

JANUARY 2023

FCP SERVICES, INC.

UPPER ALLEGHENY VALLEY CDC

PURPOSE. PRIORITIES. PLANS.

Contact Information

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Upper Allegheny Valley

COMMUNITY DEVELOPMENT CORPORATION

CDC FACT SHEET

Purpose: The Upper Allegheny Community Development Corporation (CDC) exists to *stimulate positive redevelopment* and to *improve the quality of life* for the residents of Harrison Township, Brackenridge, and Tarentum (HBT). It will accomplish this by initiating, acquiring funding, and implementing services and projects that enhance the quality of life, economic viability, and overall vitality of HBT.

Structure: Established in July 2020, the CDC operates as a permanent initiative under the umbrella of Faith Community Partners Services, Inc. (FCP), a 501(c)3 nonprofit corporation based in Tarentum, Pennsylvania. FCP is dedicated to restoring hope in residents' lives, developing more vital self-reliance skills, and delivering resources and services needed to improve their quality of life. FCP is a coalition of faith-based organizations, businesses, community organizations, individuals, and institutions serving our target communities. In its relatively short life, FCP has gained the confidence and support of key funders.

The FCP Board of Directors and its corporate by-laws provide the governing structure for the CDC. In addition, the Advisory Council will select two members to serve on FCP Services' Board of Directors. The CDC's office will be located in the Murphy Building at 414 Corbet Street in Tarentum.

Priorities: The work of the CDC will support the goals of FCP and assist with the completion of relevant and agreed-upon items of the HBT 2020 Comprehensive Plan. The CDC will focus on the following in its first three years of operation:

1. **Building a coalition of organizations and teams of people** to help implement the planning efforts consistent with the recommendations of the HBT Comprehensive Plan. The critical focus initially will be on the "Social Enterprise, Community and Economic Development" and "Impact of Deteriorating Buildings" areas of the plan.
2. **Assisting in remediating blight** by mapping blighted residential and commercial properties, providing the data to the HBT Blight Team, and providing recommendations for a plan for demolition, renovation, and repurposing of properties.
3. **Secure funding for restoring and repurposing** vacant and underutilized commercial and residential properties that align with the goals of the CDC and FCP.

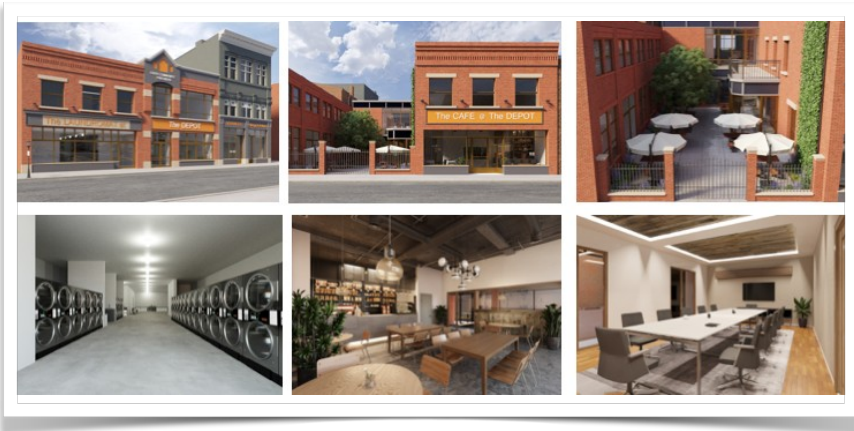
4. **Secure operating funds** to build the CDC's organizational capacity.
5. **Address issues CDC Council Members prioritize**, such as career pathways, public transportation, food accessibility, broadband access, health and wellness education, and new business development.

Stakeholder Involvement: The CDC is a stakeholder-driven organization. Therefore, the residents, organizations, governing bodies, businesses, faith-based organizations, institutions, and nonprofit groups with a vested interest in the health, growth, quality of life, and stability of the Upper Allegheny Valley, need to be involved in the work of the CDC.

With that in mind, an Advisory Council of 22 members representing these stakeholders has been created. A detailed description of the Advisory Council is attached. In addition, the Advisory Council has been allocated two (2) directors' seats on FCP Services' Board of Directors. These individuals include the Advisory Council Chair and one additional member. Other key stakeholders and subject matter experts will be engaged via special task force groups as initiatives develop that require the input of a broader group of interested parties.

Staffing: Initially, the CDC will be directed by Gerald Driggs, the Managing Partner of Ground Floor Solutions (GFS). Driggs and GFS have worked with FCP Services as consultants/ partners since its inception. GFS supports nonprofit social enterprise organizations to move their ideas into measurable social impact and financial sustainability. David Rankin, Executive Director of FCP Services, will provide staffing support as the CDC enters its initial organizational phase. A recent news release is included in this document describing these arrangements. Additional staff will be hired as funds become available and specific projects are launched.

Budget: The CDC has developed a budget to cover the first full year of operation, which is included in this document. Resources from a DCED NPP grant with KeyBank as our corporate sponsor fund this budget. A copy of the 2021 budget is included in this document. We project that this budget will increase by 10% each year through 2024.



ADVISORY COUNCIL STRUCTURE

The FCP Board approved the following recommendations for the operation of the CDC Advisory Council of Directors at its meeting on October 23, 2020.

1. All seats on the Advisory Council will be filled by representatives of the organizational designations based on the allocations of seats on the attached chart. The Advisory Council will develop in two steps. The first step will focus on the initial organizational tasks involving 8-10 members. The second step will be full-scale implementation, affecting the remaining 10-12 members.
2. The Advisory Council will elect a Chairperson, Secretary, and Vice Chairperson from its membership. The Chairperson of the Advisory Council and an additional representative chosen by the Council will have seats on the FCP Board of Directors. The Council will have a maximum of 22 members.
3. The initial group of Advisory Council members will be selected by the CDC Staff and approved by the FCP Board of Directors for 2-year and 3-year terms. See attached chart for details of words assigned to each seat on the Advisory Council.
4. In addition to invitations being extended by the CDC staff, Council members will be recruited from the various organizational designations based on each organization's preference.
5. The CDC staff will submit an initial set of priorities for the Council to consider for the first year of operations. Then, in each subsequent year, the Council will determine its priorities and generate a plan to obtain operational and project funding.
6. The council will meet a minimum of six times per year.
7. CDC offices will be established and maintained at the Murphy Building in Tarentum and transferred to *The Depot* upon completion.
8. The Advisory Council will submit an annual plan and budget to the FCP Board of Directors for review and approval.

CDC ADVISORY COUNCIL MEMBERS' ROLES AND RESPONSIBILITIES

1. Become familiar with the content of the HBT Comprehensive Plan.
2. Bring ideas to the CDC from constituencies they represent.
3. Bring ideas for projects based on the actions outlined in the Comprehensive Plan and input from HBT commissions and boards.
4. In conjunction with CDC leadership, participate in formulating a 3-year project plan with targeted funding opportunities and measurable outcomes.
5. Update government representatives and community members on the actions of the CDC.
6. Assist in formulating priorities and generating a plan to operationalize and fund projects each year.
7. Submit an annual plan and budget to the FCP Services Board of Directors for review and approval.
8. Bring networking and funding opportunities to the Advisory Council.
9. Provide advice and direction to the CDC staff.
10. Provide introductions to key contacts who can enhance the CDC's overall effectiveness.

UPPER ALLEGHENY VALLEY CDC ADVISORY COUNCIL



Upper Allegheny Valley CDC Advisory Council Configuration

CDC ADVISORY COUNCIL ORGANIZATIONAL SEATS		
2/4/23		
	Proposed Members	Individual Rep
Municipalities		
Brackenridge	Mayor	<i>Lindsay Fraser</i>
Brackenridge	Borough Secretary/Treasurer	<i>Denise Tocco</i>
Harrison Township	Board President	<i>Gary Meanor</i>
Harrison Township	Township Manager	<i>Amy Rockwell</i>
Tarentum	Council President	<i>Scott Dadowski</i>
Tarentum	Borough Manager	<i>Dwight Boddorf</i>
Area Businesses		
	Small (Harvest Moon)	<i>Desiree Singleton</i>
	Medium sized (Pitt Supply)	<i>Matt Plocki</i>
	Large (Heights Plaza)	<i>Rich Lubkin</i>
Nonprofits/Grass Roots Groups		
	Natrona Comes Together Assn	<i>Bill Godfrey</i>
	Brackenridge Improvement Group	<i>Dino Lopreiato</i>
	Highlands Partnership Network	<i>Christa Jones</i>
	Allegheny Family Services North	<i>Misty Woody</i>
Faith based groups		
	Salvation Army	<i>Capt. David Bender</i>
	Allegheny Valley Assn of Churches	<i>Karen Snair</i>
Highlands School District		
	Superintendent	<i>Monique Mawhinney</i>
	Board President	<i>Bobbie Neese</i>
Allegheny Valley Hospital	President/CEO	<i>Dr. Vicenta Gaspar-Yoo</i>
Financial Services		
	PNC	<i>Bethany Davidson</i>
	Key Bank	<i>Carla Frost</i>
	FNB	Open
At Large		
	Sen. Lindsey Williams Chief of Staff	Megan Winters
	Rep. Mandy Steele Chief of Staff	Autumn Monaghan
	Community resource	<i>open</i>

CDC Support

First Name	Last Name	Phone	Email	Position
Gerald	Driggs	412.680.1602	gerald@groundfloor.solutions	CDC Director
David	Rankin	724.882.2185	DavidRankinFCP@gmail.com	FCP Exec. Dir
Robin	Bergstrom	724.980.4442	rkbergstrom@consolidated.net	FCP Liaison
Charles	Dizard	724.681.3194	dizard@pitt.edu	FCP Liaison

**CDC 12 Month Operating Budget - January 2021 -
December 2021**

	12 Month Allocation	
	TOTAL	DETAIL
Staffing (@\$1,500 month)	\$ 18,000	
Equipment	\$ 7,025	
Computers/Phones		\$ 3,000
Printer/Copier		\$ 1,875
WiFi Network		\$ 350
Monitors, iPad, Projection		\$ 1,800
Technology Supplies & Support	\$ 3,700	
Internet		\$ 1,750
Web Services		\$ 750
Social Media		\$ 1,200
Messaging and Materials	\$ 7,300	
Space Lease	\$ 4,000 ^x	
Office Admin Services	\$ 2,500	
Office Supplies	\$ 1,500	
Consultation Services	\$ 21,850	
Accounting		\$ 1,500
Legal		\$ 850
Graphics/Video		\$ 7,500
Social Media		\$ 4,500
Architects		\$ 7,500
Travel/Meals/	\$ 1,200	
Total 12 Month Budget	\$ 67,075	

JOINT PRESS RELEASE

DATE: September 1, 2020

CONTACT INFORMATION

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Faith Community Partners' (FCP Services, Inc.) Board of Directors is pleased to announce that FCP has expanded its focus of service in the Upper Allegheny Valley to serve as a **Community Development Corporation (CDC)** with a particular emphasis on Harrison Township, and the Boroughs of Brackenridge, and Tarentum.

David Rankin, the Executive Director of FCP Services, provides the following statement detailing FCP's expanded scope of work.

"FCP Services Inc. is a community development corporation serving the Upper Allegheny Valley in southwestern Pennsylvania. Our priorities are to initiate, fund, and implement services that enhance the quality of life, the economic viability, and the overall vitality of the three-municipality region including, Tarentum, Brackenridge, and Harrison Township. In so doing, FCP will help to restore hope in residents' lives, develop stronger self-reliance skills, and deliver resources and services they need to improve their quality of life. Emphasis will be placed on remediating blight; restoring and repurposing vacant and underutilized commercial and residential buildings; and building a coalition of community organizations, governmental agencies, businesses, and faith-based organizations that implement the joint planning efforts of the region's three municipalities."

Expanding FCP's scope of work, geographic reach, and service priorities will require additional staff expertise and organizational capacity. Ground Floor Solutions (GFS) has agreed to increase its involvement with FCP Services in the form of "loaned" executive services that focus on the new CDC services. Gerald Driggs, Managing partner of GFS, will act as the director of a CDC division established within FCP Services.

Driggs has more than 35 years of nonprofit management experience and is trained as an organizational development specialist. He was formerly the CEO of the Social Innovation Accelerator that managed a portfolio of nearly 50 nonprofit organizations serving Southwestern PA. His firm Ground Floor Solutions, specializes in working with nonprofit organizations build financial sustainability while increasing the impact of their work in the community.

Driggs indicated "My first priority is to establish an advisory council to help establish the CDC's priorities and direction, especially as it relates to blight reduction and redevelopment in the area." The CDC offices will be in the newly renovated first floor of the Murphy Building at the corner of Corbet St. and E. Fifth Avenue in Tarentum.

Action Items Related to HBT Comprehensive Plan

Major Action Items Related to the HBT Comprehensive Plan	Priorities
I. Improving Social Enterprise, Community and Economic Development in the Region	
Implement the CDC within Q1 of 2021	High
Maximize the Allegheny Riverfront as a prime community asset	High
Offer people reasons to come to HBT through special events	TBD
Create and maintain a listing of commercial spaces available for HBT	Medium
Identify and champion large sites that could have redevelopment potential	Medium
Provide web-hosting of high-priority properties for redevelopment	Low
Align redevelopment and blight-fighting efforts. Leverage services of the CDC	TBD
Explore creating tax increment financing districts	Low
Create a Neighborhood Partnership Program (NPP) proposal	High
HBT support efforts by the CDC to conduct a market study	Medium
Review ordinances and consider changing some zoning provisions	TBD
Engage in planning for the future of the Heights Plaza	Medium
Strengthen the local food system	High
Connect all residents to affordable, reliable high-speed internet access	High
II. Address the Impacts of Deteriorating Buildings	
HBT jointly pursue improvements with a multi-municipal "Blight Team".	TBD
Revise ordinances	TBD
Pursue collaborative approaches within the multi-municipal framework	TBD
Explore creating a regional land bank	Low
Assist property owners	High
Research and weigh other potential avenues for addressing blight that are more complex	Low
III. Meeting the Communities' Needs for Mobility, Activities, Events and Recreation Facilities	
Convene a multi-municipal trails, parks and recreation group to implement strategies around programs and events and planning of public facilities and trails	TBD
Create a unified, multi-municipal approach to trail network development	TBD
Create communications and volunteer engagement mechanisms	TBD
Use the riverfront development concept plan drawings to select public access improvements to connect three communities to help connect HBT	High
Review land-use maps and ordinances to identify parcels to be acquired by HBT to be conserved for open space or future park land.	TBD
IV. Community Identity and Branding	
Identify and convene a team to pursue Community Identity and Branding Initiatives	Medium
Develop a community identity rooted in storytelling	Low
Create a community branding campaign	High
Create talking points for business owners, media, faith community, neighbors, and distribute them to media outlets.	Medium
Create a digital and printed map identifying community assets and public amenities and historic locations and properties.	High
NOTE: The grey shaded rows above are priorities that the CDC will encourage the three municipalities to assume a leadership role in achieving.	