_Timmerman_82_founded_Weavers_Way_co-op.html.

18 Norman Weiss, "In Memoriam: Jules Timmerman, Founder of Weavers Way," *The Shuttle*, Vol. 35, No. 5, May 2008, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 11, Folder 4, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

slow because of a lack of space, and the business atrophies. Growth has seemed to come naturally to the Co-op; space (and/or lack thereof) has been a constant roadblock to growth and progress. Membership has grown steadily over the years as more people have become aware of the Co-op, and as “healthy eating” has become something of a mantra in recent years.¹⁹ At times, membership needed to be capped, with waiting lists compiled as one strategy for dealing with limited space. At other times, groups of members were assigned a specific shopping day to alleviate crowding. The major problem has always been space – space for merchandise and space for shoppers. Initially, Boards of Directors and General Managers had settled on a strategy of locating space in Mount Airy that would allow them to purchase a new facility with more square footage, parking, the ability to load/unload trucks filled with supplies, and a space that would allow more freedom of movement within the store for shoppers. All their efforts in this regard failed for a variety of reasons. Several locations were identified but were ruled out because they did not fit the metrics needed. Mount Airy is a residential neighborhood of mostly smaller streets with either parking on one side of the street, or with parking on both sides of the street, but only one lane of traffic. This factor made parking close to a new store unlikely, and the ability for trucks to load/unload almost impossible. Other factors, such as trash storage, sidewalk displays, and the constant passage of shoppers through the neighborhood, posed a major irritant to neighbors. And the neighbors, while happy to have a grocery store in their midst (at least in theory), were not shy about voicing their displeasure at having their daily life disrupted by the regular routines of a grocery store. The strategy of seeking other space to alleviate crowding switched from finding a new building and moving the store to a new location to keeping the 559 Carpenter Lane location and combining that space with the space at 557 Carpenter Lane to create a bigger space for customers and for a bigger display of groceries. This worked for a while but was (almost) dated from the day the

combined space opened. Finally, with the opening of the second Weavers Way store in Chestnut Hill, the strategy shifted. The Mount Airy store became a permanent fixture, and expansion was refocused on locations outside the Mount Airy neighborhood where significant numbers of members lived. This strategy, still in operation, would be the best option to relieve pressure and overcrowding on the Mount Airy store.

To fully comprehend the space limitations that constrained (and still constrain) Weavers Way Mount Airy, a shopping experience is described. Upon entering the store, no shopping carts are available, only plastic hand-held baskets or slightly larger plastic boxes. The aisles are wide enough for one person, although some deft movements can accommodate two people in passing. It helps to have physical dexterity to allow the shopper to reach, bend, stoop and rise up to full height. With space at a premium, many items are perched on high shelves and/or low shelves requiring physical agility. In the event of difficulty, staff are always available to help. Wheeled shopping carts would be impossible to maneuver and would only allow a very few customers to shop at the same time. There is a second floor available via steps. The second floor contains mostly bulk items. Upon checking out, you would be well advised to bring your own bags, or you can purchase paper bags. Another option is available for bagging by snagging a cardboard box from atop the refrigeration case near the checkout counter. For shoppers used to the wide aisles and endless varieties of items at large grocery store chains, shopping at Weavers Way Mount Airy can initially be somewhat disconcerting.

The 1970s, 1980s, 1990s

In 1975, after renovations, the Weavers Way store moved from 555 and 557 Carpenter Lane to new quarters on the first floor at 559 Carpenter Lane in a building the Co-op now owned. The second floor contained an apartment that was rented out gener-

19 An interview with Jon Roesser, current General Manager, conducted on February 24, 2023, indicates that membership tallies have grown exponentially since 2015. In 2015, membership was composed of approximately 5,000 households. The current (February 2023) membership level stands at 11,000 households strong.



Weavers Way staffer and customer in Mount Airy store at 559 Carpenter Lane. Date unknown.

Photo courtesy of Special Collections Research Center, Temple University Libraries, Philadelphia, PA.

ating income for the Co-op. And while this move was a definite improvement from the old “dual location,” it did not take much time for all to recognize that additional space needed to be identified. Thus began a long saga of hunting for a location with more space, possible parking, a loading dock, and/or a wider street to allow trucks to load/unload. This journey would consume the time and energy of quite a few Boards of Directors, General Managers, and staff for quite a number of years, until the realization that the solution was hiding in plain sight all that time. Meanwhile, the Co-op continued to pay rent at 555 Carpenter Lane to utilize as office space, and 557 Carpenter Lane as meeting space.

All the different locations that were considered for a new location were in the general vicinity of the Mount Airy store. The first feasible location to be considered was the Bryman Rug property at 520-528 Carpenter Lane, at a purchase price of \$44,000. It was estimated that the renovations necessary

would cost approximately \$142,000. The purchase was considered feasible if membership doubled and annual sales reached a level of two million dollars.²⁰ The property was purchased and held for four years, being ultimately sold to an area roofer because the renovation costs had skyrocketed to an estimated cost of \$300,000. At a general membership meeting, a vote was taken, and a decision was made to sell the property due to the increased renovation costs. Coincidentally, the roofer who purchased the property also purchased the property at 530 Carpenter Lane, which the Co-op rented as a warehouse. After several years, the warehouse moved to East Walnut Lane. Throughout the decade of the 1980's, the Board constantly revisited the subject of moving, to no avail. It was extremely difficult to locate a larger space within the Mount Airy neighborhood, and the sentiment within the Board, management, and membership was a desire to remain in Mount Airy. So, the search continued fitfully. Another factor constricting the moving search was finances. Co-op finances fluc-

20 Weavers Way Co-operative Association Records 1972-2015, Box 2, Folder 13, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

tuated throughout this period. The summer months posed a problem as sales dropped. For a period of years, the Co-op was closed for one day mid-week during the summer months due to lack of shopping activity. And while overall, the Co-op was able to pay bills to vendors/providers, the cost of purchasing and renovating another building posed such a significant challenge to the Co-op that securing a loan and/or mortgage from a commercial lending institution was difficult. Even though member loan campaigns had been successful in the past, borrowing some money would be a necessity to move to a new location. The member loans did not preclude the need for commercial borrowing; however, they did reduce the amount of borrowing needed and the member loan interest rates paid back were significantly less than the Co-op would pay to a financial institution.

Another property that garnered attention was the GEM Cleaners location at 546-548 Carpenter Lane, which was placed on the market in 1989. The owner of the property wished to retire and sell the building. This property was an especially attractive property. It was a one-story building, with more space. However, purchase of this property would not alleviate the parking problem, either for customers or for provider trucks that needed to load/unload. The purchase price, renovations, and relocation costs were estimated at \$400,000. The Board decided to proceed with negotiations to purchase the property. However, the negotiations failed as the property owner had reservations about retiring and decided not to sell.²¹ However, one year later, the owner relented and decided to sell the property. This time Weavers Way signed an Agreement of Sale with the owner. However, the deal was not consummated. The Co-op did not receive a requested extension of deadlines, and more importantly, conducted an environmental inspection of the property and discovered hazardous conditions on the property that would require a costly renovation.²²

Even though the GEM Cleaners property was not purchased, the Board did agree to purchase another property at 551 Carpenter Lane for \$77,000. The neighbors on Carpenter Lane were expressing some concerns that the Co-op was looking to purchase a substantial number of properties on Carpenter Lane to develop a much larger store and potentially alter the character of the neighborhood. Also, during this time, a debate was ongoing among the Board concerning the type of other locations to be considered. This discussion centered on “mini” stores, satellite stores, a new larger Mount Airy store, and other variations on this theme. Ultimately, none of these ideas materialized into concrete recommendations/actions.

Finally, in 1991, the solution to the space quandary, hiding in plain sight, was discovered when the owner of 557 Carpenter Lane placed that property on the market. The Co-op agreed to purchase 557 Carpenter Lane for \$85,000. Renovations and equipping of both 559 and 557 Carpenter Lane to combine them to form one larger store space was approved at a cost of \$277,000. Additionally, renovation costs for 551 Carpenter Lane were approved for \$89,000, and the building became the Annex and eventually was the location for pet food sales, as well as doubling for meeting space when needed. This purchase anchored the Mount Airy store to the corner of Greene Street and Carpenter Lane. Although this purchase did nothing to resolve the parking quandary and ultimately did not actually resolve the space issue, it did provide closure for what seemed a never-ending search for the “*Holy Grail*” – the “ideal” location of a new store. The tenant who lived in the apartment on the second floor of 559 moved out, thereby depriving the co-op of the rent she paid; this space was then converted into more retail space, increasing sales. Now the work began to renovate both buildings and create a new shopping space. This was easier said than done. The floor levels in both buildings were not at the same level, necessitating a gutting of 557 to match those floor levels to 559. As always, the an-

21 *The Shuttle*, Vol. 17, No. 7, Nov/Dec 1989, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 8, Folder 11, p. 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

22 *The Shuttle*, Vol. 19, No. 1, Jan/Feb 1991, Weavers Way Co-operative Association Records 1972-2015, Box 8, Folder 13, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

anticipated time for renovations to be completed and the actual time for completion differed. Two years later (1993), after digging out the basement of 557, moving stairs, and demolishing walls, the new store opened.^{23,24} Almost from the moment this new store opened, the space issue again reared its ugly head.

During these decades, the Board and management grappled with the space issue and other pressing problems. From the time of Jules Timerman, the issue of how to educate members to take a more active role in running the Co-op was prominent. This was coupled with the issue of how to encourage members to shop more frequently at the Co-op, and how to participate in the “labor” there. Jules complained about the age-old problem that a minority of people usually provide the greatest amount of work, support, and investment in any human organization. The Board tried to address the trends in the co-op of a few members signing up for work shifts (and many that simply did not show up for their work shifts) but failed. The concept of members performing work shifts in the Co-op was meant to lower labor costs by reducing the amount of paid labor necessary. The more paid labor needed, the more prices would need to increase to absorb the increased labor costs. Initially, all adult members in a household were each expected to work a total of 6 hours at the co-op during a year. Members were also expected to contribute a total of \$30 per household to their equity fund until they had amassed a total of \$300 in equity (presently, a total of \$400 in equity is required). Today, the work requirement has been eliminated; however, it is still necessary to fulfill that requirement if a member wishes to take advantage of a five per cent discount on all purchases. The member requirement to shop at any store has also been eliminated.

During this same period, the social aspects of the co-op were also flourishing. Many committees were established; the full listing of these committees is too long to present. However, some disappeared because of a lack of interest or members willing to continue the committee tasks. Many of these committees have continued over a 50-year period and have thrived. The Co-op established a credit union which functioned for many years. Finally, in 2000, the Co-op Credit Union was absorbed into the Local 169 Federal Credit Union, whose name was changed to the Delaware Valley Federal Credit Union with 3300 members, 673 of which were Weavers Way members.²⁵ A fuel co-op was established to provide members with an option for purchasing home heating oil at a reduced price. Also, during this time, Weavers Way developed a partnership with the Walter B. Saul High School for Agricultural Sciences that has resulted in the exceedingly popular *Henry Got Crops*, a successful CSA (Community Sustainable Agriculture) and Farm Market at 7095 Henry Avenue in Roxborough, where Weavers Way produce is grown, harvested, and sold. Students at Saul participate in the farm activities as a learning experience and develop work skills for future careers in agricultural sciences. Upon the death of long-time Co-op treasurer and committee member Mort Brooks, a memorial was established to honor his memory at the Awbury Arboretum by his wife, Norma, and her Weavers Way friends. The Mort Brooks Memorial Farm started out on one quarter acre of the Arboretum’s Northwest Tract in 2000, and in 2007 had grown to two acres.²⁶ The farm grows produce which is sold at the Co-op stores. Through Weavers Way *Food Moxie* program, volunteers can assist the staff at the farm in various ways. *Food Moxie* also works to assist with hunger-related issues in the region to reduce/alleviate hunger, malnutrition, and

23 <https://weaversway.co-op/pages/weavers-way-history>, p.3. (Accessed February 26, 2023).

24 A continuing email interview with Norman Weiss, Purchasing Manager at Weavers Way, conducted on March 13, 2023, indicated that the property at 555 Carpenter Lane, site of the original store, was purchased in April 2005. The owner wished to sell it and Weavers Way did not want anyone else to purchase it in case the need for store expansion occurred. The property today is used as offices for staff.

25 Weavers Way Co-operative Association Records 1972-2015, Box 1, Folder 51, Memo (dated 10/24/2000), Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

26 At the time of his death, Mort was the Co-op Treasurer, among several “hats” he wore at the Co-op (President of the Board, Member of innumerable committees – to name but a few of the positions he held). Weavers Way Co-operative Association Records 1972-2015, Box 1, Folder 9, Folder 52, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA. Also, see <https://awbury.org/weavers-way-farm>, for a description of the Mort Brooks Memorial Farm. Accessed March 12, 2023.

lack of food availability for those in need. All these efforts have grown as the need has grown over the years.

Over the years, more mundane but equally important matters were also addressed. The hiring of staff and resolution of work-related matters were clarified. The establishment of specific work policies, salaries and health benefits were documented and finalized. Issues related to neighbors' complaints (parking, trash removal, deliveries early in the morning and late at night, to name a few) were finally listened to after being ignored for some time. The business of growing/expansion required diligence, adjustment and concrete resolutions for successful problem-solving. The Co-op was moving in the right direction, or so it seemed.

The Financial Crisis of 2002-2003

As expansion efforts continued, plans were discussed at a general membership meeting in December 2000 to acquire the properties at 608-610 Carpenter Lane. The space was envisioned for a Weavers Way café. The first floor would be a retail operation selling prepared foods to the general public, while the store at 559 Carpenter Lane would remain for retail shopping for members only; the second floor would consist of food preparation areas. At a general membership meeting in 2001, the final part of this expansion project was discussed to include financing of the purchase price, renovations and start-up costs. A total of \$150,000 in member loans was needed to complete the project, with \$75,000 in member loans secured at that point.²⁷ On November 19, 2002, Weavers Way General Manager Ed McGann checked with the Weavers Way Bookkeeper (Andrea Sheaffer, known as Andi) to confirm that monies to cover a \$152,000 check he was to sign that afternoon for the closing of a construction loan for 608-610 Carpenter Lane and the Weavers Way Café were backed by that amount of funds in the



608 (left) and 610 Carpenter Lane, prior to Weavers Way ownership. Date unknown. Courtesy of Special Collections Research Center, Temple University Libraries, Philadelphia, PA.

escrow account. He was assured that was the case. That afternoon, Ed went to a closing meeting and wrote the check.²⁸ Upon his return to the office he heard the "news" that Andi was missing and could not be found. The next day he called the bank to discover that Andi's assurance that the funds were present in the escrow account was false. Ed was informed the account was \$61,000 short.²⁹ And that was not the only account missing money!

It is difficult to gauge what Ed McGann's reaction must have been. However, Andi's disappearance" would have quickly forced him to consider the reality that the substantial amount of money missing was not an accident. As he started to review the ledgers and other financial records, he grasped the enormity and severity of the situation. The Board was notified, and an investigation was begun. The Accountability Committee was eventually established and enjoined to determine what exactly happened, and to recommend changes to ensure such a situation would not occur in the future. Andi reappeared a few days later, hired an attorney and on his advice, remained silent. Neither the Board nor the Accountability Committee was able to in-

²⁷ Weavers Way Co-operative Association Records 1972-2015, Box 5, Folder 36, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

²⁸ L. Stuart Ditzen, "A Little Spoilage at Weavers Way," *Philadelphia Inquirer*, May 4, 2003.

²⁹ Ibid. The Co-op was to borrow \$350,000 for a construction loan and was required to participate by posting some of its own funds.

interview Andi Sheaffer or secure her co-operation. The Accountability Committee Report estimated a total of \$712,000 in losses. It was estimated that a total of \$618,000 in member equity disappeared over the years.³⁰ An outside firm conducted an auditing process, but they were never able to draw definite conclusions fully and accurately because they were never able to reconstruct an accurate history of the accounting ledgers back to their original status. The final Accountability Report tentatively decided that no theft or embezzlement had occurred by Andi Sheaffer; however, because a complete auditing process could not be reconstructed, she could not be totally exonerated. The report concluded that no other Weavers Way employees were suspected of financial crimes, and that for seven or eight years, Weavers Way was likely spending more than it earned from sales. Andi was apparently moving money around to conceal the real problem, paying bills that were essential (rent, utilities, insurance), and generally doing whatever she felt necessary to prevent anyone from discovering the truth. The damage was enormous – vendors/suppliers unpaid, equity lost, a clear financial picture unknown. How was this possible? Why did it happen?

It was possible because there was no real system of transparency and accountability. The main reason later given for this crisis was that Weavers Way had a culture of trust – trust of customers, trust of employees. Consequently, the suggestion that Ed McGann, Andi's immediate supervisor, would ask to review the ledgers and ask questions was viewed as a lack of trust in Andi, her honesty, her integrity, and her competence. Such a thing was not done at Weavers Way. Had it been done, the numerous "red flags" would have been obvious. The most egregious "red flag" was a total of \$90,000 in overdraft

fees for bounced checks! The amount is staggering and would certainly have stopped had the problem been discovered early on. On a positive note, the banks later cancelled the overdraft fees, saving the Co-op a large sum of money.³¹

Why it happened is a more difficult question to answer. Andi Sheaffer had worked for Weavers Way for over a decade at the time this crisis erupted. Why would she engage in such behavior, especially if she were not personally benefiting from her actions? There was never any evidence that she took money and spent it on personal luxuries, or to cover her personal bills. So why did she leave herself open to charges of theft and embezzlement? There were those who ardently believed Andi Sheaffer stole the money; there were others who believed that it started out as a simple math mistake and "mushroomed" into a catastrophe. Since Andi Sheaffer refused to talk, all of these theories were mere speculation. As the dust settled, there was more than enough blame to go around. Ed McGann was remiss in never establishing a system where Andi was required to meet periodically with him so he could inspect the ledgers and she could respond to specific questions he had. The Board was remiss in never asking for at least a yearly auditing of the books by an outside firm to review the bottom line. Again, the main culprit was the culture of trust that never wished to cast aspersions on anyone. If one good thing emerged from this tragedy it was a revision of this culture of trust. Trust was never abolished; it was augmented with an additional layer of accountability and transparency.³²

The damage was substantial. Andi Sheaffer was arrested and charged with numerous offenses. Some members wanted her immediate arrest; however, until the final Accountability Report was released,

30 Research materials cite various figures for the total loss. Some figures include loss of income for underpricing, for failure to adequately price rental space, and for other factors that do not directly address income-producing revenues. The actual loss appears to be approximately \$400,000, but a definitive final figure is subject to debate. Whatever the actual loss, it was significant.

31 Jaqueline Boulden, Jonathan McGoran and Christopher Switky, "Weavers Way Working Through Serious Financial Crisis," *The Shuttle*, Vol. 32, No. 1, Jan/Feb 2003, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 10, Folder 4, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

32 Jonathan McGoran, "Recovering from Financial Mismanagement: Weavers Way establishes accountability, regains trust and profitability," *Co-operative Grocer Network*, Nov/Dec 2004. The author of this article was Editor of *The Shuttle*. <http://173.255.240.98/articles/recovering-financial-mismanagement>. (Accessed March 13, 2023).

her referral to the District Attorney's Office was deferred. The final adjudication of her case was that of an Accelerated Rehabilitative Disposition (ARD). She was required to pay Weavers Way a total of \$30,000, to write a letter of apology and explanation to the Co-op, and to offer her help in straightening out accounting problems.³³ Ed McGann submitted his resignation to the Board, and it was accepted, although another reference makes mention that he was terminated.³⁴ A plausible scenario is the Board asked Ed McGann to submit his resignation, and he complied. In any event, he left Weavers Way and a search for a new general manager was initiated.

In the aftermath of this crisis, members were notified, meetings were held, and plans were devised to "right the ship." A surcharge was levied on all purchases and staff were required to accept reductions in pay/benefits. The short-term goal was to return to daily activities, if possible, while developing a long-term plan for survival. Weavers Way was able to obtain a loan from the City of Philadelphia, which was used to pay down the debt on the 608-610 Carpenter Lane properties. The Weavers Way Café plan was discontinued. The property at 551 Carpenter Lane (The Annex) was sold, and the pet food supplies kept in the Annex were moved to 608 Carpenter Lane where they are sold today.³⁵ Mostly, it was the membership – not without anger, sadness and a strong resolve not to allow this to happen again – who demanded a plan to resolve these issues. And they voted both with ballots and their wallets. The crisis also provided some impetus to attract more members to become involved in

the operation of their Co-op. The situation began to stabilize over time, and membership and sales continued to increase. This was a seminal moment in the history of Weavers Way. Many food co-ops in the region had closed for less serious reasons. The commitment of the members and the community were the two primary factors that ensured the survival of Weavers Way. A comment was recorded at the General Membership Meeting in December 2003 that "if the Co-op was to survive, it would be up to the members."³⁶ And so it was.

Andi Sheaffer finally did talk. She and her attorney met with the new Weavers Way General Manager, Glenn Bergman; the new Weavers Way Financial Officer, Lou Dobkin; along with an Assistant Philadelphia District Attorney, in 2006.³⁷ Andi's recollection was that the problem started with her completion of a quarterly report where she could not reconcile the figures in a particular column. She indicated she made the total agree by substituting numbers she could reconcile, expecting to be able to correct the original mistake when she completed the next quarterly report. She was unable to do that, and a simple math problem cascaded into a web of deceit, lies, and a massive loss for the Co-op. Whether her tale is true cannot ever be known. In the end, her explanation was too little, too late. However, the Co-op rebounded from the mistakes made. But it was a narrow escape for all concerned.

The West Oak Lane Store

In November 2007, Glenn Bergman, the Weavers

33 Weavers Way Co-operative Association Records 1972-2015, Box 6, Folder 6, "Letter from the Philadelphia District Attorney's Office to the Attorney Representing Andrea Sheaffer," Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

34 Ibid., Box 6, Folder 6.

35 The property at 551 Carpenter Lane is today the site of The Big Blue Marble Bookstore. See also Maleka Froean, "Co-op Member Opening Bookstore at 551 Carpenter Lane," *The Shuttle*, Vol. 14, No. 6, Nov/Dec 2005, p. 21, Weavers Way Co-operative Association Records 1972-2015, Box 11, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

36 Weavers Way Co-operative Association Records 1972-2015, Box 3, Folder 44, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

37 Bob Noble, "Co-op Meets with Andi Sheaffer," *The Shuttle*, Vol. 35, No. 5, Sep/Oct 2006, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 11, Folder 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

Way General Manager, was approached by OARC (Ogontz Avenue Revitalization Corporation), a not-for-profit community development corporation concerning the possibility of Weavers Way occupying one of their business properties that had closed. The former Fruit of the Loom Produce Market at 2129 North 72nd Avenue in the West Oak Lane section of Philadelphia closed because of lack of sales necessary to sustain the business. The hope of OARC was to introduce healthier food access (fresh fruit and vegetables, as well as natural foods, such as cereals, juices, whole grain products, etc.) to the neighborhood. Weavers Way was seen as an organization that could achieve those goals and operate successfully as a food market at that location. After consultation with the Board of Directors, Glenn Bergman responded that Weavers Way agreed to assume operations of the property as a food market with the Weavers Way name. Dwight Evans, currently a United States Congressman and then a member of the Pennsylvania House of Representatives, worked to secure a \$100,000 grant for Weavers Way to renovate the building and hire staff. The store opened in the early part of 2008.³⁸

At that time, Weavers Way had mostly recovered from the financial crisis. That fact, along with the grant monies available, made risk-taking on this project worthwhile. It allowed Weavers Way the opportunity to promote a few individuals to management positions within this store, giving them valuable skill sets. It also enabled Weavers Way to work with several neighborhood organizations that likely would not have happened otherwise. Additionally, Weavers Way had developed a history of working with other food providers to provide guidance and support. In this case, Weavers Way had been invited into the neighborhood as a recognized expert in the food business. It would have been dif-

ficult to say no, and Weavers Way was disinclined to do so.

In spite of all of the positives, Weavers Way struggled financially for approximately three years before deciding to close the store. Several major attempts had been made to “tweak” product lines, pricing, and advertising. The store came close to achieving its goals when more ready-to-eat foods (such as smoothies, salads and wraps) were introduced, but it was too late. Unfortunately, Weavers Way was unable to develop a business model that allowed financial stability, and the store was transitioned back to OARC. While this location was not a success for Weavers Way, it was a success for the West Oak Lane community. Weavers Way was able to grow a customer base and introduce quality food products in an area where it would normally not be available. OARC agreed to assume operation of the store and Weavers Way agreed to assist with marketing and product mix to best serve the West Oak Lane community.^{39,40}

The Chestnut Hill Store

In September 2008, Caruso’s Market at 8418-24 Germantown Avenue, in the heart of the business district of the Chestnut Hill neighborhood of Philadelphia, closed its doors abruptly. It had anchored the Chestnut Hill business district for 75 years. The neighbors were not happy and hoped that another grocery store would replace Caruso’s Market.⁴¹

In 2007, a “market study” was completed by the Board to assist in expansion efforts. That study identified the Chestnut Hill neighborhood as an excellent potential site for a Weavers Way store. Since that time, efforts had been conducted to find a suitable property.⁴² Caruso’s Market was a very suitable

38 Jonathan McGoran, “Weavers Way to Open West Oak Lane Produce Store,” *The Shuttle*, Vol. 37, No. 2, February 2008, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 11, Folder 4, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

39 Glenn Bergman, “West Oak Lane Store Transitions from Weavers Way to OARC,” *The Shuttle*, Vol. 40, No. 8, August 2011, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 13, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

40 Additional research information on this particular phase of Weavers Way history was obtained through an email interview conducted on March 21, 2023, with Norman Weiss, long-time Weavers Way employee and current Purchasing Manager.

41 Vernon Clark, “Caruso’s Market closes in Chestnut Hill,” *Philadelphia Inquirer*, published October 1, 2008. See https://www.inquirer.com/philly/news/local/20081001_Caruso_s_Market_closes_in_Chestnut_Hill.html. (Accessed March 24, 2023).



The front of Weavers Way's Chestnut Hill store, at 8418-8424 Germantown Avenue.
Tom Boyle photograph.

property. Located in the heart of the Chestnut Hill business, it was ideally suited for the Weavers Way store.⁴³ Phone calls, letters, and emails in support of Weavers Way acquiring this site and opening a store were sent to Glenn Bergman. The overwhelming consensus was in favor. The purchase price for the Caruso Market site was \$2.8 million; however, the total cost, including renovations, was reported at \$5.3 million. The site contained 6700 square feet on the first floor with an additional 5000 square feet that could be developed in the back of the building, along with 6 apartments on the second floor that would help reduce costs, plus “ample” parking in the rear.⁴⁴ To assist with financing, a Member Loan Campaign was initiated, as well as efforts to increase member equity. Weavers Way received a \$50,000 grant from the City of Philadelphia to improve the

façade at the new location, in addition to \$670,000 in loan guarantees that helped reduce the cost of financing the Co-op's Chestnut Hill expansion.⁴⁵

It took until May 15, 2010, for a “soft” opening of the Chestnut Hill store to occur. The intervening time was spent in collaborating with architects on store design, shoring up financial plans and loans, demolition work, construction, hiring new staff, stocking the new store, and myriad other issues. Sales and customer traffic in the initial few weeks were encouraging and foretold a positive future. However, a new store is always subject to a need to accommodate unforeseen requirements; to adjust the product mix and to allow for customer/staff adjustments. The Chestnut Hill store was no exception. It took time for the Chestnut Hill store to achieve a consistent level of sustainable sales and customer traffic. In 2013, Weavers Way signed a lease with the Chestnut Hill Parking Foundation to lease the building at 8426 Germantown Avenue as the site of a separate location to sell health, beauty and wellness products. This location was known as “Next Door.” This location opened on October 21, 2013.⁴⁶ The Chestnut Hill Weavers Way, now in its tenth year of operations, has become a mainstay of the Chestnut Hill business district. It has achieved a consistent level of financial success and has become a community anchor in the Chestnut Hill neighborhood.

The Mount Airy Store Renovation

Once the Chestnut Hill store demonstrated a consistent level of sales and a customer base which

42 Glenn Bergman, “Manager’s Column,” *The Shuttle*, Vol. 38, No. 1, January 2009, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 12, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

43 Jonathan McGoran, “Editor’s Note Column,” *The Shuttle*, Vol. 39, No. 6, June 2010, p. 2, Weavers Way Co-operative Association Records 1972-2015, Box 12, Folder 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA. The former Caruso’s Market was initially identified as being located at 8418 Germantown Avenue. However, a later review of official documents listed the address as 8422 Germantown Avenue. Finally, the correct address was identified as 8424 Germantown Avenue. The confusion can likely be attributed to the fact that two buildings were involved, and legal documents did not initially reflect the merger of these multiple addresses/lots into one address.

44 Glenn Bergman, “Weavers Way Signs Agreement to Purchase Former Caruso’s Market Location for Co-op Expansion,” *The Shuttle*, Vol. 38, No. 2, February 2009, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 12, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

45 Jonathan McGoran, “Financing Grant from City to Help Weavers Way Expansion,” *The Shuttle*, Vol. 38, No. 6, June 2009, p. 1, Box 12, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

46 Glenn Bergman, “Coming Soon to Weavers Way Chestnut Hill: ‘Next Door,’” *The Shuttle*, Vol. 42, No. 8, August 2013, p. 3, Weavers Way Co-operative Association Records 1972-2015, Box 13, Folder 3, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

regularly shopped at the store, Weavers Way turned its attention to other matters, chief among them a renovation of the Mount Airy store. When Caruso's Market site became available and was considered as a second Weavers Way location, voices were raised that the Mount Airy store needed a renovation. While this need was affirmed, several factors mitigated against renovation at that time. In order to renovate the Mount Airy store, another store needed to be open so that customers would have a location to shop. It was anticipated that during renovations, the Mount Airy store would need to be closed for a period of three months. Weavers Way could not sustain a three-month period of no sales. Those voices raised in protest were calmed by a promise made that once the Chestnut Hill store was a financially viable entity, renovations at the Mount Airy store would begin. In May 2012, that promise made was fulfilled, when renovations were begun at Mount Airy.⁴⁷

The renovations were extensive at Mount Airy. New refrigerated cases, new shelving, and a new floor were installed. The stairs leading to the second floor were opened up and made visible. The 'Upstairs' on the second floor (consisting of wellness, health, beauty products, and a small collection of clothing items, stationery, and candles) was moved to 610 Carpenter Lane to join the pet food items located at 608 Carpenter Lane, where both remain today. The 'Upstairs' location was converted into bulk items and bins were installed. All of this occurred in record time without a full closing of the Mount Airy store. This was accomplished by a major effort of staff and employees to move mercantile activity out-of-doors whenever possible, weather

permitting. Sales were conducted on the sidewalk, pop-up venues were created, and other locations utilized to minimize disruption to both customers and to the organization itself. Some of the renovation work was conducted by employees and finished on time.⁴⁸ The promise made became a promise kept.

Sales and growth were robust. As Glenn Bergman noted: "As we have grown over the last 10 years from \$5 million to \$19 million in sales and from 40 staff to 155, we have increased the amount of local products purchased from farmers and local suppliers... to around \$6 million local."⁴⁹ Plans were in place to open a third store within the next two to three years, although the exact location was unknown; the size of the third store was proposed at between 10,000 and 15,000 square feet.⁵⁰ And the EasyPay system was introduced as of March 1, 2014. This system allowed members to add funds to their account for automatic payment at checkout. All was going well, until another breach of trust was discovered.

Financial Crisis Redux

At the Spring General Membership Meeting in 2014, it fell upon Glenn Bergman to announce the resignation of the Weavers Way Chief Financial Officer, Michael McGeary. McGeary left Weavers Way not to pursue other employment options (although he likely needed to do so), but because he was confronted with evidence of misusing his corporate credit card for non-business purposes. He acknowledged doing so and resigned on April 18, 2014. The individual who first discovered an irregularity was the Weavers Way Finance Manager, Susan Beetle. Susan noticed a credit card charge that she sensed was problematic.

47 Glenn Bergman, "Mt. Airy Renovations Proceeding," *The Shuttle*, Vol. 41, No. 5, May 2012, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 13, Folder 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

48 Jon McGoran, "Weavers Way Mt. Airy Reopens, Party Set for Sept. 29," *The Shuttle*, Vol. 41, No. 9, September 2012, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 13, Folder 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

49 Glenn Bergman, "General Manager's Corner," *The Shuttle*, Vol. 42, No. 1, January 2014, p.6, Weavers Way Co-operative Association Records 1972-2015, Box 14, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

50 Glenn Bergman, "General Manager's Corner," *The Shuttle*, Vol. 42, No. 5, May 2014, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 14, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.



The interior of the renovated Mount Airy store.

Tom Boyle photograph.

Following her instinct, she began to review different accounts and realized that there were likely grave improprieties, which she brought to Glenn Bergman's attention. Initially, it appeared that a \$2000 total was questionable; however, after an audit was conducted, the total was set at between \$25,000 and \$30,000. The final, total amount of funds inappropriately charged by McGeary was established at \$32,000. Additionally, the charges were traced back to 2012 as the beginning of this scheme.^{51,52} McGeary repaid the \$32,000 to Weavers Way.

When McGeary was hired by Weavers Way, a background check was initiated and his former employer (Acme Markets) was contacted; however, that employer would only confirm his dates of employment. Later, word filtered back that he may have been terminated for fiscal improprieties. However, he was good at his job, so suspicions dimmed. He submitted expenses with receipts, but those receipts were usu-

ally difficult to read. Finally, Susan Beetle decided to access the credit card account online and discovered entries that were easy to read, but extremely problematic. McGeary was confronted, admitted his crime and immediately resigned. In addition to repaying the amount he improperly charged, he also reimbursed Weavers Way for between \$8000 - \$9000 in legal and accounting fees. McGeary was spared incarceration. Instead, he was required to reimburse Weavers Way (which he did) and was placed on two years' probation. To provide protection for the organization, Weavers Way insisted on issuing an official statement attesting to McGeary's crimes against the Co-op. This was a way to overcome the need for only confirming his dates of employment if a prospective employer called seeking a job reference.⁵³

Business professionals indicate such actions are common and cannot be prevented from happening. They can only be caught at a later date by systems put in place to review and double-check expenses, which was done by Weavers Way after the first financial crisis in 2002. What is also essential are employees, such as Susan Beetle, who follow their instincts and dig through piles of papers and numbers until they discover the truth. Glenn Bergman acknowledged Susan's role in discovering this problem at the General Membership Meeting to much applause and gratitude from the membership for Susan's actions.

Glenn Bergman departed as General Manager of Weavers Way on June 1, 2015, to take over leadership of Philabundance, a local non-profit organization dedicated to ending hunger. Appointed as Interim Director, while the Board appointed a search committee to find a new General Manager, was the Weavers Way Human Resources Director, Jon Roesser. By the end of that summer, the Board recommend-

51 Ted Barbato, "Spring Meeting Reports on CFO Resignation, Co-op Expansion," *The Shuttle*, Vol. 42, No. 6, June 2014, p. 1, Weavers Way Co-operative Association Records 1972-2015, Box 14, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

52 Glenn Bergman, "General Manager's Corner: Financial Accountability," *The Shuttle*, Vol. 42, No. 6, June 2014, p. 7, Special Collections Research Center, Box 14, Folder 1, Charles Library, Temple University, Philadelphia, PA.

53 A telephone interview was conducted with Glenn Bergman, former General Manager of Weavers Way, on April 7, 2023. He detailed the information he recalled regarding the employment and aftermath of Michael McGeary. He also remembered that all of the non-business items McGeary charged on his Weavers Way credit card were for personal expenses.

ed that Jon Roesser⁵⁴ be formally appointed as the new General Manager.

The Ambler Store

The Bottom Dollar grocery store located at 217 East Butler Avenue in Ambler, Pennsylvania closed its doors – along with the rest of the chain of stores – in January 2015. It had originally opened in October 2013. A previous Acme Market store, located at 272 East Butler Avenue in Ambler had closed in 2009, leaving the Ambler borough once again without a supermarket.

Following the closing of the Bottom Dollar grocery store, a group of local community activists, mourning another loss of a community food store, decided to act rather than wait for business interests to decide whether or not to invest in another community food store. These activists founded the Ambler Food Co-op. At some point in this initial process of trying to build a local food co-op, both the Ambler Food Co-op and Weavers Way connected and began working together. From the Weavers Way perspective, this partnership began a thoughtful process about another expansion. Ambler borough was a short seven-mile distance north of the Chestnut Hill store and needed a food market. The Ambler Food Co-op group was growing and interested in doing the hard work to bring a food store to their community. The Weavers Way Board and Management began a strategic process to consider the feasibility of opening a store in Ambler and began scouting out appropriate locations.⁵⁵ The expansion efforts were continuing with Ambler the main focus, but no decision had yet been reached. By November 2016, a decision had been made. The former Bottom Dollar site at 217 East Butler Avenue in Ambler had been chosen as the site of the new Am-



The front of Weavers Way's store at 217 East Butler Pike in Ambler.

Tom Boyle photograph.

bler Weavers Way store. It contained a total of 17,000 square feet of space, and had originally been built as a grocery store, and factoring out space needed for offices, bathrooms, stock and kitchen space, a total of 10,000 square feet of retail space would be available. This would make the Ambler store the biggest store in the soon-to-be three-store operation. Two additional features that made this site attractive were the ability to design wide aisles and an abundance of parking spaces. Weavers Way was negotiating a long-term lease with the Aldi Corporation, which owned the building. Commercial financing was being lined up for construction and equipment costs, and a Member Loan campaign was being formulated. It was anticipated that members of the Ambler Food Co-Op would merge with Weavers Way and become members.⁵⁶ From this point forward, efforts moved into high gear. Although the building was relatively new, much needed to be done, with major systems needing replacement, and redesigning necessary to

54 Chris Hill, "Board Corner: The Search for a New General Manager: What the Board is Doing," *The Shuttle*, Vol. 43, No. 5, May 2015, p.1, Weavers Way Co-operative Association Records 1972-2015, Box 14, Folder 2, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.

55 Chris Hill and Jon Roesser, "General Manager's Corner," *The Shuttle*, Vol. 44, No. 4, April 2016, p. 7. Note that from January 2016 forward, all Weavers Way materials remain in the possession of Weavers Way either in an on-line format or in paper copy at the Weavers Way location in Mount Airy.

56 Jon Roesser and Chris Hill, "Ambler Site Chosen for 3rd Weavers Way," *The Shuttle*, Vol. 44, No. 11, November 2016, p.1.



The "pet corner" in the Ambler store. A feature of the Ambler store is its wider aisles, especially in comparison to those in the Mount Airy store. Tom Boyle photograph.

accommodate Weavers Way needs and interests. The Member Loan Campaign surpassed expectations, resulting in a total of \$1.5 million dollars received, exceeding the original goal of \$800,000 and the revised goal of \$1 million, with 300 members participating.⁵⁷ In April 2017, Weavers Way entered into a long-term lease for the 217 East Butler Avenue property. It is the only store where Weavers Way does not own the land and the building. Because of a complicated deed and ownership situation, where the property is divided among several owners, a long-term lease was the only option. The Weavers Way Ambler store officially opened on October 27, 2017.

Typically, a three-to-five-year period is the standard norm for evaluating a store's progression toward fiscal solvency. During this period, sales can be evaluated, products changed if necessary, displays moved as appropriate, staff become famil-

iarized with procedures, and myriad other details necessary to congeal for success to occur. Sales alone are not the only criterion for success. Frequency of members shopping at the store, an increase in membership, and response to sales and promotional activities measure the involvement of the community in the life of the store. A decrease in any one of these important components can signal problems and imperil success. To date, the Ambler store has continued to score well in all of these parameters. Initially, after the store opened, Weavers Way hung a large banner on the Butler Avenue side of the building with the words "FOOD STORE." Too many people – most of whom did not reside in Ambler but traveled along Butler Avenue – had never heard of Weavers Way. The banner was successful in communicating the message and sales increased. The Ambler store appears to have reached a particularly good level of sustainability and is well poised for the future.

The Pandemic

In February of 2020, the first reported deaths due to COVID-19 were announced in the United States. Shortly thereafter, lockdown procedures began to appear throughout the country. All businesses were affected, and many were forced to close, some for good, as their customer base disappeared. However, the businesses least affected were food stores. People needed to eat, and to do so, they needed to shop. However, food stores needed to adapt quickly and comprehensively to maintain their customer base and profit margin. Weavers Way did so successfully.

The first order of business for all food stores was to institute a mask policy for employees, customers and vendors. The next protocol was to limit the number of customers who could shop in the store at the same time. Weavers Way Ambler allowed a maximum of 50 customers in the store at one time. They were able to do this because of their size. Weavers Way Mount Airy and Chestnut Hill each allowed a total of 12 customers at a time. Monitors were positioned at the store entrance to insure compliance.

⁵⁷ Kathleen Casey, and Laura Morris Siena, "Member Loans for Ambler Top \$1.5 M," *The Shuttle*, Vol. 45, No. 1, January 2017, p. 1.

An additional way to limit customers in the stores was the introduction of web shopping. Customers were able to access a database of products on-line and to order via the web, using EasyPay to pay for purchases, as well as credit cards. Delivery of a food order could be achieved via a modest charge for home delivery and/or curbside pickup at each store. The first hour of each store day was set aside for senior citizens to minimize their exposure to COVID. The entire membership was informed through a thorough and consistent communication policy.

All of these protocols/policies were developed to insure the business did not falter. Employees and Management placed themselves on full alert and exerted all efforts to ensure that shoppers had full access to all store products. Senior management filled in gaps when and where necessary, especially as employees were diagnosed with COVID and were unable to report for work shifts. Many steps were taken to ensure the health, safety, and welfare of all employees, shoppers and members. One factor where Weavers Way had an advantage over other large grocery chains was in the area of supply-chain disruptions. Where most businesses were dependent upon large distributors in distant parts of the country and overseas for supplies, Weavers Way was dependent on local, small, and independent providers, farmers, and dairies to supply them with food products. This network, cultivated over 50 years, allowed Weavers Way the flexibility of keeping shelves stocked with a diversity and range of products during the pandemic. This is not to say that supply-chain disruptions did not occur for Weavers Way, but that they were less disruptive when they did occur due to the structure of relationships between Weavers Way and its network of vendors, suppliers and providers. Those relationships were important during the Pandemic and will continue to be important moving forward.

By mid-2022, as COVID receded, Weavers Way had weathered the storm. Although earnings had

decreased during the Pandemic, they had not decreased to a degree that was dangerous or unsustainable. The challenges presented by COVID had strengthened Weavers Way, improved flexibility and ingenuity, and developed a plan for emergency operations that will serve all stores well into the future.

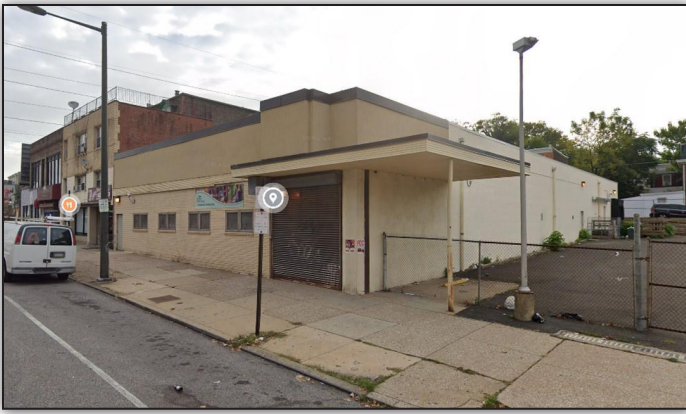
The Germantown Store

In his "General Manager's" column for *The Shuttle* of August 2020, Jon Roesser entitled the column "You Can Try to Woo Us, But We're Not Expanding Anytime Soon." In that column, he wrote of constant inquiries he received about Weavers Way expanding and opening another store. Many developers were eager to see an expansion into their neighborhood. Jon listed the many reasons expansion was "off the table:" the Co-op was trying to survive a pandemic and all of the business-related problems it entailed, efforts were underway to pay down debt on both the Chestnut Hill and Ambler stores before considering any expansion plans, and expansion entailed a systematic plan that would require considerable time to develop – with all stakeholders – and to implement. So, thank you very much, but no, we're not expanding! And, without missing a beat, he went on to list the three neighborhoods where expansion could occur: Roxborough (650 member households), Glenside (550 member households) and Germantown (930 member households).⁵⁸ A short time later, another of Jon's columns was entitled "It's Time to Start Talking About the Future of Our Flagship Store." In that column, Jon talked about the need to relieve pressure on the Mount Airy store. He appeared to be laying the groundwork for the membership to consider expansion sooner, rather than later.⁵⁹

So, in a short period of time, what had changed to cause this outlook? Like the circumstances in Chestnut Hill, a building in Germantown became available that had many attractive features: it was formerly a food store (an Acme Market branch store), had a loading dock, had some parking spaces avail-

58 Jon Roesser, "General Manager's Corner: 'You Can Try to Woo Us, But We're Not Expanding Anytime Soon,'" *The Shuttle*, Vol. 48, No. 6, August 2020, p.7. The one store that every community wanted, surveys showed, was a Trader Joe's.

59 Jon Roesser, "General Manager's Corner: 'It's Time to Start Talking About the Future of Our Flagship Store,'" *The Shuttle*, Vol. 48, No. 8, October 2020, p. 7.



The exterior of Weavers Way's new store, at 328 West Cheltenham Avenue, Germantown.
Tom Boyle photograph.

able for off-street parking, and was suitably located in Germantown's central business district. More important, it harkened back to the eternal problem that bedeviled Weavers Way: space. Jon had mentioned in a General Manager's column that the Mount Airy store was again "bursting at the seams."⁶⁰ Unless something was done to alleviate the crush of customers at the Mount Airy store, the situation was untenable. The Germantown neighborhood had a total of 900+ member households, most of which shopped at the Mount Airy store. Opening a store in Germantown would help to significantly reduce the crowding at Mount Airy. In addition, Germantown had one food market located at Washington Lane and Chew Avenue in East Germantown. A second food store would serve residents of Germantown west of Germantown Avenue. Community activists had been advocating for an additional food store, but major supermarket chains were not interested in investing in Germantown.

Enter Weavers Way. In the October 2021 issue of *The Shuttle*, Jon presented the arguments for a fourth store in Germantown. He pointed out that the largest concentrations of member households existed in those neighborhoods where a Weavers Way store currently existed (Mount Airy, Chestnut Hill and

Ambler). The next highest concentration of member households (at 1,018) was found in Germantown, so choosing Germantown as the site for a fourth store made good sense. Jon then pointed out that a location was found that contained a number of features that were especially attractive: a building on a major commercial corridor in the heart of Germantown with a loading dock, a freight elevator and ample back-stock space. The building contained approximately 5,000 square feet of retail space, making it larger than the Chestnut Hill store, but smaller than the Ambler store. He estimated that this new store would generate the creation of 45 new jobs, the majority of which would be full-time positions, with an emphasis on hiring Germantown residents. The starting salary would be \$14 an hour with benefits. He did not, however, reveal the actual location of the building since negotiations were continuing.⁶¹

In early 2022, efforts continued toward negotiating a long-term lease agreement, with a provision for an option to purchase the property. Although the property had previously existed as a food market from the 1950's to the 1970's, it had long ceased to operate in that capacity and would need extensive renovations, as well as approximately \$1 million in new equipment. And finally, the location was revealed as 328 West Cheltenham Avenue.

During this time, negotiations also commenced with commercial institutions for financing. A Member Loan Campaign was begun and culminated in exceeding the goal. The final tally raised was \$2.2 million. Additionally, many grants were received totaling almost \$2 million. The largest of these was a \$1 million grant from the Pennsylvania Redevelopment Assistance Program. Because of the general success of securing grants and of the Member Loan Campaign, Weavers Way decided to exercise the option to purchase the building.⁶² At the end of March, documents were signed, and Weavers Way assumed ownership of the land and building at 328 West

60 Jon Roesser, "General Manager's Corner: 'It's Time to Start Talking About the Future of Our Flagship Store,'" *The Shuttle*, Vol. 48, No. 8, October 2020, p. 7.

61 Jon Roesser, "General Manager's Corner: 'Is a Fourth Store in our Future? Some Items for Your Consideration,'" *The Shuttle*, Vol. 49, No. 8, October 2021, p. 1. www.weaversway.coop/sites/default/files/shuttle_issues/TheShuttle_2012_10.pdf. (Accessed April 30, 2023).

62 Esther Wyss-Flam, and Jon Roesser, "Letter to Weavers Way Members," *The Shuttle*, Vol. 51, No. 2, March 2023, p. 7. www.weaversway.coop/sites/default/files/shuttle_issues/TheShuttle_2023_3.pdf. (Accessed April 30, 2023).



An interior view of the new Weavers Way store in Germantown, prior to renovations. The photograph was taken in early 2023, during an open house event.

Courtesy of Weavers Way Co-op.

Cheltenham Avenue. Contractors are scheduled to begin work sometime this spring, and the store is planning for an official opening by Thanksgiving 2023.

An Appreciation

This history began in Rochdale, England in 1844, and it continues in the Mount Airy neighborhood of Philadelphia in 2023. At the time of the founding of Weavers Way, Rochdale, England seemed so long ago and far away, but it was not. The seeds of “self-help” germinated in the fertile soil of Mount Airy and began to grow, culminating in solid growth with soon-to-be three stores, in addition to the main store in Mount Airy. Much has changed since 1973, but much has remained familiar. The Mount Airy store is now at the corner of Greene Street and Carpenter Lane. Members who shopped at 555 and 557 Carpenter Lane would have no trouble identifying the current location. They might be surprised to find pet food/supplies and wellness products across the street at 608-610 Carpenter Lane, but the physical surroundings would look familiar to them. They would be astonished to learn that there are now stores in Chestnut Hill, Ambler and (soon) Germantown. They would likely be surprised to learn that Weavers Way is celebrating its 50th anniversary.

So many people are responsible for this anniversary, from The Timermans to all of the current and former employees, to all of the various Board members, staff, vendors, suppliers, committee members. Their tireless efforts, over 50 years, have made Weavers Way an icon among food co-operatives and a cultural institution in this Region.

What might Jules Timerman think of all this growth? He was so busy with daily tasks of managing a grocery business, did he even have time to envision the future? He may have envisioned a self-sustaining store in Mount Airy, but it is questionable whether he foresaw additional stores. Even the original Board members, volunteers, and committee members likely did not. Their duties centered solely on creating a framework for continued operations in Mount Airy and expansion efforts in that location. As the business grew and stabilized, General Managers and Boards could begin to dream about expansion in Mount Airy and later, elsewhere.

This 50th anniversary is remarkable for many reasons. Chief among them is the fact that we celebrate these 50 years. At any given point, the business could have failed. As a small business, chances were that a corner grocery store would not succeed. The odds for any small business were no better in 1973 than they are today. The major financial crisis of 2002/2003 would have decimated most organizations. However, this did not happen. The members, the Board and the community of Mount Airy did not and would not allow that to happen. The vision of Jules Timerman was stronger than even he realized. It is a vision that has grown stronger as time passes.

And what of the future? The future would seem to be bright for Weavers Way. It enjoys financial health, the support of each community where a store is located, a solid network of suppliers, providers, and vendors, a talented management team, a core of committed employees, an engaged Board and an ever-growing membership. With continued focus on measured growth with a balanced approach to member needs/wants, it is likely that Weavers Way could be celebrating its 100th anniversary in 2073.

So, the question is what exactly is this organization that we celebrate today? Is it just a food store? Is it a social organization? Is it a “quasi” non-governmental organization? Or is this an overestimation of what Weavers Way has become? Perhaps the best definition of Weavers Way comes from a former Board member, Chris Hill. It appeared at the end of a column he wrote for *The Shuttle*:

*“The Co-op is as much about weaving and reweaving the fabric of community as it is about providing good food at fair prices. And as it turns out, community and food are the warp and woof of the fabric we’re weaving.”*⁶³

Happy anniversary, Weavers Way, and to many, many more.

Acknowledgments

All members of the Weavers Way Co-op owe an enormous debt of gratitude to Jules Timerman. His vision, drive, passion, and hard work brought forth this organization through sheer force of his will. We also owe an enormous debt of gratitude to all those Co-op individuals, including staff, employees, managers, members of the Boards, members of committees, volunteers, vendors, and suppliers, who gave of their time, talent, and treasure to nourish and support this co-op for us. Without their efforts, Weavers Way would not have survived and flourished. And also, a huge appreciation is due to the members of Weavers Way, past and present, for your loyalty and your support of this organization through good times and bad for 50 years. And finally, the community of Mount Airy must be recognized for welcoming this co-op into their midst and nurturing it for 50 years. Weavers Way would not be Weavers Way without an anchor into the Mount Airy schist.

I personally owe an exceptionally large debt of thanks to Jon Roesser, the current General Manager of Weavers Way, for allowing me to take on this proj-

ect, which is surely his project, and which he would have written if only there were forty-eight hours in each day. Jon took a significant risk in allowing someone else to chronicle the history of his organization; for surely, he manifests the same passion and drive as did all of the General Managers who preceded him. I also owe a large “thank you” to a number of long-time employees (some retired and some still working) who gave me their time, attention, and memory to fill in some gaps in the timeline of this story: Glenn Bergman, Steve Hebden, Marti Bowditch, Susan Beetle, Dave Baskin, Sylvia Carter, and Karen Plourde. My thanks to all.

I would like to personally single out the extraordinary assistance of Norman Weiss. Norm is currently the Purchasing Manager at Weavers Way and has held many different roles over the years. He is the “walking, living, breathing” repository of Weavers Way institutional history. Whenever my notes were unclear about a specific timeline or property question, I turned to Norm for the answer and received commentary that illuminated what had happened and why. He always responded in a timely manner to my emails and gave the impression that he had all the time in the world to answer my many inquiries, although he has a busy schedule at Weavers Way. Thank you, Norm, for helping me to present an accurate picture of the history of Weavers Way. And any errors, omissions, or falsehoods contained in this story are solely my responsibility.

My thanks are also extended to Margery N. Sly and Ann Mosher and all the staff at the Special Collections Research Center at the Charles Library at Temple University in Philadelphia. They have been extremely kind and helpful in my research. A special thanks to them for housing the collection of Weavers Way archival materials so they can be preserved for future researchers and for future members of the Weavers Way Co-op.

To all, my most grateful thanks. This has truly been a labor of love.

63 Chris Hill, “What the Board is Thinking: The True Meaning of Weavers Way,” *The Shuttle*, Vol. 38, No. 07, July 2009, p. 5, Weavers Way Co-operative Association Records 1972-2015, Box 12, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA.



Full-time manager, Norman Weiss, stocks the shelves at Weaver's Way co-operative store. Photo taken on January 29, 1979 by Joseph P. McLaughlin for the Philadelphia Evening Bulletin.
Courtesy of Special Collections Research Center,
Temple University Libraries, Philadelphia, PA.

About the Author

Tom Boyle is a member of Weavers Way Co-op, and volunteers one day per week in the finance office. He is retired from employment with the Commonwealth of Pennsylvania. He has volunteered for several local organizations and currently lives in the Ambler area and shops at Weavers Way Ambler store!

APPENDICES

Appendix A

THE ROCHDALE PRINCIPLES⁶⁴

DEMOCRATIC CONTROL. (One member, one vote irrespective of member's shareholding or the amount of purchases made in the store.)

OPEN MEMBERSHIP. (Anyone can buy a share and become a member on equal terms with the existing members.)

A FIXED OR LIMITED CAPITAL ON INTEREST ON CAPITAL SUBSCRIBED TO THE SOCIETY. (Fixed and limited interest on capital.)

THE DISTRIBUTION OF THE SURPLUS, AFTER THE PAYMENT OF INTEREST AND COLLECTIVE CHARGES IN DIVIDEND TO THE MEMBERS IN PROPORTION TO THEIR PURCHASES. (The distribution of the surplus as dividend on purchases turned the Society into a consumer co-operative.)

CASH TRADING. (This principle prevented membership from falling into debt through credit.)

SELLING ONLY PURE AND UNADULTERED GOODS. (The buyer and seller of goods could meet on equal terms, without suspicion on either side.)

PROMOTION OF EDUCATION. (Education produced customers who could purchase with confidence and knowledge.)

POLITICAL AND RELIGIOUS NEUTRALITY. (Goods and trade were best conducted in a secular and non-political environment.)

DISPOSAL OF NET ASSETS WITHOUT PROFIT. (In the event of dissolution of the co-operative, members would receive what they had in their share accounts. The remaining assets would be distributed to other co-operatives or to a charity.)

⁶⁴ "Principle 5 Study Group, The Co-operative Movement: Beginnings; Part Two: The Rochdale Principles." See <https://www.principle5.co-op/uploads/2020/01/The-Rochdale-Principles.pdf>. (Accessed March 4, 2023).

Appendix B

WEAVERS WAY ENDS⁶⁵

END 1. There will be a thriving and sustainable local economy providing meaningful jobs, goods and services to our members and the community.

END 2. Our community will have access to high quality, reasonably priced food, with an emphasis on local, minimally processed and ethically produced goods.

END 3. There will be active collaborative relationships with a wide variety of organizations in the community to achieve common goals.

END 4. Members and shoppers will be informed about Co-operative principles and values; relevant environmental, food and consumer issues; and the Co-op's long-term vision.

END 5. Members and shoppers will actively participate in the life of the Co-op and community.

END 6. The local environment will be protected and restored.

END 7. Weavers Way will have a welcoming culture that values diversity, inclusiveness, and respect.⁶⁶

Appendix C

LIST OF CO-OPERATIVE PRINCIPLES

*"...Co-operatives trace the roots of these principles to the Rochdale pioneers, who established the first modern co-operative in Rochdale, England in 1844. These principles have been refined, adapted, and reinterpreted over time. The seven principles used by the International Co-operative Alliance today are generally accepted by co-operatives worldwide...."*⁶⁷ Weavers Way adheres to these principles.

- VOLUNTARY AND OPEN MEMBERSHIP.
- DEMOCRATIC MEMBER CONTROL.
- MEMBER ECONOMIC PARTICIPATION.
- EDUCATION, TRAINING AND INFORMATION.
- COOPERATION AMONG COOPERATIVES.
- CONCERN FOR COMMUNITY.

⁶⁵ *The Shuttle*, Vol. 51, No. 1, January-February 2023, p. 19.

⁶⁶ Sylvia Carter, "What the Board Is Thinking: A Legacy," *The Shuttle*, Vol. 38, No. 12, December 2009, p. 5, Weavers Way Co-operative Association Records 1972-2015, Box 12, Folder 1, Special Collections Research Center, Charles Library, Temple University, Philadelphia, PA. Sylvia Carter is a long-term member of Weavers Way and a former Board Member. Her column in *The Shuttle* speaks to the various legacies Board members have given to the Co-op. Sylvia's own legacy is **Weavers Way End 7**. She proposed to the Board that End 7 be adopted as an official Weavers Way End, and it was written as she proposed.

⁶⁷ <https://uwcc.wisc.edu/about-co-ops/cooperative-principles/>. (Accessed April 27, 2023).

CLIVEDEN OF THE NATIONAL TRUST TURNS 50

By Carolyn Wallace



March 1972 issue of Preservation News, a publication of the National Trust for Historic Preservation, sharing the organization's acquisition of Cliveden.

Cliveden of the National Trust.

Cliveden was originally built as a summer home for the wealthy Chew family. Construction began in 1763 and was completed in 1767. A fine example of a Georgian country house, the property also included service buildings such as a kitchen dependency, wash house and barn. In addition to the Chew family, the household included a diverse labor force that included enslaved people of African descent and free white servants. The house was the epicenter of the Battle of Germantown during the American Revolution in October of 1777. After the Battle the property was sold to Blair Mc-

Clenehan, who owned it until 1797 when he sold it back to the Chews. The Chew family continued to use Cliveden as a summer retreat and eventually a year-round residence until 1971.

The last family owner of Cliveden was Samuel Chew. He moved to Cliveden in 1959 with his wife Barbara "Babbie" Dale Williams and two children, Samuel and Anne. Barbara passed away suddenly in 1963. Samuel married again to Audrey McLean in 1966 and Audrey and her three children, Bobbie, Claire and Betsy came to live at Cliveden. In addi-

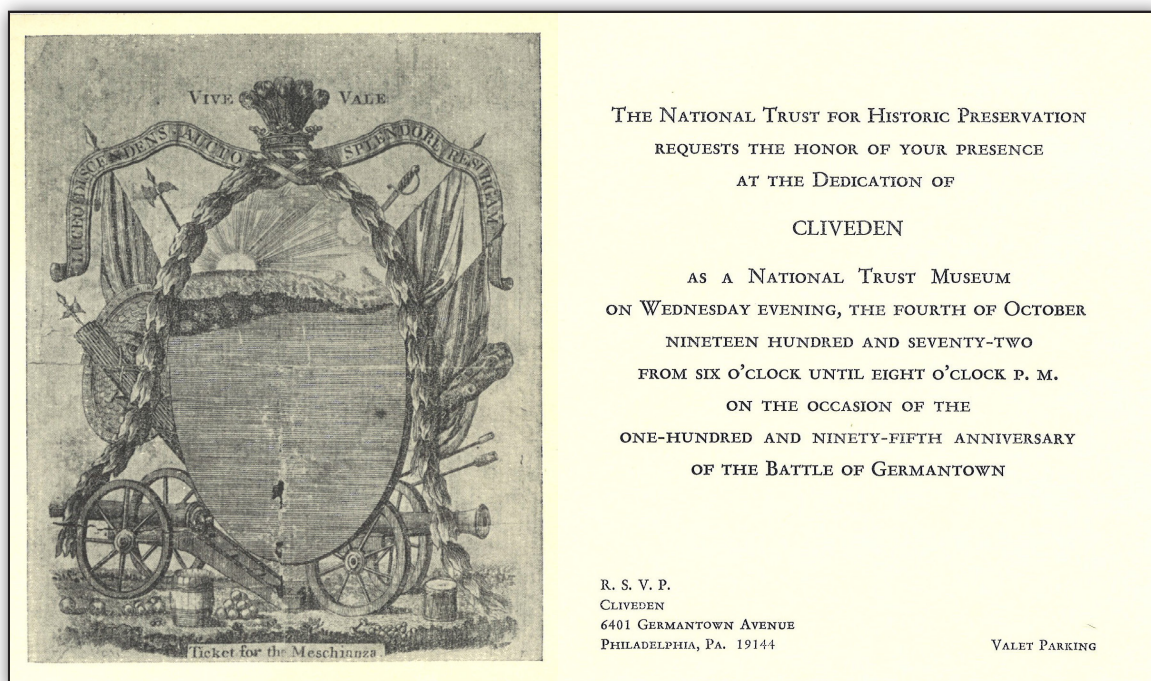
tion to the family, the following servants completed the Cliveden household: cook Abdul Receed, former chauffeur and then gardener Walter Greene, Russell and Elmira Saunders, who cared for the children, cooked after Abdul left and did other tasks around the property and someone who did the cleaning.

On August 24, 1970, there was a fire in the Cliveden Carriage House and the Second Baptist Church next door. Believed to be set by an arsonist, the fire was discovered in the middle of the night by Russell Saunders as the Chews were in Maine. The fire destroyed not only the Carriage House roof, but also several items belonging to earlier generations of the Chew family, including six carriages and the front doors that were on the exterior of Main House during the Battle of Germantown. Samuel's brother John came to access the damage. The fire at the Second Baptist Church was the second fire that building suffered in the summer of 1970. The fire made the front page of the Philadelphia Daily News.

For years different historic organizations had attempted to make Cliveden open to the public. In the early 20th century the National Park Service had approached Elizabeth Brown Chew to make the site a

memorial to the Battle of Germantown which she declined. Subsequently, the National Trust for Historic Preservation, with James Biddle as President, were courting the Chews to add Cliveden to the portfolio of historic sites. In 1972 Samuel and his cousins relented. The site was signed over to the National Trust for Historic Preservation in January 1972. Its acquisition was promoted in the March Issue of Preservation News, a publication of the National Trust. In addition to the property, house and service buildings, the "accompanying furnishings and maintenance fund was received by the Trust through the generosity of Samuel, Benjamin and John Chew, Anne Chew Berringer, Elizabeth Chew Bennet, David Chew Stephenson and Lowry Chew Stephenson."

The next step was to prepare the house for visitors. This included hiring staff, including Administrator Raymond Shepherd, secretaries and thirty-five tour guides. The turnaround for opening was tight – less than one year. The National Trust had a formal dedication of the site on the 195th anniversary of Battle of Germantown on October 4, 1972. The opening of the site to the public was covered in The Sunday Bulletin in October 1972. The first full year open to the public was 1973, 50 years ago this year.



Front and inside of invitation to the dedication of Cliveden as National Trust Museum in 1972.

Cliveden of the National Trust.

The Doors of the Legendary Cliveden Will Open

Continued From First Page
ing to maintain the house. We're just glad to know the house will be in safe hands."

Safe hands is exactly right. The National Trust, chartered by Congress, is a private, charitable, independent approach to conservation. The organization's job is to encourage public participation in the preservation of sites, buildings and neighborhoods which are significant in American culture and history.

When the Trust decides to acquire a property, it is maintained and administered by professionals. After the Chew family moved out, a Cliveden house staff moved in. Architects from the Historic American Building Survey arrived to study the condition of the house.

The newly appointed administrator of Cliveden, Raymond V. Shepherd Jr., formerly Philadelphia Museum of Art's assistant curator of decorative arts, converted the home's 19th Century schoolroom into a temporary office to start planning the October opening.

Secretaries began filing away thousands of pages of manuscripts to be used later for valuable historical documentation.

The phone began to ring. The calls were no longer for the Chew's. Instead, a horticulture club wanted to come

cause Cliveden is ranked as a property of the highest historical and architectural importance.

"With its collections, its architectural and historical significance, the Chew house is one of the most important properties to be acquired by the National Trust," said James Biddle, Philadelphia and National Trust president. "The house contains furnishings and an extensive collection of family papers relating to the history of the Chew family and house."

"It is particularly important because it broadens the Trust's property representation to include the Middle Atlantic states," added architect and long-time Philadelphian James C. Massey, newly appointed director of the Trust's department of properties.

Escape the City

Cliveden, the oldest of the National Trust's eleven properties, dates back to 1763 when Benjamin Chew, attorney general and later chief justice of the province of Pennsylvania, decided to build a country seat to escape the flies and heat of the city. Chew hired master carpenter, Jacob Knorr, and local mason, John Hesser, and they set to work. The house was completed four years later.

Cliveden has all the qualities the National Trust covets — historical and architectural

year-old house is still standing and in considerably good health is important. It has survived more than Philadelphia winters; it has survived the longest day, namely, Oct. 4.

Cliveden was the site of the historical Battle of Germantown. On Oct. 4, 1777, British troops led by Col. Thomas Musgrave took refuge in the Chew home, barricaded the windows with chairs and tables and fired from the upstairs windows. George Washington fought and lost the battle when his troops were ambushed by a garrison of British soldiers hiding in the house.

Cliveden was badly damaged. Musket fire and cannon ball marks can still be seen on the walls and ceilings.

It has been said that 46 American soldiers died on the Cliveden grounds. Skeletons have been found in the hollow of a storm-battered tree. Most of the 18th century marble and stone statues chipped by bullets from the raging battle still stand on the six acres of ground, some headless and reminiscent of Roman ruins.

Cliveden's architectural significance, another coveted National Trust quality, surpasses all the requirements. The massive building of heavy masonry two and a half stories high has been recognized as one of the finest specimens of Georgian styled architecture

pend on the enthusiasm and acceptance from the community," Shepherd said. Since the National Trust is not a government agency, it must depend on voluntary contributions, foundation grants, and National Park Service aid for support.

Manmade Ecology

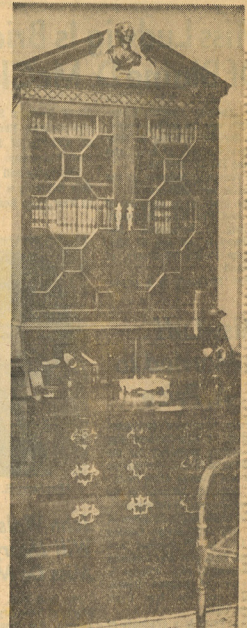
At a growing time of concern for the environment, the National Trust's membership has risen from 14,000 four years ago to 32,000 today. "People have recognized that the preservation of manmade ecology is just as important as maintaining the balance of natural ecology," a Trust spokesman said. "People have let their feelings be known. We received \$1.4 million from the government last year."

The fact that a National Trust property will now be located in Philadelphia has been of great concern to the local historical society members.

"The National Trust acquisition should have a good effect on our other historic properties in Germantown," said Judge Harold D. Saylor, president of the Germantown Historical Society. "Cliveden is a prestigious property for the Trust and now adds Pennsylvania, the center of the old colonial movement, to its roster."



IN THE CORNER of the Chew library stands a Pennsylvania walnut desk with tier-shaped drawers.



BUST OF JOHN LOCKE is on pedestal of desk and bookcase.

Article from *The Sunday Bulletin*, Sunday October 1, 1972 describes the opening of Cliveden as museum.

Cliveden of the National Trust.

Much has happened at Cliveden since the site opened to the public. Still owned by the National Trust, today Cliveden is a co-stewardship site of the National Trust for Historic Preservation, with the staff now working for the local non-profit Cliveden Incorporated which operates the site on behalf of the National Trust. Cliveden's current interpretation moves beyond just the 18th century members of the Chew family, their fine furnishings and the Battle of Germantown to incorporate all members of the household, including servants and enslaved laborers, and actively interprets the history of the site from before Chew occupation until the site became a museum in the 1970s. Today Cliveden is also an active member of Historic Germantown, a consortium of 18 cultural institutions in Northwest Philadelphia.

Cliveden has big plans for the upcoming years. Currently the house is installed to reflect the mid-19th century and visitors can explore the complexities of both a specific household and the nation on the eve of the Civil War. The Carriage House, which

was the center of the arson fire, will get upgrades to enhance the use of the space by both Cliveden and the wider community. More anniversaries are on the horizon: in 2025, Cliveden will celebrate the 200th anniversary of the Marquis de Lafayette's visit to the site and in 2026 all of Philadelphia will celebrate the 250th anniversary of the signing of the Declaration of Independence. Hopefully the next 50 years of stewardship of one of America's great historic sites will be as impactful as the last 50.

About the Author

Carolyn Wallace received BAs in History and Art History from Ursinus College and an MA in American Fine and Decorative Arts from Sotheby's Institute of Art in New York. After a short time as a Cataloger for Samuel T. Freeman & Co, she spent 4 years working with sites in Historic Germantown, including as a guide for the award-winning History Hunters Youth Reporter Program, and Program Coordinator for Historic Germantown. Carolyn started at Cliveden in 2012 as the Museum Coordinator. As Education Director since 2014, she is focused on research and interpretation of diverse narratives, collections management, and programming for youth and adults.

WYCK CELEBRATES 50 YEARS AS A PUBLIC SITE

By Kim Staub and Cara Caputo



Mary Troth Haines signing over the deed to the Wyck Charitable Trust. Wyck Association.

Wyck is a historic site known for its longevity. From 1690-1973, nine generations of one Quaker family, the Wistar-Haineses, called Wyck home. This year, Wyck adds another milestone to its long history, celebrating 50 years since the last family resident, Mary Troth Haines, signed the deed to Wyck over to the Wyck Charitable Trust, now known as the Wyck Association, in 1973.

As she formalized the paperwork for the deed transfer on the desk owned by third-generation family member Caspar Wistar, Mary Troth Haines affirmed, "We would like 'Wyck' to be a witness to the 'Way of Life' pursued by nine generations of the family." That family settlement began with German immigrant Hans Milan in 1690. Originally 50 acres, the property today is 2.5 acres, containing the historic house, the oldest rose garden in its original plan in the United States, an active urban farm, and a collection of historic outbuildings. To help interpret the "Way of Life" Mary T. Haines referred to, Wyck's collection contains over 10,000 family objects, ranging from the finest silver, furniture, and china, to everyday and personal objects like children's school books, toys, and receipt (recipe) books. Along with

their objects, the family left behind a collection of over 100,000 manuscripts, now in the collection of the American Philosophical Society, filled with details of their purchases and accounts of daily life.

The nine generations who lived here include leaders in brewing, business, philanthropy, and horticulture, and each generation's impact is represented throughout the site's material, architectural, and natural collections. Among the most well-known people associated with Wyck are Caspar Wistar, the founder of Wistarburg Glass Works, the first successful glass-making company in the colonies, and Reuben Haines III, an early 19th-century scientist, naturalist, and philanthropist. Perhaps less well-known but equally important are the women of Wyck, including Jane Bowne Haines I, who designed Wyck's incredible rose garden in 1821; Jane Reuben Haines, who researched and preserved her family's history; and Jane Bowne Haines II, who founded the first school for horticulture for women in the United States.

Well aware of the significance of the site's history and collections, Mary Troth Haines, in partnership with fellow family members Charles H. Haines,



An image from a 1978 newspaper article, of Sandy and Marianna Stutzman serving tea. Wyck Association.

Thomas Wistar Jr., Caspar Wistar Haines, Murray C. Haines, and William Miller Jr., guided Wyck into a new era as they explored various options for transitioning Wyck from a private residence to a public site. Ultimately, they decided to form the Wyck Charitable Trust in partnership with the Germantown Historical Society, so that the incredible collection could remain intact. In 1979, the Wyck Charitable Trust became incorporated as the non-profit Wyck Association, which continues to manage the site to this day. In 1990, Wyck was awarded National Historic Landmark status.

When the house transferred ownership, everything was left as is. Reading through the board minutes from the early years, one can witness the growth and transformation as Wyck went from a family home to a public site. Much of the time was marked by discovering, documenting, and organizing the contents of the house, which was said to be “stuffed beyond belief.” In 1978, Wyck hired its first professional staff and spent time training volunteer docents, then known as Wyck Lighters because they

enlightened the public, to help give tours and welcome visitors. Hospitality was an important tenet of Wyck’s first public tours with guests being served Wyck’s signature tea—a “secret recipe” of orange, lemon, and various spices. The transition to a public site also spurred several Wistar-Haines descendants to donate family objects from Wyck in their private collections, including a Duncan Phyfe sofa custom ordered by the family in 1819. Meanwhile, one descendant, Laura Haines Belman, worked to create a new piece of family history that is now one of Wyck’s most treasured objects. “A Genealogy of Wyck,” traces ownership of Wyck across its 283 years of family residence, features a scale depiction of the house, and highlights various plants significant to Wyck’s history. It took Belman ten years to research and stitch. This object seems to perfectly encapsulate Mary T. Haines’ comment that she was “happy to give Wyck to a charitable trust...happy for those Haineses and Wistars whose lives were as much entwined with Wyck as the rose bushes in the garden and the Wistaria that will blossom each spring.”

Much effort was put in to restore and care for those rose bushes and the surrounding grounds in the early years, particularly by family descendent Ann “Nan” Newlin Thompson. Her efforts to document and preserve the garden, boosted by the hiring of rosarian Leonie Bell, uncovered many horticultural treasures that had been saved here. Most notably, Bell re-discovered two cultivars of roses that were thought to be extinct – the “Lafayette” and the “Elegant Gallica.”

Today, the mission of the Wyck Association is to preserve and interpret Wyck, one of America’s most authentic historic sites, to engage learners of all ages, and to strengthen its neighboring community. It carries out that mission through tours and programs that highlight its rich history, horticulture, and urban agriculture, using the past as inspiration for the present. Many who visit Wyck comment on the openness of the house, the ability to view its furnishings and objects closely, and the feel of Wyck as a family home. This is in keeping with Mary T. Haines’ wishes, as she noted, “I don’t want Wyck to be a museum,” but rather a welcoming homestead, lived in for generations.

As Wyck celebrates its 50th anniversary as a public site in 2023, culminating with a historic marker dedication in October, the organization is looking ahead to continue preserving the Wistar-Haines family's "Way of Life" for another 50 years. The near future will bring a full restoration of Wyck's exterior, 2024 marks the 200th anniversary of architect William Strickland's innovative renovation of Wyck's interior, and, in 2025-2026, Wyck will join many Historic Germantown partners to commemorate the 200th anniversary of the Marquis de Lafayette's visit to Germantown and the Semiquincentennial of the United States.

Family descendant and founding member of the Wyck Charitable Trust Charles H. Haines said it best: "Wyck is a very special house. I won't speak for it. Wyck has its own statement to make to the community."

About the Authors

Kim Staub- Kim joined Wyck as Executive Director in 2020 and has over 10 years of experience in non-profits and historic site management. She was the Collections and Exhibitions Manager at the Betsy Ross House, where she managed the collections and researched new exhibitions, programs, and interpretations. She was also the Vice President of Philadelphia's Historic Neighborhood Consortium, where she helped small cultural sites create collaborative programs and raise awareness of the rich historic landscape that surrounds Independence National Historical Park. She holds a Master of Arts in History from Virginia Tech and a Bachelor of Arts in History from McDaniel College.

Cara Caputo- Cara earned her B.A. in History and Anthropology from Marquette University, where she completed internships with the Milwaukee Public Museum and the Chicago History Museum. She recently graduated from the Winterthur Program in American Material Culture, where she completed her Master's thesis on the transitions of American country houses from private estates to public-facing institutions. She has also worked on projects with the Hagley Library, Delaware's Division of Historical and Cultural Affairs, and the Ardrossan Estate.



"A Genealogy of Wyck."

Wyck Association.

Joy Hill Cemetery Company

1201 Easton Road
P.O. Box 27307
Philadelphia, PA 19150

Phone: (215) 248-4533
(215) 248-4534
Fax: (215) 248-9527

www.joyhillcemetery.org

COMMONS & COMMONS LLP
Attorneys at Law

TRUSTS · ESTATES · REAL ESTATE · NONPROFITS ·
INDEPENDENT SCHOOLS

www.commonslaw.com
6377 Germantown Avenue, Philadelphia
(215) 849-4400
lawyers@commonslaw.com



HISTORIC GERMANTOWN LEGACY SOCIETY

A Fund for the Future.



Lois and Jerry's Story:

WHY WE GIVE

"Historic Germantown works to preserve and share important historic and cultural sites, educate and inform people of all ages, and encourage economic development and equity in this diverse community. We believe in HG's mission, and have been involved as volunteers, Board members, fund-raisers, and researchers for well over a decade. We are proud that our gift to the Legacy Society will help Historic Germantown continue its vital role."

Your gift to The Historic Germantown Legacy Society supports our core programs and its proceeds will be placed in a Board-designated fund.

For questions or to arrange a meeting, please contact Executive Director, Tuomi Forrest at director@freedombackyard.com or 215-844-1683 x 101

We welcome planned or deferred gifts at any level



HISTORIC
GERMANTOWN
Freedom's Backyard

5501 Germantown Avenue
Philadelphia, PA 19144

Celebrating

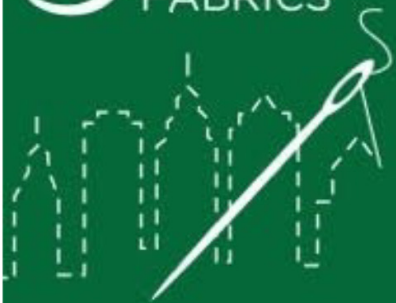


Ambler
Chestnut Hill
Mt. Airy

Community-owned markets
open to everyone.

www.weaversway.coop

Gaffney
FABRICS



THE FABRIC OF THE COMMUNITY
SINCE 1970

5401 Germantown Ave.
Philadelphia, PA 19144
www.gaffneyfabrics.com
(215) 849-8180



Cake Shop

Cakes, Cookies & Sweet Treats

www.frostedfoxcakeshop.com | 267-900-5453

6511 Germantown Avenue, Philadelphia, PA 19119

Historic Germantown
5501 Germantown Avenue
Philadelphia, PA 19144-2225

NONPROFIT ORG.
U.S. POSTAGE
PAID
PHILA, PA
PERMIT #7464

Address Service Requested

