PACDC
Philadelphia Association of Community Development Corporations

CREATE IMPACT

2013
Cover Story:
CDC Impact Extends Beyond Philadelphia
page 18

Do-It-Yourself
Land Bank Kit
page 22-23

Community Development Excellence Award Winners
page 25
Dear Friends,

We are pleased to share with you our 2013 edition of PACDC Magazine that highlights individual achievement and the collective strength of our local CDC industry which is impacting families and communities across the city every day.

We are continually humbled and honored by the work of our members and hope you will enjoy learning about their accomplishments as much as we relish sharing them. As for our work, which is informed by our members' input, we are pleased to share with you the policy advancements and member services efforts that aim to see CDC work flourish. This past year has been especially gratifying for many reasons:

- "COLLECTIVE STRENGTH," publication of the study which quantified the $3.3 billion local economic impact of the CDC Industry on Philadelphia;
- Strong collaboration among many toward achieving a Philadelphia Land Bank; and expansion of Philadelphia's CDC Tax Credit Program;
- Delivery of more highly-rated trainings and workshops than any other year; along with a record-breaking 20th Anniversary Gala;
- Announcement of Wells Fargo as PACDC’s CDC Tax Credit Program Partner; and
- Confidence in PACDC demonstrated by the Oak Foundation's $1 million Operating Support grant over five years.

We thank you for your support that is enabling PACDC to have a Strong Voice in Policy, build Strong CDCs, for a Strong City.

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Contents 2013

Departments

About PACDC p. 4
Our Mission, Vision and Funders

CDCs in Motion p. 5
CDC Accomplishments

Viewpoints p. 16
Measuring What Matters:
Impact of CDCs Goes Beyond Numbers
by Lee Huang

The Whole is Much More Than Equal...
by Don L. Haskin

Members Directory p. 48

Features

PACDC Membership Services p. 10
Ready, Set, Go: Helping CDCs Improve Impact

Cover Story p. 18
The Impact of CDCs Extends Well Beyond Philadelphia

Policy and Advocacy p. 21
Advocacy Transforms Philadelphia’s Community Development System; Do-It-Yourself Land Bank Kit

Do-It-Yourself Land Bank Kit p. 22

PACDC’s 2013 Awards for Community Development Excellence

Winners and Finalists p. 25
Community Development Champion
CDC Tax Credit Program Leaders Saluted as Community Development Champions

Rising Star Award Winners
Honoring Professionals Under 40

Community Leader Award
Honoring Outstanding Volunteer Service

Blue Ribbon Awards for Community Development Excellence:
Large CDC, Small CDC, Finalists
**About PACDC**

**A Strong Voice in Policy**
PACDC's advocacy is a unifying and compelling voice in government, business and funder forums where decisions affecting neighborhoods are made.

**Strong CDCs**
PACDC strengthens CDCs through professional development, funding and networking opportunities.

**A Strong City**
PACDC and member organizations build strong neighborhoods—and a strong Philadelphia—by increasing housing and economic opportunities and providing programs and services that sustain families and good jobs.

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**Our Supporters**
PACDC gratefully acknowledges these funders for their leadership in supporting our efforts to build **A Strong Voice in Policy**, **Strong CDCs**, and **A Strong City**:

- Oak Foundation
- William Penn Foundation
- City of Philadelphia
- Office of Housing and Community Development
- Wells Fargo
- Bank of America
- Beneficial Bank
- Citi Community Development
- Citizens Bank
- Diamond and Associates
- Fineman Krekstein and Harris
- Local Initiatives Support Corporation
- M&T Bank
- National Equity Fund
- National Penn Bank
- NeighborWorks America
- PECO, an Exelon Company
- Pennsylvania Housing Finance Agency
- PNC Bank
- Sovereign Bank/Santander
- Susquehanna Bank
- TD Bank

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To learn more about PACDC, the work of its members or how to join, visit us at www.pacdc.org.
CDCs in Motion is an information sharing resource highlighting the major achievements, honors, and initiatives that keep CDCs moving forward in their efforts to strengthen Philadelphia’s neighborhoods. We are pleased to share these highlights with you.

PACDC Hosts National Conferences Highlighting CDC Work

PACDC is the co-host, along with the City of Philadelphia, of Investing in The Future: Unlocking Hidden Values, Reclaiming Vacant Properties, September 9 to 11 at the Loews Hotel. In addition to learning about the latest trends in vacant property reclamations, convention attendees from across the country will learn about best practices among Philadelphia CDCs. For more information, visit communityprogress.net.

The International Economic Development Council’s Annual Conference, October 6 to 9 at the Marriott Hotel, will attract nearly 1,400 economic development professionals to the city where CDC innovations will be part of the 3 day showcase. For more information visit www.iedconline.org.

Women’s Community Revitalization Project Building Homes and Healthy Food Choices

WCRP received $8 million in tax credit and other financing from the Pennsylvania Housing Finance Agency and the city toward major renovation of the organization’s three oldest housing developments, comprising 77 affordable apartments. Construction activities began in late spring of last year and are being completed in phases over an 18-month period.

Helping to strengthen bricks and mortar developments, WCRP is in its second year of a three year USDA Community Food Project, entitled Food for All. The program seeks to increase access to fresh, affordable, locally grown food in Eastern North Philadelphia. Highlights of the program include establishing a Farmers’ Market at Fairhill Square Park (4th and Lehigh) and engaging 30 corner stores to build capacity and commitment to selling fresh produce—in partnership with The Food Trust. WCRP also continued to operate a Farm-to-Families community supported agriculture site with funding from St. Christopher’s Foundation for Children and recently moved its site to Maria de los Santos Health Care Center.

Additional funding for WCRP’s food access work comes from the Claneil Foundation. “At WCRP we realize that real community building starts with having a decent affordable home and being able to grow a healthy family. Both our construction projects and fresh food access programs are what our community has said it wants. We are so honored, with their leadership and support, to have had some encouraging results,” said Nora Lichtash, WCRP Executive Director.

Impact Services Corporation Hosts Land Bank Bill Signing

Legislation sponsored by Rep. John Taylor (R-Philadelphia) that gives cities a new tool in the fight against blight was ceremoniously signed by Gov. Tom Corbett in January at the headquarters of Impact Services Corporation. Act 153 of 2012 allows Pennsylvania’s municipalities to create public land bank authorities in order to efficiently acquire, manage, and develop tax-foreclosed and other vacant properties. Attending the ceremony were, in addition to Governor Corbett and Representative Taylor, City Councilwoman Maria Quinonez-Sanchez, Councilman Mark Squilla, and a large number of supporters. “Vacant and abandoned properties are a major drain on our city and neighborhoods,” Taylor said. “They cripple property values, attract vermin, and when their owners are delinquent on taxes they force the rest of us to pay what they won’t.” This law will help the city reclaim these properties and fight blight. The legislation, which received support across the state, enables any county, city or borough with a population of 10,000 or more to form a land bank to acquire and manage properties and prepare them for reuse.
Philadelphia Chinatown Development Corporation Moves Community Center Closer to Groundbreaking

PCDC has made significant progress on the Eastern Tower Community Center project at 10th and Vine Streets over the winter. In December, PCDC Executive Director John Chin, traveled with Mayor Michael Nutter to China to promote the project to prospective foreign investors. In February, Citibank stepped up as the lead lender on the project and is working to bring a significant portion of its New Markets Tax Credit allocation to the project.

KlingStubbins completed design and development plans for the project. In March, after a very competitive bid process, PCDC chose Hunter Roberts as the Construction Management firm. PCDC continues to raise funds and awareness for this transformational project, aiming for financial closing in the fourth quarter of 2013. “The partnerships formed and supporters of this project have been a critical component of our progress to date. We look forward to building on these achievements and seeing the Center become a truly important part of Chinatown’s future,” said John Chin.

Germantown United CDC Greening and Cleaning Vital Commercial Corridor

The Germantown United CDC is partnering with the City Planning Commission, the City Department of Parks and Recreation, and the Pennsylvania Horticultural Society’s TreeTenders program on streetscape improvements on the Chelten Avenue commercial corridor. The improvements include street tree planting, improvements to a SEPTA bus stop, and the re-design of a small plaza adjacent to the bus stop and Vernon Park. “We are so excited about the work ahead of us. The community is poised for these projects to help make some important advances in Germantown’s long-term revitalization,” said Andrew Trackman, Interim Board President.

Chestnut Hill CDC Preparing for A Festival Season Full of Fun

Helping to strengthen community and build customers for both existing and new businesses, Chestnut Hill will be hosting its annual series of family friendly festivals starting with Chestnut Hill Home and Garden Festival (May 5th), Chestnut Hill Book Festival (September 22nd), Chestnut Hill Fall for the Arts Festival (October 6th), culminating with Holiday House Tours and Sundays with Santa. “Both our local neighborhood residents and businesses really look forward to these events each year because they bring back long-time friends and attract new ones,” says Kate O’Neill, Deputy Director for Chestnut Hill CDC.

Supporting CDCs

Above left: Rendering of PCDC’s Eastern Tower Community Center; Above: Germantown United CDC Tree Planting and Plaza Redevelopment. Right: Chestnut Hill’s Home and Garden Festival.
Vibrant neighborhoods are strong neighborhoods.

When neighborhood investment harnesses the strengths and assets of communities, everyone benefits.

Citi Community Development is proud to work with community organizations like the Philadelphia Association of Community Development Corporations to build neighborhoods that thrive and prosper.

We Salute PACDC on 21 Years of Service to Philadelphia’s Neighborhoods.

Learn more at citicommunitydevelopment.com
National Equity Fund, Inc. and LISC are dedicated to revitalizing neighborhoods, fostering economic development and creating affordable sustainable housing. Together we have invested $300 million of equity in Philadelphia, creating hundreds of jobs and thousands of homes for those in need.

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Strengthening Neighborhoods
PACDC provides a range of technical assistance, trainings, networking and information sharing to help our members do their work more effectively and share the impact of that work with a wide audience.

Here are highlights of our key programs:

**Collective Strength Report**

PACDC’s release of Collective Strength: The $3.3 Billion Impact of Philadelphia Community Development Corporations was met with enthusiastic response as seen in the broad array of online and print media coverage. Building on these strong results, we are working to increase the reach of the report release by seeking strategic ways to have new conversations around the role CDCs are playing with a broad array of decision makers and funders. PACDC is working with Fairmount Ventures to help us think through this component of our work for maximum results.

**Training and Technical Assistance**

Since September 2012, PACDC presented eight trainings and three webinars in partnership with a range of providers to strong participant feedback. These included: a Community Leadership Institute in conjunction with NeighborWorks America (see side bar); Commercial Corridor Market Analysis with Larisa Ortiz Associates; two technical assistance sessions on Social Enterprise Development; Integrating Minority-Owned and Small Businesses into Community and Economic Development, featuring Washington, D.C.’s office of Small Business Development; a panel discussion on the expanding role CDCs are playing in education, featuring Ogontz Avenue Revitalization Corporation, Universal Companies, Philadelphia Education Fund, and Bainbridge House; Commercial Leasing; and Asset Management; as well as desk-side learning sessions on Low Income Housing Tax Credit Financing, Financing Renewable Energy Projects, and New Market Tax Credits.

We want to thank our partners – NeighborWorks America, Larisa Ortiz Associates, Philadelphia Department of Commerce, Local Initiatives Support Corporation, BFW Group, Blakney Hayes Architects, Cornerstone Consultants, the School District of Philadelphia, Philadelphia VIP LawWorks, National Development Council, Citi, and PECO – for their support of these trainings.
Information on additional 2013 trainings and networking sessions will be available online at www.pacdc.org. Anticipated sessions include: developing relationships with your representatives and senators; undertaking successful individual giving for introductory and intermediate fundraisers; an exploration of financing and launching food access programs as economic development activities; passive home and commercial space redevelopment, a practical guide for CDCs using Act 135 Conservatorship; and access to a limited number of free and or discounted training slots to NeighborWorks America’s August Training Institute. In addition to the NeighborWorks Training Institute, PACDC is also actively engaged in planning for two other national conferences coming to Philadelphia this Fall: the National Reclaiming Vacant Properties Conference in September and the International Economic Development Council’s Conference in October.

PACDC Wins Grant to Fund Expanded Training and Peer Mentoring

Thanks to a $40,000 grant from Citi Foundation, PACDC will expand its range of training, peer learning and technical assistance programs for CDCs and other practitioners to sustain and grow their capacity to better serve their constituencies. Additional on-the-ground training topics planned for 2013 range from food access programs as economic development drivers to individual giving. PACDC will also develop and launch a pilot Peer Mentorship Initiative, pairing seasoned CDC staff with less experienced ones. In addition, PACDC will convene key stakeholders to explore the development of a Philadelphia Community Development Training and Leadership Institute, a collaborative project with NeighborWorks’ national Neighborhood Leadership Institute. Participants learned the basics of mobilizing and organizing and culminated with tools to affect change right away in their neighborhoods. Keynote speaker District Attorney Seth Williams described his background as a community organizer and how organizing helps to prevent crime. “The best crime fighting tool we have right now is community organizing and my office needs your help in the neighborhoods to lead the way,” said D.A. Williams.

Obama was an Organizer, Why Can’t I be One Too?!
PACDC and NeighborWorks America Celebrate Successful Training

When President Barack Obama made his first run for the White House, his background as an organizer helped fuel conversations about the role organizing plays in strengthening communities and mobilizing action. In September, PACDC hosted nearly 50 neighborhood residents from across the city to continue that conversation as they participated in an at-capacity, day-long training session on community organizing at Temple University’s Student and Faculty Center in North Philadelphia.

The session, “Everything You Ever Wanted to Know about Community Organizing and Then Some,” was led by Karimah Nonyameko-Moore, a NeighborWorks America trainer. This was the inaugural program of the Philadelphia Community Leadership Institute, a collaborative project with NeighborWorks’ national Neighborhood Leadership Institute. Participants learned the basics of mobilizing and organizing and culminated with tools to affect change right away in their neighborhoods. Keynote speaker District Attorney Seth Williams described his background as a community organizer and how organizing helps to prevent crime. “The best crime fighting tool we have right now is community organizing and my office needs your help in the neighborhoods to lead the way,” said D.A. Williams.
We put our energy into the community.

At PECO, our employees invest thousands of volunteer hours and contribute more than $5 million annually to help our communities grow and prosper. We also champion efforts that impact education, the environment, arts and culture, and community enrichment in our region.

PECO is proud to support the Philadelphia Association of Community Development Corporation’s 21st Anniversary Gala and Awards Ceremony.

Find out more at www.peco.com/community

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Communities are like families

When everyone comes together, wonderful things can happen. This event is the result of a lot of hard work by many talented people. The spirit of community is alive and well, right here and now.

To all of tonight's award winners, you represent the heart and soul of true community.

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Become a PACDC Member

Join a growing list of the city’s leading established and emerging community-based innovators and entrepreneurs. Learn from experienced colleagues and be re-energized by new voices and fresh approaches, share resources and insight, and most importantly gain a seat at the table in development decision-making—have your community’s voice be heard!
Measuring What Matters: Impact of CDCs Goes Beyond Numbers

by Lee Huang

Community development corporations play an important role in nearly every neighborhood in Philadelphia. Their impact can be measured in lives transformed, families changed, and communities restored. These metrics remain the most important ones to measure.

But, increasingly, CDCs speak of the economic impacts that result from their work: local economies stimulated, jobs supported, and tax revenues generated. At a time of economic uncertainty, high unemployment, and distressed fiscal budgets, these positive outcomes of CDCs’ work are particularly welcomed.

Consider the work of the following PACDC members, most of which I have had the pleasure of working with:

ACHIEVEability breaks the generational cycle of poverty for low income, single parent, and homeless families through higher education, affordable housing, supportive services, community and economic development, and accountability. This reduces families’ reliance on subsidies and increases their earning potential, which translates into more spending power for families and more tax revenues for local governments.

Asociación Puertorriqueños en Marcha is a Latino-based health, human services, community and economic development non-profit organization serving the Philadelphia area. Its transit-oriented development near 9th and Berks Streets, Paseo Verde, offers a mix of uses in a aesthetically pleasing and transit-proximate location, thus activating the value of vibrant public space and of multi-modal mobility for its users.

Habitat for Humanity Philadelphia transforms lives and our city by building and repairing quality homes in partnership with families in need. Working in areas of blight, Habitat for Humanity restores dilapidated homes and neighborhoods, reversing the negative property value effects they have on surrounding residences and thus strengthening the local property tax base.

Esperanza focuses on strengthening Hispanic communities through community redevelopment, workforce development, education, capacity building, and advocacy. In Hunting Park, its work in filling supply chain gaps by connecting local businesses results in more intra-city commerce, thus reducing leakage out of Philadelphia and increasing the multiplier effect of this business activity.

Impact Service Corporation’s mission is to empower people in need to attain the hope, motivation, and skills necessary to reach their fullest human potential and highest level of personal and family self sufficiency. Their job counseling and placement services have resulted in a significant increase in household earnings and in local wage tax revenues.

Impact Services started in 1974 in an abandoned carpet mill. It now operates in seven locations. It has a staff of 120 and provides services ranging shopping center development to creating housing for veterans. Nice work, keep at it, guys!

Asociación de Puertorriqueños en Marcha (APM) is about to finish Paseo Verde, a mixed-use $48 million transit-oriented development project with 144 apartments as well as commercial and retail space. This is in addition to providing oversight and care for foster children in two of Philadelphia’s toughest police districts, building a shopping center and creating the Sheridan St. houses, the most technologically advanced houses in Philadelphia. Super job, APM!

Among its latest accomplishments is The Enterprise Center CDC’s $5.5 million Center for Culinary Enterprises. What a great idea. Take an abandoned market, install a state-of-the-art 13,000 square-foot kitchen and you have a recipe for community transformation—and LEED Silver certified, by the way.

And so it’s gone over the past 20 years. Taken individually, these efforts are significant and their contributions to the city are truly noteworthy. But overall, they’ve been like shooting stars in a vast universe. Momentarily visible to Philadelphians and the larger world only if they have the good fortune to pierce the pages of that day’s newspaper, pop for an instant across a TV screen, or flash on an Ipad or cell phone.

However, to carry on this celestial metaphor, it hasn’t been until now that an observatory has turned its powerful lens on these streaks in Philadelphia’s skies to take in the totality of the community development industry’s...
New Kensington CDC’s mission is to revitalize its target neighborhoods through community development that is responsive to local needs. NKCDC’s first time home-buyer counseling and foreclosure prevention services are some of the largest in scope in the city helping to reduce the chances of foreclosure, which have a significant negative impact on neighborhoods.

Project H.O.M.E. empowers people to break the cycle of homelessness, address the structural causes of poverty, and attain their fullest potential as members of society. Project H.O.M.E.’s multi-purpose service centers have been proven to have a positive effect on neighboring property values, and its work in bringing individuals and families out of homelessness results in cost savings for Philadelphia.

The Enterprise Center CDC’s mission is to build neighborhoods where individuals are willing, able, and organized to achieve common goals. As the social and economic development arm of The Enterprise Center, the CDC operates programs that aim to create sustainable neighborhoods through social development and implement physical redevelopment projects that spark economic revitalization by rebuilding infrastructure and creating jobs. Through its youth entrepreneurship, community education, and urban agriculture initiatives, it is strengthening social and commercial linkages within its West Philadelphia community.

All of these examples reflect the positive influence of CDCs not only on the lives of the people they serve, but on the local and regional economy. Every day, CDC staff, board members, and volunteers roll up their sleeves to make an impact on individuals, families, and neighborhoods.

Lee Huang is a principal of Econsult Solutions, Inc., and the lead analyst for PACDC’s Collective Strength’s Report.

As positive as it was in detailing progress to date, the study does not signal an end, but rather a milepost on the eternal journey of one spot on planet Earth – a spot where abandoned and affordable housing are ongoing challenges, where poverty rates and unemployment among the underserved remain stratospheric.

The Philadelphia Inquirer recently reported that Philadelphia has the highest rate of “deep poverty,” defined as people with incomes below half the poverty line, among the nation’s 10 largest cities. The annual salary for a single person at half the poverty line is $5,700. For a family of four at that level, it’s approximately $11,700. In Philadelphia, 12.9 percent of the population or 200,000 of our neighbors live at those levels. Its numbers, the Inquirer said, come from an analysis of the U.S. Census conducted by the Inquirer and Temple University sociologist David Elsh.

Donald L. Haskin is Senior Vice President of Community Development for CITI Community Development and the lead funder of PACDC’s Collective Strength Report.
CDC Theory of Change

Change How People Work Together

CDC
A durable community institution with capacity to initiate, to implement, and to steward community change.

Change Places

Change Lives

Content credit: Massachusetts Association of CDCs
The extraordinary achievements of CDCs in Philadelphia that are documented in this publication, are impressive, but thankfully not entirely unique. CDCs across the United States are helping to ensure that more and more families and communities are able to participate in and benefit from the nation’s slow economic recovery.

While the financial and economic collapse that began in 2008 has had a disproportionate impact on lower income families and families of color, it is truly scary to contemplate what would have happened but for the tenacity and talent of community developers in urban, rural and suburban communities across the country. CDCs have helped to prevent thousands of foreclosures, stabilized struggling local businesses and helped new ones get started, provided stable, affordable rental housing to millions and provided the local capacity needed to help communities build for a better day.

It is difficult to obtain reliable and comprehensive data on the work of CDCs nationwide because there is no universally agreed upon definition of which organizations qualify as a CDC and no centralized system for collecting data. (A study by National Alliance of Community and Economic Development Associations in 2010 did estimate that CDCs produce nearly 100,000 homes per year.) The challenge of collecting this data makes sense when one considers that CDCs are defined by and shaped by their local context, so our nation’s CDCs are as diverse as our nation’s communities. That said, there is robust academic research and tremendous on-the-ground evidence that CDCs are a critical part of the larger community development eco-system. The power of the CDC model lies in its approach. CDCs provide a vehicle for local residents and stakeholders to initiate, implement and steward community change by fostering a virtuous and reinforcing cycle that strengthens the local civic culture, changes places and ultimately transforms lives.

Change How People Work Together

The first step is to change the way people in a community work together to create a functioning civic culture that includes everyone and allows things to get done. In many places, each constituency has just enough power to stop things, but none have enough power to get things done on their own. This can lead to gridlock. Effective CDCs help people in the public, private and nonprofit sector work together. They also help address another common problem in the civic life of many communities – the fact that certain groups in the community are not always at the table – lower income people, new comers, linguistic minorities, youth and disabled people are generally less likely to be engaged unless there is an intentional effort made to include them. In Boston, we are seeing the power of this model as CDCs, with the help of our local LISC office, lead comprehensive community initiatives in Dorchester, Roxbury, and Mattapan in which literally hundreds of new community leaders have stepped up to reshape and redefine their neighborhoods.

The Impact of CDCs Extends Well Beyond Philadelphia

By Joe Kriesberg

While the financial and economic collapse that began in 2008 has had a disproportionate impact on lower income families and families of color, it is truly scary to contemplate what would have happened but for the tenacity and talent of community developers in urban, rural and suburban communities across the country.
Change Places
As communities begin to come together, the physical environment in a neighborhood or community can begin to change. New housing, businesses, jobs, parks, and infrastructure can provide residents with the stability, safety and access to opportunities that they need to improve their lives. CDCs have the technical and financial capacity to undertake the complex development projects that are needed to create and sustain effective local economies, while also creating safer and healthier environments for local residents. In Massachusetts, our members consistently produce or preserve over 1,200 affordable homes each year. Often, CDCs are able to undertake a series of development projects over a period of years to completely transform a neighborhood, as the Neighborhood Developers have done in the Box District of Chelsea, MA.

Change Lives
As the place where they live transforms, people can begin to change their life trajectories. Stable housing enables adults to better compete for jobs or obtain the job training they need. Students with a stable home do better in school and have the ability to pursue their dreams and talents. CDCs often complement their placed based work with a wide variety of programs designed to help residents enter the economic mainstream and connect to the regional economy. These programs can include financial education and savings programs, homebuying classes, foreclosure counseling, ESOL and youth programming. Here in Massachusetts, many of our members work with local businesses to create jobs, build wealth and provide critical services to local communities. On Cape Cod, the Community Development Partnership is helping local fishermen manage new federal restrictions on fishing as well as increased competition through the Cape Cod Fisheries Trust. In Western Massachusetts, the Franklin County CDC’s Food Processing Center helps local farmers bring their products to market.

A key common thread to all of these success stories is that they are specifically designed to leverage the assets of the local community. By tailoring their initiatives to the local context, CDCs are able to achieve durable results. Moreover, as these efforts help to stabilize people’s lives and they gain entry to the economic mainstream, they are better able to participate in the civic life of their communities. Time and again, we see participants in CDC programs become leaders in their communities, helping to pay it forward for the next family that needs help. And the cycle begins anew.

This approach is validated by the stories in this publication and by the experience of practitioners across the country. More and more academic research is also coming out that documents the ways that improved neighborhoods, stable housing and economic security produce positive outcomes in public health, educational attainment, public safety, and environmental sustainability. Policy makers at the state and federal level are recognizing these linkages in new programs like Choice Neighborhoods and Promise Neighborhoods at the federal level and the Community Investment Tax Credit recently enacted in Massachusetts. Philadelphians should be proud that they have known this for a long time and invested in their CDC sector through its CDC Tax Credit and other programs. The neighborhoods and neighbors in your City are no doubt benefiting – as are millions of others across the country.

Joe Kriesberg is President and CEO of the Massachusetts Association of Community Development Corporations, and a frequent contributor to national community development publications.
Advocacy Transforms Philadelphia’s Community Development System

As the “go-to” organization for community development in the city, PACDC and its 100 members has built some encouraging wins thanks in large part to the range of coalitions launched and partnerships formed. The following is a brief overview of our most recent achievements.

• Philadelphia CDC Tax Credit Program
  We worked with Councilman W. Wilson Goode, Jr. to expand the Philadelphia CDC Tax Credit Program to 40 partnership slots for CDCs and Nonprofit Intermediaries that is allowing both CDCs at the end of their initial ten-year term as well as new groups to participate. This flexible funding allows organizations to do long-range planning and implementation for their neighborhood economic development initiatives.

• Vacant & Abandoned Property Reuse
  We worked with public officials and our partners to “open” the City’s “Front Door” to streamline the process to acquire, maintain and dispose of vacant and abandoned properties; supported the successful effort to obtain state authorization for local land banks; and built a strong citywide Philly Land Bank Alliance that is advocating for an effective Philadelphia Land Bank. (See Do-It-Yourself Kit).

• Philadelphia Housing Trust Fund
  We continued to play an instrumental role in shaping the strategic direction of the Philadelphia Housing Trust Fund, including the release of a Housing Preservation RFP resulting from our successful advocacy to expand Housing Trust Fund revenues. To date, the HTF has raised more than $80 million to expand local housing opportunities, repair homes, and prevent foreclosure and homelessness for more than 8,500 families.

• Zoning Reform
  We continued to work with allies to finalize implementation of the City’s New Zoning Code and signage controls, and to maintain important advances in commercial district zoning.

PACDC Welcomes New Policy Director

Beth McConnell started in March of this year overseeing advocacy and policy development for PACDC. With nearly two decades of experience working to address key policy issues for media and other causes, Beth brings a wealth of national and local experience to the PACDC team. Prior to her arrival, she was Executive Director of the national advocacy group, the Media and Democracy Coalition, and before that was State Director at PennPIRG overseeing a range of consumer and environmental policy efforts. We welcome her! Beth can be reached at bmcconnell@pacdc.org.
PACDC Do-It-Yourself Kit:
Create a Land Bank to Solve Philadelphia’s Vacant Property Problem
(Step-by-Step Instructions)

By Karen Black

Are you tired of reading articles about the vacant property problem in Philadelphia that recite the problem over and over without offering a solution? Do you want action that will actually help responsible owners take control of vacant properties in your neighborhood? If so, read the instructions for the PACDC Do It Yourself Create a Land Bank to Solve the Vacant Land Problem Kit Below. Then go to www.phillylandbank.org and sign on to help us.

How To Instructions:

1) Step One:
Assemble Your Team

Philadelphia has no greater challenge than getting its 40,000 vacant properties back into the hands of responsible owners for reuse as homes, businesses, gardens, sideyards and other uses that benefit the community. So maybe it isn’t surprising that some of the city’s most well-respected organizations have joined together to form the Philly Land Bank Alliance. The allies are working together to make a land bank in Philadelphia a reality. The allies are:


2) Step Two:
Understand What Has Worked in Other Cities to Address Thousands of Vacant Properties that Blight Neighborhoods

The scope of Philadelphia’s vacant property challenge is daunting. We have over 40,000 vacant properties and 25% of those are owned by one of four public agencies. Yet last year the city only sold 54 publicly owned vacant properties, and sales haven’t exceeded 600 properties annually during the last decade, according to a Philadelphia Inquirer series by Patrick Kerkstra March 10-12, 2013. So how do other cities reactivate their vacant properties and get them back on the tax rolls? They put sole authority and responsibility for vacant properties in a land bank and systematically bring vacant properties back to market.
3) Step Three:
Put all 10,000 Publicly Owned Vacant Properties Into a Land Bank Quickly

First pour all 10,000 publicly owned vacant properties into a single agency. Create an accurate inventory and make these properties available to responsible owners today through a single sales process. No longer should a Philadelphia business owner or resident be required to identify the agency owner of a publicly owned property and then figure out what their 40-step process is to purchase the property. The properties should be available for less than market value where the new use will benefit the community.

4) Step Four:
Gain Necessary New Powers from the State

Philadelphia auctions all foreclosed properties to the highest bidder and has been unable to stop speculators from buying and mothballing the sites. The City has also been limited in its ability to bid on and buy foreclosed property and has a poor record of ensuring that publicly owned vacant properties have clear and clean title at the time of sale. After a significant statewide campaign led by the Housing Alliance of Pennsylvania, the State legislature passed authorizing legislation that allows municipalities to form land banks, and the Governor signed it on October 24, 2012. The new law is important to Philadelphia because it offers the City new powers that it can only tap into if it creates a land bank, including:

- A new expedited quiet title process
- Transfer of land from the Redevelopment Authority to a land bank without a redevelopers agreement
- Transfer of properties without being bound by municipal competitive bidding requirements
- Acquisition of foreclosed property in a less expensive manner

5) Step Five:
Create an Effective, Transparent and Accountable Land Bank

Ensure that the land bank will be transparent, accountable to voters, and offer predictable consistent decisions about future uses for land that are consistent with the City’s Comprehensive Plan and accepted community plans. A quality land bank will have the following features:

- The central goal of the transfer of vacant property will be for productive reuse that benefits the community
- Key approvals from the Administration and Council will occur upfront before a buyer incurs significant costs
- Transparent and accountable operations that provide the public with detailed information about all property requests and transfers
- Governance by an expert board with strong community representation
- Adequate funding to operate
- Ability to strategically acquire privately owned vacant properties through foreclosure, donation and other means, and to assemble developable sites

6) Step Six:
Bring Properties onto the Tax Rolls and Obtain Greater Revenues for the City and the School District

Much of the debt on vacant properties in the form of delinquent taxes just isn’t recoverable. At the same time, many of these properties haven’t generated any revenue for our city or schools in decades. Let’s bring these vacant properties back onto the tax rolls today.

7) Step Seven:
Observe Neighborhoods Improving by Leaps and Bounds

Picture your neighborhood as a vibrant community full of new homes and businesses and open space on formerly vacant properties. Picture how safe, and beautiful, and full of life it will be. Then join us and help make it happen. Go to www.phillylandbank.org to take action today!

Karen Black is Principal of May 8 Consulting and working with PACDC to obtain an effective Philadelphia Land Bank.
PACDC 2012 Gala & Awards Ceremony

2012 Blue Ribbon Award Winner (Large CDC) Habitat for Humanity–Philadelphia

2012 Community Development Champions
Zoning Code Commissioners with Deputy Mayor Alan Greenberger and Eva Gladstein

From left to right: 2012 Rising Star Awardee Kevin Gray, Community Leader Sherita Glenn, and Rising Star Awardee Jennifer Rodriguez

2012 Blue Ribbon Award Winner (Small CDC) Community Ventures

From left to right: M.A.P. Holistic CDC’s Rev. Lewis Nash with Nicetown CDC’s Majeedah Rashid, Chief Operating Officer, and Zakariyya Abdur-Rahman, President and CEO.

PACDC 2013 VIP Reception

Above, from left to right: Rick Sauer, PACDC Executive Director, Keith Richardson, Commissioner, Department of Revenue, Carol Lawrence, Vice President, PNC Bank, John Chin, Executive Director, Philadelphia Chinatown Development Corporation and PACDC Board President.

From left to right: East Falls Development Corporation Executive Director and PACDC Board Vice President, Gina Synder, New Kensington CDC Executive Director Sandy Salzman.
Honoring Our 2013 Award Winners
and Blue Ribbon Finalists

Philadelphia Association of Community Development Corporations

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for working, doing, and inspiring.

Working for the community. Inspiring the community. PNC supports those who are striving to do amazing things every day. That's why we're so proud to be a part of PACDC.

pnc.com
While some folks might have discounted the potential of a small “pilot project” to provide stable funding for CDCs, one visionary deserves credit for creating and championing it.

Philadelphia City Councilman W. Wilson Goode, Jr. introduced legislation in 2001 that brought together businesses and community development corporations in an innovative program which provides consistent funding. Today, Keith Richardson, Commissioner of the Department of Revenue, runs the agency that administers the program (with help from the Commerce Department), and CEOs from diverse businesses partner with CDCs to support their economic development work. Collectively, they are being recognized as PACDC’s 2013 Community Development Champions.

From his work with the Philadelphia Commercial Development Corporation and in the Commerce Department during the Rendell administration, Goode knew that CDCs needed a stable source of funding for their economic development work. Once elected to City Council, Councilman Goode was able to create the tax credit program and set aside 5% of CDBG funds for CDCs.

“Together, both of those things helped build the CDC Industry in the city and stabilize neighborhoods,” said Councilman Goode. “The CDCs were poised to flourish, and neighborhoods like East Falls, Mt. Airy, and South Philadelphia were stabilized,” he said.

Richardson agrees: “It is an excellent program which has made our city and neighborhoods stronger.”

The tax credit business partners are diverse and include Wells Fargo, Comcast, Wallace Roberts & Todd, Northeast Building Products Corp., Tenet Health System, Duane Morris, Deloitte & Touche, Penn Distributors, and dozens of others.

Patterned after a state initiative, the initial Philadelphia CDC Tax Credit Program gave 10 local businesses the opportunity to contribute $100,000 per year for 10 years to CDCs in exchange for a tax credit against their Philadelphia Business Privilege Tax. The funds could be used for CDC economic development efforts based on the specific needs of neighborhoods.

With the support of PACDC, the Tax Credit program was made permanent in 2003, expanded several times to increase the number of participants, and changed to include non-profit intermediaries supporting CDCs. Today, the program is fully subscribed, and includes 40 partnerships slots, which consist of 37 CDCs and three non-profit intermediaries and their business partners. Each organization gets $85,000 per year for 10 years.

According to Rick Sauer, Executive Director of PACDC, the Tax Credit Program “provides CDCs with the ability to engage in long-term planning, cover operating costs, and better serve their neighborhoods. It has made a tremendous difference in CDCs’ ability to strengthen neighborhoods and add to the tax base of the City.”

This year’s awardees continue to raise the bar and join past recipients – Partners in Zoning Reform, PA State Rep. John Taylor, Judge Annette Rizzo, Denise McGregor Armbrister and Brian Hudson.

The Philadelphia CDC Tax Credit Program has helped the local CDC Industry achieve an economic impact of $3.3 billion to the city and $5.1 billion to the state during the past two decades. With such strong results, leaders are optimistic that both the CDC Industry and the City of Philadelphia are “poised to flourish” even more in the future.
Paris and New York — Training Grounds for Tacony

Alexander Balloon
Commercial Corridor Manager, Tacony CDC

Then, following a stint at LISC, he was a consultant for Heritage Consulting in Philadelphia, where he “gave people lots of advice but never saw the results.” Then came Tacony CDC.

According to Balloon, “Saying ‘yes’ to Torresdale Avenue business owners with good ideas, working to build trust with the community, and marketing a vision with passion and commitment are terrific. Changing the psychology of the community from resignation and withdrawal to engagement and enthusiasm is very, very rewarding.” He attracted 17 new businesses in three blocks.

Three competing and highly-rated hoagie shops became Tacony’s Hoagie Trail — with sales increasing 15%. Balloon marketed the trail, got media coverage, and the three enjoyed more new customers.

After the Hoagie Trail it was “clean and safe” and the “Golden Broom Awards.”

Borrowing the idea, Balloon presented gold, spray-painted six-foot brooms — very ceremoniously — to businesses throughout the year.

One dedicated volunteer, known affectionately as the “Queen of Clean,” reigns over the Golden Brooms which rest majestically in Tacony’s offices when not being presented in a photo opp to deserving merchants.

Proud of these high-profile but “low cost wins,” Balloon wishes he could change one thing, “I would reach all vacant property owners and get them engaged on commercial corridors and elsewhere.” He added: “I am grateful for all that PACDC does for us and other commercial corridor managers.”

He advises other corridor managers to work to build passion and commitment, develop skills for the job, be resilient and communicate and sell the community’s vision.

In the future, Balloon wants to “manage a commercial or a downtown district. It gives you the opportunity to invest in a 10-year timeline. Sometimes it takes that long to get the job done.”

Many folks bet this Rising Star will “get the job done.”
When Rising Star Rebecca Johnson says she wants "the Greater Art Museum area to be a strong, healthy, economically diverse neighborhood," there's no reason to doubt her.

Her experience in real estate law, policy development, non-profit research on crime and justice, negotiating, open space and greening, municipal sewer authorities, political campaigns, nonprofit management, and degrees in sociology and law prepared her to get the job done.

It's not that she hasn't faced choices and challenges as Executive Director of the Fairmount Community Development Corporation since 2009 and also earlier in her career.

She was lauded for her real estate work and ability to deal with diverse constituencies when she worked for a suburban law firm. For example, she did real estate work for everything from municipal sewer authorities and township open space committees to the Pennsylvania Department of Transportation and private real estate developers. She excelled, and she got the job done.

Other experiences included volunteering — on neighborhood committees, political campaigns, and with local organizations. "Volunteering is a great way to meet people."

While working at the law firm in Blue Bell and living in Fairmount, she yearned "to make her home town a world class city." Every day, she observed many opportunities — and challenges — and wanted to do something about them.

After practicing law for three years, she fielded a call about the position at Fairmount CDC. "I jumped at the chance," Johnson said. As Executive Director at Fairmount CDC, Johnson has used her skills, accomplished much, and works hard to maintain "work-life balance."

Johnson has acquired 10 vacant properties and, in conjunction with a private developer, new homes are under construction. She's working to grow local businesses and has attracted 23 new ones. She's launched an expanded business district including Spring Garden, Francisville, Brewerytown and Fairmount.

And, she's willing to tackle tough issues. Sometimes, she says, "You just have to say uncomfortable things. People need to trust you. To create social cohesion in a place like Fairmount, neighbors have to feel part of the process."

"With gentrification, old and new families, and race and class differences, there needs to be a genuine meeting of people from all these groups. Girard Avenue has to be a meeting place rather than a dividing line."

"You also have to listen a lot. Do what you say you're going to do. And keep working on relationships. You always must be collaborative," she added.

Whether working, volunteering, tackling tough issues or balancing life and work, this Rising Star seems to have found the formula for success.
To hear Angel Palmer tell you about her work, you’d think she was drawing a really big salary.

Just consider her schedule. Palmer, now Manager of the Emergency Food Program at M.A.P. Holistic Community Development Corporation, sees 20-30 people per day every day from 9:00 a.m. to 2:00 p.m. But that’s not when her day starts. She’s the first person in the office every morning around 7:20 to “open things up and get organized.” Then she’s joined by an office manager and the executive director, Ossie Parker.

Palmer is a volunteer—a very dedicated one—since she joined M.A.P. Holistic in 2010. Of her arrival there, Parker said, “Little did I realize that I would ever find such a worker at this time in my life.”

The Executive Director applauds Angel Palmer’s diligence.

“She started here as a cleaner, doing everything including emptying trash, cleaning the rest room, doing floors andstraightening up, Parker said. “She had a knack with people, and she quickly moved to Intake Counselor and now to Manager of the Emergency Food Program.”

With her quick smile and pleasant attitude, “Angel makes people feel comfortable and lets them know they are in competent hands,” said Parker.

She was recently recognized by City Council President Darrell L. Clarke and Pennsylvania State Representative Gary Williams for her loyal and dedicated volunteer service to M.A.P. Holistic.

Previously, Palmer provided community leadership through her involvement with the Harrison Tenant Council and the Philadelphia Housing Authority.

Since she began this full-time volunteer work, she has seen an increased need.

“During the past three years, there has been a big increase in the number of people who need clothing, food, and help with emergency services for their gas and electric,” Palmer said. We work closely with Rev. Lewis C. Nash, Sr., Founder and CEO of Faith and Advocacy Outreach.

We could use a few more offices and more money, but for now we’re getting the job done.

Now, as Emergency Food Manager, she and her colleagues serve 170 clients each day. But the more she does, the better she feels.

“I feel so good when someone comes back to me and says ‘thanks.’ They give me hugs, thanks and they tell me how things worked out. And they now have places to live. We help them do whatever they need,” she says. “This work gives me a reason to get up in the morning and get in to the office,” she added.

In a special way, volunteer Angel Palmer is getting ‘paid’ for the selfless work she does every day.
Strengthening Neighborhoods

PACDC’s Blue Ribbon Awards recognize outstanding achievement by community development corporations that advance PACDC’s Vision:

“Vibrant and diverse neighborhoods across Philadelphia that equitably meet the needs of all community members, preserve and enhance community assets, and foster a stronger city and region.”

Winners exemplify community development best practices and demonstrate excellence in the following categories:

- **Innovation**: organization has created a new or pioneering project or program; or approached a project or program in a new and inventive way.
- **Impact**: a demonstrated capacity to have positively influenced or changed the community or population served for the better.
- **Leadership**: a proven ability to guide, lead, or influence the direction, course, action, or opinions of stakeholders that results in advancement for the community or population served.

A committee of community development professionals reviews nominations, selects the finalists, and decides the winners by consensus.

PACDC thanks the 2013 Awards Review Committee: Paige Carlson-Heim, TD Bank; Ronald Dutton, Wells Fargo; Karen Fegely, Philadelphia Department of Commerce; Andrew Frishkoff, Local Initiatives Support Corporation; Donald Haskin, Citi; Deborah McColloch, Philadelphia Office of Housing and Community Development; Elizabeth Miller, Community Design Collaborative; Frank Monaghan, Habitat for Humanity (2012 Blue Ribbon Winner); Mark Schwartz, Regional Housing Legal Services; Stefanie Seldin, Philadelphia VIP/LawWorks; and Linda Winfield, PNC Bank.

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### Past Blue Ribbon Finalists and Winners

#### 2012

**Winners**
- Habitat for Humanity Philadelphia
- The ReStore
- Community Ventures
- Francisville East

**Finalists**
- Friends Rehabilitation Program
- Strawberry Mansion
- Homeownership
- People's Emergency Center
- Jannie's Place
- Women's Community Revitalization Project
- Evelyn Sanders Townhomes Phase 2

#### 2011

**Winners**
- New Kensington CDC
- Sustainable 19125
- Big Green Block

**Finalists**
- East Falls Development Corporation
- Trolley Car Café and Gateway Center at the Bathey
- HACE Lawrence Court
- Impact Services Corporation
- Aramingo Crossing
- Philadelphia Chinatown Development Corporation
- 10th Street Plaza

#### 2009

**Winner**
- Asociación Puertorriqueños en Marcha

**Finalists**
- Office of Community Development
- Archdiocese of Philadelphia
- St. John Neumann Place
- New Kensington CDC Sustainable 19125
- Ogontz Avenue Revitalization Corporation
- West Oak Lane Jazz Fest
- Women’s Community Revitalization Project
- Neighborhood Plan

#### 2008

**Winner**
- Project H.O.M.E.
- St. Elizabeth Phase V
- Homeownership Development

**Finalists**
- Asociación Puertorriqueños en Marcha
- Sheridan Street Affordable Housing Project
- The Enterprise Center CDC
- Walnut Hill Street Team
- Impact Services Corporation
- Dual Diagnosis Program
- New Kensington CDC
- Frankford Avenue Arts Corridor
- Ogontz Avenue Revitalization Corporation
- Northwest Greening Initiative

#### 2007

**Winners**
- Asociación Puertorriqueños en Marcha
- Pradera III Homeownership
- and Tru Mark Credit Union

**Finalists**
- Office of Community Development
- Archdiocese of Philadelphia
- St. John Neumann Place
- New Kensington CDC Sustainable 19125
- Ogontz Avenue Revitalization Corporation
- West Oak Lane Jazz Fest
- Women’s Community Revitalization Project
- Neighborhood Plan

#### 2006

**Winner**
- Project H.O.M.E.
- St. Elizabeth Phase V
- Homeownership Development

**Finalists**
- Asociación Puertorriqueños en Marcha
- Sheridan Street Affordable Housing Project
- The Enterprise Center CDC
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The Envelope Please...

How PACDC Blue Ribbon Award Winners Are Selected
Mission of Serving the Most Vulnerable Achieves 25 Years of Success

While maintaining a relatively low profile for 25 years, 1260 Housing Development Corporation has been quietly providing safe and sustainable homes for the most vulnerable individuals and enhancing neighborhoods.

Two recent projects are winning examples of the 1,575 rental homes 1260 HDC has created across Philadelphia leveraging $125 million in public and private funding:

Temple I and II – the largest gut rehabilitation in the U.S. to be certified under the LEED for Homes program at the Gold and Platinum levels respectively – restored 98 affordable rental homes in 50 historic townhouses and preserved the neighborhood’s sense of place. That “place” is near Temple University and its rapidly-gentrifying neighborhoods.

Along the 1700 block of North 16th Street and the 1500 block of North Gratz Street, these rehabs provide energy-efficient homes, on-site security, and accessibility for disabled individuals while increasing property values for near-by neighbors. The majority of residents have lived in the neighborhood for five or more years, 85% are extremely low income and single-parent households, 21% are living with a disability, and 17% were formerly homeless.

Walnut Hill West – at 56th and Walnut Streets, 1260 HDC renovated 32 apartments in six buildings with energy-efficient appliance upgrades and a white “cool roof” system just a few blocks from a Fresh Grocer and the 56th Street El stop. Working closely with the Veteran’s Administration, Back on My Feet, and Gearing Up on this project, 1260 HDC serves a diverse but vulnerable group of individuals and households with healthy and affordable homes. An on-site Resident Services Coordinator connects people with city services and encourages self-sufficiency.

Despite 1260 HDC’s successful track record, they prefer to operate quietly and efficiently to best serve their residents.

“We are aware of potential “NIMBY” (not-in-my-back-yard) concerns from neighbors about our properties and residents, but our first goal is to serve our residents and their needs,” said Moira Rooney, Director of Strategic Investment for 1260 HDC. “However, most of the time we usually do projects, residents move in, and the neighbors are pleased that handsome properties have replaced dilapidated structures.”

Many of 1260 HDC units are equipped to address the special needs of their residents, including physical handicaps.

Serving the most vulnerable in our society has been 1260 HDC’s mantra from its founding, a quarter century ago. Starting as a demonstration project between the U.S. Department of Housing and Urban Development and the Robert Wood Johnson Foundation, 1260 HDC – and eight other organizations – were formed when state psychiatric institutions were mandated to close and mainstream their patients. Today, 1260 HDC stays true to its mission.
Housing Demand Exceeds Supply
When Corridor Puts “Nice” Back in the Neighborhood

If you build it, they will come.
Truer words were never spoken when it comes to the Nicetown of today.

Earlier in its history, Nicetown was a thriving neighborhood of neat, modest row homes alongside once-giant manufacturers including the Budd Company, Midvale Steel, Tastykake Baking and the Brown Instrument Company.

But as “rust belt” industries departed for cheaper locations, Nicetown and the entire city – like others around the country – faced multiple challenges as the housing stock declined and commercial corridors struggled.

The story is very familiar, but what happened next may surprise you.

When the Nicetown Community Development Corporation announced a new, $10 million mixed-use development with 37 affordable apartments and two commercial spaces in December, 2012, a standing-room-only crowd signed up on the spot for Nicetown Court I.

“We were so surprised with the reaction, we didn’t know what to do,” said Nicetown CDC’s Executive Director Majeedah Rashid. “We had hundreds of people sign their names on notepads. We’ll never do that again!”

“Nicetown Court I immediately changed the landscape of our commercial corridor, and leveraged Nicetown Court II, a $20 million development across the street from the Wayne Junction train station,” Rashid said. “And we were happy to partner with Universal Companies on both of these projects.”

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Thrilled with the response, Nicetown Court II attracted about “60% of people from the neighborhood and 40% from all over, including as far away as Norristown, Montgomery County. We knew we had a another winner,” she added.

Teed up next is a proposed $1.5 million, mixed use development with space for the Nicetown CDC Business and Cultural Center with two apartments above. All this within the context of a neighborhood economic development strategy – a 10-year, resident-driven, transit-oriented plan to improve the local economy, homes and social programming in Nicetown.

As Rashid works to “put the Nice Back in Nicetown,” she shares some lessons learned: Identify a mentor such as Universal, collaborate, have a passion about your community, and build capacity. “And, take advantage of others who can help you, like PACDC.”
2013 Blue Ribbon Finalist

People's Emergency Center
Lancaster Revitalization Plan
Kira Strong, Vice President, Community & Economic Development

‘Making Their Mark,’ Lancaster Avenue Neighbors ‘Take Next Steps’

Although most neighborhoods which develop plans engage residents and local businesses in the process, can you name one that also has public meetings, steering committee meetings, confidential interviews, focus groups, door-to-door surveying, and creative place-making?

If you don’t know, here’s a clue. The “creative place-making” component of this neighborhood planning process used a vacant property at 3961 Lancaster Avenue, where:

- Residents shared their opinions five times over four weeks;
- The temporary installation of a tarp and blackboard paint on the exterior of the wall drew attention to the planning process; and
- Passersby used chalk to adorn the building with their ideas and visions for the neighborhood.

Undoubtedly by now, you guessed it.

This process, labeled as Make Your Mark!, is the name of the Lower Lancaster Revitalization Plan orchestrated by the People’s Emergency Center (PEC) and funded by a $100,000 grant from Wells Fargo Regional Foundation. While all that is very creative, there’s more.

The creative place-making “Open House” also included interactive maps where residents could identify hot spots for crime, illegal dumping, flooding and poor lighting. Residents also sent “Postcards from the Future,” helping them to imagine what Lower Lancaster Avenue could be 20 years from now. And at the end of the process, the community was invited to a party at the place-making “Open House” where everyone received a printed copy of the plan they had jointly developed.

“Getting the printed plan was a first for many neighborhood residents who were so very proud of what they accomplished together,” said Kevin Musselman, Manager of Neighborhood and Resource Planning for PEC.

A new take on what could be a straightforward process, Make Your Mark! was an experience and a success. But now there’s a sequel. After bringing together hundreds of neighbors for this shared visioning process, there are next steps—literally and figuratively.

Now that neighbors have “Made Their Mark,” they are meeting quarterly to develop “Next Steps,” supported by a $750,000 implementation grant from the Wells Fargo Regional Foundation. The branding and marketing of “Next Steps” had residents talking excitedly about a possible “arts hub,” decorated bus shelters, and murals.

For more than a decade, PEC has worked with business owners along Lancaster Avenue from 37th to 44th Streets to complete 29 commercial facades and attract 45 new businesses while facilitating more than $57 million in public and private investments to transform 140 vacant properties and lots into 228 affordable homes.

With a track record like that, it’s no wonder the ideas never stop flowing.
If you’re looking for a blueprint to improve your neighborhood, build employable individuals, and cultivate community leaders, one CDC may have just the answer.

The Enterprise Center Community Development Corporation’s (TEC-CDC) new Community Leaders Program is getting rave reviews and has yielded 10 success stories in its first year in operation. With the dual goals of personal development and community engagement, this program seems to be a win for the community and a win for individuals.

When the program was first introduced, more than 50 persons applied for 10 slots,” said Bryan Fenstermaker, Director of Programs at TEC-CDC. “We purposely wanted to keep the program small so we could accomplish our goals.”

“Many folks remember our Walnut Hill Street Team in which residents canvassed the neighborhood, identified problems with homes, and worked to resolve them,” Fenstermaker explained. While that program benefitted Walnut Hill, it did little to help those workers gain more employable skills. Our Community Leaders Program accomplishes both.”

This new, nine-month program has an educational component. The curriculum includes 20 modules and teaches skills such as effective communication, customer service, problem solving, community service and service leadership. Participants also canvass and survey neighbors, lead community meetings, and engage volunteers throughout the community.

“We want to build strong neighborhoods at the grassroots level, but we also want to build strong community leaders and employees capable of other jobs as well,” he said.

“Out of our first group, several folks already gained employment, and the feedback has been great,” Fenstermaker said. In interviews with local employers such as Drexel University and others, the human resources directors called our Community Leaders “the best-prepared candidates we’ve seen.” In fact, one is now employed as the front desk receptionist at TEC-CDC.

Having achieved success as they move into year two, TEC-CDC is offering to share this model with others.

Beyond improving its own program, TEC-CDC is working to replicate the model elsewhere in the city,” Fenstermaker said. People’s Emergency Center and Asociacion de Puertorriqueños en Marcha contracted with TEC-CDC to aid in starting similar programs.

PACDC applauds TEC-CDC’s new Community Leaders Program—a winner for the community, individuals, and other CDCs.
When the community works together, the community works.

Thanks to you, things are getting done. Thanks to you, the world’s a better place. Thanks to you, the lives of real people are being changed for the better.

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Tom Corbett, Governor • Brian A. Hudson Sr., Executive Director & CEO
Building Better Futures

Asociación Puertorriqueños en Marcha (APM) is a Latino-based health, human services and community development organization helping families achieve their greatest potential.

Building a Stronger Family Foundation
- APM finds loving foster care families for children in need.
- We connect caring adoptive parents with children who want their love.
- We provide mental health services to thousands of individuals a year.

Building Better Futures for Children
- Children play while parents work in our KoyaKare 4 Star-Based Day Care Program.
- Our Head Start prepares tots to start school and to learn how to learn.
- We work with young people to help them stay in school.

Building Better Homes and Communities
- APM builds affordable, energy efficient homes - over 200 units in 40 years.
- We provide a Financial Opportunities Center to prepare adults for essential skills.
- We will complete Paseo Verde, a new transit oriented development in the heart of Philadelphia.

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Congratulations to our Community Leaders team
A PACDC Blue Ribbon Finalist

On behalf of The Enterprise Center Community Development Corporation Board members
Kristen Stoner, Lillian Smith, Sara Levin Stevenson, Mia Aronsan, and Deloris Fisher.

And a special thank you to our tax credit partner, Deloitte.

Economics | Policy | Strategy

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PACDC and Its Members
For All Its Work
In Neighborhoods Throughout Philadelphia
Supporting CDCs PACDC 2013
Strengthening Neighborhoods

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would like to congratulate Philadelphia Association of Community Development Corporations on over 20 years of dedicated service to strengthening Philadelphia’s neighborhoods.

Congratulations to the 2013 Blue Ribbon, Community Leader, and Rising Star Awards winners.

**ABOUT PIDC:**
The Philadelphia Industrial Development Corporation (PIDC) has been Philadelphia’s city-wide economic development corporation since 1958. PIDC offers various resources to support small businesses and neighborhood development. To learn more visit www.pidc-pa.org

**ABOUT PORTFOL:**
Portfol™, created and used by economic developers, is a Windows®-based, fully integrated, multi-user system that tracks activities from the initial call and deal structuring, through the lending approval process, and finally the servicing of the loan. To learn more visit www.portfol.com

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Congratulations to all the
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cdesignnc.org
Congratulations to PACDC for many great years of working towards a home within reach of every Philadelphian.

Housing Alliance of Pennsylvania

www.housingalliancepa.org

Thank You PACDC for your continued dedication to advocacy and tireless efforts in assisting Community Development Corporations

John MacDonald, President and CEO

IMPACT SERVICES CORPORATION
1952 E. Allegheny Avenue
Philadelphia, PA 19134
www.ImpactServices.org

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NKCDC

2012 ACHIEVEMENTS
- Assisted 321 area business
- Prevented 679 homes from going into foreclosure
- $6,545,000 in down payment assistance through CityLIft
- 8,215 volunteer hours
- 16th Annual Kensington Toast Sculpture Derby draws 10,000 people
- 24 Sustainable 15 minute Events

“STRENGTHENING THE PHYSICAL, SOCIAL, AND ECONOMIC FABRIC OF THE COMMUNITY BY BEING A CATALYST FOR SUSTAINABLE DEVELOPMENT AND COMMUNITY BUILDING.”

www.NKCDC.org

Office for Community Development of the Archdiocese of Philadelphia

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www.officeforcommunitydevelopment.org

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Xmas City Ad to insert 1/4 page

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From the Staff and Board of RHLS

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Regional Housing Legal Services
2 South Eastern Road
Glenolden, PA 19036-7745
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Fax: (215) 572-0262

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Get Your Guide

PACDC’s 2013 Community Development Resource Guide is your connection to navigating your way through numerous city agencies and community development programs.

Contact Pamela Bridgeforth at pbridgeforth@pacdc.org or 215-732-5829.

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Janet Gala 215-242-8024

Congratulations to PACDC and All of the Award Winners!
PACDC Membership Directory

CDC Members

Key

CDC Members

- Housing Development /Housing Counseling
- Social Services/Referral
- Organizing/Advocacy
- Economic Development /Corridor Management

1260 Housing Development Corporation
(215) 557-8484
www.1260hdc.org

ACHIEVEability
(215) 748-8802
www.achievability.org

Asociacion Puertorriqueños en Marcha
(215) 235-6070
www.apmphila.org

Chestnut Hill CDC
(215) 247-6696
www.chestnuthillpa.com

Community Ventures
(215) 564-6004
www.community-ventures.org

Delaware River City Corporation
(215) 537-8400
www.drcc-phila.org

East Falls Development Corporation
(215) 848-8084
www.eastfalls-pa.com

The Enterprise Center CDC
(215) 895-4095
www.theenterprisecenter.com

Esperanza
(215) 324-0764
www.esperanza.us

Fairmount CDC
(215) 232-4766
www.fairmontc.org

Francisville Neighborhood Development Corporation
(267) 687-7544
www.francisvillendc.org

Friends Rehabilitation Program
(215) 825-8800
www.friends-frp.com

Germantown Community Connection
(267) 421-1763
www.germantowncc.org

Germantown United CDC
(267) 603-3690
www.germantownunitedcdc.org

Getting Homes Technical Training Equal Opportunity, Inc.
(267) 528-8442

Grace Neighborhood Development Corporation
(215) 535-3885

Greater Brewerytown CDC
(215) 769-5220
www.brewerytownphilly.org

Habitat for Humanity Philadelphia
(215) 765-6000
www.habitatphiladelphia.org

HACE
(215) 426-8025
www.hacecdc.org

Impact Services Corporation
(215) 423-2944
www.impactservices.org

Kensington South CDC
(215) 426-4261
www.kscdc.org

List complete as of 12/31/12
Korean Community Development Services Center  
(215) 276-8830  
www.koreancenter.org

Liberty Housing Development Corporation  
(267) 765-1500  
www.lhdcorp.org

Logan CDC  
(215) 302-1604  
www.logancdc.org

Mantua Community Improvement Committee  
(215) 382-6242  
www.mcic1.org

Mayfair CDC  
(215) 332-4414  
www.mayfaircdc.org

M.A.P . Holistic CDC  
(215) 787-0933

N.E.T. CDC  
(267) 441-0899  
www.netcdc.org

New Kensington CDC  
(215) 427-0350  
www.nkcdc.org

Nicetown CDC  
(215) 329-1824  
www.nicetowncdc.org

Northwest Philadelphia Interfaith Hospitality Network  
(215) 247-4663  
www.philashelter.org

Office for Community Development, Archdiocese of Philadelphia  
(215) 426-9422  
www.officeforcommunitydevelopment.org

Ogontz Avenue Revitalization Corporation  
(215) 548-5950  
www.oarcphilly.org

People's Emergency Center  
(215) 382-7523  
www.pec-cares.org

Philadelphia Chinatown Development Corporation  
(215) 922-2156  
www.chinatown-pcdc.org

Philadelphia Neighborhood Housing Services, Inc.  
(215) 476-4205  
www.phillynhs.org

Project H.O.M.E.  
(215) 235-3110  
www.projecthome.org

Roxborough Development Corporation  
(215) 508-2358  
www.roxborough.us

South Philadelphia H.O.M.E.S., Inc.  
(215) 334-4430  
www.sphinc.com

St. Peter’s Community Development Corporation  
(215) 877-9411  
www.spcdc.wordpress.com

Tacony CDC  
(215) 925-3788

Tioga United  
(215) 227-2858  
www.tiogaunited.org

United Communities CDC  
(215) 467-8700  
www.ucsep.org

Universal Companies  
(215) 732-6518  
www.universalcompanies.org

Village of Arts and Humanities  
(215) 225-7830  
www.villagearts.org

Women's Community Revitalization Project  
(215) 627-5550  
www.wcrrphila.com

Wynnewfield Overbrook Revitalization Corporation  
(610) 660-1241  
www.wynnebrook.org

Yorktown CDC  
(215) 769-0225  
www.yorktowncommunity.org
Associate Members

Key

Housing Development/Project Planning

Social Services/Referral

Advocacy/Membership Organization

Other Professional

Banking/Financing

List complete as of 12/31/12

Allied Construction Services
(215) 884-0500
www.allied-altman.com

BFW Group, LLC
(267) 266-1612
www.bfwgroup.net

BWA Architecture + Planning
(215) 923-2420
www.bwa-architects.com

Ballard Sphar, LLC
(215) 864-8855
www.ballardsphar.com

Bank of America
1(888)-Business
www.bankofamerica.com

Beech Venture Corporation
(215) 763-8825
www.beechinterplex.com

Beneficial Bank
www.thebeneficial.com

BluPath Design, Inc.
(267) 519-3504
www.blupath.us

The Bridge Foundation
(610) 924-kids
www.thebridgefoundation.us

Capital Access
(215) 551-2000
www.capitalaccessinc.com

Citi Community Development
1-877-528-0990
www.citibank.com

Citizens Bank
1-800-4Business
www.citizensbank.com

Community Design Collaborative
(215) 587-9290
www.cdesign.org

Delaware Valley Regional Economic Development Fund
(215) 531-7450
www.dvredf.org

Diamond and Associates
(215) 732-3600
www.diamondandassociates.com

Diversified Community Services
(215) 336-5505
www.dcsphila.org

Domus
(215) 849-4444
www.domusinc.net

East River Bank
(267) 295-6420
www.eastriverbank.com

Fairmount Ventures
(215) 717-2299
www.fairmountinc.com

Fineman, Krekstein & Harris, P.C.
(215) 893-8717
www.finemanlawfirm.com

FirsTrust Bank
(800) 238-BANK
www.firstrust.com

Greater Philadelphia Chamber of Commerce
(215) 545-1234
www.greaterphilachamber.com
Greater Philadelphia Cultural Alliance
(215) 326-9460
www.philaculture.org

Homeownership Counseling Association of Delaware Valley
(215) 731-1723
www.hcadv.org

Housing Alliance of Pennsylvania
(215) 576-7044
www.housingalliancepa.org

Innova
(215) 336-0440
www.innovaservices.com

KSK Architects
(215) 790-1050
www.ksk1.com

Kitchen & Associates Architects
856-854-1880
www.kitchenandassociates.com

Kramer+Marks Architects
(215) 654-7722
www.kramermarks.com

Local Initiatives Support Corporation
(215) 923-3801
www.lisc.org

M&T Bank
(215) 956-7080
www.mtb.com

MaGrann Associates
(856) 813-8780
www.magrann.com

Marcus Reinvestment Strategies, LLC
(267) 209-0450

Murdock Investments, LLC
(215) 219-6963
www.murdockinvestment.com

National Penn Bank
(610) 369-6408
www.knby.com

NeighborWorks America
(212) 269-6553
www.nw.org

PNC Bank
(1-888) PNC-Bank
www.pncbank.com

PECO Energy Company
(215) 841-5640
www.exeloncorp.com

Philadelphia Corporation for Aging
(215) 765-9000
www.pcaphl.org

Philadelphia Industrial Development Corporation
(215) 496-8020
www.pidc-pa.org

Philadelphia VIP/Law Works
(215) 523-9550
www.phillyvip.org

Philadelphia Youth Network
(267) 302-3726
www.pyninc.org

Preservation Alliance of Greater Philadelphia
(215) 546-1146
www.preservationalliance.com

Public Interest Law Center of Philadelphia
(215) 627-7100
www.pilcop.org

Rebuilding Together Philadelphia
(215) 568-5044
www.rebuildingphilly.org

Regional Housing Legal Services
(215) 572-7300
www.rhls.org

Right Sized Homes, LLC
(215) 370-6043
www.right-sized-homes.com

Scenic Philadelphia
(215) 731-1796
www.publicvoiceforpublicspace.org

Sherick Project Management
(215) 627-8877
www.sherickpm.com

SmallGirl Development, Inc.
(215) 620-7583

South Kensington Community Partners
(215) 427-3463
www.ksnac.org

Sovereign Bank
1-877-SOV-Bank
www.sovereignbank.com

Suquehanna Bank
1-800-311-3182
www.susquehanna.net

TD Bank
1-888-751-9000
www.tdbank.com

Urban Affairs Coalition
(215) 851-1705
www.uac.org

Wells Fargo
1-800-956-4442
www.wellsfargo.com

Wilson Associates
(610) 645-5392

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for knowing community means everything.

PNC is proud to congratulate PACDC. We appreciate what you mean to our local community and economy. Thank you for all that you do.

pnc.com

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