

Inside

**Social Investments**  
Energy for underserved communities

**Art & Music**  
New points of view

**Employee Engagement**  
Making change happen

**Passionate about...**  
Cultural innovation

# 3D

Social Investments | Education | Art & Music | Employee Engagement

**Education**  
Inspiring youth



*Born to Be* will be launched in the US with an educational outreach campaign in partnership with the Anti-Violence Project. This is the first program in the Americas aligned with the *Born to Be* strategy, with more to follow

# The right to be

Deutsche Bank is helping young people become who they were born to be

Everyone is born with talent, and enabling young people to reach their full potential is a global priority for Deutsche Bank. That mission is driven by the conviction that a person's prospects in life should not be limited by circumstances.

In 2013, Deutsche Bank launched *Born to Be*, a new global corporate citizenship strategy focused on the issues that impact the development of young people around the world. Education-led projects develop skills, raise aspirations, create opportunity and foster an environment that allows young talent to thrive.

Access to education and employment and a baseline of comfort and security are essential for a fulfilling life. Yet these are not guaranteed for young people with marginalized identities, who face increased obstacles at school and in their communities as they try to pursue their aspirations.

Exclusion, discrimination and harassment are distressingly common experiences for lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals. Those experiences undermine confidence, detract from success

and result in a great likelihood of poverty and homelessness. Youth are particularly vulnerable: LGBTQ youth represent 5% of the total youth population but account for a staggering 40% of the homeless youth population. At the intersection of oppressions, LGBTQ people of color face extraordinarily high rates of unemployment and poverty. Among homeless youth who identify as gay or lesbian, a disproportionately high 44% identify as black and 26% as Latino (Movement Advancement Project, 2013).

As attested to by the work of the Anti-Violence Project (AVP), a New York-based organization that Deutsche Bank partners with, all members of this community live with the threat of violence, on the streets and behind closed doors. The threat is heightened for LGBTQ people of color, who are nearly twice as likely to experience hate violence compared to their white counterparts.

### Stories of courage

AVP has a long history with Deutsche Bank and is widely respected among the bank's employees. In 2013, employees in the

**"At AVP, we come together to build survivor-led, community-based solutions to end violence in, and against, LGBTQ communities. These community leaders are creating a safer New York City for all of us, just by being themselves"**

Shelby Chestnut  
Co-Director of Community Organizing  
and Public Advocacy, AVP

Americas voted to award the regional Deutsche Bank Volunteer Award to a colleague in New York City for his involvement with AVP, which received a financial donation from the bank as part of the prize. This year, the bank has extended the partnership by funding a new educational outreach program led by an ad campaign that launches *Born to Be* in the Americas.

The campaign profiles five extraordinary young people involved with AVP who represent the resilience and fortitude of young LGBTQ New Yorkers. It celebrates these individuals' courage and brings their stories to mainstream attention. The aims are to educate the public on the importance of diversity and tolerance, and to alter perceptions of this community at risk.

In addition to changing mindsets, the campaign will raise awareness of resources available to members of the LGBTQ community. This information is timely. The campaign will launch in advance of the warmer months when, unfortunately, violence against the LGBTQ community increases. ■  
See more on pages 6 and 7



Discover more  
BronxBerlinConnection

Opinion  
Gary Hattem



## Mind the gap

Top of mind, and much in the news, is the challenging question of whether we have lost our way to ensuring economic mobility for all those who work hard and play by the rules.

The statistics seem to prove that the economic recovery has largely favored those at the top, with little advancement in income and wealth for those in the middle and below. Most agree, this is disruptive to the social, cultural and economic fabric of the Americas.

While our government and our political leaders rightfully wrestle with this issue and consider a variety of policy options, a grassroots momentum of thoughtful interventions has emerged, bringing communities together with a shared sense of responsibility for defining a future of shared prosperity.

This issue of *3D* calls attention to the many incremental interventions, in some of the most unlikely places, that begin to define a new era of social solidarity.

Tech solutions allow for the flowering of true global citizenry, with 10,000 bankers in the US able to finance 500,000 entrepreneurs throughout the developing world. A new enterprise model enables a high-end recreational camp stove company in Brooklyn to perfect a clean cookstove that is affordable to the poorest families in Africa and India.

Some of Mexico's most prominent families are leading an effort to support the poorest Mexican immigrant children in New York City to aspire to the highest rungs of academic achievement. A real estate boom in Austin, Texas is seeding a new generation of low-cost rental housing for newcomers, while providing supplemental income that allows longtime homeowners to remain in place.

Let's celebrate these original thinkers and doers.

Gary Hattem  
President, Deutsche Bank Americas Foundation  
Managing Director, Deutsche Bank Community Development Finance Group



Green credentials  
Printed on paper comprising 100% de-inked post consumer waste that is manufactured with 100% renewable electricity

International  
A bridge across the ocean

# Crossing

The *BronxBerlinConnection* enables young people from either side of the Atlantic to appreciate what they have in common



Gangway award presentation event

They love hip hop music, freestyle dance moves and street art. They blend right in on the sidewalks of the Bronx. But these youth aren't New Yorkers. They're from Berlin.

They're visiting the city thanks to the *BronxBerlinConnection*, a transatlantic cultural exchange program set up to connect the youth of the two cities. Deutsche Bank had a hand in their trip, through the "Landmarks in the Land of Ideas" competition the bank has sponsored in Germany since 2006. "Germany – Land of Ideas" is an initiative by the German federal government with partners from business, politics, culture and science.

The competition promotes model solutions to the challenges of tomorrow for cities and communities. *BronxBerlinConnection* is one of 100 homegrown project winners. The competition's multiple categories include business, culture, environment, education and society; social inclusion is the idea that drives *BronxBerlinConnection*.

As technology leads rapid economic and social change, young people have to be ready for a future in which historical boundaries no longer apply. In this more open world, people, ideas and opportunity will move freely. Language skills and multicultural competencies will give those from marginalized communities a platform for advancement.

Yet the development of those skills requires exposure, and for young people from the poorer neighborhoods of cities like New York and Berlin, travel is a distant dream.

### Overcoming barriers

*BronxBerlinConnection* is organized by Gangway Berlin, a nonprofit that works among Berlin's most disadvantaged communities. It combats the marginalization of young people through innovative alternative education programs to help them find a direction in life.

*BronxBerlinConnection* evolved from the global popularity of New York's hip hop art form, which originated in the Bronx. Hip hop has been adopted as a common language by urban youth around the world. Youth living on the edges of Berlin's prosperity readily relate to the experiences of their counterparts in neighborhoods like the South Bronx, and express them similarly, through hip hop. Observing those parallels, Gangway saw an opportunity to build a bridge across the ocean.

Since 2009, *BronxBerlinConnection* has brought together youth from the two cities to share their neighborhoods and their experiences with each other. Each year, a group of around 20 young people from Berlin crosses the Atlantic to spend 10 days living with their Bronx hosts.

For Berliner CJ, (rap pseudonym: Klyshee), it was a once in a lifetime opportunity. "If you have hip hop in your heart, it's your dream to go to New York. Gangway gave that to us," he says. The experience gives participants a new sense of possibility, says a social worker involved in the project. "This is a first step into a new world which can be conquered."

Music's role in connecting communities was reflected in the choice of venue for the award ceremony. *BronxBerlinConnection* was presented with its "Landmark" award at the Bronx Musical Heritage Center, a community-based performance space and education resource built with support from Deutsche Bank.

Presenting the award, Holger Löscher, Chairman of the Supervisory Board of "Germany – Land of Ideas" and Member of the Executive Board of the Federation of German Industries, remarked: "Good ideas know no borders. *BronxBerlinConnection* is making young people aware that globalization offers big opportunities. Joint musical projects create transatlantic friendships, promote intercultural understanding and are fun to boot." ■

### High profile

To date, "Landmarks in the Land of Ideas" has brought more than 2,500 innovations to international attention

# 2,500

gangway.de  
db.com/ideas



## Education

### Sharing achievement

# Integration

The Anchoring Achievement initiative is helping unite New York's Mexican community

Deutsche Bank Americas Foundation launched the Anchoring Achievement in Mexican Communities initiative in 2013 to foster the long-term well-being of New York's Mexican immigrant community.

Mexicans are one of the fastest growing immigrant populations in the city, drawn by the promise of economic and social mobility that is a defining aspect of the histories of both New York and the United States. As many as 70% of Mexican residents in New York City qualify as poor or near-poor, despite having the highest employment rate of all Latino and immigrant groups. They work in the lowest paying jobs.

Education can lift the next generation higher up the ladder. However, many Mexican and Mexican-American youth do not find themselves on a path that can lead to higher earnings. Only 37% of them are enrolled in high school, and nearly 50% lack a high school diploma.

The strategy of the Anchoring Achievement project is to use neighborhood networks to improve the academic performance and employment prospects of young Mexicans. These networks organize local nonprofit organizations, schools, libraries and other institutions into educational services hubs for students and their families.

The project also aims to reach beyond those environs by bringing together those who aspire to success and those who have achieved it within the city's Mexican community.

The Friends of Anchoring Achievement is a philanthropic group of accomplished professionals and entrepreneurs motivated by a desire to see all parts of New York City's diverse Mexican community succeed. The group will use volunteerism and donations to support the goals of the Anchoring Achievement initiative.

#### Unlimited opportunities

"Friends will support young children to be excited readers through book-buying trips and book clubs, fund college scholarships, mentoring and internships for high-achieving

students, and perhaps provide resources to help innovative teachers engage students and parents and guide them through the education system. Their support is incredibly meaningful," observes Nicole Rodriguez Leach of Deutsche Bank Americas Foundation.

Family is an important theme in the Mexican community. To provide better opportunities for the next generation is a common driver of immigration. Business brought Bárbara Fernández's family to New York in 2009 — her husband Juan Pablo del Valle Perochena is president of chemical company Mexichem. Now they're settled in the city, and making sure her children stay connected to the community is one of the factors that influenced her decision to get involved with the Friends group.

She says, "Giving back is important in our family. We feel a responsibility to do that. In Mexico, my kids mixed with children from all social backgrounds. That's not so common in New York. I don't want them to live in a bubble where they can't relate to people who are not as fortunate as they are. I want them to be passionate about doing what they can to help others through volunteering."

#### Shared ambitions

Literacy is a passion for Bárbara, so her immediate focus is on organizing reading partnerships with schools through the Friends group. "Lack of education is the biggest disadvantage a young person can have. You cannot progress without it. If a person does not complete their education, they might as well stay in Mexico instead of coming to New York and being stuck in low-paying work," she says.

The Friends are reminded of the ambitions that led them to where they are today. Their compatriots journeyed from Mexico fueled by a similar optimism about New York's possibilities. By building solidarity between them, the Anchoring Achievement project is helping to bring success a step closer. ■



New York City Council Member Carlos Menchaca

## Trailblazer

Successful New York Mexicans like Councilman Carlos Menchaca are blazing a trail for the rest of the community. The 33-year-old made history in September 2013 as the first Mexican-American to serve on the New York City Council.

Councilman Menchaca represents District 38 which covers the Brooklyn areas of Bay Ridge Towers, Greenwood Heights, Red Hook, Sunset Park and Windsor Terrace.

Menchaca's victory has been described as signaling the arrival of Mexicans on New York's political scene, both as candidates and constituency. He has promised to bring the voice of the immigrant community to City Hall and is an enthusiastic supporter of the Anchoring Achievement project.

He says, "I applaud Deutsche Bank Americas Foundation's commitment to the Mexican-American community. These kinds of partnerships between schools, nonprofits and community-based groups are the best way to ensure our families get the comprehensive support they need to succeed. As chair of the Immigration Committee, I will work to replicate and bring locally based initiatives like this to immigrant communities across the city."



Anchoring Achievement in Mexican Communities supports high school students in learning activities that better equip them for advancement in the world of work, and provides young learners with the proper supports to be ready to enter and perform in school. Photography: Jennifer Timmer Trail

Discover more  
The value of CDFIs



*Social Investments*  
Opportunity finance

# Reach

Deutsche Bank is extending its support for underserved communities into new areas

The US is composed of widely diverse communities. From the densely urban environment of New York City to rural areas in Appalachia, the US experience is vastly different depending on local circumstances. In those areas isolated from the full dynamic of the US economy, people lack access to tools and opportunities of various types, including capital. Deutsche Bank works to bring resources to those areas removed from the financial mainstream.

Community development financial institutions (CDFIs) are among the bank's allies in this mission. Their activities place an emphasis on creating and expanding opportunity by making loans available to people that cannot access traditional sources of finance.

With their financing of microenterprises, small and medium-sized businesses, affordable housing and community facilities, these institutions are a lifeline for low-income people and communities across the US.

**Creative and innovative**

Deutsche Bank has invested approximately \$500 million in CDFIs since 1990. Over the past 10 years, the bank has directed \$1.4 billion in loans and investments towards the most underserved areas of the market. As Sam Marks from the bank's Community Development Finance Group (CDFG) explains, the sector plays a vital role in helping the bank deploy resources effectively. He says, "With their local knowledge and high-touch service model, CDFIs can finance businesses and projects that traditional banks might overlook."

Large financial institutions are a significant capital provider

to CDFIs, but distribution is uneven. Some areas of the market receive large streams of investment, while others are less supported – hindering the ability of certain segments of the CDFI industry to grow.

Deutsche Bank has moved to address this issue through a new lending program that targets high-performing CDFIs in markets underserved by large financial institutions.

The New CDFI Partners Program makes available low-interest loan capital to CDFIs that demonstrate a strong ambition to better serve their target markets, with a focus on areas of persistent poverty. The program will provide up to \$2 million of funding in total. "To maximize the impact of this program, we are looking to support small and emerging CDFIs that can use this capital in creative and innovative ways to benefit areas where there is limited availability of investment capital," says Arti Trehan, also of CDFG.

More than 40 CDFIs responded to a request for proposals that closed in November 2013. The bank is evaluating responses to identify the CDFIs that will receive awards.

Answering the call by North America CEO Jacques Brand for employees to step into the challenges of the day, volunteers from other business areas are lending a hand. Employees from across the bank are applying their analytic skills to help review and underwrite these loans.

There are more than 700 CDFIs active across the US today, operating in every state and serving rural, urban and native communities and markets. Deutsche Bank's broadening support for the sector beyond New York shows an institution with new horizons. ■

"I'm grateful Deutsche Bank has given me the opportunity to leverage my underwriting skills for this innovative Community Development Finance project. Through this initiative, I have been able to experience firsthand the far-reaching economic impact a loan can have on a community"

Ayisha Devonish  
Asset & Wealth Management  
New CDFI Partners Program volunteer



**Advancing the American Dream**

The impact of the \$40 billion in financing deployed by CDFIs to date



**New or continuing jobs**

Community finance directly generates jobs for local people by funding the construction of new housing and community facilities.

500k



**Community facility projects**

Community health centers form the largest network of primary care services in the United States.

9.3k



**Housing units**

The elderly and vulnerable are among those in need of the affordable housing community finance provides.

94k



**New businesses**

Many community finance institutions offer business coaching to help new businesses grow sustainably.

83k

Source: Opportunity Finance Network, 2014

## Social Investments

### Energy for underserved communities

# Under the same sun

## Bringing a brighter future to India's rural communities

In the past 20 years, economic development in countries like India has lifted millions of people out of extreme poverty. It's also opened new opportunities for global financial institutions like Deutsche Bank, both to expand its core business and to help make a difference by financing change in communities not yet receiving the dividends of development.

Despite significant progress, over 400 million Indians still don't have access to reliable electricity and use dangerous and unhealthy lighting solutions like kerosene — which was abandoned by people in the US and Europe over 100 years ago. Darkness increases the hardships faced by the poor, inhibiting the entrepreneurial business activity and education after sunset that can lead to a better future. Worldwide, 1.5 billion people face the same challenge.

Deutsche Bank is trying to help change this. In 2012, it launched the \$100 million Global Commercial Microfinance Consortium II, which is financing innovative companies providing essential services to the poor in new ways, such as affordable solar lighting.

**"We're proud of the impact we have on customers' lives and excited to be at the forefront of the solar revolution in India"**

Damian Miller  
Chief Executive Officer, Orb Energy

Indian company Orb Energy has developed a range of affordable solar energy products that extend from heating and lighting for individual homes and businesses to electricity systems that can power entire villages. Orb operates in rural areas far off the national power grid, with a focus on remote villages. Already one of India's leading solar energy companies, Orb's ambition is to scale up its operations to reach further into these communities. "We're proud of the impact we have on customers' lives and excited to be at the forefront of the solar revolution in India," says Orb Energy CEO Damian Miller.

A \$2 million loan committed from the Global Commercial Microfinance Consortium II Fund will support a new manufacturing plant and machinery. By giving customers access to both affordable products and capital through links to local financial institutions, Orb is empowering India's rural communities on their own wave of change. ■

[orbenergy.com](http://orbenergy.com)

# Switch

## Supporting a powerful idea that works for both ends of the market

As a global financial institution with a firm belief in the value of innovation to society, Deutsche Bank is uniquely placed to help bring to scale new ideas that address acute global challenges like access to clean energy.

A majority of low-income families in developing countries — over 3 billion people — use cooking fuels such as charcoal and firewood on an open fire, often within small homes. The resulting indoor air pollution is responsible for an estimated half a million deaths in Africa alone every year, 90% of which are children below the age of four. Additional negative effects include significant contributions to deforestation and carbon pollution, and significant labor wasted collecting fuel.

More efficient cookstoves and cleaner fuel offer a healthier alternative. A nascent global industry is forming to deliver these solutions, but market penetration has been limited by products falling short of customer expectations.

**"We have a strong sense of responsibility not just to develop products that work well but also to make a positive contribution to the global community"**

Jonathan Cedar  
Co-founder, BioLite

New York-based start-up BioLite has responded by developing an innovative design technology. Its cookstove achieves the goal of reducing carbon and smoke emissions and fuel costs from everyday heating and cooking. It also does something no other stove on the market does, which is produce electricity. And for consumers without access to

an electrical grid, a cookstove that can charge a cell phone is especially valuable. BioLite's ingenuity extends to its business model, which connects two disparate markets. Its camp stoves, which retail for around \$130, are targeted at middle and upper-income consumers in developed markets. More than 40 million Americans go camping every year and they spend more than \$150 million on camp stoves.

BioLite is now investing that profit to develop cookstoves using the same core technology for developing markets, where they can both save lives and change them as well. The electricity generated by the stove will increase the disposable income available to each household, through lower fuel costs and no longer having to pay to charge devices like cell phones and lights.

The importance of BioLite's social mission is evident in the passion of its co-founder Jonathan Cedar. "We believe in market-based approaches to poverty alleviation. We have a strong sense of responsibility not just to develop products that work well but also to make a positive contribution to the global community," he says.

Together with the Global Alliance for Clean Cookstoves, Deutsche Bank's Global Social Investment Group is establishing the \$4 million Clean Cooking Working Capital Fund to finance early-stage ventures like BioLite with capital that is affordable and patient.

The fund will provide financing to enterprises that face difficulty accessing traditional sources of capital, with the goal of accelerating development of the clean cooking supply chain in low-income communities. Support to BioLite from this fund will finance its expansion into emerging markets by 2015.

Thanks to the persistence and vision of young companies like BioLite, clean cooking solutions are becoming an everyday reality for low-income families around the world. ■

[biolitestove.com](http://biolitestove.com)  
[db.com/cr/microfinance](http://db.com/cr/microfinance)



BioLite's cookstove produces enough electricity to charge a cell phone

## The burning issue

Over 3 billion people in developing countries use cooking fuels such as charcoal and firewood on an open fire, often within small homes.

# 3bn

## Education

### Extraordinary people



#### Connected Gianna

Queens resident Gianna began volunteering with AVP to connect with and support her community.

"Volunteering with AVP has made me more aware of the issues affecting my community and the importance of educating people and raising awareness of these issues more broadly. The education and outreach that AVP does is invaluable.

It's important to me to do what I can to make my community stronger and safer. My academic background is in women's studies and in that discipline there's an emphasis on activism and putting theory into practice.

Even in a city like New York, certain lifestyles are still stigmatized. People face violence because of who they are. They need to know there are people out there who understand what they're going through and who can provide help and support. That there's space for them.

Hearing the stories of those who've been affected by violence has made me appreciate that it can happen to any of us. We need to build our sense of community so we can help each other stay safe."



#### Advocate Vanessa

Drawing directly on her personal experiences, Vanessa volunteers to increase visibility of transgender women of color and to raise awareness about violence affecting the transgender community.

"Being able to see people like you is so important. When I started realizing who I was, I had nobody.

I was in an abusive relationship. I accepted it because I thought, how am I going to meet someone who loves me for who I am? I tried to conceal the violence from my friends and family but they could see. Without their support, I would not have found the strength to pull myself out.

I'm an advocate for transwomen of color to say we are here, and it is not OK for us to be beaten or murdered for who we are. Our voices should not be silenced. By talking about the things that really matter to us, like relationships, family, love and children, I'm trying to show we are just as normal as anybody else.

Combining advocacy with working full-time takes a lot of energy, but it's hard to rest when there's so much injustice outside."



#### Resilient Gordon

Gordon is a survivor of violence, discrimination and homelessness. He volunteers to help other LGBTQ New Yorkers.

"Growing up gay, I was ostracized by family, by friends I had known all my life, at school. I had no way of dealing with my trauma and so it compounded. You end up blaming yourself. I felt worthless and ended up in bad situations.

I want to turn my experience into something positive. As an advocate and an educator, I'm drawn to the theme of social justice. It takes courage to challenge but it's no good just complaining. You have to be the change you want to see.

Just recently, in the subway, I saw a young black guy just sitting there quietly with his dog. That was me a year ago, after getting kicked out. That's why I'm part of this campaign, to say: I was you and I'm doing this now, and we have much more in common than we think. Just hang on."

---

"It takes courage to challenge but it's no good just complaining. You have to be the change you want to see"

---

# Face on

Meet the faces of the campaign that launches the *Born to Be* strategy in the Americas and raises awareness of issues affecting the LGBTQ community



## Visible

### Sasha

Transgender woman Sasha has risen above discrimination and violence to find meaning and clarity in her life as a volunteer on AVP's mentoring and peer advocacy programs.

"When you walk into this life, there's no handbook to tell you how to deal with being born a man but identifying as a woman.

Life used to be hell. My parents gave me up. My grandmother accepted me but when she died, I felt like I had no one. I'm still working toward my goals but now my life is on solid ground thanks to the support of a few incredible people who have become my family.

I want to be a figure of inspiration to other transgender people. One day I want to have a house, Sasha's House, where anyone who's going through a hard time could come and get back on their feet. We suffer violence, abuse, discrimination, isolation. My message is: keep your head up because you are not alone."



## Leader

### Heysha

Heysha's Haitian-American. She combines volunteering with her passion for photography to document major changes in LGBTQ culture.

"I used to be a chameleon, always trying to make everyone feel comfortable but never myself. Then I evolved into this guerilla girl with tattoos and piercings. I realized, if you can't change it you might as well wear it. Now I show off the features I used to hate the most.

It took a near-death experience and a couple of horrible jobs for me to realize that if I'm not being myself and I'm not helping people, I'm not living.

As a photographer, I'm a witness to our culture: its breakdowns and breakthroughs. I feel like it's my duty to leave a record behind of what I've seen.

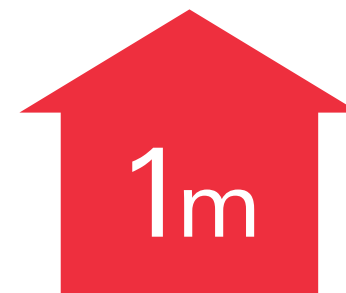
A lot of the projects I'm working on now deal with language. People need to be more aware of the words they use. Violence doesn't have to be physical."

"If I'm not being myself and I'm not helping people, I'm not living"

## About *Born to Be*

Through *Born to Be*, Deutsche Bank seeks to improve the lives of young people around the world. In each region, education-led programs address the most pressing issues affecting young people's opportunities in life.

A growing problem



### UK

Nearly one million 16 to 24-year-olds in the UK – equivalent to one in seven of this age group – are not in employment, education or training. Deutsche Bank aims to break this cycle through partnerships and projects that develop skills, confidence and aspirations among 11 to 18-year-olds.

[db.com/borntoBe](http://db.com/borntoBe)

### Asia Pacific

Poverty is a barrier to young people's development in countries across Asia. With *Born to Be*, Deutsche Bank is therefore making sure young people have access to basic necessities like clean water, nourishment, good health and a secure living environment as well as education, so they can focus on learning.

[db.com/asiapacific/cr](http://db.com/asiapacific/cr)

## About AVP

AVP has been at the leading edge of violence intervention and prevention for the LGBTQ communities in the five boroughs of New York City for three decades. The organization's programs include community organizing and education, counseling, legal services and public advocacy. The group gives free and confidential assistance to thousands of people each year and helps survivors of violence become advocates for safety.

AVP operates a free bilingual (English/Spanish) hotline to support LGBTQ victims and survivors of violence. The hotline is available 24 hours a day, 365 days a year and staffed by trained volunteers and professional counselor/advocates. AVP receives nearly 3,000 calls a year.

[avp.org](http://avp.org)

If you experience or witness violence, call:

 (212) 714-1141

Discover more  
US community development  
activity by Deutsche Bank



**Social Investments**  
Accommodating change

# New to the neighborhood

Visit the house that anchors changing neighborhoods

## Model performance

Alley Flats received five out of five stars from the Austin Energy Green Building Program, which exceeds the requirements of the Enterprise Green Communities Criteria.

# 5/5



Alley Flat 3: Willow Street

Globally, there is an emergence of incredibly successful cities attracting new people and new investment. As certain urban and suburban neighborhoods have become more affluent, property values have increased dramatically. These changes result in gains for some and loss for others. A tale of two cities emerges: one of prosperity and new opportunity, and one of economic and demographic pressures and displacement.

Investment has been a revitalizing force for communities that have suffered from years of neglect and decline. Deindustrialization has cleared the way for new stakeholders to put capital into small businesses, renovate abandoned properties and stabilize neighborhoods with a focus on consumption, services and housing. These are all positive developments that nevertheless create challenges for long-standing community members. The ensuing competition for housing drives up costs and threatens to displace long-term residents.

Deutsche Bank's corporate citizenship is focused on propelling innovations that ensure basic human needs are met for all people. Together with academic and civic institutions and community partners, the bank seeks out opportunities to invest in interventions that challenge the tale of two cities and create opportunity for all.

Early last year, together with Enterprise Community Partners and UPSTATE: A Center for Design, Research, and Real Estate at Syracuse University School of Architecture, Deutsche Bank Americas Foundation launched a competition to promote innovation in the affordable housing sector.

Demand for affordable housing has never been greater. More than 17% of all US households spend more than 50% of their income on housing. Increased property values and tax payments worsen these

statistics. "With government resources shrinking and the cost of developing affordable housing on the increase, there is the space and demand for new ways to design, build and finance housing affordable to low-income individuals and families," said Sam Marks of Deutsche Bank Americas Foundation at the launch.

### Designed to blend in

The competition finalists include Austin Community Design and Development Center (ACDDC), whose accessory dwelling units (ADUs) offer a unique low-cost housing solution to the issues of community cohesion and sustainability. "This innovative type of accommodation shows potential to anchor neighborhoods where there are high risks of displacement for low-income residents," says Marks.

The ADU was conceived at the University of Texas School of Architecture. This small, detached residential unit can be located in the backyard of a single-family lot. The units are designed to be high-performing, efficient and affordable homes that blend with existing neighborhood fabric. Due to its urban planning, the city of Austin has many of these lots adjacent to alleys, so they have become known as "Alley Flats" (although an alley is not a requirement for this type of development).

The idea for the ADU emerged from the displacement effect observed in Austin's most in-demand neighborhoods, where housing cost increases upwards of 500% have priced out low-income, disabled and retired community members. Between 2002 and 2012, in four east Austin neighborhoods, one in three properties that had been owned for at least 10 years were sold to newcomers.

"Seeing Austin experience this tsunami of displacement, we wanted to offer a solution

"Austin is leading the way in demonstrating municipal-level innovation in tackling the affordability gap in places where high demand is putting longtime residents at risk of displacement"

Gary Hattem  
Deutsche Bank Americas Foundation



that could help increase neighborhood density while maintaining diversity," says Michael Gatto, executive director, ACDDC.

### Comfortably at home

Recognizing that the residents who stand to gain the most financially from Alley Flats are unlikely to have the capability to develop them, ACDDC has proposed a solution that can enable homeowners – many of whom are older families on fixed-incomes – to gain from an alley flat without having to fund its construction.

Homeowners can lease the backyard to a separate company who will develop the alley flat and manage the property (a role that could be fulfilled by community-oriented nonprofits), and receive a regular income from the lease on the land in return. This additional income and support can allow homeowners to remain in their homes and age in place.

### Changing the story

A grant from Deutsche Bank Americas Foundation is funding further research into a model that could be replicated in other cities. Denver and Seattle have been identified as potential candidates due to physical and demographic similarities to Austin.

Since receiving the grant, the Alley Flats initiative has gained considerable momentum. Three Alley Flats have been built and five more are in the pipeline. "The grant has helped us do more," says Michael Gatto. ACDDC has partnered with Technical University in Munich to enter a national design competition for net zero energy housing. It has also forged a relationship with a local community group with a view to improving the energy efficiency of existing homes so each time an Alley Flat is built, the entire lot is revitalized.

The public is certainly buying into the idea: ACDDC says it receives one to three calls a month from interested homeowners who want to build an alley flat on their property.

Social and economic integration are essential to the sustainable development of communities and society as a whole. The ADU shows that the tale of two cities does not have to be the only story. Neighborhoods can change for the better, and residents old and new can win. ■

[thealleyflatinitiative.org](http://thealleyflatinitiative.org)



Discover more  
Whitney Biennial**ArtMag**  
by Deutsche Bank**Art & Music**  
Points of viewSara Greenberger Rafferty, *Phyllis*, 2007, c-print, Deutsche Bank Collection ©Sara Greenberger Rafferty**2014 Whitney Biennial****Until May 25, 2014**Whitney Museum of American Art, 945  
Madison Avenue at 75th Street, New YorkDeutsche Bank employees, and up to three  
guests, receive free entry to the Whitney with  
bank ID.[whitney.org](http://whitney.org)**Featured artists**Artists in the Deutsche Bank Collection  
who are featured in the Biennial**Sarah Charlesworth**Born 1947 in East Orange, NJ  
Died 2013 in Hartford, CT**Jimmie Durham**Born 1940 in Washington, AR  
Lives and works in Berlin, Germany**Charline von Heyl**Born 1960 in Mainz, Germany  
Lives and works in New York, NY**Zoe Leonard**Born 1961 in Liberty, NY  
Lives and works in New York, NY**Laura Owens**Born 1970 in Euclid, OH  
Lives and works in Los Angeles, CA**Sara Greenberger Rafferty**Born 1978 in Evanston, IL  
Lives and works in Brooklyn, NY**Peter Schuyff**Born 1958 in Baarn, Netherlands  
Lives and works in Amsterdam, Netherlands**Ricky Swallow**Born 1974 in San Remo, Australia  
Lives and works in Los Angeles, CA

# New voices

## The 2014 Whitney Biennial

The Whitney Biennial is arguably one of the most important shows on the US contemporary art calendar. Since 1932, the show has provided a survey of the current American art scene. The event has a history of bringing original and inventive voices and ideas, especially those from the periphery, to the center.

Deutsche Bank first sponsored the Whitney Biennial in 2006, beginning a partnership built on shared enthusiasm for innovation in art. From the Deutsche Bank Collection and "Artist of the Year" award to its partnerships with museums and sponsorship of exhibitions, the bank promotes artists that provoke new perspectives through the positions they take in their work. Each Biennial comes up with fresh ways to get people thinking and talking about current art trends.

This year's Biennial maintains a tradition of working collaboratively to capture the spirit and diversity of art being made in the Americas.

Three outside curators were invited in to provide individual points of view on the state of contemporary art in the US. Stuart Comer (MoMA), Anthony Elms (Institute of Contemporary Art, Philadelphia) and Michelle Grabner (School of the Art Institute of Chicago) each took a floor of the exhibition to present ideas from different curatorial and geographical vantages.

Comer chose artists who champion "an art of multiplicity and flux," as they are "involved in forging new ways to consider identity, nationality, technology, community and genre." For Elms, the priority was to capture "a multiplicity

of voices and a sense of poetry." Grabner filled her floor with figures of influence inside and outside the geographic and commercial centers of the art world.

Chief Curator Donna De Salvo described the Biennial's final outing in the Whitney's current home (it moves to a new building in 2015) as an event to remember.

"The Biennial challenges us to be open, alert, alive in the moment, and to consider the art of the present," said Adam Weinberg, Director of the Whitney Museum of American Art. "Each Biennial reaffirms the Whitney's primary mission of placing artists at the center and offering in full faith the energy and structure and support of the entire museum." ■

[db.com/art](http://db.com/art)

Discover more  
How Kiva works



**Employee Engagement**  
Making change happen



Kiva - funded entrepreneur Photograph: courtesy of Kiva

Deutsche Bank is working to be at the forefront of cultural change in its industry by combining a performance culture with a culture of responsibility. Values and guiding beliefs lie at the bank's core and shape employee behavior with clients, shareholders and the communities served.

In March, Deutsche Bank Americas Foundation kicked off a series of informative events created to enrich the understanding of a distinct set of challenging issues that shape the world and ways for employees to activate solutions. These Thought Leaders Forums are part of a new era of civic engagement by Deutsche Bank on topics of importance to society at large, an effort to extend its values beyond the walls of the bank.

**Pushing boundaries**

The first forum addressed the topic of social finance. Jacques Brand (CEO of Deutsche Bank North America), Jeff Mayer (Head of Corporate Banking & Securities North America) and Gary Hattem (President of Deutsche Bank Americas Foundation) were joined by Premal Shah, president of nonprofit organization Kiva.

The conversation focused on the impact of social investment and the role of financial institutions in bettering the lives of the global poor. At the event, the bank announced a new corporate engagement program with Kiva that gives its employees the opportunity to do that directly.

Kiva leverages the power of collective good and new technologies to push the boundaries of economic opportunity in unique ways. Its genius is to connect individuals to the microfinance industry. Kiva's online lending platform, Kiva.org, allows individuals anywhere to make loans as little as \$25 to borrowers in some of the most financially remote places on earth. Kiva aggregates these loans and delivers them to field

partners, an extensive network that includes more than 200 microfinance organizations, social businesses, schools and nonprofits, which vet, administer and disburse each loan.

Through the Bankers for Change program announced at the forum, every Deutsche Bank employee in the US has been given a credit of \$25 to lend through Kiva to the borrower of their choice. That loan can help the borrower start or grow a business, go to school or realize their potential in other ways.

**A name and a face**

Since starting up in 2005, Kiva has built up a global community of more than one million lenders that has funded more than \$500 million in loans. The personal nature of the Kiva experience is central to its popularity: it connects people through lending. Lenders can browse borrowers across categories to identify who to support with a loan. "Putting a name and face to each story creates a strong emotional connection between borrower and lender. Each employee has the opportunity to turn a person's dream into reality," says Gary Hattem of Deutsche Bank Americas Foundation.

Bankers for Change is Kiva's first workplace campaign with a major financial services firm, and one that maintains Deutsche Bank's record as a creative, innovative and reliable partner in the social finance field.

The program offers an impressive demonstration of the effects of scale in action. Employees will be given the opportunity to make at least two loans over the three-year duration of the program. The bank will track the collective impact. If all US employees make their loans, their total lending could benefit more than 500,000 people by 2017. ■

Kiva.org

**Capital**

Since its inception in 2005, Kiva and its global community of lenders have provided more than \$500 million to over one million people in over 70 countries.

**\$500m**



Kiva - funded entrepreneur  
Photograph: courtesy of Kiva

"There's a reason we wanted to do this first here at Deutsche Bank. Two decades in social finance, \$2.5 billion deployed – that's a very real commitment. A lot more people are talking about impact investing as a result. To have a bank of this reputation play an early role means other people will follow"

Premal Shah  
President, Kiva



Kiva website

# Bankers for change

Deutsche Bank's partnership with Kiva invites employees to experience the power of microfinance for themselves

**Briefing**

Special occasions, exclusive audiences and unique opportunities

# Gathering

**Coming up**

Supported by Deutsche Bank



Sara Greenberger Rafferty, Lily, 2009, c-print, Deutsche Bank Collection  
©Sara Greenberger Rafferty

**May 9–12**

Frieze Art Fair

**May 10**

Staten Island Museum "Imagine" Inaugural Preview Gala, honoring Deutsche Bank

**Until May 25**

Whitney Biennial

**June 5**

Free Arts Day

**June 23**

New York Immigration Coalition "Builders of the New New York" Gala, honoring Jacques Brand

**June–July**

Thought Leaders Forum on Education

**July–September**

Water Tank Project Exhibition

**Aug 27–Sept 1**

Deutsche Bank Championship, benefiting the Tiger Woods Foundation

**Sept 22**

Met Opera Opening Night: "Le Nozze di Figaro" – Wolfgang Amadeus Mozart

**October 1–7**

Berliner Philharmoniker: Carnegie Hall and Park Avenue Armory

**October 8**Women on Wall Street 20th Anniversary Conference, with speakers including Julia Kaganskiy of the New Museum  
See more on back cover**Champions of tolerance**

At the Purim Ball

Deutsche Bank's partnerships with cultural institutions globally recognize the valuable role they play in building community. In New York, with its diverse population, the bank works with institutions that promote cross-cultural understanding. Acting as a responsible partner is one of Deutsche Bank's core values as it works to be at the forefront of cultural change in the industry, and to serve the wider interests of society.

An event in February celebrated Deutsche Bank's relationship with New York's Jewish Museum. The Museum's annual Purim Ball marks one of the most important Jewish holidays.

Each year the Museum chooses an individual to honor at the Purim Ball, for strengthening bonds that hold communities together and building bridges among people of all backgrounds. The 2014 honoree was Deutsche Bank Co-Chief Executive Officer Anshu Jain.

Receiving the honor, Jain told an audience of guests from New York's business, art and philanthropy communities, "For 110 years, the Jewish Museum has championed tolerance. For 15 of those years, it's been Deutsche Bank's privilege to travel that journey with you."

He noted the importance of tolerance and respect for diversity to the culture of Deutsche Bank. He described himself as embodying that diversity: in his own words, "an Indian, with a British passport, who works for a German bank."

Since 1999, the bank has sponsored various exhibitions at the Museum, which played an integral role in the development of the careers of several prominent artists in the Deutsche Bank Collection. Jacques Brand, CEO of Deutsche Bank North America, serves on the museum's Board of Trustees. ■

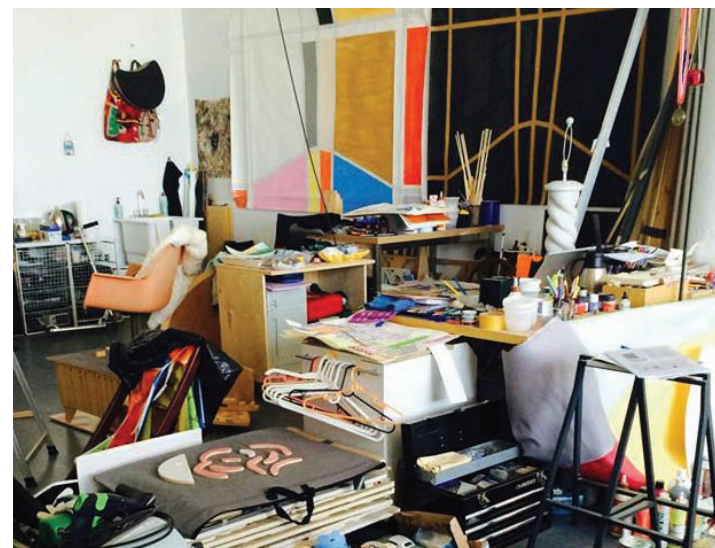
[thejewishmuseum.org](http://thejewishmuseum.org)



Annual Purim Ball 2013 Photograph: Will Ragazzino/BFA NYC.com

**Art school**

Frieze Education Program



Photograph: Florian Meisenberg's studio

For art lovers of all ages, Frieze is a place to make new discoveries. Since 2013, Deutsche Bank has sponsored the Frieze New York Education Program, which gives young New Yorkers from underserved communities unique access to the contemporary art world.

New this year, Frieze New York is offering an apprenticeship program for high school students. Over six weeks, participants followed a work of art from inception to exhibition at the art fair. A series of workshops provided opportunity to develop an understanding of an artist's practice and to learn about the many professions and roles contemporary art can offer those interested in arts careers.

Meeting the German-born contemporary artist Florian Meisenberg, who now lives and works in New York, and observing him at work in his studio, made a big impression on Nanese Shirokawa, one of 14 teens to take part in the program. "Hearing Florian's passion and the immense thought he puts into his work changed how I view art," she says.

Teenage years bring questions of identity and direction. Florian's sense of vocation affected Wendy Guzman, who says, "He never gave up on himself or his dream of becoming an artist and having his own studio."

As well as encouraging engagement with art, the program aims to develop the communication and collaboration skills essential for professional success in any field. The students were tasked with making a video of their experiences in the program to show at Frieze, giving them an opportunity to demonstrate their own artistry.

Deutsche Bank is also supporting a program led by the Bronx River Arts Center. Teens from the South Bronx will create a digital guide to the fair, incorporating images of artwork, artist and curator interviews, and their own reviews. The guide will be distributed widely to other youth in the Bronx, providing them greater access to the arts. ■

[friezenewyork.com](http://friezenewyork.com)

---

## Passionate about... Cultural innovation

*How did you become interested in the intersection of art and technology?*

I started out working as a digital strategist for brands, helping them leverage social media. I knew I wanted to reconnect with arts and culture, which is my passion. In 2008, I started ArtsTech Meetup as a way to convene people in the art world who were looking to apply technology as a tool for marketing, engagement and education. I wanted to create a forum where they could share their learnings and experiences, and also create an opportunity for the art and tech worlds to have more of a dialogue with one another. Since then, the group has grown to more than 4,200 members in New York City and has opened chapters in San Francisco, Los Angeles, Philadelphia and Seattle.

*What impact do you see technology and cultural production having on each other?*

Technology has unlocked new forms of creative expression among artists and designers, and is enabling them to distribute their work and connect with audiences in ways that would not have been possible before. Artists and designers are inspiring technological innovation, too, by using technology products in ways manufacturers had not considered.

*Where did the concept for NEW INC come from?*

One thing we're seeing in New York, especially, is the rise of interdisciplinary co-working communities. Freelance artists, designers and technologists are collaborating on projects that are driven by creative inquiry but which might have commercial

implications as well. NEW INC was formed to give space to artist- and designer-led start-ups that would probably be overlooked by a traditional venture capital firm or business incubator, and which do not fit typical artist residency or grant programs either. We wanted to create something in between those two funding models to support these types of projects and allow them to scale.

*Why is a museum running a business incubator?*

This is an area that could benefit from cultural stewardship and the New Museum is the right institution to take on the conversation because exploring new ideas and re-envisioning the role of the museum are in its DNA. The incubator is like a little sandbox physically adjacent to the museum. It's a separate space where we can experiment with new modes of cultural production and hopefully new sustainable models of creative practice as well.

*Are the boundaries between art and business becoming blurred?*

Many more artists and designers are straddling this creative-commercial divide, where they take on commercial clients to pay for their creative work. In the absence of strong support for the arts in the US, this is the reality of how artists and designers are getting by. Commercial work allows artists to hone their skills, experiment with new tools and work on projects at a scale they could never achieve in their personal work. It's a kind of R&D for their creative work and vice-versa, so the two have a complementary relationship.

*What kind of impact do you hope NEW INC will have on New York City?*

We hope to nurture the greater cultural economy here by equipping our members with the skills they need to set up shop in the neighborhood or elsewhere in the city. Members will receive training and mentorship on everything from branding, trademarking and intellectual property to how to raise equity.

Additionally, we want to set regular collaborative design challenges to address civic problems. That may lead people to take up and pursue those ideas as longer-term projects. Work will be presented to the public in a conference or symposium at the end of the first year to create dialogue on these topics.

There is no shortage of talent and we want to make sure that we convene a diverse community that reflects the dynamism of cultural life in New York City. ■

[newinc.org](http://newinc.org)

NEW INC receives funding from  
Deutsche Bank Americas Foundation

A portrait of Julia Kaganskiy, a woman with dark, wavy hair, looking thoughtfully to the right. She is wearing a dark, possibly black, top. The background is a plain, light blue-grey color.

# Experiment

Julia Kaganskiy is director of NEW INC at the New Museum in New York, a cultural incubator that promotes collaboration between art, design and technology