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3140 N. Camac Street
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December 19, 1992

**The Camac Street Project: Operation Yellow Brick Road
North Philadelphia Train Station
(Work Activity Report Summer/Fall '92)**

I. Summer '92 (3rd-Quarter):

Item1. Created Electronic DataBase for Non-profit tracking of individuals, groups, and other viable community resources. Listed by owner(s), address, employment status, family size, income, and group affiliation.

Item2. Co-initiated LTCC agency marketing, capital promotion highlighting agency program history, LTCC President, and its Emergency Referral/Kitchen Cupboard Food Program in collaboration with the Great Philadelphia Food Bank, Mr. K. Fagon, Director of Development and Marketing.

Item3. Initiated community collective historic preservation efforts of the North Philadelphia Train Station during emergency community meeting held at Zion(O.I.C.) Community Center --UNITE. Present all local leading edge former R/UDAT participants representing all quadrants of the train station; specifically including representatives from community groups(C.O.L.T. COALITION, LTCC, Inc., NPPC(AIA), UNITE), local/state officials

(Councilman DeBeary, (Sen)R. Jones, (Rep.)R. Harper, OHCD, City Planning, others), general members from the community itself(resident homeowners, Block Captains, and Businesses), and the AMTRAK Commercial Developer (Posal). Offered community resolution to:(1) align support with long standing elected officials who have championed past community needs in their current efforts to historically preserve the train station on the national register; and (2)final determining decisions could be made with further detailed information by utilizing more efficient business tools(Pro Formas).

II. Fall '92(4th Quarter):

Item4. Activated phaseII LTCC's Operation Head-Start(Outreach/ Training program component) --Follow-up made on National

- (a)Historic Preservation of North Philadelphia Train Station at C.O.L.T. COALITION CDC Executive/Advisory Board Fall Meeting; Community-at-large fairly represented at meeting; Some conflict and resistance remains present; Collected and distributed vital preliminary information from local, state, and national historical institutes and societies on policies, regulations, guidelines, and viable commercial options for Historical Places
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(a) Obstructionist"). Provided community-at-large leadership

background, players and their roles, R/UDAT 1990 post impact, and the current community's position on the North Philadelphia Train Station Project progress, its

(b) management, community-at-large participation; and what

potential impact the relocation of Shrinar's Hospital would have on area. Specifically outlined was the impact to transportation as an increase to surface/regional

lines, parking for private residents and expanding hospitals, job employment/creation options, and the potential political future community development needs

under LTCC's Camac Street Project. Shrinar's Hospital relocation successfully passes City Zoning and formally agrees to "Break Ground" in Spring/Summer'93.

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architectural firm and will provide architectural drawings from current artistic interpretations.

Item8. Mayor's Office of Community Services(MOCS) officially accepts agency's Camac Street Project Letter of Intent (LOI) request for financial and technical support.

Organized proposal team to complete application process in January '93.

Sincerely to the Future

j.a. caesar, HUD Intern

NHC CED Fall '92
Land & Housing Policy
Instr.: Mr. C. Collins

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December 17, 1992

**POLICY AUDIT FOR CITY OF PHILADELPHIA
REAL ESTATE PROPERTIES
AFFECTED BY COMMERCIAL DEVELOPMENT
(AMTRAK HISTORICAL NORTH PHILA. TRAIN STATION)**

I. Property Disposition:

A. Within the last 12-15 months the local government has begun to restructure its foreclosure process of private properties.

B. Historically the city's foreclosure process for disposition was primarily through "Sheriff Sale", a process where the city foreclosures are caused by "private default on mortgage loan" and/or "delinquent default on public(city) taxes." Twice monthly each "bids" are held at auction to the highest buyer. More essentially prime properties are targeted as highest priority for such auctions. No consideration for first right priority for returning available properties and technical financing to non-profit CBO's/CDC's and/or to adjacent homeowner

C. Currently, because of local CBO's and private citizens lobbying for affordable housing and quality economic development for local neighborhoods (blight/slum clearance), two alternative programs have evolved: HOMESTART and DONOR/TAKER Program(s).

1. **DONOR/TAKER PROGRAM:** This program gives first priority on tax delinquent abandoned/vacant properties to first time homebuyers or non-profit organizations, if transfer of title and deed can be secured from delinquent owner(s). Upon transfer, all taxes and liens are forgiven.

2. **HOMESTART:** This program encourages first-time homebuyers to acquire recently city renovated abandoned properties. The program is geared towards low-income individuals who meet eligible credit(repayment) requirements. It also requires the individuals to participate in the actual renovations of the property.

II. USE OF REGULATORY POWERS

A. Local government has only in recent years considered the option of CBO's as viable housing developers. While zoning was created to protect homeowners, its outdated standards of commercial-industrial real estate practices (ie. building preservation, maintenance and abandonment) has indirectly caused the continued "**SLUMINIZATION**" of the city's minority residential neighborhoods and thus the city's current increased tax burden and financial deficit.

B. Traditionally, the City of Philadelphia has foregone its "eminent domain" powers and has basically allowed the housing industry to remain significantly in favor of private wealthy speculators.

C. Outside of the Standard Tenant Rights Laws, there are no known special tenant regulations; however Philadelphia Housing Authority(PHA) is currently in the process of developing a "Tenant Management Participation" program and some CBO's are lobbying for "Spot Condemnation."

III. Taxation:

A. Special Taxes for Affordable Housing in City of Philadelphia does not exist nor has the city adopted any special funding program(s) to stimulate economic development for local housing.

IV. Allocation/Appropriation of Funds:

A. Operation/Support Dollars

- There exist limited funds available for local operation support dollars from private sources, but none from the city itself.

B. Housing Development

- Local government offers various grants and loans to non-profits and for-profit developers in the form of Community Development Block Grants(CDBG). These dollars are federally funded for eligible project pre-development, development, and construction costs. The city itself does not offer any direct funding.

V. OTHER: Local government traditionally has accepted the existence of "Absentee 'GHOST' Landlords" and private

"Land Banking for Speculators." This practice has tremendous negative effects contributing both as social and economic delinquency. The practice encourages property abandonment and real estate delinquency leading to less tax revenues for the city and increased tax burdens for its citizens and businesses.

VI. Recommendation: Possible Policy Initiatives

- 1 - Real Estate Property Abandonment Ordinance
- 2 - Spot Condemnation Ordinances
- 3 - Adjacent Resident First Option to Purchase and Develop Ordinances
- 4 - Local CBO First Option to Purchase and Develop Ordinances
- 5 - Reinvestment of Real Estate Property Seized by Illegal Distribution of firearms, narcotics, and/or otherwise
- 6 - Conversion Ordinance of Abandoned Commercial/Industrial Properties for CBO's
- 7 - Tax Development Incentives for City Community-Based Neighborhoods
- 8 - Tax Penalty for Speculators, Private Land Banking, and Real Estate Abandonment

NHC CED Fall '92
Land & Housing Policy
Instr.: Mr. C. Collins

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December 14, 1992

Real Estate Properties Value Assurance

****An Initiative for Community Economic Growth & Redevelopment****

How Would It Work?

This program would be **"Win/Win Driven"** for local business, affordable homeownership, and government utilizing eminent domain powers of **"Spot Condemnation for Private to Public Best Interest"**. The program would target local CBO's, local new and established businesses, and first time homebuyers for property ownership.

Abandoned/Vacant Properties would be identified by eligible local interested CBO or adjacent homeowner(s) to **Department of License and Inspection** for site **"Verification of Abandonment."** Review of property Length of Abandonment, Violation of Health Codes, Tax Delinquency, and **"Economic-Social Fraud Violation."** If verified, the property is determined **"Condemned for Holder Transfer."**

A **Letter of Notification For Condemment** identifying the property would then be sent to Sheriff Office and listed property owner(s) for **"Responsive Disposition and/or Improvements."** Property owner(s) would choose one or a combination of appropriate **"Owner(s)-Holder(s) Rights of Action,"** formally respond to intent of action(s) within 60-days, with

implementation of "Option To Improve To Standards" within 120-days thereafter; "Option To Donate To Adjacent Property Owner(s) and/or Local CBO(s)" will be supported and provided by "City/State/Federal Tax Incentives" (ie#1 Amnesty/Deduction -Corporate and Personal Income); and the "Option to Sell" to be In Effect Sold no greater than Seven(7) Months upon Original Notification of Intent.

Once Option to Donate is made, the property is then placed with the City and the Sherriff Office Notifies eligible original Interested Party(s) that Request for Holder-Transfer is Complete.

The Eligible Interested Party(s) then prepares a 30-day Letter of Intent stating full Proposal of the Property, time frame for renovations, Technical/Financial Needs for Funds, and current available resources

Upon Qualified Acceptance, the property is donated to the Eligible Party(s) from the city with all Liens Forgiveness. Hence thereafter, the City Enters into Life Partnership with First Option of Refusal Running with the Land. New construction and/or Renovation begins not more than 120-days of Date of Qualified Acceptance with the city providing necessary Technical and Financial Support. The New Owner-Holder(s) must Secure -Occupy the property within 30-days with Binding Agreement as Letter of Intent(LOI). Failure to Fulfill Agreement Terminates Owner-Holdership and Return of Property to City Landbank. Next Eligible Owner-Holder(s) Search Continues.

Financial Support shall be Guaranteed Fixed Affordable Interest (ie#2 City Home and Commercial Mortgage/Loan Fund), Non-Competitive to Market Prime Rates.

Any Additional Technical/Financial Support will be Based upon Real Estate Quality Quota Production Values as prioritized by 21% rental, 25% to first-time homebuyers, 23% Maintenance, Expansion, and Improvement for Existing Homeownership; priority Focus Towards Owner Occupied Income Producing Property(s)

Not more than twenty-four(24) months on the twelve(12) month anniversary after original Letter of Notification for Condiment shall title/deed be again transferable

Failure to Respond or Conform to either Letter of Notification for Condenment, Intent of Action, or Letter of Agreement will carry enforcement laws of Criminal Penalties of Fine and/or Imprisonment not less than the "Total Economic -Social Value of the Identified Property".

II. What BENEFITS DOES THIS HAVE???

1. It would increase owner occupancy of properties in previously Abandoned/Vacant City Community Neighborhoods and decreases the existence of absentee owned properties specifically wealthy speculative land banking.

2. It would strengthen non-profit organizations, small local businesses, and encourages individuals to take an active interest in their prospective neighborhoods, as while as, spur economic growth.
3. It would increase Tax Revenues for the entire Community-at-Large and Decrease City Financial Leakage
4. It would attract community sensitive new businesses and individuals to move into neighborhoods viewed as Safe, Solid, Quality Communities.
5. It would decrease the crime/health/education problems associated with abandoned properties.

III. FOREWORD IN HOPE

Strategically, this is best time if any to impose such an ordinance because of current increase interest in resolving housing and employment problems. The current new federal administration commitment to redeveloping regional infrastructures will represent a long over due stop to drainage on city revenues --delinquent taxes, health/crime problems, et cetera. Any program that would address Local Abandonment should be welcome with little resistance from City Council. The City already has a variation of this precedent established in the Donor/Taker Program where absentee owners are encouraged to donate their properties in lieu of tax forgiveness.

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December 23, 1992

**THE CAMAC STREET PROJECT: Operation Yellow Brick Road
An Economic Social Concept
For Community Revitalization and Empowerment
(ANNUAL SUMMER/FALL 1992 PROJECT UPDATE REPORT)**

The Community Problem Statement and History

The once prosperous section of North Philadelphia was an area key to Philadelphia's industrial and social communities. Its structural foundation was based on an advanced, complex system of transportation and a diverse economic mix of people. In the late 1960's political, economic and social displacement deteriorated much of the area's dollar/popularity value as many "New Minorities" attempted to make North Philadelphia their "Northern New Homes." Since then as a result of the economic and social displacement, the area has become greatly impoverished with a public/media negative image and disinvestment. More importantly, the area has caused a critical economic burden to the Philadelphia Eastern Region.

Hence critically, if economic development and empowerment does not occur for over the one(1) million citizens affected by inner-city poverty in North Philadelphia, a real negative tax, eco-social burden will impact the entire Philadelphia area and State of Pennsylvania within the next 2-5years.

Area Goal and Objective

With economic revitalization and community empowerment as the clear issue of the Philadelphia Eastern Region's common concern, it is LTCC focused goal to continue to devise and implement a critical, low cost/high impact, anti-poverty, and revitalization program for North Philadelphia by the year 2005. Specifically, based on four(4) extensive recent studies (City of Philadelphia North Philadelphia Plan; R/UDAT October 1990 North Philadelphia Report; The Redevelopment of North Philadelphia Station; and Zion Community Center -UNITE, The Community Plan), LTCC will focus its efforts on the area's most vital weakness and equal vital asset --The Central Transportation Gateway(s). The results of which will provide the area with a new sense of identity and ownership.

Directive of the Goal:

To achieve this goal, old and new markets must be re-attracted to the area, namely the tourist market and pharmaceutical manufacturing, providing critical community ownership and job compatibility to current residents. The targeted area bounded by York Street (Southern Boundary) to Hunting Park Avenue (Northern) and 5th Street (East) to Fox Street will be the central approach for regional area revitalization due to its unique assets, potential resources of central transportation, and historical real estate values. Particular focus of the targeted area's primary gateway(s) [Broad Street, Philadelphia's main north/south artery at (1b)Lehigh, (2c)Allegheny, and (3a)Erie Avenues prioritized respectively as central gateway (monument/tower) target-site(s)] will continue to be this

project's focus of development under LTCC's label THE CAMAC STREET PROJECT: Operation Yellow Brick Road. The thrust of the project will be the construction and identity reinforcement of the area's first of a series of tower/monuments symbolizing: "The People's Will for 'A Fair Share' Equal Liberty and Justice." The end result of this phase of the project shall be a detailed feasibility and design report outlining construction and impact to the community-at-large if the first of the tower/monument(s) is developed and erected in conjunction with other primary projects.

Methodology:

In order to improve the quality of life, economic revitalization, and community empowerment within the LTCC community, we will focus complete efforts towards the continued development of LTCC's special pilot program THE CAMAC STREET PROJECT: Operation Yellow Brick Road (a long-term, year 2000 anti-poverty and revitalization project). The development process will be conducted in two(2) main stages of a series of strategic tasks whose output will result in the final revitalization and empowerment of the target-area (Stage1: short-range detail feasibility and design report phase; Stage2: mid-range marketing, major capital, and construction phase). Although input details of Stage2 are provided, the sole purpose of this phase of the shall be the concentration of Stage1 and its detail development.

I. STAGE1 THE FOUNDATION

Stage1 design purpose is to **"Set The Stage"** for the continued future project **funding, promotion, and development.** It will undertake detailed research and development of the project's primary subsystems such as internal-orgnaizational management, the impact on transportation, parking, housing, businesses, taxes, education,..., and area real estate. As an end result, Stage1 shall **produce a detailed agency report outlining the economic/social impact and leverage on the target-area centered around complimenting primary (a)current catalytic development at the Historical Amtrak North Philadelphia Station and (b)its key three(3) surrounding primary "Old Manufacturing/Commercial Sites"** that are adjacent and linked strategically to the targeted central transportation and primary gateway(s). The development of the report will be done as if the first of the monuments was constructed. Focus of Stage1 will be towards the monument's estimated completion time-frame, development/construction process, and the monument's total dollar cost and community-at-large impact.

The foundation for known assumption shall be based upon extensive, previous studies of the target-area, specifically The City of Philadelphia North Philadelphia Plan; The R/UDAT North Philadelphia and its secondary studies; The Zion Community Plan: UNITE; and The Redevelopment of the North Philadelphia Train Station, while maintaining and utilizing LTCC internal data, the usage of the Philadelphia Enterprise Zones, and community cooperatives(see appendix(currently in development)):

The Community Cooperatives, Ownership, Operated, and Anchored Reinvested Corporations].

II. Stage1 Assessment and Time Cycle

The estimated time length of Stage1 will extend five(5) months into 1993 calendar year and will continue to include local-to-international advisory council to assist in the detailed development of the assessment and evaluation criteria for the project's long-term performance. Therefore, the purpose of the advisory council will continue to act as CED Practitioners and Support Technicians providing a bases for primary technical/ financial direction, policy, and standards of which the project will ultimately be managed and operate from. Assessment of project progress and reporting meetings of the advisory council will be scheduled on monthly -triquarterly basis.

III. Special Program Tasks

Specifically then, to achieve the goals of revitalization and community empowerment, LTCC will devise and implement the following "**Special Program Tasks**":

(1st Tri-Quarter '92)

- <<1. Realign agency's Board/Staff participation, service capacity,... redefining mission, goals, objectives and project methodolgy.
- <<2. Complete and submit applications for available

administrative/operation funding.

- <<3. Begin target and identification(compilation and data gathering of vital statistical survey and other economic/social related information) of primary impacting gateway(s), subsystems, sites, resources, and human development.
- **4. Initiate formal contact with internal/external personnel relative to gateway's primary subsystems, sites, and resources focusing City of Philadelphia Planning, Philadelphia Commercial Development Corporation, and other public/private officials
- <<5. Identify funding and technical resources for Stage2 project implementation.
- <<6. Select and increase number of local/national/international advisory council members.
- <<7. Evaluate and assess level of development as set for established, preliminary project goals, objectives, and target-site findings.
- <<8. Analyze, Compile and Incorporate new assessment into evaluation of target-site(s) into project scope(Stage2 construction development phase) as preliminary plans, directives, and operation
- **9. Complete all additional available technical/funding applications[Pa DCA, PennDot, DPA, Energy; HUD, Dept. of Transportation, Federal Relief Fund; Philadelphia MOCS, OHCD(CDBG);

Banking Sector:Meridian, Mellon, Provident,
Fidelity, and Philadelphia Bank Consortinum;
Foundations-Philanthropists:Philadelphia,
Penn, Ford, Kellogg,...,Japanese/German,
and other national-international
philanthropic or foundation agency.
and other community active nonprofits:
LISC, UnitedWay, Salvation Army, Temple
University/Hospital,....

(2nd Tri-Quarter)

- <<10. Analyze and Review 1st Tri-Quarter
estimated objectives, time schedule, and
over-all project development.
- <<11. Complete advisory council membership.
 - 12. Conduct 1st Tri-Quarter assessment report
process of international advisory council.
 - 13. Refine and incorporate international advisory
council's recommendations into project
operations and directions.
 - 14. Conduct 1st Quarter assessment report process
of local/national advisory council.
- <<15. Refine and incorportate net advisory council's
recommendations into projection's operations
and directives.

16. Complete all available additional applications for funding.

(3rd quarter '92)

17. Repeat assessment report project.
- <<18. Begin finalization of project primary target and identification process.
- <<19. Conduct formal preliminary project staff meeting outlining current development and directives.

** (4th Quarter '92)

20. End project primary target and identification statistical, survey, etc. of subsystems, sites and target impact to area at-large.
21. Repeat assessment report process.
22. Conduct final preparation of report for publication and distribution.
23. Hold agency board member/VIP conference outlining current initiatives and project over all status.

(EOPS)

**24. Agency approves report and project Stage2
begins.**

****[Area of Focus Extended five(5) Months into '93]
<<[Area of Focus Satisfactory Completion]**

I. Project Inputs (Resources, Activities to Client services)

**-What will be needed to happen, if project purpose is to
be realized!!!**

A. Short-range direct impacting activities(indicators) to
services within growth period of target-area development

(Time Schedule Fall '91 - Fall 1993):

Stage1 Operation Yellow Brick Road(OYBR) Begins

#1. Establish, finalize and activate local-international CBO/V.I.P./Expert advisory council via one on-one/group networking system, encompassing financial/academic institutions, churches, leading community-at-large organizations and local, state and federal officials while maintaining local focus of leading CBO projects.

#2. Detail research and development (R&D --target and identification of project target site subsystems and impact begins (i.e. transportation, housing, commercial/manufacturing,...., etc.).

#3. Acquisition, public/private development of remote

primary project-site housing/commercial locations
begins.

#4. Pre-Development of #1 Tower design and implementation
process begins.

#5. Design and implementation of local/national
promotional/capital campaign begins.

#6. Design and production of agency report begins:

LTCC, Inc. Report

The New North Central Philadelphia

The How, The Where

The Opportunities...

...The READY Resources

B. Mid-Range Direct Impacting Activities(indicators) to
Services within growth period of target-area development.

(Time Schedule From 1993-1996):

Stage2 Operations Yellow Brick Road Begins

- ++a. Research/Design/Development of Community co-owned
and operation Electronic Advertisement Bill-Board.
- b. Funding, acquisition, and development of New
LTCC Hdqtr begins.
- c. Establish final partnership with local public/
private owners of remote-primary project-site
housing/commercial redevelopment

- e. Final financing and contracting of private/
public co-developers of #1Tower begins.

++[advanced development currently underway in Stage1]

(EOPS:REVITALIZATION CONVERSION BEGINS)

- f. Construction of #1Tower begins.
- g. Final funding, acquisition, contracting, and
development of remaining properties on 3100
and 3200 blocks of Broad Street, and 1300, 1200
of Allegheny Avenue begins.
- h. Construction of 3100 and 3200 Blocks of Broad
Street Community Commercialization begins.
- i. Sale of #1Tower rental space begins.

(EOPS: THE CAMAC STREET PROJECT: OYBR Terminates)

II. Outputs(Services/Results)

-What will become/happen, if project purpose is realized

A. Long-term impact and services of eco-social development

(Time Schedule 1996-2001)

- . 3100 and 3200 blocks of Broad Street are fully
community commercialized.
- . 1300 and 1200 blocks of Allegheny Avenue new
construction, rehabilitation and/or housing
renovation are completed

- . Economic development is significantly improved financially and socially within a 3-5 minute radius of Broad Street and Allegheny Avenue, specifically between diverse races and insider/outsider community-at-large members.
- . The revitalization and creation of compatible commercialization and jobs to 45% or better current(1993) nondisplaced Homeowner Population within target area is achieved.
- . Economic development is environmentally friendly
- . Target-area of 43rd ward, 9th and 10th divisions (East of Broad Street and Allegheny Avenue) is politically and socially reunified with West side of Broad Street under one(1) political council, state, and federal district authority.
- . Reinvestment of target-area's dollar assets (33% or better) is realized.
- . Significant impact to the Philadelphia Easter Region is achieved such that national/international focus to target-area's plight and cause is commonly shared by United States 2000 Presidential Election
- . Project becomes a world-class CED Anti-Poverty/Revitalization Model

(EOPS)CAMAC STREET PROJECT: The Continuous,

[LTCC consultation agency-to-ggency begins]

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With economic revitalization and community empowerment as the clear issue of the Philadelphia Eastern Region's common concern, it is LTCC focused goal to continue to devise and implement a critical, low cost/high impact, anti-poverty, and revitalization program for North Philadelphia by the year 2005. Specifically, based on four(4) extensive recent studies (City of Philadelphia North Philadelphia Plan; R/UDAT October 1990 North Philadelphia Report; The Redevelopment of North Philadelphia Station; and Zion Community Center -UNITE, The Community Plan), LTCC will focus its efforts on the area's most vital weakness and equal vital asset --The Central Transportation Gateway(s). The results of which will provide the area with a new sense of identity and ownership.

Directive of the Goal:

To achieve this goal, old and new markets must be re-attracted to the area, namely the tourist market and pharmaceutical manufacturing, providing critical community ownership and job compatibility to current residents. The targeted area bounded by York Street (Southern Boundary) to Hunting Park Avenue (Northern) and 5th Street (East) to Fox Street will be the central approach for regional area revitalization due to its unique assets, potential resources of central transportation, and historical real estate values. Particular focus of the targeted area's primary gateway(s) [Broad Street, Philadelphia's main north/south artery at (1b)Lehigh, (2c)Allegheny, and (3a)Erie Avenues prioritized respectively as central gateway (monument/tower) target-site(s)] will continue to be this

project's focus of development under LTCC's label THE CAMAC STREET PROJECT: Operation Yellow Brick Road. The thrust of the project will be the construction and identity reinforcement of the area's first of a series of tower/monuments symbolizing: "The People's Will for 'A Fair Share' Equal Liberty and Justice." The end result of this phase of the project shall be a detailed feasibility and design report outlining construction and impact to the community-at-large if the first of the tower/monument(s) is developed and erected in conjunction with other primary projects.

Methodology:

In order to improve the quality of life, economic revitalization, and community empowerment within the LTCC community, we will focus complete efforts towards the continued development of LTCC's special pilot program THE CAMAC STREET PROJECT: Operation Yellow Brick Road (a long-term, year 2000 anti-poverty and revitalization project). The development process will be conducted in two(2) main stages of a series of strategic tasks whose output will result in the final revitalization and empowerment of the target-area (Stage1: short-range detail feasibility and design report phase; Stage2: mid-range marketing, major capital, and construction phase). Although input details of Stage2 are provided, the sole purpose of this phase of the shall be the concentration of Stage1 and its detail development.

I. STAGE1 THE FOUNDATION

Stage1 design purpose is to **"Set The Stage"** for the continued future project **funding, promotion, and development.** It will undertake detailed research and development of the project's primary subsystems such as internal-orgnaizational management, the impact on transportation, parking, housing, businesses, taxes, education,..., and area real estate. As an end result, Stage1 shall **produce a detailed agency report outlining the economic/social impact and leverage on the target-area centered around complimenting primary (a)current catalytic development at the Historical Amtrak North Philadelphia Station and (b)its key three(3) surrounding primary "Old Manufacturing/Commercial Sites"** that are adjacent and linked strategically to the targeted central transportation and primary gateway(s). The development of the report will be done as if the first of the monuments was constructed. Focus of Stage1 will be towards the monument's estimated completion time-frame, development/construction process, and the monument's total dollar cost and community-at-large impact.

The foundation for known assumption shall be based upon extensive, previous studies of the target-area, specifically The City of Philadelphia North Philadelphia Plan; The R/UDAT North Philadelphia and its secondary studies; The Zion Community Plan: UNITE; and The Redevelopment of the North Philadelphia Train Station, while maintaining and utilizing LTCC internal data, the usage of the Philadelphia Enterprise Zones, and community cooperatives[see appendix(currently in development):

The Community Cooperatives, Ownership, Operated, and Anchored Reinvested Corporations].

II. Stage1 Assessment and Time Cycle

The estimated time length of Stage1 will extend five(5) months into 1993 calendar year and will continue to include local-to-international advisory council to assist in the detailed development of the assessment and evaluation criteria for the project's long-term performance. Therefore, the purpose of the advisory council will continue to act as CED Practitioners and Support Technicians providing a bases for primary technical/ financial direction, policy, and standards of which the project will ultimately be managed and operate from. Assessment of project progress and reporting meetings of the advisory council will be scheduled on monthly -triquarterly basis.

III. Special Program Tasks

Specifically then, to achieve the goals of revitalization and community empowerment, LTCC will devise and implement the following **"Special Program Tasks"**:

(1st Tri-Quarter '92)

- <<1. Realign agency's Board/Staff participation, service capacity,... redefining mission, goals, objectives and project methodolgy.
- <<2. Complete and submit applications for available

administrative/operation funding.

- <<3. Begin target and identification(compilation and data gathering of vital statistical survey and other economic/social related information) of primary impacting gateway(s), subsystems, sites, resources, and human development.
- **4. Initiate formal contact with internal/external personnel relative to gateway's primary subsystems, sites, and resources focusing City of Philadelphia Planning, Philadelphia Commercial Development Corporation, and other public/private officials
- <<5. Identify funding and technical resources for Stage2 project implementation.
- <<6. Select and increase number of local/national/international advisory council members.
- <<7. Evaluate and assess level of development as set for established, preliminary project goals, objectives, and target-site findings.
- <<8. Analyze, Compile and Incorporate new assessment into evaluation of target-site(s) into project scope(Stage2 construction development phase) as preliminary plans, directives, and operation
- **9. Complete all additional available technical/funding applications[Pa DCA, PennDot, DPA, Energy; HUD, Dept. of Transportation, Federal Relief Fund; Philadelphia MOCs, OHCD(CDBG);

Banking Sector:Meridian, Mellon, Provident,
Fidelity, and Philadelphia Bank Consortinum;
Foundations-Philanthropists:Philadelphia,
Penn, Ford, Kellogg,...,Japanese/German,
and other national-international
philanthropic or foundation agency.
and other community active nonprofits:
LISC, UnitedWay, Salvation Army, Temple
University/Hospital,....

(2nd Tri-Quarter)

- <<10. Analyze and Review 1st Tri-Quarter
estimated objectives, time schedule, and
over-all project development.
- <<11. Complete advisory council membership.
 - 12. Conduct 1st Tri-Quarter assessment report
process of international advisory council.
 - 13. Refine and incorporate international advisory
council's recommendations into project
operations and directions.
 - 14. Conduct 1st Quarter assessment report process
of local/national advisory council.
- <<15. Refine and incorporatate net advisory council's
recommendations into projection's operations
and directives.

16. Complete all available additional applications for funding.

(3rd quarter '92)

17. Repeat assessment report project.
- <<18. Begin finalization of project primary target and identification process.
- <<19. Conduct formal preliminary project staff meeting outlining current development and directives.

**(4th Quarter '92)

20. End project primary target and identification statistical, survey, etc. of subsystems, sites and target impact to area at-large.
21. Repeat assessment report process.
22. Conduct final preparation of report for publication and distribution.
23. Hold agency board member/VIP conference outlining current initiatives and project over all status.

(EOPS)

**24. Agency approves report and project Stage2
begins.**

****[Area of Focus Extended five(5) Months into '93]
<<[Area of Focus Satisfactory Completion]**

I. Project Inputs (Resources, Activities to Client services)

**-What will be needed to happen, if project purpose is to
be realized!!!**

A. Short-range direct impacting activities(indicators) to
services within growth period of target-area development

(Time Schedule Fall '91 - Fall 1993):

Stage1 Operation Yellow Brick Road(OYBR) Begins

- #1. Establish, finalize and activate local-international CBO/V.I.P./Expert advisory council via one on-one/group networking system, encompassing financial/academic institutions, churches, leading community-at-large organizations and local, state and federal officials while maintaining local focus of leading CBO projects.
- #2. Detail research and development (R&D --target and identification of project target site subsystems and impact begins (i.e. transportation, housing, commercial/manufacturing,..., etc.).
- #3. Acquisition, public/private development of remote

primary project-site housing/commercial locations
begins.

#4. Pre-Development of #1 Tower design and implementation
process begins.

#5. Design and implementation of local/national
promotional/capital campaign begins.

#6. Design and production of agency report begins:

LTCC, Inc. Report

The New North Central Philadelphia

The How, The Where

The Opportunities...

...The READY Resources

B. Mid-Range Direct Impacting Activities(indicators) to
Services within growth period of target-area development.

(Time Schedule From 1993-1996):

Stage2 Operations Yellow Brick Road Begins

- ++a. Research/Design/Development of Community co-owned
and operation Electronic Advertisement Bill-Board.
- b. Funding, acquisition, and development of New
LTCC Hdqtr begins.
- c. Establish final partnership with local public/
private owners of remote-primary project-site
housing/commercial redevelopment

- e. Final financing and contracting of private/
public co-developers of #1Tower begins.

++[advanced development currently underway in Stage1]

(EOPS:REVITALIZATION CONVERSION BEGINS)

- f. Construction of #1Tower begins.
- g. Final funding, acquisition, contracting, and
development of remaining properties on 3100
and 3200 blocks of Broad Street, and 1300, 1200
of Allegheny Avenue begins.
- h. Construction of 3100 and 3200 Blocks of Broad
Street Community Commercialization begins.
- i. Sale of #1Tower rental space begins.

(EOPS: THE CAMAC STREET PROJECT: OYBR Terminates)

II. Outputs(Services/Results)

-What will become/happen, if project purpose is realized

A. Long-term impact and services of eco-social development

(Time Schedule 1996-2001)

- . 3100 and 3200 blocks of Broad Street are fully
community commercialized.
- . 1300 and 1200 blocks of Allegheny Avenue new
construction, rehabilitation and/or housing
renovation are completed

- . Economic development is significantly improved financially and socially within a 3-5 minute radius of Broad Street and Allegheny Avenue, specifically between diverse races and insider/outsider community-at-large members.
- . The revitalization and creation of compatible commercialization and jobs to 45% or better current(1993) nondisplaced Homeowner Population within target area is achieved.
- . Economic development is environmentally friendly
- . Target-area of 43rd ward, 9th and 10th divisions (East of Broad Street and Allegheny Avenue) is politically and socially reunified with West side of Broad Street under one(1) political council, state, and federal district authority.
- . Reinvestment of target-area's dollar assets (33% or better) is realized.
- . Significant impact to the Philadelphia Easter Region is achieved such that national/international focus to target-area's plight and cause is commonly shared by United States 2000 Presidential Election
- . Project becomes a world-class CED Anti-Poverty/Revitalization Model

(EOPS)CAMAC STREET PROJECT: The Continuous,

[LTCC consultation agency-to-ggency begins]

NHC CED Fall '92
Land & Housing Policy
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December 17, 1992

**POLICY AUDIT FOR CITY OF PHILADELPHIA
REAL ESTATE PROPERTIES
AFFECTED BY COMMERCIAL DEVELOPMENT
(AMTRAK HISTORICAL NORTH PHILA. TRAIN STATION)**

I. Property Disposition:

A. Within the last 12-15 months the local government has begun to restructure its foreclosure process of private properties.

B. Historically the city's foreclosure process for disposition was primarily through "Sheriff Sale", a process where the city foreclosures are caused by "private default on mortgage loan" and/or "delinquent default on public(city) taxes." Twice monthly each "bids" are held at auction to the highest buyer. More essentially prime properties are targeted as highest priority for such auctions. No consideration for first right priority for returning available properties and technical financing to non-profit CBO's/CDC's and/or to adjacent homeowner

C. Currently, because of local CBO's and private citizens lobbying for affordable housing and quality economic development for local neighborhoods (blight/slum clearance), two alternative programs have evolved: HOMESTART and DONOR/TAKER Program(s).

1. **DONOR/TAKER PROGRAM:** This program gives first priority on tax delinquent abandoned/vacant properties to first time homebuyers or non-profit organizations, if transfer of title and deed can be secured from delinquent owner(s). Upon transfer, all taxes and liens are forgiven.

2. **HOMESTART:** This program encourages first-time homebuyers to acquire recently city renovated abandoned properties. The program is geared towards low-income individuals who meet eligible credit(repayment) requirements. It also requires the individuals to participate in the actual renovations of the property.

II. USE OF REGULATORY POWERS

A. Local government has only in recent years considered the option of CBO's as viable housing developers. While zoning was created to protect homeowners, its outdated standards of commercial-industrial real estate practices (ie. building preservation, maintenance and abandonment) has indirectly caused the continued "**SLUMINIZATION**" of the city's minority residential neighborhoods and thus the city's current increased tax burden and financial deficit.

B. Traditionally, the City of Philadelphia has foregone its "eminent domain" powers and has basically allowed the housing industry to remain significantly in favor of private wealthy speculators.

C. Outside of the Standard Tenant Rights Laws, there are no known special tenant regulations; however Philadelphia Housing Authority(PHA) is currently in the process of developing a "Tenant Management Participation" program and some CBO's are lobbying for "Spot Condemnation."

III. Taxation:

A. Special Taxes for Affordable Housing in City of Philadelphia does not exist nor has the city adopted any special funding program(s) to stimulate economic development for local housing.

IV. Allocation/Appropriation of Funds:

A. Operation/Support Dollars

- There exist limited funds available for local operation support dollars from private sources, but none from the city itself.

B. Housing Development

- Local government offers various grants and loans to non-profits and for-profit developers in the form of Community Development Block Grants(CDBG). These dollars are federally funded for eligible project pre-development, development, and construction costs. The city itself does not offer any direct funding.

V. OTHER: Local government traditionally has accepted the existence of "Absentee 'GHOST' Landlords" and private

"Land Banking for Speculators." This practice has tremendous negative effects contributing both as social and economic delinquency. The practice encourages property abandonment and real estate delinquency leading to less tax revenues for the city and increased tax burdens for its citizens and businesses.

VI. Recommendation: Possible Policy Initiatives

- 1 - Real Estate Property Abandonment Ordinance
- 2 - Spot Condemnation Ordinances
- 3 - Adjacent Resident First Option to Purchase and Develop Ordinances
- 4 - Local CBO First Option to Purchase and Develop Ordinances
- 5 - Reinvestment of Real Estate Property Seized by Illegal Distribution of firearms, narcotics, and/or otherwise
- 6 - Conversion Ordinance of Abandoned Commercial/Industrial Properties for CBO's
- 7 - Tax Development Incentives for City Community-Based Neighborhoods
- 8 - Tax Penalty for Speculators, Private Land Banking, and Real Estate Abandonment

NHC CED Fall '92
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December 14, 1992

Real Estate Properties Value Assurance

****An Initiative for Community Economic Growth & Redevelopment****

How Would It Work?

This program would be **"Win/Win Driven"** for local business, affordable homeownership, and government utilizing eminent domain powers of **"Spot Condemnation for Private to Public Best Interest"**. The program would target local CBO's, local new and established businesses, and first time homebuyers for property ownership.

Abandoned/Vacant Properties would be identified by eligible local interested CBO or adjacent homeowner(s) to Department of License and Inspection for site **"Verification of Abandonment."** Review of property Length of Abandonment, Violation of Health Codes, Tax Delinquency, and **"Economic-Social Fraud Violation."** If verified, the property is determined **"Condemned for Holder Transfer."**

A **Letter of Notification For Condemment** identifying the property would then be sent to Sheriff Office and listed property owner(s) for **"Responsive Disposition and/or Improvements."** Property owner(s) would choose one or a combination of appropriate **"Owner(s)-Holder(s) Rights of Action,"** formally respond to intent of action(s) within 60-days, with

implementation of **"Option To Improve To Standards"** within 120-days thereafter; **"Option To Donate To Adjacent Property Owner(s) and/or Local CBO(s)"** will be supported and provided by **"City/State/Federal Tax Incentives"** (ie#1 Amnesty/Deduction -Corporate and Personal Income); and the **"Option to Sell"** to be **In Effect Sold** no greater than **Seven(7) Months** upon **Original Notification of Intent**.

Once Option to Donate is made, the property is then placed with the City and the **Sherriff Office Notifies** eligible original **Interested Party(s)** that **Request for Holder-Transfer is Complete**.

The **Eligible Interested Party(s)** then prepares a **30-day Letter of Intent** stating full **Proposal of the Property**, time frame for renovations, **Technical/Financial Needs for Funds**, and current available resources

Upon Qualified Acceptance, the property is donated to the Eligible Party(s) from the city with all **Liens Forgiveness**. Hence thereafter, the **City Enters into Life Partnership with First Option of Refusal Running with the Land**. **New construction and/or Renovation** begins not more than **120-days of Date of Qualified Acceptance** with the city providing necessary **Technical and Financial Support**. The **New Owner-Holder(s)** must **Secure -Occupy** the property within **30-days with Binding Agreement** as **Letter of Intent(LOI)**. **Failure to Fulfill Agreement Terminates Owner-Holdership and Return of Property to City Landbank**. **Next Eligible Owner-Holder(s) Search Continues**.

Financial Support shall be Guaranteed Fixed Affordable Interest (ie#2 City Home and Commercial Mortgage/Loan Fund), Non-Competitive to Market Prime Rates.

Any Additional Technical/Financial Support will be Based upon Real Estate Quality Quota Production Values as prioritized by 21% rental, 25% to first-time homebuyers, 23% Maintenance, Expansion, and Improvement for Existing Homeownership; priority Focus Towards Owner Occupied Income Producing Property(s)

Not more than twenty-four(24) months on the twelve(12) month anniversary after original Letter of Notification for Condiment shall title/deed be again transferable

Failure to Respond or Conform to either Letter of Notification for Condenment, Intent of Action, or Letter of Agreement will carry enforcement laws of Criminal Penalties of Fine and/or Imprisonment not less than the "Total Economic -Social Value of the Identified Property".

II. What BENEFITS DOES THIS HAVE???

1. It would increase owner occupancy of properties in previously Abandoned/Vacant City Community Neighborhoods and decreases the existence of absentee owned properties specifically wealthy speculative land banking.

- 2. It would strengthen non-profit organizations, small local businesses, and encourages individuals to take an active interest in their prospective neighborhoods, as while as, spur economic growth.
- 3. It would increase Tax Revenues for the entire Community-at-Large and Decrease City Financial Leakage
- 4. It would attract community sensitive new businesses and individuals to move into neighborhoods viewed as Safe, Solid, Quality Communities.
- 5. It would decrease the crime/health/education problems associated with abandoned properties.

III. FOREWORD IN HOPE

Strategically, this is best time if any to impose such an ordinance because of current increase interest in resolving housing and employment problems. The current new federal administration commitment to redeveloping regional infrastructures will represent a long over due stop to drainage on city revenues --delinquent taxes, health/crime problems, et cetera. Any program that would address Local Abandonment should be welcome with little resistance from City Council. The City already has a variation of this precedent established in the Donor/Taker Program where absentee owners are encouraged to donate their properties in lieu of tax forgiveness.