

*good communities =  
great opportunities*

PITTSBURGH PARTNERSHIP FOR NEIGHBORHOOD DEVELOPMENT





Every neighborhood has the potential to become a good place to live, work, and raise families. Whatever the shape of a neighborhood's skyline, streets, or storefronts, it can improve through hard work, smart planning, and finally, private investment.

The Pittsburgh Partnership for Neighborhood Development nurtures sustainable community growth with expertise and early strategic capital. Our approach to transformation begins with a community's existing assets: its spirited people, its meaningful places, and its opportunities to participate in the regional economy.

Now is a critical time for the Pittsburgh Partnership for Neighborhood Development (PPND) to increase our investments. Shaking off decades of blight, our local neighborhoods are resurging. Together, they constitute a growing regional asset as American cities compete for talent and new jobs. As rising energy costs make sprawling suburbs less attractive, strong urban neighborhoods are poised to prosper. The Brookings Institution recently underscored Pittsburgh's achievements and potential to cultivate "the assets that matter today": innovation and human capital; distinctive, affordable neighborhoods with walkable residential and business districts; and entertainment and sports facilities that draw people together.

*How can Pittsburgh seize the opportunities on the horizon?*

Over the past 25 years, PPND has found an answer. We support communities by providing early investments that help to make our neighborhoods cleaner, safer, and stronger. With our partners, we've proven that these places can gain the strength to support Pittsburgh's prosperity.

Corporations, governments and philanthropies want to deploy funds where there is both need and promise. That's where PPND comes in. We work as an intermediary, allocating their financial support to local communities with plans for improvement.

**PPND RAISES FUNDS.** We seek out support from partners in the private, public, and philanthropic sectors so we can give community development groups a solid financial base. By aggregating our resources into a robust pool of funding dedicated to community development, staff and volunteers can spend less time fundraising and more time leading change.

**PPND MAKES STRATEGIC GRANTS AND LOANS.** Funding neighborhood improvements is a complex process, requiring public and private cooperation. PPND contributes the critical piece of the puzzle to build the capabilities of community-based organizations and deliver working capital for their projects.

Our funding strategy is both equitable and selective; we are committed to achieving the greatest return on our investment. Our funding system requires communities to provide a clear plan of action and demonstrate progress towards results. We demand accountability and audit our projects on a continuing basis so we can ensure that our partners' investment is contributing to enduring community change.

We make strategic operating grants, low-interest loans, and grants for pre-development efforts and other catalytic community projects. Our new partnership with the Local Initiatives Support Corporation (LISC), a national community development intermediary, opens access to loans that allow communities to capitalize on market opportunities.

**PPND DEVELOPS LOCAL LEADERSHIP.** As an intermediary grantmaker, PPND is the bridge between the community organizations responsible for leading revitalization and the investors with an interest in improving our communities. Our capacity-building programs help communities with the basics: supporting community-based leaders, organizing neighbors, setting goals, and developing workable business plans to deliver on those aspirations. Our grantees can access a continuum of training on topics from organizational development to real estate financing.

**PPND PROVIDES MARKET DATA FOR SMARTER DECISIONS.** To make informed decisions for sustainable growth, the region needs hard data. In cooperation with the University of Pittsburgh and Carnegie Mellon University, PPND developed an online property information system that generates clear, accurate measurements of neighborhood market activity for community-based organizations, public agencies, and partners.

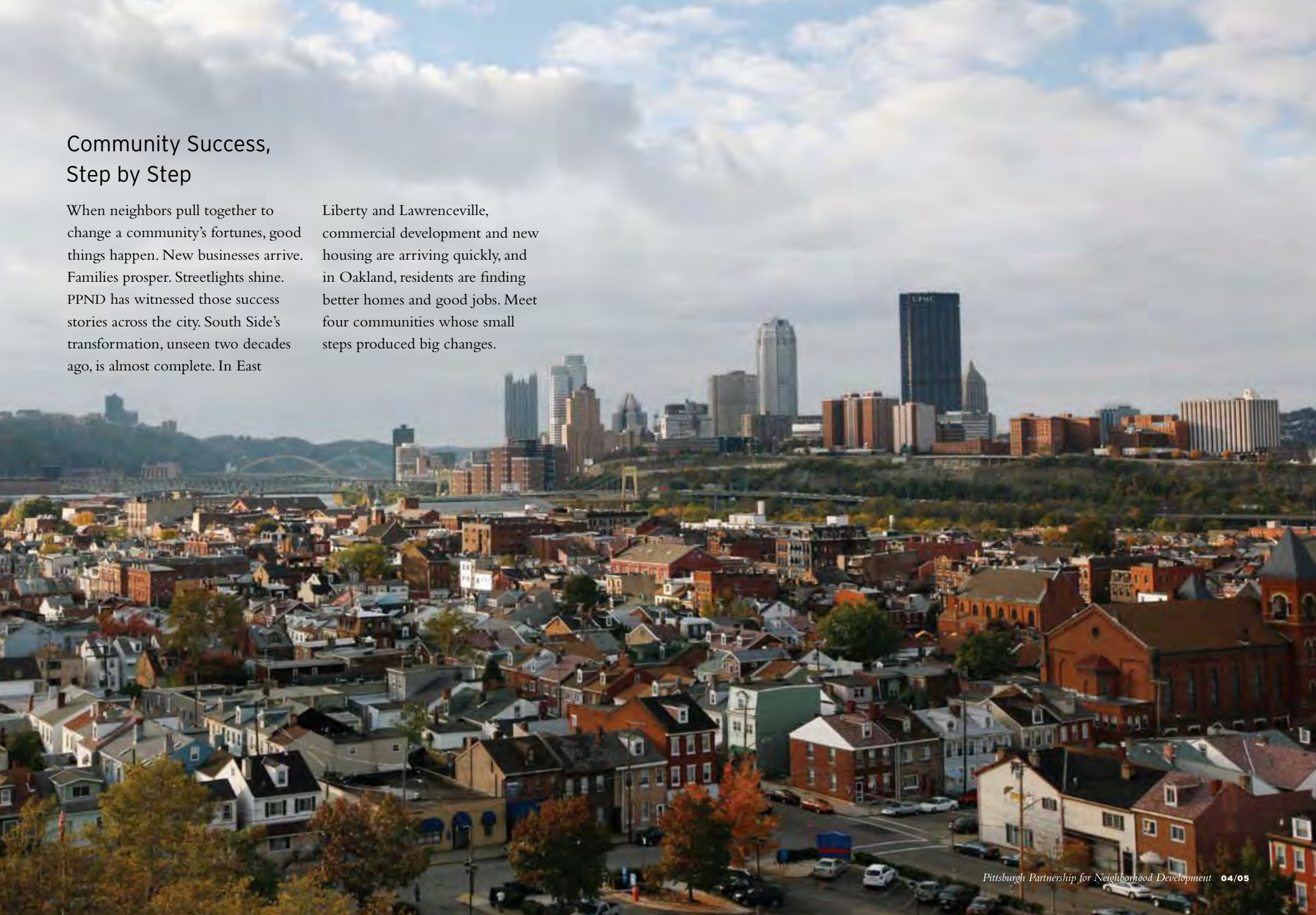
**PPND CONNECTS NEIGHBORHOODS TO AWARD-WINNING IDEAS IN COMMUNITY DEVELOPMENT.** PPND is a comprehensive, impartial source on neighborhood issues and solutions, including proven practices and emerging trends across the country. Since 1983, PPND has partnered with investors and community organizations to direct more than \$1.5 million annually to business district revitalization, high quality affordable housing, and job placement programs. The results have been honored nationally by the National Trust for Historic Preservation, the National Association of Home Builders, MetLife, and LISC, as well as many statewide organizations.



## Community Success, Step by Step

When neighbors pull together to change a community's fortunes, good things happen. New businesses arrive. Families prosper. Streetlights shine. PPND has witnessed those success stories across the city. South Side's transformation, unseen two decades ago, is almost complete. In East

Liberty and Lawrenceville, commercial development and new housing are arriving quickly, and in Oakland, residents are finding better homes and good jobs. Meet four communities whose small steps produced big changes.





## South Side

# “Main Street” captures national interest

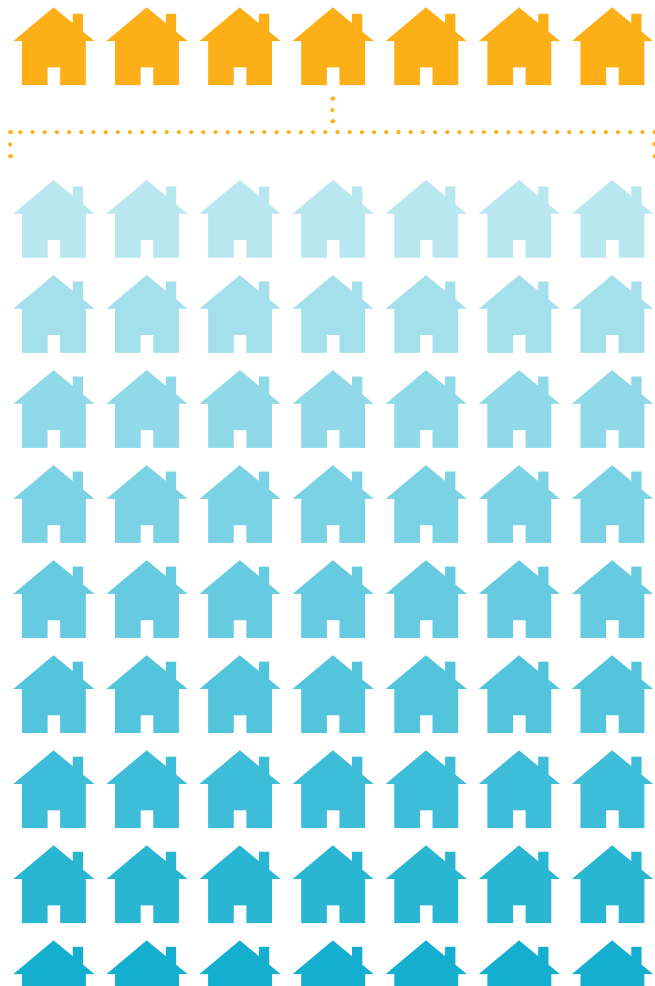
The comeback of East Carson Street, the heart of Pittsburgh’s steelworking South Side, is a success story 23 years in the making. Led by the South Side Local Development Company (South Side LDC), the neighborhood has added 250 new businesses, renovated 230 storefronts, and constructed over 100 new homes. On that foundation, market-rate housing and mixed-use development have flourished.

In 1985, the National Trust for Historic Preservation selected East Carson Street for its Main Street Urban Demonstration Program, with funds to revitalize an aging business district. The South Side LDC, a fledgling community development corporation supported by PPND, managed the Main Street program to restore century-old facades and jump-start businesses. A decade later, it achieved national recognition as a Great American Main Street.

## South Side

MAIN STREET CAPTURES NATIONAL INTEREST

After South Side LDC began building 70 homes along the river on the north side of Carson Street with public subsidies, private developers followed with 99 units of senior affordable housing and more than 550 units of market-rate housing. From 1996 to 2006, the median price of South Side homes appreciated at nearly three times the median rate of the city as a whole.



Thriving businesses on Carson Street spurred development of SouthSide Works, an award-winning private development on the site of the former Jones & Laughlin steel mill. Ongoing PPND operating support for the South Side LDC has kept neighbors involved in the 34-acre project. Community demands to connect the new development to the existing street grid and façade styles have produced a successful extension of the neighborhood into a regional shopping destination featuring national retailers.



A deliberate effort to connect **SOUTH SIDE WORKS** to the existing street grid has helped integrate the development into the neighborhood.

## East Liberty



In the 1930s, East Liberty was the state's third largest business district (after the downtowns of Pittsburgh and Philadelphia), with seven theaters, a roller-skating arena and a shopping district including boutiques and a department store. At right, marquee lights mark the Kelly-Strayhorn Community Performing Arts Center.

# From vacant to vibrant

For East Liberty, 1999 was bootstrap time. Seeking to reverse the loss of over one million square feet of commercial space and four decades of decline and blight, the community devised a plan for jobs, housing, and retail around the historic shopping district. PPND provided steadfast operating support for East Liberty Development, Inc. (ELDI) as it mapped a strategy.





An unused industrial site has been transformed along Centre Avenue where **EAST SIDE** attracts hundreds of thousands of customers each month. With 117,000 square feet of busy new retail space, anchored by organic grocer Whole Foods, the developer plans another 300,000 square feet of retail to follow.

## East Liberty

FROM VACANT TO VIBRANT



**FAIRFIELD HOUSING** on Penn Circle

With the plan in place, ELDI seized a unique opportunity. A corporate developer, Mosites Company, proposed bringing organic grocer Whole Foods to Centre Avenue. Backed by PPND and other partners, ELDI took a calculated risk to invest in the project. A forlorn industrial stretch of Centre Avenue boomed, prompting a second development with other national retailers such as Borders and Walgreens. National retailers inspired local entrepreneurs, and a handful of restaurants and small shops opened their doors in adjacent Penn Circle storefronts. The return on ELDI's investment helped the organization double in size, generate revenues to implement a larger community plan, and acquire properties for future development.

1999 With operating support from PPND, ELDI leads the East Liberty community to adopt a comprehensive community plan.

2002 Whole Foods opens at the East Side development with investment from ELDI and other community partners. ELDI saves and restores two historic Penn Avenue office buildings.

2004 Construction begins on East Side II, bringing major national retailers Borders, Walgreens, and Starbucks to the neighborhood.

2007 Planning begins for East Side III, extending commercial development for three more blocks.

2007 Following the East Side success story, private developers break ground to redevelop former Nabisco baking plant following community design guidelines supported by PPND.

2008 Bakery Square project receives \$10 million loan from state.

EAST SIDE

BAKERY SQUARE

**EAST LIBERTY**  
BUSINESS DISTRICT  
REDEVELOPMENT

PENN AVENUE

1997 ELDI provided community support and advocacy during the first phase of revitalization of New Pennley Place.

2002 Demolition begins on public housing high-rises and mixed-income town house communities spring up.

2006 East Liberty announces plans for Mellon's Orchard South, a new sustainable community with geothermal heating, on the northwest side of Penn Circle.

PPND provided steadfast operating support for East Liberty Development, Inc., while the community created a plan for change. The plan, formalized in 1999, provided a ten-year blueprint for revitalization.

## East Liberty

FROM VACANT TO VIBRANT

PPND also supported the innovative East End Growth Fund, a pool of pre-development funds from local foundations, banks and non-profits. The Fund allowed ELDI to assemble development sites, set design guidelines, and match developments to community goals. Among those goals was significant investment in local housing. The community abolished blighted high-rise residential towers and rerouted traffic patterns to create affordable housing on historic street grids. More than 350 families now live in new townhomes and garden apartment rental units, and new and rehabbed single-family homes have reclaimed blighted lots. In 2008, the community announced future plans for a new "green" development: Mellon's Orchard South, featuring 80 single-family homes and townhomes, which generate heat from geothermal tanks under a revitalized Garland Park.

In 2003, ELDI received a **\$167,000 STRATEGIC IMPACT GRANT** from PPND to acquire and "mothball" thirty abandoned houses in order to manage their transfer to responsible owners. The grant allowed the group to execute a residential development strategy that helped fill in individual blocks. In 2004, PPND awarded \$40,000 to continue residential momentum.

To highlight East Liberty's nineteenth-century core and create tax incentives, PPND funded an **ARCHITECTURAL ANALYSIS** of the district. ELDI will use the report to apply for designation as a National Historic District.

To help promote **COMMUNITY ORGANIZING AND "GREENING" PROJECTS**, like energy-efficiency and tree planting, PPND made \$25,000 grants to turn part-time workers into full-time staff.

PPND partner LISC played a major role in bringing Whole Foods to town by **LOANING \$2 MILLION** (with funds from Nationwide and PNC Bank) to Mosites Company, the project's developer, and making a **\$375,000 RECOVERABLE GRANT** to East Liberty Development Inc.



# Connecting local people to local jobs

In the midst of the city's expanding medical-university complex, Oakland Planning and Development Corporation found a way to link local residents to new healthcare careers.

With long-term support from PPND, OPDC's Hill-Oakland Workforce Collaborative program has matched over 2,700 people with local employers, ensuring that economic growth benefits all sectors of the community.

## Oakland

CONNECTING LOCAL PEOPLE TO LOCAL JOBS

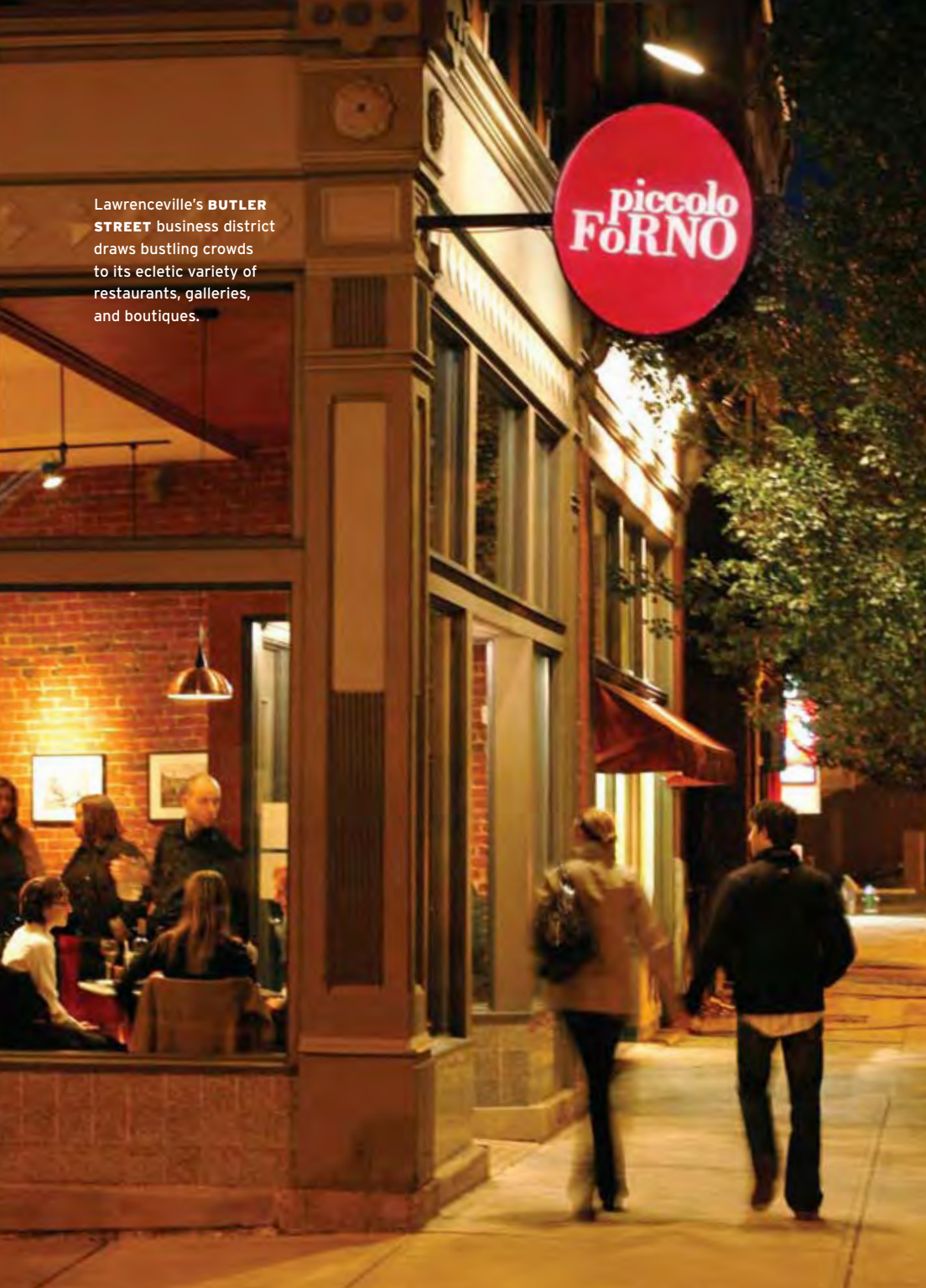
The Job\*Links program from Oakland Planning and Development Corporation (OPDC) helps people with little employment experience and high barriers to employment begin to build a work history. The Health Employment Access program prepares clients for jobs in healthcare by providing computer and customer service skills, medical terminology instruction, and CPR training.

Through the School to Career program, ninth to twelfth graders learn the skills they need to pursue their career dreams. Since the program's inception in 2001, the agency has helped 7,000 clients to better compete in the most vibrant sector of the local economy.

Despite a strong business core, the neighborhood needs help to replace deteriorating housing and unite residents in community care. Ongoing support from PPND provides the community with both a voice and a stake in the plans of large Oakland institutions. Responding to a common goal of a safe, healthy community, ten thousand volunteers have participated in OPDC's clean-up campaigns.

With a small boost from PPND, OPDC successfully piloted a green building project on reclaimed lots on **FRAZIER STREET**, where six families now live in single-family modular homes. OPDC reduced development costs with a faster construction schedule and less expensive, energy-efficient materials.

When the Oakland Task Force sought to revise its community investment strategy in 2007, PPND stepped in with **TECHNICAL HELP FOR A MASTER PLAN** to mesh its international centers for research and healthcare with a strong mixed-income neighborhood.



Lawrenceville's **BUTLER STREET** business district draws bustling crowds to its eclectic variety of restaurants, galleries, and boutiques.

## Lawrenceville

# New and old neighbors roll out the welcome mat

After nearly a decade of grassroots efforts to fight blight, promote business growth, and attract new residents, Lawrenceville now faces its biggest challenge: the opening of the new Children's Hospital of Pittsburgh in the heart of the neighborhood.

Spadework by Lawrenceville Corporation has already attracted 70 new design-related businesses to the 16:62 Design Zone, and Lawrenceville United has enlisted residents and business owners to cut upper Lawrenceville's crime in half. The new hospital, to open in 2009, will bring 3,000 staffers to Penn Avenue near Main Street. The ten-acre complex has the potential to transform the business district there, as well as the neighborhood's Butler Street corridor.

## Lawrenceville

NEW & OLD NEIGHBORS ROLL OUT THE WELCOME MAT

Since 2001, PPND has helped the Lawrenceville Corporation grow its capacity and capital by providing annual operating support for its comprehensive five-year business plan. It introduced PPND to Lawrenceville United, a citizens' group that had taken the lead on crime-prevention efforts. In 2005, PPND gave Lawrenceville United a Small & Simple grant to expand its capacity. Additional PPND grants for business planning and operating support followed. With that help, the group gained strength to defend the neighborhood, growing from 300 to 600 members.

Now, a stronger cleaner neighborhood is reversing perceptions and preparing to seize market opportunities. With ongoing operating support from PPND, the Lawrenceville Corporation has created an online marketing program to apprise investors of neighborhood properties and has developed plans to improve traffic and parking.

To fight blight, the Lawrenceville Corporation received a grant from the state's **ELM STREET** program. PPND administers the state funds. The corporation gave the funds to Lawrenceville United to buy 25 derelict alley houses, create new green spaces, and redevelop residential blocks.

With PPND support, Lawrenceville United regularly publishes a **PUBLIC SAFETY NEWSLETTER** to educate citizens, urge their participation, and report on progress in the fight against crime.

The new **CHILDREN'S HOSPITAL OF PITTSBURGH**, due to open in 2009.



Lawrenceville

NEW & OLD NEIGHBORS ROLL OUT THE WELCOME MAT

PPND's bridge loan of \$200,000 allowed Lawrenceville Corporation to acquire and build out **BLACKBIRD STUDIOS**, with loft spaces for 14 artists on busy Butler Street. The loan rescued an innovative project until state loans arrived. Lawrenceville Corporation also developed 33 new market-rate townhouses along Penn Avenue.



The **HILLTOP ALLIANCE**, a collaboration between city neighborhoods and Mt. Oliver Borough, is a first step towards city-county partnerships.

## To encourage equitable, sustainable growth, PPND has set three ambitious goals for the future:

### 1 Expanding our expertise and funding into the region

PPND recognizes the synergy between the region and the city. Our urban core is important, but strong outlying communities are also essential to jobs and growth.

Some older urban and suburban centers in local counties have declined as development leapfrogged to the region's edges. They now face the challenges of decay and disinvestment felt earlier within city limits.

PPND can offer these communities a road map to renewal. They will be invited to apply for new PPND programs in 2009 and 2010.

### 2 Fostering leadership and community engagement

Equity for all neighborhoods is a guiding principle of PPND. In Uptown, Hilltop and Homewood, PPND is introducing the community leaders of tomorrow to successful organizing strategies. With entry-level technical assistance from PPND and The Forbes Funds, Uptown Partners has expanded their capacity to address neighborhood

issues and opportunities. The group, formed in 2005, seeks to spur development in the neighborhoods between downtown and Oakland. New mixed-use development by Duquesne University along Forbes Avenue, the construction of a new ice arena, and ongoing expansion at the University of Pittsburgh create market opportunities that residents are eager to seize.

The five Hilltop communities—Allentown, Beltzhoover, Carrick, Mt. Oliver Neighborhood and Mt. Oliver Borough—share problems of declining population, aging infrastructure, and crime. After cooperatively applying for federal Weed and Seed funds, neighborhood representatives participated in our Strategic Restructuring 101 course for guidance on achieving goals through collaboration. Groups from each community have now formally agreed to an alliance that aims to comprehensively address community development as partners. The collaboration between the Mt. Oliver Borough and the city neighborhoods is a small step towards city-county partnerships.

In 2008, we provided a suite of organizational development assistance to Homewood Brushton Community Coalition Organization (HBCCO) so HBCCO can clearly define its role and purpose in the ongoing revitalization of the Homewood neighborhood.

### 3 Promoting strategic investments into neighborhood collaborations

Successful neighborhoods don't exist in a vacuum. PPND encourages next-door neighborhoods that share transit routes, schools, and business districts to pool their efforts. To reinforce that goal, the Partnership has raised \$350,000 for three designated multi-neighborhood corridors. Our pre-development funds will fund strong CDCs to spur and direct changing real estate markets.

# Our Goals for the Future

PUTTING PPND TO WORK FOR THE PITTSBURGH REGION

**ALLEGHENY CITY CORRIDOR.** In the Northside, the Allegheny City Corridor links important neighborhoods and markets along East Ohio Street and Western Avenue as well as Federal Street through Allegheny Commons. The corridor area incorporates major developments that are both historic and new, such as two new light rail stations, the Casino (generating 1,000 new employees), a new library, and the planned redevelopment of the Federal North intersection. The corridor serves Allegheny General Hospital, CCAC, and welcomes visitors to a half-dozen regional attractions such as the Pittsburgh Children's Museum and the Carnegie Science Center.

The Northside Leadership Conference, an umbrella for 14 neighborhoods, manages a community development fund that can invest in small business development as well as real estate projects such as 35,000 square feet of new commercial space and Federal Hill, a 60-unit housing complex.

**AN INITIATIVE OF THE NORTHSIDE LEADERSHIP CONFERENCE AND THE CENTRAL NORTHSIDE NEIGHBORHOOD COUNCIL**

PPND promotes collaboration and strategic investments in three multi-neighborhood corridors.

**UPTOWN CORRIDOR.** Efforts along the Uptown Corridor will aim to capitalize on its location as a connection between Downtown and Oakland, the region's leading economic centers. Strengthening this link creates opportunities to bring critical investment to the neighborhoods of Uptown, the Hill District, and Oakland. Already home to UPMC/Mercy, Duquesne University, Carlow University, and Mellon Arena, the corridor has a solid foundation of education and health institutions to build upon. The Uptown Corridor currently attracts 1.8 million visitors to local entertainment venues and UPMC/Mercy per year, and over 12,000 people are employed within the corridor boundaries. Current development plans include a new arena, a library, the YMCA, a grocery store, new housing, and a major portal development with a hotel, offices and retail space.

**AN INITIATIVE OF OAKLAND PLANNING AND DEVELOPMENT CORPORATION, UPTOWN PARTNERS, AND HILL HOUSE ECONOMIC DEVELOPMENT CORPORATION**

**EAST END CORRIDOR.** The East End Corridor is characterized by the 16:62 Design Zone, the Penn Avenue Arts Initiative, and burgeoning East Liberty business district. The neighborhoods and markets along this local transportation artery face a challenge: how to connect important gateway points; Doughboy Square (west) to the Penn Negley intersection (east) while retaining linkages to each of the unique communities of East Liberty, Friendship, Bloomfield, Garfield, and Lawrenceville. The new UPMC/Children's Hospital, which represents a major additional impact and opportunity, is scheduled to open its doors in mid-2009. It has the potential to create a substantial market (and traffic) impact bringing an additional 3,000 employees and 100,000 combined visitors to the corridor each year. With more than 40 percent of the city's population living within or near the corridor boundaries, this area also benefits from close proximity to high-income neighborhoods such as Shadyside, Squirrel Hill, Fox Chapel and North Hills.

**AN INITIATIVE OF THE EAST END PARTNERSHIP OF PITTSBURGH (BLOOMFIELD-GARFIELD CORPORATION, EAST LIBERTY DEVELOPMENT, INC., FRIENDSHIP DEVELOPMENT ASSOCIATES, AND LAWRENCEVILLE CORPORATION)**

Exciting new opportunities exist, each one a potential driver in our region's success. More can follow. But to offer assistance to a broad spectrum of communities, PPND needs an expansive partnership of support.

The process of revitalizing a community always takes years. It often takes decades. PPND can now look back at 25 years of significant accomplishments in our neighborhoods. We are proud of the communities that transform themselves with our help, but many more neighborhoods in Pittsburgh and throughout the region aspire to thrive.

PPND's staff and board members continually strive to innovate. For example, in 2009, we will launch a program in Allegheny County that increases our capacity to help neighborhoods throughout the southwestern Pennsylvania market. Beginning in 2010, we will fund multi-neighborhood community development corporations at a substantial level, targeting places at the tipping point of market transformation and sustainability.

PPND depends on funding from corporate and philanthropic partners who share the goal of firmly establishing southwestern Pennsylvania as a strong place to live, work, and raise families. Together, we can help good communities become places of great opportunity.

## Our 2008 Partners

Anonymous	Bank of New York Mellon
Claude Worthington	National City
Benedum Foundation	The Pittsburgh Foundation
Citizens Bank	PNC Bank
Dollar Bank	RK Mellon Foundation
The Heinz Endowments	Surdna Foundation
Hunt Foundation	



In 2008, our many successful partnerships allowed PPND to invest **\$2.1 million** in numerous communities around Pittsburgh.

## Our 2008 Grantees

Bloomfield-Garfield Corp.	Northside Leadership
Central Northside	Conference
Neighborhood Council	Oakland Business
East Liberty	Improvement District
Development Inc.	Oakland Planning and
Friendship Development	Development Corp.
Association	Pittsburgh Community
Hazlewood Initiative Inc.	Reinvestment Group
Heritage Health Foundation	Rosedale Block Cluster, Inc.
Hill House Association	South Side Local
Lawrenceville Corp.	Development Co.
Lawrenceville United	West Pittsburgh Partnership
Manchester Citizens Corp.	
Mattress Factory	
McKees Rocks CDC	
Northside Community	
Development Fund	

# The smart time to invest is now

In successful collaborations throughout the community, PPND has proved that targeted early investment leverages big change. We urge communities to think beyond grants and subsidies to become mature, self-sustaining neighborhoods. Those transformations are only possible when leaders step up to support our efforts. Join our endeavor to bring sustainable growth to every one of the places that Pittsburghers call home.

*To learn about our investment opportunities, call Ellen Kight, President, at 412.471.3727 or visit [www.ppnd.org](http://www.ppnd.org).*

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**PITTSBURGH PARTNERSHIP  
FOR NEIGHBORHOOD DEVELOPMENT**

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